Byrne, Randall (Treasury)

From:	Maxine Murray <mmurray@cityofflint.com>
Sent:	Monday, November 10, 2014 3:14 PM
To:	Carter, Jerry (MSP); Kapp, Gene (MSP); Muchmore, Dennis (GOV); Roberts, John (DTMB); Dempkowski, Angela (Treasury); Baird, Richard (GOV); Darnell Earley; Deasy, Thomas (MSP); Koryzno, Edward (Treasury); Clement, Elizabeth (GOV); Elizabeth Murphy; Etue, Kriste (MSP); Hollins, Harvey (GOV); Hill, Darryl (MSP); James Tolbert; Jerry Ambrose; Klotz, Josephine (MSP); Lee, Nichole (MSP); McGowan, Emmitt (MSP); Smith, Paul (GOV); Byrne, Randall (Treasury); Sands, Thomas (MSP); Sipes, Stephen (MSP); O'Neill, Stephen (MSP); Saxton, Thomas (Treasury); Workman, Wayne (TREASURY); West, Samantha (GOV)
Subject:	Treasury Conference Call Agenda
Attachments:	Agenda 110714 Conf Call with Treasury.docx
Follow Up Flag:	Follow up
Flag Status:	Completed

Good afternoon,

In light of the meeting cancellation, please add to the attached agenda any items/updates from Michigan State Police, Governor's Office, or others and share with the group. These updates will be added to the on-going agenda.

--

Maxine Murray
Executive Assistant to
Mayor Dayne Walling
Darnell Earley, Emergency Manager
1101 S. Saginaw Street
Flint, MI 48502
810.237.2035 Telephone
810.766.7218 Fax

Attention Michigan State Police and Governor's Office: please add your agenda items and share with the group. These additions, once received, will become part of the on-going agenda.

City of Flint Wednesday 9:00am Phone Conference Agenda
November 12, 2014 CANCELLED

1) **Public Safety Update – FPD, MSP, (FFD, if needed)**
   a) FPD –
      i. The final draft report for the evaluation of both the Police Department has been received. We are awaiting the final draft of the Fire Department.
      ii. Completing revisions to SRMS MOA.
      iii. The Citizens Radio Patrol was operating the evening before Halloween. Only two fires were reported that evening – the lowest in recent memory.
      iv. Emergency Manager Earley is setting up a meeting with MSP Post and District Commanders to prepare for transition and keep momentum going with COF PD and MSP. The ICMA Public Safety Study will be included for discussion.
      v. Lock-up financial issue: City submitted the September invoice submitted by the County in the amount of $248,819.02; the State informed us that the current contract ended September 30, 2014. The State has requested another contract with the County. Sheriff Pickell informed Chief Tolbert that he is in the process of finalizing the contract/budget and will ensure the City receives a copy before he submits to MDOC. Treasury, please let us know if MDOC plans on covering the expenditures from September.
   b) FFD
   c) Other update from Chief Tolbert and MSP

2) **Governor's Office Update – R. Baird, H. Hollins, B. Clement**
   a) Court Consolidation Status
   b) The legislative initiative to allow a vote on a local income tax increase will be handled by Mayor Walling who will be working through the Governor's Office and H. Hollins. A meeting is being scheduled with H. Hollins, Mayor Walling, Rep. Stanley, D. Earley, and J. Ambrose.
   c) Other

3) **Lawsuits – Status, Issues**
   a) Retiree Lawsuit – No updates

4) **Financial and Administrative Update**
   a) Remaining bargaining units in "meet and confer" sessions: Fire
   b) Next benchmark is audit.

c) Fund balance ordinances including OPEB and BSF have been drafted. Also drafted ordinance for budgeting and strategic planning process will be reviewed by Finance and Admin. Cmte. at the December meeting.

5) City Council Update

a) The Council meeting schedule has been revised for the balance of the year to accommodate election of officers and the November and December holidays.
b) Two Council seats will become vacant on January 1, 2015. An appointment process is under consideration by the EM. P.A. 436 will guide the process which could involve direct EM appointment or collaborative effort with City Council.

6) Charter Review Commission

a) Three of the six charter revision ballot proposals passed: establishment of a Charter Review Commission; an add to the current charter regarding financial best practices, and a reduction in the number of Mayoral appointees from 10 to 5.
b) Notice has been sent out on new timing for the election of commissioners. See attached press release. Election will be held in May 2015.

7) **Water Issues**

a) General Motors Water Issues – working through lawyers at this point. We are close to a final agreement regarding their level as a customer with the City of Flint.
b) A meeting with the Department of Environmental Quality was held on October 29. A number of steps for continued support were discussed. More follow-up is planned. We are awaiting action from the DEQ on getting a message of support out to the public.

8) Messaging

a) A plan is being developed to present to the community at-large and to the various interest groups (i.e. business, investors, foundations) the background of the financial emergency, the actions taken and next steps to emerge from receivership. This will be an on-going item for discussion.
b) Starting a new communication strategy with an EM press briefing the afternoon of a Council meeting or important Committee meeting.
c) Hurley Hospital Valuation City - beginning regular meetings with the Hurley leadership to identify strategy beneficial both Hurley and the City of Flint.
d) Deputy Finance Director has resigned. Need to develop an internal plan for succession and filling vacancies for the newly appointed City Administrator. These will also need to include the City HR Director who is the HR finalist for the Flint Community Schools.

9) 9-1-1 Reconsolidation Plan

a) The Genesee County 9-1-1 Consortium has voted to accept Flint's request to join. Consolidation is expected to be complete by July 1, 2015. Mayor Walling has been appointed the City's representative on the Membership Board. Work is progressing to complete merger before July 1, 2015.

b) C-GAP award for 9-1-1 Tower will have ~$400,000 balance. Would like to use for 9-1-1 consolidation expenses.

10) Recruitment and Selection of City Administrator/Manager

a) Provide guidance on several considerations: duration of appointment, contract, consistent with TAB, working with TAB, etc. – Finalize timeline after January 1, 2015.
b) Five finalist candidates will be interviewed today. The Recruitment Advisory Committee includes: Mayor Walling, Councilwoman Galloway, Jerry Ambrose, Randy Byrne, Pastor Al Harris - Chairman of the Concerned Pastors for Social Action, Steve Landaal – a Flint resident and business owner, and Emergency Manager Earley.

11) Other Items

Attachment: Charter Review Commission Press Release

1-[redacted], access code [redacted]
Created on: 11/10/14

EMERGENCY MANAGER				
Unit of Government	**Current Emergency Manager**	**Initial Appointment Date**	**Target Exit Date**	**Notes**
City of Allen Park	Joyce Parker	October 26, 2012	September 2014	*Finalize sale of movie studio with Time Equities - $12M *Complete bond tender offer April/May 2014 *Implement future reduction of OPEB liability *Finalize compliance settlement with SEC
City of Benton Harbor	Tony Saunders	April 1, 2010	February 2014	*Appointed new City Manager Darwin Watson *Establish RTAB – March 2014 *Funded Emergency Loan - $2 3M
City of Detroit	Kevyn Orr	March 14, 2013	September 2014	*Tax (property and income) assessment and collections procedures being evaluated and updated *Post governance – FAB role? *DWSD – establishment of new authority
City of Flint	Darnell Earley	November 28, 2011	April 2015	*Positive resolution of pending retiree healthcare lawsuit *Monitor completion of Karegnondi Water Authority Project *Complete E&Y Phase II analysis to develop deficit elimination strategy *Renegotiate CBAs
City of Hamtramck	Cathy Square	June 26, 2013	June 2014	*Eliminate MERS liability ($2.1M) *Internal restructuring (new hires and outsource) *Fill City Manager position
RECEIVERSHIP TRANSITION ADVISORY BOARD (RTAB)				
Unit of Government	**Board Members**	**Appointment Date**	**Target Exit Date**	**Notes**
City of Ecorse	Edward Koryzno Robert Bovitz Joyce Parker	May 1, 2013	TBD	*Hire City Administrator *FY 2013 budget balanced *Loss of U.S Steel tax settlement revenue in FY 2015-16 ($1M)
City of Pontiac	Edward Koryzno Robert Daddow Louis Schimmel Keith Sawdon	August 19, 2013	TBD	*Resolve $6M annual retiree healthcare obligation *Proceed with Phoenix Center demolition *Resolve litigation - Police/Fire VEBA ($34M in assets that may be depleted in 15 years) *Transition additional responsibilities to Mayor

Sampson, Jeremy (TREASURY)

From: Stanton, Terry A. (Treasury)
Sent: Thursday, November 19, 2015 2:38 PM
To: Wurfel, Sara (GOV); Murray, David (GOV); Sampson, Jeremy (TREASURY)
Cc: Heaton, Anna (GOV); Kennedy, Jordan (GOV)
Subject: FW: Flint water
Attachments: 271Q3209 Flint Water Supply Assessment Final Report 2-6-13.pdf

Importance: High

All—

Please see below from Egan. This is essentially the same "?" Nancy Kaffer asked of Jeremy a couple weeks back. Intend to say something along the lines of the following...please advise.

The Tucker-Young report offered an initial perspective on the situation, but as additional information was received and considered by the city, city officials determined that KWA offered the best long-term solution for Flint. As has been noted previously, all involved, the mayor and city council, believed the move to KWA was appropriate and supported the move.

As we have discussed previously, consideration of the development of a Flint-area/Genesee County water system had been on-going since the early 2000's and the City of Flint had been in discussions about joining a new system for much of that time.

From: Egan, Paul [mailto:pegan@freepress.com]
Sent: Thursday, November 19, 2015 1:09 PM
To: Stanton, Terry A. (Treasury) <StantonT@michigan.gov>
Subject: Flint water

Terry attached is the City of Flint Water Supply Assessment, a February 2013 study commissioned by the state treasurer and carried out by Tucker, Young, Jackson, Tull Inc.
Why did the state and city opt to split with DWSD and go with KWA when this study found it would be more costly to do so?

(From p. 17) "Based on the analysis, it is prudent to assume the KWA water supply option costs would be somewhere between the KWA-1 and KWA-2 options. Therefore, the analysis indicates that the two DWSD options of supplying 8 MGD on a maximum day and up to 8 MGD on average are the least cost options for Flint. These options allow Flint to maximize the use of existing assets; the City of Flint's (the Flint WTP) and DWSD's (the existing 72-inch main)."

Thanks, Paul Egan
Detroit Free Press
517-372-8660

Byrne, Randall (Treasury)

From: Widigan, Robert (TREASURY)
Sent: Friday, November 21, 2014 2:20 PM
To: Byrne, Randall (Treasury)
Cc: Porubsky, Carmen (TREASURY)
Subject: City of Flint Quarterly Repot
Attachments: October 2014 Quarterly Report.docx; Sect 9 Report 101514.pdf

Randy,

Attached is the analysis and recommendations for the City of Flint's October Section 9 Report.

If additional work on this is needed, please let me know.

Thank you,

Robert Widigan | Departmental Analyst | Office of Fiscal Responsibility
State of Michigan | Department of Treasury
430 W. Allegan Street, 3rd Floor | Lansing, MI 48922
(517) 335-2130 | WidiganR@michigan.gov

CITY OF FLINT

OFFICE OF THE EMERGENCY MANAGER

Darnell Earley, ICMA-CM, MPA
Emergency Manager

October 15, 2014

Mr. R. Kevin Clinton, State Treasurer
Michigan Department of Treasury
Bureau of Local Government Services
4th floor Treasury building
430 West Allegan Street
Lansing, MI 48922

Dear Mr. Clinton:

I am attaching for your consideration the quarterly report of the Emergency Manager of the City of Flint as required by Section 9 (5) of P.A. 436 of 2012. The report details activities for the period of July 1, 2014 through September 30, 2014.

Respectfully submitted,

Darnell Earley, ICMA-CM, MPA
Emergency Manager

Attachments

cc: Wayne Workman, Deputy Treasurer
Edward Koryzno, Bureau Director of Local Government Services
Randall Byrne, Office of Fiscal Responsibility
James Ananich, State Senator
Woodrow Stanley, State Representative
Phil Phelps, State Representative
Dayne Walling, Mayor City of Flint

QUARTERLY REPORT TO THE STATE TREASURER
REGARDING THE FINANCIAL CONDITION OF THE CITY OF FLINT

October 15, 2014

This quarterly report covers the period from July 1, 2014 through September 30, 2014 and addresses the financial condition of the City of Flint.

Per P.A. 436 Section 9 (MCL141.1549) requires that you submit quarterly reports to the State Treasurer with respect to the financial condition of your local government, secondly, a copy to each state senator and state representative who represents your local government. In addition, each quarterly report shall be posted on the local government's website within 7 days after the report is submitted to the State Treasurer.

Status of the Financial Condition of the City of Flint
July 1, 2014 through September 30, 2014

The City of Flint has adopted a biennial budget for fiscal years 2015 and 2016, and is committed to ongoing review of revenues and expenses.

<u>Summary of FY15 First Quarter and FY 15 Budget Status</u>
In summary, at the end of the 1st quarter, the financial outlook for the remaining FY15 appears to be on track. In total, revenues and expenditures are generally meeting expectations. The City continues to make timely pension contributions and healthcare premium payment for both active employees and retirees. (Attachment A: Summary and Revenue & Expense Report 1st Quarter FY15)

Some further observations on the current budget status:

- In the General Fund, actual revenues are just above 20% of budgeted revenues. At the time of the report, however, the City had not received its portion of State Shared Revenues, and when those revenues are received (approximately $2.4 million), they will be accrued back to the 1st quarter.
- General Fund expenditures are reported at 22% of the budgeted expenditures, in line with expectations. However, it has been discovered that $13,000 in communications expenses was inadvertently deleted from the District Court budget. It will be necessary to consider an adjustment to the District Court budget to address this shortfall.
- Also, we continue to monitor the personnel expenses in the Police and Fire budgets to determine the budgetary impact that reducing staffing levels through attrition rather than layoffs at the beginning of the year will have. It appears that attrition is moving staffing levels down to the budgeted levels, with Fire already at its reduced level of 75, and Police currently at 121 (VERIFY), with a target of 115. By the end of the second quarter we anticipate that the reduced levels will be met by then and in addition, we will have the results of the ICMA organizational and staffing study. We will also be beginning to receive a portion of the $1 million allocated for police and fire expenditures in the state budget. We presently anticipate that these funds will be sufficient to offset any shortfall in the personnel line items in these budgets. With the second quarter report, we will provide any necessary budget amendments in these areas.
- Special Revenue Funds, Major and Local Street Funds are operating below budgeted revenues and expenditures. Major Streets, Fund 202, revenues are down due to timing in which State revenues of the Gas and Weight Tax allocations have not been received as of the date of the report. Budgets in the Grant Funds, Funds 274, 295, and 296 reflect timing differences as well. The revenues in these funds have not been received as of the date of the report. In addition, it will be necessary to create a budget for Fund 297 to reflect the final expenditure of a COPS Hiring Grant, with funds carried over into the FY15 budget year.
- Revenues in the Building Safety and Inspections Fund (Fund 542) are coming in higher than anticipated for the first quarter of the year. This was due largely to

the new construction of the paint shop on the General Motor's property expansion.

- Revenues in the Water and Sewer funds are coming in at 19% and 16% respectively in comparison to the budgeted totals. At the same time, expenditures are coming in a 13% and 11% of the budgeted totals. It appears that the trend of reduced water billings are continuing, and efforts are underway to increase compliance and to identify areas of water loss from leaks as well as from theft. Actual expenditures currently do not include many of the capital improvement projects that are budgeted this fiscal year. The DPW and the Finance Department will continue to closely monitor the Utilities revenues and expenditures to keep them in line.
- The June 30, 2014 ruling by the Federal Court which modified its injunction to allow the City to implement certain changes to retiree health care benefits should provide some financial relief to the City budget, at least for the time during which the matter is being litigated. However, at this time it is not possible to project the amount of relief from the $5 million which was added to the budget for retiree health care as a result of the Courts initial decision prohibiting any change to retiree health care. This is because implementing the approved changes will not be effective until November 1 because of the time necessary to incorporate the changes into the current plans. With the second quarter report, we anticipate being able to project the anticipated costs in comparison to the budgeted amounts.

<u>Current Cash Flow</u>

The City's cash flow has improved significantly from the $13 million cash on hand in December of 2011. Thirteen million dollars is less than one month's operating expenses. By comparison, the cash on hand on September 30, 2014 was in excess of $61 million. (Attachment B Cash Flow Comparisons)

<u>FY 15 AND FY 16 Budget</u>

The FY14 budget was developed within the context of a five year projection of revenues and expenses. This exercise pointed out the continuing challenge the City of Flint will have in achieving long term financial stability. The Finance Department and the Council Finance/Administration Committee completed the FY15-19 strategic plan and financial projections. The City Council has also adopted a Mission, Vision, Goals and Budget Priorities statement. This was incorporated into the FY 14/15 and FY 15/16 Budget document (Attachment C Final FY15 & FY16 Budget Document). Consulting firm Ernst & Young assisted the City with an update to the five year financial projections. The biennial budget was adopted on June 23, 2014 via EM Order #13.

Attachments:
Attachment A Summary and Revenue & Expense Report 1st Quarter FY15
Attachment B Cash Flow Projection
Attachment C Final Budget Document FY15 and FY16
Attachment D Compliance Monitoring Report

Attachment A: Summary and Revenue & Expense Report
1st Quarter FY15

City of Flint Strategic Plan

Quarterly Report

July 1, 2014 – September 30, 2014

CITY OF FLINT

OFFICE OF THE EMERGENCY MANAGER

Darnell Earley, ICMA-CM, MPA
Emergency Manager

DATE: October 10, 2014

TO: Scott Kincaid, President, Flint City Council
City Council

FROM: Darnell Earley, Emergency Manager
Dayne Walling, Mayor

RE: City of Flint Strategic Plan, First Quarter Report

Earlier this year, the City Council of Flint adopted a Strategic Plan for the City of Flint. This Plan announced a Vision, Mission, and Goals to guide the operation of the City government for the next five years, and was adopted in the context of the City's recently adopted Master Plan for the community. It was followed by a statement of budget priorities adopted by the City Council, and ultimately by a biennial budget for FY15 and FY16. The budget also projected the City's finances for the following three years – FY17, FY18, and FY19. During this same period a Deficit Elimination Plan and Reserve Accumulation Plan was approved by the State and a Seven Point Transition Management Plan was enacted to guide the way by which the operation of the City will be assumed by the Mayor and City Council . The integration of the Strategic Plan into the organizational processes of the City is a key component of the Seven Point Transition Management Plan.

In total, these actions comprise a broad framework guiding the direction of the Flint City government as it restores financial stability and once again becomes an active leader focused on making Flint a safe, secure city attractive to residents, businesses, students, and visitors.

The first quarter of FY15 ended on September 30, 2014. We are pleased to report on the progress which has been made. While significant progress has been made on many fronts, significant challenges and risks remain.

We wish to commend the Management Team and our employees for their dedicated efforts to move the City forward. We look forward to discussing the contents of the report with you.

Overview

The City of Flint has a vision and a plan and now it is focused on implementation in order to achieve a stronger and financially sound municipal government along with a safer and more stable community. To succeed, however, City leaders must follow the plan with discipline and commitment. They cannot stop halfway or leave work half-done—and everyone has an important role to play. Working together as a team, the City of Flint has been successful in the previous quarter in increasing public safety, improving infrastructure, creating jobs and development, eliminating blight, engaging citizens and managing financial and administrative challenges. Areas of success include.

- Law enforcement is working hard with growing community support and total homicide victims is down 28% compared with 2013.
- Utilities is managing with an eye toward the future and the construction of the KWA pipeline is underway, on time and within budget
- Development activities have increased with new facilities under construction at GM Flint Assembly, on the Buick City brownfield site with American Pipe, and downtown in the Health and Wellness District.
- Blighted properties continue to be eliminated, using state and federal funds, and neighborhood volunteer groups have removed more than 2 million pounds of trash in major clean-up efforts.
- The General Fund deficit continues to be reduced, and the City's financial position is stabilized at least for the near term. Preliminary projections show the deficit as of June 30, 2014 to be $9 million, a reduction from $12 9 million the previous year.
- Revenues and expenses for the first quarter of FY15 are in line with expectations.
- Internal restructuring of the City continues at it strives to become efficient, effective, and customer service focused in an environment much smaller than in the past.
- The transition from state oversight to traditional home rule is underway, guided by the Seven Point Plan recently enacted If progress continues as anticipated, the next step in transition will occur in 2015.

Challenges also continue. The transition from DWSD to the Flint River for the City's temporary supply of water until KWA is complete has occurred; however, the work of producing treated water has been complicated by the system's aging infrastructure and varying temperatures. A badly needed update to the City's web site is underway; progress has been delayed from initial completion targets as the selected vendor was unable to perform necessary tasks. The retiree lawsuit, whose outcome can seriously affect the financial solvency of the City, remains unresolved. Work continues to get done under difficult circumstances with limited resources, however the new strategic planning process is improving the City of Flint's productivity, responsiveness and accountability.

Assuring Accountability to Adopted Plans and Budget

The Strategic Plan for FY15-FY19 and the Biennial Budget for FY15 and FY16 charts the course for the Flint City government as it emerges from near financial insolvency and establishes itself as a municipal government providing residents, businesses, students and visitors public services in a customer friendly and financially responsible manner. Near term steps for achieving this have further been defined by a set of priorities set by the Mayor and City Council as the biennial budget was adopted. Likewise, the Master Plan for a Sustainable Flint, adopted in October 2013 by the Flint City Council and the Flint Planning Commission, provides the framework for ongoing efforts to improve the community as a whole.

Achieving the outcomes desired will be a lengthy and ongoing process. Specific steps to move along this course have been outlined in a series of objectives to be accomplished over the next several years. The purpose of the quarterly report is to hold the City of Flint government accountable to the highlight progress as well as to identify areas of weak performance. The first quarter of FY15 ended on September 30, 2014, and progress has been assessed.

Highlights

Increasing Public Safety

A primary goal of the City is to assure a safe, secure, and healthy environment in which to live, work and play. Well-functioning police, fire and emergency response systems are essential to achieving this. While challenged significantly with less than adequate resources, progress has been made to improve public safety, thanks in part to the assistance and collaboration of the State Police:

- Incidence of Part One crime is down 13%, including a 28% reduction in the number of homicides
- Response time for police and fire has been decreased
- The decision has been made that the City will rejoin the Genesee County 9-1-1 Consortium. Anticipated to occur by July 1, 2015, this action will result in enhanced service with access to updated technology and will provide some $1 million annually in reduced costs.
- Internal reorganizations and process improvements have been made in the Police and Fire departments to accommodate the reduced staffing made necessary by the City's financial condition. With the assistance of financial assistance from the state, the City is engaged in a comprehensive review of its police and fire structure to determine the most efficient and effective organization for the future.

Improving Infrastructure

A key goal of the City is to provide access to dependable and affordable water sewer, and waste. Another key goal is to assure an adequate and well maintained transportation network. The financial challenges of the past several years has left the City with significant need for reinvestment in virtually all of its infrastructure. While the challenge is enormous, positive steps have been taken:

- The first draft of the City's first comprehensive Capital Improvement Plan has been completed and will shortly be shared with the public for its input.
- The City has recently been notified that it will receive $750,000 in funding for roads, as contained in the new State budget. Planning for use of these funds is beginning, with the expectation that it will be used for badly needed road repairs in the spring.

- The construction of the KWA pipeline is underway, on time and within budget. The transition from DWSD to the Flint River for the City's temporary supply of water until KWA is complete has occurred; however, the work of producing treated water has been complicated by the system's aging infrastructure and varying temperatures.
- Concerns regarding the cost of water to Flint residents and businesses remains a high concern. Investigation of sources of water loss – both from theft and pipe leakage is ongoing. Reports of theft have resulted in criminal investigations, which are significant and ongoing. Several criminal complaints have resulted from the investigation and more are anticipated Comprehensive programs of water meter replacement and leak detection are being developed.
- Construction will begin in October of a load out facility that will allow the city to shut down the incinerator and realize up to $400,000 a year in operational savings in the sewer fund.
- Investments in the underground utilities infrastructure are being finalized, utilizing budgeted funds for pipe replacement, pipe lining, and installation of technologically advanced water meters.
- Work is being planned to address the condition of city facilities. A contract has been signed to repair the employee and police parking lot and to replace the lighting with LED lights, while a process for evaluating potential energy savings at the Municipal complex is being finalized.

Creating Jobs and Development

One of the goals in the recently adopted Master Plan is to have a growing and diverse economy that spurs innovation and small business development along with an education system that prepares our workforce for jobs paying a livable wage. The Strategic Plan likewise commits the City to foster cooperation between businesses, higher education and medical institutions, nonprofit organizations and community groups to create jobs and development. It also identifies the need for the City to better define the role of the public sector in economic development and also to improve the business climate.

A number of business and community development initiatives are underway across the city

- Development activities have increased as evidenced by revenues collected from building permits and rental inspections. These revenues are currently projected to exceed budgeted revenues by $300,000 by the end of the fiscal year
- Increased capacity for compliance with the City's Rental Registration Ordinance is being put into place. A contract for services has been executed, with inspections planned to begin before November 1.
- A new Medical Marijuana ordinance has been enacted. Application forms and related materials are being developed.
- Aggressive pursuit of funding for specific projects promoting development has resulted in more than $4 million to the City, including some $2 million for the redevelopment of Chevy Commons, $1.6 million for reconstruction of Dupont Street. Other grants have been awarded for a revitalization plan the South Saginaw corridor, road diet and bike lanes for Harrison Street, and an analysis of housing for the downtown area.

- Smith Village Development - Of 39 new homes built, 21 have sold, there are six purchase agreements, and 12 are remaining to be sold.
- Gundry and Salem NSP1 Purchase-Rehab-Resale – 14 homes were rehabbed, there are seven purchase agreements, and one home has been sold. Six of the 12 deeds that are in litigation with a previous developer by order of the Court.
- 26 units of senior apartments were made available with the ribbon cutting of Oak Street Apartments, a repurposed closed school building. Renovation was kick started with City of Flint CDBG demolition funds.
- An assessment of the development capacity of Flint's network of Community Housing Development Organizations (CHDO) and Community Development Corporations (CDC) has been completed in partnership with Local Initiatives Support Corporation (LISC). A planning is now underway to determine how the network can support implementation of the city's Master Plan and Blight Elimination Framework.
- In partnership with the local community foundation, public library, community college, and non-profits, began a six month community planning process where over 200 volunteers and stakeholders will create a well-coordinated, integrated system for literacy service delivery that increases literacy levels through a well-managed coalition of organizations.
- The $2.3 Million Community Development Block Grant (CDBG) programming allocation has been implemented. This allocation supports $928,000 of blight elimination, $725,000 in housing rehabilitation and emergency repairs, $227,000 to increase literacy, $124,000 for victim advocacy and fair housing and $184,000 in youth initiatives.

Improving Parks

Encouraging partnerships for recreation and access to open space across the City is a key goal of the Strategic Plan. While City support of its park system has been minimal for the past several years, positive steps, and the creation of partnerships in particular, have been taken towards achieving this goal:

- All City parks are being mowed at least twice per month, and their progress monitored on a regular basis
- Partnerships have been formalized with the Crim Foundation for Basset Park; with Friends of Rollingwood for additional park improvements; with Genesee Conservation District for forestry services; and with Mott Community college for Kearsley Softball Field and the Longway Greenbelt.
- A partnership with Mott Park Association for golf course and clubhouse is being developed.
- Substantial progress on park improvements are occurring at Max Brandon, aided by $200,000 in grant funding.
- Grant funding has also aided improvements at McKinley, and fostered progress on the Grand Traverse Greenway.
- Other improvements are occurring at Thread Lake and Flint Park Lake through the Genesee County Parks Partnership.

- The City is working in partnership with stakeholders at Whaley, Berston, Dewey, Kearsley, Hasselbring and Brennan Parks to leverage additional funding and volunteer assistance to construct further improvements.
- The Senior Center leases have been completed for Hasselbring and Brennen, assuring that senior citizen programming will continue in the City.

Eliminating Blight

Eliminating blight within the next five years is one of the objectives incorporated into the Master Plan, and is recognized by the City as being critical to creating and maintaining a vibrant and growing community. To date:

- A draft Blight Elimination Framework has been developed and widely circulated for public input, reaching approximately 400 residents who have committed to its implementation. The City has committed to organizing its resources around this plan and has appropriated approximately $928,000 for blight elimination activities including the development of a code enforcement program, demolition, and coordination of extensive neighborhood clean ups.
- Several hundred citizen volunteers, working with Cities of Service, Clean & Green, and many neighborhood associations, have spent countless hours on many projects, including removal of more than 2 million pounds of trash from blighted areas, boarding of 575 vacant properties, and mowing some 12,500 properties a total of 28,000 times
- Over $900,000 in CDBG allocations has been contracted to the Genesee County Land Bank for demolition of approximately 70 commercial and residential structures.
- $2.6 million in Hardest Hit funds were recently allocated to the City in partnership with the Land Bank to demolish some 225 homes in Civic Park. This funding is in addition to the nearly $23 million of both Michigan Blight Elimination and Hardest Hit Grant Funding for demolition of approximately 2,000 debilitated homes. The City has completed more than 1,500 Cut and Plugs in preparation for scheduled demolitions.
- An average of 240 Code Compliance issues are addressed monthly by the City's Blight Elimination Manager. 80% of these are resolved without further code enforcement action.
- The City has recruited 2 AmeriCorps VISTAs volunteers who will start in November and focus on implementation of the Blight Elimination Framework

Engaging Citizens

An engaged citizenry is essential to creating and maintaining a vibrant growing community. Citizen engagement in Flint increased significantly over the past few years as the City engaged them in the development of the Master Plan. Master Plan implementation has continued to engage citizens, as have other activities fostered by the City:

- All Master Plan Implementation Task Groups have met twice, working on individual actions plans The City will also be working with 41 neighborhood groups who have been trained on assessment work and will complete the neighborhood inventory for housing and street lighting by mid-November.

- The Police Department has engaged citizens in several ways, including increased participation by its command officers in community meetings, and by partnership and participation in APLACT (Advocates and Leaders for Police and Community Trust),
- The Department has also expanded use of Blue Badge volunteers in many areas, such as the newly established Citizens Radio Patrol.
- The department also become an active user of social media, promoting Crime Stoppers and Operation Fresh Start, and creating a presence on Facebook and Twitter.
- The Fire Department has also increased its presence in the community through its "Knock and Talk" initiative.
- Citizen engagement has also been enhanced with the placement of national service teams in the City of Flint, one from the National Civilian Community Corps and one from VISTA. More than 800 volunteers have been engaged with these teams on various projects, including removal of more than 2 million pounds of trash from blighted areas, emergency preparedness education for more than 900 residents, and participation in the national day of service on 9/11.

Managing Financial Challenges

Operating in a financially sustainable manner is essential if the City is to achieve its Mission of assuring that residents, businesses, students and visitors receive municipal services in a customer friendly and financially responsible manner. While the City continues to address an accumulated General Fund deficit, significant legacy costs, and a continuing structural deficit, progress continues to be made

- The General Fund deficit continues to be reduced, and the City's financial position is stabilized at least for the near term. Preliminary projections show the deficit as of June 30, 2014 to be $9 million, a reduction from $12.9 million the previous year. The City's cash position is adequate.
- A plan to eliminate the General Fund deficit no later than FY19 and to accumulate an adequate level of financial reserves no later than FY24 has been approved by the State.
- Revenues and expenses for the first quarter of FY15, which ended September 30, are generally in line with expectations.
- The City is vigorously pursuing external funding and resources to implement important projects in areas such as blight elimination, housing, and park improvements. More than $3 million has been received so far this year from federal agencies, state entities and community foundations, and additional applications are pending.

However, the legal challenge to changes made to retiree health care as part of restoring financial solvency continues. The June 30 decision by the Federal Court to permit the City to modify health care for retirees should provide some financial relief to the City while the case is being litigated. Should the City not prevail, however, the $5 million additional cost added to the FY15 budget will be continued, and may result in Flint's return to financial solvency becoming exceedingly difficult if not impossible

Improving Internal Operations

Achieving the goals set forth in the Strategic Plan will require a city organization that is efficient and effective, and capable of operating in an environment of limited resources. Elected leaders, appointed officials, and employees must be highly trained and professional, and place high priority on excellent customer service. Its organizational structures and process must be efficient, modern, and focused on results. Much remains to be done, but progress is being made:

- The search for an experienced professional City Administrator is underway, and several charter amendments are being considered by the voters, which would further enhance the efficiency of the government.
- A badly needed update to the City's web site is underway; progress has been delayed from initial completion targets as the selected vendor was unable to perform necessary tasks.
- A comprehensive review of City Ordinances is underway, with revisions in business licensing and zoning ordinances nearly complete.
- The organizational structure of the City has been revised to assure that capacity exists to implement the Master Plan.
- Professional development opportunities have been defined and are being provided for city staff. Current focuses include supervision and use of technology.
- An in-depth evaluation of the structure of the police and fire departments is underway with the goal of identifying the most efficient and effective structure for the delivery of public safety services.
- Nearly all labor contracts and personnel policies have been revised to improved organizational efficiency while containing short and long term costs associated with employee compensation.
- Review of the City's capacity to provide capacity and leadership in economic development is underway, including the potential of collaborative efforts with other entities.
- Reorganization of current staff positions to enhance constituent services is underway.
- Internal reorganizations and policy/procedure updates within the Police and Fire Departments have been enacted.
- The City's Emergency Management Plan has been updated.
- Reorganizations within the Utilities Division are being implemented to increase capacity to respond to maintenance and other needs.
- The Transportation Division has increased its capacity and lowered its costs to perform right-of-way maintenance activities by assigning casual skilled labor to work with street Maintenance crews.
- Agreement executed with Genesee County Conservation District to compile an inventory of street trees in order to develop a sustainable plan for the care and preservation of the urban street tree forestry.
- Improved processes for grant administration and compliance monitoring are being implemented
- Planning is leading an effort to fully utilize GIS capabilities to serve all departments.

- Asset management tools for Transportation and Utilities, such as GPS units, web reporting, and a new work order system, are scheduled for installation in the coming months.
- A city wide program to recognize employees is being evaluated. Currently, recognition programs exist on a departmental basis, including the Police Department, and a new program is scheduled for introduction in Department of Public Works.
- The Community and Economic Development Division continues to enact corrective actions, refine and adopt policies and procedures and provide technical assistance to sub-recipients for federal and state funded programs that reduce the potential repayment from historical HUD OIG monitoring findings and current Field Office and MSHDA monitoring, reducing exposure to General Fund for repayment.

Transitioning Back to Home Rule

The City has been under the jurisdiction of the State this time since November, 2011, as its financial condition placed it on the brink of insolvency. Much progress has been made to address that, and the focus is now preparing for the transition back to Home Rule Progress to date includes:

- A 7 Point Plan enacted by the Emergency Manager identifies specific objectives to be accomplished in order for the transition to proceed
- Target completion dates have been identified for many of the steps
- Specific objectives which have been accomplished include approval of a Deficit Elimination Plan, initiation of the search for a City Administrator, completion of a report by the Blue Ribbon Committee and the placement of 5 Charter Amendments plus the question of forming a Charter Review Commission on the November ballot.

Conclusion

Progress is being made in accordance with the expectations of the Strategic Plan and its specific objectives. Significant steps are being taken to improve its financial condition and to restructure the organization to improve efficiency and effectiveness. Steps are also being taken to prepare the City for return to traditional Home Rule governance.

Not surprisingly, because this is a first quarter report, not all objectives have been completed, and some have yet to start. In addition, many of the objectives require significant amounts of time and energy to achieve.

The positive progress outlined in this report must be read in the context of the current overall condition of the City of Flint. The level of services currently provided by the City is marginal as it struggles to regain financial solvency. Flint continues to be challenged by population loss, relatively low per capita income, aging infrastructure, and an insufficient revenue stream to support a desired level of services It still has a significant General Fund deficit to be addressed, along with significant legacy costs. And it still faces the possibility of insolvency should the challenge to changes in retiree health care prevail.

CITY OF FLINT
STRATEGIC PLAN

2014 -2019

Setting a Sustainable Course for the City of Flint

Quarterly Report

July 1, 2014 - September 30, 2014

CITY OF FLINT STRATEGIC PLAN

2015 -2019

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 and improve our quality of life

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 realize our Mission, businesses, students and visitors can expect that:

- The City will provide a highly trained and professional staff of elected leaders, appointed officials and employees
- The City will provide for a safe, secure, and healthy environment in which to live, work, learn and play
- The City will provide access to dependable and affordable water, sewer, and waste collection
- The City will provide access to an adequate and well maintained transportation network serving motorized, non-motorized, and pedestrian needs
- The City will foster cooperation between business, non-profit, foundation partners and residents to create a climate that supports community and economic development

The City government will also:

- Seek partnerships with Local, State and Federal governmental partners and other private entities in order to maximize efficiencies and resources in meeting its Mission
- 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

GOVERNANCE AND ADMINISTRATION

VISION Statement

The City of Flint's Governance will adapt to change and be a model of professionalism transparency and sustainability in order to provide effective government to each of our City's residents (as written in the Charter Preamble)

MISSION Statement

The Executive Management and Elected Leadership Directs and guides the City government in order operate in an open and financially responsible manner including improving citizen access focusing on measurable results improving the City's financial position and eliminating accumulated deficits within the context of the City of Flint Master Plan

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
EMERGENCY MANAGER		Promote vision, set priorities and measure results	Formally assess City readiness for Transition Advisory Board and progress towards achievement of Seven-Point Plan	I
MAYOR & COUNCIL			Participate with MML and others on an ongoing basis in advocating for state reforms in municipal financing, including PPT and EVIP	C
	Management of City Government		Continue to participate with MML and partners with new legislative session in advocating for state reforms in municipal financing including OPEB and Prop A	I
CITY ADMINISTRATOR	Chief Elected Official	Leadership Provide direction, guidance and support to the leadership in the Departments of Public Safety Planning & Development, Public Works and Finance & Administration in order for the achievement of their goals and objectives	Reduce deficit by no less than $1.8 million by end of FY15 and each year thereafter in accord with City Deficit Elimination Plan and continuing to accumulate an appropriate level of reserves	I
	Legislative Body of the City		Begin search for City Administrator	C
MAYOR			Formally assess dept head's progress on attaining objectives and then semi-annually thereafter	I
		Partnerships Seek partnerships with local, state and federal governmental partners and other private entities in order to maximize efficiencies and resources in meeting the City's mission	Conduct organizational review of all departments completing Public Safety in FY15 and Public Works in FY16	I
CITY COUNCIL			Resolve retiree healthcare lawsuit by December 31 2015	I
			Conduct formal quarterly budget and strategic plan review with Council	I
HUMAN RELATIONS		Training Prioritize attracting and retaining a highly trained and professional staff of elected leaders appointed officials and employees by offering training opportunities encouraging best practices measuring performance and providing evaluations	Complete assessment of Hurley's future as a community hospital	I
			Apply for 20 grants annually and receive $10 million in competitive/non-entitlement awards beginning in FY15	I
CIVIL SERVICE/OMBUDSMAN			Secure ongoing financial and other support for public safety and blight including city lock-up for FY15-FY16	I
			Develop proposals for 911 consolidation and courts consolidation	I
		Citizen Access Manage municipal services in a customer friendly manner by providing public information respond to constituent concerns	Design citizen service system to process up to 500 requests each month	I
			All Council members and Mayor to attain MML Level Two certification	I
			Update the video capabilities of the City Council chambers to facilitate in-house recording, production and uploading of video	I
		Volunteer Service Develop a culture of national service and community volunteering that demonstrates how the City and community priorities can be addressed through service solutions	EM and Mayor to approve professional development training schedule for department heads	I
			EM and Mayor to approve professional development training schedule for employees based on recommendations from department heads and Human Resources	I
			Updated web site to be implemented	I
			All appointments to City boards to be current	I
		Climate for Growth Foster cooperation among business nonprofit foundation partners and residents to create a climate that supports community and economic development	Create 1 000 Volunteer opportunities annually	I
			Mayor/EM to implement policies and procedures for improving citizen access to City government	I
			Formally assess future city role in promoting economic and community development for consideration in FY16 budget	I

C = Complete I = In Progress N = Not Started

GOVERNANCE AND ADMINISTRATION

(cont)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
CITY ATTORNEY				
CITY ATTORNEY'S OFFICE	Provide legal advice to Mayor Council City Administrator and Department Heads on matters of City business	Update City ordinances	Revised Business Licensing ordinance to be in effect on July 1 2014 revised Zoning ordinance by November 2014 schedule of remaining ordinance revisions to be developed by July 1 2016	I
	Prosecutes violations of City Ordinances		Develop strategy and timeline for renegotiating Cable Franchise agreement (agreement expires December 2016)	I
	Responds to FOIA requests	Provide for most cost effective means of litigation	Handle 95% of litigation in house	C
	Advises in labor relations and employment relations issues		Implement program for increasing amount of delinquent collections	I
	Represents City in lawsuits and other legal matters	Develop and implement administrative efficiencies	Define proposed process for handling paper and digital files, including time frame for implementation	I
			Define process and procedures for improving standardization of procedures for common legal matters, including time frame for implementation	I
		Improve staff skill sets and working environment	Program for improving skill sets of all staff to be scheduled/implemented	I
			Proposal for improving the appearance of City Attorney's Office to be presented to Facilities	C
CITY CLERK				
CITY CLERK S OFFICE	Records proceeding of City Council and other bodies	Maintains all records of meetings of City Council and its committees Publishes notices of meetings and records minutes	Define ongoing training needs of City Council staff Including law changes affecting legislative bodies (such as public notices open meetings) and the Legistar cataloging system and implement training	I
	Provides administrative and professional support to City Council and other bodies		Review and update City Council's constituent complaint referral process	I
RECORDS	Custodian of City Records	Manages custody and retention of city records, including minutes of official bodies	Release a RFP by January 1, 2015 seeking comprehensive proposals for analyzing the state of all City current and historical records and providing recommendations for preserving, cataloging, and accessing records utilizing a records retention schedule with implementation to begin in FY16	N
	Codifies city ordinances every ten years		Assure orderly transition of the Licensing Division to the Planning & Development Department	I
ELECTIONS	Oversight of elections	Conducts elections in accordance with state law	Continue ongoing training calendar for Election Inspectors and City staff involved with elections	I
		Maintains current and historical voter registration lists and related documents	Secure State grant for polling accessibility study to meet ADA requirements and continue to seek public and non-profit grants for election related activities	I

 C = Complete I = In Progress N = Not Started

POLICE DEPARTMENT

VISION Statement

The Flint Police Department will be the anchor resource in a collaborative effort with the community businesses and visitors to the City of Flint. We will provide model law enforcement services with an emphasis on innovation and technology

MISSION Statement

The City of Flint Police Department is committed to protecting and serving all the people of our community with respect, fairness and compassion

Acting in partnership with our community to protect life and property, we strive to prevent crime and preserve peace, order and safety

We will seek just solutions with honesty and integrity

We encourage need and expect community involvement to work toward a mutual goal of enhancing the quality of life within our city

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
POLICE				
ADMINISTRATION	Management & Planning	Utilize tangible departmental resources in an efficient and effective manner	Recommend vendor for Record Management System by October 1 2014 and propose funding and implementation strategy for inclusion in FY16 budget	C
		Utilize tangible departmental resources in an efficient and effective manner	Establish criteria that identifies each supervisor's responsibilities in the supervision of their respective subordinates	C
		Institute fair and reliable performance accountability at all levels within the Flint Police Department	Review administrative responsibilities	C
		Utilize tangible departmental resources in an efficient and effective manner	Revitalize the Flint Police Department's Chaplain Corps	I
	Community Policing	Implement a comprehensive impactful community involvement/engagement strategy	Launch FPD website	C
		Implement a comprehensive impactful community involvement/engagement strategy	Acquire and implement an online Crime Mapping capability that is accessible to community members	C
		Implement a comprehensive impactful community involvement/engagement strategy	Develop train, and implement a "Citizen's Radio Patrol" utilizing Blue Badge Volunteers in their respective neighborhoods	I
INVESTIGATIONS	Investigation of Crimes	Utilize tangible departmental resources in an efficient and effective manner	Evaluate call management strategies currently in place	C
		Utilize tangible departmental resources in an efficient and effective manner	Increase use of IB techs at crime scenes develop latent prints and compare to files to ID perpetrators by June 30 2015	N
		Utilize tangible departmental resources in an efficient and effective manner	Develop an informational document from the Detective Bureau to assist in identifying crime patterns	C
LOCKUP	Oversight of lock-up facility	Utilize tangible departmental resources in an efficient and effective manner	Move to have GCSD handle entire booking process eliminate IB techs from process	N
PATROL	Deployment of officers on patrol	Effective and efficient deployment of personnel based on calls for service and crime data to include (a) place based, (b) time based and (c) offender based observations	Reduce response time to calls for service by 8%	I

POLICE DEPARTMENT

(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
		Utilize tangible departmental resources in an efficient and effective manner	Develop a data driven strategy that can be utilized by Patrol Lieutenants through recurring reports	C
RECORDS/PROPERTY MANAGEMENT	Custody of police records and confiscated properties	Maintain and utilize effective and efficient call management strategies	Examine other alternatives as it relates to calls for service or criminal complaints	C
		Move to electronic property management	Complete refresh of property room	C
	ID section/ Property	Apply updated retention policy	Eliminate all unnecessary historical paper records in the Police Department	C
		Provide a training and qualification venue for FPD and explore the possibility of revenue generation if we rent out to other LE agencies in the area.	Evaluate options and recommend location for new shooting range	N
	Department Management	To use all department empirical data effectively and develop a department-wide goal of strategic thinking. Operationalize responses in functions and responsibilities of each level within the department to achieve the following	A 20% reduction in Violent Part 1 crime	I
			Increase Community Policing efforts, measured by the MSU proactive time study with an increase of 7-10%	I
Administration	Department Management	Increase community volunteers Blue Badge Program	Use Blue Badge as the portal to all volunteer efforts including 1). Citizen Radio Patrol 2). Chaplain Corps, 3) Service Center/Mini Station workers with a goal of 30% increase	N
Administration	Department Management	Increase use of Neighborhood Service Officer Program	Identify funding source to expand the NSO program in size and duties specifically license compliance for problem businesses and scrap and secondhand merchants	C
Chief's Office	School Liaison	Increase and deploy School Resource Officer	Per the COPS grant Hire 6 Officers and deploy in the schools with the emphasis on the school and the community therein focus on safe routes and crimestoppers school program	I
Chief's Office	Department Management	Collaboration with Federal State, and LE agencies that will result in continued crime reduction	1). Continue Partnership with FBI, ATF and USMS 2) Partner with MSP FFD FANG on Arson squad 3) Partner GCSO on Auto Theft Team (GAIN) Develop Area Crime Team with MSP and GCSO	C
			Acquire and implement an online Crime Mapping capability that is accessible to community members	C
			Submit all requested materials from ICMA	C

911

VISION STATEMENT

The City of Flint 911 Department will be a fully functional Next Gen 911 system accessible 24/7 from any device

MISSION Statement

The City of Flint 911 Department is committed to serving our citizens businesses and visitors with professional emergency services We will continuously strive to improve our services in the most effective and efficient manner possible

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
911			Reduce use of 911 for non-emergency calls by 25%	I
TELEPHONE ANSWERING & DISPATCH	Receives call and dispatches resources	Provide the best possible emergency telephone answering and dispatch purpose with available resources	Develop plan for Next Gen 911 technology including telephone upgrade and console upgrade	N
	Maintains records and consoles	Provide prompt courteous and efficient customer service	Improve Response to incoming 911 and 7-digit calls by 10% and improve coordination with EMS dispatch	I
RECORDS MANAGEMENT	Management of 911 Center	Improve community group relationships through community outreach	Automate billing for structure fires	N
			Develop plan for Consolidation with Genesee County Consortium	I
ADMINISTRATION			Work with Human Resources to create a new employment roster	N
			Working with Fire Department, create program and process for utilizing Fire Fighters on light duty at 911	C
			Complete state required training for all employees	I
			Complete Tower construction	I
			Eliminate Provisional Appointments/Fill vacancies permanently	N
			Strengthen relations with community groups by participating in 24 meetings each year	I
			Implement Quality Assurance program	C

C = Complete I = In Progress N = Not Started

FIRE DEPARTMENT

VISION Statement

A community educated on all matters related to fire safety and fire protection resulting in minimal damage and injury from fire incidents

MISSION Statement

Utilizing available resources the Flint Fire Department will respond quickly and effectively to fire calls and will lead efforts to educate the community on all matters relating to fire safety and protection.

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
FIRE	Department Management coordination of emergency management activities within city		Maintain average fire response time under 8 minutes in FY2015 and develop plan to reduce response time in FY18 to less than 6 minutes	I
ADMINISTRATION & EMERGENCY MANAGEMENT			Turnaround time for Fire Inspections to be 5 days or less	C
FIRE SUPPRESSION	Deployment of Fire Fighters to emergencies	Provide the highest quality fire response/fire protection possible	Implement new organizational structure based on 76 full-time positions	C
FIRE INSPECTION & ARSON INVESTIGATION	Investigation of suspicious fires conduct of commercial building inspections		100% Flint School children contacted and provided with fire safety and prevention program	N
			100% of Senior Centers provided with fire safety and prevention program	N
		Engage children students and senior citizens in fire safety awareness and preparedness	100% of City Block Clubs provided fire safety and prevention program	N
COMMUNITY EDUCATION	Education of residents and businesses in fire prevention		At least 4 times per year the Fire Department will provide the community with information regarding fire safety and prevention	C
		Lead City wide emergency preparedness and response	Evaluate and define role of the Fire Department in Emergency Management with report provided to EM	C
			Reduce energy in Fire Departments by 20%	I
			Continue progressive training once per week	I
			Continued training for Suppression Personnel as technology develops for today's high-tech environment	I
			Implement physical fitness program	I
			"Knock and Talk" Fire Suppression Crews and Prevention Staff to distribute Arson Reward literature to 100% of residents	I
			Educate juvenile firesetters by providing one-on-one discussion with 10 juveniles	I

 C = Complete I = In Progress N = Not Started

68th DISTRICT COURT

VISION Statement

The 68th Judicial District Court will be a leader among Michigan Courts in the provision of quality service equal access to a fair and effective system of justice and protection of the public's safety

MISSION Statement

The 68th Judicial District Court will provide timely fair and impartial justice in all matters properly presented to the Court.

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
DISTRICT COURT				
ADMINISTRATION	Overall Court Management		To comply with all Trial Court Performance Standards-Annually as dictated by the State Court Administrative Office	C
JUDICIAL PROCESSING	Courtroom activities	Provides the most efficient processing possible within the net current appropriation from the City	Improve Court collections-Annual increases by way of Amnesty and Collections Agency comparing results at the end of each fiscal year to the previous year	I
PROBATION	Provides oversight of probationers		Re-establish Probation Department with (1) Probation Officer	I

C = Complete I = In Progress N = Not Started

PUBLIC WORKS

VISION Statement

The vision of the Public Works Department is to be a well managed and well trained workforce that utilizes all available resources technology and collaborative means to maintain the City's above and underground infrastructure and facilities

MISSION Statement

The Public Works Department is committed to the development of qualified managers and workers with consistent ongoing training, data driven decisions and the creation of new job performance measurables

The DPW will aggressively engage in strategic local and state level partnerships while continuously implementing new and improved technologies procedures and policies

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
UTILITIES	Water Treatment			
WATER TREATMENT PLANT	Water Distribution		Complete the electrical upgrades on Cedar Street Pumping Facility	I
WATER POLLUTION CONTROL	Distribution System Maintenance	Provide dependable and affordable water and sewer service to City residents and businesses	Complete the engineering design work for the Hamilton Dam upgrades	I
WATER SERVICE CENTER	Sanitary Sewer Operation & Maintenance		Complete the rehabilitation of the Torrey Road Booster Station	I
	Storm Water Maintenance		Complete and implement a comprehensive pay scale evaluation for all WTP employees	I
	Dam Maintenance		Complete phase II (of III) of the WTP upgrade in preparation of transition to KWA	I
	Water Turn On's/Off's		Create GIS maps of utility assets (including base-layer)	N
	Cut & Plugs		Implement tracking program for main breaks and sink holes with monthly reporting	I
	Wastewater Treatment	Routine preventative maintenance program - A program that includes written procedures, identification methods, scheduling and measurable tracking.	Develop and implement a written and sustainable "water loss" program Program is to target the identification of a "baseline" loss and create means to maintain a loss percentage of under 16%	I
	Industrial Pretreatment Compliance		Replace 3,000 residential meters	I
			Develop and implement a written root control matrix to reduce infiltration into the sanitary sewer systems	I
			Develop a written pipe replacement matrix that uses multiple criteria to identify the priority pipes to replaced annually	I
			Identify a consultant to write the scope for a comprehensive energy audit of all Utility facilities and send RFP	I
		Long term Utilities planning Continued implementation of objectives that increase the efficiency and sustainability of the Utility department Including the use of Blue/Green infrastructure projects right sizing neighborhood infrastructure and shared services	Develop list of shared service opportunities with Genesee County Drain Commissioner and setup a meeting schedule for talks	I
			Complete the de-commissioning of the incinerator and construction of a load out facility at the Wastewater Treatment Plant	I
			Complete the upgrade plan of turning methane gas from the digester into energy	I
			Complete the development and use of web site access for residents to report main breaks	I
		Increase community engagement community input and community awareness with Utility processes and procedures	Complete Cut & Plug list for hardest hit demolitions	C
			Implement defined response time policy for WSC	N
			Develop capacity to effectuate 100% of non-pay water shut-off notices	C

C = Complete I = In Progress N = Not Started

PUBLIC WORKS
(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
TRANSPORTATION STREET MAINTENANCE	Maintenance and repair of sidewalks Enforcement of Right-of-Way Ordinances Maintenance of City owned streets including paving, plowing and sweeping	Implement processes, procedures and activities that enable the City to efficiently maintain and preserve a multi-modal transportation network that meets the needs of all motorists, pedestrians and bicyclists	Complete a sidewalk inventory that identifies the location and surface condition rating of all sidewalks within the City	N
			Implement a 50/50 Sidewalk Repair Program targeting enforcement of the Sidewalk Ordinance and repair of 500 sidewalk squares and repair of 1,000 squares	N
			Perform preventive maintenance activities on 15 miles of streets and pave 4.8 miles of streets in addition to preventive maintenance on another 15 miles of streets	I
			Complete an inventory of city street trees	I
	Maintenance of City street trees		Develop a Tree Maintenance plan that identifies the location of street trees, condition, risk factors and schedule of planned maintenance activities over a six-year cycle	I
			Initiate a web-based application that will allow the public to electronically report pothole, street, street tree and sidewalk complaints	C
CAPITAL PROJECTS ADMINISTRATION	Capital Improvement Projects (Planning and Management)		Develop and implement a written Public Participation Plan that details how the public will be engaged in the transportation planning process	N
			Invest $20,000 in non-motorized facilities by providing funding to secure preliminary engineering services for the Genesee Valley non-motorized trail project	C
			Develop a reconfiguration plan for Harrison Street and South Saginaw Street that includes facilities for multi-modal travel and traffic calming devices	I
			Identify a funding source to develop engineering plans to reopen Leith Street	N
TRAFFIC CONTROL	Maintenance of signs, traffic signals and pavement markings	Install, maintain, repair, and utilize traffic control devices to facilitate the efficient movement of vehicles and people and to improve traffic flow and communicate same to the public	Perform an audit of all signalized intersections to identify unwarranted traffic signals and implement a preventive maintenance plan for traffic signals	I
	Barricading Activities/Special Events		Perform regulatory and warning sign upgrades in 3 areas of the City in FY15 and an additional 3 areas each year thereafter	I
SANITATION (Contract Management)	collection, composting and recycling	Assure the reliable and efficient collection and disposal of residential waste, compost and recyclable materials	Develop and execute a Compost Plan that will result in the processing and removal of compostable materials from the Chevy in the Hole site	C
			Issue Waste Collection Services RFP for new contract period	N
			Increase the City's recycling participation to 10% in FY15 and 12% in FY16	I
			Develop a recommendation on the feasibility of implementing a 96-gallon cart recycling program	I
			Monitor Waste Collection Services contractor's collection and disposal activities on a monthly basis to ensure compliance with contract provisions	I
			Formally evaluate performance of Waste Collection Services contractor	N
			Work with foundations, Police and City partners to develop a new special event management protocol	C
			Provide timely instruction to public with respect to leaf collection process	C

PUBLIC WORKS
(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
FACILITY MAINTENANCE	Maintenance of city facilities and grounds	Right size city facilities by consolidating uses and recommending disposal of unneeded facilities	Complete disposition of Police Academy Fire Station FAEC McKinley and Park Supply buildings	I
	Planning for optimal facility usage		Elimination of unneeded storage and relocation of employees into a permanent workspace	I
	Facilitating use of city facilities		Implement new staffing plan for Facility Maintenance	C
			Increase capacity for maintenance services through a wider network of support vendors	C
		Plan for needed facility improvements that assures a clean safe, and sanitary workplace environment for employees	Establish a contract management performance review that has a semi-annual written report	C
			Develop a comprehensive routine and preventive maintenance plan that documents areas of concern, structures the way we effectuate repairs and supports the CIP	I
			Develop 5-year capital improvement plan for City facilities and update annually thereafter	C
		Adopt an energy efficiency and conservation policy that builds toward being carbon neutral	Replace exterior City Hall lights with LED's and motion sensors	I
			Identify a vendor and a funding mechanism to provide an energy evaluation of the City Hall campus, producing a 2015 energy "baseline" in which to measure progress	I
			Modify 6-year Facility capital improvement plan annually prior to the budget presentation to Council	I
			Complete the transition of senior center operations to other entities contracting directly with the County for operational support	C

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
CHEVY COMMONS			Infrastructure remediation and Storm Sewer discharge compliance	I
			Development and Construction of Phase 1 Green cap	I
	Future usable green space		Implementation of USDA Phytoremediation $400k grant	I
			Events Management	C
			Implement compost operations DEQ Consent Decree	I

C = Complete I = In Progress N = Not Started

PLANNING AND DEVELOPMENT

VISION Statement

The Planning and Development Department will partner with residents businesses and visitors to implement the Master Plan and help transform Flint into a safe vibrant, sustainable and healthy city

MISSION Statement

The Planning and Development Department is committed to ensuring the public safety health and well-being of Flint's residents, businesses and visitors through targeted investment and rational well designed and physically integrated land use and development that advances economic prosperity eliminates blight and stabilizes neighborhoods protects the environment and promotes a better quality of life in the City

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
CASE MANAGEMENT	Current Planning		Complete all plan reviews within 3 weeks and inspections within 72 hours	I
	Permitting		Implement a comprehensive form-based zoning code that streamlines the approval process for projects that adhere to the regulations	I
	Service Counter/Business Support		Process all planning applications within the prescribed time limits and minimize the number of discretionary cases to be reviewed quarterly thereafter	I
	Major Cases		Designate designated case manager to guide major projects through the City s determination process	C
		Provide streamlined business friendly plan review permitting property disposition and business licensing in compliance with state and local laws in order to protect the health and welfare of the community	Complete acquisition of the Grand Traverse Greenway Trail	I
			Coordinate with Redevelopment Ready Communities to reorganize department procedures to provide a seamless case management process for new and existing businesses to help facilitate redevelopment	I
			Implement P & D management of business licensing ordinance	I
			Achieve 25% licensing compliance in FY16	N
	Business Licensing		Achieve 50% licensing compliance in FY17	N
			Achieve 90% licensing compliance in FY18	N
BLIGHT ELIMINATION	Code Enforcement		Develop and implement a comprehensive code enforcement program	I
			Implement an updated rental registration ordinance	N
			Achieve 25% rental registration compliance FY16	N
	Rental Registration			
&		Eradicate blight in the City by 2020 and work with residents to stabilize Flint's neighborhoods	Achieve 50% rental registration compliance FY17	N
			Achieve 90% rental registration compliance FY18	N
NEIGHBORHOOD STABILIZATION	Business License Enforcement		Secure funding and demolition assistance to demolish 1 200 homes and 80 commercial buildings each year for 5 years with progress measured annually	I
	Blight Elimination & Street Lighting Coordination		Secure formal commitment of at least 60 neighborhood groups and community organizations to maintain 2 000 vacant parcels	I

PLANNING AND DEVELOPMENT

(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
COMMUNITY DEVELOPMENT & ECONOMIC DEVELOPMENT	Neighborhood Planning		Comply with all HUD regulations and time submission requirements for all reports	I
	Small Neighborhood Projects		Implement a grants management system utilizing BS&A to better track performance	I
	Fair Housing		Provide ongoing technical assistance and training to all sub-recipients and sub-contractors to insure full compliance and timely processing of payments	I
	Historic Preservation	Create safe healthy and desirable neighborhoods near quality community services	Process all requests for economic development support (tax abatements etc) within prescribed time frames to be monitored quarterly	I
	Program Management (CDBG HOME)		Complete Smith Village development	I
			Sell all Smith Village and NSP homes	I
			Define the ongoing role for city involvement in economic development and present budgetary request for consideration in FY16 budget	I
	Economic Development		Implement a formally defined CDBG allocation process that is transparent and advances the goals of the Master Plan	C
	Major Development Projects		Complete a formal written comprehensive housing investment strategy to include a housing program that provides rehabilitation and home buyer incentives to encourage residents to move to or remain in Flint	I
	Workforce Development	Promote a growing and diverse economy that spurs innovation and small business development and prepares the workforce for today s jobs and those of the future	Secure other sources of grant funding for entire department to increase available revenue by 10% per year beginning with FY15	I
			Respond in a timely manner to requests for assistance in expanding existing or attracting new businesses with particular focus on small businesses and brownfields	I
	Small Business Development		Implement the EDC Deficit Elimination Plan	C
	Oak Business Center & EDC		Attract new businesses to Oak Business Center to reduce vacancy rate to less than 15%	I
			Secure a monitoring and compliance contractor to allow staff to focus on proactive community development	I
LONG RANGE PLANNING	Master Plan Implementation		Develop a commercial investment framework based on the Master Plan	N
	Performance Management		In coordination with local, regional, and state economic development agencies develop a formal long term strategy and role for the City government to help expand existing or attract new businesses with particular focus on small businesses and brownfields funding request to be presented for potential funding in FY16	I
	Transportation Planning		Create 8 subarea plans	I
	Public Safety Planning		Develop the City s first combined Capital Improvement Plan	I
	GIS Services	Guide the update and implementation of the Master Plan and provide data-driven technical expertise to city officials and the public on land use and development matters.	Hold annual engagement to discuss progress of Master Plan and solicit additional feedback on action plan	N
	Infrastructure Planning		Establish short term (1-3 years) action plans for each chapter of the Master Plan	C
	Sustainability Planning		Develop between 10-15 neighborhood plans covering every residential area by 2020 at the rate of 20% per year	I
	Zone Changes		Develop a citywide sustainability plan	N
	Plan Amendments		Maintain on an ongoing basis updated demographic and housing data easily available to internal and external customers	I
			Develop a proposal for providing citywide Geographic Information Services to internal and external customers and implement plan	I
			Coordinate the implementation of at least 1 strategy in each chapter of the Master Plan every year with progress measured annually	I
			Submit proposal to the EPA for a Brownfield Area wide Planning Grant or technical assistance grant to create a brownfield development for the area around the Chevy Commons	C
			Present blight elimination framework to the Planning Commission for adoption as part of the Master Plan Implementation	I
			Begin update of the Master Plan	N
			Complete a formal written blight elimination framework for neighborhoods	C

C = Complete I = In Progress N = Not Started

Implement structure within P&D which has responsibility for developing a plan for improving street lighting within the City, for managing the lighting special assessment and payment of bills

PLANNING AND DEVELOPMENT
(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
PARKS & OPEN SPACE	Parks Maintenance	Establish a new park management framework and secure resources necessary to maintain the City's parks and open spaces	Refine the City's parks classification system and develop service standards that align with the MDNR and the needs and desires of the Flint community	I
			Assure that all city parks are mowed at least twice per month based upon individual plan for land management contractor performance to be reviewed on a quarterly basis	C
			Complete a naturalization demonstration in Max Brandon Park and then 3 other parks	I
	Parks Planning	Improve the ecological health of the City's parks and open spaces through responsible planning and development	Complete improvements to Riverbank Park and McKinley Park as specified in the MDNR grant	I
			Complete improvements to McKinley Park as specified in the MDNR grant	I
			Update the Parks and Recreation Master Plan with additional focus on park equity and enhancing recreational use of the Flint River and adjacent parks and open spaces	N
		Provide parks, open space, and recreation infrastructure that both meets the needs of the community and is maintainable by the City and its community partners	Establish at least 3 "Adopt A Park" agreements every year, complete the establishment of the "Friends of Bersion" group	I
	Parks Partnership		Work with the County to establish a joint maintenance agreement for at least one of the City's larger parks	C
			Develop a management plan for the City's 4 golf courses	I
	Parks Programming	Engage the Flint Community to support the programming and use of park and recreation facilities	Develop the plan to adjust the CANUSA Games Housing and field of play locations	N
	Open Space		Submit at least one grant proposal each year for MDNR funding	C
	Trail Development		Complete construction of the Genesee Valley Trail	I

C = Complete I = In Progress N = Not Started

FINANCE AND ADMINISTRATION

VISION Statement

A robust division capable of meeting the external and internal needs of the City of Flint in the areas of finance treasury assessments, human resources information technology and fleet

MISSION Statement

To manage the financial and administration division of the City of Flint through promoting fiscal responsibility and industry best practices in order to respond to the needs of the City of Flint with efficiency and timeliness

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
FINANCE				
ACCOUNTING	Payroll Production & Reporting		Reduce the General Fund deficit by $1.8 million in FY15	C
			Reduce the General Fund deficit by $1.8 million in FY16	N
	Vendor Management and Payment		Convert to new fixed asset accounting and develop fixed asset policy	I
			Review rates and master fee schedule to ensure they are appropriately set	N
AUDITING	Monitoring Financial Performance	Provides for a financially secure organization with sound business practices providing for the purchase of goods and services and financial reporting. Provides professional and technical advice to departments regarding financial and purchasing needs and on grant administration processes	Implement Finance Department reorganization	I
	Preparation of Financial Reports		Audit completed and filed with state	I
BUDGETING	Monitoring Grant Performance		Schedule and conduct 4 city wide finance and accounting training sessions	I
	Accounting for Revenues and Expenses		Establish and implement internship program for Finance	I
RISK MANAGEMENT	Development of Long Term Financial Projections Deficit Elimination Plans and Strategies for Financial Solvency		Establish a paperless process for procuring goods and services	I
			Prepare a RPF for copier services in FY16 in time to allow issuance of request before contract expires in FY16	N
PURCHASING	Administration of Property and Liability Insurances		Provide recommendations for updating procurement policies to be used during and after transition and to increase efficiencies	I
	Selection and Monitoring of Benefit Program vendors		Increase the usage of P-cards to boost the City's annual rebate by 15% progress to be measured regularly	I
GRANT ADMIN			Establish management expectations of turn-around time on vendor payments purchasing requests position filling requests and other areas monitor performance beginning with FY15 final quarter results to be evaluated and monitored monthly	I
			Establish formal process for reviewing, processing, and making timely decisions for applications on tax abatements	I
			Adopt stabilization ordinance and fund balance policy	I
			Establish expectations of turn-around time on purchasing requests and monitor performance beginning with FY15 and evaluated quarterly	I
TREASURY				
			Identify additional $500 000 00 to $1,000 000 00 in unreported income tax, utilizing the 2011 State income tax data	N
CUSTOMER SERVICE			Increase the collection of delinquent taxes by 15-20% through continued efforts to collect delinquent income tax and personal property taxes and by new efforts to collect delinquent Miscellaneous Receivables and Water bills	N
			Reorganize Customer Service to assure that after that time that all utility bills are mailed two weeks prior to the due date, that checks are processed within 10 days from the postmark date and that customer wait time in the office and on the phone are reduced by 25%	I
DELINQUENT COLLECTIONS		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	Replace the current vendor for processing electronic payments with Point and Pay in order to allow the City to accept water property tax miscellaneous receivables special assessment and permit payments electronically	C
			Install a kiosk in the City Hall lobby in order to allow the City to accept water property tax miscellaneous receivables special assessment and permit payments electronically	I
			Create description of City's efforts to manage delinquent water accounts while obtaining the City's financial goals and assisting those who are facing financial hardships	N
			Implement electronic income tax withholding	I
			Update City efforts to assist those unable to pay for utilities	N
			Re-examine efforts to assist individuals to pay utility bills	N

C = Complete I = In Progress N = Not Started

	Establish and implement an ongoing schedule of Customer Service "Team Work" and "How to deal with difficult customer" training for all Treasury staff	I

FINANCE AND ADMINISTRATION
(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
ASSESSING				
	Assessing of Properties		Determine schedule of staff training in Assessing net as necessary and for annual compliance with state requirements during course of FY15 and annually thereafter	C
ASSESSORS OFFICE	Administration of Valuation Appeals		Conduct comprehensive site inspections of residential and commercial tracts between April and November of each year in sufficient number annually to canvas 12 tracts annually	I
	Processing of Poverty exemption requests	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	Secure contract to achieve the conversion of remaining hard copy records and drawings to digital format utilizing APEX and/or digital scanning with financial plan submitted for FY16 budget	I
	Provision of property and tax information to businesses and residents		Provide for the timely process of MTT appeals, and split/combination applications 2012 and 2013 appeals will be completed by end of FY15 and appeals filed in 2014 will be resolved by end of FY15 The processing of splits and combination requests is required to be completed end of each year to be incorporated in the following year's assessment roll	I
			Working with Facilities finalize plan for relocating Assessing from its temporary site	I
	Maintenance of Property descriptions and tax rolls		Analyze options for lessening the workload impact of processing poverty exemption applications	C
			Participate with Planning and Development IT and others to develop the ongoing process for establishing and maintaining of the parcel layer for City GIS and for providing GIS services to internal and external customers	C
HUMAN RESOURCES			Utilize a master position list for confirming the need to recruit promote or reduce employees	C
	Recruitment and Selection	Recruit and oversee hiring of qualified employees in compliance with laws and ordinances	Update personnel rules and procedures including ordinances	I
EMPLOYMENT	Testing		Update testing protocols for recruitment/selection	I
		Recommend changes in personnel policies and labor contracts	Complete and implement 1600 contract	C
			Complete and implement FPOA contract	I
			Complete and implement updated 1769 contract	I
	Contract Negotiations		Complete and implement updated IAFF contract	N
			Complete and implement updated Capt/Lt contract	I
			Complete and implement Sergeants contract	I
	Employment law allegations		Inform department heads and supervisors of contract changes prior to implementation	C
LABOR RELATIONS	Grievances and Arbitrations	Train and assist departments in managing employees and resolving disputes	Answer 100% of all new grievances within required time frames measured with quarterly reports	I
	Benefit administration	Enroll employees in payroll and benefit systems	Complete and implement changes to Exempt and Appointed benefit programs	I
ENROLLMENT	Payroll enrollment and changes		Develop and implement ongoing training curriculum and schedule in conjunction with Department Heads	C
	FMLA oversight		Implement new FMLA process	I
	Worker's Compensation Administration	Assure that city FMLA and worker safety policies and practices are in accord with law and properly administered	Implement new EAP program	C
	MIOSHA/OSHA Administration		Redesign Occupational Health and Safety Program for the City	N
WORKERS SAFETY	Employee Clinic		Administrative policies/procedures to be updated	I

C = Complete I = In Progress N = Not Started

FINANCE AND ADMINISTRATION
(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
FLEET		Complete and maintain a current fleet and equipment inventory	Monthly rental of Special Operations vehicles	I
			Evaluate and make recommendation of GPS tracking units for DPW AND Utilities vehicles	I
ADMINISTRATION	Maintains fleet inventory		Update the replacement schedule to reflect replaced required and disposed of vehicles and equipment to be used in preparation of annual budget for annual budget preparation	N
			Jib Winch for Traffic bucket truck	I
			Purchase 10 Front Plows for DPW snow removal	I
			Purchase one-man Leaf Vac truck for Street Maintenance	I
			Evaluate use of farm equipment tractor rentals recommended by DPW for winter snow removal	I
			Dump trucks for Utilities/DPW snow removal	N
		Maintain vehicle/equipment replacement schedule	Add-on and auxiliary equipment for Enterprise Lease vehicles	N
SERVICE WRITING AND PARTS MANAGEMENT			FY14 & FY15 Lease Vehicles and Equipment	I
			Complete 100% audit of City owned vehicles and equipment, including condition to be used in preparation of the annual budget	N
VEHICLE AND EQUIPMENT REPLACEMENT ADDITION DELETION		Complete 75% of work orders within 72 hours	Complete the Fleet Focus software upgrade install a mechanic workstation and bar code labels in the Stock Room	I
	Equips and repairs fleet		Complete a Stock Room audit and enter all parts into the Fleet Focus software program	I
VEHICLE AND EQUIPMENT REPAIR		Maintain scheduled/actual preventative/maintenance ratio > 75%	Distribute to departments PM and DOT schedule detailing responsibility of departments and drivers for daily inspections compliance with DOT requirements, and maintenance responsibilities	I
			Monitor department and driver compliance with PM and DOT schedules and responsibilities on a quarterly basis	N
	Recommends specifications of vehicles and equipment to be purchased	Sustain average vehicle availability rates above 70%	Complete the bid process for DOT and PM services for heavy equipment and passenger vehicles	I
			Complete the bid process for vendor repair services including 24 hour emergency response	I
			Complete evaluation and develop schedule annual departmental training needs and tool purchases	I
	Develops and maintains vehicle and equipment replacement schedule	By April 30 2015 and annually thereafter complete 100% audit of City owned vehicles and equipment, including condition, to be used in	Complete the bid process for alternate emergency fuel source	N
			Complete the sale and removal of the unused fuel tank at the Police Northside Precinct	C
			Determine if the fuel tank at Parks & Rec is still needed at this facility and take action accordingly	N
		Implement fuel program to minimize fuel storage and cost	Complete the removal of underground storage tanks at Fire Station #3 and determine if the above ground storage tank at Parks & Rec can be utilized there	I
			Recommend fueling station needs at current site	N
		Improve interdepartmental communications of seasonal needs and expectations	Meet with all departments to discern fall and winter program needs	C
			Meet with all departments annually to discern spring program needs	N

FINANCE AND ADMINISTRATION
(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
INFORMATION TECHNOLOGY	Oversees the design purchase implementation, and operation of the City's technology infrastructure, provides professional and technical advice to departments in utilization of technology identifies and provides technology related training	To ensure internal and external customers have appropriate and reliable technology which enables them to achieve their goals in an efficient manner	Implement Governance Model	I
			Complete implementation of BS&A net (BS&A implementation contract complete)	I
			Develop and schedule implementation of a telecommunications infrastructure upgrade	I
			Establish and implement a Technology Training Calendar for all employees	I
			Install 22 new fully functioning mobile data computers	I
			Maintain uptime for internet and intra net by 95% of the time as measured by quarterly reports	C
			Reduce the number of shadow access systems by 40% (base number as of May 1 2014)	I
			First issue resolution and same day resolution achieved for 70% of Help Desk tickets as measured by quarterly reports	C
			Recommend vendor for Record Management System and propose funding and implementation strategy for inclusion in FY16 budget	I
			Complete a federally compliant IT Disaster Recovery and Security Plan	N
			Complete a Mobile Device Readiness Assessment	N
			Reduce telecommunication expenses by 30%	I
			Equip Mayor Finance South Bldg Police and Fire Conference Rooms with access to technology	N
			Upgrade IT Training Room	I
			Develop plan to convert technology infrastructure to wireless	N
			Upgrade space housing IT servers etc	N

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 101 - General Fund			
Revenues			
General government	45,232,924.00	9,182,371.13	20.76
Judicial	1,697,000.00	383,198.50	22.58
Police	3,792,257.55	627,168.15	16.54
Emergency dispatch	1,189,000.00	0.00	0.00
Fire	351,700.00	34,721.00	9.87
Building inspections	36,000.00	4,657.00	12.94
Transportation	0.00	482.00	100.00
Facilities and Maintenance	21,000.00	17,786.09	84.70
Transfers in	3,777,998.00	944,499.51	25.00
Deficit Reduction	(1,000,000.00)		0.00
TOTAL Revenues	55,097,879.55	11,194,883.38	20.32
Expenditures			
General government	28,187,133.14	5,381,889.95	19.09
Legislative	356,505.00	70,281.22	19.71
Judicial	4,099,999.48	1,451,818.49	35.41
Police	12,563,432.44	3,049,912.03	24.28
Emergency dispatch	2,604,021.00	598,041.26	22.97
Fire	6,177,803.16	1,471,430 53	23.82
Building inspections	395,276.70	66,974.87	16.94
Community development	292,007.15	46,491.27	15.92
Facilities and Maintenance	9,000.00	2,522.26	28.03
Transfers out	412,701.00	103,175.25	25.00
TOTAL Expenditures	55,097,879.07	12,242,537.13	22.22
Fund 101 - General Fund:			
TOTAL REVENUES	55,097,879.55	11,194,883.38	20.32
TOTAL EXPENDITURES	55,097,879.07	12,242,537.13	22.22
NET OF REVENUES & EXPENDITURES	0.48	(1,047,653.75)	

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 202 - Major Street Fund			
Revenues			
General government	6,366,549.69	786,053.03	12.35
Transportation	657,072.15	42,462.70	6.46
TOTAL Revenues	7,023,621.84	828,515.73	11.80
Expenditures			
General government	1,619,530.00	404,882.49	25.00
Transportation	5,285,469.17	657,822.39	12.45
Debt services - interest	8,550.69	8,550.32	100.00
Debt services - principal	110,071.98	110,069.80	100.00
TOTAL Expenditures	7,023,621.84	1,181,325.00	16.82
Fund 202 - Major Street Fund:			
TOTAL REVENUES	7,023,621.84	828,515.73	11.80
TOTAL EXPENDITURES	7,023,621.84	1,181,325.00	16.82
NET OF REVENUES & EXPENDITURES	0.00	(352,809.27)	100.00
Fund 203 - Local Street Fund			
Revenues			
General government	1,877,827.00	181,468.92	9.66
Transportation	724,762.00	9,845.29	1.36
Unclassified	91,870.00	0.00	0.00
TOTAL Revenues	2,694,459.00	191,314.21	7.10
Expenditures			
General government	448,391.00	112,097.74	25.00
Transportation	2,246,067.39	342,527.45	15.25
TOTAL Expenditures	2,694,458.39	454,625.19	16.87
Fund 203 - Local Street Fund:			
TOTAL REVENUES	2,694,459.00	191,314.21	7.10
TOTAL EXPENDITURES	2,694,458.39	454,625.19	16.87
NET OF REVENUES & EXPENDITURES	0.61	(263,310.98)	

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 205 - Public Safety			
Revenues			
General government	9,258,560.00	3,765,159.40	40.67
TOTAL Revenues	9,258,560.00	3,765,159.40	40.67
Expenditures			
General government	1,337,828.00	334,457.00	25.00
Police	2,690,340.00	276,200.86	10.27
Fire	5,230,392 00	888,285.16	16.98
TOTAL Expenditures	9,258,560.00	1,498,943.02	16.19
Fund 205 - Public Safety:			
TOTAL REVENUES	9,258,560.00	3,765,159.40	40.67
TOTAL EXPENDITURES	9,258,560.00	1,498,943.02	16.19
NET OF REVENUES & EXPENDITURES	0.00	2,266,216.38	100.00
Fund 207 - Police Fund			
Revenues			
General government	1,312,000.00	1,276,166.75	97.27
Police	93,180.00	0.00	0.00
TOTAL Revenues	1,405,180.00	1,276,166.75	90.82
Expenditures			
Police	1,378,103.87	290,299.25	21.07
TOTAL Expenditures	1,378,103.87	290,299.25	21.07
Fund 207 - Police Fund:			
TOTAL REVENUES	1,405,180.00	1,276,166.75	90.82
TOTAL EXPENDITURES	1,378,103.87	290,299.25	21.07
NET OF REVENUES & EXPENDITURES	27,076.13	985,867.50	3,641.09

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 208 - Park/Recreation Fund			
Revenues			
General government	393,000.00	319,010.92	81.17
Facilities and Maintenance	4,000.00	1,190.00	29.75
Transfers in	99,140.00	24,785.01	25.00
TOTAL Revenues	496,140.00	344,985.93	69.53
Expenditures			
Facilities and Maintenance	496,140.00	88,949.02	17.93
TOTAL Expenditures	496,140.00	88,949.02	17.93
Fund 208 - Park/Recreation Fund:			
TOTAL REVENUES	496,140.00	344,985.93	69.53
TOTAL EXPENDITURES	496,140.00	88,949.02	17.93
NET OF REVENUES & EXPENDITURES	0.00	256,036.91	100.00
Fund 213 - Park & Recreation Senior Citizen Centers			
Revenues			
General government	6,000.00	0.00	0.00
Facilities and Maintenance	60,000.00	14,760.38	24.60
TOTAL Revenues	66,000.00	14,760.38	22.36
Expenditures			
Facilities and Maintenance	60,000.00	29,871.88	49.79
TOTAL Expenditures	60,000.00	29,871.88	49.79
Fund 213 - Park & Recreation Senior Citizen Centers:			
TOTAL REVENUES	66,000.00	14,760.38	22.36
TOTAL EXPENDITURES	60,000.00	29,871.88	49.79
NET OF REVENUES & EXPENDITURES	6,000.00	(15,111.50)	251.86
Fund 219 - Street Light			
Revenues			
General government	2,694,869.62	2,766,715.28	102.67
TOTAL Revenues	2,694,869.62	2,766,715.28	102.67
Expenditures			
General government	12,153.00	30,288.24	249.22
Transportation	2,682,716.62	407,662.05	15.20
TOTAL Expenditures	2,694,869.62	437,950.29	16.25
Fund 219 - Street Light:			
TOTAL REVENUES	2,694,869.62	2,766,715.28	102.67
TOTAL EXPENDITURES	2,694,869.62	437,950.29	16.25
NET OF REVENUES & EXPENDITURES	0.00	2,328,764.99	100.00

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 226 - Rubbish Collection Fund			
Revenues			
General government	5,395,794.00	5,617,844.04	104.12
Public works	500.00	22,719.72	4,543.94
TOTAL Revenues	5,396,294.00	5,640,563.76	104.53
Expenditures			
General government	887,554.00	221,888.50	25.00
Transportation	150,000.00	2,510.00	1.67
Public works	4,358,739.36	1,067,591.49	24.49
TOTAL Expenditures	5,396,293.36	1,291,989.99	23.94
Fund 226 - Rubbish Collection Fund:			
TOTAL REVENUES	5,396,294.00	5,640,563.76	104.53
TOTAL EXPENDITURES	5,396,293.36	1,291,989.99	23.94
NET OF REVENUES & EXPENDITURES	0.64	4,348,573.77	
Fund 265 - Drug Law Enforcement Fund			
Revenues			
General government	321,562.82	0.00	0.00
Police	117,500.00	6,298.23	5.36
TOTAL Revenues	439,062.82	6,298.23	1.43
Expenditures			
Police	425,062.82	102,611.49	24.14
TOTAL Expenditures	425,062.82	102,611.49	24.14
Fund 265 - Drug Law Enforcement Fund:			
TOTAL REVENUES	439,062.82	6,298.23	1.43
TOTAL EXPENDITURES	425,062.82	102,611.49	24.14
NET OF REVENUES & EXPENDITURES	14,000.00	(96,313.26)	687.95

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 274 - HUD CDBG, ESG, & HOME GRANTS			
Revenues			
General government	215,349.80	100.00	0.05
Fire	14,765.50	0.00	0.00
Building inspections	782,484.86	0.00	0.00
Transportation	307,422.33	0.00	0.00
Community development	10,494,206.16	69,772.71	0.66
Unclassified	20,010.02	0.00	0.00
TOTAL Revenues	11,834,238.67	69,872.71	0.59
Expenditures			
General government	215,349.80	30,938.81	14.37
Fire	14,765.50	0.00	0.00
Building inspections	782,484.86	6,682.66	0.85
Transportation	307,422.33	6,145.68	2.00
Community development	10,494,206.16	544,772.19	5.19
Unclassified	20,010.02	0.00	0.00
TOTAL Expenditures	11,834,238.67	588,539.34	4.97
Fund 274 - HUD CDBG, ESG, & HOME GRANTS :			
TOTAL REVENUES	11,834,238.67	69,872.71	0.59
TOTAL EXPENDITURES	11,834,238.67	588,539.34	4.97
NET OF REVENUES & EXPENDITURES	0.00	(518,666.63)	100.00
Fund 295 - Section 108 Loans			
Revenues			
Community development	664,625.00	795,541.46	119.70
TOTAL Revenues	664,625.00	795,541.46	119.70
Expenditures			
Community development	966,617.00	802,969.24	83.07
TOTAL Expenditures	966,617.00	802,969.24	83.07
Fund 295 - Section 108 Loans:			
TOTAL REVENUES	664,625.00	795,541.46	119.70
TOTAL EXPENDITURES	966,617.00	802,969.24	83.07
NET OF REVENUES & EXPENDITURES	(301,992.00)	(7,427.78)	2.46

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 296 - Other Grants Fund			
Revenues			
General government	14,661.97	0.00	0.00
Police	2,703,720.08	153,202.62	5.67
Community development	638,585.16	369,016.92	57.79
Facilities and Maintenance	1,057,076.23	67,523.18	6.39
Public works	50,000.00	49,730.00	99.46
TOTAL Revenues	4,464,043.44	639,472.72	14.32
Expenditures			
General government	14,661.97	0.00	0.00
Police	2,703,720.08	855,488.29	31.64
Community development	638,585.16	77,588.27	12.15
Facilities and Maintenance	1,057,076.23	14,111.08	1.33
Public works	50,000.00	0.00	0.00
TOTAL Expenditures	4,464,043.44	947,187.64	21.22
Fund 296 - Other Grants Fund:			
TOTAL REVENUES	4,464,043.44	639,472.72	14.32
TOTAL EXPENDITURES	4,464,043.44	947,187.64	21.22
NET OF REVENUES & EXPENDITURES	0.00	(307,714.92)	100.00
Fund 297 - Federal Stimulus Fund			
Revenues			
Community development	0.00	87,662.04	100.00
TOTAL Revenues	0.00	87,662.04	100.00
Expenditures			
Community development	0.00	87,662.04	100.00
TOTAL Expenditures	0.00	87,662.04	100.00
Fund 297 - Federal Stimulus Fund:			
TOTAL REVENUES	0.00	87,662.04	100.00
TOTAL EXPENDITURES	0.00	87,662.04	100.00
NET OF REVENUES & EXPENDITURES	0.00	0.00	0.00

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 301 - General Debt Serv(Voted Bonds)			
Revenues			
Transfers in	726,953.00	0.00	0.00
TOTAL Revenues	726,953.00	0.00	0.00
Expenditures			
Debt services - interest	260,000.00	0.00	0.00
Debt services - principal	466,953.00	0.00	0.00
TOTAL Expenditures	726,953.00	0.00	0.00
Fund 301 - General Debt Serv(Voted Bonds):			
TOTAL REVENUES	726,953.00	0.00	0.00
TOTAL EXPENDITURES	726,953.00	0.00	0.00
NET OF REVENUES & EXPENDITURES	0.00	0.00	0.00
Fund 402 - Public Improvement Fund			
Revenues			
General government	2,083,000.00	1,595,223.34	76.58
Unclassified	767,957.00	0.00	0.00
TOTAL Revenues	2,850,957.00	1,595,223.34	55.95
Expenditures			
General government	721,900.00	0.00	0.00
Transfers out	726,953.00	0.00	0.00
Debt services - interest	407,104.00	0.00	0.00
Debt services - principal	195,000.00	0.00	0.00
Public works	800,000.00	200,000.01	25.00
TOTAL Expenditures	2,850,957.00	200,000.01	7.02
Fund 402 - Public Improvement Fund:			
TOTAL REVENUES	2,850,957.00	1,595,223.34	55.95
TOTAL EXPENDITURES	2,850,957.00	200,000.01	7.02
NET OF REVENUES & EXPENDITURES	0.00	1,395,223.33	100.00

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 542 - Building Inspection Fund			
Revenues			
General government	400,968.00	0.00	0.00
Building inspections	1,681,000.00	1,394,384.50	82.95
Transfers in	313,561.00	78,390.24	25.00
TOTAL Revenues	2,395,529.00	1,472,774.74	61.48
Expenditures			
General government	1,127,233.00	281,772.75	25.00
Building inspections	1,268,295.98	199,584.46	15.74
TOTAL Expenditures	2,395,528.98	481,357.21	20.09
Fund 542 - Building Inspection Fund:			
TOTAL REVENUES	2,395,529.00	1,472,774.74	61.48
TOTAL EXPENDITURES	2,395,528.98	481,357.21	20.09
NET OF REVENUES & EXPENDITURES	0.02	991,417.53	
Fund 590 - Sewer Fund			
Revenues			
Transfers in	0.00	200,000.01	100.00
Unclassified	3,365,101.75	0.00	0.00
Utilities	28,126,894.00	5,350,096.52	19.02
TOTAL Revenues	31,491,995.75	5,550,096.53	17.62
Expenditures			
General government	5,654,386.00	1,408,436.86	24.91
Transfers out	1,860,000.00	465,000.00	25.00
Debt services - interest	695.21	0.00	0.00
Debt services - principal	6,016.23	1,665.36	27.68
Public works	1,990,000.00	0.00	0.00
Utilities	21,980,898.31	2,361,741.13	10.74
TOTAL Expenditures	31,491,995.75	4,236,843.35	13.45
Fund 590 - Sewer Fund:			
TOTAL REVENUES	31,491,995.75	5,550,096.53	17.62
TOTAL EXPENDITURES	31,491,995.75	4,236,843.35	13.45
NET OF REVENUES & EXPENDITURES	0.00	1,313,253.18	100.00

City of Flint
Revenue and Expenditure Report
For Year to Date ending September 30, 2014

GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 591 - Water Fund			
Revenues	3,150,000.00	8,251.60	0.26
General government	37,886,000.00	6,217,326.13	16.41
Utilities	41,036,000.00	6,225,577.73	15.17
TOTAL Revenues			
Expenditures	5,762,876.00	1,435,671.33	24.91
General government	3,768,071.00	282,500.01	7.50
Transfers out	3,190,000.00	0.00	0.00
Public works	24,932,583.15	2,268,352.43	9.10
Utilities	37,653,530.15	3,986,523.77	10.59
TOTAL Expenditures			
Fund 591 - Water Fund:	41,036,000.00	6,225,577.73	15.17
TOTAL REVENUES	37,653,530.15	3,986,523.77	10.59
TOTAL EXPENDITURES	3,382,469.85	2,239,053.96	66.20
NET OF REVENUES & EXPENDITURES			
	180,036,408.69	**42,465,584.32**	**23.59**
TOTAL REVENUES - ALL FUNDS	**176,908,852.96**	**28,950,184.86**	**16.36**
TOTAL EXPENDITURES - ALL FUNDS	**3,127,555.73**	**13,515,399.46**	
NET OF REVENUES & EXPENDITURES			

Attachment B: Cash Flow Projection

Cash Flow 2014-2015

Pooled Cash Balance — End of Month — Bar chart

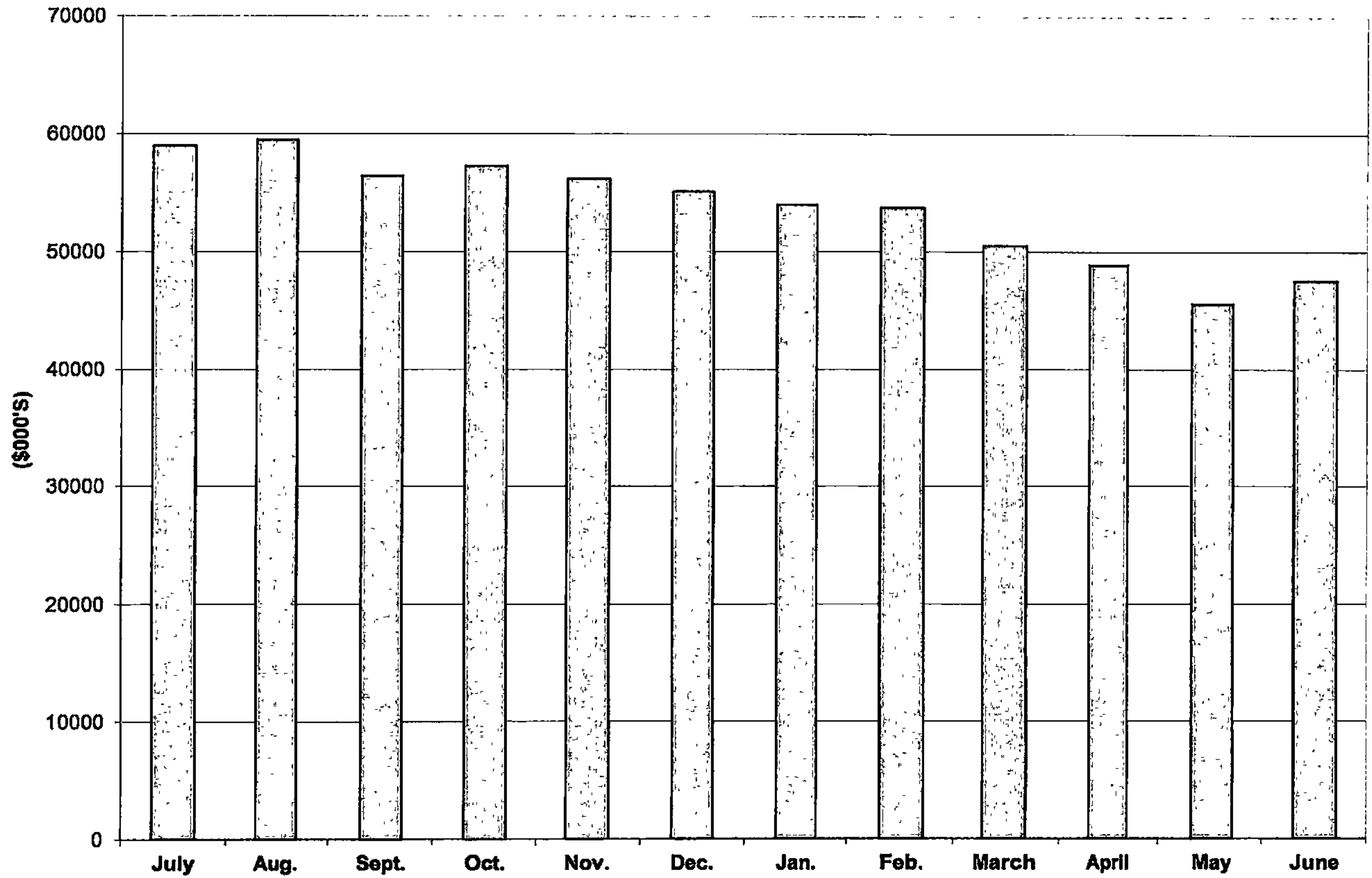
Pooled Cash Balance — Project FY15, FY14, FY14, FY13 — Bar Chart

Pooled Cash Balance - Data

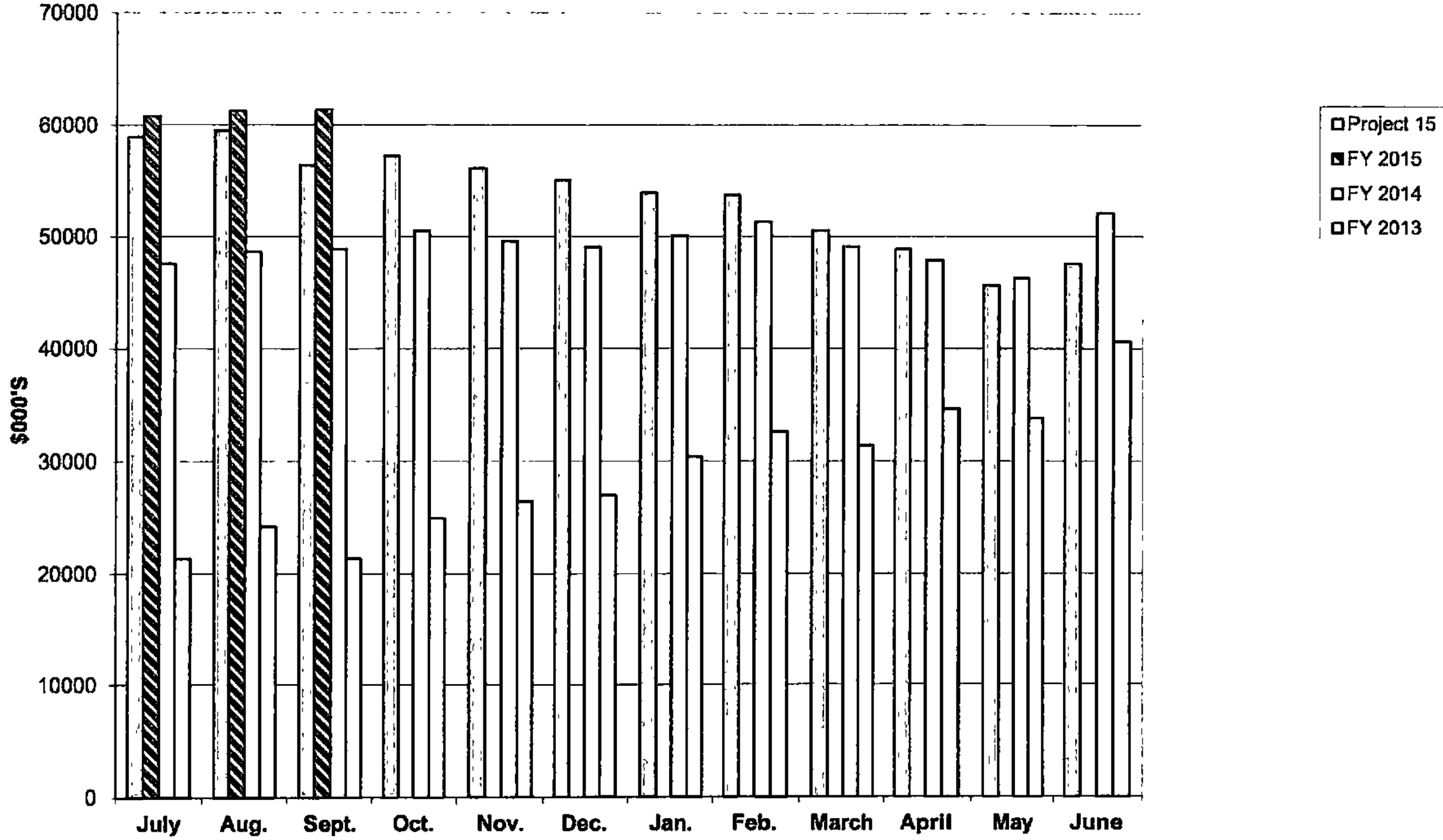
CASH FLOW 2014 - 2015

$000's	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April	May	June	Total
CASH OUTFLOW:													
Payroll	2,529	2,206	3,127	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	29,462
Pensions	1,342	1,676	1,626	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,494
Disbursements	6,114	12,611	5,278	7,700	10,000	7,700	8,800	10,000	7,500	8,000	7,000	7,000	97,903
Bond and/or Loan Repayments			1,176	900		430			1,550	420		17	4,493
Health Care Payments	1,381	1,114	1,673	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	17,418
Income Tax Refunds	56	50	16	60	50	50	100	150	350	700	450	150	2,172
Misc.-Lawsuits	0	0	0	10	10	10	10	10	10	10	10	10	90
Total Cash Outflow	11,422	17,857	13,098	14,160	15,560	13,690	14,410	15,660	14,910	14,630	12,960	12,677	171,032
CASH INFLOW:													
Water & Sewer-Lockbox	1,830	950	2,806	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	1,600	20,086
Property Taxes-Lockbox	9,300	1,250	268	900	1,750	400	600	1,000	1,000	0	0	0	16,408
Income Taxes-Lockbox	1,240	1,140	1,855	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	14,135
Parks & Rec.													0
Cash Register Receipts *	6,812	12,624	6,942	8,500	9,000	8,500	9,000	9,000	8,000	6,850	6,000	5,000	94,228
Parking Meter													0
DCD Reimb.-Urban Renewal	130	0	525	300	300	300	300	300	300	300	300	300	3,355
Other Misc. (including Rev. Sharing	670	2,392	873	3,097	700	3,237	700	3,432	700	2,957	700	3,128	22,586
Other-Grants/Delq Co Rtn **													0
Total Cash Inflow	20,082	18,358	13,208	15,497	14,450	13,137	13,300	16,432	12,700	12,807	9,700	11,128	170,797
Net Cash Flow (Inflows less Outflows)	8,660	499	112	1,337	(1,110)	(553)	(1,110)	772	(2,210)	(1,823)	(3,260)	(1,549)	(235)
Prior Month's Ending Balance	52,129	60,789	61,288	61,400	62,737	61,627	61,074	59,964	60,736	58,526	56,703	53,443	
													-
End of Month Balance-Pooled Cash/Investments	60,789	61,288	61,400	62,737	61,627	61,074	59,964	60,736	58,526	56,703	53,443	51,894	
	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb.	March	April	May	June	
Cash increase/(decrease) 7/1/14 - 6/30/15													-235
* Includes Tax Hold (+,-)													
** Grants included in Cash Reg Receipts													
Actuals thru Sept													

POOLED CASH BALANCE
END OF THE MONTH



POOLED CASH BALANCE



	Pooled Cash Balance Project 15	FY 2015	FY 2014	FY 2013
July	58969	60790	47532	21333
Aug.	59513	61288	48648	24186
Sept.	56423	61400	48856	21338
Oct.	57260		50534	24912
Nov.	56150		49553	26425
Dec.	55097		49061	26937
Jan.	53987		50082	30391
Feb.	53759		51330	32608
March	50549		49094	31406
April	48876		47882	34618
May	45616		46254	33808
June	47567		52129	40597

Attachment C: FY15 & FY16 Budget

CITY OF FLINT, MICHIGAN

Setting a Sustainable Course for the City of Flint

Five Year Financial Projections 2015-2019

Adopted Budgets for FY15 and FY16

Future Projections for FY17, FY18 and FY19

Darnell Earley, ICMA-CM, MPA
Emergency Manager

Prepared by
<u>Department of Finance</u>
Gerald Ambrose, Finance Director
Antonio Brown, Deputy Finance Director

Contents

City of Flint 5-Year Financial Plan

Preface

This adopted budget for the City of Flint covers the FY15 and FY16 fiscal years which begin July 1, 2014 and July 1, 2015 respectively. Financial projections for the following 3 fiscal years are included as well.

This budget has been developed within the context of the City's recently adopted Master Plan, the Vision, Mission, and Goals for the City government as adopted by the City Council, and the Budget Priorities as adopted by the City Council. Accompanying this budget is a preliminary statement of objectives initially proposed to be accomplished during the two years.

Taken together, the budget and strategic plan will serve as a template to move the City government forward to become a well-managed, financially stable, and accountable organization focused on creating a vibrant and growing community which will attract and retain residents, businesses, students, and visitors and improve our quality of life.

However, this budget demonstrates the continuing financial challenges facing the City of Flint. Stagnant revenue growth in property tax and income tax revenues, coupled with significant increases in legacy costs, retiree health care in particular, create a significant gap between revenues and expenses which require increases in other revenues and decreases in City staffing and services including the possibility of adjustments in public safety services.

Unfortunately, the financial forecast for the next several years beyond FY16 show a continuing gap between projected revenues and expenses. Within the next few years, without significant means to identify and collect additional revenues, or to further reduce the cost base, the City of Flint will be extremely challenged to provide even the most basic of City services.

Over the last several weeks, this adopted budget has been reviewed by the City Council, which will also held a public hearing to receive citizen input. The Mayor and Council subsequently provided comments and recommendations pertaining to the budget to the Emergency Manager.

Background

The City of Flint has been in state receivership since December, 2011, as a result of consistent deficits in the General Fund, a decline in pooled cash, unrealistic budgeting, and unfunded liabilities for postemployment benefits. Significant progress has been made in addressing these financial issues, as the $19.1 million deficit at the end of FY12 had been reduced to $12.9 million at the end of FY13, cash position had improved, and the FY14 budget was realistically balanced, with further reduction of the deficit anticipated.

The FY14 budget was designed and implemented with the same goals in mind – operating within the constraints of available revenues; restructuring operations and cost factors to enhance future financial stability, and continuing to reduce the remaining $12.9 million deficit. The FY14 budget was constructed with the specific intent of further reducing the deficit by a minimum of $1 million, by budgeting expenses at $1 million less than projected revenues. As of January 31, 2014, seven months into the FY14 year, revenues and expenses are on target.

In order to regain and maintain financial solvency, it is not only necessary to eliminate the remaining accumulated deficit but to have an adequate amount of reserves to protect the City in the event of unexpected financial losses. Planning to accomplish this requires a continual dedication of revenues over the next several years to eliminate the remaining deficit and establish an adequate reserve level. A draft deficit elimination plan to accomplish this is currently under review by the Michigan Department of Treasury.

Making progress to date has required hard decisions and sacrifices for all. The FY13 and FY14 budgets were balanced through a mixture of significant revenue increases, significant expenditure decreases, and steps taken to reduce legacy costs. Revenue increase included a 25 percent increase in water and sewer rates, passage of a 6 mill property tax increase for police and fire, establishment of a special assessment district for street lighting, and implementation of a fee sufficient to cover the cost of waste collection. Expenditure reductions included elimination of 20 percent of the City's workforce, compensation decreases equivalent to a 20 percent wage reduction for remaining employees, and the restructuring of health and retirement benefits for current employees and retirees necessary to develop a credibly balanced spending plan.

The actions taken to-date to restructure healthcare benefits for current employees and retirees have also had a significant impact on reducing both current costs and long-term liabilities. The 20% reduction in the workforce required significant reorganizational activities focused on reducing current costs. Long term liabilities were reduced by eliminating traditional defined benefit pension programs for new employees in favor of hybrid plans; by moving the City's retirement system into the a state wide retirement system; by restructuring health insurance benefits for current employees and placing retirees into those same plans; and by eliminating the promise of retiree health care for new employees in favor of providing retiree medical savings accounts. Much of the positive financial result in FY13 came from these actions. The restructuring, which was implemented during the course of FY12, reduced the City's OPEB liabilities alone from nearly $900 million to less than $325 million as noted in the FY13 audit.

The efforts of the City to regain financial solvency have been aided by support from numerous Federal, State and private partners. State police troopers have been placed in the City to support local law enforcement efforts, and funds have been allocated to enhance prosecution activities and to operate the City's lock up. The Governor's proposed budget continues this support.

The steps taken to begin to restore the City to financial solvency have not been without conflict and changing circumstances. A significant legal challenge has been made to the decision to move retirees from their historical health insurance plans into the same plans offered current employees. This action resulted in an initial cost reduction in FY13 of $3.5 million to the City and imposed deductibles and co-pays on retirees. This challenge is currently pending in federal court. If the challenge is ultimately upheld, it will pose a significant challenge to the City in its efforts to regain and maintain financial and service solvency. Due to the stay imposed by the federal court, the City must increase its budget for retiree healthcare costs in the FY15 budget by $5 million and may even need to pay more as retirees seek reimbursement for past medical expenses. These healthcare expenses will continue to increase in subsequent years.

Legacy costs in total will continue to be a cost burden to the City of Flint. In FY 14, the City budgeted $30.2 million for its retiree healthcare and pension costs, an amount equal to 17% of its total revenues. The General Fund alone budgeted $16.4 million, an amount equal to 31% of its total revenues. By FY19, it is projected that the City will need to budget over $43 million, an amount equal to 23% of its total revenues. For the General Fund alone, the amount projected to be needed will exceed $21 million, an amount equal to 34% of General Fund revenues.

The future financial solvency of Flint will also be challenged by a continuing structural deficit. As part of the planning for future financial solvency, five year projections and a strategic plan were developed. This exercise indicated a significant financial challenge forthcoming in FY15, due to the current status of the retiree health care lawsuit and the ending of a major grant supporting firefighting resources. Future year projections also show a continuing gap between revenues and projections.

Finally, the most important challenge to be addressed in the City of Flint will be instituting structural changes in the organization of the City to foster financial solvency as a core value and to assure that future governance and management of the City is conducted in a financially responsible manner. To this end, the current Emergency Manager has created a Blue Ribbon Committee on Governance, charged with developing recommended changes to current ordinances, procedures, and the Charter. The recommendations of the Task Force are anticipated within six months.

Overview

The City of Flint has spent considerable time planning for the community's future through the comprehensive master plan and creating an organizational framework focused on the City's new vision, mission, and goals. The 2-Year budget has been developed in a balanced manner to best meet the needs of a variety of service areas and challenges.

However, challenges to changes in retiree healthcare and the loss of grant funds have required that a new service baseline be established; this also poses significant and immediate challenges to the City's financial viability. Current court rulings in regards to the retiree health care lawsuit have increased retiree health care expenses nearly $5 million in FY15, and the loss of the SAFER grant ($ 3.4 million) eliminates funding for 39 of the City's 65 firefighters.

The harsh winter increased the need to remove hundreds (if not thousands) of damaged and fallen trees throughout the city, and to repair damaged roads and sidewalks. The winter also placed additional stress on the antiquated city facilities as they faced water leaks and damage to walkways and sidewalks. Implementing the master plan, and continuing to eliminate blight will also require dedicated resources going forward.

The recently completed study of the water and sewer system finances also demonstrated a shortfall in revenues needed to operate this critical service and provide for necessary maintenance. As much as the high rates for providing water and sewer services pose significant financial challenges and community implications, the alternative of not addressing basic maintenance and adjustments based on guidance in the master plan is equally challenging.

These factors have a significant effect on the adopted staffing levels. Reductions in city staffing over the past two years have come almost exclusively from City services other than police, fire, and 911. As a result, those remaining city services are thinly staffed, and despite valiant efforts of dedicated employees, service levels have been reduced. In some cases, the reductions have been severe and counter-productive. For example, reductions in customer service at Treasury and staffing at Utilities has reduced capacity to effectively pursue collection of delinquent bills. Reductions in Information Technology have slowed the implementation of technology which can improve effective processing. Reductions in Human Resources have slowed the process of hiring employees. Reductions in Building Safety have slowed the process of conducting inspections and issuing permits, and have eliminated much in the way of code compliance efforts.

Therefore, balancing the budget in a financially sustainable way requires addressing the impact of these issues. It also requires that they are addressed within the context of the Mayor's and Council's stated budget priorities. The Council's stated priorities are:

- Maintaining police and fire staffing levels at the maximum level feasible
- Reducing the General Fund deficit by at least $1 million
- Continuing efforts to reduce blight, including demolition
- Hiring an experienced City Administrator
- Assure that capacity exists to implement the Master Plan
- Add capacity in the areas of Economic Development

- Fund years 1 & 2 of capital improvements identified in the Master Plan
- Improve street maintenance
- Establish parks partnerships
- Improve customer service through training and technology
- Increase removal of dead and diseased trees
- Evaluate ways to reduce water and sewer rates for constituents in the budget process

Balancing the budget responsibly in the context of these immediate and significant financial challenges, while addressing stated priorities, is a significantly difficult task. The unplanned addition of $5 million in expenses for increased retiree health care is a "Game-Changer" and seriously undermines the ability of the City government to move forward in becoming a positive force helping to create a vibrant and growing community which will attract and retain residents, businesses, students, and visitors and improve quality of life.

As the development of the FY15 budget began, there was a significant gap between projected General Fund revenues and General Fund expenses alone. While some revenue sources indicated a slight increase over the current year, projected expenses were significantly above the current year. The expense increases are due primarily to a nearly $5 million increase in costs for retiree health care and an increase in the per person cost of pension contribution. In addition, there was recognition of the need to assure capacity to implement the Master Plan to continue addressing blight, to address increased costs of health care for current employees, and to address critically needed facility maintenance.

The budget presented here is balanced in a financially responsible manner, in that revenues and expenses meet. However, the consequence is that, where possible, revenues have been increased, and where necessary, expenses have been decreased. Whether the result is an acceptable result, in the context of the needs and the future of the City, is uncertain.

It is clear that proposed changes in service levels reflected in this budget are significant, and that at the same time the financial plan is being finalized within the confines of available revenues, considerable efforts will continue to mitigate the impacts. Continued efforts to achieve a satisfactory resolution of the retiree healthcare lawsuit, as well as to continue searching for additional sustainable funding, or to engage in mutually beneficial partnerships will continue. The changes necessary to achieve necessary balancing of revenues and expenses will be done in a managed way, not in a crisis response.

The financial projection for the years following FY15 and FY16 show the continuing challenge of a structural deficit. Without a means to identify a new significant revenue source or to sustain and even make further reductions in the City's cost base, such as retiree health care, Flint will be extremely challenged to provide even the most basic of City services in future years.

Highlights of the Adopted Budget

Costs to taxpayers are increased....

- Property tax levies remain <u>unchanged</u>
- Street lighting assessment increased to $71 in FY15 and $74 in FY16
- Solid Waste fee increased to $163 in FY15 and $169 in FY16
- Water and Sewer rates increased by a total of 6.5% in FY15 and 6% in FY16

Costs to City employees are increased....

- 20% premium share for health insurance implemented
- Premium contribution for non-Medicare eligible employees retiring after July 1, 2014 established
- 50% premium share for dental and vision insurance implemented
- Vacation and sick leave replaced with PTO, new accumulation caps established
- All new employees enrolled in hybrid pension plan
- All new employees enrolled in RMSA in lieu of promise of retiree health care

Legacy costs are increased significantly...

- General Fund costs for retiree health care are increased 25%, from $8 million to $10 million in FY15, increasing on an annual basis thereafter
- General Fund costs for retiree health care and pension in total are projected to increase from $16.4 million (31% of total revenues) in FY14 to $21.5 million (34% of total revenues) by FY19
- For all funds, total costs for retiree healthcare and pension are projected to increase from $30.4 million (or 17% of total revenues)in FY14 to $43.5 million (23% of total revenues) by FY19

City staffing is budgeted at 522 in FY15 and 523 in FY16.....

- Staffing is maintained in District Court, 911, Finance, Assessing, Transportation, IT, and Fleet
- Police Department – Total department staffing will be 115, with 7 vacant positions and 29 additional positions eliminated through attrition by end of FY15. Additionally, a recently offered COPS Hiring grant for six School Resource Officers will not be accepted. The next several months will be focused on mitigating the impact of this through reorganization with the assistance of consultants specialized in police and fire service; seeking additional funds; and obtaining assistance from law enforcement partners in order to achieve the best possible level of police response.
- Fire Department – Total department will be 75, with 19 positions eliminated as the SAFER grant expires. There are several vacant positions to be eliminated as part of this, with a goal of needed reduction no later than December, 2014. The next several months will be focused on mitigating the impact of this through reorganization and restructuring obtained with the assistance of consultants specialized in fire and police service.

- Planning and Development Department - Staffing is at 25, with adding 1 position. The department is being reorganized to assure capacity to implement the newly adopted Master Plan and continue efforts of blight management. Continued assistance in the form of grants and partnerships will be utilized, and general fund support for those activities is increased.
- Public Works Department - 6 positions are added to the Utilities division as the Water Treatment Plant begins operation as the primary source for Flint water; 1 position is added to Facilities to address critically needed maintenance issues.
- Finance and Administration Department - 3 positions are added to the Treasurer's Office to increase delinquent collections, with the added cost to be offset by additional revenues.
- Governance – As efforts to resolve the financial emergency progress, the position of City Administrator will be filled. Additionally, the salaries of Mayor and Council are partially restored as their role in governance increases.

Council budget priorities are addressed as follows:

- Maintaining police and fire staffing levels at the maximum level feasible – Due to revenue shortfall, increased retiree health care, and lack of other options, staffing is reduced. The Police and Fire millage funds will be used to fund 20 fire fighters and 26 police officers through FY15 and FY16. However, the accumulated millage funds will be fully used by the end of FY16.
- Reducing the General Fund deficit by at least $1 million – General Fund expenses are budgeted at $1 million less than revenues, and $800,000 in Capital Improvement Funds will be appropriated to the Utilities, thus reducing the General Funds debt to the Utility Fund by an additional $800,000. The plan is to continue this commitment for the next several years until the deficit is eliminated, and then the commitment will become one of building a financial reserve equal to 15% of General Fund revenues.
- Continuing efforts to reduce blight, including demolition – CDBG funds continue to be used for demolition and General Fund is assuming partial cost of the Blight Coordinator position
- Hiring an experienced City Administrator – Funds are included in budget.
- Assure that capacity exists to implement the Master Plan – General Fund is assuming partial cost of the Planning and Development Director, and Associate Planner, and a position of GIS technician is created, whose funding is shared among various city funds. Lead partners will be identified in each work area. Also, the Mayor has committed to overseeing the process of assuring that Master Plan implementation is an ongoing important part of city operations.
- Add capacity in the areas of Economic Development-The P&D Director is committed to defining a program for small business development, to be funded in FY16 through CDBG funds. Additionally, 20% of staff time of two DCED staffers and a portion of the Director's time will be devoted to economic development. Also, the Mayor has committed to leading the City's economic development efforts with partners and the assistance of this City staff.
- Fund years 1 & 2 of capital improvements identified in the Master Plan – the CIP portion of the Master Plan will be finalized in FY15, and the results will be considered for inclusion in the FY16 budget.

- Improve street maintenance – Due to minimal increases in state funding for streets, maintenance efforts will continue at the current levels. State financial support has been sought and obtained for some major street projects, in particular those related to economic development projects.
- Establish parks partnerships – The Planning and Development Department now has oversight of Parks, and as one of its strategic objectives, has committed to increase the number of parks partnerships in FY15 and FY16. Funding even the most basic of parks maintenance activities is increasingly challenging within the constraints of the parks millage funds. The goal is to eliminate General Fund support of these activities by the end of FY16.
- Improve customer service through training and technology– Human Resources, as it did in FY14, is committed to continuing ongoing training for supervisors and will be extending these efforts to all employees. IT likewise is committed to providing ongoing training for employees. Finally, most departments are including funds for ongoing training for employees. For example, the Treasury's customer service division is committed to specific customer service training for its front line employees.
- Increase removal of dead and diseased trees – Oversight of removal of trees within street right of ways is now the responsibility of the Transportation Division of Public Works, removal of trees within Parks is now the responsibility of Planning and Development; and removal of trees on other city properties is the responsibility of the Facilities Division of Public Works. Unfortunately, there is only a limited amount of funds available for these purposes, and the general effort will be focused on emergency responses. However, the Transportation Division is committed to attempting to secure assistance from other entities to increase capacity to address this problem.
- Evaluate ways to reduce water and sewer rates for constituents in the budget process-The results of the recent rate study confirm that it unlikely that water and sewer rates can be decreased at any time in the foreseeable future, and in fact, rates need to be increased. However, the actions taken to date to join KWA and to temporarily use the Flint River show that future rate increases will be less than had the City stayed with its prior provider.

Absent new sources of funding or reduced expenses in areas such as retiree healthcare, the commitments to progress and the staffing and service levels here are anticipated to continue for both FY15 and FY16. It is anticipated that the slight additional revenues in the General Fund for FY 16 will not be sufficient to cover increased costs, and it will be necessary to utilize additional funding from the police and fire millage to cover the costs of some police or fire positions in the General Fund in FY15. Depending on the rate of attrition in the Police Department, there should be sufficient remaining funds in the Police and Fire millage to avoid additional reductions in police or fire positions in FY16.

CITY OF FLINT

OFFICE OF THE EMERGENCY MANAGER

Darnell Earley, ICMA-CM, MPA
Emergency Manager

June 3, 2014

Mr. Scott Kincaid, President
Members of the Flint City Council
1101 S. Saginaw St.
Flint, MI 48502

Dear Mr. Kincaid and Members of the Flint City Council.

Transmitted herewith are the final numbers for the biennial budget beginning FY14-15 and ending FY 15-16.

This budget is reflective of some of the recommended revisions offered following the Council's departmental budget hearings. All recommendations put forth by City Council were reviewed and thoroughly vetted at Treasury. The attached budget document was revised upwards by $90,000 and includes the details of the incorporated revisions.

The budget was revised to include your recommendations, along with those of the Mayor, which I felt could be implemented without adversely impacting the organizational structure, management, and the anticipated transition of the City of Flint to a Receivership Transition Advisory Board during the course of this spending plan.

Following the public hearing and consideration of the comments received, it is my intent to execute the order adopting the budget at the next Council meeting scheduled for June 23, 2014. At that time, Council will be able to officially receive the two-year budget consistent with PA 436 and the 7 Point Transition Management Plan.

You should also be aware that effective July 1, 2014, the day-to-day operations of the departments of Planning and Development, and Public Works will be shifted to Mayor Dayne Walling. The Mayor is currently putting together a plan for the allocation of resources within those departments. Similarly, Police Chief Tolbert and Fire Chief Cox are also putting together their work plans to utilize the final resource allocations for public safety.

The assistance and cooperation from you and the Council given to me, the Mayor, and the Administration in this process is greatly appreciated. I think we can agree that this is a responsible and realistic snapshot of the City's financial stability over the next two years, given its myriad financial challenges.

Sincerely,

Darnell Earley, ICMA-CM, MPA
Emergency Manager

CC: Dayne Walling, Mayor
Inez Brown, City Clerk
Administration

Proposed Changes to the City of Flint Proposed FY15 & FY16 Budget

On April 30, 2014, Emergency Manager Darnell Earley transmitted a proposed bi-annual budget to the Mayor and City Council, with a request that the Mayor and Council review and comment on the proposed budget. Accordingly, the City Council, acting as Committee of the Whole chaired by Finance Chair Josh Freeman, met five times to review the budget. At the conclusion, a set of recommendations was adopted and given to the Emergency Manager.

This document summarizes the key recommendations of the Council and Mayor and outlines changes made to the proposed budget as a result.

Summary of Council and Mayor Recommended Changes to FY15 & FY16 Proposed Budget

1. The recommendation of the Council identifies $1,824,510 in additional funds to be used by the Police Department:

- Specifically, $1 million of the $2.5 million in state appropriated revenues for the Lock-Up is proposed to be moved to the Police Budget.
- In addition, $1 million is identified by increasing the allocation in the CIP Fund for the purpose of reducing the deficit, thus freeing up the $1 million in the General Fund which has been identified for deficit reduction. Of that $1 million, $763,000) ($628,000 + $135,000) would be moved to the Police budget. Additionally, $61,510 is identified to be moved from the Finance Budget to the Police Budget.

2. The remaining funds from the proposed re-appropriation of the freed-up General Fund revenues ($237,000) would be used for the following:

- $50,000 - District Court
- $72,000 - City Clerk
- $50,000 - City Council Staff
- $45,000 – Additional Pay Raises for Council
- $10,000 – Brennen Center
- $10,000 – Hasselbring

3. Finally, there is a recommendation to eliminate funding for the Human Relations Commission ($22,547) and split those funds equally between Brennen Center and Hasselbring:

- Brennen - $11,274
- Hasselbring - $11,274

4. The Mayor has also made recommendations in other areas, including:

- Adding capacity to Economic Development by replacing the 20% of 2 DCED staff currently subsidized by the GF with CDBG funds and directing that staff to perform 100%

CDGB activities. The freed-up funds ($51,458) would then be used to contract for economic development services.

- Reduce DCED program staff by 1 FTE and utilize CDBG administrative funds for 50% of administrative staff support in Planning and Development
- Add 1 new FTE in Planning and Development dedicated to the new Business Licensing function
- Add to the Strategic Plan a key objective under Governance and Administration: "Respond to a minimum of 500 constituent services per month, including those formerly addressed by the Human Relations Commission staff."

Changes to the Proposed FY15 & FY16 Recommended Budget in response to Council and Mayor recommended changes

The changes proposed by the Mayor and Council have been reviewed, and changes made as considered appropriate within the context of maintaining a viable financial plan for the next two years. The proposed budget, as submitted to the Mayor and Council on April 30, 2014, will be revised as follows in response:

1. The Proposed Budget anticipates a reduction in public safety staffing of 36 officers and 19 firefighters. However, it also does not anticipate these reductions (other than vacancies occurring through attrition) until the comprehensive study of the police and fire departments is concluded. That study is to be completed prior to the end of 2014. At that time, depending on the study recommendations, a decision will be made as to the need for additional resources, and to the extent that funds in the General Fund which are currently targeted for deficit reduction can be used. Although the State will not agree to utilize funds appropriated for the operation of the Lock-Up to fund Flint police officers and firefighters, the Mayor and Emergency Manager will continue their efforts to obtain other state funding to support police and fire operations in Flint during this critical time.
2. The concern of the City Clerk, and supported by both the Council and the Mayor, of her inability to properly conduct the upcoming elections with the proposed staffing reduction, is acknowledged. Accordingly, the proposed budget is revised to continue FY14 budget level of staffing within the Clerk's Office. The business license position, originally moved to the Planning and Zoning Department in the FY15 and FY16 Proposed Budget, has been restored back to City Clerk's department. The new Business Licensing process is scheduled to be implemented by January 1, 2015; at which time, the responsibility for the process will be assumed by the Department of Planning and Development. Since the Clerk's Office staff will remain the same while reducing the responsibilities of the Clerks' Office, there should be adequate staff to conduct the elections and to provide additional support to the Council Office. Until such time as the

Business Licensing process is assumed by the Department of Planning and Development, the Clerk is authorized to increase the hours of the current part-time employee in the Council Office. $15,000 in temporary wages is added to the Council's budget for FY15.

3. The concern of the Council and the Mayor that financial support be continued to assist in the transition of the senior citizen programming at the Brennen Center and Hasselbring is acknowledged. The end goal is for there to be successful senior citizen programming at these locations, supported in their entirety by the County's senior citizen millage, which has been approved by voters within the City of Flint as well as the rest of Genesee County. Instead of adding additional funding to the FY15 and FY16 budgets, however, an amendment to the FY14 budget is being prepared to make a one-time appropriation to each center in the amount of $20,000, for a total expenditure of $40,000. The purpose of this appropriation is to support this transition.
4. The concern of the Council to add additional resources to the District Court is noted. However, during the presentation by the Court at its budget hearing, it became apparent that the proposed strategy of the Court to utilize part time employees may not be consistent with the requirement that temporary employees working in excess of 29 hours per week must be provided access to health care to the extent that full time employees are. Thus, additional funds in the amount of $40,000 is added to the Court's budget to address this potential problem.
5. The recommendation of the Mayor to add additional capacity to economic development as stated in #4 above is acknowledged. Additional resources for economic development was also a stated priority of the Council. The change recommended by the Mayor provides $50,000 in financial capacity, is revenue neutral, and is incorporated into the budget.
6. The recommendation of the Mayor with respect to reducing DCED staff by 1 FTE and redistributing the funds as noted above are also incorporated into the budget.
7. The recommendation of the Mayor to add one new FTE in Planning and Development dedicated to the new Business Licensing function is also acknowledged as being valuable in helping to assure that the new process is implemented aggressively and successfully. Accordingly, $64,000 for wages and fringes is added to the budget of Planning and Development for that purpose.
8. Finally, the recommendation of the Mayor to add an additional objective to the Governance and Administration section of the Strategic Plan is acknowledged and will be incorporated. Accordingly, while the Human Relations Commission may continue as a volunteer board, the proposed allocation is eliminated. As it has become apparent that the Human Resources Director is fully engaged with managing the Human Resources function, the portion of the Director's salary allocated to the HRC budget will be transferred to the Human Resources Budget.

Implementing the changes noted above require identifying $119,000 in FY15 General Fund appropriations and $104,000 in FY16 appropriations. The revenue and expense projections in the budget have been reviewed, and the necessary funds have been identified from the following sources:

FY15:

- $39,000 - reduction in audit costs
- $ 2,600 – net reduction in HRC budget
- $38,400 - additional projected revenue - income tax revenue
- $39,000 – additional projected revenue – delinquent income tax collections

FY16:

- $31,000 - reduction in audit costs
- $ 2,678 – net reduction in HRC budget
- $32,000 - additional projected revenue - income tax revenue
- $38,322 - additional projected revenue - delinquent income tax collections

Appreciation is extended to the Mayor, Council, and staff for the time and effort spent reviewing the proposed budget. The citizens of Flint will be better served by the changes made.

Proposed Budget FY15 and FY16 Technical Adjustments

1. Included the pension expense in the Office of the Clerk - $29,519

2. Removed wages and fringes for GIS Technician from Assessing Department because it was already budgeted in the Planning and Zoning Department - $60,518

3. Corrected the inclusion of all salaries, wages, and fringes in the Planning and Zoning department for all the approved positions - $123,596

4. Corrected Fund 202 FY15 and FY16 fund balance use. The indirect cost allocation was double reported in FY15. This was a $536,000 reduction in cost in FY15. In FY16, wages in administration was entered in error causing salaries to be overstated by $812,000. This correction was made.

FLINT STRATEGIC PLAN

2015 -2019

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 and improve our quality of life.

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 realize our Mission, residents, businesses, students and visitors can expect that:

The City will provide a highly trained and professional staff of elected leaders, appointed officials and employees

The City will provide for a safe, secure, and healthy environment in which to live, work, learn and play

The City will provide access to dependable and affordable water, sewer, and waste collection

The City will provide access to an adequate and well maintained transportation network serving motorized, non-motorized, and pedestrian needs

The City will foster cooperation between business, non-profit, and foundation partners and residents to create a climate that supports community and economic development

The City government will also:

Seek partnerships with Local, State and Federal governmental partners and other private entities in order to maximize efficiencies and resources in meeting its Mission

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

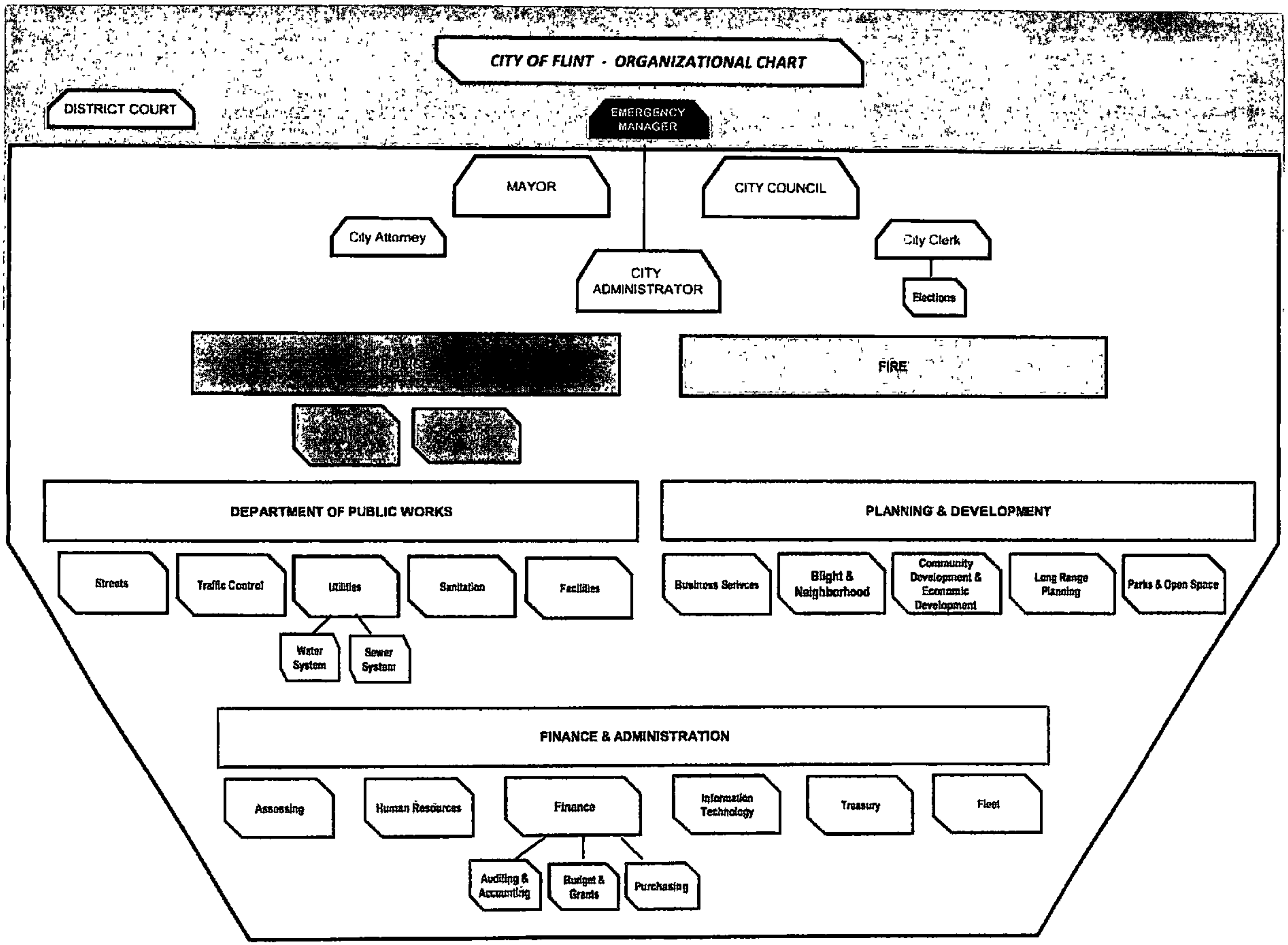
Operate in an open and financially sustainable manner, including improving citizen access, focusing on measurable results, improving the City's financial position, and eliminating accumulated deficits

Mayor and Council Priorities for Developing the Two-year (FY15 & FY16) Budget

The Mayor and Council request that the two-year budget to be developed will include a set of objective which, when achieved, will result in significant progress being made towards achieving their stated Vision, Mission, and Goals.

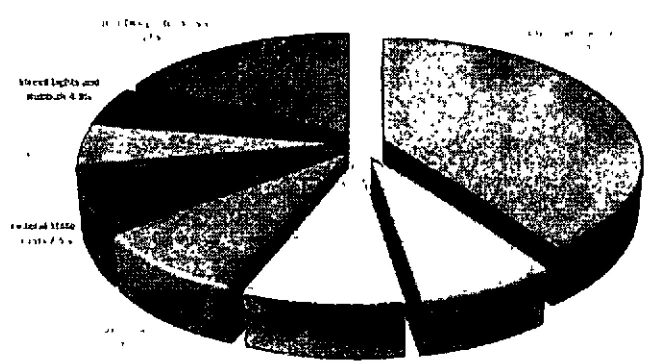
Additionally, the Mayor and Council request that the two-year budget to be developed address the following specific priorities:

1. Maintain police and fire staffing levels at the maximum level feasible
2. Reduce the General Fund deficit by at least $1 million
3. Continue efforts to reduce blight, including demolition
4. Hire an experienced and professional City Administrator
5. Assure that capacity exists to implement the Master Plan
6. Add capacity in the area of Economic Development
7. Fund years 1 & 2 of capital improvements identified in the Master Plan
8. Improve street maintenance
9. Establish parks partnerships
10. Improve customer service through training and technology
11. Increase removal of dead and diseased trees
12. Evaluate ways to reduce water and sewer rates for constituents in the budget process

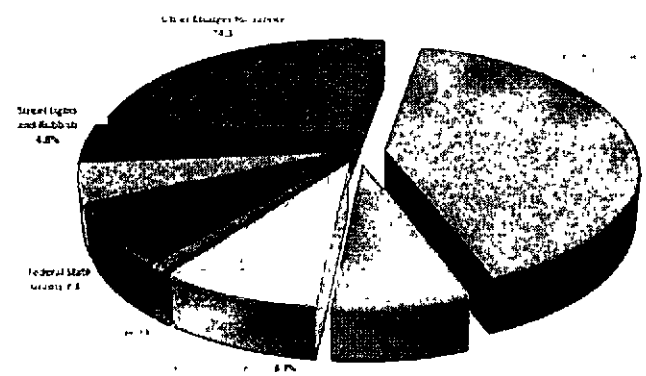

CITY OF FLINT - ORGANIZATIONAL CHART
DISTRICT COURT
EMERGENCY MANAGER
MAYOR
CITY COUNCIL
City Attorney
CITY ADMINISTRATOR
City Clerk
Elections
FIRE
DEPARTMENT OF PUBLIC WORKS
Streets
Traffic Control
Utilities
Water System
Sewer System
Sanitation
Facilities
PLANNING & DEVELOPMENT
Business Services
Blight & Neighborhood
Community Development & Economic Development
Long Range Planning
Parks & Open Space
FINANCE & ADMINISTRATION
Assessing
Human Resources
Finance
Auditing & Accounting
Budget & Grants
Purchasing
Information Technology
Treasury
Fleet

REVENUE - ALL FUNDS

FY15 $165,609,588

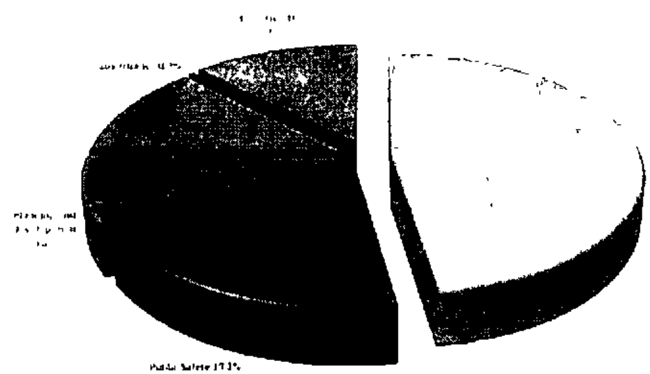


FY16 $169,482,080

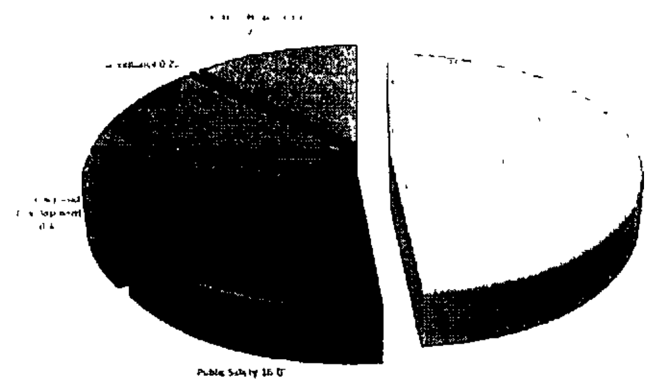


EXPENSES - ALL FUNDS

FY15 $162,186,042



FY16 $166,592,999



<u>CITY OF FLINT - FIVE YEAR OUTLOOK</u>
All Funds Summary

			Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
General Fund		101						
	Revenues*		$53,658,121	$55,097,880	$56,308,236	$56,815,010	$56,985,455	$57,498,324
	Expenses		$53,658,121	$55,097,880	$56,308,236	$58,616,874	$61,020,165	$63,644,033
	Cumulative Gap		$0	$0	$0	($1,801,864)	($5,836,574)	($11,982,282)
	Annual Gap		$0	$0	$0	($1,801,864)	($4,034,710)	($6,145,708)
Major Streets		202						
	Revenues		$6,335,406	$7,022,888	$7,306,869	$7,511,255	$7,721,570	$7,945,495
	Expenses		$6,331,406	$7,022,888	$7,306,869	$7,577,015	$7,842,210	$8,124,530
	Cumulative Gap		$4,000	$0	$0	($65,760)	($186,400)	($365,435)
	Annual Gap		$0	$0	$0	($65,760)	($120,640)	($179,034)
Local Streets		203						
	Revenues		$2,601,090	$2,694,458	$2,783,112	$2,841,657	$2,904,072	$2,967,861
	Expenses		$2,601,090	$2,694,458	$2,783,112	$2,880,521	$2,972,698	$3,067,824
	Cumulative Gap		$0	$0	$0	($38,864)	($107,590)	($207,452)
	Annual Gap		$0	$0	$0	($38,864)	($68,626)	($99,883)
Police and Fire Millage		205						
	Revenues		$1,645,627	$9,258,560	$7,249,000	$4,464,540	$4,602,841	$4,671,885
	Expenses		$1,645,627	$9,258,560	$7,249,000	$7,538,960	$7,848,057	$8,169,628
	Cumulative Gap		$0	$0	$0	($3,074,420)	($6,319,537)	($9,817,379)
	Annual Gap		$0	$0	$0	($3,074,420)	($3,245,117)	($3,497,843)
Neighborhood Police Millage		207						
	Revenues		$1,650,180	$1,405,180	$1,418,300	$1,448,666	$1,491,513	$1,513,885
	Expenses		$1,650,180	$1,378,104	$1,408,660	$1,465,006	$1,525,072	$1,587,600
	Cumulative Gap		$0	$27,076	$9,640	($16,340)	($51,899)	($125,614)
	Annual Gap		$0	$0	$0	($16,340)	($33,559)	($73,714)
Parks Millage		208						
	Revenues		$373,064	$440,140	$344,370	$351,257	$362,146	$367,579
	Expenses		$373,064	$440,140	$344,343	$358,117	$372,800	$388,084
	Cumulative Gap		$0	$0	$27	($6,859)	($17,512)	($38,016)
	Annual Gap		$0	$0	$0	($6,859)	($10,653)	($20,506)
Lighting Special Assessment		219						
	Revenues		$2,882,860	$2,694,870	$2,698,300	$2,561,485	$2,433,411	$2,311,740
	Expenses		$2,882,860	$2,694,870	$2,698,300	$2,698,300	$2,698,300	$2,698,300
	Cumulative Gap		$0	$0	$0	($134,815)	($397,704)	($782,284)
	Annual Gap		$0	$0	$0	($134,815)	($262,889)	($384,580)

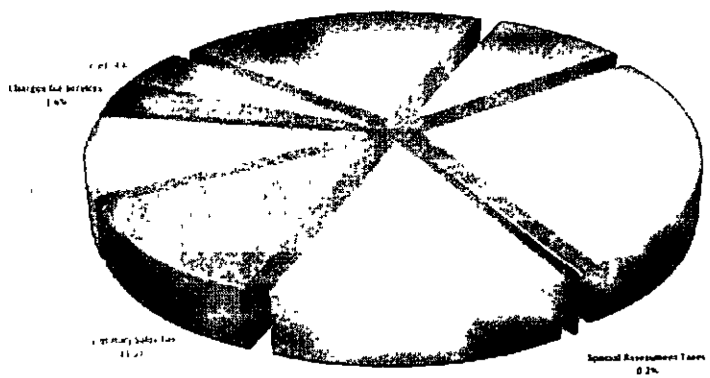
*Includes $1 million for deficit elimination

			Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
Waste Collection		226						
	Revenues		$5,132,480	$5,398,293	$5,460,723	$5,178,187	$4,819,278	$4,673,314
	Expenses		$5,132,480	$5,398,293	$5,460,723	$5,559,737	$5,870,832	$5,784,351
	Cumulative Gap		$0	$0	$0	($381,551)	($1,133,205)	($2,244,243)
	Annual Gap		$0	$0	$0	($381,551)	($751,655)	($1,111,037)
Drug Forfeiture		265						
	Revenues		$435,042	$439,093	$439,063	$452,235	$465,802	$479,776
	Expenses		$435,042	$425,093	$433,389	$446,401	$459,793	$473,587
	Cumulative Gap		$0	$14,000	$5,684	$5,834	$11,843	$18,032
	Annual Gap		$0	$0	$0	$5,834	$6,009	$6,189
HUD Grant 2014		274						
	Revenues		$11,767,729	$5,035,900	$5,035,900	$5,186,977	$5,342,586	$5,502,864
	Expenses		$11,767,729	$5,035,900	$5,035,900	$5,186,977	$5,342,586	$5,502,864
	Cumulative Gap		$0	$0	$0	$0	$0	$0
	Annual Gap		$0	$0	$0	$0	$0	$0
Other Grants		296						
	Revenues		$7,483,689	$4,864,976	$4,864,976	$5,010,925	$5,161,253	$5,316,091
	Expenses		$7,477,931	$4,864,976	$4,864,976	$5,010,925	$5,161,253	$5,316,091
	Cumulative Gap		$5,758	$0	$0	$0	$0	$0
	Annual Gap		$0	$0	$0	$0	$0	$0
Federal Stimulus Grant		297						
	Revenues		$4,624,108	$0	$0	$0	$0	$0
	Expenses		$4,624,108	$0	$0	$0	$0	$0
	Cumulative Gap		$0	$0	$0	$0	$0	$0
	Annual Gap		$0	$0	$0	$0	$0	$0
Public Improvement Fund		402						
	Revenues		$2,150,000	$2,850,957	$2,887,987	$2,925,347	$3,016,032	$3,061,273
	Expenses*		$2,150,000	$2,850,957	$2,887,987	$2,982,708	$3,102,016	$3,226,095
	Cumulative Gap		$0	$0	$0	($57,360)	($143,342)	($308,164)
	Annual Gap		$0	$0	$0	($57,360)	($85,983)	($164,822)
* Includes $600,000 for deficit elimination								
Building Safety Fund		542						
	Revenues		$2,548,458	$2,385,529	$2,484,700	$2,484,700	$2,484,700	$2,484,700
	Expenses		$2,548,458	$2,385,529	$2,484,700	$2,584,088	$2,687,452	$2,794,950
	Cumulative Gap		$0	$0	$0	($99,388)	($302,140)	($612,389)
	Annual Gap		$0	$0	$0	($99,388)	($202,752)	($310,250)
TOTAL General City								
	Revenues		$103,288,162	$99,696,694	$99,249,335	$97,230,141	$97,890,758	$98,794,987
	Expenses		$103,278,404	$99,655,618	$99,234,004	$102,903,628	$106,701,333	$110,776,135
	Cumulative Gap		$9,758	$41,076	$15,331	($5,673,486)	($14,484,061)	($26,466,209)
	Annual Gap		$0	$0	$0	($5,673,486)	($8,810,575)	($11,981,148)

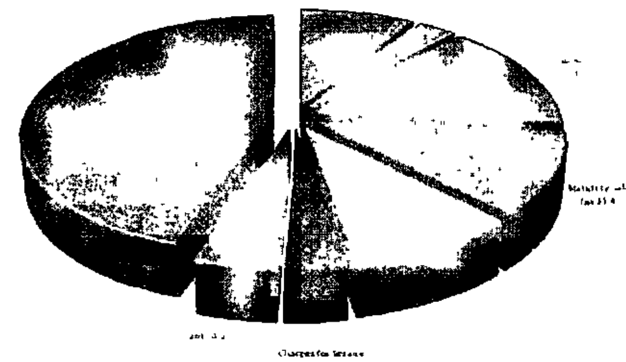
			Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
Sewer Fund		590						
	Revenues		$31,929,269	$28,126,894	$32,346,745	$32,346,745	$32,346,745	$32,346,745
	Expenses		$31,929,269	$28,126,894	$32,346,745	$34,609,099	$36,149,143	$37,216,957
	Cumulative Gap		$0	$0	$0	($2,262,354)	($6,064,752)	($10,934,964)
	Annual Gap		$0	$0	$0	($2,262,354)	($3,802,398)	($4,870,212)
Water Fund		591						
	Revenues		$47,896,872	$37,886,000	$37,886,000	$37,500,000	$37,500,000	$37,500,000
	Expenses		$47,896,872	$34,503,530	$35,012,250	$38,841,189	$40,741,906	$41,943,725
	Cumulative Gap		$0	$3,382,470	$2,873,750	($1,341,189)	($4,583,095)	($9,026,820)
	Annual Gap		$0	$0	$0	($1,341,189)	($3,241,906)	($4,443,725)
Water and Sewer		**590 & 591**						
	Revenues		**$79,826,141**	**$66,012,894**	**$70,232,745**	**$69,846,745**	**$69,846,745**	**$69,846,745**
	Expenses		**$79,826,141**	**$62,630,424**	**$67,358,995**	**$73,450,288**	**$76,891,049**	**$79,160,682**
	Cumulative Gap		**$0**	**$3,382,470**	**$2,873,750**	**($3,603,543)**	**($10,647,847)**	**($19,961,784)**
	Annual Gap		**$0**	**$0**	**$0**	**($3,603,543)**	**($7,044,304)**	**($9,313,937)**
TOTAL CITY								
	Revenues		**$183,114,303**	**$165,609,588**	**$169,482,080**	**$167,076,886**	**$167,737,503**	**$168,641,732**
	Expenses		**$183,104,545**	**$162,186,042**	**$166,592,999**	**$176,353,916**	**$183,592,382**	**$189,936,817**
	Cumulative Gap		**$9,758**	**$3,423,546**	**$2,889,081**	**($9,277,029)**	**($25,131,908)**	**($46,426,993)**
	Annual Gap		**$0**	**$0**	**$0**	**($9,277,029)**	**($15,854,879)**	**($21,295,085)**

REVENUE - GENERAL FUND

FY15 $55,097,880

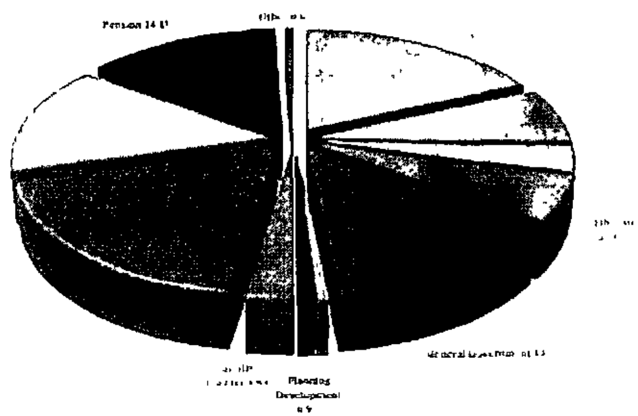


FY16 $56,308,239

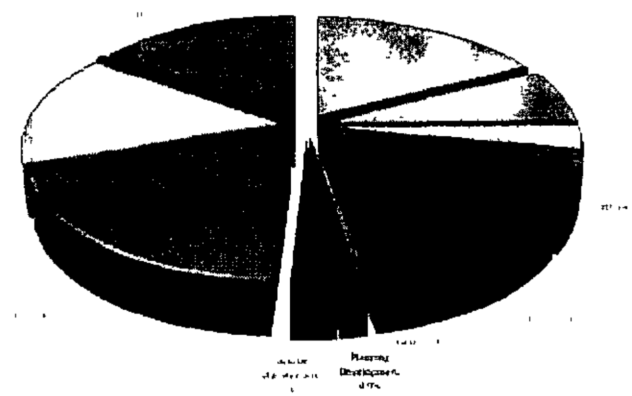


EXPENSES - GENERAL FUND

FY15 $55,097,880



FY16 $56,308,239



CITY OF FLINT PORPOSED FINANCIAL BUDGET
FOR FISCAL YEARS 2015 AND 2016
GENERAL FUND

DESCRIPTION		2013-14 AMENDED BUDGET		2014-15 PROPOSED BUDGET		2015-16 PROPOSED BUDGET
Fund 101 - General Fund						
ESTIMATED REVENUES						
Function: General government						
Property Taxes	$	4,622,000	$	4,970,000	$	5,069,400
Income taxes		14,210,000		14,238,400		14,354,000
Special assessment taxes		97,941		89,000		89,000
State revenues		16,730,120		17,181,829		17,347,719
License and Permits		1,303,626		1,296,626		1,396,626
Fines and forfeitures		1,825,000		1,862,600		1,867,000
Charges for service rendered		9,942,485		11,161,416		11,582,811
Interest and dividend income		650,000		919,000		1,118,325
Other revenues		898,946		601,011		605,360
Transfers in		4,077,998		3,777,999		3,777,998
Drawings from fund balance		(1,000,000)		(1,000,000)		(1,000,000)
Total - Function General government		53,558,116		55,097,880		56,308,239
TOTAL ESTIMATED REVENUES	$	53,558,116	$	55,097,880	$	56,308,239
APPROPRIATIONS						
Function: Legislative						
City Council	$	373,220	$	356,505	$	341,080
Total - Funcition Legislative		373,220		356,505		341,080
Function: General governemnt						
District Court		5,194,307		4,099,999		4,167,078
Office Of Mayor		228,813		215,426		218,278
City Administrator		396,646		352,912		356,034
Finance -Admin/Accounting/Payroll		1,188,137		951,331		962,846
Finance Purchasing		130,229		139,185		141,145
Total Finance and Purchasing Department		1,318,366		1,090,516		1,103,991
Office Of City Clerk		220,645		153,145		154,955
City Clerk-License And Permits		90,850		185,408		185,651
City Clerk-Board Of Review		10,500		11,601		11,601
City Clerk-Election		403,183		391,241		399,979
Cty Clk Elec Div. - Election Workers		138,654		179,591		179,627
Total City Clerk and Elections		863,832		920,986		931,813
Customer Services-Treasury Operations		380,321		275,977		279,810
Customer Services-Income Tax		465,825		432,000		433,740
Customer Services-Water Collection		1,018,852		1,240,933		1,263,429
Customer Service-Sewer collection		1,020,102		1,243,133		1,264,475
Delinquent Collections		167,686		263,083		267,313
Total Treasury Department		3,052,786		3,455,106		3,508,767
Assessment		1,084,221		1,160,515		1,175,686
Law Office Operations		962,042		940,589		953,797

Human Relations Commission	26,237		
Personnel Office	551,542	624,409	629,970
Personnel Office-Personnel-Training	70,625	55,500	56,415
Total Human Relations and Personnel	648,404	679,909	686,385
Police - Fleet	990,000	890,000	1,000,000
Police Reduction		(2,608,823)	(2,835,863)
Pol Admin Bureau - Admin	6,023,126	409,669	419,941
Pol Admin Bureau-Inspections	127,354	125,505	126,865
Pol Admin - City Lock up	2,673,649	2,554,329	2,534,329
Pol Tech Serv-Records & Identification	1,831,592	2,121,908	2,168,785
Pol Tech Serv-Planning, Research, & Trai	135,359	129,847	130,692
Pol Tech Serv - City Impound	437,323	438,575	439,969
Pol Invst Ovrhd - Criminal Invest Overh	2,469,897	2,369,062	2,398,335
Pol Invst Ovrhd - Police School Liason	764,011	751,475	760,749
Pol Invst Ovrhd - Special Operations	707,250	738,802	749,143
Patrol Bureau - Administration	5,502,823	4,263,373	4,328,180
Patrol Bureau-School Crossing Guards	267,854	285,712	285,712
Total Police Department	21,930,338	12,569,434	12,504,837
Public Safety 911 - Administration	3,745,525	2,604,021	2,540,188
Office Of Fire Chief	753,647	692,077	709,158
Fire Admin-Maintenance	116,000	412,500	424,500
Fire Admin - Training	253,400	161,541	164,771
Firefighting Division-Fire Battalion Chl	3,349,960	498,649	506,293
Firefighting Division-Fire Station Overh	5,858,149	4,101,133	4,168,260
SAFER Grant EMW-2011-FH-00843	1,083,370		
Fire Prevent - Inspection And Training	285,370	315,903	322,422
Total Fire Department	11,699,796	6,179,803	6,295,404
Development-Planning & Zoning	121,875	395,277	397,634
DCD - Administration	186,293	279,007	285,416
Golf Division - Kearsley Lake Gc	3,500		
Golf Division-Mott Park Gc		9,000	9,270
Golf Division-Swartz Crk Gc	1,600		
Total Planning and Development Department	313,268	683,284	692,320
Facilities Maint-Municipal Center	1,207,382	1,464,233	1,532,362
Total - Function General government	52,645,726	36,416,733	36,689,940
Cost Allocation and Retiree Healthcare		17,911,941	18,986,658
Transfer out to Fund 208		99,140	
Transfers out to fund 542	539,170	313,561	313,561
Total - Function Transfers out	539,170	412,701	313,561
TOTAL APPROPRIATIONS	$ 53,558,116	$ 55,097,880	$ 56,308,239
NET OF REVENUES/APPROPRIATIONS - FUND 101	0	0	0
BEGINNING FUND BALANCE	(12,895,642)	(11,895,642)	(10,895,642)
ENDING FUND BALANCE	(11,895,642)	(10,895,642)	(9,895,642)

CITY OF FLINT STAFFING PROJECTION

	FY11 ACTUAL	FY12 ACTUAL	FY13 ACTUAL	FY14 CURRENT	FY15 PROPOSED	FY16 PROPOSED
GOVERNANCE AND ADMINISTRATION	38.5	20	17	19	20	20
POLICE	150	148	144	151	115	115
911	25.5	23	22	23	23	23
FIRE	75	94	91	94	75	75
DISTRICT COURT	49	35	30	31	31	31
DEPARTMENT OF PUBLIC WORKS	263	207	156	166	173	173
PLANNING AND DEVELOPMENT	71	56	26	24	25	26
FINANCE AND ADMINISTRATION	120.5	103	60	57	60	60
TOTALS	792.5	686	546	565	522	523

PROJECTED FACILITIES IMPROVEMENTS FY15-FY19

IMPROVEMENT	RANK	COST	FY15	FY16	FY17	FY18	FY19
City Hall Elevators(2 main only)	1	400,000.00	$ 400,000.00				
Repl/Rep Chiller in city Hall - only 1.5 of 4 cmprs for air	2	155,000.00	$ 155,000.00				
Assessing Renovations	3	65,000.00	$ 65,000.00				
Roof Repair - Main Fire Station	4	127,400.00	$ 127,400.00				
Roof Repair - Atherton Rd Fire Station	5	10,000.00	$ 10,000.00				
Repair walkway between Police and City Hall Main Bldg	6	20,000.00	$ 20,000.00				
I.S. Water Leaks PART I OF II	7	50,000.00	$ 50,000.00				
Legal Renovations	8	40,000.00	$ 40,000.00				
Police Station Bridge to 5th St	9	30,000.00	$ 30,000.00				
Roof Repair - North building	10	99,384.00	$ 99,384.00				
Motion Lights, City Hall & Police	11	100,000.00	$ 100,000.00				
Pave City Hall Parking Lot	12	100,000.00		$ 100,000.00			
911 Consoles & Telephones	13	330,000.00		$ 330,000.00			
I.S. Water Leaks PART II OF II	14	50,000.00		$ 50,000.00			
Council Chambers Renovations PART I OF III	15	116,666.67		$ 116,666.67			
City Hall Building Facade PART I OF III	16	500,000.00		$ 500,000.00			
Parking lot lighting - City Hall, Pol, Stevens & 7th St Lots	17	250,000.00			$ 250,000.00		
Council Chambers Renovations PART II OF III	18	116,666.67			$ 116,666.67		
City Hall Building Facade PART II OF III	19	500,000.00			$ 500,000.00		
Council Chambers Renovations PART III OF III	20	116,666.67				$ 116,666.67	
City Hall Building Facade PART III OF III	21	500,000.00				$ 500,000.00	
Police Shooting Range	22	250,000.00				$ 250,000.00	
Fire Station Kitchens - Remodel	23	60,000.00				$ 60,000.00	
TOTAL		$3,926,784.00	$ 1,096,784.00	$ 1,096,666.67	$ 866,666.67	$ 926,666.67	$ -

IMPROVEMENT	RANK	COST	CUMULATIVE COST
City Hall Elevators(2 main only)	1	400,000.00	
Repl/Rep Chiller in city Hall - only 1.5 of 4 cmprs for air	2	155,000.00	$ 555,000.00
Assessing Renovations	3	65,000.00	$ 620,000.00
Roof Repair - Main Fire Station	4	127,400.00	$ 747,400.00
Roof Repair - Atherton Rd Fire Station	5	10,000.00	$ 757,400.00
Repair walkway between Police and City Hall Main Bldg	6	20,000.00	$ 777,400.00
I.S. Water Leaks PART I OF II	7	50,000.00	$ 827,400.00
Legal Renovations	8	40,000.00	$ 867,400.00
Police Station Bridge to 5th St	9	30,000.00	$ 897,400.00
Roof Repair - North building	10	99,384.00	$ 996,784.00
Motion Lights, City Hall & Police	11	100,000.00	$ 1,096,784.00
Pave City Hall Parking Lot	12	100,000.00	$ 1,196,784.00
911 Consoles & Telephones	13	330,000.00	$ 1,526,784.00
I.S. Water Leaks PART II OF II	14	50,000.00	$ 1,576,784.00
Council Chambers Renovations PART I OF III	15	116,666.67	$ 1,693,450.67
City Hall Building Facade PART I OF III	16	500,000.00	$ 2,193,450.67
Parking lot lighting - City Hall, Pol, Stevens & 7th St Lots	17	250,000.00	$ 2,443,450.67
Council Chambers Renovations PART II OF III	18	116,666.67	$ 2,560,117.33
City Hall Building Facade PART II OF III	19	500,000.00	$ 3,060,117.33
Council Chambers Renovations PART III OF III	20	116,666.67	$ 3,176,784.00
City Hall Building Facade PART III OF III	21	500,000.00	$ 3,676,784.00
Police Shooting Range	22	250,000.00	$ 3,926,784.00
Fire Station Kitchens - Remodel	23	60,000.00	$ 3,986,784.00
TOTAL		$3,926,784.00	$ 3,986,784.00

DEFICIT ELIMINATION AND RESERVE ACCUMULATION PROJECTIONS

FINANCIAL COMMITMENT NECESSARY TO ELIMINATE THE DEFICIT AND ACCUMULATE AN APPROPRIATE BUDGET STABILIZATION RESERVE OF 10% -15%

	DEFICIT REDUCTION						
	FY14	FY15	FY16	FY17	FY18	FY19	FY20
DEFICIT	($12,895,642)	($11,095,642)	($9,295,642)	($7,495,642)	($5,695,642)	($3,895,642)	($2,095,642)
GF CONTRIBUTION	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
CIP CONTRIBUTION	$800,000	$800,000	$800,000	$800,000	$800,000	$800,000	$800,000
REMAINING DEFICIT	($11,095,642)	($9,295,642)	($7,495,642)	($5,695 642)	($3,895,642)	($2,095,642)	($295,642)
GENERAL FUND REVENUE	$53,555,121	$55,080,609	$56,281,965	$56,788 503	$56 958 868	$57 471,498	$58,620,928

	RESERVE ACCUMULATION					
	FY21	FY22	FY23	FY24	FY25	
RESERVE	($295,642)	$1,504,358	$3,304,358	$5,104,358	$6,904,358	
GF CONTRIBUTION	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000	
CIP CONTRIBUTION	$800,000	$800,000	$800,000	$800,000	$800,000	
ACCUMULATED RESERVE	$1,504,358	$3,304,358	$5,104,358	$6,904,358	$8,704,358	Equals 13% of GF Revenues
GENERAL FUND REVENUE	$59,793,347	$60,989,213	$62,208,998	$63,453,178	**$64,722,241**	

CITY OF FLINT - FIVE YEAR OUTLOOK

Pension and Retiree Healthcare Costs

			Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
General Fund		101						
	Retiree Healthcare Expense		$8,034,324	$10,167,701	$10,777,763	$11,424,429	$12,109,895	$12,838,488
	Pension Expense		$8,401,335	$7,981,672	$8,439,853	$8,946,244	$9,483,019	$10,052,000
	Other Expenses		$37,122,462	$36,948,508	$37,090,623	$38,246,204	$39,427,255	$40,753,548
	Total Expenses		$53,558,121	$55,097,881	$56,308,239	$58,616,877	$61,020,169	$63,644,036
	Retiree Healthcare as % of Total Expenses		15%	18%	19%	19%	20%	20%
	Pension as % of Total Expenses		16%	14%	15%	15%	16%	16%
	Healthcare & Pension Costs as % of Total		31%	33%	34%	35%	35%	36%
Major Streets		202						
	Retiree Healthcare		$598,165	$1,058,180	$1,119,551	$1,186,724	$1,257,928	$1,333,403
	Pension		$565,832	$551,415	$598,563	$632,357	$670,298	$710,516
	Other expenses		$6,167,419	$5,418,293	$6,400,554	$6,597,804	$6,783,353	$6,981,277
	Total		$6,331,408	$7,022,888	$8,118,668	$8,416,885	$8,711,579	$9,025,193
	Healthcare & Pension %		18%	23%	21%	22%	22%	23%
Local Streets		203						
	Retiree Healthcare		$388,761	$200,624	$212,873	$226,646	$239,184	$253,535
	Pension		$331,106	$330,318	$354,959	$378,257	$398,832	$422,762
	Other expenses		$1,881,223	$2,163,316	$2,215,280	$2,278,519	$2,334,682	$2,391,527
	Total		$2,601,090	$2,694,458	$2,783,112	$2,880,521	$2,972,698	$3,067,824
	Healthcare & Pension %		28%	20%	20%	21%	21%	22%
Police and Fire Millage		205						
	Retiree Healthcare		$0	$1,337,828	$1,418,098	$1,503,184	$1,593,375	$1,688,977
	Pension		$448,524	$2,593,093	$2,748,679	$2,913,600	$3,088,418	$3,273,721
	Other expenses		$1,397,303	$5,327,639	$3,082,223	$3,122,176	$3,169,267	$3,207,130
	Total		$1,845,827	$9,258,560	$7,249,000	$7,538,960	$7,848,057	$8,169,828
	Healthcare & Pension %		24%	42%	57%	59%	60%	61%
Neighborhood Police Millage		207						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$379,934	$300,795	$318,844	$337,975	$358,253	$379,748
	Other expenses		$1,170,246	$1,077,309	$915,030	$949,254	$977,688	$1,010,863
	Total		$1,550,180	$1,378,104	$1,233,874	$1,283,229	$1,335,841	$1,390,611
	Healthcare & Pension %		25%	22%	26%	26%	27%	27%
Parks Millage		208						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$5,591	$20,663	$20,663	$21,903	$23,217	$24,610
	Other expenses		$367,473	$419,477	$320,760	$333,177	$346,421	$360,183
	Total		$373,064	$440,140	$341,423	$355,080	$369,638	$384,793
	Healthcare & Pension %		1%	5%	6%	6%	6%	6%
Lighting Special Assessment		219						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$0	$6,029	$6,390	$6,773	$7,180	$7,611
	Other expenses		$2,982,960	$2,688,841	$2,689,910	$2,689,527	$2,689,120	$2,688,689
	Total		$2,982,960	$2,694,870	$2,696,300	$2,696,300	$2,696,300	$2,696,300
	Healthcare & Pension %		0%	0%	0%	0%	0%	0%

			Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
Waste Collection		226						
	Retiree Healthcare		$621,190	$411,202	$435,874	$462,026	$489,748	$519,133
	Pension		$25,335	$12,988	$13,797	$14,593	$15,469	$16,397
	Other expenses		$4,485,985	$4,972,103	$5,001,052	$5,083,118	$5,165,716	$5,248,821
	Total		$5,132,400	$5,396,293	$5,450,723	$5,559,737	$5,670,932	$5,784,351
	Healthcare & Pension %		13%	8%	8%	9%	9%	9%
Drug Forfeiture		265						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$122,739	$82,406	$87,351	$92,592	$98,148	$104,036
	Other expenses		$312,303	$342,657	$346,048	$353,809	$361,645	$369,650
	Total		$435,042	$425,063	$433,399	$446,401	$459,793	$473,687
	Healthcare & Pension %		28%	19%	20%	21%	21%	22%
HUD Grant 2014		274						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$230,159	$292,418	$292,418	$309,963	$328,561	$348,275
	Other expenses		$11,537,570	$4,743,481	$4,743,481	$4,877,013	$5,014,024	$5,154,588
	Total		$11,767,729	$5,035,899	$5,035,899	$5,186,976	$5,342,585	$5,502,863
	Healthcare & Pension %		2%	6%	6%	6%	6%	6%
Other Grants		298						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$40,027	$230,605	$230,605	$244,441	$259,108	$274,654
	Other expenses		$7,437,904	$4,634,371	$4,634,371	$4,768,484	$4,902,146	$5,041,438
	Total		$7,477,931	$4,864,976	$4,864,976	$5,010,925	$5,161,253	$5,316,091
	Healthcare & Pension %		1%	5%	5%	5%	5%	5%
Federal Stimulus Grant		297						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$1,355,981	$0	$0	$0	$0	$0
	Other expenses		$3,168,127	$0	$0	$0	$0	$0
	Total		$4,524,108	$0	$0	$0	$0	$0
	Healthcare & Pension %		30%	0%	0%	0%	0%	0%
Public Improvement Fund		402						
	Retiree Healthcare		$0	$0	$0	$0	$0	$0
	Pension		$0	$0	$0	$0	$0	$0
	Other expenses		$2,150,000	$2,850,857	$2,897,987	$2,982,708	$3,104,997	$3,232,302
	Total		$2,150,000	$2,850,857	$2,897,987	$2,982,708	$3,104,997	$3,232,302
	Healthcare & Pension %		0%	0%	0%	0%	0%	0%
Building Safety Fund		542						
	Retiree Healthcare		$562,954	$393,633	$417,251	$442,286	$458,823	$496,953
	Pension		$151,734	$237,626	$251,886	$266,999	$283,019	$300,000
	Other expenses		$1,833,769	$1,764,260	$1,815,563	$1,874,803	$1,935,609	$1,997,997
	Total		$2,548,456	$2,395,520	$2,484,700	$2,584,088	$2,687,452	$2,794,950
	Healthcare & Pension %		28%	26%	27%	27%	28%	28%
Internal Service Funds								
	Retiree Healthcare		$300,210	$722,428	$722,428	$764,804	$809,106	$856,382
	Pension		$382,108	$383,747	$383,747	$406,772	$431,178	$457,049
	Other expenses		$7,795,978	$6,760,612	$7,845,631	$8,119,602	$8,398,419	$8,684,357
	Total		$8,478,291	$7,866,787	$8,951,806	$9,289,178	$9,636,703	$9,997,788
	Healthcare & Pension %		8%	14%	12%	13%	13%	13%

		Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
TOTAL General City							
	Retiree Healthcare Expense	$10,505,594	$14,269,798	$15,103,839	$16,008,789	$16,988,067	$17,984,872
	Pension Expense	$12,440,403	$13,023,777	$13,745,725	$14,670,469	$15,444,687	$16,371,376
	Other Expenses	$97,288,989	$87,975,619	$88,920,349	$91,585,874	$94,241,948	$97,122,097
	Total Expenses	$118,302,313	$116,374,211	$118,654,931	$123,285,261	$127,873,827	$132,770,582
	Retiree Healthcare as % of Total Expenses	9%	12%	13%	13%	13%	14%
	Pension as % of Total Expenses	11%	11%	12%	12%	12%	12%
	Healthcare & Pension Costs as % of Total	19%	23%	24%	25%	25%	26%

			Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
Sewer Fund		590						
	Retiree Healthcare		$2,329,983	$2,447,855	$2,594,420	$2,750,085	$2,915,090	$3,089,995
	Pension		$2,179,100	$2,040,716	$2,193,159	$2,292,949	$2,430,525	$2,578,357
	Other expenses		$27,420,186	$25,768,264	$27,559,169	$29,556,085	$30,803,527	$31,550,804
	Total		$31,929,269	$30,256,645	$32,346,745	$34,609,099	$36,149,143	$37,216,857
	Healthcare & Pension %		14%	15%	15%	15%	15%	16%
Water Fund		591						
	Retiree Healthcare		$1,680,062	$2,963,688	$3,141,403	$3,329,887	$3,529,680	$3,741,461
	Pension		$1,815,687	$1,803,098	$1,911,284	$2,025,961	$2,147,519	$2,276,370
	Other expenses		$44,401,123	$29,738,844	$29,959,563	$33,495,341	$35,064,707	$35,925,894
	Total		$47,896,872	$34,503,530	$35,012,250	$38,841,189	$40,741,906	$41,943,725
	Healthcare & Pension %		7%	14%	14%	14%	14%	14%
Water and Sewer		590 & 591						
	Retiree Healthcare		$4,010,045	$5,411,154	$5,735,823	$6,079,972	$6,444,771	$6,831,457
	Pension		$3,994,787	$3,843,813	$4,074,443	$4,318,910	$4,578,044	$4,852,727
	Other expenses		$71,821,309	$55,505,108	$57,548,729	$63,051,406	$65,668,234	$67,476,498
	Total		$79,826,141	$64,760,075	$67,358,995	$73,450,288	$76,691,049	$79,160,682
	Retiree Healthcare as % of Total Expenses		5%	8%	9%	8%	8%	9%
	Pension as % of Total Expenses		5%	6%	6%	6%	6%	6%
	Healthcare & Pension %		10%	14%	15%	14%	14%	15%
TOTAL CITY								
	Retiree Healthcare		$14,515,639	$19,700,950	$20,839,661	$22,088,771	$23,412,828	$24,816,329
	Pension		$18,435,190	$16,857,590	$17,820,168	$18,889,378	$20,022,741	$21,224,105
	Other expenses		$169,110,288	$143,480,727	$148,469,078	$154,687,280	$160,110,180	$164,698,556
	Total		$198,128,454	$161,134,266	$186,213,928	$196,735,849	$204,764,876	$211,931,264
	Retiree Healthcare %		7%	11%	11%	11%	11%	12%
	Pension %		8%	9%	10%	10%	10%	10%
	Healthcare & Pension %		16%	20%	21%	21%	21%	22%

PROJECTED TAXPAYER IMPACT

$41,000 House, $40,000 Income

	FY14 Current Winter & Summer		FY15 Adopted Winter & Summer		FY16 Adopted Winter & Summer
Values					
House value	$41,000.00		$41,000.00		$41,000.00
Taxable value	$20,500.00		$20,500.00		$20,500.00
Annual Income	$40,000.00		$40,000.00		$40,000.00
Tax rate (mills)	65.88		65.88		65.88
Street Lights	$67.87		$70.94		$74.14
Garbage	$146.00		$162.63		$168.84
Water Bill	$1,800.00		$1,917.00		$2,032.02
Payments					
Property taxes	$1,351.00		$1,351.00		$1,351.00
Street lights	$67.87		$70.94		$74.14
Rubbish	$146.00		$162.63		$168.84
Income tax	$400.00		$400.00		$400.00
Water bill	$1,800.00		$1,917.00		$2,032.02
Total Payments	$3,764.87		$3,901.57		$4,026.00
		$137 3.6%		$124 3.2%	

$61,500 House, $50,000 Income

	FY14 Current Winter & Summer		FY15 Adopted Winter & Summer		FY16 Adopted Winter & Summer
Values					
House value	$61,500.00		$61,500.00		$61,500.00
Taxable value	$30,750.00		$30,750.00		$30,750.00
Annual Income	$50,000.00		$50,000 00		$50,000.00
Tax rate (mills)	65.88		65.88		65.88
Street Lights	$67.87		$70.94		$74.14
Garbage	$146.00		$162.63		$168.84
Water Bill	$1,800.00		$1,917.00		$2,032.02
Payments					
Property taxes	$2,026.00		$2,026.00		$2,026.00
Street lights	$67.87		$70.94		$74.14
Garbage	$146.00		$162.63		$168.84
Income tax	$500.00		$500.00		$500.00
Water bill	$1,800.00		$1,917.00		$2,032.02
Total Payments	$4,539.87		$4,676.57		$4,801.00
		$137 3.0%		$124 2.7%	

ATTACHMENT D September 30, 2014 Quarterly Report

EMERGENCY MANAGER'S COMPLIANCE MONITORING REPORT

a) CONFIRM – That revenues recorded in the most recent quarterly financial statements are fairly stated in all material respects on a modified accrual basis of accounting, except that in the case of the water and sewer fund, revenues recorded in the most recent quarterly financial statements shall be fairly stated in all material respects on a full accrual basis of accounting.

b) CONFIRM – That expenditures recorded in the most recent quarterly financial statements are fairly stated in all material respects on a modified accrual basis of accounting, except that in the case of the water and sewer fund, expenditures recorded in the most recent quarterly financial statements shall be fairly stated in all material respects on a full accrual basis of accounting. Accounts payable, vouchers payable, and accrued payrolls are to be included in the determination of expenditures.

c) CONFIRM – That all appropriate inter-fund transactions have been recorded in the financial records of the City.

d) CONFIRM – That the City is in compliance with its budget for the fiscal year on a year-to-date basis and that the budget has been amended as required by law.

e) CONFIRM – That the reconciliation of bank accounts has been completed and appropriate adjusting journal entries have been made to the general ledger of the City. The City has completed bank reconciliations for major bank accounts up through August 2014.

f) CONFIRM – That remittance of payroll taxes, pension payments, 401(k) payments, debt payments, and taxes collected for other governmental units were completed on a timely basis.

g) CONFIRM – That cash flow reported for the most recent preceding month is fairly stated in all material respects.

h) CONFIRM – That overtime is properly disclosed and recorded in the most recent quarterly financial report of the City.

i) CONFIRM – That the originals of all source financial documents have been properly retained and preserved and that the City is in compliance with all other legal requirements, except to the extent specified in the report.

Pleyte, Beth (Treasury)

From:	Maxine Murray <mmurray@cityofflint.com>
Sent:	Tuesday, November 25, 2014 3:42 PM
To:	Carter, Jerry (MSP); Kapp, Gene (MSP); Muchmore, Dennis (GOV); Roberts, John (DTMB); Dempkowski, Angela (Treasury); Baird, Richard (GOV); Darnell Earley; Deasy, Thomas (MSP); Koryzno, Edward (Treasury); Clement, Elizabeth (GOV); Elizabeth Murphy; Etue, Kriste (MSP); Hollins, Harvey (GOV); Hill, Darryl (MSP); James Tolbert; Jerry Ambrose; Klotz, Josephine (MSP); Lee, Nichole (MSP); McGowan, Emmitt (MSP); Smith, Paul (GOV); Byrne, Randall (Treasury); Sands, Thomas (MSP); Sipes, Stephen (MSP); O'Neill, Stephen (MSP); Saxton, Thomas (Treasury); Workman, Wayne (TREASURY); West, Samantha (GOV)
Subject:	Bi-Weekly Conference Call Agenda
Attachments:	Agenda & Attachments 112614 Conf Call with Treasury.pdf

Good afternoon,

Please find attached the agenda for the Wednesday, November 26th, 9:00 am conference call.

Thank you.

--

Maxine Murray
Executive Assistant to
Mayor Dayne Walling
Darnell Earley, Emergency Manager
1101 S. Saginaw Street
Flint, MI 48502
810.237.2035 Telephone
810.766.7218 Fax

City of Flint Wednesday 9:00am Phone Conference Agenda
November 26, 2014

1) **Public Safety Update – FPD, MSP, (FFD, if needed)**
   a) FPD –
      i. The final draft reports for the evaluation of both the Police and the Fire Departments have been received.
      ii. Completing revisions to SRMS MOA.
      iii. The Citizens Radio Patrol was operating the evening before Halloween and is continuing patrols.
      iv. Emergency Manager Earley held a meeting with MSP Post and District Commanders to prepare for transition and keep momentum going with COF PD and MSP. The ICMA Public Safety Study and communication plans were discussed.
      v. Need contact number for AG's Office for processing sexual assault kits.
   b) FFD
   c) Other update from Chief Tolbert and MSP

2) **Governor's Office Update – R. Baird, H. Hollins, B. Clement**
   a) Court Consolidation Status
   b) The legislative initiative to allow a vote on a local income tax increase will be handled by Mayor Walling who will be working through the Governor's Office and H. Hollins. A letter was sent to Treasurer Clinton on Nov. 17 from EM Earley.
   c) Chicago Fed Letter – see attached.
   d) Other

3) **Lawsuits – Status, Issues**
   a) Retiree Lawsuit – No updates

4) **Financial and Administrative Update**
   a) Remaining bargaining units in "meet and confer" sessions: Fire
   b) Audit is expected to be completed the week of December 1, 2014.
   c) Fund balance ordinances including Fund Balance Policy, OPEB, BSF and strategic planning processes have been referred by Council Finance Committee to its Legislative Affairs Committee. Council consideration to be scheduled for Council's December 15 meeting.

d) Hardest Hits Funds: Need to get clarity for Flint's eligibility status. (See attached).

5) City Council Update

a) The Council meeting schedule has been revised for the balance of the year to accommodate election of officers and the November and December holidays.
b) Two Council seats will become vacant on January 1, 2015. An appointment process is under consideration by the EM. P.A. 436 will guide the process which could involve direct EM appointment or collaborative effort with City Council. Self-nominations have been requested from residents of Wards 3 & 6.

6) Charter Review Commission

a) Notice has been sent out on new timing for the election of commissioners. Election will be held in May 2015.

7) **Water Issues**

a) General Motors Water Issues – working through lawyers at this point. We are close to a final agreement regarding their level as a customer with the City of Flint.
b) A meeting with the Department of Environmental Quality was held on October 29. A number of steps for continued support were discussed. More follow-up is planned. We are awaiting action from the DEQ on getting a message of support out to the public.

8) Messaging

a) A plan is being developed to present to the community at-large and to the various interest groups (i.e. business, investors, foundations) the background of the financial emergency, the actions taken and next steps to emerge from receivership. This will be an on-going item for discussion.
b) Starting a new communication strategy with an EM press briefing the afternoon of a Council meeting or important Committee meeting.
c) Hurley Hospital Valuation City - beginning regular meetings with the Hurley leadership to identify strategy beneficial both Hurley and the City of Flint.
d) Deputy Finance Director and HR Director have resigned. Internal candidates for Deputy Finance Director are being interviewed; recruiting

firms are being solicited to identify candidates for HR Director and eventually Finance Director.

9) **9-1-1 Reconsolidation Plan**
   a) The Genesee County 9-1-1 Consortium has voted to accept Flint's request to join. Consolidation is expected to be complete by July 1, 2015. Mayor Walling has been appointed the City's representative on the Membership Board. Work is progressing to complete merger before July 1, 2015.
   b) C-GAP award for 9-1-1 Tower will have ~$400,000 balance. Would like to use for 9-1-1 consolidation expenses.

10) **Recruitment and Selection of City Administrator/Manager**
   a) Provide guidance on several considerations: duration of appointment, contract, consistent with TAB, working with TAB, etc. – Finalize timeline after January 1, 2015.
   b) Five finalist candidates were interviewed on November 12. The Recruitment Advisory Committee included: Mayor Walling, Councilwoman Galloway, Jerry Ambrose, Randy Byrne, Pastor Al Harris - Chairman of the Concerned Pastors for Social Action, Steve Landaal – a Flint resident and business owner, and Emergency Manager Earley. Three finalists were chosen for second interviews and those were held Nov. 18. Currently completing reference and background checks.

11) **Other Items**

Attachment: Chicago Fed Letter
Demo Request Letter, Map and Chart

1-[redacted] access code [redacted]
Created on: 11/19/14