

City of Flint Wednesday 9:00am Phone Conference Agenda
October 1, 2014

1) Public Safety Update – FPD, MSP, (FFD, if needed)

- a) FPD
 - i) Status of Sherman St. house demo and site clean-up? MSP initially agreed and now the decision appears to have changed.
- b) FFD
- c) Other update from Chief Tolbert and MSP

2) Governor's Office Update – R. Baird, H. Hollins, B. Clement

- a) Court Consolidation
- b) 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) Sgts., and Cpts. & Lts. bargaining units have achieved Tentative Agreements.
- c) The City is amending the DEP to show future commitment on retiree healthcare.
- d) Need to start to develop a plan to begin pre-funding employee healthcare.
- e) Next benchmark is audit. Budget is on track at this point; preparing for 1st quarter end.
- f) Status of legislative initiative to allow vote on local income tax increase.

5) City Council Update

- a) Flint City Council postponed action on the Budget Stabilization ordinance and fund Balance policy and the primary reason given was that these recommendations came from the EM. This editorial from the Flint Journal is an excellent summation:
http://www.mlive.com/opinion/flint/index.ssf/2014/09/editorial_flint_city_council.html#i_ncart_river

6) Blue Ribbon Committee on Governance

- a) The “Vote YES for Change” committee held its first community discussion on Thursday, September 25.

7) Water Issues

- a) Flint will continue to investigate why conditions develop which are favorable for more severe problems to occur. Pursuing these investigations may include seeking additional professional assistance to review both systems and processes.

- b) General Motors Water Issues – working through lawyers at this point. However, if this should become an issue for the GCDC with DWSD we would hope Treasury will be supportive of the GM-GCDC franchise customer agreement.

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) Hurley Hospital Valuation City - beginning regular meetings with the Hurley leadership to identify strategy beneficial both Hurley and the City of Flint.

9) 9-1-1 Reconsolidation Plan

- a) The Genesee County 9-1-1 Consortium has voted to accept Flint's request to join. Consolidation expected to be complete by July 1, 2015.

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) Emergency Manager has developed a recruitment package and a recruitment and appointment timeline; recruitment began September 1, 2014.

11) Other Items

1-888-557-8511, access code 3389106

Created on: 09/26/14

JET Consulting Inc.

09/30/14

City of Flint Call 10/01 9am

1. Chief Tolbert

27% reduction in harm

- 3 harm in past week

21% reduction in CSC Criminal Sexual Conduct.

Overall 13% ↓ for all crimes

- ITMA study complete — report finalized late October / mid November

- 121 officers + civilians total

2. FPD

— Increase in arson

3. MSP

- Increase in arson — creating investigation squad

- Will meet w/ CoF chief to increase communications

4. Gov. Office — Paul, H. Hollins

- No update

5. Budget Stabilization — council not interested bc EM suggested it

7. Water issues: City is doing what they can to avoid bail advisories

- Looking to stop water theft.

messaging: looking to increase messaging to the community

11: Expect completion by June 2015

City Admin: 17 applicants received - take until Jan

Harry Hollins: DPS lawsuit - challenges the term of ~~EMs~~
EMs

October 8 and quarterly on 15

Friday: Met w/ staff to re-launch - set up meeting
Logistics

Team meeting - possibly move to Tues

Widigan, Robert (TREASURY)

From: Widigan, Robert (TREASURY)
Sent: Friday, October 03, 2014 10:25 AM
To: Howard Croft
Subject: RE: Water Issue

Good morning, Howard:

Thank you very much, this fits our needs.

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

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From: Howard Croft [<mailto:hcroft@cityofflint.com>]
Sent: Friday, October 03, 2014 10:12 AM
To: Widigan, Robert (TREASURY)
Subject: Water Issue

Rob,

Here is the overview of the recent boil water advisory, please review and see if this fits your needs.

Thank you,

--

Howard Croft
Public Works Director
City of Flint
1101 S. Saginaw Street
Flint, MI 48502
PH# 810.766.7346 Ext.2043
hcroft@cityofflint.com



CITY OF FLINT

Department of Public Works

Dayne Walling
Mayor

Darnell Earley, ICMA-CM, MPA
Emergency Manager

Howard Croft
Director

MEMORANDUM

TO: Darnell Earley, Emergency Manager
Dayne Walling, Mayor

FROM: Howard Croft, Public Works Director

DATE: September 16, 2014

RE: Recent Boil Water Advisory

Mr. Earley,

I have compiled a bullet point list of the pertinent events surrounding the recent boil water advisory in the City of Flint. I have separated the events into five categories and attempted to condense them into a comprehensive sequence for your review.

OVERVIEW

- On Friday September 5, 2014 the City of Flint issued a boil water advisory to residents in two of ten test areas around the city.
- The advisory was due to multiple positive tests for "total coliform" and the area covered approximately 9 square miles.
- On Sunday September 7, 2014 the City expanded the advisory to include another of the ten test areas due to a subsequent positive total coliform test.
- The boil water advisories were lifted on Tuesday September 9th at 5:00pm after consultation with the DEQ.

BACKGROUND

- State of Michigan Regulations requires that the City of Flint Water Treatment Plant perform testing of its water distribution system on a routine basis in ten different locations around the City.
- The tests take twenty four hours to produce valid results and are sent directly to the Department of Environmental Quality for review.
- Test results which show positive for "E.coli" or "fecal coliform" trigger boil water notices for the test area and the advisories usually remain in effect until three consecutive tests return negative results.
- A single positive test for "total coliform" does not generally result in a boil water advisory, rather it indicates that the environment is conducive for bacteria.
- Typically, investigation into possible causes followed by corrective measures such as flushing the affected area with open hydrants will cleanse the system.
- This process is overseen by an employee who is required to hold an F-1 State License and is listed as the Operator in Charge of the Water Plant and an employee who holds an S-1 State License which is required to maintain distribution systems of this municipal size.
- The City of Flint has over 500 miles of pipe in its distribution system, much of which is over 70 years old.
- The City of Flint has over ten-thousand valves throughout its distribution system.
- The City of Flint has a professional reliability study of its system which was updated in December 2013.

PROBLEM

- ❖ After detecting the initial positive test for total coliform, normal procedures did not clear the condition and multiple positive tests ensued.
- ❖ The continued positive total coliform tests were the cause for issuing the boil water notice.
- ❖ Additional discoveries showed that residual chlorine levels in the affected area were considerably lower than normal.

SOLUTION

- ✓ On Monday September 8, 2014 the City convened all licensed personnel, Utility Supervisors, and DPW Director to a single meeting location and held a brainstorming session with the DEQ on conference call.
- ✓ It was agreed that while not totally isolated, the concern was mainly present in a specific large transmission line that ran through all positive testing areas.
- ✓ It was determined to expand the hydrant flushing outside of the immediate impact area.
- ✓ It was found that a 24" valve which feeds this transition main was broken in the OFF position outside of the immediate impact area.
- ✓ The broken valve was preventing fresh water from being pushed directly into the impacted area while causing water to travel from the water plant around the entire city and preventing adequate circulation of fresh water.
- ✓ After repairing the broken valve, virtually all of the symptoms were erased over a 24 hour period and the chlorine count has steadily risen back to normal levels throughout the transmission main.

CONCLUSION

- ✓ It was determined that the broken valve was not the single cause of the problem but was a significant factor in the development of the problem.
- ✓ Other possible factors include:
 - Low usage in the area
 - Pipe size in relation to volume of usage
 - Temperature change of surface water
 - Water Pressure in the area
- ✓ It was determined that the broken valve was the main reason that normal remedies were ineffective.
- ✓ Throughout the event, the City was in direct contact with DEQ personnel daily.
- ✓ The positive tests were for "total coliform" only.
- ✓ The following statement about total coliform was approved by the DEQ and distributed to the public as part of the recent boil water advisory:

Total coliform bacteria are generally not harmful themselves. Coliforms are bacteria which are naturally present in the environment and are used as an indicator that other, potentially-harmful, bacteria may be present.

Usually, coliforms are a sign that there could be a problem with the treatment or

distribution system (pipes). Whenever we detect coliform bacteria in any sample, we do follow-up testing to see if other bacteria of greater concern, such as fecal coliform or E. coli, are present. We did not find any of these bacteria in our subsequent testing. If we had, we would have notified you immediately. However, we are still finding coliforms in the drinking water.

- ✓ The City of Flint is in the first year of strategic budgetary investment in an infrastructure strategy.
- ✓ The City of Flint infrastructure strategy has been, and will continue to be developed with state licensed employees, industry experts, and proven experienced consultants.

Howard D. Croft
Public Works Director



RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TREASURY

R. KEVIN CLINTON
STATE TREASURER

DATE: October 3, 2014
TO: Rick Snyder, Governor
FROM: R. Kevin Clinton, Treasurer
SUBJECT: Status of Financially Stressed Local Governments

EMERGENCY MANAGER

Flint

Emergency Manager: Darnell Earley
Appointed: November 28, 2013
Anticipated Exit: April 2015

Recent Developments

- Emergency Manager Darnell Earley initiated a search for a qualified and experienced City Administrator. Ideally, the chosen candidate will begin on January 30, 2015.
- Five Charter amendments and a general Charter revision question have been placed on the November 2014 ballot. These include eliminating the Office of Ombudsmen and Civil Service Commission, reducing mayoral staff appointments from ten to five, eliminating the requirement for specific executive departments, and requiring that the annual budget include a budget message, multi-year financial plans, revenue projections, and a Budget Stabilization Fund.
- The City has contacted the Michigan Health Endowment Fund at MDCH to determine if grant funds are available to start a fund to assist citizens who are unable to pay their water/sewer bills.

Significant Actions/Issues

- On September 5, 2014 a boil water advisory was issued due to multiple positive tests for "total coliform" covering approximately a 9 square mile area. This was caused from a broken valve which feeds the transition main.
- In August, Treasury staff met with the Mayor and City Council in one-on-one meetings to discuss the possibility of the Emergency Manager exiting in April 2015, and to explain the function of a Receivership Transition Advisory Board. An April 2015 exit will not be possible if the pending retiree lawsuit outcome is unfavorable to the City. Decision date is still to be determined.
- Accumulated deficit for FY 2013 was \$12.9M; the City reduced the deficit by \$3.9M to \$9M in FY 2014 (unaudited).

- A \$1.1M State appropriation was received to fund front-line public safety positions for FY 2015.
- The sale of the water pipeline for \$3.9M was completed in June 2014.
- The Genesee County 911 Consortium approved Flint's return to the county-wide system by July 1, 2015. This will result in about \$1M in annual savings to the City. Currently, the City spends \$2.4M annually to subsidize its own 911 operations.
- The results of a comprehensive public safety study, being prepared by ICMA, will be available this fall.

Issues to Resolve before EM Exit

- Eliminate annual operating/structural deficit which is projected at \$1.7M for FY 2017, and grows to \$11.9M by FY 2019 if the City loses the lawsuit over retiree healthcare. If the City loses this lawsuit, it will permanently add \$5M annually to the cost of retiree healthcare. The City's budget does not assume this additional \$5M potential expense.

Hamtramck

Emergency Manager: Cathy Square

Appointed: July 1, 2013

Anticipated Exit: November 2014

Recent Developments

- Both the Public Works Director and the Income Tax Director have been terminated for misfeasance; a replacement Public Works Director is being vetted, while the Income Tax Office has been outsourced to a third party.

Significant Actions/Issues

- A firm has been hired to conduct a search for a qualified City Manager candidate.
- The City closed on its emergency loan on September 23, 2014, which was approved by the Emergency Loan Board on June 26, 2014. The proceeds will resolve a \$2.1M liability to MERS.
- Retiree healthcare changes were implemented in December 2013 at a cost savings of over \$1.8M.
- The annual pension liability is anticipated to increase from \$3.5M in FY 2015 to \$4.3M in 2019. This resulted from the closing of certain pension plans and the MERS policy of accelerating the actuarial required contribution for closed plans.

Issues to Resolve before EM Exit

- Retiree healthcare litigation.
- Hire a qualified City Manager.

Lincoln Park

Emergency Manager: Brad Coulter

Appointed: July 3, 2014

Anticipated Exit: January 2016

Recent Developments

- SAFEbuilt was selected to perform building inspections for the City. Inspections were not being completed on a timely basis and the Building Inspector was terminated.

Significant Actions/Issues

- The Police and Fire pension plan is 30% funded. The General Employee plan is 22% funded.
- An Emergency Manager Order to charge \$60 for each vehicle towed by the City will result in additional revenue of \$100,000 per year.
- A Financial and Operating Plan was submitted to the Treasurer on August 22, 2014. The Plan's proposal includes 1) Fire Department restructuring - \$1M annual savings, 2) OPEB plan reform or elimination - \$3.2M+ for duration of fiscal emergency, 3) CBA changes include sick, vacation, unused sick and vacation buy backs, average final compensation, etc. This will likely result in hundreds of thousands in annual savings, 4) health plan changes - \$150K annual savings, and 5) outsource Building Department - \$75K annual savings.
- FY 2013 ended with a General Fund accumulated deficit of \$89K. In the prior FY, the City had a positive fund balance of \$2M.

Issues to Resolve before EM Exit

- Police and fire contracts need to be renegotiated.
- Pension and OPEB funding.

FINANCIAL REVIEW COMMISSION (FRC)

Detroit

Emergency Manager: Kevyn Orr

Appointed: March 14, 2013

Anticipated Exit: November 2014

Recent Developments

- On September 25, 2014, Mayor Duggan and the City Council reached a deal to keep Kevyn Orr on as Emergency Manager until the court approves the City's Plan of Adjustment. Mr. Orr's remaining tenure is strictly limited to those actions necessary to bring the bankruptcy proceedings to a close.
- As part of this arrangement, Kevyn Orr signed an order to return all operational authority to the City. While most operational duties had already been returned, Kevyn Orr had continued to oversee the financial and budgetary functions of the City prior to September 25, 2014.
- Mr. Orr also signed several orders to effectuate restructuring and consolidation of City functions. These included finance and budgetary functions, as well as information technology, planning, and grants management functions.
- While the court's exact timeline cannot be known, it is anticipated that proceedings could end over the next 3-6 weeks. In preparation, Treasury is coordinating with the Governor's Office to implement the new Financial Review Commission, which is required by the "Grand Bargain" legislation. This commission will help to ensure the full and timely implementation of the City's Plan of Adjustment.

Significant Actions/Issues

- On September 26, 2014, the Local Emergency Financial Assistance Loan Board approved exit financing for the City. This included the approval of four bond deals that, taken together, are worth up to \$1.1B. All bonds had been previously approved by City Council.
- On the same day, the Local Emergency Financial Assistance Loan Board also approved the Emergency Manager's proposal to sell several properties in the footprint of the New International Trade Crossing to the Land Bank Fast Track Authority for a total of \$1.4M.

RECEIVERSHIP TRANSITION ADVISORY BOARD (RTAB)

Allen Park

RTAB Appointed: September 26, 2014

RTAB Members: Suzanne Schafer, Joyce Parker, Fredrick Frank, Karen Barann

Recent Developments

- Emergency Manager Joyce Parker exited on September 25, 2014 and a Receivership Transition Advisory Board was appointed.
- A \$2.6M emergency loan was approved by the Emergency Loan Board on September 23, 2014 with the closing occurring the same day. The proceeds will be used to pay the delinquent pension obligation. Recent actuarial valuation revealed pension funding for General Employees at 79.2% and Police/Fire at 79.5%.

Significant Actions/Issues

- Future OPEB liabilities reduced by \$48.8M (33%).
- Litigation was filed by retirees challenging the Emergency Manager's authority to reduce OPEB liabilities. A court date on this matter is pending.
- The Southfield Lease Properties were sold on August 22, 2014 to Time Equities for \$12M.
- A compliance settlement with SEC must be finalized.
- A five-year financial forecast must be developed within 90 days of the Emergency Manager exit.
- The restructuring of the Southfield Lease Properties Debt and Tender Offer must be completed.

Benton Harbor

RTAB Appointed: March 10, 2014

RTAB Members: Cary Vaughn, Bret Witkowski, Marvin Raglon, Sharon Hunt

Recent Developments

- The City submitted a \$4.8M Capital Improvements Plan (CIP) which was approved by the RTAB on September 24, 2014.
- A litigation study was recently completed by UHY which will assist the City in improving its process of managing legal and litigation issues.
- Due to the resignation of another City Commissioner, a new vacancy has occurred on the City Commission. It is anticipated that the vacancy will be filled by November 2014.

Significant Actions/Issues

- General Fund revenues are projected to exceed expenditures by \$2.9M for FY 2014 (\$2.3M from loan proceeds).
- The City Manager implemented a twelve-month operational plan to guide City operations.
- Lawsuit filed against the City and former Emergency Manager Saunders by former Public Safety Director; alleges he was dismissed for complaining to the State.
- The Michigan Court of Appeals has ordered the Benton Harbor Mayor recall election off the November 2014 ballot.

Ecorse

RTAB Appointed: May 1, 2013

RTAB Members: Edward Koryzno, Robert Bovitz, Joyce Parker

Recent Developments

- The City continues to search for a qualified interim City Administrator, and is currently operating without one.
- The RTAB annual evaluation will be voted on at the November meeting; while some elements are positive or neutral, much of the report is negative. An eventual recommendation for the reappointment of an Emergency Manager is foreseeable.

Significant Actions/Issues

- City Council repeatedly rejected a CGAP grant which would have saved the City \$1M; offsetting the lost tax settlement revenue.
- Pension contributions are anticipated to increase from \$1.8M in FY 2015 to \$2.4M in FY 2016.
- The State has approved \$750K in State Revolving Funds for a sanitary sewer project.
- The RTAB rejected the City's proposed five-year budget in June 2014 due to unrealistic projections. The firing of the City Administrator and the uncertainty of Plante Moran's continued financial services have delayed the completion of a viable five-year budget. The amended budget completion date is unknown.
- Plante Moran has renewed their call for reform within the City (e.g. begin immediate search for permanent City Administrator, contract with neighboring community or an outside agency to provide HR services to the City). Plante Moran's future with the City is in doubt due to the City's failure to meet the conditions it previously agreed to.

Pontiac

RTAB Appointed: August 19, 2013

RTAB Members: Edward Koryzno, Louis Schimmel, Keith Sawdon, Robert Burgess

Recent Developments

- The City of Pontiac Retired Employees Association v. City of Pontiac lawsuit in the United States District Court was recently reassigned from Judge Lawrence P. Zatkoff to Judge Avern Cohn. Judge Cohn has requested the parties participate in facilitation as a means to reaching a settlement. The City of Pontiac and the Retired Employees Association have agreed to participate in facilitation.
- In April 2014, the Final Emergency Manager Order was amended to create a Deputy Mayor position. Interviews are tentatively scheduled on October 20 and 21, 2014.

Significant Actions/Issues

- General Fund accumulated fund balance for FY 2014 is approximately \$4M.
- The RTAB is currently reviewing the City's proposed FY 2016 budget, which will be the City's first adopted budget since the Emergency Manager's required two-year budget.
- General Fund is structurally balanced in FY 2015 and expenditures are projected to exceed revenues by \$360K.
- The \$6M annual retiree healthcare obligation and related federal litigation must be resolved prior to August 2015, when the existing Emergency Manager Final Order regulating this issue expires. Expiration of this order would increase the annual cost of retiree healthcare to between \$10-13M, which would be approximately one-third of the City's \$30M General Fund budget.
- The General Employee Retirement System application for tax exempt status was extended for another five year period by the IRS until December 31, 2019, as required by federal law. This extension resolves the issue of the proposed 420 Transfer and the RTAB has ceased review of the issue unless the City presents any new proposals.
- The City expects condemnation litigation involving the Phoenix Center building to be resolved in the near future. At that time, the City will proceed with the budgeted \$2M demolition of the building.
- The City Charter Commission has completed a draft of a new City Charter, which is under review by the Office of the Attorney General. The Charter will eventually have to be adopted by a vote of the electorate. A possible election date has yet to be determined.
- The City Administrator has informed the RTAB that additional financial training for the City Council is needed.

CONSENT AGREEMENT

Inkster

Date Executed: February 20, 2012

Consultant/Treasury Representative: Mark Stuhldreher

Term of Consent Agreement: N/A

Recent Developments

- A GASB Actuarial report indicated that the City has reduced its OPEB liability by 73% between July 1, 2012 and July 1, 2014 from \$27M to \$7M.
 - o As of January 1, 2014, the City no longer allows any participant to enroll in the City's healthcare plans at retirement. This includes future and existing retirees. The City provides them with a monthly stipend that they use to acquire healthcare elsewhere. The stipend for a one-person household Pre-Medicare is \$500 per month; \$200 per month if Medicare eligible. The stipend for a two-person household Pre-Medicare is \$1,000 per month; \$400 per month if Medicare eligible.

Significant Actions/Issues

- The City was awarded a \$486K CGAP grant on April 1, 2014 to contract with the Wayne County Sheriff's Department; the City is working with Michigan State Police to augment police staffing. This is currently on hold until a permanent chief is selected.
- The City of Westland was awarded a \$347K CGAP grant to consolidate the Inkster Fire Department into the Wayne/Westland Fire Authority on April 1, 2014.
- General Fund revenues are projected to exceed expenditures by \$1.5M in FY 2014.
- The Police Chief resigned in July; Interim Chief Vicky Yost was appointed August 4, 2014; a search firm has been retained to find a permanent chief.

River Rouge

Date Executed: December 15, 2009

Consultant/Treasury Representative: N/A (P.A. 72)

Term of Consent Agreement: N/A

Recent Developments

- A reduction in healthcare benefits for all current active employees will be implemented on November 1, 2014. The City is currently working to determine the estimated annual savings.

Significant Actions/Issues

- U.S. Steel annual \$1M tax settlement payment to the City expires in FY 2015.
- General Fund revenues are expected to exceed expenditures by \$986K in FY 2014.

Royal Oak Township

Effective Date: April 21, 2014

Consultant/Treasury Representative: Robert Burgess

Recent Developments

- The consulting firm (UHY) is assisting the Consent Agreement Consultant and the Township in developing a Financial & Operating Plan. The Township has requested that the plan deadline be extended to November 1, 2014.
- The Township will be approving a new contract for waste disposal services in October. A 10% cost reduction will be achieved under this new agreement.
- The State of Michigan, Bureau of Construction Codes ordered the Township Building Inspector to inspect and issue a report regarding the conditions at the Township's Recreation Center. The report was ordered after Treasury contacted the Bureau of Construction Codes when receiving a complaint from a Township Parks Commissioner regarding possible health and safety violations at the Recreation Center. Treasury will receive a copy of any determinations issued by the Bureau of Construction Codes.
- The Township is planning to submit several applications to the new Financially Distressed Cities, Villages, and Townships grant program.

Significant Actions/Issues

- The Michigan State Police continue to provide police services to the Township.
- A committee consisting of the Township Supervisor, Consent Agreement Consultant, and one Township Trustee continues to explore contracting for police and fire services. The Michigan State Police and Treasury are also involved with this process. The City of Ferndale and the City of Hazel Park have expressed interest in providing these services.
- A Deficit Elimination Plan is required for police, fire, and street lighting funds to address a total deficit of \$547.6K and was due by August 23, 2014. The Township has not yet submitted its Plan.
- On July 30, 2014, the Township submitted a Corrective Action Plan to address deficiencies identified in its FY 2013 Audit; Treasury is currently reviewing the plan.
- Surplus pension assets of \$619K administered by MERS were transferred to the Township. The State Treasurer approved a Consent Agreement Order by the Township Supervisor prohibiting the use of these funds until the Financial & Operating Plan is approved. The Office of the Attorney General is reviewing the legal authority regarding the use of these funds for any purpose other than pension expenses.

NEUTRAL EVALUATION

Highland Park

Financial Review Team Appointed: December 2, 2013

Financial Emergency Declared: January 30, 2014

PA 436 Option Selected: Neutral Evaluation

Recent Developments

- The Emergency Loan Board approved the Emergency Loan Agreement and a \$3M Emergency Loan on September 23, 2014. The Emergency Loan closed on September 24, 2014.
- The City requested proposals to prepare a water and sewer rate study. The deadline to submit a proposal is October 9, 2014.
- Ronald Rose has contracted with the City to facilitate the provisions of the Loan Agreement.
- Summary of the Plan of Adjustment for the City of Highland Park adopted on August 28, 2014.
 - o Fifth Third Bank has finalized an agreement to settle for 50 cents on the dollar for outstanding debt.
 - o By June 15, 2015, Highland Park (at the State's insistence) must have a third party operator for its water/sewer systems.
 - o After the selection of this third party operator, DWSD and Highland Park will negotiate a long-term settlement for outstanding sewer debt.
 - o Work to reduce retiree healthcare benefit cost has begun.
 - o An additional emergency loan of \$16.5M will be required to restructure \$4.8M in existing emergency loans, to refund \$2.7M in Fiscal Stabilization Bonds, \$5.2M in Financial Recovery Bonds, and 3.6M in State Revolving Fund bonds.

Significant Actions/Issues

- Liabilities total \$117.6M - some of the major components are: \$55.3M debt (including \$20.7M owed to DWSD), \$17.7M pension bonds, and \$26.1M unfunded OPEB liabilities.
- The City defaulted on its State emergency loan payment due May 19, 2014. Treasury withheld \$101K from State Revenue Sharing on June 30, 2014 to cover the default.
- A long-term lease of its 32-acre tree farm in Rochester Hills for \$1M was announced by the City.

OTHER COMMUNITIES

Melvindale

Significant Actions/Issues

- The General Fund deficit for FY 2013 is \$1.9M, an increase of \$248K from the FY 2012 deficit.
- The City's ice arena unrestricted annual deficit for FY 2013 is \$1.9M, which is approximately \$160K more than what the City projected. It continues to negatively impact the General Fund.
- The City met with Treasury representatives on August 19, 2014 to discuss the City's proposed deficit elimination plan. The City provided a well-crafted plan and it is under review by Treasury.
- The City Council approved placing two millage proposals on the November ballot. The first is to pay the debt on the ice arena and the other is for street/sidewalk repair.

Taylor

Significant Actions/Issues

- The General Fund has an unrestricted deficit of \$2.2M for FY 2013.
- The City made only 47% of its required annual contribution for OPEB. The unfunded liability is \$232.7M and continues to grow.
- There are several contingent liabilities that may impact the financial stability of the City, including the possible need to subsidize Brownfield Redevelopment Bonds of \$14.2M.
- A 1996 levy to pay a general obligation bond expires in 2015, potentially resulting in a \$6.2M drain per year on the General Fund during FY 2016 and FY 2017.

City of Wayne

Recent Developments

- City Manager Joe Merucci resigned, effective October 11, 2014 and has taken an immediate leave of absence.
- Police Chief Jason Wright was appointed Interim City Manager on September 11, 2014.

Significant Actions/Issues

- Projected General Fund deficits for FY 2014 and beyond.
- The City is discussing a May 2015 ballot proposal that would seek voter approval for additional millage.
- The positions of Finance Director, Personnel Director, and Parks and Recreation Director are currently vacant.
- The Mayor of the City of Westland has publically expressed concern about the stability of the City of Wayne and the collaborative agreements between the two cities.

Wayne County

Recent Developments

- In a letter from the Director of Labor Relations, the Director indicated that negotiations with all bargaining units have stalled.
- The County anticipates another short-term borrowing in December 2014 for \$75M. Cash reserves reaches its lowest point in May 2015 with pooled cash falling to approximately \$63M (average balance is \$170M).

Significant Actions/Issues

- The County submitted a revised DEP, approved by the County Commission, which removes the changes to retiree healthcare. The loss of the \$9.2M in savings will be offset by the \$10M anticipated increase in revenue sharing. County Treasurer agreed to transfer \$150M from the Delinquent Tax Revolving Fund to the General Fund. Of that \$150M, \$82M has already been transferred and applied to the accumulated deficit, and \$44M has been applied to the operating/structural deficit in accordance with the DEP. The additional \$24M, which was not part of the DEP, will be used to help reduce the accumulated deficit.
- Approval of the County's revised DEP is on hold until the new Wayne County Executive takes office.

EMERGENCY MANAGER					
Unit of Government	Current Emergency Manager	Initial Appointment Date	Target Exit Date	Notes	
City of Flint	Darnell Earley	November 28, 2011	April 2015	* Five Charter amendments and a general Charter revision question have been placed on the 11/14 ballot * A \$1.1M state appropriation received to fund front-line public safety positions for FY 15.	
City of Hamtramck	Cathy Square	July 1, 2013	October 2014	* Firm hired to conduct search for qualified City Manager candidate. * City requested \$2.1M emergency loan which was approved by the ELB. Proceeds will resolve \$2.1M liability to MERS.	
City of Lincoln Park	Brad Coulter	July 3, 2014	January 2016	* F & O Plan submitted in August * Police and Fire pension plan is 30% funded. General Employee plan is 22% funded.	
FINANCIAL REVIEW COMMISSION (FRC)					
Unit of Government	Current Emergency Manager	Initial Appointment Date	Target Exit Date	Notes	
City of Detroit	Kevyn Orr	March 14, 2013	November 2014	* On 9/25/14 Mayor and City Council reached deal to keep K. Orr as EM until court approves City's Plan of Adjustment. * On 9/26/14 the ELB approved exit financing for the City. * ELB approved EM proposal to sell several properties in the footprint of the NITC to the Land Bank Fast Track Authority for a total of \$1.4M	
RECEIVERSHIP TRANSITION ADVISORY BOARD (RTAB)					
Unit of Government	Board Members	Appointment Date	Target Exit Date	Notes	
City of Allen Park	Suzanne Schafer Joyce Parker Fredrick Frank Karen Barann	September 26, 2014	NA	* EM exited on 9/25/14 and RTAB appointed * \$2.6M emergency loan approved by ELB on 9/23/14 and closed the same day. Proceeds to pay delinquent pension obligation * Litigation filed by retirees challenging EM authority to reduce OPEB liabilities. * Compliance settlement with SEC must be finalized * Restructuring of Southfield Lease Properties Debt and Tender Offer must be completed	
City of Benton Harbor	Cary Vaughn Bret Witkowski Marvin Raglion Sharon Hunt	March 10, 2014	NA	* FY 15 budget is balanced. * City submitted \$4.8M CIP which was approved by RTAB on 9/24/14 * Study initiated to review cost of ongoing litigation issues * General Fund revenues projected to exceed expenditures by \$2.9M for FY 14.	

City of Ecorse	Edward Koryzno Robert Bovitz Joyce Parker	May 1, 2013	NA	* State approved \$750k in SRF Funds for sanitary sewer project. * City Council has repeatedly rejected a CGAP grant, which would have saved the City \$1M, offsetting the lost tax settlement revenue. * RTAB rejected City's proposed 5-yr budget due to unrealistic projections
City of Pontiac	Edward Koryzno Louis Schimmel Keith Sawdon Robert Burgess	August 19, 2013	NA	* General Fund expenditures projected to exceed revenues by \$360k in FY 15 * Conclude condemnation litigation process and proceed with budgeted \$2M demolition of Phoenix Center.
CONSENT AGREEMENT				
Unit of Government	Treasury Representative/Consultant	Date Executed	Term of Consent Agreement	Notes
City of Inkster	Mark Stuhldreher, City Treasurer/Finance Director	February 20, 2012	N/A	* GASB Actuarial Report indicates City reduced OPEB liability by 73% * General Fund revenues projected to exceed expenditures by \$1.5M in FY 14
City of River Rouge	N/A (P.A. 72)	December 15, 2009	N/A	* Implemented reduction in healthcare benefits for active employees in 11/14. * General Fund revenues expected to exceed expenditures by \$986k in FY 14. * U.S. Steel annual \$1M tax settlement payment to City expires in FY 15.
Royal Oak Township	Robert Burgess	April 21, 2014	October 31, 2017	* Consulting firm assisting Consent Agreement Consultant and Township to develop an F & O Plan. * DEP required and not yet submitted * Surplus pension assets of \$619K administered by MERS transferred to Township.
NEUTRAL EVALUATION				
Unit of Government	Financial Review Team Appointed	Financial Emergency Declared	Date Option Selected	Notes
City of Highland Park	December 2, 2013	January 30, 2014	May 1, 2014	* Summary of Plan of Adjustment adopted on 8/28/14. * Liabilities total \$117.6M - major components are \$55.3M debt (includes \$20.7M owed to DWSD), \$17.7M unfunded pension, and \$26.1M unfunded OPEB liabilities. * Plan of Adjustment adopted on 8/28/14.
OTHER COMMUNITIES				
City of Melvindale * City of Taylor * City of Wayne * Wayne County				

EMERGENCY MANAGER

Unit of Government	Emergency Manager	Appointment Date	Target Exit Date	Notes
Detroit Public Schools	Jackie Martin	July 15, 2013	January 2015	* Current attendance as of 9/29/14 at approximately 95% of budget target. * On 9/30/12 the Board voted to remove Jack Martin from position as EM. A hearing was held on 10/1/14 whereby the judge granted summary disposition of the matter in favor of the defendant, effectively ruling the earliest the Board could remove the EM is January 2015. * \$107.8M short-term borrowing closed 8/29/14, loan proceeds requisitioned; approx. \$43M remains. * FY 15 budget reflects (\$127M) deficit fund balance, amount may exceed \$130M; revised DEP due by 11/6/14. * Aged AP approx. \$70M, ORS delinquencies \$25M, to be repaid by 12/14. * Developing exit strategy.
Highland Park School District	Gregory Weatherspoon	October 16, 2013	April 2015	* Current attendance as of 9/29/14 at approximately 78% of target (504 of 650), preparing budget amendment. * Working with LARA on building improvements, temporary occupancy permits ext. 60 days. * Amended FY 14 budget results (\$433K) deficit. * Review of F & O Plan for former district underway.
Muskegon Heights School District	Gregory Weatherspoon	October 16, 2013	April 2015	* Current attendance as of 9/29/14 exceeding budget target (906, budget predicated on 850). * Working with LARA on building improvements; permanent occupancy permits expected by 10/31/14. * Review of F & O Plan for former district underway.

CONSENT AGREEMENT

Unit of Government	Consultant	Appointment Date	Target Exit Date	Notes
School District of City of Pontiac	Donald Weatherspoon	October 15, 2013	September 2015	* Current attendance as of 9/29/14 exceeding budget target (4,379 vs. 4,223). * FY 14 - 2nd budget amendment (\$44.6M) deficit fund balance; decrease from (\$51.7M). * FY 15 budget (\$39.7M) deficit fund balance. * 1st amendment of F & O Plan due with submittal of 2014 Audit (November). * Continue to monitor cash flow and enrollment. * Plan for disposal of 19 surplus properties underway.

UNDER FINANCIAL REVIEW				
Unit of Government	Financial Review Team Appointed	Financial Emergency Confirmed	Date Option Selected	Notes
Benton Harbor Schools	June 23, 2014	August 19, 2014	August 25, 2014	* Attendance as of 9/22/14 at approximately 92% of budget target. * Consent Agreement successfully negotiated, Board adopted 9/23/14 * In process of selecting Consultant, expected to be on the ground at District end of 10/14 * Currently managing payables to make emergency loan debt service payment (October) and payroll
SCHOOLS WATCH LIST				
* Flint Community Schools – Current attendance at approximately 98% of budget target; Near term cash flow needs, Revised DEP submitted to MDE on 7/31/14, extending the recently approved DEP by 3 additional years to FY 21; FY 14 budget amendment (\$20.4M) deficit fund balance, increased from (\$10.4M) in FY 13.				

Financial and Operating Plan for the City of Flint – Update 7

October 8, 2014

Introduction

This update to the Financial and Operating Plan for the City of Flint is submitted by the Emergency Manager for the City of Flint to Governor Rick Snyder, through the Department of Treasury for the State of Michigan, in accordance with Public Act 436, Section 17.

This report includes a summary of the financial conditions and goals for the City of Flint, the plan to conduct the operations of the City, the on-going actions being taken to resolve the financial emergency, and the outline of a plan to prepare for an eventual transition as prescribed in P.A. 436. This update will be posted on the City's website, www.cityofflint.com.

Summary of the EM/EFM Appointment Sequence and Development of the Operating and Financial Plan

The Flint Financial Review Team determined in November 2011 that the City of Flint was in a financial emergency. (See Attachment #1)

On December 1, 2011 Governor Rick Snyder appointed Michael K. Brown as Emergency Manager. EM Brown developed the Financial and Operating Plan utilizing the resources of a five person Advisory Committee as well as five additional advisory committees. EM Brown sought broad expertise to ensure public engagement and to maintain a sense of continuity with the Mayor and City Council. All nine City Council members and over fifty other citizens participated in the advisory committees.

EM Brown's original Financial and Operating Plan (45 Day Plan) was submitted to the State Treasurer on January 15, 2012; the first update to the Plan was submitted on June 1, 2012. On August 8, 2012, PA 4 was suspended and Edward J. Kurtz was appointed Emergency Financial Manager under P.A. 72. (Mr. Brown stepped aside as he was prohibited from serving as EFM due to his recent service as Interim Mayor for the City of Flint.)

EFM Kurtz established a new Advisory Committee in accordance with the requirements of P.A. 72. Utilizing the Advisory Committee and the City of Flint management team, EFM Kurtz presented a second update to the Financial and Operating Plan and submitted this to the State Treasurer on February 8, 2013.

When P.A. 436 took effect on March 28, 2013 Mr. Kurtz was re-appointed by Governor Snyder as Flint's Emergency Manager. Mr. Kurtz continued in that capacity until his resignation after the end of fiscal year 2013. At that time Mr. Kurtz submitted his closing

memorandum and the third update to the Financial and Operating Plan. Governor Snyder then reappointed Mr Brown as Emergency Manager. On October 8, 2013 I was appointed by Governor Snyder as Flint's fifth Emergency Manager following Mr Brown's resignation. On November 21, 2013 I submitted the 45 Day Plan as required by P.A. 436 Section 11(2); that plan became Update #4. The fifth and sixth updates to the Financial and Operating Plan fulfilled P.A. 436, Section 17 six month and subsequent three month report requirement.

This report, indicated as Update #7, again fulfills P.A. 436, Section 17 requirement for an update each subsequent three months.

Priority List for the Resolution of the Financial Emergency

- Stabilize the financial future of the City: maintain a balanced budget, eliminate the accumulated General Fund deficit, seek increased revenue, and reduce unfunded pension and OPEB liability.
 - Re-establish Flint as one of the safest cities in Michigan — both in reality and perception: provide public safety services, focusing on reducing violent crime, commensurate with cities of comparable size and resources, utilizing regional cooperation as appropriate. This includes implementation of the plan for the Flint 9-1-1 Center to join the Genesee County 9-1-1 Consortium.
 - Implement the Blight Elimination Plan: manage demolitions, enforce blight ordinances
 - Maintain access to a clean, sustainable water source: implement the steps necessary to participate in the Karegnondi Water Authority (KWA) including interim water supply implementation, disposition of current pipeline sections, City Water Treatment Plant updates, a long term water supply back up plan, and a long term financial plan for the stability of the water and sewer funds
-
- Implement the Master Plan of the City of Flint: update the Zoning Ordinance, evaluate the capital investment needs, and incorporate Master Plan activities in the annual budget development.
 - Explore Governance Models for the City of Flint: receive report from the citizen's committee which was formed to evaluate city governance models, recommend course of action for Charter revision as a part of transition discussions.
 - Implement the 7 Point Transition Management Plan (Attachment #2) which has been adopted by the Flint City Council and Mayor Walling. This Plan incorporates specific objectives which provide a strategy for determining and evaluating criteria for assessing when the City might be prepared to emerge from emergency management to home rule order with oversight of a Receivership

Transition Advisory Board. This plan has been further refined with a chart encompassing specific implementation steps and completion dates.

Operations of the City of Flint

Shortly after his appointment as EM, Michael Brown took steps to reorganize the city government operations including: elimination of departments, consolidation of departments, elimination of management level positions, adjustment of the compensation of elected and appointed officials, elimination of the Civil Service operation and the Office of Ombudsman

Management appointments were made to ensure that the essential services necessary for the public's health, safety and welfare are provided, and to continue conducting all aspects of the City of Flint's operation within the resources available. Necessary employment contracts were extended with the approval of the Treasury Department.

Department management reconfigurations were completed in anticipation of reductions in staffing levels as provided in the FY 13 Budget. Subsequently, as part of the FY 14 Budget process a Strategic Plan was adopted and more changes in the organizational structure occurred. The primary change was the inclusion of a new Planning and Development Department (See Attachment #3 Organizational Chart July 2014). I have made personnel adjustments to complete this reorganization of the Planning and Development Department.

The FY14/15 and FY15/16 biennial budget has been adopted. This year the budget process involved over 30 hours of active participation by the Mayor and the City Council Finance and Administration Committee sitting as the committee of the whole. As part of this process the Council adopted a five year Strategic Plan and a list of priorities for the development of the two year budget. This document has been updated to show the progress which has been made in each of the department level objectives (See Attachment #4 Strategic Plan of the City of Flint 2015-2019 1st Quarter Update).

When P A. 436 became effective in March 2013 the City Council members' and Mayor's compensation was eliminated. EM Kurtz partially restored compensation for Mayor and Council through Orders 1 and 2. These orders also defined specific responsibilities and requirements. For example, the City Council members were required to complete Level One of the Michigan Municipal League (MML) core course for municipal government and receive the MML education award within one year. I determined that this Order was still in effect, and the Council members all individually signed acceptance of these requirements as a condition of receiving compensation. Mayor Walling has fulfilled these obligations. All Council members have begun, but not yet fulfilled these obligations. Through adoption of EM Orders 15 and 16, beginning with the FY14/15 budget, the Mayor and Council received an increase in compensation commensurate with the increased duties assigned to them.

All Orders and Directives issued by the Emergency Financial Manager (under P.A. 72) and Orders issued by the Emergency Manager (under PA4 and P.A. 436) are listed in Attachment #5: Orders and Directives of the EFM and EM.

The 7 Point Transition Management Plan which emphasizes re-engagement of the Mayor and City Council has been a top priority. The Council is meeting monthly on a regular basis; five Council Committees are operational: Finance/Administration, Legislative, Public Works, Public Safety, and Planning and Development. Each Committee is meeting regularly and then reporting at the following Council meeting. Order 8 was issued in March 2014 and defines format of action and participation at the Council meetings. Order 9 established monthly Council and Committee meetings; and Order 10 set the format of the Council meeting agenda. Additionally, Mayor Walling has been assigned day to day oversight of the Department of Public Works and the Department of Planning and Development. These steps as outlined in the 7 Point Transition Management Plan are part of preparing the City to resume local control under a Receivership Transition Advisory Board.

The 7 Point Transition Management Plan has been further refined through the development of a chart entitled: *Steps to Prepare for Transition from Emergency Manager to Receivership Advisory Board*. This chart has set target completion dates for essential steps necessary to prepare for this transition (Attachment # 2).

Financial Status

FY12 Budget and Audit

The Comprehensive Annual Financial Report (CAFR) for FY12 was completed and was filed with the State in a timely manner. The results were as expected, with fewer auditor comments than in past years. Deficits existed in the General Fund (\$19.1 million) and in the Water Fund (\$8.8 million).

The \$19.1 million accumulated deficit reflected an excess of expenditures in the General Fund for FY12 of \$10.2 million plus \$8.9 million for FY11. This was anticipated by Emergency Manager Brown shortly after being appointed, which was almost six months into the FY12 year. Given that FY12 was nearly half over, and that significant unplanned reductions in services, primarily public safety, would need to occur if the projected deficit were to be immediately eliminated, the decision of the Emergency Manager, in consultation with Treasury, was to contain costs as much as possible but without significantly reducing services – especially public safety - for the balance of the year.

Pursuant to State statute, Deficit Elimination Plans for both FY11 and FY12 were submitted to the Department of Treasury. Both plans involved a mix of borrowing and expenditure reductions over the next five years. However, no final action was taken to implement the intended courses of action.

FY13 Budget and Audit

FY13 was the first budget developed and administered by the Emergency Manager and his team. Faced with a projected gap of more than \$25 million, the FY13 budget was balanced through a mixture of significant revenue increases, significant expenditure decreases, and steps taken to reduce legacy costs. Previous reports detail the 25% increase in water and sewer rates, passage of a 6 mill property tax increase for police and fire, conversion of the waste collection millage to a fee and the creation of a special assessment for street lighting, elimination of 20% of the City's workforce, compensation decreases equivalent to a 20% 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.

Results of FY13 year end show a surplus of revenues over expenses in the General Fund exceeding \$6.2 million. This surplus reduced the City's accumulated \$19.1 million deficit as of the end of FY12 to less than \$12.9 million. Since the goal of the EM team was to assure that FY13 would not end with any additional deficit, this result significantly exceeded expectations.

The FY13 audit was completed and submitted to Treasury on December 20, 2013. All items surrounding the audit, including submission of the Form F-65 and Comprehensive Annual Financial Reporting Program were completed by December 31, 2013. The audit was presented to City Council as well on January 13, 2014.

FY 14 Budget and Strategic Plan

The FY14 budget was adopted via Emergency Manager Edward Kurtz Order #4 on June 7, 2013. This budget was developed with the same goal as FY13 – to assure the provision of essential services within the constraint of a balanced budget and continued deficit reduction. Accordingly, the FY14 budget included a \$1.0 million commitment from the General Fund to further reduce the deficit. This is considered a minimum level of deficit reduction.

The Emergency Manager's team, crafted a draft strategic plan in preparation for the FY14 budget development. Vision, Mission and Goals were established for the City government. Department managers then set specific, measurable objectives. Within the strategic plan was a five year financial projection.

Achieving the balanced budget again required reducing the workforce; however, with significant efforts from department heads and others involved in developing the budget, and building on ongoing reorganization of city processes, the level of services currently provided generally continued at FY13 levels. Most importantly, the quest to at least maintain FY13 levels of police and fire staffing was achieved, although one consequence was that the additional reductions in staffing came from non-public safety areas. This was equivalent to an additional 10% reduction of staffing in those areas.

As the city has reached the end of FY14, the unaudited close shows a General Fund balance of more than \$4 million of revenue over expenses; this balance will be applied to the deficit as planned. One set of budget adjustments, with approval of Treasury was implemented in December 2013. A second budget adjustment was approved by Treasury and was adopted on April 3, 2014. The closing budget amendment was approved by resolution on June 25, 2014.

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 August 2014 was in excess of \$60 million.

Deficit Elimination Plan 2014

A deficit elimination plan which also incorporates a reserve accumulation plan was approved by the Department of Treasury and was adopted by EM Order 18 on July 15, 2014. The City recognizes that a goal needs to be set to develop a reserve equal to 15% of General Fund revenues. This is one of many financial best practices which the City will incorporate to assure a sustainable municipal model. As of June 30, 2014 the deficit stands at approximately \$9 million. In budget years FY15-FY20, \$1.8 million will be allocated each year which will eliminate the deficit without need for borrowing.

FY 15-19 Strategic Plan and FY 15/FY 16 Budget

The FY14 budget was developed within the context of an updated 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 developed the FY15-19 strategic plan and financial projections. The City Council has adopted a Strategic Plan which included Mission, Vision, Goals and a Budget Priorities statement (Attachment #4: Strategic Plan of the City of Flint 2015-2019 1st Quarter Update). Consulting firm Ernst & Young assisted the City with an update to the five year financial projections.

The EM, in concert with the Mayor, developed a two year budget for FY15 and FY16. The goal continued to be to provide the best level of service possible within available resources while continuing to restore financial solvency. It is clear that in balancing these budgets the City will continue to be faced with addressing an on-going structural deficit; and the biggest challenge by far remains the outcome of the retiree health care lawsuit.

The City Council received the recommended two year budget April 30, 2014. The Finance/Administration Committee (sitting as the committee of the whole) used the first two weeks of May to hold five meetings on specific program areas. At the conclusion of the departmental reviews the Council send a list of budget revision

proposals to me. Several of the recommendations were incorporated into the revised budget. The Council then held a public hearing on June 9, 2014.

This budget does include significant staffing reductions in public safety. In the two prior budgets other General Fund departments were reduced in size, combined, or contracted services. For this budget cycle, there were no other General Fund areas to reduce, except public safety services.

The targeted personnel reductions in public safety will not result in lay-offs prior to December 31, 2014. In the interim, the City has contracted for a comprehensive study of the police and fire operations. Based on the results of this study, and the managed attrition reductions, the personnel levels in both Police and Fire will be re-evaluated.

----- The State budget which begins October 1, 2014, contains an appropriation of \$1.1 million for use in Flint's public safety departments. The boilerplate of the State budget includes:

The appropriation of \$1,100,000.00 in part 1 for the city of Flint shall be allocated to support city police and firefighters. The emergency manager shall determine which public safety personnel are to be funded from this award. If the city has an appointed receivership transition advisory board, then that board is vested with the authority to make the determination of which personnel are funded from this award.

The City is grateful to receive this funding and will use this to implement the recommendations of the Public Safety study which will be concluded in October 2014.

----- The Emergency Manager's Order 13 adopted the biennial budget; Order 11 adopted the street lighting assessment for FY2015 and FY2016; Order 14 adopted the Strategic Plan; Resolution EME3302014 adopted the FY2015 and FY2016 Master Fee Schedule (which includes water and sewer rates, and waste collection fee); Resolution EME3312014 adopted the 2014 and 2015 operating millage rates (Attachment #6 FY15 & FY16 Biennial Budget).

I additionally note that Mayor Walling and the City Council have been fully engaged with City staff and me as this two year budget was developed. Also, as part of FY15, the day-to-day management of the Public Works Department and the Planning & Development Department will be handled by Mayor Walling.

Five Year Projection

FY15/FY16 budgets include more than \$5 million each year in increased retiree health care, as a result of Judge Tarnow's injunction. FY15 & FY16 is balanced, but projections for FY17 indicate a deficit between projected revenues and status quo expenses of \$5 million. If there is no relief from the \$5 million in increased retiree health care expenses, or no new revenue source, balancing the FY17

budget without compromising the City's ability to provide even the most basic level of city services - including public safety, will most likely not be possible.

Retiree Health Insurance Revisions

The City's approach to containing its OPEB liabilities has been to restructure both active and retiree health care benefits, and to eliminate the promise of retiree health care for new employees. The changes have had a significant impact on the City's OPEB liabilities, reducing the total unfunded liability from nearly \$900 million to less than \$400 million, and reducing the Annual Required Contribution (ARC) from \$60 million to \$22 million.

As previously reported, the City's effort to restructure retiree healthcare was challenged by a group of retirees in a federal lawsuit, *Welch v City of Flint*. On January 3, 2014, the U.S. 6th Circuit Court of Appeals reinstated an injunction prohibiting the City from modifying retiree health care benefits. The City is aggressively litigating this matter, as it does not have the resources to afford the current level of healthcare coverage, and projected cost increases for the upcoming fiscal years are substantial. If the federal district court's decision is not reversed, the City will be in an extremely precarious financial position, with insufficient resources to meet basic functions

The City is working to comply with the court's order, beginning with establishment of a reimbursement program for retirees whose expenses since January 3, 2013 are greater than their old plans. Work is also proceeding in anticipation of a court hearing sometime in the future, and settlement options are being explored.

On June 30, 2014 Judge Tarnow issued an order modifying in part his preliminary injunction barring the City from modifying retiree health care benefits. The Judge's order now permits the City to modify retiree health care as the City had proposed in a settlement proposal which was previously submitted to the Court.

While the details of the Judge's recent order are still being reviewed, and while the details of implementing the order are still being developed, it appears that the ruling will have a positive financial impact on the City, at least for the period while the litigation continues.

Otherwise, the City is utilizing the services of Cornerstone Municipal Consulting in ongoing review of various Employee/Retiree health care options including plan design, delivery systems, Medicare Advantage, Medicare Wrap Around, benefit carve-outs, etc. in an effort to control health care costs. Administration of the City's health insurance benefits program is being handled by Cornerstone. In addition to the retiree lawsuit, attention is now focused on minimizing the City's cost for health care (for current employees and retirees) in the FY15 and FY16 budgets.

Operating Plan

The city continues to review all departments and services to reduce costs through contract rebidding, merger, consolidation, contracted service, shared services with other governmental entities, privatization or elimination. As a result of these reviews the City will determine what continuing activities should be subsidized with general property tax dollars, what will be paid by the users, which services can be eliminated, and which services or activities can be handled by lower cost vendors.

The functions, goals and key objectives of each department and functional area of the City of Flint have been encompassed in the Flint Strategic Plan 2015-2019. This plan also contains target dates for completion of each key objective. (Attachment #4: Strategic Plan for the City of Flint 2015-2019. 1st Quarterly Report)

The progress made in this past first quarter of FY15 is presented in Attachment #4 and includes the narrative and the Strategic Plan with all objectives updated to the current status.

Major Up-coming Activities

68th District Court

- The City currently funds the operation of the 68th District Court; in FY14 this amounted to \$3.5 million net. Senate Substitute for House Bill 5125 passed the Senate and the House in March 2014. The Bill authorizes consolidation of the 67th and 68th District Courts. It requires that the consolidation be approved by the City and the County. The County approval requires the affirmative vote of at least two-thirds of the County Board members. I strongly encourage the State to continue the process of working to consolidate the 67th and 68th District Courts; the City of Flint will work to support this consolidation.

9-1-1 Operation

- On September 9, 2014 the Genesee County 9-1-1 Consortium voted to admit the City of Flint as a member of the Consortium. The goal to complete the incorporation of the Flint 9-1-1 Center operation into the Consortium is June 30, 2014. As part of this process the City of Flint will contribute \$325,000 toward the \$1.2 million cost for new equipment and building expansion at the Consortium's Corunna Rd. location. The City will also transfer the ownership of the simulcast tower which is currently under construction. The City will also provide a no cost lease for the area on which the tower stands. The \$325,000 is currently allocated for the Flint 9-1-1 phone system upgrade. This upgrade will not be required with the joining of operations.

Public Safety

- A data-driven public safety study to assess the operations of the City's Police and Fire Departments began in May 2014 utilizing the services of the Center for

Public Safety Management. This report is due in October 2014 and will be used to evaluate both departments' organization and staffing.

7 Point Transition Plan

- Within the next quarter the selection process will be completed to hire a City Administrator.

- Six ballot initiatives, which were recommended by the Blue Ribbon Committee, will be voted on during the November general elections. The first proposal begins the process to open the current Charter for a complete review:

PROPOSAL 1 GENERAL REVISION OF CITY CHARTER

Shall there be a general revision of the city charter?

- These five initiatives are amendments to the current Flint City Charter:

PROPOSAL 2 AN AMENDMENT TO REDUCE THE NUMBER OF MAYORAL PRINCIPAL STAFF APPOINTMENTS

Shall the Flint City Charter Section 4-202(A) and (C) be amended by reducing the number of Mayoral principal staff appointments for legal counsel and administrative services from no more than ten (10) to no more than five (5)?

PROPOSAL 3 AN AMENDMENT TO REQUIRE BUDGETARY BEST PRACTICES

Shall the Flint City Charter be amended to provide that the annual budget presented to Council shall be accompanied by a budget message explaining the budget, to provide for multi-year financial plans and revenue projections and the establishment of a budget stabilization fund?

PROPOSAL 4 AN AMENDMENT TO ELIMINATE FLINT CITY CHARTER SECTION 4-203(A), EXECUTIVE DEPARTMENTS

Shall the Flint City Charter be amended by eliminating Section 4-203(A), which would eliminate the requirement for specific executive departments?

PROPOSAL 5 AN AMENDMENT TO ELIMINATE THE CIVIL SERVICE COMMISSION

Shall the Flint City Charter be amended by eliminating Section 5-101 through Section 5-102, which would eliminate the Civil Service Commission?

PROPOSAL 6 AN AMENDMENT TO ELIMINATE THE OFFICE OF THE OMBUDSMAN

Shall the Flint City Charter be amended by eliminating Section 3-501 through Section 3-517, which would eliminate the Office of the Ombudsman?

Facilities Management

- The Facilities manager is reviewing all city owned assets (both real property and capital equipment) to determine if disposal should be pursued.
- All city owned facilities are under review for energy savings, revenue generation from tenants, or possible liquidation.

Emergency Manager's Conclusions

Significant work has been accomplished to stabilize the financial situation of the City of Flint. The whole organization has been being restructured to reflect a smaller, leaner government operation. Services which were routinely provided are being inspected to determine if they should continue and if so, in what format. Technology solutions which can increase efficiencies are being implemented.

The many improvements to-date and those represented in the Strategic Plan have been based on data-driven management plans. The approval of the KWA participation, water and sewer rates, capital improvements, departments staffing and priorities are all based on using rational data analysis. Collecting, analyzing and then utilizing data concentrates work and dollars where the most beneficial results can be expected.

I acknowledge that substantial progress has been made, however the City is still experiencing an on-going financial emergency. Resolution of the financial emergency will not be complete without providing a basic framework for, and implementation of, an objective model for the organization to follow.

A sustainable municipal organization incorporates the utilization of best practices financially, structures a governance model which clearly delineates between legislative, policy, and administrative responsibilities, and develops a management plan to provide services to residents in a consistent, reliable manner.

The 7 Point Transition Management Plan and the steps to Transition Chart which I have developed provides the roadmap to resolve the financial emergency and to achieve sustainability for the City of Flint.

For two years, FY13 and FY14, the goal of containing overspending has been achieved. The city must continuously function within a balanced budget, eliminate the accumulated deficit and further reduce the legacy and pension costs. Projections through 2019 demonstrate Flint's continuing challenges. Projecting current revenues and expenses into the future shows a continuing gap of \$2 to \$4 million annually.

Stable revenue is necessary in order for this City, and most other cities in Michigan, to continue to avoid a bankruptcy situation. We have asked our residents to accept a significant 6 mill Police and Fire Protection Millage; and they have done so. We have imposed a street lighting assessment, a waste collection fee and significant water and

sewer rate increases. However, our residents have not enjoyed increasing services, increasing property valuations or increasing employment opportunities.

As noted previously, there are very few additional revenue options. We are approaching the limit of the City's borrowing capability. Capital improvement funds are fully committed and the property tax millage rate is within .1 mill of maximum. State Revenue Sharing has increased but minimally and is now tied to EVIP and competitive granting. We have made a request through our State Legislative representatives and the State Treasurer to push legislation to allow City voters the opportunity to decide to increase the income tax. This action could generate \$7 million annually and would eliminate the City's structural deficit. A bill has been introduced but has not been acted upon.

While the City will benefit from the temporary revision of Judge Tarnow's order on retiree healthcare, it is important to remember that this lawsuit continues. Final resolution in the lawsuit will determine if the financial emergency is resolved or if it will force the City to consider bankruptcy. Bankruptcy is the alternative which we have worked diligently to avoid. If, by the beginning of FY17 the City of Flint does not receive permanent relief from retiree health care costs, either in the form of reduced city expenditures or additional revenues, it is unlikely that the City will be able to provide even the most basic level of city services.

I do not recommend beginning the transition back to the Mayor/Council management of the City at this time. However, I expect the overall situation to become much clearer in the next three to six months, given the plans and organizational changes which have been put in place. The City still has critical on-going budgeting issues. There has been action on several sections of the 7 Point Transition Management Plan, but more needs to be completed. Also, the City Council is still required to complete the Michigan Municipal League Level 1 Certification as required by Order 2 (04/12/13). So far, only Mayor Walling has met this requirement.

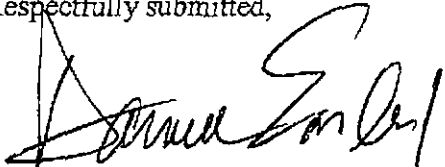
Flint has twice been placed in the hands of a State appointed emergency manager. A third failure should be avoided at all costs. The Blue Ribbon Committee on Governance, which I appointed in January 2014, completed their evaluation of governance revisions needed in the City. The Blue Ribbon Committee's final report (<http://www.cityofflint.com/FinancialMgr/2014/IMAGES/BRC%20Final%20Report%20071714.pdf>) recommended five amendments to the current Charter; these proposals have been placed on the November ballot. They also recommended return to the Council-Manager form of government. This can be achieved through a multi-step process, beginning with the approval of the Flint voters to agree to a general revision of the City Charter. This proposal has also been placed on the November ballot.

I have now spent one year as Emergency Manager in Flint. Many major steps have been taken to resolve the financial emergency. Flint is on a much more stable footing than it was three years ago. However, the level of services being provided to the citizenry is at a minimal level, at best. I feel strongly that it is incumbent upon me to make sure that the

city reaches its goal of sustained financial solvency. The financial emergency is not fully resolved until the long-term sustainable structure is secured.

Another update of this report is expected to be presented in January 2015 as required by P.A. 436. Other updates will be provided as appropriate.

Respectfully submitted,



Darnell Earley, ICMA-CM, MPA
Emergency Manager
Flint, MI

Attachments:

1. Summary of Findings of the Flint Financial Review Team
2. 7 Point Transition Management Plan and Transition Status Chart
3. Organizational Chart July 2014
4. Strategic Plan for the City of Flint 2015-2019: 1st Quarter Report
5. Orders and Directives of the EFM and EM
6. FY15 & FY16 Biennial Budget

Attachment 1. Summary of Findings of the Flint Financial Review Team

Summary of Findings of the Flint Financial Review Team
November 2011

- The City has a general fund deficit of \$14,621,546 as of June 30, 2010 which was not eliminated within the two year preceding period.
- The City previously submitted a five year deficit elimination plan for a cumulative general fund deficit of \$7,046,820 as of June 30, 2008. However, by June 30, 2010 the cumulative general fund deficit had grown to \$14,621,546. An updated plan submitted for 2010 does not purport to eliminate the cumulative deficit until 2030 and that relies upon the issuance of an additional \$12 million of debt in 2013.
- A structural operating deficit existed in the general fund as of June 30, 2007, 2008, 2009, 2010 and the general fund is projected to have a \$6,768,864 deficit as of June 30, 2011.

Attachment 2. 7 Point Transition Management Plan and Transition Status Chart

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7 Point Transition Management Plan

Goal: To provide a strategy for determining and evaluating relevant and specific criteria for assessing when the City of Flint might be prepared to emerge from Emergency Manager (EM) oversight to a Transition Advisory Board (TAB), as provided in Public Act 436. The seven points identified provide comprehensive and well defined benchmarks to be reviewed before the determination is made. The Plan also defines a data-driven and measurable process for the objective, results-oriented determination of facts. The Plan establishes the criteria now so that it is clear what the conditions are that will have to be satisfied before the Emergency Manager recommends the establishment of a Transition Advisory Board.

GOAL	STRATEGY	OBJECTIVES	STATUS
1. Deficit Elimination Plan	Deficit Elimination Plan and Reserve Accumulation Plan will be presented by the EM/Mayor/Finance Dir. to City Council through its Finance Committee to receive Council support. Also a commitment by the Mayor and Council to implement the plan will be required.	City Council to pass resolution of support for DEP/RAP from EM/Mayor/Fin Dir. Receive Treasury acceptance of the DEP/RAP. Confirmation by Mayor and Council that DEP/RAP actions will be a top priority in budgeting.	
2. Five-Year Financial Analysis	The development, monitoring and updating of a five-year financial analysis is critical to the ongoing challenges of financial solvency. It must remain an ongoing process to measure the City's ability to fund services, produce budgets, and proactively manage expenditures. It should be an expectation of the Council that the EM/Mayor/Fin. Dir. shall annually prepare and Council shall review and adopt said projection; and shall continue to use the projection as a basis for future budgeting actions	EM/Mayor/Fin Dir to annually prepare a 5 yr. R/E projection. Council Finance Committee review 5 yr. analysis and move to Council. City Council adopts 5 Year Analysis Finance Committee shall annually review analysis in February each year and send to Council for approval	
3. Governance	The EM will consider recommendations from the Blue Ribbon Committee, National Civic League Model Charter, proposed charter amendments, review of electoral structure, Executive appointments, etc. It is expected that a formal agreement would be reached among the EM, Mayor, and Council as to what governance revisions are to be implemented, including time frames for implementation	Blue Ribbon Cmte. Complete Report and Submit to EM Mayor and Council Submit Comments on Report to EM EM develops proposed governance structure and sends to Governor. Mayor and Council have an opportunity to review and comment on EM proposal. Completion of City Ordinance review by Council as proposed by EM	

GOAL	STRATEGY	OBJECTIVES	STATUS
4. Organization Development	Review the City's organizational structure including Public Safety, 9-1-1 plan, courts consolidation plan, recommendations on other long-term services, and role of the city administrator (who will be appointed prior to the TAB). Finalize the organizational relationship among Mayor, Administration and Council. This will result in an agreed upon detailed description of the roles and responsibilities of the Mayor and Council, including items such as respective roles in strategic planning, budgeting, monitoring and assessment of results, appointments, and protocols for addressing citizen complaints.	EM/Mayor determines recommended City organizational structure. EM/Mayor to recommend Council action (ordinance changes) to implement organizational structure. Council to review and adopt revised organizational structure EM/Mayor to hire City Administrator/Manager. Finalize organization structure and roles Mayor, Council, Administration. Labor contracts to be completed for all City unions	
5. Legacy Costs	Retiree Health Care remains the biggest challenge to managing legacy costs and the City is currently facing a legal challenge. It will be unlikely that the financial emergency will be declared resolved until this issue is settled in a manner which does not risk the solvency of the City. Sustaining the changes within RHC are essential to the City's future solvency.	Mayor and Council to support City's position on retiree health care or adopt measures offsetting the increased costs. Annual budgets to include payment of appropriate pension and health care costs and liabilities	
6. Strategic Plan	The adoption of a long-range strategic plan by the Emergency Manager, Mayor, and Council for the governing actions of the City will provide a guidance mechanism for determining budgeting, priorities, goals and objectives.	EM/Mayor/Fin Dir. to present 5 yr Strategic Plan through Finance Cmte to Council for approval Council to set spending priorities EM/Mayor to utilize Strategic Plan to develop budget Council to adopt budget in line with Strategic Plan and budget priorities. Council to receive quarterly reports from Mayor/Fin. Dir. on progress of achieving strategic objectives and priorities Strategic Plan to be updated annually	

GOAL	STRATEGY	OBJECTIVES	STATUS
7. Sustainability	Factors for determining sustainability are rooted in the 7 points. More specifically, the measures that will be evaluated include: achievement of consensus decision-making on the part of the Mayor and the Council, adoption of best practices, continuing commitment to training and development for the Mayor and Council members, ongoing monitoring and updating of plans necessary for the financial stability of the City including but not limited to 2-year budgets, 5-year financial analyses, and the ongoing implementation of the Master Plan	Council and Mayor update methods to develop policy recommendations and achieving consensus. Council and Mayor attend all training sessions as scheduled by EM Council and Mayor to actively participate in development and adoption of 2 yr. budget. Implement Master Plan (evidence of Master Plan implementation in annual budget). Define and incorporate financial and organizational best practices Implement system of performance measurement Utilize data-driven methods of decision making and performance measurement.	

Origination Date: February 18, 2014
Revision Date: March 18, 2014 (2)

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

	Target	Completion	7 Pt. Trans. Plan #	Comments
Chief Administrative Officer			4	
* National Recruitment	9/1/14			
* Appoint Selection Committee	10/1/14			
* Select finalists	11/10/14			
* Conduct Interviews	11/24/14			
* Recommend Candidate	12/15/14			
* EM Appoints Selected Candidate	12/15/14			
Organizational Development				
* EM/Mayor determine recommended City organizational structure	5/17/14	5/17/2014	4	
* EM/Mayor recommend Council action on ordinance changes to implement organizational structure		6/26/2014	4	
* Council to review and adopt revised organizational structure	5/17/14	6/26/2014	4	
* Finalization organizational structure roles: Mayor, Council, Administration	6/26/14	6/26/2014	4	
Complete Bargaining Units Contracts				
* Local 1600	7/1/14	Ratified	4	
* Local 1799	7/1/14	Ratified		
* FPOA	7/1/14	Imposed		
* PD - Sgts.	7/1/14	TA		
* PD - Capts & Lts	7/1/14	TA		
* Fire Union	7/1/14			

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

Target	Completion	7 Pt. Trans. Plan #	Comments
Comprehensive Public Safety Study			
* Contract with ICMA for Study	5/8/2014	4	
* Collect Data	5/9/14-9/30/14		
* Receive Draft Report	9/30/14		
* Receive Final Report	11/1/14		
* Plan Implementation			
* Determine best, most appropriate use of \$1.1 million State Allocation			
Retiree Health Care Lawsuit			
* City Notified of Lawsuit		5	
* Injunction Received	1/13/2014		
* Injunction Modified	6/30/2014		
Cornerstone determines impact on FY15			
* & 16 Budget	9/1/14		
* Implement Modifications	11/1/14		
* Scheduling Conference			
* Mayor and Council to support City's position on retiree health care or adopt measures offsetting increased costs	6/26/14	5	
Biennial Budget Implementation			
* Biennial Budget Adopted	6/26/2014	6	
* 1st Quarter Status	10/1/14		
* 2nd Quarter Status	1/1/15		
FY 14 Budget Close Out			
* Preliminary Close			
* Audit Received	11/30/14		
* Audit Presentation to City Council	12/15/14		

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

	Target	Completion	7 Pt. Trans. Plan #	Comments
Governance				
* EM receives BRC Final Report	7/18/14	7/18/2014	3	
* Present Report to Mayor and City Council	7/28/14	7/28/14		
* Mayor and Council Submit Comments to EM	7/28/14	7/28/14	3	
* EM Orders BRC Recommended Charter Amendments and Charter Commission Initiative on Nov Ballot	7/30/14	8/5/2014		
* EM develops proposed governance structure and sends to governor			3	Part of Final Order
* Mayor and Council Comments on EM Proposal	7/28/14	7/28/2014	3	
* Define and incorporate financial and organizational best practices	3/25/13	3/25/2014	7	Reso on TAB
Operational Planning and Administration				
* EM Submits Plan to Treasury	7/1/14	7/1/2014		
* Treasury Approval Received		7/16/2014		
* EM Orders DE/RAP Adoption		7/15/2014		
* City Council passes resolution of support for DE/RAP		3/25/2014	1	Reso on TAB
* Confirmation by Mayor and Council that DE/RAP actions will be a top priority in budgeting	6/26/14	6/26/2014	1	

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

City Council Activity	Target	Completion	7 Pt. Trans. Plan #	Comments
* Council to receive quarterly reports from Mayor/Fin. Director on progress of achieving strategic objectives and priorities	9/22/14		6	
* Completion of City Ordinance Review by Council as proposed by EM	9/22/14		3	
* Review Strategic Plan, FY16 Budget	1/20/15		6/7	
* 6 mos. FY15 Budget Review/Amendments	1/20/15		6/7	
* Strategic Plan to be updated annually	2/20/15		6	
* FY17 Budget Development	2/20/15			
* Completion of MML Level One Education Award per EM Order 2	3/28/14		7	
Five Year Financial Analysis				
* City Council adopts 5 Year Analysis	6/1/14	6/1/2014	2	
* Finance/Adm Cmte shall annually review analysis in February each year and Send to Council for approval	2/20/15		2	
Issue outgoing EM Order	4/8/2015			

Attachment 3. Organizational Chart July 2014

CITY OF FLINT – ORGANIZATIONAL CHART – July 2014



Citizens of Flint

68th District Court Judges
 Tracey Collier-Nix
 William H. Crawford
 Herman Marable Jr.
 Nathaniel C. Perry III
 Mary C. Dowd

EMERGENCY MANAGER
 Darnell Earley

LAW DEPT.
 City Attorney

PUBLIC INFORMATION
 P.I. Official

MAYOR
 Dayne Walling

ASSISTANT CITY ADMINISTRATOR

CITY COUNCIL
 Ward 1 – Eric Mays
 Ward 2 – Jackie Poplar
 Ward 3 – Bryant Nolden – VP.
 Ward 4 – Josh Freeman
 Ward 5 – Wantwaz Davis
 Ward 6 – Sheldon Neely
 Ward 7 – Monica Galloway
 Ward 8 – Vickie VanBuren
 Ward 9 – Scott Kincaid – Pres.
CITY CLERK – Inez Brown
ELECTIONS

FINANCE & ADMINISTRATION
 Director

HUMAN RESOURCES
 Director

PURCHASING
 Director

I.T. SERVICES
 Director

FLEET
 Supervisor

ASSESSMENT

TREASURER

ACCOUNTING

BUDGET

GRANT ADMINISTRATION

DELINQUENT COLLECTIONS

AUDITING

BENEFITS/RISK MANAGEMENT

HUMAN RESOURCES

FACILITY MANAGEMENT

PUBLIC SAFETY

POLICE
 Police Chief

LOCK-UP

911 CENTER

FIRE
 Fire Chief

PLANNING & DEVELOPMENT
 Director

BUILDING PERMITS & INSP
 Chief Bldg Official

RENTAL REGISTRATION

CODE ENFORCEMENT

PLANNING & ZONING
 Chief Planner

BUSINESS LICENSES

COMMUNITY DEVELOPMENT
 Chief Officer

ECONOMIC DEVELOPMENT

PARKS & RECREATION

FORESTRY

STREETLIGHTS

PUBLIC WORKS
 Director

FACILITIES
 Supervisor

TRANSPORTATION
 Director

STREETS
 Manager

TRAFFIC ENGINEERING
 Supervisor

TRAFFIC CONTROL
 Supervisor

UTILITIES
 Administrator

WATER PLANT
 Supervisor

SERVICE CENTER
 Supervisor

WASTEWATER PLANT
 Supervisor

Attachment 4. Strategic Plan for the City of Flint 2015-2019 – 1st Quarter Update

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 as 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 NSP: 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 Brennan, 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.

VISION Statement	The City of Flint's Government 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)

The Executive Management and Elected Leadership 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

C = Complete I = In Progress N = Not Started

GOVERNANCE AND ADMINISTRATION

(cont)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY17	STATUS
CITY ATTORNEY CITY ATTORNEY'S OFFICE	Provide legal advice to Mayor, Council, City Administrator and Department Heads on matters of City Departmental Relations or City Ordinances	Update City ordinances	Revised Business Licensing Ordinance to be in effect on July 1, 2014 revised Zoning Ordinance by November 2014 schedule of remaining ordinances to be developed by July 1, 2016	I
	Responds to FOIA requests	Provides for most cost effective means of litigation	Develop strategy and timeline for renegotiating Cable Franchise Agreement (agreement expires December, 2016)	I
	Advices in labor relations and employment, resolution issues	Improve staff skill sets and working environment	Hardhat 95% of litigation in-house	C
	Represents City in lawsuits and other legal matters	Develop and implement administrative efficiencies	Implement program for increasing amount of delinquent collections	I
			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
			Program for improving skill sets of all staff to be scheduled/implemented	I
CITY CLERK CITY CLERK'S OFFICE RECORDS ELECTIONS	Records proceeding of City Council and other bodies	Improve staff skill sets and working environment	Proposal for improving the appearance of City Attorney's Office to be presented to Facilities	C
	Provides administrative and professional support to 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 Legislator cataloging system and implement training	I
	Custodian of City Records	Manages custody and retention of city records including minutes of official bodies	Review and update City Council's constituent complaint referral process	I
	Codifies city ordinances every ten years	Manages current and historical voter registration lists and related documents	Release a RFP by January 1, 2016 involving 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
	Oversees elections	Conducts elections in accordance with state law	Assure orderly transition of the Licensing Division to the Planning & Development Department	I
		Maintains current and historical voter registration lists and related documents	Continue ongoing training calendar for Election Inspectors and City staff involved with elections	I
			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

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 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 FY16 & FY18	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	D
		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
INVESTIGATIONS		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
	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	D
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

DIVISIONS	FUNCTIONS	GOALS	(continued)	KEY OBJECTIVES FY16 & FY18	STATUS
RECORDS/PROPERTY MANAGEMENT	Custody of police records and confiscated properties	Utilize large/de departmental resources in an efficient and effective manner Maintain and utilize effective and efficient call management strategies	Develop a data driven strategy that can be utilized by Patrol Lieutenants through recurring reports		C
		Move to electronic property management	Examine other alternatives as it relates to calls for service or criminal complaints		D
	IB section Property	Apply updated retention policy	Complete refresh of property room		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	Eliminate all unnecessary historical paper records in the Police Department		C
Administration	Department Management	To use all department empirical data effectively and develop a department-wide goal of strategic thinking	Evaluate options and recommend location for new shooting range		N
		Operationalize responses in functions and responsibilities at each level within the department to achieve the following:	A 20% reduction in Violent Part 1 crime		I
	Department Management	Increase community volunteers Blue Badge Program	Increase Community Policing efforts measured by the MSU, proactive time study with an increase of 7-10%		I
	Department Management	Increase use of Neighborhood Service Officer 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 20% increase		N
Chief's Office	School Liaison	Increase and deploy School Resource Officer	Identify funding source to expand the NSO program in size and duties specifically license compliance for problem businesses and scrap and recordband merchants		C
Chief's Office	Department Management	Collaboration with Federal, State, and LE agencies that will result in continued crime reduction	For the COPB grant hire 8 Officers and deploy in the schools with the emphasis on the school and the community therein focus on safe routes and crosswalks school program		I
			1) Continue Partnership with FBI ATF and USMS 2) Partner with MSP, FPD, FANG on Arson squad, 3) Partner OCSO on Auto Theft Team (OATN)		C
			Develop Area Crime Team with MSP and OCSO		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 FY13 & FY14	STATUS
911 TELEPHONE ANSWERING & DISPATCH RECORDS MANAGEMENT ADMINISTRATION	Receives call and dispatches resources	Provide the best possible emergency telephone answering and dispatch services with available resources	Reduce use of 911 for non-emergency calls by 25%	I
	Maintains records and consoles	Provide prompt, courteous, and efficient customer service	Develop plan for Next Gen 911 technology, including telephone upgrade and console upgrade	N
	Management of 911 Center	Improve community group relationships through community outreach	Improve Responses to Incoming 911 and 7-digit calls by 10% and improve coordination with EMS dispatch	I
			Automate billing for structure fees	N
			Develop plan for Consolidation with Genesee County Consortium	I
			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	O
			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	O

FIRE DEPARTMENT

VISION Statement			MISSION Statement		
A community educated on all matters related to fire safety and fire protection resulting in minimal damage and injury from fire incidents			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 FY18 & FY19	STATUS	
FIRE ADMINISTRATION & EMERGENCY MANAGEMENT FIRE SUPPRESSION FIRE INSPECTION & ARSON INVESTIGATION	Department Management: coordination of emergency management activities within city emergency services	Provide the highest quality fire response/fire protection possible	Maintain average fire response time under 9 minutes in FY2018 and develop plan to reduce response time in FY18 to less than 8 minutes	I	
	Deployment of Fire Fighters to emergencies	Engage children, students and senior citizens in fire safety awareness and preparedness	Turnaround time for fire inspections to be 5 days or less	C	
	Investigation of suspicious fires, conduct of commercial building inspections	Engage children, students and senior citizens in fire safety awareness and preparedness	Implement new organizational structure based on 75 full-time positions	C	
	Education of residents and businesses in fire prevention	Engage children, students and senior citizens in fire safety awareness and preparedness	100% of Fire School children contacted and provided with fire safety and prevention program	N	
COMMUNITY EDUCATION	Education of residents and businesses in fire prevention	Engage children, students and senior citizens in fire safety awareness and preparedness	100% of Senior Centers provided with fire safety and prevention program	N	
	Education of residents and businesses in fire prevention	Engage children, students and senior citizens in fire safety awareness and preparedness	100% of City Block Clubs provided fire safety and prevention program	N	
	Education of residents and businesses in fire prevention	Engage children, students and senior citizens in fire safety awareness and preparedness	At least 4 times per year, the Fire Department will provide the community with information regarding fire safety and prevention	C	
	Education of residents and businesses in fire prevention	Engage children, students and senior citizens in fire safety awareness and preparedness	Evaluate and define role of the Fire Department in Emergency Management with report provided to EIM	C	
			Reduce energy in Fire Departments by 20%	I	
			Continue progressive training once per week	I	
			Continued training for suppression personnel on technology developments for today's high-tech environment	I	
			Implement physical fitness program	I	
			"Knock and Talk" Fire Suppression Crews and Prevention Staff to distribute Arson Related Literature to 100% of residents	I	
			Educate juvenile offenders by providing one-on-one discussion with 10 juveniles	I	

88th DISTRICT COURT

VISION Statement	
The 88th 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 88th Judicial District Court will provide timely, fair, and impartial justice in all matters properly presented to the Court.	

VISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY14-FY18	STATUS
DISTRICT COURT ADMINISTRATION JUDICIAL PROCESSING PROBATION	Overall Court Management	Provide the most efficient processing possible within the ne current appropriation from the City	To comply with all Trial Court Performance Standards Annually, as dictated by the State Court Administrative Office	C
	Courtroom activities		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
	Provides oversight of probationers		Re-establish Probation Department with (1) Probation Officer	I

PUBLIC WORKS

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	
VISION 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	
MISSION Statement	

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY13 & FY14	STATUS
UTILITIES WATER TREATMENT PLANT WATER POLLUTION CONTROL WATER SERVICE CENTER	Water Treatment		Complete the electrical upgrades on Cedar Street Pumping Facility	I
	Water Distribution		Complete the engineering design work for the Hamilton Dam upgrades	I
	Distribution System Maintenance	Provide dependable and affordable water and sewer service to City residents and businesses	Complete the rehabilitation of the Torrey Road Booster Station	I
	Sanitary Sewer Operation & Maintenance		Complete and implement a comprehensive pay scale evaluation for all WTP employees	I
	Storm Water Maintenance		Complete phase II (of III) of the WTP upgrade in preparation of transition to KWA	I
	Dam Maintenance		Create GIS maps of utility assets (including base-layer)	N
	Water Turn On/Offs		Implement tracking program for main breaks and sink holes with monthly reporting	I
	Cut & Plugs		Develop and implement a written and sustainable "water loss" program. Program is in target the identification of a "baseliner" loss and create means to maintain a loss percentage of under 15%	I
	Wastewater Treatment	Routine preventative maintenance program - A program that includes written procedures, identification methods, scheduling and measurable tracking	Replace 3,000 residential meters	I
	Industrial Pretreatment		Develop and implement a written risk control matrix to reduce infiltration into the sanitary sewer systems	I
	Compliances		Develop a written pipe replacement matrix that uses multiple criteria to identify the priority pipes to be replaced annually	I
			Identify a consultant to write the scope for a comprehensive energy audit of all utility facilities and send RTP	I
		Long term Utilities planning - Continued implementation of objectives that increase the efficiency and sustainability of the Utility department including the use of SmartGreen Infrastructure projects right along neighborhood infrastructure, and shared services	Develop list of shared service opportunities with Genesee County Drain Commissioner and setup a meeting schedule for fall	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
			Complete Cut & Plug list for hard-to-reach NID demotions	C
			Implement defined response time policy for WSC	N
			Develop capacity to effluents 100% of non pay water shut-off notices	C

PUBLIC WORKS (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY18 & FY19	STATUS
TRANSPORTATION STREET MAINTENANCE	Maintenance and repair of streets	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
	Enforcement of Right-of-Way Ordinances		Implement a SUEO Sidewalk Repair Program targeting enforcement of the Sidewalk Ordinance and repair of 800 sidewalk squares and repair of 1,000 squares	N
	Including paving, plowing and sweeping		Perform preventive maintenance activities on 15 miles of streets and pave 4.5 miles of streets in addition to preventive maintenance on another 15 miles of streets	I
CAPITAL PROJECTS ADMINISTRATION	Maintenance of City street trees		Complete an inventory of city street trees	I
			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 potholes, street, street tree, and sidewalk complaints	C
	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 Geneva Valley non-motorized trail project	C
			Develop a reconfiguration plan for Hamilton Street and South Saginaw Street that includes facilities for multi-modal travel and traffic calming devices	I
TRAFFIC CONTROL			Identify a funding source to develop engineering plans to reopen Lath Street	N
	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 unmet maintenance needs 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 FY18 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 Cherry in the Hole site	C
			Issue Waste Collection Services RFP for new contract period	N
			Increase the City's recycling participation to 10% in FY18 and 12% in FY19	I
			Develop a recommendation on the feasibility of implementing a 96-gallon curbside 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
(continue)

DIVISIONS	FUNCTIONS	GOALS		KEY OBJECTIVES FY15 & FY16		STATUS
		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		
FACILITY MAINTENANCE	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
				Replace exterior City Hall lights with LED's and motion sensors		I
			Adopt an energy efficiency and conservation policy that builds toward being carbon neutral	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 5-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
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 Phyto-remediation \$400k grant		I
				Events Management		C
				Implement compost operations DEQ Consent Decree		I

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
BLIGHT ELIMINATION	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 Center/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	I
		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
BLIGHT ELIMINATION & NEIGHBORHOOD STABILIZATION			Implement P & D management of business licensing ordinance	I
	Business Licensing		Achieve 25% licensing compliance in FY16	N
			Achieve 50% licensing compliance in FY17	N
			Achieve 80% licensing compliance in FY18	N
	Code Enforcement		Develop and implement a comprehensive code enforcement program	N
			Implement an updated retail registration ordinance	N
BLIGHT ELIMINATION & NEIGHBORHOOD STABILIZATION	Rental Registration		Achieve 25% retail registration compliance FY16	N
		Eliminate blight in the City by 2020 and work with residents to stabilize Flint's neighborhoods	Achieve 50% retail registration compliance FY17	N
			Achieve 80% retail registration compliance FY18	N
	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
			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 the same beginning July 1, 2014	I

PLANNING AND DEVELOPMENT (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY18 & FY19	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 grant 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 ensure full compliance and timely processing of payments	N
	Historic Preservation		Process all requests for economic development support (tax abatements, etc.) within prescribed time frames, to be monitored quarterly	I
	Program Management (COBG HOME)	Create safe, healthy and desirable neighborhoods near quality community services	Complete Smith Village development	I
			Set all Smith Village and NSP Homes	I
	Economic Development		Define the ongoing role for city involvement in economic development and present budgetary request for consideration in FY18 budget	N
	Major Development Projects		Implement a formally defined COBG allocation process that is transparent and advances the goals of the Master Plan	O
	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	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
	Small Business Development		Secure other sources of grant funding for entire department to increase available revenue by 10% per year, beginning with FY18	I
LONG RANGE PLANNING			Respond in a timely manner to requests for assistance in expanding existing or attracting new businesses with particular focus on small businesses and entrepreneurs	I
			Implement the EDC Defect Elimination Plan	O
			Attract new businesses to Oak Business Center in reduce vacancy rate to less than 15%	I
			Secure a monitoring and compliance contractor to allow staff to focus on proactive community development	I
	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 assigned existing or attract new businesses, with particular focus on small businesses and brownfields, funding request to be presented for potential funding	N
	Transportation Planning		Create a business plan	I
	Public Safety Planning		Develop the City's first coordinated Capital Improvement Plan	I
	GIS Services		Hold annual engagement to discuss progress of Master Plan and solicit additional feedback on action plan	N
	Infrastructure Planning	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	Establish short term (1-3 years) action plans for each chapter of the Master Plan	I
	Sustainability Planning		Develop between 10-15 neighborhood plans covering every residential area by 2020, at the rate of 20% per year	N
	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 Cherry Corridor	C
			Present light 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 light elimination framework for neighborhoods	C
			Implement structure within PSD which has responsibility for developing a plan for improving street lighting within the City for managing the lighting special assessment and payment of bills	I

PLANNING AND DEVELOPMENT

(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY13 & FY14	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 park classification system and develop service standards that align with the MDNR and the needs and desires of the Flint community	I
			Ensure 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
	Parks Planning	Improve the ecological health of the City's parks and open spaces through responsible planning and development	Complete a naturalization demonstration in Max Brandon Park and then 3 other parks	I
			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
	Parks Partnership	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 Barefoot" group	I
			Work with the County to establish a joint maintenance agreement for at least one of the City's large parks	C
	Parks Programming	Engage the Flint Community to support the programming and use of park and recreation facilities	Develop a management plan for the City's 4 golf courses	I
	Open Space		Develop the plan to adjust the CANUSA Games Housing and field of play locations	N
	Trell Development		Submit at least one grant proposal each year for MDNR funding	C
			Complete construction of the Genesee Valley Trail	I

FINANCE AND ADMINISTRATION

VISION Statement		MISSION 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.		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: FY16 & FY18	STATUS
FINANCE ACCOUNTING	Payroll Production & Reporting		Reduce the General Fund deficit by \$1.8 million in FY15	C
	Vendor Management and Payment		Reduce the General Fund deficit by \$1.8 million in FY18	N
			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
			Implement Finance Department reorganization	I
AUDITING	Monitoring Financial Performance	Provides for a financially sound 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	Audit completed and filed with state	I
BUDGETING	Preparation of Financial Reports		Schedule and conduct 4 city wide finance and accounting training sessions	I
	Monitoring Grant Performance		Establish and implement internship program for Finance	I
RISK MANAGEMENT	Accounting for Revenues and Expenses		Establish a paperless process for procuring goods and services	I
	Development of Long Term Financial Projections, Deficit Elimination Plans and Strategies for Financial Strategy		Prepare a RFP for copier services in FY16 in time to allow issuance of request before contract expires in FY18	N
PURCHASING	Administration of Property and Liability Insurance		Provide recommendations for updating procurement policies to be used during and after transition and to increase efficiencies	I
	Screening 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 FY16 first 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 FY16 and evaluated quarterly	I
TREASURY	CUSTOMER SERVICE		Identify additional \$500,000.00 to \$1,000,000.00 in unreported income tax utilizing the 2011 State Income Tax data	N
			Increase the collection of delinquent taxes by 15-20% through coordinated efforts to collect delinquent income tax and personal property taxes and by new efforts to collect delinquent Miscellaneous Assessments and Water bills	N
	DELINQUENT COLLECTIONS		Reorganize Customer Service to ensure that utility bills are mailed two weeks prior to the due date that checks are processed within 10 days from the payment date, and that customer will time in the office and on the phone are reduced by 25%	I
			Replace the current vendor for processing electronic payments with Point and Pay in order to allow the City to accept water property tax, miscellaneous assessments, special assessments and permit payments electronically	C
			Recall a book in the City Hall lobby in order to allow the City to accept water property tax, miscellaneous assessments, special assessments and permit payments electronically	I
			Create a 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
			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 FY18 & FY19	STATUS
ASSESSORS OFFICE	Assessing of Properties		Determine schedule of staff training in Assessing real estate necessary and for annual compliance with state requirements during course of FY15, and annually thereafter	C
	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 is a professional and equitable manner in conformance with state law and professional practices, addresses appeals of value in Board of Review, represents City at state level appeals	Secure contract to achieve the conversion of existing hard copy records and drawings to digital format utilizing APEX and/or digital scanning, with financial plan submitted for FY18 budget	I
	Provision of property and tax information to businesses and residents		Provide for the timely process of MTT appeals, and split/completion explanations 2012 and 2013 appeals will be completed by end of FY16 and appeals filed in 2014 will be resolved by end of FY18. 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
HUMAN RESOURCES	Maintenance of Property descriptions and tax rolls		Working with Facilities Division plan for relocating Assessing from its temporary site	I
			Analyze options for lessening the workload impact of processing poverty exemption applications	C
			Participate with Planning and Development, IT and other 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
			Utilize a master position list for confirming the need to recruit, promote or reduce employees	C
EMPLOYMENT	Recruitment and Selection	Recruit and oversee hiring of qualified employees in compliance with laws and ordinances	Update personnel rules and procedures, including ordinances	I
	Testing		Update testing protocols for recruitment/selection	I
		Recommend changes in personnel policies and labor contracts	Complete FPOA contract	C
			Implement FPOA contract	I
LABOR RELATIONS	Contract Negotiations		Implement updated 1799 contract	I
			Implement updated IAFF contract	N
			Implement updated CapULI contract	I
			Update Sergeants contract	I
ENROLLMENT	Employment law allegations		Inform department heads and supervisors of contract changes prior to implementation	C
	Grievances and Arbitration	Train and assist departments in managing employee 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	Implement updated Eternity and Appointed benefit programs	I
	Payroll enrollment and changes		Develop and implement ongoing training curriculum and schedule in conjunction with Department Heads	C
WORKERS SAFETY	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
	MICHIGANOSHIA Administration		Redesign Occupational Health and Safety Program for the City	N
	Employee Clinic		Administrative policies/procedures to be updated	I

FINANCE AND ADMINISTRATION (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
FLEET				
ADMINISTRATION	Maintains fleet inventory	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
			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
SERVICE WRITING AND PARTS MANAGEMENT			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
VEHICLE AND EQUIPMENT REPLACEMENT, ADDITION, DELETION			Add-on and auxiliary equipment for Enterprise Lease vehicles	N
			FY14 & FY16 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
			Complete the Fleet Focus software upgrade, install a mechanic workstation and bar code labels in the Stock Room	I
VEHICLE AND EQUIPMENT REPAIR	Equip and repairs fleet	Complete 75% of work orders within 72 hours	Complete a Stock Room audit and enter all parts into the Fleet Focus software program	I
			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
			Complete the bid process for DOT and PM services for heavy equipment and passenger vehicles	I
	Recommends specifications of vehicles and equipment to be purchased	Sustain average vehicle availability rates above 70%	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
			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	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	Determine if the fuel tank at Parks & Rec is still needed at this facility and take action accordingly	N
			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
			Meet with all departments to discuss fuel and water program needs	C
	Improve interdepartmental communications of seasonal needs and expectations		Meet with all departments annually to discuss spring program needs	N

FINANCE AND ADMINISTRATION

(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
INFORMATION TECHNOLOGY			Implement Government Model	I
			Complete implementation of BSA A net (BSA A implementation contract complete)	I
		To ensure internal and external customers have appropriate and reliable technology which enables them to achieve their goals in an efficient manner	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 infra net by 95% of the time as measured by quarterly reports	C
			Reduce the number of shadow access systems by 40% (Dense 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 biennially 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

Attachment 5. Orders and Directives of the EFM and EM

Executive Orders

DATE	ORDER DESCRIPTION
#	

09/12/14 <u>24</u>	ADOPTION OF BENEFIT MODIFICATIONS FOR NON-UNION EMPLOYEES

07/16/14 <u>23</u>	ACCEPTANCE AND IMPOSITION OF COLLECTIVE BARGAINING AGREEMENT WITH THE FLINT POLICE OFFICERS ASSOCIATION UNION

07/16/14 <u>22</u>	ACCEPTANCE AND ADOPTION OF COLLECTIVE BARGAINING AGREEMENT WITH AFSCME COUNCIL 25, LOCAL 1799

07/15/14 <u>21</u>	AMENDED WASTE COLLECTION USER FEE

07/01/14 <u>20</u>	ACCEPTANCE AND ADOPTION OF COLLECTIVE BARGAINING AGREEMENT WITH AFSCME COUNCIL 25, LOCAL 1600

07/15/14 <u>18</u>	ADOPTION OF THE DEFICIT ELIMINATION/RESERVE ACCUMULATION PLAN

07/01/14 <u>11</u>	SPECIAL STREET LIGHTING ASSESSMENT FOR FY15 AND FY16

06/26/14 <u>13</u>	ADOPTION OF BIENNIAL BUDGET FOR FISCAL YEARS 2015 AND 2016

06/20/14 <u>15</u>	MAYOR DAYNE WALLING'S INCREASED RESPONSIBILITIES AND COMPENSATION

06/20/14 <u>16</u>	FLINT CITY COUNCIL'S INCREASED RESPONSIBILITIES AND COMPENSATION

06/20/14 <u>14</u>	ADOPTION OF STRATEGIC PLAN FOR THE CITY OF FLINT

04/30/14 <u>12</u>	COMPLIANCE WITH PUBLICLY FUNDED HEALTH INSURANCE CONTRIBUTION ACT, ACT 152 OF 2011
04/01/14 <u>10</u>	COUNCIL MEETING AGENDA
03/21/14 <u>9.0</u>	MONTHLY CITY COUNCIL AND COMMITTEE MEETING SCHEDULE
03/06/14 <u>6.1</u>	REVISION TO CONFIRMATION OF CITY COUNCIL COMMITTEE APPOINTMENTS
03/05/14 <u>08</u>	COUNCIL MEETING PROTOCOL
02/25/14 <u>07</u>	AUTHORITY FOR THE PRESENTATION OF THE MAYOR'S ANNUAL STATE OF THE CITY ADDRESS
02/25/14 <u>06</u>	CONFIRMATION OF CITY COUNCIL COMMITTEE APPOINTMENTS
01/31/14 <u>05</u>	CITY COUNCIL AND CITY COUNCIL COMMITTEE MEETING SCHEDULE FOR FEBRUARY 2014
01/31/14 <u>04</u>	CONFIRMATION OF CITY COUNCIL COMMITTEE APPOINTMENTS
12/11/13 <u>003</u>	DIRECTIVES TO COUNCILMAN ERIC MAYS
12/11/13 <u>002</u>	CANCELLATION OF CITY COUNCIL MEETING
12/11/13 <u>002</u>	CANCELLATION OF CITY COUNCIL MEETING
11/01/13 <u>001</u>	CITY COUNCIL MEETING SCHEDULE FOR THE REMAINDER OF 2013
06/13/13 <u>004</u>	ADOPTION OF FISCAL YEAR 2014 BUDGET
06/06/13 <u>003</u>	SPECIAL ASSESSMENT DISTRICT FOR STREET LIGHTING

04/12/13 002 CITY COUNCIL'S RESPONSIBILITIES AND
PARTIAL RESTORATION OF COMPENSATION

03/28/13 001 MAYOR DAYNE WALLING'S RESPONSIBILITIES
AND PARTIAL RESTORATION OF COMPENSATION

03/27/13 011 WATER SERVICE PROCEDURES

03/15/13 010 GRANT APPLICATIONS

12/12/12 EFM009 INVALIDATING COUNCIL ACTION

10/11/12 EFM008 POVERTY EXEMPTION TO STREET LIGHTING -
SPECIAL ASSESSMENT

10/11/12 EFM007 CITY COUNCIL ADOPTION OF AMENDMENT TO
RENTAL INSPECTION ORDINANCE IS NULL AND
VOID

09/14/12 EFM006 OVERTIME

09/12/12 EFM005 CITY TREASURER AUTHORIZED TO CORRECT
ASSESSMENTS OR FEES IF PROPERTY OWNER
ENTITLED TO WAIVER

08/24/12 EFM004 ADVISORY COMMITTEE

08/24/12 EFM003 BUDGETARY OVERSIGHT & TERMINATION OF
LINE ITEM LEVEL

08/24/12 EFM002 PROCEDURE FOR SUBMISSION OF RESOLUTIONS
AND ORDINANCES

08/24/12 EFM001 PROCEDURES FOR PURCHASING

08/08/12 034 FLINT POLICE OFFICERS ASSOCIATION UNION
CONTRACT PROVISION MODIFICATION/
TERMINATION - TRANSFER TO THE MUNICIPAL
EMPLOYEES' RETIREMENT SYSTEM OF
MICHIGAN

08/08/12 <u>033</u>	CONSOLIDATION OF FLINT AREA ENTERPRISE COMMUNITY WITH ECONOMIC DEVELOPMENT CORPORATION AND ELIMINATION OF CITIZENS DISTRICT COUNCILS
06/27/12 <u>032</u>	ESTABLISHMENT OF SPECIAL ASSESSMENT DISTRICT FOR STREET LIGHTING
05/30/12 <u>031</u>	WATER AND SEWER RATE INCREASES
05/30/12 <u>030</u>	SPECIAL ASSESSMENT DISTRICT FOR STREET LIGHTING
05/30/12 <u>029</u>	APPLICATION TO STATE ADMINISTRATIVE BOARD FOR APPROVAL TO ISSUE NOT TO EXCEED \$9,300,000 IN FISCAL STABILIZATION BONDS
04/25/12 <u>028</u>	WASTE COLLECTION USER FEE
04/25/12 <u>027</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH AFSCME LOCAL 1799
04/25/12 <u>026</u>	AFSCME LOCAL 1600 ("LOCAL 1600") CONTRACT PROVISION MODIFICATION/TERMINATION
04/25/12 <u>025</u>	AFSCME LOCAL 1799 RETIREE INSURANCE RECIPIENTS
04/25/12 <u>024</u>	AFSCME LOCAL 1600 RETIREE INSURANCE RECIPIENTS
04/25/12 <u>023</u>	FLINT I.A.F.F. - FLINT FIREFIGHTERS UNION RETIREE INSURANCE RECIPIENTS
04/25/12 <u>022</u>	FLINT POLICE OFFICERS ASSOCIATION UNION RETIREE INSURANCE RECIPIENTS

04/25/12 <u>021</u>	P.O.L.C. - FLINT POLICE CAPTAINS AND LIEUTENANTS UNION RETIREE INSURANCE RECIPIENTS
04/25/12 <u>020</u>	P.O.L.C. - FLINT POLICE SERGEANTS UNION RETIREE INSURANCE RECIPIENTS
04/25/12 <u>019</u>	NON-UNION ACTIVES AND RETIREE INSURANCE RECIPIENTS
04/25/12 <u>018</u>	FLINT POLICE OFFICERS ASSOCIATION CONTRACT PROVISION MODIFICATION/TERMINATION
04/25/12 <u>017</u>	ADOPTION OF FISCAL YEAR 2013 BUDGET
04/24/12 <u>016</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH FLINT I.A.F.F. - FLINT FIREFIGHTERS UNION
04/24/12 <u>015</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH P.O.L.C. - FLINT POLICE CAPTAINS AND LIEUTENANTS UNION
04/24/12 <u>014</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH P.O.L.C. - FLINT POLICE SERGEANTS UNION
04/13/12 <u>013</u>	Modification of Section 10 of the settlement agreement and release of all claims dated OCTOBER 2, 2002, between the City of Flint and plaintiffs RICHARD DICKS, LEON NOVACK, SHIRLEY NOVACK, THE UNITED RETIREMENT GOVERNMENTAL EMPLOYEES (URGE), AND SANDRA YURK relating to prescription drug coverage for all retiree groups of the City of Flint
01/11/12 <u>012</u>	Monthly Meetings with Flint City Council

01/11/12 <u>011</u>	Procedure for Submission of Matters Involving a Recommendation by the Planning Commission
12/20/11 <u>010</u>	Council's Responsibilities & Compensation
12/20/11 <u>009</u>	Mayor's Responsibilities & Compensation
12/19/11 <u>008</u>	Advisory Committee
12/13/11 <u>007</u>	Budgetary Oversight & Termination of Line Item Level
12/08/11 <u>006</u>	Elimination of Civil Service Commission
12/08/11 <u>005</u>	Elimination of Office of Ombudsman
12/08/11 <u>004</u>	Procedures for Resolutions and Ordinances
12/08/11 <u>003</u>	Procedures for Purchasing
12/02/11 <u>002</u>	Elimination of Salaries for Mayor & Council
12/01/11 <u>001</u>	Termination of Appointments

Attachment 6. FY 14/15 and FY 15/16 Biennial 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
Department of Finance
Gerald Ambrose, Finance Director
Antonio Brown, Deputy Finance Director

Contents

1. City of Flint 5-Year Financial Plan
 - a. Preface
 - b. Background
 - c. Overview
 - d. Highlights
 - e. Addendum for City Council and Mayor Recommendations
2. City Council Adopted Vision and Mission Goals

3. City Council Approved Budget Priorities
4. Organization Chart
5. FY15 and FY16 Budgets and 3-Year Forecast
6. FY15 and FY16 General Fund Budget
7. City of Flint Staffing Projection
8. Projected 5-Year Facilities Improvements

9. Deficit Elimination/Reserve Accumulation Projections
10. Five Year Outlook – Pension and Retiree Healthcare Costs
11. Projected Taxpayer Impact

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 unchanged
- 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 is 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.

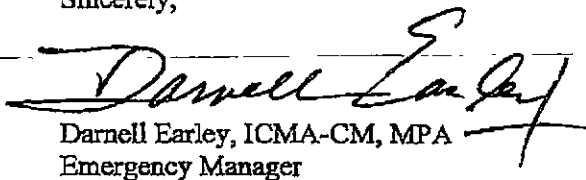
You should also be aware that effective July 1, 2014, the day-to-day operations of the departments of Planning and Development, and Public Works will be shifted to Mayor Dayne Walling. The Mayor is currently putting together a plan for the allocation of resources within those departments. Similarly,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

City of Flint • 1101 S. Saginaw Street • Flint, Michigan 48502
www.cityofflint.com • (810) 766-7346 • Fax: (810) 766-7218

Mr. Scott Kincaid, President
Members of the Flint City Council
June 3, 2014
Page 2

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

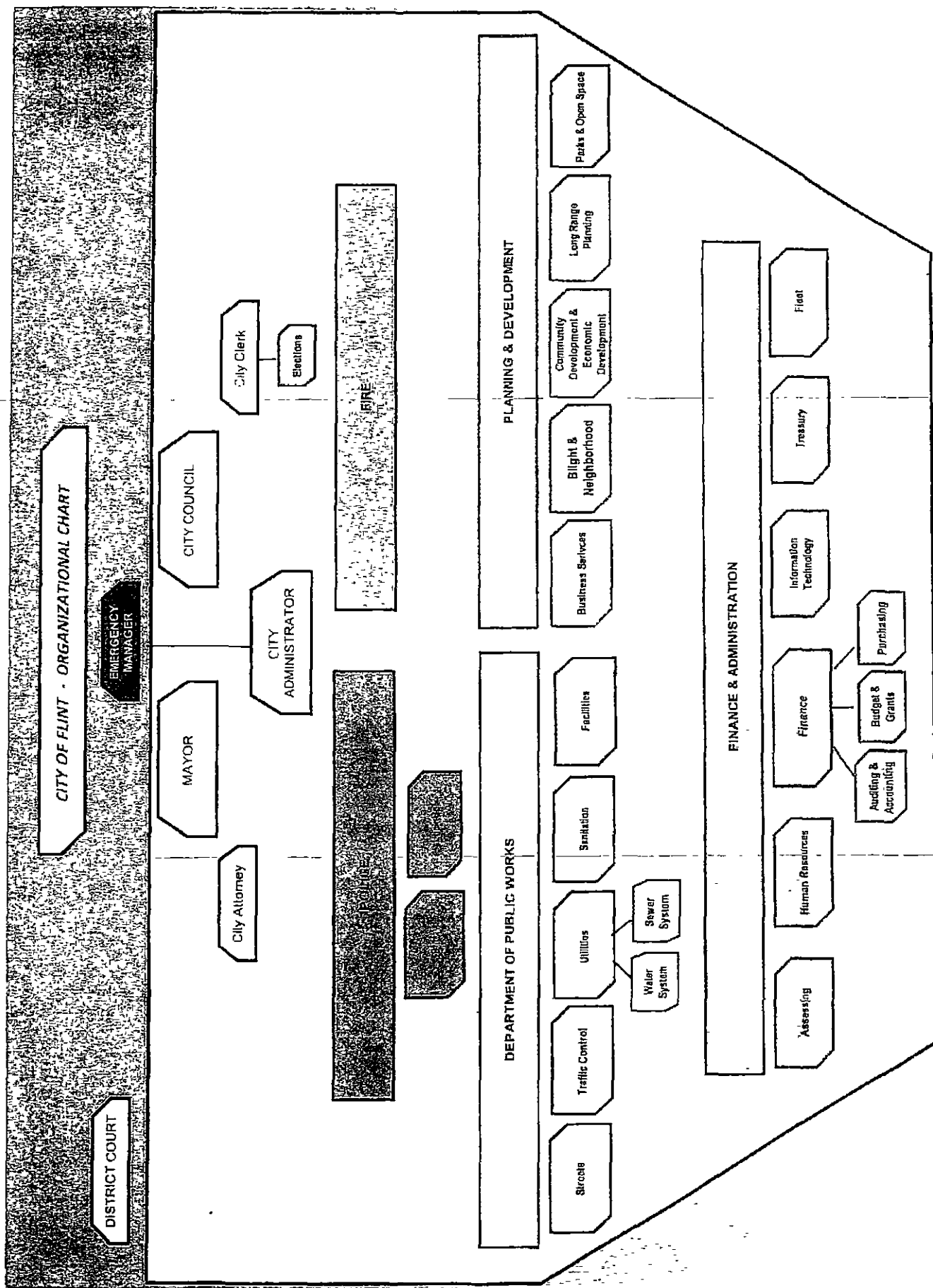
Operate in an open and financially sustainable manner, including improving citizen access, focusing on measurable results, improving the City's financial position, and eliminating accumulated deficits

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.

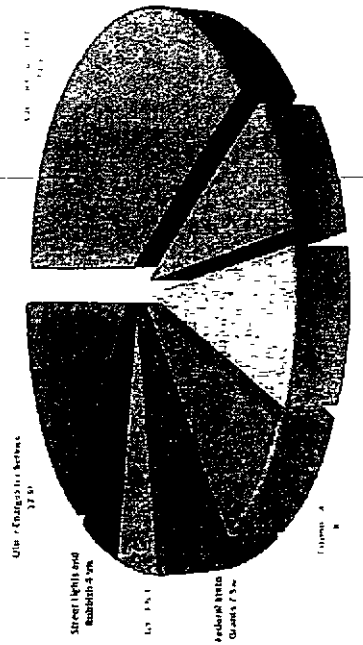
Additionally, the Mayor and Council request that the two-year budget to be developed address the following specific priorities:

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

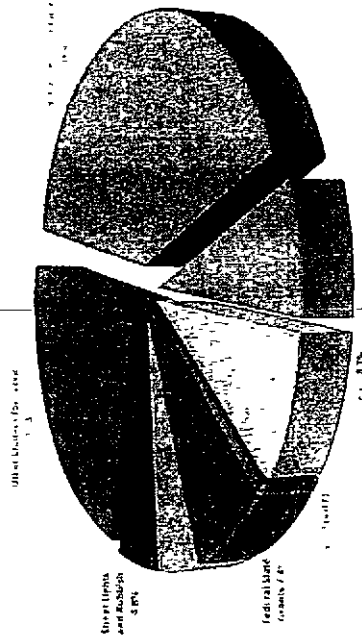


REVENUE - ALL FUNDS

FY15 \$165,609,588

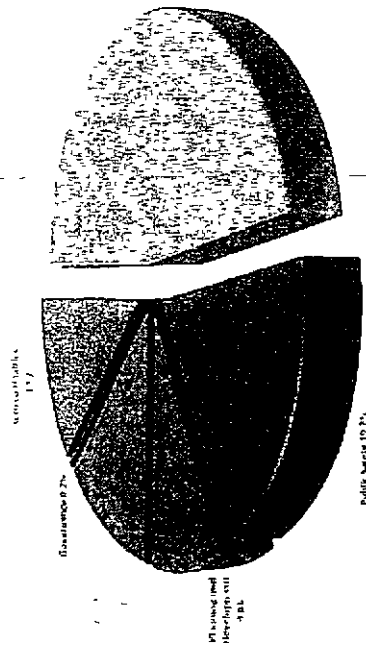


FY16 \$169,482,080

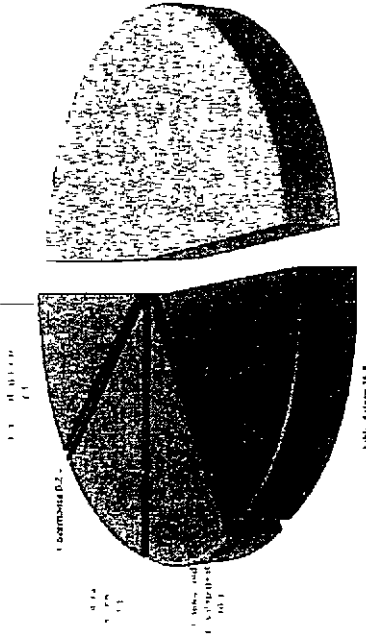


EXPENSES - ALL FUNDS

FY15 \$162,186,042



FY16 \$166,592,999



CITY OF ELINT - FIVE YEAR OUTLOOK
All Funds Summary

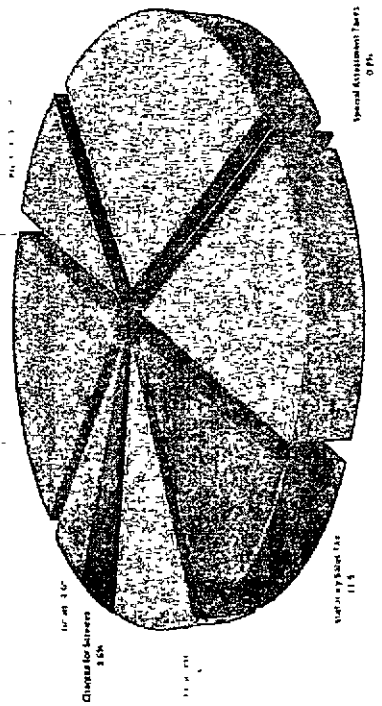
	Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
General Fund						
101						
Revenues*	\$53,558,121	\$55,097,880	\$56,308,236	\$56,816,010	\$56,986,455	\$57,498,324
Expenses	\$53,558,121	\$55,097,880	\$56,308,236	\$56,816,874	\$56,920,188	\$57,444,033
Cumulative Gap	\$0	\$0	\$0	(\$1,801,864)	(\$5,838,574)	(\$11,882,282)
Annual Gap	\$0	\$0	\$0	(\$1,801,864)	(\$4,034,710)	(\$6,145,708)
*Includes \$1 million for deficit elimination						
Major Streets						
202						
Revenues	\$6,338,408	\$7,022,888	\$7,306,888	\$7,511,285	\$7,721,570	\$7,948,488
Expenses	\$6,331,408	\$7,022,888	\$7,308,888	\$7,517,019	\$7,842,210	\$8,124,630
Cumulative Gap	\$4,000	\$0	\$0	(\$65,734)	(\$188,400)	(\$355,435)
Annual Gap	\$0	\$0	\$0	(\$65,734)	(\$120,840)	(\$178,834)
Local Streets						
203						
Revenues	\$2,801,090	\$2,884,458	\$2,783,112	\$2,841,557	\$2,904,072	\$2,987,861
Expenses	\$2,801,090	\$2,884,458	\$2,783,112	\$2,880,521	\$2,872,688	\$3,087,624
Cumulative Gap	\$0	\$0	\$0	(\$38,964)	(\$107,580)	(\$207,452)
Annual Gap	\$0	\$0	\$0	(\$38,964)	(\$68,826)	(\$99,883)
Police and Fire Millage						
205						
Revenues	\$1,845,827	\$8,258,580	\$7,248,000	\$4,484,540	\$4,802,941	\$4,671,885
Expenses	\$1,845,827	\$8,258,580	\$7,248,000	\$7,538,985	\$7,846,057	\$8,189,928
Cumulative Gap	\$0	\$0	\$0	(\$3,054,445)	(\$3,319,337)	(\$3,817,379)
Annual Gap	\$0	\$0	\$0	(\$3,054,445)	(\$3,245,117)	(\$3,497,843)
Neighborhood Police Millage						
207						
Revenues	\$1,650,180	\$1,405,180	\$1,418,300	\$1,448,588	\$1,481,513	\$1,513,885
Expenses	\$1,650,180	\$1,378,104	\$1,408,680	\$1,485,008	\$1,525,072	\$1,567,600
Cumulative Gap	\$0	\$27,076	\$9,620	(\$36,420)	(\$43,569)	(\$53,714)
Annual Gap	\$0	\$0	\$0	(\$36,420)	(\$43,569)	(\$53,714)
Parks Millage						
208						
Revenues	\$373,064	\$440,140	\$344,370	\$351,257	\$382,146	\$367,578
Expenses	\$373,064	\$440,140	\$344,343	\$358,117	\$372,800	\$388,084
Cumulative Gap	\$0	\$0	\$27	(\$6,860)	(\$17,653)	(\$38,016)
Annual Gap	\$0	\$0	\$0	(\$6,860)	(\$10,853)	(\$20,808)
Lighting Special Assessment						
210						
Revenues	\$2,882,880	\$2,884,870	\$2,884,300	\$2,861,485	\$2,433,411	\$2,311,740
Expenses	\$2,882,880	\$2,884,870	\$2,888,300	\$2,898,300	\$2,698,300	\$2,698,300
Cumulative Gap	\$0	\$0	\$0	(\$34,815)	(\$397,704)	(\$782,284)
Annual Gap	\$0	\$0	\$0	(\$34,815)	(\$262,869)	(\$384,860)

		Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY18
Waste Collection	226						
Revenues		\$5,132,480	\$5,388,283	\$5,450,723	\$5,178,187	\$4,918,278	\$4,873,314
Expenses		\$6,132,480	\$5,386,293	\$5,450,723	\$5,659,737	\$5,970,932	\$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	285						
Revenues		\$436,042	\$438,083	\$438,083	\$452,235	\$465,802	\$478,776
Expenses		\$436,042	\$425,083	\$433,389	\$446,401	\$458,783	\$473,887
Cumulative Gap		\$0	\$14,000	\$5,694	\$5,834	\$11,843	\$18,032
Annual Gap		\$0	\$0	\$0	\$5,834	\$5,009	\$8,189
HUD Grant 2014	274						
Revenues		\$11,767,728	\$5,035,900	\$5,035,900	\$5,186,977	\$5,342,686	\$5,502,884
Expenses		\$11,767,728	\$5,036,900	\$5,036,900	\$5,186,977	\$5,342,686	\$5,502,884
Cumulative Gap		\$0	\$0	\$0	\$0	\$0	\$0
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0
Other Grants	296						
Revenues		\$7,483,989	\$4,864,976	\$4,864,976	\$5,010,926	\$5,161,253	\$5,316,081
Expenses		\$7,477,931	\$4,864,976	\$4,864,976	\$5,010,926	\$5,161,253	\$5,316,081
Cumulative Gap		\$5,768	\$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	\$3,018,032	\$3,081,273
Expenses*		\$2,150,000	\$2,850,957	\$2,887,987	\$2,982,708	\$3,102,015	\$3,228,085
Cumulative Gap		\$0	\$0	\$0	(\$57,360)	(\$143,342)	(\$308,184)
Annual Gap		\$0	\$0	\$0	(\$57,360)	(\$85,883)	(\$164,822)
* Includes \$100,000 for deficit elimination							
Building Safety Fund	542						
Revenues		\$2,548,468	\$2,385,528	\$2,484,700	\$2,484,700	\$2,484,700	\$2,484,700
Expenses		\$2,548,468	\$2,385,528	\$2,484,700	\$2,584,088	\$2,687,462	\$2,784,880
Cumulative Gap		\$0	\$0	\$0	(\$98,388)	(\$302,140)	(\$812,389)
Annual Gap		\$0	\$0	\$0	(\$98,388)	(\$202,752)	(\$310,280)
TOTAL General City							
Revenues		\$103,288,162	\$99,585,594	\$99,249,335	\$97,230,141	\$97,890,758	\$98,794,887
Expenses		\$103,278,404	\$99,555,618	\$99,234,004	\$102,903,628	\$105,701,333	\$110,776,135
Cumulative Gap		\$9,758	\$41,076	\$15,331	(\$5,673,486)	(\$14,484,081)	(\$28,485,209)
Annual Gap		\$0	\$0	\$0	(\$5,673,486)	(\$8,810,575)	(\$11,981,148)

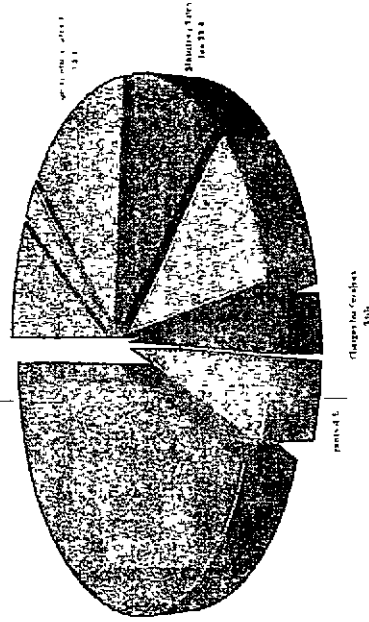
Sewer Fund	580	Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
		\$31,929,259	\$28,128,884	\$32,346,745	\$32,346,745	\$82,346,745	\$32,346,745
Revenues		\$31,929,259	\$28,128,884	\$32,346,745	\$32,346,745	\$38,146,143	\$37,216,957
Expenses		\$0	\$0	\$0	(\$2,202,354)	(\$8,034,752)	(\$10,834,984)
Cumulative Gap		\$0	\$0	\$0	(\$2,202,354)	(\$3,802,398)	(\$4,870,212)
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0
Water Fund	591	\$47,886,872	\$37,886,000	\$37,886,000	\$37,500,000	\$37,500,000	\$37,500,000
Revenues		\$47,886,872	\$37,886,000	\$37,886,000	\$38,841,189	\$40,741,906	\$41,943,726
Expenses		\$0	\$34,803,530	\$35,012,250	(\$1,341,189)	(\$4,683,085)	(\$9,078,820)
Cumulative Gap		\$0	\$3,382,470	\$2,873,750	(\$1,341,189)	(\$3,241,906)	(\$4,443,726)
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0
Water and Sewer	580 & 591	\$79,826,141	\$66,012,884	\$70,232,745	\$69,846,745	\$69,846,745	\$69,846,745
Revenues		\$79,826,141	\$66,012,884	\$70,232,745	\$69,846,745	\$76,881,048	\$79,180,682
Expenses		\$0	\$62,630,424	\$67,358,986	\$73,450,288	(\$10,847,847)	(\$19,981,784)
Cumulative Gap		\$0	\$3,382,470	\$2,873,750	(\$3,603,543)	(\$7,044,304)	(\$9,313,937)
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0
TOTAL CITY		\$183,114,303	\$166,609,588	\$169,482,080	\$167,076,886	\$187,737,503	\$188,641,732
Revenues		\$183,114,303	\$166,609,588	\$169,482,080	\$167,076,886	\$187,737,503	\$188,641,732
Expenses		\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Gap		\$0	\$0	\$0	\$0	\$0	\$0
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0

REVENUE - GENERAL FUND

FY15 \$55,097,880

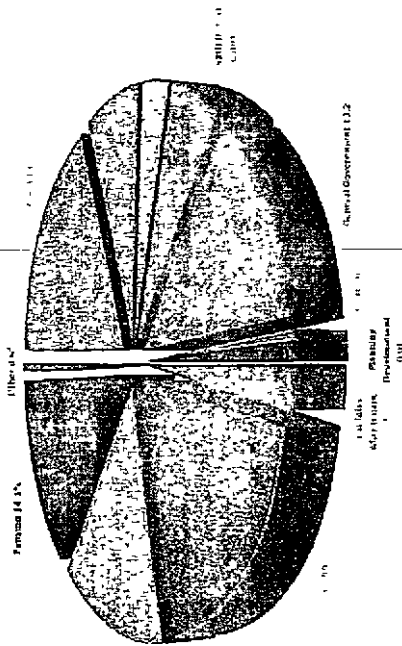


FY16 \$56,308,239

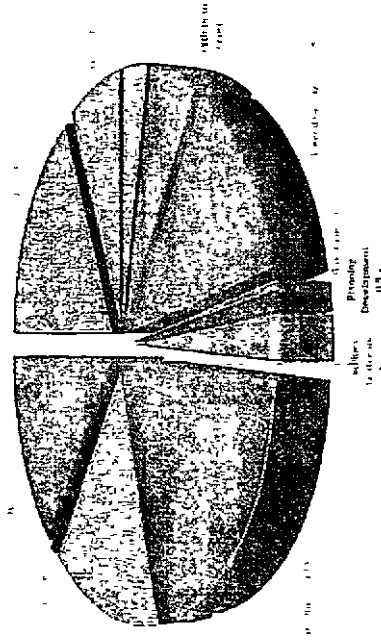


EXPENSES - GENERAL FUND

FY15 \$55,097,880



FY16 \$56,308,239



**CITY OF FLINT PROPOSED 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	1,967,000
Charges for service rendered	9,942,485	11,161,416	11,582,811
Interest and dividend income	850,000	919,000	1,118,325
Other revenues	898,946	601,011	805,360
Transfers in	4,077,998	3,777,998	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 - Function Legislative	373,220	356,505	341,080
Function: General government			
District Court	5,194,307	4,099,999	4,167,078
Office Of Mayor	228,813	215,426	218,278
City Administrator	396,646	352,812	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	163,145	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
City Clk Elec Div. - Election Workers	138,654	179,591	179,527
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	263,063	267,313
Total Treasury Department	3,062,786	3,455,106	3,508,767
Assessment	1,084,221	1,180,515	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	55,415
Total Human Relations and Personnel	648,404	679,909	686,385
Police - Fleet	990,000	990,000	1,000,000
Police Reduction		(2,608,823)	(2,835,863)
Pol Admin Bureau - Admin	5,023,126	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, & Tral	135,359	129,847	130,692
Pol Tech Serv - City Impound	437,323	438,575	439,969
Pol Invest Ovrhd - Criminal Invest Overh	2,469,997	2,369,062	2,398,335
Pol Invest Ovrhd - Police School Liason	764,011	751,475	760,749
Pol Invest Ovrhd - Special Operations	707,250	738,802	749,143
Patrol Bureau - Administration	5,502,823	4,263,373	4,326,180
Patrol Bureau-School Crossing Guards	267,854	265,712	285,712
Total Police Department	21,930,338	12,569,434	12,504,897
Public Safety 911 - Administration	3,745,525	2,604,021	2,540,188
Office Of Fire Chief	753,547	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 Chi	3,349,960	496,649	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	316,903	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	285,418
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	36,666,940
Cost Allocation and Retiree Healthcare		17,911,941	18,986,658
Transfer out to Fund 208		89,140	
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	186	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				
Rep/Rep Chiller in city Hall - only 1.5 of 4 emprs 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				
Mallion 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 - Alherton 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 Lighis, 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 Laaks 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, Poi, 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							
GF CONTRIBUTION	(\$12,895,642)	(\$11,095,642)	(\$9,295,642)	(\$7,495,642)	(\$5,695,642)	(\$3,895,642)	(\$2,095,642)
CIP CONTRIBUTION	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
REMAINING DEFICIT	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
	(\$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							
RESERVE							
GF CONTRIBUTION	(\$295,642)	\$1,504,358	\$3,304,358	\$5,104,358	\$6,904,358	\$8,704,358	\$10,504,358
CIP CONTRIBUTION	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
ACCUMULATED RESERVE	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
	\$1,504,358	\$3,304,358	\$6,604,358	\$10,904,358	\$17,804,358	\$26,704,358	\$38,204,358
GENERAL FUND REVENUE	\$59,793,347	\$60,989,213	\$62,208,998	\$63,453,178	\$64,722,241	\$66,000,000	\$67,277,778

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	\$9,034,324	\$10,187,701	\$10,777,763	\$11,424,429	\$12,109,895	\$12,838,488
Pension Expense	\$9,401,335	\$7,981,872	\$8,439,853	\$8,948,244	\$9,483,018	\$10,052,000
Other Expenses	\$37,122,462	\$38,948,508	\$37,090,823	\$38,245,204	\$39,427,255	\$40,755,548
Total Expenses	\$53,558,121	\$55,097,881	\$56,308,239	\$58,616,877	\$61,020,169	\$63,844,036
Retiree Healthcare as % of Total Expenses	18%	13%	15%	19%	20%	20%
Pension as % of Total Expenses	18%	14%	15%	15%	16%	16%
Healthcare & Pension Costs as % of Total	31%	33%	34%	35%	35%	38%
202						
Retiree Healthcare	\$588,185	\$1,056,160	\$1,119,851	\$1,188,724	\$1,257,828	\$1,333,403
Pension	\$985,832	\$951,416	\$988,663	\$932,357	\$970,298	\$710,916
Other expenses	\$5,187,419	\$5,418,283	\$5,490,554	\$5,697,599	\$5,763,353	\$5,981,277
Total	\$6,761,436	\$7,425,859	\$7,609,068	\$7,818,680	\$8,091,479	\$8,025,596
Healthcare & Pension %	18%	23%	21%	22%	22%	23%
203						
Retiree Healthcare	\$588,761	\$200,424	\$212,873	\$225,549	\$239,184	\$253,535
Pension	\$331,106	\$130,318	\$134,859	\$176,257	\$368,432	\$422,762
Other expenses	\$1,881,223	\$2,163,319	\$2,216,240	\$2,276,819	\$2,354,632	\$2,381,627
Total	\$2,801,090	\$2,694,056	\$2,763,972	\$2,868,621	\$2,972,695	\$3,067,924
Healthcare & Pension %	28%	20%	10%	21%	21%	23%
205						
Retiree Healthcare	\$0	\$1,337,828	\$1,418,098	\$1,803,184	\$1,853,375	\$1,868,977
Pension	\$448,824	\$2,653,093	\$2,748,819	\$2,913,500	\$3,088,418	\$3,213,721
Other expenses	\$1,397,303	\$1,327,839	\$3,082,223	\$3,172,176	\$3,189,267	\$3,207,130
Total	\$1,846,127	\$4,318,760	\$7,249,140	\$7,893,860	\$8,130,860	\$8,289,828
Healthcare & Pension %	24%	42%	57%	59%	60%	61%
207						
Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
Pension	\$378,934	\$300,795	\$318,844	\$337,876	\$358,253	\$376,748
Other expenses	\$1,170,249	\$1,077,308	\$915,030	\$945,254	\$977,588	\$1,010,883
Total	\$1,550,180	\$1,378,104	\$1,233,874	\$1,283,229	\$1,335,841	\$1,380,611
Healthcare & Pension %	25%	22%	28%	26%	27%	27%
208						
Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
Pension	\$5,651	\$20,663	\$20,663	\$21,503	\$23,217	\$24,610
Other expenses	\$387,673	\$419,477	\$320,760	\$333,177	\$356,421	\$380,183
Total	\$393,324	\$440,140	\$341,423	\$354,680	\$379,638	\$404,793
Healthcare & Pension %	1%	6%	5%	6%	6%	6%
219						
Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
Pension	\$0	\$8,028	\$8,390	\$8,773	\$7,180	\$7,611
Other expenses	\$2,882,910	\$2,883,841	\$2,889,810	\$2,889,837	\$2,889,120	\$2,889,889
Total	\$2,882,910	\$2,891,869	\$2,898,200	\$2,898,300	\$2,896,300	\$2,899,499
Healthcare & Pension %	0%	0%	0%	0%	0%	0%

		Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
Waste Collection	226						
Drug Forfeiture	265						
HUD Grant 2014	274						
Other Grants	286						
Federal Stimulus Grant	207						
Public Improvement Fund	402						
Building Safety Fund	542						
Internal Service Funds							
TOTAL General City							

Sewer Fund		Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
590	Retiree Healthcare						
	Pension	\$2,329,863	\$2,447,666	\$2,594,420	\$2,760,085	\$2,913,090	\$3,089,888
	Other expenses	\$2,176,100	\$2,040,716	\$2,183,189	\$2,292,848	\$2,430,926	\$2,578,367
	Total	\$27,420,168	\$23,768,284	\$27,598,169	\$29,556,065	\$30,903,627	\$31,650,804
	Healthcare & Pension %	\$31,020,269	\$30,288,845	\$32,346,745	\$34,808,069	\$36,148,143	\$37,216,857
		14%	16%	18%	15%	15%	15%
581	Retiree Healthcare						
	Pension	\$1,660,062	\$2,983,588	\$3,141,403	\$3,328,887	\$3,529,880	\$3,741,461
	Other expenses	\$1,815,687	\$1,803,098	\$1,811,284	\$2,026,981	\$2,147,619	\$2,276,370
	Total	\$44,401,123	\$20,738,865	\$28,989,653	\$33,485,343	\$35,083,707	\$35,826,894
	Healthcare & Pension %	\$47,658,812	\$34,503,530	\$38,012,250	\$38,841,188	\$40,741,908	\$41,943,728
		7%	14%	14%	14%	14%	14%
Water and Sewer	590 & 581						
	Retiree Healthcare						
	Pension	\$4,010,048	\$5,411,194	\$5,735,823	\$6,079,972	\$6,444,771	\$6,831,457
	Other expenses	\$3,984,787	\$3,843,813	\$4,074,443	\$4,318,910	\$4,578,044	\$4,852,727
	Total	\$71,821,308	\$83,305,108	\$97,548,728	\$93,081,408	\$96,838,284	\$97,476,498
	Retiree Healthcare as % of Total Expenses	\$79,826,141	\$84,760,076	\$87,388,996	\$73,450,288	\$76,881,049	\$78,180,882
	Healthcare & Pension %	5%	8%	9%	8%	8%	8%
		10%	14%	13%	14%	14%	15%
TOTAL CITY	Retiree Healthcare						
	Pension	\$14,515,639	\$19,700,950	\$20,839,661	\$22,088,771	\$23,412,828	\$24,816,329
	Other expenses	\$16,435,190	\$16,867,590	\$17,820,169	\$18,889,378	\$20,022,741	\$21,234,105
	Total	\$189,110,288	\$143,480,727	\$148,468,078	\$154,807,280	\$160,110,180	\$164,688,755
	Retiree Healthcare %	\$188,128,454	\$181,134,286	\$185,213,926	\$186,735,549	\$204,764,876	\$211,831,264
	Pension %	7%	11%	11%	11%	11%	12%
	Healthcare & Pension %	8%	9%	10%	10%	10%	10%
		18%	20%	21%	21%	21%	22%

PROJECTED TAXPAYER IMPACT

\$41,000 House, \$40,000 Income

	FY14	FY15	FY16
	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>
<u>Values</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>
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
<u>Payments</u>			
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	FY15	FY16
	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>
<u>Values</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>
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
<u>Payments</u>			
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%

Widigan, Robert (TREASURY)

From: Byrne, Randall (Treasury)
Sent: Thursday, October 09, 2014 6:37 AM
To: Widigan, Robert (TREASURY)
Cc: Porubsky, Carmen (TREASURY)
Subject: FW: City of Flint Three Month Report
Attachments: Flint October Report to State 100814.zip

Robert:

Please review.

Randy,

From: Maxine Murray [mailto:mmurray@cityofflint.com]
Sent: Wednesday, October 08, 2014 4:36 PM
To: Clinton, Kevin (TREASURY); SenRRichardville@senate.michigan.gov; JaseBolger@house.mi.gov; Jim Ananich; Woodrow Stanley; Phil Phelps; Inez Brown; Workman, Wayne (TREASURY); Koryzno, Edward (Treasury); Byrne, Randall (Treasury)
Cc: Darnell Earley; Elizabeth Murphy
Subject: City of Flint Three Month Report

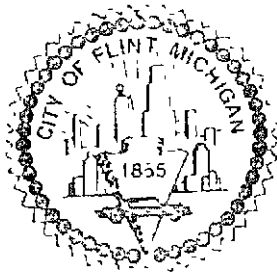
Good afternoon:

Attached is the October Report to the Governor as required by P.A. 436, Section 17.

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
OFFICE OF THE EMERGENCY MANAGER



Darnell Earley, ICMA-CM MPA
Emergency Manager

October 8, 2014

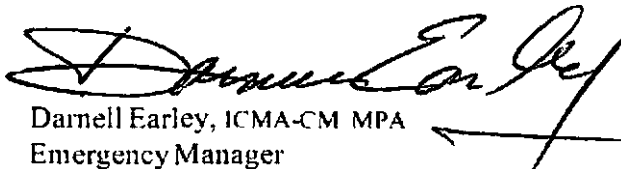
Mr. R. Kevin Clinton, State Treasurer
Michigan Department of Treasury
4th Floor Treasury Building
430 West Allegan Street
Lansing, MI 48922

Dear Mr. Clinton:

Attached please find the three month report for the period July 8, 2014 through October 8, 2014 as required by Public Act 436, Section 17. This report is being submitted through you to Governor Rick Snyder.

The entire report will be posted on the City of Flint website www.cityofflint.com as soon as it is approved.

Respectfully submitted,


Darnell Earley, ICMA-CM MPA
Emergency Manager

cc:
Governor Rick Snyder
Randy Richardville, Senate Majority Leader
James Bolger, Speaker of the House of Representatives
James Ananich, State Senator
Woodrow Stanley, State Representative
Phil Phelps, State Representative
Inez Brown, Clerk of the City of Flint
Wayne Workman, Deputy Treasurer
Edward Koryzno, Bureau Director of Local Government Services
Randall Byrne, Office of Fiscal Responsibility

**Public Act 436, Section 17: Three Month
Report
October 8, 2014**

Introduction

This Three Month Report of the status of the Financial and Operating Plan for the City of Flint is submitted to the Governor Rick Snyder, the Senate Majority Leader, the Speaker of the House of Representatives, and Clerk of the City of Flint through the Department of Treasury for the State of Michigan, in accordance with Public Act 436, Section 17 which requires this report beginning six months after the appointment of the Emergency Manager.

Included are the items detailed below from P.A. 436, Section 17:

- (a) A description of each expenditure made, approved, or disapproved during the reporting period that has a cumulative value of \$5000 or more and the source of the funds.
- (b) A list of each contract that the emergency manager awarded or approved with a cumulative value of \$5000 or more, the purpose of the contract, and the identity of the contractor.
- (c) A description of each loan sought, approved, or disapproved during the reporting period that has a cumulative value of \$5000 or more and the proposed use of the funds.
- (d) A description of any new position created or any vacancy in a position filled by the appointing authority.
- (e) A description of any position that has been eliminated or from which an employee has been laid off.
- (f) A copy of the contract with the emergency manager as provided in section 9(3)(e).
- (g) The salary and benefits of the emergency manager.
- (h) The financial and operating plan as required under section 11. Update #7 to the Financial and Operating Plan for the City of Flint.

Section Separator

- (a) A description of each expenditure made, approved, or disapproved during the reporting period that has a cumulative value of \$5000 or more and the source of the funds.**

INVOICE GL DISTRIBUTION REPORT FOR CITY OF FLINT
POST DATES 06/28/2014 - 09/30/2014
BOTH JOURNALIZED AND UNJOURNALIZED
BOTH OPEN AND PAID

GL Number	Grant	IntRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount Cr
Fund 101 General Fund							
Dept 000.000 Balance Sheet Activity							
101-000.000-275.000							
101-000.000-275.000		D 266705	DORT COURT PLAZA		41-16-101-018	07/24/14	6,289.71 1
101-000.000-275.000		D 267737	SBA 2012 TC ASSETS,		41-04-302-016	08/14/14	7,094.31 1
101-000.000-275.000		D 269896	GSA PROPERTY		21-00-663-001	09/25/14	13,632.02 1
Total For Dept 000.000 Balance Sheet							27,016.04
Dept 101.100 City Council							
101-101.100-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	4.54
101-101.100-801.000		F 267862	YEO & YEO PC	FY14 AUDIT SERVICES	341513	08/29/14	9,400.00
101-101.100-801.000		F 268956	YEO & YEO PC	FY14 AUDIT SERVICES	342687	09/12/14	11,500.00
101-101.100-823.000		P 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
101-101.100-823.000		P 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	459.95
101-101.100-823.000		P 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
Total For Dept 101.100 City Council							21,731.07
Dept 136.100 District Court							
101-136.100-729.000		P 270322	PITNEY BOWES	POSTAGE FOR 68TH DC	15082373		10,000.00
101-136.100-814.000		E 267448	STATE OF MICHIGAN	AT	1530-02	08/07/14	7,902.33 1
101-136.100-850.000		C 266428	AT & T SBS	14	8102303151595	07/17/14	167.43 1
101-136.100-940.000		R 267762	GENESEE COUNTY		APRIL 2015		59,508.00
101-136.100-940.000		R 267763	GENESEE COUNTY		MAY 2015		59,508.00
101-136.100-940.000		R 267764	GENESEE COUNTY		JUNE 2015		59,508.00
101-136.100-940.000		R 267757	GENESEE COUNTY		NOVEMBER 2014		59,508.00
101-136.100-940.000		R 267758	GENESEE COUNTY		DECEMBER 2014		59,508.00
101-136.100-940.000		R 267759	GENESEE COUNTY		JANUARY 2015		59,508.00
101-136.100-940.000		R 267760	GENESEE COUNTY		FEBRUARY 2015		59,508.00
101-136.100-940.000		R 267761	GENESEE COUNTY		MARCH 2015		59,508.00
101-136.100-940.000		R 267753	GENESEE COUNTY		JULY 2014	08/22/14	59,508.00
101-136.100-940.000		R 267754	GENESEE COUNTY		AUGUST 2014	08/22/14	59,508.00
101-136.100-940.000		R 267755	GENESEE COUNTY		SEPTEMBER 2014	08/29/14	59,508.00
101-136.100-940.000		R 267756	GENESEE COUNTY		OCTOBER 2014	09/26/14	59,508.00
101-136.100-940.000		R 267863	GENESEE COUNTY		08122014	08/22/14	21,106.00
Total For Dept 136.100 District Court							753,271.76
Dept 171.100 Office of Mayor							
101-171.100-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	14.62
101-171.100-823.000		P 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	91.64
101-171.100-823.000		P 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	406.49
101-171.100-823.000		P 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	91.64
101-171.100-850.000		C 266428	AT & T SBS	14	8102303151595	07/17/14	26.74 1

INVOICE GL DISTRIBUTION REPORT FOR CITY OF FLINT
POST DATES 06/28/2014 - 09/30/2014
BOTH JOURNALIZED AND UNJOURNALIZED
BOTH OPEN AND PAID

GL Number	Grant	InvRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount Ct
Fund 101 General Fund							
Dept 171.100 Office Of Mayor							
101-171.100-880.000		C 267905	BRENNAN ELM PARK		07022014	08/29/14	20,000.00
101-171.100-880.000		C 267904	UNITED SENIOR		07022014	08/29/14	20,000.00
				Total For Dept 171.100 Office Of Mayor			40,631.13
Dept 172.100 City Administrator							
101-172.100-801.000		P 266248	MANUFACTURIN	14	0114402	07/18/14	10,000.00
101-172.100-823.000		P 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	91.65
101-172.100-823.000		P 267376	XEROX CORP		XEROX COPY MACHINES ACCT 800634579	08/08/14	406.50
101-172.100-823.000		P 269264	XEROX CORP		XEROX COPY MACHINES ACCT 800635894	09/26/14	91.65
				Total For Dept 172.100 City Administ			10,589.80
Dept 191.100 Finance -Admin/Accounting/Payroll							
101-191.100-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	91.73
101-191.100-823.000		X 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	181.16
101-191.100-823.000		X 267376	XEROX CORP		XEROX COPY MACHINES ACCT 800634579	08/08/14	181.16
101-191.100-823.000		X 269264	XEROX CORP		XEROX COPY MACHINES ACCT 800635894	09/26/14	181.16
				Total For Dept 191.100 Finance -Admin			635.21
Dept 191.201 Finance Purchasing							
101-191.201-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	54.41
101-191.201-823.000		P 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	183.29
101-191.201-823.000		P 267376	XEROX CORP		XEROX COPY MACHINES ACCT 800634579	08/08/14	353.10
101-191.201-823.000		P 269264	XEROX CORP		XEROX COPY MACHINES ACCT 800635894	09/26/14	183.29
				Total For Dept 191.201 Finance Purch			774.09
Dept 215.200 City Clerk-License And Permits							
101-215.200-452.000		C 268979	FLINT BOARD OF		TAX YR 14	09/12/14	10,548.82
101-215.200-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	33.77
101-215.200-823.000		V 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	113.61
101-215.200-823.000		V 267376	XEROX CORP		XEROX COPY MACHINES ACCT 800634579	08/08/14	113.61
101-215.200-823.000		V 269264	XEROX CORP		XEROX COPY MACHINES ACCT 800635894	09/26/14	113.61
				Total For Dept 215.200 City Clerk-Li			10,923.42
Dept 233.100 Purchasing							
101-233.100-823.000		V 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	113.61
101-233.100-823.000		Y 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	48.56
101-233.100-823.000		V 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	113.61
101-233.100-823.000		L 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	74.35
101-233.100-823.000		L 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	74.35
101-233.100-823.000		L 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	74.35
101-233.100-823.000		Y 266046	XEROX CORP	14	XEROX COPY MACHINES 800631981	07/25/14	48.56

GL Number	Grant	IntRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount Ct
Fund 101 General Fund							
Dept 233.100 Purchasing							
101-233.100-823.000							
101-233.100-823.000		Y 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	48.56
101-233.100-823.000		Y 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	48.56
101-233.100-823.000		V 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
101-233.100-823.000		Y 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
101-233.100-823.000		Y 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
101-233.100-823.000		Y 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
101-233.100-823.000		Y 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
101-233.100-823.000		Y 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
101-233.100-823.000		V 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
101-233.100-823.000		V 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
101-233.100-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
101-233.100-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
101-233.100-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
101-233.100-823.000		V 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
101-233.100-823.000		Y 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
101-233.100-823.000		Y 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
101-233.100-823.000		Y 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
101-233.100-823.000		Y 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
101-233.100-823.000		V 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
101-233.100-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
101-233.100-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
101-233.100-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
Total For Dept 233.100 Purchasing							1,933.53
Dept 253.200 Customer Services-Treasury Operations							
101-253.200-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	150.69
101-253.200-823.000		L 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	396.02
101-253.200-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	475.74
101-253.200-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	396.02
101-253.200-850.000		C 266428	AT & T SBS		8102303151595	07/17/14	57.84
101-253.200-900.000		P 266022	SSS PRINTING	PRINTING AND MAILING AND	14331	07/11/14	5,403.52
Total For Dept 253.200 Customer Serv							6,879.83
Dept 253.201 Customer Services-Income Tax							
101-253.201-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	836.12
101-253.201-801.000		P 267014	INNOVATIVE		1180	08/01/14	31,424.10
Total For Dept 253.201 Customer Serv							32,260.22
Dept 253.202 Customer Services-Water Collection							
101-253.202-729.000		P 266036	SSS PRINTING		14325	07/11/14	7,500.00
101-253.202-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	452.58

INVOICE GL DISTRIBUTION REPORT FOR CITY OF FLINT
POST DATES 06/28/2014 - 09/30/2014
BOTH JOURNALIZED AND UNJOURNALIZED
BOTH OPEN AND PAID

GL Number	Grant	IntRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount Cj
Fund 101 General Fund							
Dept 253.202 Customer Services-Water Collection							
101-253.202-729.000	P 268761		SSS PRINTING		14676	09/05/14	25,000.00
101-253.202-900.000	P 257897		LEVEL ONE LLC		0020354		3,909.32
				Total For Dept 253.202 Customer Serv			36,861.90
Dept 253.203 Customer Service-Sewer collection							
101-253.203-729.000	P 266036		SSS PRINTING		14325	07/11/14	7,500.00
101-253.203-729.000	P 268301		MAIL ROOM SERVICE		07140261	09/12/14	452.58
101-253.203-823.000	L 266046		XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	74.35
101-253.203-823.000	L 267376		XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
101-253.203-823.000	L 269264		XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
101-253.203-900.000	P 257897		LEVEL ONE LLC		0020354		3,909.31
				Total For Dept 253.203 Customer Serv			12,084.94
Dept 253.204 Delinquent Collections							
101-253.204-823.000	V 266046		XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	113.61
101-253.204-823.000	V 267376		XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
101-253.204-823.000	V 269264		XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
				Total For Dept 253.204 Delinquent Co			340.83
Dept 257.100 Assessment							
101-257.100-729.000	P 268301		MAIL ROOM SERVICE		07140261	09/12/14	152.20
101-257.100-801.000	P 267776		GENESEE COUNTY	14	14-026	08/22/14	38,000.00
101-257.100-823.000	P 266046		XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
101-257.100-823.000	P 267376		XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	225.00
101-257.100-823.000	P 269264		XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
101-257.100-850.000	C 266428		AT & T SBS	14	8102303151595	07/17/14	27.67
				Total For Dept 257.100 Assessment			38,771.45
Dept 262.100 City Clerk-Election							
101-262.100-729.000	P 268301		MAIL ROOM SERVICE		07140261	09/12/14	2,414.11
101-262.100-930.262	M 265911		REM CONSULTING, LLC	PREVENTIVE MAINTENANCE	29464	07/25/14	14,760.00
101-262.100-977.000	P 268897		PRODUCTIVITY	PURCHASE AND INSTALLATION OF	26597	09/12/14	24,469.60
				Total For Dept 262.100 City Clerk-El			41,643.71
Dept 266.100 Law Office Operations							
101-266.100-729.000	P 268301		MAIL ROOM SERVICE		07140261	09/12/14	47.38
101-266.100-823.000	L 266046		XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	396.02
101-266.100-823.000	L 267376		XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	452.59
101-266.100-823.000	L 269264		XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	396.02
				Total For Dept 266.100 Law Office Op			1,292.01
Dept 270.100 Personnel Office							

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Fund 101 General Fund							
Dept 270.100 Personnel Office							
101-270.100-729.000							
101-270.100-823.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	6.05
		L 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	74.35
101-270.100-823.000		P 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
101-270.100-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
101-270.100-823.000		P 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	439.64
101-270.100-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
101-270.100-823.000		P 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
Total For Dept 270.100 Personnel Off							1,035.32
Dept 302.100 Pol Admin Bureau - Admin							
101-302.100-729.000		P 268301	MAIL ROOM SERVICE		07140261	09/12/14	117.43
101-302.100-823.000		P 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
101-302.100-823.000		P 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	332.68
101-302.100-823.000		P 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
101-302.100-850.000		C 266428	AT & T SBS	14	8102303151595	07/17/14	3,123.38
Total For Dept 302.100 Pol Admin Bur							3,940.07
Dept 302.200 Pol Admin Bureau-Inspections							
101-302.200-823.000		V 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	113.61
101-302.200-823.000		V 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
101-302.200-823.000		V 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
Total For Dept 302.200 Pol Admin Bur							340.83
Dept 302.205 Pol Admin - City Lock up							
101-302.205-801.000		P 265918	GENESEE COUNTY	14	21	07/25/14	198,583.90
101-302.205-801.000		P 267592	GENESEE COUNTY		22	09/12/14	196,738.75
101-302.205-801.000		P 268913	GENESEE COUNTY		23	09/12/14	251,741.41
Total For Dept 302.205 Pol Admin - C							647,064.06
Dept 305.200 Pol Tech Serv-Records & Identification							
101-305.200-726.000		R 267730	WINDER POLICE	FLARES	20142179	08/15/14	4,862.29
101-305.200-726.000		S 267730	WINDER POLICE	FLARES	20142179	08/15/14	377.16
101-305.200-823.000		X 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	181.16
101-305.200-823.000		X 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	181.16
101-305.200-823.000		X 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	181.16
101-305.200-931.000		M 265597	NEW WORLD SYSTEMS	15	035380	07/25/14	4,160.00
Total For Dept 305.200 Pol Tech Serv							9,942.93
Dept 305.206 Pol Tech Serv - City Impound							
101-305.206-801.000		P 266172	COMPLETE TOWING	14	077	07/25/14	13,900.00
101-305.206-801.000		T 267663	COMPLETE TOWING	TOWING & STORAGE SERVICES	078		12,695.00

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Fund 101 General Fund							
Dept 305.206 Pol Tech Serv - City Impound							
101-305.206-801.000		T 268993	COMPLETE TOWING	TOWING & STORAGE SERVICES	079		10,755.00
				Total For Dept 305.206 Pol Tech Serv			37,350.00
Dept 308.200 Pol Invest Ovrhd - Criminal Invest Overh							
101-308.200-823.000		X 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	181.16
101-308.200-823.000		X 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	181.16
101-308.200-823.000		X 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	181.16
				Total For Dept 308.200 Pol Invest Ovr			543.48
Dept 308.202 Pol Invest Ovrhd - Police School Liaison							
101-308.202-823.000		L 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	74.35
101-308.202-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
101-308.202-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
				Total For Dept 308.202 Pol Invest Ovr			223.05
Dept 315.100 Patrol Bureau - Administration							
101-315.100-823.000		V 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	113.61
101-315.100-823.000		B 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	488.06
101-315.100-823.000		Y 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	48.56
101-315.100-823.000		B 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	1,016.76
101-315.100-823.000		Y 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
101-315.100-823.000		V 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
101-315.100-823.000		B 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	488.06
101-315.100-823.000		V 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
101-315.100-823.000		Y 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
101-315.100-940.000		M 267377	VEHICLE CITY HARLEY	15 MOTORCYCLE LEASE	462669	08/08/14	6,000.00
101-315.100-977.500		5 268115	GREAT LAKES	UP-FITTING OF MOTORCYCLES	14022	08/22/14	1,206.43
101-315.100-977.500		S 268115	GREAT LAKES	UP-FITTING OF MOTORCYCLES	14022	08/22/14	2,256.87
101-315.100-977.500		A 268115	GREAT LAKES	UP-FITTING OF MOTORCYCLES	14022	08/22/14	297.36
101-315.100-977.500		M 268115	GREAT LAKES	UP-FITTING OF MOTORCYCLES	14022	08/22/14	1,410.34
101-315.100-977.500		T 268115	GREAT LAKES	UP-FITTING OF MOTORCYCLES	14022	08/22/14	400.00
101-315.100-977.500		I 268115	GREAT LAKES	UP-FITTING OF MOTORCYCLES	14022	08/22/14	1,200.00
				Total For Dept 315.100 Patrol Bureau			15,250.39
Dept 315.207 Patrol Bureau-Traffic Safety							
101-315.207-823.000		L 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	396.02
101-315.207-823.000		L 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	644.83
101-315.207-823.000		L 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	396.02
				Total For Dept 315.207 Patrol Bureau			1,436.87
Dept 325.100 Public Safety 911 - Administration							

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Fund 101 General Fund							
Dept 325.100 Public Safety 911 - Administration							
101-325.100-729.000	P 268301		MAIL ROOM SERVICE				
101-325.100-823.000	L 266046		XEROX CORP	14 XEROX COPY MACHINES	07140261	09/12/14	22.68
101-325.100-823.000	L 267376		XEROX CORP		800631981	07/25/14	74.35
101-325.100-823.000	L 269254		XEROX CORP		800634579	08/08/14	74.35
101-325.100-850.000	C 266428		AT & T SBS		800635894	09/26/14	74.35
101-325.100-930.000	R 265597		NEW WORLD SYSTEMS	14	8102303151595	07/17/14	2,104.57
				15	035380	07/25/14	161,620.00
				Total For Dept 325.100 Public Safety			163,970.30
Dept 337.100 Office Of Fire Chief							
101-337.100-729.000	P 268301		MAIL ROOM SERVICE		07140261	09/12/14	6.55
101-337.100-823.000	P 266046		XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
101-337.100-823.000	P 267376		XEROX CORP		800634579	08/08/14	732.02
101-337.100-823.000	P 269254		XEROX CORP		800635894	09/26/14	183.29
101-337.100-850.000	C 266428		AT & T SBS	14	8102303151595	07/17/14	5,842.36
				Total For Dept 337.100 Office Of Fir			6,947.51
Dept 371.209 Development-Planning & Zoning							
101-371.209-729.000	P 268301		MAIL ROOM SERVICE		07140261	09/12/14	14.62
				Total For Dept 371.209 Development-P			14.62
Dept 690.100 DCD - Administration							
101-690.100-801.000	C 270008		URBAN BUILDER &	CDBG 2013EM076 REHAB	104		4,519.18
				Total For Dept 690.100 DCD - Adminis			4,519.18
Dept 752.101 Parks - Recreation Division							
101-752.101-850.000	C 266428		AT & T SBS	14	8102303151595	07/17/14	182.20
				Total For Dept 752.101 Parks - Recre			182.20
Dept 753.200 Facilities Maint-Municipal Center							
101-753.200-801.000	P 265979		DU ALL CLEANING INC 14		10560	07/18/14	5,798.00
101-753.200-801.000	J 267459		DU ALL CLEANING INC	JANITORIAL SERVICES FOR CITY OF	10463	08/15/14	5,798.00
101-753.200-801.000	S 268183		HD CONSTRUCTION	SUSPENDED GRID CEILING SYSTEM -	08122014	08/29/14	5,136.00
101-753.200-801.000	O 268183		HD CONSTRUCTION	SUSPENDED GRID CEILING SYSTEM -	08122014	08/29/14	1,925.00
101-753.200-801.000	M 268183		HD CONSTRUCTION	SUSPENDED GRID CEILING SYSTEM -	08122014	08/29/14	500.00
101-753.200-801.000	J 269013		DU ALL CLEANING INC	JANITORIAL SERVICES FOR CITY OF	10655	09/19/14	5,798.00
101-753.200-801.000	A 269278		NEWKIRK ELECTRIC	ELECTRICAL UPGRADES TO THE	9049	09/26/14	8,135.00
101-753.200-850.000	C 266428		AT & T SBS	14	8102303151595	07/17/14	76.72
101-753.200-920.000	267603		Consumers Energy	ML061814-071714 1101 S SAGINAW	100000298446	08/14/14	31,413.38
101-753.200-920.000	268396		Consumers Energy	ML071814-081514 1101 S SAGINAW	100000298446	09/04/14	31,191.95
				Total For Dept 753.200 Facilities Ma			95,772.05
				Total For Fund 101 General Fund			2,026,173.80

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Fund 202 Major Street Fund							
Dept 441.702 Transportation-Tip Contribution							
202-441.702-801.000	P	266075	ROWE ENGINEERING	14	0073759	07/25/14	5,707.25
202-441.702-801.000	P	266083	ROWE ENGINEERING	14	0074205	07/25/14	9,976.25
202-441.702-801.000	P	266084	ROWE ENGINEERING	14	0074207	07/25/14	11,691.50
202-441.702-801.000	P	266619	WADE TRIM, INC	14	3000761	07/25/14	58,541.69
202-441.702-801.000	P	267884	WADE TRIM, INC		3001157	08/29/14	26,515.74
202-441.702-801.000	P	269204	WADE TRIM, INC	PIERSON RD CMAQ, MDOT	3001308		19,765.39
202-441.702-801.000	P	269279	ROWE ENGINEERING		0074644		6,510.00
Total For Dept 441.702 Transportation							138,707.82
Dept 442.100 Transportation Major And Local Streets							
202-442.100-729.000	P	268301	MAIL ROOM SERVICE		07140261	09/12/14	29.23
202-442.100-823.000	P	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
202-442.100-823.000	P	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	537.48
202-442.100-823.000	P	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
Total For Dept 442.100 Transportation							933.29
Dept 443.200 Trans Engg-Routine Maint-Strts/Repairs							
202-443.200-801.000	P	269321	ROWE ENGINEERING		0074702		25,435.75
Total For Dept 443.200 Trans Engg-Ro							25,435.75
Dept 443.201 Traffic Engineering Service Maintenance							
202-443.201-726.000	C	265550	CARRIER AND GABLE	TRAFFIC SIGNAL	248478	07/03/14	6,174.00
202-443.201-726.000	C	265554	CARRIER AND GABLE	TRAFFIC SIGNAL	248482	07/03/14	7,260.00
202-443.201-726.000	C	265551	CARRIER AND GABLE	TRAFFIC SIGNAL	248479	07/03/14	7,593.58
202-443.201-726.000	D	265533	MCNAUGHTON MCKAY	DECORATIVE LIGHTING SUPPLIES	13221701-00	07/03/14	22,375.00
202-443.201-726.000	S	266591	CARRIER AND GABLE	TRAFFIC SIGNAL	248644	07/25/14	6,550.72
202-443.201-726.000	S	267361	RATHCO SAFETY		146713		10,629.83
202-443.201-726.000	S	268240	RATHCO SAFETY		147069		8,995.15
202-443.201-726.000	B	268922	LIGHTLE ENTERPRISES CONES & BARRICADES		2784		4,141.50
202-443.201-801.000	P	266023	M & M PAVEMENT	14	2661	07/18/14	20,906.50
202-443.201-823.000	V	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	113.61
202-443.201-823.000	L	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	74.35
202-443.201-823.000	L	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	74.35
202-443.201-823.000	V	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
202-443.201-823.000	V	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
202-443.201-823.000	L	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	74.35
202-443.201-920.000	U	266113	CONSUMERS ENERGY	14 AT	1000 0029 8321	07/24/14	12,452.10
202-443.201-920.000	U	267680	CONSUMERS ENERGY	AT	1000 0029 8321	08/28/14	13,134.77
202-443.201-920.000	U	269159	CONSUMERS ENERGY	AT	201359217705	09/25/14	13,348.10

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Fund 202 Major Street Fund							
Dept 443.201 Traffic Engineering Service Maintenance							
202-443.201-920.000	S	269498	STATE OF MICHIGAN	AT TRAFFIC SIGNAL	AP 369641		12,994.80
202-443.201-930.000	C	266623	CSX TRANSPORTATION	SIGNAL MAINTENANCE	8275980	08/29/14	18,902.00
				Total For Dept 443.201 Traffic Engin			166,021.93
Dept 449.201 St Maint-Routine Maint-Strts/Repairs-Act							
202-449.201-782.000	A	266444	ACE SAGINAW PAVING		1966336	09/26/14	4,336.61
202-449.201-782.000	A	266951	ACE SAGINAW PAVING		1967745	09/26/14	386.51
202-449.201-782.000	A	268776	ACE SAGINAW PAVING		1980063		1,390.09
202-449.201-823.000	Y	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	48.56
202-449.201-823.000	Y	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
202-449.201-823.000	Y	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
202-449.201-850.000	C	266428	AT & T SBS	14	8102303151595	07/17/14	25.90
				Total For Dept 449.201 St Maint-Rout			6,284.79
Dept 449.211 Water cut repairs - transportation							
202-449.211-782.000	A	266444	ACE SAGINAW PAVING		1966336	09/26/14	732.38
202-449.211-782.000	A	266951	ACE SAGINAW PAVING		1967745	09/26/14	283.50
				Total For Dept 449.211 Water cut rep			1,015.88
Fund 203 Local Street Fund							
Dept 443.201 Traffic Engineering Service Maintenance							
203-443.201-726.000	S	267361	RATHCO SAFETY		146713		8,502.33
203-443.201-726.000	B	268922	LIGHTLE ENTERPRISES	CONES & BARRICADES	2784		4,141.50
				Total For Dept 443.201 Traffic Engin			12,643.83
Dept 449.201 St Maint-Routine Maint-Strts/Repairs-Act							
203-449.201-782.000	A	266444	ACE SAGINAW PAVING		1966336	09/26/14	211.21
203-449.201-782.000	A	266951	ACE SAGINAW PAVING		1967745	09/26/14	2,395.11
203-449.201-782.000	A	268776	ACE SAGINAW PAVING		1980063		3,712.92
203-449.201-782.000	A	269945	ACE SAGINAW PAVING		1986795		12,951.36
				Total For Dept 449.201 St Maint-Rout			19,270.60
Dept 449.211 Water cut repairs - transportation							
203-449.211-782.000	A	266951	ACE SAGINAW PAVING		1967745	09/26/14	4,042.72
203-449.211-782.000	A	268776	ACE SAGINAW PAVING		1980063		523.07
				Total For Dept 449.211 Water cut rep			4,565.79
Fund 205 Public Safety							
Dept 338.201 Firefighting Division-Fire Station Overh							
205-338.201-758.000	F	266197	WEST SHORE FIRE INC	TURNOUT GEAR	8004	07/18/14	7,360.00
205-338.201-758.000	F	266197	WEST SHORE FIRE INC	TURNOUT GEAR	8004	07/18/14	5,312.00
				Total For Fund 203 Local Street Fund			36,480.22

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Fund 205 Public Safety							
Dept 338.201 Firefighting Division-Fire Station Overh							
205-338.201-758.000	F	269039	WEST SHORE FIRE INC	TURNOUT GEAR	8319	09/12/14	41,400.00
205-338.201-758.000	F	269039	WEST SHORE FIRE INC	TURNOUT GEAR	8319	09/12/14	29,880.00
Total For Dept 338.201 Firefighting							83,952.00
Total For Fund 205 Public Safety							83,952.00
Fund 207 Police Fund							
Dept 315.204 Patrol Bureau-Patrol - 4Th Shift							
207-315.204-823.000	Y	266046	XEROX CORP	XEROX COPY MACHINES	800631981	07/25/14	48.56
207-315.204-823.000	Y	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	48.56
207-315.204-823.000	Y	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	48.56
207-315.204-850.000	C	266428	AT & T SBS		8102303151595	07/17/14	679.43 1
Total For Dept 315.204 Patrol Bureau							825.11
Total For Fund 207 Police Fund							825.11
Fund 208 Park/Recreation Fund							
Dept 752.100 Parks & Recreation Admin							
208-752.100-729.000	P	268301	MAIL ROOM SERVICE		07140261	09/12/14	2.02
208-752.100-850.000	C	266428	AT & T SBS		8102303151595	07/17/14	23.97 1
Total For Dept 752.100 Parks & Recre							25.99
Dept 752.102 Parks - Forestry Admin							
208-752.102-801.000	F	265557	MIKE'S LANDSCAPING		131	07/18/14	22,039.00
208-752.102-801.000	P	265557	MIKE'S LANDSCAPING		131	07/18/14	5,941.00
208-752.102-801.000	P	265510	GROUND EFFECTS		06202014	07/25/14	5,000.00
208-752.102-801.000	P	266079	ROME ENGINEERING		0074172		12,318.50
208-752.102-801.000	F	267483	MIKE'S LANDSCAPING	MIKE'S LANDSCAPING FY15 MOWING	143	08/08/14	14,459.00
208-752.102-801.000	F	268772	MIKE'S LANDSCAPING	MIKE'S LANDSCAPING FY15 MOWING	153	09/12/14	14,739.00
208-752.102-801.000	P	269888	CRIM FITNESS		79		5,000.00
208-752.102-920.900	I	266326	TREASURER CITY OF		SAGN-003300-01	07/24/14	6,108.49 1
208-752.102-920.900	I	266312	TREASURER CITY OF		FORE-002201-01	07/24/14	12,081.84 1
Total For Dept 752.102 Parks - Fores							97,686.83
Total For Fund 208 Park/Recreation F							97,712.82
Fund 213 Park & Recreation Senior Citizen Centers							
Dept 752.120 Brennan Community Center							
213-752.120-801.000	P	266110	BRENNAN ELM PARK		06302014	07/18/14	7,164.51
213-752.120-801.000	P	267682	BRENNAN ELM PARK		JULY 2014	08/15/14	5,126.50
213-752.120-801.000	P	269001	BRENNAN ELM PARK		AUGUST 2014	09/12/14	6,837.79
Total For Dept 752.120 Brennan Commu							19,128.80
Dept 752.160 Hasselbring Community Center							
213-752.160-801.000	P	266100	UNITED SENIOR		06302014	07/18/14	8,558.28

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Fund 213 Park & Recreation Senior Citizen Centers							
Dept 752.160 Hasselbring Community Center							
213-752.160-801.000	P	267474	UNITED SENIOR		JULY 2014	08/08/14	9,028.63
213-752.160-801.000	P	268990	UNITED SENIOR		AUGUST 2014	09/12/14	8,578.96
Total For Dept 752.160 Hasselbring C							26,165.87
Total For Fund 213 Park & Recreation							45,294.67
Fund 219 Street Light							
Dept 443.206 Street Lighting							
219-443.206-920.000	U	266112	CONSUMERS ENERGY	14 AT	1000 0029 8404	07/10/14	197,425.52
219-443.206-920.000	U	267582	CONSUMERS ENERGY	AT	1000 0029 8404	08/14/14	198,052.36
219-443.206-920.000	U	269157	CONSUMERS ENERGY	AT	201359217707	09/18/14	198,611.20
Total For Dept 443.206 Street Light							594,089.08
Total For Fund 219 Street Light							594,089.08
Fund 226 Rubbish Collection Fund							
Dept 528.201 Waste Collection - Sanitation							
226-528.201-801.000	P	266040	RWS OF MID MICHIGAN 14		0237-001327153	07/18/14	324,336.87
226-528.201-801.000	R	266941	RWS OF MID MICHIGAN ADD'L YR. OF CONTRACTED		0237-001329414	08/08/14	332,174.70
226-528.201-801.000	R	268198	RWS OF MID MICHIGAN ADD'L YR. OF CONTRACTED		0237-001336850	08/29/14	332,174.70
226-528.201-801.000	R	269836	RWS OF MID MICHIGAN ADD'L YR. OF CONTRACTED		0237-001343470	09/26/14	332,174.70
Total For Dept 528.201 Waste Collect							1,320,860.97
Dept 528.204 Waste Collect-Composting (leaves & Grass)							
226-528.204-801.000	P	266078	ROWE ENGINEERING 14		0074208A	08/01/14	19,013.75
Total For Dept 528.204 Waste Collect							19,013.75
Dept 528.205 Waste Collection - Neighborhood Cleanup							
226-528.205-674.000	C	266446	RWS OF MID MICHIGAN 14		237001327153	07/25/14	(64,729.00)
226-528.205-801.000	P	266446	RWS OF MID MICHIGAN 14		237001327153	07/25/14	84,729.00
Total For Dept 528.205 Waste Collect							20,000.00
Dept 528.207 Waste Collection - Compost site							
226-528.207-801.000	P	266418	RESOURCE RECYCLING		727127	07/25/14	18,750.00
226-528.207-801.000	C	267985	RESOURCE RECYCLING	COMPOST PROCESSING/DISPOSITION	727136	09/05/14	18,750.00
226-528.207-801.000	C	269540	RESOURCE RECYCLING	COMPOST PROCESSING/DISPOSITION	727161	09/26/14	18,750.00
Total For Dept 528.207 Waste Collect							56,250.00
Total For Fund 226 Rubbish Collectio							1,416,124.72
Fund 265 Drug Law Enforcement Fund							
Dept 308.207 Pol Invst Ovrhd - Doj/Dea Forfeiture							
265-308.207-823.000	P	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
265-308.207-823.000	P	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	243.73
265-308.207-823.000	P	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
265-308.207-850.000	C	266428	AT & T SBS		8102303151595	07/17/14	23.97

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Fund 265 Drug Law Enforcement Fund							
Dept 308.207 Pol Invest Ovrhd - Doj/Dea Forfeiture							
				Total For Dept 308.207 Pol Invest Ovr			634.28
				Total For Fund 265 Drug Law Enforcem			634.28
Fund 274 HUD CDBG, ESG, & HOME GRANTS							
Dept 012.093 DiPonio Smith village							
274-012.093-211.000		C	267885	DIPONIO CONTRACTING	12007-11	08/29/14	11,985.37
				Total For Dept 012.093 DiPonio Smith			11,985.37
Dept 748.100 Cof Cdbg Administration							
274-748.100-801.000	FHUD14CDIP	266567	METRO COMMUNITY	METRO COMMUNITY -SUBRECIPIENT	1315105	07/25/14	4,293.35
274-748.100-823.000	FHUD14CDIC	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	396.02
274-748.100-823.000	FHUD14CDIC	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	822.28
274-748.100-823.000	FHUD15CDIC	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	396.02
				Total For Dept 748.100 Cof Cdbg Admi			5,907.67
Dept 748.102 COF - Rehab							
274-748.102-805.327	FCDBGPRIC	270008	URBAN BUILDER &	CDBG 2013EM076 REHAB	104		497.29
				Total For Dept 748.102 COF - Rehab			497.29
Dept 748.133 Cof-DCED City wide emergency repair							
274-748.133-805.327	FCDBGPRIC	266736	PHILIP JOHNSON	14	1116416	08/01/14	5,443.00
				Total For Dept 748.133 Cof-DCED City			5,443.00
Dept 748.215 COF Parks & Rec Berston Fac Improv.							
274-748.215-801.000	FHUD13CDIS	268954	EFFICIENT	DIRT FOR BERSTON FIELD HOUSE -	2014-11	09/19/14	9,800.00
274-748.215-801.000	FHUD13CDIP	268954	EFFICIENT	DIRT FOR BERSTON FIELD HOUSE -	2014-11	09/19/14	2,000.00
274-748.215-801.000	FHUD14CDIP	269242	OAK CONSTRUCTION	13-6-47		09/19/14	12,000.00
274-748.215-801.000	FHUD14CDI	269480	WALKER	INTERNAL & EXTERNAL LIGHTING AT	14-2821	09/26/14	13,025.00
				Total For Dept 748.215 COF Parks & R			36,825.00
Dept 748.222 COF-POLICE-CODE ENF-HUD 14							
274-748.222-726.000	FHUD14CDIK	266360	ADVANCED WIRELESS	NSO 800MHZ RADIOS	40932	08/22/14	6,894.61
274-748.222-726.000	FHUD14CDIR	266360	ADVANCED WIRELESS	NSO 800MHZ RADIOS	40932	08/22/14	586.96
274-748.222-729.000	FHUD14CDIS	268301	MAIL ROOM SERVICE	07140261		09/12/14	2.52
				Total For Dept 748.222 COF-POLICE-CO			7,484.09
Dept 748.290 Disability Network Ramps & Access							
274-748.290-805.327	FHUD14CDH	269231	DISABILITY NETWORK	1310407			6,093.99
				Total For Dept 748.290 Disability Ne			6,093.99
Dept 748.365 GCCARD CWE							
274-748.365-805.327	FHUD14CDH	269657	GENESEE CTY	HOUSING/FACILITY IMPROVEMENTS	1310301		40,548.95
				Total For Dept 748.365 GCCARD CWE			40,548.95
Dept 748.371 Genesee County Land Bank							
274-748.371-805.126	FHUD14CDIG	266727	GENESEE COUNTY LAND BANK	1400401		08/29/14	121,237.71

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Fund 274 HUD CDBG, ESG, & HOME GRANTS							
Dept 748.371 Genesee County Land Bank							
Dept 748.512 Unite Way Youth Recreation							
274-748.512-805.105	FHUD14C DIY	267570	UNITED WAY OF	14 CDBG, PUBLIC SERVICES,	1309505		121,237.71
Total For Dept 748.371 Genesee Count							12,798.84
Dept 749.181 COF - Smith Village project							
274-749.181-805.276	FHOMEPRIC 1	266080	ROWE ENGINEERING	14	0074212		8,330.50
274-749.181-805.276	FHOMEPRIC 1	266071	ROWE ENGINEERING	14	0074211		20,056.25
274-749.181-805.276	FHOMEPRIC H	267381	GDC SMITH VILLAGE	14	1208702	08/08/14	200,096.08
274-749.181-805.276	FHOMEPRIC H	268420	GDC SMITH VILLAGE		1208703	09/19/14	69,824.11
Total For Dept 749.181 COF - Smith V							298,306.94
Dept 749.333 Flint Nipp - Rental rehab							
274-749.333-805.327	FHOMEPRIC H	269322	FLINT NEIGHBORHOOD	CHG ORDER #2	0805736		6,560.00
Total For Dept 749.333 Flint Nipp -							6,560.00
Dept 750.102 METRO COMM DEV - ESG ADMIN							
274-750.102-805.100	FHUD13ES P	266567	METRO COMMUNITY	METRO COMMUNITY -SUBRECIPIENT	1315105	07/25/14	6,706.65
274-750.102-805.100	FHUD14ES C	266739	METRO COMMUNITY	14 FESGPRIOR PROGRAM ADMIN &	1315201	08/15/14	7,283.12
Total For Dept 750.102 METRO COMM DE							13,989.77
Dept 750.200 METRO COMM DEV - ESG PROGRAMS							
274-750.200-805.101	FHUD14ES C	267738	METRO COMMUNITY	14 METRO ESG ADMIN & PROGRAM	1315205	08/15/14	24,693.25
274-750.200-805.101	FHUD14ES C	267989	METRO COMMUNITY	METRO ESG ADMIN & PROGRAM	1315206	09/26/14	15,923.73
274-750.200-805.101	FHUD14ES C	269866	METRO COMMUNITY	METRO ESG ADMIN & PROGRAM	1315207		5,361.29
274-750.200-805.122	FHUD14ES C	267738	METRO COMMUNITY	14 METRO ESG ADMIN & PROGRAM	1315205	08/15/14	11,994.99
274-750.200-805.122	FHUD14ES C	267989	METRO COMMUNITY	METRO ESG ADMIN & PROGRAM	1315206	09/26/14	7,531.88
274-750.200-805.122	FHUD13ES M	269655	METRO COMMUNITY	METRO COMMUNITY -SUBRECIPIENT	1315101		6,806.86
274-750.200-805.122	FHUD14ES C	269866	METRO COMMUNITY	METRO ESG ADMIN & PROGRAM	1315207		2,821.94
274-750.200-805.123	FHUD14ES C	269866	METRO COMMUNITY	METRO ESG ADMIN & PROGRAM	1315207		7,451.85
274-750.200-805.124	FHUD14ES C	267738	METRO COMMUNITY	14 METRO ESG ADMIN & PROGRAM	1315205	08/15/14	3,616.36
274-750.200-805.124	FHUD14ES C	267989	METRO COMMUNITY	METRO ESG ADMIN & PROGRAM	1315206	09/26/14	1,808.18
Total For Dept 750.200 METRO COMM DE							88,010.33
Total For Fund 274 HUD CDBG, ESG, &							655,688.95
Fund 295 Section 108 Loans							
Dept 690.300 Sec 108 -Manhattan Place							
295-690.300-992.000	P	266269	BANK OF NEW YORK	B-00-MC-26-		07/18/14	150,000.00
295-690.300-996.000	I	266269	BANK OF NEW YORK	B-00-MC-26-		07/18/14	5,048.20
Total For Dept 690.300 Sec 108 -Manh							155,048.20
Dept 690.305 Sec 108 -Ok Industries							
295-690.305-992.000	P	266453	BANK OF NEW YORK	B-01-MC-26-		07/18/14	21,000.00

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Fund 295 Section 108 Loans							
Dept 690.305 Sec 108 -Ok Industries							
295-690.305-996.000		I 266453	BANK OF NEW YORK		B-01-MC-26-	07/18/14	1,777.65
				Total For Dept 690.305 Sec 108 -Ok I			22,777.65
Dept 690.320 Sec 108 - 500 Block Project							
295-690.320-992.000		P 266452	BANK OF NEW YORK		B-05-MC-26-	07/18/14	295,000.00
295-690.320-996.000		I 266452	BANK OF NEW YORK		B-05-MC-26-	07/18/14	57,726.50
				Total For Dept 690.320 Sec 108 - 500			352,726.50
Dept 690.321 500 block - Bus loan section 108							
295-690.321-996.000		I 266450	BANK OF NEW YORK		B-01-MC-26-	07/18/14	67,293.40
				Total For Dept 690.321 500 block - B			67,293.40
Dept 690.325 Sec. 108 Bus Loan Prog							
295-690.325-996.000		I 266450	BANK OF NEW YORK		B-01-MC-26-	07/18/14	7,820.40
				Total For Dept 690.325 Sec. 108 Bus			7,820.40
Dept 690.330 2021 W. Carpenter Rd - Sec 108							
295-690.330-992.000		P 267347	BANK OF NEW YORK		B-08-MC-26-	08/01/14	98,000.00
				Total For Dept 690.330 2021 W. Carpe			98,000.00
Dept 690.335 Michigan Truss Section 108 - Bus loan pr							
295-690.335-992.000		P 266450	BANK OF NEW YORK		B-01-MC-26-	07/18/14	75,000.00
295-690.335-996.000		I 266450	BANK OF NEW YORK		B-01-MC-26-	07/18/14	22,567.50
				Total For Dept 690.335 Michigan Trus			97,567.50
				Total For Fund 295 Section 108 Loans			801,233.65
Fund 296 Other Grants Fund							
Dept 301.600 Recovery Act JAG 2009							
296-301.600-977.000	FMSP14JAGM	270009	FLINT COMMUNITY	METAL DETECTORS & RADIOS FOR	10001		5,161.00
296-301.600-977.000	FMSP14JAG	270009	FLINT COMMUNITY	METAL DETECTORS & RADIOS FOR	10001		1,815.00
296-301.600-977.000	FMSP14JAG	270009	FLINT COMMUNITY	METAL DETECTORS & RADIOS FOR	10001		12,780.00
				Total For Dept 301.600 Recovery Act			19,756.00
Dept 301.612 Cities of Service Impact Volun. Grant							
296-301.612-726.000	OCOS14VOIE	267739	RED CROSS STORE	14 EMERGENCY PREPAREDNESS KITS	OH3332	08/14/14	36,300.00
296-301.612-726.000	OCOS14VOIF	267739	RED CROSS STORE	14 EMERGENCY PREPAREDNESS KITS	OH3332	08/14/14	11,220.00
296-301.612-726.000	OCOS14VOIS	267739	RED CROSS STORE	14 EMERGENCY PREPAREDNESS KITS	OH3332	08/14/14	2,032.82
296-301.612-801.000	OCOS14VOIP	266389	RWS OF MID MICHIGAN 14	0237-001327847		07/25/14	5,312.77
296-301.612-801.000	OCOS14VOIP	266446	RWS OF MID MICHIGAN 14	237001327153		07/25/14	25,000.00
296-301.612-801.000	OCOS14VOIP	267686	RWS OF MID MICHIGAN	0237-001335484		09/19/14	5,984.97
				Total For Dept 301.612 Cities of Ser			85,850.56
Dept 301.613 CS Mott - Back to Bricks							
296-301.613-801.000	LCMS14BRJP	269556	GENESEE COUNTY			24	18,309.42

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Fund 296 Other Grants Fund							
Dept 301.613 CS Mott - Back to Bricks							
Dept 301.680 Comp Grant Assist Program (CGAP-SOM)				Total For Dept 301.613 CS Mott - Bac			18,309.42
296-301.680-801.000	SSOM13CGIP	267535	MOTOROLA INC		41197903	09/05/14	259,702.00
296-301.680-801.000	SSOM13CGIP	269035	MOTOROLA INC		41199110		23,189.00
296-301.680-977.000	SSOM13CGIE	267535	MOTOROLA INC		41197903	09/05/14	400,298.00
Total For Dept 301.680 Comp Grant As							
							683,189.00
Dept 301.731 DOJ Highway Safety grant							
296-301.731-977.000	FDJO10SAIE	267472	STATE OF MICHIGAN	AT	AS 368234	08/14/14	25,000.00
Total For Dept 301.731 DOJ Highway S							
							25,000.00
Dept 690.342 DCD - MDEQ Site Assessment FY							
296-690.342-801.000	SNDEQ04S1	269270	ASTI ENVIRONMENTAL		025154	09/26/14	12,298.86
Total For Dept 690.342 DCD - MDEQ S1							
							12,298.86
Dept 690.375 Countrywide Settlement Grant							
296-690.375-726.000	OCOUNTRYK	266360	ADVANCED WIRELESS		40932	08/22/14	4,214.35
Total For Dept 690.375 Countrywide S							
							4,214.35
Dept 690.396 R MOTT MATCH 4 MDNR (RIVERBANK PARK)							
296-690.396-801.000	LRMOTT13IR	269869	WADE TRIM, INC	ENGINEERING SERVICES FOR THE	3001378		14,022.75
Total For Dept 690.396 R MOTT MATCH							
							14,022.75
Dept 690.402 C. S. Mott Master Plan Grant							
296-690.402-801.000	LCSMOTTMIM	266176	HOUSEAL LAVIGNE	14	2571	08/01/14	51,015.65
296-690.402-801.000	LCSMOTTMIM	268062	HOUSEAL LAVIGNE	PROFESSIONAL SERVICES	2590		18,285.78
296-690.402-801.000	LCSMOTTMIM	268912	HOUSEAL LAVIGNE	PROFESSIONAL SERVICES	2602		6,501.69
Total For Dept 690.402 C. S. Mott Ma							
							75,803.12
Dept 690.406 U of M Max Brandon Park							
296-690.406-801.000	LGLAA14PIP	269886	OWEN TREE SERVICE		395149		9,250.00
296-690.406-801.000	LGLAA14PIP	270015	GENESEE COUNTY		915		18,900.00
Total For Dept 690.406 U of M Max Br							
							28,150.00
Dept 690.408 US Conf of Mayors Lead Safe 4 Kids Safe							
296-690.408-730.000	OUUSCM15LIP	269376	UNITED STATES		44606	09/18/14	9,181.00
Total For Dept 690.408 US Conf of Ma							
							9,181.00
Total For Fund 296 Other Grants Fund							
							975,775.06
Fund 297 Federal Stimulus Fund							
Dept 743.100 Neighborhood Stabilization program 2							
297-743.100-802.400	U	266566	MICHIGAN STATE	PAYMENT #4		07/25/14	35,545.41
297-743.100-802.400	U	268448	MICHIGAN STATE	PAYMENT #5		09/05/14	52,116.63
Total For Dept 743.100 Neighborhood							
							87,662.04

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Fund 297 Federal Stimulus Fund							
				Total For Fund 297 Federal Stimulus			87,662.04
Fund 402 Public Improvement Fund							
				Dept 753.200 Facilities Maint-Municipal Center			
402-753.200-976.000	S	266516	SCHAEFFERS OFFICE	Schaeffers Office Sourc, Council 06/10/2014		07/17/14	5,000.00
				Total For Dept 753.200 Facilities Ma			5,000.00
				Total For Fund 402 Public Improvemen			5,000.00
Fund 542 Building Inspection Fund							
				Dept 371.100 Development - Administration			
542-371.100-729.000	P	268301	MAIL ROOM SERVICE		07140261	09/12/14	205.12
542-371.100-823.000	P	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
542-371.100-823.000	P	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	382.96
542-371.100-823.000	P	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
				Total For Dept 371.100 Development -			954.66
				Total For Fund 542 Building Inspecti			954.66
Fund 590 Sewer Fund							
				Dept 536.101 Utilities - Sewer Administration			
590-536.101-801.000	P	268874	GENESEE COUNTY		GCDC2014-0077		9,291.25
				Total For Dept 536.101 Utilities - S			9,291.25
Dept 540.100 Water Service Center Management							
590-540.100-801.000	P	266365	ADVANCED	14	694	07/25/14	28,250.00
590-540.100-801.000	P	267350	LIQUI-FORCE	14	US1640	07/31/14	41,500.00
590-540.100-823.000	V	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	56.81
590-540.100-823.000	V	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	56.81
590-540.100-823.000	V	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	56.81
				Total For Dept 540.100 Water Service			69,920.43
Dept 540.208 Wsc-Sewer Maint./Construction							
590-540.208-726.000	S	266562	CYDI OF MICHIGAN		828427	07/25/14	6,210.93
590-540.208-863.000	V	267390	M TECH COMPANY	14	IN141822	08/08/14	7,261.76
				Total For Dept 540.208 Wsc-Sewer Mai			13,472.69
Dept 550.100 Wpc Operations							
590-550.100-740.500	T	266134	POLYDYNE INC		895832	07/18/14	6,574.30
590-550.100-740.500	P	267017	POLYDYNE INC	FY 2015 WPC POLYMER - BELT	900623	08/08/14	6,795.00
590-550.100-740.500	P	268193	POLYDYNE INC	FY 2015 WPC POLYMER - BELT	906993	08/29/14	6,750.00
590-550.100-740.500	P	269875	POLYDYNE INC	FY 2015 WPC POLYMER - BELT	914311		6,759.00
590-550.100-850.000	C	266428	AT & T SBS	14	8102303151595	07/17/14	121.22
590-550.100-920.200	G	265903	LAKESHORE ENERGY	14	200-1406-1865	07/11/14	34,600.50
590-550.100-920.200	G	266111	CONSUMERS ENERGY	14 AT	1000 0000 4430	07/10/14	6,941.18
590-550.100-920.200	G	267584	BP CANADA ENERGY		5425113	08/08/14	40,412.40

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Fund 590 Sewer Fund							
Dept 550.100 Wpc Operations							
590-550.100-920.200					1000 0000 4430	08/14/14	10,967.78 1
590-550.100-920.200		G 267681	CONSUMERS ENERGY	AT	5427617	09/12/14	40,507.60
590-550.100-920.200		G 269003	BP CANADA ENERGY		201003463736	09/18/14	9,463.21 1
590-550.100-920.200		G 269156	CONSUMERS ENERGY	AT	100000148773	07/24/14	133,441.04 1
590-550.100-920.300		266633	Consumers Energy	14 ML051714-061714 4652 BEECHER	100000148773	08/07/14	126,969.00 1
590-550.100-920.300		267602	Consumers Energy	ML061814-071714 4652 BEECHER RD	100000148773	09/04/14	126,124.81 1
590-550.100-920.300		268395	Consumers Energy	ML071814-081514 4652 BEECHER RD	100000148773	07/25/14	31,187.38
590-550.100-920.400		P 266451	SWEDISH BIOGAS	14	2014-99011	08/22/14	7,714.50
590-550.100-930.000		R 267740	EVOQUA WATER	15	901818726		
				Total For Dept 550.100 Wpc Operation			595,328.92
Dept 550.200 Wpc-Third Ave Pump Station							
590-550.200-850.000		C 267568	EN POINTE		92812121	08/08/14	25,584.50
590-550.200-920.300		266681	Consumers Energy	ML061814-071614 2301 UNIVERSITY	100000290393	07/24/14	37,781.15 1
590-550.200-920.300		268358	Consumers Energy	ML071714-081414 2301 UNIVERSITY	100000290393	09/04/14	12,514.93 1
				Total For Dept 550.200 Wpc-Third Ave			75,880.58
Dept 550.202 Wpc-Maintenance Expense							
590-550.202-775.000		P 269526	HAMLETT	FY 2015 WPC POSITIVE	2526126	09/26/14	7,351.58
590-550.202-775.000		N 269819	MID STATES BOLT &	FY 2015 WPC NUTS, BOLTS, TOOLS,	30409380	09/26/14	5,007.75
590-550.202-775.000		R 269994	PROFESSIONAL PUMP	FY 2015 WPC SUMP PUMP(S)	5065505		5,488.00
590-550.202-930.000		R 265996	OAK CONSTRUCTION	14	13-6-37	07/18/14	15,000.00
590-550.202-930.000		R 268949	POWER PLUS		53121	09/12/14	13,630.00
				Total For Dept 550.202 Wpc-Maintenan			46,477.33
Dept 550.300 WPC - Capital improvements							
590-550.300-930.000		E 265500	SORENSEN GROSS	ADJUST INCORRECT ORIGINAL APP #3		07/03/14	5,196.96
590-550.300-930.000		N 265502	SORENSEN GROSS	WPC NORTHWEST PUMP STATION APP 2		07/03/14	5,410.68
				Total For Dept 550.300 WPC ~ Capital			10,607.64
				Total For Fund 590 Sewer Fund			820,978.84
Fund 591 Water Fund							
Dept 536.100 Utilities - Water Administration							
591-536.100-801.000		P 266000	KAREGNONDI WATER		07012014	07/25/14	48,450.00
591-536.100-801.000		A 266096	LOCKWOOD, ANDREWS & 14		130-10701-001-	07/18/14	28,650.25
591-536.100-801.000		A 266265	LOCKWOOD, ANDREWS & 14		130-10701-001-	07/18/14	12,643.35
591-536.100-801.000		P 267503	KAREGNONDI WATER		08012014	08/08/14	48,450.00
591-536.100-801.000		P 267629	UNITED STATES		90272552	08/08/14	9,000.00
591-536.100-801.000		P 268759	KAREGNONDI WATER		09022014	09/05/14	48,450.00
591-536.100-801.000		A 269290	LOCKWOOD, ANDREWS &		130-10701-001-	09/19/14	19,826.00
				Total For Dept 536.100 Utilities - W			215,469.60

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Fund 591 Water Fund							
Dept 540.100 Water Service Center Management							
591-540.100-729.000	P	268301	MAIL ROOM SERVICE		07140261	09/12/14	1.01
591-540.100-823.000	V	266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	56.80
591-540.100-823.000	V	267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	56.80
591-540.100-823.000	V	269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	56.80
591-540.100-850.000	C	266428	AT & T SBS	14	8102303151595	07/17/14	76.20
591-540.100-940.000	R	266558	ALLIED	14	167810-1	07/25/14	9,725.17
Total For Dept 540.100 Water Service							9,972.78
Dept 540.202 Wsc-Water Distribution Mains							
591-540.202-726.000	S	268741	ETNA SUPPLY COMPANY	REPAIR CLAMPS	S101167624.003		21,322.19
591-540.202-726.000	S	269224	ETNA SUPPLY COMPANY	REPAIR CLAMPS	S101179561.004		8,347.50
591-540.202-726.000	S	270024	ETNA SUPPLY COMPANY	REPAIR CLAMPS	S101193681.001		4,888.78
591-540.202-726.000	S	270024	ETNA SUPPLY COMPANY	REPAIR CLAMPS	S101193681.001		11,031.97
Total For Dept 540.202 Wsc-Water Dis							45,590.44
Dept 545.200 Water Plant - Operations							
591-545.200-726.000	B	268266	IDEXX LABORATORIES	BACTERIOLOGICAL SUPPLIES	280833948	08/29/14	6,345.00
591-545.200-729.000	P	268301	MAIL ROOM SERVICE		07140261	09/12/14	12.10
591-545.200-740.000	O	266029	PVS TECHNOLOGIES	14	187138	07/18/14	9,086.81
591-545.200-740.000	O	266030	PVS TECHNOLOGIES	14	187184	07/18/14	9,490.33
591-545.200-740.000	L	266272	GRAYMONT WESTERN	LIME	40220 RI	07/18/14	6,834.26
591-545.200-740.000	L	266273	GRAYMONT WESTERN	LIME	40330 RI	08/01/14	3,165.74
591-545.200-740.000	O	266273	GRAYMONT WESTERN	LIME	40330 RI	08/01/14	3,576.54
591-545.200-740.000	O	266445	PVS TECHNOLOGIES		187515	07/25/14	6,063.66
591-545.200-740.000	O	266557	PVS TECHNOLOGIES		187720	07/25/14	5,994.63
591-545.200-740.000	O	266571	GRAYMONT WESTERN		40704 RI	07/25/14	6,895.58
591-545.200-740.000	O	266875	PVS TECHNOLOGIES		187809	08/01/14	6,101.01
591-545.200-740.000	O	266874	PVS TECHNOLOGIES		187747	08/01/14	6,315.15
591-545.200-740.000	O	266946	GRAYMONT WESTERN		41120 RI	08/01/14	6,818.20
591-545.200-740.000	O	266891	GRAYMONT WESTERN		40880 RI	08/01/14	6,826.96
591-545.200-740.000	P	266933	CHEMCO PRODUCTS INC	POLYMER	100685	08/01/14	9,900.00
591-545.200-740.000	Q	267411	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	41314 RI	08/15/14	6,816.74
591-545.200-740.000	Q	267532	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	41490 RI	08/15/14	6,783.16
591-545.200-740.000	F	267504	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	188198	08/22/14	6,090.25
591-545.200-740.000	O	267583	CHEMCO PRODUCTS INC	15 POLYMER	100398	08/08/14	8,400.00
591-545.200-740.000	H	267649	ALEXANDER CHEMICAL	HYDROFLUOSILICIC ACID 20% TO	SLS 10021675	08/22/14	6,277.80
591-545.200-740.000	F	267644	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	187949	08/22/14	6,069.47
591-545.200-740.000	F	267643	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	187321	08/22/14	6,070.76

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Dept 545.200 Water Plant - Operations							
591-545.200-740.000							
591-545.200-740.000		F 267642	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	187313	08/22/14	6,084.13
591-545.200-740.000		O 267734	CHEMCO PRODUCTS INC 14		100310	08/22/14	8,400.00
591-545.200-740.000		P 267735	CHEMCO PRODUCTS INC POLYMER		100959	08/22/14	100.00
591-545.200-740.000		O 267735	CHEMCO PRODUCTS INC POLYMER		100959	08/22/14	9,800.00
591-545.200-740.000		Q 267814	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	41988 RI	08/22/14	6,734.98
591-545.200-740.000		Q 267813	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	41829 RI	08/22/14	6,758.34
591-545.200-740.000		F 267860	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	188361	08/22/14	5,983.95
591-545.200-740.000		F 267891	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	188516	08/22/14	6,287.19
591-545.200-740.000		Q 268027	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	42191	08/22/14	6,834.26
591-545.200-740.000		Q 268025	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	42434	08/22/14	6,787.54
591-545.200-740.000		Q 268238	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	42605	08/29/14	6,806.52
591-545.200-740.000		Q 268869	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	42976 RI	09/12/14	6,822.58
591-545.200-740.000		F 268887	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	189157	09/12/14	6,223.33
591-545.200-740.000		P 268908	CHEMCO PRODUCTS INC		101201	09/12/14	13,500.00
591-545.200-740.000		Q 269037	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	43259 RI	09/19/14	6,850.32
591-545.200-740.000		Q 269038	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	43297 RI	09/19/14	6,867.84
591-545.200-740.000		H 269216	ALEXANDER CHEMICAL	HYDROFLUOSILICIC ACID 20% TO	SLS 10022938	09/19/14	6,277.80
591-545.200-740.000		F 269298	PVS TECHNOLOGIES	FERRIC CHLORIDE 39%	189529	09/19/14	6,273.21
591-545.200-740.000		Q 269450	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	43731 RI	09/26/14	6,679.50
591-545.200-740.000		P 269555	CHEMCO PRODUCTS INC		101478		9,900.00
591-545.200-740.000		Q 269759	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	44107 RI		6,718.92
591-545.200-740.000		Q 269758	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	44055 RI		6,867.84
591-545.200-740.000		Q 269929	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	44274 RI		6,902.88
591-545.200-740.000		Q 270021	GRAYMONT WESTERN	QUICK LIME FOR SOFTENING	44454 RI		6,870.76
591-545.200-823.000		P 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	183.29
591-545.200-823.000		P 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	282.94
591-545.200-823.000		P 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.29
591-545.200-850.000		C 266428	AT & T SBS	14	8102303151595	07/17/14	15,770.13
591-545.200-920.300		266651	Consumers Energy	14 ML061414-071614 1416 DUPONT	100000294981	07/24/14	5,718.63
591-545.200-920.300		P 266694	CONSUMERS ENERGY	14 3/29-4/30 4500 N DORT HWY	100000177871	07/24/14	28,261.52
591-545.200-920.300		P 266693	CONSUMERS ENERGY	14 5/1-5/29 4500 N DORT HWY 2	100000177871	07/24/14	76,009.05
591-545.200-920.300		269394	Consumers Energy	ML081314-091214 1416 DUPONT ST	100000294981	09/25/14	5,841.77
591-545.200-920.300		269388	Consumers Energy	ML073114-082714 4500 N DORT HWY	100000177871	09/25/14	72,248.43
591-545.200-930.000		R 266376	SERVPRO OF FENTON & 14		4272204	07/25/14	5,648.81

Total For Dept 545.200 Water Plant -

517,413.90

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Fund 591 Water Fund							
Dept 545.201 Water Plant Maintenance							
591-545.201-726.000		C 269040	CHEMICAL SYSTEMS	HYPOCHLORITE BRIQUETTE	3325	09/19/14	8,604.00
591-545.201-726.000		A 269932	CHEMICAL SYSTEMS	HYPOCHLORITE BRIQUETTE	3342		8,604.00
591-545.201-930.000		R 266372	FIN-TEK CORPORATION 14		INV979604	07/18/14	13,475.50
591-545.201-930.000		L 269833	AMERICAN ELECTRIC	LARGE ELECTRIC MOTOR REPAIR	50965	09/26/14	7,158.00
				Total For Dept 545.201 Water Plant M			37,841.50
Dept 545.202 Water Plant - Dam Operations							
591-545.202-850.000		C 266428	AT & T SBS	14	8102303151595	07/17/14	55.37
				Total For Dept 545.202 Water Plant -			55.37
Dept 545.300 Water Plant - Capital Improvements							
591-545.300-801.000		W 267343	ZITO CONSTRUCTION	14 WATERMAIN CUT IN	2	08/01/14	181,950.00
591-545.300-801.000		L 267341	ZITO CONSTRUCTION	LIME RESIDUAL DISPOSAL	3	08/01/14	290,640.00
591-545.300-801.000		L 267339	ZITO CONSTRUCTION	14 LIME RESIDUAL DISPOSAL	2	08/01/14	455,850.00
591-545.300-801.000		L 267382	ZITO CONSTRUCTION	LIME RESIDUAL DISPOSAL	1	08/01/14	40,375.00
591-545.300-976.000		B 265608	GRAYMONT WESTERN	14	39755 RI	07/11/14	6,953.98
591-545.300-976.000		B 265607	GRAYMONT WESTERN	14	39597 RI	07/11/14	6,831.34
591-545.300-976.000		B 266196	GRAYMONT WESTERN	14	39933 RI	07/18/14	6,917.48
591-545.300-977.000		E 266138	MCNAUGHTON MCKAY	14	13065462-00	07/18/14	111,874.00
591-545.300-977.000		E 266301	YOUNGS	14	224983	07/24/14	11,737.02
591-545.300-977.000		C 266863	MCNAUGHTON MCKAY	CEDAR STREET PROJECT	13137353-01	08/01/14	6,040.00
591-545.300-977.000		C 268738	MCNAUGHTON MCKAY	CEDAR STREET PROJECT	13137353-02	09/12/14	13,025.00
				Total For Dept 545.300 Water Plant -			1,132,193.82
				Total For Fund 591 Water Fund			1,958,537.41
Fund 627 Fringe Benefit Fund							
Dept 000.000 Balance Sheet Activity							
627-000.000-232.100		P 266427	STATE OF MICHIGAN	14	C38-6004611	07/17/14	84,218.23
627-000.000-232.100		P 267736	STATE OF MICHIGAN		C38-6004611	08/14/14	85,112.59
627-000.000-232.100		P 269201	STATE OF MICHIGAN		C38-6004611	09/11/14	73,455.30
				Total For Dept 000.000 Balance Sheet			242,786.12
Dept. 000.105 Retiree Health Insurance							
627-000.105-716.100		H 266871	AMERAPLAN INC		0814-01	08/01/14	12,375.00
627-000.105-716.100		M 266961	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161608	08/14/14	8,781.98
627-000.105-716.100		M 266960	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161607	08/14/14	14,277.62
627-000.105-716.100		M 266959	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161605	08/14/14	26,708.66
627-000.105-716.100		M 266957	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161602	08/14/14	47,385.72
627-000.105-716.100		M 266958	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161603	08/14/14	19,246.46
627-000.105-716.100		M 266956	BLUE CROSS BLUE	MEDICARE ADVANTAGE-RETIRES	25161601	08/14/14	22,680.85

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Fund 627 Fringe Benefit Fund							
Dept 000.105 Retiree Health Insurance							
627-000.105-716.100							
627-000.105-716.100		3 266999	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054357	08/15/14	5,507.93
627-000.105-716.100		3 266979	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054090	08/15/14	5,746.92
627-000.105-716.100		3 267000	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054358	08/15/14	37,996.57
627-000.105-716.100		3 266986	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054098	08/15/14	24,915.50
627-000.105-716.100		3 266977	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054088	08/15/14	25,297.70
627-000.105-716.100		3 266987	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054099	08/15/14	18,365.74
627-000.105-716.100		3 266985	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054097	08/15/14	19,653.00
627-000.105-716.100		3 266988	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054100	08/15/14	21,499.92
627-000.105-716.100		3 266997	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054354	08/15/14	16,882.80
627-000.105-716.100		3 266995	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054107	08/15/14	11,035.95
627-000.105-716.100		3 266990	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054102	08/15/14	11,479.00
627-000.105-716.100		3 266993	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054105	08/15/14	8,689.62
627-000.105-716.100		3 266973	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054084	08/15/14	6,835.04
627-000.105-716.100		3 266992	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054104	08/15/14	7,223.34
627-000.105-716.100		M 267833	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161608	08/21/14	8,758.54 1
627-000.105-716.100		M 267832	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161607	08/21/14	14,663.78 1
627-000.105-716.100		M 267830	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161605	08/21/14	26,659.00 1
627-000.105-716.100		M 267828	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161602	08/21/14	45,829.58 1
627-000.105-716.100		M 267829	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161603	08/21/14	19,509.86 1
627-000.105-716.100		M 267827	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161601	08/21/14	22,843.08 1
627-000.105-716.100		3 267958	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054784	08/22/14	5,084.32
627-000.105-716.100		3 267937	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054538	08/22/14	5,746.92
627-000.105-716.100		3 267947	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054548	08/22/14	33,931.40
627-000.105-716.100		3 267945	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054546	08/22/14	36,562.06
627-000.105-716.100		3 267959	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054785	08/22/14	39,369.94
627-000.105-716.100		3 267935	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054536	08/22/14	29,445.78
627-000.105-716.100		3 267944	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054545	08/22/14	22,061.02
627-000.105-716.100		3 267946	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054547	08/22/14	15,006.34
627-000.105-716.100		3 267956	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054782	08/22/14	15,731.70
627-000.105-716.100		3 267949	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054550	08/22/14	12,710.76
627-000.105-716.100		3 267931	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054532	08/22/14	8,572.50
627-000.105-716.100		3 267954	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054555	08/22/14	8,617.39
627-000.105-716.100		3 267952	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054553	08/22/14	7,704.21
627-000.105-716.100		H 268154	CORNERSTONE		22957	08/29/14	30,000.00
627-000.105-716.100		3 269372	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100055193	09/26/14	5,084.32
627-000.105-716.100		3 269352	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054958	09/26/14	5,719.11

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Fund 627 Fringe Benefit Fund							
Dept 000.105 Retiree Health Insurance							
627-000.105-716.100							
627-000.105-716.100		3 269373	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100055194	09/26/14	40,743.31
627-000.105-716.100		3 269359	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054966	09/26/14	33,041.97
627-000.105-716.100		3 269350	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054956	09/26/14	29,303.28
627-000.105-716.100		3 269361	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054968	09/26/14	31,203.72
627-000.105-716.100		3 269360	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054967	09/26/14	18,276.87
627-000.105-716.100		3 269358	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054965	09/26/14	21,954.27
627-000.105-716.100		3 269370	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100055191	09/26/14	15,731.70
627-000.105-716.100		3 269363	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054970	09/26/14	12,649.26
627-000.105-716.100		3 269346	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054952	09/26/14	8,531.01
627-000.105-716.100		3 269368	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054975	09/26/14	10,632.49
627-000.105-716.100		3 269365	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054972	09/26/14	5,906.64
627-000.105-716.100		3 269366	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054973	09/26/14	7,666.92
627-000.105-716.100		M 269512	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161608	09/25/14	8,951.62 1
627-000.105-716.100		M 269511	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161607	09/25/14	14,663.78 1
627-000.105-716.100		M 269509	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161605	09/25/14	26,489.36 1
627-000.105-716.100		M 269507	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161602	09/25/14	45,443.42 1
627-000.105-716.100		M 269508	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161603	09/25/14	19,486.42 1
627-000.105-716.100		M 269506	BLUE CROSS BLUE	AT MEDICARE ADVANTAGE-RETIRES	25161601	09/25/14	22,532.80 1
627-000.105-801.000		H 269252	CORNERSTONE	HEALTHCARE & BENEFITS SERVICE	22969	09/19/14	8,316.52
627-000.105-801.000		H 269834	CORNERSTONE	HEALTHCARE & BENEFITS SERVICE	22971	09/26/14	888.46
627-000.105-801.000		P 269834	CORNERSTONE	HEALTHCARE & BENEFITS SERVICE	22971	09/26/14	6,249.60
Total For Dept 000.105 Retiree Health							1,180,860.35
Dept 270.300 Personnel - Workers compensation							
627-270.300-850.000		C 266428	AT & T SBS	14	B102303151595	07/17/14	27.92 1
Total For Dept 270.300 Personnel - W							27.92
Dept 853.250 Fringe Benefit - Hospitalization Insuran							
627-853.250-716.000		3 266968	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054079	08/15/14	56,228.38
627-853.250-716.000		3 266966	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054077	08/15/14	15,131.84
627-853.250-716.000		3 266967	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054078	08/15/14	12,335.17
627-853.250-716.000		3 266965	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054076	08/15/14	12,690.84
627-853.250-716.000		3 266970	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054081	08/15/14	8,125.06
627-853.250-716.000		H 267494	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-13	08/15/14	5,662.76
627-853.250-716.000		H 267487	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-02	08/15/14	7,300.92
627-853.250-716.000		H 267492	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-09	08/15/14	7,411.52
627-853.250-716.000		H 267490	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-07	08/15/14	22,961.08
627-853.250-716.000		H 267497	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-16	08/15/14	9,060.42

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Fund 627 Fringe Benefit Fund							
Dept 853.250 Fringe Benefit - Hospitalization Insurance							
627-853.250-716.000		H 267797					
627-853.250-716.000		H 267795	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-09	08/22/14	7,411.52
627-853.250-716.000		H 267791	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-07	08/22/14	22,197.75
627-853.250-716.000		H 267802	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-02	08/22/14	7,780.28
627-853.250-716.000		3 267926	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	101537-16	08/22/14	7,876.39
627-853.250-716.000		3 267928	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054527	08/22/14	37,127.89
627-853.250-716.000		3 267925	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054529	08/22/14	16,250.12
627-853.250-716.000		3 267923	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054526	08/22/14	10,785.33
627-853.250-716.000		3 267924	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054524	08/22/14	11,109.08
627-853.250-716.000		H 268455	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	AC0100054525	08/22/14	11,936.08
627-853.250-716.000		H 268460	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-09	09/05/14	7,411.52
627-853.250-716.000		H 268453	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-16	09/05/14	12,972.88
627-853.250-716.000		H 268449	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-07	09/05/14	17,846.67
627-853.250-716.000		3 269342	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	101537-02	09/05/14	7,780.28
627-853.250-716.000		3 269339	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054947	09/26/14	52,786.97
627-853.250-716.000		3 269340	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054944	09/26/14	12,860.17
627-853.250-716.000		3 269341	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054945	09/26/14	14,025.28
627-853.250-716.000		3 269344	HEALTHPLUS OF	HEALTH CARE PLAN FOR EMPLOYEES	AC0100054946	09/26/14	10,733.44
627-853.250-716.000		H 269858	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	AC0100054950	09/26/14	7,002.65
627-853.250-716.000		H 269856	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-09	09/26/14	7,411.52
627-853.250-716.000		H 269852	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-07	09/26/14	19,764.11
627-853.250-716.000		H 269863	MCLAREN HEALTH PLAN	EMPLOYEE HEALTH PLAN	101537-02	09/26/14	7,780.28
627-853.250-716.000					101537-16	09/26/14	11,634.42
Total For Dept 853.250 Fringe Benefit							479,392.62
Dept 853.300 Fringe Benefit - Life Insurance							
627-853.300-717.000		L 268447	STANDARD		SEPTEMBER 2014	09/05/14	7,280.16
627-853.300-717.000		L 270005	STANDARD		00 645126 0001		7,173.54
Total For Dept 853.300 Fringe Benefit							14,453.70
Total For Fund 627 Fringe Benefit Fu							1,917,520.71
Fund 636 Information Services Fund							
Dept 228.100 Information Services							
636-228.100-801.000		P 266218	PLANTE & MORAN, LLP	14	1173287	07/25/14	5,960.00
636-228.100-801.000		P 266454	GREAT LAKES	14	INV241810	07/24/14	14,163.00
636-228.100-801.000		P 267661	EPIC TECHNOLOGY		3734	08/15/14	5,747.50
636-228.100-801.000		P 270014	UNKNOWN VENDOR		21097-1		8,951.50
636-228.100-814.600		P 266776	ASSETWORKS INC	Purchase Assetworks Inc.	06/17/2014	07/25/14	5,000.00
636-228.100-814.600		C 267543	BS & A SOFTWARE		097198		82,858.00

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Fund 636 Information Services Fund							
Dept 228.100 Information Services							
636-228.100-814.600				Purchase Esri Inc	25625561	09/25/14	5,400.00
636-228.100-823.000	P 269676		ESRI INC	14 XEROX COPY MACHINES	800631981	07/25/14	183.30
636-228.100-823.000	P 266046		XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	292.90
636-228.100-823.000	P 267376		XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	183.30
636-228.100-850.000	P 269264		XEROX CORP	AT	8956479017	07/10/14	7,013.66
636-228.100-850.000	C 265891		AT & T	AT	810R01039407	07/17/14	13,827.68
636-228.100-850.000	C 266354		AT & T	14	8102303151595	07/17/14	3,100.41
636-228.100-850.000	C 266428		AT & T	15	810766700007	07/17/14	29,661.51
636-228.100-850.000	C 266433		AT & T	AT	8956698087	07/31/14	7,013.66
636-228.100-850.000	C 267037		AT & T	AT	810R01039408	08/14/14	13,827.68
636-228.100-850.000	C 267722		AT & T	AT	810766700008	08/14/14	39,339.13
636-228.100-850.000	C 267781		AT & T	AT	8102303151595	09/11/14	35,849.04
636-228.100-850.000	C 268067		AT & T	AT	8956914853	09/04/14	7,013.66
636-228.100-850.000	C 268465		AT & T	AT	9760815204	09/18/14	6,441.56
636-228.100-850.000	C 268464		AT & T	AT	810R01039409	09/18/14	13,827.68
636-228.100-850.000	C 269153		AT & T	AT	8102303151595	09/25/14	36,342.77
636-228.100-850.000	C 269433		AT & T	AT	810766700009	09/25/14	32,339.70
636-228.100-850.000	C 269504		AT & T	14	XJFDFRFJ9	07/17/14	8,610.72
636-228.100-977.000	E 266037		DELL MARKETING LP	14	1634921	07/24/14	13,901.45
636-228.100-977.000	E 266255		BEST BUY GOV	15 PURCHASE SCHAEFFERS OFFICE	0003213	07/25/14	6,584.85
636-228.100-977.000	P 266744		SCHAEFFERS OFFICE	DELL FINANCIAL	77431165	08/08/14	12,652.80
636-228.100-977.000	E 267360		DELL FINANCIAL	DELL FINANCIAL	77482647	09/12/14	12,652.80
636-228.100-977.000	E 268871		DELL FINANCIAL	DELL FINANCIAL	77540951		12,652.80
636-228.100-977.000	E 269986		DELL FINANCIAL				
Total For Dept 228.100 Information S							441,393.06
Total For Fund 636 Information Servi							441,393.06
Fund 661 Fleet/Central Garage Fund							
Dept 000.000 Balance Sheet Activity							
661-000.000-110.400	I 265958		KNOBLOCK ACE	14	334376	07/11/14	5,323.80
Total For Dept 000.000 Balance Sheet							5,323.80
Dept 451.100 Fleet Management							
661-451.100-751.000	G 265905		MARATHON FLINT OIL		85755	07/10/14	6,321.85
661-451.100-751.000	G 266178		MARATHON FLINT OIL		85874	07/17/14	7,635.43
661-451.100-751.000	G 266840		MARATHON FLINT OIL		86020	07/31/14	5,065.73
661-451.100-751.000	G 266846		MARATHON FLINT OIL		86167	07/31/14	5,464.16
661-451.100-751.000	G 266842		MARATHON FLINT OIL		86162	07/31/14	5,669.96
661-451.100-751.000	G 267622		MARATHON FLINT OIL		86310	08/07/14	7,297.97

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Fund 661 Fleet/Central Garage Fund							
Dept 451.100 Fleet Management							
661-451.100-751.000							
661-451.100-751.000		G 267910	MARATHON FLINT OIL		86637	08/21/14	5,849.02
661-451.100-751.000		G 268165	MARATHON FLINT OIL		86794	08/28/14	5,464.29
661-451.100-751.000		G 268410	MARATHON FLINT OIL		86928	09/11/14	6,233.62
661-451.100-751.000		G 269294	MARATHON FLINT OIL		87207	09/25/14	5,207.89
661-451.100-751.000		G 269291	MARATHON FLINT OIL		87038	09/25/14	6,230.88
661-451.100-751.000		G 269292	MARATHON FLINT OIL		87202	09/25/14	6,695.74
661-451.100-751.000		G 269438	MARATHON FLINT OIL		87286	09/25/14	5,822.82
661-451.100-751.000		G 269437	MARATHON FLINT OIL		87285	09/25/14	6,225.98
661-451.100-751.000		G 269891	MARATHON FLINT OIL		87388	09/25/14	8,221.26
661-451.100-751.000		G 270054	MARATHON FLINT OIL		87555		8,708.62
661-451.100-823.000		V 266046	XEROX CORP	14 XEROX COPY MACHINES	800631981	07/25/14	113.61
661-451.100-823.000		V 267376	XEROX CORP	XEROX COPY MACHINES ACCT	800634579	08/08/14	113.61
661-451.100-823.000		V 269264	XEROX CORP	XEROX COPY MACHINES ACCT	800635894	09/26/14	113.61
661-451.100-930.000		R 268907	C & S MOTORS	REPAIRS TO 4450	FS73781	09/12/14	10,166.15
661-451.100-940.000		R 268250	DEERE CREDIT INC		0063090		30,799.88
661-451.100-940.000		R 268252	UNKNOWN VENDOR		3346349		71,559.00
Total For Dept 451.100 Fleet Managem							214,981.08
Total For Fund 661 Fleet/Central Gar							220,304.88
Fund 677 Self Insurance Fund							
Dept 174.851 Risk And Benefit- Insurance/Bonds							
677-174.851-955.000		A 266621	MICHIGAN AUTOMOBILE 14	AUTO SELF INSURANCE	ACL407M053	07/25/14	12,947.00
677-174.851-955.000		I 268356	LAKE AGENCY		EWC009030	08/29/14	75,106.00
677-174.851-955.000		I 270029	LAKE AGENCY		55465		344,433.38
Total For Dept 174.851 Risk And Bene							432,486.38
Dept 266.200 Law Office-Suits/Settlements							
677-266.200-801.500		L 266045	HARVEY KRUSE PC	14	372178	07/11/14	12,040.35
677-266.200-801.500		L 266177	MILLER, CANFIELD, 14		1250983	07/18/14	20,475.00
677-266.200-801.500		L 266559	GIARMARCO MULLINS & 14		29	07/25/14	6,369.10
677-266.200-801.500		L 266920	LAW OFFICE OF	LEGAL SERVICES - COLLECTIONS	14-009	08/01/14	17,166.11
677-266.200-801.500		L 266920	LAW OFFICE OF	LEGAL SERVICES - COLLECTIONS	14-009	08/01/14	6,030.56
677-266.200-801.500		L 267632	MILLER, CANFIELD, 14	LEGAL SERVICES	1253708	08/15/14	16,222.90
677-266.200-801.500		L 267898	GIARMARCO MULLINS & 14	LEGAL SERVICES	30	08/22/14	6,553.98
677-266.200-956.300		L 265593	PIFER INC	15	EME3472014	07/03/14	49,500.00
677-266.200-956.300		L 261488	CONSUMERS ENERGY		96706399		10,797.11
677-266.200-956.300		L 268319	PATRICK M GERACE		EME4422014	08/29/14	7,240.00
677-266.200-956.300		L 269325	ALBERT LEE		13-099866-NI	09/25/14	5,000.00

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Fund 677 Self Insurance Fund							
Dept 266.200 Law Office-Suits/Settlements							
677-266.200-956.300	L	269500	KELLI DAVIS & HER		ENE4982014	09/25/14	48,298.00 1
				Total For Dept 266.200 Law Office-Su			205,693.11
				Total For Fund 677 Self Insurance Fu			638,179.49
Fund 701 General Agency Fund							
Dept 000.000 Balance Sheet Activity							
701-000.000-202.000	B	267515	JETHENE E ROSS	BD Bond Refund	B14-00011	08/07/14	8,129.00 1
701-000.000-202.000	B	268197	FICK EXCAVATING INC	BD Bond Refund	B13-00042	08/28/14	8,295.00 1
701-000.000-202.000	B	268195	FLY-IN-WHEELS MC	BD Bond Refund	B13-00049	08/29/14	8,250.00
701-000.000-202.000	B	269924	BURNASH WRECKING,	BD Bond Refund	B14-00005		5,700.00
701-000.000-202.000	B	269930	SHAWN MIKULA	BD Bond Refund	B14-00014		35,125.00
701-000.000-202.000	B	269925	STEPHANIE M LEWIS	BD Bond Refund	B11-00080		7,873.00
				Total For Dept 000.000 Balance Sheet			73,372.00
				Total For Fund 701 General Agency Fu			73,372.00
Fund 702 Tax Collection Fund - Prior Years							
Dept 000.000 Balance Sheet Activity							
702-000.000-202.950	A	267002	STATE OF MICHIGAN	AT	2013 PILOT TAX	07/31/14	187,242.82 1
702-000.000-202.950	A	267004	C S MOTT COMMUNITY		2013	08/01/14	12,613.43
702-000.000-202.950	A	267005	FLINT BOARD OF		2013 PILOT TAX	08/01/14	17,643.62
702-000.000-202.950	A	267006	GENESEE		2013 PILOT TAX	08/01/14	15,588.58
702-000.000-202.950	A	267007	MASS TRANSPORTATION		2013 PILOT TAX	08/01/14	6,175.27
702-000.000-202.950	A	267008	FLINT PUBLIC		2013 PILOT TAX	08/01/14	14,997.08
702-000.000-202.950	A	267009	GENESEE COUNTY		2013 PILOT TAX	08/01/14	36,507.31
				Total For Dept 000.000 Balance Sheet			290,768.11
Dept 001.000 Delinq Fsd Property Tax Levy							
702-001.000-274.500	E	269330	FLINT BOARD OF		FY 13-14 PRIOR	09/26/14	115,159.19
				Total For Dept 001.000 Delinq Fsd Pr			115,159.19
Dept 001.001 Delinquent County Property Tax Levy							
702-001.001-274.500	E	269337	GENESEE COUNTY		FY 13-14 PRIOR	09/26/14	77,699.22
				Total For Dept 001.001 Delinquent Cou			77,699.22
Dept 001.002 Delinquent Mott Property Tax Levy							
702-001.002-274.500	E	269327	C S MOTT COMMUNITY		FY 13-14 PRIOR	09/26/14	26,226.84
				Total For Dept 001.002 Delinquent Mot			26,226.84
Dept 001.006 Delinquent Gisd Property Tax Levy							
702-001.006-274.500	E	269331	GENESEE		FY 13-14 PRIOR	09/26/14	32,980.93
				Total For Dept 001.006 Delinquent Gis			32,980.93
Dept 004.001 Delinquent Airport Property Tax Levy							
702-004.001-274.500	E	269326	BISHOP INTERN'L		FY 13-14 PRIOR	09/26/14	5,274.87

INVOICE GL DISTRIBUTION REPORT FOR CITY OF FLINT
POST DATES 06/28/2014 - 09/30/2014
BOTH JOURNALIZED AND UNJOURNALIZED
BOTH OPEN AND PAID

GL Number	Grant	IntRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount
Fund 703 Current Tax Collection Fund							
Dept 001.103 2010 DDA prop tax levy							
703-001.103-274.000		U 267782	DOWNTOWN		TAX YR 14	08/15/14	37,478.02
				Total For Dept 001.103 2010 DDA prop			37,478.02
Dept 001.105 2010 Carman Property Tax Lev							
703-001.105-274.000		U 266710	CARMAN SCHOOL		TAX YR 14	07/25/14	13,180.44
703-001.105-274.000		U 267780	CARMAN SCHOOL		TAX YR 14	08/15/14	790,576.09
703-001.105-274.000		U 268304	CARMAN SCHOOL		08152014	08/29/14	34,173.39
				Total For Dept 001.105 2010 Carman P			837,929.92
Dept 001.106 2010 Gisd Property Tax Lev							
703-001.106-274.000		U 266713	GENESEE		TAX YR 14	07/25/14	18,872.45
703-001.106-274.000		U 267784	GENESEE		TAX YR 14	08/15/14	213,493.59
703-001.106-274.000		U 268306	GENESEE		08152014	08/29/14	90,582.95
703-001.106-274.000		U 268980	GENESEE		TAX YR 14	09/12/14	18,137.49
703-001.106-274.000		U 269768	GENESEE		TAX YR 14	09/26/14	24,027.86
				Total For Dept 001.106 2010 Gisd Pro			1,365,114.34
Dept 001.108 2010 Swartzcreek Property Tax Lev							
703-001.108-274.000		U 267786	SWARTZ CREEK SCHOOL		TAX YR 14	08/15/14	20,350.91
703-001.108-274.000		U 268305	SWARTZ CREEK SCHOOL		08152014	08/29/14	15,036.49
703-001.108-274.000		U 269770	SWARTZ CREEK SCHOOL		TAX YR 14	09/26/14	13,306.85
				Total For Dept 001.108 2010 Swartzcr			48,694.25
Dept 004.106 2010 Mta Property Tax Levy							
703-004.106-274.000		U 266714	MASS TRANSPORTATION		TAX YR 14	07/25/14	11,812.15
703-004.106-274.000		U 267785	MASS TRANSPORTATION		TAX YR 14	08/15/14	204,611.49
703-004.106-274.000		U 268310	MASS TRANSPORTATION		08152014	08/29/14	15,380.08
				Total For Dept 004.106 2010 Mta Prop			231,803.72
Dept 009.100 2010 State Ift/Cft Prop Tax Levy							
703-009.100-274.000		U 267572	STATE OF MICHIGAN	FI	TAX YR 13	08/07/14	360,750.77
				Total For Dept 009.100 2010 State If			360,750.77
Dept 011.100 2010 MET Prop Tax Levy							
703-011.100-274.000		U 266717	GENESEE COUNTY		TAX YR 14	07/25/14	88,799.51
703-011.100-274.000		U 267788	GENESEE COUNTY		TAX YR 14	08/15/14	898,905.64
703-011.100-274.000		U 268302	GENESEE COUNTY		08152014	08/29/14	156,256.46
703-011.100-274.000		U 268984	GENESEE COUNTY		TAX YR 14	09/12/14	30,635.19
703-011.100-274.000		U 269772	GENESEE COUNTY		TAX YR 14	09/26/14	45,331.82
				Total For Dept 011.100 2010 MET Prop			2,219,928.62
Dept 021.100 2010 Library prop tax levy							
703-021.100-274.000		U 266716	FLINT PUBLIC		TAX YR 14	07/25/14	66,941.76

GL Number	Grant	InaRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount C
Fund 703 Current Tax Collection Fund							
Dept 021.100 2010 Library prop tax levy							
703-021.100-274.000		U 267787	FLINT PUBLIC		TAX YR 14	08/15/14	159,534.77
703-021.100-274.000		U 268308	FLINT PUBLIC		08152014	08/29/14	87,161.85
703-021.100-274.000		U 268983	FLINT PUBLIC		TAX YR 14	09/12/14	17,454.72
703-021.100-274.000		U 269771	FLINT PUBLIC		TAX YR 14	09/26/14	23,122.23
Total For Dept 021.100 2010 Library							1,354,215.33
Dept 024.100 City of Brownfield Authority- Elba Devel							
703-024.100-274.000		U 269131	ELBA ROAD		TAX YR 10-13	09/12/14	153,970.14
Total For Dept 024.100 City of Brown							153,970.14
Total For Fund 703 Current Tax Colle							1,256,800.27
Fund 735 Retirees' Life Insurance Fund							
Dept 000.101 Retirement System-Death Benefits Admin							
735-000.101-874.500		D 267509	AMERICAN CAPITAL	FI	08012014	08/07/14	5,000.00
735-000.101-874.500		D 267510	ANIKA WILBORN,	FI	08012014	08/07/14	5,000.00
735-000.101-874.500		D 267511	GREGORY A	FI	08012014	08/07/14	5,000.00
Total For Dept 000.101 Retirement Sy							15,000.00
Total For Fund 735 Retirees' Life In							15,000.00

GL Number	Grant	InRef #	Vendor	Invoice Desc.	Invoice	Chk Date	Amount
Fund Totals:							
				Fund 101 General Fund			2,026,173.80
				Fund 202 Major Street Fund			338,399.46
				Fund 203 Local Street Fund			36,480.22
				Fund 205 Public Safety			83,952.00
				Fund 207 Police Fund			825.11
				Fund 208 Park/Recreation Fund			97,712.82
				Fund 213 Park & Recreation Senior Ci			45,294.67
				Fund 219 Street Light			594,089.08
				Fund 226 Rubbish Collection Fund			1,416,124.72
				Fund 265 Drug Law Enforcement Fund			655,688.95
				Fund 274 HUD CDBG, ESG, & HOME GRANT			801,233.65
				Fund 295 Section 108 Loans			975,775.06
				Fund 296 Other Grants Fund			87,662.04
				Fund 297 Federal Stimulus Fund			5,000.00
				Fund 402 Public Improvement Fund			954.66
				Fund 542 Building Inspection Fund			820,978.84
				Fund 590 Sewer Fund			1,958,537.41
				Fund 591 Water Fund			1,917,520.71
				Fund 627 Fringe Benefit Fund			441,393.06
				Fund 636 Information Services Fund			220,304.88
				Fund 661 Fleet/Central Garage Fund			638,179.49
				Fund 677 Self Insurance Fund			73,372.00
				Fund 701 General Agency Fund			642,406.60
				Fund 702 Tax Collection Fund - Prior			1,256,800.27
				Fund 703 Current Tax Collection Fund			15,000.00
				Fund 735 Retirees' Life Insurance Fu			
							<u>5,150,493.78</u>

Section Separator

(b) A list of each contract that the emergency manager awarded or approved with a cumulative value of \$5000 or more, the purpose of the contract, and the identity of the contractor.

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000564	Open	Blanket	07/01/2014	07/28/2014	68,000.00	68,000.00	0000000554 3M COMPANY Contact: Phone:
BDuncan		TE					
PAVEMENT MARKING SUPPLIES AND MATERIAL							
14-000566	Partial	Regular		07/29/2014	24,500.00	18,218.75	0000005152 ABILITA-LANSING Contact: Phone:
VFoster		IS					
TELECOMMUNICATIONS EXPENSE AND COST ANALYSIS STUDY							
14-000348	Partial	Blanket	07/01/2014	07/01/2014	10,000.00	4,603.94	0000004863 ACE SAGINAW PAVING COMPANY Contact: Phone:
KNeumann		STREET					
ASPHALT FOR PATCHING AND PAVEMENT BREAKS							
14-000709	Partial	Regular		08/28/2014	10,200.00	5,387.30	0000004863 ACE SAGINAW PAVING COMPANY Contact: Phone:
CPriest		WSC					
SEASONAL REQ FOR ASPHALT (ALL ACTIVITIES)							
14-000734	Partial	Blanket	07/01/2014	09/07/2014	172,561.00	140,045.71	0000004863 ACE SAGINAW PAVING COMPANY Contact: Phone:
KNeumann		STREET					
14-000426	Partial	Blanket	07/01/2014	07/17/2014	242,807.73	208,861.34	0000003378 AIR LIQUIDE INDUSTRIAL U.S. LP Contact: Phone:
RKelly		WA PLANT					
LIQUID OXYGEN 99% PURE FOR OZONE PRODUCTION							
14-000447	Partial	Regular	07/01/2014	07/17/2014	5,000.00	4,015.85	0000000230 AIRGAS INC Contact: Phone:
KWallace		WPC					
FY 2015 WPC CALIBRATION AND TEST GASES							
14-000667	Partial	Regular	08/13/2014	08/19/2014	6,692.08	61.98	0000002244 AL SERRA INC Contact: Phone:
MRule		FLEET					
REPAIRS TO POLICE VEHICLES 2379 AND 2381							
14-000516	Partial	Regular	07/01/2014	07/21/2014	45,000.00	38,330.17	0000000556 ALDRIDGE TRUCKING Contact: Phone:
CPriest		WSC					
SAND							

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000350	Partial	Blanket	07/01/2014	07/02/2014	8,000.00	1,722.20	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
DJones		WA PLANT					
HYDROFLUOSILICIC ACID 20% TO 40%							
14-000351	Open	Blanket		07/02/2014	6,000.00	6,000.00	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
DJones		WA PLANT					
LIQUID CHLORINE IN TON CYLINDERS FOR POST CHLORINATION							
14-000425	Open	Blanket	07/01/2014	07/17/2014	30,000.00	30,000.00	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
RKelly		WA PLANT					
SODIUM BIOSULFATE IN 55 GALLON DRUMS							
14-000427	Partial	Blanket	07/01/2014	07/17/2014	62,000.00	55,722.20	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
RKelly		WA PLANT					
HYDROFLUOSILICIC ACID 20% TO 40%							
14-000430	Partial	Regular	07/01/2014	07/17/2014	33,659.00	26,719.00	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
KWallace		WPC					
FY 2015 WPC LIQUID CHLORINE							
14-000431	Partial	Blanket	07/01/2014	07/17/2014	64,000.00	54,978.00	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
RKelly		WA PLANT					
LIQUID CHLORINE IN TON CYLINDERS FOR POST CHLORINATION							
14-000532	Partial	Regular	07/01/2014	07/22/2014	31,349.00	24,610.00	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
KWallace		WPC					
FY 2015 WPC LIQUID SULFUR DIOXIDE							
14-000533	Partial	Regular	07/01/2014	07/22/2014	26,288.00	22,734.12	0000000451 ALEXANDER CHEMICAL CORP Contact: Phone:
KWallace		WPC					
FY 2015 WPC AQUEOUS SODIUM HYPOCHLORITE							
14-000489	Open	Blanket	07/01/2014	07/21/2014	5,000.00	5,000.00	0000002140 ALRO STEEL CORP Contact: Phone:
MRule		FLEET					
PARTS AND SUPPLIES - STEEL, ALUMINUM, ETC.							

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000308	Partial	Regular	07/01/2014	07/01/2014	8,850.00	2,950.00	000005174 ALTA CONSTRUCTION EQUIPMENT LLC Contact: Phone:
Bwideman		STREET					
RENTAL OF KUBOTA TRACTOR/BRUSH HOG FOR GRASS CUTTING							
14-000730	Open	Regular	07/01/2014	09/04/2014	5,000.00	5,000.00	000005174 ALTA CONSTRUCTION EQUIPMENT LLC Contact: Phone:
RKelly		WA PLANT					
HEAVY EQUIPMENT RENTAL							
14-000759	Partial	Blanket	07/01/2014	09/18/2014	25,000.00	17,842.00	0000002670 AMERICAN ELECTRIC MOTOR CORP Contact: Phone:
RKelly		WA PLANT					
LARGE ELECTRIC MOTOR REPAIR							
14-000797	Open	Regular	07/01/2014	09/29/2014	73,986.00	73,986.00	0000004765 AMWELL, DIVISION OF MCNISH CORP Contact: Phone:
KWallace		WPC					
PRIMARY TANK SCUM TROUGH WALL BEARING							
14-000753	Partial	Regular	07/01/2014	09/15/2014	5,000.00	4,320.00	0000002343 ANALYSIS & ALIGNMENT SERVICES, INC Contact: Phone:
KWallace		WPC					
FY 2015 WPC VIBRATION ANALYSIS SERVICES							
14-000755	Open	Blanket	07/01/2014	09/18/2014	5,500.00	5,500.00	0000002343 ANALYSIS & ALIGNMENT SERVICES, INC Contact: Phone:
RKelly		WA PLANT					
VIBRATION ANALYSIS							
14-000491	Partial	Blanket	07/01/2014	07/21/2014	10,000.00	9,025.02	0000000016 APPELATE CHEVROLET Contact: Phone:
MRule		FLEET					
GM REPAIRS							
14-000790	Open	Blanket	07/01/2014	09/26/2014	6,000.00	6,000.00	0000000016 APPELATE CHEVROLET Contact: Phone:
MRule		FLEET					
OIL CHANGES							
14-000410	Open	Blanket	07/01/2014	07/16/2014	6,500.00	6,500.00	0000004618 AQUA SCIENCE, INC Contact: Phone:
RKelly		WA PLANT					
BOILER CHEMICALS (OXYGEN REMOVER)							

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000514 KWallace FY 2015 WPC JANITORIAL SUPPLIES	Open	Blanket WPC	07/01/2014	07/21/2014	7,000.00	7,000.00	0000003421 ARNOLD SALES Contact: Phone:
14-000553 KNeumann JANITORIAL SUPPLIES -PAPER SUPPLIES FOR FACILITIES MAINTENANCE	Partial	Blanket MAINT	07/01/2014	07/25/2014	23,678.89	20,089.51	0000003421 ARNOLD SALES Contact: Phone:
14-000712 DDunlap ANNUAL JANITORIAL SUPPLIES	Partial	Blanket FIRE	07/01/2014	09/01/2014	10,000.00	9,358.60	0000003421 ARNOLD SALES Contact: Phone:
14-000492 MRule MISC REPAIRS	Partial	Blanket FLEET	07/01/2014	07/21/2014	5,000.00	4,380.15	0000000019 AUSTINS BODY SHOP Contact: Phone:
14-000436 KWallace FY 2015 WPC NON STOCK MECHANICAL PARTS	Partial	Blanket WPC	07/01/2014	07/17/2014	77,000.00	72,622.01	0000002410 BDI Contact: Phone:
14-000493 MRule SOAPS, CLEANERS AND SUPPLIES	Partial	Blanket FLEET	07/01/2014	07/21/2014	5,000.00	4,766.72	0000004915 BEAVER RESEARCH COMPANY Contact: Phone:
14-000494 MRule PARTS AND SUPPLIES - STREET SWEEPERS	Open	Blanket FLEET	07/01/2014	07/21/2014	5,000.00	5,000.00	0000000696 BELL EQUIPMENT COMPANY Contact: Phone:
14-000570 VFoster DESKTOP MEMORY	Open	Regular IS	07/29/2014	07/29/2014	13,901.45	13,901.45	0000002983 BEST BUY GOV LLC Contact: Phone:
14-000557 Krau MEDICARE ADVANTAGE-RETIRES	Partial	Blanket FINANCE	07/28/2014	07/28/2014	2,000,000.00	1,562,147.60	0000004821 BLUE CROSS BLUE SHIELD OF MICHIGAN Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000381 MRule PARTS AND SUPPLIES - AUTO AND TRUCK	Completed	Regular FLEET	07/08/2014	07/09/2014	8,000.00	0.00	0000000429 BROWN & SONS COMPANY, INC. Contact: Phone:
14-000791 DJones PARTS AND SUPPLIES - AUTO AND TRUCK	Open	Regular FLEET		09/26/2014	10,000.00	10,000.00	0000000429 BROWN & SONS COMPANY, INC. Contact: Phone:
14-000655 VFoster	Open	Blanket IS		08/18/2014	82,735.00	82,735.00	0000000599 BS & A SOFTWARE Contact: Phone:
14-000547 DJones REPAIRS TO 4450	Partial	Regular FLEET		07/24/2014	12,460.03	2,293.88	0000000029 C & S MOTORS Contact: Phone:
14-000800 MRule JIB WINCH	Open	Blanket FLEET	08/29/2014	09/30/2014	14,675.17	14,675.17	0000000474 CANNON ENGINEERING AND EQUIP CO, LL Contact: Phone:
14-000454 BDuncan TRAFFIC SIGNAL REPAIR/REPLACEMENT & MISC EQUIPMENT	Partial	Blanket TE	07/01/2014	07/19/2014	128,000.00	119,925.24	0000000035 CARRIER AND GABLE Contact: Phone:
14-000500 rtibbets OFFICE SUPPLIES	Open	Regular 68DC	07/17/2014	07/21/2014	5,000.00	5,000.00	0000000597 CDW GOVERNMENT INC Contact: Phone:
14-000465 KNeumann CONCRETE FOR PAVEMENT BREAKS/WATER REPAIRS	Partial	Blanket STREET	07/01/2014	07/19/2014	48,504.00	14,408.25	0000004151 CENTRAL CONCRETE PRODUCTS, INC Contact: Phone:
14-000515 CPriest CONCRETE	Partial	Regular WSC	07/01/2014	07/21/2014	30,000.00	22,161.50	0000004151 CENTRAL CONCRETE PRODUCTS, INC Contact: Phone:

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000766	Open	Regular	07/01/2014	09/19/2014	7,500.00	7,500.00	000005133 CENTURY 21 WOODLAND Contact: Phone:
CDotson		CED					
C21, EXCLUSIVE RIGHT TO SELL, NSP1 HOMES, F14022							
14-000682	Open	Regular	07/01/2014	08/22/2014	30,000.00	30,000.00	0000003816 CHARLES E SYRJAWAKI, M.D. Contact: Phone:
TWilliams		CLINIC					
CITY PHYSICIAN							
14-000393	Completed	Regular	07/10/2014	07/11/2014	10,000.00	0.00	0000005111 CHEMCO PRODUCTS INC Contact: Phone:
YGray		WA PLANT					
POLYMER							
14-000722	Partial	Blanket	07/01/2014	09/01/2014	42,000.00	11,400.00	0000005111 CHEMCO PRODUCTS INC Contact: Phone:
RKelly		WA PLANT					
14-000695	Cancelled	Regular		08/26/2014	8,604.00	0.00	0000004352 CHEMICAL SYSTEMS INC Contact: Phone:
MPOISSON		WA PLANT					
HYPOCHLORITE BRIQUETTE							
14-000697	Partial	Regular		08/26/2014	18,604.00	1,396.00	0000004352 CHEMICAL SYSTEMS INC Contact: Phone:
DJones		WA PLANT					
HYPOCHLORITE BRIQUETTE							
14-000673	Partial	Blanket	07/01/2014	08/20/2014	14,000.00	12,373.03	0000000716 CINTAS CORP Contact: Phone:
KWallace		WPC					
FY15 -UNIFORM/LAB COAT/TOWELS/FLOOR MATS RENTALS							
14-000772	Open	Blanket	09/19/2014	09/23/2014	5,000.00	5,000.00	0000000716 CINTAS CORP Contact: Phone:
MPOISSON		WA PLANT					
UNIFORMS							
14-000666	Partial	Regular	07/30/2014	08/19/2014	9,500.00	8,741.00	0000000041 CITIZENS DISPOSAL INC Contact: Phone:
BWideman		STREET					
FY15 SWEEPER DUMPS							

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000789 MRule HEAVY TOWING	Open	Blanket FLEET	07/01/2014	09/26/2014	10,000.00	10,000.00	0000000571 COMPLETE AUTO AND TRUCK PARTS, INC Contact: Phone:
14-000746 RJohnson TOWING & STORAGE SERVICES	Open	Blanket POLICE		09/12/2014	300,000.00	300,000.00	0000000221 COMPLETE TOWING SERVICE Contact: Phone:
14-000378 BDuncan STREET LIGHT INSTALLATION	Open	Blanket TE	07/01/2014	07/08/2014	5,000.00	5,000.00	0000000048 CONSUMERS ENERGY Contact: Phone:
14-000656 VFoster HEALTHCARE & BENEFITS SERVICE	Completed	Regular FINANCE		08/18/2014	10,000.00	0.00	0000003463 CORNERSTONE MUNICIPAL ADVISORY GR. Contact: Phone:
14-000561 MRule ANTIFREEZE AND LUBRICANTS	Partial	Blanket FLEET	07/01/2014	07/28/2014	40,000.00	34,543.28	0000004801 CORRIGAN OIL CO NO II Contact: Phone:
14-000499 rtibbetts	Partial	Regular 68DC	07/15/2014	07/21/2014	10,000.00	3,654.19	0000005149 CRYSTAL DAWN SOLEM Contact: Phone:
14-000458 BDuncan SIGNAL MAINTENANCE	Partial	Blanket TE	07/01/2014	07/19/2014	21,000.00	2,098.00	0000002309 CSX TRANSPORTATION INC Contact: Phone:
14-000444 CPriest STONE	Partial	Regular WSC	07/01/2014	07/17/2014	32,000.00	31,217.30	0000004445 CYDI OF MICHIGAN Contact: Phone:
14-000446 KWallace FY 2015 WPC VARIOUS AGGREGATES	Open	Blanket WPC	07/01/2014	07/17/2014	5,000.00	5,000.00	0000004445 CYDI OF MICHIGAN Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000732 KWallace FY 2015 - JOHN DEERE LEASE TO OWN AGREEMENT	Open	CONTRACT WPC	07/01/2014	07/01/2014	6,106.32	6,106.32	0000004770 DEERE CREDIT INC Contact: Phone:
14-000796 KNeumann SALT FOR FY2015 WINTER SEASON	Open	Blanket STREET	07/01/2014	09/29/2014	260,000.00	260,000.00	0000000842 DETROIT SALT CO Contact: Phone:
14-000683 DJones CITY PHYSICIAN/ADD'L TO DR. SYRJAMAKI	Open	Regular CLINIC	07/01/2014	08/22/2014	25,000.00	25,000.00	0000004294 DONALD HARDMAN, MD Contact: Phone:
14-000407 rtibbetts PUBLIC DEFENDER	Partial	Regular 68DC	07/15/2014	07/16/2014	10,000.00	8,000.00	0000000172 DONALD WILLIAM SHAW Contact: Phone:
14-000345 BGrisi BANKRUPTCY LEGAL SERVICES	Partial	Blanket LAW	07/01/2014	07/01/2014	36,000.00	30,000.00	0000000275 DOUGLASS M PHILPOTT, P.C. Contact: Phone:
14-000725 RKelly DOOR HARDWARE	Open	Blanket WA PLANT	07/01/2014	09/02/2014	5,000.00	5,000.00	0000003756 DOVER & COMPANY Contact: Phone:
14-000470 KNeumann JANITORIAL SERVICES FOR CITY OF FLINT - CHANGE ORDER #1	Partial	Blanket MAINT	07/01/2014	07/20/2014	72,000.00	60,404.00	0000004789 DU ALL CLEANING INC Contact: Phone:
14-000437 KNeumann DIRT FOR BERSTON FIELD HOUSE - EFFICIENT DEMOLITION	Completed	Blanket MAINT	07/01/2014	07/17/2014	9,800.00	0.00	0000005151 EFFICIENT DEMOLITION INC Contact: Phone:
14-000505 rtibbetts VAL. PARKING FOR FISCAL '15	Partial	Regular 68DC	07/17/2014	07/21/2014	5,500.00	4,303.00	0000000067 ELLIS PARKING CO Contact: Phone:

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY		DEPARTMENT					
DESCRIPTION							
14-000669	Open	Blanket	07/01/2014	08/20/2014	12,180.00	12,180.00	000004156 ENNIS PAINT, INC Contact: Phone:
BDuncan		TE					
PAINT & SUPPLIES							
14-000384	Open	Blanket		07/09/2014	6,000.00	6,000.00	0000000640 ENVIRONMENTAL RESOURCE ASSOCIATES Contact: Phone:
DJones		WA PLANT					
LAB PROFICENCY TESTING							
14-000731	Partial	Blanket		09/04/2014	217,925.00	211,275.00	0000004746 EPIC TECHNOLOGY SOLUTIONSLLC Contact: Phone:
VFoster		IS					
EXPIRES 6/30/15							
14-000671	Partial	Regular	07/01/2014	08/20/2014	45,000.00	43,333.41	0000000069 ETNA SUPPLY COMPANY Contact: Phone:
CPriest		WSC					
REPAIR CLAMPS							
14-000743	Completed	CONTRACT		09/10/2014	19,756.00	0.00	0000003863 FLINT COMMUNITY SCHOOLS Contact: Phone:
RJohnson		POLICE					
METAL DETECTORS & RADIOS FOR FLINT SCHOOLS							
14-000389	Open	Regular	07/01/2014	07/10/2014	5,000.00	5,000.00	0000000080 FLINT JOURNAL ADVERTISING Contact: Phone:
JEVANS		CLERK					
PUBLIC HEARING NOTICES							
14-000518	Open	Blanket	07/01/2014	07/21/2014	10,000.00	10,000.00	0000000247 FLINT NEW HOLLAND, INC Contact: Phone:
MRule		FLEET					
REPAIR PARTS FOR FORD, NEW HOLLAND, TEREX AND KUBOTA EQUIPMENT							
14-000544	Open	Blanket	07/01/2014	07/23/2014	5,000.00	5,000.00	0000000247 FLINT NEW HOLLAND, INC Contact: Phone:
KWallace		WPC					
FY 15 - PROVIDE TRACTOR REPAIR PARTS							
14-000792	Open	Regular	09/13/2014	09/29/2014	6,591.00	6,591.00	0000000247 FLINT NEW HOLLAND, INC Contact: Phone:
KWallace		WPC					
LOADER PACKAGE FOR TRACTOR							

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PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000630	Partial	Blanket	07/01/2014	08/12/2014	10,000.00	9,930.00	0000000084 FLINT WELDING SUPPLY CO Contact: Phone:
KWallace		WPC					
FY 2015 WPC WELDING SUPPLIES							
14-000633	Partial	Blanket	07/01/2014	08/12/2014	5,000.00	4,953.20	0000000084 FLINT WELDING SUPPLY CO Contact: Phone:
MRule		FLEET					
WELDING SUPPLIES & GASES							
14-000519	Open	Blanket	07/01/2014	07/21/2014	5,000.00	5,000.00	0000003217 FORCE AMERICA INC Contact: Phone:
MRule		FLEET					
PARTS AND SUPPLIES - SALT TRUCKS							
14-000390	Partial	Blanket	07/01/2014	07/10/2014	6,200.00	4,444.00	0000000728 FORD'S RENTAL INC Contact: Phone:
JEVans		CLERK					
TABLES AND CHAIRS FOR POLLING SITES							
14-000501	Open	Regular	07/17/2014	07/21/2014	6,000.00	6,000.00	0000000086 FORMS TRAC ENTERPRISES Contact: Phone:
rtibbetts		68DC					
OFFICE SUPPLIES							
14-000565	Partial	Blanket	07/01/2014	07/28/2014	150,000.00	139,558.16	0000005145 GCR TIRES & SERVICE Contact: Phone:
MRule		FLEET					
PARTS AND SUPPLIES - TIRES, WHEELS AND SERVICE							
14-000455	Open	Blanket	07/01/2014	07/19/2014	39,200.00	39,200.00	0000000615 GENESEE COUNTY CLERKS OFFICE Contact: Phone:
JEVans		CLERK					
BALLOTS, POSTINGS, PRINTING							
14-000372	Partial	Blanket	07/01/2014	07/08/2014	10,000.00	9,432.39	0000000094 GENESEE COUNTY ROAD COMMISSION Contact: Phone:
BDuncan		TE					
SIGNAL MAINTENANCE							
14-000745	Open	Regular		09/11/2014	48,296.10	48,296.10	0000003168 GENESEE COUNTY SHERIFF Contact: Phone:
CPriest		WSC					
INTERNAL INVESTIGATIONS							

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PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000507 rtibbetts JURY DUTY	Partial	Regular 68DC	07/17/2014	07/21/2014	10,000.00	1,492.16	0000000270 GENESEE COUNTY TREASURER Contact: Phone:
14-000641 rtibbetts COUNTY TELEPHONE CHARGES	Partial	Regular 68DC	08/14/2014	08/14/2014	6,500.00	5,388.87	0000000270 GENESEE COUNTY TREASURER Contact: Phone:
14-000680 RJohnson AFIS CONSORTIUM DUES	Open	Regular POLICE		08/21/2014	29,500.00	29,500.00	0000000270 GENESEE COUNTY TREASURER Contact: Phone:
14-000344 BGrisi LEGAL SERVICES	Partial	Blanket LAW	07/01/2014	07/01/2014	50,000.00	35,677.71	0000004413 GIARMARCO MULLINS & HORTON PC Contact: Phone:
14-000408 rtibbetts PUBLIC DEFENDER	Partial	Regular 68DC	07/15/2014	07/16/2014	10,000.00	7,000.00	0000004622 GLEN M-D COTTON, PLC Contact: Phone:
14-000793 RJohnson 3- 2015 POLICE CRUISERS - FORD EXPLORERS P.I. UTILITY, 4WD	Open	Blanket POLICE		09/29/2014	78,879.00	78,879.00	0000004598 GORNQ FORD Contact: Phone:
14-000457 BDuncan SIGNAL & ELECTRICAL MAINTENANCE	Open	Blanket TE	07/01/2014	07/19/2014	14,000.00	14,000.00	0000002132 GRAND TRUNK WESTERN RR Contact: Phone:
14-000398 JEVans MAINTENANCE AGREEMENT LEGIS-STAR SOFTWARE USED BY CITY COUNCIL	Open	Regular CLERK	07/01/2014	07/15/2014	15,000.00	15,000.00	0000004722 GRANICUS INC Contact: Phone:
14-000392 YGray LIME	Completed	Regular WA PLANT	07/10/2014	07/11/2014	10,000.00	0.00	0000004944 GRAYMONT WESTERN LIME INC Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000555 RKelly QUICK LIME FOR SOFTENING	Partial	Blanket WA PLANT	07/01/2014	07/25/2014	302,306.08	200,203.90	0000004944 GRAYMONT WESTERN LIME INC Contact: Phone:
14-000770 KWallace FY2015 WPC DIVING SERVICES	Open	Regular WPC	07/01/2014	09/22/2014	5,000.00	5,000.00	0000000672 GREAT LAKES DIVING CO Contact: Phone:
14-000535 RJohnson UP-FITTING OF MOTORCYCLES	Completed	Regular POLICE		07/22/2014	7,858.48	0.00	0000004403 GREAT LAKES EMERGENCY PRODUCTS LLC Contact: Phone:
14-000396 KWallace FY 2015 WPC SUPPLIES FOR HACH DR/850 ANALYZER	Partial	Blanket WPC	07/01/2014	07/14/2014	10,000.00	9,754.53	0000000107 HACH COMPANY Contact: Phone:
14-000696 MPOISSON LAB SUPPLIES	Partial	Regular WA PLANT		08/26/2014	6,000.00	2,794.81	0000000107 HACH COMPANY Contact: Phone:
14-000721 RKelly LAB SUPPLIES FOR HACH EQUIPMENT	Partial	Blanket WA PLANT	07/01/2014	09/01/2014	30,000.00	29,773.00	0000000107 HACH COMPANY Contact: Phone:
14-000670 KWallace FY 2015 WPC POSITIVE DISPLACEMENT PUMP PARTS	Partial	Blanket WPC	07/01/2014	08/20/2014	20,000.00	12,648.42	0000005023 HAMLETT ENVIRONMENTAL TECHNOLOGIES Contact: Phone:
14-000343 BGrisi LEGAL SERVICES	Partial	Blanket LAW	07/01/2014	07/01/2014	10,000.00	4,456.00	0000001924 HARVEY KRUSE PC Contact: Phone:
14-000621 KNeumann SUSPENDED GRID CEILING SYSTEM - ASSESSMENT	Completed	Regular MAINT		08/12/2014	7,561.00	0.00	4981 HD CONSTRUCTION GROUP Contact: Phone:

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000738	Open	Regular		09/09/2014	8,190.00	8,190.00	4981 HD CONSTRUCTION GROUP Contact: Phone:
KNeumann		MAINT					
ASSESSMENT - BUILD KNEE-WALL WITH COUNTERTOP							
14-000760	Open	Regular	07/01/2014	09/19/2014	10,920.00	10,920.00	4981 HD CONSTRUCTION GROUP Contact: Phone:
KNeumann		MAINT					
PEDESTRIAN BRIDGE REPAIR - HD CONSTRUCTION GROUP VE 4981							
14-000676	Partial	Regular	07/01/2014	08/20/2014	80,000.00	79,000.92	0000003110 HD SUPPLY WATERWORKS, LTD. Contact: Phone:
CPriest		WSC					
HYDRANT, MANHOLE & CATCH BASIN GRATES							
14-000559	Partial	Blanket		07/28/2014	6,153,825.00	5,028,888.27	0000004165 HEALTHPLUS OF MICHIGAN Contact: Phone:
KRau		FINANCE					
HEALTH CARE PLAN FOR EMPLOYEES (ACTIVE AND RETIRED)							
14-000679	Partial	Blanket	07/01/2014	08/20/2014	10,000.00	3,478.00	0000000446 IDEXX LABORATORIES INC Contact: Phone:
RKelly		WA PLANT					
BACTERIOLOGICAL SUPPLIES							
14-000744	Open	Blanket		09/11/2014	60,000.00	60,000.00	0000000446 IDEXX LABORATORIES INC Contact: Phone:
DJones		WA PLANT					
BACTERIOLOGICAL SUPPLIES							
14-000603	Open	Regular	07/01/2014	08/15/2014	375,000.00	375,000.00	0000002671 INNOVATIVE SOFTWARE SERVICES, INC Contact: Phone:
PELLison		CSC					
SOFTWARE SERVICE/PROCESSING INCOME TAX							
14-000748	Open	Blanket	07/01/2014	09/12/2014	5,000.00	5,000.00	0000004611 INTEGRITY TESTING & SAFETY Contact: Phone:
CDavila		HR					
CDL MDOT DRUG TESTING							
14-000309	Partial	Regular	07/02/2014	07/02/2014	10,000.00	7,175.00	0000000232 J & M TREE SERVICE Contact: Phone:
BWideman		STREET					
EMERGENCY TREE REMOVAL/TRIMMING							

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000538 KNeumann J & M TREE SERVICE - MOWING OF PARKS FY15	Partial	Blanket PARKS	07/01/2014	07/23/2014	39,976.80	31,534.60	0000000232 J & M TREE SERVICE Contact: Phone:
14-000713 KWallace FY 2015 WPC CHOPPER PUMP PARTS	Partial	Blanket WPC	07/01/2014	09/01/2014	10,000.00	5,675.00	00000002425 J.G.M. VALVE CORP Contact: Phone:
14-000406 rtibbetts PUBLIC DEFENDER	Partial	Regular 68DC	07/15/2014	07/16/2014	10,000.00	9,000.00	0000000215 JEFFREY A. CHILDERS Contact: Phone:
14-000627 KWallace FY 2015 ROSEMOUNT INSTRUMENTATION	Open	Regular WPC	07/01/2014	08/12/2014	15,000.00	15,000.00	0000004215 KECO ENGINEERED CONTROLS Contact: Phone:
14-000799 MRule PLOWS AND MOUNTS	Open	Blanket FLEET	08/29/2014	09/30/2014	25,300.00	25,300.00	0000000217 KNAPHEIDE JURSIK TRUCK EQUIP INC Contact: Phone:
14-000521 MRule PARTS AND SUPPLIES - FIRE TRUCK AND APPARATUS	Partial	Blanket FLEET	07/01/2014	07/21/2014	20,000.00	19,249.88	0000000122 KNOBLOCK ACE HARDWARE CO Contact: Phone:
14-000531 CPriest HARDWARE ITEMS	Partial	Regular WSC	07/01/2014	07/22/2014	5,000.00	3,029.19	0000000122 KNOBLOCK ACE HARDWARE CO Contact: Phone:
14-000719 MRule PARTS AND SUPPLIES - HARDWARE AND HANDTOOLS	Open	Blanket FLEET	07/01/2014	09/01/2014	15,000.00	15,000.00	0000000122 KNOBLOCK ACE HARDWARE CO Contact: Phone:
14-000795 KWallace FY 2015 WPC OVERHEAD CRANES (TWELVE) PM	Open	Regular WPC	07/01/2014	07/01/2014	15,000.00	15,000.00	0000003390 KONECRANES INC. Contact: Phone:

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14-000409 rtibbetts PUBLIC DEFENDER	Partial	Regular 68DC	07/15/2014	07/16/2014	10,000.00	9,000.00	0000003882 KRAIG S SIPPELL LAW OFFICE OF Contact: Phone:
14-000337 BGrisi LEGAL SERVICES - COLLECTIONS	Completed	Blanket LAW	07/01/2014	07/01/2014	20,000.00	0.00	0000004842 LAW OFFICE OF I'LANTA M ROBBINS PLC Contact: Phone:
14-000330 BGrisi ONLINE LEGAL RESEARCH FEES	Partial	Blanket LAW	07/01/2014	07/01/2014	7,500.00	5,542.12	0000004896 LEXIS NEXIS Contact: Phone:
14-000380 BDuncan CONES & BARRICADES	Open	Blanket TE	07/01/2014	07/09/2014	10,000.00	10,000.00	0000004649 LIGHTLE ENTERPRISES OF OHIO LLC Contact: Phone:
14-000451 BDuncan STREET BARRICADES & DRUMS	Open	Blanket TE	07/01/2014	07/19/2014	40,000.00	40,000.00	0000004649 LIGHTLE ENTERPRISES OF OHIO LLC Contact: Phone:
14-000394 DJones LIQUID CARBON DIOXIDE FOR PH REDUCTION	Completed	Blanket WA PLANT	07/01/2014	07/11/2014	10,000.00	0.00	0000005176 LINDE LLC Contact: Phone:
14-000424 RKelly LIQUID NITROGEN 99% PURE FOR OZONE PRODUCTION	Partial	Blanket WA PLANT	07/01/2014	07/17/2014	80,000.00	79,239.15	0000005176 LINDE LLC Contact: Phone:
14-000428 RKelly LIQUID CARBON DIOXIDE FOR PH REDUCTION	Partial	Blanket WA PLANT	07/01/2014	07/17/2014	100,000.00	94,937.82	0000005176 LINDE LLC Contact: Phone:
14-000367 PELLISON ARMORED CAR SERVICE	Partial	Blanket CSC	07/01/2014	07/08/2014	6,432.00	3,000.62	0000000126 LOOMIS FARGO & COMPANY Contact: Phone:

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PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000464 BDuncan SPRING & FALL PAVEMENT MARKINGS	Open	Blanket TE	07/01/2014	07/19/2014	75,000.00	75,000.00	0000000324 M & M PAVEMENT MARKING, INC Contact: Phone:
14-000439 KWallace FY 2015 IRON DUCTILE PIPING AND/OR FITTINGS	Open	Blanket WPC	07/01/2014	07/17/2014	10,000.00	10,000.00	0000000377 MACOMB GROUP Contact: Phone:
14-000440 KWallace FY 2015 WPC VARIOUS PIPING SUPPLIES	Partial	Blanket WPC	07/01/2014	07/17/2014	52,000.00	45,661.52	0000000377 MACOMB GROUP Contact: Phone:
14-000346 MMurray MANUFACTURING ALLIANCE OF COMMUNITIES ANNUAL MEMBERSHIP	Open	Regular MAYOR	07/01/2014	07/01/2014	10,000.00	10,000.00	0000004988 MANUFACTURING ALLIANCE OF Contact: Phone:
14-000558 Krau EMPLOYEE HEALTH PLAN	Partial	Blanket FINANCE		07/28/2014	584,543.28	309,820.87	0000004670 MCLAREN HEALTH PLAN Contact: Phone:
14-000422 KWallace FY 2015 WPC ALLEN BRADLEY MODULES	Partial	Regular WPC	07/01/2014	07/17/2014	86,000.00	78,998.64	0000000133 MCNAUGHTON MCKAY ELECTRIC CO Contact: Phone:
14-000423 RKelly ALLEN BRADLEY DRIVES/PLC	Open	Blanket WA PLANT	07/01/2014	07/17/2014	40,000.00	40,000.00	0000000133 MCNAUGHTON MCKAY ELECTRIC CO Contact: Phone:
14-000432 KWallace FY 2015 WPC ELECTRICAL PARTS	Partial	Blanket WPC	07/01/2014	07/17/2014	32,000.00	23,563.06	0000000133 MCNAUGHTON MCKAY ELECTRIC CO Contact: Phone:
14-000435 RKelly ELECTRICAL PARTS	Partial	Blanket WA PLANT	07/01/2014	07/17/2014	10,000.00	8,385.67	0000000133 MCNAUGHTON MCKAY ELECTRIC CO Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000460 BDuncan ELECTRICAL SUPPLIES	Partial	Blanket TE	07/01/2014	07/19/2014	25,000.00	20,283.70	0000000133 MCNAUGHTON MCKAY ELECTRIC CO Contact: Phone:
14-000548 KNeumann ELECTRICAL SUPPLIES FOR FACILITIES MAINTENANCE	Partial	Blanket MAINT	07/01/2014	07/25/2014	10,000.00	6,906.91	0000000133 MCNAUGHTON MCKAY ELECTRIC CO Contact: Phone:
14-000453 BDuncan TRAFFIC SIGN POSTS	Open	Blanket TE	07/01/2014	07/19/2014	50,000.00	50,000.00	0000004959 MD SOLUTIONS Contact: Phone:
14-000434 VPoster AUTO SELF INSURANCE ASSESSMENT FEES	Completed	Regular FINANCE		07/17/2014	12,947.00	0.00	0000004976 MICHIGAN AUTOMOBILE INSURANCE Contact: Phone:
14-000771 KWallace FY 2015 WPC SAFETY SUPPLIES	Open	Blanket WPC	07/01/2014	07/01/2014	6,900.00	6,900.00	0000004672 MICHIGAN ELECTRIC SUPPLY COMPANY Contact: Phone:
14-000635 CPriest PIPE, FITTINGS, FERNCOS	Partial	Regular WSC	07/01/2014	08/12/2014	25,000.00	20,411.19	0000002328 MICHIGAN PIPE & VALVE - FLINT Contact: Phone:
14-000478 KNeumann DOOR AND KEY SERVICES FOR MAINTENANCE	Partial	Blanket MAINT	07/01/2014	07/20/2014	8,000.00	7,213.00	0000000149 MID MICHIGAN LOCK & SAFE SERVICE Contact: Phone:
14-000441 KWallace FY 2015 WPC NUTS, BOLTS, TOOLS, & EQUIPMENT	Partial	Blanket WPC	07/01/2014	07/17/2014	27,500.00	15,720.36	0000000148 MID STATES BOLT & SCREW CO Contact: Phone:
14-000779 MRule PARTS AND SUPPLIES - NUTS AND BOLTS	Open	Blanket FLEET	07/01/2014	09/25/2014	15,000.00	15,000.00	0000000148 MID STATES BOLT & SCREW CO Contact: Phone:

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14-000479 KNeumann MOWING OF CITY HALL - FY15	Partial	Blanket MAINT	07/01/2014	07/20/2014	5,070.00	3,315.00	0000004916 MIKE'S LANDSCAPING Contact: Phone:
14-000537 KNeumann MIKE'S LANDSCAPING FY15 MOWING OF PARKS	Partial	Blanket PARKS	07/01/2014	07/23/2014	93,792.00	64,594.00	0000004916 MIKE'S LANDSCAPING Contact: Phone:
14-000341 BGrisi LEGAL SERVICES	Completed	Blanket LAW	07/01/2014	07/01/2014	25,000.00	0.00	0000004450 MILLER, CANFIELD, PADDOCK AND STONE Contact: Phone:
14-000419 RKelly SMALL ELECTRIC MOTOR REPAIR	Partial	Blanket WA PLANT	07/01/2014	07/16/2014	6,000.00	2,472.72	0000000667 MOORE BROTHERS ELECTRIC COMPANY INC Contact: Phone:
14-000678 KNeumann MOTORS, PUMPS, ELECTRICAL CONTROLS, MOTOR REPAIRS	Partial	Blanket MAINT	07/01/2014	08/20/2014	10,000.00	9,745.00	0000000667 MOORE BROTHERS ELECTRIC COMPANY INC Contact: Phone:
14-000687 KNeumann FREQUENCY DRIVE UNITS & INSTALLATION	Partial	Blanket MAINT		08/25/2014	7,264.48	4,142.09	0000000667 MOORE BROTHERS ELECTRIC COMPANY INC Contact: Phone:
14-000556 KRau OPTICAL CARE	Partial	Blanket FINANCE		07/28/2014	73,200.00	57,382.99	0000000150 MUTUAL EYE CLAIM AUDIT INC Contact: Phone:
14-000751 MJarvis RENTAL INSPECTION SERVICES	Open	Blanket DEV	07/01/2014	09/12/2014	300,000.00	300,000.00	0000005131 NAN MCKAY & ASSOCIATES INC Contact: Phone:
14-000448 KWallace FY 2015 WPC PROCESS CONTROL COMPUTER PARTS	Open	Blanket WPC	07/01/2014	07/17/2014	5,000.00	5,000.00	0000004499 NEWEGG INC. Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000623 KNeumann ELECTRICAL UPGRADES TO THE ASSESSMENT OFFICE	Completed	Regular MAINT		08/12/2014	8,135.00	0.00	0000000465 NEWKIRK ELECTRIC ASSOCIATES INC Contact: Phone:
14-000761 KNeumann HVAC EMERGENCY REPAIRS TO POLICE ROOM USED BY THE STATE POLICE	Open	Regular MAINT		09/19/2014	12,870.00	12,870.00	0000000465 NEWKIRK ELECTRIC ASSOCIATES INC Contact: Phone:
14-000420 KWallace FY 2015 WPC CONCRETE STRUCTURAL AND JOINT REPAIRS	Partial	Regular WPC	07/01/2014	07/17/2014	78,000.00	74,895.00	0000004532 OAK CONSTRUCTION CORPORATION Contact: Phone:
14-000421 RKelly CONCRETE REPAIR SERVICE	Open	Blanket WA PLANT	07/01/2014	07/17/2014	40,000.00	40,000.00	0000004532 OAK CONSTRUCTION CORPORATION Contact: Phone:
14-000513 KWallace REPAIR/REPLACE CHLORINE MONORAIL CRANE	Open	Regular WPC	07/01/2014	07/21/2014	27,300.00	27,300.00	0000004532 OAK CONSTRUCTION CORPORATION Contact: Phone:
14-000605 KWallace FY 2015 - WPC OFFICE SUPPLIES	Partial	Regular WPC	07/01/2014	08/10/2014	5,500.00	5,242.04	0000000156 OFFICE DEPOT Contact: Phone:
14-000642 PELLISON CSC OFFICE SUPPLIES	Partial	Regular CSC	07/01/2014	08/15/2014	6,500.00	5,827.18	0000000156 OFFICE DEPOT Contact: Phone:
14-000685 TWeiss OFFICE SUPPLIES	Open	Regular ASSESSMENT	08/01/2014	08/25/2014	5,000.00	5,000.00	0000000156 OFFICE DEPOT Contact: Phone:
14-000686 CPriest OFFICE SUPPLIES	Open	Blanket WSC	07/01/2014	08/25/2014	6,000.00	6,000.00	0000000156 OFFICE DEPOT Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000768 KWallace LIFT OUT AERATION EQUIPMENT	Open	Regular WPC	07/01/2014	09/22/2014	74,999.00	74,999.00	0000005184 ONLINE ENGINEERING CORP Contact: Phone:
14-000562 BDuncan STREET MARKER BRACKETS	Open	Regular TE	07/01/2014	07/28/2014	6,000.00	6,000.00	0000004435 OSBURN ASSOCIATES INC Contact: Phone:
14-000563 BDuncan SIGN SHEETING	Open	Blanket TE	07/01/2014	07/28/2014	15,000.00	15,000.00	0000004435 OSBURN ASSOCIATES INC Contact: Phone:
14-000735 KNeumann GARAGE DOOR REPAIRS & PARTS FOR FIRE STATIONS	Partial	Blanket MAINT	07/01/2014	09/07/2014	7,000.00	6,875.00	000002101 OVERHEAD DOOR OF FLINT Contact: Phone:
14-000737 KWallace FY 2015 WPC OVERHEAD DOOR REPAIR AND PM	Open	Blanket WPC	07/01/2014	09/07/2014	5,000.00	5,000.00	000002101 OVERHEAD DOOR OF FLINT Contact: Phone:
14-000786 RJohnson PRINTING - MULTIPLE FORMS	Open	Blanket POLICE	09/26/2014		5,009.00	5,009.00	0000004923 PARISEAU'S PRINTING INC Contact: Phone:
14-000710 KWallace FY 2015 WPC SECURITY SYSTEM REPAIR PARTS	Partial	Regular WPC	07/01/2014	08/29/2014	5,000.00	4,832.00	0000004440 PCT SECURITY LLC Contact: Phone:
14-000767 rtibbets POSTAGE FOR 68TH DC	Completed	Regular 68DC	09/19/2014	09/19/2014	10,000.00	0.00	0000000774 FITNEY BOWES PURCHASE POWER Contact: Phone:
14-000569 VFoster PLANTE MORAN CONSULTATION SERVICES	Partial	Blanket IS	07/29/2014		33,931.25	28,083.25	0000000266 PLANTE & MORAN, LLP Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000404 KWallace FY 2015 WPC POLYMER - GRAVITY BELT THICKENER	Open	Regular WPC	07/01/2014	07/15/2014	11,868.00	11,868.00	0000000161 POLYDYNE INC Contact: Phone:
14-000517 KWallace FY 2015 WPC POLYMER - BELT FILTER PRESS	Partial	Regular WPC	07/01/2014	07/21/2014	63,750.00	43,446.00	0000000161 POLYDYNE INC Contact: Phone:
14-000560 JEvans PURCHASE AND INSTALLATION OF NEW ROTARY FILE	Completed	Regular CLERK		07/28/2014	24,469.60	0.00	0000000772 PRODUCTIVITY SYSTEMS INC Contact: Phone:
14-000395 KWallace FY 2015 WPC SUMP PUMP(S)	Partial	Blanket WPC	07/01/2014	07/14/2014	10,000.00	5,572.00	0000004815 PROFESSIONAL PUMP INC Contact: Phone:
14-000534 KWallace FY 2015 WPC AQUEOUS FERROUS CHLORIDE	Open	Regular WPC	07/01/2014	07/22/2014	60,000.00	60,000.00	0000003888 PVS NOLWOOD CHEMICALS Contact: Phone:
14-000429 RKelly FERRIC CHLORIDE 39%	Partial	Blanket WA PLANT	07/01/2014	07/17/2014	444,793.52	391,556.02	0000000458 PVS TECHNOLOGIES INC Contact: Phone:
14-000399 JEvans PREVENTIVE MAINTENANCE AGREEMENT ON VOTING EQUIPMENT	Completed	Regular CLERK	07/01/2014	07/15/2014	14,760.00	0.00	0000003867 RBM CONSULTING, LLC Contact: Phone:
14-000780 MRule REPAIRS/SERVICE	Open	Blanket FLEET	07/01/2014	09/25/2014	5,000.00	5,000.00	0000005159 RC FLUID POWER INC Contact: Phone:
14-000502 rtibbetts OFFICE SUPPLIES	Partial	Regular 68DC	07/17/2014	07/21/2014	5,000.00	4,678.95	0000004070 RELIABLE OFFICE SUPPLIES Contact: Phone:

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000653 Kneumann COMPOST PROCESSING/DISPOSITION @ CHEVY IN THE HOLE	Partial	CONTRACT TRAN ADMIN	07/01/2014	07/01/2014	146,250.00	108,750.00	0000004355 RESOURCE RECYCLING SYSTEMS INC Contact: Phone:
14-000331 BGrisi PROFESSIONAL SERVICES	Open	Blanket LAW	07/01/2014	07/01/2014	10,000.00	10,000.00	0000000165 RIPKA BOROSKI AND ASSOCIATES Contact: Phone:
14-000711 KWallace FY 2015 WPC GLOVES	Partial	Blanket WPC	07/01/2014	08/29/2014	12,000.00	11,016.00	0000005153 RITZ SAFETY SUPPLIES Contact: Phone:
14-000762 Kneumann ENGINEERING SERVICES CO #2 - ROWE ENG.	Open	Regular TRAN ADMIN	09/19/2014	09/19/2014	75,000.00	75,000.00	0000000169 ROWE ENGINEERING INC Contact: Phone:
14-000723 KWallace FY 2015 WPC SPECIALTY OIL	Open	Blanket WPC	07/01/2014	09/01/2014	15,000.00	15,000.00	0000003824 ROWLEYS WHOLESALE Contact: Phone:
14-000724 MPOISSON LOW TOX LUBRICATION	Open	Regular WA PLANT	08/06/2014	09/01/2014	10,000.00	10,000.00	0000003824 ROWLEYS WHOLESALE Contact: Phone:
14-000592 Kneumann	Cancelled	Blanket TRAN ADMIN	07/01/2014	08/01/2014	4,129,108.00	0.00	0000004862 RWS OF MID MICHIGAN Contact: Phone:
14-000593 Kneumann ADD'L YR. OF CONTRACTED SERVICES FOR RESIDENTIAL WASTE COLLECTION	Partial	Blanket TRAN ADMIN	07/01/2014	07/01/2014	4,026,097.00	3,025,591.90	0000004862 RWS OF MID MICHIGAN Contact: Phone:
14-000775 RJohnson EQUIPMENT SUPPLIES & VOLUNTEER & COMMUNITY PROGRAM LIABILITY COVERAGE	Open	Regular POLICE	09/24/2014	09/24/2014	5,138.55	5,138.55	0000002233 SALEM HOUSING COMM DEVELOPMENT CORP Contact: Phone:

User: DJones

Post Dates From 07/01/2014 To 09/30/2014

DB: City Of Flint

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000754	Open	Regular		09/15/2014	477,417.00	477,417.00	0000005186 SEPEX, INC Contact: Phone:
KWallace		WPC					
PROGRESSIVE CAVITY CAKE PUMP SYSTEM							
14-000338	Partial	Blanket	07/01/2014	07/01/2014	25,000.00	17,746.02	0000004307 SHEDD, FRASIER_PL Contact: Phone:
BGrisi		LAW					
LEGAL SERVICES							
14-000400	Partial	Blanket	07/01/2014	07/15/2014	10,000.00	3,824.00	0000000392 SHUE & VOEKS, INC Contact: Phone:
JEVans		CLERK					
TRANSPORTATION OF ELECTION EQUIPMENT							
14-000339	Partial	Blanket	07/01/2014	07/01/2014	20,000.00	13,427.54	0000000175 SIMEN, FIGURA & PARKER PLC Contact: Phone:
BGrisi		LAW					
LEGAL SERVICES							
14-000365	Partial	Blanket	07/01/2014	07/08/2014	21,480.00	16,404.49	0000004985 SSS PRINTING Contact: Phone:
PELLison		CSC					
PRINT/MAIL UTILITY BILLS							
14-000369	Partial	Blanket	07/01/2014	07/08/2014	8,542.00	3,138.48	0000004985 SSS PRINTING Contact: Phone:
PELLison		CSC					
PRINTING AND MAILING AND POSTAGE OF PROP TAX BILLS							
14-000674	Partial	Regular	07/01/2014	08/20/2014	20,000.00	12,846.45	0000000183 STANDARD ELECTRIC CO Contact: Phone:
KWallace		WPC					
FY 2015 WPC SQUARE D PLC MODULES							
14-000675	Open	Blanket	07/01/2014	08/20/2014	5,000.00	5,000.00	0000000183 STANDARD ELECTRIC CO Contact: Phone:
RKelly		WA PLANT					
SQUARE "D" PARTS							
14-000353	Partial	Regular		07/05/2014	8,400.00	6,300.00	SMI0009A00 STATE OF MICHIGAN Contact: Phone:
RJohnson		POLICE					
LEIN FEES							

User: DJones

Post Dates From 07/01/2014 To 09/30/2014

DB: City Of Flint

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY	DEPARTMENT						
DESCRIPTION							
14-000385	Partial	Blanket	07/01/2014	07/09/2014	10,000.00	8,905.00	SMI0001A03 STATE OF MICHIGAN Contact: Phone:
RKelly		WA PLANT					
LAB TESTING							
14-000456	Open	Blanket	07/01/2014	07/19/2014	23,910.09	23,910.09	SMI0002A00 STATE OF MICHIGAN Contact: Phone:
BDuncan		TE					
TRAFFIC SIGNAL ENERGY							
14-000576	Open	Regular	07/15/2014	07/29/2014	31,609.32	31,609.32	SMI0005A00 STATE OF MICHIGAN Contact: Phone:
rtibbets		68DC					
QUARTERLY SOFTWARE SUPPORT							
14-000597	Open	Blanket		08/07/2014	91,300.00	91,300.00	SMI0002A00 STATE OF MICHIGAN Contact: Phone:
RJohnson		POLICE					
ELECTRONIC HIGHWAY SAFETY SIGN							
14-000568	Partial	Regular		07/29/2014	8,000.00	7,467.50	000003493 STRATEGIC PRODUCTS AND SERVICES Contact: Phone:
VFoster		IS					
TELEPHONE PROGRAMMING ASSISTANCE							
14-000794	Open	Blanket	09/29/2014	07/01/2014	11,500.00	11,500.00	0000000488 SW CONTROLS INC Contact: Phone:
KWallace		WPC					
FY 2015 WPC SOR ULTRASONIC TRANSMITTER PM							
14-000403	Open	Regular	07/01/2014	07/15/2014	19,973.50	19,973.50	0000004100 SYSTEMS SPECIALTIES Contact: Phone:
KWallace		WPC					
ROTOR ACTUATOR RETROFIT							
14-000624	Partial	Blanket	07/01/2014	08/12/2014	40,000.00	35,599.50	0000000337 TESTAMERICA ANALYTICAL TESTING CORP Contact: Phone:
KWallace		WPC					
FY 2015 - ANNUAL ENVIRONMENTAL MONITORING AND ANALYSES							
14-000783	Partial	Blanket	07/01/2014	09/25/2014	6,000.00	5,678.00	0000002001 TOP HAT AUTO WASH Contact: Phone:
MRule		FLEET					
VEHICLE WASHES							

User: DJones

Post Dates From 07/01/2014 To 09/30/2014

DB: City Of Flint

PO NUMBER ENTERED BY DESCRIPTION	PO STATUS	PO TYPE DEPARTMENT	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
14-000542 KWallace FY 15 - PROVIDE MISCELLANEOUS LAND CARE SUPPLIES	Partial	Regular WPC	07/01/2014	07/23/2014	8,000.00	6,942.92	0000003567 TRI COUNTY EQUIPMENT Contact: Phone:
14-000508 rtibbetts COURT INTERPRETER	Partial	Regular 68DC	07/17/2014	07/21/2014	5,000.00	2,891.12	0000000192 UMA LANGUAGE SERVICES Contact: Phone:
14-000543 KWallace FY 15 - PROVIDE SHIPPING SERVICES	Partial	Blanket WPC	07/01/2014	07/23/2014	5,000.00	4,767.12	0000003365 UNITED PARCEL SERVICE CHAIN SOLUTION Contact: Phone:
14-000689 KNeumann BAG IT LEAF COLLECTION	Partial	Regular TRAN ADMIN		08/25/2014	5,000.00	2,500.00	0000002627 UNITED WAY OF GENESEE COUNTY Contact: Phone:
14-000582 RJohnson MOTORCYCLE LEASE	Completed	Regular POLICE		07/30/2014	6,000.00	0.00	0000004317 VEHICLE CITY HARLEY-DAVIDSON Contact: Phone:
14-000412 RKelly EIM VALVE CONTROLLER PARTS	Open	Blanket WA PLANT	07/01/2014	07/16/2014	5,000.00	5,000.00	0000004989 VENTURE TECHNOLOGY GROUPS INC Contact: Phone:
14-000530 MRule PARTS AND SUPPLIES FOR DUMP TRUCKS	Open	Blanket FLEET	07/01/2014	07/21/2014	5,000.00	5,000.00	0000004614 VIKING-CIVES MIDWEST, INC Contact: Phone:
14-000452 BDuncan TRAFFIC SIGNS	Open	Blanket TE	07/01/2014	07/19/2014	70,000.00	70,000.00	0000002518 VULCAN SIGNS Contact: Phone:
14-000690 KNeumann CITY-WIDE BRIDGE INSPECTIONS - WADE TRIM	Open	Regular TRAN ADMIN		08/25/2014	21,250.00	21,250.00	0000000198 WADE TRIM, INC Contact: Phone:

User: DJones

Post Dates From 07/01/2014 To 09/30/2014

DB: City Of Flint

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATION
ENTERED BY		DEPARTMENT					
DESCRIPTION							
14-000752	Open	CONTRACT	09/12/2014	09/12/2014	44,593.10	44,593.10	0000000198 WADE TRIM, INC Contact: Phone:
TLewis		TRAN ADMIN					
CONSTRUCTION ENGINEERING - MDOT PROJ 114111							
14-000726	Completed	Blanket	07/01/2014	09/03/2014	13,025.00	0.00	0000002701 WALKER ELECTRIC, INC. Contact: Phone:
KNeumann		MAINT					
INTERNAL & EXTERNAL LIGHTING AT BERSTON							
14-000340	Partial	Blanket	07/01/2014	07/01/2014	35,000.00	33,453.08	0000000201 WARNER NORCROSS AND JUDD LLT Contact: Phone:
BGrisi		LAW					
LEGAL SERVICES							
14-000311	Partial	Regular	07/01/2014	07/01/2014	95,040.00	11,088.00	0000000718 WEST SHORE FIRE INC Contact: Phone:
DDunlap		FIRE					
TURNOUT GEAR							
14-000413	Partial	Blanket	07/01/2014	07/16/2014	5,000.00	1,423.82	0000000200 WILLIAM E WALTER INC Contact: Phone:
RKelly		WA PLANT					
HVAC PARTS & SUPPLIES							
14-000580	Completed	Regular	07/30/2014	07/30/2014	5,239.45	0.00	0000002176 WINDER POLICE EQUIPMENT CO Contact: Phone:
RJohnson		POLICE					
FLARES							
14-000342	Open	Blanket	07/01/2014	07/01/2014	10,000.00	10,000.00	0000002719 WINEGARDEN, HALEY, LINDHOLM & Contact: Phone:
BGrisi		LAW					
LEGAL SERVICES							
14-000511	Partial	Regular	07/17/2014	07/21/2014	8,300.00	7,084.56	0000000229 XEROX CORPORATION Contact: Phone:
rtibbets		68DC					
MAIN. AGREE. ON COPIERS							
14-000583	Partial	Regular	07/30/2014	07/30/2014	116,000.00	95,100.00	0000005150 YEO & YEO PC Contact: Phone:
JEVans		CLERK					
FY14 AUDIT SERVICES							

PO NUMBER	PO STATUS	PO TYPE	REQUIRED DATE	DATE POSTED	AMOUNT	PO BALANCE	VENDOR INFORMATIO
ENTERED BY		DEPARTMENT					
DESCRIPTION							

Grand Totals: 234

25,197,633.27 17,068,464.23

Section Separator

(c) A description of each loan sought, approved, or disapproved during the reporting period that has a cumulative value of \$5000 or more and the proposed use of the funds.

The City of Flint has not sought, approved or disapproved any loan during the reporting period of July 8, 2014 through October 8, 2014.

Section Separator

(d) A description of any new position created or any vacancy in a position filled by the appointing authority.

Vacancies Filled - July 2014-September 2014
Planner II
Planning & Development Mgt. Assistant
Casual Skilled Laborer
Emergency 911 Communications Specialist I
Construction & Maintenance Specialist
DPW Executive Analyst
GIS Technician
Planner I
Principal Clerk Typist
School Crossing Guard
Water Distribution Operator Trainee
Traffic Safety Maintainer
Utilities Data Technician
WP Laboratory Assistant
WP Operator Trainee
Street Operator Maintainer
Sr. Sewage Pumping Station Operator
Transportation Operations Manager
Sr. Customer Service Clerk

Laid off Positions - July 2014-September 2014
Street Operator Maintainer
Police Terminal Operator

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Planner II	Job Code Number:	30-C-205
Established:	May 10, 2011	Bargaining Unit:	1600

GENERAL STATEMENT OF DUTIES:

Planner II position plans, coordinates and reviews the work of City Planning initiatives. The position is responsible for a variety of City planning activities such as master plan implementation, neighborhood planning, environmental planning, zoning administration, and related type work. On occasion, the Planner II position may function as a project manager while performing work on large planning projects and exercising a high degree of decision-making authority. A Planner II will also be tasked with conducting public hearings and public meetings. The Planner II collects and analyzes data, evaluates existing conditions and trends, and conducts development review analyses and/or Plan monitoring activities. Additionally, prepares a variety of written materials including research reports, staff reports, environmental assessments, planning studies and evaluations, and public hearing items. Makes presentations to staff, Planning Commission, and/or citizens groups.

SUPERVISION RECEIVED:

Supervision Required: Planner II works under the guidance of Planner III and direct supervision of the Department Director.

Supervision Exercised: Management skills are required to provide oversight of contractors, Planner I, and planning interns.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Research, develop and guide the implementation of master plan strategies
2. Provide guidance and support regarding city planning issues and concerns.
3. Provide planning, information and analysis to other departments, outside agencies and the general public.
4. Ability to prepare neighborhood and small area plans in collaboration with city neighborhood planning efforts.
5. Deliver presentations to report recommendations and other findings.
6. Monitor and evaluate the progress and effectiveness of implementation programs.
7. Maintains the planning websites and social media outreach.
8. Ability to manage and report on division operating budget.
9. Leads multiple public planning groups through convening, facilitation, and organization.
10. Ability to manage multiple planning department interns simultaneously.
Provides grant-writing assistance to City entities.
12. Leads the preparation and maintenance of programs and large planning projects for the department.
13. Performs professional planning work, data collection, assists in writing reports; completes project reviews.
14. Assists as needed in city committees.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Bachelor's Degree in Planning, Community Development, Urban Studies, Resource Development, Public Administration or a related field; Master's Degree is preferred; and at least:
- B. At minimum (3) Years' professional planning experience in a planning office, private sector, or non-profit organization that primarily provides services to the public sector.
- C. Knowledge of urban planning principles and practice.
- D. Extensive understanding of the Imagine Flint master plan and Flint's 5-year strategic plan.
- E. Knowledge of social, economic, and environmental issues facing Flint.
- F. Ability to communicate effectively both orally and in writing.
- G. Ability to interpret and follow complex oral and written directions.
- H. Ability to lead and convene meetings among multiple stakeholders.
- I. Ability to administer tasks and provide necessary follow-up.
- J. Ability to read maps and other graphic materials.
- K. Proficient in desktop computing, including Microsoft Office Suite.
- L. Familiarity with Geographical Information Systems (GIS) mapping software is highly desirable.
- M. Familiarity with graphic design software is highly desirable.
- N. Working ability in website design.

NECESSARY SPECIAL REQUIREMENT:

- 1. Ability to travel to community meetings.
- 2. Ability to attend evening and weekend meetings and conferences.
- 3. Have a valid driver's license and ready access to a motor vehicle

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit, talk, hear, stand, walk, use hands to finger, handle or operate objects, tools or controls, reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch or crawl, taste and smell. The employee must frequently lift and/or move up to 50 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

Classification History

Established: Established 05/10/2011

Revised, Reallocated and Retitled Human Resources: 07/30/14

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Planning & Development Management Assistant	Job Code Number:	26-E-130
Established:	July 2014	Bargaining Unit:	1600

GENERAL STATEMENT OF DUTIES:

The Planning & Development Management Assistant position within the Department of Planning and Development performs duties that relate to data collection, administrative difficulties, report writing, program coordination, and development of policy, compiling, analyzing data and formulating recommendations. This position will entail communicating clearly orally and in writing; learning, interpreting and applying city policies, procedures, rules and regulations all within a fast paced environment. The Planning & Development Management Assistant will be asked to perform complex, technical administrative duties in providing staff assistance to the Director of Planning and Development.

SUPERVISION RECEIVED: Works under the general supervision of the Director of Planning and Development.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Performs basic research on projects.
2. Provides planning, information and analysis to other departments, outside agencies and the general public.
3. Responsible for the development and routing of inter-department resolutions.
4. Responsible for responding to inquiries and complaints.
5. Provides project management of contractual services.
6. Assists in the coordination of intra-departmental and departmental activities with other City departments and outside agencies.
7. Confers with other departments on a variety of administrative matters.
8. Coordinates and participates in special projects.
9. Compiles and prepares reports, memoranda, policies, and manuals.
10. Provides direct support to the director of Planning and Development
11. Responsible for the daily administrative duties for planning staff.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Degree from a recognized four-year college or university is strongly encouraged; or minimum of (2) years of increasingly responsible administrative experience.
- B. Ability to learn, retain and apply complex information, terminology, policies and procedures; work effectively with a wide variety of people on a broad scope of issues.
- C. Maintain composure under difficult circumstances; prioritize project activities, deadlines, and coordinate completion with other staff.
- D. Ability to work independently with minimal supervision.

Continued-Planning and Development Management Assistant.

- E. Ability to communicate effectively both orally and in writing.
- F. Ability to multi-task and meet necessary deadlines.
- G. Ability to interpret and follow complex oral and written directions.
- H. Possess strong attention-to-detail, initiative, and self-motivation.
- I. Have strong organizational skills.
- J. Proficient in Microsoft Office Suite.

NECESSARY SPECIAL REQUIREMENT:

1. Ability to travel to community meetings.
2. Ability to attend evening and weekend meetings and conferences outside of normal working hours.
3. Have a valid driver's license and ready access to a motor vehicle

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit, talk and hear. The employee is occasionally required to walk; use hands to finger, handle, or feel objects, tools, or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Classification History

Established: Human Resources: July 2014

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Casual Skilled Laborer (Street Maintenance)	Job Code Number:	12-V-001
Established:	9/2014	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES:

Performs a variety of manual laboring duties in a City department; performs related work as required.

SUPERVISION RECEIVED:

Works under the immediate supervision of a foreman or employee of higher grade who assigns and inspects work for conformance with standards.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Sweeps and cleans streets and gutters, collects and loads refuse into an accompanying truck or movable can; rakes leaves from streets and loads into trucks, shovels snow and breaks ice from streets and loads on trucks.
2. Performs pick and shovel work on asphalt, concrete and unpaved streets.
3. Performs simple tasks involved in building and repairing sidewalks, culverts, sewers, curbs, gutters, inlets and catch basins.
4. Loads and unloads trucks and care of pipe, cement and a variety of materials.
5. Lifts and loads sludge; mows and sprinkles golf course lawns; cuts weeds.
6. Skims clarifiers; washes signs and signal tanks.
7. Makes pavement markings and sign installation.
8. Assists with the removal, storing, and placing of park benches, tables, playground equipment and building supplies.
9. May on occasion operate a light or medium duty truck; may operate other non-driven power equipment and perform simple maintenance.

MINIMUM ENTRANCE REQUIREMENTS:

- A. High School Diploma or Equivalent.
- B. Preferably the ability to read and write.
- C. Ability to follow simple oral instructions.
- D. Ability to perform strenuous manual labor.
- E. Ability to withstand exposure to variable weather conditions and to perform work which is generally out of doors.
- F. Ability to meet the physical, mental and visual standards of the job.
- G. Ability and willingness to work in a manner that will not needlessly endanger the safety to one's self, other persons, and equipment.

NECESSARY SPECIAL REQUIREMENT:

- Must possess a valid State of Michigan motor vehicle operator's license.

Casual Skilled Laborer -- pg. 2

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit, talk, hear, stand, walk, use hands to finger, handle or operate objects, tools or controls, reach with hands and arms. The employee is occasionally required to climb or balance, stoop, kneel, crouch or crawl, taste and smell. The employee must frequently lift and/or move up to 50 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and the ability to adjust focus.

Classification History

Established: 9/2014

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Emergency 911 Communications Specialist I	Job Code Number:	16C-Q-035
Established:	September 19, 2008	Bargaining Unit:	Local 352

GENERAL STATEMENT OF DUTIES: Responsible for utilizing a computerized 911 telephone system to receive and enter 911 emergency calls and non-emergency telephone calls for service; responsible for the operation of computerized radio console equipment to respond appropriate Public Safety personnel to calls for service. Monitors, directs, and coordinates all police and fire radio traffic on primary and back-up channels; uses the computer keyboard and mouse for all automated call and dispatch activity.; receives and dispatches requests for emergency medical services; performs all related dispatch center duties as assigned.

SUPERVISION RECEIVED: Works under the direct supervision of a Communications Specialist II and the oversight of the 911 Administrator or designee in the absence of the Administrator.

SUPERVISION EXERCISED: On occasion may be required to act as a Communications Specialist II exercising the appropriate authority over other 911 personnel on duty on that shift.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Receives emergency and complaint calls, assesses their relative severity and urgency, prioritizes it, and determines the appropriate response, and dispatches appropriate emergency personnel and vehicles. Wears a headset at all times while doing so.
2. Maintains a log and notifies Communications Specialist II's of all transmissions and departmental communication as related to Police, Fire, EMS, and 911.
3. Learns and utilizes all CAD system dispatch and call entry type codes. Utilizes the CAD system for all dispatch center work.
4. May be required to input data changes or upgrade information into the CAD system as necessary.
5. Reports CAD and MSAG errors on appropriate forms for assistance in maintaining the accuracy and efficiency of the computerized system.
6. In the event of system upgrade or system failure, will be required to perform duties manually.
7. May be required to operate a data entry device connected to a police information network to enter, modify, retrieve, or cancel a variety of police information.
8. May be required to assist in the training of new employees.
9. Assists with keeping the dispatch center and related rooms clean and neat.
10. Provides professional, polite, and caring service to all residents.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Ability to accurately keyboard at thirty (30) words per minute.
- B. Must possess proficiency in typing numerical and alphabetical data.
- C. Ability to speak proper English with clear enunciation.
- D. Must meet minimum physical requirement of the job including sight and hearing.

MINIMUM ENTRANCE REQUIREMENTS (Con't):

- E. Ability to compose and/or enter information clearly and concisely.
- F. Ability to handle stressful duties and to exercise quick and sound judgment.
- G. Ability to establish strong working relationships with other dispatch personnel.
- H. Ability to accept supervision and operate in a paramilitary authority structure.
- I. Knowledge of the geography of the City of Flint as well as location of streets.

NECESSARY SPECIAL REQUIREMENT(S):

- Hearing must be in the normal range.
- Must pass a thorough background check and drug screen.
- Must be able to accept normal work shifts that include weekends, holidays, and various regular and irregular shifts.
- Must work overtime as necessary.
- Must meet minimum physical requirement of the job including sight and hearing.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee works in a seated position for prolonged periods of time. The employee is occasionally required to walk; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus. The noise level in the work environment is usually quiet.

Classification History:

Established: Human Resources 09/29/2008

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title: Construction & Maintenance Specialist	Job Code Number: 23-H-024
Established: June 23, 1970	Bargaining Unit: Local 1600

GENERAL STATEMENT OF DUTIES: Performs skilled work in the installation, maintenance and repair of all electrical wiring, apparatus, fixtures, motors and other electrical equipment; performs one or more other skilled trades in the general maintenance alterations and repair of the City buildings; performs related work as required.

SUPERVISION RECEIVED: Works under the supervision of an administrative employee of higher grade who assigns and inspects work for conformance with established standards.

SUPERVISION EXERCISED: Exercises working supervision over skilled and semi-skilled workers of various trades, and other workers of lower grade.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Performs skilled tasks in alteration, maintenance and repair of wiring systems, electrical motors, transformers, wiring, lighting fixtures, electrical control devices, motors, electronic equipment and electrically operated devices.
2. Maintains and repairs overhead, underground and under floor duct and wiring systems.
3. Plans work; reads blueprints, diagrams, charts and specifications to analyze scope of work; estimates and requests equipment, materials and supplies required.
4. Installs and maintains motors, meters and controls, and does the electrical and mechanical work in repairing and replacing parts.
5. Makes emergency repairs and adjustments to electrical and mechanical systems.
6. Performs replacement of plastering and drywall work, cement work, interior and exterior painting. Replaces broken glass; repairs or replaces window cords.
7. Replaces, repairs, tests and maintains existing plumbing systems, air, water and gas piping systems; waste disposal and sewer systems.
8. Operates, repairs, tests, and maintains heating and cooling systems, to include hot water boilers, domestic hot water and air conditioning.
9. Performs duties related to the alteration of offices to include doors, metal partitions, ceilings, floors, and related electrical work.
10. Keeps necessary records of service schedules, operating schedules and repairs on assigned equipment and structures; maintains stock of electrical and plumbing supplies and controls as required.
11. Snow removal and plowing of City facilities.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Considerable knowledge of the hazards and precautionary methods peculiar to the trade.
- B. Must have previous demolition experience.
- C. Ability to work from drawings and specifications and to understand and effectively carry out oral and written instructions.
- D. Skill in the use of tools and in the operation of equipment of the trade.
- E. Possess at least three years snowplowing experience.
- F. Ability to design and analyze load-bearing structures.
- G. Experience as skilled tradesman or experience as a licensed builder or able to provide documentation showing a minimum of four years of construction experience.

Construction & Maintenance Specialist -- pg. 2

MINIMUM ENTRANCE REQUIREMENTS: (con't)

- H. Ability to meet the physical, mental and visual standards of the job.
- I. Ability and willingness to work in a manner that will not needlessly endanger the safety to one's self, other persons and equipment.
- J. Ability to coordinate assignments and work with other trades.

NECESSARY SPECIAL REQUIREMENT(S):

- Possession of a valid State of Michigan Motor Vehicle Operator's License.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to reach with hands and arms. The employee is frequently required to stand; walk; use hands to finger, feel or operate objects, tools or controls. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch or crawl; and talk or hear.

The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Classification History

Established: CSC Meeting 6/23/70
Revised & Reclassified: Personnel 3/17/76
Retitled: Personnel 8/9/78
Revised & Reallocated (Wage Inequity): 7/1/82
Revised: Personnel 04/25/83 & 01/11/84
Reallocated: 01/18/03
Revised & Retitled: Human Resources 06/27/14
(Formerly Building & Electrical Systems Maintainer)

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title: DPW EXECUTIVE ANALYST	Job Code Number: 26-C-218
Established: July 28, 2014	Bargaining Unit: Exempt

GENERAL STATEMENT OF DUTIES

Duties include providing high-level analytical and administrative support for the Department of Public Works and its Administrators. Responsible for analyzing and evaluating documents, conducting studies and evaluations, and preparing research reports. Monitors and tracks DPW related legislation and legislative actions. Identifies grant opportunities and initiates grant writing activities. Performs general and advanced administrative support tasks on an as-needed basis. May supervise clerical staff members. Must function as an integral and indispensable team member of the DPW staff.

SUPERVISION RECEIVED

Works under the supervision of a high level Administrator, however is allowed considerable independence of action.

SUPERVISION EXERCISED

Exercises working supervision over clerical employees to execute plans and activities on behalf of DPW Administrators.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Prepare pertinent analytical reports, written research reports, and statistical studies.
2. Prepare graphs, charts, diagrams, and similar aids to illustrate observations and conclusions.
3. Produce documents for operational and legislative action.
4. Conduct legislative research and monitor legislative activities.
5. Identify and obtain information required to formulate programs, policies and procedures.
6. Coordinate with DPW staff to monitor, track, and report achievement of DPW objectives in alignment with the performance based budget and City's Master Plan.
7. Conduct and coordinate grant writing activities.
8. Develop and maintain record retention systems for DPW Administration.
9. Serve as an Administrator's liaison who communicates with governmental, private and public agencies, and the public-at-large to resolve issues and complaints.
10. Assist with investigatory activities required to resolve issues and complaints.
11. Manage DPW Administrators' calendars, coordinate meetings, take messages, and perform other support activities on an as-needed basis.

KNOWLEDGE, SKILLS, AND ABILITIES

- A. Excellent oral, written and presentation skills.
- B. Ability to conduct research, draw conclusions from data gathered and to prepare concise, detailed reports on a variety of subjects.
- C. Ability to prepare comprehensive grant applications.
- D. Ability to act in a decisive manner, using good judgment.
- E. Ability to maintain confidentiality.
- F. Ability to assess problems and situations, and be able to anticipate needs and evaluate alternatives.
- G. Ability to concurrently coordinate and implement multiple projects and activities.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Education equivalent to graduation from a four (4) year college; preferably concentration in Business Administration or Public Administration including coursework in public relations, communication, college algebra, statistics, strategic planning, grant writing and computer software; or five (5) years experience in the performance of responsible and difficult analyst or executive administrative activities, including supervisory responsibilities.
- B. Ability to use computer software as related to office practices including electronic word processing, database, and spreadsheet packages.
- C. Proficient use of Excel, Word, PowerPoint, and Publisher software.
- D. Working knowledge of equipment, methods, and terminology used in a Public Works environment.
- E. Working knowledge of basic statistical procedures; ability to compile statistics, to analyze data, and to present data in graphic form.
- F. Ability to keep involved records, to assemble and organize data, and to prepare effective reports from such data.
- G. Ability to prepare grant applications.
- H. Ability to make decisions independently in accordance with rules, regulations, and departmental policies and procedures.
- I. Ability to carry out routine administrative and supervisory detail, independently.
- J. Ability to courteously interact and maintain positive and effective working relationships.
- K. Ability to communicate effectively with the general public, consultants, governmental agencies, private and public businesses, members of the city council, and other city employees.
- L. Ability to understand and effectively carry out oral and written instructions.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk, or hear. The employee is required to walk; use hands to finger, handle, or feel objects, tools, or controls; and reach with hands and arms.

Specific vision abilities required by this job include close vision and the ability to adjust focus.

Classification History

Established: Human Resources 7/28/14

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	GIS Technician	Job Code Number:	26-B-056
Established:	June 24, 1994	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES:

The City of Flint is seeking highly motivated GIS Tech with a strong commitment to Flint and a strong desire to support the master plan with an interest in community planning. The Tech would be responsible for the design, management, administrations, and updating of the City's Geographic Information Systems database, with a specific focus on assisting the Planning and Development division. In addition to possessing a strong work ethic, an ideal candidate must have high confidence in their abilities to create and correct polygon topologies, attribute updates and custom maps. The position involves processing applications, preparing written and verbal reports, assisting the public, and maintaining records pertaining to the City's ordinances and zoning codes. Limited fieldwork will be required in the case of data collection/verification. Ideal GIS candidates would also possess considerable knowledge of the following: Geo-database usage and creation; locating, classifying, organizing, and analyzing data; creation of spatial data and attributes; and satellite ortho-imagery and labeling techniques.

SUPERVISION RECEIVED:

The individual will work under the guidance of a Planner II and Director of Planning and Development.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Creates, maintains and updates databases using GIS; Performs complex research on proposed projects;
2. Operates computer workstation to update maps as new data is received relative to developments, capital improvement projects, zoning requirements, and other projects.
3. Conducts research (Assessors Office, files, and database) of legal documents to insure correct platting of property descriptions.
4. Produces printed maps for both the Assessor's Office and the general public showing map features, property boundaries, platted lots, recorded bearings and distances as applicable, parcel numbers, etc.
5. Provides technical and administrative assistance for the City's GIS program.
6. Manages operation of GIS equipment, software, data, and products;
7. Performs professional planning work, assists in writing reports; completes project reviews.
8. Other related duties assigned by the Department Staff.
9. Attends meetings, conferences, workshops.

MINIMUM ENTRANCE REQUIREMENTS:

1. Bachelor's Degree in Urban Planning, Community Development, Urban Studies, Resource Development, Public Administration, Computer Science, Geography, Environmental Science or a related field; and/or

MINIMUM ENTRANCE REQUIREMENTS CON'T.

2. (2+) Years' applicable GIS training and experience with ARCGIS for desktop and supplementary ESRI software.
3. Have worked with ESRI ArcGIS 10.0 or higher for a minimum of one year; with the ability to use ArcGIS software to perform mapping and analysis tasks.
4. Working knowledge of spatial and attribute data creation, editing and manipulation.
5. Knowledge of urban planning principles and practice.
6. Understanding of the Imagine Flint master plan and Flint's 5-year strategic plan.
7. Ability to work independently with minimal technological supervision.
8. Knowledge of social, economic, and environmental issues facing Flint.
9. Ability to communicate effectively both orally and in writing.
10. Ability to multi-task and meet necessary deadlines.
11. Ability to interpret and follow complex oral and written directions.
12. Have the demonstrated ability to work independently and in teams;
13. Possess strong attention-to-detail, initiative, and self-motivation;
14. Have strong organizational skills;
15. Proficient in Microsoft Office Suite
16. AutoCAD experience a plus

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to walk; use hands to operate, finger, handle or feel objects, tools or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 50 pounds. Specific vision abilities required by this job include close vision and ability to adjust focus.

Classification History:

ESTABLISHED: Personnel 06/24/94
REALLOCATED & REVISED: Personnel 10/29/99
REVISED: Personnel 08/30/00
REVISED: Human Resources 04/21/06
Revised & Reallocated: Human Resources 07/30/14

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Planner I	Job Code Number:	26-C-216
Established:	July 30, 2014	Bargaining Unit:	1600

GENERAL STATEMENT OF DUTIES:

The Planner I position within the Department of Planning and Development assists with the coordination and facilitation of neighborhood planning initiatives and Parks and Recreation responsibilities. The position is responsible to ensure efforts related to both parks and recreation and community development are in complete alignment with the master plan. These duties include but are not limited to: community outreach and engagement, neighborhood planning initiatives, day to day oversight of parks maintenance and partnership opportunities, community and economic development activities, and providing support to Department efforts related to master plan implementation. The individual should have working knowledge of HUD programming, as well as compliance review awareness.

SUPERVISION RECEIVED: Works under the general supervision of the Director of Planning and Development or Planner II or Planner III.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Understand the elements of land use plans, detailed site plans, and property site analysis.
2. Provides support when needed to relevant Department staff for public commissions, councils, planning meetings.
3. Analyze and synthesize demographic, housing and development data.
4. Ability to provide excellent customer service to residents, neighborhood associations, city staff, and community stakeholders
5. Provide information and analysis to other departments, outside agencies and the public.
6. Have an understanding of HUD grant programs such as CDBG, HOME, ESG grant
7. Ability to monitor, evaluate and coordinate on-going planning processes with the city to align with master plan implementation.
8. Ability to assist in preparation of neighborhood and small area plans in collaboration City neighborhood planning efforts.
9. Guides community outreach and engagement activities for planning related initiatives, responsible for ensuring public awareness of city planning efforts and community events.
10. Handles the development and documentation of annual neighborhood gatherings, including updating and maintaining comprehensive data on neighborhood level programs and projects.
11. Give thoughtful and thorough public presentations.
12. Monitors, assesses, and provides task assistance to various projects and committees
13. Performs planning work, data collection, assists in writing reports; and project review.
14. Assists in programming project objectives, research activities, and related activities
15. Analyzes data, designs, and reviews and makes recommendations for revisions of plans, programs, or proposals.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Bachelor's Degree in Planning, Community Development, Urban Studies, Resource Development, Public Administration or a related field; Master's Degree is preferred; and; at minimum (1) Years' professional planning experience in a planning office, private sector, or non-profit organization that primarily provides services to the public sector.
- B. Knowledge of urban planning principles and practice.
- C. Extensive understanding of the Imagine Flint master plan and 5-year strategic plan.
- D. Knowledge of social, economic, and environmental issues facing Flint.
- E. Ability to communicate effectively both orally and in writing.
- F. Ability to interpret and follow complex oral and written directions.
- G. Ability to lead and convene meetings among multiple stakeholders.
- H. Ability to administer tasks and provide necessary follow-up.
- I. Ability to read maps and other graphic materials.
- J. Proficient in desktop computing, including Microsoft Office Suite.
- K. Familiarity with Geographical Information Systems (GIS) mapping software is highly desirable.
- L. Familiarity with graphic design software is highly desirable.

NECESSARY SPECIAL REQUIREMENT:

- 1. Ability to travel to community meetings.
- 2. Ability to attend evening and weekend meetings and conferences outside of normal working hours.
- 3. Have a valid driver's license and ready access to a motor vehicle

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit, talk and hear. The employee is occasionally required to walk; use hands to finger, handle, or feel objects, tools, or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Classification History

Established: Human Resources 07/30/14

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Principal Clerk Typist	Job Code Number:	16-A-010
Established:	July 30, 1981	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES: Acts as secretary to the administrator of a large department or major operating division; performs difficult and complex clerical work involving a considerable degree of decision; performs related work as required.

SUPERVISION RECEIVED: Works under the supervision of an administrative employee who assigns work and reviews for accuracy, but allows considerable independence of action.

SUPERVISION EXERCISED: Exercises working supervision over a few clerical employees engaged in a variety of clerical duties.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Types from a variety of drafts, forms, letters, receipts, records, reports, tape recordings and other materials which includes frequent use of technical terminology; prepares rough draft narratives and tabulations.
2. Researches and gathers a variety of data for use in composing and typing correspondence, applying knowledge of departmental operations and regulations.
3. Performs a variety of secretarial activities, taking action as necessary in disposing of matters assigned by superiors.
4. Receives and interviews visitors; makes appointments and arranges meetings; opens, reads, and distributes incoming mail; assembles pertinent files and materials relevant to reply; maintains confidential files.
5. Checks the accuracy and completeness of reports and computations made by others; makes difficult computations and tabulations; may perform bookkeeping work and maintain accounting records; maintains petty cash fund.
6. Maintains payroll records; computes payroll distribution; distributes payroll checks to employees.
7. Performs a variety of clerical work such as answering the phone, waiting on the counter, receiving fees, copying and the requisitioning of supplies.
8. Operates various office machines; may operate a dictation machine or a variety of other word processing equipment.
9. May supervise or assist subordinate clerical employees in the performance of routine to moderately complex office work.

MINIMUM ENTRANCE REQUIREMENTS:

- A. At least two years of experience in the performance of responsible and difficult clerical or secretarial work.
- B. Considerable knowledge of modern office practices and procedures and of Business English and Arithmetic.
- C. Ability to type from plain copy at the rate of fifty (50) net words per minute at a computer keyboard.
- D. Ability to use computer software as related to office practices including electronic word processing, database, and spreadsheet packages.
- E. Ability to compose letters and reports relative to work which does not depart substantially from routine.
- F. Ability to keep involved clerical records; to assemble and organize data; and to prepare reports from such data.
- G. Ability to prepare effective correspondence.
- H. Ability to plan and supervise the work of subordinate clerical employees.
- I. Ability to make decisions independently in accordance with rules, regulations and departmental policies and procedures.
- J. Ability to deal with the public courteously and tactfully.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to walk; use hands to finger, handle, or feel objects, tools, or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus. The noise level in the work environment is usually quiet.

Classification History

Established: Personnel 07/30/81

Reallocated: Personnel (Wage Inequity) 07/01/87

Revised: Personnel 04/20/98

Revised: Human Resources 10/06/04

Revised: Human Resources 02/25/05

Reallocated: Human Resources 10/22/06

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	School Crossing Guard	Job Code Number:	02-P-031
Established:	August 31, 1964	Bargaining Unit:	None

GENERAL STATEMENT OF DUTIES: Assists school children in safely crossing the streets at or near a school; notes traffic or other law violators and reports them to Police Department; performs related work as required.

SUPERVISION RECEIVED: Works under the supervision of Police personnel who makes assignments and frequent inspections.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Assists school children in crossing streets or street intersections by directing or halting traffic when necessary.
2. Gives directions answers questions, and otherwise assists the general public.
3. Observes traffic or other law violators and reports them to police authorities.
4. Performs related work as required.

MINIMUM ENTRANCE REQUIREMENTS:

- A. At least 18 years of age or high school graduation. (Applicants beyond the age of 70 may be appointed to this position.)
- B. Working knowledge of State laws and City ordinances pertaining to traffic regulations.
- C. Working knowledge of the location of City streets and buildings.
- D. Ability to follow oral and written directions.
- E. Ability to deal courteously but firmly with the public.
- F. Ability to deal successfully with school children, the general public and police officers.
- G. No serious defects of vision, hearing, or members. (Vision, hearing, and cardiovascular system to be checked prior to start of each school year.)
- H. Ability to meet the physical, mental, and visual standards of the job.
- I. Ability and willingness to work in a manner that will not needlessly endanger the safety to one's self, other persons and equipment.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to stand; sit; walk; talk or hear; use hands to finger or handle objects, tools or controls; and reach with hands and arms. While performing the duties of this job, the employee regularly works in outside weather conditions and around traffic. The employee is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, extreme cold, extreme heat and vibration.

Classification History:

Allocated: CSC 07/01/63

Established: City Comm. 08/31/64

Revised: Personnel 06/21/79, 01/11/82

Revised: Human Resources March 2005

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

CITY OF FLINT
Position Description

Class Title:	Water Distribution Operator Trainee	Job Code Number:	16-N-035
Established:	June 26, 1961	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES: Under an on-the-job training program with close supervision installs, maintains and repairs water mains, valves, meters, hydrants and other appurtenances of the water supply system; performs related work as required. As the training progresses, supervision may be proportionately decreased and the responsibility of assignments increased. After completion of 2080 paid working hours, not including overtime, of on-the-job training, in the Water Service Center Division, the training period will be considered complete and the employee eligible for examination for promotion to Water Distribution Operator.

SUPERVISION RECEIVED: Works under the direct supervision of a foreman or employee of a higher grade who assigns work and checks for proper performance of duties.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Installs water mains and new service lines; inserts tapping valves for new mains and service lines.
2. Lays and repairs water mains; repairs gate valves; installs, repairs and tests fire hydrants; constructs and repairs wells on line gates.
3. Installs service connections, including tapping water main and laying service pipe; connects and disconnects shut-off valves and stop box; digs and back-fills trenches; locates and digs up curb boxes as necessary; thaws frozen lines in winter.
4. Caulks joints, cuts pipe, cuts out broken pipe, puts on sleeves, shuts off gate valves, repairs stuffing boxes.
5. Installs and removes consumer water meters. Performs water turn on and off's.
6. Operates equipment such as air compressors, valve turning or other equipment associated with water distribution and repair.
7. Drives utility dump trucks or other vehicles; orders materials; makes out simple reports on work performed and materials used.
8. May work with one or more Water Service Center employees.
9. May clean and repack water meters and/or be assigned duties in the stockroom.
10. May be required to perform duties in Sewer Operations.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Ability to communicate orally and carry out oral instructions.
- B. Skill in the use of the more common shop tools.
- C. Ability to perform manual labor for extended periods under unfavorable climatic conditions or in mud or water.
- D. Mechanical aptitude.
- E. Ability to meet the physical, mental and visual standards of the job.
- F. Ability and willingness to work in a manner that will not needlessly endanger the safety to one's self, other persons and equipment.
- G. Underground excavation and heavy equipment experience preferred.

NECESSARY SPECIAL REQUIREMENT:

- A. Possession and maintenance of a valid Driver's License.
- B. Possession and maintenance of a valid CDL Class B Driver's License.
- C. Progression in the training series to Senior Operator level is required to remain in the program. Must make continuous satisfactory progress in the training program including promotion to Operator within twelve (12) months to remain employed in the series. Operational knowledge and training progress will be assessed periodically by WSC supervision.
- D. Employee must successfully complete six (6) month probationary period.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee regularly works in outside weather conditions. The employee occasionally works near moving mechanical parts and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is frequently required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell. The employee must frequently lift and/or move up to 50 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

Classification History

Allocated: CSC MTG. 05/15/61

Established: SC MTG. 06/26/61

Reallocated: CSC MTG. 12/12/69

Re-titled: CSC MTG. 07/02/74

Revised: Personnel 07/07/81, 03/17/82,

05/03/90, 02/01/01, 02/25/11

Revised, Reallocated, Retitled: Human Resources 11/08/2013

(Formerly Water Distribution Maintainer Trainee)

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Traffic Safety Maintainer	Job Code Number:	22-H-019
Established:	February 11, 1969	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES: Installs and maintains permanent and temporary traffic control signs; keeps records of time, date, and place of installation; conducts field studies to determine traffic information; performs related work as required.

SUPERVISION RECEIVED: Works under the supervision of an employee of higher grade who reviews work by inspection and by review of work reports.

SUPERVISION EXERCISED: Exercises working supervision over one or more employees who assist in the performance of assigned tasks.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Assembles, installs, replaces, and repairs street or traffic signs, and pavement markings in accordance with the Michigan Manual of Uniform Traffic Control Devices.
2. Installs detour and traffic control barricades according to instructions, diagrams or plans; installs detours for construction activities, parades, special events and other restricted areas; utilizes aerial truck to install overhead signing and flags; and aids police in barricading during emergencies.
3. Uses pneumatic and hydraulic tools in the installation of signposts and signs. Makes emergency repairs of sign installation tools in the field. Maintains and repairs parts on compressor and air and hydraulic driven equipment.
4. Fabricates signs in sign shop; operates sign machine system, ramset, general machine shop tools, acetylene torch, and welding machine.
5. Installs pavement markings of various types; operates a pavement marking machine (spray gun) in applying paint to various surfaces; applies plastic pavement marking materials to various surfaces; repairs and maintains pavement marking equipment.
6. Provides records of sign installation as to date, time, and place installed for purpose of inventory and for legal reference; credits sign repairs proper work number; makes out daily report sheets of man hours utilized and sign installation work performed.
7. Answers service calls on a 24-hour basis.
8. Conducts the annual traffic count program.
9. Places, secures, and retrieves automatic traffic counters; records data to access the volume, type and movement of vehicular or pedestrian traffic at specified times.
10. Gathers data from hand count sheets, machine count tapes or radar speed checks.
11. Measures and records the speed of vehicular traffic, using electrical timing devices or radar equipment.
12. Study traffic delays by noting times of delays, the number of vehicles affected and vehicle speed through the delay area.
13. Times spotlights or other delays using a stopwatch.
14. Interviews appropriate parties about specific intersections or highways to gather road condition information for use in planning.
15. Obtains pedestrian and vehicle manual turning movement counts, conducts counts for school crossings.

ESSENTIAL DUTIES AND RESPONSIBILITIES CONT.:

16. Study factors affecting traffic conditions, such as lighting or sign and marking visibility to assess their effectiveness.
17. Prepares work orders for repair, maintenance or changes in traffic systems.
18. Performs various duties assigned by the Supervisor.

MINIMUM ENTRANCE REQUIREMENTS:

- a. At least six (6) months experience as a Utility Worker (Traffic), or at least one (1) year experience performing varied semi-skilled mechanical maintenance tasks.
- b. Familiarity with the more common practices, methods, materials, and tools used in the fabrication and maintenance of signs, as well as pavement markings and painting.
- c. Mechanical aptitude, including ability (any physical strength) to safely operate pavement marking machine, city vehicles and equipment.
- d. Ability to read diagrams, route plans, and blueprints, including basic traffic engineering drawings.
- e. Ability to understand and follow oral and written instructions.
- f. Ability to maintain a variety of work-related records.
- g. Ability to perform manual tasks involving physical strength.
- h. Ability and willingness to work in a manner that will not needlessly endanger the safety to one's self, other persons and equipment.

NECESSARY SPECIAL REQUIREMENT:

- Possession and maintenance of a valid State of Michigan driver's license.

PHYSICAL DEMANDS: The employee occasionally works near moving mechanical parts and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell. The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Hand-eye coordination is necessary to operate various pieces of equipment.

Classification History:

Allocated: CSC 02-11-69

Revised: Personnel 03-26-79

Reallocated: Personnel (Wage Inequity) 07-01-86

Revised: Personnel 07-12-89

Revised & Reallocated: Personnel 06-14-96

Revised: Personnel 3-21-01

Revised: 03-27-03

Reallocated (Wage Inequity): 10/26/07

Revised & Reallocated: 08/19/14

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Utilities Data Technician	Job Code Number:	20-N-085
Established:	January 8, 2003	Union:	Local 1600

GENERAL STATEMENT OF DUTIES:

Coordinates, updates and maintains maintenance manuals using the Maintenance Manager System, a hydraulic model (computer application), AutoCad, and/or SCADA systems in a division of the City of Flint's Utilities Department. Organizes and maintains plant blueprints, and updates drawings to reflect modifications to the facilities. Maintains the Utilities' Material Safety Data Sheet (MSDS) Program. Assists in Safety and Environmental related projects. Performs related work as required.

SUPERVISION RECEIVED:

Works under the supervision of an employee of higher level who reviews work through conferences and written or oral communications.

SUPERVISION EXERCISED:

May exercise working supervision over lower level employees, temporary employees and/or co-op students.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Researches and gathers a variety of data for use in administering and maintaining maintenance manuals, plant system databases, blue prints and engineering records and drawings, shop and mechanical drawings and the main water plant filing system.
2. Administers and maintains computerized Maintenance Manager Program.
3. Performs Contractor Safety Training.
4. Handles occasional public contacts of a divisional unit by giving information, explaining policies, procedures and activities of the department; answers routine questions
5. Administers and maintains MSDS Program.
6. Operates microcomputers and minicomputer terminals to produce complex reports and drawings; operates office machine equipment not requiring special previous training.
7. Uses information processing software such as data base management programs, electronic spreadsheet, word processing programs and computer aided design programs.
8. May assist in plotting field notes of surveys, computing areas and preparing field data; may assist in computing bearings, angles, distances, and areas.
9. Operates, performs data entry, makes changes and updates a hydraulic model and/or maps of the City of Flint's water supply and/or wastewater collection systems.
10. Performs routine system maintenance to SCADA system(s).

MINIMUM ENTRANCE REQUIREMENTS:

- A. Two years of college education (62 credit hours) specializing in Engineering, Computer Science or a related field **OR** and additional two (2) years full time paid work experience in Engineering, Computer Science or a related field.
- B. Two (2) years of experience in general engineering which must have included drafting, CAD work and inspection **OR** two (2) years of experience using a computer to manage maintenance programs, databases, AutoCAD and/or similar applications.
- C. Two (2) years of experience using various computer software and/or Windows' applications.

MINIMUM ENTRANCE REQUIREMENTS: (con't)

- D. Knowledge of mechanical and electrical equipment and water system hydraulics.
- E. Working knowledge and the ability to work from sketches drawings blue prints, digitized drawings and operational and maintenance manuals.
- F. Ability to make freehand sketches and generate drawings to scale.
- G. Ability to operate a microcomputer for purposes of review and updating of plant systems, maps, manuals and CAD/CAM systems.
- H. Ability to meet the physical, mental and visual standards for the job.
- I. Demonstrated experience in computers comprising operating systems, spreadsheets, word processing, CAD drawings, photo and presentations software.

NECESSARY SPECIAL REQUIREMENT:

- Ability to work various shifts and some weekends.
- Possession of a valid State of Michigan driver's license.
- Capable of being certified for Permit Required Confined Space entry.

PHYSICAL DEMANDS

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is frequently required to walk; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms. The employee may occasionally need to climb ladders and enter subterranean vaults. May occasionally need to access roof-mounted structures. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus. The noise level in the work environment is usually quiet.

Classification History:

Established: 01/08/03

Revised & Retitled: 09/03/03

(Previously Water Plant Data Technician)

Revised: 01/24/05

Vacancy Filled

CITY OF FLINT Position Description

Class Title: Water Plant Laboratory Assistant	Job Code Number: 21-N-066
Established: January 22, 1987	Bargaining Unit: Local 1600

GENERAL STATEMENT OF DUTIES:

Assists in the performance of routine physical, chemical and bacteriological analysis, collects samples, acquires data from various sources, enters data into computer programs and performs related work as required.

SUPERVISION RECEIVED:

Works under the direct supervision of an employee of higher level who trains, instructs, assigns, evaluates and reviews work performance for conformance to standard procedures, laboratory protocols and work rules.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Performs physical analysis such as pH, color, turbidity, temperature, total and suspended solids, jar tests and all related quality control and quality assurance procedures.
2. Performs chemical analysis such as total hardness, alkalinity, fluoride, chloride, chlorine, phosphorus, nitrogen and ammonia and related tests as directed.
3. Assists in the calibration and maintenance of laboratory equipment and facilities.
4. Performs microbiological analysis such as total coliform, fecal coliform, heterotrophic plate count, plankton identification and enumeration, and the preparation of all media related to microbiological testing.
5. Collects samples from a variety of water treatment plant, collection and distribution system locations in an investigative and compliant manner using proper protocol, techniques and apparatus.
6. Answers customer questions regarding water quality and conducts investigations as directed.
7. Utilizes computers and various application programs such as database, word processing, spreadsheets, drafting and drawing programs, and the Internet.
8. Assists in the preparation of routine and special reports.

MINIMUM ENTRANCE REQUIREMENTS:

- A. An Associate of Science degree or two (2) years of college education with at least twenty (20) cumulative semester hours of study in mathematics and science including chemistry and biology or one (1) year of full-time paid work experience performing quantitative chemical analyses.
- B. Working knowledge of biology, microbiology, chemistry and computers.
- C. Ability to manipulate, assemble and handle laboratory and other heavy equipment.
- D. Ability to prepare and maintain accurate and detailed records and reports using a computer.
- E. Ability to follow oral and written technical instructions.
- F. Ability to perform chemical, physical and biological analyses using standard methods.
- G. Ability to wear a respirator and self-contained breathing apparatus.
- H. Ability to effectively communicate ideas orally in English.
- I. Ability to work effectively with employees, customers and the public.

Water Plant Laboratory Assistant – pg. 2

NECESSARY SPECIAL REQUIREMENT:

- Must possess and maintain a valid Michigan Driver's License.
- Must obtain a Michigan F-4 Water Plant License within two (2) years of appointment and complete all necessary requirements to maintain certification.
- Ability to work weekends, holidays and shift work as required.

PHYSICAL DEMANDS:

The employee occasionally works near moving mechanical parts and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

Classification History

Established: 01/22/87

Revised: 05/10/02

Reallocated (Wage Inequity): 11/16/08

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Water Plant Operator Trainee	Job Code Number:	12-N-001
Established:	October 22, 1974	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES: Under an on-the-job training program with close supervision, maintains, operates and repairs water pumping, softening, disinfecting and other treatment equipment; performs related work as required. (After six (6) months experience as a Water Plant Operator Trainee, the employee will be eligible for and must pass to take the examination for promotion to Water Plant Maintainer.

SUPERVISION RECEIVED: Works under the direct supervision of the Water Plant Maintenance Supervisor or Water Plant Operations Foreman or another employee of higher grade who assigns work, provides assistance when needed and reviews work for satisfactory completion.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Inspects, cleans adjust and repairs water plant equipment such as filter beds, valves, controllers, recording gauges, coagulators, chlorinators, chemical feeders, softening equipment, sump and sludge pumps, compressors, pumps and motors.
2. Maintains, operates, and repairs settling basins, clear wells, hydraulic valves, and pumping equipment; operates and maintains dams.
3. Performs routine inspections of water treatment equipment and facilities; performs record keeping functions with regard to such inspections.
4. Backwash and cleans filters, checks filter valves, records loss of head, rate of flow; installs, and repairs water lines.
5. Takes water samples and makes simple chemical test such as hourly chlorine residuals of tap settled and effluent water; makes turbidity and coagulation tests.
6. Assists in maintaining and repairing plant buildings and appurtenances.
7. Loads and unloads material and supplies.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Completion of 10th grade in high school. High School Diploma or Equivalent.
- B. Working knowledge of the methods, practices, tools, and materials used in the mechanical trades.
- C. Ability to perform mathematical calculations involving algebra and geometry.
- D. Ability to perform semi-skilled maintenance task as directed.
- E. Ability to use common hand tools with a reasonable degree of skill.
- F. Ability to meet the physical, mental and visual standards of the job.
- G. Ability and willingness to work in a manner that will not needlessly endanger the safety to one's self, other persons, or equipment.

NECESSARY SPECIAL REQUIREMENT:

- Possession of a valid State of Michigan Driver's License at the time of application.
- Possession of an MDEQ F4 license is required within eighteen (18) months of appointment.

PHYSICAL DEMANDS:

The employee occasionally works near moving mechanical parts and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell. The employee must occasionally lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

Classification History:

Established CSC Mtg: 10-22-74

Revised: Personnel 06-27-78, 02-27-80, 04-15-85, 12-07-89

Revised & re-titled: Personnel 02-07-97 (formerly Water Trainee)

Revised: Human Resources 08/06/08

Revised: Human Resources 01/09/14

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Street Operator/Maintainer	Job Code Number:	22-G-018
Established:	January 7, 1993	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES:

Operates one or more pieces of heavy construction or maintenance equipment in the installation, construction, maintenance, and repair of city streets, utilities, sidewalks, curbs, gutters, and the building and grounds facilities of the City. Performs skilled labor in the finishing of cement for streets, sidewalks, curbs, gutters and pavements. Performs related work as required.

SUPERVISION RECEIVED:

Works under the supervision of an employee of higher level who inspects work for conformance to standards.

SUPERVISION EXERCISED:

May act as crew leader over a small number of employees on work projects.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Operates diverse pieces of heavy equipment used in performing a variety of grading, excavating, filling, compacting, shaping, construction and maintenance of road surfaces. Performs trenching, snow plowing and removal, sweeping, and salting as required.
2. Assists in the construction and maintenance of streets, sidewalks, concrete curbs and gutters and concrete or asphalt pavements. Cleans, repairs, and places forms used for laying concrete.
3. Operates a loader, tractor or backhoe for loading, unloading or moving materials. Operates a front end loader to load, unload and transfer materials on construction projects such as digging, performs on the spot sewer repairs during street resurfacing activities. Operates a tractor mounted mower for City mowing programs.
4. Performs manual labor and does a variety of routine tasks such as hand shoveling, hand grading, mixing cement, preparing concrete and bituminous pavements or walks for repairs, breaking streets & curbs for repair, tamping asphalt and finishing concrete. Sets curb forms, cuts and fits pipes, raises catch basins and manholes, runs air hammers and sets grades.
5. Operates an asphalt paving machine in the construction and repair of asphalt streets. Operates a tandem roller to compact asphalt paving materials. Operates equipment necessary in making excavations and backfilling and shoring trenches.
6. Performs less difficult inspections of street & construction & repair projects to determine conformance with plans, specifications and departmental work practices.
7. Drives truck to transport equipment, materials and supplies and to plow and salt streets. May act as a crew leader on maintenance work and construction projects.
8. Services and makes minor repairs to equipment. May assist mechanics in the field or garage. May on occasion perform welding and cutting on equipment used in the performance of job duties.

STREET OPERATOR/MAINTAINER – PAGE 2

MINIMUM ENTRANCE REQUIREMENTS:

- A. Must have completed at least twelve (12) months of on the job training in the job classification Street Operator/Maintainer Trainee I; and at least 2200 hours of on the job training in the job classification of Street Operator/Maintainer Trainee II.
- B. Ability to finish concrete.
- C. Ability to operate heavy automotive equipment.
- D. Ability to perform the semi-skilled tasks involved in street construction and maintenance.
- E. Ability to understand and follow oral and written instructions.
- F. Ability to service and make minor repairs and adjustments to equipment used and to assist in major repair and overhaul of said equipment.
- G. Ability to perform manual labor for extended periods under unfavorable climatic conditions.
- H. Mechanical aptitude.
- I. Working knowledge of the materials, methods, and practices of construction and maintenance.
- J. Willingness to work in a safe manner that will not needlessly endanger the safety to one's self, other persons, and equipment.

NECESSARY SPECIAL REQUIREMENT(S):

- Possession of a Michigan Drivers License.
- Possession of a Commercial Drivers License Type A.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee regularly works in outside weather conditions. The employee regularly works near moving mechanical parts and is exposed to inclement conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is regularly required to reach with hands and arms and is required to stand and walk; and use hands to finger, handle, feel or operate objects, tools, or controls. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; and talk or hear.

The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

Classification History:

Established: Personnel 1/07/93
Revised: Personnel 03/09/94
Reallocated: Wage Inequity 07/03/94
Revised: Human Resources 07/27/06
Reallocated (Wage Inequity): 10/21/07

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Sr. Sewage Pumping Station Operator	Job Code Number:	22-N-025
Established:	September 4, 1973	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES: Operates, inspects, maintains, and repairs sewage pumping stations and lift stations; performs skilled maintenance and custodial tasks in and around the buildings and on the grounds; maintains logs, prepares written reports and takes readings; performs related work as required.

SUPERVISION RECEIVED: Works under the general supervision of a Water Pollution Control Facilities employee of higher grade who assigns and reviews work for conformance with established policies.

SUPERVISION EXERCISED: May exercise technical leadership over other employees of a lower classification engaged in lift station and pumping station operations, maintenance and custodial tasks.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. In a lead role, operates, inspects, and performs preventative and corrective maintenance at sewage pumping and lift stations, including the associated buildings and grounds. Monitors control panels, Supervisory Control and Data Acquisition System, and other indicators to control flows and levels as required. Takes readings and maintains records and logs. Uses personal computers and other related equipment as part of performing daily duties.
2. Operates, inspects, maintains, lubricates and repairs as necessary where appropriate a variety of sewage pumping stations and lift stations and appurtenances associated with collection system, such as valves, sluice gates, weirs, motor operated controls, hoists, conveyors, augers, screws, pneumatic temperature and electric controls, belt and chain drive mechanisms, compressors, air dryers, meters regulators, instrumentation, circuit breakers, variable speed drives, grinders centrifugal pumps, limitorques, solenoids, check valves, bubbler tubes, sampling devices, heating and cooling devices, bar screens, odor control equipment and computer apparatus.
Responds to and troubleshoots lift station and pump station alarm conditions such as low wet well, high wet well, high bar screen differential, intruder alert and combustible gas in wet well.
4. Responds to and troubleshoots lift station and pump station equipment failures, including instrumentation, and when appropriate, contacts utility companies and/or designed personnel for repairs.
5. Transports, installs and operates portable generators where necessary.
6. Performs custodial tasks in and around the sewage pumping stations and lift stations such as cleaning, scrubbing, polishing, litter abatement, graffiti removal and window washing; mows lawns and removes snow from walks and driveways.
7. Prepares a variety of daily, weekly, monthly and annual reports on operational and maintenance activities; maintains operational and maintenance records; prepares work schedules; provides information for divisional budget such as equipment needs, material and repair requirements. Maintains overtime records and payroll records.
8. Participates in Water Pollution Control Facilities safety programs such as respiratory protection program, confined space entry program, process safety, hazardous waste operations and emergency response, laboratory hygiene, ladder safety, electrical lockout, asbestos awareness and right-to-know.
9. Interacts with the public regarding complaints and other issues as related to the operation and maintenance of the pump station and remote lift stations.
10. Maintains constant communication with Water Pollution Control by telephone, radio, or cellphone.

MINIMUM ENTRANCE REQUIREMENTS:

- A. At least one (1) year of experience in the operations and maintenance of a wastewater treatment facility or related work.
- B. Skill in the maintenance of mechanical equipment, buildings, and associated equipment.
- C. Considerable knowledge of the functions, methods, operation, maintenance, and repair of a sewage pumping plant and its associated lift stations.
Considerable knowledge of the methods, materials, and tools used in performing semi-skilled to skilled maintenance and repair tasks.
- E. Ability to work from blueprints, drawings, repair and operation manuals.
- F. Ability to maintain accurate records and detailed reports, using standard mathematical computations and formulas.
- G. Ability to follow oral and written instructions.

MINIMUM ENTRANCE REQUIREMENTS (Con't):

- H. Ability to perform routine, repetitive manual and technical tasks.
- I. Ability to meet the physical, mental and visual standards of the the work.
- J. Ability to deal courteously with the public.
- K. Ability and willingness to work safely.

NECESSARY SPECIAL REQUIREMENT(S):

- Must possess and maintain a valid State of Michigan Drivers License during employment.
- Must be willing to remain on stand-by as required.
- Must obtain, within six (6) months of appointment, a Certificate of Completion for the following California State University, Sacramento correspondence courses: Operations and Maintenance of Wastewater Collection Systems, Volumes I & II.
- Ability to obtain a fit test certification with respirator on an annual basis and maintain certification (facial hair and other articles must be maintained in a manner as to not interfere with the seal).
- Ability to obtain and maintain a confined space entry attendant and entrant certification.
- Ability to obtain and maintain the following hazardous waste operations and emergency response certification: first responder awareness, first responder operations and hazardous materials technician.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee regularly works in outside weather conditions and often in confining close quarters. The employee regularly works near moving mechanical parts and is exposed to inclement conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is regularly required to reach with hands and arms and is required to stand and walk; and use hands to finger, handle, feel or operate objects, tools or controls. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch or crawl; and talk or hear. The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

Classification History:

Established: CSC Meeting 09/04/73

Reallocated: Personnel 02/21/77

Revised: Personnel 11/15/63, 3/17/86, 11/21/91

Reallocated & Revised: Personnel 12/30/96

Revised: Personnel 07/17/98, 10/13/00

Revised: Human Resources 09/01/04

Reallocated: Wage Inequity 10/26/07

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Vacancy Filled

CITY OF FLINT Position Description

Class Title: Transportation Operations Manager	Job Code Number: 30-H-102
Established: June 20, 2013	Bargaining Unit: Exempt

GENERAL STATEMENT OF DUTIES

Plans, directs, coordinates, and facilitates the daily operations of the Street Maintenance and Enforcement Divisions in collaboration with Infrastructure and Development Administrators. Duties and responsibilities include formulating and implementing policies and procedures, managing daily operations, and planning the use of materials and human resources. Responsible for monitoring and tracking all activities performed in the public right-of-way including but not limited to those conducted by in-house staff, contracted service providers, public/private partnerships, and private contractors. Routinely conducts infrastructure maintenance and preservation studies and evaluations.

SUPERVISION RECEIVED

Works under the supervision of a high level Administrator, however is allowed considerable independence of action.

SUPERVISION EXERCISED

Exercises working supervision over clerical, Street Maintenance and Enforcement Division employees to execute plans and activities on behalf of the Administrator in charge of right-of-way related activities.

ESSENTIAL DUTIES AND RESPONSIBILITIES

1. Supervise Street Maintenance and Enforcement Division employees and/or coordinate and facilitate the activities of contracted services providers.
2. Review documents, such as production schedules, work orders, or staffing rosters, to determine personnel or materials required to perform infrastructure repair projects.
3. Plan and organize production schedules to ensure work can be accomplished in a manner that improves efficiency and productivity; coordinates weekly activities of crews, provides scheduling information and site specific mobilization strategy to utilize equipment and manpower efficiently.
4. Assign work to employees based on material or worker requirements of specific jobs.
5. Direct or coordinate the Street Maintenance and Enforcement Divisions' financial or budgetary activities to fund current/future operations, maximize division potential and/or increase efficiency.
6. Analyze operations to evaluate performance of the Street Maintenance Division and its staff in order to meet benchmarks or to determine areas of potential cost reduction, project improvement or policy/ordinance changes.
7. Confer with administrators, councilpersons, city engineering, civic organizations and other county/local officials to discuss issues, coordinate activities and/or resolve problems.
8. Direct, plan or implement policies, objectives or activities with organizations and/or businesses to ensure continuing operations, and/or increase productivity.
9. Prepare activity budgets for approval, including those for funding or implementation of programs and/or projects.
10. Develops infrastructure needs assessment; prepares an annual maintenance and preservation plan that includes a mix of fixes and pricing options to extend and preserve infrastructure assets' life cycles.
11. Direct or coordinate activities of businesses or departments concerned with the implementation of a "mix of fixes" for preserving the city's current infrastructure (i.e. streets and/or sidewalks).
12. Review specifications to determine construction requirements or to plan specific job related procedures.
13. Inspect work in progress, equipment or construction sites to verify safety or to ensure that specifications are met, both for contracted services and city provided services.
14. Coordinate work activities with other construction project activities.

15. Confer with administration or technical personnel, other departments or contractors to resolve problems or to coordinate activities.
16. Prepares graphs, charts, diagrams, and similar aids to illustrate observations and conclusions; prepares pertinent analytical and written reports and statistical studies.
17. Analyze worker or productivity problems and recommend solutions, such as improving productivity methods or implementing motivational plans.
18. Provide 24 hour on-call assistance year-round for all right-of-way related emergencies.
19. During winter maintenance and while on-call, respond to either administration or police within a ½ hour period.
20. Coordinate activities to maintain a safe and hazard free driving surface during the winter months for all city streets (major, local and state trunk line).
21. Coordinate with outside entities for snow/ice removal in case of emergency.

MINIMUM ENTRANCE REQUIREMENTS:

- A. Education equivalent to graduation from a two (2) year college; course work including a course in college algebra, and preferably including a course in statistics; or five (5) years experience in the performance of responsible and difficult Transportation related activities, including supervisory responsibilities.
- B. Working knowledge of equipment, methods, and terminology used in a Transportation environment.
- C. Working knowledge of basic statistical procedures; ability to compile statistics, to analyze data, and to present data in graphic form.
- D. Ability to carry out routine administrative and supervisory detail, independently.
- E. Ability to courteously interact with the public and to establish and maintain effective relations with administrators, City workers, and outside agency personnel.
- F. Ability to use computer software as related to office practices including electronic word processing, database, and spreadsheet packages.
- G. Ability to keep involved records; to assemble and organize data; and to prepare effective reports from such data.
- I. Ability to make decisions independently in accordance with rules, regulations, and departmental policies and procedures.
- J. Ability to understand and effectively carry out oral and written instructions.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk, or hear. The employee is required to walk; use hands to finger, handle, or feel objects, tools, or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

Classification History

Established: Human Resources 6/20/13

Vacancy Filled

CITY OF FLINT Position Description

Class Title:	Sr. Customer Service Clerk	Job Code Number:	18-D-046
Established:	August 1, 1994	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES: Performs difficult and complex work in the processing of account transactions; Assists customers with difficult problems relative to taxes, utilities or other receivables; oversees and coordinates work assignments associated with utility billing, ad valorem tax billing, income tax, mail processing, bankruptcies, receipting of payments, and customer service; trains and instructs employees; performs related work as required.

SUPERVISION RECEIVED: Works under the supervision of an administrative employee who assigns work and reviews for completeness and accuracy.

SUPERVISION EXERCISED: Exercises working supervision over clerical employees engaged in billing, collection and reconciliation of city receivables.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Trains and instructs clerical employees engaged in transactions involving utility account billing, tax billing and responding to taxpayer inquiries and assists in coordinating job assignments.
2. Prepares and maintains monthly residential, industrial and commercial billing accounts. Computes utility usage according to compound meter readings and computes special IPP rates.
3. Processes a variety of transactions on utility, real property, personal property, and other related accounts. Examples of these transactions include but are not limited to: water billing adjustments, deposits, lost and frozen meters, remote installations, bankruptcy accounts and maintenance of third party billing files.
4. Prepares batch requests for sending and receiving meter read files. Verifies reads through edit reports.
5. Assigns billing information to applications; enters deposit requirements into the automated files.
6. ~~Participates in the preparation and maintenance of employee records and the verification and the maintenance of payroll records and reports.~~
7. Assists citizens with more difficult billing/account inquiries and processes relevant to income tax, utility bills, property taxes and other receivables.
8. Makes financial adjustments using prescribed procedures, prepares journal vouchers and other adjustments and posts as necessary to insure correctness of accounts; verifies bank statements; inputs data, receipts and other accounting entries; balances manual records to computer print-outs.

ESSENTIAL DUTIES AND RESPONSIBILITIES: (con't)

9. Oversees utility pre-bill functions, ensuring that automated billings occur on schedule; prepares and posts cash transfers to reflect amounts reported by Customer Service Center; prepares and balances spreadsheets.
10. Researches accounts utilizing appropriate manual and/or automated files to provide title clearances based on the data retrieved. Verifies ownership of properties based on a review of a variety of legal documents such as but not limited to deeds, land contracts and mortgages.
11. Assists employees of a higher level in the reconciliation of daily business. Utilizing a computer terminal inputs financial transactions that have rejected.

MINIMUM ENTRANCE REQUIREMENTS:

- A. At least two (2) years of full-time paid work experience performing responsible office duties which includes the maintaining of clerical records; one (1) year of which must have been as a Customer Service Clerk.
- B. Considerable knowledge of bookkeeping and routine auditing principles, methods and practices.
- C. Ability to perform a variety of mathematical computations quickly and accurately.
- D. Ability to gather data and prepare reports from the data.
- E. Ability to understand and follow oral and written directions.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to walk; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus. The noise level in the work environment is usually quiet.

Classification History:

Established: Personnel 08/01/94

Revised: Personnel 02/19/98

Revised: Human Resources 07/16/04

Revised:

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Section Separator

- (e) A description of any position that has been eliminated or from which an employee has been laid off.**

Laid off Position

CITY OF FLINT Position Description

Class Title:	Street Operator/Maintainer	Job Code Number:	22-G-018
Established:	January 7, 1993	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES:

Operates one or more pieces of heavy construction or maintenance equipment in the installation, construction, maintenance, and repair of city streets, utilities, sidewalks, curbs, gutters, and the building and grounds facilities of the City. Performs skilled labor in the finishing of cement for streets, sidewalks, curbs, gutters and pavements. Performs related work as required.

SUPERVISION RECEIVED:

Works under the supervision of an employee of higher level who inspects work for conformance to standards.

SUPERVISION EXERCISED:

May act as crew leader over a small number of employees on work projects.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Operates diverse pieces of heavy equipment used in performing a variety of grading, excavating, filling, compacting, shaping, construction and maintenance of road surfaces. Performs trenching, snow plowing and removal, sweeping, and salting as required.
2. Assists in the construction and maintenance of streets, sidewalks, concrete curbs and gutters and concrete or asphalt pavements. Cleans, repairs, and places forms used for laying concrete.
3. Operates a loader, tractor or backhoe for loading, unloading or moving materials. Operates a front end loader to load, unload and transfer materials on construction projects such as digging, performs on the spot sewer repairs during street resurfacing activities. Operates a tractor mounted mower for City mowing programs.
4. Performs manual labor and does a variety of routine tasks such as hand shoveling, hand grading, mixing cement, preparing concrete and bituminous pavements or walks for repairs, breaking streets & curbs for repair, tamping asphalt and finishing concrete. Sets curb forms, cuts and fits pipes, raises catch basins and manholes, runs air hammers and sets grades.
5. Operates an asphalt paving machine in the construction and repair of asphalt streets. Operates a tandem roller to compact asphalt paving materials. Operates equipment necessary in making excavations and backfilling and shoring trenches.
6. Performs less difficult inspections of street & construction & repair projects to determine conformance with plans, specifications and departmental work practices.
7. Drives truck to transport equipment, materials and supplies and to plow and salt streets. May act as a crew leader on maintenance work and construction projects.
8. Services and makes minor repairs to equipment. May assist mechanics in the field or garage. May on occasion perform welding and cutting on equipment used in the performance of job duties.

STREET OPERATOR/MAINTAINER – PAGE 2

MINIMUM ENTRANCE REQUIREMENTS:

- A. Must have completed at least twelve (12) months of on the job training in the job classification Street Operator/Maintainer Trainee I; and at least 2200 hours of on the job training in the job classification of Street Operator/Maintainer Trainee II.
- B. Ability to finish concrete.
- C. Ability to operate heavy automotive equipment.
- D. Ability to perform the semi-skilled tasks involved in street construction and maintenance.
- E. Ability to understand and follow oral and written instructions.
- F. Ability to service and make minor repairs and adjustments to equipment used and to assist in major repair and overhaul of said equipment.
- G. Ability to perform manual labor for extended periods under unfavorable climatic conditions.
- H. Mechanical aptitude.
- I. Working knowledge of the materials, methods, and practices of construction and maintenance.
- J. Willingness to work in a safe manner that will not needlessly endanger the safety to one's self, other persons, and equipment.

NECESSARY SPECIAL REQUIREMENT(S):

- Possession of a Michigan Drivers License.
- Possession of a Commercial Drivers License Type A.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee regularly works in outside weather conditions. The employee regularly works near moving mechanical parts and is exposed to inclement conditions, fumes or airborne particles, traffic, toxic or caustic chemicals, risk of electrical shock, and vibration. The employee is regularly required to reach with hands and arms and is required to stand and walk; and use hands to finger, handle, feel or operate objects, tools, or controls. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; and talk or hear.

The employee must frequently lift and/or move up to 25 pounds and occasionally lift and/or move more than 100 pounds. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

Classification History:

Established: Personnel 1/07/93

Revised: Personnel 03/09/94

Reallocated: Wage Inequity 07/03/94

Revised: Human Resources 07/27/06

Reallocated (Wage Inequity): 10/21/07

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Laid off Position

CITY OF FLINT Position Description

Class Title:	Police Terminal Operator	Job Code Number:	14-P-029
Established:	6/15/1981	Bargaining Unit:	Local 1600

GENERAL STATEMENT OF DUTIES:

Performs a variety of clerical work in the processing of police records. Operates a data entry device connected to a police information network to enter, modify, retrieve, or cancel a variety of police information; operates a two-way radio in the receiving and sending of inquiries and messages; operates a cash register in receiving payments and issuing receipts for police records and vehicle releases; performs related work as required.

SUPERVISION RECEIVED:

Works under the supervision of an administrative employee who makes work assignments and reviews work for conformance to departmental rules and procedures.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

1. Performs a variety of clerical work in the processing of police records; receives and records information on criminal complaints; receives and processes requests for criminal history checks; waits on the counter, answers the telephone, and provides information to the public on policies and procedures of the Records and Identification Bureau.
2. Types a variety of reports and forms, such as complaints, fingerprint cards, firearm permits, applications for concealed weapons and criminal history checks.
3. Receives from police personnel in person or via phone or radio a variety of inquiries such as records on vehicle or gun registrations, stolen items, warrants, missing persons, criminal records and Secretary of State data. Operates a data entry device connected to a police information network to obtain such records. Transmits records to police personnel.
4. Receives and marks property and prepares records of receipt of property. Testifies in court as to chain of evidence of such property.
5. Enters, modifies and cancels data in the Flint Police Department computer by use of a data entry device.
6. Answers emergency and non-emergency telephone calls and relays information to dispatchers and police officers. Receives and transmits a variety of administrative messages between the Flint Police Department and other law enforcement and criminal justice agencies.
7. Performs a variety of related clerical duties, such as typing, filing and receiving monies. Assists in the receiving and distribution of supplies and equipment.

MINIMUM ENTRANCE REQUIREMENTS:

- A. At least six (6) months office experience.
- B. Ability to type from plain copy at the rate of forty (40) net words per minute. Proficiency in typing alphabetical and numerical data.
- C. Working knowledge of Business English.
- D. Ability to spell accurately, including familiarity with the spelling of more common given and surnames.
- E. Reasonable knowledge of offices practices and procedures.

- F. Ability to write legibly.
- G. Ability to code and translate messages under stressful situations.
- H. Personal record such as to withstand rigid criminal investigation and character evaluation.
- I. Ability to communicate clearly and effectively with other employees and the general public.
- J. Ability to work in a manner that will not needlessly endanger the safety to one's self, other persons, or equipment.

NECESSARY SPECIAL REQUIREMENTS:

- Appointee must successfully complete the State of Michigan Basic Lein School.
- Able to work periodic weekends and holidays, and various shifts based upon shift preference.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to walk; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus. The noise level in the work environment is usually quiet.

The job description does not constitute an employment agreement between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

Classification History

Established: 6/15/1981

Revised: 1/25/1993

Revised: 11/17/1998

Revised: 7/10/2003

Reallocated: 10/22/2006

Section Separator

- (f) A copy of the contract with the emergency manager as provided in section 9(3)(e).**



RICK SNYDER
GOVERNOR

STATE OF MICHIGAN
DEPARTMENT OF TREASURY
LANSING

ANDY DILLON
STATE TREASURER

CONTRACT FOR EMERGENCY MANAGER SERVICES

Rick Snyder, Governor of the State of Michigan (Governor) and the Michigan Department of Treasury retain and appoint Darnell Earley as the Emergency Manager (Emergency Manager) for the City of Flint (City) under Public Act 436 of 2012, the Local Financial Stability and Choice Act, MCL 141.1541 *et seq.* (the Act).

The Emergency Manager will provide services to the City pursuant to the terms and conditions set forth in this Contract and the Act.

The Emergency Manager's role is to remedy the financial distress of the City by requiring, within available resources, prudent fiscal management and an efficient provision of municipal services by exercising the necessary authority conferred herein to take appropriate action on behalf of the City and its residents. In accepting this appointment, the Emergency Manager agrees to leverage all the Emergency Manager's skills and abilities to accomplish these objectives on behalf of City residents.

1. PARTIES, PURPOSE, DUTIES, AND REPORTS

1.1 Parties. The parties to this Contract are the State of Michigan by the Department of Treasury and Darnell Earley.

1.2 Purpose. The parties to this Contract agree that Darnell Earley will act as the Emergency Manager for the City. The Emergency Manager's duties and responsibilities are delineated in the Act and include conducting all aspects of the operations of the City and establishing and implementing a written financial plan as required by Section 11 of the Act.

1.3 Duties. The Emergency Manager shall possess all the powers and duties authorized under the Act, including those specifically related to local governments. In addition, the Emergency Manager shall work cooperatively with the Office of the Governor and the State Treasurer. The Emergency Manager agrees to continue to keep these officials informed of major initiatives to be undertaken in furtherance of this Contract before their public announcement. The Emergency Manager shall seek the approval of the State Treasurer before entering into a new collective bargaining agreement.

1.4 Reports. The Emergency Manager shall file quarterly reports with the Department of Treasury beginning on January 15, 2014, for the immediately preceding quarter and shall file the first report required by Section 17 of the Act within six months of the Emergency Manager's appointment and every three months thereafter.

1.5 Communications. The Emergency Manager shall establish and maintain an appropriate protocol for ongoing communications with officials of the City, City residents, and the media. The communications protocol should include a variety of means, including personal interactions.

2. TERM OF CONTRACT

2.1 The Emergency Manager serves at the pleasure of the Governor except as provided in Section 9(3)(d) and Section 9(6)(c) of the Act.

2.2 Effective Date. This contract is effective on Tuesday October 8, 2013.

3. COMPENSATION FOR SERVICES PROVIDED

3.1 Source of Payment. The State shall pay the compensation of the Emergency Manager for all services rendered under this Contract.

3.2 Salary. The Emergency Manager's salary for services rendered under this Contract shall be \$180,000.00 per year. If this Contract is terminated after the Emergency Manager has provided services for a portion of the month, the Emergency Manager shall be entitled, for that portion of that month, to \$15,000.00 multiplied by the proportion that the number of days of the month for which services were provided bears to the number of days of the whole month.

3.3 Payment for Services. The Emergency Manager shall be paid in installments consistent with the established written policies and procedures of the Michigan Department of Treasury. If requested by the State Treasurer, the Emergency Manager shall provide to the Michigan Department of Treasury additional information regarding services performed pursuant to this Contract.

3.4 Reimbursement for Actual and Necessary Expenses. The actual and necessary expenses of the Emergency Manager, including customary expenses related to travel, meals, and lodging which are incurred in connection with service to the City will be reimbursed by the City. The Emergency Manager shall provide original copies of all receipts for meals, lodging, and travel reimbursement with any request for reimbursement. Any reimbursement for expenses under this contract shall be reviewed and approved in writing by the City's Chief Financial Officer.

4. ADDITIONAL STAFF AND CONSULTANT FEES

4.1 Staff. The Emergency Manager may, as provided in the Act, appoint additional staff as necessary to fulfill the obligations of the Emergency Manager's appointment and duties under this Contract. Payment of compensation for additional staff will be the obligation of the City. While authority to hire additional staff rests with the Emergency Manager, the Emergency Manager agrees to consult with the State Treasurer, or the designee of the State Treasurer, at least 24 hours before extending offers of employment for positions paying \$50,000.00, or more, annually. The Emergency Manager shall issue a written employment contract to each individual hired pursuant to this Section, regardless of the compensation paid to that individual. The employment contract

issued pursuant to this Section shall, as of the date the individual is hired by the Emergency Manager, prohibit the individual from engaging in any other employment for remuneration without the express written approval of the Emergency Manager. The Emergency Manager agrees to consult with the State Treasurer, or the designee of the State Treasurer, at least 24 hours before approving outside employment for any individual. A breach of this Section shall be a material breach of this Contract.

4.2 Professional Assistance. The Emergency Manager may, as provided in the Act, secure professional assistance as necessary to fulfill the obligations of the Emergency Manager's appointment and duties under this Contract. Payment of compensation for additional professional assistance will be the obligation of the City. The Emergency Manager agrees to consult with the State Treasurer, or the designee of the State Treasurer, at least 24 hours before authorizing professional services contracts of \$50,000.00, or more, per engagement or project. If a contract under this Section, or under Section 4.1, has a value of \$50,000 or more, the Emergency Manager shall not execute the contract unless the contract is subject to competitive bidding by the Emergency Manager or the Emergency Manager receives prior written approval from the State Treasurer.

4.3 Security. The Emergency Manager will be entitled to receive security protection in connection with the Emergency Manager's duties under this Contract. Security personnel will be retained only upon the approval of the State Treasurer, or the designee of the State Treasurer, and only after consultation with the Director of the Michigan Department of State Police, or the designee of the Director of the Michigan Department of State Police. Payment of compensation for security personnel will be the obligation of the City.

5. REPRESENTATIONS

5.1 Qualifications. By signing this Contract, the Emergency Manager, represents that the Emergency Manager meets the minimum qualifications for appointment set forth in the Act. The Emergency Manager shall perform the duties of that office on a full-time basis, except as otherwise approved by the State Treasurer, and shall not accept any other employment or engage in any other activity for remuneration without the express written approval of the State Treasurer.

5.2 Conflict of Interest. The Emergency Manager represents and warrants that the Emergency Manager has no personal or financial interest, and will not acquire any such interest, that would conflict in any manner or degree with the performance of this Contract.

5.3 Non-competition. The Emergency Manager represents and warrants that the Emergency Manager is not subject to any non-disclosure, non-competition, or similar clause with current or prior clients or employers that will interfere with the performance of this Contract. The State will not be subject to any liability for any such claim.

5.4 Facilities and Personnel. The City will provide the Emergency Manager with proper facilities and personnel to perform the services and work required to be performed pursuant to this Contract.

5.5 Records. The Emergency Manager shall maintain complete records in accordance with

generally accepted accounting practices and sound business practices. This requirement applies to all information maintained or stored in the computer system of the Emergency Manager or computer system of the City. The State Treasurer and his designees shall have the right to inspect all records related to this Contract.

5.6 Non-Discrimination.

a) The Emergency Manager shall comply with Public Act 220 of 1976, the Persons with Disabilities Civil Rights Act, MCL 37.1101 *et seq.*, and all applicable federal, State, and local fair employment practices and equal opportunity laws. The Emergency Manager covenants that the Emergency Manager will not discriminate against any employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to employment, because of a disability that is unrelated to the individual's ability to perform the duties of a particular job or position. The Emergency Manager shall impose this covenant upon every subcontractor that enters into an agreement for the performance of any obligation imposed by this Contract. A breach of this covenant shall be a material breach of this Contract.

b) The Emergency Manager shall comply with Public Act 453 of 1976, the Elliott-Larsen Civil Rights Act, MCL 37.2101 *et seq.*, and all applicable federal, State, and local fair employment practices and equal opportunity laws. The Emergency Manager covenants that the Emergency Manager will not discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions, or privileges of employment, or a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight, or marital status. The Emergency Manager shall impose this covenant upon every subcontractor that enters into an agreement for the performance of any obligation imposed by this Contract. A breach of this covenant shall be a material breach of this Contract.

5.7 Unfair Labor Practices. The Emergency Manager shall not enter into a contract for the performance of any obligation imposed by this Contract with a subcontractor, manufacturer, or supplier whose name appears in the register prepared pursuant to Public Act 278 of 1980, MCL 423.322, of employers found in contempt of court for failure to correct unfair labor practices. The State may void this Contract if the Emergency Manager, or any subcontractor, manufacturer, or supplier of the Emergency Manager that is a party to a contract for the performance of any obligation imposed by this Contract, appears in the above mentioned register.

5.8 Independent Contractor. The relationship of the Emergency Manager to the State and to the City under this Contract is that of an independent contractor. Except as specifically provided in the Act, no liability, benefits, workers compensation rights or liabilities, insurance rights or liabilities, or any other rights or liabilities arising out of, or related to, a contract for hire, nor employer-employee relationship, shall arise, accrue, or be implied to either party under this Contract or to an agent, subcontractor, or employee of either party under this Contract, as a result of the performance of this Contract.

6. NOTICES

6.1 The State Treasurer is the designee for this Contract unless notice of another designa-

tion is provided by the Governor. All notices, correspondence, requests, inquiries, billing statements, and other documents mentioned in this Contract shall be directed to the attention of the State Treasurer, Andy Dillon, and to the following:

For the State:

Michigan Department of Treasury
Office of Legal Affairs
Richard H. Austin Building, 430 West Allegan Street
Lansing, Michigan 48922
Phone: (517) 373-3223

For the Emergency Manager:

Darnell Earley
Flint City Hall
1101 South Saginaw Street
Flint, Michigan 48502

7. LIMITATION UPON LIABILITY

7.1 The State. The State, the Governor, the State Treasurer, and all other State officials are not liable for any obligation of or claim against the City resulting from actions taken in accordance with the Act or this Contract.

7.2 The Emergency Manager. Pursuant to the Act, in performing this Contract the Emergency Manager is engaging in a governmental function and is immune from liability for any action taken which the Emergency Manager reasonably believes to be within the scope of the Emergency Manager's authority granted by the Act or by this Contract.

8. INSURANCE

8.1 General. The Emergency Manager may procure and maintain, at the expense of the City, health, worker's compensation, general liability, professional liability, and motor vehicle insurance for the Emergency Manager and any employee, agent, appointee, or contractor of the Emergency Manager as may be provided to elected officials, appointed officials, or employees of the City. The insurance procured and maintained by the Emergency Manager may extend to any claim, demand, or lawsuit asserted or costs recovered against the Emergency Manager and any employee, agent, appointee, or contractor of the Emergency Manager to the extent permitted by the Act.

8.2 Post-Contract. If, after the date that the service of the Emergency Manager is concluded, the Emergency Manager or any employee, agent, appointee, or contractor of the Emergency Manager is subject to a claim, demand, or lawsuit arising from an action taken during the service of the Emergency Manager, and not covered by a procured insurance policy, litigation expenses, including but not limited to attorney fees, payments in satisfaction of judgments, and

payments made in settlement as specified pursuant to the Act, shall be paid by the City. If such expenses are not paid by the City, they shall be treated as a debt owed to this State pursuant to section 17a(5) of Public Act 140 of 1971, the Glenn Steil State Revenue Sharing Act of 1971, MCL 141.917a.

8.3 Additional Insurance. If the City has purchased, or otherwise obtained, an errors and omissions policy, then the Emergency Manager may choose to be covered under such policy at the expense of the City.

8.4 Payment by City. All insurance required under this Contract shall be acquired at the expense of the City under valid and enforceable policies, issued by insurers of recognized responsibility. The State Treasurer reserves the right to reject as unacceptable any insurer.

9. TERMINATION OF CONTRACT AND APPOINTMENT

9.1 Termination by the State.

a) **The State.** The Emergency Manager serves at the pleasure of the Governor except as provided in Section 9(3)(d) and Section 9(6)(c) of the Act. The Governor has the power to rescind the appointment and terminate this Contract at any time, and without cause, by issuing a Notice of Termination to the Emergency Manager.

9.2 Termination Process. Upon receipt of a Notice of Termination, and except as otherwise directed, the Emergency Manager shall:

a) Cease work under this Contract upon the date and to the extent specified in the Notice of Termination;

b) Incur no costs beyond the date specified by the Notice of Termination;

c) Submit to the State Treasurer on the date the termination is effective all records, reports and documents as this State shall specify and carry out such directives as the State Treasurer may issue concerning the safeguarding and disposition of files and property; and

d) Submit within 30 calendar days a closing memorandum and final billing, which shall be paid within 30 days.

9.3 Termination by Emergency Manager. The Emergency Manager may terminate this Contract at any time, with or without cause, with 30 days written notice to the State Treasurer. Within 30 days of the Emergency Manager's final day of service, the Emergency Manager shall submit a closing memorandum and final billing, which shall be paid within 30 calendar days.

10. GENERAL PROVISIONS

10.1 Governing Law and Jurisdiction. This Contract shall be subject to, and construed according to, the laws of the State of Michigan, and no action shall be commenced against this State,

its agents, or employees for any matter whatsoever arising out of this Contract, in any court other than a Michigan State court.

10.2 No Waiver. A party's failure to insist on the strict performance of this Contract shall not constitute waiver of any breach of the Contract.

10.3 Other Debts. The Emergency Manager represents and warrants that the Emergency Manager is not, and will not become, in arrears on any contract, debt, or other obligation to the State of Michigan, including taxes.

10.4 Invalidity. If any provision of this Contract or its application to any persons or circumstances shall, to any extent, be determined by a court of competent jurisdiction to be invalid or unenforceable, the remainder of this Contract shall not be affected, and each remaining provision of this Contract shall be valid and enforceable to the fullest extent permitted by law.

10.5 Headings. Section headings contained in this Contract are for convenience only and shall not be used to interpret the scope or intent of this Contract.

10.6 Entire Agreement. This Contract represents the entire and exclusive agreement between the parties and supersedes all proposals or other prior agreements, oral or written, and all other communications between the parties.

10.7 Amendment. No Contract amendment will be effective and binding upon the parties to this Contract unless the amendment expressly makes reference to this Contract, is in writing, and is signed by duly authorized representatives of all parties and all the requisite State approvals are obtained.

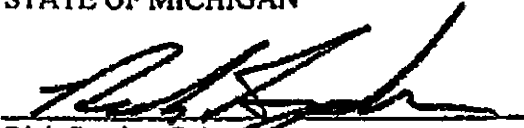
10.8 Order of Priority. This Contract and the Act shall be read to be consistent one with the other. However, if a conflict is deemed to exist between the terms of this Contract and the Act, the Act shall supersede the terms of this Contract.

10.9 Counterparts. This Contract may be executed in separate counterparts, each of which when executed shall be deemed an original, but all of which when taken together shall constitute one and the same Contract.

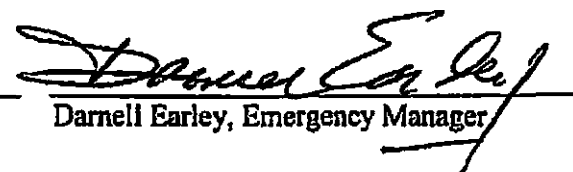
IN WITNESS WHEREOF, the Governor and the Emergency Manager have signed and executed this Contract.

STATE OF MICHIGAN

Dated: 10/2/13


Rick Snyder, Governor

Dated: 10-3-13


Darnell Earley, Emergency Manager

Approved as to form and content pursuant to Section 9(3)(e) of Public Act 436 of 2012, the Local Financial Stability and Choice Act, MCL 141.1541 *et seq.*

Dated: 10/3/13


Andy Dillon, State Treasurer

Section Separator

(g) The salary and benefits of the emergency manager.

Salary and Benefits of the Emergency Manager:

Per the Emergency Manager's Contract Section 3. Compensation For Services Provided

3.1 Source of Payment. The State shall pay the compensation of the Emergency Manager for all services rendered under this Contract.

3.2 Salary. The Emergency Manager's salary for services rendered under this Contract shall be \$180,000.00 per year. If this Contract is terminated after the Emergency Manager has provided services for a portion of the month, the Emergency Manager shall be entitled, for that portion of that month, to \$15,000.00 multiplied by the proportion that the number of days of the month for which services were provided bears to the number of days of the whole month.

3.3 Payment for Services. The Emergency Manager shall be paid in installments consistent with the established written policies and procedures of the Michigan Department of Treasury. If requested by the State Treasurer, the Emergency Manager shall provide to the Michigan Department of Treasury additional information regarding services performed pursuant to the Contract.

3.4 Reimbursement for Actual and Necessary Expenses. The actual and necessary expenses of the Emergency Manager, including customary expenses related to travel, meals, and lodging which are incurred in connection with service to the City will be reimbursed by the City. The Emergency Manager shall provide original copies of all receipts for meals, lodging, and travel reimbursement with any request for reimbursement. Any reimbursement for expenses under this contract shall be reviewed and approved in writing by the City's Chief Financial Officer.

Section Separator

(h) The financial and operating plan as required under section 11. Update #7 to the Financial and Operating Plan for the City of Flint.

Financial and Operating Plan for the City of Flint – Update 7

October 8, 2014

Introduction

This update to the Financial and Operating Plan for the City of Flint is submitted by the Emergency Manager for the City of Flint to Governor Rick Snyder, through the Department of Treasury for the State of Michigan, in accordance with Public Act 436, Section 17.

This report includes a summary of the financial conditions and goals for the City of Flint, the plan to conduct the operations of the City, the on-going actions being taken to resolve the financial emergency, and the outline of a plan to prepare for an eventual transition as prescribed in P.A. 436. This update will be posted on the City's website: www.cityofflint.com.

Summary of the EM/EFM Appointment Sequence and Development of the Operating and Financial Plan

The Flint Financial Review Team determined in November 2011 that the City of Flint was in a financial emergency. (See Attachment #1)

On December 1, 2011 Governor Rick Snyder appointed Michael K. Brown as Emergency Manager. EM Brown developed the Financial and Operating Plan utilizing the resources of a five person Advisory Committee as well as five additional advisory committees. EM Brown sought broad expertise to ensure public engagement and to maintain a sense of continuity with the Mayor and City Council. All nine City Council members and over fifty other citizens participated in the advisory committees.

EM Brown's original Financial and Operating Plan (45 Day Plan) was submitted to the State Treasurer on January 15, 2012; the first update to the Plan was submitted on June 1, 2012. On August 8, 2012, PA 4 was suspended and Edward J. Kurtz was appointed Emergency Financial Manager under P.A. 72. (Mr. Brown stepped aside as he was prohibited from serving as EFM due to his recent service as Interim Mayor for the City of Flint.)

EFM Kurtz established a new Advisory Committee in accordance with the requirements of P.A. 72. Utilizing the Advisory Committee and the City of Flint management team, EFM Kurtz presented a second update to the Financial and Operating Plan and submitted this to the State Treasurer on February 8, 2013.

When P.A. 436 took effect on March 28, 2013 Mr. Kurtz was re-appointed by Governor Snyder as Flint's Emergency Manager. Mr. Kurtz continued in that capacity until his resignation after the end of fiscal year 2013. At that time Mr. Kurtz submitted his closing

memorandum and the third update to the Financial and Operating Plan. Governor Snyder then reappointed Mr. Brown as Emergency Manager. On October 8, 2013 I was appointed by Governor Snyder as Flint's fifth Emergency Manager following Mr. Brown's resignation. On November 21, 2013 I submitted the 45 Day Plan as required by P.A. 436 Section 11(2); that plan became Update #4. The fifth and sixth updates to the Financial and Operating Plan fulfilled P.A. 436, Section 17 six month and subsequent three month report requirement.

This report, indicated as Update #7, again fulfills P.A. 436, Section 17 requirement for an update each subsequent three months.

Priority List for the Resolution of the Financial Emergency

- Stabilize the financial future of the City: maintain a balanced budget, eliminate the accumulated General Fund deficit, seek increased revenue, and reduce unfunded pension and OPEB liability.
- Re-establish Flint as one of the safest cities in Michigan — both in reality and perception: provide public safety services, focusing on reducing violent crime, commensurate with cities of comparable size and resources, utilizing regional cooperation as appropriate. This includes implementation of the plan for the Flint 9-1-1 Center to join the Genesee County 9-1-1 Consortium.
- Implement the Blight Elimination Plan: manage demolitions, enforce blight ordinances.
- Maintain access to a clean, sustainable water source: implement the steps necessary to participate in the Karegnondi Water Authority (KWA) including interim water supply implementation, disposition of current pipeline sections, City Water Treatment Plant updates, a long term water supply back up plan, and a long term financial plan for the stability of the water and sewer funds.
- Implement the Master Plan of the City of Flint: update the Zoning Ordinance, evaluate the capital investment needs, and incorporate Master Plan activities in the annual budget development.
- Explore Governance Models for the City of Flint: receive report from the citizen's committee which was formed to evaluate city governance models, recommend course of action for Charter revision as a part of transition discussions.
- Implement the 7 Point Transition Management Plan (Attachment #2) which has been adopted by the Flint City Council and Mayor Walling. This Plan incorporates specific objectives which provide a strategy for determining and evaluating criteria for assessing when the City might be prepared to emerge from emergency management to home rule order with oversight of a Receivership

Transition Advisory Board. This plan has been further refined with a chart encompassing specific implementation steps and completion dates.

Operations of the City of Flint

Shortly after his appointment as EM, Michael Brown took steps to reorganize the city government operations including: elimination of departments, consolidation of departments, elimination of management level positions, adjustment of the compensation of elected and appointed officials, elimination of the Civil Service operation and the Office of Ombudsman.

Management appointments were made to ensure that the essential services necessary for the public's health, safety and welfare are provided, and to continue conducting all aspects of the City of Flint's operation within the resources available. Necessary employment contracts were extended with the approval of the Treasury Department.

Department management reconfigurations were completed in anticipation of reductions in staffing levels as provided in the FY 13 Budget. Subsequently, as part of the FY 14 Budget process a Strategic Plan was adopted and more changes in the organizational structure occurred. The primary change was the inclusion of a new Planning and Development Department (See Attachment #3 Organizational Chart July 2014). I have made personnel adjustments to complete this reorganization of the Planning and Development Department.

The FY14/15 and FY15/16 biennial budget has been adopted. This year the budget process involved over 30 hours of active participation by the Mayor and the City Council Finance and Administration Committee sitting as the committee of the whole. As part of this process the Council adopted a five year Strategic Plan and a list of priorities for the development of the two year budget. This document has been updated to show the progress which has been made in each of the department level objectives (See Attachment #4 Strategic Plan of the City of Flint 2015-2019 1st Quarter Update).

When P.A. 436 became effective in March 2013 the City Council members' and Mayor's compensation was eliminated. EM Kurtz partially restored compensation for Mayor and Council through Orders 1 and 2. These orders also defined specific responsibilities and requirements. For example, the City Council members were required to complete Level One of the Michigan Municipal League (MML) core course for municipal government and receive the MML education award within one year. I determined that this Order was still in effect, and the Council members all individually signed acceptance of these requirements as a condition of receiving compensation. Mayor Walling has fulfilled these obligations. All Council members have begun, but not yet fulfilled these obligations. Through adoption of EM Orders 15 and 16, beginning with the FY14/15 budget, the Mayor and Council received an increase in compensation commensurate with the increased duties assigned to them.

All Orders and Directives issued by the Emergency Financial Manager (under P.A. 72) and Orders issued by the Emergency Manager (under PA4 and P.A. 436) are listed in Attachment #5: Orders and Directives of the EFM and EM.

The 7 Point Transition Management Plan which emphasizes re-engagement of the Mayor and City Council has been a top priority. The Council is meeting monthly on a regular basis; five Council Committees are operational: Finance/Administration, Legislative, Public Works, Public Safety, and Planning and Development. Each Committee is meeting regularly and then reporting at the following Council meeting. Order 8 was issued in March 2014 and defines format of action and participation at the Council meetings. Order 9 established monthly Council and Committee meetings; and Order 10 set the format of the Council meeting agenda. Additionally, Mayor Walling has been assigned day to day oversight of the Department of Public Works and the Department of Planning and Development. These steps as outlined in the 7 Point Transition Management Plan are part of preparing the City to resume local control under a Receivership Transition Advisory Board.

The 7 Point Transition Management Plan has been further refined through the development of a chart entitled: *Steps to Prepare for Transition from Emergency Manager to Receivership Advisory Board*. This chart has set target completion dates for essential steps necessary to prepare for this transition (Attachment # 2).

Financial Status

FY12 Budget and Audit

The Comprehensive Annual Financial Report (CAFR) for FY12 was completed and was filed with the State in a timely manner. The results were as expected, with fewer auditor comments than in past years. Deficits existed in the General Fund (\$19.1 million) and in the Water Fund (\$8.8 million).

The \$19.1 million accumulated deficit reflected an excess of expenditures in the General Fund for FY12 of \$10.2 million plus \$8.9 million for FY11. This was anticipated by Emergency Manager Brown shortly after being appointed, which was almost six months into the FY12 year. Given that FY12 was nearly half over, and that significant unplanned reductions in services, primarily public safety, would need to occur if the projected deficit were to be immediately eliminated, the decision of the Emergency Manager, in consultation with Treasury, was to contain costs as much as possible but without significantly reducing services – especially public safety - for the balance of the year.

Pursuant to State statute, Deficit Elimination Plans for both FY11 and FY12 were submitted to the Department of Treasury. Both plans involved a mix of borrowing and expenditure reductions over the next five years. However, no final action was taken to implement the intended courses of action.

FY13 Budget and Audit

FY13 was the first budget developed and administered by the Emergency Manager and his team. Faced with a projected gap of more than \$25 million, the FY13 budget was balanced through a mixture of significant revenue increases, significant expenditure decreases, and steps taken to reduce legacy costs. Previous reports detail the 25% increase in water and sewer rates, passage of a 6 mill property tax increase for police and fire, conversion of the waste collection millage to a fee and the creation of a special assessment for street lighting, elimination of 20% of the City's workforce, compensation decreases equivalent to a 20% 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.

Results of FY13 year end show a surplus of revenues over expenses in the General Fund exceeding \$6.2 million. This surplus reduced the City's accumulated \$19.1 million deficit as of the end of FY12 to less than \$12.9 million. Since the goal of the EM team was to assure that FY13 would not end with any additional deficit, this result significantly exceeded expectations.

The FY13 audit was completed and submitted to Treasury on December 20, 2013. All items surrounding the audit, including submission of the Form F-65 and Comprehensive Annual Financial Reporting Program were completed by December 31, 2013. The audit was presented to City Council as well on January 13, 2014.

FY 14 Budget and Strategic Plan

The FY14 budget was adopted via Emergency Manager Edward Kurtz Order #4 on June 7, 2013. This budget was developed with the same goal as FY13 – to assure the provision of essential services within the constraint of a balanced budget and continued deficit reduction. Accordingly, the FY14 budget included a \$1.0 million commitment from the General Fund to further reduce the deficit. This is considered a minimum level of deficit reduction.

The Emergency Manager's team, crafted a draft strategic plan in preparation for the FY14 budget development. Vision, Mission and Goals were established for the City government. Department managers then set specific, measurable objectives. Within the strategic plan was a five year financial projection.

Achieving the balanced budget again required reducing the workforce; however, with significant efforts from department heads and others involved in developing the budget, and building on ongoing reorganization of city processes, the level of services currently provided generally continued at FY13 levels. Most importantly, the quest to at least maintain FY13 levels of police and fire staffing was achieved, although one consequence was that the additional reductions in staffing came from non-public safety areas. This was equivalent to an additional 10% reduction of staffing in those areas.

As the city has reached the end of FY14, the unaudited close shows a General Fund balance of more than \$4 million of revenue over expenses; this balance will be applied to the deficit as planned. One set of budget adjustments, with approval of Treasury was implemented in December 2013. A second budget adjustment was approved by Treasury and was adopted on April 3, 2014. The closing budget amendment was approved by resolution on June 25, 2014.

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 August 2014 was in excess of \$60 million.

Deficit Elimination Plan 2014

A deficit elimination plan which also incorporates a reserve accumulation plan was approved by the Department of Treasury and was adopted by EM Order 18 on July 15, 2014. The City recognizes that a goal needs to be set to develop a reserve equal to 15% of General Fund revenues. This is one of many financial best practices which the City will incorporate to assure a sustainable municipal model. As of June 30, 2014 the deficit stands at approximately \$9 million. In budget years FY15-FY20, \$1.8 million will be allocated each year which will eliminate the deficit without need for borrowing.

FY 15-19 Strategic Plan and FY 15/FY 16 Budget

The FY14 budget was developed within the context of an updated 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 developed the FY15-19 strategic plan and financial projections. The City Council has adopted a Strategic Plan which included Mission, Vision, Goals and a Budget Priorities statement (Attachment #4: Strategic Plan of the City of Flint 2015-2019 1st Quarter Update). Consulting firm Ernst & Young assisted the City with an update to the five year financial projections.

The EM, in concert with the Mayor, developed a two year budget for FY15 and FY16. The goal continued to be to provide the best level of service possible within available resources while continuing to restore financial solvency. It is clear that in balancing these budgets the City will continue to be faced with addressing an on-going structural deficit; and the biggest challenge by far remains the outcome of the retiree health care lawsuit.

The City Council received the recommended two year budget April 30, 2014. The Finance/Administration Committee (sitting as the committee of the whole) used the first two weeks of May to hold five meetings on specific program areas. At the conclusion of the departmental reviews the Council send a list of budget revision

proposals to me. Several of the recommendations were incorporated into the revised budget. The Council then held a public hearing on June 9, 2014.

This budget does include significant staffing reductions in public safety. In the two prior budgets other General Fund departments were reduced in size, combined, or contracted services. For this budget cycle, there were no other General Fund areas to reduce, except public safety services.

The targeted personnel reductions in public safety will not result in lay-offs prior to December 31, 2014. In the interim, the City has contracted for a comprehensive study of the police and fire operations. Based on the results of this study, and the managed attrition reductions, the personnel levels in both Police and Fire will be re-evaluated.

The State budget which begins October 1, 2014, contains an appropriation of \$1.1 million for use in Flint's public safety departments. The boilerplate of the State budget includes:

The appropriation of \$1,100,000.00 in part 1 for the city of Flint shall be allocated to support city police and firefighters. The emergency manager shall determine which public safety personnel are to be funded from this award. If the city has an appointed receivership transition advisory board, then that board is vested with the authority to make the determination of which personnel are funded from this award.

The City is grateful to receive this funding and will use this to implement the recommendations of the Public Safety study which will be concluded in October 2014.

The Emergency Manager's Order 13 adopted the biennial budget; Order 11 adopted the street lighting assessment for FY2015 and FY2016; Order 14 adopted the Strategic Plan; Resolution EME3302014 adopted the FY2015 and FY2016 Master Fee Schedule (which includes water and sewer rates, and waste collection fee); Resolution EME3312014 adopted the 2014 and 2015 operating millage rates (Attachment #6 FY15 & FY16 Biennial Budget).

I additionally note that Mayor Walling and the City Council have been fully engaged with City staff and me as this two year budget was developed. Also, as part of FY15, the day-to-day management of the Public Works Department and the Planning & Development Department will be handled by Mayor Walling.

Five Year Projection

FY15/FY16 budgets include more than \$5 million each year in increased retiree health care, as a result of Judge Tarnow's injunction. FY15 & FY16 is balanced, but projections for FY17 indicate a deficit between projected revenues and status quo expenses of \$5 million. If there is no relief from the \$5 million in increased retiree health care expenses, or no new revenue source, balancing the FY17

budget without compromising the City's ability to provide even the most basic level of city services - including public safety, will most likely not be possible.

Retiree Health Insurance Revisions

The City's approach to containing its OPEB liabilities has been to restructure both active and retiree health care benefits, and to eliminate the promise of retiree health care for new employees. The changes have had a significant impact on the City's OPEB liabilities, reducing the total unfunded liability from nearly \$900 million to less than \$400 million, and reducing the Annual Required Contribution (ARC) from \$60 million to \$22 million.

As previously reported, the City's effort to restructure retiree healthcare was challenged by a group of retirees in a federal lawsuit, *Welch v City of Flint*. On January 3, 2014, the U.S. 6th Circuit Court of Appeals reinstated an injunction prohibiting the City from modifying retiree health care benefits. The City is aggressively litigating this matter, as it does not have the resources to afford the current level of healthcare coverage, and projected cost increases for the upcoming fiscal years are substantial. If the federal district court's decision is not reversed, the City will be in an extremely precarious financial position, with insufficient resources to meet basic functions

The City is working to comply with the court's order, beginning with establishment of a reimbursement program for retirees whose expenses since January 3, 2013 are greater than their old plans. Work is also proceeding in anticipation of a court hearing sometime in the future, and settlement options are being explored.

On June 30, 2014 Judge Tarnow issued an order modifying in part his preliminary injunction barring the City from modifying retiree health care benefits. The Judge's order now permits the City to modify retiree health care as the City had proposed in a settlement proposal which was previously submitted to the Court.

While the details of the Judge's recent order are still being reviewed, and while the details of implementing the order are still being developed, it appears that the ruling will have a positive financial impact on the City, at least for the period while the litigation continues.

Otherwise, the City is utilizing the services of Cornerstone Municipal Consulting in ongoing review of various Employee/Retiree health care options including plan design, delivery systems, Medicare Advantage, Medicare Wrap Around, benefit carve-outs, etc. in an effort to control health care costs. Administration of the City's health insurance benefits program is being handled by Cornerstone. In addition to the retiree lawsuit, attention is now focused on minimizing the City's cost for health care (for current employees and retirees) in the FY15 and FY16 budgets.

Operating Plan

The city continues to review all departments and services to reduce costs through contract rebidding, merger, consolidation, contracted service, shared services with other governmental entities, privatization or elimination. As a result of these reviews the City will determine what continuing activities should be subsidized with general property tax dollars, what will be paid by the users, which services can be eliminated, and which services or activities can be handled by lower cost vendors.

The functions, goals and key objectives of each department and functional area of the City of Flint have been encompassed in the Flint Strategic Plan 2015-2019. This plan also contains target dates for completion of each key objective. (Attachment #4: Strategic Plan for the City of Flint 2015-2019: 1st Quarterly Report)

The progress made in this past first quarter of FY15 is presented in Attachment #4 and includes the narrative and the Strategic Plan with all objectives updated to the current status.

Major Up-coming Activities

68th District Court

- The City currently funds the operation of the 68th District Court; in FY14 this amounted to \$3.5 million net. Senate Substitute for House Bill 5125 passed the Senate and the House in March 2014. The Bill authorizes consolidation of the 67th and 68th District Courts. It requires that the consolidation be approved by the City and the County. The County approval requires the affirmative vote of at least two-thirds of the County Board members. I strongly encourage the State to continue the process of working to consolidate the 67th and 68th District Courts; the City of Flint will work to support this consolidation.

9-1-1 Operation

- On September 9, 2014 the Genesee County 9-1-1 Consortium voted to admit the City of Flint as a member of the Consortium. The goal to complete the incorporation of the Flint 9-1-1 Center operation into the Consortium is June 30, 2014. As part of this process the City of Flint will contribute \$325,000 toward the \$1.2 million cost for new equipment and building expansion at the Consortium's Corunna Rd. location. The City will also transfer the ownership of the simulcast tower which is currently under construction. The City will also provide a no cost lease for the area on which the tower stands. The \$325,000 is currently allocated for the Flint 9-1-1 phone system upgrade. This upgrade will not be required with the joining of operations.

Public Safety

- A data-driven public safety study to assess the operations of the City's Police and Fire Departments began in May 2014 utilizing the services of the Center for

Public Safety Management. This report is due in October 2014 and will be used to evaluate both departments' organization and staffing.

7 Point Transition Plan

- Within the next quarter the selection process will be completed to hire a City Administrator.

- Six ballot initiatives, which were recommended by the Blue Ribbon Committee, will be voted on during the November general elections. The first proposal begins the process to open the current Charter for a complete review:

PROPOSAL 1 GENERAL REVISION OF CITY CHARTER

Shall there be a general revision of the city charter?

- These five initiatives are amendments to the current Flint City Charter:
PROPOSAL 2 AN AMENDMENT TO REDUCE THE NUMBER OF MAYORAL PRINCIPAL STAFF APPOINTMENTS

Shall the Flint City Charter Section 4-202(A) and (C) be amended by reducing the number of Mayoral principal staff appointments for legal counsel and administrative services from no more than ten (10) to no more than five (5)?

PROPOSAL 3 AN AMENDMENT TO REQUIRE BUDGETARY BEST PRACTICES

Shall the Flint City Charter be amended to provide that the annual budget presented to Council shall be accompanied by a budget message explaining the budget, to provide for multi-year financial plans and revenue projections and the establishment of a budget stabilization fund?

PROPOSAL 4 AN AMENDMENT TO ELIMINATE FLINT CITY CHARTER SECTION 4-203(A), EXECUTIVE DEPARTMENTS

Shall the Flint City Charter be amended by eliminating Section 4-203(A), which would eliminate the requirement for specific executive departments?

PROPOSAL 5 AN AMENDMENT TO ELIMINATE THE CIVIL SERVICE COMMISSION

Shall the Flint City Charter be amended by eliminating Section 5-101 through Section 5-402, which would eliminate the Civil Service Commission?

PROPOSAL 6 AN AMENDMENT TO ELIMINATE THE OFFICE OF THE OMBUDSMAN

Shall the Flint City Charter be amended by eliminating Section 3-501 through Section 3-517, which would eliminate the Office of the Ombudsman?

Facilities Management

- The Facilities manager is reviewing all city owned assets (both real property and capital equipment) to determine if disposal should be pursued.
- All city owned facilities are under review for energy savings, revenue generation from tenants, or possible liquidation.

Emergency Manager's Conclusions

Significant work has been accomplished to stabilize the financial situation of the City of Flint. The whole organization has been being restructured to reflect a smaller, leaner government operation. Services which were routinely provided are being inspected to determine if they should continue and if so, in what format. Technology solutions which can increase efficiencies are being implemented.

The many improvements to-date and those represented in the Strategic Plan have been based on data-driven management plans. The approval of the KWA participation, water and sewer rates, capital improvements, departments staffing and priorities are all based on using rational data analysis. Collecting, analyzing and then utilizing data concentrates work and dollars where the most beneficial results can be expected.

I acknowledge that substantial progress has been made, however the City is still experiencing an on-going financial emergency. Resolution of the financial emergency will not be complete without providing a basic framework for, and implementation of, an objective model for the organization to follow.

A sustainable municipal organization incorporates the utilization of best practices financially, structures a governance model which clearly delineates between legislative, policy, and administrative responsibilities, and develops a management plan to provide services to residents in a consistent, reliable manner.

The 7 Point Transition Management Plan and the steps to Transition Chart which I have developed provides the roadmap to resolve the financial emergency and to achieve sustainability for the City of Flint.

For two years, FY13 and FY14, the goal of containing overspending has been achieved. The city must continuously function within a balanced budget, eliminate the accumulated deficit and further reduce the legacy and pension costs. Projections through 2019 demonstrate Flint's continuing challenges. Projecting current revenues and expenses into the future shows a continuing gap of \$2 to \$4 million annually.

Stable revenue is necessary in order for this City, and most other cities in Michigan, to continue to avoid a bankruptcy situation. We have asked our residents to accept a significant 6 mill Police and Fire Protection Millage; and they have done so. We have imposed a street lighting assessment, a waste collection fee and significant water and

sewer rate increases. However, our residents have not enjoyed increasing services, increasing property valuations or increasing employment opportunities.

As noted previously, there are very few additional revenue options. We are approaching the limit of the City's borrowing capability. Capital improvement funds are fully committed and the property tax millage rate is within .1 mill of maximum. State Revenue Sharing has increased but minimally and is now tied to EVIP and competitive granting. We have made a request through our State Legislative representatives and the State Treasurer to push legislation to allow City voters the opportunity to decide to increase the income tax. This action could generate \$7 million annually and would eliminate the City's structural deficit. A bill has been introduced but has not been acted upon.

While the City will benefit from the temporary revision of Judge Tarnow's order on retiree healthcare, it is important to remember that this lawsuit continues. Final resolution in the lawsuit will determine if the financial emergency is resolved or if it will force the City to consider bankruptcy. Bankruptcy is the alternative which we have worked diligently to avoid. If, by the beginning of FY17 the City of Flint does not receive permanent relief from retiree health care costs, either in the form of reduced city expenditures or additional revenues, it is unlikely that the City will be able to provide even the most basic level of city services.

I do not recommend beginning the transition back to the Mayor/Council management of the City at this time. However, I expect the overall situation to become much clearer in the next three to six months, given the plans and organizational changes which have been put in place. The City still has critical on-going budgeting issues. There has been action on several sections of the 7 Point Transition Management Plan, but more needs to be completed. Also, the City Council is still required to complete the Michigan Municipal League Level 1 Certification as required by Order 2 (04/12/13). So far, only Mayor Walling has met this requirement.

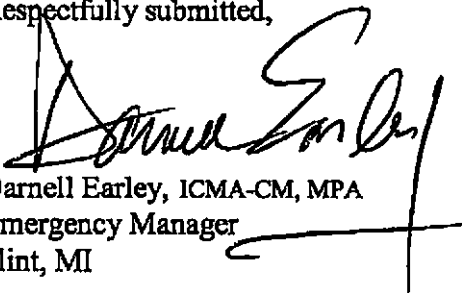
Flint has twice been placed in the hands of a State appointed emergency manager. A third failure should be avoided at all costs. The Blue Ribbon Committee on Governance, which I appointed in January 2014, completed their evaluation of governance revisions needed in the City. The Blue Ribbon Committee's final report (<http://www.cityofflint.com/FinancialMgr/2014/IMAGES/BRC%20Final%20Report%20071714.pdf>) recommended five amendments to the current Charter; these proposals have been placed on the November ballot. They also recommended return to the Council-Manager form of government. This can be achieved through a multi-step process, beginning with the approval of the Flint voters to agree to a general revision of the City Charter. This proposal has also been placed on the November ballot.

I have now spent one year as Emergency Manager in Flint. Many major steps have been taken to resolve the financial emergency. Flint is on a much more stable footing than it was three years ago. However, the level of services being provided to the citizenry is at a minimal level, at best. I feel strongly that it is incumbent upon me to make sure that the

city reaches its goal of sustained financial solvency. The financial emergency is not fully resolved until the long-term sustainable structure is secured.

Another update of this report is expected to be presented in January 2015 as required by P.A. 436. Other updates will be provided as appropriate.

Respectfully submitted,



Darnell Earley, ICMA-CM, MPA
Emergency Manager
Flint, MI

Attachments:

1. Summary of Findings of the Flint Financial Review Team
2. 7 Point Transition Management Plan and Transition Status Chart
3. Organizational Chart July 2014
4. Strategic Plan for the City of Flint 2015-2019: 1st Quarter Report
5. Orders and Directives of the EFM and EM
6. FY15 & FY16 Biennial Budget

Attachment 1. Summary of Findings of the Flint Financial Review Team

**Summary of Findings of the Flint Financial Review Team
November 2011**

- The City has a general fund deficit of \$14,621,546 as of June 30, 2010 which was not eliminated within the two year preceding period.
- The City previously submitted a five year deficit elimination plan for a cumulative general fund deficit of \$7,046,820 as of June 30, 2008. However, by June 30, 2010 the cumulative general fund deficit had grown to \$14,621,546. An updated plan submitted for 2010 does not purport to eliminate the cumulative deficit until 2030 and that relies upon the issuance of an additional \$12 million of debt in 2013.
- A structural operating deficit existed in the general fund as of June 30, 2007, 2008, 2009, 2010 and the general fund is projected to have a \$6,768,864 deficit as of June 30, 2011.

Attachment 2. 7 Point Transition Management Plan and Transition Status Chart

7 Point Transition Management Plan

Goal: To provide a strategy for determining and evaluating relevant and specific criteria for assessing when the City of Flint might be prepared to emerge from Emergency Manager (EM) oversight to a Transition Advisory Board (TAB), as provided in Public Act 436. The seven points identified provide comprehensive and well defined benchmarks to be reviewed before the determination is made. The Plan also defines a data-driven and measurable process for the objective, results-oriented determination of facts. The Plan establishes the criteria now so that it is clear what the conditions are that will have to be satisfied before the Emergency Manager recommends the establishment of a Transition Advisory Board.

GOAL	STRATEGY	OBJECTIVES	STATUS
1. Deficit Elimination Plan	Deficit Elimination Plan and Reserve Accumulation Plan will be presented by the EM/Mayor/Finance Dir. to City Council through its Finance Committee to receive Council support. Also a commitment by the Mayor and Council to implement the plan will be required.	City Council to pass resolution of support for DEP/RAP from EM/Mayor/Fin. Dir. Receive Treasury acceptance of the DEP/RAP. Confirmation by Mayor and Council that DEP/RAP actions will be a top priority in budgeting.	_____ _____ _____
2. Five-Year Financial Analysis	The development, monitoring and updating of a five-year financial analysis is critical to the ongoing challenges of financial solvency. It must remain an ongoing process to measure the City's ability to fund services, produce budgets, and proactively manage expenditures. It should be an expectation of the Council that the EM/Mayor/Fin. Dir. shall annually prepare and Council shall review and adopt said projection; and shall continue to use the projection as a basis for future budgeting actions.	EM/Mayor/Fin. Dir. to annually prepare a 5 yr. R/E projection. Council Finance Committee review 3 yr. analysis and move to Council. City Council adopts 5 Year Analysis. Finance Committee shall annually review analysis in February each year and send to Council for approval.	_____ _____ _____
3. Governance	The EM will consider recommendations from the Blue Ribbon Committee, National Civic League Model Charter, proposed charter amendments, review of electoral structure, Executive appointments, etc. It is expected that a formal agreement would be reached among the EM, Mayor, and Council as to what governance revisions are to be implemented, including time frames for implementation.	Blue Ribbon Cmte. Complete Report and Submit to EM Mayor and Council Submit Comments on Report to EM EM develops proposed governance structure and sends to Governor. Mayor and Council have an opportunity to review and comment on EM proposal. Completion of City Ordinance review by Council as proposed by EM.	_____ _____ _____ _____ _____

GOAL	STRATEGY	OBJECTIVES	STATUS
4. Organization Development	Review the City's organizational structure including: Public Safety, 9-1-1 plan, courts consolidation plan, recommendations on other long-term services, and role of the city administrator (who will be appointed prior to the TAB). Finalize the organizational relationship among Mayor, Administration and Council. This will result in an agreed upon detailed description of the roles and responsibilities of the Mayor and Council, including items such as respective roles in strategic planning, budgeting, monitoring and assessment of results, appointments, and protocols for addressing citizen complaints.	EM/Mayor determines recommended City organizational structure.	
		EM/Mayor to recommend Council action (ordinance changes) to implement organizational structure. Council to review and adopt revised organizational structure.	
5. Legacy Costs	Retiree Health Care remains the biggest challenge to managing legacy costs and the City is currently facing a legal challenge. It will be unlikely that the financial emergency will be declared resolved until this issue is settled in a manner which does not risk the solvency of the City. Sustaining the changes within RHC are essential to the City's future solvency.	EM/Mayor to hire City Administrator/Manager.	
		Finalize organization structure and roles: Mayor, Council, Administration.	
6. Strategic Plan	The adoption of a long-range strategic plan by the Emergency Manager, Mayor, and Council for the governing actions of the City will provide a guidance mechanism for determining budgeting, priorities, goals and objectives.	Labor contracts to be completed for all City unions	
		Mayor and Council to support City's position on retirees health care or adopt measures offsetting the increased costs.	
2.		Annual budgets to include payment of appropriate pension and health care costs and liabilities.	
		EM/Mayor/Fin. Dir. to present 5 yr Strategic Plan through Finance Cmte. to Council for approval.	
		Council to set spending priorities.	
		EM/Mayor to utilize Strategic Plan to develop budget.	
		Council to adopt budget in line with Strategic Plan and budget priorities.	
		Council to receive quarterly reports from Mayor/Fin. Dir. on progress of achieving strategic objectives and priorities.	
		Strategic Plan to be updated annually.	

GOAL	STRATEGY	OBJECTIVES	STATUS
7. Sustainability	Factors for determining sustainability are rooted in the 7 points. More specifically, the measures that will be evaluated include: achievement of consensus decision-making on the part of the Mayor and the Council, adoption of best practices, continuing commitment to training and development for the Mayor and Council members, ongoing monitoring and updating of plans necessary for the financial stability of the City including but not limited to 2-year budgets, 5-year financial analyses, and the ongoing implementation of the Master Plan.	Council and Mayor update methods to develop policy recommendations and achieving consensus. Council and Mayor attend all training sessions as scheduled by EM. Council and Mayor to actively participate in development and adoption of 2 yr. budget. Implement Master Plan (evidence of Master Plan implementation in annual budget). Define and incorporate financial and organizational best practices. Implement system of performance measurement. Utilize data-driven methods of decision making and performance measurement.	_____ _____ _____ _____ _____ _____ _____

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

Target	Completion	7 Pt. Trans. Plan #	Comments
Chief Administrative Officer			
* National Recruitment	9/1/14	4	
* Appoint Selection Committee	10/1/14		
* Select finalists	11/10/14		
* Conduct Interviews	11/24/14		
* Recommend Candidate	12/15/14		
* EM Appoints Selected Candidate	12/15/14		
Organizational Development			
* EM/Mayor determine recommended City organizational structure	5/17/14	4	
* EM/Mayor recommend Council action on ordinance changes to Implement organizational structure	6/26/2014	4	
* Council to review and adopt revised organizational structure	5/17/14	4	
* Finalization organizational structure roles: Mayor, Council, Administration	6/26/14	4	
Complete Bargaining Units Contracts			
* Local 1600	7/1/14	4	Ratified
* Local 1799	7/1/14		Ratified
* FPOA	7/1/14		Imposed
* PD - Sgts.	7/1/14		TA
* PD -Capts & Lts.	7/1/14		TA
* Fire Union	7/1/14		

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

Target	Completion	7 Pt. Trans. Plan #	Comments
Comprehensive Public Safety Study			
* Contract with ICMA for Study		4	
* Collect Data	5/9/14-9/30/14		
* Receive Draft Report	9/30/14		
* Receive Final Report	11/1/14		
* Plan Implementation			
* Determine best, most appropriate use of \$1.1 million State Allocation			
Retiree Health Care Lawsuit			
* City Notified of Lawsuit		5	
* Injunction Received	1/13/2014		
* Injunction Modified	6/30/2014		
Cornerstone determines impact on FY15			
* & 16 Budget	9/1/14		
* Implement Modifications	11/1/14		
* Scheduling Conference			
* Mayor and Council to support City's position on retiree health care or adopt measures offsetting increased costs	6/26/14	5	
Biennial Budget Implementation			
* Biennial Budget Adopted		6	
* 1st Quarter Status	10/1/14		
* 2nd Quarter Status	1/1/15		
FY 14 Budget Close Out			
* Preliminary Close			
* Audit Received	11/30/14		
* Audit Presentation to City Council	12/15/14		

City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

	Target	Completion	7 Pt. Trans. Plan #	Comments
Governance				
* EM receives BRC Final Report	7/18/14	7/18/2014	3	
* Present Report to Mayor and City Council	7/28/14	7/28/14		
* Mayor and Council Submit Comments to EM	7/28/14	7/28/14	3	
* EM Orders BRC Recommended Charter Amendments and Charter Commission Initiative on Nov. Ballot	7/30/14	8/5/2014		
* EM develops proposed governance structure and sends to governor			3	Part of Final Order
* Mayor and Council Comments on EM Proposal	7/28/14	7/28/2014	3	
* Define and incorporate financial and organizational best practices	3/25/13	3/25/2014	7	Reso on TAB
DE/RAP Transition/Receivership Accumulation Plan				
* EM Submits Plan to Treasury	7/1/14	7/1/2014		
* Treasury Approval Received		7/16/2014		
* EM Orders DE/RAP Adoption		7/15/2014		
* City Council passes resolution of support for DE/RAP		3/25/2014	1	Reso on TAB
* Confirmation by Mayor and Council that DE/RAP actions will be a top priority in budgeting	6/26/14	6/26/2014	1	

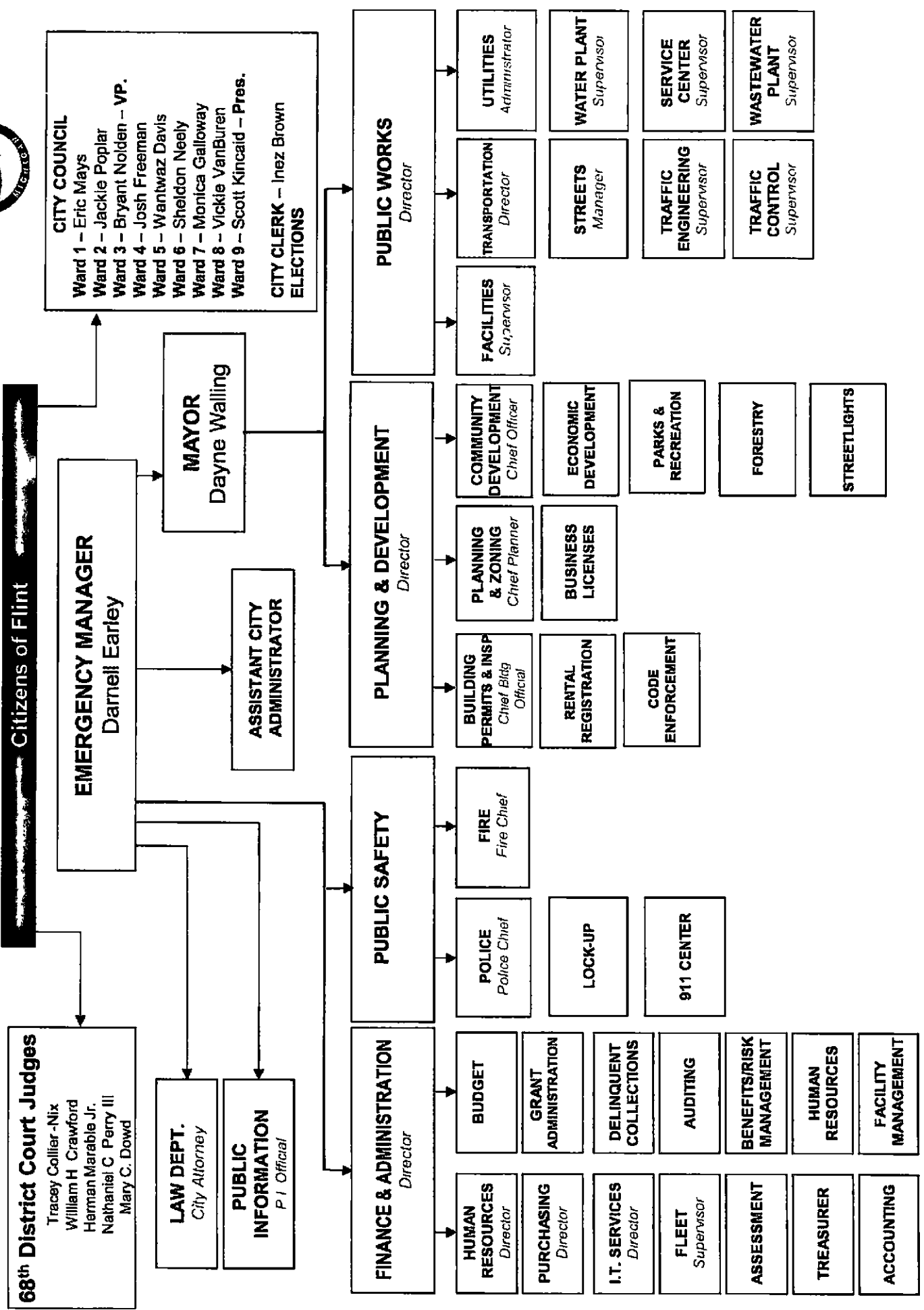
City of Flint

Steps to Prepare for Transition From Emergency Manager to Receivership Transition Advisory Board

	Target	Completion	7 Pt. Trans. Plan #	Comments
City Council Activity				
* Council to receive quarterly reports from Mayor/Fin. Director on progress of achieving strategic objectives and priorities	9/22/14		6	
* Completion of City Ordinance Review by Council as proposed by EM	9/22/14		3	
* Review Strategic Plan, FY16 Budget	1/20/15		6/7	
* 6 mos. FY15 Budget Review/Amendments	1/20/15		6/7	
* Strategic Plan to be updated annually	2/20/15		6	
* FY17 Budget Development	2/20/15			
* Completion of MML Level One Education Award per EM Order 2	3/28/14		7	
Five Year Financial Analysis				
* City Council adopts 5 Year Analysis	6/1/14	6/1/2014	2	
* Finance/Adm Cmte shall annually review analysis in February each year and Send to Council for approval	2/20/15		2	
Issue outgoing EM Order				
	4/8/2015			

Attachment 3. Organizational Chart July 2014

CITY OF FLINT – ORGANIZATIONAL CHART – July 2014



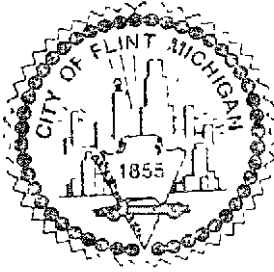
Attachment 4. Strategic Plan for the City of Flint 2015-2019 – 1st Quarter Update

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 as 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 Brennan, 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.

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 FY18 & FY19	STATUS
EMERGENCY MANAGER MAYOR & COUNCIL		Promote vision, set priorities, and measure results	Formally assess City readiness for Transition Advisory Board and progress towards achievement of Seven-Point Plan	I
	Management of City Government		Participate with MML and others on an ongoing basis in advocating for state reforms in municipal financing, including PP T and EMI	C
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	Continue to participate with MML and partners with new legislative session in advocating for state reforms in municipal financing, including OFEB and Prop A	I
	Legislative Body of the City	in order for the achievement of their goals and objectives	Reduce deficit by no less than \$1.9 million by end of FY18 and each year thereafter in accord with City Debt Elimination Plan and continuing to accumulate an unprecedented level of reserves	I
MAYOR			Begin search for City Administrator	C
CITY COUNCIL		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	Formally assess dept head's progress on attaining objectives and then semi-annually thereafter	I
		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.	Conduct organizational review of all departments completing Public Safety in FY18 and Public Works in FY19	I
HUMAN RELATIONS			Reaches retiree healthcare lawsuit by December 31, 2015	I
			Conduct formal quarterly budget and strategic plan review with Council	I
CIVIL SERVICE/COMBUDSMAN			Complete assessment of Huey's Liters as a community hospital	I
			Apply for 20 grants annually and receive \$10 million in competition-entitlement awards, beginning in FY18	I
			Secure ongoing financial and other support for public safety and blight, including city lock-up, for FY18-FY19	I
			Develop proposals for \$11 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 600 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
		Create 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 FY18 budget	I

GOVERNANCE AND ADMINISTRATION

(cont)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	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, 2015	I
	Prescreen violators 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 85% of litigation in-house	C
	Advise in labor relations and employment relations issues		Implement program for increasing amount of delinquent collections	I
	Represent 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 processing of City Council and other bodies	Maintains all records of meetings of City Council and its committees. Publishes minutes of meetings and records minutes.	Define ongoing training needs of City Council staff, including law changes affecting legislative bodies (such as public relations, open meetings) and the Legislator 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, 2016 seeking comprehensive proposals for analyzing the state of all City current and historical records and providing recommendations for preserving, cataloging, and accessing records, with implementation to begin in FY16	N
ELECTIONS	Codifies city ordinances every ten years		Assure orderly transition of the Licensing Division to the Planning & Development Department	I
	Overnight 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 list 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

POLICE DEPARTMENT

VISION Statement

The First 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 First 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 FY16 & FY18	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 initiation 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 First Police Department	Review administrative responsibilities	C
		Utilize tangible departmental resources in an efficient and effective manner	Revitalize the First Police Department's Chaplain Corps	I
	Community Policing	Implement a comprehensive (proactive) community involvement/engagement strategy	Launch FPD website	C
INVESTIGATIONS		Implement a comprehensive (proactive) community involvement/engagement strategy	Acquire and implement an online Crime Mapping capability that is accessible to community members	C
		Implement a comprehensive (proactive) community involvement/engagement strategy	Develop, train, and implement a "Citizen's Radio Patrol" utilizing Blue Badge Volunteers in their respective neighborhoods	I
	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 IS books at crime scenes, develop latent prints and compare to files to ID perpetrators by June 30, 2015	N
LOCKUP	Overnight of lock-up facility	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
		Utilize tangible departmental resources in an efficient and effective manner	Move to have GCSD handle entire booking process eliminate IS books from process	N
PATROL	Deployment of officers on patrol	Effective and efficient deployment of personnel based on calls for service and crime (can include (a) place based (b) time based and (c) offender based observations.	Reduce response time to calls for service by 6%	I

POLICE DEPARTMENT

MISSIONS	FUNCTIONS	GOALS	(continued)	KEY OBJECTIVES FY16 & FY18	STATUS
RECORDS/PROPERTY MANAGEMENT	Custody of police records and confiscated properties	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
		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
	IB 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. Operational responses in functions and responsibilities at each level within the department to achieve the following:	A 20% reduction in Violent Part 1 crime		I
		Increase community volunteers Blue Badge Program	Increase Community Policing efforts measured by the MSLI, proactive time study with an increase of 7-10%		I
Administration	Department Management	Increase use of Neighborhood Service Officer Program	Use Blue Badge as the portal to all volunteer efforts, including 1) Citizen Radio Patrol, 2) Chaplain Corps, 3) Services Center/Mini Station workers with a goal of 30% increase		N
Administration	Department Management	Increase and deploy School Resource Officer	Identify funding sources 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	Collaboration with Federal, State and LE agencies that will result in continued crime reduction	Per the COPS grant Hire 8 Officers and deploy in the schools with the emphasis on the school and the community district, focus on safe routes and streetstopper school program		I
Chief's Office	Department Management		1) Continual Partnership with FBI, ATF and USMS 2) Partner with MSP, FPD, FANG on Arson squad, 3) Partner GCSO on Auto Theft Team (GANN), 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 KCMA		C

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				
DEVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	STATUS
911 TELEPHONE ANSWERING & DISPATCH	Receive call and dispatches resources	Provide the best possible emergency telephone answering and dispatch purpose with available resources	Reduce use of 911 for non-emergency calls by 25% Develop plan for Next Gen 911 technology, including telephone upgrade and console upgrade	I 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
	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
RECORDS MANAGEMENT			Work with Human Resources to create a new employment roster	N
			Working with Fire Department, create program and process for calling Fire Fighters on light duty at 911	C
ADMINISTRATION			Complete state required training for all employees	I
			Complete Tower construction	I
			Elaborate Provisional Appointments/Fill vacancies permanently	N
			Strengthen relations with community groups by participating in 24 meetings each year	I
			Implement Quality Assurance program	C

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.				
ADDITIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY17	STATUS
FIRE ADMINISTRATION & EMERGENCY MANAGEMENT FIRE SUPPRESSION FIRE INSPECTION & ARSON INVESTIGATION	Department Management; coordination of emergency management activities within city emergencies	Maintain average fire response time under 9 minutes in FY2016 and develop plan to reduce response time in FY16 to less than 6 minutes		I
	Deployment of Fire Fighters to emergencies	Turnaround time for fire responses to be 5 days or less		C
	Investigation of suspicious fires, conduct of commercial building inspections	Provide the highest quality fire response/fire protection possible	Implement new organizational structure based on 75 full-time positions	C
	Education of residents and businesses in fire prevention	Engage children, students, and senior citizens in fire safety awareness and preparedness.	100% Flint School children contacted and provided with fire safety and prevention program 100% of Senior Centers provided with fire safety and prevention program 100% of City Block Clubs provided fire safety and prevention program	N N N
		Lead City wide emergency preparedness and response	At least 4 times per year the Fire Department will provide the community with information regarding fire safety and prevention 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 Tell" Fire Suppression Crews and Prevention Staff to distribute Arson Reward literature to 100% of residents	I
			Educate Juvenile Firestarters by providing one-on-one discussion with 10 Juveniles	I

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.					
DEVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY13 & FY14	STATUS	
DISTRICT COURT ADMINISTRATION JUDICIAL PROCESSING PROBATION	Overall Court Management	Provides the most efficient processing possible within the net current appropriation from the City	To comply with all Trial Court Performance Standards-Annually, as dictated by the State Court Administrative Office	C	
	Courtroom activities		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	
	Provides oversight of probationers		Re-establish Probation Department with (1) Probation Officer	I	

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 FY18 & FY19	STATUS
UTILITIES	Water Treatment		Complete the electrical upgrades on Cedar Street Pumping Facility	I
	Water Distribution		Complete the engineering design work for the Hamilton Dam upgrades	I
	Distribution System Maintenance	Provide dependable and affordable water and sewer service to City residents and businesses.	Complete the rehabilitation of the Torrey Road Booster Station	I
	Sewer Operation & Maintenance		Complete and implement a comprehensive pay scale evaluation for all WTP employees	I
	Storm Water Maintenance		Complete phase II (of III) of the WTP upgrade in preparation of transition to KWA	I
	Dam Maintenance		Create GIS maps of utility assets (including base-layer)	N
	Water Turn On's/Off's		Implement tracking program for main breaks and sink holes with monthly reporting	I
	Cut & Plugs		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 15%	I
	Wastewater Treatment	Routine preventative maintenance program - A program that includes written procedures, identification methods, scheduling, and measurable tracking	Replace 3,000 residential meters	I
	Industrial Pretreatment Compliance		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 be 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 transmitter and construction of a local out facility at the Wastewater Treatment Plant	I
			Complete the upgrade plan of turning methane gas from the digester into energy	I
		Increase community engagement, community input, and community awareness with utility processes and procedures	Complete the development and use of web site access for residents to report main breaks	I
			Complete Cut & Plug list for hardest hit demographics	C
			Implement defined response time policy for WSC	N
			Develop capacity to effectuate 100% of non-pay water shut-off notices	C

PUBLIC WORKS (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	STATUS
TRANSPORTATION STREET MAINTENANCE	Maintenance and repair of sidewalks	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
	Enforcement of Right-of-Way Ordinances including parking, loading and unloading		Implement a \$2050 Sidewalk Repair Program targeting enforcement of the Sidewalk Ordinance and repair of 1,000 squares	N
	Maintenance of City street trees		Perform preventive maintenance activities on 15 miles of streets and pave 4.5 miles of streets in addition to preventive maintenance on another 16 miles of streets	I
CAPITAL PROJECTS ADMINISTRATION			Complete an inventory of city street trees	I
			Develop a Tree Maintenance plan that identifies the location of street trees, condition, risk factors and schedule of planned maintenance activities over a 5-year cycle	I
	Capital Improvement Projects (Planning and Management)		Initiate a web-based application that will allow the public to electronically report potholes, street, street tree, and sidewalk complaints	C
TRAFFIC CONTROL			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
SANITATION (Contract Management)			Identify a funding source to develop engineering plans to reopen Leith Street	N
	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 unsaturated traffic signals and implement a preventive maintenance plan for traffic signals	I
	Sanitary Landfilling Activities/Special Events collection, composting, and recycling	Assure the reliable and efficient collection and disposal of residential waste, compost, and recyclable materials	Perform regulatory and warning sign upgrades in 3 areas of the City in FY15 and an additional 3 areas each year thereafter	I
			Develop and execute a Compost Plan that will result in the processing and removal of compostable materials from the Chewy in the Hole site	C
			Issue Waste Collection Services RFP for new contract period	N
			Increase the City's recycling participation to 10% in FY16 and 12% in FY16	I
			Develop a recommendation on the feasibility of implementing a 98-gallon cart recycling program	I
			Mentor 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 lead collection process	C

PUBLIC WORKS
(continued)

DIVISION	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY19		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 calling 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 allocate repairs, and supports the CIP		I
			Develop 5-year capital improvement plan for City facilities and update annually thereafter		C
			Replace exterior City Hall lights with LED's and motion sensors		I
		Adopt an energy efficiency and conservation policy that builds toward being carbon neutral.	Identify a vendor and a funding mechanism to provide an energy evaluation of the City Hall campus producing a 2016 energy "baseline" in which to measure progress		I
			Modify 5-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
CREW 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 Phyto remediation \$400k grant		I
			Events Management		C
			Implement compost operations DEQ Consent Decree		I

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.

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	STATUS
CASE MANAGEMENT	Current Planning	Provide streamlined, business friendly plan review, permitting, property disposition and business licensing in coordination with state and local laws in order to protect the health and welfare of the community.	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	Q
			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
	Business Licensing		Implement P & D management of business licensing ordinance	I
			Achieve 25% licensing compliance in FY16	N
			Achieve 50% licensing compliance in FY17	N
			Achieve 80% licensing compliance in FY18	N
BLIGHT ELIMINATION	Code Enforcement	Eradicate blight in the City by 2020 and work with residents to stabilize Flint's neighborhoods.	Develop and implement a comprehensive code enforcement program	N
			Implement an updated rental registration ordinance	N
	Rental Registration		Achieve 25% rental registration compliance FY16	N
			Achieve 50% rental registration compliance FY17	N
			Achieve 80% rental registration compliance FY18	N
NEIGHBORHOOD REVITALIZATION	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
			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, beginning July 1, 2014	

PLANNING AND DEVELOPMENT

(continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
COMMUNITY DEVELOPMENT & ECONOMIC DEVELOPMENT	Neighborhood Planning	Creates safe, healthy and desirable neighborhoods near quality community services	Comply with all HUD regulations and time submission requirements for all reports	I
	Small Neighborhood Projects		Implement a grants management system utilizing BSA to better track performance	I
	Fair Housing		Provide ongoing technical assistance and training to all sub-recipients and sub-contractors to ensure full compliance and timely processing of payments	N
	Historic Preservation		Process all requests for economic development support (tax abatements, etc.) within prescribed time frames, to be monitored quarterly	I
	Program Management (CDBG, HOME)	Promotes 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	Complete South Village development	I
			Sell all South Village and NSP homes	I
	Economic Development		Define the ongoing role for city involvement in economic development and present budgetary request for consideration in FY16 budget	N
	Major Development Projects		Implement a formally defined CDBG allocation process that is transparent and advances the goals of the Master Plan	C
	Workforce Development		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
	Small Business Development		Secure other sources of grant funding for edna department to increase available revenue by 10% per year, beginning with FY15	I
LONG RANGE PLANNING			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
			Implement the EDC Detail Elimination Plan	C
			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
	Master Plan Implementation	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.	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	N
	Transportation Planning		Create 8 subarea plans	I
	Public Safety Planning		Develop the City's first combined Capital Improvement Plan	I
	GIS Services		Hold annual engagement to discuss progress of Master Plan and submit additional feedback on action plan	N
	Infrastructure Planning		Establish short-term (1-3 years) action plans for each chapter of the Master Plan	I
	Sustainability Planning		Develop between 10-15 neighborhood plans covering every residential area by 2020, at the rate of 20% per year	N
	Zone Changes		Develop a citywide sustainability plan	N
	Plan Amendments		Maintain on an ongoing basis updated demographics 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 Corridor	C
			Present light 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 light elimination framework for neighborhoods	C
			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	I

PLANNING AND DEVELOPMENT

(continued)

DIVISION	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	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	Ratify 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
	Parks Planning	Improve the ecological health of the City's parks and open spaces through responsible planning and development	Complete a naturalization demonstration in Max Brandon Park and then 3 other parks	I
			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
	Parks Partnership	Provide parks, open space, and recreation infrastructure that both meets the needs of the community and is sustainable by the City and its community partners.	Establish at least 3 "Adopt A Park" agreements every year complete the establishment of the "Friends of Barton" group	I
			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 Open Space Trail Development	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
			Submit at least one grant proposal each year for MDNR funding	C
			Complete construction of the Genesee Valley Trail	I

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

PROBONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY18 & FY19	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 FY18	N
	AUDITING	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
	BUDGETING	Monitoring Financial Performance	Implement Finance Department reorganization	I
			Audit completed and filed with state	I
	RISK MANAGEMENT	Preparation of Financial Reports	Schedule and conduct 4 city wide finance and accounting training sessions	I
			Establish and implement internship program for Finance	I
	PURCHASING	Accounting for Revenues and Expenses	Establish a paperless process for procuring goods and services	I
			Prepare a RFP for copier services in FY15 in time to allow issuance of request before contract expires in FY18	N
TREASURY	CUSTOMER SERVICE	Monitoring Grant Performance	Provide recommendations for updating procurement policies to be used during and after transition and to increase efficiencies	I
			Increase the usage of P-cards to boost the City's annual rebate by 15% progress to be measured regularly	I
	DELINQUENT COLLECTIONS	Development of Long Term Financial Projections, Debt, Financial Plans and Strategies for Financial Success	Establish management expectations of turn-around time on vendor payments, purchasing requests, position filing requests, and other areas monitor performance, beginning with FY16 first quarter results to be evaluated and monitored monthly	I
			Establish formal process for reviewing, processing, and making timely decisions for applications on tax abatement	I
	GRANT ADMIN	Administration of Property and Liability Insurance	Adopt stabilization ordinance and fund balance policy	I
			Establish expectations of turn-around time on purchasing requests and monitor performance, beginning with FY18 and evaluated quarterly	I
	DELINQUENT COLLECTIONS	Salaries and Wages of Senior Program Veterans	Identify additional \$500,000.00 to \$1,000,000.00 in unreported income tax, utilizing the 2011 State income tax data.	N
			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 Receipts and other bills	N
	DELINQUENT COLLECTIONS	Provides for a customer friendly accountable entity managing receipts and collections. Monitor collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance	Organize Customer Service to ensure that other than the City of Flint, all utility bills are mailed two weeks prior to the due date that checks are processed within 10 days from the Electronic Funds Transfer (EFT) date and that delinquent payments with Flint and Pay in order to allow the City to accept water, property tax, miscellaneous Receipts, special assessment and personal property tax, miscellaneous receipts, special assessment and permit payments electronically	C
			Create a block in the City Hall lobby in order to allow the City to accept water, property tax, miscellaneous receipts, special assessment and permit payments electronically	I
TREASURY	DELINQUENT COLLECTIONS	Provides for a customer friendly accountable entity managing receipts and collections. Monitor collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance	Implement electronic income tax withholding	N
			Update City efforts to assist those unable to pay for utilities	I
	DELINQUENT COLLECTIONS	Provides for a customer friendly accountable entity managing receipts and collections. Monitor collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance	Re-examine efforts to assist individuals to pay utility bills	N
			Establish and implement an ongoing schedule of Customer Service, "Team Work" and "How to deal with difficult customer" training for all Treasury staff	I
	DELINQUENT COLLECTIONS	Provides for a customer friendly accountable entity managing receipts and collections. Monitor collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance		N
				N
	DELINQUENT COLLECTIONS	Provides for a customer friendly accountable entity managing receipts and collections. Monitor collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance		N
				N
	DELINQUENT COLLECTIONS	Provides for a customer friendly accountable entity managing receipts and collections. Monitor collections of property taxes, income taxes, water and sewer, and other receivables to assess budgetary compliance		N
				N

FINANCE AND ADMINISTRATION (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	STATUS
ASSESSING	Assessing of Properties		Determine schedule of staff training in Assessing, not as necessary and for annual compliance with state requirements during course of FY16 and annually thereafter	C
	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 serve 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 FY18 budget	I
	Provision of property and tax information to businesses and residents		Provides for the timely process of MTT appeals and apportionment applications. 2012 and 2013 appeals will be completed by end of FY16 and appeals filed in 2014 will be resolved by end of FY16. The processing of splits and contribution requests is required to be completed end of each year to be incorporated in the following year's assessment roll.	I
	Maintenance of Property descriptions and tax rolls		Working with Facilities, finalize plan for relocating Assessing from its temporary site	I
EMPLOYMENT	Recruitment and Selection		Analyze options for lessening the workload impact of processing poverty exemption applications	C
	Training		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
		Recruit and oversee hiring of qualified employees in compliance with laws and ordinances	Utilize a master position list for confirming the need to recruit, promote or reduce employees	C
		Recommend changes in personnel policies and labor contracts	Update personnel rules and procedures, including ordinances	I
	Contract Negotiations		Update testing protocols for recruitment/selection	I
LABOR RELATIONS			Complete FROA contract	C
			Implement FROA contract	I
			Implement updated 1760 contract	I
			Implement updated IAFF contract	N
			Implement updated Cap/14 contract	I
ENROLLMENT			Update Sergeants contract	I
			Inform department heads and supervisors of contract changes prior to implementation	C
		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
		Enroll employees in payroll and benefit systems,	Implement updated Eversol and Appointed benefit programs	I
		Payroll enrollment and changes	Develop and implement ongoing training curriculum and schedule in conjunction with Department Heads	C
WORKERS SAFETY			Implement new FMLA process	I
		Assure that city FMLA and worker safety policies and practices are in accord with law and properly administered	Implement new EAP program	C
			Redesign Occupational Health and Safety Program for the City	N
			Administrative policies/procedures to be updated	I

FINANCE AND ADMINISTRATION (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	STATUS
ADMINISTRATION	Maintains fleet inventory	Complete and maintain a current fleet and equipment inventory	Monthly rental of Special Operations vehicles Evaluate and make recommendation of GPS tracking units for DPW AND LULULEIA vehicles 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 Job Watch for Traffic bucket truck	I I N I
			Purchase 10 Front Plows for DPW snow removal	I
			Purchase one-man Leaf Van truck for Street Maintenance	I
			Evaluate use of term equipment trailer rentals recommended by DPW for winter snow removal	I
			Dump trucks for USGS/DPW snow removal	N
			Add-on and auxiliary equipment for Enterprise Lease vehicles	N
SERVICE WRITING AND PARTS MANAGEMENT		Maintain vehicle/equipment replacement schedule	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 merchants workstation and bar code labels in the Stock Room	I
	Equip and repairs fleet	Maintain scheduled/actual preventative/maintenance ratio > 75%	Complete a Stock Room audit and enter all parts into the Fleet Focus software program	I
VEHICLE AND EQUIPMENT REPAIR	Recommend specifications of vehicles and equipment to be purchased	Sustain average vehicle availability rates above 70%	Distribute to departments, PM and DOT schedule detailing responsibility of departments and drivers for daily inspections, compliance with DOT requirements, and maintenance responsibilities.	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	Monitor department and driver compliance with PM and DOT schedules and responsibilities on a quarterly basis	N
			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
			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
			Complete the removal of underground storage tanks at Fire Station 83 and determine if the above ground storage tank at Parks & Rec can be utilized there.	I
			Recommend fueling station needs at current site	N
			Meet with all departments to discuss fall and winter program needs	C
			Meet with all departments annually to discuss spring program needs	N

FINANCE AND ADMINISTRATION (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
INFORMATION TECHNOLOGY			Implement Governance Model	I
			Complete implementation of BSAA.net (BSAA 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 data 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 FY18 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

Attachment 5. Orders and Directives of the EFM and EM

Executive Orders

DATE	ORDER #	DESCRIPTION
09/12/14	<u>24</u>	ADOPTION OF BENEFIT MODIFICATIONS FOR NON-UNION EMPLOYEES
07/16/14	<u>23</u>	ACCEPTANCE AND IMPOSITION OF COLLECTIVE BARGAINING AGREEMENT WITH THE FLINT POLICE OFFICERS ASSOCIATION UNION
07/16/14	<u>22</u>	ACCEPTANCE AND ADOPTION OF COLLECTIVE BARGAINING AGREEMENT WITH AFSCME COUNCIL 25, LOCAL 1799
07/15/14	<u>21</u>	AMENDED WASTE COLLECTION USER FEE
07/01/14	<u>20</u>	ACCEPTANCE AND ADOPTION OF COLLECTIVE BARGAINING AGREEMENT WITH AFSCME COUNCIL 25, LOCAL 1600
07/15/14	<u>18</u>	ADOPTION OF THE DEFICIT ELIMINATION/RESERVE ACCUMULATION PLAN
07/01/14	<u>11</u>	SPECIAL STREET LIGHTING ASSESSMENT FOR FY15 AND FY16
06/26/14	<u>13</u>	ADOPTION OF BIENNIAL BUDGET FOR FISCAL YEARS 2015 AND 2016
06/20/14	<u>15</u>	MAYOR DAYNE WALLING'S INCREASED RESPONSIBILITIES AND COMPENSATION
06/20/14	<u>16</u>	FLINT CITY COUNCIL'S INCREASED RESPONSIBILITIES AND COMPENSATION
06/20/14	<u>14</u>	ADOPTION OF STRATEGIC PLAN FOR THE CITY OF FLINT

04/30/14 <u>12</u>	COMPLIANCE WITH PUBLICLY FUNDED HEALTH INSURANCE CONTRIBUTION ACT, ACT 152 OF 2011
04/01/14 <u>10</u>	COUNCIL MEETING AGENDA
03/21/14 <u>9.0</u>	MONTHLY CITY COUNCIL AND COMMITTEE MEETING SCHEDULE
03/06/14 <u>6.1</u>	REVISION TO CONFIRMATION OF CITY COUNCIL COMMITTEE APPOINTMENTS
03/05/14 <u>08</u>	COUNCIL MEETING PROTOCOL
02/25/14 <u>07</u>	AUTHORITY FOR THE PRESENTATION OF THE MAYOR'S ANNUAL STATE OF THE CITY ADDRESS
02/25/14 <u>06</u>	CONFIRMATION OF CITY COUNCIL COMMITTEE APPOINTMENTS
01/31/14 <u>05</u>	CITY COUNCIL AND CITY COUNCIL COMMITTEE MEETING SCHEDULE FOR FEBRUARY 2014
01/31/14 <u>04</u>	CONFIRMATION OF CITY COUNCIL COMMITTEE APPOINTMENTS
12/11/13 <u>003</u>	DIRECTIVES TO COUNCILMAN ERIC MAYS
12/11/13 <u>002</u>	CANCELLATION OF CITY COUNCIL MEETING
12/11/13 <u>002</u>	CANCELLATION OF CITY COUNCIL MEETING
11/01/13 <u>001</u>	CITY COUNCIL MEETING SCHEDULE FOR THE REMAINDER OF 2013
06/13/13 <u>004</u>	ADOPTION OF FISCAL YEAR 2014 BUDGET
06/06/13 <u>003</u>	SPECIAL ASSESSMENT DISTRICT FOR STREET LIGHTING

04/12/13 002 CITY COUNCIL'S RESPONSIBILITIES AND
PARTIAL RESTORATION OF COMPENSATION

03/28/13 001 MAYOR DAYNE WALLING'S RESPONSIBILITIES
AND PARTIAL RESTORATION OF COMPENSATION

03/27/13 011 WATER SERVICE PROCEDURES

03/15/13 010 GRANT APPLICATIONS

12/12/12 EFM009 INVALIDATING COUNCIL ACTION

10/11/12 EFM008 POVERTY EXEMPTION TO STREET LIGHTING
SPECIAL ASSESSMENT

10/11/12 EFM007 CITY COUNCIL ADOPTION OF AMENDMENT TO
RENTAL INSPECTION ORDINANCE IS NULL AND
VOID

09/14/12 EFM006 OVERTIME

09/12/12 EFM005 CITY TREASURER AUTHORIZED TO CORRECT
ASSESSMENTS OR FEES IF PROPERTY OWNER
ENTITLED TO WAIVER

08/24/12 EFM004 ADVISORY COMMITTEE

08/24/12 EFM003 BUDGETARY OVERSIGHT & TERMINATION OF
LINE ITEM LEVEL

08/24/12 EFM002 PROCEDURE FOR SUBMISSION OF RESOLUTIONS
AND ORDINANCES

08/24/12 EFM001 PROCEDURES FOR PURCHASING

08/08/12 034 FLINT POLICE OFFICERS ASSOCIATION UNION
CONTRACT PROVISION MODIFICATION/
TERMINATION - TRANSFER TO THE MUNICIPAL
EMPLOYEES' RETIREMENT SYSTEM OF
MICHIGAN

08/08/12 <u>033</u>	CONSOLIDATION OF FLINT AREA ENTERPRISE COMMUNITY WITH ECONOMIC DEVELOPMENT CORPORATION AND ELIMINATION OF CITIZENS DISTRICT COUNCILS
06/27/12 <u>032</u>	ESTABLISHMENT OF SPECIAL ASSESSMENT DISTRICT FOR STREET LIGHTING
05/30/12 <u>031</u>	WATER AND SEWER RATE INCREASES
05/30/12 <u>030</u>	SPECIAL ASSESSMENT DISTRICT FOR STREET LIGHTING
05/30/12 <u>029</u>	APPLICATION TO STATE ADMINISTRATIVE BOARD FOR APPROVAL TO ISSUE NOT TO EXCEED \$9,300,000 IN FISCAL STABILIZATION BONDS
04/25/12 <u>028</u>	WASTE COLLECTION USER FEE
04/25/12 <u>027</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH AFSCME LOCAL 1799
04/25/12 <u>026</u>	AFSCME LOCAL 1600 ("LOCAL 1600") CONTRACT PROVISION MODIFICATION/TERMINATION
04/25/12 <u>025</u>	AFSCME LOCAL 1799 RETIREE INSURANCE RECIPIENTS
04/25/12 <u>024</u>	AFSCME LOCAL 1600 RETIREE INSURANCE RECIPIENTS
04/25/12 <u>023</u>	FLINT I.A.F.F. - FLINT FIREFIGHTERS UNION RETIREE INSURANCE RECIPIENTS
04/25/12 <u>022</u>	FLINT POLICE OFFICERS ASSOCIATION UNION RETIREE INSURANCE RECIPIENTS

04/25/12 <u>021</u>	P.O.L.C. - FLINT POLICE CAPTAINS AND LIEUTENANTS UNION RETIREE INSURANCE RECIPIENTS
04/25/12 <u>020</u>	P.O.L.C. - FLINT POLICE SERGEANTS UNION RETIREE INSURANCE RECIPIENTS
04/25/12 <u>019</u>	NON-UNION ACTIVES AND RETIREE INSURANCE RECIPIENTS
04/25/12 <u>018</u>	FLINT POLICE OFFICERS ASSOCIATION CONTRACT PROVISION MODIFICATION/TERMINATION
04/25/12 <u>017</u>	ADOPTION OF FISCAL YEAR 2013 BUDGET
04/24/12 <u>016</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH FLINT I.A.F.F. - FLINT FIREFIGHTERS UNION
04/24/12 <u>015</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH P.O.L.C. - FLINT POLICE CAPTAINS AND LIEUTENANTS UNION
04/24/12 <u>014</u>	APPROVAL OF COLLECTIVE BARGAIN AGREEMENT WITH P.O.L.C. - FLINT POLICE SERGEANTS UNION
04/13/12 <u>013</u>	Modification of Section 10 of the settlement agreement and release of all claims dated OCTOBER 2, 2002, between the City of Flint and plaintiffs RICHARD DICKS, LEON NOVACK, SHIRLEY NOVACK, THE UNITED RETIREMENT GOVERNMENTAL EMPLOYEES (URGE), AND SANDRA YURK relating to prescription drug coverage for all retiree groups of the City of Flint
01/11/12 <u>012</u>	Monthly Meetings with Flint City Council

01/11/12 <u>011</u>	Procedure for Submission of Matters Involving a Recommendation by the Planning Commission
12/20/11 <u>010</u>	Council's Responsibilities & Compensation
12/20/11 <u>009</u>	Mayor's Responsibilities & Compensation
12/19/11 <u>008</u>	Advisory Committee
12/13/11 <u>007</u>	Budgetary Oversight & Termination of Line Item Level
12/08/11 <u>006</u>	Elimination of Civil Service Commission
12/08/11 <u>005</u>	Elimination of Office of Ombudsman
12/08/11 <u>004</u>	Procedures for Resolutions and Ordinances
12/08/11 <u>003</u>	Procedures for Purchasing
12/02/11 <u>002</u>	Elimination of Salaries for Mayor & Council
12/01/11 <u>001</u>	Termination of Appointments

Attachment 6. FY 14/15 and FY 15/16 Biennial 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
Department of Finance
Gerald Ambrose, Finance Director
Antonio Brown, Deputy Finance Director

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2. **City Council Adopted Vision and Mission Goals**
3. **City Council Approved Budget Priorities**
4. **Organization Chart**
5. **FY15 and FY16 Budgets and 3-Year Forecast**
6. **FY15 and FY16 General Fund Budget**
7. **City of Flint Staffing Projection**
8. **Projected 5-Year Facilities Improvements**
9. **Deficit Elimination/Reserve Accumulation Projections**
10. **Five Year Outlook – Pension and Retiree Healthcare Costs**
11. **Projected Taxpayer Impact**

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 hold 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 unchanged
- 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 is 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.

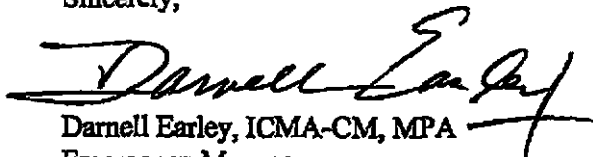
You should also be aware that effective July 1, 2014, the day-to-day operations of the departments of Planning and Development, and Public Works will be shifted to Mayor Dayne Walling. The Mayor is currently putting together a plan for the allocation of resources within those departments. Similarly,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

City of Flint • 1101 S. Saginaw Street • Flint, Michigan 48502
www.cityofflint.com • (810) 766-7346 • Fax: (810) 766-7218

Mr. Scott Kincaid, President
Members of the Flint City Council
June 3, 2014
Page 2

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 CDGB 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 Attorney

CITY COUNCIL

City Clerk

Boardman

CITY
ADMINISTRATOR

PLANNING & DEVELOPMENT

DEPARTMENT OF PUBLIC WORKS

Streets

Traffic Control

Utilities

Sanitation

Facilities

Water
System

Sewer
System

Business Services

Blight &
Neighborhood

Community
Development &
Economic
Development

Long Range
Planning

Parks & Open Space

FINANCE & ADMINISTRATION

Accounting

Human Resources

Finance

Auditing &
Accounting

Budget &
Grants

Purchasing

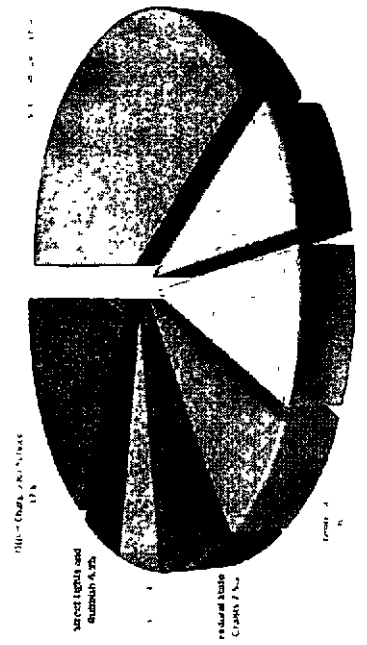
Information
Technology

Treasury

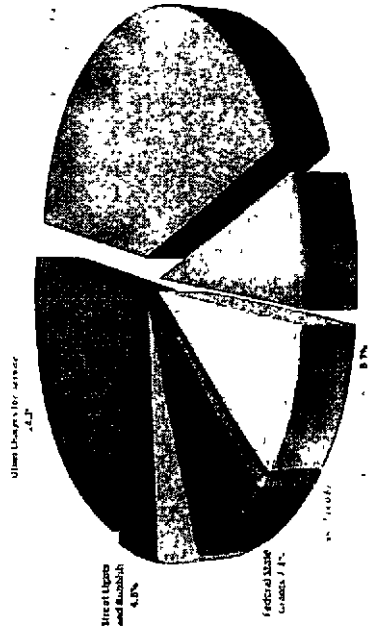
Fleet

REVENUE - ALL FUNDS

FY15 \$165,609,588



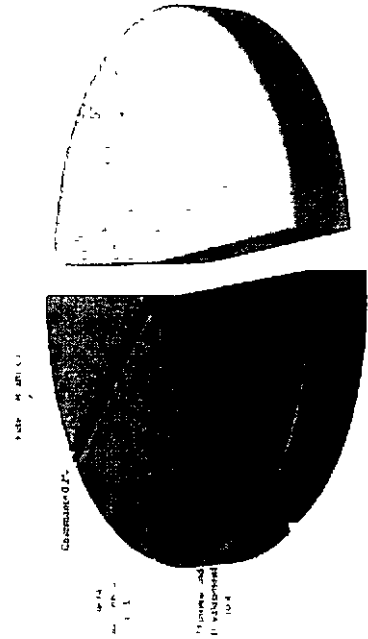
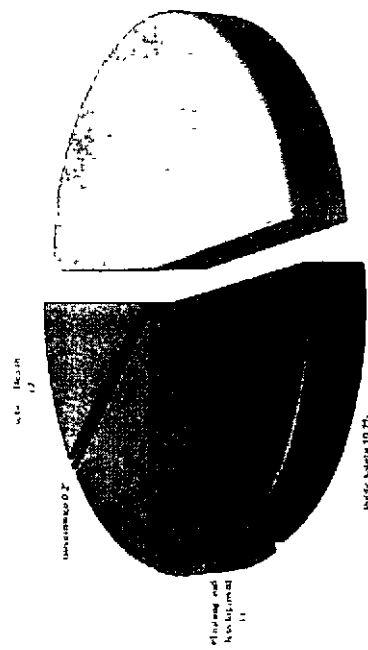
FY16 \$169,482,080



EXPENSES - ALL FUNDS

FY15 \$162,186,042

FY16 \$166,592,999



CITY OF FLINT - FIVE YEAR OUTLOOK
All Funds Summary

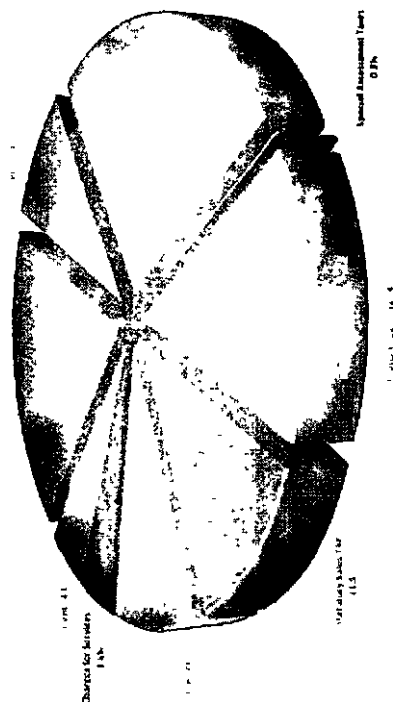
	Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY18
General Fund						
101						
Revenues*	\$53,558,121	\$55,097,880	\$58,308,238	\$58,816,010	\$59,986,456	\$57,488,324
Expenses	\$53,558,121	\$55,097,880	\$58,308,238	\$58,816,874	\$61,020,168	\$63,444,033
Cumulative Gap	\$0	\$0	\$0	(\$1,001,864)	(\$5,338,574)	(\$11,882,282)
Annual Gap	\$0	\$0	\$0	(\$1,801,864)	(\$4,034,710)	(\$6,146,708)
*Includes \$1 million for deficit elimination						
Major Streets						
202						
Revenues	\$6,338,403	\$7,022,898	\$7,308,888	\$7,511,285	\$7,721,070	\$7,948,488
Expenses	\$6,331,403	\$7,022,898	\$7,308,888	\$7,517,015	\$7,842,210	\$8,124,580
Cumulative Gap	\$0	\$0	\$0	(\$56,730)	(\$183,400)	(\$355,435)
Annual Gap	\$0	\$0	\$0	(\$56,730)	(\$120,840)	(\$178,034)
Local Streets						
203						
Revenues	\$2,601,060	\$2,684,488	\$2,783,112	\$2,841,657	\$2,904,072	\$2,957,861
Expenses	\$2,601,060	\$2,684,488	\$2,783,112	\$2,850,521	\$2,872,698	\$3,067,824
Cumulative Gap	\$0	\$0	\$0	(\$8,864)	(\$107,680)	(\$320,452)
Annual Gap	\$0	\$0	\$0	(\$8,864)	(\$99,826)	(\$399,853)
Police and Fire Millage						
205						
Revenues	\$1,845,827	\$8,258,660	\$7,249,000	\$4,484,840	\$4,802,841	\$4,571,885
Expenses	\$1,845,827	\$8,258,660	\$7,249,000	\$7,638,980	\$7,846,057	\$8,169,828
Cumulative Gap	\$0	\$0	\$0	(\$3,074,420)	(\$3,319,837)	(\$3,817,378)
Annual Gap	\$0	\$0	\$0	(\$3,074,420)	(\$3,245,117)	(\$3,497,843)
Neighborhood Police Millage						
207						
Revenues	\$1,580,180	\$1,405,180	\$1,418,300	\$1,448,888	\$1,481,513	\$1,513,885
Expenses	\$1,580,180	\$1,378,104	\$1,408,660	\$1,486,068	\$1,528,072	\$1,637,800
Cumulative Gap	\$0	\$27,076	\$9,640	(\$18,240)	(\$51,869)	(\$125,814)
Annual Gap	\$0	\$0	\$0	(\$16,340)	(\$33,689)	(\$73,714)
Parks Millage						
208						
Revenues	\$373,064	\$440,140	\$344,370	\$381,257	\$382,148	\$387,578
Expenses	\$373,064	\$440,140	\$344,343	\$388,117	\$372,800	\$388,084
Cumulative Gap	\$0	\$0	\$27	(\$6,859)	(\$17,812)	(\$39,016)
Annual Gap	\$0	\$0	\$0	(\$6,859)	(\$10,663)	(\$20,503)
Lighting Special Assessment						
219						
Revenues	\$2,682,860	\$2,684,670	\$2,688,300	\$2,681,485	\$2,433,411	\$2,311,740
Expenses	\$2,682,860	\$2,684,670	\$2,688,300	\$2,688,300	\$2,688,300	\$2,688,300
Cumulative Gap	\$0	\$0	\$0	(\$134,815)	(\$397,704)	(\$782,264)
Annual Gap	\$0	\$0	\$0	(\$134,815)	(\$326,889)	(\$384,680)

		Current FY14	Adopted FY16	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
Waste Collection	226						
Revenues		\$5,132,480	\$5,386,283	\$5,450,723	\$5,178,187	\$4,819,278	\$4,873,314
Expenses		\$8,132,480	\$5,386,283	\$5,450,723	\$5,559,737	\$5,670,932	\$5,784,351
Cumulative Gap		\$0	\$0	\$0	(\$381,551)	(\$1,133,205)	(\$2,244,243)
Annual Gap		\$0	\$0	\$0	(\$381,551)	(\$781,855)	(\$1,111,037)
Drug Forfeiture	265						
Revenues		\$435,042	\$435,053	\$435,053	\$452,235	\$485,802	\$478,778
Expenses		\$435,042	\$425,053	\$433,389	\$448,401	\$468,783	\$473,887
Cumulative Gap		\$0	\$10,000	\$1,664	\$5,834	\$11,819	\$15,032
Annual Gap		\$0	\$0	\$0	\$5,834	\$8,006	\$9,189
HUD Grant 2014	274						
Revenues		\$11,767,729	\$5,035,900	\$5,035,900	\$5,188,977	\$5,342,688	\$5,502,894
Expenses		\$11,767,729	\$5,035,900	\$5,035,900	\$5,188,977	\$5,342,688	\$5,502,894
Cumulative Gap		\$0	\$0	\$0	\$0	\$0	\$0
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0
Other Grants	286						
Revenues		\$7,483,689	\$4,884,978	\$4,884,978	\$5,010,925	\$5,181,253	\$5,318,091
Expenses		\$7,477,831	\$4,884,978	\$4,884,978	\$5,010,925	\$5,181,253	\$5,318,091
Cumulative Gap		\$0	\$0	\$0	\$0	\$0	\$0
Annual Gap		\$0	\$0	\$0	\$0	\$0	\$0
Federal Stimulus Grant	297						
Revenues		\$4,824,108	\$0	\$0	\$0	\$0	\$0
Expenses		\$4,824,108	\$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	\$2,850,987	\$2,857,987	\$2,925,347	\$3,016,032	\$3,081,273
Expenses*		\$2,150,000	\$2,850,987	\$2,857,987	\$2,982,708	\$3,102,015	\$3,228,085
Cumulative Gap		\$0	\$0	\$0	(\$57,360)	(\$143,342)	(\$308,164)
Annual Gap		\$0	\$0	\$0	(\$57,360)	(\$86,663)	(\$164,822)
* Includes \$50,000 for deficit elimination							
Building Safety Fund	542						
Revenues		\$2,548,458	\$2,355,529	\$2,484,700	\$2,494,700	\$2,484,700	\$2,484,700
Expenses		\$2,548,458	\$2,355,529	\$2,484,700	\$2,594,088	\$2,687,452	\$2,794,850
Cumulative Gap		\$0	\$0	\$0	(\$99,388)	(\$302,140)	(\$612,389)
Annual Gap		\$0	\$0	\$0	(\$99,388)	(\$302,140)	(\$612,389)
TOTAL General City		\$103,288,182	\$99,598,684	\$99,249,335	\$97,230,141	\$97,880,758	\$98,794,887
Revenues		\$103,288,182	\$99,598,684	\$99,249,335	\$97,230,141	\$97,880,758	\$98,794,887
Expenses		\$103,278,404	\$99,555,618	\$99,234,004	\$102,903,628	\$106,701,333	\$110,776,135
Cumulative Gap		\$9,778	\$41,078	\$15,331	(\$5,673,486)	(\$14,484,081)	(\$26,468,208)
Annual Gap		\$0	\$0	\$0	(\$5,673,486)	(\$8,810,576)	(\$11,981,148)

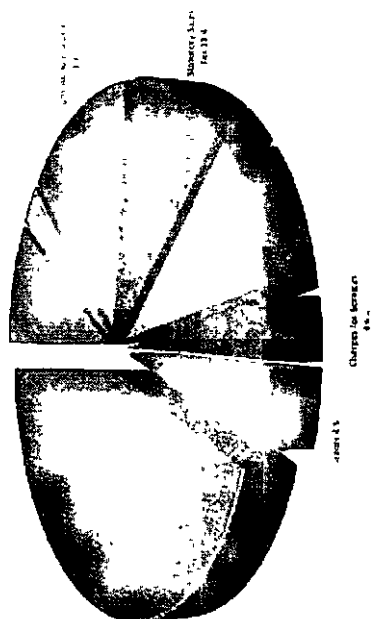
Sewer Fund		Current FY14	Adopted FY15	Adopted FY16	Projected FY17	Projected FY18	Projected FY19
	680						
Revenues		\$31,628,289	\$28,128,894	\$32,346,745	\$32,346,745	\$32,346,745	\$32,346,745
Expenses		\$31,828,269	\$28,128,894	\$32,346,745	\$34,809,066	\$35,149,143	\$37,216,957
Cumulative Gap		\$0	\$0	\$0	(\$2,282,354)	(\$3,064,752)	(\$10,694,866)
Annual Gap		\$0	\$0	\$0	(\$2,282,354)	(\$3,602,368)	(\$4,870,212)
	691						
Revenues		\$47,888,872	\$37,888,000	\$37,888,000	\$37,800,000	\$37,800,000	\$37,800,000
Expenses		\$47,888,872	\$34,813,630	\$38,012,260	\$38,841,189	\$40,741,808	\$41,943,728
Cumulative Gap		\$0	\$3,074,370	\$2,875,760	(\$1,341,189)	(\$4,883,069)	(\$9,028,820)
Annual Gap		\$0	\$3,074,370	\$2,875,760	(\$1,341,189)	(\$3,241,806)	(\$4,443,728)
Water and Sewer	680 & 691						
Revenues		\$78,828,141	\$66,012,894	\$70,232,745	\$69,846,745	\$69,846,745	\$69,846,745
Expenses		\$78,828,141	\$62,630,424	\$67,369,896	\$73,450,288	\$76,881,049	\$79,180,882
Cumulative Gap		\$0	\$3,382,470	\$2,873,760	(\$3,603,643)	(\$10,847,847)	(\$18,981,784)
Annual Gap		\$0	\$3,382,470	\$2,873,760	(\$3,603,643)	(\$7,044,304)	(\$8,313,837)
TOTAL CITY							
Revenues		\$183,114,303	\$166,609,898	\$169,482,080	\$167,076,868	\$167,737,503	\$168,641,732
Expenses		\$183,104,645	\$162,188,042	\$169,892,989	\$179,353,816	\$183,592,382	\$189,836,817
Cumulative Gap		\$9,758	\$3,423,546	\$2,889,081	(\$9,277,028)	(\$25,131,908)	(\$46,428,983)
Annual Gap		\$9,758	\$3,423,546	\$2,889,081	(\$9,277,028)	(\$16,864,878)	(\$21,285,085)

REVENUE - GENERAL FUND

FY15 \$55,097,880



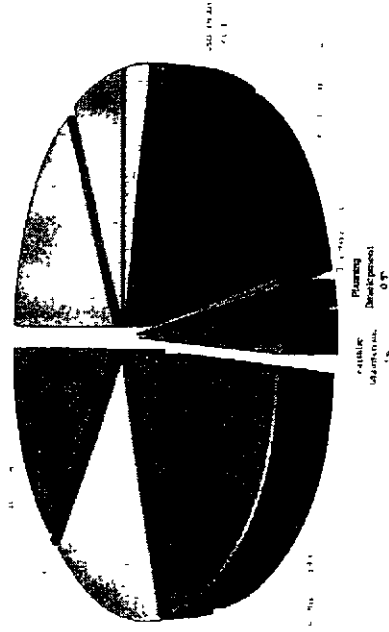
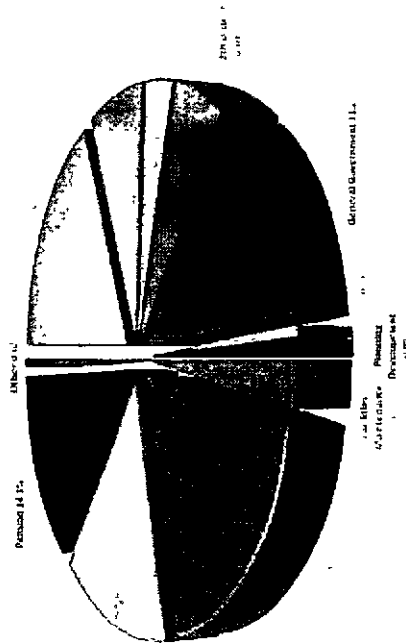
FY16 \$56,308,239



EXPENSES - GENERAL FUND

FY15 \$55,097,880

FY16 \$56,308,239



**CITY OF FLINT PROPOSED FINANCIAL BUDGET
FOR FISCAL YEARS 2016 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	88,000	89,000
State revenues	16,730,120	17,181,829	17,347,719
License and Permits	1,303,626	1,296,626	1,398,626
Fines and forfeitures	1,825,000	1,862,600	1,967,000
Charges for service rendered	8,842,485	11,161,418	11,582,911
Interest and dividend income	890,000	919,000	1,118,326
Other revenues	898,846	801,011	605,360
Transfers in	4,077,998	3,777,998	3,777,998
Drawings from fund balance	(1,000,000)	(1,000,000)	(1,000,000)
Total - Function General government	53,558,116	66,097,880	66,308,239
TOTAL ESTIMATED REVENUES	\$ 53,558,116	\$ 66,097,880	\$ 66,308,239
APPROPRIATIONS			
Function: Legislative			
City Council	\$ 373,220	\$ 358,505	\$ 341,080
Total - Function Legislative	373,220	358,505	341,080
Function: General government			
District Court	5,194,307	4,099,999	4,167,078
Office Of Mayor	228,613	215,428	218,278
City Administrator	386,648	352,912	358,034
Finance -Admin/Accounting/Payroll	1,188,137	951,331	952,846
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	220,845	163,145	154,855
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	278,810
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	1,284,475
Delinquent Collections	167,866	263,063	267,313
Total Treasury Department	3,052,786	3,455,108	3,508,767
Assessment	1,084,221	1,160,519	1,175,688
Law Office Operations	862,042	840,569	953,797

Human Relations Commission	26,237		
Personnel Office	551,542	624,409	629,970
Personnel Office-Personnel-Training	70,625	55,500	58,415
Total Human Relations and Personnel	848,404	679,909	688,385
Police - Fleet	990,000	990,000	1,000,000
Police Reduction		(2,608,823)	(2,835,863)
Pol Admin Bureau - Admin	8,023,128	409,869	419,941
Pol Admin Bureau-Inspections	127,354	125,505	126,865
Pol Admin - City Lock up	2,873,649	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	135,358	129,847	130,692
Pol Tech Serv - City Impound	437,323	438,575	439,969
Pol Invest Ovrhd - Criminal Invest Overh	2,469,997	2,369,062	2,398,335
Pol Invest Ovrhd - Police School Liason	784,011	751,476	780,749
Pol Invest 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	2,804,021	2,540,188
Office Of Fire Chief	753,547	692,077	708,158
Fire Admin-Maintenance	118,000	412,500	424,500
Fire Admin - Training	253,400	161,541	164,771
Firefighting Division-Fire Battalion Chi	3,349,980	498,849	608,293
Firefighting Division-Fire Station Overh	5,858,149	4,101,133	4,188,260
SAFER Grant EMW-2011-FH-00843	1,083,370		
Fire Prevent - Inspection And Training	285,370	315,903	322,422
Total Fire Department	11,899,798	6,179,803	6,295,404
Development-Planning & Zoning	121,875	395,277	397,634
DCD - Administration	188,293	279,007	285,418
Golf Division - Kearsley Lake Gc	3,500		
Golf Division-Matt 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	1,532,382
Total - Function General government	62,845,726	36,416,733	36,686,940
Cost Allocation and Retirees Healthcare		17,911,941	18,986,658
Transfer out to Fund 208		89,140	
Transfers out to fund 542	539,170	313,581	313,581
Total - Function Transfers out	539,170	412,701	313,581
TOTAL APPROPRIATIONS	\$ 53,558,116	\$ 55,097,880	\$ 56,308,239
NET OF REVENUES/APPROPRIATIONS - FUND 101	0	0	0
BEGINNING FUND BALANCE	(12,895,842)	(11,895,842)	(10,895,842)
ENDING FUND BALANCE	(11,895,842)	(10,895,842)	(9,895,842)

CITY OF FLINT STAFFING PROJECTION

	<u>FY11</u> <u>ACTUAL</u>	<u>FY12</u> <u>ACTUAL</u>	<u>FY13</u> <u>ACTUAL</u>	<u>FY14</u> <u>CURRENT</u>	<u>FY15</u> <u>PROPOSED</u>	<u>FY16</u> <u>PROPOSED</u>
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	585	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 emprs 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	\$ 100,000.00			
911 Consoles & Telephones	13	330,000.00	\$ 330,000.00	\$ 330,000.00			
I.S. Water Leaks PART II OF II	14	50,000.00	\$ 50,000.00	\$ 50,000.00			
Council Chambers Renovations PART I OF III	15	116,666.67	\$ 116,666.67	\$ 116,666.67			
City Hall Building Facade PART I OF II	16	500,000.00	\$ 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	
Rep/Rep Chiller in city Hall - only 1.5 of 4 emprs for air	2	155,000.00	\$ 555,000.00
Assessing Renovations	3	85,000.00	\$ 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 6th St	9	30,000.00	\$ 897,400.00
Roof Repair - North building	10	99,384.00	\$ 986,784.00
Motion Lights, City Hall & Police	11	100,000.00	\$ 1,086,784.00
Pave City Hall Parking Lot	12	100,000.00	\$ 1,186,784.00
611 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 II	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							
GF CONTRIBUTION	(\$12,895,642)	(\$11,095,642)	(\$9,295,642)	(\$7,495,642)	(\$5,695,642)	(\$3,895,642)	(\$2,095,642)
CIP CONTRIBUTION	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
REMAINING DEFICIT	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>
	(\$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						
RESERVE							
GF CONTRIBUTION	(\$295,642)	\$1,504,358	\$3,304,358	\$5,104,358	\$6,904,358		
CIP CONTRIBUTION	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
ACCUMULATED RESERVE	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	<u>\$800,000</u>	
	<u>\$1,604,358</u>	<u>\$3,304,358</u>	<u>\$5,104,358</u>	<u>\$6,904,358</u>	<u>\$8,704,358</u>		
GENERAL FUND REVENUE	\$59,793,347	\$60,989,213	\$62,208,998	\$63,453,178	\$64,722,241		
							Equals 13% of GF Revenues

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		\$3,034,324	\$10,187,701	\$10,777,763	\$11,424,428	\$12,109,885	\$12,838,488
Pension Expense		\$3,401,335	\$7,581,672	\$8,439,833	\$8,948,244	\$9,483,019	\$10,052,000
Other Expenses		\$37,122,492	\$38,548,508	\$37,080,623	\$38,248,204	\$39,427,295	\$40,783,548
Total Expenses		\$40,523,817	\$46,130,180	\$45,520,456	\$47,176,452	\$48,910,314	\$50,835,548
Retiree Healthcare as % of Total Expenses		15%	14%	15%	16%	16%	17%
Pension as % of Total Expenses		15%	14%	15%	15%	15%	15%
Healthcare & Pension Costs as % of Total		31%	33%	34%	35%	35%	35%
Major Streets							
	202						
Retiree Healthcare		\$383,455	\$1,068,160	\$1,119,251	\$1,168,724	\$1,207,928	\$1,334,403
Pension		\$888,832	\$881,416	\$898,553	\$932,357	\$970,263	\$1,010,916
Other Expenses		\$8,187,419	\$8,313,893	\$8,080,584	\$8,587,309	\$8,783,353	\$9,081,277
Total		\$9,459,706	\$9,263,469	\$9,310,388	\$9,688,390	\$9,961,544	\$10,426,596
Healthcare & Pension %		18%	23%	21%	22%	22%	23%
Local Streets							
	203						
Retiree Healthcare		\$388,761	\$300,924	\$212,973	\$228,645	\$238,184	\$253,539
Pension		\$331,108	\$330,318	\$364,569	\$378,267	\$388,832	\$402,782
Other Expenses		\$1,881,223	\$2,683,019	\$2,216,205	\$2,278,819	\$2,334,882	\$2,391,827
Total		\$2,599,092	\$2,914,261	\$2,793,747	\$2,885,731	\$2,961,903	\$3,048,148
Healthcare & Pension %		28%	20%	20%	21%	21%	23%
Police and Fire Millage							
	205						
Retiree Healthcare		\$0	\$1,337,628	\$1,419,088	\$1,603,184	\$1,693,376	\$1,888,077
Pension		\$440,824	\$2,654,083	\$2,748,979	\$2,913,600	\$3,078,724	\$3,273,721
Other Expenses		\$1,397,393	\$3,387,639	\$3,052,223	\$3,122,128	\$3,188,287	\$3,201,130
Total		\$1,838,217	\$7,380,350	\$7,219,290	\$7,648,912	\$7,860,387	\$8,362,928
Healthcare & Pension %		24%	42%	57%	60%	60%	61%
Neighborhood Police Millage							
	207						
Retiree Healthcare		\$0	\$0	\$0	\$0	\$0	\$0
Pension		\$378,934	\$300,785	\$318,344	\$337,576	\$358,263	\$378,748
Other Expenses		\$1,170,248	\$1,077,389	\$915,938	\$958,284	\$977,859	\$1,010,883
Total		\$1,549,182	\$1,378,174	\$1,234,282	\$1,295,860	\$1,336,122	\$1,389,631
Healthcare & Pension %		25%	22%	26%	25%	27%	27%
Parks Millage							
	208						
Retiree Healthcare		\$0	\$0	\$0	\$0	\$0	\$0
Pension		\$5,591	\$20,893	\$20,683	\$21,903	\$23,317	\$24,610
Other Expenses		\$387,473	\$419,477	\$370,769	\$383,177	\$398,421	\$418,183
Total		\$393,064	\$440,370	\$391,452	\$405,080	\$421,738	\$442,793
Healthcare & Pension %		1%	5%	6%	6%	6%	6%
Lighting Special Assessment							
	219						
Retiree Healthcare		\$0	\$0	\$0	\$0	\$0	\$0
Pension		\$0	\$8,028	\$8,330	\$8,773	\$9,180	\$9,511
Other Expenses		\$2,882,910	\$2,889,841	\$2,892,919	\$2,898,537	\$2,899,120	\$2,899,839
Total		\$2,882,910	\$2,897,869	\$2,901,249	\$2,907,310	\$2,908,300	\$2,909,350
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	\$24,180	\$411,202	\$435,674	\$402,028	\$408,748	\$510,133
	Pension	\$24,335	\$12,688	\$13,787	\$14,593	\$16,397	\$16,397
	Other expenses	\$4,462,888	\$4,972,193	\$5,091,892	\$5,093,118	\$5,185,719	\$5,248,921
	Total	\$5,112,400	\$5,386,063	\$5,450,723	\$5,499,739	\$5,600,857	\$5,764,351
	Healthcare & Pension %	13%	6%	5%	9%	3%	9%
Drug Refillure	263						
	Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
	Pension	\$122,739	\$22,408	\$27,251	\$22,592	\$28,146	\$104,038
	Other expenses	\$312,303	\$349,897	\$348,058	\$353,892	\$353,593	\$353,593
	Total	\$435,042	\$372,305	\$423,399	\$446,401	\$439,793	\$473,597
	Healthcare & Pension %	28%	19%	20%	21%	21%	22%
HUD Grant 2014	274						
	Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
	Pension	\$230,169	\$282,418	\$282,418	\$282,418	\$282,418	\$282,418
	Other expenses	\$11,852,878	\$4,783,481	\$4,783,481	\$4,977,018	\$5,074,874	\$5,184,888
	Total	\$11,787,729	\$5,065,899	\$5,065,899	\$5,159,436	\$5,357,292	\$5,467,306
	Healthcare & Pension %	2%	6%	6%	5%	6%	6%
Other Grants	286						
	Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
	Pension	\$40,027	\$230,508	\$200,803	\$204,441	\$205,100	\$274,694
	Other expenses	\$2,437,594	\$4,836,321	\$4,836,321	\$4,788,484	\$4,802,148	\$5,041,458
	Total	\$2,477,621	\$5,066,829	\$5,037,124	\$5,010,925	\$5,007,248	\$5,316,152
	Healthcare & Pension %	1%	5%	5%	5%	5%	5%
Federal Stimulus Grant	287						
	Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
	Pension	\$1,385,981	\$0	\$0	\$0	\$0	\$0
	Other expenses	\$3,188,127	\$0	\$0	\$0	\$0	\$0
	Total	\$4,574,108	\$0	\$0	\$0	\$0	\$0
	Healthcare & Pension %	30%	0%	0%	0%	0%	0%
Public Improvement Fund	422						
	Retiree Healthcare	\$0	\$0	\$0	\$0	\$0	\$0
	Pension	\$0	\$0	\$0	\$0	\$0	\$0
	Other expenses	\$2,180,000	\$2,650,692	\$2,650,692	\$2,652,708	\$2,704,697	\$2,732,302
	Total	\$2,180,000	\$2,650,692	\$2,650,692	\$2,652,708	\$2,704,697	\$2,732,302
	Healthcare & Pension %	0%	0%	0%	0%	0%	0%
Building Safety Fund	542						
	Retiree Healthcare	\$382,854	\$383,632	\$417,261	\$442,298	\$488,823	\$488,853
	Pension	\$181,734	\$27,628	\$251,569	\$288,658	\$283,019	\$300,069
	Other expenses	\$1,853,781	\$1,784,268	\$1,818,953	\$1,874,893	\$1,899,098	\$1,897,897
	Total	\$3,418,369	\$3,495,528	\$3,487,883	\$3,599,849	\$3,670,940	\$3,686,820
	Healthcare & Pension %	22%	26%	27%	27%	28%	29%
Internal Services Funds							
	Retiree Healthcare	\$308,210	\$722,426	\$722,426	\$784,504	\$808,108	\$853,332
	Pension	\$382,108	\$383,747	\$383,747	\$408,772	\$431,178	\$457,048
	Other expenses	\$7,293,972	\$8,789,912	\$8,848,031	\$9,118,992	\$9,338,418	\$9,584,397
	Total	\$7,970,291	\$9,904,085	\$9,954,204	\$10,282,268	\$10,577,703	\$10,894,778
	Healthcare & Pension %	6%	14%	12%	13%	13%	13%
TOTAL General City							
Retiree Healthcare Expense		\$10,585,594	\$14,289,798	\$15,103,938	\$16,038,788	\$16,968,957	\$17,984,872
Pension Expense		\$12,440,403	\$13,023,777	\$13,745,728	\$14,870,489	\$15,444,887	\$16,371,378
Other Expenses		\$97,218,988	\$97,876,818	\$98,820,348	\$99,655,874	\$99,241,948	\$97,122,057
Total Expenses		\$118,302,313	\$116,374,211	\$118,884,531	\$123,286,281	\$127,973,927	\$132,770,662
Retiree Healthcare as % of Total Expenses		8%	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	\$2,329,893	\$2,447,558	\$2,594,420	\$2,750,035	\$2,918,000	\$3,099,999
	Pension	\$2,179,100	\$2,040,715	\$2,153,153	\$2,292,949	\$2,430,525	\$2,571,357
	Other expenses	\$27,429,183	\$28,758,294	\$27,859,188	\$29,659,055	\$30,893,627	\$33,689,894
	Total	\$31,938,176	\$33,246,567	\$32,546,761	\$34,699,039	\$36,141,143	\$39,361,957
	Healthcare & Pension %	14%	13%	13%	13%	15%	15%
Water Fund	591						
	Retiree Healthcare	\$1,650,892	\$2,593,839	\$3,141,493	\$3,339,857	\$3,626,630	\$3,741,451
	Pension	\$1,819,857	\$1,803,693	\$1,911,244	\$2,025,651	\$2,147,519	\$2,276,370
	Other expenses	\$55,650,175	\$59,738,845	\$59,659,659	\$63,455,541	\$68,051,707	\$73,828,894
	Total	\$69,120,924	\$114,136,377	\$114,712,396	\$126,811,049	\$133,825,856	\$149,846,715
	Healthcare & Pension %	1%	14%	14%	14%	14%	14%
Water and Sewer		590 & 591					
	Retiree Healthcare	\$4,010,045	\$5,411,154	\$5,735,823	\$6,079,872	\$6,444,771	\$6,831,457
	Pension	\$3,994,787	\$3,843,513	\$4,074,443	\$4,318,910	\$4,578,044	\$4,852,727
	Other expenses	\$71,821,309	\$73,505,103	\$77,548,728	\$83,051,408	\$88,889,234	\$97,478,689
	Total	\$79,826,141	\$152,760,070	\$157,358,994	\$173,450,290	\$199,912,049	\$209,162,873
	Healthcare as % of Total Expenses	5%	9%	9%	8%	8%	8%
TOTAL CITY	Pension as % of Total Expenses	5%	6%	6%	6%	6%	6%
	Healthcare & Pension %	10%	14%	15%	14%	14%	15%
	Retiree Healthcare	\$14,515,839	\$19,700,550	\$20,839,681	\$22,089,771	\$23,412,828	\$24,516,329
	Pension	\$13,438,190	\$16,867,500	\$17,820,158	\$18,889,378	\$20,022,741	\$21,224,105
	Other expenses	\$189,119,299	\$162,450,727	\$166,459,073	\$154,657,280	\$160,110,180	\$164,598,552
	Total	\$197,073,328	\$199,018,777	\$195,118,912	\$195,636,429	\$203,545,149	\$210,338,986
	Healthcare as % of Total Expenses	7%	11%	11%	11%	11%	12%
	Pension as % of Total Expenses	7%	9%	10%	10%	10%	10%
	Healthcare & Pension %	15%	20%	21%	21%	21%	22%

PROJECTED TAXPAYER IMPACT

\$41,000 House, \$40,000 Income

	FY14	FY15	FY16
	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>
<u>Values</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>
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
<u>Payments</u>			
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	FY15	FY16
	<u>Current</u>	<u>Adopted</u>	<u>Adopted</u>
<u>Values</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>	<u>Winter & Summer</u>
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
<u>Payments</u>			
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%

Pleyte, Beth (Treasury)

From: Maxine Murray <mmurray@cityofflint.com>
Sent: Monday, October 13, 2014 4:37 PM
To: Byrne, Randall (Treasury); 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); 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 101514 Conf Call with Treasury.pdf

Good afternoon,

Please find attached the Agenda for the Wednesday, October 15th, 9:00 am conference call.

Thank you.

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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
October 15, 2014**

1) Public Safety Update – FPD, MSP, (FFD, if needed)

- a) FPD –
 - i. The City has decided to join the State Records Management System. This is a collaborative measure with SRMS, City of Flint and the Michigan State Police.
 - ii. The initial draft reports for the evaluation of both the Police and the Fire departments have been received. These are data compilations. The final drafts with recommendations will be completed by the end of October.
- b) FFD
- c) Other update from Chief Tolbert and MSP

2) Governor's Office Update – R. Baird, H. Hollins, B. Clement

- a) Court Consolidation
- 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.
- 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) Sgts., and Cpts. & Lts. bargaining units have achieved Tentative Agreements.
- c) The City is amending the DEP to show future commitment on retiree healthcare.
- d) Need to start to develop a plan to begin pre-funding employee healthcare.
- e) Next benchmark is audit. Budget is on track at this point; preparing for 1st quarter end.

5) City Council Update

- a) The Finance Committee of the Flint City Council received the first quarter update of the FY15 budget status and the quarterly update of the objectives in the Strategic Plan. (See attachments).

6) Blue Ribbon Committee on Governance

- a) Another forum on the governance ballot proposals was held Oct. 14 at the Flint Public Library.
- b) The Flint Journal has begun a series exploring each of the six Flint ballot proposals.

7) Water Issues

- a) Flint will continue to investigate why conditions develop which are favorable for more severe problems to occur. Pursuing these investigations may include seeking additional professional assistance to review both systems and processes. Whenever hydrants are

running to clear lines: new signs are posted to show intended water running. Major line breaks are announced through a press release and include estimated time to resolve.

- b) 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.

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.

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.

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) Emergency Manager has developed a recruitment package, and a recruitment & appointment timeline; recruitment began September 1, 2014. Over 25 applications have been received to-date. Initial reviews will begin this month and five finalists will be selected for more in-depth interviews.

11) Other Items

Attachments: Strategic Plan - First Quarter Update
Quarterly Financial Report 101514

1 [REDACTED], access code [REDACTED]

Created on: 10/13/14

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 as 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 Brennan, 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 improve 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 adopt 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 to 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 FY18 & FY19	STATUS
EMERGENCY MANAGER MAYOR & COUNCIL	Management of City Government	Promote vision, set priorities and measure results	Formally assess City readiness for Transition Advisory Board and progress towards achievement of Seven-Point Plan Participate with MML and others on an ongoing basis in advocating for state reforms in municipal financing, including PP T and EWP	I C
CITY ADMINISTRATOR	Chief Elected Official	Leadership: Provide direction, guidance and support to the leadership in the Department of Public Safety, Planning & Development, Public Works, and Finance & Administration in order for the achievement of their goals and objectives	Continue to participate with MML and partners with new legislative session in advocating for state reforms in municipal financing, including OPFB and Prop A Reduce deficit by no less than \$1.8 million by end of FY18, and each year thereafter in accord with City Deficit Elimination Plan and continuing to accumulate an appropriate level of reserves	I
MAYOR	Legislative Body of the City	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	Begin search for City Administrator Formally assess dept head's progress on attaining objectives and then semi-annually thereafter	C
CITY COUNCIL		Training: Prioritize attending 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.	Conduct organizational review of all departments completing Public Safety in FY18 and Public Works in FY19 Resolve retiree healthcare lawsuit by December 31, 2018	I
HUMAN RELATIONS			Conduct formal quarterly budget and strategic plan review with Council	I
CIVIL SERVICE/COMBUDSMAN			Complete assessment of Nucley's future as a community hospital Apply for 20 grants annually and receive \$10 million in competitive/non-attainment awards, beginning in FY18 Secure ongoing financial and other support for public safety and blight, including city lock-up for FY18-FY19	I
			Develop proposals for \$11 consolidation and courts consolidation	I
			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 chamber to facilitate in-house recording, production and uploading of video	I
			EM and Mayor to approve professional development training schedule for employees based on recommendations from department heads and Human Resources	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
			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 FY18 budget	I

GOVERNANCE AND ADMINISTRATION

(contd)

OBJECTIVES

FUNCTIONS

GOALS

STATUS

CITY ATTORNEY

CITY ATTORNEY'S OFFICE

Provides 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, 2015	I
Prescribes violators of City Ordinances		Develop strategy and timeline for negotiating 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
Adds 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 proceedings 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 Legislative Clerking 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
Custodian of City Records	Manages custody and retention of city records, including records 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, using a records retention schedule with implementation to begin in FY18	N
Codifies city ordinances every ten years		Assure orderly transition of the Licensing Division to the Planning & Development Department	I
Overnight 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

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.

FUNCTIONS	GOALS	KEY OBJECTIVES FY15 & FY16	STATUS
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 FY18 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
	Include 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
	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
	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 rate of 18 tickets at crime scenes develop ticket 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
	Utilize tangible departmental resources in an efficient and effective manner	Move to have GCSD handle entire booking process eliminate 18 tickets from process	N
INVESTIGATIONS			
Investigation of Crimes	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 6%	I
LOCKUP			
Overnight of lock-up facility			
PATROL			
Deployment of officers on patrol			

POLICE DEPARTMENT

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY18 & FY19	STATUS
RECORDS/PROPERTY MANAGEMENT	Custody of police records and confiscated properties	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
		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
	IS 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 volunteers Blue Badge Program	Increase Community Policing efforts, measured by the MSU proactive time study with an increase of 7-10%	I
		Increase use of Neighborhood Service Officer Program	Use Blue Badge as the portal in all volunteer efforts including 1) Citizen Radio Patrol 2) Chaplain Corps 3) Service Center/Min Station workers with a goal of 30% increase	N
	Department Management	Increase and deploy School Resource Officer	Identify funding source to expand the NSO program in size and duties, specifically house compliance for problem businesses and scrap and secondhand merchandise	C
	School Liaison	Collaboration with Federal, State, and LE agencies that will result in continued crime reduction	Per the COPB grant Hire 8 Officers and deploy in the schools with the emphasis on the school and the community therein, focus on safe routes and crosswalks	I
Chief's Office	Department Management		1) Continue Partnership with FBI ATF and USMS 2) Partner with MSP FPD, FAND 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

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

MISSION Statement The City of First 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 FY13 & FY14	STATUS
911	TELEPHONE ANSWERING & DISPATCH	Receive call and dispatches resources Provide the best possible emergency telephone answering and dispatch purposes with available resources	Reduce use of 911 for non-emergency calls by 25% Develop plan for Next Gen 911 technology including telephone upgrade and console upgrade	I
	RECORDS MANAGEMENT	Maintains records and consoles Provide prompt, courteous, and efficient customer service Improve community group relationships through community outreach	Improve Response to Incoming 911 and 7-digit calls by 10% and improve coordination with EMS dispatch Automate billing for structure fires	N
ADMINISTRATION			Develop plan for Consolidation with Genesee County Consortium Work with Human Resources to create a new employment roster	I
			Working with Fire Department, create program and process for utilizing Fire Fighters on light duty at 911 Complete state required training for all employees Complete Tower construction	N
			Eliminate Provisional Appointments/ Vacancies permanently Strengthen relations with community groups by participating in 24 meetings each year Implement Quality Assurance program	I
				C

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 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 ADMINISTRATION & EMERGENCY MANAGEMENT	Department Management, coordination of emergency management activities within city		Maintain average fire response time under 9 minutes in FY2015 and develop plan to reduce response time in FY16 to less than 6 minutes	I
	Deployment of Fire Fighters to emergencies		Turnaround time for Fire Incidents to be 5 days or less	C
FIRE SUPPRESSION	Investigation of suspicious fires conduct of commercial building inspections		Provide the highest quality fire responsive fire protection possible implement new organizational structure based on 75 full-time positions	C
			100% Fire School children contacted and provided with fire safety and prevention program	N
FIRE INSPECTION & ARSON INVESTIGATION			100% of Senior Centers provided with fire safety and prevention program	N
			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
			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 Research literature to 100% of residents	I
			Educate juvenile firefighters by providing one-on-one discussion with 10 juveniles	I

88th DISTRICT COURT

VISION Statement The 88th Judicial District Court will be a leader among Michigan Courts in the provision of quality services equal access to a fair and effective system of justice and protection of the public's safety				
MISSION Statement The 88th Judicial District Court will provide timely fair and impartial justice in all matters properly presented to the Court				
VISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY13 & FY14	STATUS
JUDICIAL 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

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

FUNCTIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY15	STATUS
UTILITIES	Water Treatment			
WATER TREATMENT PLANT	Water Distribution		Complete the electrical upgrades on Colder Street Pumping Facility	I
WATER POLLUTION CONTROL	Distribution System Maintenance		Complete the engineering design work for the Hamilton Dam upgrades	I
WATER SERVICE CENTER	Sanitary Sewer Operation & Maintenance	Provide dependable and affordable water and sewer service to City residents and businesses.	Complete the rehabilitation of the Torrey Road Sanitary Station	I
	Storm Water Maintenance		Complete and implement a comprehensive pay scale evaluation for all WTP employees	I
	Deep Maintenance		Complete phase II (of III) of the WTP upgrade in preparation of transition to RWA	I
	Water Turn Out/Off's		Create GIS maps of utility assets (including base-layer)	N
	Cut & Plugs		Implement tracking program for main breaks and leak holes with monthly reporting	I
	Wastewater Treatment	Proactive 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 10%.	I
	Industrial Pre-treatment Compliance		Replace 3,000 residential meters	I
			Develop and implement a written root cause matrix to reduce infiltration into the sanitary sewer systems	I
			Develop a written pipe replacement matrix that sets multiple criteria to identify the priority pipes to replace annually	I
			Identify a consultant to write the scope for a comprehensive energy audit of all Utility facilities and send RFP	I
			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
			Complete Cut & Plug list for hardest to eliminate	C
			Implement defined response time policy for WSC	N
			Develop capacity to effectuate 100% of non-pay water shut-off notices	C

PUBLIC WORKS (continued)

DEVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY16 & FY18	STATUS
TRANSPORTATION				
STREET MAINTENANCE	Maintenance and repair of sidewalks	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
	Enforcement of Right-of-Way Ordinances		Implement a \$6950 Sidewalk Repair Program targeting enforcement of the Sidewalk Ordinance and repair of 500 sidewalk squares and repair of 1 000 squares	N
	Maintenance of City owned streets including paving, plowing and snowing		Perform preventive maintenance activities on 16 miles of streets and pave 4.5 miles of streets in addition to preventive maintenance on another 15 miles of streets	I
CAPITAL PROJECTS ADMINISTRATION	Maintenance of City street trees		Complete an inventory of city street trees	I
			Develop a Tree Maintenance plan that identifies the location of street trees condition risk factors, and schedules of planned maintenance activities over a ten-year cycle	I
	Capital Improvement Projects (Planning and Management)		Initiate a web-based application that will allow the public to electronically report potholes, street, street trees, and sidewalk complaints	C
TRAFFIC CONTROL			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-subsistent 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
SANITATION (Contract Management)	Maintenance of sign, 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 communication among the public	Identify a funding source to develop engineering plans to reopen Leith Street	N
	Surrounding Activities/Special Events		Perform an audit of all signalized intersections to identify unsaturated traffic signals and implement a preventive maintenance plan for traffic signals	I
	curb-cut compacting and recycling	Assure the reliable and efficient collection and disposal of residential waste, commercial and recyclable materials	Perform regulatory and warning sign upgrades in 3 areas of the City in FY19 and an additional 3 areas each year thereafter	I
			Develop and execute a Compost Plan that will result in the processing and removal of compostable materials from the Chazy in the Hole site	C
			Issue Waste Collection Services RFP for new contract period	N
			Increase the City's recycling participation to 10% in FY16 and 12% in FY18	I
			Develop a recommendation on the feasibility of implementing a 98-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 FY13 & FY14	STATUS
FACILITY MAINTENANCE	Maintenance of city facilities and grounds Planning for optimal facility usage Facilitating use of city facilities	Right size city facilities by consolidating uses and recommending disposal of unneeded facilities Plan for needed facility improvements that ensures a clean, safe, and healthy workplace environment for employees.	Complete disposition of Public Assembly Fire Station FAEC McKinley and Park Supply buildings	I
			Elimination of unneeded storage and relocation of employees into a permanent workspace	I
			Implement new staffing plan for Facility Maintenance	C
			Increase capacity for maintenance services through a wider network of support vendors	C
			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 allocate repairs, and supports the CUP	I
			Develop 5-year capital improvement plan for City facilities and update annually thereafter	C
			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 5-year Facility capital improvement plan annually prior to the budget presentation to Council	I
CHEVY COMMISSIONS	Future usable green space		Complete the transition of senior center operations to other entities contracting directly with the County for operational support	C
			Infrastructure remediation and Storm Sewer discharge compliance	I
			Development and Construction of Phase 1 Green cap	I
			Implementation of USDA Phyto remediation \$400k grant	I
			Events Management	C
			Implement compost operations DEC Compost Decree	I

PLANNING AND DEVELOPMENT

VISION Statement The Planning and Development Department will partner with residents, businesses, and sectors to implement the Master Plan and help transform First 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 First'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 FY16 & FY17	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 Center/Business Support		Process all planning applications within the prescribed time limits and minimize the number of discretionary causes to be reviewed quarterly thereafter	I
	Major Cases		Designate designated case managers 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 Gateway Trail 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 Implement P & D management of business licensing ordinance	I
	Business Licensing		Achieve 25% licensing compliance in FY16	N
			Achieve 50% licensing compliance in FY17	N
			Achieve 80% licensing compliance in FY18	N
				N
BLIGHT ELIMINATION	Code Enforcement		Develop and implement a comprehensive code enforcement program Implement an updated rental registration ordinance	I
	Rental Registration		Achieve 25% rental registration compliance FY16	N
		Eradicate blight in the City by 2020 and work with residents to stabilize First's neighborhoods	Achieve 50% rental registration compliance FY17	N
			Achieve 50% rental registration compliance FY18	N
	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
NEIGHBORHOOD STABILIZATION	Blight Elimination & Street Lighting Coordination		Secure formal commitment of at least 80 neighborhood groups and community organizations to maintain 2,000 vacant parcels	I

PLANNING AND DEVELOPMENT (continued)

VISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY14 & FY15	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 grant management system utilizing BSEA to better track performance	I
	Fair Housing	Create safe, healthy and desirable neighborhoods near quality community services	Provide ongoing technical assistance and training to all sub-recipients and sub-contractors to ensure full compliance and timely processing of payments	I
	Historic Preservation		Process all requests for economic development support (tax abatements, etc.) within prescribed time frames, to be monitored quarterly	I
	Historic Preservation Program Management (CDRSG, HOME)		Complete South Village development	I
			Set all South 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 CDRSG 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 urban department to increase available revenue by 10% per year beginning with FY15	I
	Small Business Development		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
			Implement the EDC Deferral Estimation Plan	C
	Oak Business Center & EDC		Attract new businesses to Oak Business Center to reduce vacancy rate to less than 10%	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		Hold annual engagement to discuss progress of Master Plan and select additional feedback on action plan	N
	Infrastructure Planning	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	Establish start 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 Cherry Corners	C
			Present final allocation 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 light elimination framework for neighborhoods	C

Implement structure within PSD which has responsibility for developing a plan for improving street lighting within the City for managing the lighting special assessment and payment of bills	1

PLANNING AND DEVELOPMENT (continued)

REVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY13 & FY14	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 Flat community - 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 - Complete a naturalization demonstration in Max Brandon Park and then 3 other parks	I C
	Parks Planning	Improve the ecological health of the City's parks and open spaces through responsible planning and development	- Complete improvements to Riverbark Park and McKinley Park as specified in the MDNR grant - Complete improvements to McKinley Park as specified in the MDNR grant - Update the Parks and Recreation Master Plan with additional focus on park equity and enhancing recreational use of the Flat River and adjacent parks and open spaces	I I I N
	Parks Partnership	Provide parks, open space and recreation infrastructure that both meets the needs of the community and is sustainable by the City and its community partners	- Establish at least 3 "Adopt A Park" agreements every year; complete the establishment of the "Friends of Berntson" group - Work with the County to establish a joint maintenance agreement for at least one of the City's larger parks - Develop a management plan for the City's 4 golf courses	I C I N
	Parks Programming	Engage the Flat Community to support the programming and use of park and recreation facilities	Develop the plan to adjust the CANLISA Gannas Housing and field of play locations	C
	Open Space		Submit at least one grant proposal each year for MDNR funding	I
	Trail Development		Complete construction of the Gonesen Valley Trail	I

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 legal.

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
	AUDITING	Vendor Management and Payment	Convert to new fixed asset accounting and develop fixed asset policy	I
			Review rates and monitor fee schedule to ensure they are appropriately set	N
	BUDGETING	Monitoring Financial Performance	Implement Finance Department reorganization	I
			Assess completed and filed with state	I
	RISK MANAGEMENT	Preparation of Financial Reports	Schedule and conduct 4 city wide finance and accounting training sessions	I
			Establish and implement internship program for Finance	I
	PURCHASING	Monitoring Grant Performance	Establish a paperless process for procuring goods and services	I
			Prepare a RFP for copier services in FY15 in time to allow issuance of request before contract expires in FY16	N
GRANT ADMIN		Administration of Property and Liability Insurance	Provide recommendations for updating procurement policies to be used during and after transition and to increase efficiencies	I
		Selection and Monitoring of Bonded Program vendors	Increase the usage of P-cards to boost the City's annual rebates by 15% progress to be maintained regularly	I
			Establish management expectations of turn-around time on vendor payments, purchasing requests position filing requests and other areas monitor performance, beginning with FY15 first quarter results to be evaluated and measured monthly	I
			Establish formal process for reviewing, processing, and making timely decisions for applications on tax abatements	I
TREASURY	CUSTOMER SERVICE		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
			Identify additional \$300,000.00 to \$1,000,000.00 in unreported income tax, utilizing the 2011 State income tax data	N
			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 Recreational and Water bills	N
	DELINQUENT COLLECTIONS		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 payment date and that customer wait time in the office and on the phone are reduced by 25%	I
			Replace the current vendor for processing electronic payments with First 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 delinquent income tax withholding	N
			Update City efforts to assist those unable to pay for utilities	I
		Re-examine efforts to assist individuals to pay utility bills	N	

Establish and implement an ongoing schedule of Customer Service "Team Work" and "How to deal with difficult customer" training for all Treasury staff	1

(continued)

KEY COLLECTIVES FY16 & FY18

20150505

Determinative schedule of staff training in Assessing not as necessary and for annual compliance with state requirements during course of FY15 and annually thereafter _____

Conduct comprehensive site inspections of residential and commercial tracts between April and November of each year in sufficient number annually to canvass 12 tracts annually _____

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 FY18 budget _____

Provide for the timely process of MIT appeals, and self-combination applications. 2012 and 2013 appeals will be completed by end of FY15 and appeals filed in 2014 will be resolved by end of FY16. The processing of splits and combination requests is required to be completed and of each year to be incorporated in the following year's assessment and _____

Working with Facilities, finalize plan for relocating Assessing from its temporary site _____

Analyze options for lessening the workload impact of processing poverty exemption applications _____

Participate with Planning and Development, IT, and others in developing the ongoing process for establishing and maintaining of the parcel layer for City GIS and for providing GIS services to internal and external customers _____

2378 SDALE

Utilize a master position list for confirming the need to recruit, promote or reduce employees	
Update personnel rules and procedures including ordinances	
Update testing protocols for recruitment/selection	
Complete and implement 1600 contract	
Complete and implement FPMO contract	
Complete and implement updated 1750 contract	
Complete and implement updated ANF contract	
Complete and implement updated Capital contract	
Complete and implement Sergeants contract	
Inform department heads and supervisors of contract changes prior to implementation	
Answer 100% of all new grievances within required time frames measured with quarterly report	
Complete and implement changes to Excepted and Appointed benefit programs	
Develop and implement ongoing training curriculum and schedule in conjunction with Department	
Implement new FMLA process	
Implement new EAP program	
Redesign Occupational Health and Safety Program for the City	
Administrative policies/procedures to be updated	

Quarterly Report 7/1/14-9/30/14

C = Complete I = In Progress N = Not Started

FINANCE AND ADMINISTRATION (continued)

DIVISIONS	FUNCTIONS	GOALS	KEY OBJECTIVES FY13 & FY14	STATUS
PLANT		Complete and maintain a current fleet and equipment inventory	Monthly rental of Special Operators vehicles	I
ADMINISTRATION	Maintains fleet inventory		Evaluates and make recommendations of GPS tracking units for DPW AND Utilities vehicles	I
			Updates 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
			Job Which for Traffic bucket truck	I
			Purchase 10 Front Plovers for DPW snow removal	I
SERVICE WRITING AND PARTS MANAGEMENT			Purchase one-year Lead Vac Inlet for Street Maintenance	I
			Evaluates use of farm equipment tractor rentals recommended by DPW for winter snow removal	I
			Dump trucks for US&ADPW snow removal	N
			Add-on and auxiliary equipment for Enterprise Lease vehicles	N
VEHICLE AND EQUIPMENT REPLACEMENT ADDITION DELETION	Equip and repairs fleet	Maintain vehicle/equipment replacement schedule	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
		Complete 75% of work orders within 72 hours	Complete the Fleet Focus software upgrade, install a mechanical workstation and bar code labels in the Stock Room	I
		Maintain scheduled/preventative/maintenance ratio > 75%	Complete a Stock Room audit and enter all parts into the Fleet Focus software program	I
VEHICLE AND EQUIPMENT REPAIR	Recommends specifications of vehicles and equipment to be purchased		Distribute to departments, PM and DOT schedule detailing responsibility of departments and others 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
		Sustain average vehicle availability ratio 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
	Develops and maintains vehicle and audit of City owned vehicles and equipment, including equipment replacement schedule condition, to be used in		Complete evaluation and develop schedule annual departmental training needs and bid purchases	I
			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
			Determines 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 gas	N
			Meet with all departments to discuss fall and winter program needs	C
		Improve interdepartmental communications of seasonal needs and expectations	Meet with all departments annually to discuss 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 Complete implementation of ES&A.net (ES&A implementation contract complete) Develop and schedule implementation of a telecommunications infrastructure upgrade Establish and implement a Technology Training Calendar for all employees Install 22 new fully functioning mobile data computers Maintain uptime for internet and intra net by 95% of the time as measured by quarterly reports Reduce the number of shadow access systems by 40% (base number as of May 1, 2014) First issue resolution and same day resolution achieved for 70% of Help Desk tickets as measured by quarterly reports Recommend vendor for Record Management System and propose funding and implementation strategy for inclusion in FY18 budget Complete a federally compliant IT Disaster Recovery and Security Plan Complete a Mobile Device Readiness Assessment Reduce telecommunication expenses by 30% Equip Mayor, Finance, South Bldg, Police and Fire Conference Rooms with access to technology Upgrade IT Training Room Develop plan to convert technology infrastructure to wireless Upgrade space housing IT servers etc	I I I I I C I C I N N I N I N N



Dayne Walling
Mayor

CITY OF FLINT, MICHIGAN Department of Finance

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Flint, MI 48502
(810) 766-7268 / (810) 766-8675 (fax)

Darnell Earley, ICMA-CM, NPA
Emergency Manager

Gerald Ambrose
Finance Director

DATE: October 10, 2014

TO: Darnell Earley, Emergency Manager
Dayne Walling, Mayor
Flint City Council

FROM: Jerry Ambrose, Finance Director
Antonio Brown, Deputy Finance Director *AB*

RE: City of Flint Quarterly Financial Report
July 1, 2014 – September 30, 2014

The City of Flint's Strategic Plan envisions 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."

Operating in a financially sustainable manner is a key component to achieving that vision. As part of this, a biennial budget has been adopted for fiscal years 2015 and 2016, and a commitment has been made to a regular and ongoing review of revenues and expenses. To this end, a quarterly report on the status of the City's budget will be provided to the Finance Committee on an ongoing basis.

Attached is a comparison of the City's budgeted revenues and expenses to actual revenues and expenses as of September 30, 2014.

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.

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, 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.

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

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 101 - General Fund			
Revenues			
General government	45,232,824.00	9,182,371.13	20.76
Judicial	1,697,000.00	383,198.50	22.58
Police	3,792,257.55	627,188.15	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	17,788.09	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	358,505.00	70,281.22	19.71
Judicial	4,099,999.48	1,451,818.49	35.41
Police	12,663,432.44	3,049,912.03	24.28
Emergency dispatch	2,804,021.00	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	282,007.15	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

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 202 - Major Street Fund			
Revenues			
General government	6,368,549.89	788,053.03	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	8,550.89	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	181,488.92	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

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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

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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	28,871.88	49.79
TOTAL Expenditures	60,000.00	28,871.88	49.79
Fund 213 - Park & Recreation Senior Citizen Centers:			
TOTAL REVENUES	66,000.00	14,760.38	22.36
TOTAL EXPENDITURES	60,000.00	28,871.88	49.79
NET OF REVENUES & EXPENDITURES	6,000.00	(15,111.50)	251.86
Fund 219 - Street Light			
Revenues			
General government	2,694,889.62	2,766,715.28	102.67
TOTAL Revenues	2,694,889.62	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	2,694,889.62	437,950.29	16.25
Fund 219 - Street Light:			
TOTAL REVENUES	2,694,889.62	2,766,715.28	102.67
TOTAL EXPENDITURES	2,694,889.62	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

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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	4,358,739.38	1,087,581.49	24.49
TOTAL Expenditures	5,396,293.38	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	5,396,293.38	1,291,989.99	23.94
NET OF REVENUES & EXPENDITURES	0.64	4,348,573.77	
Fund 285 - 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	102,811.49	24.14
TOTAL Expenditures	425,062.82	102,811.49	24.14
Fund 285 - Drug Law Enforcement Fund:			
TOTAL REVENUES	439,062.82	6,298.23	1.43
TOTAL EXPENDITURES	425,062.82	102,811.49	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

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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

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GL NUMBER	2014-16 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	163,202.62	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	856,488.29	31.64
Community development	638,585.16	77,598.27	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

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 301 - General Debt Serv(Voted Bonds)			
Revenues			
Transfers in	728,953.00	0.00	0.00
TOTAL Revenues	728,953.00	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	728,953.00	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	721,800.00	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

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 542 - Building Inspection Fund			
Revenues			
General government	400,868.00	0.00	0.00
Building inspections	1,881,000.00	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	1,268,285.88	199,584.46	15.74
TOTAL Expenditures	2,395,528.88	481,357.21	20.09
Fund 542 - Building Inspection Fund:			
TOTAL REVENUES	2,395,529.00	1,472,774.74	61.48
TOTAL EXPENDITURES	2,395,528.88	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

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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	37,888,000.00	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	3,766,071.00	282,500.01	7.60
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	176,908,862.96	28,950,184.86	16.36
TOTAL EXPENDITURES - ALL FUNDS	3,127,555.73	13,515,399.46	
NET OF REVENUES & EXPENDITURES			

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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	17,766.09	84.70
Transfers in	3,777,998.00	944,499.61	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	1,471,430.63	23.82
Building inspections	385,276.70	66,974.87	16.94
Community development	282,007.15	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)	

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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	766,053.03	12.35
Transportation	857,072.15	42,462.70	6.48
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	110,089.80	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	2,246,087.39	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)	

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 205 - Public Safety			
Revenues			
General government	9,258,580.00	3,765,159.40	40.67
TOTAL Revenues	9,258,580.00	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	9,258,580.00	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	280,299.25	21.07
TOTAL Expenditures	1,378,103.87	280,299.25	21.07
Fund 207 - Police Fund:			
TOTAL REVENUES	1,405,180.00	1,276,166.75	90.82
TOTAL EXPENDITURES	1,378,103.87	280,299.25	21.07
NET OF REVENUES & EXPENDITURES	27,076.13	995,867.50	3,641.09

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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

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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	321,662.82	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)	887.95

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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

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 286 - 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 286 - 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

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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

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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	1,394,384.60	82.86
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	1,268,286.98	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	5,350,086.62	19.02
TOTAL Revenues	31,491,995.75	5,550,086.63	17.62
Expenditures			
General government	5,654,386.00	1,408,436.86	24.91
Transfers out	1,880,000.00	485,000.00	25.80
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	5,550,086.63	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

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GL NUMBER	2014-15 AMENDED BUDGET	YTD BALANCE 09/30/2014	% BDGT USED
Fund 591 - Water Fund			
Revenues			
General government	3,150,000.00	8,251.60	0.26
Utilities	37,888,000.00	6,217,328.13	16.41
TOTAL Revenues	41,038,000.00	6,225,577.73	15.17
Expenditures			
General government	5,762,876.00	1,435,871.33	24.91
Transfers out	3,768,071.00	282,500.01	7.50
Public works	3,190,000.00	0.00	0.00
Utilities	24,932,583.15	2,268,352.43	9.10
TOTAL Expenditures	37,653,530.15	3,986,523.77	10.59
Fund 591 - Water Fund:			
TOTAL REVENUES	41,038,000.00	6,225,577.73	15.17
TOTAL EXPENDITURES	37,653,530.15	3,986,523.77	10.59
NET OF REVENUES & EXPENDITURES	3,382,469.85	2,239,053.96	68.20
TOTAL REVENUES - ALL FUNDS	180,036,408.69	42,465,584.32	23.59
TOTAL EXPENDITURES - ALL FUNDS	176,908,852.98	28,850,184.88	16.36
NET OF REVENUES & EXPENDITURES	3,127,555.73	13,515,399.48	

Koryzno, Edward (Treasury)

From: Workman, Wayne (TREASURY)
Sent: Tuesday, October 14, 2014 5:20 PM
To: Muchmore, Dennis (GOV); Saxton, Thomas (Treasury)
Subject: RE: Flint water

We are involved and will escalate our involvement.

Wayne Workman | Deputy State Treasurer
State of Michigan | 430 W. Allegan Street | Lansing, MI 48922

From: Muchmore, Dennis (GOV)
Sent: Tuesday, October 14, 2014 3:52 PM
To: Saxton, Thomas (Treasury); Workman, Wayne (TREASURY)
Subject: FW: Flint water

Can you guys step into this?

From: Gadola, Michael (GOV)
Sent: Tuesday, October 14, 2014 3:42 PM
To: Brader, Valerie (GOV); Muchmore, Dennis (GOV); Agen, Jarrod (GOV); Clement, Elizabeth (GOV)
Subject: RE: Flint water

Good gravy. First, just to clarify, when Valerie says GM is leaving, she means leaving the Flint water system, not abandoning the City altogether.

Second, to anyone who grew up in Flint as I did, the notion that I would be getting my drinking water from the Flint River is downright scary. Too bad the EM didn't ask me what I thought, though I'm sure he heard it from plenty of others. My Mom is a City resident. Nice to know she's drinking water with elevated chlorine levels and fecal coliform.

I agree with Valerie. They should try to get back on the Detroit system as a stopgap ASAP before this thing gets too far out of control.

From: Brader, Valerie (GOV)
Sent: Tuesday, October 14, 2014 3:30 PM
To: Muchmore, Dennis (GOV); Gadola, Michael (GOV); Agen, Jarrod (GOV); Clement, Elizabeth (GOV)
Subject: Flint water

As you know there have been problems with the Flint water quality since they left the DWSD system, which was a decision by the emergency manager there. Specifically, there has been a boil water order due to bacterial contamination. What is not yet broadly known is that attempts to fix that have led to some levels of chlorine-related chemicals that can cause long-term damage if not remedied (though we believe they will remedy them before any damage would occur in the population). Now apparently the reduced quality is causing GM to leave due to rusted parts.

I am fairly sure that GM's departure now means the economic rationale for Flint leaving DWSD in the interim while the new intake is constructed has just been eliminated. Moreover, our DEQ has been working with Flint's team to try to address the technical problem, but doing a blend of DWSD water and Flint water, or going back altogether for a year or two while the new lake intake is constructed, have not really been solutions on the table.

Now we are getting comments about being lab rats in the media, which are going to be exacerbated when it comes out that after the boil water order, there were chemicals in the water that exceeded health-based water quality standards. I

think we should ask the EM to consider coming back to the Detroit system in full or in part as an interim solution to both the quality, and now the financial, problems that the current solution is causing. That additional revenue would also help DWSD, obviously, and the infrastructure is already in place, so this could be implemented quickly. I am not sure who is the best person to initiate that conversation with the EM, but I see this as an urgent matter to fix.

--Valerie

P.S. Note: I have not copied DEQ on this message for FOIA reasons. I have sent them the below message from the Senator's office and had conversations with them re making sure to brief the EM directly on the water quality issues.

From: Bryanna McGarry [BMcGarry@senate.michigan.gov]

Sent: Tuesday, October 14, 2014 12:45 PM

To: Brader, Valerie (GOV)

Cc: Tom Lenard (tomlenard@jimananich.com); Sean Walser; jananich@att.net

Subject: GM's decision to stop using Flint River water will cost Flint \$400,000 per year

Hi Valerie,

Hope you're doing well. Senator Ananich asked me to forward you this article about GM's decision to stop using Flint River water: http://www.mlive.com/news/flint/index.ssf/2014/10/gms_decision_to_stop_using_fli.html. He mentioned he'd had a conversation with you about Flint's water issues and just wanted to ensure you saw the latest.

Thanks! Have a wonderful afternoon. :)

Best,

Bryanna

--

Bryanna McGarry, MSW

Legislative Director

State Senator Jim Ananich

District 27

517-373-5133

Koryzno, Edward (Treasury)

From: Workman, Wayne (TREASURY)
Sent: Tuesday, October 14, 2014 7:26 PM
To: Darnell Earley
Cc: Koryzno, Edward (Treasury); Gerald Ambrose; Dempkowski, Angela (Treasury); Crockett, Tracy (MSHDA)
Subject: Re: Flint water

I have a meeting at 9:30 i cant miss. Can we talk at 12:00?

Sent from my iPhone

On Oct 14, 2014, at 7:09 PM, "Darnell Earley" <dearley@cityofflint.com> wrote:

Wayne,

Let's talk after the 9:00. I have some serious concerns about this issue and the way it is being portrayed.

DE

On Oct 14, 2014 5:27 PM, "Workman, Wayne (TREASURY)" <WorkmanW@michigan.gov> wrote:

We need to talk about this. This is not getting fixed and it is escalating. Let s talk but NOT on the 9:00 call

Wayne Workman | Deputy State Treasurer

State of Michigan | 430 W Allegan Street | Lansing, MI 48922

From: Muchmore, Dennis (GOV)
Sent: Tuesday, October 14, 2014 3:52 PM
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Subject: FW: Flint water

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From: Bryanna McGarry [BMcGarry@senate.michigan.gov]
Sent: Tuesday, October 14, 2014 12:45 PM
To: Brader, Valerie (GOV)
Cc: Tom Lenard (tomlenard@jimananich.com); Sean Walser; jananich@att.net
Subject: GM's decision to stop using Flint River water will cost Flint \$400,000 per year

Hi Valerie,

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http://www.mlive.com/news/flint/index.ssf/2014/10/gms_decision_to_stop_using_fli.html. He mentioned he'd had a conversation with you about Flint's water issues and just wanted to ensure you saw the latest.

Thanks! Have a wonderful afternoon. :)

Best,

Bryanna

--

Bryanna McGarry, MSW

Legislative Director

State Senator Jim Ananich

District 27

Widigan, Robert (TREASURY)

From: Byrne, Randall (Treasury)
Sent: Wednesday, October 15, 2014 11:06 AM
To: Widigan, Robert (TREASURY)
Cc: Porubsky, Carmen (TREASURY)
Subject: FW: Quarterly Financial Report to Treasury
Attachments: Flint Quarterly Financial Report 101514.zip

Robert:

Please review this quarterly report.

Thanks,
Randy,

From: Maxine Murray [mailto:mmurray@cityofflint.com]
Sent: Wednesday, October 15, 2014 10:40 AM
To: Clinton, Kevin (TREASURY); Workman, Wayne (TREASURY); Koryzno, Edward (Treasury); Byrne, Randall (Treasury); Jim Ananich; Woodrow Stanley; Phil Phelps; Dayne Walling; Inez Brown
Cc: Darnell Earley; Elizabeth Murphy
Subject: Quarterly Financial Report to Treasury

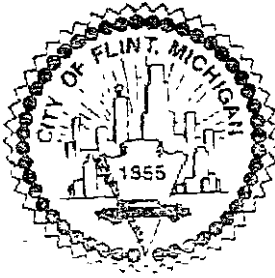
Good morning,

Please find attached the Quarterly Report of the Emergency Manager of the City of Flint as required by Section 9 (5) of P.A. 436 of 2012.

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
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.

Summary of FY15 First Quarter and FY 15 Budget Status

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 at 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.

Current Cash Flow

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)

FY 15 AND FY 16 Budget

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**



Dayne Walling
Mayor

CITY OF FLINT, MICHIGAN Department of Finance

City Hall, Room #203
1101 South Saginaw Street
Flint, MI 48502
(810) 766-7268 / (810) 766-8675 (fax)

Darnell Earley, ICMA-CM, MPA
Emergency Manager

Gerald Ambrose
Finance Director

DATE: October 10, 2014

TO: Darnell Earley, Emergency Manager
Dayne Walling, Mayor
Flint City Council

FROM: Jerry Ambrose, Finance Director
Antonio Brown, Deputy Finance Director *AB*

RE: City of Flint Quarterly Financial Report
July 1, 2014 – September 30, 2014

The City of Flint's Strategic Plan envisions 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."

Operating in a financially sustainable manner is a key component to achieving that vision. As part of this, a biennial budget has been adopted for fiscal years 2015 and 2016, and a commitment has been made to a regular and ongoing review of revenues and expenses. To this end, a quarterly report on the status of the City's budget will be provided to the Finance Committee on an ongoing basis.

Attached is a comparison of the City's budgeted revenues and expenses to actual revenues and expenses as of September 30, 2014.

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.

Some further observations on the current budget status:

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

1 of 10

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

2 of 10

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

3 of 10

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

4 of 10

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

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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

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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

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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

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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

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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

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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

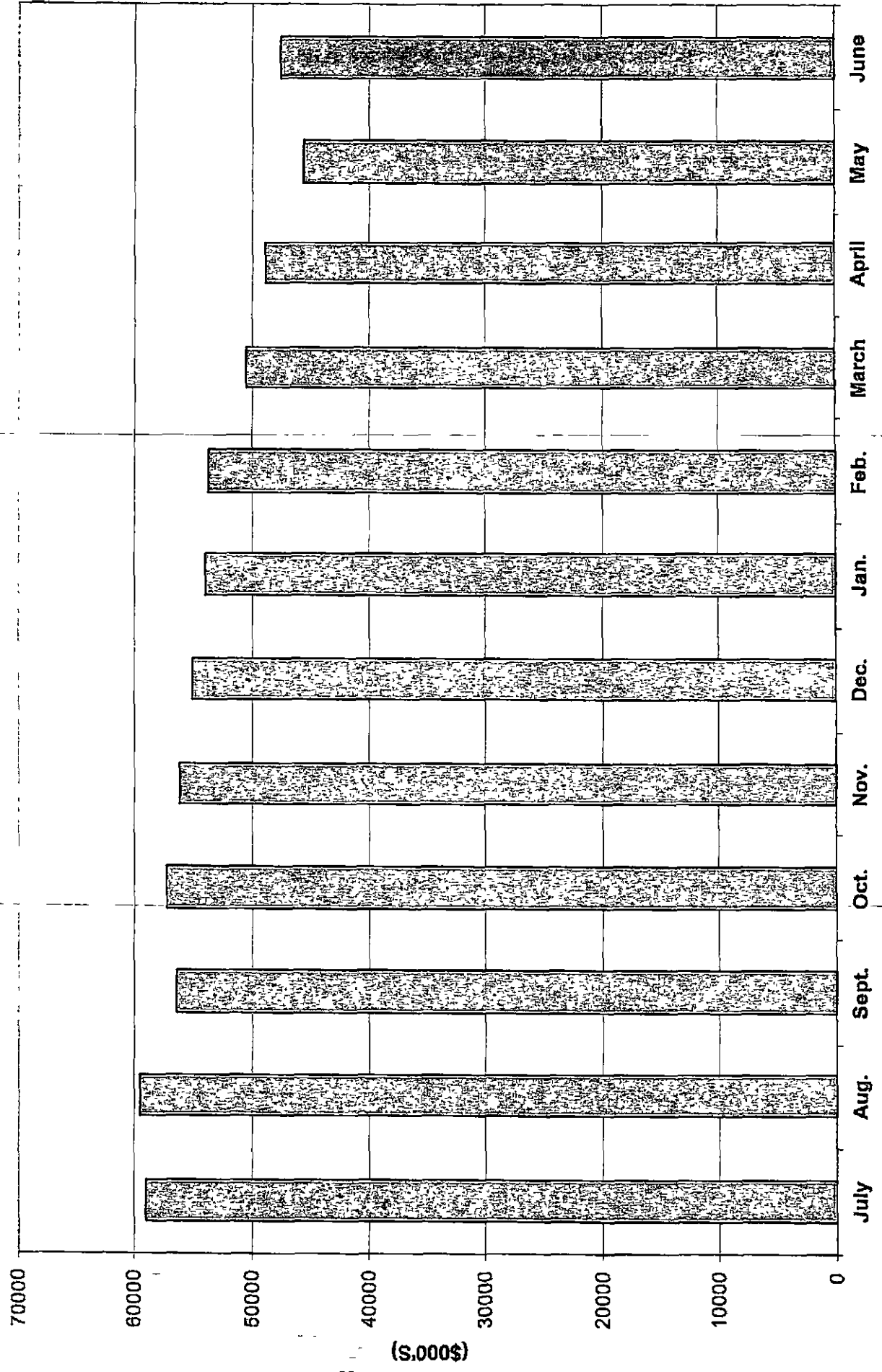
Pooled Cash Balance — End of Month — Bar chart

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

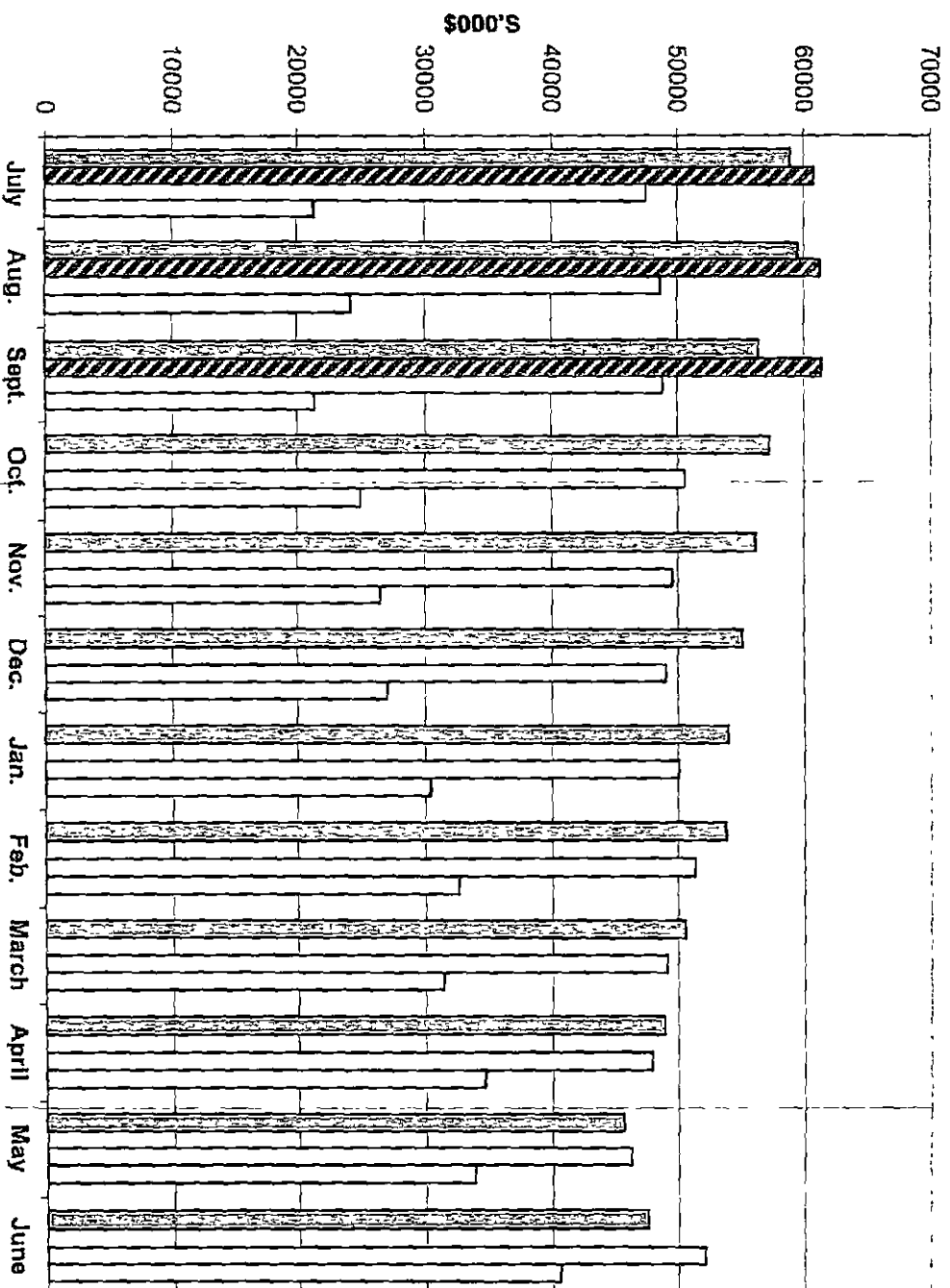
Pooled Cash Balance - Data

CASH FLOW 2014 - 2015													
\$000's	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April	May	June	Total
CASH OUTFLOW:													
Payroll	2,829	2,208	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	1,876	1,828	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	1,650	19,484
Disbursements	6,114	12,811	5,278	7,700	10,000	7,700	8,800	10,000	7,900	8,000	7,000	7,000	97,803
Bond and/or Loan Repayments			1,178	900		430			1,650	420		17	4,483
Health Care Payments	1,381	1,114	1,873	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	1,450	17,419
Income Tax Refunds	56	90	19	50	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	14,180	15,580	13,580	14,410	15,580	14,910	14,830	12,060	12,677	171,032
CASH INFLOW:													
Water & Sewer Lockbox	1,930	950	2,808	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	20,055
Property Taxes Lockbox	9,300	1,250	288	800	1,750	400	600	1,000	1,000	0	0	0	16,409
Income Taxes Lockbox	1,240	1,140	1,853	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	12,824	8,942	8,500	9,000	8,500	9,000	9,000	8,000	8,850	9,000	5,000	84,238
Parking Meter													0
DDP Reimb.-Urban Renewal	130	0	526	300	300	300	300	300	300	300	300	300	3,355
Other Misc. (Including Rev. Sharing)	570	2,392	873	3,097	700	3,237	700	3,432	700	2,657	700	3,128	22,666
Other-Grants/Deiq Co Rin **													0
Total Cash Inflow	20,082	18,356	13,208	15,497	14,450	13,137	13,300	15,432	12,700	12,807	9,700	11,128	170,787
Net Cash Flow (Inflows less Outflows)	8,660	489	112	1,317	(1,130)	(543)	(1,110)	772	(2,210)	(1,823)	(3,260)	(1,549)	(235)
Prior Month's Ending Balance	52,129	50,788	51,258	51,400	52,737	51,627	51,074	59,864	60,736	58,526	58,703	53,443	
End of Month Balance-Pooled Cash/Investments	60,789	51,288	51,400	52,737	51,627	51,074	59,984	60,738	58,526	56,703	53,443	51,894	
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



■ Project 15
 ■ FY 2015
 □ FY 2014
 □ FY 2013

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

Byrne, Randall (Treasury)

From: Gerald Ambrose <gambrose@cityofflint.com>
Sent: Wednesday, October 15, 2014 11:30 AM
To: Koryzno, Edward (Treasury)
Cc: Workman, Wayne (TREASURY); Darnell Earley; Byrne, Randall (Treasury); Elizabeth Murphy; Howard Croft
Subject: Noon phone call

Follow Up Flag: Follow up
Flag Status: Completed

Ed,

Darnell and I suggest that it would be useful to have DEQ on the line for the noon call, since we have been working with them continuously on water quality issues. Mike Prysby, District Engineer for MDEQ, has been our primary contact.

Jerry

Byrne, Randall (Treasury)

From: Maxine Murray <mmurray@cityofflint.com>
Sent: Wednesday, October 15, 2014 4:32 PM
To: Workman, Wayne (TREASURY)
Cc: Byrne, Randall (Treasury); Koryzno, Edward (Treasury); Hollins, Harvey (GOV); Darnell Earley; Jerry Ambrose; Liz Murphy; Howard Croft; Daugherty Johnson; Jason Lorenz; Kelly Rossman-McKinney
Subject: Electronic Communication
Attachments: Conference Call Summary.PDF

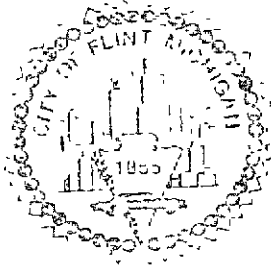
Good afternoon,

Please find attached an electronic communication from Emergency Manager Earley.

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



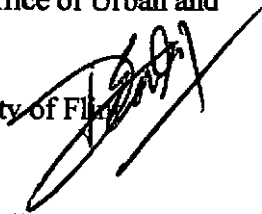
CITY OF FLINT
OFFICE OF THE EMERGENCY MANAGER



Darnell Earley, ICMA-CM, MPA
Emergency Manager

TO: Wayne Workman, Deputy State Treasurer

Cc: Randall Byrne, Manager, Office of Fiscal Responsibility
Edward Koryzno, Director, Bureau of Local Government Services
Harvey Hollins, Director, Governor's Office of Urban and
Metropolitan Initiatives

FROM: Darnell Earley, Emergency Manager, City of Flint 

DATE: October 15, 2014

RE: City of Flint Water Issues Conference Call Summary

A conference call was held today between the Department of Treasury and the City of Flint to discuss recent water issues in the City. This memo is a summary of that discussion.

- 1) Department of Environmental Quality – The DEQ has been supportive of the decision for Flint to move to use of the Flint River as a water source. The DEQ receives regular reports from the City's continuous water quality monitoring. They have agreed that the water being produced for distribution is safe. Flint needs the DEQ to make an unequivocal statement that the Flint River water is safe for drinking and all other uses.
- 2) The City of Flint has been following all of the recommendations from the Water Reliability Study for water production. This study was conducted by Rowe Engineering and Potter Consulting; updated in December 2013. The DEQ has frequently indicated that the guidelines in this study should be used as a basis for water production decisions.
- 3) The Flint River has some inherent differences as compared to the water from Lake Huron. The lake water comes from deep in the lake and is colder and more consistent than the water in a much less deep river and the conditions of which fluctuate in heavy rain events. These differences do impact the additives required, including chlorine levels. While these variations result in more work at the treatment plant, the end product is still well within DEQ quality standards.

- 4) **History of Boil Water Notices in Flint** – The City performs three times/week testing at 10 locations around the City. On one occasion, in one location, a sample was found to have fecal coliform. A boil water notice for only a specific section of the city was issued. Corrective actions were taken: hydrants were flushed, chlorine levels were increased and follow-up samples were taken. Two other situations developed total coliform conditions in areas different than the first boil water notice. Total coliform is naturally developing and means conditions exist for more bacteria to grow. Hydrant flushing began and a failed valve was identified and repaired. Boil water notices were issued in these instances due to the prior fecal coliform condition. This was required by the DEQ in an abundance of caution.
- 5) **Specific General Motors Water Situation** – The General Motors Engine Plant in Flint found that a specific machining operation was developing a rust condition. GM identified the source of the rust to higher chloride levels in the Flint River water than were present in the water received through DWSD. This is a condition which is exacerbated by GM's water recycling process which concentrates the chloride levels. Please note: the manufacturing water use that GM requires for its water supply is not a parallel to the potable drinking water standards approved by the DEQ and thus *is not the same issue*. The City has agreed to allow this GM plant to use DWSD water through Flint Township for the period between now and the introduction of KWA water. This will cost the City of Flint Water Fund ~ \$400,000/year in revenue. This reduction in revenue has not negated the net positive impact of changing to the Flint River water source on a temporary basis.
- 6) **Handling Repairs to the Water Infrastructure** – The City has identified a large number of broken valves and main breaks which require repair. Some of these repairs are on large lines which will result in loss of pressure and subsequent boil water advisories in specific areas of the City. We are planning on extensive notification to residents but this is complicated by our other recent water issues. This is part of improving the whole distribution system. As the Water Fund has gotten healthier and there is a willingness on the part of the administration to address these problems, there will be many more short term shut downs and repairs taking place. This is a good thing, but it is not being received in that light by the residents or some of our council members. Additionally, I would note that the Flint Water Service staff is highly capable of managing these repair issues as they occur, as they have always done and will continue to do so.

- 7) KWA vs DWSD as a Water Source – This has been a long running discussion over several decades. The Flint City Council voted to approve the move to KWA in 2013. We still believe that was and is a good decision. As part of that move, \$8 million in upgrades were required to be made at the Flint Water Treatment Plant. Using the Flint River as the primary water source between 2014 and the completion of KWA in 2016 allowed the City to manage these upgrades without needing to borrow this money. Additionally, the Flint River will be our permanent back-up water source.
- 8) Public Notification – The City is working with the firm Truscott-Rossman to assist us in crafting a clear message to the residents of Flint that the water is safe, the repairs that are being made are part of a much larger plan for infrastructure upgrades. This is just the beginning of the infrastructure replacement work which was defined in the Master Plan and the Capital Improvement Plan. In fact, in the coming Spring 11,000 feet of water line will be replaced. In the following years another 11,000 feet per year will be replaced.

Thank you for your assistance in helping us clarify this issue to the Governor and other interested parties.

Byrne, Randall (Treasury)

From: Jason Lorenz <jlorenz@cityofflint.com>
Sent: Wednesday, October 15, 2014 5:12 PM
Subject: PRESS RELEASE: Water Main & System Repairs
Attachments: Water Map 10.15.2014.pdf; Water Main Repairs 10.15.14.pdf

MEDIA AVAILABILITY FOR QUESTIONS AND COMMENTS WILL BE 9:00AM, THURSDAY OCTOBER 16, 2014. PLEASE CONTACT THIS OFFICE TO CONFIRM.

For Immediate Release

Major Water Line Repairs Will Take Place in Robert T. Longway Blvd & Dort Hwy. Area, More Repairs to System Scheduled

Flint, Michigan – October 15, 2014 – The City of Flint's Department of Public Works is working to repair a water main break in the area of Dort and Longway. That repair will be followed by more scheduled repairs to the system in the area which will begin on Saturday, October 18, 2014 and which should be completed by evening Sunday, October 19. The work being performed will result in improved operational control over a large transmission line running down Dort Hwy. which will include improving chlorine residuals in the southern portion of Flint. No residential customers are connected to this line; however, there will be a reduction of pressure to the system, which may cause low water pressure in the surrounding area.

In accordance with DEQ regulations the City of Flint will be issuing a Boil Water Advisory for the area (see attached map) ONLY if residents lose water service during this 24 hour period. Residents who lose water service during that time should expect to use boiled water for 24 hours after service is restored based on testing. If residents in the area do not experience a loss of water service, then there is no need to boil water. Any residents who do experience a loss of water should call the Water Service Center at 810-766-7202 between 8:00am and 4:00pm on Saturday to report the issue.

A Boil Water Advisory is restricted to drinking water and un-boiled water used for cooking. Once again, this is merely a precaution as no one in the affected area should be directly connected to the portion of the system being repaired. Low pressure and discoloration may occur for those in the area, but this is no cause for concern. The City of Flint asks that residents watch their local news station for announcement of the completion of repairs.

A break in the sixteen inch water main was discovered a week ago and crews have since been examining the surrounding system. As a result of that examination, a number of valves in the area were identified as “long overdue” for replacement. “The valves we are replacing in this area have needed attention for quite some time,” said Flint Utilities Administrator Daugherty Johnson, “the fact that we now have the resources and planning to perform this work is a tremendous benefit for the entire City.”

All of the scheduled work taking place is part of an ongoing, broader plan to examine different sections of the water system citywide for needed repairs and upgrades. Upgrading critical infrastructure such as the water system is a key part of the City’s Strategic Plan, which is directly guided by the Master Plan, and part of the City’s commitment to deliver the highest quality water possible.

– ATTACHMENT (Affected Area Shaded)–

–END–

-Jason Lorenz
Public Information Officer
City of Flint
(810) 237-2039
jlorenz@cityofflint.com

Koryzno, Edward (Treasury)

From: Workman, Wayne (TREASURY)
Sent: Wednesday, October 15, 2014 8:40 PM
To: Koryzno, Edward (Treasury)
Cc: Byrne, Randall (Treasury)
Subject: Re: Flint - water

Perfect

Sent from my iPhone

On Oct 15, 2014, at 8:39 PM, "Koryzno, Edward (Treasury)" <KoryznoE@michigan.gov> wrote:

I can call @ 7:30 am, is a good time?

Sent from my iPad

On Oct 15, 2014, at 7:39 PM, "Workman, Wayne (TREASURY)" <WorkmanW@michigan.gov> wrote:

Lets talk first thing in am

Sent from my iPhone

Begin forwarded message:

From: "Sygo, Jim (DEQ)" <SygoJ@michigan.gov>
Date: October 15, 2014 at 7:33:33 PM EDT
To: "Saxton, Thomas (Treasury)" <SaxtonT@michigan.gov>
Cc: "Workman, Wayne (TREASURY)" <WorkmanW@michigan.gov>, "Koryzno, Edward (Treasury)" <KoryznoE@michigan.gov>
Subject: Re: Flint - water

Probably best to talk to Liane Shekter Smith.
517-284-6543

Sent from my iPhone

On Oct 15, 2014, at 5:23 PM, "Saxton, Thomas (Treasury)" <SaxtonT@michigan.gov> wrote:

Jim – as you know Treasury (thru its EM) is engaged in Flint. Obviously the recent stories re their water quality have raised some concerns. Wayne who is the overall lead for us on this had a conversation with the City today including some of their public works staff. Is there someone we could talk to @ DEQ to get your perspective & corroborate what we are hearing from Flint ? Thanks

Byrne, Randall (Treasury)

From: Jason Lorenz <jlorenz@cityofflint.com>
Sent: Thursday, October 16, 2014 2:14 PM
Subject: PRESS RELEASE: Statement on GM Water Agreement
Attachments: GM.Water.Agreement.Statement.pdf

For Immediate Release

Water Issues for General Motors are Not Issues for Residents

Flint, Michigan – October 16, 2014 – The City of Flint is committed to ensuring that all Flint residents have safe quality drinking water. That is why we recently reached an agreement with General Motors to allow the company to temporarily use Flint Township as a water source for their manufacturing needs.

The City of Flint uses chloride as an important component in making water safe for drinking, but that can cause problems for GM's machining work. The agreement comes after GM raised concerns about chloride levels in Flint's treated water.

This temporary switch is needed to allow GM to use water that does not have the same level of treatment provided for high quality drinking water. This ensures that Flint residents will continue to have safe quality drinking water but minimizes the impact on GM's machining work. City officials continuously test drinking water to ensure quality.

–END–

-Jason Lorenz
Public Information Officer
City of Flint
(810) 237-2039

Koryzno, Edward (Treasury)

From: Maxine Murray <mmurray@cityofflint.com>
Sent: Tuesday, October 28, 2014 3:20 PM
To: Byrne, Randall (Treasury); 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); Sands, Thomas (MSP); Sipes, Stephen (MSP); O'Neill, Stephen (MSP); Saxton, Thomas (Treasury); Workman, Wayne (TREASURY); West, Samantha (GOV)
Subject: Conference Call Agenda - Wednesday, October 29, 2014
Attachments: Agenda & Attachment 102914 Conf Call with Treasury.pdf

Good afternoon,

Please find attached the agenda for the Wednesday, October 29th, 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
October 29, 2014**

1) Public Safety Update – FPD, MSP, (FFD, if needed)

a) FPD –

- i. The initial draft reports for the evaluation of both the Police and the Fire departments have been received. These are data compilations. The final drafts with recommendations will be completed by the end of October.
- ii. Completing revisions to SRMS MOA.
- iii. The Citizens Radio Patrol will be working tomorrow evening before Halloween.
- iv. Request clarification of State Attorney General's requirement for handling sexual assault kit backlog processing. City has 346 kits in need of processing.
- v. 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.

b) FFD

c) Other update from Chief Tolbert and MSP

2) Governor's Office Update – R. Baird, H. Hollins, B. Clement

a) Court Consolidation

- 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.

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) Sgts., and Cpts. & Lts. bargaining units have achieved ratified CBAs.
- c) Next benchmark is audit. Budget is on track at 1st quarter end.
- d) 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. The October meeting has been cancelled.

6) Blue Ribbon Committee on Governance

- a) The Flint Journal has published a series of articles exploring each of the six Flint ballot proposals and this past Sunday issued an endorsement of all 6 proposals.

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 will follow this meeting today.

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.

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) 25 applications have been received to-date. The interview team will include: Mayor Walling, Councilwoman Galloway, Jerry Ambrose, Randy Byrne, a representative from the Concerned Pastors, a representative of the Flint business community, and Emergency Manager Earley. Preliminary screening has begun and five finalists will be selected for public, in-person interviews. Recruitment timeline is attached.

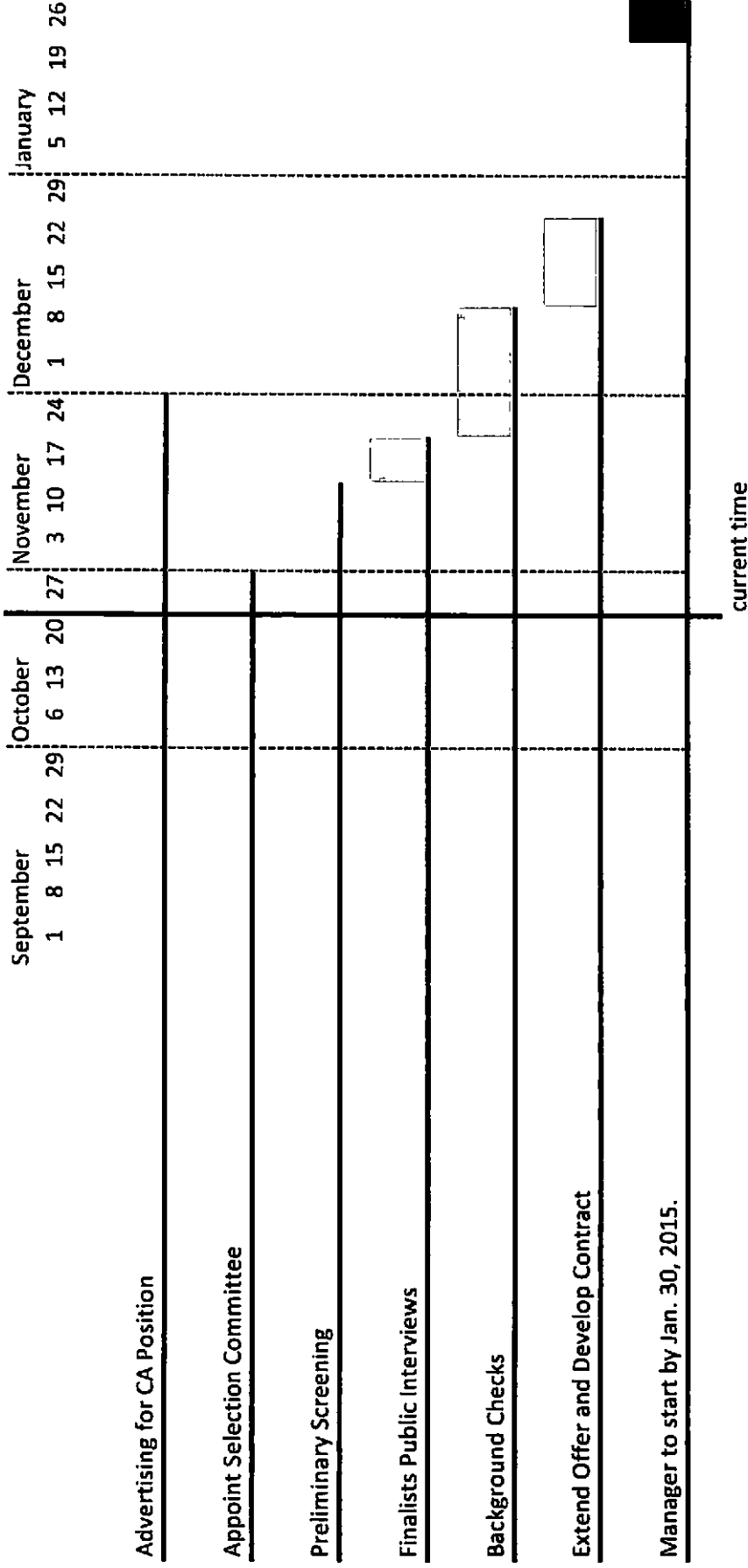
11) Other Items

Attachment: City Administrator Recruitment and Appointment Timeline

1 [REDACTED], access code [REDACTED]

Created on: 10/24/14

City Administrator Recruitment and Appointment Timeline



Revision: 10/27/14

Koryzno, Edward (Treasury)

From: Juan Santambrogio <Juan.Santambrogio@ey.com>
Sent: Thursday, October 30, 2014 8:53 AM
To: Workman, Wayne (TREASURY); Koryzno, Edward (Treasury); Saxton, Thomas (Treasury)
Cc: Joseph E Fontana; Stephanie Chesnick; Evlon E Charles; Gaurav Malhotra
Subject: City of Flint - Water & Sewer report and revenue scenarios
Attachments: Flint Final 102214 .pdf; Flint - Revenue Index Summary.pdf

Wayne, Ed and Tom,

Attached are the following files to be discussed on the call today:

- Water Service Center Strategic Analysis, including value ranges under various scenarios
- Indexed revenue analysis, which shows a comparison of the projected revenues under the various scenarios included in the report

Look forward to discussing at 2.00 pm ET.

Juan



Juan Santambrogio | Restructuring

Ernst & Young LLP

55 Ivan Allen Jr Blvd - Suite 1000, Atlanta, GA 30308, United States of America

Office +1 404 817 5156 | Mobile +1 404 229 2567 | juan.santambrogio@ey.com

Fax +1 866 455 6605

Website <http://www.ey.com>

Any tax advice in this e-mail should be considered in the context of the tax services we are providing to you. Preliminary tax advice should not be relied upon and may be insufficient for penalty protection.

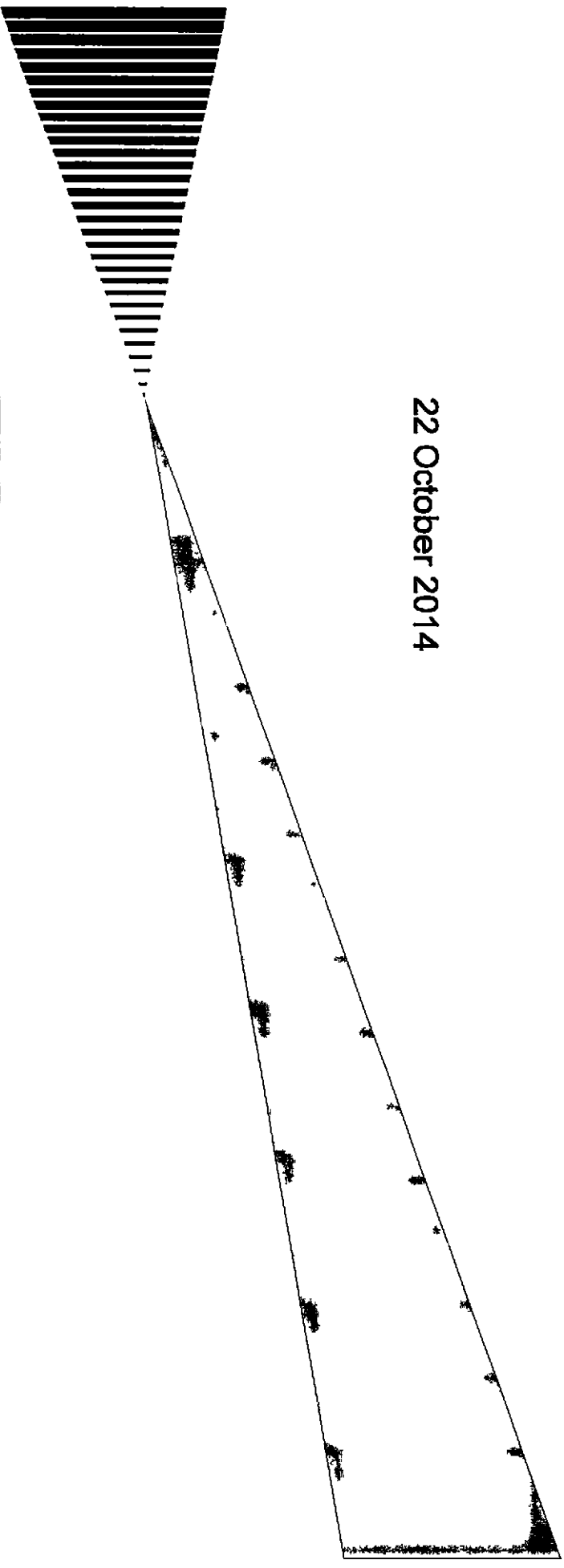
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City of Flint

Flint Water Service Center Strategic Analysis

22 October 2014



Building a better
working world

Reliance Restricted

Executive summary

The Flint Water Service Center (WSC) houses both the Water Distribution and Sewer Maintenance Divisions of the City of Flint. These Divisions convey water to Flint residents and businesses and remove the sewage to the Water Pollution Control Facility. Management is exploring various strategic alternatives regarding the future direction and ownership of WSC. To support the assessment, you requested EY provide valuation advisory services to evaluate various alternatives for WSC. As part of our analysis, we calculated a range of values for WSC as shown below:

	Range of Calculated Values		
	Low	Mid-point	High
Cost of equity			
	11.0%	10.0%	9.0%
Calculated net asset value	\$125,428,300	\$142,899,300	\$165,307,200
Indicated range of Calculated Values of City of Flint's net asset value	\$125,428,300	\$142,899,300	\$165,307,200
	Implied range of multiples		
	1.3x	1.5x	1.7x
Implied TIC/Book value	1.3x	1.5x	1.7x
Implied TIC/Tangible book value	1.3x	1.5x	1.7x

The calculated range of values reflects the perspective of a strategic investor maximizing its allowable return in a regulated water utility such as WSC. We calculated additional ranges of value based on management's projections, with no adjustments for an investor's allowable return, and our observed findings related to potential operating expense reductions of 10-30% as shown below. The sensitivities were included to illustrate how a potential buyer could achieve its desired return while accomplishing the City of Flint's stated goal of not raising rates to customers above the levels determined by their baseline forecasts.

	Range of Calculated Values		
	Low	Mid-point	High
Discounted cash flow analysis - No rate adjustment	46,519,400	50,779,300	56,220,300
Discounted cash flow analysis - 10.0% reduction in operating expenses	125,467,500	142,946,400	165,362,000
Discounted cash flow analysis - 20.0% reduction in operating expenses	125,508,800	142,993,500	165,416,900
Discounted cash flow analysis - 30.0% reduction in operating expenses	125,550,000	143,040,600	165,471,800

Scope of service

Flint Water Service Center

The valuation services consisted of performing calculations of value related to WSC and performing services related to the development of cash flow forecast sensitivities that are based upon market rate of return considerations for WSC. We performed the following procedures in the completion of our services:

- ▷ Research regarding rates of return for regulated utilities operating in a similar industry
- ▷ Development of an appropriate discount rate for WSC
- ▷ Development of forecast sensitivities based upon market rate of return considerations
- ▷ Analysis of the performance and market position of WSC relative to similar publicly-traded companies
- ▷ Analysis of financial data and valuation multiples of similar publicly-traded companies
- ▷ Calculations¹ of a value for the equity value of WSC utilizing applicable valuation methodologies
- ▷ Consideration of the Income Approach to value
- ▷ Prepared a presentation summarizing the methodologies employed in our analysis and the assumptions on which our analysis was based

¹Calculations do not constitute an "appraisal", as that term is defined in BVSI-1, General Requirements for Developing a Business Valuation, of the Business Valuation Standards of the American Society of Appraisers. A calculation does not represent EY's opinion or recommendation of value

Valuation methodologies

Three different approaches to value may be employed to estimate value: (i) the Income Approach, (ii) the Market Approach and (iii) the Cost Approach. The nature of the investment or asset and the availability of data will dictate which approaches are ultimately utilized to derive value.

Income Approach

- ▷ The Income Approach focuses on the income-producing capability of the subject company or asset. The underlying premise of this approach is that the value of an asset can be measured by the present worth of the net economic benefit (cash receipts, less cash outlays) to be received over the life of the subject asset. The steps followed in applying this approach include:
 - ▷ Estimating the expected after-tax cash flows attributable to the asset over its life
 - ▷ Converting these after-tax cash flows to present value through "discounting"
- ▷ The discounting process uses a rate of return that accounts for both the time value of money and investment risk factors. Finally, the present values of the after-tax cash flows over the life of the asset are totaled to arrive at an indication of the calculated value for the asset.

Market Approach

- ▷ The Market Approach measures value based on what other purchasers in the market have paid for assets that can be considered reasonably similar to those being valued. When the Market Approach is utilized, data is collected on the prices paid for reasonably comparable assets. Adjustments are made to the prices paid to compensate for differences between reasonably similar assets and the asset being valued.

Cost Approach

- ▷ The Cost Approach is based on the premise that a prudent investor would pay no more for an asset than its replacement or reproduction cost new. The cost to replace the asset would include the cost of constructing a similar asset of equivalent utility at prices applicable at the time of the valuation analysis. To arrive at an estimate of value using the Cost Approach, the replacement or reproduction cost new is estimated and reduced for appraisal depreciation.

Selected approach

- ▷ Based on facts and circumstances and availability of information, we utilized the Income Approach in arriving at the calculated range of equity values for WSC.

Strategic Value Assumptions Summary

We utilized the following assumptions in our valuation analysis, which were developed based on discussions with management and/or through industry research:

- ▷ Transaction expected to be financed with 45.0% equity and 55.0% debt
- ▷ City of Flint expected to retain and redeploy existing cash
- ▷ Future capital expenditures expected to be financed with 45.0% equity and 55.0% debt
- ▷ Allowable return on equity assumed to be equal to 11.0%
- ▷ Outstanding collectibles available to a strategic buyer immediately
- ▷ Transition to raw water from Karegnondi Water Authority (KWA) in 2015
- ▷ Post-employment benefits liability currently funded through cash flows
- ▷ Outstanding debt of \$21.8 million extinguished at time of transaction
- ▷ Deferred tax liability available to the buyer due to temporary differences between book and tax calculations

City of Flint

Flint WSC Strategic Analysis

Table of contents

Date of valuation: 31 March 2014

Exhibits	
Summary of calculated values	Exhibit A
Discounted cash flow analysis sensitivity - Base case	Exhibit B
Revenue Build-Up - Base case	Exhibit C
Discounted cash flow analysis sensitivity - No rate adjustment	Exhibit D
Revenue Build-Up - No rate adjustment	Exhibit E
Discounted cash flow analysis sensitivity - 10.0% reduction in operating expenses	Exhibit F
Revenue Build-Up - 10.0% reduction in operating expenses	Exhibit G
Discounted cash flow analysis sensitivity - 20.0% reduction in operating expenses	Exhibit H
Revenue Build-Up - 20.0% reduction in operating expenses	Exhibit I
Discounted cash flow analysis sensitivity - 30.0% reduction in operating expenses	Exhibit J
Revenue Build-Up - 30.0% reduction in operating expenses	Exhibit K
Cost of Equity	Exhibit L
Rate of return benchmarking	Exhibit M.1
Return on equity benchmarking	Exhibit M.2
Equity multiples	Exhibit N
Balance sheet - Water	Exhibit O.1
Balance sheet - Wastewater	Exhibit O.2
Operating and maintenance benchmarking	Exhibit P

City of Flint

Exhibit A

Flint WSC Strategic Analysis
Summary of Calculated Values
Date of valuation: 31 March 2014
(US\$)

	Range of Calculated Values (a)		
	Low	Mid-point	High
Cost of equity	11.0%	10.0%	9.0%
Calculated net asset value	\$125,426,300	\$142,899,300	\$165,307,200

Indicated range of Calculated Values of City of Flint's equity	\$125,426,300	\$142,899,300	\$165,307,200

	Range of Calculated Values		
	Low	Mid-point	High
Discounted cash flow analysis - Base Case (a)	\$125,426,300	\$142,899,300	\$165,307,200
Discounted cash flow analysis - No rate adjustment (b)	46,519,400	50,779,300	56,220,300
Discounted cash flow analysis - 10.0% reduction in operating expenses (c)	125,467,500	142,946,400	165,362,000
Discounted cash flow analysis - 20.0% reduction in operating expenses (d)	125,508,800	142,993,500	165,416,900
Discounted cash flow analysis - 30.0% reduction in operating expenses (e)	125,550,000	143,040,600	165,471,800

Notes:

- (a) Based on projections provided by Rafelis Financial Consultants, Inc. and includes rate adjustments to achieve required annual return on equity of 11.0%. See Exhibit B.
- (b) Based on projections provided by Rafelis Financial Consultants, Inc. with no additional rate adjustments.
- (c) Reflects a 10.0% reduction in operating expenses from the projections provided by Rafelis Financial Consultants, Inc. and associated rate adjustments to achieve the required annual return on equity of 11.0%.
- (d) Reflects a 20.0% reduction in operating expenses from the projections provided by Rafelis Financial Consultants, Inc. and associated rate adjustments to achieve the required annual return on equity of 11.0%.
- (e) Reflects a 30.0% reduction in operating expenses from the projections provided by Rafelis Financial Consultants, Inc. and associated rate adjustments to achieve the required annual return on equity of 11.0%.

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.



Exhibit B

Page 1 of 2

10

Flint WSC Strategic Analysis - Consolidated

Discounted Cash Flow Method - Terminal value

Date of valuation: 31 March 2014

(US\$)

Terminal value calculation - Consolidated

Normalized working capital	
2025 total operating revenues	\$109,367,499
Long-term growth rate	2.0%
NWC requirement (a)	5.0%
Implied increase / (decrease) in NWC	(\$107,223)
Normalized debt-free cash flow	
EBITDA	\$46,023,473
Depreciation (normalized)	26,523,332
Operating income	\$18,500,142
Interest expense	(5,620,581)
Return on debt funded rate base	(5,521,822)
Earnings before taxes	\$8,357,739
Income taxes	3,251,160
Earnings after taxes	5,106,578
Add Depreciation (normalized)	26,523,332
(increase) / decrease in NWC	(107,223)
Less: Principal repayments - Capex related	(5,155,449)
Add Principal borrowings - Capex related	14,587,832
Less Capital expenditures	(26,523,332)
Normalized FCFE	\$14,431,739
Constant growth model	
FCFE, normalized	Normalized \$14,431,739
FCFE Terminal year growth rate	2.0%
FCFE, year ahead	14,720,374
Divided by: Capitalization rate	8.0%
Capitalized value at end of estimation period	\$184,004,574
Remaining debt funded acquisition payments	(50,453,082)
Discount period	11.7
Present value factor @ 10%	0.3580
Terminal value	\$47,940,886

Notes:

EBIT = Earnings before interest and taxes; FCFE = Free cash flow to equity; NWC = Debt-free net working capital

(a) Based on the consideration of City of Flint's ten year average of net working capital as a percentage of revenue

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.



Flint WSC Strategic Analysis - Consolidated
Discounted cash flow analysis sensitivity - Revenue Build-Up(a)
Date of valuation: 31 March 2014
(US\$)

	For the 3.0 months ending			For the twelve month periods ending 30 June											
	Test year														
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025			
Cost of water (a)	0	0	0	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000
Operating expenses	15,250,343	44,548,234	44,108,434	44,643,434	45,952,515	47,305,913	48,704,882	50,151,176	51,646,450	53,182,482	54,761,026	56,444,028	58,229,572	60,119,720	62,115,572
Existing Depreciation (b)	1,251,571	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036
Additional Depreciation(b)	46,950	992,318	2,071,319	2,850,321	3,954,443	5,033,868	6,138,080	7,317,564	8,547,203	9,778,981	11,081,903	12,411,972	13,741,972	15,061,972	16,371,972
Interest Expense (c)	28,531	522,821	1,080,584	1,511,035	1,997,981	2,510,682	3,019,462	3,550,881	4,085,775	4,593,949	5,115,679	5,620,581	6,115,679	6,593,949	7,061,972
Return on debt funded rate base (d)	705,288	2,785,508	3,018,982	3,391,174	3,819,248	4,292,323	4,812,237	5,354,440	5,905,050	6,454,578	7,000,000	7,541,972	8,079,945	8,611,972	9,139,945
Return on equity pressed up	2,120,754	8,885,994	9,823,669	10,743,280	11,532,266	12,408,836	13,287,677	14,165,813	15,055,050	15,887,446	16,679,945	17,446,063	18,187,446	18,911,972	19,629,945
Total revenue requirement	19,401,435	62,752,911	65,124,024	75,159,279	78,978,589	83,071,478	87,251,386	91,559,910	95,995,091	100,393,737	104,857,288	109,387,459	113,911,972	118,436,496	122,960,945
Base Revenue Forecast (e)	17,859,067	65,564,777	65,599,797	73,450,289	78,891,049	83,071,478	87,251,386	91,559,910	95,995,091	100,393,737	104,857,288	109,387,459	113,911,972	118,436,496	122,960,945
Excess/(Deficit) revenue over base forecast		2,831,856	4,275,773	(1,708,991)	(2,085,540)	(3,910,796)	(6,112,851)	(8,446,700)	(10,855,069)	(13,171,066)	(15,500,916)	(17,820,820)	(20,149,724)	(22,478,628)	(24,807,532)

Notes:

- BV = Book value EBIT = Earnings before interest and taxes; EBITDA = Earnings before interest, tax, depreciation and amortization; N/A = not applicable; NWFC = Net working capital; OPEB = Other post employment benefits; P= Price; ROR = Rate of return.
 ROE = Return on equity; TBV = Tangible book value
 (a) Based on discussions with Management this represents agreed payments to the Kalamazoo Water Authority
 (b) Based on 20-year straight line depreciation of annual capital expenditures.
 (c) Equals interest expense on additional capital financed over twenty-year term.
 (d) Equals return to debt holders on debt-financed portions of acquisition.
 (e) Equals return to debt holders on debt-financed portions of acquisition.

Source of underlying data and certain information: City of Flint. Some items may not add due to rounding. See statement of limiting conditions.

Exhibit D

Page 1 of 2

[illegible]

1

Flint WSC Strategic Analysis - Consolidated

Discounted Cash Flow Method - Terminal value

Date of valuation: 31 March 2014
(US\$)

Page 2 of 2

Terminal value calculation - Consolidated

Normalized working capital	
2025 total operating revenues	\$91,546,879
Long-term growth rate	2.0%
NWC requirement (a)	5.0%
Implied increase / (decrease) in NWC	(\$89,752)
Normalized debt-free cash flow	
EBITDA	\$28,202,853
Depreciation (normalized)	28,523,332
Operating income	\$1,679,521
Interest expense	(5,620,581)
Return on debt funded rate base	(5,521,822)
Earnings before taxes	(\$9,462,882)
Income taxes	(3,681,061)
Earnings after taxes	(5,781,821)
Add: Depreciation (normalized)	28,523,332
(Increase) / decrease in NWC	(89,752)
Less: Principal repayments - Capex related	(5,155,448)
Add: Principal borrowings - Capex related	14,587,832
Less: Capital expenditures	(28,523,332)
Normalized FCFE	\$3,560,811
Constant growth model	
FCFE, normalized	\$3,560,811
FCFE Terminal year growth rate	2.0%
FCFE, year ahead	3,632,027
Divided by: Capitalization rate	8.0%
Capitalized value at end of estimation period	\$45,400,343
Remaining debt funded acquisition payments	(17,928,515)
Discount period	11.7
Present value factor @ 10%	0.3590
Terminal value	\$9,861,536

Notes:

EBIT = Earnings before interest and taxes; FCFE = Free cash flow to equity; NWC = Debt-free net working capital

(a) Based on the consideration of City of Flint's ten year average of net working capital as a percentage of revenue

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Flint WSC Strategic Analysis - Consolidated
Discounted cash flow analysis sensitivity - Revenue Build-Up(a)
 Date of valuation: 31 March 2014
 (US\$)

	For the 30 months ending		For the twelve month periods ending 30 June											
	Test year													
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
Cost of water (a)	0	0	0	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000		
Operating expenses	15,250,343	44,546,234	44,109,434	44,643,434	45,952,615	47,305,913	48,704,692	50,151,176	51,646,450	53,192,482	54,791,026	56,444,026		
Existing Depreciation (b)	1,251,571	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036		
Additional Depreciation(b)	46,950	992,318	2,071,319	2,950,321	3,994,443	5,033,666	6,138,060	7,317,564	8,547,203	9,776,981	11,081,903	12,411,972		
Interest Expense (c)	26,531	522,821	1,090,584	1,511,035	1,997,581	2,510,682	3,019,652	3,550,881	4,095,775	4,693,949	5,115,679	5,620,581		
Return on debt funded and bases (c)	705,268	2,765,508	3,018,882	3,391,174	3,819,248	4,292,323	4,811,237	5,364,440	5,921,578	6,472,883	7,018,899	7,569,822		
Return on equity grossed up	2,120,754	8,885,994	9,823,669	10,743,280	11,532,286	12,408,638	13,287,677	14,165,813	15,055,050	15,987,446	16,879,945	17,748,063		
Total revenue requirement	19,401,435	62,752,911	65,124,024	75,159,279	78,876,839	83,071,478	87,261,365	91,559,870	95,895,091	100,293,737	104,857,268	109,387,499		
Bases Revenue Forecast (c)	17,959,087	65,584,777	69,399,797	73,450,289	76,891,049	79,180,882	81,138,514	83,113,210	85,138,026	87,222,671	89,363,371	91,546,879		
Excess/(Deficit) revenue over bases forecast		2,831,896	4,273,773	(1,708,991)	(2,085,540)	(3,910,796)	(6,112,851)	(8,446,700)	(10,856,065)	(13,171,066)	(15,503,916)	(17,820,620)		

Notes:

- BY = Book value, EBIT = Earnings before interest and taxes, EBITDA = Earnings before interest, tax, depreciation and amortization, N/A = not applicable, NWC = Net working capital, OPEB = Other post employment benefits, P= Price, ROR = Ratio of return, ROE = Return on equity, TBV = Tangible book value
- (a) Based on discussions with Management this represents agreed payments to the Karesgood Water Authority.
- (b) Based on 20-year straight line depreciation of annual capital expenditures.
- (c) Equals interest expense on additional capital financed over twenty-year term.
- (d) Equals return to debt holders on debt-financed portions of acquisition.

Source of underlying data and certain information: City of Flint. Some items may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Exhibit F

Page 1 of 2

	Discount basis sensitivity	
	6.0%	7.0%
Indicated equity value	\$165,363,000	\$162,948,400
Adjusted Equity/Block value	17%	15%
Adjusted Equity/Target block value	17%	15%

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Flint WSC Strategic Analysis - Consolidated

Discounted Cash Flow Method - Terminal value

Date of valuation: 31 March 2014

(US\$)

Terminal value calculation - Consolidated

Normalized working capital	
2025 total operating revenues	\$103,723,097
Long-term growth rate	2.0%
NWC requirement (a)	5.0%
Implied increase / (decrease) in NWC	(\$101,689)
Normalized debt-free cash flow	
EBITDA	\$46,023,473
Depreciation (normalized)	26,523,332
Operating income	\$19,500,142
Interest expense	(5,620,581)
Return on debt funded rate base	(5,521,822)
Earnings before taxes	\$8,357,738
Income taxes	3,251,160
Earnings after taxes	5,106,578
Add: Depreciation (normalized)	26,523,332
(Increase) / decrease in NWC	(101,689)
Less: Principal repayments - Capex related	(5,155,448)
Add: Principal borrowings - Capex related	14,587,832
Less: Capital expenditures	(26,523,332)
Normalized FCFE	\$14,437,273
Constant growth model	
FCFE, normalized	Normalized \$14,437,273
FCFE Terminal year growth rate	2.0%
FCFE, year ahead	14,726,016
Divided by Capitalization rate	8.0%
Capitalized value at end of estimation period	\$164,075,229
Remaining debt funded acquisition payments	(50,469,711)
Discount period	11.7
Present value factor @ 10%	0.3590
Terminal value	\$47,980,243

Notes:

EBIT = Earnings before interest and taxes, FCFE = Free cash flow to equity, NWC = Debt-free net working capital.

(a) Based on the consideration of City of Flint's ten year average of net working capital as a percentage of revenue

Source of underlying data and certain information. City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Flint WSC Strategic Analysis - Consolidated
Discounted cash flow analysis sensitivity - Revenue Build-Up(s)
Date of valuation: 31 March 2014
(US\$)

	For the 3.0 months ending											
	Test Year			For the twelve month periods ending 30 June								
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Cost of water (a)	0	0	0	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000
Operating expenses	15,250,343	40,091,611	39,688,491	40,179,091	41,357,354	42,575,322	43,834,403	45,138,058	46,481,806	47,872,215	49,311,923	50,799,623
Existing Depreciation (b)	1,251,571	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036
Additional Depreciation (b)	48,950	992,318	2,071,319	2,950,321	3,954,443	5,033,686	6,138,060	7,317,564	8,547,203	9,776,981	11,081,893	12,411,972
Interest Expense (c)	28,531	522,821	1,050,584	1,511,035	1,997,591	2,510,682	3,019,662	3,550,681	4,095,775	4,593,949	5,115,679	5,620,561
Return on debt funded rate bases (d)	705,286	2,785,508	3,018,802	3,391,174	3,619,246	3,892,323	4,181,237	4,494,440	4,740,578	5,022,863	5,298,699	5,521,822
Return on equity granded up	2,120,754	8,885,994	9,823,669	10,743,280	11,532,266	12,408,636	13,287,577	14,165,613	15,055,050	15,897,446	16,679,945	17,449,063
Total revenue requirement	19,401,435	58,289,289	60,713,881	70,894,836	74,861,827	78,340,886	82,380,675	86,544,793	90,830,448	95,074,481	99,378,185	103,723,937
Base Revenue Forecast (c)	17,959,067	65,584,777	69,399,797	73,450,289	76,891,049	79,160,562	81,138,514	83,113,210	85,139,025	87,222,671	89,353,371	91,546,879
Excess/(Deficit) revenue over base forecast		7,285,490	8,658,716	2,755,353	2,509,721	819,796	(1,242,382)	(3,431,563)	(5,691,421)	(7,851,820)	(10,024,814)	(12,178,218)

Notes:

- BY = Book value, EBIT = Earnings before interest and taxes, EBITDA = Earnings before interest, tax, depreciation and amortization, N/A = not applicable, NWC = Net working capital, OPEB = Other post employment benefits, P = Price, ROR = Rate of return
 ROE = Return on equity, TRV = Tangible book value
 (a) Based on discussions with Management this represents agreed payments to the Keegan/Water Authority
 (b) Based on 20-year straight line depreciation of annual capital expenditures.
 (c) Equals interest expenses on additional capital financed over twenty-year term.
 (d) Equals return to debt holders on debt-financed portions of acquisition.

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Exhibit H

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Flint WSC Strategic Analysis - Consolidated

Page 2 of 2

Discounted Cash Flow Method - Terminal value

Date of valuation: 31 March 2014

(US\$)

Terminal value calculation - Consolidated

Normalized working capital		Constant growth model	
2025 total operating revenues	\$98,078,694	FCFE, normalized	Normalized
Long-term growth rate	2.0%	FCFE Terminal year growth rate	2.0%
NWC requirement (a)	5.0%	FCFE, year ahead	14,731,683
Implied increase / (decrease) in NWC	(\$98,156)	Divided by: Capitalization rate	8.0%
		Capitalized value at end of estimation period	\$184,145,784
		Remaining debt funded acquisition payments	(50,486,341)
Normalized debt-free cash flow			
EBITDA	\$46,023,473	Discount period	11.7
Depreciation (normalized)	26,523,332	Present value factor @ 10%	0.3390
Operating income	\$19,500,142	Terminal value	\$47,979,801
Interest expense	(5,620,581)		
Return on debt funded rate base	(5,521,822)		
Earnings before taxes	\$8,357,738		
Income taxes	3,251,160		
Earnings after taxes	5,106,578		
Add: Depreciation (normalized)	26,523,332		
(increase) / decrease in NWC	(98,156)		
Less: Principal repayments - Capex related	(5,135,448)		
Add: Principal borrowings - Capex related	14,587,832		
Less: Capital expenditures	(26,523,332)		
Normalized FCFE	\$14,442,807		

Notes:

EBIT = Earnings before interest and taxes; FCFE = Free cash flow to equity; NWC = Debt-free net working capital

(a) Based on the consideration of City of Flint's ten year average of net working capital as a percentage of revenue

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Flint WSC Strategic Analysis - Consolidated
Discounted cash flow analysis sensitivity - Revenue Build-Up(a)
Date of valuation: 31 March 2014
(US\$)

	For the 30 months ending			For the twelve month periods ending 30 June											
	Test year														
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025			
Cost of water (a)	0	0	0	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000
Operating expenses	15,290,343	35,636,987	35,287,547	35,714,747	36,762,092	37,844,731	38,863,914	40,120,941	41,317,180	42,553,669	43,832,821	45,155,221	46,520,036	47,928,881	49,372,496
Excluding Depreciation (b)	1,291,571	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036
Additional Depreciation(b)	46,850	992,318	2,071,319	2,590,321	3,694,443	5,033,688	6,138,060	7,317,364	8,547,203	9,776,981	11,081,903	12,411,972	13,781,581	15,191,936	16,644,496
Interest Expense (c)	26,531	522,821	1,080,584	1,511,035	1,997,981	2,510,862	3,019,462	3,550,861	4,085,775	4,593,949	5,115,679	5,620,581	6,120,822	6,616,496	7,108,622
Return on debt funded rate base (d)	705,268	2,785,508	3,018,982	3,391,174	3,819,248	4,292,323	4,819,237	5,350,861	5,885,775	6,424,440	6,967,981	7,511,679	8,060,822	8,615,496	9,175,722
Return on equity grossed up	2,120,794	8,085,694	9,823,669	10,743,260	11,532,266	12,408,635	13,267,677	14,165,813	15,095,050	15,987,446	16,879,945	17,749,063	18,615,496	19,478,622	20,338,496
Total revenue requirement	19,407,435	53,643,684	58,302,137	60,220,593	62,581,339	65,337,594	68,593,614	71,520,802	74,317,180	77,517,366	81,138,514	85,155,221	89,520,036	94,238,881	99,312,496
Base Revenue Forecast (e)	17,959,067	65,594,777	69,399,797	73,450,289	76,891,049	79,160,882	81,138,514	83,113,210	85,139,025	87,222,671	89,353,371	91,546,879	93,793,496	96,094,096	98,448,696
Excess/(Deficit) revenue over base forecast		11,741,113	13,097,660	7,279,666	7,104,963	5,350,367	3,626,127	1,569,535	(326,776)	(2,332,574)	(4,345,711)	(6,551,815)	(8,731,540)	(10,894,399)	(13,044,299)

Notes:

- BV = Book value, EBIT = Earnings before interest and taxes, EBITDA = Earnings before interest, tax, depreciation and amortization, N/A = not applicable, NWC = Net working capital, OPEB = Other post employment benefits, P= Price, ROR = Ratio of return, ROE = Return on equity, TBV = Tangible book value.
- (a) Based on discussions with Management this represents agreed payments to the Kalamazoo Water Authority.
- (b) Based on 20-year straight line depreciation of annual capital expenditures.
- (c) Equals interest expense on additional capital financed over twenty-year term.
- (d) Equals return to debt holders on debt-financed portion of acquisition.

Source of underlying data and certain information City of Flint. Some units may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Exhibit J

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Flint WSC Strategic Analysis - Consolidated

Discounted Cash Flow Method - Terminal value

Date of valuation: 31 March 2014

(US\$)

Terminal value calculation - Consolidated

Normalized working capital	
2025 total operating revenues	\$92,434,291
Long-term growth rate	2.0%
NWC requirement (a)	5.0%
Implied increase / (decrease) in NWC	(\$90,622)
Normalized debt-free cash flow	
EBITDA	\$46,023,473
Depreciation (normalized)	26,523,332
Operating income	\$19,500,142
Interest expense	(5,620,581)
Return on debt funded rate base	(5,521,822)
Earnings before taxes	\$8,357,738
Income taxes	3,251,160
Earnings after taxes	5,106,578
Add: Depreciation (normalized)	26,523,332
(Increase) / decrease in NWC	(90,622)
Less: Principal repayments - Capex related	(5,155,448)
Add: Principal borrowings - Capex related	14,587,832
Less: Capital expenditures	(26,523,332)
Normalized FCFE	\$14,448,340
Constant growth model	
FCFE, normalized	Normalized \$14,448,340
FCFE Terminal year growth rate	2.0%
FCFE, year ahead	14,737,307
Divided by: Capitalization rate	8.0%
Capitalized value at end of estimation period	\$184,216,339
Remaining debt funded acquisition payments	(50,502,970)
Discount period	11.7
Present value factor @ 10%	0.3560
Terminal value	\$47,998,959

Notes:

EBIT = Earnings before interest and taxes, FCFE = Free cash flow to equity, NWC = Debt-free net working capital.

(a) Based on the consideration of City of Flint's ten year average of net working capital as a percentage of revenue

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

Flint WSC Strategic Analysis - Consolidated
Discounted cash flow analysis sensitivity - Revenue Build-Up(s)
 Date of valuation: 31 March 2014
 (US\$)

	For the 3.0		For the twelve month periods ending 30 June											
	months ending		Test Year											
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025		
Cost of water (a)	0	0	0	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	
Operating expenses	15,250,343	31,182,394	30,878,604	31,250,404	32,166,831	33,114,139	34,093,424	35,105,823	36,152,515	37,234,723	38,353,718	39,510,818	40,705,818	
Existing Depreciation (b)	1,251,571	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	5,020,036	
Additional Depreciation(b)	46,950	992,318	2,071,319	2,050,321	3,954,443	5,033,868	6,138,060	7,317,564	8,547,203	9,776,861	11,081,803	12,411,872	13,764,872	
Interest Expense (c)	26,531	522,821	1,080,584	1,511,035	1,997,881	2,510,882	3,019,462	3,550,381	4,085,775	4,593,949	5,115,679	5,620,581	6,120,581	
Return on debt funded rate base (d)	705,266	2,765,509	3,018,982	3,391,174	3,619,248	3,892,323	4,161,237	4,454,440	4,740,578	5,022,853	5,321,862	5,620,581	5,921,822	
Return on equity grossed up	2,120,794	8,885,994	9,823,659	10,743,280	11,532,265	12,408,836	13,287,877	14,165,813	15,065,050	15,887,446	16,875,945	17,448,063	17,448,063	
Total revenue requirement	19,401,435	49,289,041	51,891,194	53,766,249	55,190,604	56,879,704	58,639,897	60,514,557	62,501,156	64,635,929	66,819,620	69,148,291	71,448,063	
Base Revenue Forecast (e)	17,959,067	65,584,777	69,399,797	73,450,289	76,891,049	79,160,982	81,139,514	83,113,210	85,139,025	87,222,671	89,353,371	91,546,879	93,791,879	
Excess/(Deficit) revenue over base forecast		16,195,739	17,508,603	11,884,039	11,700,245	10,280,978	8,498,817	6,598,853	4,637,868	2,766,672	933,391	(867,413)	(867,413)	

Notes

- EV = Book value, EBIT = Earnings before interest and taxes, EBITDA = Earnings before interest, tax, depreciation and amortization, N/A = not applicable, NWC = Net working capital, OPEB = Other post employment benefits, P= Price, ROR = Rate of return, RDE = Return on equity, TBY = Tangible book value.
- (a) Based on discussions with Management this represents agreed payments to the Kempenhof Water Authority
- (b) Based on 20-year straight line depreciation of annual capital expenditures.
- (c) Equals interest expense on additional capital financed over twenty-year term.
- (d) Equals return to debt holders on debt-financed portions of acquisition.

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions

Draft Document.

All data subject to change upon completion of additional analysis.

City of Flint

Flint WSC Strategic Analysis - Consolidated

Cost of equity

Date of valuation: 31 March 2014

(US\$)

Exhibit L
Page 1 of 3

Ticker symbol	Equity beta (b)	LTM Total debt	LTM equity market	Debt/equity market value	LTM income taxes	LTM pretax income	Income tax rate	Asset beta
American Water Works Company, Inc.	0.7	\$5,874,539,000	\$8,113,025,400	72.4%	\$236,208,000	\$905,470,000	39.0%	0.5
Aqua America Inc	0.7	1,591,611,000	4,437,923,910	35.9%	22,860,000	227,683,000	40.0%	0.6
Artesian Resources Corp.	0.6	117,720,000	186,116,090	59.4%	5,368,000	13,889,000	40.2%	0.4
California Water Service Group	0.7	480,866,000	1,142,919,540	42.1%	20,469,000	67,723,000	30.2%	0.6
Connecticut Water Service Inc	0.7	179,163,000	378,697,220	47.3%	5,944,000	24,213,000	24.5%	0.5
Midwest Water Co.	0.8	163,634,000	351,329,590	46.6%	8,621,000	26,254,000	34.1%	0.6
SIW Corp.	0.9	357,951,000	597,200,690	59.9%	14,135,000	36,519,000	38.7%	0.7
The York Water Company	0.8	86,599,000	265,199,200	32.6%	5,612,000	15,466,000	37.6%	0.6
Mean	0.7			49.5%			35.6%	0.6
Median	0.7			46.9%			38.1%	0.6

Cost of equity calculation

Selected asset beta	0.6
Selected debt to equity market value	50.0%
Expected income tax rate	38.9%
Risk-free rate 20 year treasury bonds (b)	3.3%
Relevered Beta	0.8
Equity market risk premium (c)	6.0%
Unsystematic risk premium (d)	2.0%
Cost of equity capital	9.9%
Cost of equity capital (rounded)	10.0%

Notes:

LTM = Latest twelve months

(a) Adjusted five-year weekly betas relative to the S&P 500 index as of 31 March 2014. Source S&P Capital IQ

(b) 20-year US Treasury Bond yield as of 31 March 2014 as reported by the Federal Reserve

(c) Equity market risk premium is based on historical risk premia and forward-looking premium estimates

(d) Based on our assessment of the level of forecast risk associated with the projected financial information.

Source of underlying data and certain information: Standard & Poor's Capital IQ. Some items may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.



City of Flint

Flint WSC Strategic Analysis - Consolidated

Cost of equity

Date of valuation: 31 March 2014

(US\$)

Exhibit L
Page 2 of 3

American Water Works Company, Inc.

American Water Works Company, Inc., through its subsidiaries, provides water and wastewater services in the United States and Canada. The company's Regulated Businesses segment offers water and wastewater services to approximately 1,500 communities in 16 states. It operates approximately 80 surface water treatment plants, 500 groundwater treatment plants, 1,000 groundwater wells, 100 wastewater treatment facilities, 1,200 treated water storage facilities, 1,300 pumping stations, 87 dams, and 47,000 miles of mains and collection pipes. This segment serves residential customers, commercial customers, such as shops and businesses, industrial customers, including manufacturing and production operations, public authorities, which comprise government buildings and other public sector facilities, and other water utilities, as well as supplies water to public fire hydrants for firefighting purposes, and provides fire customers for use in the suppression systems in office buildings and other facilities. Its Market-Based Operations segment undertakes contracts to design, build, operate, and maintain water and wastewater facilities for the United States military, municipalities, the food and beverage industry, and other customers, provides services to homeowners and smaller commercial establishments to protect against the cost of repairing broken or leaking water pipes, and designed or blocked sewer pipes inside and outside their accommodations, and offers the solids management, transport, and disposal services to municipal and industrial customers, as well as products for cleansing water and wastewater, and wastewater residuals management services. American Water Works Company, Inc. serves approximately 14 million people with drinking water, wastewater, and other water-related services in approximately 40 states and 2 Canadian provinces. The company was founded in 1886 and is headquartered in Voorhees, New Jersey.

Aqua America Inc.

Aqua America, Inc., through its subsidiaries, operates regulated utilities that provide water or wastewater services in the United States. The company offers liquid waste hauling and disposal, and water and wastewater services through operating and maintenance contracts with municipal authorities and other parties. It also provides water and sewer line repair services, and protection solutions to households, backflow prevention, construction, and other non-regulated water and wastewater services, and non-utility raw water supply services for firms in the natural gas drilling industry. The company serves residential, commercial, the protection, industrial, other water, wastewater, and other utility customers. As of February 28, 2014, it served 3 million residents in Pennsylvania, Ohio, North Carolina, Illinois, Texas, New Jersey, Indiana, and Virginia. The company was formerly known as Philadelphia Suburban Corporation and changed its name to Aqua America, Inc. in 2004. Aqua America, Inc. was founded in 1988 and is based in Bryn Mawr, Pennsylvania.

Artisan Resources Corp

Artisan Resources Corporation, through its subsidiaries, provides water, wastewater, and other services on the Delmarva Peninsula. It distributes and sells water to residential, commercial, industrial, municipal, and utility customers in the states of Delaware, Maryland, and Pennsylvania. The company also offers water for public and private fire protection to customers in its service territories. In addition, it provides contract water and wastewater services, water and sewer service line protection plans, and wastewater management services, as well as design, construction, and engineering services. As of December 31, 2013, the company served approximately 79,700 metered water customers through 1,182 miles of transmission and distribution mains. Artisan Resources Corporation was founded in 1905 and is headquartered in Newark, Delaware.

California Water Service Group

California Water Service Group, through its subsidiaries, provides water utility and other related services in California, Washington, New Mexico, and Hawaii. The company is engaged in the production, purchase, storage, treatment, testing, distribution, and sale of water for domestic, industrial, public, and irrigation uses, as well as for fire protection. It provides its services to approximately 475,100 customers in 83 California communities, 4,200 water and wastewater customers on the islands of Maui and Hawaii, 16,000 customers in the Tacoma and Olympia areas in Washington, and 7,600 water and wastewater customers in the Began, Los Lunas, and Elephant Butte areas in New Mexico. The company is also involved in the non-regulated water-related services, including operating water and waste water systems, providing operating and maintenance, meter reading, and billing services to municipalities and private companies, leasing communication antenna sites on its properties to telecommunication companies, operating recycled water systems, providing lab services for water quality testing, billing of third-party insurance programs to its residential customers, and offering sewer and refuse billing services to various municipalities. California Water Service Group was founded in 1926 and is headquartered in San Jose, California.

Source: Capital IQ

Draft Document

All data subject to change upon completion of additional analysis.

City of Flint

Flint WSC Strategic Analysis - Consolidated

Cost of equity

Date of valuation: 31 March 2014

(US\$)

Exhibit L

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Connecticut Water Service Inc.

Connecticut Water Service, Inc., through its subsidiaries, operates as a regulated water company. The company operates in three segments: Water Activities, Real Estate Transactions, and Services and Rentals. The Water Activities segment supplies public drinking water. The Real Estate Transactions segment is involved in the sale or donation of its real estate holdings. The Services and Rentals segment provides contracted services to water and wastewater utilities, and other clients. Its services include contract operations of water and wastewater facilities, Unbacked, a server line protection plan for public drinking water customers, and providing bulk deliveries of emergency drinking water to businesses and residences through tanker trucks. This segment also rents and leases residential and commercial properties to third parties. As of December 31, 2013, the company supplied water to 121,788 customers in Connecticut and Maine, the United States, Connecticut Water Service, Inc. was founded in 1966 and is headquartered in Clinton, Connecticut.

Middlesex Water Co.

Middlesex Water Company, through its subsidiaries, provides regulated and unregulated water, and wastewater utility services. The company operates in two segments, Regulated and Non-Regulated. The Regulated segment is involved in collecting, treating, and distributing water on a retail and wholesale basis to residential, commercial, industrial, and fire protection customers in parts of New Jersey, Delaware, and Pennsylvania. This segment also operates regulated wastewater systems in New Jersey and Delaware. The Non-Regulated segment provides non-regulated contract services for the operation and maintenance of municipal and private water and wastewater systems in New Jersey and Delaware. Middlesex Water Company was founded in 1897 and is headquartered in, New Jersey.

SJW Corp

SJW Corp., through its subsidiaries, operates as a water utility company. The company operates through two segments, Water Utility Services and Real Estate Services. It is engaged in the production, purchase, storage, purification, distribution, wholesale, and retail sale of water. The company also provides non-utility services, including water system operations, maintenance agreements, and antenna leases. Its water supply consists of groundwater from wells, surface water from watershed run-off and diversion, and imported water purchased from the Santa Clara Valley Water District. The company offers water service to approximately 228,000 connections that serve customers in portions of the cities of Cupertino and San Jose, as well as in Campbell, Monte Sereno, Saratoga, the Town of Los Gatos, and adjacent unincorporated territories in Santa Clara County, California. It also provides water service to approximately 11,000 connections, which serve approximately 36,000 people in a service area comprising approximately 240 square miles in the region between San Antonio and Austin, Texas. In addition, the company, through its subsidiary, SJW Land Company, owns undeveloped land in California and Tennessee, owns and operates commercial buildings in California, Texas, Arizona, and Tennessee, and holds a 70% limited partnership interest in 444 West Santa Clara Street, L.P., a real estate limited partnership that operates commercial building rentals. SJW Corp. was founded in 1886 and is headquartered in San Jose, California.

The York Water Company

The York Water Company is engaged in impounding, purifying, and distributing drinking water. It operates two wastewater collection and treatment systems, and has two reservoirs comprising Lake Williams and Lake Redman, which together hold up to approximately 2.2 billion gallons of water. The company also has a 15-mile pipeline from the Susquehanna River to Lake Redman, which provides access to an additional supply of 12.0 million gallons of untreated water per day, and owns two wells providing approximately 100,000 gallons per day to supply water to its customers in Carroll Valley, Adams County. As of December 31, 2013, it served 63,774 customers in 39 municipalities within York County and 8 municipalities within Adams County in Pennsylvania. The company serves various customers in buildings and furniture, electrical machinery, food products, paper, ordinance units, bottle products, air conditioning systems, laundry detergent, barbeque, and motorcycle industries. The York Water Company was founded in 1816 and is based in York, Pennsylvania.

Source: Capital IQ

Draft Document.

All data subject to change upon completion of additional analysis.

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EY

City of Flint

Exhibit M.1

Flint WSC Strategic Analysis

Rate of return benchmarking

Date of valuation: 31 March 2014

Location Service	Pending return on equity (%)				Pending return on equity (%)			
	United States			Steam	Michigan			Steam
	All	Electric	Natural Gas		All	Electric	Natural Gas	
Count	55.0	29.0	25.0	1.0	1.0	1.0	0.0	0.0
High	11.5	11.5	11.5	10.1	10.8	10.8	n/a	n/a
3rd quartile	10.7	10.7	10.7	10.1	10.8	10.8	n/a	n/a
Mean	10.5	10.5	10.5	10.1	10.8	10.8	n/a	n/a
Median	10.4	10.4	10.4	10.1	10.8	10.8	n/a	n/a
1st quartile	10.3	10.3	10.3	10.1	10.8	10.8	n/a	n/a
Low	8.7	8.7	9.7	10.1	10.8	10.8	n/a	n/a

Location Service	Historical return on equity (%)				Historical return on equity (%)			
	United States			Steam	Michigan			Steam
	All	Electric	Natural Gas		All	Electric	Natural Gas	
Count	178.0	121.0	57.0	0.0	11.0	6.0	5.0	0.0
High	12.9	12.9	10.5	n/a	10.5	10.5	10.5	n/a
3rd quartile	10.3	10.3	9.3	n/a	10.4	10.3	10.5	n/a
Mean	10.1	10.2	9.9	n/a	10.3	10.3	10.4	n/a
Median	10.0	10.0	10.0	n/a	10.3	10.3	10.4	n/a
1st quartile	9.7	9.8	9.5	n/a	10.2	10.2	10.3	n/a
Low	8.7	8.7	8.8	n/a	10.1	10.1	10.3	n/a

Source of underlying data and certain information: SNL, Inc. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

City of Flint

Exhibit M.2

Flint WSC Strategic Analysis
Return on equity benchmarking
Date of valuation: 31 March 2014
(US\$)

Page 1 of 2

ROE on LTM Revenue	Date	LTM Revenue	LTM Net Income	Assets	Equity	ROE	ROA
American Water Works Company, Inc.	12/31/2013	2,901,858,000	369,264,000	15,069,533,000	4,727,804,000	7.8%	2.5%
Aqua America Inc.	12/31/2013	786,643,000	221,300,000	5,051,817,000	1,535,043,000	14.4%	4.4%
Antaresian Resources Corp	12/31/2013	69,073,000	8,301,000	403,632,000	121,836,000	6.8%	2.1%
California Water Service Group	12/31/2013	584,103,000	47,254,000	1,969,855,000	598,756,000	7.9%	2.4%
Connecticut Water Service Inc	12/31/2013	91,461,000	18,269,000	630,811,000	198,525,000	9.2%	2.9%
Middlesex Water Co	12/31/2013	114,846,000	16,633,000	530,341,000	191,631,000	8.7%	3.1%
SWW Corp.	12/31/2013	276,869,000	22,364,000	1,109,586,000	321,175,000	7.0%	2.0%
The York Water Company	12/31/2013	42,363,000	9,654,000	282,529,000	103,511,000	9.3%	3.4%

High	2,901,858,000	369,264,000	15,069,533,000	4,727,804,000	14.4%	4.4%
3rd quartile	630,238,000	90,765,500	2,732,845,500	832,827,750	9.2%	3.2%
Mean	606,157,000	89,132,375	3,129,838,000	974,785,125	8.9%	2.8%
Median	195,857,500	20,326,500	870,398,500	259,850,000	8.3%	2.7%
1st quartile	85,879,000	14,888,250	498,713,750	174,182,250	7.6%	2.3%
Low	42,363,000	8,301,000	282,529,000	103,511,000	6.8%	2.0%

ROE on 8-year averages

Dates	Revenues	Net Income	Assets	Equity	ROE	ROA
American Water Works Company, Inc Dec-09 to 13	2,658,092,800	214,338,200	14,420,759,400	4,310,172,800	5.0%	1.5%
Aqua America Inc. Dec-09 to 13	701,434,400	157,852,000	4,416,216,400	1,291,408,400	12.2%	3.6%
Antaresian Resources Corp. Dec-09 to 13	66,100,600	7,955,000	380,941,400	107,865,600	7.4%	2.1%
California Water Service Group Dec-09 to 13	511,130,800	42,400,800	1,805,602,600	475,691,400	8.9%	2.3%
Connecticut Water Service Inc Dec-09 to 13	74,104,000	12,643,200	498,438,400	145,382,200	8.7%	2.5%
Middlesex Water Co Dec-09 to 13	104,254,400	13,756,800	515,374,800	175,319,000	7.8%	2.7%
SWW Corp. Dec-09 to 13	241,821,200	21,031,400	1,010,026,200	273,514,200	7.7%	2.1%
The York Water Company Dec-09 to 13	40,101,400	8,896,400	269,501,200	95,356,000	9.3%	3.3%

High	2,658,092,800	214,338,200	14,420,759,400	4,310,172,800	12.2%	3.6%
3rd quartile	558,706,700	71,263,600	2,458,256,050	679,620,650	9.0%	2.8%
Mean	549,629,950	59,859,200	2,914,620,050	859,338,625	8.4%	2.5%
Median	173,037,800	17,394,000	762,700,500	224,416,600	8.3%	2.4%
1st quartile	72,103,150	11,706,500	469,064,150	136,003,300	7.6%	2.1%
Low	40,101,400	7,955,000	269,501,200	95,356,000	6.0%	1.5%

Notes:

ROA = Return on assets, ROE = return on equity, LTM = 31 December 2013

Source of underlying data and certain information: Standard and Poor's Capital IQ. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

City of Flint

Exhibit M.2

Flint WSC Strategic Analysis
Rate on equity benchmarking
Date of valuation: 31 March 2014
(US\$)

Page 2 of 2

ROE on LFY Revenue

American Water Works Company, Inc.
Aqua America Inc.
Artisan Resources Corp.
California Water Service Group
Connecticut Water Service Inc.
Middlesex Water Co
SJW Corp
The York Water Company

Date	LFY Revenue	LFY Net Income	Assets	Equity	ROE	ROA
12/31/2013	2,901,858,000	369,264,000	15,069,533,000	4,727,804,000	7.8%	2.5%
12/31/2013	768,643,000	221,300,000	5,061,817,000	1,535,043,000	14.4%	4.4%
12/31/2013	69,073,000	8,301,000	403,632,000	121,836,000	6.6%	2.1%
12/31/2013	694,103,000	47,264,000	1,969,465,000	598,765,000	7.9%	2.4%
12/31/2013	91,481,000	18,269,000	630,811,000	198,525,000	9.2%	2.9%
12/31/2013	114,846,000	16,633,000	530,341,000	191,631,000	8.7%	3.1%
12/31/2013	276,889,000	22,364,000	1,109,986,000	321,175,000	7.0%	2.0%
12/31/2013	42,383,000	9,664,000	282,529,000	103,511,000	9.3%	3.4%
High	2,901,858,000	369,264,000	15,069,533,000	4,727,804,000	14.4%	4.4%
3rd quartile	630,238,000	90,765,500	2,732,845,500	632,827,750	9.2%	3.2%
Mean	606,167,000	89,132,375	3,129,638,000	974,785,125	8.9%	2.8%
Median	195,657,500	20,326,500	870,398,500	259,860,000	8.3%	2.7%
1st quartile	85,879,000	14,888,250	498,713,750	174,182,250	7.6%	2.3%
Low	42,383,000	8,301,000	282,529,000	103,511,000	6.6%	2.0%

ROE on 3-year averages

American Water Works Company, Inc.
Aqua America Inc.
Artisan Resources Corp.
California Water Service Group
Connecticut Water Service Inc.
Middlesex Water Co
SJW Corp.
The York Water Company

Dates	Revenues	Net Income	Assets	Equity	ROE	ROA
Dec-11 to 13	2,814,994,333	345,649,000	14,864,966,667	4,471,058,667	7.7%	2.3%
Dec-11 to 13	737,898,000	168,977,333	4,752,918,000	1,390,917,333	13.4%	3.9%
Dec-11 to 13	68,235,333	8,297,667	391,427,667	117,671,000	7.1%	2.1%
Dec-11 to 13	548,627,667	44,598,000	1,936,788,667	507,432,333	8.8%	2.3%
Dec-11 to 13	81,573,667	14,403,000	550,805,667	167,869,000	8.6%	2.6%
Dec-11 to 13	109,098,000	14,825,333	543,201,000	185,660,000	8.0%	2.7%
Dec-11 to 13	259,123,667	21,860,000	1,078,765,000	286,594,333	7.6%	2.0%
Dec-11 to 13	41,486,333	9,347,000	279,746,000	99,533,667	9.4%	3.3%
High	2,814,994,333	345,649,000	14,864,966,667	4,471,058,667	13.4%	3.9%
3rd quartile	695,945,250	80,192,833	2,640,821,000	728,303,863	8.9%	2.9%
Mean	582,629,625	80,744,667	3,048,589,833	903,340,792	8.8%	2.7%
Median	194,110,833	18,342,667	814,635,333	236,122,167	8.3%	2.5%
1st quartile	78,239,083	13,139,000	505,257,667	155,319,600	7.7%	2.3%
Low	41,486,333	8,297,667	279,746,000	99,533,667	7.1%	2.0%

Notes

ROA = Return on assets, ROE = return on equity.

Source of underlying data and certain information: Standard and Poor's Capital IQ. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document

All data subject to change upon completion of additional analysis.



City of Flint

Exhibit N

Flint WSC Strategic Analysis
Equity multiples
Date of valuation: 31 March 2014

Guideline companies
Aqua America Inc.
American Water Works Company, Inc.
Artisan Resources Corp.
California Water Service Group
Connecticut Water Service Inc.
Middlesex Water Co.
SJW Corp.
The York Water Company

	Book value		Tangible book value	
	LFY	LTM	LFY	LTM
Aqua America Inc.	1,534,835	1,554,011	1,506,404	1,525,789
American Water Works Company, Inc.	4,727,804	4,801,087	3,520,040	3,593,022
Artisan Resources Corp.	121,836	122,775	121,836	122,775
California Water Service Group	598,756	585,984	583,922	583,389
Connecticut Water Service Inc.	198,525	199,410	186,088	186,953
Middlesex Water Co.	191,531	192,204	188,745	189,345
SJW Corp.	321,175	319,346	308,019	319,346
The York Water Company	103,511	103,972	103,511	103,972

Guideline companies
Aqua America Inc.
American Water Works Company, Inc.
Artisan Resources Corp.
California Water Service Group
Connecticut Water Service Inc.
Middlesex Water Co.
SJW Corp.
The York Water Company

	Price / Book		Price / Tangible book	
	LFY	LTM	LFY	LTM
Aqua America Inc.	4,437,716	2.9x	2.9x	2.9x
American Water Works Company, Inc.	8,113,025	1.7x	2.3x	2.3x
Artisan Resources Corp.	198,118	1.8x	1.6x	1.6x
California Water Service Group	1,142,920	1.9x	2.0x	2.0x
Connecticut Water Service Inc.	378,125	1.9x	2.3x	2.3x
Middlesex Water Co	348,444	1.8x	1.8x	1.8x
SJW Corp.	597,201	1.9x	1.9x	1.9x
The York Water Company	265,159	2.6x	2.6x	2.6x

	High	Low
Mean	2.9x	2.9x
Median	2.0x	2.2x
Low	1.9x	2.1x
Low	1.8x	1.8x

Notes:
LFY=Last Fiscal Year, LTM= Latest twelve months, NFY=Next Fiscal Year, NFY+1=Year After Next Fiscal Year, N/A = not available.
(a) LFY growth for each financial metric is from 12 months ending 31 December 2012 to 12 months ending 31 December 2013.
(b) LTM growth for each financial metric is from 12 months ending 31 March 2013 to 12 months ending 31 March 2014.

Source of underlying data and certain information: Standard and Poor's Capital IQ. Some items may not add due to rounding. See statement of limiting conditions.

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All data subject to change upon completion of additional analysis.



City of Flint

Exhibit O.1

Flint WSC Strategic Analysis

Balance sheet - Water

Date of valuation: 31 March 2014

(US\$)

	As of 31 March 2014
Current assets	
Commercial Pooled Cash Account	\$3,408,855
Cash Reserve	5,848,116
Bank - Urban Renewal - 23008018089	2,593
Bills For Collection	203,838
Receivable - Water & Sewer A/R	8,353,104
Receivable - Water Disposal	(9,083)
Misc. Receivable - Water Fund	280,288
Res - Uncollected Bills For Collection	(936,000)
Receivable - Miscellaneous	4,143,061
Due From Fund 101	1,000,000
Inventories - Wsc	492,163
Inventory - Gas & Fuel	14,458
Property Tax Receivable	181
Enforcement Receivable - Property Tax	19,699
Reserve For Property Tax Receivable	(181)
Property Tax Receivable	1,175,799
Total current assets	\$23,896,662
Long-term assets	
Land	\$724,317
Construction in Progress	755,681
Fixed Assets	113,263,867
Accumulated Depreciation - Fixed Assets	(69,415,115)
Total long-term assets	\$45,328,790
Total assets	\$69,225,412
Liabilities	
Reserve - Doubtful Receivables	\$530,910
Accounts Payable	3,481,066
A/P - Treas Refund Interface	386
Water Customer Deposits	771,886
Accrued Interest On Customer Deposit	84,262
Accrued OPEB liability	12,786,870
Revenue Bond - Current Portion	149,002
Accrued Vacation And Sick Leave Payable	263,178
Retainage - Sorensen Gross Wtr pit Sog 3	5,815
Reserve - Enforce Tax Collection	19,467
Revenue Bond - Long-term portion	21,675,336
Total liabilities	\$39,770,257
Unrestricted Net Assets	(\$4,444,167)
Restricted For Debt Services	2,811,626
Restricted For Capital Replacement	3,038,490
Investment In Capital Assets	24,962,214
Net of Revenues VS Expenditures	3,188,992
Total net asset value	\$29,555,155
Total liabilities and net asset value	\$69,325,412
Check	(\$0)

Source of underlying data and certain information: City of Flint. Some items may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

City of Flint

Exhibit O.2

Flint WSC Strategic Analysis

Balance sheet - Wastewater

Date of valuation: 31 March 2014
(US\$)

	As of 31 March 2014
Current assets	
Commercial Pooled Cash Account	\$9,848,093
Receivable - Water & Sewer A/R	7,046,202
Misc. Receivable - Water Fund	146,474
Res - Uncollected Bills For Collection	(775,000)
Receivable - Miscellaneous	2,466,753
Due From Fund 101	9,800,000
Property Tax Receivable	121
Entitlement Receivable - Property Tax	13,133
Reserve For Property Tax Receivable	(121)
Property Tax Receivable	783,666
Inventories - WPC	\$625,656
Inventory - Gas & Fuel	3,978
Total current assets	\$28,859,154
Long-term assets	
Land	39,077
Construction In Progress	527,286
Fixed Assets	178,948,090
Accumulated Depreciation - Fixed Assets	(122,386,128)
Intangible Assets	949,408
Accum Depreciation - Intangible Assets	(875,473)
Total long-term assets	\$57,190,258
Total assets	\$86,149,412
Reserve - Doubtful Receivable	\$353,940
Accounts Payable	187,814
Accrued OPEB liability	16,886,794
Accrued Vacation And Sick Leave Payable	275,591
Retainage - Sorenson Gross Inch Impr	40,000
Reserve - Entone Tax Collection	12,978
Contract Payable-Retained Percentage	5,597
Contract Payable-Retained Percentage	7,383
Total liabilities	\$17,570,077
Unrestricted Net Assets	
Investment In Capital Assets	\$3,431,890
Net of Revenues VS Expenditures	61,395,278
Total net asset value	\$68,579,335
Total liabilities and net asset value	\$86,149,412
Check	\$0

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

Draft Document.

All data subject to change upon completion of additional analysis.

City of Flint

Exhibit P

Flint WSC Strategic Analysis

Operating and maintenance expense analysis

Date of valuation: 31 March 2014

(US\$)

Comparable Companies	Operating & Maintenance Costs (Millions)	Customers	Operating & Maintenance Costs per Customer
American Water Works Company, Inc.	\$1,312.7	3,219,499	\$407.7
Aqua America Inc.	285.3	941,007	303.2
Artesian Resources Corp.	36.6	81,900	447.3
California Water Service Group	87.1	502,900	173.2
Connecticut Water Service Inc.	44.6	121,768	366.0
Middlesex Water Co.	60.7	115,720	525.0
SIW Corp.	63.5	238,977	265.9
The York Water Company	7.4	64,118	114.6

high	525.0
mean	325.4
median	334.6
low	114.6

City of Flint ⁽¹⁾	\$40.1	32,702	\$1,226
Percent difference to mean			-73.5%
Percent difference to median			-72.7%

Notes:

1. Represents 2015 operating expense forecast and customer count from City of Flint Comprehensive Financial Report, June 30, 2013.

Source of underlying data and certain information: City of Flint. Some totals may not add due to rounding. See statement of limiting conditions.

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All data subject to change upon completion of additional analysis.

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Statement of limiting conditions

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- 1- Nothing has come to our attention to cause us to believe that the facts and data set forth in this presentation are not correct.
- 1- Provision of calculations of values and considerations of the issues described herein are areas of regular valuation practice for which we believe that we have, and hold ourselves out to the public as having, substantial knowledge and experience. The services provided are limited to such knowledge and experience and do not represent audit, advisory or tax-related services that may otherwise be provided by Ernst & Young LLP. Notwithstanding this limitation, the advice contained herein was not intended or written by Ernst & Young LLP to be used, and cannot be used, by the recipient or any other taxpayer for the purposes of avoiding penalties that may be imposed under the Internal Revenue Code or applicable state or local tax laws.
- 1- No investigation of the title to the subject Client and subject assets has been made, and the owner's claim to the subject Client and subject assets is assumed to be valid. To the extent that Ernst & Young LLP's services include any analysis of assets, properties or business interests, Ernst & Young LLP assumes no responsibility for matters of legal description or title, and Ernst & Young LLP shall be entitled to make the following assumptions: (i) title is good and marketable, (ii) there exist no liens or encumbrances, (iii) there is full compliance with all applicable Federal, state, local and national regulations and laws (including, without limitation, usage, environmental, zoning and similar laws and/or regulations), and (iv) all required licenses, certificates of occupancy, consents, or legislative or administrative authority from any Federal, state, local, or national government, private entity or organization have been or can be obtained or renewed for any use on which Ernst & Young LLP services are to be based.
- 1- This presentation has been prepared solely for the purpose stated, and may not be used for any other purpose. Neither this presentation nor any portions hereof may be copied or disseminated through advertising, public relations, news, sales, Securities and Exchange Commission disclosure documents or any other public (or private) media without the express prior written approval of Ernst & Young LLP.
- 1- The calculations of value contained herein are not intended to represent the values of the subject assets at any time other than the effective date that is specifically stated in this presentation. Changes in market conditions could result in recommendations of value substantially different than those presented at the stated effective date. We assume no responsibility for changes in market conditions or for the inability of the owner to locate a purchaser of the subject assets at the values stated herein.
- 1- No responsibility is assumed for information furnished by others, including management, and such information is believed to be reliable.
-

Statement of limiting conditions (Continued)

- 1- In the course of our analysis, we were provided with written information, oral information, and/or data in electronic form, related to the structure, operation, and financial performance of the subject Client and subject assets. We have relied upon this information in our analyses and in the preparation of this presentation and have not independently verified its accuracy or completeness.
- 1- Certain historical financial data used in our valuation were derived from audited and/or unaudited financial statements and are the responsibility of management. The financial statements may include disclosures required by generally accepted accounting principles. We have not independently verified the accuracy or completeness of this data provided and do not express an opinion or offer any form of assurance regarding its accuracy or completeness.
- 1- The estimates of cash flow data included herein are solely for use in the valuation analysis and are not intended for use as forecasts or projections of future operations. We have not performed an examination or compilation, nor have we performed an agreed-upon procedures engagement with regard to the accompanying cash flow data in accordance with standards prescribed by the American Institute of Certified Public Accountants, and, accordingly, do not express an opinion or offer any form of assurance on the accompanying cash flow data or their underlying assumptions. Furthermore, there will usually be differences between estimated and actual results because events and circumstances frequently do not occur as expected, and those differences may be material.
- 1- We assume no responsibility for any financial and tax reporting judgments, which are appropriately those of management. It is our understanding that management accepts responsibility for any financial statement and tax reporting issues with respect to the assets covered by our analysis, and for the ultimate use of our presentation.
- 1- Ernst & Young LLP is not required to furnish additional work or services, or to give testimony, or be in attendance in court with reference to the assets, properties, or business interest in question or to update any presentation, recommendation, analysis, conclusion or other document relating to its services for any events or circumstances unless arrangements acceptable to Ernst & Young LLP have been separately agreed with the Client.
- 1- This presentation does not comprise a Comprehensive Written Business Valuation Report as described in BVS-VIII, by the Business Valuation Committee of the American Society of Appraisers (ASA) and approved by the ASA Board of Governors. Sections consisting of descriptions concerning the history and nature of the business, industry and economic outlook and historical financial analysis may have been omitted from this presentation. Where applicable, the data underlying these sections will be retained in our working papers.

Elowsky, Denise (Treasury)

From: Maxine Murray <mmurray@cityofflint.com>
Sent: Friday, October 31, 2014 4:27 PM
To: TreasRevenueSharing
Subject: Financially Distressed Cities, Villages, and Townships Application- Water Main Leak Detection Survey and Condition Assessment
Attachments: Water Main Leak Detection Application 103114.pdf

Good afternoon:

Please find attached the Water Main Leak Detection Survey and Condition Assessment Project application from the City of Flint.

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

RECEIVED

OCT 31 2014

Application Due Date:
October 31, 2014

Financially Distressed Cities, Villages, and Townships Application (FY 2015)

Issued under authority of 2014 Public Act 252.

Office of
& Tax Analysis

PART 1: APPLICANT INFORMATION

1. Applicant Name City of Flint		2. Applicant Local Unit Code 252040	
3. Applicant FEIN 38-6004611		4. Applicant County Genesee	
5. Mailing Address 1101 S. Saginaw St.	6. City Flint	7. State MI	8. ZIP Code 48502

PART 2: PROPOSAL OVERVIEW

9. Proposal Title Water Main Leak Detection Survey and Condition Assessment	
10. Estimated Start Date 04/15/2015	11. Estimated Completion Date 06/30/2015
12. Estimated Total Proposal Cost \$ 900,000.00	13. Grant Amount Requested \$ 900,000.00

14. Additional Local Units, If Participating in a Shared Service Project (include county and local unit code). Attach letters of support from each of the participating local units.

See attached.

15. Is the applicant(s) willing to devote appropriate resources and time to this proposal?

☒ Yes ☐ No If no, explain why the applicant(s) is unable to devote appropriate resources and time to the proposal.

PART 3: PROPOSAL CONTACT INFORMATION

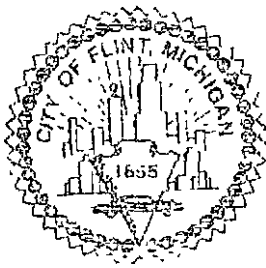
Note: The proposal contact individual should be a vital part of the grant proposal and will be the Michigan Department of Treasury's contact.

16. Contact Name Howard Croft	17. Contact Title Director, Department of Public Works
18. Contact Telephone Number (810) 237-2043	19. Contact Fax Number (810) 766-7218
20. Contact E-mail Address hcroft@cityofflint.com	
21. Contact Entity Name City of Flint	

PART 4: CONDITIONS OF PROBABLE FINANCIAL DISTRESS

22. Indicate the conditions affecting the applicant that indicate probable financial distress (check all that apply and attach proof of existence for each condition checked).

- ☐ 1. The governing body or the chief administrative officer of the city, village or township has requested a preliminary review. The request shall be in writing and shall identify the existing or anticipated financial conditions or events that make the request necessary.
- ☐ 2. The state financial authority has received a written request from a creditor with an undisputed claim that remains unpaid 6 months after its due date against the city, village, or township that exceeds the greater of \$10,000.00 or 1% of the annual general fund budget of the city, village, or township, provided that the creditor has notified the city, village or township in writing at least 30 days before the creditor's request to the state financial authority of the creditor's intention to submit a written request.
- ☐ 3. The state financial authority has received a petition containing specific allegations of financial distress signed by a number of registered electors residing within the city's, village's, or township's jurisdiction equal to not less than 5% of the total vote cast for all candidates for governor within the city's, village's, or township's jurisdiction at the last preceding election at which a governor was elected. The petition shall not have been filed within 60 days before any election of the city, village, or township.
- ☐ 4. The state financial authority has received a written notification that the city, village, or township has not timely deposited its minimum obligation payment to the city's, village's, or township's pension fund, as required by law.



CITY OF FLINT
OFFICE OF THE EMERGENCY MANAGER



Darnell Earley, ICMA-CM, MPA
Emergency Manager

October 30, 2014

Michigan Department of Treasury
Office of Revenue and Tax Analysis
P. O. Box 30722
Lansing, MI 48909

County: Genesee Local Unit Code: 252040

Please accept this letter as the City of Flint's commitment to the Michigan Department of Treasury Financially Distressed Cities, Villages, and Townships Grant Program for the *Water Main Leak Detection Survey and Condition Assessment* project.

The City of Flint needs to implement this project in order to develop a baseline of the condition of its one hundred twenty-five miles of aging water mains. Leak detection, and ultimately repair, is needed to significantly reduce the unbilled water volume, which can approach 30% of produced water. The City of Flint expects this project can result in over \$182,500 in annual savings. This project will strengthen the Water Enterprise Fund and provide the capability for needed investment in the water infrastructure.

I am committed to ensuring the success and sustainability of this initiative.

Sincerely,

Darnell Earley, ICMA-CM, MPA
Emergency Manager

PART 4: CONDITIONS OF PROBABLE FINANCIAL DISTRESS, CONTINUED

- ☐ 5. The state financial authority has received a written notification that the city, village, or township has failed for a period of 7 days or more after the scheduled date of payment to pay wages and salaries or other compensation owed to employees or benefits owed to retirees.
- ☐ 6. The state financial authority has received a written notification from a trustee, paying agent, bondholder, or auditor engaged by the city, village, or township of a default in a bond or note payment or a violation of 1 or more bond or note covenants.
- ☐ 7. The state financial authority has received a resolution from either the senate or the house of representatives requesting a preliminary review of the city, village, or township.
- ☐ 8. The city, village, or township has violated a requirement of, or a condition of an order issued pursuant to, former 1943 PA 202, revenue bond act of 1933, 1933 PA 94, MCL 141.101 to 141.140, the revised municipal finance act, 2001 PA 34, MCL 141.2101 to 141.2821, or any other law governing the issuance of bonds or notes.
- ☐ 9. The city, village, or township has violated the conditions of an order issued by the local emergency financial assistance loan board pursuant to the emergency municipal loan act, 1980 PA 243, MCL 141.931 to 141.942.
- ☐ 10. The city, village, or township has violated a requirement of sections 17 to 20 of the uniform budgeting and accounting act, 1968 PA 2, MCL 141.437 to 141.440.
- ☐ 11. The city, village, or township has failed to timely file an annual financial report or audit that conforms with the minimum procedures and standards of the state financial authority and is required for cities, villages, and townships under the uniform budgeting and accounting act, 1968 PA 2, MCL 141.421 to 141.440a.
- ☐ 12. The city, village, or township is delinquent in the distribution of tax revenues, as required by law, that it has collected for another taxing jurisdiction, and that taxing jurisdiction requests a preliminary review.
- ☐ 13. The city, village, or township is in breach of its obligations under a deficit elimination plan or an agreement entered into pursuant to a deficit elimination plan.
- ☐ 14. A court has ordered an additional tax levy without the prior approval of the governing body of the city, village, or township.
- ☒ 15. The city, village, or township has ended a fiscal year in a deficit condition as defined in section 21 of the Glenn Steil state revenue sharing act of 1971, 1971 PA 140, MCL 141.921, or has failed to comply with the requirements of that section for filing or instituting a financial plan to correct the deficit condition.
- ☐ 16. The city, village, or township has been assigned a long-term debt rating within or below the BBB category or its equivalent by 1 or more nationally recognized credit rating agencies.
- ☒ 17. There is an existence of other facts or circumstances that, in the state treasurer's sole discretion for a city, village or township, are indicative of probable financial stress. *see attached for more information*

PART 5: PROPOSAL DETAILS

23. Describe Current Services: What is working well? What is not working?

The City of Flint has historically noted a 25-35% rate in unbilled water amounts when it was purchasing water from DWSD and selling approximately 50% of that amount to Genesee County. The City no longer purchases water from DWSD and no longer sells any water to Genesee County. With these changes, it has become apparent that the amount of unbilled water, as a percentage of water produced, appears to be significantly higher than historically. The significant amount of unbilled water appears to be due to a combination of factors - water theft, malfunctioning meters, and faulty infrastructure. (Continued on attached page)

24. Describe Strategy, Project, or Service Proposal:

The City of Flint proposes to hire a qualified contractor to perform a leak detection survey of the 124 miles of water lines, which includes 1.5 miles of greater than 16" diameter pipe. Additionally, the contractor will conduct a condition assessment, known as Acoustic Average Wall Thickness of approximately 2 miles of pipe. The City will receive a mapping of leak locations and an assessment of leak severity. This data will allow the City to prioritize leak repair in order to receive the most beneficial water savings result. The condition assessment will guide the City's water main replacement program, with the most vulnerable and lines of greatest impact replaced first.

PART 5: PROPOSAL DETAILS, CONTINUED

25. Describe How Grant Funding will Lead the Applicant Toward Financial Stability:

The Water Treatment Plant and the water distribution system is funded through the Water Enterprise Fund which receives revenue via residential and commercial water bills. The fund has been replenished in recent years, but significant rate increases were required to do so. Also, savings in operations are sought to decrease expenditures and stabilize rates. A healthy fund balance allows the City to make needed investment in water system infrastructure improvements.

26. Goals, Measures, and Business Objectives of this Proposal: What are the outcomes you hope to achieve? How will you measure the outcomes? Provide the measures which will be used to determine the success of the proposal.

The overarching goal is to identify and reduce unbilled produced water. Leak detection and follow-up repair reduces the volume of water which must be produced. The current production of 16-17 MGD requires use of both the main and back-up production lines. A reduction to 12-14 MGD eliminates the need to use the back-up portion of the water plant, reduces the treatment chemical use and cost, and provides flexibility in the production paths. Measures of success include decreased daily water production volumes, number of leaks repaired, and monthly total costs of treatment plant operation.

27. Potential Barriers: Describe any barriers that currently exist that may have an impact on the implementation of the proposal.

The start date of the project may be impacted depending upon the severity of the winter and the frost level. All frost needs to be out of the ground prior to testing launch.

28. Cost Savings: Will the proposal save money?

☒ Yes ☐ No

A. SHORT-TERM (1 year or less)

☒ Yes ☐ No

Estimated Short-Term Savings

\$ 182,500.00

B. LONG-TERM (Greater than 1 year)

☒ Yes ☐ No

Estimated Annual Long-Term Savings

\$ 182,500.00

Estimated 5 Year Total Savings

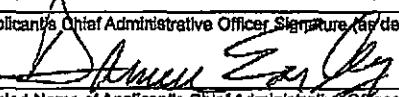
\$ 912,500.00

C. Did you attach a detailed calculation of the cost savings and provide an explanation of how the cost savings were calculated?

☒ Yes ☐ No

29. Work Plan and Proposal Timeline: What are the implementation steps to ensure this proposal's success? What are the projected outcomes at each step?

See attached.

PART 6: PROPOSAL DETAILS, CONTINUED		
30. Total Grant Budget Worksheet: For each budget category, attach a detailed list of proposed expenditures. Explain how the expenditures support and are essential to the proposal.		
Budget Category	Estimated Total Proposal Cost	Grant Budget Amount Requested (Total Limited to \$2.0 million)
Project Planning	\$ 90,000.00	\$ 90,000.00
Mobilization of Crew to Site	\$ 27,000.00	\$ 27,000.00
Leak detection < 16" dia.	\$ 378,000.00	\$ 378,000.00
Leak detection 16" dia. or >	\$ 270,000.00	\$ 270,000.00
Pipe Condition Assessments	\$ 135,000.00	\$ 135,000.00
	TOTAL ESTIMATED PROPOSAL COST \$ 900,000.00	TOTAL GRANT AMOUNT REQUESTED \$ 900,000.00
31. Additional Information and Comments:		
The Flint water distribution system averages 50 years of age for pipe sections. The system now serves half of the peak population, and expenses are distributed over many fewer users. This has raised costs for all users. Produced, unbilled water is wasteful, costly, and causes additional problems such as sinkholes. This project is independent of the source water. Leak detection is a responsible management tool to identify and prioritize leak repairs and/or pipe section replacement planning and budgeting. The annual water production savings can be redirected to leak repair and pipe replacement. Timely maintenance increases the stability of the distribution system.		
PART 6: CERTIFICATION		
32 I certify that all statements in this application, including all requested supplemental information, are true, complete and accurate to the best of my knowledge. If awarded, I agree to allow the Michigan Department of Treasury and the State Auditor General's Office (and/or any of their duly authorized representatives) access, for the purposes of inspection, audit, and examination, to any books, documents, papers, and records of the grantee which are related to this proposal. I agree to allow the Michigan Department of Treasury to conduct periodic program reviews of the proposal. The purpose of these reviews will be to determine adherence to stated proposal goals and to review progress of the proposal in meeting its objectives. I agree to submit semiannual and final narrative and financial status reports and a one-year Final Follow-up Report to the Michigan Department of Treasury. I understand that failure to submit any required reports may result in the termination of the grant. I understand that this grant may be terminated if the Michigan Department of Treasury concludes that I am not in compliance with the conditions and provisions of this grant, or have falsified any information. By way of signature, I agree with all conditions of this grant program		
Applicant's Chief Administrative Officer Signature (as defined in MCL 141.422b) 		Date 10-31-14
Printed Name of Applicant's Chief Administrative Officer (as defined in MCL 141.422b) Darnell Earley, ICMA-CM, MPA		Title Emergency Manager

Applications are due October 31, 2014. Completed applications submitted via mail or e-mail must be received by the Michigan Department of Treasury no later than 11:59 p.m. on Friday, October 31, 2014. Incomplete applications may not be considered.

A signed and completed application (including attachments) can be submitted by e-mail to TreasRevenueSharing@michigan.gov or by mail to:

Michigan Department of Treasury
Office of Revenue and Tax Analysis
PO Box 30722
Lansing, MI 48909

Water Main Leak Detection Survey and Condition Assessment Grant Application

Supplemental Responses

Part 4 Question 17.

The City of Flint has been in receivership since December 2011. At that time the State of Michigan Financial Review Team found:

- The City has a general fund deficit of \$14,621,546 as of June 30, 2010 which was not eliminated within the two year preceding period.
- The City previously submitted a five year deficit elimination plan for a cumulative general fund deficit of \$7,046,820 as of June 30, 2008. However, by June 30, 2010 the cumulative general fund deficit had grown to \$14,621,546. An updated plan submitted for 2010 does not purport to eliminate the cumulative deficit until 2030 and that relies upon the issuance of an additional \$12 million of debt in 2013.
- A structural operating deficit existed in the general fund as of June 30, 2007, 2008, 2009, 2010 and the general fund is projected to have a \$6,768,864 deficit as of June 30, 2011.

The Comprehensive Annual Financial Report for the Fiscal Year ended June 30, 2011 was received in December 2011. The City's General Fund, which had a \$14.6 million deficit at the beginning of the year, ended it with an \$8.9 million deficit. The reduction in the deficit was due solely to an \$8 million Fiscal Stabilization Bond Issued by the city in March 2011. In total, excluding the impact of the FSB proceeds and the Genesee Towers judgment levy, expenses in the General Fund exceeded revenues.

The City's Water Supply and Sewage Disposal systems also reported losses of \$6.6 million and \$14.1 million respectively. Increases in water and sewer fees have been implemented since the end of the fiscal year in an effort to forestall additional losses. However, the increases do not appear sufficient to address past deficits.

The City had actuarial accrued liability for post-employment benefits other than pension (OPEB) of \$862 million at June 30, 2011. Currently, the City is operating on a pay-as-you-go basis. In FYI I, \$19.6 million was spent on premiums for health care, compared to the recommended amount of \$61.4 million.

The Auditors comments continued to note concerns with cash flow and with the timeliness of certain account and bank reconciliations.

Part 5. Question 23. (Continued)

The City has committed dedicated resources to criminal investigations of water theft, has replaced all commercial meters and is beginning the process of replacing all residential meters. It also desires to move quickly into a comprehensive leak detection program, examining its aged distribution system for

major leaks. Unfortunately, at this time, city resources are limited and are primarily occupied with responding to obvious leaks.

Question 28(c)

Provide a detailed calculation of cost savings and provide an explanation of how cost savings were calculated.

Current daily volume water produced: 16-17 MGD

Expected daily volume based on customer use: 12-14 MGD

Net produced, unbilled: 3MGD average X 365 days/yr = 1095 MG/ 1 year

Estimated volume lost due to system leaks: 33% (1095 MG/yr) = 365MG/yr

Produced cost \$/Gallon: \$.0005/gallon

Total cost saved: 365,000,000 gallons/yr x \$.0005/gallon = \$182,500/ yr

The total volume of water produced but unbilled averages 3 MGD. System leaks is the major reason for lost, unbilled water. Other reasons include water theft and metering error. For this calculation leaks were assumed to 33% of this loss.

Once identified and repaired it was assumed that 100% of the loss could be avoided. The earlier a leak is identified the greater the savings. Also, the more severe the leak that is repaired, the greater the savings and the greater the probability a more catastrophic failure is avoided.

Produced water is billed at \$ 7.51/unit. A unit = 748 gallons; each gallon is billed at \$.01/gal. The savings is approximately 5% of the billed value. Production costs would be saved, but distribution costs would continue.

Question 29.

Work Plan and Proposed Timeline

Implementation Steps to ensure proposals success and projected outcomes at each step.

Issue Request for Proposal November 1, 2014 (proposal sample attached)

1. Select Vendor and sign contract January 6, 2015
2. Vendor Project Planning January – March 2015
3. Vendor mobilizes all personnel and ancillary equipment to perform work April, 2015
4. Pipe Condition Assessments May 2015
5. Leak detection 16" diameter or greater pipes April – May 2015
6. Leak detection less than 16" diameter pipes April – June 2015

Steps 4-6 will identify leaks and/or severe pipe weakness which can be scheduled for repair and or replacement. Each repair saves thousands of gallons of lost, unbilled water.

Question 30.

Detailed list of proposed expenditures. Explain how the expenditures support and are essential to the proposal.

Project Planning – identify all water main locations, plan access points and any associated street or lane closings required, plan equipment holding location, plan format of data and final report format.

Mobilization of Crew to Site – the contractor will be responsible for providing all ancillary equipment required to perform the work including vehicles to transport the leak detection team, ground microphones for confirming leak locations, tools for accessing valve chambers, confined space entry equipment, GPS receivers to accurately record leak locations, all hand tools required for the work, and any other site specific equipment.

Leak Detection < 16" Diameter Water Mains – the majority of the water mains in the City are < 16" diameter. This work will comprise the bulk of the detection work; these are also the lines which can be most easily overlooked when a leak occurs as it takes the longest for these leaks to reach the surface.

Leak Detection 16" diameter or > - Water mains measuring 16" diameter or greater are the major lines carrying water in the City. A leak in these lines can result in thousands of gallons being lost in a short period of time.

Pipe Condition Assessments – This section would be conducted on 2 miles of pipe using an acoustic average wall thickness testing system to measure the average minimum structural wall thickness of water distribution pipelines. Leak detection must be conducted concurrently with this test. This evaluation will allow the City to plan the rate of pipe deterioration and to develop a pipeline replacement schedule.



THE SENATE
STATE OF MICHIGAN

JIM ANANICH
27TH DISTRICT
P.O. BOX 30036
LANSING, MI 48909-7538
PHONE: (517) 373-0142
FAX: (517) 373-3938

October 29, 2014

Michigan Department of Treasury
Office of Revenue and Tax Analysis
P.O. Box 30722
Lansing, MI 48909

To Whom It May Concern:

Please accept this letter as my strong support for the City of Flint's application to the Michigan Department of Treasury Financially Distressed Cities, Villages, and Townships Grant Program for the ***Water Main Leak Detection Survey and Condition Assessment*** project.

The City of Flint needs to implement this project in order to develop a baseline of the condition of its one hundred and twenty-five miles of aging water mains. Leak detection, and ultimately repair, is needed to significantly reduce the unbilled water volume which can approach 30% of produced water. The City Flint expects this project can result in over \$182,000 in annual savings. This project will strengthen the Water Enterprise Fund and provide the capability for needed investment in the water infrastructure.

In addition to Flint's recent water contamination issues, there are also *huge* cost concerns that have resulted in major water thefts, protests over high rates, and people having their water shutoff daily. This grant would not only help the City of Flint update their water infrastructure, but ultimately reduce costs on residents.

For the above reasons and many more, I want to again express my strong support of this proposal. It is my hope that you give the ***Water Main Leak Detection Survey and Condition Assessment*** proposal strong consideration. If you have any additional questions about this proposal and my reasons for supporting it, please don't hesitate to contact me at my office: (517) 373-0142.

Sincerely,

Jim Ananich
State Senator
27th District
517-373-0142