

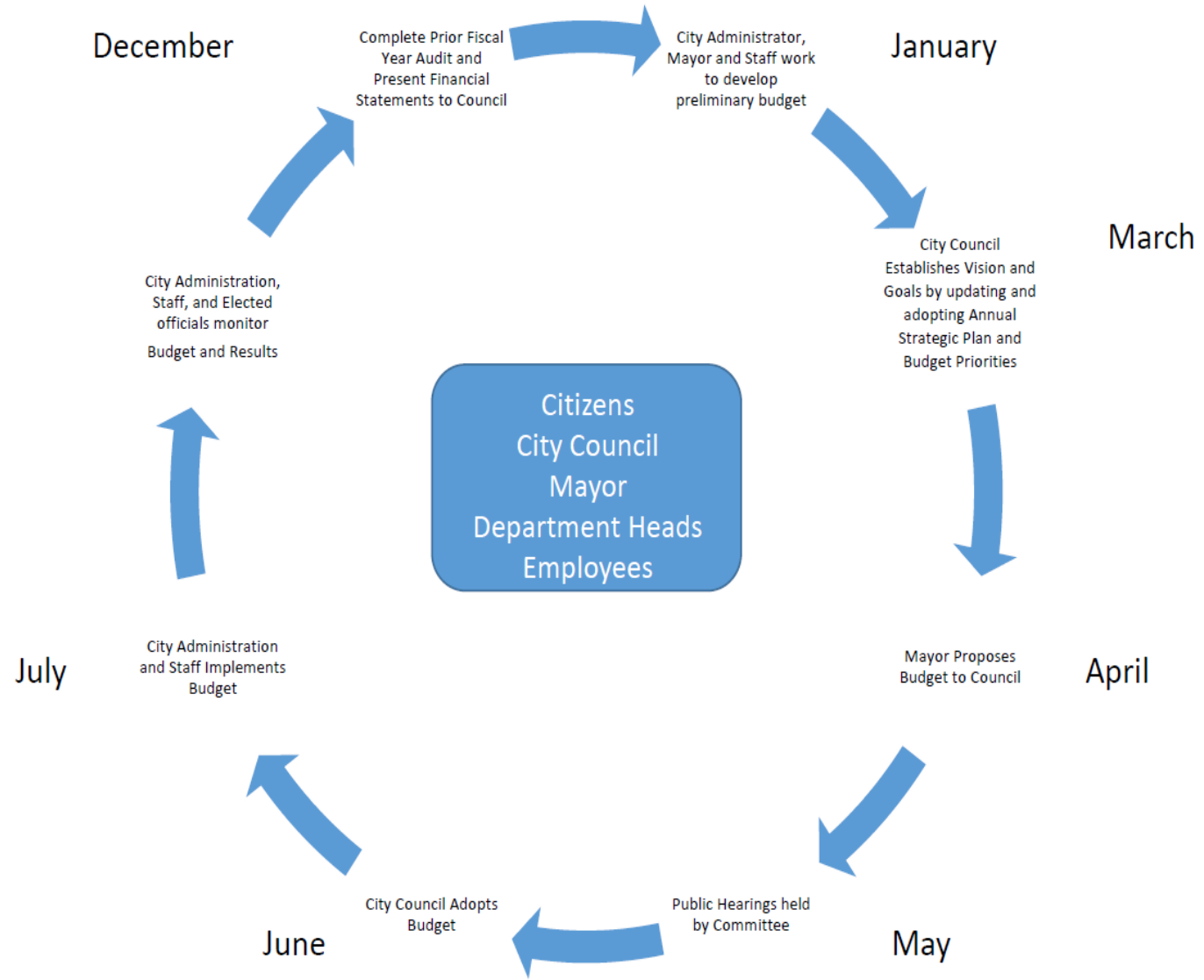


# City of Flint

## Special Council Meeting: Presentation of FY19 & FY20 Proposed Budget and Projections

April 2, 2018

# City of Flint Annual Budget Cycle



# CITY OF FLINT

## Council Priorities FY2019 & FY2020

- Maintain General Fund reserve Balance.
- Maintain Police and Fire staffing levels while seeking additional funding sources to increase public safety programs.
- Ensure the Department of Public Works has tools necessary to provide for street maintenance, sidewalk maintenance, snow removal, and right-of-way tree maintenance.
- Resolve the Water Lead Crisis through improvement of City infrastructure and replacement of customer service lines.
- Stabilize the financial position of the Water and Sewer Funds at the most affordable rates possible at the highest quality standards.
- Build community relationships to ensure capacity and continued implementation of Master Plan and Capital Improvement Plan; including blight elimination, economic development, parks maintenance and essential human services.
- Improve customer service across all departments through training and technology.

# CITY OF FLINT STRATEGIC PLAN 2019-2023

*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, financially responsible, and equitable manner in order to insure equality of opportunity for all persons

## **The Goals**

In order to operate per our Mission and realize our Vision, residents, businesses, students and visitors can expect that the City of Flint will:

1. The City will 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
2. The City will provide a highly trained and professional staff of elected leaders, appointed officials and employees
3. The City will provide for a safe, secure, healthy and clean environment in which to live, work, learn and play
4. The City will provide access to dependable, quality and sustainable water and sewer
5. The City will provide access to an adequate and well maintained transportation network for all modes of travel serving motorized, non-motorized, and pedestrian needs
6. The City will foster cooperation among business, non-profit, higher education, foundation partners, and residents to create a climate that supports economic development with a focus on small business and entrepreneurs in order to build local wealth and enhance the tax base
7. The City will seek partnerships with Local, State and Federal governmental partners, and other private entities in order to maximize efficiencies and resources in meeting its Mission
8. The City will promote the equal protection of the law for each person in accordance with fundamental human rights

# A YEAR IN THE NEWS

- August 2017 – Lear Corporation announced plans to construct a 160,000-square-foot building at the location of the former administration building at Buick City, north of downtown Flint, leading to the creation of up to 435 jobs.
- November 2017 - Flint approves 30-year water deal with Great Lakes Water Authority, Genesee County Drain Commission and the Karegnondi Water Authority.
- November 2017 – In conjunction with the EPA, the State forgives Flint’s \$20M Drinking Water Revolving Fund Loan.
- March 2018 – The Supreme Court is leaving in place a ruling that revived two federal lawsuits stemming from the lead-tainted water crisis.
- March 2018 – Michigan Governor OKs \$175 million boost in road spending (\$916K to Flint).

# BUDGET ASSUMPTIONS CONT'D

- Employer pension contribution increase 7/1/18 to \$24 million from \$20.6 million in FY2016-17. For FY2019-20 employer contribution is increased to \$26 million – *Impacts several funds*
- USE OF FUND BALANCE – As needed in FY18 and FY19 to stabilize budgets

# CHALLENGES

- Property Tax Revenues – Maximum mills currently being levied, decreasing population and property values slowly rising in 2018-2019
- Flat State Revenue Sharing
- Growing retiree pension and healthcare costs
- Deferred maintenance throughout infrastructure, specifically in sewer system
- Water and Sewer collection rates and non-revenue rates

# FUNDING SOURCES BY ADOPTED FUND

PRIMARILY FUNDED BY MILLAGES		
Adopted Fund	Millage Rate	Purpose
General Fund - 101*	7.5%	General Operating Expenditures
Public Improvement - 402	2.5%	Public Capital Improvements
Parks - 208	0.5%	City Parks and Recreational costs
Public Safety Fund - 205	6.0%	Portion of City Fire and Police Depts
<u>Police Fund - 207</u>	<u>2.0%</u>	<u>Neighborhood Policing</u>
<b>Totals</b>	<b>18.5%</b>	
PRIMARILY FUNDED BY FEES, DEDICATED FUNDING SOURCES AND ASSESSMENTS		
Adopted Fund	Funding Source	Purpose
Major Streets - 202	Act51 Distribution	Repair and Maintenance of major city streets
Local Streets - 203	Act51 Distribution	Repair and Maintenance of neighborhood streets
Street Lights - 219	Special Assessment	Maintenance and operation of street lights
Rubbish - 226	Special Assessment	Garbage Collection costs
Drug Forfeiture - 265	Fines on forfeitures	Portion of City Police Dept
Building Safety - 542	Inspection fees	Fund plumbing, building, and electrical inspections

\* - Also funded with income tax revenue and PILOTs

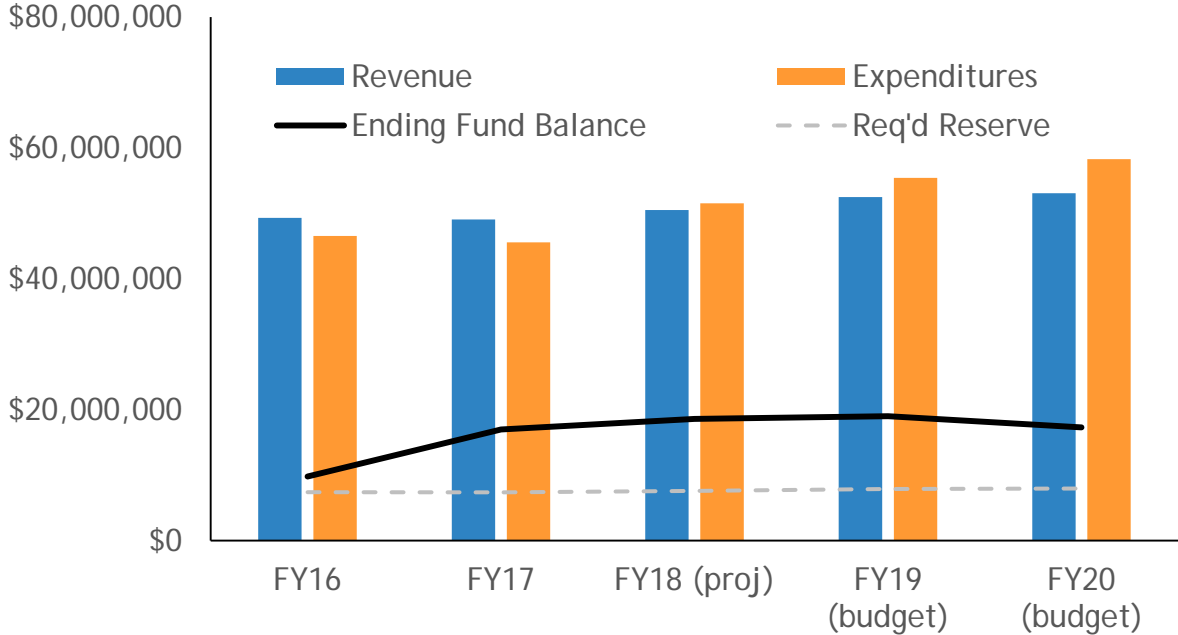


# EMPLOYEES BY DEPT & FUND

**FY19 Funding Source for Requested Positions**

Department	Total Positions	General Fund	Major & Local Streets	Police & Fire Special Mill.	Neighbor. Police Mill.	Parks/Rec Fund	Street Light	Rubbish	Drug Enforce	HUD	Federal	BSI Fund	Water Fund	Sewer Fund	Fringe Benefit Fund	IT Fund	Fleet
		101	202, 203	205	207	208	219	226	265	274	296	542	590	591	627	636	661
Governance	38	29.10									7.90				1.00		
Police	126	95.90		18.00	9.00				1.00	0.50	1.60						
Fire	97	47.00		17.00							33.00						
DPW - Transportation & Admin	47	3.51	39.90					0.94			0.39		0.81	0.95			
DPW - Utilities & Admin	127												71.50	55.50			
Planning & Development	35	7.37				0.60	0.40			9.13	4.00	13.50					
Finance & Administration	57	42.00														6.00	9.00
<b>Total</b>	<b>527</b>	<b>224.9</b>	<b>39.9</b>	<b>35.0</b>	<b>9.0</b>	<b>0.6</b>	<b>0.4</b>	<b>0.9</b>	<b>1.0</b>	<b>9.6</b>	<b>46.9</b>	<b>13.5</b>	<b>72.3</b>	<b>56.5</b>	<b>1.0</b>	<b>6.0</b>	<b>9.0</b>

# GENERAL FUND AT A GLANCE (ref pg. 18)



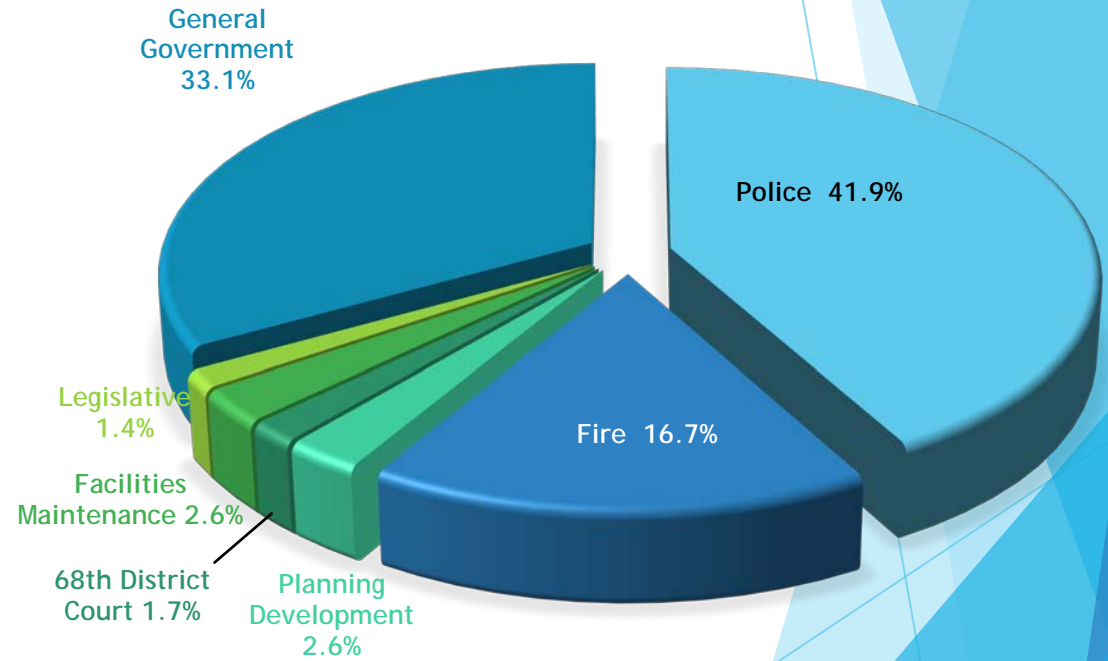
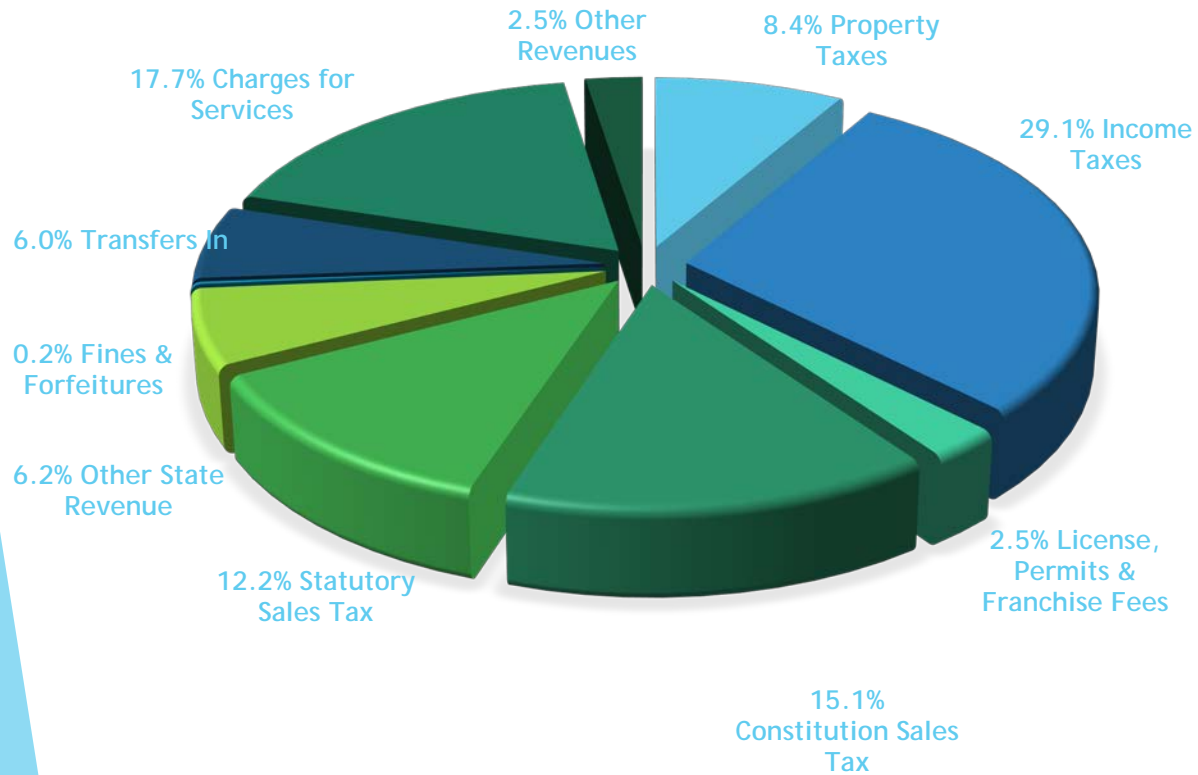
- ### Comments
- Fund balance is **NOT** uncommitted funding; need those funds plus more to address MERS and OPEB obligation
  - Ombudsman annual expenditure of \$250K now included in General Fund (per page 13)
  - Police and Fire estimated to remain above 59% of General Fund through FY20 (required above 55.5% per Public Safety millage - Ordinance 1-164 "Police and Fire Funding")

- ### Key Assumptions:
- Relatively flat property tax valuation
  - Slight uptick in income tax, driven mostly by additional jobs from Lear
  - Increased MERS obligation of \$1.7 million, primarily borne from General Fund (increased for 101 fund is \$494K)
  - Funded Police and Fire personnel: 95.9 Police (and 30 part-time Crossing Guards) and 47 Firefighters
  - Contract negotiations for Sgts, Capts & Lts, 1600 and 1799 not complete; estimates for those wages included
  - Budget includes initial projection of \$100K of expenditures and revenue for Medical Marijuana

# GENERAL FUND

**FY19 REVENUES \$55,843,993**

**FY19 EXPENDITURES \$55,567,569**



**FY18 Projected revenue as of June 30, 2017 \$53,178,002**

**FY18 Projected Expenditures as of June 30, 2017 \$51,556,294**

# ACTUARIAL EMPLOYER PENSION CONTRIBUTIONS

## EMPLOYER CONTRIBUTION BEFORE ACTUARIAL ASSUMPTION ADJUSTMENT

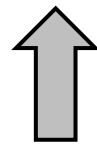
- 7/1/17 - \$42 Million
- 7/1/18 - \$32 Million
- 7/1/19 - \$32 Million
- 7/1/20 - \$33 Million
- 7/1/21 - \$33 Million

## EMPLOYER CONTRIBUTION AFTER DIVISION REALLOCATION

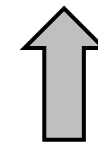
- 7/1/17 - \$21 Million
- 7/1/18 - \$24 Million
- 7/1/19 - \$28 Million
- 7/1/20 - \$33 Million
- 7/1/21 - \$36 Million

## EMPLOYER CONTRIBUTION AFTER LUMP SUM PMT

- 7/1/18 - \$24 Million\*
- 7/1/19 - \$26 Million\*
- 7/1/20 - \$32 Million
- 7/1/21 - \$36 Million



FY17 - Reallocate retirees into other divisions



FY18 - Set-up Lump-sum pre-payment\*\*

\* We must be 60% funded, per the State of Michigan Treasurer's office - we are 39% funded; these payments are minimums that will not allow us to reach this milestone; we plan to pay at a larger rate than the minimums

\*\* The payment for FY19 includes a \$2.15M lump sum payment that will allow City of Flint to avoid facing a three-times contribution minimum in Retirement Division 12

# MERS OBLIGATIONS BY FUND

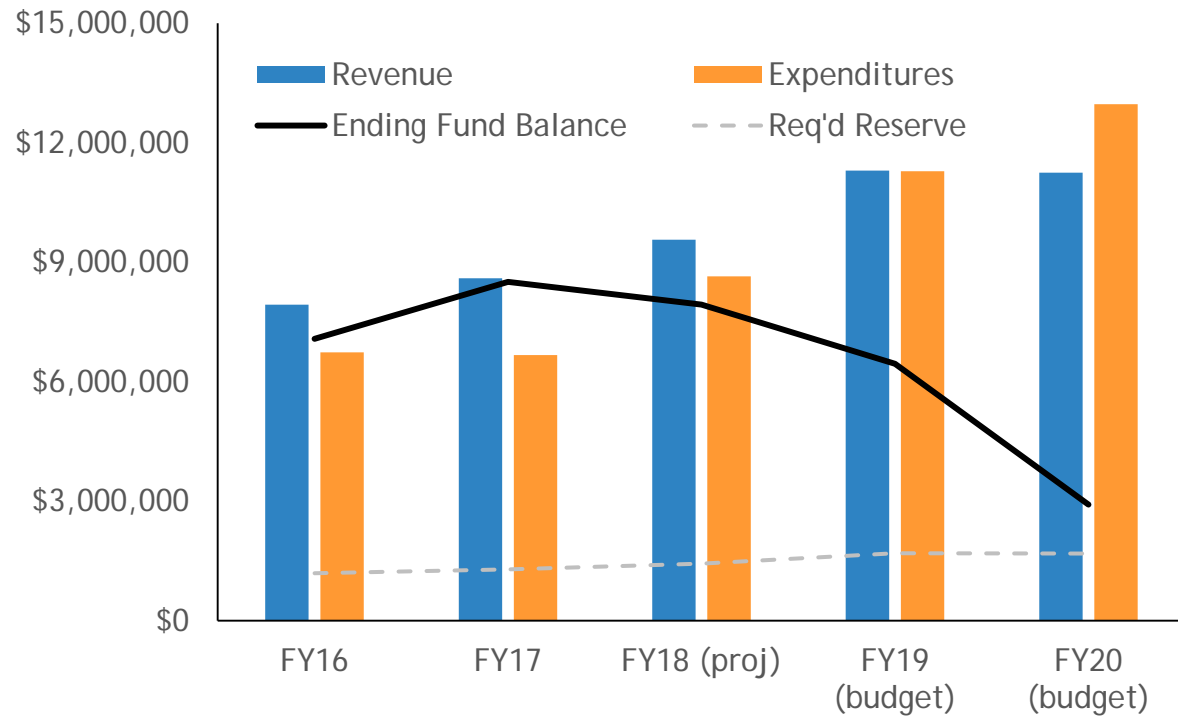
	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET
<b>MERS PAYMENTS</b>		
General Fund	\$11,419,410	\$13,445,118
Major Streets	1,077,240	1,241,383
Local Streets	810,077	951,023
Public Safety	2,384,127	2,906,448
Police	597,133	604,213
Parks	10,096	11,614
Street Lighting	5,547	6,318
Rubbish Collection	28,425	33,181
Drug Forfeiture	3,570	4,064
Building Safety (Insp.)	511,347	599,496
Sewer	3,395,009	3,985,189
Water	1,397,833	1,630,572
Information Services	261,321	306,469
<u>Fleet</u>	<u>350,306</u>	<u>410,306</u>
<b>GRAND TOTAL</b>	<b>\$22,251,443</b>	<b>\$26,135,394</b>

# RETIREE HEALTHCARE OBLIGATIONS BY FUND

	2018-19 RECOMMENDED BUDGET	2019-20 RECOMMENDED BUDGET
<b>Retiree Healthcare</b>		
General Fund	\$9,314,194	\$9,605,990
Major Streets	895,596	974,591
Local Streets	626,917	733,356
Building Safety (Insp.)	447,798	467,997
Sewer	3,403,263	3,444,840
Water	2,686,787	3,058,863
Fleet	179,119	241,235
<u>Information Systems</u>	<u>358,238</u>	<u>434,224</u>
<b>GRAND TOTAL</b>	<b>\$17,911,912</b>	<b>\$18,961,096</b>

General Fund pays the most of all funds into the MERS and Retiree Healthcare plans (Total of \$20.7M in FY19 and \$23.0M in FY20)

# MAJOR STREETS FUND AT A GLANCE (ref pg. 21)



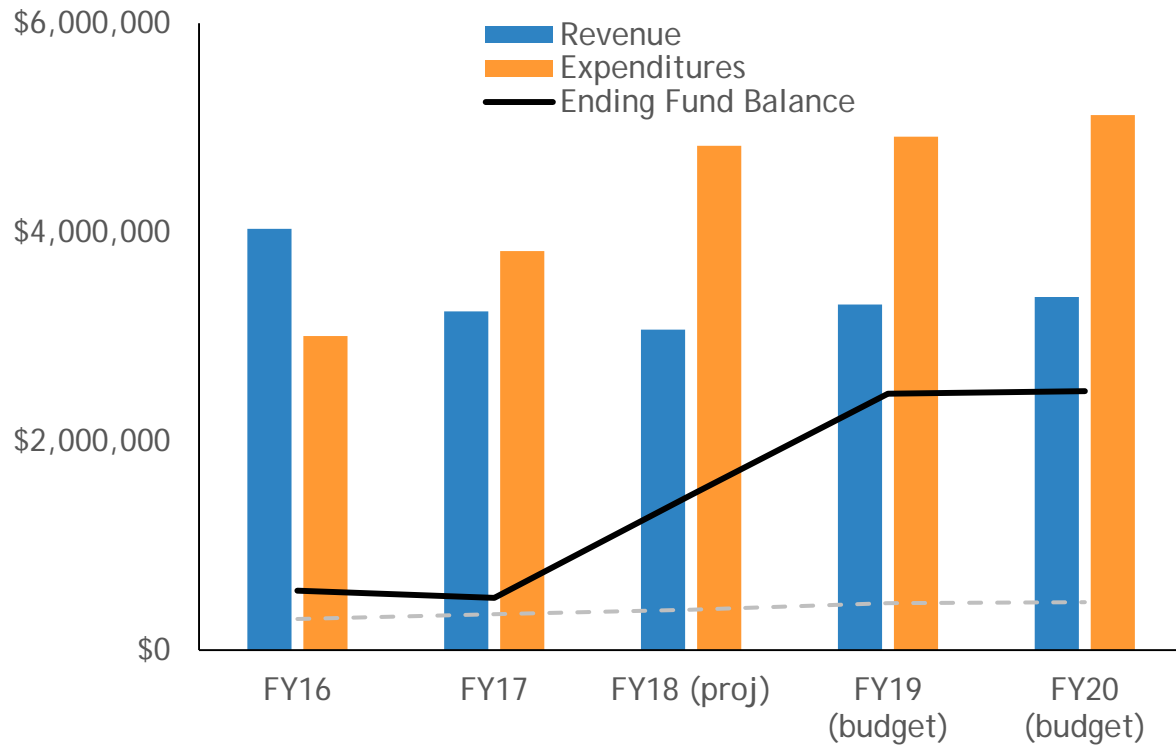
### Comments

- Dip in fund balance caused by Atherton Road and DuPont Street projects
- Fund balance also caused by transfer to 203 fund (from 1.5M in FY19 to \$1.8M in FY20)
- Revenues remain flat in FY20 after projected increase in FY19 of \$1.8M (due to increase in Act51 funding from state government)
- Transfer to 203 fund allows both funds to end FY20 with relatively similar balances - both funds total roughly \$5.5M

### Key Assumptions:

- ACT51 assumed revenue for \$13.3M and \$13.4M for FY2020 (both Major and Local streets)
- More work needs to be done in Local Streets, this drives transfer

# LOCAL STREETS FUND AT A GLANCE (ref pg. 23)



## Comments

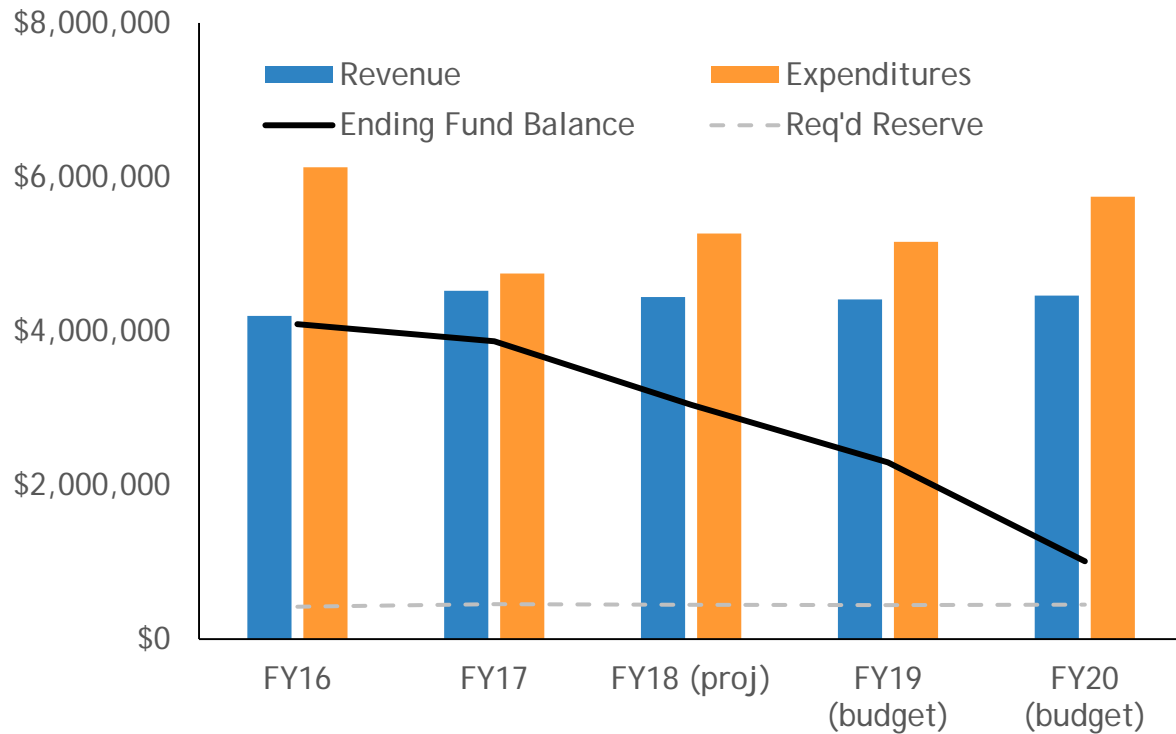
- State provided revenue had dwindled through FY18 with a projected increase due to state funding
- Transfers from 202 fund used to even out fund balance thru FY20
- Transfer to 203 fund allows both funds to end FY20 with relatively similar balances - both funds total roughly \$5.5M
- Total of 199 traffic signals in the city - 57 have been replaced with low-energy lights (currently under review for energy savings)

## Key Assumptions:

- ACT51 assumed revenue for \$13.3M and \$13.4M for FY2020 (both Major and Local streets)
- More work needs to be done in Local Streets, this drives transfer



# PUBLIC SAFETY FUND AT A GLANCE (ref pg. 24)



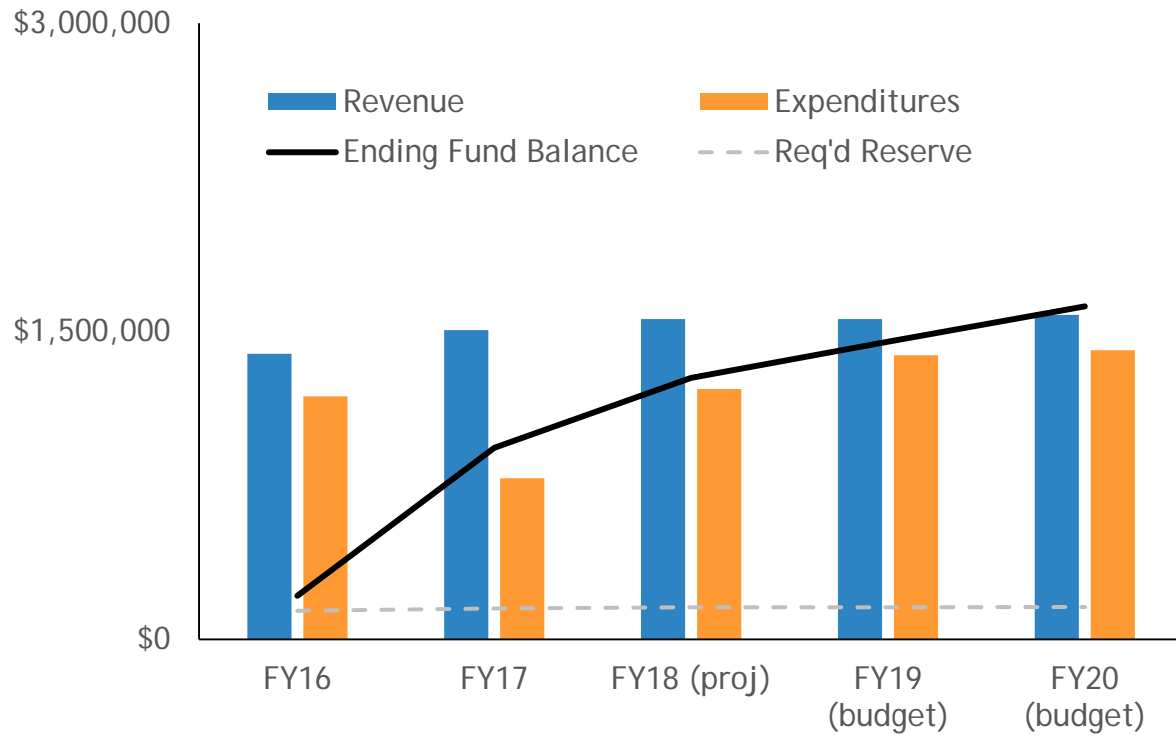
## Comments

- Fund supports 18 police officers and 17 firefighters
- SAFER grant goes through the 296 fund; future revenue in jeopardy due to future federal restrictions (33 full-time firefighters) - expires Jan. 16 2019
- Fund primarily supports personnel costs (active and retiree) - MERS obligation drives rising costs

## Key Assumptions:

- Relatively flat property tax valuation (fund supported by millage)

# POLICE FUND AT A GLANCE (ref pg. 25)



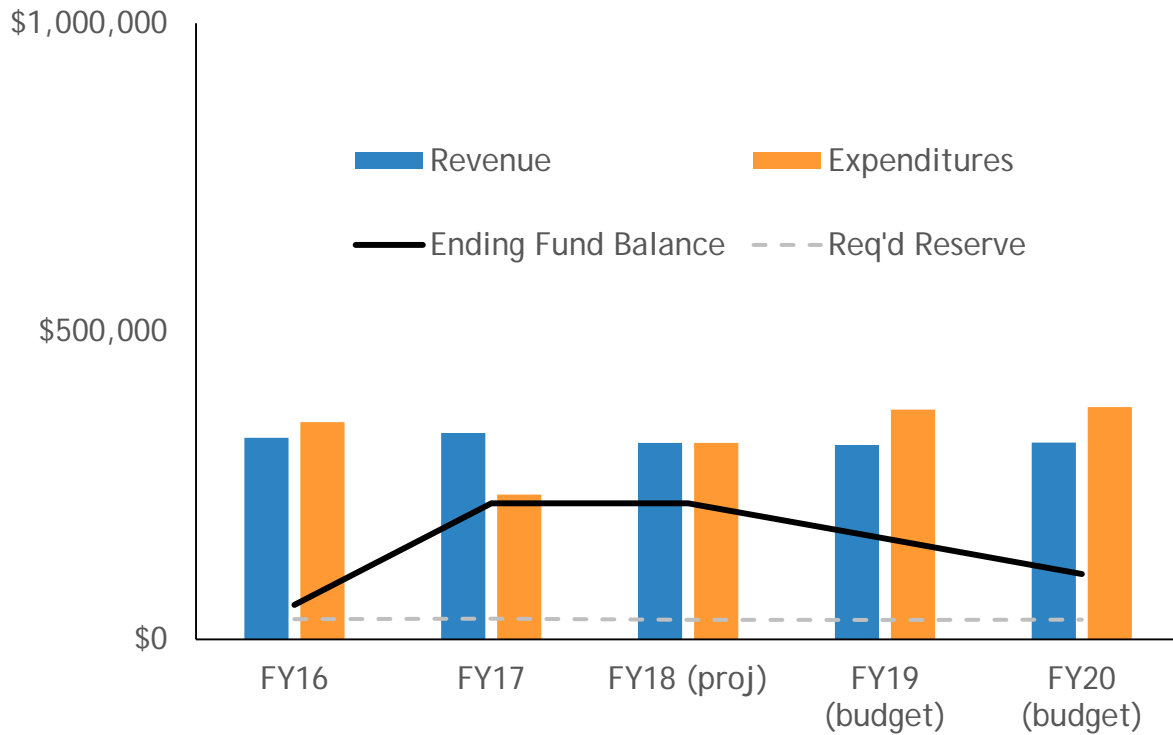
## Comments

- Fund supports 9 police officers (Patrol Bureau, Fourth Shift)
- Fund primarily supports personnel costs (active and retiree) - MERS obligation drives rising costs
- Rising costs track with increase in MERS and retiree health care payments

## Key Assumptions:

- Relatively flat property tax valuation (fund supported by millage)

# PARKS FUND AT A GLANCE (ref pg. 26)



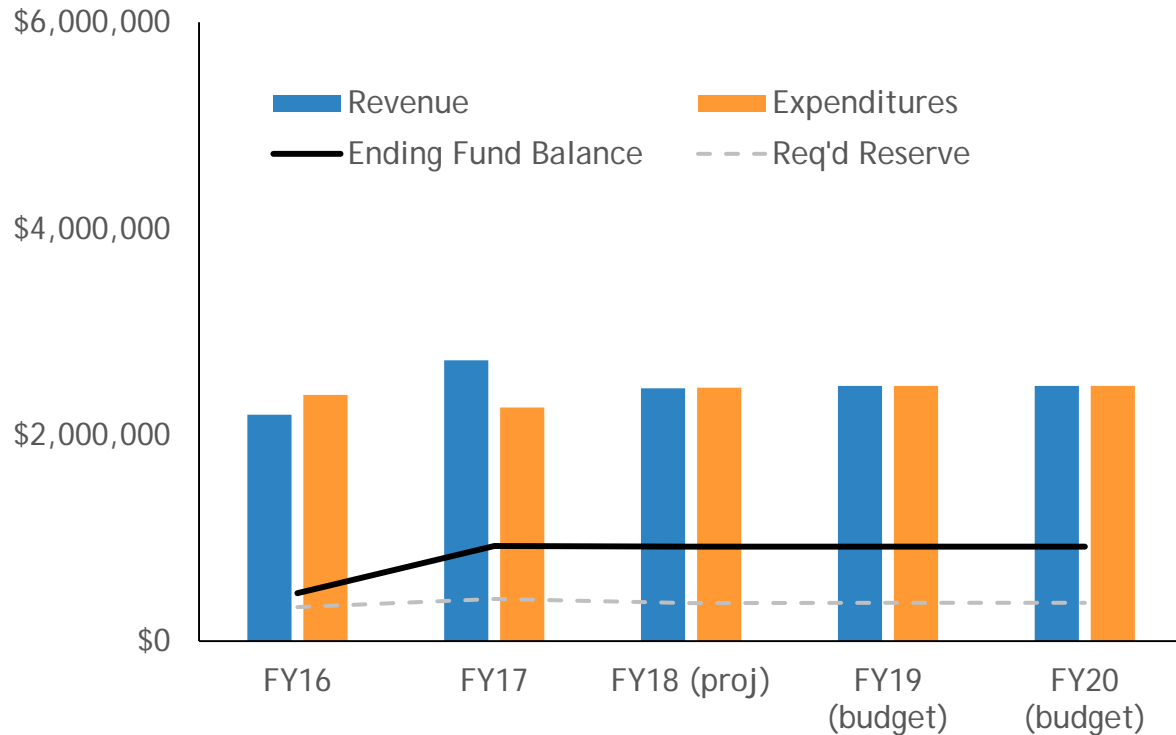
## Comments

- Additional mowing, tree removal and naturalizing for parks drives costs going into FY19 and FY20
- Costs further driven by allocation of personnel

## Key Assumptions:

- Split cost with County to run operations costs for 12 parks
- Millage-based revenue projected to remain flat

# STREET LIGHTING FUND AT A GLANCE (ref pg. 27)



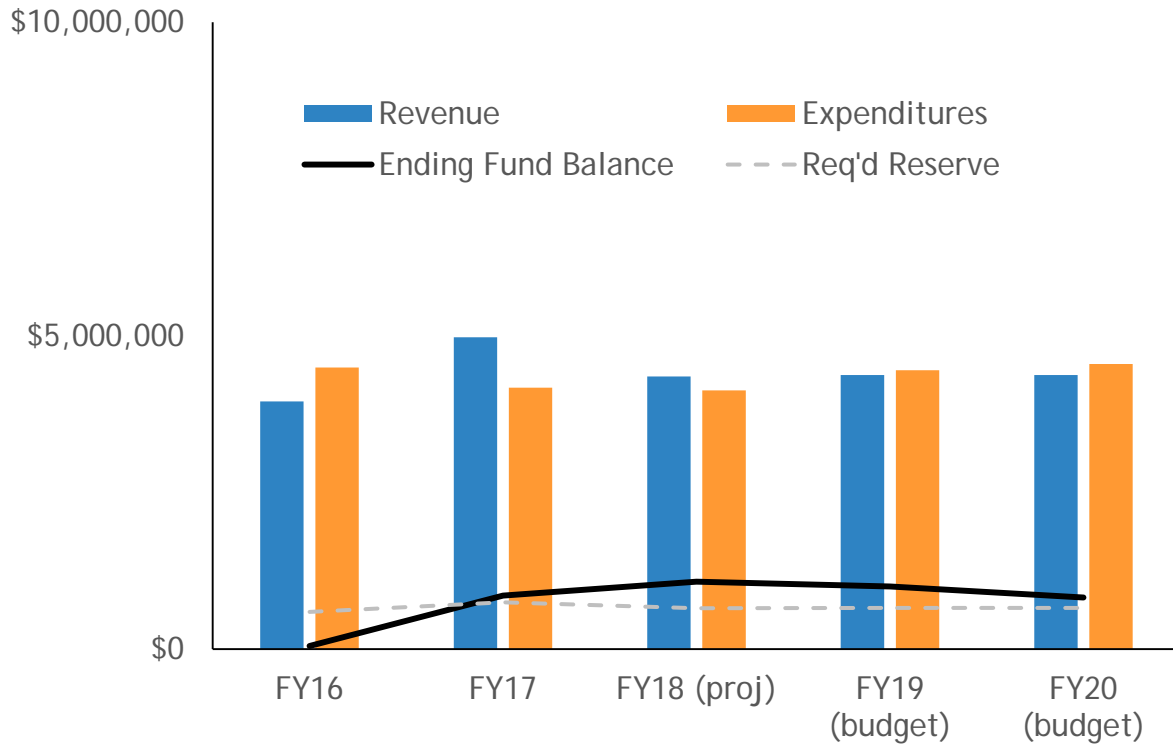
## Comments

- Target special assessment rate proposed at \$70.94 per parcel
- LED replacement project expected to save utility cost in near future; energy audit underway
- Utilities savings not budgeted for next two fiscal years
- Need to address legislation allowing combining of parcels

## Key Assumptions:

- Special Assessment based on estimated 40,048 parcels
- Also assumes roughly 13% uncollectible rate

# RUBBISH COLLECTION FUND AT A GLANCE (ref pg. 28)



## Comments

- Special assessment rate proposed at \$150.74/parcel
- Need to address legislation allowing combining of parcels

## Key Assumptions:

- Total revenues and expenditures remain relatively the same after negotiation of new contract
- Estimated 34,569 parcels with an uncollectible rate of 16%

# SPECIAL ASSESSMENTS – GARBAGE & STREET LIGHTS

## Street Lighting Assessment

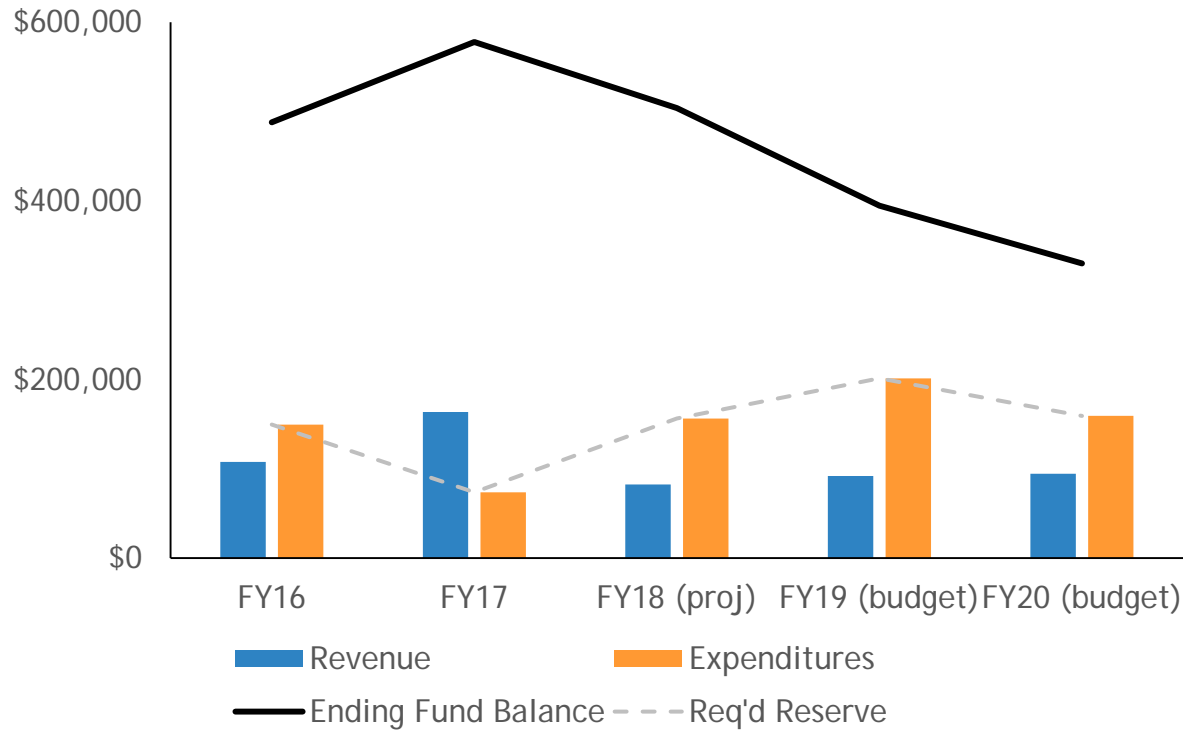
	<u>2017/2018</u>	<u>2018/2019</u>	<u>Dollar Increase/Decrease</u>
Yearly cost per parcel	\$70.94	\$70.94	\$0.00
Monthly cost per parcel	\$5.91	\$5.91	\$0.00
Weekly cost per parcel	\$1.36	\$1.36	\$0.00
Daily cost per parcel	\$0.19	\$0.19	\$0.00

## Waste Collection Fee

	<u>2017/2018</u>	<u>2018/2019</u>	<u>Dollar Increase/Decrease</u>
Yearly cost per parcel	\$150.47	\$150.47	\$0.00
Monthly cost per parcel	\$12.54	\$12.54	\$0.00
Weekly cost per parcel	\$2.89	\$2.89	\$0.00
Daily cost per parcel	\$0.41	\$0.41	\$0.00

Despite rising personnel costs (active & retiree), we are proposing no increase to the special assessments

# DRUG FORFEITURE FUND AT A GLANCE (ref pg. 30)



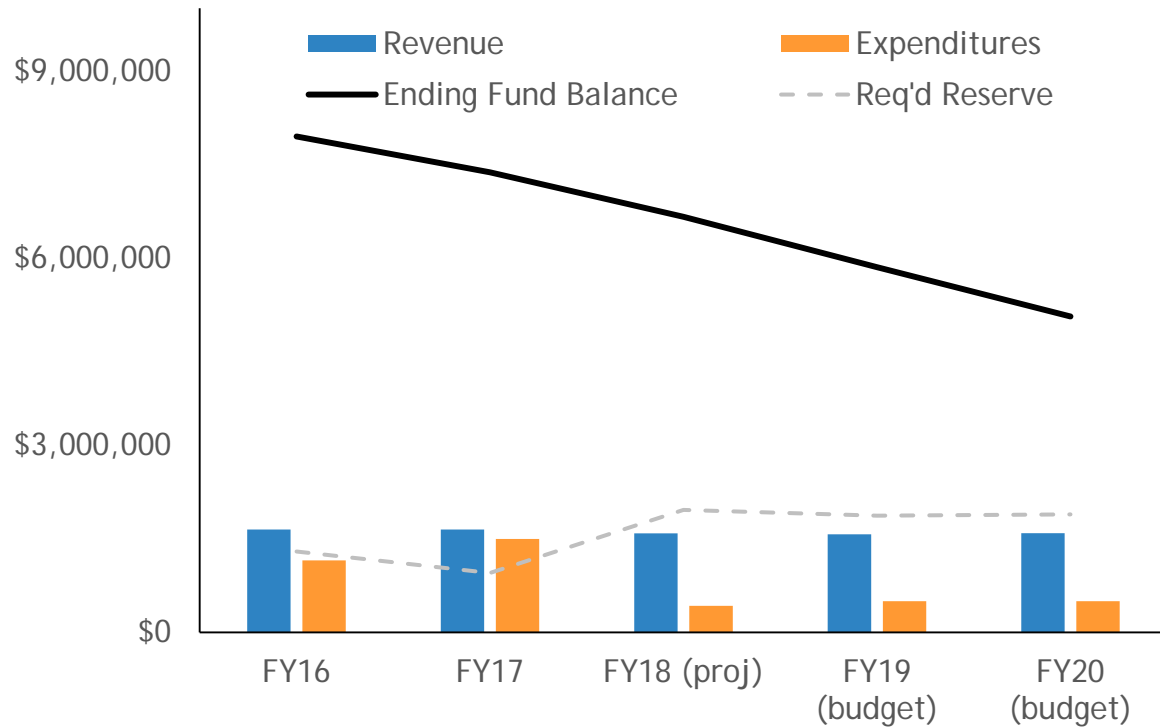
## Comments

- Fund supports 1 FTE police officer and OT related to forfeiture (Local Forfeiture, DOJ/DEA Forfeiture)
- Fund balance is being used; expectation is that it will reach reserve requirement status
- Need to monitor this fund - appropriations now consistently outpace revenues

## Key Assumptions:

- Conservative estimates of \$75,000 per year from forfeitures and fines, although already have collected \$163K for this fiscal year

# PUBLIC IMPROVEMENT FUND AT A GLANCE (ref pg. 32)



## Comments

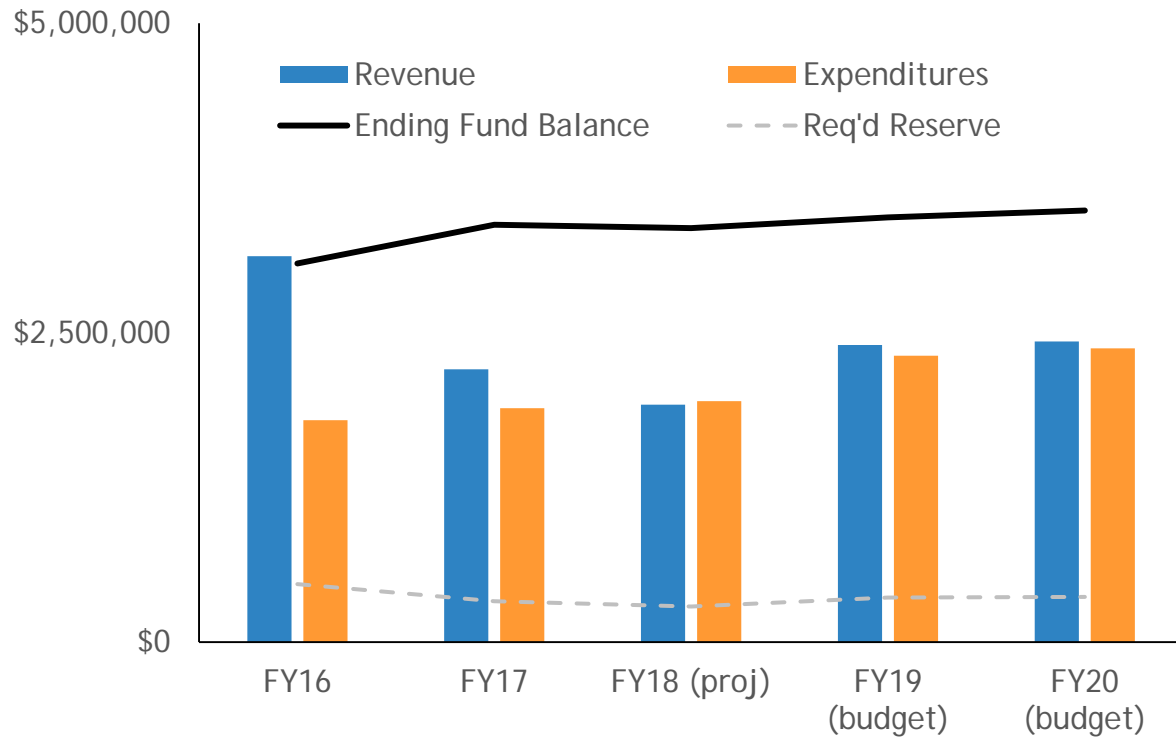
- Fund provides \$500K of capital improvement for future projects while funding debt service for past projects

## Key Assumptions:

- Relatively flat property tax valuation
- Debt service payments to be made through the 301 fund



# BUILDING SAFETY FUND AT A GLANCE (ref pg. 33)



## Comments

- Additional costs paid for with anticipated increase in inspection volume
- Goal is to shift from overtime to filling vacancies by increasing wages

## Key Assumptions:

- Higher personnel costs required due to expected uptick in inspection work
- Rates remain constant

# OTHER FUNDS

## INTERNAL SERVICE FUNDS:

- Fringe Benefit
- Information Services
- Fleet
- Self Insurance Fund

*Per the Uniform Budgeting and Accounting Act, Act 2 of 1968; Section 141.422a;*

*The City is not required to budget for Funds where the City is acting as a trustee or agent; Internal Service Funds, Enterprise Funds; Capital Project Fund and/or Debt Service Fund. However, only Enterprise funds are included in the Recommended Budgets.*

## SPECIAL REVENUE GRANT FUNDS:

- 274 Fund
- 296 Fund

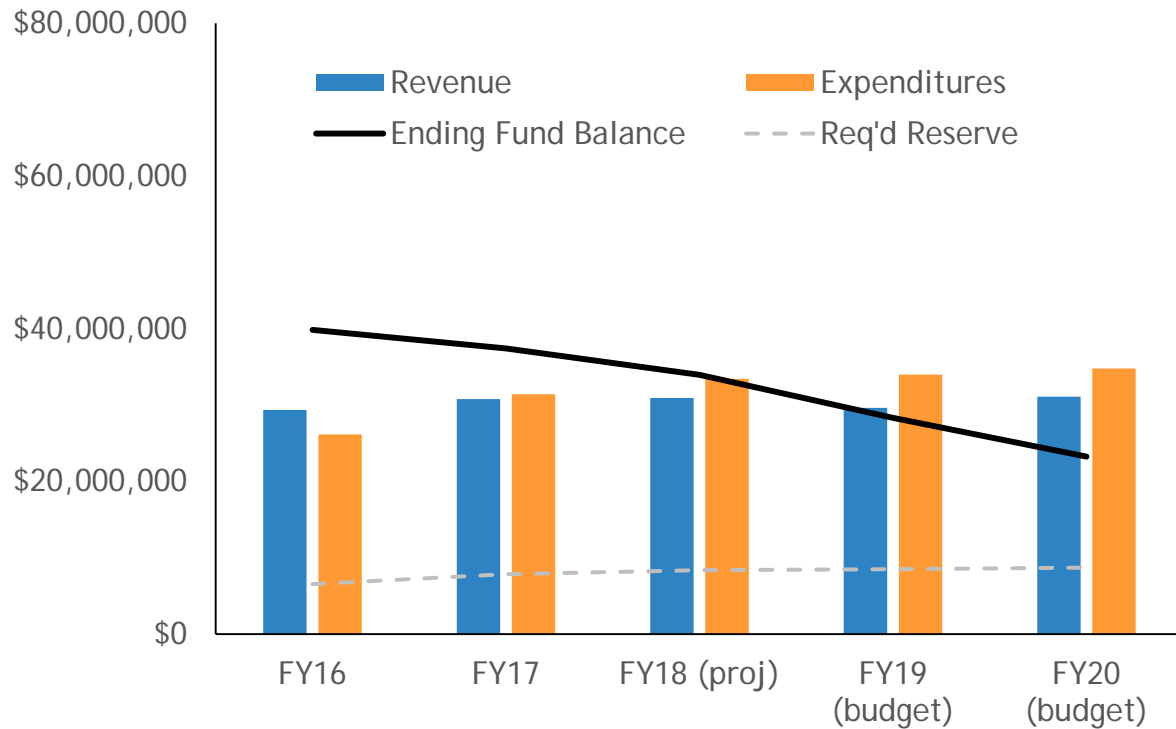
*CDBG, ESG, HOME, and Other Grants are not budgeted as these budgets are approved at the time the grant award is accepted by City Council and the RTAB. Grant budgets roll from year to year depending on the available balances at year end.*

## ADDITIONAL FUNDS:

- 246 Fund - EDA Revolving Loans (\$1.4M)
- 295 Fund - Section 108 Loans (\$610K)

Water and Sewer Funds are Enterprise (Proprietary) funds

# SEWER FUND AT A GLANCE (ref pg. 35)



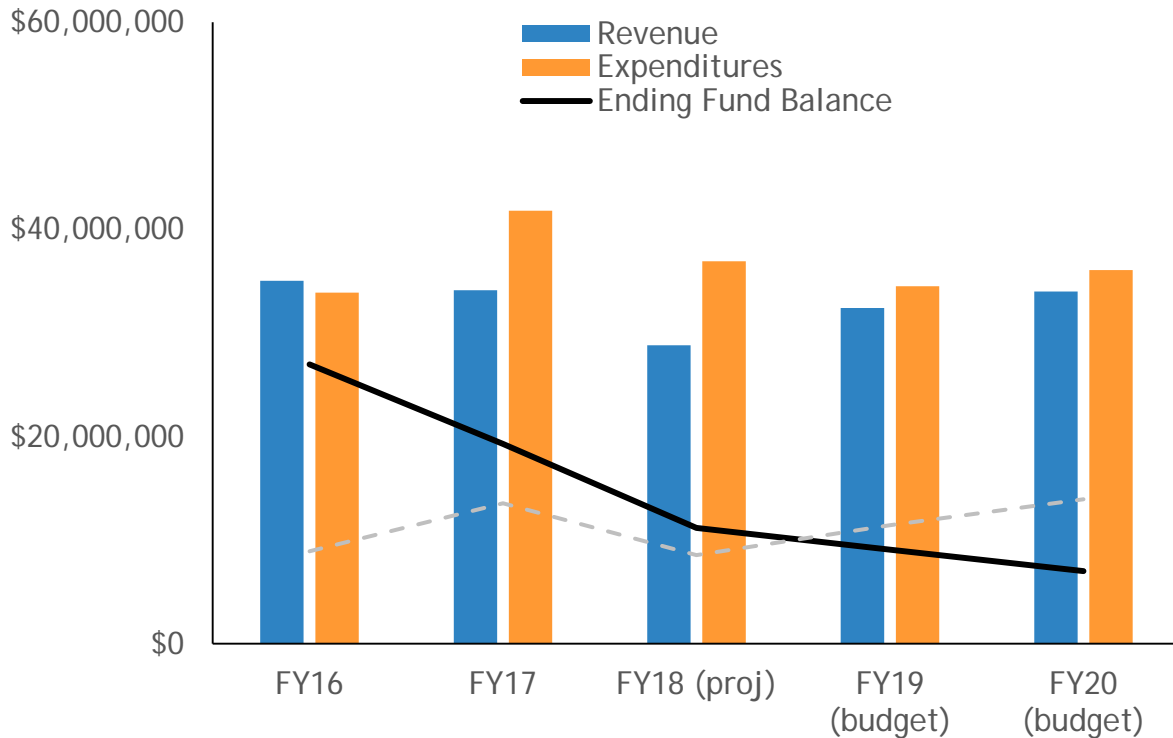
## Comments

- Deferred maintenance a significant problem with the Sewer Fund - need to execute \$27.8M of improvements (fund balance projected at \$34M by end of year FY18)
- Non-revenue water and collections impacts Sewer fund as well - most customers pay for both on one bill
- Projections do not include payment for water meters - Sewer Fund has available cash
- Need to assess re-allocation for Sewer and Water service charges - support Water fund

## Key Assumptions:

- Uncollectible rate is 26%
- Water Meters funded by WIIN; if not available, will need to dip into fund balance
- Sewer rates remain the same
- GM credit is collected over a 5-year period

# WATER FUND AT A GLANCE (ref pg. 37)



## Comments

- Non-revenue water and collections impacts Sewer fund as well - most customers pay for both on one bill
- Projections do not include payment for water meters - Sewer Fund has available cash
- Capital Improvements limited to projects funded with Federal, State and other grant dollars; limited funding exists for additional work

## Key Assumptions:

- Uncollectible rate is 26%
- Water Meters funded by WIIN; if not available, will need to borrow from Sewer funds
- Water rates remain the same - we are recommending a re-allocation of the "ready-to-use" charge
- GM revenue for FEO is restored (at risk)

# WATER AND SEWER RATES

The Chief Financial Officer is recommending no increase in rates  
(*effective July 1, 2018*)

## FACTORS IN RATE SETTING:

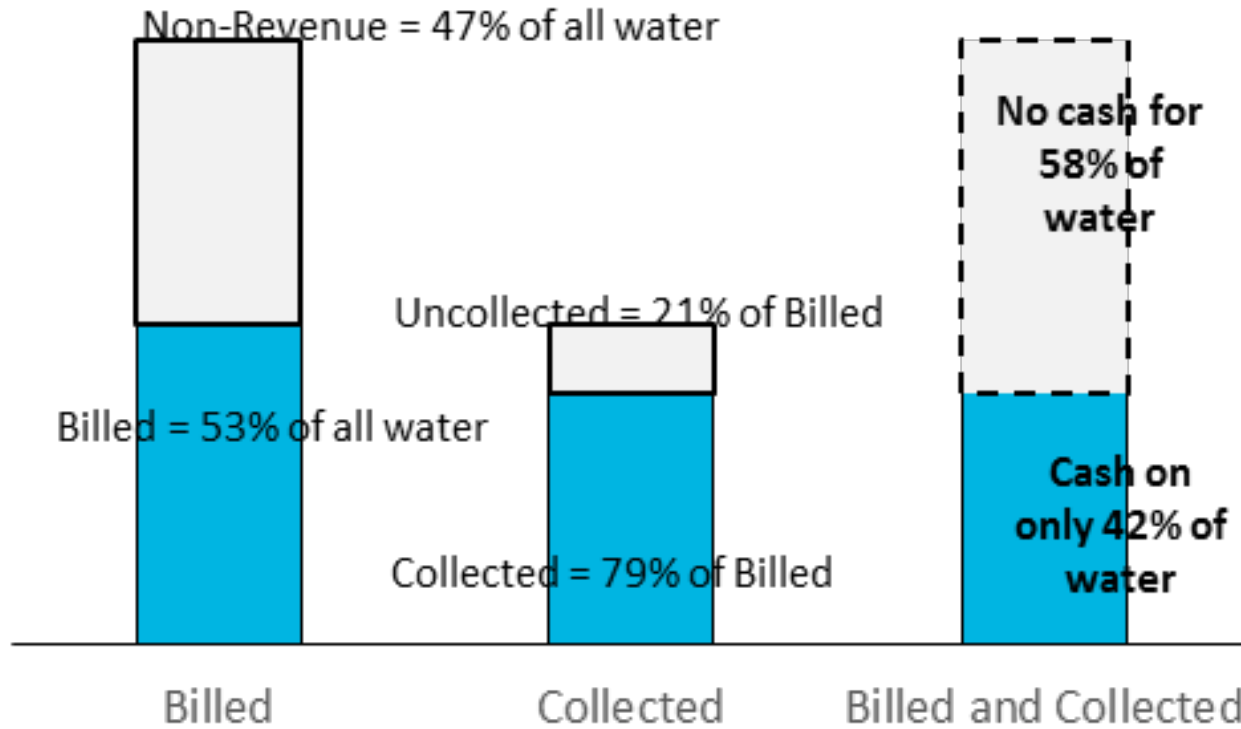
1. Operating and Maintenance Costs
2. Capital Improvements Plan
3. Fund Balance Reserve
4. Size of System
5. Number of Customers
6. Collection Rate
7. Consumption rates vs. Monthly Service Charges

# WATER AND SEWER CAPITAL IMPROVEMENTS FY19

Total Sewer Fund Requested Capital Improvements	\$	3,800,000
Total Water Fund Capital Improvements (WIIN/CHIP & State Funded)*	\$	39,807,726
Total Water Fund Capital Improvements (City Funded)	\$	0
Total Utilities System Requested Capital Improvements	\$	43,607,726

\*- Includes Phase IV Restoration, Phase V Hydrovac, SLR Construction and Restoration

# CURRENT STATUS - NON-REVENUE WATER



# DECREASING NON-REVENUE WATER

Address Non-cash Water	Provide Arrears Relief	Tighten Collection Policies
<ul style="list-style-type: none"><li>• Launch Water Meter Bid (BOM April)</li><li>• Begin Water Meter replacement (NLT July 2018)</li><li>• Conclude replacement of at least 11,000 water meters (EOY 2019)</li></ul>	<ul style="list-style-type: none"><li>• Ordinance 46-52.5 already in place</li><li>• Finalize eligibility for water relief program (Per FCC Reso 180076)</li><li>• Fully implement fund by Sept 2018</li></ul>	<ul style="list-style-type: none"><li>• Increase capacity for shut-offs</li><li>• Protect city's \$10M+ investment in water meters</li></ul>



# NON-REVENUE WATER BREAKDOWN

- In 2016 the City of Flint received a leak detection report from Echologics that report stated they found 82 leaks in our system totaling 327 gpm or 470,880 gpd or 630 units of water per day (748 gallons per unit).
- Of the 82 leaks found only 2 were full blown water main breaks and were responsible for the majority of the water loss due to leaks.
- All leaks have been repaired from that leak survey.
- Part of the work Echologics performed was a water audit which indicated we had a non revenue water amount of 65% of all water produced at that time.
- For perspective the City of Flint purchases approximately 4,380,000,000 billion gallons of water per year costing ~\$12,000,000.
- 327 gallons per minute totals 171,871,200 gallons per year and costs the City of Flint ~\$65,000 annually.

# WATER FUND - AGING REPORT

ACTIVE			As of 11/30/17		
Cycle	# of accounts	Amount Owing			
1105-1236	3,562	1,480,922.96			
1239-1380	4,555	2,137,231.81			
1404-2162	5,401	2,501,944.47			
2165-2252	1,827	966,903.42			
2319-2444	1,757	1,020,834.96			
2448-3178	2,635	1,560,462.12			
3203-3340	1,436	726,715.06			
3343-3478	3,448	2,003,787.82			
6000-6004	941	2,088,709.09			
<b>Totals</b>	<b>25,562</b>	<b>14,487,511.71</b>			

ACTIVE			As of 12/31/17		
Cycle	# of accounts	Amount Owing			
1105-1236	3,829	1,564,525.63			
1239-1380	4,705	2,205,211.88			
1404-2162	3,438	2,134,299.06			
2165-2252	1,894	1,055,805.16			
2319-2444	1,796	1,072,416.73			
2448-3178	2,733	1,650,076.77			
3203-3340	1,491	776,140.18			
3343-3478	3,617	2,118,407.60			
6000-6004	982	2,096,093.07			
<b>Totals</b>	<b>24,485</b>	<b>14,672,976.08</b>			

ACTIVE			As of 1/31/18		
Cycle	# of accounts	Amount Owing			
1105-1236	3,750	1,577,844.71			
1239-1380	4,655	2,294,968.55			
1404-2162	5,405	2,723,358.08			
2165-2252	2,732	1,262,190.55			
2319-2444	1,796	1,098,121.88			
2448-3178	2,733	1,705,640.81			
3203-3340	1,466	793,116.38			
3343-3478	3,509	2,218,298.56			
6000-6004	1,069	2,095,234.90			
<b>Totals</b>	<b>27,115</b>	<b>15,768,774.42</b>			

ACTIVE			As of 2/28/18		
Cycle	# of accounts	Amount Owing			
1105-1236	3,716	1,586,963.21			
1239-1380	4,624	2,276,098.06			
1404-2162	5,314	2,649,759.58			
2165-2252	1,789	1,010,427.52			
2319-2444	1,749	1,124,408.33			
2448-3178	2,588	1,705,419.44			
3203-3340	1,395	796,972.86			
3343-3478	3,434	2,244,296.68			
6000-6004	1,184	2,609,170.81			
<b>Totals</b>	<b>25,793</b>	<b>16,003,516.49</b>			

**KEY POINTS:**

- Total expected metered sales for FY18 are \$27.8M
- There are \$23.9M in uncollected receivables as of 2/28
- The trend is worsening

INACTIVE			As of 11/30/17		
Cycle	# of accounts	Amount Owing			
1105-1236	1,743	230,306.41			
1239-1380	2,792	726,026.92			
1404-2162	3,401	743,095.35			
2165-2252	2,193	735,919.82			
2319-2444	2,060	580,997.25			
2448-3178	2,225	746,075.76			
3203-3340	1,446	604,957.47			
3343-3478	2,375	998,682.18			
6000-6004	621	1,250,234.03			
<b>Totals</b>	<b>18,856</b>	<b>6,616,295.19</b>			

INACTIVE			As of 12/31/17		
Cycle	# of accounts	Amount Owing			
1105-1236	1,764	291,010.18			
1239-1380	2,819	801,134.56			
1404-2162	3,327	731,495.68			
2165-2252	2,195	752,974.67			
2319-2444	2,069	606,042.72			
2448-3178	2,242	776,512.56			
3203-3340	1,457	621,640.75			
3343-3478	2,378	1,027,668.08			
6000-6004	634	1,263,725.06			
<b>Totals</b>	<b>18,885</b>	<b>6,872,204.26</b>			

INACTIVE			As of 1/31/18		
Cycle	# of accounts	Amount Owing			
1105-1236	1,785	336,954.66			
1239-1380	2,818	845,614.27			
1404-2162	3,420	838,148.22			
2165-2252	2,266	857,809.29			
2319-2444	2,071	644,860.96			
2448-3178	2,273	814,944.20			
3203-3340	1,449	621,912.15			
3343-3478	2,383	1,037,434.60			
6000-6004	626	1,280,113.02			
<b>Totals</b>	<b>19,091</b>	<b>7,277,791.37</b>			

INACTIVE			As of 2/28/18		
Cycle	# of accounts	Amount Owing			
1105-1236	1,787	377,224.47			
1239-1380	2,859	977,883.05			
1404-2162	3,508	1,034,457.32			
2165-2252	2,257	874,326.62			
2319-2444	2,095	666,564.32			
2448-3178	2,311	911,767.55			
3203-3340	1,474	663,750.76			
3343-3478	2,437	1,125,834.00			
6000-6004	640	1,304,741.54			
<b>Totals</b>	<b>19,368</b>	<b>7,936,549.63</b>			

21,103,806.90

21,545,180.34

23,046,565.79

23,940,066.12

# NEXT STEPS & ACKNOWLEDGEMENTS

The background features a series of overlapping, semi-transparent geometric shapes in various shades of blue and teal. These shapes, including triangles and polygons, are arranged in a dynamic, layered fashion, primarily concentrated on the right side of the frame, creating a modern and abstract aesthetic.

**Thank you for your interest in  
the financial health of the  
City of Flint.**

