

# City of Flint, Michigan

Setting a Sustainable Course for the City of Flint

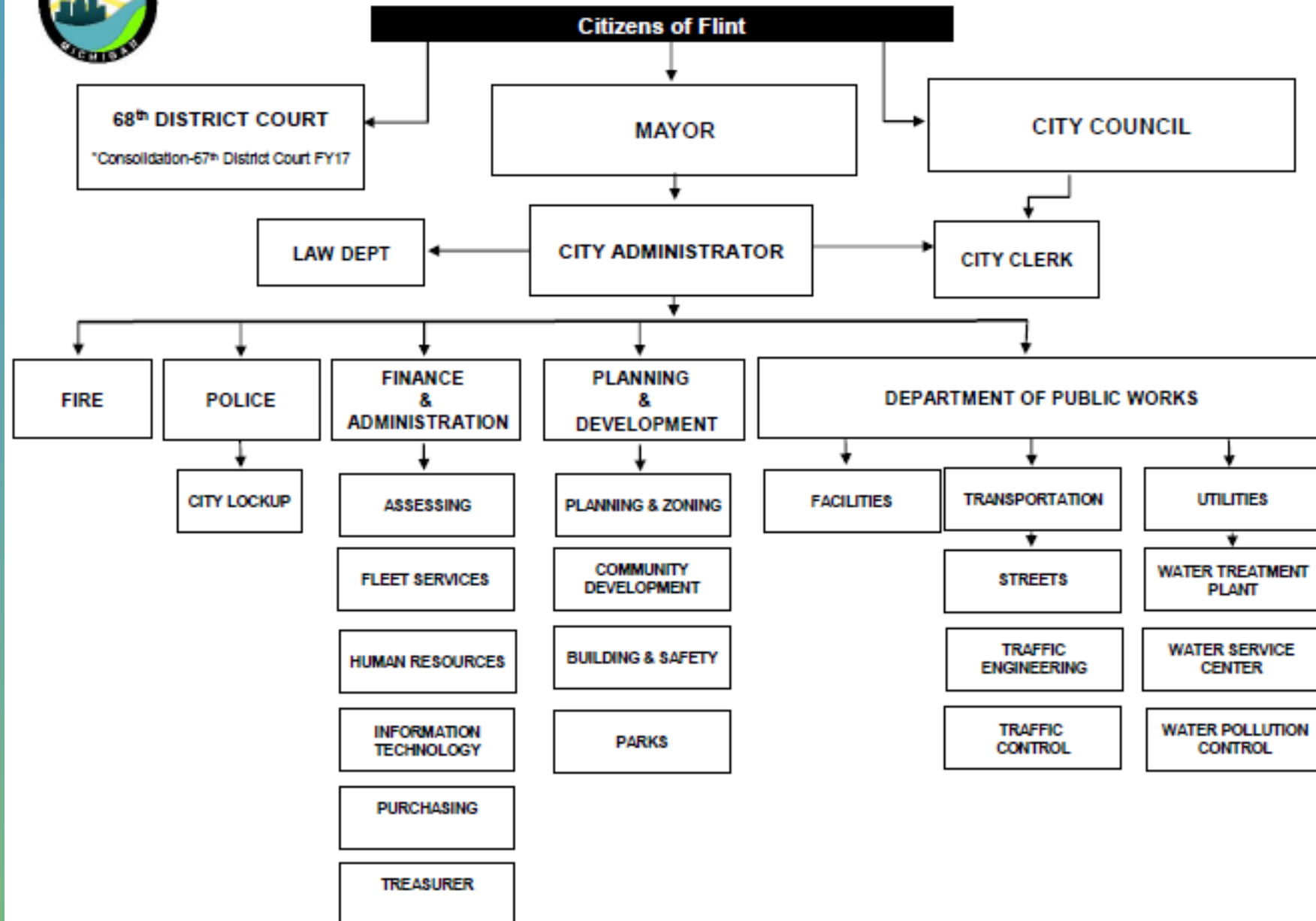


FIVE YEAR FINANCIAL PLAN 2016-2020  
ADOPTED BUDGET FOR FY16 AND FY17



# CITY OF FLINT – ORGANIZATIONAL CHART

FY16-17



# CITY OF FLINT STRATEGIC PLAN

## 2016 - 2020

*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

# CITY COUNCIL PRIORITIES – FY16 & FY17

- Increase Police and Fire staffing levels and increase starting pay for Firefighters
- Decrease water and sewer rates while increasing quality
- Reduce the General Fund deficit by at least \$2 million
- Increase capacity to reduce blight, including demolition
- Increase capacity to engage in economic development – including hiring Economic Development Director
- Reduce energy costs for the City by 25%
- Ensure the Department of Public Works has tools necessary to provide for street maintenance, sidewalk maintenance, snow removal, and right-of-way tree maintenance
- Improve customer service across all departments through training and technology
- Ensure parks are maintained to the greatest extent feasible, including mowing and tree maintenance
- Ensure capacity and partnerships to continue implementation of Master Plan and Capital Improvement Plan
- Create partnerships with Human Service organizations within the community
- Fund Ombudsman Office in accordance with vote of the public in 2014
- Fund Civil Service Office in accordance with the vote of the public in 2014
- Retain Licensing in the City Clerk's Office

# FUND BALANCE AND BUDGET ORDINANCES AND POLICIES

- Ordinance # 3854: Development and Update of Strategic Plan
- Ordinance # 3855: Development and Adoption of Biennial Budgets and Three Year Forecasts
- Ordinance # 3856: Amendment of Adopted Budgets
- Ordinance # 3851: Fund Balance Policy
- Ordinance # 3853: Budget Stabilization Fund
- Ordinance # 3866: Amended Fund Balance Policy



# BUDGET OVERVIEW

- City Charter, as amended, states that the budget and corresponding document:

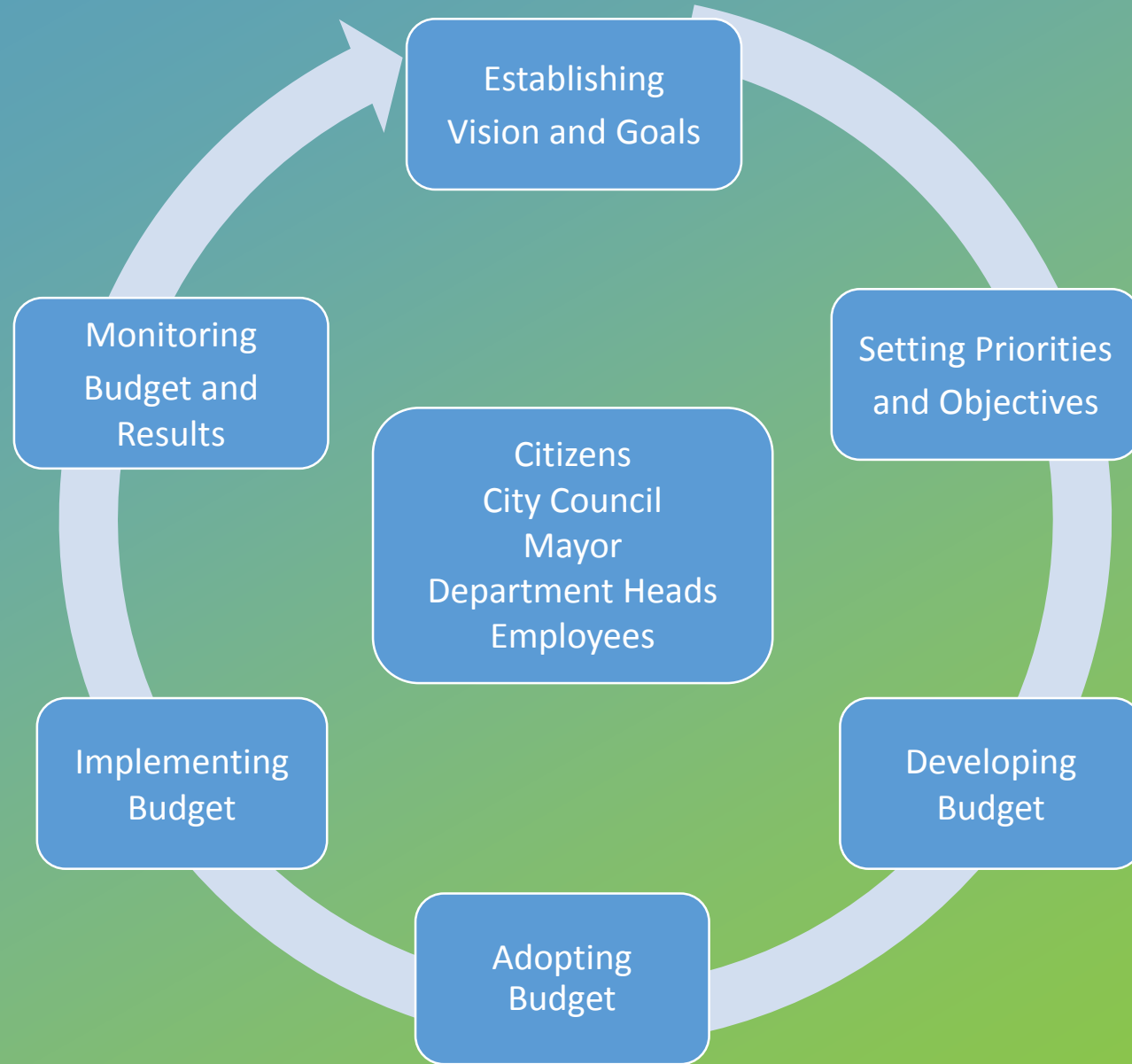
“Shall explain the budget both in fiscal terms and in terms of the work programs, demonstrating how spending priorities are guided by and adherent to the City’s Master Plan. It shall outline the proposed financial policies of the City for the ensuing year and the impact of those policies on future years. It shall describe the important features of the budget, indicate any major changes from the current year in financial policies, expenditures, and revenues together with the reasons for such changes, summarize the City’s debt position, including factors affecting the ability to raise resources through debt issues, and include such other material as the Mayor deems desirable. The budget shall provide a complete three (3) year financial plan of all City funds and activities, with five (5) years of revenue projections.”

# BUDGET DEVELOPMENT GUIDELINES

- Master Plan
- Strategic Plan, Vision, Mission and Goals
- Current year budget priorities as identified by Council
- Adopted ordinances and policies on Budgeting and Fund Balance
- Base Budget:
  1. Project Revenues
  2. Update PY expenditures for known changes resulting from debt service payments and union agreements

*Status quo budget – maintaining current level of service at current staffing levels*

# ANNUAL BUDGET CYCLE





# BUDGET IMPACT ON FUND BALANCE

$$\begin{array}{rcl} & \text{Revenues} & \\ - & \text{Expenditures} & \\ +/- & \text{Other Financing Sources/Uses} & \\ \hline = & \text{Net Change in Fund Balance} & \end{array}$$

# BUDGET IMPACT ON FUND BALANCE

Scenario 1: Revenues = Expenditures

No impact on Fund Balance

Scenario 2: Revenues > Expenditures

Fund Balance Increased

Scenario 3: Revenues < Expenditures

Fund Balance Decreased

# BUDGETS & PROJECTIONS BY FUND

FY16 & FY17; FY18-FY20 PROJECTIONS  
General, Special Revenue and Enterprise Funds FY16-FY20

## Funds Supported by General Tax Dollars or Restricted Millages:

*General Fund*  
*Police/Fire Millage (Restricted)*  
*Neighborhood Police Millage (Restricted)*  
*Parks (Restricted)*  
*Public Improvement (Restricted)*

## Funds Supported by Dedicated Funds, Fees, or Assessments:

*Major Streets*  
*Local Streets*  
*Street Light Assessment*  
*Waste Collection*  
*Drug Forfeiture*  
*Building Safety*

## Special Revenue Grant Funds

*CDBG, ESP, HOME*  
*Other Grants*

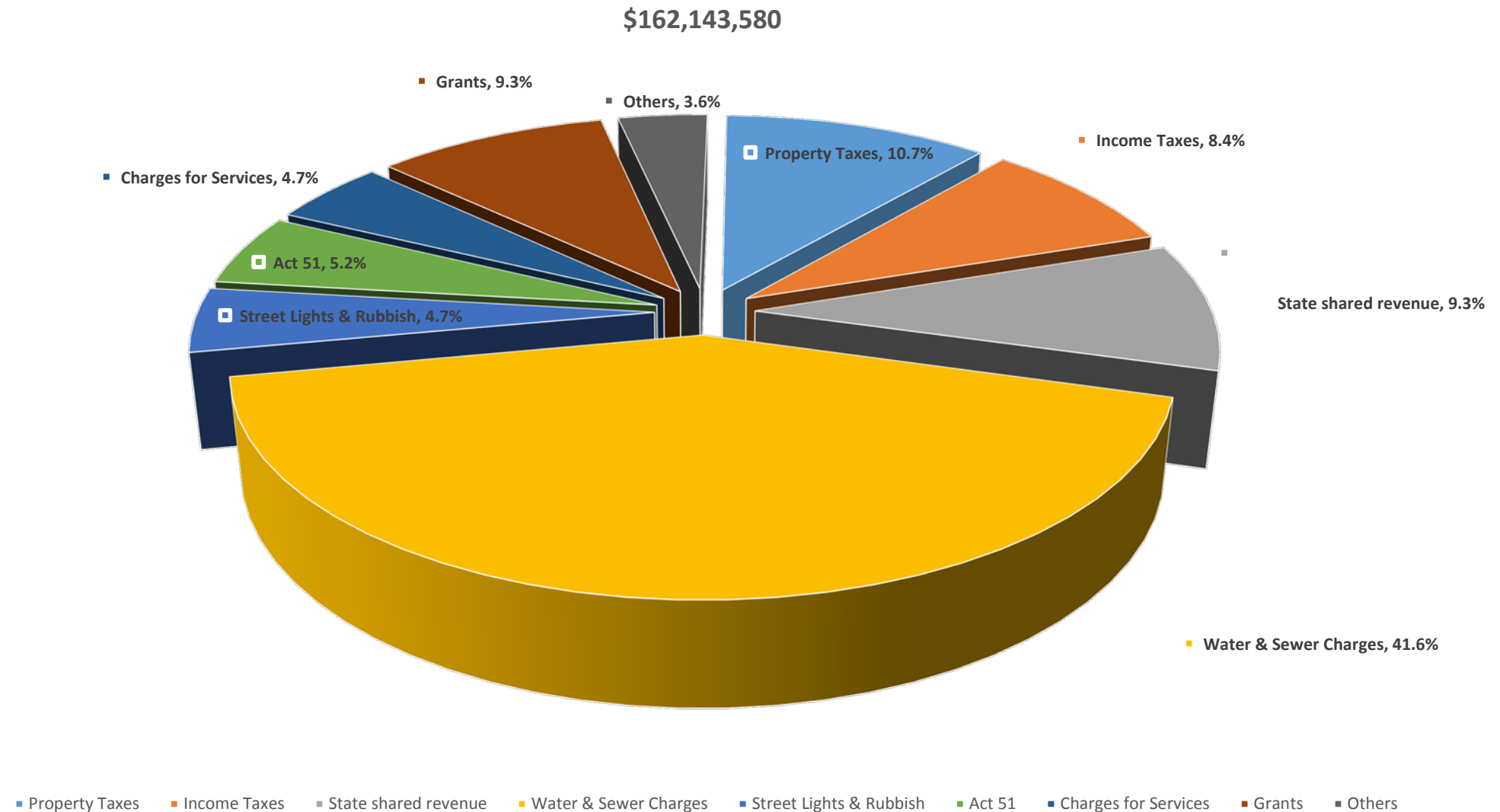
## Enterprise Funds:

*Sewer*  
*Water*

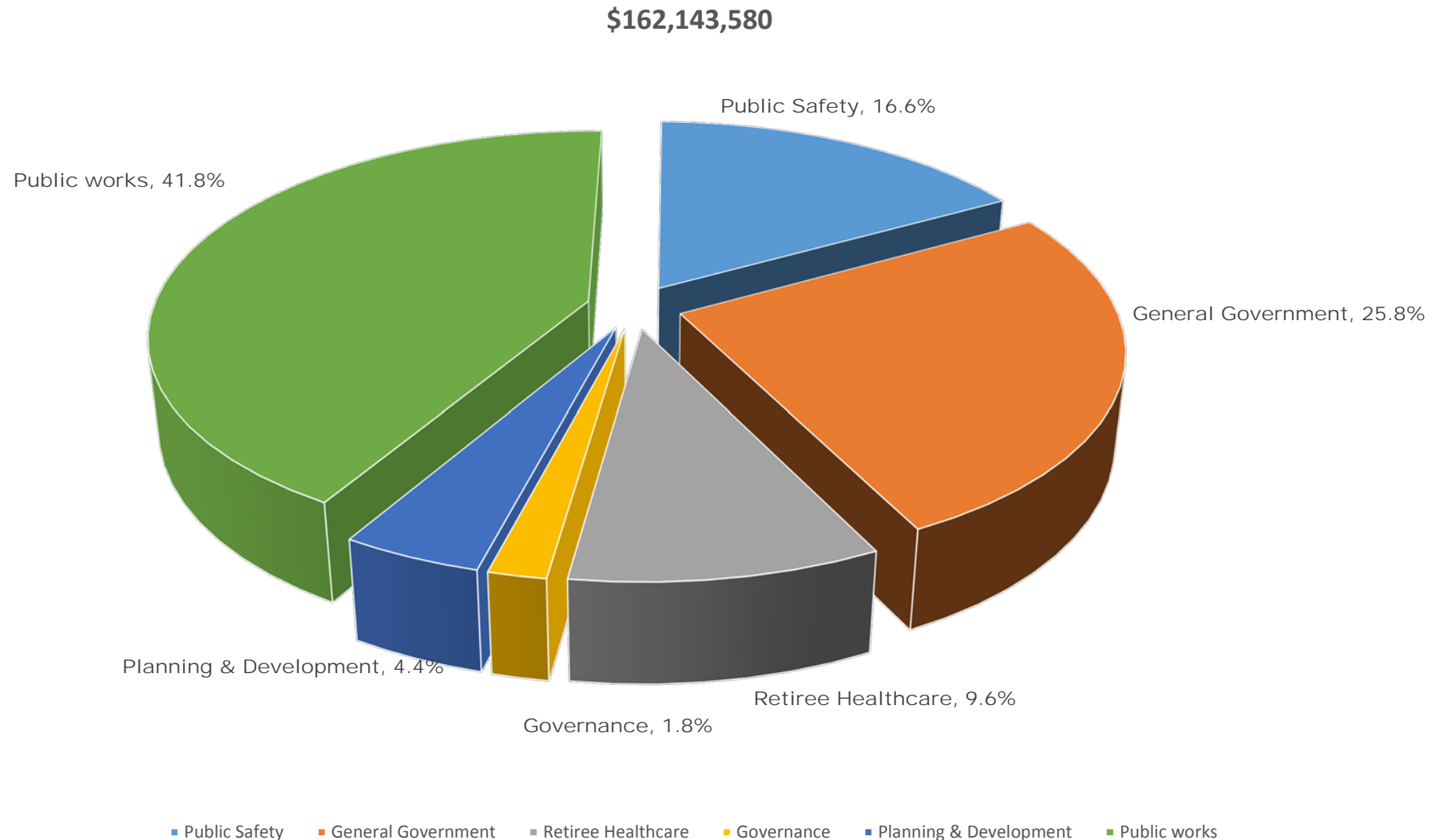
# AUTHORIZED POSITION LIST

	FY14 ACTUAL	FY15 ACTUAL	FY16 PROPOSED	FY17 PROPOSED
<b>GOVERNANCE AND ADMINISTRATION</b>				
City Administrator	2	3	2	2
City Council	2	2	3	3
Civil Service Commission	0	0	0	0
Clerk's Office	5	5	5	5
Law Department	8	8	7	7
Mayor's Office	2	3	3	3
Ombudsman's Office	0	0	0	0
	<b>19</b>	<b>21</b>	<b>20</b>	<b>20</b>
<b>PUBLIC SAFETY</b>				
<b>POLICE</b>				
Police Officers	129	100	100	100
Civilians	22	15	16	16
	<b>151</b>	<b>115</b>	<b>116</b>	<b>116</b>
<b>911</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>0</b>
<b>FIRE</b>	<b>94</b>	<b>75</b>	<b>75</b>	<b>75</b>
<b>DISTRICT COURT</b>	<b>31</b>	<b>32</b>	<b>32</b>	<b>0</b>
	<b>299</b>	<b>245</b>	<b>223</b>	<b>191</b>
<b>DEPARTMENT OF PUBLIC WORKS</b>				
DPW/Transportation Admin. (incl. Engineering)	4	5	7	7
Facilities Maintenance	2	2	2	2
Streets	16	17	22	22
Traffic Engineering	11	11	11	11
Utilities Admin.	3	3	3	3
Water Pollution Control	38	40	38	38
Water Treatment Plant	23	26	24	24
Water Service Center	63	68	66	66
Parks and Recreation	2	1	0	0
	<b>162</b>	<b>173</b>	<b>173</b>	<b>173</b>
<b>PLANNING AND DEVELOPMENT</b>				
Building & Safety (incl. Blight)	14	14	13	13
Community Development & Planning	10	12	14	14
	<b>24</b>	<b>26</b>	<b>27</b>	<b>27</b>
<b>FINANCE AND ADMINISTRATION</b>				
Assessing	9	9	9	9
Finance	11	10	10	10
Fleet Services	10	9	9	9
Human Resources	8	7	7	7
Information Technology	7	6	5	5
Treasurer	18	19	19	19
	<b>63</b>	<b>60</b>	<b>59</b>	<b>59</b>
<b>TOTAL</b>	<b>567</b>	<b>525</b>	<b>502</b>	<b>470</b>

# FY16 REVENUE PROJECTIONS – ALL FUNDS



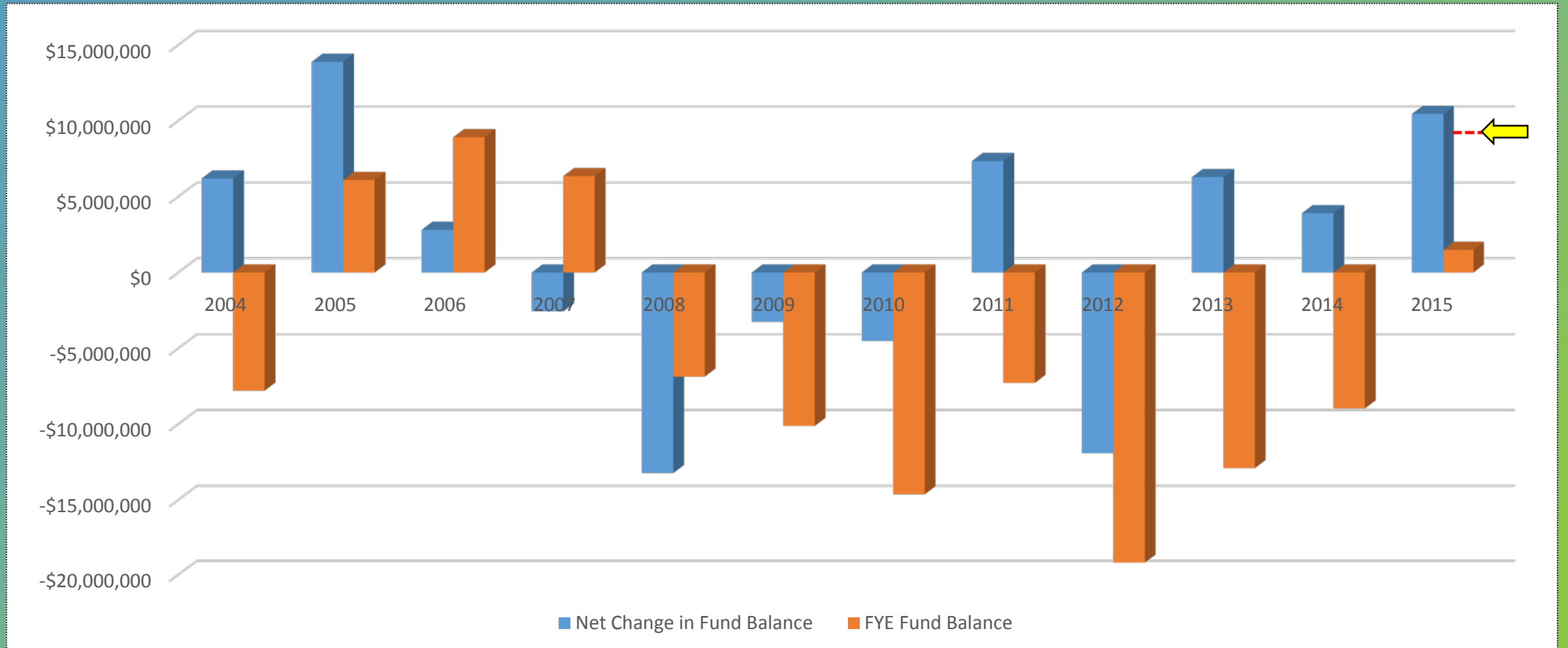
# FY16 EXPENDITURE PROJECTIONS – ALL FUNDS



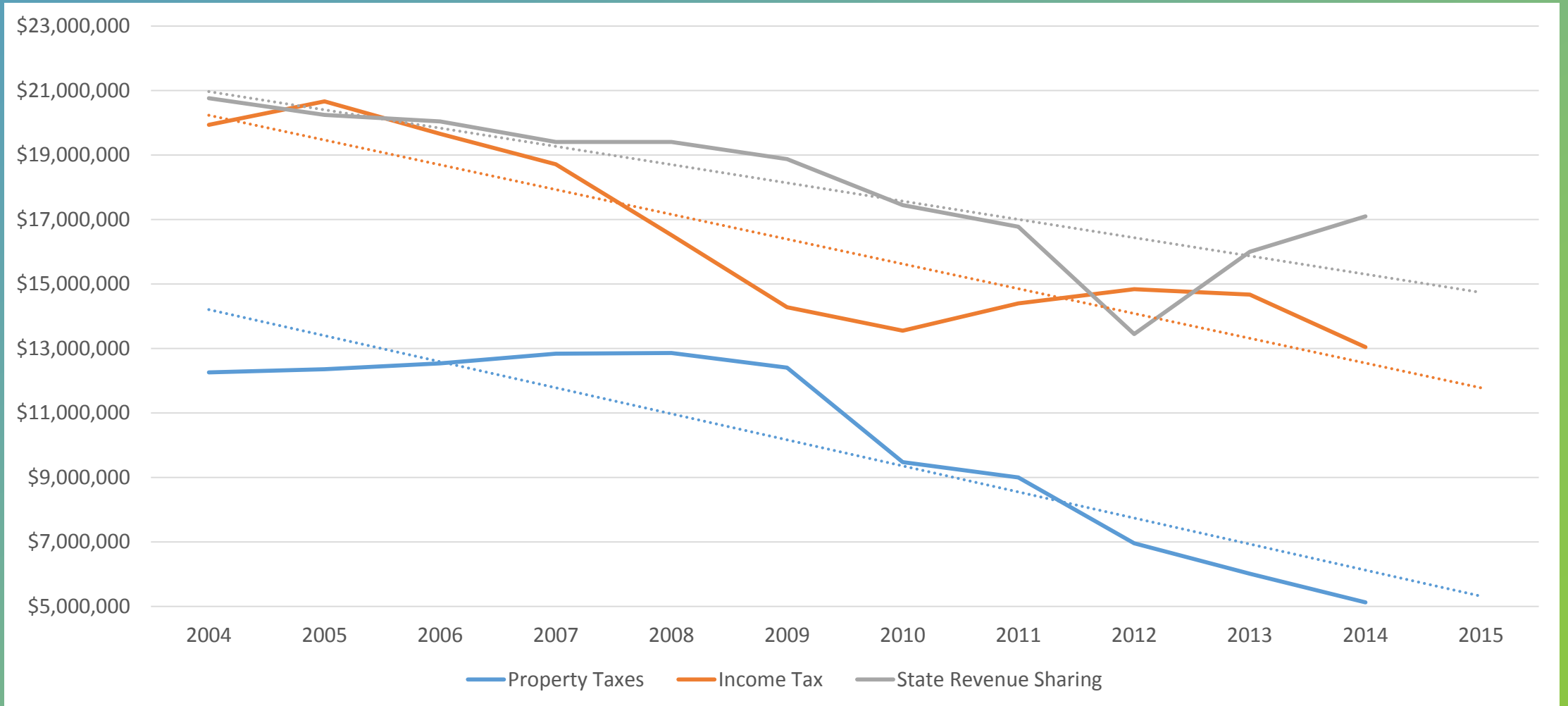


# General Fund

## FUND BALANCE 2004-2015



# General Fund REVENUES 2004-2015



# General Fund REVENUES AND EXPENDITURES 2004-2015

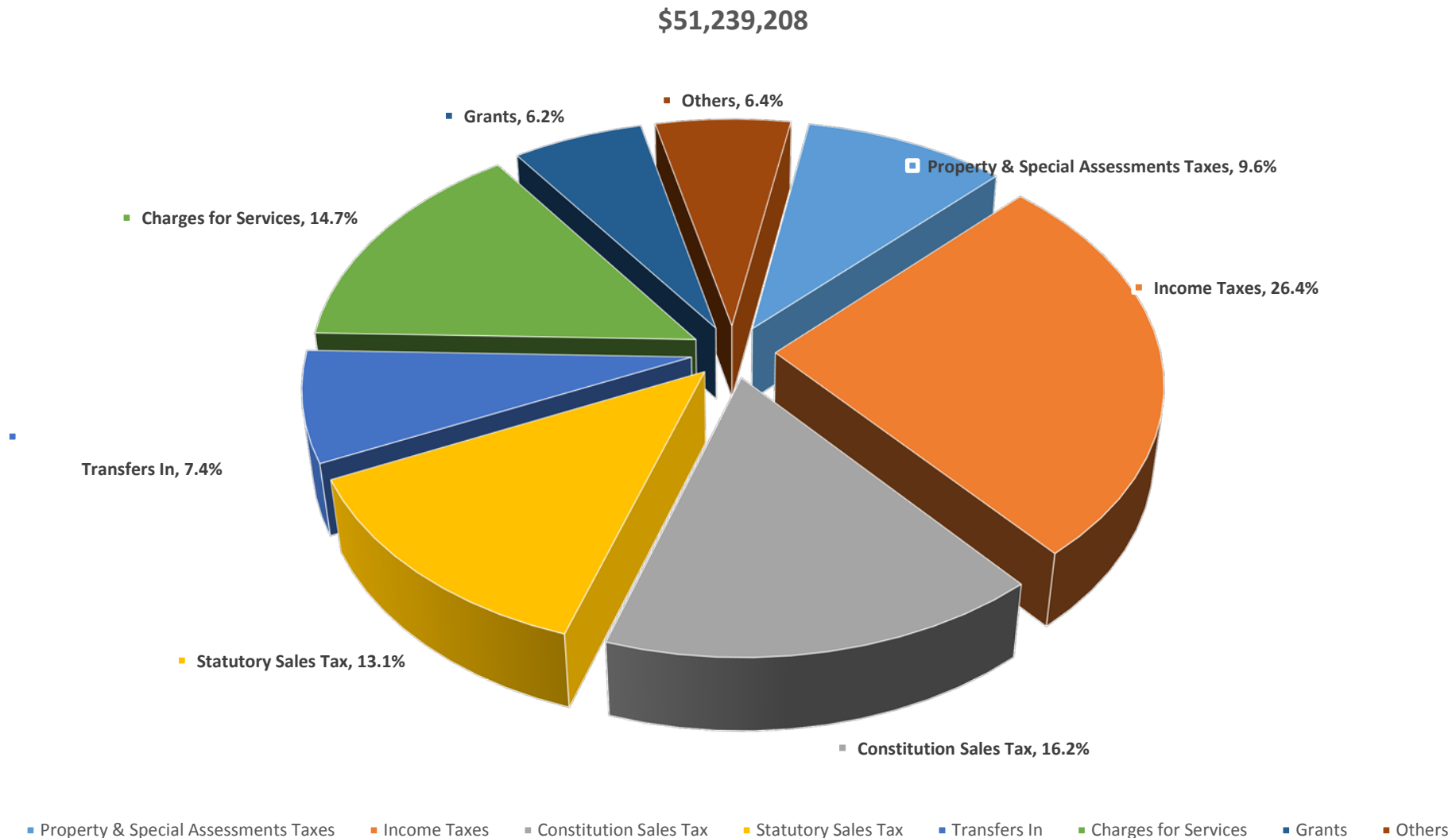
\*State Deficit Elimination Assistance Removed for comparison.



## FIVE YEAR PROJECTION – GENERAL FUND

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>General Fund (101)</b>					
Revenues	\$51,239,208	\$50,029,123	\$50,638,175	\$51,180,184	\$51,762,300
Expenses	<u>\$51,239,208</u>	<u>\$50,029,123</u>	<u>\$51,232,153</u>	<u>\$52,468,950</u>	<u>\$53,740,508</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	\$0	\$0	(\$593,978)	(\$1,288,766)	(\$1,978,208)
Budgeted Use of Fund Balance for Reserve Accumulation	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>
Beginning Fund Balance	\$1,495,153	\$2,495,153	\$3,495,153	\$3,901,175	\$3,612,409
Ending Fund Balance	\$2,495,153	\$3,495,153	\$3,901,175	\$3,612,409	\$2,634,201
Fund Balance as % of Revenues - Actual	5%	7%	8%	7%	5%
Fund Balance as % of Revenues - Policy	15%	15%	15%	15%	15%
Designated Reserve Per Policy	\$7,685,881	\$7,504,368	\$7,595,726	\$7,677,028	\$7,764,345
Variance - Actual to Policy	(\$5,190,728)	(\$4,009,215)	(\$3,694,551)	(\$4,064,618)	(\$5,130,144)

# FY16 REVENUE PROJECTIONS – GENERAL FUND



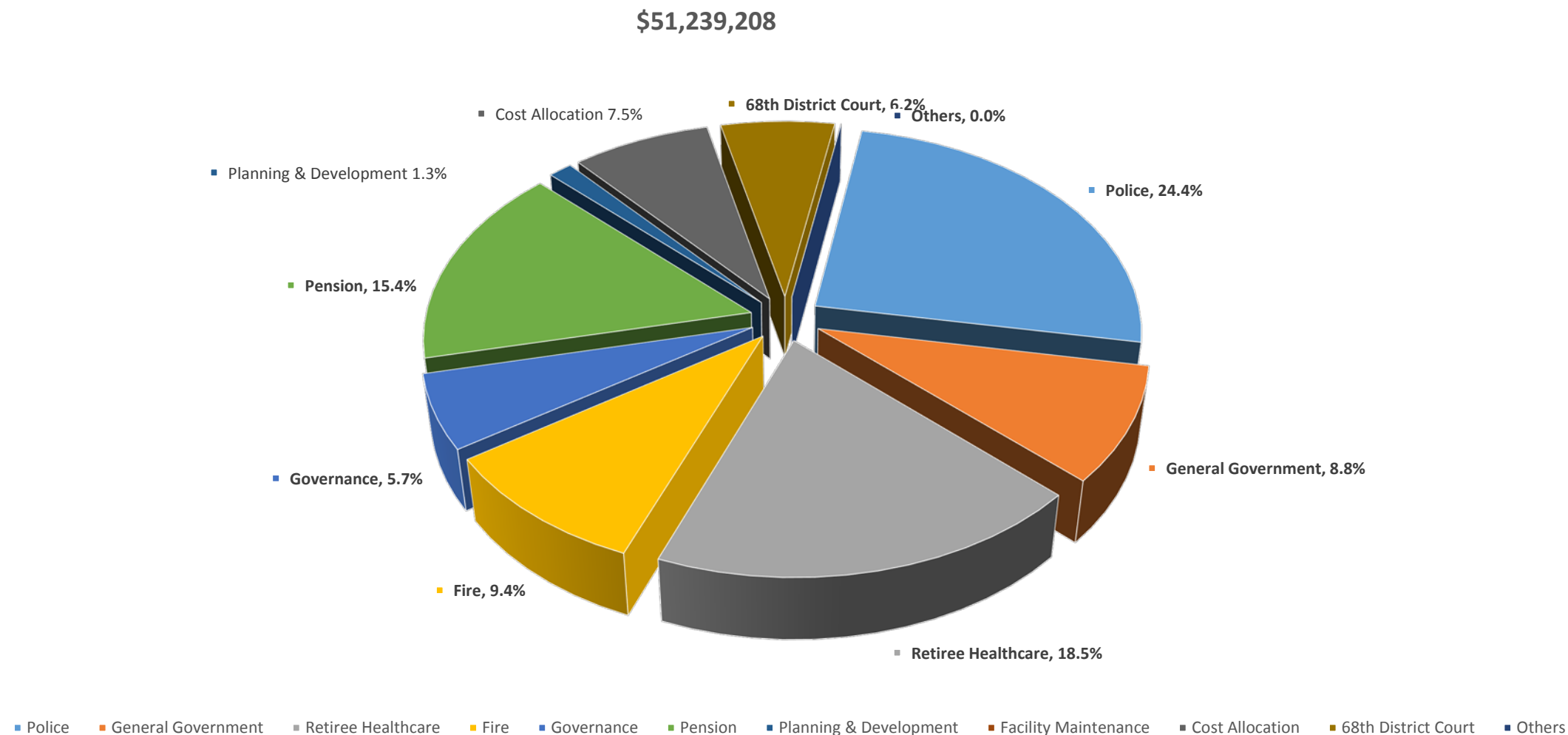
# General Fund

## PROJECTED REVENUES FY16 AND FY17

	2015-16	2016-17
	ADOPTED	ADOPTED
	AMENDED	ADOPTED
	<u>BUDGET</u>	<u>BUDGET</u>
<b>REVENUES:</b>		
Property Taxes	\$4,900,000	\$5,000,000
Special assessment taxes	\$17,000	\$17,000
Income taxes	\$13,541,000	\$13,700,000
Interest and dividend income	\$470,000	\$606,500
State revenues	\$18,253,013	\$18,194,275
Charges for service rendered	\$7,544,967	\$7,571,759
Other revenues	\$704,499	\$762,329
Proceeds from sale of capital assets		
Fines and forfeitures	\$1,805,731	\$147,000
Transfers in	\$3,777,998	\$3,795,260
License and Permits	\$1,225,000	\$1,235,000
Drawings from fund balance (deficit elimination/reserve accumulation)	(\$1,000,000)	(\$1,000,000)
<b>TOTAL</b>	<b>\$51,239,208</b>	<b>\$50,029,123</b>



# FY16 EXPENDITURE PROJECTIONS – GENERAL FUND



# General Fund

## POLICE AND FIRE EXPENDITURES 2004-2014



# General Fund FY16 & FY17 ADOPTED APPROPRIATIONS

	2015-16 ADOPTED AMENDED BUDGET	2016-17 ADOPTED BUDGET
<b>APPROPRIATIONS:</b>		
City Council	618,802	587,870
District Court	4,031,207	1,636,547
Charter Commission	\$48,800	\$0
Mayor	248,662	265,528
City Administrator	\$433,812	\$444,707
Finance	\$1,254,850	\$1,298,621
City Clerk		
Records and Licensing	412,972	413,585
<u>Elections</u>	<u>668,100</u>	<u>684,622</u>
Total Clerk	\$1,081,072	\$1,098,207
Treasury	\$2,920,053	\$3,280,699
Assessing	\$1,293,397	\$1,334,847
Law	\$785,222	\$792,148
Human Resources	\$613,782	\$599,481
Police - Administration	1,627,590	1,605,536
City Lock up	2,835,843	2,764,275
Records & Identification	2,643,497	2,673,396
Investigations	3,899,492	4,087,186
<u>Patrol</u>	<u>4,610,783</u>	<u>4,572,035</u>
Total Police	\$15,617,205	\$15,702,428
Public Safety - 911	\$0	\$0
Fire – Administration	\$1,572,005	\$1,664,846
Suppression	\$4,889,051	\$4,747,392
<u>Inspection</u>	<u>\$296,490</u>	<u>\$302,976</u>
Total Fire	\$6,757,546	\$6,715,214
Community Development-		
Planning & Zoning	\$736,153	\$731,628
Facilities Maintenance	\$1,462,452	\$1,521,904
Retiree Healthcare	\$9,471,933	\$10,074,059
Indirect Cost Allocation	\$3,864,259	\$3,864,259
Transfer out to Parks	\$0	\$80,976
Transfer out to Building Safety	<u>\$0</u>	<u>\$0</u>
<b>TOTAL APPROPRIATIONS</b>	<b>\$51,239,208</b>	<b>\$50,029,123</b>

## FIVE YEAR PROJECTIONS – PUBLIC SAFETY MILLAGES

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Police and Fire Millage (205)</b>					
Revenues	\$3,700,000	\$3,700,000	\$3,700,000	\$3,700,000	\$3,700,000
Expenses	<u>6,181,948</u>	<u>6,866,102</u>	<u>\$7,147,612</u>	<u>\$7,440,664</u>	<u>\$7,745,732</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$2,481,948)	(\$3,166,102)	(\$3,447,612)	(\$3,740,664)	(\$4,045,732)
Beginning Fund Balance	\$5,764,271	\$3,282,323	\$116,221	(\$3,331,391)	(\$7,072,055)
Ending Fund balance	\$3,282,323	\$116,221	(\$3,331,391)	(\$7,072,055)	(\$11,117,787)
Fund Balance as % of Revenues - Actual	89%	3%	-90%	-191%	-300%
Fund Balance as % of Revenues - Policy	10%	10%	10%	10%	10%
Designated Reserve per Policy	\$370,000	\$370,000	\$370,000	\$370,000	\$370,000
Variance - Actual to Policy	\$2,912,323	(\$253,779)	(\$3,701,391)	(\$7,442,055)	(\$11,487,787)

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Neighborhood Police Millage (207)</b>					
Revenues	\$1,255,000	\$1,275,000	\$1,275,000	\$1,275,000	\$1,275,000
Expenses	<u>\$1,323,944</u>	<u>\$1,264,753</u>	<u>\$1,295,166</u>	<u>\$1,326,433</u>	<u>\$1,358,578</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$68,944)	\$10,247	(\$20,166)	(\$51,433)	(\$83,578)
Beginning Fund Balance	\$215,514	\$146,570	\$156,817	\$136,651	\$85,218
Ending Fund balance	\$146,570	\$156,817	\$136,651	\$85,218	\$1,640
Fund Balance as % of Revenues - Actual	12%	12%	11%	7%	0%
Fund Balance as % of Revenues - Policy	10%	10%	10%	10%	10%
Designated Reserve per Policy	\$125,500	\$127,500	\$127,500	\$127,500	\$127,500
Variance - Actual to Policy	\$21,070	\$29,317	\$9,151	(\$42,282)	(\$125,860)

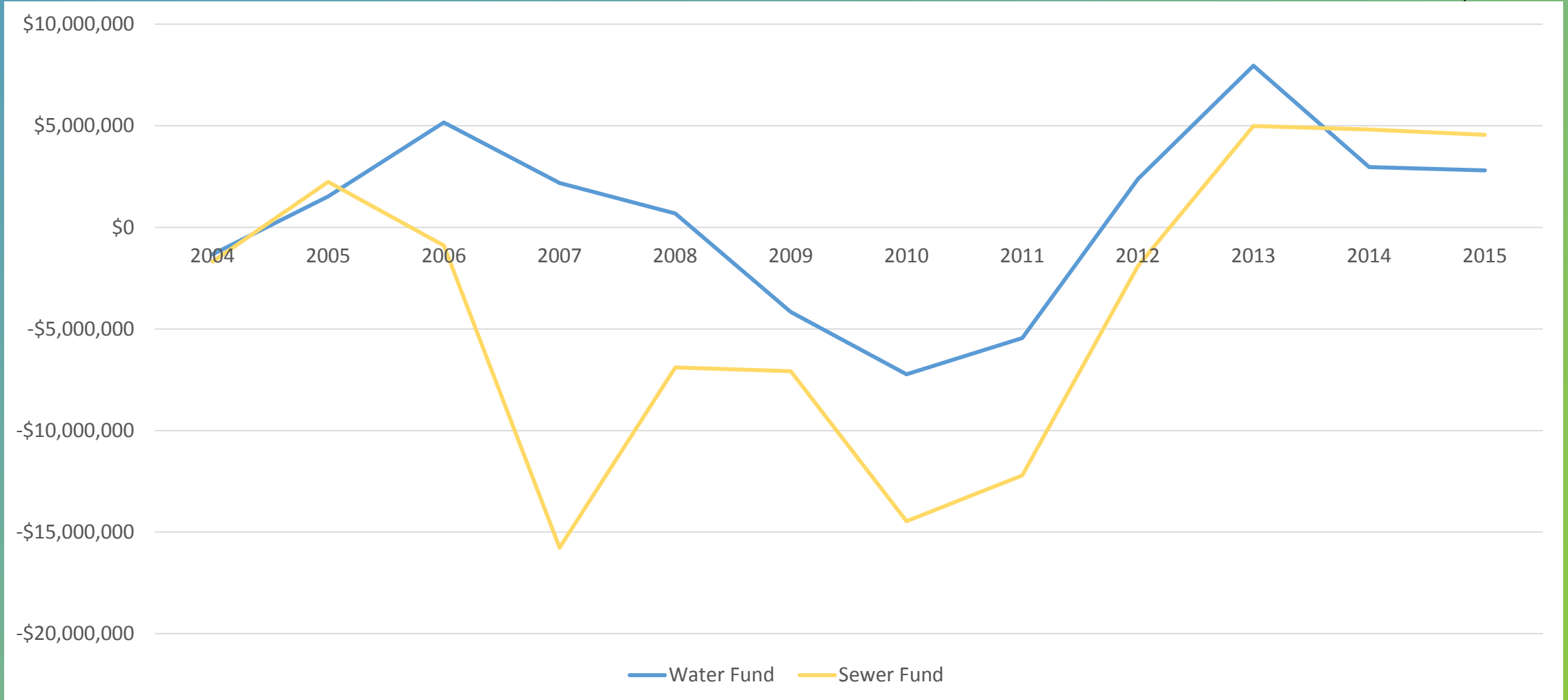
## FIVE YEAR PROJECTIONS – OTHER DEDICATED MILLAGES

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Parks Millage (208)</b>					
Revenues	\$319,825	\$400,801	\$400,801	\$400,801	\$400,801
Expenses	<u>\$406,971</u>	<u>\$413,269</u>	<u>\$423,207</u>	<u>\$433,423</u>	<u>\$443,927</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$87,146)	(\$12,468)	(\$22,406)	(\$32,622)	(\$43,126)
Beginning Fund Balance	\$99,614	\$12,468	\$0	(\$22,406)	(\$55,028)
Ending Fund balance	\$12,468	\$0	(\$22,406)	(\$55,028)	(\$98,154)
Fund Balance as % of Revenues - Actual	4%	0%	-6%	-14%	-24%
Fund Balance as % of Revenues - Policy	10%	10%	10%	10%	10%
Designated Reserve per Policy	\$31,983	\$40,080	\$40,080	\$40,080	\$40,080
Variance - Actual to Policy	(\$19,515)	(\$40,080)	(\$62,486)	(\$95,108)	(\$138,234)

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Public Improvement Fund (402)</b>					
Revenues	\$2,053,000	\$2,063,000	\$2,063,000	\$2,063,000	\$2,063,000
Expenses	<u>\$2,828,967</u>	<u>\$2,831,429</u>	<u>\$2,899,515</u>	<u>\$2,969,512</u>	<u>\$3,041,477</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$775,967)	(\$768,429)	(\$836,515)	(\$906,512)	(\$978,477)
Budgeted for Reserve Accumulation*	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
Beginning Fund Balance	\$9,322,694	\$7,746,727	\$6,178,298	\$4,541,783	\$2,835,270
Ending Fund Balance	\$7,746,727	\$6,178,298	\$4,541,783	\$2,835,270	\$1,056,793
Fund Balance as % of Revenues - Actual	n/a	n/a	n/a	n/a	n/a
Fund Balance Minimum - Policy	n/a	n/a	n/a	n/a	n/a
Designated Reserve per Policy	\$2,928,267	\$2,928,267	\$2,928,267	\$2,928,267	\$2,928,267
Variance - Actual to Policy	\$4,818,460	\$3,250,031	\$1,613,516	(\$92,997)	(\$1,871,474)

# Water and Sewer Funds Net Income 2004-2015

\*Excludes Interfund Transfers In/Out





## FIVE YEAR PROJECTION – WATER AND SEWER FUNDS

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Sewer Fund (590)</b>					
Revenues	\$31,245,895	\$32,750,000	\$33,732,500	\$34,744,475	\$35,786,809
Expenses	<u>\$32,337,768</u>	<u>\$33,769,126</u>	<u>\$34,581,158</u>	<u>\$35,415,983</u>	<u>\$36,274,271</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$1,091,873)	(\$1,019,126)	(\$848,658)	(\$671,508)	(\$487,462)
Beginning Unreserved Fund Balance	\$13,702,201	\$12,610,328	\$11,591,202	\$10,742,544	\$10,071,036
Ending Unreserved Fund Balance	\$12,610,328	\$11,591,202	\$10,742,544	\$10,071,036	\$9,583,574
Fund Balance as % of Revenues - Actual	40%	35%	32%	29%	27%
Fund Balance as % of Revenues - Policy	25%	25%	25%	25%	25%
Designated Reserve per Policy	\$7,811,474	\$8,187,500	\$8,433,125	\$8,686,119	\$8,946,702
Variance - Actual to Policy	\$4,798,854	\$3,403,702	\$2,309,419	\$1,384,917	\$636,871

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Water Fund (591)</b>					
Revenues	\$37,055,802	\$37,771,424	\$38,904,567	\$40,071,704	\$41,273,855
Expenses	<u>\$35,990,087</u>	<u>\$40,569,281</u>	<u>\$41,544,834</u>	<u>\$42,547,769</u>	<u>\$43,578,892</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	\$1,065,715	(\$2,797,857)	(\$2,640,267)	(\$2,476,065)	(\$2,305,037)
Beginning Unreserved Fund Balance	\$3,417,264	\$4,482,979	\$1,685,122	-\$955,145	-\$3,431,210
Ending Unreserved Fund Balance	\$4,482,979	\$1,685,122	(\$955,145)	(\$3,431,210)	(\$5,736,248)
Fund Balance as % of Revenues - Actual	12%	4%	-2%	-9%	-14%
Fund Balance as % of Revenues - Policy	25%	25%	25%	25%	25%
Designated Reserve per Policy	\$9,263,951	\$9,442,856	\$9,726,142	\$10,017,926	\$10,318,464
Variance - Actual to Policy	(\$4,780,972)	(\$7,757,734)	(\$10,681,287)	(\$13,449,136)	(\$16,054,711)

## FIVE YEAR PROJECTIONS – MAJOR AND LOCAL STREETS FUNDS

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Major Streets (202)</b>					
Revenues	\$7,146,380	\$6,856,801	\$7,062,505	\$7,274,380	\$7,492,612
Expenses	<u>\$8,622,713</u>	<u>\$8,365,764</u>	<u>\$8,566,932</u>	<u>\$8,773,747</u>	<u>\$8,986,374</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$1,476,333)	(\$1,508,963)	(\$1,504,427)	(\$1,499,366)	(\$1,493,762)
Beginning Fund Balance	\$5,771,297	\$4,294,964	\$2,786,001	\$1,281,574	(\$217,793)
Ending Fund balance	\$4,294,964	\$2,786,001	\$1,281,574	(\$217,793)	(\$1,711,555)
Fund Balance as % of Revenues - Actual	60%	41%	18%	-3%	-23%
Fund Balance as % of Revenues - Policy	15%	15%	15%	15%	15%
Designated Reserve per Policy	\$1,190,567	\$1,147,130	\$1,177,986	\$1,209,767	\$1,242,502
Variance - Actual to Policy	\$3,104,397	\$1,638,871	\$103,588	(\$1,427,560)	(\$2,954,057)

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Local Streets (203)</b>					
Revenues	\$3,215,894	\$3,181,143	\$3,251,128	\$3,322,653	\$3,395,751
Expenses	<u>\$3,637,757</u>	<u>\$3,791,052</u>	<u>\$3,912,366</u>	<u>\$4,037,561</u>	<u>\$4,166,763</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$421,863)	(\$609,909)	(\$661,238)	(\$714,908)	(\$771,012)
Beginning Fund Balance	\$1,681,647	\$1,259,784	\$649,875	(\$11,363)	(\$726,271)
Ending Fund balance	\$1,259,784	\$649,875	(\$11,363)	(\$726,271)	(\$1,497,283)
Fund Balance as % of Revenues - Actual	39%	20%	0%	-22%	-44%
Fund Balance as % of Revenues - Policy	15%	15%	15%	15%	15%
Designated Reserve per Policy	\$482,384	\$477,171	\$487,669	\$498,398	\$509,363
Variance - Actual to Policy	\$777,400	\$172,704	(\$499,032)	(\$1,224,669)	(\$2,006,646)

# FIVE YEAR PROJECTIONS – LIGHTING SPECIAL ASSESSMENT AND WASTE COLLECTION FUNDS

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Lighting Special Assessment (219)</b>					
Revenues	\$2,718,986	\$2,718,986	\$2,718,986	\$2,718,986	\$2,718,986
Expenses	<u>\$2,824,202</u>	<u>\$2,825,476</u>	<u>\$2,893,419</u>	<u>\$2,963,269</u>	<u>\$3,035,082</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$105,216)	(\$106,490)	(\$174,433)	(\$244,283)	(\$316,096)
Beginning Fund Balance	\$893,784	\$788,568	\$682,078	\$507,645	\$263,362
Ending Fund balance	\$788,568	\$682,078	\$507,645	\$263,362	(\$52,735)
Fund Balance as % of Revenues - Actual	29%	25%	19%	10%	-2%
Fund Balance as % of Revenues - Policy	15%	15%	15%	15%	15%
Designated Reserve per Policy	\$407,848	\$407,848	\$407,848	\$407,848	\$407,848
Variance - Actual to Policy	\$380,720	\$274,230	\$99,797	(\$144,486)	(\$460,583)

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Waste Collection (226)</b>					
Revenues	\$4,829,502	\$4,930,499	\$4,930,499	\$4,930,499	\$4,930,499
Expenses	<u>\$4,829,502</u>	<u>\$4,930,499</u>	<u>\$5,049,061</u>	<u>\$5,170,950</u>	<u>\$5,296,266</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	\$0	\$0	(\$118,562)	(\$240,451)	(\$365,767)
Beginning Fund Balance	\$971,950	\$971,950	\$971,950	\$853,388	\$612,937
Ending Fund Balance	\$971,950	\$971,950	\$853,388	\$612,937	\$247,171
Fund Balance as % of Revenues - Actual	20%	20%	17%	12%	5%
Fund Balance as % of Revenues - Policy	15%	15%	15%	15%	15%
Designated Reserve per Policy	\$724,425	\$739,575	\$739,575	\$739,575	\$739,575
Variance - Actual to Policy	\$247,525	\$232,375	\$113,813	(\$126,638)	(\$492,404)

## FIVE YEAR PROJECTIONS – DRUG FORFEITURE AND BUILDING SAFETY FUNDS

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Drug Forfeiture (265)</b>					
Revenues	\$2,500	\$36,000	\$37,080	\$38,192	\$39,338
Expenses	<u>\$172,174</u>	<u>\$172,174</u>	<u>\$176,314</u>	<u>\$180,571</u>	<u>\$184,947</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$169,674)	(\$136,174)	(\$139,234)	(\$142,378)	(\$145,608)
Beginning Fund Balance	\$655,178	\$485,504	\$349,330	\$210,096	\$67,718
Ending Fund Balance	\$485,504	\$349,330	\$210,096	\$67,718	(\$77,891)
Fund Balance as % of Revenues - Actual	n/a	n/a	n/a	n/a	n/a
Fund Balance as % of Revenues - Policy	n/a	n/a	n/a	n/a	n/a
Designated Reserve per Policy	\$172,174	\$172,174	\$176,314	\$180,571	\$184,947
Variance - Actual to Policy	\$313,330	\$177,156	\$33,782	(\$112,853)	(\$262,838)

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Building Safety Fund (542)</b>					
Revenues	\$1,625,000	\$1,663,000	\$1,729,520	\$1,798,701	\$1,870,649
Expenses	<u>\$1,966,716</u>	<u>\$1,954,496</u>	<u>\$2,001,495</u>	<u>\$2,049,813</u>	<u>\$2,099,489</u>
Budgeted Use of Fund Balance (FY16 and FY17 only)	(\$341,716)	(\$291,496)	(\$271,975)	(\$251,112)	(\$228,840)
Beginning Fund Balance	\$1,628,449	\$1,286,733	\$995,237	\$723,262	\$472,150
Ending Fund Balance	\$1,286,733	\$995,237	\$723,262	\$472,150	\$243,309
Fund Balance as % of Revenues - Actual	79%	60%	42%	26%	13%
Fund Balance as % of Revenues - Policy	15%	15%	15%	15%	15%
Designated Reserve per Policy	\$243,750	\$249,450	\$259,428	\$269,805	\$280,597
Variance - Actual to Policy	\$1,042,983	\$745,787	\$463,834	\$202,345	(\$37,288)

## FIVE YEAR PROJECTIONS – GRANT FUNDS

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>CDBG, ESP, and HOME (274)</b>					
Revenues	\$4,277,624	\$4,260,651			
Expenses	<u>\$4,277,624</u>	<u>\$4,260,651</u>			
Budgeted Use of Fund Balance (FY16 and FY17 only)	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0				\$0
Ending Fund Balance					\$0
Fund Balance as % of Revenues - Actual	n/a	n/a	n/a	n/a	n/a
Fund Balance as % of Revenues - Policy	n/a	n/a	n/a	n/a	n/a
Designated Reserve per Policy	n/a	n/a	n/a	n/a	n/a
Variance - Actual to Policy	n/a	n/a	n/a	n/a	n/a

	Budget FY16	Budget FY17	Projected FY18	Projected FY19	Projected FY20
<b>Other Grants</b>					
Revenues	\$5,503,999	\$47,248			
Expenses	<u>\$5,503,999</u>	<u>\$47,248</u>			
Budgeted Use of Fund Balance (FY16 and FY17 only)	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance	\$0	\$0	\$0	\$0	\$0
Fund Balance as % of Revenues - Actual	n/a	n/a	n/a	n/a	n/a
Fund Balance as % of Revenues - Policy	n/a	n/a	n/a	n/a	n/a
Designated Reserve per Policy	n/a	n/a	n/a	n/a	n/a
Variance - Actual to Policy	n/a	n/a	n/a	n/a	n/a

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