

## **City of Flint Financial and Operating Plan - Fiscal Year 2013**

### **Introduction**

This Financial and Operating Plan for the City of Flint is submitted by the Emergency Financial 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 72, Section 141.1220.

This report includes a summary of the financial conditions, goals for the City of Flint, plans to conduct the operations of the city and the planned and on-going actions being taken to resolve the financial emergency. This plan will be posted on the city's website:

[www.cityofflint.com](http://www.cityofflint.com)

### **Summary of Financial Condition of the City of Flint**

In the report to Governor Snyder, dated November 7, 2011, the Flint Financial Review Team summarized the findings of the Preliminary Review conducted by the Treasury Department (August 29 – September 12, 2011) and then reported the existence of, or likely occurrence of, the specific conditions set forth in Section 13(3) of Act 4 which led to the recommendation of the appointment of an Emergency Manager.

#### **Preliminary Review Findings:**

- The City has incurred cumulative deficits in many of its funds over several years. The unaudited 2011 cumulative deficit is estimated to be \$25.7 million.
- The deficit elimination plan submitted to the Department of Treasury by city officials has not been followed and the general fund deficit has increased and is now estimated to be approximately \$11.0 million.
- The general fund expenditures have exceeded revenues since 2007.
- The City relied upon transfers from the water supply and sewage disposal fund for general city operations.
- City officials also borrowed from other funds to compensate for cash shortages including the public improvement fund, the local street fund and the self insurance fund.
- The City continued to experience a cash shortage.
- The City's ability to pay short term obligations was uncertain.
- The pension system was less than 60 percent funded.
- City officials failed to make staff reductions in accordance with the deficit elimination plan.

#### **Flint Financial Review Team Findings:**

- 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 FY11, \$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.

## **Background**

Several conditions developed over a period of decades to place the City of Flint in a situation of chronic fiscal stress. The major employer, General Motors, significantly reduced operations in Flint (in 1978 GM employed over 80,000 people, by 2006 employment totaled 8,000). The population of the City declined 18 percent between the census of 2000 and 2010. Owner occupied housing decreased from a high of 73.1 percent in 1960 to a 2010 low of 44.7 percent. The jobless rate for the 2010 annual reporting period was 23.2 percent. State Shared Revenue which accounts for 31 percent of the General Fund decreased 13 percent over the past five years.

In addition to the above noted reduced State Shared Revenue, the City's two other sources of revenue, property tax and income tax, have both suffered significant reductions. Between

2006 and 2011, property tax revenue has decreased 33 percent and income tax revenue has decreased 39 percent.

As revenue decreased, the City of Flint implemented numerous cost controls. The workforce has been reduced by 50% since 2001; yet the total cost of wages, benefits, and retiree premiums have continued to increase. Note that the liability for services already rendered is essentially a fixed cost which is now borne by fewer active employees and reduced city revenues.

Note: the statistics quoted above are taken from the report by Eric Scorsone, Ph.D. titled “Long-Term Crisis and Systemic Failure: Taking the Fiscal Stress of America’s Older Cities Seriously Case Study: City of Flint, Michigan” dated September 2011.

## Goals

The overall goals for the City are:

1. long-term financial stability;
2. an increase in revenue base to provide quality services to its residents;
3. a reduction in government costs through negotiated union contracts, consolidation and shared services, and ongoing professional development of staff;
4. continue to maintain and modernize the infrastructure of the city in alignment with the current population counts;
5. to streamline the processes necessary for businesses to locate, and continue operations, in the city;
6. to utilize the Master Plan to stabilize and then increase both the commercial and residential base of the city;
7. to provide public safety services, focusing on reducing violent crime, commensurate with cities of comparable size and resources.

## Planning Process

The City of Flint was determined to be in a financial emergency by the Flint Financial Review Team as noted in the above section: **Summary of Financial Condition of the City of Flint**. On November 1, 2011 Governor Rick Snyder appointed Michael K. Brown as Emergency Financial Manager. EM Brown developed a Financial and Operating Plan utilizing the resources of a five person Advisory Committee as well as five additional advisory committees. The EM sought broad expertise to ensure public engagement and to maintain a sense of continuity with the Mayor and the City Council. In fact, all nine Council Members and over fifty other citizens participated in the advisory committees.

The Advisory Committees are:

- Finance/Administration – Chair Armando Hernandez,
- Public Safety – Chair Diana Kelly,

- Infrastructure/Development – Chair George Wilkinson,
- Grants/DCED – Chair Sue Peters,
- Pension and OPEB Underfunding – Chair Ed Kurtz.

The EM’s Financial and Operating Plan was updated in the Emergency Manager’s June 1, 2012 report to the State Treasurer.

Upon the appointment of the Emergency Financial Manager, Edward J. Kurtz, on August 8, 2012 a new Advisory Committee was established and the State Treasurer approved the following individuals to serve on the City of Flint Emergency Financial Manager’s Advisory Committee:

Mayor Dayne Walling                      Kenyetta Dotson  
 Reverend Phillip Thompson      Tim Herman

Mr. Kurtz has also asked three others to serve as well: Dan Cady, Armando Hernandez and Adam Thomason.

The Emergency Financial Manager has utilized the Advisory Team, the City of Flint Management Team and the updated Financial and Operating Plan to develop this Financial and Operating Plan for Fiscal Year 2013.

Management appointments have been made to ensure that the essential services necessary for the public’s health, safety and welfare are assured and to continue to conduct all aspects of the City of Flint’s operation within the resources available. Any employment contracts were extended with the approval of the Treasury Department.

**Actions Taken To-Date**

*ORDER No.1 PROCEDURES FOR PURCHASING*

*Requests to procure goods and services, in any amount, are to be forwarded to the Purchasing Department for processing. Departments shall not procure any goods or contract any services without the proper authorization from the Emergency Financial Manager or Purchasing Department. Any procured goods or contracted services made without proper authorization shall not be approved and the City shall not be bound.*

*ORDER No.2 PROCEDURE FOR SUBMISSION OF RESOLUTIONS AND ORDINANCES*

*The procedure is described for the submission of resolutions and ordinances; effective immediately.*

*ORDER No.3 BUDGETARY OVERSIGHT & TERMINATION OF LINE ITEM LEVEL*

*All City officials, department heads and division heads shall adhere to the prescribed budgetary guidelines and responsibilities.*

*ORDER No. 4 ADVISORY COMMITTEE*

*Pursuant to the Contract for Emergency Financial Manager Services signed by the Local*

*Emergency Financial Assistance Loan Board on August 8, 2012, the Emergency Financial Manager shall appoint an advisory committee consisting of three to five members to provide advice and counsel regarding the Manager's decisions and actions to resolve the City's distress. The Emergency Financial Manager shall meet with the advisory committee regularly, but no less frequently than monthly. The Emergency Financial Manager has recommended and the State Treasurer has approved the following individuals to serve on the City of Flint Emergency Financial Manager's Advisory Committee:*

- Mayor Dayne Walling*
- Kenyetta Dotson*
- Reverend Phillip Thompson*
- Tim Herman*

***ORDER No. 5 CITY TREASURER AUTHORIZED TO CORRECT ASSESSMENTS OR FEES IF PROPERTY OWNER ENTITLED TO WAIVER***

*The City Treasurer is authorized to make the necessary correction to an assessment or fee that was placed on the tax roll in the event it is determined that property owner is entitled to a waiver, including, but not limited to combination of parcels.*

***ORDER No. 6 OVERTIME***

*Based on the foregoing, all overtime must be directly approved by the department head in advance, with the exception of emergency overtime that can be clearly documented. In the Police Department, requests for overtime should be directed to Chief Alvern Lock. In the Fire Department, requests for overtime should be directed to Public Safety Administrator Barnett Jones.*

All Departments

Department Management reconfigurations have been completed in anticipation of reduced staffing levels as provided in the FY(13) Budget. (See Attachment # 1 Organizational Chart)

Financial/Administration/IT

Cash Flow

A realistic analysis of cash flow has been developed by the Finance Director, and is being monitored on a monthly basis. Cash flow for this nearly \$200 million operation is minimal at best, with pooled cash balances since January ranging from nearly \$13 million in February to approximately \$8 million at the end of April. These amounts have been slightly above projections.

FY13 Budget

Development of a budget which moves the City toward financial stability was accomplished with the FY13 budget. FY13 began July 1, 2012.

The process of implementing the FY13 budget is now underway. It is balanced realistically, and encompasses significant revenue increases and expenditure reductions. The process started with a projected gap of \$25 million between projected revenues and projected expenses. The result was a total budget of \$192 million, of which \$82 million is sewer and water; \$58 million is General Fund and \$30 million is federal CDBG.

The budget encompasses expenditure reductions which included the elimination of nearly 150 positions (20% of the workforce); employee concessions including a restructuring of health and pension benefits and employee costs; and various organizational changes.

On July 1, new health care plans for active employees was put in place, as well changes in pension benefits. Health care plans for retirees began on August 1 for pre-65 retirees; this was followed with changes for Medicare-eligible retirees on September 1. The City has been sued in Federal District Court, but no decisions have resulted to date. If the City is precluded from implementing these changes in health care for retirees, there will be a projected (unbudgeted) increase in expenses of \$3.5 million in FY13.

For future employees, city retiree health care will no longer be an option, and the traditional defined benefit pension plan for non-police and fire employees will be replaced with a hybrid pension plan. There are also numerous changes which increase management flexibility and reduce other employee costs.

The budget also implements new revenues in order to provide the level of revenues still needed – in spite of expense reductions – to continue the marginal level of city funded public safety personnel and basic city services. These revenues include numerous fee increases; a \$143 annual fee for waste collection (replacing a dedicated 3 mill tax levy); a \$62 special assessment fee for operation, maintenance, and improvement of street lights (in the past this was a \$2.85 million general fund expense); and an overall 25% increase in water and sewer rates (12.5% water; 45% sewer). Unfortunately, the reliance on fees and assessments will create hardship for many of the City's residents. However, the choices for increasing revenues at this time were limited.

If the budget can be implemented as planned, a significant objective - not spending more than the City takes in - will be accomplished, and will have done this while avoiding public safety reductions beyond those associated with expiring grant funds.

However, the City faces several legal challenges. While the challenges may not be sustained in the long term, any impediments to implementing the budget will have severe financial impacts.

For example, legal challenges which prohibit the City from implementing revenue increases or expenditure decreases will require immediate actions to further reduce spending – including public safety – and may impact the City’s ability to function at an adequate level, particularly in light of the marginal cash flow.

Potential challenges the City may face from budgetary perspective include ones associated with the numerous rate increases incorporated into the budget, changes in retiree health care, and the unilateral implementation of changes to three collective bargaining agreements. It should be noted that through the Emergency Manager the City of Flint was able to reach tentative agreements with three of the six bargaining units. To this point, the City was recently sued over the pending implementation of increased water and sewer rates, by the President of the City Council et al. This is a prime example of litigation that could impede the COF’s ability to maintain fiscal solvency.

#### Financing the Deficits

In April, the Emergency Manager filed a Deficit Elimination Plan focused on the accumulated deficit as of June 30, 2011. That plan indicated the City’s intent to request authorization to borrow approximately \$9 million in Fiscal Stabilization Bonds in order to address the accumulated General Fund deficit once a credible FY13 budget was in place. The Deficit Elimination Plan was approved by the State. On May 24, 2012 the City filed an application for borrowing with the State Administrative Board, and the Department of Treasury has issued a memorandum stating that the request satisfies the necessary statutory requirements. At this time, Treasury has not authorized the borrowing as proposed in the Deficit Elimination Plan.

While this borrowing addresses the accumulated FY11 deficit, there was an additional deficit at the end of FY12. It is estimated at this time that an additional \$10 million will need to be financed in order to address the FY12 deficit. However, if the FY13 budget is implemented as it was adopted, there should be no additional General Fund deficit. There will be ongoing deficits in the water and sewer funds, but only as related to unfunded OPEB liabilities.

#### Audit

The Comprehensive Annual Financial Report for the year ended June 30, 2011 has been received and filed with the Department of Treasury.

#### Labor Agreements

Labor Counsel held meet and confer sessions with the City’s six bargaining units. A target of 20% equivalent wage reductions has been achieved. Tentative Agreements were reached with four of these bargaining units. As contract settlement was necessary prior to adopting the budget, the EM invoked the 19K provision in Public Act 4 from the State Treasurer for the bargaining units which had not achieved

Tentative Agreements (EM Orders 18 and 26) and with Local 1799 which had approved a TA but had not ratified (EM Order 27).

#### Economic Vitality Incentive Program (EVIP) Requirements and Activities

The Flint Economic Vitality Incentive Program Certification of Consolidation of Services (EVIP) was filed December 30, 2011 which qualified the City of Flint to receive State Shared Revenue as of January 2012.

The Economic Vitality Incentive Program Certification of Employee Compensation was filed on April 25, 2012 which fulfilled the City's third obligation to receive the next allocation of State Shared Revenue.

The City is now preparing the October 1, 2012 filing of the EVIP Dashboard, Citizens Review and Projected FY14 budget

The City has contracted with Plante Moran to conduct a study to evaluate the potential of shared services between the City and Genesee County treasury functions. This study has been funded by the Mott Foundation.

Income tax processing is being handled through a joint project with the Cities of Grand Rapids and Lansing.

The City's Human Resources Department is working on a joint project with the Genesee County HR Department and the Genesee Intermediate School District to integrate electronic capabilities for HR records.

#### Prescription Drug Program

City of Flint has suspended the planned implementation of a modified prescription drug program which requires the issuance of a generic drug unless a name brand drug is determined to be medically necessary. This action resulted due to a lawsuit, Yurk et al. v. City of Flint, pending in Genesee County Circuit Court before Hon. Archie Hayman. Judge Hayman granted a temporary restraining order and has completed a hearing on plaintiffs' motion for preliminary injunction. However, the court took the motion under advisement and has not issued a decision.

#### Dependent Eligibility Audit

The Risk Management Office is currently in the process of conducting a dependent eligibility audit which is expected to be completed before the end of the year.

#### Administrative Reorganizations

The City of Flint Human Relations Commission (HRC) has been reorganized to address constituent and citizen services. This reorganization was developed in relation to elimination of departments (Ombudsman and Civil Service Commission), as well

as reductions in executive staff. The HRC will now be the First Stop Office at City Hall with a focus on prompt citizen response.

Prior to the start of FY13 the Information Services Department eliminated all positions and then rehired fewer employees with new job descriptions. The new structure allowed more flexibility and greater utilization of personnel.

## Infrastructure/Development

### Water Issues

The City is working with the Detroit Water and Sewerage Department (DWSD) to revise the contractual policy restrictions on blended lake and river water. This revision could provide significant savings to the city water customers.

The Genesee County Drain Commissioner has begun the engineering work for the Karegnondi Water Authority. The City of Flint expects to participate as a partner in the construction and operation of the new water line from Port Huron, but has not yet signed that agreement. Again, blended Flint River water, DWSD water and/or treated Karegnondi water is being evaluated in this scenario as well.

### U. S. Department of Environmental Quality S2 Grant

An S2 DEQ grant to study infrastructure condition for water pollution control was accepted. The study was defined to encompass the City's entire sanitary sewer system including the overall collection system, the capacity and condition of the system, potential upgrade recommendations to the lift stations and the pumping stations, and to make recommendations for necessary investments to maintain the system.

### U.S. Department of Energy Grant

The City of Flint has negotiated an agreement with the Department of Energy to terminate the Energy Efficiency and Conservation Block Grant (EECBG). While the agreement has not yet been finalized, it appears likely to be completed shortly. It provides that there was no finding of wrongdoing by the City. The grant was terminated because there was insufficient time to complete the project under the performance period of the grant. The mutually agreed upon termination of the grant will not adversely affect the City of Flint's qualification and eligibility to receive future grants or contracts from the D.O.E.

### Golf Courses

Three of the city's four golf courses were leased to private organizations. Two courses were operational this summer.

### Senior Centers

The Pierce Senior Center closed on April 30, 2012 as funding was no longer available. A Request for Proposal is being issued to seek operators for both

Hasselbring and Brennan Senior Centers. The City is also exploring the potential for a non-profit organization to take over the centers, however, that may require programs and services take place at the non-profit's location. Further talks continue with the County for other potential means of operation.

#### Smith Village Development

The Smith Village housing project is funded primarily with HUD and NSP2 grants. Phase I, which includes 30 housing units, has been completed as scheduled. HUD has determined February 10, 2012 is the goal to expend 50% of the allocation. The Smith Village housing project will meet that development goal. On May 18, 2012, the City announced that Phase II of the Smith Village development will be undertaken by Ginosko Development Company and Rohde Construction Company. Ginosko's site plan was approved by the Flint Planning Commission on May 22, 2012.

#### Master Plan

The City of Flint continues to make progress on the preparation of its first comprehensive Master Plan in fifty years through a \$1.5 million HUD Community Challenge Planning Grant. As a result of this grant, a Chief Planning Officer and two Associate Planners have been hired. These staff members coordinate monthly Steering Committee meetings to discuss the Master Plan with Flint residents and the many citizens that participated in the ward meetings earlier this year.

A website, [www.steeringflintforward.com](http://www.steeringflintforward.com) has been established to inform citizens about the planning process and to solicit their input. A \$50,000 grant from the Ruth Mott Foundation has been received, as well as a commitment from the C.S. Mott Foundation in the amount of \$263,804 for the Master Plan.

#### U. S. Department of Housing and Urban Development Monitoring

After the February 2012 HUD Monitoring of the HOME Program, The City of Flint received notice from HUD that it has capacity to run the HOME program.

#### Real Estate Transactions

In August 2012 the City of Flint sold the Genesee Towers to Uptown Redevelopment Corporation for \$1 and committed \$750,000 CDBG dollars toward the over \$4 million cost of demolition. Genesee Towers has been a liability for the City since December, 2010 when the city assessed a one time millage to cover the \$9.0 million judgment.

A quit claim deed for Chevy-in-the-Hole site has been transacted between the EDC and the City of Flint. EPA money for clean up has been agreed upon.

## Public Safety

A Police and Fire Protection Millage request for 6 mils has been placed on the November ballot. If this millage request passes, this will begin the process of stabilizing both the Police and Fire Departments.

Based on input from the State Police, Governor's Office and a Michigan State University Criminal Justice Study, it is clear that the Genesee County Criminal Justice System and the Flint Police Department could benefit from improved coordination and policy development. The restructuring and expansion of an existing criminal justice planning group is underway.

A Public Safety Plan was introduced to the public on May 4, 2012. This plan addresses Police and Fire department organizational plan, operation of the lock-up, transition to 800 MHz communications system and the formation of the Criminal Justice Policy Advisory Council.

The Police Department changed to a 12 hour shift operation within a four District Patrol plan. Both of these plans were implemented at the end of June, 2012.

The Public Safety Department recommended selection of the Genesee County Sheriff as the operator of the Flint lock-up. It is expected that the lock-up will be operational by October 1, 2012.

The City received a 6 month grant renewal from the C. S. Mott Foundation for the Community Policing grant which has funded 10 officers and 1 sergeant. The grant also includes other criminal justice system personnel support, including the addition of Neighborhood Safety Officers who would be responsible for enforcement of blight violations, vehicle ticketing for impound and other neighborhood duties. This grant was submitted in conjunction with the Michigan State University School of Criminal Justice Training and Assistance team. The MSU team will assist the City in implementing several phases of the Public Safety plan.

The City of Flint is continuing its existing collaborative efforts with regional partners. Examples: Flint Area Narcotics Unit, Safe Streets Task Force, and U.S. Attorney's Office Zero Tolerance gun violence reduction initiative, LifeLines (formerly known as CeaseFire), and other programs to help eliminate gang activity and prevent other violent acts.

CopLogic is an Internet based, crime record system through which residents self-report crimes with no suspects and little chance of solvability. CopLogic was introduced in July, 2012.

A protocol was finalized for the transition to the Genesee County Sheriff's Department to handle the paramedic calls in the City of Flint. This millage is now being managed only by Genesee County. Completion date was July 1, 2012.

The FEMA funded SAFER Grant which supports the wages and benefits of 39 firefighters was renewed on June 10, 2012 for two years. The new grant totaled \$6.9 million. It is very rare that a city would be awarded a full funding request in back-to-back granting periods.

### **Projects in Progress**

The Emergency Financial Manager has determined that the projects noted in the following list are the top priorities:

- |                                                              |                                       |
|--------------------------------------------------------------|---------------------------------------|
| 1. Waste Collection Operation                                | November 1                            |
| 2. Issue RFP Demolition Plan/Contracts                       | October 15                            |
| 3. Start new construction at Smith Village                   | October 1                             |
| 4. Budget Review and amendment                               | October 1                             |
| 5. Contract/Commit all HUD funds<br>(DCED, NSP2 and 3 focus) | October 15                            |
| 6. 800 MHZ/911 merger study                                  | November 1                            |
| 7. Open Lockup                                               | October 1                             |
| 8. Complete FERS to MERS/Retiree Healthcare changes          | October 1                             |
| 9. SBI decision                                              | October 15                            |
| 10. Weekly Press Briefings                                   | September 12 and each Wednesday after |
| 11. KWA Decision                                             | November 1                            |
| 12. Senior Centers Plan                                      | November 1                            |

### **OTHER ISSUES**

1. Street Light Special Assessment District
2. Indigent fund for water
3. EVIP List
4. Labor Contract implementation
5. Boards and Commissions

6. MSU Med school
7. Quarterly Report to Treasury
8. Next step on Genesee Towers
9. Complete the Plante Moran Study
10. Close FY12 books, prepare for audit
11. Plan to file an FY12 Deficit Elimination Plan

#### Financial/Administration/IT

The Finance Director received approval from the Flint Employee Retirement System (FERS) Board to transfer the general administration, management and responsibility for the Flint retirement system to the Michigan Employee Retirement System (MERS). This transfer is expected to be completed in time for the first MERS check to retirees to be issued on October 18, 2012. The City has already been sued to stop the transfer of assets. The basis of the suit was that the Councilman who was newly appointed to the FERS Board was not sworn in to the FERS Board before voting on the transfer from FERS to MERS.

Cash flow, which was identified in the audit as an area of ongoing concern, has been reviewed. Thanks in part to the receipt of \$8 million from the Financial Stabilization bond and the use of \$3.7 million in accumulated funds for retiree health care, cash flow should be minimally adequate for a short time. However, little progress has been made to date in addressing the extent of inter-fund borrowing. The situation continues to be monitored to assure sufficient cash to pay for current expenses, and options for long term solutions will be developed.

Recently implemented rate increases appear to have been nearly sufficient (within \$700,000) to cover current operations in the Water Fund, exclusive of OPEB liabilities. With depreciation and OPEB liabilities included, the \$12.4 million deficit at the end of FY 11 is projected to increase to \$13.2 million.

The FY11 deficit of less than \$500,000 in the Sewer Fund, however, is projected to increase to nearly \$7 million, inclusive of depreciation and OPEB liabilities.

Options for addressing these shortfalls are being developed, including the possibility of additional borrowing in concert with expenditure reductions.

The City is closing the books on FY12 and preparing for the audit. This will be followed by an analysis to determine the extent to which projections were valid. It is anticipated that there will be a need to file a Deficit Elimination Plan based on the FY12 audit.

The Finance Department and the IT Department are completing the planning and preparing for the implementation for the upgrade of the City's financial management software (moving from BS&A Pervasive to Dot net.)

The Finance Department is also proceeding with the following projects:

- implementation of a Procurement Card system and the associated changes to the City's Purchasing Policies,
- completion of the update of the pension and OPEB liabilities,
- continued aggressive monitoring of revenue and expense activities as compared to the FY13 budget, with particular emphasis on revenue collections, position counts and overtime expenditures,
- development and implementation of employee development programs focusing on financial management, supervision and labor relations, and leadership development.

The City Attorney is continuing with efforts to improve litigation management through claim evaluation, claim reporting, attorney training and trial preparation. The City Attorney continues to emphasize the "litigation team" approach to case handling, with weekly review of pending matters and discussion of how best to protect the City of Flint's legal interests.

Collaborative economic development efforts are underway with the Genesee Regional Chamber of Commerce to attract and retain businesses; and to receive and apply new tools such as the Next Michigan Development Corporation and Smart Zone designation. The city will continue to work with RACER Trust for brownfield development, including Buick City.

The City of Flint is challenged in its current financial condition to provide significant investment into job creation and Economic Development. However, the City has developed a unique and effective partnership with the Genesee Regional Chamber of Commerce (GRCC) which is the recognized economic development entity for Genesee County. The City receives specific community and economic development services from GRCC each year. Attached is a brief summary of achievements resulting from this partnership.

#### Infrastructure/Development

Determine City of Flint's level of participation in the Karegnondi Water Authority (KWA) water pipeline project.

The City is reviewing proposals from companies interested in operating waste, compost and recycling collection.

The Smith Village project is proceeding with the construction of new homes which will bring the total of completed homes to 40 by February 14, 2013. HUD has approved this plan with the understanding that the remaining planned homes (up to 83) will be built as proceeds become available from the sale of the first 40 homes.

## Public Safety

Continue patrol assistance from Michigan State Police. This is a crime deterrent and increases traffic safety compliance.

Continue existing collaborative efforts with regional partners. Examples: Flint Area Narcotics Unit, Safe Streets Task Force, and U.S. Attorney's Office Zero Tolerance gun violence reduction initiative, CeaseFire, and other programs to help eliminate gang activity and prevent other violent acts.

Apply new technologies and information systems to improve police efficiencies and improve targeting and effectiveness including New World, CopLogic, Shotspotter and DDACTS.

Transition to an 800 MHz communications system is underway. New mobile and portable radios have been purchased and templating is completed. Region 3 issued a purchase order to Motorola Systems for 9-1-1 Console upgrade and construction of a Point to Point Microwave link.

Investigate potential to return automobile impound lot to a City of Flint operation.

## **Projects Under Assessment**

### All Departments

Review all departments and services for potential merger, consolidation, contracted service, shared services with other governmental entities, privatization or elimination. As a result of this review determine if these functions should be subsidized with general property tax dollars and what will be paid by the users.

Review current expenditures for significant reduction.

Review all city owned assets (both real property and capital equipment) and determine if disposal should be pursued.

Review necessary ordinance and charter revisions which would increase flexibility for department reorganization and budget flexibility.

Investigate appropriate investments necessary to achieve longer term savings, cost avoidance, and improved efficiencies.

Review the process for all grants to the City of Flint for appropriate use of funds, potential for continued funding, and timely reapplication.

Develop a system of benchmarking costs to determine whether to maintain City of Flint operations or outsource services.

#### Financial/Administration/IT

Request a legal opinion with regard to retiree pension and OPEB contractual versus constitutional issues.

Risk Management Office is reviewing 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.

#### Infrastructure/Development

Monitoring and review of the Smith Village Housing Project is continuing. The Grants/DCED Advisory Committee has been reviewing issues relating to compliance with HUD and NSP2 guidelines.

Conduct a comprehensive review of water and sewer systems to identify opportunities to utilize resources and infrastructure to increase efficiencies, generate revenues, and reduce liability.

Determine if current City operations can sell excess capacity.

Investigate the feasibility for utilizing available technology for remote operations.

Investigate the status of the Hamilton Dam project and consider implications for both water treatment plant volume control and storm water management.

The EFM is addressing the financial crisis and also working on meeting the many other needs of residents and continuing development of the city. Numerous grant applications have been submitted to implement a wide range of programs.

Grants submitted:

- Application to Environmental Protection Agency for nearshore health and non point source pollution, watershed remediation for “Chevy-in-the-Hole” stormwater wetlands. \$600,000
- Application to the Administration for Children and Families for Community Economic Development (CED) projects. \$800,000
- Application to the Department of Justice for the Byrne Criminal Justice Innovation FY 12 Grant – revitalizing neighborhoods and reduce crime (partner applicant in two grants).

- The City of Flint is also a partner applicant in the Building Neighborhood Capacity Program (Wards 1 & 3) and Promise Neighborhood (Wards 1 & 2) which are part of the Federal Neighborhood Revitalization Initiative. (\$225,000)
- The City of Flint and the Flint Farmer's Market have applied for an Urban Farmer's Market Program which provides funds to entitlement communities, in this application the request is for equipment and fees for the SNAP and Double UP Food Bucks. (\$21,742)

### Public Safety

Review department day-to-day operations for more efficient utilization of personnel and other resources.

Restructure Fire Department, 911 and emergency response operations to adjust to eliminated Federal and County revenue sources. Review options for shared services, station configurations, staffing levels, contract services and technology applications.

Investigate 911 re-consolidation. Determine costs to align equipment with County 911 system; determine metrics to evaluate level of service to City of Flint; and determine process to evaluate City personnel participation in a consolidated system.

### **Next Steps**

- Implement department reorganizations, contract agreements, proposed shared services, mergers and consolidations.
- Manage FY13 budget compliance.
- Maintain the safety of the residents of the city during this transition and keep the citizenry informed of plans throughout this process.
- Complete the transfer of the employee retirement system from FERS to MERS.
- Make and implement key decisions on Infrastructure – particularly water and sewer operations.
- Develop a plan to increase revenue: millage, income tax and other. Include potential for urban homesteading.
- Decide timing and leadership for potential Charter revision.
- Issue RFP's for private contractors for various services.

### **Conclusions**

Personnel assignments have been made to ensure continued operation of the public services necessary for the citizens of Flint. The Department Directors have reviewed the financial and

operational status of the City. They have made substantial recommendations for revisions in the City's operation and are currently implementing those recommendations

The City of Flint acknowledges an on-going financial crisis. Also, the City of Flint realizes that it is a high priority to address the tremendous public safety issues through the improved coordination throughout the criminal justice system in Genesee County. Aggressive efforts are being undertaken to clarify and resolve all issues presented in this report.

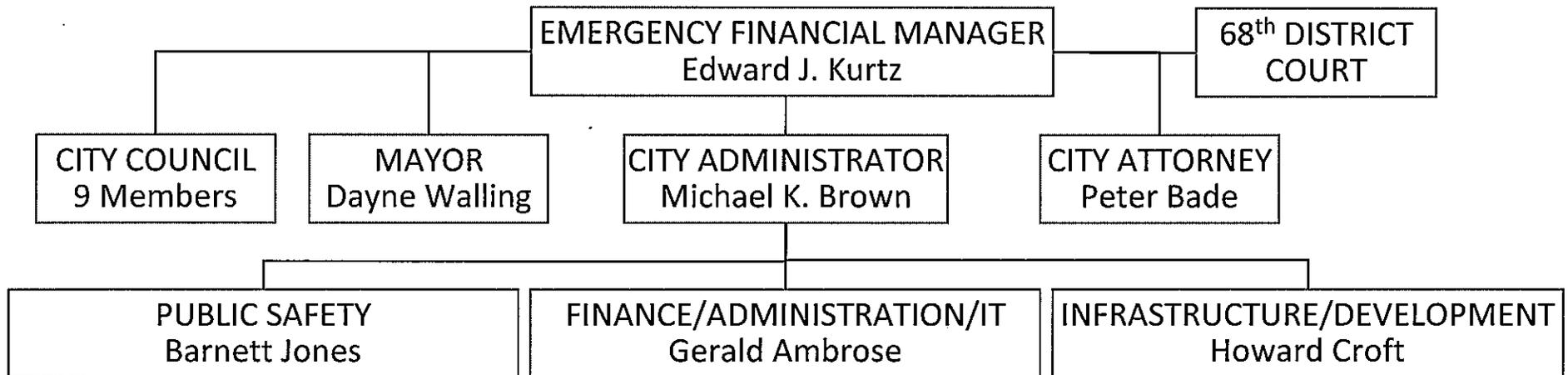
A second report of the City's Financial and Operating Plan is due six months following the appointment of the Emergency Financial Manager. Updates will also be provided as appropriate.

Edward J. Kurtz  
Emergency Financial Manager  
City of Flint

Attachments:

- #1 Organizational Chart
- #2 City of Flint FY13 Budget
- #3 City of Flint FY12 Preliminary Close

## City of Flint: Organizational Chart



- Police
- Fire
- 911

- Treasury
- Budget
- Risk Management
- Assessment and Tax Collection
- Human Resources
  - Human Relations Commission
- Information Technology
- Purchasing
- Accounting
- Pension
- City Clerk – Licensing, Permitting, and Elections

- Community and Economic Development – Planning/Zoning and Grants Management
- Development – Building Inspections, Blight and Demolition
- Facilities Maintenance
- Fleet
- Parks & Recreation and Forestry
- Sanitation
- Street Maintenance
- Transportation – Central Administration and Accounting
- Transportation – Traffic Engineering
- Transportation – Engineering
- Utilities – Water Pollution Control Facility
- Utilities – Water Service Center
- Utilities – Water Plant
- Utilities – Water Treatment Center

**Attachment # 2**

**City of Flint  
FY 2013 Budget**

# City of Flint, Michigan



## BUDGET for Fiscal Year 2012-2013

Michael K. Brown, Emergency Manager

## **City of Flint FY13 Budget**

It is well known that the City of Flint is confronted with a financial emergency. It has been in state receivership since November 2011. The City is projected to have more than an \$18 million deficit by June 30, 2012. Cash flow is extremely narrow, and any major unexpected expense or revenue loss at this time could be catastrophic.

The Emergency Manager is committed to seeing Flint not only return to financial solvency, but become the thriving municipality it once was, attracting residents, businesses, and visitors.

The challenge is great – financial insolvency; a population base reduced by 50%; declining property values; high numbers of vacant houses and persons in poverty, crumbling infrastructure, and high crime.

The first step to recovery is to stabilize the City's finances, in order to provide basic services to our citizens. With a focus on a next year's budget that is realistically balanced on attainable revenue estimates, and with assistance from the state to address the accumulated deficits from past years, our journey into the future can begin.

It will not be easy. The current level of expenses for city services significantly exceeds the current amount of revenues which will be received, and choices for new revenues are limited. Consequently, while efforts continue to identify new sources of revenue, current services and workforce will be reduced significantly. Where new sources of revenue are found and implemented, it will mean increased costs to taxpayers. There is no other choice – expenses must be reduced, revenues must be increased, or a combination of both must occur.

This budget is based on conservative assumptions regarding revenues and expenses. If there is uncertainty about a revenue stream, it is not included. When projecting expense items over which the City has little direct control, they have been projected on the high side. The result can be characterized as a "worst case" budget. However, since the budget is a flexible plan, new developments – such as additional revenue sources – can be added if and when they become available.

### **THE FY13 BUDGET**

The FY13 Budget for the City of Flint totals \$195 million for all funds, including \$58 million for the General Fund plus Special Revenue Funds, Capital Improvement and Enterprise Funds. It provides for a workforce of 539 employees. The amount of funds available, and the size of the workforce afforded by those revenues, are significantly less than in the current and prior years.

As this budget process began, there was a projected gap of some \$25 million between the amount of funds projected to be received and the cost of continuing all services and positions in the same manner as currently done. This gap has been closed by a mixture of revenue increases and expenditure decreases.

## REVENUES

City services are funded by a mix of property taxes, income taxes, state and federal shared revenues, and fees, charges, and assessments. The current property tax rate for city services is 15.5 mills, or \$15.50 for each \$1,000 of taxable value. Residents and businesses also pay a 1% income tax, while non-residents pay one-half that amount, the limit set by state law.

The revenue stream supporting city services in this budget is different from the current year's in some significant ways:

- With property values continuing to decrease, property tax revenues are decreased by more than 20%. These revenues are decreased even further as the 3 mill levy for waste collection is eliminated in favor of a new waste collection fee designed to cover the entire cost of that service.
- State shared revenue remains at the reduced level legislated by the state beginning in FY12.
- Revenues from some major grant sources – the SAFER grant for firefighters and the MOTT grant for community policing – are not included, as there is no certainty those funds will be received.
- Revenues from a new city-wide special assessment will reduce the cost burden on the City's General Fund while providing funding for the operation, maintenance, and improvement of the City's street lighting system.
- Additionally, it is necessary to increase water and sewer rates significantly in order to have sufficient funds to operate the system. A system capable of serving more than 200,000 users is now utilized by less than half that number. The systems are old, in need of repair, and costly to maintain. Costs from the primary supply source - the Detroit Water System – have also increased significantly over the past several years. While there have been significant increases in rates over the past few years, they have not been sufficient to cover the operating costs of the systems. While there are currently significant and positive efforts being made to make the systems more efficient and cost effective, they will not affect the cost of operating the systems this year.

The impact of these changes in the revenue stream will vary on taxpayers, businesses and residents. Compared to the current year, many taxpayers will see an increase in their total payments for city services, with the amount varying to the extent that their property values have reduced.

However, when compared to total payments for city services made in 2005 – before the precipitous drop in property values began - many taxpayers will still be paying less. It appears that owners of property with a taxable value of more than \$53,450 in 2005 will still pay less for city services in FY13 than they paid in FY2005. Property owners with a taxable value of less than \$53,450 in 2005, however, will pay more for city services in FY13 than they paid even in FY2005.

Unfortunately, with the tools at hand for raising revenues at this time, it is not possible to spread the impact differently. Alternatives such as raising the property tax millage or the income tax rate require voter approval and, in the case of the income tax, state legislative approval as well. However, these alternatives are being evaluated for future use.

## **EXPENSES**

The revenues collected pursuant to this budget will be used to provide a very basic level of services in the areas traditionally provided by the City. Police and fire protection and other public safety services, water and sewer service, trash collection, street maintenance and lighting, parks maintenance, building inspection, code compliance, demolition and other community development activities, will all be continued, although in different ways and at reduced levels. Citizens can expect that response times for certain services or requests for information will be slowed.

The City's workforce will be reduced by more than 20% and, unfortunately, layoffs will occur. The extent of these reductions has been lessened significantly with concessions obtained from employee bargaining units.

Reductions equivalent to 20% of the wage base have been negotiated with three of the six city bargaining units (IAFF, FPOA Sgts, and FPOA Command), and a final vote on similar concessions with AFSCME 1799 is pending. Concession discussions with AFSCME 1600 and FPOA Patrol continue, but no agreements have been achieved. This budget assumes implementation of similar concessions across all bargaining units and exempt employees.

Similarly, reductions in the cost of retiree health care are also anticipated. The cost for the City's 1,500 retirees is projected at nearly \$25 million for FY13, an amount which severely constrains the ability of the City to provide services to its residents. The City has determined that there are alternative means by which health care can be provided to retirees but at a significantly reduced cost. The City intends to implement the less costly alternative and has incorporated more than \$4 million in anticipated cost reductions savings into this budget. Without such cost reductions, the City's workforce will be reduced even further.

Within the context of these revenue constraints and overall expense reductions, a very basic level of services will be provided to the residents and businesses in Flint in 2013:

## **PUBLIC SAFETY**

**Police** – With the continued loss of tax and grant revenue, the Police Department will be minimally staffed at a level of 108 sworn officers and 21 non-sworn personnel. This represents the current level of staffing less 19 officers funded by grants which have expired. Requests for continuation funding are in process but have not been approved at this time.

Given the financial condition of the City, funding at this level represents a significant commitment to public safety, but it is recognized that more must be done. In the ensuing year, the department will be transitioning to 12 hour shifts. This transition will reduce overtime expenses

and should increase the number of officers on patrol at any one time. The efforts of the FPD will continue to be assisted with continuing support from the Michigan State Police, and contracted services from Hurley Hospital and Kettering University. Aggressive efforts will be made to seek the renewal of grants and to seek additional permanent funding for this essential service.

**911** - 911 Dispatch will continue at current staffing, while efforts continue to consolidate City and County dispatch operations. Communications with and between officers will be enhanced with the projected move to the 800 MHz system on July 1, 2012.

**Fire** - With the expiration of the federal SAFER grant, funding for 39 firefighters would be lost, potentially reducing total staffing in the Fire Department to 54. However, with the reductions in costs attributable to union concessions, and an assessment of the impact this would have on the ability of the City to provide virtually any level of fire response, staffing in this budget is at 62.

Given the staffing constraints, three of the current five stations will remain open pending the decision on the SAFER grant. In addition, with Genesee County now providing paramedic response, the City's paramedic personnel will be assigned to suppression.

The City is aggressively pursuing renewal of the SAFER grant and, should it be received, the number of stations in operation could be increased.

**Court** - As required by law, the City will continue to financially support the operation of the 68th District Court. Recognizing the financial circumstances of the City, along with the court's decreased caseload and offsetting revenues, court funding is reduced in this budget.

**Lock-up** - The City has been aggressively working to receive funding from the State of Michigan for re-opening the City Lock-up. At this time an operational plan is being developed as a condition for receiving consideration for funding. There are no City funds allocated in this budget for operation of the Lock-Up.

## INFRASTRUCTURE

**Water and Sewer** - The expenses of the Water and Sewer system can be viewed in three categories – operations and maintenance, capital improvements, and purchase of water. Operational costs, in terms of personnel, have been reduced to the minimum necessary to operate the collection and distribution systems, but ongoing increases in compensation-related costs, such as pension and healthcare, make significant dollar reductions difficult.

Ongoing capital expenses are a necessity, as significant repair and replacement activities such as replacing broken water meters and keeping pump stations operational and in regulatory compliance, are necessary on an ongoing basis. Improvements are also necessary to improve the efficiency of operations, such as implementing remote monitoring of pump stations.

Finally, the purchase of water at ever-increasing rates is a significant cost of the operations, and while efforts to contain these costs are ongoing, they will not likely affect the cost of operations in FY13.

The costs of operations for water and sewer are projected at \$85 million, with projected revenues at current rates totaling approximately \$65 million. Recent rate increases do not generate sufficient revenues to cover the total costs of operations. Thus, in order to keep the systems financially solvent and provide funds for operation and maintenance, the overall rates for water and sewer will be increased in total by an average of 25%. Sewer rates are projected to increase by 45% while water rates are projected to increase by 12.5%. Even with this increase, it is not possible to set aside funds for pre-funding retiree health care, so formal balance sheets will still show deficits.

**Waste Collection** – The City has historically provided weekly trash pick-up for all residents, with the costs presumably paid from a special 3 mill property tax levy. However, the amount collected from the levy has reduced as property values have fallen, and costs of collection – personnel costs being a significant portion - have increased. As a result, the City’s General Fund has subsidized the difference, by as much as \$1.5 million in the past year.

Consequently, the 3 mill levy for waste collection will be discontinued, and a collection fee on residential properties will be implemented. It is anticipated that in the first year (starting July 1, 2012) the waste collection process will continue on a weekly pick-up schedule and will include composting. Fall leaf pick up will be restored. In the second year, it is expected that the waste collection service will be expanded to include recycling, and by that time a thorough evaluation of the means by which the service is carried out will be completed.

The fee for this service will be added to the property tax bill for owners of residential property, and is currently projected to be \$143 in FY13, based on the projected cost of the service as reflected in the budget and the number of property owners billed. The amount will be adjusted on an annual basis to assure that it is reflecting the cost of the service.

**Streets and Transportation** – Funding for streets and transportation activities – with the notable exception of street lighting – is provided primarily from the state collected gas and weight tax allocated by formula to the City. That amount has been decreasing over the past years, making the ability to maintain local and major streets, sidewalks, and traffic control mechanisms very difficult. As with sewer and water, the City’s road system is built to accommodate more than 200,000, and the City’s population is now 102,000. This population drop has also contributed to the City’s reduced level of gas and weight tax. As a result, the City’s road system is currently rated a “3” on a scale of 1-10, demonstrating the effect of the lack of maintenance. The road maintenance activities for FY13 are focused primarily on preventive maintenance rather than targeted resurfacing, and will be chosen on the basis of most critical need and best return on investment.

Financing of infrastructure in the FY13 budget and beyond will be aided by use of a special assessment for street lighting, which is currently a general fund cost of nearly \$3 million. The implementation of a city-wide special assessment district will provide for the operational costs of the current system and will enable upgrades and improvements to street lighting throughout the City. The assessment will be added to the property tax bill for all property owners, and is currently projected to be less than \$100 per property in FY13. The amount to be assessed will be adjusted annually to reflect the projected cost for the operational, maintenance and improvement costs, and the number of property owners.

**Parks** - Maintenance of the City's 64 parks and its many trees in the rights of way will be funded primarily from the .5 mill special parks millage. Maintenance of the City-owned recreation/ community centers are also supported by the General Fund. Maintenance of parks, including play equipment, rights of way, and trees is minimal, and consists primarily of mowing, paying utilities, and responding to emergencies. There has not been any significant investment or maintenance of play structures in the parks for several years. Unfortunately, this level of investment will at best continue with the funds provided in this budget. Efforts will continue, as they have this year with golf courses, to find alternative ways to sustain the City's recreational assets. Continuing efforts will also be made to engage volunteers, neighborhood groups, and others to support specific parks and recreation centers.

**Development** - Building Inspection and Code Compliance activities will continue to the extent funds are available. Grant funds are budgeted at a reduced level to continue demolition activities and building inspection and code compliance fees are being reviewed again to see if the level and type of fees and fines are sufficient to cover costs and encourage voluntary compliance. In FY13, demolition activities will be done primarily by contractors in order that full cost recovery can be obtained from grant funds.

Planning and zoning activities will continue to the extent funds are available. Grant funds are budgeted to continue the upgrade to the City's master plan.

**Community and Economic Development** – Minimal ongoing financial support of economic development, in the form of CDBG funds, is also continued. Administration of the City's CDBG and NSP programs will continue, although grant funds are reduced. Evaluation of the administrative structure has resulted in reduced costs to the General Fund.

## **FINANCE AND ADMINISTRATION**

All organizations have internal functions which support the delivery of services to the organization's constituency. In the City of Flint, these functions include assessing, accounting and budgeting, human resources, purchasing, information technology, risk management, fleet, facilities, treasury, and tax collections. Some of these functions are scalable to the size of the organization (such as human resources and risk management); others are not (such as tax billing and assessing). Regardless, with a decreasing base of business, and a corresponding reduction in workforce delivering services externally, there is compelling pressure to reevaluate processes and workforce numbers involved in all of these processes.

Changes are reflected in the size of the workforce appropriate to the current financial situation. It is also necessary to change internal processes to reflect an organization closer in size to 500 employees rather than 1,500. Changes beginning or planned include:

- Streamlined purchasing processes, including use of procurement cards for smaller purchases
- Simplification of processes for approving purchases
- Use of electronic means for processing payables and purchase orders
- Elimination of staffed stock rooms

- Changes in pension system administration and performance
- More reliance on Third Party Administration for workers' compensation related activities
- Elimination of manned security cameras where appropriate
- Evaluation of costs associated with custodial services
- More reliance on computer access for customer inquiries
- Consolidation of customer service functions
- More investment in technology to enhance productivity
- Commitment to funding necessary capital improvements which provide the workforce with proper equipment and facilities
- Implementation of a performance measurement system
- Commitment to rebuilding financial reserves by annual appropriation to a Budget Stabilization Fund

### **PUBLIC IMPROVEMENT FUND**

The City Charter requires setting aside the proceeds of a 2.5 mill levy for the purposes of capital improvements and debt service. For the foreseeable future, these funds will be dedicated solely to current and anticipated debt service. A significant increase is expected as the City recognizes the need to increase its share of debt service for the downtown parking ramp debt, for making its required debt service of the initial Fiscal Stabilization Bonds, and for incurring future debt associated with additional bonding to alleviate the accumulated General Fund deficit. For FY13, it is projected that approximately \$1 million will be available for the new debt service associated with additional Fiscal Stabilization bonds; in FY14 the amount available for debt service is projected to grow to approximately \$1.5 million as current debt service for equipment ends.

### **GOVERNANCE AND OVERSIGHT**

Core offices associated with governance and oversight traditionally include Council, Mayor, Administrator, City Attorney, City Clerk, Ombudsman, and Civil Service. Under receivership, there is also an Emergency Manager.

Several changes resulting in cost reductions were implemented by the Emergency Manager. These include: a reduction in salaries for the Council and Mayor, elimination of funding for the Ombudsman and Civil Service Commission, and the appointment of personnel to assist, either paid only on an hourly basis without fringe benefits, or loaned from another source. These cost reductions are continued in the FY13 budget.

Additionally, the costs of issuing business permits through the City Clerk's Office indicate that the costs of administration appear to significantly exceed the revenues collected. It will be necessary in the future to either reduce costs or increase permit fees to offset this imbalance.

## CONCLUSION

The financial decisions made in this budget are significant but unavoidable. The budget reflects difficult decisions on the part of administrators and employees made to enable the City to provide services in FY13 at the levels its resources allow. The service levels will be low and not at a level anyone finds acceptable over the long term.

These decisions, however, provide the basis for going forward in a positive way. The budget is realistically balanced, with full expectation that when June 30, 2013 arrives, the City will not have once again spent more than it has taken in. It will have also put into place the financing to address the accumulated deficits of the past. Significant progress is being made to achieve financial solvency.

While there will certainly be financial challenges, decisions made in this process will assist in going forward. The decisions regarding employee compensation not only helped to address the short term financial challenge, but will assist in controlling expenses in the future, as the growth in future unfunded liabilities is slowed.

If the City government of Flint is to be a positive force in making Flint a safe and attractive place for residents, businesses, and visitors, it must have its own house in order. It cannot teeter on the edge of financial insolvency and hope to lead the way.

## BUILDING THE FUTURE

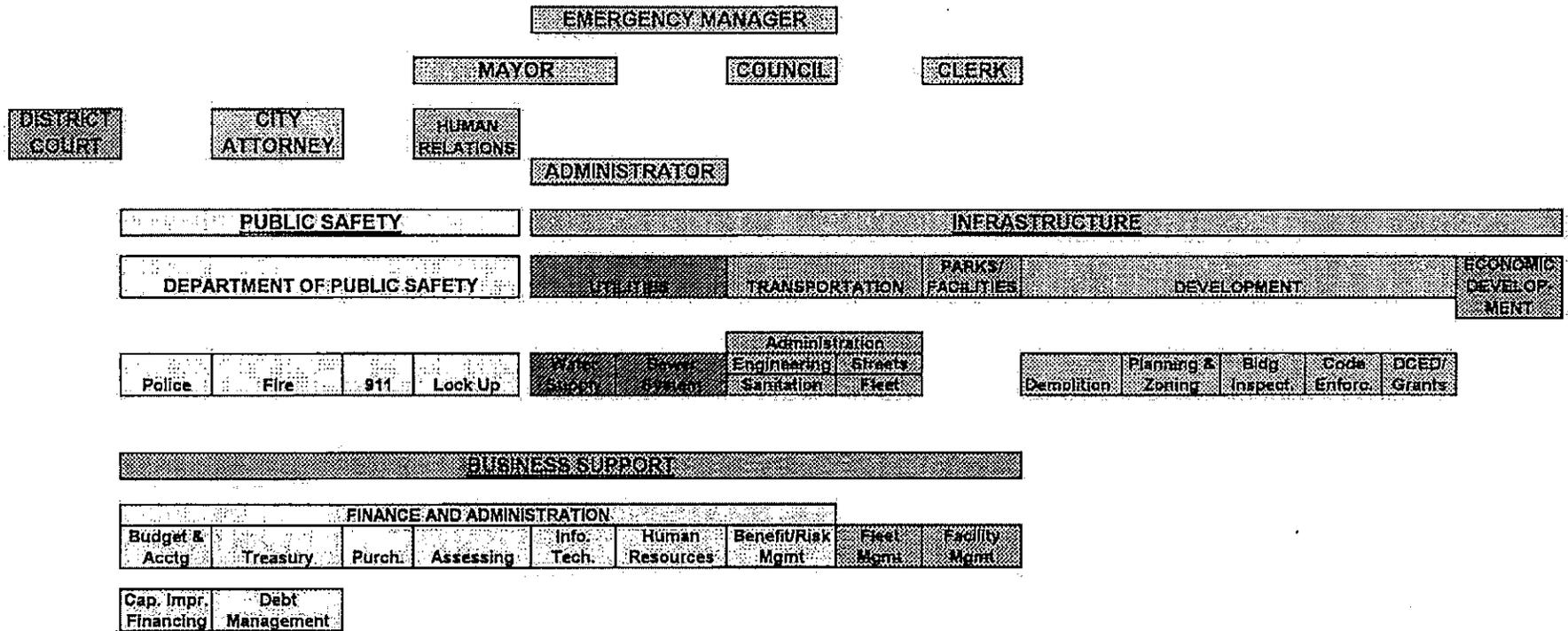
The focus of the 2013 budget process remains on the future of Flint. While this budget includes sharp reductions in both revenues and expenses, **WE SEE HOPE FOR THE FUTURE.**

These hopes are based on some very tangible and promising factors:

- Expense reductions are designed to live with current realistic revenue projections;
- New revenue options for fiscal year 2014 and beyond will include actual fees for services, special assessment districts and other revenue options;
- Partnership with the State Police and other law enforcement agencies will be expanded to create a safer environment for our citizens;
- Additional resources will be secured to house individuals who are continually abusing our residents in the neighborhoods; the City Lock-up will open and remain open;
- New public and private partnerships will be developed to provide waste collection services, senior citizen services, youth employment and training programs;
- Internal City operations will be improved in regard to finance and accounting, more efficient operation of licensing and permitting, and expanded training for our employees, including supervisory training;
- The City's information and technology capability will be improved, enhancing the capacity throughout the City, from paying bills on time to public safety issues faced by our police and fire operations.

As the City moves beyond the 2013 budget year, and the management of our affairs improves, citizens will see better response times from police, removal of individuals who are harming our children and seniors from our neighborhoods, improved code enforcement at homes owned by absentee landlords and expanded opportunities for our young people.

## CITY OF FLINT - ORGANIZATIONAL CHART



**FY13**  
**Expenditures**

	General Fund	Dedicated Millage Funds	Other Funds	<u>TOTAL</u>
<b>Governance</b>				
Mayor	\$ 185,578			\$ 185,578
Council	\$ 352,899			\$ 352,899
Clerk-records	\$ 423,573			\$ 423,573
Clerk-elections	\$ 424,324			\$ 424,324
Administrator	\$ 711,981			\$ 711,981
City Attorney	\$ 1,057,484			\$ 1,057,484
Human Relations Commission	\$ 40,103			\$ 40,103
Total	\$ 3,195,942			\$ 3,195,942
<b>Public Safety</b>				
District Court	\$ 5,358,479			\$ 5,358,479
Police	\$ 21,026,009	\$ 1,962,180		\$ 22,988,189
Drug Forfeiture	\$ -		\$ 216,472	\$ 216,472
Fire	\$ 10,916,429			\$ 10,916,429
911	\$ 3,314,413			\$ 3,314,413
Total	\$ 40,615,330	\$ 1,962,180	\$ 216,472	\$ 42,793,982
<b>Infrastructure</b>				
Water and Sewer			\$ 82,220,420	\$ 82,220,420
Sanitation/Waste Collection			\$ 4,901,202	\$ 4,901,202
Major/Local Streets			\$ 10,419,564	\$ 10,419,564
Major/Local Streets - Streetlights	\$ 2,850,000			\$ 2,850,000
Parks/Golf	\$ 546,841	\$ 389,400	\$ 6,743	\$ 942,984
Development -Building Inspection, Planning	\$ 1,085,639		\$ 3,366,835	\$ 4,452,474
Dept of Community and Economic Dev.	\$ 1,890,694		\$ 29,029,314	\$ 30,920,008
Total	\$ 6,373,174	\$ 389,400	\$ 129,944,078	\$ 136,706,652
<b>Finance and Administration</b>				
Accounting and Budgeting	\$ 1,033,341			\$ 1,033,341
Assessing	\$ 1,109,772			\$ 1,109,772
Budget Stabilization Fund	\$ 100,000			\$ 100,000
Capital Improvements/Debt Service	\$ -	\$ 2,104,906		\$ 2,104,906
Facilities	\$ 1,263,526			\$ 1,263,526
Human Resources	\$ 670,428			\$ 670,428
Purchasing and Stockrooms	\$ 155,204			\$ 155,204
Risk	\$ 66,500			\$ 66,500
Treasury and Collections	\$ 2,772,338			\$ 2,772,338
Total	\$ 7,171,109	\$ 2,104,906	\$ -	\$ 9,276,015
General Government	\$ 161,751			\$ 161,751
<b>TOTAL EXPENSES</b>	<b>\$ 57,517,306</b>	<b>\$ 4,456,486</b>	<b>\$ 130,160,550</b>	<b>\$ 192,134,342</b>

**FY13**

**Revenues**

<u>REVENUE SOURCE</u>	<u>General Fund Services</u>	<u>Police Millage</u>	<u>Drug Forfeiture</u>	<u>Parks Millage</u>	<u>Senior Center</u>	<u>Major Streets</u>	<u>Local Streets</u>	<u>Building Inspection</u>	<u>Trash Collection</u>	<u>Sewer</u>	<u>Water</u>	<u>Public Improv.</u>	<u>Budget Stabl.</u>	<u>Community Development</u>	<u>TOTAL</u>
Property Tax	\$ 5,720,000	\$1,544,000		\$389,400								\$ 1,930,400			\$ 9,583,800
Income tax	\$ 14,950,000														\$ 14,950,000
Special Assessments	\$ 2,855,000														\$ 2,855,000
Federal Revenues	\$ 594,324														\$ 594,324
State Revenues	\$ 357,000					\$ 6,399,412	\$ 400,000	\$1,500,000			\$ 400,000			\$ 28,301,892	\$ 31,196,216
State Revenue Sharing	\$ 13,140,585						\$1,815,765							\$ 300,000	\$ 8,872,177
Licensing and Permits	\$ 1,287,931							\$1,853,703							\$ 13,140,585
Fines and Forfeits	\$ 1,394,611		\$ 150,000												\$ 3,141,634
Charges for Services	\$ 11,958,695					\$ 125,000		\$ 258,400	\$5,000,000	\$31,333,816	\$ 50,400,736			\$ 1,625	\$ 99,078,272
Loan Proceeds	\$ -														\$ -
Other	\$ 5,259,160	\$ 418,180	\$ 6,000		\$ 56,913	\$ 334,652	\$1,047,222	\$ -	\$ -	\$ 40,000	\$ 45,867	\$ 389,480	\$ 100,000	\$ 820,416	\$ 8,317,890
<b>TOTAL REVENUES</b>	<b>\$ 57,517,306</b>	<b>\$1,962,180</b>	<b>\$ 156,000</b>	<b>\$389,400</b>	<b>\$ 56,913</b>	<b>\$ 6,859,064</b>	<b>\$3,262,987</b>	<b>\$3,612,103</b>	<b>\$5,000,000</b>	<b>\$31,373,816</b>	<b>\$ 50,846,603</b>	<b>\$2,319,880</b>	<b>\$ 100,000</b>	<b>\$ 29,223,933</b>	<b>\$ 192,680,185</b>
<b>TOTAL EXPENSES</b>	<b>\$ 57,517,306</b>	<b>\$1,962,180</b>	<b>\$ 216,472</b>	<b>\$389,400</b>	<b>\$ 6,743</b>	<b>\$ 6,957,106</b>	<b>\$3,462,458</b>	<b>\$3,366,835</b>	<b>\$4,901,202</b>	<b>\$31,373,816</b>	<b>\$ 50,846,603</b>	<b>\$2,104,806</b>	<b>\$ -</b>	<b>\$ 29,029,314</b>	<b>\$ 192,134,341</b>
<b>REVENUES- EXPENSES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (60,472)</b>	<b>\$ -</b>	<b>\$ 50,170</b>	<b>\$ (98,042)</b>	<b>\$ (199,471)</b>	<b>\$ 245,268</b>	<b>\$ 98,798</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 214,974</b>	<b>\$ 100,000</b>	<b>\$ 194,619</b>	<b>\$ 545,844</b>
Unassigned Fund Balance	\$ (9,129,186)	\$ 10,826	\$ 871,734	\$ 11,048	\$ 61,265	\$ 677,686	\$1,100,858	\$ 250,606	\$ 104,680	\$ (14,711,459)	\$ (20,308,803)	\$1,325,921	\$ 100,000	\$ 675,073	\$ (38,959,551)

**SUMMARY OF REVENUES AND EXPENDITURES-MAJOR FUNDS**

	<u>FY 11 ACTUAL</u>			<u>FY12 PROJECTED</u>			<u>FY13 BUDGET</u>		
	<u>Revenues</u>	<u>Expenses</u>	<u>Difference</u>	<u>Revenues</u>	<u>Expenses</u>	<u>Difference</u>	<u>Revenues</u>	<u>Expenses</u>	<u>Difference</u>
General Fund	\$ 70,169,069	\$ 70,823,662	\$ (654,593)	\$ 55,202,299	\$ 64,468,351	\$ (9,266,052)	\$ 57,517,306	\$ 57,517,306	\$ -
Police Millage	\$ 2,468,866	\$ 2,497,087	\$ (28,221)	\$ 3,055,890	\$ 3,505,890	\$ (450,000)	\$ 1,962,180	\$ 1,962,180	\$ -
Drug Forfeiture	\$ 201,576	\$ 71,628	\$ 129,948	\$ 128,765	\$ 110,491	\$ 18,274	\$ 156,000	\$ 216,472	\$ (60,472)
Parks Millage	\$ 587,894	\$ 618,147	\$ (30,253)	\$ 609,393	\$ 944,393	\$ (335,000)	\$ 389,400	\$ 389,400	\$ -
Parks Senior Center	\$ 248,525	\$ 248,467	\$ 58	\$ 310,094	\$ 310,094	\$ -	\$ 56,913	\$ 6,743	\$ 50,170
Major Streets	\$ 7,650,057	\$ 7,985,392	\$ (335,335)	\$ 7,261,815	\$ 7,254,916	\$ 6,899	\$ 6,859,064	\$ 6,957,106	\$ (98,042)
Local Streets	\$ 3,161,985	\$ 3,139,751	\$ 22,234	\$ 2,983,574	\$ 3,161,533	\$ (177,959)	\$ 3,262,987	\$ 3,462,458	\$ (199,471)
Building Inspection	\$ 6,928,996	\$ 7,266,055	\$ (337,059)	\$ 5,975,112	\$ 7,071,442	\$ (1,096,330)	\$ 3,612,103	\$ 3,366,835	\$ 245,268
Trash Collection	\$ 3,391,059	\$ 4,405,114	\$ (1,014,055)	\$ 2,900,885	\$ 4,534,513	\$ (1,633,628)	\$ 5,000,000	\$ 4,901,202	\$ 98,798
Sewer	\$ 17,684,609	\$ 27,075,322	\$ (9,390,713)	\$ 21,930,134	\$ 28,468,248	\$ (6,538,114)	\$ 31,373,816	\$ 31,373,816	\$ -
Water	\$ 36,842,470	\$ 39,974,925	\$ (3,132,455)	\$ 46,349,053	\$ 46,964,592	\$ (615,539)	\$ 50,846,604	\$ 50,846,604	\$ -
Public Improvement Fund	\$ 3,499,011	\$ 4,105,965	\$ (606,954)	\$ 2,846,200	\$ 3,392,698	\$ (546,498)	\$ 2,319,880	\$ 2,104,906	\$ 214,974
Budget Stabilization	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000
<b>Total w/o Community Development</b>	<b>\$ 152,834,117</b>	<b>\$ 168,211,515</b>	<b>\$ (15,377,398)</b>	<b>\$ 149,553,214</b>	<b>\$ 170,187,161</b>	<b>\$ (20,633,947)</b>	<b>\$ 163,456,253</b>	<b>\$ 163,105,028</b>	<b>\$ 351,225</b>
<b>Community Development</b>	<b>\$ 15,188,603</b>	<b>\$ 15,468,130</b>	<b>\$ (279,527)</b>	<b>\$ 37,075,470</b>	<b>\$ 37,284,853</b>	<b>\$ (209,383)</b>	<b>\$ 29,223,933</b>	<b>\$ 29,029,314</b>	<b>\$ 194,619</b>
<b>Total w/Community Development</b>	<b>\$ 168,022,720</b>	<b>\$ 183,679,645</b>	<b>\$ (15,656,925)</b>	<b>\$ 186,628,684</b>	<b>\$ 207,472,014</b>	<b>\$ (20,843,330)</b>	<b>\$ 192,680,186</b>	<b>\$ 192,134,342</b>	<b>\$ 545,844</b>

### **Staffing in the FY13 Budget**

As of April, 2012, the City of Flint has 686 permanent full-time employees. In this budget, that number will be 539, a reduction of 147 employees. Reductions are virtually in every area of city service. The distribution of positions for FY13 will be as follows:

**Governance** ( including the offices of Mayor, Council, Clerk, Emergency Manager, City Attorney, and Human Relations Commission) – Permanent full-time staffing will be 18, a reduction of 3 from the current 21.

**Public Safety** (including District Court, Police, Fire, and 911) – Permanent full-time staffing will be 245, a reduction of 55 from the current 300. The reductions are exclusively related to the loss of grant funding for police officers and fire fighters.

**Infrastructure** (including Water and Sewer operations, Waste Collection, Street Maintenance and Engineering, Parks, Development, DCED, Facilities, and Fleet) – Permanent full-time staffing will be 222, a reduction of 54 from the current 275.

**Finance and Administration** (including Finance, Treasury, Purchasing, Assessing, Information Services, Human Resources, and Risk Management) – Permanent full-time staffing will be 54, a reduction of 36 from the current 90.

**ESTIMATED IMPACT OF FINANCING CHANGES**

**The FY13 Budget contains changes in the financing of city services.**

The overall property tax levy for city services is reduced by 3 mills as the levy for trash pick up is removed. However, there is a new fee implemented for trash pick-up which will reflect the actual cost of the service.

There is also a special assessment district covering the entire city which will assess the costs of maintaining and improving street lighting throughout the City

Additionally, water and sewer rates are increased in order that the systems remain financially solvent.

In the upcoming tax year, most property owners will pay more in total for property taxes, street lighting, trash pick-up and water and sewer charges than they paid in 2011.

However, property owners whose property had a taxable value of more than \$53,450 in 2005 will pay less in the upcoming year than they paid in 2005.

Property owners whose property had a taxable value of less than \$53,450 in 2005 will pay more in the upcoming year than they paid in 2005.

**TAX LEVIES, FEES AND CHARGES ON TAX BILL: JULY 2012 - JUNE 2013**

	<b>Tax year:</b>		<b>2005</b>	<b>2011</b>	<b>2012</b>
<i>Tax year 2012;</i>	<u>Property Value:</u>	<u>Market:</u>	\$ 106,900	<u>Market:</u>	\$ 59,971
<i>Taxable Values are 56.1% of 2005 Values</i>		<u>Taxable</u>		<u>Taxable</u>	\$ 29,985
<i>Tax year 2011:</i>			\$ 53,450		
<i>Taxable Values are 69.3% of 2005 Values</i>					
	<u>Type</u>	<u>(Mills)</u>	<u>Total Cost</u>	<u>Total Cost</u>	<u>Total Cost</u>
Property tax - General		7.5	\$ 401	\$ 278	\$ 225
Property tax- Police		2.0	\$ 107	\$ 74	\$ 60
Property tax- Garbage (levy in 2005 & 2011 only)		3.0	\$ 160	\$ 111	\$ -
Property tax - Parks		0.5	\$ 27	\$ 19	\$ 15
Property tax - Public Improvement		2.5	\$ 134	\$ 93	\$ 75
Property tax - County, schools, etc in 2005		41.5	\$ 2,218	\$ -	\$ -
Property tax - County, schools, etc in 2011 and 2012		47.4	\$ -	\$ 1,755	\$ 1,421
<i>Total tax millage in 2005 was 57 mills, including 15.5 city</i>			\$ 3,047	\$ 2,329	\$ 1,796
<i>Total tax millage in 2011 was 62.9 mills, including 15.5 city</i>					
<i>Total tax millage in 2012 will be 59.9 mills, including 12.5 City</i>					
		<b>(\$)</b>			
Special Assessment - Lights (new in 2012)			\$ -	\$ -	\$ 100
Waste Collection Fee (new in 2012)			\$ -	\$ -	\$ 165
Water & Sewer Charges (est average charge)			\$ 685	\$ 990	\$ 1,670
<b>TOTAL TAXES, ASSESSMENTS, &amp; FEES:</b>			\$ 3,732	\$ 3,319	\$ 3,731

## DEFICIT REDUCTION PROGRESS

	<u>Deficit FY11</u>	<u>Projected Deficit FY12</u>	<u>Projected Deficit FY13</u>
<b>General Fund</b>	\$ (16,863,133)	\$ (18,129,186)	\$ (9,129,186)
<b><i>Fiscal Stabilization Bonds*</i></b>	\$ 8,000,000	\$ 9,000,000	\$ 10,000,000
<b>Net General Fund Deficit</b>	<b>\$ (8,863,133)</b>	<b>\$ (9,129,186)</b>	<b>\$ 870,814</b>
<b>Police Millage</b>	\$ 6,017	\$ 10,826	\$ 10,826
<b>Drug Forfeiture</b>	\$ 913,932	\$ 932,206	\$ 871,734
<b>Parks Millage</b>	\$ 163,096	\$ 41,651	\$ 11,048
<b>Parks Senior Center</b>	\$ 11,095	\$ 11,095	\$ 61,265
<b>Major Streets</b>	\$ 768,828	\$ 775,727	\$ 677,686
<b>Local Streets</b>	\$ 1,478,308	\$ 1,300,329	\$ 1,100,858
<b>Building Inspection</b>	\$ 1,666	\$ 5,336	\$ 250,606
<b>Trash Collection</b>	\$ 119,711	\$ 6,082	\$ 104,880
<b>Community Development</b>	\$ 689,838	\$ 480,454	\$ 675,073
<b>Sewer Operating Deficit</b>	\$ (9,390,713)	\$ (5,961,459)	\$ -
<b>Water Operating Deficit</b>	\$ (3,132,455)	\$ (615,539)	\$ -
<b>Public Improvement Fund</b>	\$ 1,657,445	\$ 1,110,947	\$ 1,325,921
<b><u>Budget Stabilization</u></b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
	<b>\$ (15,576,365)</b>	<b>\$ (11,031,531)</b>	<b>\$ 6,060,711</b>
<b>Sewer OPEB Liability</b>	\$ (16,449,351)	\$ (21,199,351)	\$ (26,199,351)
<b><u>Water OPEB Liability</u></b>	<b>\$ (12,092,943)</b>	<b>\$ (15,592,943)</b>	<b>\$ (19,342,943)</b>
	<b>\$ (44,118,659)</b>	<b>\$ (47,823,825)</b>	<b>\$ (39,481,583)</b>

\* Fiscal Stabilization Bonds Issued in 2011 in the amount of \$8 million

Request has been made as part of the FY11 Deficit Elimination Plan to borrow an additional \$9 million in 2012

City also anticipates a final borrowing of up to \$10 million in FY13 to address the final portion of the deficit

Assuming the FY13 budget is implemented as planned, the deficit should be eliminated

The Public Improvement Fund is being reserved for debt service for the 3 borrowings, but additional sources of funds - primarily the General Fund - will also be used.



CITY OF FLINT  
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**Attachment # 3**

**City of Flint  
FY12 Preliminary Close**

09/19/2012

REVENUE & EXPENDITURE REPORT FOR CITY OF FLINT  
 Month Ended 06/30/2012

\* NOTE: Available Balance / Pct Budget Used does not reflect amounts encumbered.

ACCOUNT	DESCRIPTION	2011-12 ENDED BUDGET	YEAR-TO-DATE THRU 06/30/12	ACTIVITY FOR MONTH ENDED 06/30/2012	AVAILABLE BALANCE	% OF BUDGET USED
Fund 101 - General Fund						
Revenues						
	Property Taxes	6,933,440.40	6,961,737.34	28,294.77	(28,296.94)	100.41
	Income taxes	14,500,000.00	14,839,998.58	2,659,601.49	(339,998.58)	102.34
	Special assessment taxes	0.00	(9,319.53)	0.00	9,319.53	100.00
	Federal revenues	2,139,510.62	1,405,714.62	890,881.04	733,796.00	65.70
	State revenues	13,441,489.58	13,444,049.97	4,411,351.61	(2,560.39)	100.02
	License and Permits	1,278,815.00	1,324,558.61	314,333.63	(45,743.61)	103.58
	Fines and forfeitures	1,732,092.92	2,056,123.99	166,954.86	(324,031.07)	118.71
	Charges for service rendered	9,405,203.38	9,325,869.74	957,916.17	79,333.64	99.16
	Interest and dividend income	181,510.88	233,829.81	86,221.32	(52,318.93)	128.82
	Judgement Levy	1,695.00	1,000.00	0.00	695.00	59.00
	Other revenues	2,616,100.66	1,983,919.63	136,665.57	632,181.03	75.83
	Proceeds from sale of capital assets	2,500.00	1,300.00	0.00	1,200.00	52.00
	Gain on sale of fixed assets	18,000.00	23,000.00	23,000.00	(5,000.00)	127.78
	Transfers in	2,990,000.00	2,990,000.00	0.00	0.00	100.00
	Drawings from fund balance	8,669,165.84	0.00	0.00	8,669,165.84	0.00
	<b>Total Revenues</b>	<b>63,909,524.28</b>	<b>54,581,782.76</b>	<b>9,675,220.46</b>	<b>9,327,741.52</b>	<b>85.40</b>
Expenditures						
	Legislative	1,189,526.95	1,162,661.62	136,992.17	26,865.33	97.74
	Judicial	5,499,796.98	5,419,097.09	589,718.09	80,699.89	98.53
	General government	9,155,982.22	8,831,480.98	1,206,566.43	324,501.24	96.46
	Police	19,826,993.12	20,106,279.19	2,941,399.32	(279,286.07)	101.41
	Emergency dispatch	3,083,374.89	3,064,882.83	390,174.98	18,492.06	99.40
	Fire	12,072,053.94	11,905,759.77	1,549,101.63	166,294.17	98.62
	Building inspections	177,363.96	173,326.00	18,236.01	4,037.96	97.72
	Transportation	2,775,000.00	2,738,442.31	433,455.89	36,557.69	98.68
	Parks and recreation	2,958,572.13	2,415,369.49	258,322.50	543,202.64	81.64

Community development	2,597,652.05	2,457,117.84	1,395,071.49	140,534.21	94.59
Transfers out	4,451,000.00	4,451,000.00	4,451,000.00	0.00	100.00
Total Expenditures	63,787,316.24	62,725,417.12	13,370,038.51	1,061,899.12	98.34

NET OF REVENUES AND EXPENDITURES

122,208.04	(8,143,634.36)	(3,694,818.05)	8,265,842.40
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Fund 202 - Major Street Fund

Revenues

State revenues	6,235,740.00	6,760,209.82	1,640,603.43	(524,469.82)	108.41
Charges for service rendered	212,420.73	14,324.13	6,900.60	198,096.60	6.74
Interest and dividend income	267.94	308.01	0.00	(40.07)	114.95
Other revenues	1,137,629.06	1,052,788.46	536,944.12	84,840.60	92.54
Transfers in	43,000.00	43,000.00	43,000.00	0.00	100.00
Drawings from fund balance	(236,284.44)	0.00	0.00	(236,284.44)	0.00
Total Revenues	7,392,773.29	7,870,630.42	2,227,448.15	(477,857.13)	106.46

Expenditures

General government	46,963.74	45,973.34	7,397.69	990.40	97.89
Transportation	7,220,117.00	6,512,947.63	671,327.69	707,169.37	90.21
Parks and recreation	9,270.43	9,270.43	0.00	0.00	100.00
Debt services - principal	118,620.12	108,434.72	0.00	10,185.40	91.41
Debt services - interest	0.00	10,185.40	0.00	(10,185.40)	100.00
Total Expenditures	7,394,971.29	6,686,811.52	678,725.38	708,159.77	90.42

NET OF REVENUES AND EXPENDITURES

(2,198.00)	1,183,818.90	1,548,722.77	(1,186,016.90)
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Fund 203 - Local Street Fund

Revenues

Federal revenues	373,065.49	250,604.76	98,515.93	122,460.73	67.17
State revenues	1,730,852.00	1,858,728.78	455,253.68	(127,876.78)	107.39
Interest and dividend income	0.00	(580.78)	0.00	580.78	100.00
Other revenues	771,685.41	575,700.04	497,559.03	195,985.37	74.60
Transfers in	43,349.67	0.00	0.00	43,349.67	0.00
Drawings from fund balance	115,682.76	0.00	0.00	115,682.76	0.00
Total Revenues	3,034,635.33	2,684,452.80	1,051,328.64	350,182.53	88.46

Expenditures

General government	27,436.36	26,446.01	2,020.68	990.35	96.39
Transportation	2,957,516.97	2,661,493.73	210,080.18	296,023.24	89.99
Transfers out	43,000.00	43,000.00	43,000.00	0.00	100.00
Total Expenditures	3,027,953.33	2,730,939.74	255,100.86	297,013.59	90.19
NET OF REVENUES AND EXPENDITURES	6,682.00	(46,486.94)	796,227.78	53,168.94	
Fund 207 - Police Fund					
Revenues					
Property Taxes	1,856,910.25	1,863,996.99	7,086.74	(7,086.74)	100.38
Fines and forfeitures	438,615.00	0.00	0.00	438,615.00	0.00
Charges for service rendered	306,935.00	306,460.00	148,075.00	475.00	99.85
Interest and dividend income	351.87	351.27	0.00	0.60	99.83
Other revenues	625,969.14	642,383.13	210,084.13	(16,413.99)	102.62
Transfers in	125,000.00	125,000.00	125,000.00	0.00	100.00
Drawings from fund balance	(47,511.60)	0.00	0.00	(47,511.60)	0.00
Total Revenues	3,306,269.66	2,938,191.39	490,245.87	368,078.27	88.87
Expenditures					
Police	3,306,269.66	3,086,121.59	327,718.77	220,148.07	93.34
Total Expenditures	3,306,269.66	3,086,121.59	327,718.77	220,148.07	93.34
NET OF REVENUES AND EXPENDITURES	0.00	(147,930.20)	162,527.10	147,930.20	
Fund 208 - Park/Recreation Fund					
Revenues					
Property Taxes	465,369.68	467,141.36	1,771.68	(1,771.68)	100.38
Interest and dividend income	92.00	73.35	0.00	18.65	79.73
Other revenues	35,240.00	35,240.00	0.00	0.00	100.00
Transfers in	365,000.00	425,000.00	425,000.00	(60,000.00)	116.44
Drawings from fund balance	(5,132.23)	0.00	0.00	(5,132.23)	0.00
Total Revenues	860,569.45	927,454.71	426,771.68	(66,885.26)	107.77
Expenditures					
Parks and recreation	860,569.45	891,738.78	136,242.70	(31,169.33)	103.62
Total Expenditures	860,569.45	891,738.78	136,242.70	(31,169.33)	103.62

NET OF REVENUES AND EXPENDITURES	0.00	35,715.93	290,528.98	(35,715.93)	
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Fund 213 - Park & Recreation Senior Citizen Centers

Revenues					
Local grants	296,921.80	267,883.09	49,028.68	29,038.71	90.22
Interest and dividend income	0.00	(61.39)	0.00	61.39	100.00
Transfers in	0.00	51,000.00	51,000.00	(51,000.00)	100.00
Total Revenues	296,921.80	318,821.70	100,028.68	(21,899.90)	107.38

Expenditures					
Parks and recreation	296,921.80	296,921.80	33,408.17	0.00	100.00
Total Expenditures	296,921.80	296,921.80	33,408.17	0.00	100.00

NET OF REVENUES AND EXPENDITURES	0.00	21,899.90	66,620.51	(21,899.90)	
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Fund 226 - Rubbish Collection Fund

Revenues					
Property Taxes	2,785,033.87	2,795,663.98	10,630.11	(10,630.11)	100.38
License and Permits	1,620.00	1,740.00	360.00	(120.00)	107.41
Interest and dividend income	530.00	399.62	0.00	130.38	75.40
Other revenues	4,085.25	4,085.25	0.00	0.00	100.00
Transfers in	1,875,000.00	1,875,000.00	1,875,000.00	0.00	100.00
Drawings from fund balance	(41,852.92)	0.00	0.00	(41,852.92)	0.00
Total Revenues	4,624,416.20	4,676,888.85	1,885,990.11	(52,472.65)	101.13

Expenditures					
Public works	4,624,416.20	4,695,207.02	633,928.19	(70,790.82)	101.53
Total Expenditures	4,624,416.20	4,695,207.02	633,928.19	(70,790.82)	101.53

NET OF REVENUES AND EXPENDITURES	0.00	(18,318.17)	1,252,061.92	18,318.17	
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Fund 238 - Hud Grants - 2009 & prior

Revenues					
Federal revenues	715,811.99	629,428.95	128,923.13	86,383.04	87.93
Other revenues	9,672.26	0.00	0.00	9,672.26	0.00
Total Revenues	725,484.25	629,428.95	128,923.13	96,055.30	86.76

Expenditures					
General government	12,000.00	12,000.00	0.00	0.00	100.00
Community development	713,484.25	732,775.78	118,329.63	(19,291.53)	102.70
Total Expenditures	725,484.25	744,775.78	118,329.63	(19,291.53)	102.66
NET OF REVENUES AND EXPENDITURES	0.00	(115,346.83)	10,593.50	115,346.83	

Fund 241 - State Revolv Loan Fund - Edc

Revenues					
Charges for service rendered	450.00	0.00	0.00	450.00	0.00
Interest and dividend income	40,150.00	42,298.12	2,245.99	(2,148.12)	105.35
Other revenues	23,000.00	21,650.46	0.00	1,349.54	94.13
Drawings from fund balance	49,661.80	0.00	0.00	49,661.80	0.00
Total Revenues	113,261.80	63,948.58	2,245.99	49,313.22	56.46
Expenditures					
Community development	113,261.80	21,199.08	1,108.99	92,062.72	18.72
Total Expenditures	113,261.80	21,199.08	1,108.99	92,062.72	18.72
NET OF REVENUES AND EXPENDITURES	0.00	42,749.50	1,137.00	(42,749.50)	

Fund 244 - Economic Develop Corp Fund

Revenues					
State revenues	70,185.48	26,300.20	26,300.20	43,885.28	37.47
Charges for service rendered	62,287.50	109,209.27	9,720.06	(46,921.77)	175.33
Other revenues	20,415.65	20,415.65	0.00	0.00	100.00
Proceeds from loan	8,435,000.00	8,435,000.00	0.00	0.00	100.00
Total Revenues	8,587,888.63	8,590,925.12	36,020.26	(3,036.49)	100.04
Expenditures					
Community development	8,164,400.54	8,131,186.23	14,560.92	33,214.31	99.59
Total Expenditures	8,164,400.54	8,131,186.23	14,560.92	33,214.31	99.59
NET OF REVENUES AND EXPENDITURES	423,488.09	459,738.89	21,459.34	(36,250.80)	

Fund 246 - COF - EDA Revolving loan fund

Revenues

Charges for service rendered	720.00	720.00	0.00	0.00	100.00
Interest and dividend income	18,825.00	18,426.52	1,624.98	398.48	97.88
Other revenues	24,000.00	23,953.30	2,311.44	46.70	99.81
Drawings from fund balance	183,947.16	0.00	0.00	183,947.16	0.00
Total Revenues	227,492.16	43,099.82	3,936.42	184,392.34	18.95

Expenditures

Community development	227,492.16	9,576.43	804.07	217,915.73	4.21
Total Expenditures	227,492.16	9,576.43	804.07	217,915.73	4.21

NET OF REVENUES AND EXPENDITURES

0.00 33,523.39 3,132.35 (33,523.39)

Fund 265 - Drug Law Enforcement Fund

Revenues

Fines and forfeitures	113,673.94	79,749.54	75.60	33,924.40	70.16
Interest and dividend income	1,497.47	1,642.15	0.00	(144.68)	109.66
Other revenues	18,513.70	17,094.10	3,665.37	1,419.60	92.33
Drawings from fund balance	(28,046.00)	0.00	0.00	(28,046.00)	0.00
Total Revenues	105,639.11	98,485.79	3,740.97	7,153.32	93.23

Expenditures

Police	105,639.11	61,086.85	9,231.98	44,552.26	57.83
Total Expenditures	105,639.11	61,086.85	9,231.98	44,552.26	57.83

NET OF REVENUES AND EXPENDITURES

0.00 37,398.94 (5,491.01) (37,398.94)

Fund 270 - Hud Grant - 2010

Revenues

Federal revenues	0.00	2,532.60	0.00	(2,532.60)	100.00
Total Revenues	0.00	2,532.60	0.00	(2,532.60)	100.00

NET OF REVENUES AND EXPENDITURES

0.00 2,532.60 0.00 (2,532.60)

Fund 271 - Hud Grant - 2011

Revenues					
Federal revenues	1,679,820.63	1,953,593.29	270,923.01	(273,772.66)	116.30
Other revenues	0.00	19,069.35	19,069.35	(19,069.35)	100.00
Total Revenues	1,679,820.63	1,972,662.64	289,992.36	(292,842.01)	117.43
Expenditures					
General government	41,523.13	49,601.99	8,078.86	(8,078.86)	119.46
Building inspections	892,855.41	892,855.41	0.00	0.00	100.00
Transportation	152,088.83	250,604.76	98,515.93	(98,515.93)	164.78
Community development	593,353.26	598,753.80	34,404.55	(5,400.54)	100.91
Total Expenditures	1,679,820.63	1,791,815.96	140,999.34	(111,995.33)	106.67
NET OF REVENUES AND EXPENDITURES	0.00	180,846.68	148,993.02	(180,846.68)	
Fund 272 - Hud Grant - 2012					
Revenues					
Federal revenues	1,023,534.42	1,512,717.50	1,321,678.10	(489,183.08)	147.79
Other revenues	0.00	83.76	83.76	(83.76)	100.00
Total Revenues	1,023,534.42	1,512,801.26	1,321,761.86	(489,266.84)	147.80
Expenditures					
General government	13,433.76	13,433.76	12,525.02	0.00	100.00
Building inspections	0.00	56,812.56	56,812.56	(56,812.56)	100.00
Community development	1,010,100.66	1,563,836.06	664,839.89	(553,735.40)	154.82
Total Expenditures	1,023,534.42	1,634,082.38	734,177.47	(610,547.96)	159.65
NET OF REVENUES AND EXPENDITURES	0.00	(121,281.12)	587,584.39	121,281.12	
Fund 279 - Hud Grant - 2009					
Revenues					
Federal revenues	0.00	235,418.98	5,000.00	(235,418.98)	100.00
Total Revenues	0.00	235,418.98	5,000.00	(235,418.98)	100.00
Expenditures					
Community development	0.00	0.00	25.00	0.00	0.00
Total Expenditures	0.00	0.00	25.00	0.00	0.00

NET OF REVENUES AND EXPENDITURES	0.00	235,418.98	4,975.00	(235,418.98)	
Fund 296 - Other Grants Fund					
Revenues					
Federal revenues	596,198.97	547,589.31	312,617.91	48,609.66	91.85
State revenues	457,468.99	73,707.87	0.00	383,761.12	16.11
Fines and forfeitures	61,311.94	0.00	0.00	61,311.94	0.00
Charges for service rendered	750.00	508.66	0.00	241.34	67.82
Interest and dividend income	6,200.00	303,047.26	7,141.82	(296,847.26)	4,887.86
Net increase in fair value of investment	0.00	91,560.00	32,432.00	(91,560.00)	100.00
Other revenues	17,567.19	121,103.37	(49,372.24)	(103,536.18)	689.37
Drawings from fund balance	50,000.00	0.00	0.00	50,000.00	0.00
Total Revenues	1,189,497.09	1,137,516.47	302,819.49	51,980.62	95.63
Expenditures					
Community development	1,189,497.09	1,200,870.11	148,978.17	(11,373.02)	100.96
Total Expenditures	1,189,497.09	1,200,870.11	148,978.17	(11,373.02)	100.96
NET OF REVENUES AND EXPENDITURES	0.00	(63,353.64)	153,841.32	63,353.64	
Fund 297 - Federal Stimulus Fund					
Revenues					
Federal revenues	12,875,732.58	12,094,718.10	2,249,867.35	781,014.48	93.93
Other revenues	0.00	39,539.98	39,539.98	(39,539.98)	100.00
Total Revenues	12,875,732.58	12,134,258.08	2,289,407.33	741,474.50	94.24
Expenditures					
Police	608,673.42	556,946.02	52,421.25	51,727.40	91.50
Fire	3,597,253.31	3,274,863.87	340,538.87	322,389.44	91.04
Building inspections	26,620.32	26,620.32	26,620.32	0.00	100.00
Community development	8,643,185.53	8,533,896.90	979,814.45	109,288.63	98.74
Total Expenditures	12,875,732.58	12,392,327.11	1,399,394.89	483,405.47	96.25
NET OF REVENUES AND EXPENDITURES	0.00	(258,069.03)	890,012.44	258,069.03	
Fund 301 - General Debt Serv(Voted Bonds)					

Revenues					
Transfers in	726,598.00	726,598.00	0.00	0.00	100.00
Total Revenues	726,598.00	726,598.00	0.00	0.00	100.00
Expenditures					
Debt services - principal	245,000.00	245,000.00	0.00	0.00	100.00
Debt services - interest	481,598.00	481,597.50	0.00	0.50	100.00
Total Expenditures	726,598.00	726,597.50	0.00	0.50	100.00
NET OF REVENUES AND EXPENDITURES	0.00	0.50	0.00	(0.50)	

Fund 402 - Public Improvement Fund

Revenues					
Property Taxes	2,321,311.08	2,330,169.50	8,858.42	(8,858.42)	100.38
Interest and dividend income	2,030.61	2,214.75	0.00	(184.14)	109.07
Other revenues	726,597.50	726,597.50	0.00	0.00	100.00
Drawings from fund balance	574,912.68	0.00	0.00	574,912.68	0.00
Total Revenues	3,624,851.87	3,058,981.75	8,858.42	565,870.12	84.39
Expenditures					
Judicial	714,992.50	69,918.67	0.00	645,073.83	9.78
General government	351,900.00	351,900.00	29,325.00	0.00	100.00
Public works	0.00	1,633,677.76	1,633,677.76	(1,633,677.76)	100.00
Parks and recreation	140,445.80	138,195.80	20,680.37	2,250.00	98.40
Debt services - principal	185,000.00	0.00	0.00	185,000.00	0.00
Debt services - interest	440,754.57	440,754.57	0.00	0.00	100.00
Transfers out	1,623,339.00	1,623,339.00	74,728.38	0.00	100.00
Total Expenditures	3,456,431.87	4,257,785.80	1,758,411.51	(801,353.93)	123.18
NET OF REVENUES AND EXPENDITURES	168,420.00	(1,198,804.05)	(1,749,553.09)	1,367,224.05	

Fund 493 - Drinking Water Revolv Loan Fund

Revenues					
Transfers in	2,802,907.00	2,802,907.00	0.00	0.00	100.00
Total Revenues	2,802,907.00	2,802,907.00	0.00	0.00	100.00
Expenditures					

Utilities	2,100,000.00	2,018,310.43	93,310.43	81,689.57	96.11
Debt services - interest	702,907.00	694,504.23	0.00	8,402.77	98.80
Total Expenditures	2,802,907.00	2,712,814.66	93,310.43	90,092.34	96.79

NET OF REVENUES AND EXPENDITURES	0.00	90,092.34	(93,310.43)	(90,092.34)	
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Fund 542 - Building Inspection Fund

Revenues

Federal revenues	1,823,049.12	1,747,666.41	230,236.90	75,382.71	95.87
State revenues	92,857.00	92,857.00	49,235.00	0.00	100.00
License and Permits	1,379,192.46	1,291,607.81	114,731.40	87,584.65	93.65
Charges for service rendered	3,260,188.67	2,529,766.33	135,485.68	730,422.34	77.60
Other revenues	10,818.00	16,355.99	1,381.00	(5,537.99)	151.19
Transfers in	1,100,000.00	1,100,000.00	1,100,000.00	0.00	100.00
Drawings from fund balance	(749,824.31)	0.00	0.00	(749,824.31)	0.00
Total Revenues	6,916,280.94	6,778,253.54	1,631,069.98	138,027.40	98.00

Expenditures

General government	500.00	(1,166.25)	(114.06)	1,666.25	(233.25)
Building inspections	6,140,145.78	5,973,816.14	486,652.38	166,329.64	97.29
Community development	775,635.16	771,617.62	25,735.88	4,017.54	99.48
Total Expenditures	6,916,280.94	6,744,267.51	512,274.20	172,013.43	97.51

NET OF REVENUES AND EXPENDITURES	0.00	33,986.03	1,118,795.78	(33,986.03)	
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Fund 583 - Oak Business Center Fund

Revenues

Federal revenues	0.00	253,326.56	253,326.56	(253,326.56)	100.00
Fines and forfeitures	100.00	0.00	0.00	100.00	0.00
Charges for service rendered	600.00	593.50	50.00	6.50	98.92
Other revenues	140,436.00	71,704.53	6,518.54	68,731.47	51.06
Total Revenues	141,136.00	325,624.59	259,895.10	(184,488.59)	230.72

Expenditures

General government	950.00	11,292.50	(4,832.50)	(10,342.50)	1,188.68
Community development	140,186.00	157,008.21	26,124.12	(16,822.21)	112.00
Total Expenditures	141,136.00	168,300.71	21,291.62	(27,164.71)	119.25

## NET OF REVENUES AND EXPENDITURES

0.00	157,323.88	238,603.48	(157,323.88)
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## Fund 584 - Golf Fund

## Revenues

Charges for service rendered	221,162.51	220,972.87	153.23	189.64	99.91
Other revenues	2,461.05	2,461.05	0.00	0.00	100.00
Drawings from fund balance	486,434.44	0.00	0.00	486,434.44	0.00
Total Revenues	710,058.00	223,433.92	153.23	486,624.08	31.47

## Expenditures

General government	59,025.24	59,234.01	4,748.08	(208.77)	100.35
Parks and recreation	651,032.76	569,654.60	84,167.35	81,378.16	87.50
Total Expenditures	710,058.00	628,888.61	88,915.43	81,169.39	88.57

## NET OF REVENUES AND EXPENDITURES

0.00	(405,454.69)	(88,762.20)	405,454.69
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## Fund 590 - Sewer Fund

## Revenues

State revenues	0.00	59,011.35	59,011.35	(59,011.35)	100.00
Charges for service rendered	21,809,823.36	22,454,272.83	2,222,717.60	(644,449.47)	102.95
Interest and dividend income	206,546.62	207,526.80	0.00	(980.18)	100.47
Other revenues	155,518.14	141,044.78	0.00	14,473.36	90.69
Drawings from fund balance	11,681,366.13	0.00	0.00	11,681,366.13	0.00
Total Revenues	33,853,254.25	22,861,855.76	2,281,728.95	10,991,398.49	67.53

## Expenditures

General government	2,698,518.85	2,408,309.91	216,574.87	290,208.94	89.25
Community development	400,000.00	364,086.07	0.00	35,913.93	91.02
Utilities	28,895,196.72	23,190,788.50	2,564,696.03	5,704,408.22	80.26
Debt services - principal	2,000.00	555.12	0.00	1,444.88	27.76
Debt services - interest	242.68	0.00	0.00	242.68	0.00
Transfers out	1,860,000.00	1,860,000.00	0.00	0.00	100.00
Total Expenditures	33,855,958.25	27,823,739.60	2,781,270.90	6,032,218.65	82.18

## NET OF REVENUES AND EXPENDITURES

(2,704.00)	(4,961,883.84)	(499,541.95)	4,959,179.84
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Fund 591 - Water Fund

Revenues					
Charges for service rendered	44,234,641.03	44,387,320.63	3,869,251.82	(152,679.60)	100.35
Interest and dividend income	1,380.12	1,651.89	0.00	(271.77)	119.69
Other revenues	17,528.05	16,884.65	299.00	643.40	96.33
Gain on sale of fixed assets	56,343.42	58,737.43	4,944.01	(2,394.01)	104.25
Drawings from fund balance	8,186,913.71	0.00	0.00	8,186,913.71	0.00
<b>Total Revenues</b>	<b>52,496,806.33</b>	<b>44,464,594.60</b>	<b>3,874,494.83</b>	<b>8,032,211.73</b>	<b>84.70</b>
Expenditures					
General government	2,957,791.39	2,684,819.62	248,038.60	272,971.77	90.77
Community development	377,000.00	375,532.16	0.00	1,467.84	99.61
Utilities	41,061,539.94	35,997,137.05	7,828,918.53	5,064,402.89	87.67
Transfers out	3,932,907.00	3,932,907.00	0.00	0.00	100.00
<b>Total Expenditures</b>	<b>48,329,238.33</b>	<b>42,990,395.83</b>	<b>8,076,957.13</b>	<b>5,338,842.50</b>	<b>88.95</b>
<b>NET OF REVENUES AND EXPENDITURES</b>	<b>4,167,568.00</b>	<b>1,474,198.77</b>	<b>(4,202,462.30)</b>	<b>2,693,369.23</b>	

Fund 627 - Fringe Benefit Fund

Revenues					
Charges for service rendered	32,704,087.80	32,346,747.79	5,748,402.18	357,340.01	98.91
Other revenues	290,471.45	288,691.65	1,981.94	1,779.80	99.39
Drawings from fund balance	767.57	0.00	0.00	767.57	0.00
<b>Total Revenues</b>	<b>32,995,326.82</b>	<b>32,635,439.44</b>	<b>5,750,384.12</b>	<b>359,887.38</b>	<b>98.91</b>
Expenditures					
General government	32,995,326.82	30,620,369.59	2,558,180.45	2,374,957.23	92.80
<b>Total Expenditures</b>	<b>32,995,326.82</b>	<b>30,620,369.59</b>	<b>2,558,180.45</b>	<b>2,374,957.23</b>	<b>92.80</b>
<b>NET OF REVENUES AND EXPENDITURES</b>	<b>0.00</b>	<b>2,015,069.85</b>	<b>3,192,203.67</b>	<b>(2,015,069.85)</b>	

Fund 636 - Information Services Fund

Revenues					
Charges for service rendered	3,200,000.00	3,027,000.79	711,690.32	172,999.21	94.59
Interest and dividend income	930.13	1,021.52	0.00	(91.39)	109.83
Drawings from fund balance	(144,777.06)	0.00	0.00	(144,777.06)	0.00

Total Revenues	3,056,153.07	3,028,022.31	711,690.32	28,130.76	99.08
Expenditures					
General government	3,054,058.07	3,008,597.86	272,443.82	45,460.21	98.51
Debt services - principal	2,095.00	0.00	0.00	2,095.00	0.00
Total Expenditures	3,056,153.07	3,008,597.86	272,443.82	47,555.21	98.44
NET OF REVENUES AND EXPENDITURES	0.00	19,424.45	439,246.50	(19,424.45)	

Fund 661 - Fleet/Central Garage Fund

Revenues					
Charges for service rendered	4,698,085.37	5,642,544.65	814,016.91	(944,459.28)	120.10
Interest and dividend income	1,620.42	1,757.79	0.00	(137.37)	108.48
Other revenues	8,847.00	8,347.00	0.00	500.00	94.35
Transfers in	1,771,741.00	1,771,741.00	949,728.38	0.00	100.00
Drawings from fund balance	(28,196.15)	0.00	0.00	(28,196.15)	0.00
Total Revenues	6,452,097.64	7,424,390.44	1,763,745.29	(972,292.80)	115.07
Expenditures					
General government	407,188.94	402,205.47	35,342.13	4,983.47	98.78
Public works	6,009,834.70	5,734,114.83	510,273.88	275,719.87	95.41
Total Expenditures	6,417,023.64	6,136,320.30	545,616.01	280,703.34	95.63
NET OF REVENUES AND EXPENDITURES	35,074.00	1,288,070.14	1,218,129.28	(1,252,996.14)	

Fund 677 - Self Insurance Fund

Revenues					
Charges for service rendered	4,233,986.00	4,233,986.26	354,307.38	(0.26)	100.00
Interest and dividend income	5,001.36	5,496.94	0.00	(495.58)	109.91
Other revenues	30,000.00	28,097.35	0.00	1,902.65	93.66
Transfers in	50,000.00	0.00	0.00	50,000.00	0.00
Drawings from fund balance	(136,556.56)	0.00	0.00	(136,556.56)	0.00
Total Revenues	4,182,430.80	4,267,580.55	354,307.38	(85,149.75)	102.04
Expenditures					
General government	4,182,430.80	4,114,477.04	470,740.12	67,953.76	98.38
Total Expenditures	4,182,430.80	4,114,477.04	470,740.12	67,953.76	98.38

NET OF REVENUES AND EXPENDITURES	0.00	153,103.51	(116,432.74)	(153,103.51)	
Fund 710 - Atwood Stadium Trust Fund					
Revenues					
Interest and dividend income	6.77	7.41	0.00	(0.64)	109.45
Drawings from fund balance	(6.77)	0.00	0.00	(6.77)	0.00
Total Revenues	0.00	7.41	0.00	(7.41)	100.00
NET OF REVENUES AND EXPENDITURES	0.00	7.41	0.00	(7.41)	
Fund 715 - City Park Endowment Fund					
Revenues					
Interest and dividend income	8.38	9.18	0.00	(0.80)	109.55
Drawings from fund balance	(8.38)	0.00	0.00	(8.38)	0.00
Total Revenues	0.00	9.18	0.00	(9.18)	100.00
NET OF REVENUES AND EXPENDITURES	0.00	9.18	0.00	(9.18)	
Fund 717 - Rt Longway Charitable Trust Fund					
Revenues					
Interest and dividend income	9.36	10.25	0.00	(0.89)	109.51
Drawings from fund balance	(9.36)	0.00	0.00	(9.36)	0.00
Total Revenues	0.00	10.25	0.00	(10.25)	100.00
NET OF REVENUES AND EXPENDITURES	0.00	10.25	0.00	(10.25)	
Fund 731 - Retirement System Fund					
Revenues					
Charges for service rendered	311,410.60	323,131.97	22,864.86	(11,721.37)	103.76
Interest and dividend income	2,168,271.84	2,904,551.42	262,163.36	(736,279.58)	133.96
Dividend income	2,664,217.39	3,143,359.66	303,886.49	(479,142.27)	117.98
Net increase in fair value of investment	12,878,022.09	1,068,876.69	13,561,749.26	11,809,145.40	8.30
Other revenues	606,680.88	608,981.43	(1,417.20)	(2,300.55)	100.38
Members' contribution	4,086,451.62	3,771,541.88	297,610.17	314,909.74	92.29

Employer contribution	14,155,509.18	14,736,788.13	2,127,394.05	(581,278.95)	104.11
Drawings from fund balance	40,447,203.61	0.00	0.00	40,447,203.61	0.00
Total Revenues	77,317,767.21	26,557,231.18	16,574,250.99	50,760,536.03	34.35
Expenditures					
General government	70,305,558.85	68,897,883.60	6,076,774.79	1,407,675.25	98.00
Total Expenditures	70,305,558.85	68,897,883.60	6,076,774.79	1,407,675.25	98.00
NET OF REVENUES AND EXPENDITURES	7,012,208.36	(42,340,652.42)	10,497,476.20	49,352,860.78	
Fund 733 - Excess Pension Trust Fund					
Revenues					
Employer contribution	37,913.00	0.00	0.00	37,913.00	0.00
Total Revenues	37,913.00	0.00	0.00	37,913.00	0.00
Expenditures					
General government	37,913.00	0.00	0.00	37,913.00	0.00
Total Expenditures	37,913.00	0.00	0.00	37,913.00	0.00
NET OF REVENUES AND EXPENDITURES	0.00	0.00	0.00	0.00	
Fund 735 - Retirees' Life Insurance Fund					
Revenues					
Interest and dividend income	12.49	12.49	0.00	0.00	100.00
Dividend income	2,631.22	5,454.62	2,663.27	(2,823.40)	207.30
Net increase in fair value of investment	12,185.27	(934.22)	13,972.70	13,119.49	(7.67)
Members' contribution	3,780.90	3,977.77	0.00	(196.87)	105.21
Drawings from fund balance	81,990.12	0.00	0.00	81,990.12	0.00
Total Revenues	100,600.00	8,510.66	16,635.97	92,089.34	8.46
Expenditures					
General government	100,600.00	91,802.95	15,000.00	8,797.05	91.26
Total Expenditures	100,600.00	91,802.95	15,000.00	8,797.05	91.26
NET OF REVENUES AND EXPENDITURES	0.00	(83,292.29)	1,635.97	83,292.29	

Fund 736 - Public Employee Health Care Fund

Revenues

Charges for service rendered	258,869.12	233,258.69	20,553.51	25,610.43	90.11
Other revenues	1,142,153.54	1,142,153.54	171,694.14	0.00	100.00
Employer contribution	18,593,498.88	18,593,498.88	1,549,458.24	0.00	100.00
Drawings from fund balance	(948,281.05)	0.00	0.00	(948,281.05)	0.00
<b>Total Revenues</b>	<b>19,046,240.49</b>	<b>19,968,911.11</b>	<b>1,741,705.89</b>	<b>(922,670.62)</b>	<b>104.84</b>

Expenditures

General government	19,046,240.49	19,063,832.47	1,829,121.78	(17,591.98)	100.09
<b>Total Expenditures</b>	<b>19,046,240.49</b>	<b>19,063,832.47</b>	<b>1,829,121.78</b>	<b>(17,591.98)</b>	<b>100.09</b>

NET OF REVENUES AND EXPENDITURES

0.00      905,078.64      (87,415.89)      (905,078.64)

Fund 737 - Voluntary Employees Benefit Association

Revenues

Interest and dividend income	8.98	8.98	0.00	0.00	100.00
Dividend income	7,541.99	7,546.18	1.09	(4.19)	100.06
Net increase in fair value of investment	0.00	(200,901.95)	0.00	200,901.95	100.00
Members' contribution	182,542.60	188,872.15	20,591.11	(6,329.55)	103.47
Drawings from fund balance	(190,093.57)	0.00	0.00	(190,093.57)	0.00
<b>Total Revenues</b>	<b>0.00</b>	<b>(4,474.64)</b>	<b>20,592.20</b>	<b>4,474.64</b>	<b>100.00</b>

NET OF REVENUES AND EXPENDITURES

0.00      (4,474.64)      20,592.20      4,474.64

Fund 999 - GASB full accrual fund

Expenditures

Legislative	0.00	(8,365.25)	(8,365.25)	8,365.25	100.00
Judicial	0.00	(5,971.51)	(5,971.51)	5,971.51	100.00
General government	0.00	(242,310.29)	(242,310.29)	242,310.29	100.00
Police	0.00	(643,742.16)	(643,742.16)	643,742.16	100.00
Emergency dispatch	0.00	(6,967.19)	(6,967.19)	6,967.19	100.00
Fire	0.00	(445,289.55)	(445,289.55)	445,289.55	100.00
Building inspections	0.00	(30,242.66)	(30,242.66)	30,242.66	100.00
Transportation	0.00	(25,031.52)	(25,031.52)	25,031.52	100.00
Public works	0.00	8,170.31	8,170.31	(8,170.31)	100.00
Parks and recreation	0.00	(129,797.55)	(129,797.55)	129,797.55	100.00

Community development	0.00	(40,521.41)	(40,521.41)	40,521.41	100.00
Total Expenditures	0.00	(1,570,068.78)	(1,570,068.78)	1,570,068.78	100.00
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NET OF REVENUES AND EXPENDITURES	0.00	1,570,068.78	1,570,068.78	(1,570,068.78)	
TOTAL REVENUES - ALL FUNDS	354,413,882.10	275,547,187.97	55,230,394.07	78,866,694.13	77.75
TOTAL EXPENDITURES - ALL FUNDS	342,483,135.61	323,516,082.75	41,533,012.45	18,967,052.86	94.46
NET OF REVENUES AND EXPENDITURES	11,930,746.49	(47,968,894.78)	13,697,381.62	59,899,641.27	