

1. City Council Goal Setting Meeting Agenda

Documents: [11-21-13 - FINAL GOAL SETTING AGENDA.PDF](#)

2. City Council Goal Setting Packet

Documents: [11-21-13 GOAL SETTING PACKET.PDF](#)

3. Goal Setting Presentation

Documents: [2014 GOAL SETTING PRESENTATION.PDF](#)



**City of Ypsilanti
City Council Goal Setting Agenda**

Thursday, November 21, 2013

6:00 – 9:00 p.m.

Spark East – 215 W. Michigan Avenue
Ypsilanti, Michigan

- I. CALL TO ORDER –**
- II. ROLL CALL –**
- III. INVOCATION –**
- IV. PLEDGE OF ALLEGIANCE –**
- V. INTRODUCTIONS –**
- VI. AUDIENCE PARTICIPATION –**
- VII. REMARKS FROM THE MAYOR -**
- VIII. DISCUSSION ITEMS –**

Ralph A. Lange, City Manager
John M. Barr, City Attorney (Facilitator)

A. Goal Setting Overview and Process – City Attorney Barr

- 1. Organizational Values

B. Presentation- Financial Overview – Fiscal Services Director Marilou Uy and City Manager Ralph Lange

- 1. Major Funds Overview (6 graphs)
- 2. Summary of backup information for Major Funds
- 3. Assumptions for 5 year projections
- 4. Overview of fund balances (unaudited)
- 5. City workforce and personnel levels
- 6. DPS Motor Pool Updates

C. Presentation- Review of FY 2013-2014 City Council Adopted Goals and Priorities - City Attorney Barr and City Manager Lange

- 1. Goal Setting Outline
- 2. Goal Matrix (5 Year Plan, FY 2013-2014 Goal Setting, SEMCOG Report, Rehmann Robson Report, Coleman Report)

D. Establishing City Council Goals & Priorities for FY 2014-2015 – City Attorney Barr and Assistant to the City Manager Ericka Savage

- 1. Part I (1-10)
- 2. Part II (11-20) [may be continued to December 10, 2013 at 6:00 p.m.]

- IX. AUDIENCE PARTICIPATION -**
- X. REMARKS FROM THE MAYOR -**
- XI. ADJOURNMENT –**



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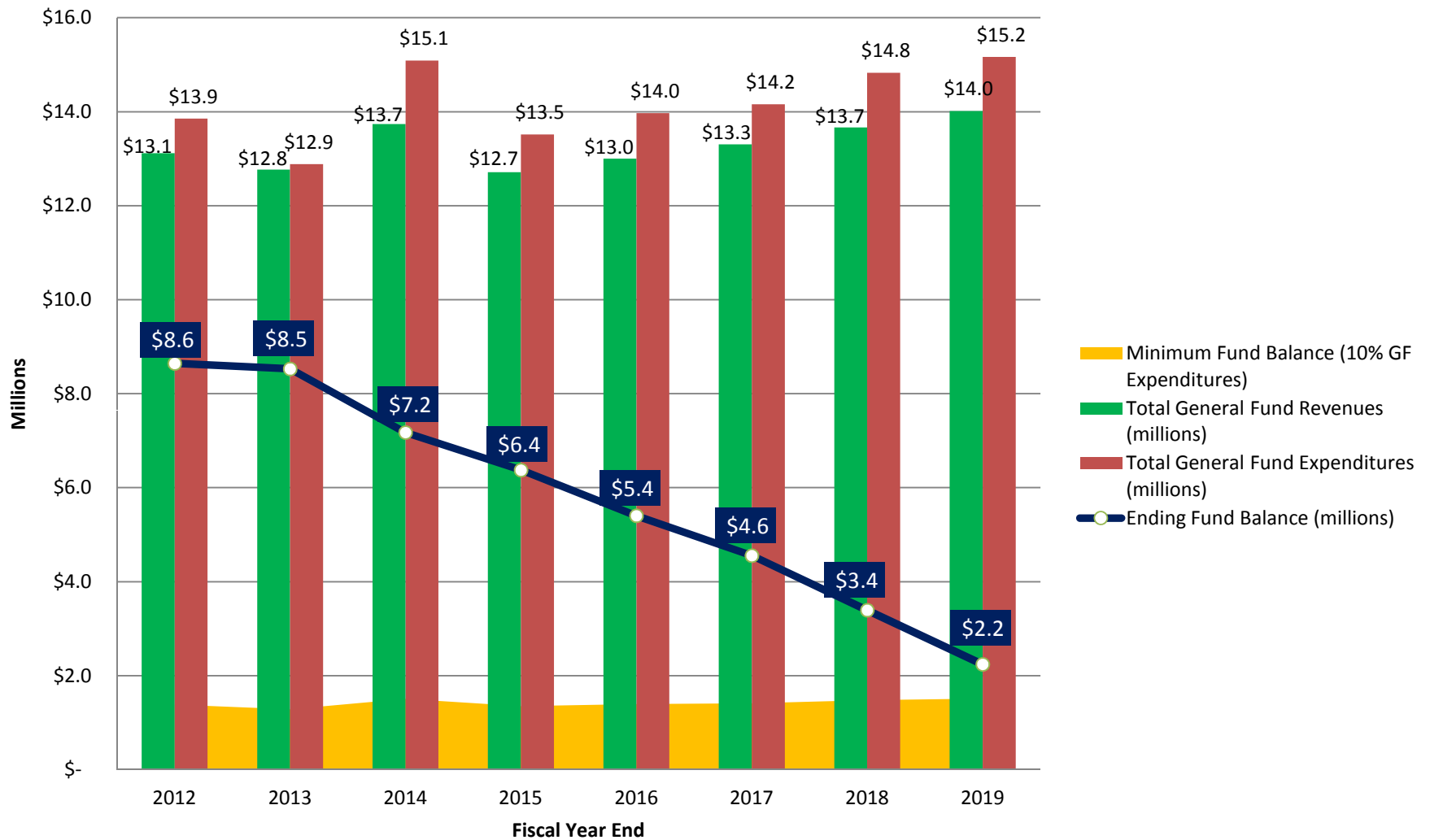
Goal Setting Proposed Starting Point

Organizational Values

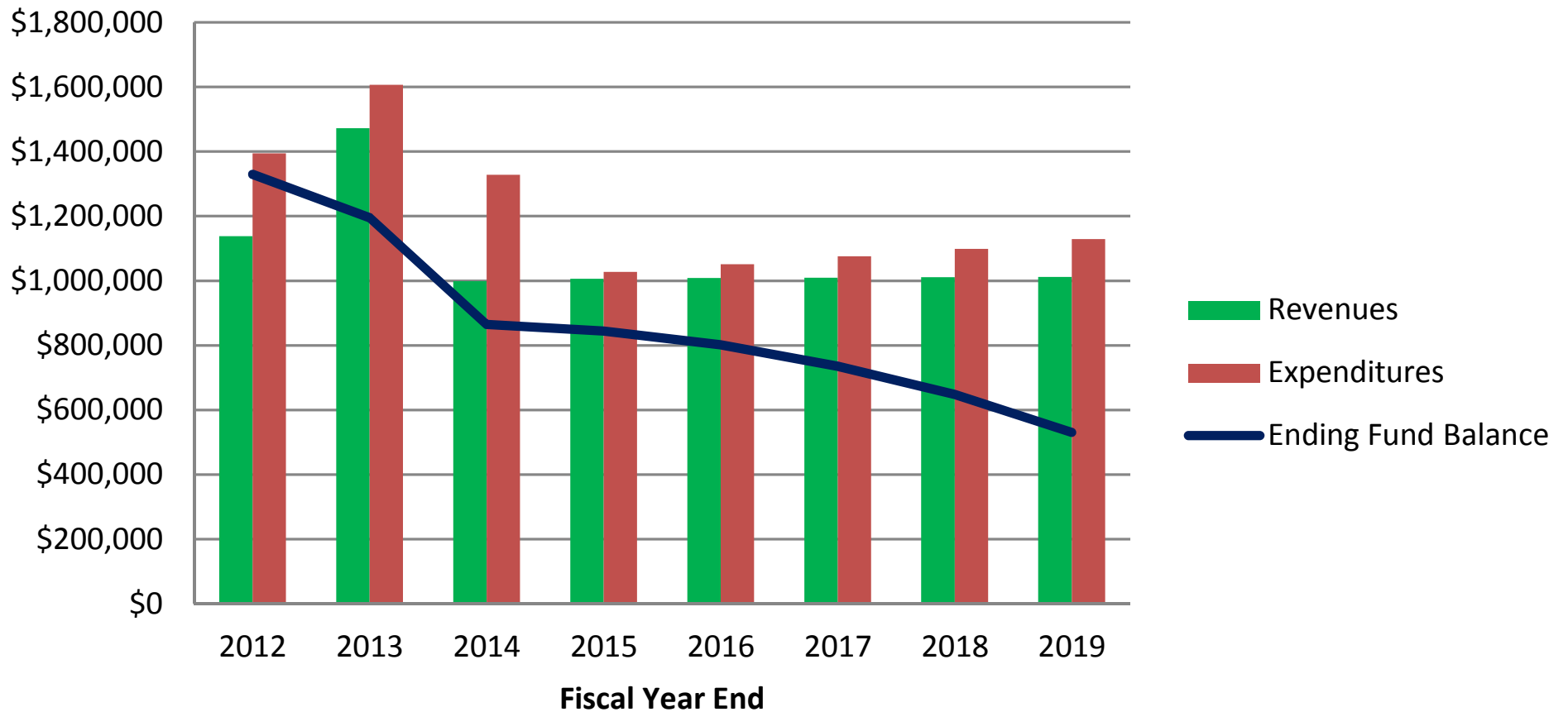
Three fundamental values continue to underlie our work together on behalf of the citizens of and visitors to the City of Ypsilanti.

- 1. Open, transparent and accessible decision-making**
We are committed to openness and transparency in our decision-making, doing whatever we can to ensure that information is available to the public in a timely fashion and in a manner that is easily understood, and providing opportunities for public engagement and participation in decision-making.
- 2. Fiscal solvency and sustainability**
We are committed to ensuring the long-term financial stability of the City. Our budget decisions must reflect a balance between short and long-term considerations, and we will work to reduce the costs of city services to the extent we can while maintaining effective services and a sound infrastructure.
- 3. Customer Friendly Service**
We are committed to providing services to residents and visitors in a customer friendly fashion, ensuring that service processes are effective and understandable, being responsive to requests for service to the extent we can consistent with procedures and resources, and ensuring that people recognize the limits of our ability to respond.

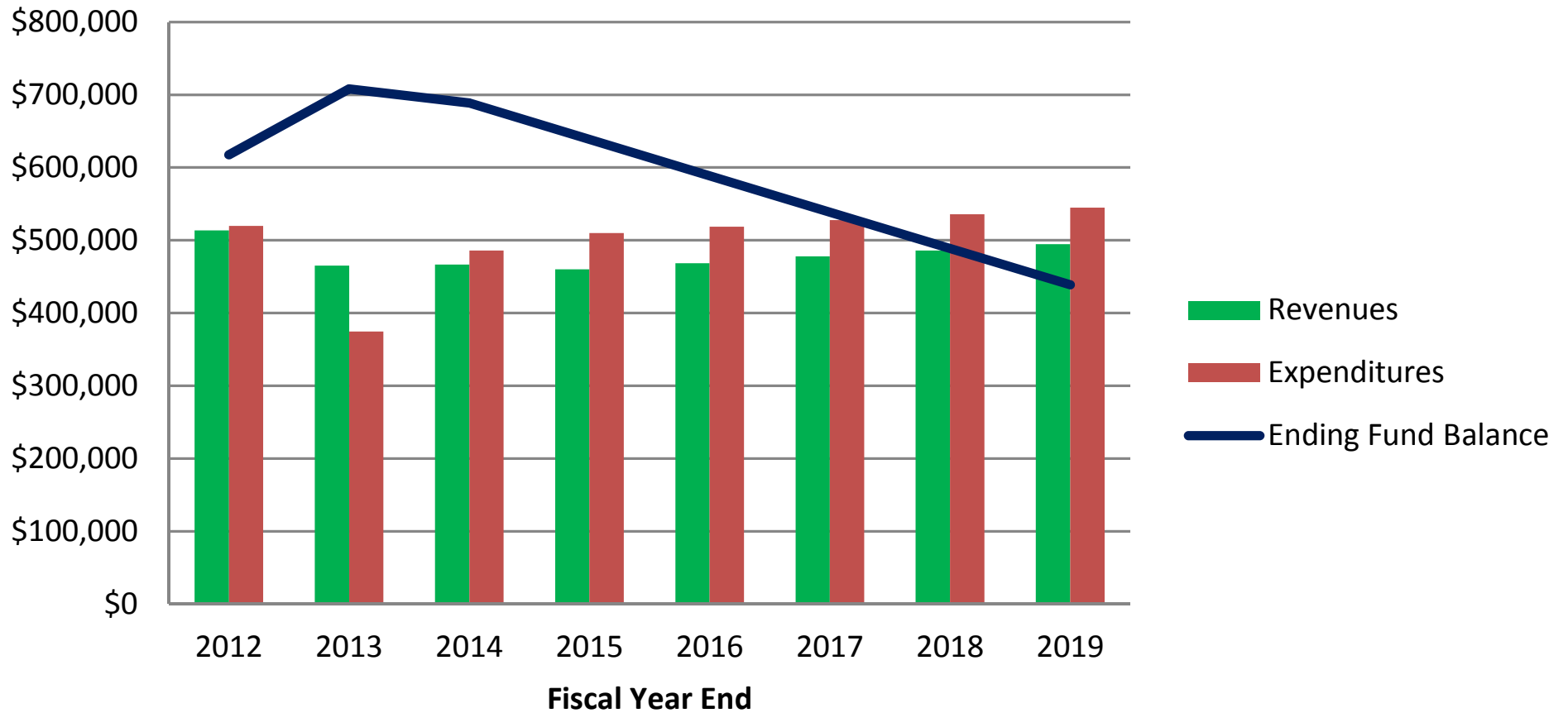
City of Ypsilanti General Fund Revenues, Expenditures and Fund Balance



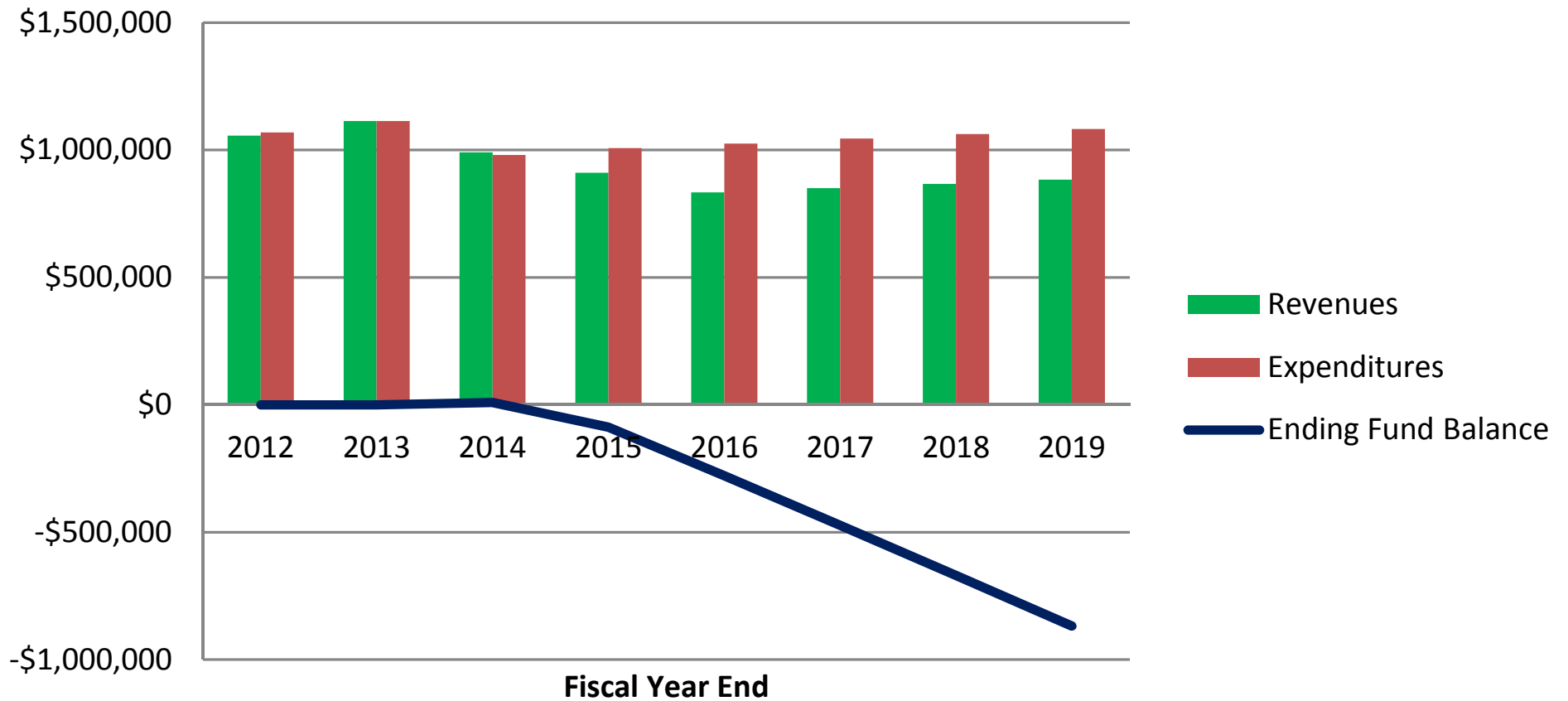
**City of Ypsilanti
Major Streets Fund
Revenues, Expenditures and Fund Balance**



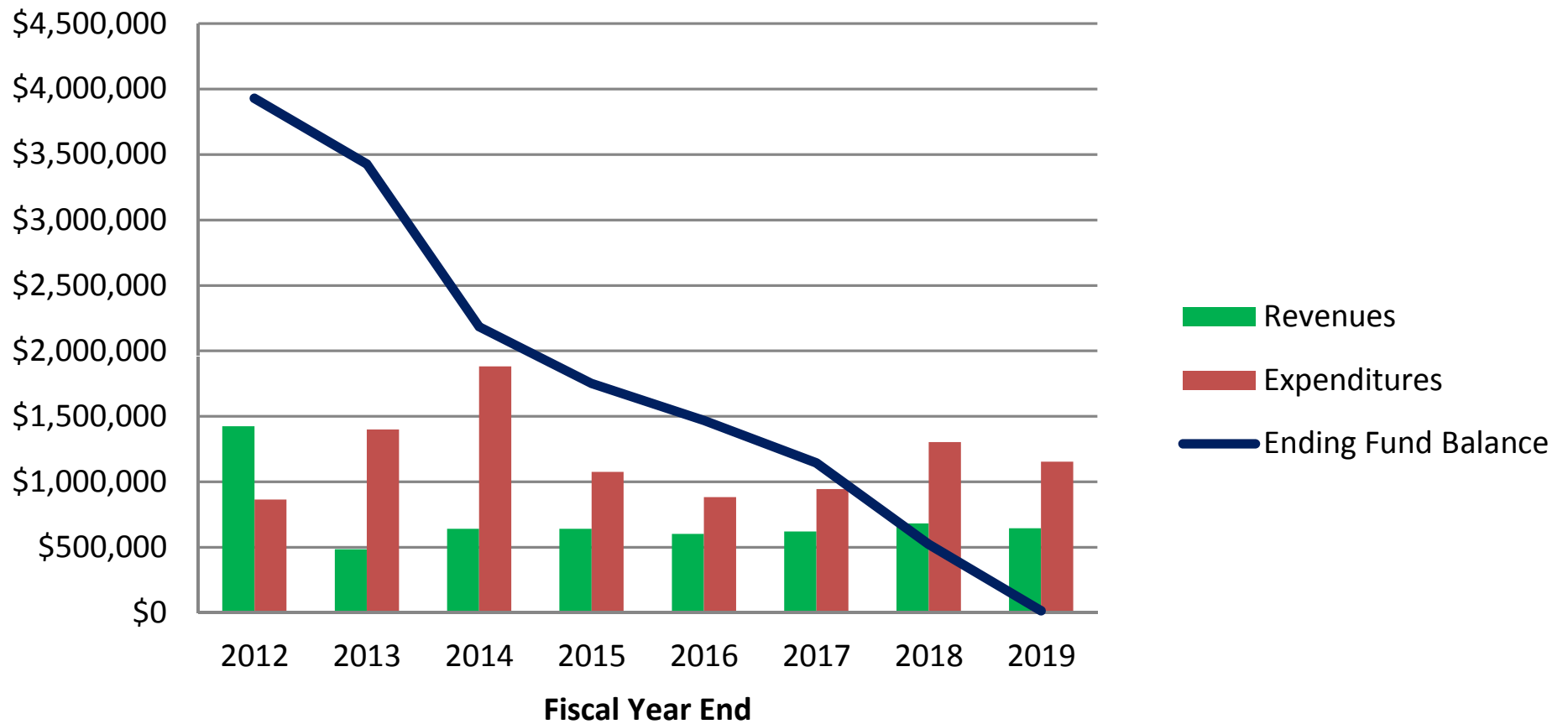
**City of Ypsilanti
Local Streets Fund
Revenues, Expenditures and Fund Balance**



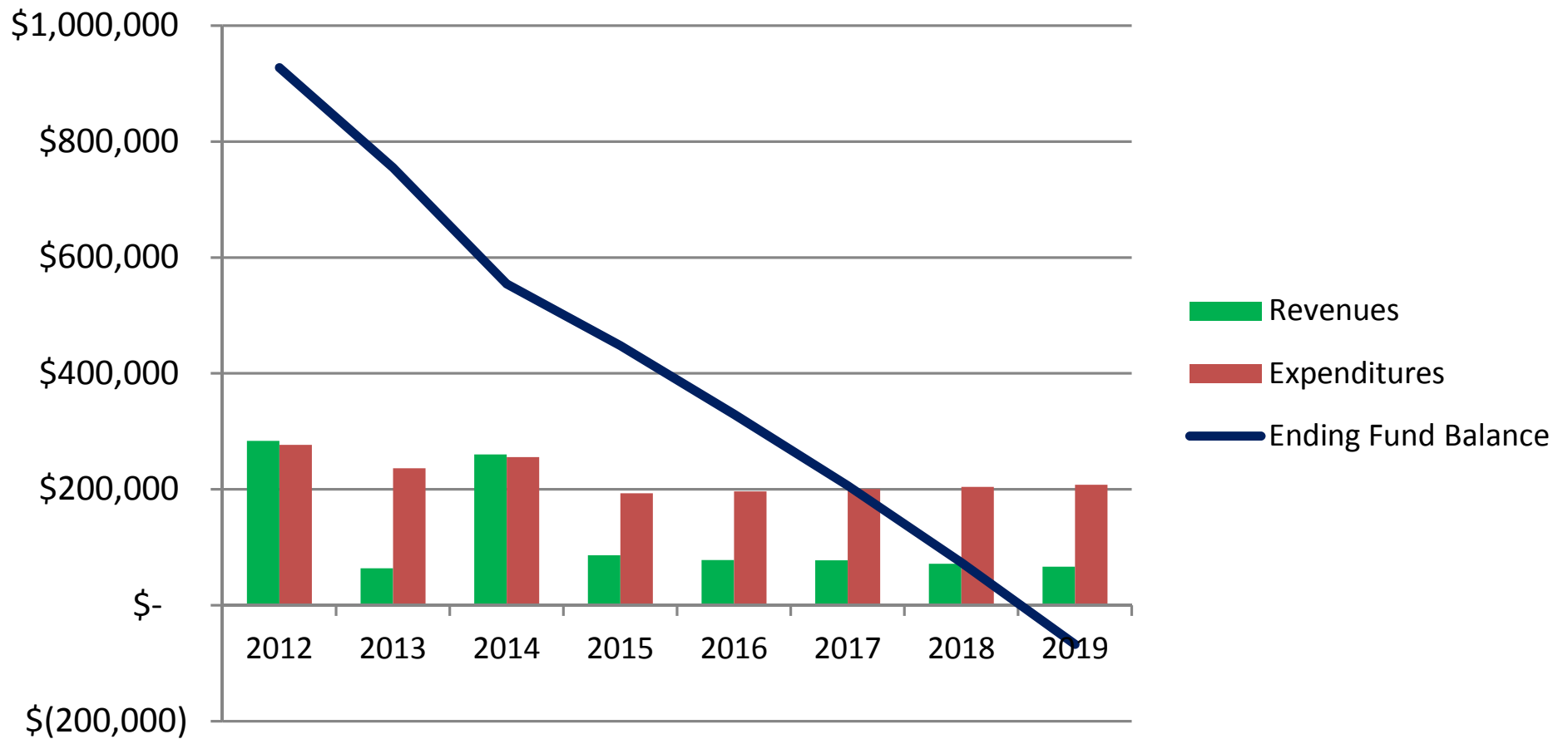
City of Ypsilanti Garbage Fund Revenues, Expenditures and Fund Balance



City of Ypsilanti Motor Pool Fund Revenues, Expenditures and Fund Balance



**City of Ypsilanti
Worker's Compensation Fund
Revenues, Expenditures and Fund Balance**



City of Ypsilanti

Summary of General Fund Revenues, Expenditures and Fund Balance

Fiscal Year Ending:	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Property Tax Related Revenues								
Real Property Tax Revenues	5,678,942	5,334,164	5,311,120	5,304,216	5,414,692	5,526,541	5,642,078	5,758,494
Personal Property Tax Revenues	-	-	-	-	-	-	-	-
Tax Related Revenues	355,961	333,038	268,850	272,045	276,369	280,779	285,278	289,866
Payment in Lieu of Taxes	82,708	85,910	78,069	78,069	78,069	78,069	78,069	78,069
Sub-Total	\$ 6,117,611	\$ 5,753,113	\$ 5,658,039	\$ 5,654,330	\$ 5,769,130	\$ 5,885,389	\$ 6,005,424	\$ 6,126,430
% of total revenues	55%	54%	50%	57%	57%	57%	58%	58%
State Shared Revenues								
Constitutional	2,256,140	2,342,612	2,416,296	2,440,309	2,464,562	2,489,058	2,513,798	2,538,786
EVIP	-	-	-	-	-	-	-	-
Sub-Total	\$ 2,256,140	\$ 2,342,612	\$ 2,416,296	\$ 2,440,309	\$ 2,464,562	\$ 2,489,058	\$ 2,513,798	\$ 2,538,786
% of total revenues	20%	22%	22%	24%	24%	24%	24%	24%
Departmental Revenues (Fee Based)								
Assessor's Office	1,852	1,970	1,892	1,892	1,892	1,892	1,892	1,892
Building Inspection	353,539	329,552	261,300	261,300	261,300	261,300	261,300	261,300
City Clerk's Office	10,755	22,395	10,000	10,000	10,000	10,000	10,000	10,000
Elections-County	16,816	-	-	-	-	-	-	-
Finance Department	426,350	(8,659)	141,007	130,702	120,683	108,558	97,950	83,436
Fire Department	-	-	-	-	-	-	-	-
Historic District	2,906	2,130	3,000	3,000	3,000	3,000	3,000	3,000
Ordinance Enforcement	17,600	14,202	30,300	30,300	13,300	13,300	13,300	13,300
Admin Hearing Bureau	7,670	15,080	12,000	12,000	12,000	12,000	12,000	12,000
Parking Enforcement	330,764	318,766	305,000	305,000	305,000	305,000	305,000	305,000
Planning & Development	10,459	11,184	6,500	6,500	6,500	6,500	6,500	6,500
Police (Field Services)	257,011	229,087	268,953	147,116	147,116	147,116	147,116	147,116
Recreation - Parkridge	42,111	65,747	78,009	59,224	59,224	59,224	59,224	59,224
Recreation - Pool	44,819	-	-	-	-	-	-	-
Recreation - Senior Citizens' Center	39,364	46,772	48,787	48,787	48,787	48,787	48,787	48,787
MSHDA CLG Grant CG12-418	-	-	-	-	-	-	-	-
Treasurer's Office	35,457	29,625	30,000	30,000	30,000	30,000	30,000	30,000
Public Services	35,021	45,868	43,750	42,500	42,500	42,500	42,500	42,500
Utility Street Lighting	-	-	-	-	-	-	-	-
Energy Efficiency/Conservation	-	-	-	-	-	-	-	-
City Insurance	65,487	60,144	46,254	40,000	40,000	40,000	40,000	40,000
Sub-Total	\$ 1,697,981	\$ 1,183,862	\$ 1,286,752	\$ 1,128,321	\$ 1,101,302	\$ 1,089,177	\$ 1,078,569	\$ 1,064,055
% of total revenues	15%	11%	11%	11%	11%	11%	10%	10%

City of Ypsilanti

Summary of General Fund Revenues, Expenditures and Fund Balance

Fiscal Year Ending:	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Grants								
Police COPS Hiring Recovery PRG	239,268	-	-	-	-	-	-	-
Police - DOJ OJP 2009 DJ BX 1476	17,275	9,096	-	-	-	-	-	-
Police - Bulletproof Vest Program	-	-	1,000	1,000	1,000	1,000	1,000	1,000
Police - LAWNET	30,638	24,928	24,928	-	20,000	20,000	20,000	20,000
Police - 2010 DJBX-1223 JAG 34,309	4,265	-	-	-	-	-	-	-
Police - 2011 DJBX 3034 JAG Grant	26,000	-	-	-	-	-	-	-
Police - Justice Assistance Grant	2,392	872	-	-	-	-	-	-
Fire - Prevention Grant	16,920	-	-	-	-	-	-	-
Fire Protection Act 289 & Cost Recovery	429,119	704,352	410,000	420,000	420,000	420,000	420,000	420,000
Fire - SAFER Grant	-	-	-	-	-	-	-	-
Climate Action Plan - MDNRE (2652)	15,010	26,853	-	-	-	-	-	-
Planning - HUD/CDBG/WC Demolition Program	-	-	-	-	-	-	-	-
Planning - Building Healthy Comm	3,938	-	-	-	-	-	-	-
Planning - S. of MI Ave Com Assessment	7,580	5,000	-	-	-	-	-	-
Recreation -MNRTF R. Pool Renov. Grant	-	-	1,025,000	-	-	-	-	-
Nutrition Serv.-Aging Title III (7514)	-	2,025	9,375	2,900	-	-	-	-
PCC-WC Foundation (7524)	-	319	-	-	-	-	-	-
MSHDA CLG Grant CG12-418 (8031)	-	-	-	-	-	-	-	-
Senior Cent - CDBG	4,070	-	26,581	-	-	-	-	-
WC Challenge Master Plan Grant	-	108,512	65,000	-	-	-	-	-
Sub-Total	\$ 796,475	\$ 881,958	\$ 1,561,884	\$ 423,900	\$ 441,000	\$ 441,000	\$ 441,000	\$ 441,000
% of total revenues	7%	8%	14%	4%	4%	4%	4%	4%
Miscellaneous								
JYRO Settlement (Ford Lake Dam)	36,704	30,513	28,000	28,000	28,000	28,000	28,000	28,000
CATV Franchise Fees	222,993	239,345	220,000	220,000	220,000	220,000	220,000	220,000
Duplicating & Photostats	6,440	6,369	5,500	5,500	5,500	5,500	5,500	5,500
Rent-Solar Array on Landfill	-	-	-	44,000	44,000	44,000	44,000	44,000
Rent-land of I-94 billboard	35,000	35,000	35,000	38,500	38,500	38,500	38,500	42,350
Miscellaneous	49,133	209,431	17,000	17,000	17,000	17,000	17,000	17,000
Sub-Total	\$ 350,271	\$ 520,658	\$ 305,500	\$ 353,000	\$ 353,000	\$ 353,000	\$ 353,000	\$ 356,850
% of total revenues	3%	5%	3%	4%	3%	3%	3%	3%
Total General Fund Operating Revenues	\$ 11,218,478	\$ 10,682,202	\$ 11,228,471	\$ 9,999,860	\$ 10,128,994	\$ 10,257,623	\$ 10,391,792	\$ 10,527,121
% Total Operating Revenue	100%	100%	100%	100%	100%	100%	100%	100%
General Fund Non-Operating Revenue								
P&F Pension Millage Revenues (Real)	1,897,545	2,083,801	2,506,133	2,714,344	2,871,154	3,049,846	3,275,192	3,486,857
P&F Pension Millage Revenues (Personal)	-	-	-	-	-	-	-	-
Sub-Total	\$ 1,897,545	\$ 2,083,801	\$ 2,506,133	\$ 2,714,344	\$ 2,871,154	\$ 3,049,846	\$ 3,275,192	\$ 3,486,857
TOTAL GENERAL FUND REVENUES	\$ 13,116,023	\$ 12,766,004	\$ 13,734,604	\$ 12,714,204	\$ 13,000,147	\$ 13,307,469	\$ 13,666,984	\$ 14,013,978

City of Ypsilanti

Summary of General Fund Revenues, Expenditures and Fund Balance

	Fiscal Year Ending:	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Council & Citizens Services									
City Council (1010)		86,259	97,381	99,243	99,243	99,243	99,243	99,243	99,243
City Clerk (2150)		105,836	131,949	183,815	186,483	187,922	189,430	189,916	191,536
Finance - Treasurer (2530)		201,777	125,330	155,429	158,677	159,752	161,314	161,890	163,582
Voters Registration (2621)		44,226	80,721	9,800	9,996	10,196	10,400	10,608	10,820
School Election (2622)		-	-	-	-	-	-	-	-
County Election (2623)		17,234	-	-	-	-	-	-	-
Co Sub-Total		\$ 455,332	\$ 435,381	\$ 448,286	\$ 454,398	\$ 457,113	\$ 460,386	\$ 461,657	\$ 465,181
% of total expenditures		4%	4%	4%	4%	4%	4%	4%	4%
					7 Elected/ 3.10 FT/ .68 PT/ .5 Temp	7 Elected/ 3.10 FT/ .68 PT/ .5 Temp	7 Elected/ 3.10 FT/ .68 PT/ .5 Temp	7 Elected/ 3.10 FT/ .68 PT/ .5 Temp	7 Elected/ 3.10 FT/ .68 PT/ .5 Temp
Employees		7 Elected/ 2 FT/2 PT	7 Elected/ 4 FT/2 PT	7 Elected/ 2 FT/1 PT					
Fiscal Services									
Finance - Accounting (1910)		266,767	263,289	317,873	324,543	315,924	318,724	320,626	323,706
Finance - Assessor (2570)		86,202	87,142	72,950	74,409	75,897	77,415	78,963	80,543
Fis Sub-Total		\$ 352,969	\$ 350,431	\$ 390,823	\$ 398,952	\$ 391,821	\$ 396,140	\$ 399,590	\$ 404,249
% of total expenditures		3%	3%	3%	4%	4%	4%	3%	3%
				4 FT/2 PT/2 Temp	2.70 FT/ .66 PT/ 1 Temp	2.70 FT/ .66 PT/ 1 Temp	2.70 FT/ .66 PT/ 1 Temp	2.70 FT/ .66 PT/ 1 Temp	2.70 FT/ .66 PT/ 1 Temp
Employees		5 FT	3 FT						
Non-Departmental									
Non-Departmental (0000)		-	-	-	-	-	-	-	-
Insurance, Unemployment & Paid Out Leave (8510)		643,014	690,062	456,475	462,770	469,199	475,764	482,468	489,315
Mtt & Prior Year Chargebacks (9000)		271,965	9,794	15,000	15,000	15,000	15,000	15,000	15,000
Ann Arbor Spark		8,500	8,500	-	-	-	-	-	-
Capital Improvements (Fund 414)		302,951	239,437	374,311	260,662	285,908	235,004	257,617	262,769
GF Management Audit Savings Potential		-	-	-	-	-	-	-	-
Contribution to Public Transit (588)		-	-	-	-	-	-	-	-
Retirees Health Care Fund (736) - Gen. Ret.		307,613	353,078	393,181	408,908	425,265	442,275	459,966	478,365
Non Sub-Total		\$ 1,534,043	\$ 1,300,871	\$ 1,238,967	\$ 1,147,340	\$ 1,195,371	\$ 1,168,043	\$ 1,215,051	\$ 1,245,449
% of total expenditures		13%	12%	10%	11%	11%	11%	11%	11%
Employees		0	0	0	0	0	0	0	0

City of Ypsilanti

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	Fiscal Year Ending:	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Administrative Services									
City Manager (1720)		188,860	212,261	251,788	255,406	257,001	258,708	259,844	261,707
Community Services (1721)		651	640	10,203	10,217	10,231	10,246	10,261	10,276
Human Resources (2700)		154,371	111,901	137,360	140,713	142,486	144,327	145,470	147,425
HUD/CDBG/WC Demolition (3440)		-	-	-	-	-	-	-	-
Building Inspection (3710)		277,473	245,060	220,382	226,105	229,234	232,506	234,062	237,568
Ordinance Enforcement (3720)		85,757	120,312	139,421	143,172	144,788	146,492	147,931	149,763
Admin Hearing Bureau (3730)		27,882	30,892	25,049	25,617	26,050	26,494	26,950	27,416
Planning & Development (7210)		151,398	155,345	215,168	218,741	220,130	221,992	223,875	225,845
Building Healthy Comm (7211)		3,939	-	-	-	-	-	-	-
South of MI Ave Com Asses. (7212)		7,580	5,000	-	-	-	-	-	-
WC community Challenge grant (7213)		-	108,512	65,000	66,245	67,514	68,808	70,126	71,470
Rec Park - Washtenaw Co. Pub Health (7552)		-	-	-	-	-	-	-	-
Historic District Comm. (8030)		5,569	5,414	11,196	11,300	11,300	11,300	11,300	11,300
MSHDA CLG Grant CG12-418 (8031)		-	-	-	-	-	-	-	-
Sub-Total		\$ 903,480	\$ 995,338	\$ 1,075,566	\$ 1,097,515	\$ 1,108,734	\$ 1,120,872	\$ 1,129,820	\$ 1,142,769
% of total expenditures		8%	9%	9%	10%	10%	10%	10%	10%
					9.20 FT/ .73 PT/	9.20 FT/ .73 PT/	9.20 FT/ .73 PT/	9.20 FT/ .73 PT/	9.20 FT/ .73 PT/
Employees		7 FT/7 PT	10 FT/6 PT	10 FT/4 Temp	1.5 Temp	1.5 Temp	1.5 Temp	1.5 Temp	1.5 Temp
Public Services									
Public Building Maintenance (2650)		262,447	346,430	310,319	229,364	280,650	276,325	285,421	291,183
Energy Efficiency/Conser (2651)		31,683	3,200	239,308	-	-	-	-	-
Climate Action Plan-Mdnr (2652)		17,981	25,149	-	-	-	-	-	-
Administration (4410)		16,611	14,820	20,300	20,706	21,120	21,543	21,973	22,413
Special Events (4420)		40,681	56,634	55,764	57,402	58,337	59,347	60,222	61,195
Parking Lots (4442)		130,053	86,394	98,120	80,438	81,722	83,129	84,298	85,630
Street lighting (4480)		558,742	596,632	766,769	128,169	406,000	406,000	406,000	406,000
326 E. MICHIGAN AVE (6907)		714	-	-	-	-	-	-	-
Major Streets Fund (202)		132,046	100,000	-	-	-	-	-	-
CDBG Fund (252) for Water St Costs		8,756	11,000	15,300	-	-	-	-	-
Parks (7170)		137,065	147,118	143,319	113,881	115,551	117,399	118,901	120,639
Senior Center - CDBG (7509)		4,070	-	26,581	27,113	27,655	28,208	28,772	29,348
Senior Center (7510)		53,950	53,822	55,837	56,855	57,892	58,950	60,028	61,128
Rose Foundation Grant (7513)		-	-	-	-	-	-	-	-
Nutrition Serv.-Aging Title III (7514)		-	2,025	9,375	2,900	2,955	3,011	3,068	3,127
Parkridge CDBG (7519)		-	18,785	18,785	-	-	-	-	-
Parkridge Community Center (7520)		50,376	56,482	71,484	72,878	74,302	75,757	77,243	78,761
Swimming Pool (7530)		53,175	603	-	-	-	-	-	-
MNRTF R. Pool Renov. Grant (7531)		-	-	1,025,000	-	-	-	-	-
Sub-Total		\$ 1,498,348	\$ 1,519,095	\$ 2,856,260	\$ 789,706	\$ 1,126,184	\$ 1,129,667	\$ 1,145,927	\$ 1,159,423
% of total expenditures		13%	14%	23%	7%	10%	10%	10%	10%
Employees		3	3	3	3	3	3	3	3

City of Ypsilanti

Summary of General Fund Revenues, Expenditures and Fund Balance

Fiscal Year Ending:	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
Police Services								
Administration (3050)	206,269	241,450	296,418	308,627	309,973	311,368	311,724	313,193
Field Services (3070)	2,970,377	2,336,663	2,720,142	2,839,930	2,847,672	2,892,961	2,947,252	2,986,764
Bullet Proof Vest (3071)	-	-	2,000	2,040	2,081	2,122	2,165	2,208
Justice Assistant Grant (3074)	2,537	937	-	-	-	-	-	-
COPS Hiring Recovery Program (3090)	126,219	101,375	-	-	-	-	-	-
Parking Enforcement (3110)	109,867	99,689	128,944	132,584	135,307	138,142	140,765	143,009
LAWNET Grant (3120)	21,075	10,832	20,788	20,987	21,029	21,075	21,123	21,171
LAWNET Grant (3160)	64,249	68,614	63,365	63,975	64,116	64,271	64,429	64,591
Contribution to Police Spec Rev (265)	-	-	-	111,000	113,220	115,484	117,794	120,150
2009 DJBX 1476 JAG \$35K (3200)	17,657	9,096	-	-	-	-	-	-
2010 DJBX 1223JAG 34,349 (3201)	4,265	-	-	-	-	-	-	-
2011 DJBX 3034 JAG Grant (3202)	26,000	-	-	-	-	-	-	-
Sub-Total	\$ 3,548,515	\$ 2,868,656	\$ 3,231,658	\$ 3,479,142	\$ 3,493,396	\$ 3,545,424	\$ 3,605,251	\$ 3,651,086
% of total expenditures	30%	27%	26%	32%	31%	32%	31%	31%
Employees	31 FT	28 FT/2 PT	34 FT/2 PT	35 FT/2 PT	35 FT/2 PT	35 FT/2 PT	35 FT/2 PT	35 FT/2 PT
Fire Services								
Administration (3370)	144,991	134,175	132,045	133,939	133,918	133,006	134,088	135,200
FIRE PREVENTION GRANT	18,800	-	-	-	-	-	-	-
Suppression (3390)	1,851,469	1,505,196	1,521,031	1,582,783	1,470,248	1,432,834	1,434,989	1,484,892
EMW2009FV01226 Fire Truck (3391)	-	-	-	-	-	-	-	-
Sub-Total	\$ 2,015,260	\$ 1,639,371	\$ 1,653,077	\$ 1,716,722	\$ 1,604,166	\$ 1,565,840	\$ 1,569,078	\$ 1,620,092
% of total expenditures	17%	15%	13%	16%	14%	14%	14%	14%
Employees	19 FT	16 FT	15.5 FT	17 FT	17 FT	17 FT	17 FT	17 FT
Legal Services								
General (2660)	52,140	52,140	52,140	52,140	52,140	52,140	52,140	52,140
Ordinance Prosecution (2671)	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
Litigation/Appeal (2672)	131,252	102,922	125,000	125,000	125,000	125,000	125,000	125,000
Personnel Litigation (2673)	45,540	72,636	25,000	25,000	25,000	25,000	25,000	25,000
Sub-Total	\$ 333,933	\$ 332,698	\$ 307,140	\$ 307,140	\$ 307,140	\$ 307,140	\$ 307,140	\$ 307,140
% of total expenditures	3%	3%	2%	3%	3%	3%	3%	3%
Employees	0	0	0	0	0	0	0	0
			86.38 FT/5PT	86.88 FT/	86.88 FT/	86.88 FT/	86.88 FT/	86.88 FT/
			& 6 TEMP	3.33 PT/	3.33 PT/	3.33 PT/	3.33 PT/	3.33 PT/
				3 temp	3 temp	3 temp	3 temp	3 temp
Total General Fund & Other Funds Employees	84.88 FT/9PT	81.81 FT/10PT						

City of Ypsilanti

Summary of Select Funds Revenues, Expenditures and Fund Balance

	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
202 MAJOR STREETS FUND								
Revenues	1,138,354	1,472,556	998,468	1,006,531	1,008,310	1,009,859	1,011,156	1,012,228
Expenditures								
4411 Public Works administration	47,358	40,368	47,858	49,563	50,352	51,219	51,933	52,752
4460 Bridges	7,200	9,651	9,000	9,180	9,364	9,551	9,742	9,937
4470 Engineering Services	49,022	58,196	54,901	54,776	55,635	56,585	57,355	58,245
4491 Construction	174,054	175,294	176,344	162,713	171,918	181,774	190,504	206,195
4640 Surface Maintenance	130,406	96,369	135,849	140,290	142,628	145,155	147,344	149,782
4660 Sweeping & Flushing	33,087	40,005	48,869	50,161	51,074	52,032	52,937	53,898
4690 Drainage Structures	59,532	42,417	74,392	76,574	77,915	79,339	80,636	82,041
4720 Tree Maintenance	71,976	66,647	66,494	67,829	68,962	70,181	71,250	72,432
4740 Traffic Services	115,261	84,443	88,698	93,907	95,646	97,470	99,200	101,037
4780 Winter Maintenance	50,767	65,760	105,425	108,242	110,153	112,150	114,051	116,059
4850 State Trunkline Grass & Weed	92	-	-	-	-	-	-	-
4860 State Trunkline Surface Maintenance	7,416	92,449	6,666	6,875	6,987	7,110	7,214	7,332
4870 State Trunkline Trees/Shrubs	1,363	264	2,963	3,051	3,102	3,157	3,206	3,259
4880 State Trunkline Sweep/Flush	1,435	5,660	7,271	7,455	7,591	7,735	7,871	8,014
4910 State Trunkline Drain Structures	9,191	16,697	11,308	11,636	11,836	12,050	12,240	12,449
4940 State Trunkline Traffic Services	835	875	779	796	810	825	838	853
4970 State Trunkline Winter Maintenance	15,582	35,261	39,978	40,839	41,602	42,387	43,164	43,969
4971 Salt Loading	3,231	3,776	5,161	5,294	5,390	5,492	5,587	5,688
5030 State Trunkline Overhead Admin	1,826	1,827	1,856	1,926	1,954	1,985	2,009	2,038
9022 Summit Division	1,406	-	-	-	-	-	-	-
9027 Washtenaw Street	10,044	-	-	-	-	-	-	-
9029 First Street	-	-	-	-	-	-	-	-
9030 Forest-Prospect to Osband	-	-	-	-	-	-	-	-
9037 S Mainsfield MI-End of Business Park	-	-	-	-	-	-	-	-
9039 N Mansfield-Westmoreland-Wash	-	-	-	-	-	-	-	-
9041 N Prospect-Holmes-Cross	-	-	100,000	-	-	-	-	-
9043 Factory Street Bridge	13,381	-	1,000	1,020	1,040	1,061	1,082	1,104
9044 Middle Mansfield	-	-	-	-	-	-	-	-
9045 College Place	-	2,096	-	-	-	-	-	-
9046 Grove-I94 to Emerick	25,600	31,120	154,875	-	-	-	-	-
9047 E Cross-River to Prospect	241,788	-	-	-	-	-	-	-
9048 W Cross-Wallace to Washt	37,680	658,485	-	-	-	-	-	-
9050 E & W Cross Streetscape	122,059	1,575	-	-	-	-	-	-
9051 Prospect Bridge	-	-	82,000	83,640	85,313	87,019	88,759	90,535

City of Ypsilanti

Summary of Select Funds Revenues, Expenditures and Fund Balance

	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
9053 2014 Construction	-	-	55,000	-	-	-	-	-
9054 Depot Town Paving	132,046	-	-	-	-	-	-	-
9055 Non-Motorized Improvements	30,882	77,662	51,625	51,625	51,625	51,625	51,625	51,625
Total Expenditures	1,394,520	1,606,897	1,328,314	1,027,391	1,050,897	1,075,902	1,098,548	1,129,242
Revenues Over (Under) Expenditures	(256,165)	(134,341)	(329,846)	(20,860)	(42,587)	(66,043)	(87,392)	(117,014)
Beginning Fund Balance	1,585,403	1,329,238	1,194,897	865,051	844,190	801,604	735,560	648,168
Ending Fund Balance	1,329,238	1,194,897	865,051	844,190	801,604	735,560	648,168	531,155

City of Ypsilanti

Summary of Select Funds Revenues, Expenditures and Fund Balance

	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
203 LOCAL STREETS FUND	513,401	465,186	466,729	459,956	468,536	477,767	485,873	494,830
Revenues	339,347	289,892	290,385	297,243	296,618	295,993	295,368	288,635
Transfer from Major Streets	174,054	175,294	176,344	162,713	171,918	181,774	190,504	206,195
Expenditures								
4411 Public Works Administration	18,343	24,051	29,426	30,507	30,988	31,519	31,951	32,450
4470 Engineering Services	19,289	12,576	26,870	30,004	30,445	30,945	31,320	31,773
4640 Surface Maintenance	145,365	93,058	129,478	133,682	135,911	138,322	140,407	142,731
4660 Sweeping & Flushing	32,845	29,373	36,510	37,479	38,161	38,876	39,551	40,267
4690 Drainage Structures	54,615	41,331	48,957	50,551	51,394	52,305	53,095	53,974
4720 Tree Maintenance	119,308	86,664	84,604	87,476	88,936	90,510	91,884	93,408
4740 Traffic Services	21,390	20,149	27,693	29,006	29,486	30,000	30,456	30,956
4780 Winter Maintenance	44,335	57,843	92,471	101,050	102,811	104,678	106,385	108,230
4790 Salt for Other Entities	64,260	9,619	10,000	10,200	10,404	10,612	10,824	11,041
Total Expenditures	519,749	374,664	486,008	509,956	518,536	527,767	535,873	544,830
Revenues Over (Under) Expenditures	(6,348)	90,522	(19,279)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Beginning Fund Balance	623,762	617,414	707,936	688,657	638,657	588,657	538,657	488,657
Ending Fund Balance	617,414	707,936	688,657	638,657	588,657	538,657	488,657	438,657

City of Ypsilanti

Summary of Select Funds Revenues, Expenditures and Fund Balance

	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
226 GARBAGE FUND								
Revenues	1,056,757	1,113,801	990,317	910,165	834,136	850,244	866,675	883,434
Expenditures								
5210 Environmental Svcs-Admin	645,165	695,045	680,927	695,639	709,341	723,385	737,525	752,046
5213 Brush Chipping	9	219	242	287	291	296	299	304
5281 Recycling	200,589	215,926	149,787	155,443	157,765	160,349	162,393	164,788
5282 Yard Waste	137,911	145,140	105,355	109,289	110,984	112,852	114,373	116,126
5283 Rubbish Collection	57,296	56,442	43,043	44,821	45,476	46,218	46,770	47,442
9000 Administration	27,385	1,029	1,500	1,500	1,500	1,500	1,500	1,500
Total Expenditures	1,068,356	1,113,801	980,854	1,006,980	1,025,356	1,044,600	1,062,860	1,082,205
Revenues Over (Under) Expenditures	(11,598)	-	9,463	(96,815)	(191,221)	(194,355)	(196,186)	(198,772)
Beginning Fund Balance	-	-	-	9,463	(87,352)	(278,573)	(472,929)	(669,114)
Ending Fund Balance	-	-	9,463	(87,352)	(278,573)	(472,929)	(669,114)	(867,886)

City of Ypsilanti

Summary of Select Funds Revenues, Expenditures and Fund Balance

	Actual 2012	Actual 2013	Amended 2014	Estimated 2015	Estimated 2016	Estimated 2017	Estimated 2018	Estimated 2019
641 MOTOR POOL FUND								
Revenues	1,424,132	485,140	641,139	642,282	603,051	620,856	683,257	645,518
Expenditures								
9320 DPS - Motorpool	338,355	491,585	838,109	431,241	369,529	445,836	581,505	581,059
9330 Police Motorpool	142,536	189,741	287,001	219,065	185,737	209,336	196,435	199,435
9340 Fire Motorpool	62,143	196,249	200,193	83,532	128,033	124,416	120,924	122,212
9350 Environmental Services	137,691	229,476	219,137	154,241	170,682	159,579	243,123	245,794
9360 Building Motorpool	4,894	4,433	154,655	96,778	30,537	5,648	161,961	5,876
9670 Transfers & Contributions	180,511	289,240	183,643	91,822	-	-	-	-
Total Expenditures	866,129	1,400,723	1,882,739	1,076,679	884,517	944,814	1,303,948	1,154,376
Revenues Over (Under) Expenditures	558,003	(915,583)	(1,241,600)	(434,397)	(281,466)	(323,958)	(620,691)	(508,858)
Beginning Fund Balance	3,370,174	3,928,177	3,426,824	2,185,224	1,750,827	1,469,361	1,145,403	524,712
Ending Fund Balance	<u>3,928,177</u>	<u>3,426,824</u>	<u>2,185,224</u>	<u>1,750,827</u>	<u>1,469,361</u>	<u>1,145,403</u>	<u>524,712</u>	<u>15,854</u>

WORKERS COMPENSATION FUND
Fund 677

		ACTUAL	ACTUAL	AMENDED					
		2012	2013	BUDGET	2015	2016	2017	2018	2019
				2014					
REVENUES									
677-4-0000-626-04	WC CHARGES FOR SERVICES	80,419	74,240	0	50,738	50,747	51,011	51,370	51,971
677-4-0000-676-06	WC BENEFIT REFUNDS - EMP CKS	34,799	4,674	15,000	13,618	9,658	13,319	12,199	11,725
677-4-0000-694-01	MISCELLANEOUS REVENUE	327	0	0	0	0	0	0	0
677-4-0000-699-91	APPROPRIATIONS FUND BALANCE	0	0	205,316	0	0	0	0	0
677-4-1910-664-00	INTEREST EARNINGS	45,370	68,178	40,000	22,173	17,911	13,176	8,260	2,966
677-4-1910-666-01	APPRECIATION OF FAIR VALUE	122,940	-83,409	0	0	0	0	0	0
	TOTAL REVENUES	\$ 283,855	\$ 63,683	\$ 260,316	\$ 86,529	\$ 78,317	\$ 77,506	\$ 71,829	\$ 66,663
677-7-8710-706-00	PERMANENT WAGES - SALARIES	15,401	15,342	15,981	16,149	16,149	16,149	16,149	16,149
677-7-8710-707-00	TEMPORARY WAGES	1,008	1,342	-	0	0	0	0	0
677-7-8710-714-02	WORKERS COMPENSATION	236	250.7	-	161	161	161	161	161
677-7-8710-714-05	SOCIAL SECURITY & MEDICARE	1,200	1,196	1,257	1,258	1,258	1,258	1,235	1,235
677-7-8710-714-07	20% HEALTH CARE PREMIUM	-389	-829.02	(944)	-991	-1,041	-1,093	-1,147	-1,205
677-7-8710-714-08	HEALTH CARE COSTS - BLUE CROSS	2,454	2,630	3,149	3,600	3,780	3,969	4,167	4,376
677-7-8710-714-09	2% OF BASE SALARY DEDUCTIONS	-153	0	-	0	0	0	0	0
677-7-8710-714-10	BASIC CLAIMS	-48	44.58	-	0	0	0	0	0
677-7-8710-714-12	BASIC FEES	30	29.38	27	27	27	27	27	27
677-7-8710-714-13	EHIM WRAP CLAIMS	618	664.28	543	590	620	651	683	718
677-7-8710-714-14	EHIM WRAP FEES	73	71.61	65	66	70	73	77	81
677-7-8710-714-15	EHIM SCRIPTS	674	692.32	594	664	697	732	769	807
677-7-8710-714-17	DENTAL	192	242.36	450	450	455	464	473	482
677-7-8710-714-18	OPTICAL	4	72.5	170	185	194	203	214	224
677-7-8710-714-19	LIFE INSURANCE	70	361.56	73	74	74	74	74	74
677-7-8710-714-22	LONG TERM DISABILITY	0	0	119	120	120	120	120	120
677-7-8710-757-00	OPERATING SUPPLIES	2,496	2,279	3,000	3,060	3,121	3,184	3,247	3,312
677-7-8710-807-00	AUDIT FEES	708	708	738	753	768	783	799	815
677-7-8710-818-00	CONTRACTUAL SERVICES	73,985	136,551	150,000	85,000	86,700	88,434	90,203	92,007
677-7-8710-864-02	PROFESSIONAL DEVELOPMENT	0	0	300	306	312	318	325	331
677-7-8710-957-00	BOOKS MAGAZINES AND PERIODICAL	0	0	-	0	0	0	0	0
677-7-8720-834-03	DEPARTMENT OF PUBLIC SERVICES	3,956	0	5,000	5,100	5,202	5,306	5,412	5,520
677-7-8720-834-04	ENVIRONMENTAL SERVICES	0	0	5,000	5,100	5,202	5,306	5,412	5,520
677-7-8720-834-08	FIRE	56,576	2,280	5,000	5,100	5,202	5,306	5,412	5,520
677-7-8720-834-10	POLICE	0	0	5,000	5,100	5,202	5,306	5,412	5,520
677-7-8730-834-03	DEPARTMENT OF PUBLIC SERVICES	27,898	17,467	35,000	35,700	36,414	37,142	37,885	38,643
677-7-8730-834-07	TREASURER	47,216	7693	-	0	0	0	0	0
677-7-8730-834-08	FIRE	38,975	29,033	20,000	20,400	20,808	21,224	21,649	22,082
677-7-8730-834-09	BUILDING INSPECTION	0	214.36	0	0	0	0	0	0

WORKERS COMPENSATION FUND
Fund 677

		ACTUAL	ACTUAL	AMENDED BUDGET						
		2012	2013	2014	2015	2016	2017	2018	2019	
677-7-8730-834-10	POLICE	3,332	13,697	5,000	5,100	5,202	5,306	5,412	5,520	
677-7-8730-872-10	CITY MANAGER	389	4287	0	0	0	0	0	0	
	TOTAL EXPENDITURES	\$ 276,901	\$ 236,320	\$ 255,521	\$ 193,073	\$ 196,698	\$ 200,405	\$ 204,171	\$ 208,042	
	EXCESS(DEFICIT)	6,954	-172,637	4,795	-106,544	-118,381	-122,899	-132,342	-141,379	
	BEGINNING FUND BALANCE	920,521	927,475	754,838	554,317	447,773	329,392	206,493	74,151	
	ENDING FUND BALANCE	\$ 927,475	\$ 754,838	\$ 554,317	\$ 447,773	\$ 329,392	\$ 206,493	\$ 74,151	\$ (67,227)	

Primary assumptions used in the Base budget model (alternative scenario model has lower tax revenues in 2015 – 2019):

FY 2013-2014:

- \$555,000 expenditure on street lighting upgrade; 1st of 2 years of street lighting special assessment. Results in \$767,000 street lighting expense in GF.
- Energy efficient improvement expenditures of \$239,000 carried over from prior FY
- All labor contract provisions implemented as agreed in contracts
- Partial year of furlough days for select positions
- Overtime estimates: Police \$420,000; Fire \$253,000
- Modest increase in revenue sharing from State
- No contribution to Worker's Comp Fund
- No GF contribution to Motor Pool
- Rutherford Pool renovation increased revenues & expenditures by \$1M
- Major Streets improvements (capital) estimated to be \$444,500
- No major capital expenditures on Local Streets.
- Last year Motor Pool subsidizes Garbage Fund for full amount.
- Employees pay 20% of health insurance costs for all years going forward
- Drug Forfeiture contribution to General Fund for LAWNET personnel cost will run out
- Motorpool-DPS equipment purchase to be \$311,000
- Motorpool-Environmental Services equipment purchase to be \$146,000

FY 2014-15:

- 2nd year of street lighting assessment; only \$128,000 of GF money needed for street lighting
- Staffing in Police & Fire increased to comply with planned operating levels
- Overtime estimates reduced: Police \$250,000; Fire \$150,000
- 2.0% increase estimated for tax revenues
- 1.0% increase in revenue sharing
- Contribution to Worker's Comp Fund set at 1.0% of wages
- Wages and benefits adjusted based on labor contract terms
- GF contribution of \$250,000 to Motor Pool
- GF contribution of \$111,000 to Drug Forfeiture for PSAF 911
- Major Street improvement expenditures estimated at \$136,000
- No capital outlays in Local Streets Fund
- Transfers from Major to Local Streets reduced to require Local Streets Fund to use \$50,000 in fund balance
- Motor Pool subsidizes Garbage Fund at 50% of expected fund shortfall
- Motor Pool capital expenditures budgeted at maximum of \$283,000, of which \$68,650 for DPS and \$91,350 for Environmental Services

FY 2015-2016 & beyond:

- No more street lighting special assessment. GF pays \$406,000/year for street lighting.
- Overtime reduced further: Police \$200,000 in 2016, then \$175,000 in 2017; Fire \$100,000 in 2016, then \$75,000 in 2017
- Property tax revenues increase 2.0% per year

- Revenue sharing increases 1.0% per year
- Drug Forfeiture Fund runs out of money; contribution to GF ceases (\$115,000/year revenue reduction)
- Worker's Comp contribution continues at 1.0% of wages
- GF contribution to Motor Pool capped at \$250,000/year
- Local Streets Fund continues \$50,000/year use of fund balance
- Major Street capital improvements continue at about \$140,000/year
- No more transfers from Motor Pool to Garbage Fund
- At end of labor contracts, wage increases assumed to be zero
- Sale of surplus DPS equipments is estimated at least \$410,000.

CITY OF YPSILANTI
SUMMARY OF UNAUDITED FUND BALANCES & RESTRICTED NET ASSETS
FISCAL YEAR 2012-13 ACTUAL AND FISCAL YEAR 2013-14 AMENDED BUDGET
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FUND	ACTUAL FY 2012-2013	ORIGINAL BUDGET FY 2013-14	AMENDED # 1 BUDGET FY 2013-14	AMENDED # 2 BUDGET FY 2013-14
<u>101-GENERAL</u>				
BEGINNING FUND BALANCE	8,644,194	8,527,574	8,527,574	8,527,574
REVENUES	12,766,004	13,955,217	14,257,385	13,734,604
EXPENDITURES	12,882,624	13,350,354	14,257,385	15,086,579
CHANGE IN FUND BALANCE	(116,620)	604,863	-	(1,351,975)
ENDING FUND BALANCE	8,527,574	9,132,437	8,527,574	7,175,599
<u>202-MAJOR STREET</u>				
BEGINNING FUND BALANCE	1,329,238	1,194,898	1,194,898	1,194,898
REVENUES	1,472,556	1,215,414	1,327,296	998,468
EXPENDITURES	1,606,897	1,214,035	1,327,296	1,328,314
CHANGE IN FUND BALANCE	(134,341)	1,379	-	(329,846)
ENDING FUND BALANCE	1,194,898	1,196,277	1,194,898	865,052
<u>203-LOCAL STREET</u>				
BEGINNING FUND BALANCE	617,414	707,936	707,936	707,936
REVENUES	465,186	541,931	496,595	466,729
EXPENDITURES	374,664	541,931	496,595	486,008
CHANGE IN FUND BALANCE	90,522	-	-	(19,279)
ENDING FUND BALANCE	707,936	707,936	707,936	688,657
<u>252-CDBG/WATER ST ACTIVITIES</u>				
BEGINNING FUND BALANCE	14,952	11,992	11,992	11,992
REVENUES	12,549	51,245	16,845	16,845
EXPENDITURES	15,509	51,245	15,983	15,983
CHANGE IN FUND BALANCE	(2,960)	-	862	862
ENDING FUND BALANCE	11,992	11,992	12,854	12,854
<u>265-POLICE SPECIAL REVENUE</u>				
BEGINNING FUND BALANCE	448,491	237,819	237,819	237,819
REVENUES	13,208	223,546	249,540	13,000
EXPENDITURES	223,881	223,546	249,540	249,540
CHANGE IN FUND BALANCE	(210,672)	-	-	(236,540)
ENDING FUND BALANCE	237,819	237,819	237,819	1,279
<u>275-DEPOT TOWN DDA</u>				
BEGINNING FUND BALANCE	302,832	307,727	307,727	307,727
REVENUES	122,187	91,520	160,052	117,548
EXPENDITURES	117,291	89,973	160,052	160,052
CHANGE IN FUND BALANCE	4,895	1,547	-	(42,504)
ENDING FUND BALANCE	307,727	309,274	307,727	265,223
<u>303-2010 GOUT REF BOND \$3.83M</u>				
BEGINNING FUND BALANCE	18,732	43,741	43,741	43,741
REVENUES	712,508	692,671	701,160	701,160
EXPENDITURES	687,499	690,725	687,725	687,725
CHANGE IN FUND BALANCE	25,008	1,946	13,435	13,435
ENDING FUND BALANCE	43,741	45,687	57,176	57,176

FUND	ACTUAL FY 2012-2013	ORIGINAL BUDGET FY 2013-14	AMENDED # 1 BUDGET FY 2013-14	AMENDED # 2 BUDGET FY 2013-14
<u>341-2003 GO TAX DEBT \$8.465M</u>				
BEGINNING FUND BALANCE	(119,287)	-	-	-
REVENUES	750,427		-	-
EXPENDITURES	631,140		-	-
CHANGE IN FUND BALANCE	119,287		-	-
ENDING FUND BALANCE	-		-	-
<u>342-2012 GO TAX DEBT \$4.140M</u>				
BEGINNING FUND BALANCE	95,349	76,734	76,734	76,734
REVENUES	4,140,000	-	677,379	677,379
EXPENDITURES	4,158,616	-	663,839	663,839
CHANGE IN FUND BALANCE	(18,616)	-	13,540	13,540
ENDING FUND BALANCE	76,734	76,734	90,274	90,274
<u>412-LAND REVOLVING</u>				
BEGINNING FUND BALANCE	2,116,717	239,965	239,965	239,965
REVENUES	86,665	735	14,860	14,860
EXPENDITURES	1,963,417	-	14,170	14,170
CHANGE IN FUND BALANCE	(1,876,752)	735	690	690
ENDING FUND BALANCE	239,965	240,700	240,655	240,655
<u>413-DOWNTOWN DEV AUTH</u>				
BEGINNING FUND BALANCE	283,433	244,887	244,887	244,887
REVENUES	312,284	273,504	346,425	346,425
EXPENDITURES	350,830	340,686	408,310	408,310
CHANGE IN FUND BALANCE	(38,546)	(67,182)	(61,885)	(61,885)
ENDING FUND BALANCE	244,887	177,705	183,002	183,002
<u>414-CAPITAL IMPROVEMENT</u>				
BEGINNING FUND BALANCE	696,551	795,152	795,152	795,152
REVENUES	271,269	230,303	965,311	965,311
EXPENDITURES	172,667	228,803	963,811	963,811
CHANGE IN FUND BALANCE	98,602	1,500	1,500	1,500
ENDING FUND BALANCE	795,152	796,652	796,652	796,652
<u>415-ECONOMIC DEVELOPMENT CORP</u>				
BEGINNING FUND BALANCE	136,814	136,182	136,182	136,182
REVENUES	828	740	740	740
EXPENDITURES	1,460	1,490	998	998
CHANGE IN FUND BALANCE	(632)	(750)	(258)	(258)
ENDING FUND BALANCE	136,182	135,432	135,924	135,924
<u>473-2004A SER DDA CONS \$995K</u>				
BEGINNING FUND BALANCE	11,059	-	-	-
REVENUES	86,837	81,094	81,100	82,424
EXPENDITURES	97,896	81,073	82,424	82,424
CHANGE IN FUND BALANCE	(11,059)	21	(1,324)	-
ENDING FUND BALANCE	-	21	(1,324)	-

FUND	ACTUAL FY 2012-2013	ORIGINAL BUDGET FY 2013-14	AMENDED # 1 BUDGET FY 2013-14	AMENDED # 2 BUDGET FY 2013-14
<u>477-2006 GO LTD TAX CAP REF</u>				
BEGINNING FUND BALANCE	242	242	242	242
REVENUES	3,900,400	1,341,778	1,341,778	1,341,778
EXPENDITURES	1,308,408	1,341,778	1,341,778	1,341,778
CHANGE IN FUND BALANCE	2,591,993	-	-	-
ENDING FUND BALANCE	2,592,234	242	242	242
LAND HELD FOR RESALE NET VALUE	2,591,993			
UNASSIGNED FUND BALANCE-CASH	242			
	2,592,235			
<u>495-SIDEWALK IMPROVEMENT</u>				
BEGINNING FUND BALANCE	262,783	274,130	274,130	274,130
REVENUES	53,372	104,900	100,900	100,900
EXPENDITURES	42,025	114,267	113,618	113,618
CHANGE IN FUND BALANCE	11,347	(9,367)	(12,718)	(12,718)
ENDING FUND BALANCE	274,130	264,763	261,412	261,412
<u>588-PUBLIC TRANSIT</u>				
BEGINNING FUND BALANCE	38,859	11,550	11,550	11,550
REVENUES	281,255	266,313	274,812	274,812
EXPENDITURES	308,564	266,313	274,812	274,812
CHANGE IN FUND BALANCE	(27,309)	-	-	-
ENDING FUND BALANCE	11,550	11,550	11,550	11,550
<u>641-MOTORPOOL</u>				
BEGINNING FUND BALANCE	5,902,353	4,986,770	4,986,770	4,986,770
REVENUES	485,140	1,111,741	433,139	431,139
EXPENDITURES	1,400,723	1,759,516	1,520,160	1,508,539
CHANGE IN FUND BALANCE	(915,583)	(647,775)	(1,087,021)	(1,077,400)
ENDING FUND BALANCE	4,986,770	4,338,995	3,899,749	3,909,370
ENDING FUND BALANCE-SPENDABLE	3,426,824	2,779,049	2,339,803	2,349,424
BUILDING, MACHINERIES-NET OF ACC. DEPN	1,559,946			
Total ending Fund balance	4,986,770			
<u>677-WORKERS COMPENSATION FUND</u>				
BEGINNING FUND BALANCE	927,475	754,839	754,839	754,839
REVENUES	63,683	142,109	55,000	55,000
EXPENDITURES	236,320	196,130	260,316	260,316
CHANGE IN FUND BALANCE	(172,637)	(54,021)	(205,316)	(205,316)
ENDING FUND BALANCE	754,839	700,818	549,523	549,523
<u>732-FIRE AND POLICE PENSION</u>				
BEGINNING FUND BALANCE	26,951,680	28,119,714	28,119,714	28,119,714
REVENUES	4,830,666	3,722,826	3,709,977	3,709,977
EXPENDITURES	3,662,632	3,824,425	4,139,891	4,139,891
CHANGE IN FUND BALANCE	1,168,034	(101,599)	(429,914)	(429,914)
ENDING FUND BALANCE	28,119,714	28,018,115	27,689,800	27,689,800

FUND	ACTUAL FY 2012-2013	ORIGINAL BUDGET FY 2013-14	AMENDED # 1 BUDGET FY 2013-14	AMENDED # 2 BUDGET FY 2013-14
<u>736-RETIREE BENEFITS FUND</u>				
BEGINNING FUND BALANCE	530,947	636,563	636,563	636,563
REVENUES	1,244,790	1,353,395	1,554,775	1,554,775
EXPENDITURES	1,139,174	1,328,995	1,469,970	1,469,970
CHANGE IN FUND BALANCE	105,616	24,400	84,805	84,805
ENDING FUND BALANCE	636,563	660,963	721,368	721,368
<u>GRAND TOTALS</u>				
BEGINNING FUND BALANCE	49,210,831	47,308,415	47,308,415	47,308,415
REVENUES	32,071,812	25,400,982	26,765,069	25,603,874
EXPENDITURES	31,382,236	25,645,285	28,448,673	29,256,677
CHANGE IN FUND BALANCE	689,576	(244,303)	(1,683,604)	(3,652,803)
ENDING FUND BALANCE	49,900,407	47,064,112	45,624,811	43,655,612

S:\Budget 2014-2015\Fiscal Services Department\[SUMMARY OF FUND BALANCE AND UNRESTRICTED NET ASSETS 11-19-2013.xls]Sheet

POSITION	CLERK'S OFFICE	ADMINISTRATIVE HEARING BUREAU	MANAGER'S OFFICE	ACCOUNTING	TREASURER'S OFFICE	ASSESSOR'S OFFICE	HUMAN RESOURCES & WC	POLICE	FIRE	BUILDING & ORDINANCE	PUBLIC SERVICES	RECREATION	PLANNING & DEVELOPMENT	TOTAL
City Manager			1.00											1.00
Assistant to the City Manager			1.00											1.00
Executive Secretary			0.60										0.40	1.00
City Clerk	1.00													1.00
Deputy City Clerk	0.45	0.05												0.50
Elections Clerk	0.50													0.50
City Assessor						0.00								0.00
City Treasurer					1.00									1.00
Treasurer Generalist					0.68									0.68
Finance Generalist				0.66										0.66
Finance Director				1.00										1.00
Accounting Supervisor				0.70			0.30							1.00
Payroll Technician				1.00										1.00
Human Resources Manager							1.00							1.00
Community Development Director													1.00	1.00
Planner I													0.73	0.73
DPS Director											1.00			1.00
DPS Office Manager											1.00			1.00
Public Services Generalist											0.88			0.88
General Superintendent											1.00			1.00
General Foreman-Streets											1.00			1.00
General Foreman-Garbage & Rubbish											1.00			1.00
Heavy Equipment Operator											3.00			3.00
Equipment Operator											8.00			8.00
Sign Specialist											1.00			1.00
Mechanic											2.00			2.00
Community Dev Deputy Director		0.05								0.95				1.00
Secretary II										1.00				1.00
AHB Officer														0.00
Housing Inspector										1.00				1.00
Ordinance Enforcement Officer		0.05								0.95				1.00
Police Chief								1.00						1.00
Deputy Police Chief								1.00						1.00
Police Lieutenant								1.00						1.00
Police Sergeant								5.00						5.00
Police Officer								17.00						17.00
Police Officer - Tier 2								5.00						5.00

POSITION	CLERK'S OFFICE	ADMINISTRATIVE HEARING BUREAU	MANAGER'S OFFICE	ACCOUNTING	TREASURER'S OFFICE	ASSESSOR'S OFFICE	HUMAN RESOURCES & WC	POLICE	FIRE	BUILDING & ORDINANCE	PUBLIC SERVICES	RECREATION	PLANNING & DEVELOPMENT	TOTAL
Police Officer - Tier 2 50% DDA								1.00						1.00
Police Officer - Part Time								1.26						1.26
Parking Enforcement Officer								2.00						2.00
Executive Secretary								1.00						1.00
Records Clerk								1.00						1.00
Firefighter									10.00					10.00
Fire Lieutenant									3.00					3.00
Fire Captain									3.00					3.00
Fire Marshal									0.00					0.00
Fire Chief									1.00					1.00
TOTALS	1.95	0.15	2.60	3.36	1.68	0.00	1.30	36.26	17.00	3.90	19.88	0.00	2.13	90.21
DIFFERENCE FROM PREVIOUS YEAR	0.00	0.00	0.00	0.33	0.34	-0.33	0.00	1.00	0.00	0.00	-1.00	0.00	0.00	0.34
% CHANGE FROM PREVIOUS YEAR	0%	0%	0%	11%	25%	-100%	0%	3%	0%	0%	-5%	0%	0%	0%
Summary of Police & Fire Department														
Sworn officers including DDA officer								30.00						
2 Police Officer - Part Time								1.26						
Parking Enforcement Officer								2.00						
Executive Secretary								1.00						
Records Clerk								1.00						
Fire Fighters									12.00					
Fire Lieutenant									2.00					
Fire Captain									2.00					
Fire Chief									1.00					
Summary breakdown								35.26	17.00					

CITY OF YPSILANTI
POSITION
CURRENT YEAR AND LAST NINE FISCAL YEARS

SERVICES	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2012-13	2013-14	2014-15
Administrative Services											
City Manager	2.50	2.00	2.10	1.85	1.85	1.85	1.85	1.85	1.85	2.60	2.60
Human Resources	2.00	1.80	1.90	1.55	1.55	1.55	1.55	1.55	1.55	1.30	1.30
Building and Ordinance Enf.	6.00	6.00	6.00	6.25	4.25	4.08	3.80	3.75	3.80	3.90	3.90
Planning	4.50	3.50	3.40	1.65	1.65	1.65	2.38	2.38	2.38	2.13	2.13
Recreation	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Administrative Services	15.00	13.30	13.40	11.30	9.30	9.13	9.58	9.53	9.58	9.93	9.93
Fiscal services											
Accounting Division	3.00	2.70	3.20	3.20	3.20	3.03	3.03	3.03	3.03	3.03	3.36
Assessing Division	2.00	2.00	1.00	1.00	1.00	1.00	0.93	0.33	0.33	0.33	0.00
Treasury Division	2.00	1.80	1.50	1.50	1.50	1.34	1.34	1.34	1.34	0.00	0.00
Fiscal Services	7.00	6.50	5.70	5.70	5.70	5.37	5.30	4.70	4.70	3.36	3.36
Citizen Services											
Clerk	2.50	2.50	1.50	1.50	1.50	1.50	1.45	1.45		1.45	1.95
Treasury										1.34	1.68
Voter's Registration	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50		0.50	0
Administrative Hearing Bureau							0.10	0.10		0.15	0.15
Citizen Services	3.00	3.00	2.00	2.00	2.00	2.00	2.05	2.05	0.00	3.44	3.78
Fire Services	23.00	23.00	25.00	22.00	22.00	20.00	19.50	17.00	17.00	17.00	17.00
Public Services	26.75	25.75	25.75	22.75	20.75	20.88	20.88	20.81	20.81	20.88	19.88
Police Services	53.00	51.00	49.00	43.00	44.40	37.00	36.00	31.00	31.00	35.26	36.26
Total FTE	127.75	122.55	120.85	106.75	104.15	94.38	93.31	85.09	83.09	89.87	90.21

S:\Budget 2014-2015\Budget book\2013-2014 BUDGET BOOK PART II\FTEs.xlsx]FTE positions by Service 2015

Fleet Recommendation Schedule:

Appendix (A1) - Overall Equipment Recommendation

	Equipment Description	Recommendation
1	Truck - 1 Ton - Dump Truck GMC w/Front Snow Plow #104	Keep
2	Dump Truck w/Salter - Sterling M2 #106	Keep
3	Dump Truck - Sterling L-7500 #100	Purge
4	Dump Truck w/Salter - Sterling L-7500 #105	Purge
5	Dump Truck w/Salter - Sterling L-7500 #107	Purge
6	Dump Truck w/Salter - Freightliner M2 #108	Keep
7	Dump Truck w/Salter - Sterling L-7500 #109	Purge
8	Dump Truck w/Salter - Freightliner #110	Keep
9	Dump Truck w/Salter - Sterling L-7500 #113	Purge
10	Dump Truck w/Salter - Sterling L-7500 #114	Purge
11	Dump Truck w/Salter - Sterling 8500 #127	Purge
12	Grapple Truck Sterling/ Petersen Lighting loader 473	Keep
13	High Ranger Platform - International #472	Keep
14	Pickup w/aerial lift & generator #123 (Ford F550)	Purge
15	Street Sweeper #135 To be replaced with CMAQ Grant	Purge
16	Street Sweeper #139	Keep
17	Street Sweeper Johnston #142	Keep
18	Truck - 1 Ton Stake Ford F-350 #453	Purge 8/14
19	Truck - 1 Ton Stake Ford F-350 #450	Purge
20	Truck - 1 Ton Stake W/Front Plow #126	Keep
21	Truck - 1 Ton Stake w/Front Plow #130	Purge
22	Truck - 1 Ton Stake #140	Purge
23	Truck - w/Front Plow - Dodge Ram 2500 4x4 #121	Keep
24	Truck 1 Ton Stake - Ford #131	Keep
25	Truck Pick up - Ford F-150 #101	Keep
26	Truck Pick up - GMC Sierra 1500 #103	Keep
27	Truck Pick-up - Ford Ranger #143	Purge
28	Truck w/Front Plow #415 (Dodge Ram 2500)	Purge
29	Sport Utility Vehicle - Ford #102	Keep
30	Vactor - Sewer Cleaner #150 (Replace with Lease to Purchase)	Purge

31	Van - Lift/Generator #112	Purge
32	Loader - Caterpillar #129	Keep
33	Loader - Caterpillar #129A	Purge
34	Tractor John Deere 2320 (with cab) #441	Keep
35	Tractor - Ford #440	Purge
36	Tractor - Hustler Z 72" Deck #484	Purge
37	Tractor - Back Hoe #132	Purge
38	Tractor - John Deere Wide Area Mower #448	Keep
39	Tractor - Ferris Mower #444	Keep
40	Tractor - Grasshopper Mower #449	Purge
41	Tractor - Grasshopper Mower #455	Purge
42	Tractor - Hustler Z #454 (SOLD)	Purge
43	Tractor - Grasshopper Mower #499	Purge
44	Tractor New Holland #439	Purge
45	Tractor Drawn Rake #200	Purge
46	Tractor Front Loader - Ford 23827-1 #111	Purge
47	Truck - Packer ES #606	Purge
48	Truck- 10 Cubic Yd Rear Packer #603	Keep
49	Truck - Packer Leach on Freightliner Chassis #609	Purge - 8/14
50	Truck-Packer Sterling / Heil #611	Purge
51	Truck Ford Ranger #610	Keep
52	Truck - Freightliner - Leach Rear Loader #612	Keep

	NOTE: Currently the heavy equipment fleet has 52 major items, there are 20 full time employees in the DPW.
a.	52/20 = 2.6 ratio of Heavy Equipment to every DPW employee
b.	Carrying Costs of Inventory = Approximately \$3,269,592
c.	Cost of Equipment, per DPW employee = Approx. \$163,480

Appendix (A2) - Equipment to Purge in Auction

Equipment Description	Recommendation
1 Dump Truck - Sterling L-7500 #100	Purge Now
2 Dump Truck w/Salter - Sterling L-7500 #105	Purge – Aug '14
3 Dump Truck w/Salter - Sterling L-7500 #107	Purge – Aug '14
4 Dump Truck w/Salter - Sterling L-7500 #109	Purge Now
5 Dump Truck w/Salter - Sterling L-7500 #113	Purge – Aug '14
6 Dump Truck w/Salter - Sterling L-7500 #114	Purge – Aug '14
7 Dump Truck w/Salter - Sterling 8500 #127	Purge – Aug '14
8 Pickup w/aerial lift & generator #123 (Ford F550)	Purge Now
9 Street Sweeper #135 To be replaced with CMAQ Grant	Purge Now
10 Truck - 1 Ton Stake Ford F-350 #450	Purge Now
11 Truck - 1 Ton Stake w/Front Plow #130	Purge Now
12 Truck - 1 Ton Stake #140	Purge Now
13 Truck Pick-up - Ford Ranger #143	Purge Now
14 Truck w/Front Plow #415 (Dodge Ram 2500)	Purge Now
15 Vactor - Sewer Cleaner #150 (Replace with Lease to Purchase)	Purge Now
16 Van - Lift/Generator #112	Purge Now
17 Loader - Caterpillar #129A	Purge Now
18 Tractor - Ford #440	Purge Now
19 Tractor - Hustler Z 72" Deck #484	Purge Now
20 Tractor - Back Hoe #132	Purge Now
21 Tractor - Grasshopper Mower #449	Purge Now
22 Tractor - Grasshopper Mower #455	Purge Now
23 Tractor - Hustler Z #454 - SOLD	
24 Tractor – Hustler Z #499	Purge Now
25 Tractor Drawn Rake #200	Purge Now
26 Tractor Front Loader - Ford 23827-1 #111	Purge Now
27 Truck - Packer ES #606	Purge Now
28 Truck-Packer Sterling / Heil #611	Purge Now
29 Crown Vic (26)	Purge Now
30 Fire Truck Max A. Value of Tank	Purge Now
31 Big Air Compressor (keep tank)	Purge Now
32 Dakota Pick-up Truck	Purge Now
33 Truck 1 Ton Ford – 350 #453	Purge Now

Appendix (A3) - Equipment Noted to Keep in Fleet

	Equipment Description	Recommendation
1	Truck - 1 Ton - Dump Truck GMC w/Front Snow Plow #104	Keep
2	Dump Truck w/Salter - Freightliner M2 #106	Keep
3	Dump Truck w/Salter - Freightliner M2 #108	Keep
4	Dump Truck w/Salter - Freightliner #110	Keep
5	Grapple Truck Sterling/ Petersen Lighting loader 473	Keep
6	High Ranger Platform - International #472	Keep
7	Street Sweeper #139	Keep
8	Street Sweeper Johnston #142	Keep
9	Truck - 1 Ton Stake Ford F-350 #453	Keep
10	Truck - 1 Ton Stake W/Front Plow #126	Keep
11	Truck 1 Ton Stake - Ford #131	Keep
12	Truck Pick up - Ford F-150 #101	Keep
13	Truck Pick up - GMC Sierra 1500 #103	Keep
14	Sport Utility Vehicle - Ford #102	Keep
15	Loader - Caterpillar #129	Keep
16	Tractor John Deere 2320 (with cab) #441	Keep
17	Tractor - John Deere Wide Area Mower #448	Keep
18	Tractor - Ferris Mower #444	Keep
19	Truck- 10 Cubic Yd Rear Packer #603	Keep
20	Truck - Packer Leach on Freightliner Chassis #609	Keep
21	Truck - Freightliner - Leach Rear Loader # 612	Keep
22	Dump T. w/Salter and Plough Replace #105*	Keep
23	Dump T. w/Salter and Plough Replace #107*	Keep
24	Truck – W. Front Plough Dodge Ram 2500 4x4 #121	Keep
25	Truck Ford Ranger #610	Keep

Appendix (A3) - Equipment Replacement Schedule

Replacement Schedule (inflation based)

	Equipment Description	Year:					
		2014	2015	2016	2017	2018	2019
1	Truck - 1 Ton - Dump Truck GMC Plow #104		\$34,650				
2	Dump Truck w/Salter - Freightliner M2 #106	\$93,000					
3	Dump Truck w/Salter - Freightliner M2 #108*						\$95,000
4	Dump Truck w/Salter - Freightliner #110*					\$93,500	
5	Grapple Truck loader 473						\$95,000
6	High Ranger Platform - International #472						
7	Street Sweeper #139						
8	Street Sweeper Johnston #142						
9	Truck - 1 Ton Stake Ford F-350 #453	\$34,000					
10	Truck - 1 Ton Stake W/Front Plow #126					\$41,690	
11	Truck 1 Ton Stake - Ford #131		\$34,000				
12	Truck Pick up - Ford F-150 #101				\$26,250		
13	Truck Pick up - GMC Sierra 1500 #103					\$26,750	
14	Sport Utility Vehicle - Ford #102						
15	Loader - Caterpillar #129	Lease **					
16	Tractor John Deere 2320 (with cab) #441					\$21,840	
17	Tractor - John Deere Mower #448				\$42,800		
18	Tractor - Ferris Mower #444					\$14,000	
19	Truck- 10 Cubic Yd Rear Packer #603		\$91,350				
20	Truck - Packer Freightliner #609	\$146,000					
21	Truck - Leach Rear Loader Freightliner # 612					\$156,200	
22	Truck - W.Front Plough - Dodge Ram 2500 4x4 #121						
23	Truck Ford Ranger #610			\$25,000			
24	Dump T. w/Salter and Plough Replace #105*	\$92,000					
25	Dump T. w/ Salter and Plough Replace #107*	\$92,000					

Yearly Investment Needed: \$457,000 \$160,000 \$25,000 \$69,050 \$353,980 \$190,000

* Cabin Chassis only

** We are looking to move from owning this equipment with an option to buy
We are no longer going to be owning the sewer jet/Vactor truck - we will be leasing those between 1-2 months a year

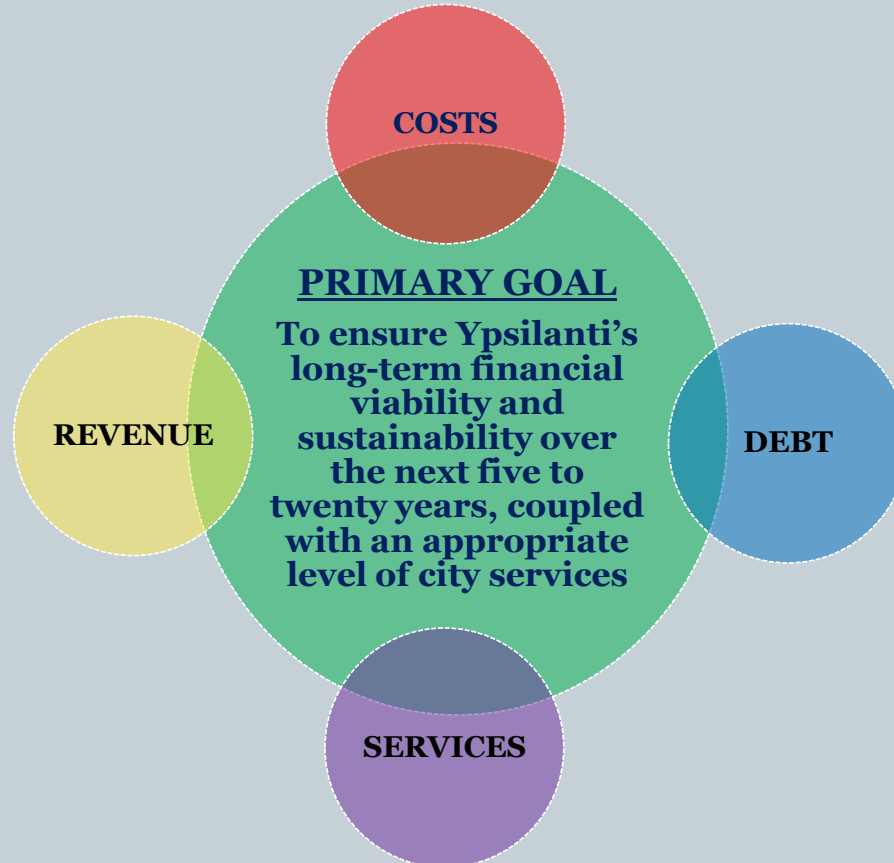


(ATTACHMENT C.1)

2014 GOAL SETTING OUTLINE
Facilitator: John M. Barr, City Attorney

Review FY 2013-2014 City Council Adopted Goals

City of Ypsilanti: Budget Priorities for FY 2013-2014
As Resolved by City Council on February 5, 2013





Review FY 2013-2014 City Council Adopted Goals

1. The city is reorganizing its employees in such a way that the new organization considers both cost savings for the city and how it will improve customer service for the individuals that come in contact with the city. ***Please see attached RAL accomplishments.***
 - a. Restructuring and re-orienting the city workforce. City employees are being strongly encouraged to become more valuable to the city. We will begin immediately to start cross training city employees to do multiple jobs. ***Please see attached RAL accomplishments***
 - b. Re-negotiate all union contracts so that all new city employees hired after either July 2, 2012 or January 1, 2013, will be placed within a comprehensive and parallel tier two benefit package. New non-union employees will be included in this two tier benefit package. ***Has been accomplished.***
 - c. The city staff is working to find opportunities for joint ventures that benefit both parties within and outside the city's operations that will save the city money. ***We have achieved several opportunities, the biggest of which is in process – joint policing with EMU.***
 - d. In order to provide better quality services for the citizens of the City of Ypsilanti, we are in the process of hiring an additional eight full-time employees and two part-time employees. ***We have hired two full-time employees and in process of hiring the balance.***
 - e. Making sure that each employees is being utilized to their highest and best level of productivity for the benefit of the city. ***This is an on-going effort.***
2. Continue to take steps to manage the city's debt as cost effectively as possible. ***Please see RAL accomplishments.***
3. Reduce overhead costs for all city operations by selling excess city property. ***Did not accomplish, but will accomplish in 2014.***
4. Design and implement street light assessment district including consideration of capital improvement. ***We did accomplish street lighting assessing district but for capital conversion of street lights only.***
5. Complete the City's website as described to Council by City Staff in 2011 including transferring all archival information found on the previous version of the website to the new version. ***This has been completed by all departments except for the City Clerk's office.***



6. Audit Motorpool Funds and provide recommendations for appropriate funding and equipment replacement levels. ***Not done – will be done in 2014.***
7. Refocus efforts on revitalizing key vacant buildings (The Train Depot, Smith Furniture, Thompson Building, Pub 13 for example). ***Ongoing effort – working on this and making some headway.***
8. Provide assessment and recommendation for changes to garbage and recycling pick-up that reduces costs, maintains services and emphasizes waste reduction. ***No – not this year but is on top of agenda for 2014.***
9. Continue to work toward defining appropriate levels of service and long-term funding for public transportation. ***Accomplished – becoming a member of AATA.***
10. Engage community in work on Master Plan process. ***Accomplished***
11. Develop and implement a set of strategies to address the police and fire employee pension and health obligations including the completion of a study of the Fire & Police pension to understand the cost of moving to MERS. ***The new POAM and COAM contracts address this to some degree with Tier II approach. Not complete yet.***
12. Develop a strategy for the marketing and development of the Water Street redevelopment area to include, but not limited to, finding a single developer, revisiting rezoning, and exploring extraordinary incentives required to attract preferred developers. ***Teresa Gillotti and I are working hard on this and hope to have results shortly.***
13. Consider potential for city council committees to assist the city administration in achieving desired city council goals. ***None at this point; on 11/19/2013 it was suggested to have work sessions for policy based presentations***
14. Find ways to dedicate more city revenues toward code enforcement and fire/housing inspection. ***This has been done through new contracts, contracts with Fire, and consolidation and cooperation with Bldg Dept, Planning and Parking Meters Readers working with code enforcement. Made part-time code enforcement officer full-time.***
15. Use Energy Efficiency Fund to convert lighting to LED and implement other energy efficiency improvements in City Hall. ***Not done this past year but all set for beginning of 2014***
16. Pursue implementation of recommendations in the City's Non-Motorized and Climate Action Plans

Non-Motorized plan

- Increase in on-street bicycle network (Michigan Avenue bike lanes)
- Additional sidewalk links added through site plan review at Mansfield (industrial park), at former Pinter's on Washtenaw Ave, with more expected early 2014.



- Revision to snow ordinance forthcoming to meet goal of improved winter maintenance of sidewalk
- Expected installation of 20 bike racks through DDA program in downtown districts (also climate goal)
- Car sharing program started in downtown (also climate goal)

Climate Action Plan

- Successful conversion of street light to LED
 - Interior light conversions to more energy-efficient fixtures (confirm this was done with Stan)
 - 1,000 solar rooftop initiative – move to add more solar to residential and commercial location within the city
 - New Master plan reflects several of the land use recommendations in CAP.
17. Undertake evaluation of merging the public housing agencies of the City of Ypsilanti and City of Ann Arbor. ***Not pursued.***
18. Explore opportunities for Local Investing. ***Not accomplished.***
19. Continue efforts to bring rail to Ypsilanti and plan for the train depot/platform and other improvements necessary to support its arrival. ***Worked very hard on this issue – MItrain exhibit and SEMCOG board meeting was very positive and we will continue to work on this.***
20. Develop a legal action plan to ensure the court order for the completion of the envelope of the Thompson Building is met on time. ***Not done but in process for next 18 month period.***

Departmental Goals

1. City Manager's Office/Human Resources

• 2013-14 Major Accomplishments

- ☐ *City Manager-* See attached RAL accomplishments
- ☐ *Human Resources* - Getting all our retirees who have Medicare A & B to go on the Blue Cross Blue Shield Medicare Advantage Program
- ☐ *Human Resources* - The completion of the AFSCME and Fire Contracts
- ☐ *Human Resources* - Offering employees the MERS 457 Deferred Comp

• 2014-2015 Goals

- ☐ *Human Resources-* An updated online application
- ☐ *Human Resources-* A new employee evaluation program
- ☐ *Human Resources-* Create an Employee Handbook for both Union & Non-Union Employees



- ☐ *City Manager-* Continue to work on reducing the cost to provide city services to the point that the budget is balanced or very close.
- ☐ *City Manager-* Work to achieve a full-time city workforce of 87, of which, 47 would be sworn police officers or certified firefighters/EMT's.
 - ☐ Negotiate a one year extension on POAM contract and three year extension of the COAM contract by June 30, 2014.
- ☐ *City Manager-* Carry out most of the accommodations of the assessment of the Motor Pool Report.
- ☐ *City Manager-* Work to get the Garbage Fund to be operated without a subsidy from the Motor Pool Fund/or General Fund.
 - ☐ Negotiate a new garbage collection contract that will cost the city less than the current contract for the same or better services.
- ☐ *City Manager-* Work with Teresa Gillotti and developers to continue to attract high quality private development and investment to Water Street; the Angstrom-USA and other available properties in the city.
 - ☐ Help get border to border trail and bridge projects completed.
 - ☐ Help get proposed recreation center to the point of construction plans ready by December 31, 2014.

2. City Clerk (Treasury, AHB)

• 2013-2014 Major Accomplishments

- ☐ Successful consolidation of Clerk/Treasury Departments
- ☐ Fully staffed department working as a cohesive team
- ☐ Established good working relationship with E.M.U. Student Government
- ☐ Clerk nominated and placed 2nd for Gold Medallion Award by E.M.U. Division of Academic and Student Affairs for Outstanding Service by a Person/Group external to the University.
- ☐ Educated E.M.U. Upward Bound students on local government and the importance of taking an active role in the community

• 2014-2015 Goals

- ☐ Become City's lead website contact
- ☐ Improve electronic file retention system internally through OnBase, and publically through City's website
- ☐ Work with City Council to develop an electronic file retention policy to govern how many years of information will be displayed on the website
- ☐ Upgrade voter master card system
- ☐ Continue to facilitate and explore ways to streamline AHB processes and tracking system
- ☐ Implement City-wide phone tree system
- ☐ Continue cross-training of Clerk/Treasury employees
- ☐ Conduct 2014 Elections accurately and professionally utilizing highly trained department staff and election inspectors.



3. Community Development (Planning, Economic Development, Planning, Building Department, Historic District)

- **2013-2014 Major Accomplishments**

Building Department- Ordinance changes recommended for 2013

- ☐ New noticing procedures on grass/weed abatements. Changes would include a single annual warning and a citation for each abatement. Current policy is a warning for each abatement. (Requires policy change) ***New policy draft included in Nov. 19 council packet.***
- ☐ New noticing procedures for snow removal. This will shorten the window for abatement that is currently a minimum 3 days. The ultimate goal is faster compliance window so pedestrian routes are passable during winter. (Requires ordinance change) ***New policy/ordinance draft included in Nov. 19 council packet.***
- ☐ Update Property Maintenance Code from 2006 to 2009. Changes to the code include increased security requirements and clearer definitions on violations. (Requires ordinance change) ***Revisions being made and updated to 2012 Code. Expected to be presented to council in early 2014***

Building/Code Enforcement priorities

- ☐ Increased enforcement on downtown violations, (w/addition of Parking Officers), such as:
 - o Graffiti – ***ongoing, primarily seasonal***
 - o Paper boxes - ***ongoing, primarily seasonal***
 - o Flyers affixed to light poles and trees - ***ongoing***
 - o Signs, (sidewalk and banners, possibly window over-signage) - ***ongoing***
 - o Tighter enforcement on sidewalk café encroachments - ***completed***
- ☐ Trip hazard violations on public sidewalks in DDA districts ***Ongoing work to continue in 2014.***
- ☐ Continued participation in County Green Rental Housing planning process in conjunction with EMU, U of M and the City of Ann Arbor. ***Ongoing work to continue in 2014.***
- ☐ With addition of increased Code Enforcement hours (24 to 40 hrs), in residential districts, focus on:
 - o Dead vehicles through AHB citations - ***ongoing***
 - o Exterior maintenance, i.e., scattered debris, trash and general litter - ***ongoing***
 - o Focus on dilapidated accessory structures, (fences, garages and sheds) – ***ongoing***

Code Enforcement/Blight

- ☐ Dangerous buildings ordinance process, in collaboration with building and fire departments – ***ongoing for 2014***



- ☐ Continuation of Tax Foreclosure Open House in collaboration with Washtenaw County Treasurer's Office – **Successful open house in 2013. Process to continue in 2014.**
- ☐ Update of medical marijuana dispensary/grow facility approval/renewal policy with clerk, police, building, fire and legal departments – **application form has been updated by the clerk's office.**
- ☐ Reprioritize zoning enforcement list for 2013 - **ongoing**

Planning and Development Priorities for 2013- Projects

- ☐ Analysis/lobbying for Wolverine Stop in addition to Commuter Rail – **received word that Wolverine stop only possible if number of trains increases to a level where it could potentially be included in a shorter route/non-express service. Work on-going in 2014.**
- ☐ Water Street projects/marketing efforts/completion of tree nursery/trail projects in collaboration with County parks and DPS
 - **Increased marketing efforts, in particular around recruitment of a grocery store. Work to continue in 2014. Tree nursery grant will close at the end of 2013. More than 500 trees have been planted.**
- ☐ Industrial Corridor project with Angstrom. **Work to continue in 2014.**
- ☐ Consider property listing/RFP for redevelopment/reuse of former Boys and Girls Club. **Property is listed and inquiries are being fielded by Swisher Realty**
- ☐ Promote use of business section of website and permit center:
www.cityofypsilanti.com/permits
 - **Staff utilizing quick links in correspondence as well as with incoming calls.**
- ☐ Placemaking projects:
 - Additional marketing of Live Ypsi program with EMU. **Ongoing.**
 - 5th Annual Ypsilanti Open House – **Successfully held on Oct. 5, 2013**
 - Consideration of food carts/trucks in conjunction with DDA – **Food carts/trucks to be considered as part of zoning ordinance revision.**
 - Continue work on Washtenaw/Cross pedestrian crossing issues with partners – **MDOT has approved conceptual plan for mid-block crossing with HAWK. Bridge and non-motorized path along Water Street scheduled for construction in spring 2014.**
 - Complete MOU with Washtenaw Community College for operation of Parkridge Community Center – **MOU executed and in place through end of 2014.**
 - Continue work with Friends of the Freighthouse on efforts to reopen - **Council approved extension of agreement with FOYF.**

• **FY 2014-2015 Goals**

- ☐ Economic Development priorities
- ☐ Water Street, Angstrom, Boys and Girls Club, as well as underutilized facilities
- ☐ Zoning Ordinance Revision
- ☐ Capital Improvements Plan
- ☐ Water Street infrastructure plan and Brownfield TIF plan revision and adoption



- ☐ Water Street Bridge and Trail project
- ☐ Redevelopment Ready Recertification
- ☐ Ongoing Code Enforcement Priorities

4. Downtown Development Authority (See Attached)

5. Department of Public Services (DPS)

• 2013-2014 Major Accomplishments

- ☐ Replaced DPS Garage Roof
- ☐ DPS Signal/Parks Building Repairs
- ☐ Street Sweeping Containment Area
- ☐ Gas Tank Well Repair – Police/Fire
- ☐ LED Streetlight Upgrades
- ☐ Applied for and Received \$3,000 Tree Planting Grant
- ☐ Senior Center Kitchen Design Completed
- ☐ \$94,000 worth of ADA Ramps
- ☐ MDOT Drain Repair on Michigan Ave Bridge
- ☐ Worked with City Manager's Office & Police Department to Revamp the Special Events Program
- ☐ Continue to Repair & Provide Maintenance of Police Vehicles
- ☐ Grove Street Project
- ☐ W. Cross Street Project
- ☐ Safety Improvements at Recreation, Prospect, Parkridge and Candy Cane Playgrounds
- ☐ Pilot Program Converting T12 Fluorescent Lights to Led
- ☐ Established a Program to Recycle Small Electronic Appliances with Vintage Tech

• 2014-2015 Goals

- ☐ Work with Washtenaw County to Have Windows 7 Installed
- ☐ Purchase DPS Emergency Generator
- ☐ Install DPS Dumpster Pad
- ☐ Plant Approximately 21 Trees thru DTE Grant
- ☐ Senior Center Renovation
- ☐ Continue Working on CDBG Ramp Renovations
- ☐ Safety Improvement to the Charles, Mattingly and Hefley Playgrounds
- ☐ Complete Conversion of T12 Light Fixtures to LED in City Buildings
- ☐ Address the Solid Waste Deficit
- ☐ Sell Surplus DPS Vehicles & Equipment
- ☐ Tree Stump Removal
- ☐ Continue with Tree Removal
- ☐ Clean Storm Drains in Area 1
- ☐ Install Two Traffic Signal Controllers



6. Fiscal Services

• 2013-2014 Major Accomplishments

- ☐ The City received the GFOA Certificate of Achievement for Excellence in Financial Reporting for its FY 2011-12 Comprehensive Annual Financial Report (CAFR)
- ☐ Solicited proposal for professional services to conduct audit
- ☐ Solicited proposal for professional services to conduct Other Post Employment Benefit actuarial valuation (OPEB)
- ☐ Assisted the City Manager and Human Resources Departments by providing analysis in the collective bargaining agreement negotiation
- ☐ Assisted the Human Services Department in determining the employees health care cost share by providing analysis of health care cost compared with State of Michigan hard cap and 20% of health care costs
- ☐ Trained new Accountant and new Finance Generalist in their duties and responsibilities
- ☐ Cross trained staff resulting in improved efficiency and customer service.
- ☐ Decreased interest expenses by refunding the 2003 General Obligation bonds with a cumulative savings of \$316,000 over the remaining life of the bonds of 6 years
- ☐ Assisted the contractor by providing data for the audit of the Motorpool funds' equipment and reviewed the draft report.
- ☐ Chatham Capital was issued an order of dismissal from the Michigan Tax Tribunal, after testimony by the Assessing Administration. The Chatham Capital case consisted of tax years 2006 – 2010.
- ☐ Implemented the Property Transfer Affidavit penalty fee for late filings, to ensure current and up-to-date information in the assessing database.

• 2014-2015 Goals

- ☐ Apply for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers' Association for the City's FY 2012-13 Comprehensive Annual Financial report
- ☐ Strive to maintain and achieve the City Council goal of long-term financial viability and sustainability by maintaining unassigned fund balance equal to more than 10% of yearly operating expenditures
- ☐ Ensure fiscal integrity by monitoring revenues and expenditures and administering the budget adopted by the City Council
- ☐ Continue assessment of the internal control and improve efficiency and customer service
- ☐ Continue cross-training staff to provide assistance and back up coverage in daily operation
- ☐ Continue implementation of green initiatives to reduce the amount of documents printed and storage by using the document management system for retention of accounts payable records



- ☐ Continue to implement the Property Transfer Affidavit penalty fee for late filings, to ensure current and up to date information in the assessing database.

7. Fire Department

• 2013-2014 Major Accomplishments

- ☐ Standard Operating Guidelines, Rules and Policies were entirely rewritten to comply with new regulations.
- ☐ Partnering programs:
 - - Monthly car seat safety inspections in collaboration with U of M were scheduled the first Monday of every month at the fire station.
 - Blood drive in collaboration with the Red Cross is set three times a year.
 - Fundraising for our fire prevention fund program was established with Fire Safety Service, Inc. We received \$2,093 in fire prevention material this year.
- ☐ Promotions:
 - 2 personnel were promoted to the rank of Lieutenant. 1 personnel was promoted to Captain.
 - 2 personnel took the Fire Inspection I and Plan reviewer class.
- ☐ Contract agreement was ratified.

• 2014-15 Goals

The Fire Department has recently entered into a transition period. During this period the Standard Operating Guidelines, Rules and Policies were entirely rewritten. With the promotion of three officers, steps are being implemented to create the necessary structure to achieve our long term goals (2-3 years).

Suppression:

- ☐ Upgrade our box alarm system to an automatic aid for structure fires in order to improve mutual-aid unit response times.
- ☐ Replacing E-1 with a new unit will give us the option of running two engines most of the time. This will decrease the maintenance cost of the tower and increase its life.
- ☐ Send one officer to become a certified EMS instructor to provide personnel with mandatory training.
- ☐ Send two personnel to fire investigator class.
- ☐ Continue to look at merger or regionalization options.

Prevention:

- ☐ Creation and implementation of a strong fire prevention program to reduce fire loss in the community. The goal is to have fire suppression personnel running daily inspections.



- ☐ Restructure the City's emergency response plan in collaboration with YPD and DPS to address large-scale events.

Administration:

- ☐ Staff our shifts with 5 personnel to decrease overtime.
- ☐ Implement fire safety inspection fees.
- ☐ Improve cost recovery.
- ☐ Continue to seek and follow up on grant opportunities.
- ☐ Investigate the cost/benefits of hiring a part-time secretary or administrative assistant to improve cost recovery and manage billing and grants.
- ☐ Restructure the daily work schedule of fire suppression personnel to focus on training, inspections and specialty activities assigned to each personnel.

8. Police Department

• 2013-14 Major Accomplishments

- ☐ **Goal 1-** Continue to move forward with the Public Safety Initiative that will involve many layers of development, training and transition.
- ☐ **Result:** After study and consideration this initiative was discontinued at this time.
- ☐ **Goal 2-** Increase department personnel.
- ☐ **Result:** The department has hired two officers and has two others currently in the final stages of processing. The current pool of applicants has been exhausted and posting for the additional positions will be done soon.
- ☐ **Goal 3-** At this time the police department's goal is to stabilize personnel and to be able to provide core services.
- ☐ **Result:** Again the department is in the hiring mode and working to fulfill this goal.
- ☐ **Goal 4-** Continue to explore grant opportunities and intergovernmental collaborations.
- ☐ **Result:** We continue to work with our law enforcement partners to explore ways to share resources. This year we successfully joined with the Pittsfield Township Police Department in a collaborative effort to share K-9 program costs. The program is relatively new but it appears that all parties are satisfied at this time.
 - An EVIP grant was developed between the City of Ypsilanti, Pittsfield Twsp, Saline and Milan proposing the addition of K-9 resources that would be shared between the listed agencies. Unfortunately the State of Michigan did not approve the funding.
 - A grant was submitted to the Department of Justice for the funding for one school resource officer. We were not awarded funding in the first round and nothing has been communicated to us since after the government shutdown. It is unlikely that we will receive funding for this project.



- A grant was submitted to the Department of Justice – Bulletproof Grant Program. We did receive a grant that will cover half of the purchase costs of the next ten bullet resistant vests that we purchase.
- A grant was submitted to the State of Michigan for the purchase of Preliminary Breath Testers. The awards for this grant have not been announced yet.
- **Goal 5-**Implement an electronic warrant system that would submit documents to the Prosecutors Office. This would reduce the many staff hours spent by the court officer at the Prosecutors Office and be much more efficient.
- **Result:** The original program developed for this project was rolled out by the Prosecutors Office and it was very labor intensive. We were one of only three agencies in the county to start to use this system. After constant dialog with the Prosecutors Office we were able to convince them that the system was inefficient. They have since instituted a different electronic method of submission that works much more efficiently. It has just been started and we are currently training our personnel.
- **2014-2015 Goals**
 - 1- Personnel Issues:**
 - Continue to move forward with hiring process to reach full staffing.
 - Select and implement the DDA Officer Position.
 - Restructure the Department for greater efficiency.
 - Reduction of overtime.
 - 2- Community Policing:**
 - Rejuvenate participation in CoPAC
 - Increase the participation of the VSC
 - Explore the possibility of a Reserve Police Unit
 - Re-establish the Citizens Police Academy
 - 3- Collaboration:**
 - Continue to explore resource sharing with Eastern Michigan University
 - Maintain participation in countywide initiatives and explore the possibility of participating in a regional Accident Investigation Team and Dive Team.
 - 4- Internal Review:**
 - Revision and update of the policy manual and conversion to a Book of General Orders.
 - Review and streamlining of Administrative Reports and processes for increased efficiency and removal of duplication of work.
 - 5- Technology:**
 - Develop an on-line reporting system for certain types of reports.



- ☐ The current in-car camera system and storage/review equipment has reached its end of life and components are no longer available. The system needs to be updated soon in order to keep this important program functional.
- ☐ Explore the options for bar coding evidence.

6- Equipment:

- ☐ Patrol Rifle Lights need to be replaced.
- ☐ Speed Measuring Devices need to be replaced.

7- Building Issues:

- ☐ The property room is overcrowded. A moveable shelving system needs to be installed to maximize space.
- ☐ There are multiple areas where structural concerns have become very noticeable these issues need to be studied and possibly repaired.
- ☐ There are doors that need to be replaced and paint is needed throughout the station.

8- Funding/Grants:

- ☐ Continue to explore grant opportunities and look to other possible sources of funding.

Councilmember Goals- each CM was requested to provide 5 goals for FY 2014-2015

Mayor Paul Schreiber

1. Five year budget projections and options for balancing the budget
2. Delivery of policy, fire, DPS, and administrative services over the next five years without burnout
3. Motor pool 5 year plan
4. Road bond completion in 2019 and options for asking voters to extend it or ask voters to approve a millage for the Water Street bond
5. Collaborations with Eastern Michigan University and Ypsilanti Township

Mayor Pro Tem Lois Richardson

1. Balanced budget
2. Water St. Development river's edge
3. Water St.
4. Renewed Town and Gown
5. Fire and police services maintained with increased community policing a priority.

Ricky Jefferson, Councilmember

- 1.
- 2.
- 3.
- 4.
- 5.



Daniel Vogt, Councilmember

1. Balance budget
2. Economic development planning
3. Water Street Development
4. Evaluate consolidation of police and fire services with neighbor municipalities
5. GET FREIGHTHOUSE FUNCTIONAL AND OPEN

Susan Moeller, Councilmember

- 1.
- 2.
- 3.
- 4.
- 5.

Brian Robb, Councilmember

- 1.
- 2.
- 3.
- 4.
- 5.

Pete Murdock, Councilmember

- 1.
- 2.
- 3.
- 4.
- 5.

Proposed 2014-2015 City Council Goals and Priorities (Composite List)

2012-2013 City Manager Accomplishments

Please see a list of projects that I worked on, positive leadership traits and major accomplishments.

- Maintained very positive relationship with Eastern Michigan University President and staff even under the most difficult of circumstances.
- Promote efforts to bring inner City and commuter rail service to the City
 - Was a strong sponsor of the MI-Train event during the 2013 Heritage Festival
- Support QVC Event; this event led to a great deal of positive press for the City; QVC paid just under \$11,000 for services rendered and the use of Riverside Park
- Restructure and reduce (4%-2%) part of the Water Street debt from MEDC, which will save the City tens of thousands of dollars
- Work with City staff and consultants to create a much more accurate 5-year funding model for the City's major funds
 - Professionally determined within the first 90 days, with appropriate new policies and direction, the City would not go bankrupt in the next 5 years even with the defeat of the income tax and Water Street millage initiatives
- Established a much more comprehensive Tier II benefit structure for the city's non-union, IAFF, POAM, AFSCME employees
- Successfully negotiated IAFF, POAM and AFSCME contracts that are very beneficial to the City's long-term viability
- Re-established position of Deputy Police Chief, hired outside individual to fill this position, saving the City at least \$20,000
- Worked diligently to find appropriate development opportunities for the City's Water Street property

Some of the efforts to raise money or cut costs that either have come to pass or are expected to come to pass in the near future, include but are not limited to the following listed below.

Revenue -

- The City Council passed a special assessment to cover the cost, approximately \$550,000 to convert the majority of its mercury vapor and high-pressured sodium streetlights to LED lights. The result should allow the City to achieve an annual savings between \$100,000 and \$125,000 per year, by no later than January 2015.
- Worked to convert five hundred and five more city street lights to LED street lights (accomplished)

Expenditures -

- The City also moved to operationally consolidate the following City departments and services:
 - Finance and Assessing;
 - Clerk and Treasurer;
 - Planning, Building, Code Enforcement and (Meter Readers a little bit);
 - City Manager's Office

- Human Resources Department.
- The City has also negotiated a comprehensive list of Tier II benefits:
 - Pay packages for all new City employees will include reductions in sick, vacation, personal time and holidays.
 - Negotiated reductions in pension multipliers, the factors included Final Average Compensation(FAC) calculation
 - Retiree health insurance as a defined benefit changed to a defined contribution
 - Reduced percentage of one-time sick days that can be paid out at retirement
 - Eliminate employee pension contribution withdrawal (Act 345)
 - Lowered the starting pay for new police officers and firefighters
 - Added an additional pay step for the new police officers and firefighters to get to the top pay step
 - Required employee health insurance deductibles
- Negotiated a more cost-effective plan for 51 of our current retirees that are receiving retiree health insurance.
- For all employees, the City negotiated an 80-20 share of health insurance premiums.
- The City is putting forth a massive effort to attract new economic development to the old Visteon/Ford Plant and vacant property owned by the City.
- Working to provide continued service to the citizens of Ypsilanti even as the City has, and continues to turn over city employees, at a very high rate.
- Key positions that have left and been replaced:
 - Director of Administrative Services with Assistant to the City Manager,
 - Fire Chief,
 - Police Lt. with Deputy Police Chief
 - Police Chief (in process)
 - Accounting Supervisor
- Secured and provided to City Council a comprehensive review of the DPS equipment component of the Motor Pool Fund, which, if implemented, will save the city \$100,000's of dollars.

Respectfully Submitted By:

Ralph A. Lange

City Manager
November 12, 2013

City of Ypsilanti Downtown Development Authority

To: Ralph Lange – Ypsilanti City Manager
From: Tim Colbeck, Executive Director YDDA
Subject: 2012-13 Achievements and 2013-14 Priorities
Date: November 15, 2013

Below is a brief summary of the YDDA's work plan/priorities and accomplishments for 2012-13 and 2013-14.

Our overall goal is to create a favorable business climate for all of the DDA districts, increase employment opportunities in the DDA, leverage public and private investment in the DDA, and promote the DDA as an area to work, live, and play.

To achieve this goal we have and continue to work in the following categories:

1. Public Infrastructure Improvements and Private Property Investments
2. Beautification, Maintenance and Safety
3. Long-term Planning
4. Community Partnerships
5. Business Support

1. Public Infrastructure Improvements and Private Property Investments

- YDDA Building Rehabilitation Program
 - This program was created to halt deterioration of our historic buildings, increase property values, and create employment opportunities in the DDA.
 - It is a match grant where the property owner must pay for at least 50% of the projects costs and is paid as a reimbursement upon the completion of the project.
 - Washtenaw County/ELG awarded the YDDA a \$30,000 grant to support the program in 2012-13 and \$15,000 for 2013-14.
 - In 2012-13 the YDDA awarded 8 grants totaling \$48,000 which will leverage a projected \$219,000 (\$171,000 private equity) in rehabilitation and building improvement projects and create 47 permanent jobs in the DDA.
 - The program will continue in 2013-14 with an additional \$30,000 in grant funding available.

Goal Setting Outline- Attachment 2

- YDDA Façade Improvement Program
 - This program was created to help business and property owners to improve or beautify the front and prominent rear entrances of properties in the DDA.
 - It is a match grant where the property owner must pay for at least 50% of the projects costs and is paid as a reimbursement upon the completion of the project. The maximum award is \$2,500.
 - Washtenaw County/ELG awarded the YDDA a \$7,500 grant to support the program in 2013-14.
 - In 2012-13 the YDDA awarded 7 grants totaling \$15,228 which will leverage a projected \$56,841 (\$41,613 private equity) in façade improvements.
 - The program will continue in 2013-14 with an additional \$40,000 in grant funding available. The available funds are broken down by DDA district (\$20,000 Downtown, \$10,000 Depot Town, \$10,000 W. Cross/Campus Town).
 - Michigan Ave. Pedestrian Bridge Project
 - In 2012-13 and 2013-14 the YDDA will provide a total \$25,000 towards the required match for the City to receive a \$289,000 grant from the National Resources Trust Fund for the Heritage Bridge Project Connecting Riverside Park to the Water Street development area and expanding the Border to Border Trail.
 - Bike Rack Installation Program
 - Based on the findings of the 2012 YDDA Parking Study and our participation with the Non-Motorized Advisory Committee, in 2013-14 the YDDA will be implementing a bike rack installation program throughout the DDA districts.
 - The YDDA has identified key strategic locations to add multi-bike racks and has also created a partner program for individual property owners and businesses to apply for individual bike loops to be installed by the YDDA.
 - Washington St. Electrical Outlet Installation
 - In 2012-13 the YDDA helped facilitate and provided \$499 towards the installation of an electrical outlet on N. Washington St. in partnership with the DAY.
 - This was done to support the DAYFest Summer Concerts as well as other potential Downtown events.
2. Beautification, Maintenance, and Safety
- Downtown Tree Trimming

Goal Setting Outline- Attachment 2

- In the Spring of 2013 the YDDA paid for the much needed tree trimming and holiday light removal from the Downtown street trees, improving their health and aesthetics.
- DDA Spring Plantings
 - Each spring the YDDA provides all of the plantings installed throughout the public spaces of the DDA districts including the Michigan Ave. Medians, Washington St. Planters and Hanging Baskets along East and West Cross Street.
- Streetscape Maintenance Program
 - From spring through fall the YDDA provides weekly streetscape maintenance that includes the watering all of the DDA's plantings as well as loose trash removal and fertilization and weeding of public areas throughout the DDA.
 - In 2014 this will include the ongoing maintenance of the Depot Town Rain Gardens
- Holiday Decorations and Banners
 - In 2012-13 the YDDA partnered with the Ypsilanti Area Convention and Visitors Bureau for the installation of Christmas/Holiday Decorations throughout the DDA Districts.
 - For the 2013-14 Holiday Season the YDDA is partnering with the City which as agreed to provide an in-kind donation of services to install lighting and decorations and the DDA paying the difference.
 - During the 2012-13 Holiday Season the YDDA helped facilitate the installation of seasonal banners with the YACVB for the Downtown and Depot Town Districts.
- Pedestrian Trash Can Service
 - In 2012-13 and 2013-14 the YDDA has continued to pay the City's DPS for the twice weekly service of all of the pedestrian trash cans throughout the DDA districts.
- Downtown Solid Waste and Cardboard Recycling Enclosures
 - In 2012-13 and 2013-14 the YDDA continues to provide these services at the enclosures located in the S. Huron, N. Huron and N. Adams municipal parking lots.
 - This service provides an average savings to adjacent businesses of \$4,888 annually based on one 6 CY dumpster serviced once weekly based on average industry rates.

Goal Setting Outline- Attachment 2

- In 2013-14 the YDDA will be installing security cameras at these enclosures to help prevent illegal dumping and increase overall security for the Downtown parking lots.
- Downtown Police Officer Partnership
 - In 2013-14 the YDDA has committed to providing ½ of the salary (\$41,000) of a YPD officer dedicated to patrol the DDA districts.

3. Long Term Planning

- YDDA Parking Study
 - In the summer of 2012 YDDA staff conducted a detailed analysis of the use and conditions of available parking in all of the DDA districts, public and private.
 - This analysis included daily parking use tracking, evaluation of the conditions of municipal lots, itemization of all parking regulations, and user polls.
 - Based on the findings of this study and the detailed analysis by an Ad Hoc Parking Committee, the YDDA has created a list of recommended policy changes and improvements that will be made to the Ypsilanti City Council in the early 2014.
- Depot Town TIFA Renewal
 - The current Depot Town TIF plan is set to expire in December 2015. The YDDA has submitted a request for proposals (RFP) to find a consultant to assist us in preparing a detailed TIF plan to consider the TIFA's extension past 2015.
 - The RFP will take into consideration the existing plan and evaluate what items in that plan have been completed, what still need to be done, and what new and potential projects may be identified for the continued economic revival of Depot Town.
 - The YDDA believes extending the TIFA will be very important in achieving the continued goals including the potential commuter rail stop and the redevelopment of the Thompson Block property.
- YDDA Visioning Process
 - The YDDA Board is currently undertaking a detailed look at the community's and our organization's long-term vision.
 - This process will be used to help the YDDA move forward as it make decisions about how to best position the DDA districts for success in the future based and will reflect the input and guidance of the YDDA board, staff, and community stakeholders.

Goal Setting Outline- Attachment 2

- Ypsilanti Wayfinding Program
 - The YDDA is currently working with the YACVB and other partners, (City of Ypsilanti, Ypsilanti Township, ELG) and their consultants to create a comprehensive Wayfinding Plan for the greater community.
 - This will lead to an implementation of new and consistent wayfinding signage for the area in 2014-15.

4. Community Partnerships and Support

- AAATA Support
 - Understanding the importance of public transit to the economic health of the community and expressing our support for the now Ann Arbor Area Transportation Authority that includes representation from the City of Ypsilanti, the YDDA has committed to support the ongoing operations and improvements to the Ypsilanti Transit Center through a \$20,000 commitment in 2013-14.
- DIA Inside/Out Program
 - In 2013 the YDDA staff working with the Detroit Institute of Arts helped bring the Inside/Out program to the DDA. Working with the DIA we selected seven locations that aesthetically fit and worked with the property owners and City to make sure that all approvals were met for the summer installations.
- Other Partnerships
 - The YDDA staff are actively participating in a number of other community groups and committees including:
 - ☐ ELG Project Managers Group
 - ☐ ELG Commercial Building Space Assessment Team
 - ☐ YACVB Wayfinding Committee
 - ☐ Ypsilanti Non-Motorized Advisory Committee
 - ☐ Ypsilanti Pride Organizing Committee
 - ☐ City of Ypsilanti Traffic Control Committee

5. Business Support

- The YDDA supports business growth in the DDA districts through the Building Rehabilitation and Façade Grant Programs, meeting with entrepreneurs and business start-ups to discuss opportunities in the DDA, marketing available commercial properties within the DDA, and offering assistance and support for applications for the Obsolete Property Rehabilitation Act designation and Redevelopment Liquor License applications.

GOAL MATRIX

(ATTACHMENT C.2)

Compilation of goals and recommendations made in the 5-Year Plan, City Council Goal Setting, SEMCOG Report, Rehmann Robson Report, and Coleman Report

Goals	Source									
Utilization of a asset management plan	5-Year Plan									
Reduction of City offices, divisions and departments	5-Year Plan		SEMCOG							
Job Crosstraining	5-Year Plan									
Reduction of City overhead costs	5-Year Plan									
Joint Ventures with organizations outside City Hall, including shared services, capital equipment	5-Year Plan	Goal-Setting	SEMCOG		Coleman					
Every City fund must pay for itself	5-Year Plan									
Identify new sources for necessary capital expenditures	5-Year Plan									
Refinance Water Street debt	5-Year Plan		SEMCOG							
Attract new development to Water Street (2013 Work Plan)	5-Year Plan	Goal-Setting	SEMCOG							
Reduce Water Street principal payment	5-Year Plan		SEMCOG							
Secure rail service for Depot Town station	5-Year Plan	Goal-Setting	SEMCOG							
Secure tenants for Angstrom-USA property	5-Year Plan									
Operation the new County Recreation Center	5-Year Plan									
Hire 8 full-time employees and 2 part-time employees	5-Year Plan	Goal-Setting	SEMCOG							
Eliminate the General Superintendent classification				Rehmann						
Improving management information to determine what is being accomplished (at what cost)				Rehmann						
Modifications to operating procedures				Rehmann						
Considering outsourcing options for some DPS work				Rehmann						
Changing break and lunch periods				Rehmann						
Changing fees for certain utility cuts			SEMCOG	Rehmann						
Elimination of sign shop				Rehmann						
Immediate transfer of supervisory responsibility to General Foreman-Streets				Rehmann						
Outsourcing of parks maintence				Rehmann						
Changes in Environmental Services work schedules				Rehmann						
Certifying one employee as Playground Inspector				Rehmann						
Creating Lead Mechanic classification				Rehmann						
Yard Cleanup and identification and disposal of obsolete equipment				Rehmann	Coleman					
Few contractual changes for DPS				Rehmann						
Consider hire of part-time and seasonal workers			SEMCOG	Rehmann						
Working with DDA to cost share public works services				Rehmann						
Discusion of further staff cuts				Rehmann						
All new City hires after 7-1-12 or 1-1-13 will have tier two benefit package		Goal-Setting	SEMCOG							
Selling/disposing of excess City property (including equipment)		Goal-Setting	SEMCOG		Coleman					
Complete City website		Goal-Setting								
Audit motorpool funds and provide recommendations for funding and equipment replacement		Goal-Setting								
Revitalize key vacant buildings		Goal-Setting	SEMCOG							
Assess and recommend changes to garbage and recycling services		Goal-Setting	SEMCOG							
Secure long-term funding for transportation		Goal-Setting								
Engage community in Master Plan process		Goal-Setting								
Completion of Fire and Police pension study		Goal-Setting								
Develop and implement strategies to address police and fire pension and health obligations		Goal-Setting								
Consider potential of further utilizing City Council committees		Goal-Setting								



GOAL MATRIX

(ATTACHMENT C.2)

Compilation of goals and recommendations made in the 5-Year Plan, City Council Goal Setting, SEMCOG Report, Rehmann Robson Report, and Coleman Report

Dedicate more revenues towards code enforcement and fire/house inspections		Goal-Setting	SEMCOG							
Use Energy Efficiency Fund for energy improvements in City Hall		Goal-Setting								
Pursue recommendations in City's Non-Motorized and Climate Action plans		Goal-Setting								
Evaluate merging public housing agencies of Ypsilanti and Ann Arbor		Goal-Setting								
Explore opportunities for local investing		Goal-Setting								
Develop a legal action plan to ensure the completion of the envelope of Thompson Building is met on time		Goal-Setting								
Signing up retirees for Medicare Part D			SEMCOG							
Pursue delinquent funds			SEMCOG							
Encouraging home improvements and business development			SEMCOG							
Leverage grants from state, federal and outside sources (especially capital improvement)			SEMCOG							
Re-quote all outside contracts and services			SEMCOG							
Pursue more on-line services, leveraging Washtenaw County's IT			SEMCOG							
Survey citizens to guide policy decisions			SEMCOG							
Physical housekeeping efforts (including City Hall)			SEMCOG							
Establish fund balance targets			SEMCOG							
Enhance 5-Year Plan to account for vulnerabilities and emergencies			SEMCOG							
Changing street parking policies			SEMCOG							
Energy Audit			SEMCOG							
Transfer funds between major and local roads as needed			SEMCOG							
Get control of overtime			SEMCOG							
Act 312 arbitration			SEMCOG							
Annually update capital improvement plan and fee structure			SEMCOG							
Have outside IT firms audit computer systems			SEMCOG							
Expand assessor capabilities			SEMCOG							
Consider alternative City Hall schedule			SEMCOG							
Outsource copy services			SEMCOG							
Develop a 5-Year Capital Improvement Plan			SEMCOG							
Continue work on Washtenaw Avenue Corridor development			SEMCOG							
Utilize momentum of trendy and sustainable businesses			SEMCOG							
Deploy Android table link to BS&A software			SEMCOG							
DDA to work on case studies for successful commerical and residential development			SEMCOG							
Promote website "permit center"			SEMCOG							
Update City ordinances and practices to "fast track" permitting process			SEMCOG							
Finalize engineering standards packet as part of Redevelopment Ready review process			SEMCOG							
Explore paperless initiatives to enhance information accessibility			SEMCOG							
Supplement existing business development resources with experienced consultant or retired expert			SEMCOG							
Implement and ensure use of RTA Fleet Management System				Coleman						
Integrate RTA system with "work order" accounting information systems				Coleman						
Employ integration of RTA and "work order" to part-time accounting staffer				Coleman						
Introduce additional second shift during snow and ice control				Coleman						
Incremental steps to increase dump truck fleet to 5				Coleman						





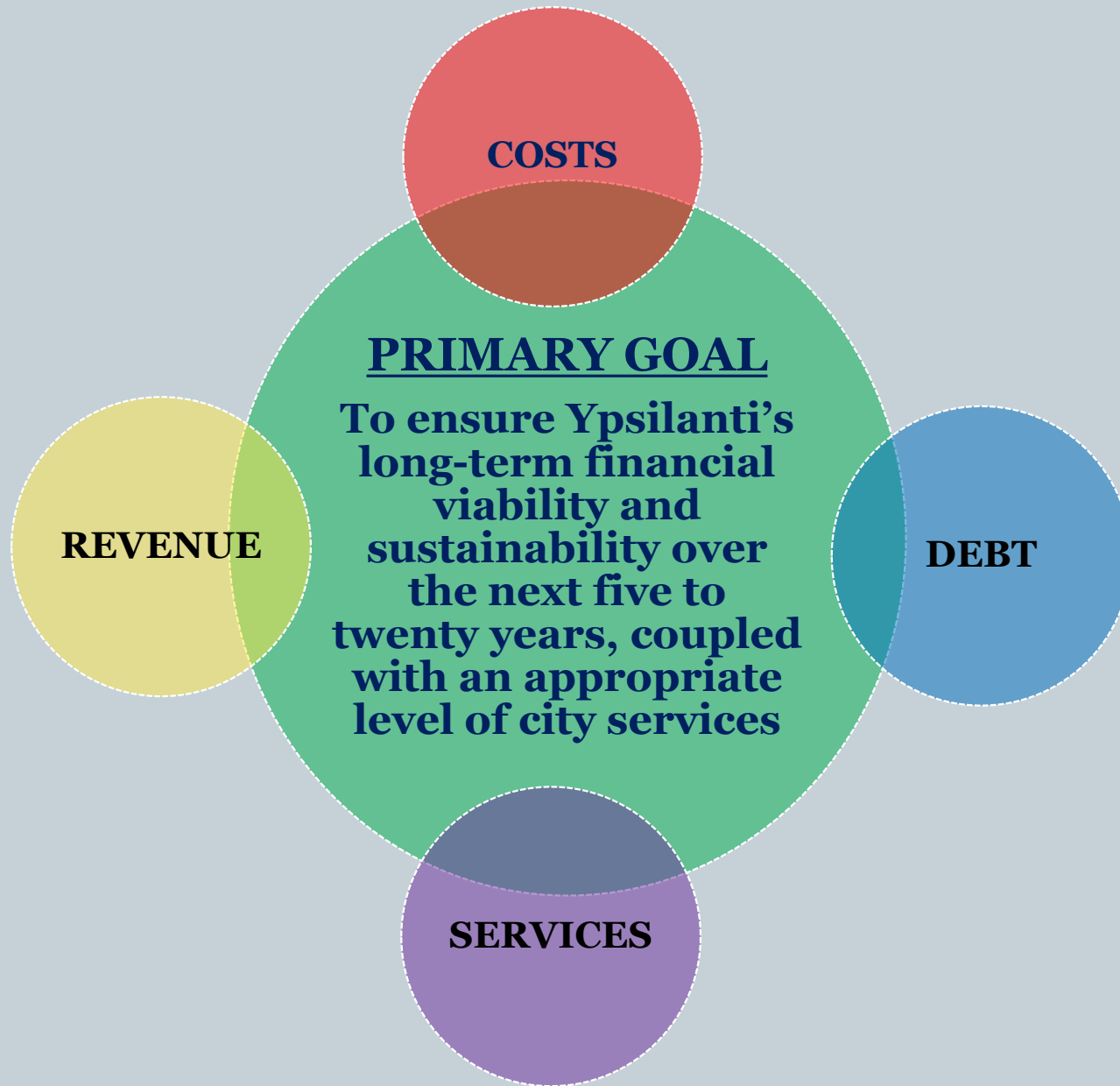
CITY OF YPSILANTI

2014 GOAL SETTING SESSION

November 21, 2013

City of Ypsilanti: Budget Priorities for FY 2013-2014

As Resolved by City Council on February 5, 2013



City of Ypsilanti: Goals

As Resolved by City Council on February 5, 2013



1. Reorganize employees
 - ✓ Restructure and re-orient the city workforce
 - ✓ Renegotiate union contracts (Tier II)
2. Manage the city's debt
3. Reduce overhead costs (reduced 50% to 30% for civilian employees)
4. Design and implement a street light assessment district
5. Complete the City's web site, including transferring archives
6. Audit Motor Pool funds
7. Revitalize key vacant buildings
8. Assess and recommend changes to garbage and recycling pick up
9. Define levels of service and long-term funding for public transit
10. Engage community on Master Plan process

City of Ypsilanti: Goals (continued)

As Resolved by City Council on February 5, 2013



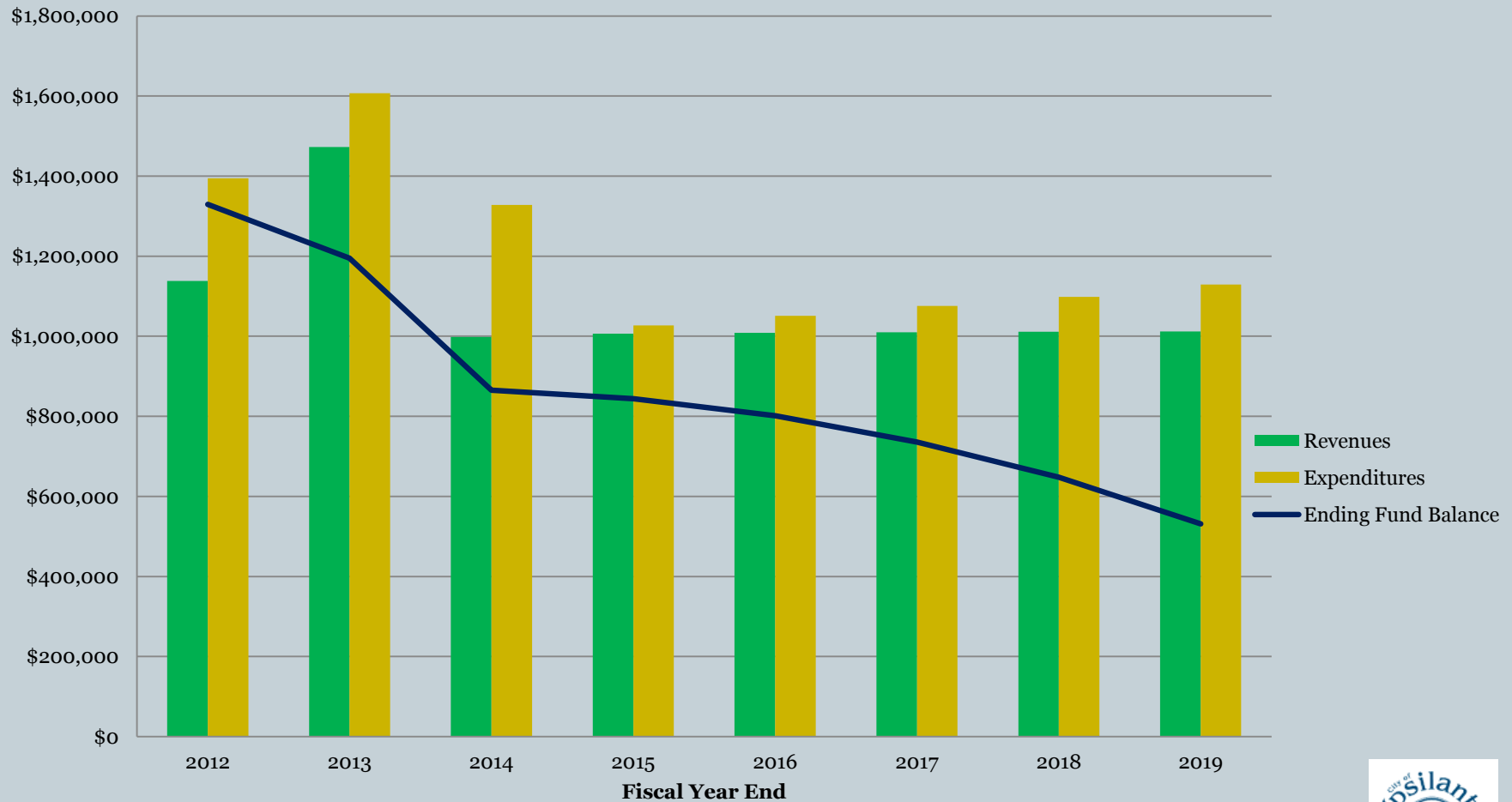
11. Address police and fire employee pension and health obligations to understand the cost of moving to MERS
12. Market and develop Water Street
13. Consider City Council committees to assist the city administration
14. Dedicate more city revenues toward code enforcement and fire/housing inspection
15. Use Energy Efficiency Fund to convert lighting to LED
16. Implement the recommendations in the City Non-Motorized and Climate Action Plans
17. Evaluate merging the public housing agencies of Ypsilanti and Ann Arbor
18. Explore opportunities for local investing
19. Continue efforts to bring rail to Ypsilanti
20. Develop legal action plan to ensure the envelope of the Thompson Building is met on time

General Fund Revenues, Expenditures and Fund Balance



Major Streets Fund

Revenues, Expenditures and Fund Balance



Local Streets Fund

Revenues, Expenditures and Fund Balance



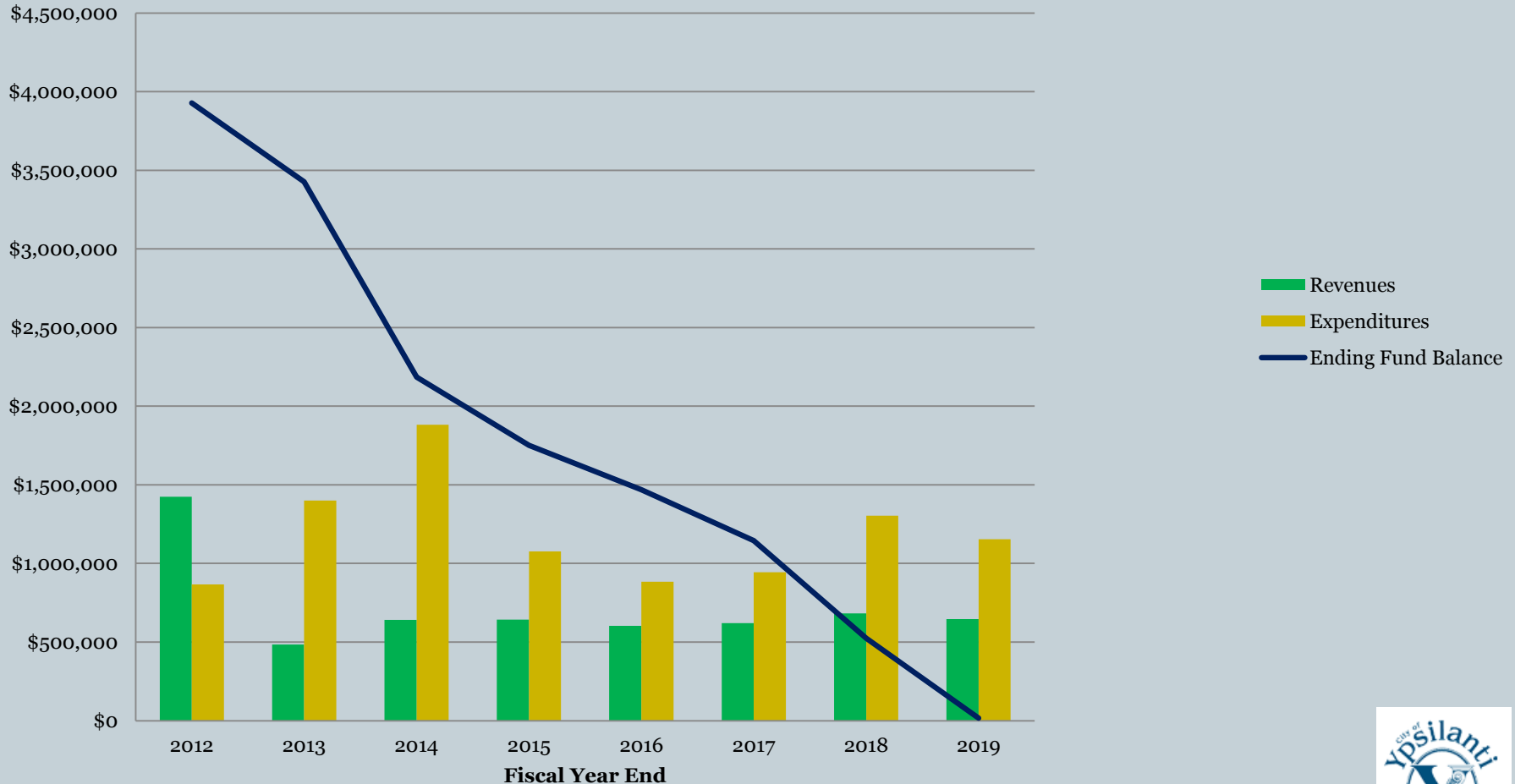
Garbage Fund

Revenues, Expenditures and Fund Balance



Motor Pool Fund

Revenues, Expenditures and Fund Balance



Worker's Compensation Fund Revenues, Expenditures and Fund Balance

