

1. City Council Goal Setting Meeting Agenda

Documents:

[11-10-15 GOAL SETTING AGENDA.PDF](#)

2. City Council Goal Setting Packet

Documents:

[REVISED 2 CITY COUNCIL GOAL SETTING 11-10-15.PDF](#)



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

**Tuesday, November 10, 2015**

**7:00 – 10:00 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 –**
  - Fiscal Year 2015 – 2016 Goal Setting Discussion
- IX. AUDIENCE PARTICIPATION –**
- X. REMARKS FROM THE MAYOR –**
- XI. ADJOURNMENT –**



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# 2015 Ypsilanti City Council Goals With Progress Updates

*Prepared City Manager's Office—Last updated November 10, 2015*

| Goal                                                                                              | Strategy                                                                                         | Lead        | 2015 Progress                                                                                                                                                        | 2016 Targets/Strategies                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1: Achieve fiscal stability through sustainable administrative practices and improved efficiency. | Approve and begin implementing 5-year plan on restructuring debt.                                | RAL         | SEE ATTACHED                                                                                                                                                         | SEE ATTACHED                                                                                                                                                                  |
|                                                                                                   |                                                                                                  | Uy          | Provided data for the preparation of five year financial projection.                                                                                                 |                                                                                                                                                                               |
|                                                                                                   |                                                                                                  | Uy          | Initial meeting with the City Manager, Finance Director, bond counsel financial advisor and Professional contractors to discuss the refunding of Water Street bonds. | Will work with bond counsel, financial advisor, transfer agent, underwriter for the refunding of Water Street bonds.                                                          |
| 1: Achieve fiscal stability through sustainable administrative practices and improved efficiency. | Prioritize Water Street property sales and management.                                           | RAL         | SEE ATTACHED                                                                                                                                                         | SEE ATTACHED                                                                                                                                                                  |
| 1: Achieve fiscal stability through sustainable administrative practices and improved efficiency. | Create strategy to sell off excess city-owned property and ensure maintenance of existing assets | B. Ernat    | A property disposition policy has been drafted and discussed with council. A formal presentation for the adoption is forthcoming in 2015.                            | Much interest has been expressed in purchasing city owned properties. Staff will work with legal to get the transactions completed and properties returned to taxable status. |
|                                                                                                   |                                                                                                  | Colbeck/DDA | Will continue to offer all support to market Water St. as requested.                                                                                                 | Will continue to offer all support to market Water St. as requested.                                                                                                          |
| 1: Achieve fiscal stability through sustainable                                                   | Continue to look for grant opportunities for any project above                                   | Anthouard   | Applied for two AFG grants without success.                                                                                                                          |                                                                                                                                                                               |

|                                                                                   |                                                                                                                                                                |             |                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| administrative practices and improved efficiency.                                 | \$20,000                                                                                                                                                       | Anthouard   | Maintain overtime to minimum:<br><br>Lowest ever<br>Last 2 years: \$253,000, \$94,000.<br>Current YTD \$19,000.                                                                                                                                                                               |                                                                                                                                                                                                                                                                     |
|                                                                                   |                                                                                                                                                                | Anthouard   | Continue cost recovery effort.<br>Three areas:<br>1. \$75 for each fire safety inspection.<br>2. Illegal burn and false alarms<br>3. Fire suppression cost recovery                                                                                                                           |                                                                                                                                                                                                                                                                     |
| 2: Maximize economic development by leveraging community assets and partnerships. | Promote development of Water St. anchor projects.                                                                                                              | Colbeck/DDA | Partnered on B2B and Mid-Michigan crossing with financial support for required matches.                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                     |
|                                                                                   |                                                                                                                                                                | Ernat       | Staff has taken tours with interested developers of proposed development opportunities at Water Street and has continued to promote the land for sale. Several interested parties are reviewing the multiple sites.                                                                           | To proceed with sale of several properties. Use anchor tenants to recruit additional interest.                                                                                                                                                                      |
| 2: Maximize economic development by leveraging community assets and partnerships. | Leverage relationships with business resource providers, financial and education institutions, as well as developers and investors to support business growth. | Ernat       | Economic Development staff has created and fostered several new business relationships as well as improved relations with SPARK, MEDC, and other state resource partners. Two commercial space property events have been held in 2015 for downtown property showcases with local and regional | Develop stronger relationships with regional partners and capitalize on local funding sources. Pulling together local banks as funding sources for new development and the creation of a stable economic development corporation for long-term and start-up capital |

|                                                                                   |                                                                         |              |                                                                                                                                                                                                                                                                  |                                                                                                                           |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
|                                                                                   |                                                                         |              | developers. Grant applications are pending for two new downtown developments with the MEDC.                                                                                                                                                                      | resources are key.                                                                                                        |
|                                                                                   |                                                                         | Colbeck/DDA  | Active participant in marketing available properties in the Downtown for office development with SPARK.                                                                                                                                                          | Active participant in marketing available properties in the Downtown for office development with SPARK.                   |
| 2: Maximize economic development by leveraging community assets and partnerships. | Prioritize projects in Parks Master Plan.                               | Ernat        | The first of several meetings on a joint park venture with Ypsilanti Township was held. Additionally, staff is working with Council to review alternative funding sources for parks and joint partnerships that can be sustained.                                | Continue to research and create partnerships for sustainability.                                                          |
|                                                                                   |                                                                         | Colbeck/DDA  |                                                                                                                                                                                                                                                                  | Upon approval of the Depot Town TIF plan will work to prioritize improvements to support Riverside and Frog Island Parks. |
| 3: Continue to enhance safety of all residents, businesses, and visitors.         | Ensure police and fire staffing levels meet the needs of the community. | M. Anthouard |                                                                                                                                                                                                                                                                  | The number of SAFER positions that we will apply for will depend on retirements.                                          |
|                                                                                   |                                                                         | M. Anthouard | <p>Sharing of resources for non-operational fire department functions such as fire investigations, training, group purchasing are being discussed with surrounding fire agencies:</p> <p>- We obtained a \$390,000 regional grant for the purchase of a fire</p> |                                                                                                                           |

|  |  |              |                                                                                                                                                                                                                                                                                                              |  |
|--|--|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|  |  |              | simulator<br>- Another grant is still pending regarding the development of a fire investigation County team.                                                                                                                                                                                                 |  |
|  |  | M. Anthouard | Increase number of compliant rental properties through inspections:<br>- We were able to perform all CofO request, maintain our dangerous buildings program and investigate all complaints.<br>- We were unable to inspect rentals; no re-inspection schedule is in place for store fronts and businesses.   |  |
|  |  | M. Anthouard | Ensure fire protection resources remain through planning for multiple funding change scenario Contingency plan with reduced staffing:<br>- At his time no contingency plan is in place. Reducing staffing will increase overtime and stress on personnel and place the department back where it was in 2013. |  |
|  |  | M. Anthouard | Replace fire engine:<br><br>-Unfortunately we did not receive a grant for our truck. A new                                                                                                                                                                                                                   |  |

|                                                                                                                         |                                                                                                                        |              |                                                                                                                                                                                         |                                                                                                 |
|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
|                                                                                                                         |                                                                                                                        |              | engine is budgeted and will be purchased. I suggest soliciting Eastern for the purchase.                                                                                                |                                                                                                 |
|                                                                                                                         |                                                                                                                        | DeGiusti     | Hiring has been on-going and is currently at 29. Candidates are currently being processed for the remaining 3 openings.                                                                 | Possibly increase to 33 budgeted positions with the addition of a community engagement officer. |
| 3: Continue to enhance safety of all residents, businesses, and visitors.                                               | Prioritize code enforcement and partnership with County Sheriff to strengthen neighborhoods.                           | DeGiusti     | Code enforcement is continuing to be developed as a system with in the Police Department. Efficiency should increase as work flow is better defined.                                    | Possibly add a part-time code enforcement officer.                                              |
| 3: Continue to enhance safety of all residents, businesses, and visitors.                                               | Leverage relationships with other units of government to develop sharing of resources and mutual aid agreements.       | M. Anthouard | - The Washtenaw MABAS division is now operational for out of County disaster responses.<br>- Automatic mutual aid with Ypsilanti Twp. and Superior Twp. is a success.                   |                                                                                                 |
|                                                                                                                         |                                                                                                                        | Colbeck/DDA  | Continued support of a DDA police officer.                                                                                                                                              | Will be increasing support for the DDA police officer.                                          |
|                                                                                                                         |                                                                                                                        | DeGiusti     | EWSA continues to exist and is working well. This was evidenced by the quick response to the violence this past summer and the shared jurisdictional responsibilities between agencies. | Continue as planned and continue to evaluate as needed.                                         |
| 4: Strengthen the reputation and perception of the City of Ypsilanti by marketing its assets, diversity, opportunities, | Create a marketing strategy that emphasizes the unique assets of Ypsilanti, including EMU, museums, parks, and safety. | Savage       | Working with CVB on the Ypsi Real campaign and creating new branding items, and street banners.                                                                                         | Continue to incorporate them into our City marketing materials.                                 |

|                                                                                                                                            |                                                                               |              |                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| and inclusiveness.                                                                                                                         |                                                                               | Colbeck/DDA  | Created an event marketing support program to help events with marketing costs.                                                                                                                                                                                                                                                                                                                                        | Has prioritized developing a marketing program for the DDA districts.                                                                                                                                                                                                                                              |
|                                                                                                                                            |                                                                               | DeGiusti     | EWSA branding is being done mostly by EMU Marketing. We are cooperating when asked.                                                                                                                                                                                                                                                                                                                                    | Nothing.                                                                                                                                                                                                                                                                                                           |
| 4: Strengthen the reputation and perception of the City of Ypsilanti by marketing its assets, diversity, opportunities, and inclusiveness. | Promote the city's assets through press releases, website, social media, etc. | Savage       | Hired a Marketing intern; much heavier presence on FB; developed a draft social media policy based on research from other cities and how they engage on social media; still being vetted and finalized; created a Ward newsletter--a template that can be used for others; gathered several photographs from various sources for new Ypsi Real campaign, including arranging a photoshoot of staff and City residents. | Keep expanding marketing efforts; begin highlighting City businesses, events and attractions; brainstorming ways to do it fairly and uniformly. One idea is to highlight new businesses only, as a uniform standard.<br><br>Will be initiating a social media campaign to get "1858 Likes." We currently have 850. |
|                                                                                                                                            |                                                                               | M. Anthouard | FD website page was entirely updated.                                                                                                                                                                                                                                                                                                                                                                                  | Apply for the Distinguished Budget Presentation Award from the Government Finance Officers Association for the City's FY 2016-17 Budget.                                                                                                                                                                           |
|                                                                                                                                            |                                                                               | Uy           | The City of Ypsilanti received the first year GFOA Distinguished Budget Presentation Award for the FY beginning July 1, 2015                                                                                                                                                                                                                                                                                           | Apply for the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers                                                                                                                                                                                                |

|                                                   |                                                                     |             |                                                                                                                                                                                                                                  |                                                                                                                                                                                                         |
|---------------------------------------------------|---------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                   |                                                                     |             |                                                                                                                                                                                                                                  | Association for the City's FY 2014-15 Comprehensive Annual Financial report.                                                                                                                            |
|                                                   |                                                                     | Uy          | The City of Ypsilanti received the 7 <sup>th</sup> consecutive year GFOA Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year ending June 30, 2014 Comprehensive Annual Financial Report (CAFR). |                                                                                                                                                                                                         |
|                                                   |                                                                     | Colbeck/DDA | Continues to promote local events, development news, and partnerships through press releases and social media.                                                                                                                   |                                                                                                                                                                                                         |
|                                                   |                                                                     | Ernat       | Ypsi Real campaign.                                                                                                                                                                                                              | Work with new CVB agency to ensure representation in Ypsilanti and build on current strategies.<br>Community development staff will be creating and implementing social media communication strategies. |
|                                                   |                                                                     | DeGiusti    | The Police Department is making a lot of enhancements to their section of the city website. Other avenues of social media are still being explored.                                                                              | Evaluate and react appropriately.                                                                                                                                                                       |
| 5: Enhance outreach and communication to increase | Create a framework for regular communication between city officials | Savage      | See Click Fix is in its final stages of development; we conducted a                                                                                                                                                              | Launch and develop use of the applications to be more                                                                                                                                                   |

|                                                             |                                                                          |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                   |
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| participation in community initiatives and decision making. | and residents through newsletters, social media, and town hall meetings. |             | <p>branding campaign and it will be called "YPSI CONNECT." Staff is currently in the process of being trained; will launch in late November/December.</p> <p>The new website is in its final stages of development. Content is currently being transferred; met with each department to discuss improvements; the new site will include more pictures and new features for departments to mass communicate; the new site will include Ypsi Real branding and photos; staff will be trained December 7 and 8; will launch late December/January.</p> | visible and efficient in City operations; promote the mobile apps.                                                                |
|                                                             |                                                                          | Ernat       | CD staff regularly attends community meetings, neighborhood meetings, and business group meetings.                                                                                                                                                                                                                                                                                                                                                                                                                                                  | CD will have better presence on social media.                                                                                     |
|                                                             |                                                                          | DeGiusti    | YPD has been working with an EMU intern on the citizen's survey. The survey has been finalized and will be conducted by EMU student volunteers.                                                                                                                                                                                                                                                                                                                                                                                                     | When the tally and analysis is done the community meetings will be scheduled and then the 5 year strategic plan will be authored. |
| 5: Enhance outreach and communication to increase           | Promote community and business involvement through initiatives such      | Colbeck/DDA | Initiated an Adopt a Block program to assist with streetscape                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Looks to expand the Adopt a Block program to assist with                                                                          |

|                                                                                                               |                                                                                                                                       |              |                                                                                                                                                                           |                                                                                                                                           |
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| participation in community initiatives and decision making.                                                   | as "Adopt-a-Park," neighborhood watch, and fundraising efforts.                                                                       |              | maintenance, recruited and assisted a group of volunteers to paint street trash cans                                                                                      | streetscape maintenance                                                                                                                   |
|                                                                                                               |                                                                                                                                       | DeGiusti     | Coffee with a Cop continues. It was substituted in September by an open house and October the department participated in the Halloween program at the library.            | Going forward we are planning evening ENPACT meetings to have further outreach.                                                           |
| 5: Enhance outreach and communication to increase participation in community initiatives and decision making. | Encourage participation in community-based public safety programs.                                                                    | DeGiusti     | COPAC continues to struggle as we try to seek ways to garner interest.                                                                                                    | Increase participation with the current outreach programs dealing with seniors and youth.                                                 |
| 6: Encourage long-term staff wellness and work satisfaction.                                                  | Ensure staff knowledge of and adherence to all personnel policies                                                                     | M. Anthouard | <ul style="list-style-type: none"> <li>- Our policies and rules were entirely updated.</li> <li>- Personnel train on policies and ordinances on regular basis.</li> </ul> |                                                                                                                                           |
| 6: Encourage long-term staff wellness and work satisfaction.                                                  | Increase employee satisfaction and productivity, while managing healthcare costs, through wellness, education, and prevention efforts | Welch        |                                                                                                                                                                           | The City will implement a basic wellness program in 2016. Further enhancements will be developed after the initial interest is evaluated. |
| 6: Encourage long-term staff wellness and work satisfaction.                                                  | Utilize technology to streamline and manage workloads                                                                                 | Welch        |                                                                                                                                                                           | Develop and promote better use of technology rather than the use of hard copy and paper.                                                  |
|                                                                                                               |                                                                                                                                       | Uy           | Converted worksheets to pivot tables that can be expanded, grouped, summarized to effectively analyze data and improve efficiency.                                        |                                                                                                                                           |

|                                                                                                                                          |                                                                                                                            |              |                                                                                                                                                                                                                |                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
|                                                                                                                                          |                                                                                                                            | Ernat        |                                                                                                                                                                                                                | CD and building staff will have new project management module to reduce errors and better manage projects. |
| 7: Develop a sustainable culture in the City of Ypsilanti based on energy efficiency, environmental stewardship, and judicious planning. | Market Ypsilanti as a place for sustainability/green businesses                                                            | Ernat        |                                                                                                                                                                                                                | Find resources for more grants and opportunities to pass along to residents and business owners.           |
|                                                                                                                                          |                                                                                                                            | Savage       | Launched the City's Simple Recycling program in October-- a free curbside recycling program for home goods. In the first month, the City collected 9370 pounds.                                                | Continue promoting the program to residents.                                                               |
| 7: Develop a sustainable culture in the City of Ypsilanti based on energy efficiency, environmental stewardship, and judicious planning. | Leverage community expertise through establishing a Sustainability & Energy Commission to move Climate Action Plan forward | RAL          | The City has implemented LED lighting for streetlights and in City facilities.<br><br>Boiler was repaired with a complete retro fit, plus climate control improvements.                                        | Cemetery solar project of at least 800 kw by late spring 2016.                                             |
| 7: Develop a sustainable culture in the City of Ypsilanti based on energy efficiency, environmental stewardship, and judicious planning. | Support solar and other community-driven sustainability initiatives                                                        | M. Anthouard |                                                                                                                                                                                                                | Will pursue solar grant now that our roof is repaired.                                                     |
|                                                                                                                                          |                                                                                                                            | Kirton       | An anonymous donation funded the installation of solar panels at Parkridge Community Center, Senior Center and the DPS yard. Staff continues to retro-fit exterior lighting to LED lighting on City Buildings. | Staff will research LED retro-fits options for City parking lot lighting.                                  |
| 8: Ensure effective and efficient administration and delivery of                                                                         | Digitize community records to increase quality and efficiency of                                                           | M. Anthouard | - 90% of our reports were scanned<br>- Citizens can now request reports                                                                                                                                        |                                                                                                            |

|                                                                                      |                                                                                               |        |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| community services.                                                                  | services.                                                                                     |        | via city web site                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                      |
|                                                                                      |                                                                                               | Uy     | Scanned accounts payable documents since 7/1/2010 for easy access of supplier's invoices and reduce storage cost.                                                                                                                                   | Continue to scan accounts payable documents.                                                                                                                                                                                         |
| 8: Ensure effective and efficient administration and delivery of community services. | Develop regular reporting system to keep city council abreast of progress on key initiatives. | Savage | This should be largely addressed through SCF/Ypsi Connect because the system will be more transparent for Council and the public to use daily; The City will be able to communicate mass messaging through Ypsi Connect as well as the new website. | Will be training staff to respond to all Council proposed business via Ypsi Connect or the CIL for proper record keeping; the goal is to have all complaints/requests logged in Ypsi Connect, even if taken over the phone or email. |
| 8: Ensure effective and efficient administration and delivery of community services. | Implement and support residents and businesses in working under new Zoning Ordinance          | Ernat  |                                                                                                                                                                                                                                                     | One-year review will include several newer and more user friendly updates.                                                                                                                                                           |



## Memorandum

To: Mayor and City Council

From: Ralph A. Lange  
Ralph A. Lange City Manager

Date: November 10, 2015

Subject: Plan to regain budgetary and employee sustainability for the City of Ypsilanti 2015 Goal Setting

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Attached is the above referenced plan. This plan really represents the centerpiece of the top three goals set forth by City Council for the City Administration to achieve. Most of what is included in this updated plan has been discussed many times with City Council. Two features that are new in this plan take into account the fact that the City's General Fund Fund Balance is much stronger than originally projected for June 30, 2015. A second factor is that we have only been able to sell one Water Street property. We were hoping that we will have had several others ready for sale by the Spring of 2017.

In consideration of all the factors now at play, I am asking for a \$300,000 streetlight special assessment for a five year period to take effect July 1, 2016 vs \$200,000 streetlight special assessment for a 15 year period.

If you have any questions, please do not hesitate to call me.

/ns

PLAN TO REGAIN BUDGETARY AND EMPLOYEE SUSTAINABILITY  
FOR THE CITY OF YPSILANTI

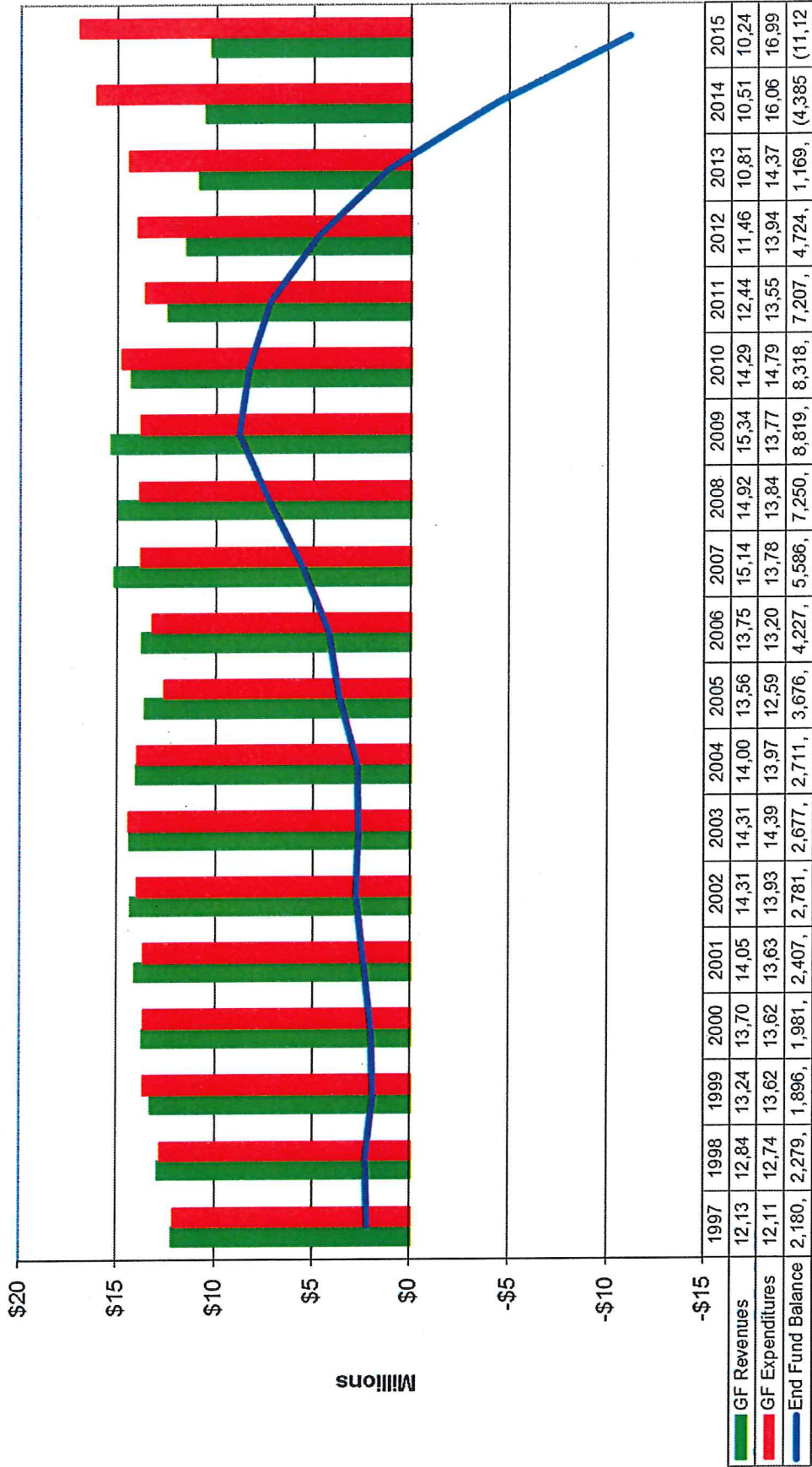


By: Ralph A. Lange, City Manager  
Marilou T. Uy, Finance Director  
Supported by City Staff and Expert Consultants

November 10, 2015

GF Outlook from July 6, 2009 budget model (1997-2008 Actuals; 2009 Amended Budget;  
2010 Requested Budget; 2011-2015 Estimates)

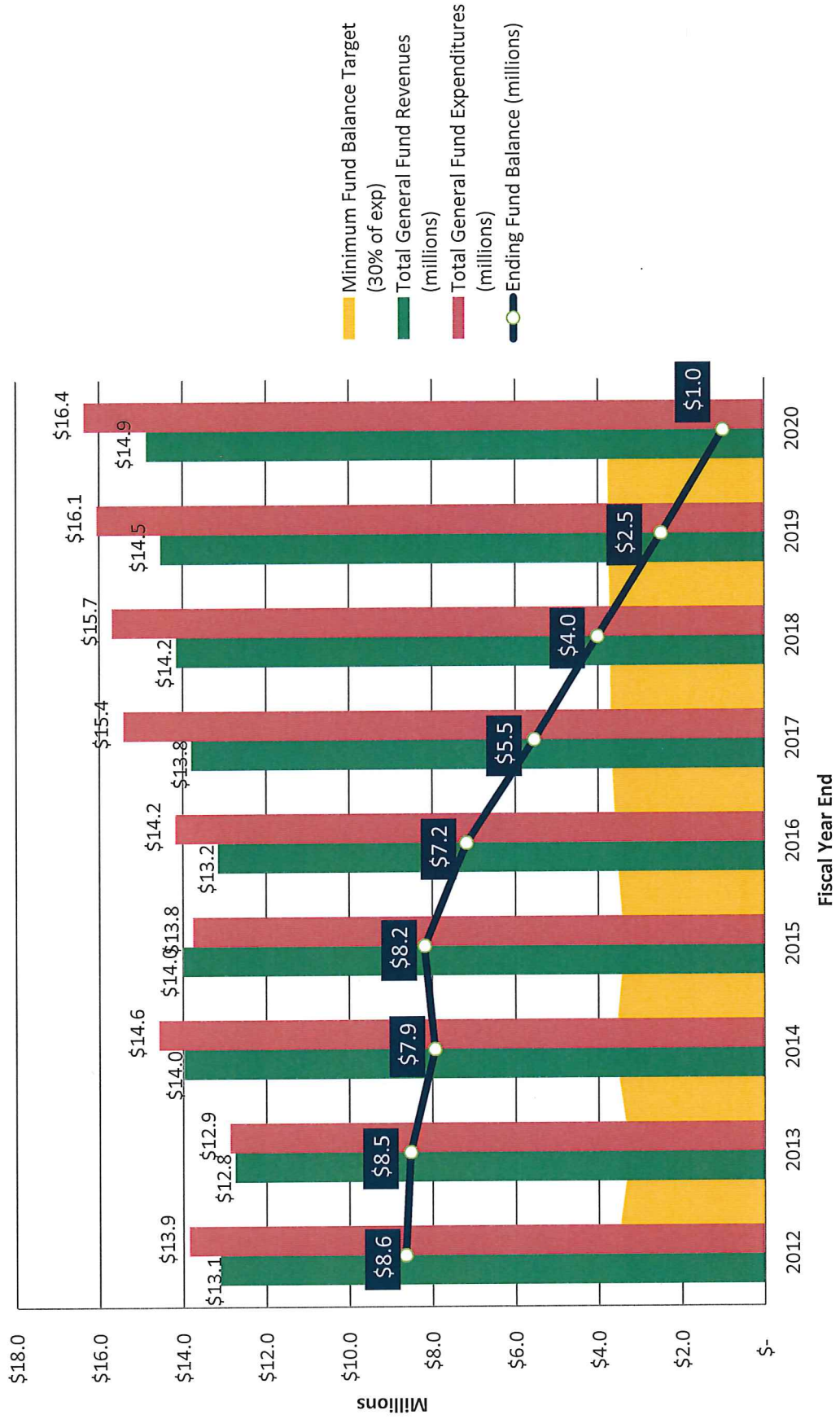
**CITY OF YPSILANTI  
GENERAL FUND REVENUES, EXPENDITURES AND FUND BALANCE**



# City of Ypsilanti

## General Fund Revenues, Expenditures and Fund Balance

### Status Quo



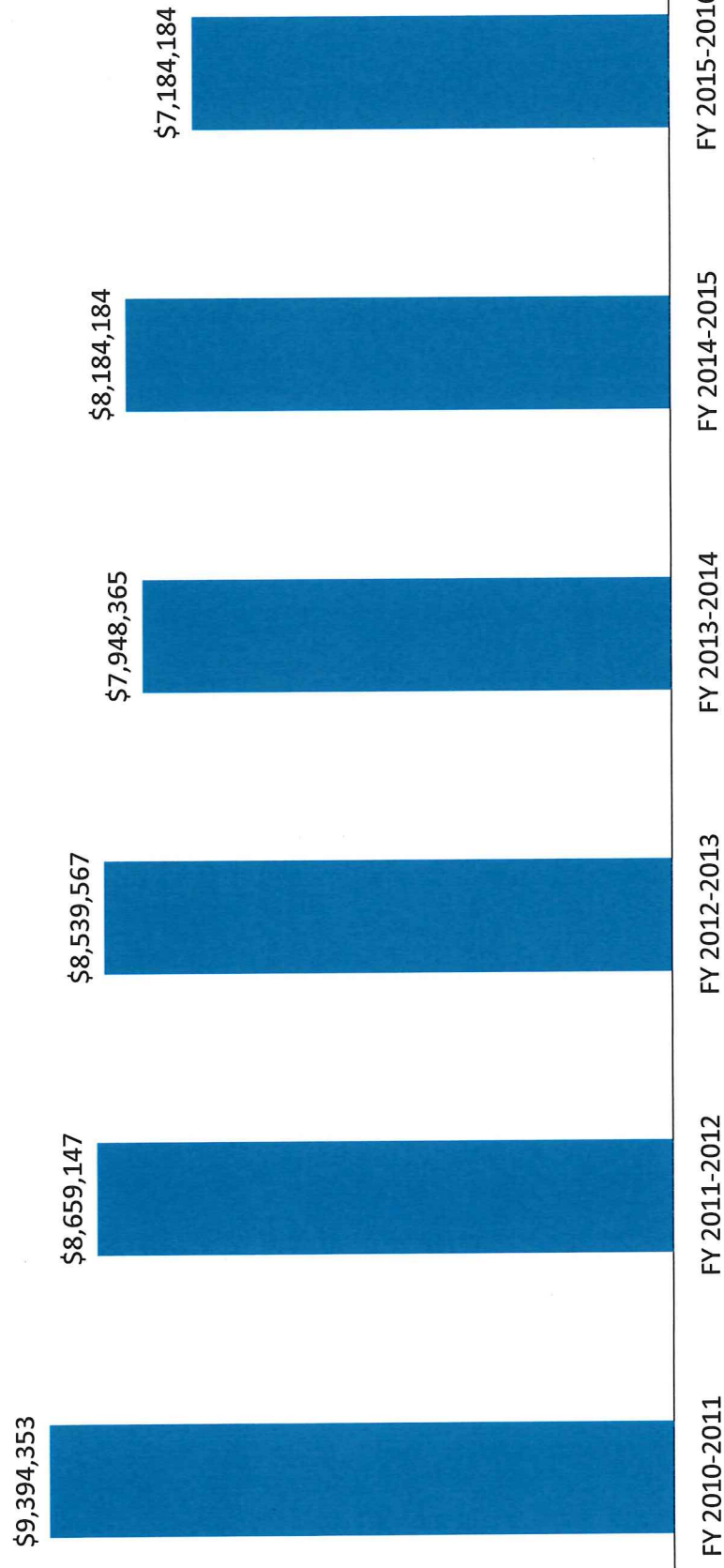
# Key Assumptions: Status Quo Model

- City staff identified approximately \$336,000 in estimated GF budget improvements for FY 15-16
- General operating tax revenues increase an average of 2.25% each year going forward
- Revenue sharing increases 1.0% per year
- Police staffing at 32 sworn officers (including Chief)
- Fire staffing (including Chief) at 20 for FY 15-16; 19 for FY 16-17; 17 for all later years
- Contributions to Capital Improvement from GF assumed to be slightly lower than recent years, averaging \$261,000/yr through FY 19-20

## General Fund Ending Balance

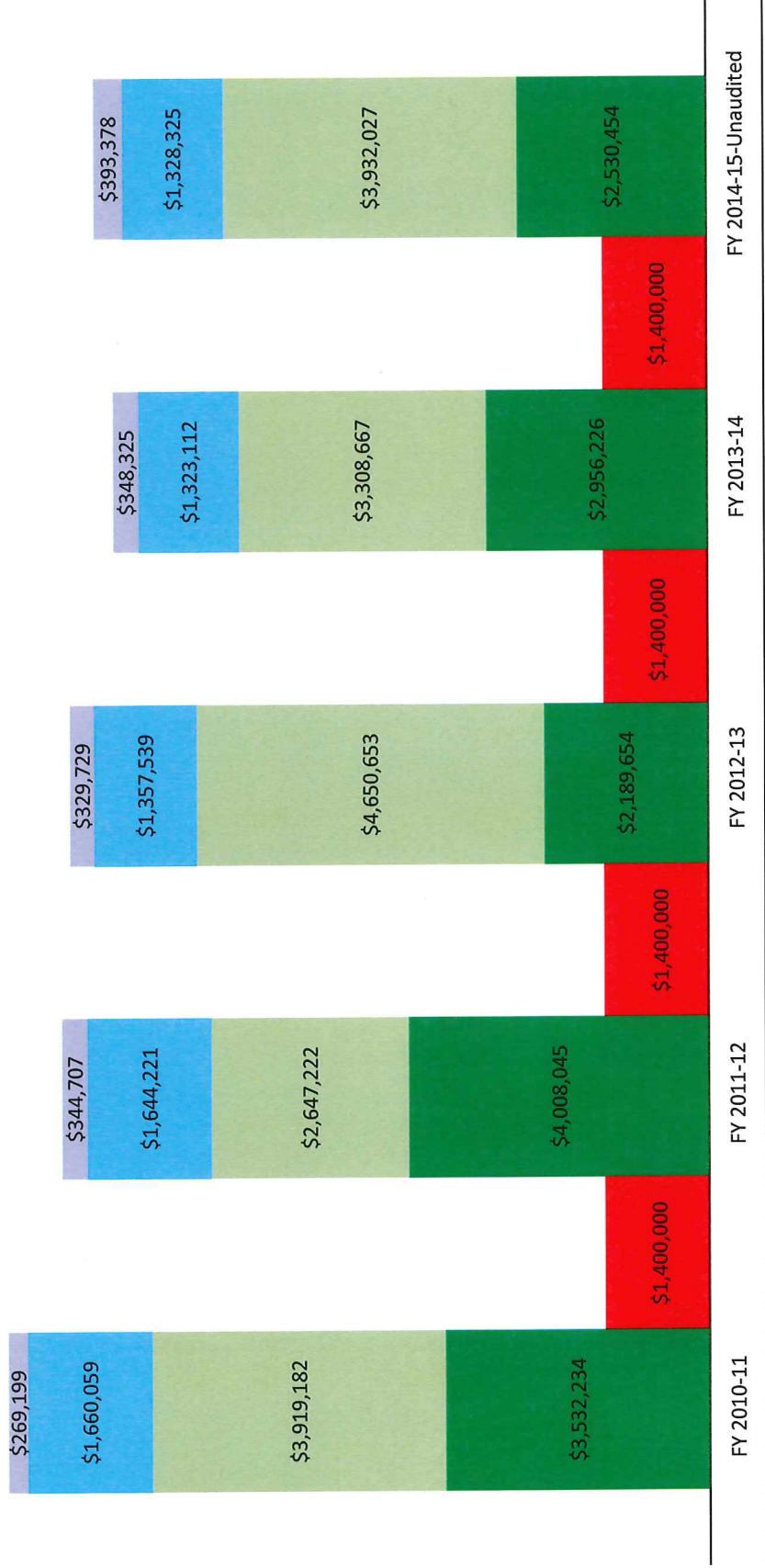
■ General Fund Ending Balance

Note: FY 14-15 and FY 15-16 are projections



## COMPONENTS OF FUND BALANCE

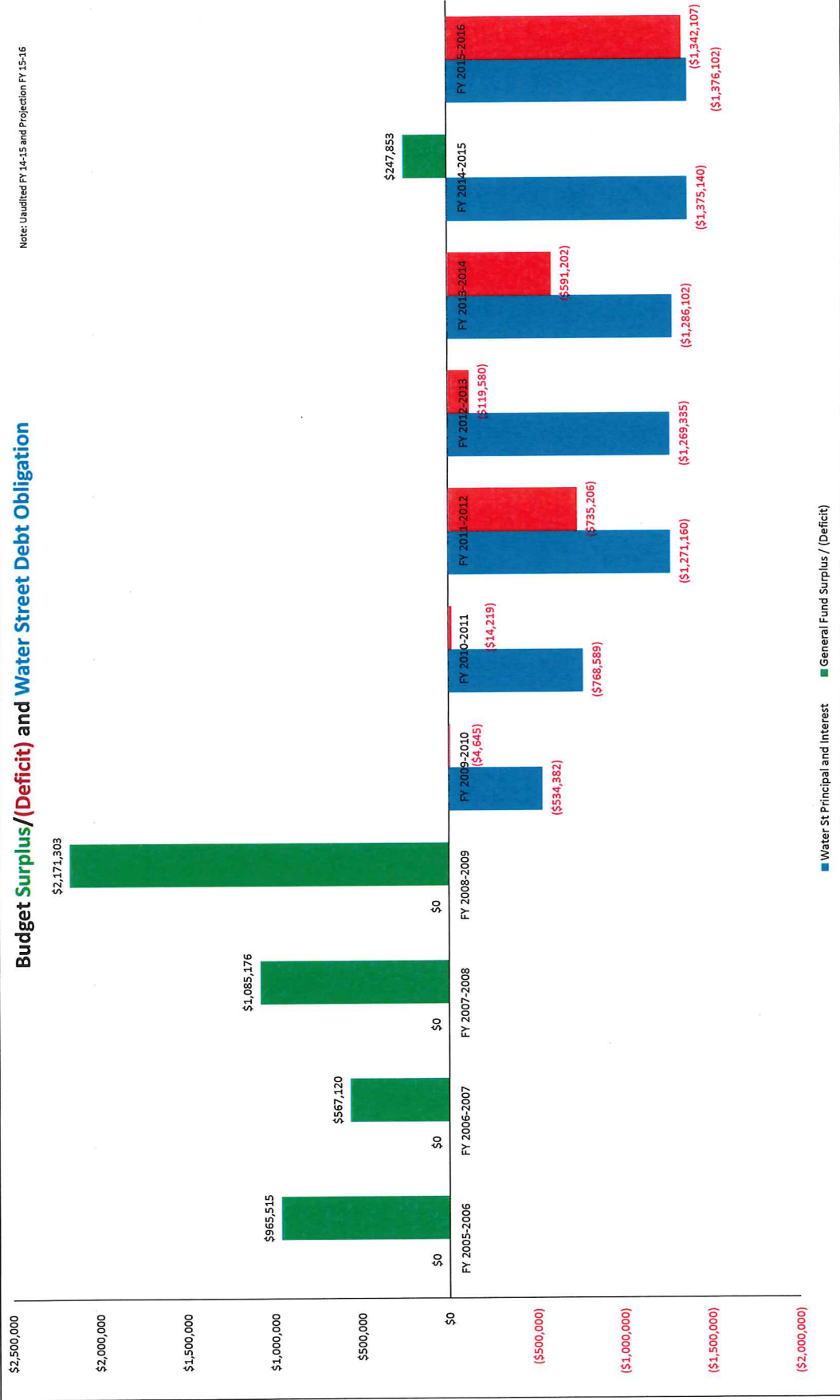
■ Fund Balance Limit    
 ■ Unassigned    
 ■ Committed -Water Street    
 ■ Committed fund balance    
 ■ Non-Spendable



| TOTALS      |             |             |             |                      |
|-------------|-------------|-------------|-------------|----------------------|
| FY 2010-11  | FY 2011-12  | FY 2012-13  | FY 2013-14  | FY 2014-15-Unaudited |
| \$9,380,674 | \$8,644,194 | \$8,527,575 | \$7,936,330 | \$8,184,183          |

# **Budget Surplus/(Deficit) and Water Street Debt Obligation**

Note: Unaudited FY 14-15 and Projection FY 15-16



# **City Manager's Guiding Principles to Regain Budgetary and Employee Sustainability for the City of Ypsilanti**

**November 2016**

Introduction to our strategy to achieve General Fund sustainability, revenues and expenditures.

The following strategy is key to achieving the City's most important goals as set forth by City Council in March 2015. The top three goals set at that time were:

1. Achieve fiscal stability through sustainable administrative practices and improved efficiency.
2. Maximize economic development by leveraging community assets and partnerships.
3. Continue to enhance safety of all residents, businesses, and visitors.

In order to achieve these goals, the City must generate and successfully execute a plan to balance the General Fund budget or the other major goals set forth by the City will not be achievable. For this reason, I have focused as much energy as humanly possible into developing such a plan.

## **Plan to balance the General Fund Budget Long-term**

### **Two major components of the annual General Fund deficit**

|                                                                       |                     |
|-----------------------------------------------------------------------|---------------------|
| Primary component of the Water Street debt obligation beginning 2014: | \$1,400,000.00      |
| CDBG component of Water Street debt obligation beginning 2017:        | <u>\$300,000.00</u> |
| Current projected annual Water Street debt obligations:               | \$1,700,000.00      |

### **Dealing with CDBG component**

CDBG component needs to be set aside by the State until significantly more development occurs on Water Street and throughout the City

|                                                   |                       |
|---------------------------------------------------|-----------------------|
| Water Street debt annual obligation:              | \$1,700,000.00        |
| Reduction of annual Water Street debt obligation: | <u>(\$300,000.00)</u> |
| Remaining annual Water Street Debt obligation:    | \$1,400,000.00        |

### Reduction of Water Street debt principal

|                                                           |                         |
|-----------------------------------------------------------|-------------------------|
| Principal remaining in May 2016 will be:                  | \$13,245,000.00         |
| Reduced via contribution from Non General Fund Balances+  | ( \$418,000.00)         |
| Reduced via contribution from General fund balance:       | <u>(\$3,000,000.00)</u> |
| Remaining Water Street debt principal after sale of land: | \$9,827,000.00          |

### Refinancing of Water Street debt obligation

- Refinance and restructure the reduced Water Street debt principal - \$8,000,000.00 to loan duration of 15 years at a 4.25% interest rate. This yields savings of \$651,000.00 per year. The difference between the \$9,827,000 and the \$8,000,000 refinanced is \$1,827,000. We are not refinancing this amount because it can be paid off at any time without incurring a penalty. City staff believes that it can sell surplus city assets equaling this amount by June 30, 2017.

|                                                                  |                       |
|------------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street debt obligation:                    | \$1,400,000.00        |
| Savings from principal reduction, refinancing and restructuring: | <u>(\$651,000.00)</u> |
| Remaining annual Water Street debt obligation:                   | \$749,000.00          |

### Cost reduction and revenue enhancement proposals

- Hold existing bonds \$1,827,000 at 6% yields principal and interest of \$185,000.

|                                                                       |                     |
|-----------------------------------------------------------------------|---------------------|
| Adjusted annual Water Street debt obligation effective July 1, 2016   | \$ 749,000.00       |
| Increase in bond obligation effective July 1, 2016                    | <u>\$185,000.00</u> |
| Remaining annual Water Street Debt obligation effective July 1, 2016: | \$934,000.00        |

- Pay off existing bonds \$1,827,000 at 6% yields principal and interest of \$185,000++

|                                                                       |                       |
|-----------------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street debt obligation effective July 1, 2017   | \$934,000.00          |
| Decrease in BOND expense effective 1, July 2017:                      | <u>(\$185,000.00)</u> |
| Remaining annual Water Street Debt obligation effective July 1, 2017: | \$749,000.00          |

- Streetlight special assessment generates an additional \$300,000.00 per year+++

|                                                                        |                    |
|------------------------------------------------------------------------|--------------------|
| Adjusted annual Water Street debt obligation effective July 1, 2016    | \$749,000          |
| Increase in revenue effective July 1, 2016:                            | <u>(\$300,000)</u> |
| Remaining annual Water Street debt obligation: effective July 1, 2016: | \$449,000          |

- Reduce costs \$300,000 all categories effective July 1, 2017++++

|                                                                      |                     |
|----------------------------------------------------------------------|---------------------|
| Adjusted annual Water Street obligation effective July 1, 2017:      | \$449,000           |
| Decrease in expense all categories effective July 1, 2017:           | <u>( \$300,000)</u> |
| Remaining annual Water Street Debt Obligation effective July 1, 2017 | \$149,000           |

- Increase revenues \$149,000 all categories effective July 1, 2016+++++

|                                                                 |                     |
|-----------------------------------------------------------------|---------------------|
| Adjusted annual Water Street obligation effective July 1, 2016: | \$149,000           |
| Increase revenues all categories effective July 1, 2016:        | <u>( \$149,000)</u> |

|                                                           |       |
|-----------------------------------------------------------|-------|
| Final balance (projected deficit) effective July 1, 2017: | \$-0- |
|-----------------------------------------------------------|-------|

### Plan footnotes:

+ This figure is the addition of available fund balances in the (412) Land Revolving fund (\$240,000) and the (477) Water Street Debt payment fund (\$178,000 the net proceeds of the sale of Water Street property to Family Dollar).

++ The good news is that we have accomplished the major part of our debt obligation reduction with only the sale of one city property. This gives us virtually all of our city property assets left to sell. We are hoping to pay off this bond amount by giving ourselves an extra year to accomplish this. Many more valuable assets should be in place on Water Street to help us with this effort. We will pay off this bond amount with no penalty as we are able to sell land, sell other city assets and if we end up with larger fund balances than projected.

+++ Using the same methodology as we used for the 2 year Street Light Special Assessment \$300,000 divided by the number of city parcels 4,182 = \$62.34 per parcel, per year, or divided by 12 months = \$5.20 per month. I am only requesting that this special assessment occur for five years. By that point in time, we should have enough development to make up for the loss of this street light special assessment revenue.

++++ The primary area where we can find the money to reduce costs is by scaling back the number of city employees we have after the surge. Three Fire Fighters will have to leave due to their participation in the Drop program by no later than May of 2017.

There are a few other positions that when employees retire. we can find efficiencies that should allow us to work with a few less people.

+++++ The General Fund revenue categories that are the most underperforming, or have the most potential for growth, respectively, are the parking tickets and building and inspection fees. We are taking the steps necessary to correct this situation now.

---

### **Other Key Facts to Consider**

|                                                                   |               |
|-------------------------------------------------------------------|---------------|
| General Fund Balance as of June 30, 2015                          | \$ 8,184,000  |
| Revised Fund Balance FY2015-2016                                  | (\$1,000,000) |
| Revised Fund Balance Projection June 30, 2016                     | \$ 7,184,000  |
| Proposed General Fund Payment on the Water St Debts               |               |
| May 2016 Refinance General Fund Contribution                      | (\$3,000,000) |
| Projected Fund Balance after May 2016 Water St Debt Is Refinanced | \$4,184,000*  |

---

\*With a \$14,000,000 General Fund Annual Budget, \$4,184,000 represents approximately a 30% reserve/cushion if, an absolutely critical unforeseen expense occurs. This amount of reserve also will help us sell our bond issues because investors like to see that the City has sufficient cash reserves in case of unforeseen problems. For the FY2015-2106 budget year, approximately \$2,262,000 of this budget should stand apart from the rest of the General Fund Budget. I believe this because this expense is covered by the Police and Fire Pension Fund that also covers Tier I Police and Fire Retiree Health Insurance costs. This makes the true General Fund Budget approximately \$12,300,000 not \$14,471,000. Please see attached appropriate chart.

### **Additional information to take into consideration:**

For the past four fiscal years, the Water Street debt has averaged \$1,300,000. The largest deficit the City has incurred in its General Fund during this period of time is \$735,000 or \$565,000 less than the average Water Street debt payment. For FY 2014/2015, the General Fund Water Street debt payment was \$1,376,000 and the City's General Fund produced a surplus of \$248,000 for this year. So, although we are attempting to reduce the City expenses and increase the City's revenues by a combination that equals \$1,400,000 to get to a balanced budget, the past four years average indicates we really only need to reduce expenditures and increase revenues by a combined total of approximately \$735,000 to achieve a balanced budget in the General Fund.

If the \$300,000 in CDBG debt can be forgiven by the State, then the combined debt reduction proposed in combination with the proposed five year street lighting special assessment will give the City a balanced General Fund Budget with worst case debt reduction (\$632,000 minus \$185,000 = \$447,000) in reduced costs.

If City Council approves the proposed street lighting special assessment, this will increase the City's annual revenues by approximately \$300,000. \$300,000 in increased revenue plus \$447,000 in reduced costs will exceed the amount necessary to balance the General Fund's budget looking at actual expenses in the General Fund over the past four years.

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### **Factors working for and against this Plan**

#### **AGAINST:**

1. City operating costs will likely continue to increase, particularly for Police, Fire and Health Insurance.
2. The City's Police and Fire Pension Funds are underfunded.
3. The City's retiree health insurance for its civilian employees is underfunded.
4. The City's property tax rate is high when compared to surrounding jurisdictions.
5. The condition of City-owned assets, while much improved over the last three years, still need a lot of work (parks, roads, facilities, etc).
6. Fund balances in almost every available city fund have been drawn down to support the plan to balance the General Fund Budget long-term.
7. Interest rates are likely to begin to go up in the near future.
8. The City has substantially reduced its operating and overhead costs over the last three years but the City still has a long way to go.
9. The City is carrying a large inventory of property it needs to sell to private tax paying owners. Much of this property is burdened by environmental concerns.
10. The City will in all likelihood not be able to afford its current and near-term anticipated workforce level long-term (surge to capture hot real estate market then scale back).
11. The SAFER Grant will end 3/31/2016.
12. The \$300,000 five year special street lighting assessment revenue will require a majority vote of City's council to enact.
13. The Police and Fire Pension Millage will likely start increasing again starting July 1, 2016.

FOR:

1. The City has, and continues to have, a substantial General Fund Fund Balance that will allow it to make a large pay-down on the Water Street debt when it is refinanced in May 2016.
2. Has reduced operating/overhead costs over the last three years.
3. Made significant upgrades to its assets, vehicles, facilities, and infrastructure.
4. I am proposing to reduce the road millages from the current (4.5787) to between 2.75 and 3.0. This represents a savings of approximately 1.5 mills. This transition of local road millage is projected to occur over the next three years.
5. The City has the capacity to reduce capital expenditures from current levels.
6. The Garbage Fund no longer requires a subsidy from the Motor Pool Fund.
7. The plan to balance the General Fund does not factor in any Water Street Tax Income Financing (TIF) revenue capture in future years.
8. The City will be able to downsize the number of its employees a bit by the Spring of 2017 and still be able to provide a reasonable level of service. This reduction in staff should be able to be accomplished by attrition.
9. As time goes on, more of the City workforce will move from Tier I status to Tier II status. This will save the City money and reduce future liability for legacy costs, especially concerning retirees health insurance.
10. The longer the City stays out of receivership, the better chance the City has to benefit from the extremely strong economy centered around the City of Ann Arbor and Western half of Washtenaw County.
11. The longer the City remains solvent, the more time it will have to sell city assets, particularly its property on Water Street.
12. The projected General Fund deficits have historically always been higher than the actual amount of the deficit especially during the last four years.
13. City employees are covering a more reasonable share of the cost of their benefit package.

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**CITY MANAGER'S GUIDING PRINCIPLES TO REGAIN AND  
MAINTAIN BUDGETARY AND EMPLOYEE SUSTAINABILITY**

1. We need to keep the city work force at a level between 85-93 Full Time Employees supported by Part Time Employees and Interns.
2. We need to minimize the City's operating and overhead costs.

3. We need to look for new revenue sources; make the most of the revenue sources we have; consider an operating street light assessment; and avoid adding any new optional millage if at all possible.
4. We need to invest money, not just spend money; we should always be looking to see what our return on investment (ROI) will be as we formulate our future budget priorities.
5. We need to continue to reduce the cost the city pays for services it contracts out, as well as to clearly understand the pros, cons, and implications when we make decisions regarding any work and or service to be done and or provided with city employees versus with contractors.
6. We need to assemble as much money as possible, from whatever sources are available, so that the city can significantly pay down the principal of its Water Street debt in 2016 when it refinances this debt. We also need to make sure we leave the city with an adequate fund balance with which to operate after the refinancing has occurred.
7. We need to maintain city assets in good order and make sure they have a reasonably high utilization rate.
8. We need to sell all underutilized and unproductive city assets as quickly as possible (the City's Water Street property being #1 on this list, but there are many others).
9. We need to continue the transition from Tier 1 employees to Tier 2 employees though employee turnover. The city can afford to pay a competitive wage for high

quality employees, but it must keep very close track of the benefits it offers new employees.

10. We need to minimize the use of overtime, especially structural overtime, to the greatest extent possible.

11. We need to fund and build all the capital improvement projects that directly add value to the Water Street property.

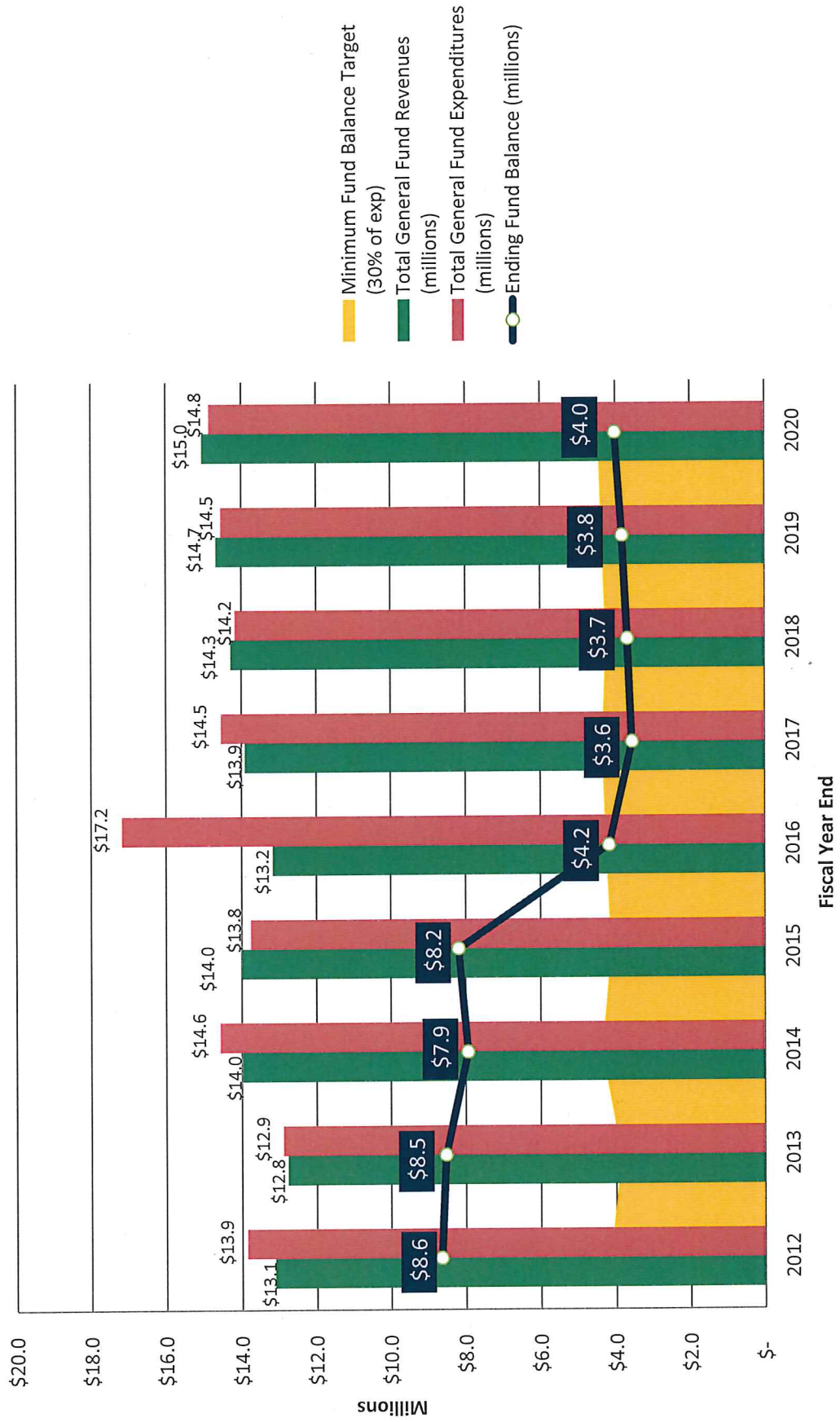
**In summary:**

**The City Management Team will continue to use these principles to save the city additional hundreds of thousands of dollars in the future and turn our Water Street property into money.**

# City of Ypsilanti

## General Fund Revenues, Expenditures and Fund Balance

### City Manager Plan



# Key Assumptions: CM Plan

- Assumptions noted for Status Quo Model continue
- \$3,000,000 of GF reserves to be used in FY 15-16 to pay down Water Street bond principal
- Beginning FY 16-17, the following GF changes are expected:
  - CDBG debt is assumed to be delayed for 5 years or forgiven altogether
  - Water Street debt service reduced to \$934,000 for FY 16-17
  - Street Lighting Special Assessment adds \$300,000/yr to GF revenues
  - An additional \$149,000/yr in revenues added to GF
- Beginning FY 17-18, the following additional changes are expected:
  - Water Street debt service further reduced to \$749,000/yr for 14 years beginning FY 17-18 (pay off portion of debt not refinanced in 2016 through sale of property)
  - Further GF cost reductions of \$300,000/yr

# Goal Setting

Fiscal Year 2015/2016

Fiscal Year 2016/2017

November 10, 2015



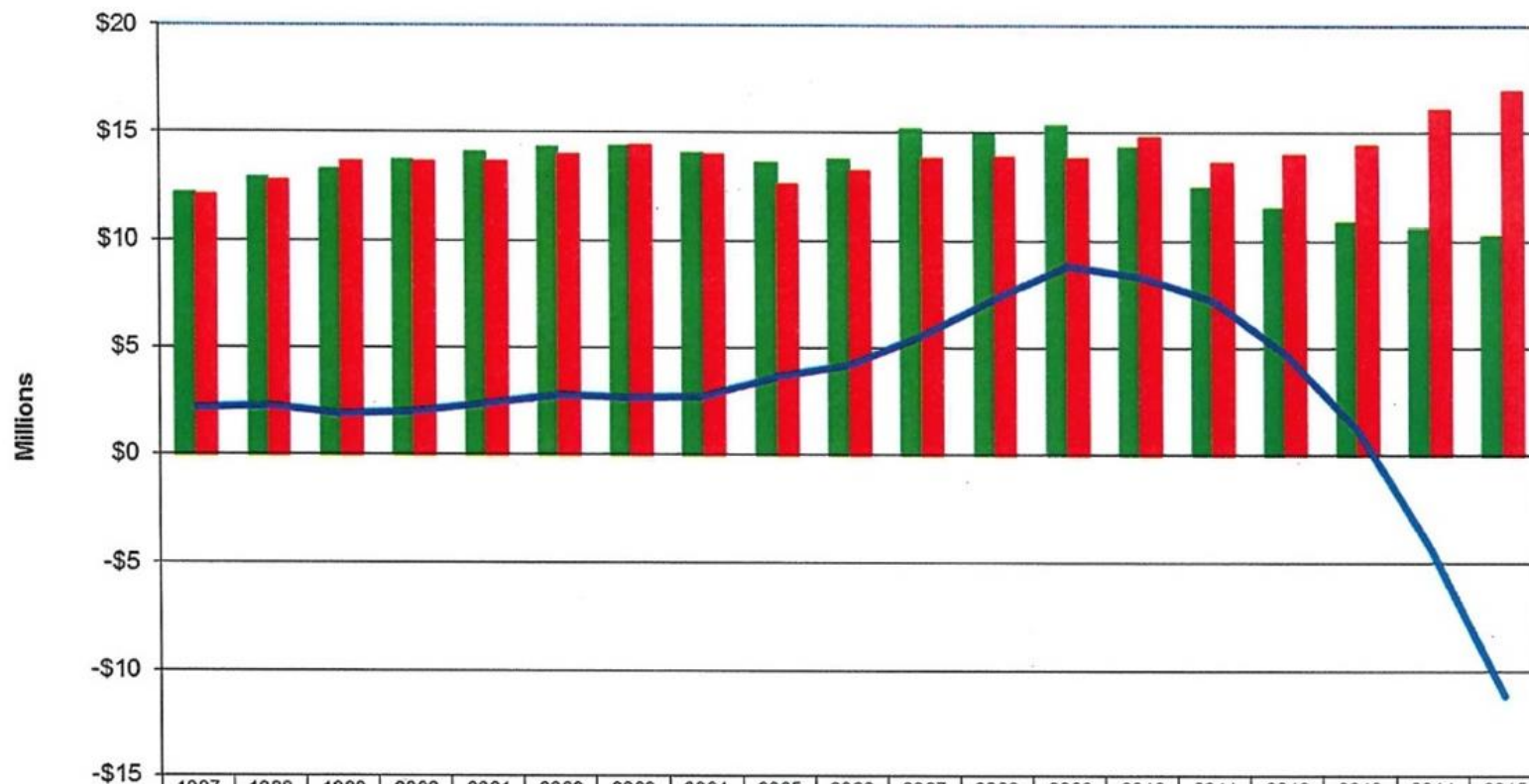
# Introduction

- The City wants to set accomplishable goals for FY 2016
- City wants to be efficient in spending and saving money in order to help further goals set
- Outline what will be needed in order to complete established goals
- Establish which goals should take priority and how they should be handled



GF Outlook from July 6, 2009 budget model (1997-2008 Actuals; 2009 Amended Budget;  
2010 Requested Budget; 2011-2015 Estimates)

**CITY OF YPSILANTI**  
**GENERAL FUND REVENUES, EXPENDITURES AND FUND BALANCE**

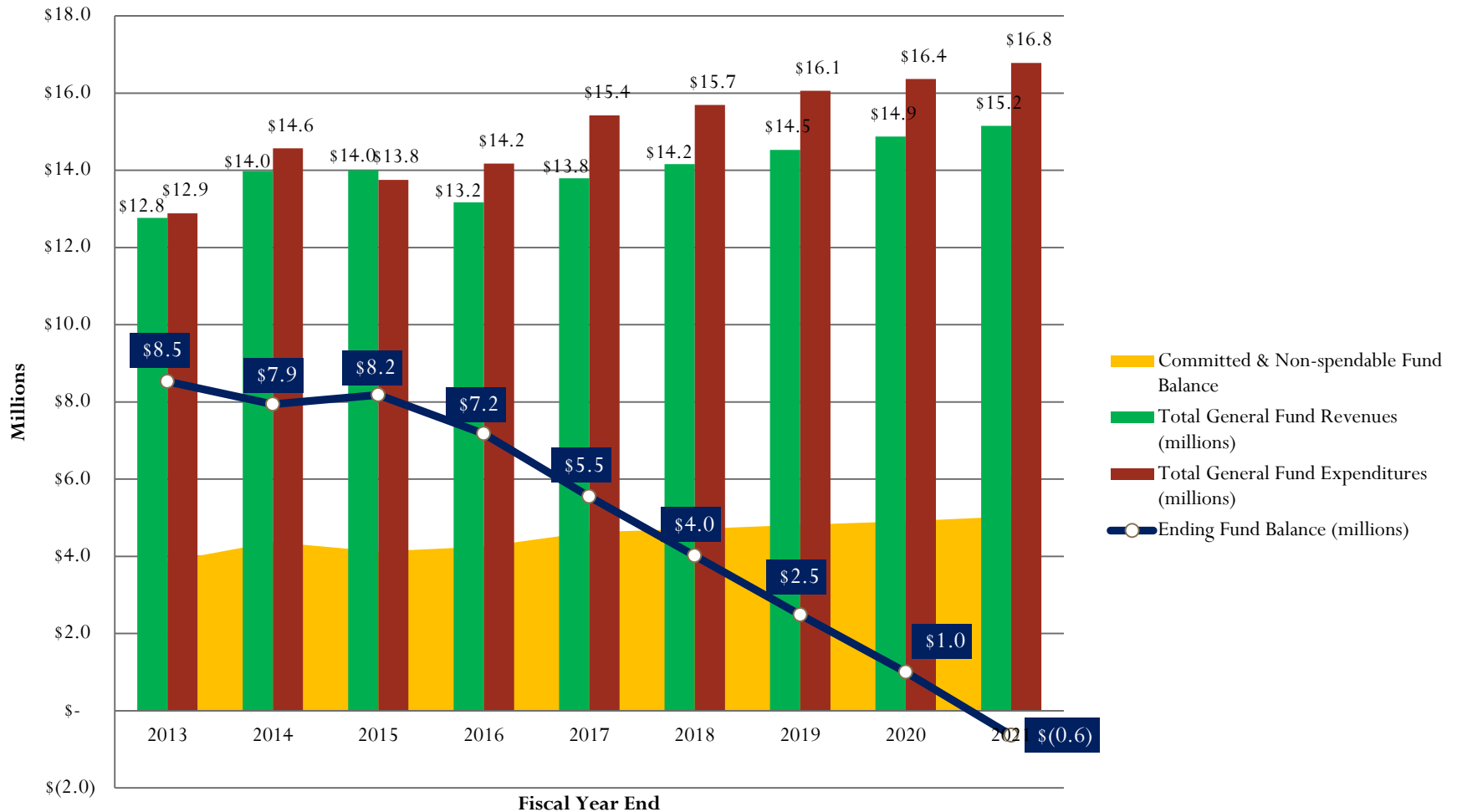


|                  | 1997  | 1998  | 1999  | 2000  | 2001  | 2002  | 2003  | 2004  | 2005  | 2006  | 2007  | 2008  | 2009  | 2010  | 2011  | 2012  | 2013  | 2014    | 2015    |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---------|---------|
| GF Revenues      | 12,13 | 12,84 | 13,24 | 13,70 | 14,05 | 14,31 | 14,31 | 14,00 | 13,56 | 13,75 | 15,14 | 14,92 | 15,34 | 14,29 | 12,44 | 11,46 | 10,81 | 10,51   | 10,24   |
| GF Expenditures  | 12,11 | 12,74 | 13,62 | 13,62 | 13,63 | 13,93 | 14,39 | 13,97 | 12,59 | 13,20 | 13,78 | 13,84 | 13,77 | 14,79 | 13,55 | 13,94 | 14,37 | 16,06   | 16,99   |
| End Fund Balance | 2,180 | 2,279 | 1,896 | 1,981 | 2,407 | 2,781 | 2,677 | 2,711 | 3,676 | 4,227 | 5,586 | 7,250 | 8,819 | 8,318 | 7,207 | 4,724 | 1,169 | (4,385) | (11,12) |

# City of Ypsilanti

## General Fund Revenues, Expenditures and Fund Balance

### Status Quo



# Key Assumptions: Status Quo Model

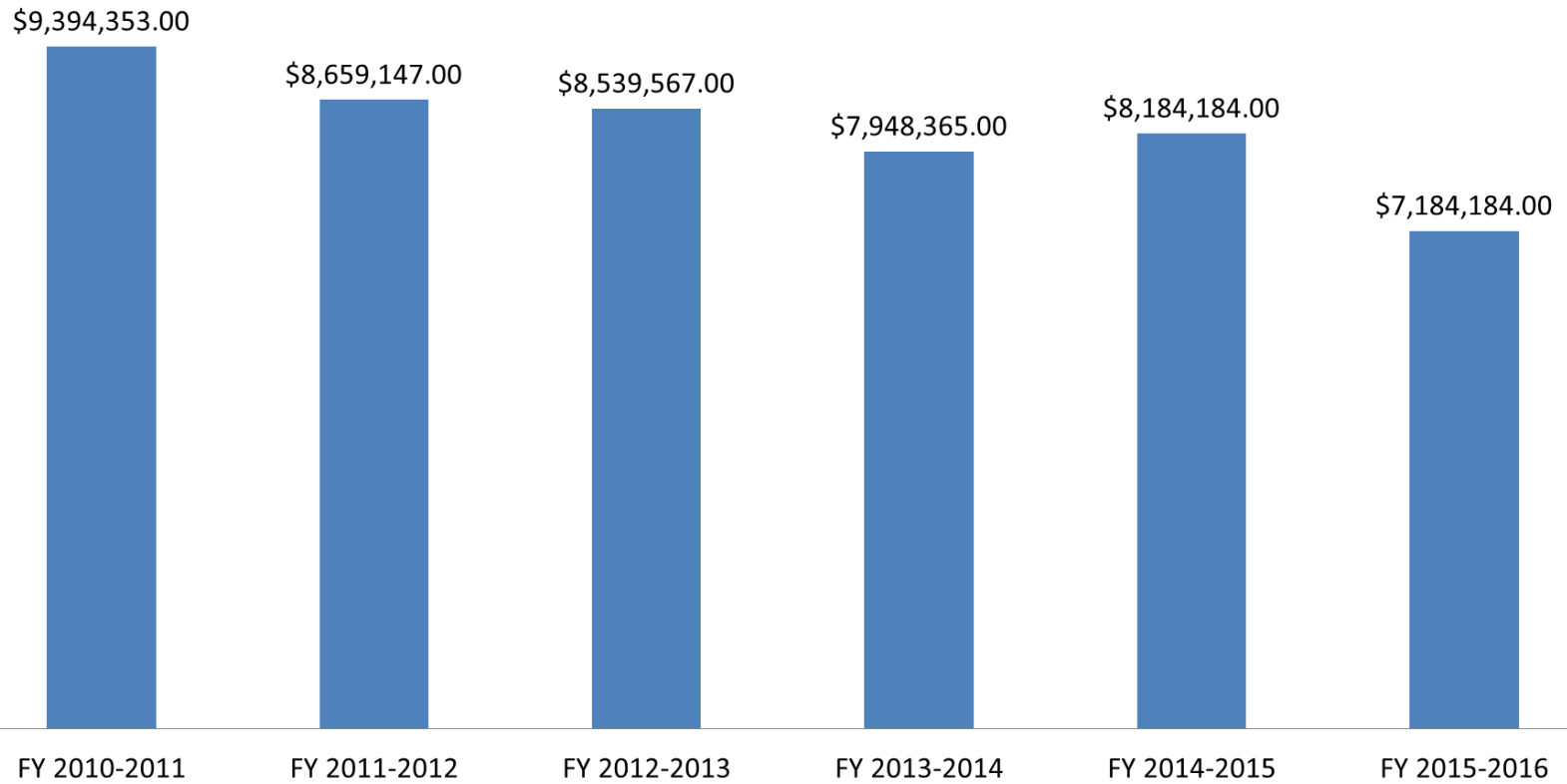
- City staff identified approximately \$336,000 in estimated GF budget improvements for FY 15-16
- General operating tax revenues increase an average of 2.25% each year going forward
- Revenue sharing increases 1.0% per year
- Police staffing at 32 sworn officers (including Chief)
- Fire staffing (including Chief) at 20 for FY 15-16; 19 for FY 16-17; 17 for all later years
- Contributions to Capital Improvement from GF assumed to be slightly lower than recent years, averaging \$261,000/year through FY 19-20



## General Fund Ending Balance

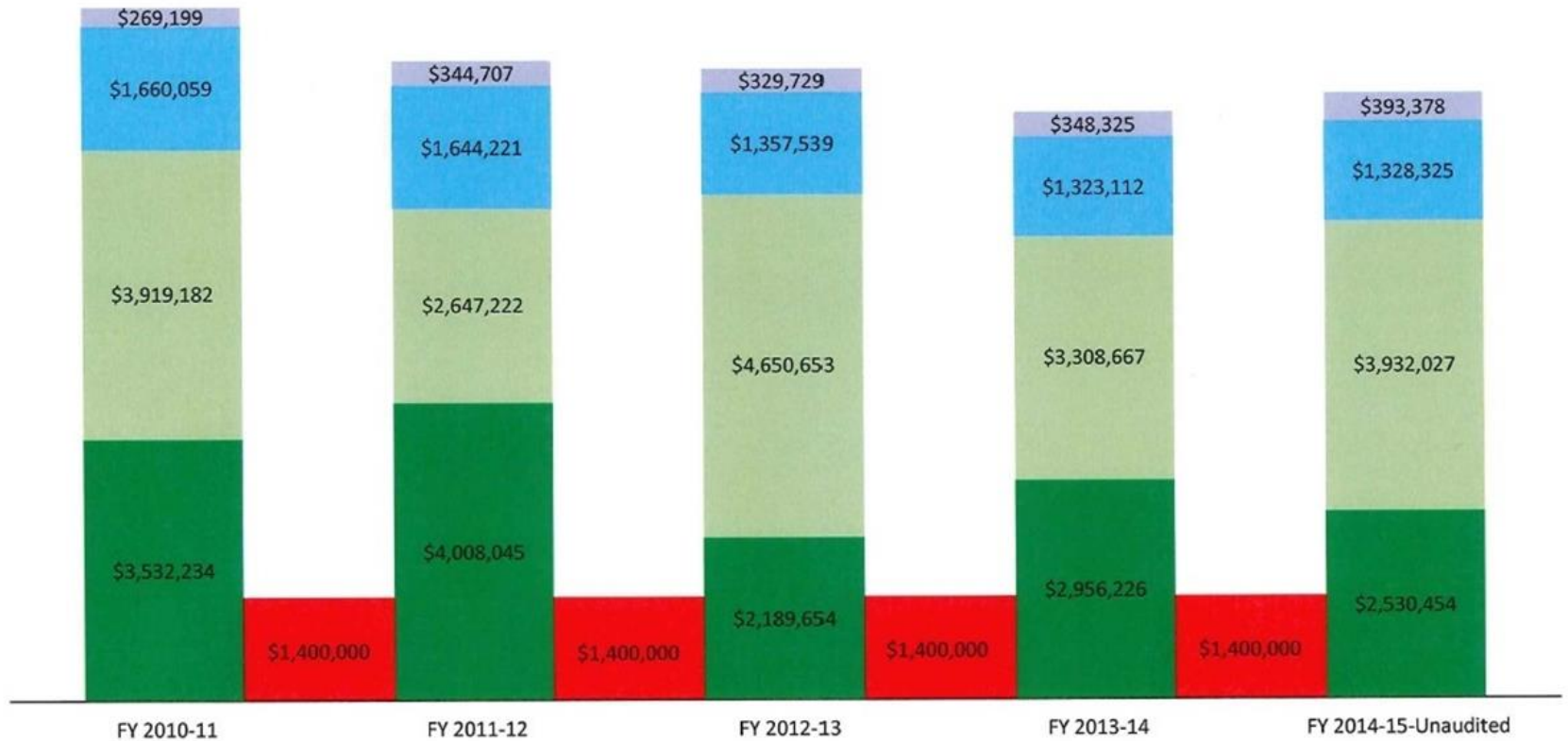
■ General Fund Ending Balance

Note: FY 14-15 and FY 15-16 are projections

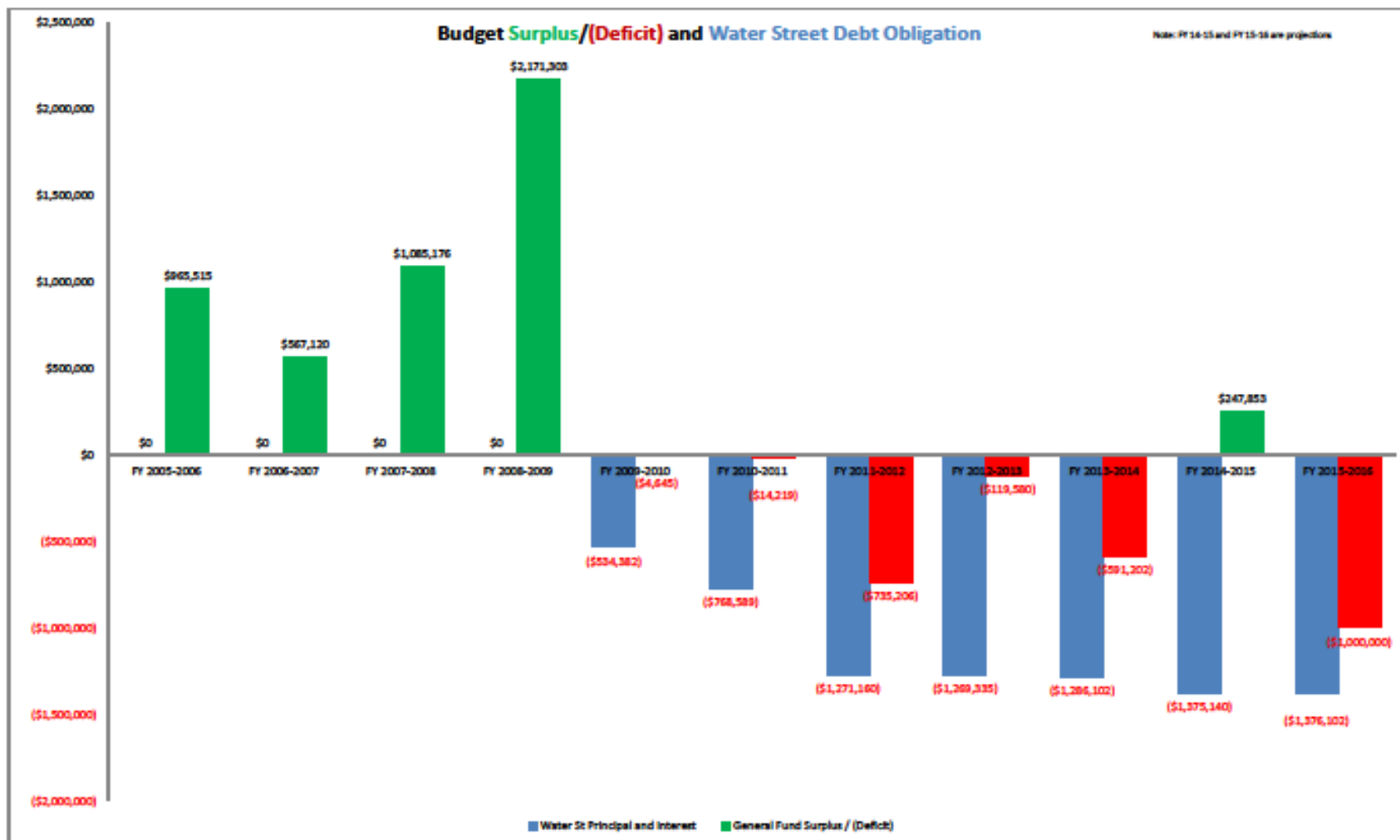


## COMPONENTS OF FUND BALANCE

■ Fund Balance Limit   
 ■ Unassigned   
 ■ Committed -Water Street   
 ■ Committed fund balance   
 ■ Non-Spendable



| TOTALS      |             |             |             |                      |
|-------------|-------------|-------------|-------------|----------------------|
| FY 2010-11  | FY 2011-12  | FY 2012-13  | FY 2013-14  | FY 2014-15-Unaudited |
| \$9,380,674 | \$8,644,194 | \$8,527,575 | \$7,936,330 | \$8,184,183          |



# Plan to Balance General Fund Long-Term

- Two major components of the annual General Fund deficit:

|                                                                       |                     |
|-----------------------------------------------------------------------|---------------------|
| Primary component of the Water Street debt obligation beginning 2014: | \$1,400,000.00      |
| CDBG component of Water Street debt obligation beginning 2017:        | <u>\$300,000.00</u> |
| Current projected annual Water Street debt obligations:               | \$1,700,000.00      |

- Dealing with CDBG component

- CDBG component needs to be set aside by the State until significantly more development occurs on Water Street and throughout the City

|                                                   |                       |
|---------------------------------------------------|-----------------------|
| Water Street debt annual obligation:              | \$1,700,000.00        |
| Reduction of annual Water Street debt obligation: | <u>(\$300,000.00)</u> |
| Remaining annual Water Street Debt obligation:    | \$1,400,000.00        |





# Water Street Debt

- Reduction of Water Street debt principal

|                                                           |                         |
|-----------------------------------------------------------|-------------------------|
| Principal remaining in May 2016 will be:                  | \$13,245,000.00         |
| Reduced via contribution from Non General Fund Balances+  | ( \$418,000.00)         |
| Reduced via contribution from General fund balance:       | <u>(\$3,000,000.00)</u> |
| Remaining Water Street debt principal after sale of land: | \$9,827,000.00          |

- Refinancing of Water Street debt obligation

- Refinance and restructure the reduced Water Street debt principal - \$8,000,000.00 to loan duration of 15 years at a 4.25% interest rate. This yields savings of \$651,000.00 per year. The difference between the \$9,827,000 and the \$8,000,000 refinanced is \$1,827,000. We are not refinancing this amount because it can be paid off at any time without incurring a penalty. City staff believes that it can sell surplus city assets equaling this amount by June 30, 2017.

|                                                                  |                       |
|------------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street debt obligation:                    | \$1,400,000.00        |
| Savings from principal reduction, refinancing and restructuring: | <u>(\$651,000.00)</u> |
| Remaining annual Water Street debt obligation:                   | \$749,000.00          |

# Cost reduction and revenue enhancement proposals



- Hold existing bonds \$1,827,000 at 6% yields principal and interest of \$185,000.

|                                                                       |                     |
|-----------------------------------------------------------------------|---------------------|
| Adjusted annual Water Street debt obligation effective July 1, 2016   | \$ 749,000.00       |
| Increase in bond obligation effective July 1, 2016                    | <u>\$185,000.00</u> |
| Remaining annual Water Street Debt obligation effective July 1, 2016: | \$934,000.00        |

- Pay off existing bonds \$1,827,000 at 6% yields principal and interest of \$185,000++

|                                                                       |                       |
|-----------------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street debt obligation effective July 1, 2017   | \$934,000.00          |
| Decrease in BOND expense effective 1, July 2017:                      | <u>(\$185,000.00)</u> |
| Remaining annual Water Street Debt obligation effective July 1, 2017: | \$749,000.00          |

- Streetlight special assessment generates an additional \$300,000.00 per year+++

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street debt obligation effective July 1, 2016    | \$749,000.00          |
| Increase in revenue effective July 1, 2016:                            | <u>(\$300,000.00)</u> |
| Remaining annual Water Street debt obligation: effective July 1, 2016: | \$449,000.00          |

# Cost reduction and revenue enhancement proposals

- Reduce costs \$300,000 all categories effective July 1, 2017++++

|                                                                 |                       |
|-----------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street obligation effective July 1, 2017: | \$449,000.00          |
| Decrease in expense all categories effective July 1, 2017:      | <u>(\$300,000.00)</u> |

|                                                                      |               |
|----------------------------------------------------------------------|---------------|
| Remaining annual Water Street Debt Obligation effective July 1, 2017 | \$ 149,000.00 |
|----------------------------------------------------------------------|---------------|

- Increase revenues \$149,000 all categories effective July 1, 2016++++

|                                                                 |                       |
|-----------------------------------------------------------------|-----------------------|
| Adjusted annual Water Street obligation effective July 1, 2016: | \$ 149,000.00         |
| Increase revenues all categories effective July 1, 2016:        | <u>(\$149,000.00)</u> |

|                                                           |       |
|-----------------------------------------------------------|-------|
| Final balance (projected deficit) effective July 1, 2017: | \$-0- |
|-----------------------------------------------------------|-------|

- Footnotes to be explained by City Manager



# Other Key Facts to Consider

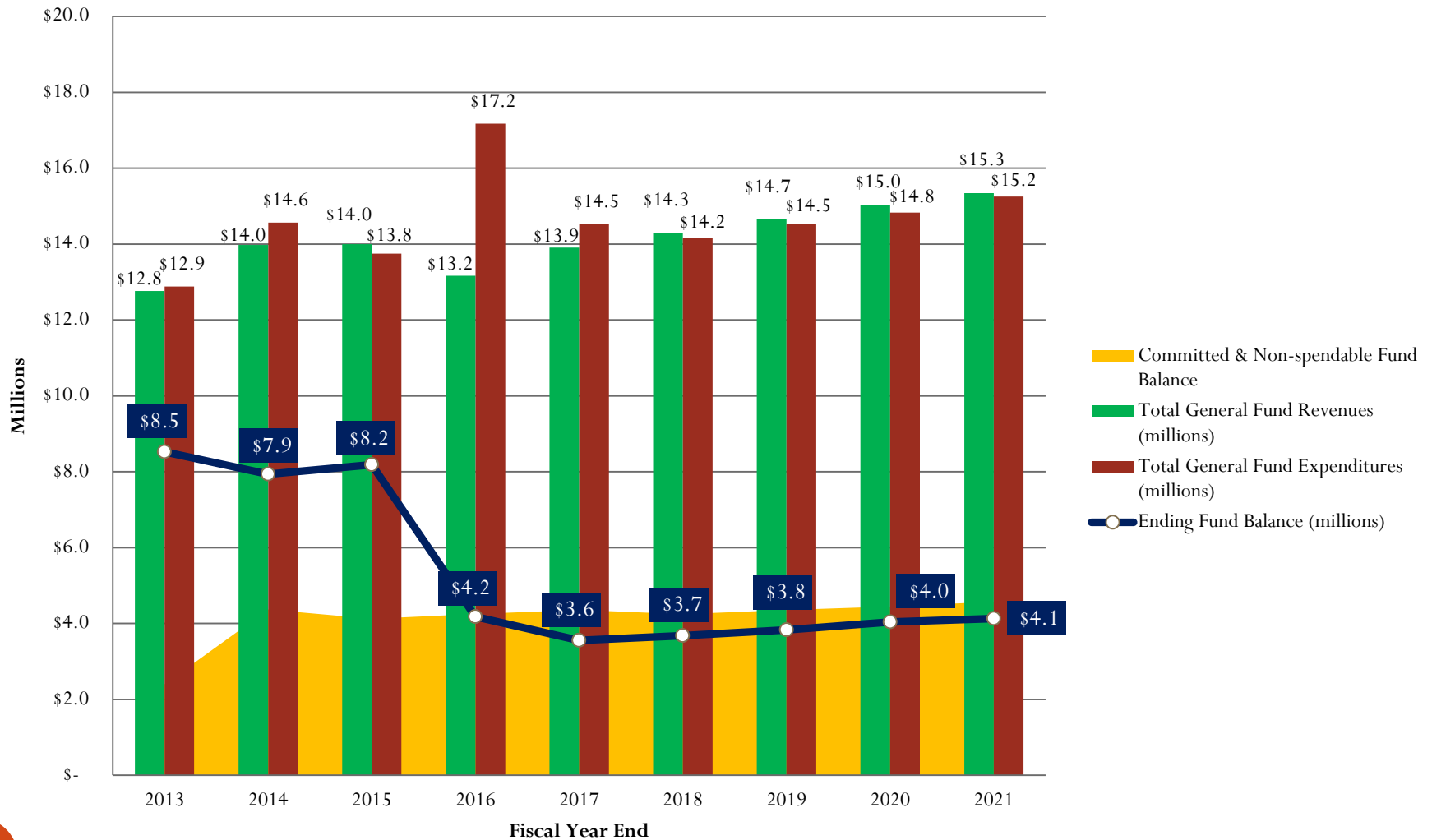


|                                                                              |                     |
|------------------------------------------------------------------------------|---------------------|
| General Fund Balance as of June 30, 2015                                     | \$8,184,000         |
|                                                                              |                     |
| Revised Fund Balance FY2015-2016                                             | (\$1,000,000)       |
|                                                                              |                     |
| Revised Fund Balance Projection June 30, 2016                                | \$7,184,000         |
|                                                                              |                     |
| Proposed General Fund Payment on the Water St Debts - May 2016 Contribution  | (\$3,000,000)       |
|                                                                              |                     |
| <b>Projected Fund Balance<br/>after May 2016 Water St Debt is Refinanced</b> | <b>\$4,184,000*</b> |

# City of Ypsilanti

## General Fund Revenues, Expenditures and Fund Balance

### City Manger Plan



# Key Assumptions: CM Plan

- Assumptions noted for Status Quo Model continue
- \$3,000,000 of GF reserves to be used in FY 15-16 to pay down Water Street bond principal
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  - Further GF cost reductions of \$300,000/year



# City Improvements Enhancing the Value of Water Street Development Property in 2016

- Heritage Bridge Project Complete
- B2B Trail through Water ST. Property Complete
- Michigan Mid-Block Crossing Project underway
- Recreation Center should be under construction
- Undergrounding of all DTE electrical services on Water St. Property should be under construction
- Michigan Ave in front of Water Street has been repaved
- Corner sections of sidewalks along Michigan Ave. in front of Water St. Property have been brought up to code
- Electric polls across the south end of Riverside Park will be removed and relocated underground
- Other improvements may also be underway in 2016



# Highlights of City's efforts to control costs and increase revenues



| General Budget Categories                                 | Financial Impact   |
|-----------------------------------------------------------|--------------------|
| Conversion of LED Streetlights                            | \$120,000*         |
| Medicare Advantage – P/F Pension/Gen Fund                 | \$250,000*         |
| Sell off surplus city equipment (at least)                | \$200,000+         |
| Police – 4 yrs* – 11 new officers @ \$19,000/yr           | \$209,000*         |
| Fire – 3 yrs *– 7 firefighters @ \$20,000/yr              | \$140,000*         |
| Trash contract & DPS pick-up                              | \$235,000*         |
| Police/Fire overtime reduction from 2014-2015             | \$300,000*         |
| Safer Grant – Chief Anthouard secured                     | \$800,000 (2 yrs)+ |
| Sales of first Water St Property – net revenue            | \$178,000 approx.+ |
| Sale of Historic House                                    | \$120,000+         |
| Interior city facility lighting to LED                    | \$ 25,000*         |
| Street lighting special assessment                        | \$555,000 (2 yrs)+ |
| Three years of Water Street debt paid                     | \$3,930,577        |
| General Fund balance as of 6-31-2015                      | \$8,184,000        |
| Raised private donations for the Heritage Bridge project  | \$100,000+         |
| For FY 2014-15 the city's General Fund achieved a surplus | \$240,000          |

\* = money saved

+ = additional revenue

# Highlights of City's efforts to control costs and increase revenues

- School Resource and DDA Police Officers are securing approximately \$116,000+ in outside revenue for the city per year.
- Highland Cemetery solar project should increase annual city revenues \$20,000+
- Tier II Pay/Benefits Structure – New employees Since 2012-2015
  - 62 Tier I – 66.6%, 31 Tier II – 33.3% total 93
- Police/Fire Pension Millage reduction from 8.92 to 7.54 total 1.38 mills (2 yrs)
- MERS Pension is still 140% overfunded
- Developed a plan that, if approved by City Council, will lead the city to balancing its general fund budget by FY 2017-18.

