

**INTRODUCTION**

As a result of declining revenues and population, in combination with the economic downturn, the City of Detroit is in a financial crisis. The City's crisis triggered the State's appointment of a Review Team, pursuant to Public Act 4, which began the financial review process in December 2011. On March 26, 2012 the Review Team concluded that the City is in a condition of severe financial stress.

Contemporaneously, in response to the cash crisis, on March 29, 2012, the City entered into a financing agreement that provided \$80 million of new financing through a private placement of bond anticipation notes. It is expected that the financing will be increased to \$137 million by June 30, 2012. The new financing will be comprised of a \$37 million refinancing of LTGO bonds and the issuance of \$100 million of self-insurance bonds (the Refinancing), both of which are secured by 2nd and 3rd liens in State Revenue Taxes. For reporting purposes \$64 million will be recorded in 2011-2012, and \$73 million is included in the 2012-13 Recommended Budget.

In response to the State Review Team's findings, the City of Detroit entered into a Financial Stability Agreement (FSA) with the State of Michigan Department of Treasury on April 10, 2012.

The execution of the FSA is a recognition by the Administration, the State and City Council that the City is in financial distress and that additional steps need to be taken to move the City from its current financial position. The Mayor's Budget recommendations provide a balance between providing the best services for the citizens and the recognition that significant changes are needed to fix the long-term structural deficits faced by the City.

The FSA requires the appointment of a Chief Financial Officer (CFO) and creation of a Program Management Office (PMO) headed by a Program Management Director (PMD), as well as the creation of a Financial Advisory Board (FAB). The FSA also requires new budget reporting requirements, including preparation of a Triennial Budget with a plan for deficit elimination, as well as new budget approval and adoption procedures.

The 2012-13 Budget requirements provided for by the FSA are more limited than in future years. For the 2012-13 Budget, the FSA requires the City to have its revenue estimation reviewed and approved by the State Treasurer and that expenditures are not in excess of the approved revenues. Additionally, the City is required to prepare a Triennial Budget that will be submitted to the State Treasurer and the FAB.

In future years, the City will be required to hold semi-annual revenue conferences (in January and July) and receive approval on revenue estimates from the FAB as well as receive input from the FAB on the budget and its merits (see the revenue estimation and budget calendar). Based on the City's current financial condition and the new requirements provided for in the FSA, the proposed 2012-13 Recommended Budget includes appropriation reductions to most departments, the consolidation of select City services, a plan for deficit elimination and implementation of operational reforms. Additionally, the Budget focuses on delivering core services to the citizens

## OVERVIEW

that match the current level of revenues while allowing for a reduction and elimination of the accumulated deficit.

The core services as defined by the Mayor consist of:

- ❖ Public Safety – Police, Fire, EMS
- ❖ Transportation – Bus and Detroit People Mover
- ❖ Public Lighting
- ❖ Garbage Collection
- ❖ Parks and Recreation
- ❖ Streets, Sidewalks and Landscaping
- ❖ Permits

### KEY BUDGET ASSUMPTIONS

#### Key Revenue Assumptions

General Fund revenues from the top five sources (Top Five) assume a decrease from \$820.5 million in the 2011-12 Budget to \$739.0 million in the 2012-13 Recommended Budget.

- ❖ Property taxes: \$126.1 million based on a total taxable value of \$7.8b in the 2012-13 Recommended Budget, down from \$161.9 million based on a total taxable value of \$8.3b in the FY2011-12 Budget.
- ❖ Income taxes: \$227.1 million in the 2012-13 Recommended Budget and assumes the tax rates of (i) 2.4% residents, (ii) 1.2% non-residents, and (iii) 2% corporate; down from \$250.0 million in the FY2011-12 Budget.
- ❖ Utility user taxes: \$42.0 million in the 2012-13 Recommended Budget, assumes no change to the FY2011-12 Budget.
- ❖ Gaming taxes: \$172.0 million in the 2012-13 Recommended Budget, levied at 10.9%, down from \$197.8 million in the FY2011-12 Budget, based on expectations of increased competition from a new casino in Toledo, OH opening in the Summer of 2012.
- ❖ Distributable state aid: \$171.8 million in the 2012-13 Recommended Budget based on data provided by Treasury Department for the State of Michigan; up from \$169.9 million in the FY2011-12 Budget.

#### Key Appropriation Assumptions

- ❖ Headcount reduction of 2,566 from 2011-12 Budget.
- ❖ Approximately \$250 million of cost cuts across all departments.
- ❖ A \$75 million reduction to the accumulated deficit without considering the impact of the Refinancing.
- ❖ Transition or consolidation of several departments: Health and Wellness, Workforce Development, Human Services, and Airport.
- ❖ Operational reforms to systems, processes, and certain departments.
- ❖ Rationalize administrative support functions (Finance, Budget, Legal, ITS, HR, Payroll) to match size and need of core services.

## OVERVIEW

### Wages

- ❖ Elimination of furlough days and 10% wage reduction for all employees.
- ❖ No merit or wage increases.
- ❖ Obtain grant funds to help cover costs of police officers and firefighters (Fire Safer).

### Medical benefits

- ❖ 80/20 premium cost share (employer/employee) for all medical plans.
- ❖ An increase in employee co-pays and deductibles.
- ❖ Change to the prescription plan structure.
- ❖ Consolidate medical plans to simplify the administration of benefits, including a reduction in the number of plans offered.

### Pension benefits

- ❖ Close pension plans to new participants and create a defined contribution plan for new hires.
- ❖ Modifications to pension plan cost drivers including the multiplier and escalator.
- ❖ Elimination of the excess earnings provision.

### Work rules

- ❖ Changes to the accumulation and usage of sick pay and accrued compensation.
- ❖ Changes in overtime management and structure.

### Personnel related

- ❖ Hiring freeze.
- ❖ Elimination of vacant positions.
- ❖ Reduction of headcount from attrition, retirement, and/or offering of early retirement incentive program(s).

### Detroit Department of Transportation (DDOT)

- ❖ Route rationalization, including adjustments to schedule and frequency.
- ❖ Headcount reductions through a phased approach.
- ❖ Improved management of overtime for both facility and vehicle maintenance employees.
- ❖ Improvement in risk management policies and procedures.
- ❖ Transfer the department to a third party operator.

### Public Lighting Department (PLD)

- ❖ Transition street lights to an independent authority and reconfigure footprint.
- ❖ Transition of the City's electricity customers to a third party and beginning of the replacement of the electricity grid.

The above costs savings are expected to be implemented in a phased process.

## OVERVIEW

Phase 1 – targeted savings are expected to be approximately \$100-\$150 million annually. The goal of the Phase 1 savings are to stabilize cash flows and financial position in order to ensure the City meets its near term obligations while continuing to provide necessary services to citizens. The Phase 1 initiatives include:

- ❖ Impose wage, medical, pension, and work rule related changes.
- ❖ DDOT rationalization and improvement of service.
- ❖ Transition of PLD functions to an independent authority.

Phase 2 – targeted savings are expected to be approximately \$100 million annually. The goal of Phase 2 is to focus on providing core services and shrinking the size of City government. The Phase 2 initiatives include:

- ❖ The transition to a third party or consolidation into other departments of non-core departments and services, including Health and Wellness, Human Services, Airport and Workforce Development.
- ❖ Consistent with its labor obligations, transition DDOT functions to a third party operator.
- ❖ Rationalize administrative support functions (Finance, Budget, Legal, ITS, HR, Payroll) to match size and need of core services.

## LABOR INITIATIVES

In December 2011 the Administration initiated negotiations with a vast majority of its unions representing approximately 90% of its unionized workforce. The objective of these negotiations was to amend existing collective bargaining agreements in order to achieve the Phase 1 savings.

These union negotiations resulted in signed tentative agreements to amend and extend existing collective bargaining agreements with the following unions:

- ❖ Coalition of non-uniformed unions
- ❖ Detroit Fire Fighters Association (DFFA)
- ❖ Detroit Police Officers Association (DPOA)
- ❖ Detroit Police Lieutenants and Sergeants Association (DPLSA)
- ❖ Detroit Police Command Officers Associations (DPCOA)

At the time of negotiations, the tentative agreements required State input prior to ratification. The State provided feedback which included additional changes beyond what was negotiated in the tentative agreements. Therefore, the tentative agreements were not ratified.

The Administration continues to have active discussions with the unions, including those unions that did not participate in the initial negotiations. However, in the event those continued discussions are unsuccessful, the FSA provides the Administration the ability to impose changes to collective bargaining agreements once they have expired. As such, the 2012-13 Recommended Budget assumes that the labor changes outlined above will be implemented on July 1, 2012.

**DEPARTMENTAL ASSUMPTIONS****Public Lighting Department**

The City is currently in the process of reconfiguring the Public Lighting Department. PLD maintains and operates the City's street lights and electricity distribution grid. Both the street lights and the grid are in need of significant capital improvements to provide reliable lighting and electricity to Detroit's citizens and businesses. In an effort to limit capital expense as well as expedite these improvements, the City has tentatively entered into separate agreements for the City's street lights and its electricity grid. The agreements are proposed to be completed during fiscal year 2013 resulting in no impact to the grid portion of the budget and limited impact to the street lighting budget based on timing of the transaction during the fiscal year.

The street lights will be transferred into a City owned lighting authority with the ability to issue debt. Proceeds from the debt issuance will be used to overhaul the current street lighting infrastructure. The primary goal of the authority will be to reconfigure the street lighting footprint, paring down the current 86,000 lights to approximately 46,000. The new lighting footprint will cater to Detroit's current population centers and provide reliable service and added safety where it is needed most. The projected 3-yr overhaul project will consist of a phased replacement of approximately 15,000 lights per year as well as conversion of the electrical feed onto a third party grid. The street lights will continue to be an asset of the City and will be funded by the lighting authority.

The electricity grid will be transitioned to a third party and closed down over a period of 7-years. The current state of the grid has led to unreliable service and has become a liability to the City's and its citizens. The transition process will begin in fiscal year 2013 and involve moving customers to third party owned meters as well transferring the electrical grid and power lines on a sub-station by sub-station basis. The City has recognized that providing reliable electricity service, collecting from its customers and maintaining an updated grid is best served by a third party. Therefore, the City believes it is in the best interest of the citizens to move out the of the power supply business. The goal is to limit the City's exposure to liabilities associated with the grid while providing a solution to ensure reliable power to the City of Detroit.

**Detroit Department of Transportation**

The Administration replaced the management team at the Detroit Department of Transportation in January 2012 to restructure operations and align the service to current fiscal conditions. The new management team filled key positions such as the CEO and COO, as well as vehicle maintenance management and support and scheduling. The management team evaluated routes and ridership volumes to develop a schedule that meets the demands of the community with improved levels of reliability. Historically, schedules have been published and provided to the public where personnel or equipment challenges would result in poor service delivery. The primary focus of the new management team is to provide an adequate level of service while minimizing reliance on General Fund subsidies.

Bus service provided by DDOT is a critical form of transportation for the citizens of Detroit and in some cases is their only means of transportation, which is why management held hearings for the citizens to create awareness and discuss the adjustments to the schedule. Hearings were held

## OVERVIEW

in February and April to discuss the March 3<sup>rd</sup> and April 28<sup>th</sup> route adjustments. The key message at the hearings was that no routes were being eliminated, but frequency is being adjusted to meet demands of the citizens and conform to budgetary realities.

It is expected that route rationalization would not only improve on-time performance, but also result in costs savings to decrease the General Fund subsidies. The reduction in service hours will require a smaller fleet resulting in reduced staffing levels, less overtime and lower levels of repairs and maintenance. The route rationalization would also decrease fuel and risk management/insurance costs as the total number of miles driven is reduced. Additional standards will be put in place to streamline procedures and the time required to complete repairs and maintenance jobs. In addition, financial metrics will be put in place to monitor monthly performance and manage to the budget.

Once DDOT has been restructured to an acceptable level, the goal is to outsource the entire operation to a third party operator, with the objective of further decreasing reliance on the General Fund. The administration intends to execute the outsourcing transaction during the upcoming fiscal year. The 2012-13 Recommended Budget does not include any financial impact from this potential transaction.

The recommended Budget provides for a \$43.0 million General Fund Subsidy, down from \$55.6 million in the FY2011-12 Budget.

### **Budget**

The Recommended Budget reduces the net tax cost by 16%, from \$2.4 million to \$2.0 million.

### **DPW**

The Recommended Budget reduces allocations by \$13.2 million. The Solid Waste Fee remains at \$240 for residential customers. Senior rate is \$120.

### **Workforce Development**

The recommendation does not include any funding for this department. The Detroit Workforce Board, Inc., effective July 1, 2012, will assume the role of fiscal agent and grant recipient for those funds currently administered by the Detroit Workforce Development Department, subject to the designation by the Chief Elected Official of the City and concurrence by the Governor.

### **Finance**

The recommendation assumes a 16% reduction in the department's appropriations, in line with the proposed reduced City footprint.

### **Fire**

The recommendation includes a \$23.4 million reduction in appropriations and includes proceeds from the SAFER grant to retain 100 firefighter positions.

## OVERVIEW

### **Health Department**

Funding for this department has been eliminated in the 2012-13 Recommended Budget. It is anticipated that public health services will be transferred to the Detroit Institute for Health and Human Services. Any services that will not be transferred to the Institute will be combined with other City agencies.

### **Human Resources**

The recommendation assumes a 41% reduction in the department's appropriations, in line with the proposed reduced City footprint.

### **Human Rights**

Funding for this department has been eliminated in the 2012-13 Recommended Budget. Reduced funding is still being evaluated, however, the decision to eliminate this department has been reversed and an errata will be submitted.

### **Human Services**

Funding for this department has been eliminated in the FY 2012-13 Recommended Budget and it is assumed that the department will be transitioned to other entities.

The City will continue to transition activities for Head Start with a complete transition to the firm identified by the Federal office on July 1, 2012. The City will complete transition activities with the State to discontinue all services associated with the Block grants. The City will work with purchasing to determine how to appropriately dispose of any assets.

### **Information Technology**

The recommendation assumes a 29% reduction in the department's appropriations, in line with the proposed reduced City footprint.

### **Law**

The recommendation assumes a 55% reduction in the department's appropriations, in line with the proposed reduced City footprint.

### **Mayor's Office**

The recommendation assumes a 44% reduction in the department's appropriations, in line with the proposed reduced City footprint.

### **Planning & Development**

The recommendation assumes a \$0 net tax cost and a 24 FTE reduction.

### **Police**

The recommendation assumes an 18% reduction in the department's appropriation and a 353 FTE reduction.

## OVERVIEW

### **Recreation**

The Recreation Department has been identified as a core service that the City provides, however in an effort to help the City eliminate the deficit and improve operations, the department is identifying new ways to fund programs and operations and to “right-size” the system to meet service levels. The recommendation assumes a 38% reduction in the department’s appropriations.

### **Administrative Hearings**

The recommendation assumes a 53% reduction in the department’s appropriations, in line with the proposed reduced City footprint.

### **Homeland Security**

Funding for this department is eliminated for the 2012-13 Recommended Budget. However, the function will continue to exist and the Detroit Office of Homeland Security will be located in the Police Department.

### **General Services**

The recommendation assumes a 7% reduction in the department’s appropriations, in line with the proposed reduced City footprint.

### **Auditor General**

The recommendation assumes a 5% reduction in the department’s appropriations, in line with the proposed reduced City footprint.

### **Board of Zoning Appeals**

2012-2013 recommended budgeted revenues of \$0.1 million and appropriation of \$0.6 million represent a net tax cost of \$0.5 million

### **City Council**

The recommendation assumes a 25% reduction in the department’s appropriations, in line with the proposed reduced City footprint.

### **Ombudsperson**

The recommendation assumes a 22% reduction in the department’s appropriations, in line with the proposed reduced City footprint.

### **Election Commission**

The recommendation assumes a 33% reduction in the department’s appropriations, in line with the proposed reduced City footprint. The level of reduction is being reconsidered and if appropriate an errata will be submitted.

### **Inspector General (IG)**

The IG is a new department that was created as part of the Charter revisions. The 2012-2013 recommended appropriation of \$0.6 million is forecast to equal the net tax cost.

## OVERVIEW

### **36th District Court**

2012-2013 recommended budgeted appropriation of \$31.0 million is forecast to be offset by revenues of \$17.6 million, resulting in a net tax cost of \$13.5 million.

### **Non-departmental**

2012-2013 recommended budgeted revenues of \$961.5 million and appropriation of \$436.0 million represent a net tax cost of \$525.5 million.

### **Airport**

Funding for this department has been eliminated for the 2012-13 Recommended Budget. Preliminary discussions regarding alternative funding arrangements or alternative uses have commenced and include: transfer to an authority, creation of independent agency, and potential joint venture with surrounding airport authorities.

### **Buildings & Safety Engineering (BS&E)**

The department is one of the Core Services as outlined by the Mayor. BS&E is forecast to provide a net tax benefit of \$1.3 million from revenues of \$24.4 million.

### **Municipal Parking**

For FY 2012-2013 net tax benefit is forecast \$3.7 million from revenues of \$22.9 million.

### **Water**

2012-2013 recommended budgeted revenues of \$393.9 million are forecast to equal the appropriation, resulting in a net tax cost of \$0.

### **Sewerage**

2012-2013 recommended budgeted revenues of \$539.5 million are forecast to equal the appropriation, resulting in a net tax cost of \$0.

### **Library**

2012-2013 Recommended Budget revenues of \$32.7 million and a net tax cost of \$0.

# OVERVIEW

\$ in millions	FY 2011-12 Redbook			FY 2012-13 Recommended Budget			Difference - Favorable / (Unfavorable)			
	Agencies	Appropriation	Revenues	Net Tax Cost	Appropriation	Revenues	Net Tax Cost	Appropriation	Revenues	Net Tax Cost
<b>Executive</b>										
12 Budget	\$ (2.4)	\$ -	\$ (2.4)	\$ (2.0)	\$ -	\$ (2.0)	\$ 0.4	\$ -	\$ 0.4	
19 Public Works	(114.4)	113.8	(0.6)	(101.2)	101.4	0.1	13.2	(12.4)	0.7	
21 Workforce Development	(53.9)	53.9	-	-	-	-	53.9	(53.9)	-	
23 Finance	(39.0)	8.7	(30.3)	(32.7)	5.8	(26.9)	6.3	(2.9)	3.4	
24 Fire	(183.4)	22.6	(160.8)	(160.0)	33.8	(126.1)	23.4	11.2	34.7	
25 Health & Wellness	(77.4)	71.0	(6.4)	-	-	-	77.4	(71.0)	6.4	
28 Human Resources	(13.5)	5.0	(8.5)	(8.0)	2.4	(5.6)	5.5	(2.6)	2.9	
29 Human Rights	(0.9)	0.5	(0.4)	-	-	-	0.9	(0.5)	0.4	
30 Human Services	(70.3)	70.3	-	-	-	-	70.3	(70.3)	-	
31 Information Technology	(20.0)	0.8	(19.2)	(14.3)	0.5	(13.8)	5.7	(0.3)	5.4	
32 Law	(19.3)	1.6	(17.7)	(8.6)	1.6	(7.0)	10.7	(0.0)	10.7	
33 Mayor's Office	(7.0)	0.3	(6.7)	(4.0)	-	(4.0)	3.0	(0.3)	2.7	
36 Planning & Development	(46.9)	46.4	(0.5)	(46.0)	46.0	-	0.9	(0.4)	0.5	
37 Police	(414.8)	82.6	(332.2)	(339.6)	71.7	(267.9)	75.2	(10.9)	64.3	
38 Public Lighting	(53.9)	62.7	8.8	(57.3)	52.1	(5.1)	(3.4)	(10.6)	(13.9)	
39 Recreation	(19.7)	1.6	(18.1)	(12.3)	0.9	(11.4)	7.4	(0.7)	6.7	
45 Administrative Hearings	(1.4)	0.7	(0.7)	(0.7)	0.7	-	0.7	(0.0)	0.7	
46 Homeland Security	(2.4)	2.0	(0.4)	-	-	-	2.4	(2.0)	0.4	
47 General Services	(47.7)	12.0	(35.7)	(39.1)	11.9	(27.2)	8.6	(0.1)	8.5	
<b>Legislative</b>										
50 Auditor General	(3.6)	-	(3.6)	(2.9)	-	(2.9)	0.7	-	0.7	
51 Board of Zoning Appeals	(0.7)	0.1	(0.6)	(0.6)	0.1	(0.5)	0.1	(0.0)	0.1	
52 City Council	(13.6)	0.2	(13.4)	(8.3)	0.0	(8.3)	5.3	(0.2)	5.1	
53 Ombudsperson	(0.9)	-	(0.9)	(0.6)	-	(0.6)	0.3	-	0.3	
70 City Clerk	(3.1)	-	(3.1)	(2.1)	-	(2.1)	1.0	-	1.0	
71 Elections	(7.4)	0.0	(7.4)	(5.1)	0.0	(5.1)	2.3	0.0	2.3	
54 Inspector General	-	-	-	(0.6)	-	(0.6)	(0.6)	-	(0.6)	
<b>Judicial</b>										
60 36th District Court	(37.5)	19.4	(18.1)	(31.0)	17.6	(13.5)	6.5	(1.8)	4.6	
<b>Other</b>										
35 Non-Departmental	(327.6)	992.1	664.5	(436.0)	961.5	525.5	(108.4)	(30.6)	(139.0)	
18 Debt Service	(77.7)	77.7	-	(74.4)	74.4	-	3.3	(3.3)	-	
<b>Enterprise</b>										
10 Airport	(1.5)	1.5	-	-	-	-	1.5	(1.5)	-	
13 Buildings & Safety Engineering	(26.2)	27.2	1.0	(23.1)	24.4	1.3	3.1	(2.8)	0.3	
20 Transportation	(149.4)	149.4	-	(143.0)	143.0	-	6.4	(6.4)	-	
34 Municipal Parking	(31.3)	44.4	13.1	(19.2)	22.9	3.7	12.1	(21.5)	(9.4)	
41 Water	(686.0)	686.0	-	(393.9)	393.9	-	292.1	(292.1)	-	
42 Sewerage	(518.7)	518.7	-	(539.5)	539.5	-	(20.8)	20.8	-	
72 Library	(35.0)	35.0	-	(32.7)	32.7	-	2.3	(2.3)	-	
<b>Total</b>	<b>\$ (3,108.3)</b>	<b>\$ 3,108.3</b>	<b>\$ -</b>	<b>\$ (2,538.8)</b>	<b>\$ 2,538.8</b>	<b>\$ -</b>	<b>\$ 569.5</b>	<b>\$ (569.5)</b>	<b>\$ -</b>	

### GOVERNMENTAL STRUCTURE

This section describes the City of Detroit governmental structure, financial procedures, and budget development process.

Pursuant to the provisions of the State Constitution, Detroit is a home rule city with significant independent powers. In accordance with the Charter, the governance of the City is organized in two branches: the executive branch, which is headed by the Mayor, and the legislative branch, which is composed of the City Council and its agencies. The Charter also provides for an independent City Clerk who serves as Clerk to the Council and Chairperson to the Elections Commission. The Mayor, City Council members and the Clerk are elected every four years, with the most recent regular election for these positions in November 2009. There is no limit to the number of terms that may be served by elected officials.

The City Charter provides that the voters of the City reserve the power to enact City ordinances by initiative, and to nullify ordinances enacted by the City by referendum. However, these powers do not extend to the budget or any ordinance for the appropriation of money, and the referendum power does not extend to any emergency ordinance. The City is operating under a Charter created in 1974, with few amendments added by the 1994-1996 and 2009-2011 Commissions. The most recent changes to the Charter primarily revolved around ethics and corruption, future growth, and government efficiency.

The Mayor, as chief executive of the City, has control of and is accountable for the executive branch of City government. The Charter grants the Mayor broad managerial powers, including appointment of most department directors and deputy directors. The Mayor has an office of staff.

The Charter delegates to the executive branch the responsibility for implementation of most programs, services and activities. An Executive Organization Plan (EOP) must be on file setting forth all agencies of the executive branch and assigning authorized programs, services and activities to each, including the six staff departments (in Article 6), six operating departments and a variety of other specified functions (in Article 7). The Mayor initiates changes to the EOP through an amendment process.

The EOP calls for 29 operating and staff departments in the executive branch. The staff departments are: Budget, Human Resources, Finance, Law and Planning. Operating departments include: Police, Fire, General Services, Health and Wellness Promotion, Office of Homeland Security, Public Lighting, Public Works, Recreation, Transportation, and Water and Sewerage.

The City's three cultural departments are administered through operating agreements with non-profit corporations. The Detroit Institute of Arts is administered by the Founders' Society. Effective March 2006, the Detroit Zoological Institute is administered by The Detroit Zoological Society, and the Detroit Historical Museum and Dossin Museum are administered by the Detroit Historical Society. Historic Eastern Market was formerly operated by the Recreation Department, and is now also administered by a non-profit, the Eastern Market Corporation,

## OVERVIEW

under a management and promotion agreement reached June 2006. The Charles Wright Museum of African American History continues to be tax supported, as does the Anna Scripps Whitcomb Conservatory (on Belle Isle), which is operated by the General Services and Recreation Departments. In 2010, the operation of Cobo Center was transferred to a regional authority.

The City historically administered a number of social programs through its Human Services, Workforce Development and Recreation departments. Generally, these programs are funded from Federal or State of Michigan grants or from funds received from the private sector. The Recreation Department is general funded. Consistent with the Budget's goal of focusing on delivery of core services, the Human Services and Workforce development departments have been removed from the 2012-13 Recommended Budget. There are also seven independent agencies with service delivery responsibilities in the EOP, and there are four local authorities with a direct financial relationship to the City.

Financial operations of the City have historically been carried out through the appointed positions of Finance Director and Budget Director. The Finance Director oversees most financial functions of the City, including coordinating financial activities, collecting and disbursing funds, directing accounting procedures, purchasing goods and services and the assessing of property in the City. The Budget Director is responsible for the development of program and service objectives, controlling and supervising the expenditure of funds, long term financial planning, and assisting the Mayor in the preparation of the City's annual budget and five-year capital improvement agenda.

In accordance with the FSA, the Chief Financial Officer (CFO), Project Management Office (PMO), and Financial Advisory Board (FAB) will participate in financial and budget oversight. A description of these new bodies is as follows:

The CFO reports directly to the Mayor and is responsible for supervising all finance and budget activities of the City, with the Finance Director and Budget Director reporting to this office. The CFO is appointed for a 5-year term and will be selected from a list of candidates that are agreed upon by the Mayor and the Governor. As of the publishing of this report the CFO position has not yet been filled.

The PMO, headed by the PMD is responsible for implementation of the Reform Program initiatives, detailed in Annex B of the FSA. The PMD, reporting directly to the Mayor, is appointed for a 5-year term and will be selected from a list of candidates that are agreed upon by the Mayor and the Governor. As of the publishing of this report the PMO position has not yet been filled.

The FAB is a public body politic and an inter-governmental entity mandated to administer and execute the FSA. The FAB's responsibilities include, but are not limited to: monitoring and reporting of the City's ongoing financial performance; making certain findings and recommendations to the City and assisting the City with preparation, implementation and execution of an annual Triennial Budget and General Appropriations Act, which shall include the annual Budget and assisting the City in achieving Financial Stability. The FAB is comprised of nine members with three appointed by the Governor, two appointed by the Mayor, two

## OVERVIEW

appointed by City Council, one appointed by the State Treasurer, and one jointly appointed by the Governor and Mayor (approved by City Council). As of the publishing of this report, no FAB members have been appointed.

The City Council, composed of nine members elected at large for 4-year terms, is the City's legislative body. The City Council has the power to override the Mayor's veto with a two-thirds majority vote of its members. Agencies that aid the City Council in its duties are described below.

The Auditor General is appointed for a term of 10 years by a majority of City Council members serving and may be removed for cause by a two-thirds majority vote. Any person who has held the position of Auditor General is not eligible for reappointment. By Charter, the major duty of the Auditor General is to audit the financial transactions of all City agencies; however since 1980 the City has retained independent accounting firms to perform that function. State law requires annual audits, although by Charter, internal audits are required only every 2 years. The Auditor General may investigate the administration and operation of any City agency and prepares various reports, including an annual analysis for the City Council of the Mayor's proposed budget.

The Ombudsperson is appointed for a term of 10 years by a two-thirds majority of City Council members for the purpose of investigating any official act of any agency (except elected officers) that aggrieves any person, and may only be removed for cause by a two-thirds majority vote of Council.

The City Planning Commission, consisting of nine members appointed by the City Council for 3-year terms, advises the City Council on such matters as the annual capital budget, certain development or renewal projects and proposals for the demolition, disposition or relinquishment of, or encroachment upon, public real property or public interests in real property.

The City is responsible for the financial and administrative affairs relating to the 36<sup>th</sup> District Court, Michigan's largest limited jurisdiction court, handling over 450,000 criminal, traffic, civil and parking cases filed in the City each year.

Local School Boards are separate local jurisdictions in Michigan. The Detroit Public School District has an elected governing board, but is presently under the direction of an emergency financial manager appointed by the Governor.

Effective September 21, 2001, the Detroit Housing Commission began acting as a public body pursuant to State law.

**FINANCIAL PROCEDURES**

The City's accounting system is organized and operated on the basis of funds and account groups, each of which is considered a separate accounting entity. The accounting and financial reporting policies of the City conform to generally accepted accounting principles (GAAP) and reporting standards as promulgated by the Governmental Accounting Standards Boards (GASB). Each department and agency receives financial information along appropriation, organization, program and project lines, but in an integrated environment. This information is used to allocate financial resources and to control actual expenditures in relation to the amended budget. In addition, historical information from these reports can be used for analysis and preparation of the annual financial report.

The City utilizes the Detroit Resource Management System (DRMS) to record and process financial information. DRMS is now used to conduct business for all City core financials (purchasing, accounts payable, accounts receivable and general ledger), as well as to track applicants for employment and for budget processes.

**Basis of Accounting**

The City's financial statements are prepared in conformity with generally accepted accounting principles. "Basis of accounting" refers to the point at which revenues and expenditures are recognized in the accounts and reported in the financial statements. The basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

Except for the City's Enterprise Funds and Pension Funds (which are accounted for on the accrual basis), the City's funds and accounts are maintained and reported on the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this period, the City considers revenues to be available if they are collected within 60 days from the end of the current fiscal year, except for grants and trade receivables, which are 180 and 90 days, respectively. Expenditures generally are recorded when the liability is incurred, as under accrual accounting. However, principal and interest on general long-term debt, claims and judgments, and compensated absences are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and acquisitions under capital leases are reported as other financing sources. Significant revenue sources susceptible to accrual include property taxes, income taxes, utility taxes, and interest. All other revenue sources are considered to be measurable and available only when cash is received.

Private sector standards of accounting and financial reporting issued prior to December 1, 1989 generally are followed in both the government-wide and proprietary fund financial statement to the extent that those standards do not conflict with or contradict guidance of the Governmental Accounting Standards Board. The City also has the option of following subsequent private-sector guidance for their business-type activities and enterprise funds, subject to this same limitation. The City has elected not to follow subsequent private-sector guidance.

### **Basis of Budgeting**

The Budget is prepared on essentially the same principles as the accounting system. The General Fund is budgeted on a modified accrual basis and enterprise funds on the accrual basis. The major differences between the budgeting and accounting basis are:

- 1) Encumbrances are recorded as expenditures (budget basis) rather than as a reservation of fund balance (accounting basis).
- 2) Compensated absences (accrued but unused leave) are not reflected in the budget.
- 3) Depreciation expense is not included in the budget basis.

The Charter requires that the Budget is based on Programs, and budget appropriations for the most part reflect programs, except that overhead costs of activities are not apportioned in allocations.

### **Fund Balance**

The fund balances of the General, Special Revenue and Capital Projects Funds have been classified to reflect certain limitations and restrictions. Reserves for Inventories are equal to the amount of the inventories and signify that such assets are not presently available for appropriation and expenditure. While the City is not required to carry unliquidated encumbrances past the end of the fiscal year, it sets aside, within each respective fund balance, an amount equal to the unliquidated encumbrances that the City wishes to carry forward. In the succeeding year, the Budget is increased by an amount sufficient to cover the unliquidated encumbrances and these encumbrances are reinstated. Unliquidated appropriations represent amounts appropriated for liquidation of encumbrances and for other commitments not liquidated by year-end and carried forward to the succeeding year's budget. Any remaining balance constitutes an unappropriated surplus. In accordance with a City ordinance, one-half of any unappropriated surplus is transferred to a Budget Stabilization Fund with the balance being available for other appropriations in the following fiscal year. Any unappropriated deficit is funded in the succeeding fiscal year.

The Budget reflects half of this General Fund balance as a prior year surplus (revenue in the Non-Departmental budget) or deficit (appropriation in the Non-Departmental budget). All other Funds do not include a Prior Year Fund Balance.

### **Budget Stabilization Fund**

In 1978, the State Legislature authorized municipalities to establish budget stabilization funds for the purpose of providing a method to stabilize financial operations, especially during cyclical economic periods. In 1979, the City, by ordinance, established the Budget Stabilization Fund to cover General Fund deficits, to restore reduction in the number of employees and to cover expenses arising because of a natural disaster. One-half of the General Fund surplus is to be appropriated to this fund in the fiscal year following the year that a surplus is experienced, up to the lesser of either 15% of the City's most recent General Fund budget or 15% of the average of the City's five most recent General Fund Budgets. The Budget Stabilization Fund had a balance of \$0.

This fund is not reflected in the Budget.

### **GASB 34 Activities**

Government Accounting Standards Board Statement #34 establishes new requirements for the annual financial reports of state and local governments. The City has taken steps to improve the descriptiveness and usefulness of its base financial information, starting with the June 30, 2004 CAFR using the newly prescribed financial reporting requirements.

## **BUDGET PROCESS AND CONTENT**

The general content and the process of developing the City's annual budget are prescribed by the City Charter. The City's annual budget constitutes a financial plan for the next fiscal year, which is required to set forth estimated revenues from all sources and all appropriations. Proposed capital appropriations are included. The City estimates a prior year surplus or deficit for the General Fund, which reflects the ending financial position for the prior year (the "fund balance"). Any deficit during the preceding year is entered into the budget for the next fiscal year as an appropriation in accordance with the City Charter. One-half of any surplus is credited to the Budget Stabilization Fund with the remainder being included as a revenue in the following year. The total of proposed expenditures cannot exceed the total of estimated revenues so that the budget as submitted is "balanced".

### **Budget Development Calendar**

The City Charter, since its 1997 revision, requires before November 1 of each year and prior to submitting a proposed annual budget (by December 8), that the departments of Police, Fire, Public Works, Water and Sewerage, Recreation, Health and Wellness Promotion, and Public Lighting conduct a public meeting to review programs, services and activities to be included in the budget and to receive public comment. A general summary of these departments' programs, services and activities funded in the current fiscal year, along with the date, time and place of the meeting, must be published in a daily newspaper of general circulation at least ten days before the meeting.

Budget staff organizes the meetings every October with different community partners as hosts (for all departments except Water and Sewerage, which holds its own public meetings). In some years, Budget staff also meets with high school classes, and administers a *Survey of Citizen City Service Priorities* through community organizations, City facilities, and the City's website.

The initial budget, which includes all department estimates of revenues and expenditures required for the fiscal year beginning July 1, is submitted to the Mayor by the Budget Department on or before the preceding February 20. The Mayor may revise the budget prior to submitting it to the City Council on or before April 12, the date established by City ordinance.

Prior to approval of the budget, the Auditor General prepares an analysis of the proposed budget, and City Council holds hearings with various agency heads and a public hearing. The City Council may amend the budget as presented by the Mayor, on or before May 24. Any Mayoral veto of City Council amendments may be overridden by a two-thirds vote of the City Council members. The City Council's reconsideration of the budget must be completed within the longer 3 calendar days or 2 business days following the maximum return date of the budget by the Mayor and any Mayoral veto.

## OVERVIEW

The 2012-13 Recommended Budget requirements provided for by the FSA are more limited than in future years. For the 2012-13 Recommended Budget, the FSA requires the City to have its revenue estimation reviewed and approved by the State Treasurer and that expenditures are not in excess of the approved revenues. Additionally, the City is required to prepare a Triennial Budget that will be submitted to the State Treasurer and the FAB.

In future years, the City will be required to hold semi-annual revenue conferences (in January and July) and receive approval on revenue estimates from the FAB as well as receive input from the FAB on the budget and its merits (see the revenue estimation and budget calendar). Based on the City's current financial condition and the new requirements provided for in the FSA, the proposed 2012-13 Recommended Budget includes appropriation reductions to most departments, the consolidation of select City services, a plan for deficit elimination and implementation of operational reforms. Additionally, the Budget focuses on delivering core services to the citizens that match the current level of revenues while allowing for a reduction and elimination of the accumulated deficit.

### **Budget Adoption**

The adoption of the budget provides for: 1) appropriations of specified amounts from funds indicated, 2) a specified levy of the property tax, and 3) provision for the issuance of bonds specified in the capital program. The budget document as adopted becomes the basis for establishing revenues and expenditures for the fiscal year following the fiscal year of passage.

**Appropriations** - The Charter requires that appropriations be made in lump sums to the agencies for specific programs, services or activities or to additional classifications as the Mayor may recommend. Within an appropriation, the Mayor is given the responsibility of allocating financial resources to labor, equipment, supplies and materials in a manner which appears most suitable and economical in a given situation. However, the accounts of each agency are maintained in such detail as required by generally accepted standards of financial reporting.

### **Budget Revisions**

The appropriation is a fixed expenditure and may not exceed the original appropriated level without City Council approval. If during the fiscal year the Mayor advises the City Council that there are revenues available for appropriation in excess of those estimated in the budget, the City Council may make supplemental appropriations for the year up to the amount of the excess. In the case of revenue shortfalls, the Mayor may request that the City Council decrease certain appropriations. The Mayor is under no obligation to spend an entire appropriation. Also, at any time during the fiscal year, the City Council, upon written request by the Mayor, may transfer all or part of any unencumbered appropriation balance among programs, services or activities within an agency or from one agency to another.

**REVENUE ESTIMATION AND BUDGET CALENDAR**

The <i>VARIOUS OFFICERS, DEPARTMENTS, COMMISSIONS AND BOARDS</i> shall complete their estimates of requirements for each activity during the ensuing fiscal year	On or before Thursday December 8, 2011
The <i>DIRECTORS of FINANCE, BUDGET, AUDITOR GENERAL and CITY COUNCIL'S FISCAL DIVISION</i> shall hold a revenue estimation conference*	**On or before Tuesday January 31, 2012
The <i>BUDGET DIRECTOR</i> shall make up and transmit to the Mayor a tabulation of such estimates	On or before Wednesday February 22, 2012
The <i>FAB</i> shall establish Revenue Estimation following the Revenue Conference.	**On or before Thursday, March 15, 2012
The <i>MAYOR</i> shall consider the budget and may revise or alter the same, to be completed and returned by him to the Budget Director for tabulation	On or before Thursday March 29, 2012
The <i>MAYOR</i> shall submit the proposed Triennial Budget to the <i>FAB</i>	**On or before Thursday March 29, 2012
The <i>BUDGET DIRECTOR</i> shall re-tabulate the revision and the <i>MAYOR</i> shall transmit the revised budget and Triennial Budget to the City Council	On or before Thursday, April 12, 2012
The <i>MAYOR</i> shall transmit the proposed Triennial Budget to the State Treasurer	**On or before Thursday April 12, 2012
The <i>CITY COUNCIL</i> shall consider the budget transmitted by the Mayor and may revise, alter, increase or decrease,	On or before Thursday, May 24, 2012
The <i>CITY CLERK</i> shall re-tabulate the budget as revised by the Council and transmit it to the Mayor for his approval or Rejection	On or before Sunday, May 27, 2012
The <i>MAYOR</i> shall return the budget to the City Council with his approval, or if he shall disapprove the whole or any items therein, with a statement of his reasons therefore	On or before, Sunday, May 27, 2012
The <i>CITY COUNCIL</i> shall act upon any item or items that shall have been disapproved by the Mayor	***On or before Sunday, June 3, 2012

## OVERVIEW

### TAX STATEMENT

After the *MAYOR* shall have approved the budget, or the *CITY COUNCIL* shall have acted upon any part or item thereof which shall have been disapproved, the *FINANCE DIRECTOR* shall make an itemized statement of the amount to be raised by taxation, and a similar statement for the issue of bonds

\*On or before Friday,  
June 10, 2012

Begin City operations under the new control of the 2012-13 Recommended Budget

On or before Sunday,  
July 1, 2012

Semi-annual revenue conference

On or before Tuesday,  
July 31, 2012

\*Calendar dates that require scheduling of a formal session of CITY COUNCIL.

\*\* Because of the timing of the execution of the FSA, some of the requirements may be waived by the state treasurer.

\*\*\*Later of 3 calendar days or 2 business days following maximum return date of the Budget by the Mayor.

**Note:** Whenever deadline dates fall on Saturday, Sunday or Holiday, the applicable deadline shall be the next business day.

**OPERATIONAL POLICY AND GOALS:**

**Current City functions continue to determine agency operating goals in FY 2012-13.**

<b>1. PROTECT INDIVIDUALS AND PROPERTY IN DETROIT</b>
PREVENT AND CONTROL CRIME through Police Department precinct operations, specialized investigative and narcotics services, and the science and technology bureau
ENFORCE TRAFFIC LAWS AND ORDINANCES The Weights and Measures operation enforces truck safety The 36 <sup>th</sup> District Court handles small claims, misdemeanor crimes and preliminary felony exams in Detroit
PREVENT AND CONTROL FIRE through response to fire calls, code enforcement, education and investigation
PREPARE FOR WIDE-SCALE, HAZARDOUS COMMUNITY EMERGENCIES The Fire Department operates ambulance services and emergency management response capability The Office of Homeland Security coordinates resources around securing Detroit's borders and municipal facilities
<b>2. FACILITATE TRANSPORTATION IN DETROIT</b>
MAINTAIN PASSABILITY OF STREETS through design, street improvements, and snow and ice removal
OFFER MASS TRANSIT through the Department of Transportation bus system and services to special populations
MAINTAIN AND MONITOR PARKING FACILITIES through the Municipal Parking Department
<b>3. IMPROVE THE PHYSICAL ENVIRONMENT OF DETROIT</b>
HANDLE SOLID WASTE EFFECTIVELY Solid Waste collection occurs through refuse collection operations The Greater Detroit Resource Recovery Authority operates the incinerator with the City as its largest customer
REGULATE THE ENVIRONMENTAL ASPECTS OF LAND USE The Environmental Affairs Department enforces environmental compliance and promotes brownfield cleanup The Department of Administrative Hearings adjudicates blight violations The Zoning Appeals Board rules on citizen appeals of land use determinations
OFFER STREET LIGHTING through the Public Lighting Department or a third party
ENVIRONMENTAL PROTECTION General Services Department staff clean up vacant lots through grass cutting and debris removal
PROVIDE HEALTHY WATER SUPPLY AND SEWAGE DISPOSAL through the Water & Sewerage Department
DEMOLISH DANGEROUS BUILDINGS through the Demolition Division of Buildings & Safety Environmental
<b>4. PROVIDE RECREATIONAL AND CULTURAL OPPORTUNITIES IN DETROIT</b>
PROVIDE RECREATIONAL FACILITIES AND ACTIVITIES THROUGHOUT DETROIT Recreation Centers, programs and special events are available throughout Detroit. The City owns the Detroit Institute of Arts and subsidizes its capital improvements. The Recreation Department has an operating agreement for the management of Eastern Market The Detroit Historical Museum, Dossin Museum, and Fort Wayne are owned and subsidized by the City The City has an operating agreement with the Zoological Institute for the main Zoo and the Belle Isle Nature Zoo
CONTRIBUTE TO THE EDUCATION OF DETROITERS The Detroit Public Library operates a branch library system and special central collections
<b>5. PROTECT THE SUPPLY AND CONDITIONS OF BUILDING IN DETROIT</b>
ENFORCE BUILDING AND SAFETY CODES through the inspection activities of Buildings & Safety Environmental Enforce construction codes through the planning and permitting services The Business License Center provides consumer safety protections through regulation

## OVERVIEW

<b>6. DEVELOP ECONOMIC CAPACITY IN DETROIT</b>
<b>PROVIDE INDUSTRIAL AND COMMERCIAL ASSISTANCE</b> The Detroit Building Authority (DBA) oversees capital improvements for city facilities The Planning and Development Department works with developers and offers targeted infrastructure support
<b>PROVIDE JOB OPPORTUNITIES FOR DETROITERS</b> The Human Rights Department monitors discriminatory barriers to employment and entrepreneurial development
<b>7. CONTINUOUSLY IMPROVE MANAGEMENT OF PUBLIC SERVICES</b>
<b>PROVIDE EXECUTIVE LEADERSHIP TO CITY AGENCIES</b> The Human Resources Department recruits, selects, develops and guides the management of personnel The Law Department is the Corporation Counsel for all municipal affairs The Mayor's Executive Office directs administration, operations, development, and fiscal affairs Planning and Development Department prepares the City's Master Plan
<b>MANAGE THE OVERHEAD AND INFRASTRUCTURE OF CITY AGENCIES</b> The General Services Department manages and maintains municipal buildings and grounds, major stores and vehicles Information Technology Services Department supports all personal, network and specialized technology needs
<b>MONITOR FIDUCIARY TRANSACTIONS EFFECTIVELY</b> The Budget Department plans and monitors programs and projects in the annual operating and capital budgets The Finance Department, including Bond Interest and Redemption, processes payments, makes cash available, and accounts for City transactions The Auditor General monitors the internal controls of agencies and of city fiscal management systems
<b>OFFER COMMUNITY EXTENSION SERVICES</b> Consumer Advocacy includes complaint mediation and public education about business practices Communication Services brings city government information to the community through various media The Detroit City Council is supported by the City Plan Commission, an advisory planning organization The City Ombudsperson investigates citizens complaints with city services
<b>DEVELOP AND REPRESENT PUBLIC POLICY</b> The City has a Legislative Liaison to the State of Michigan executive and legislature The Board of Ethics recommends improvements in employee or agency standards of conduct The Detroit City Council is charged with the Legislative function of the City The Detroit City Clerk keeps the official record for city affairs The Elections Commission conducts local elections in accordance with State law
<b>MAKE TARGETED CONTRIBUTIONS AND SUBSIDIES</b> for important public services

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**CITY OF DETROIT  
FUND DESCRIPTIONS FOR  
APPROPRIATION AND REVENUE BY FUND CHARTS**

GENERAL FUND		ENTERPRISE FUND GROUP		SOLID WASTE	
Number	Name	Number	Name	Number	Name
1000	General Fund	2490	Construction Code	3401	Solid Waste Management
<b>COMMUNITY DEVELOPMENT</b>		3001	Library	<b>MAJOR and LOCAL STREETS</b>	
2001	Block Grant	5002	Airport Operation & Maintenance	3301	Major Streets
2002	UDAG & Discretionary Grant	5100	Parking Revenue	3305	Public Act 48
<b>DRUG LAW ENFORCEMENT</b>		5102	Parking Operating	<b>GENERAL DEBT SERVICE</b>	
2601	Drug Law Enforcement Fund	5105	Parking System Program Reserve	4000	Sinking Interest & Redemption
<b>GENERAL GRANTS</b>		5301	Transportation Operation	<b>GENERAL CAPITAL PROJECTS</b>	
3214	Temporary Assistance to Needy Families	5303	Department of Transportation	4502	General Public Imp. - Tax Rev & Grant
3215	Detroit Workforce Development - Fed. Funds	5401	Sewage Receiving	4514	GO Bond Series
3216	Wagner Peyster	5402	Sewage Operation & Maintenance	<b>URBAN RENEWAL FUND</b>	
3217	Special Projects II	5403	Sewage Bond and Interest	4620	Special HSG Rehab Program
3218	Workforce Investment Act	5404	Sewage Improvement	<b>INTERNAL SERVICE FUND</b>	
3219	DWDD Clearing Account	5406	Sewage-Extraordinary Repairs & Replacement	6010	Motor Vehicle Fund
3507	Community Programs	5410	State Revolving Loan Fund	<b>EMPLOYEE BENEFITS FUND</b>	
3509	Headstart	5419	Sewerage Bond Fund Series	7500	Employee Benefit Plan
3516	CSBG Main Grant	5501	Water Receiving		
3518	Det Child Dev Head Start	5502	Water Operations & Maintenance		
3601	General Grants	5503	Water Bond and Interest		
3709	ARRA - DOJ COPS Hiring	5506	Water Improvement & Extension		
		5508	Water Extraordinary Repair & Replacement		
		5518	Water Bond Fund Series		

<b>CITY OF DETROIT</b> <b>COMPARATIVE BUDGET SUMMARY</b> <b>2012-2013 MAYOR'S RECOMMENDATIONS</b>
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<u>APPROPRIATIONS</u>	<u>2011-12 BUDGET</u>	<u>2012-13 RECOMMENDED</u>	<u>INCREASE (DECREASE)</u>
General City Agencies	\$1,254,939,902	\$876,913,469	(\$378,026,433)
Non-Departmental	327,586,127	436,018,126	108,431,999
Debt Service	77,692,026	74,426,582	(3,265,444)
Enterprise Agencies	1,448,083,357	1,151,392,599	(296,690,758)
TOTAL	<u>\$3,108,301,412</u>	<u>\$2,538,750,776</u>	<u>(\$569,550,636)</u>

<u>REVENUES</u>			
General City Agencies	\$576,307,187	\$346,477,460	(\$229,829,727)
Non-Departmental	992,101,008	961,503,089	(30,597,919)
Debt Service	77,692,026	74,426,582	(3,265,444)
Enterprise Agencies	1,462,201,191	1,156,343,645	(305,857,546)
TOTAL	<u>\$3,108,301,412</u>	<u>\$2,538,750,776</u>	<u>(\$569,550,636)</u>

<u>BUDGETED POSITIONS</u>			
City Funded	7,287	5,896	(1,391)
Grant Funded	804	550	(254)
Enterprise Funded	4,573	3,652	(921)
TOTAL	<u>12,664</u>	<u>10,098</u>	<u>(2,566)</u>

**GENERAL CITY AGENCIES:** This includes all General Fund and General Grant City Departments.

**NON-DEPARTMENTAL:** This Agency (Number 35) provides funds for activities which are not the responsibility of any other single agency. This Agency provides funding for expenditures which are not specifically associated with any single department's activities, and is the depository for General fund subsidy appropriations for enterprise activities.

Non-Departmental also serves as the depository agency for a wide variety of General Fund revenues which cannot be credited to any specific department.

**DEBT SERVICE:** This represents Agency 18-Sinking Interest and Redemption. The purpose of this Agency is to meet the principal and interest of the bonded indebtedness of the City of Detroit.

**ENTERPRISE AGENCIES:** This includes Buildings and Safety Engineering, Municipal Parking, Water, Sewerage, Transportation and Library.

**CITY OF DETROIT  
COMPARATIVE BUDGET HISTORY**

**APPROPRIATIONS**

	GENERAL CITY AGENCIES	NON- DEPARTMENTAL	DEBT SERVICE	ENTERPRISE AGENCIES	TOTAL
2006-07	1,420,326,908	412,190,805	77,232,484	1,771,757,525	3,681,507,722
2007-08	1,520,237,627	469,502,442	77,052,151	1,045,349,646	3,112,141,866
2008-09	1,494,562,650	462,096,011	77,007,286	1,094,971,931	3,128,637,878
2009-10	1,399,018,578	590,809,049	76,833,066	1,603,654,103	3,670,314,796
2010-11	1,292,358,896	391,140,298	74,398,313	1,152,405,798	2,910,303,305
2011-12	1,254,939,902	327,586,127	77,692,026	1,448,083,357	3,108,301,412
2012-13 rec	876,913,469	436,018,126	74,426,582	1,151,392,599	2,538,750,776

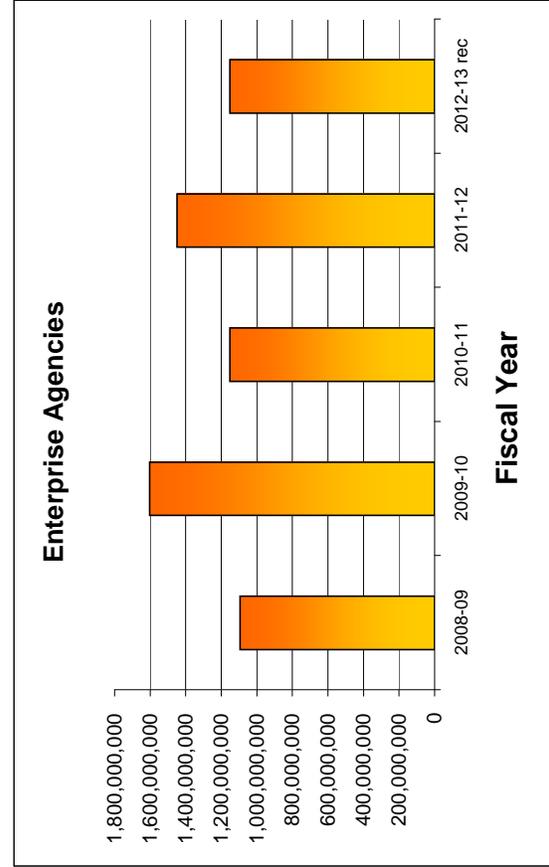
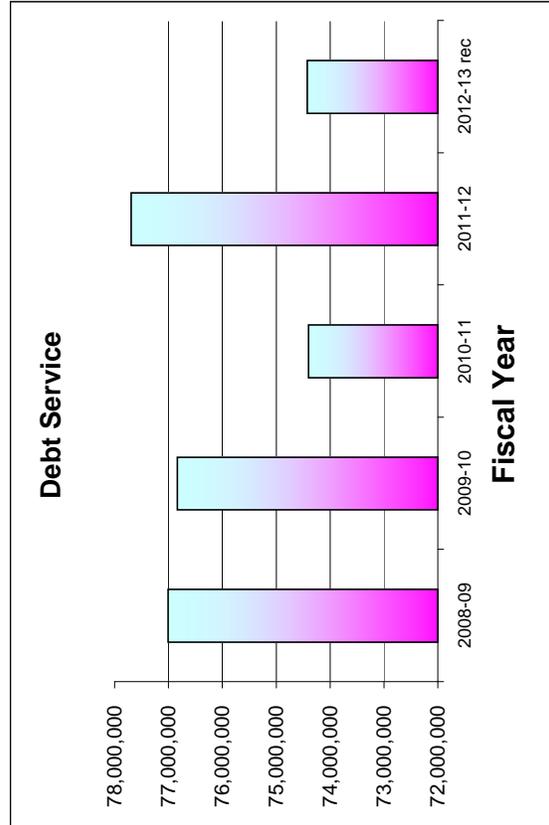
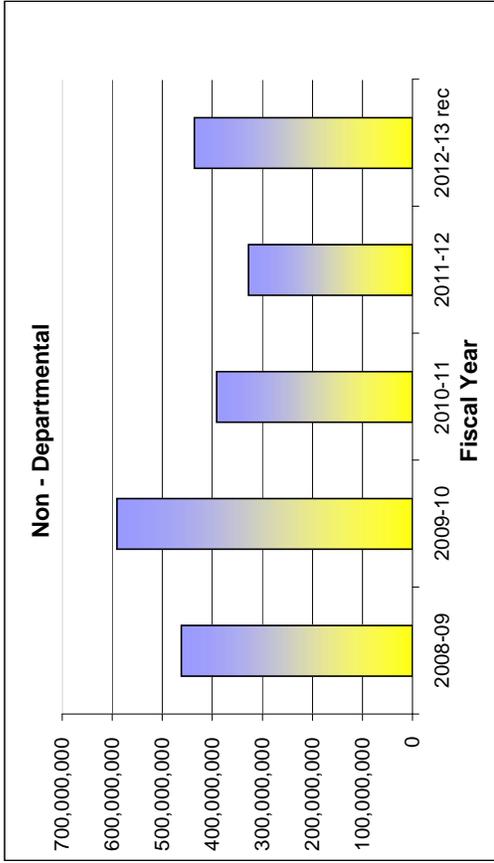
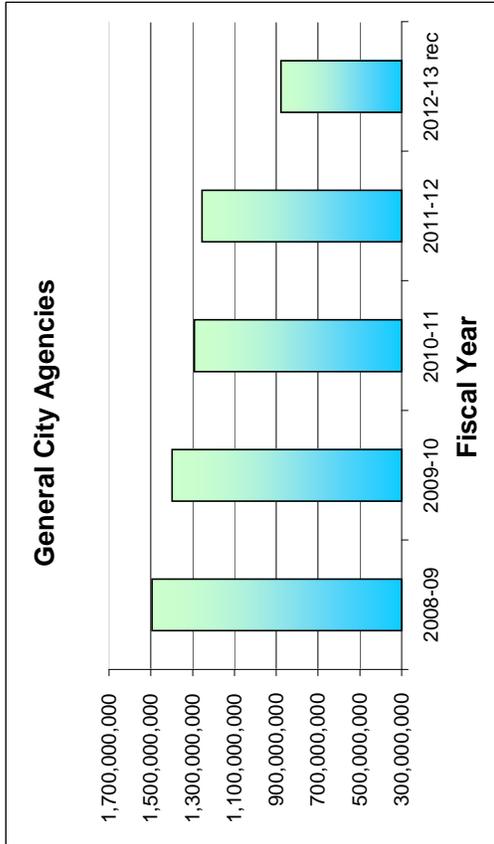
**REVENUES**

	GENERAL CITY AGENCIES	NON- DEPARTMENTAL	DEBT SERVICE	ENTERPRISE AGENCIES	TOTAL
2006-07	687,207,716	1,140,283,593	77,232,484	1,776,783,929	3,681,507,722
2007-08	750,138,719	1,234,744,400	77,052,151	1,050,206,596	3,112,141,866
2008-09	693,835,479	1,259,452,198	77,007,286	1,098,342,915	3,128,637,878
2009-10	637,411,438	1,347,493,489	76,833,066	1,608,576,803	3,670,314,796
2010-11	602,361,884	1,076,848,038	74,398,313	1,156,695,070	2,910,303,305
2011-12	576,307,187	992,101,008	77,692,026	1,462,201,191	3,108,301,412
2012-13 rec	346,477,460	961,503,089	74,426,582	1,156,343,645	2,538,750,776

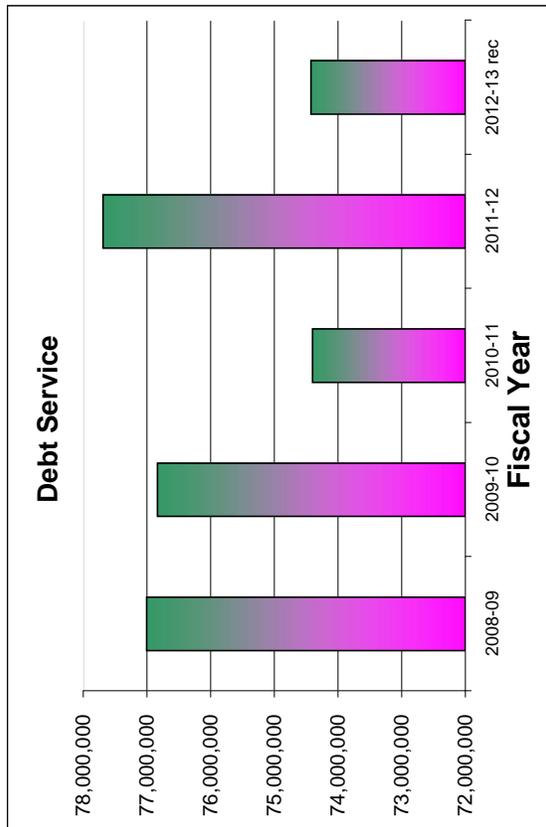
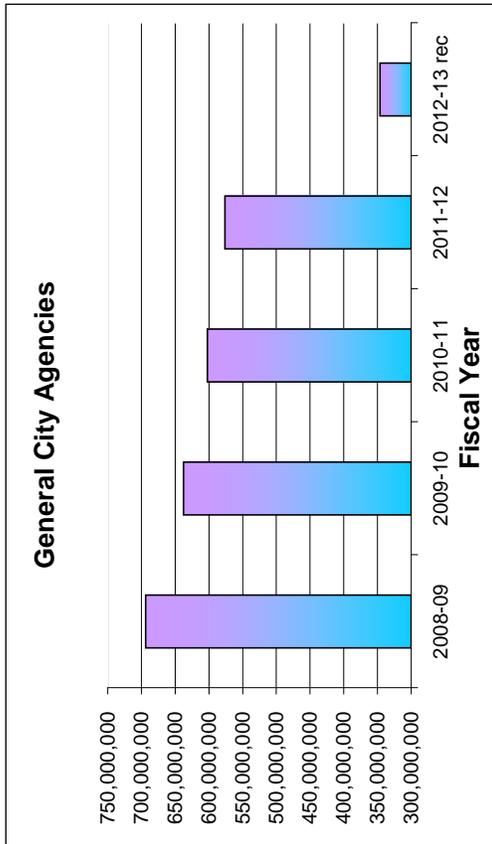
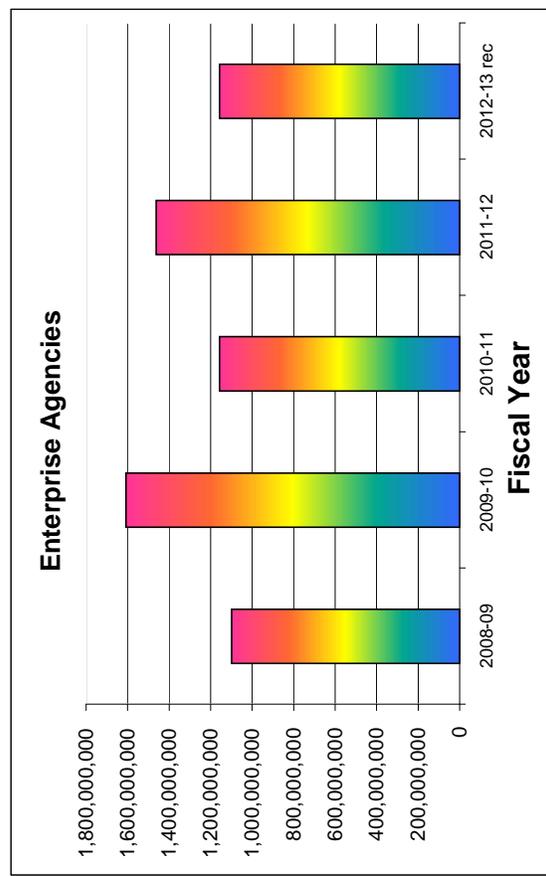
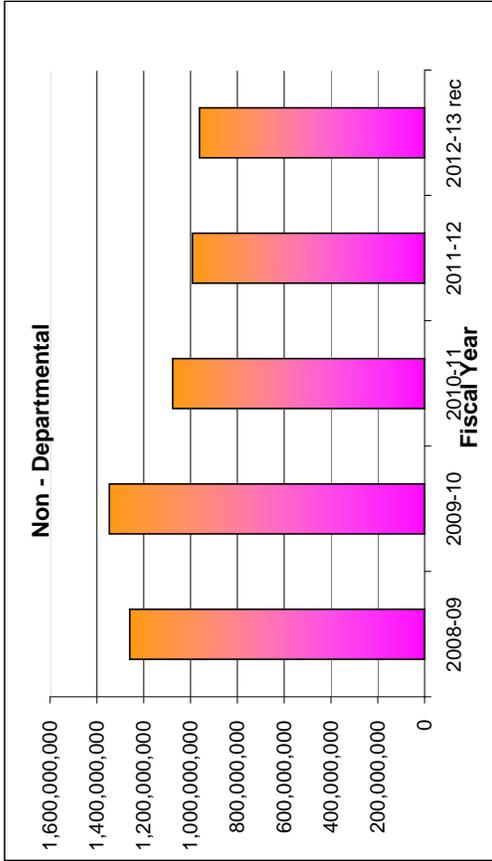
**POSITIONS**

	CITY FUNDED	GRANT FUNDED	TOTAL
2006-07	14,195	899	15,094
2007-08	14,374	902	15,276
2008-09	14,407	919	15,326
2009-10	13,645	894	14,539
2010-11	12,235	901	13,136
2011-12	11,860	804	12,664
2012-13	9,548	550	10,098

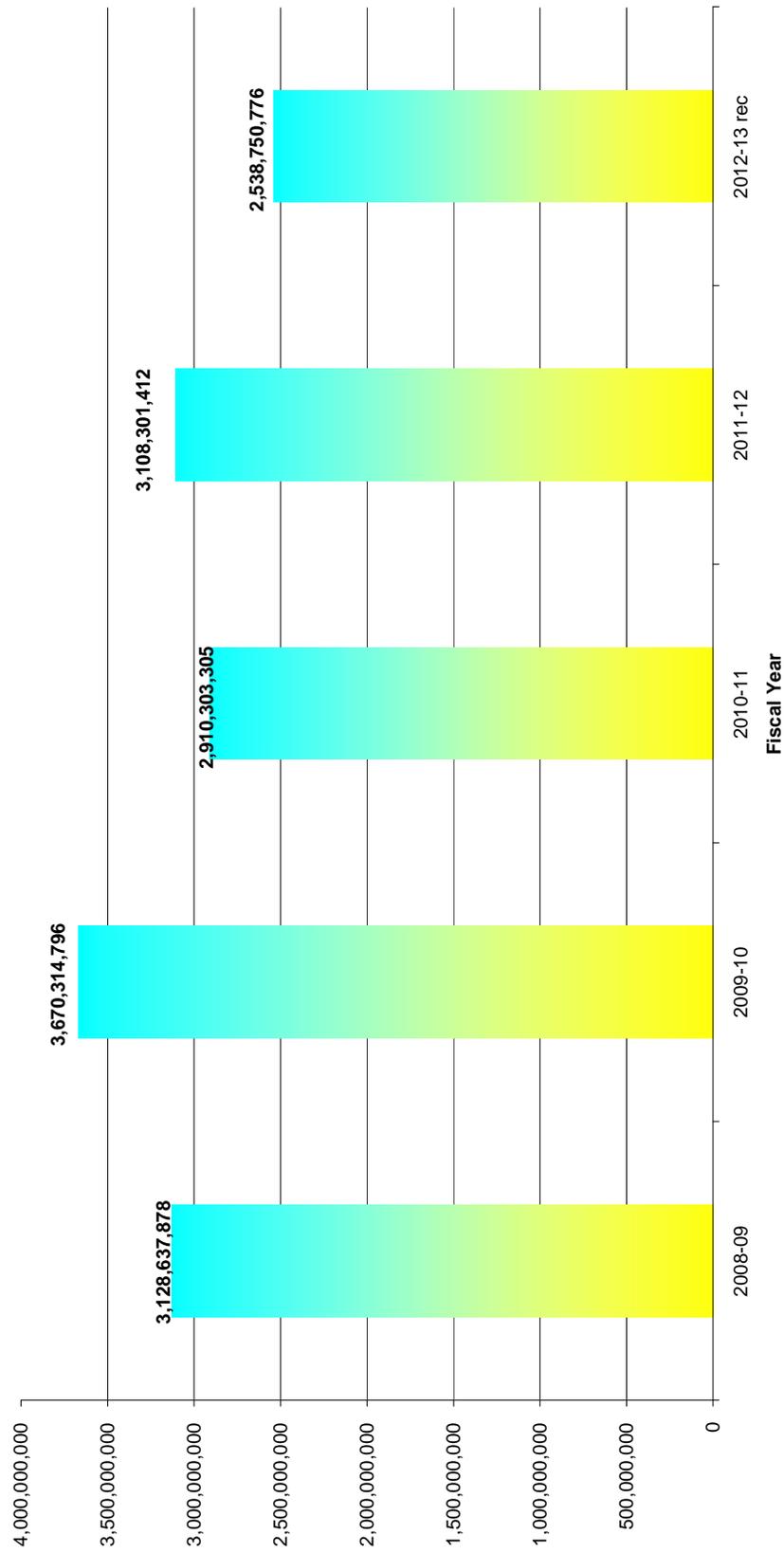
**CITY OF DETROIT  
COMPARATIVE APPROPRIATION HISTORY**



**CITY OF DETROIT  
COMPARATIVE REVENUE HISTORY**



# City of Detroit Budget History



**CITY OF DETROIT  
SUMMARY OF APPROPRIATIONS AND REVENUES  
2012-2013 MAYOR'S RECOMMENDATION**

<b>GENERAL CITY AGENCIES</b>	<b>TOTAL</b>	<b>TOTAL</b>	<b>NET TAX COST</b>
<u>Executive Agencies</u>	<u>APPROPRIATIONS</u>	<u>REVENUES</u>	
12 Budget	\$2,023,517	\$0	\$2,023,517
19 Department of Public Works	101,246,334	101,355,170	(108,836)
21 Detroit Workforce Development Department	0	0	0
23 Finance	32,699,691	5,824,199	26,875,492
24 Fire	159,954,156	33,821,796	126,132,360
25 Department of Health and Wellness Promotion	0	0	0
28 Human Resources	8,007,951	2,393,116	5,614,835
29 Human Rights	0	0	0
30 Human Services	0	0	0
31 Information Technology Services	14,278,267	509,000	13,769,267
32 Law	8,631,938	1,590,000	7,041,938
33 Mayor's Office	3,953,534	0	3,953,534
36 Planning and Development Department	45,989,612	45,989,612	0
37 Police	339,593,842	71,681,871	267,911,971
38 Public Lighting	57,283,938	52,145,141	5,138,797
39 Recreation Department	12,268,611	890,262	11,378,349
45 Department of Administrative Hearings	657,143	657,143	0
46 Detroit Office of Homeland Security	0	0	0
47 General Services Department	39,099,514	11,896,078	27,203,436
 <u>Legislative Agencies</u>			
50 Auditor General	2,942,305	0	2,942,305
51 Zoning Appeals Board	606,566	96,417	510,149
52 City Council	8,296,003	25,000	8,271,003
53 Ombudsperson	592,292	0	592,292
54 Office of the Inspector General	592,292	0	592,292
70 City Clerk	2,070,070	0	2,070,070
71 Election Commission	5,092,776	34,211	5,058,565
 <u>Judicial Agencies</u>			
60 36th District Court	31,033,117	17,568,444	13,464,673
 <u>Other Agencies</u>			
35 Non-Departmental	436,018,126	961,503,089	(525,484,963)
<b>TOTAL GENERAL CITY AGENCIES</b>	<b>\$1,312,931,595</b>	<b>\$1,307,980,549</b>	<b>\$4,951,046</b>
 18 Debt Service Fund	 74,426,582	 74,426,582	 0
 <u>Enterprise Agencies</u>			
10 Airport	0	0	0
13 Buildings and Safety Engineering	23,135,868	24,420,338	(1,284,470)
20 Department of Transportation	142,988,698	142,988,698	0
34 Municipal Parking	19,214,738	22,881,314	(3,666,576)
41 D.W.S.D. - Water Supply	393,892,255	393,892,255	0
42 D.W.S.D. - Sewerage Disposal	539,497,345	539,497,345	0
72 Library	32,663,695	32,663,695	0
<b>TOTAL ENTERPRISE AGENCIES</b>	<b>\$1,151,392,599</b>	<b>\$1,156,343,645</b>	<b>(\$4,951,046)</b>
 <b>GRAND TOTAL</b>	 <b><u>\$2,538,750,776</u></b>	 <b><u>\$2,538,750,776</u></b>	 <b><u>\$0</u></b>

**CITY OF DETROIT**  
**SUMMARY OF 2012-2013 MAYOR'S RECOMMENDED BUDGET - REVENUES BY FUND**

	General Fund	Community Development Block Grant	Construction Code	Internal Service Fund	Library	Solid Waste Management	Major and Local Streets	General Grants	General Debt Service	General Capital Projects	Enterprise Funds	Other Funds	Grand Total
<b>GENERAL CITY AGENCIES</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>EXECUTIVE AGENCIES</b>	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735	2,215,735
A12000 Budget Department	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199	5,824,199
A19000 Department of Public Works	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363	23,124,363
A21000 Detroit Workforce Development Department	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116	2,393,116
A23000 Finance Department	509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000	509,000
A24000 Fire Department	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000	1,590,000
A25000 Dept of Health and Wellness Promotion	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600	2,051,600
A28000 Human Resources Department	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938	54,048,938
A29000 Human Rights Department	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141
A30000 Human Services Department	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962
A31000 Information Technology Services Department	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143
A32000 Law Department	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078
A33000 Mayor's Office	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947	33,210,947
A36000 Planning & Development Department	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141	51,517,141
A37000 Police Department	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962	685,962
A38000 Public Lighting Department	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143
A39000 Recreation	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
A45000 Department of Administrative Hearings	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143	657,143
A46000 Detroit Office of Homeland Security	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078	11,896,078
A47000 General Services	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444
<b>LEGISLATIVE AGENCIES</b>	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417
A50000 Auditor General	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417	96,417
A51000 Board of Zoning Appeals	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
A52000 City Council	8,720	8,720	8,720	8,720	8,720	8,720	8,720	8,720	8,720	8,720	8,720	8,720	8,720
A53000 Ombudsperson	0	0	0	0	0	0	0	0	0	0	0	0	0
A54000 Inspector General	0	0	0	0	0	0	0	0	0	0	0	0	0
A70000 City Clerk	0	0	0	0	0	0	0	0	0	0	0	0	0
A71000 Department of Elections	34,211	34,211	34,211	34,211	34,211	34,211	34,211	34,211	34,211	34,211	34,211	34,211	34,211
<b>JUDICIAL AGENCY</b>	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444
A60000 36th District Court	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444	17,568,444
<b>OTHER AGENCIES</b>	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339
A35000 Non-Departmental	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339	942,567,339
<b>TOTAL GENERAL CITY AGENCIES</b>	\$1,116,754,195	\$33,417,438	\$0	\$8,935,750	\$0	\$39,117,523	\$59,971,912	\$30,705,668	\$0	\$0	\$0	\$19,084,063	\$1,307,980,549
A18000 Debt Service	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562	74,426,562
<b>ENTERPRISE AGENCIES</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
A10000 Airport	0	0	0	0	0	0	0	0	0	0	0	0	0
A13000 Buildings and Safety Environmental	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000	2,060,000
A20000 Department of Transportation	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000	9,981,000
A34000 Municipal Parking Department	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698	142,988,698
A41000 Water Department	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255	383,892,255
A42000 Sewerage Department	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345	539,497,345
A72000 Library	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695	32,663,695
<b>TOTAL ENTERPRISE AGENCIES</b>	\$12,041,000	\$1,228,432	\$21,131,906	\$0	\$32,663,695	\$0	\$0	\$0	\$0	\$0	\$1,089,278,612	\$0	\$1,156,343,645
<b>GRAND TOTAL</b>	\$1,128,795,195	\$34,639,870	\$21,131,906	\$8,935,750	\$32,663,695	\$39,117,523	\$59,971,912	\$30,705,668	\$0	\$0	\$1,089,278,612	\$19,084,063	\$2,538,750,776

**CITY OF DETROIT**  
**SUMMARY OF 2012-2013 MAYOR'S RECOMMENDED BUDGET - APPROPRIATIONS BY FUND**

	General Fund	Community Development Block Grant	Construction Code	Internal Service Fund	Library	Solid Waste Management	Major and Local Streets	General Grants	General Debt Service	General Capital Projects	Enterprise Funds	Other Funds	Grand Total
<b>GENERAL CITY AGENCIES</b>													
<b>EXECUTIVE AGENCIES</b>													
A12000 Budget Department	\$2,023,517												\$2,023,517
A19000 Department of Public Works	2,106,899					39,117,523	59,971,912	50,000					101,246,334
A21000 Detroit Workforce Development Department													0
A23000 Finance Department	32,699,691												32,699,691
A24000 Fire Department	149,256,723							10,697,433					159,954,156
A25000 Dept of Health and Wellness Promotion													0
A28000 Human Resources Department	8,007,951												8,007,951
A29000 Human Rights Department													0
A30000 Human Services Department													0
A31000 Information Technology Services Department	14,278,267												14,278,267
A32000 Law Department	8,631,938												8,631,938
A33000 Mayor's Office	3,953,534												3,953,534
A36000 Planning & Development Department	2,051,600							2,903,719					45,989,612
A37000 Police Department	321,960,909		33,210,947					16,372,216					339,593,842
A38000 Public Lighting Department	56,655,938							628,000					57,283,938
A39000 Recreation	12,064,311							54,300					12,268,611
A45000 Department of Administrative Hearings	657,143		150,000										657,143
A48000 Detroit Office of Homeland Security													0
A47000 General Services	39,099,514												39,099,514
<b>LEGISLATIVE AGENCIES</b>													
A50000 Auditor General	2,942,305												2,942,305
A51000 Board of Zoning Appeals	606,566												606,566
A52000 City Council	8,271,003	25,000											8,296,003
A53000 Ombudsman	592,292												592,292
A54000 Inspector General	592,292												592,292
A70000 City Clerk	2,070,070												2,070,070
A71000 Department of Elections	5,067,285	25,491											5,092,776
<b>JUDICIAL AGENCY</b>													
A60000 36th District Court	31,033,117												31,033,117
<b>OTHER AGENCIES</b>													
A35000 Non-Departmental	417,082,376			8,935,750								10,000,000	436,018,126
<b>TOTAL GENERAL CITY AGENCIES</b>	\$1,121,705,241	\$33,411,438	\$0	\$8,935,750	\$0	\$39,117,523	\$59,971,912	\$30,705,688	\$0	\$0	\$0	\$19,084,063	\$1,312,931,595
A18000 Debt Service									74,426,582				74,426,582
<b>ENTERPRISE AGENCIES</b>													
A10000 Airport													0
A13000 Buildings and Safety Environmental	775,530	1,228,432	21,131,906										23,135,868
A20000 Department of Transportation											142,988,698		142,988,698
A34000 Municipal Parking Department	6,314,424										12,900,314		19,214,738
A41000 Water Department											393,892,255		393,892,255
A42000 Sewerage Department											539,497,345		539,497,345
A72000 Library													32,663,695
<b>TOTAL ENTERPRISE AGENCIES</b>	\$7,089,954	\$1,228,432	\$21,131,906	\$0	\$32,663,695	\$0	\$0	\$0	\$0	\$0	\$1,089,278,612	\$0	\$1,151,392,599
<b>GRAND TOTAL</b>	\$1,128,795,195	\$34,639,870	\$21,131,906	\$8,935,750	\$32,663,695	\$39,117,523	\$59,971,912	\$30,705,688	\$74,426,582	\$0	\$1,089,278,612	\$19,084,063	\$2,538,750,776

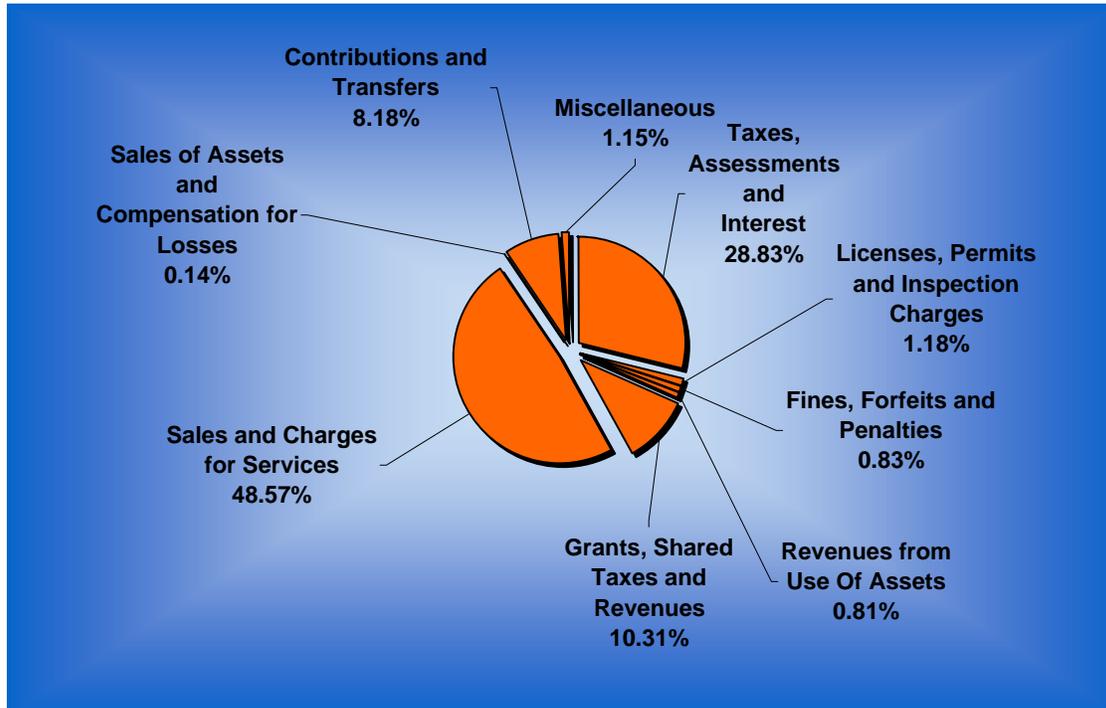
**CITY OF DETROIT**  
**SUMMARY OF 2012-2013 MAYOR'S RECOMMENDED BUDGET - REVENUES BY MAJOR CLASSIFICATION**

	Taxes, Assessments and Interest	Licenses, Permits and Inspection Charges	Fines, Forfeits and Penalties	Revenues from Use of Assets	Grants, Shared Taxes and Revenues	Sales and Charges for Services	Sales of Assets and Compensation for Losses	Contributions and Transfers	Miscellaneous	Grand Total
<b>GENERAL CITY AGENCIES</b>										
<b>EXECUTIVE AGENCIES</b>										
A12000 Budget Department.....	\$ 48,605,655	2,244,460	109,381	195,000	2,550,000	44,671,312		2,977,137	2,225	\$ 101,355,170
A19000 Department of Public Works.....										0
A21000 Detroit Workforce Development Department.....			33,220		10,697,433	5,790,979	42,000		123,000	5,824,199
A23000 Finance Department.....		2,730,000				20,229,363				33,821,796
A24000 Fire Department.....										0
A25000 Dept of Health and Wellness Promotion.....						2,392,516			600	2,393,116
A28000 Human Resources Department.....										0
A29000 Human Rights Department.....										0
A30000 Human Services Department.....										0
A31000 Information Technology Services Department.....						290,000			219,000	509,000
A32000 Law Department.....						1,410,000			180,000	1,590,000
A33000 Mayor's Office.....										0
A36000 Planning & Development Department.....				300,000	40,651,651	986,361	2,000,000		2,051,600	45,989,612
A37000 Police Department.....		2,070,000	1,510,717		12,727,542	7,356,112	10,000	1,737,500	4,270,000	71,681,871
A38000 Public Lighting Department.....		42,000,000		962,625		50,932,516			250,000	52,145,141
A39000 Recreation Department.....				552,568	204,300	102,394			31,000	890,262
A45000 Department of Administrative Hearings.....			175	26,320		630,148			500	657,143
A46000 Detroit Office of Homeland Security.....										0
A47000 General Services.....				804,886		8,491,192	100,000		2,500,000	11,896,078
<b>LEGISLATIVE AGENCIES</b>										
A50000 Auditor General.....										0
A51000 Board of Zoning Appeals.....						96,417				96,417
A52000 City Council.....					25,000					25,000
A53000 Ombudsman.....										0
A54000 Office of the Inspector General.....										0
A70000 City Clerk.....										0
A71000 Department of Elections.....					25,491	8,720				34,211
A60000 36th District Court.....			7,336,000			10,232,444				17,568,444
<b>OTHER AGENCIES</b>										
A35000 Non-Departmental.....	537,425,911	20,000	1,000,000	1,614,000	172,310,614	105,427,059	1,470,400	141,649,568	585,537	961,503,089
<b>TOTAL GENERAL CITY AGENCIES.....</b>	<b>\$628,031,566</b>	<b>\$7,064,460</b>	<b>\$9,989,493</b>	<b>\$4,455,399</b>	<b>\$239,192,031</b>	<b>\$259,047,533</b>	<b>\$3,622,400</b>	<b>\$146,364,205</b>	<b>\$10,213,462</b>	<b>\$1,307,980,549</b>
A18000 Debt Services.....	73,350,600							1,075,982		74,426,582
<b>ENTERPRISE AGENCIES</b>										
A10000 Airport.....		22,926,906	200,000		1,228,432	65,000				24,420,338
A13000 Buildings and Safety Environmental Departm.....				640,000	20,000,000	66,539,668		55,459,030	350,000	142,988,698
A20000 Department of Transportation.....			9,981,000	8,231,135		389,936,000		4,689,179		22,881,314
A34000 Municipal Parking Department.....				2,744,100					1,212,155	393,892,255
A41000 Water Department.....				4,413,300		517,575,900			17,508,145	539,497,345
A42000 Sewerage Department.....			814,344	47,120	1,296,287					32,663,695
A72000 Library.....	30,505,944									
<b>TOTAL ENTERPRISE AGENCIES.....</b>	<b>\$30,505,944</b>	<b>\$22,926,906</b>	<b>\$10,995,344</b>	<b>\$16,075,655</b>	<b>\$22,524,719</b>	<b>\$974,116,568</b>	<b>\$0</b>	<b>\$60,128,209</b>	<b>\$19,070,300</b>	<b>\$1,156,343,645</b>
<b>GRAND TOTAL.....</b>	<b>\$731,888,110</b>	<b>\$29,991,366</b>	<b>\$20,984,837</b>	<b>\$20,531,054</b>	<b>\$261,716,750</b>	<b>\$1,233,164,101</b>	<b>\$3,622,400</b>	<b>\$207,568,396</b>	<b>\$29,283,762</b>	<b>\$2,538,750,776</b>

**CITY OF DETROIT  
SUMMARY OF 2012-2013 MAYOR'S RECOMMENDED BUDGET - APPROPRIATIONS BY MAJOR OBJECT**

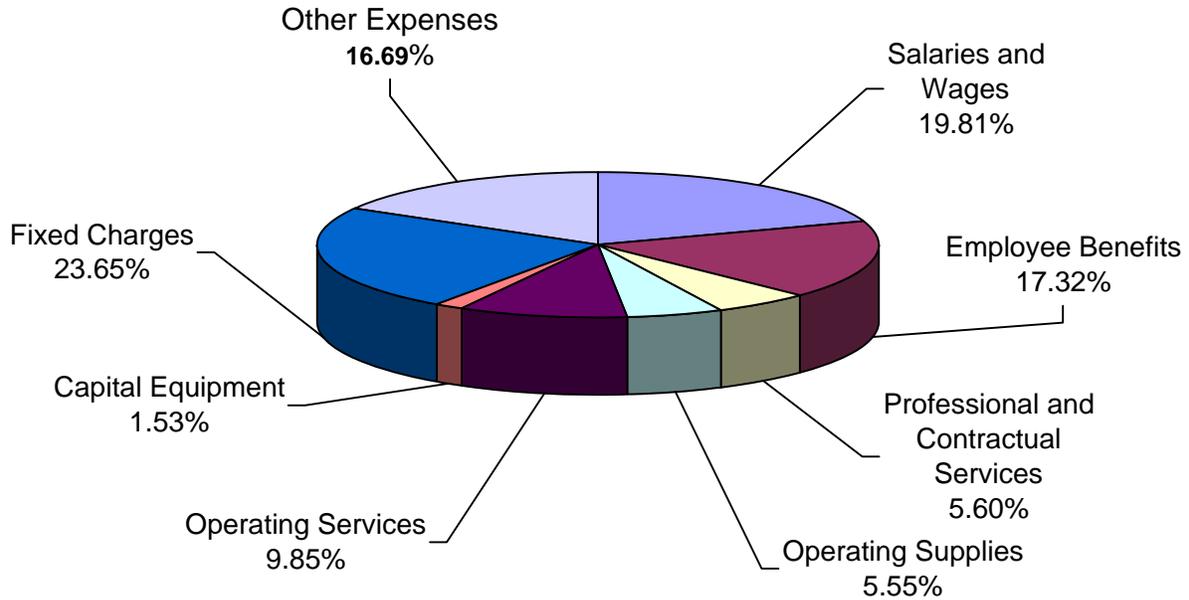
	Salaries and Wages	Employee Benefits	Professional & Contractual Services	Operating Supplies	Operating Services	Capital Equipment, Outlays and Major Repairs	Fixed Charges	Other Expenses	Grand Total
<b>GENERAL CITY AGENCIES</b>									
<b>EXECUTIVE AGENCIES</b>									
A12000	Budget Department.....	\$845,031	\$752,984	\$100,000	\$129,201	\$196,301	\$.....	\$.....	\$2,023,517
A19000	Department of Public Works.....	21,556,524	19,691,733	5,200,000	20,571,102	18,472,625	13,697,174	2,057,176	101,246,334
A21000	Detroit Workforce Development Department.....	12,253,216	11,169,555	3,968,810	305,038	3,531,295	105,470	1,333,307	32,699,691
A23000	Finance Department.....	78,437,929	70,737,397	3,279,485	3,129,299	2,540,640	729,202	1,100,204	159,954,156
A24000	Fire Department.....	3,330,459	3,303,652	491,475	41,296	841,069	.....	.....	8,007,951
A25000	Dept of Health and Wellness Promotion.....	.....	.....	.....	.....	.....	.....	.....	0
A28000	Human Resources Department.....	.....	.....	.....	.....	.....	.....	.....	0
A29000	Human Rights Department.....	.....	.....	.....	.....	.....	.....	.....	0
A30000	Human Services Department.....	.....	.....	.....	.....	.....	.....	.....	0
A31000	Information Technology Services Department.....	2,003,435	1,785,665	3,057,074	4,384,977	2,982,447	.....	64,669	14,278,267
A32000	Law Department.....	2,760,475	3,243,837	921,039	345,000	1,335,087	26,000	500	8,631,938
A33000	Mayor's Office.....	1,618,991	1,698,572	77,700	48,632	443,639	5,000	61,000	3,953,534
A36000	Planning & Development Department.....	5,505,388	4,906,947	931,100	150,174	3,203,344	8,656,652	22,614,616	45,989,612
A37000	Police Department.....	166,063,611	143,754,152	3,998,887	3,032,522	13,015,925	5,090,350	4,250,837	339,593,842
A38000	Public Lighting Department.....	8,264,314	7,372,056	193,600	36,863,975	4,056,993	.....	533,000	57,283,938
A39000	Recreation Department.....	3,477,559	2,453,382	183,710	52,207	5,543,774	377,979	180,000	12,268,611
A45000	Department of Administrative Hearings.....	286,919	255,731	12,423	13,000	89,070	.....	.....	657,143
A46000	Detroit Office of Homeland Security.....	.....	.....	.....	.....	.....	.....	.....	0
A47000	General Services.....	12,076,886	10,951,467	4,050,071	9,022,018	2,407,268	.....	591,804	39,099,514
<b>LEGISLATIVE AGENCIES</b>									
A50000	Auditor General.....	788,415	658,409	1,328,547	20,453	120,281	5,000	21,200	2,942,305
A51000	Board of Zoning Appeals.....	234,268	208,803	93,178	3,000	65,937	.....	1,380	606,566
A52000	City Council.....	2,512,736	2,537,315	2,316,874	118,775	762,214	6,300	41,789	8,296,003
A53000	Ombudsman.....	175,429	156,362	.....	.....	40,378	.....	220,123	592,292
A54000	Office of the Inspector General.....	173,900	117,052	.....	.....	.....	.....	301,340	592,292
A70000	City Clerk.....	664,012	653,261	.....	12,052	740,745	.....	.....	2,070,070
A71000	Department of Elections.....	1,466,241	1,327,477	1,220,790	81,406	996,862	.....	.....	5,092,776
<b>JUDICIAL AGENCY</b>									
A60000	36th District Court.....	14,588,905	11,947,481	2,272,800	643,000	1,516,269	62,862	2,000	31,033,117
<b>OTHER AGENCIES</b>									
A35000	Non-Departmental.....	1,209,178	13,072,235	809,580	107,399	43,260,911	485,537	254,617,475	436,018,126
<b>TOTAL GENERAL CITY AGENCIES.....</b>	<b>\$340,293,821</b>	<b>\$312,755,525</b>	<b>\$34,506,943</b>	<b>\$79,074,526</b>	<b>\$106,163,074</b>	<b>\$20,612,265</b>	<b>\$131,533,021</b>	<b>\$287,992,420</b>	<b>\$1,312,931,595</b>
A18000	Debt Service.....	.....	.....	.....	.....	.....	70,430,780	3,995,802	74,426,582
<b>ENTERPRISE AGENCIES</b>									
A10000	Airport.....	10,038,070	7,098,721	2,235,870	181,290	3,535,917	.....	46,000	23,135,868
A13000	Buildings and Safety Environmental Departm	34,653,985	31,251,800	26,600,382	15,860,991	29,066,607	.....	5,554,933	142,989,698
A20000	Department of Transportation.....	3,305,475	2,971,393	4,171,632	174,322	2,113,398	1,759,883	4,695,079	19,214,738
A34000	Municipal Parking Department.....	40,083,772	30,170,634	30,023,629	22,892,862	51,655,145	7,593,034	38,577,979	393,892,255
A41000	Water Department.....	61,202,872	46,969,054	43,979,000	22,042,931	51,950,532	223,870,700	80,591,871	539,497,345
A42000	Sewerage Department.....	13,245,738	8,550,897	728,765	722,300	5,488,298	.....	2,241,179	32,663,695
A72000	Library.....	.....	.....	.....	.....	.....	.....	.....	.....
<b>TOTAL ENTERPRISE AGENCIES.....</b>	<b>\$162,529,912</b>	<b>\$127,012,499</b>	<b>\$107,739,278</b>	<b>\$61,874,696</b>	<b>\$143,809,897</b>	<b>\$18,193,493</b>	<b>\$398,525,783</b>	<b>\$131,707,041</b>	<b>\$1,151,392,599</b>
<b>GRAND TOTAL.....</b>	<b>\$502,823,733</b>	<b>\$439,768,024</b>	<b>\$142,246,221</b>	<b>\$140,949,222</b>	<b>\$249,972,971</b>	<b>\$38,805,758</b>	<b>\$600,489,584</b>	<b>\$423,695,263</b>	<b>\$2,538,750,776</b>

**CITY OF DETROIT**  
**Summary of 2012-2013 Mayor's Recommended Budget**  
**Major Revenue Sources**



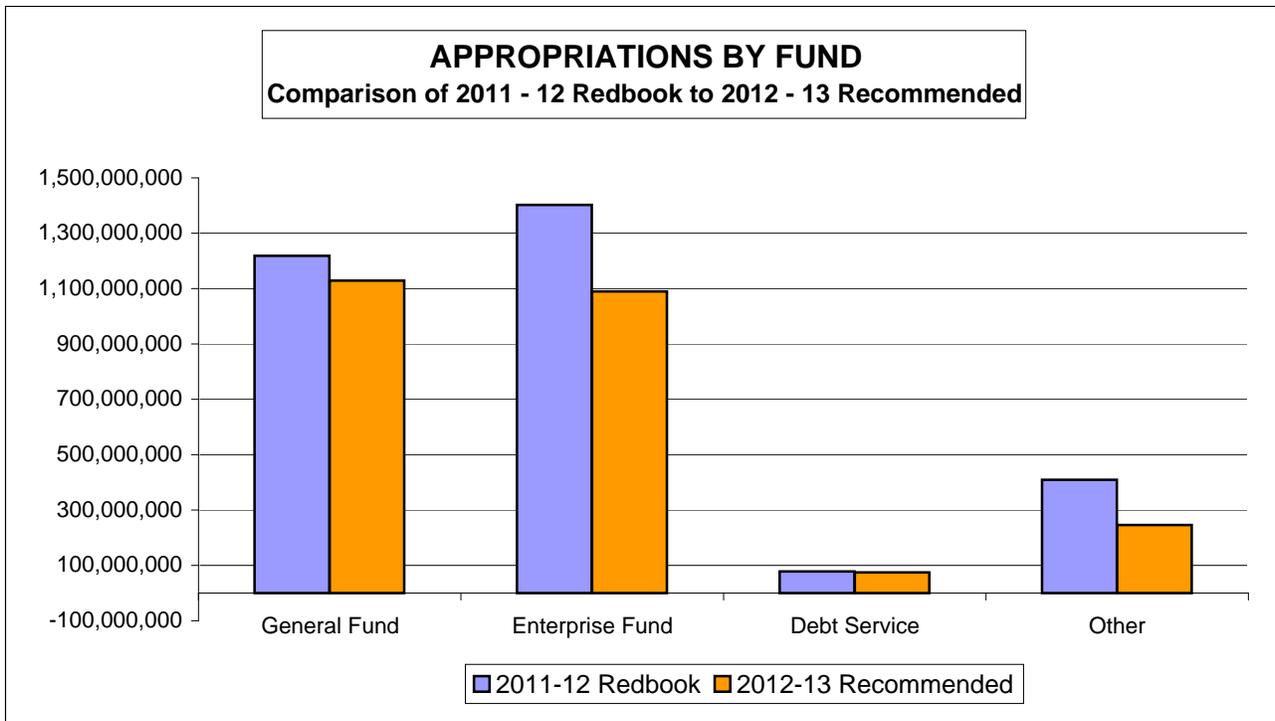
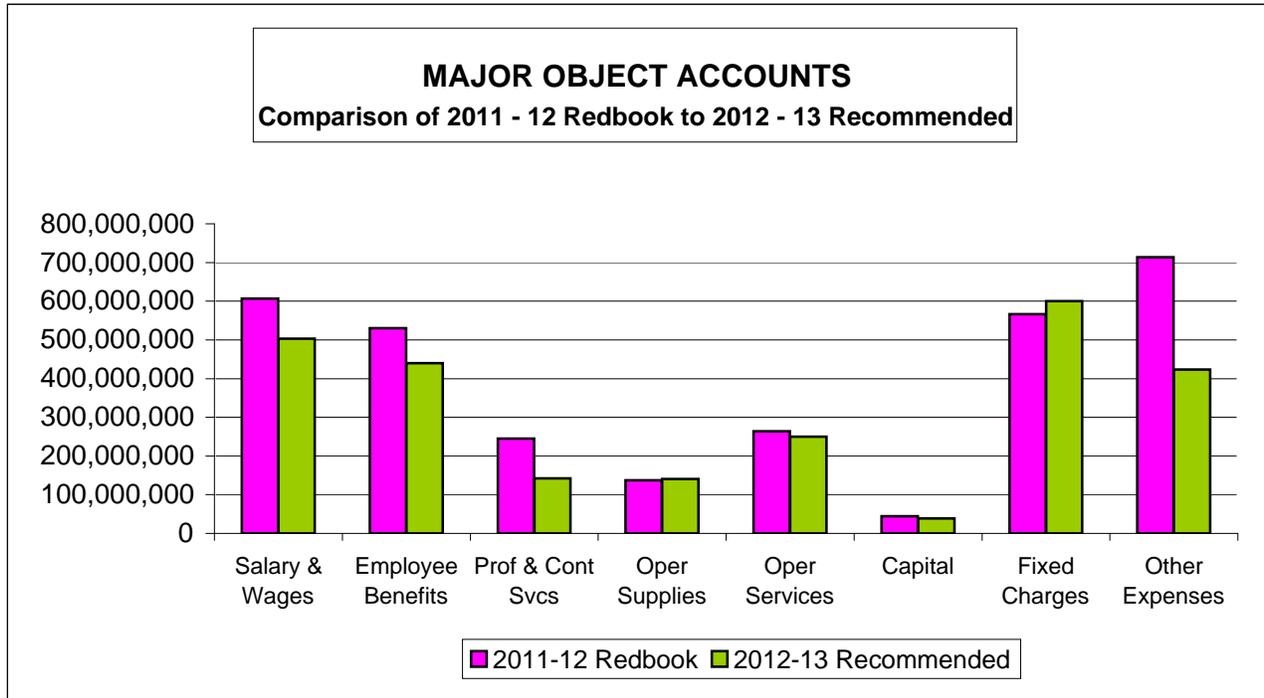
<u>REVENUE SOURCE</u>	<u>AMOUNT</u>
Taxes, Assessments and Interest .....	\$731,888,110
Licenses, Permits and Inspection Charges .....	29,991,366
Fines, Forfeits and Penalties .....	20,984,837
Revenues from Use Of Assets .....	20,531,054
Grants, Shared Taxes and Revenues .....	261,716,750
Sales and Charges for Services .....	1,233,164,101
Sales of Assets and Compensation for Losses .....	3,622,400
Contributions and Transfers .....	207,568,396
Miscellaneous .....	29,283,762
<b>TOTAL REVENUES</b>	<b>\$2,538,750,776</b>

**CITY OF DETROIT**  
**Summary of 2012-2013 Mayor's Recommended Budget**  
**Appropriations by Major Object**



<b>MAJOR OBJECT</b>	<b>AMOUNT</b>
Salaries and Wages .....	\$502,823,733
Employee Benefits .....	439,768,024
Professional and Contractual Services .....	142,246,221
Operating Supplies .....	140,949,222
Operating Services .....	249,972,971
Capital Equipment .....	38,805,758
Fixed Charges .....	600,489,584
Other Expenses .....	423,695,263
<b>TOTAL</b>	<b>\$2,538,750,776</b>

## CITY OF DETROIT Summary of Appropriations



CITY OF DETROIT  
SUMMARY OF 2012-2013 MAYOR'S RECOMMEND BUDGET

REVENUE BY FUND GROUP										
Fund Description	Taxes Assessments Interest	Licenses Permits Inspect Charges	Fines Penalties	Revenues From Use Of Assets	Grants/Shared Taxes Revenues	Sales And Charges For Service	Sales Of Assets/Comp For Losses	Contribution Transfers	Miscellaneous	Grand Total
General Fund	579,425,911	9,035,735	18,600,395	3,632,399	172,310,614	211,542,686	3,322,400	122,713,818	8,211,237	1,128,795,195
Community Development Fund					34,828,305	986,361	300,000			36,114,666
Drug Law Enforcement Fund			1,260,717		19,416,433	1,907,174		1,737,500		1,260,717
General Grants	30,505,944	20,926,906	1,014,344	16,703,655	26,838,052	974,056,568		70,128,209	19,070,300	23,061,107
Enterprise Fund Group	90,155		109,381	195,000	2,500,000	5,753,325		2,977,137	2,225	39,117,523
Solid Waste Management	48,515,500	28,725						1,075,982		59,971,912
Major and Local Streets	73,350,600									74,426,582
General Debt Service										
General Capital Projects										
Urban Renewal Fund					5,823,346					7,823,346
Internal Service Fund								8,935,750		8,935,750
<b>Grand Total</b>	<b>731,888,110</b>	<b>29,991,366</b>	<b>20,984,837</b>	<b>20,531,054</b>	<b>261,716,750</b>	<b>1,233,164,101</b>	<b>3,622,400</b>	<b>207,568,396</b>	<b>29,283,762</b>	<b>2,538,750,776</b>

APPROPRIATION BY FUND GROUP										
Fund Description	Salary & Wages	Employee Benefits	Professional Contractual Services	Operating Supplies	Operating Services	Capital Equipment/ Major Repairs	Capital Outlays Major Repairs	Fixed Charges	Other Expenses	Grand Total
General Fund	305,517,060	271,210,254	29,819,226	58,146,297	84,389,601	2,484,660	370,487	113,940,619	262,916,991	1,128,795,195
Community Development Fund	5,086,150	4,533,279	646,100	77,599	3,077,663	8,000		8,656,652	14,029,223	36,114,666
Drug Law Enforcement Fund	382,439	339,083			539,195					1,260,717
General Grants	8,628,166	7,474,840	1,119,300	400,574	202,600	4,075,500		398,525,783	1,160,127	23,061,107
Enterprise Fund Group	162,489,587	137,275,114	105,281,595	61,768,463	143,472,557	18,169,937			132,260,942	1,159,243,978
Solid Waste Management	11,215,086	10,313,849	2,000	3,012,744	13,779,345	769,290			25,209	39,117,523
Major and Local Streets	9,348,629	8,482,012	5,148,000	17,543,545	4,489,875	1,695,669			2,031,967	59,971,912
General Debt Service								70,430,780	3,995,802	74,426,582
General Capital Projects										
Urban Renewal Fund	156,616	139,593	230,000		22,135			8,935,750	7,275,002	7,823,346
Internal Service Fund										8,935,750
<b>Grand Total</b>	<b>502,823,733</b>	<b>439,768,024</b>	<b>142,246,221</b>	<b>140,949,222</b>	<b>249,972,971</b>	<b>27,203,056</b>	<b>11,602,702</b>	<b>600,489,584</b>	<b>423,695,263</b>	<b>2,538,750,776</b>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**COMMUNITY DEVELOPMENT BLOCK GRANT FUND**

	<u>Recommended</u> <u>12-13</u>	<u>Redbook</u> <u>11-12</u>	<u>Actual</u> <u>10-11</u>
Revenues:			
Intergovernmental	\$ 34,828,305	31,726,510	\$ 67,136,684
Sales and Charges for Services	986,361	515,739	120,730
Other Revenue	300,000	300,000	2,530,208
Total Revenues	<u>36,114,666</u>	<u>32,542,249</u>	<u>69,787,622</u>
Expenditures:			
Economic Development	27,450,014	27,735,145	54,528,647
Debt Service	-	-	-
Capital Outlay	8,000	9,500	1,506,165
Total Expenditures	<u>27,458,014</u>	<u>27,744,645</u>	<u>56,034,812</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	8,656,652	4,797,604	13,752,810
Other Financing Sources (Uses):			
Transfers In	-	-	10,402
Transfers (Out)	(8,656,652)	(4,797,604)	(4,533,314)
Total Other Financing Sources (Uses)	<u>(8,656,652)</u>	<u>(4,797,604)</u>	<u>(4,522,912)</u>
Net Change in Fund Balances	-	-	9,229,898
Fund Balance at Beginning of Year	-	-	-
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 9,229,898</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**DRUG LAW FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Ordinance Fines and Forfeitures	1,260,717	6,963,174	\$ 4,485,662
Earnings on Investments	-	-	1,372
Other Revenue	-	-	543,347
Total Revenues	<u>1,260,717</u>	<u>6,963,174</u>	<u>5,030,381</u>
Expenditures:			
Public Protection	1,260,717	6,963,174	5,291,579
Capital Outlay	-	-	112,314
Total Expenditures	<u>1,260,717</u>	<u>6,963,174</u>	<u>5,403,893</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	(1,523,957)
Fund Balance at Beginning of Year	-	-	15,489,725
Increase (Decrease) in Inventories	-	-	-
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,965,768</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**DETROIT WORKFORCE DEVELOPMENT FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Intergovernmental:			
Federal	\$ -	\$ 52,892,432	\$ 47,010,905
Other Revenue	-	1,000,000	3,152,483
Total Revenues	<u>-</u>	<u>53,892,432</u>	<u>50,163,388</u>
Expenditures:			
Educational Development	-	53,892,432	50,073,203
Total Expenditures	<u>-</u>	<u>53,892,432</u>	<u>50,073,203</u>
Excess (Deficiency) of Revenues			
Over (Under) Expenditures	-	-	90,185
Net Change in Fund Balances	-	-	90,185
Fund Balance at Beginning of Year	-	-	-
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 90,185</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**HUMAN SERVICES FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Intergovernmental:			
Federal	\$ -	\$ 70,105,113	\$ 60,302,353
Earnings on Investment	-	222,725	6,244
Total Revenues	<u>-</u>	<u>70,327,838</u>	<u>60,308,597</u>
Expenditures:			
Health	-	70,327,838	60,308,597
Total Expenditures	<u>-</u>	<u>70,327,838</u>	<u>60,308,597</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	-
Other Financing Sources (Uses):			
Transfers In	-	-	12,552,671
Transfers (Out)	-	-	(12,552,671)
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balances	-	-	-
Fund Balance at Beginning of Year	-	-	-
Fund Balance at End of Year	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**CONSTRUCTION CODE FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Licenses, Permits and Inspection Charges	\$ 20,926,906	\$ 20,993,672	\$ 18,711,421
Fines/Forfeits/Penalties	200,000	1,297,500	181,550
Sales and Charges for Services	5,000	145,000	171,501
Total Revenues	<u>21,131,906</u>	<u>22,436,172</u>	<u>19,064,472</u>
Expenditures:			
Public Protection	<u>21,131,906</u>	<u>22,436,172</u>	<u>26,832,244</u>
Total Expenditures	<u>21,131,906</u>	<u>22,436,172</u>	<u>26,832,244</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	(7,767,772)
Other Financing Sources (Uses):			
Transfers In			7,457,896
Transfers Out	-	-	
Total Other Financing Uses	-	-	<u>7,457,896</u>
Net Change in Fund Balances	-	-	(309,876)
Fund Balance at Beginning of Year	-	-	309,876
Increase (Decrease) in Inventories	-	-	-
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS**  
**LIBRARY FUND**

	<u>Recommended</u> <u>12-13</u>	<u>Redbook</u> <u>11-12</u>	<u>Actual</u> <u>10-11</u>
Operating Revenues:			
Property Taxes	\$ 30,505,944	\$ 32,824,966	\$ 37,755,838
Fines, Forfeits and Penalties	814,344	768,814	958,052
Revenues From Use Of Assets	-	-	-
Grants/Shared Taxes/Revenues	1,296,287	1,262,866	613,786
Sales And Charges For Service	-	-	-
Sales Of Assets/Comp For Losses	-	-	-
Contribution/Transfers	-	-	-
Miscellaneous	-	-	22
Total Operating Revenues	<u>32,616,575</u>	<u>34,856,646</u>	<u>39,327,698</u>
Operating Expenses:			
Salaries, Wages and Benefits	21,796,635	24,358,650	29,793,013
Contractual Services	728,765	733,766	2,148,037
Materials, Supplies and Other Expenses	<u>7,897,116</u>	<u>7,517,916</u>	<u>14,045,599</u>
Total Operating Expenses	30,422,516	32,610,332	45,986,649
Total Operating Income (Loss)	2,194,059	2,246,314	(6,658,951)
Non-Operating Revenue (Expenses)			
Earnings on Investment	47,120	179,952	47,120
Grants - Federal	-	-	-
Other Revenue	-	-	-
Other Expenses	(2,241,179)	(2,426,266)	(2,842,769)
Capital Contribution	-	-	-
Total Non-Operating Revenue (Expenses)	<u>(2,194,059)</u>	<u>(2,246,314)</u>	<u>(2,795,649)</u>
Net Income (Loss) Before Transfers	-	-	(9,454,600)
Transfers In	-	-	-
Transfers (Out)	-	-	-
Increase (Decrease) in Net Assets	<u>-</u>	<u>-</u>	<u>(9,454,600)</u>
Net Assets - Beginning of Year	-	-	52,624,943
Net Assets - End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 43,170,343</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS**  
**AIRPORT FUND**

	<u>Recommended</u> <u>12-13</u>	<u>Redbook</u> <u>11-12</u>	<u>Actual</u> <u>10-11</u>
Operating Revenues:			
Sales and Charges for Services	-	924,000	592,093
Rentals, Fees and Surcharges	-	85,000	143,477
Miscellaneous	-	15,000	53,713
Total Operating Revenues	-	1,024,000	789,283
Operating Expenses:			
Salaries, Wages and Benefits	-	680,802	812,623
Contractual Services	-	51,216	61,614
Operating	-	772,853	1,601,232
Repairs and Maintenance	-	30,000	18,749
Material, Supplies and Other Expenses	-	5,000	465,438
Total Operating Expenses	-	1,539,871	2,959,656
Net Income (Loss) Before Transfers	-	(515,871)	(2,170,373)
Transfers In	-	515,871	790,887
Transfers (Out)	-	-	(32,549)
Earnings on Investment			
Increase (Decrease) in Net Assets	-	-	(1,412,035)
Net Assets - Beginning of Year	-	-	18,871,533
Net Assets - End of Year	-	-	17,459,498

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS**  
**AUTOMOBILE PARKING FUND**

	<b>Recommended</b>	<b>Redbook</b>	<b>Actual</b>
	<b>12-13</b>	<b>11-12</b>	<b>10-11</b>
Operating Revenues:			
Revenues From Use Of Assets	6,429,062	8,284,000	19,963,268
Miscellaneous	-	-	-
Total Operating Revenues	<u>6,429,062</u>	<u>8,284,000</u>	<u>19,963,268</u>
Operating Expenses:			
Salaries, Wages and Benefits	2,854,362	3,221,358	3,739,436
Contractual Services	174,627	1,539,000	548,423
Operating	1,751,997	1,778,093	1,800,032
Repairs and Maintenance	6,317,255	18,053,319	18,970,393
Total Operating Expenses	<u>11,098,241</u>	<u>24,591,770</u>	<u>25,058,284</u>
Total Operating Income (Loss)	(4,669,179)	(16,307,770)	(5,095,016)
Non-Operating Revenue (Expenses):			
Earnings on Investment	-	-	-
Other Revenue	-	-	-
Other Expense	-	-	-
Total Non-Operating Revenue (Expenses)	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (Loss) Before Transfers	(4,669,179)	(16,307,770)	(5,095,016)
Transfers In	4,669,179	16,307,770	17,805,324
Transfers Out	-	-	(18,005,324)
Increase (Decrease) in Net Assets	<u>-</u>	<u>-</u>	<u>(5,295,016)</u>
Net Assets - Beginning of Year	<u>-</u>	<u>-</u>	<u>63,501,823</u>
Net Assets - End of Year	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>58,206,807</u></u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS**  
**TRANSPORTATION FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Operating Revenues:			
Sales and Charges for Services	66,539,668	82,000,000	80,236,143
	-	-	
Total Operating Revenues	<u>66,539,668</u>	<u>82,000,000</u>	<u>80,236,143</u>
Operating Expenses:			
Salaries, Wages and Benefits	65,905,785	88,160,675	135,999,805
Contractual Services	26,600,382	10,516,147	20,124,000
Materials, Supplies and Other Expenses	50,482,531	50,706,537	75,536,651
Total Operating Expenses	<u>142,988,698</u>	<u>149,383,359</u>	<u>231,660,456</u>
Total Operating Income (Loss)	(76,449,030)	(67,383,359)	(151,424,313)
Non-Operating Revenue (Expenses)			
Earnings on Investment	640,000	705,000	2,114,787
Other Revenue	3,492,000	3,320,000	496,562
Grants - Federal & State	20,000,000	20,000,000	44,136,266
Other Expenses	-	-	(12,553,096)
Total Non-Operating Revenue (Expenses)	<u>24,132,000</u>	<u>24,025,000</u>	<u>34,194,519</u>
Net Income (Loss) Before Contributions and Transfers	(52,317,030)	(43,358,359)	(117,229,794)
Capital Contributions	-	-	-
Transfers In	52,317,030	43,358,359	80,538,414
Transfers (Out)	-	-	(11,757,515)
Increase (Decrease) in Net Assets	<u>-</u>	<u>-</u>	<u>(48,448,895)</u>
Net Assets - Beginning of Year	<u>-</u>	<u>-</u>	<u>75,073,192</u>
Net Assets - End of Year	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>26,624,297</u></u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS**  
**SEWERAGE FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Operating Revenues:			
Sales and Charges for Services	\$ 517,575,900	\$ 489,189,300	\$ 433,725,019
Rentals, Fees and Surcharges	-	-	206,500
Miscellaneous	17,508,145	15,190,949	5,626,541
Total Operating Revenues	<u>535,084,045</u>	<u>504,380,249</u>	<u>439,558,060</u>
Operating Expenses:			
Salaries, Wages and Benefits	108,171,926	101,100,317	177,713,551
Contractual Services	43,979,000	42,292,443	173,501,244
Operation	73,993,463	67,015,513	94,357,348
Repairs and Maintenance	8,890,385	8,890,385	2,870,256
Total Operating Expenses	<u>235,034,774</u>	<u>219,298,658</u>	<u>448,442,399</u>
Total Operating Income (Loss)	300,049,271	285,081,591	(8,884,339)
Non-Operating Revenue (Expenses)			
Earnings on Investment	4,413,300	14,300,800	100,436,433
Other Revenue	-	-	6,402
Other Expenses	(80,591,871)	(88,502,891)	(21,144,650)
Capital Contribution	-	-	-
Transfer In	(223,870,700)	(210,879,500)	(205,209,872)
Total Non-Operating Revenue (Expenses)	<u>(300,049,271)</u>	<u>(285,081,591)</u>	<u>(125,911,687)</u>
Increase (Decrease) in Net Assets	-	-	(134,796,026)
Net Assets - Beginning of Year	-	-	439,161,426
Net Assets - End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 304,365,400</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS**  
**WATER FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Operating Revenues:			
Sales and Charges for Services	389,936,000	374,690,800	323,867,295
Revenues From Use Of Assets	-	-	-
Miscellaneous	-	-	2,755,000
Total Operating Revenues	<u>389,936,000</u>	<u>374,690,800</u>	<u>326,622,295</u>
Operating Expenses:			
Salaries, Wages and Benefits	70,254,406	66,298,367	82,467,023
Contractual Services	30,023,629	32,466,846	93,120,128
Operating	74,548,007	75,345,713	67,007,197
Repairs and Maintenance	<u>7,593,034</u>	<u>7,593,034</u>	<u>4,160,544</u>
Total Operating Expenses	<u>182,419,076</u>	<u>181,703,960</u>	<u>246,754,892</u>
Total Operating Income (Loss)	207,516,924	192,986,840	79,867,403
Non-Operating Revenue (Expenses)			
Earnings on Investment	2,744,100	11,014,100	23,848,733
Interest Expense	-	-	-
Other Revenues (Expense)	(211,473,179)	(504,250,980)	91,623
Capital Contribution	<u>1,212,155</u>	<u>300,250,040</u>	<u>(117,302,911)</u>
Total Non-Operating Revenue (Expenses)	<u>(207,516,924)</u>	<u>(192,986,840)</u>	<u>(93,362,555)</u>
Increase (Decrease) in Net Assets	-	-	(13,495,152)
Net Assets - Beginning of Year	<u>-</u>	<u>-</u>	<u>136,375,840</u>
Net Assets - End of Year	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>122,880,688</u></u>

**CITY OF DETROIT, MICHIGAN  
2012-13 MAYOR'S RECOMMENDED BUDGET  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE  
SOLID WASTE FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Sales and Charges for Services	\$ 38,917,987	\$ 50,058,609	\$ 46,402,953
Ordinance Fines and Forfeitures	109,381	136,000	109,381
Other Revenues	90,155	98,000	526,505
Total Revenues	<u>39,117,523</u>	<u>50,292,609</u>	<u>47,038,839</u>
Expenditures:			
Physical Environment	38,348,233	47,266,695	40,873,640
Capital Outlay	769,290	3,025,914	163,659
Total Expenditures	<u>39,117,523</u>	<u>50,292,609</u>	<u>41,037,299</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	6,001,540
Other Financing Sources (Uses):			
Transfers In	-	-	-
Transfers (Out)	-	-	(6,001,540)
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>(6,001,540)</u>
Net Change in Fund Balances	-	-	-
Fund Balance at Beginning of Year	-	-	-
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>-</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**MAJOR STREET FUNDS**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Intergovernmental:			
State	\$ 2,500,000	\$ 2,900,000	\$ 9,554,926
Gas and Weight Tax	48,515,500	51,234,000	58,623,860
Earnings on Investment	223,725	274,000	269,582
Other Revenues	<u>8,732,687</u>	<u>5,269,500</u>	<u>2,382,856</u>
Total Revenues	59,971,912	59,677,500	70,831,224
Expenditures:			
Transportation Facilitation	47,044,028	49,354,548	43,086,631
Capital Outlay	<u>12,927,884</u>	<u>10,322,952</u>	<u>22,379,213</u>
Total Expenditures	59,971,912	59,677,500	65,465,844
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	5,365,380
Other Financing Sources (Uses):			
Transfers In	-	-	45,017,091
Transfers (Out)	<u>-</u>	<u>-</u>	<u>(53,357,013)</u>
Total Other Financing Sources (Uses):	-	-	(8,339,922)
Net Change in Fund Balances	-	-	(2,974,542)
Fund Balance at Beginning of Year	-	-	25,533,156
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 22,558,614</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**DEBT SERVICE FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Property Taxes	\$ 73,350,600	\$ 77,240,754	\$ 69,345,403
Other Taxes and Assessments	-	-	4,776,963
Earnings on Investment	-	-	(164,373)
Other Revenue	-	-	1,358,483
Total Revenues	<u>73,350,600</u>	<u>77,240,754</u>	<u>75,316,476</u>
Expenditures:			
Economic Development	3,995,802	4,473,762	3,474,860
Debt Service:			
Principal	41,715,000	42,255,000	78,418,986
Interest	<u>28,715,780</u>	<u>30,963,264</u>	<u>55,570,048</u>
Total Expenditures	<u>74,426,582</u>	<u>77,692,026</u>	<u>137,463,894</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	(1,075,982)	(451,272)	(62,147,418)
Other Financing Sources (Uses):			
Transfers In	1,075,982	451,272	61,905,999
Transfers (Out)	-	-	(1,331,976)
Total Other Financing Sources (Uses)	<u>1,075,982</u>	<u>451,272</u>	<u>60,574,023</u>
Net Change in Fund Balances	-	-	(1,573,395)
Fund Balance at Beginning of Year	-	-	6,135,145
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,561,750</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**CAPITAL PROJECT FUND**

	<u>Recommended</u> <u>12-13</u>	<u>Redbook</u> <u>11-12</u>	<u>Actual</u> <u>10-11</u>
Revenues:			
Grants	\$ -		\$ -
Earnings on Investment	-		-
Other Revenue			1,152,585
Total Revenues	-	-	1,152,585
Expenditures:			
Capital Outlay		-	13,304,199
Economic Development	-		4,912,884
Bond Issuance Costs	-		1,416,768
Total Expenditures	-	-	19,633,851
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	(18,481,266)
Other Financing Sources (Uses):			
Transfers In		-	938,725
Bond Proceeds			100,000,000
Transfers (Out)		-	(4,328,921)
Loss on Sale of Assets			(9,865,937)
Total Other Financing Sources (Uses):	-	-	86,743,867
Net Change in Fund Balances	-	-	68,262,601
Fund Balance at Beginning of Year	-	-	80,615,520
Fund Balance at End of Year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 148,878,121</u>

**CITY OF DETROIT, MICHIGAN**  
**2012-13 MAYOR'S RECOMMENDED BUDGET**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE**  
**URBAN RENEWAL FUND**

	<u>Recommended</u> <u>12-13</u>	<u>Redbook</u> <u>11-12</u>	<u>Actual</u> <u>10-11</u>
Revenues:			
Grants	5,823,346	10,852,638	14,699,331
Earnings on Investment	-	-	515,242
Other Revenues	2,000,000	950,000	391,928
Total Revenues	<u>7,823,346</u>	<u>11,802,638</u>	<u>15,606,501</u>
Expenditures:			
Economic Development	7,823,346	11,802,638	15,612,010
Total Expenditures	<u>7,823,346</u>	<u>11,802,638</u>	<u>15,612,010</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	-	-	(5,509)
Other Financing Sources (Uses):			
Transfers In	-	-	-
Transfers (Out)	-	-	-
Total Other Financing Sources (Uses)	<u>-</u>	<u>-</u>	<u>-</u>
Net Change in Fund Balances	-	-	(5,509)
Fund Balance at Beginning of Year	<u>-</u>	<u>-</u>	<u>2,568,692</u>
Fund Balance at End of Year	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>2,563,183</u></u>

**CITY OF DETROIT, MICHIGAN  
2012-13 MAYOR'S RECOMMENDED BUDGET  
STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCE  
MOTOR VEHICLE FUND**

	<u>Recommended 12-13</u>	<u>Redbook 11-12</u>	<u>Actual 10-11</u>
Revenues:			
Miscellaneous	\$ -	\$ 5,000,000	
Total Revenues	<u>-</u>	<u>5,000,000</u>	<u>-</u>
Expenditures:			
Capital Outlay	-	5,000,000	-
Fixed Charges	8,935,750	3,487,311	2,172,164
Total Expenditures	<u>8,935,750</u>	<u>8,487,311</u>	<u>2,172,164</u>
Excess (Deficiency) of Revenues Over (Under) Expenditures	(8,935,750)	(3,487,311)	(2,172,164)
Other Financing Sources (Uses):			
Transfers In	8,935,750	3,487,311	2,172,164
Transfers (Out)	<u>-</u>	<u>-</u>	<u>-</u>
Total Other Financing Sources (Uses)	<u>8,935,750</u>	<u>3,487,311</u>	<u>2,172,164</u>
Net Change in Fund Balances	-	-	-
Fund Balance at Beginning of Year	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance at End of Year	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>

**SUMMARY – ALL FUNDS**

**REVENUE BY MAJOR CLASSIFICATION  
All Funds Excluding General Fund**

	<b>2011 - 2012 Budget</b>	<b>2012- 2013 Recommended</b>	<b>Difference Budget to Recom</b>	<b>Percent Change</b>
Taxes, Assessment and Interest	\$ 161,397,720	\$ 152,462,199	\$ (8,935,521)	-5.54%
Licenses, Permits and Inspection Charges	20,993,672	20,955,631	(38,041)	-.018%
Fines, Forfeits, Penalties	9,165,488	2,384,442	(6,781,046)	-73.98%
Revenue From Use of Assets	36,309,852	16,898,655	(19,411,197)	-53.46%
Grants, Shared Taxes and Revenue	264,101,642	89,406,136	(174,695,506)	-66.15%
Sales and Charges for Service	1,002,515,768	1,021,621,415	19,105,647	1.91%
Sales of Assets and Compensation for Losses	300,000	300,000	0	0.00%
Contribution and Transfers	71,900,150	84,854,578	12,954,428	18.02%
Miscellaneous	322,755,989	21,072,525	(301,683,464)	-93.47%
<b>Total</b>	<b>\$ 1,889,440,281</b>	<b>\$ 1,409,955,581</b>	<b>\$ (479,484,700)</b>	<b>-25.38%</b>

**Taxes, Assessment and Interest**

This classification contains Real and Personal Property Tax, Municipal Income Tax, Utility Users Tax, Special Assessments, Industrial Facilities Tax and other Miscellaneous Taxes. This classification decreased by \$5.5 million.

- ❖ **Property Tax** - This portion of the Recommended Budget covers current year property tax allocation for the Library and Debt services. The current recommendation has decreased by \$5.5 million due to a decrease (-6.0%) in taxable valuations, changes in uncollectible accounts and negative adjustments to the tax levy.

**Licenses, Permits and Inspection Charges**

This classification contains various permits and licenses, Safety Inspection Charges and Construction Inspection Charges. This classification decreased by \$38,041.

- ❖ **Safety Inspection Charges** - The Recommended Budget includes \$10 million, a decrease of \$439,036. This estimate is based on actual collections and an enhanced computerized billing system. Buildings and Safety perform these inspections. Fire safety inspection charges will increase by \$500,000 for this period.
- ❖ **Business Licenses** - The Recommendation includes \$3.5 million

## SUMMARY – ALL FUNDS

for Business Licenses and Permits, a decrease of \$153,000 based on actual collections.

### **Fines, Forfeits, Penalties**

This classification contains Ordinance, Court and Parking Fines, Property Tax Penalties and various Fines, Forfeits and Penalties. This classification decreased by \$6.8 million.

- ❖ **Court Fines** – The Recommended Budget includes \$664,730 for Court Fines in Library, an increase of 13.5% from last fiscal year.
- ❖ **Civil Infraction Fines** – The Recommended Budget includes an decrease of \$1.1 million for fines associated with Buildings and Safety Engineering.
- ❖ **Other Forfeits and Penalties**  
This Recommended Budget includes \$1.5 million in Drug Law Enforcement; this represents an decrease of \$5.7 million.

### **Revenue From Use of Assets**

This classification contains Earnings on Investments, various Interest Earnings, Building Rentals, Parking Facility Revenue, Marina Rentals, Concessions, and Equipment Rentals. This classification reflects a decrease of \$19.4 million.

- ❖ **Earnings on Investments** - \$7.9 million is included in the Recommended Budget a decrease of \$19 million (73%) from the current Budget.
- ❖ **Library Fund** – The Recommended Budget includes a decrease of \$132,832 from the current year.

- ❖ **Water and Sewerage Funds** –The Recommended Budget includes a decrease of \$9.9 million, for Water and a decrease of \$8.3 million for Sewerage.
- ❖ **Parking Facilities Revenues**- The Recommended Budget includes a \$1.7 million increase due to the transfer of Cobo to the Regional Authority.
- ❖ **Auto Parking System** – The Recommended Budget includes a decrease of \$1.5 million on Other Concessions due to the end of the city’s agreement for Joe Louis Arena.

### **Grants, Shared Taxes and Revenues**

This classification contains State Shared Taxes, and Miscellaneous Grants. This classification reflects an increase of \$174.7 million due to the elimination of funding for certain departments: Detroit Workforce, Health, and Human Services. It is expected that these services will be transferred to an outside agency.

- ❖ **Community Development Block Grant** The Recommended Budget includes a decrease of \$8.7 million from current budget. This program is funded by Federal Government Grants under Title I of the Housing and Community Development Act of 1974.
- ❖ **Community Services Block Grant**- The Recommended Budget includes no funding for this activity. This represents a decrease of \$7.4 million due to the elimination of the Human Services Department.
- ❖ **Department of Energy Weatherization Grant**-

## SUMMARY – ALL FUNDS

The Recommended Budget includes no funding for this activity. This represents a decrease of \$10.4 million for services relating to low-income home weatherization services.

- ❖ **Health Grants** – No funding is included in this Recommendation for Health Grants. This represents a decrease of \$45.4 million from last fiscal year.
- ❖ **Employment and Training Grants** - The Recommended Budget includes no funding for this activity. This represents a decrease of \$53.9 million for a variety of employability skills training grants.
- ❖ **Headstart Program** - The Recommended Budget includes no funding for this activity. This represents a decrease of \$51.2 million from the last fiscal year.
- ❖ **HOME Program** – The Recommended Budget includes \$8.7 million for this program. The HOME program was created under Title II of the National Affordable Housing Act of 1990 in order to expand the supply of decent and affordable housing for low and very low income Americans.
- ❖ **Police Grants** – The Recommended Budget includes \$3.0 million, the same as last fiscal year.
- ❖ **State Revenue Sharing- Library-** The Recommended Budget includes a \$1 million in revenue sharing distribution, the same as last fiscal year.
- ❖ **Transportation Grants** – This recommendation includes \$20.0 million for transportation grants, the same as last fiscal year.

### Sales and Charges for Service

This classification contains Hospitals and Clinics revenue, Maintenance and Construction, Electrical, Steam, Utility Revenue, Transportation, Sale of Miscellaneous Supplies, Library Fees, Sewage Disposal, Admission Fees, Recreation Fees, Golf Course, Administration Fees, other Fees, Cultural Reimbursement and other Reimbursements. This classification reflects an increase of \$31 million.

- ❖ **Water Rates** - This recommendation includes \$389.9 million for the sale of water, an increase of \$15.2 million from current year. The methodology used to determine water rates has been consistent for the last seventeen years and consists of the following major steps:
  - Determine Revenue Requirements - the amount of money needed to finance the financial plan.
  - Project Units of Service. This is a measure of the amount of service provided to each customer or customer class. The units include water volume, water demand during peak periods, distance, elevation; and number and size of meters.
  - Determine Unit Costs - the cost for a single unit of each kind of service provided.
  - Distribute Costs to Customers.
  - Calculate Rates.
- ❖ **Sewage Rates** - This recommendation includes \$517.6 million for sewage treatment sales, an increase of \$28.4 million. The methodology used to determine sewage rate for customers has been consistent for the last seventeen years. It was developed in conjunction with several rate settlement agreements and consists of the same five steps as the

## SUMMARY – ALL FUNDS

water rate methodology. However there are some differences in the way the steps are accomplished.

In developing sewer rates there are not eleven cost categories that are common to all customers as there are in water; there is basically only one factor that influences costs for all customers, and that is contributed wastewater volume.

The approach in developing sewer rates is to identify costs of unique services or facilities with the benefiting customers, and then to allocate the remaining common costs on the basis of volume.

- ❖ **Transportation Revenue** - The Recommended Budget includes \$25 million for farebox revenue, a decrease of \$5 million from last fiscal year.
- ❖ **Solid Waste Fee** – The Recommended Budget includes \$36.1 million for refuse collection. This is a decrease of \$10.6 million from current budget due to reductions in fee revenue.

### **Sales of Assets and Compensation for Losses**

This classification contains Insurance, Compensation for Losses, Recoveries, Sales of City Property and Sale of Equipment. This classification reflects a decrease of \$986,167.

- ❖ **Sales of City Real Property** - The Recommended Budget includes \$1.7 million for Block Grant, the same as last fiscal year. The recommendation is based on normal yearly sales by Planning and Development block grant surplus property.

### **Contributions and Transfers**

- ❖ **General Fund Contributions** – The Recommended budget includes \$84.9 million, an increase of \$12.9 million.
- ❖ **DOT Subsidy** – The Recommended Budget includes \$52.3 million, a \$9.9 million increase from current budget, for the operation of the Transportation Department.
- ❖ **Airport Subsidy** – The Recommended Budget includes no subsidy for the operations at City Airport, a decrease of \$1.5 million. It is anticipated the operations of the Coleman A. Young Municipal Airport will be transferred to an independent authority.
- ❖ **Internal Service Fund** – The Recommended Budget includes \$8.9 million, in increase of \$5.4 million from the current budget. These funds are used to pay the debt service on limited general obligation bonds that financed vehicle purchases.
- ❖ **Solid Waste Fund** – The Recommended Budget includes no subsidy from the General Fund. This is a newly established fund for the costs and revenues connected with the Solid Waste collection and disposal system.

### **Miscellaneous**

This classification contains miscellaneous receipts, Project Borrowings and Interagency Receipts. This classification reflects a decrease of \$301.7 million.

- ❖ **Sales of Bonds** – The Recommended Budget does not include any general obligation or revenue bond sales for the fiscal year. This represents a decrease of \$300 million from the current budget.
- ❖ **Project borrowings** – The Recommended Budget includes \$17.5 million in

## SUMMARY – ALL FUNDS

borrowings from the State of Michigan for the Sewage System, an increase of \$2.3 million from the current budget.

- ❖ A decrease of \$1 million in miscellaneous revenues is included in the Recommended Budget due to the anticipated transfer of the Detroit Workforce Development Department.

**SUMMARY OF APPROPRIATIONS-EXPLANATIONS OF CHANGES  
 APPROPRIATIONS BY OBJECT  
 (All Funds Excluding General Fund)**

<b>Major Objects</b>	<b>2011- 2012 Budget</b>	<b>2012- 2013 Recommended</b>	<b>Difference</b>	<b>Percent Change</b>
Salary and Wages	214,325,841	197,306,673	(17,019,168)	-7.94%
Employee Benefits	176,150,964	168,557,770	(7,593,194)	-4.31%
Prof and Contr Services	208,432,876	112,427,000	(96,005,876)	-46.06%
Operating Supplies	81,936,354	82,802,925	866,571	1.06%
Operating Services	175,438,620	165,583,370	(9,855,250)	-5.62%
Capital Equipment	30,880,767	24,246,013	(6,634,754)	-21.49%
Capital Outlays	9,848,439	11,704,598	1,856,159	18.85%
Fixed Charges	459,058,662	486,548,965	27,490,303	5.99%
Other Expenses	553,367,758	160,778,267	(372,589,491)	-69.86%
<b>Total</b>	<b>\$1,889,440,281</b>	<b>\$1,409,955,581</b>	<b>(\$479,484,700)</b>	<b>-25.38%</b>

❖ **Salary and Wages** – This category represents all expenses associated with compensating an employee who may be classified as full-time salaried, hourly or part-time. Overtime is also a part of this category. The 2012-13 Recommended Budget decreased by \$17.0 million or (7.9%). This is due to position reductions.

❖ **Employee Benefits** – The City’s employee benefit package comprises of pension, hospitalization, social security, workers’ compensation, eye care, dental and life insurance. The 2012-2013 Recommended Budget includes an overall \$7.6 million decrease or -4.3%. The decrease is in health care costs which include an increase in employee cost sharing of benefits.

❖ **Professional and Contractual Services** – This category is mainly for compensating contractual or consultant employees who provide services that are not available internally. The 2012-2013 Recommended

Budget includes an overall decrease of \$96.0 million.

The Recommended Budget includes a decrease in Water and Sewerage Department of \$2.4 million and an increase \$1.7 million, respectively.

The majority of decreases in the 2012-2013 Recommended Budget are due to the elimination of agencies: Detroit Workforce Development (\$2.0 million), Health (\$52.9 million) and Human Services (\$57.7 million). These services are expected to be provided by an independent agencies or authorities.

❖ **Operating Supplies** - Essentially, this category is earmarked for purchasing offices supplies and all essential items and/or necessary tools to enable city employees to perform their respective tasks. For example, office supplies, janitorial supplies, automotive supplies for the mechanics, fuel, natural gas, electricity

purchase, repair and maintenance of office equipment such as: printers, copiers, fax machines, hardware and software maintenance.

The 2012-2013 Recommended Budget includes an increase of \$.9 million which represents increases in various departments, as well as, an increase in electricity-purchased/resale of \$6.0 million, offset by decreases related to departments scheduled for elimination.

- ❖ **Operating Services** – This category is best described as paying for insurance premiums, advertising, printing, rentals of buildings, office equipment, dues and miscellaneous, postage, telecommunications, utilities, purchase services-central staff services, building operating expenses and for employee uniform expenses.

The 2012-2013 Recommended Budget includes a decrease of \$9.8 million or (-5.6%) under the current budget. The majority of the decrease is due to the elimination of departments offset by increases in purchases services, utilities, telecommunications, rentals buildings, and repairs and maintenance.

- ❖ **Capital Equipment** – This category is mainly for acquisitions of equipment, vehicles, land, buildings or library reference materials. The 2012-2013 Recommended Budget decreased by \$6.6 million or -21.49% over the current

budget. The majority of the decrease is due to the elimination of departments. No material changes in funding in this category were budgeted in DWSD and Library. Acquisitions – vehicles decreased by \$5.0 million for the internal service fund. This fund is used to purchase vehicles for the General Fund.

- ❖ **Capital Outlays & Major Repairs** – This category includes major – buildings and major repairs-improvements mainly for bond allocation activity. The 2012-2013 Recommended Budget is \$1.8 million more than the current budget due to increase in major repairs- buildings, building modernizations, improvements other than buildings and office alterations accounts.
- ❖ **Fixed Charges** – The 2012-2013 Recommended Budget is \$27.5 million or 6% higher than the current budget. This category consists of legal obligations for interest on bonded debt, interest on other indebtedness, and retirement of debt-principal account.
- ❖ **Other Expenses** – The 2012-2013 Recommended Budget includes a net decrease of \$372.6 million or -69.9% for this category. The majority of the decrease is due to the no revenue bond sale scheduled for the 2013 fiscal year, in addition to, the elimination of departments and the prior year deficit account.

**CITY OF DETROIT  
PERSONAL SERVICES  
COMPARISON OF 2011-12 BUDGET TO 2012-13 RECOMMENDED BUDGET**

	2011-12		2012-13 Recom Positions				11-12 to 12-13
	Actual	Budget	Full-Time	Part-Time	Grant	TOTAL	INCREASE (DECREASE)
	<b>GENERAL CITY AGENCIES</b>						
<b>EXECUTIVE AGENCIES</b>							
12 Budget	13	18	15			15	(3)
Civic Center	0	0	0			0	0
19 Department of Public Works	532	625	554			554	(71)
21 Detroit Workforce Development Dept	55	104	0			0	(104)
23 Finance	260	290	254			254	(36)
24 Fire-Civilian	284	318	335			335	17
Fire-Uniformed	990	1,101	814		108	922	(179)
Fire-Total	1,274	1,419	1,149		108	1,257	(162)
25 Dept of Health and Wellness Promotion	218	271	0			0	(271)
28 Human Resources	146	134	73			73	(61)
29 Human Rights	6	8	0			0	(8)
30 Department of Human Services	89	110	0			0	(110)
31 Information Technology Services	45	54	41			41	(13)
32 Law	107	112	50			50	(62)
33 Mayor's Office	51	57	20			20	(37)
36 Planning and Development Department	137	149	5		120	125	(24)
37 Police-Civilian	292	406	404		11	415	9
Police-Uniformed	2,680	2,901	2,432		107	2,539	(362)
Police-Total	2,972	3,307	2,836		118	2,954	(353)
38 Public Lighting	113	136	129		-	129	(7)
39 Recreation	278	141	38	49		87	(54)
45 Department of Administrative Hearings	4	5	4		-	4	(1)
46 Detroit Office of Homeland Security	2	2	0		-	0	(2)
47 General Services Department	320	370	272			272	(98)
<b>LEGISLATIVE AGENCIES</b>							
50 Auditor General	14	16	12		-	12	(4)
51 Zoning	4	4	3		-	3	(1)
52 City Council	50	59	37		-	37	(22)
53 Ombudsperson	7	7	2		-	2	(5)
54 Inspector General	0	0	2		-	2	2
70 City Clerk	19	21	14		-	14	(7)
71 Election Commission	74	57	24	10	-	34	(23)
<b>JUDICIAL AGENCY</b>							
60 36th District Court	265	365	285		-	285	(80)
<b>OTHER AGENCIES</b>							
35 Non-Departmental	20	18	18		-	18	0
<b>TOTAL GENERAL CITY AGENCIES</b>	<b>7,075</b>	<b>7,859</b>	<b>5,837</b>	<b>59</b>	<b>346</b>	<b>6,242</b>	<b>(1,617)</b>
<b>ENTERPRISE AGENCIES</b>							
10 Airport	7	8	0		-	0	(8)
13 Buildings and Safety Engineering	216	244	212		-	212	(32)
20 Department of Transportation	1,046	1,216	916	-	-	916	(300)
34 Municipal Parking	97	102	97		-	97	(5)
41 D.W.S.D. - Water Supply	1,330	1,717	1,453		-	1,453	(264)
42 D.W.S.D. - Sewerage Disposal	754	1,050	791		-	791	(259)
72 Library	349	468	287	100	-	387	(81)
<b>TOTAL ENTERPRISE AGENCIES</b>	<b>3,799</b>	<b>4,805</b>	<b>3,756</b>	<b>100</b>	<b>-</b>	<b>3,856</b>	<b>(949)</b>
<b>GRAND TOTAL</b>	<b>10,874</b>	<b>12,664</b>	<b>9,593</b>	<b>159</b>	<b>346</b>	<b>10,098</b>	<b>(2,566)</b>

**SUMMARY - ALL FUNDS  
PERSONAL SERVICES**

The 2012-13 Recommended Budget includes a net reduction of 2,566 positions below the 2011-12 Budget. General Fund positions reduced by 1,046; Uniform positions were reduced by 662; Enterprise Fund positions were reduced by 604 and 254 Grant Fund positions was reduced.

**Buildings and Safety Engineering:**

(-32) FTE

- ❖ The majority of positions (27) were deleted from the Demolition division due to a decrease in Block Grant funding. The remaining (5) positions were eliminated from various units.

**Budget Department:** (-3) FTE

- ❖ The Recommended Budget includes a net reduction of three (-3) positions: a reduction of (-7) positions, and an addition of (+4) positions.

**DPW:** (-71) FTE

- ❖ The Recommended Budget includes a net reduction of seventy- one (-71) positions: One position each was deleted from Rodent Control, Solid Waste Management, Street Maintenance and Greater Detroit Resource Recovery Authority (GDDRA). A total of (-57) positions were deleted from the Refuse Collection activity. A total of (-21) positions were eliminated from City Engineer, offset by a total of +12 additions to the Major Street Fund activity (includes +21 transfers from City Engineers). Three positions (-3) were eliminated from the Refuse Disposal activity.

**Detroit Workforce Development:**

(-104) FTE

- ❖ A total of one hundred four (104) positions were deleted due to the elimination of funding for this department in the 2012-13 Recommended Budget.

**Finance:** (-36) FTE

- ❖ Thirty-six (36) positions were deleted from various divisions: (-5) positions were deleted from Assessments; (-3) positions from Purchasing; (-14) positions were deleted in the Treasury and the Accounts divisions; and six (+6) positions were added to the Pension division. The Income Tax division loss a total of four (-4) and Department Accounting was reduced by two (-2) positions.

**Department of Health and Wellness**

**Promotion:** (-271) FTE

- ❖ A total of two hundred and seventy-one (271) positions were deleted due to the elimination of funding for this department in the 2012-13 Recommended Budget. It is anticipated that this agency will be transferred into an independent agency-authority.

**Fire:** (-162) FTE

- ❖ The Recommended Budget includes a net reduction of (-162) positions representing an increase of (+17) civilian positions and a reduction of (-179) positions in firefighting-uniformed employees. A total of (+108) grant positions are included in this total.

**SUMMARY - ALL FUNDS  
PERSONAL SERVICES**

**Human Resources: (-61) FTE**

- ❖ The Recommended Budget includes a net reduction of sixty-one (61) positions: A net of seven positions was deleted from the Administrative Services activity (-8 reductions, 1 increase). The Employment Services and the Apprentice Administration activity loss two positions (-2) each. A total of (-16) positions were deleted from the Labor Relations activity The Employee Services activity was reduced by (-33 position and includes 1 transfer from one org to another); One position (-1) was deleted from the Hearings & Policy activity.

**Human Rights: (-8) FTE**

- ❖ Eight (8) positions were deleted in this agency, to be consolidated into another department.

**Human Services: (-110) FTE**

- ❖ A total of one hundred ten (110) positions were deleted due to the elimination of funding for this department in the 2012-13 Recommended Budget. It is anticipated that this agency will be transferred into an independent agency-authority.

**Information Technology Services:  
(-13) FTE**

- ❖ The Recommended Budget includes a reduction of thirteen (-13) positions deleted throughout the Agency.

**Law: (-62) FTE**

- ❖ A total of -62 professional and clerical positions were deleted in this Recommended Budget.

**Mayor's Office: (-37) FTE**

- ❖ The Recommended Budget includes a net reduction in positions in the following areas: Office of the Mayor (16 reductions, 1 increase, 1 reallocation); elimination of Community Access Center (CAC) activity- a total of 21 positions: 4 in Administration and 17 in CAC Offices. This recommendation does not include (2) positions currently recorded in the Non-Departmental Budget for the Chief Financial Officer and the Program Management Director; both positions to be transferred upon adoption of the budget.

**Planning and Development  
Department: (-24) FTE**

- ❖ The Recommended Budget includes the deletion of two (-2) general fund positions; and twenty-two (-24) deletions from Block Grant and an increase of two (2) Emergency Solutions Grant positions.

**Police: (-353) FTE**

- ❖ A net reduction of 353 positions is a result of 54 positions being added due to FY11-12 budget amendments; 433 general fund uniform positions were deleted. Additions include 18 grant uniform positions and 8 civilian general fund positions were included in this Recommended Budget.

**Public Lighting: (-7) FTE**

- ❖ Seven (7) positions were deleted from throughout the Department.

**SUMMARY - ALL FUNDS  
PERSONAL SERVICES**

**Recreation: (-54) FTE**

- ❖ The Recommended Budget includes a net reduction of fifty-four (54) positions: (1) position deleted from Strategic Planning & Grants) and Recreation Operations-Administration (-1). Deleted from Recreation Operations were (-25) full-time positions and (-29) part-time positions. The Belle Isle Recreation Operations loss one (-1) part-time position. Position increases were recorded in the Butzel Family Center (+1) and the Administration Support Unit (+2).

**Dept of Administrative Hearings: (-1) FTE**

- ❖ Reduction of a clerical position

**Homeland Security: (-2) FTE**

- ❖ Two (2) positions were deleted in this agency, to be consolidated into another department.

**General Services: (-98) FTE**

- ❖ Reductions were made throughout the agency: twenty (-29) in Ground Maintenance; thirty-one (-31) in Building Services; three (+3) positions were added in Security; nine (-9) were deleted in Fleet Management; (-3 ) capital funded positions in Park Development Workforce were deleted and (-23) positions were deleted in Building Services.

**Auditor General : (-4) FTE**

- ❖ Four positions were deleted in Auditing Operations.

**Board of Zoning: (-1) FTE**

- ❖ One position on is reduced from the Board of Zoning.

**City Council: (-22) FTE**

- ❖ The Recommended Budget includes a net reduction of 22 FTE: five (-5) positions were reduced in Research and Analysis Division; (-4) reductions and +1 reallocation) in Administration; and one (-1) position from Fiscal Analyst. Council Member Office1 is increased by a net of one (+1), which includes a reduction of (-3) and an increase of (+4). Council Member Office 6 is reduced by one (-1). The City Planning Commission is reduced by nine (-9) positions. No funding was included in the Recommended Budget for the Historic Designation Advisory Board, a reduction of four (-4).

**Ombudsperson: (-5) FTE**

- ❖ The Recommended Budget includes a reduction of (-5) positions.

**Inspector General : (+2) FTE**

- ❖ This is a newly created department under the Revised 2011 City Charter. The Recommended Budget includes funding for the Inspector General position and an Executive Secretary position.

**City Clerk: (-7) FTE**

- ❖ The Recommended Budget includes the following reductions: Office of the City Clerk (-2) and City Council Support Staff (-5).

**Elections: (-23) FTE**

- ❖ The Recommended Budget includes a net reduction of (23) positions: two (2) in Administration; one (1) in Computer Systems Support, offset by one (1) increase; seventeen (17) in Registration, one (1) in Technical Service & Equipment Support; one (1) in

**SUMMARY - ALL FUNDS  
PERSONAL SERVICES**

Training and two (2) in Technical Service & Supply Support.

**36<sup>th</sup> District Court:** (-80) FTE

- ❖ A total of 80 support staff positions were reduced from the Court due to budget constraints. No judge positions were eliminated.

**Non-Departmental:** (0) FTE

- ❖ Net change is zero; however (2) positions temporarily placed in this agency will be transferred into the Mayor's office (Chief Financial Office and the Program Management Director).

**Airport:** (-8) FTE

- ❖ Eight (8) positions were deleted due to the elimination of funding for this department in the 2012-13 Recommended Budget. It is anticipated that this agency will be transferred into an independent agency-authority.

**D-DOT:** (-300) FTE

- ❖ A total of (-300) positions was eliminated from DDOT: thirty-one (-31) positions was deleted from the Department Operations activity; (-28) positions was reduced in Plant Maintenance; a total of (-91) positions was reduced in Vehicle Maintenance and a total of (-150) positions was reduced in Vehicle Operations.

**Municipal Parking Department:** (-5) FTE

- ❖ A total of five positions were eliminated from the department: (2) positions in the Parking Violation Bureau, and (3) positions in the Auto Parking System.

**Water:** (-264) FTE

- ❖ A total of 264 positions were reduced as part of a workforce reduction initiative.

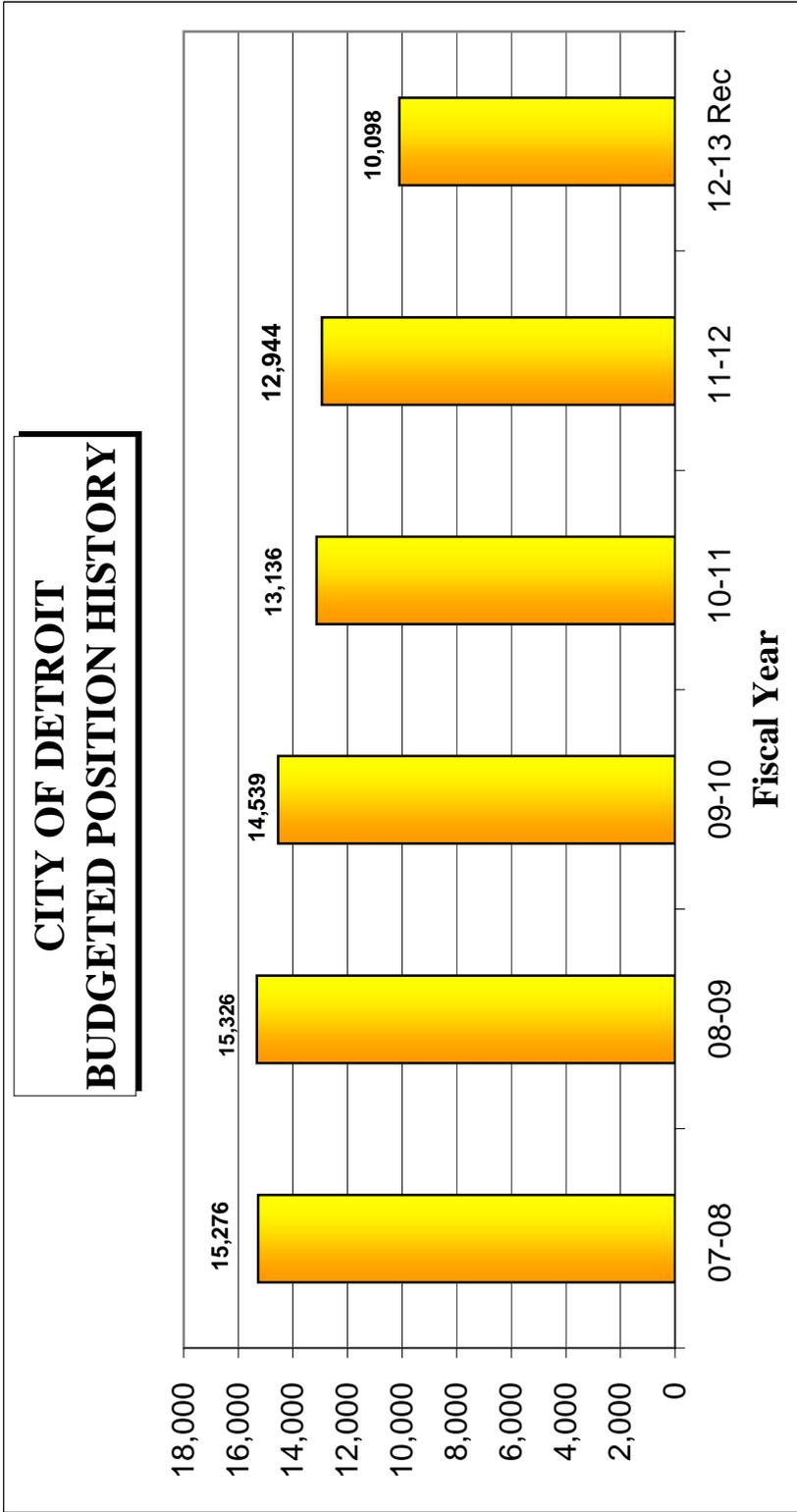
**Sewerage:** (-259) FTE

- ❖ A total of 259 positions were reduced as part of a workforce reduction initiative.

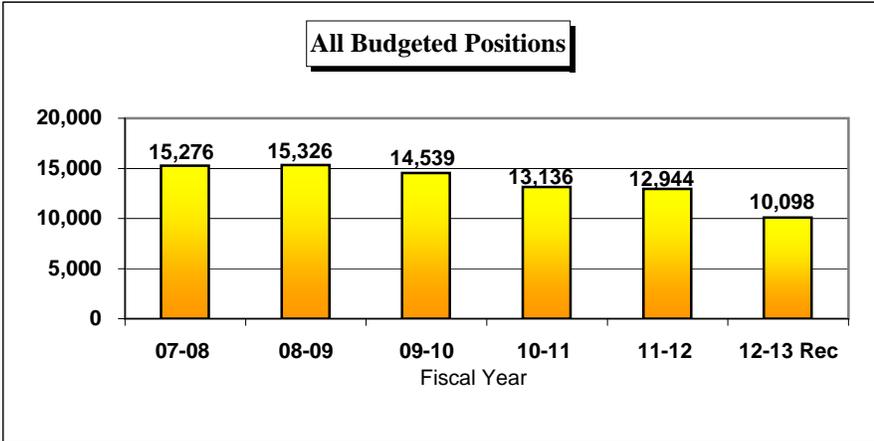
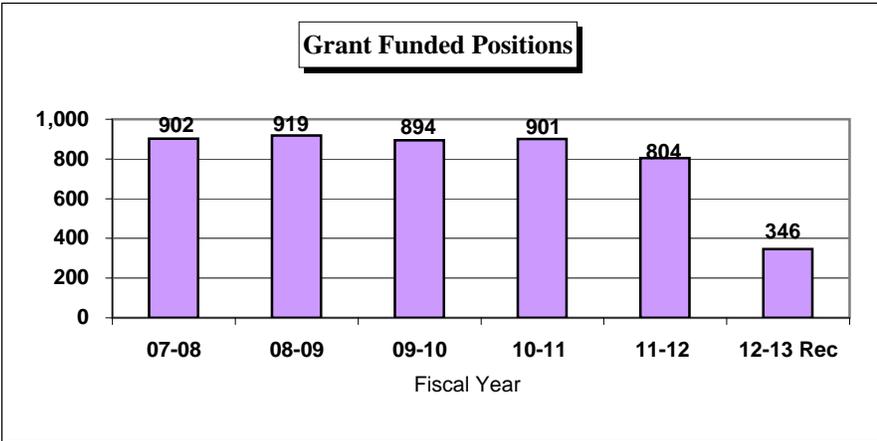
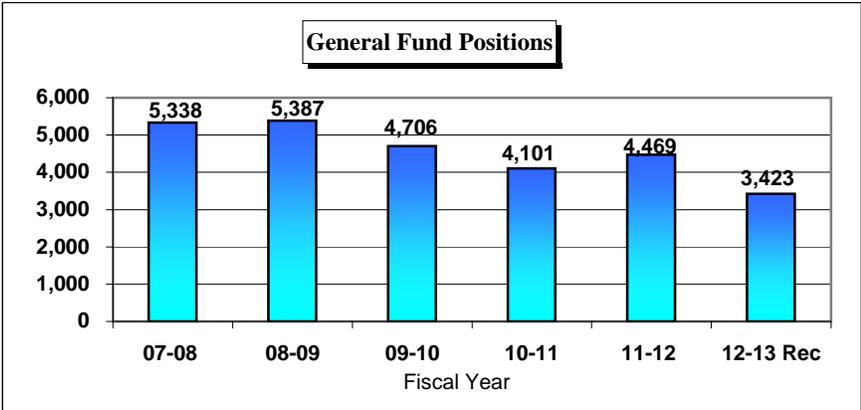
**Library:** (-81) FTE

- ❖ A total of 81 positions were reduced due to budget constraints.

**CITY OF DETROIT  
TOTAL BUDGETED POSITIONS**



# CITY OF DETROIT HISTORY OF BUDGETED POSITIONS



## SUMMARY - ALL FUNDS CAPITAL FINANCING

**Capital Agenda** - The City Charter requires the Mayor to submit a proposed capital agenda for the next 5 fiscal years to the City Council on or before November 1 each even numbered year, as required under the 2011 Revised City Charter. The capital agenda shall state:

- All physical improvements and related studies and surveys, all property of a permanent nature, and all equipment for any improvement when first erected or acquired, to be financed during the next 5 fiscal years in whole or in part from funds subject to control or appropriation by the city, along with information as to the necessity for these facilities;
- Capital expenditures which are planned for each of the next 5 fiscal years;
- The estimated annual cost of operating the facilities to be constructed or acquired; and
- Other information pertinent to the evaluation of the capital agenda.

For each separate purpose, project, facility, or other property there shall be shown the amount and the source of any money that has been spent or encumbered, or is intended to be spent or encumbered before the beginning of the next fiscal year and also the amount and the source of any

money that is intended to be spent during each of the next five years. This information may be revised and extended each year for capital improvements still pending or in process of construction or acquisition.

The City Council may delete projects from the capital agenda as submitted to it, but it may not otherwise amend the capital agenda until it has requested the recommendations of the Planning Director. The City Council is not bound by those recommendations and may act without them if they are not received within 30 days from the date requested.

The City Council shall publish in 1 or more daily newspapers of general circulation in the city a general summary of the capital agenda and a notice stating the times and places where copies of the proposed capital agenda are available for public inspection and the time and place, not less than 2 weeks after the publication, for a public hearing on the proposed capital agenda.

At the conclusion of its deliberation, but not later than March 1 of the following year, the City Council is required to approve a 5-year capital agenda for the city. If the City Council fails to take action by March 1, the proposed capital agenda is deemed approved.

**SUMMARY - ALL FUNDS  
CAPITAL FINANCING**

**CITY OF DETROIT  
SUMMARY OF CAPITAL IMPROVEMENTS- GENERAL CITY AGENCIES  
2012-13 MAYOR'S RECOMMENDATIONS**

	BOND SALE	CAPITAL REINVESTMENT	STREET FUND	TOTAL
<b>DEPARTMENT OF PUBLIC WORKS</b>				
Road and Bridges – City Parks		\$	-	\$ -
Highway Bridges			788,581	788,581
Traffic Control Roadways- (Fed. Aid)			662,309	662,309
Equipment			1,561,069	1,561,069
DPW-District Maintenance Building			608,000	608,000
Non- Motorized Transportation			6,673,325	6,673,325
<b>APPROPRIATION TOTAL</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 10,293,284</b>	<b>\$ 10,293,284</b>
<b>REVENUES:</b>				
Street Fund Reimbursement- Gas & Weight			\$ 4,619,959	\$ 4,619,959
Contributions from Fed Grants			2,287,823	2,287,823
Contributions from Customers			3,385,502	3,385,502
<b>REVENUES TOTAL</b>	<b>\$ --</b>	<b>\$ --</b>	<b>\$ 10,293,284</b>	<b>\$ 10,293,284</b>

**2012-13 CAPITAL PROJECT INFORMATION AND EFFECT ON OPERATING BUDGET**

The following is a description by department of the capital projects included in the 2011-12 Recommended Capital Program. The IMPACT on the budget is denoted by a code as follows:

Impact on Operating Budget:

AF=additional funding required  
RF=results in reduction of funding  
NOI=no operating IMPACT

Impact on Staff in the Operating Budget:

AS=additional staffing required  
RS=results in reduction of staffing  
NSI=no staffing IMPACT

**DEPARTMENT OF PUBLIC WORKS**

**Highway Bridges**– Projects included in the State’s Transportation Improvement Plan for FY 2012-13. IMPACT ON BUDGET: RF/NSI

**Traffic Control Roadways-Federal Aid**– This continuing program allocates funding received from the Federal government for traffic control repair, maintenance and upgrades. IMPACT ON BUDGET: RF/NSI

**Equipment**- Funding is requested for eligible equipment needs. IMPACT ON BUDGET: NOI/NSI

**DPW- District Maintenance Building**- Funding is requested for improvements to the maintenance building. IMPACT ON BUDGET: NOI/NSI

**Non-Motorized Transportation**- This program allocates funds for pedestrian and non-motorized improvements to various city facilities. IMPACT ON BUDGET: RF/NSI

**SUMMARY - ALL FUNDS  
CAPITAL FINANCING**

**CITY OF DETROIT  
STREET FUND SUMMARY  
COMPARISON OF 2011-12 BUDGET WITH 2012-13 MAYOR'S RECOMMENDED BUDGET**

<u>2012-13 Requested</u>		<u>2011-12 Budget</u>	<u>2012-13 Recommended</u>	<u>Increase Decrease</u>
<b><u>Operation and Maintenance</u></b>				
\$ -	General Services – Median Grass Cutting	\$ -	\$ -	\$ -
3,500,000	General Services- Non-Park Ground Maintenance	3,460,076	3,500,000	39,924
1,736,184	Lighting	1,177,000	1,736,184	559,184
2,601,304	City Engineering	14,786	2,468,568	2,453,782
30,045	Civic Center/Municipal Parking	30,045	30,045	-
23,607,748	Street and Alley Maintenance	27,797,920	23,181,242	(4,616,678)
2,247,000	Snow and Ice Control – Personnel	2,346,809	2,247,000	(99,809)
2,239,000	Snow and Ice Control – Salt	2,140,000	2,239,000	99,000
6,087,176	Transportation Engineering	6,358,312	5,895,349	(462,963)
*****		*****	*****	*****
\$ 42,048,457	Sub-Total	\$ 43,324,948	\$ 41,297,388	\$ (2,027,560)
<b><u>Capital</u></b>				
\$ -	Street Resurfacing - Contractual	\$ -	\$ -	\$ -
-	Road and Bridges – City Parks	1,178,715	-	(1,178,715)
-	Traffic Control Improvements State	-	-	-
788,581	Highway Bridges	258,789	788,581	529,792
662,309	Traffic Control Roadways – (Fed. Aid)	1,041,752	662,309	(379,443)
810,000	Equipment	907,776	1,561,069	653,293
608,000	DPW-District Maintenance Building	703,800	608,000	(95,800)
6,673,325	Non-Motorized Transportation	3,263,000	6,673,325	3,410,325
*****		*****	*****	*****
\$ 9,542,215	Sub-Total	\$ 7,353,832	\$ 10,293,284	\$ 2,939,452
<b><u>Construction and Maintenance</u></b>				
\$ 2,000,000	City Contribution In-Kind	\$ 2,000,000	\$ 2,000,000	\$ -
3,881,240	Administration	4,098,720	3,881,240	(217,480)
*****		*****	*****	*****
\$ 5,881,240	Sub-Total	\$ 6,098,720	\$ 5,881,240	\$ (217,480)
<b>\$ 57,471,912</b>	<b>GRAND TOTAL-APPROPRIATIONS</b>	<b>\$ 56,777,500</b>	<b>\$ 57,471,912</b>	<b>\$ 694,412</b>
<b><u>Revenue</u></b>				
\$ 48,515,500	Gas and Weight Tax	\$ 51,234,000	\$ 48,515,500	\$ (2,718,500)
2,000,000	City Contribution In-Kind	2,000,000	2,000,000	-
6,500	City and State Salt Reimbursement	6,500	6,500	-
195,000	Earnings on Investments	274,000	195,000	(79,000)
480,000	Lighting Signal PLD		480,000	480,000
104,450	City Engineer		104,450	104,450
497,137	Traffic Control Roadways (Fed Aid)		497,137	497,137
5,673,325	Non-Motorized Transportation	3,263,000	5,673,325	2,410,325
*****		*****	*****	*****
<b>\$ 57,471,912</b>	<b>GRAND TOTAL-REVENUES</b>	<b>\$ 56,777,500</b>	<b>\$ 57,471,912</b>	<b>\$ 694,412</b>
\$0	Net Tax Cost	\$0	\$0	\$0

## SUMMARY - ALL FUNDS CAPITAL FINANCING

**General Obligation Bonds (Unlimited Tax Bonds)** - In accordance with the State Constitution, unlimited tax general obligation bonds, if issued after December 22, 1978, must be voter approved before issuance. The authority to issue bonds approved by the electors continues until revoked by the electors. General fund departments and certain enterprise funds have traditionally relied on unlimited tax general obligation bonds of the City for capital programs. In accordance with State law, the City is obligated to levy and collect taxes without regard to any constitutional, statutory or Charter tax rate limitations for payment of such obligations. As such, city operations are not affected by the payment of these obligations. The City has followed a policy of scheduling bond referenda to coincide with regularly scheduled elections.

payment is provided from the City's General Fund, which reduces the amounts that otherwise would be available to support operations.

**Limited Tax Bonds** - The City may issue limited tax general obligation bonds or other obligations without the vote of the electors. However, taxes may not be levied in excess of constitutional, statutory or Charter limitations for the payment thereof. Such bonds are payable from general non-restricted moneys of the City. Certain limited tax obligations are secured with a first lien on specific revenues, such as, Distributable Aid or tax increment funds. The City has utilized limited tax obligations to finance such projects as the Central Industrial Park Project (General Motors Plant Project), the Jefferson/Conner Redevelopment Project (Chrysler Jefferson North Assembly Plant Project), the outstanding debt relating to the Resource Recovery Facility and the Madison Center Courthouse Project. To the extent debt service on this category of obligations is not provided from a special revenue source, the

**SUMMARY - ALL FUNDS  
CAPITAL FINANCING**

**Bonds Authorized - Unissued  
(in millions)  
As of April 1, 2012**

<b>General Obligation Bonds (Tax Supported):</b>	<b>Authority</b>	<b>Date</b>	<b>Authorized Amount</b>	<b>Issued</b>	<b>Remaining Authorization</b>
Sewer Construction* Not expected to be issued	Electorate	8/2/60	\$50.000	\$26.000	\$24.000
Institute of Arts	Electorate	11/7/00	25.000	25.000	-
(PLD) Betterments, Improvements and Extensions					
Public Lighting – System Improvements	Electorate	11/7/00	30.000	30.000	-
Public Lighting – System Improvements	Electorate	11/2/04	22.000	14.661	7.339
Public Lighting – System Improvements	Electorate	2/24/09	22.000	-	22.000
Economic Development [Planning, includes Airport]	Electorate	11/7/00	30.000	30.000	-
Economic Development [Planning]	Electorate	11/2/04	19.000	1.705	17.295
Economic Development [Planning]	Electorate	2/24/09	25.000	-	25.000
<u>Cultural Facilities:</u> Recreation, Zoo, Historical, C. Wright MAAH and Eastern Market	Electorate	11/7/00	56.000	55.503	.497
	Electorate	11/2/04	22.000	21.430	.570
<u>Museums, Libraries, Recreation and Other Cultural Facilities:</u>	Electorate	2/24/09	97.000	7.931	89.069
<u>C. Wright MAAH</u>	Electorate	4/29/03	6.000	5.500	.500
<u>Historical Museum</u>	Electorate	11/6/01	20.000	2.800	17.200
<u>Municipal Facilities:</u> Public Works, Health, DOT and Civic Center	Electorate	11/7/00	18.000	17.880	.120
<u>Transportation Improvements:</u> DOT, DTC and Airport	Electorate	11/2/04	32.000	14.781	17.219
	Electorate	2/24/09	12.000	-	12.000
<u>Public Safety:</u> Police and Fire Facilities	Electorate	11/4/97	15.000	15.000	-
	Electorate	11/7/00	12.000	12.000	-
<u>Public Safety:</u> Police, Fire and EMS Facilities, Health, Civic Center, DPW, and Recreation	Electorate	11/2/04	120.00	97.356	22.644
<u>Public Safety:</u> Police, Fire, EMS, and Health Facilities	Electorate	2/24/09	72.000	10.553	61.447
<u>Bond sold/unappropriated</u>					
<u>Debt Service- Bond sale expense</u>					
<b>TOTALS</b>			<b>\$705.000</b>	<b>\$388.100</b>	<b>\$316.900</b>

Not shown: Previously issued Authorization from 1997 for DDOT, Library, PLD amounting to \$50.5 million. Voters approved 5 out of 6 bond ballot proposals totaling \$228 million on February 24, 2009 Special Election. General Obligation bonds totaling \$100 million were sold in December 2010; \$60 million of that amount was appropriated for a new Public Safety Headquarter project; of the remainder \$5.7 million was appropriated for bond sale expenses. The remaining amount was appropriated for various city-wide capital improvement programs.

**SUMMARY - ALL FUNDS  
CAPITAL FINANCING**

**Revenue Bonds** - There are generally no voter approval requirements for the issuance of revenue bonds. The City issues revenue bonds to finance various capital projects for water, sewage, convention facility and parking and to refund such bonds. Generally, additional revenue bonds may be issued for these systems provided certain specific coverage ratios of net revenues to maximum annual debt service are met. Payment of debt service on revenue bonds does not IMPACT general City operations.

amount of general obligation debt (both unlimited tax and limited tax) the City may have outstanding at any time is limited by State law. The limit is set at 10% of the City's State Equalized Valuation (adjusted for certain assessed value equivalents) or 15% if that portion which exceeds 10% is used solely for construction or renovations of hospital facilities. However, certain general obligation debt (such as the Greater Resource Recovery Authority debt) is excluded from the limit. The limit and the outstanding general obligation debt subject to it are shown in the following table:

**Legal Debt Margin** - The maximum

**LEGAL DEBT MARGIN SUBJECT TO STATE LIMITATION  
April 1, 2012**

<b>Assessed Value Fiscal Year 2011-12 (State equalized):</b>	<b>\$ 10,123,104,300</b>	
<b>Add: Allowance under Act 228, Mich. 1975.</b>	<b>718,498,590</b>	
<b>Allowance under Act 198, Mich. 1974</b>	<b>256,043,696</b>	
<b>Allowance under Act 147, Mich. 1992</b>	<b>59,403,632</b>	
<b>Allowance under Act 146, Mich. 2000</b>	<b><u>33,593,833</u></b>	
	<b>\$ 11,190,644,051</b>	
<b>General Purpose Limit (10% x \$11,190,064,405)</b>		<b>\$ 1,119,064,405</b>
<b>Less Outstanding Debt:</b>		
<b>General Obligation Bonds</b>	<b>\$ 510,965,000</b>	
<b>Limited Tax Bonds</b>	<b><u>532,570,000</u></b>	<b>\$ 1,043,535,000</b>
<b>General Debt Margin</b>		<b>75,529,405</b>
<b>Additional Hospital Limit (5% x \$11,190,064,405)</b>		<b><u>559,532,203</u></b>
<b>Total Legal Debt Margin (General and Hospital)</b>		<b><u>\$ 635,061,608</u></b>

SOURCE: Finance Department

**SUMMARY - ALL FUNDS  
CAPITAL FINANCING**

Current bond ratings as of April 1, 2012 on various bonds issued by the City and its related authorities are as follows:

	Standard & Poors	Moody's Investor Service	Fitch Investors Service
<b>General Obligation Bonds (Unlimited Tax)</b>	B-	B2-	B-
<b>General Obligation Bonds (Limited Tax)</b>	B-	B3-	B-
<b>Water Supply System Revenue Bonds (Senior Lien)</b>	A+	Baa1-	A+
<b>Water Supply System Revenue Bonds (Second Lien)</b>	A	Baa2-	A
<b>Sewage Disposal System Revenue Bonds (Senior Lien)</b>	A	Baa1-	A+
<b>Sewage Disposal System Revenue Bonds (Second Lien)</b>	A-	Baa2-	A
<b>Detroit Building Authority Parking &amp; Arena System Revenue Bonds</b>	AAA	Aaa	BBB
<b>Local Development Finance Authority Tax Increment Bonds (Senior Lien)</b>	B	A1	Not rated
<b>Downtown Development Finance Authority Tax Increment Bonds</b>	A-	Aaa	BBB-

Source: Finance Department

# TOTAL OUTSTANDING DEBT SERVICE REQUIREMENT SCHEDULE

As of April 1, 2012

Fiscal Year Ending	General Obligations				Limited Tax				Revenue and Other (1)				Requirements G.O. (Unlimited), G.O. (Limited), Revenue and Other	
	Unlimited Tax		Interest		Principal		Interest		Principal		Interest			Total
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total		Total
2012	\$ 41,575,000	\$ 28,855,780	\$ 70,430,780	80,000,000	6,283,069	86,283,069	5,465,000	1,798,654	7,263,654	5,465,000	1,798,654	7,263,654	187,093,445	
2013	\$ 38,055,000	26,736,406	64,791,406	41,810,000	23,272,704	65,082,704	129,056,224	244,362,500	373,418,724	129,056,224	244,362,500	373,418,724	1,017,864,416	
2014	37,640,000	24,763,181	62,393,181	43,420,000	21,262,560	64,682,560	131,916,242	238,640,829	370,557,071	131,916,242	238,640,829	370,557,071	1,000,062,072	
2015	34,625,000	22,822,310	57,447,310	33,230,000	18,235,285	51,465,285	143,258,966	233,706,789	376,965,754	143,258,966	233,706,789	376,965,754	981,648,439	
2016	36,400,000	21,009,990	57,409,990	34,875,000	16,591,550	51,466,550	148,754,630	227,949,474	376,704,104	148,754,630	227,949,474	376,704,104	971,235,927	
2017	37,375,000	19,133,972	56,508,972	13,315,000	14,863,032	28,178,032	156,741,562	222,698,519	379,440,081	156,741,562	222,698,519	379,440,081	930,056,205	
2018	36,955,000	17,189,930	54,144,930	14,670,000	13,500,464	28,170,464	168,889,840	209,561,838	378,451,678	168,889,840	209,561,838	378,451,678	925,360,927	
2019	38,185,000	15,263,496	53,448,496	15,405,000	12,767,439	28,172,439	173,106,534	202,448,669	375,555,202	173,106,534	202,448,669	375,555,202	914,352,274	
2020	39,435,000	13,272,101	52,707,101	16,565,000	11,997,608	28,562,608	176,680,501	194,984,740	371,665,240	176,680,501	194,984,740	371,665,240	905,869,898	
2021	26,540,000	11,226,535	37,766,535	15,685,000	11,180,298	26,865,298	171,316,789	189,087,948	360,404,736	171,316,789	189,087,948	360,404,736	850,073,138	
2022	24,140,000	9,806,096	33,946,096	16,365,000	10,430,918	26,795,918	190,861,376	174,134,443	364,995,818	190,861,376	174,134,443	364,995,818	851,475,663	
2023	20,630,000	8,491,206	29,121,206	17,175,000	9,641,693	26,816,693	186,174,495	166,682,791	352,857,286	186,174,495	166,682,791	352,857,286	817,590,369	
2024	13,390,000	7,320,919	20,710,919	18,045,000	8,773,101	26,818,101	204,905,659	158,430,882	363,336,541	204,905,659	158,430,882	363,336,541	821,731,122	
2025	8,955,000	6,511,104	15,466,104	11,015,000	7,834,375	18,849,375	208,176,335	150,528,386	358,704,721	208,176,335	150,528,386	358,704,721	786,040,400	
2026	9,550,000	5,910,875	15,460,875	11,580,000	7,269,500	18,849,500	228,350,000	138,298,929	366,648,929	228,350,000	138,298,929	366,648,929	801,918,609	
2027	10,190,000	5,267,681	15,457,681	12,170,000	6,675,750	18,845,750	238,876,000	128,137,770	367,013,770	238,876,000	128,137,770	367,013,770	802,634,402	
2028	5,250,000	4,577,843	9,827,843	12,795,000	6,051,625	18,846,625	244,942,973	119,021,576	363,964,549	244,942,973	119,021,576	363,964,549	785,278,034	
2029	5,705,000	4,119,431	9,824,431	13,450,000	5,395,500	18,845,500	244,996,000	108,971,229	353,967,229	244,996,000	108,971,229	353,967,229	765,274,319	
2030	6,205,000	3,621,057	9,826,057	14,140,000	4,705,750	18,845,750	252,425,000	87,851,166	351,276,166	252,425,000	87,851,166	351,276,166	759,895,947	
2031	6,750,000	3,078,955	9,828,955	14,885,000	3,961,519	18,846,519	261,950,000	75,859,831	348,970,206	261,950,000	75,859,831	348,970,206	755,291,360	
2032	7,335,000	2,489,568	9,824,568	15,690,000	3,158,925	18,848,925	253,585,000	66,085,956	329,444,831	253,585,000	66,085,956	329,444,831	716,236,648	
2033	7,975,000	1,848,921	9,823,921	16,535,000	2,313,019	18,848,019	288,130,000	53,243,100	354,215,956	288,130,000	53,243,100	354,215,956	765,775,792	
2034	8,675,000	1,152,202	9,827,202	17,425,000	1,421,569	18,846,569	299,910,000	38,362,359	332,752,359	299,910,000	38,362,359	332,752,359	763,653,742	
2035	9,430,000	394,598	9,824,598	18,365,000	482,081	18,847,081	316,265,000	25,600,488	341,865,488	316,265,000	25,600,488	341,865,488	683,730,975	
2036							57,795,000	14,809,306	72,604,306	57,795,000	14,809,306	72,604,306	145,208,613	
2037							61,055,000	11,587,938	72,642,938	61,055,000	11,587,938	72,642,938	145,285,875	
2038							64,235,000	8,321,894	72,556,894	64,235,000	8,321,894	72,556,894	145,113,788	
2039							67,590,000	4,885,450	72,475,450	67,590,000	4,885,450	72,475,450	144,950,900	
2040							59,495,000	1,561,744	61,056,744	59,495,000	1,561,744	61,056,744	122,113,488	
2041														
2042														
	\$ 510,965,000	\$ 264,854,157	\$ 775,819,157	\$ 532,570,000	\$ 242,267,261	\$ 774,837,261	\$ 5,591,131,415	\$ 3,811,811,670	\$ 9,402,943,085	\$ 5,591,131,415	\$ 3,811,811,670	\$ 9,402,943,085	\$ 21,907,199,005	

Note: Totals may not add due to rounding.  
 (1) Includes debt service for the Water and Sewerage Systems and for the Detroit Building Authority (Parking System) which is paid from revenues of the individual systems.

**City of Detroit**  
**Total Outstanding Debt Service Requirement by Fund**  
**As of April 1, 2012**

**PRINCIPAL**

<u>Fiscal Year Ending</u>	<u>General Fund (Unlimited)</u>	<u>General Fund (Limited)</u>	<u>Water</u>	<u>Sewage</u>	<u>Parking</u>	<u>Block Grant</u>	<u>DDA</u>	<u>LDFA</u>	<u>Total Principal</u>
2012		80,000,000						5,465,000	85,465,000
2013	41,575,000	41,810,000	45,790,000	66,656,660	1,165,000	5,604,000	4,280,564	5,560,000	212,441,224
2014	38,055,000	43,420,000	47,410,000	70,075,726	1,220,000	3,126,000	4,369,516	5,715,000	213,391,242
2015	37,640,000	33,230,000	56,085,000	71,802,013	1,285,000	3,384,000	4,667,953	6,035,000	214,128,966
2016	34,625,000	34,875,000	58,900,000	73,689,893	1,350,000	3,653,000	4,786,737	6,375,000	218,254,630
2017	36,400,000	13,315,000	61,975,000	75,957,328	1,415,000	5,852,000	4,912,234	6,630,000	206,456,562
2018	38,240,000	13,960,000	64,940,000	78,375,467	1,395,000	5,263,000	5,053,826	6,810,000	214,037,293
2019	36,815,000	14,670,000	67,830,941	81,278,531	1,345,000	6,234,000	5,211,368	6,990,000	220,374,840
2020	38,035,000	15,405,000	70,085,000	83,984,543	1,290,000	6,105,000	4,456,991	7,185,000	226,546,534
2021	39,280,000	16,565,000	73,560,000	84,838,822		6,353,000	4,588,679	7,340,000	232,525,501
2022	26,375,000	15,685,000	77,815,000	82,795,662		5,971,000	4,735,127		213,376,789
2023	23,970,000	16,365,000	81,925,000	97,898,239		6,134,000	4,904,137		231,196,376
2024	20,545,000	17,175,000	85,845,000	90,345,000		4,909,000	5,075,495		223,894,495
2025	13,390,000	18,045,000	89,120,178	105,175,370		5,346,000	5,264,111		236,340,659
2026	8,955,000	11,015,000	92,188,159	104,320,406		6,198,000	5,469,770		228,146,335
2027	9,550,000	11,580,000	96,375,000	120,895,000		6,070,000	5,010,000		249,480,000
2028	10,190,000	12,170,000	101,125,000	129,370,000		3,036,000	5,345,000		261,236,000
2029	5,250,000	12,795,000	106,605,000	129,580,973		3,057,000	5,700,000		262,987,973
2030	5,705,000	13,450,000	111,120,000	132,010,000		1,866,000			264,151,000
2031	6,205,000	14,140,000	115,375,000	137,050,000					272,770,000
2032	6,750,000	14,885,000	121,010,000	140,940,000					283,585,000
2033	7,335,000	15,690,000	126,990,000	126,595,000					276,610,000
2034	7,975,000	16,535,000	133,580,000	154,550,000					312,640,000
2035	8,675,000	17,425,000	139,220,000	160,690,000					326,010,000
2036	9,430,000	18,365,000	125,835,000	168,555,000					322,185,000
2037			139,310,000	176,955,000					316,265,000
2038			57,795,000						57,795,000
2039			61,055,000						61,055,000
2040			64,235,000						64,235,000
2041			67,590,000						67,590,000
2042			59,495,000						59,495,000
	\$ 510,965,000	\$ 532,570,000	\$ 2,290,014,278	\$ 2,744,384,633	\$ 10,465,000	\$ 88,161,000	\$ 83,831,504	\$ 64,105,000	\$ 6,324,496,415

**INTEREST**

<u>Fiscal Year Ending</u>	<u>General Fund (Unlimited)</u>	<u>General Fund (Limited)</u>	<u>Water</u>	<u>Sewage</u>	<u>Parking</u>	<u>Block Grant</u>	<u>DDA</u>	<u>LDFA</u>	<u>Total Interest</u>
2012		6,283,069						1,798,654	8,081,723
2013	28,862,854	23,272,704	128,809,511	101,873,961	504,225	3,902,075	5,977,860	3,294,869	296,498,058
2014	26,750,816	21,262,560	127,190,066	98,429,348	444,600	3,702,531	5,890,564	2,983,719	286,654,204
2015	24,775,451	18,235,285	124,357,366	97,145,299	381,172	3,561,338	5,597,853	2,663,761	276,717,524
2016	22,852,702	16,591,550	121,394,769	95,039,660	313,650	3,404,208	5,471,400	2,325,788	267,393,725
2017	21,049,028	14,863,032	118,670,222	93,298,545	242,797	3,186,491	5,332,028	1,968,436	258,610,579
2018	19,181,918	14,197,933	115,619,189	90,671,132	170,791	2,931,397	5,187,442	1,596,316	249,556,116
2019	17,189,930	13,500,464	112,370,644	88,191,691	100,578	2,663,254	5,022,194	1,213,478	240,252,231
2020	15,263,496	12,767,439	108,926,474	85,436,973	33,056	2,365,336	4,866,915	819,915	230,479,603
2021	13,272,101	11,997,608	105,283,758	82,500,748		2,056,233	4,729,264	414,736	220,254,448
2022	11,226,535	11,180,298	101,331,877	81,437,705		1,745,181	4,573,185		211,494,780
2023	9,806,096	10,430,918	97,198,865	71,096,134		1,434,162	4,405,281		194,371,456
2024	8,491,206	9,641,693	92,624,705	68,678,135		1,154,659	4,225,292		184,815,689
2025	7,320,919	8,773,101	87,950,997	65,545,441		901,494	4,032,951		174,524,903
2026	6,511,104	7,834,375	83,515,618	62,567,241		617,767	3,827,761		164,873,865
2027	5,910,875	7,269,500	78,465,775	58,603,620		324,395	905,140		151,479,304
2028	5,267,681	6,675,750	73,354,619	54,091,156		132,712	559,283		140,081,201
2029	4,577,843	6,051,625	68,422,081	50,363,278		45,837	190,380		129,651,044
2030	4,119,431	5,395,500	62,437,878	46,529,080		4,270			118,486,160
2031	3,621,057	4,705,750	56,844,934	42,006,232					107,177,973
2032	3,078,955	3,961,519	50,988,166	36,032,041					94,060,680
2033	2,489,568	3,158,925	45,514,156	30,345,675					81,508,324
2034	1,848,921	2,313,019	39,800,919	26,285,038					70,247,896
2035	1,152,202	1,421,569	31,603,388	21,639,713					55,816,871
2036	394,598	482,081	24,799,784	13,562,575					39,239,039
2037			20,905,988	4,694,500					25,600,488
2038			14,809,306						14,809,306
2039			11,587,938						11,587,938
2040			8,321,894						8,321,894
2041			4,885,450						4,885,450
2042			1,561,744						1,561,744
	\$ 265,015,287	\$ 242,267,261	\$ 2,119,548,080	\$ 1,566,064,919	\$ 2,190,869	\$ 34,133,340	\$ 70,794,791	\$ 19,079,671	\$ 4,319,094,217

Source: Finance Department

**SUMMARY - ALL FUNDS  
CAPITAL FINANCING**

**STATEMENT OF DIRECT TAX SUPPORTED AND REVENUE INDEBTEDNESS  
April 1, 2012**

Tax Supported Debt:		
Unlimited Tax:		
General Obligation Bonds (General Purpose)	\$510,965,000	
Limited Tax:		
General Obligation Bonds (Limited Tax)	<u>\$532,570,000</u>	
Total Tax Supported Debt		\$1,043,535,000
Revenue and Other Debt:		
Water Supply System Bonds	\$2,290,014,278	
Sewage Disposal System Bonds	2,744,384,633	
Detroit Building Authority. Bonds (Parking & Arena System)	10,465,000	
Federal Section 108 Loans	88,161,000	
DDA Tax Increment Bonds	83,831,504	
LDFA Tax Increment Bonds (Chrysler Project)	<u>64,105,000</u>	
Total Revenue and Other Projects		<u>\$5,280,961,415</u>
Gross Direct Debt		<u>\$6,324,496,415</u>
Deductions:		
Revenue and Other Debt	\$5,280,961,415	
Total Deductions		<u>\$5,280,961,415</u>
Net Direct Debt		<u>\$1,043,535,000</u>

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Source: Finance Department

**CITY OF DETROIT**  
**2011-12 MAYOR'S RECOMMENDED BUDGET**  
Tax Rates Per Thousand  
of State Equalized Valuation  
City of Detroit Properties

Fiscal Year	General City	Detroit Board of Education (1)	State Education Tax (5)	County	Total
1980-81.....	33.781	36.700		9.760	80.241
1985-86.....	32.321	41.400		9.470	83.191
1990-91.....	30.908	46.400		10.870	88.178
1994-95 (Homestead Properties).....	33.467	(4) 4.660	6.000	(5) 11.200	55.327
1994-95 (Non-Homestead Properties).....	33.467	(4) 22.660	6.000	(5) 11.200	73.327
1995-96 (Homestead Properties).....	34.146	7.040	6.000	11.200	58.386
1995-96 (Non-Homestead Properties).....	34.146	25.040	6.000	11.200	76.386
1996-97 (Homestead Properties).....	33.923	7.500	6.000	11.380	58.803
1996-97 (Non-Homestead Properties).....	33.923	25.500	6.000	11.380	76.803
1997-98 (Homestead Properties).....	33.878	7.590	6.000	11.370	58.838
1997-98 (Non-Homestead Properties).....	33.878	25.590	6.000	11.370	76.838
1998-99 (Homestead Properties).....	33.815	6.450	6.000	11.320	57.585
1998-99 (Non-Homestead Properties).....	33.815	24.450	6.000	11.320	75.585
1999-00 (Homestead Properties).....	33.735	5.900	6.000	11.139	56.774
1999-00 (Non-Homestead Properties).....	33.735	23.900	6.000	11.139	74.774
2000-01 (Homestead Properties).....	35.3114	(7,8) 7.0000	6.0000	11.0565	59.3679
2000-01 (Non-Homestead Properties).....	35.3114	(7,8) 25.0000	6.0000	11.0565	77.3679
2001-02 (Homestead Properties).....	35.5331	10.5000	6.0000	12.5395	64.5726
2001-02 (Non-Homestead Properties).....	35.5331	28.5000	6.0000	12.5395	82.5726
2002-03 (Homestead Properties).....	34.5111	13.1900	6.0000	13.9895	67.6906
2002-03 (Non-Homestead Properties).....	34.5111	31.1900	6.0000	13.9895	85.6906
2003-04 (Homestead Properties).....	34.5139	13.8000	5.0000	(11) 13.9886	67.3025
2003-04 (Non-Homestead Properties).....	34.5139	31.8000	5.0000	(11) 13.9886	85.3025
2004-05 (Homestead Properties).....	34.0690	13.0000	6.0000	13.9861	67.0551
2004-05 (Non-Homestead Properties).....	34.0690	31.0000	6.0000	13.9861	85.0551
2005-06 (Homestead Properties).....	34.6508	13.0700	6.0000	13.9778	67.6986
2005-06 (Non-Homestead Properties).....	34.6508	30.6236	6.0000	13.9778	85.2522
2006-07 (Homestead Properties).....	32.9778	(12-14) 13.0000	6.0000	13.9778	65.9556
2006-07 (Non-Homestead Properties).....	35.9706	(12-14) 31.0000	6.0000	13.9778	86.9484
2007-08 (Homestead Properties).....	32.6510	(12-14) 13.0000	6.0000	13.9778	65.6288
2007-08 (Non-Homestead Properties).....	32.6510	(12-14) 31.0000	6.0000	13.9778	83.6288
2008-09 (Homestead Properties).....	32.0606	(12-15) 13.0000	6.0000	14.0778	65.1384
2008-09 (Non-Homestead Properties).....	32.0606	(12-15) 31.0000	6.0000	14.0778	83.1384
2009-10 (Homestead Properties).....	32.0600	(12-15) 13.0000	6.0000	14.0778	65.1378
2009-10 (Non-Homestead Properties).....	32.0600	(12-15) 30.8308	6.0000	14.0778	82.9686
2010-11 (Homestead Properties).....	33.4984	(12-15) 13.1015	6.0000	14.0778	66.6777
2010-11 (Non-Homestead Properties).....	33.4984	(12-15) 30.9323	6.0000	14.0778	84.5085
2011-12 (Homestead Properties).....	34.1385	(12-15) 13.2996	6.0000	14.0778	67.5159
2011-12 (Non-Homestead Properties).....	34.1385	(12-15) 31.1304	6.0000	14.0778	85.3467
2012-13 (Homestead Properties).....	34.1385	(12-15) (9)	6.0000	(10)	
2012-13 (Non-Homestead Properties).....	34.1385	(12-15) (9)	6.0000	(10)	

- (1) Includes Detroit Public Library at 0.640 mills through 1993-94.
- (2) Includes Detroit Public Library at 1.000 mills, commencing on 12-1-84.
- (3) Includes Detroit Public Library at 2.000 mills, commencing on 7-1-91.
- (4) Includes 0.640 mills for the Detroit Public Library allocated by the Wayne County Tax Allocation Board, commencing on 7-1-94.
- (5) Statewide Education Tax commencing on 7-1-94.
- (6) P.A. 38 of 1999 requires tax rates to be rounded down to 4 decimal places effective 8/1/99.
- (7) Includes Detroit Public Library at 2.9943 mills, commencing on 7-1-00.
- (8) Tax Rates (excluding debt service and state education) were rolled back by a factor of 0.9981 (MCL211.23d)
- (9) Rate not determined until June 2011.
- (10) Rate not determined until December 1, 2011
- (11) P.A. 243 of 2002 provided for a 1 mill decrease in the SET for a period of 1-year.
- (12) Includes Detroit Public Library additional 1.000 mill commencing on 7-1-05.
- (13) Tax Rates (excluding debt service and state education) were rolled back by a factor of 0.9995 (MCL211.23d)
- (14) City of Detroit garbage mills (2.9928) were eliminated for residential properties in FY 2007 and all property in FY 2008.
- (15) Wayne County tax includes a Zoo millage of .10 mills effective December 1, 2008.

CITY OF DETROIT  
 2012-13 MAYOR'S RECOMMENDED BUDGET  
 State Equalized Valuations  
 Taxable Valuations (beginning with FY 1995-96)

Fiscal Year	Real Property	Personal Property	Leased Real Estate (Act 189)	Total
1970-71	3,875,476,834	1,427,562,198	3,245,148	5,306,284,180
1975-76	4,276,286,830	1,499,479,950	16,339,520	5,792,106,300
1980-81*	4,243,561,850	956,231,600	27,653,950	5,227,447,400
1985-86*	4,220,267,845	1,010,475,230	**	5,230,743,075
1990-91*	4,352,042,900	1,227,761,520	**	5,579,804,420
1991-92*	4,417,351,340	1,237,444,600	**	5,654,795,940
1992-93*	4,422,924,900	1,281,200,980	**	5,704,125,880
1993-94*	4,554,668,625	1,260,742,960	**	5,815,411,585
1994-95*	4,565,439,900	1,330,336,390	**	5,895,776,290
1995-96*	4,631,121,900	1,281,065,150	**	5,912,187,050
1995-96*,(Taxable)***	4,606,258,474	1,281,065,150	**	5,887,323,624
1996-97*	4,943,226,600	1,443,983,280	**	6,387,209,880
1996-97*,(Taxable)***	4,703,634,599	1,443,983,280	**	6,147,617,879
1997-98*	5,351,874,550	1,603,340,500	**	6,955,215,050
1997-98*,(Taxable)***	4,847,235,699	1,603,340,500	**	6,450,576,199
1998-99*	5,940,200,550	1,626,585,350	**	7,566,785,900
1998-99*,(Taxable)***	5,005,030,961	1,626,585,350	**	6,631,616,311
1999-00*	6,990,962,278	1,637,481,660	**	8,628,443,938
1999-00*,(Taxable)***	5,219,200,241	1,637,481,660	**	6,856,681,901
2000-01*	8,106,178,450	1,718,118,920	**	9,824,297,370
2000-01*,(Taxable)***	5,486,262,205	1,718,118,920	**	7,204,381,125
2001-02*	9,319,364,300	1,656,437,990	**	10,975,802,290
2001-02*,(Taxable)***	5,983,367,293	1,656,437,990	**	7,639,805,283
2002-03*	10,298,344,200	1,749,983,210	**	12,048,327,410
2002-03*,(Taxable)***	6,226,065,313	1,749,983,210	**	7,976,048,523
2003-04*	10,668,533,845	1,391,662,381	**	12,060,196,226
2003-04*,(Taxable)***	6,470,987,182	1,373,222,411	**	7,844,209,593
2004-05* @	11,267,123,205	1,573,479,752	**	12,840,602,957
2004-05*,(Taxable)***	6,901,965,178	1,544,256,706	**	8,446,221,884
2005-06* @	11,757,967,595	1,654,260,635	**	13,412,228,230
2005-06*,(Taxable)***	7,248,364,901	1,623,886,327	**	8,872,251,228
2006-07* @	11,799,604,984	1,655,569,747	**	13,455,174,731
2006-07*,(Taxable)***	7,644,256,163	1,654,017,924	**	9,298,274,087
2007-08* @	12,466,772,681	1,646,721,974	**	14,113,494,655
2007-08*,(Taxable)***	8,252,473,399	1,644,285,424	**	9,896,758,823
2008-09* @	12,332,514,854	1,612,957,472	**	13,945,472,326
2008-09*,(Taxable)***	8,421,826,129	1,609,441,607	**	10,031,267,736
2009-10* @	10,860,509,350	1,637,133,708	**	12,497,643,058
2009-10*,(Taxable)***	8,088,807,194	1,637,111,587	**	9,725,918,781
2010-11* @	9,604,012,722	1,516,381,857	**	11,120,394,579
2010-11*,(Taxable)***	7,595,499,322	1,516,381,857	**	9,111,881,179
2011-12* @	8,753,971,883	1,369,132,417	**	10,123,104,300
2011-12*,(Taxable)***	7,386,275,907	1,369,138,087	**	8,755,413,994
2012-13* @	7,844,573,577	1,592,878,021	**	9,437,451,598
2012-13*,(Taxable)***	6,854,514,099	1,592,856,301	**	8,447,370,400

\* Excludes inventories valued at \$718,498,590, and exempted by Act No. 234 of 1975.  
 Reimbursement for this loss is provided to local units of government under Act 228 of 1975.

\*\* Included in Commercial and Industrial Real Estate totals.

\*\*\* Beginning with FY 1995-96 taxable values cannot exceed the statewide rate of inflation of the prior year (3.2%) on a per parcel basis, except where increases are due to physical changes in the parcel (P.A. 415 of 1994).

@ Includes Renaissance Zone starting in FY 2004-05. FY2011 Ren Zone Valuations: \$312,926,879 (SEV) and \$284,381,620 (taxable)

CITY OF DETROIT  
 2011-12 MAYOR'S RECOMMENDED BUDGET  
 Taxable Valuations - Special Districts  
 Public Acts 198, 255, 210,147,146 and 258

	Rehabilitation or Restoration of Existing Facilities	New or Replacement Facilities	IFT Renaissance Zone	Total
<b>Public Act 198 of 1974 - Industrial Facilities Tax</b>				
1975-76.....	\$ 14,086,590	-	-	\$ 14,086,590
1983-84.....	68,276,032	37,379,560	-	105,655,592
1984-85.....	66,515,302	69,162,660	-	135,677,962
1985-86.....	64,359,362	134,115,340	-	198,474,702
1986-87.....	63,709,552	206,031,060	-	269,740,612
1987-88.....	42,546,696	225,466,610	-	268,013,306
1988-89.....	41,536,926	205,444,220	-	246,981,146
1989-90.....	40,263,096	196,764,000	-	237,027,096
1990-91.....	32,062,196	185,406,690	-	217,468,886
1991-92.....	19,052,176	234,121,140	-	253,173,316
1992-93.....	8,278,806	373,214,290	-	381,493,096
1993-94.....	6,373,500	357,096,010	-	363,469,510
1994-95.....	6,217,390	360,350,389	-	366,567,779
1995-96.....	5,788,640	291,002,750	-	296,791,390
1996-97.....	5,333,420	182,999,947	-	188,333,367
1997-98.....	5,316,270	226,429,992	-	231,746,262
1998-99.....	17,607,540	453,502,146	-	471,109,686
1999-00.....	17,312,840	654,205,868	-	671,518,708
2000-01.....	15,973,850	748,602,462	-	764,576,312
2001-02.....	15,900,470	784,862,307	-	800,762,777
2002-03.....	16,622,370	871,439,815	-	888,062,185
2003-04.....	12,814,560	718,896,766	-	731,711,326
2004-05.....	12,820,740	697,822,376	27,608,775	738,251,891
2005-06.....	12,545,850	616,504,542	29,497,914	658,548,306
2006-07.....	12,545,850	558,086,811	27,733,783	598,366,444
2007-08.....	13,678,283	630,725,666	23,448,984	667,852,933
2008-09.....	13,572,666	521,095,118	21,531,075	556,198,859
2009-10.....	985,813	436,335,051	8,819,293	446,140,157
2010-11.....	931,593	510,224,206	8,053,117	519,208,916
2011-12.....	985,813	222,796,897	14,479,173	238,261,883
2012-13.....	985,813	161,205,616	11,687,862	173,879,291
<b>Public Act 255 of 1978 - Commercial Facilities Tax</b>				
1984-85.....	1,969,372	25,963,350	-	27,932,722
1985-86.....	1,980,522	36,296,750	-	38,277,272
1986-87.....	2,874,522	45,175,400	-	48,049,922
1987-88.....	2,750,772	47,683,150	-	50,433,922
1988-89.....	2,723,822	48,117,570	-	50,841,392
1989-90.....	2,723,822	45,396,960	-	48,120,782
1990-91.....	2,474,522	48,223,450	-	50,697,972
1991-92.....	2,312,072	45,117,450	-	47,429,522
1992-93.....	2,312,072	45,039,400	-	47,351,472
1993-94.....	2,129,764	41,434,020	-	43,563,784
1994-95.....	1,652,832	35,787,049	-	37,439,881
1995-96.....	1,534,282	8,884,939	-	10,419,221
1996-97.....	1,515,032	8,588,367	-	10,103,399
1997-98.....	820,882	9,409,017	-	10,229,899
1998-99.....	246,532	-	-	246,532
1999-00.....	88,132	-	-	88,132
2000-01.....	0	0	-	0
<b>Public Act 210 of 2005 - Commercial Facilities Tax</b>				
	Real Property	Personal Property	-	Total
2011-12.....	\$ 335,384	-	-	\$ 335,384
2012-13.....	\$ 342,489	-	-	\$ 342,489

CITY OF DETROIT  
2009-10 MAYOR'S RECOMMENDED BUDGET  
Taxable Valuations - Special Districts  
Public Acts 198, 255, 210,147,146 and 258

	Rehabilitation or Restoration of Existing Facilities	New or Replacement Facilities	Homestead Neighborhood Zone	Total
<b>Public Act 147 of 1992 Neighborhood Enterprise Zone Tax</b>				
1994-95.....	\$ -	\$ 2,291,550	\$ -	\$ 2,291,550
1995-96.....	-	2,640,000	-	2,640,000
1996-97.....	-	3,921,600	-	3,921,600
1997-98.....	-	9,026,700	-	9,026,700
1998-99.....	-	14,171,944	-	14,171,944
1999-00.....	-	33,312,900	-	33,312,900
2000-01.....	-	25,534,800	-	25,534,800
2001-02.....	143,600	26,460,400	-	26,604,000
2002-03.....	82,850	38,548,350	-	38,631,200
2003-04.....	83,179	46,284,909	-	46,368,088
2004-05.....	140,158	53,587,271	-	53,727,429
2005-06.....	1,637,606	62,456,061	-	64,093,667
2006-07.....	4,530,861	76,282,161	-	80,813,022
2007-08.....	5,723,286	90,934,801	157,106,672	253,764,759
2008-09.....	8,300,468	101,917,649	165,819,432	276,037,549
2009-10.....	9,298,336	106,339,241	319,842,709	435,480,286
2010-11.....	10,040,457	98,726,350	304,674,403	413,441,210
2011-12.....	10,962,671	359,703,204	260,946,559	631,612,434
2012-13.....	11,086,611	81,622,125	242,769,937	335,478,673

**Public Act 146 of 2000-  
Obsolete Property Rehabilitation Act**

	Obsolete-Rehab	Obsolete-Frozen	Total
2004-05.....	\$ 1,922,226	\$ -	\$ 1,922,226
2005-06.....	1,924,734	-	1,924,734
2006-07.....	25,711,591	3,438,289	29,149,880
2007-08.....	22,204,553	5,307,483	27,512,036
2008-09.....	54,274,443	1,611,838	55,886,281
2009-10.....	53,725,574	5,013,983	58,739,557
2010-11.....	31,260,535	4,666,596	35,927,131
2011-12.....	36,469,153	5,819,709	42,288,862
2012-13.....	37,823,447	5,682,452	43,505,899

**Public Act 258 of 2003-  
Land Bank Sale**

	Land Bank Sale (State)	Land Bank Sale (State/County- Brownfield)	Land Bank Sale (County)	Total
2008-09.....	\$ 3,489,360	\$ -	\$ -	\$ 3,489,360
2009-10.....	4,857,211	14,574	3,292,245	8,164,030
2010-11.....	5,367,795	1,354,146	6,168,456	12,890,397
2011-12.....	3,605,449	315,970,022	5,625,964	325,201,435
2012-13.....	2,877,897	2,452,366	5,214,914	10,545,177

**CITY OF DETROIT**  
**General Fund Revenue History**

	2012-13 Recommended	2011-12 Budget	2010-11 Actual	2009-10 Actual
<b>GENERAL CITY AGENCIES</b>				
<b>EXECUTIVE AGENCIES</b>				
Budget.....	0	0	92	48
Civic Center.....	0	0	210	625,771
Department of Public Works.....	2,215,735	3,805,100	3,355,472	7,347,461
Detroit Workforce Development Department.....	0	0	0	0
Environmental Affairs.....	0	0	3,903	111,141
Finance.....	5,824,199	8,718,612	4,534,790	5,776,065
Fire.....	23,124,363	22,613,600	18,254,759	17,365,372
Department of Health and Wellness Promotion.....	0	10,223,431	11,860,211	9,368,974
Human Resources.....	2,393,116	4,999,233	7,205,038	2,447,637
Human Rights.....	0	454,364	378,946	454,676
Human Services.....	0	0	0	0
Information Technology Services.....	509,000	769,217	1,324,115	159,352
Law.....	1,590,000	1,614,000	1,417,827	861,928
Mayor's Office.....	0	258,010	282,537	735,854
Planning & Development.....	2,051,600	2,091,600	517,673	3,247,971
Police.....	54,048,938	62,352,630	61,028,680	55,607,180
Public Lighting.....	51,517,141	62,102,155	50,301,050	52,325,153
Recreation.....	685,962	1,081,440	1,189,329	1,425,554
Department of Administrative Hearings.....	657,143	727,143	819,260	1,522,799
Office of Homeland Security.....	0	43,000	74,062	26,186
General Services.....	11,896,078	12,028,735	10,494,995	8,310,409
<b>LEGISLATIVE AGENCIES</b>				
Auditor General.....	0	0	0	3,155
Board of Zoning Appeals.....	96,417	105,000	93,574	102,187
City Council.....	0	0	12,667	295
Ombudsman.....	0	0	0	1,300
Office of the Inspector General.....	0	0	0	0
City Clerk.....	0	0	2,457	6,610
Election Commission.....	8,720	8,720	3,141	13,652
<b>JUDICIAL AGENCY</b>				
36th District Court.....	17,568,444	19,402,444	17,067,319	16,622,489
<b>OTHER AGENCIES</b>				
Non-Departmental.....	942,567,339	983,613,697	998,728,372	1,222,090,636
<b>TOTAL GENERAL CITY AGENCIES.....</b>	<b>1,116,754,195</b>	<b>1,197,012,131</b>	<b>1,188,950,479</b>	<b>1,406,559,855</b>
Debt Service Fund.....	0	0	0	0
<b>ENTERPRISE AGENCIES</b>				
Airport.....	0	0	0	0
Buildings & Safety.....	2,060,000	2,068,000	1,962,761	0
Department of Transportation.....	0	0	0	0
Municipal Parking.....	9,981,000	19,781,000	10,594,750	9,811,022
D.W.S.D.- Water Supply.....	0	0	0	0
D.W.S.D.- Sewage Disposal.....	0	0	0	0
Library.....	0	0	0	0
<b>TOTAL ENTERPRISE AGENCIES.....</b>	<b>12,041,000</b>	<b>21,849,000</b>	<b>12,557,511</b>	<b>9,811,022</b>
<b>GRAND TOTAL.....</b>	<b>\$1,128,795,195</b>	<b>\$1,218,861,131</b>	<b>\$1,201,507,990</b>	<b>\$1,416,370,877</b>

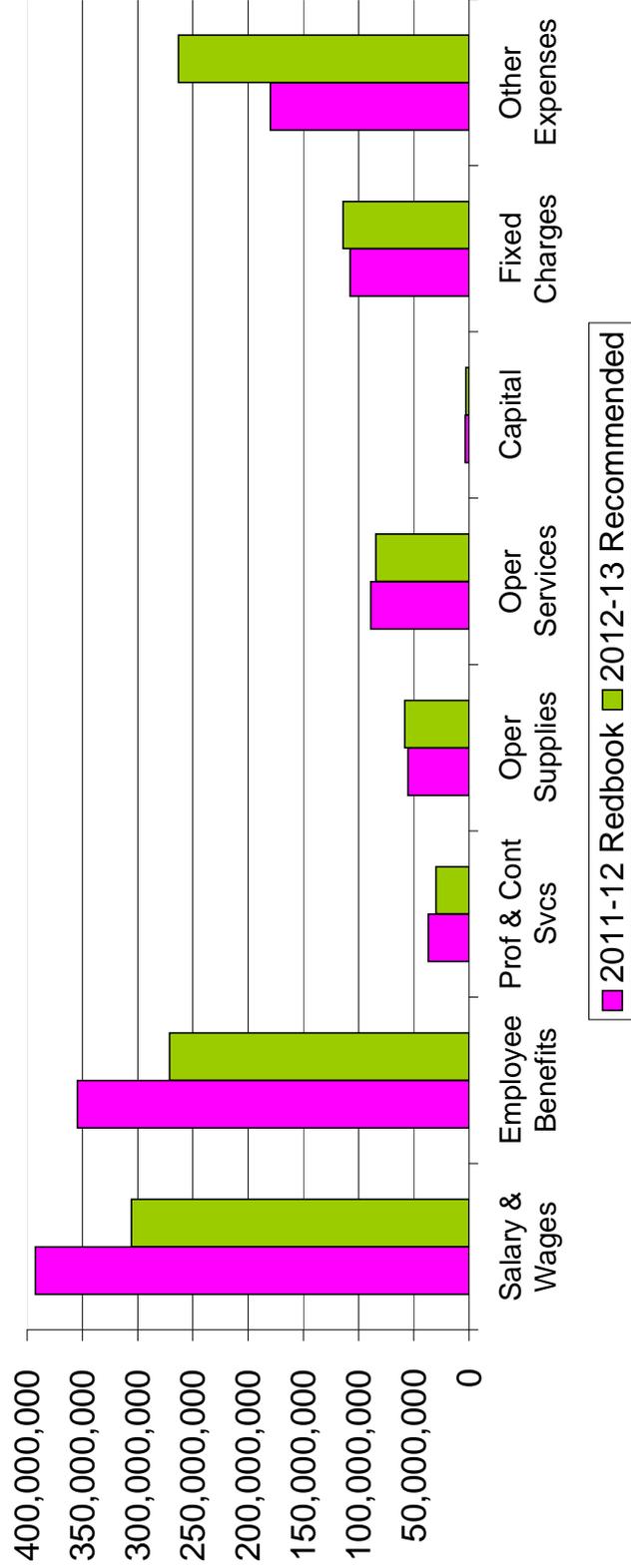
Source: Redbook

**CITY OF DETROIT**  
**General Fund Appropriation History**

	2012-13 Recommended	2011-12 Budget	2010-11 Actual	2009-10 Actual
<b>GENERAL CITY AGENCIES</b>				
<b>EXECUTIVE AGENCIES</b>				
Budget.....	2,023,517	2,424,842	2,314,432	2,624,469
Civic Center.....	0	0	1,067,455	3,636,095
Department of Public Works.....	2,106,899	4,390,115	5,241,378	7,769,772
Detroit Workforce Development Department.....	0	1,700	353,801	900
Environmental Affairs.....	0	0	152,208	1,353,722
Finance.....	32,699,691	38,970,757	38,214,462	37,049,353
Fire.....	149,256,723	183,423,392	199,433,913	179,026,733
Department of Health and Wellness Promotion.....	0	16,716,081	19,825,913	21,103,054
Human Resources.....	8,007,951	13,479,212	14,399,279	16,983,430
Human Rights.....	0	936,207	871,003	951,412
Human Services.....	0	0	0	106,652
Information Technology Services.....	14,278,267	20,008,949	20,622,789	26,983,456
Law.....	8,631,938	19,266,301	18,312,178	19,331,132
Mayor's Office.....	3,953,534	6,977,825	9,439,251	8,824,183
Planning & Development.....	2,051,600	2,518,262	4,749,277	6,525,810
Police.....	321,960,909	394,613,317	465,599,510	435,663,494
Public Lighting.....	56,655,938	53,230,316	60,150,255	54,195,833
Recreation.....	12,064,311	19,161,755	20,190,142	21,276,379
Department of Administrative Hearings.....	657,143	1,354,379	1,545,467	1,585,767
Office of Homeland Security.....	0	355,418	252,190	347,416
General Services.....	39,099,514	47,682,428	62,177,240	60,488,848
<b>LEGISLATIVE AGENCIES</b>				
Auditor General.....	2,942,305	3,553,766	3,188,491	7,746,445
Board of Zoning Appeals.....	606,566	709,723	774,535	797,378
City Council.....	8,271,003	13,389,244	12,587,298	12,914,987
Ombudsperson.....	592,292	895,002	1,093,379	1,338,871
Office of the Inspector General.....	592,292	0	0	0
City Clerk.....	2,070,070	3,118,475	2,624,682	2,944,620
Election Commission.....	5,067,285	7,389,139	8,054,478	8,760,053
<b>JUDICIAL AGENCY</b>				
36th District Court.....	31,033,117	37,464,544	45,984,802	45,792,741
<b>OTHER AGENCIES</b>				
Non-Departmental.....	417,082,376	319,098,816	360,491,463	336,189,503
<b>TOTAL GENERAL CITY AGENCIES.....</b>	<b>1,121,705,241</b>	<b>1,211,129,965</b>	<b>1,379,711,271</b>	<b>1,322,312,508</b>
Debt Service Fund.....	0	0	0	0
<b>ENTERPRISE AGENCIES</b>				
Airport.....	0	0	0	0
Buildings Safety Engineering and Environmental.....	775,530	1,052,226	1,237,778	385
Department of Transportation.....	0	0	0	0
Municipal Parking.....	6,314,424	6,678,940	7,797,100	7,854,077
D.W.S.D.- Water Supply.....	0	0	0	0
D.W.S.D.- Sewage Disposal.....	0	0	0	0
Library.....	0	0	0	0
<b>TOTAL ENTERPRISE AGENCIES.....</b>	<b>7,089,954</b>	<b>7,731,166</b>	<b>9,034,878</b>	<b>7,854,462</b>
<b>GRAND TOTAL.....</b>	<b>\$1,128,795,195</b>	<b>\$1,218,861,131</b>	<b>\$1,388,746,149</b>	<b>\$1,330,166,970</b>

Source: Redbook

**City of Detroit  
Major Expenditure Objects - General Fund  
Comparison of 2011 - 12 Redbook to 2012 - 13 Recommended**



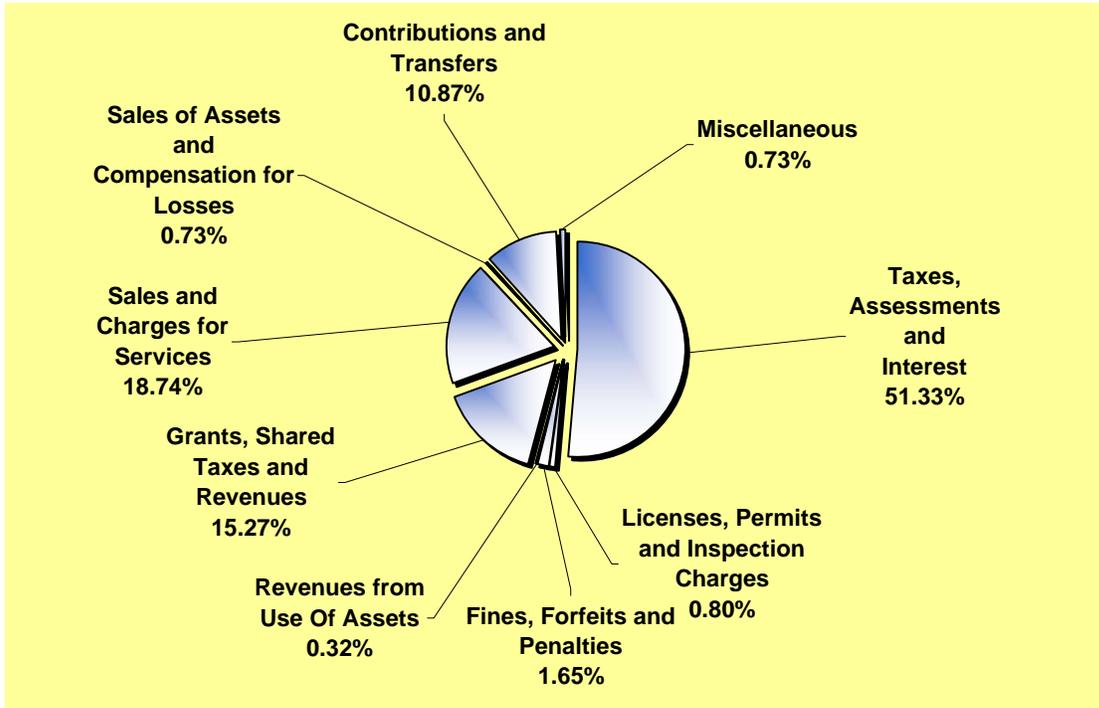
**CITY OF DETROIT  
SUMMARY OF 2012-2013 MAYOR'S RECOMMENDED BUDGET - REVENUES BY MAJOR CLASSIFICATION GENERAL FUND**

	Taxes, Assessments and Interest	Licenses, Permits and Inspection Charges	Fines, Forfeits and Penalties	Revenues from Use of Assets	Grants, Shared Taxes and Revenues	Sales and Charges for Services	Sales of Assets and Compensation for Losses	Contributions and Transfers	Miscellaneous	Grand Total
<b>GENERAL CITY AGENCIES</b>										
<b>EXECUTIVE AGENCIES</b>										
A12000 Budget Department		2,215,735								\$0
A19000 Department of Public Works										2,215,735
A21000 Detroit Workforce Development Department										0
A23000 Finance Department	33,220					5,790,979				5,824,199
A24000 Fire Department	2,730,000					20,229,363	42,000		123,000	23,124,363
A25000 Dept of Health and Wellness Promotion										0
A28000 Human Resources Department						2,392,516			600	2,393,116
A29000 Human Rights Department										0
A30000 Human Services Department										0
A31000 Information Technology Services Department						290,000			219,000.00	509,000
A32000 Law Department						1,410,000			180,000	1,590,000
A33000 Mayor's Office										0
A36000 Planning & Development Department				300,000			1,700,000			2,051,600
A37000 Police Department	42,000,000	2,070,000	250,000			5,448,938	10,000		4,270,000	54,048,938
A38000 Public Lighting Department				334,625		47,732,516			250,000	48,317,141
A39000 Recreation Department				552,568		102,394			31,000	685,962
A45000 Department of Administrative Hearings			175	26,320		630,148			500	657,143
A46000 Detroit Office of Homeland Security										0
A47000 General Services				804,886		8,491,192	100,000		2,500,000	11,896,078
<b>LEGISLATIVE AGENCIES</b>										
A50000 Auditor General										0
A51000 Board of Zoning Appeals						96,417				96,417
A52000 City Council										0
A53000 Ombudsperson										0
A54000 Inspector General										0
A70000 City Clerk			7,336,000			10,232,444				17,568,444
A71000 Department of Elections										0
A60000 36th District Court										0
<b>OTHER AGENCIES</b>										
A35000 Non-Departmental	537,425,911	20,000	1,000,000	1,614,000	172,310,614	105,427,059	1,470,400	122,713,818	585,537	942,567,339
<b>TOTAL GENERAL CITY AGENCIES</b>	<b>\$579,425,911</b>	<b>\$7,035,735</b>	<b>\$8,619,395</b>	<b>\$3,632,399</b>	<b>\$172,310,614</b>	<b>\$208,273,966</b>	<b>\$3,322,400</b>	<b>\$122,713,818</b>	<b>\$8,211,237</b>	<b>\$1,113,545,475</b>
A18000 Debt Service										0
<b>ENTERPRISE AGENCIES</b>										
A10000 Airport										0
A13000 Buildings and Safety Environmental Department						60,000				2,060,000
A20000 Department of Transportation		2,000,000								0
A34000 Municipal Parking Department			9,981,000							9,981,000
A41000 Water Department										0
A42000 Sewerage Department										0
A72000 Library						8,720				8,720
<b>TOTAL ENTERPRISE AGENCIES</b>	<b>\$0</b>	<b>\$2,000,000</b>	<b>\$9,981,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$68,720</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,049,720</b>
<b>GRAND TOTAL</b>	<b>\$579,425,911</b>	<b>\$9,035,735</b>	<b>\$18,600,395</b>	<b>\$3,632,399</b>	<b>\$172,310,614</b>	<b>\$208,342,686</b>	<b>\$3,322,400</b>	<b>\$122,713,818</b>	<b>\$8,211,237</b>	<b>\$1,125,595,195</b>

**CITY OF DETROIT  
SUMMARY OF 2012-2013 MAYOR'S RECOMMENDED BUDGET - APPROPRIATION BY MAJOR OBJECT GENERAL FUND**

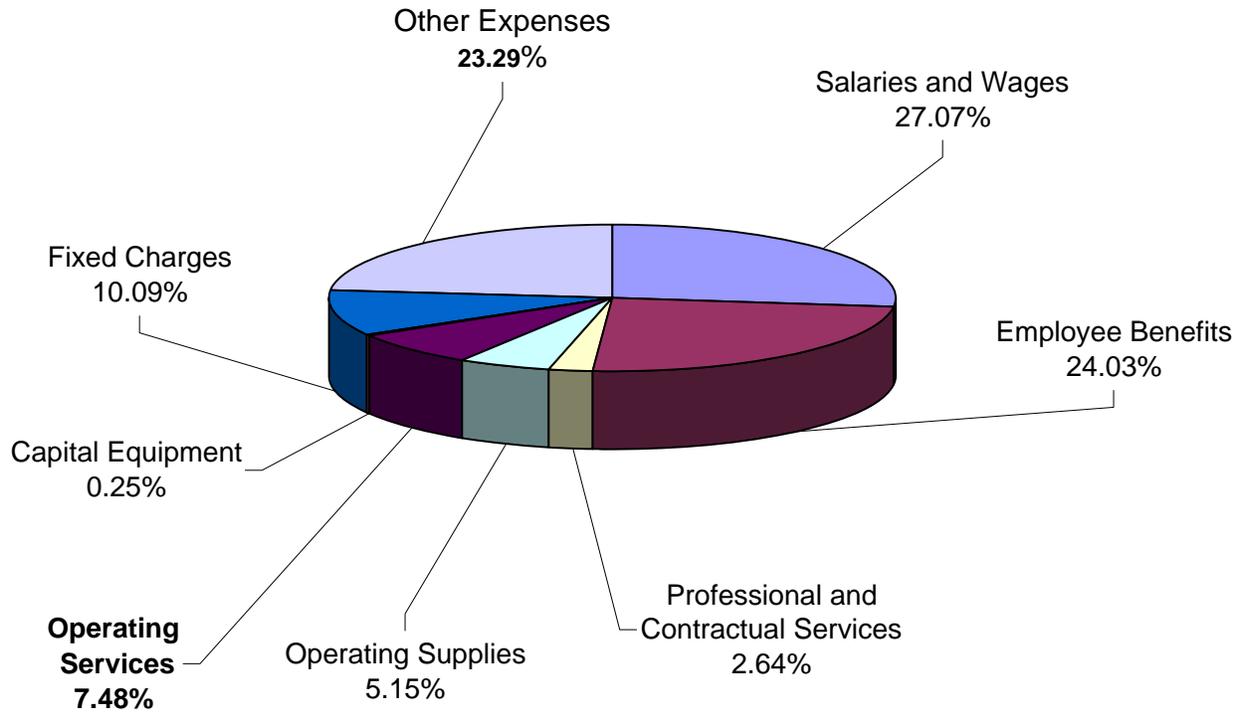
	Salaries and Wages	Employee Benefits	Professional & Contractual Services	Operating Supplies	Operating Services	Capital Equipment, Outlays and Major Repairs	Fixed Charges	Other Expenses	Grand Total
<b>GENERAL CITY AGENCIES</b>									
<b>EXECUTIVE AGENCIES</b>									
A12000	\$845,031	\$752,984	\$100,000	\$129,201	\$196,301	\$	\$	\$	\$2,023,517
A19000	992,809	895,872		14,813	203,405				2,106,899
A21000									0
A23000	12,253,216	11,169,555	3,968,810	305,038	3,531,295	105,470	33,000	1,333,307	32,689,691
A24000	72,688,333	66,789,560	3,279,485	3,129,299	2,540,640	729,202		1,100,204	149,256,723
A25000									0
A28000	3,330,459	3,303,652	491,475	41,296	841,069				8,007,951
A29000									0
A30000									0
A31000	2,003,435	1,785,665	3,057,074	4,384,977	2,982,447			64,869	14,278,267
A32000	2,760,475	3,243,837	921,039	345,000	1,335,087	26,000		500	8,631,938
A33000	1,618,991	1,698,572	771,700	48,632	443,639	5,000		61,000	3,953,534
A36000	262,622	234,075	55,000	72,575	103,546	13,391		1,310,391	2,051,600
A37000	160,745,152	138,832,674	2,983,887	2,631,948	12,274,130	1,014,850	387,558	3,090,710	321,960,909
A38000	8,264,314	7,372,056	93,600	36,863,975	4,056,993			5,000	56,655,938
A39000	3,477,559	2,453,382	129,410	52,207	5,543,774	377,979		30,000	12,064,311
A45000	286,919	255,731	13,000		89,070				657,143
A46000									0
A47000	12,076,886	10,951,467	4,050,071	9,022,018	2,407,268			591,804	39,099,514
<b>LEGISLATIVE AGENCIES</b>									
A50000	788,415	658,409	1,328,547	20,453	120,281	5,000		21,200	2,942,305
A51000	234,268	208,803	93,178	3,000	65,937			1,380	606,566
A52000	2,512,736	2,537,315	2,291,874	118,775	762,214	6,300		41,789	8,271,003
A53000	175,429	156,362			40,378			220,123	592,292
A54000	173,900	117,052						301,340	592,292
A70000	664,012	653,261		12,052	740,745				2,070,070
A71000	1,466,241	1,327,477	1,210,000	80,449	983,116				5,067,285
<b>JUDICIAL AGENCY</b>									
A60000	14,588,905	11,947,481	2,272,600	643,000	1,516,269	62,862		2,000	31,033,117
<b>OTHER AGENCIES</b>									
A35000	1,209,178	3,072,235	809,580	107,399	43,260,911	485,537	113,520,061	254,617,475	417,062,376
<b>TOTAL GENERAL CITY AGENCIES</b>	<b>\$303,419,285</b>	<b>\$269,417,477</b>	<b>\$27,225,753</b>	<b>\$58,039,107</b>	<b>\$84,038,517</b>	<b>\$2,831,591</b>	<b>\$113,940,619</b>	<b>\$262,792,892</b>	<b>\$1,121,705,241</b>
A18000									0
<b>ENTERPRISE AGENCIES</b>									
A10000									0
A13000	370,764	253,492	50,000	38,290	62,984				775,530
A20000									0
A34000	1,727,011	1,539,285	2,543,468	68,900	288,100	23,556		124,104	6,314,424
A41000									0
A42000									0
A72000									0
<b>TOTAL ENTERPRISE AGENCIES</b>	<b>\$2,097,775</b>	<b>\$1,792,777</b>	<b>\$2,593,468</b>	<b>\$107,190</b>	<b>\$351,084</b>	<b>\$23,556</b>	<b>\$0</b>	<b>\$124,104</b>	<b>\$7,089,954</b>
<b>GRAND TOTAL</b>	<b>\$305,517,060</b>	<b>\$271,210,254</b>	<b>\$29,819,221</b>	<b>\$58,146,297</b>	<b>\$84,389,601</b>	<b>\$2,855,147</b>	<b>\$113,940,619</b>	<b>\$262,916,996</b>	<b>\$1,128,795,195</b>

**CITY OF DETROIT**  
**Summary of 2012-2013 Mayor's Recommended Budget**  
**Major Revenue Sources - General Fund**



REVENUE SOURCE	AMOUNT
Taxes, Assessments and Interest .....	\$579,425,911
Licenses, Permits and Inspection Charges .....	9,035,735
Fines, Forfeits and Penalties .....	18,600,395
Revenues from Use Of Assets .....	3,632,399
Grants, Shared Taxes and Revenues .....	172,310,614
Sales and Charges for Services .....	211,542,686
Sales of Assets and Compensation for Losses .....	3,322,400
Contributions and Transfers .....	122,713,818
Miscellaneous .....	8,211,237
<b>TOTAL REVENUES</b>	<b>\$1,128,795,195</b>

**CITY OF DETROIT**  
**Summary of 2012-2013 Mayor's Recommended Budget**  
**Appropriations by Major Object General Fund**



<u>MAJOR OBJECT</u>	<u>AMOUNT</u>
Salaries and Wages .....	\$305,517,060
Employee Benefits .....	271,210,254
Professional and Contractual Services .....	29,819,221
Operating Supplies .....	58,146,297
Operating Services .....	84,389,601
Capital Equipment .....	2,855,147
Fixed Charges .....	113,940,619
Other Expenses .....	262,916,996
<b>TOTAL</b>	<b>\$1,128,795,195</b>

**General Fund and General Grants  
Statement of Revenues, Expenditures and Changes in Fund Balance**

	2012-13 Recommended	2011-12 Estimate	2011-12 Budget	2010-11 Actual
<b>Fund Balance at Beginning of Year.....</b>		(196,577,910)		
<b>Revenues:</b>				
Taxes, Assessment, Interest and Penalties.....	579,425,911	587,876,174	642,025,255	652,668,976
Licenses, Permits, and Inspection Charges.....	9,035,735	11,094,814	11,094,814	8,564,187
Shared Taxes.....	172,310,614	170,126,385	166,213,900	239,342,109
Grants.....	-	-	-	76,035,248
Sales and Charges for Services.....	211,542,686	200,154,037	213,523,960	154,857,679
Ordinance Fines.....	18,600,395	22,367,407	34,237,395	16,457,040
Revenues from Use of Assets.....	3,632,399	3,335,575	6,373,178	4,093,877
Other Revenues.....	11,533,637	7,855,062	21,458,605	68,238,977
<b>Total Revenues.....</b>	<b>1,006,081,377</b>	<b>1,002,809,454</b>	<b>1,094,927,107</b>	<b>1,220,258,093</b>
<b>Other Financing Sources:</b>				
Proceeds from Bonds, Notes, and Loans-Net.....	-	-	-	
<b>Transfers:</b>				
Special Revenue Fund.....	9,594,000	8,779,100	8,779,100	8,958,641
Capital Projects Fund.....				
Trust and Agency Funds.....	106,861,659	101,383,103	101,383,103	
Enterprise Funds.....	6,258,159	13,771,821	13,771,821	
Proceeds of Capital Leases.....				
Budget Stabilization Reserve.....				
Component Units.....				
<b>Total Other Financing Sources.....</b>	<b>122,713,818</b>	<b>123,934,024</b>	<b>123,934,024</b>	<b>8,958,641</b>
<b>Total Revenues and Other Financing Sources.....</b>	<b>1,128,795,195</b>	<b>1,126,743,478</b>	<b>1,218,861,131</b>	<b>1,229,216,734</b>
<b>Expenditures:</b>				
<b>Public Protection:</b>				
Consumer Affairs.....				(84)
Construction Code.....	525,048	609,484	609,484	1,711,330
Fire.....	149,256,723	177,503,546	183,423,392	191,020,288
Human Rights.....	-	822,947	936,207	859,131
Ombudsman.....	592,292	1,063,021	895,002	1,089,937
Parking Enforcement.....	6,314,424	5,786,636	6,678,940	7,415,704
Police.....	321,960,909	389,131,129	394,613,317	447,955,594
36th District Court.....	31,033,117	32,544,108	37,464,544	2,147,619
Office of Homeland Security.....	-	333,318	355,418	43,258,083
<b>Total Public Protection.....</b>	<b>509,682,513</b>	<b>607,794,189</b>	<b>624,976,304</b>	<b>695,457,602</b>
Department of Health and Wellness Promotion.....	-	16,290,728	16,716,081	73,010,337
<b>Recreation and Culture:</b>				
Recreation.....	12,064,311	14,816,172	19,161,755	18,217,392
<b>Total Recreation and Culture.....</b>	<b>12,064,311</b>	<b>14,816,172</b>	<b>19,161,755</b>	<b>18,217,392</b>
Economic Development-Civic Center.....	-	-		0
<b>Housing Supply and Conditions:</b>				
Economic Development-Planning & Development.....	2,051,600	2,308,938	2,518,262	5,871,310
<b>Total Housing Supply and Conditions.....</b>	<b>2,051,600</b>	<b>2,308,938</b>	<b>2,518,262</b>	<b>5,871,310</b>
<b>Physical Environment</b>				
Environmental Affairs.....	250,482	442,742	442,742	232,531
Public Lighting.....	56,655,938	59,775,400	53,230,316	60,449,984
Public Works.....	2,106,899	4,425,413	4,390,115	11,559,205
<b>Total Physical Environment.....</b>	<b>59,013,319</b>	<b>64,643,555</b>	<b>58,063,173</b>	<b>72,241,720</b>

**General Fund and General Grants  
Statement of Revenues, Expenditures and Changes in Fund Balance**

	2012-13 Recommended	2011-12 Estimate	2011-12 Budget	2010-11 Actual
<b>Development and Management:</b>				
Auditor General.....	2,942,305	3,399,617	3,553,766	3,142,969
Budget.....	2,023,517	2,308,953	2,424,842	2,314,433
City Clerk.....	2,070,070	2,794,414	3,118,475	2,622,089
City Council.....	8,271,003	12,340,384	13,389,244	12,195,282
Election Commission.....	5,067,285	7,067,941	7,389,139	8,029,521
Finance.....	32,699,691	37,237,920	38,970,757	34,518,248
Law.....	8,631,938	18,218,634	19,266,301	17,916,364
Mayor's Office.....	3,953,534	6,344,003	6,977,825	7,972,379
Human Resources.....	8,007,951	12,635,170	13,479,212	13,948,056
Information Technology Services.....	14,278,267	18,978,009	20,008,949	20,241,964
Zoning Appeals Board.....	606,566	745,356	709,723	773,497
Department of Administrative Hearings.....	657,148	1,329,341	1,354,379	1,440,389
General Services Department.....	39,099,514	50,472,080	47,682,428	61,298,916
Office of the Inspector General	592,292	-	-	-
Non Departmental.....	177,988,962	103,298,225	107,980,667	(6,402,505)
Total Development and Management.....	306,890,043	277,170,047	286,305,707	180,011,602
Capital Outlay	-	-	-	22,390,958
<b>Debt Service:</b>				
Interest	-	-	-	-
Bond	-	-	-	2,632,298
Total Expenditures.....	889,701,786	983,023,629	1,007,741,282	1,069,833,219
<b>Other Financing Uses - Transfers</b>				
<b>Other Funds:</b>				
Major Street Fund.....	-	-	-	7,457,896
Community Development Block Grant Fund.....	-	-	-	938,725
Construction Code Fund.....	-	-	-	317,853
Detroit Building Authority.....	-	-	-	-
Human Services Fund.....	-	0	0	-
Federal Employment and Training Funds.....	-	1,700	1,700	-
Capital Projects Fund.....	-	-	-	-
General Debt Service Fund.....	113,520,061	37,975,624	106,092,275	57,577,078
Airport Fund.....	-	515,871	515,871	779,356
Urban Renewal Fund.....	-	-	-	-
Transportation Fund.....	55,459,030	43,358,359	43,358,359	72,611,279
Trust and Agency Funds.....	56,124,684	50,646,128	50,646,128	76,224,059
Housing	-	-	-	-
Targeted Business Development.....	-	-	-	-
Components Units.....	13,989,634	10,505,516	10,505,516	-
<b>Payment to Refunded Debt Escrow</b>				
Total Other Financing Uses.....	239,093,409	143,003,198	211,119,849	215,906,246
Total Expenditures and Other Financing Uses	1,128,795,195	1,126,026,827	1,218,861,131	1,285,739,465
<b>Excess (Deficiency) of Revenues and Other Financing Sources Over/(Under) Expenditures and Other Financing Uses.....</b>				
Cumulative Effect of Change in Accounting Principle.....	-	716,651	-	(56,522,731)
Net Change in Fund Balance.....	--	--	--	--
Increase (Decrease) in Inventories.....	--	--	--	--
Reserve for Encumbrance.....	--	--	--	--
<b>Fund Balance at End of Year.....</b>	-	(195,861,259)	-	-

**Source: Comprehensive Annual Financial Report, Budget**

**Note:** Fund Balance: Governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties use for specific purposes. Designation of fund balance represent tentative City plans that are subject to change. See the Surplus/Deficit Schedule and Budget Fund History for more information on General Fund Balance History and Budget Stabilization Fund History.

<b>BUDGET STABILIZATION FUND HISTORY</b>			
	<b>Deposits</b>	<b>Withdrawals</b>	<b>Fund Balance on June 30</b>
1990-91		53,894,025	22,134,628
1991-92		22,134,628	0
1992-93			0
1993-94			0
1994-95			0
1995-96	9,988,324		9,988,324
1996-97	9,219,027		19,207,351
1997-98	6,209,081		25,416,432
1998-99	6,690,030		32,106,462
1999-00	827,937		32,934,399
2000-01	1,150,987		34,085,386
2001-02	0	26,395,130	7,690,256
2002-03	777,797		8,468,053
2003-04		8,468,053	0
2004-05	0	0	0
2005-06	0	0	0
2006-07	0	0	0
2007-08	0	0	0
2008-09	0	0	0
2009-10	0	0	0
2010-11	0	0	0
2011-12 (estimate)	0	0	0
2012-13 (budget)	0	0	0

<b>GENERAL FUND SURPLUS/(DEFICIT) HISTORY</b>				
<b>Fiscal Year</b>	<b>Total Expenditures</b>	<b>Final Operating Results</b>		<b>Surplus/(Deficit) As a Percent of Total Expenditures</b>
		<b>Surplus</b>	<b>Deficit</b>	
1990-91	1,187,721,203		105,928,296	-8.92%
1991-92	1,151,648,623		106,089,304	-9.21%
1992-93	1,066,685,029		26,203,862	-2.46%
1993-94	1,431,169,479		53,388,747	-3.73%
1994-95	1,140,795,935	19,976,648		1.75%
1995-96	1,448,326,141	18,430,053		1.27%
1996-97	1,322,693,636	12,418,161		0.94%
1997-98	1,406,349,518	13,380,061		0.95%
1998-99	1,438,235,097	1,655,874		0.12%
1999-00	1,511,077,783	2,301,976		0.15%
2000-01	1,488,739,205		26,395,130	-1.77%
2001-02	1,576,041,291	1,555,594		.10%
2002-03	1,601,368,138		69,063,211	-4.31%
2003-04	1,577,561,963		95,032,523	-6.02%
2004-05	1,587,505,777		155,404,035	-9.79%
2005-06	1,362,827,729		173,678,707	-12.31%
2006-07	1,278,109,169		155,575,000	-12.17%
2007-08	1,181,358,285		219,158,137	-18.55%
2008-09	1,155,896,702		331,925,012	-28.72%
2009-10	1,068,938,078		155,692,159	-14.57%
2010-11	1,307,091,125		196,577,910	-17%
2011-12 (estimate)	1,218,578,405	716,651	N/A	N/A
2012 - 13 (budget)	1,218,578,405	N/A	N/A	N/A

**CITY OF DETROIT  
GENERAL FUND POSITIONS ONLY**

General City Agencies	2011-12	2012-13	
	Budget	Recom Budget	Var
24 Fire-Civilian (EMS)	243	248	5
24 Fire-Uniform	1,101	814	(287)
37 Police-Uniform	2,812	2,432	(380)
<b>Uniform Total</b>	<b>4,156</b>	<b>3,494</b>	<b>(662)</b>
12 Budget	18	15	(3)
13 Buildings & Safety Engineering & Environmental	12	8	(4)
19 Department of Public Works	625	554	(71)
23 Finance	290	254	(36)
24 Fire- Civilian (non-EMS)	75	87	12
25 Health	155	0	(155)
28 Human Resources	134	73	(61)
29 Human Rights	8	0	(8)
30 Human Services	0	0	0
31 Information & Technology Services	54	41	(13)
32 Law	112	50	(62)
33 Mayor's Office	57	20	(37)
35 Non-Departmental	18	18	0
36 Planning & Development	7	5	(2)
37 Police-Civilian	395	404	9
38 Public Lighting	136	129	(7)
39 Recreation	141	87	(54)
45 Dept of Administrative Hearings	5	4	(1)
46 Detroit Office of Homeland Security	2	0	(2)
47 General Services Department	370	272	(98)
50 Auditor General	16	12	(4)
51 Board of Zoning Appeals	4	3	(1)
52 City Council	59	37	(22)
53 Ombudsperson	7	2	(5)
54 Inspector General	0	2	2
70 City Clerk	21	14	(7)
71 Department of Elections	57	34	(23)
60 36th District Court	365	285	(80)
<b>DEPARTMENTS WITH SUBSIDIES OR ADVANCES</b>			
10 Airport	8	0	(8)
20 Department of Transportation	1,216	916	(300)
34 Municipal Parking- Violations Bureau (Gen Fund)	58	55	(3)
34 Municipal Parking- Auto Parking (APS)	44	42	(2)
<b>General Fund Total</b>	<b>4,469</b>	<b>3,423</b>	<b>(1,046)</b>
<b>Grand Total- Uniform and Civilian Employees</b>	<b>8,625</b>	<b>6,917</b>	<b>(1,708)</b>

**CITY OF DETROIT FISCAL YEAR 2012- 2013 RECOMMENDED BUDGET  
GENERAL FUND POSITIONS**



**SUMMARY OF APPROPRIATIONS-EXPLANATIONS OF CHANGES  
 APPROPRIATIONS BY OBJECT  
 (General Fund)**

<b>All Funds</b>	<b>2011-12 Budget</b>	<b>2012-13 Recommended</b>	<b>Difference</b>	<b>Percent Change</b>
Salary and Wages	392,627,546	305,517,060	(87,110,486)	-22.19%
Employee Benefits	354,575,974	271,210,254	(83,365,720)	-23.51%
Prof. and Contract Services	36,692,399	29,819,221	(6,873,178)	-18.73%
Operating Supplies	55,215,303	58,146,297	2,930,994	5.31%
Operating Services	88,837,554	84,389,601	(4,447,953)	-5.01%
Capital Outlays	1,389,714	370,487	(1,019,227)	-73.34%
Capital Equipment	2,100,985	2,484,660	383,675	18.26%
Other Expenses	179,902,040	262,916,996	83,014,956	46.14%
Fixed Charges	107,519,616	113,940,619	6,421,003	5.97%
<b>Total</b>	<b>1,218,861,131</b>	<b>1,128,795,195</b>	<b>(90,065,936)</b>	<b>-7.39%</b>

**Salary and Wages** – The net decrease of \$87.1 million or 22.2 % is primarily attributed to reductions of 2,519 positions. The Recommendation includes a 10% salary reduction for Mayoral Appointees and non union employees.

**Employee Benefits** – The net decrease of \$83 million is primarily due to Hospitalization \$34 million decrease for Active and Retired Police uniform personnel; \$24 million decrease for Active and Retired General City employees; \$15.4 million decrease for Active and Retired uniform Fire personnel. Pension decrease of \$9 million for Police and Fire; \$1.7 million for General City employees; Pension-UAAL (POC) increase of \$5.2 million. Longevity increase of \$2.6 million for Police and Fire.

**Professional and Contractual Services** – The net decrease of \$6.9 million is primarily due to a \$5.3 million decrease in Professional and Personal Services Contract accounts; \$466k decrease in Contract-Other/Security and \$440k decrease in Medical Organizations.

**Operating Supplies** – The net increase of \$2.9 million primarily due to \$6 million increase for Electricity-Purchased/Resale; \$4.9 million decrease in Hardware/Software Maintenance; \$2.2 net increase for Operating Supplies-Fuel/Fuel Diesel/Fuel Gas; \$740k increase in Operating Supplies-Miscellaneous; \$400k increase in Natural Gas/Power Production. The remaining total category net increase also includes other increases and decreases.

**Operating Services** –The net decrease of \$4.4 million is primarily due to \$5.9 million increase for Insurance Premium; \$4.1 million decrease for the Utilities category; \$2.6 million decrease for the Purchased Services category; \$3.7 million net decreases in remaining operating accounts.

**Capital Outlays/Equipment**– The net decrease of \$635,552 is primarily due to \$1 million decrease in Major Repairs-Bldgs, other nominal decreases in the category; primarily offset by a \$419k increase in Acquisition-Equipment.

**Other Expenses** – The net increase of \$83 million is primarily due to \$40 million increase in Miscellaneous Expenses; net increase of \$19.8 million for Prior Years Deficit/Prior Years Deficit-Deferred as well as a \$22 million increase in Contribution for Operations.

**Fixed Charges** – The net increase \$6.4 million is due to \$7.7 million increase in Retirement of Debt-Principal, \$3 million increase in Interest on Bonded Debt offset by a \$4.3 decrease in Interest on Other Indebtedness.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

**TAXES, ASSESSMENT AND INTEREST**

2011-12 Budget	2012-13 Mayor's Recommendation	Difference Recom to Budget	Percent Change
\$642,025,255	\$579,425,911	(\$62,599,344)	(9.75%)

This classification contains Real and Personal Property Tax, Municipal Income Tax, Utility Users Tax, Special Assessments, Industrial Facilities Tax and other Miscellaneous Taxes.

**Municipal Income Tax** - The 2012-13 budgeted projection is \$229.3 million, \$28.5 million decrease from the FY 2011-12 budget. This recommendation is based on actual collections and negative growth rate of -.6%

Fiscal Year	Collections (in millions)	% inc/dec
95-96	335.8	7.4%
96-97	332.9	-0.9%
97-98	361.6	8.6%
98-99	370.4	2.4%
99-00	378.3	2.1%
00-01	341.0	-9.9%
01-02	323.5	-4.1%
02-03	310.9	-3.9%
03-04	290.3	-6.6%
04-05	282.5	-5.1%
05-06	284.1	0.0%
06-07	278.3	-2.0%
07-08	276.5	-0.6%
08-09	240.8	-12.9%
09-10	216.5	-10.1%
10-11	228.3	5.4%
11-12 (est)	250.0	9.5%
12-13 (budget)	229.1	-8.4%

Methods included in analyzing this account included the input of economist Dana Johnson (Chief Economist, COMERICA, retired as of July 2011).

P.A. 500 of 1998 provides for the reduction of income tax rates in the City of Detroit over a 10 year period (7/1/99-7/1/08) for residents from (3% to 2%) and for non-residents (from 1.5% to 1%). In December 2003, and every December there after, the City applied for and received from the State Board of Administration a suspension of its income tax rate reduction. This is permitted under PA 500 if 3 of 4 conditions are met. The city did not meet criteria for a suspension for 2013. the new tax rate effective July 1, 2012 will be 2.4% for residents and 1.2% for non-residents. To offset this reduction in income tax revenues, the corporate tax rate was increased to 2% in March 2012 by a revision to the city ordinance.

**Property Tax** - The Recommended Budget for current year property tax collections is \$9.1 million (-6.8%) lower than the current fiscal year budget. The following factors have the largest influence on this account:

- Taxable Valuation Estimates for FY 2013 decreased by (-5.5%) on the ad valorem roll and decreased by (-4.3%) when he special acts tax rolls are included. The special acts districts include industrial facilities, neighborhood enterprise zone, obsolete property, etc. The Renaissance Zone properties are exempt from all property taxes except debt service or as otherwise provided under the public act. For FY 2013, the taxable value estimates for the Renaissance Zone increased by 30.3%, as more property exemptions were granted.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

- Additional adjustments to the 2012-13 tax levy is expected to lower actual property tax collections by \$3 million.
- The recommended collection factor for FY 2012-13 is 88% based upon prior year's experience. Current year delinquent real property taxes are transferred to Wayne County for collection after March 1<sup>st</sup> of the fiscal year. The City receives payment in advance for the delinquent property transferred to Wayne County from the revolving fund. The city is experiencing significant charge-backs from the Wayne County for uncollectible accounts which significantly impacts the city's property tax revenues.
- The following is a history of general fund property tax collections:

(in millions)

FY	Curr Yr Coll	Delinq Coll	Total Coll	% Inc/ (Dec)
96	121.7	8.6	130.3	
97	128.2	10.2	138.4	6.2%
98	132.8	11.2	144.0	4.0%
99	135.6	9.8	145.4	1.0%
00	143.7	12.0	155.7	7.1%
01	141.2	11.6	152.8	1.9%
02	151.6	18.1	169.7	11.1%
03	153.3	12.9	166.2	(-2.1%)
04	171.8	12.9	184.7	11.1%
05	178.0	3.5	181.5	(-1.7%)
06	185.2	.1	185.3	2.1%
07	184.1	(-0.3)	183.8	(-0.8%)
08	154.8	0.4	155.2	(-15.6%)
09	162.9	0.8	163.7	5.5%
10	142.0	0.8	143.0	(-12.6%)
11	111.1	71.6	182.7	+27.8%

FY	Curr Yr Coll	Delinq Coll	Total Coll	% Inc/ (Dec)
12(e)	128.0	.5	128.5	(-29.7%)
13(b)	126.1	.1	126.2	(-1.8%)

**Note:** Fiscal Year 2003-04 through 2005-06 includes delinquent tax collections from Wayne County and from professional collectors.

In FY 2006-07, the city implemented a fee for service for refuse collection. The 2,9928 garbage mills were eliminated on residential properties, and in FY 2007-08, the garbage mills were completely eliminated for all properties. Currently, both residential and commercial properties are charged a fee for service.

**Prior Years Real Property Tax** – The Recommended Budget includes \$1.1million a decrease of \$210,000 from the current budget. Effective March 2004, the County began collecting delinquent real property tax for the City.

**Prior Years Personal Property Tax** – The Recommended Budget includes \$100,000 for collection of personal property tax, a decrease of \$4.9 million from the current budget.

**Utility Users Tax** -The Recommended Budget includes \$42.0 million for Utility User's Tax, the same as the current budget. The estimate of Utility Users Tax receipts reflects current utility utilization levels and rates. The Utility Users Tax Act permits a city with a population over 600,000 to impose a tax on public utility usage at a rate up to 5% of the usage on a monthly basis. The funds collected are restricted to the exclusive use of the hiring and retaining of police officers. The city completed its first audit of its Utility

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

Users Tax revenues and discovered some under-reporting of taxes and tax non-filers, which were then added to the tax roll for 2012.

**Wagering Taxes** - The Recommended Budget includes \$172.0 million, a decrease of \$25.8 million (-18.5%) for Gaming Excise Taxes and additional revenues collected from licensed casinos based upon the casino’s development agreement. Decreases in revenues are projected for FY 2013 due to increased competition from two new casinos expected to open in Ohio in May/June 2012.

The wagering tax is currently 10.9% of total wages less winnings paid daily (adjusted gross receipts). In September 2004, the State imposed an additional 2% on each casino, for

a tax rate of 11.9%. This tax was reduced by 1% upon the opening and certification of the permanent casino. As of this date, all three permanent casinos are opened, certified and taxed at the lower rate (10.9%). On January 1, 2006, the City began receiving an additional 1% of adjusted gross receipts as percentage payment revenues. In addition, the City receives \$4 million from each casino when the casino reached a target amount of \$400 million in adjusted gross receipts during the calendar year. Two casinos have reached this targeted amount in the previous years and are expected to do so again in FY 2013.

**Sidewalk Construction Assessments** - The City does not plan a sidewalk assessment program for the 2012-13 fiscal year.

**LICENSES, PERMITS AND INSPECTION CHARGES**

2011-12 Budget	2012-13 Mayor’s Recommendation	Difference Recom to Budget	Percent Change
\$11,094,814	\$9,035,735	(\$2,059,079)	(18.56%)

This classification contains various permits and licenses, Safety Inspection Charges and Construction Inspection Charges.

**Safety Inspection Charges** - The Recommended Budget includes \$2.8 million, an increase of \$500,000 from the current budget. This estimate is based on actual collections and an enhanced computerized billing system.

**Construction Inspection Charges** - The Recommended Budget includes \$1.6 million

for construction inspection fees, a decrease of \$135,738 from the current budget.

**Business Licenses** - The Recommendation includes \$3.5 million for Business Licenses and Permits, a decrease of \$121,000 from the previous fiscal year, based on actual collections.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

**FINES, FORFEITS, PENALTIES**

2011-12 Budget	2012-13 Mayor's Recommendation	Difference Recom to Budget	Percent Change
\$34,237,395	\$18,600,395	(\$15,637,000)	(45.67%)

This classification contains Ordinance, Court and Parking Fines, Property Tax Penalties and various Fines, Forfeits and Penalties.

**Parking Fines** - The Recommended Budget includes \$10 million for Parking Violation Fines, an decrease of \$9.8 million.

**Ordinance Fines** - The Recommended Budget includes \$6 million for ordinance fines collected from Traffic Court, no change from the current budget.

**Other Fines** –\$250,000 is collected in Police for fines based on history. A similar amount was budgeted for the current fiscal year.

**Property Tax Penalty** - The Recommended Budget includes \$1.0 million, a decrease of \$5.7 million for penalties assessed on delinquent property tax accounts.

**Court Fines** – The Recommended Budget includes \$278,000 for Court Fines, a decrease of \$122,000 from the current budget.

**Civil Infraction Fines** – No budget is recommended in the General Fund for this activity for fines associated with property maintenance and zoning fines. This activity was consolidated under the Solid Waste Fund

**REVENUE FROM USE OF ASSETS**

2011-12 Budget	2012-13 Mayor's Recommendation	Difference Recom to Budget	Percent Change
\$6,373,178	\$3,632,399	(\$2,740,779)	(43.00%)

This classification contains Earnings on Investments, various Interest Earnings, Building Rentals, Parking Facility Revenue, Marina Rentals, Concessions, and Equipment Rentals.

**Earnings on Investments** - \$500,000 is included in the Recommended Budget, a \$2.0 million decrease from the current Budget. The decrease is due to lower bank balances and offsetting bank charges.

**Parking Facility Revenue** - \$20,000 is recommended for revenues from parking facilities, an increase of \$5,000 from the current budget.

**Building Rentals** – The recommendation includes \$992,261 for rental of city property, a increase of \$29,382

**Miscellaneous Concessions** - The recommendation includes \$15,000, no change from current fiscal year.

**Restaurant Concessions** – \$5,000 is recommended for concessions at Recreation facilities.

**Rental Detroit Windsor Tunnel** – For FY 2013 funding of \$727,000 is recommended

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

for the Tunnel, an increase of \$27,000 over the current year budget.

**Rental – Personal Comm** – An increase of \$187,000 is reflected in this account based on actual collections.

**Other Revenues - Miscellaneous** – The Recommended Budget is \$159,878, a decrease of \$85.5 million from the current budget. The recommended budget includes a decrease due to cost restructuring efforts now being spread into department budgets.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

**GRANTS, SHARED TAXES AND REVENUES**

2011-12 Budget	2012-13 Mayor’s Recommendation	Difference Recom to Budget	Percent Change
\$166,213,900	\$172,310,614	\$6,096,714	3.67%

This classification contains State Shared Taxes, and Miscellaneous Grants.

**History of State Revenue Sharing Collections  
General Fund (in millions)**

Fiscal Year	Budget	Collections	% Inc/Dec
89	255.1	263.3	
90	289.2	282.2	7.2%
91	268.6	266.1	(5.7%)
92	313.9	279.1	4.9%
93	253.3	256.2	(8.2%)
94	281.9	266.4	4.0%
95	280.1	291.2	9.3%
96	303.1	316.1	8.6%
97	332.3	328.5	3.9%
98	333.9	330.1	0.5%
99	335.8	332.0	0.6%
00	332.0	332.7	0.2%
01	332.0	333.3	0.2%
02	332.0	334.3	0.3%
03	332.0	319.7	(4.4%)
04	310.8	286.5	(10.4%)
05	286.1	282.9	(1.3%)
06	283.5	279.5	(1.2%)
07	282.6	271.1	(3.0%)
08	274.4	248.2	(8.5%)
09	279.5	266.0	7.40%
10	275.3	233.3	(12.3%)
11	233.4	239.2	2.5%
12 (est)	165.6	171.2	(28.4%)
13 (bud)	171.8	N/A	N/A

**State Revenue Sharing** - P.A. 532 of 1998 froze revenue sharing payments to the City of Detroit at \$333.9 million (of which \$1.9 million was designated to the Library) for 8 years from FY 1998-99 through FY 2006-07. In 2002, and for most years thereafter, the city experienced a series of cuts and reductions to its share of revenue sharing. Fiscal year 2011 revenue sharing payments amounted to \$239.7 million.

Beginning with Fiscal year 2011- 2012, the Statutory State Revenue Sharing program was replaced with the Economic Vitality Incentive Program (EVIP). The EVIP requires municipalities to meet specific standards and adopt best practices in one or more of three categories in order to remain eligible for payment under this program. The three categories are: accountability and transparency, consolidation of services, and employee compensation.

The city’s revenue payment under this program for the current fiscal year is \$121 million. The Constitutional State Revenue Sharing remains unchanged and the city’s expects to receive \$51 million in the current fiscal year.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

**SALES AND CHARGES FOR SERVICE**

2011-12 Budget	2012-13 Mayor’s Recommendation	Difference Recom to Budget	Percent Change
\$213,523,960	\$211,542,686	(\$1,981,274)	(0.93%)

This classification contains Hospitals and Clinics revenue, Maintenance and Construction, Electrical, Steam, Sale of Miscellaneous Supplies, Admission Fees, Recreation Fees, Golf Course, Administration Fees, other Fees, Cultural Reimbursement and other Reimbursements.

**Public Lighting** - The Recommended Budget includes \$50.3 million for sale of electricity, a decrease of \$10 million. This is based on actual collections and an energy management contract that will allow for the maximization of this asset.

**Street Fund Reimbursement** - The Recommended Budget includes \$9.8 million for Street Fund Programs. This is funded by Michigan State Gas and Weight Tax Revenues and other related grants used for the construction and maintenance of major and local streets.

**Personal Services** - This category represents reimbursements from other city agencies for services. The Recommended Budget includes \$30.1 million, a decrease of \$9.8 million.

The decrease is due to the elimination of departments, and additional city-wide layoffs.

**Other Reimbursements** - The Recommended Budget includes \$6.4 million for reimbursements, a decrease of \$7.2 million from current budget due to the elimination of the Health Department grants. This category also includes reimbursements for DHRMS, State reimbursement for the election, and a variety of other departments.

**Other Reimbursements – Pension** – The Recommendation includes \$4.7 million, a decrease of \$1.7 million for reimbursement from the Pension Fund for their administrative costs.

**Other Reimbursements – Medicare Part D** – The Recommendation includes \$10 million, for the federal reimbursement of Medicare Part D prescription drug costs.

**Other Fees** – The Recommended Budget includes a decrease of \$4.2 million for Other Fees due to decreased actual collections of other fees by the Court and reduced fees from the elimination of the Health Department.

**Municipal Service Fee** – The Recommended Budget includes \$16.8 million for municipal service fee, an increase of \$350,000. This fee is collected from casino operators for additional costs of the casinos to the city.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

**SALES OF ASSETS AND COMPENSATION FOR LOSSES**

2011-12 Budget	2012-13 Mayor's Recommendation	Difference Recom to Budget	Percent Change
\$2,694,213	\$3,322,400	\$628,187	23.32%

This classification contains Insurance, compensation for losses, Recoveries, Sales of City Property and Sale of Equipment.

**Sale of Equipment** – The Recommended budget includes \$320,000 for the sale of surplus equipment, a decrease of \$220,000 from the current budget.

**Sales of City Real Property** - The Recommended Budget includes \$1.7 million for surplus property sales, the same as the current budget. The recommendation is based on normal yearly sales by Planning and Development plus surplus property.

**Recoveries** - The Recommended Budget includes \$1.5 million for recoveries, an increase of \$848,187 due to the fulfillment of legal financing agreements.

**CONTRIBUTION AND TRANSFERS**

2011-12 Budget	2012-13 Mayor's Recommendation	Difference Recom to Budget	Percent Change
\$123,934,024	\$122,713,818	(\$1,220,206)	(0.98%)

This classification contains Transfers from other Funds, Miscellaneous contributions and Prior Year Surplus.

**Transfer from Other Funds** – The Recommended Budget includes \$6.3 million, a \$7.5 million decrease from current budget. This decrease represents a decrease in debt service- Risk Management payment reimbursement from DDOT.

- **Parking System Operating Advance** - \$4.7 million budgeted in the General Fund. This is a \$1.6 million decrease from current budget.
- **Miscellaneous Contribution** – The Recommended Budget includes \$8.7 million, no change from current budget.

**SUMMARY – GENERAL FUND  
REVENUES BY MAJOR CLASSIFICATION**

**MISCELLANEOUS**

2011-12 Budget	2012-13 Mayor’s Recommendation	Difference Recom to Budget	Percent Change
\$18,764,392	\$8,211,237	(\$10,533,155)	(56.24%)

This classification contains miscellaneous receipts, Project Borrowings and Interagency Receipts.

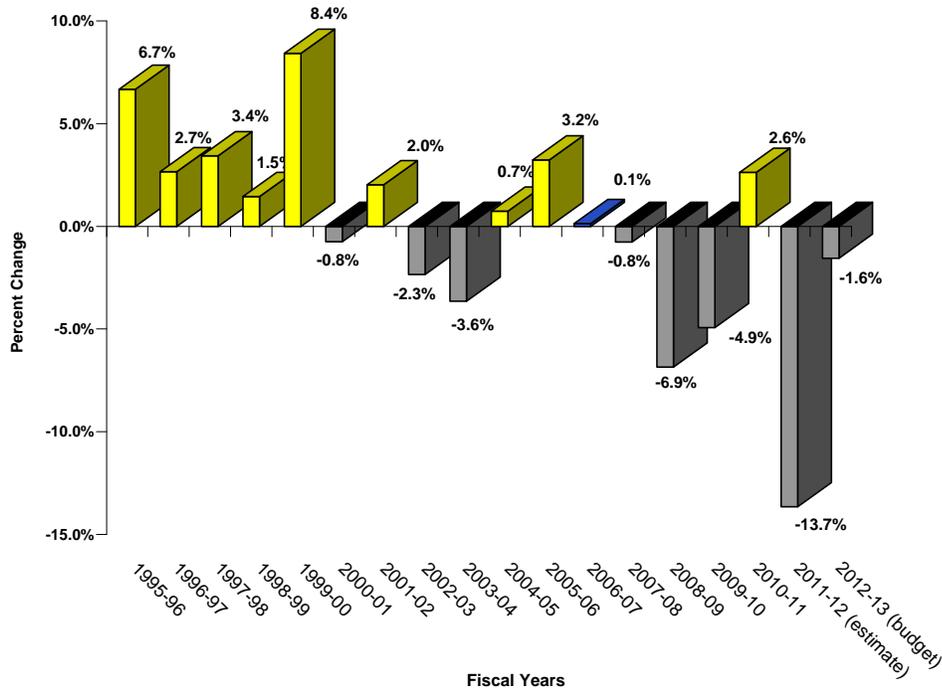
**Miscellaneous Receipts** - The Recommended Budget is \$8.2 million, a \$10.6 million decrease from the current budget. This decrease is due to revenues anticipated from

special projects in the realized in the current budget year.

- E911 Surcharge - The Recommended Budget includes \$4.0 million, representing the 28 cents per month surcharge to phone bills for improvements to the Police 911 and related communication systems.

# CITY OF DETROIT- GENERAL FUND

## Percent Change in Major Revenue Sources



FISCAL YEAR	PROPERTY TAX	INCOME TAX	UTILITY USERS TAX	STATE REVENUE SHARING	CASINO WAGERING TAX	TOTAL	% Change
1995-96	128,617,493	335,755,333	53,906,871	316,055,989		834,335,686	6.7%
1996-97	140,446,673	332,899,906	54,641,394	328,507,496		856,495,469	2.7%
1997-98	144,067,977	361,602,189	50,144,609	330,115,576		885,930,351	3.4%
1998-99	145,459,046	370,417,475	50,924,267	332,003,165		898,803,953	1.5%
1999-00	155,665,928	378,256,650	54,504,747	332,662,624	\$53,429,861	974,519,810	8.4%
2000-01	152,810,738	341,003,997	54,270,230	333,318,615	85,793,174	967,196,754	-0.8%
2001-02	169,675,894	323,515,510	52,105,772	332,000,000	109,461,713	986,758,889	2.0%
2002-03	166,287,590	310,935,044	55,329,177	319,742,078	111,341,292	963,635,181	-2.3%
2003-04	184,765,334	290,614,837	50,473,815	286,479,535	116,145,598	928,479,119	-3.6%
2004-05	178,957,461	282,501,876	52,939,839	282,914,217	137,970,347	935,283,740	0.7%
2005-06	185,318,391	284,111,220	60,019,626	279,467,063	156,588,917	965,505,217	3.2%
2006-07	183,780,826	278,309,191	53,768,977	271,104,356	179,763,570	966,726,920	0.1%
2007-08	177,823,722	277,090,792	51,668,778	272,745,613	179,948,699	959,277,604	-0.8%
2008-09	163,683,000	240,824,000	49,901,000	266,032,000	173,039,000	893,479,000	-6.9%
2009-10	143,015,072	216,522,405	44,190,132	262,386,459	183,338,299	849,452,367	-4.9%
2010-11	182,674,686	228,303,884	44,640,365	239,206,259	176,899,280	871,724,474	2.6%
2011-12 (estimate)	128,040,268	228,278,000	44,000,000	170,830,083	181,561,570	752,709,921	-13.7%
2012-13 (budget)	126,100,000	229,100,000	42,000,000	171,810,614	172,000,000	741,010,614	-1.6%

Note: Data based on actual collections (audited), except where indicated.

\* Beginning with the 2003 taxes, the City transfers its current year real property delinquent tax roll to Wayne County for collection.

\* In December 2003 and each subsequent December, the City received approval to suspend its income tax rate reduction. The current suspension expires July 1, 2008.

\* FY2002-03 and FY2003-04 Casino Enhancement revenues received were \$55.250 million and \$46.750 million, respectively.

The first Casino-MGM opened in July 1999, followed by Motor City in December 1999 and Greektown in November 2000.

As of September 1, 2004, the State increased the wagering tax for Detroit an additional 2%, to the current rate of 11.9%.

As of January 1, 2006, the City began receiving an additional one percent (1% of adjusted gross receipts) payment as provided for in the operating agreements. The City will also receive \$4 million per casion upon the casino reaching \$400 million in adjusted gross receipts.

\* Property Tax garbage mills of 2.9928 were eliminated in FY 2007 for residential properties and replaced with a garbage fee.

For FY 2007-08 garbage mills are eliminated on all property.

**DEPARTMENTAL BUDGET INFORMATION  
AIRPORT DEPARTMENT (10)**

Funding for this department has been eliminated in the FY 2012-13 Recommended Budget. It is recommended that the department be consolidated into another city department; transferred to an authority or an independent agency.

The City is under certain terms and conditions with the Michigan Department of Transportation (MDOT) Airports Division, MDOT Office of Aeronautics, and US Department of Transportation (USDOT) – FAA. These terms and conditions became applicable when the City accepted certain block grants. Any transfer or consolidation to an authority or independent agency is subject to the satisfaction of such grants.

The City is in discussions with MDOT and USDOT with respect to these conditions.

**DEPARTMENTAL BUDGET INFORMATION  
AIRPORT DEPARTMENT (10)**

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## **DEPARTMENTAL BUDGET INFORMATION BUDGET DEPARTMENT (12)**

### **MISSION**

The Budget Department prepares and monitors the annual budget and Triennial Budget including the annual operating and capital improvement budgets; and the biennial five-year capital agenda. Budget Department also monitors City revenues and expenditures throughout the fiscal year.

### **MAJOR INITIATIVES FOR FY 2011-12**

Budget staff continues its more aggressive cost monitoring of the past few years. Budget Teams continue to hold regular meetings with each agency to monitor expenditures provide process improvement studies, support attempts to maximize revenue, or reduce program costs.

Budget Department staff will continue to be responsible for coordinating employee travel for most City departments and reconciling all employee travels. Budget Department staff also utilizes Personnel and Payroll System (PPS and HRMS) to manage positions and to make changes based on Budget Amendments or Redbook.

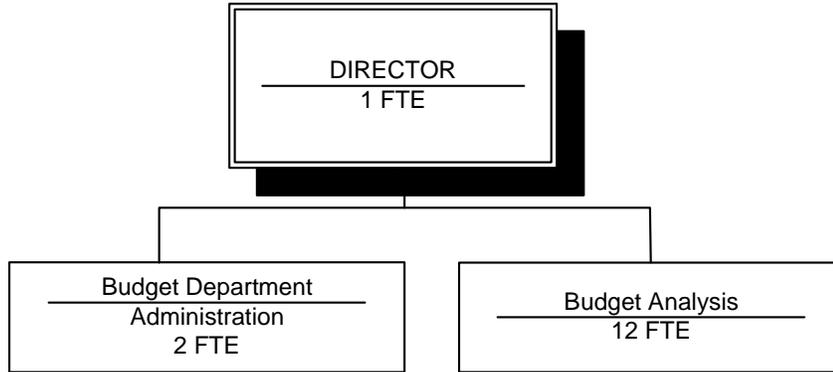
The Budget Department organizes the Annual Public Budget Meetings every fall, as part of a large informational outreach program.

Department staff periodically sits on RFP committees and are members or staff of numerous interagency working groups: the Vehicle Management Steering Committee, the Procurement Review Committee and the Risk Management Council. Ongoing training seminars for City agencies are held annually: BRASS, budget request development, and vehicle planning sessions. City staff participated in BRASS training in 2011.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

Budget will provide monthly variance analysis to department heads, CFO, COO, PMO, FAB, and City Council. Budget will participate in semi-annual revenue conferences. Budget will participate in the preparation of the Triennial Budget. Budget will monitor appropriation status and address deficits. Budget will compare paycheck information to PPS and Oracle data to ensure accurate recording of information and compliance with budgeted positions. Budget information will be shown in Oracle on a monthly level to allow for better comparisons. Budget will work with Finance to change budget control levels to allow the system to better perform fund checking and reduce the need for our review of purchase requisitions and contracts.

**DEPARTMENTAL BUDGET INFORMATION  
BUDGET DEPARTMENT (12)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Personnel letters and requisitions evaluated and processed	578	500	575
Council and Finance Letters evaluated and processed	108	125	150
Personal Service Contracts reviewed, evaluated and processed	319	432	450
Team site visits to departments	1 per Dept	1 per Dept	1 per Dept
<b>Outputs: Units of Activity directed toward Goals</b>			
Agencies attending Budget Request Seminar	39	0	29
Management Audit reports completed	20	6	4
Average number of days turnaround on Personal Service contracts	14	14	12
Average number of days turnaround on personnel letters	8	8	8
Average number of days turnaround on Finance/Council letters	11	11	11
Average number of days between travel request and approval	5	4	5
<b>Outcomes: Results or Impacts of Program Activities</b>			
Total citizen participation in the Citizen Budget Program	28	32	50
Department satisfaction ratings (1-5 scale)	4.22	3.74	5.00

**DEPARTMENTAL BUDGET INFORMATION  
BUDGET DEPARTMENT (12)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 1,167,807	\$ 1,089,039	\$ 845,031	\$ (244,008)	-22%
Employee Benefits	897,245	1,070,488	752,984	(317,504)	-30%
Prof/Contractual	-	0	100000	0	0%
Operating Supplies	94,035	103,899	129,201	25,302	24%
Operating Services	151,271	161,416	196,301	34,885	22%
Other Expenses	4,074	0	0	0	0%
<b>TOTAL</b>	<b>\$ 2,314,432</b>	<b>\$ 2,424,842</b>	<b>\$ 2,023,517</b>	<b>\$ (501,325)</b>	<b>-21%</b>
<b>POSITION</b>		<b>14</b>	<b>15</b>		<b>-17%</b>

**DEPARTMENTAL BUDGET INFORMATION**  
**BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

**MISSION**

The Buildings, Safety Engineering and Environmental Department (“BSEED”) formerly known as Buildings and Safety Engineering was absorbed by the Environmental Affairs Department in FY 2010-11. The mission is to safeguard public health, safety and welfare by enforcing construction, property maintenance, environmental affairs and zoning codes, which will preserve and enhance property value, and promote a quality of life that encourages the selection of Detroit as the preferred place to reside and conduct business.

The Buildings, Safety Engineering and Environmental Department is the public agency responsible for administering and enforcing the Michigan State “*family of construction codes*” that regulates construction and alteration throughout the state. BSEED also ensures the maintenance of conditions in existing buildings and their environs by enforcement of the City of Detroit Property Maintenance Code and the Official Zoning Ordinance, as well as overseeing the demolition of dangerous buildings to eliminate blight in the City. Additionally, BSEED issues licenses for certain businesses in the City of Detroit in the Business License Center, making BSEED the repository for all business licenses to assure that businesses meet all applicable legal standards before a license is issued or renewed. Further, BSEED manages and coordinates the environmental affairs of the city of Detroit through the development and implementation of a coordinated and comprehensive environmental policy.

**DESCRIPTION**

The Buildings, Safety Engineering and Environmental Department employs a team of State Certified Trade Inspectors, Plan

Reviewers, Engineers, Environmental Specialists, Administrative and Operational Staff Personnel who collectively:

- Facilitates Zoning Review process prior to the establishment of new uses in all zoning districts.
- Performs Plan Review of construction documents for new construction, alteration or rehabilitation of existing structures.
- Issues Building and Trade Permits for construction and demolition.
- Inspects all construction projects and monitors for compliance with building codes.
- Performs Pre-Sale Inspections of one and two family dwellings prior to sale as required by law.
- Performs Annual Inspections of all structures required by the Property Maintenance Code.
- Performs inspections of dangerous buildings and issues blight violations for allowing dangerous conditions in buildings to exist.
- Aggressively combats blight by issuing blight violations and proactively barricading dangerous structures.
- Performs Elevated Blood Lead Level Investigations on behalf of the Department of Health and Wellness Promotion.
- Manages the Demolition process for obsolete, damaged and/or abandoned buildings that pose an imminent danger to the public.
- Licenses businesses and investigates noncompliance with business license regulations.
- Revokes business licenses and zoning for repeat violations of codes through the show cause process.
- Provides Record Maintenance, Storage,

**DEPARTMENTAL BUDGET INFORMATION**  
**BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

Retrieval and Retention of construction archives and document plans and permits for structures within the City.

- Develops and implements programs that support sustainable development initiatives focusing on Brownfield Redevelopment and green initiatives.
- Identifies and mitigates environmental hazards.
- Foster legislative and regulatory initiatives at the State and Federal level that will assist the City and other similarly situated municipalities in meeting their environmental objectives through partnerships, programs and policies, and funding.
- Obtain funding for clean-up of contaminated sites.
- Assists City departments with environmental compliance requirements and objectives through providing or procuring technical assistance and developing processes and procedures to achieve compliance.

**DIVISIONS**

**Administration** manages the Human Resources, Technology Infrastructure, Financial, Operational and Business related activity of the divisions, and sets policy.

**Plan Review Unit** provides electrical, mechanical, plumbing and structural and zoning review of construction documents for proposed projects within the City. Preliminary Site Plan, Fire Department and Health Department reviews are also provided within the Plan Review Unit.

**Buildings Division** provides inspections and enforcement pursuant to the Michigan Building Code during construction of new structures, and during the rehabilitation of

existing structures. This division also conducts Michigan Building Code compliance inspections resulting from citizen complaints.

**Mechanical/Electrical Division** provides inspections and enforcement pursuant to the Michigan Mechanical Code, the National Electric Code, and other adopted codes, governing the installation and maintenance of boilers, elevators, and electrical and mechanical equipment. The Mechanical/Electrical Division is comprised of four inspecting Sections (Elevators, Boiler, Electrical and Mechanical) and an Examination Section, which provides testing for individuals to obtain trade and occupational licenses and certification relating to the operation of mechanical and electrical equipment.

**Housing/Plumbing Division** provides inspections and enforcement pursuant to the City of Detroit Housing Code that governs “Pre-Sales Inspections” for one and two family dwellings. The Plumbing Section provides inspections and enforcement pursuant to the Michigan Plumbing Code, governing installation of plumbing systems and equipment in new construction, alterations and renovations. The unit also performs cross-connection inspections of existing water systems to prevent contamination of potable water system.

**Property Maintenance Division** provides periodic inspections of one and two family rentals, commercial buildings, motels, hotels and apartments in accordance with the City of Detroit’s Property Maintenance Code to encourage property maintenance and neighborhood stabilization while fighting blight. This Division also monitors compliance with the Lead and Vacant

**DEPARTMENTAL BUDGET INFORMATION**  
**BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

Property ordinances, and facilitates the Board Up Program. Property owners who do not comply with BSEED Correction Orders are issued blight violations and imposed with heavy fines that are adjudicated by the Department of Administrative Hearings.

The **Zoning Administration Division** was recently reorganized to include Plan Review, Special Land Use and Enforcement sections. The Plan Review Section is responsible for the initial review of all new permit applications to determine conformity with the Zoning Ordinance and to determine the types of reviews necessary for permitting by the Plan Review Division. They also participate in Site Plan Reviews and conduct compatibility studies. The Special Land Use Section processes all special land use cases and site plan review. As the designated Zoning Administrator for the City of Detroit, the Special Land Use staff is responsible for zoning interpretations, zoning verifications, conducting hearings for conditional uses and providing testimony at Board of Zoning Appeals Hearings. The Zoning Division staff works interdepartmentally on ordinance revisions related to the development. The new enforcement section will enforce the conditions of BSEED and BZA land use grants as well as identify uses illegally established without the benefit of a permit.

**Business License Center** coordinates business inspections and issues business licenses and renewals to certain commercial and retail establishments as required by the City Code. License investigators within this unit provide field inspections of businesses to ensure compliance within the parameters of the licenses, and assisting new business operators in obtaining necessary permits and required licenses. The Business License

Center also facilitates show cause hearings for the purpose of revoking or suspending business licenses, which are held by the Department of Administrative Hearings.

**Demolition Division** responds to complaints of dangerous buildings, prepares cases to obtain a demolition order from City Council and engages demolition contractors in the removal of dangerous and abandoned structures in accordance with the Michigan Housing Law and City of Detroit Ordinance 290-H.

**Environmental Affairs** manages and coordinates the environmental affairs of the City of Detroit to improve and protect the City's water, air and land resources, develops and implements policy, and ensures that the City remains in compliance with applicable environmental laws and regulations.

**MAJOR INITIATIVES FOR  
FY 2011-12**

The Compuware business process re-engineering of the Department to foster improved customer service is still in progress. The second phase of the project which is the implementation of on-line permit applications and inspection scheduling modules which will enable customers to transact business with the City from remote locations or self service kiosks within the department is ongoing. This process will also improve our ability to timely track dangerous buildings as well as offering improved, efficient, cost effective customer service.

BSEED has partnered with the Detroit Economic Growth Corporation to establish a Business Advocacy Team which facilitates a one stop-shop for providing information on business processes and expediting new

**DEPARTMENTAL BUDGET INFORMATION**  
**BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

business initiatives for developers, and investors and other stakeholders who are considering Detroit as a viable localization. This team streamlines the process for business licensing and liaising with other City agencies to attract new businesses and eliminate the bureaucracy which has hindered businesses from considering Detroit as a viable place for conducting business.

We are aggressively exploring alternative sources for funding demolition activities without depending solely on CDBG funds to achieve the Mayor's target. We are optimistic about demolishing an additional 18,000 structures in the early part of FY 2012-13 which will include the Brewster projects, Arnold Home and the Lafayette Pharmacy School which will bring the total number of dangerous buildings demolished by this Administration to 6,000. We are also making improvements in the management and utilization of the Fire Insurance Escrow funds to comply with the applicable requirements and to use the funds available to demolish the affected properties in compliance with Public Act 218 and the recommendation of the Auditor General of the City of Detroit.

In an effort to improve our organizational efficiencies, we submitted a record retention schedule to the State of Michigan and initiated a site visit from the Department of Management and Budget to look at our records, archives plans and other documents and offer suggestions on the State applicable period of retention. The last review of the Department's record by the State agency was in 1986. The State approved our record retention schedule and also made recommendations for digitizing of the records as well as archiving the paper copies of our documents. The State also has an electronic

imaging contractor that has been approved for digitizing and archiving of records and we are currently exploring the possibilities of engaging this contract to provide estimates for the intended scope of service.

Currently, the Department is piloting and benchmarking (3 in 2 out) business practice for our field services inspectors. This initiative which objective is to increase productivity requires inspectors to start from their homes two out of five days during the work week to their first inspection site and to start from the office the other three days to pick up assignments and complete the necessary paperwork from prior inspections.

We anticipate on achieving more cost savings by getting more inspections per day while reducing the parking and mileage reimbursement costs. Supervisors are also mandated to monitor and conduct random spot checks on the inspectors as well as tracking the productivity of the inspectors to assure that the weekly targets are achieved. So far the results have been encouraging.

In an effort to support the recent development projects in the City, a group of experienced inspectors have been assigned to exclusively support such projects as the Wayne County jail, DPS, Vanguard, Cobo Hall etc. This group of dedicated subject matter experts is mobilized to provide timely, efficient and expedited responses to the project needs of the developers on demand as well as improving communication and coherency among the different disciplines.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

In FY 2012-13, the Department will be conducting a comprehensive fee study which

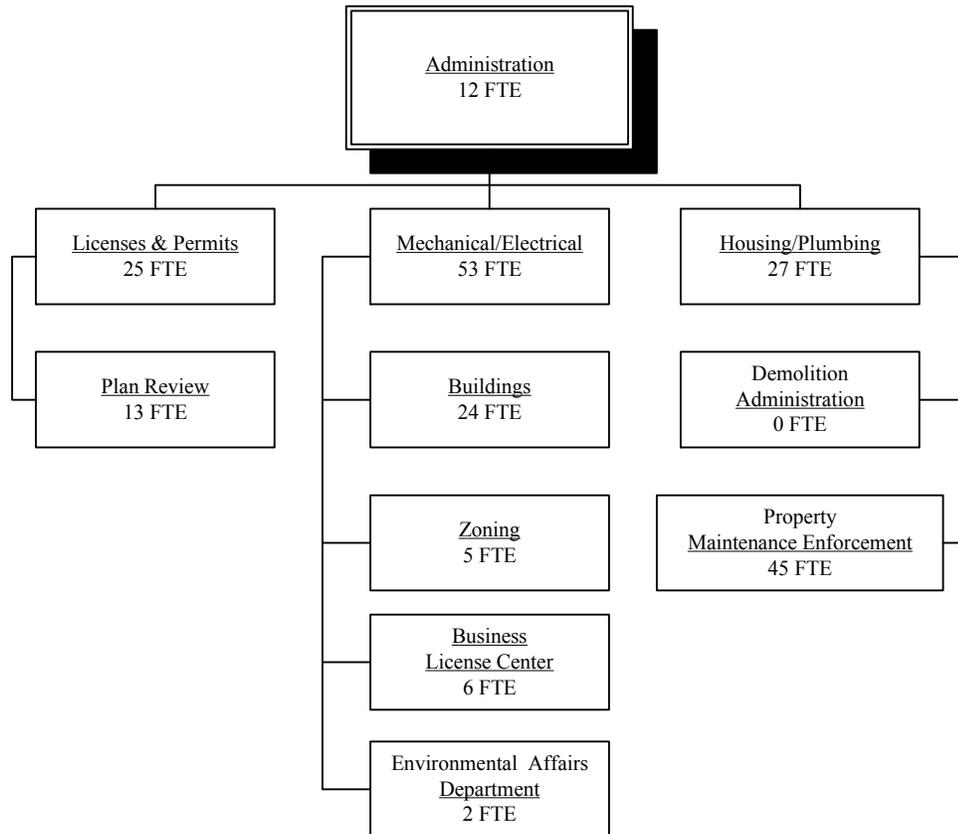
**DEPARTMENTAL BUDGET INFORMATION**  
**BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

will use an activity based costing approach to measure the congruency of our fees to the activity input and resources drivers. Upon completion of the fee study, the Department will be making recommendations to the Board of Rules for a new fee schedule which will substantiate the parity of the fee charges to the services that we provide to our customers.

In FY 2013-14 and beyond, as part of our continuous process improvement initiative, we

anticipate on formulating a long term strategic plan which will enable the Department to partner with other Detroit based businesses to generate synergy and maintain a lasting symbiotic relationship. We will also develop a one, three and five year business module that will provide a road map for our strategic vision.

**DEPARTMENTAL BUDGET INFORMATION  
BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**



**DEPARTMENTAL BUDGET INFORMATION  
BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b> Number of FTE's	289	244	236
<b>Outputs: Units of Activity directed toward the Enforcement of codes within the framework of nationally recognized codes:</b> Number of Building Permit inspections provided Number of plumbing permit inspections provided Number of elevator permit inspections provided Number of pressure boiler permit inspections provided	27,000 2,438 100 63	26,000 1,836 100 60	26,000 2,077 110 70
<b>Outputs: Units of Activity directed toward maintaining the stability and safety of neighborhoods:</b> Number of pre-sale housing inspections requests Number of Commercial Property Maintenance Inspections provided Number of 1 and 2 Family Rental inspections provided Number of multiple rental units inspections provided Number of plumbing inspections – cross connections provided Total number of construction permits issued Number of BZA/B&SE Grant Inspections provide	6,549 20,200 20,000 5,200 4,423 26,000 2,000	5,220 16,000 20,655 8,400 4,743 26,000 2,000	5,286 20,000 16,000 7,000 4,616 26,000 2,000
<b>Efficiency: Program Costs related to Units of Activity:</b> Percent of fees collected	80%	85%	85%
<b>Outputs: Units of Activity directed toward goals environmental:</b> Number of environmental sites addressed: Number of liaison activities with state regulators:	50 100	50 100	50 100

**DEPARTMENTAL BUDGET INFORMATION**  
**BUILDINGS, SAFETY ENGINEERING AND ENVIRONMENTAL DEPARTMENT (13)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$12,082,153	\$11,925,988	\$10,038,070	\$ (1,887,918)	-16%
Employee Benefits	9,454,797	8,598,117	7,098,721	(1,499,396)	-17%
Prof/Contractual	10,576,426	1,036,681	2,235,870	1,199,189	116%
Operating Supplies	760,461	183,881	181,290	(2,591)	-1%
Operating Services	4,259,035	4,153,463	3,535,917	(617,546)	-15%
Capital Equipment	13,803	67,700	0	(67,700)	-100%
Fixed Charges	0	6,600	0	0	0%
Other Expenses	185,076	244,400	46,000	(198,400)	-81%
<b>TOTAL</b>	<b>\$37,331,751</b>	<b>\$26,216,830</b>	<b>\$23,135,868</b>	<b>(\$3,074,362)</b>	<b>-12%</b>
<b>POSITIONS</b>		<b>244</b>	<b>212</b>	<b>\$ (32)</b>	<b>-13%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Licenses/Permits	\$20,650,764	\$22,993,672	\$22,926,906	\$ (66,766)	0%
Fines/Forfeits/Pen	181,550	1,297,500	200,000	(1,097,500)	-85%
Grants/Shared Taxes	8,022,302	2,728,432	1,228,432	(1,500,000)	-55%
Sales & Charges	194,918	213,000	65,000	(148,000)	-69%
Cont/Contributions	7,457,896	0	0	0	0%
Miscellaneous	1	0	0	0	0%
<b>TOTAL</b>	<b>\$36,507,431</b>	<b>\$27,232,604</b>	<b>\$24,420,338</b>	<b>(2,812,266)</b>	<b>-10%</b>

**DEPARTMENTAL BUDGET INFORMATION  
SINKING INTEREST AND REDEMPTION (18)**

**STATEMENT OF PURPOSE**

The purpose of the Debt Service Fund is to meet the principal and interest of the bonded indebtedness of the City of Detroit.

**DESCRIPTION**

Sinking (bond) and interest redemption provides for the scheduled retirement of principal and interest on long-term City debt. This debt derives from general obligation bond sales. (The debt service on Enterprise Funds appears in the Enterprise Agency Sections.)

State law limits the amount of general obligation debt a city may have outstanding at one time. Generally, the limit requires such debt to be within ten percent of the assessed value (which includes certain assessed value equivalents for purposes of the formula) of all real and personal property in the city. Significant exclusions to or extensions of the debt limit are permitted for special assessment bonds, motor vehicle highway bonds, hospital bonds, certain mortgage and housing bonds and various other bonds for projects deemed necessary for abating pollution. The City's outstanding debt is currently within the limits prescribed by State law.

Several financing agencies have debt, which is managed by the Treasury Division- Debts and Disbursements Section of the Finance Department.

**The City of Detroit Tax Increment Finance Authority** was established for the purpose of preparing development and tax increment financing plans in the City. The Authority has sold tax increment bonds and assisted in the financing of a portion of the Central Industrial Park Project, which includes a 3 million square foot General Motors plant in operation since 1985. Because of a sunset provision in the legislation creating this entity, this Authority does not have the ability to issue additional debt. The debt has been repaid under this Authority and the city no longer capture taxes for this purpose.

**The Local Development Finance Authority** was established for the purpose of assisting in the financing of development projects in the City. The Authority is authorized to sell tax increment bonds and sold bonds to finance part of the cost of the City's Jefferson/Conner Redevelopment Project.

**MAJOR INITIATIVES FOR  
FY 2011-12**

Not Applicable

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

Not Applicable

**DEPARTMENTAL BUDGET INFORMATION  
SINKING INTEREST AND REDEMPTION (18)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Fixed Charges	\$ 129,883,265	\$ 73,218,264	\$ 70,430,780	\$ (2,787,484)	-4%
Other Expenses	4,806,835	4,473,762	3,995,802	(477,960)	-11%
<b>TOTAL</b>	<b>\$ 134,690,100</b>	<b>\$ 77,692,026</b>	<b>\$ 74,426,582</b>	<b>\$ (3,265,444)</b>	<b>-4%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Taxes/Assessments	\$ 74,122,365	\$ 77,240,754	\$ 73,350,600	\$ (3,890,154)	-5%
Rev from Use of Assets	164,614	0	0	0	0%
Shared Taxes	850,781	0	0	0	0%
Contributions & Transfers	60,557,014	451,272	1,075,982	624,710	138%
<b>TOTAL</b>	<b>\$ 135,694,774</b>	<b>\$ 77,692,026</b>	<b>\$ 74,426,582</b>	<b>\$ (3,265,444)</b>	<b>-4%</b>

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

**STATEMENT OF PURPOSE**

The department's mission is to provide excellence in the delivery of essential environmental and infrastructure services, thereby ensuring a safe and clean environment for our customers in a cost effective manner.

The department's core deliverables are to ensure a cleaner environment, a sound infrastructure and a safer means of travel.

The Solid Waste Division will continue to provide weekly refuse collection for all residential households, quarterly curbside bulk collection, seasonal yard waste and the curbside recycling program in designated areas of the City. The department also promotes recycling by providing all residents an opportunity to participate by utilizing four (4) convenient drop-off centers, located throughout the City. In 2012-13, the curbside recycling program will be expanded to include at least 10,000 additional occupied households. This expansion will be implemented in accordance with the strategic principles of Detroit Works, with focus on reinforcing our most stable and vibrant neighborhoods.

DPW is the lead agency for inspection and blight enforcement throughout the city, per authorities outlined in the City Code, Chapters 9 and 22. DPW's objective has always been to provide a cleaner Detroit for our citizens and visitors, not to just issue tickets. With this in mind, we will continue to provide property owners opportunities to clean their own areas by initially issuing warnings, in lieu of blight violations, as long as the quantity does not exceed 10 cubic yards of debris.

The City Engineering Division, while continuing to provide right of way engineering services, will be focused on becoming more effective and efficient assuring that viable construction projects come to fruition with oversight for quality control and quality assurance is at the highest level possible, and in accordance with all applicable state and federal mandates. In 2012-13, the overwhelming majority of activities performed by this division will be budgeted directly with state gasoline and weight tax monies, thereby minimizing any negative impact to the General Fund.

The department provides street related services such as road repairs and resurfacing, major street sweeping and snow removal, traffic safety and maintenance, signage, traffic signals, and pavement marking.

**DESCRIPTION**

In the 2011-12 budget, the Department of Public Works has 625 budgeted positions assigned to five divisions. These divisions are Administration, Traffic Engineering, Solid Waste, Street Maintenance, and City Engineering. Thirty-three (33) of these positions are funded by General Fund, while the balance (592) is Special Revenue funded, including five (5) employees from the Greater Detroit Resource Recovery Authority. In the submitted 2012-13 budget, the total number of positions has been reduced to 554, with only eleven (11) positions budgeted in the General Fund.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

**MAJOR INITIATIVES FOR  
FY 2011-12**

The 2012-13 proposed budget reflects a reduction of 71 employees from the current staffing levels. Our effort remains to ensure that the level of service remains high, by diligently searching for more efficiency within operations, streamlined management and exploring best practices and technology to facilitate the expected results.

**Street Fund**

Our Traffic Management Center (TMC) is fully operational. The TMC is utilized to centrally control traffic signals throughout the downtown area and along major corridors such as Jefferson Avenue, Warren Avenue, and in the mid-town area of the city. The system has been expanded to include preemptive devices that will interface with DPD and Fire Department vehicles, ensuring that they have all green lights when traveling to or from an emergency site

Surface Transportation Program – Urban (STPU) federal monies will be once again used to fund several infrastructure projects. In total, approximately \$38 million in federally funded infrastructure projects will get underway in 2012-13.

The Department initiated the Non-Motorized Facilities Task Force in 2009 to partner in identifying opportunities for projects and funding. Since that time, the department has implemented multiple projects designed to encourage walking and biking, including the construction of almost 75 miles of bike paths throughout the city. This direction will continue in 2012-13 as the department's green friendly long term goals are to continue promoting healthy lifestyles through walking, biking, etc.

**Solid Waste**

Our Municipal Solid Waste Plan (MSWP) continues to evolve as DPW, and GDRRA, evaluate options for collection, disposal, and increased recycling over the next ten years. The curbside recycling program that was implemented in specific neighborhoods on the east and west side of the City will be expanded as we continue our initiatives to become an environmentally friendly and sustainable city. The department remains committed to the development of our comprehensive solid waste management plan that provides for the most cost effective citywide system that fits the Detroit demographic.

In 2012, the City will become a certified member of Keep America Beautiful. All clean up initiatives such as the Solid Waste Division supporting various administrative/ community cleanup efforts will be managed under the KAB umbrella. Additional initiatives will include neighborhood and park beautification projects, flower planting, and landscaping.

Revenue to provide each of these services is received via the collection of the Solid Waste fee, which is \$240 annually for each household, and collected along with property taxes. As a result of increased forfeitures and the overall impact of the economy, we continue to see a steady decrease in the amount of revenues received through the Solid Waste fee. We will continue to work with the Finance Department to identify avenues to increase the amount of fees that are collected.

**City Engineering**

Our City Engineering Division will continue to regulate work performed in the public

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

right of way, along with providing design review and inspection services when necessary. In addition, other services performed, such as plan and petition reviews on behalf of planned construction projects to ensure compliance with State and City construction standards, will continue to be provided.

The City Engineering Division will continue its aggressive program of ensuring that all newly resurfaced streets in the City are compliant with all American Disability Act (ADA) accessibility standards for handicap ramps, thereby meeting all required as established in a 2006 Settlement Order.

Historically, this division has been a general funded agency. In 2012-13, we have moved all operations within this division out of the general fund, with the exception of the revenue generating Permits Section. As a result, we have submitted a budget that we are confident will provide for the engineering resources that are needed to protect and maintain the city's public right of way. Only seven (7) general funded positions remain in the City Engineering Division budget and expenditures will be more than offset by revenues generated from the issuance of permits.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

Overall, the department will continue to concentrate on improving basic quality of life issues such as cleanliness, safety and beautification.

More specifically, the Department will employ principles consistent with the Detroit Works project by taking a more strategic approach towards the service we provide. The Department will continue its involvement with initiatives such as "Safe

Routes to School" and will continue to take the lead in identifying and implementing non-motorized transportation projects that promote a healthier lifestyle for our citizens.

**Street Fund**

The department continues to comply with terms of a settlement order with the Federal Court, which requires the city to construct handicapped ramps according to the American Disability Act's standards, at all intersections, as abutting streets are resurfaced or reconstructed. To date, the department has installed approximately 25,500 ADA ramps. These ramps were installed with a combination of Street Fund allocations and Federal Funds. New ramps have also been installed in most of the highly traveled pedestrian traffic areas of the city, including downtown, midtown, the medical center, and cultural arts district. In 2012-13, compliant ramps will be installed at intersections in the Eastern Market area.

Using a ranking system and the principles of Detroit Works Market Value approach, the department will continue to identify and pave about 45 miles of residential streets annually by city crews, and 20 to 30 miles of major streets annually by contractors. Residential street resurfacing is funded through the Street Fund and major street construction through Federal Funds. This year, infrastructure improvements will include resurfacing 32 miles of major streets, streetscape enhancements, and two (2) bridge rehabilitation projects. In addition, traffic signal timing projects will be implemented to mitigate traffic congestion and maximize safe traffic flow. The projects will be constructed with appropriations from Surface Transportation Program-Urban (STPU), or CMAQ funds.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

**Solid Waste**

This department remains committed to providing efficient and effective collection and disposal of refuse, while also increasing the quantity and quality of recycling that occurs in the city. The Solid Waste Division, whose budget includes GDRRA, is now working with various recycling advocate groups and Clean Energy/Next Energy to maximize their educational efforts and to increase community outreach. Additionally, we remain committed to implementing a citywide recycling program that is environmentally and fiscally responsible, while exploring opportunities that could enhance employment possibilities in the city.

The Solid Waste Division recently completed an internal audit of its refuse collection routes. The audit resulted in their increasing the average route size by 200 occupied households and adjusting collection days to equalize vehicle and labor needs daily. As a result of this audit, our daily truck and operator needs have been reduced by 13 per day.

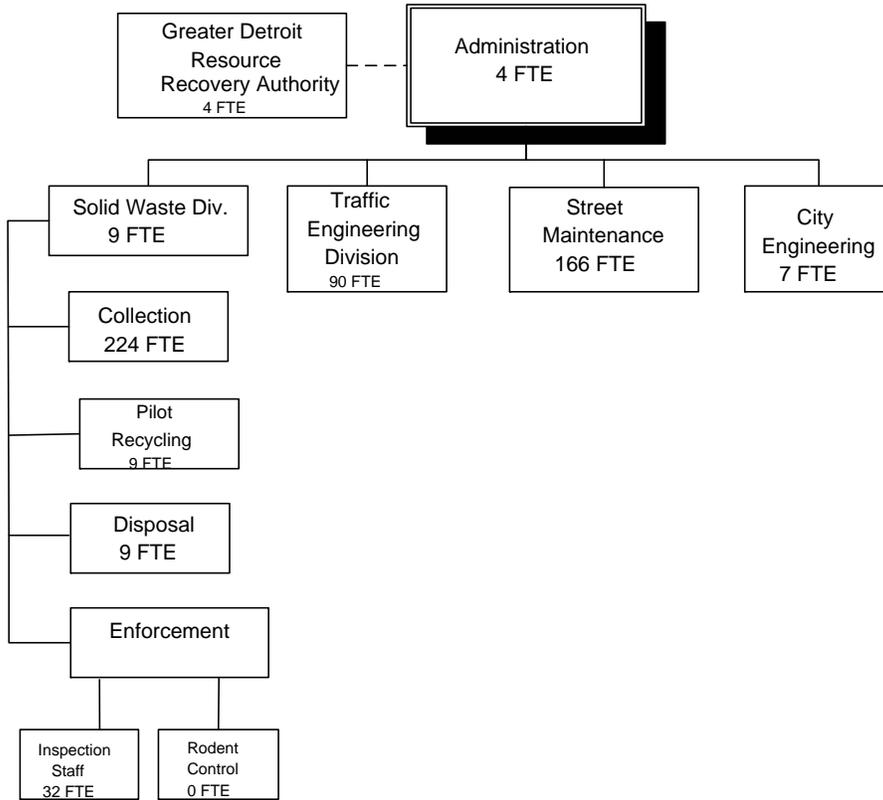
As we pursue our goal of a cleaner city, the department in conjunction with the Department of Administrative Hearings and Law, drafted language that amended Chapter

22 of the Detroit City Code that is less punitive and allows for warnings under certain conditions in lieu of tickets for first time offenders. Additionally, the department continues to offer pick-up for pay to citizens who desire this service on days other than their scheduled days and those first time offenders who could otherwise face fines for Chapter 22 violations.

The Solid Waste Advisory Committee, which was established In FY 2010-11, continues to play a major role in the development of strategy and policy related to the management of municipal solid waste. The GDRRA Strategic Planning document developed in 2005 serves as the baseline to build the policy for the next ten (10) years.

The Environmental Enforcement Unit of this division will continue to inspect all commercial establishments in the city to ensure that they have adequate storage and disposal capability. The department formed partnerships with the Michigan Department of Environmental Quality (currently MDNRE) and the Wayne County Department of the Environment with a goal to collaborate on policy and achieve more effective inspections, where duplication may have existed in the past.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**



\*Rodent control is accomplished under the General Fund, found in the Administrative budget appropriation

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

**PERFORMANCE GOALS, MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Provide optimum refuse collection services and enforcement of Environmental Ordinances, resulting in a cleaner city</b> Refuse & Bulk collection routes completed daily during peak	126	126	107
<b>Provide high quality, cost-effective services in the maintenance of City right-of-ways:</b> Number of miles resurfaced	95	95	60
<b>Oversee construction through inspections For both City and State street resurfacing:</b> Percent of construction engineering services performed within budget	95%	95%	95%

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 23,497,103	\$ 23,897,801	\$ 21,556,524	\$ (2,341,277)	-10%
Employee Benefits	23,715,838	22,625,953	19,691,733	(2,934,220)	-13%
Prof/Contractual	9,034,742	6,776,260	5,200,000	(1,576,260)	-23%
Operating Supplies	17,860,997	23,445,603	20,571,102	(2,874,501)	-12%
Operating Services	15,274,283	22,279,662	18,472,625	(3,807,037)	-17%
Capital Equipment	786,635	4,014,240	2,464,959	(1,549,281)	-39%
Capital Outlays	21,767,173	9,346,056	11,232,215	1,886,159	20%
Other Expenses	53,378,953	2,024,649	2,057,176	32,527	2%
<b>TOTAL</b>	<b>\$ 165,315,724</b>	<b>\$ 114,410,224</b>	<b>\$ 101,246,334</b>	<b>\$ (13,163,890)</b>	<b>-12%</b>
<b>POSITIONS</b>		<b>625</b>	<b>554</b>	<b>(71)</b>	<b>-11.4%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Taxes/Assessments	\$ 59,163,342	\$ 51,332,000	\$ 48,605,655	\$ (2,726,345)	-5%
Licenses/Permits	2,996,675	3,495,314	2,244,460	(1,250,854)	-36%
Fines/Forfeits	109,381	136,000	109,381	(26,619)	-20%
Rev from Use of Assets	248,865	305,000	195,000	(110,000)	-36%
Grants/Shared Taxes	9,759,596	2,950,000	2,550,000	(400,000)	-14%
Sales & Charges	46,966,650	53,586,395	44,671,312	(8,915,083)	-17%
Sales of Assets	40,031	0	0	0	0%
Contrib/Transfers	45,017,091	2,000,000	2,977,137	977,137	49%
Miscellaneous	2,168,083	20,500	2,225	(18,275)	-89%
<b>TOTAL</b>	<b>\$ 166,469,714</b>	<b>\$ 113,825,209</b>	<b>\$ 101,355,170</b>	<b>\$ (12,470,039)</b>	<b>-11%</b>

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF PUBLIC WORKS (19)**

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## DEPARTMENTAL BUDGET INFORMATION DEPARTMENT OF TRANSPORTATION (20)

### MISSION

The mission of the Detroit Department of Transportation (DDOT) is to provide public transit services that are reliable, clean, customer focused, fiscally responsible, safe and secure.

### DESCRIPTION

The Department of Transportation has previously operated the bus system in the City of Detroit with a fleet of 445 coaches; schedule changes for FY 2012-13 will only require a fleet size of 262 coaches.

DDOT is the largest transit provider in the State of Michigan operating over 1,200 miles of routes and providing service to over 38 million passengers annually.

DDOT's primary facilities include the Rosa Park Transit Center, passenger transit station located in downtown Detroit, the Administration Building, which is located at 1301 East Warren, and includes **Central Shop**; heavy repair facility, and plant maintenance building. DDOT also maintains three other satellite terminals with light repair garages and storage bays.

DDOT's active fleet consists of 262 fixed-route coaches, which serves 48 bus routes in the City of Detroit. The department maintains approximately 6,000 bus stops and 174 bus shelters

DDOT provides Americans with Disabilities Act (ADA) complementary paratransit services for disabled customers through Detroit MetroLift. Detroit MetroLift utilizes multiple transportation providers who provide lift-equipped paratransit vehicles and sedans to provide service to more than 1,000 passenger trips per day.

Additionally, DDOT provides administrative services to the Detroit Transportation Corporation (DTC), operator of the Detroit People Mover.

### MAJOR INITIATIVES FOR FY 2011-12

The primary goal for FY 2012-13 is to restore confidence in the services provided by DDOT by improving our reliability. Service changes slated to take effect by July 1, 2012 will be drastic, however the focal point is assuring the timeliness of our coaches, and controlling our total expenditures, so that we rejuvenate the faith of our riders and ultimately be in compliance with our proposed budget. Prior to March 1, 2012 DDOT required 1.1M operating hours to complete its routes. By eliminating service between the hours of 1 a.m. and 4 a.m., and making slight interval increases that lessen the frequency of our stops, the new schedule will only require 837,000 hours to operate. DDOT should realize a cost savings of approximately \$40M as result of the total costs associated with scheduling change alone.

Despite these drastic scheduling changes, and the lay-offs called during FY 2011-12, management has decided to keep all active drivers and mechanics on staff at the end FY 2011-12. Management understands that employees are our most prized resource, and they are very necessary in our efforts to make operations more efficient.

Since the total scheduled operating hours will be reduced, the coaches needed for our operation will also be reduced. Right-sizing DDOT is not solved by massive lay-offs, it also requires management to make cognitive decisions that aid in aligning the services we provide with total resources that is allocated to provide them.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF TRANSPORTATION (20)**

In February, 2012 the City appointed three (3) senior managers to oversee the transition of DDOT to new service levels, a right-sized fleet, and performance standards which are in-line with public transportation standards in comparable urban areas in the United States. These managers are under a contractual arrangement with Parsons Brinkerhoff, which has a long-standing consulting and services agreement with DDOT.

In addition to the three managers, DDOT is working with transit industry professionals on a consulting basis with expertise in vehicle maintenance, scheduling and other aspects of urban transportation to improve operating efficiency and ensure budget compliance. DDOT is also updating its automatic vehicle locating (AVL) system to improve schedule adherence, improving conditions at the Rosa Parks Transit Center, and launching a security program to improve safety conditions for drivers and customers at the Rosa Parks Transit Center and on-board buses.

The 2012-2013 Budget has been developed to reflect personnel, purchasing, and other revised operating and capital assumptions after service adjustments which occurred in mid-2011, March 2012 and April 2012. During the 1<sup>st</sup> Quarter of the 2012-2013 FY DDOT management will begin matching projected financial results with actual performance. Additional service, personnel or SOPs adjustments will be made to ensure Budget compliance throughout the FY.

Furthermore, the completion of the Shoemaker Terminal, which is a state-of-the-art facility, has equipped DDOT with the latest logistics technology, and maintenance

equipment that will allow for better management and repair of our fleet.

**PLANNING FOR THE FUTURE  
FY2012-13, FY 2013-14 and BEYOND**

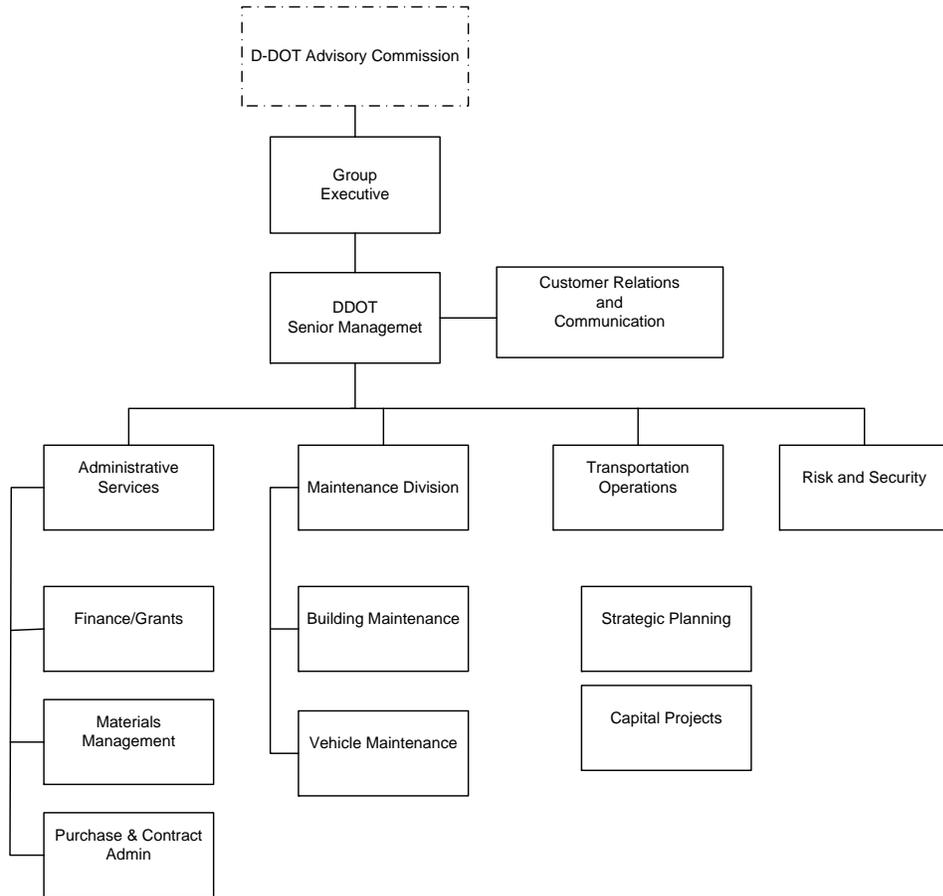
The country's current economic climate has created a financial strong hold on various government services, as result major changes had to occur to right-size this organization. Reductions in personnel, service, and fleet were all necessary to ensure the survival of DDOT.

The federal government's environmental consciousness efforts has made provisions for DDOT to better manage it carbon foot by supplying forty (40) 2012 Gillig Coaches. Moving forward, management plans to cultivate a new workforce that will bring fresh ideas, and equip everyone that is affiliated with DDOT of the understanding that: "no mater what your title is, we are all in the transportation business.

Future projects could include:

- Conducting a study to redesign our current routes to better serve ridership, and add efficiency to operations.
- Providing customers with an app that can be used with smart-phones that will give riders arrival times (currently used in Chicago).
- Continuously improving operations that will aid in reducing expense levels, and add efficiencies.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF TRANSPORTATION (20)**



**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF TRANSPORTATION (20)**

**PERFORMANCE GOALS, MEASURES AND TARGETS**

*ADMINISTRATION MEASURES AND TARGETS*

<b>Type Of Performance Measure:</b> List Of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: # Accidents resulting in damaging</b> Number of Firms Certified as a DBE	100	105	100
<b>Outputs: Claims</b> Amount of Cases paid (\$)	\$12M	\$12M	\$5.6M
<b>Outcomes: Results or Impacts of Program Activities</b> Number of Wheelchair Bound Passengers Served	13,320	12,500	28,500
<b>Efficiency: Program Costs Related To Units of Activity</b> Service Efficiency: Operating Expense Per Revenue Mile	\$13.46	\$12.99	\$12.00
Cost Effectiveness: Operating Expense Per Passenger Trip	\$4.99	\$5.07	\$4.50
Ratio of WC, LTD, S&A/Total Employees	13.94%	13.74%	12.50%
Fare box Recovery Percent of Budgeted Revenue	18.91%	19.65%	15%
Other Non-Governmental Sources of Revenue	\$2,806,894	\$2,006,894	\$1,600,000

*PLANT MAINTENANCE AND CONSTRUCTION*

<b>Type Of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity Directed Towards Goals</b> Number of service calls per month)	625	625	450
Plant Maintenance Overtime	\$966,162	\$966,162	\$850,000

*VEHICLE MAINTENANCE MEASURES AND TARGETS*

<b>Type Of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity Directed Towards Goals</b> Vehicle Maintenance Overtime (Wages)	\$1,325,162	\$1,325,162	\$3,420,000
<b>Outcomes: Results or Impacts of Program Activities</b> Number of Miles Between Road Calls	4,200	4,600	5,000
<b>Efficiency: Program Costs Related To Units of Activity</b> Maintenance Cost Per Passenger	\$1.47	\$1.48	\$1.76

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF TRANSPORTATION (20)**

***TRANSPORTATION MEASURES AND TARGETS***

<b>Type Of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity Directed Towards Goals</b>			
Number of Miles Operated	17,315,815	17,662,131	11,877,000
Number of Passengers Carried	37,469,741	38,219,136	32,000,000
Actual Vehicle Revenue Miles	13,723,641	14,066,732	11,300,00
Miles per Gallon (M.P.G.)	3.5	3.6	3.75
<b>Efficiency: Program Costs Related To Units Of Activity</b>			
TEO (Driver) Overtime	\$4,950,000	\$4,629,617	\$2,293,600
Operations Division Cost Per Passenger Trip	\$2.36	\$2.19	\$2.05
Passengers Per Revenue Mile	2.73	2.72	2.83

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF TRANSPORTATION (20)**

**EXPENDITURES**

	2010-11		2011-12		2012-13		
	Actual		Redbook		Mayor's	Variance	Variance
	Expense				Budget Rec		Percent
Salary & Wages	\$ 76,063,701	\$	47,592,333	\$	34,653,985	\$ (12,938,348)	-27%
Employee Benefits	59,936,104		40,568,342		31,251,800	(9,316,542)	-23%
Prof/Contractual	20,462,704		10,516,147		26,600,382	16,084,235	153%
Operating Supplies	24,728,264		12,711,885		15,860,991	3,149,106	25%
Operating Services	40,801,119		22,058,014		29,066,607	7,008,593	32%
Capital Equipment	2,449,572		0		0	0	0%
Capital Outlays	13,373,285		0		0	0	0%
Fixed Charges	11,757,515		0		0	0	0%
Other Expenses	10,007,268		15,936,638		5,554,933	(10,381,705)	-65%
<b>TOTAL</b>	<b>\$ 259,579,532</b>	<b>\$</b>	<b>149,383,359</b>	<b>\$</b>	<b>142,988,698</b>	<b>\$ (6,394,661)</b>	<b>-4%</b>
<b>POSITIONS</b>			1,216		916	(300)	-25%

**REVENUES**

	2010-11		2011-12		2012-13		
	Actual		Redbook		Mayor's	Variance	Variance
	Revenue				Budget Rec		Percent
Rev from Use of Asset	\$ 2,104,760	\$	705,000	\$	640,000	\$ (65,000)	-9%
Grants/Shared Taxes	47,736,088		20,000,000		20,000,000	0	0%
Sales & Charges	80,236,143		82,000,000		66,539,668	(15,460,332)	-19%
Contrib/Transfers	82,038,414		46,328,359		55,459,030	9,130,671	20%
Miscellaneous	506,589		350,000		350,000	0	0%
<b>TOTAL</b>	<b>\$ 212,621,994</b>	<b>\$</b>	<b>149,383,359</b>	<b>\$</b>	<b>142,988,698</b>	<b>\$ (6,394,661)</b>	<b>-4%</b>

**DEPARTMENTAL BUDGET INFORMATION  
DETROIT WORKFORCE DEVELOPMENT DEPARTMENT (21)**

Funding for this department has been eliminated in the FY 2012-13 Recommended Budget. The transition plan is as follows:

**Introduction**

Under the Workforce Investment Act of 1998 the City of Detroit is an automatically designated Workforce Area. The Chief Elected Official designates the Fiscal Agent and Grant Recipient and appoints the Board of Directors (Workforce Development Board) that is composed of no less than 51% private sector members. The remaining members of the Board are stipulated in the Law from Secondary, Post-Secondary, Higher Education, Labor, Community Based Organizations, Public Service members, etc. The Chief Elected Official and the Chair of the Workforce Board must execute an agreement describing how Workforce Funds and other Grants that flow through the board will be administered and how Service Provider Contractors will be selected.

The Act makes provision for the Workforce Board to incorporate, serve as the Fiscal Agent and Grant Recipient if the Chief Elected Official designates those responsibilities to the incorporated board.

**Transition Plan**

On the 10th of April a transition and corrective action plan was delivered to the Michigan Department of Economic Development “Workforce Development Agency”. This plan described the actions taken to resolve prior questioned and disallowed costs, strategies to improve performance in the delivery of all programs and action anticipated to resolve delays in the award of contracts and payments for services delivered by Vendors and Contractors.

**Action Plan**

The Detroit Workforce Board, Inc., effective July 1, 2012 will assume the role of fiscal agent and grant recipient for those funds currently administered by the Detroit Workforce Development Department, subject to the designation by the Chief Elected Official of the City and concurrence by the Governor of the State of Michigan. Between now and July 1, 2012 the Corporation will hire staff in a variety of positions to administer the funds awarded to the Local Workforce Area and other funds directly granted to the Board to train, re-train, secure employment, operate local One-Stop Career Centers and provide various other training through a network of Vendors and Contractors selected by the Workforce Development Board in accordance with the Master Plan between the City Chief Elected Official, Board, and the Michigan Economic Development Corporation “Michigan Workforce Agency”.

As the Fiscal Agent on July 1, 2012 the Workforce Board will process all requests for funds from the State and Federal Government or any other grantor of funds to the Board.

**DEPARTMENTAL BUDGET INFORMATION  
DETROIT WORKFORCE DEVELOPMENT DEPARTMENT (21)**

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## DEPARTMENTAL BUDGET INFORMATION FINANCE DEPARTMENT (23)

### MISSION

The Finance Department is responsible for maintaining the City's financial solvency, and providing finance-based services to City departments.

### DESCRIPTION

In accordance with the Financial Stability Agreement (FSA), the Finance Department reports to the CFO. Under the direction of the CFO, the Finance Department will be responsible for adhering to monthly reporting requirements including accounts payable, cash flow actual and forecast, and revenue and expense reporting. The Department is also responsible for participating in semi-annual Revenue Conferences, and in the preparation of the annual budget and Triennial Budget preparation.

The Finance Department is comprised of various divisions. The **Administrative Division** sets and maintains policies and procedures to be used throughout the Department. The **Assessments, Treasury and Income Tax Divisions** are responsible for property valuation and for collecting property taxes, income taxes and utility users taxes owed to the City. The **Accounts Division** is responsible for maintaining accounting controls, financial analysis, publishing the city's annual CAFR, performing pre-audits of expenditures, and processing all payments including payrolls. The **Purchasing** Division is responsible for the processing of City purchase orders and contracts. The **Risk Management** Division protects the assets and earning power of the City from loss or destruction, administers various safety programs and is responsible for maintaining the self-insurance Risk Management Fund. The **Debt and**

**Disbursements** Division is responsible for financing the City's capital needs and those of quasi-public agencies, administration of the City's deferred compensation plan, and for investing all City funds, excluding Pension funds. The **Pension** Division is responsible for the administration of the employee pension and retirement systems.

### MAJOR INITIATIVES FOR FY 2011-12

The **Assessments Division** will fully implement on line filing of personal property taxes, and implement next generation of Equalizer software system. The **Treasury Division** will continue to coordinate with DWSD for the collection of delinquent water and sewage bills through property tax collections and outside collection agencies. The **Accounts Division** completed the 2011 CAFR on time and received the GFOA Certificate for Achievement in Financial Reporting for the 2011 CAFR. Also, completed the 2011 Single audit on time and reduced costs for consultant support to complete the CAFR. The **Purchasing Division** utilized Cooperative Purchasing agreements to lower costs of goods and services. The **Risk Management** Division will continue to work with key departments to develop risk management programs specific to each respective department. The **Income Tax Division** implemented procedures to compare COD income tax data to IRS data to increase non-filer compliance.

### PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND

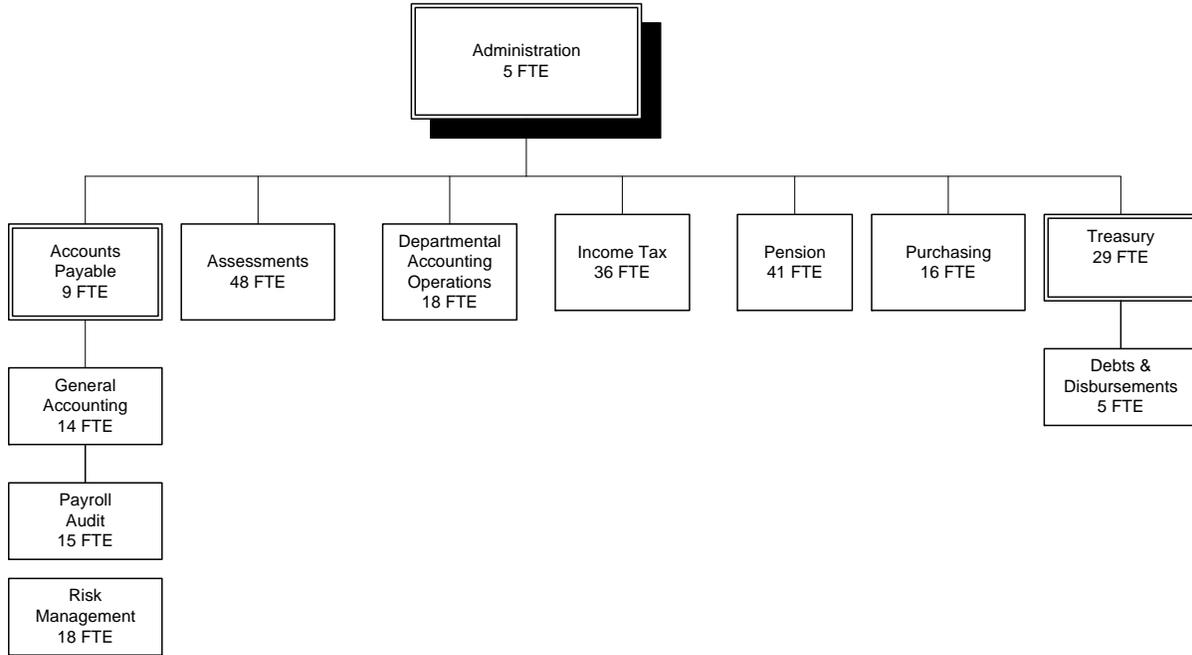
The City is currently in a Transitional Period, as defined by the FSA, which provides for temporary waivers of certain reporting requirements.

**DEPARTMENTAL BUDGET INFORMATION  
FINANCE DEPARTMENT (23)**

The **Assessment Division** will establish revised land tables throughout the city in newest version of Equalizer software to reflect current market conditions. The **Treasury Division** plans to interface AR systems with DRMS system, improve AR close procedures and reconciliation, improve City's ability to bill and collect its receivables and revamp property tax procedures to take advantage of new equalizer software capabilities. The **Income Tax Division** will increase non filer collections through state and federal databases and will continue to improve its automation capabilities and overall customer service response time. The **Accounts**

**Division** will implement procedures to have accurate interim financial reports for all general fund departments and grant agencies, and complete critical audit schedules in support of those interim closes. **Risk Management Division** will continue to develop a robust risk management program designed specifically to each department using claims history. The **Purchasing Division** will utilize the State, Regional and National Co-op's Public Sector organizational contacts for benchmarking ideas in fine-tuning our procurement process.

**DEPARTMENTAL BUDGET INFORMATION  
FINANCE DEPARTMENT (23)**



**DEPARTMENTAL BUDGET INFORMATION  
FINANCE DEPARTMENT (23)**

**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure: List of Measures</b>	<b>2010-11 Actual</b>	<b>2011-12 Projections</b>	<b>2012-13 Target</b>
<b>Outcomes: Results or Impacts of Program Activities<sup>1</sup></b>			
Moody's credit rating	Ba3/A1/A1	B2/Baa1Baa1	B1/A+/A+
Standard and Poor's	BB/A+/A+	B/A+/A+	BB/A+/A+
Fitch Investor's Service	BB/A+/A+	B/A+/A+	BB/A+/A+
Transition personal property to e file	N/A	\$0.6M	\$2MM
2010/11 CAFR completed on time	N/A	12/31/11	12/31/12
2010/11 single audit completed on time	N/A	3/31/12	3/31/13
Reduction in risk management	N/A	\$5.0M	\$5.0M
Reduction in outside services to complete Annual Audits	N/A	\$1.0M	48%
Number of employees on Worker's Compensation	359	340	330
Number of employee injuries/illness	2,590	2,200	2,200
Interest paid for late refunds	170,000	120,000	110,000

**DEPARTMENTAL BUDGET INFORMATION  
FINANCE DEPARTMENT (23)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 13,711,797	\$ 13,519,614	\$ 12,253,216	\$ (1,266,398)	-9%
Employee Benefits	10,997,680	13,024,243	11,169,555	(1,854,688)	-14%
Prof/Contractual	9,029,645	5,887,620	3,968,810	(1,918,810)	-33%
Operating Supplies	321,912	311,547	305,038	(6,509)	-2%
Operating Services	2,528,301	4,182,370	3,531,295	(651,075)	-16%
Capital Equipment	316,195	75,140	105,470	30,330	40%
Fixed Charges	98,182	1,039,783	33,000	(1,006,783)	0%
Other Expenses	1,216,919	930,440	1,333,307	402,867	43%
<b>TOTAL</b>	<b>\$ 38,220,631</b>	<b>\$ 38,970,757</b>	<b>\$ 32,699,691</b>	<b>\$ (6,271,066)</b>	<b>-16%</b>
<b>POSITIONS</b>		290	254		

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Fines/Forfeits	\$19,333	\$33,220	\$33,220	\$0	0%
Revenues	661,667	33,220	33,220	0	0%
Sales & Charges	45,948	8,685,392	5,790,979	(2,894,413)	-33%
Sales of Assets	3,826,251	0	0	0	0%
<b>TOTAL</b>	<b>\$ 4,553,199</b>	<b>\$ 8,751,832</b>	<b>\$ 5,857,419</b>	<b>\$ (2,894,413)</b>	<b>-33%</b>

**DEPARTMENTAL BUDGET INFORMATION  
FINANCE DEPARTMENT (23)**

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**DEPARTMENTAL BUDGET INFORMATION  
FIRE DEPARTMENT (24)**

**MISSION**

The Fire Department provides protection of life and property through the efficient use of emergency, fire and rescue response resources. The Fire Department also enforces all laws, ordinances and regulations relating to fire prevention.

The Fire Department provides pre-hospital emergency medical service as well as maintaining a high state of readiness through shared planning, training and sustained coordination with the Detroit Police Department and other external agencies.

**DESCRIPTION**

The Fire Department has a budgeted strength of 1,257 employees 1,149 General Fund and 108 Grant assigned to 11 divisions: Administration, Apparatus, Budget Operations formerly Research & Development, Communications, Community Relations, Emergency Medical Services, Facilities Management, Fire Fighting, Fire Marshal, Legal & Labor Advisor and Training. The Department maintains and operates 50 facilities throughout the City of Detroit.

**MAJOR INITIATIVES FOR  
FY 2011-12**

The department has completed Phase 2 of the emergency Vehicle Pre-emption System. This system allows the Fire Department's emergency response vehicles to control traffic signals and by design provide an additional level of safety to the community and reduce the number of department vehicle accidents.

Phase 1 included the installation of equipment in 23 emergency vehicles, and Phase 2 covered an additional 70 vehicles. This project was made possible through

grant funding secured by the DFD along with ITS and Traffic Engineering.

The department was able to recognize an increase in revenue collection through the recovery of delinquent accounts with the assistance of the Finance Department and an outside collection agency.

In collaboration with Community Access Center, the department developed and implemented a process by which fire reports are available for pick-up at CAC facilities which will be more convenient for the citizens of Detroit.

The Fire Marshal Division has drafted and proposed a new "False Alarm" Ordinance to address false alarms with the purpose of reduction in the burden imposed upon the fire department's resources expended in responding to nuisance alarms and unjustified false alarms.

"Fire Repair Contractor Law" will protect the public's interest from fraudulent fire repair contractors. Fire will also create a Fire Contractor's Approved list.

Draft and propose an "Emergency Service Cost Recovery" ordinance to ensure that the City shall recover, to the extent permitted by law, the actual and necessary costs of an emergency response from each responsible party.

The department continues to augment the efforts of the Community Relations Division in the area of public safety by requiring that fire companies install smoke detectors in residential homes identified within their fire district.

**DEPARTMENTAL BUDGET INFORMATION  
FIRE DEPARTMENT (24)**

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

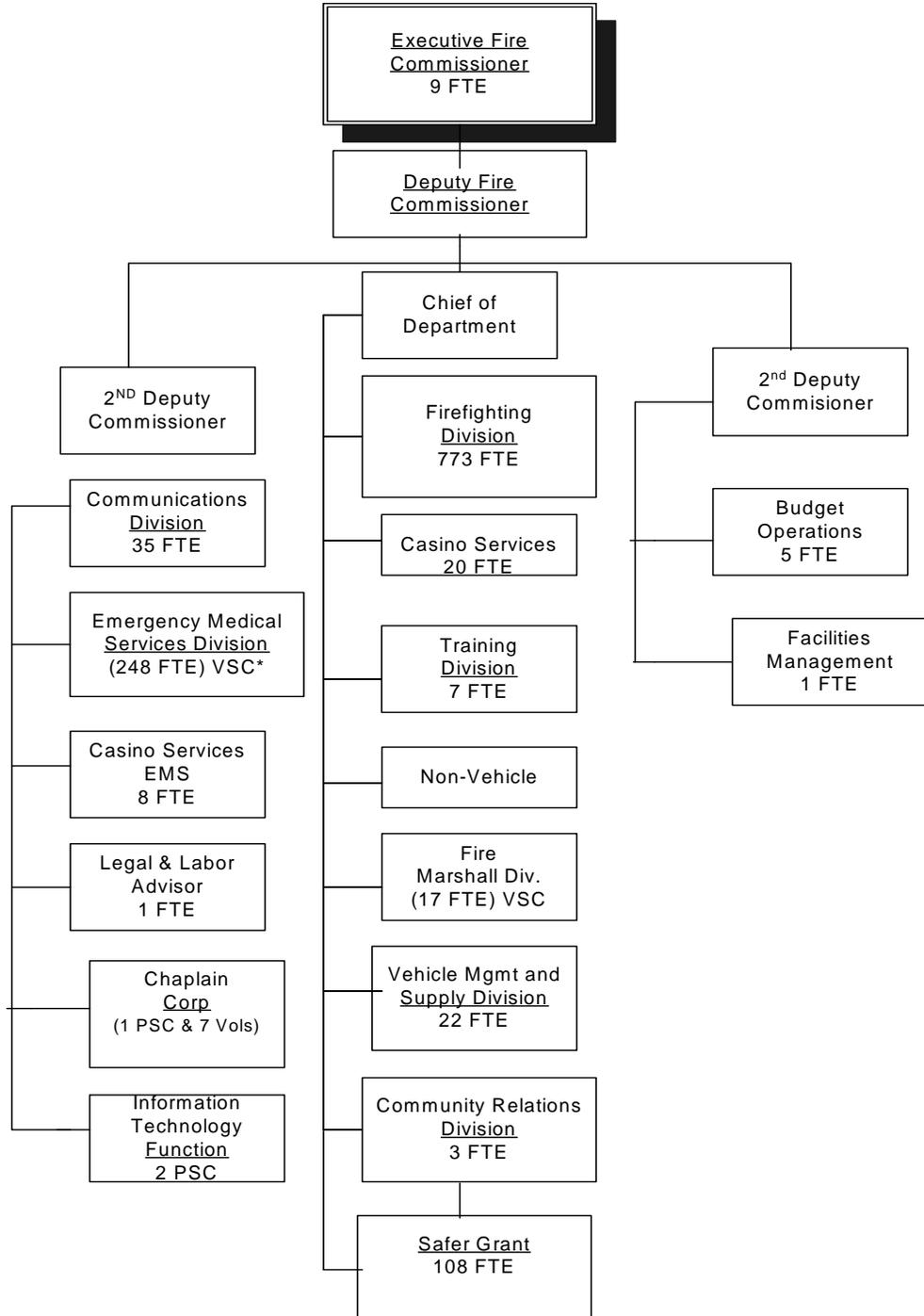
The department has applied for a Safer grant from the Federal Government which will provide funding to retain 100 firefighters. The 2012-13 budget assumes this grant is obtained.

The department is enthusiastically working on the implementation of Phase 3 and 4 of the Emergency Vehicle Pre-Emption System, depending on availability of future grant funding.

The department is diligently working on the creation of an interactive, web-based site that will allow citizens to review code information, test and pay license permit fees online.

In coordination with the Mayor's Communications Office, the department will create Public Safety Announcements (PSA's) educating the public on the appropriate use of the 911 System for medical emergencies, first aid/CPR training for non-profit groups, and self help awareness through community outreach.

**DEPARTMENTAL BUDGET INFORMATION  
FIRE DEPARTMENT (24)**



VSC – Vendor Services Contract  
 PSC – Personal Services Contract  
 Vols - Volunteers

**DEPARTMENTAL BUDGET INFORMATION  
FIRE DEPARTMENT (24)**

**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Number of specialized training sessions held	7,500	1,200	1,200
Number of basic skills training sessions held	16	2	1
Fire Reports	13,520	12,546	13,030
Other Incident Reports	9,720	10,191	19,470
<b>Outputs: Units of Activity directed toward Goals</b>			
Number of fire inspections (including permits)	10,356	11,000	10,678
Arson arrests	99	102	101
Number of medical responses	132,000	117,000	125,000
Hospital transportation	82,500	75,500	75,000
<b>Outcomes: Results or Impacts of Program Activities</b>			
Percent of incendiary fires not investigated	61%	64%	62%
Arson convictions	98	99	99
<b>Efficiency: Program Costs related to Units of Activity</b>			
Percent of billing collections	52%	58%	70%

**DEPARTMENTAL BUDGET INFORMATION  
FIRE DEPARTMENT (24)**

**EXPENDITURES**

	2010-11		2012-13		Variance	Variance Percent
	Actual Expense	2011-12 Redbook	Mayor's Budget Rec			
Salary & Wages	\$ 97,382,536	\$ 90,980,663	\$ 78,437,929	\$ (12,542,734)	-14%	
Employee Benefits	94,097,990	83,619,642	70,737,397	(12,882,245)	-15%	
Prof/Contractual	2,988,914	2,810,642	3,279,485	468,843	17%	
Operating Supplies	1,927,648	2,538,974	3,129,299	590,325	23%	
Operating Services	2,625,780	3,225,777	2,540,640	(685,137)	-21%	
Capital Equipment	691,148	166,714	729,202	562,488	337%	
Fixed Charges	404,654	0	0	0	0%	
Capital Outlays	128	0	0	0	0%	
Other Expenses	199,447	80980	1,100,204	1,019,224	1259%	
<b>TOTAL</b>	<b>\$ 200,318,245</b>	<b>\$ 183,423,392</b>	<b>\$ 159,954,156</b>	<b>\$ (23,469,236)</b>	<b>-13%</b>	
<b>POSITIONS</b>		1,419	1,257	(162)	-11%	

**REVENUES**

	2010-11		2012-13		Variance	Variance Percent
	Actual Revenue	2011-12 Redbook	Mayor's Budget Rec			
Licenses/Permits	\$ 1,832,924	\$ 2,230,000	\$ 2,730,000	500000	22%	
Grants/Shared Taxes	397,410	0	10697433	10697433	0%	
Sales & Charges	16,364,492	20,229,363	20,229,363	0	0%	
Sales of Assets	7,334	42,000	42,000	0	0%	
Miscellaneous	2,050,009	112,237	123,000	10,763	10%	
<b>TOTAL</b>	<b>\$ 20,652,169</b>	<b>\$ 22,613,600</b>	<b>\$ 33,821,796</b>	<b>\$ 11,208,196</b>	<b>50%</b>	

**DEPARTMENTAL BUDGET INFORMATION  
FIRE DEPARTMENT (24)**

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**DEPARTMENTAL BUDGET INFORMATION**  
**DEPARTMENT OF HEALTH AND WELLNESS PROMOTION (25)**

Funding for this department has been eliminated in the FY 2012-13 Recommended Budget. It is anticipated that public health services will be transferred to the Institute for Health and Human Services. The transfer will require two phases. The first phase will allow public health to continue to operate using only grant funds and public health generated revenues from July 1, 2012 until September 30, 2012. The second phase will move the majority of public health responsibility and liability from the City of Detroit to the Institute for Health and Human Services. Any services that will not be transferred to the Institute will be combined with other City agencies.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF HEALTH AND WELLNESS PROMOTION (25)**

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## DEPARTMENTAL BUDGET INFORMATION HUMAN RESOURCES DEPARTMENT (28)

### MISSION

The mission of the Human Resources Department is to provide services and implement programs that attract, hire, retain and support a qualified and talented workforce.

### DESCRIPTION

The Human Resources Department consists of several divisions and sections that provide a full range of personnel and other services to City departments and agencies in accordance with the City Charter.

**Administrative Services** is responsible for Department budget development and monitoring, contract administration, facilities management, accounts payable, and maintenance of employee personnel records. It is also responsible for coordinating special projects, including charitable campaigns, blood drives, March of Dimes, and other projects that benefit the welfare of our community. Administrative Services monitors the Employee Assistance Program that affords employees the opportunity to obtain assistance in resolving personal problems that have or may eventually have a negative effect on their work performance.

**Human Resources Management System (HRMS) Division** provides functional support of the Workbrain and Oracle systems, as well as works as part of the HRMS implementation team to bring “live” remaining City departments in both Workbrain and Oracle.

**Central HR Services** is responsible for centralized functions including: Unemployment; Test Development and Administration; Family Medical Leave

Administration; and Classification and Compensation.

**Labor Relations** is primarily responsible for negotiation of all collective bargaining agreements in accordance with the City Charter and State Law. It is also responsible for the administration of all medical, dental, and optical benefits for active employees and retirees.

**Employee Services** supports the management staff and employees of all City departments by providing consultant services which include employee relations, recruitment and selection, and employee certification. It is also responsible for processing employee payroll, facilitating human resources employee transactions.

**Hearings and Policy Development** administers the Charter grievance procedure established by the Civil Service Commission for non-union employees; schedules and serves on classification appeal hearing panels; investigates and responds to complaints against actions by the Human Resources Department or City policies; and responds to complaints from various agencies and the Ombudsperson.

### MAJOR INITIATIVES FOR FY 2011-12

- Identify HR technological needs to enhance process efficiencies, effectiveness and Human Resources staff productivity.
- Implement a hiring solution system that will streamline the recruitment, selection, testing, applicant tracking and certification process.

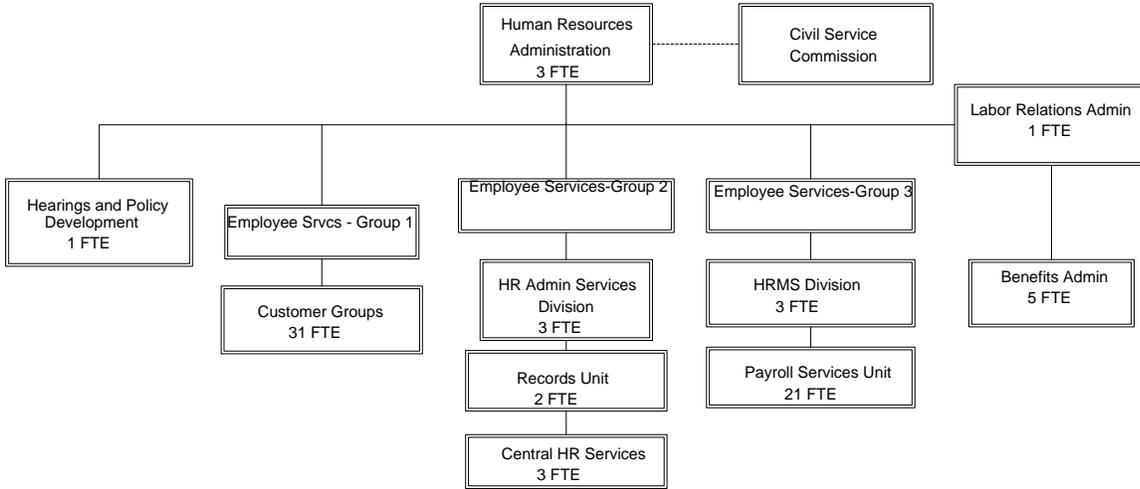
**DEPARTMENTAL BUDGET INFORMATION  
HUMAN RESOURCES DEPARTMENT (28)**

- Review of policies and procedures with the intent of decreasing the amount of grievances filed.
- Ongoing negotiations for collective bargaining agreements covering the 2012-2016 contract period with the City's 48 labor organizations.
- Ongoing operational process improvements implemented to ensure that the City's participation in Medicare Part D-Prescription Drug Benefit Program meets federal requirements in an effective and timely manner.
- Completed application to receive reimbursement under the federal government's Early Retiree Reinsurance Program.
- Imposition of new CBAs
- Implementation of new payroll system
- Implement a revised New Hiring process to decrease the length of time it takes to hire new employees.
- Review and update City of Detroit policies which will include the development of an official repository and archive for all policies.
- Review/update HR Rules and the Manual of Standard Personnel Practices in conjunction with the Civil Service Commission to comport with existing actions and best practices.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

- Implementation of medical and pension changes and early retirement incentive program

**DEPARTMENTAL BUDGET INFORMATION  
HUMAN RESOURCES DEPARTMENT (28)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
Process completion percentage of all HR transactions within the established timelines	100%	100%	100%
Examinations administered (Written/Demonstration/Oral appraisal)	4,000	4,000	1,000
Consultation services to department and employees	400	300	300
Apprentices completing training	2	2	0

**DEPARTMENTAL BUDGET INFORMATION  
HUMAN RESOURCES DEPARTMENT (28)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 7,007,334	\$ 6,022,181	\$ 3,330,459	\$ (2,691,722)	-45%
Employee Benefits	5,676,608	5,819,577	3,303,652	(2,515,925)	-43%
Prof/Contractual	933,508	779,057	491,475	(287,582)	-37%
Operating Supplies	58,705	49,711	41,296	(8,415)	-17%
Operating Services	693,424	784,760	841,069	56,309	7%
Capital Equipment	3,457	10,926	0	(10,926)	-100%
Capital Outlays	9,190	10,000	0	(10,000)	-100%
Other Expenses	17,053	3,000	0	(3,000)	-100%
<b>TOTAL</b>	<b>\$ 14,399,279</b>	<b>\$ 13,479,212</b>	<b>\$ 8,007,951</b>	<b>\$ (5,471,261)</b>	<b>-41%</b>
<b>POSITIONS</b>		<b>134</b>	<b>73</b>	<b>(61)</b>	<b>-46%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Revenues from Use	\$ 320	0	0	0	0%
Sales & Charges	7,204,263	4,998,633	2,392,516	(2,606,117)	-52%
Miscellaneous	455	600	600	0	0%
<b>TOTAL</b>	<b>\$ 7,205,038</b>	<b>\$ 4,999,233</b>	<b>\$ 2,393,116</b>	<b>\$ (2,606,117)</b>	<b>-52%</b>

**DEPARTMENTAL BUDGET INFORMATION**  
**HUMAN RIGHTS (29)**

Funding for this department has been eliminated in the FY 2012-13 Recommended Budget. Article 7, Chapter 10 of the City Charter requires the existence of this department, therefore the decision to eliminate this department is being reconsidered.

**DEPARTMENTAL BUDGET INFORMATION  
HUMAN RIGHTS (29)**

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**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF HUMAN SERVICES (30)**

Funding for this department has been eliminated in the FY 2012-13 Recommended Budget. It is recommended that the department be transitioned to other entities.

The City will continue to transition activities for Head Start with a complete transition to the firm identified by the Federal office on July 1, 2012.

The City will complete transition activities with the State to discontinue all services associated with the Block grant.

The City will work with purchasing to determine how to appropriately dispose of any assets.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF HUMAN SERVICES (30)**

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**DEPARTMENTAL BUDGET INFORMATION  
INFORMATION TECHNOLOGY SERVICES DEPARTMENT (31)**

**MISSION**

The Information Technology Services Department provides effective, reliable and secure information technology and related services to City agencies, enabling them to effectively manage assets and deliver services to Detroit citizens, businesses and visitors.

**DESCRIPTION**

The Information Technology Services Department (ITS) is the central staff agency responsible for directing, developing and providing information technology and consulting services to City agencies. The responsibilities of ITS include: information management, strategic technology planning, application development and implementation, system/application maintenance and support, telecommunications, data center operations, technology acquisitions, business needs analysis and solutions and other services necessary to aid agencies in harnessing technology to improve operations and the quality of services provided to their customers.

**MAJOR INITIATIVES FOR  
FY 2011-12**

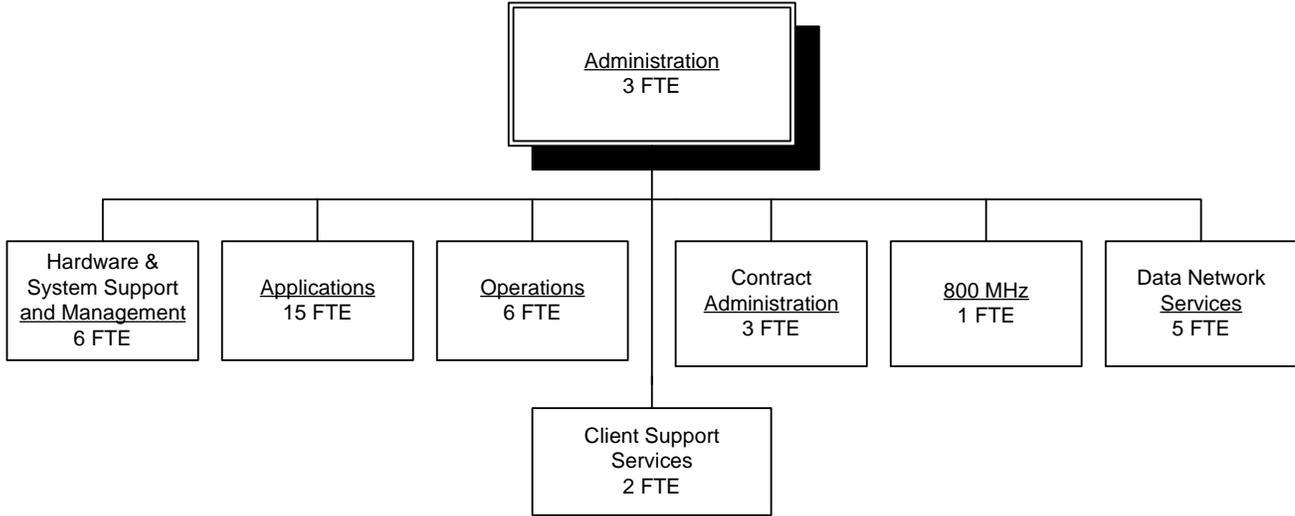
- Develop a plan to consolidate City of Detroit Data Centers into a new facility and develop and implement back up and failover capabilities between Data Centers.

- Upgrade the City's Oracle application and database to comply with Oracles support and certification policies.
- Standardize IT services and infrastructure to provide more efficient technical services, reduce duplication of skill sets, eliminate redundancies, reduce complexity of the enterprise applications, enhance reporting and stabilize the technical environment.
- Provide IT training to City employees to maintain enterprise systems.
- Continue to improve the City of Detroit website, to offer more e-government solutions and mobile applications.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

- As part of the Financial Stability Agreement, the City will be required to Upgrade and implement new payroll, grants management, and financial reporting systems.
- The ITS department will need to be reduced over time as City government focuses on core services.
- Decommission the City's mainframe environment and migrate legacy systems.
- Upgrade the City's Oracle application and databases.
- Stay abreast of technological changes and advances.
- Continue to improve Data Center Services.

**DEPARTMENTAL BUDGET INFORMATION  
INFORMATION TECHNOLOGY SERVICES DEPARTMENT (31)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
List of Measures	<b>Actual</b>	<b>Projection</b>	<b>Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Average training hours received by 67 staff	8	8	24
Number of systems accessed via web technology	20	20	25
<b>Outcomes: Results or Impacts of Program Activities</b>			
Customer Satisfaction Rating-Help Desk	90%	90%	90%

**DEPARTMENTAL BUDGET INFORMATION  
INFORMATION TECHNOLOGY SERVICES DEPARTMENT (31)**

**EXPENDITURES**

	2010-11		2012-13			
	Actual	2011-12	Mayor's	Variance	Variance	
	Expense	Redbook	Budget Rec		Percent	
Salary & Wages	\$ 3,496,592	\$ 3,003,609	\$ 2,003,435	\$ (1,000,174)	-33%	
Employee Benefits	2,849,519	2,881,696	1,785,665	(1,096,031)	-38%	
Prof/Contractual	3,064,135	2,125,777	3,057,074	931,297	44%	
Operating Supplies	7,870,099	8,985,755	4,384,977	(4,600,778)	-51%	
Operating Services	3,263,662	2,931,112	2,982,447	51,335	2%	
Capital Equipment	73,110	0	0	0	0%	
Other Expenses	6,575	81000	64,669	0	0%	
<b>TOTAL</b>	<b>\$ 20,623,692</b>	<b>\$ 20,008,949</b>	<b>\$ 14,278,267</b>	<b>\$ (5,730,682)</b>	<b>-29%</b>	
<b>POSITIONS</b>	<b>-</b>	<b>54</b>	<b>41</b>	<b>(13)</b>	<b>-24%</b>	

**REVENUES**

	2010-11		2012-13			
	Actual	2011-12	Mayor's	Variance	Variance	
	Revenue	Redbook	Budget Rec		Percent	
Sales and charge	\$ 1,293,745	\$ 550,217	\$ 290,000	(260,217)	-47%	
Miscellaneous	30,370	219000	\$ 219,000	0	0%	
<b>TOTAL</b>	<b>\$ 1,324,115</b>	<b>\$ 769,217</b>	<b>\$ 509,000</b>	<b>\$ (260,217)</b>	<b>-34%</b>	

**DEPARTMENTAL BUDGET INFORMATION  
INFORMATION TECHNOLOGY SERVICES DEPARTMENT (31)**

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**DEPARTMENTAL BUDGET INFORMATION  
LAW DEPARTMENT (32)**

**MISSION**

The Law Department strives to consistently provide exceptional and efficient legal counseling and representation to the Executive and Legislative branches of City government, as mandated by the City Charter.

**DESCRIPTION**

The Law Department is headed by the Corporation Counsel, who is appointed by the Mayor (with approval by City Council, 2011 Charter revised). The Law Department is comprised of five divisions: 1) Administration, 2) Governmental Affairs, 3) Litigation, 4) Labor & Employment, and 5) Commercial. Each division, with the exception of the Administration Division, is responsible for a discrete area of the law and is made up of several sections.

The Law Department is required, by Charter, to represent the City of Detroit in all civil actions or proceedings filed against the city. The Corporation Counsel may also prosecute any action or proceeding in which the city has a legal interest when directed to do so by the Mayor. The Corporation Counsel is the city prosecutor and shall institute, on behalf of the people, cases arising from the provisions of the charter or city ordinances, and prosecute all actions for the recovery of fines, penalties and forfeitures.

The Law Department is also responsible for providing advice and opinions to the Mayor, a member of City Council or the head of any city agency; approving all contracts, bonds and written instruments; and drafting, upon the request of the Mayor or any member of City Council, any ordinance or resolution for introduction before City Council.

In accordance with the Financial Stability Agreement, the Law Department is required to prepare a Pending Litigation report on a quarterly basis to be provided to the Financial Advisory Board.

**MAJOR INITIATIVES FOR  
FY 2011-12**

The City of Detroit Law/ITS section is looking forward to upgrading the current Legal Edge Client Server software. This project was created for the purpose of streamlining the system by integrating GroupWise calendaring, Legal Key records management and Worldox document management systems.

The Law Department is working to replace the currently used Worldox document management system. Legal Edge will build an interface to an open source Enterprise Content and Document Management product to provide analogous functionality as Worldox on an open source base. Such would provide customers, including the Law Department, with a full featured, fully supported Document Management system, integrated with Legal Edge. The broad functionality would include; linking documents directly to cases and people, profile fields, text search and folder capability.

The new Legal Edge Matter Management system will replace the functions currently being performed by Legal Key and upon implementation; Legal Key will no longer be utilized by the Law Department.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

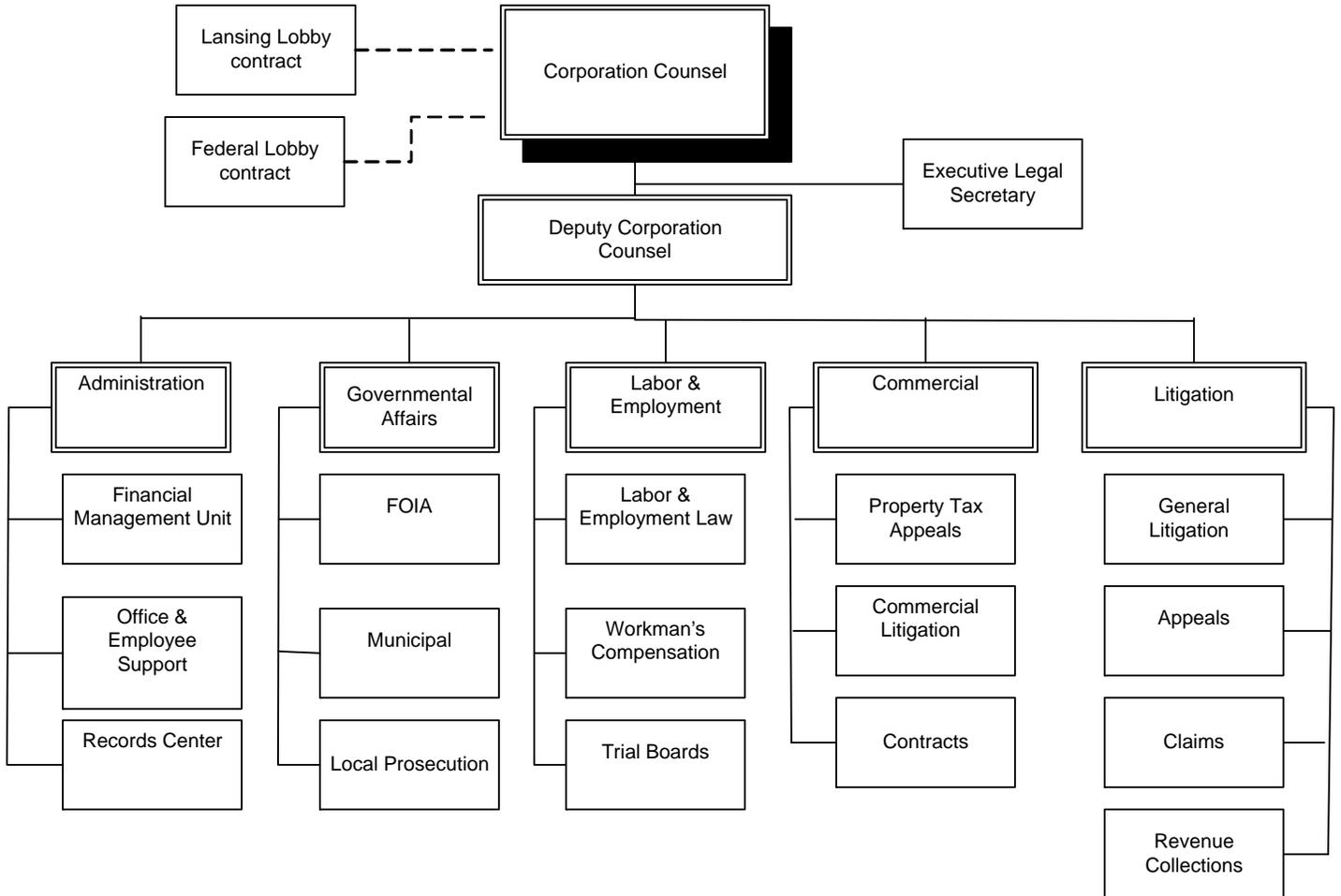
The department is continuously examining best practices of the legal industry to enhance department operations.

**DEPARTMENTAL BUDGET INFORMATION  
LAW DEPARTMENT (32)**

Both Federal and State Courts are moving towards total electronic filing of pleadings and documents. To that end, we see a need for the digitization of documents, both in the Law Department and other city departments. This would allow for easy and more economical access, transferring and storage of City records, by both City departments and the public.

This would save a tremendous amount of money in costs; enable citizens to purchase documents from the appropriate departments on-line; and avoid time-consuming and costly, Freedom of Information Act (FOIA) requests.

**DEPARTMENTAL BUDGET INFORMATION  
LAW DEPARTMENT (32)**



**DEPARTMENTAL BUDGET INFORMATION  
LAW DEPARTMENT (32)**

**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b> Percent of professional staff attending at least one external training program per year	100%	100%	100%
<b>Outputs: Units of Activity directed toward Goals</b> Percent of timely responses to written assignments	98%	98%	98%
<b>Outcomes: Results or Impacts of Program Activities</b> Percent of clients rating department services satisfactory or better Levels of revenue collections *	97% \$1,000,000	97% \$1,000,000	98% 1,500,000

**DEPARTMENTAL BUDGET INFORMATION  
LAW DEPARTMENT (32)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 7,703,379	\$ 7,792,792	\$ 2,760,475	\$ (5,032,317)	-65%
Employee Benefits	5,663,139	7,273,354	3,243,837	(4,029,517)	-55%
Prof/Contractual	2,479,168	1,619,574	921,039	(698,535)	-43%
Operating Supplies	304,081	681,231	345,000	(336,231)	-49%
Operating Services	2,125,531	1,848,950	1,335,087	(513,863)	-28%
Capital Equipment	32,099	49,500	26,000	(23,500)	-47%
Other Expenses	4,781	900	500	(400)	-44%
<b>TOTAL</b>	<b>\$ 18,312,178</b>	<b>\$ 19,266,301</b>	<b>\$ 8,631,938</b>	<b>\$ (10,634,363)</b>	<b>-55%</b>
<b>POSITIONS</b>		<b>112</b>	<b>50</b>	<b>(62)</b>	<b>-55%</b>

**REVENUES**

	2009-10 Actual Revenue	2010-11 Redbook	2011-12 Mayor's Budget Rec	Variance	Variance Percent
Sales & Charges	\$ 1,355,622	\$ 1,434,000	\$ 1,410,000	\$ (24,000)	-2%
Miscellaneous	62,205	180,000	180,000	0	0%
<b>TOTAL</b>	<b>\$ 1,417,827</b>	<b>\$ 1,614,000</b>	<b>\$ 1,590,000</b>	<b>\$ (24,000)</b>	<b>-1%</b>

**DEPARTMENTAL BUDGET INFORMATION  
LAW DEPARTMENT (32)**

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**DEPARTMENTAL BUDGET INFORMATION  
MAYOR'S OFFICE (33)**

**MISSION**

The City of Detroit Mayor's Office governs the City, which is responsible for providing services to Detroit families, communities and businesses. It is dedicated to changing the way City government operates; ensuring resources are focused in areas of greatest impact for Detroit's taxpayers.

**DESCRIPTION**

The Mayor serves as Chief Executive Officer for the City and coordinator of the functional grouping of City agencies. Under the direction of the Mayor, the Deputy Mayor and Chief's are responsible for development and providing direction for the execution of the Mayor's vision and initiatives. The Executive Office staff is also comprised of support staff who are involved in the day-to-day administration of routine executive office duties, special projects and community oriented events.

Based on the Financial Stability Agreement between the City of Detroit and the State of Michigan, two (2) positions have been added, Chief Financial Officer and Program Management Director. Both positions will be in the office of the Mayor and will report directly to the Mayor. These positions are included in the Non-Departmental (Agency 35) FTE count in the current Recommendation.

**Community Access Centers**

The Recommended Budget does not include the Community Access Centers Division.

**MAJOR INITIATIVES FOR  
FY 2011-12**

- Initiated the development of a plan for land use that will refine and rebuild Detroit in the long term.
- Name after Police Code 14 – signifying a return to normal operations – Project 14 is a pilot project designed to encourage police officers to purchase homes and live in the city of Detroit.
- After taking office, Mayor Bing recognized the need to efficiently identify and demolish dangerous vacant and abandoned structures that threaten the quality of life in many Detroit neighborhoods. Under Mayor Bing's leadership, 6,975 structures have been ordered demolished and 4,205 have completed the entire demolition process.
- Detroit Works Short Term Action – City leaders are directing the Short Term Actions work; a process using data about Detroit neighborhoods to guide decisions about how best to leverage resources and make adjustments to how some city services are delivered today.

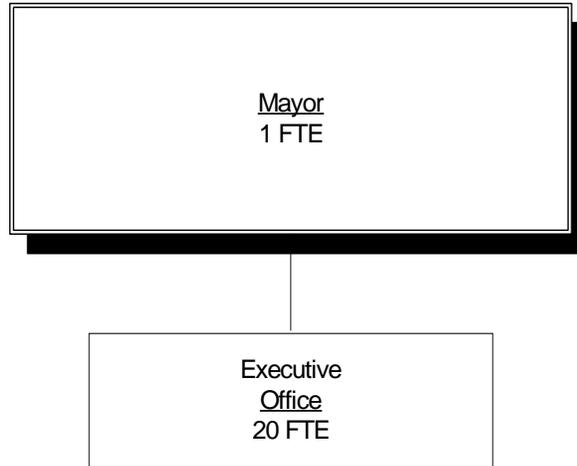
**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

- Continued restructuring of City government to realize efficiencies while providing high levels of service.
- Engaging community members and other stakeholders to bring necessary changes, making Detroit a more competitive city.
- The long term planning for the Detroit Works project is being led by a Steering Committee who oversees the work of the technical and civic engagement teams that are charged with developing meaningful and inclusive engagement strategies to gather the expertise of the

**DEPARTMENTAL BUDGET INFORMATION  
MAYOR'S OFFICE (33)**

community and combine it with the technical analysis; and then produce a strategic framework plan for our future.

**DEPARTMENTAL BUDGET INFORMATION  
MAYOR'S OFFICE (33)**



**DEPARTMENTAL BUDGET INFORMATION  
MAYOR'S OFFICE (33)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 4,873,691	\$ 2,861,489	\$ 1,618,991	(1,242,498)	-43%
Employee Benefits	3,236,843	2,744,590	1,698,572	(1,046,018)	-38%
Prof/Contractual	250,745	110,610	77,700	(32,910)	-30%
Operating Supplies	179,007	165,236	48,632	(116,604)	-71%
Operating Services	762,099	828,979	443,639	(385,340)	-46%
Capital Equipment	5,547	4,498	5,000	502	11%
Other Expenses	180,595	262,423	61,000	(201,423)	-77%
<b>TOTAL</b>	<b>\$ 9,488,527</b>	<b>\$ 6,977,825</b>	<b>\$ 3,953,534</b>	<b>\$ (3,024,291)</b>	<b>-43%</b>
<b>POSITIONS</b>		57	20	(37)	-65%

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Licenses/Permits	260	0	0	0	0%
Grants/ Shared Taxes	208,280	0	0	0	0%
Sales and Charges	179,329	12,000	0	(12,000)	-100%
Miscellaneous	251,305	246,010	0	(246,010)	-100%
<b>TOTAL</b>	<b>\$ 639,174</b>	<b>\$ 258,010</b>	<b>\$ -</b>	<b>\$ (258,010)</b>	<b>-100%</b>

## **DEPARTMENTAL BUDGET INFORMATION MUNICIPAL PARKING DEPARTMENT (34)**

### **MISSION**

The Municipal Parking Department (MPD) is to provide economical on and off-street public parking services; to enforce City of Detroit parking ordinances; and to coordinate parking with economic development projects throughout the city of Detroit.

### **DESCRIPTION**

The MPD operates and maintains two divisions, the Automobile Parking System (APS) and the Parking Violations Bureau (PVB). The divisions are located at 1600 W. Lafayette and 1531 Howard.

The Department's Auto Parking System, pursuant to City Ordinance, operates and maintains seven (7) garages, with approximately 5,950 spaces, one (1) Central Business District lot with approximately 240 spaces, and approximately 3,394 on-street metered spaces, with all the revenue going to an Enterprise Fund for the City of Detroit's Parking System.

The Parking Violations Bureau activity, pursuant to City Ordinance, includes management of the city's parking ticket processing and fine collection program and supervises the enforcement of parking regulations through its civilian ticket writing personnel (Parking Enforcement Officers).

### **MAJOR INITIATIVES FOR FY 2011-12**

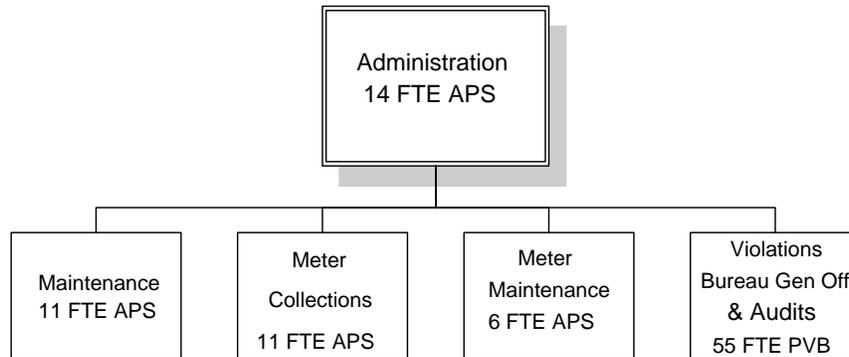
- Use and operation of MGM garage for special events.

- Analysis/evaluation of new parking meter equipment
- Improved productivity, customer service and revenue collection
- Continued use of the A&E series "Parking Wars" as a tool to help the public understand why certain tickets are written and why certain regulations are enforced.
- Better utilization of available technology to deploy and monitor parking enforcement officers.
- Implementation of Evening and Weekend Enforcement detail.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

- Installation of new revenue and CCTV equipment.
- Implementation/installation of flat rate parking meters for special events.
- Installation of vehicle electric charging stations in select garages.
- Special enforcement in coordination with DPD.
- Non-specified increases for certain violations.
- Lowering booting and Driver's License Hold threshold from six (6) tickets to three (3) tickets.
- Implement Driver's License Registration Hold Program.

**DEPARTMENTAL BUDGET INFORMATION  
MUNICIPAL PARKING DEPARTMENT (34)**



**PERFORMANCE MEASURES AND TARGETS  
*Automobile Parking Division***

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed towards Goals</b>			
Number of new facilities opened	0	0	0
Parking garages	7	7	7
Surface lot			1
Garage parking spaces	7,143	7,143	6,193
On-street metered spaces (year end)	3,404	3,404	3,394
<b>Outcomes: Results or Impacts of Program Activities</b>			
Average number of monthly customers	4,554	5,000	3,000
Average number of transient customers	144,000	150,000	160,000

**PERFORMANCE MEASURES AND TARGETS  
*Parking Violations Bureau***

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
Total number of tickets issued	311,234	300,000	300,000
Number of vehicles booted	4,137	4,000	4,000
Number of Administrative Conference Single-Tickets	3,291	4,000	3,000
<b>Outcomes: Results or Impacts of Program Activities</b>			
Revenue collected	\$10,594,750	\$19,781,000	\$9,981,000
<b>Efficiency: Program Costs related to Units of Activity</b>			
Average daily tickets per Parking Enforcement Unit employee	55	55	55

**DEPARTMENTAL BUDGET INFORMATION  
MUNICIPAL PARKING DEPARTMENT (34)**

**EXPENDITURES**

	2010-11	2011-12	2012-13	Variance	Variance
	Actual	Redbook	Mayor's Budget Rec		Percent
Salary & Wages	\$ 3,235,489	\$ 3,549,239	\$ 3,305,475	\$ (243,764)	-7%
Employee Benefits	3,548,943	3,370,444	2,971,393	(399,051)	-12%
Prof/Contractual	4,046,006	4,095,389	4,171,632	76,243	2%
Operating Supplies	518,231	157,500	174,322	16,822	11%
Operating Services	2,323,448	1,904,793	2,113,398	208,605	11%
Capital Equipment	49,042	25,000	23,556	(1,444)	-6%
Fixed Changes	0	1,759,883	1,759,883	0	0%
Other Expenses	19,134,225	16,408,462	4,695,079	(11,713,383)	-71%
<b>TOTAL</b>	<b>\$ 32,855,384</b>	<b>\$ 31,270,710</b>	<b>\$ 19,214,738</b>	<b>\$ (12,055,972)</b>	<b>-39%</b>
<b>POSITIONS</b>		102	97	(5)	-5%

**REVENUES**

	2010-11	2011-12	2012-13	Variance	Variance
	Actual	Redbook	Mayor's Budget Rec		Percent
Fines/Forfeits/Permits	\$ 10,594,720	\$ 19,781,000	\$ 9,981,000	\$ (9,800,000)	-50%
Rev from Use of Assets	19,963,268	8,284,000	8,231,135	(52,865)	-1%
Contrib/Transfers	17,805,324	16,307,770	4,669,179	(11,638,591)	-71%
Miscellaneous	30	0	0	0	0%
<b>TOTAL</b>	<b>\$ 48,363,342</b>	<b>\$ 44,372,770</b>	<b>\$ 22,881,314</b>	<b>\$ (21,491,456)</b>	<b>-94%</b>

**DEPARTMENTAL BUDGET INFORMATION  
MUNICIPAL PARKING DEPARTMENT (34)**

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## DEPARTMENTAL BUDGET INFORMATION NON-DEPARTMENTAL (35)

### MISSION

The Non-Departmental budget provides funds for activities that are not the responsibility of any one single agency.

### DESCRIPTION

The **Board of Ethics** investigates and resolves complaints regarding alleged violations of the Ethics Ordinance by public servants, and issues advisory opinions regarding the meaning and application of provisions of the Charter, City ordinances or other laws or regulations establishing standards of conduct for public servants. Advisory options shall be rendered upon written request by a public servant. Advisory opinions shall be published by the Board annually in a report to the Mayor and City Council. The Board is charged with monitoring and recommending improvements in the disclosure requirements, and in the standards of conduct under the Ethics Ordinance, in order “to promote an ethical environment within City government, and to ensure the ethical behavior of public servants.” All meetings of the Board shall be open to the public unless an individual involved in the matter to be addressed requests in writing that the meeting be closed; or unless otherwise provided by ordinance or by statute.

The **Detroit Building Authority (DBA)** is primarily responsible for administering capital projects, as determined by each respective City Department, with identified capital agenda funds or grant funds. Critical functions include: encumbering funds through Contracts of Lease; managing the bid, RFP/RFQ process; issuing contract awards; securing the necessary clearances; advising contractors of Executive Order 2007-1 requirements; execution of contract

documents; monitor design development and construction for each DBA capital project; review and approve contract invoices; oversee payments to vendors.

**Media Services**, formerly the Detroit Cable Communications Commission (“Cable Commission”) which was established by ordinance in 1981, operates as the City of Detroit’s local video franchising authority with direct responsibility for the review and issuance of franchise agreements and permit agreements to telecommunications providers who seek to obtain access to and ongoing use of the City’s right-of-way for telecommunications facilities.

As the City of Detroit’s video production and television broadcast services provider, Media Services is responsible for the daily programming, operation and management of Government Access Channel 10 and Education Access Channel 22. Media Services interfaces with the Mayor’s Office, City Council, City departments and commissions, educational institutions and community organizations to produce programming that is responsive to the public’s diverse information needs and interests.

**Communications Services** staff promotes a positive city image by planning, coordinating and implementing effective communications with the City’s customers - residents, business owners, City employees, visitors and the media.

As the communications arm for the City of Detroit, staff provides high-quality service to City agencies and elected officials in their efforts to communicate programs, initiatives and information to various audiences. Services include strategic communications planning and counseling, media relations, event planning, Web site management, writing, graphic design, photography and copying services.

## **DEPARTMENTAL BUDGET INFORMATION NON-DEPARTMENTAL (35)**

Major functions include the development and implementation of communications initiatives including Motor City Makeover and Angels' Night; assisting departments and elected officials in communicating information and services to the public; maintaining the City's web site; operating the Total Copy Center; and providing an account of City initiatives, activities and events through photography.

The Bing Administration is proposing a reorganization of the Detroit Cable Communications Commission, consistent with deregulation in this area at the national level. The regulatory role of the commission no longer exists, so the Administration is proposing ordinance change to dissolve the body. The Mayor's Group Executive for Communications will set the direction for these services. This reorganization integrates publicity, graphics, photography and Total Copy Center services into existing media services, and saves the city \$500,000 in rental, overhead and administrative costs per year.

The **Financial Advisory Board** shall be established due to the Financial Stability Agreement. The Board will have (9) members to be selected by the Governor (3), Mayor (2), City Council (2), and State Treasurer (1), and (1) member selected jointly. The Board is a public body; an independent, intergovernmental entity. The Board is not a commission, board or council of the city or the state. Members of the Board must have certain qualifications, as outlined in the Agreement. Members will receive annual compensation of \$25,000 and payment for "reimbursable expenses". The city is responsible for up to \$3,000 of reimbursable expenses. The Board may

adopt rules of procedures governing the conduct of its business, hire staff, enter into contracts to assist in the completion of its duties; and obtain appropriate levels of insurance for its members. The Financial Advisory Board has the ability to:

1. Recommend financial and operational metrics by which the City's financial performance and operations shall be monitored and evaluated.
2. Monitor the City's financial and operational performance and the timely implementation of the Triennial Budget; and
3. Periodically advise the Governor, the Mayor and the City Council of the Board's conclusion.
4. Monitor the performance by the City and the Treasury Dept of compliance with this Agreement.
5. Take remedial steps set for in the Agreement in the event of a determination by the Board of a material breach of the Agreement.
6. Consent to the approval of City settlements of claims as provided for in the Agreement.
7. Approve of all City contacts having a value of more than \$250,000.

### **MAJOR INITIATIVES FOR FY 2011-12**

The **Board of Ethics** will:

- Develop material and information to increase employee and general public awareness of the changes to the Ethics Ordinance required by the adoption of the new Detroit City Charter and its requirements.

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

- Revise and expand the Web Page. Develop and conduct employee educational programs regarding the role of the Board of Ethics, standards of conduct, complaints and resolution procedures.
- Review the Ethics Ordinance and propose Amendments as needed.

The **Detroit Building Authority** (DBA) is the project manager on the new Public Safety Headquarters project. Subject to economic feasibility, DBA is striving for the building to have a LEED certification. This will be a milestone in the City's real estate inventory, if not in the entire City.

The Detroit Building Authority has instituted a policy of using LEED guidelines as outlined by the United States Green Building Council for all of our new construction and building renovation projects to the extent economically feasible.

These LEED building guidelines (also known as building "Green") are for using durable, long-lasting, energy-efficient, low maintenance building products that are healthful to the environment and to the people who work inside and live around these facilities.

With the institution of this policy the DBA is following a nationwide trend of building "Green" in the United States. Building "Green" will give our clients and citizens of Detroit better maintained facilities.

**DBA 2011 ACCOMPLISHMENTS**

The Detroit Building Authority is primarily responsible for administering capital projects for City Departments. As the DBA carries out its responsibilities to administer and complete DBA projects, the DBA is

ever mindful of the positive impact its projects have on the quality of life for residents and city workers.

***Accomplishments/Projects Completed***

*Department of Public Works*

*New Roof Southfield Service Yard*

*Detroit Department of Transportation*

*Facility Improvement at Shoemaker (Phase 1 and Phase 2, each Phase is 99.9% complete, and Phase 3 is 85%)*

*Detroit Fire Department*

*Overhead door renovations at various engine companies*

*Detroit Police Department*

*Parking Lot Improvements and Designs (various sites)*

*New Mechanical Systems (various sites)*

*General Services Department*

*Near completion of energy retrofitting of approximately 13 city-owned buildings*

*New Roof on Madison Center*

*Municipal Parking Department*

*Ford Underground Garage New Sump Pump Systems*

*Electric charging stations installation in Ford Underground, Grand Circus Park, Millennium, and Premier*

*New elevator installation at Premier*

*City Airport*

*French Road Mini-Take – Phase 4 - Complete Safety Project for FTA – 22 Parcels Purchased Police Hanger New Roof*

*Finance Department*

*Nearing completion of the programming and design of the new Detroit Public Safety Headquarters*

## DEPARTMENTAL BUDGET INFORMATION NON-DEPARTMENTAL (35)

*Detroit Zoological Society  
Construction Management Task Order  
Services Multi-Year Project Completed  
Department of Administrative Hearings  
Office Build Out- Substantial Completion*

*Gardenview Estates Project (formerly  
known as Herman Gardens)  
The DBA was managing the construction of  
new streets, sidewalks, underground  
utilities, and installation of new  
underground wired street lighting, and is  
approximately 99% complete. This project  
will ultimately provide over 900 housing  
units.*

### **Media Services** will:

- Begin 'live' streaming of channels 10 and 22 to be viewed on the city's website.
- Create PSA's that inform and educate our subscribers about city services.
- Re-connect with the local education institutions.
- Partner with Community Access Centers (CAC), formerly known as Neighborhood City Halls to produce more community based programs.
- Reinforce relationships with CCSD to get department information as it becomes available.
- Continue to research and obtain programming that has local and universe appeal for government access channels 10 and 22.
- Communicate city government, educational programming, and news through social media outlets, such as; twitter, you tube, and face book to inform, educate, entertain and motivate citizens about government functions, services, activities, operations, and events. To date, Media Services has had

a total of 26,721 video views for You Tube, Blip, TV and CNN IREPORTER. There has been 90 You Tube subscribers, 215 followers on Twitter and 1, 305 followers on Face Book. Media Services videos have been highlighted on the Toyota Good Ideas Project, Google Demo Slam and CNN IReporter.

- Cablecast high quality programs of community-wide interest and will practice good, open and honest communications.
- Showcase information and experiences aimed at broadening the horizons of its viewers.
- Continue to monitor and partner with local/state/national organizations promoting PEG channels as value added municipal assets (e.g., state and federal legislation and messages).
- Ensure reliability of all transmissions to Comcast and AT&T.
- When applicable, work with the Law Dept. and others to resolve disputes arising from the Uniform Video Local Franchise Act.
- Interface with departments to facilitate familiarity and use of Media Services and affiliated broadcast capabilities to ensure messages about City services, projects, events, and accomplishments are consistently communicated via the City's television channels.

### **Communication Services:**

- Staff will implement a plan to promote its full service public relations operations.
- Work closely with the Media Services (formerly Detroit Cable Communications Commission) to maximize outreach to the city's various audiences.
- Develop electronic newsletter to provide information to City employees, and
- Develop electronic newsletter to enhance outreach to the City's external customers and

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

establish a process to allow residents, civic organizations and community groups to receive electronic notifications and updates.

- Focus on improving the City's Web site by implementing an enhanced content management system, revising Department home pages, and adding features to increase functionality.
- Implement citywide standards for printing, use of logos and media relations. Complete and distribute city policy manual that covers media relations, print standards, use of logos, etc.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

The **Board of Ethics** will explore Computer Based Ethics Awareness and Reinforcement Training Programs. Development of additional Publications to increase awareness of the Ethics Ordinance.

The **Detroit Building Authority** will be using the (USBGC) Leed Council's standards for new construction and renovation for as many of DBA projects as economically feasible. Such structures will be designed, built, renovated, and operated in an ecological and resource-efficient manner. The DBA is committed to assisting City Departments with capital improvement projects that meet certain objectives such as protecting occupant health; improving employee productivity; using energy, water, and other resources more efficiently; and reducing the overall impact to the environment.

Major projects the DBA expects to complete during the next fiscal year include the following:

City Airport Department

*French Road Mini-Take- Phase 5- Safety project for FAA, subject to receiving FAA funding  
Police Aviation Hanger Renovations*

Detroit Department of Transportation

*Shoemaker Phase 3 (New operations center, maintenance center, revenue collection building)*

*Central ( Pavement Replacement, Exterior Painting, Fire Alarm Upgrades, Dock lock, Dust Collector, Money Room Ventilation*

*Coolidge (Video Surveillance/Access, Control Systems, Multi-year Improvements)*

*Gilbert (Guard House Replacement)*

*Shoemaker and Coolidge Loose Furniture*

*Fire Alarm System Upgrades at Coolidge and Central Facilities*

Detroit Police Department

*Police Precinct HVAC Renovations  
New Police Precinct 3500 Conner  
New Police Facility 6050 Linwood  
New Parking Lot Renovations*

Detroit Zoological Society

*Belle Isle Nature Center New Mechanical Systems*

Municipal Parking Department

*Parking Access Revenue Control and Closed Caption Television Equipment  
Charging Stations  
Parking Meter Pilot project*

Detroit Historical Society

*Phase I Expansion (Multi-year Project)*

Department of Health and Wellness

*Four Elevator Modernization Project*

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

*Renovations to the Animal Control Center*

*Department of Public Works*

*Sign Shop Facility Improvements*

*Public Lighting Department*

*Boston Edison Miscellaneous Work Items*

*Detroit Finance Department*

*New Detroit Public Safety Headquarters (Multi-year Project) – Adaptive reuse of the former MGM Grand Temporary Casino. Facility will house the following:*

- *Detroit Police Department Headquarters*
- *Detroit Fire Department Headquarters*
- *A portion of the City of Detroit Information Technology Services Department*
- *Michigan State Crime Lab*
- *Homeland Security Emergency Operations Center*

*Detroit Fire Department*

*The DBA is working with the Detroit Fire Department in developing a three (3) acre training academy site and capital improvements to various Fire Department facilities. Some of the capital improvement projects to be addressed are:*

- *Fire Training Academy Expansion and Renovations*
- *Fire Facilities Expansion and Renovations*
- *Land Expansions*
- *Architectural/Engineering Services*
- *Furniture, Fixture, and Equipment Packages*

*General Services Department*

*U.S. Department of Energy- Energy Efficiency and Conservation Block Grant (Multi-year Project)*

*EDC Energy Efficiency Grant*

*Detroit Zoological Society*

*Belle Isle Nature Center*

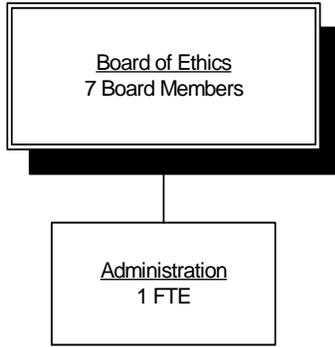
**Media Services** labor intensive television productions and technologically driven television broadcasting combine to bring key communications to the public through our access programming.

Media Services must continuously align its budget, organizational structure and service delivery capabilities and programming with market decisions dictated by local cable/video subscribers, telecommunications and video/cable providers, as well as, legislative and administrative decision makers.

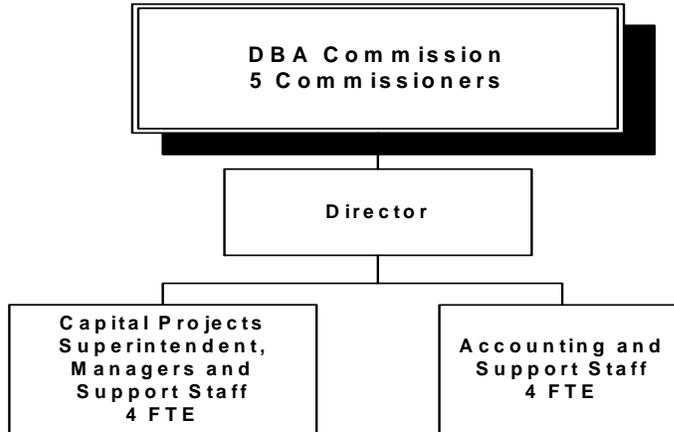
As **Communications Services** continues to assist City agencies in educating and providing information to their customers, the staff is keenly aware of the need to strengthen relationships within city government and with external organizations. With this in mind, Communication Services staff will explore and cultivate relationships with outside entities (advertising, marketing and PR) that may provide pro-bono work for the City of Detroit. In addition, staff will identify and incorporate new media in an effort to expand and enhance the city's communications efforts.

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

**Board of Ethics**

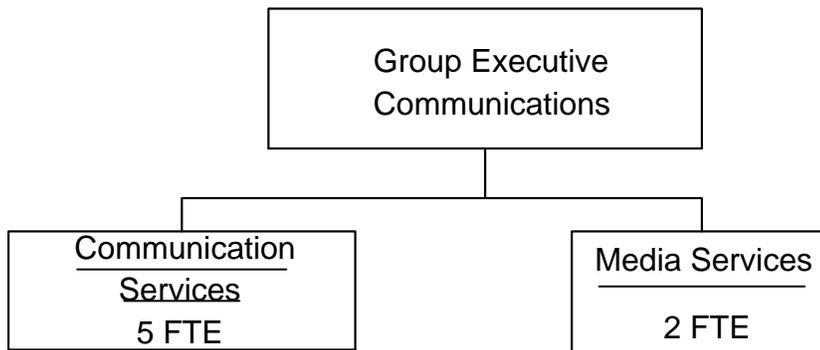


**Detroit Building Authority**



**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

**Media Services and Communication Services**



**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

**PERFORMANCE MEASURES AND TARGETS**

*Board of Ethics*

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b> Number of Inquiries Received	30	30-40	30-40
<b>Outputs: Units of Activity directed toward Goals</b> Number of Training Programs Conducted	14	20	24
<b>Outcomes: Results or Impacts of Program Activities</b> Percentage of inquiries responded to	100%	100%	100%
Percentage of investigations completed	100%	100%	100%
Percentage of Advisory Opinions completed	100%	100%	100%
<b>Efficiency: Program Costs related to Units of Activity</b> Number of matters completed within time prescribed by Ordinance	30	30-40	30-40
<b>Activity Costs</b>	<b>\$260,050</b>	<b>\$204,168</b>	<b>\$232,027</b>

*Detroit Building Authority*

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Provide efficient, quality and user-friendly services to City Departments:</b> Promote energy efficiency in city-owned buildings through mechanical and electrical retrofits, renewables and training through use of grant funds	65%	85%	100%
Promote client satisfaction by providing technical expertise	100%	100%	100%
“Building Green” using US Green Bldg. Council’s LEED guidelines	50%	75%	80%
<b>Accelerate economic and business development:</b> Contract with Detroit Headquartered, and Detroit Based Businesses	90%	95%	95%
<b>Support the City’s strategic priorities:</b> Improving facilities for Department of Transportation, Police Dept., Fire Dept. General Services Dept., MPD, Health, & Zoological Department	90%	90%	90%
Construction of New Public Safety Headquarters	5%	65%	99%
<b>Activity Costs</b>	<b>\$938,725</b>	<b>\$1,034,073</b>	<b>\$980,045</b>

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

*Media Services Measures and Targets*

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Produce and/or broadcast video productions on government and educational access channels	150	150	150
Produce videos - city services	40	40	45
Produce videos – business and economic development.	20	20	30
Produce videos - public safety	20	20	30
Produce videos - health and wellness	20	20	30
Produce videos - community involvement	35	35	60
Produce videos – education	15	15	25
<b>Outcomes: Results or Impacts of Program Activities</b>			
Video Service fees	6,000,000	6,232,478	6,100,000
PEG Fees	1,000,000	448,822	485,000
METRO Act Application	500	0.00	
Playback on Channel 22 (Educational Channel)	**7,224 Hours	8,760 Hours	8,760 Hours
Playback on Channel 10 (Government Channel)	**7,224 Hours	8,760 Hours	8,760 Hours
<b>Activity Costs</b>	<b>\$2,335,533</b>	<b>\$297,368</b>	<b>\$522,181</b>

**Explanation**

Normal annual programming hours for channels 10 and 22 are 8,760.

**FY 2010 - 2011**

\*\*Three (3) months (July August, part of September) of playback hours on channels 10 and 22 were impacted due to the upgrade of the broadcast system. The total projected programming hours for 2010-11 are 7,224.

**FY 2011 - 2012**

Normal playback programming on channels 10 and 22 should resume to 8,760 hours for fiscal year 2011 – 2012.

Playback on Channels 10 and 22 (day/hours): Represents the number of hours on air (10:00 a.m. – 12:00 a.m.) Monday – Friday.

**FY 2012 – 2013**

Normal playback programming on channels 10 and 22 is 8,760 hours for fiscal year 2012 – 2013. Playback on Channels 10 and 22 (day/hours): Represents the number of hours on air (10:00 a.m. – 12:00 a.m.) Monday – Friday.

On weekends (Saturday and Sunday) there are eighteen (18) hours of programming on both channels. The electronic bulletin board runs intermittently for a total of six (6) hours throughout each day.

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

*COMMUNICATION SERVICES MEASURES AND TARGETS*

<b>Type of Performance Measure: List of Measures</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
Provide High-Quality Service to City Departments and Elected Officials			
Art Job Requests	137	145	160
Copy Center – Duplication Requests	1,000	1,100	1,150
Copy Center - Total Copies Made	4,700,000	2,808,402	2,900,000
Copy Center - Stationery Requests	140	204	200
Photography – Events Covered	239	250	240
Photography – Request for Images & Prints	202	210	299
Photography – ID Photos Taken	115	120	100
Communications Planning and Consultation			
Communications Plans Developed	10	7	10
Press Releases Issued	130	150	150
Electronic Communications			
CCSD Citywide E-Mail Messages	416	419	420
Web Site Service Requests from Departments	2,900	3,150	3,250
Number of Visitors to City’s Web Site	2,500,000	2,875,000	3,000,000
<b>Activity Costs (Note 1)</b>	<b>\$879,951</b>	<b>\$964,771</b>	<b>\$635,371</b>

Note: Formerly Creative Services Division (Publishing Services – 310335) located in the Information Technology Services Department.

**DEPARTMENTAL BUDGET INFORMATION  
NON-DEPARTMENTAL (35)**

**EXPENDITURES**

	2010-11		2012-13			
	Actual	2011-12	Mayor's	Variance	Variance	
	Expense	Redbook	Budget Rec		Percent	
Salary & Wages	\$ 5,795,390	\$ 1,009,508	\$ 1,209,178	\$ 199,670	20%	
Employee Benefits	404,990,973	1,014,626	13,072,235	12,057,609	1188%	
Prof/Contractual	2,220,192	453,666	809,580	355,914	78%	
Operating Supplies	48,622	254,987	107,399	(147,588)	-58%	
Operating Services	42,587,495	37,398,312	43,260,911	5,862,599	16%	
Capital Equipment	7,380,836	5,080,711	485,537	(4,595,174)	-90%	
Capital Outlays	2,017,625	0	0	0	0%	
Fixed Charges	82,349,939	109,579,586	122,455,811	12,876,225	12%	
Other Expenses	323,956,819	172,794,731	254,617,475	81,822,744	47%	
<b>TOTAL</b>	<b>\$ 871,347,891</b>	<b>\$ 327,586,127</b>	<b>\$ 436,018,126</b>	<b>\$ 108,431,999</b>	<b>33%</b>	
POSITIONS		18	18	0	0%	

**REVENUES**

	2010-11		2012-13			
	Actual	2011-12	Mayor's	Variance	Variance	
	Revenue	Redbook	Budget Rec		Percent	
Taxes/Assessments	\$ 642,169,729	\$ 600,025,255	\$ 537,425,911	\$ (62,599,344)	-10%	
Licenses/Permits	0	20,000	20,000	0	0%	
Fines/Forfeits/Penalties	1,095,200	6,673,000	1,000,000	(5,673,000)	-85%	
Rev from use of Assets	9,567,416	3,614,000	1,614,000	(2,000,000)	-55%	
Grants/Shared Taxes	239,227,521	166,213,900	172,310,614	6,096,714	4%	
Sales & Charges	84,965,915	72,028,134	105,427,059	33,398,925	46%	
Sales & Assets	20,748,695	622,213	1,470,400	848,187	136%	
Contrib/Transfers	635,907,384	127,421,335	141,649,568	14,228,233	11%	
Miscellaneous	88,435,149	15,483,171	585,537	(14,897,634)	-96%	
<b>TOTAL</b>	<b>\$ 1,722,117,009</b>	<b>\$ 992,101,008</b>	<b>\$ 961,503,089</b>	<b>\$ (30,597,919)</b>	<b>-3%</b>	

## **DEPARTMENTAL BUDGET INFORMATION PLANNING AND DEVELOPMENT (36)**

### **MISSION**

The Planning and Development Department will assist in positioning Detroit as a global destination and identifying existing and future opportunities to stimulate economic growth-commercial and residential.

The Planning and Development Department accelerates business and economic development by strengthening and revitalizing the City of Detroit's neighborhoods and communities while stabilizing and transforming our physical, social, and economic environment.

### **DESCRIPTION**

The activities implemented by the Department are designed to: Identify and promote development initiatives that will cultivate new residential and commercial construction, job creation and retention, and tax base generation; facilitate capital, incentive and leverage funding activities that encourage cooperative private sector community investment and increase the quality of life; provide targeted neighborhood investment and high quality technical services to viable community development organizations that create public benefit (s) within the distressed areas of the city; provide efficient and effective high quality comprehensive technical services that will upgrade the time performance of project function; strengthen and reposition city targeted areas for sustainable growth through community-based planning, cooperative public and private partnerships, community residents, business groups, delegate agencies and other stakeholder organizations; administer various grant programs allocated for community development; and manage and dispose of City controlled real estate.

These activities are primarily funded through Federal Community Development Block Grant, HOME, and Emergency Solutions Grant funds. The Department also receives general fund revenues and general obligation bonds.

The Department's activities are implemented through five divisions. The Financial & Resource Management (FRM) Division is responsible for financial and grants management, regulatory compliance and reporting, and Departmental general administrative oversight. The Neighborhood Support Services Division (NSS) provides technical assistance and support services to neighborhood organizations and other community nonprofit organizations, as identified through community-based planning and service needs assessments effort. The Real Estate Development Division is responsible for management and sale of City owned properties, capital development projects, including acquisition and disposition of development land sites, and relocation. The Housing Services Division is responsible for the preservation and improvement to the City's housing stock, through providing grant funding assistance for housing rehabilitation, new construction and lead remediation for low income, disabled and senior households for rental and owner-occupied properties. In addition, the Division provides funding for new construction and multifamily housing projects, mortgage/down payment assistance, supportive housing and the restoration of vacant foreclosed properties that foster home ownership opportunities. The Planning Division is responsible for developing, maintaining and interpreting Detroit's Master Plan via advanced planning, current planning and technical

## **DEPARTMENTAL BUDGET INFORMATION PLANNING AND DEVELOPMENT (36)**

planning services, comprehensive development strategies, community-based specific area development strategies, community planning services over Detroit's 10 geographic subareas, demographic and land use projections, community access to information, data and computer mapping services, and staffing the Planning and Development Resource Center. The Planning and Development Resource Center is responsible for meeting the data information needs of the Planning and Development Department, other City agencies and the general public. Products will include reports, maps and tables. The Office of Neighborhood Commercial Revitalization (ONCR) provides services to Detroit's citizens by supporting the growth of small business in clean, safe, and thriving shopping districts and assist Detroit small businesses by increasing access to financing, technical assistance and regulatory relief.

### **MAJOR INITIATIVES FOR FY 2011-12**

Maintain and monitor Labor Standards, Section 3, and Performance Monitoring requirements for all funding programs (CDBG, CDBG-R, HPRP, and NSP 1) to provide employment, training, housing and business opportunities; Continue to support the neighborhood commercial revitalization efforts: business retention and attraction as well as sustainability of the Re\$Store Detroit! Districts and the façade grant program for the five ReFresh Detroit! Districts. The focus will be on solidifying the organizational structure and partnership as well as enhancing promotional activities; Stimulate the creation of 500 new jobs – business attraction/retention, the construction of 240 new housing units. \$95 million in economic capital investment, and

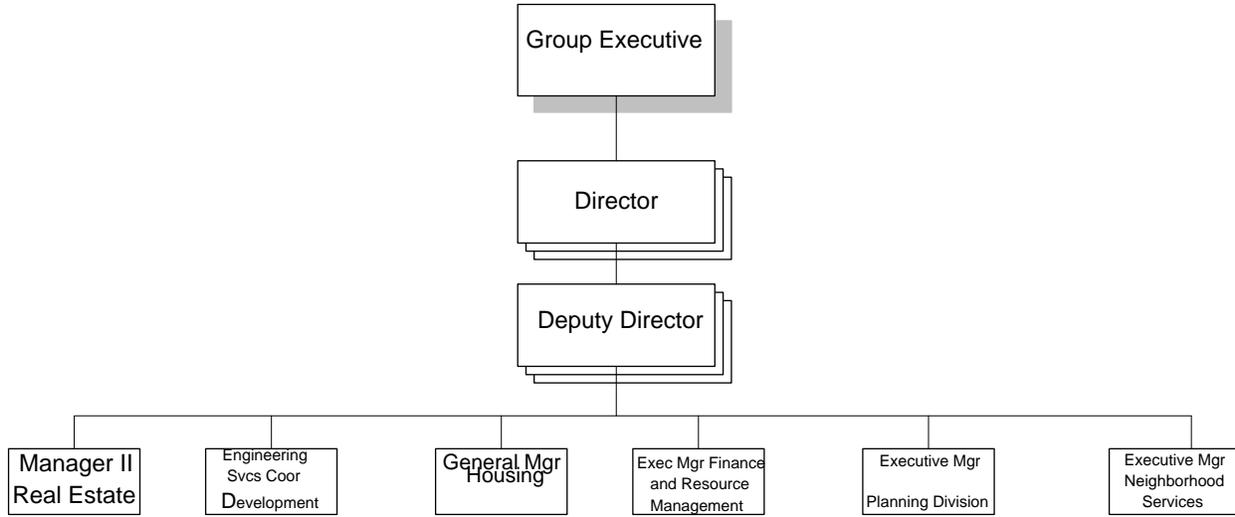
provide City treasury an additional \$5 million of real estate and property and income tax revenue; Prepare 2010 Census and Detroit Works Project (DWP) products and analysis supporting the development of area plans, continuing work on supplemental elements for Master Plan in coordination with the Detroit Works Project; Utilize HUD TA Providers to update, revise and standardized CDBG/ESG contract flow process including reimbursement checklist, scope and budget templates, and building in efficiencies to ensure contract approval within 90 days or less; Provide \$17 million in NSPI funding to 24 homebuyer/rental projects which totals 344 units.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

Launch an Internal Audit Unit as resources become available; Based on Charter Revisions of 2011 (Sec. 6-201) and the new responsibilities for P&DD, two (2) additional staff will be provided to actively recruit businesses to the City and provide the support assistance and conditions necessary to retain businesses and to recruit emerging industries; Identify areas of measurable economic and institutional status (Detroit Works Project) to be used in our planning as an anchor to stabilize or promote economic growth of neighborhoods; Continue the analysis and development of products from 2010 Census, Detroit Works Project, expansion of historic commission support based on a fine revenue, trend analysis of geographic information for neighborhood targeting in coordination with the Detroit Works Project; Develop a payment processing system with the Finance Department that will ensure payment reimbursement to providers within five (5) business days or less.

**DEPARTMENTAL BUDGET INFORMATION  
PLANNING AND DEVELOPMENT (36)**

**PLANNING AND DEVELOPMENT DEPARTMENT  
ADMINISTRATIVE STRUCTURE  
2011-2012**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
No. of contracts approved by City Council	225	225	150
No. of site visits conducted	37,348	37,000	17,301
No. of development projects under development agreement	50	50	20
No of businesses assisted	400	400	425
No. of master plan updates	4	4	6
Number of Site Plans Reviewed	200	200	200
No. of historic reviews completed	1,800	1,800	3,626
No. of PA109 Abatements monitored	50	50	55
<b>Outcomes: Results or Impacts of Program Activities</b>			
Number of Low/Moderate Families provided service	940	940	1,000

**DEPARTMENTAL BUDGET INFORMATION  
PLANNING AND DEVELOPMENT (36)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 8,236,746	\$ 6,271,041	\$ 5,505,388	(765,653)	-12%
Employee Benefits	7,350,590	6,048,531	4,906,947	(1,141,584)	-19%
Prof/Contractual	7,998,867	1,007,360	931,100	(76,260)	-8%
Operating Supplies	13,475,028	235,876	150,174	(85,702)	-36%
Operating Services	4,655,558	4,232,260	3,203,344	(1,028,916)	-24%
Capital Equipment	1,505,134	39,500	21,391	(18,109)	-46%
Fixed Charges	4,533,314	4,797,604	8,656,652	3,859,048	80%
Other Expenses	47,065,640	24,230,977	22,614,616	(1,616,361)	-7%
<b>TOTAL</b>	<b>\$ 94,820,877</b>	<b>\$ 46,863,149</b>	<b>\$45,989,612</b>	<b>\$ (873,537)</b>	<b>-2%</b>
<b>POSITIONS</b>		<b>149</b>	<b>125</b>	<b>(24)</b>	<b>-16%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Rev from Use of Assets	744,046	300,000	300,000	0	0%
Grants/Shared Taxes	94,360,795	42,579,148	40,651,651	(1,927,497)	-5%
Sales & Charges	294,111	515,739	986,361	470,622	91%
Sales of Assets	411,001	2,000,000	2,000,000	0	0%
Contrib/Transfers	10,402	0	0	0	0%
Miscellaneous	2,601,141	1,041,600	2,051,600	1,010,000	97%
<b>TOTAL</b>	<b>\$ 98,421,496</b>	<b>\$ 46,436,487</b>	<b>\$45,989,612</b>	<b>\$ (446,875)</b>	<b>-1%</b>

**DEPARTMENTAL BUDGET INFORMATION  
POLICE (37)**

**MISSION**

To enhance the quality of life for the people we serve using a data driven evidence based approach to enforce laws, ordinances and statutes; prevent the proliferation of crime and apprehend offenders with the support of the community and other law enforcement partners.

**DESCRIPTION**

The Detroit Police Department, headquartered at 1300 Beaubien, consists of districts and precincts strategically located throughout the City. The locations are as follows:

Precincts	Name	Location
1 <sup>st</sup> & 13 <sup>th</sup>	Central District	7310 Woodward
2 <sup>nd</sup> & 3 <sup>rd</sup>	Southwestern District	4700 Fort. St.
7 <sup>th</sup> & 11 <sup>th</sup>	Northeastern District	5100 E. Nevada
5 <sup>th</sup> & 9 <sup>th</sup>	Eastern District	11187 Gratiot
6 <sup>th</sup> & 8 <sup>th</sup>	Northwestern District	11450 Warwick
10 <sup>th</sup>	10 <sup>th</sup> Precinct	1441 W. 7 Mile
12 <sup>th</sup>	12 <sup>th</sup> Precinct	12000 Livernois

**Board of Police Commissioners** - The Board, in consultation with the Chief of Police and with the approval of the Mayor, establishes policies, rules, and regulations for the department. The Commission also reviews and approves the department’s budget pursuant to the charter; investigates citizens’ complaints; acts as the final authority in imposing or reviewing the discipline of employees of the department; and makes an annual report to the Mayor, the City Council, and the public regarding the department’s activities and accomplishments.

The **Chief of Police** is the chief executive officer of the department and has overall

responsibility for enforcing the law in the City of Detroit and providing leadership and direction to the department. The Mayor appoints the Chief of Police. The executive entity of the Detroit Police Department provides organizational leadership through the Office of the Chief of Police and the Office of the Assistant Chief of Police. The Chief of Police and the Assistant Chief are responsible for directing and controlling department resources to provide the maximum level of services to the public.

**MAJOR INITIATIVES FOR  
FY 2011-12**

- To hire a new Chief Investigator for OCI
- To reduce the backlog of citizen complaints to a percentage of less than 6% of the total number of citizen complaints under investigation at OCI, and develop policies and procedures, methods and strategies to either sustain this ratio or eliminate the backlog of citizen complaints entirely
- Compliance with the United States Department of Justice Consent Judgment regarding “*Conditions of Confinement.*”
- Compliance with the United States Department of Justice Consent Judgment regarding “*Use of Force, Arrest and Witness*”
- The introduction of the **Virtual Precinct** model has allowed the department to put inside personnel on patrol to answer calls for service.

## DEPARTMENTAL BUDGET INFORMATION POLICE (37)

- **Verified Response** requires that an alarm company verifies the alarm before calling Police dispatch. Verification can be provided by the property owner, private guard or other witness at the premises. Video monitoring or multiple device trips can also provide verification. Records show that the number of false alarms have dropped approximately 90% since implementation. This equates to more manpower hours on patrol.
- The **Telephone Crime Reporting Unit (TCRU)** is now a fully functional 24/7 call center which handles reports from citizens and police officers. The result is an increase in officer productivity and ultimately an improvement to public safety. Changes include the return of those sworn members who currently collect citizen crime reports to street patrol and the expansion of the operating hours for TCRU. The result is an expedited and simplified crime reporting process for both citizens and officers.
- Re-Tooling Calls for Service (CFS) is essential to the department's service delivery. Approximately 85% of the calls received through the 911 system do not constitute an emergency. Those calls will now be referred to the Telephone Crime Reporting Unit (TCRU) for further action.

accommodate the addition of seven (7) newly elected police commissioners in accordance with the new City Charter.

The Board of Police Commissioners will sustain compliance with the Consent Decree through strict adherence to the processes governing receipt, review, investigation and resolution of citizen complaints pursuant to Article VI, External Complaints, of the Consent Decree.

An Intergovernmental Agreement for the housing of detainees will allow the department to provide more officers on the streets and satisfy the "Conditions of Confinement" consent judgment.

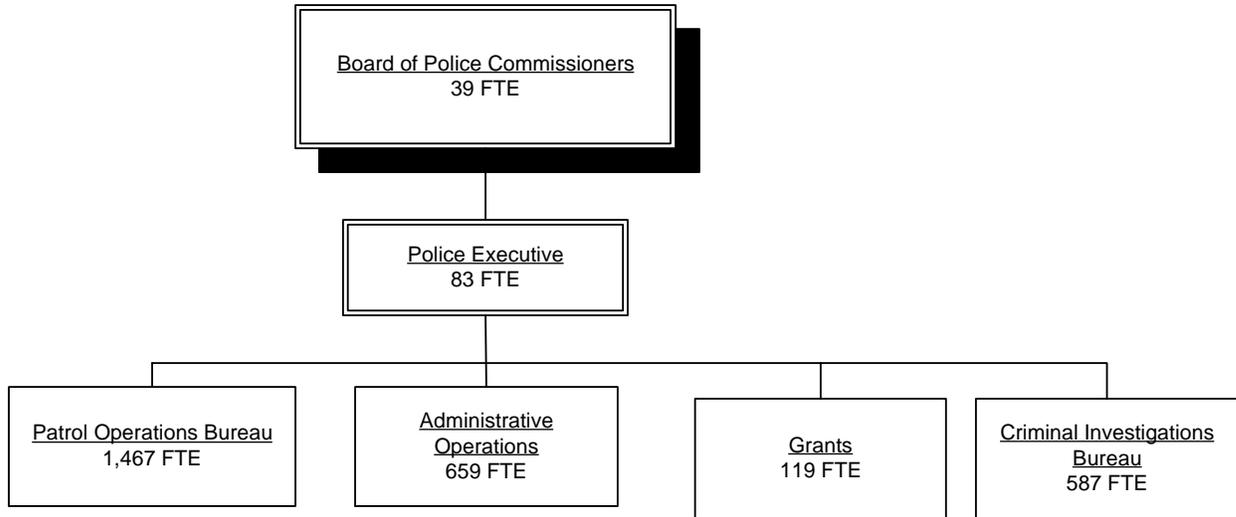
The department will continue the utilization of collaborative task forces with outside agencies and departmental resources to achieving our goals, as they relate to the detection, apprehension and prosecution of criminals.

The recidivism rate among individuals on probation, parole or former criminals is high. Our analysis shows that many crimes are committed by individuals released from penile institutions into our neighborhoods. Therefore, a partnership with other local, county, state and federal agencies to develop a comprehensive prisoner re-entry program is very important.

### PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND

The Board of Police Commissioners will

**DEPARTMENTAL BUDGET INFORMATION  
POLICE (37)**



**PERFORMANCE GOALS, MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
Narcotics Raids	3,147	3,462	2,592
911 Calls Received	1,503,255	1,384,274	1,331,000
TCRU Calls Received	228,805	282,241	368,539
BOPC – Number of Citizen Complaints received	1,596	1,500	1,450
<b>Outcomes: Results or Impacts of Program Activities</b>			
Narcotics Related Arrests	4,849	5,334	3,784
911 Calls Handled	1,367,627	1,323,069	1,285,000
TCRU Calls Handled	133,452	202,425	276,404
BOPC – Number of Citizens Complaints reviewed in 60 days	1,000	1,450	1,400

**DEPARTMENTAL BUDGET INFORMATION  
POLICE (37)**

**EXPENDITURES**

	2010-11	2011-12	2012-13	Variance	Variance Percent
	Actual Expense		Mayor's Budget Rec		
Salary & Wages	\$ 214,091,571	\$ 201,532,772	\$ 166,063,611	\$ (35,469,161)	-18%
Employee Benefits	220,100,264	182,574,961	143,754,152	(38,820,809)	-21%
Prof/Contractual	3,581,491	2,160,135	3,998,887	1,838,752	85%
Operating Supplies	4,254,673	2,266,279	3,032,522	766,243	34%
Operating Services	16,045,589	16,851,294	13,015,925	(3,835,369)	-23%
Capital Equipment	3,362,646	4,350,550	5,070,910	720,360	17%
Capital Outlays	2,535,222	19,440	19,440	0	0%
Fixed Charges	60,030	387,558	387,558	0	0%
Other Expenses	4,063,379	4,683,240	4,250,837	(432,403)	-9%
<b>TOTAL</b>	<b>\$ 468,094,865</b>	<b>\$ 414,826,229</b>	<b>\$ 339,593,842</b>	<b>\$ (75,232,387)</b>	<b>-18%</b>
<b>POSITIONS</b>		<b>3,307</b>	<b>2,954</b>	<b>(353)</b>	<b>-11%</b>

**REVENUES**

	2010-11	2011-12	2012-13	Variance	Variance Percent
	Actual Revenue		Mayor's Budget Rec		
Taxes/Assessments	\$ 44,577,670	\$ 42,000,000	\$ 42,000,000	\$0	0%
Licenses/Permits	807,170	2,070,000	2,070,000	0	0%
Fines/Forfeits/Penalties	4,689,054	7,213,174	1,510,717	(5,702,457)	-79%
Rev from Use of Assets	4,460	158,558	0	0	0%
Grants/Shared Taxes	12,364,324	11,440,171	12,727,542	1,287,371	11%
Sales & Charges	12,762,860	14,594,072	7,356,112	(7,237,960)	-50%
Sales of Assets	6,059	10,000	10,000	0	0%
Contrib/Transfers	1,109,044	1,809,567	1,737,500	(72,067)	-4%
Miscellaneous	2,603,149	3,270,000	4,270,000	0	0%
<b>TOTAL</b>	<b>\$ 78,923,790</b>	<b>\$ 82,565,542</b>	<b>\$ 71,681,871</b>	<b>\$ (11,725,113)</b>	<b>-14%</b>

## **DEPARTMENTAL BUDGET INFORMATION PUBLIC LIGHTING (38)**

### **MISSION**

The mission of the Public Lighting Department (PLD) is to continue to provide reliable, safe, and cost effective street light services to citizens, business entities, and tourists of the City of Detroit. In addition, the department will continue to investigate and consider all options to facilitate the provision of safe and reliable electric power to over 200 customers within the City of Detroit.

### **DESCRIPTION**

PLD is a general fund agency with operations located at four facilities: Grinnell Facility which houses Administration, Construction and Maintenance, and Engineering. Kiefer Steam Plant, Mistersky Power Plant, and Witkowski Operations Center. In addition to these four facilities, the department owns and operates (30) substations throughout the City. The department operates and maintains 88,000 street and alley lights.

### **MAJOR INITIATIVES FOR FY 2011-12**

The department implemented the Michigan PA 295 Energy Optimization Program. In addition, the department began review of PLD operations in an effort to identify core services, and improve operational efficiency and reduce operating costs. The SCADA

system upgrade was completed at Witkowski. Solicited bids to upgrade power transformers at Canfield and maple substations to avoid power interruption to Wayne State and Downtown networks. Began review and analysis of power plant operations and requirements resulting from 100% purchase of electric power. Design of security system at the power plant was completed to facilitate improvement to current security measures.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

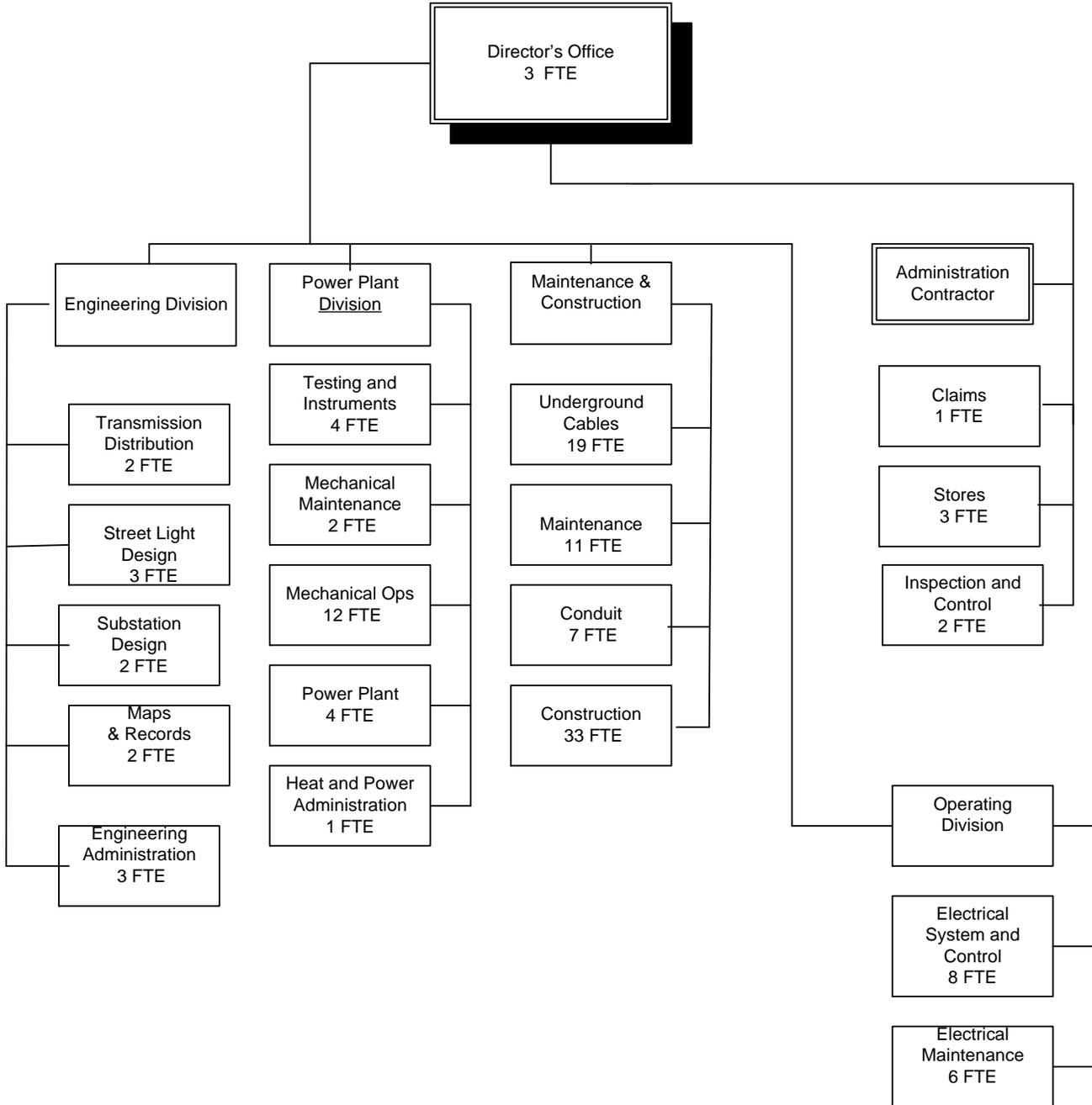
Start implementing PA 295 Renewable Energy Plan by purchasing Renewable Energy Credits. Develop an RFP to solicit bids to facilitate the upgrade/conversion of 5,000 street lights to multiple circuits or to DTE secondary grid. Complete substation designs to facilitate installation of 1-24 KV breaker at Conner substation. Initiate development of an RFP to solicit bids for street light repair and maintenance operations after the scope of services has been completed by Street Light Construction and Maintenance. Continue replacement of series coils with multiple circuits in the following areas: Grand River, and the New Center Area. Continue review of operations at the Mistersky Power Plant based upon current and future operating requirements.

**DEPARTMENTAL BUDGET INFORMATION  
PUBLIC LIGHTING (38)**

**PERFORMANCE GOALS, MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Redbook</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made Department – FTE’s</b>	121*	136	129
<b>Outputs: Units of Activity directed toward Goals</b> Percentage of street lights modernized	65%	70%	75%
<b>Efficiency: Program Costs related to Units of Activity</b> Percentage of total system load purchased	100%	100%	100%

**DEPARTMENTAL BUDGET INFORMATION  
PUBLIC LIGHTING (38)**



**DEPARTMENTAL BUDGET INFORMATION  
PUBLIC LIGHTING (38)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 9,654,113	\$ 9,344,749	\$ 8,264,314	\$ (1,080,435)	-12%
Employee Benefits	7,530,319	8,835,670	7,372,056	(1,463,614)	-17%
Prof/Contractual	204,206	306,867	193,600	(113,267)	-37%
Operating Supplies	37,397,726	29,792,337	36,863,975	7,071,638	24%
Operating Services	5,304,413	4,984,628	4,056,993	(927,635)	-19%
Capital Equipment	970,668	26,000	0	(26,000)	-100%
Other Expenses	277,320	568,065	533,000	(35,065)	-6%
<b>TOTAL</b>	<b>\$ 61,338,765</b>	<b>\$ 53,858,316</b>	<b>\$ 57,283,938</b>	<b>\$ 3,425,622</b>	<b>6%</b>
<b>POSITIONS</b>		<b>136</b>	<b>129</b>	<b>(7)</b>	<b>-5%</b>

**REVENUES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Taxes/Assessment	\$ 353,839	\$0	\$0	\$0	0%
Licenses/Permits	\$ 572	0	0	0	0%
Rev from Use of Assets	560,258	940,993	962,625	21,632	2%
Sales and Charges	49,619,090	61,539,162	50,932,516	(10,606,646)	-17%
Miscellaneous	-	250,000	250,000	0	0%
<b>TOTAL</b>	<b>\$ 50,533,759</b>	<b>\$ 62,730,155</b>	<b>\$ 52,145,141</b>	<b>\$ (10,585,014)</b>	<b>-17%</b>

## **DEPARTMENTAL BUDGET INFORMATION RECREATION (39)**

### **STATEMENT OF PURPOSE**

The Detroit Recreation Department's mission is to deliver the highest quality of service in the management of parks and leisure facilities, so that the City of Detroit is a place where children, families, and seniors can grow and flourish.

### **DESCRIPTION**

The Recreation Department has been identified as a core service that the City provides, however in an effort to help the City eliminate the deficit and improve operations, the department needs to identify new ways to fund programs and operations and to right-size the system to meet service levels.

The Recreation Department's core activities include: recreational, social and educational/tutorial activities, aquatics, technology, arts and cultural enrichment, fitness and healthy lifestyles. We are able to provide these services by conducting and overseeing recreational programs for youth as well as programming for adults, senior citizens and those with physical and emotional disabilities. Also, the Department manages arts and cultural projects throughout Wayne County through its role as the Regional Re-granter for the Michigan Council for Arts and Cultural Affairs. The Department operates recreational facilities, including parks, recreation centers and specialized facilities such as Historic Fort Wayne, Chene Park, Hart Plaza and Henderson Marina; and we provide enhanced public access to the cultural arts.

The Recreation Department provides opportunities for the public to participate in organized and informal activities in its 308

parks, 13 recreation centers, 49 Department owned properties with other uses, 250 outdoor basketball courts, 150 tennis courts five (5) golf courses, eight (8) indoor pools and two (2) outdoor pools, one (1) beach and a waterslide. Major department facilities include Belle Isle Park, Chandler Park, Palmer Park and Rouge Park. The Department also owns and manages three (3) cemeteries, Gethsemane, Mt. Hazel and Forest Hill.

### **MAJOR INITIATIVES FOR FY 2011-12**

- Utilized \$1 Million from Casino "percent payment" to cover various capital projects.
- Completed major park and recreation center renovations including replacement of the parking lot at Lasky Recreation Center, renovations to the swimming pool at Young Recreation Center, replacement of the ice rink compressors at Adams Butzel Recreation Center, improvements to the Scott Fountain on Belle Isle and park renovation projects at Littlefield Playfield, Wingle Playlot and Laker Playground.
- Completed park renovations at Balduck Park, and Patton Playfield with grant funding obtained through the Michigan Department of Natural Resources Trust Fund Grant. Also, began park renovations at Jayne Lasky Playfield and Lipke Playfield to add benches, trash receptacles, and landscape improvements.
- With generous support from Lear Corporation, we installed a new playscape, picnic shelter, walking trails,

## DEPARTMENTAL BUDGET INFORMATION RECREATION (39)

- ball diamonds and horseshoe courts at Messmer Park.
- Completed major building system renovations at Crowell Recreation Center with support from a 2009 American Reinvestment and Recovery Act Grant. Improvements were completed also at Kemeny, Lasky and Williams Recreation Centers, the latter two with the support of the General Motors Corporation.
  - Accepted donations of outdoor art works at three park sites, Rouge, Clark and Calimera.
  - Maintained our partnership with The Historic Little Rock Family Life Center at Considine Center, People's Community Center at Delray Center and Clark Park Coalition, so that cultural, educational and recreational services could continue to be available from those sites.
  - Continued our partnership with the Buffalo Soldiers, now housed in the Rouge Park Horse Stables. The Troop preserves and exhibits culturally historical facts and artifacts, as well as provides recreational activities, summer camp and horseback riding lessons to Detroit children
  - Provided Aquatic activities including the Minnow to Whale Aquatics Program, City Swim Championships, Swim-Across-the River, and various swimming competitions between the Recreation Department and other local teams.
  - Enhanced exposure to aquatic activities by continuing the partnership with Health Alliance Plan who sponsored the water aerobics programs at three (3) recreation centers. Also incorporated Family Swim programs at two (2) recreation centers. Added a winter aquatics program.
  - Participated in the Black History Swim Meet in Washington, DC, and the Black Heritage Championship Swim Meet in Goldsboro, North Carolina.
  - Provided an array of special events including the Easter Fun Fest, Kite Day, Safe Summer Youth Jam & Health Fair (Butzel Family Center), Jazz on the Beach (Belle Isle), Fish n' Fun Day and Hockey in the Hood.
  - We continue to upgrade our Archery Exposure program by certifying staff through the 4-H Archery Instructor Program. Introduced youth to beginners' level fencing.
  - Partnered with "Beat the Streets" to provide a beginners' level wrestling program.
  - Continued program with support from a Federal Dept of Education grant to create the LEAP Project (Leisure Education Activity Program) for conducting an afterschool physical education and activity program.
  - Continued working with Vargo Golf, LLC. to handle the operations, maintenance and management of Chandler Park, Palmer Park, Rouge Park and Rackham golf courses.
  - Continue with an established partnership with Wayne County Community College District to provide educational and information-sharing sessions with our senior population. Activities included armchair exercise, music therapy and discussion on safety issues, conducted at three recreation centers, Farwell, Patton and Williams.
  - With the support of the State of Michigan Council for Arts and Cultural

## DEPARTMENTAL BUDGET INFORMATION RECREATION (39)

Affairs -- the Arts and Cultural Grant Division -- provided mini-grants to increase arts and cultural programming throughout the City of Detroit and Wayne County. Completed 16 arts and cultural projects which exposed more than 300,000 individuals, both adults and youth, to high quality, professional art exhibits, performances including theatrical productions, symphonies, etc.

- The National Arts Program sponsored a successful 2011 National Arts Exhibit, which provided educational and training components that supported individual artists in their efforts to create, perform and exhibit their work before the public. Continued with our “Tiny Scarabs” program where we successfully introduced youth to chamber music at the Scarab Club. The children were also able to meet face to face with the musicians in a workshop setting at our recreation centers.
- Improvements were made at Belle Isle thanks to public and private support. Projects included renovations to the Administrative Building (“The White House”), Scott Fountain and the lighting at the Athletic fields.
- The Department submitted a grant request to the State Historic Preservation Office to renovate the Livingstone Lighthouse on Belle Isle.
- A three to five (3-5) year program, to eradicate invasive species was initiated, thanks to fundraising efforts by the Friends of Belle Isle and the Belle Isle Women’s Committee.
- Thanks to a grant from the Federal Great Lakes Restoration Initiative fish populations and habitat will be restored at Blue Heron Lagoon and the South

Fishing Pier. The daffodil planting will continue.

- Energy efficient heating systems were added to the Administrative Offices, Conservatory, Green Houses and other facilities on Belle Isle.
- Secured concession contracts for Kids’ Row play area.
- At Northwest Activities Center (NWAC), social media (Facebook) continues to be utilized to increase public awareness of its program offerings, including facility events and the health club programs and services. The NWAC Facebook page was created by Intel Computer Clubhouse youth and college student interns.
- NWAC Intel Computer Clubhouse is one of 100 computer clubhouses Intel operates around the world. The NWAC Clubhouse has received a license for seven consecutive years. It is the only such clubhouse licensed in the City of Detroit.
- NWAC will continue to coordinate the service delivery efforts of three City of Detroit tenants: Dept of Human Services, General Services Department/Security Division and the Detroit Senior Citizens Division.
- Continue to provide the public with health, housing, nutrition and educational services at NWAC.
- NWAC Intel Computer Clubhouse received renewal notification for second year as an Adobe Youth Voices site. Awarded upgrade to Adobe CS5.5 Production Premium license for 20 computers and \$1,000 cash to support mission to “create with purpose”.
- NWAC Intel Computer Clubhouse submitted an application to become a

## **DEPARTMENTAL BUDGET INFORMATION RECREATION (39)**

Promise Place approved. America's Promise Alliance is the nation's largest partnership organization dedicated to improving the lives of young people. NWAC shares the belief that if America's children and youth have caring adults, they will have the opportunity to realize their own human potential and be prepared for college, work and life. We believe that we can have an impact on the Alliance's Grad Nation goal to end the dropout crisis and ensure that high school graduates are prepared for college and 21<sup>st</sup> century career.

- NWAC will continue to serve as the Detroit Campus for Eastern Michigan University and home for Jazzy Kats, a non-profit organization offering physical and dietary health programming for youth. The National Conference of Artists-Michigan (NCA) has its executive offices and gallery at NWAC. NCA maintained publicly displayed artwork in the lobby of NWAC.
- In conjunction with Sinai-Grace Hospital, NWAC hosted an Easter Camp for the children of hospital employees. This endeavor brought in \$35,000 in revenues to NWAC.
- NWAC hosted five unique camps for youth. The focus of the camps included drama, art, athletics and education enrichment activities.
- Northwest Community Programs, Inc. is an active participant and charter member of the Senior Regional Collaborative (SRC), a network of 27 organizations that serve the needs of senior citizens in Macomb, Oakland, and Wayne Counties. Collectively advocating and assisting the southeast Michigan regional

senior population maintain themselves in their homes and continue to co-exist in their immediate community; SRC serves over 500,000 seniors per year.

- NWAC Community Services Department partnered with the Michigan Commission for the Blind to receive free adaptive technology equipment for low-vision persons interested in receiving computer training. The Commission also provided training sessions for the program's computer training instructor.
- Partnered with C.A.N. Art Handworks to license their use of buildings 302 and 313. In exchange for use of the buildings for historic metal work and other craftsmanship projects, C.A.N. Art Handworks will provide maintenance and improvements to the buildings, as well as educational programs to the public to promote their trade.
- Completed the grant program from the Michigan Natural Resources Trust Fund where we secured a grant of \$500,000, to which the Department added \$227,000, to provide outdoor lighting to the track and football field, build two (2) new tennis courts, re-orient and rebuild two (2) softball diamonds, completely renovate the baseball diamond and upgrade the electrical supply system at Adams Butzel Complex.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

- In fulfillment of its long-range planning responsibilities, the Recreation Department will continue to use the completed Strategic Master Plan as a guideline for development and renovation of parks, recreation centers and other departmental facilities.

## **DEPARTMENTAL BUDGET INFORMATION RECREATION (39)**

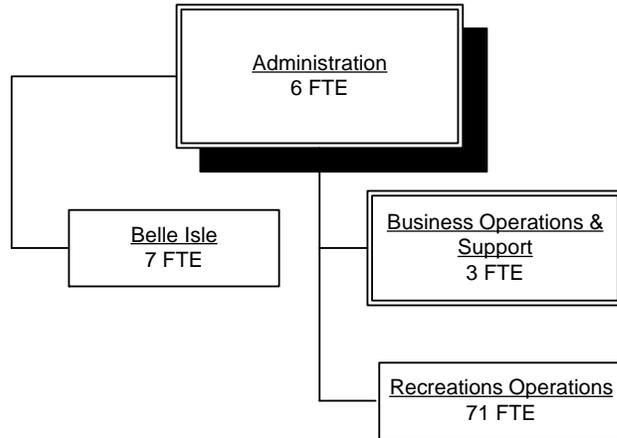
- Complete energy efficiency renovations at Young Center and at the Belle Isle White House through a Federal Energy Grant.
- Complete park renovations at Peterson Playfield through grant funding received from the Recreation Passport Grant under Michigan Department of Natural Resources Trust Fund.
- Continue our partnership with the Detroit Area Agency on Aging at our three “Wellness Centers.” The centers provide a “one-stop shopping” approach to the delivery of services to senior citizens and those with special needs.
- Continue to participate in the state Special Olympics and the Special Needs Cycling and Snow Shoe programs.
- The Arts and Grants Section of the Recreation Department will continue its National Arts Program and other Detroit Art Initiative projects, as well as its Minigrant Program that re-grants funds from the Michigan Council for Arts and Cultural Affairs to local artists and cultural organizations. In addition, it will expand its efforts to expose residents of Detroit to a variety of art institutions, performances, and exhibits through a variety of partnerships with local arts and cultural organizations.
- Continue to seek funding for projects on Belle Isle, as suggested in the Belle Isle Master Plan. We will continue to expand recreation and cultural activities, through partnerships with organizations like the Nature Zoo and the Friends of the Detroit River. We will conduct a Summer Outdoor Education Camp.
- We will rebuild shelter #13, and will construct new roofs on shelters #18, #19 and #20 on Belle Isle.
- We will seek grant support for the restoration of the Nancy Brown Peace Carillion and for the stabilization and renovation of the maintenance yard.
- We will increase the number of shelter reservations and events held at the Casino and Flynn Pavilion, as well as rentals of the Conservatory and Scott Fountain by increased marketing initiative. The Department also expects to serve as host for additional special events at the park.
- We will develop partnership with Huron Metro parks to operate paddleboats at Flynn Pavilion
- Northwest Activities Center (NWAC) will continue hosting a Mature Works conference annually. It will also continue the Intel Computer Clubhouse and the delivery of services through the City departments and divisions located in the center. It will remain the lead agency for the collaboration with United Way of SE Michigan, the Detroit Area Agency on Aging and Wayne Co Catholic Services to provide a variety of services to older adults. Other relationships to be continued will include Eastern Michigan University, the National Conference of Artists-Michigan and Sinai Grace Hospital.
- NWAC will continue to seek financial support, via grants and donations, to continue upgrades throughout the building.
- The Department will continue to provide a variety of events and programs at Fort Wayne including Freedom Festival Fireworks, historically based military re-enactments, commemorations of Memorial Day and Civil War Day, as well as the observation, a Detroit

**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**

Historical Society Guild Flea Market event, Native American Cultural Pow Wows, family and group cookouts, Latino Festivals, scouting events and family reunions. We also plan to continue our relationship with Think Detroit PAL in support of their youth soccer programs at the Fort's athletic fields.

- We will continue our partnerships with The Historic Little Rock Considine Family Life Center, The Buffalo Soldiers and Peoples Community Services Delray House so that the communities where these sites are housed may continue to enjoy recreational, educational and cultural activities.

**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**



**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**

**PERFORMANCE GOALS, MEASURES AND TARGETS**

*ADMINISTRATION ACTIVITY MEASURES AND TARGETS*

<b>Type of Performance Measure:</b> List of Measures	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Input: Resources Allocated or Service Demands Made</b> Number of budgeted positions in the department	178	143	141	87

*RECREATION BUSINESS OPERATIONS MEASURES AND TARGETS*

<b>Type of Performance Measure:</b> List of Measures	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Efficiency: Program Costs related to Units of Activity</b> Budgeted General Fund contribution to Northwest Activity Center	\$220,000	\$150,000	\$68,439	\$0

*RECREATION OPERATIONS and PROGRAMMING MEASURES AND TARGETS*

<b>Type of Performance Measure:</b> List of Measures	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Output: Units of Activity directed toward Goals</b>				
Average total recreation memberships	13,800	15,667	14,500	8,000
# of special events held	18	20	20	10
# of participants per event	300	300	300	300
Number of positions budgeted in Recreation Operations	139	118	126	71

*PROGRAMMING SECTION MEASURES AND TARGETS*

<b>Type of Performance Measure:</b> List of Measures	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Output: Units of Activity directed toward Goals</b>				
\$ Amount of CityArts grants awarded	\$4,409	N/A	N/A	N/A
Mini-Grant Support to Wayne Co Organizations	\$39,200	\$39,200	\$39,200	\$39,200
Administrative Support to Wayne Co Organizations	\$12,700	\$12,700	\$12,700	\$12,700
\$ Support for the City Cultural Exposure Program	2,400	\$1,000	\$1,000	\$1,000
# of centers served through Cultural Exposure Program	5	5	8	8
# of cultural sites visited through the Cultural Exposure	N/A	1	2	3
\$ Amount of National Arts Awards	\$2,400	\$3,400	\$2,400	\$2,400
# of National Arts Program Participants	31	31	50	60
# of Photo Show Participants	N/A	50	50	N/A
\$ Amount of Support for City Gallery	N/A	\$10,000	\$10,000	\$10,000

**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**

*BELLE ISLE MEASURES AND TARGETS*

<b>Type of Performance Measure:</b> List of Measures	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>				
Average # Vehicles Entering Belle Isle Annually	1,300,000	1,600,000	1,200,000	1,200,000
Average Attendance at Belle Isle Conservatory Annually	30,000	30,000	30,000	30,000
# Shelter Reservation	1,300	600	600	600
# of events held at the Casino	69	100	100	100

*HISTORIC FORT WAYNE MEASURES AND TARGETS*

The current recommendation includes elimination of this activity.

**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**

*CAPTIAL PROJECTS MEASURES AND TARGETS*

<b>Type of Performance Measure:</b> List of Measures	<b>2009-10 Actual</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Capital improvements and developments designed, constructed and completed in Parks and Recreation facilities:</b>				
Crowell Recreation Center ARRA Grant Improvements	Construction	Completed	N/A	N/A
Lasky Rec. Center - Parking Lot Renovations	Completed	N/A	N/A	N/A
Riverside Park - Boat Launch Renovations	Completed	N/A	N/A	N/A
St. Jean Boat Launch Renovations	N/A	Design/ Construction	Completion	N/A
Park Development Yard - Building Demo	Completed	N/A	N/A	N/A
Farwell Playfield - Old Support Building Demo	N/A	N/A	Completion	N/A
Lasky Rec. Center - Privately Donated Renovations	Design/ Construction	Completion	N/A	N/A
Williams Rec. Center - Privately Donated Renovations	Design/ Construction	Completion	N/A	N/A
Lipke Recreation Center - CDBG Renovations	N/A	Design/ Construction	Completion	N/A
Young Recreation Center - CDBG Renovations	N/A	Design/ Construction	Completion	N/A
Butzel Family Center Renovations	N/A	Design/ Construction	Completion	N/A
Patton Playfield Renovations	N/A	Design/ Construction	Completion	N/A
Balduck Park - In-Town Youth Camp Renovations	N/A	Design/ Construction	Completion	N/A

**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**

**EXPENDITURES**

	2010-11		2012-13		Variance	Variance Percent
	Actual Expense	2011-12 Redbook	Mayor's Budget Rec			
Salary & Wages	\$ 6,260,180	\$ 6,457,964	\$ 3,477,559	\$ (2,980,405)	-46%	
Employee Benefits	3,268,257	4,280,091	2,453,382	(1,826,709)	-43%	
Professional/Contracts	527,140	284,649	183,710	(100,939)	-35%	
Operating Supplies	323,125	74,096	52,207	(21,889)	-30%	
Operating Services	7,804,130	6,662,242	5,543,774	(1,118,468)	-17%	
Capital Equipment	32,226	26,932	26,932	0	0%	
Capital Outlays	2,700,862	1,360,274	351,047	(1,009,227)	-74%	
Other Expenses	73,345	549,807	180,000	(369,807)	-67%	
<b>TOTAL</b>	<b>\$ 20,989,265</b>	<b>\$ 19,696,055</b>	<b>\$ 12,268,611</b>	<b>\$ (7,427,444)</b>	<b>-38%</b>	
<b>POSITIONS</b>		141	87	(54)	-38%	

\*includes summer seasonal/part-time positions

**REVENUES**

	2010-11		2012-13		Variance	Variance Percent
	Actual Revenue	2011-12 Redbook	Mayor's Budget Rec			
Rev from Use of Assets	\$ 947,750	\$ 833,046	\$ 552,568	\$ (280,478)	-34%	
Grants/Shared Taxes	732,163	534,300	204,300	(330,000)	-62%	
Sales & Charges	190,658	102,394	102,394	0	0%	
Miscellaneous	163,274	146,000	31,000	(115,000)	-79%	
<b>TOTAL</b>	<b>\$ 2,033,845</b>	<b>\$ 1,615,740</b>	<b>\$ 890,262</b>	<b>\$ (725,478)</b>	<b>-45%</b>	

**DEPARTMENTAL BUDGET INFORMATION  
RECREATION (39)**

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## **DEPARTMENTAL BUDGET INFORMATION WATER (41)**

### **MISSION**

The Detroit Water and Sewerage Department (DWSD) will exceed our customer's expectations through innovative treatment and transmission of water and wastewater that promote healthy communities and economic growth.

### **DESCRIPTION**

The Water Supply System is administratively part of the Detroit Water and Sewerage Department while maintained as a separate fund in the City of Detroit's accounting system. The department operates five water treatment plants and twenty booster (re-pumping) stations and nineteen reservoirs. Of these five water plants, two plants are located in Detroit and one each is located in Allen Park, Dearborn and Port Huron. There are three sources of raw water supply -- Detroit River at Fighting Island, Detroit River at Belle Isle and Lake Huron north of Port Huron. DWSD's five water treatment plants pump an average of 600 million gallons of clean drinking water each day.

The Water Supply System's primary role is to provide potable water for nearly 4 million residents in Southeastern Michigan, delivered at various points in the system at adequate pressure to meet our customers' needs. The water provided is in conformance to applicable standards as required by Michigan's Safe Drinking Water Act. The department furnishes sufficient water pressure and pipeline service to assure acceptable fire protection.

The water system serves a total population of nearly 4 million people in Detroit and in

125 other communities within a 1,011 square mile service area in southeastern Michigan. The main administrative offices are located at 735 Randolph in downtown Detroit. Approximately 3,400 miles of transmission and distribution mains within the City of Detroit, and 402 miles of transmission lines in the remaining service area are owned and maintained by the department.

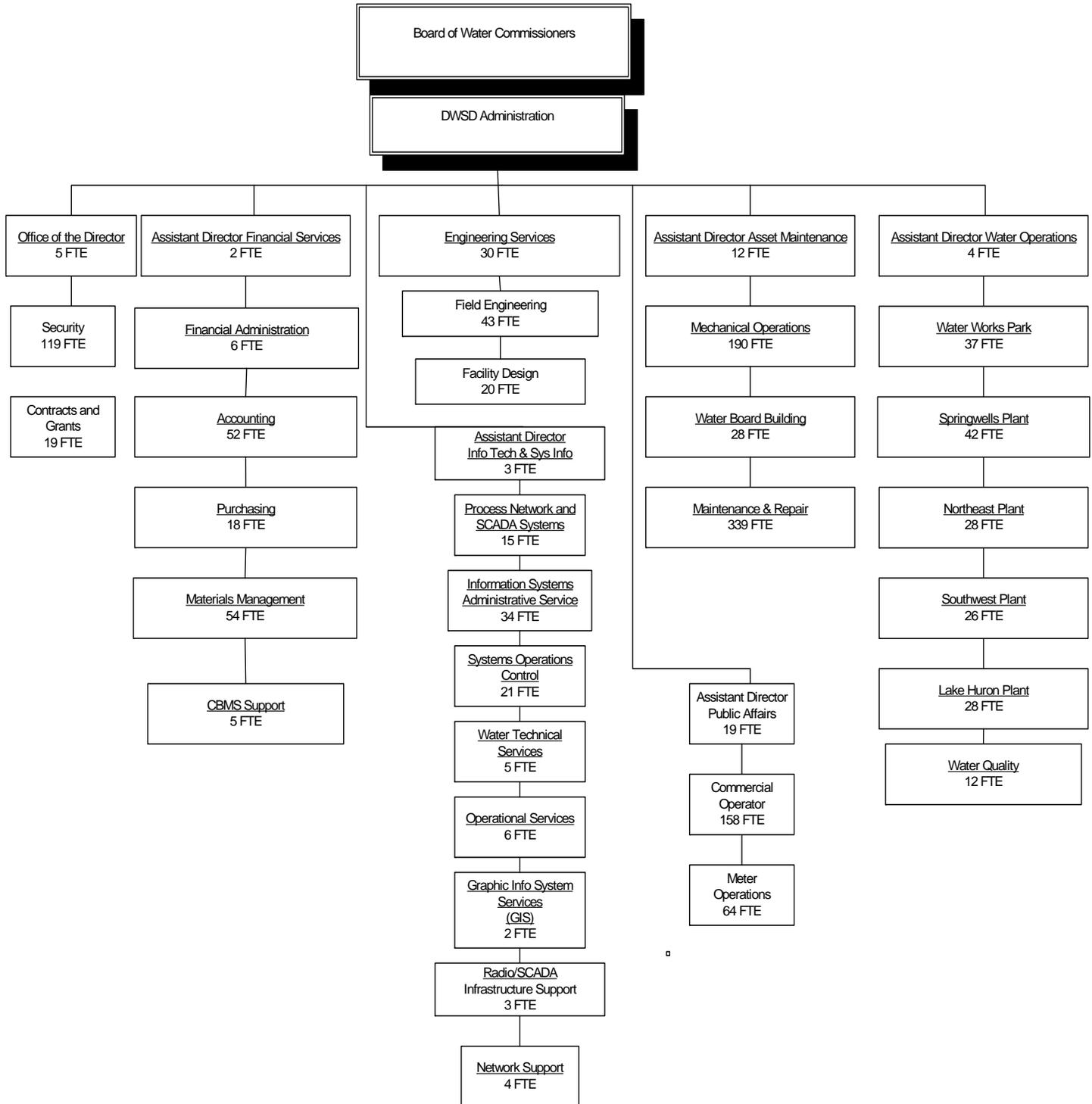
### **MAJOR INITIATIVES FOR FY 2011-12**

- The department is upgrading EMPAC, a work order asset management application because the current version is no longer supported by the vendor and is not compatible with the other software applications it interfaces with.
- As a result of the November 4, 2011 decision by Judge Cox, DWSD will establish its own Human Resources, Law and Procurement divisions to achieve sustained compliance.

### **PLANNING FOR THE FUTURE FY 2012-13, FY 2013-14 and BEYOND**

- The department is updating the Water Master Plan for a 20 year period, which will include a review of previous/ongoing studies, regulatory mandates under the Clean Water Act, obligations by DWSD to the customers through the model contract and DWSD policies.

# DEPARTMENTAL BUDGET INFORMATION WATER (41)



**DEPARTMENTAL BUDGET INFORMATION  
WATER (41)**

**PERFORMANCE GOALS MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Wholesale Meter Replacement	10	15	15
Commercial/Industrial Meter Replacement (System Total – 16,000)	300	50	50
Residential Meter Replacement (System Total 260,000)	12,000	15,000	15,000
<b>Outputs: Units of Activity directed toward Goals</b>			
Populations served – City	900,000	900,000	900,000
Populations served – Suburban	3.3 million	3.3 million	3.3 million
Main leaks and breaks repaired	1,200	1,200	1,500
Fire hydrants repaired or replaced	3,500	3,500	4,000

**DEPARTMENTAL BUDGET INFORMATION  
WATER (41)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 126,342,384	\$ 36,772,678	\$ 40,083,772	\$ 3,311,094	9%
Employee Benefits	97,552,399	29,525,689	30,170,634	644,945	2%
Prof/Contractual	120,183,162	32,466,846	30,023,629	(2,443,217)	-8%
Operating Supplies	19,238,715	21,979,680	22,892,862	913,182	4%
Operating Services	59,090,466	53,366,033	51,655,145	(1,710,888)	-3%
Capital Equipment	4,286,675	7,508,277	7,508,277	0	0%
Capital Outlays	5,016	84,757	84,757	0	0%
Fixed Charges	152,237,931	164,909,500	172,895,200	7,985,700	5%
Other Expenses	24,613,039	339,341,480	38,577,979	(300,763,501)	-89%
<b>TOTAL</b>	<b>\$ 603,549,787</b>	<b>\$ 685,954,940</b>	<b>\$ 393,892,255</b>	<b>\$ (292,062,685)</b>	<b>-43%</b>
<b>POSITIONS</b>		1,717	1,453	(264)	-15%

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Fines/Forfeits/Penalties	\$ 324,363	0	0	0	0%
Rev from Use of Assets	26,854,466	11,014,100	2,744,100	(8,270,000)	-75%
Sales & Charges	323,867,295	374,690,800	389,936,000	15,245,200	4%
Sales of Assets	241,325	0	0	0	0%
Miscellaneous	347,582	300,250,040	1,212,155	(299,037,885)	-100%
<b>TOTAL</b>	<b>\$ 351,635,031</b>	<b>\$ 685,954,940</b>	<b>\$ 393,892,255</b>	<b>\$ (292,062,685)</b>	<b>-43%</b>

## **DEPARTMENTAL BUDGET INFORMATION SEWERAGE (42)**

### **MISSION**

The Sewerage Division of the Water and Sewerage Department treats combined sewerage collected throughout the service area so that the treated effluent is in compliance with the requirements established by the U.S. Environmental Protection Agency and the Michigan Department of Natural Resources.

### **DESCRIPTION**

The Sewerage Disposal System is administratively part of DWSD, but maintained as a separate Fund in the City of Detroit's Accounting System. DWSD operates one wastewater treatment plant which is located at 9300 W. Jefferson. This facility serves approximately 2.9 million people in Detroit and seventy-seven other communities in southeastern Michigan. The DWSD sewer system originated in 1836, and today consists of 10 pump stations, three storm water retention basins and a total of 3,000 miles of sewer lines that carry rainwater and wastewater to the Wastewater Treatment Plant – the largest single-site wastewater treatment facility in the country.

The Sewerage Disposal System's primary role is to convey and treat the sanitary and combined sewage collected throughout the service area in accordance with applicable service agreements so that the public health is protected and the treated effluent discharged to the Detroit River is in compliance with the limits established by the Department's National Pollution Discharge Elimination System Permit and other applicable laws, rules and regulations imposed by the Federal Court, the U.S. Environmental Protection Agency, Wayne County, Michigan Department of

Environmental Quality and the Division of Public Health regarding wastewater, air pollution and solid waste disposal.

The plant has the capacity to treat sanitary sewerage of a maximum flow of 859 million gallons per day (mgd) and a capacity to treat up to 1,520 mgd of a combination of sanitary and storm flow while consistently meeting or exceeding permit requirements for effluent quality. The plant also produces approximately 1,000,000 wet tons of wastewater residuals each year which are either incinerated in compliance with applicable air pollution control laws or transported to commercially operated landfills in western Wayne and Macomb Counties.

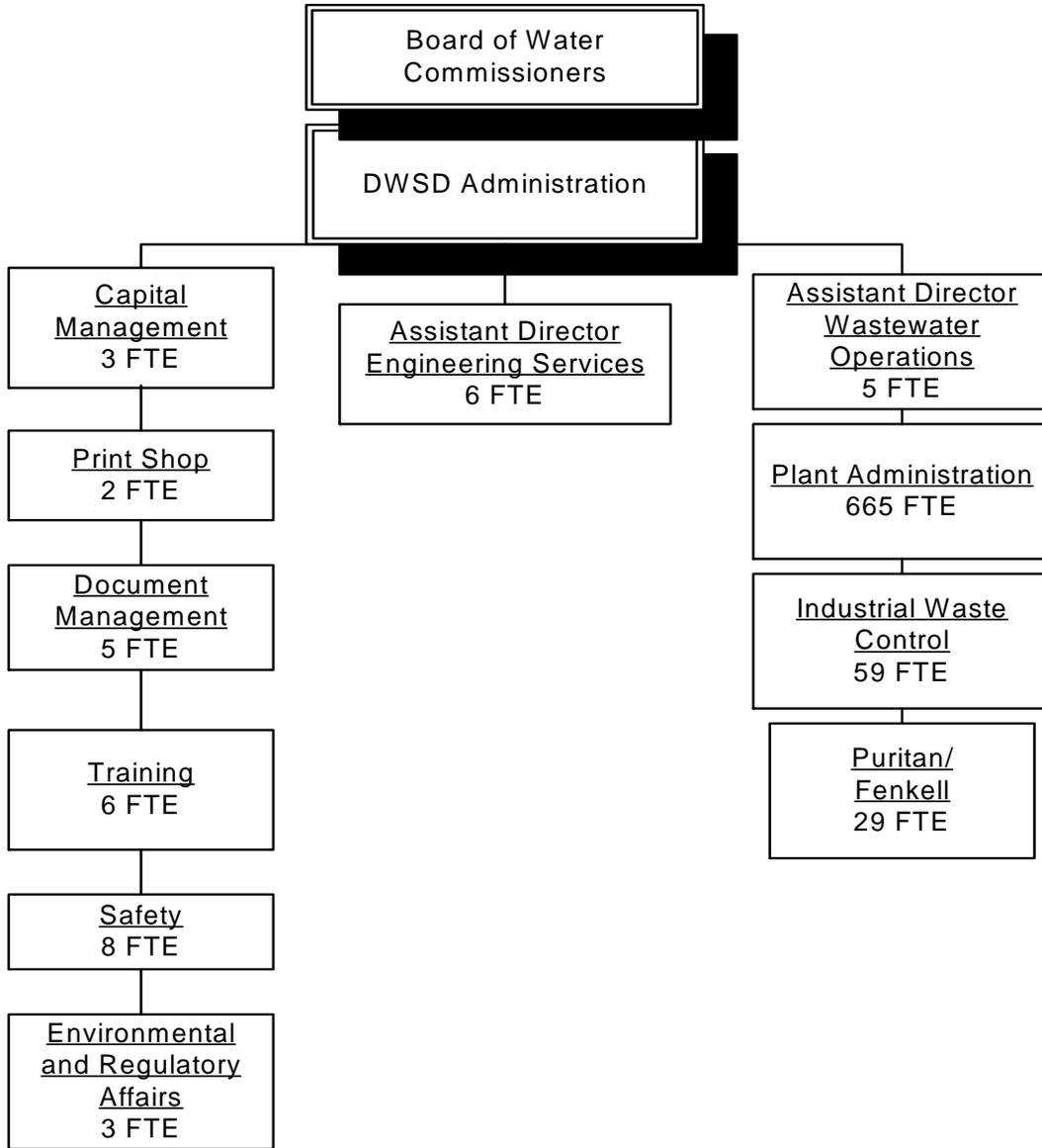
### **MAJOR INITIATIVES FOR FY 2011-12**

- The department is upgrading EMPAC, a work order asset management application because the current version is no longer supported by the vendor.
- As a result of the November 4, 2011 decision by Judge Cox, DWSD will establish its own Human Resources, Law and Procurement divisions to achieve sustained compliance.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

- The department is studying biosolids management alternatives to comply with the MDEQ's Administrative Consent Order (ACO) for processing of up to 850 dtpd biosolids on an average basis at the Wastewater Treatment Plant.

**DEPARTMENTAL BUDGET INFORMATION  
SEWERAGE (42)**



**DEPARTMENTAL BUDGET INFORMATION  
SEWERAGE (42)**

**PERFORMANCE GOALS MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Number of capital projects -- WWTP	39	68	45
Value of capital projects -- WWTP	\$102,850,25*	\$138,604,000	145,144,000
<b>Outputs: Units of Activity directed toward Goals</b>			
Average sewage pumped per day (MGD)	650	680	680
Sludge produced (wet tons)	630,300	661,000	650,000
Number of Wastewater Permits	390	395	390

**DEPARTMENTAL BUDGET INFORMATION  
SEWERAGE (42)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 105,240,197	\$ 56,571,790	\$ 61,202,872	4,631,082	8%
Employee Benefits	72,473,354	44,528,527	46,969,054	2,440,527	5%
Prof/Contractual	173,501,244	42,292,443	43,979,000	1,686,557	4%
Operating Supplies	39,747,113	20,801,788	22,042,931	1,241,143	6%
Operating Services	54,610,235	46,213,725	51,950,532	5,736,807	12%
Capital Equipment	2,827,561	8,502,759	8,502,759	0	0%
Capital Outlays	42,695	387,626	387,626	0	0%
Fixed Charges	205,209,872	210,879,500	223,870,700	12,991,200	6%
Other Expenses	21,144,650	88,502,891	80,591,871	(7,911,020)	-9%
<b>TOTAL</b>	<b>\$ 674,796,921</b>	<b>\$ 518,681,049</b>	<b>\$ 539,497,345</b>	<b>\$ 20,816,296</b>	<b>4%</b>
POSITIONS	-	1,050	791	(259)	-25%

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Licenses/Permits	206,500	0	0	0	0%
Fines/Forfeits	5,523,294	0	0	0	0%
Rev from Use of Assets	101,205,186	14,300,800	4,413,300	(9,887,500)	-69%
Sales & Charges	433,725,019	489,189,300	517,575,900	28,386,600	6%
Sales of Assets	6,402	0	0	0	0%
Miscellaneous	103,247	15,190,949	17,508,145	2,317,196	15%
<b>TOTAL</b>	<b>\$ 540,769,648</b>	<b>\$ 518,681,049</b>	<b>\$ 539,497,345</b>	<b>\$ 20,816,296</b>	<b>4%</b>

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF ADMINISTRATIVE HEARINGS (45)**

**MISSION**

The Department of Administrative Hearings (DAH) is an important part of the community as it provides essential services that touch Detroit residents and businesses on a regular basis. The DAH is a quasi-judicial administrative hearings bureau that adjudicates blight tickets. The DAH plays an integral role in Detroit's efforts to protect the environment, increase efficiency in operations and create a clean, sustainable city.

**DESCRIPTION**

The DAH is an independent administrative hearings bureau that adjudicates and assesses civil fines and costs pursuant to the schedule of violations for blight ordinances. Since its opening in 2005, 231,904 blight violation notices have been issued by the enforcing departments and the DAH has held 227,387 hearings.

**MAJOR INITIATIVES FOR  
FY 2011-12**

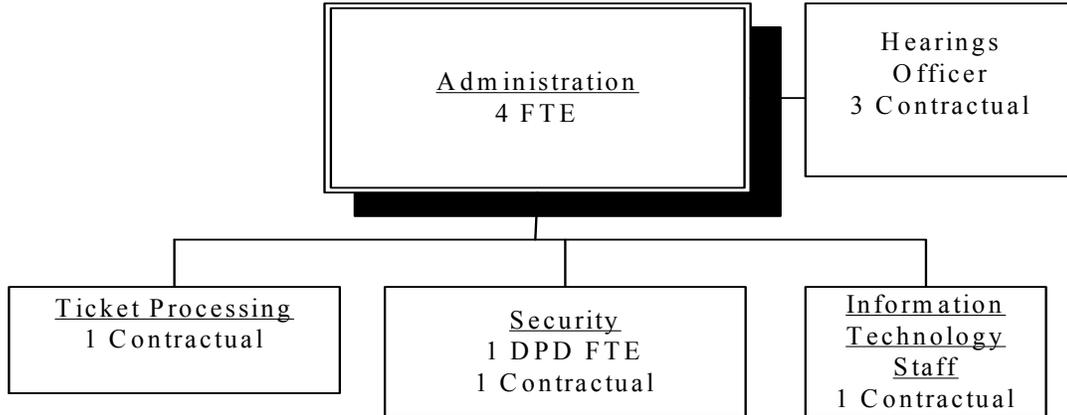
The DAH's major initiative is playing an integral role in the Mayor's new compliance-based approach to code enforcement as a means to eradicate blight in the city. The Blight Enforcement Working Group, a collaborative effort between the city Departments of Law, Public Works, DAH, Buildings Safety Engineering & Environmental, and Police, has continued to implement recent city code changes and department policies to promote more compliance with anti-blight codes. The DAH's major initiative aimed at

increased compliance was the CARE Initiative launched in 2010. CARE, the Compliance Assistance Reaching the Elderly & Indigent program, is comprised of a network of city departments and non-profit community service organizations. CARE participants are provided with additional time and assistance to remediate blight at their properties. The CARE partners are the City of Detroit Department of Human Services, the Mayor's Community Access Centers, Community Legal Resources (CLR), the Legal Aid and Defender Association (LAD), Neighborhood Legal Services Michigan and NEXT Detroit Neighborhood Initiative.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

In 2011 and 2012, the DAH will expand the CARE program to reach more elderly and indigent residents to increase compliance and remediate blight. To increase operational efficiency, the DAH will begin adjudicating business license cases reducing the cost of funding a separate administrative hearings function at Buildings Safety Engineering and Environmental Department. Additionally, the DAH will continue its successful in-house judgment notification collections effort aimed at increasing compliance with DAH orders and judgments. This effort will be expanded to include automated telephone reminders of unpaid blight judgments and enhancements to the current Finance Department-led collections effort.

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF ADMINISTRATIVE HEARINGS (45)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals:</b>			
Number of zoning division violations heard	256	256	256
Number of solid waste/illegal dumping division violations heard	5,782	8,516	8,516
Number of property maintenance division violations heard	30,099	30,099	30,099
<b>Outcomes: Results or Impacts of Program Activities</b>			
Average number of days between violation issuance and hearing date	60	60	60
Percent of Decisions and Orders overturned	26%	26%	26%
Percent of Decisions and Orders appealed	0.1%	0.1	0.1%
<b>Efficiency: Program Costs related to Units of Activity</b>			
Percent of Orders in delinquency	61%	61%	61%
Percent of cases that are no-show	58%	58%	58%

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF ADMINISTRATIVE HEARINGS (45)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 360,742	\$ 322,862	\$ 286,919	\$ (35,943)	-11%
Employee Benefits	282,663	307,983	255,731	(52,252)	-17%
Prof/Contractual	579,875	599,655	12,423	(587,232)	-98%
Operating Supplies	14,450	13,500	13,000	(500)	-4%
Operating Services	303,384	110,379	89,070	(21,309)	-19%
Other Expenses	4,353	0	0	0	0%
<b>TOTAL</b>	<b>\$ 1,545,467</b>	<b>\$ 1,354,379</b>	<b>\$ 657,143</b>	<b>\$ (697,236)</b>	<b>-51%</b>
POSITIONS		5	4	0	0%

**REVENUES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Fines/Forfeits	\$ 25	175	175	-	0%
Revenues	26,612	46,320	26,320	(20,000)	-43%
Sales and Charges	792,623	680,148	630,148	(50,000)	-7%
Miscellaneous	-	500	500	-	0%
<b>TOTAL</b>	<b>\$ 819,260</b>	<b>\$ 727,143</b>	<b>\$ 657,143</b>	<b>\$ (70,000)</b>	<b>-10%</b>

**DEPARTMENTAL BUDGET INFORMATION  
DEPARTMENT OF ADMINISTRATIVE HEARINGS (45)**

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**DEPARTMENTAL BUDGET INFORMATION  
DETROIT OFFICE OF HOMELAND SECURITY (46)**

Funding for this department is eliminated for the FY 2012-13 Recommended Budget. The Detroit Office of Homeland Security will be consolidated into the Police Department.

**DEPARTMENTAL BUDGET INFORMATION  
DETROIT OFFICE OF HOMELAND SECURITY (46)**

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## **DEPARTMENTAL BUDGET INFORMATION GENERAL SERVICES (47)**

### **MISSION**

The General Services Department (GSD) supports General Fund operating departments by operating municipal facilities and managing municipal leases, grounds, urban forestry and fleet, and the inventory of major field operations.

### **DESCRIPTION**

The GSD has four divisions and a section: Grounds Maintenance Division, which maintains all city-owned grounds, parks, right of ways, vacant lots and the urban forest; Fleet Management Division which procures, maintains and makes available appropriate vehicles for General Fund operations; Facilities Management Division, which performs space planning, building operations and maintenance, engineering work, and lease or sales of city-owned facilities; and Administration, which performs the business functions of the department and receives, organizes, stores, secures and tracks usage of materials for major city field operations. The Security Section, which reports to the Director, provides on-site and remote monitoring as well as incident response and investigative services.

The Grounds Maintenance Division cut grass and remove litter at major city parks, manage snow and ice removal at municipal facilities, and operate the Belle Isle Conservatory and flower beds. It oversees Street Fund Forestry staff who manage the urban forest, and maintain grass on freeway berms and medians for the public right-of-ways.

The Facilities Management Division provides architectural, engineering and property management services, as well as building maintenance in plumbing,

HVAC, electrical and structural shops. It houses expenses for Hart Plaza utilities. The Building Services Unit is responsible for trash removal vacuuming, sweeping, carpet cleaning, floor maintenance, pest control, dusting, interior window and wall washing at city-owned facilities.

The Fleet Management Division responsibilities include: chairing the city's Vehicle Steering Committee, approving vehicle specifications, receiving and disposing of vehicles, repair and maintenance of 3100 municipal vehicles, support for the city's employee local driving policies, and administering the loaner pool and stipend program. They operate out of the Russell-Ferry, Southfield and Davison yards, with a body shop for simple bump repairs and a 24-hour road crew.

Administration and Inventory Division analyzes the service requirements of General Fund agencies; executes Service Agreements with customer departments for billbacks; develops and monitors the department budget; and oversees contracting and bill payment processes. It oversees inventory management staff who operate 8 storerooms supporting Police office and prisoner care, most public health programs, grounds maintenance, service yards, GSD Headquarters and Mayor's initiatives. They make available the right goods at optimum prices. They also operate fuel pumps located throughout the city.

GSD also operates a Security Services Unit, which manages human and technological resources associated with security of city operations and facilities, including armed, bonded and unarmed manpower. These include contractual resources as well as city employees.

## DEPARTMENTAL BUDGET INFORMATION GENERAL SERVICES (47)

### MAJOR INITIATIVES FOR FY 2011-12:

GSD has managed major change in its 6-year existence, absorbing new responsibilities each year even as resources have been cut by 50-75%. GSD has used five tools for restructuring:

- Establishing tracking systems in every service area so that resources can be prioritized and productivity improved
- Introducing new technology, such as energy efficiency upgrades, CCTV installation, and fuel dispenser control installation, to conserve resources
- Renegotiation of major contracts for new terms or cost savings
- Operational economies such as reducing service levels, creating roving crews, and staffing for increased flexibility
- Flattening the organization chart to save the cost of middle managers and maximize productivity

These tracking systems are in the areas of fleet (REVS), building maintenance (AIM), facilities planning and inventory (AIM) and vendor management (Access database). The 2012 citywide space plan assessed building systems life spans and city agency space requirements to produce a plan for space use. This citywide space plan set economical space standards for city offices, and reduces leases. In the area of fleet, GSE is developing total cost of ownership standards to right-size the fleet.

The Central Processing Unit (CPU) is streamlining payment processes through invoice tracking so that bill payment is more timely. This project has been complicated by chronic budget shortfalls. CPU is also introducing contract planning tools that will assure better planning of work, more coverage for relevant departmental

activities, and funding and date authority.

The 2012-13 Budget Request reflects years of major contract renegotiations: Wackenhut Security (\$770,000 savings per year) and Limbach (\$880,000 per year) who service the 36<sup>th</sup> District Court; LaGarda security services to other city sites (\$500,000 saved per year). GSD is working closely with Purchasing's effort to achieve 10% concessions on all contracts as well. Costs for the Genuine Parts Company vehicle parts contract have been contained even as parts usage has increased due to aging of the fleet.

All other inventory will now be managed through AIM. With the baseline property and equipment characteristics and parts and supplies stores entered into AIM, GSD will plan ordering schedules for its customers, for just in time inventory, and more efficient payment processing.

In the area of facilities management, the 2012-13 executive budget includes responsibility for the CAYMC chillers, transferred from ITS in the Fall of 2011. It also reflects third party insurance premiums that were formerly budgeted in the Risk Management Fund. In the Fall 2011, GSD also assumed complete responsibility for 36<sup>th</sup> District Court security, allowing Police Officers to be redeployed from there, and the 2012-13 budget reflects this cost increase.

The Energy Efficiency Community Block Program (EECBG) made possible the installation of new heating systems at multiple city facilities during the winter of 2010-11. These energy efficient systems reduce energy usage, and maintenance costs.

## **DEPARTMENTAL BUDGET INFORMATION GENERAL SERVICES (47)**

The rollout of the AIM system for building management was modified in response to budget cuts. We were still able to inventory and assess city properties and to implement centralized intake and approval processes for maintenance service requests. The city's first Master Space Plan was drafted early in 2012 and consolidations are in process, leading to \$2.8 million in annual operating cost savings citywide. As we reduce our lease space holdings, we continue to build an inventory of all the systems that are part of city properties and have begun entering work orders to gain a better picture of the cost of maintaining city properties.

In 2011-12, the Landscape Design Unit completed or substantially completed work on renovations at 11 sites, including some funded by Wayne County. Also they provided project management for the demolition of three Detroit Public Schools and project support for the Lear Corporation's major renovation to the Williams Playfield. Due to the loss of bond funding, GSD created a Park Development Unit in 2011-12 to renovate park spaces, by transferring positions from grass-cutting operations. With ongoing improvements under the casino enhancement program, the need for maintenance is important for the foreseeable future, and it has been integrated under the Landscape Design Unit for better coordination.

The 2011-12 cut plan eliminated virtually all building attendants; the 2012-13 budget partially remedies this through position reallocations within GSD and its customer departments, leaving coverage for Health, Police and Recreation sites. The 2012-13 budget reallocates a supervisory security position to a service guard, but the city's overall approach still relies primarily on Closed Circuit TV monitoring at selected

facilities, augmented by manned contractual security.

Since GSD was formed in 2006-07, full-time grounds maintenance staffing has been cut by 73%. The 2011-12 budget eliminated two foremen positions and phased out Construction Equipment Operators from grounds operations. Off-peak, full-time grounds maintenance staff provide snow removal and equipment maintenance, but less support for subsidizing private special events with bleacher, stage and table setups.

In 2012, GSD working with PDD rolled out a new process for securing vacant lots adjacent to homeowners with white picket fences. The 2012-13 budget assumes a revenue from PDD for those lots that are city-owned; it assumes no cutting of lots outside of the city-owned.

In the Fleet Division, Fire Apparatus personnel moved back to the Fire Department because the titles inherited could not be integrated under GSD Superintendent, and GSD only kept responsibility for light duty Fire vehicles. GSD has closed the Livernois Garage, 3 out of 14 fuelling sites, 2 of 6 grounds maintenance worksites, and downsized the midnight shift at the Southfield garage. Security cameras installed at fuel sites have impacted theft, under CCTV monitoring. GSD worked with Purchasing to renegotiate the fuel contract so that lower unit prices could be realized.

Due to the city's inability to sell bonds that fund the Internal Service Fund, the aging of the fleet strains mechanic productivity with increasing down time. The 2012-13 budget reallocates Auto Repair Foremen to Auto Repair Subforemen in order to increase the number of staff able to turn a wrench on

## **DEPARTMENTAL BUDGET INFORMATION GENERAL SERVICES (47)**

work orders. An Office Assistant position has been added so that documentation will be timely and accurate in support of monthly billbacks for services that begin July 2012.

In 2012, GSD is looking at an innovative on-line auction to broaden the market and increase revenue. A current year sales push helped 2011-12 cash position, but result in a decrease in auction revenue in 2012-13.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

GSD is trying to stabilize all GSD funding streams, and is isolating the costs of collisions, vandalism and acts of God to propose a system for reimbursement by the city's Risk Management (insurance) Fund. With the introduction of standardized preventive maintenance schedules, this will improve regular maintenance operations. GSD with over 100 vendors anticipates major efforts related to citywide purchasing reforms underway, such as partnering on state contracts or with other jurisdictions in shared service arrangements. Our task is to fully plan out the units of services so that unit costs can be most effectively managed. A new vendor management database tracks contract authority and invoice status.

GSD continues to flatten the department organization chart by reducing layers of management. The 2012-13 budget eliminates Park Maintenance Supervisor I positions and reorganizes all functions under Assistant Superintendent positions in forestry, floriculture, and park maintenance. In addition, building maintenance staff have been organized into shops to focus their expertise: electrical, HVAC/mechanical, plumbing, and structural. In 2012-13, work hours, materials costs, and contractual service costs will also be associated with

work orders to identify the full costs of different shop work. The bill back concept assumes that special events services will be reimbursed and programmatic expenditures such as chemicals for show fountains and pool operations will no longer be subsidized.

In 2012-13, preventive maintenance rotations will be utilized for the first time, so that routine repairs can be anticipated before becoming major corrective expenses. This will ultimately save money in corrective repair expenses, as problems will be addressed before ballooning. Without a capital budget for major renovations, the ability for facilities maintenance staff to control major expenditures is limited.

The Facilities Planning group has drafted a citywide Master Plan for municipal space use. This project assessed every city-owned and city occupied space, leading to moves and consolidations of existing city department locations in accordance with space allocation and design standards that minimize city overhead expenditures. It established tracking in AIM for such items as square footage, year built, type of heating and cooling systems, location, number and size of rooms, tenant space available. The plan will reduce lease holdings by 249,608 sq feet, saving the city \$2.8 million in annual occupancy costs starting in 2013. Consolidating tenants in the CAYMC building is a first priority, and starts in the summer of 2012.

The budget continues to overlook the city's dangerous tree backlog, estimated at about 5000 trees citywide. We estimate that at least \$1 million per year is required to cut down these trees which are a threat to health and property on city streets everywhere. The budget has no funds for tree planting, which

**DEPARTMENTAL BUDGET INFORMATION  
GENERAL SERVICES (47)**

has only been achieved sporadically in partnership with the Greening of Detroit in recent years.

GSD has completed an assessment of its 8 stores sites and is planning to consolidate sites. In 2012, GSD is selling surplus inventory, mostly building maintenance materials and equipment, before it loses value. This division has also worked with Purchasing to arrange scrap metal, recycled paper, and oil recycling contracts to maximize revenues.

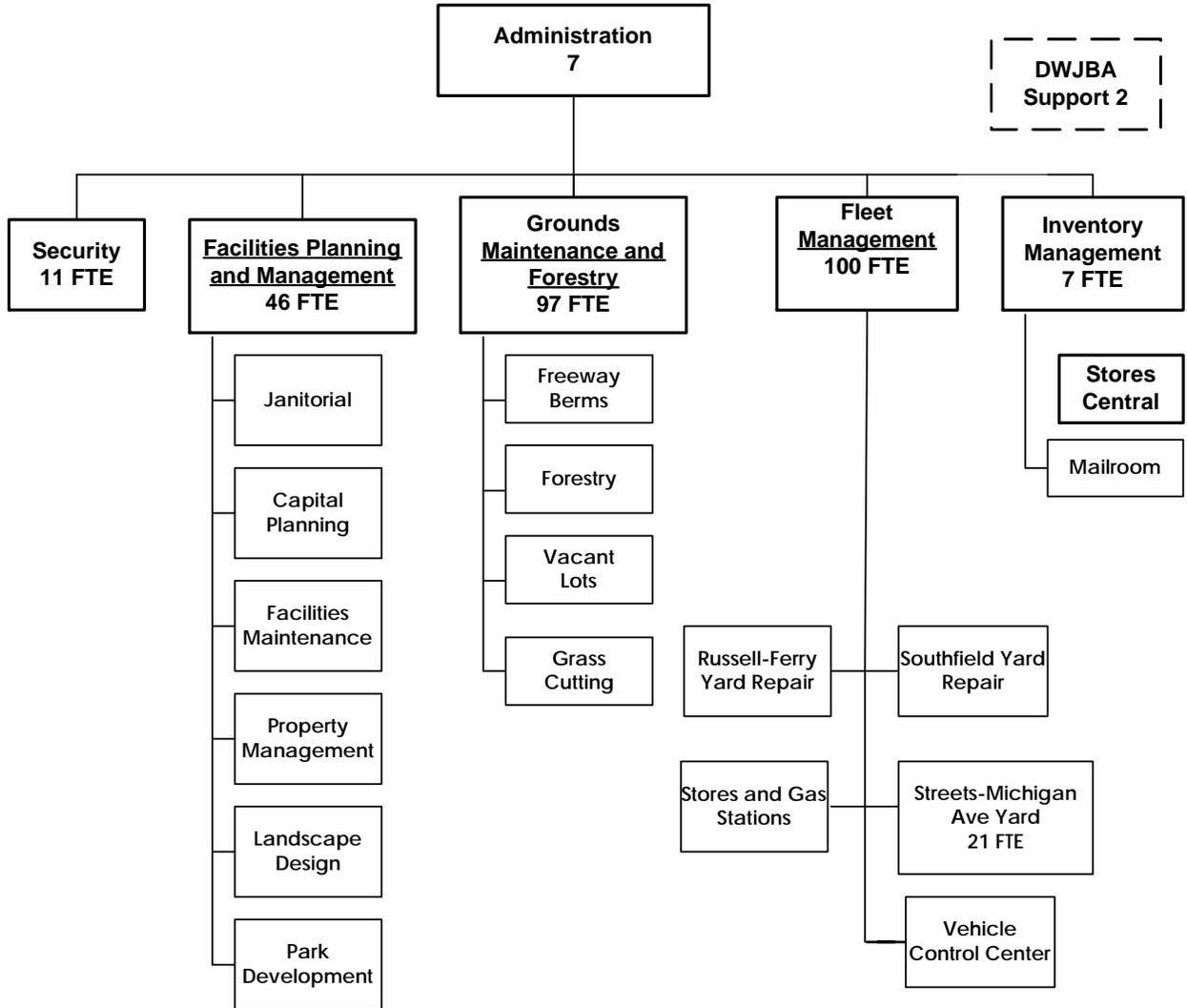
By entering supplies ordering and usage into AIM, we will begin to plan inventory for efficiency and cost effectiveness. Then, the requirements of all city agencies could be analyzed for whether or not to ultimately broaden GSD's responsibility. Citywide office supplies might be a candidate. GSD is working with the Purchasing Division to develop a strategy for consolidated maintenance and repair organization (MRO) items, such as gloves, brushes, papers and

tools.

The city's McKinsey study (2010) noted that GSD has a higher ratio of vehicles to mechanics than other municipalities have: about 45 per mechanic, including heavy duty vehicles. We will continue to rely on REVS to help set work standards, automate preventive

In partnership with Next Energy, the city will be piloting systems for reducing idling in police vehicles. A grant application has been made for 100 auxiliary power units (APUs) to outfit patrol vehicles with power for the computer and heating systems once the engine is cut off. This will save substantial fuel and repair costs, as well as reducing emissions, and can hopefully make sense for roll out to the entire fleet. Also, the city is moving to a contract for reconditioned tires that is cheaper as well as environmentally responsible.

**DEPARTMENTAL BUDGET INFORMATION  
GENERAL SERVICES (47)**



**DEPARTMENTAL BUDGET INFORMATION  
GENERAL SERVICES (47)**

**PERFORMANCE MEASURES AND  
TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Number of municipal facilities serviced	310	300	300
Number of vacant lots and properties	60,000	80,000	100,000
# of forestry storm calls	2,200	2,000	2,000
# of heavy-duty vehicles serviced	17,500	15,750	17,164
# of light-duty vehicles serviced	16,200	18,500	16,650
Number of fleet accidents	1,000	900	200
<b>Outputs: Units of Activity directed toward Goals</b>			
Trees planted	2,800	2,800	2,800
# of special events supported	25	20	20
# of customer agency supply disbursements	200	200	200
Garage maintenance reports (repair orders)	17,500	13,290	18,500
Percent vehicles covered under preventive maintenance schedule	87%	90%	85%
<b>Outcomes: Results or Impacts of Program Activities</b>			
Average percent of Police scout fleet available	85%	82%	83%
Average percent of DPW courville trucks available	77%	67%	79%
<b>Efficiency: Program Costs related to Units of Activity</b>			
Number of vendor invoices processed	7,000	6,000	6,000
Percent of repairs completed within established repair time	78%	75%	75%

**DEPARTMENTAL BUDGET INFORMATION  
GENERAL SERVICES (47)**

**EXPENDITURES**

	2010-11		2012-13		
	Actual	2011-12	Mayor's	Variance	Variance
	Expense	Redbook	Budget Rec		Percent
Salary & Wages	\$ 18,803,088	\$ 15,451,948	\$ 12,076,886	\$ (3,375,062)	-22%
Employee Benefits	15,661,135	14,366,617	10,951,467	(3,415,150)	-24%
Professional/Contracts	11,640,348	5,851,175	4,050,071	(1,801,104)	-31%
Operating Supplies	12,320,189	7,862,631	9,022,018	1,159,387	15%
Operating Services	3,618,284	3,196,280	2,407,268	(789,012)	-25%
Capital Equipment	23,171	500000	0	(500,000)	0%
Capital Outlays	6,414,208	0	0	0	0%
Other Expenses	111,675	453,777	591,804	138,027	30%
<b>TOTAL</b>	<b>\$ 68,592,098</b>	<b>\$ 47,682,428</b>	<b>\$ 39,099,514</b>	<b>\$ (8,582,914)</b>	<b>-18%</b>
<b>POSITIONS</b>		<b>370</b>	<b>272</b>	<b>0</b>	<b>0%</b>

\*includes summer seasonal positions

**REVENUES**

	2010-11		2012-13		
	Actual	2011-12	Mayor's	Variance	Variance
	Revenue	Redbook	Budget Rec		Percent
Revenues	978,563	952,261	804,886	(147,375)	-15%
Grants Shared	4,873,767	0	0	0	0%
Sales & Charges	3,273,583	7,012,832	8,491,192	1,478,360	21%
Sales of Assets	721,757	320,000	100,000	(220,000)	-69%
Contributions/Transfers	1,560,564	0	0	0	0%
Miscellaneous	3,960,528	3,743,642	2,500,000	(1,243,642)	0%
<b>TOTAL</b>	<b>\$ 15,368,762</b>	<b>\$ 12,028,735</b>	<b>\$ 11,896,078</b>	<b>\$ (132,657)</b>	<b>-1%</b>

## **DEPARTMENTAL BUDGET INFORMATION AUDITOR GENERAL (50)**

### **MISSION**

The Office of the Auditor General (OAG) acts as an independent, full-service appraisal function to examine and evaluate the city's activities in order to improve the accountability for public funds and improve the operations of city government. The OAG promotes the economy, efficiency and effectiveness of city government and protects against fraud, waste and abuse by conducting independent audits, investigations and evaluations; by keeping the City Council and the Mayor fully and currently informed of our work; by committing to total quality; by adhering to the professional standards of the auditing profession; and by promoting an atmosphere of mutual trust, honesty and integrity among OAG staff and the people we serve.

### **DESCRIPTION**

The Office of the Auditor General (OAG) performs audits of each city agency and prepares written reports which convey the resultant audit findings and recommendations to the City Council, the Mayor and the management of each agency.

The OAG also performs special projects and other work, as requested by City Council, as initiated internally, or as required by city Code. Many of these projects result in formal reports or other communications to City Council. The Office also analyzes the Mayor's Proposed City Budget for City Council each fiscal year. The annual financial audits of the City and its Federal financial assistance programs are performed by outside auditors hired by the OAG.

The OAG has the responsibilities and authority stated in Section 7.5-105 of the Charter of the City of Detroit to make audits

of the financial transactions, performance, and operations of city agencies with a focus on high risk areas; to perform financial analysis of agencies not audited in the current year; to make a report of the financial position of the city after the close of each fiscal year; to investigate the administration and operation of city agencies; to settle all disputed claims in favor of or against the city as provided by ordinance, and to make reports to city agencies of irregularities of practice and erroneous accounting methods.

The OAG's primary responsibilities are the examination and evaluation of processes that pose the most risks to the city interest, and the adequacy and effectiveness of the city's system of internal control and the quality of performance in carrying out assigned responsibilities. This entails the following:

- A review of the reliability and integrity of financial and operating data and the means used to identify, measure, classify and report such information.
- A review of the systems established to ensure compliance with those policies, plans, procedures, laws and regulations that could have a significant impact on operations and reports.
- A review of the means of safeguarding assets and, as appropriate, verifying the existence of such assets.
- An appraisal of the economy and efficiency with which resources are employed.
- A review of operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operation or programs are being carried out as planned.

The Auditor General is also a member of the Risk Management Council, which evaluates

**DEPARTMENTAL BUDGET INFORMATION  
AUDITOR GENERAL (50)**

the effectiveness of the city's overall risk management function, and performs evaluations of the administration and effectiveness of risk management functions in each city agency.

**MAJOR INITIATIVES FOR  
FY 2011-12**

The Office of the Auditor General will continue for fiscal year ending June 30, 2012, to operate in accordance with the 1997 Charter mandate of auditing every city department biennially, and to transition into our new 2011 Charter mandate of developing our audit plan from a risk-based approach. Risk-based auditing extends and improves the risk assessment model by shifting the audit vision. Instead of looking at the business process in a system of internal control, the internal auditor views the business process in an environment of risk. An audit focusing on risk adds more value to the city than an audit focusing solely on internal controls.

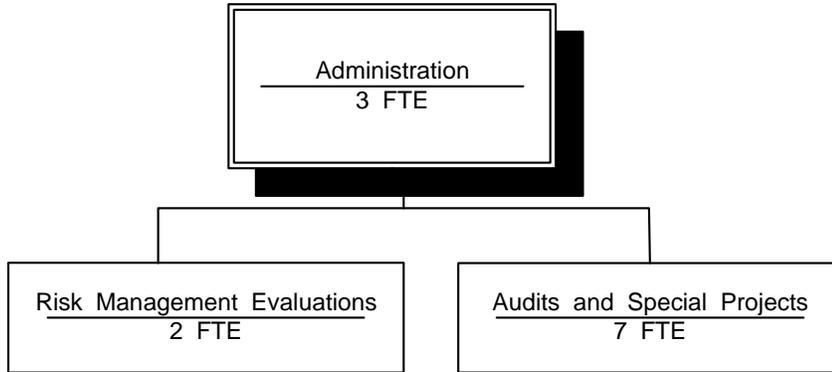
**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

In accordance with our new Charter mandate, the Office of the Auditor General will focus its future audit approach from a risk-based perspective and make annual

financial analysis of all agencies not selected for audit in the current year. Our audits going forward will not focus merely on internal controls, but on operations and performance of individual agencies and the city as a whole. We expect that our audits will be more comprehensive and provide more relevant and significant findings and recommendations for departmental directors to use as organizational tools, which if implemented will have a greater positive effect on the financial and operational health of the city.

The Office of the Auditor General is committed to safeguarding the city's interest by all means within its power, now and in the future; to root out waste, fraud and other criminal activities perpetrated against the city; to promote responsible and ethical government, and to foster an environment where our staff have an opportunity to grow professionally and are proud of the work they perform. We will continue to strive to be a world class audit agency built upon professional excellence and ethical standards; to meet the expectations of our clients, and to be flexible enough to anticipate and react to their changing needs.

**DEPARTMENTAL BUDGET INFORMATION  
AUDITOR GENERAL (50)**



**PERFORMANCE GOALS, MEASURES AND TARGETS**

<b>Types of Performance Measures:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
Reports on Audits of Financial Transactions	19	21	21
Claims hearings	53	40	45
Annual Risk Management Audit Plan	0	0	1

**DEPARTMENTAL BUDGET INFORMATION  
AUDITOR GENERAL (50)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 1,024,696	\$1,007,401	\$ 788,415	(218,986)	-22%
Employee Benefits	751,701	958,751	658,409	(300,342)	-31%
Prof/Contractual	1,251,893	1,433,953	1,328,547	(105,406)	-7%
Operating Supplies	2,464	20,453	20,453	0	0%
Operating Services	113,249	112,308	120,281	7,973	7%
Capital Equipment	28384	0	5000	5000	0%
Other Expenses	16,104	20,900	21,200	300	1%
<b>TOTAL</b>	<b>\$ 3,188,491</b>	<b>\$3,553,766</b>	<b>\$2,942,305</b>	<b>\$ (611,461)</b>	<b>-17%</b>
<b>POSITIONS</b>		<b>16</b>	<b>12</b>	<b>-4</b>	<b>-25%</b>

**DEPARTMENTAL BUDGET INFORMATION  
ZONING APPEALS BOARD (51)**

**MISSION**

As a quasi-judicial body, the Board of Zoning appeals hears and rules on appeals from any person, aggrieved by a decision of an enforcing officer or any decision made by the Buildings and Safety Engineering Department where rigid enforcement could cause the appellant undue hardship.

**DESCRIPTION**

The Board conducts investigations and public hearings to determine whether variances, exceptions or modifications of approved regulated uses of land will be in the best interest of the public and that the spirit and intent of the zoning ordinance is upheld.

The Board of Zoning Appeals' primary role is to hear and decide appeals from and review any order, requirement, decision or determination made in the enforcement of the City of Detroit Zoning Ordinance. The Board has certain discretionary powers in making its decisions to comply with the powers granted to it by the local zoning ordinance and State Enabling Act. Any adjustment or reversal must conform to the provisions of the zoning ordinance and provide neighborhood and commercial stabilization.

**MAJOR INITIATIVES FOR  
FY 2011-12**

The Department is currently working with the City Planning Commission to conclude the comprehensive amendments to the City's new Zoning Ordinance.

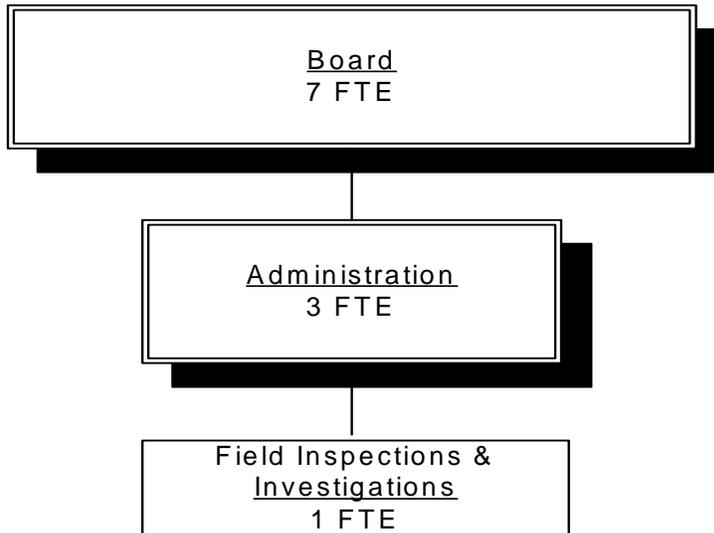
The Department is also working to provide additional Technical Training for both the professional staff and Board Members. The Training will enable the Department to continue to improve the quality of service to customers, both citizens and businesses, through improved land use and planning technology.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

The Department will continually work collectively with the City Planning Commission to work on amendments to the new City of Detroit Zoning Ordinance.

The Department will continually work to provide additional Technical Training for both the professional staff and Board Members. The Training will enable the Department to continue to improve the quality of service to customers, both citizens and businesses, through improved land use and planning technology.

**DEPARTMENTAL BUDGET INFORMATION  
ZONING APPEALS BOARD (51)**



**DEPARTMENTAL BUDGET INFORMATION  
ZONING APPEALS BOARD (51)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 415,572	\$ 317,882	\$ 234,268	\$ (83,614)	-26%
Employee Benefits	294,082	298,487	208,803	(89,684)	-30%
Prof/Contractual	13,463	27,000	93,178	66,178	245%
Operating Supplies	3,462	3,000	3,000	0	0%
Operating Services	46,563	61,974	65,937	3,963	6%
Capital Equipment	792	0	0	0	0%
Other Expenses	601	1,380	1,380	0	0%
<b>TOTAL</b>	<b>\$ 774,535</b>	<b>\$ 709,723</b>	<b>\$ 606,566</b>	<b>\$ (103,157)</b>	<b>-15%</b>
<b>POSITIONS</b>		<b>4</b>	<b>3</b>	<b>1</b>	<b>25%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Sales & Charges	\$ 93,574	\$ 105,000	\$ 96,417	(8,583)	-8%
<b>TOTAL</b>	<b>\$ 93,574</b>	<b>\$ 105,000</b>	<b>\$ 96,417</b>	<b>(8,583)</b>	<b>-8%</b>

**DEPARTMENTAL BUDGET INFORMATION  
ZONING APPEALS BOARD (51)**

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## **DEPARTMENTAL BUDGET INFORMATION CITY COUNCIL (52)**

### **MISSION**

The City Council promotes the economic, cultural and physical welfare of Detroit's citizens through Charter-mandated legislative functions.

### **DESCRIPTION**

The City Council is the City's legislative body. Among the functions performed are: the enactment and amendment of laws (ordinances and resolutions) governing the operation of the City; approval and monitoring of contracts involving City business; approval and monitoring of the City budget and amendments thereto and of the City's fiscal condition; approval of City appropriations for grant funds and amendments thereto; approval of the sale or disposition of City property; approval of the settlement of civil litigation involving the City; receipt of complaints, petitions and reports affecting the operation of the City or its citizens; investigation and monitoring of the affairs of the City, its administration and the conduct of City agencies; advocacy action on behalf of citizens, i.e., State and Federal levels; approval of the Master Plan and Five Year Capital Agenda; appointments to certain Boards and Commissions; providing a mechanism for City residents to make concerns known; monitoring city service delivery to insure implementation of policies and priorities adopted by Council.

The following staff assists the City Council:

- Auditor General is to advise on the City's fiscal operations and management, the Ombudsperson is to investigate and seek to resolve complaints against City government; Research and Analysis Division is to research, monitor, evaluate and advise

on legal matters and to supervise Council's media services.

- Fiscal Analysis Division is to compile and review all financial information necessary to advise on budgetary and financial matters.
- City Planning Commission is to advise on matters pertaining to the social, physical and economic development of the City, and act as the Zoning Commission.

### **MAJOR INITIATIVES FOR FY 2011-12**

The Research and Analysis Division will:

- Prepare and present, in a timely manner, legal opinions/counsel for the Council, when requested, or pertinent.
- Conduct factual investigations; prepare reports of findings, recommendations and opinion, in a timely manner, when requested by the Council.
- Prepare and present ordinances within a reasonable time frame, as requested by Council; as well as obtain citizen feedback on Council issues, pending ordinances and/or developments through surveys.
- Evaluate and report to Council on proposals and programs submitted to Council by the Executive Branch, at the request of Council, and by division initiative.
- Serve as liaison, participant, support staff, and observer for and at the discretion of Council, on Council and Executive Branch issues and projects; reporting to Council as needed or required on all such committees, task forces, and other projects.
- Reduce, complete, or otherwise eliminate any backlog of open assignments, exceeding ninety business

## **DEPARTMENTAL BUDGET INFORMATION CITY COUNCIL (52)**

days since assigned by council, and received by the City Clerk.

The Fiscal Analysis Division will:

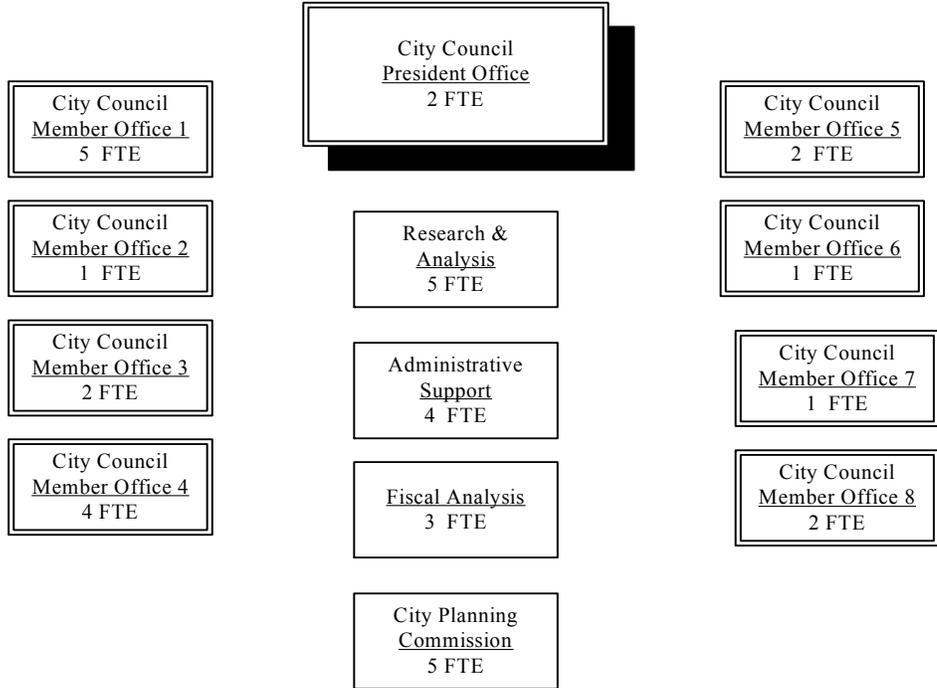
- In the process of Council's budget deliberations of the Mayor's proposed annual budget, provide daily reports on each department to be reviewed by Council and highlights of major budgetary changes.
- In the daily reports, point out policy issues and priorities of departmental budgets as viewed by Council in divergence with the Executive Branch.
- Work with the Auditor General on balancing the budget adopted by Council and preparing voting schedules. Review, analyze and report on the Budget Department's Quarterly Financial Report.
- Provide, on a continual basis, economic and revenue analysis and forecasting.
- Analyze all transfers of funds requests from the Mayor related to various departments.
- Review, evaluate, and report on the fiscal impact of City, State, and Federal budget decisions on the City.
- Analyze, evaluate and report on bond sales, development projects, some contracts and other finance items.

- Assist the City Planning Commission in the analysis of the Capital Agenda.

The City Planning Commission will:

- Respond to all Council referrals and directives.
- Review and make recommendations to Council on all requests for amendments to the Master Plan; additionally, communicate needed changes to the Planning and Development Department.
- Assist Council with annual fiscal review, by developing recommendations on the Capital Agenda, Consolidated Plan, and Annual Budget.
- Process requests for rezoning of property within three months of application submittal, except where delay is at petitioner's request or necessitated by community meetings.
- Identify and process needed amendments to the Zoning Ordinance text and maps, per the Work Program.
- Consider ordinances and/or modifications to existing ordinances, which regulate development and/or conservation of land.

**DEPARTMENTAL BUDGET INFORMATION  
CITY COUNCIL (52)**



**DEPARTMENTAL BUDGET INFORMATION  
CITY COUNCIL (52)**

**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
Petitions processed	1,050	1,050	1,050
Ordinances processed	40	40	40

**DEPARTMENTAL BUDGET INFORMATION  
CITY COUNCIL (52)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 4,142,009	\$ 3,908,821	\$ 2,512,736	(1,396,085)	-36%
Employee Benefits	3,729,956	4,017,776	2,537,315	(1,480,461)	-37%
Prof/Contractual	3,961,563	4,528,464	2,316,874	(2,211,590)	-49%
Operating Supplies	194,821	108,382	118,775	10,393	10%
Operating Services	818,346	820,405	762,214	(58,191)	-7%
Capital Equipment	28,332	7,956	6,300	(1,656)	-21%
Other Expenses	185,794	192,440	41,789	(150,651)	-78%
<b>TOTAL</b>	<b>\$ 13,060,821</b>	<b>\$ 13,584,244</b>	<b>\$ 8,296,003</b>	<b>\$ (5,288,241)</b>	<b>-39%</b>
<b>POSITIONS</b>		<b>59</b>	<b>37</b>	<b>(22)</b>	<b>-37%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	Mayor's Budget Rec	Variance	Variance Percent
FNFFPLTSL-Fines/Forfe	\$ 12,667	\$0	\$0	\$0	0%
Grants/Shared Taxes	426,408	195,000	25,000	(170,000)	-87%
<b>TOTAL</b>	<b>\$ 439,075</b>	<b>\$ 195,000</b>	<b>\$ 25,000</b>	<b>\$ (170,000)</b>	<b>-87%</b>

**DEPARTMENTAL BUDGET INFORMATION  
OMBUDSPERSON (53)**

**MISSION**

The Office of the Ombudsperson serves the people by investigating and seeking to resolve complaints against departments and agencies of City Government.

**DESCRIPTION**

The City of Detroit Office of the Ombudsperson was established by Charter referendum on Number 6, 1973 and became operational in 1974.

The Detroit City Ombudsperson, an independent governmental official, is appointed by the Detroit City Council. Complaints regarding an act or omission of a city department are received by telephone, e-mail, mail, or in person.

The Office also receives many inquires relative to the various city departments and other governmental agencies, and occasionally business entities. Periodic statistical reports are issued to the City Council and the Mayor. The Office also makes recommendations to remedy systematic problems identified through its investigations.

The Office has jurisdiction to investigate all city agencies. The eleven (11) elected City officials are excluded. In addition, the office does not handle issues pending legal considerations in the courts or under review by the City Council.

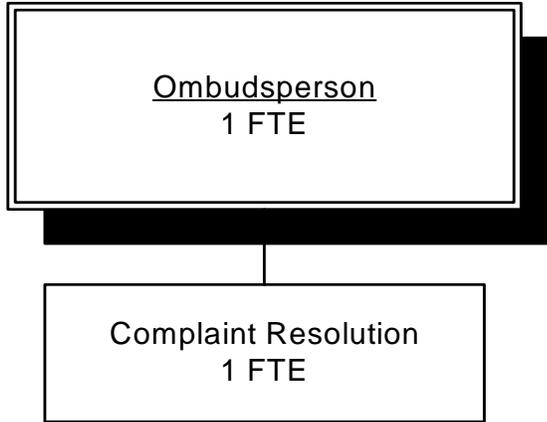
**MAJOR INITIATIVES FOR  
FY 2011-12**

- Maintain level of community outreach activities to ensure maximum accessibility to the services offered by the Office of the Ombudsman.
- Continue communications with City Council and the Administration to ensure that constituents' complaints are recorded.
- Continue to analyze data based on constituent complaints and issue recommendations.
- Influence the budget process to reflect community needs based on complaints received.
- Establish cooperative relationships with City Departments to expedite problem resolution.
- Expand use of technology to increase efficiencies in responding to complaints and resolving them.
- Demonstrate value through accurate representation of constituents' concerns.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13 FY 2013-14 and BEYOND**

Our goal is to increase the number of calls received by the Office of the Ombudsman and decrease the number of complaints that are fielded by City Council. Through the use of technology and community outreach programs, we expect to fully comply with the City Charter provisions and become the first destination for citizen inquiries.

**DEPARTMENTAL BUDGET INFORMATION  
OMBUDSPERSON (53)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b> Citizen Complaints and Information Requests	25,000	25,000	25,000
<b>Outputs: Units of Activity directed toward Goals</b>	25,000	25,000	25,000
<b>Outcomes: Results or Impacts of Program Activities</b>	25,000	25,000	25,000
<b>Efficiency: Program Costs related to Units of Activity</b>	\$1,093,379	\$895,002	\$592,292

**DEPARTMENTAL BUDGET INFORMATION  
OMBUDSPERSON (53)**

**EXPENDITURES**

	2010-11		2011-12	2012-13	Variance	Variance
	Actual		Redbook	Mayor's		Percent
	Expense			Budget Rec		
Salary & Wages	\$ 577,739	\$	405,331	\$ 175,429	\$ (229,902)	-57%
Employee Benefits	433,491		401,252	156,362	(244,890)	-61%
Prof/Contractual	11,717		24,184	-	(24,184)	-100%
Operating Supplies	2,992		3,389	-	(3,389)	-100%
Operating Services	66,412		59,846	40,378	(19,468)	-33%
Capital Equipment	1,028		-	-	-	-
Other Expenses	-		1,000	220,123	219,123	(1,000)
<b>TOTAL</b>	<b>\$ 1,093,379</b>	<b>\$</b>	<b>895,002</b>	<b>\$ 592,292</b>	<b>\$ (302,710)</b>	<b>-34%</b>
POSITION			7	2		

**DEPARTMENTAL BUDGET INFORMATION  
OMBUDSPERSON (53)**

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**DEPARTMENTAL BUDGET INFORMATION  
INSPECTOR GENERAL (54)**

**MISSION**

Article 7.5 Chapter 3 of the 2011 Revised City of Detroit Charter establishes the independent Office of the Inspector General. The purpose of the Office of Inspector General is to ensure honesty and integrity in City government by rooting out waste, abuse, fraud, and corruption.

**DESCRIPTION**

The Office of the Inspector General shall investigate any public servant, city agency, program or official act, contractor and subcontractor providing goods and services to the City, business entity seeking contracts or certification of eligibility for city contracts and person seeking certification of eligibility for participation in any city program, either in response to a complaint or on the Inspector General's own initiative in order to detect and prevent waste, abuse, fraud and corruption.

The Inspector General may subpoena witnesses, administer oaths, take testimony, require the production of evidence relevant to a matter under investigation, enter and inspect premises within the control of any city agency during regular business hours. The Inspector General may enforce a subpoena or order for production of evidence. The Inspector General shall apply to the appropriate court to impose any penalty prescribed for failure to obey a subpoena or order. The Inspector General shall have access to the financial and other records of all city agencies at any time.

**MAJOR INITIATIVES FOR  
FY 2011-12**

Not applicable.

**PLANNING FOR THE FUTURE FOR  
FY 2012-13, FY 2013-14 and BEYOND**

In accordance with the 2011 Revised City of Detroit Charter, the Office of Inspector General is created as an independent office to ensure honesty and integrity in city government. The Inspector General is given broad investigative powers over any person, city agency or persons-entity doing business with the City of Detroit to root out waste, fraud, abuse or corruption. The charter outlines the qualifications of the Inspector General and the duties and responsibilities of the Office of Inspector General.

If the Inspector General has probable cause to believe that any public servant or any person doing or seeking to do business with the City has committed or is committing an illegal act, then he or she shall promptly refer the matter to the appropriate prosecuting authorities.

It is the duty of every employee, public servant, contractor/subcontractor and/or perspective contractor/subcontractor to cooperate with the Inspector General in any investigation. Anyone who willfully and without justification or excuse obstructs an investigation of the Inspector General by withholding documents or testimony is subject to forfeiture of office, discipline, debarment or any other applicable penalty. This requirement and associated penalty shall be incorporated into all contracts and subcontracts to the extent necessary to make them effective against such entities or persons.

**DEPARTMENTAL BUDGET INFORMATION  
INSPECTOR GENERAL (54)**

Administration <hr/> 2 FTE
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**PERFORMANCE GOALS, MEASURES AND TARGETS**

<b>Types of Performance Measures: List of Measures</b>	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>  To be determined (TBD)	N/A	N/A	(TBD)

**DEPARTMENTAL BUDGET INFORMATION  
INSPECTOR GENERAL (54)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	N/A	N/A	\$ 173,900	173,900	0%
Employee Benefits			117,052	117,052	0%
Other Expenses			301,340	301,340	0%
<b>TOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 592,292</b>	<b>\$ 592,292</b>	<b>0%</b>
<b>POSITIONS</b>			<b>2</b>	<b>2</b>	<b>0%</b>

## **DEPARTMENTAL BUDGET INFORMATION 36TH DISTRICT COURT (60)**

### **MISSION**

Our mission is to administer justice in accordance with the laws of the State of Michigan in a manner that promotes the public's trust.

### **DESCRIPTION**

The 36th District Court is a limited jurisdiction court serving the city of Detroit. The Court has exclusive jurisdiction in all litigation up to \$25,000 and handles small claims and landlord/tenant proceedings. The 36th District Court handles a large volume of civil infraction traffic violations, drunk driving, misdemeanor and felony arraignments, and some parking violations, among various other court responsibilities. Criminal Jurisdiction includes all misdemeanor criminal offenses and preliminary examination of felony offenses. Annual "case filings exceed 420,000, the majority of which are handled in the Traffic and Ordinance Division. Michigan's largest limited jurisdiction court, the 36th District Court has 31 judges, 6 magistrates, and over 400 employees at a single location in downtown Detroit. The 36th District Court is one of the busiest courts in the nation. On a monthly basis, more than 160,000 citizens conduct business at the court, and in excess of 65,000 telephone inquiries are received.

### **MAJOR INITIATIVES FOR FY 2011-12**

The 36<sup>th</sup> District Court's main focus this fiscal year is on obtaining sufficient funding to maintain the court at full operation, fill current vacancies, purchase technology that will improve court operations, provide

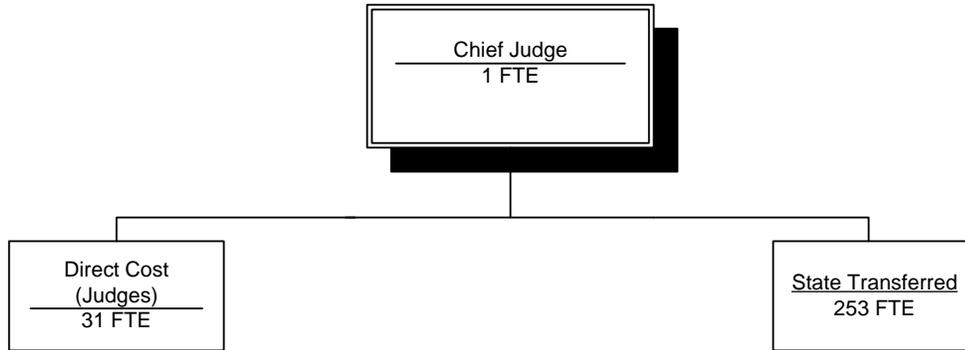
speedy and efficient service to the public, and meet the Michigan Supreme Court's Administrative Order 2003-7 time guidelines for the adjudication of cases. For the past several years, the Court has experienced the challenge of continuing court operations while facing significant reductions in appropriations. As a result, the court has instituted a hiring freeze, eliminated all but essential overtime and postponed the purchase of new technologies.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

In the future, the 36<sup>th</sup> District Court would like to introduce new technologies that improve the timeliness and effectiveness of court operations. Electronic ticketing is one new technology that would improve court operations by providing the Court with the means to electronically download traffic ticket information directly into our computer system. This would improve the Court's effectiveness and reduce costs by eliminating the need to manually enter each ticket into the database.

The 36<sup>th</sup> District Court continues to hold its vision of becoming nationally recognized as a leader in providing innovative, cost-effective and efficient administration of justice. One of the most cost effective ways to materialize this vision is through the use of technology. By using technology, the Court will not only enhance internal processes but also provide better services to the community.

**DEPARTMENTAL BUDGET INFORMATION  
36TH DISTRICT COURT (60)**



**PERFORMANCE GOALS, MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Output: Units of Activity directed towards Goals</b>			
Felony	9,541	10,018	10,519
Misdemeanor	46,076	48,380	50,799
Civil Infractions	7,471	7,845	8,237
Misdemeanors and Civil Infractions	207,527	217,903	228,799
Operating under the Influence of Liquor (OUI/OWI)	1,434	1,506	1,581
General	30,160	31,668	33,251
Small Claims	3,123	3,279	3,443
Real Estate	32,744	34,381	36,100
<b>Total Cases</b>	<b>338,076</b>	<b>354,980</b>	<b>372,729</b>

**DEPARTMENTAL BUDGET INFORMATION  
36TH DISTRICT COURT (60)**

**EXPENDITURES**

	2010-11		2012-13			
	Actual	2011-12	Mayor's	Variance	Variance	
	Expense	Redbook	Budget Rec		Percent	
Salary & Wages	\$ 19,940,894	\$ 17,460,852	\$ 14,588,905	-2871947	-16%	
Employee Benefits	12,574,979	12,209,912	11,947,481	(262,431)	-2%	
Prof/Contractual	2,435,768	1,665,276	2,272,600	607,324	36%	
Operating Supplies	968,913	605,016	643,000	37,984	6%	
Operating Services	9,040,696	5,457,131	1,516,269	(3,940,862)	-72%	
Capital Equipment	76,968	54,000	62,862	8,862	16%	
Other Expenses	946,584	12,357	2,000	(10,357)	-84%	
<b>TOTAL</b>	<b>\$ 45,984,802</b>	<b>\$ 37,464,544</b>	<b>\$ 31,033,117</b>	<b>\$ (6,431,427)</b>	<b>-17%</b>	
POSITIONS		365	285	(80)	-22%	

**REVENUES**

	2010-11		2012-13			
	Actual	2011-12	Mayor's	Variance	Variance	
	Revenue	Redbook	Budget Rec		Percent	
Fines/Forfeits/Penalties	\$ 6,803,849	\$ 7,500,000	\$ 7,336,000	-164000	-2%	
Grants/Shared Taxes	114,588	0	0	0	0%	
Sales & Charges	10,148,882	11,902,444	10,232,444	-1670000	-14%	
<b>TOTAL</b>	<b>\$ 17,067,319</b>	<b>\$ 19,402,444</b>	<b>\$ 17,568,444</b>	<b>\$ (1,834,000)</b>	<b>-9%</b>	

**DEPARTMENTAL BUDGET INFORMATION  
36TH DISTRICT COURT (60)**

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**DEPARTMENTAL BUDGET INFORMATION  
CITY CLERK (70)**

**MISSION**

The City Clerk's Office serves as the Scribe for the City Council, maintain public records and custodial duties for the Corporate Seal; certify official documents, administer oaths and take affidavits, and to perform all duties related to the Chairpersonship of the Department of Elections and exercise other powers and duties as provided by law and addressed in the City Charter of the City of Detroit.

**DESCRIPTION**

The Office of the City Clerk meets the goals of the agency as defined by City Charter and serves as the keeper of records on behalf of the City of Detroit regarding the business transactions of the legislative and executive branches of government. The City Clerk also maintains the custodial role of the Corporate Seal of the City and all duties including certification and administration of all official City documents, oaths, affidavits, including provisions for responding to citizen's requests for information and exercising the power and duties as prescribed by law and the City Charter. In order to meet these broad goals and objectives, inclusive of developing measures of performance and outcomes, this office requires ongoing planning, implementation strategies and incorporating goal-based budgeting processes for effective management and the provision of quality services to citizens.

Additional duties and responsibilities of the office of the City Clerk as prescribed by the Charter are to serve as the Chair of Elections and perform oversight duties with the Election Department and provide general oversight in concert with the Election

Commission for all elections that take place in the City of Detroit.

**MAJOR INITIATIVES FOR  
FY 2011-12**

The Detroit City Clerk Archive and Records Management Division will continue to maintain cost-effective storage of the City Clerk's inactive records, to promote the development and implementation of sound information management policies and procedures, to preserve the City's historical documents, and to provide research assistance to City of Detroit departments and the general public.

This will mark the beginning of the fourth full fiscal year that we conduct a records appraisal of the documents in the Archives and Records Management Division. Over two-thirds of the files kept in Archives have been purged which will ensure the files are stored in a cost-effective manner. In keeping with the goal of preserving records, over sixty journals were rebound. Understanding that the citizens of Detroit would be interested in the revisions made to the city's current City Charter, and partnering with Wayne State University, the 1918 Detroit City Charter was scanned and uploaded onto the City Clerk's website. We will also continue to provide updated information on the newly-created Archives section of the City's website.

The Archives Division follows the State of Michigan approved retention and disposition schedule.

**Completing the final phase of the Codification Project** is a major initiative for the 2012-13 budget cycle. The City Charter mandates re-codification to ensure

## **DEPARTMENTAL BUDGET INFORMATION CITY CLERK (70)**

City Codes/Ordinances are in compliance with state and federal standards. The Codification Committee consists of representatives from the Law Department, City Council Research and Analysis Division and the Office of the City Clerk. Due to unforeseen circumstances, we have had four Corporation Counsels during this process. Therefore, the projected date of completion is December 2012.

The City Clerk's Office seeks to continually serve as a document and information resource to the Council, all City departments, and the citizens of our City.

- The City Clerk's Office continues to make sure the City Council Members and staff have electronic access to all the materials for standing committees. Significant progress has been made in reducing copying and printing costs by utilizing the two-sided copy feature for City Council committee calendars and agendas.
- The City of Detroit website continues to provide public access of the City Council Meetings, Standing Committee Meetings, minutes, etc. to eliminate the cost to the departments, public and outside agencies.
- The Ordinance Tracking System has been expanded to include previous years back to 2007.
- Our Junior Assistant City Council Committee Clerk in charge of petitions has been attending the weekly Special Events Management Meetings to help revamp and streamline the Petition Process. New Special Events forms are being designed and it is anticipated that soon they will be available on the City of Detroit's Website. Various department fees will also be listed.

- One of our Junior Assistant City Council Committee Clerk has also been meeting with the Michigan Liquor Control Commission Team to help streamline and reduce the petition process.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

Archives and Records Management Division

- Manage records and documents.
- Collect records, documents or other materials of historical interest and value.
- Cataloging records.
- Create database of cataloged records.

### **Generate New Processes and Procedures to Support City Council**

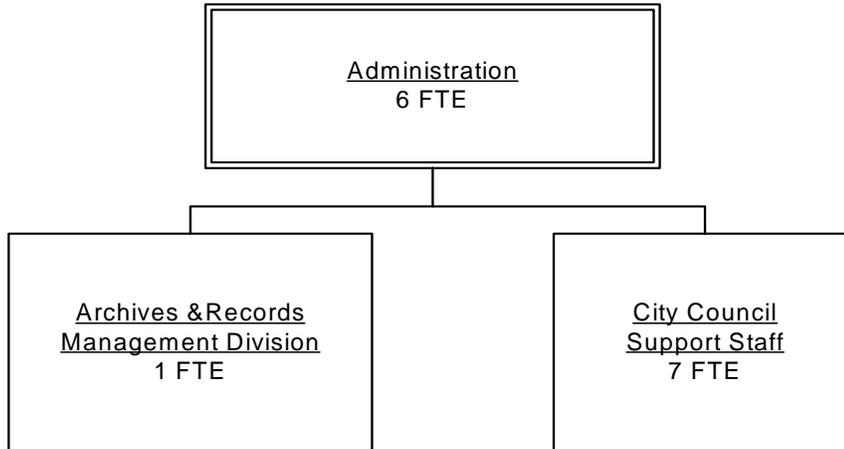
- Implementation of a document imaging system for quick and easy access to City Council proceedings and other documents has been very successful.
- Increase online services and communication within the department and City-wide.
- Provide data and information to the general public and City departments more effectively and expeditiously.
- Enhance the format for providing information to the general public regarding petitions, MLCC, etc.
- Application of a voice recognition system which would have the ability to recognize individual voices and/or words to provide automated and accurate transcription of Council meetings.
- Design an Agenda System that would automatically outline daily calendars for meeting topics, resolutions, public hearings, communications and minutes to be approved. Automatic numbering of documents would be featured but would also allow for changes to be

**DEPARTMENTAL BUDGET INFORMATION  
CITY CLERK (70)**

made. Access of previous and current  
agendas would be available to users so

anyone can open and print their own  
copies.

**DEPARTMENTAL BUDGET INFORMATION  
CITY CLERK (70)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
City Council Sessions	42	42	42
Committee Meetings	210	210	210
Closed Sessions	25	30	35
Discussions Held	350	225	250
Hearings Held	450	275	300
Charter Commission Meetings	24	15	0
<b>Outputs: Units of Activity directed toward Goals</b>			
Petitions Processed	1,075	850	825
Ordinances Processed	40	45	50
Dangerous Building Hearings	2,000	2,400	2,400
Neighborhood Enterprise Zone (NEZ) Applications	750	750	750

**DEPARTMENTAL BUDGET INFORMATION  
CITY CLERK (70)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 922,966	\$ 1,024,357	\$ 664,012	\$ (360,345)	-35%
Employee Benefits	731,655	982,032	653,261	(328,771)	-33%
Prof/Contractual	0	0	0	0	0%
Operating Supplies	19,625	31,600	12,052	(19,548)	-62%
Operating Services	926,085	1,074,486	740,745	(333,741)	-31%
Other Expenses	24,351	6,000	0	-6000	-100%
<b>TOTAL</b>	<b>\$ 2,624,682</b>	<b>\$ 3,118,475</b>	<b>\$ 2,070,070</b>	<b>\$ (1,048,405)</b>	<b>-34%</b>
POSITIONS		21	14	(7)	-33%

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Sales & Charges	\$ 2,457	0	0	0	0%
<b>TOTAL</b>	<b>2,457</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0%</b>

**DEPARTMENTAL BUDGET INFORMATION  
CITY CLERK (70)**

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## **DEPARTMENTAL BUDGET INFORMATION ELECTIONS COMMISSION (71)**

### **MISSION**

The Detroit Department of Elections (DOE) principal objectives are to provide voter registration services to all Detroit eligible voters, as well as, conduct all Local, County, State and Federal elections efficiently and transparently in accordance with all applicable County, State and Federal electoral laws, as well as, all charter-mandated election-related city ordinances.

### **DESCRIPTION**

The Election Commission is the body that oversees the affairs of the Detroit Department of Elections. The Commission is comprised of the City Clerk as the Chair, the Corporation Counsel and the President of the City Council.

Through the Department's administration, the commission monitors the activities of the DOE to ensure that all voter-related services are carried out competently, efficiently and effectively. These services include but may not be limited to voter registration, management/maintenance of voter registration records, administration of elections, canvassing of election returns, maintenance of voting equipment, community outreaches, poll-workers recruitment, and training of both permanent and temporary staff and implementation of new programs that may necessary as a result of change in electoral laws.

### **MAJOR INITIATIVES FOR FY 2011-12**

With the changes in political compositions in US Congress, State Senate, State House of Representatives, Wayne County Commission, Wayne County Community College District and Detroit City Council voter education will be a primary theme for this Presidential Election Year.

Also, State Electoral law mandates the use of electronic pollbooks in all voting precincts will be in effect in the August 7<sup>th</sup> Primary and November 6<sup>th</sup> Presidential Election.

With these two initiatives DOE's goals are as follows:

- Continue to enhance our voter outreach and education to minimize voter confusion on Election Day.
- Continue to explore best practices in voter registration database maintenance and management. Accuracy and integrity of voter records is very crucial. Other non-laborious ways of maintaining (removing obsolete voter records) Detroit's voter master file records will be explored.
- Broaden its partnership with other public and private agencies, as well as, the media, schools and various community organizations to assist us in our efforts to apprise the electorate of the various changes for the 2012 election cycle.
- Focus on election laws and implement new training for Election Day pollworkers.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, 2013-14 and BEYOND**

The Department of Elections will administer two (2) elections during FY 2012-13 for Detroit School Board:

1. Primary August 7, 2012
2. General Election November 6, 2012

DOE's commitment is to operate a professional agency that provides efficient voter operation within safe, decent, convenient and centralized facilities and locations. The Department is also committed to providing easy access to all voting facilities, as well as, services to all citizens, including disabled individuals.

## **DEPARTMENTAL BUDGET INFORMATION ELECTIONS COMMISSION (71)**

The Department will enhance its voter and awareness efforts, and place a greater focus on informing them of the numerous district changes. The purpose and focal point for this goal is to enhance public's confidence in Detroit's election process; ensure that citizens are voting for their proper representation; and demonstrate transparency and integrity throughout the entire process. These efforts will minimize confusion and increase confidence, and in turn, create a better election experience for the City's citizens and candidates.

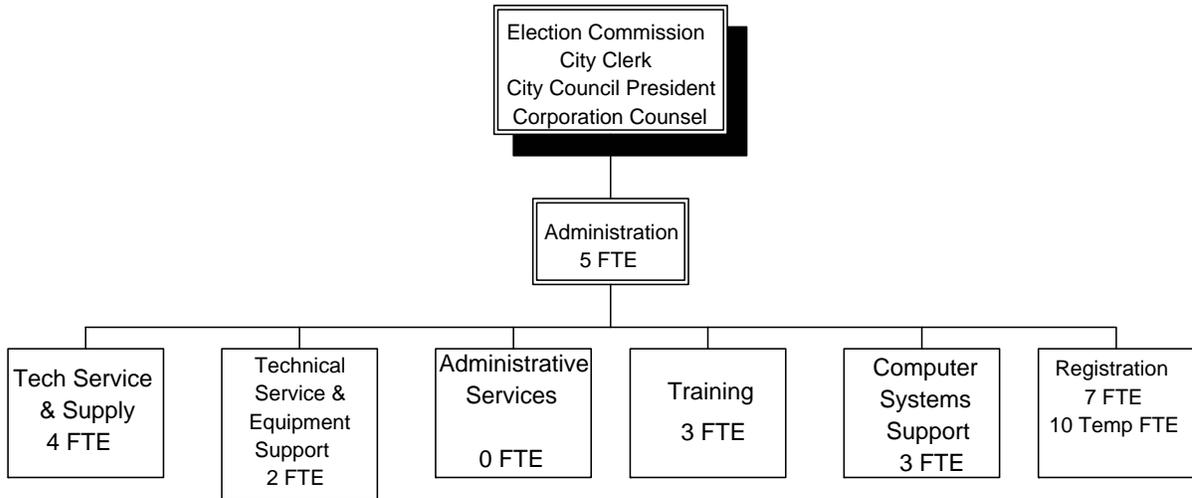
The Department will continue to seek new methods in the administration of elections that will produce effective results in the areas of Election Day operations, voter record maintenance, voter education and voter outreach, expanding our public and private partnership relations. In particular, the Department will seek innovative methods whereby absentee voter ballots can be processed and counted in a more expeditious manner. The objective is to have Election Day results finalized by 11:00 p.m.

The Department will continue to strive to become more creative in effectively managing the day-to-day operations within each of its divisions by taking advantage of modern day technology and utilizing all (3)

of the computerized systems implemented in FY 2008/9. The system provides us with the features that enable us to contact all Detroit poll-workers that have active phone lines. As a result, has provided cost-savings on mailing, supplies, human resources, time-management etc. Poll Worker Management System also allows us to streamline poll-worker recruitment process, and process poll-worker payroll more accurately, and 75% faster than our previous system. Polling Location Management System allows us to effectively monitor, make adjustments, and process payments 50% more efficiently than its predecessor. DTS gives our department an edge in managing various forms, documents, and other election-related supplies. Implementing a computerized inventory tracking system allow the Department to have an adequate count of all items, and serves as an effective tool in managing, modifying, and monitoring all supplies and inventories.

The Department's plan is to stay abreast of all election related legislation, regulations, ordinances, Charter-mandates, and Michigan Laws to provide the citizens of Detroit with world-class elections conducted timely, honestly and fiscally sound; and will continue to add transparency to the entire election process.

**DEPARTMENTAL BUDGET INFORMATION  
ELECTIONS COMMISSION (71)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measures	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Inputs: Resources Allocated or Service Demands Made</b>			
Number of available Election Day workers	4,000	4,500	4,500
Number of elections	2	2	2
<b>Outcomes: Results or Impacts of Program Activities</b>			
Percent voter turnout – Primary	20.0%	15.2%	20.0%
Percent voter turnout – General	40.0%	31.4%	58.0%
<b>Outputs: Units of Activity directed towards Goals</b>			
Total voter registration	675,000	567,102	580,000
New registrations	30,000	31,290	80,000
Cancellations - routine	25,000	21,699	67,000

School Board Primary and General Elections took place during FY 2011-12.

**DEPARTMENTAL BUDGET INFORMATION  
ELECTIONS COMMISSION (71)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 2,442,375	\$ 2,180,342	\$ 1,466,241	\$ (714,101)	-33%
Employee Benefits	1,970,835	1,998,816	1,327,477	(671,339)	-34%
Prof/Contractual	2,890,199	2,249,378	1,220,790	(1,028,588)	-46%
Operating Supplies	95,610	105,755	81,406	(24,349)	-23%
Operating Services	652,902	849,848	996,862	147,014	17%
Other Expenses	2,557	30,491	0	(30,491)	-100%
<b>TOTAL</b>	<b>\$ 8,054,478</b>	<b>\$ 7,414,630</b>	<b>\$ 5,092,776</b>	<b>\$ (2,321,854)</b>	<b>-31%</b>
<b>POSITIONS</b>		<b>57</b>	<b>34</b>	<b>(23)</b>	<b>-40%</b>

**REVENUES**

	2010-11 Actual Revenue	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Grants/Shared Taxes	\$0	\$ 25,491	\$ 25,491	\$0	0%
Sales & Charges	3,141	8,720	8,720	0	0%
<b>TOTAL</b>	<b>\$ 3,141</b>	<b>\$ 34,211</b>	<b>\$ 34,211</b>	<b>\$0</b>	<b>0%</b>

## **DEPARTMENTAL BUDGET INFORMATION DETROIT PUBLIC LIBRARY (72)**

### **MISSION**

Detroit Public Library enhances the quality of life for the diverse and dynamic community in the City of Detroit. The Library enlightens and empowers its citizens to meet their lifelong learning needs through open and equal access to information, technology, and cultural/educational programs.

### **DESCRIPTION**

At present, the Library serves as the City's information hub and as a major educational, cultural and informational resource. The Library has over 4 million books; numerous current magazines, as well as an extensive audio, video and DVD collection. Additionally, the Library has more than 4 million pieces of manuscripts, sheet music, photographs and government. Twenty (20) neighborhood branches serve as community centers, providing informational services that are unique to their communities. Over 1,000 public access computers provide customers with Internet access. Computer assistance and training is available at most library locations. Two bookmobiles (Library on Wheels) make weekly stops to schools and community centers.

### **MAJOR INITIATIVES FOR FY 2011-12**

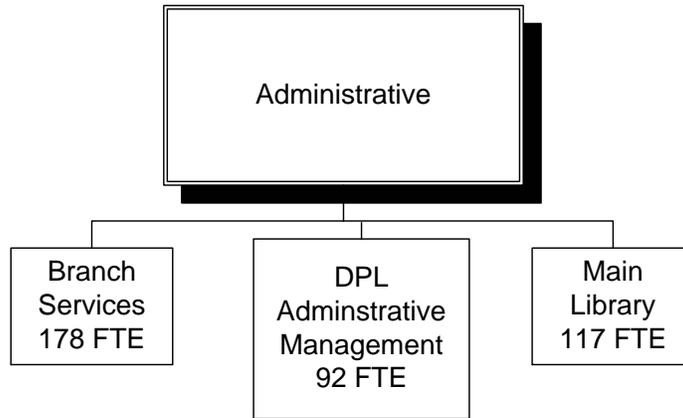
- Preparation for millage renewal.
- Continue to develop and implement standards that will guide library staff in the delivery of quality customer service.
- Address structural deficit in order to preserve and sustain the library's services and programs.
- Explore funding opportunities available to offset declining revenues.

- Evaluate and prioritize programs and services, with a focus on literacy, lifelong learning, diversity, personal development, enrichment and growth.
- Address and remove barriers to library access, including library hours and restrictions to library use.
- Explore and implement strategies for attracting more library users.
- Align collections to customer needs and interests.
- Expand and enhance computer access and technology training.
- Continue to collaborate with Detroit schools to support learning objectives for students.

### **PLANNING FOR THE FUTURE FOR FY 2012-13, FY 2013-14 and BEYOND**

- Convene a "Library for the Future" task force to explore ways to sustain the Library's long-term viability.
- Expand the use of technologies that assist staff and customers in the delivery and retrieval of information.
- Review and modify the capital improvement plan.
- Pursue funding opportunities to support community based programs.
- Create Technology centers by transforming traditional library branch space.
- Continue to prepare for the millage renewal that expires in 2015.
- Investigate the potential for pursuing a supplemental millage to compensate for declining revenues.

**DEPARTMENTAL BUDGET INFORMATION  
LIBRARY (72)**



**PERFORMANCE MEASURES AND TARGETS**

<b>Type of Performance Measure:</b> List of Measurers	<b>2010-11 Actual</b>	<b>2011-12 Projection</b>	<b>2012-13 Target</b>
<b>Outputs: Units of Activity directed toward Goals</b>			
Number of customers assisted	1,425,736	1,454,251	1,414,251
Library door count	4,840,774	4,800,000	4,800,000
Number of hits to DPL's web address	16,186,152	17,000,000	17,000,000
Total size of collections: Catalogued	1,961,409	2,066,253	3,575,000
Total size of collections: Un-catalogued	4,410,000	4,410,000	3,250,000
In-library customer computer use	76,593	110,000	610,000
<b>Outcomes: Results or Impacts of Program Activities</b>			
Number of items circulated	1,300,025	1,870,000	1,826,000
Number of bookmobiles transaction	37,646	51,570	36,500
Program attendance	177,032	191,000	191,000

**DEPARTMENTAL BUDGET INFORMATION  
LIBRARY (72)**

**EXPENDITURES**

	2010-11 Actual Expense	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Salary & Wages	\$ 16,171,205	\$ 14,541,627	13,245,738	(\$1,295,889)	-9%
Employee Benefits	13,621,808	9,817,023	8,550,897	(1,266,126)	-13%
Prof/Contractual	2,148,037	733,766	728,765	(5,001)	-1%
Operating Supplies	691,986	771,900	722,300	(49,600)	-6%
Operating Services	7,031,341	5,058,695	5,488,298	429,603	8%
Capital Equipment	4,272,444	1,687,321	1,686,518	(803)	0%
Capital Outlays	2,049,192	0	0	0	0%
Fixed Charges	636	0	0	0	0%
Other Expenses	2,842,769	2,426,266	2,241,179	(185,087)	-8%
<b>TOTAL</b>	<b>\$ 48,829,418</b>	<b>\$ 35,036,598</b>	<b>\$ 32,663,695</b>	<b>\$ (2,372,903)</b>	<b>-7%</b>
<b>POSITIONS</b>		468	387	(81)	-17%

**REVENUES**

	2010-11 Actual Revenues	2011-12 Redbook	2012-13 Mayor's Budget Rec	Variance	Variance Percent
Taxes/Assessments	\$ 37,755,838	\$ 32,824,966	30,505,944	\$ (2,319,022)	-7%
Fines/Forfeits/Penalties	958,052	768,814	814,344	45,530	6%
Rev from Use of Assets	47,120	179,952	47,120	(132,832)	-74%
Grants/Shared Taxes	613,786	1,262,866	1,296,287	33,421	3%
Miscellaneous	22	0	0	0	0%
<b>TOTAL</b>	<b>\$ 39,374,818</b>	<b>\$ 35,036,598</b>	<b>\$ 32,663,695</b>	<b>\$ (2,372,903)</b>	<b>-7%</b>

**DEPARTMENTAL BUDGET INFORMATION  
LIBRARY (72)**

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## **APPENDICES COMMUNITY PROFILE**

### **GENERAL DESCRIPTION OF AREA**

The City of Detroit is located in Southeastern Michigan and is the nation's eighteenth (18<sup>th</sup>) largest city based on the 2010 census. It is the central city of a metropolitan area with a population of 4.4 million. Detroit is the largest city in Michigan and comprises 39% of Wayne County's population. Settled in 1701 and incorporated in 1815, Detroit today encompasses 139.6 square miles.

Like other older, major cities in the Northeast, Detroit has experienced significant population decline and erosion of its economic base since 1950. Since the mid-1970's, the City and private interests have made substantial investments to spur economic diversification and development. Detroit is a major manufacturing center for the United States, and a regional center of finance, commerce and tourism. Detroit City is located in a regional economy that is highly susceptible to swings in the national economy due to its high concentration of employment in the durable goods industries, particularly the automobile industry.

Economically, Detroit relates primarily to the Tri-County (Wayne, Oakland and Macomb) area. Officially, it is a part of a Primary Metropolitan Statistical Area ("Detroit PMSA") that also includes Monroe, Livingston, Lapeer and St. Clair counties.

### **Population**

The City's official population count determines its legislative apportionment in Congress and in the State Legislature, and can impact participation in Federal and State programs allocated on a per capita basis. The City's special statutory authority to levy its municipal income tax and the utility users excise tax, among other laws, is now based on its population exceeding 600,000.

Since 1950, the City has experienced major changes in the characteristics of its population, with out-migration resulting in an official total population decline of 62%. A substantial share of the City's population relocated to the outer suburban ring. The City's share of total State and metropolitan area population has fallen significantly.

The decade of the largest net population loss was the 1970s. By 2000, the City had a smaller proportion of its total population aged 25 to 64 (48.8%) than the nation had (52.2%).

Social Compact, a nonprofit market research organization headquartered in Washington D.C., is promoting successful business investment and effective revitalization strategies in lower-income communities across the nation. This organization, based on a careful analysis of multiple municipal and proprietary datasets, estimated the 2007 population of Detroit to be 933,043 or nearly 62,000 above the 2006 Census estimates, and quantified a substantial informal local economy.



**APPENDICES  
COMMUNITY PROFILE**

**Population Trends, 1950-2010**

Year	City of Detroit		Wayne County		Detroit PMSA		United States
	Population	% Change	Population	% Change	Population	% Change	% Change
1950	1,849,568	--	2,435,235	--	3,169,649	--	--
1960	1,670,144	(9.7%)	2,666,297	9.5%	4,050,840	27.8%	18.5%
1970	1,514,063	(9.3%)	2,666,751	0.0%	4,549,869	12.3%	13.4%
1980	1,203,339	(20.5%)	2,337,891	(12.3%)	4,488,072	(1.4%)	11.4%
1990	1,027,974	(14.6%)	2,111,687	(9.7%)	4,382,299	(2.3%)	10.2%
2000	951,270	(7.5%)	2,061,162	(2.5%)	4,598,502	4.9%	14.1%
2005	898,495	(5.6%)	1,966,909	(4.6%)	4,428,941	(3.7%)	4.9%
2010	713,777	(20.6%)	1,820,584	(7.4%)	4,296,250	(-6.6%)	9.7%

Source: U.S. Department of Commerce, Bureau of Census; Decennial Census and American Community Survey

**Distribution of Population by Age, 1970-2010  
(Persons in Thousands)**

Age (Years)	1980		1990		2000		2010	
		%Total		%Total		%Total		%Total
Under 5	95.0	8.3	93.1	18.5	76.2	10.4	53.0	7.06
5 to 14	206.9	18.14	N.A.	N.A.	N.A.	N.A.	119.2	15.7
15 to 20	62.5	5.5	52.0	10.3	40.0	5.8	70.4	9.3
21 to 24	93.2	8.2	63.6	12.6	52.1	7.1	52.2	6.9
25 to 34	195.9	17.2	N.A.	N.A.	144.3	19.7	95.7	12.6
35 to 44	111.9	9.8	N.A.	N.A.	136.7	18.7	101.1	13.3
45 to 54	111.6	9.8	88.9	17.6	116.0	15.9	104.4	13.8
55 to 64	123.1	10.8	81.3	16.1	67.4	9.2	79.7	10.5
65 to 74	84.5	7.4	74.0	14.7	52.9	7.2	43.1	5.7
75 to 84	43.2	3.8	38.4	7.6	35.2	4.8	29.3	3.9
85 and over	12.7	1.1	12.5	2.5	11.0	1.5	11.3	1.5
<b>TOTAL</b>	<b>1,140.5</b>	<b>100%</b>	<b>503.8</b>	<b>100%</b>	<b>731.8</b>	<b>100%</b>	<b>759.4</b>	<b>100%</b>

Source: U.S. Department of Commerce, Bureau of Census

Data may not add to "Total" due to rounding.

**Employment and Economic Base**

Detroit's economy is heavily influenced by trends in the domestic automobile industry. General Motors and Chrysler represent less than 10% of the City's Taxable Valuation today, and are major employers.

All three major automotive companies continue to experience problems, which in turn, adversely affect the area economy.

Among the complex factors affecting the automotive industry are: national consumer spending patterns; the value of the U.S. dollar relative to foreign currencies; foreign trade restrictions; federal and state regulatory policies with respect to auto imports, safety, fuel efficiency and pollution emissions; the availability and price of

**APPENDICES  
COMMUNITY PROFILE**

gasoline; and organizational demand for fleet or specialized vehicles.

Unemployment rates in the city are high in part because of Detroit’s historical reliance on heavy manufacturing, which has been affected by nationwide deindustrialization patterns. Trends date to the 1950s when the largest absolute loss of manufacturing employment in the city occurred, and were exacerbated by the bankruptcies of General Motors and Chrysler in the current recession.

The largest employers today are governmental, health care and automotive manufacturing organizations. Since 1995, Detroit-Warren-Livonia MSA has reduced

its dependence on manufacturing, transportation and trade. In 2006, manufacturing employed 13% of Detroit’s workers, down from 20% approximately ten years ago. In 1995, 19% of Detroit workers were in the trade and transportation industry. The leisure/hospitality and professional/business sectors now employ a larger percentage of Detroit’s population.

The City has had some economic development success in its greater downtown area since the 1990s. The City is pursuing wireless communications, fuel cell technology, health technology and entertainment industries to further diversify its base.

**Manufacturing Sector in Detroit City since 1947**

	<b>Manufacturing Firms</b>	<b>% Change in Firms</b>	<b>Manufacturing Employment</b>	<b>% Change in Employ</b>
1947	3,272	-----	338,400	-----
1954	3,453	5.53%	296,500	-12.38%
1958	3,363	-2.61%	204,400	-31.06%
1963	3,370	0.21%	200,600	-1.86%
1967	2,947	-12.55%	209,700	4.54%
1972	2,398	-18.63%	180,400	-13.97%
1977	1,954	-18.52%	153,300	-15.02%
1982	1,518	-22.31%	105,700	-31.05%
1987	1,255	-17.33%	102,200	-3.31%
1992	1,061	-15.46%	62,200	-39.14%
1997	825	-22.24%	47,487	-23.65%
2002	647	-21.58%	38,019	-19.94%
2007	472	-27.05%	22,962	-39.60%

source: U.S. Bureau of the Census, City and County Data Books (various). Economic data released every five years.

**APPENDICES  
COMMUNITY PROFILE**

**Retail Sector in Detroit City since 1948 (establishments with payroll)**

	<b>Retail Firms</b>	<b>% Change in Firms</b>	<b>Retail Employment</b>	<b>% Change in Employment</b>	<b>Retail Sales</b>
1948	18,242	-----	114,038	-----	2,084,748
1954	13,253	-27.35%	108,163	-5.15%	2,442,932
1958	12,120	-8.55%	94,500	-12.63%	2,274,281
1963	10,292	-15.08%	72,149	-23.65%	2,200,557
1967	N/A	N/A	N/A	N/A	N/A
1972	6,945	-32.52%	62,811	-12.94%	2,724,228
1977	5,142	-25.96%	48,457	-22.85%	2,966,783
1982	4,125	-19.78%	37,821	-21.95%	2,884,000
1987	3,847	-6.74%	38,529	1.87%	3,094,548
1992	3,448	-10.37%	33,033	-14.26%	3,096,200
1997	2,253	-34.66%	17,886	-45.85%	3,188,731
2002	2,179	-3.28%	14,760	-17.48%	3,268,378
2007	2,157	-1.01%	12,933	-12.38%	3,271,837

*Sales in \$1,000's, not adjusted for inflation*

source: U.S. Bureau of the Census, City and County Data Books (various).

**Wholesale Sector in Detroit City since 1948**

	<b>Wholesale Firms</b>	<b>% Change in Firms</b>	<b>Wholesale Employment</b>	<b>% Change in Employment</b>	<b>Wholesale Sales</b>
1948	3,606	-----	45,079	-----	4,397,343
1954	3,549	-1.58%	46,959	4.17%	6,171,257
1958	3,806	7.24%	45,722	-2.63%	6,458,847
1963	3,628	-4.68%	44,615	-2.42%	6,827,025
1967	N/A	N/A	N/A	N/A	N/A
1972	2,392	-34.07%	33,691	-24.49%	6,089,059
1977	1,657	-30.73%	24,772	-26.47%	6,851,000
1982	1,389	-16.17%	19,200	-22.49%	8,359,100
1987	1,176	-15.33%	17,664	-8.00%	12,609,362
1992	961	-18.28%	14,297	-19.06%	11,536,700
1997	740	-23.00%	12,878	-9.93%	14,616,400
2002	611	-17.43%	10,153	-21.16%	8,315,946
2007	450	-26.35%	7,278	-28.32%	7,112,126

*Sales in \$1,000's, not adjusted for inflation*

source: U.S. Bureau of the Census, City and County Data Books (various).

**APPENDICES  
COMMUNITY PROFILE**

**Ten Largest City of Detroit Property Holders by Taxable Value, Fiscal 2011**

	<b>Total Taxable Valuation</b>
Detroit Edison	\$297,850,840
Chrysler LLC	278,875,116
Vanguard Health Systems- Hospitals	249,651,559
MGM Grand Detroit LLC	213,156,620
Riverfront Holdings, Inc.	144,923,711
Marathon Oil Company	125,303,257
General Motors Corporation.	84,643,791
Michigan Consolidated Gas Co.	82,112,076
Greektown Casino LLC	79,309,640
Detroit Entertainment LLC	72,983,002
<b>Total</b>	<b>\$1,628,809,612</b>
Total City Taxable Valuation	<b>\$8,755,413,994</b>
Ten Largest Taxpayers as a % of Total City Valuation	<b>18.6%</b>

Source: City of Detroit Finance Assessor's Division

**Annual Civilian Unemployment Rates  
(% by Place of Residence)**

	<b>City of Detroit</b>	<b>Detroit PMSA</b>	<b>U.S.</b>
2011	19.9	11.0	8.9
2010	29.0	11.1	9.4
2009	27.0	14.9	9.7
2008	16.0	8.8	5.8
2007	14.3	7.5	4.8
2006	13.5	7.0	4.6
2005	14.2	7.2	5.1
2004	14.1	6.9	5.4
2003	14.0	6.0	6.0
2002	12.0	6.0	5.8
2001	9.2	5.0	4.8
2000	6.3	3.0	4.0
1999	6.9	2.7	4.2
1998	7.0	3.4	4.5
1997	7.9	3.9	4.9
1996	8.7	4.3	5.4
1995	10.1	5.1	5.6
1994	11.1	5.8	6.1
1993	13.6	7.3	6.9
1992	17.0	9.2	7.4
1991	16.9	9.3	6.7

Sources: Michigan Employment Security Commission;  
U.S. Department of Labor, Bureau of Labor Statistics (revised rates).  
Detroit: Michigan Department of Labor and Economic Growth

## APPENDICES COMMUNITY PROFILE

### Community Information

The City has a strong base of community organizations upon which to build. According to the Metro Christian Council, 700-800 churches are in the city, including seventy Christian and Islamic denominations; Christian Internet Marketing lists 700 Christian churches (www.churchangel.com). The Detroit City Planning Commission database of block clubs, public service agencies, and resident, business and community development organizations, has over 1800 entries.

Significant development occurred in Detroit from the mid-1990s until the recession of 2008. In 1999, the Planning and Development Department reported \$5 billion in new development completed and \$7 billion underway. The total figure hit \$21 billion in 2001, \$10.5 billion in the city's federal Empowerment Zone. From 2002 to 2005, \$5.6 billion in construction projects were completed, with an estimated \$10.8 billion more underway in 2006.

The annual value of residential new construction permits grew from \$10 million in 2002 to over \$70 million in 2004, \$60 million in 2005, and \$56 million through November 2006. The Buildings and Safety Environmental Department issued over 5,000 permits for new construction, additions and alterations in 2006, worth over \$600 million.

Downtown, sixty-six businesses opened from 2003-2005. The Lower Woodward Improvement Program, a partnership of the city, Downtown Detroit Partnership, and Detroit Renaissance, has resulted in over 1,000 new housing units, 50 new businesses, and attractive, safe public areas. As of 2007,

343 completed housing units, and 1,148 planned units, were in historic buildings. The first project along the \$2 billion riverfront, the Riverfront Promenade, was showcased during the Detroit 300 festival in 2001. Campus Martius Park and the Boll Family YMCA, are award-winning spaces.

The Brookings Institution Urban Markets Initiative in 2006 completed a market study that found the foundation for further development of downtown into a 24-hour mixed-use district. Looking at midtown, New Center, Lafayette Park and spaces oriented to downtown, it documented more population, income and density.

Detroit has often been recognized as tops in residential and non-residential development in the period since 1998. Site Selection Magazine gave Michigan the "Governor's Cup" Award for corporate expansions or new development (2001). Hosting the Major League Baseball All-Star Game (2005), National Football League Super Bowl (2006), and NCAA Final Four (2009) also gained widespread praise.

Other public sector initiatives include: Michigan Smart Zones; Federal Community Renewal Zones; Federal American Heritage River and Automotive National Heritage Area designations; State Renaissance Zones; City Neighborhood Enterprise Zones (NEZ). City government reforms include: employee turnaround teams and quality management methods (1994); Goal-Based Governance, continuous improvement process (1995); Labor-Management Quality Improvement Teams (1997); Committee on Operational and Financial Reengineering (2002); "Next Detroit" Transformation Team (2006); Crisis Turnaround Team (2009).

**APPENDICES**

**COMMUNITY PROFILE**

**CITIZEN BUDGET OPINIONS:**

**2011 PUBLIC BUDGET MEETINGS**

The Public Meetings are held every October per the Detroit City Charter, addressing the services and proposals of the Police, Fire,

Health, Public Lighting, Public Works, and Recreation departments. The Budget Department hosts the meeting, and in some years administers a survey of citizen priorities and youth opinion.

**APPENDICES  
COMMUNITY PROFILE**

**History of Public Meeting Outreach and Participation**

Meeting Site	<i>Outreach</i>				<i>Participation</i>			
	Mail Units	Flyers to sites / Events	Print Info Packs	Voice ads: radio/tv or meetings	Number Attending Meetings	Meeting Surveys Received	Mailed in/ Internet Surveys	Youth Surveys Received
11th Police Precinct LASED Comm. Ctr <b>1998 Totals</b>	<b>600</b>	<b>1600</b>	<b>200</b>	<b>n.a.</b>	66 44 <b>110</b>	<b>95<sup>2</sup></b>	<b>n.a.</b>	<b>141<sup>2</sup></b>
9th Police Precinct 6th Police Precinct <b>1999 Totals<sup>1</sup></b>	<b>600</b>	<b>1500</b>	<b>537</b>	<b>1</b>	55 31 <b>86</b>	<b>65</b>	<b>n.a.</b>	<b>n.a.</b>
Adams-Butzel Center Coleman Young Ctr <b>2000 Totals</b>	<b>3424</b>	<b>5000</b>	<b>316</b>	<b>n.a.</b>	71 26 <b>97</b>	<b>46</b>	<b>106</b>	<b>n.a.</b>
Dominican High Williams Rec Center <b>2001 Totals</b>	<b>3517</b>	<b>4150</b>	<b>170</b>	<b>n.a.</b>	47 37 <b>84</b>	<b>63</b>	<b>218</b>	<b>159</b>
Blight Busters' Center Howe Elementary <b>2002 Totals<sup>1</sup></b>	<b>3824</b>	<b>11,350</b>	<b>215</b>	<b>7</b>	111 99 <b>210</b>	<b>108</b>	<b>393</b>	<b>303</b>
Holy Redeemer Farwell Rec Center <b>2003 Totals</b>	<b>3829</b>	<b>15,500</b>	<b>360</b>	<b>7</b>	88 103 <b>191</b>	<b>179</b>	<b>341</b>	<b>297</b>
5 <sup>th</sup> Police Precinct EMS Training Acad. <b>2004 Totals</b>	<b>3896</b>	<b>6000</b>	<b>200</b>	<b>4</b>	19 23 <b>42</b>	<b>36</b>	226	85
Focus:HOPE Charity Lutheran <b>2005 Totals</b>	<b>3919</b>	<b>10,000</b>	<b>0</b>	<b>3</b>	98 36 <b>134</b>	<b>389<sup>3</sup></b>		<b>148</b>
Lasky Recreation DHWP Kiefer <b>2006 Totals</b>	<b>3982</b>	<b>5000</b>	<b>0</b>	<b>1</b>	17 40 <b>57</b>	<b>48</b>	<b>127</b>	<b>0</b>
Northwest Activities Butzel Family Center <b>2007 Totals</b>	<b>3955</b>	<b>8000</b>	<b>0</b>	<b>1</b>	58 48 <b>106</b>	<b>56</b>	<b>224</b>	<b>4</b>
Operation Get Down Blight Busters <b>2008 Totals</b>	<b>4013</b>	<b>8,000</b>	<b>0</b>	<b>1</b>	12 27 <b>39</b>	<b>145<sup>3</sup></b>		<b>0</b>
Clemente Recreation Chaldean Comm. Center <b>2009 Totals</b>	<b>4013</b>	<b>1000</b>	<b>0</b>	<b>0</b>	8 10 <b>20</b>	<b>n.a.</b>		<b>0</b>
Northwest Activities Heilmann Recreation <b>2010 Totals</b>	<b>4000</b>	<b>1000</b>	<b>0</b>	<b>0</b>	18 10 <b>28</b>	<b>n.a.</b>		<b>40</b>
Greater Grace Heilmann Recreation <b>2011 Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	21 30 <b>58</b>	<b>n.a.</b>		<b>0</b>

1. Starting in 1999, an announcement booklet was distributed; in 2002, a post card went to each site's Zip+4 (=7553)  
 2. In 1998, youth participated at the 11<sup>th</sup> Precinct meeting; from 2001 to 2005, meetings were held in schools  
 3. Meeting participants were invited to mail in surveys, so no separate totals.

**APPENDICES  
COMMUNITY PROFILE**

## APPENDICES GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity** - Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Ad Valorem Taxes** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Allot** - To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** - A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assessment Ratio** - The ratio at which the tax rate is applied to the tax base.

**Asset** - Resources owned or held by a government which have monetary value.

**Attrition** - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation,

reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Bond** - A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**General Obligation (G.O.) Bond** - This type of bond is backed by the full faith, credit and taxing power of the government.

**Revenue Bond** - This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budgetary Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally take one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

## APPENDICES GLOSSARY

**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Business process** - a sequence of tasks organized within or across programs to accomplish city services.

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program** - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** - Fixed assets which have a value of \$250 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CIP** - Continuous Improvement Process This is a systematic approach to identify and eliminate waste or non-value added activities through continuous improvement in all products and services.

**Collective Bargaining Agreement** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**Constant or Real Dollars** - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

## APPENDICES GLOSSARY

**Dedicated Tax** - A tax levied to support a specific government program or purpose.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basis organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DDA** - Downtown Development Authority. The DDA was created to promote and develop economic growth in the City's downtown business district. Funding is provided by an ad valorem tax of one mill on real and personal property in the downtown development district, a levy on increased assessed value of a tax increment district and issuance of revenue and tax increment bonds.

**DRMS** - Detroit Resource Management System. New financial and human resource computer system.

**DTC** - Detroit Transportation Corporation. The DTC was established in 1985 to oversee

construction and operation of the Central Automated Transit System (People Mover) in downtown Detroit.

**EDC** - Economic Development Corporation. The EDC was established to create and implement project plans for designated project areas with the City, and thus encourage the location and expansion of industrial and commercial enterprises within the City. The EDC is primarily funded by means of grants from the City.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expense** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

## APPENDICES GLOSSARY

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Fringe Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** - A fiscal entity with revenues and expenses, which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**GBG** - Goal Based Governance. A system of evaluating programs.

**GDRRA** - Greater Detroit Resource Recovery Authority. The GDRRA was established by cities of Detroit and Highland Park for the acquisition, construction and operation of a waste-to-energy facility.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Hourly** - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

## APPENDICES GLOSSARY

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

**Levy** - To impose taxes for the support of government activities.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**Mill** - The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object of Expenditure** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objective** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Expenses** - The cost for personnel, materials and equipment required for a department to function.

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine what an operation is doing in relationship to what it is supposed to be doing. There are four such measures:

- Input – the resources invested in the operation (e.g., allotted funds, staff).
- Output – the amount of work accomplished, the goods or service produced by the operation.
- Efficiency – the cost, unit cost, or productivity associated with a given output or outcome.
- Outcome – the extent to which operational or customer objectives have been met, or the effect or public good produced by the efforts.

## APPENDICES GLOSSARY

**Personal Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Prior-Year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** - Revenues earned by a program, including fees for services, license and permit fees, fines.

**Purpose** - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** - An account used either to set aside budgeted revenues that are not required for expenditures in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Sources of income financing the operations of government.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise of actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year has started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their

## APPENDICES GLOSSARY

target budget, or if revenue received is greater than anticipated.

**Target Budget** - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor

encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Work Years** - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours per year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.