



City of Ypsilanti
August 2012 – August 2016
Review of City's Major Accomplishments
Critical Information and Cost Saving Measures

Overview Millages and Refinancing

Millage Overview	Millages
Total Net General Fund Deficits 2012-2013, 2013-2014, 2014-2015	(\$462,929)
Total Water Street Debt payments for same period as above	\$3,930,577
Millage Rates levied by General Fund from FY 2013-14 high point 27.944 mills as compared to FY 2006-17, 26.7484 mills	(1.1956)
Millage rates levied Police and Fire pension from FY2013- 14 high point 8.9220 as compared to FY 2016-17, 7.8415	(1.0805)
Total City millage rates levied from FY 2013-14 high point 36. 4947 mills as compared to FY 2016-17, 35.0727 mills	(1.422)
Taxable value lost to City's General Fund between FY 2007-08 highest point vs. FY 2012-2014 lowest point	(\$124,115/mill)
Total Revenue reduction to General Fund (18.9 mills x \$124,115 per mill)	\$2,345,774/yr.
Refinancing Overview	Refinances
Pay down and refinance of most of Water Street debt caused a reduction in Principal & Interest (P&I) payments over next 15 years	\$6,100,000
Pay down of \$470,000 (From the sale of the sign lease) toward \$700,000 of un-refunded (Water Street bonds) will cause an additional reduction in P&I payments over the next 15 years	\$732,000
Refinance of the City's Water and Sewer bonds will cause a reduction in P&I payments over the next 11 years	\$1,460,000

General Budget	Savings
Conversions of LED Streetlights	\$120,000/yr.
Converted Retirees to Medicare Advantage	\$250,000
Restructured 15 officer positions (net savings of \$19,000 per officer per year for the first 3 years)	\$285,000
Restructured 7 firefighter positions (net savings of \$20,000 per firefighter/ per year for the first 3 years)	\$140,000
New Trash Contract (5 years)	\$235,000/yr.
Reduced Police/Fire Overtime (over 2 years)	\$325,000/yr.
Converted Interior City Facility Lighting to LED	\$25,000/yr.
General Budget	Revenue
Streetlight Special Assessment (2 years)	\$555,000
Sale of Surplus City Equipment	\$200,000
Safer Grant- Fire Personnel (2 years)	\$800,000
Sale of First Water Street Property	\$178,000
Sale of Historic House	\$120,000
Private Donations for the Heritage Bridge Project	\$100,000
Capitalized I-94 Build Board Lease	\$470,000
Highland Cemetery Solar Field 840kw revenue to the City from fees and property taxes (first 5 yrs.) This field will be operational by August 31, 2016.	\$35,000/yr.

- **City employees cost in benefit reductions for Tier II employees since 2012**
 - a) No retiree health care as a defined benefit
 - b) Reduction in pension multiplier
 - c) Retirement contributions cannot be withdrawn without losing the pension benefit
 - d) 20% contribution by current city employees toward their health insurance premiums
 - e) Major reduction in paid time off and sick leave accumulation and payout at retirement
 - f) Extra step added for Police and Fire officers' pay scales
- As of the end of FY2016-2017, it is projected that the City will have 49 sworn police and fire officers, of which, 26 will be Tier I and 23 will be Tier II, or 47% of these officers will have the reduced benefit package
- Employee pay increases over the last ten years have been kept under 1% per year
- Capital Building Projects – Senior Center, Parkridge Center, Rutherford Pool
- Upgrades to City Hall, Fire Dept. and DPS Facilities (Addition of Truck Port)

- **Major capital projects that leveraged many millions of dollars in grants and Non-General Fund dollars to pay for a large part of the cost of the following:**
 - a) Prospect Street
 - b) South Grove Road
 - c) Adams Street
 - d) Prospect bridge reconditioning
 - f) Heritage Bridge
 - g) Border-to-Border trail through Water Street property

- **Major capital projects in process**
 - a) Construction of rail platform in anticipation of new Amtrak passenger service
 - b) Michigan mid-block crossing
 - c) Washtenaw mid-block crossing
 - d) Prospect/Michigan Avenue safety project
 - f) Demolition of Boys and Girls Club Structure and other blighted properties

ACCOMPLISHMENTS BY DEPARTMENTS

- **Fire Department-** Max Anthouard
 - a) 2013 SAFER Grant saved \$800,500 plus \$350,000 on overtime over a two year period.
 - b) Automatic Mutual Agreement between Ypsilanti Twp. And Superior Twp. Fire Departments allowed us to:
 - Continue to fulfill our mission statement and perform aggressive interior fire attack with a minimum staffing of four personnel.
 - Preserve our ISO rating
 - c) The creation of an aggressive regional grant writing committee brought over \$2,000,000 to the county fire service in the past two years.
 - d) Maintain overtime cost to a minimum.
 - e) Implementation of a cost recovery system fire operation and fire inspection.

- **City Attorney-** John Barr
 - a) Successfully defended the City against the Kircher appeal to the Michigan Supreme Court regarding the Thompson Block matter.
 - b) Assumed and revived the work on the Border-to-Border trail bridge matter and were able to obtain the necessary easements.
 - c) Drafted legislation to amend and update the City Charter, including on-line publication, and the City Code of Ordinances, including the repeal of sections relating to unenforced licensing.
 - d) Researched and worked up the process for a successful street light special assessment.
 - e) Worked with staff to restructure the parking ticket collection process.
 - f) Improved and streamlined the Administrative Hearing Bureau to save the City money.
 - g) Docketed an extra day in District Court for driver license offenses that speeded up the process and has been very successful.
 - h) Worked on the Parkridge Center grants, endowment and contracts.

- **Fiscal Services-** Marilou Uy
 - a) The City of Ypsilanti received a Certificate of Achievement for Excellence in Financial Reporting for the FY2014-2015, Comprehensive Annual Financial Report (CARF) from the Government Finance Officers' Association (GFOA) and has been receiving the award annually since 2008. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and the attainment of the award represents a significant accomplishment by a government and its management.
 - b) Last year, the City also received for the first time, the Distinguished Budget Presentation Award, for the FY2015-2016 budget from the GFOA. This award is the highest form of recognition in government budgeting. The attainment of the award represents a significant achievement by the City.
 - c) The City continuously received an unmodified (clean) opinion of the audit for the Fiscal Year Ending in 2014-2015 from Abraham and Gaffney, P.C.
 - d) The Finance Department worked with an Underwriter, Financial Consultant, Bond Counsel and the City Manager, for the successful refunding of the 2006 Capital Improvement Refunding Bonds (Water Street) to the 2016 Limited Tax General Obligation Bonds. The Refunding reduced the bond annual payment by 33%.

- **Economic Development-** Beth Ernat
 - a) Michigan Economic Development Corporation (MEDC) multi-million dollar Loan Conversion to a Grant.
 - b) Shape Ypsi Master Planning Process (Teresa Gillotti).
 - c) Obtained Redevelopment Ready Certification (RRC).
 - d) Obtained Neighborhood Enterprise Zone (NEZ) designation.
 - e) Establishment of a Property Disposition policy/program.
 - f) \$985,000 grants received in the past 4 years.

- **Assistant to the City Manager-** Ericka Savage
 - a) Drafted the Solid Waste RFP and facilitated negotiations for the City's Solid Waste contract, saving the City over \$1,000,000 over five years.
 - b) Drafted the RFP for Legal Service and facilitated negotiations for the City's Legal Services contract that converted fees to a fixed annual rate to better control variable spending.
 - c) Drafted the City's first ever Events Policy, which has ultimately lead to increased revenue; created the Special Events Policy Booklet, online web form, estimate process and approval letters; restructured the fees.
 - d) Drafted the City's tree removal policy; implemented monthly reporting on website.
 - e) Researched the team lead for the City's contract with Simple Recycling, a curbside recycling program for home goods.
 - f) Team lead with HR on 2014 Wage Parity Report; drafted the report, comparable cities with spreadsheets and charts.
 - g) Designed the City's website, team lead for converting from the Action and Request Center to designing Ypsi Connect. Administered both sites.
 - h) Team lead and editor for Inside Ypsi, the City-wide newsletter
 - i) Created the Water Street Fact Sheet and online survey for the 2016 Water Street Bond Debt Millage.
 - j) Team lead for social media; the City's Facebook page had about 600 likes when we began our Marketing efforts in 2015, it now has over 1100 likes.

- **Department of Public Services (DPS)- Stan Kirton**
 - a) Converted all street lights to LED Fixtures.
 - b) Converted virtually all City Facilities' interior and parking lots' lights to LED fixtures.
 - c) Constructed Truck Port in DPS Yard to protect expensive equipment.
 - d) Purged Surplus Vehicles from Fleet.
 - e) Converted two trucks dual fuel system, Propane/gas.
 - f) Secured Congestion Mitigation Air Quality (CMAQ) grant to purchase street sweeper.
 - g) Received private donation for, and installed solar panels at DPS truck port roof, Parkridge Community Center and Senior Center.

- **Police Department- Tony DeGiusti**
 - a) Drastic Reduction in Overtime. Approximately \$150,000 per year.
 - b) Eastern Washtenaw Safety Alliance has allowed for closer cooperation and coordination between Washtenaw County Sheriff's Office, City of Ypsilanti Police Department, and Eastern Michigan University Public Safety Department.
 - c) Outreach- Reactivation of the Downtown Development Authority Officer (temporarily vacant due to staffing shortage), agreement/partnership with Ypsilanti Community Schools for reactivation of School Resource Officer for the last 2 years, re-establishment of the Citizen Police Academy.
 - d) Implementation of the Body Cam Program and other video upgrades/enhancements.
 - e) Diversification of the Police Department:
 - January 1, 2013 (Approximately one month before my arrival at Ypsilanti Police Department)
 - African American Male-1
 - Caucasian Male-21
 - African American Female- 1
 - Caucasian Female- 3
 - Total Officers- 26
 - July 13, 2016
 - African American Male-3
 - Caucasian Male-18
 - African American Female- 2
 - Caucasian Female- 5
 - Total Officers- 28

- **Clerk/Treasurer Office- Frances McMullan**
 - a) Consolidation of Clerk and Treasury Departments.
 - b) Creation of Ypsilanti Parking Bureau.
 - c) Institution of City Hall security measures.
 - d) Implementation of best practices in treasury, checks and balances instituted through the updating of department policy and procedures, security monitors and money counters.
 - e) New ADA voting booths acquired through grant.
 - f) Successful canvassing and certification of City elections conducted.
 - g) Settled with Washtenaw County Treasurer timely every year.
 - h) Instituted Visa card payment for all transactions.
 - i) City Hall interior upgrades and renovations.
 - j) City Clerk drafted the RFP for Liability Insurance and facilitated negotiations for an increased coverage amount of \$5,000,000 without considerable increase in cost.