



**City of Ypsilanti
City Council Goal Setting Agenda
Monday, December 7, 2009
6:00 – 9:00 p.m.
Council Chambers – 1 S. Huron Street**

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Bodary	P A	Council Member Robb	P A
Council Member Murdock	P A	Mayor Pro-Tem Swanson	P A
Council Member Nickels	P A	Mayor Schreiber	P A
Council Member Richardson	P A		

III. INVOCATION –

IV. PLEDGE OF ALLEGIANCE –

"I pledge allegiance to the flag, of the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

V. INTRODUCTIONS –

VI. AUDIENCE PARTICIPATION –

VII. REMARKS FROM THE MAYOR -

VIII. DISCUSSION ITEMS –

City Manager Edward Koryzno

- A. Discussion of updated 5 year financial projections
- B. Discussion of 2010-2011 Projected Budget Categories
- C. Discussion of 2010-2011 Projected Budget Categories and Budget
- D. Discussion of procedures for preparing projected 2010-2011 budget reductions

IX. AUDIENCE PARTICIPATION -

X. REMARKS FROM THE MAYOR -

XI. ADJOURNMENT -

**2010-2011 Projected Budget
Budget Summary**

Fixed Costs	Cost based on FYE 2011	
Public Building Maintenance	\$ 354,204.00	
Parking Lots	\$ 83,184.00	
Street Lighting	\$ 470,152.00	
City Insurance	\$ 683,615.00	
Transfers and Contributions	\$ 1,072,722.00	
Properties	\$ 2,500.00	
	\$ 2,666,377.00	
Required Services	Cost based on FYE 2011	
City Council	\$ 111,754.00	
City Manager	\$ 211,727.00	
Community Service	\$ 761.00	
Voter Registration	\$ 50,295.00	
School Elections	\$ 12,930.00	
County Elections	\$ 12,603.00	
Assessing Department	\$ 83,557.00	
Legal Services	\$ 269,140.00	
City Clerk	\$ 161,732.00	
Treasury	\$ 198,989.00	
Total	\$ 1,113,488.00	
Discretionary	Cost based on FYE 2011	
Accounting	\$ 280,391.00	
Human Resources	\$ 173,100.00	
Police Administrations	\$ 310,118.00	
Police Field Services	\$ 4,393,694.00	
312 Lawnet	\$ 28,899.00	
316 Lawnet	\$ 84,676.00	
Fire Administration	\$ 205,856.00	
Fire Supression	\$ 2,560,292.00	
Ordinance Enforcement	\$ 95,500.00	
DPW Administration	\$ 21,854.00	
Special Events	\$ 80,511.00	
Parkridge Community Center	\$ 61,118.00	
Swimming Pool	\$ 76,309.00	
Senior Center	\$ 51,749.00	
DPW Parks	\$ 108,554.00	
Planning and Development	\$ 184,370.00	
Total	\$ 8,716,991.00	
Revenue Based	Cost based on FYE 2011	
Parking Enforcement	\$ 106,695.00	
Building Inspection	\$ 376,912.00	
Total	\$ 483,607.00	
Grants/Misc.	Cost based on FYE 2011	
Police Capital Equipment	\$ 37,555.00	
Bullet Proof Vests	\$ 2,000.00	
COPS FAST Grant	\$ 159,628.00	
Total	\$ 199,183.00	
Total General Fund Budget	Cost based on FYE 2011	
Fixed	\$ 2,666,377.00	
Required	\$ 1,113,488.00	
Discretionary	\$ 8,716,991.00	
Revenue Based	\$ 483,607.00	
Grants/Misc	\$ 199,183.00	
Total	\$ 13,179,646.00	
Calculations based on the 11/09/09 City Council Meeting Packet		

**2010/2011 Projected Budget
Summary of Fixed Costs**

Fixed Costs	Cost based on Projected FYE 2011 Budget	Potential Goals for Cost Reductions
Public Building Maintenance	\$ 354,204.00	Energy Programs and Grants (Revolving Loan Fund), explore alternative maintenance options
Parking Lots	\$ 83,184.00	Explore contracting out snow removal , explore DDA taking over parking lot maintenance
Street Lighting	\$ 470,152.00	Meet with DTE to discuss potential savings programs
City Insurance	\$ 683,615.00	Continue to partner with Agents to help create cost reduction programs through prevention programs and other alternatives
Transfers and Contributions	\$ 1,072,722.00	Prioritize and evaluate each contribution throughout the course of the budget years
Properties	\$ 2,500.00	Work on a comprehensive economic development plan that will assist in the sale and increase of tax base on City property
Total Cost Projected FYE 2011	\$ 2,666,377.00	
Summary in cost reductions:		There are no immediate cost saving measures in the area of fixed costs. However, as stated above there are alternatives to explore for future cost savings.
Bold indicates union contractual issues		

**2010/2011 Projected Budget
Revenue Based Services**

Revenue Based Services	Cost based on projected FYE 2011 budget	Cost to City after Revenue	Potential Goals for Cost Reductions or Revenue Increases
Parking Enforcement	\$ 106,695.00	\$ (187,686.00)	Increase hours of enforcement, create a comprehensive parking plan and re-evalute cost of parking
Building Inspection	\$ 376,912.00	\$ 78,462.00	Explore the option of contracting all building activities to Pittsfield, Hire Part-time ordinance officer so Housing Inspector can do more Certificates of Compliance, reduce secretarial staff
Total Cost Projected FYE 2011	\$ 483,607.00		
Notes			
Parking Enforcement Revenue source	Revenue	Building Inspections Revenue Source	Revenue
Residential Parking Permits	\$ 17,000.00	Building Permits	\$ 62,725.00
Parking Meter Revenue	\$ 87,381.00	Electrical Permits	\$ 13,028.00
Parking Ticket Revenue	\$ 190,000.00	Heating Permits	\$ 13,993.00
		Plumbing Permits	\$ 14,958.00
Total Revenue	\$ 294,381.00	Certificates of Occupancy	\$ 3,976.00
		Sign Permits	\$ 4,970.00
		Animal licenses	\$ 1,300.00
		rezoning and appeal fees	\$ 7,500.00
		Certificates of Compliance	\$ 176,000.00
		Total Revenue	\$ 298,450.00

**2010/2011 Projected Budget
Grants and Misc.**

Grants and Misc.	Cost based on Projected FY 2011	Potential Goals for Cost Reductions
Police Capital Equipment-OJDP	\$ 37,555.00	\$ -
Bullet Proof Vests	\$ 2,000.00	\$ -
COPS FAST Grant	\$ 159,628.00	\$ -
Total	\$ 199,183.00	
These are all pass through, no budget adjustments can be made.		

**2010/2011 Projected Budget
Required Services**

Required Services	Jurisdiction	Cost based on projected FYE 2011 Budget	Potential Goals for Cost Reductions
City Council	City Charter	\$ 111,754.00	Limited in cost savings, reprioritize contractual services
City Manager	City Charter	\$ 211,727.00	Refocus goals of City Manager, reduce support staff
Community Service	City Policy	\$ 761.00	NA
Voter Registration	State Law	\$ 50,295.00	NA
School Elections	State Law	\$ 12,930.00	Fully reimbursed by the School system.
County Elections	State Law	\$ 12,603.00	NA
Assessing Department	City Charter	\$ 83,557.00	Explore only mandated functions and reduce to part-time or contract position (cost savings minimal)
Legal Services	City Charter	\$ 269,140.00	Review each legal area to ensure proper budgeting particularly in litigation. Explore goals and objectives in the area of ordinance prosecution
City Clerk	City Charter	\$ 161,732.00	Clerk's office has already seen a drastic reduction in staffing, limited in further reductions. Explore providing required functions as minimally as possible
Treasury	City Charter	\$ 198,989.00	Reduction of part-time support staff, reduce hours
Projected Cost FYE 2011		\$ 1,113,488.00	

**2010/2011 Projected Budget
Discretionary Costs**

Discretionary	Cost based on Projected FYE Budget	Potential Goals for Cost Reductions or Revenue Increases
Accounting	\$ 280,391.00	Reduction of staff hours, research contracting out portions of the accounting department
Human Resources	\$ 173,100.00	Reduction of staff hours
Police Administrations	\$ 310,118.00	See attached Police Options
Police Field Services	\$ 4,393,694.00	See attached Police Options
312 Lawnet	\$ 28,899.00	
316 Lawnet	\$ 84,676.00	
Fire Administration	\$ 205,856.00	See attached Fire Options
Fire Supression	\$ 2,560,292.00	See attached Fire Options
Ordinance Enforcement	\$ 95,500.00	This is the cost of contracting out abatements, most is paid back by property owners (\$69,824 in revenue was allocated)- staff has asked to increase this budget by \$35,000 for a part-time ordinance officer
DPW Administration	\$ 21,854.00	All allowable costs have been allocated to other funds, no potential cost reduction exist
Special Events	\$ 80,511.00	Could eliminate city services for special events or ensure the fees accurately reflect total costs
Parkridge Community Center	\$ 61,118.00	\$15,600 is paid by the city FYE 2010-Could eliminate
Swimming Pool	\$ 76,309.00	\$10,910 is paid by the city FYE 2010-Could eliminate
Senior Center	\$ 51,749.00	\$8,498 is paid by the city FYE 2010-Could elminate
DPW Parks	\$ 108,554.00	Explore the contracting out of Park Maintenance
Planning and Development	\$ 184,370.00	Explore contracting out/part-time staffing for required services only-no strategic planning
Projected FYE 2011	\$ 8,716,991.00	
Bold Indicates Union Contractual Issues		

2010/2011 Projected Budget

Fire Services Fixed Cost

Current Cost of Fire Services	\$ 2,766,148.00		
Fixed Costs	Cost based on projected FYE 2011 budget	Comments	Potential Cost Reductions
Fire Administration	\$ 205,856.00	Fire Chief	
Over time	\$ 30,300.00		
Extra Duty Day	\$ 70,700.00	To meet minimum staffing	may lower if staffing levels are reduced
Laundry Service	\$ 500.00	turn out gear	
Self Contained Breating apparatus	\$ 6,900.00		May go down with less employees
Turnout Gear	\$ 8,000.00		May go down with less employees
Repair and Maintenance supply	\$ 4,950.00		May go down with less employees
Equipment Maintenance	\$ 2,700.00		May go down with less employees
Equipment Rental Lease	\$ 200,000.00		May go down with less employees
Hydrant Rental	\$ 900.00		May go down with less employees
Professional Development	\$ 6,000.00		May go down with less employees
Dispatch	\$ 107,000.00		
Pension and OPEB	\$ 639,875.58		
Total	\$ 1,283,681.58		
Average cost of each fire fighter is \$78,000	That includes Captains and LT's....can range from \$68,000-\$78,000		
Total Cost of Fire Service	\$ 2,766,148.00		
Fixed Cost	\$ 1,283,681.00		
Allowable budget adjustments	\$ 1,482,467.00		

2010/2011 Budget Projections

Potential Fire Service Cuts

Current Cost of Fire Protection		\$ 2,766,148.00		
Level	Description	Approximate Total Cost of Service	Approximate Cost reductions from current budget	Admin Issues
I	Interior and Exterior Attack: May only reduce staff by three Fire Fighters	\$ 2,563,321.00	\$ 202,827.00	Requires union negotiations of single sloted vacations
II	Exterior Attack only: May reduce to no fewer than 12 Firefighters	\$ 2,336,320.00	\$ 429,828.00	Requires union negotiations of a Shift adjustment to a two platoon operation
III	Less than 12 firefighters will require further exploration into a combination fire department of full-time employees and contracting with neighboring jurisdictions or contracting out the entire fire department	unknown, need to explore options	\$ -	Requires negotiation with the union on the basis of contracting services
notes				
	Level I	salary and fringes of three lowest seniority (reduce force from 18 to 15)		
	Level II	salary and fringes of six lowest seniority (reduce force from 15 to 12)		

Police Services Projected FYE 2011

Fixed Costs

Police Services		Police Page 1 of 2	
Current Cost of Police Services	\$ 4,703,812.00		
Fixed Costs	Cost based on Projected FYE 2011	Comments	Potential Cost Reductions
Police Administration	\$ 310,118.00	Chief and Secretary Costs	Minimal, reduction in staff support
Temporary Wages	\$ 58,504.00	Crossing Guards	Required to provide crossing guards
Temporary Wages-Misc.	\$ 72,078.00	Part-time officers	Could eliminate, may create more OT
Administrative Leave	\$ 14,344.00	Contract requirement for Sgts and Lt	Could reduce by reducing Lt's and Sgt's
Overtime	\$ 342,427.00	OT could lower with less and employees or increase depending on staff level requirements	Lessen staff level requirements
Operating Supplies	\$ 37,933.00	Bullets, guns, general operating supplies	Minimal, may lower as we lower employees but not significant
Repair and Maintenance	\$ 1,581.00		Minimal
Contractual Services	\$ 5,268.00		Minimal
Equipment Rental or Lease	\$ 330,000.00	Cars	May go down with less employees
Professional Development	\$ 15,000.00		May go down with less employees
Training Grant Funds	10,000		May go down with less employees
Pension/OPEB -COAM	\$ 991,524.00		
Dispatch Personnel Costs (half)	\$ 107,000.00	Total cost of personnel and fringes	Discussion of contracting out services
Records	\$ 104,264.00		
Total Fixed Costs	\$ 2,400,041.00		
As employees go down so will revenue for tickets			
OPEB/Pension: Can't count as cost savings, taxes go down as cost go down			

**Police Staffing Options
2010/2011 Projected Budget**

Staffing Options		Police Page 2 of 2	
Neighborhood Policing Team	\$ 130,000.00	Two Officers	
Detective Bureau-Fully staffed	\$ 220,000.00	1 Sgt, Two Detectives	
Detective Bureau-Report to Lt	\$ 130,000.00	Two Detectives, report to Lt instead of Sgt	
Two Officers/shift	\$ 880,000.00	1 Sgt, two officers, 4 shifts	
Three Officers/Shift	\$ 1,140,000.00	1 Sgt, three officers, 4 shifts	
Four Officers/Shift	\$ 1,400,000.00	1 Sgt, four officers, 4 shifts	
Five Officers/Shift	\$ 1,660,000.00	1 Sgt, five officers, 4 shifts	
Three Lt's	\$ 285,000.00		
two Lt's	\$ 190,000.00		
Command Staff		Comments	
Seargants=5	\$ 450,000.00	average cost of each sgt. \$90,000	
Lts=3	\$ 285,000.00	average cost of each Lt. \$95,000	
Total	\$ 735,000.00		
Field Services			
Road Patrol=25	\$ 1,625,000.00	Average cost of each officer \$65,000	
Total Staff	\$ 2,360,000.00	*costs are a litte off due to using averages	
Total Police Costs	\$ 4,703,812.00		
Total Fixed Police Costs	\$ 2,400,041.00		
Allowable budget adjustments	\$ 2,303,771.00		

**2010/2011 Projected Costs
Proposed Budget Worksheet**

2010/2011 Projected budget	\$ 13,179,646.00	\$ 1,440,621.00
Target Reduction	\$ 1,440,621.00	
Total Amount of Budget		\$ 11,739,025.00
		Potential Cost Savings
Fixed Costs General Fund	\$ 2,666,377.00	
Fixed Costs Fire	\$ 1,283,681.00	
Fixed Costs Police	\$ 2,400,041.00	
Required Services	\$ 1,113,488.00	
Revenue Based Costs	\$ 483,607.00	
Grants/Misc. Costs	\$ 199,183.00	
Total Fixed Costs	\$ 8,146,377.00	
Discretionary		
Accounting	\$ 280,391.00	
Human Resources	\$ 173,100.00	
Police Administrations	\$ -	
Police Field Services	\$ 2,303,771.00	
312 Lawnet	\$ 28,899.00	
316 Lawnet	\$ 84,676.00	
Fire Administration	\$ -	
Fire Supression	\$ 1,482,467.00	
Ordinance Enforcement	\$ 95,500.00	
DPW Administration	\$ 21,854.00	
Special Events	\$ 80,511.00	
Parkridge Community Center	\$ 61,118.00	
Swimming Pool	\$ 76,309.00	
Senior Center	\$ 51,749.00	
DPW Parks	\$ 108,554.00	
Planning and Development	\$ 184,370.00	
Total	\$ 5,033,269.00	
Budgeted deficit	\$ 1,440,621.00	
Target discretionary total	\$ 3,592,648.00	