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TO: Tanya Stoudemire, Deputy CFO/ Budget Director
OCFO-Office of Budget (Non-Departmental)

FROM: David Whitaker, Director 
Legislative Policy Division Staff

DATE: March 17, 2020

RE: 2020 -2021 Budget Analysis

Attached is our budget analysis regarding the Non-Departmental budget for the 2020-2021 Fiscal Year.

Please be prepared to respond to the issues/questions raised in our analysis during your scheduled hearing on a date to be determined due to the coronavirus crisis. We would appreciate a written response to the issues/questions as soon as possible. Please forward a copy of your responses to the Council members and the City Clerk's Office.

Please contact us if you have any questions regarding our budget analysis.

Thank you for your cooperation in this matter.

DW:icj:ss

Attachments:
Issues and Questions
2020-21 Budget Information for Non-Departmental

cc: Councilmembers
Auditor General's Office
David Massaron, Chief Financial Officer
Tina Tolliver, Director of Budget Development, Execution and Monitoring Division
Renee Short, Budget Team Leader

John Naglick, Chief Deputy CFO/Finance Director
James George, Agency CFO
Stephanie Washington, Mayor's Office

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Non-Departmental (35)

FY 2020-21

Budget Analysis by the Legislative Policy Division

Summary

Appropriations

The Non-Departmental agency budget contains appropriations for general fund activities not specific to any one department. The Non-Departmental agency budget also contains appropriations for subsidies to enterprise agencies and various other organizations.

In addition, Non-Departmental contains appropriations that are offset with equal revenue amounts for organizations whose employees are included and paid through the city payroll system such as the Detroit Building Authority and the Pension and Employee Benefit appropriation.

Over the years and on an increasing basis, programs with employees have been added to the Non-Departmental budget. When programs with employees are included in Non-Departmental the real line of reporting is blurred or in fact completely hidden by the presentation. Consideration should be given to the re-alignment of these organizations into the agencies where the employees ultimately report.

The Mayor recommends \$339.22 million in Non-Departmental expenditures from All Funds for FY 2021, comprised of the following:

\$307.22 million	In recommended Non-Departmental expenditures from Fund 1000 General Fund
\$ 2.00 million	In recommended Non-Departmental expenditures from Fund 3921 Donated Funds-P.E.G. Fees
\$ 30.00 million	In recommended Non-Departmental expenditures in Appropriation 14001 Budget Reserve from Fund 1000 General Fund

Revenues

The Non-Departmental agency contains the major revenues supporting the General Fund that are not specific to any one department.

As a result of the revenue estimating process now in place in accordance with Section 8-213 of the Detroit City Charter and per Public Act 182 of 2014, which mandates a revenue estimating conference, there is general agreement with the revenue estimates included in the budget. Another revenue consensus will be conducted in May based on more up to date collection data. Any budget amendment presented to City Council during that time will reflect any new revenue estimates and will be a part of the final budget for the ensuing fiscal year. In making adjustments to the budget, the revenue estimates agreed to by the revenue estimating group and the state restrict any changes to revenues.

The Mayor recommends \$1,038.49 million in Non-Departmental revenues from All Funds for FY 2021, comprised of the following:

\$951.49 million	In recommended Non-Departmental revenues from Fund 1000 General Fund
\$ 50.00 million	In recommended Non-Departmental revenues from Fund 1003 Blight Remediation Fund
\$ 2.00 million	In recommended Non-Departmental revenues from Fund 3921 Donated Funds-P.E.G. Fees
\$ 5.00 million	In recommended Non-Departmental revenues from Fund 4533 City of Detroit Capital Projects
\$ 30.00 million	In recommended Non-Departmental revenues in Appropriation 14001 Budget Reserve from Fund 1000 General Fund

Non-Departmental’s Budget Recommended by Mayor Duggan

Attachment I is a copy of the summary pages (B35-1 through B35-20) from Mayor Duggan’s 2021-2024 proposed budget for Non-Departmental.

Attachment I also represents proposed Non-Departmental expenditures and revenues showing adopted FY 2020 budget and recommended budgets for FY 2021 through FY 2024 (B35-10 through B35-20). Attachment I also serves as the primary basis for the questions on changes in expenditure appropriations in the “Issues and Questions” section below.

Attachment II provides a description of the expenditure appropriations identified in Attachment I.

City Council has scheduled separate budget hearings for the Detroit Building Authority (DBA), City Airport, Board of Ethics, Media Services and Communications, Museum of African American History, Detroit Historical Institute, Detroit Zoological Institute, Eastern Market, the Detroit Wayne County Port Authority and the Board of Police Commissioners. Therefore, the Legislative Policy Division (LPD) will not raise questions regarding these entities in this budget analysis but will do so in separate budget analyses for the budget hearings associated with these entities. **Note: Some of the budget hearings for the above agencies and entities were CANCELLED due to the coronavirus crisis.**

However, LPD will raise some questions in this budget analysis regarding the Detroit Land Bank Authority since the Mayor recommends a \$13 million general fund subsidy for FY 2021 land bank operations in Non-Departmental. LPD will request for representatives of the land bank to attend the 2 p.m. Non-Departmental budget hearing on Thursday, March 19, 2020 in order to address any specific questions that may come up regarding the land bank operations.

Issues and Questions FY 2021 budget based on Attachment I expenditure information (B35-6 through B35-13):

1. On B35-6, Employee Benefits increases from \$81.7 M in FY 2023 to \$187.8 M in FY 2024, an increase of \$106 M. More specifically on B35-12, Discretionary Pension Contributions

(Appropriation 13854) goes from zero to \$166 M in FY 2024. (LPD understands that the gross FY 2024 pension contribution to be estimated at \$192 M less a \$26 M contribution from foundations and DWSD equates to a net pension contribution of \$166 M.) Obviously, this shows the impact of the “pension cliff” starting in FY 2024. To mitigate the impact of this pension cliff obligation, there is an \$87 M contribution from the Retiree Protection Fund reflected as a revenue on page B35-15. Please provide support how the OCFO projected a pension obligation amount of \$166 M for FY 2024, especially when some estimates have reached approximately \$240 M. Please provide what the pension cliff obligation amount could be in FY 2024 if an amortization period of 20 years and 25 years were used to determine the amount. Please provide your assumptions for the estimated pension cliff obligation amounts based on a 20 year, 25 year and 30 year amortization period.

2. On B35-8, please explain why the Blight Remediation Fund expenditures go away starting in FY 2021.
3. Please explain the \$480 K reduction in the Detroit Building Authority expenditures in FY 2021. Of note is the reduction of four DBA FTEs in FY 2021.
4. Please explain the \$151 K increase in CAYMC Building Rent & Rehabilitation starting in FY 2021.
5. Please explain the \$12 M reduction in the Claims Fund (Insurance Premium) starting in FY 2021.
6. Please explain the \$6.8 M increase in Centralized Payments in FY 2021.
7. Please explain the \$4 M decrease in Non-Departmental General Revenue expenditures in FY 2021.
8. Debt service (principal and interest) payment on Distributable State Aid Bond increases by \$4.7 M starting in FY 2021 due to debt service schedule, correct?
9. Please explain the \$270 K reduction in Pension & Employee Benefits/Pension expenditures, along with corresponding decrease of four FTEs in FY 2021. Please explain why this division is downsizing.
10. Please explain why Elected Officials’ Compensation decreases by \$8 K in FY 2021.
11. The current FY 2020-2023 four year financial plan shows a \$50 M general fund contribution to the Retiree Protection Fund (RPF) for FY 2021. The Mayor proposes to increase the contribution to \$70 M in FY 2021. Please explain the need to add \$20 M in general fund surplus dollars to make a \$70 M contribution to the RPF in FY 2021. Is this decision largely based on the current level of earnings in the RPF?
12. The Mayor recommends a general fund subsidy of \$13 M to the Detroit Land Bank Authority (DLBA) in FY 2021, the same as for FY 2020. Questions (note: the Office of the Auditor General assisted LPD is coming up with questions for the DLBA):

- a. Please explain the need for a \$13 M general fund subsidy when the City's demolition program is completely going in house in FY 2021. Please explain the main services the DLBA provides in FY 2020 and FY 2021. Please explain any change in services in FY 2021.
- b. Please provide FY 2020 budgeted versus actual positions. Does the DLBA plan to fill any vacant positions? What is the level of budgeted positions for FY 2021?
- c. Please provide a copy of DLBA's FY 2020 budget, with a year-to-date budget analysis, if available. Please provide the FY 2021 budget, if available.
- d. Please provide a copy of DLBA's 2019 annual financial statements, if available. Did the DLBA end up with an operational net loss or net income as June 30, 2019?
- e. Given that the Hardest Hit Funds (HHFs) ends by June 30, 2020, when does the DLBA anticipate paying off any balance in the City of Detroit's \$20 M Demolition Advance Fund? When will the advance fund completely go away?
- f. Has money been included in the proposed budget for DLBA property maintenance? Where are funds within the Proposed Budget?
- g. Have specific funds been included in funds provided to the DLBA to cover the sale of properties at a loss?
- h. Who/ what entity is responsible for the accuracy and integrity of the data in Sales Force?
- i. The Revised – Second Amended and Restated Memorandum of Understanding City of Detroit and Detroit Land Bank Authority states that for demolitions with a cost above \$25,000; the City of Detroit CFO must grant approval to the Detroit Land Bank and the Detroit Land Bank shall provide the City's CFO with invoices and supporting documentation in a form and manner acceptable to the City's CFO. Does the CFO, or any City official approve demolitions costing more than \$25,000 prior to approval of the demolition contract?
- j. In the Revised – Second Amended and Restated Memorandum of Understanding City of Detroit and Detroit Land Bank Authority, for non-HHF demolitions it states, the DLBA will survey all such structures and identify certain of them for demolitions. Are there any additional costs to the Land Bank for these surveys? How will these surveys be paid for? If the City will pay for these, where are these funds budgeted?
- k. The Revised – Second Amended and Restated Memorandum of Understanding City of Detroit and Detroit Land Bank Authority, under the section on Other Blight Remediation Services includes renovation of structures, nonstructural blight removal, and cleaning title for properties. Are there expected additional costs to the City associated with these activities; if so, where are they budgeted?
- l. Is it expected after that the Demolition Advance will be repaid forty-five business days after the DLBA received the final disbursement of HHF dollars from MSHDA. In the future, how will the DLBA fund its expenses over and above the City's subsidy? Does the Land Bank foresee cash flow issues after the Demolition Advance Fund has been repaid?
- m. Attachment III represents concerns from the community regarding the budget priorities relative to the DLBA from a public forum conducted by Council President Brenda Jones and Council Member Janeé Ayers. If you haven't done so already, please respond to these questions raised by the community.

13. Please provide in which appropriations in the FY 2021 Police Department budget and FY 2021 DoIT Department budget is the monies for Surveillance Technology housed, along with the FTEs. Please give the total FY 2021 amount for the Surveillance Technology program.

Contained in the Non-Department revenue appropriations are the following major General Fund revenue sources: income taxes, property taxes, casino (wagering) taxes and state revenue sharing. However, a portion of the income tax revenue is budgeted in the Police Department, in accordance with PA 394 of 2012. The majority of the utility user's tax revenue is budgeted in the Police Department as well.

Issues and Questions based on Attachment I revenue information (B35-14 and 15):

14. Please provide a crosswalk from the major General Fund revenue amounts as reflected in the February 2020 Revenue Estimating Conference report to the various budgeted major General Fund revenue amounts in the 2021-2024 four-year plan, recognizing that the majority of the major General Fund revenue is budgeted in Non-Departmental, but with some portions being budgeted in the Police and Library Departments. Please provide clarity as to where the \$12.5 M in utility user's tax revenue is budgeted as a transfer to the Public Lighting Authority (PLA) to cover the annual debt service requirement associated with the PLA bonds for street lighting infrastructure capital projects.
15. Please explain the \$12 million drop in the Claims Fund (insurance premiums).
16. Please explain the \$20.2 M increase in Earnings on Investment.
17. Please explain where else in the FY 2021 budget are the Towing Administration Fees budgeted
18. Please explain the revenue budgets for the Note B and Note C payments starting in FY 2021 when these are not budgeted in FY 2020.
19. It is obvious there is much less general fund surplus dollars for capital projects in FY 2021. How much of the remaining Unlimited Tax General Obligation bond authorization does the OCFO plan on issuing bonds against in FY 2021 to cover capital projects?
20. Attachment IV represents LPD's report on the FY 2021 capital improvement budget. Please respond to our questions raised in this report.

Attachment I

NON-DEPARTMENTAL (35)

AGENCY PLAN: MISSION, GOALS AND ACTIVITY SUMMARY

MISSION:

The Non-Departmental budget provides funds for activities which are not the responsibility of any one single agency. Non-Departmental is also the depository agency for General Fund contributions for enterprise activities and for a wide variety of General Fund revenues, which cannot be credited to any specific department.

DESCRIPTION:

The Non-Departmental budget includes four of the five major revenues: casino revenues/wagering taxes; income taxes; property taxes; state revenue sharing. Utility User Taxes are reflected in the Police Department. Revenues from reimbursements from enterprise/non-General Fund agencies of personal services costs, transfers from other City funds, miscellaneous receipts and any prior year surpluses (or deficits) are also budgeted in the Non-Departmental agency.

The Non-Departmental budget includes the following independent boards, commissions and/or agencies with city-wide operations:

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 and regulations establishing standards of conduct and disclosure requirements for public servants. Advisory opinions are rendered upon written request by a public servant and 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 **Board of Police Commissioners** (BOPC) is a civilian agency that exercises supervisory control and oversight of the Detroit Police Department (DPD) as set forth in the Charter. The Board has 11 members, 7 elected by District and 4 appointed by the Mayor with the consent of the Detroit City Council.

The Board meets every week as a Committee of the Whole including (12) community/evening meetings in the Districts. The internal organization of the agency includes fiscal, policy, administrative, legal advisor, community outreach, and the Office of the Chief Investigator. Some of the Board's charter-mandated authority and responsibilities includes but is not limited to the following: in consultation with the Chief of Police and with the approval of the Mayor, establishes policies, rules and regulations for the DPD; maintains subpoena power under the Charter that can be used for investigative purposes; reviews and approves the DPD budget pursuant to the charter; investigates non-criminal citizens' complaints against members of the Detroit Police Department; acts as final authority in imposing or reviewing the discipline of employees of the department; and receives and hears disqualification appeals from police recruits hoping to enter the Detroit Police Academy. Lastly, the BOPC makes an annual report to the Mayor, the City Council, and the public of the BOPC's activities and accomplishments.

The BOPC was a cooperating host for the 2019 National NACOLE Conference (National Association for Civilian Oversight of Law Enforcement) held in Detroit, September 22 -26, 2019.

NON-DEPARTMENTAL (35)

BOPC operating sections are as follows:

- Fiscal section monitors the budget of the DPD quarterly.
- Policy section receives proposed directives from DPD and evaluates these directives for best practices and makes policy recommendations to the BOPC.
- Legal Advisory section to the Board advises the Board on legal and policy issues.
- Community outreach section prepares brochures, reports and engages with outside law enforcement support organizations.
- Administrative section coordinates the work of the agency.
- Office of the Chief Investigator (OCI) serves as the investigative entity of the Detroit Board of Police Commissioners. The OCI receives, processes, investigates and issues findings on non-criminal citizen complaints filed against the Detroit Police Department and its personnel. The OCI processes and investigates approximately 1,500 - 1,700 complaints annually.

The City Code Section 55-15-8(a) provides that "The Board of Police Commissioners, shall establish standards, including insurance and bonding requirements, that must be met in order for a tower to qualify for police authorized tow and the police department shall maintain a current list of such qualified towers." It further provides that "The Board of Police Commissioners shall also promulgate and publish the rules and regulations that it uses to determine which towers shall be called for tows under this chapter. Such rules shall as nearly as practicable, provide for equitable distribution of police authorized towing to all towers on the list of qualified towers."

The **Detroit Building Authority (DBA)** is primarily responsible for administering capital projects, as determined by each respective City Department, with identified capital 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.

In addition, the DBA is responsible for the following:

- Creating and maintaining a database of all City-owned commercial property.
- Maintaining and managing all of the properties within the database.
- Managing the sale of the property, which includes tracking the applications through the process, marketing of properties, obtaining City and Council approvals, and finalizing the sale transaction.
- Managing City leases, which consist of property leased by and from the City, cellular towers and billboard leases.

NON-DEPARTMENTAL (35)

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, the Education Access Channel 22, the Neighborhoods Channel 21 and the Public Access Channel 68. **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, 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, website management, writing, graphic design, photography and copying services.

Major functions include the development and implementation of communications initiatives including Motor City Makeover and Halloween in the "D"; 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 Mayor's Communications Director sets the direction for the Media and Communications Services activity. Communications integrates publicity, graphics, photography and the Total Copy Center services into existing media services.

Pension Administration is responsible for the administration of the employee retirement systems, and it is the governing body for the Employee Benefit Plan. The Retirement Systems fully reimburses the City of Detroit for Pension Division personnel costs.

The Non-Departmental agency records the salaries and benefits for the 11 elected officials of the City of Detroit: Mayor, City Clerk and City Council Members, in the **Elected Officials Compensation** cost center.

Funding for the operations of the **Detroit Charter Revision Commission** is included in the Non-Departmental Agency.

NON-DEPARTMENTAL (35)

General Fund contributions to enterprise agencies, the Coleman A. Young International Airport and the Detroit Department of Transportation are recorded in the Non-Departmental agency. General Fund contributions to cultural agencies (listed below) are included in the Non-Departmental agency budget. Operating support from the General Fund is provided in Non-Departmental for the **Detroit Wayne Port Authority**, and the **Detroit Land Bank Authority**.

GENERAL FUND CONTRIBUTIONS	
Airport	\$ 1,675,458
DDOT	64,500,000
Charles W. Museum of African-American History	1,900,000
Detroit Historical Institute (does not include property insurance- \$100,000)	500,000
Detroit Zoological Institute	570,000
Eastern Market	225,000
Detroit Wayne Port Authority	250,000
Detroit Land Bank Authority	13,000,000

The Non-Departmental agency records the General Fund obligation to repay principal and interest on various Limited-Tax General Obligation debt including financial recovery bonds issued in connection with the city's 2014 exit from bankruptcy, refunding bonds issued in 2016 to lower interest costs over the life of the bonds, and the 2018 issuance of refunding bonds to purchase prior financial recovery bonds at a discount in order to reduce gross debt service in future years and achieve present value savings. The City's Limited-Tax General Obligation debt may, but is not required to, include a pledge of Distributable State Aid.

Other activities include capital initiatives which are recorded in Fund 4533 - City of Detroit - Capital Projects. Blight Remediation projects are shown in a separate department in FY 2021.

The City continues to increase its "Rainy Day" Fund in FY 2021 by assigning \$30 million in Prior Years' Surplus to the Budget Reserve account. Other uses of Prior Years' Surplus are \$5.3 million is budgeted in FY 2021 for the Affordable Housing Fund, which is included in the Housing & Revitalization Department.

Uses of Prior Year Surplus	
Blight Remediation	\$50,000,000
Budget Reserve	30,000,000
Retiree Protection Fund	20,000,000
Capital Projects	5,000,000
Total in Non-Departmental (see note above)	\$105,000,000

Department Name: Non-Departmental
 Department #: 35

Budget Summary:

	FY 2019 Actual		FY 2020 Adopted Budget		FY 2021 Mayor Recommended	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	1,150,724,228	1,313,537,000	975,851,040	1,083,351,040	981,491,974	1,038,491,974
Total Expenditures	438,238,072	533,317,297	332,385,105	353,885,105	337,218,485	339,218,485
Net Tax Cost	(712,486,156)	(780,219,702)	(643,465,935)	(729,465,935)	(644,273,489)	(699,273,489)

	FY 2022 Forecast		FY 2023 Forecast		FY 2024 Forecast	
	General Fund	All Funds	General Fund	All Funds	General Fund	All Funds
Total Revenues	942,661,320	944,661,320	954,772,107	956,772,107	1,054,586,332	1,056,586,332
Total Expenditures	291,197,711	293,197,711	296,969,808	298,969,808	388,483,786	390,483,786
Net Tax Cost	(651,463,609)	(651,463,609)	(657,802,299)	(657,802,299)	(666,102,546)	(666,102,546)

Positions (by FTE):	1/1/2020 Actual	FY 2020 Adopted	FY 2021 Mayor Recommended	FY 2022 Forecast	FY 2023 Forecast	FY 2024 Forecast
	General Fund	109	143	106	106	106
Non-General Fund	18	21	22	22	22	22
Total Positions	127	164	128	128	128	128

CITY OF DETROIT
 BUDGET DEVELOPMENT
 EXPENDITURES BY SUMMARY CATEGORY - ALL FUNDS
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name Summary Category	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
35 - Non-Departmental	353,885,105	339,218,485	293,197,711	298,969,808	390,483,786
Salaries & Wages	10,964,160	9,535,086	9,633,241	9,733,359	9,835,477
Employee Benefits	67,377,324	91,697,542	76,719,949	81,742,805	187,766,120
Professional & Contractual Services	4,248,000	769,964	430,489	238,489	238,489
Operating Supplies	6,474,810	13,568,736	13,719,083	13,719,083	13,719,083
Operating Services	47,072,008	23,224,449	23,790,813	23,790,813	23,790,813
Equipment Acquisition	7,500,000	1,390	1,390	1,390	1,390
Fixed Charges	79,748,090	85,031,628	85,035,620	85,883,676	73,266,815
Other Expenses	130,500,713	115,389,690	83,867,126	83,860,193	81,865,599
Grand Total	353,885,105	339,218,485	293,197,711	298,969,808	390,483,786

CITY OF DETROIT
 BUDGET DEVELOPMENT
 REVENUES BY SUMMARY CATEGORY - ALL FUNDS
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name Summary Category	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
35 - Non-Departmental	1,083,351,040	1,038,491,974	944,661,320	956,772,107	1,056,586,332
Grants, Shared Taxes, & Revenues	205,174,000	205,712,000	207,334,000	208,966,000	210,640,000
Revenues from Use of Assets	21,258,000	22,169,099	21,547,912	20,932,016	20,274,224
Sales & Charges for Services	56,569,040	60,857,875	62,181,408	62,881,091	63,594,108
Fines, Forfeits, & Penalties	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Taxes, Assessments, & Interest	609,340,000	629,869,000	638,209,000	648,065,000	658,574,000
Contributions & Transfers	179,700,000	110,100,000	5,100,000	5,100,000	92,100,000
Miscellaneous	9,010,000	7,484,000	7,989,000	8,528,000	9,104,000
Grand Total	1,083,351,040	1,038,491,974	944,661,320	956,772,107	1,056,586,332

CITY OF DETROIT
BUDGET DEVELOPMENT
EXPENDITURES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name Fund # - Fund Name Summary Category	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
35 - Non-Departmental	353,885,105	339,218,485	293,197,711	298,969,808	390,483,786
1000 - General Fund	332,385,105	337,218,485	291,197,711	296,969,808	388,483,786
Salaries & Wages	9,790,236	8,105,689	8,203,844	8,303,962	8,406,080
Employee Benefits	67,021,739	91,320,927	76,343,334	81,366,190	187,389,505
Professional & Contractual Services	2,168,500	690,164	350,689	158,689	158,689
Operating Supplies	6,474,810	13,559,263	13,709,610	13,709,610	13,709,610
Operating Services	36,681,017	23,119,734	23,686,098	23,686,098	23,686,098
Equipment Acquisition	-	1,390	1,390	1,390	1,390
Fixed Charges	79,748,090	85,031,628	85,035,620	85,883,676	73,266,815
Other Expenses	130,500,713	115,389,690	83,867,126	83,860,193	81,865,599
1003 - Blight Remediation Fund	12,000,000	-	-	-	-
Professional & Contractual Services	2,000,000	-	-	-	-
Operating Services	10,000,000	-	-	-	-
3921 - Other Special Revenue Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Salaries & Wages	1,173,924	1,429,397	1,429,397	1,429,397	1,429,397
Employee Benefits	355,585	376,615	376,615	376,615	376,615
Professional & Contractual Services	79,500	79,800	79,800	79,800	79,800
Operating Supplies	-	9,473	9,473	9,473	9,473
Operating Services	390,991	104,715	104,715	104,715	104,715
4533 - City of Detroit Capital Projects	7,500,000	-	-	-	-
Equipment Acquisition	7,500,000	-	-	-	-
Grand Total	353,885,105	339,218,485	293,197,711	298,969,808	390,483,786

CITY OF DETROIT
BUDGET DEVELOPMENT
REVENUES BY SUMMARY CATEGORY - FUND DETAIL
DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Fund # - Fund Name					
Summary Category					
35 - Non-Departmental	1,083,351,040	1,038,491,974	944,661,320	956,772,107	1,056,586,332
1000 - General Fund	975,851,040	981,491,974	942,661,320	954,772,107	1,054,586,332
Grants, Shared Taxes, & Revenues	205,174,000	205,712,000	207,334,000	208,966,000	210,640,000
Revenues from Use of Assets	21,258,000	22,169,099	21,547,912	20,932,016	20,274,224
Sales & Charges for Services	56,569,040	58,857,875	60,181,408	60,881,091	61,594,108
Fines, Forfeits, & Penalties	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000
Taxes, Assessments, & Interest	609,340,000	629,869,000	638,209,000	648,065,000	658,574,000
Contributions & Transfers	74,200,000	55,100,000	5,100,000	5,100,000	92,100,000
Miscellaneous	7,010,000	7,484,000	7,989,000	8,528,000	9,104,000
1003 - Blight Remediation Fund	73,000,000	50,000,000	-	-	-
Contributions & Transfers	73,000,000	50,000,000	-	-	-
3921 - Other Special Revenue Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Sales & Charges for Services	-	2,000,000	2,000,000	2,000,000	2,000,000
Miscellaneous	2,000,000	-	-	-	-
4533 - City of Detroit Capital Projects	32,500,000	5,000,000	-	-	-
Contributions & Transfers	32,500,000	5,000,000	-	-	-
Grand Total	1,083,351,040	1,038,491,974	944,661,320	956,772,107	1,056,586,332

CITY OF DETROIT
BUDGET DEVELOPMENT
FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
35 - Non-Departmental	353,885,105	339,218,485	293,197,711	298,969,808	390,483,786
1000 - General Fund	332,385,105	337,218,485	291,197,711	296,969,808	388,483,786
00199 - Non Dept Public Commemorations	2,925	2,925	2,925	2,925	2,925
350010 - Public Commemorations	2,925	2,925	2,925	2,925	2,925
00204 - Non Dept Organizations For Cities	606,235	596,353	596,253	596,253	596,253
350020 - Dues & Memberships	386,235	386,235	386,235	386,235	386,235
350030 - Other Operations Services	220,000	210,118	210,018	210,018	210,018
00277 - Non Dept Detroit Building Authority	1,749,532	1,268,899	1,268,899	1,268,899	1,268,899
350310 - Detroit Building Authority	1,749,532	1,268,899	1,268,899	1,268,899	1,268,899
00335 - Non Dept Parking Programs	97,500	97,500	97,500	97,500	97,500
350060 - Special Parking Programs	97,500	97,500	97,500	97,500	97,500
00341 - Non Dept Tax Support	63,500,000	64,500,000	64,500,000	64,500,000	64,500,000
350080 - DDOT Contribution for Operations	63,500,000	64,500,000	64,500,000	64,500,000	64,500,000
00347 - Non Dept Airport Support	1,605,737	1,675,458	1,675,458	1,675,458	1,675,458
350090 - Airport Contribution for Operations	1,605,737	1,675,458	1,675,458	1,675,458	1,675,458
00396 - Non Dept World Trade Program	250,000	250,000	250,000	250,000	250,000
350140 - Detroit Port Authority	250,000	250,000	250,000	250,000	250,000
00664 - Non Dept CAYMC Building Rent & Rehabilitation	279,217	430,564	430,564	430,564	430,564
350200 - CAYMC Building Rent & Rehabilitation	279,217	430,564	430,564	430,564	430,564
00844 - Charter Commission	576,000	576,000	192,000	-	-
351250 - Charter Revision Commission	576,000	576,000	192,000	-	-
00852 - Non Dept Claims Fund (Insurance Premium)	24,100,000	12,100,000	12,100,000	12,100,000	12,100,000
350220 - Claims Fund (Insurance Premiums)	24,100,000	12,100,000	12,100,000	12,100,000	12,100,000

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
00870 - Non Dept Centralized Payments	18,251,413	25,082,806	24,292,589	24,785,656	23,291,062
350800 - Centralized Payments	18,251,413	25,082,806	24,292,589	24,785,656	23,291,062
04739 - Non Dept General Revenue	22,833,900	18,843,200	18,875,000	19,442,021	19,440,251
351020 - Non-Departmental	22,833,900	18,843,200	18,875,000	19,442,021	19,440,251
05414 - Non Dept African American History Museum	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
350290 - Charles H. Wright Museum of African American Histc	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
10397 - Non Dept Board of Ethics	448,228	496,113	502,851	509,724	516,735
350165 - Board of Ethics	448,228	496,113	502,851	509,724	516,735
12161 - Non Dept Zoo Operations	570,000	570,000	570,000	570,000	570,000
350095 - Zoo Operations	570,000	570,000	570,000	570,000	570,000
12162 - Non Dept Detroit Historical Museum	500,000	500,000	500,000	500,000	500,000
350093 - Detroit Historical Museum	500,000	500,000	500,000	500,000	500,000
13125 - Non Dept Media Services & Communications	1,548,237	1,528,623	1,549,583	1,570,963	1,592,769
350325 - Communications Services	506,784	588,369	595,508	602,790	610,216
350326 - Media Services	1,041,453	940,254	954,075	968,173	982,553
13141 - Non Dept Eastern Market Corporation	225,000	225,000	225,000	225,000	225,000
350097 - Eastern Market Corporation	225,000	225,000	225,000	225,000	225,000
13181 - Non Dept Distributable State Aid Bond	33,165,745	37,959,990	37,950,698	37,950,488	37,953,127
351030 - 2016 Series DSA Debt	33,165,745	37,959,990	37,950,698	37,950,488	37,953,127
13608 - Non Dept Pension & Employee Benefits Pension	3,704,243	3,432,107	3,500,749	3,570,764	3,642,179
350015 - Pension & Employee Benefits/Pension	3,704,243	3,432,107	3,500,749	3,570,764	3,642,179
13637 - Non Dept Elected Officials' Compensation	1,470,563	1,462,773	1,486,995	1,511,701	1,536,902
350007 - Elected Officials' Compensation	1,470,563	1,462,773	1,486,995	1,511,701	1,536,902

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
13853 - Non Dept Note B Payment	13,957,059	13,956,221	13,956,221	13,956,221	13,956,221
351025 - Note B Payment	13,957,059	13,956,221	13,956,221	13,956,221	13,956,221
13854 - Non Dept Retirement Systems	45,000,000	70,000,000	55,000,000	60,000,000	166,000,000
351026 - Retirement Systems - UAAL	-	-	-	-	166,000,000
351051 - Discretionary Pension Contributions	45,000,000	70,000,000	55,000,000	60,000,000	-
13965 - Non Dept Quality of Life Exit Financing Debt Service	32,508,286	33,047,217	33,028,701	33,309,946	20,692,216
351023 - Quality of Life Exit Financing Debt Service	32,508,286	33,047,217	33,028,701	33,309,946	20,692,216
14001 - Non Dept Budget Reserve	45,000,000	30,000,000	-	-	-
352101 - Budget Reserve	45,000,000	30,000,000	-	-	-
20253 - Blight Remediation Projects	13,000,000	13,000,000	13,000,000	12,500,000	12,000,000
350014 - Land Bank Operations	13,000,000	13,000,000	13,000,000	12,500,000	12,000,000
20539 - Non Dept Board of Police Commissioners	3,734,458	3,716,736	3,745,725	3,745,725	3,745,725
350002 - Board of Police Commissioners	3,734,458	3,716,736	3,745,725	3,745,725	3,745,725
20649 - Surveillance Technology	1,800,827	-	-	-	-
351020 - Non-Departmental	1,800,827	-	-	-	-
1003 - Blight Remediation Fund	12,000,000	-	-	-	-
00277 - Non Dept Detroit Building Authority	2,000,000	-	-	-	-
350310 - Detroit Building Authority	2,000,000	-	-	-	-
20253 - Blight Remediation Projects	10,000,000	-	-	-	-
350011 - Blight Remediation	10,000,000	-	-	-	-
3921 - Other Special Revenue Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
13366 - Non Dept P.E.G. Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
350324 - P.E.G. Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - EXPENDITURES
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
4533 - City of Detroit Capital Projects	7,500,000	-	-	-	-
20507 - CoD Capital Projects 2019	7,500,000	-	-	-	-
350085 - Targeted Business Development	7,500,000	-	-	-	-
Grand Total	353,885,105	339,218,485	293,197,711	298,969,808	390,483,786

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - REVENUES
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
35 - Non-Departmental	1,083,351,040	1,038,491,974	944,661,320	956,772,107	1,056,586,332
1000 - General Fund	975,851,040	981,491,974	942,661,320	954,772,107	1,054,586,332
00277 - Non Dept Detroit Building Authority	500,000	1,000,000	1,000,000	1,000,000	1,000,000
350310 - Detroit Building Authority	500,000	1,000,000	1,000,000	1,000,000	1,000,000
00852 - Non Dept Claims Fund (Insurance Premium)	17,100,000	5,100,000	5,100,000	5,100,000	5,100,000
350220 - Claims Fund (Insurance Premiums)	17,100,000	5,100,000	5,100,000	5,100,000	5,100,000
04739 - Non Dept General Revenue	873,259,040	896,312,768	907,301,659	919,233,327	931,868,929
350350 - Property Tax & Other Related Revenue	124,530,000	125,750,000	125,620,000	124,992,000	125,121,000
350360 - State Shared Taxes	210,666,000	210,606,000	212,326,000	214,058,000	215,834,000
350380 - Investment & Other Interest Earnings	21,258,000	20,068,000	19,521,000	18,983,000	18,407,000
350620 - Income Tax	299,985,000	315,237,000	321,755,000	330,300,000	338,720,000
351020 - Non-Departmental	32,497,040	36,807,768	38,357,659	39,281,327	40,250,929
351050 - Wagering Tax	184,323,000	187,844,000	189,722,000	191,619,000	193,536,000
05080 - Non Dept Cable Franchise Fee	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
350510 - Cable Franchise Fees	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
06925 - Non Dept Casino Site Support & Infrastructure Improve	18,231,000	18,546,000	18,732,000	18,919,000	19,108,000
351056 - Motor City Casino - Municipal Services	6,182,000	6,327,000	6,391,000	6,455,000	6,519,000
351057 - Greektown Casino - Municipal Services	4,231,000	4,338,000	4,381,000	4,425,000	4,469,000
351058 - MGM Grand Casino - Municipal Services	7,818,000	7,881,000	7,960,000	8,039,000	8,120,000
13608 - Non Dept Pension & Employee Benefits Pension	3,704,000	3,432,107	3,500,749	3,570,764	3,642,179
350015 - Pension & Employee Benefits/Pension	3,704,000	3,432,107	3,500,749	3,570,764	3,642,179
13663 - Non Dept Towing Fees Administration	957,000	-	-	-	-
350171 - Towing Administrative Fees	957,000	-	-	-	-

CITY OF DETROIT
 BUDGET DEVELOPMENT
 FINANCIAL DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER - REVENUES
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name Fund # - Fund Name Appropriation # - Appropriation Name Cost Center # - Cost Center Name	FY2020 Adopted	FY2021 Mayor	FY2022 Forecast	FY2023 Forecast	FY2024 Forecast
13853 - Non Dept Note B Payment	-	1,553,493	1,553,493	1,553,493	1,553,493
351025 - Note B Payment	-	1,553,493	1,553,493	1,553,493	1,553,493
13854 - Non Dept Retirement Systems	-	-	-	-	87,000,000
351026 - Retirement Systems - UAAL	-	-	-	-	87,000,000
13968 - Note C Debt Service	-	547,606	473,419	395,523	313,731
351036 - Syncora Settlement	-	547,606	473,419	395,523	313,731
14001 - Non Dept Budget Reserve	45,000,000	30,000,000	-	-	-
352101 - Budget Reserve	45,000,000	30,000,000	-	-	-
20255 - Prior Year Activity	12,100,000	20,000,000	-	-	-
351009 - Prior Year Surplus	12,100,000	20,000,000	-	-	-
1003 - Blight Remediation Fund	73,000,000	50,000,000	-	-	-
20253 - Blight Remediation Projects	73,000,000	50,000,000	-	-	-
351009 - Prior Year Surplus	73,000,000	50,000,000	-	-	-
3921 - Other Special Revenue Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
13366 - Non Dept P.E.G. Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
350324 - P.E.G. Fees	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
4533 - City of Detroit Capital Projects	32,500,000	5,000,000	-	-	-
20255 - Prior Year Activity	32,500,000	5,000,000	-	-	-
351009 - Prior Year Surplus	32,500,000	5,000,000	-	-	-
Grand Total	1,083,351,040	1,038,491,974	944,661,320	956,772,107	1,056,586,332

CITY OF DETROIT
 BUDGET DEVELOPMENT
 POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted by FTE	FY2021 Mayor by FTE	FY2022 Forecast by FTE	FY2023 Forecast by FTE	FY2024 Forecast by FTE
35 - Non-Departmental	164	128	128	128	128
1000 - General Fund	143	106	106	106	106
00277 - Non Dept Detroit Building Authority	13	9	9	9	9
350310 - Detroit Building Authority	13	9	9	9	9
013376 - Executive Administrative Assistant II	1	1	1	1	1
111003 - Project Manager & Analytics Specialist III	2	1	1	1	1
111004 - Project Manager & Analytics Specialist IV	1	0	0	0	0
931324 - Special Area Maintenance Project Superintendent	3	3	3	3	3
931626 - Administrative Assistant - Grade II - Detroit Buildin	2	2	2	2	2
932015 - Executive Management Team - DBA	4	2	2	2	2
10397 - Non Dept Board of Ethics	3	4	4	4	4
350165 - Board of Ethics	3	4	4	4	4
010126 - Executive Director - Board of Ethics	1	1	1	1	1
011710 - Investigator	1	2	2	2	2
013367 - Executive Secretary III	1	1	1	1	1
13125 - Non Dept Media Services & Communications	16	15	15	15	15
350325 - Communications Services	5	6	6	6	6
010918 - Manager I - Communications	0	1	1	1	1
037161 - Supervisor of Printing	1	1	1	1	1
099525 - Publicist II	1	0	0	0	0
193035 - Principal Graphic Designer	1	1	1	1	1
43309904 - Clerk IV	1	1	1	1	1
439131 - Photographer - General	0	1	1	1	1

CITY OF DETROIT
 BUDGET DEVELOPMENT
 POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020	FY2021	FY2022	FY2023	FY2024
Fund # - Fund Name	Adopted	Mayor	Forecast	Forecast	Forecast
Appropriation # - Appropriation Name	by FTE	by FTE	by FTE	by FTE	by FTE
Cost Center # - Cost Center Name					
Job Code - Job Title					
439142 - Supervising Photographer	1	1	1	1	1
350326 - Media Services	11	9	9	9	9
439131 - Photographer - General	1	0	0	0	0
931501 - Director - DCCC	1	1	1	1	1
931507 - Telecommunications Contract and Compliance Ma	1	1	1	1	1
931525 - Communications Specialist II - Media Services	3	2	2	2	2
931550 - Digital and Social Media Manager	5	5	5	5	5
13608 - Non Dept Pension & Employee Benefits Pension	36	32	32	32	32
350015 - Pension & Employee Benefits/Pension	36	32	32	32	32
010809 - Manager II - Pension	2	1	1	1	1
111003 - Project Manager & Analytics Specialist III	1	0	0	0	0
111004 - Project Manager & Analytics Specialist IV	1	0	0	0	0
11101111 - Assistant Executive Director - General Retiremer	1	1	1	1	1
11101112 - Assistant Executive Director - Police and Fire Rel	1	1	1	1	1
11101201 - Executive Director - Pension	1	1	1	1	1
11303091 - Chief Accounting Officer	0	1	1	1	1
13111004 - Project Manager Analytics Specialist IV	0	1	1	1	1
13201003 - Accountant III	1	0	0	0	0
13201012 - Supervisory Accountant IV	1	0	0	0	0
13201052 - Accountant II Retirement Systems	0	3	3	3	3
13205102 - Financial Analyst II	1	1	1	1	1
13205141 - Chief Investment Officer	1	1	1	1	1
13205142 - Deputy Chief Investment Officer	1	1	1	1	1

CITY OF DETROIT
 BUDGET DEVELOPMENT
 POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted by FTE	FY2021 Mayor by FTE	FY2022 Forecast by FTE	FY2023 Forecast by FTE	FY2024 Forecast by FTE
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
Job Code - Job Title					
13303162 - Supervisory Accounting Technician II Retirement	0	2	2	2	2
13601153 - Administrative Assistant III Retirement Systems	0	9	9	9	9
201042 - Supervisory Accountant IV- Retirement Systems	0	1	1	1	1
201052 - Accountant II - Retirement Systems	3	0	0	0	0
303091 - Chief Accounting Officer	1	0	0	0	0
43303152 - Accounting Technician II - Retirement Systems	1	0	0	0	0
43303162 - Supervisory Accounting Technician II - Retirement	2	0	0	0	0
43309954 - Clerk IV - Retirement Systems	5	5	5	5	5
43601104 - Administrative Assistant IV	4	3	3	3	3
601153 - Administrative Assistant III - Retirement Systems	8	0	0	0	0
13637 - Non Dept Elected Officials' Compensation	11	11	11	11	11
350007 - Elected Officials' Compensation	11	11	11	11	11
010010 - City Clerk - Election Commission Chairperson	1	1	1	1	1
010030 - City Council Member	8	8	8	8	8
010031 - City Council President - Election Commissioner	1	1	1	1	1
010040 - Mayor	1	1	1	1	1
20539 - Non Dept Board of Police Commissioners	35	35	35	35	35
350002 - Board of Police Commissioners	35	35	35	35	35
011805 - Executive Manager - Police	3	2	2	2	2
012073 - Police Community Relations Coordinator	1	1	1	1	1
013131 - Office Assistant III	1	1	1	1	1
091941 - Legal Assistant	1	1	1	1	1
931401 - Administrative Specialist III	0	1	1	1	1

CITY OF DETROIT
 BUDGET DEVELOPMENT
 POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020 Adopted by FTE	FY2021 Mayor by FTE	FY2022 Forecast by FTE	FY2023 Forecast by FTE	FY2024 Forecast by FTE
Fund # - Fund Name					
Appropriation # - Appropriation Name					
Cost Center # - Cost Center Name					
Job Code - Job Title					
931440 - Administrative Assistant - Board of Police Commiss	3	3	3	3	3
932501 - Secretary to Board of Police Commissioners	1	1	1	1	1
932502 - Chief Investigator - Police Commission	1	1	1	1	1
932503 - Investigator - Police Commission	15	15	15	15	15
932507 - Supervising Investigator - Police Commission - Citiz	1	1	1	1	1
932508 - Supervising Investigator - Police Commission	1	1	1	1	1
932509 - Supervising Investigator - Police Commission - Qua	1	1	1	1	1
932510 - Senior Investigator - Police Commission	5	5	5	5	5
932512 - Attorney To The Board of Police Commissioners	1	1	1	1	1
20649 - Surveillance Technology	29	0	0	0	0
351020 - Non-Departmental	29	0	0	0	0
046001 - Crime Analyst I	11	0	0	0	0
046003 - Crime Analyst I - Real Time Crime Center	10	0	0	0	0
15115104 - Info Technology Tech IV	2	0	0	0	0
932610 - Intelligence Specialist	6	0	0	0	0
3921 - Other Special Revenue Fund	21	22	22	22	22
13366 - Non Dept P.E.G. Fees	21	22	22	22	22
350324 - P.E.G. Fees	21	22	22	22	22
011445 - Social Planner IV	1	1	1	1	1
929102 - Administrative Special Services Staff II	5	5	5	5	5
931502 - Deputy Director - DCCC	1	1	1	1	1
931525 - Communications Specialist II - Media Services	13	14	14	14	14
931550 - Digital and Social Media Manager	1	1	1	1	1

CITY OF DETROIT
 BUDGET DEVELOPMENT
 POSITION DETAIL BY DEPARTMENT, FUND, APPROPRIATION, & COST CENTER
 DEPARTMENT 35 - NON-DEPARTMENTAL

Department # - Department Name	FY2020	FY2021	FY2022	FY2023	FY2024
Fund # - Fund Name	Adopted	Mayor	Forecast	Forecast	Forecast
Appropriation # - Appropriation Name	by FTE	by FTE	by FTE	by FTE	by FTE
Cost Center # - Cost Center Name					
Job Code - Job Title					
Grand Total	164	128	128	128	128

<u>Attachment II</u>		
Non-Departmental Expenditure Appropriation Descriptions		Expenditure Appropriation Description for FY 2020
Expenditure Appropriation		
00199 Public Commemorations		This appropriation provides the funding for the purchase of flags for placement on Veteran's graves by veteran organizations on Memorial Day.
00204 Organizations For Cities		This appropriation includes dues and memberships in the City's name to the some or all of the following organizations: Government Finance Officers Association, Woodward Avenue Action Association, SESAC Inc., Detroit Sister Cities Program, Music License Agreement, Undesignated Organization Payments, SEMCOG, BMI, American Society of Composers, Motion Picture License Certificate, Michigan Municipal League, U.S. Conference of Mayors, National League of Cities, International Great Lake/St. Lawrence Conference, Recreation MPLC - Licensing Certification, Recreation ASCP Government Licensing.
00277 Detroit Building Authority 00335 Parking Programs		There is an estimated revenue amount from the DBA in an equal amount to offset this appropriation. The appropriation and estimated revenue accounts represent the pass through of the DBA payroll on the City books.
00341 Tax Support - DOT		The appropriation provides the general fund support necessary for the Department of Transportation to conduct operations. DDOT support is in Plan of Adjustment.
00347 Airport Support		The appropriation provides the general fund support necessary for the Airport Department to conduct operations. Airport support is in Plan of Adjustment.

00362 Tax Increment Districts	The appropriation represents the amount of captured taxes for these special districts and is used to allow the taxes collected by the City to be paid to the various increment districts. Tax support to the tax increment districts is in the Plan of Adjustment.
00396 World Trade Program	This appropriation is for the City's portion of the cost of the Detroit Port Authority operations. The cost of the Detroit Port Authority operations is shared by the State of Michigan, Wayne County and the City.
00551 Prisoner Care	The administration has a contract with the county jail to provide prisoner care for arraigned city ordinance violators.
00664 City-County Building Rent and Rehabilitation	This is the cost for unallocated space in the Coleman A. Young Municipal Center.
00844 Charter Commission	This is the cost to fund the Charter Revenue Commission, which the voters of City of Detroit approved on November 6, 2018.
00852 Claims Fund (Insurance Premium)	Based on a five year analysis the appropriation represents the General Fund portion of claims for the Self-Insurance Claim Fund. There is a revenue in Non-Departmental in the amount of \$12.1 million for the Department of Transportation portion of the insurance premium.
00870 Centralized Payments	This is the cost of centralized payments for hardware maintenance, software maintenance, telecommunications, water utilities, sewage utilities, miscellaneous expense and grant contributions-cash.
04739 General Revenue - Non-Departmental	This appropriation contains the processing cost of the City's income taxes by the State of Michigan, DIA & Foundations pension expense pass-through (there is a revenue offset for this), insurance-other, and transfers to other funds.

05414 African American History Museum - Operations	This represents the General Fund subsidy to the Museum of African American History for operations.
10397 Board of Ethics	The Board of Ethics's appropriation is located in Non-Department since its function crosses agencies citywide.
12161 Zoo Operations	This represents the General Fund subsidy to the Zoo primarily for security and insurance costs.
12162 Historical Operations	This represents the General Fund subsidy to the Detroit Historical Museum for operations.
13125 Media Services and Communications	The Media Services and Communications's appropriation is located in Non-Department since its function crosses agencies citywide.
13141 Eastern Market Operations Subsidy	This represents the General Fund subsidy to the Eastern Market.
13181 Distributable State Aid Bond	Debt service requirements on the 2010 Fiscal Stabilization Bonds and the 2012 distributable state aid Self-Insurance Bonds. This debt was refinanced in 2016.
13366 P.E.G. Fees	This appropriation represents the cost of providing Public, Educational and Government (P.E.G.) access programming in the City of Detroit. There is an offsetting revenue in this appropriation from the PEG fees.
13608 Pension and Employee Benefits/Pension	This appropriation represents the administrative costs of operating the GAS/PFRS pension systems. There is an offsetting revenue from pension system reimbursement.
13637 Elected Officials' Compensation	This appropriation contains the salary and benefits of the City of Detroit's elected officials (Mayor, City Council and City Clerk).

<p>13814 Retiree Health Care</p>	<p>City provided retiree health care through December 31, 2014, therefore no budget needed in 2020. Per bankruptcy, retiree health care is now covered thru VEBAs, supported by B Notes. Retiree health care for actives is based on 1% of salary assumed for future police retirees and 2% assumed for future non-public safety retirees in fringe factor charged to the various general fund departments.</p>
<p>13853 Note B Payment</p>	<p>Represent debt service payment for B notes, which fund the VEBAs (Voluntary Employee Beneficiary Associations) created during the City's bankruptcy process as the source of funding for retiree health care for City retirees. These notes also paid other creditor settlements (such as Syncora/FGIC, Class 14 lawsuits, Class 9 settlement claims and DDA Class 13 claim).</p>
<p>13854 Retirement Systems- UAAL</p>	<p>General fund's pension contribution to the GRS (General Retirement System) per bankruptcy's Plan of Adjustment. This appropriation also contains the discretionary pension contributions to the Retiree Protection Fund to help offset the City's looming pension obligation in 2024.</p>
<p>13965 Quality of Life Exit Financing Debt Service</p>	<p>This is the debt service requirement on the Exit Financing (Quality of Life Loan). The funds from bond proceeds of the Exit Financing is used primarily for the purposes of funding restructuring and reinvestment initiatives per the Plan of Adjustment (POA) coming out of bankruptcy.</p>
<p>13966 Note B2 Debt Service</p>	<p>Represents debt service payment for Note B2 VEBAs and other creditor settlements.</p>
<p>13967 Contingency Funds</p>	<p>Based on Plan of Adjustment.</p>

13968 Syncora Settlement	Represents the principal and interest payment (debt service requirement) of \$9.98MM on C Notes secured by parking revenues in Syncora settlement.
13969 PLD Decommission Costs	Based on Plan of Adjustment. Public Lighting Department's electric grid is being decommissioned as DTE Energy is developing an alternative electric grid.
14001 Non-Departmental Budget Reserve	This represents the City's contribution to the City's budget reserve ("rainy day") fund.
20251 Capital Restructuring Initiative	These capital restructuring initiatives are to be funded with anticipated prior year budget surplus dollars.
20253 Blight Remediation	Represents the amount of General Fund dollars (usually surplus dollars) contributed to the City's blight-commercial demolition/remediation activity since HHF dollars can only be used for residential blight and not commercial blight. Also, the general fund contribution for Detroit Land Bank Authority operations is also budgeted here.
20539 Board of Police Commissioners	The budget for the Board of Police Commissioners was transferred to Non-Departmental during FY 2019 for greater efficiency and independence as a body.
13366 Non-Departmental P.E.G. Fees	P.E.G. Fees are being reclassified from a General Fund source to a Special Revenue source for better accounting purposes.
20507 City of Detroit Capital Projects	Represents the City's land acquisition for economic development capital project for FY 2020.

To: Saskia Thompson, Executive Director
Detroit Land Bank Authority

From: Honorable Brenda Jones, President *BQ*
Detroit City Council
Council Member Janee' Ayers, Chair *JA*
Budget, Audit and Finance Standing Committee

CC: Honorable Colleagues
Avery Peoples, Legislative Liaison

Date: March 4, 2020

RE: Community Budget Priorities Questions

Affordable Housing and Home Repair

1. What plans are in place to increase the number of homes rehabbed for sale?
 - a. What is the cost of increase?
 - i. How can the increase be funded? (i.e., General Fund, Grant Funds)
2. What is the feasibility of the implementation of a reimbursement or abatement program to reimburse residents that repair vacant homes themselves?

Blight

District 1

1. What is the current maintenance and upkeep strategy for vacant homes on Greenfield and in the Brightmoor Community?

District 4

1. What plans are in place to increase and enhance board up and maintenance of blighted properties?
 - a. How much money is allocated towards the board up and maintenance of blighted properties throughout the districts?
 - i. Are funds evenly distributed or allocated based on priority and need?

1. How is board up and maintenance of blighted properties prioritized throughout the districts?

District 7

1. What steps are in place to prepare and sell homes prior to their becoming blighted?

Attachment IV


David Whitaker, Esq.
Director
Irvin Corley, Jr.
Executive Policy Manager
Marcell R. Todd, Jr.
Senior City Planner
Janese Chapman
Deputy Director

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LaKisha Barclift, Esq.
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Theresa Thomas
Kathryn Lynch Underwood
Ashley A. Wilson

TO: The Honorable City Council

FROM: David Whitaker, Director 
Legislative Policy Division Staff

DATE: March 12, 2020

RE: 2020-2021 Capital Improvement Budget

Attached is the Mayor's Recommended City Capital Improvement Plan for FY 20 and the FY 21-24 four-year plan as found in the Executive Budget.

The attached pages show a complete current picture of capital projects and the various streams of funding - Street Fund, Federal Grants, Revenue Operations, General Obligation Bonds and General Fund Balance (surplus).

The largest and consistent funding sources through the four-year plan are Street Fund (DPW), Federal Grants (DDOT) and Revenue Operations (DWSD).

It is anticipated that the Administration plans to sell an additional \$80 million in spring of 2020 and are included in the FY 2020 Amended Budget column.

Question for the OCFO - With \$80 million projected to be sold in 2020, what is anticipated to be sold in 2021? Last year the total for both 2020 and 2021 was \$126 million, is that still the targeted total?

Surpluses are also not used in outlying years, since the year-end surplus is not recognized at this point.

While questions for specific planned projects can be best answered by the departments, we would ask the OCFO to provide Council with an updated reconciliation of 2019 and 2020 projects both completed and in process from both the Unlimited and General Obligation Bond Funds as well as the Quality of Life Funds.

Attachments (4)

cc: David Massaron, Chief Financial Officer
John Naglick, Finance Director
Tanya Stoudemire, Budget Director
Stephanie Washington, Mayor's Office

**CITY OF DETROIT
FY20 BUDGET AND FY21-24 FOUR-YEAR PLAN
GENERAL CITY CAPITAL IMPROVEMENTS**

	FY2020 Adopted Budget	FY2020 Amended Budget ¹	FY20-21 Recommend Budget	FY21-22 Forecast Budget	FY22-23 Forecast Budget	FY23-24 Forecast Budget	Four-Year Plan Total
Charles H. Wright Museum							
Capital Improvements to Museum		2,500,000					-
Total Charles H. Wright Museum	-	2,500,000	-	-	-	-	-
Detroit Historical Museum							
Capital Improvements to Museum		2,500,000	-	-	-	-	-
Total City Clerk	-	2,500,000	-	-	-	-	-
Office of the Chief Financial Officer							
Office of Budget Laptops/Computers	5,000						-
Contracting & Procurement Laptops/Computers	17,500						-
Financial Planning & Analysis Laptops/Computers	5,000						-
Total OCFD	27,500	-	-	-	-	-	-
City Clerk							
E-Scribe Software	99,000						-
Total City Clerk	99,000	-	-	-	-	-	-
CRIO							
Case management software	78,000						-
Total CRIO	78,000	-	-	-	-	-	-
Department of Appeals & Hearings							
Document scanning/new e-filing system	150,000						-
Software suite for document scanning	35,539						-
Total DAH	185,539	-	-	-	-	-	-
Department of Innovation & Technology							
Enterprise Asset Management System	2,250,000						-
Enterprise Document Management System	1,500,000						-
Network Infrastructure & Security Improvements	2,000,000						-
Technology Upgrades & Additions - Public Safety		8,174,255					-
Technology Upgrades & Additions - PCs & Laptops	880,000						-
Total DoIT	6,630,000	8,174,255	-	-	-	-	-
Elections Department							
ReliaVote system for absentee voting	235,414						-
Konnect Poll Chief Software	149,672						-
Tablets	113,000						-
Total Elections	494,086	-	-	-	-	-	-
Fire Department							
Fire Facilities Capital Improvements	-	3,000,000					-
Fire Inventory Management System	-	500,000					-
Total Fire	-	3,500,000	-	-	-	-	-
Fleet Management							
General City Fleet Replacement	8,914,305		4,500,000				4,500,000
Health Fleet Replacement		220,000					-
Police Fleet Replacement		6,650,000					-
Fire Fleet Replacement		6,255,745					-
Total Fleet Management	8,914,305	13,125,745	4,500,000	-	-	-	4,500,000

**CITY OF DETROIT
FY20 BUDGET AND FY21-24 FOUR-YEAR PLAN
GENERAL CITY CAPITAL IMPROVEMENTS
(Continued)**

	FY2020 Adeptad Budget	FY2020 Amended Budget ²	FY20-21 Recommend Budget	FY21-22 Forecast Budget	FY22-23 Forecast Budget	FY23-24 Forecast Budget	Four-Year Plan Total
General Services Department							
Recreation Facilities Improvements		5,300,000					
City Park Improvements		8,300,000					
Joe Louis Greenway - Segment 1		10,000,000					
Office of Sustainability - Utility Bill Mgmt Software	1,265,000						
Total GSD	1,265,000	33,600,000	-	-	-	-	-
Health Department							
Ultrasound Machine & Clinic Furniture	9,000						
Sword Solutions Software	3,000						
Computers & Equipment for New Staff	8,000						
Computers, Tablets, & Inspection materials	15,070						
Tablets & Clinical Furniture for Health locations	260,000						
Total Health	295,070	-	-	-	-	-	-
Housing & Revitalization Department							
Laptops	7,000						
Total HRD	7,000	-	-	-	-	-	-
Human Resources Department							
Laptops	5,000						
Total Human Resources	5,000	-	-	-	-	-	-
Law Department							
Computers & Laptops for New Staff	33,000						
Total Law	33,000	-	-	-	-	-	-
Mayor's Office							
Computers & Laptops for New Staff	10,000						
Total Mayor's Office	10,000	-	-	-	-	-	-
Municipal Parking Department							
Garage & Meter Maintenance & Repairs	5,000,000						
Lighting Towers for JLA	54,000						
Video Cameras & Equipment	2,500						
Total Parking	5,056,500	-	-	-	-	-	-
Non-Departmental							
Land Acquisition for Economic Development	7,500,000						
Total Non-Departmental	7,500,000	-	-	-	-	-	-
Planning & Development							
Neighborhood Studies & Implementation	2,500,000		500,000				500,000
Total Planning & Development	2,500,000	-	500,000	-	-	-	500,000

**CITY OF DETROIT
FY20 BUDGET AND FY21-24 FOUR-YEAR PLAN
GENERAL CITY CAPITAL IMPROVEMENTS
(Continued)**

	FY2020 Adopted Budget	FY2020 Amended Budget ¹	FY20-21 Recommend Budget	FY21-22 Forecast Budget	FY22-23 Forecast Budget	FY23-24 Forecast Budget	Four-Year Plan Total
Police							
Police Lease Elimination Plan	-	3,200,000	-	-	-	-	-
Police Facilities Capital Improvements	-	7,700,000	-	-	-	-	-
Bulletproof Vest Replacement	-	700,000	-	-	-	-	-
Total Police	-	11,600,000	-	-	-	-	-

Department of Public Works							
Equipment	1,500,000	1,500,000	2,067,000	1,500,000	1,500,000	1,500,000	6,567,000
Highway Bridges	3,458,450	3,458,450	-	-	-	-	-
Bridge Improvements	500,000	500,000	-	-	-	-	-
Road & Bridge Repair, Resurfacing, & Reconstruction	30,369,697	30,369,697	24,250,000	24,735,000	25,229,700	25,734,294	99,948,994
Trunk Line Improvements	1,962,478	1,962,478	-	-	-	-	-
Greenways, Mobility, & Sidewalks	-	-	2,000,000	2,000,000	2,000,000	2,000,000	8,000,000
Traffic Control Improvements	2,050,000	2,050,000	1,181,040	2,050,000	2,091,000	2,132,820	7,454,860
Traffic Control Roadways - Federal & State Grants	14,050,000	14,050,000	14,331,000	14,331,000	14,617,000	14,909,340	58,188,340
Debt Service	3,160,973	3,160,973	13,828,912	12,998,855	12,998,855	12,998,855	52,825,477
Total DPW	57,951,598	57,951,598	57,657,952	57,614,855	58,436,555	59,275,309	232,984,671

Total General City Agencies	90,151,598	132,051,598	62,657,952	57,614,855	58,436,555	59,275,309	237,984,671
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The only amendment included in the FY2020 Amended Capital Budget is the \$80 million anticipated in Spring 2020 from the second UT bond series.

Road Bond Projects						
Project	Project Budget	Projected Spend by 6/31/2020	FY21 Projected Spend	FY22 Projected Spend	FY23 Projected Spend	
Streetscapes	80,000,000	62,899,200	17,100,800	-	-	-
Sidewalk Repair & Replacement	20,000,000	20,000,000	-	-	-	-
Road Improvement	23,764,555	23,764,555	-	-	-	-
Bond Sale Expenses	735,445	735,445	-	-	-	-
Total	124,500,000	107,399,200	17,100,800	-	-	-

**CITY OF DETROIT
FY20 BUDGET AND FY21-24 FOUR-YEAR PLAN
ENTERPRISE AGENCIES CAPITAL IMPROVEMENTS**

	FY2020 Adopted Budget	FY2020 Amended Budget ¹	FY20-21 Recommend Budget	FY21-22 Forecast Budget	FY22-23 Forecast Budget	FY23-24 Forecast Budget	Four-Year Plan Total
Department of Transportation							
Coolidge Facility Rebuild - Federal/State Funding	20,000,000	5,000,000	25,000,000	27,000,000	30,000,000	8,000,000	90,000,000
Coolidge Facility Rebuild - City Funding	-	5,000,000	-	-	5,000,000	-	5,000,000
Fixed-Route Vehicle Replacement/Expansion	26,900,000	-	25,965,000	-	21,305,000	-	47,270,000
Non-Revenue Vehicle Replacement/Expansion	500,000	-	500,000	500,000	500,000	500,000	2,000,000
Mid-life Vehicle Acquisition/Overhaul	6,000,000	-	6,000,000	6,000,000	6,000,000	6,000,000	24,000,000
Facility Improvements	1,000,000	-	1,000,000	1,000,000	500,000	500,000	3,000,000
Information Technology	5,144,320	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Operations Equipment	491,376	-	491,376	472,946	182,903	182,903	1,330,128
Total DDOT	60,035,696	10,000,000	59,956,376	35,972,946	64,487,903	16,182,903	176,600,128

Water & Sewerage Department - Retail²

Water							
Water Field Services	52,219,000	-	41,984,000	15,238,000	14,000,000	-	71,222,000
Metering	12,000,000	-	12,000,000	4,000,000	4,000,000	-	20,000,000
General Purpose	6,695,000	-	4,140,000	2,795,000	-	-	6,935,000
Water Central Services: Fleet	2,432,000	-	2,000,000	2,000,000	2,000,000	-	6,000,000
Water Central Services: Facilities	4,602,000	-	2,000,000	2,000,000	2,000,000	-	6,000,000
Water Central Services: Information Technology	5,316,000	-	3,287,000	1,788,000	1,618,000	-	6,693,000
Water Subtotal	83,264,000	-	65,411,000	27,821,000	23,618,000	-	116,950,000

Sewerage							
Sewer Field Services	35,063,000	-	25,363,000	-	-	-	25,363,000
Green Infrastructure	10,195,000	-	12,880,000	10,373,000	3,933,000	-	27,186,000
General Purpose	6,695,000	-	4,140,000	2,795,000	-	-	6,935,000
Sewer Central Services: Fleet	2,432,000	-	2,000,000	2,000,000	2,000,000	-	6,000,000
Sewer Central Services: Facilities	4,602,000	-	2,000,000	2,000,000	2,000,000	-	6,000,000
Sewer Central Services: Information Technology	5,316,000	-	3,287,000	1,788,000	1,618,000	-	6,693,000
Sewerage Subtotal	64,303,000	-	49,670,000	18,956,000	9,551,000	-	78,177,000

Water & Sewerage Total	147,567,000	-	115,081,000	46,777,000	33,169,000	-	195,027,000
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Total Enterprise Agencies	207,602,696	10,000,000	175,037,376	82,749,946	97,656,903	16,182,903	371,627,128
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The only amendment included in the FY2020 Amended Capital Budget is the \$80 million anticipated in Spring 2020 from the second UTGO bond series.
DWSD capital amounts will not match placeholder used in legal budget.

Grand Total - General City & Enterprise Agencies	297,754,294	142,051,998	237,695,328	140,364,801	156,093,458	75,458,212	609,611,799
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CITY OF DETROIT CAPITAL PLAN

INTRODUCTION

Over the past five years, the City has made major capital investments to return City services to levels Detroiters expect and deserve. During this time, we have installed 65,000 new LED streetlights, demolished 15,000 dangerous vacant houses, added 120 buses to improve transportation service, replaced public safety vehicles to reduce Police and EMS response times, and renovated over 60 parks.

Over the last year, thanks to the City's return to the bond market on its own credit in late 2018, we have been able to make ambitious capital investments. During Fiscal Years 2021-2024, this plan demonstrates continued investments to improve the City's critical infrastructure, expand economic growth and opportunity, and continue to revitalize our neighborhoods. Our strong public-private partnerships will continue to create unprecedented financial impact, with programs like the Strategic Neighborhood Fund and the Affordable Housing Leverage Fund creating over \$1 billion dollars in investments in our neighborhoods.

FY21-FY24 EXPENDITURES

The City of Detroit is responsible for maintaining a large inventory of capital assets, including roads, parks, public safety facilities and municipal buildings, libraries, water and sewerage infrastructure, and a fleet of over 2,000 vehicles. Capital investments by the City enhance our neighborhoods, strengthen public safety, improve citizen mobility, and elevate the quality of life in our city.

These investments are aligned with both the five-year Capital Agenda's specific goals and with its broad strategy of rebuilding population density in Detroit by increasing support for the existing population while also attracting new residents and businesses into thriving neighborhoods. This Capital Plan also reflects an additional \$80 million anticipated in the spring of 2020 from the issuance of the City's second bond series.

In addition to the projects outlined in this plan, a large number of projects begun with the first series of UTGO bonds issued in FY19 will be completed over the course of FY21. In keeping with our capital budgeting policies, the funds for these projects will be balanced forward and spent down.

The City's capital plan has been restructured to align capital investments with the City Strategic Priorities that guide our new method of outcome budgeting. These priorities are:

- Increased Economic Opportunity and Reduced Poverty
- Improved Public Safety
- A More Vibrant and Beautiful City
- Strengthened City Services
- Effective Governance

Many of the City's capital investments will fall into multiple Strategic Priorities. For example, while a new greenway undoubtedly makes the City more vibrant and beautiful, it also creates new mobility options and increases economic opportunity for residents who do not drive and who can now more safely and efficiently bike, scooter, or walk to work.

Housing & Economic Opportunity

Housing and increased economic opportunity are the most exciting parts of our Capital Plan. Although the funding discussed in this section does not appear directly in the City's budget or the table at the end of this section, it is held by fiduciary organizations for the exclusive use by the City to implement the Strategic Neighborhood Fund (SNF) and the Affordable Housing Leverage Fund (AHLF). These funds are a critical component of the Capital Plan.

SNF and AHLF neighborhoods will be marked by design excellence and a variety of choice—in housing, in recreational assets, and in amenities. The Housing & Revitalization Department, in partnership with the Michigan Local Initiatives Support Corporation and Invest Detroit are revitalizing neighborhoods through the restoration of existing properties and with newly built single- and multi-family homes. The City is committed to preserving all regulated affordable housing units and to ensure that wherever growth occurs it increases inclusion and reduces segregation. There will be mixed income and affordable housing throughout the City, ensuring that those who have remained in Detroit benefit from its resurgence.

SNF Phase 1 funding commitments totaled \$42 million (\$26 million in public subsidy) for three Detroit neighborhoods: Islandview/Greater Villages, Vernor/Southwest and Livernois/McNichols. SNF Phase 2 remains on track to raise \$130 million for projects across seven neighborhoods: Grand River/Northwest, Warrendale/Cody Rouge, Russell Woods/Nardin Park, Campau/Banglatown, Gratiot/Seven Mile, East Warren/Cadieux, and Jefferson Chalmers. These philanthropic commitments will allow the Funds to leverage \$628 million in private capital, \$150 million in low-cost capital, and \$124 million in federal and state grants, for a total of \$1.1 billion dollars in neighborhood investments.

The AHLF is a tool established to achieve the goals of the City's multifamily housing strategy to preserve 10,000 existing affordable housing units and create 2,000 new affordable housing units.

The total affordable housing investment identified in the plan is projected at \$765 million in private equity, conventional debt, low-income housing tax credits/Michigan State Housing Department Authority equity, and \$250 million from the AHLF itself.

The City's successful partnerships with private entities will continue to be a critical component of our neighborhood-focused economic development effort through the four-year capital plan period. Our most notable accomplishments in this area are of course the redevelopment of the Michigan Central Station and its surrounding area by the Ford Motor Company for use as its tech innovation campus and the expansion of FCA's Mack Avenue Engine Complex and Jefferson North Assembly Plant. The total investment in the Michigan Central development will be approximately \$740 million, as well as an additional \$10 million invested in the Corktown neighborhood through a Community Benefits Agreement. The project will create 2,500 direct, permanent jobs, 2,500 indirect jobs in Ford facilities, and 2,000 construction jobs. The total investment in the FCA plants will be approximately \$2.5 billion, including \$35 million in community benefit investments. The FCA expansion will result in not just 4,000 new jobs, but 4,000 new jobs for which Detroiters are given priority.

A More Vibrant & Beautiful City

The Capital Plan reflects the need to focus public infrastructure investment where it will create the greatest return: supporting the existing population and attracting new residents and businesses into revitalized neighborhoods. The City plans to continue developing and implementing projects that foster vibrant, inclusive neighborhoods across the City of Detroit.

In the most recent Capital Agenda, the City laid out a plan to make transformative investments into recreational assets. Parks across the city will continue to receive substantial investments, and in some cases expansions, with modern play equipment, safe walking paths, ample lighting, and inviting landscaping. Many parks have been designated as soccer hubs and will be upgraded to provide plenty of field space for Detroiters of all ages to master the skills of one of our most popular sports. Parks improvements will continue to be made with extensive consultation with the residents impacted by that park and its amenities. The City's commitment to open, inclusive, and accessible spaces that meet the diverse needs of residents of all ages remains strong.

Our recreation centers will continue to be modernized and improved to allow for the ongoing expansion of programs, including the addition of mini-libraries. Recreation centers are the heart of many of our communities and provide not only recreational programming but also educational and skill development programs. They serve as a safe space either before or after school for many young Detroiters. So whether a resident seeks to use the internet to apply for a job, take a dance class, join a book club, or do all three, our recreation centers will continue to deliver.

Through extensive community engagement, the City has identified areas that can be transformed into greenways to connect the City's neighborhoods to each other and to downtown and riverfront amenities. The first three mile segment of the Joe Louis Greenway will break ground on the autumn of 2020 and, when complete, will form a 32 mile loop connecting City neighborhoods, four neighboring cities, and even provide an international path to Canada. By providing many methods of mobility, especially non-motorized methods via greenways, trails, and protected bike lanes, barriers to access to City amenities and employment opportunities will be substantially lowered.

The Capital Plan anticipates investments at two of our cultural treasures: the Charles H. Wright Museum of African American History and the Detroit Historical Museum. These capital improvements will allow the museums to continue their ongoing campaigns to modernize their facilities and create welcoming, inclusive, accessible spaces to tell the stories of Detroit and its residents.

One of the strongest drivers of success is the availability of inclusive, exciting, and safe parks, recreation centers, and cultural assets. This Capital Plan continues to implement investments that will shape Detroit's recreational and cultural landscape for generations to come.

Improved Public Safety & Health

To continue promoting positive health outcomes in our community, the Capital Plan continues improvements to our health clinics and mobile health clinics to create modern health provision centers with even more services. The mobile clinic fleet will visit our neighborhoods and provide critical services like immunizations, STI testing and prevention, unintended pregnancy prevention, WIC enrollment, blood lead testing, needs assessments, and many other services in conjunction with community partners who work to help reduce infant mortality, drug abuse, and chronic disease.

Our Police and Fire Departments will continue to receive substantial capital investments in vehicles, information technology, and facility improvements. The completion of the City's fleet replacement plan in the four-year period of this plan will see the entire Police and Fire fleets within an industry standard lifecycle. A modernized and optimized public safety fleet will ensure that police officers and firefighters are able to swiftly and reliably protect the public. The replacement of the City's fire fighting fleet will ensure that we maintain our top-tier ISO certification and keep property insurance rates lower.

Public safety information technology will continue to undergo the massive modernization and replacement campaign begun during FY20. Everything from body cameras to servers, in-vehicle laptops to secured fiber optic cable between public safety facilities is targeted for investment. New atmospheric monitoring devices will allow our firefighters to work safely inside burning

structures with reduced risk of exposure to noxious and harmful gases. Our Police Department will receive drones that will allow them to look around and inside structures during low visibility or high risk situations without putting themselves in unnecessary danger.

The City's firehouse improvement campaign will be completed during this four-year plan period, ensuring that all of our firehouses are at a state of good repair. These improvements allow our firefighters to operate effectively and safely within the buildings that often serve as their homes for many long shifts. Police precincts will continue to undergo the repairs and improvements that began at the start of FY19; the anticipated second bond series in the first half of 2020 will allow this investment campaign to ramp up. Additionally, the Police Department will complete the lease consolidation initiative started in FY 2019 that will see the department move out of two leased buildings into a single city-owned facility. This will allow the City to save funds on lease costs while simultaneously providing the Police Department sufficient new space to fully operate a number of policing units.

Finally, improvements will continue at the City's Animal Care & Control building, allowing for the care of more animals in clean and humane conditions. The City remains committed to ensuring that all animals that come into its care receive quality, respectful attention.

Strengthened City Services

Investment in roads, transit, and sidewalks is critical, especially in a city as large as Detroit. This Capital Plan provides for the City's continuing transformational investment into our roads and transportation infrastructure. We seek to create a reliable transportation system that connects our residents and neighborhoods, improves public safety, creates economic opportunity, and contributes to the reduction of poverty.

Roads, sidewalks, bridges, and streetscapes will receive nearly \$200 million in improvements over the course of this plan. Road quality reports and accident data will drive the investment into our road resurfacing and replacement program, along with investments into traffic control and calming efforts. City sidewalks will be replaced where needed and efforts to make our sidewalks and roadways fully ADA compliant will continue with the ongoing installation of ramps and curb cuts. The rollout of more protected bike lanes citywide will ensure sufficient access to safe, non-motorized forms of transportation.

Our public transit system is a critical component of our local economy, enabling thousands of people to move about the city every day. This four-year plan envisions an investment of nearly \$177 million into our public transit infrastructure. The biggest and most impactful project is the complete rebuild of the Department of Transportation's Coolidge facility which will serve as the new central repair and maintenance center for the City's fleet of buses. This will ensure that our

buses are maintained in top condition and are running reliably around the clock.

The bus fleet will also continue to be modernized and expanded over the plan period, allowing for the continued establishment of more 24-hour routes and increased bus frequency. Technology improvements in the transit system will allow riders to enjoy Wi-Fi on our buses, check the status of the next bus, and easily engage with an online customer service portal. Finally, continued improvements to our bus shelters will provide lighting and phone charging plugs and will give riders a safe and comfortable place to wait for their bus.

Effective Governance

Technological advancement waits for no one and the City of Detroit plans to stay at the forefront of technological innovations that will bring the most effective services to our residents and improve the efficiency of government.

Investments in technology will include fundamentals like new computers and server hardware, faster network switches, and advanced cloud solutions. The City's Department of Innovation and Technology will continue rolling out new enterprise software solutions such as an Enterprise Asset Management system, which will track all City-owned assets, their conditions, and the amount of investment made into them; an Enterprise Document Management system, which will convert many of the City's currently paper-based functions into an instantaneous digital system; an Enterprise Records Management system, to properly retain records subject to numerous retention schedules and make the retrieval of records smooth and quick; and an enterprise solution for tracking and managing the City's utility expenses.

Bringing assets critical to city government operations into a state of good repair continues to be a high priority in the City's capital strategy. Along with the public safety fleet, the general city fleet will be replaced and rightsized over the course of this capital plan period. City vehicles will be put into a standard operational life of five years with the goal of replacement at that time and not later. Revenues from the sale of these relatively newer vehicles will be used to continue the replacement cycle.

The Detroit Water and Sewerage Department (DWSD) will continue implementing its \$552 million capital improvement plan over the next four years. The investments into the City's water and sewerage infrastructure will continue the City's goal of delivering safe and cost effective water and sewerage services. In furtherance of our mission to put health and safety in water delivery first, the water main replacement projects will also involve the replacement of lead service lines. Additional DWSD capital investments include water meter replacements citywide, replacement of fire hydrants, the rehabilitation of the sewerage and stormwater infrastructure, and flood control measures along the riverfront.

Investments into the City service yards begun in FY19 will continue through the early years of this capital plan. These service yards are the hubs of City service provision, with fleet repair facilities, salt domes, and storage of heavy equipment like salt trucks, plows, dump trucks, and construction equipment. The City will also begin the process of consolidating a number of our service yards and garages into one centralized, more cost effective location.

FINANCING THE FY21-24 CAPITAL PLAN

The City annually implements its Capital Plan by appropriating funds for capital projects through the budget development process. The Plan is primarily financed with UTGO bond proceeds and supplemented by prior years' surplus, state and federal funds, and private grants.

During FY19, the City issued UTGO bonds in the amount of \$136.6 million on its own full faith and credit for the first time since our bankruptcy. During FY20, the City will issue a second series of UTGO bonds totaling \$80 million. These two bond series form the largest portion of the City's capital funding in the FY21-24 Capital Plan.

The City does not budget the annual surplus in the same year it is realized, but waits until it is recognized, via the annual audit, and treats it as unassigned fund balance to be allocated among the competing one-time spending needs. For FY20, the City set aside \$33.1 million in unassigned fund balance to support capital projects but will allocate only \$5 million in FY21, because the City has reentered the bond market and does not need to continue utilizing so much of our annual surplus for capital expenditures.

Debt Financing

With our reentrance into the bond markets, City capital investments will be financed primarily through long-term debt. Long-term debt related to capital investment has two main purposes:

(1) It finances acquisition, construction, repair, and renovation of City-owned buildings and equipment that are necessary to provide public services; and

(2) It finances infrastructure improvements to ensure the City's continued growth

The City adheres to a Debt Issuance and Management Policy (CFO Directive No. 2018-101-007) that established the conditions for issuing debt and the management of such debt. The City's policy is to utilize long-term debt for capital purposes. However, the policy provides that short-term debt may be used for certain types of projects, financing of equipment and vehicles, and, in rare cases, operations.

The City reentered the capital markets with a new General Obligation bond debt issuance in late 2018 for capital purposes. The City has achieved four consecutive years of balanced budgets and

operating surpluses since FY15 and has also received two credit rating upgrades. The City's credit ratings with Moody's and S&P are currently Ba3 and BB-, respectively.

The new bond issuance entailed the sale of Unlimited Tax General Obligation (UTGO) bonds issued on the full faith and credit of the City. UTGO bonds are an important method for funding our capital priorities, because they allow the City to begin funding projects that previously would have required the use of General Fund surpluses. This allows the City's surpluses to be utilized more effectively for operating needs and for important financial planning strategies like contributions to the Budget Reserve and to the Retiree Protection Fund for the City's pensions.

Authorization for these new bonds was previously obtained from the citizens of Detroit. The City originally had \$286 million in voter-approved, unissued UTGO authority. The City Council has authorized the issuance of \$255 million in UTGO bonds, though the capital plan currently envisions an immediate need of \$235 million for projects in the plan period. The City does not plan to issue short-term taxable debt at this time.

It is anticipated that the City will seek additional UTGO voter authorization during this capital plan period.

UTGO debt is repaid from a dedicated debt service millage. State law allows the City to levy a debt service millage on certain real and personal property to meet annual interest and principal obligations. The City's historical debt service millage ranged from 7.0753 mills in FY06 to 9.82 mills in FY15. The current Debt Service millage is 9.0 mills. Due to the City's extended absence from capital markets until FY18, the outstanding UTGO debt service is scheduled to decline substantially over the next several years. This afforded the City an opportunity to increase its UTGO debt and remain within its historical millage levels. The City sold \$135 million in UTGO debt in FY19 and anticipates selling an additional \$80 million in the current fiscal year. These bond sales are not expected to increase the current debt service millage.

Prior to reentering the bond market on its own credit, Detroit had access to the credit markets through the Michigan Financing Authority, as evidenced by both the exit financing and the refinancing of limited State-revenue supported bonds (a limited type of credit). On November 16, 2017, the Michigan Finance Authority issued \$124.5 million in revenue bonds on behalf of the City for major and local street improvements. The source of repayment for these bonds is the annual allocation of gas and weight tax funds to the City through Act 51. The total principal outstanding to date is \$90 million. On December 13, 2018, the City issued \$176 million in refunding bonds to purchase prior financial recovery bonds at a discount in order to reduce gross debt service in future years and achieve present value savings. In 2019, to support the demolition of the Joe Louis Arena, the City issue \$10 million in capital improvement bonds of which \$4.2 million has been drawn down to date. The due date for the final drawdown is June 30, 2020.

On March 14, 2018, the City fully redeemed its outstanding C Note Limited Tax General Obligation (LTGO) bonds. This debt was redeemed utilizing General Fund surpluses and proceeds from the sale of the Premier Garage, as required for redemption of the bonds. Redemption of this debt allows the City to fund other operating needs and additional capital projects.

Other City-related entities that have active debt issuance programs are the Public Lighting Authority (PLA) and the Detroit Water and Sewage Department (DWSD).

In June 2014, the Michigan Finance Authority issued \$185.7 million in revenue bonds for street lighting infrastructure improvements on behalf of the PLA. These bonds are secured by a first lien on certain of the City's Utility Users' Taxes (\$12.5 million annually, until repayment) as authorized under Public Act 393 of 2012.

DWSD uses debt financing, repaid by revenues from rate payers, to support its ongoing capital improvement program. The DWSD Capital Improvement Plan is subject to approval by the Board of Water Commissioners. The Great Lakes Water Authority issues bonds on behalf of DWSD to fund the DWSD capital plan projects.

External Sources

As is the case with other cities, Detroit receives revenue transfers, through grants and aid, from the Federal and State government. Often that money compensates for required investments, improvements, and regulations imposed or mandated by them. Detroit also receives a substantial amount funding each year via grant awards from private sector entities such as foundations and corporations.

Intergovernmental Grants & Aid

The City receives a number of categorical, matching and formula-driven grants; many are used for operating purposes, some are for capital projects. Federal aid can flow directly to the city of Detroit; some gets passed through various State of Michigan departments. Large capital grants coming to Detroit are for transportation, streets, roads and traffic signals, tree removal, private and public housing, safety and security equipment, and community development.

Philanthropy

The City continues to be successful in seeking grant awards from a variety of foundations and corporate sources. These grants have funded park improvements and other open space initiatives. Additionally, public-private partnerships have been utilized for neighborhood revitalization, economic development, housing, planning, transit, public safety, health, and

workforce development initiatives. In FY21, the City will continue to leveraging its UTGO bond proceeds to bring greater philanthropic investment into Detroit's neighborhoods.

CAPITAL PLANNING PROCESS

The capital planning process begins with a project submission period during which all departments have an opportunity to identify their facility, equipment, infrastructure, and planning needs in a systematic, prioritized manner, and to submit their capital investment proposals for funding consideration. Departments may utilize both internal assessments and external constituent requests to develop their capital improvement projects. Project requests must include costs estimates, a description of the proposed scope of work, and any other requested information to help City officials conduct their respective evaluations. A final evaluation of the projects will be conducted by the Office of the Mayor to ensure alignment with the City Strategic Priorities. At this time, departments may be required to submit additional information.

Project proposals must also account for any impacts on the City's operating budget. Such proposals are subject to additional review to determine the anticipated effect on personnel, maintenance, utilities, and supply costs, as well as expected changes in service demand or delivery of departmental programs. It is generally assumed that certain types of projects, such as HVAC system upgrades and window replacements, will provide operating budget savings as a result of improved energy efficiency.

Because our capital plan will require regular review and supplementation as the future unfolds, the City has established a Capital Projects Team in the Office of Budget, as well as a Facilities Steering Committee, a Vehicle Steering Committee, and an Infrastructure Coordinating Committee.

The Facilities Steering Committee will develop a Facilities Master Plan that will right-size the city's total footprint; bring the City's facility inventory into a state of good repair; avoid investments into assets that the City is likely to vacate; and set the long-term strategic direction that helps to leverage other City resources.

The Vehicle Steering Committee has developed the City Fleet Rightsizing and Replacement Plan that guides the City's acquisitions of new vehicles and the replacement of existing vehicles that have reached the end of their useful life. Through this Committee, the City will ensure that the City fleet is sized appropriately based on true departmental and service provision need, as well as standardize the fleet to reduce operating costs.

Finally, the Infrastructure Coordinating Committee brings together the major infrastructure departments of the City to ensure that investments are scheduled and implemented in ways that

are complementary to other necessary infrastructure investments. For example, when the Department of Public Works intends to replace a stretch of roadway, it will work with the Detroit Water and Sewerage Department and the Public Lighting Authority to ensure that any investments planned by these respective entities are undertaken while the road surface is already removed.