

Fiscal Action Plan - FY2014-15 to FY2017-18

***Financial Strategies for the
City of Wixom***

2013

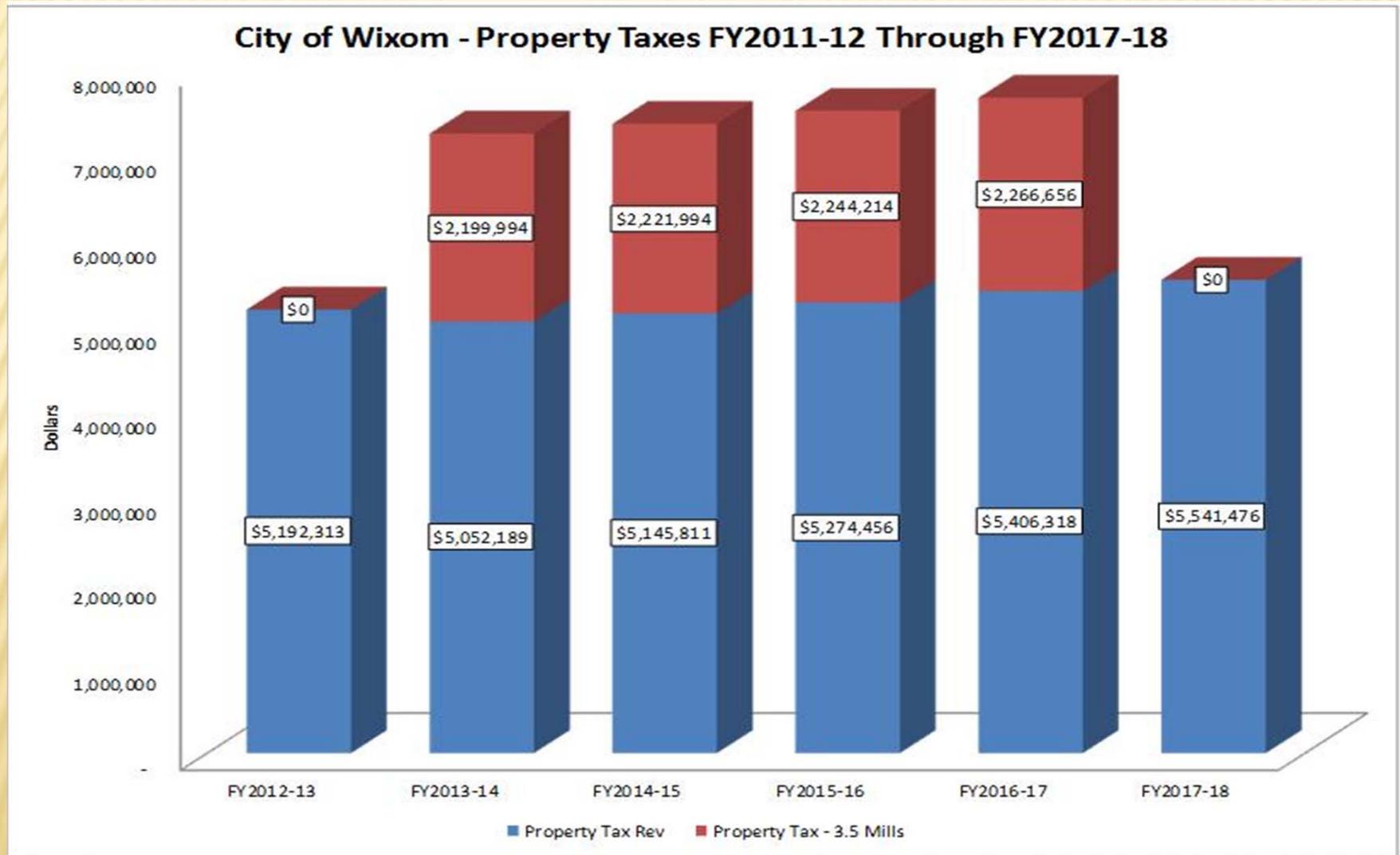


SUMMARY OF GENERAL FUND FYE2012-FYE2018

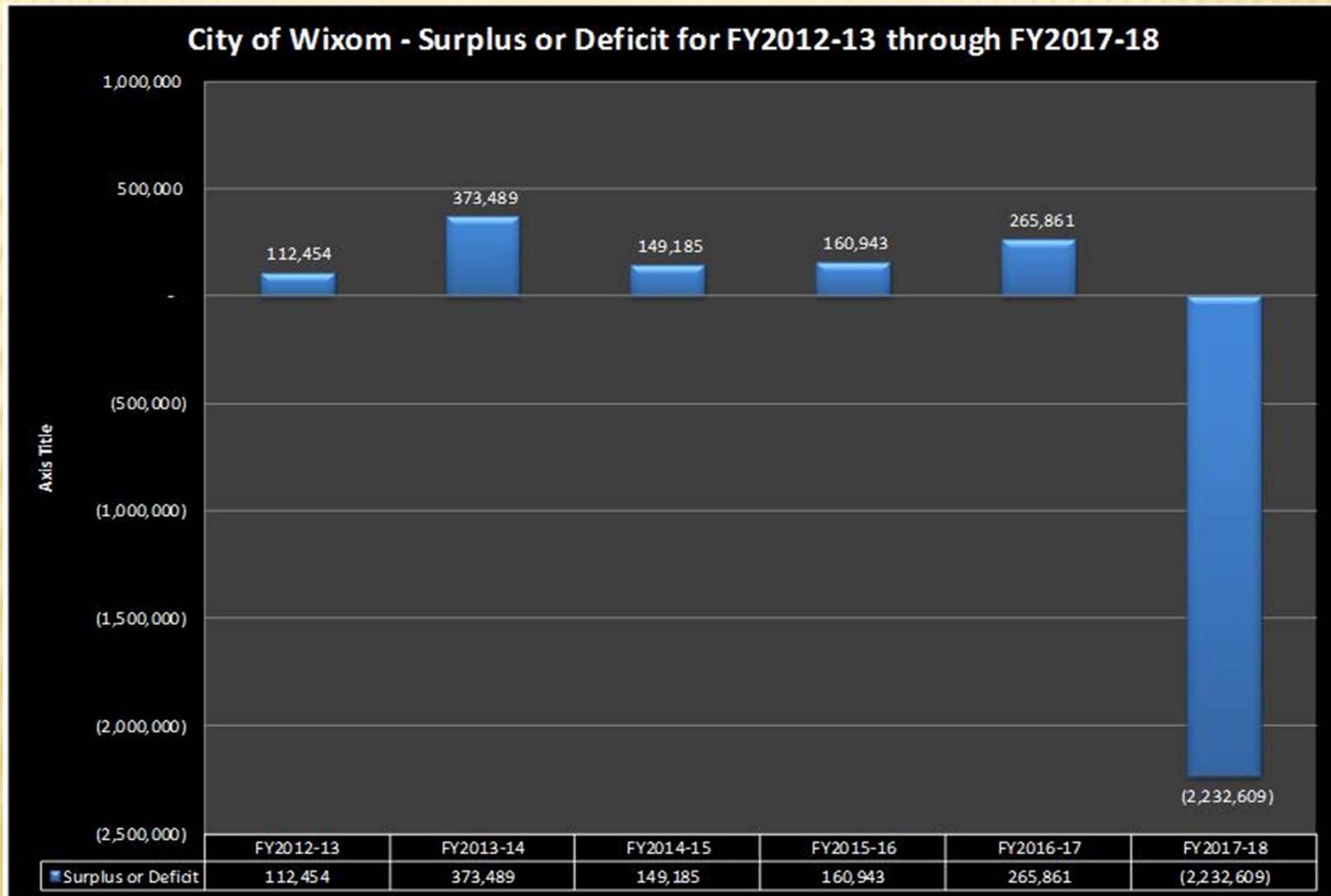
Summary of General Fund Financial Projections FY2012-FY2018

DEPT - FUND - DATE		REVENUE SUMMARY GENERAL FUND February 25, 2013							
			Year 1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
			CURRENT	EST	CITY	CITY	CITY	CITY	CITY
ACCOUNT NUMBER	ACCOUNT CATEGORY & ACCOUNT NAME	ACTUAL FY2011-12	BUDGET FY2012-13	ACTUAL FY2012-13	PROJECTION FY2013-14	PROJECTION FY2014-15	PROJECTION FY2015-16	PROJECTION FY2016-17	PROJECTION FY2017-18
01 02-01	General Property Taxes	5,424,435	5,192,228	5,192,313	5,052,189	5,145,811	5,274,456	5,406,318	5,541,476
01 02-01	General Property Taxes (3.5 Mills)			-	2,199,994	2,221,994	2,244,214	2,266,656	-
01 02-03	Building Permits & Fees	308,817	328,453	719,838	334,684	341,033	347,854	354,811	361,907
01 04-06	State Revenues	1,026,116	1,031,035	1,012,800	1,041,273	1,051,614	1,072,646	1,094,099	1,115,981
01 05-00	Oakland County	-	-	-	-	-	-	-	-
01 06-00	Private Contribution	2,817	76,459	1,283	1,000	1,000	1,000	1,000	1,000
01 06-02	Misc. Department Revenues	842,188	799,467	888,672	847,523	872,523	879,848	887,247	894,719
01 06-03	Other Grants	-	-	-	-	-	-	-	-
01 08-00	Interfund Transfers	1,458,595	2,017,357	2,017,357	1,700,731	1,193,311	1,212,908	1,232,869	1,253,203
	TOTAL OPERATING REVENUES	9,062,968	9,444,999	9,832,263	11,177,394	10,827,286	11,032,926	11,243,000	9,168,286
	General Operating Expenditures	8,531,370	8,816,742	8,946,189	9,052,401	9,026,685	9,211,922	9,373,295	9,546,206
	Revenues Over Gen. Op. Exp.	531,598	628,257	886,074	2,124,993	1,800,601	1,821,004	1,869,705	(377,920)
	Capital Contributions or Transfers	612,838	773,620	773,620	1,751,504	1,651,416	1,660,061	1,603,844	1,854,689
	Excess Revenues over Expenditures	(81,240)	(145,363)	112,454	373,489	149,185	160,943	265,861	(2,232,609)
01 00-00 3000	Beginning Fund Balance 7/1	1,907,362	1,826,121	1,826,121	1,938,575	2,312,064	2,461,250	2,622,193	2,888,054
	Revenues	9,062,968	9,444,999	9,832,263	11,177,394	10,827,286	11,032,926	11,243,000	9,168,286
	Expenditures	9,144,208	9,590,362	9,719,809	10,803,905	10,678,101	10,871,983	10,977,139	11,400,895
	Ending Fund Balance 6/30	1,826,121	1,680,758	1,938,575	2,312,064	2,461,250	2,622,193	2,888,054	655,445
	Fund Balance - Percent	19.97%	17.53%	19.94%	21.40%	23.05%	24.12%	26.31%	5.75%

CITY OF WIXOM – 5-YEAR PROPERTY TAXES



CITY OF WIXOM – 5-YEAR PROJECTION RESULTS



SUMMARY OF GENERAL FUND EXPENDITURES FYE2012-FYE2018

Summary of General Fund Expenditures FY2012-FY2018

DEPT - EXPENDITURE SUMMARY									
FUND - GENERAL FUND									
DATE February 25, 2013									
			Year 1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
99 02			CURRENT	EST	CITY	CITY	CITY	CITY	CITY
ACCOUNT NUMBER	ACCOUNT CATEGORY & ACCOUNT NAME	ACTUAL FY2011-12	BUDGET FY2012-13	ACTUAL FY2012-13	PROJECTION FY2013-14	PROJECTION FY2014-15	PROJECTION FY2015-16	PROJECTION FY2016-17	PROJECTION FY2017-18
01 14-10	Legislative	15,409	15,876	16,863	17,376	17,376	17,462	17,550	17,639
01 14-12	City Manager	488,851	491,822	460,501	310,281	317,159	324,872	331,353	338,470
01 14-14	Assessor	157,314	160,979	164,796	170,351	173,329	177,878	182,104	186,661
01 14-24	Building	392,105	406,494	431,616	441,808	451,627	464,098	474,214	485,132
01 14-26	Legal Counsel and Assistance	49,970	58,900	78,900	62,000	62,000	62,930	63,874	64,832
01 14-28	Clerks	211,456	173,345	181,576	184,384	187,924	192,409	195,985	199,844
01 14-30	Information Systems	118,436	115,247	115,247	117,531	119,899	122,671	125,449	128,301
01 14-31	Financial Administration	419,394	371,733	378,203	398,422	409,083	421,544	432,332	444,124
01 14-32	General Operating	440,797	564,056	568,522	593,888	393,473	371,361	355,177	336,525
01 14-33	Building Maintenance	33,272	61,410	61,410	61,410	61,410	62,331	63,266	64,215
01 14-35	Cultural Center	284,033	305,606	313,860	321,795	327,536	334,666	340,895	347,360
01 16-35	Fire	871,064	870,567	872,069	887,974	902,387	916,997	930,410	944,413
01 16-37	Police	3,039,638	3,116,856	3,156,303	3,265,766	3,340,201	3,423,010	3,492,378	3,568,146
01 18-39	DPW	1,470,217	1,553,177	1,585,092	1,642,820	1,679,535	1,723,221	1,760,950	1,801,670
01 20-44	Board of Appeals	2,831	3,200	3,200	4,000	4,000	4,047	4,094	4,142
01 20-45	Board of Review	1,090	1,150	550	1,200	1,200	1,209	1,218	1,227
01 20-48	Planning Commission	50,539	36,300	36,300	36,300	36,300	36,822	37,352	37,890
01 20-50	Senior Citizen Committee	56,890	60,392	60,392	60,392	60,392	60,848	61,312	61,783
01 20-54	Community Service	428,064	449,632	460,789	474,703	481,854	493,546	503,382	513,832
01 30-00	Interfund Transfers	612,838	773,620	773,620	1,751,504	1,651,416	1,660,060	1,603,842	1,854,686
EXPENDITURE TOTAL		9,144,208	9,590,362	9,719,809	10,803,905	10,678,101	10,871,983	10,977,139	11,400,895

SUMMARY OF PROJECTED FULL-TIME POSITIONS FYE2013-FYE2018

City of Wixom						
Historical/Projected Summary of Full Time Positions						
Description	Starting FY 12/13	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
City Manager	4.00	3.00	3.00	3.00	3.00	3.00
Assessor	1.00	1.00	1.00	1.00	1.00	1.00
Building	3.50	2.00	2.00	2.00	2.00	2.00
Planning	-	0.50	0.50	0.50	0.50	0.50
Clerks	2.00	2.00	2.00	2.00	2.00	2.00
Information System	-	-	-	-	-	-
Finance	4.00	3.00	3.00	3.00	3.00	3.00
Fire	1.50	1.50	1.50	1.50	1.50	1.50
Police	23.00	23.00	23.00	23.00	23.00	23.00
Public Works	11.00	11.00	11.00	11.00	11.00	11.00
Community Services	4.00	4.00	2.00	2.00	2.00	2.00
Full Time	54.00	51.00	49.00	49.00	49.00	49.00
% Inc. Full Time	-1.82%	-5.56%	-3.92%	0.00%	0.00%	0.00%
From FYE2004 No of Employees was 65 to 49 (25% decline)						

CAPITAL IMPROVEMENTS FY2011-12 THROUGH FY2017-18



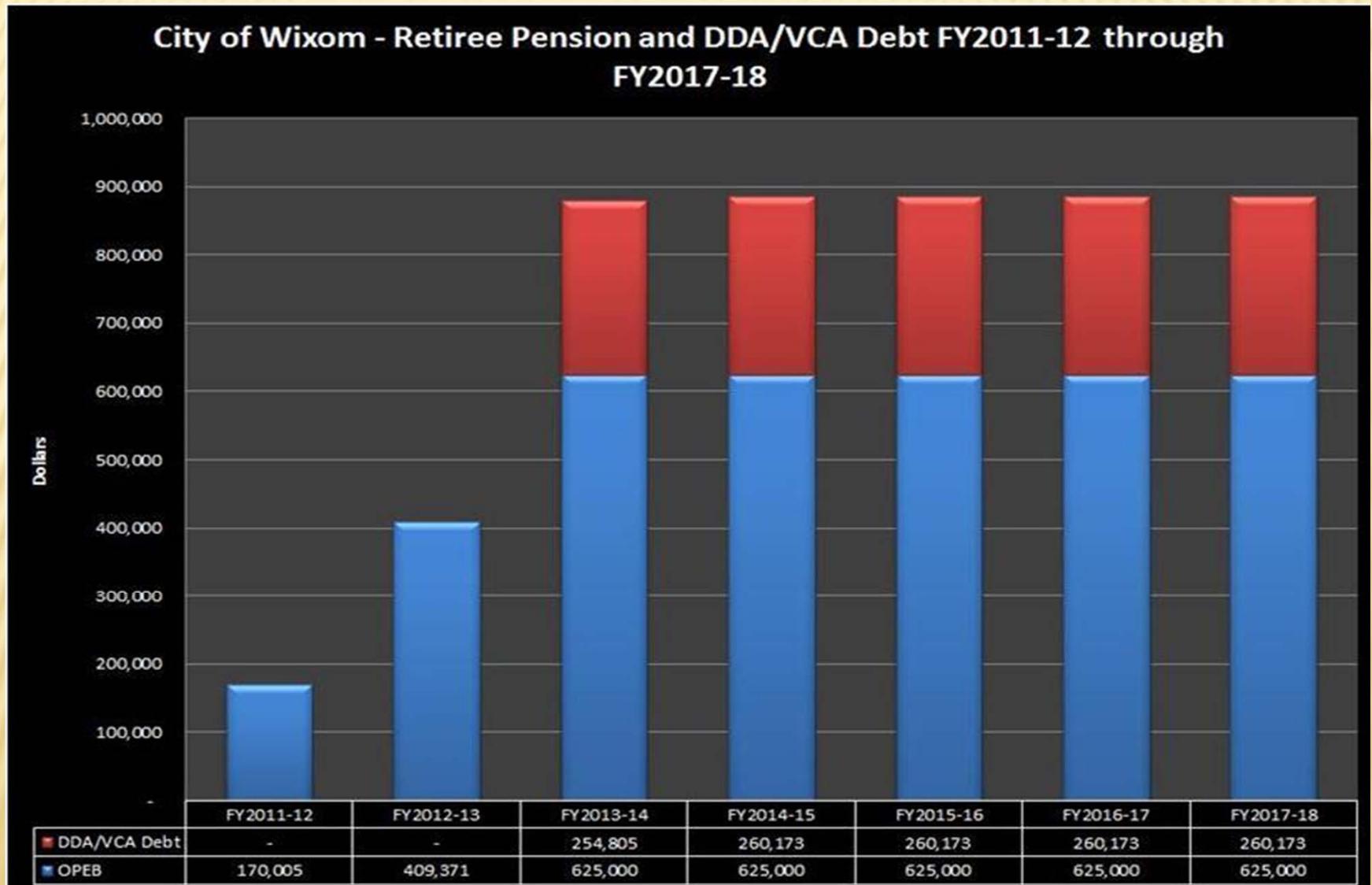
SUMMARY OF CAPITAL IMPROVEMENTS

FY2011-12-FY2017-18

CAPITAL IMPROVEMENTS								
EXPENDITURES	2011 2012	2012 2013	2013 2014	2014 2015	2015 2016	2016 2017	2017 2018	TOTAL
CEMETERY FUND	-	1,000	1,000	1,000	1,000	1,000	1,000	6,000
CITY MANAGER	-	135,000	-	-	-	-	-	135,000
CULTURAL CENTER BUILDING	5,365	8,000	93,500	29,200	20,000	18,000	39,500	208,200
FACILITIES PLAN	-	15,000	95,000	70,000	60,000	20,000	70,000	330,000
FINANCE	-	-	5,000	5,000	5,000	5,000	5,000	25,000
FIRE	28,325	15,000	165,000	-	54,000	87,000	47,000	368,000
PARKS & RECREATION	20,583	10,500	66,742	105,500	22,000	112,000	145,000	461,742
POLICE	11,104	32,100	53,600	157,600	242,600	82,700	134,200	702,800
GENERAL OPERATING	17,086	7,500	20,000	7,500	20,000	7,500	20,000	82,500
PUBLIC WORKS	29,607	109,000	141,500	150,000	132,500	80,000	225,000	838,000
DPS	-	10,000	-	20,000	-	20,000	-	50,000
CITY CLERK	-	-	30,000	-	-	-	-	30,000
ASSESSORS	-	-	-	-	-	-	-	-
DEBT SERVICE	11,249	107,124	221,699	219,043	216,387	284,069	281,413	1,329,733
CATEGORY TOTAL	123,319	452,624	920,441	767,243	775,887	719,669	970,513	4,606,375

OTHER TRANSFERS

FY2011-12 THROUGH FY2017-18



SUMMARY OF REVENUES & EXPENDITURES AND SUMMARY OF STRATEGIES

City of Wixom						
Summary of Revenue & Expenditure and Summary of Strategies FY2013-14 to FY2017-18						
Table 1 - Summary of Revenues and Expenditures			Fiscal Action Plan - Phase 2			
Description	Notes	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
Estimated Revenues w/o Bdgt Stab		8,454,102	8,605,292	8,788,712	8,976,344	9,168,286
Estimated Millage 3.5 Mills		2,199,994	2,221,994	2,244,214	2,266,656	-
Total Estimated Revenues		10,654,096	10,827,286	11,032,926	11,243,000	9,168,286
Estimated Operating Expenditures		(9,052,401)	(9,026,685)	(9,211,922)	(9,373,295)	(9,546,206)
Estimated Capital Expenditures		(1,751,504)	(1,651,416)	(1,660,061)	(1,603,844)	(1,854,689)
Total Estimated Expenditures		(10,803,905)	(10,678,101)	(10,871,983)	(10,977,139)	(11,400,895)
Net Surplus (Deficit)		(149,809)	149,185	160,943	265,861	(2,232,609)
Budget Stabilization Contrib		523,298	-	-	-	-
Estimated Surplus or Deficit with Bdgt Stab		373,489	149,185	160,943	265,861	(2,232,609)
Table 2 - Summary of Strategies						
Description	Notes	FY2013-14	FY2014-15	FY2015-16	FY2016-17	FY2017-18
Wages & Compensation	3.00%	(117,000)	-	-	-	-
Prior Years Change in Wages & Compensation	Prior Add	-	(117,000)	(117,000)	(117,000)	(117,000)
Building Department - Restructuring	Restructuring	100,286	103,316	106,839	109,484	112,366
Planning and Zoning Revenue	Planning	112,500	112,500	112,500	112,500	112,500
Planning Consultant	Planning	(90,000)	(90,000)	(90,000)	(90,000)	(90,000)
Reduction in Workers Compensation Exp Multiplier (1.26-.80)	Reduce EM .80	26,000	31,000	36,000	41,000	46,000
Reduction in Large Claims MMRMA	Reduce claims	15,000	30,000	45,000	60,000	75,000
City Audit	Bid Audit	-	-	5,000	7,500	10,000
Personal Property Tax Reduction	New Tax Law	-	(202,342)	(206,426)	(1,418,265)	(995,938)
ESA Revenue	New Tax Law	-	-	-	507,660	324,748
State Reimbursement to Local	New Tax Law	-	-	-	634,364	405,800
Drug Enforcement Agency Revenue	DEA	100,000	100,000	100,000	100,000	100,000
Reduce Capital Improvements	Reduce Cap Imp	-	-	-	-	400,000
Find Alternative for DDAN/VCA Debt Service	Debt Serv	-	-	-	-	260,173
Parking Lot and Pumper only partial	Partial	-	-	-	-	281,413
Moratorium on OPEB	OPEB	-	-	-	-	625,000
Public Act 359 (Advertising)	Advertising	50,000	50,000	50,000	50,000	50,000
Parks & Recreation - Outsourcing	Outsourcing	-	132,000	132,000	132,000	132,000
Police - OCSO (only used as a last resort measure)	OCSO	-	-	-	-	844,000
Total Net Change in Expenditures		196,786	149,474	173,913	129,243	2,576,062

GOVERNMENT REVENUES & EXPENDITURES STRATEGIES FY2013-14 THROUGH FY2017-18

1. Restructure Building Department Functions & Outsource Planning & Zoning
2. Defined Benefit Plan to Defined Contribution Plan
3. P.A. 152 Implementation
4. Workers Compensation Experience Modification Rate
5. Reduce General liability & Property Claims
6. Outsourcing Certain Community Service Programs
7. Personal Property Tax (PPT) law Changes
8. Implement Public Act 359 of 1925
9. Use Operational Audits to discover and improve overall efficiencies within each department
10. Outsourcing the Police Services to Oakland County Sheriff's Department (Only as last resort)
11. Moving Server Storage and IT Administration to the Cloud
12. Across-the-Board Budget Cuts

STRATEGY: RESTRUCTURE BUILDING DEPARTMENT FUNCTIONS

Scenario	Estimated Loss	Personnel
1. Building Dept. (No change)	-\$116,000 to -\$134,000	Building Official, 1.5 Secretaries, Code Enforcement Officer, Planning Consultant, Inspectors
2. Building Dept. (Elimination of FT Code Enforcement Officer)	-\$16,000 to -\$23,000	Building Official, 1.5 Secretaries, Planning Consultant, Inspectors
3. Building Dept. (Outsourced)	-\$44,000 to -\$46,000	Private Company, Data Technician, Building Official, Inspectors and Code Enforcement Officer, Planning Consultant, ½ Secretary

Recommendation:

To restructure the Building Department as indicated in Scenario 2, Building Dept. (Elimination of FT Code Enforcement Officer) in an attempt to close the estimated budget gap and result in a sustainable budget within a five-year period. We will continue to annually monitor these alternative scenarios due to changing conditions.

STRATEGY: CHANGE PENSION FROM DEFINED BENEFIT PLAN AND RETIREE HEALTH PLAN TO DEFINED CONTRIBUTION PLAN FOR NEW UNION HIRES

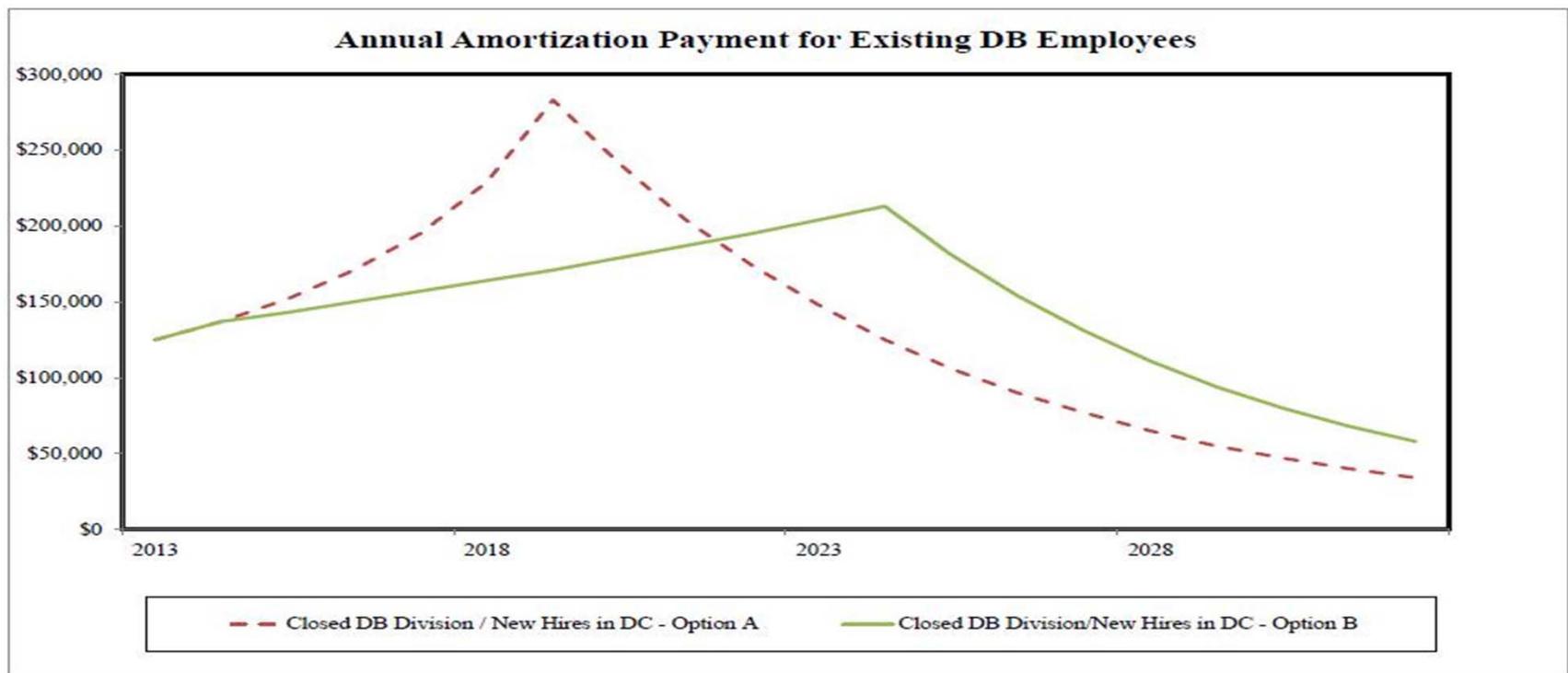
MERS Pension			
Description	6/30/2010	6/30/2011	6/30/2012
Covered Payroll	3,561,123	3,509,348	3,330,365
Contribution at 7%	249,279	245,654	233,126
Annual Pension costs APC	757,748	895,324	784,321
Net Reduction	508,469	649,670	551,195
Retiree Health Insurance			
Description	6/30/2010	6/30/2011	6/30/2012
Covered Payroll	3,561,123	3,509,348	3,330,365
Health Savings Contrib	72,800	71,500	67,600
Annual Pension costs APC	486,684	623,623	652,942
Net Reduction	413,884	552,123	585,342
Grand Total Reduction	922,353	1,201,793	1,136,537

Recommendation:

To negotiate moving from a defined benefit plan model to a defined contribution model for all new City hires and to incorporate the new MERS smoothing method.

STRATEGY: TO INCORPORATE THE NEW MERS SMOOTHING METHOD OF AMORTIZATION

Wixom, City of (6316)
Division 12 - Dpt Hds Dpty
Comparison of Alternate Amortization Options for Closed Divisions - 20 Year Projection



Recommendation:

To incorporate the new MERS smoothing method which evens out the Annual Required Contributions (ARC) over the remaining period of amortization.

**STRATEGY: IMPLEMENT HEALTH INSURANCE CHANGES IN ACCORDANCE WITH
PUBLIC ACT 152 (HARD CAP OR 80%/20% SHARING)**

Description	PPO FY2012-13	BCN FY2012-13	Total
Est Annual Premium (No HRA)	557,619	507,237	1,064,856
Est Annual Premium (Plus HRA Claims)	293,406	491,213	784,618
Employee Share - PA 152 at 80%/20% (No HRA)	111,524	101,447	212,971
Employee Share - PA 152 at 80%/20% (with HRA)	58,681	98,243	156,924

Recommendation:

To implement PA 152 in FY2014-2015 or earlier considering the overall savings in this health insurance sharing arrangement.

STRATEGY: REVIEW COST OF WORKERS COMPENSATION PROGRAM AND ANY CHANGE IN EXPERIENCE MODIFICATION RATE

Description	FYE 2007	FYE 2008	FYE 2009	FYE 2010	FYE 2011	FYE 2012
Experience Modifier	.82	1.00	.98	1.07	1.08	1.26
Premium	\$61,409	\$84,999	\$82,850	\$93,050	\$81,230	100,442
Dividend Credit	(8,764)	(9,973)	(9,972)	(10,034)	(24,190)	(23,439)
Exp Modifier Dollars over factor of 1.00	(\$16,172)	\$0	(\$2,003)	\$7,147	\$8,280	\$27,184

Recommendation:

Performance Measure Goal-Reduce Experience Modification to .70 to .80. Performance measure goal would be measured as a reduction in EM rate each year trying to obtain a .70-.80 EM. A review would be conducted for all worker compensation cases. A post review and discussion designed to emphasize workplace safety plans would be conducted. Third party assistance from the MMRMA and MML should be obtained.

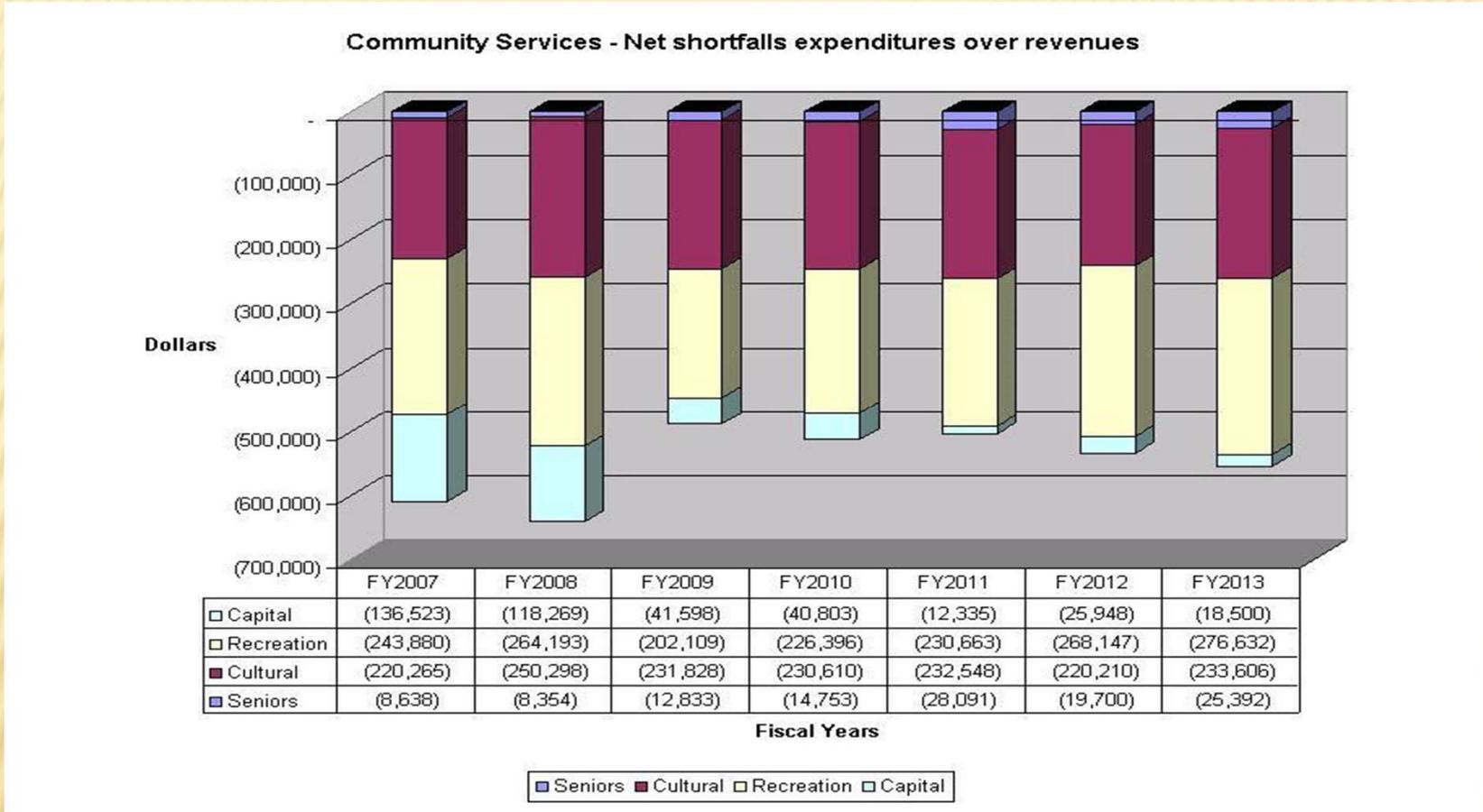
STRATEGY: REVIEW AND REDUCE EXPENSIVE PROPERTY & GENERAL LIABILITY CLAIMS

Claim Type	Claim Loss	Percent
Use Variance/Denial/Easement	\$347,032	24%
Act of God	\$16,446	1%
Pothole/Injury	\$329,575	23%
Excessive Force/Other Police incidents	\$383,940	26%
Fire Truck Replacement	\$387,648	26%
Total	\$1,464,641	100%

Recommendation:

Performance Measure Goal – Reduce annual claims to a target of \$20,000 to \$50,000. The performance measure goal would be measured as a reduction in claims. By making sure Departments are following good practices we can limit insurance claims and risk especially in the areas of injuries due to road conditions (preventable), excessive force (preventable), use variance... (planning and ordinance updates), and vehicle damage. Each major claim should be examined to limit similar insurance events.

STRATEGY: COMMUNITY SERVICE – A HIGHER PERCENT OF REVENUES NEEDED COMPARED TO EXPENDITURES



Recommendation:

To approve the restructuring of the Community Services Department in an attempt to close the estimated budget gap and result in a sustainable budget within a five-year period. This would constitute a workforce reduction in the Department of 2 people. Programs to be outsourced include soccer, baseball, and other specific programs.

STRATEGY: PERSONAL PROPERTY TAX (PPT) LAW CHANGES

				FY2014-15		
Total PPT Loss:		Taxable Value		Millage Rate	Millage Rate	Property Tax
	<u>General Operating (G.O.) Property Tax:</u>					
	<u>Estimated TV for Small PPT Taxpayers</u>					
						\$18,323,310
	<u>Estimated TV-Manufactured PPT</u>					
						\$105,072,322
	Eligible Manufacturing Personal Pro	\$105,072,322		11.0429	7.5429	\$1,160,303
	Small PPT Taxpayer Exemption 2)	\$18,323,310		11.0429	7.5429	\$202,342
	PPT Loss G.O. (line 1+line2)	\$123,395,631				\$1,362,646

Recommendation:

It is estimated that personal property taxes make up \$1.3 million of General Fund property tax revenue for FY2014-15. In addition, debt service millage would need to be increased to cover the debt service payments and lesser funds would be available for the Local Road Capital Project Fund, the Safety Bikepath Fund and the Library. As indicated before, voters will vote on these laws when a special election is held in August 2014.

STRATEGY: IMPLEMENT PUBLIC ACT 359 OF 1925

Public Act 359 of 1925 allows City Council of any city to levy a special tax to be used for advertising, publicity, recreation or exploitation, tending to encourage the industrial, commercial, educational or recreational advantages of the said city or village, for the purpose of encouraging trade, business and industries, and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village. The tax levy cannot exceed \$50,000 dollars in any 1 year.

The funding could be used for City branding, redesign of the City website, improvements to social media and economic development.

Recommendation:

With the revenue resource available through Public Act 359 of 1925, staff recommends using this funding to provide resources for City branding, redesign of the City website, improvements to social media, and economic development.

STRATEGY: USE OPERATIONAL AUDITS TO DISCOVER AND IMPROVE OVERALL EFFICIENCIES WITHIN EACH DEPARTMENT

Start With a Strategic Operational Review:

This type of review involves strategically analyzing your operating practices to identify opportunity for cost reduction and efficiency gains. The main objectives are to:

- Review overall department structure, supervisor and staffing levels, department scheduling, and overtime policies;
- Assess the efficiency and effectiveness of operations to eliminate redundancy within and between departments;
- Identify specific areas and operations where cost reductions and/or organizational structure changes are possible; and
- Develop a plan and a corresponding implementation strategy to guide the organization in achieving the outcomes of the assessment.
- Methods of data collection often include staff surveys and in-person interviews with department heads and their staff. Where appropriate, benchmarking data is also utilized.

Recommendation:

Administrative staff recommends that the operational audit be done over a three year period dividing or doing several departments each year. Since the Police Department is the most expensive, it is likely we could start with that Department to begin the operational audit process. In addition, since certain Community Service functions may be privatized the cultural center, seniors program and parks & recreation could also be audited.

STRATEGY: EXAMINE PROS AND CONS OF OUTSOURCING THE POLICE SERVICES TO OAKLAND COUNTY SHERIFF'S DEPARTMENT

Overview:

The largest operating department in the City, an analysis of the operation and the expectation of the community with respect to policing is warranted. A number of alternatives to a Wixom only department exist including contracting with the Oakland County Sheriff's Department and service sharing with surrounding communities. Fourteen communities in Oakland County contract their police services through the county: Addison Twp., Brandon Twp., Commerce Twp., Highland Twp., Independence Twp., Lynn Twp., Oakland County, Oakland Twp., Orion Twp., Oxford Twp., Pontiac, Rochester Hills, Royal Oak Twp., Springfield Twp.

On preliminary examination the cost savings of utilizing the Oakland County's Sheriff Service could be substantial. Depending on the configuration of the Police Department and the potential cost savings, it is appropriate to investigate and analyze the Pros and Cons of utilizing the Oakland County's Sheriff's Department services. The following is a cost comparison chart between the City and Oakland County Sheriff's Department. Develop a plan and a corresponding implementation strategy to guide the organization in achieving the outcomes of the assessment.

Recommendation: To convene a working group of residents, staff and police service experts to review and make recommendations pertaining to Wixom's policing services. This would include investigating the feasibility/desirability of contracting the services of the Oakland County's Sheriff's Department.

STRATEGY: MOVING SERVER STORAGE AND IT ADMINISTRATION TO THE CLOUD

Overview:

One of the technological changes that has become more popular is moving computer services, along with system administration services, to the Cloud. City staff has investigated trying to move all (or at least most) system administration along with all servers over to an offsite (cloud like) solution.

Recommendation: To continue to investigate and analyze the pros and cons of utilizing the Cloud to provide server and system administration services for the City.

STRATEGY: MAKE ACROSS-THE-BOARD BUDGET CUTS

Total Budget FY2017-18	Percent Across-the-Board Budget Cuts	Amount
\$11,400,895	1%	\$114,009
\$11,400,895	2%	\$228,018
\$11,400,895	3%	\$342,027
\$11,400,895	4%	\$456,036
\$11,400,895	5%	\$570,045

Recommendation: After review by staff, it is felt that “Across-the-Board Budget Cuts” should only be used by providing the City’s Departments the opportunity to recommend what “Across-the Board Budget Cuts” could be made within their Departments, and to create department prioritization matrix as indicated in the presentation Find Your Path to Fiscal Sustainability by Plante & Moran.

CONCLUSION

Through analysis, it has been determined that the City will be able to achieve a balanced budget for the next four budget years. However, in Fiscal Year 2017-18 if the additional operating millage is not renewed or a portion thereof, then the City will not have the available revenue resources to offset projected expenditures. This deficit is estimated at approximately \$2.25 million and does not include the implementation of the financial strategies discussed herein. By employing the strategies, a budget surplus of \$340,000 might be realized.

CITY OF WIXOM – FISCAL ACTION PLAN FY2013-14 THROUGH FY2017-18

Thank You