



MEMORANDUM

.TO: Mayor and City Council
.FROM: Tom Crawford, Interim City Administrator
.DATE: June 15, 2020
.SUBJECT: Financial Recovery Plan Update

Attached for your reference is the June Update of the Financial Recovery Plan related to the COVID-19 pandemic. Please note that the first column listed for each year reflects the initial pessimistic scenario. The subsequent columns for each year are not pessimistic but reflect the likely outcome. In FY2021, the revenue shortfall improved to \$1 million to \$6.8 million. This is primarily attributable to the State's recently issued forecast for State Shared Revenues (sales tax). FY2021 is now close to have actions identified; however, almost all actions taken to date reflect one-time savings. Staff is starting to look at FY2022 and, although preliminary, staff believes recurring expenditures need to be reduced as well. In other words, staff is not expecting a "V" shaped recovery.

As the economy starts to re-open, there remain many unknowns. Staff will continue to monitor the situation and provide updates to Council.

cc: J Fournier
S Higgins
M Horning
K Buselmeier



**City of Ann Arbor
Financial Recovery Plan
GENERAL FUND**

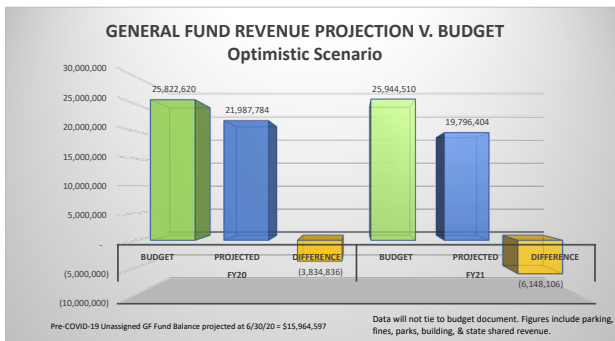
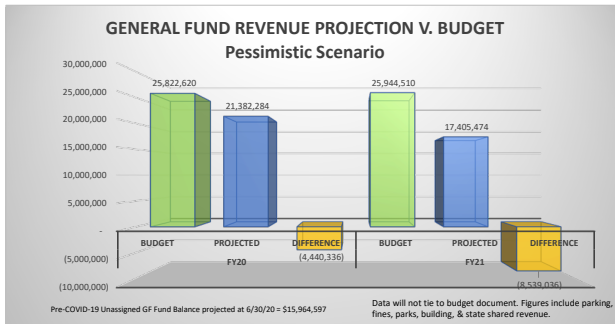
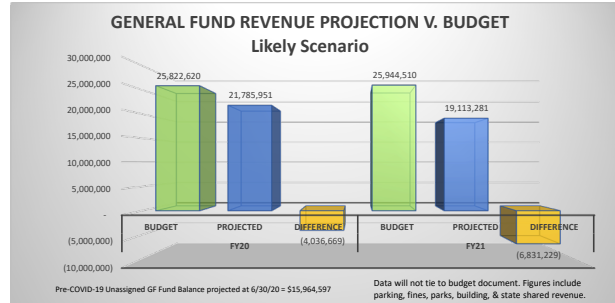
	FY20			FY21		
	Original Pessimistic PLAN	May Likely IMPLEMENTED	June Likely IMPLEMENTED	Original Pessimistic PLAN	May Likely IMPLEMENTED	June Likely IMPLEMENTED
FINANCIAL NEED	\$ 4,400,000	\$ 4,400,000	\$ 4,036,669	\$ 8,500,000	\$ 7,800,000	\$ 6,831,229
<i>Memo: Surplus/(Shortfall) vs Need</i>	\$ 426,988	\$ (3,867,512)	\$ (873,881)	\$ 2,126,387	\$ (5,449,120)	\$ (307,193)
RECOVERY ACTIONS						
CRISIS RELATED & UNPLANNED SAVINGS (COSTS)						
NuView Legal Settlement	75,000	75,000	75,000	75,000	75,000	75,000
Shift COVID Supplies to Risk Fund	75,000	75,000	75,000	-	-	-
Department of Justice COVID Grant						59,184
Park Temp Employee Savings - reduced operations (cost)	192,760	192,760	192,760	(32,620)	(32,620)	(32,620)
Parking Ticket Processing Savings	65,500	65,500	65,500	76,500	76,500	76,500
Parking Ticket Backlog						15,000
Parking Ticket Amnesty Program						50,000
Property Tax Penalty Waivers	-	-	-	(347,000)	(347,000)	(347,000)
Eviction Prevention Support - Housing Commission	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Sheltering Support	(250,000)	(250,000)	(250,000)	-	-	-
Subtotal Crisis & Unplanned	\$ 58,260	\$ 58,260	\$ 58,260	\$ (328,120)	\$ (328,120)	\$ (203,936)
DISCRETIONARY SPENDING						
Outside Counsel - reduce	-	-	-	25,000	-	-
Crash Mapping - use alternative funding	33,700	33,700	33,700	-	-	-
Energy Audits - postpone	24,510	24,510	24,510	-	-	-
Master Plan - defer	500,000	-	500,000	-	-	-
Deer Cull - defer one year	-	-	-	140,000	140,000	140,000
Center of the City - FY20 funding, FY21 additional support	140,000	140,000	140,000	(20,000)	-	(20,000)
Treeline Trail - staff support	-	-	-	40,000	-	-
Parks Fairness Resolution - temporarily suspend	126,018	126,018	126,018	-	-	-
<small>(FY21 savings of \$114,144 not reflected in model, as it had not yet been budgeted)</small>						
Historic District Survey	-	-	-	40,000	40,000	40,000
Subtotal Discretionary	\$ 824,228	\$ 324,228	\$ 824,228	\$ 225,000	\$ 180,000	\$ 160,000
DEFERRAL OF CAPITAL PROJECTS						
Hollywood Blvd Project - postpone	-	-	-	479,000	479,000	479,000
Capital Sinking Fund Transfer - postpone	-	-	-	400,000	400,000	400,000
A2-Saline Project - postpone	-	-	-	175,000	175,000	175,000
Resident Driven Sidewalk Gap	146,500	-	-	100,000	-	-

	Original Pessimistic PLAN	May Likely IMPLEMENTED	June Likely IMPLEMENTED	Original Pessimistic PLAN	May Likely IMPLEMENTED	June Likely IMPLEMENTED	
Streetlight Replacement - postpone	-	-	-	425,000	-	-	
Elections - Satellite Office	-	-	-	25,000	-	-	
Subtotal Capital	\$ 146,500	\$ -	\$ -	\$ 1,604,000	\$ 1,054,000	\$ 1,054,000	
DEBT RELATED ACTIVITIES							
Potential Debt Re-financing	-	-	-	-	-	-	
Supplemental VEBA Contribution - reduce	1,650,000	-	1,627,527	3,430,930	-	3,430,930	
Supplemental Pension Contrib. - eliminate	498,000	-	498,190	533,042	-	533,042	
Subtotal Debt	\$ 2,148,000	\$ -	\$ 2,125,717	\$ 3,963,972	\$ -	\$ 3,963,972	
LABOR RELATED ACTIONS							
Hiring Freeze	-	-	-	1,000,000	1,000,000	1,000,000	
Travel & Training Freeze - discretionary	100,000	100,000	100,000	200,000	200,000	200,000	
Overhire Program - reduce in half	-	-	-	80,000	80,000	80,000	
Planned FTE - postpone hiring	-	-	-	-	-	-	
Sustainability Fellow - postpone	-	-	-	48,000	48,000	48,000	
Planning Intern - postpone	-	-	-	25,000	25,000	25,000	
Facilities Temp Pay - postpone	-	-	-	20,000	20,000	20,000	
Overtime - reduced	50,000	50,000	50,000	50,000	-	50,000	
Inclusion Training	-	-	-	72,000	72,000	72,000	
Voluntary Furloughs	-	-	-	-	-	-	
Incentive Program to Reduce Staffing	-	-	-	-	-	-	
Senior Management Voluntary Pay Cut	-	-	4,583 *	55,000	-	55,000	# of months: 289k if AAPOA p
Freeze Pay - non-contracted portion only	-	-	-	811,535	-	tbd	
Departmental Restructuring	-	-	-	300,000	-	-	
Involuntary Furloughs, Layoffs, &/or Pay Cuts	-	-	-	2,500,000	-	-	
Subtotal Labor	\$ 150,000	\$ 150,000	\$ 154,583	\$ 5,161,535	\$ 1,445,000	\$ 1,550,000	
USE OF RESERVES							
Risk Fund - refund reserves	-	-	-	-	-	-	
Use of Fund Balance	1,500,000	-	-	-	-	-	FY20 calculated
Subtotal Reserves	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL RECOVERY ACTIONS	\$ 4,826,988	\$ 532,488	\$ 3,162,788	\$ 10,626,387	\$ 2,350,880	\$ 6,524,036	

	FY20			FY21			
	Projected	Budget	Difference	Projected	Budget	Difference	
Parking Revenue (DDA)	3,479,252	4,869,996	(1,390,744)	29%	2,178,544	4,869,996	(2,691,453)
Parking Fine Revenue	1,870,641	2,748,602	(877,961)	32%	1,865,614	2,748,602	(882,988)
Housing & Barricade	1,218,696	1,218,696	-	0%	1,218,696	1,218,696	-
Fire Inspection	218,000	525,000	(307,000)	58%	218,000	525,000	(307,000)
State Shared Revenue	11,845,760	11,900,000	(54,240)	0%	10,612,015	12,000,000	(1,387,985)
Parks Revenue	3,153,601	4,560,326	(1,406,725)	31%	3,020,413	4,582,216	(1,561,803)
Tax Revenue (Penalty)					(150,000)	(150,000)	
Tax Revenue (Interest)					(187,000)	(187,000)	
	21,785,951	25,822,620	(4,036,669)		19,113,281	25,944,510	(6,831,229)

55% Scenario: DDA projections (approx 15% for 3 mo., 35% for 2 mo., 67% for 5 mo., 78% for 5 mo.)
 32% Scenario: Mirrors DDA projections
 0% Scenario: Full revenue generation
 58% Scenario: 42% revenue generation
 12% Scenario: 85% for 15 months.
 34% Scenario: Various projections based on each facility
 Scenario: August & Sept
 Scenario: August & Sept

	FY20			FY21				
	Budget	Projected	Difference	Budget	Projected	Difference		
Likely	25,822,620	21,785,951	(4,036,669)	25,944,510	19,113,281	(6,831,229)		
Pessimistic	-10%	25,822,620	21,382,284	(4,440,336)	-25%	25,944,510	17,405,474	(8,539,036)
Optimistic	5%	25,822,620	21,987,784	(3,834,836)	10%	25,944,510	19,796,404	(6,148,106)



BASELINE

	DDA 20	DDA 21	Fines 20	Fines 21	using/Barrica 20	using/Barrica 21	Fire Insp 20	Fire Insp 21	State Shared 20	State Shared 21	Parks 20	Parks 21	Fire Grant 20	Fire Grant 21
JUL	405,833	405,833	200,080	200,080	101,558	101,558	43,750	43,750						
AUG	405,833	405,833	184,484	184,484	101,558	101,558	43,750	43,750						
SEP	405,833	405,833	232,594	232,594	101,558	101,558	43,750	43,750						
OCT	405,833	405,833	244,020	244,020	101,558	101,558	43,750	43,750						
NOV	405,833	405,833	203,539	203,539	101,558	101,558	43,750	43,750						
DEC	405,833	405,833	200,179	200,179	101,558	101,558	43,750	43,750						
JAN	405,833	405,833	237,666	237,666	101,558	101,558	43,750	43,750						
FEB	405,833	405,833	239,200	239,200	101,558	101,558	43,750	43,750						
MAR	405,833	405,833	289,246	289,246	101,558	101,558	43,750	43,750						
APR	405,833	405,833	276,358	276,358	101,558	101,558	43,750	43,750						
MAY	405,833	405,833	231,517	231,517	101,558	101,558	43,750	43,750						
JUN	405,833	405,833	209,719	209,719	101,558	101,558	43,750	43,750						
	4,869,996	4,869,996	2,748,602	2,748,602	1,218,696	1,218,696	525,000	525,000	11,900,000	12,000,000	4,560,326	4,582,216	923,756	1,923,756

BAD

	DDA 20	DDA 21	Fines 20	Fines 21	using/Barrica 20	using/Barrica 21	Fire Insp 20	Fire Insp 21	State Shared 20	State Shared 21	Parks 20	Parks 21	Fire Grant 20	Fire Grant 21
JUL	405,833	142,864	200,080	50,020	101,558	101,558	18,333	21,875						
AUG	405,833	142,864	184,484	46,121	101,558	101,558	18,333	21,875						
SEP	405,833	275,975	232,594	58,149	101,558	101,558	18,333	21,875						
OCT	405,833	275,975	244,020	61,005	101,558	101,558	18,333	21,875						
NOV	405,833	275,975	203,539	50,885	101,558	101,558	18,333	21,875						
DEC	405,833	275,975	200,179	50,045	101,558	101,558	18,333	21,875						
JAN	405,833	275,975	237,666	59,416	101,558	101,558	18,333	21,875						
FEB	405,833	315,919	239,200	59,800	101,558	101,558	18,333	21,875						
MAR	72746	315,919	14,462	72,311	101,558	101,558	18,333	21,875						
APR	72746	315,919	13,818	69,090	101,558	101,558	18,333	21,875						
MAY	139708	315,919	11,576	57,879	101,558	101,558	18,333	21,875						
JUN	139708	315,919	10,486	52,430	101,558	101,558	18,333	21,875						
	3,671,572	3,245,198	1,792,104	687,150	1,218,696	1,218,696	220,000	262,500	11,245,500	8,040,000	3,000,000	2,291,108	1,923,756	1,923,756
			5%	25%					67%	67%				
									June only					

GOOD

	DDA 20	DDA 21	Fines 20	Fines 21	using/Barrica 20	using/Barrica 21	Fire Insp 20	Fire Insp 21	State Shared 20	State Shared 21	Parks 20	Parks 21	Fire Grant 20	Fire Grant 21
JUL	405,833	142,864	200,080	100,040	101,558	101,558	33,333	21,875						
AUG	405,833	142,864	184,484	92,242	101,558	101,558	33,333	21,875						
SEP	405,833	275,975	232,594	116,297	101,558	101,558	33,333	21,875						
OCT	405,833	275,975	244,020	122,010	101,558	101,558	33,333	21,875						
NOV	405,833	275,975	203,539	101,770	101,558	101,558	33,333	21,875						
DEC	405,833	275,975	200,179	100,089	101,558	101,558	33,333	21,875						
JAN	405,833	275,975	237,666	118,833	101,558	101,558	33,333	21,875						
FEB	405,833	315,919	239,200	119,600	101,558	101,558	33,333	21,875						
MAR	72746	315,919	28,925	144,623	101,558	101,558	33,333	21,875						
APR	72746	315,919	27,636	138,179	101,558	101,558	33,333	21,875						
MAY	139708	315,919	23,152	115,759	101,558	101,558	33,333	21,875						
JUN	139708	315,919	20,972	104,860	101,558	101,558	33,333	21,875						
	3,671,572	3,245,198	1,842,446	1,374,301	1,218,696	1,218,696	400,000	262,500	11,681,833	10,612,015	3,000,000	3,436,662	1,923,756	1,923,756
			10%	50%					89%	88%				
				100%					June only	MI Treas Est				

LIKELY

	DDA 20	DDA 21	Fines 20	Fines 21	using/Barrica 20	using/Barrica 21	Fire Insp 20	Fire Insp 21	State Shared 20	State Shared 21	Parks 20	Parks 21	Fire Grant 20	Fire Grant 21
JUL	422,337	167,325	200,080	70,433	101,558	101,558	18,167	18,167						
AUG	420,662	158,567	184,484	64,943	101,558	101,558	18,167	18,167						
SEP	404,067	160,087	232,594	158,169	101,558	101,558	18,167	18,167						
OCT	423,780	163,527	244,020	165,939	101,558	101,558	18,167	18,167						
NOV	402,366	161,786	203,539	138,411	101,558	101,558	18,167	18,167						
DEC	373,551	154,510	200,179	136,126	101,558	101,558	18,167	18,167						
JAN	383,976	191,720	237,666	161,618	101,558	101,558	18,167	18,167						
FEB	376,435	196,627	239,200	186,204	101,558	101,558	18,167	18,167						
MAR	258,052	201,773	93,000	225,162	101,558	101,558	18,167	18,167						
APR	5,260	216,664	13,818	215,130	101,558	101,558	18,167	18,167						
MAY	4,675	203,785	11,576	180,224	101,558	101,558	18,167	18,167						
JUN	4,091	202,174	10,486	163,255	101,558	101,558	18,167	18,167						
	3,479,252	2,178,544	1,870,641	1,865,614	1,218,696	1,218,696	218,000	218,000	11,845,760	10,612,015	3,153,601	3,020,413	1,923,756	1,923,756
	69%	40%		35%			42%		80%	88.4%				
	1%	38%		68%					June only					
		47%		78%										

	20	21	21
		Optimisti	Pessimisti
		€	€
JUL	422,337	226,897	107,753
AUG	420,662	212,884	104,250
SEP	404,067	215,316	104,858
OCT	423,780	220,820	106,234
NOV	402,366	218,034	105,537
DEC	373,551	206,393	102,627
JAN	383,976	280,399	103,041
FEB	376,435	288,986	104,268
MAR	258,052	297,991	105,555
APR	5,260	324,050	109,277
MAY	4,675	301,512	106,058
JUN	4,091	298,692	105,655
TOTAL	3,479,251	3,091,973	1,265,113

Temp Employee Savings Projection

	FY20			FY21		
	Remaining Budget	% Use	Savings	Budget	% Use	Savings
Golf	156,249	100%	-	444,666	100%	-
Livery	186,055	40%	111,633	409,580	110%	(40,958)
Rental	33,202	50%	16,601	95,000	75%	23,750
Pool	71,695	10%	64,526	462,199	100%	-
Camp	17,464	100%	-	119,347	110%	(11,935)
Senior	19,796	100%	-	34,772	110%	(3,477)
Rink	(14,945)	75%	NA	192,357	100%	-
Market	9,584	100%	-	19,176	100%	-
TOTAL			192,760			(32,620)



Account	Account Description	2020 Amended Budget	2020 Actual Amount	2020 Projected May & June	2020 Total Projected	2020 Shortfall	2021 Manager Approval	2021 Total Projected	2021 Shortfall
Fund 0010 - General									
REVENUE									
Agency 060 - Parks & Recreation									
Organization 4000 - Recreation Facilities & Serv									
Activity 1646 - Farmer's Market									
Charges For Services									
1518	Inspection	3,259.00	1,485.00	443.50			3,259.00	0.75	
2710.0063	Operating Transfers 0063	20,690.00	14,855.00	1,458.75			21,290.00		
5459	Park Use Fee	3,250.00	(1,307.05)	1,139.26			3,250.00		
5483	Merchandise	2,000.00	730.00	317.50			2,000.00		
7401	Annual Rentals Paying Yearly	69,291.00	(5,710.00)	18,750.25			69,291.00		
7403	Daily Rentals Paying Yearly	21,804.00	(400.00)	5,551.00			21,804.00		
7404	Annual Rentals Paying Daily	2,151.00	1,920.00	57.75			2,151.00		
7405	Daily Rentals Paying Daily	12,296.00	7,605.00	1,172.75			12,296.00		
7407	Wednesday Night Market	3,460.00	1,390.00	517.50			3,460.00		
<i>Charges For Services Totals</i>		<u>\$138,201.00</u>	<u>\$20,567.95</u>	<u>29,408.26</u>	<u>49,976.21</u>	<u>(88,224.79)</u>	<u>\$138,801.00</u>	<u>104,100.75</u>	<u>(34,700.25)</u>
<i>Miscellaneous Revenue</i>									
5499	Miscellaneous-Parks	.00	11,750.00				.00		
7406	Parking Fees	12,238.00	1,915.00				12,238.00		
<i>Miscellaneous Revenue Totals</i>		<u>\$12,238.00</u>	<u>\$13,665.00</u>	<u>-</u>	<u>13,665.00</u>	<u>1,427.00</u>	<u>\$12,238.00</u>	<u>9,178.50</u>	<u>(3,059.50)</u>
Activity 1646 - Farmer's Market Totals		<u>\$150,439.00</u>	<u>\$34,232.95</u>	<u>29,408.26</u>	<u>63,641.21</u>	<u>(86,797.79)</u>	<u>\$151,039.00</u>	<u>113,279.25</u>	<u>(37,759.75)</u>
Activity 6100 - Facility Rentals									
Charges For Services									
5457	Rec & Ed Field Fees	10,000.00	.00	-	-		10,000.00	0.75	
5459	Park Use Fee	360,503.00	167,286.55	-	167,286.55	(193,216.45)	360,503.00		
5474	Dog Park Fees	12,040.00	6,970.00	-	6,970.00	(5,070.00)	12,040.00		
<i>Charges For Services Totals</i>		<u>\$382,543.00</u>	<u>\$174,256.55</u>	<u>-</u>	<u>174,256.55</u>	<u>(208,286.45)</u>	<u>\$382,543.00</u>	<u>286,907.25</u>	<u>(95,635.75)</u>
Activity 6100 - Facility Rentals Totals		<u>\$382,543.00</u>	<u>\$174,256.55</u>	<u>-</u>	<u>174,256.55</u>	<u>(208,286.45)</u>	<u>\$382,543.00</u>	<u>286,907.25</u>	<u>(95,635.75)</u>
Activity 6231 - Buhr Pool									
Charges For Services									
5423	Day Camps	91,943.00	105,157.50				91,943.00	0.375	
5425	Vending Machine Sales	1,066.00	1,007.30				1,066.00		
5432	Swimming	92,000.00	42,808.85				92,000.00		
5438	Swimming-instructional	13,000.00	6,474.52				13,000.00		
5439	Swim Team	7,500.00	1,079.00				7,500.00		
5465	Rental-Pool	15,000.00	4,753.00				15,000.00		
<i>Charges For Services Totals</i>		<u>\$220,509.00</u>	<u>\$161,280.17</u>	<u>-</u>	<u>161,280.17</u>	<u>(59,228.83)</u>	<u>\$220,509.00</u>	<u>82,690.88</u>	<u>(137,818.13)</u>
Activity 6231 - Buhr Pool Totals		<u>\$220,509.00</u>	<u>\$161,280.17</u>	<u>-</u>	<u>161,280.17</u>	<u>(59,228.83)</u>	<u>\$220,509.00</u>	<u>82,690.88</u>	<u>(137,818.13)</u>
Activity 6232 - Buhr Rink									
Charges For Services									
5408	Season Pass-Resident	.00	580.00				.00	0.67	
5425	Vending Machine Sales	150.00	147.96				150.00		
5441	Skating	36,226.00	43,529.00				36,226.00		
5443	Skate Shop	900.00	1,776.00				900.00		
5449	Recreational Hockey	8,208.00	9,162.00				8,208.00		



5466	Rental-Rink	85,310.00	62,277.50			85,310.00		
<i>Charges For Services Totals</i>		<u>\$130,794.00</u>	<u>\$117,472.46</u>	-	117,472.46	(13,321.54)	\$130,794.00	87,631.98 (43,162.02)
Activity 6232 - Buhr Rink Totals		\$130,794.00	\$117,472.46	-	117,472.46	(13,321.54)	\$130,794.00	87,631.98 (43,162.02)
Activity 6234 - Veteran's Pool								
<i>Charges For Services</i>								0.375
5425	Vending Machine Sales	1,050.00	1,449.31			1,050.00		
5432	Swimming	110,000.00	60,939.19			110,000.00		
5438	Swimming-instructional	15,000.00	7,081.08			15,000.00		
5439	Swim Team	19,000.00	820.04			19,000.00		
5465	Rental-Pool	4,800.00	2,587.50			4,800.00		
<i>Charges For Services Totals</i>		<u>\$149,850.00</u>	<u>\$72,877.12</u>	-	72,877.12	(76,972.88)	\$149,850.00	56,193.75 (93,656.25)
Activity 6234 - Veteran's Pool Totals		\$149,850.00	\$72,877.12	-	72,877.12	(76,972.88)	\$149,850.00	56,193.75 (93,656.25)
Activity 6235 - Veteran's Ice Arena								
<i>Charges For Services</i>								0.67
5425	Vending Machine Sales	350.00	178.44			350.00		
5426	Concession	7,700.00	7,424.50			7,700.00		
5441	Skating	43,000.00	38,872.00			43,000.00		
5443	Skate Shop	2,192.00	4,402.00			2,192.00		
5444	Skating-Instructional	78,295.00	62,395.00			78,295.00		
5447	Adult Hockey League	233,282.00	208,948.81			233,282.00		
5466	Rental-Rink	131,603.00	104,741.67			131,603.00		
5483	Merchandise	2,000.00	2,219.20			2,000.00		
<i>Charges For Services Totals</i>		<u>\$498,422.00</u>	<u>\$429,181.62</u>	-	429,181.62	(69,240.38)	\$498,422.00	333,942.74 (164,479.26)
Activity 6235 - Veteran's Ice Arena		\$498,422.00	\$429,181.62	-	429,181.62	(69,240.38)	\$498,422.00	333,942.74 (164,479.26)
Activity 6236 - Fuller Pool								
<i>Charges For Services</i>								0.375
5423	Day Camps	114,710.00	162,254.00			114,710.00		
5425	Vending Machine Sales	3,300.00	2,113.73			3,300.00		
5432	Swimming	144,000.00	68,707.21			144,000.00		
5437	Swimming-Master	25,000.00	4,915.25			25,000.00		
5438	Swimming-instructional	18,000.00	5,932.01			18,000.00		
5465	Rental-Pool	16,000.00	3,526.00			16,000.00		
<i>Charges For Services Totals</i>		<u>\$321,010.00</u>	<u>\$247,448.20</u>	-	247,448.20	(73,561.80)	\$321,010.00	120,378.75 (200,631.25)
<i>Miscellaneous Revenue</i>								
6199	Other Rentals	52,780.00	52,780.29	-	52,780.29	0.29	52,780.00	19,792.50 (32,987.50)
<i>Miscellaneous Revenue Totals</i>		<u>\$52,780.00</u>	<u>\$52,780.29</u>	-	52,780.29	0.29	\$52,780.00	19,792.50 (32,987.50)
Activity 6236 - Fuller Pool Totals		\$373,790.00	\$300,228.49	-	300,228.49	(73,561.51)	\$373,790.00	140,171.25 (233,618.75)
Activity 6237 - Mack Pool								
<i>Charges For Services</i>								0.375
5408	Season Pass-Resident	18,000.00	15,473.25			18,000.00		
5409	Season Pass-Non-Resident	.00	77.50			.00		
5425	Vending Machine Sales	500.00	986.99			500.00		
5432	Swimming	16,499.00	8,561.00			16,499.00		
5437	Swimming-Master	37,885.00	28,908.62			37,885.00		
5438	Swimming-instructional	37,718.00	33,128.25			37,718.00		



5439	Swim Team	27,551.00	53,544.58			27,551.00			
5465	Rental-Pool	14,840.00	19,083.00			14,840.00			
<i>Charges For Services Totals</i>		\$152,993.00	\$159,763.19	-	159,763.19	6,770.19	\$152,993.00	57,372.38	(95,620.63)
Activity 6237 - Mack Pool Totals		\$152,993.00	\$159,763.19	-	159,763.19	6,770.19	\$152,993.00	57,372.38	(95,620.63)
Activity 6238 - Veteran's Meeting Room									
<i>Charges For Services</i>									
5448	Vet's Meeting Room	4,001.00	4,080.00			4,601.00	0	(4,601.00)	
<i>Charges For Services Totals</i>		\$4,001.00	\$4,080.00	-	4,080.00	79.00	\$4,601.00	0	(4,601.00)
Activity 6238 - Veteran's Meeting		\$4,001.00	\$4,080.00	-	4,080.00	79.00	\$4,601.00	0	(4,601.00)
Activity 6242 - Argo Livery									
<i>Charges For Services</i>									
5423	Day Camps	39,000.00	60,257.50			39,000.00	0.75		
5426	Concession	44,000.00	30,654.42			44,000.00			
5461	Rental-Canoe	50,000.00	31,505.00			50,000.00			
5471	Rental-Kayak	556,000.00	366,722.00			556,000.00			
5478	Rental - Raft	40,971.00	39,322.00			40,971.00			
5479	Rental - Tube	33,649.00	27,510.00			33,649.00			
<i>Charges For Services Totals</i>		\$763,620.00	\$555,970.92	-	555,970.92	(207,649.08)	\$763,620.00	572,715.00	(190,905.00)
Activity 6242 - Argo Livery Totals		\$763,620.00	\$555,970.92	-	555,970.92	(207,649.08)	\$763,620.00	572,715.00	(190,905.00)
Activity 6244 - Gallup Livery									
<i>Charges For Services</i>									
5423	Day Camps	96,600.00	93,911.00			96,600.00	0.75		
5426	Concession	39,000.00	18,671.05			39,000.00			
5461	Rental-Canoe	50,544.00	21,464.00			50,544.00			
5463	Rental-Paddle Boat	19,605.00	7,080.00			19,605.00			
5464	Rental-Meeting Room	19,712.00	16,680.00			19,712.00			
5471	Rental-Kayak	299,780.00	176,615.75			299,780.00			
5473	Canoe-Instruction	10,969.00	4,936.74			10,969.00			
5475	Canoe-Sales	3,385.00	.00			3,385.00			
<i>Charges For Services Totals</i>		\$539,595.00	\$339,358.54	-	339,358.54	(200,236.46)	\$539,595.00	404,696.25	(134,898.75)
<i>Miscellaneous Revenue</i>									
6975	Contrib-Corporate Challenge	9,000.00	.00			9,000.00			
<i>Miscellaneous Revenue Totals</i>		\$9,000.00	\$0.00	-	-	(9,000.00)	\$9,000.00	6,750.00	(2,250.00)
Activity 6244 - Gallup Livery Totals		\$548,595.00	\$339,358.54	-	339,358.54	(209,236.46)	\$548,595.00	411,446.25	(137,148.75)
Activity 6315 - Senior Center Operations									
<i>Charges For Services</i>									
5405	Classes-Resident	47,353.00	34,912.63			47,353.00	0.5		
5407	Donations	500.00	5,499.45			500.00			
5408	Season Pass-Resident	4,000.00	2,588.00			4,000.00			
5426	Concession	500.00	125.37			500.00			
5468	Rental-Resident	26,755.00	15,900.50			26,755.00			
5492	Special Events	1,873.00	.00			1,873.00			
<i>Charges For Services Totals</i>		\$80,981.00	\$59,025.95	-	59,025.95	(21,955.05)	\$80,981.00	40,490.50	(40,490.50)
Activity 6315 - Senior Center		\$80,981.00	\$59,025.95	-	59,025.95	(21,955.05)	\$80,981.00	40,490.50	(40,490.50)
Activity 6503 - Huron Golf Course									
<i>Charges For Services</i>									
5408	Season Pass-Resident	8,200.00	3,170.00	-		8,200.00	1		



5426	Concession	10,100.00	8,140.37	1,000.00			10,100.00		
5460	Rental	67,406.00	53,499.34	12,000.00			67,406.00		
5483	Merchandise	13,000.00	8,864.32	4,000.00			13,000.00		
7511	Golf Fees	205,906.00	126,146.02	75,000.00			205,906.00		
7590	Golf Tournaments	1,300.00	825.00	-			1,300.00		
7592	Golf Lessons	29,834.00	16,754.00	-			29,834.00		
<i>Charges For Services Totals</i>		<u>\$335,746.00</u>	<u>\$217,399.05</u>	<u>92,000.00</u>	<u>309,399.05</u>	<u>(26,346.95)</u>	<u>\$335,746.00</u>	<u>335,746.00</u>	<u>-</u>
Activity	6503 - Huron Golf Course	\$335,746.00	\$217,399.05	92,000.00	309,399.05	(26,346.95)	\$335,746.00	335,746.00	-
Activity	6504 - Leslie Golf Course								
<i>Charges For Services</i>									
5408	Season Pass-Resident	25,599.00	14,996.00	-			25,599.00		1
5426	Concession	114,355.00	74,485.01	30,000.00			114,355.00		
5483	Merchandise	26,164.00	19,099.26	5,000.00			26,164.00		
7511	Golf Fees	425,000.00	205,387.50	150,000.00			425,000.00		
7535	Rental - Carts	165,205.00	98,694.62	45,000.00			165,205.00		
7590	Golf Tournaments	32,410.00	13,769.00	-			32,410.00		
<i>Charges For Services Totals</i>		<u>\$788,733.00</u>	<u>\$426,431.39</u>	<u>(26,417.00)</u>	<u>400,014.39</u>	<u>(388,718.61)</u>	<u>\$788,733.00</u>	<u>788,733.00</u>	<u>-</u>
Activity	6504 - Leslie Golf Course	\$788,733.00	\$426,431.39	(26,417.00)	400,014.39	(388,718.61)	\$788,733.00	788,733.00	-
Agency	060 - Parks & Recreation Totals	\$4,613,239.00	\$3,058,610.08	94,991.26	3,153,601.34	(1,459,637.66)	\$4,614,439.00	3,020,412.97	(1,594,026.03)
	REVENUE TOTALS	\$4,613,239.00	\$3,058,610.08	94,991.26	3,153,601.34	(1,459,637.66)	\$4,614,439.00	3,020,412.97	(1,594,026.03)

421,580.00

Amend Parks Millage for Greater Flexibility

Headlee

Police/Fire Pension Millage

State & Federal Aid

FEMA

DOJ

Election Assistance

Dept. of Labor

CDBG

CSBG

Law Enforcement

HHS - CDC

Active Healthcare - Hardcap Requirement

Investigate Workshare Program



DRAFT - FOR DISCUSSION ONLY

**City of Ann Arbor
Financial Recovery Plan
GENERAL FUND**

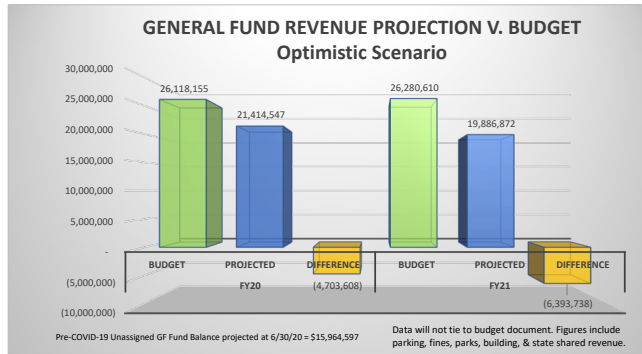
	Original - Pessimistic Scenario		May - Likely Scenario	
	FY20	FY21	FY20	FY21
	Total	Total	Total	Total
FINANCIAL NEED	\$ 4,400,000	\$ 8,500,000	\$ 4,036,669	\$ 6,831,229
Memo: Surplus/(Shortfall) vs Need	\$ 426,988	\$ 2,385,571	\$ 286,500	\$ 3,954,342
			\$ -	\$ (429,193)
RECOVERY ACTIONS				
CRISIS RELATED & UNPLANNED SAVINGS (COSTS)				
NuView Legal Settlement	75,000	75,000	75,000	75,000
Shift COVID Supplies to Risk Fund	75,000	-	75,000	-
Department of Justice COVID Grant		59,184		59,184
Park Temp Employee Savings - reduced operations (cost)	192,760	(32,620)	192,760	(32,620)
Parking Ticket Processing Savings	65,500	76,500	65,500	76,500
Parking Ticket Backlog				50,000
Parking Ticket Amnesty Program				50,000
Property Tax Penalty Waivers	-	(347,000)	-	(347,000)
Eviction Prevention Support - Housing Commission	(100,000)	(100,000)	(100,000)	(100,000)
Sheltering Support	(250,000)	-	(250,000)	-
Subtotal Crisis & Unplanned	\$ 58,260	\$ (268,936)	\$ 58,260	\$ (168,936)
DISCRETIONARY SPENDING				
Outside Counsel - reduce	-	25,000	-	25,000
Crash Mapping - use alternative funding	33,700	-	33,700	-
Energy Audits - postpone	24,510	-	24,510	-
Master Plan - defer	500,000	-	500,000	-
Deer Cull - defer one year	-	140,000	-	140,000
Center of the City - FY20 funding, FY21 additional support	140,000	(20,000)	140,000	(20,000)
Treeline Trail - staff support	-	40,000	-	40,000
Parks Fairness Resolution - temporarily suspend	126,018	200,000	126,018	-
(FY21 savings of \$114,144 not reflected in model, as it had not yet been budgeted)				
Historic District Survey	-	40,000	-	40,000

	FY20	FY21	FY20	FY21
	Total	Total	Total	Total
Subtotal Discretionary	\$ 824,228	\$ 425,000	\$ 824,228	\$ 225,000
DEFERRAL OF CAPITAL PROJECTS				
Hollywood Blvd Project - postpone	-	479,000	-	479,000
Capital Sinking Fund Transfer - postpone	-	400,000	-	400,000
A2-Saline Project - postpone	-	175,000	-	175,000
Resident Driven Sidewalk Gap	146,500	100,000	146,500	100,000
Streetlight Replacement - postpone	-	425,000	-	425,000
Elections - Satellite Office	-	25,000	-	25,000
Subtotal Capital	\$ 146,500	\$ 1,604,000	\$ 146,500	\$ 1,604,000
DEBT RELATED ACTIVITIES				
Potential Debt Re-financing	-	-	-	-
Supplemental VEBA Contribution - reduce	1,650,000	3,430,930	1,627,527	3,430,930
Supplemental Pension Contrib. - eliminate	498,000	533,042	498,190	533,042
Subtotal Debt	\$ 2,148,000	\$ 3,963,972	\$ 2,125,717	\$ 3,963,972
USE OF RESERVES				
Risk Fund - refund reserves	-	-	-	-
Use of Fund Balance	1,500,000	-	1,018,465	-
Suspend Parks Fairness resolution	-	-	-	-
County Millage - transfer portion to GF	-	-	-	-
Subtotal Reserves	\$ 1,500,000	\$ -	\$ 1,018,465	\$ -
LABOR RELATED ACTIONS				
Hiring Freeze	-	1,000,000	-	1,000,000
Travel & Training Freeze - discretionary	100,000	200,000	100,000	200,000
Overhire Program - reduce in half	-	80,000	-	80,000
Planned FTE - postpone hiring	-	-	-	-
Sustainability Fellow - postpone	-	48,000	-	48,000
Planning Intern - postpone	-	25,000	-	25,000
Facilities Temp Pay - postpone	-	20,000	-	20,000
Overtime - reduced	50,000	50,000	50,000	50,000
Inclusion Training	-	72,000	-	72,000
Voluntary Furloughs	-	-	-	-
Incentive Program to Reduce Staffing	-	-	-	-

	FY20	FY21	FY20	FY21
	Total	Total	Total	Total
Senior Management Voluntary Pay Cut	-	55,000	-	55,000
Freeze Pay - non-contracted portion only	-	811,535	-	811,535
Departmental Restructuring	-	300,000	-	300,000
Involuntary Furloughs, Layoffs, &/or Pay Cuts	-	2,500,000	-	2,500,000
Subtotal Labor	\$ 150,000	\$ 5,161,535	\$ 150,000	\$ 5,161,535
TOTAL RECOVERY ACTIONS	\$ 4,826,988	\$ 10,885,571	\$ 4,323,169	\$ 10,785,571

	FY20			FY21			Scenario:
	Projected	Budget	Difference	Projected	Budget	Difference	
Parking Revenue (DDA)	3,671,572	4,980,000	(1,308,428)	3,245,198	4,980,000	(1,734,802)	DDA projections (approx 18% for 1 mo., 34% for 4 mo., 67% for 5 mo., 78% for 5 mo.)
Parking Fine Revenue	1,842,446	2,896,887	(1,054,441)	1,374,301	2,907,387	(1,533,086)	Scenario: 10% for : 3 months, then: 50% for: 12 months.
Permitting & Inspection	1,218,696	1,811,007	(592,311)	1,218,696	1,811,007	(592,311)	Scenario: 33% for : 5 months, then: 66% for: 6 months, then: 100% for 5 months
State Shared Revenue	11,681,833	11,900,000	(218,167)	10,612,015	12,000,000	(1,387,985)	Scenario: 67% for : 15 months.
Parks Revenue	3,000,000	4,530,261	(1,530,261)	3,436,662	4,582,216	(1,145,554)	Scenario: 0% for : 3 months, then: 75% for: 12 months.
Tax Revenue (Penalty)				(50,000)		(50,000)	Scenario: August Only
Tax Revenue (Interest)				(87,000)		(87,000)	Scenario: August Only
	21,414,547	26,118,155	(4,703,608)	19,886,872	26,280,610	(6,393,738)	

FY20			FY21		
Budget	Projected	Difference	Budget	Projected	Difference
26,118,155	21,414,547	(4,703,608)	26,280,610	19,886,872	(6,393,738)



	FY20			FY21			Scenario
	Projected	Budget	Difference	Projected	Budget	Difference	
Parking Revenue (DDA)	3,671,572	4,980,000	(1,308,428)	3,245,198	4,980,000	(1,734,802)	DDA projections (approx 18% for 1 mo., 34% for 4 mo., 67% for 5 mo., 78% for 5 mo.)
Parking Fine Revenue	1,792,104	2,896,887	(1,104,783)	687,150	2,907,387	(2,220,237)	5% for : 3 months, then: 25% for: 12 months.
Permitting & Inspection	1,218,696	1,811,007	(592,311)	1,218,696	1,811,007	(592,311)	5% for : 5 months, then: 50% for: 6 months, then: 100% for 5 months
State Shared Revenue	11,245,500	11,900,000	(654,500)	8,040,000	12,000,000	(3,960,000)	67% for : 15 months.
Parks Revenue	3,000,000	4,530,261	(1,530,261)	2,291,108	4,582,216	(2,291,108)	0% for : 3 months, then: 50% for: 12 months.
Tax Revenue (Penalty)				(110,000)		(110,000)	August & September
Tax Revenue (Interest)				(428,000)		(428,000)	August & September
	20,927,872	26,118,155	(5,190,283)	15,482,152	26,280,610	(10,798,458)	

	FY20			FY21		
	Budget	Projected	Difference	Budget	Projected	Difference
	26,118,155	20,927,872	(5,190,283)	26,280,610	15,482,152	(10,798,458)

