

## **APPENDICES COMMUNITY PROFILE**

### **GENERAL DESCRIPTION OF AREA**

The City of Detroit is located in Southeastern Michigan and is the nation's tenth largest city based on the 2000 census. It is the central city of a metropolitan area with a population of 4.6 million. Detroit is the largest city in Michigan and comprises 46% of Wayne County's population. Settled in 1701 and incorporated in 1815, Detroit today encompasses 139.6 square miles.

Like other older, major cities in the Northeast, Detroit has experienced significant population decline and erosion of its economic base since 1950. Since the mid-1970's, the City and private interests have made substantial investments to spur economic diversification and development. Detroit is a major manufacturing center for the United States, and a regional center of finance, commerce and tourism. Detroit City is located in a regional economy that is highly susceptible to swings in the national economy due to its high concentration of employment in the durable goods industries, particularly the automobile industry.

Economically, Detroit relates primarily to the Tri-County (Wayne, Oakland and Macomb) area. Officially, it is a part of a Primary Metropolitan Statistical Area ("Detroit PMSA") that also includes Monroe, Livingston, Lapeer and St. Clair counties.

### **Population**

The City's official population count determines its legislative apportionment in Congress and in the State Legislature, and can impact participation in Federal and State programs allocated on a per capita basis. The City's special statutory authority to levy its municipal income tax and the utility users excise tax, among other laws, is now based on its population exceeding 750,000.

Since 1950, the City has experienced major changes in the characteristics of its population, with out-migration resulting in an official total population decline of 49%. A substantial share of the City's population relocated to the outer suburban ring. The City's share of total State and metropolitan area population has fallen significantly.

The decade of the largest net population loss was the 1970s. By 2000, the City had a smaller proportion of its total population aged 25 to 64 (48.8%) than the nation had (52.2%).

Social Compact, a nonprofit market research organization headquartered in Washington D.C., is promoting successful business investment and effective revitalization strategies in lower-income communities across the nation. This organization, based on a careful analysis of multiple municipal and proprietary datasets, estimated the 2007 population of Detroit to be 933,043 or nearly 62,000 above the 2006 Census estimates, and quantified a substantial informal local economy.



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**Population Trends, 1950-2000**

Year	City of Detroit		Wayne County		Detroit PMSA		United States
	Population	% Change	Population	% Change	Population	% Change	% Change
1950	1,849,568	--	2,435,235	--	3,169,649	--	--
1960	1,670,144	(9.7%)	2,666,297	9.5%	4,050,840	27.8%	18.5%
1970	1,514,063	(9.3%)	2,666,751	0.0%	4,549,869	12.3%	13.4%
1980	1,203,339	(20.5%)	2,337,891	(12.3%)	4,488,072	(1.4%)	11.4%
1990	1,027,974	(14.6%)	2,111,687	(9.7%)	4,382,299	(2.3%)	10.2%
2000	951,270	(7.5%)	2,061,162	(2.5%)	4,598,502	4.9%	14.1%
2005	898,495	(5.6%)	1,966,909	(4.6%)	4,428,941	(3.7%)	4.9%

Source: U.S. Department of Commerce, Bureau of Census; Decennial Census and American Community Survey

**Distribution of Population by Age, 1970-2000  
(Persons in Thousands)**

Age (Years)	1970		1980		1990		2000	
		% Total		% Total		% Total		% Total
Under 5	133.0	8.8	95.0	7.9	93.1	9.1	76.2	7.6
5 to 14	276.8	18.3	206.9	17.2	N.A.	N.A.	N.A.	N.A.
15 to 17	84.1	5.6	62.8	5.2	N.A.	N.A.	N.A.	N.A.
5 to 17	360.9	23.8	269.7	22.4	209.2	20.4	219.5	23.1
18 to 20	77.0	5.1	62.5	5.2	52.0	5.1	40.0	4.2
21 to 24	99.6	6.5	93.2	7.7	63.6	6.2	52.1	5.5
25 to 34	169.6	11.2	195.9	16.3	N.A.	N.A.	144.3	15.2
35 to 44	154.1	10.2	111.9	9.3	N.A.	N.A.	136.7	14.4
25 to 44	323.7	21.4	307.8	25.6	315.0	30.6	281.0	29.5
45 to 54	187.6	12.4	111.6	9.3	88.9	8.6	116.0	12.2
55 to 64	156.6	10.4	123.1	10.2	81.3	7.9	67.4	7.1
65 to 74	109.7	7.3	84.5	7.0	74.0	7.2	52.9	5.6
75 to 84	52.8	3.5	43.2	3.6	38.4	3.7	35.2	3.7
85 and over	10.7	0.7	12.7	1.1	12.5	1.2	11.0	1.2
TOTAL	1,511.5	100.0%	1,203.3	100%	1,028.0	100%	951.3	100%

Source: U.S. Department of Commerce, Bureau of Census

Data may not add to "Total" due to rounding.

**Employment and Economic Base**

Detroit's economy is heavily influenced by trends in the domestic automobile industry. General Motors and Chrysler represent 12.5% of the City's Assessed Valuation today, and are major employers.

All three major automotive companies continue to experience problems, which in

turn, adversely affect the area economy. Among the complex factors affecting the automotive industry are: national consumer spending patterns; the value of the U.S. dollar relative to foreign currencies; foreign trade restrictions; federal and state regulatory policies with respect to auto imports, safety, fuel efficiency and pollution

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emissions; the availability and price of gasoline; and organizational demand for fleet or specialized vehicles.

Unemployment rates in the city are high in part because of Detroit’s historical reliance on heavy manufacturing, which has been affected by nationwide deindustrialization patterns. Trends date to the 1950s when the largest absolute loss of manufacturing employment in the city occurred.

The largest employers today are governmental, health care and automotive manufacturing organizations. Since 1995, Detroit-Warren-Livonia MSA has reduced its dependence on manufacturing,

transportation and trade. In 2006, manufacturing employed 13% of Detroit’s workers, down from 20% approximately ten years ago. In 1995, 19% of Detroit workers were in the trade and transportation industry; now 18% of workers are employed in that sector. The leisure/hospitality and professional/business sectors now employ a larger percentage of Detroit’s population.

The City has had some economic development success in its greater downtown area since the 1990s. The City is pursuing wireless communications, fuel cell technology, health technology and entertainment industries to further diversify its base.

**Manufacturing Sector in Detroit City since 1947**

	Manufacturing Firms	% Change in Firms	Manufacturing Employment	% Change in Employ
1947	3,272	-----	338,400	-----
1954	3,453	5.53%	296,500	-12.38%
1958	3,363	-2.61%	204,400	-31.06%
1963	3,370	0.21%	200,600	-1.86%
1967	2,947	-12.55%	209,700	4.54%
1972	2,398	-18.63%	180,400	-13.97%
1977	1,954	-18.52%	153,300	-15.02%
1982	1,518	-22.31%	105,700	-31.05%
1987	1,255	-17.33%	102,200	-3.31%
1992	1,061	-15.46%	62,200	-39.14%
1997	825	-22.24%	47,487	-23.65%
2002	647	-21.58%	38,019	-19.94%

source: U.S. Bureau of the Census, City and County Data Books (various).

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**Retail Sector in Detroit City since 1948 (establishments with payroll)**

	Retail Firms	% Change in Firms	Retail Employment	% Change in Employment	Retail Sales
1948	18,242	-----	114,038	-----	2,084,748
1954	13,253	-27.35%	108,163	-5.15%	2,442,932
1958	12,120	-8.55%	94,500	-12.63%	2,274,281
1963	10,292	-15.08%	72,149	-23.65%	2,200,557
1967	N/A	N/A	N/A	N/A	N/A
1972	6,945	-32.52%	62,811	-12.94%	2,724,228
1977	5,142	-25.96%	48,457	-22.85%	2,966,783
1982	4,125	-19.78%	37,821	-21.95%	2,884,000
1987	3,847	-6.74%	38,529	1.87%	3,094,548
1992	3,448	-10.37%	33,033	-14.26%	3,096,200
1997	2,253	-34.66%	17,886	-45.85%	3,188,731
2002	2,179	-3.28%	14,760	-17.48%	3,268,378

*Sales in \$1,000's, not adjusted for inflation*

source: U.S. Bureau of the Census, City and County Data Books (various).

**Wholesale Sector in Detroit City since 1948**

	Wholesale Firms	% Change in Firms	Wholesale Employment	% Change in Employment	Wholesale Sales
1948	3,606	-----	45,079	-----	4,397,343
1954	3,549	-1.58%	46,959	4.17%	6,171,257
1958	3,806	7.24%	45,722	-2.63%	6,458,847
1963	3,628	-4.68%	44,615	-2.42%	6,827,025
1967	N/A	N/A	N/A	N/A	N/A
1972	2,392	-34.07%	33,691	-24.49%	6,089,059
1977	1,657	-30.73%	24,772	-26.47%	6,851,000
1982	1,389	-16.17%	19,200	-22.49%	8,359,100
1987	1,176	-15.33%	17,664	-8.00%	12,609,362
1992	961	-18.28%	14,297	-19.06%	11,536,700
1997	740	-23.00%	12,878	-9.93%	14,616,400
2002	611	-17.43%	10,153	-21.16%	8,315,946

*Sales in \$1,000's, not adjusted for inflation*

source: U.S. Bureau of the Census, City and County Data Books (various).

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**Ten Largest Property Holders by Taxable Value  
City of Detroit Fiscal 2008**

	<b>Total Taxable Valuation</b>
Chrysler LLC	\$563,130,672
Detroit Edison	307,346,944
MGM Grand Detroit LLC	296,307,555
General Motors Corporation	149,702,905
Riverfront Holdings, Inc.	142,956,541
American Axle & Manufacturing, Inc.	142,533,149
Marathon Ashland Petroleum LLC/Marathon Oil	130,786,958
Detroit Entertainment LLC	92,161,836
Greektown Casino LLC	78,998,989
HUD	72,829,105
Total	\$1,976,774,654
<hr/>	
Total City Assessed Valuation	\$10,031,267,735
Ten Largest Taxpayers as a % of Total City Valuation	19.7%

Source: City of Detroit Finance Assessor's Division

**Annual Civilian Unemployment Rates  
(% by Place of Residence)**

	City of Detroit	Detroit PMSA	U.S.
2008	18.6*	8.8	5.8
2007	14.3	7.5	4.8
2006	13.5	7.0	4.6
2005	14.2	7.2	5.1
2004	14.1	6.9	5.4
2003	14.0	6.0	6.0
2002	12.0	6.0	5.8
2001	9.2	5.0	4.8
2000	6.3	3.0	4.0
1999	6.9	2.7	4.2
1998	7.0	3.4	4.5
1997	7.9	3.9	4.9
1996	8.7	4.3	5.4
1995	10.1	5.1	5.6
1994	11.1	5.8	6.1
1993	13.6	7.3	6.9
1992	17.0	9.2	7.4
1991	16.9	9.3	6.7
1990	14.3	7.6	5.4

Sources: Michigan Employment Security Commission;

U.S. Department of Labor, Bureau of Labor Statistics (revised rates).

\*for Detroit: Michigan Department of Labor and Economic Growth, December month

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### Community Information

The City has a strong base of community organizations. According to the Metro Christian Council, 700-800 churches are in the city, including seventy Christian and Islamic denominations; Christian Internet Marketing lists 700 Christian churches ([www.churchangel.com](http://www.churchangel.com)). The Detroit City Planning Commission database of block clubs, public service agencies, and resident, business and community development organizations, has over 1800 entries.

Significant development occurred in Detroit from the mid-1990s until the recession of 2008. In 1999, the Planning and Development Department reported \$5 billion in new development completed and \$7 billion underway. The total figure hit \$21 billion in 2001, \$10.5 billion in the city's federal Empowerment Zone. From 2002 to 2005, \$5.6 billion in construction projects were completed, with an estimated \$10.8 billion more underway in 2006.

The annual value of residential new construction permits grew from \$10 million in 2002 to over \$70 million in 2004, \$60 million in 2005, and \$56 million through November 2006. The Buildings and Safety Engineering Department issued over 5,000 permits for new construction, additions and alterations in 2006, worth over \$600 million.

Downtown, sixty-six businesses opened from 2003-2005. The Lower Woodward Improvement Program, a partnership of the city, Downtown Detroit Partnership, and Detroit Renaissance, has resulted in over 1,000 new housing units, 50 new businesses, and attractive, safe public areas. As of 2007, 343 completed housing units, and 1,148 planned units, were in historic buildings.

The first project along the \$2 billion riverfront, the Riverfront Promenade, was showcased during the Detroit 300 festival in 2001. Campus Martius Park and the Boll Family YMCA, are award-winning spaces.

The Brookings Institution Urban Markets Initiative in 2006 completed a market study that found the foundation for further development of downtown into a 24-hour mixed-use district. Looking at midtown, New Center, Lafayette Park and spaces oriented to downtown, it documented more population, income and density.

Detroit has often been recognized as tops in residential and non-residential development since 1998. Site Selection Magazine gave Michigan the "Governor's Cup" Award for corporate expansions or new development (2001). Hosting the Major League Baseball All-Star Game (2005), National Football League Super Bowl (2006), and NCAA Final Four (2009) also gained widespread praise.

Capital investment funds totaling over \$200 million include: target Detroit Fund; Detroit Investment Fund; Neighborhood Funders Collaborative; Detroit Works Partnership. In November 2008, the Planning and Development Department created a Neighborhood Stabilization Program Plan for a \$47 million HUD award intended to address foreclosures. Other public sector initiatives include: Michigan Smart Zones; Federal Community Renewal Zones; Federal American Heritage River and Automotive National Heritage Area designations; State Renaissance Zones; City Neighborhood Enterprise Zones (NEZ). City government reforms include: employee turnaround teams and quality management methods (1994);

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Goal-Based Governance, continuous improvement process (1995); Labor-Management Quality Improvement Teams (1997); Committee on Operational and Financial Reengineering (2002); “Next Detroit” Transformation Team (2006).

### **CITIZEN BUDGET OPINIONS: REPORT of the 2008 PUBLIC BUDGET MEETINGS and CITIZEN SURVEY**

Residents throughout Detroit participate through the meetings, mail or the City of Detroit website. In 2008, there were only 162 total participants due to technology and communication issues, but residents from 29 of 30 residential city zip codes participated.

Rates of high income households and homeownership were much higher in the survey than citywide, but employment rates are similar. The age mix skews older: average of 51, with 14% of participants under 30, 46% from 30-54, and 40% at 55 years or older. Detroiters’ rates of block club / community organization membership are not known, but 61% of participants said they were members, the same as in prior years.

### **Which of the major field services are citizen priorities?**

The 2008 survey focused only on the major services of the six departments subject to the Charter public meeting requirement. For each field service of each department, citizens told us their satisfaction, using a Likert Scale (1 – 5). They also created a budget dividing \$10 among each department’s programs.

In 2008, citizens also were asked to select performance indicators from lists according to what best measured department efforts. The list included a mix of input, output and

efficiency measures, per industry best practices. 40-65% did not respond to this.

### **Fire Department.**

No fire services received dissatisfactory ratings from citizens. Fire suppression received the highest budget allocation. One-third did not know about hazardous response, and it received the lowest budget allocation. Citizens indicated that response time best measured fire performance, followed by the number of fires.

### **Police Department.**

On average, citizens were dissatisfied with each Police service, with response time at 3.9. Response time was the clear priority in citizen budgets, at 30% vs. the next highest, narcotics enforcement. Citizens were evenly divided among suggested performance measures, with Number of Officers on the Street of higher importance than Violent Crime Rate or Response Time to 911 Calls.

### **Public Lighting Department.**

Residential lighting continues to be the highest priority in citizen budgets, and citizens gave 60% of their budgets to residential and main street/special area lighting. Over one-third of respondents don’t know about power production, and it received the lowest allocations. Over half indicated that streetlight outages is the best measure of street lighting services.

### **Public Works Department.**

Citizens continue to be more satisfied with refuse collection than with any other service surveyed, and less satisfied with Illegal dumping/vacant lot cleanup (4.1) than any other. These services received the highest allocations in the DPW section. Over half of citizens indicated that the tons of garbage collected best measures garbage collection.

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### **Department of Health and Wellness.**

Citizens view public health indicators as the best measure of the department, followed by cost to City per client served and the number of outreach clients. No health service received low satisfaction ratings. Substance abuse received the highest budget allocation.

### **Recreation Department.**

Citizens were slightly more likely to indicate that the number of recreation programs was the best performance measure, than the number of youth participants or the City cost per program hour. Youth programs received the highest average budget of any recreation program, and aquatics services received the least on average, including a significant number of \$0 allocations.

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Major Department Services as Subjects of Citizen Comments	
<b>Physical Environment of City</b>	
Illegal dumping code enforcement and cleanup	7
More effective housing policy and action on demolition	7
Vacant lot and weed maintenance	4
Cleanliness of neighborhoods, streets	3
Develop recycling program and replace incinerator	3
Street and sidewalk maintenance	2
<b>Public Safety and Health</b>	
Police presence and response time	6
Public safety staffing	6
Increase health service priority	4
Street light outages, cycle of replacements	3
Theft prevention (cars, copper)	2
More precincts and mini-stations based on population	2
Prescription drug availability; no health care insurance	2
Overweight truck enforcement	1
<b>Recreation and Culture</b>	
More recreation programs, including seniors and youth	6
Condition of parks, playgrounds, pools	3
Belle Isle Park fee	2
General Government Policy as Subjects of Citizen Comments	
1	
<b>Government Leadership</b>	
Integrity / performance of officials and city employees	6
Communication with the community about services / reporting	6
<b>General Government Policy</b>	
Don't reduce basic service levels	2
Partner with nonprofits, churches (recreation, social service, demolition)	5
Planning / budgeting / reorganizing	6
Equity in service or tax levels among areas of the city	2
Outsource or privatize (PLD, garbage, parks)	3
High taxes, solid waste fee for the value; tax evasion	6
Decrease debt /deficit	2
Shrink infrastructure on vacant blocks	1

**Other services:** public transit (3); asset sales (2); property owner records; Fort Wayne

**Subjects outside of the city's control** include: Detroit Public Schools leadership

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**History of Public Meeting Outreach and Participation**

Meeting Site	<i>Outreach</i>				<i>Participation</i>			
	Mail Units	Flyers to sites / Events	Print Info Packs	Voice ads: radio/tv or meetings	Number Attending Meetings	Meeting Surveys Received	Mailed in/ Internet Surveys	Youth Surveys Received
Northwest Activities Butzel Family Center <b>1997 Totals</b>	<b>600</b>	<b>500</b>	<b>200</b>	<b>n.a.</b>	90 77 <b>167</b>	61 41 <b>102</b>	<b>n.a.</b>	<b>n.a.</b>
11th Police Precinct LASED Comm. Ctr <b>1998 Totals</b>	<b>600</b>	<b>1600</b>	<b>200</b>	<b>n.a.</b>	66 44 <b>110</b>	<b>95<sup>2</sup></b>	<b>n.a.</b>	<b>141<sup>2</sup></b>
9th Police Precinct 6th Police Precinct <b>1999 Totals<sup>1</sup></b>	<b>600</b>	<b>1500</b>	<b>537</b>	<b>1</b>	55 31 <b>86</b>	<b>65</b>	<b>n.a.</b>	<b>n.a.</b>
Adams-Butzel Center Coleman Young Ctr <b>2000 Totals</b>	<b>3424</b>	<b>5000</b>	<b>316</b>	<b>n.a.</b>	71 26 <b>97</b>	<b>46</b>	<b>106</b>	<b>n.a.</b>
Dominican High Williams Rec Center <b>2001 Totals</b>	<b>3517</b>	<b>4150</b>	<b>170</b>	<b>n.a.</b>	47 37 <b>84</b>	35 28 <b>63</b>	<b>218</b>	<b>159</b>
Blight Busters' Center Howe Elementary <b>2002 Totals<sup>1</sup></b>	<b>3824</b>	<b>11,350</b>	<b>215</b>	<b>7</b>	111 99 <b>210</b>	38 70 <b>108</b>	<b>393</b>	<b>303</b>
Holy Redeemer Farwell Rec Center <b>2003 Totals</b>	<b>3829</b>	<b>15,500</b>	<b>360</b>	<b>7</b>	88 103 <b>191</b>	87 92 <b>179</b>	<b>341</b>	<b>297</b>
5 <sup>th</sup> Police Precinct EMS Training Acad. <b>2004 Totals</b>	<b>3896</b>	<b>6000</b>	<b>200</b>	<b>4</b>	19 23 <b>42</b>	17 19 <b>36</b>	226	85
Focus:HOPE Charity Lutheran <b>2005 Totals</b>	<b>3919</b>	<b>10,000</b>	<b>0</b>	<b>3</b>	98 36 <b>134</b>	<b>389<sup>3</sup></b>		<b>148</b>
Lasky Recreation DHWP Kiefer <b>2006 Totals</b>	<b>3982</b>	<b>5000</b>	<b>0</b>	<b>1</b>	17 40 <b>57</b>	<b>48</b>	<b>127</b>	<b>0</b>
Northwest Activities Butzel Family Center <b>2007 Totals</b>	<b>3955</b>	<b>8000</b>	<b>0</b>	<b>1</b>	58 48 <b>106</b>	34 33 <b>56</b>	<b>224</b>	<b>4</b>
Operation Get Down Blight Busters <b>2008 Totals</b>	<b>4013</b>	<b>8,000</b>	<b>0</b>	<b>1</b>	12 27 <b>39</b>	<b>145<sup>3</sup></b>		<b>0</b>

1. Starting in 1999, an announcement booklet was distributed; in 2002, a post card went to each site's Zip+4 (=7553)  
2. In 1998, youth participated at the 11<sup>th</sup> Precinct meeting; from 2001 to 2005, meetings were held in schools  
3. Meeting participants were invited to mail in surveys, so no separate totals.

## APPENDICES GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Activity** - Departmental efforts which contribute to the achievement of a specific set of program objectives; the smallest unit of the program budget.

**Ad Valorem Taxes** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**Allot** - To divide an appropriation into amounts which may be encumbered or expended during an allotment period.

**Annualize** - Taking changes that occurred mid-year and calculating their cost for a full year, for the purpose of preparing an annual budget.

**Appropriation** - A legal authorization to incur obligations and to make expenditures for specific purposes.

**Assessed Valuation** - The valuation set upon real estate and certain personal property by the Assessor as a basis for levying property taxes.

**Assessment Ratio** - The ratio at which the tax rate is applied to the tax base.

**Asset** - Resources owned or held by a government which have monetary value.

**Attrition** - A method of achieving a reduction in personnel by not refilling the positions vacated through resignation,

reassignment, transfer, retirement, or means other than layoffs.

**Authorized Positions** - Employee positions, which are authorized in the adopted budget, to be filled during the year.

**Bond** - A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**General Obligation (G.O.) Bond** - This type of bond is backed by the full faith, credit and taxing power of the government.

**Revenue Bond** - This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A plan of financial activity for a specified period of time (fiscal year or biennium) indicating all planned revenues and expenses for the budget period.

**Budgetary Basis** - This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally take one of three forms: GAAP, cash, or modified accrual.

**Budget Calendar** - The schedule of key dates which a government follows in the preparation and adoption of the budget.

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**Budgetary Control** - The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets** - Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities, and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Program** - A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the government's long-term needs.

**Capital Outlay** - Fixed assets which have a value of \$250 or more and have a useful economic lifetime of more than one year; or, assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project** - Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called capital improvements.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**CIP** - Continuous Improvement Process. This is a systematic approach to identify and eliminate waste or non-value added activities through continuous improvement in all products and services.

**Collective Bargaining Agreement** - A legal contract between the employer and a verified representative of a recognized bargaining unit for specific terms and conditions of employment (e.g., hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**Constant or Real Dollars** - The presentation of dollar amounts adjusted for inflation to reflect the real purchasing power of money as compared to a certain point in time in the past.

**Consumer Price Index (CPI)** - A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contractual Services** - Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Dedicated Tax** - A tax levied to support a specific government program or purpose.

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**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department** - The basic organizational unit of government which is functionally unique in its delivery of services.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Disbursement** - The expenditure of monies from an account.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

**DDA** - Downtown Development Authority. The DDA was created to promote and develop economic growth in the City's downtown business district. Funding is provided by an ad valorem tax of one mill on real and personal property in the downtown development district, a levy on increased assessed value of a tax increment district and issuance of revenue and tax increment bonds.

**DRMS** - Detroit Resource Management System. New financial and human resource computer system.

**DTC** - Detroit Transportation Corporation. The DTC was established in 1985 to oversee construction and operation of the Central Automated Transit System (People Mover) in downtown Detroit.

**EDC** - Economic Development Corporation. The EDC was established to create and implement project plans for designated project areas with the City, and thus encourage the location and expansion of industrial and commercial enterprises within the City. The EDC is primarily funded by means of grants from the City.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Entitlements** - Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

**Expenditure** - The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service or settling a loss.

**Expense** - Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

**Fiscal Policy** - A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization.

## APPENDICES GLOSSARY

**Fixed Assets** - Assets of long-term character that are intended to continue to be held or used, such as land, buildings, machinery, furniture, and other equipment.

**Fringe Benefits** - Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for Social Security and the various pension, medical, and life insurance plans.

**Full Faith and Credit** - A pledge of a government's taxing power to repay debt obligations.

**Full-time Equivalent Position (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a full-time position.

**Function** - A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., public safety).

**Fund** - A fiscal entity with revenues and expenses, which are segregated for the purpose of carrying out a specific purpose or activity.

**Fund Balance** - The excess of the assets of a fund over its liabilities, reserves, and carryover.

**GAAP** - Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and

procedures that define accepted accounting principles.

**GBG** - Goal Based Governance. A system of evaluating programs.

**GDRRA** -Greater Detroit Resource Recovery Authority. The GDRRA was established by cities of Detroit and Highland Park for the acquisition, construction and operation of a waste-to-energy facility.

**Goal** - A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.

**Grants** - A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Hourly** - An employee who fills a temporary or short-term position. Such employees provide contingency staffing for government operations during peak workloads, or to address temporary staffing needs. Hourly employees are paid on a per-hour basis, and receive limited benefits.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure** - The physical assets of a government (e.g., streets, water, sewer, public buildings and parks).

**Interfund Transfers** - The movement of monies between funds of the same governmental entity.

## APPENDICES GLOSSARY

**Levy** - To impose taxes for the support of government activities.

**Long-term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Materials and Supplies** - Expendable materials and operating supplies necessary to conduct departmental operations.

**Mill** - The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of assessed property valuation.

**Nominal Dollars** - The presentation of dollar amounts not adjusted for inflation. Adjusting for inflation would be done to reflect the real purchasing power of money today.

**Object of Expenditure** - An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and

**Objective** - Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame.

**Obligations** - Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating

revenues are used to pay for day-to-day services.

**Operating Expenses** - The cost for personnel, materials and equipment required for a department to function.

**Pay-as-you-go Basis** - A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

**Performance Budget** - A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

**Performance Indicators** - Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs.

**Performance Measure** - Data collected to determine what an operation is doing in relationship to what it is supposed to be doing. There are four such measures:

- Input – the resources invested in the operation (e.g., allotted funds, staff).
- Output – the amount of work accomplished, the goods or service produced by the operation.
- Efficiency – the cost, unit cost, or productivity associated with a given output or outcome.
- Outcome – the extent to which operational or customer objectives have been met, or the effect or public good produced by the efforts.

**Personal Services** - Expenditures for salaries, wages, and fringe benefits of a government's employees.

## APPENDICES GLOSSARY

**Prior-Year Encumbrances** - Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

**Program** - A group of related activities performed by one or more organizational units for the purpose of accomplishing a function for which the government is responsible.

**Program Budget** - A budget which allocates money to the functions or activities of a government rather than to specific items of cost or to specific departments.

**Program Performance Budget** - A method of budgeting whereby the services provided to the residents are broken down in identifiable service programs or performance units. A unit can be a department, a division, or a workgroup. Each program has an identifiable service or output and objectives to effectively provide the service. The effectiveness and efficiency of providing the service by the program is measured by performance indicators.

**Program Revenue (Income)** - Revenues earned by a program, including fees for services, license and permit fees, fines.

**Purpose** - A broad statement of the goals, in terms of meeting public service needs, that a department is organized to meet.

**Reserve** - An account used either to set aside budgeted revenues that are not

required for expenditures in the current budget year or to earmark revenues for a specific future purpose.

**Resolution** - A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Sources of income financing the operations of government.

**Service Lease** - A lease under which the lessor maintains and services the asset.

**Service Level** - Services or products which comprise of actual or expected output of a given program. Focus is on results, not measures of workload.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Supplemental Appropriation** - An additional appropriation made by the governing body after the budget year has started.

**Supplemental Requests** - Programs and services which departments would like to have added (in priority order) over their target budget, or if revenue received is greater than anticipated.

**Target Budget** - Desirable expenditure levels provided to departments in developing the coming year's recommended budget. Based on the prior year's adopted

**APPENDICES  
GLOSSARY**

budget, excluding one-time expenditures, projected revenues, and reserve requirements.

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include specific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unencumbered Balance** - The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance** - The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.

**Variable Cost** - A cost that increases/decreases with increases/decreases in the amount of service provided such as the payment of a salary.

**Work Years** - The amount of personnel resources required for a program expressed in terms of the "full-time equivalent" number of employees. One "work year" is equal to one full-time, year-round employee. For most categories, this equals 2,080 hours per year (40 hours per week times 52 weeks). The number of hours a part-time employee is budgeted to work during the year is divided by 2,080 to arrive at the equivalent number of "work years" for the position.