

**FY 2021
Adopted Budget**

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Mayor**

Council Members

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Interim City Administrator**

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Special Thanks to the
FY 2021
Budget Staff
for their hard work and dedication
in preparing the budget:

Kim Buselmeier
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Marti Praschan

Lynne Chaimowitz
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Yan Li

Also, special thanks to all of the service area budget representatives who contributed to their service area and unit budgets – Great Job!



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Ann Arbor
Michigan**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director

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Office of City Administrator

May 18, 2020

To Mayor Taylor and Members of City Council:

Attached is the Fiscal Year 2021 Budget adopted by City Council on May 18, 2020. The FY 2021 budget is the second year of the City's two-year fiscal plan, which is typically adjusted for the latest anticipated revenue receipts and includes expenditure strategies to establish an operating fiscal plan that is balanced on a recurring basis. Balanced is defined as a plan that supports the sustainable delivery of services within projected revenues.

The development of the City budget is a complex and time-intensive effort. This year's budget was developed during the midst of the expanding coronavirus pandemic, the full effects of which were not known at the time of its preparation. Mid-year adjustments to this budget are anticipated, reflecting the economic impacts of the pandemic.

For one-time expenditures, this budget utilizes one-time sources of revenues.

Budget and Fiscal Health

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures, and it starts with realistic revenue estimates. FY 2021 General Fund recurring revenues were projected to increase by 3.6%, approximately \$504K higher than previously projected. The primary source of General Fund revenue is property tax receipts, which are expected to increase approximately 3.8% in FY 2021. The growth in property tax revenue is comprised of 1.9% growth from CPI and the remainder from new construction and investments in personal property.

The other major source of revenue in the General Fund is state shared revenues. State shared revenue has two components – constitutional and statutory (City, Village, & Township Revenue Sharing, or CVTRS). The recommended budget includes \$12 million from revenue sharing, a 2.1% increase from FY 2020. Consistent with recent practice, a total of \$247,000 of this revenue is considered non-recurring in FY 2021 to reflect the uncertainty of state funding of the statutory component.

Under the County Public Safety and Community Mental Health millage (County millage), the City will be receiving a rebate of approximately \$2.35 million because it maintains its own police force. These funds have been programmed into the FY 2021 budget for the priorities discussed in subsequent paragraphs.

Fee changes for Public Services are recommended. No other fee changes are contemplated.

One-time expenditures are funded by use of one-time revenues. As of June 30, 2020, General Fund unassigned balance is projected to be 14.1% of total expenditures (or at 17.9% after excluding passthrough items).

Priorities

The FY 2021 budget includes \$4.33M in funding for the following Council and community priorities:

Safe Drinking Water/Water & Sewer Infrastructure: A total of \$574K is being reserved to address General Fund obligations for repairs to the Barton and Superior Dams. Work is anticipated to begin in FY 2022.

Community Mental Health: In addition to current funding of mental health initiatives through Washtenaw County and the District Court, the City is dedicating an additional \$350K for community mental health initiatives in the Ann Arbor Housing Commission (\$300K) and the Ann Arbor Police Department (\$50K).

Additional Street Resurfacing and Repair: The City is planning for a significant 2020 construction season with nearly 10 miles of resurfacing/restoration projects, some with utility improvements included, as well as 9 miles of capital preventative maintenance work. All projects are listed online at www.a2gov.org/roadconstruction. Resurfacing and road repair projects will utilize significant State revenue allocated for road repair and local funding, which includes the Street, Bridge, Sidewalk Millage, as well as \$345K in County millage monies. These efforts are consistent with the City's Road Asset Management Plan and in achieving the goal of 80% of streets being in good or better condition by the end of 2025.

Affordable Housing: The City is funding an additional \$940K toward achieving its affordable housing goals. Based upon the recommendations from the Health and Human Services Advisory Board, 25% is being dedicated to providing services and 75% is being used in support of Affordable Housing initiatives to support the delivery of additional affordable units.

Additional Police Funding: The City is dedicating an additional \$679K for police funding. These additional monies will be used to support additional police training, community policing events, and a new data analyst position.

Climate Action Programs: The FY 2021 budget includes \$940K in funding for climate action programs. The funding is distributed to meet the City's carbon neutrality goal (for the Ann Arbor community to achieve carbon neutrality by 2030), 100% Clean and Renewable Energy for Municipal Operations, Net Zero Affordable Housing, and continued support for the Sustaining Ann Arbor Together micro-grant program.

Pedestrian Safety Projects: The City has designated \$365K in funding to improve pedestrian safety, including \$165K for lighting upgrades at major street uncontrolled crosswalks and \$200K for crosswalk improvements in support of its Vision Zero initiative. This amount is in addition to crosswalk improvements that will be incorporated into existing capital projects, and \$1.7M of sidewalk gap and path upgrades and maintenance. Separately, \$530K of City resources (\$425K from the General Fund and \$105K from the County millage) is being designated for the replacement of streetlights in accordance with the City’s asset management plan.

The above allocations reflect the direction expressed through Council resolutions and community surveys when the two-year plan was developed. The distribution and designation of these funds as recurring or one-time (non-recurring) items is displayed in the table below:

	General Fund		County Millage		Total
	Recurring	Non-Recurring	Recurring	Non-Recurring	
Safe Drinking Water/Water & Sewer Infrastructure	\$ -	\$ -	\$ -	\$ 574,200	\$ 574,200
Community Mental Health	-	-	-	349,800	349,800
Street Resurfacing and Repair	-	-	-	345,400	345,400
Affordable Housing	-	-	940,000	-	940,000
Additional Police Funding	638,712	39,900	-	-	678,612
Climate Action	-	-	940,000	-	940,000
Pedestrian Safety Projects	-	-	470,000	-	470,000
Other	-	-	-	33,000	33,000
	\$ 638,712	\$ 39,900	\$ 2,350,000	\$ 1,302,400	\$ 4,331,012

FY 2021 Budget Impacts

The recommended FY 2021 budget includes the following changes from FY 2020:

GENERAL FUND ONE-TIME REQUESTS

City Administrator-Intern/Job Corps Program	80,000
City Administrator-Clerk's Office-Creation of Satellite Office for Voter Registration	25,000
City Administrator-Clerk's Office-High Speed Tabulator	50,000
City Administrator-926 Mary Street Building Analysis	10,000
City Administrator-ADA accessibility improvements	25,000
City Administrator-Sustainability Office-Lead for America Fellow	47,500
Community Services-Building-Deer Management Funding-Reduce for FY21	(100,000)
Community Services-Planning-Internship	25,000
Public Services-Systems Planning-Treeline Trail	40,000
Public Services-Systems Planning-Center of the City	20,000
Public Services-Resident Driven Sidewalk Gap Program	100,000
Public Services-Superior Dam gate painting project	50,000
Police - Command staff professional development training	25,000
Police-Bicycles & protective gear	12,500
Police-Bicycle racks	2,400
Fire-Imagetrend software account services	12,600
Fire-RFP for architectural plans for Station 4	200,000
Fire-Tornado siren repairs	16,000
Fire-Renovations to Fire Station #1	136,000
Non-Departmental-Inclusion training	97,000
Non-Departmental-Reduce for Capital Sinking Fund Transfer in FY21	(307,856)
Non-Departmental-Workforce planning program	160,000
Total General Fund Non-recurring Expenditures	<u>\$ 726,144</u>

GENERAL FUND RECURRING REQUESTS

City Attorney-0.50 FTE for water-related legal matters	74,514
City Attorney-increase 0.25 FTE increase (convert part-time position to full-time)	17,944
City Administrator-Human Resources-increase part-time position by 0.175 FTE	22,151
City Administrator-Sustainability-Funding for 100% Clean & Renewable activities	50,000
Community Services-AAHC-1.0 FTE for Director of Operations	142,979
Community Services-Building-Allocate employees to Construction Fund	(101,635)
Community Services-Parks-Increase for temporary pay	28,114
Finance-increase by 2.0 FTEs in IT	55,443
Police-Training	79,000
Police-1.0 FTE for Data Analyst	170,912
Fire-Dispatch contract increase	30,000
District Court-Increase for temporary pay	35,000
District Court-increase for overtime	22,000

The recommended budget sets staffing levels at 771 for FY 2021, an increase of 11.25 FTEs over FY2020. The General Fund portion of this increase is 8.75 FTEs.

General Fund FTE Additions

- 1.00 Police Lieutenant +
- 1.00 Police - Data Analyst
- 0.50 Sustainability & Innovations - Community Engagement Specialist +
- 0.50 City Attorney - part-time attorney
- 0.25 City Attorney - convert 0.75 FTE to 1.0 FTE
- 0.15 Planning - City Planner - FTE that went to full-time
- 0.17 Parks - Position adjustments
- 0.18 HR - convert 0.625 FTE to 0.80 FTE

- 3.75 *Subtotal General Fund FTE Additions*

- 1.00 AAHC - Occupancy Specialist +
- 1.00 AAHC - Director of Operations
- 1.00 Engineering - Capital Projects Engineer
- 1.00 IT - Infrastructure Engineer

- 1.00 IT - Application Specialist/Business Analyst

- 5.00 *Subtotal Reimbursable General Fund FTE Additions*

8.75 Total General Fund FTE Additions

+ Approved mid-year during FY 2020

The rest of the increased FTEs are funded by a variety of other funds and revenues sources (3.0 FTE in the County Mental Health Millage fund, 1.0 FTE in various Enterprise Funds, 0.50 FTE in the Construction Fund, a reduction of 1.0 FTE for a vacant position in the CTN Fund and a reduction of 1.0 FTE in Systems Planning). As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 771 FTEs by 10 on a temporary basis.

The General Fund budget has a recurring surplus of \$534K. One-time expenditures in the General Fund have a one-time surplus of \$536K. The total General Fund surplus for FY 2021 is \$1.07M.

<u>General Fund Expenditures</u>	2021		<u>Total</u>
	<u>Recurring</u>	<u>Non-recurring</u>	
<i>Recurring Expenditures:</i>			
Mayor & Council	\$ 492,262	-	492,262
City Attorney	2,561,961	-	2,561,961
City Administration	9,809,411	237,500	10,046,911
Building & Rental Services	1,363,597	(100,000)	1,263,597
Planning	1,406,930	25,000	1,431,930
Community Development	5,050,508	-	5,050,508
Parks & Recreation	8,836,952	-	8,836,952
Finance	8,422,343	-	8,422,343
Public Services	5,129,195	210,000	5,339,195
Fire	16,868,001	364,600	17,232,601
Police	30,706,948	39,900	30,746,848
Fifteenth District Court	4,975,589	-	4,975,589
AAATA	11,847,037	-	11,847,037
Debt Service/Transfers/Other	4,580,861	(50,856)	4,530,005
<i>Total General Fund Expenditures</i>	<u>\$112,051,595</u>	<u>726,144</u>	<u>112,777,739</u>

<u>General Fund Revenues</u>	<u>Recurring</u>	<u>Non-recurring</u>	<u>Total</u>
Taxes	\$ 63,018,033	-	\$ 63,018,033
State-shared Revenue	10,757,989	1,247,000	\$ 12,004,989
Charges for Services	10,497,284	-	\$ 10,497,284
Fines & Forfeitures	4,858,380	-	\$ 4,858,380
Transfers from other funds/AAHC for personnel	11,949,938	-	\$ 11,949,938
Other	11,503,804	14,900	\$ 11,518,704
<i>Subtotal</i>	<u>112,585,428</u>	<u>1,261,900</u>	<u>113,847,328</u>
Use of Fund Balance	-	-	\$ -
Total General Fund Revenues	<u>\$112,585,428</u>	<u>\$ 1,261,900</u>	<u>\$ 113,847,328</u>

Memo: Operating Surplus (Deficit) \$ 533,833 \$ 535,756 \$ 1,069,589

Memo: Projected Unassigned Fund Balance as of 06/30/2020 \$15,964,597

City employees and City Council over the past decade have relied on solid financial policies for budgeting purposes. This foundation has been essential to the City providing the award-winning services expected by Ann Arbor's taxpayers, residents, and businesses. A special thank you goes to all the staff members for their hard work in preparation of this budget and to City Council for their time and thoughtful consideration of this budget.

Respectfully yours,



Tom Crawford
Interim City Administrator

MEMORANDUM

TO: Mayor and Council
FROM: Tom Crawford, Interim City Administrator
DATE: May 18, 2020
SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2021

Attached for your review and action is the proposed FY 2021 City Budget that totals \$513 million in revenue and \$466 million in expenditures and is in compliance with the City Charter. This budget resolution reflects the recommended budget delivered to you on April 20, 2020.

General Fund Activities

This recommended budget holds recurring expenditure levels in line with the projected revenue levels.

	<u>FY 2021</u>
Recurring Revenues	\$ 112,585,428
Non-recurring Revenues	<u>1,261,900</u>
Total Revenues	\$ 113,847,328
Recurring Expenditures	\$ 112,051,595
Non-recurring Expenditures	<u>726,144</u>
Total Expenditures	\$ 112,777,739

General Fund recurring expenditures increased by \$3,472,556 (+3.2%) compared to FY 2020's adopted budget, and recurring revenues increased by \$3,910,048 (3.6%). Below is a summary of non-recurring expenditures:

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2021</u>
City Administrator-Intern/Job Corps Program	80,000
City Administrator-Clerk's Office-Creation of Satellite Office for Voter Registration	25,000
City Administrator-Clerk's Office-High Speed Tabulator	50,000
City Administrator-926 Mary Street Building Analysis	10,000
City Administrator-ADA accessibility improvements	25,000
City Administrator-Sustainability Office-Lead for America Fellow	47,500
Community Services-Building-Deer Management Funding-Reduce for FY21	(100,000)
Community Services-Planning-Internship	25,000
Public Services-Systems Planning-Treeline Trail	40,000
Public Services-Systems Planning-Center of the City	20,000
Public Services-Resident Driven Sidewalk Gap Program	100,000
Public Services-Superior Dam gate painting project	50,000
Police - Command staff professional development training	25,000
Police-Bicycles & protective gear	12,500
Police-Bicycle racks	2,400
Fire-Imagetrend software account services	12,600
Fire-RFP for architectural plans for Station 4	200,000
Fire-Tornado siren repairs	16,000
Fire-Renovations to Fire Station #1	136,000
Non-Departmental-Inclusion training	97,000
Non-Departmental-Reduce for Capital Sinking Fund Transfer in FY21	(307,856)
Non-Departmental-Workforce planning program	160,000
Total General Fund Non-recurring Expenditures	<u>\$ 726,144</u>

FTEs

The City's FTEs are proposed to increase from 762, as amended during FY20, to 771 in FY 2021 (excluding transfers between Service Areas and net of incidental changes):

- 1.0 FTE increase in Community Services, Housing Commission (amended during FY 2020)
- 1.0 FTE increase in Safety Services, Police (amended during FY 2020)
- 1.0 FTE increase in City Administrator, Sustainability (amended during FY 2020)
- 2.0 FTE increase in Public Services, Engineering
- 1.0 FTE increase in Community Services, Housing Commission
- 0.15 FTE increase in Community Services, Planning
- 0.75 FTE increase in City Attorney
- 2.0 FTE increase in Financial Services, Information Technology
- 1.0 FTE increase in Safety Services, Police
- 3.0 FTE increase in City Administrator, Sustainability
- 0.175 FTE increase in City Administrator, Human Resources
- 1.0 FTE decrease in City Administrator, Communications

As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 771 FTEs by 10 on a temporary basis.

Millage Rates

The following millages are the maximum allowable levy after the Headlee rollback multiplier is applied (for FY 2021 the Headlee rollback multiplier is anticipated to be 0.9912):

	PROPOSED FY 2021	ACTUAL FY 2020	CHANGE
GENERAL OPERATING	5.8365	5.8884	(0.0519)
EMPLOYEE BENEFITS	1.9454	1.9627	(0.0173)
AAATA	1.9454	1.9627	(0.0173)
REFUSE COLLECTION	2.3341	2.3549	(0.0208)
STREET, BRIDGE & SIDEWALK MILLAGE	2.0291	1.9981	0.0310
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0807	1.0903	(0.0096)
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4519</u>	<u>0.4560</u>	<u>(0.0041)</u>
TOTAL	15.6231	15.7131	(0.0900)

Prepared by: Matthew V. Horning, Interim Chief Financial Officer

Approved by: Tom Crawford, Interim City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2021

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2021 for the City of Ann Arbor, which was submitted on April 20, 2020 in accordance with Charter Section 8.2; and

Whereas, A public hearing and various public meetings have been held to obtain citizen input on the proposed budget; and

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2021 Consolidated Plan, to be funded out of the Community Development Budget;

RESOLVED, That any contributions to the Special Assistance Fund in excess of the budgeted amount, shall be appropriated at the time of receipt and for the purpose of the Ann Arbor Assistance Fund;

RESOLVED, That any funds contributed to the Parks Memorials and Contributions fund in excess of the budgeted amount shall be appropriated at the time of receipt for the purpose of that fund without regard to fiscal year;

RESOLVED, That any contributions to the Drug Enforcement Fund, the Federal Equitable Sharing Forfeiture Fund and the Michigan Justice Training Fund in excess of the budgeted amount, shall be appropriated at the time of receipt, without regard to fiscal year, and for the purpose of the Drug Enforcement Fund, the Federal Equitable Sharing Forfeiture Fund and the Michigan Justice Training Fund, respectively;

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$253,948,050 are approved; and that \$60,676,050 be appropriated in FY 2021 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$1,640,268 be appropriated without regard to fiscal year;

RESOLVED, That a total 771 full-time equivalent positions be adopted in the FY 2021 budget;

RESOLVED, That as part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 771 FTEs by 10 on a temporary basis;

RESOLVED, That the City Administrator be authorized to transfer funds between service units within the designated service areas or from Non-Departmental within the same fund, or from the City Administrator budget within the same fund;

RESOLVED, that any unspent FY 2020 Special Event Funding in the General Fund Building & Rental service unit budget carry forward to FY 2021;

RESOLVED, that any unspent FY 2020 Annexation Funding in the General Fund Planning service unit budget carry forward to FY 2021;

RESOLVED, that any unspent DDA Grants included in the FY21 budget and approved by the DDA Board may be carried forward without regard to fiscal year;

RESOLVED, That the City Council approve the proposed FY 2021 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2021 in a dedicated fund containing \$6,085,125 in revenues and \$6,085,125 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2021;

<u>REVENUES</u>	
CITY ATTORNEY	\$ 283,366
CITY ADMINISTRATOR	
Human Resources	309,644
Safety	358,839
Clerk Services	245,053
Fleet & Facilities	1,720,490
Communications	334,000
COMMUNITY SERVICES	
Community Development	3,022,955
Building & Rental Services	1,218,700
Planning	480,010
Parks and Recreation Services	4,772,411
FINANCIAL SERVICES	
Financial and Budget Planning	19,743,948
Treasury	51,589,549
Information Technology	4,147,669
PUBLIC SERVICES	
Engineering	2,278,539
Public Works	49,211
Public Services Administration	86,648
Water Treatment	425,000
SAFETY SERVICES	
Police	3,932,368
Fire	679,680
DISTRICT COURT	1,798,529
NON-DEPARTMENTAL	16,370,719
TOTAL GENERAL FUND REVENUES	\$ 113,847,328

EXPENDITURES

MAYOR AND CITY COUNCIL	\$ 492,262
CITY ATTORNEY	2,561,961
CITY ADMINISTRATOR	
City Administrator	1,177,144
Human Resources	2,210,982
Clerk Services	1,609,511
Police Commission	150,000
Safety	351,820
Sustainability & Innovation	549,045
Fleet & Facilities	3,539,066
Communications Office	459,343
COMMUNITY SERVICES	
Building & Rental Services	1,263,597
Planning	1,431,930
Community Development	5,050,508
Parks and Recreation	8,836,952
FINANCIAL SERVICES	
Accounting	862,661
Assessor	1,124,066
Financial and Budget Planning	1,112,166
Information Technology	4,069,330
Procurement	161,023
Risk Management	118,379
Treasury	974,718
PUBLIC SERVICES	
Public Works	49,091
Engineering	4,652,261
Public Services Administration	118,349
Systems Planning	60,000
Water Treatment Services	459,494
SAFETY SERVICES	
Police	30,746,848
Fire	17,232,601
DISTRICT COURT	4,975,589
NON-DEPARTMENTAL	16,377,042
TOTAL GENERAL FUND EXPENDITURES	\$ 112,777,739

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2021 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 1,301,500
0002	ENERGY PROJECTS	160,446
0003	DOWNTOWN DEVELOPMENT AUTHORITY	9,915,400
0009	SMART ZONE LDFA	6,085,125
0010	GENERAL	113,847,328
0011	CENTRAL STORES	1,229,675
0012	FLEET SERVICES	8,788,735
0014	INFORMATION TECHNOLOGY	9,932,921
0016	COMMUNITY TELEVISION NETWORK	2,140,499
0021	MAJOR STREET	15,169,405
0022	LOCAL STREET	3,185,708
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	3,014,705
0025	BANDEMER PROPERTY	9,215
0026	CONSTRUCTION CODE FUND	4,852,934
0027	DRUG ENFORCEMENT	49,031
0028	FEDERAL EQUITABLE SHARING	178,542
0033	DDA PARKING MAINTENANCE	10,693,000
0034	PARKS MEMORIALS & CONTRIBUTIONS	170,787
0035	GENERAL DEBT SERVICE	10,006,764
0036	METRO EXPANSION	440,984
0038	ANN ARBOR ASSISTANCE	5,227
0041	OPEN SPACE ENDOWMENT	32,836
0042	WATER SUPPLY SYSTEM	31,812,018
0043	SEWAGE DISPOSAL SYSTEM	34,745,754
0048	AIRPORT	964,174
0049	PROJECT MANAGEMENT	5,522,920
0052	VEBA TRUST	14,413,531
0053	POLICE AND FIRE RELIEF	66,097
0054	CEMETERY PERPETUAL CARE	5,343
0055	ELIZABETH R DEAN TRUST	61,274
0057	RISK FUND	34,495,955
0058	WHEELER CENTER	596,707
0059	EMPLOYEES RETIREMENT SYSTEM	51,672,534
0061	ALTERNATIVE TRANSPORTATION	670,595
0062	STREET, BRIDGE & SIDEWALK MILLAGE	15,613,053
0063	DDA PARKING SYSTEM	31,118,400
0064	MICHIGAN JUSTICE TRAINING	21,298
0069	STORMWATER SEWER SYSTEM	13,225,109
0070	AFFORDABLE HOUSING	17,298
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,765,523
0072	SOLID WASTE FUND	18,623,947
0082	STORMWATER BOND	5,055,000
0084	DEVELOPER OFFSET MITIGATION	600,000
0086	2019-A CAPITAL IMPROVEMENT BONDS	4,059,200
0088	SEWER BOND	16,125,750
0089	WATER BOND	18,104,000
0096	WATER BOND	574,200
0100	COUNTY MENTAL HEALTH MILLAGE	3,652,400
0101	CAPITAL SINKING FUND	100,000
00CP	GENERAL CAPITAL FUND	2,556,000
		\$ 512,673,847

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 1,301,500
0002	ENERGY PROJECTS	159,819
0003	DOWNTOWN DEVELOPMENT AUTHORITY	9,915,400
0009	SMART ZONE LDFA	6,085,125
0010	GENERAL	112,777,739
0011	CENTRAL STORES	1,229,675
0012	FLEET SERVICES	8,763,802
0014	INFORMATION TECHNOLOGY	9,521,795
0016	COMMUNITY TELEVISION NETWORK	2,000,422
0021	MAJOR STREET	15,153,357
0022	LOCAL STREET	3,185,708
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,425,515
0025	BANDEMER PROPERTY	6,290
0026	CONSTRUCTION CODE FUND	4,852,934
0027	DRUG ENFORCEMENT	47,235
0028	FEDERAL EQUITABLE SHARING	175,879
0033	DDA PARKING MAINTENANCE	10,693,000
0034	PARKS MEMORIALS & CONTRIBUTIONS	100,787
0035	GENERAL DEBT SERVICE	10,006,764
0036	METRO EXPANSION	440,984
0038	ANN ARBOR ASSISTANCE	5,000
0041	OPEN SPACE ENDOWMENT	15,000
0042	WATER SUPPLY SYSTEM	23,452,036
0043	SEWAGE DISPOSAL SYSTEM	25,433,011
0048	AIRPORT	939,160
0049	PROJECT MANAGEMENT	5,522,920
0052	VEBA TRUST	927,519
0053	POLICE & FIRE RELIEF	50,000
0055	ELIZABETH R DEAN TRUST	61,274
0057	RISK FUND	33,752,652
0058	WHEELER CENTER	435,219
0059	EMPLOYEES RETIREMENT SYSTEM	46,290,718
0061	ALTERNATIVE TRANSPORTATION	542,849
0062	STREET, BRIDGE & SIDEWALK MILLAGE	14,279,531
0063	DDA PARKING SYSTEM	31,118,400
0064	MICHIGAN JUSTICE TRAINING	21,000
0069	STORMWATER SEWER SYSTEM	10,143,003
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,756,282
0072	SOLID WASTE FUND	18,232,010
0082	STORMWATER BOND	5,055,000
0086	2019-A CAPITAL IMPROVEMENT BONDS	4,059,200
0088	SEWER BOND	16,125,750
0089	WATER BOND	18,104,000
0100	COUNTY MENTAL HEALTH MILLAGE	3,652,400
0101	CAPITAL SINKING FUND	100,000
00CP	GENERAL CAPITAL FUND	2,556,000
		<u>\$ 465,698,664</u>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2021:

	PROPOSED
GENERAL OPERATING	5.8365
EMPLOYEE BENEFITS	1.9454
AAATA	1.9454
REFUSE COLLECTION	2.3341
STREET, BRIDGE & SIDEWALK MILLAGE	2.0291
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0807
OPEN SPACE & PARKLAND PRESERVATION	0.4519
TOTAL	<u>15.6231</u>

Prepared by: Matthew V. Horning, Interim Chief Financial Office
Approved by: Tom Crawford, Interim City Administrator

**BUDGET AMENDMENTS AS PROPOSED BY ANN ARBOR CITY COUNCIL
ON MAY 18, 2020**

Amendment 1 - Approved on a Voice Vote

Amendment to Maintain Funding for Street Repair

Whereas, The poor condition of Ann Arbor streets is a continuing source of concern for Ann Arbor residents and “fixing the roads” is a priority frequently and passionately expressed by residents; and

Whereas, The Budget Priority Survey conducted in October and November 2018 asked residents if the city should spend more, less or the same in 57 budget categories and, of the categories residents indicated the City should spend more, the “fixing the roads” categories rated #1, #2, and #4; and

Whereas, Respondents to the March 2019 County Millage Usage survey rated “additional funding for street resurfacing/repair” as the 2nd highest usage category slightly behind mental health services; and

Whereas, The largest source of funding for street re-surfacing and repair is the dedicated Street and Sidewalk tax millage, but additional funding is provided by the State of Michigan through Act 51 which passes back to local governments gasoline taxes the state collects; and

Whereas, The State of Michigan classifies streets as either “Major Streets” or “Local Streets” and roughly 2/3’s of the Ann Arbor street system are Local Streets; and

Whereas, The COVID-19 pandemic has reduced state gasoline tax collections and while the precise amount of reduction is not known, it is estimated that the city’s FY21 revenues from the state will be reduced by \$2.1million for Major Streets and \$600,000 for Local Streets.

Whereas, On May 11, the Interim City Administrator presented to city council a Financial Recovery Plan that included for the Local Street Fund a \$495,000 reduction in reduced road maintenance; and

Whereas, With traffic volume down substantially as a result of the COVID-19 pandemic, the 2020 construction season is a good time for road repair as the level of disruption caused by the construction is significantly reduced.

Whereas, That by preserving the FY 21 Local Street Fund road maintenance work plan, fund balance will potentially fall below the required minimum established by City policy;

RESOLVED, That City staff develop a plan to restore the Local Street Fund fund balance to the minimum required by City policy by reducing an equivalent amount in future years;

RESOLVED, That Local Street Fund FY21 spending on street repair is maintained at levels originally proposed in the Interim City Administrator's April 16 Budget Proposal with funding up to \$495,000 provided as necessary through the temporary use of Local Street Fund fund balance.

Sponsor: Lumm

Amendment 2 – Approved on a Roll Call Vote (6 - 5)

Amendment Regarding the Nixon Corridor Improvement Project

Whereas, City Council approved the Nixon Farms (North and South) residential development in December 2015 adding approximately 475 new residential units to the Nixon Corridor and in September 2016, City Council approved the Woodbury Club residential development adding an additional 275 units;

Whereas, These 750 new residential units will exacerbate the already problematic traffic flow and congestion conditions along the Nixon Corridor and the Nixon Farms traffic study projected that future turning movements at several locations along Nixon will operate at an unacceptable Level of Service (LOS) E and F during both AM and PM peak hours;

Whereas, During discussions of the residential developments, City Council acknowledged that improvements to traffic flow along the corridor would be necessary; and

Whereas, The design phase of the Nixon Corridor Improvement Project is largely complete and reflects a series of roundabouts along the corridor that would be constructed in three phases; and

Whereas, The City's FY21-FY26 Capital Improvements Plan (CIP) reflects the following schedule and costs for construction of the Nixon Corridor Improvements Project:

FY2025 – \$2,020,000 for Phase 1 (Huron Parkway to Bluett)

FY2026 - \$3,494,000 for Phase 2 (Bluett to DhuVarren)

FY2027 (or later) - \$2,000,000 for Phase 3 (Dhu Varren to M14)

Whereas, In May 2019, City Council adopted a FY20 budget amendment requesting acceleration of the project timing if possible, but staff subsequently informed council the plan was to maintain the project schedule in the CIP; and

Whereas, The adverse financial impacts on the city of the COVID-19 pandemic could result in deferral of capital projects.

RESOLVED, That City Council re-affirms its commitment to fulfill its pledge made in 2015 and 2016 to improve the traffic flow along the Nixon Corridor and believes that delivering on that promise more than 10 years after it was made is not appropriate.

RESOLVED, That City Council requests and encourages City staff and the City Planning Commission to re-consider accelerating the timing of the Nixon Corridor Improvement Project and at a minimum, maintain the project timing reflected in the FY21-26 CIP.

Sponsor: Lumm

Amendment 3 – Approved on a Voice Vote

Amendment Regarding LDFA/SPARK, and Local Business Support

Whereas, The COVID-19 pandemic has had a devastating impact on small businesses nationally and there are estimates that over 100,000 small businesses will permanently close even with the loan support being provided by the federal government; and

Whereas, City Council recognizes that small local businesses are major contributors to Ann Arbor's unique vibrancy, charm and our strong quality of life; and

Whereas, The primary economic development activities in Ann Arbor are led by the SmartZone LDFA and SPARK, but the LDFA's ability to support businesses is limited to tech companies by its enabling language established by the Michigan Economic Development Corporation (MEDC); and

Whereas, The LDFA annual TIF revenues are over \$4 million and its reserves are projected to be \$3.7 million at the end of FY20; and

Whereas, The LDFA has committed to support the City's \$5 million Fiber project and the LDFA's FY21 budget proposal includes a \$1.5 million grant for the project as well as \$400,000 for other strategic initiative grants and a \$300,000 budget increase for major events: and

Whereas, SPARK has already implemented several initiatives to facilitate support for small local businesses and a Washtenaw County COVID-19 Business Impact survey has been launched

RESOLVED, That City Council expresses its appreciation for SPARK's efforts during the crisis and the LDFA's commitment to support the Fiber project and City Council commits to work with these organizations and others to support small business recovery efforts.

RESOLVED, That City Council requests the LDFA discuss with MEDC what flexibility there may be in utilizing its funding for general business recovery purposes and if there is flexibility, City Council requests the LDFA consider utilizing a portion of the \$700,000 in the FY21 budget (\$400,000 strategic initiative grants and \$300,000 major events) and/or deferring funding for the Fiber project in order to provide funding for small business recovery programs.

RESOLVED, That City Council requests the LDFA and SPARK consider and inform the City of any actions that should be considered by the City to facilitate and better leverage the ongoing recovery efforts.

Sponsor: Lumm, Ramlawi

Amendment 4 – Approved as Amended on a Roll Call Vote (9-2)

Amendment to Reduce Deer Cull Funding and Increase Funding for the Center of the City

Whereas, Funding for the deer cull is \$140,000 in FY21 as part of the FY21 recommended budget;

Whereas, The Treeline Trail project has \$40,000 in funding for FY21 as part of the FY21 recommended budget;

Whereas, The Center of the City has \$20,000 in funding for FY21 as part of the FY21 recommended budget;

Whereas, The Center of the City Task Force did not spend the full amount allocated to its activities in the FY 2020 budget;

RESOLVED, That City Council reduce the amount of funding for the deer cull in the FY21 General Fund budget to \$0.

Sponsor: Hayner

Amendment 5 – Approved on a Voice Vote

Amendment to Postpone the Funding for the Hollywood Blvd Project, Ann Arbor Saline Project, Historic District Survey, and the Capital Sinking Fund Transfer for FY 2021

Whereas, The Hollywood Blvd Project is included in the FY 2021 recommended budget in the General Fund in the amount of \$479,000;

Whereas, The Ann Arbor Saline Project is included in the FY 2021 recommended budget in the General Fund in the amount of \$175,000;

Whereas, The Historic District Survey is included in the FY 2021 recommended budget in the General Fund in the amount of \$40,000;

Whereas, A transfer to the Capital Sinking Fund from the General Fund is included in the FY 2021 recommended budget in the amount of \$400,000;

Whereas, The City of Ann Arbor is experiencing revenue shortfalls due to the COVID19 pandemic;

Whereas, A postponement of the Hollywood Blvd Project, Ann Arbor Saline Project and the Capital Sinking Fund transfer were highlighted as part of the Financial Recovery Plan for FY 2021 presented on May 11, 2020;

RESOLVED, That City Council postpone the Hollywood Blvd Project, Ann Arbor Saline Project, the Historic District Survey, and the Capital Sinking Fund Transfer for FY 2021;

RESOLVED, That City Council approve the reduction in the FY 2021 General Fund budget in the amount of \$479,000 for the Hollywood Blvd Project;

RESOLVED, That City Council approve the reduction in the FY 2021 General Fund budget in the amount of \$175,000 for the Ann Arbor Saline Project;

RESOLVED, That City Council approve the reduction in the FY 2021 General Fund budget in the amount of \$40,000 for the Historic District Survey;

RESOLVED, That City Council approve the reduction in the FY 2021 General Fund budget in the amount of \$400,000 for the Capital Sinking Fund Transfer; and

RESOLVED, That as revenues return to their previous amounts that the Hollywood Blvd Project, Ann Arbor Saline Project, Historic District Survey, and the Capital Sinking Fund Transfer be reconsidered for inclusion in future budgets.

Sponsor: Taylor

Amendment 6 – Approved as Amended on a Voice Vote

Recognition of Parks Fairness Resolution with Budget Amendments

Whereas, On May 17, 2010, Council passed a resolution (R-10-150) adopting policy guidance for the administration of the Parks Maintenance and Capital Improvements Millage that, among other things, that the General Fund Parks & Recreation budget be increased at the same percentage as the average General Fund overall budget percentage increase;

Whereas, On May 16, 2011, Council passed resolution R-11-186 amending the policy guidance;

Whereas, On August 9, 2012, Council reaffirmed via resolution R-12-382, their intent to administer the Parks Maintenance and Capital Improvements Millage policy adopted per resolution R-11-186 for the duration of the current millage;

Whereas, The Parks General Fund budget should be increased \$114,144 to ensure compliance with the 2010, 2011 and 2012 resolutions;

Whereas, Council recognizes that the historic pandemic from the novel coronavirus has brought unprecedented financial stress to the City's general fund both in speed and in depth;

RESOLVED, That the General Fund Parks FY21 expenditure budget not be amended for its increase of \$114,144 based on the prior resolutions as a cost savings effort to assist the rest of the General Fund activities; and

RESOLVED, That this resolution and its precedence from prior resolutions be re-instated for the FY22 and future budgets.

Sponsor: Grand

As Amended and Approved by Ann Arbor City Council on May 18, 2020.



City of Ann Arbor

301 E. Huron St.
Ann Arbor, MI 48104
<http://a2gov.legistar.com/Calendar.aspx>

Legislation Details

File #:	20-0916	Version:	1	Name:	Resolution to Correct 2020 Property Tax Millage Rates for Fiscal Year 2021 and Reaffirm the Adopted Ann Arbor City Budget for Fiscal Year 2021
Type:	Resolution	Status:			Passed
File created:	6/15/2020	In control:			City Council
On agenda:	6/15/2020	Final action:			6/15/2020
Enactment date:	6/15/2020	Enactment #:			R-20-226
Title:	Resolution to Correct 2020 Property Tax Millage Rates for Fiscal Year 2021 and Reaffirm the Adopted Ann Arbor City Budget for Fiscal Year 2021 (7 Votes Required)				
Sponsors:	Christopher Taylor				
Indexes:					
Code sections:					
Attachments:	1. 2020 Millage Rates - Corrected.pdf				

Memorandum

Public Act 38 of 1999 requires the millage reduction fraction used for Headlee Calculations to be rounded down to four places when establishing tax rates for a taxing jurisdiction. The 2020 millage reduction fraction for the City of Ann Arbor was rounded up when it should have been rounded down. The correct 2020 millage reduction fraction for the City of Ann Arbor millage rates for tax year 2020, Fiscal Year 2021 is 0.9911.

Ann Arbor city council adopted Property Tax Millage Rates with the incorrect millage reduction of 0.9912 applied for Fiscal Year 2021.

The correct millage reduction fraction for Fiscal Year 2021 is 0.9911, as approved by Washtenaw County Equalization.

The corrected 2020 millage rates for the City of Ann Arbor as approved by Washtenaw County Equalization are shown below. The correction in millage rates result in a loss of \$9,743.

ITEM	DESCRIPTION	ACTUAL L-4029 REPORTED 2020 MRF (MCL 211.34d)	2020 TAXES
1	General Operating	5.8359	35,539,286
2	Employee Benefit	1.9452	11,845,820
3	AATA Transportation	1.9452	11,845,820
4	Refuse Collection	2.3339	14,212,913
5	Street, Bridge, Sidewalk Repair * /8	2.0289	12,355,533
6	Park Maintenance & Repair * /5	1.0805	6,579,996
7	Park Acquisition	0.4519	2,751,967
8	Miscellaneous		
9	Est Taxable Value & Revenue Forecast	15.6215	95,131,334

Staff

Prepared by: Jerry Markey, City Assessor

Reviewed by: Matt Horning, Interim Financial Services Area Administrative and CFO

Approved by: Tom Crawford, Interim City Administrator

Body

Whereas City Council approved millage rates for Fiscal Year 2021 that had the incorrect millage reduction fraction;

Whereas City Council recognizes the incorrect millage reduction was applied when calculating millage rates for Fiscal Year 2021; and

Whereas City Council accepts the corrected millage rates calculated using a millage reduction fraction of 0.9911;

RESOLVED, That the corrected millage rates shall be levied for the City of Ann Arbor for FY 2021

ITEM	DESCRIPTION	ACTUAL L-4029 REPORTED 2020 MRF (MCL 211.34d)	2020 TAXES
1	General Operating	5.8359	35,539,286
2	Employee Benefit	1.9452	11,845,820
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5	Street, Bridge, Sidewalk Repair * /8	2.0289	12,355,533
6	Park Maintenance & Repair * /5	1.0805	6,579,996
7	Park Acquisition	0.4519	2,751,967
8	Miscellaneous		
9	Est Taxable Value & Revenue Forecast	15.6215	95,131,334

RESOLVED, that City Council reaffirm its adoption of the FY 2021 Budget and Related Property Taxes subject to the above millage rates.

Sponsored by: Taylor

Information Pages: Community Profile

The City of Ann Arbor is located in the approximate center of Washtenaw County in the southeastern section of Michigan's Lower Peninsula. The City is approximately 28 square miles in area and serves as the county seat. The 2010 census places the population at 113,934, making it the sixth largest city in Michigan.

Ann Arbor offers a unique blend of business, education and recreational opportunities. Through the efforts of local builders, contractors, and retailers, the City has not only grown at its outer boundaries, but the central City remains a vibrant dining, service, and entertainment location. The area is serviced by prominent legal counsel, excellent account and brokerage houses, several advertising agencies, employment services, insurance companies, realtors, data processing centers, travel agencies, and testing facilities, as well as consultants and engineering firms for all needs. Additionally, the City has attracted high technology research industries in the computer, engineering, and energy fields, which are expected to aid in the future economic growth of the area.

There are a number of cultural and recreational attractions available to Ann Arbor residents including the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,188 acres, which includes 163 park sites, about 1200 acres of natural areas and 70 miles of shared-use paths. The City is also home to the largest canoe livery in the State on the Huron River. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Housing

A varied housing supply exists in Ann Arbor to meet the wide range of needs of local residents. The housing stock includes single-family homes, duplexes, condominiums, multiple family apartments, and rooms in houses and dormitories. The housing market generally follows the University of Michigan's schedule (more housing is available in the spring and less at the start of each semester). In addition to several newer subdivisions in and around the City, Ann Arbor's older housing is, for the most part, in excellent condition and in considerable demand. The City's west side and downtown have been designated historical districts, where the homes retain the charm, character and unique architecture of days past.

Rental housing, furnished and unfurnished, is available throughout the City in a wide range of styles, sizes, and prices. The following statistics further identify Ann Arbor's housing characteristics:

	<u>1980</u> <u>Census</u>	<u>1990</u> <u>Census</u>	<u>2000</u> <u>Census</u>	<u>2010</u> <u>Census</u>
Total year round housing units	40,139	44,010	47,218	49,871
Total occupied housing units	38,945	41,657	45,693	45,166
Median value owner occupied, single-family housing unit	\$69,600	\$116,400	\$181,400	\$240,400

Information Pages: Community Profile

Economy

The University of Michigan plays a significant role in the economy of Ann Arbor and is the largest employer in the area. Other employers are drawn to the area by the university's research and development, and by its graduates. High tech, health services and biotechnology are other major components of the city's economy; numerous medical offices, laboratories, and associated companies are located in Ann Arbor.

<u>Employers</u>	<u>2020</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Top City Employers</u>
University of Michigan	34,495	1	64.27%
Trinity Health System (formerly St. Joseph's Health System)	7,585	2	14.13%
U.S. Government	3,062	3	5.71%
Ann Arbor Public Schools	2,225	4	4.15%
Integrated Health Associates, Inc.	1,576	5	2.94%
Washtenaw County	1,322	6	2.46%
Thompson-Reuters	1,155	7	2.15%
Domino's Pizza	812	8	1.51%
NSF International	722	9	1.35%
City of Ann Arbor	715	10	1.33%
Total	53,669		100.00%

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Taxable Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Value</u>
Briarwood Shopping Complex	Shopping Center	\$41,443,085	1	0.72%
CPI Foundry, LLC	Apartments	39,520,987	2	0.69%
Brixmor (formerly AMCAP) Arborland LLC	Shopping Center	38,931,300	3	0.67%
Campus Investors 601 Forest	Apartments	32,534,560	4	0.56%
BVK HSRE Ann Arbor, LLC	Apartments	29,526,302	5	0.51%
DTE Electric Company	Utility	27,663,000	6	0.48%
Orion North Star, LLC (Winwood)	Apartments	24,946,800	7	0.43%
Varsity at Ann Arbor, LLC	Apartments	19,688,146	8	0.34%
DTE Gas Company	Utility	17,529,600	9	0.30%
Packard Square, LLC	Apartments	16,641,256	10	0.29%
Total		\$ 288,425,036		5.00%

Information Pages: Community Profile

Higher Education

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top five public universities by the U.S. News and World Report, the University enrolls over 48,000 students. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

Other colleges and universities in the area include Washtenaw Community College, Eastern Michigan University, and Concordia University.

Medical Facilities

Students and residents of Ann Arbor are served by the nationally acclaimed University of Michigan Medical Center. The University of Michigan Health System (UMHS) includes University Hospital, C.S. Mott Children's Hospital and Women's Hospital in its core complex. UMHS also operates out-patient clinics and facilities throughout the city. The area's other major medical centers include a large facility operated by the Department of Veterans Affairs and Saint Joseph Mercy Hospital.

Population Characteristics

The residents of the City have an above average education and enjoy a stable, fairly high income. According to the 2010 U.S. Census, 71% of its residents over 25 years of age had completed a bachelor's degree or higher.

	<u>1980</u> <u>U.S.</u> <u>Census</u>	<u>1990</u> <u>U.S.</u> <u>Census</u>	<u>2000</u> <u>U.S.</u> <u>Census</u>	<u>2010</u> <u>U.S.</u> <u>Census</u>
Age Distribution				
Percent of persons 17 years & under	19.1%	17.3%	25.2%*	27.4%*
Percent of persons 18-64 years old	75.0	75.5	67.0**	64.2**
Percent of persons 65 years and over	5.9	7.2	7.9	8.6
* Persons 19 years and under				
** Persons 20-64 years old				
Education Levels				
Percent of persons who completed four years of high school or more	90.6%	93.9%	95.7%	96.9%
Percent of persons who completed four years of college or more	56.2%	64.2%	69.3%	71.1%
Median Family Income	\$25,202	\$50,192	\$71,293	\$85,110

Information Pages: Community Profile

Transportation

A major expressway network surrounds Ann Arbor including Interstate 94, the major east-west artery across Michigan connecting Detroit and Chicago, and U. S. 23, which links Ann Arbor to northern Michigan and Ohio to the south. M-14 is a major eastbound connector to I-275 and I-96, which supplies access to the northern metropolitan areas of Wayne, Oakland and Macomb Counties.

The Ann Arbor Area Transportation Authority (AAATA) operates public bus services throughout Ann Arbor and some parts of Washtenaw County. Passenger rail service is available to the east through Detroit and to the west through Chicago from the Amtrak Passenger Station in Ann Arbor.

Corporate and flight training service is provided by the Ann Arbor Municipal Airport, located on the south side of Ann Arbor. Willow Run Airport, 11 miles from Ann Arbor, is a cargo transportation center and airline service is available on major commercial carriers from Detroit Wayne County Metropolitan Airport, 25 miles east of the City.

Utilities

Water and sewage disposal is provided by the City of Ann Arbor Water Utilities Service Unit. Other utilities are provided by private entities. Electric power and natural gas are supplied by DTE Energy Company. Cable TV service is primarily provided by Comcast.

Information Pages: Miscellaneous Community Statistics

Date of incorporation: 1851
 Form of government: Council – Administrator
 Permanent employees: 771

Area and Population Data:

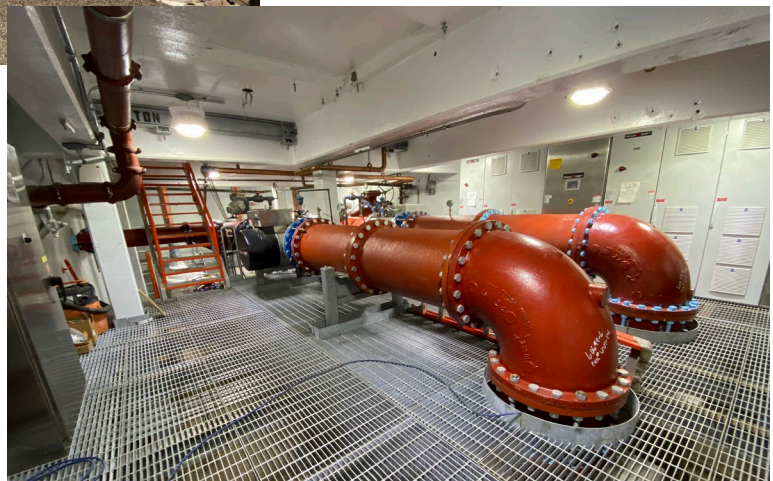
<u>Year</u>	<u>Population</u>	<u>Area in Square Miles</u>
1950	48,251	7.3
1960	67,340	15.0
1970	100,035	23.3
1980	107,969	23.5
1990	109,592	27.0
2000	114,024	28.5
2010	113,934	28.6

Public Services (FY 2020):

Number of street lights:	7,709
Traffic signals:	161
Miles of streets:	298.2
Pavement Treatments:	66.92 (lane miles)



Allen Creek Berm Project



Temporary Ultraviolet Disinfection Project at the Water Treatment Plant

Information Pages: Miscellaneous Community Statistics

Fire:

Number of stations	5
Emergency responses	8,504
Inspections	1,140

Police:

Physical arrests	1,678
Parking violations	99,079
Traffic violations	8,748

Stormwater:

Miles of storm sewers	289
-----------------------	-----

Water:

Average daily consumption	13.58 (millions of gallons)
Miles of water mains	461
Storage capacity	19,000 (thousands of gallons)

Wastewater:

Miles of sanitary sewers	366
Treatment capacity	48,000 (thousands of gallons)



Swearing-In of
Police Chief Cox



New Fire Engine for Station 6:
2020 Spartan Engine

Information Pages: Miscellaneous Community Statistics

Culture and recreation:

Number of parks	163
Acres of parkland	2,188
Playgrounds	80
Baseball/softball diamonds	34
Soccer/football fields	24
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Senior center	1
Community centers	2
Science center	1
Farmers market	1
Canoe liveries	2
Skate park	1



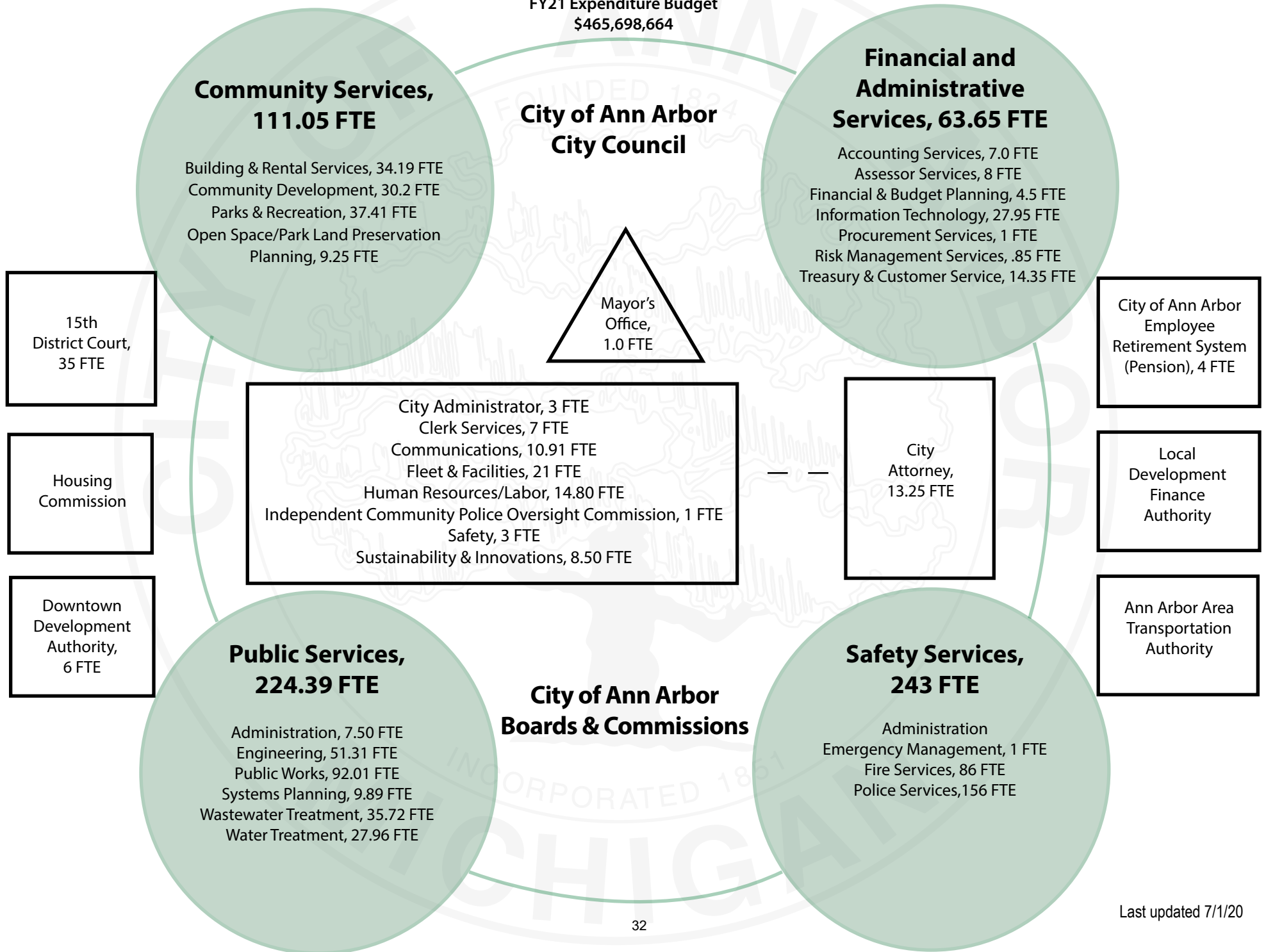
Fuller Pool



Ann Arbor Farmers Market

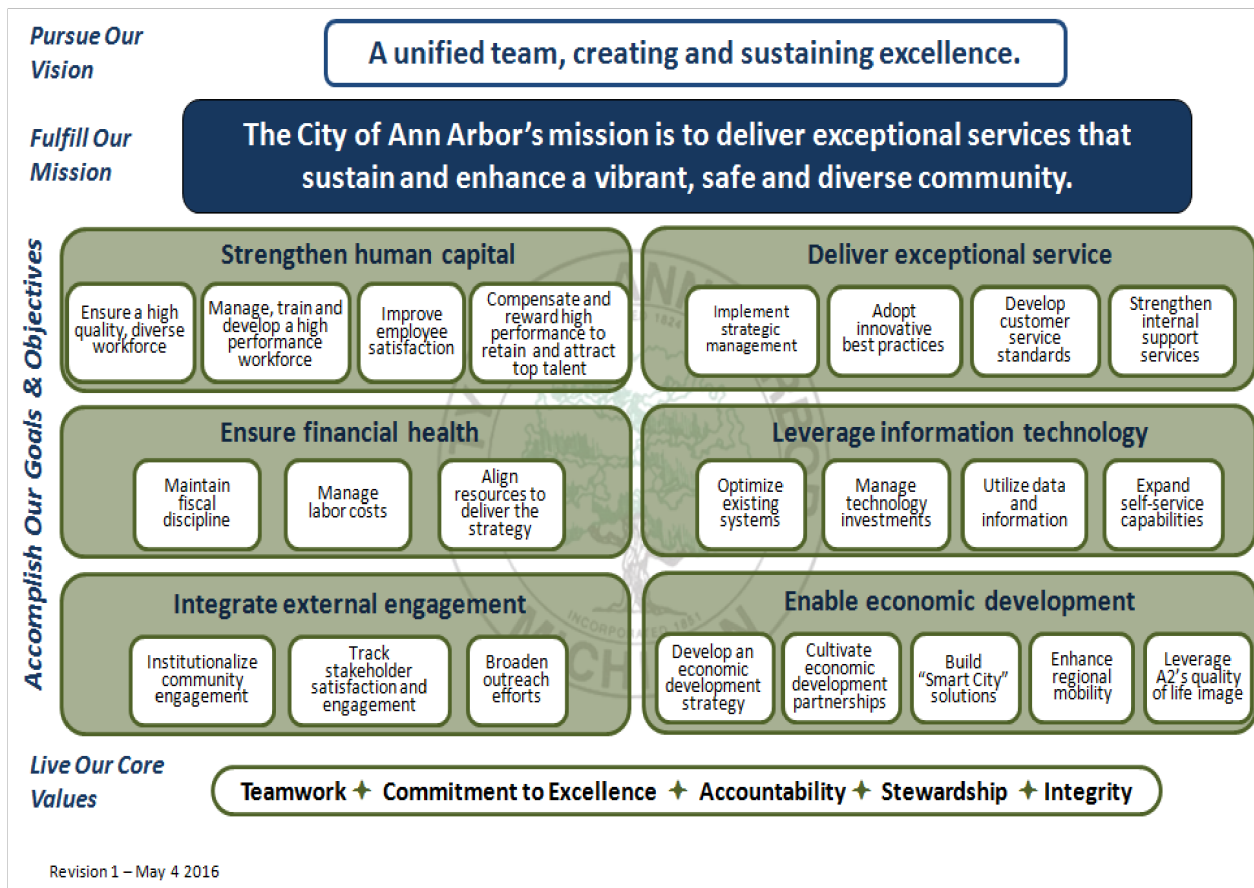
CITY OF ANN ARBOR ORGANIZATIONAL CHART

FY21 Expenditure Budget
\$465,698,664



Information Pages: The Budget Process

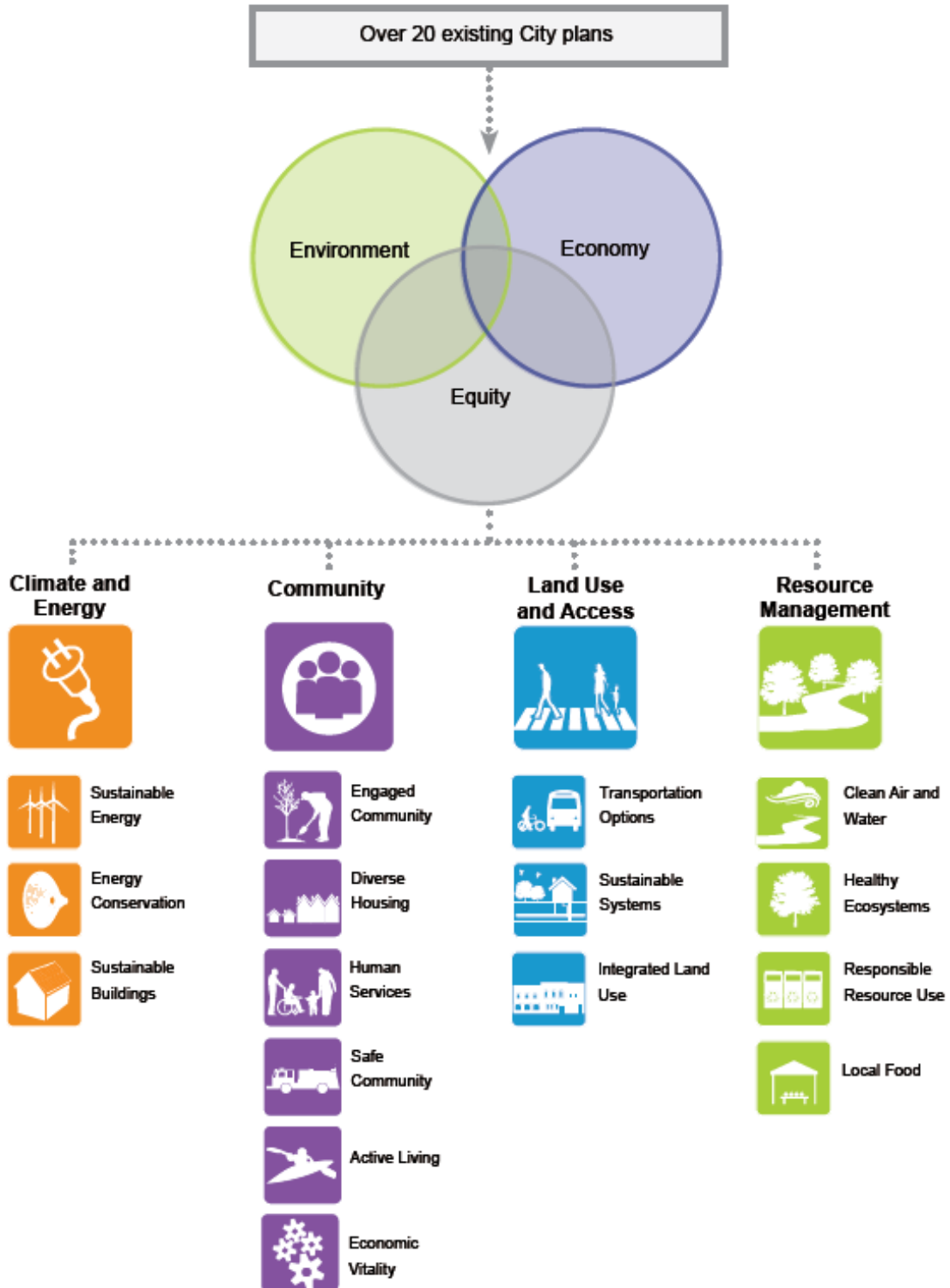
The Annual Operating Budget is the mechanism for implementing the City's Organizational Strategic Plan (OSP) and achieving the objectives of its Sustainability Framework. The budget process involves determining the nature and level of services provided to the public according to the direction established within these documents and aligned with the priorities established collaboratively by the City Council, the City Administrator, and the resident survey. The OSP establishes the City's vision, mission, goals, and core values, as presented below:



The Sustainability Framework (shown on the following page), is the primary policy document approved by Council. This framework encapsulates and draws alignment from over 20 existing City Plans that address the complementary values of environment, economy, and equity.

Information Pages: The Budget Process

SUSTAINABILITY FRAMEWORK



Information Pages: The Budget Process

The translation of the OSP and the Sustainability Framework into action has guided staff's development of "SMART" measures that are tied to the goals of the strategic plan and drive performance in a sustainable and efficient manner. "SMART" measures are defined as Specific, Measurable, Achievable, Relevant, and Timely. Each organizational unit presented in the budget document has developed a suite of measures, and these are reviewed quarterly along with revenue and expenditure balances to ensure value is achieved through the application of public resources. Beginning in FY 2020, these measures have been used externally to engage public feedback on the quality of services provided. An example of an external reporting template is provided to the right.

FY 2021 is the sixth year the OSP and the Sustainability framework are guiding resource allocations through the budget. The actual budget process began in late fall with the City Council formulating some priorities and relating them to the strategic goals and values.

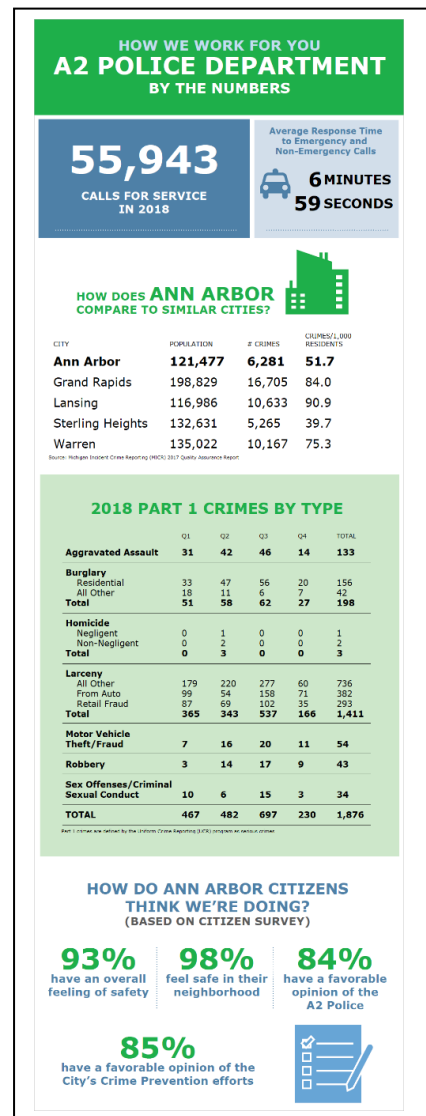
Individual service units began the budget process by formulating service unit goals and objectives that reflect the policy documents. Once the goals and objectives were developed, the service units prepared financial budget requests, which were submitted in January.

In recent years, the City has used the "Target Based" budgeting technique because of limited revenue growth. This technique has proven to be successful for maintaining a balanced-budget of recurring expenses not exceeding recurring revenues. Under this system, the City Council decides which services will receive the highest priority. City staff then develops funding levels for each service unit by working with the service area administrators to match funding needs with available revenue. Budget targets are established based on anticipated revenues and growth in expenditures while incorporating the strategic goals and objectives identified earlier in the budget process. The goals and objectives assist in determining where more resources are needed.

The "Target Based" process provides for budgeting of the same activities to occur in the projections. The following is an example of the formula applied in the process:

$$\text{New Budget} = \text{Prior Budget} \times (1 + \text{Economic Assumptions}) - \text{Fixed \%}$$

If after economic assumptions are applied reductions are needed, a fixed percentage is



Information Pages: The Budget Process

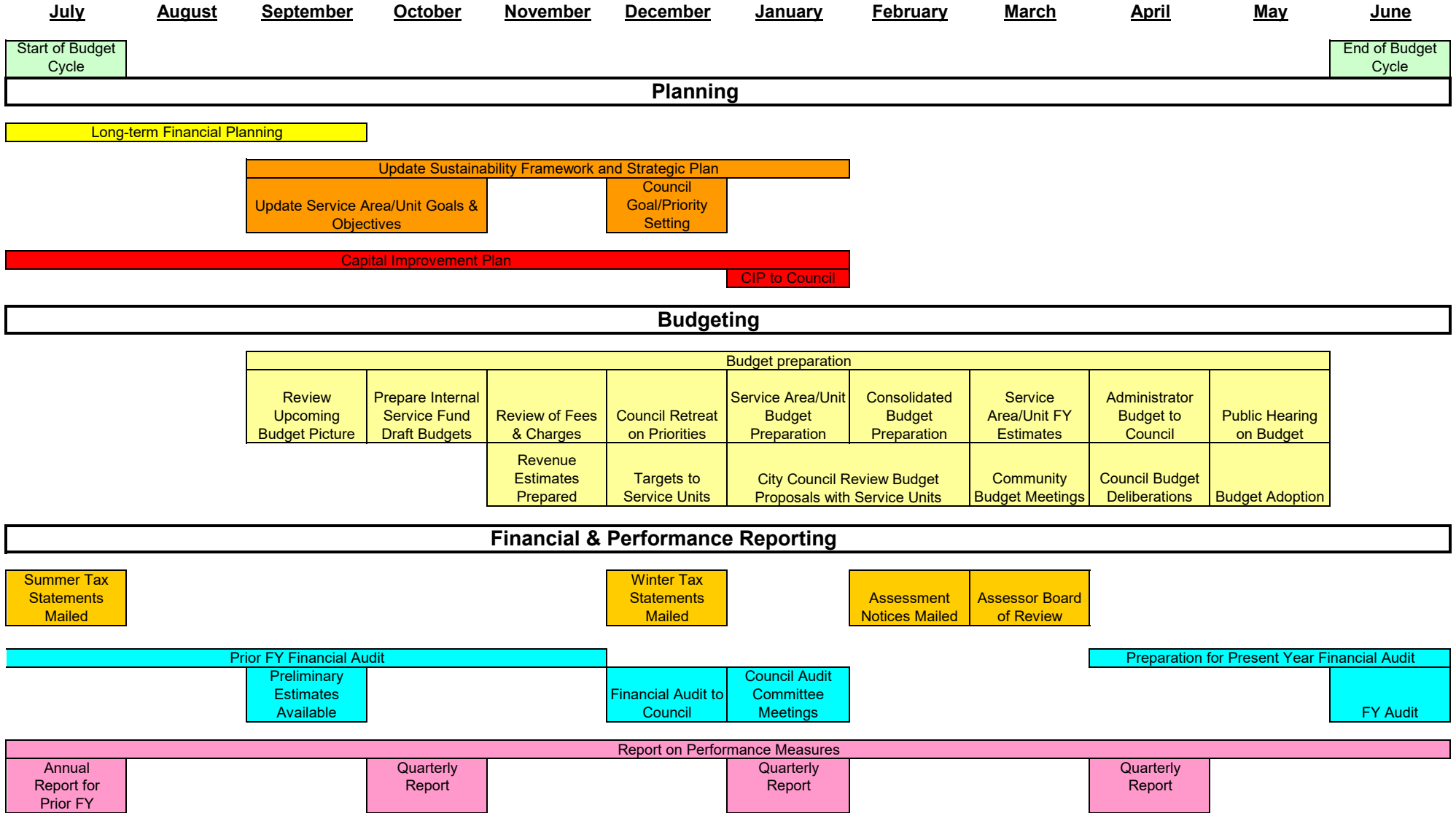
applied equally to all service units' budgets in determining the target levels.

The service units then determine the best way to allocate funds among expenses to remain within the target while meeting the assigned goals. By allowing the service units the ability to determine how funds are spent within the unit, the operating units have greater ownership in how they provide services.

In accordance with the City Charter, the City Administrator's Recommended Budget is submitted to City Council at its second meeting in April. The City Council, with at least seven affirmative votes, adopts the budget no later than the end of its second meeting in May. According to the City Charter, should the City Council not adopt an annual Budget, the City Administrator's Recommended Budget will automatically take effect as submitted. After the budget has been adopted, City Council may amend the budget by a concurring vote of not fewer than eight members of City Council.

For FY 2021, the Council adopts the second of a two-year fiscal plan. When preparing the FY 2021 budget, the second year of the two-year fiscal plan, financial projections are modified for key assumption changes. This second year typically only requires minor adjustments and provides the organization time to focus on delivering services.

Information Pages: The Budget Process - Financial Calendar



Information Pages: Financial Goals

Mission

The City of Ann Arbor's mission is to deliver exceptional services that sustain and enhance a vibrant, safe and diverse community.

Introduction

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2021 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's long-term financial stability.

General Observations and Assessment of Current Conditions

- The City is experiencing robust property tax receipt increases primarily due to new construction and increase in the Consumer Price Index (CPI). However, FY 2022 is anticipated to be weak given the global pandemic.
- Statutory state-shared revenue is not expected to increase in FY 2021. The State of Michigan has changed the method for the City to be eligible to receive these funds over the past several years. The City plans to pursue receipt of these funds in FY 2021.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures by 2% per year. The City amended the plan to be an "access-only" plan for new hires in 2012. Excess City contributions may not be made in FY 2020 or FY 2021 given the global pandemic.
- The City's retirement system is funded at 86% as of June 30, 2019, which is generally considered healthy but is less than the desired 100% funded level.
- The General Fund unassigned fund balance on June 30, 2019 was at 18.4% of total General Fund expenditures.

Conclusions

The City of Ann Arbor has seen economic improvement in the local economy. The local area unemployment rate is 3.5% as of June 2019, and residential property values are increasing in most neighborhoods. Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding union step increases, are increasing modestly.

Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2%-3% per year but recurring revenues are only projected to increase 1.5%-2.0% per year. The effects of the global pandemic will result in significant short-term pressures that were not able to be captured within the adopted budget.

Information Pages: Financial Goals

Financial Management Short-term Goals

1. **Continuously improve service delivery efficiency** through consolidation of services, investment in technologies and challenging existing ways of delivering services.
2. **Develop meaningful performance measures** to achieve critical objectives and encourage individual accountability within the organization.
3. **Improve cost efficiency** on an annual basis. FTE vacancies are monitored to determine if the position is needed for the remainder of the fiscal year. All non-personnel expenses are evaluated for necessity.
4. **Support economic development actions** and coordinate activities and incentives with other institutions for maximum benefit.
5. **Revise the City's 2-year fiscal plan and related goals, objectives, activities, and performance measures** based on the City's Sustainability Framework, Organizational Strategic Plan, and the new Priority Based Budgeting process.
6. **Continue the development of a long-term capital financial plan.** The Capital Budget will integrate the Capital Improvements Program (CIP).

Long-term Goals

1. Monitor the effectiveness of the funding policy changes for Voluntary Employee Beneficiary Association (VEBA) and determine if changes are needed.
2. Monitor the effectiveness of the funding policy changes for pension and determine if changes are needed.
3. Reserve a consistent level for capital outlay. Sustain adequate net revenues to maintain infrastructure and provide for sufficient debt service coverage ratios.
4. Maintain strong tax collections and monitor tax delinquency.
5. Balance recurring revenues and recurring expenditures to avoid deficit spending. Decisions concerning the provision of services should always be within this framework of maintaining this balance.
6. In the General Fund, there shall be a minimum balance (unassigned fund balance) of 15% to 20%; provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling five-year average. Higher balances should be maintained in times of economic uncertainty.

Information Pages: Financial Goals

7. Reconsider city funding policy when higher levels of government reduce or eliminate their funding for activities they are traditionally supporting (i.e. HUD support for affordable housing).
8. Encourage governmental activities that can be self-funded to do so.
9. Monitor methods of cost allocations and periodically reassess their effectiveness.

Information Pages: Legal Debt Limit

Overview

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2019 was \$753 million. The debt subject to that limit as of June 30, 2019, was \$119 million or 1.6% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2019 was \$307 million (including premiums and discounts).

Information Pages: Debt Policy

The following debt management policy, adopted by City Council, should be used to provide the general framework for planning and reviewing debt proposals. City Council recognizes there are no absolute rules or easy formulas that can substitute for a thorough review of all information affecting the City's debt position. Debt decisions should be the result of deliberative consideration of all factors involved.

1. General Debt Policy

- 1.1 The City shall seek to maintain and, if possible, to improve its current AA2/AA+ bond rating so borrowing costs are minimized and access to credit is preserved. It is imperative that the City demonstrates to rating agencies, investment bankers, creditors, and taxpayers that City officials are following a prescribed financial plan. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform them of the City's financial condition.
- 1.2 Every future bond issue proposal will be accompanied by an analysis provided by the proposing service area, demonstrating conformity to the debt policies adopted by City Council. The Financial Services Area Administrator will review and comment on each bond issue proposal regarding conformance with existing debt and financial policies, and specific aspects of the proposed financing package and its impact on the City's creditworthiness.
- 1.3 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. City officials must conduct themselves in a manner consistent with the best interests of the City and taxpayers. Elected and appointed City officials should avoid even the appearance of linkages between politics and public finance that can erode the confidence of taxpayers, ratepayers, and voters. This includes avoiding gratuities and political contributions of more than nominal value from service providers and the disclosure of all possible conflicts of interest shall be provided in writing and filed with the City Clerk.
- 1.4 Bonds will be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

2. Taxpayer Equity

- 2.1 Ann Arbor's property taxpayers and citizens who benefit from projects financed by bonds should be the source of the related debt service funding. This principle of taxpayer equity should be a primary consideration in determining the type of projects selected for financing through bonds. Furthermore, the principle of

Information Pages: Debt Policy

taxpayer equity shall be applied for setting rates in determining net revenues for bond coverage ratios.

3. Uses

- 3.1 Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, attached fixtures or equipment, and movable pieces of equipment, such as fire engines, or other costs as permitted by law. Utility revenue bond proceeds may be used to establish a debt service reserve as allowed by State law. Acceptable uses of bond proceeds can be viewed as items, which can be capitalized. Non-capital furnishings and supplies will not be financed from bond proceeds. Refunding bond issues designed to restructure currently outstanding debt are an acceptable use of bonds proceeds.
- 3.2 The City will not use short-term borrowing to finance operating needs except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast. Recognizing that bond issuance costs add to the total interest costs of financing, the City shall perform due diligence to ensure that installment agreement or other legally appropriate debt is considered whenever applicable.

4. Decision Analysis

- 4.1 Whenever the City is contemplating a possible bond issue, information will be developed concerning the following four categories commonly used by rating agencies assessing the City's creditworthiness. The subcategories are representative of the types of items to be considered. The Chief Financial Officer will present this information to the Budget Committee for its review and recommendation to the City Administrator.
 - 4.1.a Debt Analysis
 - Debt capacity analysis
 - Purpose for which debt is issued
 - Debt structure
 - Debt burden
 - Debt history and trends
 - Adequacy of debt and capital planning
 - Obsolescence of capital plant
 - 4.1.b Financial Analysis
 - Stability, diversity, and growth rates of tax or other revenue sources
 - Trend in assessed valuation and collections
 - Current budget trends
 - Appraisal of past revenue and expenditure trends
 - History and long-term trends of revenues and expenditures
 - Evidences of financial planning
 - Adherence to generally accepted accounting principles
 - Audit results

Information Pages: Debt Policy

- Fund balance status and trends in operating and debt funds
- Financial monitoring systems and capabilities
- Cash flow projections

4.1.c Governmental and Administrative Analysis

- Government organization structure
- Location of financial responsibilities and degree of control
- Adequacy of basic service provision
- Intergovernmental cooperation/conflict and extent of duplication
- Overall city planning efforts

4.1.d Economic Analysis

- Geographic and location advantages
- Population and demographic characteristics
- Wealth indicators
- Housing characteristics
- Level of new construction
- Types of employment, industry, and occupation
- Evidences of industrial decline
- Trend of the economy

4.2 The City may use the services of qualified internal staff and outside advisors to assist in the analysis, evaluation, and decision process, including bond counsel and financial advisors. Recognizing the importance and value to the City's creditworthiness and marketability of the City's bonds, this policy is intended to ensure that potential debt complies with all laws and regulations, as well as sound financial principles.

5. **Debt Planning**

- 5.1 General obligation bond borrowing should be planned and the details of the plan must be incorporated in the Ann Arbor Capital Improvement Plan.
- 5.2 General obligation bond issues should be included in at least one Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

6. **Communication and Disclosure**

- 6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.
- 6.2 The City should attempt to develop coordinated communication processes concerning collective plans for future debt issues with all other jurisdictions with

Information Pages: Debt Policy

which it shares a common property tax base. Reciprocally, shared information on debt plans including amounts, purposes, timing, and types of debt would aid each jurisdiction in its debt planning decisions.

7. **General Obligation Bonds**

- 7.1 Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
- 7.2 Generally, bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed. The City will attempt to keep the average maturity of general obligation bonds at or below 20 years. The City will limit the total of its general obligation debt to a level consistent with Michigan law.
- 7.3 Whenever possible, the City will finance capital projects by using self-supporting revenue bonds. Revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.

8. **Limited Tax General Obligation Debt**

- 8.1 Limited tax general obligation bonds should be considered when constraints preclude the practice of voter approved general obligation bonds. As a precondition to the issuance of limited tax general obligation bonds, all alternative methods of financing should have been investigated. Consideration should always be given to provide a pledge of facility revenue to accompany the basic pledge of limited tax revenues.
- 8.2 Limited tax general obligation bonds should be issued under certain conditions:
 - 8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should be positive over the life of the bonds, and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is minimized.
 - 8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.
 - 8.2.c Catastrophic conditions.

Information Pages: Debt Policy

8.2.d A project may be financed when the analysis shows the impact to the organization is in the best interest of the City for the long-term.

9. Revenue Bonded Debt

- 9.1 It will be a long-term goal that each utility or enterprise will ensure future capital financing needs are met by using a combination of current operating revenues and revenue bond financing. Therefore a goal is established that 15% of total project costs should come from operating funds of the utility or enterprise.
- 9.2 It is City policy that each utility or enterprise should provide adequate debt service coverage. A specific factor is established by City Council that projected operating revenues in excess of operating expenses less capital expenditures, depreciation and amortization in the operating fund should be at least 1.25 times the annual debt service costs. An example of the debt coverage calculation is below.

<u>Debt Coverage Example:</u>	
Operating Revenues	\$19,897,796
Operating Investment Income	<u>488,768</u>
Total Operating Revenue	\$20,386,564
Operating Expenses	\$15,043,747
Less: Depreciation and Amortization	<u>2,602,875</u>
Net Expenses	\$12,440,872
Net Revenue Available for Debt Service	\$ 7,945,692 (1*)
Principal	\$ 3,850,000
Interest	<u>1,890,994</u>
Total Debt Service	\$ 5,740,994 (2*)
Debt Coverage Ratio (1* divided by 2*)	1.38

10. Short Term Financing/Capital Lease Debt

- 10.1 Short-term financing or capital lease debt will be considered to finance certain equipment and rolling stock purchases when the aggregate cost of equipment to be purchased exceeds \$25,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.
- 10.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed fifteen years.
- 10.3 Service areas requesting capital financing must have an approved budget appropriation. Service areas shall submit documentation for approved purchases to the Financial Services area each year within 60 days after the annual budget is adopted. The Financial Services area will consolidate all requests and may

Information Pages: Debt Policy

solicit competitive or negotiated proposals for capital financing to ensure the lowest possible interest costs.

11. Defeasance of Bonds (Refunding)

11.1 The City will solicit the advice of bond counsel and financial advisor in order to outline key legal and financial issues. Three key criteria will be evaluated when considering a refunding candidate:

- Financial and Policy Objectives
- Financial Savings / Results
- Bond Structure and Escrow Efficiency

11.2 Financial and Policy Objectives - The City will ensure that refunding bond issues comply with the Debt Management Policy objectives set forth herein, and otherwise comply with other City policies.

11.3 Financial Savings - The City shall ensure that refunding results in a positive Net Present Value savings of at least 3%, or \$100,000. In certain circumstances, lower savings thresholds may be justified. For example, when an advance refunding is being conducted primarily for policy reasons (other than economic savings), interest rates are at historically low levels or the time remaining to maturity is limited, and as such, future opportunities to achieve greater savings are not likely to occur. In this analysis, the following must be considered:

- issuance costs and the interest rate at which the bonds can be issued
- the maturity date of the refunded bonds
- call date of the refunded bonds
- call premium on the refunded bonds
- structure and yield of the refunding escrow
- any transferred proceeds penalty

11.4 Bond Structure and Escrow Efficiency - The City shall pay careful attention to the structure of bonds prior to issuance to address features that may affect flexibility in the future. Potential for refunding shall be anticipated.

Escrows for defeasance shall be structured to optimize efficiency and savings. All legally eligible securities shall be evaluated with regard to liquidity, risk and yield. Escrow securities shall be selected to mature and/or pay interest as closely as possible prior to debt service requirements of the refunded escrow, and also to minimize risk. The City shall seek the lowest cost escrow agent qualified to manage its escrows.

12. Inter-fund Loans

12.1 The City will consider loans to individual funds from the pool of invested funds as an alternative to installment loans and/or bond issuance when conditions warrant. There are situations when such loans are both prudent and appropriate,

Information Pages: Debt Policy

and can result in cost savings for the City.

- 12.2 When evaluating inter-fund borrowing, the criteria outlined in **4. Decision Analysis**, above, shall be considered. In addition, it is important to note that the funding is backed by the General Fund. Thus, these loans should only be approved if the credit-worthiness of the fund is deemed high.
- 12.3 Inter-fund loans should only be approved when the interest rate charged to the borrowing fund exceeds the Annual Portfolio Yield Net of Fees for the previous year and is less than the market rate that could otherwise be realized.

Information Pages: Fund Balance Policy

The City of Ann Arbor believes that sound financial management principles require that sufficient funds be retained by the City to provide a stable financial base at all times. In order to do so, the City needs to maintain a fund balance sufficient to fund all cash flows of the City, to provide for financial reserves for unanticipated one-time expenditures, revenue shortfalls, and/or emergency needs. This policy has been adopted by resolution of the City Council of Ann Arbor, Michigan and replaces all previous fund balance policies or resolutions.

Purpose The purpose of this policy is to specify the size and composition of the City’s desired fund balance (net assets for enterprise funds) and to identify certain requirements for classifying fund balance in accordance with Governmental Accounting Standards Board Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*.

Policy

- 1. Classifications** The following individual components shall constitute the fund balance for all of the City’s Governmental Funds:

Classification		Definition	Examples
Nonspendable		“Amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.” ¹	<ul style="list-style-type: none"> • Inventories, • Prepaid items, • Long-term receivables • Permanent Endowments
Restricted		“Fund balance should be reported as restricted when constraints placed on the use of resources are either: <ol style="list-style-type: none"> Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or Imposed by law through constitutional provisions or enabling legislation.”² 	<ul style="list-style-type: none"> • Restricted by state statute, • Unspent bond proceeds, • Grants earned but not spent, • Debt covenants, • Taxes dedicated to a specific purpose, and • Revenues restricted by enabling legislation.
Unrestricted	Committed	“Used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority” ³	<ul style="list-style-type: none"> • Amounts City Council sets aside by resolution.
	Assigned	“Amounts that are constrained by the government’s intent to be used for specific purposes, but are neither restricted nor committed” ⁴	<ul style="list-style-type: none"> • City Council delegates the authority to assign fund balance to the Chief Financial Officer. • City Council has appropriated fund balance during the budget process- this is titled “subsequent year’s expenditures”
	Unassigned	Unassigned fund balance is the residual classification for the General Fund. This is fund balance that has not been reported in any other classification. The General Fund is the only fund that can report a positive unassigned fund balance. Other governmental funds would report deficit fund balances as unassigned. ⁵	

¹ GASB Statement No. 54, ¶ 6
² GASB Statement No. 54, ¶ 8
³ GASB Statement No. 54, ¶10
⁴ GASB Statement No. 54, ¶13
⁵ GASB Statement No. 54, ¶17

Information Pages: Fund Balance Policy

Committing Fund Balance In order to commit fund balance, the City Council, as the highest level of decision-making authority, must incorporate in a resolution the commitment of funds for specific purposes. These funds must be fully expended for their committed purpose or a separate action by Council for the funds to become uncommitted.

Assigning Fund Balance In order to assign fund balance, City Council designates the Chief Financial Officer, or his designee, as the authority to assign fund balance.

2. **Minimum Level of Fund Balance/Net Assets** The City will establish and maintain minimum levels of fund balance/net assets in each of the various fund types of the City as follows:

- a. **General Fund-** In the General Fund, there shall be a minimum balance (unassigned fund balance) of 15% to 20% of recurring expenditures (excluding AAATA pass-through & other reimbursed pass-through expenditures). For purposes of this calculation, the expenditures should be the budget as originally adopted in May of each year. Non-recurring revenues may be a source of accumulating fund balance and should not be relied upon for operational needs. The General Fund should seek to have recurring surpluses sufficient to fund the historic level of non-recurring expenditures. Fund balance may be higher than this minimum to save for large planned expenditures (i.e. capital projects, restructuring charges, etc), credit rating agency concerns, liquidity, and/or to address volatility in economic conditions.
- b. **Special Revenue Funds-** Special revenue funds are created to account for the proceeds from specific revenue sources that are legally restricted for specific purposes (i.e. grants, weight and gas tax, dedicated millages). No specific reservation of fund balance is created by this policy. Rather, each fund must adhere to any underlying guidelines attached to that revenue source. The largest funds are:
 - i. Open Space Millage – fund balance is for the purpose of acquiring property as it becomes available at an affordable price.
 - ii. Construction Code Fund – it is desirable to have a minimum of nine months of operating expenditures in unassigned fund balance. In order to capture the cyclical effect of construction, a five year average of revenue and expense performance will be considered.
 - iii. Local and Major Street Funds – a one year’s collection of the weight and gas tax revenues are held in fund balance. This allows the City to leverage unanticipated/unbudgeted events such as harsh winters. In addition, it allows the City a safety net for revenue collection from the State as well as the ability to provide matching dollars for state and federal aid projects.

Information Pages: Fund Balance Policy

- iv. Street & Sidewalk Repair Millage – a half year’s collection of the repair millage are held in fund balance since the voters have repeatedly renewed this short-term millage. This partial year coverage would permit a smoother tail-off of funding from street repairs were renewal not approved at exactly the five year timeframe. In addition, the fund balance provides for the matching funds required to capture state and federal aid projects. The fiscal year end (June 30th) occurs during early construction season so at that point in the year, fund balance may appear artificially high since monies have been collected but not expended for projects within that construction season.
- c. **Debt Service Funds-** Debt service funds are very specific with the amount of fund balance required to be held. The reserve requirement for any outstanding bond issue will be consistent with the resolution or ordinance authorizing the bonds.
- d. **Capital Projects Funds-** Capital project funds are created to account for resources set aside to construct or acquire fixed assets or improvements. These projects may extend beyond one fiscal year. No specific reserve is required. However, the fund must ensure enough reserve exists to cover existing construction commitments for the oncoming year. Project funds will remain open until all claims on the project are settled.
- e. **Enterprise Funds-** Enterprise funds should strive for positive net operating income to provide for necessary operating (25% of operational expenditures) and capital reserves while maintaining sufficient debt service coverage ratios. A specific percentage or dollar amount will vary due to the following considerations:
 - i. Water – working capital, debt coverage, asset replacement, rate smoothing, and revenue volatility.
 - ii. Sewage Disposal – working capital, debt coverage, asset replacement, rate smoothing and revenue volatility.
 - iii. Stormwater Sewer – working capital, debt coverage, asset replacement, rate smoothing, and revenue volatility.
 - iv. Solid Waste – working capital, and asset replacement, and business risks
- f. **Internal Service Funds-** Internal Service funds, by nature, are designed to operate on a break-even basis for operations, while, if applicable, accruing additional funds to finance future capital costs or potential liabilities.
 - i. **Fleet Services, Central Stores (Radio) and Information Technology funds-** Funding is provided in an amount to fund the replacement of assets (i.e. vehicles, computers, software) at a level consistent with a depreciation-based methodology. Funding shall be designated to maintain the condition of assets at a desirable service level without shifting the costs disproportionately to future taxpayers.

Information Pages: Fund Balance Policy

- ii. **Insurance Fund-** Funding is provided in an amount to fund the costs of employee benefits, worker's compensation, insurance claims and premiums, and safety. This fund calculates a reserve for IBNR (incurred but not reported) claims as determined by an actuarial calculation.
- 3. **Replenishment of the General Fund Minimum Requirements** Should the minimum balance fall below the 15% threshold for the General Fund, the City Council must approve and adopt a plan to restore this balance to the target level within a specific period of time. When developing a restoration plan, the following items should be considered in establishing the appropriate time horizon:
 - a. The budgetary reasons behind the fund balance targets
 - b. Recovery from an extreme event
 - c. Financial planning time horizon
 - d. Long-term forecasts and economic conditions
 - e. Milestones for gradual replenishment
 - f. External financing expectations
- 4. **Order of Resource Use** In general, restricted funds are used first when an expenditure is incurred for the purposes for which both restricted and unrestricted fund balance is available. In addition, for unrestricted fund balance, the order of use of fund balance shall generally be: 1) committed; 2) assigned; and 3) unassigned.

Information Pages: Investment Policy

Overview

The City of Ann Arbor, Michigan (“the City”) is a home rule municipality operating under its City Charter and City Code. The City functions under the direction of a City Administrator who is appointed by an eleven-member City Council. The purpose of this Investment Policy is to establish the investment scope, objectives, delegation of authority, standards of prudence, eligible investments and transactions, internal controls, reporting requirements, and safekeeping and custodial procedures necessary for the investment of the funds of the City of Ann Arbor.

This Investment Policy has been adopted by resolution of the City Council of Ann Arbor, Michigan and replaces all previous investment policies or resolutions concerning the cash management or investment of City funds.

The City manages a flexible investment portfolio, which includes general operating funds, bond reserve funds, proceeds from bond sales that will be expended on capital projects as well as various other funds. Because these funds may be required at any time, it is essential that the City maintain strict maturity horizons for the purpose of liquidity control.

Policy

It is the policy of the City of Ann Arbor to invest public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to Michigan Public Act 20 of 1943.

Scope

This Investment Policy applies to the financial assets of the Consolidated Investment Fund, Limited Investment Fund, Capital Projects Funds, Trust and Agency Funds, and any other funds not specifically excluded. Specifically excluded from the constraints of this Investment Policy are assets of the Pension Fund, Housing Commission, Fifteenth District Court, Elizabeth Dean Fund, Downtown Development Authority and Contractor’s Retainage Fund.

Except for cash in certain restricted and special funds, the City shall consolidate cash balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income shall be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

Investment Objectives

The City’s funds shall be invested in accordance with all applicable City policies, State statutes, and Federal regulations, and in a manner designed to accomplish the following objectives, which are listed in priority order:

- Safety: Preservation of capital and protection of investment principal
- Liquidity: Maintenance of sufficient liquidity to meet anticipated disbursements and cash flows

Information Pages: Investment Policy

- Yield: Attainment of a market rate of return equal to or higher than the performance measure recommended by the Treasurer and approved by the Chief Financial Officer.

Prudence and Indemnification

The standard of prudence to be used in managing the City's assets is the "prudent investor" rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived. The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City shall recognize that no investment is without risk and that the investment activities of the City are a matter of public record. Accordingly, the City recognizes that occasional measured losses may occur in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security before maturity can be in the best long-term interest of the City.

Personnel acting in accordance with this Investment Policy and written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price change, or other loss in accordance with the City's Indemnification Policy in effect at the time.

Delegation of Authority

The ultimate responsibility and authority for the investment of all City funds resides with the Chief Financial Officer. Acting under the authority of the City Code Chapter 5, 1.103(2), the Chief Financial Officer may delegate the authority to conduct investment transactions and to manage the operation of the investment portfolio to other specifically authorized persons. The Chief Financial Officer, Treasurer, and Deputy Treasurer are authorized to transact investment business on behalf of the City.

Subject to required procurement procedures, the City may engage the support services of outside professionals in regard to its financial program, so long as it can be demonstrated that these services produce a net financial advantage or necessary financial protection of the City's resources. Such services may include engagement of financial advisors in conjunction with debt issuance, portfolio management, special legal representation, third party custodial services, and appraisals by independent rating services.

Investment Procedures

The Chief Financial Officer shall establish written administrative procedures for the operation of the City's investment program as well as internal controls, which shall include explicit delegation of authority to personnel responsible for investment transactions. The procedures shall be designed to prevent losses of public funds arising from fraud, employee error, misrepresentation by third parties, or imprudent actions by employees and officers of the City.

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Ethics and Conflicts of Interest

All City employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program or which could impair, or create the appearance of an impairment of, their ability to make impartial investment decisions. Employees shall disclose to the Chief Financial Officer any material equity interests in financial institutions that conduct business with the City and they shall subordinate their personal investment transactions to those of the City. Failure to report these relationships may be grounds for discipline, up to and including termination. Employees shall comply with all applicable laws, regulations, professional codes of responsibilities and City policies.

Selection of Banks

The Treasurer shall maintain a list of banks and savings banks authorized to provide depository and other banking services and from which the City may purchase Time Certificates of Deposit. To be authorized, a bank must be eligible to be a depository of funds belonging to the State of Michigan and maintain a principal office or branch office in Michigan. Banks that fail to meet this criteria, or in the judgment of the Treasurer no longer offer adequate safety to the City, will be removed from the list.

Selection of Broker/Dealers

The Treasurer shall maintain a list of broker/dealers authorized to conduct security transactions with the City. To be eligible, a firm must meet at least one of the following criteria:

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York or have a primary dealer within their holding company structure; or
2. Report voluntarily to the Federal Reserve Bank of New York; or
3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

In addition, each broker/dealer must complete and annually update a City approved Broker/Dealer Information Request Form, and submit the firm's most recent financial statements.

Broker/dealers will be selected on the basis of their expertise in public cash management and their ability to provide services for the City's account. Approved broker/dealers and firms they represent must be licensed to do business in the State of Michigan and as such are subject to the provisions of Michigan Statutes relating to the investment of public funds.

Per Section 129.96 of Michigan's Act 20 of 1943, before an order to purchase or trade the funds of the City, a financial intermediary, broker, or dealer shall be provided with a copy of this investment policy and shall do both of the following:

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- A. Acknowledge receipt of the investment policy.
- B. Agree to comply with the terms of the investment policy regarding the buying or selling of securities.

Alternatively, if the City has engaged the services of an investment advisory firm, the authorized Investment Advisor may utilize the Investment Advisor's list of broker/dealers when executing transactions on behalf of the City, provided that each broker/dealer meets the minimum criteria listed above in items 1 – 3 of this section. The Investment Advisor's approved list of broker/dealers shall be provided to the City on an annual basis or upon request. In addition, the authorized Investment Advisor shall provide a written receipt of this Investment Policy and agreement to conduct transactions on behalf of the City in accordance with this Investment Policy. The authorized Investment Advisor shall provide such certification on an annual basis or upon any revision to this Investment Policy.

Authorized Investments and Transactions

All investments for the City shall be made in accordance with Michigan State statutes: Act 20 of 1943 as amended, M.C.L. 129.91-129.96, Investment of Surplus Funds of Political Subdivisions, and Act 40 of 1932 as amended, M.C.L. 129.12, Depositories for Public Moneys.

The City has further delineated the types of securities and transactions eligible for use by the City as follows:

1. U.S. Treasury Obligations: United States Treasury Bills, Treasury Notes, Treasury Bonds, and Treasury Strips with maturities not exceeding fifteen years from the date of trade settlement. There is no limit on the percentage of the portfolio that may be invested in these obligations.
2. Federal Agency Securities: Debentures and mortgage-backed securities with a stated final maturity not exceeding ten years from the date of trade settlement. Investments in Federal Agency Securities shall not exceed 10% of the City's investment portfolio.
3. Federal Instrumentality Securities: Debentures, discount notes, step-up and callable securities with a final maturity not exceeding ten years from the date of trade settlement. Investments in Federal Instrumentality Securities shall not exceed 65% of the City's investment portfolio, and no more than 30% of the City's investment portfolio may be invested in any one issuer of federal instrumentality securities.
4. Time Certificates of Deposit with a maturity not exceeding five years, and issued by state or federally chartered banks or savings banks as defined in M.C.L. 129.16, "Depositories for Public Money", that are eligible to be a depository of funds for the State of Michigan, and Certificates of Deposit that are purchased in accordance with M.C.L. 129.91 guidelines. Investments in certificates of deposit shall not exceed 10% of

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the City's investment portfolio and no more than \$300,000 of the City's investment portfolio may be invested in any one issuer.

5. Obligations of the State of Michigan or any of its political subdivisions with a final maturity not exceeding ten years from the date of trade settlement, that are rated at least A- or the equivalent with a stable or positive rating outlook by at least one nationally recognized statistical rating organization (NRSRO). Investments in such obligations shall not exceed 10% of the City's investment portfolio and no more than 5% of the City's investment portfolio may be invested in any one issuer. Diversification and credit criteria described for obligations of the State of Michigan are not applicable to issues of the City of Ann Arbor.
6. Prime Commercial Paper with an original maturity of 270 days or less which is rated A-1 or the equivalent at the time of purchase by not less than two NRSROs. If the commercial paper issuer has senior debt outstanding, the senior debt must be rated A or the equivalent by not less than two of those rating services. Investments in commercial paper shall not exceed 25% of the City's investment portfolio and no more than 5% of the City's investment portfolio may be invested in any one issuer.
7. Repurchase Agreements with a termination date of 90 days or less collateralized by U.S. Treasury Obligations or Federal Instrumentality Securities listed in 1 and 3 above with maturities not exceeding ten years.

Collateralization: For the purpose of this section, the term "collateral" shall mean "purchased securities" under the terms of the City approved Master Repurchase Agreement. The collateral shall have an original minimum market value (including accrued interest) of 102% of the dollar value of the transaction and the collateral maintenance level shall be 101%. If collateralized value drops below 101 percent, it will immediately be restored to 102%. Collateral shall be held by the City's custodial bank as safekeeping agent, and the market value of the collateral securities shall be marked to the market daily based on that day's bid price. The right of collateral substitution is granted.

Master Repurchase Agreement: Repurchase Agreements shall be entered into only with primary dealers reporting to the Federal Reserve Bank of New York, or with firms that have a primary dealer within their holding company structure or with approved depository banks that have executed an approved Master Repurchase Agreement with the City. The Treasurer shall maintain a copy of the City's approved Master Repurchase Agreement along with a list of the counterparties who have executed a Master Repurchase Agreement with the City.

There is no limit on the percentage of the portfolio that may be invested in repurchase agreements.

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8. Money Market Mutual Funds registered under the Investment Company Act of 1940 that are “no-load” (i.e., no commission or fee shall be charged on purchases or sales of shares); have a constant daily net asset value per share of \$1.00; limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for a public corporation; have a maximum stated maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and are rated either AAAm or the equivalent. The Treasurer shall pre-approve each Money Market Fund before purchase. Investments in money market mutual funds shall not exceed 30% of the City’s investment portfolio.
9. Investment Pools organized under Act 367 of 1982, MCL 129.111 to MCL 129.118, Surplus Funds Investment Pool Act, that are “no-load”; have a constant daily net asset value per share of \$1.00; and limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for a public corporation. Investments in investment pools shall not exceed 10% of the City’s investment portfolio.
10. Joint Interlocal Investment Ventures organized under the Urban Cooperation Act of 1967, 1967 (Ex Sess) PA7, M.C.L. 124.501 to 124.512 that are “no-load”; have a constant net asset value per share of \$1.00; and limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for municipalities; and are rated either AAAm by Standard and Poor’s, Aaa by Moody’s or AAA/V1+ by Fitch. Not more than 10% of the City’s total portfolio may be invested in investment pools at any one time.
11. Local Government Investment Pools organized under Section 4 of Public Act 121 of 1985, the Local Government Investment Pool Act. Not more than 10% of the City’s total portfolio may be invested in these pools at any one time.

It is the intent of the City that the foregoing list of authorized securities be strictly interpreted. Any deviation from this list must be pre-approved by the Chief Financial Officer in writing.

Securities that have been downgraded to a level that is below the minimum ratings described herein may be sold or held at the City’s discretion. The portfolio will be brought back into compliance with Investment Policy guidelines as soon as is practical.

Collateralization of Deposits

The State of Michigan does not require collateralization of all public funds. See Authorized Investments and Transactions, above, for repurchase agreement collateralization requirements.

Safekeeping and Custody

The City Council shall designate one or more financial institutions to provide safekeeping and custodial services for the City. A City approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that bank’s safekeeping services. To be eligible for designation as the City’s safekeeping and custodian bank, a financial institution shall meet the criteria described in the Selection of Banks section of this

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Investment Policy.

Custodian banks will be selected on the basis of their ability to provide services for the City's account and the competitive pricing of their safekeeping related services.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis. Ownership of all securities shall be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

All City owned securities, except Certificates of Deposit, Investment Pools, and Money Market Mutual Funds, will be delivered by book entry and will be held in third-party safekeeping by a City approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

Investment Diversification

It is the intent of the City to diversify the investments within its portfolio to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook for the economy, the securities market, and the City's anticipated cash flow needs.

There is no limit on the percentage of the portfolio that may be invested in U.S. Treasury Obligations and Repurchase Agreements. However, no more than 30% of the total portfolio shall be invested in any one issuer of Federal Instrumentality Securities. No more than 5% of the total portfolio shall be invested in any one issuer of commercial paper, or obligations of the State of Michigan or any of its political subdivisions. Exposure to certificates of deposit is limited to no more than \$300,000 per issuer.

No more than 25% of the total portfolio shall be invested in securities with maturities exceeding seven years. No more than 12.5% of the total portfolio shall be invested in securities with maturities exceeding eleven years.

Other investments shall not exceed the following limits in each of the categories listed below as a percentage of the total portfolio.

- 65% in Federal Instrumentality Securities
- 30% in Money Market Mutual Funds
- 25% in Prime Commercial Paper
- 10% in Time Certificates of Deposit
- 10% in Federal Agency Securities
- 10% in Obligations of the State of Michigan or any of its political subdivisions
- 10% in Investment Pools
- 10% in Joint Interlocal Investment Ventures
- 10% in Local Government Investment Pools

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Tax funds collected on behalf of taxing authorities and held pending disbursement are not subject to the diversification limits above.

Portfolio Maturities and Liquidity

To the extent possible, the City's investments shall be matched with anticipated cash flow requirements. Unless matched to a specific cash flow liability and approved by the Chief Financial Officer in writing the City will not invest in securities maturing more than fifteen years from the date of trade settlement, and the weighted average final maturity of the portfolio shall not exceed 6.5 years.

The City recognizes that bond proceeds may, from time to time, be subject to provisions of the Tax Reform Act of 1986, Federal Arbitrage Regulations, as amended. Due to the legal complexities of arbitrage law and the necessary immunization of yield levels to correspond to anticipated cash flow schedules, the reinvestment of such debt issuance may, upon the advice of Bond Counsel or financial advisors, deviate from the maturity limitation provisions of this Investment Policy with prior written approval of the Chief Financial Officer. In all cases, however, types of eligible investments will be in compliance with this Investment Policy. This paragraph is only applicable to City funds subject to arbitrage calculations.

Competitive Transactions

Each investment shall be competitively transacted with authorized broker/dealers. Whenever possible, at least three broker/dealers shall be contacted and their bid and offering prices shall be recorded.

If the City is offered a security for which there is no other readily available competitive offering, then quotations for comparable or alternative securities shall be documented.

Transactions executed by the City's investment advisor shall be conducted on a competitive basis as described in this section.

Internal Controls

An external auditor shall independently review the City's investment activities on an annual basis. This procedure will assure compliance with policies and procedures.

Performance

The benchmark yield shall be equal to the average yield on the U.S. Treasury Security that most closely corresponds to the portfolio's actual weighted average maturity. When comparing the performance of the City's portfolio, the reported rate of return shall include both average weighted yield and rate of return net of fees.

Reporting

The Treasurer shall prepare a quarterly investment report summarizing the investments held by the City and the current market value of those investments. The report shall include a summary of investment earnings and performance results during the period, illustrate the portfolio's adherence to appropriate risk levels utilizing appropriate metrics like maturity or duration depending on the investment strategy of the portfolio, and compare the

Information Pages: Investment Policy

portfolio's total return versus established investment objectives and goals including performance relative to established benchmark yields. The quarterly investment report shall be submitted in a timely manner to the Chief Financial Officer and to the City Council or its designated financial oversight committee.

The City has established reporting and accounting standards for callable U.S. Instrumentality securities. Callable securities may be retired at the issuer's option prior to the stated maximum maturity. All securities holding reports for the City shall disclose the stated maturity as well as the first call date of each callable security held. For callable securities which are purchased priced to the first call date and have an overwhelming probability of being called on the first call date, weighted average maturity as well as yield shall be calculated using the first call date. Authorized investment personnel may, however, choose to use a further call date or maturity date for reporting purposes when conditions mandate.

Policy Revisions

The Treasurer and Chief Financial Officer shall review this Investment Policy annually, and amend it as conditions warrant, subject to approval by City Council or its designated financial oversight committee.

(Updates approved by Council 10/17/2016)

Information Pages: Investment Policy

GLOSSARY

Bankers Acceptance (BA): A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

Broker: A broker brings buyers and sellers together for a commission paid by the initiator of the transaction or by both sides.

Callable Bond: A bond issue in which all or part of its outstanding principal amount may be redeemed before maturity by the issuer under specified conditions.

Certificate of Deposit: A time deposit with a specific maturity evidenced by a certificate. Large denomination CDs are typically negotiable.

Collateral: Securities or property pledged by a borrower to secure payment.

Commercial Paper: An unsecured promissory note with a fixed maturity of no more than 270 days. Commercial paper is normally sold at a discount from face value.

Dealer: A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his/her own account.

Debenture: A bond secured only by the general credit of the issuer.

Delivery Versus Payment: There are two methods of delivery of securities: delivery versus payment and delivery versus receipt (also called free). Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of a signed receipt for the securities.

Discount Securities: Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value.

Diversification: Dividing investment funds among a variety of securities offering independent returns.

Federal Deposit Insurance Corporation (FDIC): A federal agency that insures bank and savings bank deposits.

Federal Funds Rate: The rate of interest at which Fed funds are traded. The Federal Reserve currently pegs this rate through open-market operations.

Fed Wire: A computer system linking member banks and other financial institutions to the Fed, used for making inter-bank payments of Fed funds and for making deliveries of and payments for Treasury, agency and book-entry mortgage backed securities.

Information Pages: Investment Policy

Investment Adviser's Act: Legislation passed by Congress in 1940 that requires all investment advisers to register with the Securities and Exchange Commission. The Act is designed to protect the public from fraud or misrepresentation by investment advisers.

Liquidity: A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value.

Local Government Investment Pool: A pool of funds authorized under the laws of the State that receives deposits from one or more local units and pays returns based upon each local unit's share of investment in the pool.

Mark-to-market: The process whereby the book value or collateral value of a security is adjusted to reflect its current market value.

Market Value: Current market price of a security.

Master Repurchase Agreement: A written contract covering all future transactions between the parties to repurchase or reverse repurchase agreements that establish each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

Maturity: The date upon which the principal or stated value of an investment becomes due and payable.

Money Market Mutual Fund: A mutual fund that limits its investments to some or all types of money market instruments.

Net Asset Value: The market value of one share of an investment company, such as a mutual fund.

No Load Fund: A mutual fund that does not levy a sales charge on the purchase or sale of its shares.

NRSRO: Nationally Recognized Statistical Rating Organizations - organizations that issue credit ratings for securities.

Portfolio: Collection of securities held by an investor.

Primary Dealer: A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission (SEC) registered securities broker/dealers, banks, and a few unregulated firms.

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Prudent Person Rule: Standard of investing which states that investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

Rate of Return: The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

Ratings: An evaluation of an issuer of securities by Moody's, Standard & Poor's, Fitch, or other rating services of a security's credit worthiness.

Repurchase Agreements: A transaction whereby a holder of securities sells securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate the buyer. Dealers use repurchase agreements extensively to finance their positions.

Rule 2a-7 of the Investment Company Act of 1940: Applies to all money market mutual funds and mandates such funds to maintain certain standards, including a 13-month maturity limit a 90-day average maturity on investments and maintenance of a constant net asset value of one dollar (\$1.00).

Safekeeping: Holding of assets (e.g., securities) by a financial institution.

Treasury Bills: A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Treasury Bills are issued with maturities ranging from a few days to 26 weeks.

Treasury Bonds: Long-term U.S. Treasury securities having initial maturities of more than ten years.

Treasury Notes: Intermediate term coupon bearing U.S. Treasury securities having initial maturities of from one to ten years.

Yield: The rate of annual income return on an investment, expressed as a percentage.

Information Pages: Pension Policy

The City of Ann Arbor Employees' Retirement Plan is a single-employer defined benefit plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). It has a Traditional Plan component covering most employees, as well as, a Dual Plan for non-union and non-safety services employees hired after January 1, 2017. CAAERS provides retirement, disability and death benefits to plan members and beneficiaries. Cost of living adjustments are provided to members and beneficiaries per the Ann Arbor City Code Section 1:573 of Chapter 18. Chapter 17.1 of the Ann Arbor City Charter assigns the authority to establish and amend benefit provisions to City Council. The following pension policy, as adopted by City Council, should be used to provide the general framework for funding the City's defined benefit pension plan.

1. **General Pension Policy**

- 1.1 The City relies on the Trustees of the CAAERS to perform periodic actuarial valuations and provide the City with an appropriate Annual Required Contribution (ARC). The systematic and disciplined funding of the system is imperative to demonstrate to rating agencies, investment bankers, creditors, the State of Michigan and taxpayers that City officials are appropriately funding this financial obligation of the City.
- 1.2 The ARC is based on a set of assumptions set forth by the Employees' Retirement System Board. The key assumptions are as follows:
 - The actuarial cost method used (i.e. entry-age)
 - The rate of return on investments
 - The projected salary increases
 - The amortization period of the unfunded liability
 - The amortization method of the unfunded liability (i.e. open or closed)
- 1.3 The City of Ann Arbor will strive to achieve 100% funding of the City of Ann Arbor Employees' Retirement Plan. To the extent that 100% funding has been achieved, the City will continue to fund at a minimum the Normal Cost as defined by an outside actuary. To the extent that a fully funded plan has not been achieved, the City shall budget each fiscal year the higher of the ARC or the existing level of funding in the current budget year adjusted annually for the change in the General Fund budgeted revenues. If the General Fund revenues are projected to increase less than 2%, the city's contribution from all funds shall increase a minimum of 2%; thereby establishing a minimum increase of 2% per year. In some years this may result in an excess contribution to the Pension Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases.
- 1.4 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the Employees' Retirement System, avoid conflict of interests as well as the appearance of conflicts. City officials and all others associated with the Employees' Retirement System must conduct themselves in a manner consistent with the best interests of the City and

Information Pages: Pension Policy

taxpayers. City officials and all others associated with the Employees' Retirement System must function within all applicable laws and regulations, Federal and State, both statutory and regulatory, as well as within the City's own policies and procedures. A City official and all others associated with the Employees' Retirement System must not use, appear to use or permit others to use the authority of their position in a manner that could erode the confidence of taxpayers. This includes avoiding business gifts, gratuities, and hospitality of more than nominal value. City officials and all others associated with the Employees' Retirement System are expected to disclose any interest or association that interferes, might interfere, or might be thought to interfere with independent exercise of judgment in the City's best interest.

- 1.5 The City of Ann Arbor will not issue debt to fund any liability associated with funding the ARC or the remaining unfunded liability. The City will not use short-term borrowing to finance this cost except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast.
- 1.6 The City may use the services of qualified City staff, consultants, outside legal counsel and/or outside actuaries (other than the actuary used by the CAAERS Board) to assist in the analysis, evaluation, and decision process of benefit changes to union contracts, personnel policies, retirement windows or other changes as needed.

2. **Process**

- 2.1 The City will apportion the ARC to each fund and agency (service unit) based on the number of employees they have budgeted for the upcoming fiscal year that are participating in the system as well as the cost.
- 2.2 Each service unit will be charged 1/12 of the budgeted cost each month regardless of the actual employees participating in the system. This is necessary to ensure the City meets its obligation for the ARC.
- 2.3 For the General Fund, the ARC is partially funded by the Employee Benefits millage. Funds are disbursed to the Pension Fund as collected throughout the tax collection process. For other funds, the funds are remitted monthly to the Pension Fund. For the Downtown Development Authority and Housing Commission, the City will bill each organization for their payroll on a monthly basis. The amounts they owe for Pension will be credited to Pension monthly.

(Updates approved by Council 5/21/18)

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

The City of Ann Arbor Retiree Health Care Benefits Plan is a single-employer defined benefit healthcare plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). The plan provides certain health care and life insurance benefits, otherwise known as other postemployment benefits (OPEB), for eligible retired employees and their dependents in accordance with Ann Arbor City Code Chapter 21. Substantially all the City's employees hired before July 1, 2011 may become eligible for these benefits if they retire directly from City employment. The following OPEB policy, as adopted by City Council, should be used to provide the general framework for funding the City's OPEB plan.

1. General OPEB Policy

- 1.1 The City relies on the Trustees of the CAAERS to perform periodic actuarial valuations and provide the City with an appropriate Annual Required Contribution (ARC). The systematic and disciplined funding of the system is imperative that the City demonstrates to rating agencies, investment bankers, creditors, the State of Michigan and taxpayers that City officials are appropriately funding this financial obligation of the City.
- 1.2 The ARC is based on a set of assumptions set forth by the Employees' Retirement System Board. The assumptions are as follows:
 - The actuarial cost method used (i.e. entry-age)
 - The rate of return on investments
 - The projected health care cost increases
 - The amortization period of the unfunded liability
 - The amortization method of the unfunded liability (i.e. open or closed)
- 1.3 The City of Ann Arbor will strive to achieve 100% funding of the City of Ann Arbor Retiree Health Care Benefits Plan. To the extent that 100% funding has been achieved, the City will continue to fund, at a minimum, the Normal Cost as defined by the outside actuary. To the extent that a fully funded plan has not been achieved, the City shall budget each fiscal year the higher of the ARC or the existing level of funding in the current budget year adjusted annually for the change in the General Fund budgeted revenues. If the General Fund revenues are projected to increase less than 2%, the city's contribution from all funds shall increase a minimum of 2%; thereby establishing a minimum increase of 2% per year. In some years this may result in an excess contribution to the Voluntary Employee Benefits Trust (VEBA) Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases. To the extent that the City incurs a liability related to the underfunding of the ARC in any fiscal year, the City Council will strive to set aside additional funding to pay off this liability within five years of the occurrence. To the extent active health care costs are less than the budgeted rate, the City, at the direction of the Chief Financial Officer, can transfer the annual cost savings to the VEBA trust from the Risk Fund to pay down the unfunded actuarial accrued liability and reduce future city costs.
- 1.4 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the Employees' Retirement System

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

avoid conflict of interests as well as the appearance of conflicts. City officials and all others associated with the Employees' Retirement System must conduct themselves in a manner consistent with the best interests of the City and taxpayers. City officials and all others associated with the Employees' Retirement System must function within all applicable laws and regulations, Federal and State, both statutory and regulatory, as well as within the City's own policies and procedures. A City official and all others associated with the Employees' Retirement System must not use, appear to use or permit others to use the authority of their position in a manner that could erode the confidence of taxpayers.. This includes avoiding business gifts, gratuities, or hospitality of more than nominal value. City officials and all others associated with the Employees' Retirement System are expected to disclose any interest or association that interferes, might interfere, or might be thought to interfere with independent exercise of judgment in the City's best interest.

- 1.5 The City of Ann Arbor will not issue debt to fund any liability associated with funding the ARC or the remaining unfunded liability. The City will not use short-term borrowing to finance this cost except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast.
- 1.6 The City may use the services of qualified City staff, consultants, outside legal counsel and/or outside actuaries (other than the actuary used by the CAAERS Board) to assist in the analysis, evaluation, and decision process of benefit changes to union contracts, personnel policies, retirement windows or other changes as needed.

2. Process

- 2.1 The City will apportion the ARC to each fund and agency (service unit) based on the number of employees they have budgeted for the upcoming fiscal year that are participating in the system as well as the cost.
- 2.2 Each service unit will be charged 1/12 of the budgeted cost each month regardless of the actual employees participating in the system. This is necessary to ensure the City meets its obligation for the ARC.
- 2.3 For all funds, the ARC collected each month will be credited to the Risk Fund, as the Risk Fund pays for the retiree health care premiums. At fiscal year end, the amount collected from service unit budgets less the retiree health care premiums paid will be remitted to the VEBA Fund. For the Downtown Development Authority and Housing Commission, the City will bill each organization for their payroll on a monthly basis. The amounts they owe for OPEB will be credited to VEBA Fund monthly.

(Updates approved by Council 5/21/18)

Information Pages: Capital Improvement Program Policies

Explicit policies are necessary to guide capital programming because: 1) they provide a better understanding of the basis for a CIP; 2) they raise issues that should be discussed; and 3) they provide more specific guidance to the City Administrator as well as to the operating service areas that propose capital improvements. These policies are intended to be the basis for deliberation and debate. Both policies and priorities change over time as new components of the master plan are adopted.

- 1) The Capital Improvements Plan plays an increasingly significant role in the implementation of the master plan, providing the link between planning and budgeting for capital projects. Nearly all of the capital improvement project requests will evolve, over time, from a component of the master plan. All City service areas will be asked to take a more active role in the planning process so that master plan components more consistently contain objectives and policies for capital improvements.
- 2) The capital improvements program will continue to develop by adding features each year to gradually improve its quality and sophistication. Greater attention will be devoted to more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.
- 3) Projects first will be evaluated in relation to each other before consideration is given to available financing. Projects will be prioritized as a matter of implementing the goals and objectives of adopted plans and policies, not as a matter of available funds.
- 4) Capital projects that encourage private economic investment in the City will be considered in components of the master plan.
- 5) Projects that maintain the existing infrastructure normally will take precedence over projects that create or expand facilities.
- 6) The City must develop sources of revenue to pay for capital expenditures that do not use, or compete for, resources from the General Fund.
- 7) A successful capital improvements program cannot be achieved without the understanding and support of the taxpayers and voters. A more comprehensive effort to involve the public in the process will evolve to ensure that their concerns, preferences, and priorities are considered.
- 8) The City may not automatically be able to provide infrastructure to serve private development, as it once did. There are pros and cons of shifting the costs of new infrastructure and public facilities from the public sector to developers and new home buyers. For instance, shifting the allocation of costs too much on the developer may raise the cost of new housing to a point at which it may have exclusionary effects. In approving development sites and plans the City needs to assess the economic impacts of developments more carefully.

Information Pages: Capital Improvement Program Policies

- 9) The City needs to take a more active role in inter-jurisdictional planning to formulate coherent infrastructure policies in the area. Many of the systems developed through capital investment (water, sewer, parks, etc.) have the potential to extend beyond the City limits. The City must make every effort to avoid service delivery fragmentation among the City, townships, special districts, and the private sector.
- 10) The capital improvements program must strive to provide for services equally among all residents of the City and to focus on those projects that provide the most benefit to the entire community. Likewise, careful evaluation must be made as to which projects should be paid for in greater measure by those who benefit from them, and which are better spread among all residents.
- 11) Projects that are necessary to protect against a clear and immediate risk to public health or public safety should be regarded as highest priority.
- 12) Unlimited-tax general obligation bond issues should be included in at least two Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

Information Pages: Capital Financing Policy

The City of Ann Arbor believes that sound financial management principles require that sufficient funds be set aside by the City to provide for future capital repairs/replacements of existing City assets. In order to do so, the City needs to establish a cash reserve sufficient to fund capital cash flows of the City when capital repairs/replacements are needed. This policy has been adopted by resolution of the City Council of Ann Arbor, Michigan and replaces all previous capital financing policies or resolutions.

Purpose The purpose of this policy is to provide a basis for funding future capital repair/replacement of existing assets. This policy excludes Enterprise Funds capital as their future needs for capital are captured in the rate-setting process.

This policy is crucial to the financial health and sustainability of the City's current programs. The goals of this policy include:

1. Creating awareness of the cost of maintaining or replacing existing City assets;
2. Eliminating the deferral of capital and/or maintenance items due to lack of funding;
3. Saving for future regulatory costs for City assets;
4. Ensuring prioritization of adequately funding our obligations on current City assets on an annual basis;
5. Investing funding on a level basis annually to eliminate "crisis" replacements; and
6. Creating intergenerational equity for replacement of long-lived City assets.

Scope The scope of this policy includes existing City-owned buildings and infrastructure not supported by Enterprise Funds. This policy is not intended to replace the internal service fund replacement process for Fleet vehicles or Information Technology hardware/software. City-owned buildings and infrastructure included in the scope of this policy include, but are not limited to: City Hall, Justice Center, Fire Stations, Wheeler Center, City-owned dams, and Park facilities and amenities such as tennis/basketball courts, trails and pathways, playgrounds, bridges and parking lots.

This policy is intended to govern the financing of the future needs of these existing facilities and is intended to complement the outcome of the Capital Improvement Process (CIP). The scope of the policy spans the entire life of the asset showing potential future funding needs as opposed to the CIP that prioritizes specific projects that may benefit from this funding policy. The policy also provides for funding for items that do not qualify for the CIP (projects valued under \$100,000).

Policy

1. Finance, in conjunction with participating service units, will review the data for each building or infrastructure component to determine if the correct useful life and replacement funding amount is being used. This review will determine the appropriate level of funding needed each budget year to be set aside for future replacement. If 100% of identified funding cannot be budgeted, prioritization will be given to the assets with the worst condition assessment (see #2 below). This data will be stored in a database created by the Information Technology Services Unit.
2. Each service unit will be responsible for evaluating the condition of the assets under the purview of this policy. The condition assessment may take the form of a stoplight evaluation (Green=Good, Yellow=Showing Wear and Tear, Red=Needs Replacement). The assessment should also consider

Information Pages: Capital Financing Policy

- how critical the asset is to operations when performing this assessment.
3. When it becomes time to replace the building component, as part of the budget process, the appropriate unit manager will determine whether the building component's useful life could be extended or if the component should be replaced. At this time, Finance and the appropriate service unit, will prepare a cost evaluation of repair vs. replacement for the component.
 4. If there is a separate revenue source that can be identified, the capital funding set aside from the General Fund will be reduced for those separate revenue streams.
 5. For replacement of capital items with a separately identified funding source (i.e. Wheeler Center Internal Service Fund), a separate funding schedule will be created and funded by its unique funding source.
 6. Finance, along with the participating service units, will meet at least annually to review the data and ensure that all applicable assets are being considered.

(Approved by Council 5/21/18)

Information Pages: Enterprise Fund Capital Financing Policy

The City of Ann Arbor believes that sound financial management principles require that enterprise funds be managed to adequately meet capital needs. This policy has been adopted by resolution of the City Council of Ann Arbor, Michigan and replaces all previous enterprise fund capital financing policies or resolutions.

Purpose To ensure that financial resources are properly managed to meet the present and future enterprise fund capital repair/replacement of existing assets in enterprise funds.

This policy is crucial to the financial health and sustainability of the City's current programs which are funded through enterprise fund revenue. The goals of this policy include:

1. Create an awareness of the cost of maintaining or replacing existing City assets;
2. Eliminating the deferral of capital and/or maintenance items due to rate based revenue challenges;
3. Establish capital financing plans that avoid rate spikes;
4. Saving for future regulatory costs for City assets;
5. Investing funding on a level basis annually to eliminate crisis replacements; and
6. Ensuring a systematic means of addressing enterprise fund capital reinvestment.

Scope The scope of this policy includes existing enterprise fund-owned buildings, equipment and infrastructure.

This policy is intended to govern the financing of the future needs of these existing assets and is intended to complement the outcome of the Capital Improvements Process (CIP) and the Enterprise Fund Asset Management Plans. The scope of the policy spans the entire life of the asset showing potential future funding needs as opposed to the CIP that prioritizes specific projects that may benefit from this funding policy. The policy also provides for funding for items that do not qualify for the CIP (projects valued under \$100,000).

Policy

1. Each service unit will be responsible for evaluating the condition of the Enterprise Fund assets under the purview of this policy and maintain the appropriate Asset Management Software and databases.
2. In connection with the City's Capital Improvements Plan, the Enterprise Fund Asset Management Plan data will be reviewed annually for each enterprise fund infrastructure component to determine that appropriate funding for planned maintenance and replacement is being planned for in connection with Enterprise Fund financial plans and rate development.
3. When it becomes time to replace or maintain the enterprise fund asset, the Capital Improvements team will rank and prioritize each component, as part of the budget process. At that time, the appropriate unit manager will evaluate the plan and develop their annual capital budget that is in accordance with financial planning and rate development.
4. The financial model will be evaluated on a year-to-year basis to determine the appropriate balance of cash and debt financing to distribute the cost of the system(s) among current and future customers.

(Approved by Council on 5/21/18)

Information Pages: Deciphering the Budget Format

The format used by this budget document is intended to provide clarity through consistency. Every service area will follow the same basic format, with minor variation for some service areas that require additional information.

Each service area budget consists of:

- 1) A Service Area page;
- 2) The Service Area's organizational structure and summary;
- 3) Summary of Revenues and Expenditures by Service Unit within Service Area;
- 4) An FTE count by Service Unit within Service Area;
- 5) A Service Unit summary page;
- 6) Summary of Revenues and Expenditures by Category by Service Unit;
- 7) Significant Notes and Adjustments;
- 8) Summary of Revenues and Expenditures by Activity by Service Unit (only certain Service Units display this level of detail);
- 9) Goals and Performance Measures for the Service Area by Service Unit;
- 10) A Position Summary.

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

This depicts a graphical layout of the service area's organization and a description of the service area. The organization chart depicts the service area and its various service units.

All service units are presumed to be on the same "line" organizationally, i.e., all service units are equal in status within the service area.

Summary of Revenues and Expenditures by Service Unit within Service Area

The summary page for the service unit outlines revenues and expenditures by category. Service units for each area follow the service area.

Information Pages: Deciphering the Budget Format

FTE Count

The FTE Count shows the number of permanent, authorized positions by Full Time Equivalents, or FTEs. The FTE figure represents the number of work years "funded" for a particular position. For example, a permanent half-time position would be shown as .50 FTE.

Additionally, one position may be charged against several service units or cost centers. Each service unit or cost center charged shows a fraction of the total position. For example, a full-time position charging 60% of its time to the Administration Service Unit and 40% of its time to the Maintenance Service Unit would be shown as:

	<u>FTE</u>
Administration	.60
Maintenance	<u>.40</u>
Total	1.00

Service Unit Summary Page

The summary page shows the name of the service unit and a description of the service unit.

Summary of Revenues and Expenditures by Category by Service Unit

Revenues

Service unit revenues are listed by category with a three-year history. Below the revenue by category, is the service unit's revenue by fund. Detailed revenue information by fund and descriptions of revenue categories can be found in the Revenue section of this document.

Expenditures

Service unit expenditures are listed by category with a three-year history. Below the expenditures by category, is the service unit's expenditures by fund. Detailed expenditure information by fund and descriptions of expenditure categories can be found in the Expenditure section of this document.

Significant Notes and Adjustments

Significant Notes and Adjustments are used to explain notable items in the Service unit's revenues and expenditures, which are significantly higher or lower than the prior fiscal year budget.

Information Pages: Deciphering the Budget Format

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

Service unit revenues are listed by activity with a three-year history.

Expenditures

Service unit expenditures are listed by activity with a three-year history.

Goals and Performance Measures by Service Unit within Service Area

The service unit's Goals and Performance Measures are listed following the Significant Notes and Adjustments. The City's goals are included in order to show how the unit's goals are aligned with the overall entity's goals.

Position Summary

This summary provides a list of all funded positions within the service unit, along with the positions' corresponding FTE status for the budget year.

Information Pages: The Basis of Accounting for the Budget

The City of Ann Arbor uses the modified-accrual basis of accounting for all governmental fund types, including the General Fund, Special Revenue Funds, and General Debt Service Funds. For Enterprise, Trust, and Internal Service Funds, the City uses the full accrual basis of accounting. The City adopts budgets for all funds according to the basis of accounting of their fund type.

The basis of accounting for the budget includes the following policies:

- a. Property taxes and other revenues that are both measurable and available for use are budgeted as revenue on the basis of when they are earned. Other revenues such as fines and forfeitures, admissions, contributions, etc. are recorded when received.

Properties are assessed as of December 31st of each year and the related property taxes are assessed and recorded as earned on the following July 1st. These taxes are due on July 31st, with those taxes that are still unpaid as of the following February 28th being placed on the county tax rolls, the county then advances the amounts due at that time.

- b. Revenues from special assessments are budgeted on the basis of when the assessments are due.
- c. Principal and interest payments on outstanding debt are budgeted on the basis of when they are due and payable. Principal is not budgeted for Enterprise and Internal Service Funds.
- d. Payments for the acquisition of materials and supplies inventories and fixed assets are budgeted on the basis of when the obligation is incurred.
- e. Depreciation is budgeted for Enterprise Funds.
- f. All other expenditures are budgeted on the basis of when the expenditure is incurred and payable.

Relationship Between Functional Units, Major Funds and Non-Major Funds

Service Unit (Department)	Major Funds							Non-Major Funds					
	General	Street Millage Fund	Water Supply System	Sewage Disposal System	Airport	Stormwater Sewer System Fund	Solid Waste	Internal Service Funds	Debt Service Funds	Capital Funds	Special Revenue Funds	Trust Funds	Component Units
002 Community Development	X												
003 Downtown Development Authority										X			X
009 Smart Zone													X
010 Mayor	X												
011 City Administrator	X												
012 Human Resources	X							X					
013 Safety	X							X					
014 Attorney	X												
015 City Clerk	X												
016 Police Commission	X												
018 Finance	X												
019 Non-Departmental	X								X				
020 Risk Management								X					
021 District Court	X										X		
029 Sustainability & Innovations Office	X		X								X		
031 Police	X										X		
032 Fire	X												
033 Building & Rental Services	X									X	X		
040 Engineering	X	X						X		X	X		
046 Systems Planning			X	X		X	X				X		
050 Planning	X										X		
059 Retirement System												X	
060 Parks & Recreation	X										X		
061 Public Works	X		X	X		X	X	X			X	X	
070 Public Services Administration	X		X	X		X	X				X		
071 Solid Waste							X						
073 Utilities			X	X									
074 Utilities-Water Treatment	X		X			X							
075 Wastewater Treatment Plant				X									
091 Fleet & Facility Services	X				X			X					
092 Information Technology	X							X					
094 Community Television Network	X										X		

X-denotes the department participates in the fund

Information Pages: Fund Descriptions

General Fund

To account for resources traditionally associated with governments, which are not required to be accounted for in another fund.

Internal Service Funds

To account for the costs of the various services below, which are billed to the various other funds on the basis of services used. The costs include, but are not limited to, administrative, operation, maintenance and financing costs.

Central Stores - to account for various inventories of road repair materials, repair parts, and other miscellaneous items, which are inventoried by the City.

Fleet Services - to account for the operation and maintenance of the City's motor vehicle fleet and other equipment.

Information Technology - to account for the operation and maintenance of the City's Information Technology equipment and software.

Project Management - to account for the centralized project management and engineering services provided for the City's various capital improvement projects.

Risk Fund - to account for the City's self-insurance program along with all other coverage necessary.

Wheeler Center - to account for internal operation and maintenance costs by the occupants of the Wheeler Center.

Enterprise Funds

Includes all revenue and expenses necessary to operate the funds including, but not limited to, administration, operations, maintenance, financing and related debt service, billing and collection.

Airport - to account for the operation of the City's airport including the rental of hangars and tie-down space.

Sewage Disposal System - to account for the collection and treatment of the sewage of the City and some township residents.

Sewer Bond Pending Series - to account for the proceeds of bonds and construction of infrastructure related to the City's Sewage Disposal System.

Solid Waste - to account for the collection of solid waste and material recovery activities and processing of solid waste, recovered materials, and composting activities.

Information Pages: Fund Descriptions

Stormwater Sewer System - to account for the collection and disposal of the City's stormwater.

Stormwater Bonds - to account for the proceeds of bonds and construction of infrastructure related to the City's Stormwater System.

Water Supply System - to account for the provision of treated water of the City and some township residents.

Water Bond Pending Series - to account for the proceeds of bonds and construction of infrastructure related to the City's Water Supply System.

Special Revenue Funds

To account for the proceeds of specific revenue sources (other than those from expendable trusts or for major capital projects), which are restricted legally to expenditure for specified purposes.

Affordable Housing - to account for funding of selected affordable housing projects with the General Fund and federal funds. This fund is combined with the General Fund for the audit under GASB Statement No. 54 but remains separately budgeted.

Alternative Transportation – to account for Act 51 monies segregated for the purpose of maintaining and extending non-motorized pathways.

Art in Public Places – to account for funds provided by capital improvement projects for public art. This ordinance was changed during FY 2014. There are a few remaining projects that will continue to be accounted for in this fund until they are completed. This fund is closing during FY 2020.

Bandemer Property - to account for rental income used to maintain and operate Bandemer Park.

Cemetery Perpetual Care - to account for the receipt and expenditures of fees paid for the perpetual care of gravesites at the City-owned Fairview Cemetery.

Community Television Network - to account for the costs of running the City's community access channels on the local cable television system. Revenues are derived primarily from franchise fees.

Construction Code Fund - to account for revenues and expenditures related to permits, inspections, appeals and plan reviews for construction projects.

County Mental Health Millage - to account for the proceeds of a Washtenaw County special millage to provide pedestrian safety, affordable housing improvements and climate action initiatives.

Court Facilities - to account for a court fee to pay for facility improvements for the court.

Information Pages: Fund Descriptions

Drug Enforcement - to account for confiscated property and money related to drug law enforcement activity and provide funds for future enforcement activity.

Energy Projects - to account for funds used to finance energy improvements and the related energy savings, which will be used for future projects.

Federal Equitable Sharing Forfeitures - to account for monies received as a result of joint operations with federal law enforcement.

Indigent Defense Fund - to account for grant monies in the Fifteenth District Court related to indigent defense.

Local Streets - to account for repairs, maintenance and construction on the City's local streets. The revenues consist primarily of State-Shared gasoline and weight tax collections.

Major Grant Programs - to account for various grant monies other than community development. No new grants are budgeted for this fiscal year. However, there are grants that will continue to be accounted for until they are expended. If new grants are received, a separate budget resolution will be approved by the City Council, if appropriate.

Major Streets - to account for repairs, maintenance and construction on the City's major streets. The revenues consist primarily of State-Shared gasoline and weight tax collections.

Metro Expansion – to account for the monies passed through from telecom companies for the purpose of maintaining roadway (above, below and adjacent to) right of ways.

Michigan Justice Training - to account for State funds used for law enforcement training.

Open Space and Parkland Preservation - to account for the proceeds of a special millage to preserve and protect open space, natural habitats, parkland and the City's source water inside and outside the City limits.

Open Space Endowment – to account for funds allotted for the perpetual care of lands purchased with the City's Open Space and Parkland Preservation Millage.

Parks Maintenance and Capital Improvement Millage - to account for the proceeds of a special millage to provide for certain maintenance, repair costs and capital improvements of the Parks System.

Parks Memorials & Contributions - to account for the proceeds of various contributions to the Parks System to erect memorials or finance special parks improvement projects.

Special Assistance - to account for funds provided by a utility bill check-off and provides assistance to needy citizens.

Information Pages: Fund Descriptions

Street, Bridge & Sidewalk Millage - to account for the proceeds of a special millage to repair streets and sidewalks.

Trust Funds

To account for the assets held by the City in a trustee capacity and the expenditures of such funds.

Elizabeth R. Dean - a permanent fund used to account for monies provided by a private bequest to finance tree planting and maintenance. The principal amount of the bequest is to remain intact and invested. Investment earnings are used for the above stated purposes.

Employees' Retirement System - a pension trust fund to account for the accumulation of resources to be used for retirement pension and annuity payments. Resources are contributed by employees at rates fixed by law and by the City at amounts determined by an annual actuarial study.

Police and Fire Relief - to account for the receipt of investment earnings on previously transferred General Fund monies. These monies are used to subsidize the incomes of certain beneficiaries of deceased police officers and firefighters.

VEBA Trust - a pension trust fund, which provides funds for post retirement medical and life insurance for the retirees of the City.

Debt Service Funds

To account for the accumulation of resources for, and the payment of general long-term debt principal and interest.

General Debt Service - to accumulate operating transfers for payment of principal and interest on general obligation bonds sold to finance various capital projects.

Special Assessment General Debt - to accumulate operating transfers for payment of principal and interest on general obligation bonds sold to finance the City's share of special assessment projects. This fund closed in FY 2018.

Capital Projects Funds

To account for funds related to the purchase and construction of City assets.

2019-A Capital Improvement Bonds - to account for constructions costs of bonded projects within the DDA that are funded by tax-increment financing (TIF) revenues.

Capital Sinking Fund - to account for capital project expenditures for various improvements to City-owned facilities that are funded by the General Fund.

Information Pages: Fund Descriptions

General Capital Improvements - to account for capital project expenditures for various non-bonded improvements to certain City-owned facilities.

Component Units

Legally separate organizations for which the elected officials of the primary government are financially accountable.

Downtown Development Authority - to account for the tax increment revenue that is derived from new construction in the Downtown Development District, which is used to finance various parking structures and street improvements in the downtown area.

DDA Housing - to account for the funds that the Downtown Development Authority has set aside for housing in the downtown area.

DDA Parking Maintenance - to account for the maintenance of six parking structures and four parking lots by the Downtown Development Authority.

DDA Parking System - to account for the operation of six parking structures and four parking lots by the Downtown Development Authority.

SmartZone LDFA - to account for the monies which provide local financing for developing and sustaining local "Business Accelerators" and "Business Incubators" as the vehicles.

Information Pages: Fund Descriptions

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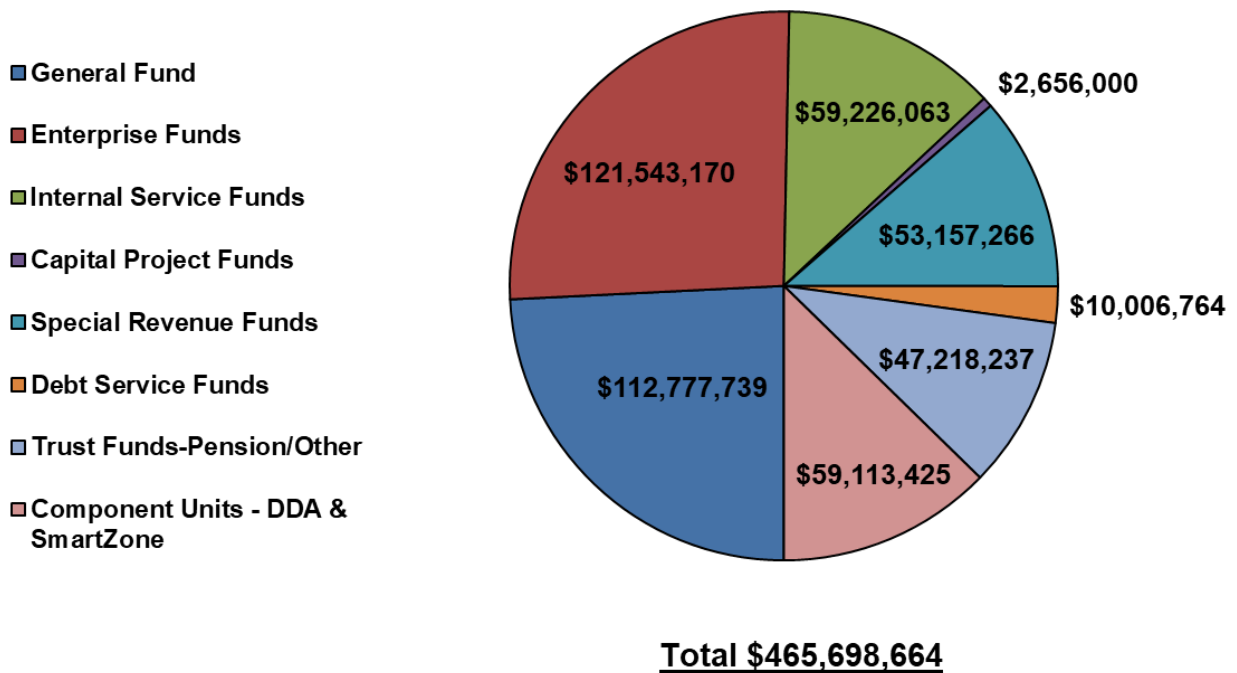
Budget Summaries

OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2021, the City's total expenditure budget is \$466 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the “Revenues” and “Expenditures” tabs of the proposed budget. The City’s website has additional details that describe the budget process (www.a2gov.org – search for “Guide to Finance and Budget”).

Although General Fund money may be used to supplement the needs of other funds, the reverse is usually not true. For example, money collected for park acquisition and green space may not be used for recreation programs or to pave streets. Even when money is available in other funds, it typically cannot be used for General Fund services or programs.

FY 2021 BUDGETED EXPENDITURES BY FUND TYPE



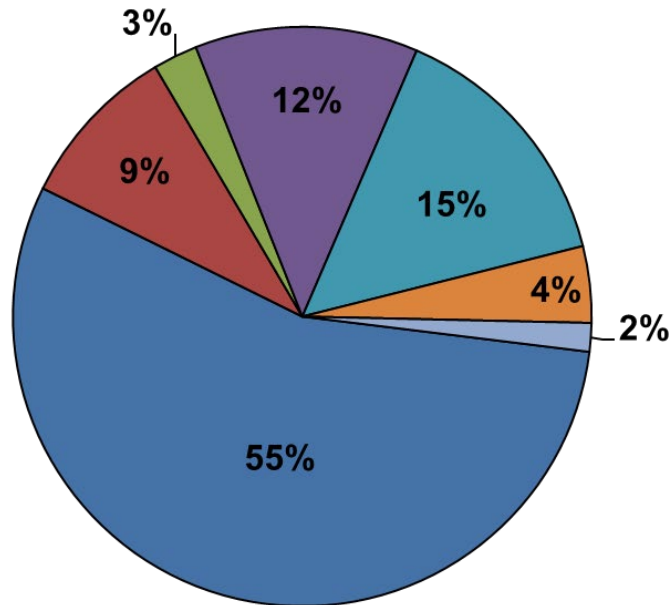
Budget Summaries

GENERAL FUND OVERVIEW

The City has been concentrating their efforts on financial planning to resolve projected revenue shortfalls in the upcoming fiscal years. As the budget is reviewed, it is important to note that the shortfall the City has been addressing is in the City's General Fund.

The City's General Fund is the largest and most visible of the City's 50 budgeted funds established for the financial administration of the City. Monies going into the General Fund come from a variety of sources such as the City's share of the property tax, intergovernmental revenues (primarily revenues from the State of Michigan), charges for services, and various other sources as indicated in the chart below:

FY 2021 GENERAL FUND REVENUES

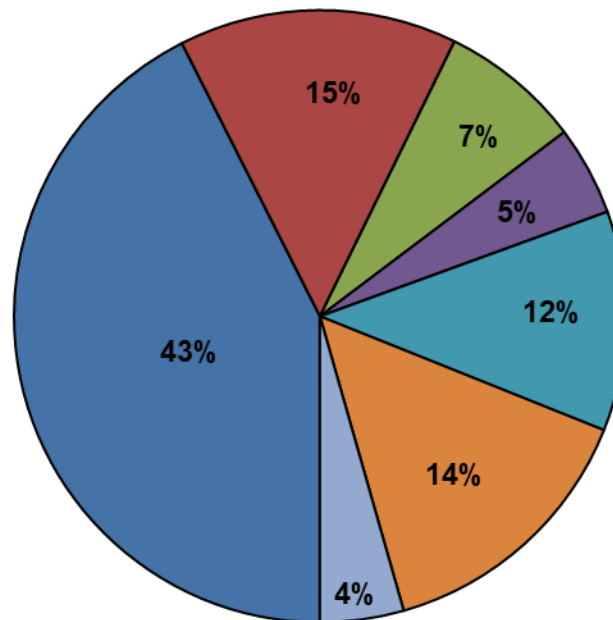


- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration

Budget Summaries

Expenditures from the General Fund go to services such as public safety (police, fire, and emergency management); recreation programs; development and planning; community development services; the City's legal and general government administration; housing and human services programs; Fifteenth District Court; and a variety of other services and programs provided by the four main Service Areas. Approximately 21% of the expenditures are "pass throughs" which show as expenditures but have an offsetting revenue.

FY 2021 GENERAL FUND EXPENDITURES



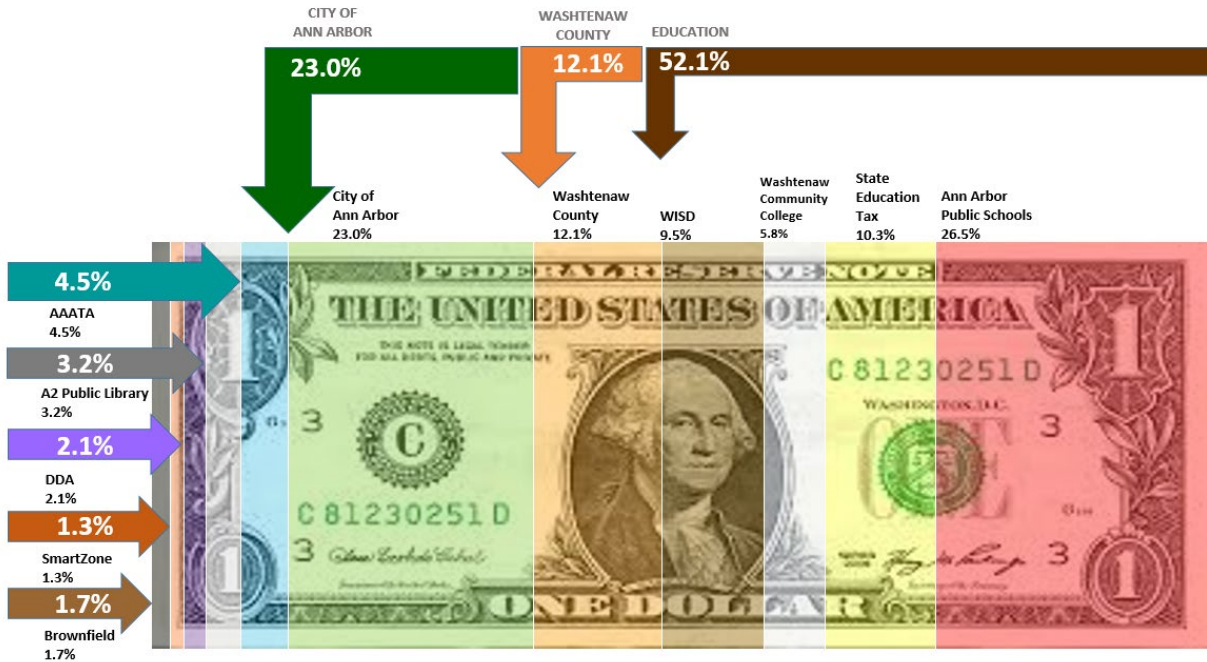
- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAATA and other transfers
- Fifteenth District Court

Budget Summaries

PROPERTY TAXES

The largest share of General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$0.23 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. This is equivalent to approximately \$58 per week for a recently sold \$380,000 home to support all City services. Most of the receipts from property taxes are distributed to various education agencies including the Ann Arbor Public Schools, Washtenaw Intermediate Schools, the State of Michigan, and Washtenaw Community College – about \$0.52 of every dollar paid. The following chart shows where the City’s property tax dollars go:

YOUR ANN ARBOR PROPERTY TAX DOLLARS AT WORK



Budget Summaries

TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. There have been two State of Michigan constitutional amendments – the Headlee Amendment of 1978 and Public Act 415 of 1994 (commonly known as Proposal A) – and other related statutory changes that have impacted property tax revenue for local governments.

In addition to the General Operating millage, the City's General Fund collects money from the Employee Benefits and Ann Arbor Area Transportation Authority (AAATA) millage. The remaining millages are assessed for dedicated purposes and are used to finance the activities of other funds. The chart below showing millages over the past several years demonstrates the impact of Headlee/Proposal A on the City's property tax millages.

CITY MILLAGE TRENDS

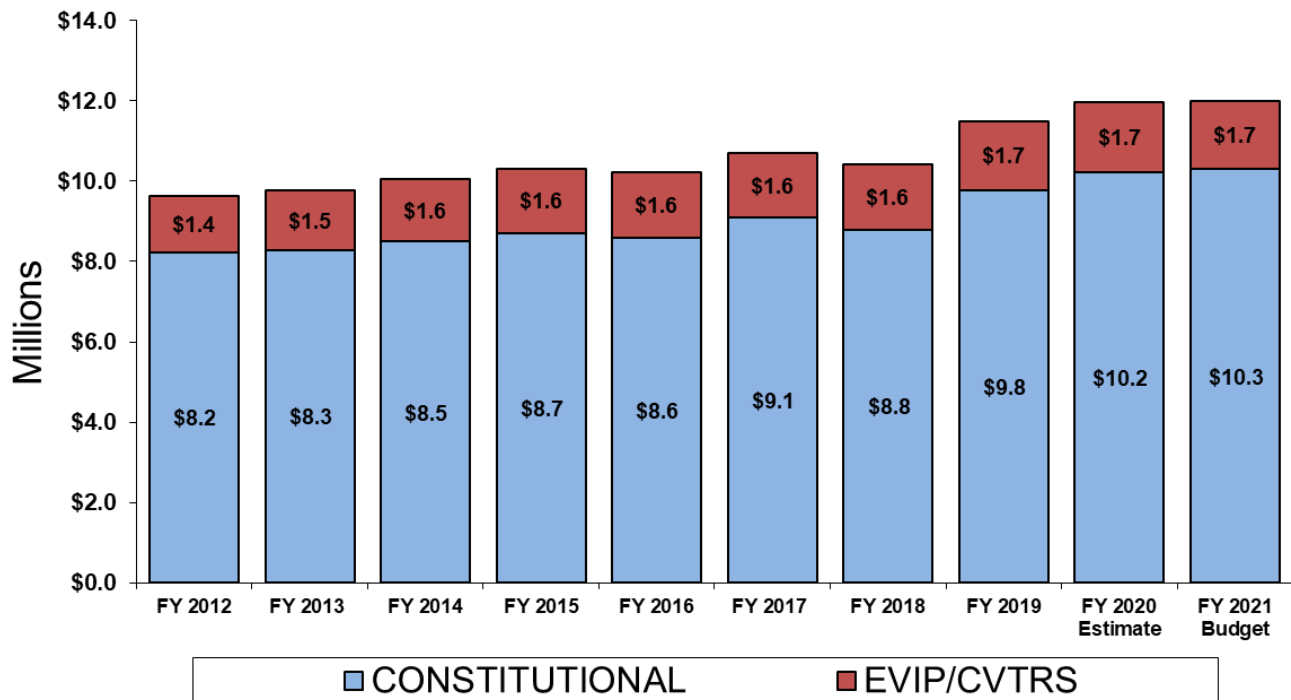
Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Change from Previous Year
General Operating	6.1682	6.1657	6.1120	6.0343	5.9407	5.8884	5.8359	(0.0525)
Employee Benefits	2.0560	2.0552	2.0373	2.0114	1.9802	1.9627	1.9452	(0.0175)
AAATA	2.0560	2.0552	2.0373	2.0114	1.9802	1.9627	1.9452	(0.0175)
Total General Fund	10.2802	10.2761	10.1866	10.0571	9.9011	9.8138	9.7263	(0.0875)
Street, Bridge & Sidewalk Reconstruction	2.1250	2.1242	2.1057	2.1250	2.0920	1.9981	2.0289	0.0308
Refuse Collection	2.4670	2.4660	2.4445	2.4134	2.3759	2.3549	2.3339	(0.0210)
Parks Maintenance & Capital Improvement	1.1000	1.0996	1.0900	1.0761	1.0594	1.0903	1.0805	(0.0098)
Open Space & Parkland Acquisition	0.4779	0.4777	0.4735	0.4674	0.4601	0.4560	0.4519	(0.0041)
Total City Millage	16.4501	16.4436	16.3003	16.1390	15.8885	15.7131	15.6215	(0.0916)

Budget Summaries

STATE SHARED REVENUE

Another major source of revenue for the City's General Fund is State-Shared revenue. This revenue sharing arrangement was created when the aforementioned Headlee Amendment removed the ability of municipalities to institute certain taxes on its residents (i.e. sales tax). To compensate communities for this loss in ability to tax, State-Shared revenue was established, which is generated from a State sales tax and apportioned to communities. The City receives a portion of their revenue from a constitutional provision and a separate appropriation of revenue annually from the State legislature (EVIP/CVTRS). The chart shows the City's recent experience with State-Shared revenue.

STATE-SHARED REVENUE HISTORY AND PROJECTIONS



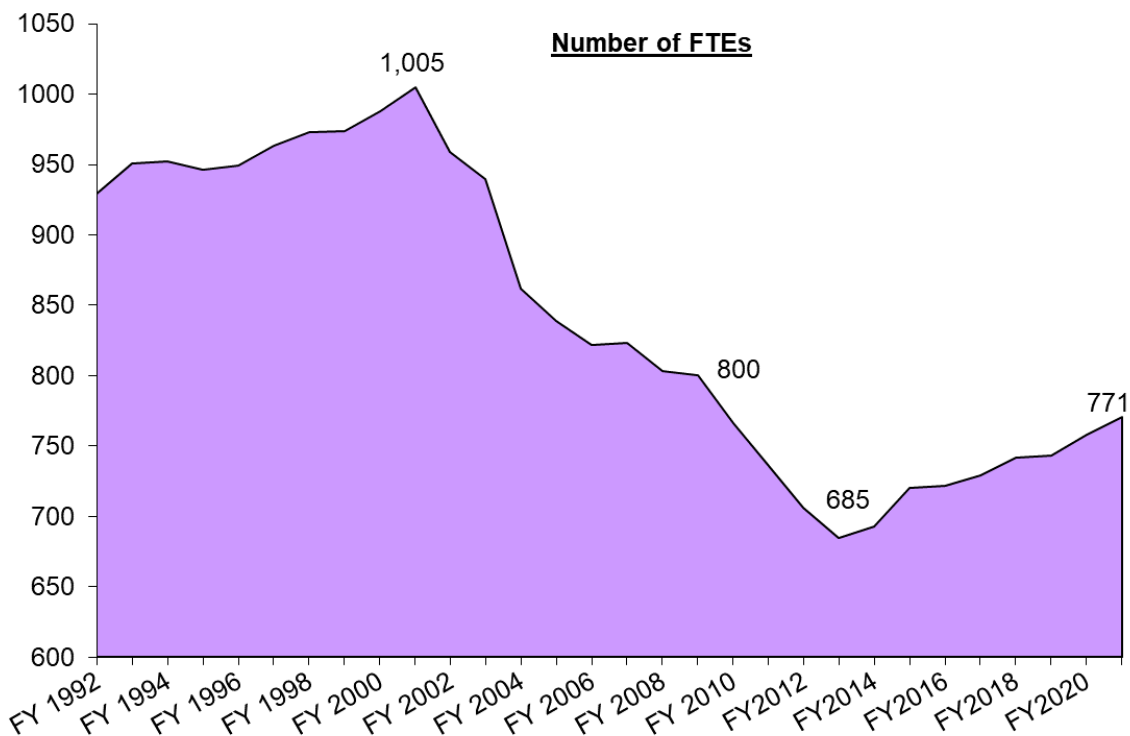
Budget Summaries

EMPLOYEE SUMMARY

Since employees and related expenses represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its staffing levels, reflected by the full-time equivalents (FTE). These reductions were made through a combination of attrition, early retirement programs, improvements in service provision, adoption of technologies and best practices, consolidation of services with other entities, and some layoffs. The rebound in staffing from a low of 685 in FY13 to the 771 in FY 2021 includes the addition of 27 FTE in the Ann Arbor Housing Commission in FY 2015.

In general, the City government has become a more efficient organization and maintained high levels of service and responsiveness to the public. In FY 2021, a net increase of 12.25 FTE is provided. It should also be noted that 3.0 FTE were added to the FY 2020 budget in the Housing Commission (1.0 FTE), the Police Department (1.0 FTE) and Sustainability Office (1.0 FTE) through a mid-year amendment.

The chart below does not include 10 FTEs as part of the workforce planning initiative authorized by Council on a temporary basis. These positions are used to assist with anticipated staff turnover due to retirements and separations over the coming years, and the workforce planning initiative should be considered an innovative and best practice.



Budget Summaries

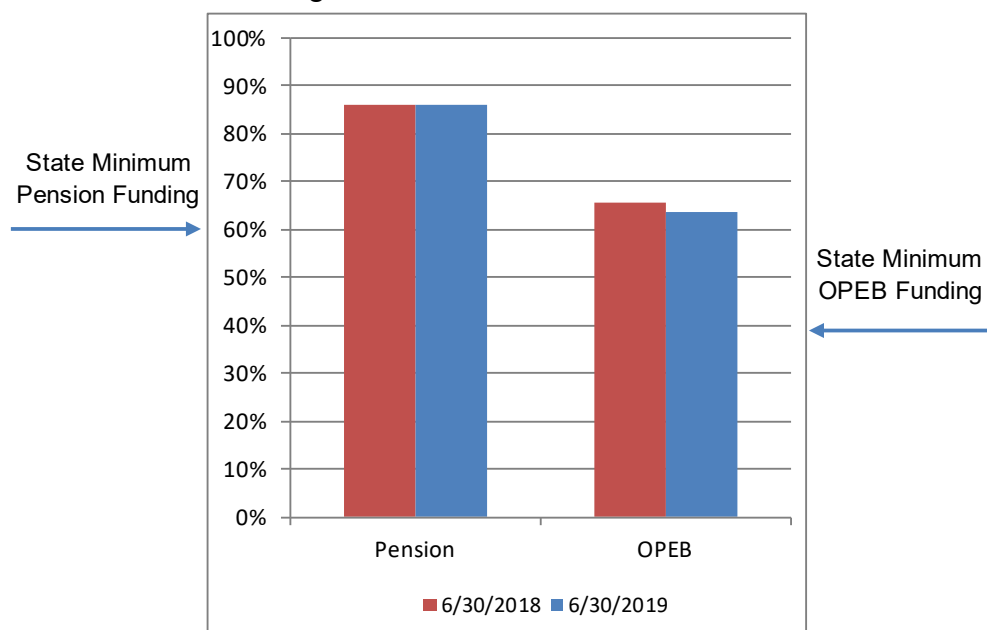
PENSION & OPEB OBLIGATIONS

The City of Ann Arbor Employees' Retirement Plan is a single-employer defined benefit plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). It has a Traditional Plan component covering most employees, as well as, a Dual Plan for non-union and non-safety services employees hired after January 1, 2017. CAAERS provides retirement, disability and death benefits to plan members and beneficiaries in accordance with Ann Arbor City Code Chapter 18.

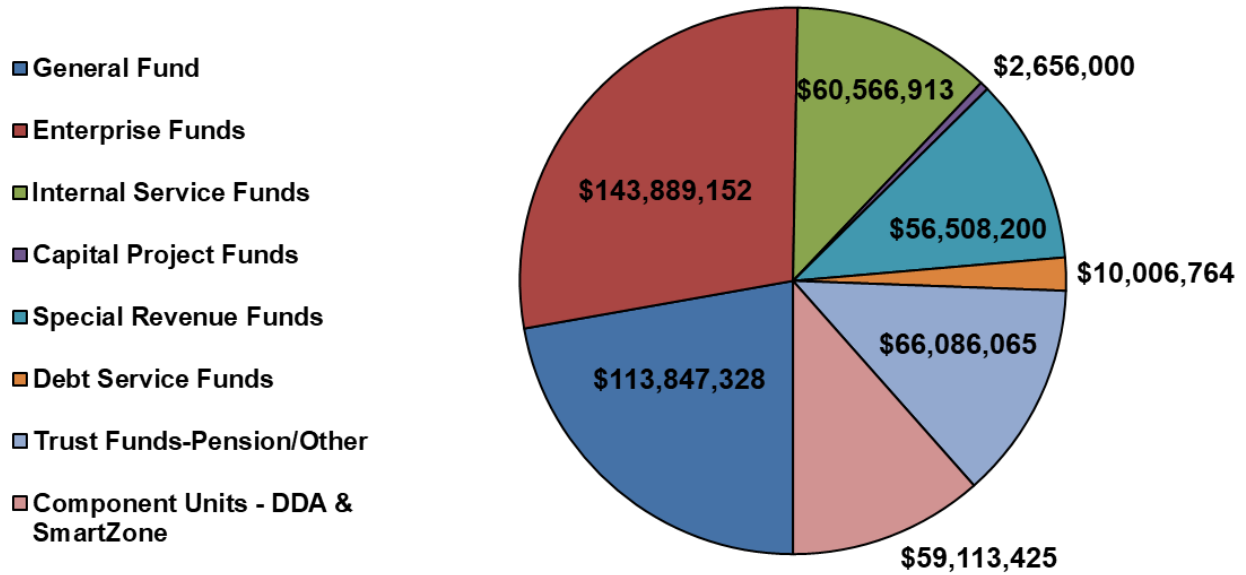
The City of Ann Arbor Retiree Health Care Benefits Plan is a single-employer defined benefit healthcare plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). The plan provides certain health care and life insurance benefits, otherwise known as other postemployment benefits (OPEB), for eligible retired employees and their dependents in accordance with Ann Arbor City Code Chapter 21. Substantially all the City's employees hired before July 1, 2011 may become eligible for these benefits if they retire directly from City employment. For employees hired after July 1, 2011, the City provides a retirement health savings account with fixed contributions for each year of service.

The City has both a Pension Policy and an Other Postemployment Benefits Funding Policy adopted by Council (see the Information Pages in this section). As part of these policies, the City seeks to fund additional amounts above the actuarially determined contributions (ADC).

The State of Michigan passed Public Act 202 of 2017 outlining acceptable levels of funding to avoid triggering an underfunded status designation. For pension plans, the percent funded should be at least 60% and the ADC should not be more than 10% of governmental fund revenues. For OPEB plans, the percent funded should be at least 40% funded and the ADC should not be more than 12% of governmental fund revenues. The current funding levels, from the last two audits, are shown below:

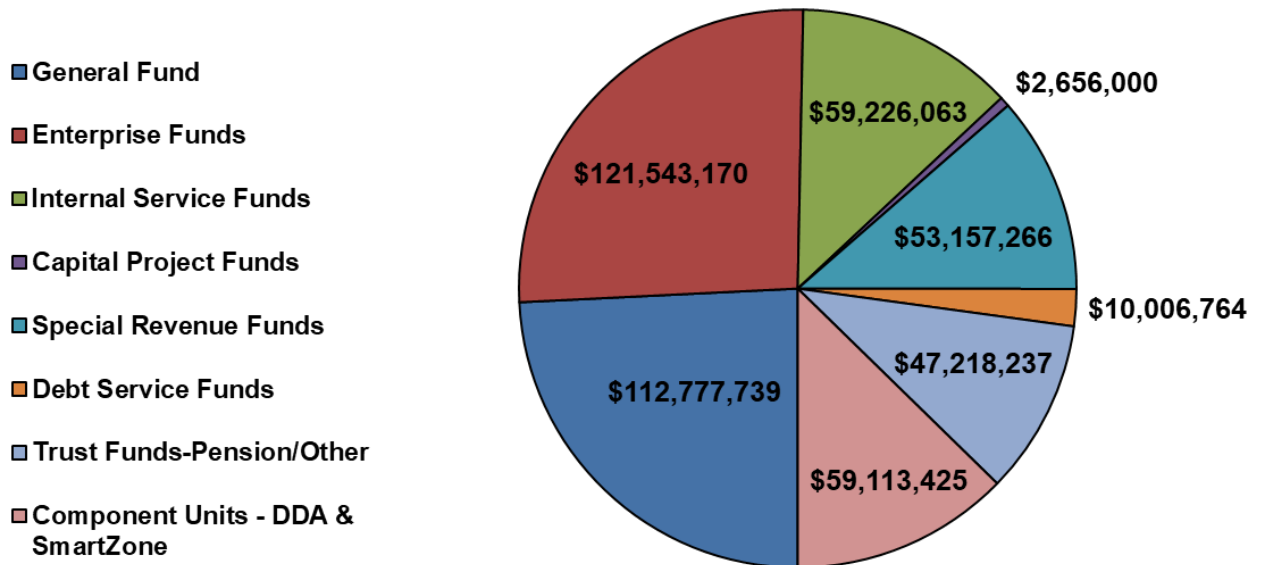


FY 2021 Budgeted Revenues by Fund Type



Total \$512,673,847

FY 2021 Budgeted Expenditures by Fund Type



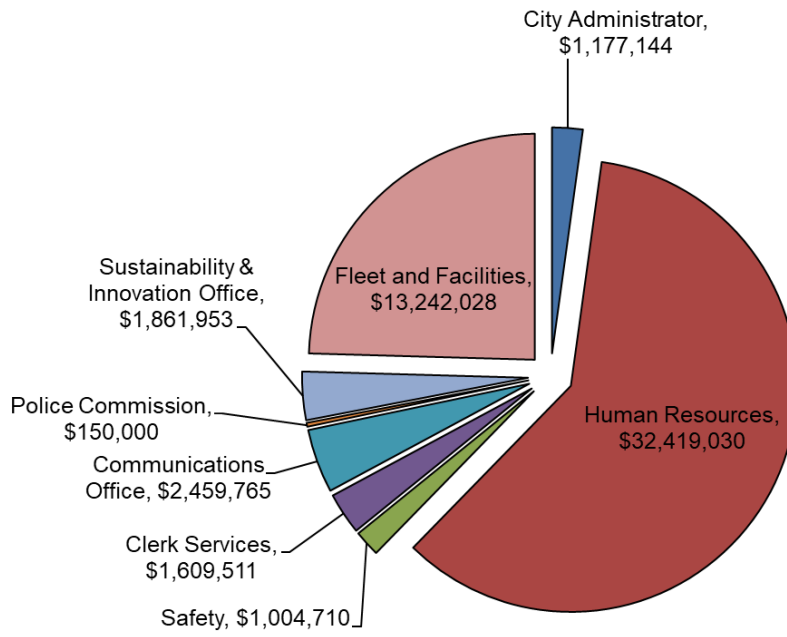
Total \$465,698,664

Total revenue exceeds total expenditures due to enterprise and trust funds saving for future needs.

FY 2021 Expenditures – All Funds by Service Area

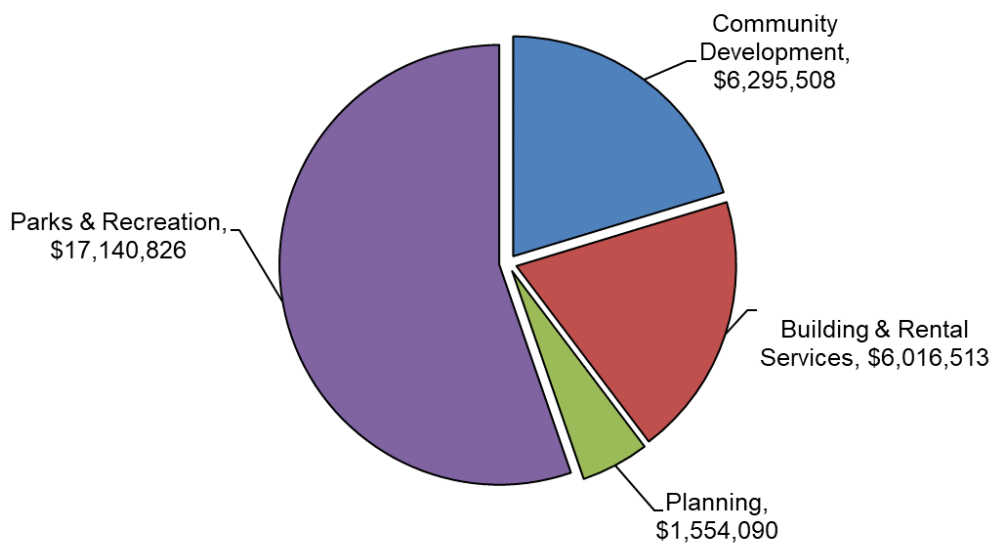
FY 2021 City Administrator Expenditures

Total \$53,924,141



FY 2021 Community Services Expenditures

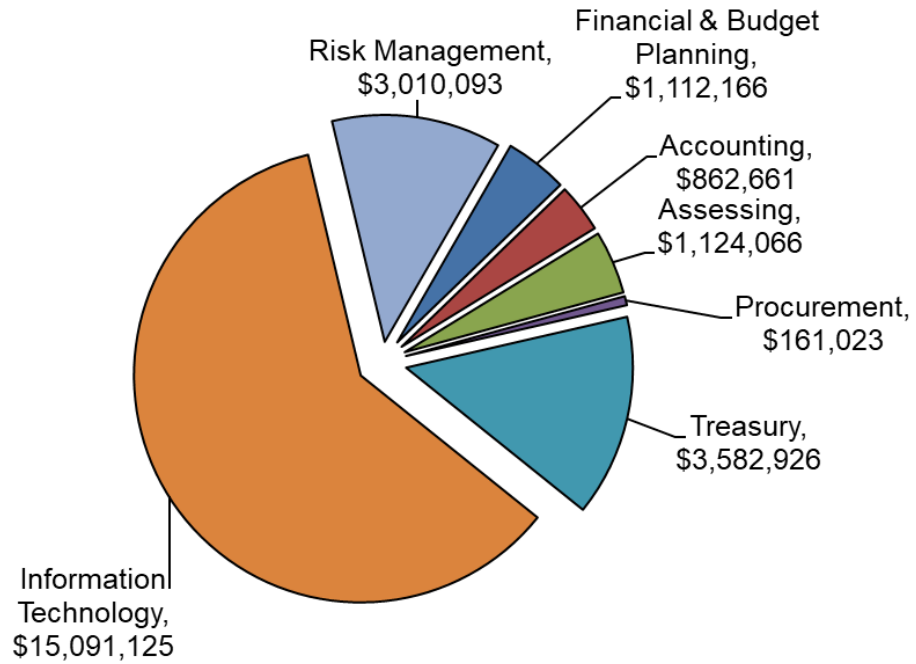
Total \$31,006,937



Budget Summaries

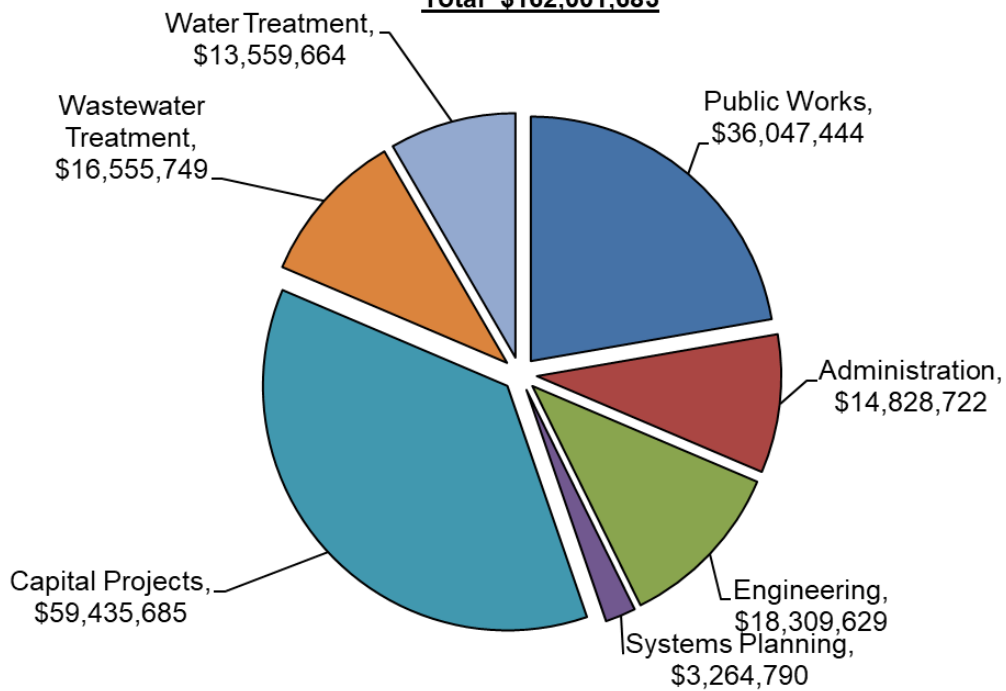
FY 2021 Financial & Administrative Services Expenditures

Total \$24,944,060



FY 2021 Public Services Expenditures

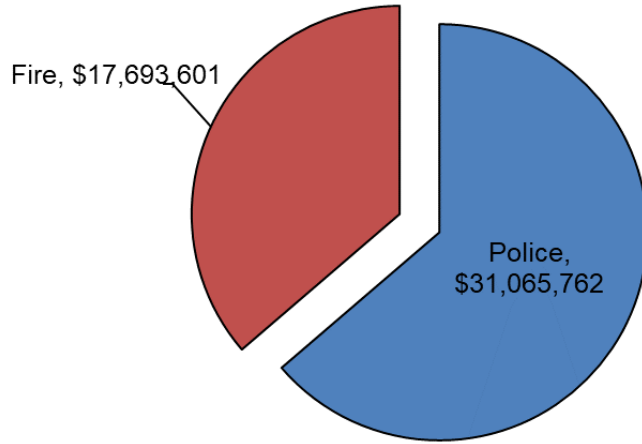
Total \$162,001,683



Budget Summaries

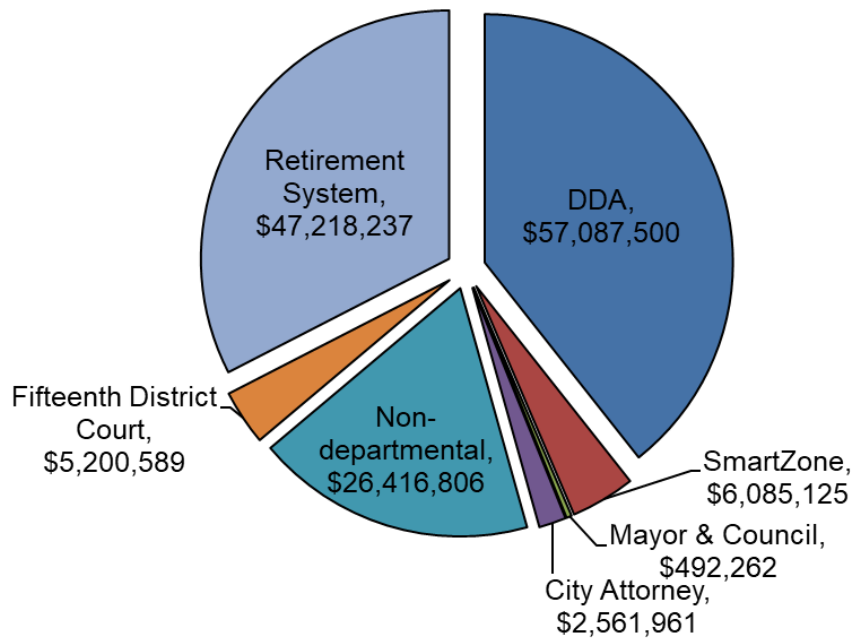
FY 2021 Safety Services Expenditures

Total \$48,759,363



FY 2021 Other Services Expenditures

Total \$145,062,480



**GENERAL GOVERNMENTAL FUND TYPES
ANALYSIS OF FUND BALANCES**

<u>Fund Balance June 30, 2019</u>	<u>FY 2020 Forecasted Revenues</u>	<u>FY 2020 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2020</u>	<u>Fund</u>	<u>FY 2021 Approved Revenues</u>	<u>FY 2021 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2021</u>
25,425,351	108,422,154	113,907,226	19,940,279	<u>General Fund (major fund)</u>	113,847,328	112,777,739	-	21,009,868
				<u>Special Revenue Funds</u>				
211,848	675,543	702,703	184,688	Affordable Housing	17,298	-	-	201,986
726,772	948,369	1,475,398	199,743	Alternative Transportation	670,595	542,849	-	327,489
80,254	9,056	6,131	83,179	Bandemer Property	9,215	6,290	-	86,104
107,062	5,075	-	112,137	Cemetery Perpetual Care	5,343	-	-	117,480
4,277,171	1,976,883	1,955,528	4,298,526	Community Television Network	2,140,499	2,000,422	-	4,438,603
6,752,734	4,079,772	5,671,869	5,160,637	Construction Code Fund	4,852,934	4,852,934	622,594	4,538,043
1,577,027	2,228,000	2,220,000	1,585,027	County Mental Health Millage	3,652,400	3,652,400	1,302,400	282,627
8,905	226,000	225,000	9,905	Court Facilities	225,000	225,000	-	9,905
46,735	8,516	9,750	45,501	Drug Enforcement	49,031	47,235	46,735	562
368,894	167,695	312,328	224,261	Energy Projects	160,446	159,819	84,772	140,116
165,879	151,746	147,426	170,199	Federal Equitable Sharing Forfeitures	178,542	175,879	165,879	6,983
146,932	528,760	625,423	50,269	Indigent Defense Fund	-	-	-	50,269
7,549,815	3,069,479	7,791,724	2,827,570	Local Streets	3,185,708	3,185,708	-	2,827,570
16,976,601	11,533,584	14,900,738	13,609,447	Major Streets	15,169,405	15,153,357	3,450,112	10,175,383
2,703,990	464,167	436,495	2,731,662	Metro Expansion	440,984	440,984	-	2,731,662
16,156	21,230	21,000	16,386	Michigan Justice Training	21,298	21,000	-	16,684
11,466,118	3,391,757	3,192,896	11,664,979	Open Space and Parkland Preservation	3,014,705	1,425,515	-	13,254,169
888,581	16,026	15,000	889,607	Open Space Endowment	32,836	15,000	15,000	892,443
4,761,261	6,978,332	8,997,503	2,742,090	Parks Maintenance & Capital Improvement	6,765,523	6,756,282	-	2,751,331
1,055,406	221,141	1,027,974	248,573	Parks Memorials & Contributions	170,787	100,787	50,000	268,573
14,679	5,204	16,000	3,883	Special Assistance	5,227	5,000	-	4,110
6,074,796	23,726,361	25,015,680	4,785,477	Street Repair Millage (major fund)	15,613,053	14,279,531	-	6,118,999
				<u>Trust Funds</u>				
2,185,344	65,480	28,620	2,222,204	Elizabeth R. Dean	61,274	61,274	-	2,222,204
513,426,303	49,230,852	44,924,426	517,732,729	Employees' Retirement System	51,672,534	46,290,718	-	523,114,545
679,095	14,500	-	693,595	Police and Fire Relief	66,097	50,000	50,000	659,692
186,331,562	12,502,744	820,660	198,013,646	VEBA Trust	14,413,531	927,519	-	211,499,658

<u>Fund Balance June 30, 2019</u>	<u>FY 2020 Forecasted Revenues</u>	<u>FY 2020 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2020</u>	<u>Fund</u>	<u>FY 2021 Approved Revenues</u>	<u>FY 2021 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2021</u>
628,649	10,004,922	9,996,120	637,451	<u>General Debt Service</u>				
				General Debt Service	10,006,764	10,006,764	-	637,451
				<u>Component Units</u>				
7,423,032	7,189,100	8,177,900	6,434,232	Downtown Development Authority	9,915,400	9,915,400	2,523,400	3,910,832
8,120,634	24,834,600	23,317,400	9,637,834	DDA Parking System	31,118,400	31,118,400	5,841,800	3,796,034
939,584	349,600	488,200	800,984	DDA Housing	1,301,500	1,301,500	764,400	36,584
3,716,601	3,620,000	3,214,900	4,121,701	DDA Parking Maintenance	10,693,000	10,693,000	21,000	4,100,701
3,478,450	4,572,262	4,894,000	3,156,712	SmartZone LDFA	6,085,125	6,085,125	1,410,125	1,746,587
				<u>Capital Projects Funds</u>				
13,282,911	11,520,800	10,896,300	13,907,411	2019-A Capital Improvement Bonds	4,059,200	4,059,200	1,915,000	11,992,411
-	535,360	87,619	447,741	Capital Sinking Fund	100,000	100,000	-	447,741
1,817,883	1,653,450	2,981,040	490,293	General Capital Improvements	2,556,000	2,556,000	-	490,293

**ENTERPRISE AND INTERNAL SERVICE FUND TYPES
ANALYSIS OF FUND EQUITY**

<u>Net Assets June 30, 2019</u>	<u>FY 2020 Forecasted Revenues</u>	<u>FY 2020 Forecasted Expenditures</u>	<u>Forecasted Net Assets June 30, 2020</u>	<u>Fund</u>	<u>FY 2021 Approved Revenues</u>	<u>FY 2021 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Net Assets June 30, 2021</u>
				<u>Intergovernmental Service Funds</u>				
2,566,753	1,116,289	1,094,696	2,588,346	Central Stores	1,229,675	1,229,675	-	2,588,346
23,841,171	8,248,569	11,114,837	20,974,903	Fleet Services	8,788,735	8,763,802	1,514,466	19,485,370
4,618,607	8,610,573	9,539,936	3,689,244	Information Technology	9,932,921	9,521,795	1,551,923	2,548,447
11,422,276	32,122,568	34,460,824	9,084,020	Risk Fund	34,495,955	33,752,652	920,000	8,907,323
229,154	613,214	553,588	288,780	Wheeler Center	596,707	435,219	-	450,268
2,419,515	5,144,202	5,017,253	2,546,464	Project Management	5,522,920	5,522,920	168,000	2,378,464
				<u>Enterprise Funds</u>				
3,170,181	953,154	762,548	3,360,787	Airport (major fund)	964,174	939,160	-	3,385,801
146,347,818	33,211,715	24,541,696	155,017,837	Sewage Disposal System (major fund)	34,745,754	25,433,011	-	164,330,580
21,022,790	18,203,418	17,939,738	21,286,470	Solid Waste (major fund)	18,623,947	18,232,010	-	21,678,407
16,302,249	12,258,554	9,687,672	18,873,131	Stormwater Sewer System (major fund)	13,225,109	10,143,003	-	21,955,237
112,404,267	31,159,654	22,611,560	120,952,361	Water Supply System (major fund)	31,812,018	23,452,036	-	129,312,343

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

Net Operating Funds Available June 30, 2019	FY 2020 Forecasted Revenues	FY 2020 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2020	Fund	FY 2021 Approved Revenues	FY 2021 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2021
Intergovernmental Service Funds								
1,971,743	1,116,289	1,094,696	1,993,336	Central Stores	1,229,675	1,229,675	-	1,993,336
22,901,078	8,248,569	11,114,837	20,034,810	Fleet Services	8,788,735	8,763,802	1,514,466	18,545,277
4,457,824	8,610,573	9,539,936	3,528,461	Information Technology	9,932,921	9,521,795	1,551,923	2,387,664
10,243,057	32,122,568	34,460,824	7,904,801	Risk Fund	34,495,955	33,752,652	920,000	7,728,104
221,021	613,214	553,588	280,647	Wheeler Center	596,707	435,219	-	442,135
1,990,409	5,144,202	5,017,253	2,117,358	Project Management	5,522,920	5,522,920	168,000	1,949,358
Enterprise Funds								
3,023,788	953,154	762,548	3,214,394	Airport (major fund)	964,174	939,160	-	3,239,408
135,367,875	33,211,715	24,541,696	144,037,894	Sewage Disposal System (major fund)	34,745,754	25,433,011	-	153,350,637
19,857,036	18,203,418	17,939,738	20,120,716	Solid Waste (major fund)	18,623,947	18,232,010	-	20,512,653
14,230,269	12,258,554	9,687,672	16,801,151	Stormwater Sewer System (major fund)	13,225,109	10,143,003	-	19,883,257
102,479,448	31,159,654	22,611,560	111,027,542	Water Supply System (major fund)	31,812,018	23,452,036	-	119,387,524

*Net Operating Funds Available for Enterprise and Internal Service Funds: Current Assets, less Non-liquid Assets (i.e. inventories, long-term receivables, etc.), less Current Liabilities. This is a close equivalent to the Governmental Funds' Fund Balance.

NOTES: The following major and nonmajor funds are projected to have a change in fund balance over ±10% during Fiscal Year 2020:

Fund	Variance	Reason for Variance
Alternative Transportation	+64%	Planned use of fund balance for specific projects or items
Construction Code Fund	-12%	Planned use of fund balance for specific projects or items
County Mental Health Millage	-82%	Planned use of fund balance for specific projects or items
Drug Enforcement	-99%	Planned use of fund balance for specific projects or items
Energy Projects	-38%	Planned use of fund balance for specific projects or items
Federal Equitable Sharing Forfeitures	-96%	Planned use of fund balance for specific projects or items
Major Streets	-25%	Planned use of fund balance for specific projects or items
Open Space and Parkland Preservation	+14%	Throughout the year, budget amendments are done for land purchases. This is not typically planned for in the adopted budget.
Street Repair Millage (major fund)	+28%	Planned accumulation of fund balance to ensure fund balance meets policy minimums
Downtown Development Authority	-39%	Planned use of fund balance for specific projects or items
DDA Parking System	-61%	Planned use of fund balance for specific projects or items
DDA Housing	-95%	Planned use of fund balance for specific projects or items
SmartZone LDFA	-45%	Planned use of fund balance for specific projects or items
2019-A Capital Improvement Bonds	-14%	Planned use of fund balance for specific projects or items
Information Technology	-31%	Planned use of fund balance for specific projects or items
Wheeler Center	+56%	Planned accumulation of fund balance.
Stormwater Sewer System (major fund)	+16%	Planned accumulation of fund balance.

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Description of Revenue Categories

TAXES

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 22% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year multiplied by the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

The major sources of revenue in this category are derived from various permit fees issued for building and trades and represent 2% of the City's revenues. Also included are the various permits and licenses issued through the Clerk's office and fees associated with the services of the Building and Rental Services Unit. These revenues are projected for the Clerk's office on the basis of the history and any adjustments to fees. The planning fees take into account economic projections and interest expressed in future developments. Building permits are forecasted using information from Building and Rental Services on planned developments and economic forecasts on new construction.

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

This category accounts for revenues received from other units of government. The major portion of this source is State-Shared sales and income taxes. Intergovernmental revenues contribute 6% of the City's revenue, of which approximately one-half represents State-Shared revenue. These revenues are forecasted on the basis of data supplied from the State of Michigan for State-Shared sales and income tax and historical trends for other revenues.

GRANTS

Most federal or state grants are accounted for in separate funds; however, occasionally it is appropriate to reflect grant revenues which are received as reimbursement for expenditures incurred by General Fund service units. Grants represent less than 1% of City revenues. These are based on grants that have been awarded or are expected to be awarded in the coming fiscal year.

Description of Revenue Categories

CHARGES FOR SERVICES

The major sources of revenue in this category represent 39% of City revenues and are described in more detail below.

POLICE & FIRE

These accounts include revenues for services performed by the City. The principal sources of revenues are for providing police services to the University of Michigan. Another major revenue source in this category is payment from the State of Michigan for fire protection services. The police services are forecasted using the upcoming years football schedule and changes to the general level of service that the University and public schools have requested. The fire protection services are forecasted based on the current year's fire services expenditures and expected change in state owned property in the City, which are used in calculating the level of funding.

WORK PERFORMED

This category includes various municipal services provided to residents for such services as special inspecting and weed cutting.

RECREATION CHARGES

This category includes the accounts which record the various user fees associated with recreational facilities such as swimming pools, canoe liveries and ice-skating rinks. These fees are based on projected attendance for the period during which the facility is open times the user fees adjusted for any rate increases and closing of facilities for rehabilitation.

CEMETERY

This category includes revenue from the sale of lots and burial permits. These numbers have remained stable and are only adjusted for changes in rates.

SOLID WASTE

This category includes special services provided for disposal of solid waste materials for commercial pick-ups. These revenues are forecasted on the basis of expected levels of service adjusting for changes in fees and new services.

ENTERPRISE SALES

This category includes the sale and/or rental income associated with the various enterprise funds. The major source of income is the sale of water and sewer services. The revenues for the Water and Wastewater systems are based on expected water

Description of Revenue Categories

sales as adjusted for new customers being added through construction or annexations, significant changes in weather patterns and changes in rates. The Stormwater system rates are based on the existing land uses adjusted for expected changes, new annexations and changes in rates. The Recreation Facilities' revenues are forecasted in the same manner as the Recreation Charges. The Airport revenues are only impacted when there is a change in rates or level of service to be provided.

SPECIAL ASSESSMENTS

Special Assessments are assessed against the property owner for public improvements made that benefits the property owner. These numbers are based on the actual assessments to be levied in the next fiscal year.

FINES & FORFEITS

Fines associated with the enforcement of parking regulations constitute more than half of this revenue source. The rest of this revenue category is collected through various fines assessed by the Fifteenth District Court. Much of this revenue comes from moving traffic violations, delinquent parking tickets and other City ordinance violations. This represents about 1% of the City's revenues. The expected revenues are forecasted based on changes in fines and the volume of tickets anticipated.

INVESTMENT INCOME

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 10% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds multiplied by an average of expected investment rates based on the economic outlook.

MISCELLANEOUS

This category accounts for revenues, which do not fit into other categories and includes rentals, sale of property and equipment and other miscellaneous revenues. These revenues are generally stable from year to year with adjustments being made in special circumstances. This category represents less than 1% of the City's revenues.

PRIOR YEAR SURPLUS

Prior Year Surplus represents the use of surplus funds from previous years' budgets and represents 4% of the City's revenues. This is used only to balance one-time expenditure requests. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

Description of Revenue Categories

OPERATING TRANSFERS

The majority of the transfers in this revenue category are payments for debt service. Operating transfers represent 2% of the City's revenues.

CONTRIBUTIONS

This represents donations that the City receives from the public for various purposes. The level of contributions remains constant from year to year with occasional windfalls that are hard to forecast. This category represents approximately 1% of the City's revenues.

SALE OF BONDS

This represents revenues received from bond proceeds for capital projects and represents 8% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

Services provided to other funds, which are directly billed are recorded as revenues. These services include fleet operations and municipal service charge. Enterprise funds and other agencies receive a variety of services from the General Fund. The services provided include revenue collection, accounting, payroll, purchasing and general supervision. These indirect costs are allocated to the user service areas through the municipal service charge. This number is set by an outside consultant engaged to perform a cost allocation study.

Generally, these numbers are based on the level of service being rendered and the expected cost to provide the service, which determines the expected revenues for the year. This category represents 5% of City revenues.

FY 2021 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	1,301,500										1,301,500
0002 ENERGY PROJECTS	160,446			160,446							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	9,915,400										9,915,400
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	6,085,125										6,085,125
0010 GENERAL	113,847,328		\$283,366	\$2,968,026	\$9,494,076	\$75,481,166	\$2,839,398	\$4,612,048	\$1,798,529	\$16,370,719	
0011 CENTRAL STORES	1,229,675						1,229,675				
0012 FLEET SERVICES	8,788,735			8,788,735							
0014 INFORMATION TECHNOLOGY	9,932,921					9,932,921					
0016 COMMUNITY TELEVISION NETWORK	2,140,499			2,140,499							
0021 MAJOR STREET	15,169,405						15,169,405				
0022 LOCAL STREET	3,185,708						3,185,708				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	3,014,705				3,014,705						
0025 BANDEMER PROPERTY	9,215				9,215						
0026 CONSTRUCTION CODE FUND	4,852,934				4,852,934						
0027 DRUG ENFORCEMENT	49,031						49,031				
0028 FEDERAL EQUITABLE SHARING	178,542						178,542				
0033 DDA PARKING MAINTENANCE	10,693,000										10,693,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	170,787				170,787						
0035 GENERAL DEBT SERVICE	10,006,764									10,006,764	
0036 METRO EXPANSION	440,984						440,984				
0038 SPECIAL ASSISTANCE	5,227				5,227						
0041 OPEN SPACE ENDOWMENT	32,836				32,836						
0042 WATER SUPPLY SYSTEM	31,812,018						31,812,018				
0043 SEWAGE DISPOSAL SYSTEM	34,745,754						34,745,754				
0048 AIRPORT	964,174			964,174							
0049 PROJECT MANAGEMENT	5,522,920						5,522,920				
0052 VEBA TRUST	14,413,531										14,413,531
0053 POLICE AND FIRE RELIEF	66,097							66,097			
0054 CEMETERY PERPETUAL CARE	5,343			5,343							
0055 ELIZABETH R DEAN TRUST	61,274						61,274				
0056 ART IN PUBLIC PLACES											
0057 RISK FUND	34,495,955					34,495,955					
0058 WHEELER CENTER	596,707						596,707				
0059 EMPLOYEES RETIREMENT SYSTEM	51,672,534										51,672,534
0061 ALTERNATIVE TRANSPORTATION	670,595						670,595				
0062 STREET & SIDEWALK REPAIR MILLAGE	15,613,053						15,613,053				
0063 DDA PARKING SYSTEM	31,118,400										31,118,400
0064 MICHIGAN JUSTICE TRAINING	21,298							21,298			
0069 STORMWATER SEWER SYSTEM	13,225,109						13,225,109				

FY 2021 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0070 AFFORDABLE HOUSING	17,298				17,298						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,765,523				6,765,523						
0072 SOLID WASTE FUND	18,623,947						18,623,947				
0082 STORMWATER BOND PENDING	5,055,000						5,055,000				
0084 DEVELOPER OFFSET MITIGATION	600,000						600,000				
0086 2019-A CAPITAL IMPROVEMENT BONDS	4,059,200										4,059,200
0088 SEWER BOND	16,125,750						16,125,750				
0089 WATER BOND	18,104,000						18,104,000				
0096 WATER PENDING BOND SERIES	574,200						574,200				
00CP GENERAL CAPITAL FUND	2,556,000					1,500,000	720,000	336,000			
0100 COUNTY MENTAL HEALTH MILLAGE	3,652,400			940,000	1,240,000		1,389,600	49,800		33,000	
0101 CAPITAL SINKING FUND	100,000							100,000			
0260 INDIGENT DEFENSE FUND											
	\$ 512,673,847	\$ -	\$ 283,366	\$ 15,967,223	\$ 25,602,601	\$ 121,410,042	\$ 186,305,097	\$ 5,412,816	\$ 2,023,529	\$ 26,410,483	\$ 129,258,690

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021	
General	GENERAL						
	CHARGES FOR SERVICES	10,373,977	10,593,311	10,391,987	8,117,729	10,497,284	
	CONTRIBUTIONS	32,155	29,075	-	-	-	
	FINES & FORFEITS	4,052,662	4,437,460	4,849,695	3,595,721	4,858,380	
	INTERGOVERNMENTAL REVENUES	12,247,645	12,760,116	13,112,872	13,882,466	14,194,880	
	INTRAGOVERNMENTAL SALES	14,455,337	14,412,402	15,416,525	15,125,774	16,638,007	
	INVESTMENT INCOME	240,282	1,594,533	820,649	912,105	933,355	
	LICENSES, PERMITS & REGISTRATIONS	1,931,814	2,075,642	1,811,007	1,664,155	1,811,007	
	MISCELLANEOUS REVENUE	1,002,613	1,087,250	1,174,112	1,477,571	823,601	
	OPERATING TRANSFERS IN	2,050,140	945,310	3,266,657	3,226,334	1,072,781	
	SALE OF BONDS	-	5,350,000	-	-	-	
	PRIOR YEAR SURPLUS	-	-	3,798,641	-	-	
	TAXES	56,134,197	58,071,685	60,419,774	60,420,299	63,018,033	
Total		<u>\$ 102,520,822</u>	<u>\$ 111,356,782</u>	<u>\$ 115,061,919</u>	<u>\$ 108,422,154</u>	<u>\$ 113,847,328</u>	
Debt Service	GENERAL DEBT SERVICE						
	CHARGES FOR SERVICES	4,305,049	4,181,335	6,158,758	5,551,053	5,567,967	
	INVESTMENT INCOME	1,741	9,861	1,200	10,000	1,200	
	MISCELLANEOUS REVENUE	50	69	-	-	-	
	OPERATING TRANSFERS IN	4,445,753	4,432,666	4,443,869	4,443,869	4,437,597	
	SALE OF BONDS	-	39,206,297	-	-	-	
	TAXES	2,091	2,117	-	-	-	
	Total		<u>\$ 8,754,685</u>	<u>\$ 47,832,346</u>	<u>\$ 10,603,827</u>	<u>\$ 10,004,922</u>	<u>\$ 10,006,764</u>
		GENERAL DEBT/SPECIAL ASSESSMENT					
	CHARGES FOR SERVICES	999	-	-	-	-	
INVESTMENT INCOME	7,009	-	-	-	-		
Total		<u>\$ 8,008</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	
Enterprise	WATER SUPPLY SYSTEM						
	CHARGES FOR SERVICES	26,642,016	26,289,647	27,208,282	27,716,735	28,417,144	
	CONTRIBUTIONS	69,707	-	-	-	-	
	INTERGOVERNMENTAL REVENUES	-	402,576	-	400,000	500,000	
	INVESTMENT INCOME	151,931	1,546,121	651,610	651,610	725,179	
	LICENSES, PERMITS & REGISTRATIONS	163,356	170,128	120,000	75,000	120,000	
	MISCELLANEOUS REVENUE	127,241	162,661	351,200	16,200	16,200	
	OPERATING TRANSFERS IN	1,440,900	1,444,368	2,294,857	2,294,857	2,033,495	
	PRIOR YEAR SURPLUS	-	-	60,092	5,092	-	
	TAXES	3,670	5,180	-	160	-	
	Total		<u>\$ 28,598,821</u>	<u>\$ 30,020,681</u>	<u>\$ 30,686,041</u>	<u>\$ 31,159,654</u>	<u>\$ 31,812,018</u>
		WATER PENDING BOND SERIES (0089)					
	INVESTMENT INCOME	8	63	-	-	-	
	SALE OF BONDS	-	-	12,095,371	18,405,131	18,104,000	
	Total		<u>\$ 8</u>	<u>\$ 63</u>	<u>\$ 12,095,371</u>	<u>\$ 18,405,131</u>	<u>\$ 18,104,000</u>
		WATER PENDING BOND SERIES (0096)					
	INTERGOVERNMENTAL REVENUES	-	-	457,880	-	-	
	INVESTMENT INCOME	(9,133)	(170,817)	-	-	-	
	MISCELLANEOUS REVENUE	150	-	1,200,000	-	-	
	OPERATING TRANSFERS IN	867,500	1,953,421	2,625,000	-	574,200	
PRIOR YEAR SURPLUS	-	-	4,126,502	-	-		
SALE OF BONDS	-	-	200,000	-	-		
Total		<u>\$ 858,517</u>	<u>\$ 1,782,604</u>	<u>\$ 8,609,382</u>	<u>\$ -</u>	<u>\$ 574,200</u>	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	SEWAGE DISPOSAL SYSTEM					
	CHARGES FOR SERVICES	28,161,394	29,816,439	29,845,418	31,917,905	33,877,691
	INTERGOVERNMENTAL REVENUES	-	853,152	-	153,697	-
	INVESTMENT INCOME	196,977	1,849,166	779,056	779,056	867,013
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-
	MISCELLANEOUS REVENUE	159,843	10,052	1,050	1,050	1,050
	OPERATING TRANSFERS IN	285,359	(63,458)	360,007	360,007	-
	PRIOR YEAR SURPLUS	-	-	339,990	-	-
	Total	<u>\$ 28,803,573</u>	<u>\$ 32,465,351</u>	<u>\$ 31,325,521</u>	<u>\$ 33,211,715</u>	<u>\$ 34,745,754</u>
	SEWER BOND PENDING SERIES					
	INVESTMENT INCOME	0	4	-	-	-
	SALE OF BONDS	-	-	7,882,600	15,804,078	16,125,750
	Total	<u>\$ 0</u>	<u>\$ 4</u>	<u>\$ 7,882,600</u>	<u>\$ 15,804,078</u>	<u>\$ 16,125,750</u>
	AIRPORT					
	CHARGES FOR SERVICES	935,644	937,856	935,340	935,408	934,740
	INTERGOVERNMENTAL REVENUES	4,535	118,425	-	-	-
	INVESTMENT INCOME	4,647	47,188	26,448	-	29,434
	MISCELLANEOUS REVENUE	143	199,819	-	-	-
	OPERATING TRANSFERS IN	-	-	17,746	17,746	-
	PRIOR YEAR SURPLUS	-	-	186,000	-	-
	Total	<u>\$ 944,968</u>	<u>\$ 1,303,289</u>	<u>\$ 1,165,534</u>	<u>\$ 953,154</u>	<u>\$ 964,174</u>
	STORMWATER SEWER SYSTEM					
	CHARGES FOR SERVICES	9,420,773	10,840,364	12,289,928	11,689,456	12,939,774
	INTERGOVERNMENTAL REVENUES	49,849	655,167	4,500	319,000	4,500
	INVESTMENT INCOME	44,230	476,664	250,098	250,098	278,335
	LICENSES, PERMITS & REGISTRATIONS	-	-	50,000	-	-
	MISCELLANEOUS REVENUE	45,792	9,828	2,500	-	2,500
	OPERATING TRANSFERS IN	-	1,192	1,436,641	-	-
	PRIOR YEAR SURPLUS	-	-	58,138	-	-
	Total	<u>\$ 9,560,644</u>	<u>\$ 11,983,216</u>	<u>\$ 14,091,805</u>	<u>\$ 12,258,554</u>	<u>\$ 13,225,109</u>
	STORMWATER BOND					
	INVESTMENT INCOME	9	84	-	-	-
	SALE OF BONDS	-	-	3,709,135	3,709,135	5,055,000
	Total	<u>\$ 9</u>	<u>\$ 84</u>	<u>\$ 3,709,135</u>	<u>\$ 3,709,135</u>	<u>\$ 5,055,000</u>
	SOLID WASTE					
	CHARGES FOR SERVICES	3,947,569	3,913,342	3,245,824	3,782,750	3,800,850
	INVESTMENT INCOME	96,477	907,934	544,940	544,940	606,466
	MISCELLANEOUS REVENUE	(4,208)	9,851	25,000	3,118	2,500
	OPERATING TRANSFERS IN	-	-	186,363	162,738	-
	PRIOR YEAR SURPLUS	-	-	565,041	-	-
	TAXES	12,635,609	13,059,949	13,585,494	13,709,872	14,214,131
	Total	<u>\$ 16,675,447</u>	<u>\$ 17,891,076</u>	<u>\$ 18,152,662</u>	<u>\$ 18,203,418</u>	<u>\$ 18,623,947</u>
	DEVELOPER OFFSET MITIGATION					
	CHARGES FOR SERVICES	-	1,878,000	3,100,000	750,000	600,000
	INVESTMENT INCOME	-	43,825	-	-	-
	Total	<u>\$ -</u>	<u>\$ 1,921,825</u>	<u>\$ 3,100,000</u>	<u>\$ 750,000</u>	<u>\$ 600,000</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
Internal Service	CENTRAL STORES					
	CHARGES FOR SERVICES	251	-	-	-	-
	INTRAGOVERNMENTAL SALES	1,117,167	834,854	1,181,420	1,059,920	1,181,014
	INVESTMENT INCOME	7,731	68,440	43,724	43,724	48,661
	MISCELLANEOUS REVENUE	5,810	3,049	-	-	-
	OPERATING TRANSFERS IN	-	-	12,645	12,645	-
	Total	\$ 1,130,959	\$ 906,343	\$ 1,237,789	\$ 1,116,289	\$ 1,229,675
	FLEET SERVICES					
	CONTRIBUTIONS	1,051,583	400,737	-	38,777	-
	INTRAGOVERNMENTAL SALES	8,239,114	8,239,890	7,812,124	7,915,689	7,032,566
	INVESTMENT INCOME	37,428	393,174	217,183	217,183	241,703
	MISCELLANEOUS REVENUE	178,886	323,394	-	4,101	-
	OPERATING TRANSFERS IN	-	-	72,819	72,819	-
	PRIOR YEAR SURPLUS	-	-	3,399,545	-	1,514,466
	Total	\$ 9,507,011	\$ 9,357,195	\$ 11,501,671	\$ 8,248,569	\$ 8,788,735
	INFORMATION TECHNOLOGY					
	CHARGES FOR SERVICES	7,466,080	7,844,089	8,372,242	8,361,961	8,291,593
	CONTRIBUTIONS	-	26,820	-	-	-
	INVESTMENT INCOME	14,164	132,043	80,335	76,846	89,405
	MISCELLANEOUS REVENUE	298,405	54,737	-	2,900	-
	OPERATING TRANSFERS IN	205,314	-	168,866	168,866	-
	PRIOR YEAR SURPLUS	-	-	504,366	-	1,551,923
	Total	\$ 7,983,963	\$ 8,057,689	\$ 9,125,809	\$ 8,610,573	\$ 9,932,921
	PROJECT MANAGEMENT					
	CHARGES FOR SERVICES	3,300,485	3,415,629	4,914,763	5,026,752	5,302,168
	INTRAGOVERNMENTAL SALES	-	-	-	-	-
	INVESTMENT INCOME	7,737	74,704	45,263	45,263	50,373
	MISCELLANEOUS REVENUE	2,678	1,869	-	-	2,379
	OPERATING TRANSFERS IN	-	-	72,187	72,187	-
	PRIOR YEAR SURPLUS	-	-	60,000	-	168,000
	Total	\$ 3,310,900	\$ 3,492,202	\$ 5,092,213	\$ 5,144,202	\$ 5,522,920
	RISK FUND					
	CHARGES FOR SERVICES	28,117,011	28,998,864	30,600,261	30,260,555	31,664,411
	CONTRIBUTIONS	2,049,779	2,009,065	1,200,000	1,265,161	1,200,000
	INVESTMENT INCOME	52,301	447,664	279,938	191,178	311,544
	MISCELLANEOUS REVENUE	620,320	408,395	400,000	405,674	400,000
	OPERATING TRANSFERS IN	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	5,079,112	-	920,000
	Total	\$ 30,839,411	\$ 31,863,988	\$ 37,559,311	\$ 32,122,568	\$ 34,495,955
	WHEELER CENTER					
	CHARGES FOR SERVICES	425,210	435,200	600,705	606,705	591,765
	INVESTMENT INCOME	772	8,453	4,441	4,441	4,942
	MISCELLANEOUS REVENUE	31	-	-	-	-
	OPERATING TRANSFERS IN	-	-	2,068	2,068	-
	Total	\$ 426,013	\$ 443,653	\$ 607,214	\$ 613,214	\$ 596,707

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND					
	CONTRIBUTIONS	50	-	-	-	-
	INVESTMENT INCOME	3,612	90,240	27,140	64,000	61,274
	OPERATING TRANSFERS IN	-	-	1,480	1,480	-
	Total	\$ 3,662	\$ 90,240	\$ 28,620	\$ 65,480	\$ 61,274
	POLICE & FIRE RELIEF					
	INVESTMENT INCOME	2,986	18,842	14,464	14,500	16,097
	PRIOR YEAR SURPLUS	-	-	-	-	50,000
	Total	\$ 2,986	\$ 18,842	\$ 14,464	\$ 14,500	\$ 66,097
	Pension Trust	VEBA TRUST				
CHARGES FOR SERVICES		-	-	-	-	-
CONTRIBUTIONS		126,221	120,363	190,000	190,000	190,000
INVESTMENT INCOME		11,338,539	12,044,111	12,456,811	12,050,000	13,257,580
MISCELLANEOUS REVENUE		114	620	-	-	-
OPERATING TRANSFERS IN		3,325,111	2,696,180	262,744	262,744	965,951
Total		\$ 14,789,985	\$ 14,861,274	\$ 12,909,555	\$ 12,502,744	\$ 14,413,531
EMPLOYEES' RETIREMENT SYSTEM						
CHARGES FOR SERVICES		16,620,198	17,068,323	17,864,364	17,864,364	18,927,318
CONTRIBUTIONS		287,398	334,757	312,841	284,841	339,455
INVESTMENT INCOME	34,158,954	31,210,342	31,158,655	31,040,000	32,390,761	
MISCELLANEOUS REVENUE	50,000	12,021	-	15,000	15,000	
OPERATING TRANSFERS IN	-	-	26,647	26,647	-	
Total	\$ 51,116,550	\$ 48,625,443	\$ 49,362,507	\$ 49,230,852	\$ 51,672,534	
Special Revenue	ENERGY PROJECTS					
	INVESTMENT INCOME	16,441	19,224	5,460	5,460	6,077
	MISCELLANEOUS REVENUE	19,041	11,291	7,040	8,493	18,000
	OPERATING TRANSFERS IN	5,916	5,916	100,000	100,000	-
	PRIOR YEAR SURPLUS	-	-	145,829	-	84,772
	SPECIAL ASSESSMENTS	42,223	86,069	53,742	53,742	51,597
	Total	\$ 83,621	\$ 122,500	\$ 312,071	\$ 167,695	\$ 160,446
	COMMUNITY TELEVISION NETWORK					
	INVESTMENT INCOME	13,598	123,012	76,825	69,534	85,499
	LICENSES, PERMITS & REGISTRATIONS	2,083,886	1,991,113	2,055,000	1,833,451	2,055,000
MISCELLANEOUS REVENUE	868	300	-	5,765	-	
OPERATING TRANSFERS IN	-	-	68,133	68,133	-	
Total	\$ 2,098,353	\$ 2,114,425	\$ 2,199,958	\$ 1,976,883	\$ 2,140,499	
HOMELAND SECURITY GRANT FUND						
INTERGOVERNMENTAL REVENUES	42,156	41,222	44,478	44,478	-	
INVESTMENT INCOME	84	(14)	-	-	-	
Total	\$ 42,240	\$ 41,208	\$ 44,478	\$ 44,478	\$ -	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	MAJOR STREET					
	CHARGES FOR SERVICES	797,500	813,661	759,775	841,600	773,310
	CONTRIBUTIONS	-	723,619	3,175	-	-
	INTERGOVERNMENTAL REVENUES	8,794,174	10,301,232	9,826,420	9,826,420	10,309,335
	INTRAGOVERNMENTAL SALES	306,526	359,778	325,000	300,000	265,000
	INVESTMENT INCOME	51,514	456,995	291,356	291,356	324,251
	LICENSES, PERMITS & REGISTRATIONS	25,090	-	-	-	-
	MISCELLANEOUS REVENUE	74,665	96,685	15,150	55,150	15,150
	OPERATING TRANSFERS IN	1,094,845	41,016	181,238	219,058	32,247
	PRIOR YEAR SURPLUS	-	-	2,408,802	-	3,450,112
	Total	\$ 11,144,315	\$ 12,792,986	\$ 13,810,916	\$ 11,533,584	\$ 15,169,405
	LOCAL STREET					
	CHARGES FOR SERVICES	188,262	192,422	197,230	197,230	202,160
	INTERGOVERNMENTAL REVENUES	3,257,270	3,302,514	3,242,815	2,716,230	2,852,042
	INVESTMENT INCOME	19,278	222,812	112,116	112,116	124,744
	MISCELLANEOUS REVENUE	1,637	242	-	225	-
	OPERATING TRANSFERS IN	-	-	43,678	43,678	6,762
	PRIOR YEAR SURPLUS	-	-	2,265,444	-	-
	Total	\$ 3,466,447	\$ 3,717,989	\$ 5,861,283	\$ 3,069,479	\$ 3,185,708
	COURT FACILITIES					
	FINES & FORFEITS	78,089	63,739	90,000	90,000	90,000
	INVESTMENT INCOME	429	348	-	1,000	-
	OPERATING TRANSFERS IN	145,000	160,900	135,000	135,000	135,000
	Total	\$ 223,518	\$ 224,987	\$ 225,000	\$ 226,000	\$ 225,000
	OPEN SPACE & PARKLAND PRESERVATION					
	CONTRIBUTIONS	5,000	-	-	4,000	-
	INTERGOVERNMENTAL REVENUES	381,220	141,120	511,070	511,070	-
	INVESTMENT INCOME	41,622	384,465	236,084	220,000	262,738
	MISCELLANEOUS REVENUE	1,624	4,305	-	240	-
	OPERATING TRANSFERS IN	-	-	1,991	1,991	-
	PRIOR YEAR SURPLUS	-	-	1,677,909	-	-
	TAXES	2,446,842	2,528,887	2,632,919	2,654,456	2,751,967
	Total	\$ 2,876,308	\$ 3,058,777	\$ 5,059,973	\$ 3,391,757	\$ 3,014,705
	BANDEMER PROPERTY					
	CHARGES FOR SERVICES	945	1,170	-	-	-
	INVESTMENT INCOME	246	2,432	1,406	1,406	1,565
	MISCELLANEOUS REVENUE	7,400	7,650	7,650	7,650	7,650
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	\$ 7,646	\$ 10,082	\$ 9,056	\$ 9,056	\$ 9,215
	CONSTRUCTION CODE FUND					
	INVESTMENT INCOME	20,674	230,320	121,565	121,565	135,290
	LICENSES, PERMITS & REGISTRATIONS	4,786,160	4,471,999	4,146,850	3,856,192	4,093,850
	MISCELLANEOUS REVENUE	1,524	1,426	1,200	1,225	1,200
	OPERATING TRANSFERS IN	-	-	100,790	100,790	-
	PRIOR YEAR SURPLUS	-	-	1,546,824	-	622,594
	Total	\$ 4,808,358	\$ 4,703,745	\$ 5,917,229	\$ 4,079,772	\$ 4,852,934

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	DRUG ENFORCEMENT					
	CHARGES FOR SERVICES	-	-	-	-	-
	FINES & FORFEITS	40,827	21,915	7,616	4,007	500
	INVESTMENT INCOME	307	1,610	1,614	900	1,796
	MISCELLANEOUS REVENUE	-	1,390	-	-	-
	PRIOR YEAR SURPLUS	-	-	23,725	-	46,735
	Total	\$ 41,134	\$ 24,915	\$ 32,955	\$ 4,907	\$ 49,031
	FEDERAL EQUITABLE SHARING FORFEITURE					
	FINES & FORFEITS	112,368	88,662	148,296	127,426	10,000
	INVESTMENT INCOME	411	4,375	2,393	3,000	2,663
	PRIOR YEAR SURPLUS	-	-	65,003	-	165,879
	Total	\$ 112,779	\$ 93,037	\$ 215,692	\$ 130,426	\$ 178,542
	PARKS MEMORIALS & CONTRIBUTIONS					
	CHARGES FOR SERVICES	16,776	62,809	75,000	75,000	75,000
	CONTRIBUTIONS	48,062	314,150	129,120	129,120	27,500
	INVESTMENT INCOME	2,834	34,375	16,431	17,000	18,287
	OPERATING TRANSFERS IN	-	-	21	21	-
	PRIOR YEAR SURPLUS	-	-	100,000	-	50,000
	Total	\$ 67,672	\$ 411,334	\$ 320,572	\$ 221,141	\$ 170,787
	METRO EXPANSION					
	INTERGOVERNMENTAL REVENUES	397,506	398,388	390,000	400,000	390,000
	INVESTMENT INCOME	7,960	79,172	45,812	45,812	50,984
	MISCELLANEOUS REVENUE	-	-	-	14,785	-
	OPERATING TRANSFERS IN	-	-	3,570	3,570	-
	Total	\$ 405,466	\$ 477,560	\$ 439,382	\$ 464,167	\$ 440,984
	SPECIAL ASSISTANCE					
	CONTRIBUTIONS	5,888	5,232	5,000	5,000	5,000
	INVESTMENT INCOME	36	424	204	204	227
	PRIOR YEAR SURPLUS	-	-	11,000	-	-
	Total	\$ 5,923	\$ 5,656	\$ 16,204	\$ 5,204	\$ 5,227
	OPEN SPACE ENDOWMENT					
	INVESTMENT INCOME	2,819	26,896	16,026	16,026	17,836
	OPERATING TRANSFERS IN	47,734	95,468	-	-	-
	PRIOR YEAR SURPLUS	-	-	15,000	-	15,000
	Total	\$ 50,553	\$ 122,364	\$ 31,026	\$ 16,026	\$ 32,836
	CEMETARY PERPETUAL CARE					
	CHARGES FOR SERVICES	2,300	1,500	3,000	3,275	3,000
	INVESTMENT INCOME	1,266	1,810	2,106	1,800	2,343
	Total	\$ 3,566	\$ 3,310	\$ 5,106	\$ 5,075	\$ 5,343
	ART IN PUBLIC PLACES					
	INVESTMENT INCOME	590	2,731	-	-	-
	PRIOR YEAR SURPLUS	-	-	130,000	-	-
	Total	\$ 590	\$ 2,731	\$ 130,000	\$ -	\$ -

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	ALTERNATIVE TRANSPORTATION					
	INTERGOVERNMENTAL REVENUES	-	-	-	300,000	-
	INVESTMENT INCOME	3,116	25,967	12,714	12,714	14,150
	MISCELLANEOUS REVENUE	-	75	-	-	-
	OPERATING TRANSFERS IN	505,152	565,344	21,400	635,655	656,445
	PRIOR YEAR SURPLUS	-	-	299,810	-	-
	SPECIAL ASSESSMENTS	5,375	5,375	-	-	-
	Total	\$ 513,643	\$ 596,762	\$ 333,924	\$ 948,369	\$ 670,595
	STREET, BRIDGE & SIDEWALK MILLAGE					
	CHARGES FOR SERVICES	512,791	1,737,599	533,220	1,192,821	-
	CONTRIBUTIONS	3,566,804	974,333	2,878,828	6,398,452	2,648,000
	INTERGOVERNMENTAL REVENUES	35,435	-	-	26,000	-
	INVESTMENT INCOME	44,371	318,571	236,231	236,231	262,902
	MISCELLANEOUS REVENUE	6,337	32,096	-	-	-
	OPERATING TRANSFERS IN	1,600,187	3,216,865	3,980,895	4,212,296	345,400
	PRIOR YEAR SURPLUS	-	-	300,000	-	-
	SPECIAL ASSESSMENTS	15,150	44,783	1,344	-	-
	TAXES	11,152,754	11,527,693	11,830,530	11,660,561	12,356,751
	Total	\$ 16,933,828	\$ 17,851,940	\$ 19,761,048	\$ 23,726,361	\$ 15,613,053
	MICHIGAN JUSTICE TRAINING					
	INTERGOVERNMENTAL REVENUES	21,048	20,135	21,000	21,000	21,000
	INVESTMENT INCOME	162	228	268	230	298
	Total	\$ 21,211	\$ 20,362	\$ 21,268	\$ 21,230	\$ 21,298
	AFFORDABLE HOUSING					
	INVESTMENT INCOME	2,758	18,947	15,543	15,543	17,298
	OPERATING TRANSFERS IN	-	-	660,000	660,000	-
	PRIOR YEAR SURPLUS	-	-	75,904	-	-
	Total	\$ 2,758	\$ 18,947	\$ 751,447	\$ 675,543	\$ 17,298
	PARK MAINT & CAPITAL IMPROVEMENT					
	CHARGES FOR SERVICES	223	-	-	-	-
	INTERGOVERNMENTAL REVENUES	183,272	96,196	-	-	-
	INVESTMENT INCOME	20,853	215,576	119,695	125,000	133,209
	MISCELLANEOUS REVENUE	6,778	19,708	1,100	2,306	1,100
	OPERATING TRANSFERS IN	-	66,751	359,190	504,190	50,000
	PRIOR YEAR SURPLUS	-	-	38,806	-	-
	TAXES	5,633,620	5,823,064	6,294,827	6,346,836	6,581,214
	Total	\$ 5,844,746	\$ 6,221,294	\$ 6,813,618	\$ 6,978,332	\$ 6,765,523
	MAJOR GRANTS PROGRAMS					
	INTERGOVERNMENTAL REVENUES	892,561	596,238	624,993	615,410	-
	INVESTMENT INCOME	8,508	6,261	-	5,400	-
	MISCELLANEOUS REVENUE	42,383	46,132	64,868	64,868	-
	OPERATING TRANSFERS IN	143,704	140,797	172,795	-	-
	Total	\$ 1,087,157	\$ 789,428	\$ 862,656	\$ 685,678	\$ -

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	COUNTY MENTAL HEALTH MILLAGE					
	INVESTMENT INCOME	-	-	-	8,000	-
	OPERATING TRANSFERS IN	-	-	20,000	20,000	-
	PRIOR YEAR SURPLUS	-	-	-	-	1,302,400
	TAXES	-	2,198,572	2,200,000	2,200,000	2,350,000
	Total	\$ -	\$ 2,198,572	\$ 2,220,000	\$ 2,228,000	\$ 3,652,400
	INDIGENT DEFENSE FUND					
	INTERGOVERNMENTAL REVENUES	-	146,932	320,453	320,453	-
	INVESTMENT INCOME	-	-	-	1,800	-
	OPERATING TRANSFERS IN	-	-	206,507	206,507	-
	PRIOR YEAR SURPLUS	-	-	113,884	-	-
	Total	\$ -	\$ 146,932	\$ 640,844	\$ 528,760	\$ -
Capital Projects	GENERAL CAPITAL FUND					
	CHARGES FOR SERVICES	240,107	49,032	500,000	500,000	1,500,000
	CONTRIBUTIONS	117,046	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	50,000	50,000	-
	INVESTMENT INCOME	13,597	72,925	-	30,000	-
	MISCELLANEOUS REVENUE	(370)	1,598	-	-	-
	OPERATING TRANSFERS IN	1,159,637	946,960	1,073,550	1,073,450	1,056,000
	TAXES	22	-	-	-	-
	Total	\$ 1,530,038	\$ 1,070,515	\$ 1,623,550	\$ 1,653,450	\$ 2,556,000
	CAPITAL SINKING FUND					
	INVESTMENT INCOME	-	-	-	2,500	-
	OPERATING TRANSFERS IN	-	-	532,860	532,860	100,000
	Total	\$ -	\$ -	\$ 532,860	\$ 535,360	\$ 100,000
	2019-A CAPITAL IMPROVEMENT BONDS					
	CHARGES FOR SERVICES	-	-	-	1,006,300	-
	CONTRIBUTIONS	-	393,383	-	-	-
	INVESTMENT INCOME	-	146,115	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	1,915,000
	SALE OF BONDS	-	15,537,735	-	10,514,500	2,144,200
	Total	\$ -	\$ -	\$ -	\$ 10,514,500	\$ 2,144,200
Component Units	SMART ZONE LDFA					
	INVESTMENT INCOME	12,431	153,860	60,000	80,000	95,000
	MISCELLANEOUS REVENUE	127,970	25,538	75,000	75,000	-
	PRIOR YEAR SURPLUS	-	-	259,000	-	1,410,125
	TAXES	3,566,551	3,899,557	4,500,000	4,417,262	4,580,000
	Total	\$ 3,706,952	\$ 4,078,955	\$ 4,894,000	\$ 4,572,262	\$ 6,085,125
	DDA/HOUSING FUND					
	CHARGES FOR SERVICES	-	-	332,615	332,600	536,100
	INVESTMENT INCOME	-	-	5,000	17,000	1,000
	PRIOR YEAR SURPLUS	-	-	383,265	-	764,400
	Total	\$ -	\$ -	\$ 720,880	\$ 349,600	\$ 1,301,500

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	DOWNTOWN DEVELOPMENT AUTHORITY					
	INVESTMENT INCOME	-	-	25,000	160,000	120,000
	MISCELLANEOUS REVENUE	-	-	-	8,600	8,600
	PRIOR YEAR SURPLUS	-	-	1,735,778	-	2,523,400
	TAXES	-	-	7,075,794	7,020,500	7,263,400
	Total	\$ -	\$ -	\$ 8,836,572	\$ 7,189,100	\$ 9,915,400
	DDA PARKING MAINTENANCE					
	CHARGES FOR SERVICES	-	-	3,550,000	3,550,000	10,592,000
	INVESTMENT INCOME	-	-	25,000	70,000	80,000
	PRIOR YEAR SURPLUS	-	-	-	-	21,000
	Total	\$ -	\$ -	\$ 3,575,000	\$ 3,620,000	\$ 10,693,000
	DDA PARKING SYSTEM					
	CHARGES FOR SERVICES	-	-	22,876,162	24,444,600	25,006,600
	INVESTMENT INCOME	-	-	24,000	200,000	80,000
	MISCELLANEOUS REVENUE	-	-	170,000	190,000	190,000
	PRIOR YEAR SURPLUS	-	-	317,610	-	5,841,800
	Total	\$ -	\$ -	\$ 23,387,772	\$ 24,834,600	\$ 31,118,400
	CITY TOTALS					
	CHARGES FOR SERVICES	141,475,559	149,070,594	184,354,874	184,724,799	200,100,875
	CONTRIBUTIONS	7,359,693	5,331,534	4,718,964	8,315,351	4,409,955
	FINES & FORFEITS	4,283,946	4,611,776	5,095,607	3,817,154	4,958,880
	INTERGOVERNMENTAL REVENUES	26,306,671	29,833,412	28,606,481	29,586,224	28,271,757
	INTRAGOVERNMENTAL SALES	24,118,144	23,846,924	24,735,069	24,401,383	25,116,587
	INVESTMENT INCOME	46,644,306	53,342,078	48,854,804	48,766,541	51,751,479
	LICENSES, PERMITS & REGISTRATIONS	8,990,307	8,708,882	8,182,857	7,428,798	8,079,857
	MISCELLANEOUS REVENUE	2,777,726	2,532,051	3,495,870	2,359,921	1,504,930
	PRIOR YEAR SURPLUS	-	-	30,091,020	5,092	22,417,606
	OPERATING TRANSFERS IN	17,322,250	16,649,696	22,912,214	19,642,206	11,465,878
	SALE OF BONDS	-	60,094,033	23,887,106	48,432,844	41,428,950
	SPECIAL ASSESSMENTS	62,749	136,228	55,086	53,742	51,597
	TAXES	91,575,356	97,116,702	108,539,338	108,429,946	113,115,496
	Total*	\$ 370,916,707	\$ 451,273,908	\$ 493,529,290	\$ 485,964,001	\$ 512,673,847

* Totals include all fund activity with no inter-fund eliminations. The City uses several Internal Service Funds to account for expenditures such as Fleet, Information Technology and Risk. Transactions involving Internal Service Funds would need to be eliminated to obtain consolidated totals.

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Definition of Expenditure Categories

PERSONNEL SERVICES

These expenditures represent all budgeted salary costs for permanent and temporary staff.

PAYROLL FRINGES

This category represents all personnel-related insurances, such as unemployment and health care. It also includes pension and social security costs.

OTHER SERVICES

These expenditures represent a wide array of charges and contracts with outside agencies. Examples of this type of expenditure include fees incurred for consultation with bond counsel, payments for audit services, and travel.

MATERIALS AND SUPPLIES

This category includes consumable items costing less than \$5,000 with an estimated life of less than two years. Items include office supplies, chemicals, parts, sign materials, road salt, etc.

OTHER CHARGES

This category contains expenditures for miscellaneous items such as payments for utility bills, dues, licenses, etc.

PASS-THROUGHS

This category includes transfers to other funds and transfers to other agencies for taxes.

CAPITAL OUTLAY

This category includes all purchases in excess of \$5,000 of a capital nature. Vehicles and heavy equipment are excellent examples of normal expenditures in this category.

GRANT/LOAN RECIPIENTS

This category is for grants from allocated General Fund monies as well as loans for Energy projects in the community via the PACE program.

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FY 2021 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	1,301,500										1,301,500
0002 ENERGY PROJECTS	159,819			159,819							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	9,915,400										9,915,400
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	6,085,125										6,085,125
0010 GENERAL	112,777,739	492,262	2,561,961	10,046,911	16,582,987	8,422,343	5,339,195	47,979,449	4,975,589	16,377,042	
0011 CENTRAL STORES	1,229,675						1,229,675				
0012 FLEET SERVICES	8,763,802			8,763,802							
0014 INFORMATION TECHNOLOGY	9,521,795					9,521,795					
0016 COMMUNITY TELEVISION NETWORK	2,000,422			2,000,422							
0021 MAJOR STREET	15,153,357					8,960	15,144,397				
0022 LOCAL STREET	3,185,708						3,185,708				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,425,515				1,425,515						
0025 BANDEMER PROPERTY	6,290				6,290						
0026 CONSTRUCTION CODE FUND	4,852,934				4,852,934						
0027 DRUG ENFORCEMENT	47,235							47,235			
0028 FEDERAL EQUITABLE SHARING	175,879							175,879			
0033 DDA PARKING MAINTENANCE	10,693,000										10,693,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	100,787				100,787						
0035 GENERAL DEBT SERVICE	10,006,764									10,006,764	
0036 METRO EXPANSION	440,984						440,984				
0038 SPECIAL ASSISTANCE	5,000				5,000						
0041 OPEN SPACE ENDOWMENT	15,000				15,000						
0042 WATER SUPPLY SYSTEM	23,452,036			65,181		1,187,451	22,199,404				
0043 SEWAGE DISPOSAL SYSTEM	25,433,011			48,486		762,561	24,621,964				
0048 AIRPORT	939,160			939,160							
0049 PROJECT MANAGEMENT	5,522,920					70,630	5,452,290				
0052 VEBA TRUST	927,519										927,519
0053 POLICE AND FIRE RELIEF	50,000							50,000			
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	61,274						61,274				
0056 ART IN PUBLIC PLACES											
0057 RISK FUND	33,752,652			30,860,938		2,891,714					
0058 WHEELER CENTER	435,219						435,219				
0059 EMPLOYEES RETIREMENT SYSTEM	46,290,718										46,290,718
0061 ALTERNATIVE TRANSPORTATION	542,849				22,142		520,707				
0062 STREET & SIDEWALK REPAIR MILLAGE	14,279,531						14,279,531				
0063 DDA PARKING SYSTEM	31,118,400										31,118,400
0064 MICHIGAN JUSTICE TRAINING	21,000							21,000			
0069 STORMWATER SEWER SYSTEM	10,143,003			53,336		253,031	9,836,636				

FY 2021 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0070 AFFORDABLE HOUSING											
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,756,282				6,756,282						
0072 SOLID WASTE FUND	18,232,010			46,086		325,575	17,860,349				
0082 STORMWATER BOND PENDING	5,055,000						5,055,000				
0086 2019-A CAPITAL IMPROVEMENT BONDS	4,059,200										4,059,200
0088 SEWER BOND	16,125,750						16,125,750				
0089 WATER BOND	18,104,000						18,104,000				
00CP GENERAL CAPITAL FUND	2,556,000					1,500,000	720,000	336,000			
0100 COUNTY MENTAL HEALTH MILLAGE	3,652,400			940,000	1,240,000		1,389,600	49,800		33,000	
0101 CAPITAL SINKING FUND	100,000							100,000			
0260 INDIGENT DEFENSE FUND											
	\$465,698,664	\$492,262	\$2,561,961	\$53,924,141	\$31,006,937	\$24,944,060	\$162,001,683	\$48,759,363	\$5,200,589	\$26,416,806	\$110,390,862

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021	
General	GENERAL						
	PERSONNEL SERVICES	40,536,289	42,047,742	42,837,577	42,221,899	45,232,341	
	PAYROLL FRINGES	23,330,072	23,581,028	24,449,083	24,445,114	25,922,815	
	EMPLOYEE ALLOWANCES	503,408	533,030	505,619	544,417	512,645	
	OTHER SERVICES	10,853,189	10,902,118	13,085,081	13,235,639	10,044,996	
	MATERIALS & SUPPLIES	1,333,661	1,321,020	1,508,459	1,340,457	1,468,820	
	OTHER CHARGES	10,842,879	11,506,015	14,972,746	14,452,251	14,013,633	
	PASS THROUGHGS	13,239,850	13,149,679	15,806,567	15,771,567	14,211,160	
	CAPITAL OUTLAY	4,398,106	104,474	276,458	276,458	-	
	VEHICLE OPERATING COSTS	45,543	36,796	44,000	43,095	45,000	
	GRANT/LOAN RECIPIENTS	1,319,529	1,319,529	1,576,329	1,576,329	1,326,329	
	Total	\$ 106,402,525	\$ 104,501,431	\$ 115,061,919	\$ 113,907,226	\$ 112,777,739	
Debt Service	GENERAL DEBT SERVICE						
	OTHER SERVICES	-	261,109	200	200	200	
	OTHER CHARGES	8,747,566	47,414,697	10,603,627	9,995,920	10,006,564	
	Total	\$ 8,747,566	\$ 47,675,806	\$ 10,603,827	\$ 9,996,120	\$ 10,006,764	
	GENERAL DEBT/SPECIAL ASSESSMENT						
	OTHER CHARGES	300	-	-	-	-	
	PASS THROUGHGS	613,233	-	-	-	-	
	Total	\$ 613,533	\$ -	\$ -	\$ -	\$ -	
Enterprise	WATER SUPPLY SYSTEM						
	PERSONNEL SERVICES	4,318,753	8,632,388	6,886,309	5,262,153	5,440,951	
	PAYROLL FRINGES	2,567,127	2,607,402	2,614,551	2,606,425	2,857,279	
	EMPLOYEE ALLOWANCES	21,127	21,370	12,320	12,320	12,887	
	OTHER SERVICES	3,566,682	3,079,685	3,817,995	3,585,000	3,719,865	
	MATERIALS & SUPPLIES	2,140,171	2,807,100	2,640,662	2,767,712	2,759,911	
	OTHER CHARGES	7,261,142	7,222,734	7,490,327	7,492,827	7,564,162	
	PASS THROUGHGS	1,134,712	814,363	791,644	738,123	814,981	
	CAPITAL OUTLAY	201,169	(1,702)	145,000	145,000	280,000	
	VEHICLE OPERATING COSTS	9,765	3,036	2,000	2,000	2,000	
		Total	\$ 21,220,647	\$ 25,186,378	\$ 24,400,808	\$ 22,611,560	\$ 23,452,036
		WATER BOND PENDING SERIES					
		OTHER CHARGES	-	-	5,975,838	18,405,131	18,104,000
		Total	\$ -	\$ -	\$ 5,975,838	\$ 18,405,131	\$ 18,104,000
		SEWAGE DISPOSAL SYSTEM					
	PERSONNEL SERVICES	3,516,281	6,203,455	5,747,725	4,593,913	4,658,653	
PAYROLL FRINGES	2,249,207	2,192,349	2,236,253	2,228,831	2,462,707		
EMPLOYEE ALLOWANCES	11,357	11,507	6,140	6,156	6,177		
OTHER SERVICES	4,195,559	4,196,781	6,207,494	4,391,602	5,056,786		
MATERIALS & SUPPLIES	827,458	773,139	879,680	873,680	907,086		
OTHER CHARGES	9,166,356	9,128,447	11,823,524	11,305,935	11,332,998		
PASS THROUGHGS	668,868	686,028	940,079	940,079	980,604		
CAPITAL OUTLAY	(189,620)	(1,038,284)	605,930	176,500	-		
VEHICLE OPERATING COSTS	22,378	26,679	25,000	25,000	28,000		
	Total	\$ 20,467,844	\$ 22,180,100	\$ 28,471,825	\$ 24,541,696	\$ 25,433,011	
	SEWER BOND PENDING SERIES						
	OTHER CHARGES	-	-	14,455,698	15,804,078	16,125,750	
	Total	\$ -	\$ -	\$ 14,455,698	\$ 15,804,078	\$ 16,125,750	

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	AIRPORT					
	PERSONNEL SERVICES	238,390	246,675	254,370	252,926	270,736
	OTHER SERVICES	242,734	431,499	411,256	210,286	358,739
	MATERIALS & SUPPLIES	44,186	27,238	31,000	31,000	38,000
	OTHER CHARGES	222,421	223,342	240,375	240,375	237,735
	PASS THROUGHGS	6,888	7,092	8,669	8,669	9,450
	VEHICLE OPERATING COSTS	8,437	6,266	23,500	19,292	24,500
	Total	\$ 763,056	\$ 942,112	\$ 969,170	\$ 762,548	\$ 939,160
	STORMWATER SEWER SYSTEM					
	PERSONNEL SERVICES	1,481,584	4,513,515	2,431,086	2,431,277	2,393,978
	PAYROLL FRINGES	843,697	1,064,090	1,128,757	1,128,749	1,179,910
	EMPLOYEE ALLOWANCES	7,246	8,095	6,236	6,236	6,004
	OTHER SERVICES	2,247,104	2,854,050	4,984,405	3,771,883	4,181,031
	MATERIALS & SUPPLIES	122,701	119,592	144,734	145,734	159,265
	OTHER CHARGES	1,626,221	1,772,997	2,322,558	1,845,427	1,851,969
	PASS THROUGHGS	1,199,127	1,936,178	3,520,360	358,366	370,846
	CAPITAL OUTLAY	(368,731)	(455,843)	2,002,747	-	-
	VEHICLE OPERATING COSTS	1,007	477	-	-	-
	Total	\$ 7,159,956	\$ 11,813,151	\$ 16,540,883	\$ 9,687,672	\$ 10,143,003
	STORMWATER BOND					
	OTHER CHARGES	-	-	5,568,350	3,709,135	5,055,000
	Total	\$ -	\$ -	\$ 5,568,350	\$ 3,709,135	\$ 5,055,000
	SOLID WASTE					
	PERSONNEL SERVICES	1,652,080	3,827,664	1,974,598	1,923,716	1,906,998
	PAYROLL FRINGES	1,093,664	1,155,124	1,152,225	1,085,789	1,226,541
	EMPLOYEE ALLOWANCES	3,684	3,532	1,353	1,425	1,132
	OTHER SERVICES	11,107,322	11,451,264	13,271,014	12,060,327	11,651,919
	MATERIALS & SUPPLIES	164,873	114,408	168,550	210,050	148,250
	OTHER CHARGES	1,723,511	2,181,860	4,089,019	2,045,226	2,680,729
	PASS THROUGHGS	414,858	439,791	493,205	493,205	455,521
	CAPITAL OUTLAY	(2,101)	(112,943)	816,298	-	-
	VEHICLE OPERATING COSTS	-	-	133,612	120,000	160,920
	Total	\$ 16,157,890	\$ 19,060,701	\$ 22,099,874	\$ 17,939,738	\$ 18,232,010
Internal Service	CENTRAL STORES					
	PERSONNEL SERVICES	274,677	145,915	157,318	157,318	169,117
	OTHER SERVICES	38,384	36,238	37,765	35,547	35,790
	MATERIALS & SUPPLIES	756,458	491,873	866,555	739,265	871,115
	OTHER CHARGES	86,278	90,106	116,668	115,718	106,110
	PASS THROUGHGS	44,928	43,656	46,848	46,848	47,543
	Total	\$ 1,200,725	\$ 807,788	\$ 1,225,154	\$ 1,094,696	\$ 1,229,675
	FLEET SERVICES					
	PERSONNEL SERVICES	1,408,972	1,372,513	1,506,916	1,404,197	1,579,829
	OTHER SERVICES	172,365	336,819	245,043	268,947	233,137
	MATERIALS & SUPPLIES	98,249	86,243	100,078	100,213	83,305
	OTHER CHARGES	3,140,677	2,632,126	2,966,196	2,967,834	2,962,522
	PASS THROUGHGS	678,850	680,618	691,440	691,440	697,039
	CAPITAL OUTLAY	-	-	4,201,254	4,046,365	1,394,510
	VEHICLE OPERATING COSTS	1,686,620	1,693,472	1,790,744	1,635,841	1,813,460
	Total	\$ 7,185,733	\$ 6,801,791	\$ 11,501,671	\$ 11,114,837	\$ 8,763,802

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	INFORMATION TECHNOLOGY					
	PERSONNEL SERVICES	3,582,517	3,594,138	3,835,873	3,816,437	4,177,136
	PAYROLL FRINGES	33,604	17,271	16,081	12,538	16,966
	OTHER SERVICES	2,134,310	2,443,489	2,872,107	2,698,475	2,356,013
	MATERIALS & SUPPLIES	373,671	370,320	1,016,220	1,014,534	1,347,505
	OTHER CHARGES	1,264,838	1,321,399	1,392,162	1,582,241	1,385,012
	CAPITAL OUTLAY	-	-	414,347	415,711	239,163
	Total	\$ 7,388,940	\$ 7,746,618	\$ 9,546,790	\$ 9,539,936	\$ 9,521,795
	PROJECT MANAGEMENT					
	PERSONNEL SERVICES	2,112,832	1,635,109	2,962,013	2,615,591	3,333,751
	PAYROLL FRINGES	-	378,954	716,642	716,642	776,522
	EMPLOYEE ALLOWANCES	-	-	9,172	9,172	9,594
	OTHER SERVICES	324,230	528,208	472,698	727,641	470,651
	MATERIALS & SUPPLIES	33,655	27,371	33,850	34,765	39,850
	OTHER CHARGES	727,206	781,709	787,415	791,265	782,639
	PASS THROUGHES	39,408	40,320	55,999	55,999	60,058
	CAPITAL OUTLAY	-	-	54,424	66,178	49,855
	Total	\$ 3,237,332	\$ 3,391,671	\$ 5,092,213	\$ 5,017,253	\$ 5,522,920
	RISK FUND					
	PERSONNEL SERVICES	635,385	706,331	770,623	734,420	789,141
	PAYROLL FRINGES	228,370	-	-	-	-
	OTHER SERVICES	853,590	988,593	1,086,886	1,101,309	1,168,205
	MATERIALS & SUPPLIES	34,581	69,556	84,500	71,000	51,000
	OTHER CHARGES	24,094,909	25,505,775	30,458,599	28,203,785	30,761,168
	PASS THROUGHES	3,325,111	2,696,180	4,390,633	4,350,310	983,138
	Total	\$ 29,171,946	\$ 29,966,435	\$ 36,791,241	\$ 34,460,824	\$ 33,752,652
	WHEELER CENTER					
	PERSONNEL SERVICES	41,781	41,643	56,628	41,500	49,211
	OTHER SERVICES	260,587	285,017	434,667	437,217	298,851
	MATERIALS & SUPPLIES	26,313	38,088	22,050	22,354	35,550
	OTHER CHARGES	43,281	44,025	50,879	52,517	51,607
	CAPITAL OUTLAY	14,902	-	-	-	-
	Total	\$ 386,864	\$ 408,774	\$ 564,224	\$ 553,588	\$ 435,219
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND					
	PERSONNEL SERVICES	5,512	9,067	-	288	-
	PAYROLL FRINGES	1,799	3,369	-	41	-
	OTHER SERVICES	2,908	4,694	27,346	26,289	60,000
	MATERIALS & SUPPLIES	3,361	8,108	-	728	-
	OTHER CHARGES	1,220	1,304	1,274	1,274	1,274
	Total	\$ 14,800	\$ 26,542	\$ 28,620	\$ 28,620	\$ 61,274
	POLICE & FIRE RELIEF					
	OTHER CHARGES	-	100,000	-	-	50,000
	Total	\$ -	\$ 100,000	\$ -	\$ -	\$ 50,000
Pension Trust	VEBA TRUST					
	PERSONNEL SERVICES	30,214	28,610	-	29,310	-
	PAYROLL FRINGES	8,971	9,074	-	9,340	-
	OTHER SERVICES	262,468	271,694	695,400	688,390	811,300
	MATERIALS & SUPPLIES	648	520	1,100	810	1,000
	OTHER CHARGES	19,437	27,165	3,319	92,810	115,219
	Total	\$ 321,738	\$ 337,064	\$ 699,819	\$ 820,660	\$ 927,519

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	EMPLOYEES' RETIREMENT SYSTEM					
	PERSONNEL SERVICES	300,111	632,506	293,061	287,480	296,021
	PAYROLL FRINGES	167,503	147,059	159,097	169,024	162,093
	OTHER SERVICES	737,787	707,186	2,242,100	2,175,990	2,536,500
	MATERIALS & SUPPLIES	3,083	2,277	3,700	3,400	3,500
	OTHER CHARGES	36,839,728	37,756,465	46,296,472	42,288,532	43,292,604
	Total	<u>\$ 38,048,213</u>	<u>\$ 39,245,494</u>	<u>\$ 48,994,430</u>	<u>\$ 44,924,426</u>	<u>\$ 46,290,718</u>
Special Revenue	ENERGY PROJECTS					
	PERSONNEL SERVICES	-	66	20,190	20,335	19,831
	PAYROLL FRINGES	-	20	7,982	7,975	7,905
	EMPLOYEE ALLOWANCES	-	-	152	152	224
	OTHER SERVICES	134	57,694	125,000	125,119	25,000
	MATERIALS & SUPPLIES	-	990	3,000	3,000	3,000
	OTHER CHARGES	4,452	4,584	91,809	91,809	41,243
	PASS THROUGHGS	69,060	65,738	63,938	63,938	62,616
	Total	<u>\$ 73,646</u>	<u>\$ 129,092</u>	<u>\$ 312,071</u>	<u>\$ 312,328</u>	<u>\$ 159,819</u>
	COMMUNITY TELEVISION NETWORK					
	PERSONNEL SERVICES	742,767	721,589	581,547	511,870	541,776
	PAYROLL FRINGES	540,984	537,829	420,093	392,447	390,090
	EMPLOYEE ALLOWANCES	780	780	-	-	-
	OTHER SERVICES	306,543	306,246	325,877	321,885	316,925
	MATERIALS & SUPPLIES	84,223	33,671	74,000	53,050	41,500
	OTHER CHARGES	326,924	312,416	298,276	298,276	301,131
	PASS THROUGHGS	-	-	328,000	328,000	334,000
	CAPITAL OUTLAY	48,994	108,239	100,000	50,000	75,000
	Total	<u>\$ 2,051,216</u>	<u>\$ 2,020,770</u>	<u>\$ 2,127,793</u>	<u>\$ 1,955,528</u>	<u>\$ 2,000,422</u>
	HOMELAND SECURITY GRANT FUND					
	PERSONNEL SERVICES	42,089	41,222	44,478	44,478	-
	MATERIALS & SUPPLIES	67	-	-	-	-
	Total	<u>\$ 42,156</u>	<u>\$ 41,222</u>	<u>\$ 44,478</u>	<u>\$ 44,478</u>	<u>\$ -</u>
	MAJOR STREET					
	PERSONNEL SERVICES	2,089,687	2,041,533	2,285,269	2,198,775	2,320,650
	PAYROLL FRINGES	1,240,705	1,232,297	1,292,124	1,248,308	1,383,174
	EMPLOYEE ALLOWANCES	9,766	10,011	5,886	8,495	6,868
	OTHER SERVICES	5,955,994	2,366,827	5,272,273	4,572,032	4,477,558
	MATERIALS & SUPPLIES	928,170	725,446	1,114,304	909,270	1,181,125
	OTHER CHARGES	1,182,996	1,144,019	1,700,945	1,372,767	4,195,775
	PASS THROUGHGS	1,144,407	1,276,301	4,008,524	4,008,524	1,288,207
	CAPITAL OUTLAY	395,612	38,923	256,579	582,567	300,000
	VEHICLE OPERATING COSTS	-	931	-	-	-
	Total	<u>\$ 12,947,337</u>	<u>\$ 8,836,288</u>	<u>\$ 15,935,904</u>	<u>\$ 14,900,738</u>	<u>\$ 15,153,357</u>
	LOCAL STREET					
	PERSONNEL SERVICES	475,639	450,627	479,922	508,014	527,870
	PAYROLL FRINGES	333,297	317,671	307,420	335,124	358,903
	EMPLOYEE ALLOWANCES	-	-	394	179	394
	OTHER SERVICES	637,800	1,145,744	3,269,892	3,282,989	1,741,508
	MATERIALS & SUPPLIES	198,795	115,337	201,700	140,800	210,800
	OTHER CHARGES	56,712	52,872	85,189	85,189	87,318
	PASS THROUGHGS	489,970	227,141	3,434,266	3,434,266	258,915
	CAPITAL OUTLAY	349,726	124,740	-	5,163	-
	Total	<u>\$ 2,541,938</u>	<u>\$ 2,434,133</u>	<u>\$ 7,778,783</u>	<u>\$ 7,791,724</u>	<u>\$ 3,185,708</u>

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	COURT FACILITIES					
	PASS THROUGHGS	225,000	225,000	225,000	225,000	225,000
	Total	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>
	OPEN SPACE & PARKLAND PRESERVATION					
	PERSONNEL SERVICES	27,273	28,527	27,521	27,985	27,335
	PAYROLL FRINGES	15,177	15,959	16,103	16,079	15,235
	EMPLOYEE ALLOWANCES	78	78	117	117	117
	OTHER SERVICES	125,467	174,732	208,500	210,211	208,500
	MATERIALS & SUPPLIES	41	3	750	600	750
	OTHER CHARGES	401,117	475,990	1,206,608	781,305	5,865
	PASS THROUGHGS	1,211,347	1,259,131	1,168,363	1,168,363	1,167,713
	CAPITAL OUTLAY	1,154,209	400,167	988,236	988,236	-
	Total	<u>\$ 2,934,709</u>	<u>\$ 2,354,586</u>	<u>\$ 3,616,198</u>	<u>\$ 3,192,896</u>	<u>\$ 1,425,515</u>
	BANDEMER PROPERTY					
	OTHER SERVICES	-	45	-	-	-
	OTHER CHARGES	1,776	1,836	1,287	1,287	1,326
	CAPITAL OUTLAY	-	-	4,844	4,844	4,964
	Total	<u>\$ 1,776</u>	<u>\$ 1,881</u>	<u>\$ 6,131</u>	<u>\$ 6,131</u>	<u>\$ 6,290</u>
	CONSTRUCTION CODE FUND					
	PERSONNEL SERVICES	1,571,823	1,699,457	1,980,798	1,830,906	2,129,733
	PAYROLL FRINGES	860,032	907,713	1,035,616	979,576	1,125,462
	EMPLOYEE ALLOWANCES	13,575	9,251	13,752	15,865	13,518
	OTHER SERVICES	363,945	561,430	1,779,654	1,743,889	708,654
	MATERIALS & SUPPLIES	43,679	21,224	46,200	41,200	58,400
	OTHER CHARGES	656,856	674,788	724,087	723,250	816,967
	CAPITAL OUTLAY	-	-	336,922	336,922	-
	VEHICLE OPERATING COSTS	-	-	200	261	200
	Total	<u>\$ 3,509,910</u>	<u>\$ 3,873,862</u>	<u>\$ 5,917,229</u>	<u>\$ 5,671,869</u>	<u>\$ 4,852,934</u>
	DRUG ENFORCEMENT					
	OTHER SERVICES	15,315	1,050	6,777	3,168	-
	MATERIALS & SUPPLIES	55,264	18,249	24,564	24,564	47,235
	Total	<u>\$ 70,579</u>	<u>\$ 19,299</u>	<u>\$ 31,341</u>	<u>\$ 27,732</u>	<u>\$ 47,235</u>
	FEDERAL EQUITABLE SHARING FORFEITURE					
	OTHER SERVICES	12,674	15,875	-	-	-
	MATERIALS & SUPPLIES	52,951	18,036	213,299	192,429	175,879
	OTHER CHARGES	4,838	(4,838)	-	-	-
	CAPITAL OUTLAY	10,239	-	-	-	-
	Total	<u>\$ 80,701</u>	<u>\$ 29,073</u>	<u>\$ 213,299</u>	<u>\$ 192,429</u>	<u>\$ 175,879</u>
	PARKS MEMORIALS & CONTRIBUTIONS					
	OTHER SERVICES	9,048	8,033	554,096	558,493	15,787
	MATERIALS & SUPPLIES	4,194	3,039	24,431	24,431	20,000
	OTHER CHARGES	85	85	12,000	12,000	-
	PASS THROUGHGS	10,650	104,245	115,000	115,000	65,000
	CAPITAL OUTLAY	98,090	-	322,447	318,050	-
	Total	<u>\$ 122,067</u>	<u>\$ 115,402</u>	<u>\$ 1,027,974</u>	<u>\$ 1,027,974</u>	<u>\$ 100,787</u>

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	METRO EXPANSION					
	PERSONNEL SERVICES	60,521	74,422	47,592	117,000	73,122
	PAYROLL FRINGES	33,556	30,967	14,867	30,746	33,550
	EMPLOYEE ALLOWANCES	-	-	-	-	70
	OTHER SERVICES	49,439	82,899	297,850	232,563	277,471
	MATERIALS & SUPPLIES	53,062	17,413	55,500	35,500	35,500
	OTHER CHARGES	13,092	13,452	20,686	20,686	21,271
	Total	\$ 209,670	\$ 219,153	\$ 436,495	\$ 436,495	\$ 440,984
	SPECIAL ASSISTANCE					
	OTHER SERVICES	5,000	2,862	16,000	16,000	5,000
	Total	\$ 5,000	\$ 2,862	\$ 16,000	\$ 16,000	\$ 5,000
	OPEN SPACE ENDOWMENT					
	OTHER SERVICES	4,591	-	15,000	15,000	15,000
	Total	\$ 4,591	\$ -	\$ 15,000	\$ 15,000	\$ 15,000
	CEMETARY PERPETUAL CARE					
	OTHER SERVICES	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -
	ART IN PUBLIC PLACES					
	OTHER SERVICES	181	-	-	-	-
	MATERIALS & SUPPLIES	-	9,211	-	-	-
	PASS THROUGHS	-	30,339	130,000	-	-
	Total	\$ 181	\$ 39,550	\$ 130,000	\$ -	\$ -
	ALTERNATIVE TRANSPORTATION					
	PERSONNEL SERVICES	118,676	122,559	161,904	154,872	138,714
	PAYROLL FRINGES	65,115	67,026	79,437	92,552	73,156
	EMPLOYEE ALLOWANCES	49	825	343	995	811
	OTHER SERVICES	206,872	220,636	254,211	252,899	252,174
	MATERIALS & SUPPLIES	1,666	3,069	41,714	39,400	42,655
	OTHER CHARGES	36,001	23,124	1,369,754	34,680	35,339
	PASS THROUGHS	(52,125)	-	-	-	-
	CAPITAL OUTLAY	-	-	-	900,000	-
	Total	\$ 376,254	\$ 437,240	\$ 1,907,363	\$ 1,475,398	\$ 542,849
	STREET, BRIDGE & SIDEWALK MILLAGE					
	PERSONNEL SERVICES	950,120	844,641	76,903	7,196	7,375
	PAYROLL FRINGES	208,041	192,254	4,299	228,670	3,885
	EMPLOYEE ALLOWANCES	-	-	62	62	62
	OTHER SERVICES	2,449,118	1,672,762	4,865,425	4,780,645	-
	MATERIALS & SUPPLIES	110,284	32,004	310	-	-
	OTHER CHARGES	1,695,767	1,305,136	15,828,126	17,317,347	14,130,155
	PASS THROUGHS	1,255,978	1,937,711	2,647,127	2,168,466	138,054
	CAPITAL OUTLAY	13,030,485	11,246,670	11,383,793	513,294	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	\$ 19,699,794	\$ 17,231,177	\$ 34,806,045	\$ 25,015,680	\$ 14,279,531
	MICHIGAN JUSTICE TRAINING					
	OTHER SERVICES	21,000	21,000	21,000	21,000	21,000
	Total	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	AFFORDABLE HOUSING					
	OTHER SERVICES	-	-	100,000	100,000	-
	OTHER CHARGES	-	542,000	8,000	8,000	-
	GRANT/LOAN RECIPIENTS	-	15,298	627,904	594,703	-
	Total	\$ -	\$ 557,298	\$ 735,904	\$ 702,703	\$ -
	PARKS MAINT & CAPITAL IMPROVEMENTS					
	PERSONNEL SERVICES	1,649,160	1,516,952	1,706,650	1,803,323	1,803,799
	PAYROLL FRINGES	915,707	718,863	784,665	837,220	844,235
	EMPLOYEE ALLOWANCES	8,977	8,969	7,913	9,532	8,435
	OTHER SERVICES	1,249,253	1,190,096	2,674,743	2,560,518	1,873,027
	MATERIALS & SUPPLIES	355,889	350,241	339,400	335,641	339,400
	OTHER CHARGES	559,261	301,816	797,465	1,082,144	1,887,386
	PASS THROUGHGS	37,037	11,463	-	-	-
	CAPITAL OUTLAY	1,252,035	518,231	2,913,667	2,369,125	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	\$ 6,027,317	\$ 4,616,630	\$ 9,224,503	\$ 8,997,503	\$ 6,756,282
	MAJOR GRANT PROGRAMS					
	PERSONNEL SERVICES	163,725	172,639	148,013	153,150	-
	PAYROLL FRINGES	13,189	11,946	8,535	10,803	-
	OTHER SERVICES	1,046,024	672,344	3,800,209	516,003	-
	MATERIALS & SUPPLIES	1,051	18,787	15,689	16,082	-
	OTHER CHARGES	-	-	2,498,953	-	-
	CAPITAL OUTLAY	86,165	247,277	-	-	-
	GRANT/LOAN RECIPIENTS	42,383	34,000	63,875	63,875	-
	Total	\$ 1,352,537	\$ 1,156,992	\$ 6,535,274	\$ 759,913	\$ -
	COUNTY MENTAL HEALTH MILLAGE					
	PERSONNEL SERVICES	-	49,064	24,816	55,766	175,000
	PAYROLL FRINGES	-	10,349	-	10,821	101,099
	OTHER SERVICES	-	42,586	486,200	603,829	602,170
	MATERIALS & SUPPLIES	-	168,037	137,696	178,296	50,000
	OTHER CHARGES	-	-	531,288	331,288	1,599,531
	PASS THROUGHGS	-	305,000	865,000	865,000	1,024,600
	CAPITAL OUTLAY	-	46,509	175,000	175,000	100,000
	Total	\$ -	\$ 621,545	\$ 2,220,000	\$ 2,220,000	\$ 3,652,400
	INDIGENT DEFENSE FUND					
	OTHER SERVICES	-	-	767,660	605,307	-
	MATERIALS & SUPPLIES	-	-	20,116	20,116	-
	Total	\$ -	\$ -	\$ 787,776	\$ 625,423	\$ -
Capital Projects	GENERAL CAPITAL FUND					
	PERSONNEL SERVICES	32,562	24,760	-	14,696	-
	PAYROLL FRINGES	(82)	6,900	-	4,180	-
	OTHER SERVICES	1,597,245	821,400	2,368,971	2,104,514	-
	MATERIALS & SUPPLIES	133,687	14,437	38,989	130	-
	OTHER CHARGES	17,089	976	305,943	299,188	2,556,000
	PASS THROUGHGS	721,732	14,530	125,000	-	-
	CAPITAL OUTLAY	1,630,863	414,028	539,324	558,332	-
	Total	\$ 4,133,096	\$ 1,297,031	\$ 3,378,227	\$ 2,981,040	\$ 2,556,000
	CAPITAL SINKING FUND					
	OTHER SERVICES	-	-	291,972	71,731	-
	OTHER CHARGES	-	-	225,000	-	100,000
	CAPITAL OUTLAY	-	-	15,888	15,888	-
	Total	\$ -	\$ -	\$ 532,860	\$ 87,619	\$ 100,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	2019-A CAPITAL IMPROVEMENT BONDS					
	OTHER SERVICES	-	104,059	2,845	949,200	-
	OTHER CHARGES	-	67,710	383,690	-	-
	CAPITAL OUTLAY	-	2,622,553	12,712,526	9,947,100	4,059,200
	Total	\$ -	\$ 2,794,322	\$ 13,099,061	\$ 10,896,300	\$ 4,059,200
Component Units	SMART ZONE LDFA					
	OTHER SERVICES	3,060,573	3,351,375	4,819,791	4,819,791	6,009,064
	OTHER CHARGES	45,312	46,476	74,209	74,209	76,061
	Total	\$ 3,105,885	\$ 3,397,851	\$ 4,894,000	\$ 4,894,000	\$ 6,085,125
	DDA/HOUSING FUND					
	OTHER CHARGES	-	-	720,880	3,000	1,500
	GRANT/LOAN RECIPIENTS	-	-	-	485,200	1,300,000
	Total	\$ -	\$ -	\$ 720,880	\$ 488,200	\$ 1,301,500
	DOWNTOWN DEVELOPMENT AUTHORITY					
	PERSONNEL SERVICES	11,693	2,141	498,141	375,000	466,116
	PAYROLL FRINGES	1,001	470	157,696	171,900	151,514
	EMPLOYEE ALLOWANCES	-	-	1,170	1,200	1,170
	OTHER SERVICES	-	-	1,758,181	1,127,900	979,600
	MATERIALS & SUPPLIES	-	-	22,250	21,400	28,500
	OTHER CHARGES	-	-	665,507	86,000	118,000
	PASS THROUGHGS	-	-	4,456,156	4,073,900	3,278,600
	CAPITAL OUTLAY	-	-	1,277,471	1,700,000	4,270,000
	GRANT/LOAN RECIPIENTS	-	-	-	620,600	621,900
	Total	\$ 12,694	\$ 2,610	\$ 8,836,572	\$ 8,177,900	\$ 9,915,400
	DDA PARKING MAINTENANCE					
	OTHER SERVICES	-	-	776,736	315,000	735,000
	OTHER CHARGES	-	-	-	112,500	2,013,000
	CAPITAL OUTLAY	-	-	2,490,800	2,787,400	7,945,000
	Total	\$ -	\$ -	\$ 3,267,536	\$ 3,214,900	\$ 10,693,000
	DDA PARKING SYSTEM					
	PERSONNEL SERVICES	-	-	516,024	375,000	466,118
	PAYROLL FRINGES	-	-	157,693	171,900	151,512
	EMPLOYEE ALLOWANCES	-	-	1,170	1,200	1,170
	OTHER SERVICES	-	-	8,505,445	13,347,100	14,391,200
	MATERIALS & SUPPLIES	-	-	22,250	61,400	77,400
	OTHER CHARGES	-	-	6,774,932	1,343,900	1,656,000
	PASS THROUGHGS	-	-	7,240,258	6,987,300	13,320,900
	CAPITAL OUTLAY	-	-	170,000	160,000	175,000
	GRANT/LOAN RECIPIENTS	-	-	-	869,600	879,100
	Total	\$ -	\$ -	\$ 23,387,772	\$ 23,317,400	\$ 31,118,400

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
	CITY TOTALS					
	PERSONNEL SERVICES	68,071,113	81,427,469	78,313,865	73,970,791	78,995,302
	PAYROLL FRINGES	34,750,736	35,205,984	36,759,219	36,940,794	39,244,553
	EMPLOYEE ALLOWANCES	580,047	607,450	571,799	617,523	581,278
	OTHER SERVICES	54,115,436	51,598,142	93,255,765	88,671,528	75,638,621
	MATERIALS & SUPPLIES	7,986,094	7,806,047	9,897,300	9,453,011	10,226,301
	OTHER CHARGES	110,810,248	152,672,609	193,939,680	185,471,106	196,124,563
	PASS THROUGHS	26,478,886	25,950,502	51,552,076	46,892,363	39,793,945
	CAPITAL OUTLAY	22,110,141	14,263,038	42,203,955	26,538,133	18,892,692
	VEHICLE OPERATING COSTS	1,773,750	1,767,657	2,019,056	1,845,489	2,074,080
	GRANT/LOAN RECIPIENTS	1,361,912	1,368,827	2,268,108	4,210,307	4,127,329
	Total*	\$ 328,038,363	\$ 372,667,725	\$ 510,780,823	\$ 474,611,045	\$ 465,698,664

* Totals include all fund activity with no inter-fund eliminations. The City uses several Internal Service Funds to account for expenditures such as Fleet, Information Technology and Risk. Transactions involving Internal Service Funds would need to be eliminated to obtain consolidated totals. In addition, retiree payments from the Pension Trust Fund are included in the Payroll Fringes total.

**General Fund
Expenditures by Agency - Category**

Agency - Category	Values			Forecasted FY2020	Requested FY2021
	Actual FY2018	Actual FY2019	Budget FY2020		
Mayor & Council	353,870	364,442	439,477	422,980	492,262
010 Mayor	353,870	364,442	439,477	422,980	492,262
Personnel Services	40,174	42,177	56,636	43,364	56,936
Personnel Services-Other	207,411	210,125	231,177	214,973	299,167
Payroll Fringes	54,077	57,013	51,060	66,007	53,437
Other Services	8,400	3,799	20,765	14,261	16,265
Materials & Supplies	2,004	4,386	12,375	12,390	875
Other Charges	41,804	46,942	67,464	71,985	65,582
City Attorney	2,718,098	2,775,662	2,530,673	2,569,425	2,561,961
014 Attorney	2,718,098	2,775,662	2,530,673	2,569,425	2,561,961
Personnel Services	1,473,063	1,466,703	1,327,931	1,300,897	1,371,878
Personnel Services-Other	108,287	114,845	24,000	125,925	-
Payroll Fringes	765,641	708,387	653,947	657,268	709,297
Employee Allowances	4,450	4,715	3,900	3,424	3,120
Other Services	67,900	191,604	190,286	151,249	129,925
Materials & Supplies	32,772	22,124	28,300	28,300	28,301
Other Charges	265,986	267,286	302,309	302,362	319,440
Capital Outlay	-	-	-	-	-
City Administrator Service Area	7,848,914	8,571,800	9,792,346	9,914,197	10,046,911
011 City Administrator	763,863	922,069	1,134,036	1,419,481	1,177,144
Personnel Services	302,191	473,226	469,669	462,466	462,854
Personnel Services-Other	-	-	-	277,255	80,000
Payroll Fringes	135,549	190,596	178,715	195,656	241,765
Employee Allowances	1,560	2,210	2,340	2,574	2,340
Other Services	149,304	97,699	136,887	132,013	75,700
Materials & Supplies	28,149	3,412	2,150	2,163	2,150
Other Charges	147,110	154,927	344,275	347,354	312,335
012 Human Resources	2,019,034	2,104,067	2,199,397	2,048,621	2,210,982
Personnel Services	1,036,561	1,089,512	1,177,380	1,024,169	1,190,807
Personnel Services-Other	69,597	123,319	35,500	28,952	35,500
Payroll Fringes	597,953	623,047	666,230	634,489	671,752
Employee Allowances	3,900	5,206	5,460	3,270	3,900
Other Services	100,401	40,707	60,607	103,468	56,792
Materials & Supplies	5,080	6,188	6,360	6,360	6,360
Other Charges	205,542	216,088	247,860	247,913	245,871

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
013 Safety	296,838	342,932	348,240	339,883	351,820
Personnel Services	178,856	211,932	217,483	217,483	217,483
Personnel Services-Other	5,112	5,521	15,000	7,280	15,000
Payroll Fringes	110,721	122,980	113,417	112,680	116,997
Employee Allowances	2,150	2,440	2,340	2,440	2,340
Other Services	-	59	-	-	-
015 City Clerk	1,202,901	1,330,861	1,303,353	1,479,842	1,609,511
Personnel Services	410,241	461,227	470,504	479,223	476,523
Personnel Services-Other	145,778	224,229	127,712	249,070	319,414
Payroll Fringes	300,452	313,843	309,061	330,601	323,276
Employee Allowances	3,565	4,585	2,340	4,879	2,340
Other Services	78,005	82,790	108,077	102,915	128,033
Materials & Supplies	70,482	58,751	32,531	65,622	107,807
Other Charges	188,643	185,435	253,128	247,532	252,118
Pass Throughs	-	-	-	-	-
Capital Outlay	5,735	-	-	-	-
016 Police Commission	-	-	150,000	136,361	150,000
Personnel Services	-	-	55,000	55,000	55,000
Payroll Fringes	-	-	32,227	18,026	32,380
Employee Allowances	-	-	-	-	-
Other Services	-	-	52,771	52,853	53,355
Materials & Supplies	-	-	1,050	1,477	400
Other Charges	-	-	8,952	9,005	8,865
029 Sustainability & Innovation	-	340,203	649,373	558,206	549,045
Personnel Services	-	204,561	226,099	142,747	245,715
Personnel Services-Other	-	1,836	-	-	-
Payroll Fringes	-	74,176	94,306	71,903	108,830
Employee Allowances	-	1,567	717	1,058	1,602
Other Services	-	19,931	236,045	250,952	111,140
Materials & Supplies	-	15,348	12,500	18,500	3,100
Other Charges	-	22,784	79,706	73,046	78,658
Pass Throughs	-	-	-	-	-
Capital Outlay	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
091 Fleet & Facility Services	3,566,278	3,531,669	3,541,813	3,468,927	3,539,066
Personnel Services	1,220,038	1,208,491	1,374,045	1,217,751	1,364,403
Personnel Services-Other	126,274	155,766	120,539	189,984	86,758
Payroll Fringes	923,158	888,486	947,692	928,876	962,914
Employee Allowances	12,926	13,052	10,342	12,702	10,702
Other Services	790,104	873,150	889,605	911,132	913,172
Materials & Supplies	60,411	58,037	56,300	56,800	56,300
Other Charges	117,187	120,365	122,659	131,051	122,328
Pass Throughs	300,292	196,412	20,631	20,631	22,489
Capital Outlay	15,888	17,911	-	-	-
Vehicle Operating Costs	-	-	-	-	-
094 Communications Office	-	-	466,134	462,876	459,343
Personnel Services	-	-	258,212	256,732	258,513
Payroll Fringes	-	-	176,442	174,586	184,605
Employee Allowances	-	-	780	858	780
Other Services	-	-	12,000	12,000	-
Materials & Supplies	-	-	3,000	3,000	-
Other Charges	-	-	15,700	15,700	15,445
Community Services Area	13,758,762	16,459,168	19,421,489	19,309,804	16,582,987
002 Community Development	4,439,666	4,707,671	5,839,633	5,727,341	5,050,508
Personnel Services	1,253,491	1,423,642	1,475,473	1,491,471	1,660,652
Personnel Services-Other	153,980	177,887	185,209	61,700	191,111
Payroll Fringes	903,648	991,029	1,007,688	995,402	1,159,935
Employee Allowances	13,609	13,564	12,879	20,133	16,779
Other Services	165,247	186,860	465,000	465,098	165,000
Materials & Supplies	-	-	-	153	-
Other Charges	630,162	595,159	847,055	847,055	530,702
Pass Throughs	-	-	-	-	-
Capital Outlay	-	-	270,000	270,000	-
Grant/Loan Recipients	1,319,529	1,319,529	1,576,329	1,576,329	1,326,329

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
033 Building & Rental Services	1,799,746	1,649,831	1,718,113	1,687,964	1,263,597
Personnel Services	658,187	580,876	518,936	505,533	472,927
Personnel Services-Other	31,196	45,791	18,204	34,710	7,500
Payroll Fringes	413,358	374,871	299,324	291,185	280,795
Employee Allowances	5,981	5,897	3,447	6,323	2,901
Other Services	299,834	242,704	421,308	394,996	70,923
Materials & Supplies	25,245	24,671	23,530	21,920	21,000
Other Charges	365,945	375,022	433,364	433,297	407,551
Capital Outlay	-	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-
050 Planning	1,241,204	1,426,595	2,109,502	2,140,067	1,431,930
Personnel Services	602,979	669,731	654,417	674,401	670,686
Personnel Services-Other	8,815	6,951	25,288	21,693	50,000
Payroll Fringes	388,727	418,275	421,991	426,399	443,841
Employee Allowances	1,433	2,151	1,599	2,395	1,599
Other Services	49,133	64,779	772,905	774,063	47,896
Materials & Supplies	11,209	14,319	6,498	12,624	17,725
Other Charges	178,908	250,391	206,804	208,492	200,183
Pass Throughs	-	-	20,000	20,000	-
060 Parks & Recreation	6,278,146	8,675,071	9,754,241	9,754,432	8,836,952
Personnel Services	1,209,881	1,459,787	1,468,674	1,403,036	1,485,886
Personnel Services-Other	1,656,221	1,907,757	1,994,503	1,887,926	2,026,261
Payroll Fringes	927,707	1,143,133	926,215	1,044,331	959,669
Employee Allowances	11,782	13,970	11,502	13,362	12,672
Other Services	1,256,456	1,893,303	2,639,691	2,712,298	2,040,176
Materials & Supplies	471,586	487,981	530,194	500,903	531,688
Other Charges	698,970	1,385,161	1,567,573	1,577,763	1,444,658
Pass Throughs	-	290,906	571,889	571,889	290,942
Capital Outlay	-	56,624	-	-	-
Vehicle Operating Costs	45,543	36,448	44,000	42,924	45,000
Grant/Loan Recipients	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
Financial & Administrative Services	7,783,967	7,646,246	8,365,938	8,010,349	8,422,343
018 Finance	4,013,963	4,076,531	4,616,796	4,279,758	4,353,013
Personnel Services	1,827,048	1,794,120	2,087,090	1,754,526	2,026,339
Personnel Services-Other	105,560	29,889	89,488	99,471	8,293
Payroll Fringes	1,268,924	1,226,263	1,289,266	1,149,933	1,253,789
Employee Allowances	18,135	13,925	18,330	15,612	18,750
Other Services	168,715	244,956	286,386	401,383	211,113
Materials & Supplies	66,966	67,856	68,522	81,158	66,289
Other Charges	558,615	641,489	716,193	716,154	705,643
Pass Throughs	-	58,032	61,521	61,521	62,797
Capital Outlay	-	-	-	-	-
078 Customer Service	287,427	-	-	-	-
Personnel Services	114,698	-	-	-	-
Personnel Services-Other	6,454	-	-	-	-
Payroll Fringes	71,196	-	-	-	-
Other Services	373	-	-	-	-
Materials & Supplies	255	-	-	-	-
Other Charges	36,588	-	-	-	-
Pass Throughs	57,864	-	-	-	-
092 Information Technology	3,482,577	3,569,715	3,749,142	3,730,591	4,069,330
Personnel Services	2,086,231	2,192,994	2,328,592	2,318,785	2,436,516
Personnel Services-Other	74,272	75,941	76,599	73,975	189,186
Payroll Fringes	1,306,893	1,285,050	1,328,000	1,321,880	1,427,677
Employee Allowances	15,180	15,730	15,951	15,951	15,951
Other Services	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
Public Services	8,310,831	4,888,874	7,727,081	7,439,930	5,339,195
040 Engineering	2,180,155	4,022,090	4,930,489	4,924,575	4,652,261
Personnel Services	942,220	1,071,892	1,140,690	1,143,899	1,197,890
Personnel Services-Other	36,259	37,199	98,935	47,455	267,673
Payroll Fringes	1,068,868	700,087	720,284	753,093	774,784
Employee Allowances	28,608	33,554	7,344	35,055	7,289
Other Services	-	1,523,892	1,845,243	1,855,340	1,709,830
Materials & Supplies	-	43,479	107,750	79,490	105,750
Other Charges	-	3,117	247,222	247,222	50,692
Pass Throughs	104,200	608,532	763,021	763,021	538,353
Capital Outlay	-	-	-	-	-
Vehicle Operating Costs	-	338	-	-	-
046 Systems Planning	226,568	-	253,000	73,000	60,000
Personnel Services	95,323	-	-	18,829	-
Personnel Services-Other	45,846	-	-	400	-
Payroll Fringes	35,959	-	-	5,421	-
Employee Allowances	845	-	-	-	-
Other Services	25,694	-	-	5,350	-
Materials & Supplies	66	-	-	-	-
Other Charges	22,836	-	178,000	3,000	20,000
Pass Throughs	-	-	75,000	40,000	40,000
061 Public Works	4,910,186	40,492	30,295	30,292	49,091
Personnel Services	471,342	17,684	20,051	13,501	28,938
Personnel Services-Other	203,039	6,964	-	2,925	-
Payroll Fringes	413,981	15,602	9,994	13,608	19,903
Employee Allowances	3,519	229	250	258	250
Other Services	2,250,436	4	-	-	-
Materials & Supplies	107,824	9	-	-	-
Other Charges	624,578	-	-	-	-
Pass Throughs	768,435	-	-	-	-
Capital Outlay	67,033	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
070 Public Services Administration	145,778	309,649	1,462,361	1,459,861	118,349
Personnel Services	167	13,925	-	1,500	-
Personnel Services-Other	-	1,712	-	1,250	-
Payroll Fringes	41	3,624	-	643	-
Other Services	10,800	162,041	300,064	641,516	26,767
Materials & Supplies	3,106	5	-	500	-
Other Charges	131,664	128,342	462,297	114,452	91,582
Pass Throughs	-	-	700,000	700,000	-
074 Utilities-Water Treatment	848,145	516,644	1,050,936	952,202	459,494
Personnel Services	99,929	82,720	149,719	147,265	152,534
Personnel Services-Other	4,536	3,722	3,143	2,393	3,300
Payroll Fringes	70,738	63,692	83,991	83,802	102,713
Employee Allowances	585	880	978	978	970
Other Services	144,463	166,262	287,231	184,790	118,139
Materials & Supplies	13,750	9,119	11,050	12,350	11,250
Other Charges	14,144	13,988	314,824	320,624	20,588
Pass Throughs	500,000	176,260	200,000	200,000	50,000
Capital Outlay	-	-	-	-	-
Safety Services	43,264,068	46,279,975	47,168,851	47,341,190	47,979,449
031 Police	27,342,476	28,994,960	29,850,418	30,143,533	30,746,848
Personnel Services	11,663,520	11,824,886	12,169,422	12,243,723	12,459,688
Personnel Services-Other	2,129,007	2,228,815	1,674,463	1,846,144	1,652,891
Payroll Fringes	7,193,573	7,911,907	8,410,500	8,458,095	9,270,033
Employee Allowances	240,975	258,923	259,280	259,280	262,300
Other Services	2,333,201	2,726,247	2,698,115	2,696,307	2,571,502
Materials & Supplies	153,093	163,828	251,761	251,670	155,237
Other Charges	3,629,108	3,880,344	4,380,419	4,381,856	4,375,197
Pass Throughs	-	-	-	-	-
Capital Outlay	-	-	6,458	6,458	-
Vehicle Operating Costs	-	10	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
032 Fire	15,921,592	17,285,015	17,318,433	17,197,657	17,232,601
Personnel Services	6,836,395	7,520,929	7,235,740	7,195,751	7,103,780
Personnel Services-Other	1,002,247	865,105	896,683	862,740	674,379
Payroll Fringes	4,539,207	5,087,827	5,411,123	5,390,074	5,498,794
Employee Allowances	130,962	137,545	142,600	138,963	142,820
Other Services	1,204,241	1,305,795	991,768	1,021,609	941,081
Materials & Supplies	174,590	238,360	229,137	229,355	229,137
Other Charges	1,998,270	2,113,009	2,275,382	2,223,165	2,306,610
Pass Throughs	35,681	-	136,000	136,000	336,000
Capital Outlay	-	16,444	-	-	-
Vehicle Operating Costs	-	-	-	-	-
District Court	4,564,257	4,743,686	4,970,435	4,940,701	4,975,589
021 District Court	4,564,257	4,743,686	4,970,435	4,940,701	4,975,589
Personnel Services	1,854,655	1,908,153	2,066,984	1,973,860	2,039,657
Personnel Services-Other	39,208	105,201	73,965	133,499	92,321
Payroll Fringes	1,309,631	1,310,765	1,317,610	1,285,063	1,325,629
Employee Allowances	3,245	2,890	3,240	2,440	3,240
Other Services	560,968	591,166	392,656	633,535	397,516
Materials & Supplies	70,843	73,839	60,950	64,673	60,950
Other Charges	725,706	738,178	848,523	847,631	1,056,276
Pass Throughs	-	-	206,507	-	-
Capital Outlay	-	13,495	-	-	-
Other	17,799,757	12,771,577	14,645,629	14,566,977	16,377,042
019 Non-Departmental	17,799,757	12,771,577	14,645,629	14,566,977	16,377,042
Personnel Services	-	-	-	-	-
Personnel Services-Other	-	-	198,422	134,422	1,797,982
Payroll Fringes	530,070	70,376	-	-	-
Other Services	1,189,516	484,369	277,671	258,470	260,671
Materials & Supplies	36,231	29,309	64,501	32,770	64,501
Other Charges	261,113	367,988	1,053,037	1,089,317	1,383,309
Pass Throughs	11,473,377	11,819,536	13,051,998	13,051,998	12,870,579
Capital Outlay	4,309,449	-	-	-	-
Grand Total	\$ 106,402,525	\$ 104,501,431	\$ 115,061,919	\$ 114,515,553	\$ 112,777,739

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
Mayor & Council	353,870	364,442	439,477	422,980	492,262
010 Mayor	353,870	364,442	439,477	422,980	492,262
1010 Mayor & Council	353,870	364,442	439,477	422,980	492,262
City Administrator Service Area	7,848,914	8,571,800	9,792,346	9,914,197	10,046,911
011 City Administrator	763,863	922,069	1,134,036	1,419,481	1,177,144
1000 Administration	763,863	922,069	1,134,036	1,419,481	1,177,144
1140 Communications	-	-	-	-	-
012 Human Resources	2,019,034	2,104,067	2,199,397	2,048,621	2,210,982
1000 Administration	1,894,752	1,974,964	2,066,178	1,915,316	2,071,005
1217 Union Business	124,282	129,102	133,219	133,305	139,977
013 Safety	296,838	342,932	348,240	339,883	351,820
1000 Administration	296,838	342,932	348,240	339,883	351,820
015 City Clerk	1,202,901	1,330,861	1,303,353	1,479,842	1,609,511
1000 Administration	1,202,804	1,312,243	1,278,053	1,478,436	1,584,211
1130 Fairview Cemetery	-	18,618	25,300	1,406	25,300
1522 Elections-Special	77	-	-	-	-
3172 Animal Control	20	-	-	-	-
016 Police Commission	-	-	150,000	136,361	150,000
1000 Administration	-	-	150,000	136,361	150,000
029 Sustainability & Innovation	-	340,203	649,373	558,206	549,045
1000 Administration	-	159,219	191,490	238,631	240,048
7019 Public Engagement	-	1,316	91,472	82,152	125,602
7021 Partnerships	-	11,614	-	86	-
7023 Program Management	-	147,261	24,510	13,066	50,000
7024 Asset Management	-	20,794	341,901	224,271	133,395

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
091 Fleet & Facility Services	3,566,278	3,531,669	3,541,813	3,468,927	3,539,066
1000 Administration	1,057,414	1,011,369	865,027	927,059	814,809
1381 Municipal Center	1,177,663	1,301,472	1,296,240	1,197,891	1,345,803
1383 Community Dental Center	276	2,523	-	9,400	-
2000 COVID 19	-	-	-	-	-
3231 Fire Station #1	171,144	148,210	167,458	169,762	171,526
4912 Materials & Supplies	1,210	582	1,832	9,153	1,901
4914 Repairs	948,708	856,877	960,923	919,060	941,266
4918 Garage Maintenance	9,354	9,055	8,914	1,872	8,465
7060 Outstations	182,229	189,137	196,525	190,474	210,137
9091 Vehicle Purchases	18,280	12,443	44,894	44,256	45,159
094 Communications Office	-	-	466,134	462,876	459,343
1000 Administration	-	-	15,000	15,000	-
1140 Communications	-	-	451,134	447,876	459,343
City Attorney	2,718,098	2,775,662	2,530,673	2,569,425	2,561,961
014 Attorney	2,718,098	2,775,662	2,530,673	2,569,425	2,561,961
1000 Administration	2,718,098	2,775,662	2,530,673	2,569,425	2,561,961
Community Services Area	13,758,762	16,459,168	19,421,489	19,309,804	16,582,987
002 Community Development	4,439,666	4,707,671	5,839,633	5,727,341	5,050,508
1000 Administration	264,664	269,145	558,100	556,754	273,417
2034 Housing Commission Support	2,855,473	3,118,997	3,405,204	3,294,258	3,450,762
2220 Housing Acquisition	-	-	-	-	-
2310 Human Serv/Homeless Prevnt	1,319,529	1,319,529	1,576,329	1,576,329	1,326,329
3112 Community Mental Health	-	-	300,000	300,000	-
033 Building & Rental Services	1,799,746	1,649,831	1,718,113	1,687,964	1,263,597
1000 Administration	413,843	454,763	673,407	669,707	534,903
3311 Deer Management	293,881	201,609	152,520	144,121	-
3340 Housing Bureau	1,016,681	926,533	810,403	800,899	651,787
3370 Building - Appeals	75,341	66,927	81,783	73,237	76,907

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
050 Planning	1,241,204	1,426,595	2,109,502	2,140,067	1,431,930
3320 Historic Preservation	97,439	108,427	99,719	100,857	101,555
3360 Planning	1,134,765	1,200,797	1,927,155	1,954,573	1,330,375
3364 Neighborhood Partnership Program	9,000	80,000	20,000	20,000	-
3365 Annexations	-	37,371	62,628	64,637	-
3370 Building - Appeals	-	-	-	-	-
060 Parks & Recreation	6,278,146	8,675,071	9,754,241	9,754,432	8,836,952
1000 Administration	1,221,088	1,937,926	2,848,745	2,838,414	1,819,998
1646 Farmer's Market	166,812	166,554	176,871	165,408	176,445
4146 Football/Special Events	-	16,419	10,437	12,937	10,437
6001 Outdoor Ice Rinks	42,103	50,994	40,000	44,711	-
6100 Facility Rentals	358,688	338,008	358,375	347,604	362,275
6209 Parks - Mowing	(2,450)	548,215	737,994	720,740	737,302
6210 Operations	-	441,406	411,614	407,487	562,228
6211 Encampment Clean-up	-	-	-	-	-
6222 Snow & Ice Control	-	182,525	162,969	195,287	160,560
6231 Buhr Pool	301,431	328,248	298,105	318,514	290,006
6232 Buhr Rink	147,303	166,054	179,939	171,115	165,663
6234 Veteran's Pool	317,233	309,913	283,504	274,384	294,717
6235 Veteran's Ice Arena	433,105	458,034	451,675	452,885	456,327
6236 Fuller Pool	337,167	411,810	337,037	373,273	346,138
6237 Mack Pool	313,014	343,579	319,781	301,301	323,620
6242 Argo Livery	512,982	461,070	544,046	524,619	521,933
6244 Gallup Livery	333,201	357,058	372,335	363,721	376,275
6315 Senior Center Operations	243,784	196,703	209,398	181,382	237,384
6328 ROW Maintenance	-	12,098	14,500	5,852	14,500
6335 Athletic Fields/Game Courts	-	18,371	21,775	22,500	22,177
6365 Playground Maintenance	-	114,444	40,216	114,893	40,712
6403 Community Outreach Services	172,593	149,581	185,538	185,676	172,156
6503 Huron Golf Course	468,419	451,456	492,341	480,126	499,789
6504 Leslie Golf Course	911,672	923,700	966,032	960,589	955,368
9500 Debt Service	-	290,906	291,014	291,014	290,942

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
Financial & Administrative Services Area	7,783,967	7,646,246	8,365,938	8,010,349	8,422,343
018 Finance	4,013,963	4,076,531	4,616,796	4,279,758	4,353,013
1000 Administration	1,170,914	1,090,064	1,312,617	1,291,284	1,230,545
1371 Purchasing	164,651	149,169	160,869	160,762	161,023
1820 Accounting	854,109	856,537	933,210	854,090	862,661
1830 Assessing	1,186,371	1,015,201	1,204,335	1,045,427	1,124,066
1850 Treasury/Violations Bureau	391,861	399,468	455,525	451,618	410,090
1860 Parking Referees	246,057	262,922	265,214	260,215	268,387
4550 Customer Service	-	34,433	31,762	31,782	32,535
7011 Call Center	-	268,737	253,264	184,580	263,706
078 Customer Service	287,427	-	-	-	-
4550 Customer Service	36,877	-	-	-	-
7011 Call Center	250,550	-	-	-	-
092 Information Technology	3,482,577	3,569,715	3,749,142	3,730,591	4,069,330
1000 Administration	232,333	196,524	201,373	201,011	319,037
1921 Infrastructure	924,190	967,449	996,058	988,894	1,103,861
1922 Enterprise Applications	629,994	737,909	770,261	769,655	881,964
1925 Technical Services	-	-	-	-	-
1926 Help Desk	496,169	503,332	531,170	520,773	536,861
1927 Application Development	1,199,890	1,164,501	1,250,280	1,250,258	1,227,607

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
Public Services	8,310,831	4,888,874	7,727,081	7,439,930	5,339,195
040 Engineering	2,180,155	4,022,090	4,930,489	4,924,575	4,652,261
1000 Administration	1,131,881	1,303,783	1,132,268	1,221,552	1,399,297
4100 DDA Street Lighting	-	67,196	95,048	100,524	98,441
4101 Street Lighting	-	2,042,465	2,284,379	2,268,760	2,305,716
4149 Major Traffic Signs	-	2,009	4,000	4,000	-
4505 Scio Church/Barton Sidewalks	-	-	-	-	-
4507 Barton Sidewalk	-	-	-	-	-
4509 Maple/Miller Sidewalk	-	-	-	-	-
4510 Engineer - Private-Of-Way	98,366	119,379	91,897	121,470	73,572
4511 Hollywood Dr Paving	-	3,470	196,530	196,530	-
4550 Customer Service	39,952	36,286	48,661	34,161	50,954
4560 Resident Sidewalk Gap Program	-	-	150,000	150,000	100,000
4570 Record Maintenance	29,738	29,933	37,727	23,404	38,205
4580 Private Dev. Construction	372,905	328,689	439,159	371,351	455,577
4930 Systems Maintenance	-	63,920	69,970	69,970	74,827
4931 Installs and Repairs	-	12,954	23,323	23,323	24,942
7012 Training	32,010	12,009	31,756	13,759	30,730
9000 Capital Outlay	475,303	-	325,771	325,771	-
046 Systems Planning	226,568	-	253,000	73,000	60,000
1000 Administration	21,056	-	175,000	30,000	20,000
3360 Planning	14,504	-	-	-	-
7016 Design	-	-	3,000	3,000	-
7019 Public Engagement	18,253	-	75,000	40,000	40,000
7021 Partnerships	47,817	-	-	-	-
7022 Development Process	8,227	-	-	-	-
7023 Program Management	77,138	-	-	-	-
7024 Asset Management	39,573	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
061 Public Works	4,910,186	40,492	30,295	30,292	49,091
1000 Administration	798,450	28,442	10,796	18,590	11,001
1130 Fairview Cemetery	23,618	-	-	-	-
4100 DDA Street Lighting	77,692	-	-	-	-
4101 Street Lighting	2,153,776	-	-	-	-
4146 Football/Special Events	14,817	-	-	-	-
4149 Major Traffic Signs	20,534	-	-	-	-
4930 Systems Maintenance	103,668	-	-	-	-
4931 Installs and Repairs	21,954	-	-	-	-
6209 Parks - Mowing	708,040	-	-	-	-
6210 Operations	220,718	-	-	-	-
6211 Encampment Clean-up	4,021	-	-	-	-
6222 Snow & Ice Control	324,862	7,722	-	6,452	19,045
6225 Graffiti/Private Property	2,980	-	-	-	-
6301 Mowing - Non Parks	5,185	4,328	19,499	5,250	19,045
6309 General Care - Parks/Forestry	22	-	-	-	-
6328 ROW Maintenance	11,226	-	-	-	-
6335 Athletic Fields/Game Courts	18,908	-	-	-	-
6340 Adopt-A-Park/Garden	-	-	-	-	-
6365 Playground Maintenance	108,915	-	-	-	-
9500 Debt Service	290,799	-	-	-	-
070 Public Services Administration	145,778	309,649	1,462,361	1,459,861	118,349
1000 Administration	14,114	14,983	1,074,667	1,072,167	26,767
1100 Fringe Benefits	131,664	128,292	114,397	114,397	91,582
7015 Study/Planning	-	67,071	195,866	195,866	-
7019 Public Engagement	-	99,302	77,431	77,431	-
074 Utilities-Water Treatment	848,145	516,644	1,050,936	952,202	459,494
1000 Administration	57,417	69,247	60,913	60,337	64,339
4160 Barton Dam	77,131	245,782	666,140	601,920	98,122
4162 Superior Dam	53,114	76,876	135,916	144,318	130,193
4164 Water Quality/PFAS	-	-	40,323	-	-
7020 Cell Tower Administration	112,007	110,929	135,944	133,927	154,790
7091 Maintenance - Hydropower	537,128	-	-	-	-
7099 Recreational Dams	11,349	13,809	11,700	11,700	12,050

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
Safety Services	43,264,068	46,279,975	47,168,851	47,341,190	47,979,449
031 Police	27,342,476	28,994,960	29,850,418	30,143,533	30,746,848
1000 Administration	3,097,649	3,468,573	3,738,596	3,790,795	3,899,391
1221 Recruiting & Hiring	10,749	3,524	9,550	15,755	9,550
2000 COVID 19	-	-	-	-	-
3111 Professional Standards	2,563	2,324	1,500	2,200	1,500
3112 Community Mental Health	-	-	49,800	49,800	-
3114 AAATA	-	-	-	-	-
3115 DEA Officer	8,308	2,424	27,457	26,957	14,577
3121 Administrative Services	1,590,437	1,479,565	1,499,228	1,566,134	1,823,002
3123 Communications	897,470	891,998	891,225	891,225	891,372
3125 Management Info Syst	1,375,704	1,414,732	1,564,500	1,563,124	1,552,413
3126 Property	146,716	157,600	167,076	180,231	185,127
3127 Records	726,359	710,794	681,244	688,508	707,905
3135 Hostage Negotiations	3,222	4,092	2,200	2,200	2,200
3144 District Detectives	4,541,537	4,581,588	4,608,606	4,669,854	3,963,638
3146 Firearms	36,486	52,185	54,700	55,215	35,000
3147 L.A.W.N.E.T.	128,148	165,285	161,139	178,087	167,339
3149 Special Tactics	27,948	26,921	22,851	33,514	16,493
3150 Patrol	11,557,996	12,436,178	12,772,063	12,898,232	13,977,525
3152 Special Services	1,182,898	1,241,114	1,178,932	1,199,720	1,015,322
3156 Crossing Guards	208,222	212,082	208,672	201,600	208,672
3158 Mountain Bikes	150	1,094	1,750	2,200	1,750
3159 K-9	374,607	390,059	357,985	360,105	368,141
3160 Motorcycle Unit	49,932	46,026	24,190	23,692	11,998
3162 Community Standards	1,239,806	1,571,233	1,691,584	1,608,815	1,743,463
3165 2020 Presidential Debate	-	-	-	-	14,900
3172 Animal Control	135,570	135,570	135,570	135,570	135,570
3235 Emergency Management	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
032 Fire	15,921,592	17,285,015	17,318,433	17,197,657	17,232,601
1000 Administration	3,274,448	3,274,578	3,515,142	3,458,581	3,793,714
2000 COVID 19	-	-	-	3,750	-
3165 2020 Presidential Debate	-	-	-	-	-
3220 Fire Prevention	1,136,356	1,235,896	1,030,628	1,032,500	982,579
3224 Sirens	-	13,555	75,420	2,832	45,076
3230 Fire Operations	650,433	720,480	333,381	354,112	362,722
3231 Fire Station #1	3,797,319	4,769,675	4,630,786	4,720,539	4,693,531
3232 Fire Station #2	10,662	10,246	9,349	10,480	9,628
3233 Fire Station #3	1,524,644	1,778,819	2,043,470	2,032,211	1,669,153
3234 Fire Station #4	1,388,297	1,408,636	1,586,364	1,543,021	1,718,745
3235 Emergency Management	142,514	148,251	215,337	241,459	218,279
3236 Fire Station #6	1,717,881	1,802,516	1,854,591	1,826,526	1,770,737
3237 Fire Station #5	1,667,965	1,371,696	1,371,119	1,334,466	1,294,279
3240 Repairs & Maintenance	292,264	309,793	228,536	229,497	232,214
3250 Fire Training	318,809	440,874	424,310	407,683	441,944
District Court	4,564,257	4,743,686	4,970,435	4,940,701	4,975,589
021 District Court	4,564,257	4,743,686	4,970,435	4,940,701	4,975,589
1000 Administration	1,292,732	1,334,211	1,468,901	1,462,508	1,467,092
5120 Judicial & Direct Support	1,226,121	1,204,986	1,363,054	1,325,323	1,173,337
5140 Case Processing	1,196,935	1,160,593	1,193,508	1,219,741	1,363,479

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2018	Actual FY2019	Budget FY2020	Forecasted FY2020	Requested FY2021
5141 Court Appointed Attorney	-	184,801	-	18,000	-
5160 Probation/Post Judgmt Sup	848,469	859,095	944,972	915,129	971,681
Other	17,799,757	12,771,577	14,645,629	14,566,977	16,377,042
019 Non-Departmental	17,799,757	12,771,577	14,645,629	14,566,977	16,377,042
1000 Administration	5,680,093	692,486	1,180,194	965,262	2,538,154
1810 Tax Refunds	36,287	118,901	100,000	236,280	100,000
1920 City Wide Memberships	120,195	121,887	137,135	137,135	137,135
1959 Pension/OPEB Contribution	530,070	70,376	593,744	593,744	847,704
2034 Housing Commission Support	3	49	-	-	-
9000 Capital Outlay	-	-	-	-	-
9500 Debt Service	908,626	903,111	910,912	910,912	907,012
9541 Bad Debts	102	-	-	-	-
9800 Pass Throughs	10,524,382	10,864,768	11,723,644	11,723,644	11,847,037
Grand Total	\$ 106,402,525	\$ 104,501,431	\$ 115,061,919	\$ 114,515,553	\$ 112,777,739

FTE Count by Service Area/Unit

	FY 2018	FY 2019	FY 2020	FY 2021
MAYOR & CITY COUNCIL	0.75	0.75	1.00	1.00
Total Mayor & City Council	0.75	0.75	1.00	1.00
CITY ATTORNEY	12.50	12.50	12.50	13.25
Total City Attorney	12.50	12.50	12.50	13.25
CITY ADMINISTRATOR	3.00	3.00	3.00	3.00
HUMAN RESOURCES	13.63	13.63	14.63	14.80
CLERK SERVICES	7.00	7.00	7.00	7.00
COMMUNICATIONS OFFICE	11.00	11.00	11.91	10.91
SAFETY	3.00	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	0.00	4.00	5.00	8.50
FLEET & FACILITIES	21.00	21.00	21.00	21.00
POLICE COMMISSION			1.00	1.00
Total City Administrator Service Area	58.63	62.63	66.54	69.21
BUILDING & RENTAL SERVICES	30.72	30.72	33.69	34.19
PLANNING	8.25	9.25	9.10	9.25
COMMUNITY DEVELOPMENT	27.20	27.20	28.20	30.20
PARKS & RECREATION	22.38	37.04	37.08	37.41
Total Community Services Area	88.55	104.21	108.07	111.05
ACCOUNTING	6.75	6.75	7.00	7.00
ASSESSOR	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	4.50	4.50	4.50
INFORMATION TECHNOLOGY	25.95	25.95	25.95	27.95
PROCUREMENT	2.00	1.00	1.00	1.00
RISK MANAGEMENT	0.85	0.85	0.85	0.85
TREASURY	14.45	14.45	14.35	14.35
Total Financial Services Area	61.50	61.50	61.65	63.65
CAPITAL PROJECTS	18.40	18.01	16.80	17.52
PUBLIC WORKS	116.89	89.67	92.60	92.01
ENGINEERING	15.60	29.70	32.13	33.79
PUBLIC SERVICES ADMINISTRATION	7.35	7.35	7.45	7.50
SYSTEMS PLANNING	16.83	11.23	10.85	9.89
WASTEWATER TREATMENT	35.33	35.72	35.94	35.72
WATER TREATMENT	27.31	27.31	27.76	27.96
Total Public Services Area	237.71	218.99	223.53	224.39
FIRE	88.00	87.00	87.00	87.00
POLICE	148.00	150.00	154.00	156.00
Total Safety Services Area	236.00	237.00	241.00	243.00
FIFTEENTH DISTRICT COURT	35.00	35.00	35.00	35.00
Total Fifteenth District Court	35.00	35.00	35.00	35.00
RETIREMENT SYSTEM	4.00	4.00	4.00	4.00
Total Retirement System	4.00	4.00	4.00	4.00
DOWNTOWN DEVELOPMENT AUTHORITY	6.00	6.00	6.00	6.00
Total Downtown Development Authority	6.00	6.00	6.00	6.00
Grand Total of City FTEs	740.64	742.58	759.29	770.55

Note: The City's FTEs peaked in FY 2001 at 1,005

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MAYOR & CITY COUNCIL

Composed of the Mayor and ten Council members, two from each of five wards, the City Council is the governing body for the City of Ann Arbor. The role of the Mayor and City Council is to determine policy for the City.

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	247,585	252,303	287,813	258,337	356,103
PAYROLL FRINGES	54,076	57,012	51,060	66,007	53,437
OTHER SERVICES	8,400	3,800	20,765	14,261	16,265
MATERIALS & SUPPLIES	2,005	4,386	12,375	12,390	875
OTHER CHARGES	41,804	46,942	67,464	71,985	65,582
Total	\$353,870	\$364,443	\$439,477	\$422,980	\$492,262

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	353,870	364,443	439,477	422,980	492,262
Total	\$353,870	\$364,443	\$439,477	\$422,980	\$492,262

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
MAYOR & COUNCIL	0.75	0.75	1.00	1.00
Total	0.75	0.75	1.00	1.00

MAYOR AND CITY COUNCIL

EXPENSES

Personnel Services - The increase is due to pay increases for the Mayor and Council in FY 2021.

Other Services - The decrease is due to one-time funding in FY 2020 for a City-University Joint Dinner.

Materials & Supplies - The decrease is due to one-time costs in FY 2020 for a copier and badge reader for the Council office.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Mayor and City Council would be charged \$272,543 in FY 2021.

MAYOR & COUNCIL

Allocated Positions

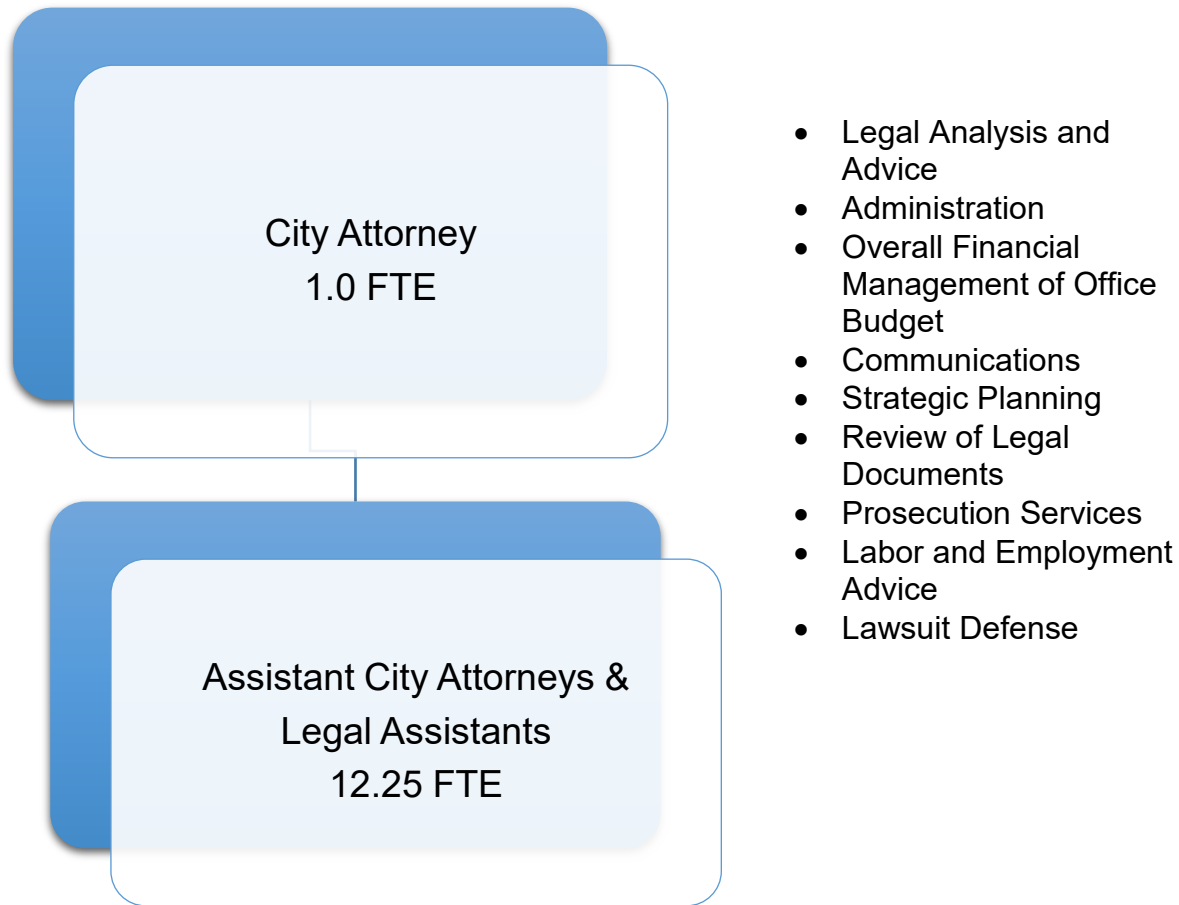
Job Description	Job Class	FY 2021 FTE's
EXECUTIVE ASSISTANT	000820	1.00
Total		1.00



CITY ATTORNEY

The City Attorney's Office performs legal services for the City. These services include the provision of legal advice to City Council, the City Administrator and other City officials, the preparation and review of legal documents, the prosecution of persons accused of violating City ordinances, and the representation of the City and City officials in litigation and labor matters.

City Attorney's Area Organization Chart



The City Attorney is appointed by and responsible to the City Council. The City Attorney is the City's Chief Legal Officer. The City Attorney's Area provides the organization with a broad array of services such as: preparation of legal advice to City Council, City Administrator, and Service Area Administrators, preparation and review of legal documents, drafting and review of ordinances, prosecution of persons accused of violating City ordinances, participation in labor negotiations, and representation of the City in lawsuits.

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
FINES & FORFEITS	17,580	17,580	17,366	17,366	17,366
MISCELLANEOUS REVENUE	-	12	-	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	253,284	260,400	200,000	200,000	266,000
	-	-	12,361	-	-
Total	\$270,864	\$277,992	\$229,727	\$217,366	\$283,366

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	270,864	277,992	229,727	217,366	283,366
Total	\$270,864	\$277,992	\$229,727	\$217,366	\$283,366

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	1,581,350	1,581,547	1,351,931	1,426,822	1,371,878
PAYROLL FRINGES	765,640	708,387	653,947	657,268	709,297
OTHER SERVICES	67,900	191,605	190,286	151,249	129,925
MATERIALS & SUPPLIES	32,771	22,124	28,300	28,300	28,301
OTHER CHARGES	265,986	267,286	302,309	302,362	319,440
EMPLOYEE ALLOWANCES	4,450	4,715	3,900	3,424	3,120
Total	\$2,718,097	\$2,775,664	\$2,530,673	\$2,569,425	\$2,561,961

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	2,718,097	2,775,664	2,530,673	2,569,425	2,561,961
Total	\$2,718,097	\$2,775,664	\$2,530,673	\$2,569,425	\$2,561,961

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
CITY ATTORNEY	12.50	12.50	12.50	13.25
Total	12.50	12.50	12.50	13.25

CITY ATTORNEY

REVENUES

Operating Transfers In - The increase reflects a higher rate collected from the Water Fund to cover certain water-related legal matters due to an increase in the FTEs working on water-related legal matters.

Prior Year Surplus - The decrease reflects a one-time use of fund balance in FY 2020 for outside legal services.

EXPENSES

Personnel Services – The increase reflects a 0.50 FTE increase for an attorney working on water-related legal matters.

Payroll Fringes - The increase reflects a 0.50 FTE increase for an attorney working on water-related legal matters as well as an increase in retirement contributions.

Other Services - The decrease relates to one-time budget in FY 2020 for software program conversion as well as one-time budget in FY 2020 for outside legal services.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Attorney would be charged \$366,722 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Attorney

Area Administrator: N/A

Service Unit: City Attorney

Service Unit Manager: Stephen Postema

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provides legal advice to all Council, City Administration and Service Area Administrators and related employees - City Charter 5.2(1).	●	●	●	●	●	●	Assisted in achieving City goals that are the subject of our advice.	✓	✓	✓	✓
Prosecutes ordinance violations and represent the City before Courts and Tribunals - City Charter 5.2(2).	●	●	●	●	●	●	Prosecuted or defended the City's interest in each case.	✓	✓	✓	✓
Prepares and reviews legality of all ordinances, contracts and all other legal instruments - City Charter 5.2(3).	●	●	●	●	●	●	Provided ordinances, contracts and legal documents that protect the City's interest and achieve City goals.	✓	✓	✓	✓

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ATTORNEY

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ASSISTANT CITY ATTORNEY	403210	1.50
CITY ATTORNEY	403280	1.00
DEPUTY CITY ATTORNEY	404570	1.00
LEGAL & DOCKET MGMT ASST	000240	1.00
LEGAL ASSISTANT PARALEGAL	000920	3.00
SENIOR ASST CITY ATTORNEY	403300	5.75
Total		13.25

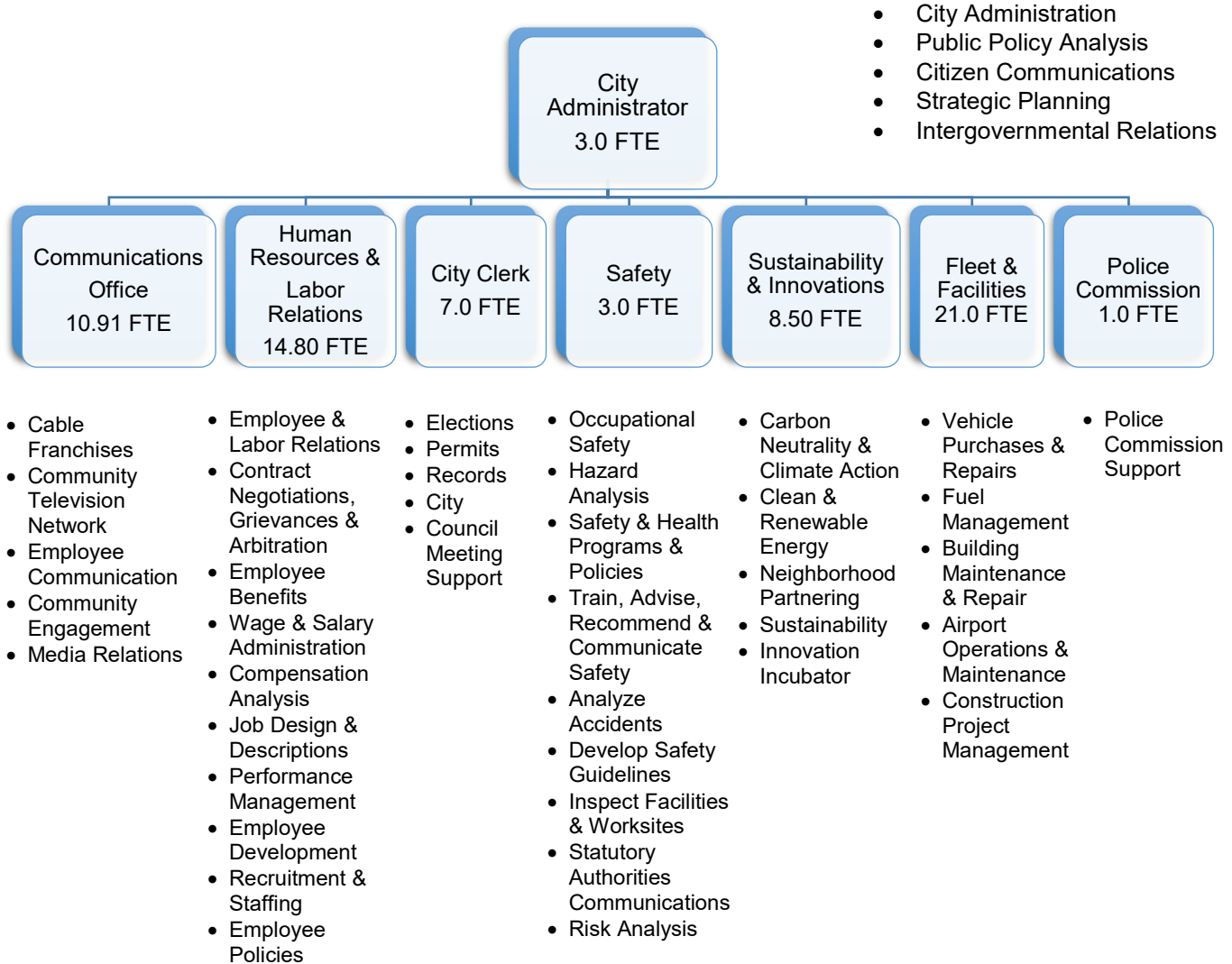
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CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area

Organization Chart



The City Administrator is appointed by the City Council and is the Chief Administrative Officer for the City. The City Administrator provides management and direction to nearly all City functions. The City Administrator's Service Area is comprised of eight service functions: Administration, Communications, City Clerk Services, Fleet & Facilities, Human Resources, Police Commission, Safety and Sustainability & Innovations. The City Administrator's Area provides the organization with a broad array of services such as: employee policies, benefits, employee development, labor relations, public policy analysis, citizen communications, safety, intergovernmental relations and general City administration.

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CITY CLERK	260,160	320,855	340,159	656,084	250,396
COMMUNICATIONS OFFICE	2,098,352	2,114,426	2,542,958	2,319,883	2,474,499
FLEET & FACILITIES	10,734,478	10,836,274	14,703,336	11,168,631	11,473,399
HUMAN RESOURCES	147,316	-	297,861	279,610	309,644
SAFETY	-	-	349,381	344,923	358,839
SUSTAINABILITY & INNOVATIONS OFFICE	83,621	1,023,497	1,466,449	1,086,414	1,100,446
Total	\$13,323,927	\$14,295,052	\$19,700,144	\$15,855,545	\$15,967,223

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ENERGY PROJECTS (0002)	83,621	122,500	312,071	167,695	160,446
GENERAL (0010)	261,394	328,572	3,288,076	3,279,716	2,968,026
FLEET SERVICES (0012)	9,507,010	9,357,195	11,501,671	8,248,569	8,788,735
COMMUNITY TELEVISION NETWORK (0016)	2,098,352	2,114,426	2,199,958	1,976,883	2,140,499
AIRPORT (0048)	944,968	1,303,288	1,165,534	953,154	964,174
CEMETERY PERPETUAL CARE (0054)	1,266	1,810	5,106	1,800	5,343
RISK FUND (0057)	147,316	-	-	-	-
GENERAL CAPITAL FUND (00CP)	280,000	175,700	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	12,132	19,868	19,868	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	879,429	900,000	900,000	940,000
CAPITAL SINKING FUND (0101)	-	-	307,860	307,860	-
Total	\$13,323,927	\$14,295,052	\$19,700,144	\$15,855,545	\$15,967,223

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CITY ADMINISTRATOR	763,863	922,071	1,134,036	1,419,481	1,177,144
CITY CLERK	1,315,066	1,343,699	1,303,353	1,479,842	1,609,511
COMMUNICATIONS OFFICE	2,051,217	2,020,771	2,593,927	2,418,404	2,459,765
FLEET & FACILITIES	12,057,074	11,639,630	16,929,592	15,990,113	13,242,028
HUMAN RESOURCES	29,484,323	29,315,045	35,542,953	33,119,390	32,419,030
POLICE COMMISSION	-	-	150,000	136,361	150,000
SAFETY	833,758	905,236	987,443	935,046	1,004,710
SUSTAINABILITY & INNOVATIONS OFFICE	76,896	662,140	2,096,279	2,008,260	1,861,953
Total	\$46,582,197	\$46,808,592	\$60,737,583	\$57,506,897	\$53,924,141

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ENERGY PROJECTS (0002)	73,646	129,093	312,071	312,328	159,819
GENERAL (0010)	7,848,916	8,571,806	9,792,346	9,861,301	10,046,911
FLEET SERVICES (0012)	7,185,732	6,801,793	11,501,671	11,114,837	8,763,802
COMMUNITY TELEVISION NETWORK (0016)	2,051,217	2,020,771	2,127,793	1,955,528	2,000,422
WATER SUPPLY SYSTEM (0042)	-	39,194	66,603	66,603	65,181
SEWAGE DISPOSAL SYSTEM (0043)	-	14,394	49,379	49,379	48,486
AIRPORT (0048)	763,059	942,110	969,170	762,548	939,160
RISK FUND (0057)	28,002,208	27,773,281	33,982,759	31,665,932	30,860,938
STORMWATER SEWER SYSTEM FUND (0069)	-	31,440	53,181	53,181	53,336
SOLID WASTE (0072)	-	29,863	45,805	41,696	46,086
GENERAL CAPITAL FUND (00CP)	657,419	376,890	609,078	609,078	-
MAJOR GRANTS PROGRAMS (00MG)	-	12,133	19,867	26,867	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	65,824	900,000	900,000	940,000
CAPITAL SINKING FUND (0101)	-	-	307,860	87,619	-
Total	\$46,582,197	\$46,808,592	\$60,737,583	\$57,506,897	\$53,924,141

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
CITY ADMINISTRATOR	3.00	3.00	3.00	3.00
HUMAN RESOURCES	13.63	13.63	14.63	14.80
CITY CLERK	7.00	7.00	7.00	7.00
COMMUNICATIONS	11.00	11.00	11.91	10.91
SAFETY	3.00	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	-	4.00	5.00	8.50
FLEET & FACILITIES	21.00	21.00	21.00	21.00
POLICE COMMISSION	-	-	1.00	1.00
Total	58.63	62.63	66.54	69.21



CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

The City Administrator is the Chief Executive Officer of the City and is appointed by the Mayor and the City Council. The City Administrator is responsible for directing the daily operations of the City, managing the City's finances, providing strategic planning and organizational development, enhancing communications and community relations, coordinating intergovernmental relations, and providing public policy analysis.

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	302,191	473,227	469,669	739,721	542,854
PAYROLL FRINGES	135,549	190,596	178,715	195,656	241,765
OTHER SERVICES	149,303	97,699	136,887	132,013	75,700
MATERIALS & SUPPLIES	28,150	3,412	2,150	2,163	2,150
OTHER CHARGES	147,110	154,927	344,275	347,354	312,335
EMPLOYEE ALLOWANCES	1,560	2,210	2,340	2,574	2,340
Total	\$763,863	\$922,071	\$1,134,036	\$1,419,481	\$1,177,144

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	763,863	922,071	1,134,036	1,419,481	1,177,144
Total	\$763,863	\$922,071	\$1,134,036	\$1,419,481	\$1,177,144

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
CITY ADMINISTRATOR	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00

CITY ADMINISTRATOR

EXPENSES

Personnel Services - The increase is due to a one-time budget for the job corps program in FY 2021.

Payroll Fringes - The increase is due to an increase in retirement contributions in FY 2021.

Other Services - The decrease is due to a one-time budget of \$30,000 for the citizen survey in FY 2020 as well as a one-time collaboration agreement with the Neutral Zone in FY 2020.

Other Charges - The decrease is due to a reduction in the City Administrator's contingency in FY 2021.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Administrator would be charged \$110,299 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: City Administrator

Service Unit Manager: Tom Crawford

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURES	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide organizational leadership in the delivery of services to the community.	●	●	●	●	●	●	Ensure compliance with all appropriate laws, regulations, and rule for all units of government; and ensure proper training, equipment, and facilities are provided.	√	√	√	√
Support Council operations and initiatives.	●	●	●	●	●	●	Prepare an annual report on City activities. Attend and participate in Council events.	√	√	√	√
Responsibly manage the financial resources of the City.			●		●	●	Perform monthly evaluation of financial status and report on variances.	√	√	√	√
Engage with and inform the community with regard to the development, execution, and outcomes of the delivery of municipal services and the implementation of Council policies.	●	●	●	●	●		Prepare and make public an Annual Report focusing on the delivery of core services and key projects and initiatives.	√	√	√	√
Support the development and oversee the execution of the City's legislative policy agenda.	●	●	●	●	●		Support the Council's Legislative Policy Committee and oversee the City's lobbyist activities. Communicate City priorities to the state and federal delegations.	√	√	√	√
Develop and implement an economic development plan for the City consistent with Council adopted policies.	●	●	●	●	●		Provide updates on economic development initiatives on a recurring basis.	√	√	√	√

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ASST CITY ADMINISTRATOR	404510	1.00
CITY ADMINISTRATOR	403120	1.00
STRATEGIC PLAN PROJECT CO	404410	1.00
Total		3.00

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CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

Human Resources is responsible for employee/labor relations, contract negotiations, employee benefits, compensation, performance management, recruiting, training/development, and human resources policies and procedures.

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
INTRAGOVERNMENTAL SALES	-	-	297,861	279,610	309,644
MISCELLANEOUS REVENUE	147,316	-	-	-	-
Total	\$147,316	-	\$297,861	\$279,610	\$309,644

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	297,861	279,610	309,644
RISK FUND (0057)	147,316	-	-	-	-
Total	\$147,316	-	\$297,861	\$279,610	\$309,644

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	1,328,479	1,455,711	1,510,741	1,331,614	1,535,951
PAYROLL FRINGES	826,324	623,048	666,230	634,489	671,752
OTHER SERVICES	359,819	316,842	320,367	363,406	317,487
MATERIALS & SUPPLIES	9,272	8,858	15,360	15,360	15,360
OTHER CHARGES	23,631,418	24,209,200	28,691,672	26,438,128	28,908,629
PASS THROUGHS	3,325,111	2,696,180	4,333,123	4,333,123	965,951
EMPLOYEE ALLOWANCES	3,900	5,206	5,460	3,270	3,900
Total	\$29,484,323	\$29,315,045	\$35,542,953	\$33,119,390	\$32,419,030

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	2,019,035	2,104,068	2,199,397	2,048,621	2,210,982
RISK FUND (0057)	27,465,288	27,210,977	33,343,556	31,070,769	30,208,048
Total	\$29,484,323	\$29,315,045	\$35,542,953	\$33,119,390	\$32,419,030

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
HUMAN RESOURCES	13.63	13.63	14.63	14.80
Total	13.63	13.63	14.63	14.80

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES SERVICE UNIT**

REVENUES

Intragovernmental Sales - This reflects an increase in personnel reimbursements from the Risk Fund to the General Fund.

EXPENSES

Personnel Services - The increase is due to an FTE conversion from a 0.625 FTE to a 0.80 FTE.

Other Charges - The increase reflects a rise in retiree health care costs.

Pass Throughs - The decrease is due to a one-time transfer in FY 2020 to the operating funds to rebate excess benefit revenue collected over the past several fiscal years.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$226,626 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Human Resources

Service Unit Manager: John Fournier

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The compliant and cost effective administration of active and retiree benefits.	●		●		●	●	Health Care Benefits (Active Employees) - Year to year cost - at or below State average, reported by calendar year.	End of FY 2018 \$7,966,273 / -9.5% to trend	End of FY 2019 \$9,328,585 / 9.7% to trend	CY 2019 Data: \$9,098,001 / 2.4% to trend	N/A
							Health Care Benefits (Retirees) - Year to year cost - at or below State average, reported by calendar year.	End of FY 2018 \$14,226,744 / -6.3% to trend	End of FY 2019 \$13,241,579 / -15.1% to trend	CY 2019 Data: \$12,473,997 / 15.3% to trend	N/A
							Number of wellness program events organized and scheduled by the Benefits Wellness Team.	N/A	N/A	N/A	20
							Number of Benefit & Wellness education communications distributed to all employees.	N/A	N/A	N/A	12
							Percentage of employees who participate in the wellness program, reported by calendar year.	46.00%	48.20%	49.30%	50.00%
							Wellness satisfaction survey, reported annually.	N/A	73.00%	66.00%	70.00%
The effective recruitment and retention of a high quality, diverse workforce.	●				●	●	Time that it takes to fill a non-Safety Services position from application date to start date.	69.39 days	86.01 days	95.81 days	55 days
							Time that it takes to fill a Safety Services position from application date to start date.	128.83 days	131.22 days	146.92 days	125 days
							Number of diverse applicants by gender.	N/A	Male - 50.86% Female - 49.14%	Male - 56.39% Female - 43.61%	Male - 40.00% Female - 60.00%
							Number of diverse applicants by race.	38.17%	39.03%	33.66%	40.00%
							New hire satisfaction survey.	N/A	N/A	4.4	4
							Hiring manager satisfaction survey.	N/A	N/A	3.80	4
The efficient and timely negotiation and administration of the city's labor agreements.	●		●			●	Number of policies created or reviewed/updated.	0	7	9	12
							Negotiations completed within the timeline of the current contract vs. the start date of the proposed contract.	0%	100%	33%	100%
Diversity, equity and inclusion within the City.	●			●	●	●	Municipal Quality Index score.	100	105	105	100
The efficient and error-free administration of the city's compensation programs.	●		●		●	●	Number of errors with data entry into HRIS system.	N/A	97.36% Accuracy	96.50% Accuracy	95% Accuracy
Support the training of a qualified workforce.	●					●	Training Effectiveness Survey.	N/A	N/A	N/A	3.5
							Number of progressions completed.	68.25%	72.25%	78.00%	85.00%
							Number of progressions in development.	N/A	20.83%	45.96%	25.00%
							Success rate for lead level progression interviews.	N/A	100%	100%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
COMPENSATION & HR SUPV	401680	1.00
AFSCME PRESIDENT	110500	1.00
EMP BENEFIT & WELLNESS SP	401730	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00
EMPLOYEE BENEFITS COORDIN	000840	1.00
HR & LABOR RELATIONS DIR	403890	1.00
HR SERVICES PARTNER	403110	3.00
HR TECHNOLOGY SPECIALIST	401110	0.80
HUMAN RESOURCES ANALYST	401460	1.00
HUMAN RESOURCES COORD	000250	1.00
RECRUITER	401750	2.00
RECRUITING SUPERVISOR	401570	1.00
Total		14.80



CITY ADMINISTRATOR SERVICE AREA

CITY CLERK

The City Clerk is the Clerk of Council and is responsible for keeping a public record of all proceedings of the Council, including the certification of all ordinances and resolutions. The City Clerk is the official custodian of the City Seal and other documents and records pertaining to the City and manages the release of public records under the Michigan Freedom of Information Act. The City Clerk's Office is responsible for the administration of City elections, with the City Clerk serving as Chief Elections Officer of the City. This unit also issues a number of permits and licenses, including dog licenses, backyard chicken and duck permits, domestic partnerships, and banner permits.

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	4,316	11,898	11,077	12,075	11,077
INTERGOVERNMENTAL REVENUES	100,167	139,759	113,863	118,663	113,863
INVESTMENT INCOME	1,266	1,810	2,106	1,800	2,343
LICENSES, PERMITS & REGISTRATIONS	94,995	163,388	119,113	211,042	119,113
MISCELLANEOUS REVENUE	59,416	4,000	94,000	312,504	4,000
Total	\$260,160	\$320,855	\$340,159	\$656,084	\$250,396

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	258,894	319,045	335,053	654,284	245,053
CEMETERY PERPETUAL CARE (0054)	1,266	1,810	5,106	1,800	5,343
Total	\$260,160	\$320,855	\$340,159	\$656,084	\$250,396

**CITY ADMINISTRATOR SERVICE AREA
CITY CLERK**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	556,020	685,457	598,216	728,293	795,937
PAYROLL FRINGES	300,453	313,842	309,061	330,601	323,276
OTHER SERVICES	78,006	82,790	108,077	102,915	128,033
MATERIALS & SUPPLIES	107,644	71,590	32,531	65,622	107,807
OTHER CHARGES	188,643	185,435	253,128	247,532	252,118
CAPITAL OUTLAY	80,735	-	-	-	-
EMPLOYEE ALLOWANCES	3,565	4,585	2,340	4,879	2,340
Total	\$1,315,066	\$1,343,699	\$1,303,353	\$1,479,842	\$1,609,511

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,202,905	1,330,861	1,303,353	1,479,842	1,609,511
GENERAL CAPITAL FUND (00CP)	112,161	12,838	-	-	-
Total	\$1,315,066	\$1,343,699	\$1,303,353	\$1,479,842	\$1,609,511

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
CITY CLERK	7.00	7.00	7.00	7.00
Total	7.00	7.00	7.00	7.00

**CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES UNIT**

REVENUES

Miscellaneous Revenue - The decrease reflects a reimbursement for the Presidential Primary Election in FY 2020.

EXPENSES

Personnel Services - The increase reflects additional temporary staff needed for the presidential election in FY 2021.

Other Services - The increase is due to one-time costs in FY 2021 for the creation of a satellite office for Voter Registration.

Materials and Supplies – This is due to a one-time purchase of a high speed tabulator and an increase in postage costs for the presidential election in FY 2021.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, City Clerk Services Unit would be charged \$251,792 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: City Clerk

Service Unit Manager: Jackie Beaudry

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide support to City Council by creating agendas, attending all Council meetings, posting meeting notices, preparing minutes, and participating in the City Council orientation and training program.	●	●		●	●	●	Maintain 100% compliance with Open Meetings Act (OMA).	99.70%	100%	100%	100%
							Provide accurate publications with <5% corrections required.	0%	0%	0%	0%
							Produce meeting minutes with <5% requiring correction on approval.	0%	0%	0%	0%
							>4500 external unique page views of Legistar calendar per quarter.	NA	NA	5,000	5,000
Provide elections administration, including recruiting and training new and existing inspectors, registering new voters, issuing absentee ballots, testing ballots and voting equipment, and managing election-day setup and functioning of equipment and supplies.	●	●		●	●		Hire >5 election inspectors per precinct.	4.5	5.2	5.75	7
							Ensure <5% absenteeism/cancellation of election inspectors.	3.85%	2.14%	3.00%	3.00%
							Number of same-day registrations.	N/A	N/A	2000	3000
							>25% of ballots cast by "no reason" absentee ballot.	N/A	N/A	30.00%	30.00%
							Manage polling places to achieve <30 minute voter waiting times.	<5 min	5.5 min	15 min	30 min
Provide records management activities including contract routing and filing; records retention; and management of the City's Freedom Of Information Act (FOIA) process including logging, tracking, and responding to all FOIA requests received for City Hall and Fire Department.		●		●			Provide an average precinct return time of not later than 10:00 PM.	10:08 PM	10:45 PM	10:00 PM	10:00 PM
							Respond to >80% of FOIA requests within 5 days.	87.25%	86.38%	90.82%	90%
							Provide FOIA responses in compliance with the governing rules >99% for all requests.	99.77%	100%	100%	100%
Support City Boards and Commissions (B&C) through management of the Citywide roster of members; tracking of vacancies; and training and support of other City departments with agenda, meeting notices, and minutes.		●		●	●	●	Achieve 100% compliance with OMA.	99%	100%	99%	100%
							25% attendance of new B&C members to orientation.	N/A	N/A	27%	25%
							Maintain B&C vacancies at <10%.	11.80%	6.83%	7.30%	8.00%
							Conduct annual Citizen's Academy.	Complete	Complete	Complete	Complete
Provide licensing and customer service activities including all front counter support; responding to inquiries received by all methods; tracking current and expiring licenses; and education and promotion of licensing opportunities and benefits.			●	●	●	●	Encourage >10% of Citizen Academy graduates to participate in City volunteer opportunities.	N/A	N/A	13%	10%
							Process 90% of license and permit applications within 10 days.	N/A	N/A	N/A	N/A
							Improve dog licensing customer service.	N/A	N/A	N/A	N/A

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
BOARD & COMMISSIONS COORD	000230	1.00
CITY CLERK	404240	1.00
DEPUTY CLERK ELECTIONS	404280	1.00
DEPUTY CLERK FOIA	404270	1.00
Total		7.00



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

The Communications Office coordinates and supports equitable communication efforts across the City organization as well as public information to Ann Arbor property owners, businesses, residents and other stakeholders, through a variety of accessible mediums. The office provides internal communications to City employees and communicates to the public about City issues and opportunities. This office also supports Cable Franchise agreements, operates Community Television Network, supports the Cable Commission and coordinates City film inquiries.

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
INTERGOVERNMENTAL REVENUES	-	-	15,000	15,000	-
INVESTMENT INCOME	13,598	123,012	76,825	69,534	85,499
LICENSES, PERMITS & REGISTRATIONS	2,083,886	1,991,113	2,055,000	1,833,451	2,055,000
MISCELLANEOUS REVENUE	868	301	-	5,765	-
OPERATING TRANSFERS IN	-	-	396,133	396,133	334,000
Total	\$2,098,352	\$2,114,426	\$2,542,958	\$2,319,883	\$2,474,499

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	343,000	343,000	334,000
COMMUNITY TELEVISION NETWORK (0016)	2,098,352	2,114,426	2,199,958	1,976,883	2,140,499
Total	\$2,098,352	\$2,114,426	\$2,542,958	\$2,319,883	\$2,474,499

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	742,769	721,589	839,759	768,602	800,289
PAYROLL FRINGES	540,985	537,829	596,535	567,033	574,695
OTHER SERVICES	306,542	306,247	337,877	333,885	316,925
MATERIALS & SUPPLIES	84,223	33,671	77,000	56,050	41,500
OTHER CHARGES	326,924	312,416	313,976	313,976	316,576
PASS THROUGHS	-	-	328,000	328,000	334,000
CAPITAL OUTLAY	48,994	108,239	100,000	50,000	75,000
EMPLOYEE ALLOWANCES	780	780	780	858	780
Total	\$2,051,217	\$2,020,771	\$2,593,927	\$2,418,404	\$2,459,765

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	466,134	462,876	459,343
COMMUNITY TELEVISION NETWORK (0016)	2,051,217	2,020,771	2,127,793	1,955,528	2,000,422
Total	\$2,051,217	\$2,020,771	\$2,593,927	\$2,418,404	\$2,459,765

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
COMMUNICATIONS	11.00	11.00	11.91	10.91
Total	11.00	11.00	11.91	10.91

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE UNIT**

REVENUES

Investment Income - The increase reflects a higher rate of return on investments.

Operating Transfers In - The decrease is due to a one-time refund in FY 2020 from the Risk Fund for excess benefit contributions over the past several years.

EXPENSES

Personnel Services - This reflects a decrease due to a 1.0 FTE reduction of a vacant programmer position.

Payroll Fringes - This reflects the decrease in pension and health care costs due to a 1.0 FTE reduction of a vacant programmer position.

Other Services - The decrease is due to a reduction in contracted services used by the Communications Office.

Materials and Supplies - The decrease is due to a reduction in planned small equipment purchases by the Communications Office.

Capital Outlay - The decrease is due to a reduction in equipment purchases by the Communications Office.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Communications

Service Unit Manager: Lisa Wondrash

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide internal employee communications.	●			●	●	●	Ensure timely, accurate and relevant content. Conduct annual staff communication office survey.	100%	100%	100%	100%
							Ensure timely, accurate and relevant content. Implement A2 Central Strategic Plan via the Communications/IT steering team quarterly meetings. Conduct annual staff communication office survey.	100%	100%	100%	100%
							Adjust content of communication vehicles and/or frequency with feedback from the Annual Communication Office Survey and monthly office report.	X	X	X	X
Support external communications and external reputation management.							Adjust web content on a periodic basis using Google Analytics Metrics. Support redesign project spring/summer 2020.	X	X	X	X
	●	●		●	●		Track number of releases distributed and report monthly via Communication Office Report.	100%	100%	100%	100%
							Prepare and distribute two monthly newsletters by the first of the month. 24 issues annually as well as other collateral requests.	24	24	24	24
							Respond to inquiries within 1 business day. Track followers and post reach.	X	X	X	X
							National Citizen's Survey final reports to be completed by Dec. 1, 2020.	X	X	X	X
Support crisis communications.	●		●	●	●		Staff the emergency operations center.	N/A	N/A	X	X
							Ensure annual completion of the Emergency Action Plan (EAP).	100%	100%	100%	100%
Manage and provide community interest programming on Community Television Network.	●			●	●		Provide Quarterly CTN Programming Report to Cable Commission.	4	4	4	4
							Close caption Commission on Disability Issues, City Council and Planning Commission regular meetings. Programming provided via cable and on demand online viewing.	X	X	X	X
Support City-wide community engagement.	●			●	●		Track the number of community action plans using the engagement process via SharePoint.	X	X	X	X
							Integrate One Community emphasis into community engagement process to help ensure diverse outreach needs are considered and appropriate efforts are incorporated.	X	X	X	X

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ASST MGR COMM ENG & EDU	402090	1.00
CITY COMMUNICATIONS MGR	402040	1.00
COMMUNICATIONS SPECIALIST	401590	0.91
COMMUNICATIONS UNIT MGR	403530	1.00
CTN MANAGER	402030	1.00
PRODUCER	110520	3.00
PROGRAMMER	110510	1.00
TRAINING & FACILITY COORD	110530	2.00
Total		10.91



CITY ADMINISTRATOR SERVICE AREA

SAFETY

The City of Ann Arbor Safety Unit in partnership with all employees, contractors, and vendors is committed to providing a safe working environment for all employees, contractors, vendors, and visitors. The City Safety Unit designs, implements, and communicates occupational safety and health policies and programs to all employees, contractors, vendors, and visitors while ensuring that all employees are aware of their role and responsibility to fulfill and sustain the City of Ann Arbor's safety management systems and policies. In addition, the City Safety Unit provides information, instruction, guidance, and expertise on safety-related training as required to enable employees to perform their work in a manner to avoid exposure to unnecessary hazards and recommends and consults on the proper identification, use, and purchase of personal protective equipment. Finally, the City Safety Unit conducts, as necessary, safety inspections of city facilities; and offers advice on specialized safety needs while working to eliminate hazard and risk from city worksites and facilities.

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
INTRAGOVERNMENTAL SALES	-	-	349,381	344,923	358,839
Total	-	-	\$349,381	\$344,923	\$358,839

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	349,381	344,923	358,839
Total	-	-	\$349,381	\$344,923	\$358,839

**CITY ADMINISTRATOR SERVICE AREA
SAFETY**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	480,804	560,326	581,864	569,686	591,322
PAYROLL FRINGES	110,722	122,980	113,417	112,680	116,997
OTHER SERVICES	174,818	111,199	100,915	115,156	159,442
MATERIALS & SUPPLIES	30,388	66,886	75,500	62,000	42,000
OTHER CHARGES	34,876	41,405	55,897	55,897	75,422
PASS THROUGHS	-	-	57,510	17,187	17,187
EMPLOYEE ALLOWANCES	2,150	2,440	2,340	2,440	2,340
Total	\$833,758	\$905,236	\$987,443	\$935,046	\$1,004,710

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	296,838	342,932	348,240	339,883	351,820
RISK FUND (0057)	536,920	562,304	639,203	595,163	652,890
Total	\$833,758	\$905,236	\$987,443	\$935,046	\$1,004,710

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
SAFETY	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00

**CITY ADMINISTRATOR SERVICE AREA
SAFETY UNIT**

REVENUE

Intragovernmental Sales - This reflects an increase in personnel reimbursements from the Risk Fund to the General Fund.

EXPENSES

Other Services - The increase reflects additional funds for contracted services as well as one-time funds for City Hall duct cleaning and professional services for fall protection upgrades in FY 2021.

Materials & Supplies – This reflects a decrease due to planned equipment purchases that occurred in FY 2020.

Other Charges - The increase reflects the addition of a contingency for safety-related items.

Pass Throughs - The decrease reflects the one-time use of funds for engineering services to sample and test wet basements in high risk areas in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Safety

Service Unit Manager: Doug Forsyth

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Develop, implement, and maintain a comprehensive safety training program that includes all service areas and is relevant for all employees.	●		●		●	●	Ensure all safety training required to address workplace hazards is identified and assigned to employees.	100%	100%	100%	100%
							Safety Unit will report safety training status to the organization quarterly.	100%	100%	100%	100%
Develop and implement a Citywide workplace safety hazard analysis program.	●		●		●	●	Implement and administer the program city wide.	0%	50%	100%	N/A
							Complete analysis of 25% of field work tasks.	N/A	N/A	N/A	100%
Maintain an incident/accident tracking and reporting program that includes the requirements for managers and supervisors to complete incident reports and investigations.	●				●	●	Ensure incidents are investigated within 24-hours at the manager and supervisor levels and/or within 2-hours at the Safety Unit level for severe incidents.	100%	100%	100%	100%
Develop strategies and work plans to identify and prioritize hazards and risks that City employees encounter during required work activities.	●		●		●	●	Implement and administer the program city wide.	0%	50%	75%	100%
							Safety Unit will report status of prioritization and risk reduction efforts quarterly.	N/A	N/A	100%	100%
Develop internal and external safety engagement programs that improve communications and support partnering efforts with outside agencies, including but not limited to University of Michigan, Ann Arbor Schools, and Michigan Occupational Safety and Health Administration (MIOSHA).	●			●	●	●	Complete (1) annual safety culture survey with the intent to improve the internal safety culture when compared to previous year survey results.	100%	100%	100%	100%
							Ensure >99% of required OSHA and MIOSHA reporting requirements pertaining to recordable injuries are properly reported and communicated to the city workforce.	>99%	>99%	>99%	>99%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
SAFETY MANAGER	401290	1.00
SAFETY SPECIALIST	000290	1.00
SR SAFETY COMPLIANCE SPEC	404460	1.00
Total		3.00



CITY ADMINISTRATOR SERVICE AREA

SUSTAINABILITY & INNOVATIONS OFFICE

The City of Ann Arbor Office of Sustainability and Innovations helps the City, residents, businesses, nonprofits, and others within the City and broader region generate, evaluate, and implement environmentally responsible, climate-smart, and socially just opportunities that reduce our local environmental impact, preserve resources, and show sustainability in action.

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
INVESTMENT INCOME	16,441	19,224	5,460	5,460	6,077
MISCELLANEOUS REVENUE	19,041	32,859	26,908	27,212	18,000
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	5,916	5,916	120,000	120,000	-
SPECIAL ASSESSMENTS	-	-	380,339	-	84,772
TAXES	42,223	86,069	53,742	53,742	51,597
	-	879,429	880,000	880,000	940,000
Total	\$83,621	\$1,023,497	\$1,466,449	\$1,086,414	\$1,100,446

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ENERGY PROJECTS (0002)	83,621	122,500	312,071	167,695	160,446
GENERAL (0010)	-	9,436	234,510	(1,149)	-
MAJOR GRANTS PROGRAMS (00MG)	-	12,132	19,868	19,868	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	879,429	900,000	900,000	940,000
Total	\$83,621	\$1,023,497	\$1,466,449	\$1,086,414	\$1,100,446

**CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	-	297,249	441,353	353,184	588,445
PAYROLL FRINGES	-	129,360	166,186	144,557	281,730
OTHER SERVICES	3,384	77,626	492,245	514,271	318,510
MATERIALS & SUPPLIES	-	16,338	153,196	159,196	56,100
OTHER CHARGES	4,452	27,368	502,803	496,143	451,432
PASS THROUGHS	69,060	65,738	163,938	163,938	62,616
CAPITAL OUTLAY	-	46,509	175,000	175,000	100,000
EMPLOYEE ALLOWANCES	-	1,952	1,558	1,971	3,120
Total	\$76,896	\$662,140	\$2,096,279	\$2,008,260	\$1,861,953

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ENERGY PROJECTS (0002)	73,646	129,093	312,071	312,328	159,819
GENERAL (0010)	-	340,199	649,373	558,206	549,045
WATER SUPPLY SYSTEM (0042)	-	39,194	66,603	66,603	65,181
SEWAGE DISPOSAL SYSTEM (0043)	-	14,394	49,379	49,379	48,486
STORMWATER SEWER SYSTEM FUND (0069)	-	31,440	53,181	53,181	53,336
SOLID WASTE (0072)	-	29,863	45,805	41,696	46,086
GENERAL CAPITAL FUND (00CP)	3,250	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	12,133	19,867	26,867	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	65,824	900,000	900,000	940,000
Total	\$76,896	\$662,140	\$2,096,279	\$2,008,260	\$1,861,953

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
SUSTAINABILITY & INNOVATIONS OFFICE	-	4.00	5.00	8.50
Total	-	4.00	5.00	8.50

**CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE**

REVENUES

Operating Transfers In - This reflects a one-time transfer in FY 2020 to the Energy Projects Fund from the General Fund as well as a one-time transfer in FY 2020 from the General Fund for Sustaining Ann Arbor Together.

Prior Year Surplus - The decrease is due to one-time projects in FY 2020 including net zero affordable housing, resiliency hubs, and a municipal clean and renewable energy strategy.

Taxes - This reflects a projected increase in taxes within the County Mental Health Millage.

EXPENSES

Personnel Services - This reflects an increase of 3.5 FTEs in FY 2021.

Payroll Fringes - This reflects an increase of 3.5 FTEs in FY 2021.

Other Services - The decrease is due to one-time energy related projects in FY 2020.

Materials & Supplies - The decrease is due to a reduction in materials & supplies in order to add 3.5 FTEs to the Sustainability & Innovations Office.

Other Charges - This reflects a planned reduction in contingency in the Energy Fund.

Pass Throughs - This reflects a one-time transfer in FY 2020 to the Energy Projects Fund.

Capital Outlay - The decrease is due to a reduction in capital purchases in order to add 3.5 FTEs to the Sustainability & Innovations Office.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Sustainability & Innovations Office would be charged \$66,530 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Sustainability & Innovations

Service Unit Manager: Missy Stults

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Support Carbon Neutrality for the City of Ann Arbor operations.	●	●	●	●	●	●	100% of City operations are powered with clean and renewable energy by 2025.	26%	27%	30%	40%
							Number of light duty trucks and sedans that are electric by 2025.	0	4	25	25
Carbon Neutrality - City as a Regulator.	●	●	●	●	●	●	Bi-annual reviews on the UDC and its alignment with sustainability goals and carbon neutrality.	N/A	N/A	Initiate	Continue
							Creation of energy disclosure requirements for all building types.	N/A	N/A	Draft	Proposed
							Adopted EV Readiness Ordinance.	N/A	N/A	Draft	Adopted
							Creation of energy efficiency standards for rentals.	N/A	N/A	Draft	Proposed
Carbon Neutrality - City as an Influencer.	●	●	●	●	●	●	Number of state policies changed that allow carbon neutrality goals to be advanced.	N/A	N/A	0	1
							Number of residential units with renewable energy.	186	267	389	500
							Number of commercial and institutional units with renewable energy.	17	24	30	50
							100 new EV charges located throughout the City.	N/A	N/A	31	90
							Number of residents with Electric Vehicles.	N/A	1,527	est. 2,000	2,200
Innovation as it pertains to sustainability.	●	●	●	●	●	●	Track sustainability related innovation across service areas and prepare an Annual Innovation report.	N/A	N/A	N/A	N/A
							Numbers of innovations stimulated externally and implemented by the City.	N/A	N/A	N/A	N/A
Neighborhood Engagement around engagement.	●			●	●	●	Grants awarded.	1	11	3	11
							Number of community engagement events.	N/A	34	90	60
							Volunteer program participation.	N/A	N/A	15	40
							Youth engagement in activities.	N/A	1	26	30
Equity.	●	●		●		●	Number of non-traditional stakeholders engaged in OSI work.	N/A	N/A	40	100
							Number of residents that are energy burdened.	N/A	N/A	N/A	Start tracking
Sustainability Framework and Reporting.	●			●	●	●	Annual Sustainability report is released.	N/A	N/A	No	Yes
							Number of website hits.	15,537	21,053	22,130	38,371
Resiliency Enhancement.	●	●		●		●	Number of resiliency hubs created.	N/A	N/A	0	0
							Number of households with emergency response kits.	N/A	N/A	N/A	150
							Score in the Community Rating System program.	7	7	6	6
Support National Field Building.	●	●		●	●	●	Number of state and national level committees, boards, or groups OSI team members serve on.	N/A	5	8	8

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Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
COMMUNITY ENGAGEMENT SPEC	409997	0.50
ENERGY ANALYST	000330	1.00
ENERGY PROGRAMS MANAGER	401170	1.00
SUST AND INNOV ANALYST	404590	1.00
SUST AND INNOV ENERGY COO	404580	1.00
SUST AND INOV ENGAGE SPE	404600	1.00
SUSTAIN AND INNOVAT MGR	401900	1.00
SUSTAINABILITY ANALYST	000330	1.00
SUSTAINABILITYCOORDINATOR	401410	1.00
Total		8.50



CITY ADMINISTRATOR SERVICE AREA

FLEET & FACILITIES

The Fleet and Facilities Service Unit is responsible for the maintenance and repair of City owned buildings and their grounds, as well as project oversight for these facilities. The unit is also responsible for maintenance and repair to 695 vehicles and pieces of equipment, including vehicle and fuel procurement. The operation and maintenance of the Ann Arbor Airport is also handled by this Unit.

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	935,643	937,856	935,340	935,408	934,740
CONTRIBUTIONS	1,051,583	400,737	-	38,777	-
INTERGOVERNMENTAL REVENUES	4,535	118,425	-	-	-
INTRAGOVERNMENTAL SALES	8,239,114	8,239,889	9,538,470	9,572,812	8,751,131
INVESTMENT INCOME	42,075	440,362	243,631	217,183	271,137
MISCELLANEOUS REVENUE	181,528	523,305	1,925	6,026	1,925
OPERATING TRANSFERS IN	280,000	175,700	398,425	398,425	-
PRIOR YEAR SURPLUS	-	-	3,585,545	-	1,514,466
Total	\$10,734,478	\$10,836,274	\$14,703,336	\$11,168,631	\$11,473,399

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	2,500	91	1,728,271	1,659,048	1,720,490
FLEET SERVICES (0012)	9,507,010	9,357,195	11,501,671	8,248,569	8,788,735
AIRPORT (0048)	944,968	1,303,288	1,165,534	953,154	964,174
GENERAL CAPITAL FUND (00CP)	280,000	175,700	-	-	-
CAPITAL SINKING FUND (0101)	-	-	307,860	307,860	-
Total	\$10,734,478	\$10,836,274	\$14,703,336	\$11,168,631	\$11,473,399

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	2,993,668	2,983,442	3,255,870	3,060,347	3,301,726
PAYROLL FRINGES	923,159	888,488	947,692	916,226	962,914
OTHER SERVICES	1,248,151	1,687,284	2,059,869	1,549,102	1,505,048
MATERIALS & SUPPLIES	205,534	171,519	187,378	187,513	177,605
OTHER CHARGES	3,480,286	2,975,833	3,329,230	3,341,232	3,322,585
PASS THROUGHS	1,029,891	884,122	720,740	720,740	728,978
CAPITAL OUTLAY	468,400	336,149	4,604,227	4,545,063	1,394,510
VEHICLE OPERATING COSTS	1,695,057	1,699,738	1,814,244	1,655,133	1,837,960
EMPLOYEE ALLOWANCES	12,928	13,055	10,342	14,757	10,702
Total	\$12,057,074	\$11,639,630	\$16,929,592	\$15,990,113	\$13,242,028

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	3,566,275	3,531,675	3,541,813	3,416,031	3,539,066
FLEET SERVICES (0012)	7,185,732	6,801,793	11,501,671	11,114,837	8,763,802
AIRPORT (0048)	763,059	942,110	969,170	762,548	939,160
GENERAL CAPITAL FUND (00CP)	542,008	364,052	609,078	609,078	-
CAPITAL SINKING FUND (0101)	-	-	307,860	87,619	-
Total	\$12,057,074	\$11,639,630	\$16,929,592	\$15,990,113	\$13,242,028

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
FLEET & FACILITIES	21.00	21.00	21.00	21.00
Total	21.00	21.00	21.00	21.00

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

REVENUES

Intragovernmental Sales - The decrease is reflective of decreased fleet replacement and operating costs.

Investment Income - The increase reflects a higher rate of return on investments.

Operating Transfers In - The decrease reflects the elimination of the transfer from the General Fund to the Capital Sinking Fund in FY 2021.

Prior Year Surplus - The decrease is due to the Fleet Fund utilizing a planned use of fund balance for replacement vehicle purchases for FY 2020.

EXPENSES

Personnel Services - The increase is due to contractually obligated wage increases as well as an increase in severance pay for planned retirements.

Other Services - The decrease reflects the elimination of the transfer from the General Fund to the Capital Sinking Fund in FY 2021.

Capital Outlay - The decrease is due to reduced replacement vehicle purchase for FY 2021.

**CITY ADMINISTRATOR SERVICES AREA
FLEET & FACILITIES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,057,414	1,011,369	865,027	924,711	814,809
1381 MUNICIPAL CENTER	1,177,663	1,301,472	1,296,240	1,178,856	1,345,803
1383 COMMUNITY DENTAL CENTER	276	2,523	-	400	-
3231 FIRE STATION #1	171,144	148,210	167,458	155,026	171,526
4912 MATERIALS & SUPPLIES	1,210	582	1,832	9,133	1,901
4914 REPAIRS	948,708	856,877	960,923	910,656	941,266
4918 GARAGE MAINTENANCE	9,354	9,055	8,914	2,279	8,465
7060 OUTSTATIONS	182,229	189,137	196,525	190,924	210,137
9091 VEHICLE PURCHASES	18,280	12,443	44,894	44,046	45,159
Total	\$3,566,278	\$3,531,668	\$3,541,813	\$3,416,031	\$3,539,066

Expenses by Activity (0012 FLEET SERVICES)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	(2,674,233)	(773,662)	1,132,810	1,197,608	1,220,456
4912 MATERIALS & SUPPLIES	918,944	955,969	1,021,976	901,211	1,023,391
4914 REPAIRS	1,631,438	1,559,066	1,684,693	1,519,037	1,673,595
4916 OUTSIDE REPAIRS	217,936	255,023	245,225	277,205	249,125
4918 GARAGE MAINTENANCE	181,184	241,256	188,014	169,569	160,921
9091 VEHICLE PURCHASES	6,282,878	3,936,321	6,601,403	6,422,657	3,808,919
9500 DEBT SERVICE	627,586	627,818	627,550	627,550	627,395
Total	\$7,185,733	\$6,801,791	\$11,501,671	\$11,114,837	\$8,763,802

Expenses by Activity (0048 AIRPORT)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	300,063	467,839	329,286	329,464	330,157
4822 GROUNDS	53,017	60,451	38,359	43,171	30,666
7060 OUTSTATIONS	409,976	413,821	601,525	389,913	578,337
Total	\$763,056	\$942,111	\$969,170	\$762,548	\$939,160

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	542,008	364,051	609,078	609,078	-
Total	\$542,008	\$364,051	\$609,078	\$609,078	-

Expenses by Activity (0101 CAPITAL SINKING FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1381 MUNICIPAL CENTER	-	-	16,106	16,106	-
1390 JUSTICE CENTER	-	-	42,732	42,732	-
3233 FIRE STATION #3	-	-	28,455	28,781	-
9000 CAPITAL OUTLAY	-	-	220,567	-	-
Total	-	-	\$307,860	\$87,619	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: John Fournier

Service Unit: Fleet & Facilities

Service Unit Manager: Matt Kulhanek

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide fleet maintenance, repair, and replacement services.	●		●	●	●		Complete 95% of preventive maintenance and safety checks of vehicles/equipment (V/E) and work with operators to define problems and repair as needed.	94%	98%	96%	95%
							100% Police Vehicle Replacement availability.	100%	92%	100%	100%
Provide fleet replacement management.	●		●	●	●		Increase % of plug-in electric vehicles (PEV) in the City's Fleet consistent with the goals of the Green Fleet Policy.	N/A	1.57%	3.15%	>3.15%
							90% Fleet Utilization.	N/A	N/A	88%	90%
							Order 90% of V/E in the FY in which the asset was qualified for replacement.	93%	100%	97%	90%
Provide safe and comprehensive aviation transportation services.	●	●	●	●			Maintain a stable financial condition so the airport is self-sufficient for all operating and capital needs.	✓	✓	✓	✓
							Maintain airport runways/taxiways to a Runway Condition Code "3" within four hours of the completion of the weather event 95% of the time.	100%	85%	100%	95%
							Ensure safe and accident-free aircraft operations with incidents less than .005%.	N/A	0.000%	0.000%	<0.005%
Maintain City facilities well in a high state of functionality.	●	●	●		●	●	Provide support by completing >80% of facilities requests <5 days.	84%	86%	76%	80%
							Develop and complete an internal (City staff) Customer Service survey of Facilities Maintenance operations by the end of FY21.	N/A	N/A	N/A	✓
							Facilities maintenance staff initiates 30% of facility work orders.	N/A	14%	4%	30%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 5	110054	0.05
FACILITIES MAINT TECH II	110214	1.00
FACILITIES MAINT TECH III	110224	1.00
FACILITIES MAINT TECH IV	110234	3.00
FACILITIES MAINT TECH V	110244	1.00
FIN ANALYST FL & FAC SVC	401420	1.00
FLEET & FAC SUPV II	190014	1.95
FLEET & FACILITIES MGR	403200	1.00
INVENTORY CONTROL ACCOUNT	110700	1.00
PROCUREMENT COORDINATOR	117450	1.00
VEHICLE & EQUIP TECH III	110104	2.00
VEHICLE & EQUIP TECH IV	110114	4.00
VEHICLE & EQUIP TECH IV	110115	1.00
VEHICLE & EQUIP TECH V	110125	1.00
VEHICLE EQUIPMENT INSTALL	110600	1.00
Total		21.00

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CITY ADMINISTRATOR SERVICE AREA

POLICE COMMISSION

This unit provides support to the Independent Community Police Oversight Commission, which provides review of police operating procedures and citizen concerns.

CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	-	-	55,000	55,000	55,000
PAYROLL FRINGES	-	-	32,227	18,026	32,380
OTHER SERVICES	-	-	52,771	52,853	53,355
MATERIALS & SUPPLIES	-	-	1,050	1,477	400
OTHER CHARGES	-	-	8,952	9,005	8,865
Total	-	-	\$150,000	\$136,361	\$150,000

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	150,000	136,361	150,000
Total	-	-	\$150,000	\$136,361	\$150,000

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
POLICE COMMISSION	-	-	1.00	1.00
Total	-	-	1.00	1.00

CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
MANAGEMENT ASSISTANT	000200	1.00
Total		1.00

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COMMUNITY SERVICES AREA

Community Services Area

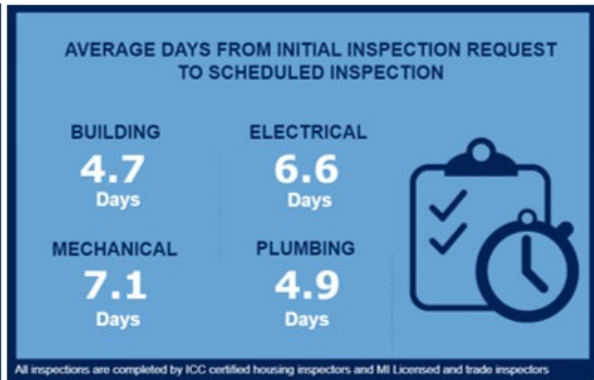
Organization Chart



The Community Services Area is comprised of four Service Units: Building & Rental Services, the Office of Community Development, Planning, and Parks & Recreation. These Service Units provide the organization with a broad array of services such as: Parks Planning, Park Maintenance, Recreation Programs, Volunteerism, Natural Area Preservation, Open Space & Parkland Preservation, Master Planning, Zoning, Rental Housing and Building Inspections, Construction Permitting, and Low-Income Housing and Human Services Support.

Community Services Area Dashboard

2019



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COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
BUILDING & RENTAL SERVICES	6,194,120	6,213,518	7,352,278	5,216,672	6,071,634
COMMUNITY DEVELOPMENT	8,682	1,104,032	4,834,469	4,144,113	4,285,480
PARKS & RECREATION	10,371,785	14,661,387	17,994,499	14,578,800	14,765,477
PLANNING	483,190	429,385	717,820	439,413	480,010
Total	\$17,057,777	\$22,408,322	\$30,899,066	\$24,378,998	\$25,602,601

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	6,575,877	6,814,513	11,054,941	8,077,167	9,494,076
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,876,308	3,058,777	5,059,973	3,391,757	3,014,705
BANDEMER PROPERTY (0025)	8,591	11,252	9,056	9,056	9,215
CONSTRUCTION CODE FUND (0026)	4,808,359	4,703,744	5,917,229	4,079,772	4,852,934
PARKS MEMORIALS & CONTRIBUTIONS (0034)	67,672	411,334	320,572	221,141	170,787
SPECIAL ASSISTANCE (0038)	5,924	5,656	16,204	5,204	5,227
OPEN SPACE ENDOWMENT (0041)	50,553	122,364	31,026	16,026	32,836
AFFORDABLE HOUSING (0070)	2,758	18,947	751,447	675,543	17,298
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,515,946	6,221,294	6,813,618	6,978,332	6,765,523
GENERAL CAPITAL FUND (00CP)	(370)	1,598	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	146,159	159,414	45,000	45,000	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	879,429	880,000	880,000	1,240,000
Total	\$17,057,777	\$22,408,322	\$30,899,066	\$24,378,998	\$25,602,601

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
BUILDING & RENTAL SERVICES	5,350,036	5,438,937	7,676,851	7,401,414	6,016,513
COMMUNITY DEVELOPMENT	4,444,667	5,467,829	7,471,537	7,326,044	6,295,508
PARKS & RECREATION	12,432,430	16,058,869	23,720,579	22,533,981	17,140,826
PLANNING	1,297,376	1,522,192	2,226,537	2,257,030	1,554,090
Total	\$23,524,509	\$28,487,827	\$41,095,504	\$39,518,469	\$31,006,937

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	13,758,775	16,459,191	19,421,489	18,773,317	16,582,987
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,934,710	2,354,586	3,616,198	3,192,896	1,425,515
BANDEMER PROPERTY (0025)	1,776	1,881	6,131	6,131	6,290
CONSTRUCTION CODE FUND (0026)	3,509,910	3,873,864	5,917,229	5,671,869	4,852,934
PARKS MEMORIALS & CONTRIBUTIONS (0034)	122,067	115,401	1,027,974	1,027,974	100,787
SPECIAL ASSISTANCE (0038)	5,000	2,862	16,000	16,000	5,000
OPEN SPACE ENDOWMENT (0041)	4,591	-	15,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	-	891	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	11,363	8,996	21,455	21,455	22,142
AFFORDABLE HOUSING (0070)	-	557,298	735,904	702,703	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,942,250	4,616,636	9,224,503	8,997,503	6,756,282
GENERAL CAPITAL FUND (00CP)	85,179	1,834	137,089	137,089	-
MAJOR GRANTS PROGRAMS (00MG)	148,888	294,387	76,532	76,532	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	200,000	880,000	880,000	1,240,000
Total	\$23,524,509	\$28,487,827	\$41,095,504	\$39,518,469	\$31,006,937

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
BUILDING & RENTAL SERVICES	30.72	30.72	33.69	34.19
PLANNING	8.25	9.25	9.10	9.25
COMMUNITY DEVELOPMENT	27.20	27.20	28.20	30.20
PARKS & RECREATION	22.38	37.04	37.08	37.41
Total	88.55	104.21	108.07	111.05



COMMUNITY SERVICES AREA

BUILDING & RENTAL SERVICES

Building and Rental Services is one of four units in the Community Services Area working to further improve Ann Arbor's quality of life, housing stock and structural safety for all who live, visit and work in the community. Services include commercial and residential plan review, permit issuance and performing building, plumbing, mechanical, electrical, fire suppression and rental housing inspections. Building staff is responsible for monitoring projects throughout the construction process to ensure compliance with State Construction Codes and Local Ordinances. Rental staff is responsible for enforcement of the Ann Arbor Housing code Chapter 105, applied to all registered rental in the City of Ann Arbor.

Building and Rental Services works closely with other departments on all construction related activity within the City. Building and Rental staff partner with other units to ensure over 40,000 structures and 55,000 rental units meet the City's requirements for occupancy, zoning, fire and public safety. Department staff serve as the primary liaison for the City's Building Board of Appeals and Housing Board of Appeals.

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CONTRIBUTIONS	32,155	27,500	-	-	-
INVESTMENT INCOME	20,674	230,320	121,565	121,565	135,290
LICENSES, PERMITS & REGISTRATIONS	6,140,015	5,952,605	5,365,550	4,993,092	5,312,550
MISCELLANEOUS REVENUE	1,276	3,093	1,200	1,225	1,200
OPERATING TRANSFERS IN	-	-	100,790	100,790	-
PRIOR YEAR SURPLUS	-	-	1,763,173	-	622,594
Total	\$6,194,120	\$6,213,518	\$7,352,278	\$5,216,672	\$6,071,634

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,386,131	1,508,176	1,435,049	1,136,900	1,218,700
CONSTRUCTION CODE FUND (0026)	4,808,359	4,703,744	5,917,229	4,079,772	4,852,934
GENERAL CAPITAL FUND (00CP)	(370)	1,598	-	-	-
Total	\$6,194,120	\$6,213,518	\$7,352,278	\$5,216,672	\$6,071,634

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	2,240,422	2,275,969	2,460,660	2,313,644	2,550,729
PAYROLL FRINGES	1,249,447	1,246,366	1,296,844	1,233,019	1,365,876
OTHER SERVICES	648,960	805,970	2,338,001	2,275,974	779,527
MATERIALS & SUPPLIES	68,924	45,895	69,730	63,120	79,400
OTHER CHARGES	1,022,801	1,049,810	1,157,451	1,156,547	1,224,518
PASS THROUGH	100,000	-	-	-	-
CAPITAL OUTLAY	-	-	336,922	336,922	-
VEHICLE OPERATING COSTS	-	-	200	261	200
EMPLOYEE ALLOWANCES	19,482	14,927	17,043	21,927	16,263
Total	\$5,350,036	\$5,438,937	\$7,676,851	\$7,401,414	\$6,016,513

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,799,752	1,649,834	1,718,113	1,687,964	1,263,597
CONSTRUCTION CODE FUND (0026)	3,465,105	3,787,269	5,821,649	5,576,361	4,752,916
GENERAL CAPITAL FUND (00CP)	85,179	1,834	137,089	137,089	-
Total	\$5,350,036	\$5,438,937	\$7,676,851	\$7,401,414	\$6,016,513

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
BUILDING & RENTAL SERVICES	30.72	30.72	33.69	34.19
Total	30.72	30.72	33.69	34.19

COMMUNITY SERVICES AREA BUILDING AND RENTAL SERVICES

REVENUES

Investment Income - The increase reflects a higher rate of return on investments.

Licenses, Permits & Registrations - This reflects a decrease for plan review fees in the Construction Fund based on present and anticipated level of activity.

Operating Transfers In - The decrease reflects a one-time refund in FY 2020 from the Risk Fund for excess benefit contributions over the past several years.

Prior Year Surplus - The decrease reflects the use of the General Fund and Construction Fund fund balance in FY 2020 for digital scanning services and a Permitting, Licensing, Plan Review and Land Management Replacement Software.

EXPENSES

Personnel Services - This reflects the addition of 0.5 FTE for a Community Engagement Specialist and an increase in wages due to contractual obligations.

Payroll Fringes - This reflects the addition of 0.5 FTE for a Community Engagement Specialist and an increase in pension and health care costs.

Other Services - The decrease reflects the one-time use of professional and contracted services in FY 2020 for digital scanning services and a Permitting, Licensing, Plan Review and Land Management Replacement Software in the General Fund and the Construction Fund. The decrease also reflects the elimination of the deer cull program for FY 2021.

Other Charges - The increase is related to increased retiree health care costs and higher dues and licenses budget for FY 2021.

Capital Outlay - This reflects the one-time purchase of 13 electric vehicles and charging stations by the Construction Fund in FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Building and Rental Services Unit would be charged \$686,838 in FY 2021.

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	413,843	454,763	673,407	669,707	534,903
3311 DEER MANAGEMENT	293,881	201,609	152,520	144,121	-
3340 HOUSING BUREAU	1,016,681	926,533	810,403	800,899	651,787
3370 BUILDING - APPEALS	75,341	66,927	81,783	73,237	76,907
Total	\$1,799,746	\$1,649,832	\$1,718,113	\$1,687,964	\$1,263,597

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	802,302	834,105	878,614	883,800	994,722
3330 BUILDING - CONSTRUCTION	2,635,504	2,939,476	4,942,035	4,692,061	3,757,194
3370 BUILDING - APPEALS	27,300	13,686	1,000	500	1,000
Total	\$3,465,106	\$3,787,267	\$5,821,649	\$5,576,361	\$4,752,916

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	85,179	1,834	137,089	137,089	-
Total	\$85,179	\$1,834	\$137,089	\$137,089	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Building and Rental Services

Service Unit Manager: Lisha Turner-Tolbert

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide rental housing inspections and certifications.	●	●		●	●		Percent of available inspection slots filled.	97%	96%	90%	100%
							Percent of properties scheduled for inspection prior to certificate expiration.	12%	10%	6%	30%
							Percent of properties passing initial inspection.	Not Tracked	15%	20%	60%
							Number of days from initial inspection to Compliance Certificate issuance.	120	130	100	60
Perform building and trade inspections.	●	●		●	●		Average wait time for an (MEP) Trade Inspection - measured in days.	5	5	4	2
							Average wait time for a Building Inspection - measured in days.		2	2	2
Complete building and trade plan reviews.	●	●		●	●		Percent of plans reviewed within 10 business days of receiving application.	95%	80%	70%	100%
							Average number of days to process and review building permits that require plan review.	Not Tracked	12	15	10
Provide building and trade permit issuance.	●	●		●			Percent of permits issued or processed within 48 hours from accepted application.	97%	81%	75%	100%
							Percent of projects placed on hold for more than 2 weeks.	3%	2%	1%	<1%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 2	110024	2.00
ADMIN ASSISTANT LVL 3	110034	2.00
ADMIN ASSISTANT LVL 5	110054	1.00
BLDG & RENT SERV MGR	404500	1.00
BUILDING INSP SUPERVISOR	199999	1.00
BUILDING OFFICIAL	403230	1.00
COMM SERVICES AREA ADMIN	403630	0.70
COMMUNICATIONS SPECIALIST	401590	0.04
COMMUNITY ENGAGEMENT SPEC	409997	0.50
DEPUTY BUILDING OFFICIAL	404290	1.00
DEVELOPMENT SRVS INSP III	110534	5.00
DEVELOPMENT SRVS INSP IV	110544	2.00
DEVELOPMENT SRVS INSP V	110554	1.00
DEVELOPMENT SRVS INSP V	110555	12.00
MANAGEMENT ASSISTANT	000200	1.00
OFFICE MANAGER	403180	0.80
PROGRAMS & PROJECT MGR	403270	1.00
SENIOR APPLICATION SPEC	401050	0.15
Total		34.19

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COMMUNITY SERVICES AREA

PLANNING

The Planning Services Unit is one of four service units in the Community Services Area. The Planning unit provides relevant zoning and land development assistance to existing and prospective residents and businesses. Planning staff provides guidance and process specifications to applicants seeking approval for all zoning and land development related activities. The unit is also the primary point of contact and liaison for the City Planning Commission, Zoning Board of Appeals, Design Review Board, Historic District Commission and Brownfield Review Committee.

Planning staff is responsible for review and update of the City's Master Land Use Plan, including all public engagement and outreach. Also, the unit is responsible for the continued update and administration of the City's Zoning, and Historic Preservation Ordinances.

The Planning Unit ensures that all new development projects conform to City Ordinances before approval or permitting. Staff also coordinates with other City departments and outside agencies to verify that new and redevelopment is constructed consistent with the approved plans.

COMMUNITY SERVICES AREA
PLANNING

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	3,600	3,300	8,055	9,150	8,055
LICENSES, PERMITS & REGISTRATIONS	479,590	421,548	471,955	305,263	471,955
MISCELLANEOUS REVENUE	-	4,537	125,000	125,000	-
PRIOR YEAR SURPLUS	-	-	112,810	-	-
Total	\$483,190	\$429,385	\$717,820	\$439,413	\$480,010

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	483,190	429,385	717,820	439,413	480,010
Total	\$483,190	\$429,385	\$717,820	\$439,413	\$480,010

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	637,335	729,835	749,505	766,121	792,885
PAYROLL FRINGES	419,258	460,470	469,020	473,074	493,596
OTHER SERVICES	49,133	64,781	772,955	774,063	47,946
MATERIALS & SUPPLIES	11,211	14,319	6,498	12,624	17,725
OTHER CHARGES	178,908	250,391	206,804	208,492	200,183
PASS THROUGHS	-	-	20,000	20,000	-
EMPLOYEE ALLOWANCES	1,531	2,396	1,755	2,656	1,755
Total	\$1,297,376	\$1,522,192	\$2,226,537	\$2,257,030	\$1,554,090

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,241,208	1,426,601	2,109,502	2,140,067	1,431,930
CONSTRUCTION CODE FUND (0026)	44,805	86,595	95,580	95,508	100,018
ALTERNATIVE TRANSPORTATION (0061)	11,363	8,996	21,455	21,455	22,142
Total	\$1,297,376	\$1,522,192	\$2,226,537	\$2,257,030	\$1,554,090

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
PLANNING	8.25	9.25	9.10	9.25
Total	8.25	9.25	9.10	9.25

COMMUNITY SERVICES AREA PLANNING SERVICES

REVENUES

Miscellaneous Revenue - This decrease reflects the one-time reimbursement for projects located at 415 W. Washington and 350 S. Fifth Ave in FY 2020.

Prior Year Surplus - The decrease reflects the use of fund balance in FY 2020 for annexations, a study for 350 S. Fifth Ave, the neighborhood partnership program, and sign ordinance revisions.

EXPENSES

Personnel Services - The increase is due to a one-time Planning Services internship budget in FY 2021.

Payroll Fringes - This reflects an increase in pension and health care costs.

Other Services - This decrease is due to one-time projects in FY 2020 for a consultant to redesign the City's Master Plan, projects located at 415 W. Washington and 350 S. Fifth Ave, an Airbnb study and sign ordinance revisions.

Materials & Supplies - This is due to an increase in the postage budget.

Pass Throughs - This reflects a one-time transfer for the Sustaining Ann Arbor Together program in FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning Services Unit would be charged \$297,553 in FY 2021.

COMMUNITY SERVICES AREA
PLANNING

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3320 HISTORIC PRESERVATION	97,439	108,427	99,719	100,857	101,555
3360 PLANNING	1,134,765	1,200,797	1,927,155	1,954,573	1,330,375
3364 NEIGHBORHOOD PARTNERSHIP PROGRAM	9,000	80,000	20,000	20,000	-
3365 ANNEXATIONS	-	37,371	62,628	64,637	-
Total	\$1,241,204	\$1,426,595	\$2,109,502	\$2,140,067	\$1,431,930

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3360 PLANNING	44,804	86,596	95,580	95,508	100,018
Total	\$44,804	\$86,596	\$95,580	\$95,508	\$100,018

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3360 PLANNING	11,362	8,995	21,455	21,455	22,142
Total	\$11,362	\$8,995	\$21,455	\$21,455	\$22,142

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Planning

Service Unit Manager: Brett Lenart

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Conducting review of building permits, site plans, and other submissions to ensure compliance with applicable City codes and policies.	●	●	●	●	●		Number of days between submitted application and Planning Commission determination.	87	143	225	100
							Number of days between submitted application and City Council approval.	273	348	325	175
							Number of days between submitted plans and completed plan review and response to applicant.	14 (92% Complete)	15 (91% Complete)	13 (90% Complete)	14 (95% Complete)
Reviewing Historic District Work Permits Administrative and through the Historic District Commission to ensure compliance of work with City codes.	●	●	●	●	●		Number of work permits reviewed by staff.	218	193	170	175
							Number of work permits reviewed by HDC.	41	29	35	35
							Percent of Administrative determinations completed within one week.	78%	76%	94%	90%
Conducting review and analysis, initiated by City Council, Planning Commission or staff, to update provisions of City Code to achieve community goals.		●	●	●			Various amendments.	4	5	4	5
Review and updates of the City Master Plan to articulate current, implementable policy goals for land use in the City.		●	●	●	●		Master Plan Amendments Completed.	N/A	0	0	0

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
CITY PLANNER 5	110454	5.00
PLANNING MANAGER	404110	1.00
SENIOR APPLICATION SPEC	401050	0.25
ZONING COORDINATOR V	117490	1.00
Total		9.25

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COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

Community Development Services are provided by the Ann Arbor Housing Commission (AAHC) and the Office of Community and Economic Development (OCED).

AAHC provides affordable housing for low-income households through properties that they manage as well as vouchers for low-income households to use with private sector landlords. The Housing Commission collaborates with local non-profits to provide support services to its residents. The City budget includes the AAHC personnel costs, technology support and other funds the City provides to AAHC as support.

Washtenaw County's Office of Community and Economic Development (OCED) works with community partners to deliver critical housing and human services programs and initiatives that support low-income residents within the City of Ann Arbor/Washtenaw County region. OCED provides direct services, shapes public policy, and invests resources to make Washtenaw County a better place to live for everyone. Direct housing services include home weatherization, critical repairs, and rehabilitation for local homeowners. Human services are delivered both directly and in partnership with local nonprofits. OCED also provides support for the Housing & Human Services Advisory Board (HHSAB).

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CONTRIBUTIONS	5,888	5,232	5,000	5,000	5,000
INTRAGOVERNMENTAL SALES	-	-	2,666,818	2,583,366	3,022,955
INVESTMENT INCOME	2,794	19,371	15,747	15,747	17,525
OPERATING TRANSFERS IN	-	200,000	660,000	660,000	-
PRIOR YEAR SURPLUS	-	-	606,904	-	300,000
TAXES	-	879,429	880,000	880,000	940,000
Total	\$8,682	\$1,104,032	\$4,834,469	\$4,144,113	\$4,285,480

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	200,000	3,186,818	2,583,366	3,022,955
SPECIAL ASSISTANCE (0038)	5,924	5,656	16,204	5,204	5,227
AFFORDABLE HOUSING (0070)	2,758	18,947	751,447	675,543	17,298
COUNTY MENTAL HEALTH MILLAGE (0100)	-	879,429	880,000	880,000	1,240,000
Total	\$8,682	\$1,104,032	\$4,834,469	\$4,144,113	\$4,285,480

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GRANT/LOAN RECIPIENTS	1,319,529	1,334,827	2,204,233	2,171,032	1,326,329
PERSONNEL SERVICES	1,407,470	1,601,530	1,660,682	1,553,171	1,851,763
PAYROLL FRINGES	903,650	991,026	1,007,688	995,402	1,159,935
OTHER SERVICES	170,247	189,723	801,000	801,098	405,000
MATERIALS & SUPPLIES	-	-	-	153	-
OTHER CHARGES	630,162	1,137,159	855,055	855,055	1,535,702
PASS THROUGHS	-	200,000	660,000	660,000	-
CAPITAL OUTLAY	-	-	270,000	270,000	-
EMPLOYEE ALLOWANCES	13,609	13,564	12,879	20,133	16,779
Total	\$4,444,667	\$5,467,829	\$7,471,537	\$7,326,044	\$6,295,508

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	4,439,667	4,707,669	5,839,633	5,727,341	5,050,508
SPECIAL ASSISTANCE (0038)	5,000	2,862	16,000	16,000	5,000
AFFORDABLE HOUSING (0070)	-	557,298	735,904	702,703	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	200,000	880,000	880,000	1,240,000
Total	\$4,444,667	\$5,467,829	\$7,471,537	\$7,326,044	\$6,295,508

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
COMMUNITY DEVELOPMENT	27.20	27.20	28.20	30.20
Total	27.20	27.20	28.20	30.20

COMMUNITY SERVICES AREA COMMUNITY DEVELOPMENT

REVENUES

Intragovernmental Sales - This reflects a 2.0 FTE increase in the Ann Arbor Housing Commission, whose costs are reimbursable to the General Fund.

Operating Transfers In - This decrease reflects one-time transfers from the County Mental Health Millage Fund to the Affordable Housing Fund in FY 2020.

Prior Year Surplus - This decrease reflects the one-time use of fund balance in the Affordable Housing Fund for one-time projects.

Taxes - This reflects a projected increase in taxes within the County Mental Health Millage.

EXPENSES

Grant/Loan Recipients - This reflects a decrease in the use of funds from the Affordable Housing Fund.

Personnel Services - The increase reflects an additional 2.0 FTEs within the Ann Arbor Housing Commission.

Payroll Fringes - This reflects an increase in pension and health care costs from the addition of 2.0 FTEs in the Ann Arbor Housing Commission.

Other Services - This reflects a decrease due to a one-time expense in FY 2020 for affordable housing studies as well as a decrease in contracted services that are instead budgeted as a transfer to the Ann Arbor Housing Commission in FY 2021.

Other Charges - The increase reflects an accounting change for FY 2021 that allocates money previously budgeted as a pass-through as a transfer.

Pass Throughs - The decrease reflects an accounting change for FY 2021 that allocates money previously budgeted as a pass-through as a transfer.

Capital Outlay - The decrease reflects the one-time purchase of property at 1146 S. Maple for affordable housing in FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$218,111 in FY 2021.

**General Fund
Allocations to Non-Profit Entities for Human Services**

Vendor	Actual FY 2018	Actual FY 2019	Approved Budget FY 2020	Approved Budget FY 2021
Avalon Housing, Inc.	\$ 243,867	\$ 193,247	\$ 193,247	\$ 193,247
Barrier Busters Action Group	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw	146,713	-	-	-
Child Care Network	100,000	-	-	-
Community Action Network	70,000	119,965	119,965	119,965
Domestic Violence Project, Inc.	55,555	-	-	-
Family Learning Institute	20,000	-	-	-
Food Gatherers	100,000	245,386	260,386	260,386
Home of New Vision	-	80,070	80,070	80,070
Jewish Family Services of Washtenaw County	70,000	91,080	91,080	91,080
Legal Services of South Central Michigan	150,000	-	-	-
Michigan Ability Partners	26,394	-	-	-
Ozone House, Inc.	-	115,568	122,073	122,073
Peace Neighborhood Center	15,000	23,750	23,750	23,750
Salvation Army of Washtenaw County	65,000	105,000	105,000	105,000
Shelter Association of Washtenaw County*	122,000	202,284	202,284	202,284
UM Ann Arbor Meals on Wheels	-	11,674	11,674	11,674
UMHS-Housing Bureau for Seniors	10,000	-	-	-
The Women's Center of Southeastern Michigan	10,000	-	-	-
Washtenaw County Community Mental Health	50,000	90,000	90,000	90,000
Washtenaw Intermediate School District	45,000	-	-	-
Contingency for Living Wage	-	-	6,800	6,800
Other	-	21,505	-	-
TOTAL	\$ 1,319,529	\$ 1,319,529	\$ 1,326,329	\$ 1,326,329

*Includes an additional \$90,000 passed in the FY2017 budget and \$72,000 passed in the FY2018, FY2019, FY2020 and FY2021 budget.

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	264,664	269,145	558,100	556,754	273,417
2034 HOUSING COMMISSION SUPPORT	2,855,473	3,118,997	3,405,204	3,294,258	3,450,762
2310 HUMAN SERV/HOMELESS PREVNT	1,319,529	1,319,529	1,576,329	1,576,329	1,326,329
3112 COMMUNITY MENTAL HEALTH	-	-	300,000	300,000	-
Total	\$4,439,666	\$4,707,671	\$5,839,633	\$5,727,341	\$5,050,508

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
2290 ASSISTANCE TO PROGRAMS	5,000	2,862	16,000	16,000	5,000
Total	\$5,000	\$2,862	\$16,000	\$16,000	\$5,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
2034 HOUSING COMMISSION SUPPORT	-	542,000	8,000	8,000	-
2220 HOUSING ACQUISITION	-	15,298	727,904	694,703	-
Total	-	\$557,298	\$735,904	\$702,703	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
2034 HOUSING COMMISSION SUPPORT	-	200,000	880,000	880,000	940,000
3112 COMMUNITY MENTAL HEALTH	-	-	-	-	300,000
Total	-	\$200,000	\$880,000	\$880,000	\$1,240,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Jennifer Hall

Service Unit: Ann Arbor Housing Commission

Service Unit Manager:

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The AAHC administers 5 HUD-funded voucher programs, that provide rental subsidies to low-income households (Housing Choice Vouchers, Non-Elderly Disabled Vouchers, Veteran's Administration Supportive Housing, Continuum of Care Vouchers and Family Unification Program Vouchers).	●	●	●	●		●	HUD Section Eight Management Assessment Program (SEMAP) score (15 indicators) of at least a standard performer with the goal of high performer.	100% SEMAP Score, High Performer	100% SEMAP Score, High Performer	97% SEMAP Score, High Performer	100% SEMAP Score, High Performer
The Affordable Housing program is the entire housing portfolio that the AAHC owns and manages.	●	●	●	●	●	●	The goal is for properties to have an occupancy rate of 95% or higher (vacancies occur when tenants move-out and the goal is to fill the apartments again as soon as possible).	97%	97%	97%	97%
The AAHC is an affordable housing developer. After the AAHC is done redeveloping all of its public housing, it will be developing additional affordable housing properties either through acquisition and rehabilitation or through new construction.	●	●	●	●	●	●	Close on financing. It can take 1-3 years to secure all of the funding needed to develop an affordable housing project. Funders require a variety of due diligence items to be completed related to the scope of work, design, income target, experience of development team, and operating projections prior to closing.	None	\$18.6 M Swift Lane 64 units	\$524,000 Broadway renovated, \$200,000 Community Engagement 4 sites, \$260,000 350 S 5th Pre-entitle, architect design 2 sites	1 new development
The Family Self Sufficiency Program is a HUD-funded program to help families become economically self-sufficient, who live in AAHC apartments or receive a voucher from the AAHC.	●	●	●	●		●	At least 100 households are participating in the program and at least 30 participants are escrowing funds to reach goal of economic self-sufficiency.	93/120	96/113	84/104	80/120
The AAHC's administrative and financial staff manage operations through a HUD-designated cost center called the "Central Office." The Central Office is funded through management fees paid by other AAHC programs and properties.			●				1.15 debt coverage ratio for tax credit properties and no audit findings.	Exceeded 1.15 DCR, clean audit	Exceeded 1.15 DCR, clean audit	Exceeded 1.15 DCR, clean audit	Exceeded 1.15 DCR, clean audit

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ACCOUNT CLERK	114430	1.00
ADMIN ASSISTANT LEVEL 5	110054	0.15
ADMIN ASSISTANT LVL 1	110014	2.00
COMM SERVICES AREA ADMIN	403630	0.05
DIRECTOR OF OPERATIONS	403399	1.00
DIRECTOR OF OPERATIONS-HC	404470	1.00
FACILITIES& PROP MGR	404160	1.00
FINANCE MANAGER-AAHC	403770	1.00
FINANCIAL ANALYST	403370	1.00
FMT-AAHC I	114500	3.00
FMT-AAHC II	114510	1.00
FSS & SUPPORT SVC COORD	000390	2.00
OCCUPANCY SPEC I	114550	7.00
OCCUPANCY SPEC II	114560	3.00
OCCUPANCY SPECIALIST III	114570	3.00
RESIDENCY VOUCHER MGR II	190003	3.00
Total		30.20

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COMMUNITY SERVICES AREA

PARKS & RECREATION

Parks and Recreation Services is one of four service units in the Community Services Area. It handles the functions of the parks administration, park maintenance, park forestry, programming, operation of recreation facilities, volunteerism, and natural area management and preservation. Parks and Recreation administration is responsible for policy development, park planning and capital improvements, parks and park shelter reservations and the Parks and Recreation Boards and Commissions. Recreation facilities include two golf courses, four pools, two ice rinks, two community centers, two canoe liveries, a senior center, a customer service office and rental facility, a public market, a science and nature education center and a historic farm site. The park system is comprised of more than 160 parks, ranging from neighborhood parks to nature preserves. The Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	4,467,997	4,460,922	4,605,261	3,356,300	4,606,461
CONTRIBUTIONS	53,062	314,150	129,120	133,120	27,500
INTERGOVERNMENTAL REVENUES	668,268	362,730	511,070	885,721	-
INVESTMENT INCOME	68,374	663,744	389,642	379,432	433,635
MISCELLANEOUS REVENUE	218,323	256,676	230,575	216,733	149,700
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	143,380	251,215	461,202	606,202	150,000
TAXES	-	-	2,739,883	-	65,000
	4,752,381	8,351,950	8,927,746	9,001,292	9,333,181
Total	\$10,371,785	\$14,661,387	\$17,994,499	\$14,578,800	\$14,765,477

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	4,706,556	4,676,952	5,715,254	3,917,488	4,772,411
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,876,308	3,058,777	5,059,973	3,391,757	3,014,705
BANDEMER PROPERTY (0025)	8,591	11,252	9,056	9,056	9,215
PARKS MEMORIALS & CONTRIBUTIONS (0034)	67,672	411,334	320,572	221,141	170,787
OPEN SPACE ENDOWMENT (0041)	50,553	122,364	31,026	16,026	32,836
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,515,946	6,221,294	6,813,618	6,978,332	6,765,523
MAJOR GRANTS PROGRAMS (00MG)	146,159	159,414	45,000	45,000	-
Total	\$10,371,785	\$14,661,387	\$17,994,499	\$14,578,800	\$14,765,477

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GRANT/LOAN RECIPIENTS	42,383	34,000	63,875	63,875	-
PERSONNEL SERVICES	3,639,924	4,913,027	5,197,348	4,960,413	5,343,281
PAYROLL FRINGES	1,244,405	1,877,965	1,726,983	1,932,157	1,819,139
OTHER SERVICES	1,746,562	3,279,324	6,104,687	5,804,396	4,152,490
MATERIALS & SUPPLIES	599,824	842,153	894,775	722,518	891,838
OTHER CHARGES	1,376,902	2,164,887	3,584,933	3,448,802	3,339,235
PASS THROUGHS	1,259,034	1,665,744	1,855,252	1,855,252	1,523,655
CAPITAL OUTLAY	2,460,882	1,222,300	4,229,194	3,680,255	4,964
VEHICLE OPERATING COSTS	45,543	36,449	44,000	43,095	45,000
EMPLOYEE ALLOWANCES	16,971	23,020	19,532	23,218	21,224
Total	\$12,432,430	\$16,058,869	\$23,720,579	\$22,533,981	\$17,140,826

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	6,278,148	8,675,087	9,754,241	9,217,945	8,836,952
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,934,710	2,354,586	3,616,198	3,192,896	1,425,515
BANDEMER PROPERTY (0025)	1,776	1,881	6,131	6,131	6,290
PARKS MEMORIALS & CONTRIBUTIONS (0034)	122,067	115,401	1,027,974	1,027,974	100,787
OPEN SPACE ENDOWMENT (0041)	4,591	-	15,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	-	891	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,942,250	4,616,636	9,224,503	8,997,503	6,756,282
MAJOR GRANTS PROGRAMS (00MG)	148,888	294,387	76,532	76,532	-
Total	\$12,432,430	\$16,058,869	\$23,720,579	\$22,533,981	\$17,140,826

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
PARKS & RECREATION	22.38	37.04	37.08	37.41
Total	22.38	37.04	37.08	37.41

**COMMUNITY SERVICES AREA
PARKS AND RECREATION SERVICES**

REVENUES

Contributions - This decrease reflects the Parks Memorials & Contributions Fund receiving one-time developer contributions in FY 2020.

Intergovernmental Revenues - This reflects the receipt of Federal and State grants in FY 2020. Grants are budgeted upon grant award and/or Council approval.

Investment Income - The increase reflects a higher rate of return on investments.

Miscellaneous Revenue – This decrease reflects a one-time budget for the Mack Indoor Pool improvements project in FY 2020, and receipt of the Fair Food grant in FY 2020. Grants are budgeted upon grant award and/or Council approval.

Operating Transfers In - This decrease reflects the one-time refund received in FY 2020 from the Risk Fund for excess benefit contributions over the past several years, and a one-time transfer into the Park Maintenance & Capital Improvement Millage Fund for the Gallup Bridge & Skate Park Project.

Prior Year Surplus - This decrease reflects the use of Open Space and Park Acquisition Millage Fund fund balance for the purchase of development rights of farmland property in FY 2020 as part of the City's Greenbelt Program as well as the use of the Park Maintenance & Capital Improvement Millage Fund fund balance for various capital and maintenance projects, and the use of General Fund fund balance for Parks Fairness and Leslie Science Center testing and remediation.

Taxes - The increase reflects a normal adjustment due to inflation.

EXPENSES

Grant/Loan Recipients - This reflects the decrease in grants for various park projects.

Personnel Services - This reflects an increase in wages.

Payroll Fringes - This reflects an increase in pension and health care costs.

Other Services - This decrease reflects one-time projects in FY 2020 for Leslie Science Nature Center testing and remediation, tree care, and engineering services.

Other Charges – The funding for Park Maintenance & Capital Improvement Fund monies for capital projects is budgeted as a contingency in Other Charges. Once the project budgets are established, the budget and actual amounts will reflect appropriately in Capital Outlay.

Pass Throughs – This decrease reflects a one-time transfer in FY 2020 from the General Fund and the Parks Memorials & Contributions Fund to the Park Maintenance & Capital Improvement Millage Fund for Gallup Bridge and Skate Park.

Capital Outlay – The funding for the Park Maintenance & Capital Improvement Millage Fund monies for capital projects is budgeted as a contingency in Other Charges. Once the project budgets are established, the budget and actual amounts will reflect appropriately in this category.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$2,885,486 in FY 2021.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	-	55,482	32,223	12,176	32,223
1000 ADMINISTRATION	160,599	152,708	1,102,015	568,583	157,972
1646 FARMER'S MARKET	167,538	155,622	150,439	58,757	151,039
6100 FACILITY RENTALS	392,870	356,137	382,543	168,343	382,543
6231 BUHR POOL	218,630	219,285	220,509	148,089	220,509
6232 BUHR RINK	117,267	127,941	130,794	116,709	130,794
6234 VETERAN'S POOL	153,813	160,828	149,850	72,858	149,850
6235 VETERAN'S ICE ARENA	490,499	485,746	498,422	409,857	498,422
6236 FULLER POOL	368,588	379,902	373,790	252,748	373,790
6237 MACK POOL	153,345	171,094	152,993	160,204	152,993
6238 VETERAN'S MEETING ROOM	5,508	11,186	4,001	4,202	4,601
6242 ARGO LIVERY	757,453	687,379	763,620	577,196	763,620
6244 GALLUP LIVERY	532,773	484,271	548,595	375,021	548,595
6315 SENIOR CENTER OPERATIONS	84,779	81,503	80,981	61,187	80,981
6503 HURON GOLF COURSE	314,545	327,747	335,746	366,735	335,746
6504 LESLIE GOLF COURSE	788,344	820,115	788,733	564,823	788,733
Total	\$4,706,551	\$4,676,946	\$5,715,254	\$3,917,488	\$4,772,411

Revenues by Activity (0024 OPEN SPACE & PARK ACQ MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	41,622	384,465	236,084	220,000	262,738
9024 PARK LAND ACQUISITION	2,834,686	2,674,312	4,823,889	3,171,757	2,751,967
Total	\$2,876,308	\$3,058,777	\$5,059,973	\$3,391,757	\$3,014,705

Revenues by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	246	2,432	1,406	1,406	1,565
1000 ADMINISTRATION	8,345	8,820	7,650	7,650	7,650
Total	\$8,591	\$11,252	\$9,056	\$9,056	\$9,215

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	24,534	34,375	16,431	17,000	18,287
1000 ADMINISTRATION	43,138	70,259	202,521	102,521	152,500
9000 CAPITAL OUTLAY	-	306,700	101,620	101,620	-
Total	\$67,672	\$411,334	\$320,572	\$221,141	\$170,787

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	2,819	26,896	16,026	16,026	17,836
9024 PARK LAND ACQUISITION	47,734	95,468	15,000	-	15,000
Total	\$50,553	\$122,364	\$31,026	\$16,026	\$32,836

Revenues by Activity (0071 PARK MAINT & CAPITAL IMP MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	854,209	4,518,488	4,915,159	5,065,093	4,872,749
1000 ADMINISTRATION	3,209	703	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	-	66,751	-	-	-
9000 CAPITAL OUTLAY	1,658,527	1,635,352	1,898,459	1,913,239	1,892,774
Total	\$2,515,945	\$6,221,294	\$6,813,618	\$6,978,332	\$6,765,523

Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
0000 REVENUE	146,159	159,414	45,000	45,000	-
Total	\$146,159	\$159,414	\$45,000	\$45,000	-

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,221,088	1,937,926	2,848,745	2,846,771	1,819,998
1646 FARMER'S MARKET	166,812	166,554	176,871	163,317	176,445
4146 FOOTBALL/SPECIAL EVENTS	-	16,419	10,437	10,788	10,437
6001 OUTDOOR ICE RINKS	42,103	50,994	40,000	10,711	-
6100 FACILITY RENTALS	358,688	338,008	358,375	310,889	362,275
6209 PARKS - MOWING	(2,450)	548,215	737,994	545,548	737,302
6210 OPERATIONS	-	441,406	411,614	379,489	562,228
6222 SNOW & ICE CONTROL	-	182,525	162,969	182,347	160,560
6231 BUHR POOL	301,431	328,248	298,105	314,675	290,006
6232 BUHR RINK	147,303	166,054	179,939	192,664	165,663
6234 VETERAN'S POOL	317,233	309,913	283,504	241,938	294,717
6235 VETERAN'S ICE ARENA	433,105	458,034	451,675	468,668	456,327
6236 FULLER POOL	337,167	411,810	337,037	345,863	346,138
6237 MACK POOL	313,014	343,579	319,781	362,341	323,620
6242 ARGO LIVERY	512,982	461,070	544,046	444,936	521,933
6244 GALLUP LIVERY	333,201	357,058	372,335	307,614	376,275
6315 SENIOR CENTER OPERATIONS	243,784	196,703	209,398	186,171	237,384
6328 ROW MAINTENANCE	-	12,098	14,500	3,752	14,500
6335 ATHLETIC FIELDS/GAME COURTS	-	18,371	21,775	20,500	22,177
6365 PLAYGROUND MAINTENANCE	-	114,444	40,216	114,893	40,712
6403 COMMUNITY OUTREACH SERVICES	172,593	149,581	185,538	169,478	172,156
6503 HURON GOLF COURSE	468,419	451,456	492,341	449,950	499,789
6504 LESLIE GOLF COURSE	911,672	923,700	966,032	853,628	955,368
9500 DEBT SERVICE	-	290,906	291,014	291,014	290,942
Total	\$6,278,145	\$8,675,072	\$9,754,241	\$9,217,945	\$8,836,952

Expenses by Activity (0024 OPEN SPACE & PARK ACQ MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1810 TAX REFUNDS	1,617	-	-	-	-
9024 PARK LAND ACQUISITION	1,768,494	1,190,923	2,447,835	2,024,533	257,802
9500 DEBT SERVICE	1,163,613	1,163,663	1,168,363	1,168,363	1,167,713
9541 BAD DEBTS	985	-	-	-	-
Total	\$2,934,709	\$2,354,586	\$3,616,198	\$3,192,896	\$1,425,515

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	45	-	-	-
9018 PARK REHAB & DEVELOP MIL 95	1,776	1,836	6,131	6,131	6,290
Total	\$1,776	\$1,881	\$6,131	\$6,131	\$6,290

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	16,516	7,039	148,931	148,931	100,787
6915 PARK PLAN - MEMORIALS	-	-	7,725	7,725	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	22,365	28,176	22,161	22,161	-
6970 PARK PLAN - ACTIVE RECREATION	-	66,751	-	-	-
9000 CAPITAL OUTLAY	83,186	13,436	837,157	837,157	-
9024 PARK LAND ACQUISITION	-	-	12,000	12,000	-
Total	\$122,067	\$115,402	\$1,027,974	\$1,027,974	\$100,787

Expenses by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9024 PARK LAND ACQUISITION	4,591	-	15,000	15,000	15,000
Total	\$4,591	-	\$15,000	\$15,000	\$15,000

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	-	891	-	-	-
Total	-	\$891	-	-	-

Expenses by Activity (0071 PARK MAINT & CAPITAL IMP MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	683,172	408,883	681,868	581,868	610,766
1646 FARMER'S MARKET	-	37,882	18,000	18,000	18,000
1810 TAX REFUNDS	1,280	-	-	-	-
6100 FACILITY RENTALS	-	134,917	120,000	120,000	120,000
6121 LESLIE SCIENCE CENTER	-	72,932	50,000	50,000	50,000
6123 KEMPF HOUSE	-	5,586	8,000	8,000	8,000
6210 OPERATIONS	254,324	733,312	828,054	828,054	889,828
6231 BUHR POOL	-	27,991	40,000	40,000	40,000
6232 BUHR RINK	-	40,742	27,500	27,500	27,500
6234 VETERAN'S POOL	-	36,807	40,000	40,000	40,000
6235 VETERAN'S ICE ARENA	-	50,705	118,000	118,000	118,000
6236 FULLER POOL	-	151,078	65,000	65,000	65,000
6237 MACK POOL	-	25,961	55,000	55,000	55,000
6242 ARGO LIVERY	-	5,647	35,000	35,000	35,000
6244 GALLUP LIVERY	-	40,067	55,000	55,000	55,000
6250 NORTHSIDE COMMUNITY CENTER	-	6,471	10,000	10,000	10,000
6255 SKATE PARK	-	17,669	12,500	12,500	12,500
6260 BRYANT COMMUNITY CENTER	-	135,286	20,000	20,000	20,000
6286 NAP VOLUNTEER OFFICE	-	12,944	7,500	7,500	7,500
6287 ECOLOGICAL RESTORATION	210,336	227,472	233,547	233,547	241,415
6288 ECOLOGICAL ASSESS & MONITORING	131,714	139,956	141,935	141,935	149,437
6289 OUTREACH VOLUNTEER COORDINATION	181,388	180,234	194,707	194,707	204,923
6291 SWIFT RUN DOG PARK	-	11,435	15,000	15,000	15,000
6309 GENERAL CARE - PARKS/FORESTRY	-	826,534	1,731,249	1,731,249	1,767,989
6315 SENIOR CENTER OPERATIONS	-	33,511	35,000	35,000	35,000
6320 TRIMMING	-	15,589	-	-	-
6335 ATHLETIC FIELDS/GAME COURTS	-	396,507	339,658	339,658	343,697

6340 ADOPT-A-PARK/GARDEN	61,177	60,797	82,646	82,646	83,828
6503 HURON GOLF COURSE	-	25,484	30,000	30,000	30,000
6504 LESLIE GOLF COURSE	-	25,115	35,000	35,000	35,000
6930 PARK PLAN - REC FAC RENOVATIONS	162,934	129,326	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	-	70,743	1,230,174	1,230,174	-
7099 RECREATIONAL DAMS	-	102,507	162,607	162,607	167,899
9000 CAPITAL OUTLAY	1,255,925	426,541	2,801,558	2,674,558	1,500,000
Total	\$2,942,250	\$4,616,631	\$9,224,503	\$8,997,503	\$6,756,282

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1646 FARMER'S MARKET	42,383	34,000	63,875	63,875	-
9000 CAPITAL OUTLAY	106,505	260,387	12,657	12,657	-
Total	\$148,888	\$294,387	\$76,532	\$76,532	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Parks

Service Unit Manager: Colin Smith

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide high quality, affordable programming opportunities, such as day camps and swim lessons.	●	●	●	●			Percentage capacity of day camp spaces filled.	99%	98%	97%	99%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction program survey.	N/A	96%	91%	95%
							Percentage capacity of group swim lessons spaces filled (Goal of 60%).	61%	62%	64%	60%
Protect and restore Ann Arbor's natural areas and foster an environmental ethic among the community.	●	●	●	●			Percentage capacity of the equivalent of 4.5 FTE's captured through volunteer hours.	99%	97%	73%	100%
							Number of plant and animal surveys performed annually.	N/A	12	11	12
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey.	N/A	100%	100%	95%
							Percentage of 100 acres of prescribed burns annually.	155%	110%	15%	125%
							Percentage of 6.5 tons of invasive species removed annually.	83%	102%	30%	125%
Engage volunteers and make improvements and enhancements to the Park system.	●	●	●	●			Percentage of parks that have been adopted (Goal of 50%).	45%	42%	23%	45%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey.	N/A	100%	100%	95%
							Percentage capacity of the equivalent of 3 FTE's captured through volunteer hours.	133%	142%	96%	110%
Provide a diverse number of active and passive recreation opportunities across the Parks system.	●	●	●	●			Number of admissions to each recreation facility.	1,046,354	1,138,541	792,071	1,150,000
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction membership survey.	91%	96%	95%	95%
Provide park planning & administrative support to effectively provide a Parks system reflective of community desires and values.	●	●	●	●			>90% satisfied with City parks as reported on National Citizen Survey.	N/A	N/A	N/A	N/A

se refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
PARKS & RECREATION

Allocated Positions

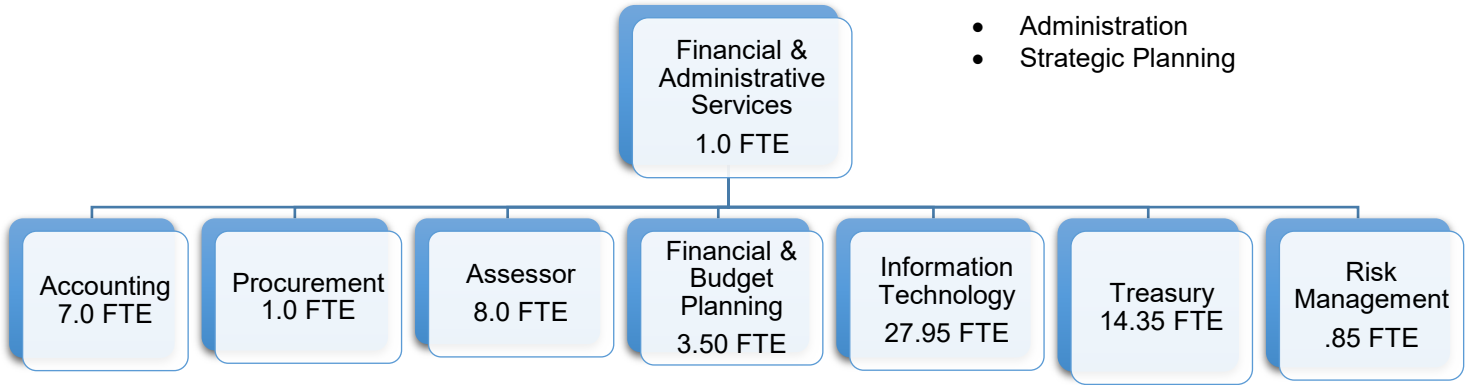
Job Description	Job Class	FY 2021 FTE's
REC SUPERVISOR 2	190211	5.00
ADMIN ASSISTANT LEVEL 5	110054	0.85
APPLICATION SPECIALIST	401760	0.08
CIVIL ENGINEER V	401330	0.05
COMM SERVICES AREA ADMIN	403630	0.25
COMMUNICATIONS SPECIALIST	401590	0.05
CST PPSM II	112910	2.00
CST PPSM III	112920	3.00
CST PPSM IV	112930	3.00
CST PPSM V	112940	5.00
ELEC & CONTROL TECH III	116234	0.21
ELEC & CONTROL TECH IV	116244	0.10
GOLF MAINTENANCE SUPERINT	404200	1.00
LANDSCAPE ARCHITECT IV	401380	2.00
MARKET MANAGER	401430	1.00
NAP SUPERVISOR IV	193200	3.00
OFFICE MANAGER	403180	0.20
P&R DEPUTY MGR-NAP/VOL	401640	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00
PARKS & REC SERVICES MGR	403480	1.00
PARKS & REC SRV DEP MGR	401270	1.00
PARKS & REC SRV DEP MGR	401800	1.00
PPSM SUPERVISOR III	192124	1.00
PPSM SUPERVISOR IV	192134	1.00
PROCUREMENT COORDINATOR	117450	0.10
RECREATION SUP III	190221	3.00
SENIOR APPLICATION SPEC	401050	0.15
WATER UT MAIN SUPV IV	197470	0.10
WATER UTILITY TECH I	117400	0.02
WATER UTILITY TECH III	117420	0.10
WATER UTILITY TECH IV	117430	0.04
WATER UTILITY TECH IV	117431	0.02
WATER UTILITY TECH V	117441	0.04
WTP MANAGER	401310	0.05
Total		37.41



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area

Organization Chart



- Administration
- Strategic Planning

- Payroll
- Accounts Receivable
- Accounts Payable
- External Audit
- Fixed Assets
- Bank & Investment Reconciliation

- Primary Contact for Procurement for Internal Customers & Vendors
- Ensure compliance with City's Purchasing Policies

- Property Tax Assessment Roll
- Property Appraisal
- Assessment Appeal Process
- Property Tax Abatement
- Maintain Property Records
- Business Canvas for Personal Property
- Levy Special Assessment Fees

- Financial Planning
- Budget
- Internal Audit
- Performance Measurement
- Economic Development
- Smartzone LDFA support

- Infrastructure Services & Support
- Application Support
- Project Management Services
- Network Architecture & Security
- Help Desk Services
- Administration & Planning

- Tax Administration
- Banking
- Investment Management
- Cash Flow
- Debt Management
- Parking Referees
- Brownfield support
- Call Center
- Utility Billing
- Payment processing
- Customer Advocate
- Water and Sewer Connections
- Street & Sidewalk Related Permits

- Liability Claims Management
- Insurance Procurement
- Self-insurance administration

Financial & Administrative Services Area Dashboard

2019

AUDIT RESULTS

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Material Weaknesses

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the City of Ann Arbor's internal controls.

0

Significant Deficiencies

A significant deficiency exists when the design or operation of a control does not allow management of employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis.

OUR BONDS WERE RATED HIGHLY BY STANDARD AND POOR'S

The city pays an independent third party (Standard & Poor's) to evaluate the credit quality of the city and publish their findings to potential investors. The rating firm considers many aspects of the city including its financial status, financial trends, management oversight, liquidity, etc. A higher credit rating results in a lower cost to the city for debt. The ratings from highest down are AAA, AA+, AA, AA-, A+, etc.

AA+

GENERAL OBLIGATION

AA+

WASTEWATER DISPOSAL SYSTEM REVENUE

AA

WATER SUPPLY SYSTEM REVENUE

ANNUAL BUDGET CHALLENGE! COSTS EXCEED REVENUES

The City's primary operating fund is the General Fund. Without new construction, property taxes only increase at the rate of inflation. The cost of providing General Fund services increases at a rate that exceeds inflation. The City balances its budget every year. This means that every year the City needs to either expand the tax base, cut or streamline services, or both.

\$1.5m GAP IN FY 2022

2021 - 2025 FINANCIAL PROJECTIONS



FUNDING OF RETIREMENT PLANS

The city contributes funds to retirement plans so that when an employee retires from providing services to the city, adequate funds are available to pay for their retirement benefit. A trust is utilized to invest all employer and employee contributions. When the value of the investments in the trust are less than the value of the cost of the benefits, the fund is less than 100% funded.

PENSION

The City has funded
86.1%

of current pension liability.

HEALTH CARE

The City has funded
63.5%

of its retiree health care liability.

How does this compare to the last 5 years?



UNDESIGNATED FUND BALANCE

In an effort to stabilize the budget against future unexpected costs, the City attempts to maintain General Fund reserves as a percent of annual General Fund expenditures in the range of 15%-20%. This fund balance may be higher than the required target range to save for large, planned expenditures.

18.7% 2019 FUND BALANCE

How does this compare to the last 5 years?



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FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ASSESSOR SERVICES	214	95	-	62	-
FINANCIAL & BUDGET PLANNING	26,710,275	28,539,872	18,716,920	18,872,956	19,743,948
INFORMATION TECHNOLOGY	8,242,103	8,057,689	13,387,121	12,841,207	15,580,590
RISK MANAGEMENT	30,692,094	31,863,989	37,559,311	32,122,568	34,495,955
TREASURY SERVICES	109,234,063	47,579,471	49,410,476	49,410,273	51,589,549
Total	\$174,878,749	\$116,041,116	\$119,073,828	\$113,247,066	\$121,410,042

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	72,786,452	76,113,177	71,888,708	72,008,525	75,481,166
INFORMATION TECHNOLOGY (0014)	7,983,963	8,057,689	9,125,809	8,610,573	9,932,921
WATER SUPPLY SYSTEM (0042)	26,564,035	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	27,434,849	-	-	-	-
RISK FUND (0057)	30,692,094	31,863,989	37,559,311	32,122,568	34,495,955
STORMWATER SEWER SYSTEM FUND (0069)	9,150,708	-	-	-	-
GENERAL CAPITAL FUND (00CP)	258,140	-	500,000	500,000	1,500,000
MAJOR GRANTS PROGRAMS (00MG)	8,508	6,261	-	5,400	-
Total	\$174,878,749	\$116,041,116	\$119,073,828	\$113,247,066	\$121,410,042

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ACCOUNTING SERVICES	854,106	856,539	933,210	854,090	862,661
ASSESSOR SERVICES	1,186,370	1,015,199	1,204,335	1,045,427	1,124,066
FINANCIAL & BUDGET PLANNING	1,054,690	969,368	1,181,369	1,182,196	1,112,166
INFORMATION TECHNOLOGY	12,230,751	11,316,334	13,795,932	13,770,527	15,091,125
PROCUREMENT	164,651	149,170	160,869	160,762	161,023
RISK MANAGEMENT	1,285,965	2,313,852	2,939,730	2,903,980	3,010,093
TREASURY SERVICES	2,382,030	2,554,638	3,526,376	3,448,806	3,582,926
Total	\$19,158,563	\$19,175,100	\$23,741,821	\$23,365,788	\$24,944,060

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	7,783,963	7,646,250	8,365,938	8,010,349	8,422,343
INFORMATION TECHNOLOGY (0014)	7,388,941	7,746,617	9,546,790	9,539,936	9,521,795
MAJOR STREET (0021)	8,642	5,954	8,685	8,685	8,960
WATER SUPPLY SYSTEM (0042)	1,050,786	1,161,169	1,159,625	1,159,625	1,187,451
SEWAGE DISPOSAL SYSTEM (0043)	41,657	51,120	740,599	740,599	762,561
PROJECT MANAGEMENT (0049)	47,749	45,353	48,148	48,148	70,630
RISK FUND (0057)	1,169,739	2,193,155	2,808,482	2,794,892	2,891,714
STORMWATER SEWER SYSTEM FUND (0069)	41,627	42,720	245,386	245,386	253,031
SOLID WASTE (0072)	266,222	282,762	318,168	318,168	325,575
GENERAL CAPITAL FUND (00CP)	1,359,237	-	500,000	500,000	1,500,000
Total	\$19,158,563	\$19,175,100	\$23,741,821	\$23,365,788	\$24,944,060

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
ACCOUNTING SERVICES	6.75	6.75	7.00	7.00
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	4.50	4.50	4.50
INFORMATION TECHNOLOGY	25.95	25.95	25.95	27.95
PROCUREMENT	2.00	1.00	1.00	1.00
RISK MANAGEMENT	0.85	0.85	0.85	0.85
TREASURY SERVICES	14.45	14.45	14.35	14.35
Total	61.50	61.50	61.65	63.65



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

The Accounting Service Unit is responsible for maintaining the accounting ledgers of all financial transactions for the City. This function includes disbursing accounts payable, billing accounts receivable, and preparing financial reporting for management and the public. Another important function is the preparation of payroll disbursements for all City employees.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	457,747	466,819	524,509	456,412	468,241
PAYROLL FRINGES	321,256	321,497	316,934	304,915	303,762
OTHER SERVICES	13,567	10,250	13,050	14,184	13,050
MATERIALS & SUPPLIES	10,284	6,604	6,734	6,734	6,734
OTHER CHARGES	50,892	51,009	71,623	71,695	70,874
EMPLOYEE ALLOWANCES	360	360	360	150	-
Total	\$854,106	\$856,539	\$933,210	\$854,090	\$862,661

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	854,106	856,539	933,210	854,090	862,661
Total	\$854,106	\$856,539	\$933,210	\$854,090	\$862,661

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
ACCOUNTING SERVICES	6.75	6.75	7.00	7.00
Total	6.75	6.75	7.00	7.00

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

Personnel Services - The decrease is due to a retirement during FY 2020 in the Accounting Services Unit.

Payroll Fringes - The decrease is due to a retirement during FY 2020 in the Accounting Services Unit.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged \$220,269 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Accounting

Service Unit Manager: Karleen Kudej

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Ensure compliance and timely filing of the annual audit and Comprehensive Annual Financial Report (CAFR).			●		●	●	Receive GFOA award for excellence.	Yes	Yes	Yes	Yes
							No internal control deficiencies.	None	None	None	None
							No compliance issues.	None	None	None	None
							100% completion of staff training in new audit areas each year as part of succession planning.	75%	95%	100%	100%
Process payroll and tax reporting accurately and timely.							Compliance filings are timely and accurate.	100%	100%	100%	100%
	●		●		●	●	No compliance issues.	None	None	None	None
							No errors in payroll processing	3 errors	0 errors	0 errors	0 errors
Manage accounts payable and vendor maintenance accurately and timely.							Staff is trained as part of succession planning and redundancy as measured by completion of AFSCME progression.	Ongoing	Ongoing	Ongoing	Ongoing
	●		●		●		No compliance issues with IRS.	None	None	None	None
							No errors in check/EFT processing as measured by voided checks.	2 errors	0 errors	0 errors	0 errors
							Payments disbursed within 30 days of entry into the financial system.	Yes	Yes	Yes	Yes
Maintain and analyze the general ledger, ensuring compliance with policy.							<1% compliance issues with purchasing cards.	1.11%	0.98%	1.13%	<1%
			●		●		Reconciliations prepared within 30 days of month-end/quarter-end.	89%	97%	93%	100%
							100% Completion of staff training in identified areas as part of succession planning and redundancy.	95%	98%	99%	100%
						Update existing procedures annually as needed.	Ongoing	Ongoing	Ongoing	Ongoing	

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ACCOUNTANT I	000830	1.00
ACCOUNTANT III	401670	1.00
ACCOUNTING SERVICES MGR	401280	1.00
ADMIN ASSISTANT LVL 4	110044	2.00
ADMIN ASSISTANT LVL 5	110054	2.00
Total		7.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

The Assessing Service Unit establishes market values on an annual basis and is responsible for tax assessing and property appraisals for all taxable property within the City. Other duties include maintaining current owner name and property addresses within the assessing database, reviewing and approving Principal Residence Exemptions, processing personal property statements, review and processing of land splits and divisions, reviewing and processing exemption applications, calculating Payments in Lieu of Taxes, establishing special assessment districts and apportioning the special assessment within that special assessment district, defending Assessed and Taxable Values before the Michigan Tax Tribunal and assisting other service areas and service units within the City with valuation, real estate and property taxation issues.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	-	-	-	62	-
MISCELLANEOUS REVENUE	214	95	-	-	-
Total	\$214	\$95	-	\$62	-

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	214	95	-	62	-
Total	\$214	\$95	-	\$62	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	631,231	421,167	604,382	464,087	557,317
PAYROLL FRINGES	386,999	329,209	362,542	305,482	338,724
OTHER SERVICES	17,720	110,741	68,561	107,216	60,241
MATERIALS & SUPPLIES	19,431	22,730	21,162	23,825	21,162
OTHER CHARGES	114,384	118,957	130,888	130,977	129,822
EMPLOYEE ALLOWANCES	16,605	12,395	16,800	13,840	16,800
Total	\$1,186,370	\$1,015,199	\$1,204,335	\$1,045,427	\$1,124,066

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,186,370	1,015,199	1,204,335	1,045,427	1,124,066
Total	\$1,186,370	\$1,015,199	\$1,204,335	\$1,045,427	\$1,124,066

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00

**FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT**

EXPENSES

Personnel Services – The decrease is due to staff turnover in FY 2020 in the Assessor Services Unit.

Payroll Fringes – The decrease is due to staff turnover in FY 2020 in the Assessor Services Unit.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged \$317,873 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Matthew Horning

Service Unit: Assessing

Service Unit Manager: Jerry Markey

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Appraise all real & personal property annually.			●		●		10% of properties reviewed annually. Equalization factor of 1.00 (see below for definition).	10%	8%	10%	10%
Preparation and defense of assessment appeals, Board of Review, Michigan Tax Tribunal, and State Tax Commission proceedings.			●				Board of Review Appeals Heard / Processed at MBOR, JBOR & DBOR; Board of Review Decisions Mailed Within Two Weeks of the End of Board of Review.	100%	100%	100%	100%
							Small Claims Tribunal appeals answered within 28 days of notification.	100%	100%	100%	100%
							Full Tribunal Appeals answered within 28 days of notification.	100%	100%	100%	100%
							All valuation disclosures are filed 21 days or greater from hearing date.	100%	100%	100%	100%
Analyze and review property sales, ownership data and legal descriptions.					●		Process All Sales Data, Change of Ownership, Principal Residence Exemptions, Legal Description Adjustments Within 45 days of Notification.	60 days	60 days	60 days	60 days
Handle customer inquiries and information requests.	●						Online data updated daily.	Yes	Yes	Yes	Yes
					●		Answer customer requests within 1 business day.	100%	90%	100%	100%
							Adhoc requests performed within 3 business days.	100%	90%	100%	100%

Equalization Factor Definition - Washtenaw County can apply a factor to the City's Assessments if the value change is not properly calculated. A factor of 1.00 affirms assessed values are calculated properly.

Please refer to the Information Pages: The Budget Process section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00
ASSESSOR SERVICES MANAGER	403220	1.00
DEPUTY ASSESSOR	403430	1.00
REAL PROPERTY APPRAISER I	119180	2.00
REAL PROPERTY APPRAISER I	119181	2.00
SENIOR APPRAISER	401260	1.00
Total		8.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

The Financial & Budget Planning Service Unit is responsible for strategic financial planning, coordinating the annual budget process, internal audits, supporting economic development initiatives and acting as a resource for Citywide issues related to financial management.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	-	67,710	-	-	-
FINES & FORFEITS	595	735	-	182	-
INTERGOVERNMENTAL REVENUES	11,995,676	12,469,714	12,831,737	13,221,880	13,928,745
INTRAGOVERNMENTAL SALES	14,455,336	14,359,559	4,706,666	4,686,413	4,862,480
INVESTMENT INCOME	248,424	1,600,264	820,327	917,052	933,033
MISCELLANEOUS REVENUE	9,896	41,542	19,690	47,226	19,690
PRIOR YEAR SURPLUS	-	-	338,500	-	-
TAXES	348	348	-	203	-
Total	\$26,710,275	\$28,539,872	\$18,716,920	\$18,872,956	\$19,743,948

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	26,701,767	28,533,611	18,716,920	18,867,556	19,743,948
MAJOR GRANTS PROGRAMS (00MG)	8,508	6,261	-	5,400	-
Total	\$26,710,275	\$28,539,872	\$18,716,920	\$18,872,956	\$19,743,948

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	372,449	319,625	374,636	335,764	381,311
PAYROLL FRINGES	231,332	172,929	213,710	174,207	209,982
OTHER SERVICES	106,760	93,857	168,145	240,442	101,192
MATERIALS & SUPPLIES	2,030	1,868	1,090	7,371	1,090
OTHER CHARGES	341,339	380,309	423,008	423,008	417,031
EMPLOYEE ALLOWANCES	780	780	780	1,404	1,560
Total	\$1,054,690	\$969,368	\$1,181,369	\$1,182,196	\$1,112,166

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,054,690	969,368	1,181,369	1,182,196	1,112,166
Total	\$1,054,690	\$969,368	\$1,181,369	\$1,182,196	\$1,112,166

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
FINANCIAL & BUDGET PLANNING	3.50	4.50	4.50	4.50
Total	3.50	4.50	4.50	4.50

**FINANCIAL & ADMINISTRATIVE SERVICES
FINANCIAL & BUDGET PLANNING SERVICES UNIT**

REVENUES

Intergovernmental Revenues - The increase reflects additional projected Fire Protection revenue from the State of Michigan.

Intragovernmental Sales - This reflects an increase in personnel reimbursements from internal service funds.

Investment Income - The increase reflects a higher rate of return on investments.

Prior Year Surplus - The reduction in FY 2021 reflects one-time monies to fund special project requests in FY 2020.

EXPENSES

Other Services - This reflects a decrease in one-time professional services that occurred in FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Financial and Budget Planning Services Unit would be charged \$404,109 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Matthew Horning

Service Unit: Budget & Administration

Service Unit Manager:

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Lead the Development of the City-wide Budget (2 year plan).	●	●	●	●	●	●	Receive GFOA award.	Yes	Yes	Yes	Yes
							Fund balances meet policy requirements.	No	Yes	No	Yes
							Recurring revenues offset recurring costs.	Yes	Yes	No	Yes
Accurately Forecast the Year-end Financial Performance.			●		●		April forecast for year-end audit is within 1% of year-end actual results.	5.21%	-1.86%	1.00%	1.00%
							100% of service units participate.	100%	100%	100%	100%
Support the Operating Units with Expert Financial Analysis and Reporting.			●			●	Operating documents are prepared for quarterly financial reviews.	Yes	Yes	Yes	Yes
							Finance participation in labor negotiations.	Limited	Limited	Limited	Limited
							Review 5% of GFOA best practices annually.	N/A	80%	128%	100%
Ensure Internal Policies and Procedures are Followed.	●	●	●	●			Perform three internal audits annually.	0	0	0	3

Please refer to the Information Pages: The Budget Process section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
 FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
BUDGET & FINANCE SUPERVIS	404530	1.00
BUDGET ANALYST	000400	2.00
FINANCIAL & ADMIN AREA AD	403520	1.00
RISK SPEC/ASST TO CFO	000320	0.50
Total		4.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

The Information Technology (IT) Services Unit is responsible for supporting information, communications, and technology needs of City government including network and data center operations, desktop/network/mobile computing, application and integration support, content and document management, geographical information systems, telecommunications, physical and virtual security, audio/visual systems and enterprise printing. IT provides leadership in setting future direction for Information Technology so the City can achieve its strategic priorities. IT collaborates with service areas on business process improvements by delivering clear business value and providing enterprise-level project management expertise while ensuring successful initiatives across the organization.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	7,607,174	7,844,089	8,872,242	8,861,961	9,791,593
CONTRIBUTIONS	117,046	26,820	-	-	-
INTRAGOVERNMENTAL SALES	-	-	3,761,312	3,730,634	4,147,669
INVESTMENT INCOME	14,164	132,043	80,335	76,846	89,405
MISCELLANEOUS REVENUE	298,405	54,737	-	2,900	-
OPERATING TRANSFERS IN	205,314	-	168,866	168,866	-
PRIOR YEAR SURPLUS	-	-	504,366	-	1,551,923
Total	\$8,242,103	\$8,057,689	\$13,387,121	\$12,841,207	\$15,580,590

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	3,761,312	3,730,634	4,147,669
INFORMATION TECHNOLOGY (0014)	7,983,963	8,057,689	9,125,809	8,610,573	9,932,921
GENERAL CAPITAL FUND (00CP)	258,140	-	500,000	500,000	1,500,000
Total	\$8,242,103	\$8,057,689	\$13,387,121	\$12,841,207	\$15,580,590

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	5,687,500	5,863,075	6,241,064	6,209,197	6,802,838
PAYROLL FRINGES	1,327,654	1,302,322	1,344,081	1,334,418	1,444,643
OTHER SERVICES	3,356,594	2,443,489	3,372,107	3,198,475	2,356,013
MATERIALS & SUPPLIES	373,671	370,319	1,016,220	1,014,534	1,347,505
OTHER CHARGES	1,264,838	1,321,399	1,392,162	1,582,241	2,885,012
PASS THROUGHS	205,314	-	-	-	-
CAPITAL OUTLAY	-	-	414,347	415,711	239,163
EMPLOYEE ALLOWANCES	15,180	15,730	15,951	15,951	15,951
Total	\$12,230,751	\$11,316,334	\$13,795,932	\$13,770,527	\$15,091,125

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	3,482,573	3,569,717	3,749,142	3,730,591	4,069,330
INFORMATION TECHNOLOGY (0014)	7,388,941	7,746,617	9,546,790	9,539,936	9,521,795
GENERAL CAPITAL FUND (00CP)	1,359,237	-	500,000	500,000	1,500,000
Total	\$12,230,751	\$11,316,334	\$13,795,932	\$13,770,527	\$15,091,125

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
INFORMATION TECHNOLOGY	25.95	25.95	25.95	27.95
Total	25.95	25.95	25.95	27.95

FINANCIAL & ADMINISTRATIVE SERVICES AREA INFORMATION TECHNOLOGY SERVICES UNIT

REVENUES

Charges for Services - The increase in FY 2021 reflects the revenue in the General Capital Fund for the I-Net Fiber Network project with the Local Development Finance Authority. This also reflects an increase in annual fiber usage fee in FY 2021.

Intragovernmental Sales - This reflects the increase in IT service charges and personnel reimbursements for an additional 2.0 FTEs in the Information Technology Unit in FY 2021.

Operating Transfers In - This decrease reflects a one-time refund from the Risk Fund for excess benefit contributions in FY 2020.

Prior Year Surplus - This reflects a use of the Information Technology Fund balance in FY 2021 for replacements project for servers, computers, police in-car video equipment and copiers.

EXPENSES

Personnel Services - This reflects the addition of 2.0 FTEs in the Information Technology Unit. This also reflects an increase in wages as well as in pay contingency that are anticipated to occur during FY 2021.

Payroll Fringes - This reflects the addition of 2.0 FTEs in the Information Technology Unit.

Other Services - The funding for the I-Net Fiber Network project in FY 2021 is budgeted as a contingency in Other Charges. Once the scope of the project is known, the budget and actual amounts will reflect appropriately in this category.

Materials & Supplies - The amount for FY 2020 represents non-capital equipment purchases for projects carried forward from FY 2019 including server, Police in-car video equipment, and PC replacements. Any project amount leftover from FY 2020 will be rolled over to FY 2021.

Other Charges - The funding for the I-Net Fiber Network project in FY 2021 is budgeted as a contingency in this category. Once the scope of the project is known, the budget and actual amounts will reflect appropriately in Other Services.

Capital Outlay - The amount for FY 2020 represents capital outlay for projects carried forward from FY 2019 including network, server, and multi-function copier replacements. Any project amount leftover from FY 2020 will be rolled over to FY 2021.

Information Technology Projects Summary

	Prior FY Budget	FY 2021 Request
<u>PROJECTS REQUESTING APPROPRIATION</u>		
Replacements¹		
PC's, High-End PCs, Laptops, Toughbooks, Tablets	140,140	320,120
Server Replacements Plus Storage	188,529	830,985
Network Replacements & Facility Access System	75,000	75,000
Network Printers/Copiers	60,000	70,000
Wireless Replacement	-	105,000
Enterprise Wide		
Access Control	-	-
Enterprise Telecommunication	159,697	-
Enterprise Information Portal (EIP)	16,000	-
I-Net Fiber Network Capital Projects	244,918	239,163
Service Area/Unit Specific		
Police		
In-Car Video Equipment	-	-
	\$ 884,284	\$ 1,640,268

¹ Annual appropriation towards yearly replacement of aging equipment.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Information Technology

Service Unit Manager: Tom Shewchuk

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Application Delivery & Enterprise Applications Team provides software support and maintenance for city departments, develops and maintains integrations between applications, performs project management, business process engineering, and administers our business intelligence platform.	●	●	●	●	●	●	Systems Meets Business Needs >90% (Project Survey).	100%	100%	100%	100%
							Number of SOP's documented. Increase 1 per quarter.	10	13	4	12
							Number of users that login to the City's main enterprise applications on a quarterly basis.	N/A	N/A	1.00%	N/A
							Number of shadow systems eliminated in the quarter.	N/A	4	3	4
							New self-service applications implemented. 5 or greater every other quarter.	2	5	5	6
							Customer Satisfaction >90% (Project Closure Survey).	99.45%	97.65%	97%	97%
							Total number of transactions for self-service applications.	163,365	163,517	163,000	165,000
Help Desk Services Team provides hardware and software triage, troubleshooting, and repair for all city departments for all Help Desk requests.	●	●		●			Customer Satisfaction >90% (Annual Survey).	93.75%	96.20%	98.15%	90%
Infrastructure Services & Network Services designs, implements, maintains and supports all servers, backup/restore, data storage, security, IP Phones, network fiber, network switches, firewall, and Microsoft operations systems and productivity applications.		●		●	●	●	95% Network Up-Time of total available up-time. Excludes Scheduled Maintenance.	98.95%	99.67%	99%	98%
							96% Server Up - Time of total available up-time. Excludes Scheduled Maintenance Time.	99.47%	99.59%	99%	98%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
APPLICATIONS SPECIALIST	401690	2.00
APPLICATIONS DELIVERY MGR	403540	1.00
APPS SPEC/BUSINESSANALYST	401610	1.00
FIELD OPER TECH III - COM	112724	0.50
HELP DESK SUPPORT SPEC	000900	4.00
ITSD DIRECTOR	403700	1.00
JR INFRASTRUCTURE SPEC	404550	2.00
SENIOR APPLICATION SPEC	401050	8.45
SENIOR INFRA LEAD	404440	1.00
SENIOR INFRASTRUCTURE SPE	401130	4.00
SERVICE DELIVERY MANAGER	403550	1.00
SR. NETWORK LEAD	404230	1.00
TECHNOLOGY & CHANGE MGR	403590	1.00
Total		27.95

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

The Procurement Unit is responsible for ensuring the City's procurement policies and procedures are being followed. The Unit also provides surplus property disposition and general and administrative support in the preparation, reconciliation, and reporting of the City's procurement of goods and services.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	84,458	86,573	89,035	89,035	89,035
PAYROLL FRINGES	57,240	43,568	44,202	44,028	46,673
OTHER SERVICES	6,619	3,600	7,855	7,922	7,855
MATERIALS & SUPPLIES	9,083	7,832	10,147	10,147	7,914
OTHER CHARGES	7,251	7,597	9,630	9,630	9,546
Total	\$164,651	\$149,170	\$160,869	\$160,762	\$161,023

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	164,651	149,170	160,869	160,762	161,023
Total	\$164,651	\$149,170	\$160,869	\$160,762	\$161,023

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
PROCUREMENT	2.00	1.00	1.00	1.00
Total	2.00	1.00	1.00	1.00

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

EXPENSES

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$37,719 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Matthew Horning

Service Unit: Procurement

Service Unit Manager: Colin Spencer

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Maintaining internal purchasing compliance through adherence to established policies and procedures.	●		●		●		100% of Required Forms collected.	100%	100%	100%	100%
							PO's processed or updated with the department within 24 hrs.	100%	100%	100%	100%
							<5% of the number of change orders that exceed original approved contract value and must return to Council.	2.60%	3.10%	6.25%	<5%
Managing the City's formal solicitation process.	●		●	●	●		No formal protests of solicitations.	1	1	3	0
							Average response rate of 3 or more vendors per solicitation per fiscal year.	3.61	3.5	3.55	>3
Serving as the initial point of contact for potential vendors and service providers.	●			●	●		100% on time (or better) FOIA responses.	100%	100%	100%	100%
							Participation and representation of City at industry events.	100%	100%	100%	100%
Administration of the City's "before purchase" Purchasing Card (P-Card) process.	●		●		●		Submission/entry of P-Card applications into Chase system within 24 hrs.	100%	100%	100%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
PURCHASING MANAGER	404210	1.00
Total		1.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

The Risk Management Unit, in conjunction with the Insurance Board and the Treasury Unit, is responsible for management of the City's self-insurance program. This includes securing property, general liability and other insurance coverage, managing and investigating claims in conjunction with a third party administrator, identifying and working to mitigate potential risks, and management of the Risk Fund.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	28,117,010	28,998,865	30,600,261	30,260,555	31,664,411
CONTRIBUTIONS	2,049,779	2,009,065	1,200,000	1,265,161	1,200,000
INVESTMENT INCOME	52,301	447,664	279,938	191,178	311,544
MISCELLANEOUS REVENUE	473,004	408,395	400,000	405,674	400,000
PRIOR YEAR SURPLUS	-	-	5,079,112	-	920,000
Total	\$30,692,094	\$31,863,989	\$37,559,311	\$32,122,568	\$34,495,955

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
RISK FUND (0057)	30,692,094	31,863,989	37,559,311	32,122,568	34,495,955
Total	\$30,692,094	\$31,863,989	\$37,559,311	\$32,122,568	\$34,495,955

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	184,330	192,225	205,687	175,608	192,034
PAYROLL FRINGES	48,044	48,971	48,864	44,420	46,925
OTHER SERVICES	419,356	601,320	726,211	726,217	748,068
OTHER CHARGES	634,157	1,471,258	1,958,890	1,957,673	2,022,988
EMPLOYEE ALLOWANCES	78	78	78	62	78
Total	\$1,285,965	\$2,313,852	\$2,939,730	\$2,903,980	\$3,010,093

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	116,226	120,697	131,248	109,088	118,379
RISK FUND (0057)	1,169,739	2,193,155	2,808,482	2,794,892	2,891,714
Total	\$1,285,965	\$2,313,852	\$2,939,730	\$2,903,980	\$3,010,093

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
RISK MANAGEMENT	0.85	0.85	0.85	0.85
Total	0.85	0.85	0.85	0.85

**FINANCIAL & ADMINISTRATIVE SERVICES
RISK MANAGEMENT SERVICES UNIT**

REVENUES

Charges for Services - The revenue increase is generated from higher charges to departments for active and retiree health care.

Investment Income - The increase reflects a higher rate of return on investments.

Prior Year Surplus - The decrease is due to excess fund balance that was refunded to the contributing operating funds in FY 2020.

EXPENSES

Other Charges – This relates to an increase in the Municipal Service Charge and an increase in property insurance premiums.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
TREASURY SERVICES MGR	403470	0.10
ASST TREASURY SRVS MGR	401090	0.25
RISK SPEC/ASST TO CFO	000320	0.50
Total		0.85

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

The Treasury Services Unit oversees the collection and distribution of City revenues, such as property taxes, parking ticket revenues and special assessments. This unit is also responsible for investment portfolio management, cash flow management, bond issuance, and adjudicating contested parking tickets. Additionally, this unit manages the City's Customer Service function. Customer Service processes payments, performs utility billing, answers all general calls to the City, issues various permits, and manages citizen service requests.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	63,340,820	109,242	112,558	112,558	115,935
FINES & FORFEITS	259,368	277,912	289,507	289,507	298,192
MISCELLANEOUS REVENUE	24,728	2,483	4,426	4,426	4,426
TAXES	45,609,147	47,189,834	49,003,985	49,003,782	51,170,996
Total	\$109,234,063	\$47,579,471	\$49,410,476	\$49,410,273	\$51,589,549

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	46,084,471	47,579,471	49,410,476	49,410,273	51,589,549
WATER SUPPLY SYSTEM (0042)	26,564,035	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	27,434,849	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	9,150,708	-	-	-	-
Total	\$109,234,063	\$47,579,471	\$49,410,476	\$49,410,273	\$51,589,549

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	928,121	955,239	1,014,815	957,200	1,009,449
PAYROLL FRINGES	642,575	658,322	613,569	587,436	645,841
OTHER SERVICES	83,019	107,869	102,936	105,778	103,424
MATERIALS & SUPPLIES	72,641	67,566	92,889	96,581	92,889
OTHER CHARGES	513,264	622,728	650,480	650,280	648,677
PASS THROUGHS	141,708	142,212	1,050,985	1,050,985	1,081,944
EMPLOYEE ALLOWANCES	702	702	702	546	702
Total	\$2,382,030	\$2,554,638	\$3,526,376	\$3,448,806	\$3,582,926

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	925,347	965,560	1,005,765	928,195	974,718
MAJOR STREET (0021)	8,642	5,954	8,685	8,685	8,960
WATER SUPPLY SYSTEM (0042)	1,050,786	1,161,169	1,159,625	1,159,625	1,187,451
SEWAGE DISPOSAL SYSTEM (0043)	41,657	51,120	740,599	740,599	762,561
PROJECT MANAGEMENT (0049)	47,749	45,353	48,148	48,148	70,630
STORMWATER SEWER SYSTEM FUND (0069)	41,627	42,720	245,386	245,386	253,031
SOLID WASTE (0072)	266,222	282,762	318,168	318,168	325,575
Total	\$2,382,030	\$2,554,638	\$3,526,376	\$3,448,806	\$3,582,926

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
TREASURY SERVICES	14.45	14.45	14.35	14.35
Total	14.45	14.45	14.35	14.35

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Taxes - General Fund property taxes are projected to increase in FY 2021.

EXPENSES

Payroll Fringes - This reflects increased pension and healthcare costs.

Pass Throughs – This reflects an increase in transfers to the Water Fund for utility billing.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Treasury Services Unit would be charged \$150,230 in FY 2021.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Matthew Horning

Service Unit: Treasury, Risk Management, & Customer Service

Service Unit Manager: Michael Pettigrew

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Our employees interact with our customers and provide excellent customer service.	●		●	●	●		The number of telephone calls handled by agents.	51,973	51,720	49,284	52,000
							The number of transactions processed.	294,910	284,268	275,358	280,000
							Customer Satisfaction is >90%.	N/A	N/A	N/A	>90%
							The efficiency of the AMR system expressed as a percentage of successful reads. (97%)	94.8%	94.4%	96.0%	93.0%
							Percentage of work requests initiated through A2FixIt, rather than manually.	75.2%	75.0%	75.0%	72.0%
Collect payments for tax, parking citations, utilities, and invoices.	●	●	●	●	●		Less than 15% of all collections are manual over-the-counter transactions.	13.1%	12.1%	12.0%	<15%
							Parking appeal time to resolution is under seven days.	100%	100%	100%	100%
							Cash collection locations are audited for internal control compliance at least once every two years (50% annually).	100%	100%	100%	100%
Manage cash to ensure sufficient liquidity and maximize investment returns.	●		●		●		Cash flow forecasting accuracy is within 1% as compared to actual results. The goal is to maintain sufficient liquidity to pay the bills while maximizing the amount of money that can be invested.	-0.48%	0.19%	0.50%	<1%
							Investment portfolio performance exceeds our benchmark, which is the 12-month trailing 2-year T-Note.	-47BPs	-32BPs	26BPs	>0BPs
Manage risk to minimize cost, promote safety, and handle claims efficiently.	●		●		●		Workers Comp expenditures per \$100 of salary are less than \$1.37.	\$ 0.74	\$ 0.87	\$ 0.97	<\$1.37
							Claim volume is less than 1.2 claims per 10,000 of population.	1.07	0.99	1.20	<1.2
							Claim expense is less than \$0.91 per capita.	\$ 0.05	\$ 0.01	\$ 0.07	<\$0.91
							Claims that proceed to litigation are less than 4.4% per quarter.	3.8%	1.7%	9.0%	<4.4
Issue and manage debt to provide funding for capital projects, minimize costs, comply with covenants and law, and maintain excellent credit.	●	●	●		●		Debt per capita is below \$3,000 and comparable to peer cities.	\$ 2,675	\$ 2,675	\$ 2,675	\$ 3,000
							City general obligation bond rating is at or above AA+.	AA+	AA+	AA+	>=AA+

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Allocated Positions

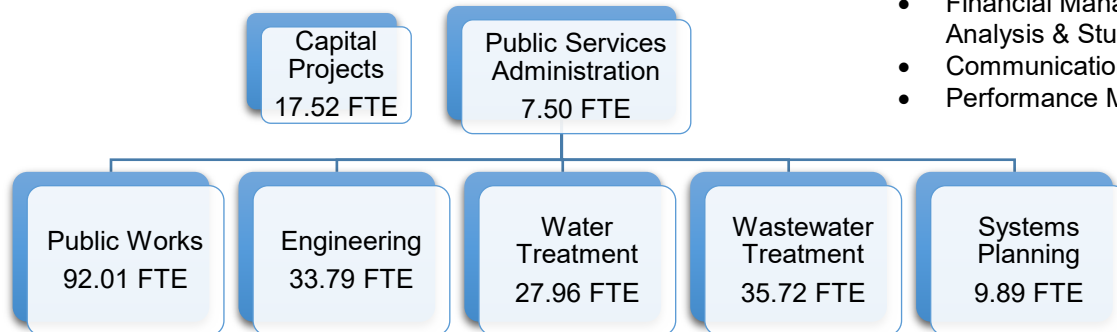
Job Description	Job Class	FY 2021 FTE's
TREASURY SERVICES MGR	403470	0.90
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 2	110024	1.00
ADMIN ASSISTANT LVL 3	110034	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	4.70
ASST TREASURY SRVS MGR	401090	0.75
ASST. TREASURER/CUSTO III	195100	1.00
FINANCIAL OP & CONTROL AN	401250	1.00
PARKING REFEREE	401200	2.00
Total		14.35



PUBLIC SERVICES AREA

Public Services Area Organization Chart

- Administration
- Strategic Planning
- Service Area Policies and Procedures
- Financial Management/Rate Analysis & Studies
- Communications
- Performance Measurement



- Wastewater & Stormwater Collection System Maintenance
- Water Distribution & Meter Maintenance
- Street Maintenance
- Street Tree Maintenance
- Solid Waste, Recycling & Compost Collection and Program Management
- Urban Forestry & Natural Resources Planning

- Street, Bridge & Utility Improvement Projects
- Sidewalk Repair Program
- Private Development & Plan Review
- Construction Inspection
- Transportation Engineering
- Infrastructure Records & Drawings
- Street Lane Closure & Parking Lane Permits
- Right-of-Way Inspection
- Transportation Planning
- Pavement Markings
- Traffic Signs & Signals Operation & Maintenance
- Street Light Maintenance

- Water Treatment Plant Engineering
- Water System Operation & Monitoring
- Dam & Hydropower Operations & Management
- Environmental Laboratory Services (Water, Wastewater & Storm Sewer)
- Water Quality & Pressure Inquiries
- After hours Call Center
- Storage Tank & Pump Station Operation & Maintenance
- Tele-comm Infrastructure Management

- Wastewater Treatment Plant Engineering
- Lift Station Operations & Maintenance
- Industrial Pre-treatment Program
- Laboratory Services

- GIS Management
- Capital Improvement Plan Programming
- Asset Management
- Development Review
- Soil Erosion & Sedimentation Control
- Floodplain, Creekshed & Water Resources Programs, Planning & Policies
- Systems (Natural & Constructed) Standards & Studies, Programs, Planning, & Policies
- Utility Systems Modeling
- Community Engagement

The Public Services Area is comprised of six Service Area Units: Administration, Engineering, Systems Planning, Public Works, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: Solid Waste and Recycling, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, and Transportation Planning. *Note: Capital Projects is not a Service Unit. It represents the partial FTE allocations to support the design and management of capital projects.

PUBLIC SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ADMINISTRATION	28,214,292	103,403,771	105,966,060	112,159,310	111,842,757
CAPITAL PROJECTS	153,217	110,000	25,894,324	39,963,012	42,645,537
ENGINEERING	3,407,226	5,519,197	13,396,814	7,177,384	11,517,170
PUBLIC WORKS	21,972,612	19,348,273	19,846,927	18,313,236	18,578,477
SYSTEMS PLANNING	753,008	254,781	267,880	126,742	163,650
WASTEWATER TREATMENT	116,452	342	1,050	1,050	1,050
WATER TREATMENT	634,105	712,435	520,911	665,588	1,556,456
Total	\$55,250,912	\$129,348,799	\$165,893,966	\$178,406,322	\$186,305,097

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
MAINTENANCE FACILITY (0004)	6,186	55,136	-	14,000	-
GENERAL (0010)	558,586	419,713	3,572,443	2,293,468	2,839,398
CENTRAL STORES (0011)	1,130,958	906,343	1,237,789	1,116,289	1,229,675
MAJOR STREET (0021)	10,063,339	12,051,990	14,418,821	11,444,764	15,169,405
LOCAL STREET (0022)	3,466,447	3,717,990	5,861,283	3,069,479	3,185,708
METRO EXPANSION (0036)	405,466	477,560	439,382	464,167	440,984
WATER SUPPLY SYSTEM (0042)	2,034,786	30,020,679	30,686,041	31,159,654	31,812,018
SEWAGE DISPOSAL SYSTEM (0043)	1,057,411	32,450,947	31,325,521	33,211,715	34,745,754
PROJECT MANAGEMENT (0049)	3,310,900	3,492,202	5,092,213	5,144,202	5,522,920
CEMETERY PERPETUAL CARE (0054)	2,300	1,500	-	3,275	-
ELIZABETH R. DEAN TRUST FUND (0055)	3,662	90,240	28,620	65,480	61,274
ART IN PUBLIC PLACES (0056)	590	2,731	130,000	-	-
WHEELER CENTER (0058)	426,013	443,653	607,214	613,214	596,707
ALTERNATIVE TRANSPORTATION (0061)	513,642	596,761	948,179	648,369	670,595
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	11,174,235	12,173,820	15,811,185	19,002,930	15,613,053
STORMWATER SEWER SYSTEM FUND (0069)	409,934	11,980,096	12,761,582	12,258,554	13,225,109
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,328,800	-	-	-	-
SOLID WASTE (0072)	16,675,448	17,891,078	18,129,037	18,203,418	18,623,947
SEWER REVENUE BONDS-2008 (0074)	17,301	-	-	-	-
SEWER REVENUE BONDS (0075)	(9,327)	(66,339)	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	15,454	65,194	-	-	-
STORM SEWER REVENUE BONDS (0081)	(1,047)	(10,567)	-	-	-
STORM SEWER REVENUE BONDS (0082)	9	84	3,709,135	3,709,135	5,055,000
DEVELOPER OFFSET MITIGATION (0084)	-	1,878,000	-	750,000	600,000
2012 SRF WWTP RENOVATIONS (0087)	(34,460)	(210,301)	-	-	-
SEWER BOND PENDING SERIES (0088)	-	4	7,882,600	15,804,078	16,125,750
WATER PENDING BOND SERIES (0089)	8	63	12,095,371	18,405,131	18,104,000
WATER PLANT FINANCING (0092)	-	(326)	-	-	-
WATER REVENUE BONDS (0093)	(6,510)	(95,418)	-	-	-
WATER BOND FUTURE 2019 SERIES (0095)	(572)	(79,888)	-	-	-
WATER PENDING BOND SERIES (0096)	54,536	(170,817)	125,000	-	574,200
GENERAL CAPITAL FUND (00CP)	557,269	716,957	592,550	585,000	720,000
MAJOR GRANTS PROGRAMS (00MG)	89,548	110,000	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	439,714	440,000	440,000	1,389,600
Total	\$55,250,912	\$129,348,799	\$165,893,966	\$178,406,322	\$186,305,097

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
ADMINISTRATION	14,580,574	26,159,639	19,832,548	16,180,554	14,828,722
CAPITAL PROJECTS	1,487,206	747,010	38,084,942	42,147,748	59,435,685
ENGINEERING	6,580,962	12,521,330	20,045,225	19,261,117	18,309,629
PUBLIC WORKS	41,242,841	30,830,268	37,799,164	35,853,966	36,047,444
SYSTEMS PLANNING	3,556,934	2,580,712	3,609,752	3,426,669	3,264,790
WASTEWATER TREATMENT	11,686,677	12,029,624	15,737,255	15,642,836	16,555,749
WATER TREATMENT	12,425,818	12,050,106	12,912,042	12,929,314	13,559,664
Total	\$91,561,012	\$96,918,689	\$148,020,928	\$145,442,204	\$162,001,683

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	8,310,830	4,888,882	7,727,081	7,439,930	5,339,195
CENTRAL STORES (0011)	1,200,725	807,790	1,225,154	1,094,696	1,229,675
MAJOR STREET (0021)	8,394,529	8,250,258	12,694,224	11,669,031	15,144,397
LOCAL STREET (0022)	2,265,943	2,434,135	4,596,901	4,609,842	3,185,708
METRO EXPANSION (0036)	209,671	219,155	436,495	436,495	440,984
WATER SUPPLY SYSTEM (0042)	20,169,856	23,959,642	23,121,059	21,385,332	22,199,404
SEWAGE DISPOSAL SYSTEM (0043)	19,897,895	22,052,081	25,390,876	23,751,718	24,621,964
PROJECT MANAGEMENT (0049)	3,189,584	3,346,321	5,044,065	4,969,105	5,452,290
ELIZABETH R. DEAN TRUST FUND (0055)	14,800	26,542	28,620	28,620	61,274
ART IN PUBLIC PLACES (0056)	-	-	130,000	-	-
WHEELER CENTER (0058)	386,865	408,775	564,224	553,588	435,219
ALTERNATIVE TRANSPORTATION (0061)	233,932	228,858	548,724	553,943	520,707
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	484,112	479,671	9,051,892	2,592,018	14,279,531
STORMWATER SEWER SYSTEM FUND (0069)	6,248,510	10,132,672	10,038,929	9,389,105	9,836,636
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,085,066	-	-	-	-
SOLID WASTE (0072)	15,854,943	18,726,320	18,095,330	17,527,630	17,860,349
STORM SEWER REVENUE BONDS (0082)	-	-	5,568,350	3,709,135	5,055,000
DEVELOPER OFFSET MITIGATION (0084)	-	2,250	-	-	-
SEWER BOND PENDING SERIES (0088)	-	-	14,455,698	15,804,078	16,125,750
WATER PENDING BOND SERIES (0089)	-	-	5,975,838	18,405,131	18,104,000
WATER PENDING BOND SERIES (0096)	(1)	-	154,058	-	-
GENERAL CAPITAL FUND (00CP)	1,244,621	254,227	1,364,857	1,082,807	720,000
MAJOR GRANTS PROGRAMS (00MG)	369,131	345,389	1,368,553	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	355,721	440,000	440,000	1,389,600
Total	\$91,561,012	\$96,918,689	\$148,020,928	\$145,442,204	\$162,001,683

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
ADMINISTRATION	7.35	7.35	7.45	7.50
CAPITAL PROJECTS	18.40	18.01	16.80	17.52
ENGINEERING	15.60	29.70	32.13	33.79
PUBLIC WORKS	116.89	89.67	92.60	92.01
SYSTEMS PLANNING	16.83	11.23	10.85	9.89
WASTEWATER TREATMENT	35.33	35.72	35.94	35.72
WATER TREATMENT	27.31	27.31	27.76	27.96
Total	237.71	218.99	223.53	224.39



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, utility rate and fee development, programming, oversight, performance measurement administration, and communications support. Administration also provides support for the design and management of capital projects.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	2,280,819	70,212,144	70,185,406	73,162,273	76,904,027
CONTRIBUTIONS	5,338	-	2,642,000	6,305,452	2,648,000
INTERGOVERNMENTAL REVENUES	49,849	1,506,688	-	470,697	-
INVESTMENT INCOME	624,189	5,597,479	3,017,361	3,061,361	3,358,000
LICENSES, PERMITS & REGISTRATIONS	-	-	50,000	-	-
MISCELLANEOUS REVENUE	17,306	(5,443)	1,200	1,318	1,200
OPERATING TRANSFERS IN	1,501,973	1,512,255	3,895,772	3,787,616	2,360,648
PRIOR YEAR SURPLUS	-	-	758,297	-	-
SPECIAL ASSESSMENTS	(56,637)	(12,173)	-	-	-
TAXES	23,791,455	24,592,821	25,416,024	25,370,593	26,570,882
Total	\$28,214,292	\$103,403,771	\$105,966,060	\$112,159,310	\$111,842,757

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
MAINTENANCE FACILITY (0004)	6,186	55,136	-	14,000	-
GENERAL (0010)	-	100,704	359,945	90,000	86,648
CENTRAL STORES (0011)	7,731	68,440	43,724	43,724	48,661
MAJOR STREET (0021)	733,301	1,146,640	1,140,994	1,140,994	1,041,608
LOCAL STREET (0022)	207,540	415,234	353,024	353,024	333,666
METRO EXPANSION (0036)	7,960	79,172	45,812	45,812	50,984
WATER SUPPLY SYSTEM (0042)	1,594,886	29,220,429	30,103,361	30,510,021	31,073,762
SEWAGE DISPOSAL SYSTEM (0043)	856,977	32,430,123	30,981,481	33,207,665	34,741,704
PROJECT MANAGEMENT (0049)	7,737	74,704	45,263	45,263	50,373
ART IN PUBLIC PLACES (0056)	590	2,731	130,000	-	-
WHEELER CENTER (0058)	772	8,453	4,441	4,441	4,942
ALTERNATIVE TRANSPORTATION (0061)	3,115	25,967	12,714	12,714	14,150
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	11,174,235	12,172,536	15,811,185	19,002,930	15,613,053
STORMWATER SEWER SYSTEM FUND (0069)	94,079	11,799,649	12,640,944	12,201,054	13,162,609
SOLID WASTE (0072)	13,533,841	14,421,239	14,293,172	14,707,668	15,020,597
SEWER REVENUE BONDS-2008 (0074)	17,301	-	-	-	-
SEWER REVENUE BONDS (0075)	(9,327)	(66,339)	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	15,454	65,194	-	-	-
STORM SEWER REVENUE BONDS (0081)	(1,047)	(10,567)	-	-	-
STORM SEWER REVENUE BONDS (0082)	9	84	-	-	-
DEVELOPER OFFSET MITIGATION (0084)	-	1,878,000	-	750,000	600,000
2012 SRF WWTP RENOVATIONS (0087)	(34,460)	(210,301)	-	-	-
SEWER BOND PENDING SERIES (0088)	-	4	-	-	-
WATER PENDING BOND SERIES (0089)	8	63	-	-	-
WATER PLANT FINANCING (0092)	-	(326)	-	-	-
WATER REVENUE BONDS (0093)	(6,510)	(95,418)	-	-	-
WATER BOND FUTURE 2019 SERIES (0095)	(572)	(79,888)	-	-	-
WATER PENDING BOND SERIES (0096)	(9,133)	(170,817)	-	-	-
GENERAL CAPITAL FUND (00CP)	13,619	72,925	-	30,000	-
Total	\$28,214,292	\$103,403,771	\$105,966,060	\$112,159,310	\$111,842,757

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	1,311,868	13,059,969	5,055,528	2,470,828	2,523,580
PAYROLL FRINGES	335,676	338,585	376,021	377,416	397,077
OTHER SERVICES	722,477	578,347	1,011,600	1,108,590	441,067
MATERIALS & SUPPLIES	21,585	10,099	3,500	16,000	3,500
OTHER CHARGES	8,628,001	8,809,342	9,766,567	8,718,372	8,520,770
PASS THROUGHS	3,721,369	3,446,974	3,617,490	3,487,490	2,940,028
CAPITAL OUTLAY	(162,290)	(85,691)	-	-	-
EMPLOYEE ALLOWANCES	1,888	2,014	1,842	1,858	2,700
Total	\$14,580,574	\$26,159,639	\$19,832,548	\$16,180,554	\$14,828,722

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	145,777	309,650	1,462,361	1,459,861	118,349
MAJOR STREET (0021)	1,889,046	2,006,716	2,261,427	2,261,427	2,318,860
LOCAL STREET (0022)	186,204	195,504	253,033	253,033	261,713
WATER SUPPLY SYSTEM (0042)	3,771,342	7,616,766	5,540,979	3,918,003	4,058,684
SEWAGE DISPOSAL SYSTEM (0043)	5,120,453	7,550,214	5,945,982	4,743,285	4,514,032
PROJECT MANAGEMENT (0049)	(21,414)	-	-	-	-
ART IN PUBLIC PLACES (0056)	-	-	130,000	-	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	68,645	24,734	700,000	-	-
STORMWATER SEWER SYSTEM FUND (0069)	1,394,236	4,099,989	1,319,319	1,317,510	1,325,252
SOLID WASTE (0072)	2,026,285	4,353,816	2,219,447	2,227,435	2,231,832
DEVELOPER OFFSET MITIGATION (0084)	-	2,250	-	-	-
Total	\$14,580,574	\$26,159,639	\$19,832,548	\$16,180,554	\$14,828,722

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
ADMINISTRATION	7.35	7.35	7.45	7.50
Total	7.35	7.35	7.45	7.50

PUBLIC SERVICES AREA ADMINISTRATION

REVENUES

Charges for Services - FY 2021 reflects increased utility rate revenue, recycling processing revenue, and Developer offset Mitigation revenue.

Investment Income - The increase in investment income is reflective of planned increases of fund balances.

Licenses, Permits & Registrations - This reflects a reduction in grading permits.

Operating Transfers In - This reflects reduced contributions of other funding sources for capital project funding.

Prior Year Surplus - The decrease is reflective of the reduced use of Street, Bridge, & Sidewalk Millage fund balance for project support.

Taxes - This reflects an increase in taxable value.

EXPENSES

Personnel Services – The FY 2021 reduction is reflective of support staff re-allocations and the reduction of estimated change in accrued pension liability.

Other Services – The FY 2021 reflects a decrease in professional services related to one-time Wastewater Treatment Plant Asset Management efforts.

Other Charges - This reflects a decrease in the Sewage Disposal Fund's debt service and the decrease of one-time monies for road improvements.

Pass Throughs - The FY 2021 decrease is related to one-time monies for road improvements.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	14,114	14,983	1,074,667	1,072,167	26,767
1100 FRINGE BENEFITS	131,664	128,292	114,397	114,397	91,582
7015 STUDY/PLANNING	-	67,071	195,866	195,866	-
7019 PUBLIC ENGAGEMENT	-	99,302	77,431	77,431	-
Total	\$145,778	\$309,648	\$1,462,361	\$1,459,861	\$118,349

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	578,246	661,956	750,879	750,879	787,481
1100 FRINGE BENEFITS	629,724	668,436	833,676	833,676	854,606
9500 DEBT SERVICE	681,075	676,323	676,872	676,872	676,773
Total	\$1,889,045	\$2,006,715	\$2,261,427	\$2,261,427	\$2,318,860

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	134,724	142,632	167,844	167,844	174,395
1100 FRINGE BENEFITS	51,480	52,872	85,189	85,189	87,318
Total	\$186,204	\$195,504	\$253,033	\$253,033	\$261,713

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,798,107	5,625,781	3,409,278	1,766,637	1,806,201
1001 SERVICE AREA OVERHEAD/ADMIN	973,766	1,016,251	1,171,259	1,182,924	1,362,554
1100 FRINGE BENEFITS	30,384	32,076	34,319	34,319	34,343
7013 CUST RELATIONS/PUBLIC ED	22,469	12,143	-	8,000	-
9500 DEBT SERVICE	946,620	930,516	926,123	926,123	855,586
Total	\$3,771,346	\$7,616,767	\$5,540,979	\$3,918,003	\$4,058,684

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	2,014,464	4,535,511	3,042,954	1,840,257	1,788,591
9500 DEBT SERVICE	3,105,990	3,014,702	2,903,028	2,903,028	2,725,441
Total	\$5,120,454	\$7,550,213	\$5,945,982	\$4,743,285	\$4,514,032

Expenses by Activity (0049 PROJECT MANAGEMENT)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	(21,414)	-	-	-	-
Total	(\$21,414)	-	-	-	-

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	-	130,000	-	-
Total	-	-	\$130,000	-	-

Expenses by Activity (0062 STREET, BRIDGE & SIDEWALK MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	66,172	24,734	700,000	-	-
1810 TAX REFUNDS	2,473	-	-	-	-
Total	\$68,645	\$24,734	\$700,000	-	-

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,394,234	4,099,989	1,319,319	1,317,510	1,325,252
Total	\$1,394,234	\$4,099,989	\$1,319,319	\$1,317,510	\$1,325,252

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,716,130	4,041,068	1,892,467	1,893,067	1,924,906
4710 PROMOTION/INFO/EDUC	90,837	93,350	107,500	114,888	87,500
9500 DEBT SERVICE	219,318	219,399	219,480	219,480	219,426
Total	\$2,026,285	\$4,353,817	\$2,219,447	\$2,227,435	\$2,231,832

Expenses by Activity (0084 DEVELOPER OFFSET MITIGATION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	2,250	-	-	-
Total	-	\$2,250	-	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Administration

Service Unit Manager: N/A

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide organizational leadership to the Public Services Area in the delivery of services to the community.						●	100% completion of Service Area Assigned Safety Training.	N/A	100%	100%	100%
Responsibly manage the Public Service Area Funding Sources.	●		●				Reliability of Utility Revenue Projections- 90% of Budget.	101%	99%	90%	90%
							Maintain Sufficient Utility Debt Coverage Ratio - 1.25.	2.40%	2.00%	2.40%	2.25%
Provide strategic management of utility, road, and solid waste infrastructure and programs.	●		●	●	●		Achieve above the 75th percentile in AWWA Organizational Best Practice Index.	N/A	66.7%	75%	75%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.35
ADMIN ASSISTANT LVL 5	110054	0.15
BUDGET & FINANCE SUPERVIS	404530	2.00
CHIEF OF STAFF	404520	1.00
COMMUNICATIONS SPECIALIST	401590	1.00
MANAGEMENT ASSISTANT	000200	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00
Total		7.50



PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes capital maintenance and improvements for roads, non-motorized transportation and pedestrian improvements, solid waste, water supply, storm water and sewer infrastructure.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	-	-	1,919,668	1,919,668	2,066,587
INTERGOVERNMENTAL REVENUES	20,348	-	50,000	50,000	-
OPERATING TRANSFERS IN	132,869	110,000	237,550	75,000	1,294,200
SALE OF BONDS	-	-	23,687,106	37,918,344	39,284,750
Total	\$153,217	\$110,000	\$25,894,324	\$39,963,012	\$42,645,537

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PROJECT MANAGEMENT (0049)	-	-	1,919,668	1,919,668	2,066,587
STORM SEWER REVENUE BONDS (0082)	-	-	3,709,135	3,709,135	5,055,000
SEWER BOND PENDING SERIES (0088)	-	-	7,882,600	15,804,078	16,125,750
WATER PENDING BOND SERIES (0089)	-	-	12,095,371	18,405,131	18,104,000
WATER PENDING BOND SERIES (0096)	63,669	-	125,000	-	574,200
GENERAL CAPITAL FUND (00CP)	-	-	162,550	125,000	720,000
MAJOR GRANTS PROGRAMS (00MG)	89,548	110,000	-	-	-
Total	\$153,217	\$110,000	\$25,894,324	\$39,963,012	\$42,645,537

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	466,037	21,592	1,255,784	1,264,490	1,364,846
PAYROLL FRINGES	480,287	407,970	748,263	750,776	820,501
OTHER SERVICES	525,850	340,507	1,420,106	73,651	-
MATERIALS & SUPPLIES	-	18	-	130	-
OTHER CHARGES	-	-	34,526,094	40,049,006	57,240,050
PASS THROUGHGS	203,371	-	-	-	-
CAPITAL OUTLAY	(188,339)	(23,077)	125,000	-	-
EMPLOYEE ALLOWANCES	-	-	9,695	9,695	10,288
Total	\$1,487,206	\$747,010	\$38,084,942	\$42,147,748	\$59,435,685

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	440,303	-	-	-	-
MAJOR STREET (0021)	-	-	55,351	-	2,854,800
WATER SUPPLY SYSTEM (0042)	12,923	13,243	83,407	83,407	85,197
SEWAGE DISPOSAL SYSTEM (0043)	19,958	9,424	10,667	10,667	43,851
PROJECT MANAGEMENT (0049)	441,521	378,954	1,919,668	1,919,668	2,066,587
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	-	7,850,536	2,090,662	13,755,500
SOLID WASTE (0072)	-	-	430,266	-	625,000
STORM SEWER REVENUE BONDS (0082)	-	-	5,568,350	3,709,135	5,055,000
SEWER BOND PENDING SERIES (0088)	-	-	14,455,698	15,804,078	16,125,750
WATER PENDING BOND SERIES (0089)	-	-	5,975,838	18,405,131	18,104,000
WATER PENDING BOND SERIES (0096)	(1)	-	154,058	-	-
GENERAL CAPITAL FUND (00CP)	203,371	-	212,550	125,000	720,000
MAJOR GRANTS PROGRAMS (00MG)	369,131	345,389	1,368,553	-	-
Total	\$1,487,206	\$747,010	\$38,084,942	\$42,147,748	\$59,435,685

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
CAPITAL PROJECTS	18.40	18.01	16.80	17.52
Total	18.40	18.01	16.80	17.52

PUBLIC SERVICES AREA CAPITAL PROJECTS

The Major Street Fund is requesting capital project funding in the amount of \$2,854,800 for FY 2021. Funds will be supplied by the Major Street Fund.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$13,755,500 for FY 2021. Funding will be supplied by the Street Repair & Sidewalk Millage.

The Solid Waste Fund is requesting capital project funding in the amount of \$625,000 for FY 2021. Funding will be provided from the Solid Waste fund.

The Stormwater Disposal System is requesting capital project funding in the amount of \$5,055,000 for FY 2021. Funds will be provided by Stormwater rate revenue and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$16,125,750 for FY 2021. Funds will be supplied by Sewage Disposal System rate revenue and fund balance.

The Water Supply System is requesting capital project funding in the amount of \$18,104,000 for FY 2021. Funds will be supplied by Water rate revenue and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$720,000 for FY 2021. Funding will be provided from the General Fund and other one-time funding.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
CIVIL ENGINEER 2	403640	0.70
CIVIL ENGINEER III	403620	0.80
CIVIL ENGINEER IV	403840	3.90
CIVIL ENGINEER V	401330	2.39
CIVIL ENGINEERING SPEC 3	112014	2.87
CIVIL ENGINEERING SPEC 5	112034	3.99
FIELD OPER TECH III - COM	112724	0.20
FIELD OPER TECH IV - COMM	112734	0.65
FIELD OPER TECH V - COMM	112744	0.65
LAND SURVEYOR	404050	0.78
PROJECT MGMT ANALYST	000970	0.59
Total		17.52

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PUBLIC SERVICES AREA

ENGINEERING

Engineering is responsible for the engineering design and construction management of many of the City's capital improvement projects, transportation engineering and planning, maintenance of the City's traffic signs and signals, review and inspection of private development projects, administration of construction contracts and engineering service contracts, and updating and maintaining the City's infrastructure records. Engineering also actively pursues State and Federal grants, and partners with other City departments as well as external agencies and the public to complete major improvements to the City's infrastructure.

**PUBLIC SERVICES AREA
ENGINEERING**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	3,341,083	3,576,233	3,140,020	3,294,343	3,380,506
CONTRIBUTIONS	-	26,139	-	-	-
INTRAGOVERNMENTAL SALES	-	758,717	2,685,687	2,624,125	2,976,158
LICENSES, PERMITS & REGISTRATIONS	25,090	-	-	-	-
MISCELLANEOUS REVENUE	35,536	138,520	68,170	98,429	70,549
OPERATING TRANSFERS IN	5,517	579,874	720,487	720,487	656,445
PRIOR YEAR SURPLUS	-	-	6,342,450	-	3,963,512
TAXES	-	439,714	440,000	440,000	470,000
Total	\$3,407,226	\$5,519,197	\$13,396,814	\$7,177,384	\$11,517,170

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	5,517	74,263	2,681,801	1,960,968	2,278,539
CENTRAL STORES (0011)	-	504,502	605,565	605,565	592,514
MAJOR STREET (0021)	97,361	516,350	3,341,257	355,700	3,768,312
LOCAL STREET (0022)	1,185	242	2,265,444	225	-
PROJECT MANAGEMENT (0049)	3,303,163	3,417,498	3,127,282	3,179,271	3,405,960
ALTERNATIVE TRANSPORTATION (0061) STREET, BRIDGE & SIDEWALK MILLAGE	-	565,344	935,465	635,655	656,445
(0062)	-	1,284	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	439,714	440,000	440,000	815,400
Total	\$3,407,226	\$5,519,197	\$13,396,814	\$7,177,384	\$11,517,170

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	2,969,991	4,101,040	4,650,734	4,280,132	5,229,385
PAYROLL FRINGES	797,938	1,422,247	1,516,686	1,596,641	1,646,317
OTHER SERVICES	1,063,701	3,592,587	9,503,568	9,150,796	7,081,254
MATERIALS & SUPPLIES	36,561	1,070,054	1,247,630	1,083,440	1,261,190
OTHER CHARGES	1,097,903	1,511,267	1,979,535	1,785,108	1,810,685
PASS THROUGHS	201,184	871,618	1,081,131	1,081,131	1,217,531
CAPITAL OUTLAY	383,001	(88,405)	54,424	241,178	49,855
VEHICLE OPERATING COSTS	-	1,015	-	-	-
EMPLOYEE ALLOWANCES	30,683	39,907	11,517	42,691	13,412
Total	\$6,580,962	\$12,521,330	\$20,045,225	\$19,261,117	\$18,309,629

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,739,851	4,022,092	4,930,489	4,924,575	4,652,261
CENTRAL STORES (0011)	61	585,982	636,654	627,696	641,175
MAJOR STREET (0021)	1,179,818	3,596,312	7,118,027	6,276,098	6,553,048
LOCAL STREET (0022)	430,212	308,842	2,729,585	2,848,935	1,214,361
METRO EXPANSION (0036)	-	19,223	90,000	104,171	63,270
PROJECT MANAGEMENT (0049)	2,769,477	2,967,367	3,124,397	3,049,437	3,385,703
ALTERNATIVE TRANSPORTATION (0061)	46,076	196,324	474,717	488,849	460,380
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	415,467	454,937	501,356	501,356	524,031
GENERAL CAPITAL FUND (00CP)	-	14,530	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	355,721	440,000	440,000	815,400
Total	\$6,580,962	\$12,521,330	\$20,045,225	\$19,261,117	\$18,309,629

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
ENGINEERING	15.60	29.70	32.13	33.79
Total	15.60	29.70	32.13	33.79

**PUBLIC SERVICES AREA
ENGINEERING SERVICES UNIT**

REVENUES

Charges for Services - The increase is due to increased burden on labor efforts that are in support of capital projects.

Intragovernmental Sales - The increase is due to additional labor efforts allocated to capital projects.

Prior Year Surplus - This decrease reflects a planned one time use of fund balance in FY 2020 for road improvements.

Taxes - This reflects a projected increase in taxes within the County Mental Health Millage.

EXPENSES

Personnel Services - The FY 2021 increase is reflective of increased staffing levels and one-time employee retirement payout costs.

Payroll Fringes - The FY 2021 increase is reflective of increased staffing levels.

Other Services - The decrease is reflective of a one-time increase in FY 2020 for road improvements.

Other Charges - The decrease is reflective of a one-time increase in FY 2020 for capital road maintenance efforts.

Pass Throughs - The increase is due to one-time capital sidewalk projects and road repair funding from the General Fund.

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,131,881	1,303,783	1,132,268	1,221,552	1,399,297
4100 DDA STREET LIGHTING	-	67,196	95,048	100,524	98,441
4101 STREET LIGHTING	-	2,042,465	2,284,379	2,268,760	2,305,716
4149 MAJOR TRAFFIC SIGNS	-	2,009	4,000	4,000	-
4510 ENGINEER - PRIVATE-OF-WAY	98,366	119,379	91,897	121,470	73,572
4511 HOLLYWOOD DR PAVING	-	3,470	196,530	196,530	-
4550 CUSTOMER SERVICE	39,952	36,286	48,661	34,161	50,954
4560 RESIDENT SIDEWALK GAP PROGRAM	-	-	150,000	150,000	100,000
4570 RECORD MAINTENANCE	29,738	29,933	37,727	23,404	38,205
4580 PRIVATE DEV. CONSTRUCTION	372,905	328,689	439,159	371,351	455,577
4930 SYSTEMS MAINTENANCE	-	63,920	69,970	69,970	74,827
4931 INSTALLS AND REPAIRS	-	12,954	23,323	23,323	24,942
7012 TRAINING	32,010	12,009	31,756	13,759	30,730
9000 CAPITAL OUTLAY	35,000	-	325,771	325,771	-
Total	\$1,739,852	\$4,022,093	\$4,930,489	\$4,924,575	\$4,652,261

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	203,139	230,966	229,491	226,426
4912 MATERIALS & SUPPLIES	-	261,247	260,000	260,000	260,000
4930 SYSTEMS MAINTENANCE	61	102,560	109,010	108,876	114,987
4931 INSTALLS AND REPAIRS	-	19,034	36,678	29,329	39,762
Total	\$61	\$585,980	\$636,654	\$627,696	\$641,175

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	(217)	708,915	867,464	836,752	780,930
3360 PLANNING	-	37,277	72,012	32,489	73,723
4122 RRFB INSTALLATION/MAINTENANCE	-	40,656	68,097	146,246	67,135
4123 SIGNAL INSTALLATION/REBUILD	(4,092)	62,324	219,875	106,188	194,129
4124 TRAFFIC SIGNAL MAINTENANCE	(769)	242,978	475,779	370,433	485,719
4125 SIGNAL PREVENT MAINT	-	54,947	49,760	41,625	45,545
4126 SIGNAL EMERGENCY REPAIR	-	150,895	184,854	140,310	188,642
4127 SIGNAL SYSTEM CONTROL	(1,724)	368,842	473,838	488,095	483,715
4128 SIGNAL SHOP WORK	-	26,851	26,625	18,192	27,568
4135 SIGN SHOP WORK	-	4,728	6,551	2,212	7,428
4136 SIGN, WORK FOR OTHERS	-	23,132	35,728	22,792	35,266
4142 MAJOR SIGN MANUFACTURE	-	34,044	24,841	51,624	26,700
4146 FOOTBALL/SPECIAL EVENTS	-	95,731	91,841	88,161	92,718
4147 MAJOR ST PAVEMENT MARKING	282,114	280,631	369,044	391,617	364,137
4149 MAJOR TRAFFIC SIGNS	-	112,428	133,711	117,655	136,112
4150 SCHOOL ZONE SAFETY-TRAFFIC ENGINE	19,423	11,621	53,460	21,150	60,678
4151 PEDESTRIAN SAFETY-TRAFFIC ENGINE	15,121	19,299	53,459	20,945	60,677
4152 SCHOOL ZONE SFTY PVMT MARK MAJOR	629	834	26,500	15,000	26,500
4154 SCHOOL ZONE SFTY SIGN INST MAJOR	-	4,579	11,715	5,474	12,335

4156 PEDS SAFETY SIGN INSTALL - MAJOR	-	40,053	175,664	28,232	26,837
4159 PEDS SFTY PVMT MARK-MAJOR	-	-	50,000	50,000	50,000
4183 TRUNKLINE CONSTRUCTION	-	188	873	185	929
4184 TRUNKLINE SIGNAL INSTALL	-	2,584	2,374	3,738	2,429
4185 TRUNKLINE PREV MAINT	-	18,627	13,452	8,484	14,282
4186 TRUCKLINE EMERG REPAIR	-	81,267	23,102	27,214	23,933
4187 TRUNKLINE SYSTEM CONTROL	-	2,602	5,493	1,162	5,716
4227 PAVEMENT EVALUATION	47,155	329	21,451	5,807	21,524
4229 TRAFFIC COUNTS	15,546	1,764	50,020	22,859	52,275
4239 BR 23 TRAFFIC SIGNS	-	610	1,401	656	1,462
4248 MAJOR SURFACE TREATMENT	337,454	338,336	1,792,548	1,792,548	2,053,044
4255 SIDEWALK RAMPS	50,701	45,539	50,000	50,000	51,500
4257 ENG SERVICES/INSPECTIONS	51,568	59,282	72,208	96,347	142,068
4259 MISC. ROW MAINTENANCE	11,868	207,114	229,539	197,408	56,514
4520 TRAFFIC OPERATIONS	355,038	513,522	1,381,892	1,072,096	877,904
4949 BR 94 TRAFFIC SIGNS	-	3,791	2,856	2,402	2,974
Total	\$1,179,815	\$3,596,320	\$7,118,027	\$6,276,098	\$6,553,048

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
4112 LOCAL SIGN MANUFACTURE	-	39,974	35,627	60,408	37,405
4117 LOCAL ST PAVEMENT MARKING	51,239	110,917	51,677	31,872	50,659
4119 LOCAL TRAFFIC SIGNS	-	75,365	91,655	73,509	94,143
4137 TRAFFIC CALMING	40,233	26,055	123,161	123,161	124,061
4153 PEDESTRIAN SFTY PVMT MARK LOCAL	-	(784)	3,500	3,500	3,500
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	-	1,510	3,851	3,442	3,737
4157 PEDS SAFETY SIGN INSTALL - LOCAL	-	204	1,695	974	1,753
4158 SCHOOL ZONE SFTY PVT MARK-LOCAL	-	4,824	15,000	15,000	15,000
4217 LOCAL PAVEMENT EVALUATION	15,300	78	1,351	9,198	1,424
4218 LOCAL SURFACE TREATMENT	-	-	2,265,444	2,265,444	744,070
4219 LOCAL TRAFFIC COUNTS	9,953	1,350	30,405	30,782	30,694
4255 SIDEWALK RAMPS	35,495	43,470	55,000	-	56,650
4259 MISC. ROW MAINTENANCE	277,988	5,879	51,219	231,645	51,265
Total	\$430,208	\$308,842	\$2,729,585	\$2,848,935	\$1,214,361

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3380 PLAN REVIEW	-	5,239	5,000	18,280	35,962
4537 CONSTRUCTION - INSPECTION	-	12,409	15,000	31,510	4,376
4573 UNDERGROUND UTILITY LOCATION	-	1,575	20,000	25,000	20,012
4575 WIRELESS ANTENNA	-	-	50,000	29,381	2,920
Total	-	\$19,223	\$90,000	\$104,171	\$63,270

Expenses by Activity (0049 PROJECT MANAGEMENT)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,848,794	1,884,589	2,111,061	1,923,891	2,335,972
4510 ENGINEER - PRIVATE-OF-WAY	110,608	143,290	91,292	120,600	74,613
4550 CUSTOMER SERVICE	39,952	36,286	22,163	24,000	51,140
4570 RECORD MAINTENANCE	29,837	29,933	37,534	31,600	38,443
4580 PRIVATE DEV. CONSTRUCTION	699,877	859,096	830,681	932,596	854,746
7012 TRAINING	40,408	14,171	31,666	16,750	30,789
Total	\$2,769,476	\$2,967,365	\$3,124,397	\$3,049,437	\$3,385,703

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	125	17,772	108,122	78,092	71,282
3360 PLANNING	-	97,211	69,533	73,350	72,477
4147 MAJOR ST PAVEMENT MARKING	45,951	44,953	227,500	245,000	245,000
4242 NON-MOTORIZED ROW MAINTENANCE	-	-	10,000	10,000	10,000
7021 PARTNERSHIPS	-	16,726	27,346	22,768	27,986
7023 PROGRAM MANAGEMENT	-	19,657	17,896	56,264	18,974
7024 ASSET MANAGEMENT	-	-	14,320	3,375	14,661
Total	\$46,076	\$196,319	\$474,717	\$488,849	\$460,380

Expenses by Activity (0062 STREET, BRIDGE & SIDEWALK MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	6,976	10,928	10,928	11,322
9042 STREET RESURF CONTINGENCY	415,467	447,960	490,428	490,428	512,709
Total	\$415,467	\$454,936	\$501,356	\$501,356	\$524,031

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	14,530	-	-	-
Total	-	\$14,530	-	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
4101 STREET LIGHTING	-	190,200	240,000	240,000	470,000
9000 CAPITAL OUTLAY	-	165,520	200,000	200,000	345,400
Total	-	\$355,720	\$440,000	\$440,000	\$815,400

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Engineering

Service Unit Manager: Nick Hutchinson

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The Engineering Unit maintains and replaces City infrastructure.	●	●	●	●			Complete 90% of CIP Programmed Project on-time.	82%	85%	75%	90%
							Ensure final road patching by private contractors is completed within 30 days.	N/A	N/A	80%	90%
							Improve PASER* rating of road system to good or better for 80% of streets by 2026.	29%/49%	Not measured	37% (local)/ 44% (major)	37% (local)/ 44% (major)
The Transportation Group within Engineering provides transportation engineering and planning services.	●	●	●	●			Complete 100% of traffic reviews for private development on time.	N/A	N/A	80%	100%
							Process 100% TCO and RPP requests within one month of receipt (including installation).	N/A	N/A	55%	100%
							Respond to 100% of A2FixIt Requests within the quarter.	N/A	N/A	90%	100%
							Complete Traffic Calming Petitions within one year of receipt (up to 3 per year).	N/A	66%	75%	100%
Engineering provides services for private development projects.	●	●	●				Complete review of 85% of construction plans within 4 weeks.	70%	74%	60%	75%
							Complete over 80% of ROW permits within 3 weeks.	87%	89%	90%	85%
The Signs & Signals group within Engineering installs and maintains traffic signs, signals and streetlights.	●	●	●	●	●		100% of city streetlight outages repaired within 72 hours of receipt of Miss Dig clearance.	80%	80%	100%	100%
							Migrate Signs, Signals and Streetlights workflow management systems from current paper-based system to CityWorks.	0%	50%	65%	100%

*PASER is the system used by most municipalities in Michigan to evaluate pavement condition. It operates on a 1 to 10 scale; with 1 being the worst and 10 being the best.

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
ENGINEERING

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
CIVIL ENGINEER 2	403640	0.30
PROGRAM ADMINISTRATOR	403199	1.00
ADMIN ASSISTANT LVL 4	110044	0.60
ADMIN ASSISTANT LVL 5	110054	0.85
APPLICATION SPECIALIST	401760	0.11
CITY ENGINEER	403160	1.00
CIVIL ENGINEER III	403620	2.05
CIVIL ENGINEER IV	403840	4.82
CIVIL ENGINEER V	401330	0.50
CIVIL ENGINEERING SPEC 3	112014	2.13
CIVIL ENGINEERING SPEC 5	112034	3.01
FIELD OPER TECH III - COM	112724	6.30
FIELD OPER TECH IV - COMM	112734	1.35
FIELD OPER TECH V - COMM	112744	3.35
LAND SURVEYOR	404050	0.22
PRIVATE DEVELOPMENT COORD	403880	0.61
PROJECT MGMT ANALYST	000970	0.41
SIGNS/SIGNAL SUPV V	192170	1.00
SUPERVISOR - CESS	192050	1.00
SYSTEMS PLAN ANALYST II	401870	0.10
SYSTEMS PLANNING ENG IV	403830	0.08
TRANSPORTATION ENG II	403600	1.00
TRANSPORTATION MANAGER	404560	1.00
TRANSPORTATION PROGRAM MG	404030	1.00
<hr/> Total		<hr/> 33.79 <hr/>

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PUBLIC SERVICES AREA

PUBLIC WORKS

Public Works is responsible for routine maintenance of the majority of the City's above and below ground infrastructure including: streets, the drinking water distribution system, water meters, sanitary and stormwater collection systems and street trees. Public Works is also responsible for management of the City's urban forest and all solid waste programs and services including trash, compost and recycling collection.

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	4,198,876	4,168,415	3,907,529	4,213,683	4,253,615
CONTRIBUTIONS	50	22,208	-	-	-
INTERGOVERNMENTAL REVENUES	12,423,820	13,943,225	13,463,735	12,944,650	13,555,877
INTRAGOVERNMENTAL SALES	1,423,692	435,940	728,874	579,500	687,711
INVESTMENT INCOME	3,612	90,240	27,140	64,000	61,274
MISCELLANEOUS REVENUE	249,844	93,245	377,500	74,285	20,000
OPERATING TRANSFERS IN	344,637	595,000	437,118	437,118	-
PRIOR YEAR SURPLUS	-	-	905,031	-	-
TAXES	3,328,081	-	-	-	-
Total	\$21,972,612	\$19,348,273	\$19,846,927	\$18,313,236	\$18,578,477

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	146,661	71,989	30,374	32,500	49,211
CENTRAL STORES (0011)	1,123,227	333,401	588,500	467,000	588,500
MAJOR STREET (0021)	9,232,677	10,388,850	9,936,420	9,947,920	10,359,335
LOCAL STREET (0022)	3,257,722	3,302,514	3,242,815	2,716,230	2,852,042
METRO EXPANSION (0036)	397,506	398,388	393,570	418,355	390,000
WATER SUPPLY SYSTEM (0042)	142,847	71,746	390,000	104,953	55,000
SEWAGE DISPOSAL SYSTEM (0043)	72,330	16,982	342,990	3,000	3,000
CEMETERY PERPETUAL CARE (0054)	2,300	1,500	-	3,275	-
ELIZABETH R. DEAN TRUST FUND (0055)	3,662	90,240	28,620	65,480	61,274
WHEELER CENTER (0058)	425,241	435,200	602,773	608,773	591,765
STORMWATER SEWER SYSTEM FUND (0069)	254,382	123,592	25,000	20,000	25,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,328,800	-	-	-	-
SOLID WASTE (0072)	3,141,607	3,469,839	3,835,865	3,495,750	3,603,350
GENERAL CAPITAL FUND (00CP)	443,650	644,032	430,000	430,000	-
Total	\$21,972,612	\$19,348,273	\$19,846,927	\$18,313,236	\$18,578,477

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	7,765,175	5,903,546	6,615,737	6,538,276	6,614,331
PAYROLL FRINGES	5,046,073	3,913,309	4,086,155	3,990,292	4,360,150
OTHER SERVICES	18,490,773	16,238,846	20,708,286	19,575,004	19,081,092
MATERIALS & SUPPLIES	3,198,511	1,459,467	2,343,183	2,120,112	2,350,371
OTHER CHARGES	3,797,070	2,817,073	3,056,984	3,017,327	3,055,811
PASS THROUGHS	927,841	114,509	84,540	84,540	84,520
CAPITAL OUTLAY	1,951,537	329,329	732,012	369,752	300,000
VEHICLE OPERATING COSTS	33,150	30,446	160,612	147,000	190,920
EMPLOYEE ALLOWANCES	32,711	23,743	11,655	11,663	10,249
Total	\$41,242,841	\$30,830,268	\$37,799,164	\$35,853,966	\$36,047,444

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	4,910,187	40,493	30,295	30,292	49,091
CENTRAL STORES (0011)	1,200,664	221,808	588,500	467,000	588,500
MAJOR STREET (0021)	5,159,613	2,544,662	3,119,059	2,991,450	3,284,278
LOCAL STREET (0022)	1,635,943	1,911,179	1,595,392	1,488,983	1,690,066
METRO EXPANSION (0036)	209,671	199,932	346,495	332,324	377,714
WATER SUPPLY SYSTEM (0042)	4,219,424	4,173,886	4,983,811	4,764,589	4,939,861
SEWAGE DISPOSAL SYSTEM (0043)	2,242,142	1,908,185	3,234,563	2,894,573	3,102,520
ELIZABETH R. DEAN TRUST FUND (0055)	14,800	26,542	28,620	28,620	61,274
WHEELER CENTER (0058)	386,865	408,775	564,224	553,588	435,219
ALTERNATIVE TRANSPORTATION (0061)	-	-	38,864	21,143	22,305
STORMWATER SEWER SYSTEM FUND (0069)	3,758,053	4,831,202	6,723,420	6,075,405	6,549,247
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,085,066	-	-	-	-
SOLID WASTE (0072)	13,479,163	14,323,907	15,393,614	15,248,192	14,947,369
GENERAL CAPITAL FUND (00CP)	941,250	239,697	1,152,307	957,807	-
Total	\$41,242,841	\$30,830,268	\$37,799,164	\$35,853,966	\$36,047,444

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
PUBLIC WORKS	116.89	89.67	92.60	92.01
Total	116.89	89.67	92.60	92.01

PUBLIC SERVICES AREA PUBLIC WORKS

REVENUES

Charges for Services - The FY 2021 increase is due to a contractual increase in the commercial waste franchise agreement.

Intergovernmental Revenue - FY 2021 includes an increase in road funding from the State of Michigan for the Major and Local Streets Funds.

Intragovernmental Sales - The decrease is attributable to a planned phase out of barricade placement services.

Investment Income - The FY 2021 increase reflects a higher investible fund balance in the Elizabeth R. Dean Trust fund.

Miscellaneous Revenue - The FY 2021 decrease is reflective of reduced meter sales and reduced miscellaneous Solid Waste revenue.

Operating Transfers In - The decrease is reflective of a reallocation of the street light project monies to the capital fund.

Prior Year Surplus - The FY 2021 decrease represents the one time use of fund balance in FY 2020 for Solid Waste and the Materials Recovery Facility site maintenance needs as well as the purchase of a vacuum truck with a water recycling system for the sewage collection system.

EXPENSES

Payroll Fringes - The FY 2021 increase is reflective of increased retirement contributions as well as increased healthcare costs.

Other Services - The FY 2021 decrease is attributable to delayed capital investments in Solid Waste fleet, the completion of one-time capital improvements at the Wheeler Service Center and the reallocation of capital monies from the Sewage Disposal System (televising the collection system), the Stormwater Sewer System (system rehabilitation) and in the Street Light Replacement Project to the Capital Budget.

Capital Outlay - The FY 2021 fluctuation is associated with the reallocation of capital funds from the Sewage Disposal System (televising collection system), the Stormwater Sewer System (system rehabilitation) and in the Street Light Replacement Project to the Capital Budget and the purchase of an Asphalt Mill for Major Streets.

Vehicle Operating Costs - The FY 2021 budget is reflective of increased vehicle repair costs associated with aged recycle trucks.

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	798,450	28,442	10,796	18,590	11,001
1130 FAIRVIEW CEMETERY	23,618	-	-	-	-
4100 DDA STREET LIGHTING	77,692	-	-	-	-
4101 STREET LIGHTING	2,153,776	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	14,817	-	-	-	-
4149 MAJOR TRAFFIC SIGNS	20,534	-	-	-	-
4930 SYSTEMS MAINTENANCE	103,668	-	-	-	-
4931 INSTALLS AND REPAIRS	21,954	-	-	-	-
6209 PARKS - MOWING	708,040	-	-	-	-
6210 OPERATIONS	220,718	-	-	-	-
6211 ENCAMPMENT CLEAN-UP	4,021	-	-	-	-
6222 SNOW & ICE CONTROL	324,862	7,722	-	6,452	19,045
6225 GRAFFITI/PRIVATE PROPERTY	2,980	-	-	-	-
6301 MOWING - NON PARKS	5,185	4,328	19,499	5,250	19,045
6309 GENERAL CARE - PARKS/FORESTRY	22	-	-	-	-
6328 ROW MAINTENANCE	11,226	-	-	-	-
6335 ATHLETIC FIELDS/GAME COURTS	18,908	-	-	-	-
6365 PLAYGROUND MAINTENANCE	108,915	-	-	-	-
9500 DEBT SERVICE	290,799	-	-	-	-
Total	\$4,910,185	\$40,492	\$30,295	\$30,292	\$49,091

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	286,356	-	-	-	-
4912 MATERIALS & SUPPLIES	746,532	221,807	588,500	467,000	588,500
4930 SYSTEMS MAINTENANCE	138,395	-	-	-	-
4931 INSTALLS AND REPAIRS	29,381	-	-	-	-
Total	\$1,200,664	\$221,807	\$588,500	\$467,000	\$588,500

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,799,875	981,503	861,908	953,756	840,421
4122 RRFB INSTALLATION/MAINTENANCE	14,834	-	-	-	-
4123 SIGNAL INSTALLATION/REBUILD	69,298	-	-	-	-
4124 TRAFFIC SIGNAL MAINTENANCE	315,765	-	-	-	-
4125 SIGNAL PREVENT MAINT	57,048	-	-	-	-
4126 SIGNAL EMERGENCY REPAIR	154,948	-	-	-	-
4127 SIGNAL SYSTEM CONTROL	536,715	90	-	-	-
4128 SIGNAL SHOP WORK	32,932	-	-	-	-
4135 SIGN SHOP WORK	4,150	-	-	-	-
4136 SIGN, WORK FOR OTHERS	93,699	-	-	-	-
4142 MAJOR SIGN MANUFACTURE	31,839	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	82,183	100,471	114,230	88,131	69,619
4149 MAJOR TRAFFIC SIGNS	104,952	-	-	-	-
4154 SCHOOL ZONE SFTY SIGN INST MAJOR	48,946	-	-	-	-
4156 PEDS SAFETY SIGN INSTALL - MAJOR	25,724	-	-	-	-
4183 TRUNKLINE CONSTRUCTION	141	-	-	-	-
4184 TRUNKLINE SIGNAL INSTALL	2,487	-	-	-	-

4185 TRUNKLINE PREV MAINT	20,158	-	-	-	-
4186 TRUCKLINE EMERG REPAIR	19,354	-	-	-	-
4187 TRUNKLINE SYSTEM CONTROL	2,736	-	-	-	-
4222 POTHOLE REPAIR	353,455	244,266	453,474	332,399	452,139
4231 BR 23 SWEEPING	905	1,610	741	4,204	1
4232 BR 23 POTHOLE REPAIR	4,480	4,346	4,947	3,558	1,379
4235 BR 23 WINTER MAINTENANCE	12,164	7,871	9,206	8,436	6,378
4239 BR 23 TRAFFIC SIGNS	686	-	-	-	-
4240 MAJOR BASE REPAIR/OVERLAY	148,994	59,864	232,579	149,836	438,265
4245 MAJOR SALTING/PLOWING	850,838	758,855	1,024,852	1,006,177	976,399
4248 MAJOR SURFACE TREATMENT	15	-	-	-	-
4251 STREET SWEEPING	280,319	288,521	252,307	300,324	341,809
4252 BRIDGE MAINTENANCE & REPAIR	3,721	42,032	59,517	42,866	45,236
4253 SHOULDER MAINTENANCE	7,166	3,281	15,701	16,516	17,282
4254 MISC CONCRETE REPAIRS	213	-	20,200	20,200	20,200
4256 SHOP WORK	369	3,813	1	1,347	2,369
4258 WORK FOR OTHERS	13,518	1,014	1	-	1
4940 BR 94 BASE REPAIR	1,348	707	5,001	3,000	5,879
4941 BR 94 SWEEPING	336	1,313	741	1,106	879
4942 BR 94 POTHOLE REPAIR	4,824	1,635	4,947	4,738	3,131
4943 BR 94 SHOULDER MAINTENANCE	-	1,631	25,000	25,000	25,000
4945 BR 94 WINTER MAINTENANCE	56,277	41,834	33,706	29,856	37,891
4949 BR 94 TRAFFIC SIGNS	2,194	-	-	-	-
Total	\$5,159,606	\$2,544,657	\$3,119,059	\$2,991,450	\$3,284,278

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	415	233	201	200	201
4112 LOCAL SIGN MANUFACTURE	36,800	-	-	-	-
4119 LOCAL TRAFFIC SIGNS	74,011	-	-	-	-
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	1,510	-	-	-	-
4157 PEDS SAFETY SIGN INSTALL - LOCAL	570	-	-	-	-
4209 LOCAL GRADING	114,768	201,866	113,850	118,578	119,050
4210 LOCAL BASE REPAIR/OVERLAY	331,019	112,253	361,027	289,929	283,610
4211 LOCAL STREET SWEEPING	272,557	301,007	501,642	453,440	520,219
4212 LOCAL POTHOLE REPAIR	147,890	281,977	239,087	267,565	312,366
4215 LOCAL SALTING/PLOWING	539,749	344,545	275,843	261,231	350,898
4218 LOCAL SURFACE TREATMENT	20,072	584,556	-	-	-
4253 SHOULDER MAINTENANCE	4,078	-	1	-	1
4254 MISC CONCRETE REPAIRS	8,025	231	19,201	13,500	19,201
9500 DEBT SERVICE	84,478	84,509	84,540	84,540	84,520
Total	\$1,635,942	\$1,911,177	\$1,595,392	\$1,488,983	\$1,690,066

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
4261 RIGHT-OF-WAY/MAINTENANCE & REP	66,712	37,236	73,903	73,695	114,592
6222 SNOW & ICE CONTROL	82,352	57,266	107,771	109,183	108,180
6328 ROW MAINTENANCE	34,402	67,580	128,497	114,456	118,211
6330 ROW VEGETATION/BRUSH CLEARANCE	26,204	37,847	36,324	34,990	36,731
Total	\$209,670	\$199,929	\$346,495	\$332,324	\$377,714

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	405,066	385,125	367,647	367,647	367,559
1100 FRINGE BENEFITS	182,304	192,444	217,354	217,354	223,230
1372 REVOLVING SUPPLY	18,901	150,885	-	-	-
4500 ENGINEERING - OTHERS	37,329	31,738	64,209	34,579	59,335
6210 OPERATIONS	343,723	310,372	493,458	403,826	529,989
7010 CUSTOMER SERVICE	438,681	483,773	595,861	595,861	539,595
7031 REVOLVING EQUIPMENT	50,071	(26,116)	155,092	155,092	137,803
7033 DCU MAINTENANCE	863	1,521	1,001	1,001	1,001
7034 INSPECTIONS	26,703	46,660	108,316	108,316	86,853
7047 SERVICE LINE REPLACEMENT	-	3,077	150,000	50,000	100,000
7061 SOUTH INDUSTRIAL SITE	21,319	21,168	22,500	22,500	22,500
7064 MISS DIG	106,558	107,390	70,748	70,748	72,285
7092 MAINTENANCE - MAINS	1,182,938	1,094,084	1,295,422	1,295,462	1,353,199
7093 MAINTENANCE - HYDRANTS	333,756	386,523	274,272	274,272	370,893
7094 MAINTENANCE - SERVICE	341,525	469,920	627,208	627,208	518,674
9000 CAPITAL OUTLAY	722,356	515,313	540,723	540,723	556,945
9072 CAPITAL OUTLAY - MAINS	678	-	-	-	-
9073 CAPITAL OUTLAY - HYDRANTS	6,490	-	-	-	-
9074 CAPITAL OUTLAY - CONTR DUG SER	161	-	-	-	-
Total	\$4,219,422	\$4,173,877	\$4,983,811	\$4,764,589	\$4,939,861

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	299,220	257,176	260,278	260,278	268,427
1100 FRINGE BENEFITS	141,792	171,060	177,316	177,316	183,164
1372 REVOLVING SUPPLY	45,531	(27,164)	-	-	-
4500 ENGINEERING - OTHERS	41,136	39,948	126,473	126,473	141,464
6210 OPERATIONS	263,673	348,914	335,145	335,145	351,356
7010 CUSTOMER SERVICE	94	-	-	-	-
7031 REVOLVING EQUIPMENT	(1,678)	3,425	116,779	116,779	69,141
7061 SOUTH INDUSTRIAL SITE	-	-	5,000	5,000	5,000
7064 MISS DIG	53,870	52,185	52,248	52,248	57,785
7072 RODDING	154,559	117,575	-	-	-
7074 TELEVISION COLLECTION SYSTEM	199,162	162,415	597,526	597,526	887,613
7077 MAINTENANCE - MANHOLE	230,742	279,788	246,482	246,482	156,599
7083 JETTING	333,930	296,091	494,740	494,740	586,191
7092 MAINTENANCE - MAINS	191,480	177,949	244,579	244,579	332,427
9000 CAPITAL OUTLAY	288,629	28,827	577,997	238,007	63,353
Total	\$2,242,140	\$1,908,189	\$3,234,563	\$2,894,573	\$3,102,520

Expenses by Activity (0055 ELIZABETH R. DEAN TRUST FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,220	1,304	1,274	1,274	1,274
6309 GENERAL CARE - PARKS/FORESTRY	190	1,288	-	-	-
6317 POST PLANT CARE	1,734	6,697	12,000	12,000	12,000
6320 TRIMMING	1,320	1,189	3,346	3,346	12,000
6325 STUMP REMOVAL	3,364	635	-	-	1,800
6327 TREE PLANTING	4,779	15,429	12,000	12,000	34,200
6329 TREE REMOVALS	2,193	-	-	-	-
Total	\$14,800	\$26,542	\$28,620	\$28,620	\$61,274

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	375,335	393,916	536,596	540,084	393,629
6222 SNOW & ICE CONTROL	4,984	8,448	6,150	5,000	20,045
6301 MOWING - NON PARKS	6,545	6,410	21,478	8,504	21,545
Total	\$386,864	\$408,774	\$564,224	\$553,588	\$435,219

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
4242 NON-MOTORIZED ROW MAINTENANCE	-	-	38,864	21,143	22,305
Total	-	-	\$38,864	\$21,143	\$22,305

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,042,041	1,102,895	1,323,133	1,323,133	1,260,087
1100 FRINGE BENEFITS	20,256	21,384	34,319	34,319	34,343
4146 FOOTBALL/SPECIAL EVENTS	136	151	-	-	-
4251 STREET SWEEPING	136,004	136,752	235,737	235,731	239,412
4500 ENGINEERING - OTHERS	20,630	17,828	44,368	44,368	41,929
6210 OPERATIONS	400,807	548,178	623,376	623,376	665,593
6309 GENERAL CARE - PARKS/FORESTRY	39,790	55,468	94,979	94,979	16,137
6317 POST PLANT CARE	168	16,351	19,524	19,524	19,805
6320 TRIMMING	751,007	945,247	1,005,186	1,005,186	1,083,809
6324 STORM DAMAGE	56,100	74,746	27,950	27,950	89,023
6325 STUMP REMOVAL	60,947	105,867	89,222	89,222	102,633
6327 TREE PLANTING	71,237	78,352	145,287	145,287	78,941
6329 TREE REMOVALS	188,714	353,621	522,206	522,206	527,172
7031 REVOLVING EQUIPMENT	(346)	68,133	143,248	143,248	141,762
7061 SOUTH INDUSTRIAL SITE	514	473	550	550	600
7064 MISS DIG	26,787	26,093	27,875	27,875	28,645
7074 TELEVISION COLLECTION SYSTEM	9,555	19,982	12,540	12,538	672,934
7077 MAINTENANCE - MANHOLE	35,600	41,502	24,230	24,230	50,471
7081 DITCH MAINTENANCE	22,171	16,206	5,953	5,953	29,756
7082 CATCHBASIN MAINTENANCE	327,176	325,492	352,347	352,347	322,846
7083 JETTING	226,515	134,694	282,099	282,099	204,252
7084 ILLICIT DISCHARGE ELIMINATION	24,865	36,548	67,372	67,372	57,000
7085 CULVERT MAINTENANCE	5,826	42,954	57,420	57,420	123,834
7090 BEST MGMT PRACTICES/GREEN INFRAS	7,989	47,063	109,317	109,317	71,459
7092 MAINTENANCE - MAINS	133,758	213,224	627,175	227,175	186,804
9000 CAPITAL OUTLAY	149,806	401,993	848,007	600,000	500,000
Total	\$3,758,053	\$4,831,197	\$6,723,420	\$6,075,405	\$6,549,247

Expenses by Activity (0071 PARK MAINT & CAPITAL IMP MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	20,412	-	-	-	-
1646 FARMER'S MARKET	25,003	-	-	-	-
4500 ENGINEERING - OTHERS	2,916	-	-	-	-
6100 FACILITY RENTALS	129,147	-	-	-	-
6121 LESLIE SCIENCE CENTER	32,902	-	-	-	-
6123 KEMPF HOUSE	9,613	-	-	-	-

6209 PARKS - MOWING	6,615	-	-	-	-
6210 OPERATIONS	634,924	-	-	-	-
6231 BUHR POOL	52,448	-	-	-	-
6232 BUHR RINK	32,199	-	-	-	-
6234 VETERAN'S POOL	39,305	-	-	-	-
6235 VETERAN'S ICE ARENA	118,086	-	-	-	-
6236 FULLER POOL	65,587	-	-	-	-
6237 MACK POOL	31,869	-	-	-	-
6242 ARGO LIVERY	15,407	-	-	-	-
6244 GALLUP LIVERY	37,361	-	-	-	-
6250 NORTHSIDE COMMUNITY CENTER	15,724	-	-	-	-
6255 SKATE PARK	11,848	-	-	-	-
6260 BRYANT COMMUNITY CENTER	27,577	-	-	-	-
6286 NAP VOLUNTEER OFFICE	8,587	-	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	747,587	-	-	-	-
6315 SENIOR CENTER OPERATIONS	20,579	-	-	-	-
6317 POST PLANT CARE	24,791	-	-	-	-
6320 TRIMMING	55,133	-	-	-	-
6324 STORM DAMAGE	16,257	-	-	-	-
6325 STUMP REMOVAL	32,353	-	-	-	-
6327 TREE PLANTING	41,631	-	-	-	-
6329 TREE REMOVALS	203,066	-	-	-	-
6335 ATHLETIC FIELDS/GAME COURTS	443,553	-	-	-	-
6420 CULTURAL ARTS BUILDING	475	-	-	-	-
6503 HURON GOLF COURSE	3,595	-	-	-	-
6504 LESLIE GOLF COURSE	33,372	-	-	-	-
7099 RECREATIONAL DAMS	145,145	-	-	-	-
Total	\$3,085,067	-	-	-	-

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	332,703	919,135	991,378	868,854	1,010,113
1401 ART FAIR/SPECIAL EVENTS	28,308	491	23,000	13,245	23,000
1810 TAX REFUNDS	2,871	-	-	-	-
3162 COMMUNITY STANDARDS	30,000	30,000	166,516	26,385	100,078
4721 REAR-LOAD COMMERCIAL COLLECT	311,439	339,941	323,355	331,965	292,828
4722 SPECIAL COLLECTION	15,636	15,636	19,483	16,483	12,963
4724 RESIDENTIAL COLLECTION	1,964,552	2,214,639	2,271,958	2,226,588	2,355,870
4725 FRONT-LOAD COMMERCIAL COLLECT	2,857,040	2,962,971	3,252,899	3,136,450	3,185,819
4726 DDA REFUSE CANS COLLECTION	68,801	92,139	125,487	150,771	93,903
4727 CARTS RPR/D/DIST	28,086	36,793	16,231	35,069	12,347
4729 STUDENT MOVE IN/OUT	35,787	35,118	50,400	59,797	50,400
4730 DROP OFF STATION STAFFED	31,128	10,731	20,500	20,500	20,500
4732 SINGLE FAMILY RECYCLING	2,111,435	1,891,593	1,865,321	2,157,901	1,840,098
4733 MULTI FAMILY RECYCLING	687,042	683,481	699,977	710,930	720,977
4734 COMMERCIAL RECYCLING	666,061	681,034	686,392	788,033	599,324
4749 YARDWASTE COLLECTION	1,044,245	1,103,786	1,348,515	1,185,559	1,394,157
4764 RECYCLING PROCESSING	2,556,234	2,548,509	2,522,156	2,573,886	2,479,873
4919 MAINTENANCE - LANDFILL	332,924	335,465	386,394	363,279	391,667
6210 OPERATIONS	220,077	311,282	453,294	466,334	269,680
6362 PARK REFUSE	153,955	110,255	169,508	115,313	92,922
7060 OUTSTATIONS	838	910	850	850	850
Total	\$13,479,162	\$14,323,909	\$15,393,614	\$15,248,192	\$14,947,369

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	941,248	239,698	1,152,307	957,807	-
Total	\$941,248	\$239,698	\$1,152,307	\$957,807	-

Street Maintenance and Traffic Control

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	2,535,874	2,506,748	2,680,588	2,741,723	2,606,377
1100 FRINGE BENEFITS	681,204	721,308	918,865	918,865	941,924
1935 GIS	10,002	3,210	10,888	10,888	11,290
3360 PLANNING	24,622	37,334	72,012	32,489	73,723
3380 PLAN REVIEW	-	5,239	5,000	18,280	35,962
4112 LOCAL SIGN MANUFACTURE	36,800	39,974	35,627	60,408	37,405
4117 LOCAL ST PAVEMENT MARKING	51,239	110,917	51,677	31,872	50,659
4119 LOCAL TRAFFIC SIGNS	74,011	75,365	91,655	73,509	94,143
4122 RRFB INSTALLATION/MAINTENANCE	14,834	40,656	68,097	146,246	67,135
4123 SIGNAL INSTALLATION/REBUILD	65,206	62,324	219,875	106,188	194,129
4124 TRAFFIC SIGNAL MAINTENANCE	314,996	242,978	475,779	370,433	485,719
4125 SIGNAL PREVENT MAINT	57,048	54,947	49,760	41,625	45,545
4126 SIGNAL EMERGENCY REPAIR	154,948	150,895	184,854	140,310	188,642
4127 SIGNAL SYSTEM CONTROL	534,991	368,932	473,838	488,095	483,715
4128 SIGNAL SHOP WORK	32,932	26,851	26,625	18,192	27,568
4135 SIGN SHOP WORK	4,150	4,728	6,551	2,212	7,428
4136 SIGN, WORK FOR OTHERS	93,699	23,132	35,728	22,792	35,266
4137 TRAFFIC CALMING	40,233	26,055	123,161	123,161	124,061
4142 MAJOR SIGN MANUFACTURE	31,839	34,044	24,841	51,624	26,700
4146 FOOTBALL/SPECIAL EVENTS	82,183	196,202	206,071	176,292	162,337
4147 MAJOR ST PAVEMENT MARKING	282,114	280,631	369,044	391,617	364,137
4149 MAJOR TRAFFIC SIGNS	104,952	112,428	133,711	117,655	136,112
4150 SCHOOL ZONE SAFETY-TRAFFIC ENGIN	19,423	11,621	53,460	21,150	60,678
4151 PEDESTRIAN SAFETY-TRAFFIC ENGINE	15,121	19,299	53,459	20,945	60,677
4152 SCHOOL ZONE SFTY PVMT MARK MAJOR	629	834	26,500	15,000	26,500
4153 PEDESTRIAN SFTY PVMT MARK LOCAL	-	(784)	3,500	3,500	3,500
4154 SCHOOL ZONE SFTY SIGN INST MAJOR	48,946	4,579	11,715	5,474	12,335
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	1,510	1,510	3,851	3,442	3,737
4156 PEDS SAFETY SIGN INSTALL - MAJOR	25,724	40,053	175,664	28,232	26,837
4157 PEDS SAFETY SIGN INSTALL - LOCAL	570	204	1,695	974	1,753
4158 SCHOOL ZONE SFTY PVT MARK-LOCAL	-	4,824	15,000	15,000	15,000
4159 PEDS SFTY PVMT MARK-MAJOR	-	-	50,000	50,000	50,000
4183 TRUNKLINE CONSTRUCTION	141	188	873	185	929
4184 TRUNKLINE SIGNAL INSTALL	2,487	2,584	2,374	3,738	2,429
4185 TRUNKLINE PREV MAINT	20,158	18,627	13,452	8,484	14,282
4186 TRUCKLINE EMERG REPAIR	19,354	81,267	23,102	27,214	23,933
4187 TRUNKLINE SYSTEM CONTROL	2,736	2,602	5,493	1,162	5,716
4209 LOCAL GRADING	114,768	201,866	113,850	118,578	119,050
4210 LOCAL BASE REPAIR/OVERLAY	331,019	112,253	361,027	289,929	283,610
4211 LOCAL STREET SWEEPING	272,557	301,007	501,642	453,440	520,219
4212 LOCAL POTHOLE REPAIR	147,890	281,977	239,087	267,565	312,366
4215 LOCAL SALTING/PLOWING	539,749	344,545	275,843	261,231	350,898
4217 LOCAL PAVEMENT EVALUATION	15,300	78	1,351	9,198	1,424
4218 LOCAL SURFACE TREATMENT	20,072	584,556	2,265,444	2,265,444	744,070
4219 LOCAL TRAFFIC COUNTS	9,953	1,350	30,405	30,782	30,694
4222 POTHOLE REPAIR	353,455	244,266	453,474	332,399	452,139
4227 PAVEMENT EVALUATION	47,155	329	21,451	5,807	21,524
4229 TRAFFIC COUNTS	15,546	1,764	50,020	22,859	52,275
4231 BR 23 SWEEPING	905	1,610	741	4,204	1
4232 BR 23 POTHOLE REPAIR	4,480	4,346	4,947	3,558	1,379
4235 BR 23 WINTER MAINTENANCE	12,164	7,871	9,206	8,436	6,378
4239 BR 23 TRAFFIC SIGNS	686	610	1,401	656	1,462
4240 MAJOR BASE REPAIR/OVERLAY	148,994	59,864	232,579	149,836	438,265
4245 MAJOR SALTING/PLOWING	850,838	758,855	1,024,852	1,006,177	976,399
4248 MAJOR SURFACE TREATMENT	337,470	338,336	1,792,548	1,792,548	2,053,044
4251 STREET SWEEPING	280,319	288,521	252,307	300,324	341,809
4252 BRIDGE MAINTENANCE & REPAIR	3,721	42,032	59,517	42,866	45,236
4253 SHOULDER MAINTENANCE	11,244	3,281	15,702	16,516	17,283
4254 MISC CONCRETE REPAIRS	8,238	231	39,401	33,700	39,401
4255 SIDEWALK RAMP	86,196	89,010	105,000	50,000	108,150
4256 SHOP WORK	369	3,813	1	1,347	2,369
4257 ENG SERVICES/INSPECTIONS	51,568	59,282	72,208	96,347	142,068
4258 WORK FOR OTHERS	13,518	1,014	1	-	1
4259 MISC. ROW MAINTENANCE	289,857	212,993	280,758	429,053	107,779
4261 RIGHT-OF-WAY/MAINTENANCE & REP	66,712	37,236	73,903	73,695	114,592

4520 TRAFFIC OPERATIONS	355,038	513,522	1,381,892	1,072,096	877,904
4537 CONSTRUCTION - INSPECTION	-	12,409	15,000	31,510	4,376
4542 ENGINEERING - ROADS	-	-	12,179	-	-
4573 UNDERGROUND UTILITY LOCATION	-	1,575	20,000	25,000	20,012
4575 WIRELESS ANTENNA	-	-	50,000	29,381	2,920
4940 BR 94 BASE REPAIR	1,348	707	5,001	3,000	5,879
4941 BR 94 SWEEPING	336	1,313	741	1,106	879
4942 BR 94 POTHOLE REPAIR	4,824	1,635	4,947	4,738	3,131
4943 BR 94 SHOULDER MAINTENANCE	-	1,631	25,000	25,000	25,000
4945 BR 94 WINTER MAINITENANCE	56,277	41,834	33,706	29,856	37,891
4949 BR 94 TRAFFIC SIGNS	2,194	3,791	2,856	2,402	2,974
6222 SNOW & ICE CONTROL	82,352	57,266	107,771	109,183	108,180
6320 TRIMMING	2,237	-	-	-	-
6328 ROW MAINTENANCE	34,402	67,580	128,497	114,456	118,211
6329 TREE REMOVALS	-	24	-	-	-
6330 ROW VEGETATION/BRUSH CLEARANCE	26,204	37,847	36,324	34,990	36,731
7011 CALL CENTER	8,641	5,955	8,685	8,685	8,960
7015 STUDY/PLANNING	76,692	77,753	62,124	62,124	-
7016 DESIGN	29,812	71,913	77,356	33,961	-
7017 CONSTRUCTION	4,419,846	308,528	182,899	273,500	-
7018 FIELD OPS CHARGES	2,888	2,992	45,000	-	-
7019 PUBLIC ENGAGEMENT	43,974	34,962	63,103	62,799	66,319
7021 PARTNERSHIPS	20,919	4,909	-	-	-
7022 DEVELOPMENT PROCESS	4,261	4,207	3,125	3,125	1,460
7023 PROGRAM MANAGEMENT	8,708	-	-	-	-
7024 ASSET MANAGEMENT	44,323	62,321	49,843	49,843	50,961
9000 CAPITAL OUTLAY	288,699	118,865	6,090,670	6,035,319	2,854,800
9500 DEBT SERVICE	765,553	760,833	761,412	761,412	761,293
Total	\$15,698,947	\$11,489,574	\$24,151,182	\$23,128,957	\$18,780,049

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Public Works

Service Unit Manager: Molly Maciejewski

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Maintain streets to maximize asset life and ensure safe vehicular travel.	●		●	●	●		Sweep protected bike lanes twice per month, bike lanes on major roads once per month.	N/A	N/A; partial year	100%	100%
							Complete 2 fall street sweeping cycles.	Yes	No	Yes	Yes
							90% of citizen reported potholes patched within 72 hours.	68%	76%	93%	90%
Maintain systems to maximize asset life, protect water quality and minimize disruption in service.	●		●	●	●		No more than 4.5 City caused backups per 100 miles of pipe annually.	No (17)	Yes (16)	No (18)	Yes (16)
							85% of hydrants repaired within 2 weeks.	66%	74%	70%	85%
							Clean 20% (49 Miles) of the City's 24" and smaller stormwater pipe and all swirl concentrators.	12%	21%	20%	20%
							Complete acoustic inspections at 50% of crosslots.	20	15%	50%	50%
Collect trash, recycling and compost in a safe, efficient and timely manner.	●		●	●	●		90% of alleys serviced on scheduled collection day.	N/A	N/A	90%	90%
							0 vehicular accidents per month.	1.75	1.4	1	1
							99% of residential trash and compost routes completed on scheduled collection day.	N/A	N/A	95%	99%
							Tons material landfilled.	55,196	51,351	48,819	N/A
Maintain and improve the health of the urban forest.	●		●	●	●		Prune 10% of the City's street trees.	10%	8%	10%	10%
							100% of the planned 1000 ROW plantings completed.	100%	103%	100%	100%
							Remove tree stumps within 2 weeks of tree removal.	N/A	N/A	N/A	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
PUBLIC WORKS

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
PROGRAM ADMINISTRATOR	403199	1.00
SOLID WASTE & REC COORD	403170	1.00
ADMIN ASSISTANT LVL 2	110024	1.50
ADMIN ASSISTANT LVL 5	110054	1.00
APPLICATION SPECIALIST	401760	0.81
BUDGET ANALYST	000400	1.60
CIVIL ENGINEER IV	403840	1.05
COMM STANDARD OFFICER I	118504	1.00
FIELD OP ASST MANAGER	401140	2.00
FIELD OPER TECH I - INFRA	112804	11.00
FIELD OPER TECH II - INFR	112814	9.00
FIELD OPER TECH III -INFR	112824	9.00
FIELD OPER TECH III-FOR/P	112874	1.00
FIELD OPER TECH IV - INFR	112834	20.00
FIELD OPER TECH IV-FOR/PA	112884	4.00
FIELD OPER TECH V - INFRA	112844	12.00
FIELD OPER TECH V-FOR/PA	112894	2.00
FIELD OPERATIONS MANAGER	403450	1.00
FIELD OPERATIONS SUPV I	192100	1.00
FIELD OPERATIONS SUPV IV	192130	1.00
FLEET & FAC SUPV II	190014	0.05
INVENTORY CONTROL ACCOUNT MANAGEMENT ASSISTANT	110700	1.00
000200		1.00
PUBLIC WORKS SUPV II	192111	1.00
PUBLIC WORKS SUPV III	192120	2.00
PUBLIC WORKS SUPV V	192141	1.00
PW SUPV I	192101	1.00
SW COMPLIANCE SPECIALIST	000500	1.00
TREE TRIMMER I	112851	1.00
URBAN FORESTRY & NAT RES	401620	1.00
<hr/> Total		<hr/> 92.01

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PUBLIC SERVICES AREA

SYSTEMS PLANNING

Systems Planning staff bring together diverse backgrounds and experience in: urban and regional planning, community engagement, geographic information systems (GIS), regulatory compliance, municipal engineering, sanitary sewer, drinking water, stormwater and water resources, floodplain and watershed management, soil erosion and sedimentation control, and natural features management. These varied skills and expertise are utilized in several programs, processes and projects, including: utility system modeling, spatial data management, support for the implementation of GIS-based work management systems throughout the service area, community engagement efforts to support units throughout the organization, program and policy development to optimize service levels, environmental benefit, public investment, capital planning, asset management programming and implementation support for multiple areas across the organization, and maintaining infrastructure standards and specifications for facilities and activities within the Public Services Area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	76,045	77,793	49,500	46,500	43,500
LICENSES, PERMITS & REGISTRATIONS	163,356	170,128	120,000	75,000	120,000
MISCELLANEOUS REVENUE	3,080	1,485	150	150	150
OPERATING TRANSFERS IN	505,152	-	-	-	-
PRIOR YEAR SURPLUS	-	-	98,230	5,092	-
SPECIAL ASSESSMENTS	5,375	5,375	-	-	-
Total	\$753,008	\$254,781	\$267,880	\$126,742	\$163,650

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	-	-	35,000	-	-
MAJOR STREET (0021)	-	150	150	150	150
WATER SUPPLY SYSTEM (0042)	169,356	188,826	137,092	89,092	126,000
SEWAGE DISPOSAL SYSTEM (0043)	11,652	3,500	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	510,527	5,450	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	61,473	56,855	95,638	37,500	37,500
Total	\$753,008	\$254,781	\$267,880	\$126,742	\$163,650

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	1,339,926	807,261	1,050,613	1,062,147	894,336
PAYROLL FRINGES	787,872	509,882	485,686	490,736	486,878
OTHER SERVICES	986,422	923,055	1,436,477	1,445,277	1,445,770
MATERIALS & SUPPLIES	15,326	5,092	19,250	18,700	19,250
OTHER CHARGES	393,983	327,272	449,754	277,254	286,217
PASS THROUGHS	22,073	-	160,000	125,000	125,000
EMPLOYEE ALLOWANCES	11,332	8,150	7,972	7,555	7,339
Total	\$3,556,934	\$2,580,712	\$3,609,752	\$3,426,669	\$3,264,790

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	226,568	-	253,000	73,000	60,000
MAJOR STREET (0021)	166,052	102,568	140,360	140,056	133,411
LOCAL STREET (0022)	13,584	18,610	18,891	18,891	19,568
WATER SUPPLY SYSTEM (0042)	696,824	631,058	679,467	669,932	604,758
SEWAGE DISPOSAL SYSTEM (0043)	828,665	554,634	462,409	460,357	405,812
ALTERNATIVE TRANSPORTATION (0061)	187,856	32,534	35,143	43,951	38,022
STORMWATER SEWER SYSTEM FUND (0069)	1,087,890	1,192,711	1,968,479	1,968,479	1,947,071
SOLID WASTE (0072)	349,495	48,597	52,003	52,003	56,148
Total	\$3,556,934	\$2,580,712	\$3,609,752	\$3,426,669	\$3,264,790

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
SYSTEMS PLANNING	16.83	11.23	10.85	9.89
Total	16.83	11.23	10.85	9.89

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

REVENUES

Charges for Services - This reflects an anticipated decrease in preliminary plan review efforts.

Prior Year Surplus – The decrease is due to one-time projects in FY 2020.

EXPENSES

Personnel Services - The FY 2021 decrease is reflective of the re-allocation of staff efforts to other service units and re-allocation of a vacant staff position to another service area.

Other Charges - The decrease is reflective of a reduction for the Center of the City task force work.

Pass Throughs – The decrease is due to a one-time treeline alignment study in FY 2020.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	21,056	-	175,000	30,000	20,000
3360 PLANNING	14,504	-	-	-	-
7016 DESIGN	-	-	3,000	3,000	-
7019 PUBLIC ENGAGEMENT	18,253	-	75,000	40,000	40,000
7021 PARTNERSHIPS	47,817	-	-	-	-
7022 DEVELOPMENT PROCESS	8,227	-	-	-	-
7023 PROGRAM MANAGEMENT	77,138	-	-	-	-
7024 ASSET MANAGEMENT	39,573	-	-	-	-
Total	\$226,568	-	\$253,000	\$73,000	\$60,000

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	22,830	11,509	32,292	32,292	22,949
1935 GIS	4,931	1,639	4,291	4,291	4,464
3360 PLANNING	24,622	57	-	-	-
7019 PUBLIC ENGAGEMENT	43,974	34,962	63,103	62,799	66,319
7021 PARTNERSHIPS	20,919	4,909	-	-	-
7022 DEVELOPMENT PROCESS	4,261	4,207	3,125	3,125	1,460
7023 PROGRAM MANAGEMENT	8,708	-	-	-	-
7024 ASSET MANAGEMENT	35,809	45,283	37,549	37,549	38,219
Total	\$166,054	\$102,566	\$140,360	\$140,056	\$133,411

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1935 GIS	5,071	1,571	6,597	6,597	6,826
7024 ASSET MANAGEMENT	8,514	17,039	12,294	12,294	12,742
Total	\$13,585	\$18,610	\$18,891	\$18,891	\$19,568

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	249,778	225,557	194,722	200,840	110,313
3360 PLANNING	19,074	20,631	15,473	12,893	19,201
7019 PUBLIC ENGAGEMENT	25,561	12,918	33,642	20,569	34,488
7021 PARTNERSHIPS	53,354	34,628	38,671	38,671	44,323
7022 DEVELOPMENT PROCESS	132,913	146,306	128,565	128,565	138,300
7023 PROGRAM MANAGEMENT	5,012	5,341	4,823	4,823	4,987
7024 ASSET MANAGEMENT	211,131	185,676	263,571	263,571	253,146
Total	\$696,823	\$631,057	\$679,467	\$669,932	\$604,758

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	168,711	163,871	120,424	120,424	58,140
3360 PLANNING	14,509	33,519	7,852	7,852	19,204
7019 PUBLIC ENGAGEMENT	24,848	20,257	23,855	23,855	26,153
7021 PARTNERSHIPS	53,831	31,242	34,952	34,949	40,768
7022 DEVELOPMENT PROCESS	10,726	8,953	17,180	15,140	16,045
7023 PROGRAM MANAGEMENT	6,762	4,528	6,350	6,341	6,568
7024 ASSET MANAGEMENT	549,281	292,262	251,796	251,796	238,934
Total	\$828,668	\$554,632	\$462,409	\$460,357	\$405,812

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	57,929	-	-	-	-
3360 PLANNING	32,080	57	-	-	-
7019 PUBLIC ENGAGEMENT	26,340	23,482	24,888	28,006	27,529
7021 PARTNERSHIPS	37,339	-	-	-	-
7023 PROGRAM MANAGEMENT	16,183	-	-	-	-
7024 ASSET MANAGEMENT	17,980	8,995	10,255	15,945	10,493
Total	\$187,851	\$32,534	\$35,143	\$43,951	\$38,022

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	245,017	100,169	150,976	150,976	110,126
3360 PLANNING	43,780	29,716	28,871	28,871	34,615
7019 PUBLIC ENGAGEMENT	170,453	110,165	297,888	297,888	301,506
7021 PARTNERSHIPS	75,149	501,969	682,850	682,850	670,457
7022 DEVELOPMENT PROCESS	73,520	65,514	91,668	91,668	96,182
7023 PROGRAM MANAGEMENT	77,054	97,264	116,812	116,812	100,541
7024 ASSET MANAGEMENT	402,915	272,917	254,414	254,414	288,644
7090 BEST MGMT PRACTICES/GREEN INFRAS	-	15,000	345,000	345,000	345,000
Total	\$1,087,888	\$1,192,714	\$1,968,479	\$1,968,479	\$1,947,071

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	194,073	7,198	10,102	10,102	9,815
3360 PLANNING	24,369	241	-	-	-
7019 PUBLIC ENGAGEMENT	37,249	32,543	32,008	32,008	36,100
7021 PARTNERSHIPS	19,187	230	-	-	-
7023 PROGRAM MANAGEMENT	51,056	421	-	-	-
7024 ASSET MANAGEMENT	23,560	7,963	9,893	9,893	10,233
Total	\$349,494	\$48,596	\$52,003	\$52,003	\$56,148

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Systems Planning

Service Unit Manager: Marti Praschan

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected	FY 2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide program management.	●			●			Increase volume of stormwater infiltration by continued installation of Green Infrastructure.	403 Mil. Gal	403 Mil. Gal	403 Mil. Gal	403 Mil. Gal
Support public engagement of City projects and initiatives.	●			●	●		Increase diversity in Community-wide Public Engagement initiatives.	N/A	N/A	N/A	20% Age Diversity 5% Race Diversity
Manage City's Asset Management Plans/Efforts.	●	●			●		Maintain or improve the overall condition assessment score for the Sanitary Sewer Collection System. (low of 5 - high of 1)	N/A	2.15	2.15	2.15
							Maintain or improve the overall condition assessment score for the Stormwater System. (low of 5 - high of 1)	N/A	1.79	1.79	1.79
							Establish an improving trend in overall average risk score for the Sanitary Sewer Collection System. (low of 100 - high of 1)	N/A	10.1	10.1	10.1
							Establish an improving trend in overall average risk score for the Stormwater System. (low of 100 - high of 1)	N/A	14.2	14.2	14.2
Support private development efforts within the City.	●	●			●		Complete review of 80% of site plans within 2 weeks.	85%*	87%*	75%	80%
							Complete 90% of grading reviews within one week.	N/A	90%	92%	90%

*Previous goal was 3 weeks.

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	0.05
ADMIN ASSISTANT LVL 5	110054	0.25
CIVIL ENGINEER III	403620	0.15
CIVIL ENGINEER IV	403840	0.23
GIS ANALYST	401710	1.00
GIS SPECIALIST	000960	1.00
LAND DEV COORDINATOR IV	114310	1.00
PRIVATE DEVELOPMENT COORD	403880	0.39
STORMWATER/FLOODPLAIN CO	401630	1.00
SYSTEMS PLAN ANALYST II	401870	1.90
SYSTEMS PLANNING ENG IV	403830	1.92
WATER QUALITY MANAGER	403820	1.00
Total		9.89



PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Wastewater Treatment Services is responsible for the effective pumping, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. Wastewater Treatment Services operates and maintains the City's Wastewater Treatment Plant and eight sewage lift stations located around the City. In addition, Wastewater Treatment Services manages the Industrial Pretreatment Program to assure that wastewater discharged to the sanitary sewer system will not be harmful to the public, employees, environment or equipment.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
MISCELLANEOUS REVENUE	116,452	342	1,050	1,050	1,050
Total	\$116,452	\$342	\$1,050	\$1,050	\$1,050

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
SEWAGE DISPOSAL SYSTEM (0043)	116,452	342	1,050	1,050	1,050
Total	\$116,452	\$342	\$1,050	\$1,050	\$1,050

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	2,302,139	2,435,621	2,846,538	2,846,538	2,948,263
PAYROLL FRINGES	1,557,669	1,561,178	1,524,216	1,518,497	1,738,263
OTHER SERVICES	2,387,823	2,539,474	3,402,748	3,320,048	3,724,799
MATERIALS & SUPPLIES	721,826	742,961	827,580	821,580	830,400
OTHER CHARGES	4,680,279	4,739,540	7,077,940	7,077,940	7,253,942
PASS THROUGHS	-	3,468	55,588	55,588	57,256
CAPITAL OUTLAY	30,491	-	-	-	-
EMPLOYEE ALLOWANCES	6,450	7,382	2,645	2,645	2,826
Total	\$11,686,677	\$12,029,624	\$15,737,255	\$15,642,836	\$16,555,749

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
SEWAGE DISPOSAL SYSTEM (0043)	11,686,677	12,029,624	15,737,255	15,642,836	16,555,749
Total	\$11,686,677	\$12,029,624	\$15,737,255	\$15,642,836	\$16,555,749

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
WASTEWATER TREATMENT	35.33	35.72	35.94	35.72
Total	35.33	35.72	35.94	35.72

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

Personnel Services - The FY 2021 increased costs are reflective of anticipated increased severance costs for retiring staff.

Payroll Fringes - The FY 2021 increase is reflective of an increase in retirement contributions.

Other Services - The FY 2021 increase is attributable to an increase in contracted services associated with sludge hauling and land application of bio-solids.

Other Charges - The FY 2021 increase is due to increased depreciation costs associated with the plant renovation and other capital work in progress.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	947,218	1,088,255	1,294,579	1,200,860	1,691,906
1100 FRINGE BENEFITS	469,794	495,726	586,985	586,985	575,939
7031 REVOLVING EQUIPMENT	56,531	51,837	36,539	35,339	36,833
7043 PLANT	8,559,689	8,686,150	11,681,538	11,681,538	11,781,488
7051 STATION	59,212	124,970	44,000	44,000	45,000
7053 LAB	336,520	284,237	425,710	425,710	458,686
7055 SOLIDS	1,237,582	1,254,085	1,580,500	1,580,500	1,927,800
7057 INDUSTRIAL PRETREAT	9,310	22,375	26,150	26,150	26,150
7060 OUTSTATIONS	10,826	21,983	61,254	61,754	11,947
Total	\$11,686,682	\$12,029,618	\$15,737,255	\$15,642,836	\$16,555,749

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Wastewater Treatment Services

Service Unit Manager: Earl Kenzie

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Operate and maintain the WWTP to ensure continuous treatment of sanitary and industrial wastewater that meets or exceeds regulatory standards before discharge to the Huron River.	●						99% compliance with daily NPDES permit limits.	>99%	>99%	98%	99%
							No bypass of untreated wastewater to the Huron River or backups from lift stations to private property or the environment due to equipment failures.	1 SSO	1 SSO	1 SSO	0 SSO
							Complete >90% of monthly preventive and corrective maintenance work orders on time.	90%	93%	90%	>90%
Manage the reuse and disposal of biosolids in an environmentally sustainable manner.	●						Land apply all biosolids from May through November, weather permitting.	100%	100%	100%	100%
Raise public awareness of wastewater treatment.				●			> 150 attendees of annual open house.	N/A	221	164	>150
							> 250 people attending tours annually.	93	141	111	>250
Ensure that all staff have sufficient technical and safety training and skills to meet performance expectations of their positions and teams.						●	100% of staff have up to date safety training.	100%	100%	100%	100%
							WWTP staff annually create a career development plan (training/continuing education, leadership topics).	100%	100%	100%	100%
Assesse infrastructure needs, develops a sustainable capital improvement plan, executes and implements capital projects identified in two-year budget cycle.	●	●					Create asset management plan & use as the basis for capital improvement plan.	N/A	N/A	Schedule - six months over Budget - 100%	Schedule - 100% Budget - 100%
							Maintain project schedule and budget for capital projects (lift station replacements, headworks improvements, clearwell wall replacement.)	N/A	Schedule - 100% Budget - 100%	Schedule - 100% Budget - 100%	Schedule - 100% Budget - 100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
ASST WWTP MANAGER	401010	1.00
CIVIL ENGINEER V	401330	0.70
ELEC & CONTROL TECH III	116234	2.00
ELEC & CONTROL TECH IV	116244	1.00
ENVIRON LAB ANALYST III	110334	1.89
ENVIRON LAB ANALYST IV	110344	0.63
ENVIRONMENTAL LAB SUPV	196930	0.50
PROCESS CONTROL SYS SPEC	403190	1.00
PROCUREMENT COORDINATOR	117450	1.00
WATER UT MAIN SUPV IV	197470	1.00
WATER UTIL SUPV III	197500	2.00
WATER UTILITY SUPV III	197421	1.00
WATER UTILITY SUPV IV	197510	2.00
WATER UTILITY TECH I	117400	2.00
WATER UTILITY TECH I	117401	1.00
WATER UTILITY TECH II	117411	4.00
WATER UTILITY TECH III	117420	3.00
WATER UTILITY TECH IV	117430	2.00
WATER UTILITY TECH IV	117431	1.00
WATER UTILITY TECH V	117441	4.00
WWTP MANAGER	401300	1.00
Total		35.72

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PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the treatment and supply of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Townships. Water Treatment Services also works collaboratively with local partners and state agencies to advocate for the protection of the City's source water supplies. Water Treatment Services operates and maintains the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and stormwater customers. The Water Treatment Service Unit serves as the afterhours Customer Service Call Center.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	416,633	177,252	425,000	200,000	425,000
CONTRIBUTIONS	69,707	-	-	-	-
INTERGOVERNMENTAL REVENUES	-	402,576	-	400,000	500,000
LICENSES, PERMITS & REGISTRATIONS	2,000	7,000	-	10,000	-
MISCELLANEOUS REVENUE	45,765	125,607	-	-	-
OPERATING TRANSFERS IN	100,000	-	95,911	55,588	57,256
PRIOR YEAR SURPLUS	-	-	-	-	574,200
Total	\$634,105	\$712,435	\$520,911	\$665,588	\$1,556,456

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	406,408	172,757	465,323	210,000	425,000
WATER SUPPLY SYSTEM (0042)	127,697	539,678	55,588	455,588	557,256
GENERAL CAPITAL FUND (00CP)	100,000	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	574,200
Total	\$634,105	\$712,435	\$520,911	\$665,588	\$1,556,456

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	2,182,290	2,058,831	2,305,306	2,302,045	2,393,220
PAYROLL FRINGES	1,238,211	1,261,946	1,239,802	1,239,613	1,392,453
OTHER SERVICES	2,523,552	2,155,964	2,500,440	2,396,762	2,364,709
MATERIALS & SUPPLIES	1,593,565	2,131,761	1,810,266	1,928,866	1,979,896
OTHER CHARGES	4,185,533	4,192,629	4,707,155	4,712,955	4,521,176
PASS THROUGHS	600,000	176,260	200,000	200,000	624,200
CAPITAL OUTLAY	95,482	64,696	145,000	145,000	280,000
EMPLOYEE ALLOWANCES	7,185	8,019	4,073	4,073	4,010
Total	\$12,425,818	\$12,050,106	\$12,912,042	\$12,929,314	\$13,559,664

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	848,144	516,647	1,050,936	952,202	459,494
WATER SUPPLY SYSTEM (0042)	11,469,343	11,524,689	11,833,395	11,949,401	12,510,904
STORMWATER SEWER SYSTEM FUND (0069)	8,331	8,770	27,711	27,711	15,066
GENERAL CAPITAL FUND (00CP)	100,000	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	574,200
Total	\$12,425,818	\$12,050,106	\$12,912,042	\$12,929,314	\$13,559,664

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
WATER TREATMENT	27.31	27.31	27.76	27.96
Total	27.31	27.31	27.76	27.96

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

Intergovernmental Revenues - The FY 2021 increase represents a State of Michigan Department of Environment, Great Lakes and Energy Grant that will be received.

Prior Year Surplus - The budget reflects the use of County Mental Health Millage fund intended for the Barton Dam embankment project.

EXPENSES

Personnel Services - The increase is reflective of slightly increased staffing levels and severance for retirement of eligible employees.

Payroll Fringes - The increase is due to an increase in healthcare costs and retirement contributions.

Other Services - The decrease is due to one-time dam related projects in FY 2020.

Materials & Supplies - The increase is reflective of the anticipated increase in chemical costs related to market conditions.

Other Charges - The FY 2021 decrease is reflective of the decrease of General Fund capital projects.

Pass Throughs - The increase in FY 2021 is due to a one-time transfer from the County Mental Health Millage for the Barton Dam embankment project.

Capital Outlay – The FY 2021 budget reflects one-time capital outlays associated with an ozone feed valve as well as other expenditures associated with filter press improvements and pump rebuilds.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	57,417	69,247	60,913	60,337	64,339
4160 BARTON DAM	77,131	245,782	666,140	601,920	98,122
4162 SUPERIOR DAM	53,114	76,876	135,916	144,318	130,193
4164 WATER QUALITY/PFAS	-	-	40,323	-	-
7020 CELL TOWER ADMINISTRATION	112,007	110,929	135,944	133,927	154,790
7091 MAINTENANCE - HYDROPOWER	537,128	-	-	-	-
7099 RECREATIONAL DAMS	11,349	13,809	11,700	11,700	12,050
Total	\$848,146	\$516,643	\$1,050,936	\$952,202	\$459,494

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,456,332	1,299,342	1,653,888	1,596,888	1,657,944
4160 BARTON DAM	70,522	77,796	58,362	65,065	56,188
4161 STEERE FARM WELL-FIELD	35,478	111,454	57,287	103,230	88,000
4163 SURFACE WATER SUPPLY	472,490	381,414	405,968	405,968	399,813
4164 WATER QUALITY/PFAS	-	23,963	35,000	35,000	146,911
7013 CUST RELATIONS/PUBLIC ED	11,905	11,559	8,500	23,500	36,194
7031 REVOLVING EQUIPMENT	52,267	54,882	71,740	71,740	57,084
7043 PLANT	8,035,854	8,597,996	8,504,817	8,608,377	8,923,475
7044 PROCESS LAB	51,788	52,596	50,500	50,500	50,500
7045 WRF TAILORED COLLABORATION	280,888	90,511	65,000	66,800	30,000
7053 LAB	277,857	283,953	258,855	258,855	285,841
7055 SOLIDS	363,542	304,837	435,891	435,891	430,799
7060 OUTSTATIONS	360,424	234,383	227,587	227,587	348,155
Total	\$11,469,347	\$11,524,686	\$11,833,395	\$11,949,401	\$12,510,904

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
7053 LAB	8,330	8,769	27,711	27,711	15,066
Total	\$8,330	\$8,769	\$27,711	\$27,711	\$15,066

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	100,000	-	-	-	-
Total	\$100,000	-	-	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
4160 BARTON DAM	-	-	-	-	574,200
Total	-	-	-	-	\$574,200

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Water Treatment Services

Service Unit Manager: Brian Steglitz

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide continuous supply of safe drinking water to citizens of Ann Arbor and neighboring townships.	●	●		●		●	Reduce water quality complaints < 38/qtr.	44/qtr	49/qtr	36/qtr	<38
							Total coliform detection - 0/qtr.	2/qtr	0.25/qtr	0.25/qtr	0/qtr
							E.Coli detection - 0/qtr.	0/qtr	0/qtr	0/qtr	0/qtr
							Maintain individual filter water quality (turbidity) < 0.1 NTU 95% of the time.	96.5%	96.1%	95.8%	>95%
Raise public awareness of drinking water.				●	●		Maintain quarterly avg PFOS+PFOA < 10 ppt.	3.3 ppt	4.6 ppt	0.2 ppt	<10 ppt
Provide laboratory services for existing and future customers.	●	●		●	●		> 400 people attending tours/qtr.	488/qtr	402/qtr	80/qtr	>400/qtr
Ensure WTSU staff have sufficient training and skills to meet performance expectations of their positions and teams.	●					●	Present applied research at two conferences per year.	NA	4	3	2
Maintenance of WTSU equipment and facilities.	●		●		●	●	> 6 hrs of technical training/employee/qtr.	4.1/qtr	5.6/qtr	3.5/qtr	6/qtr
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in the two-year budget cycle.	●		●				Maintain the ratio of preventive maintenance hours to corrective maintenance hours above 1.1.	1.08	1.63	1.1	>1.1
							Maintain Ratio of Total Capital Expenditures/Budgeted Capital Expenditures between 0.85 and 1.0.	0.61	0.79	0.7	0.85

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
WATER TREATMENT

Allocated Positions

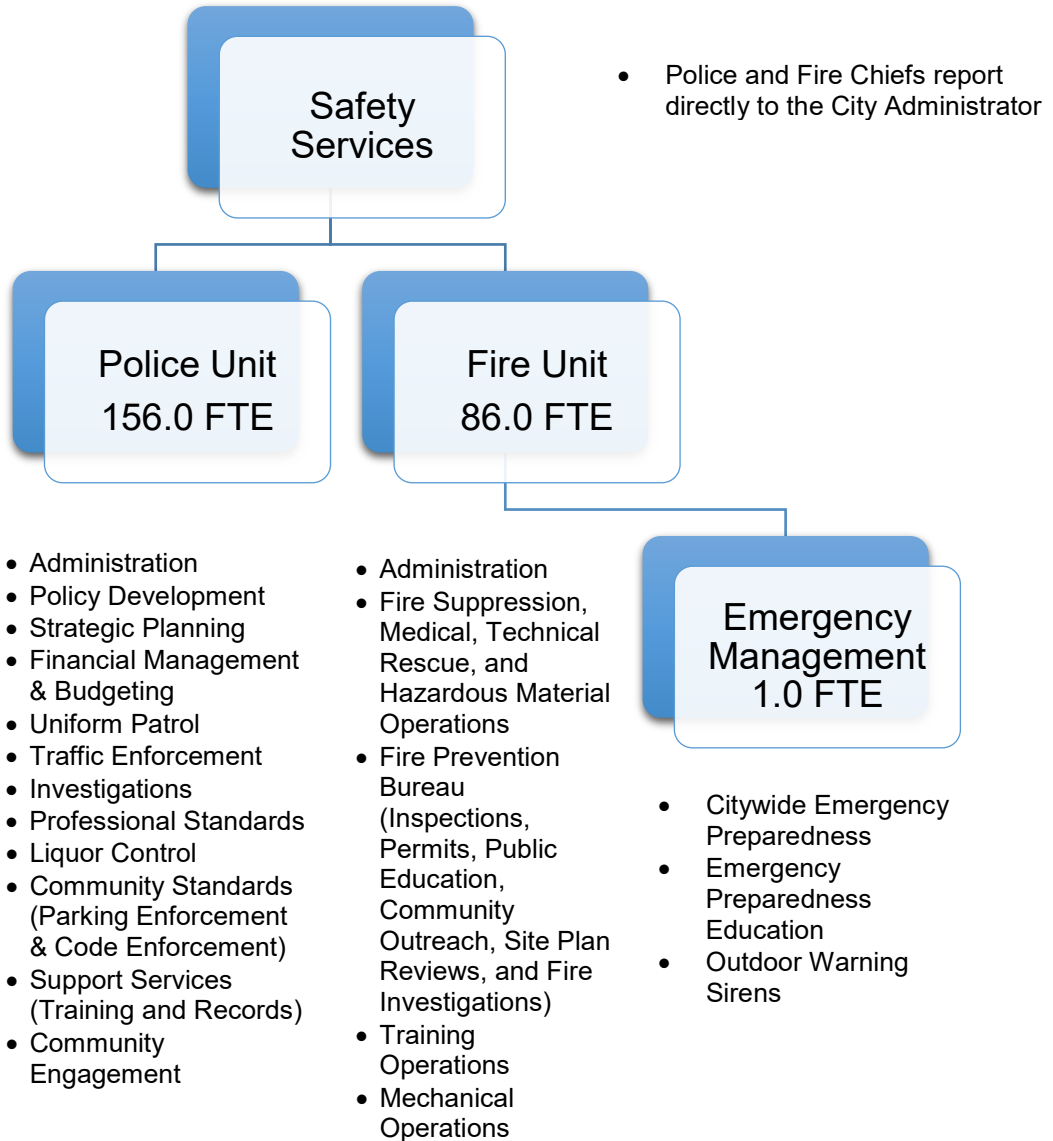
Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00
ASST WTP MANAGER	401020	1.00
BUDGET ANALYST	000400	0.40
CELLULAR INFRASTR MANAGER	404430	1.00
CIVIL ENGINEER V	401330	0.36
DRINKING WATER QUALITY MG	401000	1.00
ELEC & CONTROL TECH III	116234	0.79
ELEC & CONTROL TECH IV	116244	0.90
ENVIRON LAB ANALYST III	110334	1.11
ENVIRON LAB ANALYST IV	110344	0.37
ENVIRONMENTAL LAB SUPV	196930	0.50
PROCESS CONTROL SYS SPEC	403190	1.00
PROCUREMENT COORDINATOR	117450	0.90
WATER UT MAIN SUPV IV	197470	0.90
WATER UTILITY SUPV III	197420	1.00
WATER UTILITY SUPV III	197421	1.00
WATER UTILITY SUPV IV	197510	3.00
WATER UTILITY TECH I	117400	0.98
WATER UTILITY TECH III	117420	4.90
WATER UTILITY TECH IV	117430	1.96
WATER UTILITY TECH IV	117431	0.98
WATER UTILITY TECH V	117441	1.96
WTP MANAGER	401310	0.95
Total		27.96

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SAFETY SERVICES AREA

Safety Services Area Organization Chart



The Safety Services Area is comprised of two Service Units: Police Services and Fire Services. These service units provide the citizens with a broad array of services such as: Citywide emergency preparedness and education, fire operations and inspections, fire safety, police patrol, traffic enforcement, parking and code enforcement, police investigations and community engagement.

Safety Services Area

Fire Services Unit Dashboard

2019

KEEPING YOU SAFE

1 deaths
3 injuries

as a result of Fire-related Calls



CALLS FOR SERVICE IN 2019

9,415

8,437 of those calls were emergencies and we were on scene within 6 minutes **67%** of the time.



WE PROTECTED

\$171,208,060

WORTH OF PROPERTIES

Property damage was limited to **\$1.32m** which represents **0.76%** of the total assessed value of property involved in a fire call.



CALLS FOR SERVICE BY QUARTER

MEDICAL CALLS

Quarter	Q1	Q2	Q3	Q4
Count	975	898	970	1,033

FIRE CALLS

Quarter	Q1	Q2	Q3	Q4
Count	46	76	62	66

FIRE ALARMS

Quarter	Q1	Q2	Q3	Q4
Count	284	247	321	279

HAZARDOUS CALLS

Quarter	Q1	Q2	Q3	Q4
Count	92	103	181	93

OTHER CALLS

Quarter	Q1	Q2	Q3	Q4
Count	994	899	902	894

WHAT KIND OF HELP WAS NEEDED?



- **MEDICAL 41% (3,876 CALLS)**
Medical emergencies, vehicle crashes, lift assists, and elevator rescues
- **FIRE 3% (250 CALLS)**
Structure fires, vehicle fires, and vegetation fires
- **FIRE ALARMS 12% (1,131 CALLS)**
Malicious and unintentional transmission of alarm as well as alarm malfunctions
- **HAZARDOUS MATERIALS 5% (469 CALLS)**
Combustible/flammable spills and leaks, power line down, electrical hazard, natural gas leak
- **OTHER 39% (3,689 CALLS)**
Child locked in vehicle, animal rescue, building flood

Safety Services Area

Police Services Unit Dashboard

2019

60,071
CALLS FOR SERVICE
IN 2019

Average Response Time
to Emergency and
Non-Emergency Calls


 **5 MINUTES**
53 SECONDS

2019 PART 1 CRIMES BY TYPE

	Q1	Q2	Q3	Q4	TOTAL
Aggravated Assault	34	42	34	46	156
Burglary					
Residential	15	38	66	37	156
All Other	9	15	24	13	61
Total	24	53	90	50	217
Homicide					
Negligent	0	0	0	1	1
Non-Negligent	2	0	0	0	2
Total	2	0	0	1	3
Larceny					
All Other	143	186	214	213	756
From Auto	107	284	183	106	680
Retail Fraud	93	106	95	77	371
Total	343	576	492	396	1,807
Motor Vehicle Theft/Fraud	18	27	67	27	139
Robbery	8	20	16	8	52
Sex Offenses/Criminal Sexual Conduct	18	18	16	12	64
TOTAL	447	736	715	540	2,438

Part 1 crimes are defined by the Uniform Crime Reporting (UCR) program as serious crimes

HOW DOES ANN ARBOR COMPARE TO SIMILAR CITIES?



CITY	POPULATION	# CRIMES	CRIMES/1,000 RESIDENTS
Ann Arbor	121,890	6,057	49.7
Grand Rapids	200,217	16,481	82.3
Lansing	118,427	10,329	87.2
Sterling Heights	132,964	5,517	41.5
Warren	134,587	9,976	74.1

Source: Michigan Incident Crime Reporting (MICR) 2018 Quality Assurance Report


HOW DO ANN ARBOR CITIZENS THINK WE'RE DOING?
(BASED ON CITIZEN SURVEY)

93% have an overall feeling of safety

98% feel safe in their neighborhood

84% have a favorable opinion of the A2 Police

85% have a favorable opinion of the City's Crime Prevention efforts



SAFETY SERVICES

Revenues by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
FIRE SERVICES	826,636	866,965	1,182,953	807,727	1,115,680
POLICE SERVICES	3,578,470	4,302,915	4,253,341	3,303,026	4,297,136
Total	\$4,405,106	\$5,169,880	\$5,436,294	\$4,110,753	\$5,412,816

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	4,041,814	4,950,639	4,726,437	3,488,866	4,612,048
HOMELAND SECURITY GRANT FUND (0017)	42,240	41,208	44,478	44,478	-
DRUG ENFORCEMENT (0027)	41,134	24,915	32,955	8,516	49,031
FEDERAL EQUITABLE SHARING FORFEI (0028)	112,779	93,037	215,692	151,746	178,542
POLICE & FIRE RELIEF (0053)	2,986	18,843	14,464	14,500	66,097
MICHIGAN JUSTICE TRAINING (0064)	21,210	20,363	21,268	21,230	21,298
GENERAL CAPITAL FUND (00CP)	-	-	136,000	136,000	336,000
MAJOR GRANTS PROGRAMS (00MG)	142,943	20,875	20,000	20,417	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	49,800
CAPITAL SINKING FUND (0101)	-	-	225,000	225,000	100,000
Total	\$4,405,106	\$5,169,880	\$5,436,294	\$4,110,753	\$5,412,816

SAFETY SERVICES

Expenses by Service Unit

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
FIRE SERVICES	16,143,298	17,351,238	17,723,911	17,263,469	17,693,601
POLICE SERVICES	27,540,040	29,160,207	30,136,058	30,342,126	31,065,762
Total	\$43,683,338	\$46,511,445	\$47,859,969	\$47,605,595	\$48,759,363

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	43,264,057	46,279,977	47,168,851	47,341,190	47,979,449
HOMELAND SECURITY GRANT FUND (0017)	42,156	41,222	44,478	44,478	-
DRUG ENFORCEMENT (0027)	70,579	19,299	31,341	9,750	47,235
FEDERAL EQUITABLE SHARING FORFEI (0028)	80,702	29,072	213,299	147,426	175,879
POLICE & FIRE RELIEF (0053)	-	100,000	-	-	50,000
MICHIGAN JUSTICE TRAINING (0064)	21,001	21,000	21,000	21,000	21,000
GENERAL CAPITAL FUND (00CP)	61,900	-	136,000	21,334	336,000
MAJOR GRANTS PROGRAMS (00MG)	142,943	20,875	20,000	20,417	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	49,800
CAPITAL SINKING FUND (0101)	-	-	225,000	-	100,000
Total	\$43,683,338	\$46,511,445	\$47,859,969	\$47,605,595	\$48,759,363

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
FIRE SERVICES	88.00	87.00	87.00	87.00
POLICE SERVICES	148.00	150.00	154.00	156.00
Total	236.00	237.00	241.00	243.00



FIRE SERVICES

The Fire Services Unit protects the lives and property of Ann Arbor residents and visitors through planning, training, and response to all hazardous incidents including fires, medical emergencies, technical rescues, hazardous materials, automatic alarms, utility failures, citizen assists, and large events. This unit also includes fire prevention services dedicated to reducing and eliminating harm via fire safety inspections, overseeing fire-related permits, educating the public, reviewing construction site plans, and investigating fires. The Emergency Management Services Unit is responsible for the planning, training, exercising, and coordination of citywide emergency preparedness. The unit also manages mass notification for emerging or ongoing threats to public welfare, management of tornado warning sirens, coordination of emergency response and recovery, liaisons with local, regional, state, and federal partner agencies, and administers state and federal grants.

SAFETY SERVICES
FIRE SERVICES

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	609,164	692,110	665,741	381,997	665,741
INTERGOVERNMENTAL REVENUES	149,133	41,222	44,478	44,478	-
INTRAGOVERNMENTAL SALES	-	52,817	-	-	-
LICENSES, PERMITS & REGISTRATIONS	1,376	3,100	1,239	950	1,239
MISCELLANEOUS REVENUE	31,282	77,716	12,700	19,302	12,700
OPERATING TRANSFERS IN	35,681	-	361,000	361,000	436,000
PRIOR YEAR SURPLUS	-	-	97,795	-	-
Total	\$826,636	\$866,965	\$1,182,953	\$807,727	\$1,115,680

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	641,822	825,743	777,475	402,249	679,680
HOMELAND SECURITY GRANT FUND (0017)	42,089	41,222	44,478	44,478	-
GENERAL CAPITAL FUND (00CP)	-	-	136,000	136,000	336,000
MAJOR GRANTS PROGRAMS (00MG)	142,725	-	-	-	-
CAPITAL SINKING FUND (0101)	-	-	225,000	225,000	100,000
Total	\$826,636	\$866,965	\$1,182,953	\$807,727	\$1,115,680

**SAFETY SERVICES
FIRE SERVICES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	7,880,730	8,427,255	8,176,901	8,102,969	7,778,159
PAYROLL FRINGES	4,539,205	5,087,830	5,411,123	5,390,074	5,498,794
OTHER SERVICES	1,346,958	1,305,795	1,127,768	1,042,943	941,081
MATERIALS & SUPPLIES	211,492	238,360	229,137	229,355	229,137
OTHER CHARGES	1,998,270	2,138,009	2,500,382	2,223,165	2,767,610
PASS THROUGHS	35,681	-	136,000	136,000	336,000
CAPITAL OUTLAY	-	16,444	-	-	-
EMPLOYEE ALLOWANCES	130,962	137,545	142,600	138,963	142,820
Total	\$16,143,298	\$17,351,238	\$17,723,911	\$17,263,469	\$17,693,601

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	15,921,584	17,285,016	17,318,433	17,197,657	17,232,601
HOMELAND SECURITY GRANT FUND (0017)	42,089	41,222	44,478	44,478	-
POLICE & FIRE RELIEF (0053)	-	25,000	-	-	25,000
GENERAL CAPITAL FUND (00CP)	36,900	-	136,000	21,334	336,000
MAJOR GRANTS PROGRAMS (00MG)	142,725	-	-	-	-
CAPITAL SINKING FUND (0101)	-	-	225,000	-	100,000
Total	\$16,143,298	\$17,351,238	\$17,723,911	\$17,263,469	\$17,693,601

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
FIRE SERVICES	88.00	87.00	87.00	87.00
Total	88.00	87.00	87.00	87.00

**SAFETY SERVICES AREA
FIRE SERVICES UNIT**

REVENUES

Intergovernmental Revenues - This reflects one-time grant money received in FY 2020 for a Homeland Security Grant for wage reimbursement for the Emergency Manager position.

Operating Transfers In - This increase reflects one-time revenue for capital projects in FY 2021.

Prior Year Surplus - The reduction in FY 2021 reflects one-time monies to fund special project requests in FY 2020.

EXPENSES

Personnel Services - The decrease reflects planned retirement payout expenses in FY 2020.

Payroll Fringes - The increase in payroll fringes relates to increased retirement contribution costs for the Fire Department.

Other Services - The decrease relates to one-time projects in FY 2020 including the building of an evidence room, software upgrades and promotional testing.

Other Charges - The increase is related to higher retiree health care for FY 2021 as well as an increase in funds for architectural plans for Fire Station 4.

Pass Throughs - The increase relates to one-time transfers in FY 2021 for capital projects.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fire Services Unit would be charged \$903,508 in FY 2021.

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	3,274,448	3,274,578	3,515,142	3,458,581	3,793,714
2000 COVID 19	-	-	-	3,750	-
3220 FIRE PREVENTION	1,136,356	1,235,896	1,030,628	1,032,500	982,579
3224 SIRENS	-	13,555	75,420	2,832	45,076
3230 FIRE OPERATIONS	650,433	720,480	333,381	354,112	362,722
3231 FIRE STATION #1	3,797,319	4,769,675	4,630,786	4,720,539	4,693,531
3232 FIRE STATION #2	10,662	10,246	9,349	10,480	9,628
3233 FIRE STATION #3	1,524,644	1,778,819	2,043,470	2,032,211	1,669,153
3234 FIRE STATION #4	1,388,297	1,408,636	1,586,364	1,543,021	1,718,745
3235 EMERGENCY MANAGEMENT	142,514	148,251	215,337	241,459	218,279
3236 FIRE STATION #6	1,717,881	1,802,516	1,854,591	1,826,526	1,770,737
3237 FIRE STATION #5	1,667,965	1,371,696	1,371,119	1,334,466	1,294,279
3240 REPAIRS & MAINTENANCE	292,264	309,793	228,536	229,497	232,214
3250 FIRE TRAINING	318,809	440,874	424,310	407,683	441,944
Total	\$15,921,592	\$17,285,015	\$17,318,433	\$17,197,657	\$17,232,601

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3035 PUBLIC SAFETY GRANTS	42,089	41,222	44,478	44,478	-
Total	\$42,089	\$41,222	\$44,478	\$44,478	-

Expenses by Activity (0053 POLICE & FIRE RELIEF)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	25,000	-	-	25,000
Total	-	\$25,000	-	-	\$25,000

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	36,900	-	136,000	21,334	336,000
Total	\$36,900	-	\$136,000	\$21,334	\$336,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3035 PUBLIC SAFETY GRANTS	142,725	-	-	-	-
Total	\$142,725	-	-	-	-

Expenses by Activity (0101 CAPITAL SINKING FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	-	-	225,000	-	100,000
Total	-	-	\$225,000	-	\$100,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Fire

Service Unit Manager: Mike Kennedy

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Fire leadership provides oversight and management while ensuring that personnel are provided with proper tools and equipment to perform their job.	●	●	●	●	●	●	Fire Station #4 - Architect RFP	N/A	N/A	RFP complete	Build plans for Station 4
	●	●	●	●	●	●	Move Fire Prevention to Station 1. Explore temporary relocation of Station 4.	N/A	N/A	Funding secured	Fire Prev to Station 1
	●	●	●	●	●	●	Develop fire recruit program	N/A	N/A	Delayed due to COVID-19	1 recruit to firefighter
	●	●	●	●	●	●	Implementation of BLS transport ambulance.	N/A	N/A	Budget eliminated	Budget eliminated
Fire operations protects life and property through a commitment to the health, safety, training, and operational readiness of assigned personnel.	●	●	●	●	●	●	Crew emergency response turnout time.	2:42	2:36	1:48	< 1:20
	●	●	●	●	●	●	Citywide emergency response travel time.	6:06	5:48	3:37	< 6:00
	●	●	●	●	●	●	EMS continuing education to maintain personal and agency licensure	N/A	N/A	N/A	960 hrs
Fire prevention preserves life and property through community safety education, fire inspections, fire plan review, and fire investigation.	●	●	●	●	●	●	Vocational training, professional development, and Safety Unit training to meet MIOSHA and ISO requirements	N/A	N/A	N/A	14,000 hrs
	●	●	●	●	●	●	Fire inspector efficiency and accountability.	N/A	31.0%	33%	30%
Emergency management provides for the planning, mitigation and coordination of response and recovery from natural and human made emergencies and disasters.	●	●	●	●	●	●	Cost recovery from fire inspections.	\$427,835	\$484,113	\$218,107	\$209,340
	●	●	●	●	●	●	Continue quarterly exercises to include one testing the Emergency Response Plan.	4 of 4	4 of 4	2 of 4 COVID-19	2 of 4
	●	●	●	●	●	●	Ensure operation of weather sirens.	22 of 22	22 of 22	22 of 22	22 of 22
	●	●	●	●	●	●	Implement Everbridge for public and internal notification	N/A	N/A	System implemented	System enhancements
							MSP EMD grant application for Hazard Mitigation Grant renewal	N/A	N/A	N/A	Application submitted

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

SAFETY SERVICES
FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ASST FIRE CHIEF	170000	2.00
ASST TRAINING OFFICER	131813	1.00
BATTALION CHIEF	131740	2.00
BATTALION CHIEF - ASSOC	131741	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00
DRIVER/OP-70112	131663	2.00
DRIVER/OPERATOR	131623	2.00
DRIVER/OPERATOR	131660	10.00
DRIVER/OPERATOR - ASSOC	131661	5.00
DRIVER/OPERATOR - BACH	131662	1.00
DRIVER/OPERATOR-BACH	131662	1.00
EMERGENCY MGR	401470	1.00
FIRE - CAPTAIN - ASSOC	131771	2.00
FIRE CHIEF	403680	1.00
FIRE INSPECTOR	131720	1.00
FIRE INSPECTOR - BACH	131722	1.00
FIRE INSPECTOR I	131790	1.00
FIRE INSPECTOR I-070112	131793	1.00
FIRE LIEUTENANT	131710	7.00
FIRE LIEUTENANT - ASSOC	131711	4.00
FIRE LIEUTENANT - BACH	131712	4.00
FIRE MARSHAL - BACH	131752	1.00
FIRE RECRUIT	000100	1.00
FIRE-CAPTAIN	131770	1.00
FIREFIGHTER	131820	2.00
FIREFIGHTER - BACH	131822	2.00
FIREFIGHTER-070112	131823	26.00
MANAGEMENT ASSISTANT	000200	1.00
MASTER MECHANIC	131730	1.00
OFFICE MANAGER	403180	1.00
Total		87.00

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POLICE SERVICES

The Police Services Unit provides the organization with a broad array of law enforcement services such as: uniformed patrol, traffic enforcement, traffic crash investigation, ordinance enforcement, parking enforcement, general criminal investigations, specialized investigations and records management. In addition to responding to calls for service and follow-up investigations, the Police Services Unit is committed to partnering with the community through various engagement methods to ensure superior service delivery.

**SAFETY SERVICES
POLICE SERVICES**

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	1,141,816	1,302,273	989,536	1,191,837	989,536
CONTRIBUTIONS	-	1,575	-	-	-
FINES & FORFEITS	2,331,769	2,849,947	3,052,799	1,987,253	2,907,387
INTERGOVERNMENTAL REVENUES	21,333	41,010	41,000	41,417	21,000
INVESTMENT INCOME	3,950	25,042	18,739	19,080	20,854
MISCELLANEOUS REVENUE	49,602	53,068	31,045	63,439	45,945
OPERATING TRANSFERS IN	30,000	30,000	-	-	-
PRIOR YEAR SURPLUS	-	-	120,222	-	312,414
Total	\$3,578,470	\$4,302,915	\$4,253,341	\$3,303,026	\$4,297,136

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	3,399,992	4,124,896	3,948,962	3,086,617	3,932,368
HOMELAND SECURITY GRANT FUND (0017)	151	(14)	-	-	-
DRUG ENFORCEMENT (0027)	41,134	24,915	32,955	8,516	49,031
FEDERAL EQUITABLE SHARING FORFEI (0028)	112,779	93,037	215,692	151,746	178,542
POLICE & FIRE RELIEF (0053)	2,986	18,843	14,464	14,500	66,097
MICHIGAN JUSTICE TRAINING (0064)	21,210	20,363	21,268	21,230	21,298
MAJOR GRANTS PROGRAMS (00MG)	218	20,875	20,000	20,417	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	49,800
Total	\$3,578,470	\$4,302,915	\$4,253,341	\$3,303,026	\$4,297,136

**SAFETY SERVICES
POLICE SERVICES**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	13,792,744	14,056,641	13,863,885	14,108,073	14,112,579
PAYROLL FRINGES	7,193,569	7,911,906	8,410,500	8,460,306	9,270,033
OTHER SERVICES	2,382,190	2,764,180	2,725,892	2,727,057	2,642,302
MATERIALS & SUPPLIES	286,377	218,042	489,624	399,096	378,351
OTHER CHARGES	3,633,946	3,950,506	4,380,419	4,381,856	4,400,197
CAPITAL OUTLAY	10,239	-	6,458	6,458	-
VEHICLE OPERATING COSTS	-	10	-	-	-
EMPLOYEE ALLOWANCES	240,975	258,922	259,280	259,280	262,300
Total	\$27,540,040	\$29,160,207	\$30,136,058	\$30,342,126	\$31,065,762

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	27,342,473	28,994,961	29,850,418	30,143,533	30,746,848
HOMELAND SECURITY GRANT FUND (0017)	67	-	-	-	-
DRUG ENFORCEMENT (0027)	70,579	19,299	31,341	9,750	47,235
FEDERAL EQUITABLE SHARING FORFEI (0028)	80,702	29,072	213,299	147,426	175,879
POLICE & FIRE RELIEF (0053)	-	75,000	-	-	25,000
MICHIGAN JUSTICE TRAINING (0064)	21,001	21,000	21,000	21,000	21,000
GENERAL CAPITAL FUND (00CP)	25,000	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	218	20,875	20,000	20,417	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	49,800
Total	\$27,540,040	\$29,160,207	\$30,136,058	\$30,342,126	\$31,065,762

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
POLICE SERVICES	148.00	150.00	154.00	156.00
Total	148.00	150.00	154.00	156.00

**SAFETY SERVICES AREA
POLICE SERVICES UNIT**

REVENUES

Fines & Forfeits - The decrease relates to one-time forfeiture money received in FY 2020.

Prior Year Surplus - The increase reflects a planned use of fund balance in FY 2021 for special project requests.

EXPENSES

Personnel Services - In FY 2021, 2.0 additional FTEs have been added for Police Officers to the Police Department budget.

Payroll Fringes - This increase relates to increased pension and retiree healthcare contributions for Police Department employees as well as increased healthcare costs due to the addition of 2.0 FTEs.

Other Services - This relates to decreased fleet costs as well as one-time purchases for Body Worn Camera software in FY 2020.

Materials & Supplies - The decrease relates to one-time expenditures in FY 2020 for Tasers, body cameras, microphones for helmets, and a crash mapping system.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$3,627,729 (includes \$770,272 for parking enforcement-patrol division) in FY 2021.

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	3,097,649	3,468,573	3,738,596	3,790,795	3,899,391
1221 RECRUITING & HIRING	10,749	3,524	9,550	15,755	9,550
3111 PROFESSIONAL STANDARDS	2,563	2,324	1,500	2,200	1,500
3112 COMMUNITY MENTAL HEALTH	-	-	49,800	49,800	-
3115 DEA OFFICER	8,308	2,424	27,457	26,957	14,577
3121 ADMINISTRATIVE SERVICES	1,590,437	1,479,565	1,499,228	1,566,134	1,823,002
3123 COMMUNICATIONS	897,470	891,998	891,225	891,225	891,372
3125 MANAGEMENT INFO SYST	1,375,704	1,414,732	1,564,500	1,563,124	1,552,413
3126 PROPERTY	146,716	157,600	167,076	180,231	185,127
3127 RECORDS	726,359	710,794	681,244	688,508	707,905
3135 HOSTAGE NEGOTIATIONS	3,222	4,092	2,200	2,200	2,200
3144 DISTRICT DETECTIVES	4,541,537	4,581,588	4,608,606	4,669,854	3,963,638
3146 FIREARMS	36,486	52,185	54,700	55,215	35,000
3147 L.A.W.N.E.T.	128,148	165,285	161,139	178,087	167,339
3149 SPECIAL TACTICS	27,948	26,921	22,851	33,514	16,493
3150 PATROL	11,557,996	12,436,178	12,772,063	12,898,232	13,977,525
3152 SPECIAL SERVICES	1,182,898	1,241,114	1,178,932	1,199,720	1,015,322
3156 CROSSING GUARDS	208,222	212,082	208,672	201,600	208,672
3158 MOUNTAIN BIKES	150	1,094	1,750	2,200	1,750
3159 K-9	374,607	390,059	357,985	360,105	368,141
3160 MOTORCYCLE UNIT	49,932	46,026	24,190	23,692	11,998
3162 COMMUNITY STANDARDS	1,239,806	1,571,233	1,691,584	1,608,815	1,743,463
3165 2020 PRESIDENTIAL DEBATE	-	-	-	-	14,900
3172 ANIMAL CONTROL	135,570	135,570	135,570	135,570	135,570
Total	\$27,342,477	\$28,994,961	\$29,850,418	\$30,143,533	\$30,746,848

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3035 PUBLIC SAFETY GRANTS	67	-	-	-	-
Total	\$67	-	-	-	-

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	695	-	-	-	-
3146 FIREARMS	41,720	-	-	-	-
3149 SPECIAL TACTICS	-	11,860	-	-	-
3150 PATROL	9,014	7,439	31,341	9,750	47,235
3152 SPECIAL SERVICES	14,150	-	-	-	-
3159 K-9	5,000	-	-	-	-
Total	\$70,579	\$19,299	\$31,341	\$9,750	\$47,235

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	12,475	12,475	-	-	-
3121 ADMINISTRATIVE SERVICES	220	-	-	-	-
3144 DISTRICT DETECTIVES	2,556	6,425	-	-	-
3146 FIREARMS	874	-	-	-	67,200
3149 SPECIAL TACTICS	4,482	-	-	-	-
3150 PATROL	25,701	(3,419)	213,299	147,426	108,679
3158 MOUNTAIN BIKES	18,394	13,591	-	-	-
3159 K-9	8,000	-	-	-	-
3160 MOTORCYCLE UNIT	8,000	-	-	-	-
Total	\$80,702	\$29,072	\$213,299	\$147,426	\$175,879

Expenses by Activity (0053 POLICE & FIRE RELIEF)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	-	75,000	-	-	25,000
Total	-	\$75,000	-	-	\$25,000

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	850	-	-	-	-
3111 PROFESSIONAL STANDARDS	330	-	-	-	-
3121 ADMINISTRATIVE SERVICES	1,474	1,170	-	-	-
3135 HOSTAGE NEGOTIATIONS	250	-	-	750	-
3144 DISTRICT DETECTIVES	3,023	4,770	6,000	6,000	6,000
3146 FIREARMS	3,396	-	-	-	-
3149 SPECIAL TACTICS	-	-	-	1,600	-
3150 PATROL	9,058	13,050	15,000	11,275	15,000
3152 SPECIAL SERVICES	1,820	1,210	-	-	-
3159 K-9	800	800	-	1,375	-
Total	\$21,001	\$21,000	\$21,000	\$21,000	\$21,000

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9000 CAPITAL OUTLAY	25,000	-	-	-	-
Total	\$25,000	-	-	-	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3035 PUBLIC SAFETY GRANTS	218	20,875	20,000	20,417	-
Total	\$218	\$20,875	\$20,000	\$20,417	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
3112 COMMUNITY MENTAL HEALTH	-	-	-	-	49,800
Total	-	-	-	-	\$49,800

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Police

Service Unit Manager: Michael Cox

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2018 Actual	FY2019 Actual	FY2020 Projected	FY2021 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide uniform police response to the community.	●	●			●		Response time is less than or equal to 5 minutes.	In Progress	3,5 minutes	3,2 minutes	5 minutes
							Provide information to the community on types of serious (Type 1) incidents.	Met	Met	Met	Met
Provide follow up detective and criminal investigation services to the community.	●	●			●		Felony cases with a solvability factor are assigned to a detective 100% of the time.	Yes	Yes	Yes	Yes
							Achieve solve/clearance rate equal to or better than the applicable standards.	Yes	Yes	Yes	Yes
Provide traffic safety services to the community.	●	●		●	●		>99% of crossing guard locations are staffed.	Yes	Yes	Yes	Yes
							School zones related complaints are evaluated within three days of receipt.	Not Met	Not Met	Not Met	Met
							>70% community satisfaction with traffic safety as measured by survey.	N/A	N/A	N/A	70%
							All traffic complaints are evaluated within one week of receipt.	In Progress	In Progress	In Progress	Yes
Enhance the department's engagement with the community.	●			●	●		Increase quantity of Community meetings each year.	In Progress	Yes	Yes	Yes
							>90% good or excellent ratings in surveys.	Not Met	Not Met	Not Met	90%
							100% of citizen complaints are investigated.	Yes	Yes	Yes	Yes
							Report on calls for service.	N/A	N/A	N/A	Yes
							Conduct Safety Town Annually.	Yes	Yes	Virtual	Yes
							Conduct Citizen's Academy Annually with 25 person enrollment.	Yes	20	15	25
Provide parking and community standards enforcement for the community.	●	●			●		100% of complaints are assigned.	Yes	Yes	Yes	Yes
							Provide parking enforcement staffing for routine and special events 100% of the time.	Yes	Yes	Yes	Yes

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

SAFETY SERVICES
POLICE SERVICES

Allocated Positions

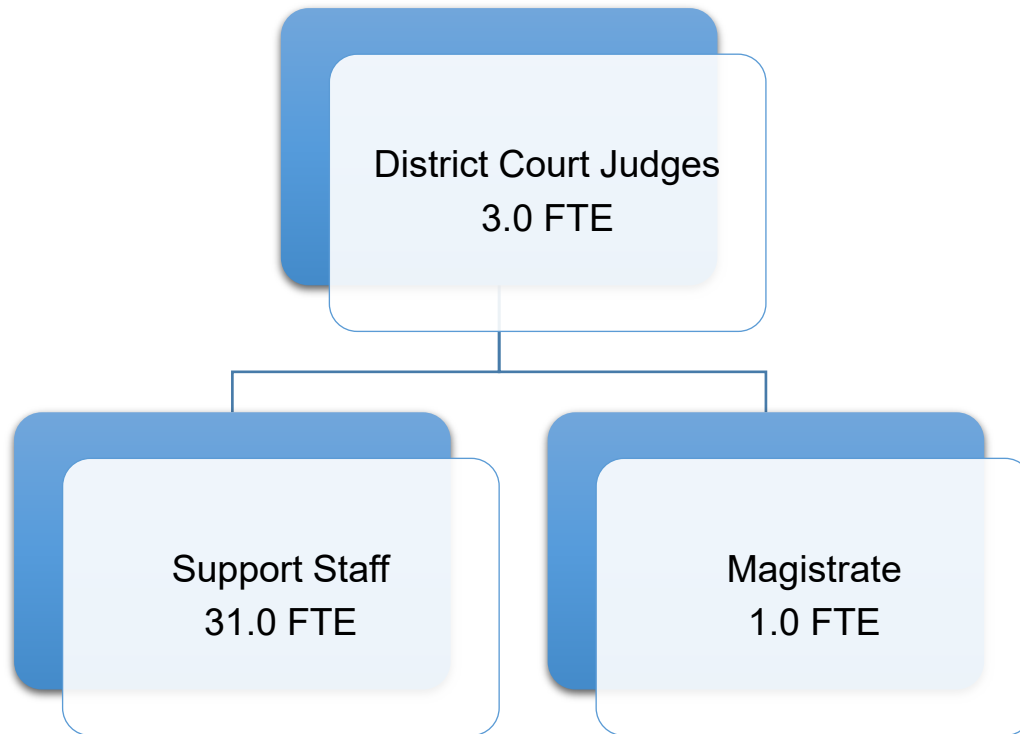
Job Description	Job Class	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00
COMM STANDARD OFFICER III	118524	5.00
COMM STANDARDS OFFICER I	118504	1.00
COMM STANDARDS OFFICER IV	118534	2.00
COMM STANDARDS OFFICER V	118544	2.00
COMM STANDARDS SUPV III	196724	1.00
DATA ANALYST	409999	1.00
DEPUTY CHIEF	168810	2.00
DETECTIVE	148762	1.00
DETECTIVE I - BACH	148711	1.00
DETECTIVE I-BACH	148711	2.00
DETECTIVE II - BACH	148801	1.00
DETECTIVE II-ASSOC	148802	1.00
DETECTIVE III - BACH	148771	13.00
DETECTIVE III ASSOC	148772	1.00
MANAGEMENT ASSISTANT	000200	1.00
OFFICE MANAGER	403180	1.00
POLICE CHIEF	403710	1.00
POLICE LIEUTENANT DEGREED	158731	7.00
POLICE OFFICER	148700	1.00
POLICE OFFICER - ASSOC	148702	12.00
POLICE OFFICER - BACH	148701	35.00
POLICE OFFICER-BACH	148701	5.00
POLICE PROFESSIONAL ASST	180000	6.00
POLICE SERVICE SPECIALIST	128560	3.00
POLICE SERVICE SPECIALIST	128561	2.00
POLICE SRVS SPEC CADET	128559	2.00
POLICE STAFF SGT DEGREED	158761	18.00
RECORDS AND DATA UNIT SUP	196800	1.00
SENIOR OFFICER I - ASSOC	148692	1.00
SENIOR OFFICER II	148900	1.00
SENIOR OFFICER II - ASSOC	148902	4.00
SENIOR OFFICER II - BACH	148901	20.00
Total		156.00



FIFTEENTH DISTRICT COURT

The 15th District Court is responsible for adjudicating criminal misdemeanor cases filed for violation of local ordinances, the University of Michigan Regents' Ordinance and state laws. Judges conduct arraignments, probable cause conferences and preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord/tenant cases, hear appeals from small claims cases, and conduct formal hearings in civil infraction cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law. The Court operates five specialized problem-solving programs: a dedicated Domestic Violence docket, Mental Health Court, Sobriety Court, Street Outreach Court, and Veterans Treatment Court.

Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases \leq \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases \leq \$6,000
- Criminal & Traffic Misdemeanors punishable by 1 year or less in jail
- Arrest Warrant & Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents' Ordinance Violations
- Felony Arraignments, Probable Cause Conferences & Preliminary Examinations
- Specialized Problem-solving Programs

15TH DISTRICT COURT

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
FINES & FORFEITS	1,674,634	1,465,602	1,735,935	1,547,325	1,735,935
INTERGOVERNMENTAL REVENUES	516,129	655,131	1,077,718	1,067,718	152,272
INVESTMENT INCOME	794	878	322	1,453	322
MISCELLANEOUS REVENUE	72	-	75,587	-	-
OPERATING TRANSFERS IN	145,000	160,900	341,507	341,507	135,000
PRIOR YEAR SURPLUS	-	-	113,884	-	-
Total	\$2,336,629	\$2,282,511	\$3,344,953	\$2,958,003	\$2,023,529

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	1,748,784	1,553,036	1,874,116	1,610,050	1,798,529
COURT FACILITIES (0023)	223,518	224,987	225,000	226,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	364,327	357,556	604,993	594,993	-
INDIGENT DEFENSE FUND (0260)	-	146,932	640,844	526,960	-
Total	\$2,336,629	\$2,282,511	\$3,344,953	\$2,958,003	\$2,023,529

15TH DISTRICT COURT

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	2,019,646	2,139,279	2,249,095	2,220,649	2,131,978
PAYROLL FRINGES	1,313,814	1,314,675	1,326,145	1,307,871	1,325,629
OTHER SERVICES	799,991	821,531	1,670,469	1,499,272	397,516
MATERIALS & SUPPLIES	71,889	74,664	96,755	98,707	60,950
OTHER CHARGES	725,707	738,178	848,523	847,631	1,056,276
PASS THROUGHS	225,000	225,000	431,507	431,507	225,000
CAPITAL OUTLAY	-	13,495	-	-	-
EMPLOYEE ALLOWANCES	3,245	2,890	3,240	2,640	3,240
Total	\$5,159,292	\$5,329,712	\$6,625,734	\$6,408,277	\$5,200,589

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	4,564,265	4,743,688	4,970,435	4,921,757	4,975,589
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	370,027	361,024	642,523	636,097	-
INDIGENT DEFENSE FUND (0260)	-	-	787,776	625,423	-
Total	\$5,159,292	\$5,329,712	\$6,625,734	\$6,408,277	\$5,200,589

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
15TH DISTRICT COURT	35.00	35.00	35.00	35.00
Total	35.00	35.00	35.00	35.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUES

Intergovernmental Revenues - The FY 2020 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2021.

Miscellaneous Revenue - This reflects grant money that will no longer be received starting in FY 2021.

Operating Transfers In - The decrease reflects a one-time transfer to the Indigent Defense Fund for the local share of a grant from the General Fund.

Prior Year Surplus - The decrease reflects the one-time use of fund balance in the Indigent Defense Fund for FY 2020.

EXPENSES

Personnel Services - The decrease in FY 2021 reflects staff turnover within the 15th District Court. This also reflects a reduction due to planned severance paid during FY 2020 to employees that retired.

Other Services - The FY 2020 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2021.

Materials & Supplies - The FY 2020 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2021.

Other Charges - This increase reflects an accounting change for FY 2021 that allocates money budgeted as a transfer to the Indigent Defense Fund that was previously budgeted in the category of Other Services.

Pass Throughs - The decrease reflects a one-time transfer in FY 2020 to the Indigent Defense Fund for the local share of a grant.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fifteenth District Court would be charged \$1,587,766 in FY 2021.

15TH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	1,292,732	1,334,211	1,468,901	1,460,448	1,467,092
5120 JUDICIAL & DIRECT SUPPORT	1,226,121	1,204,986	1,363,054	1,337,350	1,173,337
5140 CASE PROCESSING	1,196,935	1,160,593	1,193,508	1,209,999	1,363,479
5141 COURT APPOINTED ATTORNEY	-	184,801	-	15,138	-
5160 PROBATION/POST JUDGMNT SUP	848,469	859,095	944,972	898,822	971,681
Total	\$4,564,257	\$4,743,686	\$4,970,435	\$4,921,757	\$4,975,589

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
9500 DEBT SERVICE	225,000	225,000	225,000	225,000	225,000
Total	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
1000 ADMINISTRATION	5,657	3,507	37,532	37,532	-
3035 PUBLIC SAFETY GRANTS	364,369	357,515	604,991	598,565	-
Total	\$370,026	\$361,022	\$642,523	\$636,097	-

Expenses by Activity (0260 INDIGENT DEFENSE FUND)

Activity	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
2026 LOCAL SHARE FOR INDIGENT DEFENSE	-	-	206,507	208,187	-
3035 PUBLIC SAFETY GRANTS	-	-	581,269	417,236	-
Total	-	-	\$787,776	\$625,423	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: N/A

Area Administrator: N/A

Service Unit: District Court

Service Unit Manager: Shryl Samborn

CORE SERVICE	STRATEGIC GOALS (●)					PERFORMANCE MEASURE	CY2018 Actual	CY2019 Actual	CY2020 Projected	CY2021 Goal	
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology						Strengthen Human Capital
Administration is responsible for managing all non-judicial functions of the court, including: personnel; budget; finances; and, compliance with state law, State Court Administrative Office directives and state reporting.	●		●		●	●	>95% compliance with State Court Administrative Office reporting requirements.	100%	100%	100%	100%
Judicial officers are responsible for providing timely and impartial resolution of disputes to ensure the rule of law and protection of individual rights. Judicial officers and support staff are responsible for creating an official record of court proceedings and maintaining decorum in the courtrooms.	●		●	●	●	Clearance Rate of 100% (+/- 3%).	93%	93%	88%	100%	
						Case handled fairly. Local results > or = Most Recent Statewide Average.	88%	94%	95%	94%	
						Understands what happened in court case. Local results > or = Most Recent Statewide Average.	90%	97%	97%	97%	
						<2 complaints filed annually against court recorders with the State Board of Review.	0	0	0	0	
Case Processing is responsible for performing clerical functions essential to the proper functioning of the court, such as case file creation, maintenance and destruction; customer service; event scheduling; notification of parties of court events; and, accepting payments.	●		●	●	●	Abstract Timeliness of 99% (+/- 1%).	99%	99%	99%	99%	
						Court users treated with courtesy and respect by staff. Local results > or = Most Recent Statewide Average.	94%	99%	95%	99%	
						>95% of payments processed accurately.	97%	97%	97%	97%	
Probation investigates offenders' histories (personal and criminal) prior to sentencing in order to make sentencing recommendations to the court. Post-sentence, Probation monitors offenders' compliance with court orders, and links clients to ancillary services based upon individual needs.	●		●		●	>70% of clients who successfully complete probation.	83%	89%	83%	89%	
						Number of in-person meetings held with probationers (pre-sentence investigations & reviews).	N/A	N/A	4,200	6,500	

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

15TH DISTRICT COURT

Allocated Positions

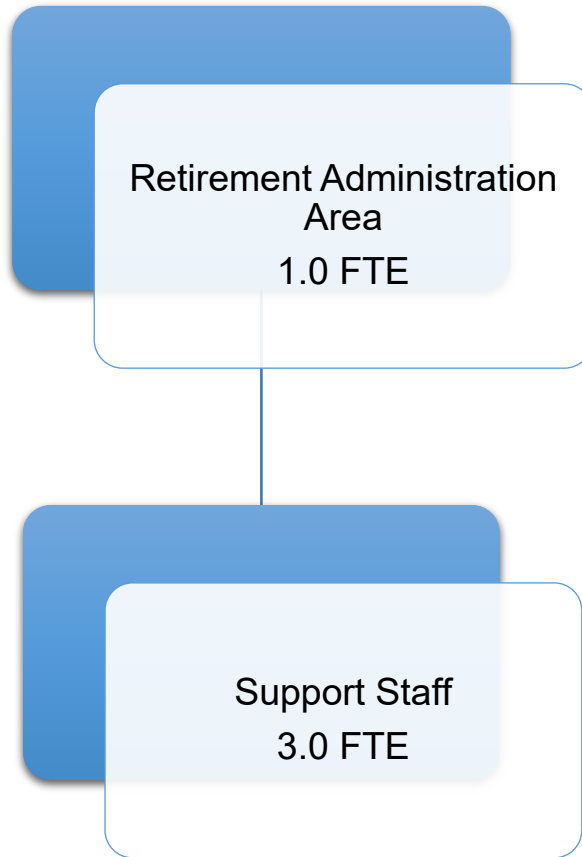
Job Description	Job Class	FY 2021 FTE's
COURT ADMINISTRATOR	404450	1.00
COURT BAILIFF	000850	3.00
COURT CLERK II	000930	7.00
COURT CLERK III	000940	2.00
COURT RECORDER	000860	4.00
DISTRICT COURT JUDGE	200030	3.00
FISCAL & ADMIN MANAGER	403610	1.00
JUDICIAL COORDINATOR	000880	3.00
LEAD COURT CLERK	000890	1.00
LEAD DIVISION DEPUTY CLER	000910	1.00
MAGISTRATE	401880	1.00
MANAGEMENT ASSISTANT	000200	1.00
PROBATION AGENT	000800	6.00
PROBATION SUPERVISOR	403150	1.00
Total		35.00



RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code. The Retirement System shall be construed and enforced under the laws of the State of Michigan and any applicable federal law, rule or regulation, and all of the provisions of the City Ordinance shall be administered in accordance with such laws and regulations as well as any applicable collective bargaining agreements with the City.

Retirement System Organization Chart



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services Accounting
- Employee Communications

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	16,620,198	17,068,324	17,864,364	17,864,364	18,927,318
CONTRIBUTIONS	413,619	455,120	502,841	474,841	529,455
INVESTMENT INCOME	45,497,493	43,254,454	43,615,466	43,090,000	45,648,341
MISCELLANEOUS REVENUE	50,114	12,641	-	15,000	15,000
OPERATING TRANSFERS IN	3,325,111	2,696,180	289,391	289,391	965,951
Total	\$65,906,535	\$63,486,719	\$62,272,062	\$61,733,596	\$66,086,065

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
VEBA TRUST (0052)	14,789,987	14,861,274	12,909,555	12,502,744	14,413,531
PENSION TRUST FUND (0059)	51,116,548	48,625,445	49,362,507	49,230,852	51,672,534
Total	\$65,906,535	\$63,486,719	\$62,272,062	\$61,733,596	\$66,086,065

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	330,326	661,116	293,061	316,790	296,021
PAYROLL FRINGES	176,475	156,131	159,097	178,364	162,093
OTHER SERVICES	1,000,257	978,886	2,937,500	2,864,380	3,347,800
MATERIALS & SUPPLIES	3,732	2,798	4,800	4,210	4,500
OTHER CHARGES	36,859,165	37,783,631	46,299,791	42,381,342	43,407,823
Total	\$38,369,955	\$39,582,562	\$49,694,249	\$45,745,086	\$47,218,237

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
VEBA TRUST (0052)	321,738	337,062	699,819	820,660	927,519
PENSION TRUST FUND (0059)	38,048,217	39,245,500	48,994,430	44,924,426	46,290,718
Total	\$38,369,955	\$39,582,562	\$49,694,249	\$45,745,086	\$47,218,237

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
RETIREMENT SYSTEM	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00

RETIREMENT SYSTEM

REVENUES

Charges for Services - This reflects an increase in retirement contributions.

Investment Income - This reflects anticipated income for FY 2021 based on anticipated investment performance.

Operating Transfers In - This reflects the increase in the transfer of excess contributions into the VEBA Trust Fund, which is derived from the actuarial defined contribution less amounts paid for health care for current retirees. Also, this is due to the increase in the actual cost of retiree health care costs.

EXPENSES

Other Services - This reflects an increase in fees with investment managers.

Other Charges - This reflects a decrease in anticipated retirement payments.

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
ACCOUNTANT II-RET SYSTEM	401770	1.00
EXECUTIVE DIRECTOR-RET SY	403740	1.00
MANAGEMENT ASSISTANT	000200	1.00
PENSION ANALYST	403650	1.00
Total		4.00



DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a vital agent in the rejuvenation of an evolving and diverse downtown, and a significant catalyst encouraging new private investment. Some of the more important DDA projects include managing the public parking system, support for downtown transportation and affordable housing, and undertaking capital street and other right-of-way improvements aimed at making downtown safer and more comfortable for pedestrians and other users.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	21,868,070	22,787,368	22,876,162	24,444,600	25,006,600
INVESTMENT INCOME	93,549	675,678	79,000	447,000	281,000
MISCELLANEOUS REVENUE	413,488	221,489	170,000	198,600	198,600
OPERATING TRANSFERS IN	3,949,078	3,871,368	4,889,526	4,888,900	11,128,100
PRIOR YEAR SURPLUS	-	-	4,393,754	-	11,065,600
SALE OF BONDS	-	2,229,170	10,513,889	10,514,500	2,144,200
TAXES	6,460,184	6,837,590	7,075,794	7,020,500	7,263,400
Total	\$32,784,369	\$36,622,663	\$49,998,125	\$47,514,100	\$57,087,500

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
DDA HOUSING FUND (0001)	318,436	342,541	720,880	349,600	1,301,500
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	6,673,801	7,170,108	8,836,573	7,189,100	9,915,400
DDA PARKING MAINTENANCE (0033)	3,664,564	1,907,679	3,575,000	3,620,000	10,693,000
DDA PARKING FUND (0063)	22,127,568	23,223,165	23,387,772	24,834,600	31,118,400
2019-A CAPITAL IMPROVEMENT BONDS (0086)	-	3,979,170	13,477,900	11,520,800	4,059,200
Total	\$32,784,369	\$36,622,663	\$49,998,125	\$47,514,100	\$57,087,500

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GRANT/LOAN RECIPIENTS	1,728,356	1,757,583	2,214,638	1,975,400	2,801,000
PERSONNEL SERVICES	462,514	551,832	769,932	750,000	932,234
PAYROLL FRINGES	288,714	308,102	429,842	343,800	303,026
OTHER SERVICES	13,534,267	14,188,580	16,170,866	15,739,200	16,105,800
MATERIALS & SUPPLIES	21,728	30,970	119,650	82,800	105,900
OTHER CHARGES	1,018,784	1,263,195	1,589,370	1,545,400	3,788,500
PASS THROUGHS	9,781,007	9,540,783	11,398,366	11,061,200	16,599,500
CAPITAL OUTLAY	5,722,110	4,510,194	16,997,997	14,594,500	16,449,200
EMPLOYEE ALLOWANCES	1,886	2,470	-	2,400	2,340
Total	\$32,559,366	\$32,153,709	\$49,690,661	\$46,094,700	\$57,087,500

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	1,689	264,076	720,880	488,200	1,301,500
DDA PARKING MAINTENANCE (0033)	5,835,236	7,090,487	8,836,573	8,177,900	9,915,400
DDA PARKING FUND (0063)	3,991,031	2,083,799	3,267,536	3,214,900	10,693,000
2019-A CAPITAL IMPROVEMENT BONDS (0086)	22,108,996	20,692,808	23,387,772	23,317,400	31,118,400
	622,414	2,022,539	13,477,900	10,896,300	4,059,200
Total	\$32,559,366	\$32,153,709	\$49,690,661	\$46,094,700	\$57,087,500

FTE Count

Category	FY 2018	FY 2019	FY 2020	FY 2021
DOWNTOWN DEVELOPMENT AUTHORITY	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services - This category accounts for parking fees. The FY 2021 increase is based on parking rate increases.

Investment Income - This reflects a higher rate of return on investments.

Operating Transfers In - Fund transfers are accounted for in this category. A shift of fund balance from Parking to Parking CIP accounts for the increase in FY 2021.

Prior Year Surplus - This reflects a planned use of fund balance in FY 2021 for capital projects.

Sale of Bonds - This category accounts for bond reimbursements for the First and Ashley, William, and Huron projects.

Taxes - The FY 2021 tax revenues are budgeted at an increase of 3.5% based on the increase cap implemented by City Ordinance.

EXPENSES

Grant/Loan Recipients - This category accounts for grants issued by the DDA. The FY 2021 grants are primarily for affordable housing, alternative transportation, and City Hall/Police Facility support.

Personnel Services - The FY 2021 increase is primarily due to a succession overlap of one position retiring. Retirement severance is included. No additional FTE's are budgeted.

Other Services - This category accounts for operating expenses of the parking system, including meter rent paid to the City. It also accounts for some administration costs.

Other Charges - Credit card fees, investment services, and City insurance payments are the primary expenses recorded as Other Charges. New for FY 2021 is an allowance for carbon neutrality initiatives.

Pass Throughs - Debt service and fund transfers out are accounted for in this category. The FY 2021 increase is primarily due to the shift of fund balance from Parking to Parking CIP.

Capital Outlay - Capital projects of the Parking CIP Fund, the TIF Fund, and the TIF Construction Fund are accounted for in this category.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2021 FTE's
DDA CAPITAL & PRIVATE PRJ	404490	1.00
DDA COMMUNICATIONS MGR	404540	1.00
DDA DEPUTY DIRECTOR	403720	1.00
DDA EXEC DIRECTOR	403290	1.00
DDA PARKING SERVICES MGR	404480	1.00
MANAGEMENT ASSISTANT	000200	1.00
Total		6.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The SmartZone activities are funded from a tax increment financing (TIF) mechanism with the State.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
INVESTMENT INCOME	12,431	153,860	60,000	84,559	95,000
MISCELLANEOUS REVENUE	127,970	25,538	75,000	75,000	-
PRIOR YEAR SURPLUS	-	-	259,000	-	1,410,125
TAXES	3,566,551	3,899,557	4,500,000	4,417,262	4,580,000
Total	\$3,706,952	\$4,078,955	\$4,894,000	\$4,576,821	\$6,085,125

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
SMART ZONE LDFA (0009)	3,706,952	4,078,955	4,894,000	4,576,821	6,085,125
Total	\$3,706,952	\$4,078,955	\$4,894,000	\$4,576,821	\$6,085,125

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
OTHER SERVICES	3,060,573	3,351,375	4,819,791	4,310,674	6,009,064
OTHER CHARGES	45,312	46,476	74,209	74,209	76,061
Total	\$3,105,885	\$3,397,851	\$4,894,000	\$4,384,883	\$6,085,125

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
SMART ZONE LDFA (0009)	3,105,885	3,397,851	4,894,000	4,384,883	6,085,125
Total	\$3,105,885	\$3,397,851	\$4,894,000	\$4,384,883	\$6,085,125

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

REVENUES

Investment Income - The increase reflects a higher rate of return on investments.

Miscellaneous Revenue - This reflects a planned decrease in miscellaneous revenue.

Prior Year Surplus - The increase is due to a planned use of fund balance in FY 2021.

Taxes - The increase is due to higher projected tax capture for the authority.

EXPENSES

Other Services - This reflects increased programming for various activities of the LDFA.

Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2018	Actual FY2019	Forecast FY2020	Request FY2021
REVENUES				
Tax Revenue	\$ 3,566,551	\$ 3,899,557	\$ 4,417,262	\$ 4,580,000
Miscellaneous Revenue	127,971	25,538	75,000	-
Investment Income	12,431	153,860	84,559	95,000
Total Revenue	\$ 3,706,953	\$ 4,078,955	\$ 4,576,821	\$ 4,675,000
EXPENDITURES				
<u>Business Accelerator Support Services</u>				
SPARK Business Accelerator Direct Staffing	\$ 722,795	\$ 760,000	\$ 799,000	\$ 832,970
Phase II - Due Diligence	4,000	-	-	-
Phase III - Intensive Service	716,170	666,117	800,000	775,000
Sub-Total	1,442,965	1,426,117	1,599,000	1,607,970
Micro Loan Program for Entrepreneurs	-	-	-	-
<u>Entrepreneurial Development & Education Programs</u>				
Education & Development Programs	-	-	-	-
Business Networking Events/Sponsorships	123,975	159,282	100,000	-
Bootcamp	47,500	45,000	50,000	50,000
Sub-Total	171,475	204,282	150,000	50,000
Mobility Support	63,862	113,716	131,000	246,500
Major Events: Tech Trek & NAIAS	-	-	35,000	335,000
Internship Support & Talent Training	387,710	524,642	625,000	590,000
Sponsorships/Partnered Events/Trade Show	-	-	145,000	100,000
Business Software Access for Clients	23,115	18,516	30,000	43,000
SPARK Central Incubator Operating Exp	263,823	274,427	281,200	300,000
Incubator Expansion	108,238	48,780	55,000	-
<u>Ypsilanti</u>				
SPARK East Operating Expense	126,070	191,593	100,000	150,000
SPARK Services (acceptable uses)	20,835	85,499	194,000	175,000
Youth Talent Development Program				125,000
SPARK East Capital			11,000	-
Other	65,500	-	145,000	-
Sub-Total	212,405	277,092	450,000	450,000
<u>SPARK Indirect Services</u>				
SPARK Accounting	117,000	123,000	127,000	143,500
Marketing	214,435	321,949	250,000	225,000
Sub-Total	331,435	444,949	377,000	368,500
Strategic Initiatives (Grants)	-	-	400,000	400,000
Tech Park Fiber Grant			500,000	1,500,000
<u>City of Ann Arbor Indirect Services</u>				
Legal & Admin Support	63,557	65,330	81,478	83,300
Professional Services	37,300	-	17,350	3,000
Contracted Services			2,855	2,855
Software Maintenance			5,000	5,000
Total Operating Expenditures	\$ 3,105,885	\$ 3,397,851	\$ 4,384,883	\$ 6,085,125
Net Increase (Use) of Fund Balance	\$ 601,068	\$ 681,104	\$ 191,938	\$ (1,410,125)
Beginning Fund Balance	\$ 2,196,278	\$ 2,797,346	\$ 3,478,450	\$ 3,670,388
Ending Fund Balance	\$ 2,797,346	\$ 3,478,450	\$ 3,670,388	\$ 2,260,263
Memo: Potential Ypsi fund balance	\$ 144,250	\$ 257,114	\$ 248,840	\$ 256,840
Memo: Min. Required fund bal. excl. Ypsi.	\$ 856,655	\$ 889,956	\$ 941,726	\$ 958,000
Admin/OH provision				
20% Limit	\$ 713,310	\$ 779,911	\$ 883,452	\$ 916,000
Actual/Projected	\$ 488,157	\$ 503,225	\$ 617,272	\$ 734,339

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NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AAATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2019 was \$753 million. The debt subject to that limit as of June 30, 2019, was \$119 million or 1.6% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2019 was \$307 million (including premiums and discounts).

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
CHARGES FOR SERVICES	7,775,624	7,854,196	9,668,144	8,324,744	9,178,073
INVESTMENT INCOME	8,750	9,861	1,200	10,000	1,200
MISCELLANEOUS REVENUE	616,537	643,473	579,744	658,657	540,795
OPERATING TRANSFERS IN	6,111,448	4,784,051	7,042,203	7,042,203	4,810,378
PRIOR YEAR SURPLUS	-	-	324,218	-	33,000
SALE OF BONDS	-	44,556,297	-	-	-
TAXES	10,527,393	10,883,620	11,415,789	11,416,314	11,847,037
Total	\$25,039,752	\$68,731,498	\$29,031,298	\$27,451,918	\$26,410,483

Revenues by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	16,277,058	20,899,152	18,427,471	17,446,996	16,370,719
GENERAL DEBT SERVICE (0035)	8,754,686	47,832,346	10,603,827	10,004,922	10,006,764
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	8,008	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	33,000
Total	\$25,039,752	\$68,731,498	\$29,031,298	\$27,451,918	\$26,410,483

**NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE**

Expenses by Category

Category	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
PERSONNEL SERVICES	-	-	198,422	134,422	1,797,982
PAYROLL FRINGES	530,070	70,376	-	-	-
OTHER SERVICES	1,190,501	745,477	277,871	258,670	260,871
MATERIALS & SUPPLIES	36,231	29,309	64,501	32,770	64,501
OTHER CHARGES	9,014,349	47,782,685	11,656,664	11,085,237	11,422,873
PASS THROUGHS	12,086,611	11,819,537	13,051,998	13,051,998	12,870,579
CAPITAL OUTLAY	4,309,449	-	-	-	-
Total	\$27,167,211	\$60,447,384	\$25,249,456	\$24,563,097	\$26,416,806

Expenses by Fund

Fund	Actual FY 2018	Actual FY 2019	Budget FY 2020	Forecasted FY 2020	Request FY 2021
GENERAL (0010)	17,799,757	12,771,578	14,645,629	14,566,977	16,377,042
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,602	-	-	-	-
GENERAL DEBT SERVICE (0035)	8,747,566	47,675,806	10,603,827	9,996,120	10,006,764
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	613,533	-	-	-	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	2,473	-	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,280	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	33,000
Total	\$27,167,211	\$60,447,384	\$25,249,456	\$24,563,097	\$26,416,806

NON-DEPARTMENTAL

REVENUES

Charges for Services - This reflects a decrease in debt service revenue from the DDA for debt service payments. The amount budgeted reflects the debt service schedule for FY 2021.

Miscellaneous Revenue - The decrease reflects lower revenue from cell tower leases. The budget reflects the contract agreement amounts for all cell tower leases in FY 2021.

Operating Transfers In - The decrease reflects a one-time refund in FY 2020 from the Risk Fund for excess benefit contributions over the past several years.

Prior Year Surplus - This line item is used to balance budgeted expenditures over projected revenues. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational items only.

Taxes - General Fund property taxes are projected to increase by 3.76% in FY 2021 for the Ann Arbor Area Transportation Authority tax levy.

EXPENSES

Personnel Services - This reflects an increase in pay contingency for unsettled contracts that are forecasted to not be settled by fiscal year end and non-union wage increases.

Other Charges - This reflects debt payments to be made in FY 2021 per the debt schedule.

Pass Throughs - This reflects the elimination of the transfer from the General Fund to the Capital Sinking Fund in FY 2021.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2019:

Governmental Activities Debt									
FY Ending	General Obligation Portion				PACE Bonds		Total Governmental Activities Debt		
	Capital Projects Bonds Principal	Bonds Interest	Special Revenue Bonds Principal	Interest	Principal	Interest	Principal	Interest	Total
2020	5,135,000	3,350,436	1,025,000	415,625	53,000	10,438	6,213,000	3,776,499	9,989,499
2021	5,595,000	2,903,051	1,045,000	394,914	54,000	8,116	6,694,000	3,306,081	10,000,081
2022	5,745,000	2,761,684	1,070,000	373,208	53,000	5,794	6,868,000	3,140,686	10,008,686
2023	6,350,000	2,615,961	1,090,000	350,440	53,000	3,494	7,493,000	2,969,895	10,462,895
2024	6,530,000	2,453,072	840,000	323,188	54,000	1,172	7,424,000	2,777,432	10,201,432
2025	6,730,000	2,267,564	870,000	297,538			7,600,000	2,565,102	10,165,102
2026	6,910,000	2,075,619	895,000	271,063			7,805,000	2,346,682	10,151,682
2027	7,140,000	1,870,631	920,000	243,838			8,060,000	2,114,469	10,174,469
2028	7,375,000	1,657,030	950,000	215,788			8,325,000	1,872,818	10,197,818
2029	7,610,000	1,435,794	975,000	186,913			8,585,000	1,622,707	10,207,707
2030	6,235,000	1,207,494	1,010,000	157,138			7,245,000	1,364,632	8,609,632
2031	6,450,000	1,019,806	1,040,000	125,738			7,490,000	1,145,544	8,635,544
2032	6,670,000	825,630	1,075,000	92,019			7,745,000	917,649	8,662,649
2033	6,290,000	585,280	1,110,000	56,513			7,400,000	641,793	8,041,793
2034	4,665,000	355,012	1,140,000	19,238			5,805,000	374,250	6,179,250
2035	4,860,000	181,200					4,860,000	181,200	5,041,200
2036									
2037									
2038									
	<u>\$100,290,000</u>	<u>\$27,565,264</u>	<u>\$15,055,000</u>	<u>\$3,523,161</u>	<u>\$267,000</u>	<u>\$29,014</u>	<u>\$115,612,000</u>	<u>\$31,117,439</u>	<u>\$146,729,439</u>
Interest Ranges		1.750-3.75%		2.000 - 3.375%		4.340%		1.750-3.75%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2019:

Enterprise Funds

FY Ending	Water & Sewer Revenue Bonds		Storm Debt		CWRFS & DWRFS & SWQIFS		Other Bonds		Total Enterprise Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2020	5,310,000	968,571	895,579	365,665	6,000,000	2,609,946	1,190,000	70,525	13,395,579	4,014,707	17,410,286
2021	5,415,000	843,200	934,054	344,425	6,145,000	2,476,435	500,000	46,667	12,994,054	3,710,727	16,704,781
2022	5,530,000	713,791	954,837	322,346	6,275,000	2,339,856	520,000	36,550	13,279,837	3,412,543	16,692,380
2023	5,640,000	580,785	974,642	299,631	6,410,000	2,200,220	280,000	27,333	13,304,642	3,107,969	16,412,611
2024	5,760,000	444,502	1,003,090	276,038	6,547,622	2,057,553	285,000	21,700	13,595,712	2,799,793	16,395,504
2025	5,215,000	307,565	1,032,044	251,868	6,619,382	1,911,724	290,000	15,967	13,156,426	2,487,124	15,643,550
2026	3,405,000	239,582	1,056,565	226,286	6,714,903	1,763,584	300,000	10,100	11,476,468	2,239,552	13,716,020
2027	3,405,000	171,190	1,088,168	200,418	6,809,976	1,613,101	305,000	4,067	11,608,144	1,988,776	13,596,919
2028	1,620,000	117,732	1,108,928	173,787	6,900,000	1,460,140			9,628,928	1,751,659	11,380,588
2029	1,695,000	81,712	1,033,277	147,064	6,995,000	1,304,722			9,723,277	1,533,498	11,256,775
2030	1,715,000	43,124	1,058,082	120,897	7,068,271	1,126,367			9,841,353	1,290,388	11,131,741
2031	1,725,000		1,058,424	93,982	7,110,000	981,703			9,893,424	1,075,685	10,969,109
2032			873,581	68,452	6,975,362	697,371			7,848,943	765,823	8,614,766
2033			714,704	45,643	6,736,703	672,328			7,451,407	717,971	8,169,378
2034			653,739	27,498	6,822,720	522,894			7,476,459	550,392	8,026,851
2035			362,693	12,165	6,411,522	375,348			6,774,215	387,513	7,161,728
2036			200,792	4,242	6,380,000	235,863			6,580,792	240,105	6,820,897
2037			205,515	(1,342)	4,315,000	109,675			4,520,515	108,333	4,628,848
2038			27,289	(3,779)	4,405,000	14,683			4,432,289	10,904	4,443,194
2039			8,156	(981)					8,156	(981)	7,175
	<u>\$46,435,000</u>	<u>\$4,511,754</u>	<u>\$15,244,160</u>	<u>\$2,974,304</u>	<u>\$121,641,461</u>	<u>\$24,473,513</u>	<u>\$3,670,000</u>	<u>\$232,909</u>	<u>\$186,990,621</u>	<u>\$32,192,480</u>	<u>\$219,183,101</u>

Interest Ranges	2.000 - 3.25%	1.625 - 3.5	2.000 - 3.00%	1.625 - 3.25%
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**CITY OF ANN ARBOR
FY2021 – 2026 CAPITAL IMPROVEMENTS PLAN (CIP)
(Adjustments to FY2020 – 2025 CIP)**

Background

The City of Ann Arbor Capital Improvements Plan (CIP) is used as a tool to implement the City Master Plan and assist in the City's financial planning. The CIP outlines a schedule of public expenditures for a six-year period. It does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature that are needed for the functioning of the community, including transportation, parks, utilities, and municipal facilities improvements.

The CIP provides a list of high value capital budget items or projects for inclusion in the proposed Capital Budget or the proposed Operations and Maintenance (O & M) Budget of the City's Annual Budget Document. The City utilizes a 2-year budget cycle process where every two years a detailed two-year budget for both operating and capital expenditures is prepared. By city charter, the City Council can only approve a one-year budget. So for the second year of each 2-year budget cycle, the Council reviews and approves adjustments to the second budget year.

As the CIP is coordinated with the capital projects portion of the budget, the CIP is handled in a similar manner. Every two years a six-year plan is completed based on the needs of the city and the community, and the available resources to perform the projects necessary to address those needs. This was performed for the FY2020-2025 CIP and approved by the Ann Arbor City Planning Commission on January 15, 2019. This year, the CIP consists of an update to those projects in the plan that will affect the 2021 fiscal year (FY2021).

Projects

In reviewing the current FY2020-2025 CIP for projects that will affect FY2021, staff was charged with examining the projects in the first year of the plan (FY2020) which we are currently in, and **those in the second year (FY2021) which will begin on July 1, 2020 and to determine which projects:**

1. ***Have a revised estimated project cost from that in the current plan.*** If the total project costs affecting a particular funding source are adjusted, with either an increase or decrease, it could impact that funding source and require adjustments within the plan for FY2021. This could require some project schedules to be adjusted to other years, or some projects to be moved to an "unfunded" status.
2. ***Have an adjusted schedule compared to that in the current plan.*** Project schedules can require adjustment for several reasons, such as: delays encountered during earlier stages of the project; opportunities for outside or improved project funding if projects are advanced or delayed; reduced resources; modified priority of the particular project; decisions made by City Council in conjunction with the FY2020 capital budget approval; or because of need to adjust the schedule of related projects.
3. ***Need to be added to or deleted from the plan.*** The conditions and needs of the City's various capital infrastructure systems are dynamic and change over time, even within the relatively short time of a year. As a result, there are some new needs that have been identified between the approval of the FY2020-2025 CIP and the adjustments proposed in this FY2021-2026 CIP which necessitate new projects that require funding in FY2021,

City of Ann Arbor FY2021-2026 Capital Improvements Plan

or perhaps even in FY2020. Conversely, there may be needs previously identified which may no longer be present, or some projects may have already been completed. Thus, some projects in either FY2020 or FY2021 may be eliminated. Any new needs that can be deferred until at least FY2022 are not added to the CIP at this time, nor are any projects beyond FY2021 eliminated. These items will be reviewed and considered during the next full CIP planning process in the fall of 2020.

There were 443 projects/needs contained in the FY2020-2025 CIP, with 160 of those needing funding in FY2020 and/or FY2021. There are 14 new projects being added, 9 being eliminated and a number of projects moving into or out of the FY2020-FY2021 window for a net total of 171 projects needing funding in FY2020 and/or FY2021.

Adjustments to FY2021

Original funding need for FY2021 was \$77,633,000. The total adjusted funding need for FY2021 is \$116,117,000. This total funding need amount is \$28,485,0000 above that included in the FY2020-FY2025 CIP for FY2021, an increase of about 37%.

Some of the significant contributors to the FY2021 increase include:

1. Delay of FY2020 projects in whole or in part into FY2021 often due to increased overall costs.
2. Significant increases to sanitary sewer lining projects due to adoption of non-styrene materials.
3. Increased costs for the Allen Creek Berm Opening project.
4. New water plant projects and increased costs for previously programmed projects.
5. Significant additional DDA investment in the downtown area.
6. Costs of new projects, most a result of unexpected capital maintenance.
7. Increased street system investment.

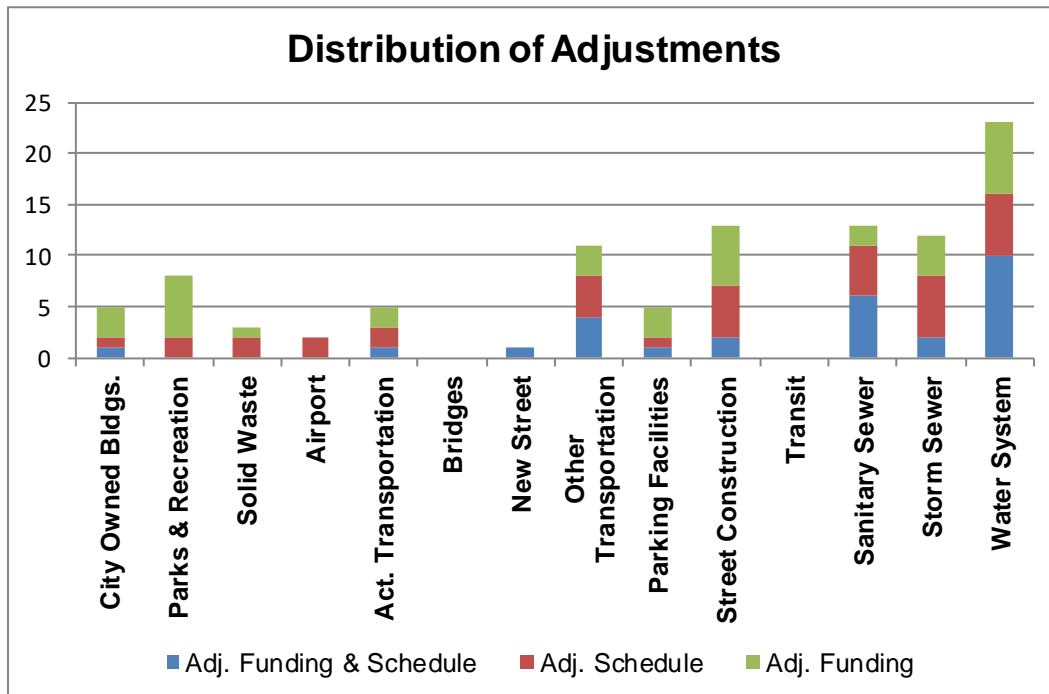
Other summary data regarding the adjustments being made to both FY2020 and FY2021 include:

- 37 projects had funding adjustments
- 36 projects had schedule adjustments
- 28 projects had funding and schedule adjustments
- 14 projects are being added to the plan for FY2020 and/or FY2021

The following pages contain tables and charts displaying these and other summary aspects of the CIP adjustments.

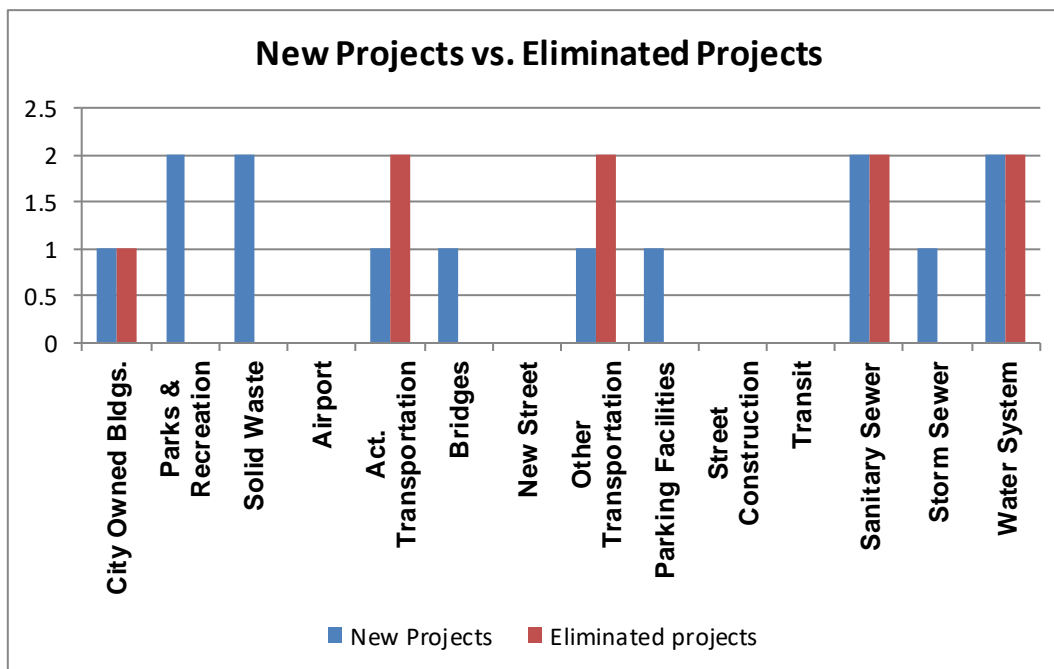
Distribution of Adjustments

Asset Category	Adj. Funding & Schedule	Adj. Schedule	Adj. Funding
City Owned Bldgs.	1	1	3
Parks & Recreation	0	2	6
Solid Waste	0	2	1
Airport	0	2	0
Act. Transportation	1	2	2
Bridges	0	0	0
New Street	1	0	0
Other Transportation	4	4	3
Parking Facilities	1	1	3
Street Construction	2	5	6
Transit	0	0	0
Sanitary Sewer	6	5	2
Storm Sewer	2	6	4
Water System	10	6	7
Totals:	28	36	37



New Projects vs. Eliminated Projects

Asset Category	New Projects	Eliminated projects
City Owned Bldgs.	1	1
Parks & Recreation	2	0
Solid Waste	2	0
Airport	0	0
Act. Transportation	1	2
Bridges	1	0
New Street	0	0
Other Transportation	1	2
Parking Facilities	1	0
Street Construction	0	0
Transit	0	0
Sanitary Sewer	2	2
Storm Sewer	1	0
Water System	2	2
Totals:	14	9



FY2020 - FY2021 CIP Modifications by Nature of Change

Projects Added: (14)

- MF-CB-21-01: Guy C Larcom Municipal Building: HVAC Modernization (FY21-FY22)
- MF-PR-21-01: Argo Dam Gate Repair and Coating (split from MF-PR-13-03)
- MF-PR-21-02: Veteran's Park Skatepark Lighting (FY21)
- MF-SW-21-01: Solid Waste Detention Pond Capital Maintenance (FY20-21)
- MF-SW-21-03: Transfer Station Concrete Floor Repair (FY21)
- TR-AT-21-01: Asphalt Sidewalk Repair (Split from TR-AT-13-01)
- TR-BR-21-01: Broadway and Fuller Rd Bridge Capital Maintenance (FY20)
- TR-OT-21-S1: Curbside Management Study (FY21)
- TR-PF-21-S1: Parking Facility Energy Assessment (FY21)
- UT-SN-20-14: John Street Sanitary Sewer (FY19-20)
- UT-SN-21-01: South University (State to E University) Sanitary Sewer Improvements (FY20)
- UT-ST-21-01: First and Ashley Stormwater Improvements (Lower Allen Creek) (FY20-FY21)
- UT-WS-21-01: WTP: Filter Pipe Gallery Emergency Repairs
- UT-WS-21-02: WTP: Filter Backwash Improvement Project

Projects Eliminated: (9)

- MF-CB-20-01: Fire Station 1 Remodel
- TR-AT-18-05: Safe Routes to School: Northside STEAM
- TR-AT-19-06: School Safety: Fuller Rd. Sidewalk Gap
- TR-OT-20-09: Accessible Pedestrian Signals (incorporate into projects as needed)
- TR-OT-20-16: Ann Arbor Railroad Quiet Zone
- UT-SN-16-08: Barton Dr (east of M-14 ramp) Sanitary Sewer Extension
- UT-SN-20-11: Sanitary Sewer Infiltration Mitigation (rolled into UT-SN-10-05)
- UT-WS-18-50: Hill St (Adams to Fifth) Water Main Upsizing (rolled into UT-WS-16-31)
- UT-WS-20-08: Broadway Water Main Consolidation (Maiden Lane to Jones)

Projects with Funding Adjustments (37)

- MF-CB-17-01: Housing Commission: 701 Henry (+\$200,000 in FY20 for sustainability efforts)
- MF-CB-18-05: Fire Station 4 Replacement (+\$450,000 in FY21 and net + \$285,000 in total in outer years)
- MF-CB-19-01: Housing Commission: 3401-3481 Platt (+\$980,000 in FY20 for sustainability efforts)
- MF-PR-08-07: Tennis & Basketball Court Renovations (+\$350,000 in FY21)
- MF-PR-08-21: Recreation Facility Updates and Infrastructure Repairs (+\$150,000 in FY21)
- MF-PR-10-01: Playgrounds and Neighborhood Park Improvements (+\$50,000 in FY21)
- MF-PR-10-02: Parks Roads, Bridges and Parking Lots (+\$150,000 in FY21)
- MF-PR-10-06: Trails & Pathways - Repairs & Reconstruction (+\$200,000 in FY21)
- MF-PR-13-03: Dams: Geddes Gate Coating and Repair (+\$200,000 in FY20)

City of Ann Arbor FY2021-2026 Capital Improvements Plan

- MF-SW-12-01: Landfill Entrance Improvements (+\$1,160,000 in FY20)
- TR-AT-13-01: Annual Sidewalk Repair and Curb Ramp Program (-\$354,000 in FY20-FY21)
- TR-AT-19-04: Treeline Implementation (+\$80,000 in FY20)
- TR-OT-18-07: State St (Washington to William) Streetscape (+\$920,000 in FY20-FY21 and + \$2,000,000 overall)
- TR-OT-18-09: First and Ashley (Kingsley to Madison) Two Way Restoration and Streetscape (-\$835,000 in FY20 and FY21)
- TR-OT-20-05: Streetlight Capital Maintenance (+\$240,000 in FY20-FY21)
- TR-PF-11-02: Parking Equipment (+\$2,870,000 in FY21)
- TR-PF-15-02: Vehicle Charging Stations (+15,000 in FY20 and \$15,000 in FY21)
- TR-PF-16-11: Ann Ashley Parking Structure Capital Maintenance Phase 2 (+\$300,000 in FY21)
- TR-SC-13-07: Annual Local Street Resurfacing Program (ASRP) (+\$3,253,000 in FY20)
- TR-SC-15-02: Annual Capital Street Maintenance Program (+\$5,269,000 total in FY20-FY21)
- TR-SC-16-07: Hoover (Main to State) and Greene Resurfacing (+\$421,300)
- TR-SC-18-16: South University (State to E University) Resurfacing (-\$57,000)
- TR-SC-20-11: Granger (State to Packard) Resurfacing (+\$660,000)
- TR-SC-20-21: Plymouth Rd (Nixon to Murfin) CPM (\$+400,000 in FY20)
- UT-SN-14-05: WWTP: Lift Station Repair/Replacement Program (+\$850,000 in FY20)
- UT-SN-20-S1: Capital Recovery Charge Study – Sanitary
- UT-ST-10-13: Flood Mitigation Implementation Grant Matching (-\$300,000 in FY20-FY21))
- UT-ST-18-01: Edgewood/Snyder SWMM Area Stormwater (+\$100,000 in FY20 and +\$3,297,000 in outer years)
- UT-ST-18-11: Scio Church (Maple to 7th) Stormwater Improvements (+\$350,000)
- UT-ST-20-02: Hollywood (Maple to Allison) Stormwater Improvements (+\$16,000)
- UT-WS-04-07: Cedar Bend (Lower) Water Main Replacement (-\$80,000)
- UT-WS-14-07: Liberty (Crest to Seventh) Water Main Replacements (+\$540,000)
- UT-WS-16-09: Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement (-\$1,215,000)
- UT-WS-16-31: Hoover (Main to State) Water Main Upsizing (+\$2,100,000)
- UT-WS-18-55: Scio Church (Winsted to Welch) and Waltham to Covington Consolidation (+\$25,000 in FY21)
- UT-WS-18-52: WTP: Ammonia Building Improvements (+\$50,000 in FY20)
- UT-WS-20-06: Ashley Water Main Consolidation (+\$515,000 of DDA funds)

Projects with Schedule Adjustments (36)

- MF-CB-19-01: Housing Commission: 1504-1508 Broadway (FY19-FY20 to FY19-FY21)
- MF-PR-12-03: Farmers Market Winter Enclosure and Infrastructure Improvements (spread from FY20 to FY20-FY21)
- MF-PR-20-S1: Parks ADA Study (moved to FY21)
- MF-SW-18-01: Termination of Public Street Dead Ends (Solid Waste) (FY19 to FY20)

City of Ann Arbor FY2021-2026 Capital Improvements Plan

- MF-SW-06-03: Drop-off Station (Moved FY21-FY23 to FY22-FY23)
- TR-AP-03-10: Terminal Auto Parking Lot Expansion (FY21-FY22 to FY22-FY23)
- TR-AP-10-04: Runway Safety Extension (FY21 to FY21-FY22)
- TR-AT-14-08: Border to Border Trail: Bandemer to Barton Connection (FY21-FY22 to FY22-FY23)
- TR-AT-18-23: Jackson (West of Highlake) Pedestrian Crossing (FY19 to FY22)
- TR-OT-18-05: Stadium, Maple, Fuller, Huron Pkwy SCOOT Expansion (FY19 to FY20-FY21)
- TR-OT-20-04: Streetlights: Packard (State to Stadium) (FY20 to FY22)
- TR-OT-20-06: Central Signal System Software Upgrades (FY20 to FY21)
- TR-OT-20-11: N University at CCTC Pedestrian & Transit Accessibility (FY20 to FY21)
- TR-PF-19-01: Ann Ashley Parking Structure Expansion (FY18-FY20 to FY18-FY22)
- TR-SC-16-02: W Huron Alley Repair and Improvements (FY21 to FY25)
- TR-SC-16-15: Traverwood (Plymouth to Huron Pkwy) Resurfacing (FY19 to FY20)
- TR-SC-16-20: Stone School Rd (Eisenhower to I-94) Resurfacing (FY19 to FY20)
- TR-SC-20-01: Downtown Alley Improvements (FY20 to FY21)
- TR-SC-20-05: Liberty (Stadium to Crest) (FY19 to FY20)
- UT-SN-16-12: Sanitary Manhole Lid and Casting Sealing Program (FY17-FY19 to FY17-FY20)
- UT-SN-19-01: Huron/West Park Sanitary SSWWEP Improvements (DOM) (FY20-22 to FY20-23)
- UT-SN-20-S2: Original High Level Sanitary Sewer Evaluation (FY20 to FY22)
- UT-SN-20-05: WWTP: Tertiary Clear Well Wall Replacement (FY20 to FY20-FY21)
- UT-SN-20-08: Swift Run Interceptor Lining (FY20 to FY20-FY21)
- UT-ST-20-10: Huron Pkwy at Hubbard Area Millers Creek Outfall (FY20 to FY20-FY21)
- UT-ST-16-03: Millers Creek Channel Modification - Reach D (Pepper Pike) (FY20 to FY21)
- UT-ST-16-08: Churchill Park/Eisenhower ROW Basin (FY20 to FY22)
- UT-ST-18-10: Placid Way Culvert and Headwall Replacement (FY20 to FY20-FY21)
- UT-ST-18-15: Arboretum Culverts and Headwalls (School Girls Glen) (FY20 to FY20-FY21)
- UT-ST-20-05: Detention Basin Restoration/Reconstruction (FY20-FY21 to FY21-FY22)
- UT-WS-06-07: WTP: Geddes and South East District Control Valve (FY20-FY21 to FY23-FY24)
- UT-WS-18-19: WTP: Barton Pump Station Raw Water Transmission Pipe Repairs (FY21-FY23 to FY23-FY25)
- UT-WS-18-26: Page Ave (King George south to end) Water Main Replacement (FY20-FY21 to FY23-FY24)
- UT-WS-18-32: WTP: Metering of Pressure Districts (FY21-FY23 to FY23-FY25)
- UT-WS-20-01: Dams: Barton Air Shaft Reconstruction (FY19-FY22 to FY20-FY23)
- UT-WS-20-S1: Water Model Update (FY20 to FY22)

Projects with Both Funding and Schedule Adjustments (28)

City of Ann Arbor FY2021-2026 Capital Improvements Plan

- MF-CB-18-03: Fire Station 3 Replacement (FY20-FY23 to FY23-FY25 and + \$285,000 in later years)
- TR-AT-18-10: Nixon (Westbury Ct to Traver Blvd) Sidewalks (FY20 to FY20-FY21) and +\$99,635)
- TR-NS-20-01: Hollywood (Maple to Allison) Paving (FY20 to FY20-FY21 and +\$425,000)
- TR-OT-10-06: Bird Road Retaining Wall (FY19 to FY20 and + \$150,000)
- TR-OT-20-02: Streetlights: Ann Arbor Saline Rd Corridor (FY23 to FY20 (phase 1) and +\$100,000 in FY21)
- TR-OT-20-S1: Lower Town Area Mobility Study (FY19 to FY20-FY21 and -\$150,000)
- TR-OT-20-S2: Signal Timing Optimization (FY19 to FY20-FY21 and -\$130,000)
- TR-PF-20-01: Maynard Parking Structure Office Build Out (FY19 to FY21 and +\$100,000)
- TR-SC-20-12: First and Ashley (Kingsley to Madison) and Kingsley (Main to First) Street (+\$1,113,000 and FY20-FY21 to FY20-FY22)
- TR-SC-20-20: Geddes Road (Church to Observatory) Resurfacing (+\$15,000 and FY19 to FY20)
- UT-SN-03-29: Southside Interceptor Rehabilitation (breaking into multiple phases; through FY25 for completion and + \$11,000 overall; Phases 5 and 6 active in FY20-FY21)
- UT-SN-14-01: Glen/Fuller Diversion (DOM) (+\$1,325,600 and FY19-FY20 to FY19-FY21)
- UT-SN-16-13: High Level Trunkline Sanitary Sewer Rehabilitation (FY19-FY22 to FY19-FY24 and +\$1,473,000 in FY20-FY21)
- UT-SN-18-05: Medical Center Drive Sanitary Manhole Access (FY21 to FY20 and - \$180,000)
- UT-SN-20-06: WWTP: Screening and Grit System Replacement (FY20-FY21 to FY20-FY22 and + \$3,925,000)
- UT-SN-20-07: WWTP: Access Bridge Replacement (From beyond 2025 to FY20-FY23 and +\$35,000)
- UT-ST-16-02: Allen Creek Railroad Berm Opening (FY17-20 to FY17-FY21 and + \$2,078,280)
- UT-ST-19-02: Hoover and Greene St Stormwater Improvements (AC) (FY18-FY19 to FY18-FY20 and +\$400,000)
- UT-WS-01-30: South Boulevard Water Main (Packard to Dead End) (FY19 to FY19-FY21 and +\$650,000)
- UT-WS-08-04: WTP: Structural Repairs Project Phase 2 (FY18-FY21 to FY18-FY20 and +\$739,000)
- UT-WS-14-17: Water Meter and MTU Replacement Program (FY19-FY22 to FY19-FY21 and -\$1,032,000)
- UT-WS-16-05: Mosely (Main to 3rd), 3rd (Mosley to Madison) & Wilder Pl Water Main Upsizing (FY19-FY20 to FY22-FY23 and +\$525,000 in outer years)
- UT-WS-16-18: WTP: Residuals Handling Project (FY19-FY20 to FY19-FY23 and +\$1,078,000 net in outer years)
- UT-WS-16-19: WTP: Programmable Logic Controllers Replace. & Dam Security Upgrades (FY19-FY21 to FY19-FY22 and +\$2,908,000)

City of Ann Arbor FY2021-2026 Capital Improvements Plan

- UT-WS-16-26: Dams: Barton Dam Embankment Rehabilitation (FY19-FY22 to FY19-FY23 and +\$1,950,000)
- UT-WS-18-04: Bucholz Ct Water Main Replacement (FY19 to FY19-FY20 and - \$44,000)
- UT-WS-18-31: WTP: Architectural and Structural Improvements Ph. 3 (FY23-FY24 to FY21-FY23 and +\$670,000)
- UT-WS-20-03: WTP: Interim UV Disinfection Project (FY19-FY20 to FY19-FY21 and +\$940,000)

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2021

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2021</u>	<u>FY2022+</u>	<u>Total FY2021-FY2022+</u>
<u>Municipal Facilities - City Owned Buildings</u>				
MF-CB-14-02	2000 South Industrial Site Evaluations	75,000	-	75,000
		<u>75,000</u>	<u>-</u>	<u>75,000</u>
<u>Municipal Facilities - Parks and Recreation</u>				
MF-PR-08-07	Tennis & Basketball Court Renovations	275,000	300,000	575,000
MF-PR-08-21	Recreational Facility Updates and Infrastructure Repairs	250,000	1,000,000	1,250,000
MF-PR-10-01	Playgrounds and Neighborhood Park Improvements	125,000	400,000	525,000
MF-PR-10-02	Parks Roads, Bridges, Dams, Sidewalks & Parking Lots	450,000	450,000	900,000
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction	400,000	800,000	1,200,000
		<u>1,500,000</u>	<u>2,950,000</u>	<u>4,450,000</u>
<u>Municipal Facilities - Solid Waste</u>				
MF-SW-21-01	Solid Waste Detention Pond Capital Maintenance	500,000	-	500,000
MF-SW-21-03	Transfer Station Concrete Floor Repair	125,000	-	125,000
		<u>625,000</u>	<u>-</u>	<u>625,000</u>
<u>Transportation - Alternative Transportation</u>				
TR-AT-10-20	Major Mid-Block Crossing Improvements	150,000	300,000	450,000
TR-AT-13-01	Annual Sidewalk Repair/Replacement and Curb Ramp Program	1,400,000	3,600,000	5,000,000
TR-AT-18-18	9426 Fuller Ct Sidewalk Gap	87,500	-	87,500
TR-AT-14-04	Washtenaw Service Drive Shared Use Path	85,000	-	85,000
TR-AT-19-03	School Safety Improvements	100,000	400,000	500,000
TR-AT-18-10	Nixon Road Sidewalk Gap (Westbury to Traver)	200,000	-	200,000
N/A	S Main Street Non-motorized Path	600,000	-	600,000
		<u>2,622,500</u>	<u>4,300,000</u>	<u>6,922,500</u>
<u>Transportation - Other</u>				
TR-OT-20-06	Central Signal System Software Upgrades	150,000	-	150,000
TR-OT-20-12	Ellsworth at Research Park Traffic Signal and Pedestrian Improvements	250,000	-	250,000
		<u>400,000</u>	<u>-</u>	<u>400,000</u>

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2021

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2021</u>	<u>FY2022+</u>	<u>Total FY2021-FY2022+</u>
<u>Transportation - Bridges</u>				
TR-BR-10-01	Biennial Bridge Inspection Program	95,000	380,000	475,000
N/A	Fuller & Broadway Bridge Maintenance	1,609,800	-	1,609,800
TR-BR-16-01	Island Drive Bridge Rehab	468,000	-	468,000
TR-BR-18-02	Huron Parkway Bridge Preventative Maintenance	70,000	-	70,000
		<hr/>		
		2,242,800	380,000	2,622,800
<u>Transportation - Street Construction</u>				
TR-SC-08-01	Fuller/Maiden/E Medical Intersection	100,000	400,000	500,000
TR-SC-13-07	Annual Local Resurfacing (ASRP)	4,700,000	21,050,000	25,750,000
TR-SC-14-06	State St. (Huron to S. University)	310,000	620,000	930,000
TR-SC-15-02	Annual Capital Street Maintenance Program (Street, Bridge & Sidewalk Millage)	1,500,000	8,845,000	10,345,000
TR-SC-16-10	Broadway (Plymouth to Plymouth)	1,560,000	810,000	2,370,000
TR-SC-18-06	Scio Church Rd (7th to Maple)	400,000	1,354,000	1,754,000
TR-SC-18-09	North University (State to Fletcher)	125,000	255,000	380,000
TR-SC-18-10	S. Industrial (Stimpson to Eisenhower)	300,000	-	300,000
TR-SC-18-16	South University (State to East U)	290,000	-	290,000
TR-SC-20-21	Plymouth (Nixon to US-23)	200,000	-	200,000
TR-SC-20-43	First Ave Resurfacing	300,000	-	300,000
TR-SC-20-43	Ashley/Kingsley Resurfacing	105,000	-	105,000
UT-WS-14-07	Liberty (1501 W Liberty to Seventh) Water Main Replacements - Street Share	117,000	1,265,000	1,382,000
UT-WS-18-57	South University (State to E University) Water Main Abandonment - 50% Street Obligation	428,000	-	428,000
N/A	Miscellaneous Road Projects/Maintenance	160,000	-	160,000
		<hr/>		
		10,595,000	34,599,000	45,194,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2021

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2021</u>	<u>FY2022+</u>	<u>Total FY2021-FY2022+</u>
<u>Utilities - Sanitary Sewer</u>				
UT-WS-14-17	Water Meter Replacement Program - 50% H2O Obligation	2,500,000	-	2,500,000
UT-SN-14-01	Glen/Fuller Diversion (DOM)	699,750	-	699,750
UT-SN-16-13	High Level Trunkline Sanitary Sewer Rehabilitation	1,250,000	3,750,000	5,000,000
UT-SN-20-14	John Street Sanitary Sewer	870,000	-	870,000
UT-SN-21-03	Sanitary Sewer Lining 2020	1,000,000	-	1,000,000
UT-SN-21-04	Sanitary Sewer Lining 2021	750,000	750,000	1,500,000
UT-SN-10-05	Sanitary Sewer System Public Works Capital Maintenance	400,000	1,240,000	1,640,000
UT-SN-21-07	Southside Interceptor Rehabilitation Phase 5	1,601,000	-	1,601,000
UT-SN-21-08	Southside Interceptor Rehabilitation Phase 6	1,180,000	-	1,180,000
UT-WS-20-18	WTP: LIMS Software	25,000	175,000	200,000
UT-SN-20-07	WWTP: Access Bridge Replacement	275,000	5,700,000	5,975,000
UT-SN-20-06	WWTP: Screening and Grit System Replacement	3,925,000	2,300,000	6,225,000
UT-SN-14-05	WWTP: Lift Station Repair/Replacement Program	1,650,000	500,000	2,150,000
		16,125,750	14,415,000	30,540,750
<u>Utilities - Storm Sewer</u>				
UT-ST-18-17	1250 N Main Area Storm Main Relocation	402,000	498,000	900,000
UT-ST-16-02	Allen Creek Railroad Berm Opening	264,000	-	264,000
UT-ST-18-15	Arboretum Culverts and Headwalls (School Girls Glen)	285,000	-	285,000
UT-ST-20-05	Detention Basin Restoration/Reconstruction	525,000	475,000	1,000,000
UT-ST-18-01	Edgewood/Snyder SWMM Area Stormwater	100,000	4,957,000	5,057,000
UT-ST-21-01	First and Ashley Stormwater Improvements (Lower Allen Creek)	750,000	-	750,000
UT-ST-20-02	Hollywood (Maple to Allison) Stormwater Improvements	200,000	-	200,000
UT-ST-20-10	Huron Pkwy at Hubbard Area Millers Creek Outfall	70,000	-	70,000
N/A	Level of Service R&R&R	500,000	2,500,000	3,000,000
UT-ST-18-10	Placid Way Culvert and Headwall Replacement	200,000	-	200,000
UT-ST-18-11	Scio Church (Maple to 7th) Stormwater Improvements	140,000	195,000	335,000
UT-ST-18-03	South University / E. University SWMM Area Stormwater Improvements	830,000	-	830,000
UT-ST-14-07	Storm Sewer Rehabilitation and Lining Projects	300,000	1,500,000	1,800,000
UT-ST-16-14	Street Tree Planting (FY2016-FY2025)	414,000	1,656,000	2,070,000
N/A	Maintenance Barn Pond	75,000	-	75,000
		5,055,000	11,781,000	16,836,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2021

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2021</u>	<u>FY2022+</u>	<u>Total FY2021-FY2022+</u>
Utilities - Water System				
UT-WS-20-06	Ashley Water Main Consolidation	150,000	-	150,000
UT-WS-18-53	Barton (Northside to Pontiac Trail) Water Main Replacement	280,000	-	280,000
UT-WS-16-21	Bird Rd Water RPZ Valve Replacement	200,000	-	200,000
UT-WS-16-32	Broadway (Baits to Jones) Water Main Replacement	900,000	1,050,000	1,950,000
UT-WS-10-01	Dams: Barton Dam Coating and Structural Steel Repairs	25,000	750,000	775,000
UT-WS-16-26	Dams: Barton Dam Embankment Rehabilitation	150,000	3,500,000	3,650,000
UT-WS-18-59	Dunmore, Waverly, Weldon, Hartford PI Water Main Replacement	1,000,000	1,490,000	2,490,000
UT-WS-20-14	Galvanized Water Services Replacements	1,000,000	12,500,000	13,500,000
UT-WS-20-25	Geddes Road (Windy Crest to 500' West of Earhart) Water Main Replacement	820,000	1,480,000	2,300,000
UT-WS-14-07	Liberty (Crest to Seventh) Water Main Replacements	1,115,000	1,265,000	2,380,000
UT-WS-20-17	North University Water Main Improvements	350,000	450,000	800,000
UT-WS-18-55	Scio Church (Winsted to Welch) and Waltham to Covington Consolidation	175,000	-	175,000
UT-WS-01-30	South Boulevard Water Main (Packard to Dead End)	1,000,000	-	1,000,000
UT-WS-18-57	South University (State to E University) Water Main Abandonment	856,000	-	856,000
UT-WS-20-16	State St (S Univ to Washington) Water Main Improvements	663,000	837,000	1,500,000
UT-WS-08-27	Traver Rd PRV (between Barton and Leslie Golf Course)	100,000	-	100,000
UT-WS-14-17	Water Meter and MTU Replacement Program	2,500,000	-	2,500,000
UT-WS-18-31	WTP: Architectural and Structural Improvements Ph 3	70,000	1,600,000	1,670,000
UT-WS-20-19	WTP: Barton to WTP Raw Water Main Condition Analysis	450,000	-	450,000
UT-WS-21-02	WTP: Filter Backwash Improvement Project	500,000	-	500,000
UT-WS-21-01	WTP: Filter Pipe Gallery Emergency Repairs	250,000	-	250,000
UT-WS-20-03	WTP: Interim UV Disinfection Project	300,000	-	300,000
UT-WS-20-18	WTP: LIMS Software	25,000	175,000	200,000
UT-WS-16-17	WTP: Plant 1 Replacement Project	750,000	99,250,000	100,000,000
UT-WS-16-19	WTP: Programmable Logic Controllers Replace. & Dam Security Upgrades	4,000,000	500,000	4,500,000
N/A	Gelman Monitoring Wells	400,000	-	400,000
		18,029,000	124,847,000	142,876,000
CIP Grand total		\$ 57,270,050	\$ 193,272,000	\$ 250,542,050

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2021

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2021</u>	<u>FY2022+</u>	<u>Total FY2021-FY2022+</u>
<u>Non-CIP / Operations & Maintenance Capital</u>				
N/A	Streetlight Replacements	530,000	-	530,000
N/A	Resident Driven Sidewalk Gap Program	100,000	-	100,000
N/A	Treeline Trail	40,000	-	40,000
N/A	Superior Dam Gate Painting Project	50,000	-	50,000
N/A	Fire Station Renovations/Architectural Plans	336,000	-	336,000
N/A	Tech Park Fiber Project	1,500,000	-	1,500,000
N/A	Capital Sinking Fund	100,000	-	100,000
N/A	Capital Maintenance (Surface Treatments)	750,000	-	750,000
		3,406,000	-	3,406,000
Grand total		\$ 60,676,050	\$ 193,272,000	\$ 253,948,050

Capital Improvement Program: Significant Non-recurring Projects

- There are 91 capital projects in the FY2021 capital budget totaling \$250,542,050. This is a 2% increase over the FY2020 capital budget total of \$245,137,125.
- There are 33 projects over \$1,000,000 (36.3% of the number of projects). The total for these projects is \$226,798,800 (90% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2021 are listed in this section by project category.
- Of the 33 projects over \$1 million, four projects are over \$10 million. The total for this project is \$149,595,000 (59% of the total dollar value of projects).
- Twenty-seven of the projects in excess of \$1,000,000 are recurring. The recurring projects are:
 - Recreational Facilities \$1.25 million;
 - Pathways \$1.2 million;
 - Annual Sidewalk Repair & Curb Ramp Program \$5.0 million;
 - Annual Local Street Resurfacing Program \$25.8 million;
 - Annual Capital Street Maintenance Program \$10.3 million;
 - Sanitary Sewer Lining Projects \$10.9 million;
 - Storm Sewer Rehabilitation and Lining Projects \$9.8 million
 - Water Meter Replacement Program \$5.0 million
 - Water Main Projects \$29.2 million
 - Water Treatment Plant Projects \$104.5 million
 - Waste Water Treatment Plant Projects \$14.4 million
 - Street Tree Planting \$2.0 million

The three largest project categories make up 82.6% of all capital project dollars:

- | | |
|--|----------------------------------|
| • Transportation – Street Construction | \$45,194,000 (18.0% of projects) |
| • Utilities – Sanitary Sewer | \$30,540,750 (12.2% of projects) |
| • Utilities – Water System | \$142,876,000 (57% of projects) |
| • All other projects | \$31,931,300 (12.8% of projects) |

The effect of capital expenditures on future operating budgets - One of the 12 common criteria utilized in the Prioritization Model tool for ranking projects in the CIP is the effect on operations and maintenance (O&M). The project scores for this criteria are part of the total calculated prioritization score for the project. The O&M score for each project is included in this section. The 10 point scale for scoring the O&M criteria is as follows:

0 – Will cause increase in O&M costs.

2 – Has a neutral effect on O&M costs.

5 or 6 – Makes a modest contribution to O&M cost reduction.

8 – Makes a modest contribution to O&M cost reduction and creates opportunities to improve operational flexibility/use of technology, and/or extends asset life.

Capital Improvement Program: Significant Non-recurring Projects

10 – Makes significant contribution to O&M cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, and/or utilizes materials or techniques that provide lowest overall life-cycle costs.

Municipal Facilities – Parks and Recreation

MF-PR-08-21 Recreational Facility Updates & Infrastructure Repairs – Perform upgrades to facility infrastructure. Projects are to be determined through needs assessment or as identified by staff on an annual basis. The project budget is \$250,000 in FY2021, and a total of \$1,250,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 10.

MF-PR-10-02 Parks Roads, Bridges, Dams, Sidewalks & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$450,000 in FY2021, and a total of \$450,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 3.

MF-PR-10-06 Trails & Pathways – Repair and reconstruct pathways as needed. Tentative projects include replacing existing path at entrance to Riverside Park, and Gallup Park. Evaluate Furstenberg, Riverside, Argo, and other boardwalks. Staff to evaluate needs on an annual basis. New projects will be scheduled each year per condition assessment. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$400,000 in FY2021, and a total of \$1,200,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 3.

Transportation – Alternative Transportation

TR-AT-13-01 Sidewalk Replacement Program – Repair and/or replacement of deficient sidewalks. Includes repair of asphalt R/W sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,400,000 in FY2021, and a total of \$5,000,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 0.

Transportation - Street Construction

TR-SC-13-07 Annual Local Street Resurfacing Program (ASRP) – Millage funds to resurface/replace existing pavement, curb & gutter and utility surface structure repairs, sidewalk ramp repair/installation. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$4,700,000 in FY2021, and a total of \$25,750,000. These renovations will make a modest reduction in annual operation and maintenance expenses. The O&M criteria score is 7.

Capital Improvement Program: Significant Non-recurring Projects

TR-SC-15-02 Annual Capital Street Maintenance Program – Utilize techniques other than resurfacing and reconstruction to maintain city street systems; integrate in pavement asset management system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,500,000 in FY2021, and a total of \$10,345,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

TR-SC-16-10 Broadway (Plymouth to Plymouth) – This project will resurface Broadway from Plymouth Road to Plymouth Road. The project budget is \$1,560,000 in FY2021, and a total of \$2,370,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

Utilities - Sanitary Sewer

UT-SN-14-05 Lift Station Repair/Replacement Program – Replacement or repair of aging lift stations throughout the City. The project budget is \$1,650,000 in FY2021, and a total \$2,150,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-SN-16-13 High Level Trunkline Sanitary Sewer Rehabilitation – This project includes sanitary sewer repairs from Stadium/Packard to Miller/First. The project budget is \$1,250,000 in FY2021, and a total of \$5,000,000. These repairs will extend the useful life of this asset. The O&M criteria score is 10.

UT-SN-20-06 WWTP: Screening and Grit System Replacement – This project will replace the screening and grit system as the Waste Water Treatment Plant. The project budget is \$3,925,000 in FY2021, and a total of \$6,225,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

Utilities - Storm Sewer

UT-ST-14-07 Storm Sewer Rehabilitation and Lining Projects – This project consists of lining storm pipes in various locations throughout the City as a way to address deteriorating stormwater pipes. The project budget is \$300,000 in FY2021, and a total of \$1,500,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

UT-ST-16-02 Allen Creek Railroad Berm Opening – This project consists of two phases. Phase 1 includes preliminary engineering, easement acquisition, and grant applications. Phase 2 consists of construction plans installation. The project budget is \$264,000 in FY2021, and a total of \$264,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance. The O&M criteria score is 0.

Capital Improvement Program: Significant Non-recurring Projects

UT-ST-18-03 South University/E University SWMM Area Stormwater Improvements – This project will address stormwater issues in the area. The project budget is \$830,000 in FY2021, and a total of \$830,000. This project will reduce operations and maintenance costs. The O&M criteria score is 7.

UT-ST-20-05 Detention Basin Restoration/Reconstruction – This project consists of restoration or reconstruction of city owned detention basins. The project budget is \$525,000 in FY2021, and a total of \$1,000,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 7.

Utilities - Water System

UT-WS-01-30 South Boulevard Water Main (Packard to Dead End) – This project will upsize the main and address water quality issues. The project budget is \$1,000,000 in FY2021, and a total of \$1,000,000. This project will reduce operations and maintenance costs. The O&M criteria score is 7.

UT-WS-14-07 Liberty (Crest to Seventh) Water Main Replacements – This project replaces the steel water main on Liberty and on Crest as well as replace domestic mains. The project budget is \$1,115,000 in FY2021, and a total of \$2,380,000. This project will reduce operations and maintenance costs. The O&M criteria score is 7.

UT-WS-14-17 Water Meter Replacement Program – This is for the replacement of water meters. This project is funded from the Water Fund and Sewer Fund. The project budget is \$5,000,000 in FY2021, and a total of \$5,000,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-16-19 WTP: Programmable Logic Controllers Replacement & Dam Security Upgrades – This project will replace existing programmable logic controllers and other equipment at the Water Treatment Plant. The project budget is \$4,000,000 in FY2021, and a total of \$4,500,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 3.

UT-WS-18-53 Barton (Northside to Pontiac Trail) Water Main Replacement – This project consists of replacing undersized domestic water main. The project budget is \$280,000 in FY2021, and a total of \$280,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-18-57 South University (State to E. University) Water Main Abandonment – This project consists of abandonment of 6” water main, consolidating City 12” main and UM 12” main to a single new main with cost sharing, transferring leads from the 6” main to the new 12” main, and coordinating with resurfacing. This project is funded from the Water Fund and Sewer Fund. The project budget is \$1,284,000 in FY2021, and a total of \$1,284,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

Capital Improvement Program: Significant Non-recurring Projects

UT-WS-20-03 WTP: Interim UV Disinfection Project – This project consists of designing and constructing an interim UV system at the Water Treatment Plant to facility cryptosporidium removal. The project budget is \$300,000 in FY2021, and a total of \$300,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance. The O&M criteria score is 0.

UT-WS-20-14 Galvanized Water Services Replacements – This project will compete and inventory or private galvanized water leads and start replacement of the leads in 2021. The project budget is \$1,000,000 in FY2021, and a total of \$13,500,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

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A

AAATA: Ann Arbor Area Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Balanced Budget: a budget with revenues equal to expenditures, and neither a budget deficit nor a budget surplus.

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Deficit: occurs when a government spends more than it receives in revenue.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

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C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$5,000 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

CVTRS: City, Village, and Township Revenue Sharing - a State of Michigan program that provides funding based on fulfillment of certain transparency criteria. It has replaced traditional statutory state-shared revenue.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Depreciation: systematic and rational allocation of the cost of a capital asset over its estimated useful life.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

GFOA: Government Finance Officers Association - an association that

represents public finance officials with a mission to further excellence in public financial management.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Governmental Funds: funds generally used to account for tax-supported activities.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

Grant/Loan Recipients: individuals or organizations that receive grants or loans from grants/loans.

I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

M

Major Fund: Governmental fund or enterprise fund reported as a separate

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column in the basic fund financial statements.

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Area Transit Authority (AAATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

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Priority: a value that ranks goals and objectives in order of importance relative to one another.

Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than \$5,000.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales and Income Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

Structural Deficit: Permanent budget deficit that exists due to an underlying imbalance in government revenues and expenditures.

Structurally Balanced Budget: one that supports financial sustainability for multiple years into the future.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

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