



**FY 2017  
Adopted Budget**

**Christopher Taylor  
Mayor**

**Council Members**

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Kirk Westphal  
Julie Grand  
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Chuck Warpehoski**

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**Tom Crawford  
Interim City Administrator**

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Special Thanks to the  
FY 2017  
Budget Staff  
for their hard work and dedication  
in preparing the budget:

Kenneth Bogan	Tom Crawford
Matthew Horning	Karen Lancaster
Marti Praschan	

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, 2015**

Executive Director

# Table of Contents

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## **Budget Message**

Administrator's Budget Message	1
Budget Resolution	7

## **Process and Information**

Community Profile	29
Miscellaneous Community Statistics	33
City Organization Chart	36
The Budget Process	37
Sustainability Plan	40
Strategic Plan	41
Financial Calendar	42
Financial Goals	43
Debt Policy	46
Fund Balance Policy	53
Investment Policy	57
Pension Policy	69
Other Postemployment Benefits (OPEB) Funding Policy	71
Capital Improvement Program Policies	73
Deciphering the Budget Format	75
Basis of Accounting for the Budget	78
Relationship Between Functional Units, Major and Non-major Funds	79
Fund Descriptions	80

## **Budget Summaries**

Overview of the City Budget	85
General Fund Overview	86
Property Taxes	88
Tax Revenues	89
State Shared Revenue History	90
Employee Summary	91
Budgeted Revenues and Expenditures by Fund Type Pie Charts	92
Expenditures by Service Area Pie Charts	93
General Governmental Fund Types Analysis of Fund Balances	97
Enterprise and Internal Service Fund Types Analysis of Fund Equity	99

## **Revenues**

Description of Revenue Categories	101
All Funds Revenue Analysis by Service Area	105
Revenue Category by Fund	107

# Table of Contents

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<b>Expenditures</b>	
Definition of Expenditure Categories	115
All Funds Expenditures Summary	117
Expenditure Category by Fund	119
General Fund Expenditures by Agency - Category	129
General Fund Expenditures by Agency - Activity	134
FTE Count by Service Area/Unit	141
<b>Mayor and City Council</b>	143
<b>City Attorney</b>	149
<b>City Administrator</b>	155
<b>Community Services</b>	189
<b>Financial and Administrative Services</b>	231
<b>Public Services</b>	283
<b>Safety Services</b>	343
<b>Fifteenth District Court</b>	363
<b>Retirement System</b>	371
<b>Downtown Development Authority</b>	377
<b>SmartZone Local Development Finance Authority</b>	383
<b>Non-Departmental and Debt Service</b>	389
<b>Capital Improvement Program</b>	
Capital Improvements Plan	395
Capital Projects Summary	403
Significant Nonrecurring Capital Projects	407
<b>Glossary</b>	413



Office of City Administrator

May 16, 2016

To Mayor Taylor and Members of City Council:

I am pleased to submit the City of Ann Arbor's Fiscal Year 2017 Budget. The FY 2017 budget is the second year of the City's two-year fiscal plan adjusted for the latest anticipated revenue receipts and includes expenditure strategies to establish an operating fiscal plan that is balanced. Balanced is defined as a plan that supports a sustainable delivery of services within the projected revenues.

### **Budget and Fiscal Health**

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures and starts with realistic revenue estimates. FY 2017 General Fund recurring revenues are projected to increase by 1.8%. Property tax receipts are expected to increase approximately 2.1% in FY 2017.

The other major source of revenue in the General Fund is state shared revenues. State shared revenue has two components – constitutional and statutory (now called City, Village, & Township Revenue Sharing, or CVTRS). The budget includes \$10.7 million for revenue sharing, a 1% increase from FY 2016.

Minor fee changes for Public Services are recommended. No other fee changes are contemplated. The budget does not assume an increase in property tax rates.

The city's enterprise funds anticipate revenue increases as follows: Water 5.5%, Sewer 6.0%, and Storm water 6.5%. The increase for the average residential customer without a change in usage is 5.0% overall. The rate increases are necessary to fund debt service coverage, operating and maintenance expenses, and provide funding for capital improvements for aging collection and distribution systems.

One-time expenditures are funded by use of non-recurring revenues. The General Fund unassigned balance is projected to be 19% of total expenditures at the end of FY 2017.

### **Priorities**

City Council adopted the Sustainability Framework in 2014. Among the Sustainability Framework theme areas are Climate and Energy, Community, Land Use and Access, and Resource Management.

In December 2015, using the Sustainability Framework as an overarching policy guide, City Council continued the priorities established in the prior year. The budget for Fiscal Year 2017 provides resources to accomplish City Council's priorities.

Accessory Dwelling Units - The city has prepared a draft ordinance for community and council consideration regarding accessory dwelling units. The public process and council consideration is expected to continue into FY 2017.

Allen Creek Greenway – The city has started the process to develop a master plan for the Allen Creek Greenway. This process is anticipated to take a year to 18 months to complete. The process will include community feedback from stakeholders such as property owners along the route, the Ann Arbor Railroad, the Michigan Department of Transportation, the University of Michigan, city commissions, and residents. The master plan will provide analysis of land use, transportation, historic preservation, and economic impacts of a greenway in a floodplain; develop cost estimates for a preferred route and propose funding options for acquisition and construction; and identify trail stewardship, operational budgets, and risk management approaches.

Forestry – A level of service study for the stormwater system is being performed to determine whether rates are sufficient to support all of the stormwater fund activities. The study will include rates necessary to maintain trees in the City's rights of way. The study will be completed in the first half of FY 2017, for consideration in the FY 2018 budget process.

Streets and Roads - During FY 2016, the city established a goal that 80% of the major and local roads would be rated "good" or better by 2025. With targets established, the city has completed five of the ten steps necessary for a robust asset management plan. Staff will be continuing their efforts in FY 2017 to complete the plan and start implementing the revised capital asset management strategies.

Critical to the success of improving roads is the revenue generated from the city's street and sidewalk millage. The existing street and sidewalk millage expires December 2016, and Council has approved replacing it with another five year street and sidewalk millage, which will be on the August 2016 ballot. Approval of this millage is required for the city to maintain and improve its roads.

Safe Systems for Autos, Pedestrians, and Bikers – The General Fund budget includes \$100,000 in FY 2017 for implementation of the Pedestrian Safety Task Force report. The amount is intended to provide the city with flexibility to address the task force's most pressing needs and recommendations.

The city will also be constructing street improvements that include non-motorized enhancements, such as Stadium Blvd and the Geddes Road sidewalk.



In addition, the budget includes new amounts:

- \$93,950 for the City share of the Connector project
- \$109,421 for Ellsworth Road Corridor Study
- \$120,000 for a street light asset condition assessment
- \$720,000 for street light replacement (this represents an increase of \$320,000 over the original FY 2017 plan)
- \$50,000 to construct the Stone School Road sidewalk

The FY 2017 budget of \$720,000 for street light maintenance is only a portion of what is needed. The street light asset condition assessment noted above is intended to determine the extent of resources required to address deferred maintenance and/or replacement of street lights. As future recurring resources are available, staff will incorporate a recurring capital contribution of \$400,000 for street lights.

### **FY 2017 Budget Impacts**

The FY 2017 budget includes the following changes from FY 2016:

**General Fund** (Unless otherwise noted, amounts listed are total increases in expenditures)

#### **ONE-TIME REQUESTS**

City Administrator - Strategic Management Assistance-carry forward not spent - \$38k

City Administrator - Clerk's Office City Election Equipment – \$161k

Non-departmental - Workforce Planning - \$500k

Non-departmental - Provision for Human Rights Commission Police recommendation - \$50k

District Court-Document Imaging Project – \$12k

Housing Commission - Assistance for Housing Choice Voucher program - \$105k

Community Services - Purchase vehicle for Zoning Inspector - \$12k

Community Services - Update hardware for inspectors - \$5k

Community Services – 415 West Washington Historic District - \$15k

Community Services –Deer management - \$110k

Community Services - Consultant Sign Ordinance amendments – \$100k

Community Services – Funding for three ice rinks - \$60k

Community Services – Parks Fairness funding - \$56k

Public Services - Connector project - \$94k

Public Services - Ellsworth Road Corridor Study - \$109k

Public Services - Street light asset condition assessment - \$120k

Public Services - Street light replacement - \$720k

Public Services – New Streetlight funding - \$100k

Public Services - Stone School Road sidewalk - \$50k

Public Services - Loss of Dam revenue – \$64k

Public Services - Contractual support for sustainability plan - \$165k

Public Services - Pedestrian Safety - sidewalk gaps & enforcement – \$100k

Public Services - Barton and Superior Dam work – \$250k

Public Services - Fire Station generators (CIP item) – \$100k  
Public Services - Fire Stations 1 and 6 Rehab (CIP item) – \$221k  
Public Services - Fire Stations 3 and 4 Rehab (CIP item) – \$100k  
Public Services - Larcom Building Freight Elevator replacement (CIP item) – \$200k  
Safety Services - Police-CALEA support – \$25k  
Safety Services - Police-Fair & Impartial Police Training - \$25k  
Safety Services - Fire-Dashboard Inspection Module & Support - \$15k  
Safety Services - Fire-Reduction in Inspection revenue - \$25k reduction  
Safety Services - Fire-Extrication Replacement - \$33k  
Safety Services - Fire-Three passenger vehicles for inspectors - \$63k  
Institute GF contribution for Capital Needs – \$50k

#### RECURRING REQUESTS

City Administrator - Clerk's Office - .25 FTE Increase for Election Coordinator - \$25k  
City Administrator – Human Resources - .5 FTE Decrease - \$42k  
Housing Commission - 2.0 FTEs for Dir. of Operations & Occupancy Specialist - \$186k  
Community Services - 1.0 FTE added for new planner - \$88k  
Community Services - Deer Management (lethal) – \$35k  
Community Services - Additional Fleet Charges for Zoning Coordinator Vehicle - \$3k  
Community Services - Additional IT Charges for new iPads \$6k  
Community Services - Expansion of Parks programs - \$128k  
Community Services - Expansion of Parks programs - \$150k (revenue)  
Community Services - Increase in Human Services for Shelter Association - \$90k  
Community Services – Restore transfer to the Affordable Housing Fund-\$100k  
Safety Services - Police - Loss of Federal Funding - \$93k  
Safety Services - Police - Fleet Charges for Community Engagement Vehicle - \$6k  
Safety Services - Fire - Additional Fleet charges for 3 new inspection vehicles - \$20k  
Safety Services - Fire - Additional Fleet charges for Quint upgrade - \$18k  
Safety Services - Fire - Additional Fleet charges for second reserve engine - \$8k  
Safety Services - Fire - Hydrant Maintenance charges restored per ordinance - \$25k  
City Attorney - .5 FTE added for new Attorney - \$6k

#### Risk Fund

City Administrator - Safety - .5 FTE increase for full time safety technician - \$42k

**Construction Code Fund** – Addition of 2 FTEs and budget authorization for technology enhancements to support building official and in response to increase building activity. The Construction Code Fund is funded by permit fees and receives no General Fund support.

#### Various Public Service Related Funds

Public Services – Increase 1.0 FTE for Administration and 1.0 FTE for Systems Planning - \$297K  
Solid Waste- Food Waste Pilot Program - \$100k

The budget sets staffing levels at 729 for FY 2017. As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 729 FTEs by 10 on a temporary basis.

<u>General Fund Expenditures</u>	<u>2017</u>
Recurring Items:	
Mayor & Council	\$375,406
City Attorney	2,144,764
City Administration - Administrator, Clerk, Human Resources, Safety	3,922,039
Planning & Development	1,507,620
Planning	1,152,731
Community Development	4,387,775
Parks & Recreation	5,934,520
Finance	7,529,246
Public Services: Public Works	4,832,580
Public Services: Public Services All Other	7,196,463
Fire	15,773,122
Police	26,543,056
Fifteenth District Court	4,522,108
AAATA	10,249,942
Debt Service/Transfers/Other	3,402,719
Subtotal Recurring Expenditures	<u>\$99,474,091</u>

Non-recurring Expenditures:	
City Administrator-Strategic management assistance	\$38,588
City Clerk-Election equipment	161,000
Housing Commission-One-time support	105,000
Community Services- Deer management	110,000
Community Services-415 West Washington Historic District	15,000
Community Services-Purchase vehicle for Zoning Inspector	12,500
Community Services-Update hardware for inspectors	5,000
Community Services-Consultant for sign ordinance changes	100,000
Community Services-Ice Rink funding	60,000
Community Services-Parks Fairness funding	55,684
Public Services-Streetlight asset condition assessment	120,000
Public Services-New Streetlight funding	100,000
Public Services-Guy C. Larcom Building freight elevator	200,000
Public Services-Fire Stations 1 & 6 rehab	221,000
Public Services-Fire Stations 3 & 4 rehab	100,000
Public Services-Fire Station generators (CIP item)	100,000
Public Services-Barton and Superior Dam work	250,000
Public Services-City share of connector project	93,950
Public Services-Multimodal transportation needs	109,421
Public Services-Stone School sidewalk gap	50,000
Public Services-Contractual support for Sustainability Plan	165,000
District Court-Document Imaging Project	11,600
Safety Services-Police-CALEA accreditation	25,297

Safety Services-Police-Fair & Impartial police training	25,000
Safety Services-Fire-Three vehicles for inspectors	63,129
Safety Services-Fire-Extrication replacement	33,495
Safety Services-Fire-One year support for Fire Dashboard	15,293
Non-departmental-Streetlight replacement	770,000
Non-departmental-Workforce planning	500,000
Non-departmental-Pedestrian Safety - sidewalk gaps & enforcement	100,000
Non-departmental-Provision for Human Rights Commission Police recommendations	50,000
Subtotal Non-Recurring Expenditures	<u>\$3,765,957</u>
Total General Fund Expenditures	\$103,240,048

General Fund Revenues	
Taxes	\$54,359,689
State-shared Revenue	10,753,965
Charges for Services	6,016,067
Fines & Forfeitures	4,392,285
Transfers from other funds/AAHC for personnel	11,781,299
Other	12,321,906
Use of Fund Balance	<u>3,614,837</u>
Total General Fund Revenues	\$103,240,048

Memo: Unassigned Fund Balance as of 06/30/2015 \$17,235,156

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

Respectfully yours,



Tom Crawford  
Interim City Administrator

M E M O R A N D U M

TO: Mayor and Council

FROM: Tom Crawford, Acting City Administrator

DATE: May 16, 2016

SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2017

Attached for your review and action is the proposed FY 2017 City Budget that totals \$371 million and is in compliance with the City Charter. This budget resolution reflects the recommended budget delivered to you on April 18, 2016.

**General Fund Activities**

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

	<u>FY 2017</u>
Recurring Revenues	\$ 99,714,625
Non-recurring Revenues	3,525,423
Total Revenues	\$103,240,048
Recurring Expenditures	\$ 99,474,091
Non-recurring Expenditures	3,765,957
Total Expenditures	\$103,240,048

General Fund recurring expenditures increased by \$3,001,465 (+3.1%) compared to FY 2016's adopted budget, and recurring revenues increased by \$2,041,179 (+1.8%). Below is a summary of non-recurring expenditures:

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2017</u>
City Administrator-Strategic management assistance	\$ 38,588
City Clerk-Election equipment	161,000
Housing Commission-One-time support	105,000
Community Services-Deer management	110,000
Community Services-415 West Washington Historic District	15,000
Community Services-Purchase vehicle for Zoning Inspector	12,500
Community Services-Update hardware for inspectors	5,000
Community Services-Consultant for sign ordinance changes	100,000
Community Services-Ice Rink funding	60,000
Community Services-Parks Fairness funding	55,684
Public Services-Streetlight asset condition assessment	120,000
Public Services-New Streetlight funding	100,000

Public Services-Guy C. Larcom Building freight elevator	200,000
Public Services-Fire Stations 1 & 6 rehab	221,000
Public Services-Fire Stations 3 & 4 rehab	100,000
Public Services-Fire Station generators (CIP item)	100,000
Public Services-Barton and Superior Dam work	250,000
Public Services-City share of connector project	93,950
Public Services-Multimodal transportation needs	109,421
Public Services-Stone School sidewalk gap	50,000
Public Services-Contractual support for Sustainability Plan	165,000
District Court-Document Imaging Project	11,600
Safety Services-Police-CALEA accreditation	25,297
Safety Services-Police-Fair & Impartial police training	25,000
Safety Services-Fire-Three vehicles for inspectors	63,129
Safety Services-Fire-Extrication replacement	33,495
Safety Services-Fire-One year support for Fire Dashboard	15,293
Non-departmental-Streetlight replacement	770,000
Non-departmental-Workforce planning	500,000
Non-departmental-Pedestrian Safety - sidewalk gaps & enforcement	100,000
Non-departmental-Provision for Human Rights Commission Police recommendations	50,000
Total General Fund Non-recurring Expenditures	\$ 3,765,957

**FTEs**

The City's FTEs are proposed to increase from 722 to 729 in FY 2017 (excluding transfers between Service Areas and net of incidental changes):

- .5 FTE increase in City Attorney
- .5 FTE decrease in City Administrator, Human Resources
- .5 FTE increase in City Administrator, Safety
- 2 FTE increase in Community Services, Planning and Development
- 1 FTE increase in Community Services, Planning
- 2 FTE increase in Community Services, Housing Commission
- 1 FTE increase in Public Services, Administration
- 1 FTE increase in Public Services, Systems Planning

As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 729 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 2017 the Headlee rollback multiplier is anticipated to be 0.9913):

	<b>PROPOSED FY 2017</b>	<b>ACTUAL FY 2016</b>	<b>DIFFERENCE</b>
GENERAL OPERATING	6.1121	6.1657	(0.0536)
EMPLOYEE BENEFITS	2.0373	2.0552	(0.0179)
AAATA	2.0373	2.0552	(0.0179)
REFUSE COLLECTION	2.4445	2.4660	(0.0215)
STREET & SIDEWALK RECONSTRUCTION	2.1057	2.1242	(0.0185)
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0900	1.0996	(0.0096)
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4735</u>	<u>0.4777</u>	<u>(0.0042)</u>
TOTAL	16.3004	16.4436	(0.1432)

Prepared by: Matt Horning, Acting Chief Financial Officer

Approved by: Tom Crawford, Acting City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET  
AND RELATED PROPERTY TAX MILLAGE RATES  
FOR FISCAL YEAR 2017

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2017 for the City of Ann Arbor; 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 2017 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 \$245,324,019 are approved; and that \$40,485,894 be appropriated in FY 2017 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 \$486,696 be appropriated without regard to fiscal year;

RESOLVED, That a total 729 full-time equivalent positions be adopted in the FY 2017 budget;

RESOLVED, That as part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 729 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;



RESOLVED, That the City Council approve the proposed FY 2017 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2017 in a dedicated fund containing \$3,316,419 in revenues and \$2,761,168 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2017;

<b><u>REVENUES</u></b>	
CITY ATTORNEY	\$ 230,151
CITY ADMINISTRATOR	
Clerk Services	192,500
COMMUNITY SERVICES	
Community Development	100,000
Planning & Development Services	1,816,200
Planning	264,000
Parks and Recreation Services	4,595,924
FINANCIAL SERVICES	
Financial and Budget Planning	27,747,015
Treasury	44,459,436
Customer Service	80,000
PUBLIC SERVICES	
Systems Planning	85,000
Public Works	190,900
Water Treatment	411,273
SAFETY SERVICES	
Police	3,040,925
Fire	420,000
DISTRICT COURT	2,072,557
NON-DEPARTMENTAL	17,534,167
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$103,240,048</b>

**EXPENDITURES**

MAYOR AND CITY COUNCIL	\$ 375,406
CITY ATTORNEY	2,144,764
CITY ADMINISTRATOR	
City Administrator	688,956
Human Resources	1,839,055
Clerk Services	1,267,166
Safety	326,450
COMMUNITY SERVICES	
Planning & Development Services	1,650,120
Planning	1,252,731
Community Development	4,492,775
Parks and Recreation	6,050,204
FINANCIAL SERVICES	
Accounting	802,957
Assessor	1,070,973
Customer Service	231,180
Financial and Budget Planning	1,024,748
Information Technology	3,362,150
Procurement	274,921
Risk Management	83,214
Treasury	679,103
PUBLIC SERVICES	
Public Works	5,052,580
Fleet & Facilities	3,957,068
Project Management	3,664,787
Public Services Administration	166,668
Systems Planning	228,953
Water Treatment Services	468,358
SAFETY SERVICES	
Police	26,593,353
Fire	15,885,039
DISTRICT COURT	4,533,708
NON-DEPARTMENTAL	15,072,661
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<hr/> <b>\$ 103,240,048</b>

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2017 budget; and

**REVENUES**

<b>Fund #</b>	<b>Fund Name</b>	<b>Amount</b>
0001	DDA/HOUSING FUND	\$ 402,163
0002	ENERGY PROJECTS	259,472
0003	DOWNTOWN DEVELOPMENT AUTHORITY	6,438,768
0009	SMART ZONE LDFA	3,316,419
0010	GENERAL	103,240,048
0011	CENTRAL STORES	1,398,849
0012	FLEET SERVICES	11,575,769
0014	INFORMATION TECHNOLOGY	7,176,836
0016	COMMUNITY TELEVISION NETWORK	2,034,207
0021	MAJOR STREET	8,724,702
0022	LOCAL STREET	2,243,961
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,499,641
0025	BANDEMER PROPERTY	8,243
0026	CONSTRUCTION CODE FUND	3,001,097
0027	DRUG ENFORCEMENT	18,762
0028	FEDERAL EQUITABLE SHARING	18,791
0033	DDA PARKING MAINTENANCE	4,543,960
0034	PARKS MEMORIALS & CONTRIBUTIONS	40,484
0035	GENERAL DEBT SERVICE	8,855,244
0036	METRO EXPANSION	354,534
0038	ANN ARBOR ASSISTANCE	4,000
0041	OPEN SPACE ENDOWMENT	10,000
0042	WATER SUPPLY SYSTEM	25,965,640
0043	SEWAGE DISPOSAL SYSTEM	25,299,827
0048	AIRPORT	898,274
0049	PROJECT MANAGEMENT	4,957,161
0052	VEBA TRUST	10,611,323
0053	POLICE AND FIRE RELIEF	3,000
0054	CEMETERY PERPETUAL CARE	800
0055	ELIZABETH R DEAN TRUST	59,517
0057	RISK FUND	28,909,224
0058	WHEELER CENTER	465,372
0059	EMPLOYEES RETIREMENT SYSTEM	37,688,000
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	42,405
0061	ALTERNATIVE TRANSPORTATION	491,861
0062	STREET REPAIR MILLAGE	12,970,180

0063	DDA PARKING SYSTEM	23,478,048
0064	MICHIGAN JUSTICE TRAINING	20,000
0069	STORMWATER SEWER SYSTEM	7,260,292
0070	AFFORDABLE HOUSING	114,937
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,564,903
0072	SOLID WASTE FUND	17,311,872
0082	STORMWATER BOND	4,955,700
0088	SEWER BOND	8,420,500
0089	WATER BOND	8,847,500
00CP	GENERAL CAPITAL FUND	1,994,371
		<u><u>\$ 392,721,657</u></u>

## EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 402,163
0002	ENERGY PROJECTS	255,627
0003	DOWNTOWN DEVELOPMENT AUTHORITY	6,438,767
0009	SMART ZONE LDFA	2,761,168
0010	GENERAL	103,240,048
0011	CENTRAL STORES	1,398,849
0012	FLEET SERVICES	11,490,847
0014	INFORMATION TECHNOLOGY	7,176,836
0016	COMMUNITY TELEVISION NETWORK	2,023,372
0021	MAJOR STREET	8,724,702
0022	LOCAL STREET	2,243,961
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,330,341
0025	BANDEMER PROPERTY	737
0026	CONSTRUCTION CODE FUND	2,983,753
0027	DRUG ENFORCEMENT	18,762
0028	FEDERAL EQUITABLE SHARING	18,791
0033	DDA PARKING MAINTENANCE	3,764,817
0034	PARKS MEMORIALS & CONTRIBUTIONS	30,000
0035	GENERAL DEBT SERVICE	8,855,244
0036	METRO EXPANSION	347,093
0038	ANN ARBOR ASSISTANCE	4,000
0041	OPEN SPACE ENDOWMENT	10,000
0042	WATER SUPPLY SYSTEM	21,207,121
0043	SEWAGE DISPOSAL SYSTEM	21,212,099
0048	AIRPORT	894,280
0049	PROJECT MANAGEMENT	4,935,327
0052	VEBA TRUST	662,319
0055	ELIZABETH R DEAN TRUST	57,636
0057	RISK FUND	28,909,224
0058	WHEELER CENTER	465,372
0059	EMPLOYEES RETIREMENT SYSTEM	37,671,827
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	42,405
0061	ALTERNATIVE TRANSPORTATION	491,861
0062	STREET REPAIR MILLAGE	12,970,180
0063	DDA PARKING SYSTEM	23,478,048
0064	MICHIGAN JUSTICE TRAINING	20,000
0069	STORMWATER SEWER SYSTEM	6,888,009
0070	AFFORDABLE HOUSING	100,000
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,547,546

0072	SOLID WASTE FUND	17,311,872
0082	STORMWATER BOND	4,955,700
0088	SEWER BOND	8,420,500
0089	WATER BOND	8,847,500
00CP	GENERAL CAPITAL FUND	1,919,371
		<u><b>\$ 370,753,075</b></u>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2017:

	<b>PROPOSED</b>
GENERAL OPERATING	6.1121
EMPLOYEE BENEFITS	2.0373
AAATA	2.0373
REFUSE COLLECTION	2.4445
STREET & SIDEWALK RECONSTRUCTION	2.1057
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0900
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4735</u>
TOTAL	<u><u>16.3004</u></u>

**BUDGET AMENDMENTS AS APPROVED BY ANN ARBOR CITY COUNCIL  
ON MAY 16, 2016**

**Amendment 1**

**Provide Funding to the Affordable Housing Fund**

Whereas, the Council approved an amendment to the budget for FY14 that the City incorporate into the budget a recurring cost of \$100,000 for the Affordable Housing Fund; and

Whereas, for FY16 and FY17, these dollars have been transferred directly to the Housing Commission to offset administrative costs; and

Whereas, in the future, the Housing Commission is not expected to need to receive these supplemental dollars; and

Whereas, the Affordable Housing Fund has earmarked all but \$3,000 of its balance in support of affordable housing projects and the maintenance of existing public housing and affordable housing units;

Resolved, the General Fund Community Development Expenditure Budget be increased by \$100,000.00 to transfer to the Affordable Housing Fund funded by a one-time use of fund balance in FY17; and

Resolved, the Affordable Housing Fund revenue and expenditure budgets be increased by \$100,000.00.

**As Amended by Ann Arbor City Council on May 16, 2016**

Sponsors: Briere, Ackerman

Moved by Briere, seconded by Ackerman

Motion to Amend by Eaton, seconded by Lumm Approved 11-0 on a Roll Call Vote

**Approved as Amended** on a Voice Vote

**Amendment 2**

**Fund three outdoor ice rinks for FY2017**

Whereas, the outdoor ice rinks, piloted during the 2015/2016 winter at Allmendinger, Burns, and Northside Parks, were successful and well received by the community; and

Whereas, staff has estimated the expense to continue the outdoor ice rinks for the 2016/2017 winter to be \$60,000; and

Whereas, funding is available as part of the Parks Fairness resolutions (R-11-186 and R-12-382); and

Whereas, on April 19, 2016, the Parks Advisory Commission (PAC) unanimously supported continuation of the outdoor ice rinks, as well as the allocation of any available Parks "fairness resolution" expenditure funds towards the outdoor ice rink program.

RESOLVED, that the General Fund FY 2017 Parks budget be increased by \$60,000 funded by a one-time use of the General Fund balance; and

RESOLVED, that this amount reduce the amount owed under the Parks "fairness resolution".

Sponsors: Grand, Ackerman, Smith  
Moved by Grand, seconded by Ackerman  
**Approved** on a Voice Vote

### **Amendment 3 - DEFEATED**

**Reduce Streetlight replacement for Kerrytown by \$320,000 and request DDA to fund \$320,000 additional Kerrytown lighting**

Sponsor: Kailasapathy, Lumm, Eaton  
Moved by Kailasapathy, seconded by Eaton  
Motion to Amend by Warpehoski, seconded by Smith (considered friendly)  
**Defeated** 5-6 on a Roll Call Vote

### **Amendment 4 - DEFEATED**

**Increase FY17 budget for crosswalk improvements**

Sponsor: Kailasapathy, Lumm, Eaton, Briere  
Moved by Briere, seconded by Smith  
Motion to Amend by Briere, seconded by Smith (considered friendly)  
**Defeated** 3-8 on a Roll Call Vote

### **Amendment 5**

**Amend Connector Study Budget**

Whereas, the City of Ann Arbor, the Downtown Development Authority (DDA), the Ann Arbor Area Transportation Authority (TheRide), and the University of Michigan (UM)



have partnered on a series of studies leading to the design and construction of The Connector; and

Whereas, there have already been two phases to the process that may result in the Connector; and

Whereas, the City of Ann Arbor, the DDA, UM, and TheRide funded the initial \$250,000 feasibility study (\$50,000; \$50,000, \$50,000, and \$100,000, respectively); and

Whereas, the City of Ann Arbor, the DDA, UM, and TheRide funded the revised feasibility \$640,000 study (\$80,000, \$80,000, \$160,000, and \$320,000, respectively); and

Whereas, the City of Ann Arbor, the DDA, UM, and TheRide, matching a Federal Grant of \$1,200,000, funded Phase II, the \$1,500,000 route study (\$30,000, \$30,000, \$150,000 and \$90,000, respectively); and

Whereas, the University of Michigan has offered to fund at least 75% of the Phase III \$3,000,000 to \$4,000,000 environmental assessment study; and

Whereas, the City of Ann Arbor and its partners in this process wish to proceed with the study; and

Whereas, the City Council has yet to approve the level of the City's participation in this study;

Resolved, that the City of Ann Arbor determines that it is willing to be a full partner in the funding of Phase III; and

Resolved, that the City Council sets its level of participation for Phase III at \$60,000, without regard to fiscal year, which assumes a project of \$3,000,000, with 90% UM participation, 6% TheRide, and 2% each for the City and the DDA; and

Resolved, that City Council approve an additional amount for staff time and training costs in the amount of \$33,950;

Resolved, that the budget be adjusted to decrease the General Fund System Planning expenditure budget thereby increasing the General Fund Reserves by \$90,000; and

Resolved, that any future request for funding for this or any future phase of the Connector will require active Council approval; and

Finally resolved, that the Council will review and approve the final proposal for the routing of the connector prior to any funding request for a future phase.

Sponsor: Briere, Krapohl

Moved by Briere, seconded by Krapohl  
**Approved** 6-5 on a Roll Call Vote

## **Amendment 6**

### **Approve Solid Waste Supplemental Funding for a Food Waste Pilot(s) Supporting the Implementation of the Organics Study Recommendation**

Whereas, a 2012 waste sort conducted by the City of Ann Arbor found that over 40% of the material making its way to the landfill from Ann Arbor was comprised of organic waste, most of which was food and wood waste;

Whereas, on December 17, 2012 the Ann Arbor City Council adopted the Ann Arbor Climate Action Plan, which promotes opportunities to create stronger, more effective recycling and composting programs;

Whereas, The Waste Less: Solid Waste Resource Plan adopted in October, 2013 set goals of increasing single-family, multi-family and commercial waste diversion rates;

Whereas, meaningful increases in diversion rates will require a host of interrelated strategies in order to maximize the recovery of materials in a cost-effective and efficient manner;

Whereas, such innovations include: commercial food waste pilot programs in the Downtown Development Authority (DDA) area, Ann Arbor Public Schools and non-recoverable food items from Food Gatherers and the Delonis Homeless Shelter;

Whereas, such programs have widespread support from local businesses, the Ann Arbor Public Schools and potential participants, who are ready to act now;

Whereas, in February, 2016 the Environmental Commission unanimously endorsed this proposal for supplemental programming and financial support for these initiatives in the fiscal 2016/17 solid waste operating budget; and

Whereas, Ann Arbor entered into a contract with CB&I to conduct a study for the purpose of assessing the City's potential for year-round organic (compost) pickup;

Whereas, the CB&I Organics Study will be completed by January 2017;

Whereas, this study has been asked to develop implementation strategies for organic collection; and,

Whereas, the scope of the food waste pilot program will be defined in the Organics Report but will include no fewer than 10 downtown restaurants and 9 public school facilities;

RESOLVED, That the FY17 Solid Waste expenditure budget be increased by \$100,000 funded with a one-time use of fund balance to finance a food waste collection pilot program;

RESOLVED, That this funding will establish a commercial food waste collection pilot program based on the scope recommended in the CB&I Organics Study, which may be broader or more comprehensive than the food waste pilot recommended by the Environmental Commission in their February 2016 resolution; and,

RESOLVED, That the pilot program or higher priority recommended action will begin by April 1, 2017 and upon completion a report prepared and delivered to City Council summarizing the project to be delivered by March 1, 2018 or as recommended by the CB&I Organics Study.

**As Amended by Ann Arbor City Council on May 16, 2016**

Sponsors: Smith, Briere, Ackerman, Krapohl, Taylor

Moved by Smith, seconded by Briere

Motion to Amend by Eaton, seconded by Lumm (considered friendly)

**Approved as Amended** on a Voice Vote

**Amendment 7**

**Increase General Fund budget for Community-Facing Climate Action Programs**

WHEREAS, City Council passed Resolution 14-095 directing staff to draft recommendations on Community Energy Efficiency;

WHEREAS, City Council received a recommendation from staff on May 5, 2014, detailing the resources necessary to make significant progress on creating and implementing additional community energy efficiency, conservation, and renewable energy programs that further the Climate Action Plan's adopted targets, reduce our community GHG emissions, provide economic benefit to our community and help to preserve our quality of life ("Community-Facing Climate Action Programs");

WHEREAS, City Council unanimously adopted the Climate Action Plan on December 17, 2012, committing the City to reduce its greenhouse gas emissions by 90% by 2050;

WHEREAS, The City of Ann Arbor will not achieve the goals articulated the Climate Action Plan if we do not invest in staffing and Community-Facing Climate Action Programs;

WHEREAS, in FY2016, \$165,000 was budgeted for Community-Facing Climate Action Programs, which was then allocated for sustainability associate staff, and for contractual services with the Clean Energy Coalition and Ecology Center;

WHEREAS, those efforts have attracted approximately \$2 million in proposed PACE clean energy investments; and have begun development of a commercial energy benchmarking ordinance, a citywide energy concierge service, the Solar Group-Buy/Solarize Ann Arbor program, and a climate action community engagement program;

WHEREAS, the FY2017 budget submitted by the Interim City Administrator includes \$80,000 for the continuation of the sustainability associate efforts;

WHEREAS, a non-recurring amendment of \$85,000 would allow continuation of the current level of community-facing climate action programs;

RESOLVED, That the General Fund FY2017 Systems Planning expenditure budget be increased by \$85,000 to continue funding community-facing climate action programs, funded with a one-time use of fund balance.

Sponsors: Smith, Briere, Grand, Taylor, Krapohl

Moved by Smith, seconded by Warpehoski

**Approved** 9-2 on a Roll Call Vote

## **Amendment 8**

### **Establish a FY17 Budget for Deer Management Lethal Methods of \$110,000 and to Direct the City Administrator to Present to Council a Recommended Plan for Ongoing Deer Management Actions, Costs and Funding**

Whereas, in response to citizen concerns particularly in the First and Second Wards regarding growing Deer populations and the damage being caused to the city's natural environment, native species and eco-systems, as well as concerns related to public health and safety, City Council commenced a collaborative study process in May 2014 to dimension the severity of the issue and to begin evaluation of alternative deer management strategies and approaches; and

Whereas, in May 2015, after conducting a thorough evaluation and research process with extensive public engagement, the city issued its final report which recommended that the city should set an overall goal of reducing deer-human interactions with a recommended approach of a series of annual culls, beginning in the Winter of 2016 on City property in Wards 1 and 2; and

Whereas, in May 2015, Council established a \$90,000 deer management budget for FY16 to cover the expected costs of the staff recommendations in the event Council chose to adopt those recommendations; and

Whereas, in August 2015, Council adopted the staff recommendations including a series of at least four annual culls commencing in Winter 2016 and implementing a deer feeding ban. The feeding ban was implemented by Council in September 2015 and the first of the series of annual culls was conducted in January-February of 2016; and

Whereas, the August 2015 adopted Council resolution also included exploring non-lethal experimental options for deer management. The Administrator's proposed FY17 budget includes \$35,000 to support the study of non-lethal deer management methods and that provision is unaffected by this resolution; and

Whereas, the most recent helicopter aerial survey in February 2016 counted 202 deer, up from 168 deer counted a year earlier, and while these surveys are not precise or comprehensive, the increase suggests that the Ann Arbor deer populations continue to grow and it is known that in the absence of predators or management actions, deer populations tend to double every two-three years; and

Whereas, the final actual costs for all aspects of the FY16 deer management program (cull, aerial surveys, assessing browse damage, and staff time) are not yet available, but staff estimates the total cost for FY16 will be \$107,521; and

Whereas, the experience of other communities demonstrates that for a deer management program to be effective, it must:

- be sustained for several years
- incorporate (on an ongoing, strategic basis) metrics, maps and trend data on deer populations and locations, deer-vehicle collisions, and deer browse damage to public areas and private property
- be supported by a staff time commitment that includes contractor management/oversight, development and monitoring of data and metrics, public engagement, and coordination with key partners (MDNR and UM); and

Whereas, the Administrator's proposed budget for FY17 includes a \$35,000 provision for recurring deer management lethal methods which represents the approximate cost of culling 100 deer, but does not reflect the costs for any of these related actions necessary for an effective deer management program; and

Whereas, a detailed plan and cost estimate for year two of the deer management program has not yet been developed, but it's expected the city will take advantage of the learnings from year one which could result in savings in some areas, but added actions and costs in other areas; and

Whereas, it is prudent and fiscally responsible to include in the FY17 budget an appropriate provision to cover the costs of the potential year two actions and based on the FY16 experience, a FY17 budget provision of \$110,000 for deer management lethal methods appears both reasonable and adequate; and

Whereas, Council desires a longer-term plan for deer management including recommended actions and estimated recurring and one-time costs and it is expected that once accepted by Council, the appropriate recurring costs will be reflected in future year budget recommendations by the Administrator; and

RESOLVED, that the City Administrator will present to Council on or before October 3, 2016, a detailed, long-term deer impact analysis plan that includes data collection, metrics, public engagement and coordination with key partners (MDNR, UM, Washtenaw County) and the City Administrator will estimate recurring and one-time costs and once accepted by Council, the Administrator will incorporate the recommended amounts in his subsequent year budget proposals; and

RESOLVED, that the FY17 General Fund one-time expenditure line item for deer management be increased by \$75,000 to \$110,000; and

RESOLVED, that the FY General Fund reserves be reduced by \$75,000.

**As Amended by Ann Arbor City Council on May 16, 2016**

Sponsor: Lumm, Eaton

Moved by Lumm, seconded by Eaton

Motion to Replace with Substitute Resolution by Smith, seconded by Briere

Motion to Amend Title by Briere (withdrawn)

Motion to Amend Substitute Resolution by Westphal (considered friendly)

Consider Substitute Resolution as Amended Approved 8-3 on a Roll Call Vote

Motion to Amend by Lumm, seconded by Eaton Defeated 5-6 on a Roll Call Vote

Motion to Amend by Briere, seconded by Lumm Approved 6-5 on a Roll Call Vote

**Approved as Amended** 10-1 on a Roll Call Vote

**Amendment 9 - DEFEATED**

**Increase LDFA FY17 budget by \$500,000 for the community fiber project**

Sponsor: Kailasapathy, Lumm, Eaton

Moved by Kailasapathy, seconded by Eaton

**Defeated 3-8 on a Roll Call Vote**

## **Amendment 10**

### **Allocate \$100,000 in FY17 to the Fund for New Streetlights Established by Council in FY16 and To Direct the City Administrator to Present to Council Recommendations Regarding Installation of New Streetlights**

Whereas, public safety is a service priority highly valued by many community residents and adequate street lighting is a significant contributor to the perception of safety in our neighborhoods; and

Whereas, in February 2015, City Council lifted the moratorium on new streetlights in place since 2006 and in May 2015, Council unanimously adopted a FY16 budget amendment that:

- Created a new, dedicated General Fund account/fund for the purpose of funding new streetlights
- Directed the City Administrator to develop a process to evaluate and fund new streetlight requests
- Allocated \$100,000 from General Fund balance to the “new streetlight” account/fund for FY16; and

Whereas, Staff has completed the development of a new streetlight prioritization model based on eight criteria with weighting and scoring and the City is now prepared to begin installing new streetlights in priority locations; and

Whereas, since “smart” street lights were first deployed in large scale a decade ago, the technology has evolved significantly with improved sensors, dimming systems and other features that can help ensure public safety and the market for “smart” lighting has become more competitive; and

Whereas, the proposed FY17 budget includes funding for streetlight replacement (\$720,000) and for a streetlight condition assessment (\$120,000), but there is no funding or spending reflected in the FY17 Budget for new streetlights; and

Whereas, the proposed FY17 General Fund non-departmental budget reflects a year-to-year increase of \$1.22 million (160% increase) in contingencies (from \$761,000 in the FY16 amended budget to \$1.98 million in FY17) including \$500,000 for a new workforce planning contingency and increases in the Administrator’s operating contingency and the contingencies for labor settlements and pension contribution smoothing; and

Whereas, reducing FY17 contingencies by \$100,000 and allocating the funds to new streetlights would hold General Fund budgeted spending at the Administrator’s proposed level in total and still result in a significant year-to-year increase (\$1.1 million or 140%) in contingencies; and

Whereas, the City Administrator Operating Contingency in the FY17 Plan adopted a year ago was \$250,000 and has been increased by \$100,000 to \$350,000 in the proposed FY17 budget; and

Whereas, it is Council's desire to begin implementing the program to install new streetlights in priority locations;

RESOLVED, that the FY17 General Fund expenditure budget be increased by \$100,000 for a one-time allocation to the New Streetlight Fund with a one-time use of General Fund fund balance;

RESOLVED, that within 90 days, the City Administrator presents to Council for approval a recommendation to begin implementing the new streetlight installation program including evaluation of potential "smart" street lights for the program;

RESOLVED, that the Administrator may present to Council for consideration other sources of funding to substitute for those identified above.

**As Amended by Ann Arbor City Council on May 16, 2016**

Sponsor: Lumm, Eaton

Moved by Lumm, seconded by Eaton

Motion to Amend by Briere, seconded by Krapohl (considered friendly)

**Approved as Amended** 9-2 on a Roll Call Vote

**Amendment 11**

**Increase General Fund Planning & Development Budget to Fund Reporting Costs for Old West Side Historic District Modification Regarding 415 West Washington**

Whereas The Local Historic Districts Act (P.A. 169 of 1970) ("LHDA") mandates that before City Council may consider modification of an existing historic district, a Historic District Study Committee, appointed by City Council, must issue a preliminary report, hold a public hearing, and issue a final report with a recommendation;

Whereas, The City-owned property and its buildings located at 415 West Washington are within the Old West Side Historic District;

Whereas, It is appropriate to evaluate the buildings and property at 415 West Washington in connection with the modification of the Old West Side Historic District as provided for in the LHDA;

Whereas, The cost of the research and preparation of the statutorily required reports and compliance with the requirements of LHDA are estimated to be \$15,000;



Whereas, The budgeting of \$15,000 reporting and related costs of the Historic District Study Committee's consideration of modification of the Old West Side Historic District regarding 415 West Washington will not prevent the City Council providing direction to the City Administrator to seek Historic District Commission authorization to demolish the buildings at 415 West Washington prior to the initiation of a Study Committee; and

RESOLVED, That the General Fund Planning & Development expenditure budget be increased by \$15,000 with a one-time use of fund balance to fund reporting and related costs of the Historic District Study Committee's consideration of modification of the Old West Side Historic District regarding 415 West Washington.

Sponsors: Taylor, Smith, Warpehoski  
Moved by Warpehoski, seconded by Smith  
**Approved** 10-1 on a Roll Call Vote

#### **Amendment 12 - *DEFEATED***

##### **Establish Spending Guidelines for the Street, Bridge and Sidewalk Millage Proceeds Collected from Taxpayers in FY17 and Future Years**

Sponsor: Lumm, Eaton  
Moved by Lumm, seconded by Kailasapathy  
Motion to Replace with Substitute Resolution by Lumm, seconded by Kailasapathy (considered friendly)  
**Defeated** 3-8 on a Roll Call Vote

#### **Amendment 13 - *DEFEATED***

##### **Increase Police Staffing in the FY17 Budget by Two Officers**

Sponsor: Lumm, Eaton  
Moved by Lumm, seconded by Kailasapathy  
**Defeated** 2-9 on a Roll Call Vote

#### **Amendment 14 - *DEFEATED***

##### **Authorize One-Time Expenditure of up to \$50,000 to Assist in the Development and Presentation to Council for Consideration of a Re-structured Employee Pension Plan for New Hires**

Sponsor: Lumm  
Moved by Lumm, seconded by Briere  
**Defeated** 1-10 on a Roll Call Vote

## **Amendment 15**

### **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 budget amendments adopted by Council for the FY17 budget increase the General Fund expenditure budget by \$34,500; and

Whereas, The Parks General Fund budget increased by \$60,000 for budget amendments for FY17 approved by City Council;

Whereas, The Parks budget should be increased \$55,684 to ensure compliance with the 2010, 2011 and 2012 resolutions;

RESOLVED, That the General Fund Parks FY17 expenditure budget be amended to increase \$55,684 to be funded as a one-time expenditure from the General Fund fund balance.

### **As Amended by Ann Arbor City Council on May 16, 2016**

Moved by Ackerman, seconded by Grand  
Motion to Amend by Ackerman, seconded by Grand (considered friendly)  
**Approved as Amended** on a Voice Vote

### **FY17 Budget as Amended, Adopted Unanimously on a Voice Vote**

# Information Pages: Community Profile

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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 2,118 acres, which includes 158 park sites, about 1200 acres of natural areas and 57 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:

	<b><u>1980</u></b> <b><u>Census</u></b>	<b><u>1990</u></b> <b><u>Census</u></b>	<b><u>2000</u></b> <b><u>Census</u></b>	<b><u>2010</u></b> <b><u>Census</u></b>
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. It employs approximately 29,000 workers, including about 12,000 in the medical center. 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.

Employer	2015		
	Employees	Rank	Percentage of Total Top City Employers
University of Michigan	29,068	1	69.18%
Trinity Health System (formerly St. Joseph's Health System)	5,307	2	12.63%
Ann Arbor Public Schools	2,300	3	5.47%
Washtenaw County	1,332	4	3.17%
Integrated Health Associates, Inc.	1,125	5	2.68%
Truven Health Analytics	730	6	1.74%
City of Ann Arbor	686	7	1.63%
Domino's Pizza	600	8	1.43%
Washtenaw Community College	567	9	1.35%
Con-way Inc.	302	10	0.72%
Total	<u>42,017</u>		<u>100.00%</u>

Largest Taxpayers	Type of Business	Taxable Value	Rank	Percentage of Total City Assessed Value
Briarwood Shopping Complex	Shopping Center	\$ 38,282,500	1	0.77%
Campus Investors 601 Forest	Apartments	30,990,844	2	0.62%
AMCAP Arborland LLC	Shopping Center	29,835,543	3	0.60%
Ann Arbor Campus Housing, LLC	Apartments	28,125,324	4	0.57%
HUB Eisenhower Property	Office Building	24,892,000	5	0.50%
DTE Electric Company	Utility	23,229,700	6	0.47%
THC Ann Arbor WP LLC	Apartments	19,754,799	7	0.40%
Varsity at Ann Arbor, LLC	Apartments	18,753,974	8	0.38%
DTE Gas Company	Utility	16,518,500	9	0.33%
Sterling - 4 Eleven, LP	Apartments	15,629,584	10	0.31%
Total		<u>\$ 246,012,768</u>		<u>4.95%</u>

## Information Pages: Community Profile

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### 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 ten universities by the American Council of Education, the University enrolls over 42,000 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

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### **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. AT&T is the primary wired telephone service provider for the area and cable TV service is primarily provided by Comcast.

## Information Pages: Miscellaneous Community Statistics

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Date of incorporation: 1851  
Form of government: Council – Administrator  
Permanent employees: 729

### 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 2015):

Number of street lights:	7,497
Traffic signals:	159
Miles of streets:	297
Street resurfacing:	8.32 (miles)



Stadium Bridge Replacement



## Information Pages: Miscellaneous Community Statistics

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### Fire:

Number of stations	5
Emergency responses	6,572
Inspections	1,218

### Police:

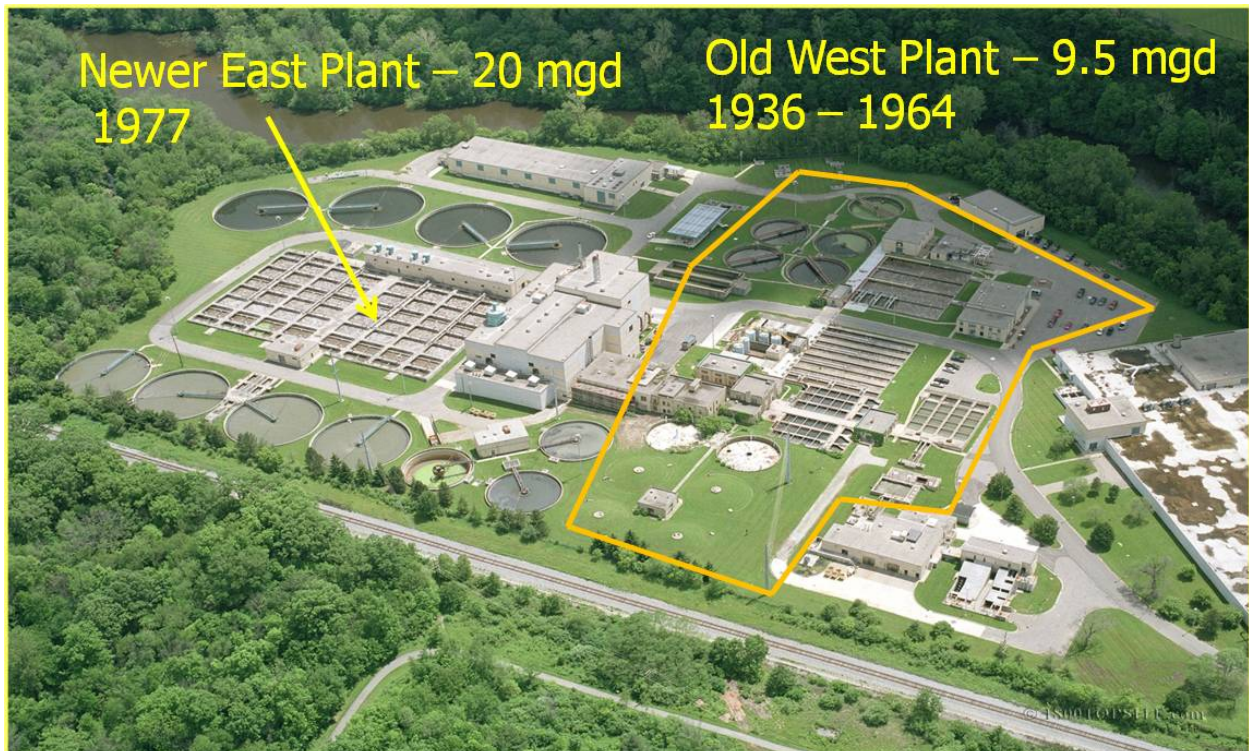
Physical arrests	1,461
Parking violations	108,759
Traffic violations	12,205

### Water:

Average daily consumption	13.58 (millions of gallons)
Miles of water mains	488
Storage capacity	19,000 (thousands of gallons)

### Wastewater:

Miles of sanitary sewers	362
Miles of storm sewers	266
Treatment capacity	48,000 (thousands of gallons)



Wastewater Treatment Plant Facilities  
Renovations Project



## Information Pages: Miscellaneous Community Statistics

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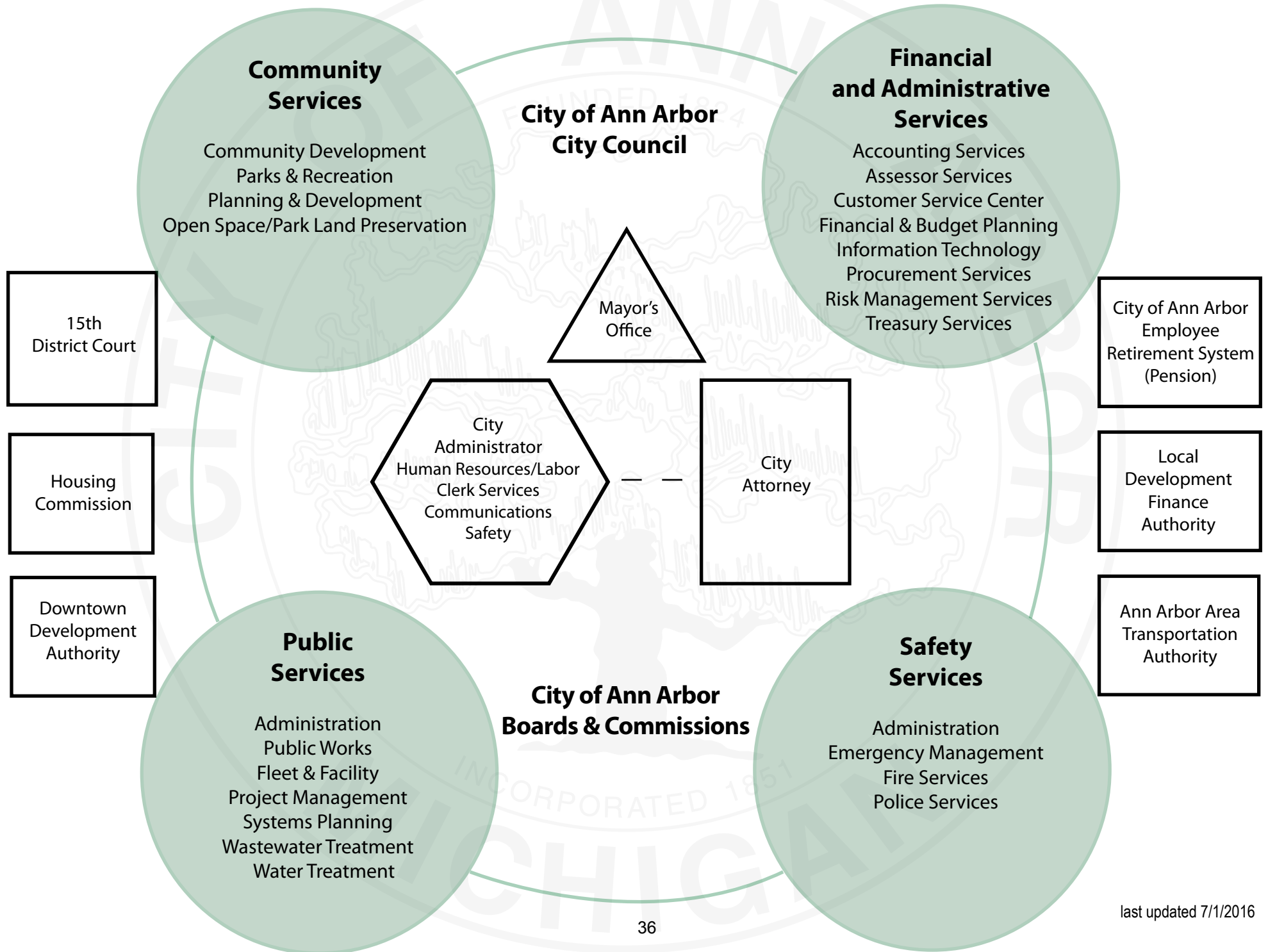
### Culture and recreation:

Number of parks	158
Acres of parkland	2,118
Playgrounds	77
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



Ann Arbor Skate Park

# CITY OF ANN ARBOR ORGANIZATIONAL CHART



## Information Pages: The Budget Process

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The Annual Operating Budget is the City's plan for providing services to the community during the fiscal year. The budget process involves determining the nature and level of services provided to the public according to the priorities established by the City Council and City Administrator.

Over the past couple of years, the City has worked to create two policy documents to help prioritize and allocate resources. The first policy document, approved by Council, is the Sustainability Framework. This framework encapsulates and draws alignment from over 20 existing City Plans. The second policy document, prepared by city staff, is the Organizational Strategic Plan. This Plan helps prioritize initiatives along with the needs of the internal City organization to operate in a strategic, sustainable, and efficient manner.

FY2017 is the second year these two policy documents will guide 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 Sustainability Framework.

Individual service units began the budget process by formulating service unit goals and objectives that reflect the policy documents. Once the goals and objectives have been developed, the service units prepare financial budget requests, which are submitted in early February.

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 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

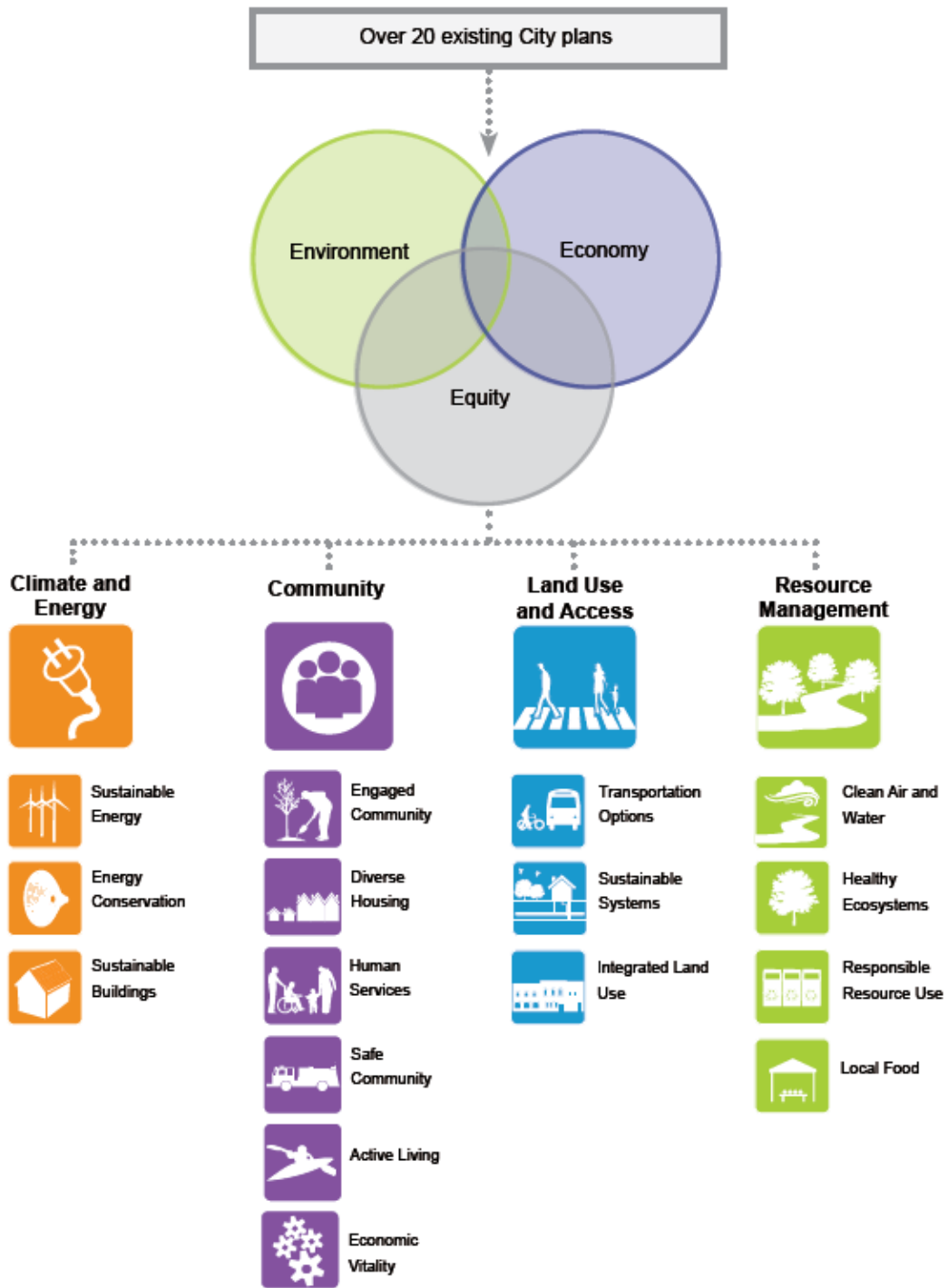
## Information Pages: The Budget Process

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submitted to City Council by the second meeting in April. The City Council, with at least seven affirmative votes, must adopt 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 amended 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 2017, the Council adopts the second year of a two-year fiscal plan. When preparing the FY 2017 budget, 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



## Information Pages: The Budget Process-Sustainability Plan

	Goals	Primary Unit	Supporting Unit(s)	Target Source(s)
Climate & Energy	Sustainable Energy	Systems Planning	Ann Arbor Housing Commission	Energy Challenge Resolution (R-11-142), Climate Action Plan, Housing Commission, City Council Resolution (R-13-283), new
	Energy Conservation	Systems Planning	Information Technology	Climate Action Plan, Budget Goals, new
	Sustainable Buildings	Systems Planning	Planning and Development	Solar Roofs Resolution (R-342-7-06), Downtown Zoning Incentives, Climate Action Plan, Washtenaw County Sustainable Communities Challenge Grant, new
Community	Engaged Community	City Administrator's Office – City Clerk, Communications	Systems Planning, Planning and Development, Information Technology, Parks, Project Management	Budget Goals, new
	Diverse Housing	Housing Commission	Community and Economic Development, Downtown Development Authority	Housing Commission, Budget Goals, DDA
	Human Services	Housing Commission, Community and Economic Development		Housing Commission, Budget Goals
	Safe Community	Police	Systems Planning, Planning and Development, Emergency Management, Housing Commission	Budget Goals, Flood Mitigation Plan, Housing Commission, new
	Active Living & Learning	Parks and Recreation	Downtown Development Authority	Parks and Recreation Open Space Plan, Budget Goals, DDA
	Economic Vitality	Community and Economic Development	Planning and Development, Downtown Development Authority, Systems Planning	Redevelopment Ready Community Best Practices Report, DDA, new
Land Use & Access	Transportation Options	Systems Planning	Project Management	Non-Motorized Transportation Plan, Non-Motorized Transportation Planning and Policy Updates, Climate Action Plan, Connector Feasibility Study, Budget Goals, DDA, new
	Sustainable Systems	Systems Planning		Draft Urban and Community Forest Management Plan, Budget Goals, new
	Integrated Land Use	Planning and Development		City Master Plan, DDA, new
Resource Management	Clean Air & Water	Systems Planning	Water Treatment, Field Operations	Budget Goals, Capital Improvement Plan, Transportation Plan, Climate Action Plan, DDA, new
	Healthy Ecosystems	Systems Planning	Field Operations	Draft Urban and Community Forest Management Plan, Budget Goals, Stormwater Management Program, Huron River Impoundment Management Plan, new
	Responsible Resource Use	Systems Planning	Field Operations	Solid Waste Resource Plan, Budget Goals
	Local Food	Parks and Recreation	Farmers Market, Greenbelt	Farmers Market, Greenbelt District Strategic Plan, Budget Goals



# Information Pages: The Budget Process-Strategic Plan

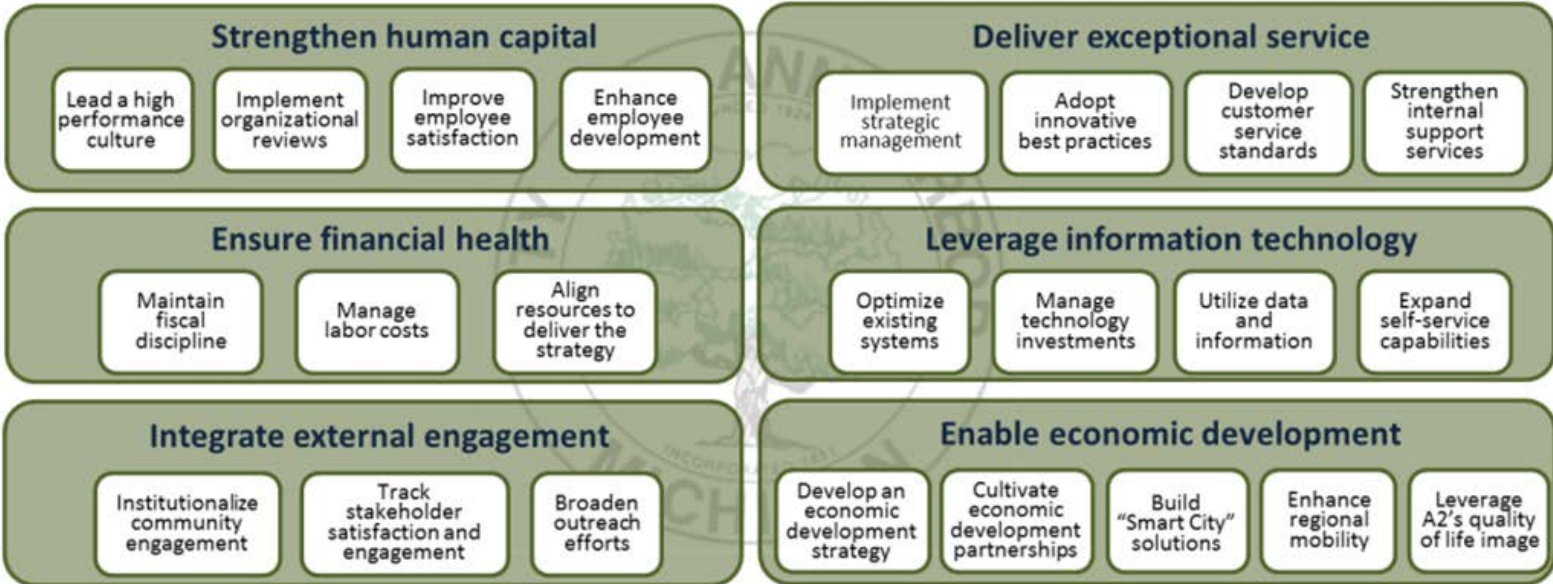
*Pursue Our Vision*

**A unified team, creating and sustaining excellence.**

*Fulfill Our Mission*

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

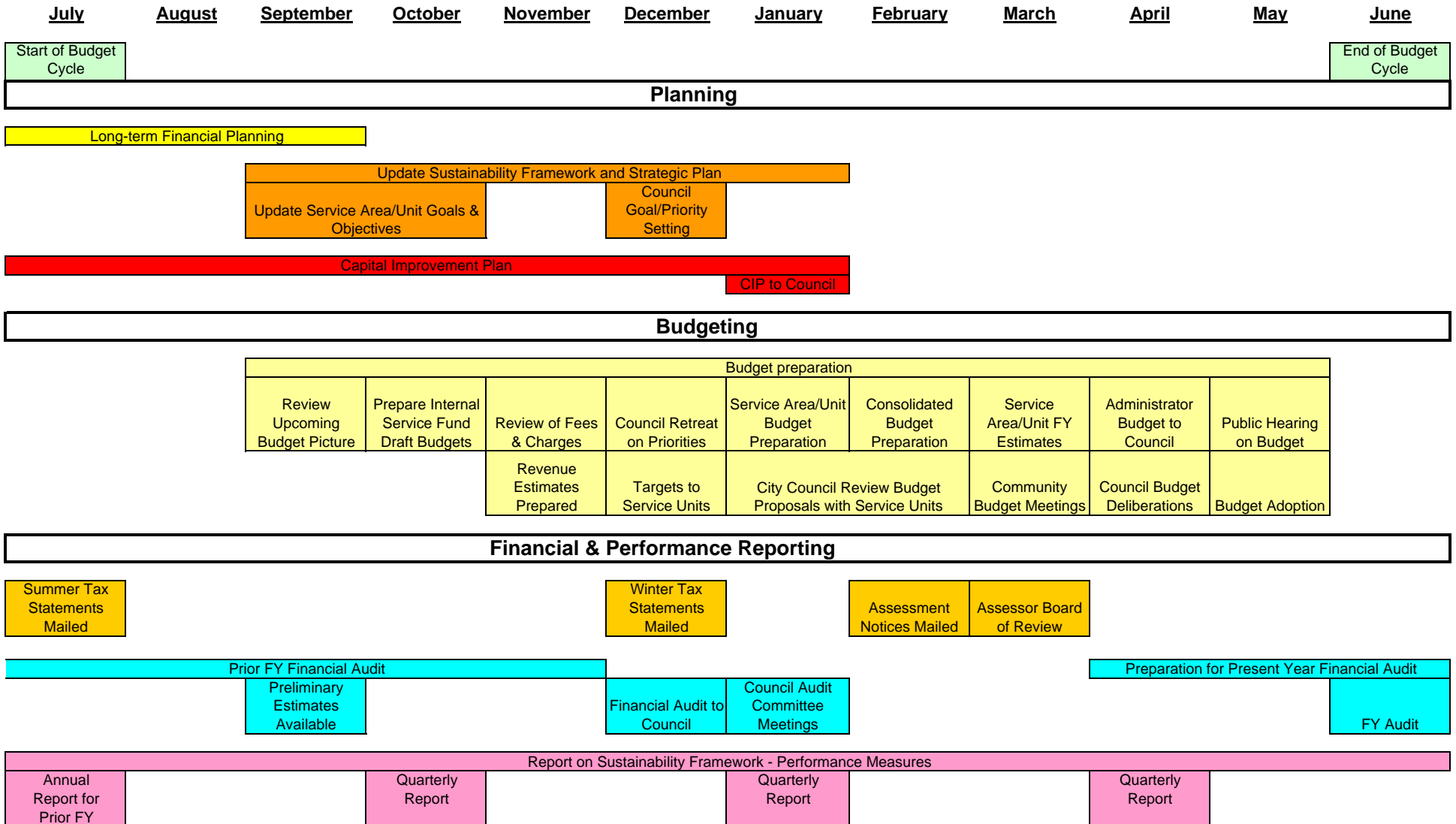
*Accomplish Our Goals & Objectives*



*Live Our Core Values*

**Teamwork + Commitment to Excellence + Accountability + Stewardship + Integrity**

**Information Pages: The Budget Process - Financial Calendar**





## Information Pages: Financial Goals

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### **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 2017 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 moderate property tax receipt increases primarily due to new construction.
- Statutory state-shared revenue has increased over the last several years and is projected to increase 1% in FY17. 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 FY2017.
- 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.
- The City is contributing more than the actuarially required amount by the anticipated level of revenue growth annually. This revenue growth currently averages 2%.
- The City's retirement system is funded at 86.2% as of June 30, 2015, which is generally considered healthy.
- The General Fund unassigned fund balance on June 30, 2015 was at 18.2% of total General Fund expenditures.

### **Conclusions**

The City of Ann Arbor is starting to see economic improvements in its local economy. The local area unemployment rate is 2.9% as of January 2016, 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% per year. Given the extent to which the city has already reduced its costs, additional reductions may result in reduced services.

## Information Pages: Financial Goals

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### 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 and Organizational Strategic Plan.
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

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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: Debt Policy

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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

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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

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- 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

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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

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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.

Debt Coverage Example:

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

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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

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

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

## Information Pages: Fund Balance Policy

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**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

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- 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 30<sup>th</sup>) 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

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- 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

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### **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 prudent 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 all cash and securities of the City except assets of the Pension Fund, Housing Commission, Fifteenth District Court, Elizabeth Dean Fund, Downtown Development Authority and Contractor’s Retainage Fund. 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 from the provisions of this Investment Policy are included herein.

In order to effectively make use of the City’s cash resources, all moneys, except cash in certain restricted and special accounts, shall be pooled into one investment account and accounted for separately. The investment income derived from this account shall be allocated to the various funds based upon each fund’s respective participation.

### **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:

## Information Pages: Investment Policy

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



## Information Pages: Investment Policy

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### **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.

### **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).

## Information Pages: Investment Policy

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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:

- 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.

The City may purchase Commercial Paper from direct issuers even though they are not on the approved broker/dealer list as long as the Commercial Paper meets the criteria outlined in Item 6 of the Authorized Investments and Transactions section of 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.

## Information Pages: Investment Policy

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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. Time Certificates of Deposit may be purchased only from banks that have maintained an average Highline Banking Data Services Rating of 30 or better on a scale of zero to 99, with 99 being the highest quality, for the four most recent reporting quarters. Investments in certificates of deposit shall not exceed 20% of the City's investment portfolio and no more than 5% 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 AA or the equivalent by at least one NRSRO, and not less by any. Investments in such obligations shall not exceed 10% of the City's investment portfolio and no more than 3% 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. Primary dealers approved as Repurchase Agreement

## Information Pages: Investment Policy

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counterparties should have a short-term debt rating of at least A-1 or the equivalent and a long-term debt rating of at least A or the equivalent, if rated. 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.

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; limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for a public corporation; and have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940. Investments in investment pools shall not exceed 10% of the City's investment portfolio.

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

## Information Pages: Investment Policy

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institution shall meet the criteria described in the Selection of Banks section of this 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 either book entry or physical delivery and will be held in third-party safekeeping by a City approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

All Fed wireable book entry securities shall be held in the Federal Reserve system in a customer account for the custodian bank, which will name the City as "customer."

All DTC eligible securities shall be held in the custodian bank's DTC participant account and the custodian bank shall provide evidence that the securities are held for the City as "customer."

All non-book entry (physical delivery) securities shall be held by the custodian bank or its correspondent bank and the custodian bank shall provide evidence that the securities are held for the City as "customer."

### **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.

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.

## Information Pages: Investment Policy

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- 65% in Federal Instrumentality Securities
- 30% in Money Market Mutual Funds
- 25% in Prime Commercial Paper
- 20% 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

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. At least three broker/dealers shall be contacted for each transaction 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 the Treasurer will document quotations for comparable or alternative securities.

### **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.

## Information Pages: Investment Policy

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### **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 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.

## Information Pages: Investment Policy

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### 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.

**Investment Adviser's Act:** Legislation passed by Congress in 1940 that requires all



## Information Pages: Investment Policy

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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.

**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,

## Information Pages: Investment Policy

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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

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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). 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 shall increase 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 taxpayers. City officials and all others associated with the Employees'

## Information Pages: Pension Policy

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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.

## 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 shall increase 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.
- 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

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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.

## Information Pages: Capital Improvement Program Policies

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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

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- 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: Deciphering the Budget Format

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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

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### **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

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### **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

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The City of Ann Arbor uses the modified-accrual basis of accounting for all governmental fund types, including the General Fund, Special Revenue Funds, Trust Funds, and General Debt Service Funds. For Enterprise 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 31<sup>st</sup> of each year and the related property taxes are assessed and recorded as earned on the following July 1<sup>st</sup>. These taxes are due on July 31<sup>st</sup>, with those taxes that are still unpaid as of the following February 28<sup>th</sup> 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				Trust Funds	Component Units	
	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
002 Community Development	X												
003 Downtown Development Authority													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												
018 Finance	X												
019 Non-Departmental	X								X				
020 Risk Management								X					
021 District Court	X										X		
029 Environmental Coordination	X										X		
031 Police	X										X		
032 Fire	X												
033 Building	X									X	X		
040 Public Services	X	X						X		X	X		
046 Systems Planning	X		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									
078 Customer Service	X		X	X		X	X	X			X		
091 Fleet & Facility Services	X				X			X					
092 Information Technology	X							X					
094 Community Television Network											X		

X-denotes the department participates in the fund

## Information Pages: Fund Descriptions

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### **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.

Market – closed as of June 30, 2014. History is provided.

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

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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 FY2014 and this fund will no longer be budgeted. There are a few remaining projects that will continue to be accounted for in this fund until they are completed.

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.

## Information Pages: Fund Descriptions

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

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.

Homeland Security Grant Fund - to account for federal Office of Homeland Security grant money. No new grants are budgeted for FY2016. 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.

Local Forfeiture – closed as of June 30, 2015. History is provided.

Local Law Enforcement Block Grant - to account for federal grant monies received for fingerprinting equipment and other law enforcement items. 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.

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.



## Information Pages: Fund Descriptions

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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.

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

Sidewalk Improvement Fund – closed as of June 30, 2015. History is provided.

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

Street & Sidewalk Repair 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.

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.

## Information Pages: Fund Descriptions

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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.

### **Capital Projects Funds**

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

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 through which services to emerging technology driven businesses are delivered.

# Budget Summaries

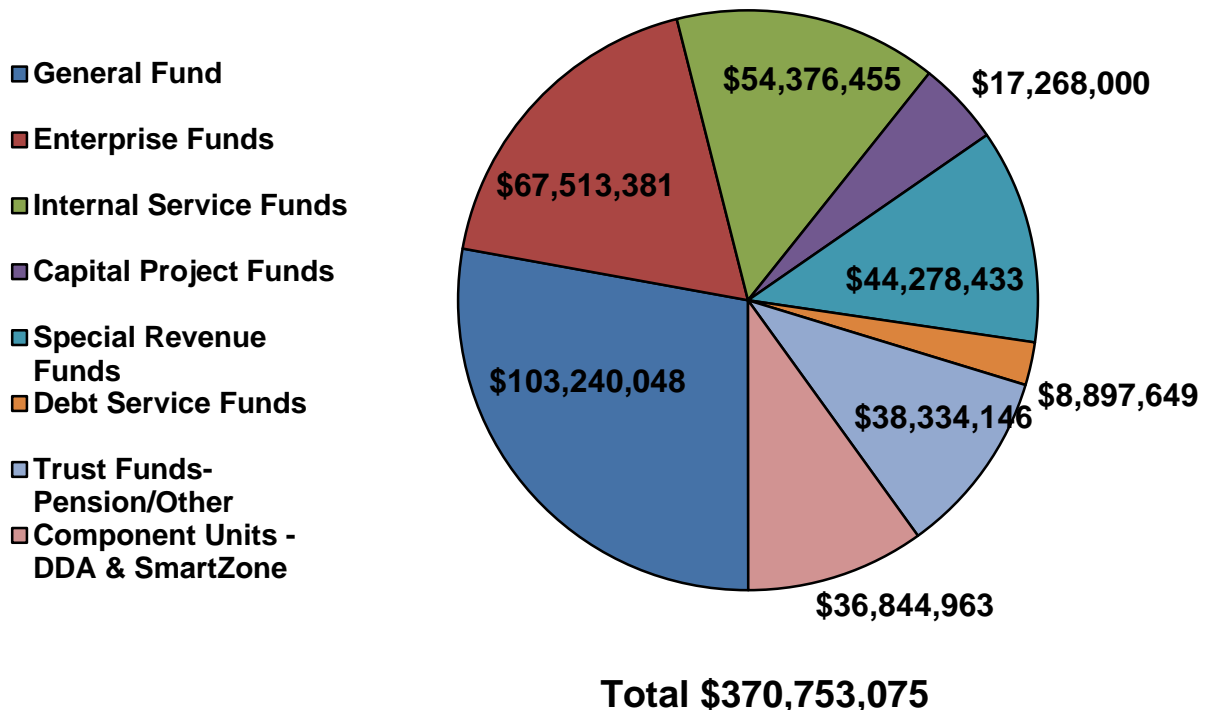
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## OVERVIEW OF CITY BUDGET

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 2017, the City's total expenditure budget is \$371 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](http://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 2017 BUDGETED EXPENDITURES BY FUND TYPE**



# Budget Summaries

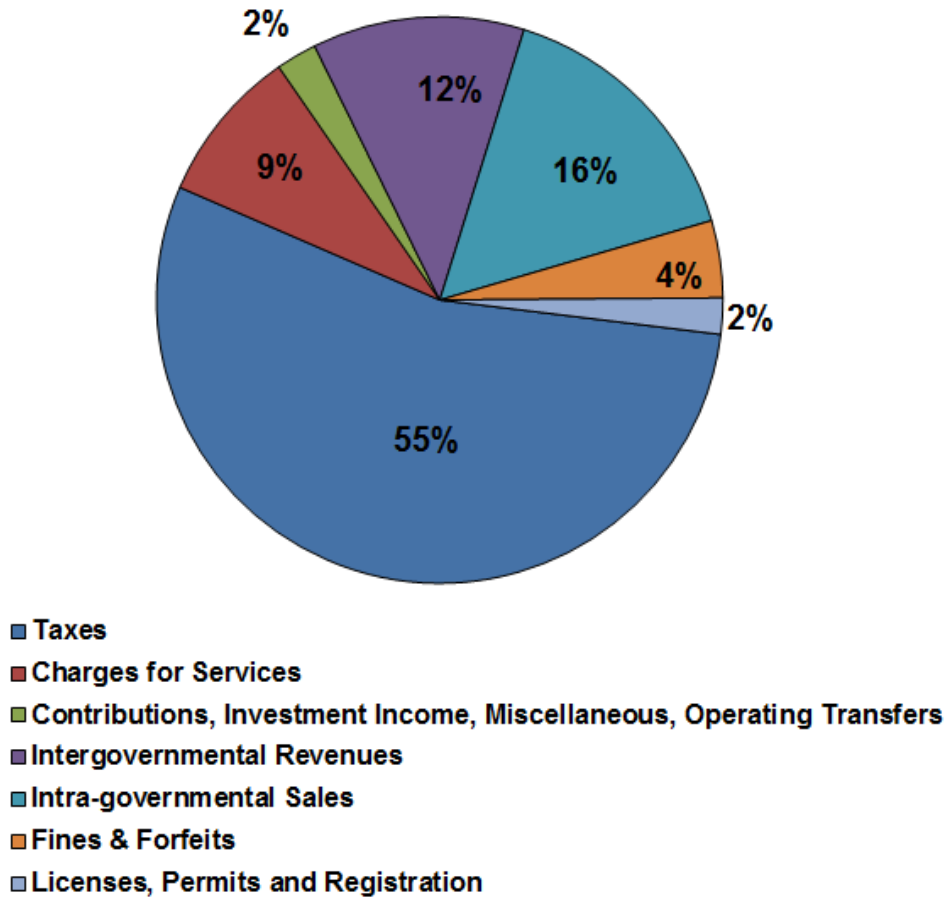
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## **GENERAL FUND OVERVIEW**

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 47 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 2017 GENERAL FUND REVENUES**

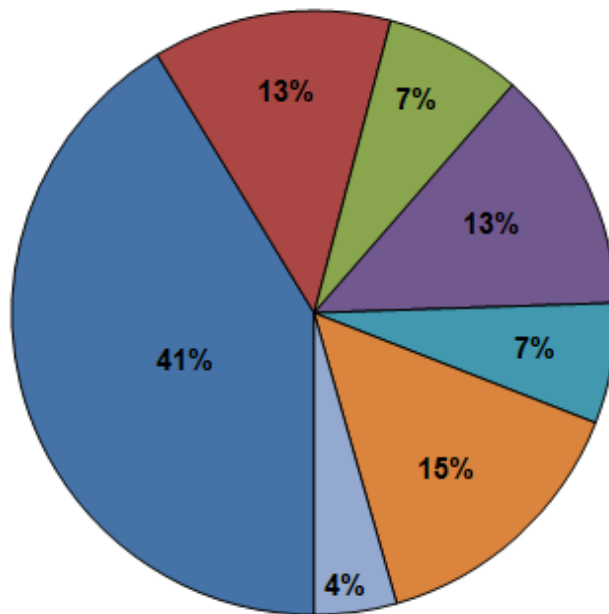


## Budget Summaries

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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 offsetting revenue.

### FY 2017 GENERAL FUND EXPENDITURES



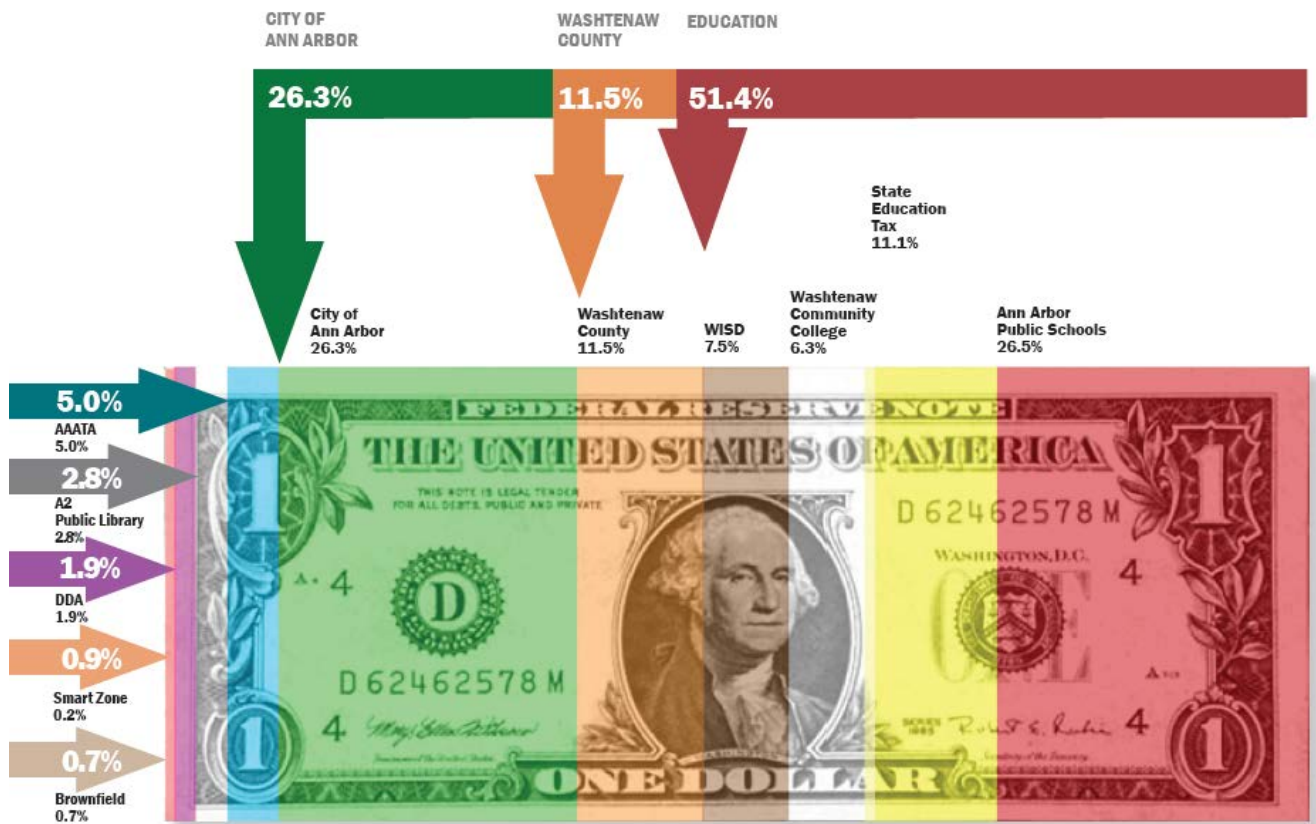
- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAA TA and other transfers
- Fifteenth District Court

# 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 \$ 0.26 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 \$39 per week for a recently sold \$250,000 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 \$ 0.51 of every dollar paid. The following chart shows where the City’s property tax dollars go:

### YOUR 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**

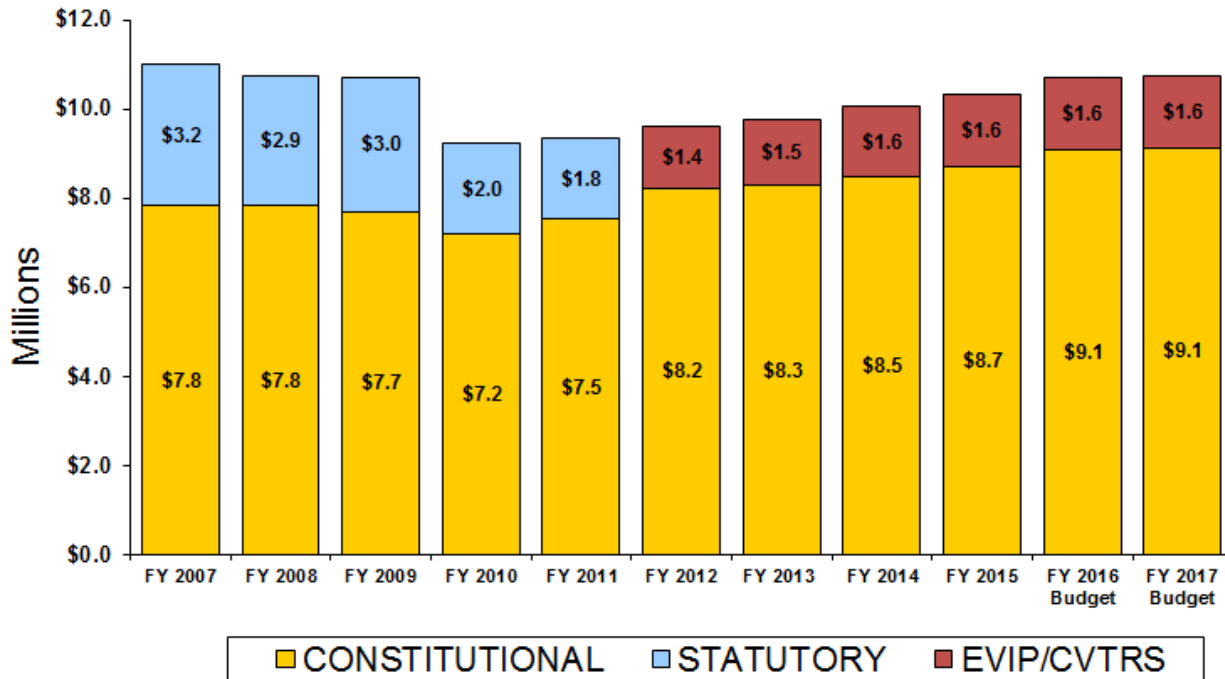
Type	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	Change from Previous Year
<b>General Operating</b>	6.1682	6.1682	6.1682	6.1682	6.1682	6.1657	6.1121	<b>(0.0536)</b>
<b>Employee Benefits</b>	2.0560	2.0560	2.0560	2.0560	2.0560	2.0552	2.0373	<b>(0.0179)</b>
<b>AAATA</b>	2.0560	2.0560	2.0560	2.0560	2.0560	2.0552	2.0373	<b>(0.0179)</b>
<b>Total General Fund</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2761</b>	<b>10.1867</b>	<b>(0.0894)</b>
<b>Street &amp; Sidewalk Reconstruction</b>	1.9944	1.9944	2.1250	2.1250	2.1250	2.1242	2.1057	<b>(0.0185)</b>
<b>Refuse Collection</b>	2.4670	2.4670	2.4670	2.4670	2.4670	2.4660	2.4445	<b>(0.0215)</b>
<b>Parks (combined)</b>	1.5748	1.5748	1.5748	1.5779	1.5779	1.5773	1.5635	<b>(0.0138)</b>
<b>Debt Service</b>	0.5000	0.1496	0.1250	0.0000	0.0000	0.0000	0.0000	<b>0.0000</b>
<b>Total City Millage</b>	<b>16.8164</b>	<b>16.4660</b>	<b>16.5720</b>	<b>16.4501</b>	<b>16.4501</b>	<b>16.4436</b>	<b>16.3004</b>	<b>(0.1432)</b>

# 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 chart shows the City's recent experience with State-Shared revenue.

### STATE-SHARED REVENUE HISTORY AND PROJECTIONS

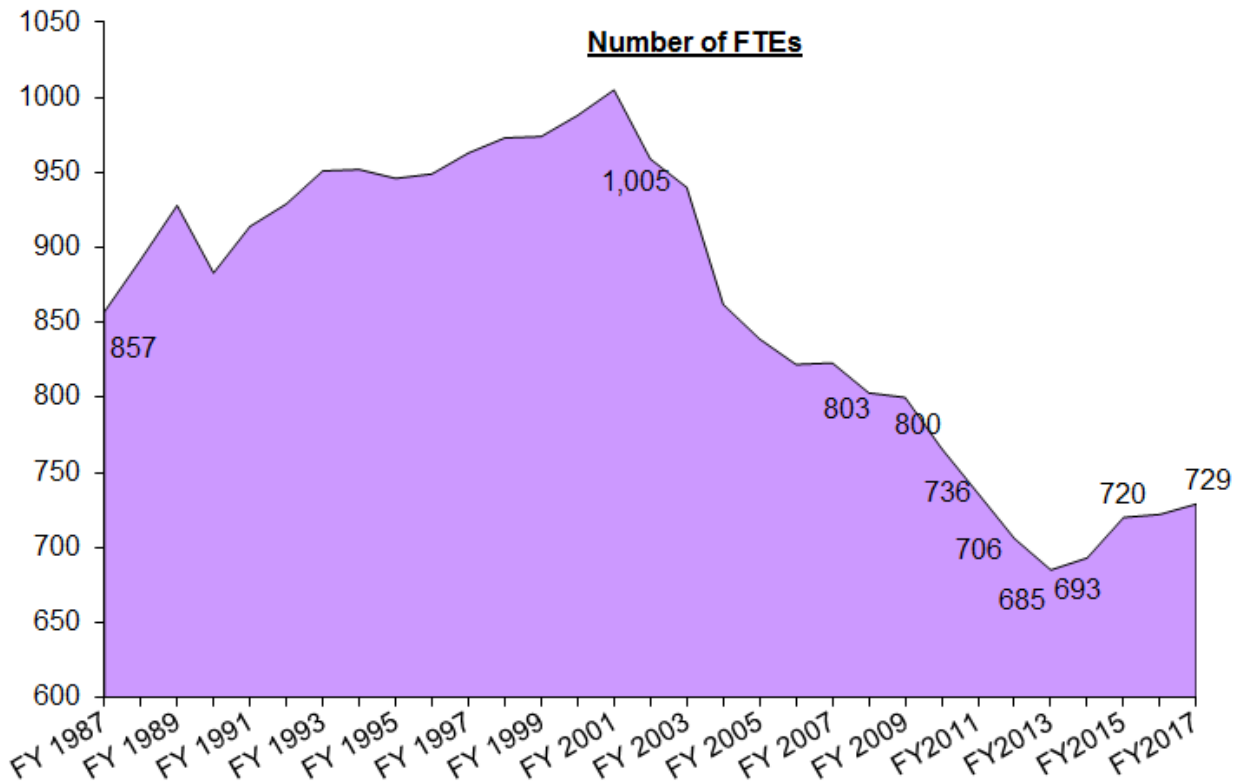




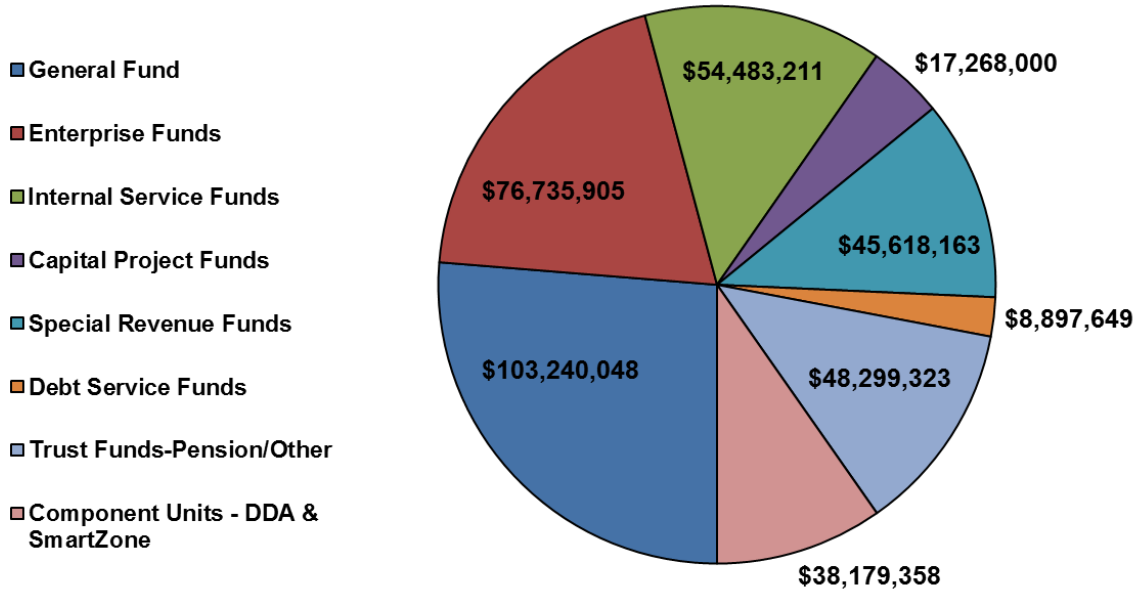
# Budget Summaries

## EMPLOYEE SUMMARY

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its full-time equivalent (FTE) employee staffing. Without significantly impacting the level of service provided, the City has been able to achieve the reductions; through a combination of not filling vacancies, strategically deploying existing personnel, early retirement programs offered in fiscal years 2001, 2002 and 2009, and lay-offs. In FY 2017, FTEs have increased to include 7.0 additional FTEs- 2.0 in Housing Commission and 3.0 in Planning & Development and 2.0 in Public Services. The chart below does not include 10 FTEs as part of the workforce planning initiative authorized by Council on a temporary basis. These 10 FTEs will be used to assist with the anticipated significant attrition from retirements.

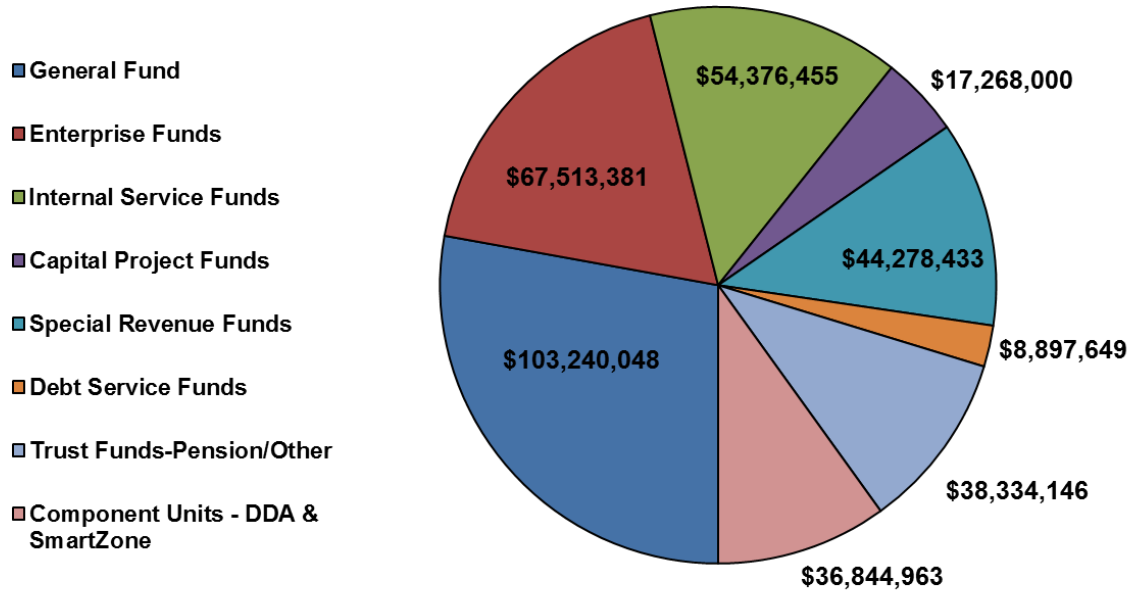


### FY 2017 Budgeted Revenues by Fund Type



**Total \$392,721,657**

### FY 2017 Budgeted Expenditures by Fund Type

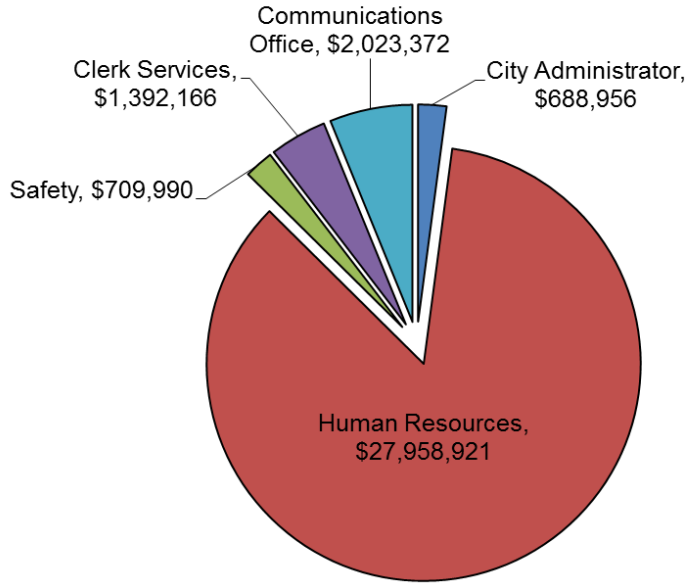


**Total \$370,753,075**

## FY 2017 Expenditures – All Funds by Service Area

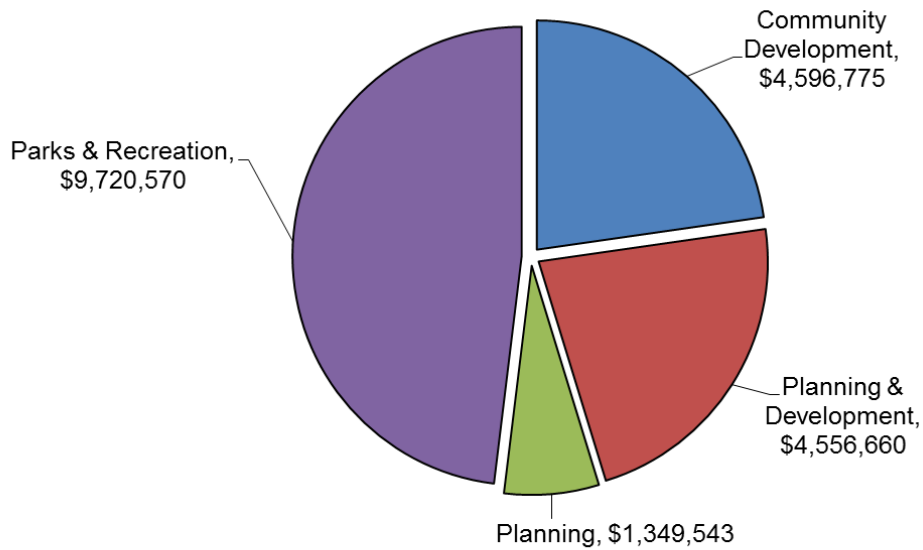
### FY 2017 City Administrator Expenditures

**Total \$32,773,405**



### FY 2017 Community Services Expenditures

**Total \$20,223,548**

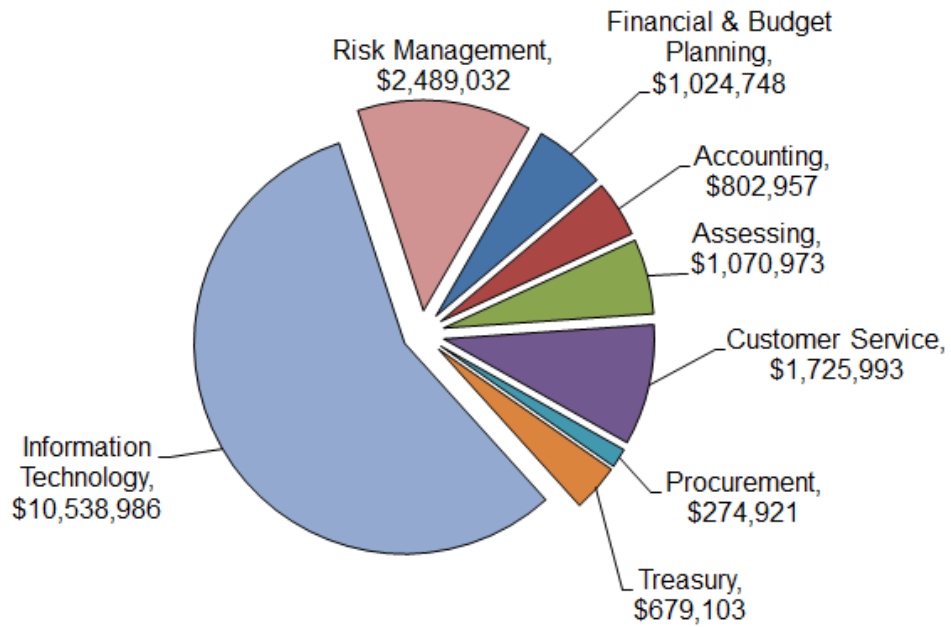


# Budget Summaries

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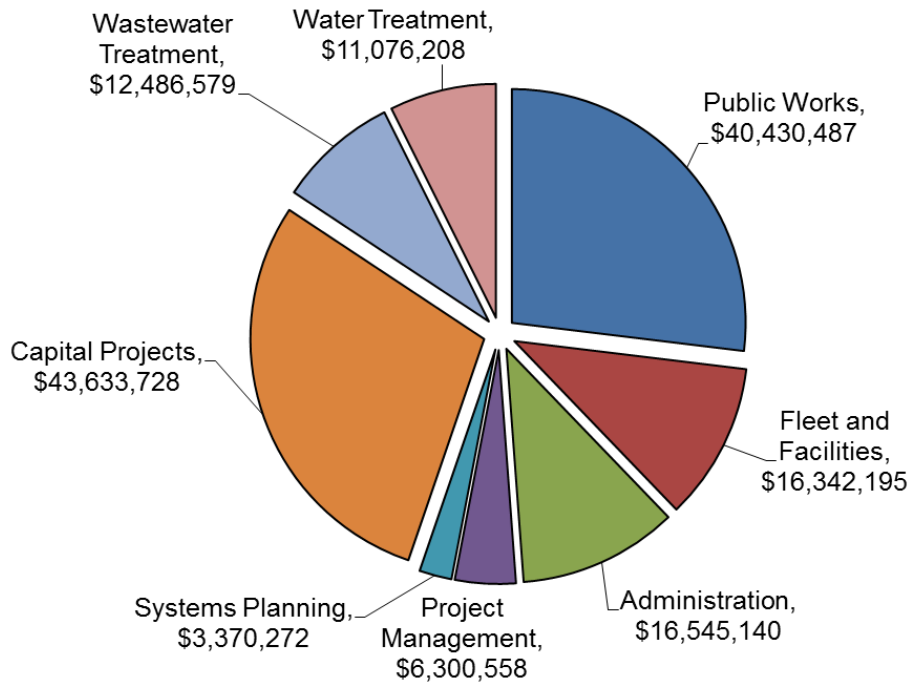
## FY 2017 Financial & Administrative Services Expenditures

**Total \$18,606,713**



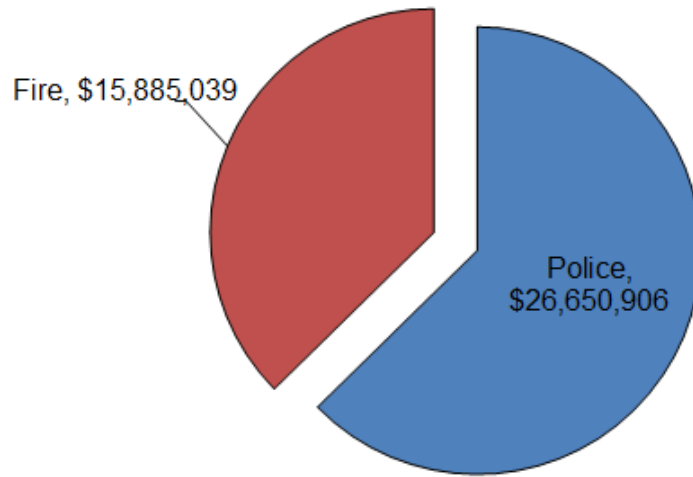
## FY 2017 Public Services Expenditures

**Total \$150,185,167**



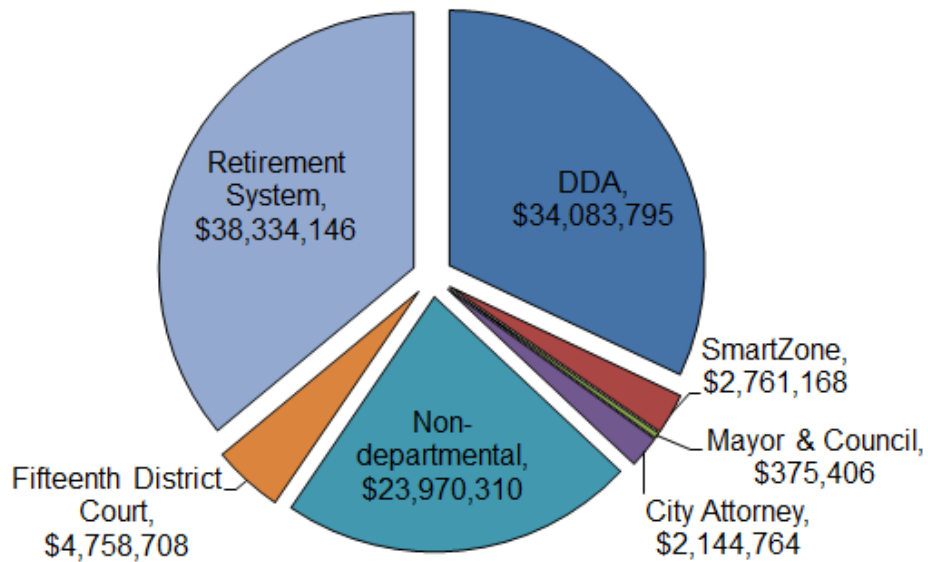
**FY 2017 Safety Services Expenditures**

**Total \$42,535,945**



**FY 2017 Other Services Expenditures**

**Total \$106,428,297**



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

<u>Fund Balance June 30, 2015</u>	<u>FY 2016 Forecasted Revenues</u>	<u>FY 2016 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2016</u>	<u>Fund</u>	<u>FY 2017 Approved Revenues</u>	<u>FY 2017 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2017</u>
21,024,189	99,518,971	98,325,675	22,217,485	<b><u>General Fund (major fund)</u></b>	103,240,048	103,240,048	3,614,837	18,602,648
				<b><u>Special Revenue Funds</u></b>				
1,459,111	7,800	1,276,576	190,335	Affordable Housing	114,937	100,000	-	205,272
235,718	314,539	287,689	262,568	Alternative Transportation	491,861	491,861	31,947	230,621
123,243	7,800	76,323	54,720	Bandemer Property	8,243	737	-	62,226
85,257	25,000	-	110,257	Cemetery Perpetual Care	800	-	-	111,057
5,553,838	2,191,557	4,463,601	3,281,794	Community Television Network	2,034,207	2,023,372	-	3,292,629
3,250,056	2,903,765	3,026,129	3,127,692	Construction Code Fund	3,001,097	2,983,753	-	3,145,036
4	225,200	225,000	204	Court Facilities	225,000	225,000	-	204
148,762	166,727	166,027	149,462	Drug Enforcement	18,762	18,762	18,312	131,150
386,225	92,483	184,353	294,355	Energy Projects	259,472	255,627	170,244	127,956
66,791	147,892	147,492	67,191	Federal Equitable Sharing Forfeitures	18,791	18,791	9,291	57,900
4,141,601	2,429,100	2,468,813	4,101,888	Local Streets	2,243,961	2,243,961	-	4,101,888
11,641,136	8,922,538	9,716,274	10,847,400	Major Streets	8,724,702	8,724,702	-	10,847,400
1,783,848	343,169	336,259	1,790,758	Metro Expansion	354,534	347,093	-	1,798,199
10,820	20,035	20,000	10,855	Michigan Justice Training	20,000	20,000	-	10,855
9,241,354	2,445,064	1,581,639	10,104,779	Open Space and Parkland Preservation	2,499,641	1,330,341	-	11,274,079
698,953	28,367	10,000	717,320	Open Space Endowment	10,000	10,000	5,500	711,820
2,536,042	5,745,246	7,393,213	888,075	Parks Maintenance & Capital Improvement	5,564,903	5,547,546	-	905,432
915,507	146,002	352,166	709,343	Parks Memorials & Contributions	40,484	30,000	-	719,827
751,093	4,500	-	755,593	Police and Fire Relief	3,000	-	-	758,593
3,656	4,030	4,000	3,686	Special Assistance	4,000	4,000	-	3,686
15,065,644	16,484,873	25,121,870	6,428,647	Street Repair Millage (major fund)	12,970,180	12,970,180	2,053,072	4,375,575
				<b><u>Trust Funds</u></b>				
2,128,349	41,450	55,136	2,114,663	Elizabeth R. Dean	59,517	57,636	30,000	2,086,544
472,373,897	38,305,411	36,778,463	473,900,845	Employees' Retirement System	37,688,000	37,671,827	-	473,917,018
133,189,039	11,453,453	660,569	143,981,923	VEBA Trust	10,611,323	662,319	-	153,930,927

<u>Fund Balance</u> <u>June 30, 2015</u>	<u>FY 2016</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2016</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Fund Balance</u> <u>June 30, 2016</u>	<u>Fund</u>	<u>FY 2017</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2017</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund Balance</u>	<u>Projected</u> <u>Fund Balance</u> <u>June 30, 2017</u>
				<b><u>General Debt Service</u></b>				
437,508	8,529,389	8,532,389	434,508	General Debt Service	8,855,244	8,855,244	8,999	425,509
685,636	5,915	49,475	642,076	Special Assessment General Debt	42,405	42,405	32,405	609,671
				<b><u>Component Units</u></b>				
2,255,051	5,074,559	4,474,559	2,855,051	Downtown Development Authority	6,438,768	6,438,767	176,301	2,678,751
5,722,272	21,649,057	22,443,368	4,927,961	DDA Parking System	23,478,048	23,478,048	1,510,869	3,417,092
144,098	300,299	202,080	242,317	DDA Housing	402,163	402,163	101,873	140,444
2,663,395	3,630,367	4,784,942	1,508,820	DDA Parking Maintenance	4,543,960	3,764,817	-	2,287,963
1,406,857	2,563,936	2,526,231	1,444,562	SmartZone LDFA	3,316,419	2,761,168	-	1,999,813
				<b><u>Capital Projects Funds</u></b>				
755,237	3,837,519	4,346,704	246,052	General Capital Improvements	1,994,371	1,919,371	-	321,052
<b>ENTERPRISE AND INTERNAL SERVICE FUND TYPES</b>								
<b>ANALYSIS OF FUND EQUITY</b>								
<u>Net Assets</u> <u>June 30, 2015</u>	<u>FY 2016</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2016</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Net Assets</u> <u>June 30, 2016</u>	<u>Fund</u>	<u>FY 2017</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2017</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund Balance</u>	<u>Projected</u> <u>Net Assets</u> <u>June 30, 2017</u>
				<b><u>Intergovernmental Service Funds</u></b>				
2,358,552	1,390,727	1,388,655	2,360,624	Central Stores	1,398,849	1,398,849	11,787	2,348,837
16,791,210	8,550,825	9,759,579	15,582,456	Fleet Services	11,575,769	11,490,847	3,518,180	12,149,198
5,239,161	6,994,637	7,222,868	5,010,930	Information Technology	7,176,836	7,176,836	371,854	4,639,076
11,858,107	25,688,712	32,996,085	4,550,734	Risk Fund	28,909,224	28,909,224	600,000	3,950,734
362,158	455,927	452,182	365,903	Wheeler Center	465,372	465,372	-	365,903
6,102,803	4,908,132	3,674,544	7,336,391	Project Management	4,957,161	4,935,327	-	7,358,225
				<b><u>Enterprise Funds</u></b>				
2,127,765	911,609	902,098	2,137,276	Airport (major fund)	898,274	894,280	-	2,141,270
119,712,489	25,137,493	20,284,813	124,565,169	Sewage Disposal System (major fund)	25,299,827	21,212,099	-	128,652,897
29,293,759	16,403,663	19,695,522	26,001,900	Solid Waste (major fund)	17,311,872	17,311,872	1,787,312	24,214,588
15,780,797	7,819,479	7,148,678	16,451,598	Stormwater Sewer System (major fund)	7,260,292	6,888,009	-	16,823,881
92,381,670	26,809,911	20,524,061	98,667,520	Water Supply System (major fund)	25,965,640	21,207,121	-	103,426,039



**ANALYSIS OF NET OPERATING FUNDS AVAILABLE\***

Net Operating Funds Available June 30, 2015	FY 2016 Forecasted Revenues	FY 2016 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2016	Fund	FY 2017 Approved Revenues	FY 2017 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2017
<b><u>Intergovernmental Service Funds</u></b>								
1,669,883	1,390,727	1,388,655	1,671,955	Central Stores	1,398,849	1,398,849	11,787	1,660,168
9,785,804	8,550,825	9,759,579	8,577,050	Fleet Services	11,575,769	11,490,847	3,518,180	5,143,792
4,521,435	6,994,637	7,222,868	4,293,204	Information Technology	7,176,836	7,176,836	371,854	3,921,350
15,661,528	25,688,712	32,996,085	8,354,155	Risk Fund	28,909,224	28,909,224	600,000	7,754,155
362,158	455,927	452,182	365,903	Wheeler Center	465,372	465,372	-	365,903
6,053,450	4,908,132	3,674,544	7,287,038	Project Management	4,957,161	4,935,327	-	7,308,872
<b><u>Enterprise Funds</u></b>								
(659,394)	911,609	902,098	(649,883)	Airport (major fund)	898,274	894,280	-	(645,889)
34,329,454	25,137,493	20,284,813	39,182,134	Sewage Disposal System (major fund)	25,299,827	21,212,099	-	43,269,862
19,032,639	16,403,663	19,695,522	15,740,780	Solid Waste (major fund)	17,311,872	17,311,872	1,787,312	13,953,468
9,726,362	7,819,479	7,148,678	10,397,163	Stormwater Sewer System (major fund)	7,260,292	6,888,009	-	10,769,446
32,908,111	26,809,911	20,524,061	39,193,961	Water Supply System (major fund)	25,965,640	21,207,121	-	43,952,480

\*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: With respect to variances in the major funds, two funds should be noted. First, the Solid Waste fund is budgeted to spend 13% of its net operating funds on capital improvements. Second, the Water Supply System is accumulating operating funds to prepare for future needs of the water treatment plant.

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## Description of Revenue Categories

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### **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 24% 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 Planning and Development 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 Planning and Development 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 5% 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

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### **CHARGES FOR SERVICES**

The major sources of revenue in this category represent 40% 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 sales as adjusted for new customers being added through construction or annexations,

## Description of Revenue Categories

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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 9% 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

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### **OPERATING TRANSFERS**

The majority of the transfers in this revenue category are payments for debt service. Operating transfers represent 3% 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 less than 1% of the City's revenues.

### **SALE OF BONDS**

This represents revenues received from bond proceeds for capital projects and represents 6% 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 6% of City revenues.

**FY 2017 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	402,163										402,163
0002 ENERGY PROJECTS	259,472						259,472				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	6,438,768										6,438,768
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	3,316,419										3,316,419
0010 GENERAL	103,240,048		\$230,151	\$192,500	\$6,776,124	\$72,286,451	\$687,173	\$3,460,925	\$2,072,557	\$17,534,167	
0011 CENTRAL STORES	1,398,849						1,398,849				
0012 FLEET SERVICES	11,575,769						11,575,769				
0014 INFORMATION TECHNOLOGY	7,176,836					7,176,836					
0016 COMMUNITY TELEVISION NETWORK	2,034,207			2,034,207							
0021 MAJOR STREET	8,724,702						8,724,702				
0022 LOCAL STREET	2,243,961						2,243,961				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,499,641				2,499,641						
0025 BANDEMER PROPERTY	8,243				8,243						
0026 CONSTRUCTION CODE FUND	3,001,097				3,001,097						
0027 DRUG ENFORCEMENT	18,762							18,762			
0028 FEDERAL EQUITABLE SHARING	18,791							18,791			
0033 DDA PARKING MAINTENANCE	4,543,960										4,543,960
0034 PARKS MEMORIALS & CONTRIBUTIONS	40,484				40,484						
0035 GENERAL DEBT SERVICE	8,855,244					2,000				8,853,244	
0036 METRO EXPANSION	354,534						354,534				
0038 SPECIAL ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	10,000				10,000						
0042 WATER SUPPLY SYSTEM	25,965,640					23,809,999	2,155,641				
0043 SEWAGE DISPOSAL SYSTEM	25,299,827					24,783,836	515,991				
0048 AIRPORT	898,274						898,274				
0049 PROJECT MANAGEMENT	4,957,161						4,957,161				
0052 VEBA TRUST	10,611,323										10,611,323
0053 POLICE AND FIRE RELIEF	3,000							3,000			
0054 CEMETERY PERPETUAL CARE	800						800				
0055 ELIZABETH R DEAN TRUST	59,517						59,517				
0057 RISK FUND	28,909,224					28,909,224					
0058 WHEELER CENTER	465,372						465,372				
0059 EMPLOYEES RETIREMENT SYSTEM	37,688,000										37,688,000
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	42,405					10,000				32,405	
0061 ALTERNATIVE TRANSPORTATION	491,861						491,861				
0062 STREET & SIDEWALK REPAIR MILLAGE	12,970,180						12,970,180				

**FY 2017 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0063 DDA PARKING SYSTEM	23,478,048										23,478,048
0064 MICHIGAN JUSTICE TRAINING	20,000							20,000			
0069 STORMWATER SEWER SYSTEM	7,260,292					7,064,795	195,497				
0070 AFFORDABLE HOUSING	114,937				114,937						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,564,903				2,281,697		3,283,206				
0072 SOLID WASTE FUND	17,311,872						17,311,872				
0082 STORMWATER BOND PENDING	4,955,700						4,955,700				
0088 SEWER BOND	8,420,500						8,420,500				
0089 WATER BOND	8,847,500						8,847,500				
00CP GENERAL CAPITAL FUND	1,994,371			150,000			1,795,704	48,667			
	<b>\$ 392,721,657</b>		<b>\$230,151</b>	<b>\$2,376,707</b>	<b>\$14,736,223</b>	<b>\$164,043,141</b>	<b>\$92,569,236</b>	<b>\$3,570,145</b>	<b>\$2,297,557</b>	<b>\$26,419,816</b>	<b>\$86,478,681</b>



## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017	
General	<b>GENERAL</b>						
	CHARGES FOR SERVICES	8,455,409	8,748,395	8,714,733	8,834,984	8,839,295	
	CONTRIBUTIONS	11,602	21,496	1,000	1,000	1,000	
	FINES & FORFEITS	4,265,275	4,452,781	4,237,632	4,209,385	4,392,285	
	INTERGOVERNMENTAL REVENUES	11,336,754	11,613,437	12,030,777	11,911,009	12,054,453	
	INTRAGOVERNMENTAL SALES	3,490,714	13,227,561	14,935,918	13,536,912	15,602,415	
	INVESTMENT INCOME	386,185	299,867	374,173	415,795	452,224	
	LICENSES, PERMITS & REGISTRATIONS	1,767,039	1,680,925	2,055,000	1,849,830	2,055,000	
	MISCELLANEOUS REVENUE	4,946,038	1,174,888	783,410	851,759	678,383	
	OPERATING TRANSFERS IN	1,623,996	1,194,576	4,438,516	4,438,516	1,190,467	
	PRIOR YEAR SURPLUS	-	-	1,522,295	-	3,614,837	
	TAXES	50,671,753	51,977,008	53,288,065	53,469,781	54,359,689	
	Total		\$ 86,954,766	\$ 94,390,935	\$ 102,381,519	\$ 99,518,971	\$ 103,240,048
Debt Service	<b>GENERAL DEBT SERVICE</b>						
	CHARGES FOR SERVICES	4,219,827	4,267,951	4,280,015	4,280,015	4,286,624	
	CONTRIBUTIONS	-	-	-	-	-	
	INVESTMENT INCOME	7,739	3,976	2,000	3,000	2,000	
	MISCELLANEOUS REVENUE	217	1,189	-	-	-	
	OPERATING TRANSFERS IN	8,343,900	5,161,330	4,637,668	4,246,374	4,557,621	
	PRIOR YEAR SURPLUS	-	-	14,000	-	8,999	
	SALE OF BONDS	-	16,099,348	-	-	-	
	TAXES	2,129	2,129	-	-	-	
	Total		\$ 12,573,812	\$ 25,535,923	\$ 8,933,683	\$ 8,529,389	\$ 8,855,244
		<b>GENERAL DEBT/SPECIAL ASSESSMENT</b>					
	CHARGES FOR SERVICES	21,856	19,852	-	-	-	
	INVESTMENT INCOME	12,842	6,912	10,000	5,915	10,000	
PRIOR YEAR SURPLUS	-	-	39,475	-	32,405		
TAXES	349	4	-	-	-		
Total		\$ 35,047	\$ 26,768	\$ 49,475	\$ 5,915	\$ 42,405	
Enterprise	<b>WATER SUPPLY SYSTEM</b>						
	CHARGES FOR SERVICES	22,688,186	22,632,763	25,042,073	23,251,192	23,926,949	
	CONTRIBUTIONS	593,958	4,189,668	-	6,100	-	
	INTERGOVERNMENTAL REVENUES	(130,482)	-	-	-	-	
	INVESTMENT INCOME	606,691	513,218	533,252	533,252	582,857	
	MISCELLANEOUS REVENUE	34,412	128,435	49,800	33,754	52,943	
	OPERATING TRANSFERS IN	1,600,983	1,424,477	2,981,763	2,981,763	1,402,891	
	PRIOR YEAR SURPLUS	-	-	736,500	-	-	
	TAXES	7,774	4,800	-	3,850	-	
	Total		\$ 25,401,521	\$ 28,893,360	\$ 29,343,388	\$ 26,809,911	\$ 25,965,640
		<b>WATER PENDING BOND SERIES</b>					
	INVESTMENT INCOME	(3,621)	(2,114)	-	-	-	
	SALE OF BONDS	-	-	9,381,025	12,737,000	8,847,500	
Total		\$ (3,621)	\$ (2,114)	\$ 9,381,025	\$ 12,737,000	\$ 8,847,500	
	<b>SEWAGE DISPOSAL SYSTEM</b>						
CHARGES FOR SERVICES	22,486,073	22,135,329	25,125,471	23,776,018	24,786,836		
INTERGOVERNMENTAL REVENUES	-	-	-	-	-		
INVESTMENT INCOME	472,230	704,971	469,332	625,000	512,991		
MISCELLANEOUS REVENUE	152,216	1,148	-	320	-		
OPERATING TRANSFERS IN	448,133	-	734,905	734,905	-		
PRIOR YEAR SURPLUS	-	-	236,037	-	-		
TAXES	2,342	-	-	1,250	-		
Total		\$ 23,560,994	\$ 22,841,449	\$ 26,565,745	\$ 25,137,493	\$ 25,299,827	

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>SEWER BOND PENDING SERIES</b>					
	INVESTMENT INCOME	(201)	(119)	-	-	-
	SALE OF BONDS	-	-	5,329,436	12,298,500	8,420,500
	<b>Total</b>	<b>\$ (201)</b>	<b>\$ (119)</b>	<b>\$ 5,329,436</b>	<b>\$ 12,298,500</b>	<b>\$ 8,420,500</b>
	<b>MARKET FUND</b>					
	CHARGES FOR SERVICES	121,840	-	-	-	-
	INTERGOVERNMENTAL REVENUES	63,069	-	-	-	-
	INVESTMENT INCOME	5,778	-	-	-	-
	MISCELLANEOUS REVENUE	14,080	-	-	-	-
	<b>Total</b>	<b>\$ 204,767</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>AIRPORT</b>					
	CHARGES FOR SERVICES	862,567	881,363	919,950	879,950	886,750
	INTERGOVERNMENTAL REVENUES	-	155,857	-	-	-
	INVESTMENT INCOME	8,178	5,835	6,884	6,884	7,524
	MISCELLANEOUS REVENUE	20,275	7,446	4,000	4,000	4,000
	OPERATING TRANSFERS IN	6,416	-	20,775	20,775	-
	<b>Total</b>	<b>\$ 897,436</b>	<b>\$ 1,050,501</b>	<b>\$ 951,609</b>	<b>\$ 911,609</b>	<b>\$ 898,274</b>
	<b>STORMWATER SEWER SYSTEM</b>					
	CHARGES FOR SERVICES	6,221,442	6,315,027	6,939,368	6,711,671	7,147,805
	INTERGOVERNMENTAL REVENUES	1,530,846	326,819	10,500	342,189	6,500
	INVESTMENT INCOME	119,619	99,104	96,967	96,967	105,987
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-
	MISCELLANEOUS REVENUE	193,612	2,315	-	961	-
	OPERATING TRANSFERS IN	(226,627)	1,031,127	667,691	667,691	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	SALE OF BONDS	-	-	-	-	-
	TAXES	1,010	-	-	-	-
	<b>Total</b>	<b>\$ 7,839,902</b>	<b>\$ 7,774,392</b>	<b>\$ 7,714,526</b>	<b>\$ 7,819,479</b>	<b>\$ 7,260,292</b>
	<b>STORMWATER BOND</b>					
	INVESTMENT INCOME	-	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-
	SALE OF BONDS	-	-	3,280,755	5,010,000	4,955,700
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,280,755</b>	<b>\$ 5,010,000</b>	<b>\$ 4,955,700</b>
	<b>SOLID WASTE</b>					
	CHARGES FOR SERVICES	3,292,418	2,848,689	2,770,822	2,712,976	2,699,181
	INVESTMENT INCOME	254,416	199,624	220,379	220,379	240,880
	MISCELLANEOUS REVENUE	166,181	26,225	-	19,270	-
	OPERATING TRANSFERS IN	167,582	164,792	1,316,729	1,316,729	230,000
	PRIOR YEAR SURPLUS	-	-	1,941,301	-	1,787,312
	TAXES	11,472,042	11,729,340	12,083,822	12,134,309	12,354,499
	<b>Total</b>	<b>\$ 15,352,639</b>	<b>\$ 14,968,671</b>	<b>\$ 18,333,053</b>	<b>\$ 16,403,663</b>	<b>\$ 17,311,872</b>
	<b>CENTRAL STORES</b>					
	CHARGES FOR SERVICES	25,077	4,250	25,750	25,750	26,500
	INTRAGOVERNMENTAL SALES	1,411,295	1,199,076	1,312,538	1,312,538	1,328,109
	INVESTMENT INCOME	20,279	13,667	17,441	17,441	19,063
	MISCELLANEOUS REVENUE	17,938	11,601	13,000	13,000	13,390
	OPERATING TRANSFERS IN	-	-	21,998	21,998	-
	PRIOR YEAR SURPLUS	-	-	-	-	11,787
	<b>Total</b>	<b>\$ 1,474,589</b>	<b>\$ 1,228,595</b>	<b>\$ 1,390,727</b>	<b>\$ 1,390,727</b>	<b>\$ 1,398,849</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>FLEET SERVICES</b>					
	CONTRIBUTIONS	-	166,274	-	385,964	-
	INTRAGOVERNMENTAL SALES	7,049,631	7,316,137	7,807,128	7,920,343	7,834,167
	INVESTMENT INCOME	89,942	72,701	77,969	-	84,922
	MISCELLANEOUS REVENUE	249,664	139,737	148,600	148,600	138,500
	OPERATING TRANSFERS IN	20,000	75,000	95,918	95,918	-
	PRIOR YEAR SURPLUS	-	-	2,325,012	-	3,518,180
	<b>Total</b>	<b>\$ 7,409,237</b>	<b>\$ 7,769,848</b>	<b>\$ 10,454,627</b>	<b>\$ 8,550,825</b>	<b>\$ 11,575,769</b>
	<b>INFORMATION TECHNOLOGY</b>					
	CHARGES FOR SERVICES	6,284,179	6,133,192	6,796,274	6,773,335	6,751,134
	INVESTMENT INCOME	67,767	39,609	50,000	49,453	53,848
	MISCELLANEOUS REVENUE	40,544	32,500	-	-	-
	OPERATING TRANSFERS IN	-	-	171,849	171,849	-
	PRIOR YEAR SURPLUS	-	-	1,714,350	-	371,854
	<b>Total</b>	<b>\$ 6,392,490</b>	<b>\$ 6,205,301</b>	<b>\$ 8,732,473</b>	<b>\$ 6,994,637</b>	<b>\$ 7,176,836</b>
	<b>PROJECT MANAGEMENT</b>					
	CHARGES FOR SERVICES	2,362,738	2,805,992	4,747,625	4,743,125	4,893,170
	INTRAGOVERNMENTAL SALES	-	-	-	-	-
	INVESTMENT INCOME	70,170	48,216	58,545	58,545	63,991
	MISCELLANEOUS REVENUE	18,977	11,738	-	-	-
	OPERATING TRANSFERS IN	-	-	106,462	106,462	-
	PRIOR YEAR SURPLUS	-	-	4,423,475	-	-
	<b>Total</b>	<b>\$ 2,451,886</b>	<b>\$ 2,865,946</b>	<b>\$ 9,336,107</b>	<b>\$ 4,908,132</b>	<b>\$ 4,957,161</b>
	<b>RISK FUND</b>					
	CHARGES FOR SERVICES	26,251,233	26,452,697	26,992,523	25,194,439	28,054,787
	CONTRIBUTIONS	383,600	122,486	-	65,000	-
	INVESTMENT INCOME	206,716	156,472	109,273	109,273	119,437
	MISCELLANEOUS REVENUE	375,943	361,070	135,000	320,000	135,000
	PRIOR YEAR SURPLUS	-	-	6,072,136	-	600,000
	<b>Total</b>	<b>\$ 27,217,492</b>	<b>\$ 27,092,724</b>	<b>\$ 33,308,932</b>	<b>\$ 25,688,712</b>	<b>\$ 28,909,224</b>
	<b>WHEELER CENTER</b>					
	CHARGES FOR SERVICES	421,586	436,178	448,142	448,142	460,956
	INVESTMENT INCOME	4,516	3,451	4,040	4,040	4,416
	MISCELLANEOUS REVENUE	725	-	-	-	-
	OPERATING TRANSFERS IN	-	-	3,745	3,745	-
	<b>Total</b>	<b>\$ 426,828</b>	<b>\$ 439,629</b>	<b>\$ 455,927</b>	<b>\$ 455,927</b>	<b>\$ 465,372</b>
Fiduciary Trust	<b>ELIZABETH R. DEAN TRUST FUND</b>					
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-
	CONTRIBUTIONS	500	500	-	-	-
	INVESTMENT INCOME	25,750	32,433	26,846	26,846	29,517
	MISCELLANEOUS REVENUE	-	-	-	13,554	-
	OPERATING TRANSFERS IN	-	-	1,795	1,050	-
	PRIOR YEAR SURPLUS	-	-	26,495	-	30,000
	<b>Total</b>	<b>\$ 26,250</b>	<b>\$ 32,933</b>	<b>\$ 55,136</b>	<b>\$ 41,450</b>	<b>\$ 59,517</b>
Pension Trust	<b>VEBA TRUST</b>					
	CHARGES FOR SERVICES	11,520	-	-	-	-
	CONTRIBUTIONS	197,127	187,296	-	-	190,000
	INVESTMENT INCOME	16,385,380	2,093,903	8,920,000	8,920,000	8,855,000
	MISCELLANEOUS REVENUE	-	392	-	250	-
	OPERATING TRANSFERS IN	4,328,990	4,033,482	2,533,203	2,533,203	1,566,323
	<b>Total</b>	<b>\$ 20,923,017</b>	<b>\$ 6,315,073</b>	<b>\$ 11,453,203</b>	<b>\$ 11,453,453</b>	<b>\$ 10,611,323</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>EMPLOYEES' RETIREMENT SYSTEM</b>					
	CHARGES FOR SERVICES	13,901,250	15,794,067	15,534,732	15,534,732	14,865,000
	CONTRIBUTIONS	274,217	310,761	263,000	263,000	313,000
	INVESTMENT INCOME	61,162,728	21,091,986	21,785,000	21,785,000	22,510,000
	MISCELLANEOUS REVENUE	1,033	2,789	-	-	-
	OPERATING TRANSFERS IN	-	-	722,679	722,679	-
	<b>Total</b>	<b>\$ 75,339,228</b>	<b>\$ 37,199,603</b>	<b>\$ 38,305,411</b>	<b>\$ 38,305,411</b>	<b>\$ 37,688,000</b>
Special Revenue	<b>ENERGY PROJECTS</b>					
	CHARGES FOR SERVICES	40,225	68,078	75,511	75,511	72,912
	INVESTMENT INCOME	27,892	31,604	5,943	3,307	3,601
	MISCELLANEOUS REVENUE	7,659	10,016	6,802	6,802	6,802
	OPERATING TRANSFERS IN	4,954	-	6,221	6,221	5,913
	PRIOR YEAR SURPLUS	-	-	166,319	-	170,244
	TAXES	-	-	-	642	-
	<b>Total</b>	<b>\$ 80,730</b>	<b>\$ 109,698</b>	<b>\$ 260,796</b>	<b>\$ 92,483</b>	<b>\$ 259,472</b>
	<b>LOCAL LAW ENFORC BLOCK GRANT</b>					
	INTERGOVERNMENTAL REVENUES	33,721	21,919	18,606	18,606	-
	INVESTMENT INCOME	(54)	(6)	-	-	-
	<b>Total</b>	<b>\$ 33,667</b>	<b>\$ 21,913</b>	<b>\$ 18,606</b>	<b>\$ 18,606</b>	<b>\$ -</b>
	<b>COMMUNITY TELEVISION NETWORK</b>					
	INVESTMENT INCOME	57,121	41,353	48,679	27,000	53,207
	LICENSES, PERMITS & REGISTRATIONS	2,086,979	2,217,110	1,964,000	2,084,000	1,980,000
	MISCELLANEOUS REVENUE	1,258	869	1,000	1,500	1,000
	OPERATING TRANSFERS IN	-	-	79,057	79,057	-
	PRIOR YEAR SURPLUS	-	-	2,500,000	-	-
	<b>Total</b>	<b>\$ 2,145,358</b>	<b>\$ 2,259,332</b>	<b>\$ 4,592,736</b>	<b>\$ 2,191,557</b>	<b>\$ 2,034,207</b>
	<b>HOMELAND SECURITY GRANT FUND</b>					
	INTERGOVERNMENTAL REVENUES	67,992	42,378	60,947	50,553	-
	INVESTMENT INCOME	-	1	-	-	-
	<b>Total</b>	<b>\$ 67,992</b>	<b>\$ 42,379</b>	<b>\$ 60,947</b>	<b>\$ 50,553</b>	<b>\$ -</b>
	<b>MAJOR STREET</b>					
	CHARGES FOR SERVICES	781,823	748,063	818,875	779,015	797,816
	CONTRIBUTIONS	-	9,581	-	-	241,517
	INTERGOVERNMENTAL REVENUES	6,564,840	6,679,033	6,788,025	7,215,745	7,277,434
	INTRAGOVERNMENTAL SALES	266,970	213,511	230,000	230,000	230,000
	INVESTMENT INCOME	121,343	90,760	107,608	107,608	117,618
	MISCELLANEOUS REVENUE	60,910	108,701	20,000	26,172	20,000
	OPERATING TRANSFERS IN	42,257	176,371	563,998	563,998	40,317
	PRIOR YEAR SURPLUS	-	-	1,555,601	-	-
	TAXES	96	-	-	-	-
	<b>Total</b>	<b>\$ 7,838,238</b>	<b>\$ 8,026,019</b>	<b>\$ 10,084,107</b>	<b>\$ 8,922,538</b>	<b>\$ 8,724,702</b>
	<b>LOCAL STREET</b>					
	CHARGES FOR SERVICES	188,627	190,965	196,694	184,932	190,480
	INTERGOVERNMENTAL REVENUES	1,648,280	1,852,163	1,915,586	2,057,861	2,011,571
	INVESTMENT INCOME	43,180	31,360	37,429	37,429	40,910
	MISCELLANEOUS REVENUE	1,654	844	1,000	1,000	1,000
	OPERATING TRANSFERS IN	55,000	60,000	147,878	147,878	-
	PRIOR YEAR SURPLUS	-	-	214,000	-	-
	<b>Total</b>	<b>\$ 1,936,741</b>	<b>\$ 2,135,331</b>	<b>\$ 2,512,587</b>	<b>\$ 2,429,100</b>	<b>\$ 2,243,961</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>COURT FACILITIES</b>					
	FINES & FORFEITS	142,129	122,704	125,000	125,000	125,000
	INVESTMENT INCOME	202	113	-	200	-
	OPERATING TRANSFERS IN	80,000	100,491	100,000	100,000	100,000
	Total	<u>\$ 222,330</u>	<u>\$ 223,308</u>	<u>\$ 225,000</u>	<u>\$ 225,200</u>	<u>\$ 225,000</u>
	<b>OPEN SPACE &amp; PARKLAND PRESERVATION</b>					
	CONTRIBUTIONS	-	37,072	-	-	-
	INTERGOVERNMENTAL REVENUES	-	159,524	-	-	-
	INVESTMENT INCOME	119,028	89,588	102,004	102,004	111,493
	MISCELLANEOUS REVENUE	170	305	-	-	-
	OPERATING TRANSFERS IN	-	-	2,218	2,218	-
	PRIOR YEAR SURPLUS	-	-	175,737	-	-
	TAXES	2,221,908	2,271,916	2,340,842	2,340,842	2,388,148
	Total	<u>\$ 2,341,106</u>	<u>\$ 2,558,405</u>	<u>\$ 2,620,801</u>	<u>\$ 2,445,064</u>	<u>\$ 2,499,641</u>
	<b>BANDEMER PROPERTY</b>					
	INVESTMENT INCOME	1,432	1,014	1,229	900	1,343
	MISCELLANEOUS REVENUE	6,900	6,900	6,900	6,900	6,900
	PRIOR YEAR SURPLUS	-	-	75,607	-	-
	Total	<u>\$ 8,332</u>	<u>\$ 7,914</u>	<u>\$ 83,736</u>	<u>\$ 7,800</u>	<u>\$ 8,243</u>
	<b>CONSTRUCTION CODE FUND</b>					
	INVESTMENT INCOME	52,516	19,558	39,429	22,000	43,097
	LICENSES, PERMITS & REGISTRATIONS	2,829,464	3,721,507	2,758,000	2,750,348	2,958,000
	MISCELLANEOUS REVENUE	4,281	1,056	-	-	-
	OPERATING TRANSFERS IN	100,000	-	131,417	131,417	-
	PRIOR YEAR SURPLUS	-	-	442,086	-	-
	TAXES	10	192	-	-	-
	Total	<u>\$ 2,986,271</u>	<u>\$ 3,742,313</u>	<u>\$ 3,370,932</u>	<u>\$ 2,903,765</u>	<u>\$ 3,001,097</u>
	<b>DRUG ENFORCEMENT</b>					
	CHARGES FOR SERVICES	-	4,750	-	-	-
	FINES & FORFEITS	49,103	14,336	36,027	36,027	450
	INVESTMENT INCOME	2,925	1,150	-	700	-
	MISCELLANEOUS REVENUE	780	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	130,000	130,000	18,312
	Total	<u>\$ 52,807</u>	<u>\$ 20,236</u>	<u>\$ 166,027</u>	<u>\$ 166,727</u>	<u>\$ 18,762</u>
	<b>FEDERAL EQUITABLE SHARING FORFEITURE</b>					
	FINES & FORFEITS	26,976	11,768	99,492	99,492	9,500
	INVESTMENT INCOME	3,764	1,448	-	400	-
	PRIOR YEAR SURPLUS	-	-	48,000	48,000	9,291
	Total	<u>\$ 30,739</u>	<u>\$ 13,216</u>	<u>\$ 147,492</u>	<u>\$ 147,892</u>	<u>\$ 18,791</u>
	<b>PARKS MEMORIALS &amp; CONTRIBUTIONS</b>					
	CONTRIBUTIONS	503,873	265,218	136,020	136,020	30,000
	INVESTMENT INCOME	10,442	8,074	9,591	9,591	10,484
	OPERATING TRANSFERS IN	-	-	391	391	-
	PRIOR YEAR SURPLUS	-	-	730,198	-	-
	Total	<u>\$ 514,315</u>	<u>\$ 273,292</u>	<u>\$ 876,200</u>	<u>\$ 146,002</u>	<u>\$ 40,484</u>
	<b>METRO EXPANSION</b>					
	INTERGOVERNMENTAL REVENUES	334,722	298,302	337,000	337,000	337,000
	INVESTMENT INCOME	18,679	13,717	16,042	-	17,534
	OPERATING TRANSFERS IN	-	-	6,169	6,169	-
	Total	<u>\$ 353,401</u>	<u>\$ 312,019</u>	<u>\$ 359,211</u>	<u>\$ 343,169</u>	<u>\$ 354,534</u>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>SPECIAL ASSISTANCE</b>					
	CONTRIBUTIONS	4,556	5,185	4,000	4,000	4,000
	INVESTMENT INCOME	113	58	-	30	-
	Total	<u>\$ 4,669</u>	<u>\$ 5,243</u>	<u>\$ 4,000</u>	<u>\$ 4,030</u>	<u>\$ 4,000</u>
	<b>OPEN SPACE ENDOWMENT</b>					
	INVESTMENT INCOME	8,253	5,710	4,500	4,500	4,500
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	23,867	23,867	-	23,867	-
		-	-	10,000	-	5,500
	Total	<u>\$ 32,120</u>	<u>\$ 29,577</u>	<u>\$ 14,500</u>	<u>\$ 28,367</u>	<u>\$ 10,000</u>
	<b>POLICE &amp; FIRE RELIEF</b>					
	INVESTMENT INCOME	8,550	5,674	3,000	4,500	3,000
	Total	<u>\$ 8,550</u>	<u>\$ 5,674</u>	<u>\$ 3,000</u>	<u>\$ 4,500</u>	<u>\$ 3,000</u>
	<b>CEMETARY PERPETUAL CARE</b>					
	CHARGES FOR SERVICES	2,400	5,100	-	-	-
	INVESTMENT INCOME	702	768	800	25,000	800
	Total	<u>\$ 3,102</u>	<u>\$ 5,868</u>	<u>\$ 800</u>	<u>\$ 25,000</u>	<u>\$ 800</u>
	<b>ART IN PUBLIC PLACES</b>					
	CONTRIBUTIONS	-	-	36,000	36,000	-
	INTERGOVERNMENTAL REVENUES	17,900	3,100	-	-	-
	INVESTMENT INCOME	15,824	2,911	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	40,000	-	-	-
		-	-	297,939	-	-
	Total	<u>\$ 33,724</u>	<u>\$ 46,011</u>	<u>\$ 333,939</u>	<u>\$ 36,000</u>	<u>\$ -</u>
	<b>ALTERNATIVE TRANSPORTATION</b>					
	CHARGES FOR SERVICES	16,017	4,409	-	-	-
	CONTRIBUTIONS	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	21,861	-	-	-	-
	INVESTMENT INCOME	4,617	3,662	2,505	2,505	2,738
	MISCELLANEOUS REVENUE	28,659	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	180,710	361,420	312,034	312,034	457,176
		-	-	479,674	-	31,947
	TAXES	240	15	-	-	-
	Total	<u>\$ 252,103</u>	<u>\$ 369,506</u>	<u>\$ 794,213</u>	<u>\$ 314,539</u>	<u>\$ 491,861</u>
	<b>STREET REPAIR MILLAGE FUND</b>					
	CHARGES FOR SERVICES	8,806	28,111	(9,179)	-	-
	CONTRIBUTIONS	774	607,729	31,596	3,339,311	-
	INTERGOVERNMENTAL REVENUES	588,746	117,059	-	-	-
	INTRAGOVERNMENTAL SALES	-	-	-	-	-
	INVESTMENT INCOME	248,938	157,218	206,137	206,137	225,312
	MISCELLANEOUS REVENUE	4,045	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,811,547	5,435,865	6,041,440	2,487,375	50,000
		-	-	21,584,270	-	2,053,072
	TAXES	9,899,946	10,124,679	10,408,642	10,452,050	10,641,796
	Total	<u>\$ 13,562,802</u>	<u>\$ 16,470,661</u>	<u>\$ 38,262,906</u>	<u>\$ 16,484,873</u>	<u>\$ 12,970,180</u>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>MICHIGAN JUSTICE TRAINING</b>					
	INTERGOVERNMENTAL REVENUES	32,499	11,866	20,000	20,000	20,000
	INVESTMENT INCOME	305	126	-	35	-
	Total	<u>\$ 32,804</u>	<u>\$ 11,992</u>	<u>\$ 20,000</u>	<u>\$ 20,035</u>	<u>\$ 20,000</u>
	<b>AFFORDABLE HOUSING</b>					
	CONTRIBUTIONS	-	-	-	-	-
	INVESTMENT INCOME	12,347	15,156	13,666	7,800	14,937
	MISCELLANEOUS REVENUE	1,716,269	657	-	-	-
	OPERATING TRANSFERS IN	100,000	100,000	-	-	100,000
	PRIOR YEAR SURPLUS	-	-	1,276,576	-	-
	Total	<u>\$ 1,828,616</u>	<u>\$ 115,812</u>	<u>\$ 1,290,242</u>	<u>\$ 7,800</u>	<u>\$ 114,937</u>
	<b>PARK MAINT &amp; CAPITAL IMPROVEMENT</b>					
	CHARGES FOR SERVICES	199	11,596	1,100	1,068	1,100
	CONTRIBUTIONS	-	45,000	-	-	-
	INTERGOVERNMENTAL REVENUES	118,340	-	-	-	-
	INVESTMENT INCOME	61,875	38,321	50,419	50,419	55,109
	MISCELLANEOUS REVENUE	-	2,597	-	-	-
	OPERATING TRANSFERS IN	1,414	-	283,120	283,120	-
	PRIOR YEAR SURPLUS	-	-	1,727,147	-	-
	TAXES	5,114,448	5,229,577	5,388,003	5,410,639	5,508,694
	Total	<u>\$ 5,296,276</u>	<u>\$ 5,327,090</u>	<u>\$ 7,449,789</u>	<u>\$ 5,745,246</u>	<u>\$ 5,564,903</u>
	<b>LOCAL FORFEITURE</b>					
	INVESTMENT INCOME	31	21	-	-	-
	Total	<u>\$ 31</u>	<u>\$ 21</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	<b>SIDEWALK IMPROVEMENT FUND</b>					
	INVESTMENT INCOME	879	166	-	-	-
	Total	<u>\$ 879</u>	<u>\$ 166</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	<b>MAJOR GRANTS PROGRAMS</b>					
	CHARGES FOR SERVICES	11,903	-	-	-	-
	CONTRIBUTIONS	-	-	28,448	28,448	-
	INTERGOVERNMENTAL REVENUES	1,615,991	1,018,713	1,716,806	1,768,304	-
	INVESTMENT INCOME	2,276	2,497	-	2,400	-
	MISCELLANEOUS REVENUE	-	-	-	-	-
	OPERATING TRANSFERS IN	590,638	18,590	22,256	7,256	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	<u>\$ 2,220,808</u>	<u>\$ 1,039,799</u>	<u>\$ 1,767,510</u>	<u>\$ 1,806,408</u>	<u>\$ -</u>
Capital Projects	<b>GENERAL CAPITAL FUND</b>					
	CHARGES FOR SERVICES	-	-	-	-	-
	INVESTMENT INCOME	9,853	7,039	-	7,200	-
	MISCELLANEOUS REVENUE	-	-	-	22,319	-
	OPERATING TRANSFERS IN	1,550,000	721,871	4,275,400	3,808,000	1,994,371
	PRIOR YEAR SURPLUS	-	-	838,704	-	-
	Total	<u>\$ 1,559,853</u>	<u>\$ 728,910</u>	<u>\$ 5,114,104</u>	<u>\$ 3,837,519</u>	<u>\$ 1,994,371</u>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
Component Units	<b>SMART ZONE LDFA</b>					
	INVESTMENT INCOME	17,090	15,728	15,022	13,112	16,419
	MISCELLANEOUS REVENUE	-	25,429	-	-	-
	PRIOR YEAR SURPLUS	-	-	299,619	-	-
	TAXES	1,964,393	2,321,467	2,538,288	2,550,824	3,300,000
	<b>Total</b>	<b>\$ 1,981,483</b>	<b>\$ 2,362,623</b>	<b>\$ 2,852,929</b>	<b>\$ 2,563,936</b>	<b>\$ 3,316,419</b>
	<b>DDA/HOUSING FUND</b>					
	CHARGES FOR SERVICES	-	-	300,000	300,000	300,000
	INVESTMENT INCOME	-	-	299	299	290
	OPERATING TRANSFERS IN	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,781	-	101,873
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 302,080</b>	<b>\$ 300,299</b>	<b>\$ 402,163</b>
	<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>					
	INVESTMENT INCOME	-	(316)	3,500	3,500	3,750
	MISCELLANEOUS REVENUE	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	100,000	-	176,301
	TAXES	-	-	5,071,059	5,071,059	6,258,717
	<b>Total</b>	<b>\$ -</b>	<b>\$ (316)</b>	<b>\$ 5,174,559</b>	<b>\$ 5,074,559</b>	<b>\$ 6,438,768</b>
	<b>DDA PARKING MAINTENANCE</b>					
	CHARGES FOR SERVICES	-	-	3,615,884	3,615,884	4,539,000
	INVESTMENT INCOME	-	-	14,483	14,483	4,960
	OPERATING TRANSFERS IN	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,904,575	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,534,942</b>	<b>\$ 3,630,367</b>	<b>\$ 4,543,960</b>
	<b>DDA PARKING SYSTEM</b>					
	CHARGES FOR SERVICES	-	-	21,525,369	21,525,369	21,825,179
	INVESTMENT INCOME	-	-	13,688	13,688	32,000
	MISCELLANEOUS REVENUE	-	-	110,000	110,000	110,000
	PRIOR YEAR SURPLUS	-	-	794,311	-	1,510,869
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,443,368</b>	<b>\$ 21,649,057</b>	<b>\$ 23,478,048</b>
	<b>CITY TOTALS</b>					
	CHARGES FOR SERVICES	118,677,201	120,536,816	154,861,732	149,648,108	155,351,474
	CONTRIBUTIONS	1,970,207	5,968,265	500,064	4,264,843	779,517
	FINES & FORFEITS	4,483,482	4,601,589	4,498,151	4,469,904	4,527,235
	INTERGOVERNMENTAL REVENUES	23,845,078	22,300,169	22,898,247	23,721,267	21,706,958
	INTRAGOVERNMENTAL SALES	12,218,610	21,956,284	24,285,584	22,999,793	24,994,691
	INVESTMENT INCOME	80,753,228	25,968,183	33,458,074	33,544,537	34,417,759
	LICENSES, PERMITS & REGISTRATIONS	6,683,483	7,619,543	6,777,000	6,684,178	6,993,000
	MISCELLANEOUS REVENUE	8,064,439	2,058,847	1,279,512	1,580,161	1,167,918
	PRIOR YEAR SURPLUS	-	-	54,403,220	178,000	14,052,783
	OPERATING TRANSFERS IN	21,853,759	20,123,258	30,427,295	26,022,658	11,695,079
	SALE OF BONDS	-	16,099,348	17,991,216	30,045,500	22,223,700
	TAXES	81,358,439	83,661,128	91,118,721	91,435,246	94,811,543
	<b>Total*</b>	<b>\$ 359,907,926</b>	<b>\$ 330,893,430</b>	<b>\$ 442,498,816</b>	<b>\$ 394,594,195</b>	<b>\$ 392,721,657</b>

\* 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.



## Definition of Expenditure Categories

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### **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 2017 All Funds Expenditure Analysis by Service Area**

	<b>Total Expenditures</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	402,163										402,163
0002 ENERGY PROJECTS	255,627						255,627				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	6,438,767										6,438,767
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	2,761,168										2,761,168
0010 GENERAL	103,240,048	375,406	2,144,764	4,121,627	13,445,830	7,529,246	13,538,414	42,478,392	4,533,708	15,072,661	
0011 CENTRAL STORES	1,398,849						1,398,849				
0012 FLEET SERVICES	11,490,847						11,490,847				
0014 INFORMATION TECHNOLOGY	7,176,836					7,176,836					
0016 COMMUNITY TELEVISION NETWORK	2,023,372			2,023,372							
0021 MAJOR STREET	8,724,702					6,538	8,718,164				
0022 LOCAL STREET	2,243,961						2,243,961				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,330,341				1,330,341						
0025 BANDEMER PROPERTY	737				737						
0026 CONSTRUCTION CODE FUND	2,983,753				2,983,753						
0027 DRUG ENFORCEMENT	18,762							18,762			
0028 FEDERAL EQUITABLE SHARING	18,791							18,791			
0033 DDA PARKING MAINTENANCE	3,764,817										3,764,817
0034 PARKS MEMORIALS & CONTRIBUTIONS	30,000				30,000						
0035 GENERAL DEBT SERVICE	8,855,244									8,855,244	
0036 METRO EXPANSION	347,093						347,093				
0038 SPECIAL ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	10,000				10,000						
0042 WATER SUPPLY SYSTEM	21,207,121					1,019,082	20,188,039				
0043 SEWAGE DISPOSAL SYSTEM	21,212,099					39,651	21,172,448				
0048 AIRPORT	894,280						894,280				
0049 PROJECT MANAGEMENT	4,935,327					58,116	4,877,211				
0052 VEBA TRUST	662,319										662,319
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	57,636						57,636				
0057 RISK FUND	28,909,224			26,503,406		2,405,818					
0058 WHEELER CENTER	465,372						465,372				
0059 EMPLOYEES RETIREMENT SYSTEM	37,671,827										37,671,827
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	42,405									42,405	
0061 ALTERNATIVE TRANSPORTATION	491,861				19,599		472,262				
0062 STREET & SIDEWALK REPAIR MILLAGE	12,970,180						12,970,180				
0063 DDA PARKING SYSTEM	23,478,048										23,478,048

**FY 2017 All Funds Expenditure Analysis by Service Area**

	<b>Total Expenditures</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0064 MICHIGAN JUSTICE TRAINING	20,000							20,000			
0069 STORMWATER SEWER SYSTEM	6,888,009					39,654	6,848,355				
0070 AFFORDABLE HOUSING	100,000				100,000						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,547,546				2,299,288		3,248,258				
0072 SOLID WASTE FUND	17,311,872					331,772	16,980,100				
0082 STORMWATER BOND PENDING	4,955,700						4,955,700				
0088 SEWER BOND	8,420,500						8,420,500				
0089 WATER BOND	8,847,500						8,847,500				
00CP GENERAL CAPITAL FUND	1,919,371			125,000			1,794,371				
	<b>\$370,753,075</b>	<b>\$375,406</b>	<b>\$2,144,764</b>	<b>\$32,773,405</b>	<b>\$20,223,548</b>	<b>\$18,606,713</b>	<b>\$150,185,167</b>	<b>\$42,535,945</b>	<b>\$4,758,708</b>	<b>\$23,970,310</b>	<b>\$75,179,109</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017	
General	<b>GENERAL</b>						
	PERSONNEL SERVICES	29,453,291	36,263,803	39,716,221	39,493,076	40,134,058	
	PAYROLL FRINGES	17,545,925	23,255,924	22,055,808	22,022,511	23,282,319	
	EMPLOYEE ALLOWANCES	481,038	591,320	637,341	632,967	495,789	
	OTHER SERVICES	9,105,895	8,930,815	10,181,342	9,648,452	10,352,209	
	MATERIALS & SUPPLIES	1,277,178	1,301,245	1,392,380	1,350,077	1,316,206	
	OTHER CHARGES	9,073,800	8,688,328	11,282,149	10,103,723	12,346,541	
	PASS THROUGH	16,357,253	13,140,170	13,527,829	13,452,804	13,796,973	
	CAPITAL OUTLAY	305,676	170,972	112,086	233,196	109,124	
	VEHICLE OPERATING COSTS	59,016	57,304	68,500	53,500	68,500	
	GRANT/LOAN RECIPIENTS	1,244,629	1,365,277	1,335,369	1,335,369	1,338,329	
Total		<u>\$ 84,903,702</u>	<u>\$ 93,765,157</u>	<u>\$100,309,025</u>	<u>\$ 98,325,675</u>	<u>\$103,240,048</u>	
Debt Service	<b>GENERAL DEBT SERVICE</b>						
	OTHER SERVICES	60	78,713	1,000	1,000	1,000	
	OTHER CHARGES	12,539,457	25,451,250	8,932,683	8,531,389	8,854,244	
Total		<u>\$ 12,539,516</u>	<u>\$ 25,529,963</u>	<u>\$ 8,933,683</u>	<u>\$ 8,532,389</u>	<u>\$ 8,855,244</u>	
	<b>GENERAL DEBT/SPECIAL ASSESSMENT</b>						
	OTHER CHARGES	87,310	27,900	21,875	21,875	15,955	
	PASS THROUGH	87,675	23,425	27,600	27,600	26,450	
Total		<u>\$ 174,985</u>	<u>\$ 51,325</u>	<u>\$ 49,475</u>	<u>\$ 49,475</u>	<u>\$ 42,405</u>	
Enterprise	<b>WATER SUPPLY SYSTEM</b>						
	PERSONNEL SERVICES	3,580,633	3,921,199	3,967,684	3,955,645	4,121,331	
	PAYROLL FRINGES	2,539,094	2,697,658	2,396,335	2,388,716	2,449,443	
	EMPLOYEE ALLOWANCES	21,778	21,575	14,145	24,944	9,625	
	OTHER SERVICES	3,004,086	3,410,562	3,827,731	3,577,866	3,989,023	
	MATERIALS & SUPPLIES	1,888,720	1,862,298	2,676,095	1,924,055	2,024,162	
	OTHER CHARGES	6,562,383	6,535,399	6,996,606	6,846,982	6,846,370	
	PASS THROUGH	1,252,415	1,396,711	1,310,808	1,212,018	1,201,667	
	CAPITAL OUTLAY	(266,927)	(112,052)	1,468,960	586,635	558,500	
	VEHICLE OPERATING COSTS	2,835	315	7,000	7,200	7,000	
	Total		<u>\$ 18,585,016</u>	<u>\$ 19,733,666</u>	<u>\$ 22,665,364</u>	<u>\$ 20,524,061</u>	<u>\$ 21,207,121</u>
		<b>WATER BOND PENDING SERIES</b>					
		PERSONNEL SERVICES	-	-	-	-	-
		PAYROLL FRINGES	-	-	-	-	-
		OTHER SERVICES	-	-	-	-	-
		MATERIALS & SUPPLIES	-	-	-	-	-
		OTHER CHARGES	-	-	17,648,775	12,737,000	8,847,500
	PASS THROUGH	-	-	-	-	-	
	CAPITAL OUTLAY	-	-	-	-	-	
Total		<u>\$ -</u>	<u>\$ -</u>	<u>\$ 17,648,775</u>	<u>\$ 12,737,000</u>	<u>\$ 8,847,500</u>	
	<b>SEWAGE DISPOSAL SYSTEM</b>						
	PERSONNEL SERVICES	3,355,957	3,085,404	3,675,224	3,541,541	3,787,621	
	PAYROLL FRINGES	2,313,818	2,500,061	2,331,421	2,312,451	2,384,754	
	EMPLOYEE ALLOWANCES	14,451	14,710	13,430	13,833	7,598	
	OTHER SERVICES	3,562,623	2,675,306	3,985,609	3,350,100	3,911,183	
	MATERIALS & SUPPLIES	809,086	888,385	1,016,826	1,124,139	1,052,388	
	OTHER CHARGES	5,895,868	6,746,826	9,952,480	8,892,856	8,940,679	
	PASS THROUGH	677,902	708,803	673,467	673,467	702,595	
	CAPITAL OUTLAY	(776,502)	879,450	480,437	326,826	404,281	
	VEHICLE OPERATING COSTS	26,557	19,966	21,000	49,600	21,000	
Total		<u>\$ 15,879,760</u>	<u>\$ 17,518,910</u>	<u>\$ 22,149,894</u>	<u>\$ 20,284,813</u>	<u>\$ 21,212,099</u>	

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>SEWER BOND PENDING SERIES</b>					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-
	OTHER CHARGES	-	-	37,342,593	12,298,500	8,420,500
	CAPITAL OUTLAY	-	-	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 37,342,593</b>	<b>\$ 12,298,500</b>	<b>\$ 8,420,500</b>
	<b>MARKET FUND</b>					
	PERSONNEL SERVICES	74,400	-	-	-	-
	PAYROLL FRINGES	38,058	-	-	-	-
	EMPLOYEE ALLOWANCES	1,506	-	-	-	-
	OTHER SERVICES	28,812	-	-	-	-
	MATERIALS & SUPPLIES	7,469	-	-	-	-
	OTHER CHARGES	46,503	-	-	-	-
	PASS THROUGHGS	473,914	-	-	-	-
	GRANT/LOAN RECIPIENTS	32,387	-	-	-	-
	<b>Total</b>	<b>\$ 703,048</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>AIRPORT</b>					
	PERSONNEL SERVICES	139,788	241,245	265,971	265,971	247,180
	PAYROLL FRINGES	90,360	-	-	-	-
	EMPLOYEE ALLOWANCES	2,634	-	-	-	-
	OTHER SERVICES	178,115	230,130	236,419	221,419	198,111
	MATERIALS & SUPPLIES	29,915	58,368	59,200	49,200	47,300
	OTHER CHARGES	204,587	204,804	205,624	205,624	205,569
	PASS THROUGHGS	9,709	8,111	7,884	7,884	8,120
	CAPITAL OUTLAY	-	-	115,000	115,000	150,000
	VEHICLE OPERATING COSTS	30,829	12,133	37,000	37,000	38,000
	<b>Total</b>	<b>\$ 685,938</b>	<b>\$ 754,790</b>	<b>\$ 927,098</b>	<b>\$ 902,098</b>	<b>\$ 894,280</b>
	<b>STORMWATER SEWER SYSTEM</b>					
	PERSONNEL SERVICES	1,177,794	1,075,256	1,495,375	1,691,626	1,380,673
	PAYROLL FRINGES	842,709	884,945	885,743	926,215	844,749
	EMPLOYEE ALLOWANCES	8,841	8,423	11,707	11,889	6,714
	OTHER SERVICES	1,630,941	2,112,430	2,483,448	1,792,818	1,693,949
	MATERIALS & SUPPLIES	161,545	114,624	160,594	174,099	160,470
	OTHER CHARGES	932,108	1,045,001	2,168,445	2,163,245	2,513,831
	PASS THROUGHGS	2,345,762	1,335,503	3,511,043	280,356	287,023
	CAPITAL OUTLAY	(490,364)	741,886	145,619	103,430	-
	VEHICLE OPERATING COSTS	5,781	3,602	600	5,000	600
	<b>Total</b>	<b>\$ 6,615,117</b>	<b>\$ 7,321,671</b>	<b>\$ 10,862,574</b>	<b>\$ 7,148,678</b>	<b>\$ 6,888,009</b>
	<b>STORMWATER BOND</b>					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-
	OTHER CHARGES	-	-	16,291,322	5,010,000	4,955,700
	CAPITAL OUTLAY	-	-	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 16,291,322</b>	<b>\$ 5,010,000</b>	<b>\$ 4,955,700</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>SOLID WASTE</b>					
	PERSONNEL SERVICES	1,747,327	1,691,393	1,605,252	1,816,353	1,727,993
	PAYROLL FRINGES	1,140,812	1,230,392	1,093,115	1,161,400	1,162,839
	EMPLOYEE ALLOWANCES	8,702	8,841	6,383	8,017	3,974
	OTHER SERVICES	8,081,618	8,042,074	10,476,521	9,859,442	9,323,113
	MATERIALS & SUPPLIES	189,337	163,955	169,000	167,349	181,000
	OTHER CHARGES	1,812,218	2,014,844	7,668,086	6,207,421	4,449,680
	PASS THROUGHS	444,034	448,732	441,712	441,712	457,773
	CAPITAL OUTLAY	(472)	-	180,000	28,828	-
	VEHICLE OPERATING COSTS	688	95	5,500	5,000	5,500
	<b>Total</b>	<b>\$ 13,424,263</b>	<b>\$ 13,600,326</b>	<b>\$ 21,645,569</b>	<b>\$ 19,695,522</b>	<b>\$ 17,311,872</b>
Internal Service	<b>CENTRAL STORES</b>					
	PERSONNEL SERVICES	155,202	256,180	301,083	301,083	300,735
	PAYROLL FRINGES	123,560	-	-	-	-
	EMPLOYEE ALLOWANCES	692	-	-	-	-
	OTHER SERVICES	48,626	43,433	51,845	46,640	52,567
	MATERIALS & SUPPLIES	882,848	626,763	854,150	859,705	861,861
	OTHER CHARGES	89,052	88,429	133,806	133,456	135,513
	PASS THROUGHS	42,839	43,181	47,771	47,771	48,173
	CAPITAL OUTLAY	-	-	-	-	-
	<b>Total</b>	<b>\$ 1,342,819</b>	<b>\$ 1,057,985</b>	<b>\$ 1,388,655</b>	<b>\$ 1,388,655</b>	<b>\$ 1,398,849</b>
	<b>FLEET SERVICES</b>					
	PERSONNEL SERVICES	849,486	1,120,034	1,452,503	1,452,503	1,435,720
	PAYROLL FRINGES	596,223	-	-	-	-
	EMPLOYEE ALLOWANCES	4,618	-	-	-	-
	OTHER SERVICES	224,576	282,467	118,402	118,402	117,825
	MATERIALS & SUPPLIES	58,315	29,126	31,475	61,371	21,975
	OTHER CHARGES	2,601,165	2,779,294	531,134	2,831,465	2,865,278
	PASS THROUGHS	688,571	696,248	2,683,713	2,683,713	698,150
	CAPITAL OUTLAY	(31,829)	-	3,525,275	500,000	4,118,424
	VEHICLE OPERATING COSTS	2,075,909	1,876,833	2,112,125	2,112,125	2,233,475
	<b>Total</b>	<b>\$ 7,067,035</b>	<b>\$ 6,784,002</b>	<b>\$ 10,454,627</b>	<b>\$ 9,759,579</b>	<b>\$ 11,490,847</b>
	<b>INFORMATION TECHNOLOGY</b>					
	PERSONNEL SERVICES	1,900,406	2,888,759	3,273,808	3,293,808	3,362,150
	PAYROLL FRINGES	1,201,651	-	-	-	-
	EMPLOYEE ALLOWANCES	22,770	-	-	-	-
	OTHER SERVICES	2,063,930	2,196,409	2,238,340	2,160,165	2,181,268
	MATERIALS & SUPPLIES	180,674	169,049	591,812	336,573	52,339
	OTHER CHARGES	1,406,217	1,414,744	1,459,141	1,073,325	1,581,079
	PASS THROUGHS	164,485	80,000	-	-	-
	CAPITAL OUTLAY	0	-	793,661	358,997	-
	<b>Total</b>	<b>\$ 6,940,132</b>	<b>\$ 6,748,961</b>	<b>\$ 8,356,762</b>	<b>\$ 7,222,868</b>	<b>\$ 7,176,836</b>
	<b>PROJECT MANAGEMENT</b>					
	PERSONNEL SERVICES	863,823	1,544,204	3,882,799	3,674,544	3,905,976
	PAYROLL FRINGES	921,186	-	-	-	-
	EMPLOYEE ALLOWANCES	24,892	-	-	-	-
	OTHER SERVICES	178,227	94,089	271,685	-	343,035
	MATERIALS & SUPPLIES	21,980	34,574	32,350	-	25,850
	OTHER CHARGES	572,374	572,062	611,218	-	618,277
	PASS THROUGHS	38,774	39,714	4,538,055	-	42,189
	CAPITAL OUTLAY	-	-	-	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	<b>Total</b>	<b>\$ 2,621,257</b>	<b>\$ 2,284,643</b>	<b>\$ 9,336,107</b>	<b>\$ 3,674,544</b>	<b>\$ 4,935,327</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>RISK FUND</b>					
	PERSONNEL SERVICES	304,337	518,779	567,340	544,106	639,000
	PAYROLL FRINGES	191,811	-	-	-	-
	EMPLOYEE ALLOWANCES	1,757	-	-	-	-
	OTHER SERVICES	576,438	717,187	911,686	638,718	903,432
	MATERIALS & SUPPLIES	14,074	16,318	11,000	13,275	13,000
	OTHER CHARGES	19,522,289	20,484,718	23,573,696	23,554,776	25,787,469
	PASS THROUGHGS	4,328,990	4,033,482	8,245,210	8,245,210	1,566,323
	Total	\$ 24,939,697	\$ 25,770,484	\$ 33,308,932	\$ 32,996,085	\$ 28,909,224
	<b>WHEELER CENTER</b>					
	PERSONNEL SERVICES	25,853	32,512	56,140	56,140	59,126
	PAYROLL FRINGES	13,083	-	-	-	-
	EMPLOYEE ALLOWANCES	219	-	-	-	-
	OTHER SERVICES	297,957	276,513	315,028	315,028	324,737
	MATERIALS & SUPPLIES	25,790	32,409	32,640	32,640	32,581
	OTHER CHARGES	45,723	45,372	48,374	48,374	48,928
	Total	\$ 408,626	\$ 386,806	\$ 452,182	\$ 452,182	\$ 465,372
Fiduciary Trust	<b>ELIZABETH R. DEAN TRUST FUND</b>					
	PERSONNEL SERVICES	2,299	28,563	20,350	19,530	21,275
	PAYROLL FRINGES	591	8,661	-	-	-
	OTHER SERVICES	290	21,756	17,150	17,150	17,225
	MATERIALS & SUPPLIES	10,966	2,289	17,500	17,500	19,000
	OTHER CHARGES	15,289	1,613	136	956	136
	Total	\$ 29,434	\$ 62,881	\$ 55,136	\$ 55,136	\$ 57,636
Pension Trust	<b>VEBA TRUST</b>					
	OTHER SERVICES	384,022	351,197	660,450	660,450	662,200
	OTHER CHARGES	-	-	119	119	119
	Total	\$ 384,022	\$ 351,197	\$ 660,569	\$ 660,569	\$ 662,319
	<b>EMPLOYEES' RETIREMENT SYSTEM</b>					
	PERSONNEL SERVICES	270,134	287,234	275,823	275,823	283,408
	PAYROLL FRINGES	152,153	162,747	184,535	184,535	176,443
	OTHER SERVICES	1,027,681	1,081,457	2,433,900	2,433,900	2,578,400
	MATERIALS & SUPPLIES	2,476	2,480	4,600	4,600	4,600
	OTHER CHARGES	32,113,129	32,768,100	33,879,605	33,879,605	34,628,976
	Total	\$ 33,565,574	\$ 34,302,017	\$ 36,778,463	\$ 36,778,463	\$ 37,671,827
Special Revenue	<b>ENERGY PROJECTS</b>					
	PERSONNEL SERVICES	5,044	(4,250)	10,500	10,500	11,000
	PAYROLL FRINGES	552	(1,598)	-	-	-
	OTHER SERVICES	111,069	308	60,000	60,000	60,000
	MATERIALS & SUPPLIES	47,865	-	100,000	80,000	100,000
	OTHER CHARGES	29,318	29,820	13,853	13,853	14,269
	PASS THROUGHGS	167,423	121,063	76,443	-	70,358
	CAPITAL OUTLAY	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	313,266	133,440	-	20,000	-
	Total	\$ 674,537	\$ 278,783	\$ 260,796	\$ 184,353	\$ 255,627
	<b>LOCAL LAW ENFORC BLOCK GRANT</b>					
	PERSONNEL SERVICES	-	-	-	-	-
	OTHER SERVICES	899	-	-	-	-
	MATERIALS & SUPPLIES	32,822	21,919	18,606	18,606	-
	CAPITAL OUTLAY	-	-	-	-	-
	Total	\$ 33,721	\$ 21,919	\$ 18,606	\$ 18,606	\$ -



## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>COMMUNITY TELEVISION NETWORK</b>					
	PERSONNEL SERVICES	634,861	643,479	634,797	634,797	643,916
	PAYROLL FRINGES	491,761	498,890	459,581	459,927	474,499
	EMPLOYEE ALLOWANCES	660	660	660	660	390
	OTHER SERVICES	253,969	275,327	291,350	275,098	293,370
	MATERIALS & SUPPLIES	79,350	77,619	72,000	72,000	72,001
	OTHER CHARGES	241,286	239,172	296,119	296,119	289,196
	PASS THROUGHGS	-	-	2,500,000	2,500,000	-
	CAPITAL OUTLAY	133,125	139,583	250,000	225,000	250,000
	Total	<u>\$ 1,835,013</u>	<u>\$ 1,874,730</u>	<u>\$ 4,504,507</u>	<u>\$ 4,463,601</u>	<u>\$ 2,023,372</u>
	<b>HOMELAND SECURITY GRANT FUND</b>					
	PERSONNEL SERVICES	64,135	38,505	50,881	47,881	-
	PAYROLL FRINGES	-	1,260	-	-	-
	OTHER SERVICES	931	658	1,629	1,000	-
	MATERIALS & SUPPLIES	2,926	1,882	8,437	1,672	-
	Total	<u>\$ 67,992</u>	<u>\$ 42,305</u>	<u>\$ 60,947</u>	<u>\$ 50,553</u>	<u>\$ -</u>
	<b>MAJOR STREET</b>					
	PERSONNEL SERVICES	1,783,755	1,794,769	1,890,142	1,855,769	2,061,598
	PAYROLL FRINGES	1,187,528	1,259,847	1,184,441	1,222,720	1,171,617
	EMPLOYEE ALLOWANCES	11,188	9,991	6,371	9,483	5,088
	OTHER SERVICES	1,081,821	1,706,922	3,243,795	3,080,351	1,866,868
	MATERIALS & SUPPLIES	678,783	900,902	1,142,974	1,178,321	1,039,903
	OTHER CHARGES	974,532	958,572	1,171,841	1,071,999	1,349,320
	PASS THROUGHGS	895,804	1,044,892	910,450	910,450	1,125,058
	CAPITAL OUTLAY	19,681	39,472	397,126	387,181	105,250
	VEHICLE OPERATING COSTS	125	-	-	-	-
	Total	<u>\$ 6,633,217</u>	<u>\$ 7,715,367</u>	<u>\$ 9,947,140</u>	<u>\$ 9,716,274</u>	<u>\$ 8,724,702</u>
	<b>LOCAL STREET</b>					
	PERSONNEL SERVICES	468,872	420,098	455,864	579,225	463,811
	PAYROLL FRINGES	326,177	327,624	303,407	347,321	322,021
	EMPLOYEE ALLOWANCES	-	-	174	106	138
	OTHER SERVICES	734,029	563,370	815,373	667,441	943,364
	MATERIALS & SUPPLIES	154,490	143,571	427,046	410,171	229,898
	OTHER CHARGES	45,872	47,064	59,505	57,105	61,094
	PASS THROUGHGS	141,434	186,157	147,173	147,173	207,185
	CAPITAL OUTLAY	6,960	-	260,271	260,271	16,450
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	<u>\$ 1,877,833</u>	<u>\$ 1,687,885</u>	<u>\$ 2,468,813</u>	<u>\$ 2,468,813</u>	<u>\$ 2,243,961</u>
	<b>COURT FACILITIES</b>					
	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>
	<b>OPEN SPACE &amp; PARKLAND PRESERVATION</b>					
	PERSONNEL SERVICES	25,153	26,218	25,270	25,019	25,873
	PAYROLL FRINGES	15,265	16,547	15,335	15,413	15,742
	EMPLOYEE ALLOWANCES	121	132	198	198	117
	OTHER SERVICES	107,981	100,881	120,800	119,000	120,800
	MATERIALS & SUPPLIES	-	18	1,500	500	1,500
	OTHER CHARGES	170,217	670,974	3,096	3,096	3,096
	PASS THROUGHGS	1,257,117	1,650,231	1,266,543	1,266,543	1,163,213
	CAPITAL OUTLAY	-	330,335	151,870	151,870	-
	Total	<u>\$ 1,575,855</u>	<u>\$ 2,795,335</u>	<u>\$ 1,584,612</u>	<u>\$ 1,581,639</u>	<u>\$ 1,330,341</u>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>BANDEMER PROPERTY</b>					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER CHARGES	1,789	1,834	716	716	737
	CAPITAL OUTLAY	-	-	75,607	75,607	-
	<b>Total</b>	<b>\$ 1,789</b>	<b>\$ 1,834</b>	<b>\$ 76,323</b>	<b>\$ 76,323</b>	<b>\$ 737</b>
	<b>CONSTRUCTION CODE FUND</b>					
	PERSONNEL SERVICES	1,093,316	1,233,001	1,348,905	1,188,703	1,459,638
	PAYROLL FRINGES	748,086	808,901	794,881	752,392	846,091
	EMPLOYEE ALLOWANCES	13,403	12,355	13,152	13,152	9,288
	OTHER SERVICES	129,054	256,628	465,913	486,779	79,378
	MATERIALS & SUPPLIES	18,000	7,209	10,000	7,600	10,100
	OTHER CHARGES	417,972	448,402	511,823	532,417	566,758
	PASS THROUGHES	-	-	-	-	-
	CAPITAL OUTLAY	11,170	-	42,086	45,086	12,500
	VEHICLE OPERATING COSTS	-	-	-	-	-
	<b>Total</b>	<b>\$ 2,431,001</b>	<b>\$ 2,766,495</b>	<b>\$ 3,186,760</b>	<b>\$ 3,026,129</b>	<b>\$ 2,983,753</b>
	<b>DRUG ENFORCEMENT</b>					
	OTHER SERVICES	-	10,766	13,942	20,120	-
	MATERIALS & SUPPLIES	97,587	28,313	152,085	145,907	18,762
	CAPITAL OUTLAY	22,576	-	-	-	-
	<b>Total</b>	<b>\$ 120,163</b>	<b>\$ 39,079</b>	<b>\$ 166,027</b>	<b>\$ 166,027</b>	<b>\$ 18,762</b>
	<b>FEDERAL EQUITABLE SHARING FORFEITURE</b>					
	OTHER SERVICES	59,649	53,372	58,149	58,149	-
	MATERIALS & SUPPLIES	24,902	160,808	85,343	85,343	18,791
	OTHER CHARGES	954	1,763	4,000	4,000	-
	CAPITAL OUTLAY	-	-	-	-	-
	<b>Total</b>	<b>\$ 85,505</b>	<b>\$ 215,944</b>	<b>\$ 147,492</b>	<b>\$ 147,492</b>	<b>\$ 18,791</b>
	<b>PARKS MEMORIALS &amp; CONTRIBUTIONS</b>					
	PERSONNEL SERVICES	4,301	577	-	300	-
	PAYROLL FRINGES	2,780	2,086	-	-	-
	EMPLOYEE ALLOWANCES	186	16	-	-	-
	OTHER SERVICES	8,333	19,536	469,603	22,624	7,500
	MATERIALS & SUPPLIES	2,814	37,642	7,500	8,311	7,500
	OTHER CHARGES	14,923	85	12,000	-	-
	PASS THROUGHES	45,949	97,201	15,000	15,000	15,000
	CAPITAL OUTLAY	55,038	83,007	357,116	305,931	-
	<b>Total</b>	<b>\$ 134,324</b>	<b>\$ 240,150</b>	<b>\$ 861,219</b>	<b>\$ 352,166</b>	<b>\$ 30,000</b>
	<b>METRO EXPANSION</b>					
	PERSONNEL SERVICES	46,519	45,964	39,556	80,290	36,902
	PAYROLL FRINGES	18,542	21,243	12,081	26,861	7,748
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	175,442	82,678	264,104	165,025	264,238
	MATERIALS & SUPPLIES	5,354	29,802	30,000	56,100	30,000
	OTHER CHARGES	12,670	12,996	7,983	7,983	8,205
	<b>Total</b>	<b>\$ 258,528</b>	<b>\$ 192,684</b>	<b>\$ 353,724</b>	<b>\$ 336,259</b>	<b>\$ 347,093</b>
	<b>SPECIAL ASSISTANCE</b>					
	OTHER SERVICES	-	13,000	4,000	4,000	4,000
	<b>Total</b>	<b>\$ -</b>	<b>\$ 13,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>OPEN SPACE ENDOWMENT</b>					
	OTHER SERVICES	-	5,815	10,000	10,000	10,000
	Total	<u>\$ -</u>	<u>\$ 5,815</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>
	<b>CEMETARY PERPETUAL CARE</b>					
	OTHER SERVICES	-	-	-	-	-
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	<b>ART IN PUBLIC PLACES</b>					
	PERSONNEL SERVICES	212	466	-	-	-
	PAYROLL FRINGES	53	94	-	-	-
	OTHER SERVICES	59,176	53,679	309,644	-	-
	MATERIALS & SUPPLIES	443	1,934	5,001	-	-
	OTHER CHARGES	14,050	-	19,294	-	-
	PASS THROUGHGS	943,005	-	-	-	-
	CAPITAL OUTLAY	-	142,845	-	-	-
	Total	<u>\$ 1,016,939</u>	<u>\$ 199,018</u>	<u>\$ 333,939</u>	<u>\$ -</u>	<u>\$ -</u>
	<b>ALTERNATIVE TRANSPORTATION</b>					
	PERSONNEL SERVICES	102,338	130,554	89,557	69,035	82,379
	PAYROLL FRINGES	50,575	59,498	44,624	36,666	45,686
	EMPLOYEE ALLOWANCES	198	-	792	792	468
	OTHER SERVICES	82,315	121,357	131,055	57,625	37,525
	MATERIALS & SUPPLIES	218	830	951	50	50
	OTHER CHARGES	21,880	26,507	464,023	123,521	325,753
	PASS THROUGHGS	-	-	-	-	-
	CAPITAL OUTLAY	3,095	-	55,765	-	-
	Total	<u>\$ 260,619</u>	<u>\$ 338,747</u>	<u>\$ 786,767</u>	<u>\$ 287,689</u>	<u>\$ 491,861</u>
	<b>STREET REPAIR MILLAGE</b>					
	PERSONNEL SERVICES	1,101,222	1,017,589	1,335,212	-	-
	PAYROLL FRINGES	238,161	209,317	79,118	-	-
	EMPLOYEE ALLOWANCES	2,508	-	-	-	-
	OTHER SERVICES	779,673	1,879,180	2,421,893	-	-
	MATERIALS & SUPPLIES	127,618	112,892	6,688	-	-
	OTHER CHARGES	1,906,593	1,533,022	16,302,932	25,052,916	12,899,158
	PASS THROUGHGS	(20,592)	818,275	1,170,578	68,954	71,022
	CAPITAL OUTLAY	11,363,478	11,854,571	16,899,663	-	-
	VEHICLE OPERATING COSTS	-	20	-	-	-
	Total	<u>\$ 15,498,661</u>	<u>\$ 17,424,866</u>	<u>\$ 38,216,084</u>	<u>\$ 25,121,870</u>	<u>\$ 12,970,180</u>
	<b>MICHIGAN JUSTICE TRAINING</b>					
	OTHER SERVICES	50,425	40,044	20,000	20,000	20,000
	MATERIALS & SUPPLIES	375	656	-	-	-
	Total	<u>\$ 50,800</u>	<u>\$ 40,700</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>
	<b>AFFORDABLE HOUSING</b>					
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	2	37,500	-	-	-
	OTHER CHARGES	159,000	800,000	1,276,576	1,276,576	-
	PASS THROUGHGS	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	13,263	-	-	-	100,000
	Total	<u>\$ 172,265</u>	<u>\$ 837,500</u>	<u>\$ 1,276,576</u>	<u>\$ 1,276,576</u>	<u>\$ 100,000</u>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>PARKS MAINT &amp; CAPITAL IMPROVEMENTS</b>					
	PERSONNEL SERVICES	1,441,896	1,484,120	1,840,905	1,723,529	1,874,485
	PAYROLL FRINGES	924,429	988,955	960,466	933,591	944,861
	EMPLOYEE ALLOWANCES	13,034	15,427	15,362	15,130	9,809
	OTHER SERVICES	990,943	1,265,335	1,029,363	1,130,292	949,828
	MATERIALS & SUPPLIES	493,370	458,354	399,763	446,568	398,496
	OTHER CHARGES	355,069	332,636	345,819	390,004	1,370,067
	PASS THROUGH	288,979	38,627	150,000	150,000	-
	CAPITAL OUTLAY	1,557,082	603,766	2,627,703	2,604,099	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	<b>Total</b>	<b>\$ 6,064,803</b>	<b>\$ 5,187,219</b>	<b>\$ 7,369,381</b>	<b>\$ 7,393,213</b>	<b>\$ 5,547,546</b>
	<b>LOCAL FORFEITURE</b>					
	PASS THROUGH	-	3,517	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>SIDEWALK IMPROVEMENT FUND</b>					
	PASS THROUGH	-	61,321	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ 61,321</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>MAJOR GRANT PROGRAMS</b>					
	PERSONNEL SERVICES	380,002	296,126	222,806	235,552	-
	PAYROLL FRINGES	296,687	38,279	28,913	28,913	-
	EMPLOYEE ALLOWANCES	6,530	-	-	-	-
	OTHER SERVICES	659,184	652,132	2,842,615	2,751,774	-
	MATERIALS & SUPPLIES	1,263	34,829	24,588	24,257	-
	OTHER CHARGES	(57,775)	-	556,669	556,669	-
	PASS THROUGH	-	-	53,552	-	-
	CAPITAL OUTLAY	1,147,604	50,271	342,619	342,619	-
	GRANT/LOAN RECIPIENTS	-	10,538	48,120	48,120	-
	<b>Total</b>	<b>\$ 2,433,494</b>	<b>\$ 1,082,175</b>	<b>\$ 4,119,882</b>	<b>\$ 3,987,904</b>	<b>\$ -</b>
Capital Projects	<b>GENERAL CAPITAL FUND</b>					
	PERSONNEL SERVICES	286	-	115,000	-	-
	PAYROLL FRINGES	24	-	-	-	-
	OTHER SERVICES	886,666	489,720	3,341,905	2,976,905	-
	MATERIALS & SUPPLIES	-	-	-	-	-
	OTHER CHARGES	-	-	888,133	1,458,733	1,919,371
	CAPITAL OUTLAY	160,923	220,570	469,066	211,066	-
	<b>Total</b>	<b>\$ 1,047,899</b>	<b>\$ 710,290</b>	<b>\$ 4,814,104</b>	<b>\$ 4,646,704</b>	<b>\$ 1,919,371</b>
Component Units	<b>SMART ZONE LDFA</b>					
	OTHER SERVICES	1,698,121	1,833,717	2,812,320	2,485,622	2,719,469
	OTHER CHARGES	27,101	27,816	40,609	40,609	41,699
	<b>Total</b>	<b>\$ 1,725,222</b>	<b>\$ 1,861,533</b>	<b>\$ 2,852,929</b>	<b>\$ 2,526,231</b>	<b>\$ 2,761,168</b>
	<b>DDA/HOUSING FUND</b>					
	OTHER SERVICES	-	-	-	-	-
	OTHER CHARGES	-	-	302,080	202,080	402,163
	PASS THROUGH	-	-	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 302,080</b>	<b>\$ 202,080</b>	<b>\$ 402,163</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
	<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>					
	PERSONNEL SERVICES	-	2,419	188,000	188,000	239,598
	PAYROLL FRINGES	-	2,086	97,422	97,422	107,837
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	-	-	464,710	464,710	1,096,000
	MATERIALS & SUPPLIES	-	-	26,010	26,010	27,260
	OTHER CHARGES	-	(13)	1,259,194	1,259,194	1,226,850
	PASS THROUGHGS	-	-	2,054,397	2,054,397	2,247,736
	CAPITAL OUTLAY	-	-	1,084,826	384,826	1,493,486
	Total	\$ -	\$ 4,492	\$ 5,174,559	\$ 4,474,559	\$ 6,438,767
	<b>DDA PARKING MAINTENANCE</b>					
	OTHER SERVICES	-	-	305,692	305,692	370,366
	CAPITAL OUTLAY	-	-	5,229,250	4,479,250	3,394,451
	Total	\$ -	\$ -	\$ 5,534,942	\$ 4,784,942	\$ 3,764,817
	<b>DDA PARKING SYSTEM</b>					
	PERSONNEL SERVICES	-	-	188,000	188,000	239,600
	PAYROLL FRINGES	-	-	97,421	97,421	107,835
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	-	-	7,572,240	7,572,240	7,970,831
	MATERIALS & SUPPLIES	-	-	27,103	27,103	28,300
	OTHER CHARGES	-	-	5,748,470	5,748,470	5,713,395
	PASS THROUGHGS	-	-	8,706,527	8,706,527	9,311,372
	CAPITAL OUTLAY	-	-	103,607	103,607	106,715
	Total	\$ -	\$ -	\$ 22,443,368	\$ 22,443,368	\$ 23,478,048
	<b>CITY TOTALS</b>					
	PERSONNEL SERVICES	51,052,642	60,084,202	68,990,968	67,208,349	68,545,046
	PAYROLL FRINGES	32,011,655	34,973,415	33,024,647	33,014,475	34,344,484
	EMPLOYEE ALLOWANCES	641,726	683,449	719,715	731,171	548,998
	OTHER SERVICES	38,263,578	40,006,464	65,280,651	57,575,997	53,462,814
	MATERIALS & SUPPLIES	7,328,553	7,321,064	9,595,217	8,703,102	7,795,293
	OTHER CHARGES	97,854,922	113,999,332	208,032,602	172,636,751	158,253,475
	PASS THROUGHGS	30,856,441	26,200,363	52,290,755	43,116,579	33,271,380
	CAPITAL OUTLAY	13,220,315	15,144,677	35,167,613	11,829,325	10,719,181
	VEHICLE OPERATING COSTS	2,201,739	1,970,268	2,251,725	2,269,425	2,374,075
	GRANT/LOAN RECIPIENTS	1,603,545	1,509,255	1,383,489	1,403,489	1,438,329
	Total*	\$ 275,035,116	\$301,892,489	\$476,737,382	\$398,488,663	\$370,753,075

\* 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.

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**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>Mayor &amp; Council</b>	<b>373,767</b>	<b>383,073</b>	<b>377,151</b>	<b>370,001</b>	<b>375,406</b>
<b>010 Mayor</b>	<b>373,767</b>	<b>383,073</b>	<b>377,151</b>	<b>370,001</b>	<b>375,406</b>
Personnel Services	36,377	37,492	37,367	37,367	37,292
Personnel Services-Other	209,323	201,570	216,991	216,991	216,991
Payroll Fringes	49,365	54,695	33,222	33,222	33,243
Other Services	1,305	11,047	10,300	4,550	10,300
Materials & Supplies	809	1,683	2,400	1,000	900
Other Charges	76,589	76,586	76,871	76,871	76,680
<b>City Administrator Service Area</b>	<b>2,994,100</b>	<b>3,816,823</b>	<b>4,017,575</b>	<b>3,893,471</b>	<b>4,121,627</b>
Personnel Services	1,329,599	1,694,591	1,794,347	1,759,579	1,811,901
Personnel Services-Other	157,343	320,877	261,900	265,700	257,900
Payroll Fringes	846,226	1,107,312	1,055,025	1,024,366	1,084,074
Employee Allowances	13,473	15,730	17,184	17,215	8,970
Other Services	181,069	206,699	329,680	267,991	274,286
Materials & Supplies	29,060	38,762	30,800	28,981	45,446
Other Charges	437,330	432,851	528,639	529,639	514,050
Pass Throughs	-	-	-	-	125,000
<b>City Attorney</b>	<b>1,949,794</b>	<b>2,122,781</b>	<b>2,068,809</b>	<b>2,054,705</b>	<b>2,144,764</b>
<b>014 Attorney</b>	<b>1,949,794</b>	<b>2,122,781</b>	<b>2,068,809</b>	<b>2,054,705</b>	<b>2,144,764</b>
Personnel Services	1,041,580	1,117,414	1,100,319	1,100,319	1,161,013
Personnel Services-Other	-	68,726	16,604	5,000	4,604
Payroll Fringes	626,876	690,604	632,591	632,591	678,099
Employee Allowances	5,916	7,126	7,236	7,236	4,320
Other Services	43,480	17,500	30,734	43,234	19,300
Materials & Supplies	39,974	29,926	32,500	32,500	32,500
Other Charges	191,968	191,485	248,825	233,825	244,928
<b>Community Services Area</b>	<b>9,581,928</b>	<b>12,229,803</b>	<b>13,061,073</b>	<b>12,557,327</b>	<b>13,445,830</b>
<b>002 Community Development</b>	<b>2,045,789</b>	<b>4,074,477</b>	<b>4,150,450</b>	<b>4,130,523</b>	<b>4,492,775</b>
Personnel Services	45,398	1,032,107	1,101,063	1,028,830	1,194,769
Personnel Services-Other	2	177,673	-	98,787	174,000
Payroll Fringes	27,593	867,998	869,489	822,748	937,945

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
Employee Allowances	242	17,685	15,612	15,612	8,379
Other Services	151,668	150,229	190,000	190,260	175,000
Other Charges	476,258	484,145	638,917	638,917	564,353
Pass Throughs	100,000	100,000	-	-	100,000
Grant/Loan Recipients	1,244,629	1,244,641	1,335,369	1,335,369	1,338,329
<b>033 Building</b>	<b>1,278,523</b>	<b>1,403,025</b>	<b>1,615,046</b>	<b>1,501,236</b>	<b>1,650,120</b>
Personnel Services	493,720	539,473	646,117	643,981	663,573
Personnel Services-Other	22,185	46,056	44,530	35,624	-
Payroll Fringes	337,260	435,497	423,127	368,358	428,792
Employee Allowances	7,883	7,926	5,280	6,450	2,457
Other Services	57,492	109,437	178,967	119,458	243,410
Materials & Supplies	9,804	12,579	7,320	7,585	8,000
Other Charges	250,178	252,058	267,619	277,694	291,388
Pass Throughs	100,000	-	-	-	-
Capital Outlay	-	-	42,086	42,086	12,500
<b>050 Planning</b>	<b>985,865</b>	<b>1,026,320</b>	<b>1,448,748</b>	<b>1,429,543</b>	<b>1,252,731</b>
Personnel Services	457,194	490,726	498,199	496,455	560,266
Personnel Services-Other	26,455	20,659	70,891	70,891	8,500
Payroll Fringes	318,633	350,661	334,644	325,683	363,484
Employee Allowances	1,260	1,254	1,584	1,584	936
Other Services	41,690	23,996	188,350	173,700	153,350
Materials & Supplies	2,448	1,121	250	1,250	250
Other Charges	138,186	137,903	154,830	159,980	165,945
Pass Throughs	-	-	200,000	200,000	-
<b>060 Parks &amp; Recreation</b>	<b>5,271,751</b>	<b>5,725,980</b>	<b>5,846,829</b>	<b>5,496,025</b>	<b>6,050,204</b>
Personnel Services	909,156	1,024,677	1,194,917	1,194,164	1,223,678
Personnel Services-Other	1,308,256	1,451,902	1,537,164	1,457,487	1,611,166
Payroll Fringes	820,451	926,226	772,855	857,465	803,875
Employee Allowances	18,547	19,157	22,170	19,256	13,515
Other Services	1,009,791	1,061,375	1,151,688	963,385	1,161,233
Materials & Supplies	414,038	486,228	411,986	369,906	449,846



**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
Other Charges	523,494	545,224	689,799	582,362	720,641
Pass Throughs	150,022	122,570	-	-	-
Capital Outlay	59,235	-	-	-	-
Vehicle Operating Costs	58,762	57,304	66,250	52,000	66,250
Grant/Loan Recipients	-	31,318	-	-	-
<b>District Court</b>	<b>4,217,057</b>	<b>4,324,876</b>	<b>4,526,138</b>	<b>4,448,192</b>	<b>4,533,708</b>
<b>021 District Court</b>	<b>4,217,057</b>	<b>4,324,876</b>	<b>4,526,138</b>	<b>4,448,192</b>	<b>4,533,708</b>
Personnel Services	1,744,874	1,682,944	1,899,840	1,840,357	1,872,961
Personnel Services-Other	68,771	55,279	32,020	37,348	26,400
Payroll Fringes	1,241,430	1,449,160	1,245,290	1,247,634	1,339,483
Employee Allowances	9,274	10,419	11,292	7,324	2,820
Other Services	490,618	509,177	617,706	604,539	565,600
Materials & Supplies	75,769	58,703	55,100	46,100	58,930
Other Charges	586,323	551,877	664,890	664,890	667,514
Capital Outlay	-	7,318	-	-	-
<b>Financial &amp; Administrative Services</b>	<b>3,819,541</b>	<b>7,033,468</b>	<b>7,531,969</b>	<b>7,299,594</b>	<b>7,529,246</b>
<b>018 Finance</b>	<b>3,580,389</b>	<b>3,586,568</b>	<b>3,971,765</b>	<b>3,746,390</b>	<b>3,935,916</b>
Personnel Services	1,636,230	1,634,103	1,852,316	1,712,767	1,837,137
Personnel Services-Other	53,883	29,595	82,780	60,286	52,253
Payroll Fringes	1,124,152	1,210,911	1,203,540	1,183,545	1,207,249
Employee Allowances	17,804	17,604	18,804	18,839	17,940
Other Services	199,061	163,118	202,643	163,570	203,643
Materials & Supplies	76,825	61,683	67,558	65,759	68,108
Other Charges	472,433	463,953	544,124	541,624	549,586
Capital Outlay	-	5,600	-	-	-
<b>078 Customer Service</b>	<b>239,152</b>	<b>208,228</b>	<b>227,766</b>	<b>220,766</b>	<b>231,180</b>
Personnel Services	97,607	105,890	116,932	109,932	116,744
Personnel Services-Other	21,840	-	-	-	-
Payroll Fringes	82,475	69,698	71,070	71,070	74,071
Other Services	2,013	16	100	100	100
Materials & Supplies	2,468	-	-	-	-

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
Other Charges	25,102	26,722	24,457	24,457	24,734
Pass Throughs	7,646	5,902	15,207	15,207	15,531
<b>092 Information Technology</b>	<b>-</b>	<b>3,238,672</b>	<b>3,332,438</b>	<b>3,332,438</b>	<b>3,362,150</b>
Personnel Services	-	1,893,082	2,040,037	2,040,037	2,037,686
Personnel Services-Other	-	33,812	46,505	46,505	46,505
Payroll Fringes	-	1,288,859	1,225,502	1,225,502	1,264,348
Employee Allowances	-	22,880	20,394	20,394	13,611
Other Services	-	39	-	-	-
<b>Public Services</b>	<b>7,961,534</b>	<b>11,589,024</b>	<b>14,285,129</b>	<b>14,142,715</b>	<b>13,538,414</b>
Personnel Services	678,692	2,501,148	4,069,954	4,027,390	4,077,327
Personnel Services-Other	192,522	359,536	360,084	383,427	304,605
Payroll Fringes	618,581	2,538,375	2,795,527	2,792,061	2,782,915
Employee Allowances	11,626	52,947	40,154	40,230	26,001
Other Services	3,380,993	2,923,925	3,481,107	3,378,332	3,606,894
Materials & Supplies	268,200	263,465	206,050	263,484	240,632
Other Charges	734,900	827,164	1,012,160	895,949	922,303
Pass Throughs	1,947,305	1,972,220	2,296,093	2,221,068	1,575,737
Capital Outlay	128,716	150,244	22,000	139,274	-
Vehicle Operating Costs	-	-	2,000	1,500	2,000
<b>Safety Services</b>	<b>38,951,413</b>	<b>40,728,244</b>	<b>41,685,519</b>	<b>41,530,973</b>	<b>42,478,392</b>
<b>031 Police</b>	<b>24,837,083</b>	<b>25,696,886</b>	<b>26,097,275</b>	<b>25,942,729</b>	<b>26,593,353</b>
Personnel Services	10,449,723	10,912,959	10,951,883	10,891,742	11,309,587
Personnel Services-Other	1,689,534	1,531,522	1,772,207	1,785,313	1,451,409
Payroll Fringes	7,243,010	7,578,958	7,030,364	7,064,770	7,533,333
Employee Allowances	242,790	259,739	312,761	315,290	245,420
Other Services	2,179,827	2,399,307	2,416,955	2,360,935	2,484,221
Materials & Supplies	119,047	123,184	228,246	239,250	145,600
Other Charges	2,912,958	2,891,218	3,384,859	3,285,429	3,423,783
Vehicle Operating Costs	195	-	-	-	-

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>032 Fire</b>	<b>14,114,330</b>	<b>15,031,358</b>	<b>15,588,244</b>	<b>15,588,244</b>	<b>15,885,039</b>
Personnel Services	6,311,548	6,712,401	6,820,774	6,844,088	6,955,047
Personnel Services-Other	471,482	587,590	889,554	878,331	620,744
Payroll Fringes	4,209,875	4,686,969	4,363,562	4,373,496	4,751,408
Employee Allowances	152,225	158,854	164,870	163,537	151,420
Other Services	1,037,777	1,124,792	1,205,908	1,181,194	1,241,201
Materials & Supplies	178,913	160,856	240,601	234,262	203,998
Other Charges	1,562,827	1,517,086	1,847,469	1,854,244	1,864,347
Pass Throughs	71,900	75,000	7,256	7,256	-
Capital Outlay	117,725	7,810	48,000	51,836	96,624
Vehicle Operating Costs	59	-	250	-	250
<b>Other</b>	<b>15,054,567</b>	<b>11,537,065</b>	<b>12,755,662</b>	<b>12,028,697</b>	<b>15,072,661</b>
<b>019 Non-Departmental</b>	<b>15,054,567</b>	<b>11,537,065</b>	<b>12,755,662</b>	<b>12,028,697</b>	<b>15,072,661</b>
Personnel Services-Other	-	-	260,926	424,378	500,000
Other Services	329,109	230,159	177,204	197,204	213,671
Materials & Supplies	59,824	63,055	109,569	60,000	61,996
Other Charges	685,254	290,056	1,198,690	337,842	2,316,289
Pass Throughs	13,980,380	10,864,478	11,009,273	11,009,273	11,980,705
Grant/Loan Recipients	-	89,318	-	-	-
<b>Grand Total</b>	<b>\$ 84,903,702</b>	<b>\$ 93,765,157</b>	<b>\$ 100,309,025</b>	<b>\$ 98,325,675</b>	<b>\$ 103,240,048</b>

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>Mayor &amp; Council</b>	<b>373,767</b>	<b>383,073</b>	<b>377,151</b>	<b>370,001</b>	<b>375,406</b>
<b>010 Mayor</b>	<b>373,767</b>	<b>383,073</b>	<b>377,151</b>	<b>370,001</b>	<b>375,406</b>
1010 Mayor & Council	373,407	383,073	377,151	370,001	375,406
1100 Fringe Benefits	360	-	-	-	-
<b>City Administrator Service Area</b>	<b>2,994,100</b>	<b>3,816,823</b>	<b>4,017,575</b>	<b>3,893,471</b>	<b>4,121,627</b>
<b>011 City Administrator</b>	<b>572,760</b>	<b>844,636</b>	<b>709,594</b>	<b>653,985</b>	<b>688,956</b>
1000 Administration	572,760	619,753	709,594	653,985	688,956
7014 Safety	-	224,883	-	-	-
<b>012 Human Resources</b>	<b>1,473,805</b>	<b>1,866,332</b>	<b>1,892,668</b>	<b>1,876,969</b>	<b>1,839,055</b>
1000 Administration	1,355,766	1,746,556	1,778,057	1,763,064	1,721,646
1217 Union Business	118,039	119,777	114,611	113,905	117,409
<b>013 Safety</b>	<b>-</b>	<b>-</b>	<b>292,090</b>	<b>239,759</b>	<b>326,450</b>
1000 Administration	-	-	292,090	239,759	326,450
<b>015 City Clerk</b>	<b>947,535</b>	<b>1,105,855</b>	<b>1,123,223</b>	<b>1,122,758</b>	<b>1,267,166</b>
1000 Administration	947,118	1,089,337	1,006,223	1,005,758	1,260,166
1522 Elections-Special	-	-	110,000	110,000	-
3172 Animal Control	418	16,518	7,000	7,000	7,000
<b>City Attorney</b>	<b>1,949,794</b>	<b>2,122,781</b>	<b>2,068,809</b>	<b>2,054,705</b>	<b>2,144,764</b>
<b>014 Attorney</b>	<b>1,949,794</b>	<b>2,122,781</b>	<b>2,068,809</b>	<b>2,054,705</b>	<b>2,144,764</b>
1000 Administration	1,878,630	2,122,781	2,068,809	2,054,705	2,144,764
1100 Fringe Benefits	71,164	-	-	-	-
<b>Community Services Area</b>	<b>9,581,928</b>	<b>12,229,803</b>	<b>13,061,073</b>	<b>12,557,327</b>	<b>13,445,830</b>
<b>002 Community Development</b>	<b>2,045,789</b>	<b>4,074,477</b>	<b>4,150,450</b>	<b>4,130,523</b>	<b>4,492,775</b>
1000 Administration	280,940	283,999	331,203	331,163	266,258
2034 Housing Commission Support	420,220	2,445,838	2,483,878	2,463,991	2,788,188
2220 Housing Acquisition	100,000	100,000	-	-	100,000
2310 Human Serv/Homeless Prevnt	1,244,629	1,244,641	1,335,369	1,335,369	1,338,329
<b>033 Building</b>	<b>1,278,523</b>	<b>1,403,025</b>	<b>1,615,046</b>	<b>1,501,236</b>	<b>1,650,120</b>
1000 Administration	370,907	510,342	585,967	523,437	665,003
1100 Fringe Benefits	107,996	-	-	-	-
3330 Building - Construction	-	4,608	-	-	-

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
3340 Housing Bureau	774,927	824,859	954,963	904,489	908,349
3370 Building - Appeals	24,693	63,217	74,116	73,310	76,768
<b>050 Planning</b>	<b>985,865</b>	<b>1,026,320</b>	<b>1,448,748</b>	<b>1,429,543</b>	<b>1,252,731</b>
3320 Historic Preservation	75,815	80,082	91,619	91,454	93,472
3360 Planning	908,157	944,931	1,357,129	1,338,089	1,159,259
3370 Building - Appeals	1,893	1,308	-	-	-
<b>060 Parks &amp; Recreation</b>	<b>5,271,751</b>	<b>5,725,980</b>	<b>5,846,829</b>	<b>5,496,025</b>	<b>6,050,204</b>
1000 Administration	806,065	923,557	1,280,889	1,150,401	1,264,113
1100 Fringe Benefits	143,791	-	-	-	-
1646 Farmer's Market	128	198,307	179,265	168,936	182,474
6100 Facility Rentals	312,681	346,838	351,033	342,904	366,336
6231 Buhr Pool	242,319	286,445	247,643	249,420	253,122
6232 Buhr Rink	165,376	156,985	183,252	161,136	187,199
6234 Veteran's Pool	250,271	253,776	214,156	181,063	223,903
6235 Veteran's Ice Arena	446,019	475,566	434,702	374,122	443,950
6236 Fuller Pool	274,857	270,028	244,862	247,974	247,698
6237 Mack Pool	243,877	267,157	271,909	256,401	272,304
6238 Veteran's Fitness Center	1,288	1,569	-	-	-
6242 Argo Livery	397,803	445,232	403,106	377,870	493,651
6244 Gallup Livery	272,051	325,964	321,310	316,590	377,474
6315 Senior Center Operations	233,934	239,875	231,571	224,192	238,836
6403 Community Outreach Services	118,157	140,632	147,055	145,445	147,332
6503 Huron Golf Course	438,529	457,076	512,328	485,818	516,564
6504 Leslie Golf Course	924,606	936,972	823,748	813,753	835,248
<b>District Court</b>	<b>4,217,057</b>	<b>4,324,876</b>	<b>4,526,138</b>	<b>4,448,192</b>	<b>4,533,708</b>
<b>021 District Court</b>	<b>4,217,057</b>	<b>4,324,876</b>	<b>4,526,138</b>	<b>4,448,192</b>	<b>4,533,708</b>
1000 Administration	1,210,098	1,106,369	1,317,857	1,312,751	1,232,182
5120 Judicial & Direct Support	1,216,433	1,339,441	1,266,176	1,256,479	1,348,473
5140 Case Processing	1,132,549	1,138,641	1,142,888	1,135,988	1,151,256
5160 Probation/Post Judgmt Sup	657,978	740,426	799,217	742,974	801,797

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>Financial &amp; Administrative Services Area</b>	<b>3,819,541</b>	<b>7,033,468</b>	<b>7,531,969</b>	<b>7,299,594</b>	<b>7,529,246</b>
<b>018 Finance</b>	<b>3,580,389</b>	<b>3,586,568</b>	<b>3,971,765</b>	<b>3,746,390</b>	<b>3,935,916</b>
1000 Administration	732,318	933,275	1,112,368	1,067,409	1,107,962
1100 Fringe Benefits	250,065	-	-	-	-
1371 Purchasing	44,716	193,885	273,032	191,678	274,921
1820 Accounting	888,007	804,097	796,020	785,402	802,957
1830 Assessing	1,030,063	1,084,630	1,132,003	1,082,004	1,070,973
1850 Treasury/Violations Bureau	421,050	345,159	438,532	400,087	453,102
1860 Parking Referees	214,169	225,522	219,810	219,810	226,001
<b>078 Customer Service</b>	<b>239,152</b>	<b>208,228</b>	<b>227,766</b>	<b>220,766</b>	<b>231,180</b>
4550 Customer Service	-	21,708	29,561	29,561	30,060
7011 Call Center	239,152	186,519	198,205	191,205	201,120
<b>092 Information Technology</b>	<b>-</b>	<b>3,238,672</b>	<b>3,332,438</b>	<b>3,332,438</b>	<b>3,362,150</b>
1000 Administration	-	285,722	394,457	394,457	342,661
1921 Infrastructure	-	923,305	832,985	832,985	853,188
1922 Enterprise Applications	-	450,576	535,753	535,753	554,296
1926 Help Desk	-	509,400	458,818	458,818	471,977
1927 Application Development	-	1,069,669	1,110,425	1,110,425	1,140,028
<b>Public Services</b>	<b>7,961,534</b>	<b>11,589,024</b>	<b>14,285,129</b>	<b>14,142,715</b>	<b>13,538,414</b>
<b>029 Environmental Coordination Ser</b>	<b>70,067</b>	<b>177,598</b>	<b>241,371</b>	<b>241,371</b>	<b>228,953</b>
1000 Administration	70,067	177,514	241,371	241,371	228,953
7019 Public Engagement	-	84	-	-	-
<b>040 Public Services</b>	<b>307,350</b>	<b>2,266,836</b>	<b>4,555,189</b>	<b>4,528,384</b>	<b>3,664,787</b>
1000 Administration	150,000	1,088,781	2,050,983	2,024,178	1,252,478
4505 Scio Church/Barton Sidewalks	49,961	149,155	108,831	108,831	-
4506 Newport Sidewalk Alternatives	7,527	60,398	-	-	-
4507 Barton Sidewalk	13,362	(13,362)	-	-	-
4508 Waldenwood Sidewalk	1,500	6,818	-	-	-
4510 Engineer - Private-Of-Way	-	88,657	89,362	89,362	91,465
4550 Customer Service	-	19,602	36,554	36,554	35,079
4570 Record Maintenance	-	33,140	61,694	61,694	55,869

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
4580 Private Dev. Construction	-	292,323	334,706	334,706	335,813
7012 Training	-	23,835	73,279	73,279	75,822
9000 Capital Outlay	85,000	517,489	1,799,780	1,799,780	1,818,261
<b>046 Systems Planning</b>	-	-	<b>100,000</b>	-	-
1000 Administration	-	-	100,000	-	-
<b>061 Field Operations</b>	<b>4,033,216</b>	<b>5,153,462</b>	<b>4,898,326</b>	<b>4,898,326</b>	<b>5,052,580</b>
1000 Administration	553,253	1,661,399	854,067	857,356	863,464
1130 Fairview Cemetery	24,694	23,232	31,700	24,060	31,700
4100 DDA Street Lighting	153,025	98,365	112,252	119,355	114,019
4101 Street Lighting	1,744,052	1,660,073	1,902,305	1,895,202	2,041,139
4146 Football/Special Events	13,608	17,851	18,573	13,721	18,670
4149 Major Traffic Signs	6,728	2,850	-	-	-
4930 Systems Maintenance	-	110,906	135,628	135,628	133,615
4931 Installs and Repairs	-	55,992	45,209	45,209	44,537
6209 Parks - Mowing	593,661	604,854	963,730	799,902	851,654
6210 Operations	175,957	190,592	173,526	180,080	178,668
6211 Encampment Clean-up	-	-	-	13,000	13,000
6222 Snow & Ice Control	424,445	376,788	274,740	333,098	253,911
6225 Graffiti/Private Property	1,849	3,082	5,762	4,779	5,894
6301 Mowing - Non Parks	-	6,596	15,947	15,947	16,470
6328 ROW Maintenance	20,626	21,867	28,229	25,236	28,489
6335 Athletic Fields/Game Courts	23,144	20,256	21,304	19,704	21,484
6340 Adopt-A-Park/Garden	320	39	15,939	1,000	15,939
6365 Playground Maintenance	-	-	-	115,634	119,233
9500 Debt Service	297,853	298,721	299,415	299,415	300,694
<b>070 Public Services Administration</b>	<b>191,523</b>	<b>169,893</b>	<b>158,951</b>	<b>156,151</b>	<b>166,668</b>
1000 Administration	75,000	64,713	33,800	31,000	30,000
1100 Fringe Benefits	116,523	105,180	125,151	125,151	136,668

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>074 Utilities-Water Treatment</b>	<b>288,859</b>	<b>268,047</b>	<b>340,153</b>	<b>338,186</b>	<b>468,358</b>
1000 Administration	28,468	21,948	51,960	49,993	48,984
7091 Maintenance - Hydropower	260,391	233,683	285,193	285,193	416,374
7099 Recreational Dams	-	12,417	3,000	3,000	3,000
<b>091 Fleet &amp; Facility Services</b>	<b>3,070,520</b>	<b>3,553,188</b>	<b>3,991,139</b>	<b>3,980,297</b>	<b>3,957,068</b>
1000 Administration	234,588	786,492	974,658	963,816	793,221
1381 Municipal Center	2,630,529	1,155,384	1,379,814	1,379,814	1,347,839
1383 Community Dental Center	9,397	10,150	10,354	10,354	10,400
3231 Fire Station #1	196,006	355,868	407,551	407,551	616,854
4912 Materials & Supplies	-	2,176	2,076	2,076	2,099
4914 Repairs	-	996,057	986,751	986,751	951,770
4918 Garage Maintenance	-	9,553	9,029	9,029	8,825
7060 Outstations	-	189,790	176,118	176,118	180,966
9091 Vehicle Purchases	-	47,718	44,788	44,788	45,094
<b>Safety Services</b>	<b>38,951,413</b>	<b>40,728,244</b>	<b>41,685,519</b>	<b>41,530,973</b>	<b>42,478,392</b>
<b>031 Police</b>	<b>24,837,083</b>	<b>25,696,886</b>	<b>26,097,275</b>	<b>25,942,729</b>	<b>26,593,353</b>
1000 Administration	1,689,346	3,690,573	3,067,839	3,026,621	3,017,254
1100 Fringe Benefits	1,672,474	-	-	-	-
1221 Recruiting & Hiring	45,808	10,817	9,500	9,500	11,500
3111 Professional Standards	708	58	3,500	1,515	3,500
3114 AAATA	170,347	164,132	12,300	-	12,600
3115 DEA Officer	53,056	10,270	20,304	10,422	10,069
3121 Administrative Services	377,441	704,065	611,799	648,545	948,432
3123 Communications	968,101	978,824	955,055	955,321	957,355
3125 Management Info Syst	1,218,752	1,218,756	1,386,925	1,386,925	1,313,385
3126 Property	140,090	148,481	144,945	144,945	151,224
3127 Records	627,327	666,865	638,515	641,282	669,922
3135 Hostage Negotiations	2,496	828	2,200	3,469	2,200
3141 Crime Prevention	853	418	-	-	-
3144 District Detectives	3,499,647	4,104,310	3,768,888	3,871,554	4,277,244
3146 Firearms	27,716	30,954	35,000	33,627	35,000



**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
3147 L.A.W.N.E.T.	160,525	149,215	167,094	152,159	177,503
3149 Special Tactics	24,933	21,643	22,830	22,559	22,869
3150 Patrol	11,323,379	10,882,261	12,322,138	12,241,650	11,971,897
3152 Special Services	1,008,740	896,933	878,347	882,631	1,066,026
3154 Dedicated Neighborhood Patrol	-	-	-	-	-
3156 Crossing Guards	110,243	120,439	121,500	121,735	122,693
3157 Fingerprinting	32	-	-	-	-
3158 Mountain Bikes	1,300	571	3,000	600	3,000
3159 K-9	263,689	279,724	351,516	274,917	230,033
3160 Motorcycle Unit	16,848	20,861	7,416	8,565	7,758
3162 Community Standards	1,325,523	1,355,333	1,264,433	1,234,894	1,280,643
3172 Animal Control	26,690	135,570	167,570	135,570	167,570
3235 Emergency Management	81,016	104,983	134,661	133,723	133,676
<b>032 Fire</b>	<b>14,114,330</b>	<b>15,031,358</b>	<b>15,588,244</b>	<b>15,588,244</b>	<b>15,885,039</b>
1000 Administration	1,384,555	2,684,425	3,425,913	3,366,694	3,196,780
1100 Fringe Benefits	1,156,413	-	-	-	-
3220 Fire Prevention	-	940,116	1,012,411	1,040,453	1,152,951
3221 Fire Inspections	780,132	-	-	-	-
3230 Fire Operations	824,617	723,525	602,038	616,568	572,366
3231 Fire Station #1	4,063,101	4,230,924	3,825,420	3,831,531	3,972,994
3232 Fire Station #2	-	8,868	9,124	9,095	9,183
3233 Fire Station #3	1,469,328	1,616,364	1,576,716	1,567,563	1,685,118
3234 Fire Station #4	1,529,143	1,521,828	1,455,865	1,477,948	1,523,798
3236 Fire Station #6	1,093,677	1,412,631	1,666,742	1,671,042	1,740,539
3237 Fire Station #5	1,370,706	1,295,512	1,302,157	1,300,817	1,242,797
3240 Repairs & Maintenance	148,454	243,715	331,609	339,543	365,231
3250 Fire Training	294,206	353,449	380,249	366,990	423,282

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>Other</b>	<b>15,054,567</b>	<b>11,537,065</b>	<b>12,755,662</b>	<b>12,028,697</b>	<b>15,072,661</b>
<b>019 Non-Departmental</b>	<b>15,054,567</b>	<b>11,537,065</b>	<b>12,755,662</b>	<b>12,028,697</b>	<b>15,072,661</b>
1000 Administration	370,616	358,365	1,395,014	768,049	3,408,698
1810 Tax Refunds	463,597	66,850	200,000	100,000	100,000
1920 City Wide Memberships	125,595	118,394	137,135	137,135	137,135
1959 Pension Contribution	-	-	-	-	238,374
2034 Housing Commission Support	(2,715)	607	-	-	-
2070 Hous/Human Services	-	89,318	-	-	-
9000 Capital Outlay	101,033	228,890	13,533	13,533	-
9500 Debt Service	4,502,020	939,037	939,312	939,312	938,512
9800 Pass Throughs	9,494,422	9,735,604	10,070,668	10,070,668	10,249,942
<b>Grand Total</b>	<b>\$ 84,903,702</b>	<b>\$ 93,765,157</b>	<b>\$ 100,309,025</b>	<b>\$ 98,325,675</b>	<b>\$ 103,240,048</b>

## FTE Count by Service Area/Unit

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
MAYOR & CITY COUNCIL	0.75	0.75	0.88	0.75	0.75
Total Mayor & City Council	0.75	0.75	0.88	0.75	0.75
CITY ATTORNEY	12.20	12.00	12.00	12.00	12.50
Total City Attorney	12.20	12.00	12.00	12.00	12.50
CITY ADMINISTRATOR	2.50	4.50	5.00	2.50	2.50
HUMAN RESOURCES	11.75	12.00	12.63	13.13	12.63
SAFETY				2.50	3.00
CLERK SERVICES	5.50	5.75	5.75	5.75	6.00
COMMUNICATIONS OFFICE	11.50	11.50	10.50	10.50	10.50
Total City Administrator Service Area	31.25	33.75	33.88	34.38	34.63
PLANNING & DEVELOPMENT	21.59	26.09	27.09	28.02	30.32
PLANNING	7.00	7.00	7.00	7.25	8.25
COMMUNITY DEVELOPMENT	2.79	0.64	22.64	23.55	25.15
PARKS & RECREATION	20.17	23.82	23.82	23.73	23.83
Total Community Services Area	51.55	57.55	80.55	82.55	87.55
ACCOUNTING	6.75	7.42	6.81	6.75	6.75
ASSESSOR	8.00	8.00	8.00	8.00	8.00
CUSTOMER SERVICE	11.60	11.60	12.46	11.60	10.30
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.25	3.50	3.50
INFORMATION TECHNOLOGY	23.45	24.45	24.45	24.45	24.45
PROCUREMENT	1.00	1.00	1.50	2.00	2.00
RISK MANAGEMENT	0.80	0.80	0.80	0.65	0.65
TREASURY	4.70	4.70	3.84	4.35	4.35
Total Financial Services Area	59.80	61.47	61.11	61.30	60.00
CAPITAL PROJECTS	17.64	19.17	19.97	17.75	17.54
PUBLIC WORKS	123.96	119.99	119.99	116.79	117.54
FLEET & FACILITIES	21.20	20.20	20.20	21.45	21.00
PROJECT MANAGEMENT	12.85	12.21	12.41	15.75	15.71
PUBLIC SERVICES ADMINISTRATION	9.35	6.35	5.35	5.35	7.35
SYSTEMS PLANNING	14.65	15.32	15.32	15.50	16.50
WASTEWATER TREATMENT	35.17	35.17	35.17	34.85	34.85
WATER TREATMENT	25.63	25.74	25.74	25.71	25.71
Total Public Services Area	260.45	254.15	254.15	253.15	256.20
FIRE	82.00	86.00	87.00	87.00	87.00
POLICE	146.00	146.00	149.00	149.00	149.00
Total Safety Services Area	228.00	232.00	236.00	236.00	236.00
FIFTEENTH DISTRICT COURT	34.00	34.00	34.00	34.00	34.00
Total Fifteenth District Court	34.00	34.00	34.00	34.00	34.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	4.00	4.00	4.00
Total Downtown Development Authority	4.00	4.00	4.00	4.00	4.00
Grand Total of City FTEs	685.75	693.42	720.32	721.88	729.38

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 City Council is to determine policy for the City. The Mayor and City Council address the needs of all citizens by providing information and general assistance.

## MAYOR & COUNCIL

### Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	1,000	-	-	-	-
<b>Total</b>	<b>\$1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	1,000	-	-	-	-
<b>Total</b>	<b>\$1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## MAYOR & COUNCIL

### Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	245,700	239,063	254,358	254,358	254,283
PAYROLL FRINGES	49,365	54,695	33,222	33,222	33,243
OTHER SERVICES	1,306	11,047	10,300	4,550	10,300
MATERIALS & SUPPLIES	809	1,683	2,400	1,000	900
OTHER CHARGES	76,589	76,586	76,871	76,871	76,680
<b>Total</b>	<b>\$373,769</b>	<b>\$383,074</b>	<b>\$377,151</b>	<b>\$370,001</b>	<b>\$375,406</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	373,769	383,074	377,151	370,001	375,406
<b>Total</b>	<b>\$373,769</b>	<b>\$383,074</b>	<b>\$377,151</b>	<b>\$370,001</b>	<b>\$375,406</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
MAYOR & COUNCIL	0.75	0.88	0.75	0.75
<b>Total</b>	<b>0.75</b>	<b>0.88</b>	<b>0.75</b>	<b>0.75</b>

## MAYOR AND CITY COUNCIL

### 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 Mayor and City Council would be charged \$188,965 in FY 2017.



## MAYOR & COUNCIL

### Allocated Positions

Job Description	Job Class	FY 2017 FTE's
EXECUTIVE ASST TO MAYOR	401490	0.75
Total		0.75

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## ***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 a wide range 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
FINES & FORFEITS	17,064	15,900	-	-	-
MISCELLANEOUS REVENUE	-	150	-	-	-
OPERATING TRANSFERS IN	150,000	150,000	194,105	194,105	230,151
<b>Total</b>	<b>\$167,064</b>	<b>\$166,050</b>	<b>\$194,105</b>	<b>\$194,105</b>	<b>\$230,151</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	167,064	166,050	194,105	194,105	230,151
<b>Total</b>	<b>\$167,064</b>	<b>\$166,050</b>	<b>\$194,105</b>	<b>\$194,105</b>	<b>\$230,151</b>

## CITY ATTORNEY

### Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,041,580	1,186,141	1,116,923	1,105,319	1,165,617
PAYROLL FRINGES	626,875	690,604	632,591	632,591	678,099
OTHER SERVICES	43,480	17,500	30,734	43,234	19,300
MATERIALS & SUPPLIES	39,973	29,926	32,500	32,500	32,500
OTHER CHARGES	191,968	191,485	248,825	233,825	244,928
EMPLOYEE ALLOWANCES	5,916	7,126	7,236	7,236	4,320
<b>Total</b>	<b>\$1,949,792</b>	<b>\$2,122,782</b>	<b>\$2,068,809</b>	<b>\$2,054,705</b>	<b>\$2,144,764</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	1,949,792	2,122,782	2,068,809	2,054,705	2,144,764
<b>Total</b>	<b>\$1,949,792</b>	<b>\$2,122,782</b>	<b>\$2,068,809</b>	<b>\$2,054,705</b>	<b>\$2,144,764</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
CITY ATTORNEY	12.00	12.00	12.00	12.50
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.50</b>

## CITY ATTORNEY

### REVENUES

**Operating Transfers In-** This reflects an increase in the transfer from the Water Fund to cover certain water-related legal matters.

### EXPENSES

**Personnel Services** – This reflects the increase in FTE count.

**Payroll Fringes** – This reflects the increase in FTE count.

**Other Services** – The decrease is primarily due to a one-time software purchase funded in FY16.

**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 \$206,545 in FY 2017.

## CITY ATTORNEY

### Allocated Positions

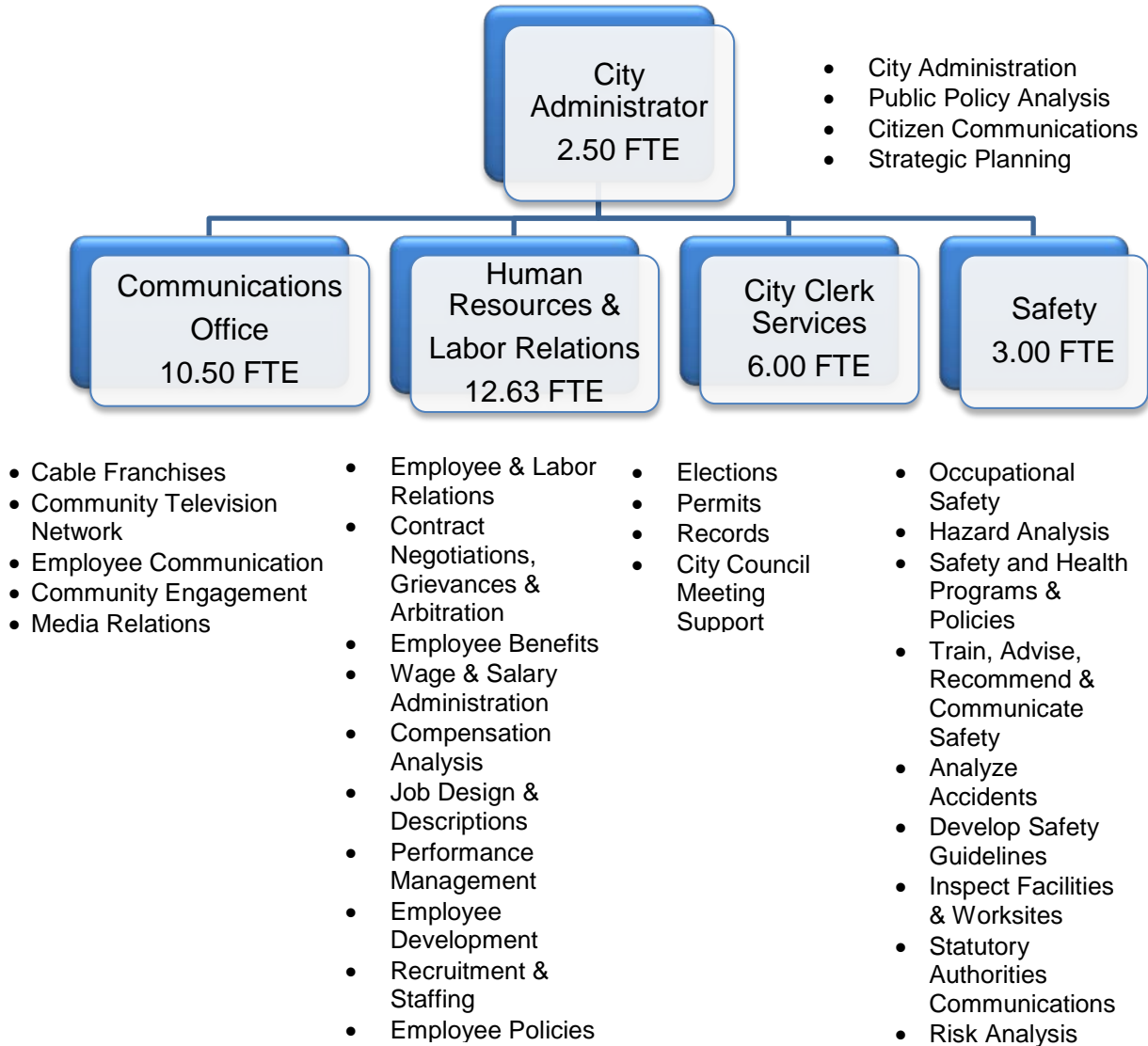
Job Description	Job Class	FY 2017 FTE's
ASSISTANT CITY ATTORNEY	403210	2.00
CHIEF ASST CITY ATTORNEY	403750	1.00
CITY ATTORNEY	403280	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.50
LEGAL SUPPORT SPECIALIST	000210	1.00
SENIOR ASST CITY ATTORNEY	403300	5.00
Total		12.50





*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 four service functions: Administration, Communications, City Clerk Services and Human Resources. 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 and general City administration.

## CITY ADMINISTRATOR SERVICE AREA

### Revenues by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CLERK SERVICES	231,061	259,367	311,620	298,820	342,500
COMMUNICATIONS OFFICE	2,145,359	2,259,332	4,592,736	2,191,557	2,034,207
<b>Total</b>	<b>\$2,376,420</b>	<b>\$2,518,699</b>	<b>\$4,904,356</b>	<b>\$2,490,377</b>	<b>\$2,376,707</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	231,061	259,367	302,500	289,700	192,500
COMMUNITY TELEVISION NETWORK (0016)	2,145,359	2,259,332	4,592,736	2,191,557	2,034,207
GENERAL CAPITAL FUND (00CP)	-	-	-	-	150,000
MAJOR GRANTS PROGRAMS (00MG)	-	-	9,120	9,120	-
<b>Total</b>	<b>\$2,376,420</b>	<b>\$2,518,699</b>	<b>\$4,904,356</b>	<b>\$2,490,377</b>	<b>\$2,376,707</b>

## CITY ADMINISTRATOR SERVICE AREA

### Expenses by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CITY ADMINISTRATOR	771,532	1,103,138	709,594	653,985	688,956
CLERK SERVICES	947,539	1,105,855	1,132,343	1,131,878	1,392,166
COMMUNICATIONS OFFICE	1,835,013	1,874,732	4,504,507	4,463,601	2,023,372
HUMAN RESOURCES	24,115,015	25,488,911	32,477,879	32,461,069	27,958,921
SAFETY	-	-	613,285	515,093	709,990
<b>Total</b>	<b>\$27,669,099</b>	<b>\$29,572,636</b>	<b>\$39,437,608</b>	<b>\$39,225,626</b>	<b>\$32,773,405</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	2,994,106	3,816,820	4,017,575	3,893,471	4,121,627
COMMUNITY TELEVISION NETWORK (0016)	1,835,013	1,874,732	4,504,507	4,463,601	2,023,372
RISK FUND (0057)	22,839,980	23,881,084	30,906,406	30,859,434	26,503,406
GENERAL CAPITAL FUND (00CP)	-	-	-	-	125,000
MAJOR GRANTS PROGRAMS (00MG)	-	-	9,120	9,120	-
<b>Total</b>	<b>\$27,669,099</b>	<b>\$29,572,636</b>	<b>\$39,437,608</b>	<b>\$39,225,626</b>	<b>\$32,773,405</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
CITY ADMINISTRATOR	4.50	5.00	2.50	2.50
HUMAN RESOURCES	12.00	12.63	13.13	12.63
CLERK SERVICES	5.75	5.75	5.75	6.00
COMMUNICATIONS	11.50	10.50	10.50	10.50
SAFETY	-	-	2.50	3.00
<b>Total</b>	<b>33.75</b>	<b>33.88</b>	<b>34.38</b>	<b>34.63</b>



## *CITY ADMINISTRATOR SERVICE AREA*

### **CITY ADMINISTRATOR**

The City Administrator is the Chief Administrative Officer of the City and is appointed by the Mayor and the City Council. The City Administrator's office is responsible for directing and supervising the daily operations of the City. Other responsibilities include organizational development, community relations, intergovernmental relations, public policy analysis, strategic planning, and communications.

CITY ADMINISTRATOR SERVICE AREA  
CITY ADMINISTRATOR

Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	354,231	653,531	285,104	285,104	297,130
PAYROLL FRINGES	195,842	222,490	130,558	115,637	138,149
OTHER SERVICES	66,368	71,659	146,900	105,262	105,488
MATERIALS & SUPPLIES	21,589	13,572	1,050	1,000	1,696
OTHER CHARGES	128,445	136,066	142,682	143,682	144,543
EMPLOYEE ALLOWANCES	5,057	5,820	3,300	3,300	1,950
<b>Total</b>	<b>\$771,532</b>	<b>\$1,103,138</b>	<b>\$709,594</b>	<b>\$653,985</b>	<b>\$688,956</b>

Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	572,761	844,632	709,594	653,985	688,956
RISK FUND (0057)	198,771	258,506	-	-	-
<b>Total</b>	<b>\$771,532</b>	<b>\$1,103,138</b>	<b>\$709,594</b>	<b>\$653,985</b>	<b>\$688,956</b>

FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
CITY ADMINISTRATOR	4.50	5.00	2.50	2.50
<b>Total</b>	<b>4.50</b>	<b>5.00</b>	<b>2.50</b>	<b>2.50</b>

## CITY ADMINISTRATOR

### **EXPENSES**

**Payroll Fringes-** The increase is due to pension and health care inflation.

**Other Services-** The FY 2016 budget reflects a citizen survey that was not budgeted for FY17.

**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 \$67,596 in FY 2017.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	City Administrator	<b>Manager:</b>	Tom Crawford

<b>City Strategic Goals and Objectives</b>
<b>Goal 1 – Strengthen Human Capital</b>
<b>Goal 2 – Deliver Exceptional Service</b>
Objective 2. 1 – Design and adopt a strategic management system
<b>Goal 3 – Ensure Financial Health</b>
<b>Goal 4 – Leverage Information Technology</b>
<b>Goal 5 – Integrate External Engagement</b>
<b>Goal 6 – Enable Economic Development</b>

<b>Service Unit Measures</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Continue implementation of strategic plan and strategic management system (SMS): 1) Formulate/Review Strategy; 2) Develop Operational Plan; 3) Build Alignment; 4) Measure Performance	Phases 1 and 2 completed; phases 3 and 4 under way	Phases 1 -4 completed; repeat phases 1-4 and review/refine/align.



CITY ADMINISTRATOR SERVICE AREA  
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ASST TO CITY ADMINISTRATOR	402080	1.00
CITY ADMINISTRATOR	403120	1.00
COMMUNICATIONS UNIT MGR	403530	0.50
Total		2.50

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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**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	915,301	1,223,369	1,248,072	1,245,313	1,223,206
PAYROLL FRINGES	543,118	595,939	570,787	570,765	561,794
OTHER SERVICES	198,760	231,255	261,486	243,711	263,986
MATERIALS & SUPPLIES	10,301	6,884	7,750	11,100	7,750
OTHER CHARGES	18,111,012	19,390,712	22,135,970	22,137,050	24,331,962
PASS THROUGHS	4,328,990	4,033,482	8,245,210	8,245,210	1,566,323
EMPLOYEE ALLOWANCES	7,533	7,270	8,604	7,920	3,900
<b>Total</b>	<b>\$24,115,015</b>	<b>\$25,488,911</b>	<b>\$32,477,879</b>	<b>\$32,461,069</b>	<b>\$27,958,921</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	1,473,806	1,866,333	1,892,668	1,876,969	1,839,055
RISK FUND (0057)	22,641,209	23,622,578	30,585,211	30,584,100	26,119,866
<b>Total</b>	<b>\$24,115,015</b>	<b>\$25,488,911</b>	<b>\$32,477,879</b>	<b>\$32,461,069</b>	<b>\$27,958,921</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
HUMAN RESOURCES	12.00	12.63	13.13	12.63
<b>Total</b>	<b>12.00</b>	<b>12.63</b>	<b>13.13</b>	<b>12.63</b>

**CITY ADMINISTRATOR SERVICES AREA  
HUMAN RESOURCES SERVICES UNIT**

**EXPENSES**

**Other Charges** - The change is associated with an increase in City-wide health care costs and prescription premiums in the Risk Fund.

**Pass Throughs**- The change is due to a one-time transfer in FY16 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 \$199,388 in FY 2017.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Human Resources	<b>Manager:</b>	Robyn Wilkerson

**City Strategic Goals and Objectives**

**Goal 1** – Strengthen human capital

**Objective 1.1** – Ensure a fully staffed, high quality, diverse workforce.

**Objective 1.2** – Manage, Train and Develop a high performance workforce.

**Objective 1.3** – Improve employee satisfaction.

**Objective 1.4** - Develop a compensation/reward strategy to attract and retain top talent.

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Average days to fill an open position from job posting to candidate start date:	n/a	n/a		
General positions			87	75
Safety service positions			123	110
% of new hires not completing probation	n/a	n/a	3.57%	2%
% of Candidate diversity mix	n/a	n/a		
Race			33.63%	37.5%
Gender (% female)			32.1%	35%
% of Employee diversity mix	n/a	n/a		
Race			14.53%	15.5%
Gender (% female)			31.69%	33.43%
% of unionized job classifications requiring progressions completed	n/a	n/a	75%	80%
Employee survey response versus national SHRM average (percentile)	n/a	n/a	n/a	50 <sup>th</sup>
Voluntary turnover as a % of all turnover			31.03%	25%
% Difference between Internal non-union compensation and external market equity			0%	0%

CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
COMPENSATION & HR SUPV	401680	1.00
AFSCME PRESIDENT	110500	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00
EMPLOYEE BENEFITS COORD	401540	1.00
HR & LABOR RELATIONS DIR	403890	1.00
HR SERVICES PARTNER	403110	3.00
HR TECHNOLOGY SPECIALIST	401110	0.63
HUMAN RESOURCES COORD	000250	2.00
RECRUITING COORDINATOR	000270	1.00
RECRUITING SUPERVISOR	401570	1.00
<b>Total</b>		<b>12.63</b>

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## *CITY ADMINISTRATOR SERVICE AREA*

### **CLERK SERVICES**

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 permits, domestic partnerships, and banner permits.

CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	1,635	564	1,000	1,000	1,000
INTERGOVERNMENTAL REVENUES	102,263	125,653	134,120	134,120	125,000
LICENSES, PERMITS & REGISTRATIONS	52,284	49,569	62,500	49,700	62,500
MISCELLANEOUS REVENUE	74,879	83,581	114,000	114,000	4,000
OPERATING TRANSFERS IN	-	-	-	-	150,000
<b>Total</b>	<b>\$231,061</b>	<b>\$259,367</b>	<b>\$311,620</b>	<b>\$298,820</b>	<b>\$342,500</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	231,061	259,367	302,500	289,700	192,500
GENERAL CAPITAL FUND (00CP)	-	-	-	-	150,000
MAJOR GRANTS PROGRAMS (00MG)	-	-	9,120	9,120	-
<b>Total</b>	<b>\$231,061</b>	<b>\$259,367</b>	<b>\$311,620</b>	<b>\$298,820</b>	<b>\$342,500</b>

**CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	460,705	576,447	558,425	559,862	570,581
PAYROLL FRINGES	261,228	288,884	248,998	250,845	267,461
OTHER SERVICES	86,616	87,620	111,344	108,749	94,862
MATERIALS & SUPPLIES	11,247	34,624	34,120	32,251	39,000
OTHER CHARGES	125,103	115,640	176,816	176,816	293,702
PASS THROUGHS	-	-	-	-	125,000
EMPLOYEE ALLOWANCES	2,640	2,640	2,640	3,355	1,560
<b>Total</b>	<b>\$947,539</b>	<b>\$1,105,855</b>	<b>\$1,132,343</b>	<b>\$1,131,878</b>	<b>\$1,392,166</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	947,539	1,105,855	1,123,223	1,122,758	1,267,166
GENERAL CAPITAL FUND (00CP)	-	-	-	-	125,000
MAJOR GRANTS PROGRAMS (00MG)	-	-	9,120	9,120	-
<b>Total</b>	<b>\$947,539</b>	<b>\$1,105,855</b>	<b>\$1,132,343</b>	<b>\$1,131,878</b>	<b>\$1,392,166</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
CLERK SERVICES	5.75	5.75	5.75	6.00
<b>Total</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>6.00</b>

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

**REVENUES**

**Miscellaneous Revenue-** This one-time decrease is due to a reimbursement for the Presidential primary in March of 2016.

**Operating Transfers In-** The increase reflects a 50% grant match for State-mandated election equipment expected to be needed in FY17.

**EXPENSES**

**Other Services-** This reflects the decrease in printing for elections. In odd year elections, the City pays for the ballot printing.

**Other Charges-** The increase reflects a 50% grant match for State-mandated election equipment expected to be needed in FY17. This is transferred from the General Fund and budgeted in Other Charges in the General Capital Fund.

**Pass-Throughs-** The increase reflects a 50% grant match for State-mandated election equipment expected to be needed in FY17. This is transferred to the General Capital Fund and budgeted in Other Charges.

**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 \$270,113 in FY 2017.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	City Clerk	<b>Manager:</b>	Jacqueline Beaudry

<b>City Sustainability Framework</b>
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<b>Sustainability Goal 4 – Engaged Community</b>
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<b>City Strategic Goals and Objectives</b>
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<b>Goal 5 – Integrate external engagement</b>
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<b>Objective 5.1 – Institutionalize community engagement</b>
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<b>Objective 5.2 – Track stakeholder satisfaction and engagement</b>
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<b>Objective 5.3 – Broaden outreach efforts</b>
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<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Freedom of Information Act requests processed	420	437	432	425
Elections conducted	3	3	4	2
New voter registrations	Approx. 5,000	Approx. 7,000	8,000	12,000
Absentee ballots issued (November)	2,773	8,125	2,770	14,000
Number of dog licenses issued	1,151	1,772	1,800	1,800

CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
CITY CLERK	404090	1.00
ADMIN ASSISTANT LVL 2	110024	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
DEPUTY CLERK	404010	1.00
ELECTION WORKER-RECRUITER	001270	1.00
Total		6.00



## *CITY ADMINISTRATOR SERVICE AREA*

### **COMMUNICATIONS**

The Communications Office coordinates communication across the City organization as well as public information to citizens of Ann Arbor through a variety of mediums. The office provides internal communications to City employees and communicates to the public about City issues. 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
INVESTMENT INCOME	57,121	41,353	48,679	27,000	53,207
LICENSES, PERMITS & REGISTRATIONS	2,086,980	2,217,110	1,964,000	2,084,000	1,980,000
MISCELLANEOUS REVENUE	1,258	869	1,000	1,500	1,000
OPERATING TRANSFERS IN	-	-	79,057	79,057	-
PRIOR YEAR SURPLUS	-	-	2,500,000	-	-
<b>Total</b>	<b>\$2,145,359</b>	<b>\$2,259,332</b>	<b>\$4,592,736</b>	<b>\$2,191,557</b>	<b>\$2,034,207</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
COMMUNITY TELEVISION NETWORK (0016)	2,145,359	2,259,332	4,592,736	2,191,557	2,034,207
<b>Total</b>	<b>\$2,145,359</b>	<b>\$2,259,332</b>	<b>\$4,592,736</b>	<b>\$2,191,557</b>	<b>\$2,034,207</b>



**CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	634,863	643,479	634,797	634,797	643,916
PAYROLL FRINGES	491,760	498,890	459,581	459,927	474,499
OTHER SERVICES	253,968	275,328	291,350	275,098	293,370
MATERIALS & SUPPLIES	79,351	77,620	72,000	72,000	72,001
OTHER CHARGES	241,286	239,172	296,119	296,119	289,196
PASS THROUGHS	-	-	2,500,000	2,500,000	-
CAPITAL OUTLAY	133,125	139,583	250,000	225,000	250,000
EMPLOYEE ALLOWANCES	660	660	660	660	390
<b>Total</b>	<b>\$1,835,013</b>	<b>\$1,874,732</b>	<b>\$4,504,507</b>	<b>\$4,463,601</b>	<b>\$2,023,372</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
COMMUNITY TELEVISION NETWORK (0016)	1,835,013	1,874,732	4,504,507	4,463,601	2,023,372
<b>Total</b>	<b>\$1,835,013</b>	<b>\$1,874,732</b>	<b>\$4,504,507</b>	<b>\$4,463,601</b>	<b>\$2,023,372</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNICATIONS	11.50	10.50	10.50	10.50
<b>Total</b>	<b>11.50</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>

**CITY ADMINISTRATOR SERVICES AREA  
COMMUNICATIONS OFFICE UNIT**

**REVENUES**

**Operating Transfers In-** This reflects a one-time refund in FY16 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. In FY 2016 CTN fund balance, which is derived from cable franchise fees and has accumulated over the past several years, is being utilized to fund the replacement of the City’s institutional fiber network.

**EXPENSES**

**Pass Throughs-** In FY 2016 CTN fund balance, which is derived from cable franchise fees and has accumulated over the past several years, is being utilized to fund the replacement of the City’s institutional fiber network.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Communications	<b>Manager:</b>	Lisa Wondrash

<b>City Sustainability Framework</b>
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<b>Sustainability Goal 4 – Engaged Community</b>
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<b>City Strategic Goals and Objectives</b>
--

<b>Goal 5 – Integrate external engagement</b>
---

<b>Objective 5.1 – Institutionalize community engagement</b>
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<b>Objective 5.2 – Track stakeholder satisfaction and engagement</b>
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<b>Objective 5.3 – Broaden outreach efforts</b>
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<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Increase public information distributed and community engagement activities	150	180	200	220
Increase the use of community engagement action plans across the organization	n/a	n/a	70% of active CIP projects	70% of active CIP projects
Increase percentage of citizens subscribed to various city communication vehicles	10%	10%	10%	10%
Increase public information-community engagement satisfaction amongst citizens via National Citizen Survey	n/a	81%	n/a	82%

CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ASST MGR COMM ENG & EDU	402090	1.00
CITY COMMUNICATIONS MGR	402040	1.00
COMMUNICATIONS UNIT MGR	403530	0.50
CTN MANAGER	402030	1.00
PRODUCER	110520	3.00
PROGRAMMER	110510	2.00
TRAINING & FACILITY COORD	110530	2.00
<b>Total</b>		<b>10.50</b>



## *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.

CITY ADMINISTRATOR SERVICE AREA  
SAFETY

Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	-	-	452,880	400,000	534,670
PAYROLL FRINGES	-	-	104,682	87,119	116,670
OTHER SERVICES	-	-	19,246	12,472	21,253
MATERIALS & SUPPLIES	-	-	8,000	7,025	10,000
OTHER CHARGES	-	-	25,837	5,837	25,837
EMPLOYEE ALLOWANCES	-	-	2,640	2,640	1,560
<b>Total</b>	-	-	<b>\$613,285</b>	<b>\$515,093</b>	<b>\$709,990</b>

Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	-	-	292,090	239,759	326,450
RISK FUND (0057)	-	-	321,195	275,334	383,540
<b>Total</b>	-	-	<b>\$613,285</b>	<b>\$515,093</b>	<b>\$709,990</b>

FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
SAFETY	-	-	2.50	3.00
<b>Total</b>	-	-	<b>2.50</b>	<b>3.00</b>

## **SAFETY**

### **EXPENSES**

**Personnel Services-** The change is due to a .5 FTE increase.

**Payroll Fringes-** The change is due to a .5 FTE increase.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Administration	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Safety	<b>Manager:</b>	Steve Schantz

<b>City Strategic Goals and Objectives</b>
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<b>Goal 3</b> – Ensure financial health
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<b>Objective 3.1</b> – Maintain fiscal discipline
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Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Reduce recordable accidents by 10%	62	69	62	55
Reduce slip, trip and fall accidents by 10%	10	18	16	14
Reduce vehicle-related crashes by 10%	67	52	46	42
Develop and implement 21 MIOSHA required safety plans and programs	0	6	15	21



CITY ADMINISTRATOR SERVICE AREA  
SAFETY

Allocated Positions

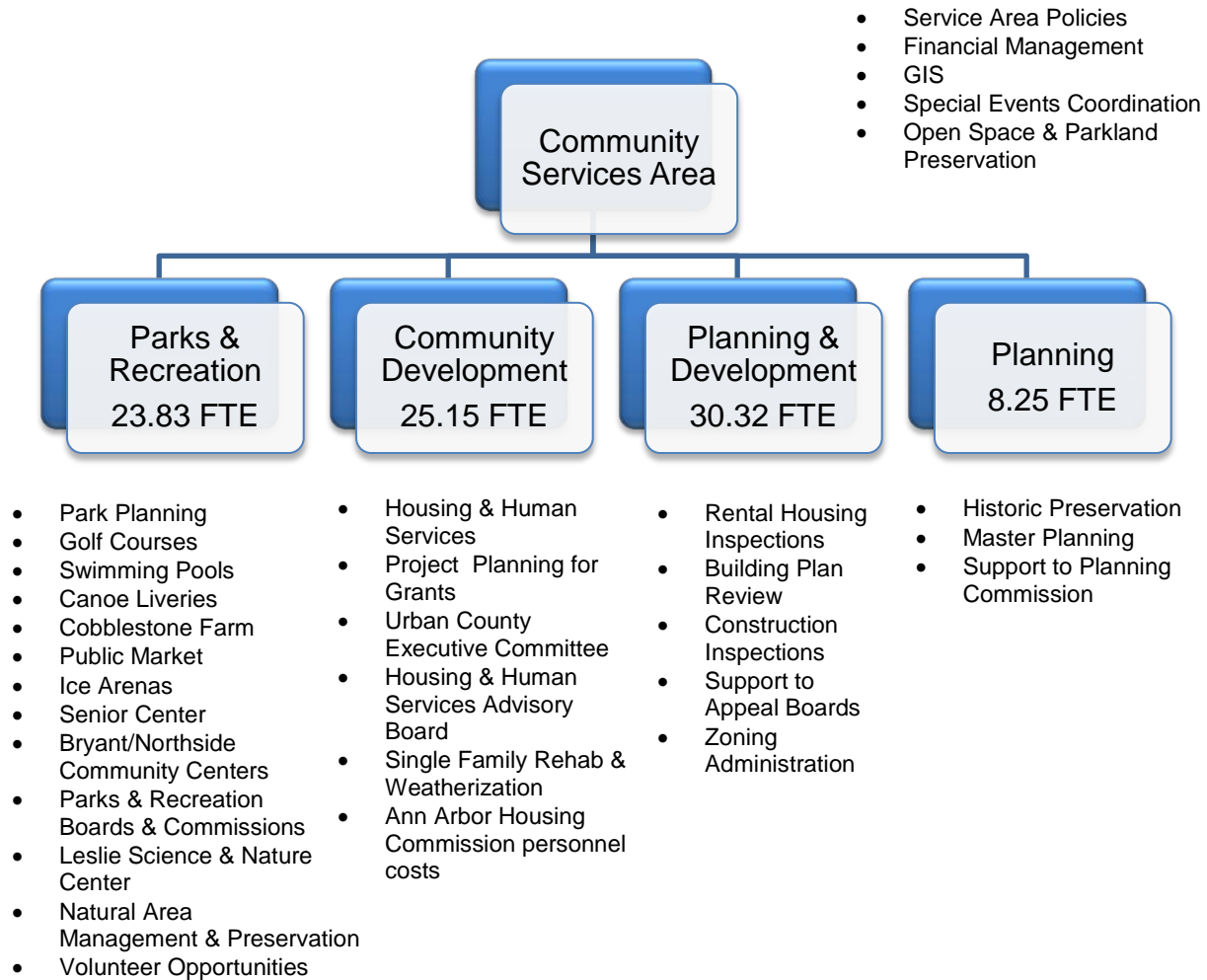
Job Description	Job Class	FY 2017 FTE's
SAFETY ASSISTANT	401221	1.00
SAFETY COMP SPECIALIST	401220	1.00
SAFETY MANAGER	401290	1.00
Total		3.00

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*COMMUNITY SERVICES AREA*

# Community Services Area Organization Chart



The Community Services Area is comprised of four Service Units: Planning & Development, 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, 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

### Revenues by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
COMMUNITY DEVELOPMENT	1,833,285	121,056	1,384,982	11,830	218,937
PARKS & RECREATION	10,496,682	9,103,112	12,155,205	9,252,916	9,435,989
PLANNING	360,409	436,901	324,000	266,180	264,000
PLANNING & DEVELOPMENT SERVICES	4,335,360	5,140,633	5,383,375	4,478,699	4,817,297
<b>Total</b>	<b>\$17,025,736</b>	<b>\$14,801,702</b>	<b>\$19,247,562</b>	<b>\$14,009,625</b>	<b>\$14,736,223</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	6,164,745	5,782,743	6,643,955	6,142,396	6,776,124
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,341,106	2,558,405	2,620,801	2,445,064	2,499,641
BANDEMER PROPERTY (0025)	8,332	7,914	83,736	7,800	8,243
CONSTRUCTION CODE FUND (0026)	2,986,272	3,742,315	3,370,932	2,903,765	3,001,097
PARKS MEMORIALS & CONTRIBUTIONS (0034)	514,315	273,292	876,200	146,002	40,484
SPECIAL ASSISTANCE (0038)	4,669	5,243	4,000	4,030	4,000
OPEN SPACE ENDOWMENT (0041)	32,120	29,577	14,500	28,367	10,000
MARKET FUND (0046)	204,767	-	-	-	-
ART IN PUBLIC PLACES (0056)	17,900	3,100	36,000	36,000	-
AFFORDABLE HOUSING (0070)	1,828,616	115,813	1,290,242	7,800	114,937
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,227,141	2,087,263	3,959,919	2,219,462	2,281,697
GENERAL CAPITAL FUND (00CP)	-	194,157	194,157	20,819	-
MAJOR GRANTS PROGRAMS (00MG)	695,753	1,880	153,120	48,120	-
<b>Total</b>	<b>\$17,025,736</b>	<b>\$14,801,702</b>	<b>\$19,247,562</b>	<b>\$14,009,625</b>	<b>\$14,736,223</b>

## COMMUNITY SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
COMMUNITY DEVELOPMENT	2,218,053	4,924,981	5,431,026	5,411,099	4,596,775
PARKS & RECREATION	11,804,884	10,882,991	12,789,287	11,750,736	9,720,570
PLANNING	1,076,649	1,123,814	1,544,346	1,503,400	1,349,543
PLANNING & DEVELOPMENT SERVICES	3,637,667	4,091,931	4,919,769	4,647,665	4,556,660
<b>Total</b>	<b>\$18,737,253</b>	<b>\$21,023,717</b>	<b>\$24,684,428</b>	<b>\$23,312,900</b>	<b>\$20,223,548</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	9,581,943	12,229,822	13,061,073	12,557,327	13,445,830
OPEN SPACE & PARK ACQ MILLAGE (0024)	1,575,857	2,795,335	1,584,612	1,581,639	1,330,341
BANDEMER PROPERTY (0025)	1,789	1,834	76,323	76,323	737
CONSTRUCTION CODE FUND (0026)	2,430,997	2,766,493	3,186,760	3,026,129	2,983,753
PARKS MEMORIALS & CONTRIBUTIONS (0034)	134,324	240,149	861,219	352,166	30,000
SPECIAL ASSISTANCE (0038)	-	13,000	4,000	4,000	4,000
OPEN SPACE ENDOWMENT (0041)	-	5,815	10,000	10,000	10,000
MARKET FUND (0046)	703,049	-	-	-	-
ART IN PUBLIC PLACES (0056)	1,414	43,206	41,001	-	-
ALTERNATIVE TRANSPORTATION (0061)	18,930	19,897	19,404	-	19,599
AFFORDABLE HOUSING (0070)	172,265	837,500	1,276,576	1,276,576	100,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,056,205	2,015,623	4,162,631	4,186,463	2,299,288
GENERAL CAPITAL FUND (00CP)	-	-	194,157	194,157	-
MAJOR GRANTS PROGRAMS (00MG)	1,060,480	55,043	206,672	48,120	-
<b>Total</b>	<b>\$18,737,253</b>	<b>\$21,023,717</b>	<b>\$24,684,428</b>	<b>\$23,312,900</b>	<b>\$20,223,548</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
PLANNING & DEVELOPMENT SERVICES	26.09	27.09	28.02	30.32
PLANNING	7.00	7.00	7.25	8.25
COMMUNITY DEVELOPMENT	0.64	22.64	23.55	25.15
PARKS & RECREATION	23.82	23.82	23.73	23.83
<b>Total</b>	<b>57.55</b>	<b>80.55</b>	<b>82.55</b>	<b>87.55</b>



## *COMMUNITY SERVICES AREA*

### **PLANNING & DEVELOPMENT SERVICES**

Planning and Development Services (PDS) is one of four units in the Community Services Area. PDS works to make the community safe for all who live, visit and work here. By reviewing plans, issuing permits and performing inspections for building, plumbing, mechanical, electrical, fire suppression and rental housing, the unit monitors projects throughout the construction process to ensure compliance with State Construction Codes and Local Ordinances.

PDS work closely with other departments to ensure that the over 34 thousand structures and 51 thousand rental units meet the City's requirements for occupancy. Staff also works closely with the Fire Prevention area to verify that all existing buildings are maintained properly and are safe for both employees and the public. PDS staff also serves as the primary liaison for the City's Building Board of Appeals.

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
INVESTMENT INCOME	52,516	19,558	39,429	22,000	43,097
LICENSES, PERMITS & REGISTRATIONS	4,177,448	4,923,141	4,484,200	4,288,298	4,684,200
MISCELLANEOUS REVENUE	5,386	3,585	-	36,984	-
OPERATING TRANSFERS IN	100,000	194,157	131,417	131,417	-
PRIOR YEAR SURPLUS	-	-	728,329	-	90,000
TAXES	10	192	-	-	-
<b>Total</b>	<b>\$4,335,360</b>	<b>\$5,140,633</b>	<b>\$5,383,375</b>	<b>\$4,478,699</b>	<b>\$4,817,297</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	1,349,088	1,204,161	1,818,286	1,554,115	1,816,200
CONSTRUCTION CODE FUND (0026)	2,986,272	3,742,315	3,370,932	2,903,765	3,001,097
GENERAL CAPITAL FUND (00CP)	-	194,157	194,157	20,819	-
<b>Total</b>	<b>\$4,335,360</b>	<b>\$5,140,633</b>	<b>\$5,383,375</b>	<b>\$4,478,699</b>	<b>\$4,817,297</b>



**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,566,803	1,773,035	1,994,062	1,824,224	2,076,729
PAYROLL FRINGES	1,055,971	1,212,367	1,187,370	1,091,043	1,244,191
OTHER SERVICES	186,544	366,064	839,037	800,394	322,788
MATERIALS & SUPPLIES	27,803	19,790	17,320	15,185	18,100
OTHER CHARGES	668,150	700,461	779,442	810,111	858,146
PASS THROUGHES	100,000	-	-	-	-
CAPITAL OUTLAY	11,170	-	84,172	87,172	25,000
EMPLOYEE ALLOWANCES	21,226	20,214	18,366	19,536	11,706
<b>Total</b>	<b>\$3,637,667</b>	<b>\$4,091,931</b>	<b>\$4,919,769</b>	<b>\$4,647,665</b>	<b>\$4,556,660</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	1,278,521	1,403,031	1,615,046	1,501,236	1,650,120
CONSTRUCTION CODE FUND (0026)	2,359,146	2,688,900	3,110,566	2,952,272	2,906,540
GENERAL CAPITAL FUND (00CP)	-	-	194,157	194,157	-
<b>Total</b>	<b>\$3,637,667</b>	<b>\$4,091,931</b>	<b>\$4,919,769</b>	<b>\$4,647,665</b>	<b>\$4,556,660</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
PLANNING & DEVELOPMENT SERVICES	26.09	27.09	28.02	30.32
<b>Total</b>	<b>26.09</b>	<b>27.09</b>	<b>28.02</b>	<b>30.32</b>

**COMMUNITY SERVICES AREA  
PLANNING AND DEVELOPMENT SERVICES**

**REVENUES**

**Licenses, Permits & Registrations** – This reflects an increase for building and trade permits in the Construction Code Fund based on present and anticipated level of activity.

**Operating Transfers In-** This reflects a one-time refund from the Risk Fund in FY16 for excess benefit contributions over the past several years.

**Prior Year Surplus-** The decrease reflects there is no need to use fund balance in the Construction Code Fund in FY2017 as construction revenues cover all the fund's expenditures. The \$90,000 for FY2017 reflects two amendments from City Council funding an additional \$75,000 for deer management and \$15,000 for a 415 West Washington study.

**EXPENSES**

**Personnel Services-** This reflects an increase of 2.0 FTEs in the Construction Code Fund, and increased overtime and temporary pay in the Construction Code Fund.

**Payroll Fringes** – This reflects the increases in pension and health care costs.

**Other Services-**This reflects the decrease in professional services needed to help with vacancies in the service unit during FY16.

**Other Charges** – The increase is due to higher fleet charges due to increased vehicle count as well as higher information technology charges due to added equipment.

**Capital Outlay-** The decrease in capital outlay reflects a one-time purchase of four vehicles in the FY16 budget.

**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 and Development Services Unit would be charged \$539,914 in FY 2017.

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	370,907	510,342	585,967	523,437	665,003
1100 FRINGE BENEFITS	107,996	-	-	-	-
3330 BUILDING - CONSTRUCTION	-	4,608	-	-	-
3340 HOUSING BUREAU	774,927	824,859	954,963	904,489	908,349
3370 BUILDING - APPEALS	24,693	63,217	74,116	73,310	76,768
<b>Total</b>	<b>\$1,278,523</b>	<b>\$1,403,026</b>	<b>\$1,615,046</b>	<b>\$1,501,236</b>	<b>\$1,650,120</b>

**Expenses by Activity (0026 CONSTRUCTION CODE FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	578,248	501,242	634,211	648,772	881,765
3330 BUILDING - CONSTRUCTION	1,770,847	2,176,412	2,446,570	2,273,014	1,994,095
3370 BUILDING - APPEALS	10,055	11,245	29,785	30,486	30,680
<b>Total</b>	<b>\$2,359,150</b>	<b>\$2,688,899</b>	<b>\$3,110,566</b>	<b>\$2,952,272</b>	<b>\$2,906,540</b>

**Expenses by Activity (00CP GENERAL CAPITAL FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
9000 CAPITAL OUTLAY	-	-	194,157	194,157	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>\$194,157</b>	<b>\$194,157</b>	<b>-</b>

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Derek Delacourt
<b>Service Unit:</b>	Planning & Development Services	<b>Manager:</b>	Derek Delacourt

<b>City Strategic Goals and Objectives</b>
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<b>Goal 2</b> – Deliver exceptional service
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<b>Objective 2.3</b> – Develop customer service standards
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Service Unit Measures	FY2012 Actual	FY2013 Actual	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Projected
<b>Permits</b>						
New Residential	29	35	32	24	30	40
Alter/Add Residential	1938	1894	1835	1954	1900	2000
Alter/Add Non-residential	424	524	510	659	675	700
New Commercial/Industrial	6	6	7	33	50	
Full Certificate of Occupancy	188	189	203	152	175	175
Temporary Certificate of Occupancy	75	65	64	68	100	100
Residential Demolition	NA	3	10	4	12	15
Non-residential Demolition	NA	11	9	4	15	15
Signs	97	152	139	95	100	125
Trade and Fire Protection	6152	6611	6198	6833	6800	7000
Special Event/Street Closure	NA	121	129	134	130	130
Average Number of Days to Complete First Plan Review	6	10	9	7	5	7
Average Number of Days for a Building Permit	5	7	8	9	8	7
<b>Inspections</b>						
Building Trade and fire Protection Inspections	NA	42373	42497	42700	42699	43000
Percent Completed within 72 Hours of Request	NA	35%	35%	35%	35%	40%
Rental Housing Inspections	NA	3412	4490	6074	5000	5000
<b>Plan Review</b>						
Building Trade and Fire Protection Plan Review	8223	8508	9188	13679	9218	10000
First Plan Review Completed Within 14 Days	92.67%	89.89%	88.82%	88.73%	91.39%	90%

COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ADMIN ASSISTANT LVL 1	110014	2.00
ADMIN ASSISTANT LVL 3	110034	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	2.00
CHIEF DEVELOPMENT OFFICER	403250	1.00
COMM SERVICES AREA ADMIN	403630	0.55
COMMUNICATIONS SPECIALIST	401590	0.07
DEPUTY BUILDING OFFICIAL	403299	1.00
DEVELOPMENT SRVS INSP III	110534	9.00
DEVELOPMENT SRVS INSP IV	110544	2.00
DEVELOPMENT SRVS INSP V	110554	5.00
DEVELOPMENT SRVS INSP V	110555	2.00
MANAGEMENT ASSISTANT	000200	0.55
PLAN REVIEWER	409998	1.00
PROGRAMS & PROJECT MGR	403270	1.00
SENIOR APPLICATION SPEC	401050	0.15
ZONING COORDINATOR	409999	1.00
<b>Total</b>		<b>30.32</b>

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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 perspective 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, Sign, 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	6,700	7,900	3,000	5,000	3,000
LICENSES, PERMITS & REGISTRATIONS	353,709	429,001	261,000	261,180	261,000
PRIOR YEAR SURPLUS	-	-	60,000	-	-
<b>Total</b>	<b>\$360,409</b>	<b>\$436,901</b>	<b>\$324,000</b>	<b>\$266,180</b>	<b>\$264,000</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	360,409	436,901	324,000	266,180	264,000
<b>Total</b>	<b>\$360,409</b>	<b>\$436,901</b>	<b>\$324,000</b>	<b>\$266,180</b>	<b>\$264,000</b>



**COMMUNITY SERVICES AREA  
PLANNING**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	537,205	568,232	626,026	611,430	626,747
PAYROLL FRINGES	355,798	391,239	373,240	355,390	402,276
OTHER SERVICES	41,691	23,998	188,350	173,700	153,350
MATERIALS & SUPPLIES	2,448	1,122	250	1,250	250
OTHER CHARGES	138,186	137,903	154,830	159,980	165,945
PASS THROUGHS	-	-	200,000	200,000	-
EMPLOYEE ALLOWANCES	1,321	1,320	1,650	1,650	975
<b>Total</b>	<b>\$1,076,649</b>	<b>\$1,123,814</b>	<b>\$1,544,346</b>	<b>\$1,503,400</b>	<b>\$1,349,543</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	985,868	1,026,324	1,448,748	1,429,543	1,252,731
CONSTRUCTION CODE FUND (0026)	71,851	77,593	76,194	73,857	77,213
ALTERNATIVE TRANSPORTATION (0061)	18,930	19,897	19,404	-	19,599
<b>Total</b>	<b>\$1,076,649</b>	<b>\$1,123,814</b>	<b>\$1,544,346</b>	<b>\$1,503,400</b>	<b>\$1,349,543</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
PLANNING	7.00	7.00	7.25	8.25
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.25</b>	<b>8.25</b>

**COMMUNITY SERVICES AREA  
PLANNING SERVICES**

**EXPENSES**

**Payroll Fringes** – This reflects the increase in pension and health care costs.

**Pass Throughs** – The change is for FY16 funding for the Allen Creek Greenway Master Plan.

**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 and Development Services Unit would be charged \$345,524 in FY 2017.

COMMUNITY SERVICES AREA  
PLANNING

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3320 HISTORIC PRESERVATION	75,815	80,082	91,619	91,454	93,472
3360 PLANNING	908,157	944,931	1,357,129	1,338,089	1,159,259
3370 BUILDING - APPEALS	1,893	1,308	-	-	-
<b>Total</b>	<b>\$985,865</b>	<b>\$1,026,321</b>	<b>\$1,448,748</b>	<b>\$1,429,543</b>	<b>\$1,252,731</b>

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3360 PLANNING	71,850	77,595	76,194	73,857	77,213
<b>Total</b>	<b>\$71,850</b>	<b>\$77,595</b>	<b>\$76,194</b>	<b>\$73,857</b>	<b>\$77,213</b>

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3360 PLANNING	18,931	19,897	19,404	-	19,599
<b>Total</b>	<b>\$18,931</b>	<b>\$19,897</b>	<b>\$19,404</b>	<b>-</b>	<b>\$19,599</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Derek Delacourt
<b>Service Unit:</b>	Planning	<b>Manager:</b>	Derek Delacourt

**City Sustainability Framework**

**Sustainability Goal 12 – Integrated land use**

**City Strategic Goals and Objectives**

**Goal 2 – Deliver exceptional service**

**Objective 2.3 – Develop customer service standards**

<b>Service Unit Measures</b>	<b>FY2012 Actual</b>	<b>FY2013 Actual</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Projected</b>
<b>Planning Applications</b>						
Site Plan/Zoning/PUD	58	59	68	98	75	90
Annexation	7	6	6	7	5	10
Land Division	11	9	11	22	15	15
Special Exception Use	4	3	10	11	10	10
Site Compliance	23	22	28	27	30	30
<b>Historic District Applications</b>						
Determination of Appropriateness	47	52	71	47	60	60
Notice to Proceed			1		1	
Administrative Approval	157	168	177	213	200	200
<b>Zoning</b>						
ZBA Applications	23	24	17	35	25	30
Zoning Compliance Permits	303	336	240	315	325	325
Zoning Compliance Reviews (Building Permit)	903	1144	1152	1275	1250	1300
Zoning Code Cases	21	13	22	29	30	35

COMMUNITY SERVICES AREA  
PLANNING

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00
CITY PLANNER 4	110444	1.00
CITY PLANNER 5	110454	5.00
PLANNING MANAGER	404110	1.00
SENIOR APPLICATION SPEC	401050	0.25
Total		8.25

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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) partners with local nonprofit and public agencies to ensure streamlined service delivery within the City of Ann Arbor/Washtenaw County region for housing and human services support for low-income residents. OCED provides policy advisement, coordination, and direct services to improve the safety and quality of life for area residents. Direct housing services include weatherization, critical repairs, and rehabilitation for local homeowners. OCED also provides support for the housing and human services advisory board.

COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CONTRIBUTIONS	4,556	5,185	4,000	4,000	4,000
INVESTMENT INCOME	12,460	15,214	13,666	7,830	14,937
MISCELLANEOUS REVENUE	1,716,269	657	-	-	-
OPERATING TRANSFERS IN	100,000	100,000	-	-	100,000
PRIOR YEAR SURPLUS	-	-	1,367,316	-	100,000
<b>Total</b>	<b>\$1,833,285</b>	<b>\$121,056</b>	<b>\$1,384,982</b>	<b>\$11,830</b>	<b>\$218,937</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	-	-	90,740	-	100,000
SPECIAL ASSISTANCE (0038)	4,669	5,243	4,000	4,030	4,000
AFFORDABLE HOUSING (0070)	1,828,616	115,813	1,290,242	7,800	114,937
<b>Total</b>	<b>\$1,833,285</b>	<b>\$121,056</b>	<b>\$1,384,982</b>	<b>\$11,830</b>	<b>\$218,937</b>



**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GRANT/LOAN RECIPIENTS	1,257,892	1,244,641	1,335,369	1,335,369	1,438,329
PERSONNEL SERVICES	45,399	1,209,781	1,101,063	1,127,617	1,368,769
PAYROLL FRINGES	27,592	868,000	869,489	822,748	937,945
OTHER SERVICES	151,670	200,729	194,000	194,260	179,000
OTHER CHARGES	635,258	1,284,145	1,915,493	1,915,493	564,353
PASS THROUGHS	100,000	100,000	-	-	100,000
EMPLOYEE ALLOWANCES	242	17,685	15,612	15,612	8,379
<b>Total</b>	<b>\$2,218,053</b>	<b>\$4,924,981</b>	<b>\$5,431,026</b>	<b>\$5,411,099</b>	<b>\$4,596,775</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	2,045,788	4,074,481	4,150,450	4,130,523	4,492,775
SPECIAL ASSISTANCE (0038)	-	13,000	4,000	4,000	4,000
AFFORDABLE HOUSING (0070)	172,265	837,500	1,276,576	1,276,576	100,000
<b>Total</b>	<b>\$2,218,053</b>	<b>\$4,924,981</b>	<b>\$5,431,026</b>	<b>\$5,411,099</b>	<b>\$4,596,775</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNITY DEVELOPMENT	0.64	22.64	23.55	25.15
<b>Total</b>	<b>0.64</b>	<b>22.64</b>	<b>23.55</b>	<b>25.15</b>

**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**REVENUES**

**Operating Transfers In-** The increase reflects a FY2017 Council amendment to fund affordable housing with a transfer from the General Fund.

**EXPENSES**

**Personnel Services–** The increase reflects an additional 2.0 FTEs for the Ann Arbor Housing Commission.

**Payroll Fringes –** The increase reflects an additional 2.0 FTEs for the Ann Arbor Housing Commission.

**Other Charges –** The decrease in FY2017 reflects the one-time budget adjustments made in FY2016 for Housing Commission support.

**Pass Throughs-** The increase reflects a FY2017 Council amendment to fund affordable housing.

**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 \$161,020 in FY 2017.

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

<b>Vendor</b>	<b>Actual FY 2013</b>	<b>Actual FY 2014</b>	<b>Actual FY 2015</b>	<b>Amended Budget FY 2016</b>	<b>Approved Budget FY 2017</b>
Avalon Housing, Inc.	\$ 144,028	\$ 144,028	\$ 85,500	\$ 85,500	\$ 243,867
Barrier Busters Action Group	20,000	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw	102,294	102,294	-		146,713
Child Care Network	-	-	90,786	90,786	100,000
Community Action Network	105,809	105,809	164,660	164,660	70,000
Domestic Violence Project, Inc.	-	-	54,168	54,168	55,555
Family Learning Institute					20,000
Food Gatherers	95,955	95,955	102,156	102,156	100,000
HIV/AIDS Resource Center	4,499	4,599	-		
Home of New Vision	63,942	63,942	-		
Interfaith Hospitality Network of Washtenaw Co.	92,400	92,400	-		
Jewish Family Services of Washtenaw County					70,000
Legal Services of South Central Michigan	178,510	178,510	207,480	207,480	150,000
Michigan Ability Partners					26,394
Ozone House, Inc.	-	-	35,069	35,069	
Peace Neighborhood Center	-	-	30,000	30,000	15,000
Perry Nursery School of Ann Arbor	112,756	110,756	-		
Planned Parenthood Mid and South Michigan	14,400	14,400	-		
Regents of the University of Michigan	-	-	56,396	56,396	
Salvation Army of Washtenaw County	-	-	115,558	115,558	65,000
Shelter Association of Washtenaw County*	247,551	247,551	160,761	249,801	140,000
UM Ann Arbor Meals on Wheels	23,914	23,914	-		
UMHS-Housing Bureau for Seniors					10,000
The Women's Center of Southeastern Michigan	27,594	27,594	-		10,000
Washtenaw Association for Community Advocacy	12,877	12,877	-		
Washtenaw Community Health Organization - Agency	-	-	122,095	122,095	
Washtenaw County Community Mental Health					50,000
Washtenaw Intermediate School District					45,000
Contingency for Living Wage				1,700	800
<b>TOTAL</b>	<b>\$ 1,246,529</b>	<b>\$ 1,244,629</b>	<b>\$ 1,244,629</b>	<b>\$ 1,335,369</b>	<b>\$ 1,338,329</b>

\*Includes an additional \$90,000 passed in the FY2017 budget

**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	280,940	283,999	331,203	331,163	266,258
2034 HOUSING COMMISSION SUPPORT	420,220	2,445,838	2,483,878	2,463,991	2,788,188
2220 HOUSING ACQUISITION	100,000	100,000	-	-	100,000
2310 HUMAN SERV/HOMELESS PREVNT	1,244,629	1,244,641	1,335,369	1,335,369	1,338,329
<b>Total</b>	<b>\$2,045,789</b>	<b>\$4,074,478</b>	<b>\$4,150,450</b>	<b>\$4,130,523</b>	<b>\$4,492,775</b>

**Expenses by Activity (0038 SPECIAL ASSISTANCE)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
2290 ASSISTANCE TO PROGRAMS	-	13,000	4,000	4,000	4,000
<b>Total</b>	<b>-</b>	<b>\$13,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>

**Expenses by Activity (0070 AFFORDABLE HOUSING)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	2	-	-	-	-
2034 HOUSING COMMISSION SUPPORT	159,000	800,000	1,276,576	1,276,576	-
2220 HOUSING ACQUISITION	13,263	37,500	-	-	100,000
<b>Total</b>	<b>\$172,265</b>	<b>\$837,500</b>	<b>\$1,276,576</b>	<b>\$1,276,576</b>	<b>\$100,000</b>

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Derek Delacourt
<b>Service Unit:</b>	Housing Commission	<b>Manager:</b>	Jennifer Hall

<b>City Sustainability Framework</b>
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<b>Sustainability Goal 5</b> – Diverse housing
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<b>Sustainability Goal 6</b> – Human services
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<b>City Strategic Goals and Objectives</b>
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<b>Goal 2</b> – Deliver exceptional service
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<b>Objective 2.3</b> – Develop customer service standards
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Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Households Served:				
Public Housing	355	107	49	0
Affordable Housing	N/A	251	333	412
Voucher (Section 8)	1483	1792	1863	1927
Cranbrook/Continuum of Care	288	251	374	374
Income(Loss) Per Unit:				
Public Housing	(\$37)	(\$3,533)	\$224	\$0
Affordable Housing	N/A	\$147	\$222	\$276
Voucher (Section 8)	(\$73)	(\$155)	\$12	\$23
Cranbrook/Continuum of Care	\$101	\$191	\$83	\$29

COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ACCOUNTING CLERK	114130	1.00
ADMIN ASSISTANT LVL 4	110044	0.05
COMM SERVICES AREA ADMIN	403630	0.05
DIRECTOR OF OPERATIONS	403399	1.00
FACILITIES& PROP MGR	404160	1.00
FINANCIAL ANALYST	403370	1.00
FISCAL & ADMIN MANAGER	403610	1.00
FSS & SUPPORT SVC COORD	000390	2.00
HOUSING PROGRAM MGR SEC 8	196081	1.00
MAINTENANCE WORKER	114150	4.00
MANAGEMENT ASSISTANT	000200	0.05
OCCUPANCY SPEC WPH	114140	2.00
OCCUPANCY SPECIALIST	114160	6.00
PROGRAM ASSISTANT	114110	2.00
PUBLIC HOUSING RESIDENCY	196091	2.00
RECEPTIONIST	114100	1.00
<b>Total</b>		<b>25.15</b>



## *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, programming, recreation facilities, volunteerism, and natural area management and preservation. Parks and Recreation administration is responsible for the policy development, park planning and 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 Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	3,878,784	3,928,541	4,101,585	4,105,766	4,263,905
CONTRIBUTIONS	503,873	347,290	172,020	172,020	30,000
INTERGOVERNMENTAL REVENUES	472,800	167,182	138,120	48,120	-
INVESTMENT INCOME	142,355	104,386	117,324	116,995	127,820
MISCELLANEOUS REVENUE	147,674	115,989	124,335	124,335	124,335
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	1,022,100 -	126,166 -	117,609 2,811,698	126,476 -	100,000 121,184
TAXES	4,329,096	4,313,558	4,572,514	4,559,204	4,668,745
<b>Total</b>	<b>\$10,496,682</b>	<b>\$9,103,112</b>	<b>\$12,155,205</b>	<b>\$9,252,916</b>	<b>\$9,435,989</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	4,455,248	4,141,681	4,410,929	4,322,101	4,595,924
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,341,106	2,558,405	2,620,801	2,445,064	2,499,641
BANDEMER PROPERTY (0025)	8,332	7,914	83,736	7,800	8,243
PARKS MEMORIALS & CONTRIBUTIONS (0034)	514,315	273,292	876,200	146,002	40,484
OPEN SPACE ENDOWMENT (0041)	32,120	29,577	14,500	28,367	10,000
MARKET FUND (0046)	204,767	-	-	-	-
ART IN PUBLIC PLACES (0056)	17,900	3,100	36,000	36,000	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,227,141	2,087,263	3,959,919	2,219,462	2,281,697
MAJOR GRANTS PROGRAMS (00MG)	695,753	1,880	153,120	48,120	-
<b>Total</b>	<b>\$10,496,682</b>	<b>\$9,103,112</b>	<b>\$12,155,205</b>	<b>\$9,252,916</b>	<b>\$9,435,989</b>



**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GRANT/LOAN RECIPIENTS	32,387	33,198	48,120	48,120	-
PERSONNEL SERVICES	2,912,071	3,154,175	3,477,520	3,396,237	3,615,595
PAYROLL FRINGES	1,165,091	1,244,603	1,051,923	1,136,611	1,093,404
OTHER SERVICES	1,419,958	1,517,692	2,110,415	1,342,957	1,398,339
MATERIALS & SUPPLIES	496,568	576,471	491,841	443,981	524,315
OTHER CHARGES	858,675	1,319,732	814,981	739,278	1,825,665
PASS THROUGHS	2,217,395	1,908,629	1,485,095	1,431,543	1,178,213
CAPITAL OUTLAY	2,617,222	1,043,104	3,212,296	3,132,077	-
VEHICLE OPERATING COSTS	58,763	57,303	66,250	52,000	66,250
EMPLOYEE ALLOWANCES	26,754	28,084	30,846	27,932	18,789
<b>Total</b>	<b>\$11,804,884</b>	<b>\$10,882,991</b>	<b>\$12,789,287</b>	<b>\$11,750,736</b>	<b>\$9,720,570</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	5,271,766	5,725,986	5,846,829	5,496,025	6,050,204
OPEN SPACE & PARK ACQ MILLAGE (0024)	1,575,857	2,795,335	1,584,612	1,581,639	1,330,341
BANDEMER PROPERTY (0025)	1,789	1,834	76,323	76,323	737
PARKS MEMORIALS & CONTRIBUTIONS (0034)	134,324	240,149	861,219	352,166	30,000
OPEN SPACE ENDOWMENT (0041)	-	5,815	10,000	10,000	10,000
MARKET FUND (0046)	703,049	-	-	-	-
ART IN PUBLIC PLACES (0056)	1,414	43,206	41,001	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,056,205	2,015,623	4,162,631	4,186,463	2,299,288
MAJOR GRANTS PROGRAMS (00MG)	1,060,480	55,043	206,672	48,120	-
<b>Total</b>	<b>\$11,804,884</b>	<b>\$10,882,991</b>	<b>\$12,789,287</b>	<b>\$11,750,736</b>	<b>\$9,720,570</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
PARKS & RECREATION	23.82	23.82	23.73	23.83
<b>Total</b>	<b>23.82</b>	<b>23.82</b>	<b>23.73</b>	<b>23.83</b>

**COMMUNITY SERVICES AREA  
PARKS AND RECREATION SERVICES**

**REVENUES**

**Charges for Services-**The FY2017 increase reflects increased participation in existing offerings.

**Contributions** – This reflects one-time contributions related an endowment received in FY2016.

**Intergovernmental Revenues-** This reflects the decrease in State grants for various park projects.

**Prior Year Surplus** – This decrease reflects the use of the Parks Maintenance and Capital Improvements Millage fund balance for Capital Projects in FY2016.

**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 the increase in pension and health care costs.

**Other Services** – The decrease is due to a reduction in contracted services related to capital projects.

**Other Charges** – 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 Capital Outlay. In addition, Council funded ice rinks for the FY2017 season as well as an added amount under the parks fairness resolution, ensuring equitable growth in General Fund parks in comparison with other service units.

**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 \$1,344,032 in FY 2017.

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Revenues by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	166,452	155,515	244,971	152,143	267,646
1646 FARMER'S MARKET	473,914	157,084	150,685	154,685	150,685
6100 FACILITY RENTALS	395,467	340,914	371,400	371,400	371,400
6231 BUHR POOL	165,304	165,189	183,300	183,300	183,300
6232 BUHR RINK	130,553	131,841	130,550	130,550	130,550
6234 VETERAN'S POOL	136,832	100,850	131,700	131,700	133,350
6235 VETERAN'S ICE ARENA	461,029	501,565	479,250	479,250	486,190
6236 FULLER POOL	265,616	275,536	275,573	275,573	275,573
6237 MACK POOL	159,049	158,306	159,000	159,000	160,000
6238 VETERAN'S FITNESS CENTER	1,713	246	-	-	-
6242 ARGO LIVERY	524,549	579,096	567,500	567,500	667,500
6244 GALLUP LIVERY	353,304	403,518	365,500	365,500	415,500
6315 SENIOR CENTER OPERATIONS	85,844	87,404	77,500	77,500	78,500
6503 HURON GOLF COURSE	348,928	324,357	393,000	393,000	393,000
6504 LESLIE GOLF COURSE	786,688	760,255	881,000	881,000	882,730
<b>Total</b>	<b>\$4,455,242</b>	<b>\$4,141,676</b>	<b>\$4,410,929</b>	<b>\$4,322,101</b>	<b>\$4,595,924</b>

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

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	119,028	89,588	-	-	-
9024 PARK LAND ACQUISITION	2,222,078	2,468,817	2,620,801	2,445,064	2,499,641
<b>Total</b>	<b>\$2,341,106</b>	<b>\$2,558,405</b>	<b>\$2,620,801</b>	<b>\$2,445,064</b>	<b>\$2,499,641</b>

**Revenues by Activity (0025 BANDEMER PROPERTY)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	1,432	1,014	76,836	900	1,343
1000 ADMINISTRATION	6,900	6,900	6,900	6,900	6,900
<b>Total</b>	<b>\$8,332</b>	<b>\$7,914</b>	<b>\$83,736</b>	<b>\$7,800</b>	<b>\$8,243</b>

**Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	10,442	8,074	115,611	115,611	10,484
1000 ADMINISTRATION	23,757	25,649	757,589	30,391	30,000
6315 SENIOR CENTER OPERATIONS	4,000	3,000	3,000	-	-
9000 CAPITAL OUTLAY	476,116	236,569	-	-	-
<b>Total</b>	<b>\$514,315</b>	<b>\$273,292</b>	<b>\$876,200</b>	<b>\$146,002</b>	<b>\$40,484</b>

**Revenues by Activity (0041 OPEN SPACE ENDOWMENT)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	8,253	5,710	4,500	4,500	4,500
9024 PARK LAND ACQUISITION	23,867	23,867	10,000	23,867	5,500
<b>Total</b>	<b>\$32,120</b>	<b>\$29,577</b>	<b>\$14,500</b>	<b>\$28,367</b>	<b>\$10,000</b>

**Revenues by Activity (0046 MARKET FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	5,778	-	-	-	-
1646 FARMER'S MARKET	198,989	-	-	-	-
<b>Total</b>	<b>\$204,767</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Revenues by Activity (0056 ART IN PUBLIC PLACES)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	17,900	3,100	36,000	36,000	-
<b>Total</b>	<b>\$17,900</b>	<b>\$3,100</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>-</b>

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

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	771,121	833,121	826,100	812,695	826,100
1000 ADMINISTRATION	1,414	45,000	1,673,137	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	118,340	-	-	-	-
9000 CAPITAL OUTLAY	1,336,266	1,209,142	1,460,682	1,406,767	1,455,597
<b>Total</b>	<b>\$2,227,141</b>	<b>\$2,087,263</b>	<b>\$3,959,919</b>	<b>\$2,219,462</b>	<b>\$2,281,697</b>

**Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
0000 REVENUE	695,753	1,880	153,120	48,120	-
<b>Total</b>	<b>\$695,753</b>	<b>\$1,880</b>	<b>\$153,120</b>	<b>\$48,120</b>	<b>-</b>

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	806,065	923,557	1,280,889	1,150,401	1,264,113
1100 FRINGE BENEFITS	143,791	-	-	-	-
1646 FARMER'S MARKET	128	198,307	179,265	168,936	182,474
6100 FACILITY RENTALS	312,681	346,838	351,033	342,904	366,336
6231 BUHR POOL	242,319	286,445	247,643	249,420	253,122
6232 BUHR RINK	165,376	156,985	183,252	161,136	187,199
6234 VETERAN'S POOL	250,271	253,776	214,156	181,063	223,903
6235 VETERAN'S ICE ARENA	446,019	475,566	434,702	374,122	443,950
6236 FULLER POOL	274,857	270,028	244,862	247,974	247,698
6237 MACK POOL	243,877	267,157	271,909	256,401	272,304
6238 VETERAN'S FITNESS CENTER	1,288	1,569	-	-	-
6242 ARGO LIVERY	397,803	445,232	403,106	377,870	493,651
6244 GALLUP LIVERY	272,051	325,964	321,310	316,590	377,474
6315 SENIOR CENTER OPERATIONS	233,934	239,875	231,571	224,192	238,836
6403 COMMUNITY OUTREACH SERVICES	118,157	140,632	147,055	145,445	147,332
6503 HURON GOLF COURSE	438,529	457,076	512,328	485,818	516,564
6504 LESLIE GOLF COURSE	924,606	936,972	823,748	813,753	835,248
<b>Total</b>	<b>\$5,271,752</b>	<b>\$5,725,979</b>	<b>\$5,846,829</b>	<b>\$5,496,025</b>	<b>\$6,050,204</b>

**Expenses by Activity (0024 OPEN SPACE & PARK ACQ MILLAGE)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1810 TAX REFUNDS	18,499	6,000	-	-	-
9024 PARK LAND ACQUISITION	321,956	1,162,909	341,936	338,963	167,128
9500 DEBT SERVICE	1,233,250	1,626,364	1,242,676	1,242,676	1,163,213
9541 BAD DEBTS	2,150	63	-	-	-
<b>Total</b>	<b>\$1,575,855</b>	<b>\$2,795,336</b>	<b>\$1,584,612</b>	<b>\$1,581,639</b>	<b>\$1,330,341</b>

**Expenses by Activity (0025 BANDEMER PROPERTY)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
9000 CAPITAL OUTLAY	-	-	75,607	75,607	-
9018 PARK REHAB & DEVELOP MIL 95	1,789	1,834	716	716	737
<b>Total</b>	<b>\$1,789</b>	<b>\$1,834</b>	<b>\$76,323</b>	<b>\$76,323</b>	<b>\$737</b>

**Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	13,047	13,457	30,000	27,800	30,000
6315 SENIOR CENTER OPERATIONS	2,185	4,000	3,000	3,000	-
6402 SCHOLARSHIPS	7,267	2,520	-	-	-
6915 PARK PLAN - MEMORIALS	89,993	1,687	8,837	8,837	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	6,150	7,500	89,492	89,492	-
6930 PARK PLAN - REC FAC RENOVATIONS	-	-	33,891	33,891	-
9000 CAPITAL OUTLAY	15,682	210,986	683,999	189,146	-
9024 PARK LAND ACQUISITION	-	-	12,000	-	-
<b>Total</b>	<b>\$134,324</b>	<b>\$240,150</b>	<b>\$861,219</b>	<b>\$352,166</b>	<b>\$30,000</b>

**Expenses by Activity (0041 OPEN SPACE ENDOWMENT)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
9024 PARK LAND ACQUISITION	-	5,815	10,000	10,000	10,000
<b>Total</b>	-	\$5,815	\$10,000	\$10,000	\$10,000

**Expenses by Activity (0046 MARKET FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	(5)	-	-	-	-
1646 FARMER'S MARKET	703,053	-	-	-	-
<b>Total</b>	\$703,048	-	-	-	-

**Expenses by Activity (0056 ART IN PUBLIC PLACES)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	1,414	-	-	-	-
9000 CAPITAL OUTLAY	-	43,205	41,001	-	-
<b>Total</b>	\$1,414	\$43,205	\$41,001	-	-

**Expenses by Activity (0071 PARK MAINT & CAPITAL IMP MILLAGE)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	739,276	492,619	451,672	476,872	461,803
6145 LSNC RAPTOR PATH	3,715	-	-	-	-
6148 BLUFFS PARK ACCESS	-	3,895	22,210	22,210	-
6149 WINDEMERE TENNIS COURT	83,802	73,150	-	-	-
6210 OPERATIONS	275,567	301,658	287,893	287,893	261,513
6287 ECOLOGICAL RESTORATION	213,116	198,535	211,000	211,000	221,635
6288 ECOLOGICAL ASSESS & MONITORING	52,254	121,644	117,406	117,406	124,139
6289 OUTREACH VOLUNTEER COORDINATION	133,223	127,593	151,371	151,371	164,730
6340 ADOPT-A-PARK/GARDEN	28,328	36,231	58,430	58,430	65,468
6920 PARK PLAN - NEIGHBORHOOD PARKS	49,650	68,660	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	473,424	79,597	281,597	281,597	-
6931 BRYANT COMMUNITY CENTER DESIGN	-	-	155,500	155,500	-
6932 VET'S STRUCT ANALYSIS/ROOF REPL	557,500	-	-	-	-
6933 ESCH PARK	40,539	-	-	-	-
6934 CLINTON PARK	79,044	50,543	-	-	-
6935 POOL LINER REPLACEMENTS	5,873	145,610	63,572	63,572	-
6960 PARK PLAN - MAJOR DEV/RENOVATION	38,199	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	227,821	162,126	264,709	264,709	-
9000 CAPITAL OUTLAY	54,871	153,755	2,097,271	2,095,903	1,000,000
<b>Total</b>	\$3,056,202	\$2,015,616	\$4,162,631	\$4,186,463	\$2,299,288

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1646 FARMER'S MARKET	-	1,880	48,120	48,120	-
9000 CAPITAL OUTLAY	1,060,480	53,163	158,552	-	-
<b>Total</b>	<b>\$1,060,480</b>	<b>\$55,043</b>	<b>\$206,672</b>	<b>\$48,120</b>	<b>-</b>



<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Derek Delacourt
<b>Service Unit:</b>	Parks & Recreation	<b>Manager:</b>	Colin Smith

<b>City Sustainability Framework</b>
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<b>Sustainability Goal 8 – Active Living &amp; Learning</b>
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<b>City Strategic Goals and Objectives</b>
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<b>Goal 2 – Deliver exceptional service</b>
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<b>Objective 2.3 – Develop customer service standards</b>
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<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Pools: total number of swim lesson registrations	1,853	2,400	2,545	2,775
Pools: swim lesson satisfaction survey results – Average response on a 1(Low) – 5(High)	3.9	4.4	4.4	4.5
Golf: total number of golf instruction registrations	260	218	217	248
Golf: golf instruction satisfaction survey results – standards instituted beginning FY2017				
Cobblestone: total number of Park Space rentals	650	770	850	910
Cobblestone: total number of Special Events	202	228	308	330
Cobblestone: rental satisfaction survey results– standards instituted beginning FY2017				

<b>City Strategic Goals and Objectives</b>
<b>Goal 3</b> – Ensure financial health
<b>Objective 3.3</b> – Align resources to deliver strategy

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Liveries: total number of people in rented boats	68,300	73,150	95,000	95,000
Senior Center: total number of building rentals	447	444	376	444

<b>City Sustainability Framework</b>
<b>Sustainability Goal 16</b> – Local Food

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Electronic Benefit Transfer Dollars Distributed	\$42,417	\$40,539	\$48,000	\$50,000
Double Up Food Bucks Dollars Distributed	\$33,698	\$35,362	\$45,000	\$48,000

<b>City Sustainability Framework</b>
<b>Sustainability Goal 4</b> – Engaged Community

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Volunteerism: total number of hours volunteered	15,187	16,328	17,500	18,200

COMMUNITY SERVICES AREA  
PARKS & RECREATION

Allocated Positions

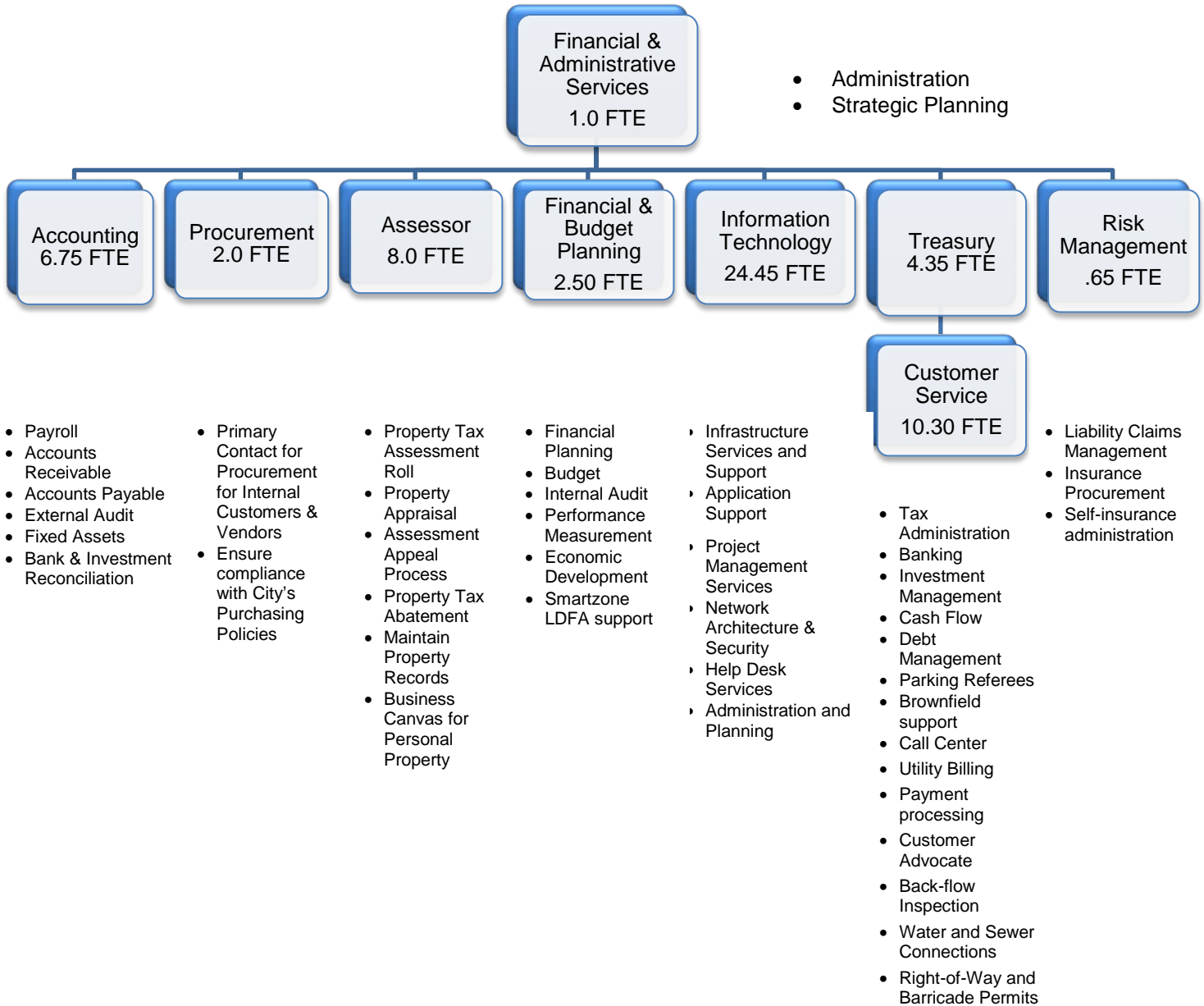
Job Description	Job Class	FY 2017 FTE's
REC SUPERVISOR 1	190201	1.00
REC SUPERVISOR 2	190211	5.00
ADMIN ASSISTANT LVL 4	110044	0.95
COMM SERVICES AREA ADMIN	403630	0.40
COMMUNICATIONS SPECIALIST	401590	0.93
GOLF MAINT & OPS SPEC	117200	1.00
GOLF MAINTENANCE SUPERINT	404200	1.00
LANDSCAPE ARCHITECT IV	401380	1.00
MANAGEMENT ASSISTANT	000200	1.40
MARKET MANAGER	401430	1.00
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
RECREATION SUP III	190221	2.00
SENIOR APPLICATION SPEC	401050	0.15
STEWARDSHIP SPECIALIST	193060	2.00
VOLUNTEER & OUTREACH COOR	190110	2.00
<b>Total</b>		<b>23.83</b>

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*FINANCIAL & ADMINISTRATIVE SERVICES AREA*

# Financial & Administrative Services Area Organization Chart



## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Revenues by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ASSESSOR SERVICES	266	1,022	-	-	-
CUSTOMER SERVICE	51,293,242	50,951,683	56,973,307	53,626,436	55,738,630
FINANCIAL & BUDGET PLANNING	15,104,231	24,959,591	27,332,440	25,514,109	27,759,015
INFORMATION TECHNOLOGY	6,392,491	6,205,301	11,232,473	9,494,637	7,176,836
PROCUREMENT	2,955	1,800	-	-	-
RISK MANAGEMENT	27,217,491	27,092,723	33,308,932	25,688,712	28,909,224
TREASURY SERVICES	41,449,865	42,569,572	43,582,327	43,722,099	44,459,436
<b>Total</b>	<b>\$141,460,541</b>	<b>\$151,781,692</b>	<b>\$172,429,479</b>	<b>\$158,045,993</b>	<b>\$164,043,141</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	56,622,564	67,592,219	70,982,767	69,307,293	72,286,451
INFORMATION TECHNOLOGY (0014)	6,392,491	6,205,301	8,732,473	6,994,637	7,176,836
GENERAL DEBT SERVICE (0035)	7,739	3,976	2,000	3,000	2,000
WATER SUPPLY SYSTEM (0042)	22,573,529	22,529,898	24,927,573	23,141,037	23,809,999
SEWAGE DISPOSAL SYSTEM (0043)	22,478,670	22,122,669	25,122,471	23,770,943	24,783,836
RISK FUND (0057)	27,217,491	27,092,723	33,308,932	25,688,712	28,909,224
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	12,842	6,912	10,000	5,915	10,000
STORMWATER SEWER SYSTEM FUND (0069)	6,155,215	6,227,994	6,843,263	6,634,456	7,064,795
GENERAL CAPITAL FUND (00CP)	-	-	2,500,000	2,500,000	-
<b>Total</b>	<b>\$141,460,541</b>	<b>\$151,781,692</b>	<b>\$172,429,479</b>	<b>\$158,045,993</b>	<b>\$164,043,141</b>

## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ACCOUNTING SERVICES	888,006	804,098	796,020	785,402	802,957
ASSESSOR SERVICES	1,030,063	1,084,631	1,132,003	1,082,004	1,070,973
CUSTOMER SERVICE	1,717,597	1,887,083	1,898,715	1,824,441	1,725,993
FINANCIAL & BUDGET PLANNING	1,011,224	852,379	1,031,640	986,681	1,024,748
INFORMATION TECHNOLOGY	6,940,132	9,987,635	14,189,200	13,055,306	10,538,986
PROCUREMENT	44,716	193,885	273,032	191,678	274,921
RISK MANAGEMENT	2,099,718	1,970,296	2,483,254	2,217,379	2,489,032
TREASURY SERVICES	635,219	570,683	658,342	619,897	679,103
<b>Total</b>	<b>\$14,366,675</b>	<b>\$17,350,690</b>	<b>\$22,462,206</b>	<b>\$20,762,788</b>	<b>\$18,606,713</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	3,819,540	7,033,475	7,531,969	7,299,594	7,529,246
INFORMATION TECHNOLOGY (0014)	6,940,132	6,748,964	8,356,762	7,222,868	7,176,836
MAJOR STREET (0021)	7,184	7,466	6,497	6,497	6,538
WATER SUPPLY SYSTEM (0042)	1,082,962	1,207,675	1,161,173	1,152,369	1,019,082
SEWAGE DISPOSAL SYSTEM (0043)	-	39,152	38,509	38,549	39,651
PROJECT MANAGEMENT (0049)	53,538	45,240	57,798	-	58,116
RISK FUND (0057)	2,099,718	1,889,397	2,402,526	2,136,651	2,405,818
STORMWATER SEWER SYSTEM FUND (0069)	-	39,186	38,511	38,511	39,654
SOLID WASTE (0072)	334,762	340,135	368,461	367,749	331,772
FIRST & WASH CAPITAL IMP BONDS (0080)	28,839	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	2,500,000	2,500,000	-
<b>Total</b>	<b>\$14,366,675</b>	<b>\$17,350,690</b>	<b>\$22,462,206</b>	<b>\$20,762,788</b>	<b>\$18,606,713</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
ACCOUNTING SERVICES	7.42	6.81	6.75	6.75
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
CUSTOMER SERVICE	11.60	12.46	11.60	10.30
FINANCIAL & BUDGET PLANNING	3.50	3.25	3.50	3.50
INFORMATION TECHNOLOGY	24.45	24.45	24.45	24.45
PROCUREMENT	1.00	1.50	2.00	2.00
RISK MANAGEMENT	0.80	0.80	0.65	0.65
TREASURY SERVICES	4.70	3.84	4.35	4.35
<b>Total</b>	<b>61.47</b>	<b>61.11</b>	<b>61.30</b>	<b>60.00</b>





## *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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	489,626	418,881	430,332	430,332	439,378
PAYROLL FRINGES	310,889	307,127	291,309	280,291	289,249
OTHER SERVICES	14,931	9,953	13,050	14,450	13,050
MATERIALS & SUPPLIES	13,878	9,152	8,000	7,000	8,000
OTHER CHARGES	57,998	58,301	52,645	52,645	52,920
EMPLOYEE ALLOWANCES	684	684	684	684	360
<b>Total</b>	<b>\$888,006</b>	<b>\$804,098</b>	<b>\$796,020</b>	<b>\$785,402</b>	<b>\$802,957</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	888,006	804,098	796,020	785,402	802,957
<b>Total</b>	<b>\$888,006</b>	<b>\$804,098</b>	<b>\$796,020</b>	<b>\$785,402</b>	<b>\$802,957</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
ACCOUNTING SERVICES	7.42	6.81	6.75	6.75
<b>Total</b>	<b>7.42</b>	<b>6.81</b>	<b>6.75</b>	<b>6.75</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
ACCOUNTING 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 Accounting Unit would be charged \$271,585 in FY 2017.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Accounting & Payroll Services	<b>Manager:</b>	Karen Lancaster

**City Strategic Goals and Objectives**

**Goal 2** – Deliver exceptional service

**Objective 2.2** – Adopt innovative best practices

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% of vendor payments via Electronic Funds Transfer (EFT)	29%	28%	30%	31%
% of payment transactions using purchasing card (p-card)	12%	13%	13%	14%

**City Strategic Goals and Objectives**

**Goal 3** – Ensure financial health

**Objective 3.1** – Maintain fiscal discipline

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
CAFR completed on a timely basis (date delivered)	12/3/14	10/21/15	10/14/16	10/13/17
Review/update financial policies (% of policies reviewed/updated)	46%	33%	50%	33%
Receive GFOA's Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes
# of significant internal control deficiencies or material weaknesses from the annual audit	1	0	0	0
% of p-card transactions with policy violations	2.4%	1.5%	1.25%	<1%

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ACCOUNTANT I	401450	1.00
ACCOUNTANT II	401440	1.00
ADMIN ASSISTANT LVL 2	110024	1.00
ADMIN ASSISTANT LVL 5	110054	2.75
FINANCE DIRECTOR	403460	1.00
Total		6.75

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## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **ASSESSOR SERVICES**

The Assessing Service Unit is responsible for tax assessing and property appraisals for all taxable property within the City. Other duties include granting of Principal Residence Exemptions, processing of divisions of land, 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
MISCELLANEOUS REVENUE	266	372	-	-	-
TAXES	-	650	-	-	-
<b>Total</b>	<b>\$266</b>	<b>\$1,022</b>	<b>-</b>	<b>-</b>	<b>-</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	266	1,022	-	-	-
<b>Total</b>	<b>\$266</b>	<b>\$1,022</b>	<b>-</b>	<b>-</b>	<b>-</b>



**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	517,510	544,025	611,020	565,021	556,666
PAYROLL FRINGES	374,982	411,575	393,631	393,631	386,999
OTHER SERVICES	30,755	23,623	24,200	20,200	24,200
MATERIALS & SUPPLIES	12,941	6,309	20,000	20,000	20,000
OTHER CHARGES	78,075	77,899	66,352	66,352	66,308
CAPITAL OUTLAY	-	5,600	-	-	-
EMPLOYEE ALLOWANCES	15,800	15,600	16,800	16,800	16,800
<b>Total</b>	<b>\$1,030,063</b>	<b>\$1,084,631</b>	<b>\$1,132,003</b>	<b>\$1,082,004</b>	<b>\$1,070,973</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	1,030,063	1,084,631	1,132,003	1,082,004	1,070,973
<b>Total</b>	<b>\$1,030,063</b>	<b>\$1,084,631</b>	<b>\$1,132,003</b>	<b>\$1,082,004</b>	<b>\$1,070,973</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
ASSESSOR SERVICES UNIT**

**EXPENSES**

**Personnel Services** – This reflects a decrease from the FY16 budget to the FY17 Budget Request for FY16 severance budget that is no longer needed.

**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 \$431,237 in FY 2017.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Assessor	<b>Manager:</b>	Dave Petrak

<b>City Strategic Goals and Objectives</b>
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<b>Goal 3</b> – Ensure financial health
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<b>Objective 3.1.1</b> – Maintain fiscal discipline
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Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Board of Review appointments	550	409	400	350
Small Claims Tribunal appeals	50	20	20	20
Full Tribunal appeals	34	26	25	25
% of City Canvassed for Personal Prop	90	10	90	95
# of Residential Property Reviewed	1600	1200	2000	2000
# of FTEs assigned to field work	7	6	8	8

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00
ASSESSOR SERVICES MANAGER	403220	1.00
DEPUTY ASSESSOR	403430	1.00
REAL PROPERTY APPRAISER I	119181	4.00
SENIOR APPRAISER	401260	1.00
Total		8.00



## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### **CUSTOMER SERVICE**

Customer Service has primary responsibility for collecting and processing all payments due to the City for items such as taxes, parking tickets, water, solid waste, and miscellaneous invoices. Customer Service is also responsible for all water, sewer, storm water, airport, and solid waste billing services. Within the unit, a call center application routes calls to trained agents on a priority basis, to assure a timely response to customer inquiries, complaints, and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport, Treasury, and Water and Sewer Utilities. Customer Service also issues right-of-way and barricade permits, provides general information for walk-in customers, and manages citizen service requests.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
CUSTOMER SERVICE**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	51,289,843	50,948,478	56,971,307	53,623,236	55,736,630
MISCELLANEOUS REVENUE	2,112	2,077	2,000	2,000	2,000
TAXES	1,287	1,128	-	1,200	-
<b>Total</b>	<b>\$51,293,242</b>	<b>\$50,951,683</b>	<b>\$56,973,307</b>	<b>\$53,626,436</b>	<b>\$55,738,630</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	85,828	71,122	80,000	80,000	80,000
WATER SUPPLY SYSTEM (0042)	22,573,529	22,529,898	24,927,573	23,141,037	23,809,999
SEWAGE DISPOSAL SYSTEM (0043)	22,478,670	22,122,669	25,122,471	23,770,943	24,783,836
STORMWATER SEWER SYSTEM FUND (0069)	6,155,215	6,227,994	6,843,263	6,634,456	7,064,795
<b>Total</b>	<b>\$51,293,242</b>	<b>\$50,951,683</b>	<b>\$56,973,307</b>	<b>\$53,626,436</b>	<b>\$55,738,630</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
CUSTOMER SERVICE**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	520,542	657,534	700,109	663,664	603,537
PAYROLL FRINGES	436,784	530,982	470,843	471,021	401,930
OTHER SERVICES	51,124	35,383	65,109	53,009	52,316
MATERIALS & SUPPLIES	187,015	135,095	71,850	73,850	76,650
OTHER CHARGES	406,885	413,254	463,438	452,006	465,884
PASS THROUGHES	115,247	114,835	127,366	110,561	125,676
EMPLOYEE ALLOWANCES	-	-	-	330	-
<b>Total</b>	<b>\$1,717,597</b>	<b>\$1,887,083</b>	<b>\$1,898,715</b>	<b>\$1,824,441</b>	<b>\$1,725,993</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	239,151	208,229	227,766	220,766	231,180
MAJOR STREET (0021)	7,184	7,466	6,497	6,497	6,538
WATER SUPPLY SYSTEM (0042)	1,082,962	1,207,675	1,161,173	1,152,369	1,019,082
SEWAGE DISPOSAL SYSTEM (0043)	-	39,152	38,509	38,549	39,651
PROJECT MANAGEMENT (0049)	53,538	45,240	57,798	-	58,116
STORMWATER SEWER SYSTEM FUND (0069)	-	39,186	38,511	38,511	39,654
SOLID WASTE (0072)	334,762	340,135	368,461	367,749	331,772
<b>Total</b>	<b>\$1,717,597</b>	<b>\$1,887,083</b>	<b>\$1,898,715</b>	<b>\$1,824,441</b>	<b>\$1,725,993</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
CUSTOMER SERVICE	11.60	12.46	11.60	10.30
<b>Total</b>	<b>11.60</b>	<b>12.46</b>	<b>11.60</b>	<b>10.30</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
CUSTOMER SERVICE**

**REVENUES**

**Charges for Services** – Reflects increased metered service revenues due to proposed rate increases.

**EXPENSES**

**Personnel Services-** This reflects the reduction of the allocation of the City Treasurer position as well as an FTE decrease for a position moved to another service unit.

**Payroll Fringes** – This reflects the decrease in pension and health care costs due to the FTE reduction.

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<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Customer Service	<b>Manager:</b>	Matthew Horning

<b>City Strategic Goals and Objectives</b>
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<b>Goal 2</b> – Deliver exceptional service
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<b>Objective 2.3</b> – Develop customer service standards
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Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Utility Transactions	102,385	94,813	100,156	100,000
Invoice Transactions	5,754	6,366	6,510	6,000
Tax Transactions	39,710	36,017	33,076	33,000
Parking Transactions	123,805	150,758	155,443	155,000
Online Transactions	44.2%	49.6%	53.3%	54.0%
Lockbox Transactions	37.5%	35.3%	32.6%	33.0%
Over-the-counter Transactions	18.3%	15.1%	14.1%	13.0%
Phone Call Volume	53,488	56,148	56,263	56,200
Permits Issued	1,868	2,223	2,219	2,220
Automated Meter Reading Efficiency	96.5%	97.2%	97.7%	98.0%
Cross Connection Inspections	647	1,071	1,863	1,900

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
CUSTOMER SERVICE

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
TREASURY SERVICES MGR	403470	0.50
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 2	110024	3.00
ADMIN ASSISTANT LVL 3	110034	1.75
ADMIN ASSISTANT LVL 4	110044	1.05
ADMIN ASSISTANT LVL 5	110054	1.00
CALL CENTER SUPERVISOR	194510	1.00
FINANCIAL OP & CONTROL AN	401250	1.00
<b>Total</b>		<b>10.30</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **FINANCIAL & BUDGET PLANNING**

The Financial & Budget Planning Service Unit is responsible for strategic financial planning, coordination of the annual budget process, internal audit, 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	194,937	14,660	336,649	-	-
FINES & FORFEITS	66	162	-	-	-
INTERGOVERNMENTAL REVENUES	10,993,448	11,240,844	11,659,045	11,537,777	11,677,721
INTRAGOVERNMENTAL SALES	3,489,559	13,227,561	14,935,918	13,536,912	15,602,415
INVESTMENT INCOME	409,018	310,460	385,828	424,420	463,879
MISCELLANEOUS REVENUE	17,145	165,556	15,000	15,000	15,000
TAXES	58	348	-	-	-
<b>Total</b>	<b>\$15,104,231</b>	<b>\$24,959,591</b>	<b>\$27,332,440</b>	<b>\$25,514,109</b>	<b>\$27,759,015</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	15,083,650	24,948,703	27,320,440	25,505,194	27,747,015
GENERAL DEBT SERVICE (0035)	7,739	3,976	2,000	3,000	2,000
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	12,842	6,912	10,000	5,915	10,000
<b>Total</b>	<b>\$15,104,231</b>	<b>\$24,959,591</b>	<b>\$27,332,440</b>	<b>\$25,514,109</b>	<b>\$27,759,015</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA**  
**FINANCIAL & BUDGET PLANNING**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	353,794	281,519	354,706	314,091	341,390
PAYROLL FRINGES	206,444	193,186	196,883	187,906	198,839
OTHER SERVICES	132,326	99,020	100,423	101,620	100,423
MATERIALS & SUPPLIES	6,971	4,140	1,050	4,751	1,050
OTHER CHARGES	281,530	273,194	377,258	377,258	382,266
PASS THROUGHS	28,839	-	-	-	-
EMPLOYEE ALLOWANCES	1,320	1,320	1,320	1,055	780
<b>Total</b>	<b>\$1,011,224</b>	<b>\$852,379</b>	<b>\$1,031,640</b>	<b>\$986,681</b>	<b>\$1,024,748</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	982,385	852,379	1,031,640	986,681	1,024,748
FIRST & WASH CAPITAL IMP BONDS (0080)	28,839	-	-	-	-
<b>Total</b>	<b>\$1,011,224</b>	<b>\$852,379</b>	<b>\$1,031,640</b>	<b>\$986,681</b>	<b>\$1,024,748</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
FINANCIAL & BUDGET PLANNING	3.50	3.25	3.50	3.50
<b>Total</b>	<b>3.50</b>	<b>3.25</b>	<b>3.50</b>	<b>3.50</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
FINANCIAL & BUDGET PLANNING SERVICES UNIT**

**REVENUES**

**Charges for Services** – A reduction in bonds issued caused a reduction in bond user fees. This source of revenue is no longer considered recurring revenue.

**Intragovernmental Sales**- The increase is due to how the City budgets for personnel in internal service funds and the Ann Arbor Housing Commission (AAHC). Personnel are budgeted in the General Fund and reimbursed from other funds and the AAHC. As personnel costs increase, the related revenue increases.

**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 Financial and Budget Planning Services Unit would be charged \$312,526 in FY 2017.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Financial & Budget Planning	<b>Manager:</b>	Tom Crawford

**City Strategic Goals and Objectives**

**Goal 2** – Deliver exceptional service

**Objective 2.2** – Strengthen internal support services

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% of service units reviewing quarterly financial forecasts	70%	70%	70%	70%

**City Strategic Goals and Objectives**

**Goal 3** – Ensure financial health

**Objective 3.1** – Maintain fiscal discipline

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Standard & Poors rating for GO bonds	AA+	AA+	AA+	AA+
Receive GFOA's Distinguished Budget Presentation Award	Yes	Yes	Yes	Yes
Number of internal control reviews	10	10	5	5

**City Strategic Goals and Objectives**

**Goal 3** – Ensure financial health

**Objective 3.3** – Align resources to deliver strategy

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% of 1 <sup>st</sup> year CIP budgeted	66%	41%	43%	45%
% of 1 <sup>st</sup> year non-CIP capital requests budgeted	N/A	N/A	85%	85%

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
BUSINESS ANALYST	401210	1.00
FINANCIAL & ADMIN AREA AD	403520	1.00
RISK SPEC/ASST TO CFO	401100	0.50
SENIOR FIN SPEC-FORCAST	403870	1.00
Total		3.50





## *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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	6,284,180	6,133,192	6,796,274	6,773,335	6,751,134
INVESTMENT INCOME	67,767	39,609	50,000	49,453	53,848
MISCELLANEOUS REVENUE	40,544	32,500	-	-	-
OPERATING TRANSFERS IN	-	-	2,671,849	2,671,849	-
PRIOR YEAR SURPLUS	-	-	1,714,350	-	371,854
<b>Total</b>	<b>\$6,392,491</b>	<b>\$6,205,301</b>	<b>\$11,232,473</b>	<b>\$9,494,637</b>	<b>\$7,176,836</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
INFORMATION TECHNOLOGY (0014)	6,392,491	6,205,301	8,732,473	6,994,637	7,176,836
GENERAL CAPITAL FUND (00CP)	-	-	2,500,000	2,500,000	-
<b>Total</b>	<b>\$6,392,491</b>	<b>\$6,205,301</b>	<b>\$11,232,473</b>	<b>\$9,494,637</b>	<b>\$7,176,836</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,900,408	4,815,653	5,360,350	5,380,350	5,446,341
PAYROLL FRINGES	1,201,649	1,288,858	1,225,502	1,225,502	1,264,348
OTHER SERVICES	2,063,930	2,196,450	4,738,340	4,660,165	2,181,268
MATERIALS & SUPPLIES	180,673	169,050	591,812	336,573	52,339
OTHER CHARGES	1,406,217	1,414,744	1,459,141	1,073,325	1,581,079
PASS THROUGHES	164,485	80,000	-	-	-
CAPITAL OUTLAY	-	-	793,661	358,997	-
EMPLOYEE ALLOWANCES	22,770	22,880	20,394	20,394	13,611
<b>Total</b>	<b>\$6,940,132</b>	<b>\$9,987,635</b>	<b>\$14,189,200</b>	<b>\$13,055,306</b>	<b>\$10,538,986</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	-	3,238,671	3,332,438	3,332,438	3,362,150
INFORMATION TECHNOLOGY (0014)	6,940,132	6,748,964	8,356,762	7,222,868	7,176,836
GENERAL CAPITAL FUND (00CP)	-	-	2,500,000	2,500,000	-
<b>Total</b>	<b>\$6,940,132</b>	<b>\$9,987,635</b>	<b>\$14,189,200</b>	<b>\$13,055,306</b>	<b>\$10,538,986</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
INFORMATION TECHNOLOGY	24.45	24.45	24.45	24.45
<b>Total</b>	<b>24.45</b>	<b>24.45</b>	<b>24.45</b>	<b>24.45</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY SERVICES UNIT**

**REVENUES**

**Operating Transfers In-** This reflects a one-time refund from the Risk Fund in FY16 for excess benefit contributions over the past several years as well as the addition of a transfer from Community Television Network (CTN) fund balance. This CTN transfer is being utilized to fund the replacement of the City's institutional fiber network.

**Prior Year Surplus-** The decrease in prior year surplus is due to fewer planned projects for FY2017.

**EXPENSES**

**Personnel Services-** The increase represents non-union wage increases.

**Payroll Fringes** – This reflects the increase in pension and health care costs.

**Other Services** – Contracted Services decreased due to the addition of a \$2.5 million project to replace the City's fiber network budget in FY16.

**Materials & Supplies** – The decreased budgets relates to a decrease in non-capital equipment purchases.

**Capital Outlay** – There are no budgeted capital outlay projects for FY 2017. All project funds are in the Other Charges category.

## Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Prior FY Budget</u>	<u>FY 2017 Request</u>
<b>Replacements<sup>1</sup></b>		
PC's, High-End PCs, Laptops, Toughbooks, Tablets	186,890	218,612
Server Replacements Plus Storage	100,000	100,000
Network Replacements & Facility Access System	75,000	75,000
Network Printers/Copiers	25,791	-
<b>Enterprise Wide</b>		
Disk Array/Disaster Recovery	-	-
Access Control	50,000	50,000
<b>Service Area/Unit Specific</b>		
<b>Field Operations</b>		
Automated Vehicle Locator for Solid Waste trucks	54,100	-
<b>Police</b>		
In-Car Video Equipment	116,987	43,084
<b>Human Resources</b>		
HR Upgrade	-	-
	<b><u>\$ 608,768</u></b>	<b><u>\$ 486,696</u></b>

<sup>1</sup> Annual appropriation towards yearly replacement of aging equipment.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Information Technology	<b>Manager:</b>	Tom Shewchuk

<b>City Strategic Goals and Objectives</b>
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- |   |
|---|
| <b>Goal 4</b> – Leverage information technology         |
| <b>Objective 4.1</b> – Optimize existing systems        |
| <b>Objective 4.2</b> – Manage technology investments    |
| <b>Objective 4.3</b> – Utilize data and information     |
| <b>Objective 4.4</b> – Expand self-service capabilities |

Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Adoption rate of all targeted technologies				1274
Reduction in the number of shadow systems				-6
% of system/application SOP's documented				TBD
Customer satisfaction with IT				>90%
Customer satisfaction with IT projects				>90%
Annual cost savings				>\$100,000
New self-service applications implemented				5+
Increase number of transactions for self-service applications				>5%
Number of data sources identified or catalogued				TBD

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
APPLICATIONS SPECIALIST	401690	2.00
APPLICATIONS DELIVERY MGR	403540	1.00
APPS SUPPORT ANALYST	401610	2.00
DATABASE ADMINISTRATOR	403510	1.00
GIS MANAGER	401240	1.00
INFRASTRUCTURE SUPPORT AD	401600	1.00
ITSD DIRECTOR	403700	1.00
SENIOR APPLICATION SPEC	401050	8.45
SENIOR INFRASTRUCTURE SPE	401130	4.00
SERVICE DELIVERY MANAGER	403550	2.00
TECHNOLOGY & CHANGE MGR	403590	1.00
<b>Total</b>		<b>24.45</b>

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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

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
INTRAGOVERNMENTAL SALES	1,155	-	-	-	-
MISCELLANEOUS REVENUE	1,800	1,800	-	-	-
<b>Total</b>	<b>\$2,955</b>	<b>\$1,800</b>	-	-	-

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	2,955	1,800	-	-	-
<b>Total</b>	<b>\$2,955</b>	<b>\$1,800</b>	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	5,883	104,491	143,934	100,000	143,190
PAYROLL FRINGES	17,366	63,691	76,455	76,455	79,044
OTHER SERVICES	1,821	8,808	35,920	3,000	35,920
MATERIALS & SUPPLIES	11,429	8,254	9,608	5,108	9,608
OTHER CHARGES	8,217	8,641	7,115	7,115	7,159
<b>Total</b>	<b>\$44,716</b>	<b>\$193,885</b>	<b>\$273,032</b>	<b>\$191,678</b>	<b>\$274,921</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	44,716	193,885	273,032	191,678	274,921
<b>Total</b>	<b>\$44,716</b>	<b>\$193,885</b>	<b>\$273,032</b>	<b>\$191,678</b>	<b>\$274,921</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
PROCUREMENT	1.00	1.50	2.00	2.00
<b>Total</b>	<b>1.00</b>	<b>1.50</b>	<b>2.00</b>	<b>2.00</b>

**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 \$16,456 in FY 2017.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Procurement	<b>Manager:</b>	Colin Spencer

<b>City Strategic Goals and Objectives</b>
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<b>Goal 3</b> – Ensure financial health
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<b>Objective 3.1.1</b> – Maintain fiscal discipline
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Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Formal solicitations processed	79	73	80	82
Protests of formal solicitations	0	0	0	0
Number of purchase orders issued	588	596	620	625
Dollar value of purchase orders issued	\$49,048,543	\$52,170,394	\$52,958,000	\$53,000,000
Percent of eligible invoices >\$3000 with a purchase order	82%	85%	86%	90%
Number of surplus sale transactions	4	24	15	20

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
PURCHASING ANALYST	401700	1.00
PURCHASING MANAGER	404210	1.00
Total		2.00



## *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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	26,251,233	26,452,696	26,992,523	25,194,439	28,054,787
CONTRIBUTIONS	383,600	122,486	-	65,000	-
INVESTMENT INCOME	206,716	156,472	109,273	109,273	119,437
MISCELLANEOUS REVENUE	375,942	361,069	135,000	320,000	135,000
PRIOR YEAR SURPLUS	-	-	6,072,136	-	600,000
<b>Total</b>	<b>\$27,217,491</b>	<b>\$27,092,723</b>	<b>\$33,308,932</b>	<b>\$25,688,712</b>	<b>\$28,909,224</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
RISK FUND (0057)	27,217,491	27,092,723	33,308,932	25,688,712	28,909,224
<b>Total</b>	<b>\$27,217,491</b>	<b>\$27,092,723</b>	<b>\$33,308,932</b>	<b>\$25,688,712</b>	<b>\$28,909,224</b>



**FINANCIAL & ADMINISTRATIVE SERVICES AREA**  
**RISK MANAGEMENT**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	61,043	122,544	126,062	126,062	131,462
PAYROLL FRINGES	37,850	39,253	33,772	33,772	34,966
OTHER SERVICES	405,766	533,349	702,390	436,515	692,129
OTHER CHARGES	1,595,059	1,275,150	1,621,030	1,621,030	1,630,475
<b>Total</b>	<b>\$2,099,718</b>	<b>\$1,970,296</b>	<b>\$2,483,254</b>	<b>\$2,217,379</b>	<b>\$2,489,032</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	-	80,899	80,728	80,728	83,214
RISK FUND (0057)	2,099,718	1,889,397	2,402,526	2,136,651	2,405,818
<b>Total</b>	<b>\$2,099,718</b>	<b>\$1,970,296</b>	<b>\$2,483,254</b>	<b>\$2,217,379</b>	<b>\$2,489,032</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
RISK MANAGEMENT	0.80	0.80	0.65	0.65
<b>Total</b>	<b>0.80</b>	<b>0.80</b>	<b>0.65</b>	<b>0.65</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
RISK MANAGEMENT SERVICES UNIT**

**REVENUES**

**Charges for Services** – The revenue increase is generated from higher charge to departments for active and retiree health care.

**Prior Year Surplus**-The decrease is due to excess fund balance that was budgeted in FY16 to be refunded to the contributing operating funds.



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **TREASURY SERVICES**

The Treasury Services Unit oversees the collection and distribution of City revenues, such as property taxes, parking citation revenues and special assessments. This unit is also responsible for investment portfolio management, cash flow management, bond issuance and adjudicating contested parking citations.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	96,062	98,746	100,707	101,128	102,749
FINES & FORFEITS	238,873	245,347	257,223	257,223	264,940
MISCELLANEOUS REVENUE	2,747	14,708	7,000	7,000	7,000
TAXES	41,112,183	42,210,771	43,217,397	43,356,748	44,084,747
<b>Total</b>	<b>\$41,449,865</b>	<b>\$42,569,572</b>	<b>\$43,582,327</b>	<b>\$43,722,099</b>	<b>\$44,459,436</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	41,449,865	42,569,572	43,582,327	43,722,099	44,459,436
<b>Total</b>	<b>\$41,449,865</b>	<b>\$42,569,572</b>	<b>\$43,582,327</b>	<b>\$43,722,099</b>	<b>\$44,459,436</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	323,299	273,138	348,148	316,653	360,518
PAYROLL FRINGES	214,471	196,084	211,490	211,490	218,152
OTHER SERVICES	19,229	21,714	29,050	24,300	30,050
MATERIALS & SUPPLIES	31,606	33,829	28,900	28,900	29,450
OTHER CHARGES	46,614	45,918	40,754	38,254	40,933
EMPLOYEE ALLOWANCES	-	-	-	300	-
<b>Total</b>	<b>\$635,219</b>	<b>\$570,683</b>	<b>\$658,342</b>	<b>\$619,897</b>	<b>\$679,103</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	635,219	570,683	658,342	619,897	679,103
<b>Total</b>	<b>\$635,219</b>	<b>\$570,683</b>	<b>\$658,342</b>	<b>\$619,897</b>	<b>\$679,103</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
TREASURY SERVICES	4.70	3.84	4.35	4.35
<b>Total</b>	<b>4.70</b>	<b>3.84</b>	<b>4.35</b>	<b>4.35</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
TREASURY SERVICES UNIT**

**REVENUES**

**Taxes** – General Fund property taxes are projected to increase by 2.1% in FY 2017.

**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 \$107,517 in FY 2017.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Treasury & Risk Management Services	<b>Manager:</b>	Matthew Horning

<b>City Strategic Goals and Objectives</b>
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**Goal 3** – Ensure financial health

**Objective 3.1.1** – Maintain fiscal discipline

Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
<b>TREASURY</b>				
Investment Portfolio Yield v. Benchmark	+0.81%	+0.53%	+0.43%	+0.48%
Tax Collection Efficiency	99.87%	99.71%	99.9%	99.9%
Delinquent Personal Property Tax Roll (\$ 000)	1,147	1,011	1,021	1,000
Parking Ticket Appeals Completed	9,846	8,657	9,506	9,500
Parking Ticket Appeals Completed Within One Week	100%	100%	100%	100%
<b>RISK</b>				
Loss per \$1,000 of Property Covered (Benchmark = \$2.08)	\$2.06	\$2.27	\$2.13	\$2.15
Liability Claim Expenditures per Capita (Benchmark = \$3.63)	\$0.19	\$0.54	\$0.52	\$0.50
Workers' Compensation Claims per 100 FTEs (Benchmark = 11.38)	8.51	6.81	7.49	7.60
Workers' Compensation Expenditures per \$100 Salary (Benchmark = \$1.52)	\$2.33	\$3.50	\$2.20	\$2.68

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
TREASURY SERVICES MGR	403470	0.40
ADMIN ASSISTANT LVL 5	110054	1.00
ASST TREASURY SRVS MGR	401090	0.95
PARKING REFEREE	401200	2.00
Total		4.35

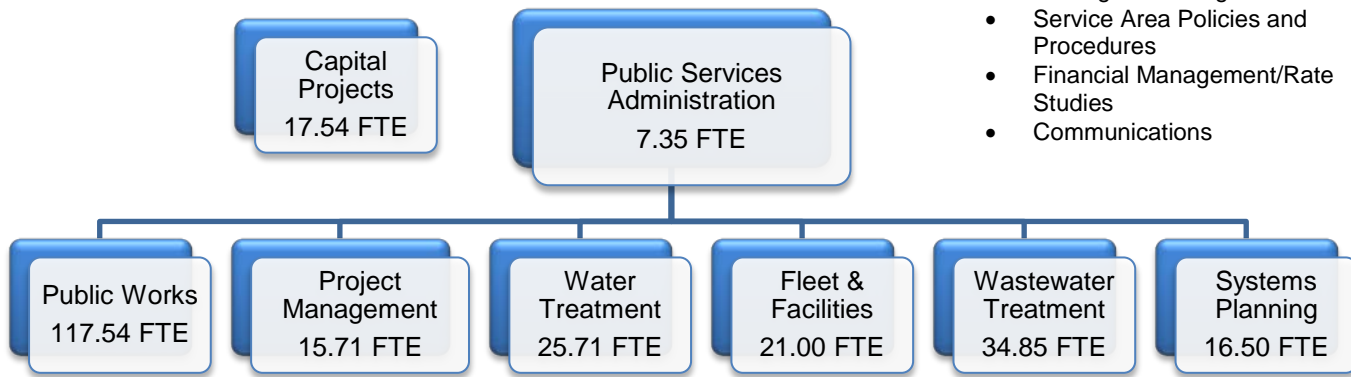




*PUBLIC SERVICES AREA*

# Public Services Area Organization Chart

- Administration
- Strategic Planning
- Service Area Policies and Procedures
- Financial Management/Rate Studies
- Communications



- Wastewater and Stormwater Collection System, Maintenance
- Water Distribution and Meter Maintenance
- Traffic Signs & Signals
- Street Lighting
- Street Maintenance
- Park Maintenance
- Pedestrian Crosswalk and Path Maintenance
- Street Tree Maintenance
- Solid Waste, Recycling & Yard Waste Collection

- Street, Bridge and Utility Improvement Projects
- Sidewalk Repair Program
- Private Development and Plan Review
- Construction Inspection
- Traffic Engineering
- Infrastructure Records and Drawings
- Street Lane Closure and Parking Lane Permits
- Right-of-Way Inspection
- Traffic Calming
- Pavement Markings
- Traffic Studies & Analysis

- Water Treatment
- Plant Engineering
- Water Distribution Monitoring
- Dam & Hydropower Operations & Management
- Environmental Laboratory Services (Water, Wastewater & Storm Sewer)
- Water Quality and Pressure Inquiries
- After hours Call Center
- Storage Tank and Pump Station Operation and Maintenance

- Vehicle Purchases & Repairs
- Fuel Management
- Building Maintenance & Repair
- Airport Operations & Maintenance
- Construction Project Management

- Wastewater Treatment Engineering
- Plant Engineering
- Lift Station Operations & Maintenance
- Industrial Pre treatment Program
- Laboratory Services

- GIS Management
- CIP/ Asset Management
- Development Review
- Urban Forestry & Natural Resources Planning
- Floodplain, Creekshed & Water Resources Programs, Planning & Policies
- Systems (Natural and Constructed) Standards, Studies, Programs, Planning, & Policies
- Utilities Systems Modeling
- Solid Waste, Recycling & Compost Programs
- Alternative Transportation
- Energy Programs & Planning
- Environmental & Sustainability Planning
- Community Engagement

The Public Services Area is comprised of seven Service Area Units: Administration, Fleet & Facilities, Project Management, 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: City Fleet Vehicles, Solid Waste and Recycling, Material Recovery Facility, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, Traffic Calming and Airport. \*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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ADMINISTRATION	28,434,067	31,018,961	59,249,571	37,478,744	30,742,112
CAPITAL PROJECTS	310,703	1,392,316	17,287,893	32,582,676	26,458,657
FLEET & FACILITY	9,623,896	9,057,637	11,797,352	9,599,050	12,466,519
PROJECT MANAGEMENT	2,468,081	2,967,090	8,559,406	2,719,553	2,762,734
PUBLIC WORKS	17,476,904	17,707,462	20,488,612	18,851,296	18,629,886
SYSTEMS PLANNING	652,628	778,827	1,808,139	642,642	1,088,055
WASTEWATER TREATMENT	-	450	-	320	-
WATER TREATMENT	579,487	500,587	382,847	384,047	421,273
<b>Total</b>	<b>\$59,545,766</b>	<b>\$63,423,330</b>	<b>\$119,573,820</b>	<b>\$102,258,328</b>	<b>\$92,569,236</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ENERGY PROJECTS (0002)	80,731	109,697	260,796	92,483	259,472
GENERAL (0010)	757,524	753,654	1,600,240	484,045	687,173
CENTRAL STORES (0011)	1,474,590	1,228,595	1,390,727	1,390,727	1,398,849
FLEET SERVICES (0012)	7,409,239	7,769,849	10,454,627	8,550,825	11,575,769
MAJOR STREET (0021)	7,782,176	7,963,056	10,007,153	8,922,538	8,724,702
LOCAL STREET (0022)	1,936,741	2,135,332	2,512,587	2,429,100	2,243,961
METRO EXPANSION (0036)	353,401	312,019	359,211	343,169	354,534
WATER SUPPLY SYSTEM (0042)	2,234,032	6,363,462	4,415,815	3,668,874	2,155,641
SEWAGE DISPOSAL SYSTEM (0043)	1,082,324	718,778	1,289,663	1,366,550	515,991
AIRPORT (0048)	897,435	1,050,501	951,609	911,609	898,274
PROJECT MANAGEMENT (0049)	2,451,885	2,865,946	9,336,107	4,908,132	4,957,161
CEMETERY PERPETUAL CARE (0054)	3,102	5,868	800	25,000	800
ELIZABETH R. DEAN TRUST FUND (0055)	26,250	32,933	55,136	41,450	59,517
ART IN PUBLIC PLACES (0056)	15,824	2,911	297,939	-	-
WHEELER CENTER (0058)	426,827	439,629	455,927	455,927	465,372
ALTERNATIVE TRANSPORTATION (0061)	185,567	354,969	794,213	314,539	491,861
STREET MILLAGE FUND (0062)	10,372,270	10,766,525	34,686,424	16,484,873	12,970,180
STORMWATER SEWER SYSTEM FUND (0069)	1,752,578	1,546,398	871,263	1,185,023	195,497
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,069,135	3,239,827	3,489,870	3,525,784	3,283,206
SOLID WASTE (0072)	15,352,639	14,968,670	19,165,053	16,403,663	17,311,872
STORM SEWER REVENUE BONDS (0082)	-	-	2,424,252	5,010,000	4,955,700
SEWER BOND PENDING SERIES (0088)	-	-	5,329,436	12,298,500	8,420,500
WATER PENDING BOND SERIES (0089)	-	-	8,168,025	12,737,000	8,847,500
SIDEWALK IMPROVEMENT FUND (0091)	879	166	-	-	-
GENERAL CAPITAL FUND (00CP)	1,325,000	353,000	1,256,947	646,500	1,795,704
MAJOR GRANTS PROGRAMS (00MG)	555,617	441,545	-	62,017	-
<b>Total</b>	<b>\$59,545,766</b>	<b>\$63,423,330</b>	<b>\$119,573,820</b>	<b>\$102,258,328</b>	<b>\$92,569,236</b>

## PUBLIC SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ADMINISTRATION	12,403,226	12,926,337	15,551,862	15,485,647	16,545,140
CAPITAL PROJECTS	1,597,897	1,289,178	83,558,747	65,872,933	43,633,728
FLEET & FACILITY	11,849,923	11,559,283	15,841,930	14,853,040	16,342,195
PROJECT MANAGEMENT	3,257,791	4,485,241	12,852,687	7,215,451	6,300,558
PUBLIC WORKS	34,632,168	37,290,308	42,699,292	42,053,834	40,430,487
SYSTEMS PLANNING	3,085,000	2,995,857	3,666,701	3,386,237	3,370,272
WASTEWATER TREATMENT	9,626,429	9,651,752	13,063,699	11,677,441	12,486,579
WATER TREATMENT	9,790,693	9,890,509	10,943,601	10,555,815	11,076,208
<b>Total</b>	<b>\$86,243,127</b>	<b>\$90,088,465</b>	<b>\$198,178,519</b>	<b>\$171,100,398</b>	<b>\$150,185,167</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ENERGY PROJECTS (0002)	674,535	278,783	260,796	184,353	255,627
GENERAL (0010)	7,961,534	11,589,033	14,285,129	14,142,715	13,538,414
CENTRAL STORES (0011)	1,342,818	1,057,986	1,388,655	1,388,655	1,398,849
FLEET SERVICES (0012)	7,067,034	6,784,006	10,454,627	9,759,579	11,490,847
MAJOR STREET (0021)	6,486,978	7,641,828	9,709,777	9,709,777	8,718,164
LOCAL STREET (0022)	1,877,834	1,687,886	2,468,813	2,468,813	2,243,961
METRO EXPANSION (0036)	258,530	192,681	353,724	336,259	347,093
WATER SUPPLY SYSTEM (0042)	17,447,336	18,121,706	20,488,546	19,371,692	20,188,039
SEWAGE DISPOSAL SYSTEM (0043)	15,879,768	16,426,432	21,934,879	20,246,264	21,172,448
AIRPORT (0048)	668,737	754,790	927,098	902,098	894,280
PROJECT MANAGEMENT (0049)	2,567,716	2,239,403	9,278,309	3,674,544	4,877,211
ELIZABETH R. DEAN TRUST FUND (0055)	29,435	62,881	55,136	55,136	57,636
ART IN PUBLIC PLACES (0056)	844,679	-	19,294	-	-
WHEELER CENTER (0058)	408,629	386,805	452,182	452,182	465,372
ALTERNATIVE TRANSPORTATION (0061)	130,020	158,043	516,813	287,689	472,262
STREET MILLAGE FUND (0062)	482,481	433,119	4,850,833	25,121,870	12,970,180
STORMWATER SEWER SYSTEM FUND (0069)	4,576,682	4,898,727	7,065,007	7,110,167	6,848,355
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,008,605	3,171,607	3,206,750	3,206,750	3,248,258
SOLID WASTE (0072)	13,089,495	13,260,188	19,116,473	19,327,773	16,980,100
STORM SEWER REVENUE BONDS (0082)	-	-	14,701,322	5,010,000	4,955,700
SEWER BOND PENDING SERIES (0088)	-	-	37,342,593	12,298,500	8,420,500
WATER PENDING BOND SERIES (0089)	-	-	16,435,775	12,737,000	8,847,500
SIDEWALK IMPROVEMENT FUND (0091)	-	61,321	-	-	-
GENERAL CAPITAL FUND (00CP)	1,043,633	453,039	729,199	1,171,799	1,794,371
MAJOR GRANTS PROGRAMS (00MG)	396,648	428,201	2,136,789	2,136,783	-
<b>Total</b>	<b>\$86,243,127</b>	<b>\$90,088,465</b>	<b>\$198,178,519</b>	<b>\$171,100,398</b>	<b>\$150,185,167</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
ADMINISTRATION	6.35	5.35	5.35	7.35
CAPITAL PROJECTS	19.17	19.97	17.75	17.54
FLEET & FACILITY	20.20	20.20	21.45	21.00
PROJECT MANAGEMENT	12.21	12.41	15.75	15.71
PUBLIC WORKS	119.99	119.99	116.79	117.54
SYSTEMS PLANNING	15.32	15.32	15.50	16.50
WASTEWATER TREATMENT	35.17	35.17	34.85	34.85
WATER TREATMENT	25.74	25.74	25.71	25.71
<b>Total</b>	<b>254.15</b>	<b>254.15</b>	<b>253.15</b>	<b>256.20</b>



## *PUBLIC SERVICES AREA*

### **ADMINISTRATION**

Administration provides leadership, financial management, strategic planning, programming, oversight 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	1,367,075	884,412	1,388,269	855,478	835,996
CONTRIBUTIONS	-	4,732,651	-	3,345,411	-
INTERGOVERNMENTAL REVENUES	1,369,652	300,233	-	318,799	-
INVESTMENT INCOME	1,755,142	1,688,256	1,556,182	1,695,808	1,700,941
MISCELLANEOUS REVENUE	202,151	3,743	-	2,500	25,288
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,358,198	1,551,975	8,670,339	8,670,339	1,443,208
TAXES	-	-	25,142,317	-	3,740,384
	21,381,849	21,857,691	22,492,464	22,590,409	22,996,295
<b>Total</b>	<b>\$28,434,067</b>	<b>\$31,018,961</b>	<b>\$59,249,571</b>	<b>\$37,478,744</b>	<b>\$30,742,112</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	31	-	2,800	150	-
CENTRAL STORES (0011)	20,279	13,667	17,441	17,441	19,063
MAJOR STREET (0021)	801,704	836,005	1,338,181	1,298,321	803,451
LOCAL STREET (0022)	231,807	222,325	382,001	370,239	231,390
METRO EXPANSION (0036)	18,679	13,717	16,042	-	17,534
WATER SUPPLY SYSTEM (0042)	2,092,135	6,128,865	3,515,015	3,526,265	2,011,036
SEWAGE DISPOSAL SYSTEM (0043)	1,071,926	704,984	1,204,237	1,361,180	512,991
AIRPORT (0048)	8,178	5,835	6,884	6,884	7,524
PROJECT MANAGEMENT (0049)	70,170	48,216	58,545	58,545	63,991
ART IN PUBLIC PLACES (0056)	15,824	2,911	297,939	-	-
WHEELER CENTER (0058)	4,516	3,451	4,040	4,040	4,416
ALTERNATIVE TRANSPORTATION (0061)	4,617	3,662	2,505	2,505	2,738
STREET MILLAGE FUND (0062)	10,368,225	10,766,525	34,686,424	16,484,873	12,920,180
STORMWATER SEWER SYSTEM FUND (0069)	1,678,245	430,529	764,658	1,083,457	105,987
SOLID WASTE (0072)	12,046,852	11,838,103	16,952,859	13,264,844	14,041,811
SIDEWALK IMPROVEMENT FUND (0091)	879	166	-	-	-
<b>Total</b>	<b>\$28,434,067</b>	<b>\$31,018,961</b>	<b>\$59,249,571</b>	<b>\$37,478,744</b>	<b>\$30,742,112</b>

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	474,875	365,228	443,993	443,993	637,127
PAYROLL FRINGES	315,133	275,094	248,816	249,213	359,745
OTHER SERVICES	689,986	567,207	765,665	823,295	1,158,631
MATERIALS & SUPPLIES	28,603	22,003	41,850	39,050	38,050
OTHER CHARGES	7,636,903	8,447,298	10,497,399	10,474,777	10,580,177
PASS THROUGHS	3,580,756	3,791,489	3,551,631	3,452,841	3,770,306
CAPITAL OUTLAY	(324,966)	(543,918)	-	-	-
EMPLOYEE ALLOWANCES	1,936	1,936	2,508	2,478	1,104
<b>Total</b>	<b>\$12,403,226</b>	<b>\$12,926,337</b>	<b>\$15,551,862</b>	<b>\$15,485,647</b>	<b>\$16,545,140</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	191,523	169,893	158,951	156,151	166,668
CENTRAL STORES (0011)	(615)	(28,234)	-	-	-
MAJOR STREET (0021)	1,558,143	1,701,479	1,635,825	1,635,475	1,958,044
LOCAL STREET (0022)	105,033	146,442	117,297	117,297	178,526
WATER SUPPLY SYSTEM (0042)	3,480,449	3,337,703	3,901,300	3,877,510	4,065,653
SEWAGE DISPOSAL SYSTEM (0043)	3,944,185	4,272,180	5,308,766	5,308,806	5,306,014
PROJECT MANAGEMENT (0049)	(29,483)	-	-	-	-
ART IN PUBLIC PLACES (0056)	46,223	-	-	-	-
STREET MILLAGE FUND (0062)	90,642	27,279	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	1,000,461	1,068,141	2,203,764	1,929,402	2,508,567
SOLID WASTE (0072)	2,016,665	2,170,133	2,225,959	2,461,006	2,361,668
SIDEWALK IMPROVEMENT FUND (0091)	-	61,321	-	-	-
<b>Total</b>	<b>\$12,403,226</b>	<b>\$12,926,337</b>	<b>\$15,551,862</b>	<b>\$15,485,647</b>	<b>\$16,545,140</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
ADMINISTRATION	6.35	5.35	5.35	7.35
<b>Total</b>	<b>6.35</b>	<b>5.35</b>	<b>5.35</b>	<b>7.35</b>

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**REVENUES**

**Charges for Services-** FY2017 reflects a decrease due to the Solid Waste fund recycle revenue share which has been reduced to zero due to market conditions.

**Investment Income-**The FY2017 increase reflects a higher investable fund balance in the Water and Sewer funds.

**Operating Transfers In-** The FY2016 budget reflects a one-time rebate of Fleet fund balance, Risk fund balance and Project Management fund balance to the participating funds.

**Prior Year Surplus –** FY 2016 reflects a use of the Solid Waste accumulated fund balance associated with various capital project requests such as a Container Storage Building, Methane Gas Recovery, and landfill plume remediation. FY 2016 also reflects a use of Street Repair & Sidewalk Millage associated with various capital project requests.

**EXPENSES**

**Personnel Services –** This is reflective of an increase in 2.0 FTEs.

**Payroll Fringes-** This is reflective of an increase in 2.0 FTEs.

**Other Services-** This reflects an increase in professional services for stormwater drain maintenance as well as street maintenance.



<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Administration	<b>Manager:</b>	Craig Hupy

<b>City Strategic Goals and Objectives</b>
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<b>Goal 3</b> – Ensure financial health
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<b>Objective 3.1</b> – Maintain fiscal discipline
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<b>Objective 3.3</b> – Align resources to deliver strategy
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<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Annual average residential utility bill increase	3.6%	4.2%	4.2%	5.0%

PUBLIC SERVICES AREA  
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ADMIN ASSISTANT LVL 4	110044	1.30
ADMIN ASSISTANT LVL 5	110054	0.15
COMMUNICATIONS SPECIALIST	401590	1.00
DEPUTY PUBLIC SERVICES AD	403499	1.00
FINANCIAL ANALYST	401580	1.00
FINANCIAL MGR-PUBLIC SERV	401070	0.90
MANAGEMENT ASSISTANT	000200	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00
<b>Total</b>		<b>7.35</b>



## *PUBLIC SERVICES AREA*

### **CAPITAL PROJECTS**

Capital Projects includes capital improvements for roads, city facility capital maintenance, non-motorized transportation improvements, water, storm water and sewer infrastructure.

**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	-	-	2,160,280	2,160,280	2,197,736
CONTRIBUTIONS	-	-	-	-	241,517
INTERGOVERNMENTAL REVENUES	310,703	282,316	-	56,896	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	1,110,000	29,400	320,000	1,795,704
SALE OF BONDS	-	-	(823,500)	-	-
			15,921,713	30,045,500	22,223,700
<b>Total</b>	<b>\$310,703</b>	<b>\$1,392,316</b>	<b>\$17,287,893</b>	<b>\$32,582,676</b>	<b>\$26,458,657</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
MAJOR STREET (0021)	-	-	-	-	241,517
PROJECT MANAGEMENT (0049)	-	-	2,160,280	2,160,280	2,197,736
STORMWATER SEWER SYSTEM FUND (0069)	-	1,000,000	-	-	-
SOLID WASTE (0072)	-	-	(823,500)	-	-
STORM SEWER REVENUE BONDS (0082)	-	-	2,424,252	5,010,000	4,955,700
SEWER BOND PENDING SERIES (0088)	-	-	5,329,436	12,298,500	8,420,500
WATER PENDING BOND SERIES (0089)	-	-	8,168,025	12,737,000	8,847,500
GENERAL CAPITAL FUND (00CP)	-	110,000	29,400	320,000	1,795,704
MAJOR GRANTS PROGRAMS (00MG)	310,703	282,316	-	56,896	-
<b>Total</b>	<b>\$310,703</b>	<b>\$1,392,316</b>	<b>\$17,287,893</b>	<b>\$32,582,676</b>	<b>\$26,458,657</b>

**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	13,693	471,954	3,430,743	3,322,348	3,468,930
PAYROLL FRINGES	507,116	554,818	807,209	782,161	795,504
OTHER SERVICES	336,407	262,406	1,593,030	1,593,030	-
OTHER CHARGES	(57,775)	-	77,714,966	60,163,604	39,360,894
PASS THROUGHS	798,456	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	12,799	11,790	8,400
<b>Total</b>	<b>\$1,597,897</b>	<b>\$1,289,178</b>	<b>\$83,558,747</b>	<b>\$65,872,933</b>	<b>\$43,633,728</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	-	457,489	1,799,780	1,799,780	1,818,261
MAJOR STREET (0021)	-	-	-	-	241,517
WATER SUPPLY SYSTEM (0042)	38,414	43,075	112,903	112,903	97,403
SEWAGE DISPOSAL SYSTEM (0043)	45,562	50,916	177,788	43,336	178,409
PROJECT MANAGEMENT (0049)	419,896	457,489	2,160,280	2,160,280	2,178,761
ART IN PUBLIC PLACES (0056)	798,456	-	19,294	-	-
ALTERNATIVE TRANSPORTATION (0061)	-	-	343,205	114,081	316,056
STREET MILLAGE FUND (0062)	-	-	4,460,584	24,731,621	12,518,250
SOLID WASTE (0072)	-	-	3,810,391	3,970,000	2,267,000
STORM SEWER REVENUE BONDS (0082)	-	-	14,701,322	5,010,000	4,955,700
SEWER BOND PENDING SERIES (0088)	-	-	37,342,593	12,298,500	8,420,500
WATER PENDING BOND SERIES (0089)	-	-	16,435,775	12,737,000	8,847,500
GENERAL CAPITAL FUND (00CP)	-	-	75,133	775,733	1,794,371
MAJOR GRANTS PROGRAMS (00MG)	295,569	280,209	2,119,699	2,119,699	-
<b>Total</b>	<b>\$1,597,897</b>	<b>\$1,289,178</b>	<b>\$83,558,747</b>	<b>\$65,872,933</b>	<b>\$43,633,728</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
CAPITAL PROJECTS	19.17	19.97	17.75	17.54
<b>Total</b>	<b>19.17</b>	<b>19.97</b>	<b>17.75</b>	<b>17.54</b>

**PUBLIC SERVICES AREA**  
**CAPITAL PROJECTS**

The Alternative Transportation Fund is requesting capital project funding in the amount of \$316,056. Funding will be provided from fund balance.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$12,518,250 for FY2017. Funding will be supplied by the Street Repair Millage and fund balance.

The Solid Waste Fund is requesting capital project funding in the amount of \$2,267,000. Funding will be provided from fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$4,955,700 for FY2017. Funds will be provided by Stormwater bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$8,420,500 for FY2017. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Water Supply System is requesting capital project funding in the amount of \$8,847,500 for FY2017. Funds will be supplied by Water Revenue bonds and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$1,794,371. Funding will be provided from the General Fund.

PUBLIC SERVICES AREA  
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
CIVIL ENGINEER 2	403640	0.25
ASST WWTP MANAGER	401010	0.10
CIVIL ENGINEER III	403620	1.44
CIVIL ENGINEER IV	403840	2.95
CIVIL ENGINEER V	401330	1.35
CIVIL ENGINEERING SPEC 3	112014	0.90
CIVIL ENGINEERING SPEC 4	112024	3.00
CIVIL ENGINEERING SPEC 5	112034	3.55
CIVIL ENGINEERING SPEC 5	112044	0.80
FIELD OPER TECH IV - COMM	112734	0.85
PROCESS CONTROL SYS SPEC	403190	0.05
PROJECT MANAGEMENT ANALYS	000970	0.55
SENIOR UTILITIES ENGINEER	404000	1.50
WWTP MANAGER	401300	0.25
<b>Total</b>		<b>17.54</b>

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## *PUBLIC SERVICES 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 650 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.

**PUBLIC SERVICES AREA  
FLEET & FACILITY**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	862,566	881,363	919,950	879,950	886,750
CONTRIBUTIONS	-	166,274	-	385,964	-
INTERGOVERNMENTAL REVENUES	-	155,857	-	-	-
INTRAGOVERNMENTAL SALES	7,049,633	7,316,137	7,807,128	7,920,343	7,834,167
INVESTMENT INCOME	89,942	72,701	77,969	-	84,922
MISCELLANEOUS REVENUE	270,339	147,305	152,600	156,100	142,500
OPERATING TRANSFERS IN	1,351,416	318,000	514,693	256,693	-
PRIOR YEAR SURPLUS	-	-	2,325,012	-	3,518,180
<b>Total</b>	<b>\$9,623,896</b>	<b>\$9,057,637</b>	<b>\$11,797,352</b>	<b>\$9,599,050</b>	<b>\$12,466,519</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	400	122	-	2,000	-
FLEET SERVICES (0012)	7,409,239	7,769,849	10,454,627	8,550,825	11,575,769
AIRPORT (0048)	889,257	1,044,666	944,725	904,725	890,750
GENERAL CAPITAL FUND (00CP)	1,325,000	243,000	398,000	141,500	-
<b>Total</b>	<b>\$9,623,896</b>	<b>\$9,057,637</b>	<b>\$11,797,352</b>	<b>\$9,599,050</b>	<b>\$12,466,519</b>

**PUBLIC SERVICES AREA  
FLEET & FACILITY**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,337,153	2,689,742	3,143,174	3,135,454	3,061,473
PAYROLL FRINGES	946,431	1,006,328	974,366	974,518	957,606
OTHER SERVICES	2,260,497	1,535,247	1,177,075	1,134,536	1,139,591
MATERIALS & SUPPLIES	172,600	179,190	141,075	159,921	120,775
OTHER CHARGES	2,874,524	3,061,139	828,599	3,128,930	3,163,420
PASS THROUGHS	2,008,361	962,893	3,280,201	3,305,176	1,348,289
CAPITAL OUTLAY	129,095	220,570	4,131,341	848,066	4,268,424
VEHICLE OPERATING COSTS	2,106,738	1,888,967	2,149,125	2,149,125	2,271,475
EMPLOYEE ALLOWANCES	14,524	15,207	16,974	17,314	11,142
<b>Total</b>	<b>\$11,849,923</b>	<b>\$11,559,283</b>	<b>\$15,841,930</b>	<b>\$14,853,040</b>	<b>\$16,342,195</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	3,070,519	3,553,190	3,991,139	3,980,297	3,957,068
FLEET SERVICES (0012)	7,067,034	6,784,006	10,454,627	9,759,579	11,490,847
AIRPORT (0048)	668,737	769,048	927,098	902,098	894,280
GENERAL CAPITAL FUND (00CP)	1,043,633	453,039	469,066	211,066	-
<b>Total</b>	<b>\$11,849,923</b>	<b>\$11,559,283</b>	<b>\$15,841,930</b>	<b>\$14,853,040</b>	<b>\$16,342,195</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
FLEET & FACILITY	20.20	20.20	21.45	21.00
<b>Total</b>	<b>20.20</b>	<b>20.20</b>	<b>21.45</b>	<b>21.00</b>

**PUBLIC SERVICES AREA  
FLEET & FACILITIES**

**REVENUES**

**Operating Transfers In-** This decrease reflects one-time monies for capital projects for FY2016 related to improvements in various municipal buildings.

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

**EXPENSES**

**Other Charges** – The increase is due to increased depreciation expense for FY2017.

**Pass Throughs** – The decrease is due to the Fleet Fund rebating excess fund balance to the participating funds in FY16.

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Fleet & Facilities	<b>Manager:</b>	Matt Kulhanek

<b>City Strategic Goals and Objectives</b>
--

- |   |
|---|
| <b>Goal 1</b> – Strengthen human capital                  |
| <b>Objective 1.1</b> – Lead a high performance culture    |
| <b>Goal 2</b> – Deliver exceptional service               |
| <b>Objective 2.3</b> – Develop customer service standards |

Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
<b>Fleet Service</b> – Work Order Completion Times (calendar days)				
Preventative Maintenance	2.5	2.0	2.5	2.3
General Repairs/Breakdowns	5.9	2.6	2.5	2.5
Accident Related Repairs	13.2	10.2	9.0	9.0
<b>Facilities</b> - Work Order Completion Time				
95% of work orders closed within <b>X</b> days	N/A	7.47	4.50	4.00

PUBLIC SERVICES AREA  
FLEET & FACILITY

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ADMIN ASSISTANT LVL 4	110044	0.05
ADMIN ASSISTANT LVL 5	110054	1.00
FACILITIES MAINT TECH II	110214	1.00
FACILITIES MAINT TECH II	110224	2.00
FACILITIES MAINT TECH IV	110234	2.00
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
PROCUREMENT COORDINATOR	117450	1.00
VEHICLE & EQUIP TECH IV	110114	4.00
VEHICLE & EQUIP TECH IV	110115	2.00
VEHICLE & EQUIP TECH V	110125	2.00
VEHICLE EQUIPMENT INSTALL	110600	1.00
<b>Total</b>		<b>21.00</b>



## *PUBLIC SERVICES AREA*

### **PROJECT MANAGEMENT**

The Project Management Services Unit is responsible for the engineering and construction management of many of the City's capital improvement projects; traffic engineering; review and inspection of private development projects; administration of construction contracts and engineering service contracts; and updating and maintaining the City's infrastructure records. Project Management also actively pursues State and Federal grants, and partners with other City departments as well as external agencies to complete major improvements to the City's infrastructure.

PUBLIC SERVICES AREA  
PROJECT MANAGEMENT

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	2,376,718	2,864,740	2,604,645	2,600,145	2,712,734
CONTRIBUTIONS	-	20,496	-	-	-
INTERGOVERNMENTAL REVENUES	10,500	-	-	-	-
MISCELLANEOUS REVENUE	25,623	14,339	-	5,500	-
OPERATING TRANSFERS IN	55,000	67,500	113,908	113,908	50,000
PRIOR YEAR SURPLUS	-	-	5,840,853	-	-
TAXES	240	15	-	-	-
<b>Total</b>	<b>\$2,468,081</b>	<b>\$2,967,090</b>	<b>\$8,559,406</b>	<b>\$2,719,553</b>	<b>\$2,762,734</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	-	74,164	758,831	-	-
MAJOR STREET (0021)	27,081	15,181	17,300	22,800	17,300
LOCAL STREET (0022)	55,000	60,000	14,000	-	-
PROJECT MANAGEMENT (0049)	2,381,715	2,817,730	7,117,282	2,689,307	2,695,434
ALTERNATIVE TRANSPORTATION (0061)	240	15	7,446	7,446	-
STREET MILLAGE FUND (0062)	4,045	-	-	-	50,000
GENERAL CAPITAL FUND (00CP)	-	-	644,547	-	-
<b>Total</b>	<b>\$2,468,081</b>	<b>\$2,967,090</b>	<b>\$8,559,406</b>	<b>\$2,719,553</b>	<b>\$2,762,734</b>



**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,072,057	2,134,670	2,990,661	2,801,486	2,985,220
PAYROLL FRINGES	627,460	690,214	749,675	750,145	732,689
OTHER SERVICES	232,395	207,521	2,395,852	2,114,856	1,169,447
MATERIALS & SUPPLIES	22,623	35,494	33,700	1,100	29,800
OTHER CHARGES	894,147	901,731	1,068,410	359,793	1,026,069
PASS THROUGHES	352,041	330,552	5,604,489	1,083,239	350,079
CAPITAL OUTLAY	29,483	150,244	-	95,000	-
EMPLOYEE ALLOWANCES	27,585	34,815	9,900	9,832	7,254
<b>Total</b>	<b>\$3,257,791</b>	<b>\$4,485,241</b>	<b>\$12,852,687</b>	<b>\$7,215,451</b>	<b>\$6,300,558</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	307,347	1,809,346	2,755,409	2,728,604	1,846,526
MAJOR STREET (0021)	366,697	423,501	2,372,602	2,366,070	1,115,400
LOCAL STREET (0022)	14,605	78,898	171,398	171,264	163,252
AIRPORT (0048)	-	(14,258)	-	-	-
PROJECT MANAGEMENT (0049)	2,177,303	1,781,914	7,118,029	1,514,264	2,698,450
ALTERNATIVE TRANSPORTATION (0061)	-	-	45,000	45,000	25,000
STREET MILLAGE FUND (0062)	391,839	405,840	390,249	390,249	451,930
<b>Total</b>	<b>\$3,257,791</b>	<b>\$4,485,241</b>	<b>\$12,852,687</b>	<b>\$7,215,451</b>	<b>\$6,300,558</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
PROJECT MANAGEMENT	12.21	12.41	15.75	15.71
<b>Total</b>	<b>12.21</b>	<b>12.41</b>	<b>15.75</b>	<b>15.71</b>

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT SERVICES UNIT**

**REVENUES**

**Prior Year Surplus-** The decrease in FY2017 is due to a one-time rebate of Project Management fund balance to the participating funds in FY2016.

**EXPENSES**

**Other Services-** The decrease is due to one-time monies in FY2016 for major surface treatment that will not be available in FY2017.

**Pass Throughs –** The decrease in FY2017 is due to a one-time rebate of Project Management fund balance to the participating funds in FY2016.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Project Management	<b>Manager:</b>	Nick Hutchinson

**City Strategic Goals and Objectives**

**Goal 2** – Deliver exceptional service

**Goal 3** – Ensure financial health

**City Sustainability Framework**

**Sustainability Goal 7** – Safe Community

**Sustainability Goal 10** – Transportation Options

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% of Capital projects completed on schedule		88%	92%	TBD
Number of Capital projects including non-motorized improvements		7	12	7
Lane miles of road resurfaced or reconstructed		13.1	9.1	12.0
Lane miles of road receiving CPM		4.7	50.4	127.4
Miles of pavement markings installed/renewed		111.4	85.1	113.2

**City Sustainability Framework**

**Sustainability Goal 4** – Engaged Community

**City Strategic Goals and Objectives**

**Goal 5** – Integrate external engagement

**Objective 5.1** – Institutionalize community engagement

**Objective 5.2** – Track stakeholder satisfaction and engagement

**Objective 5.3** – Broaden outreach efforts

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Number of public meetings held		17	16	TBD

<b>City Sustainability Framework</b>
<b>Sustainability Goal 7 – Safe Community</b>
<b>Sustainability Goal 9 – Economic Vitality</b>

<b>City Strategic Goals and Objectives</b>
<b>Goal 2 – Deliver Exceptional Customer Service</b>

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Goal</b>
% of Private Development Site Plans reviewed on time	71%	62%	75%	80%
% of Private Development Construction Plans reviewed within 4 weeks	82%	84%	85%	85%
% of Right-Of-Way Permits reviewed within 3 weeks	94%	73%	75%	80%

PUBLIC SERVICES AREA  
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
CIVIL ENGINEER 1	000990	1.00
CIVIL ENGINEER 2	403640	0.75
ADMIN ASSISTANT LVL 4	110044	0.40
ADMIN ASSISTANT LVL 5	110054	0.85
CITY ENGINEER	403160	1.00
CIVIL ENGINEER III	403620	0.31
CIVIL ENGINEER IV	403840	4.00
CIVIL ENGINEER V	401330	0.65
CIVIL ENGINEERING SPEC 3	112014	2.10
CIVIL ENGINEERING SPEC 4	112024	1.00
CIVIL ENGINEERING SPEC 5	112034	1.45
CIVIL ENGINEERING SPEC 5	112044	0.20
FINANCIAL MGR-PUBLIC SERV	401070	0.10
PRIVATE DEVELOPMENT COORD	403880	0.45
PROJECT MANAGEMENT ANALYS	000970	0.45
SUPERVISOR - CESS	192050	1.00
<b>Total</b>		<b>15.71</b>

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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: the drinking water distribution system, water meters, sanitary and stormwater collection systems, streets, street lights, traffic signs and signals, fiber optic lines, parks, street trees and pedestrian paths and crosswalks. Public Works also provides essential services to the City including solid waste, recycling and compost collection.

**PUBLIC SERVICES AREA  
PUBLIC WORKS**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	3,443,342	3,411,385	2,990,804	3,386,408	3,435,877
CONTRIBUTIONS	500	500	-	-	-
INTERGOVERNMENTAL REVENUES	8,495,242	8,804,424	8,975,617	9,635,456	9,633,965
INTRAGOVERNMENTAL SALES	1,678,266	1,412,588	1,542,538	1,542,538	1,558,109
INVESTMENT INCOME	342,743	271,146	298,444	322,644	326,306
MISCELLANEOUS REVENUE	377,498	374,692	97,500	125,891	75,745
OPERATING TRANSFERS IN	132,053	244,792	646,827	646,082	230,000
PRIOR YEAR SURPLUS	-	-	2,780,551	-	141,787
TAXES	3,007,260	3,187,935	3,156,331	3,192,277	3,228,097
<b>Total</b>	<b>\$17,476,904</b>	<b>\$17,707,462</b>	<b>\$20,488,612</b>	<b>\$18,851,296</b>	<b>\$18,629,886</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	190,798	191,524	190,900	109,048	190,900
CENTRAL STORES (0011)	1,454,311	1,214,928	1,373,286	1,373,286	1,379,786
MAJOR STREET (0021)	6,953,391	7,111,870	8,651,672	7,601,417	7,662,434
LOCAL STREET (0022)	1,649,934	1,853,007	2,116,586	2,058,861	2,012,571
METRO EXPANSION (0036)	334,722	298,302	343,169	343,169	337,000
WATER SUPPLY SYSTEM (0042)	47,781	147,395	809,300	49,909	50,655
SEWAGE DISPOSAL SYSTEM (0043)	8,683	10,469	83,926	3,100	1,500
CEMETERY PERPETUAL CARE (0054)	3,102	5,868	800	25,000	800
ELIZABETH R. DEAN TRUST FUND (0055)	26,250	32,933	55,136	41,450	59,517
WHEELER CENTER (0058)	422,311	436,178	451,887	451,887	460,956
STORMWATER SEWER SYSTEM FUND (0069)	10,699	34,594	46,350	29,566	20,500
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,069,135	3,239,827	3,489,870	3,525,784	3,283,206
SOLID WASTE (0072)	3,305,787	3,130,567	2,775,730	3,138,819	3,170,061
GENERAL CAPITAL FUND (00CP)	-	-	100,000	100,000	-
<b>Total</b>	<b>\$17,476,904</b>	<b>\$17,707,462</b>	<b>\$20,488,612</b>	<b>\$18,851,296</b>	<b>\$18,629,886</b>



**PUBLIC SERVICES AREA  
PUBLIC WORKS**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	7,419,904	7,556,742	8,261,508	8,714,768	8,489,919
PAYROLL FRINGES	5,188,706	5,537,767	5,239,537	5,403,959	5,260,766
OTHER SERVICES	14,900,169	15,624,007	19,002,596	17,953,580	17,800,997
MATERIALS & SUPPLIES	2,891,444	2,936,982	4,105,181	3,796,359	3,337,380
OTHER CHARGES	3,280,125	3,381,851	3,972,414	4,082,293	4,098,667
PASS THROUGHES	478,082	1,488,933	592,956	592,956	595,873
CAPITAL OUTLAY	398,098	700,117	1,454,857	1,399,875	789,481
VEHICLE OPERATING COSTS	35,986	23,978	36,100	68,300	36,100
EMPLOYEE ALLOWANCES	39,654	39,931	34,143	41,744	21,304
<b>Total</b>	<b>\$34,632,168</b>	<b>\$37,290,308</b>	<b>\$42,699,292</b>	<b>\$42,053,834</b>	<b>\$40,430,487</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	4,033,219	5,153,468	4,898,326	4,898,326	5,052,580
CENTRAL STORES (0011)	1,343,433	1,086,220	1,388,655	1,388,655	1,398,849
MAJOR STREET (0021)	4,439,260	5,396,280	5,568,049	5,573,349	5,265,812
LOCAL STREET (0022)	1,758,196	1,459,209	2,176,618	2,176,752	1,897,183
METRO EXPANSION (0036)	258,530	192,681	353,724	336,259	347,093
WATER SUPPLY SYSTEM (0042)	3,823,150	4,454,935	5,154,925	4,465,280	4,669,543
SEWAGE DISPOSAL SYSTEM (0043)	1,800,719	1,953,815	2,893,985	2,726,904	2,688,267
ELIZABETH R. DEAN TRUST FUND (0055)	29,435	62,881	55,136	55,136	57,636
WHEELER CENTER (0058)	408,629	386,805	452,182	452,182	465,372
ALTERNATIVE TRANSPORTATION (0061)	8,852	35,530	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	2,839,967	3,082,205	3,887,723	4,207,245	3,498,107
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,008,605	3,171,607	3,206,750	3,206,750	3,248,258
SOLID WASTE (0072)	10,880,173	10,854,672	12,563,219	12,466,996	11,841,787
GENERAL CAPITAL FUND (00CP)	-	-	100,000	100,000	-
<b>Total</b>	<b>\$34,632,168</b>	<b>\$37,290,308</b>	<b>\$42,699,292</b>	<b>\$42,053,834</b>	<b>\$40,430,487</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
PUBLIC WORKS	119.99	119.99	116.79	117.54
<b>Total</b>	<b>119.99</b>	<b>119.99</b>	<b>116.79</b>	<b>117.54</b>

**PUBLIC SERVICES AREA  
PUBLIC WORKS**

**REVENUES**

**Charges for Services-** The increase is due to contractual increases for commercial waste franchise agreement.

**Intergovernmental Revenue-** FY2017 includes additional road funding from the State of Michigan.

**Operating Transfers In-** The FY2016 budget reflects a one-time rebate of Fleet fund balance and Risk fund balance to various operating funds.

**Prior Year Surplus-** The decrease reflects the FY2016 use of fund balance in the Major Streets and Local Streets Funds for various one-time projects.

**EXPENSES**

**Other Services-** FY2016 includes increased contracted road repairs and treatment funded with a use of fund balance.

**Capital Outlay-** FY2016 includes equipment purchases for the Major Streets and Local Streets Funds that are not needed in the FY2017 budget.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Public Works	<b>Manager:</b>	Molly Maciejewski

**City Strategic Goals and Objectives**

- Goal 2** – Deliver exceptional service
- Objective 2.1** – Implement strategic management
- Objective 2.2** – Adopt innovative best practices
- Objective 2.3** – Develop customer service standards

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Integration of Cityworks in all work areas	n/a	12.5%	50%	100%
Complete a full cycle of fall street sweeping	n/a	100%	94%	100%
Number of ROW trees planted in plantable sites	870	1107	1190	1000
Number of playground inspections completed	n/a	70.8%	100%	100%
Complete all required cross connection inspections	62%*	89.7%*	95%	100%
Number of stormwater catch basins inspected	n/a	n/a	n/a	20%
Number of city sanitary sewer main backups	12	23	12	11
Recyclables collected (tons)	14,724*	14,713*	14,800	15,000
Complete Solid Waste Route Optimization Study	n/a	n/a	n/a	100%
Composted collected (tons)	8,228*	8,137*	8,150	8,300

\*Data is Calendar year

**City Strategic Goals and Objectives**

- Goal 3** – Ensure financial health
- Objective 3.1** – Maintain fiscal discipline

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Number of vehicular accidents	19	19	18	16
Amount of crack seal material applied	n/a	n/a	0	40,000 lbs
Reduction in missed trash	n/a	n/a	n/a	10%

PUBLIC SERVICES AREA  
PUBLIC WORKS

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ADMIN ASSISTANT LVL 4	110044	2.00
ADMIN ASSISTANT LVL 5	110054	2.00
CIVIL ENGINEER IV	403840	1.05
DEVELOPMENT SRVS INSP V	110555	0.75
ELEC & CONTROL TECH V	116254	0.05
FIELD OP ASST MANAGER	401140	2.00
FIELD OP OFFICE MANAGER	402015	1.00
FIELD OP TECH V - INFRA S	112845	2.00
FIELD OPER TECH I - FOR/F	112754	1.00
FIELD OPER TECH I - INFRA	112804	5.00
FIELD OPER TECH I-FOR/PA	112854	5.00
FIELD OPER TECH II - FOR/	112764	3.00
FIELD OPER TECH II - INFR	112814	8.00
FIELD OPER TECH II-FOR/PA	112864	3.00
FIELD OPER TECH III - COM	112724	6.00
FIELD OPER TECH III - FOR	112774	1.00
FIELD OPER TECH III -INFR	112824	10.00
FIELD OPER TECH III-FOR/P	112874	3.00
FIELD OPER TECH IV - COMM	112734	2.15
FIELD OPER TECH IV - INFR	112834	15.00
FIELD OPER TECH IV-FOR/PA	112884	4.00
FIELD OPER TECH V - COMM	112744	4.00
FIELD OPER TECH V - INFRA	112844	19.00
FIELD OPER TECH V-FOR/PA	112894	3.00
FIELD OPERATIONS MANAGER	403450	1.00
FIELD OPERATIONS SUPV I	192100	3.00
FIELD OPERATIONS SUPV II	192110	1.00
FIELD OPERATIONS SUPV IV	192130	3.00
FIELD OPERATIONS SUPV IV	192131	1.00
FIELD OPERATIONS SUPV V	192140	1.00
FINANCIAL ANALYST	401580	1.00
FLEET & FAC SUPV II	190014	0.05
GIS ANALYST	401710	1.00
SENIOR UTILITIES ENGINEER	404000	0.13
TREE TRIMMER I	112851	1.00
URBAN FORESTRY & NAT RES	401620	0.50
WATER UTILITY TECH I	117400	0.14
WATER UTILITY TECH I	117401	0.09
WATER UTILITY TECH III	117420	0.05
WATER UTILITY TECH IV	117430	0.05
WATER UTILITY TECH V	117441	0.55
<b>Total</b>		<b>117.54</b>



## *PUBLIC SERVICES AREA*

### **SYSTEMS PLANNING**

Systems Planning staff bring together diverse backgrounds and experience in: energy management; environmental planning and programming; solid waste and recycling; soil erosion and sedimentation control; natural features; urban forestry; urban and regional planning; community engagement; transportation planning; geographic information systems (GIS); regulatory compliance; municipal engineering; stormwater and water resources; sanitary sewer; and, drinking water. These extensive skills and expertise are utilized in several programs, processes and projects, including: sustainability planning; utility system modeling; spatial data management; support for the implementation of GIS-based work management systems throughout the service area; support for community engagement efforts to units throughout the organization; programs and policy development to optimize service levels, environmental benefit, and public investment; capital planning and budgeting; asset management programming 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	196,501	215,868	218,766	230,961	227,372
INTERGOVERNMENTAL REVENUES	88,585	159,229	-	5,121	-
INVESTMENT INCOME	27,892	31,603	5,943	3,307	3,601
MISCELLANEOUS REVENUE	9,560	10,707	6,802	6,802	6,802
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	330,090	361,420	395,809	395,809	463,089
TAXES	-	-	1,180,819	-	387,191
	-	-	-	642	-
<b>Total</b>	<b>\$652,628</b>	<b>\$778,827</b>	<b>\$1,808,139</b>	<b>\$642,642</b>	<b>\$1,088,055</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ENERGY PROJECTS (0002)	80,731	109,697	260,796	92,483	259,472
GENERAL (0010)	99	-	274,862	-	85,000
WATER SUPPLY SYSTEM (0042)	80,825	74,459	81,500	81,500	83,950
SEWAGE DISPOSAL SYSTEM (0043)	1,715	2,875	1,500	1,950	1,500
ALTERNATIVE TRANSPORTATION (0061)	180,710	351,292	784,262	304,588	489,123
STORMWATER SEWER SYSTEM FUND (0069)	63,634	81,275	60,255	72,000	69,010
SOLID WASTE (0072)	-	-	259,964	-	100,000
GENERAL CAPITAL FUND (00CP)	-	-	85,000	85,000	-
MAJOR GRANTS PROGRAMS (00MG)	244,914	159,229	-	5,121	-
<b>Total</b>	<b>\$652,628</b>	<b>\$778,827</b>	<b>\$1,808,139</b>	<b>\$642,642</b>	<b>\$1,088,055</b>

**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GRANT/LOAN RECIPIENTS	313,266	133,440	-	20,000	-
PERSONNEL SERVICES	1,150,513	1,202,172	1,447,490	1,416,812	1,518,547
PAYROLL FRINGES	697,009	758,146	709,720	711,809	753,797
OTHER SERVICES	373,937	398,342	810,355	728,827	584,402
MATERIALS & SUPPLIES	57,146	57,453	116,188	99,768	127,966
OTHER CHARGES	306,996	306,277	301,637	301,562	303,465
PASS THROUGHS	167,423	121,063	261,443	85,000	70,358
EMPLOYEE ALLOWANCES	18,710	18,964	19,868	22,459	11,737
<b>Total</b>	<b>\$3,085,000</b>	<b>\$2,995,857</b>	<b>\$3,666,701</b>	<b>\$3,386,237</b>	<b>\$3,370,272</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
ENERGY PROJECTS (0002)	674,535	278,783	260,796	184,353	255,627
GENERAL (0010)	70,067	177,597	341,371	241,371	228,953
MAJOR STREET (0021)	122,878	120,568	133,301	134,883	137,391
LOCAL STREET (0022)	-	3,337	3,500	3,500	5,000
WATER SUPPLY SYSTEM (0042)	608,192	667,930	737,505	719,905	770,016
SEWAGE DISPOSAL SYSTEM (0043)	462,873	497,769	490,641	489,777	513,179
ALTERNATIVE TRANSPORTATION (0061)	121,168	122,513	128,608	128,608	131,206
STORMWATER SEWER SYSTEM FUND (0069)	731,551	743,985	951,985	951,985	819,255
SOLID WASTE (0072)	192,657	235,383	516,904	429,771	509,645
GENERAL CAPITAL FUND (00CP)	-	-	85,000	85,000	-
MAJOR GRANTS PROGRAMS (00MG)	101,079	147,992	17,090	17,084	-
<b>Total</b>	<b>\$3,085,000</b>	<b>\$2,995,857</b>	<b>\$3,666,701</b>	<b>\$3,386,237</b>	<b>\$3,370,272</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
SYSTEMS PLANNING	15.32	15.32	15.50	16.50
<b>Total</b>	<b>15.32</b>	<b>15.32</b>	<b>15.50</b>	<b>16.50</b>

**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**REVENUES**

**Prior Year Surplus** – The budget reflects a decrease associated with a reduction in planned projects that require a use of fund balance.

**EXPENSES**

**Personnel Services** – This is reflective of an increase in 1.0 FTE.

**Payroll Fringes**- This is reflective of an increase in 1.0 FTE.

**Other Services** – The decreases are reflective of a one-time allocation in FY2016 for professional services in the Stormwater and Solid Waste funds.

**Pass Throughs**- The decrease is due to a reduction in special project monies set aside in FY2016 for the General Fund.



**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Systems Planning	<b>Manager:</b>	Cresson Slotten

**City Sustainability Framework**

**Sustainability Goal 13 – Clean Air and Water**

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Cubic yards of sediment removed from stormwater system (correlation to # of phosphorus kept out of Huron River.	80.5 CY	82 CY	125 CY	125 CY
# of Illicit Connections found and corrected	0	1	6	5

**City Sustainability Framework**

**Sustainability Goal 13 – Clean Air and Water**

**Sustainability Goal 14 – Healthy Ecosystems**

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Number of trees pruned* <small>(Trees pruned to address large dead limbs, sight clearance and/or immediate hazards.)</small>	173	253	571	375
Number of trees removed	616	777	425	425
Number of trees planted	885	1107	1100	1000

\*Trees are continuously added to the removal and prune lists. Each year, approximately 1% of the street tree population dies or has a change in condition/maintenance.

**City Sustainability Framework**

**Sustainability Goal 15 – Responsible Resource Use**

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% Diversion Rate City Wide (Recycle+Compost)/(Recycle+Compost +Trash)	46%	46%	46%	46%

<b>City Sustainability Framework</b>
<b>Sustainability Goal 7 – Safe Community</b>
<b>Sustainability Goal 10 – Transportation Options</b>

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Number of enhanced crosswalks installed	3	6	5	2

<b>City Strategic Goals and Objectives</b>
<b>Goal 3 – Ensure financial health</b>
<b>Objective 3.3 – Align resources to deliver the strategy</b>

<b>City Sustainability Framework</b>
<b>Sustainability Goal 11 – Sustainable Systems</b>

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Amount of sanitary collection system re-investment by sewer replacement and rehabilitation			1,200 LF (0.2 miles)	20,300 LF (3.8 miles)
Amount of water distribution system re-investment by water main replacement and rehabilitation			12,000 LF (2.2 miles)	8,200 LF (1.5 miles)

PUBLIC SERVICES AREA  
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ENERGY PROGRAM ANALYST	401660	1.00
PROGRAM ADMINISTRATOR	403199	1.00
SOLID WASTE & REC COORD	403170	1.00
SYSTEMS PLAN ANALYST	401370	1.00
ADMIN ASSISTANT LVL 3	110034	0.25
ADMIN ASSISTANT LVL 4	110044	0.20
CITY PLANNER III	401030	1.00
ENVIRONMENTAL COORDINATOR	401410	1.00
GIS ANALYST	401710	1.00
GIS SPECIALIST	000960	1.00
LAND DEVELOPMENT COORDIN	114420	1.00
PRIVATE DEVELOPMENT COORD	403880	0.55
STORMWATER/FLOODPLAIN CO	401630	1.00
SYSTEMS PLANNING ENG IV	403830	2.00
SYSTEMS PLANNING MANAGER	401320	1.00
TRANSPORTATION PROGRAM MG	404030	1.00
URBAN FORESTRY & NAT RES	401620	0.50
WATER QUALITY MANAGER	403820	1.00
<b>Total</b>		<b>16.50</b>

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## *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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
MISCELLANEOUS REVENUE	-	450	-	320	-
<b>Total</b>	-	\$450	-	\$320	-

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
SEWAGE DISPOSAL SYSTEM (0043)	-	450	-	320	-
<b>Total</b>	-	\$450	-	\$320	-

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	2,295,298	2,262,676	2,472,414	2,444,464	2,538,461
PAYROLL FRINGES	1,570,754	1,674,297	1,509,807	1,510,698	1,547,882
OTHER SERVICES	2,286,790	2,122,473	3,200,773	2,638,766	3,321,159
MATERIALS & SUPPLIES	742,228	831,048	954,500	1,049,700	989,830
OTHER CHARGES	2,706,705	2,746,281	4,864,706	3,971,663	4,072,528
PASS THROUGHS	7,312	-	-	-	-
CAPITAL OUTLAY	9,750	7,969	58,500	58,500	15,000
EMPLOYEE ALLOWANCES	7,592	7,008	2,999	3,650	1,719
<b>Total</b>	<b>\$9,626,429</b>	<b>\$9,651,752</b>	<b>\$13,063,699</b>	<b>\$11,677,441</b>	<b>\$12,486,579</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
SEWAGE DISPOSAL SYSTEM (0043)	9,626,429	9,651,752	13,063,699	11,677,441	12,486,579
<b>Total</b>	<b>\$9,626,429</b>	<b>\$9,651,752</b>	<b>\$13,063,699</b>	<b>\$11,677,441</b>	<b>\$12,486,579</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
WASTEWATER TREATMENT	35.17	35.17	34.85	34.85
<b>Total</b>	<b>35.17</b>	<b>35.17</b>	<b>34.85</b>	<b>34.85</b>

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES UNIT**

**EXPENSES**

**Other Charges** – The decrease is due to a recalculation of depreciation for the plant as the new building comes into service.



PUBLIC SERVICES AREA  
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	883,732	869,059	912,382	886,783	871,217
1100 FRINGE BENEFITS	317,857	309,110	419,334	417,834	416,242
7031 REVOLVING EQUIPMENT	30,222	33,359	36,069	36,069	38,297
7043 PLANT	6,868,644	6,954,113	9,506,879	8,440,029	8,860,856
7051 STATION	26,307	29,362	48,975	41,800	49,725
7053 LAB	350,481	349,124	395,432	404,980	372,154
7055 SOLIDS	1,112,464	1,078,268	1,691,150	1,402,100	1,824,430
7057 INDUSTRIAL PRETREAT	24,459	10,847	26,150	26,150	26,150
7060 OUTSTATIONS	12,258	18,512	27,328	21,696	27,508
<b>Total</b>	<b>\$9,626,424</b>	<b>\$9,651,754</b>	<b>\$13,063,699</b>	<b>\$11,677,441</b>	<b>\$12,486,579</b>

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	WWTSU	<b>Manager:</b>	Earl J. Kenzie

<b>City Sustainability Framework</b>
<b>Sustainability Goal 13</b> – Clean air and water

<b>City Strategic Goals and Objectives</b>
<b>Goal 1</b> – Strengthen human capital
<b>Objective 1.2</b> – Implement organizational reviews
<b>Objective 1.4</b> – Enhance employee development

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% of staff attending training	40%	28%	25%	25%
% of staff with employee development needs identified	N/A	N/A	N/A	25%
% of staff receiving performance reviews	N/A	N/A	N/A	50%
% of positions with union progressions advancing in progression	69%	33%	25%	30%

<b>City Strategic Goals and Objectives</b>
<b>Goal 2.1</b> – Deliver exceptional service
<b>Objective 2.1</b> – Implement strategic management

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
% of biosolids reused through land application during land application season	100%	95%	80%	75%
O&M costs per million gallons treated (\$/MG)	\$1,027	\$1,020	\$1,110	\$1,457

PUBLIC SERVICES AREA  
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
WATER UTIL MAINT SUPV 1	197430	1.00
ADMIN ASSISTANT LVL 3	110034	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
ASST WWTP MANAGER	401010	0.90
ELEC & CONTROL TECH IV	116244	3.00
ENVIRON LAB ANALYST III	110334	2.50
ENVIRONMENTAL LAB SUPV	196930	0.50
PROCESS CONTROL SYS SPEC	403190	0.95
PROCUREMENT COORDINATOR	117450	1.00
SENIOR UTILITIES ENGINEER	404000	0.25
WATER UTILITY SUPV I	197400	2.00
WATER UTILITY SUPV II	197411	1.00
WATER UTILITY SUPV III	197421	2.00
WATER UTILITY TECH II	117410	2.00
WATER UTILITY TECH II	117411	2.00
WATER UTILITY TECH III	117420	4.00
WATER UTILITY TECH IV	117430	2.00
WATER UTILITY TECH IV	117431	1.00
WATER UTILITY TECH V	117440	1.00
WATER UTILITY TECH V	117441	5.00
WWTP MANAGER	401300	0.75
<b>Total</b>		<b>34.85</b>

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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 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 storm water 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 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	577,281	497,910	382,847	382,847	421,273
MISCELLANEOUS REVENUE	2,206	2,677	-	1,200	-
<b>Total</b>	<b>\$579,487</b>	<b>\$500,587</b>	<b>\$382,847</b>	<b>\$384,047</b>	<b>\$421,273</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	566,196	487,844	372,847	372,847	411,273
WATER SUPPLY SYSTEM (0042)	13,291	12,743	10,000	11,200	10,000
<b>Total</b>	<b>\$579,487</b>	<b>\$500,587</b>	<b>\$382,847</b>	<b>\$384,047</b>	<b>\$421,273</b>

**PUBLIC SERVICES AREA  
WATER TREATMENT**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,881,936	1,752,660	1,957,716	1,957,574	1,946,890
PAYROLL FRINGES	1,203,345	1,231,721	1,095,862	1,101,815	1,098,898
OTHER SERVICES	2,032,062	2,133,617	2,406,091	2,259,501	2,374,236
MATERIALS & SUPPLIES	1,451,905	1,382,540	1,805,467	1,559,740	1,679,646
OTHER CHARGES	3,083,178	3,222,257	3,335,116	3,328,336	3,444,940
PASS THROUGHS	-	110,000	80,000	80,000	250,000
CAPITAL OUTLAY	131,788	52,440	262,500	262,500	280,000
EMPLOYEE ALLOWANCES	6,479	5,274	849	6,349	1,598
<b>Total</b>	<b>\$9,790,693</b>	<b>\$9,890,509</b>	<b>\$10,943,601</b>	<b>\$10,555,815</b>	<b>\$11,076,208</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	288,859	268,050	340,153	338,186	468,358
WATER SUPPLY SYSTEM (0042)	9,497,131	9,618,063	10,581,913	10,196,094	10,585,424
STORMWATER SEWER SYSTEM FUND (0069)	4,703	4,396	21,535	21,535	22,426
<b>Total</b>	<b>\$9,790,693</b>	<b>\$9,890,509</b>	<b>\$10,943,601</b>	<b>\$10,555,815</b>	<b>\$11,076,208</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
WATER TREATMENT	25.74	25.74	25.71	25.71
<b>Total</b>	<b>25.74</b>	<b>25.74</b>	<b>25.71</b>	<b>25.71</b>

**PUBLIC SERVICES  
WATER TREATMENT SERVICES**

**REVENUES**

**Charges for Services** – This reflects the volatile nature of the hydroelectric revenue, which is dependent on water flow.

**EXPENSES**

**Materials & Supplies** – This is due to decreased chemical costs at the Water Treatment plant.

**Pass Throughs** – This increase reflects capital projects budgeted in FY2017 for the dams.



**PUBLIC SERVICES AREA  
WATER TREATMENT**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	28,468	21,948	51,960	49,993	48,984
7091 MAINTENANCE - HYDROPOWER	260,391	233,683	285,193	285,193	416,374
7099 RECREATIONAL DAMS	-	12,417	3,000	3,000	3,000
<b>Total</b>	<b>\$288,859</b>	<b>\$268,048</b>	<b>\$340,153</b>	<b>\$338,186</b>	<b>\$468,358</b>

**Expenses by Activity (0042 WATER SUPPLY SYSTEM)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	1,046,376	1,229,297	1,157,288	1,138,321	1,161,358
7031 REVOLVING EQUIPMENT	22,481	23,556	42,274	49,234	43,552
7035 DWRF 7319 ADMINISTRATION	520	-	-	-	-
7037 DWRF 7333 ADMINISTRATION	97	-	-	-	-
7038 DWRF 7362 ADMINISTRATION	157	110	-	115	-
7039 DWRF 7375 ADMINISTRATION	689	110	-	115	-
7043 PLANT	7,087,672	6,926,088	7,477,534	7,185,377	7,587,280
7044 PROCESS LAB	30,063	45,615	53,095	53,095	55,095
7053 LAB	214,378	275,861	273,849	273,849	282,779
7055 SOLIDS	314,533	317,887	416,380	416,380	442,917
7060 OUTSTATIONS	780,163	799,540	1,161,493	1,079,608	1,012,443
<b>Total</b>	<b>\$9,497,129</b>	<b>\$9,618,064</b>	<b>\$10,581,913</b>	<b>\$10,196,094</b>	<b>\$10,585,424</b>

**Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
7053 LAB	4,703	4,397	21,535	21,535	22,426
<b>Total</b>	<b>\$4,703</b>	<b>\$4,397</b>	<b>\$21,535</b>	<b>\$21,535</b>	<b>\$22,426</b>

**Expenses by Activity (00CP GENERAL CAPITAL FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
9000 CAPITAL OUTLAY	-	-	-	-	200,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$200,000</b>

<b>FY17 STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Water Treatment	<b>Manager:</b>	Brian Steglitz

<b>City Sustainability Framework</b>
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<b>Sustainability Goal 13</b> – Clean air and water
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<b>City Strategic Goals and Objectives</b>
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<b>Goal 1</b> – Strengthen human capital
<b>Objective 1.1</b> – Lead a high performance culture
<b>Objective 1.4</b> – Enhance employee development

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Support Continuing Education for Staff (hours/employee/year)	NA	NA	NA	24
Loss of Work Due to Injury (days/year)	2	0	0	0

<b>City Strategic Goals and Objectives</b>
--

<b>Goal 2</b> – Deliver exceptional service
<b>Objective 2.1</b> – Implement strategic management
<b>Objective 2.3</b> – Develop customer services standards

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Maintain Compliance with Drinking Water Regulations (days/year)	365	365	365	365
Customers reporting water quality issues (# of calls/year)	250	170	170	150
Monthly Preventive Maintenance Work Orders Completed on Time (%)	60	56	50	75
Preventive Maintenance Hours/Corrective Maintenance Hours (ratio)	0.70	0.85	0.65	1.1
Total Coliform Detection in Drinking Water out of 1500 samples (#/year)	3	2	2	0
E. Coli Detection in Drinking Water (#/year)	0	0	0	0

PUBLIC SERVICES AREA  
WATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
WATER UTIL MAINT SUPV 1	197430	1.00
ADMIN ASSISTANT LEVEL 5	110054	1.00
ADMIN ASSISTANT LVL 4	110044	0.50
ASST WTP MANAGER	401020	1.00
ELEC & CONTROL TECH IV	116244	1.00
ELEC & CONTROL TECH V	116254	0.95
ENVIRON LAB ANALYST III	110334	1.50
ENVIRONMENTAL LAB SUPV	196930	0.50
PROCESS CONTROL SYS SPEC	403190	1.00
PROCUREMENT COORDINATOR	117450	1.00
SENIOR UTILITIES ENGINEER	404000	0.13
WATER UTILITY SUPV I	197401	2.00
WATER UTILITY SUPV II	197410	1.00
WATER UTILITY SUPV III	197420	1.00
WATER UTILITY SUPV III	197421	1.00
WATER UTILITY TECH I	117400	2.86
WATER UTILITY TECH I	117401	1.91
WATER UTILITY TECH III	117420	0.95
WATER UTILITY TECH IV	117430	1.95
WATER UTILITY TECH V	117440	1.00
WATER UTILITY TECH V	117441	1.45
WTP MANAGER	401310	1.00
<b>Total</b>		<b>25.71</b>

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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

### Revenues by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
FIRE SERVICES	941,877	565,231	837,754	838,216	462,367
POLICE SERVICES	3,416,552	3,524,679	3,305,061	3,580,944	3,107,778
<b>Total</b>	<b>\$4,358,429</b>	<b>\$4,089,910</b>	<b>\$4,142,815</b>	<b>\$4,419,160</b>	<b>\$3,570,145</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	33,667	21,913	18,606	18,606	-
GENERAL (0010)	3,594,977	3,941,044	3,333,989	3,616,969	3,460,925
HOMELAND SECURITY GRANT FUND (0017)	67,992	42,379	60,947	50,553	-
DRUG ENFORCEMENT (0027)	52,808	20,236	166,027	166,727	18,762
FEDERAL EQUITABLE SHARING FORFEI (0028)	30,740	13,216	147,492	147,892	18,791
POLICE & FIRE RELIEF (0053)	8,550	5,674	3,000	4,500	3,000
MICHIGAN JUSTICE TRAINING (0064)	32,804	11,992	20,000	20,035	20,000
LOCAL FORFEITURE (0073)	31	21	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	48,667
MAJOR GRANTS PROGRAMS (00MG)	536,860	33,435	392,754	393,878	-
<b>Total</b>	<b>\$4,358,429</b>	<b>\$4,089,910</b>	<b>\$4,142,815</b>	<b>\$4,419,160</b>	<b>\$3,570,145</b>

## SAFETY SERVICES

### Expenses by Service Unit

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
FIRE SERVICES	14,645,458	15,049,815	15,980,998	15,980,998	15,885,039
POLICE SERVICES	25,200,988	26,083,993	26,510,816	26,345,876	26,650,906
<b>Total</b>	<b>\$39,846,446</b>	<b>\$41,133,808</b>	<b>\$42,491,814</b>	<b>\$42,326,874</b>	<b>\$42,535,945</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	33,721	21,919	18,606	18,606	-
GENERAL (0010)	38,951,406	40,728,249	41,685,519	41,530,973	42,478,392
HOMELAND SECURITY GRANT FUND (0017)	67,992	42,305	60,947	50,553	-
DRUG ENFORCEMENT (0027)	120,164	39,079	166,027	166,027	18,762
FEDERAL EQUITABLE SHARING FORFEI (0028)	85,503	215,944	147,492	147,492	18,791
MICHIGAN JUSTICE TRAINING (0064)	50,800	40,701	20,000	20,000	20,000
LOCAL FORFEITURE (0073)	-	3,517	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	536,860	42,094	393,223	393,223	-
<b>Total</b>	<b>\$39,846,446</b>	<b>\$41,133,808</b>	<b>\$42,491,814</b>	<b>\$42,326,874</b>	<b>\$42,535,945</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES	86.00	87.00	87.00	87.00
POLICE SERVICES	146.00	149.00	149.00	149.00
<b>Total</b>	<b>232.00</b>	<b>236.00</b>	<b>236.00</b>	<b>236.00</b>





## ***FIRE SERVICES***

The Fire Services Unit provides a broad range of emergency services to the community including fire suppression, vehicle accident extrication, medical assistance; citizen assists, water and ice rescue, as well as playing a large part in Washtenaw County Hazardous Material and Technical Rescue teams. This unit also includes fire prevention services dedicated to keeping the City safer by conducting fire safety inspections, overseeing fire-related permits, public education and investigating fires.

**SAFETY SERVICES  
FIRE SERVICES**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	371,581	454,026	427,000	423,356	402,000
CONTRIBUTIONS	-	-	28,448	28,448	-
INTERGOVERNMENTAL REVENUES	509,227	18,455	357,050	357,050	-
LICENSES, PERMITS & REGISTRATIONS	13,064	725	5,300	1,000	5,300
MISCELLANEOUS REVENUE	26,105	92,025	12,700	21,106	12,700
OPERATING TRANSFERS IN	21,900	-	7,256	7,256	42,367
<b>Total</b>	<b>\$941,877</b>	<b>\$565,231</b>	<b>\$837,754</b>	<b>\$838,216</b>	<b>\$462,367</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	410,750	546,776	445,000	445,462	420,000
GENERAL CAPITAL FUND (00CP)	-	-	-	-	42,367
MAJOR GRANTS PROGRAMS (00MG)	531,127	18,455	392,754	392,754	-
<b>Total</b>	<b>\$941,877</b>	<b>\$565,231</b>	<b>\$837,754</b>	<b>\$838,216</b>	<b>\$462,367</b>

**SAFETY SERVICES  
FIRE SERVICES**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	6,964,737	7,311,471	7,710,328	7,722,419	7,575,791
PAYROLL FRINGES	4,444,567	4,693,857	4,363,562	4,373,496	4,751,408
OTHER SERVICES	1,037,906	1,124,879	1,256,043	1,231,329	1,241,201
MATERIALS & SUPPLIES	178,912	160,857	240,601	234,262	203,998
OTHER CHARGES	1,562,827	1,517,086	1,847,469	1,854,244	1,864,347
PASS THROUGHES	71,900	75,000	7,256	7,256	-
CAPITAL OUTLAY	227,225	7,810	390,619	394,455	96,624
VEHICLE OPERATING COSTS	59	-	250	-	250
EMPLOYEE ALLOWANCES	157,325	158,855	164,870	163,537	151,420
<b>Total</b>	<b>\$14,645,458</b>	<b>\$15,049,815</b>	<b>\$15,980,998</b>	<b>\$15,980,998</b>	<b>\$15,885,039</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	14,114,331	15,031,359	15,588,244	15,588,244	15,885,039
MAJOR GRANTS PROGRAMS (00MG)	531,127	18,456	392,754	392,754	-
<b>Total</b>	<b>\$14,645,458</b>	<b>\$15,049,815</b>	<b>\$15,980,998</b>	<b>\$15,980,998</b>	<b>\$15,885,039</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES	86.00	87.00	87.00	87.00
<b>Total</b>	<b>86.00</b>	<b>87.00</b>	<b>87.00</b>	<b>87.00</b>

**SAFETY SERVICES AREA  
FIRE SERVICES UNIT**

**REVENUES**

**Charges for Services** –The decrease is associated with a reduction in the projected number of fire inspections to be completed each year.

**EXPENSES**

**Personnel Services-** In FY2016, the budget includes additional funding for severance payments for employees that have retired during the year.

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

**Capital Outlay** – The decrease is related to the one-time purchase of equipment with Federal grant funds for FY2016.

**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 \$848,683 in FY 2017.

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	1,384,555	2,684,425	3,425,913	3,366,694	3,196,780
1100 FRINGE BENEFITS	1,156,413	-	-	-	-
3220 FIRE PREVENTION	-	940,116	1,012,411	1,040,453	1,152,951
3221 FIRE INSPECTIONS	780,132	-	-	-	-
3230 FIRE OPERATIONS	824,617	723,525	602,038	616,568	572,366
3231 FIRE STATION #1	4,063,101	4,230,924	3,825,420	3,831,531	3,972,994
3232 FIRE STATION #2	-	8,868	9,124	9,095	9,183
3233 FIRE STATION #3	1,469,328	1,616,364	1,576,716	1,567,563	1,685,118
3234 FIRE STATION #4	1,529,143	1,521,828	1,455,865	1,477,948	1,523,798
3236 FIRE STATION #6	1,093,677	1,412,631	1,666,742	1,671,042	1,740,539
3237 FIRE STATION #5	1,370,706	1,295,512	1,302,157	1,300,817	1,242,797
3240 REPAIRS & MAINTENANCE	148,454	243,715	331,609	339,543	365,231
3250 FIRE TRAINING	294,206	353,449	380,249	366,990	423,282
<b>Total</b>	<b>\$14,114,332</b>	<b>\$15,031,357</b>	<b>\$15,588,244</b>	<b>\$15,588,244</b>	<b>\$15,885,039</b>

**Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3035 PUBLIC SAFETY GRANTS	531,127	18,455	392,754	392,754	-
<b>Total</b>	<b>\$531,127</b>	<b>\$18,455</b>	<b>\$392,754</b>	<b>\$392,754</b>	<b>-</b>

<b>STRATEGIC GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	Fire	<b>Area Administrator:</b>	Larry Collins
<b>Service Unit:</b>	Fire	<b>Manager:</b>	Larry Collins

<b>City Strategic Goals and Objectives</b>
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<b>Goal 2</b> – Deliver exceptional service
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<b>Objective 2.1</b> – Implement strategic management
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<b>Objective 2.2</b> – Adopt innovative best practices
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Service Unit Measures	FY2014 Actual	FY2015 Actual	FY2016 Projected	FY2017 Budget
Calls with emergency response	5557	5672	5785	5900
Calls without emergency response	1149	1153	1154	1156
Structure & other fires & emergencies	1725	1669	1619	1571
EMS and rescue calls	3832	4003	4163	4328
Fire station open houses and tours	-	-	-	15
Training hours completed	12303	15373	14700	15000
Initial inspections conducted	1156	1218	1045	1139
Follow-up inspections conducted	799	879	678	785
Additional re-inspections	155	274	146	191
Annual Fire & Life Safety inspections conducted	2110	2371	1869	2116
Fire & Life Safety inspections with code violations discovered	933	939	770	880
Fire & Life Safety code violations corrected	7067	7885	4732	6561
Fires investigated for origin & cause	34	28	12	24
Water flow tests conducted	18	23	19	20
Amount invoiced	\$292,065	\$309,351	\$220,185	\$275,500
Average cost per inspection	\$223	\$207	\$231	\$220

## SAFETY SERVICES

### FIRE SERVICES

#### Allocated Positions

Job Description	Job Class	FY 2017 FTE's
APPARATUS MASTER MECH - A	131731	1.00
ASSISTANT FIRE CHIEF	404220	2.00
ASST MECHANIC	131700	1.00
ASST TRAINING CHIEF/EMS C	131812	1.00
BATTALION CHIEF	131740	2.00
BATTALION CHIEF - BACH	131742	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00
BATTALION CHIEF/TRNG-ASSO	131851	1.00
DRIVER/OPERATOR	131660	8.00
DRIVER/OPERATOR - ASSOC	131661	5.00
DRIVER/OPERATOR - BACH	131662	5.00
FIRE - CAPTAIN	131770	1.00
FIRE - CAPTAIN - BACH	131772	1.00
FIRE CHIEF	403680	1.00
FIRE INSPECTOR	131720	3.00
FIRE INSPECTOR - ASSOC	131721	1.00
FIRE INSPECTOR - BACH	131722	2.00
FIRE LIEUTENANT	131710	5.00
FIRE LIEUTENANT - ASSOC	131711	6.00
FIRE LIEUTENANT - BACH	131712	3.00
FIRE MARSHAL - BACH	131752	1.00
FIREFIGHTER	131820	16.00
FIREFIGHTER - ASSOC	131821	3.00
FIREFIGHTER - BACH	131822	6.00
FIREFIGHTER-070112	131823	9.00
MANAGEMENT ASSISTANT	000200	1.00
<b>Total</b>		<b>87.00</b>

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## ***POLICE SERVICES***

The Police Services Unit provides the organization with a broad array of services such as: uniformed patrol, traffic enforcement, ordinance enforcement, professional standards, parking enforcement, general investigations, specialized investigations, K-9 Unit, training, recruiting, hiring, data processing, and records management. In addition to responding to calls for service and follow-up investigations, the Police Services Unit is committed to proactive policing and community engagement. The Emergency Management Services Unit is responsible for the coordination of citywide emergency preparedness. The unit also manages overall emergency response and recovery, intergovernmental emergency cooperation, emergency public information, and administers state and federal grants.

**SAFETY SERVICES  
POLICE SERVICES**

**Revenues by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	889,358	906,307	691,500	857,917	691,500
CONTRIBUTIONS	11,602	1,000	1,000	1,000	1,000
FINES & FORFEITS	2,201,623	2,355,756	2,196,488	2,284,491	2,217,855
INTERGOVERNMENTAL REVENUES	223,695	179,893	192,053	182,783	117,500
INVESTMENT INCOME	15,521	8,414	3,000	5,635	3,000
MISCELLANEOUS REVENUE	44,753	39,792	13,020	41,118	13,020
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	30,000 -	33,517 -	30,000 178,000	30,000 178,000	36,300 27,603
<b>Total</b>	<b>\$3,416,552</b>	<b>\$3,524,679</b>	<b>\$3,305,061</b>	<b>\$3,580,944</b>	<b>\$3,107,778</b>

**Revenues by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	33,667	21,913	18,606	18,606	-
GENERAL (0010)	3,184,227	3,394,268	2,888,989	3,171,507	3,040,925
HOMELAND SECURITY GRANT FUND (0017)	67,992	42,379	60,947	50,553	-
DRUG ENFORCEMENT (0027)	52,808	20,236	166,027	166,727	18,762
FEDERAL EQUITABLE SHARING FORFEI (0028)	30,740	13,216	147,492	147,892	18,791
POLICE & FIRE RELIEF (0053)	8,550	5,674	3,000	4,500	3,000
MICHIGAN JUSTICE TRAINING (0064)	32,804	11,992	20,000	20,035	20,000
LOCAL FORFEITURE (0073)	31	21	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	6,300
MAJOR GRANTS PROGRAMS (00MG)	5,733	14,980	-	1,124	-
<b>Total</b>	<b>\$3,416,552</b>	<b>\$3,524,679</b>	<b>\$3,305,061</b>	<b>\$3,580,944</b>	<b>\$3,107,778</b>

**SAFETY SERVICES  
POLICE SERVICES**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GRANT/LOAN RECIPIENTS	-	8,658	-	-	-
PERSONNEL SERVICES	12,209,121	12,489,089	12,774,971	12,724,936	12,760,996
PAYROLL FRINGES	7,243,011	7,580,218	7,030,364	7,064,770	7,533,333
OTHER SERVICES	2,291,725	2,513,025	2,510,675	2,460,673	2,504,221
MATERIALS & SUPPLIES	277,659	336,766	493,186	490,778	183,153
OTHER CHARGES	2,913,912	2,892,981	3,388,859	3,289,429	3,423,783
PASS THROUGHES	-	3,517	-	-	-
CAPITAL OUTLAY	22,576	-	-	-	-
VEHICLE OPERATING COSTS	195	-	-	-	-
EMPLOYEE ALLOWANCES	242,789	259,739	312,761	315,290	245,420
<b>Total</b>	<b>\$25,200,988</b>	<b>\$26,083,993</b>	<b>\$26,510,816</b>	<b>\$26,345,876</b>	<b>\$26,650,906</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	33,721	21,919	18,606	18,606	-
GENERAL (0010)	24,837,075	25,696,890	26,097,275	25,942,729	26,593,353
HOMELAND SECURITY GRANT FUND (0017)	67,992	42,305	60,947	50,553	-
DRUG ENFORCEMENT (0027)	120,164	39,079	166,027	166,027	18,762
FEDERAL EQUITABLE SHARING FORFEI (0028)	85,503	215,944	147,492	147,492	18,791
MICHIGAN JUSTICE TRAINING (0064)	50,800	40,701	20,000	20,000	20,000
LOCAL FORFEITURE (0073)	-	3,517	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	5,733	23,638	469	469	-
<b>Total</b>	<b>\$25,200,988</b>	<b>\$26,083,993</b>	<b>\$26,510,816</b>	<b>\$26,345,876</b>	<b>\$26,650,906</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
POLICE SERVICES	146.00	149.00	149.00	149.00
<b>Total</b>	<b>146.00</b>	<b>149.00</b>	<b>149.00</b>	<b>149.00</b>

**SAFETY SERVICES AREA  
POLICE SERVICES UNIT**

**REVENUES**

**Intergovernmental Revenues-** The decrease is due to reduced Federal grants budgeted in FY2017.

**Prior Year Surplus** – The decrease is primarily due to a reduction in planned expenditures that require the use of prior year fund balance in the non-General Fund Police Funds.

**EXPENSES**

**Payroll Fringes** – This reflects the increase in pension and health care costs.

**Materials & Supplies** – The decrease relates to one-time small equipment purchases in FY2016.

**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 \$3,865,345 (includes \$774,654 for parking enforcement-patrol division) in FY 2017.

**SAFETY SERVICES AREA  
POLICE SERVICES**

**Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3035 PUBLIC SAFETY GRANTS	33,721	21,919	18,606	18,606	-
<b>Total</b>	<b>\$33,721</b>	<b>\$21,919</b>	<b>\$18,606</b>	<b>\$18,606</b>	<b>-</b>

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	1,689,346	3,690,573	3,067,839	3,026,621	3,017,254
1100 FRINGE BENEFITS	1,672,474	-	-	-	-
1221 RECRUITING & HIRING	45,808	10,817	9,500	9,500	11,500
3111 PROFESSIONAL STANDARDS	708	58	3,500	1,515	3,500
3114 AAATA	170,347	164,132	12,300	-	12,600
3115 DEA OFFICER	53,056	10,270	20,304	10,422	10,069
3121 ADMINISTRATIVE SERVICES	377,441	704,065	611,799	648,545	948,432
3123 COMMUNICATIONS	968,101	978,824	955,055	955,321	957,355
3125 MANAGEMENT INFO SYST	1,218,752	1,218,756	1,386,925	1,386,925	1,313,385
3126 PROPERTY	140,090	148,481	144,945	144,945	151,224
3127 RECORDS	627,327	666,865	638,515	641,282	669,922
3135 HOSTAGE NEGOTIATIONS	2,496	828	2,200	3,469	2,200
3141 CRIME PREVENTION	853	418	-	-	-
3144 DISTRICT DETECTIVES	3,499,647	4,104,310	3,768,888	3,871,554	4,277,244
3146 FIREARMS	27,716	30,954	35,000	33,627	35,000
3147 L.A.W.N.E.T.	160,525	149,215	167,094	152,159	177,503
3149 SPECIAL TACTICS	24,933	21,643	22,830	22,559	22,869
3150 PATROL	11,323,379	10,882,261	12,322,138	12,241,650	11,971,897
3152 SPECIAL SERVICES	1,008,740	896,933	878,347	882,631	1,066,026
3156 CROSSING GUARDS	110,243	120,439	121,500	121,735	122,693
3157 FINGERPRINTING	32	-	-	-	-
3158 MOUNTAIN BIKES	1,300	571	3,000	600	3,000
3159 K-9	263,689	279,724	351,516	274,917	230,033
3160 MOTORCYCLE UNIT	16,848	20,861	7,416	8,565	7,758
3162 COMMUNITY STANDARDS	1,325,523	1,355,333	1,264,433	1,234,894	1,280,643
3172 ANIMAL CONTROL	26,690	135,570	167,570	135,570	167,570
3235 EMERGENCY MANAGEMENT	81,016	104,983	134,661	133,723	133,676
<b>Total</b>	<b>\$24,837,080</b>	<b>\$25,696,884</b>	<b>\$26,097,275</b>	<b>\$25,942,729</b>	<b>\$26,593,353</b>

**Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3035 PUBLIC SAFETY GRANTS	67,992	42,305	60,947	50,553	-
<b>Total</b>	<b>\$67,992</b>	<b>\$42,305</b>	<b>\$60,947</b>	<b>\$50,553</b>	<b>-</b>

**Expenses by Activity (0027 DRUG ENFORCEMENT)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3126 PROPERTY	24,546	-	-	-	-
3144 DISTRICT DETECTIVES	15,207	869	31,942	33,274	-
3146 FIREARMS	36,933	27,444	52,608	41,230	-
3149 SPECIAL TACTICS	11,072	-	-	-	-
3150 PATROL	32,406	10,766	81,477	86,323	18,762
3158 MOUNTAIN BIKES	-	-	-	5,200	-
<b>Total</b>	<b>\$120,164</b>	<b>\$39,079</b>	<b>\$166,027</b>	<b>\$166,027</b>	<b>\$18,762</b>

**Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	2,855	13,037	4,000	4,000	-
1221 RECRUITING & HIRING	34,300	15,401	26,500	26,500	-
3121 ADMINISTRATIVE SERVICES	709	-	-	-	-
3126 PROPERTY	31	-	-	-	-
3127 RECORDS	444	-	-	-	-
3144 DISTRICT DETECTIVES	33,680	17,688	18,000	18,000	-
3146 FIREARMS	2,282	-	15,000	15,000	-
3149 SPECIAL TACTICS	-	530	10,000	10,000	-
3150 PATROL	10,872	167,932	73,992	73,992	18,791
3152 SPECIAL SERVICES	331	1,356	-	-	-
<b>Total</b>	<b>\$85,504</b>	<b>\$215,944</b>	<b>\$147,492</b>	<b>\$147,492</b>	<b>\$18,791</b>

**Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	150	200	20,000	6,629	20,000
1221 RECRUITING & HIRING	375	303	-	-	-
3111 PROFESSIONAL STANDARDS	540	-	-	-	-
3121 ADMINISTRATIVE SERVICES	-	2,269	-	3,370	-
3135 HOSTAGE NEGOTIATIONS	2,230	2,947	-	511	-
3144 DISTRICT DETECTIVES	11,020	10,779	-	1,120	-
3146 FIREARMS	3,496	4,057	-	-	-
3149 SPECIAL TACTICS	3,000	1,495	-	699	-
3150 PATROL	26,009	18,650	-	5,757	-
3152 SPECIAL SERVICES	2,085	-	-	1,914	-
3159 K-9	400	-	-	-	-
3160 MOTORCYCLE UNIT	1,495	-	-	-	-
<b>Total</b>	<b>\$50,800</b>	<b>\$40,700</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

**Expenses by Activity (0073 LOCAL FORFEITURE)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	-	3,517	-	-	-
<b>Total</b>	<b>-</b>	<b>\$3,517</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)**

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
3035 PUBLIC SAFETY GRANTS	5,733	18,413	469	469	-
3144 DISTRICT DETECTIVES	-	5,225	-	-	-
<b>Total</b>	<b>\$5,733</b>	<b>\$23,638</b>	<b>\$469</b>	<b>\$469</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Police	<b>Area Administrator:</b>	James Baird
<b>Service Unit:</b>	Police	<b>Manager:</b>	James Baird

**City Sustainability Framework**

**Sustainability Goal 7 – Safe community**

**City Strategic Goals and Objectives**

**Goal 2 – Deliver exceptional service**

**Objective 2.3 – Develop customer service standards**

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Increase OWI arrests by 5%	139	182	160	168
Increase liquor inspections by 10%	1174	846	550	605
Increase downtown foot patrols by 10%	1747	1522	1480	1628
Dedicate 500 hours to traffic enforcement focused on pedestrian and bicycle traffic conflicts	N/A	N/A	N/A	500

**City Strategic Goals and Objectives**

**Goal 5 – Integrate external engagement**

**Objective 5.3 – Broaden outreach efforts**

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Conduct 5 Community Meetings Per Month	N/A	N/A	60	60
Release six (6) hazard preparedness press releases and informational bulletins from MSP/EMHSD to the public via social media, CTN, and eGov Delivery	N/A	9	6	6
Release four (4) specific local preparedness information messages via social media, CTN, and eGov Delivery	N/A	4	6	4

SAFETY SERVICES  
POLICE SERVICES

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
MANAGEMENT ASSISTANT	000200	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
COMM STANDARD OFFICER I	118504	3.00
COMM STANDARDS OFFICER I	118504	1.00
COMM STANDARDS OFFICER II	118514	1.00
COMM STANDARDS OFFICER IV	118534	3.00
COMM STANDARDS OFFICER V	118544	2.00
COMM STANDARDS SUPV III	196724	1.00
DEPUTY CHIEF	168810	2.00
DETECTIVE I - BACH	148711	1.00
DETECTIVE I-BACH	148711	1.00
DETECTIVE II - BACH	148801	5.00
DETECTIVE II-ASSOC	148802	1.00
DETECTIVE III - BACH	148771	13.00
EMERGENCY MGR	401470	1.00
MANAGEMENT ASSISTANT	000200	1.00
POLICE CHIEF	403710	1.00
POLICE LIEUTENANT DEGREED	158731	6.00
POLICE OFFICER	148700	7.00
POLICE OFFICER - ASSOC	148702	6.00
POLICE OFFICER - BACH	148701	10.00
POLICE OFFICER-BACH	148701	5.00
POLICE PROF ASST LEVEL 1	180370	1.00
POLICE PROF ASST LEVEL 2	180380	1.00
POLICE PROF ASST LEVEL 3	180390	3.00
POLICE SERVICE SPECIALIST	128560	2.00
POLICE SERVICE SPECIALIST	128561	4.00
POLICE STAFF SGT DEGREED	158761	17.00
RECORDS AND DATA UNIT SUP	196800	1.00
SENIOR OFFICER I - ASSOC	148692	2.00
SENIOR OFFICER I - BACH	148691	2.00
SENIOR OFFICER II	148900	2.00
SENIOR OFFICER II - ASSOC	148902	8.00
SENIOR OFFICER II - BACH	148901	33.00
<b>Total</b>		<b>149.00</b>

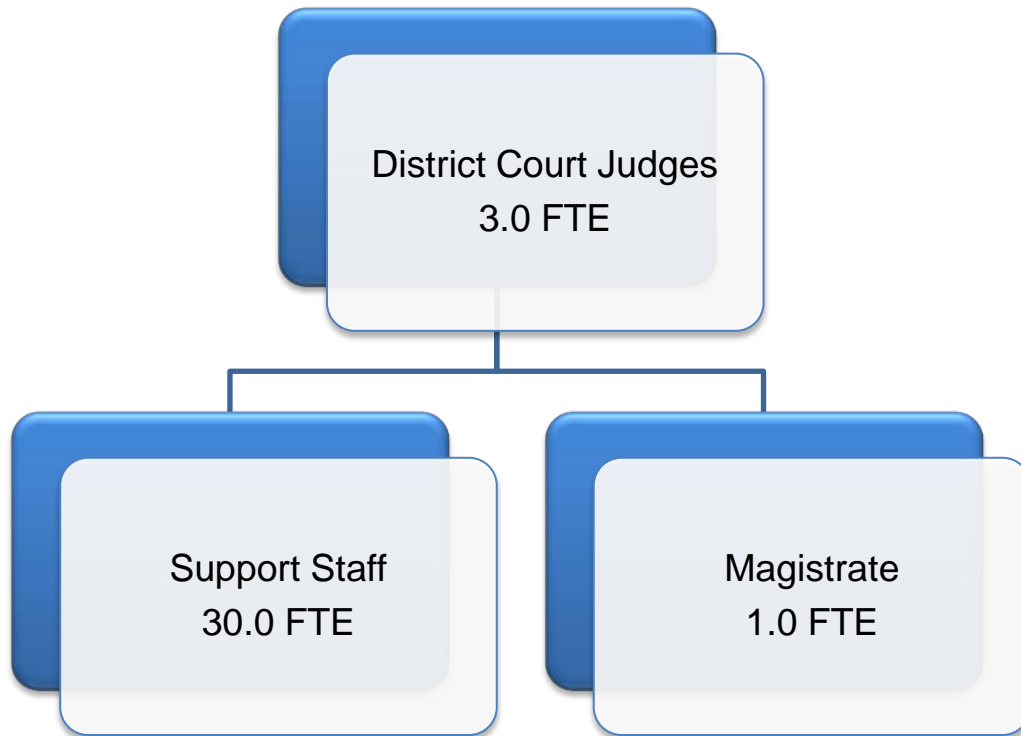




### ***FIFTEENTH DISTRICT COURT***

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 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 and hear appeals from small claims 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 < \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases ≤ \$5,500
- 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 Probable Cause Conferences & Preliminary Examinations
- Specialized Problem-solving Programs

The Fifteenth District Court hears cases that involve civil cases where the disputed amount is less than \$25,000, landlord/tenant proceedings, small claims cases where the disputed amount is \$5,500 or less, criminal and traffic misdemeanors punishable by one year or less in jail, arrest warrant and search warrant issuance, City of Ann Arbor ordinance violations, traffic and state civil infractions, University of Michigan Regents ordinance violations and felony probable cause conferences and preliminary exams. 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.

## 15TH DISTRICT COURT

### Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
FINES & FORFEITS	2,025,858	1,984,424	2,044,440	1,928,190	2,044,440
INTERGOVERNMENTAL REVENUES	518,357	644,263	1,077,726	1,079,226	152,772
INVESTMENT INCOME	529	408	345	490	345
MISCELLANEOUS REVENUE	1,875	-	-	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	80,000 -	100,491 -	100,000 15,000	100,000 -	100,000 -
<b>Total</b>	<b>\$2,626,619</b>	<b>\$2,729,586</b>	<b>\$3,237,511</b>	<b>\$3,107,906</b>	<b>\$2,297,557</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	2,039,605	2,016,742	2,087,557	1,957,752	2,072,557
COURT FACILITIES (0023)	222,331	223,308	225,000	225,200	225,000
MAJOR GRANTS PROGRAMS (00MG)	364,683	489,536	924,954	924,954	-
<b>Total</b>	<b>\$2,626,619</b>	<b>\$2,729,586</b>	<b>\$3,237,511</b>	<b>\$3,107,906</b>	<b>\$2,297,557</b>

## 15TH DISTRICT COURT

### Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	1,927,557	1,945,322	2,127,087	2,072,932	1,899,361
PAYROLL FRINGES	1,279,711	1,460,594	1,274,203	1,276,547	1,339,483
OTHER SERVICES	711,124	784,502	1,402,784	1,389,479	565,600
MATERIALS & SUPPLIES	76,573	60,205	70,099	61,237	58,930
OTHER CHARGES	586,323	551,877	664,890	664,890	667,514
PASS THROUGHS	225,000	225,000	225,000	225,000	225,000
CAPITAL OUTLAY	-	7,318	-	-	-
EMPLOYEE ALLOWANCES	10,704	10,419	11,292	7,324	2,820
<b>Total</b>	<b>\$4,816,992</b>	<b>\$5,045,237</b>	<b>\$5,775,355</b>	<b>\$5,697,409</b>	<b>\$4,758,708</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	4,217,060	4,324,873	4,526,138	4,448,192	4,533,708
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	374,932	495,364	1,024,217	1,024,217	-
<b>Total</b>	<b>\$4,816,992</b>	<b>\$5,045,237</b>	<b>\$5,775,355</b>	<b>\$5,697,409</b>	<b>\$4,758,708</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
15TH DISTRICT COURT	34.00	34.00	34.00	34.00
<b>Total</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

## FIFTEENTH JUDICIAL DISTRICT COURT

### **REVENUES**

**Intergovernmental Revenues-** The FY2016 amount is attributable to various grants. The unexpended grant funds will carry forward to FY2017.

### **EXPENSES**

**Personnel Services** – The FY2016 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY2017.

**Other Services** - The FY2016 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY2017.

**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 \$1,761,787 in FY 2017.

## 15TH DISTRICT COURT

### Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	1,210,098	1,106,369	1,317,857	1,312,751	1,232,182
5120 JUDICIAL & DIRECT SUPPORT	1,216,433	1,339,441	1,266,176	1,256,479	1,348,473
5140 CASE PROCESSING	1,132,549	1,138,641	1,142,888	1,135,988	1,151,256
5160 PROBATION/POST JUDGMNT SUP	657,978	740,426	799,217	742,974	801,797
<b>Total</b>	<b>\$4,217,058</b>	<b>\$4,324,877</b>	<b>\$4,526,138</b>	<b>\$4,448,192</b>	<b>\$4,533,708</b>

### Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	225,000	225,000	-	225,000	-
9500 DEBT SERVICE	-	-	225,000	-	225,000
<b>Total</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>

### Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
1000 ADMINISTRATION	24,696	207,241	318,603	318,603	-
3035 PUBLIC SAFETY GRANTS	350,235	288,122	705,614	705,614	-
<b>Total</b>	<b>\$374,931</b>	<b>\$495,363</b>	<b>\$1,024,217</b>	<b>\$1,024,217</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	15 <sup>th</sup> District Court	<b>Area Administrator:</b>	Shryl Samborn
<b>Service Unit:</b>	15 <sup>th</sup> District Court	<b>Manager:</b>	Shryl Samborn

**City Strategic Goals and Objectives**

**Goal 2** – Deliver exceptional service

**Objective 2.1** – Implement strategic management

<b>Service Unit Measures</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Projected</b>	<b>2017 Budget</b>
Total Caseload (Pending, New & Reopened)	24,190	22,301		
Total Dispositions	22,695	20,671		
Clearance Rate *	100%	99%		

**City Strategic Goals and Objectives**

**Goal 3** – Ensure financial health

**Objective 3.3** – Align resources to deliver strategy

<b>Service Unit Measures</b>	<b>FY2014 Actual</b>	<b>FY2015 Actual</b>	<b>FY2016 Projected</b>	<b>FY2017 Budget</b>
Sobriety Court (State) grant award	\$144,000	\$140,000	\$142,000	
Mental Health Court (State) grant award	\$113,154	\$282,000	\$282,000	
Veterans Court (State) grant award	\$92,279	\$81,633	\$70,000	
Domestic Violence (Federal) grant award (\$300,000 over 3 year period)	\$100,000	\$100,000	\$100,000	

\* Clearance rate measures whether the court is keeping up with its incoming caseload. The goal is to have a clearance rate of 100%.

## 15TH DISTRICT COURT

### Allocated Positions

Job Description	Job Class	FY 2017 FTE's
COURT ADMINISTRATOR	403420	1.00
COURT BAILIFF	000850	3.00
COURT CLERK II	000930	9.00
COURT CLERK III	000940	1.00
COURT RECORDER	000860	3.00
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	5.00
PROBATION SUPERVISOR	403150	1.00
<b>Total</b>		<b>34.00</b>

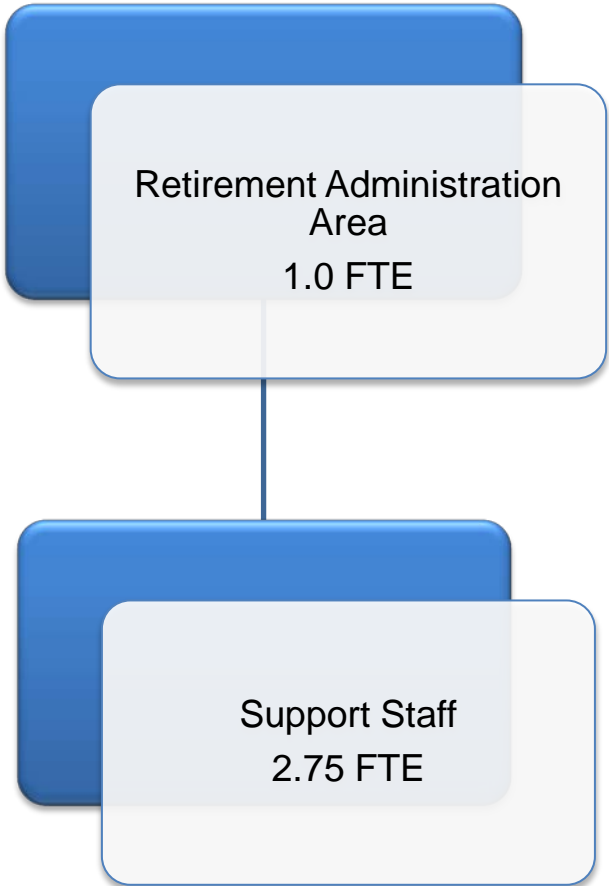




## ***RETIREMENT SYSTEM***

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

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 SERVICE AREA  
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	13,912,770	15,794,067	15,534,732	15,534,732	14,865,000
CONTRIBUTIONS	471,344	498,056	263,000	263,000	503,000
INVESTMENT INCOME	77,548,106	23,185,895	30,705,000	30,705,000	31,365,000
MISCELLANEOUS REVENUE	1,032	3,182	-	250	-
OPERATING TRANSFERS IN	4,328,990	4,033,482	3,255,882	3,255,882	1,566,323
<b>Total</b>	<b>\$96,262,242</b>	<b>\$43,514,682</b>	<b>\$49,758,614</b>	<b>\$49,758,864</b>	<b>\$48,299,323</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
VEBA TRUST (0052)	20,923,015	6,315,077	11,453,203	11,453,453	10,611,323
PENSION TRUST FUND (0059)	75,339,227	37,199,605	38,305,411	38,305,411	37,688,000
<b>Total</b>	<b>\$96,262,242</b>	<b>\$43,514,682</b>	<b>\$49,758,614</b>	<b>\$49,758,864</b>	<b>\$48,299,323</b>

**RETIREMENT SYSTEM SERVICE AREA**  
**RETIREMENT SYSTEM**

**Expenses by Category**

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	270,135	287,233	275,823	275,823	283,408
PAYROLL FRINGES	152,153	162,746	184,535	184,535	176,443
OTHER SERVICES	1,411,700	1,432,648	3,094,350	3,094,350	3,240,600
MATERIALS & SUPPLIES	2,476	2,480	4,600	4,600	4,600
OTHER CHARGES	32,113,130	32,768,100	33,879,724	33,879,724	34,629,095
<b>Total</b>	<b>\$33,949,594</b>	<b>\$34,653,207</b>	<b>\$37,439,032</b>	<b>\$37,439,032</b>	<b>\$38,334,146</b>

**Expenses by Fund**

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
VEBA TRUST (0052)	384,020	351,194	660,569	660,569	662,319
PENSION TRUST FUND (0059)	33,565,574	34,302,013	36,778,463	36,778,463	37,671,827
<b>Total</b>	<b>\$33,949,594</b>	<b>\$34,653,207</b>	<b>\$37,439,032</b>	<b>\$37,439,032</b>	<b>\$38,334,146</b>

**FTE Count**

Category	FY 2014	FY 2015	FY 2016	FY 2017
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75
<b>Total</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>

## RETIREMENT SYSTEM

### **REVENUES**

**Operating Transfers In-** The FY2017 budget includes a decrease in the transfer of excess contributions into the VEBA trust fund, which is derived from the ARC less amounts paid for health care for current retirees. As the actual cost of retiree health care increases, the transfer of the excess contributions declines.

**Investment Income-** This reflects anticipated income for FY2017 based on anticipated asset performance.

### **EXPENSES**

**Other Charges-**The increase is primarily due to the expected increase in the number of retirees resulting in higher benefit payments.

RETIREMENT SYSTEM SERVICE AREA  
RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2017 FTE's
ACCOUNTANT II	401440	0.75
EXECUTIVE DIRECTOR-RET SY	403740	1.00
MANAGEMENT ASSISTANT	000200	1.00
PENSION ANALYST	403650	1.00
Total		3.75



### ***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 increasing and improving parking facilities, support for transportation and housing, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

## DOWNTOWN DEVELOPMENT AUTHORITY

### Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	19,692,876	21,174,515	21,525,369	21,525,369	21,825,179
INVESTMENT INCOME	54,977	92,546	31,970	31,970	41,000
MISCELLANEOUS REVENUE	207,433	260,268	110,000	110,000	110,000
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	4,921,244	2,318,025	3,915,884	3,915,884	4,839,000
TAXES	-	-	2,800,667	1,698,945	1,789,043
	4,371,289	5,043,584	5,071,059	5,321,000	6,258,717
<b>Total</b>	<b>\$29,247,819</b>	<b>\$28,888,938</b>	<b>\$33,454,949</b>	<b>\$32,603,168</b>	<b>\$34,862,939</b>

### Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	406,457	208,227	302,080	300,299	402,163
DDA PARKING MAINTENANCE (0033)	4,524,621	5,050,792	5,174,559	5,074,559	6,438,768
DDA PARKING FUND (0063)	4,406,343	2,151,793	5,534,942	4,874,942	4,543,960
	19,910,398	21,478,126	22,443,368	22,443,368	23,478,048
<b>Total</b>	<b>\$29,247,819</b>	<b>\$28,888,938</b>	<b>\$33,454,949</b>	<b>\$32,603,168</b>	<b>\$34,862,939</b>



## DOWNTOWN DEVELOPMENT AUTHORITY

### Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
PERSONNEL SERVICES	319,900	329,610	376,000	376,000	436,200
PAYROLL FRINGES	177,610	216,553	194,843	194,843	258,671
OTHER SERVICES	6,792,283	7,693,023	8,342,642	8,342,642	9,437,197
MATERIALS & SUPPLIES	24,175	40,488	53,113	53,113	55,560
OTHER CHARGES	6,271,052	4,126,554	7,309,744	7,309,744	7,277,409
PASS THROUGHS	11,738,319	10,671,505	10,760,924	10,660,924	11,624,106
CAPITAL OUTLAY	3,955,736	3,094,978	6,417,683	4,967,683	4,994,652
<b>Total</b>	<b>\$29,279,075</b>	<b>\$26,172,711</b>	<b>\$33,454,949</b>	<b>\$31,904,949</b>	<b>\$34,083,795</b>

### Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
DDA HOUSING FUND (0001)	902,556	265,452	302,080	202,080	402,163
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	5,549,486	3,726,569	5,174,559	4,474,559	6,438,767
DDA PARKING MAINTENANCE (0033)	2,161,966	2,882,270	5,534,942	4,784,942	3,764,817
DDA PARKING FUND (0063)	20,665,067	19,298,420	22,443,368	22,443,368	23,478,048
<b>Total</b>	<b>\$29,279,075</b>	<b>\$26,172,711</b>	<b>\$33,454,949</b>	<b>\$31,904,949</b>	<b>\$34,083,795</b>

### FTE Count

Category	FY 2014	FY 2015	FY 2016	FY 2017
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	4.00	4.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

## DOWNTOWN DEVELOPMENT AUTHORITY

### REVENUES

**Operating Transfers In-** The FY2017 increase is additional transfers to the Parking Maintenance Fund from the Parking Fund to cover additional capital maintenance and equipment needs.

**Taxes** – The FY2017 increase reflects higher taxable value in the Downtown Development Area due to recently completed construction projects. The budgeted amount is the cap set by ordinance.

**Prior Year Surplus** –FY2017 primarily represents the use of prior year fund balance for the Parking Maintenance Fund to cover additional one-time capital maintenance needs.

### EXPENSES

**Personnel Services** – The increase in FY2017 is to allow the DDA to review its personnel needs.

**Other Services** – The increase is primarily increased contracted services for engineering and parking operations.

**Pass Throughs** – The FY2017 increase is additional transfers to the Parking Maintenance Fund from the Parking Fund to cover additional capital maintenance and equipment needs.

## DOWNTOWN DEVELOPMENT AUTHORITY

### Allocated Positions

Job Description	Job Class	FY 2017 FTE's
DDA DEPUTY DIRECTOR	403720	1.00
DDA EXEC DIRECTOR	403290	1.00
DDA PLANNING SPECIALIST	404190	1.00
MANAGEMENT ASSISTANT	000200	1.00
Total		4.00

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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 Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY  
SMART ZONE

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
INVESTMENT INCOME	17,090	15,728	15,022	13,112	16,419
MISCELLANEOUS REVENUE	-	25,429	-	-	-
PRIOR YEAR SURPLUS	-	-	299,619	-	-
TAXES	1,964,393	2,321,467	2,538,288	2,550,824	3,300,000
<b>Total</b>	<b>\$1,981,483</b>	<b>\$2,362,624</b>	<b>\$2,852,929</b>	<b>\$2,563,936</b>	<b>\$3,316,419</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
SMART ZONE LDFA (0009)	1,981,483	2,362,624	2,852,929	2,563,936	3,316,419
<b>Total</b>	<b>\$1,981,483</b>	<b>\$2,362,624</b>	<b>\$2,852,929</b>	<b>\$2,563,936</b>	<b>\$3,316,419</b>

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY  
SMART ZONE

Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
OTHER SERVICES	1,698,121	1,833,717	2,812,320	2,485,622	2,719,469
OTHER CHARGES	27,101	27,816	40,609	40,609	41,699
<b>Total</b>	<b>\$1,725,222</b>	<b>\$1,861,533</b>	<b>\$2,852,929</b>	<b>\$2,526,231</b>	<b>\$2,761,168</b>

Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
SMART ZONE LDFA (0009)	1,725,222	1,861,533	2,852,929	2,526,231	2,761,168
<b>Total</b>	<b>\$1,725,222</b>	<b>\$1,861,533</b>	<b>\$2,852,929</b>	<b>\$2,526,231</b>	<b>\$2,761,168</b>

**SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY**

**REVENUES**

**Taxes** - The increase is due to higher projected tax capture for the authority.



## Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2014	Actual FY2015	Budget FY2016	Forecasted FY2016	Request FY2017
<b>REVENUES</b>					
Tax Revenue	\$1,964,393	\$2,321,467	\$2,538,288	\$2,550,824	\$3,300,000
Miscellaneous Revenue	-	25,429	-	-	-
Investment Income	17,090	15,728	15,022	13,112	16,419
<b>Total Revenue</b>	<b>\$1,981,483</b>	<b>\$2,362,624</b>	<b>\$2,553,310</b>	<b>\$2,563,936</b>	<b>\$3,316,419</b>
<b>EXPENDITURES</b>					
<u>Business Accelerator Support Services</u>					
SPARK Business Accelerator Direct Staffing	\$ 400,000	\$ 420,000	\$ 546,000	\$ 546,000	\$ 674,868
Phase II - Due Diligence	8,935	10,200	25,000	25,000	25,000
Phase III - Intensive Service	524,262	492,428	550,000	575,000	600,000
Phase IV - Accelerating Opportunities	30,426	42,700	75,000	-	-
Sub-Total	963,623	965,328	1,196,000	1,146,000	1,299,868
Micro Loan Program for Entrepreneurs	-	-	100,000	100,000	100,000
Business Networking Events	38,892	39,003	45,000	45,000	45,000
<u>Entrepreneur Education</u>					
Education Classes	33,115	24,771	60,000	35,000	60,000
Bootcamp	41,000	43,500	50,000	50,000	50,000
Sub-Total	74,115	68,271	110,000	85,000	110,000
Internship Support & Talent Training	114,012	189,159	300,000	292,756	300,000
Business Software Access for Clients	16,497	21,189	20,000	20,000	20,000
SPARK Central Incubator Operating Exp	190,113	225,638	185,400	215,000	228,000
Incubator Expansion (a)	131,412	59,633	300,000	300,000	-
Ypsilanti (b)	-	-	253,829	-	330,000
<u>SPARK Indirect Services</u>					
SPARK Accounting	67,000	68,500	95,000	95,000	104,000
Marketing	72,127	150,899	150,000	150,000	150,000
Sub-Total	139,127	219,399	245,000	245,000	254,000
<u>City of Ann Arbor Indirect Services</u>					
Legal & Admin Support	57,431	73,913	97,700	77,475	74,300
<b>Total Operating Expenditures</b>	<b>\$1,725,222</b>	<b>\$1,861,533</b>	<b>\$2,852,929</b>	<b>\$2,526,231</b>	<b>\$2,761,168</b>
<b>Net Increase (Use) of Fund Balance</b>	<b>\$ 256,261</b>	<b>\$ 501,091</b>	<b>\$ (299,619)</b>	<b>\$ 37,705</b>	<b>\$ 555,251</b>

Notes:

(a) Incubator Expansion - Expenditure is subject to approval in contract.

(b) Ypsilanti - Pending the approval of the Amended TIF Agreement.

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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, 2015 was \$545 million. The debt subject to that limit as of June 30, 2015, was \$115.6 million or 2.1% 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, 2015 was \$301 million.

NON-DEPARTMENTAL SERVICE AREA  
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
CHARGES FOR SERVICES	6,651,048	6,940,026	6,807,820	7,090,877	7,097,852
MISCELLANEOUS REVENUE	4,536,114	561,591	488,555	488,555	493,528
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	9,215,388	6,062,590	8,752,079	8,360,785	5,387,937
SALE OF BONDS	-	-	88,442	-	3,165,557
TAXES	-	16,099,348	-	-	-
	9,561,959	9,767,372	10,070,668	10,112,883	10,274,942
<b>Total</b>	<b>\$29,964,509</b>	<b>\$39,430,927</b>	<b>\$26,207,564</b>	<b>\$26,053,100</b>	<b>\$26,419,816</b>

Revenues by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	17,376,232	13,879,123	17,236,406	17,526,711	17,534,167
GENERAL DEBT SERVICE (0035)	12,566,072	25,531,947	8,931,683	8,526,389	8,853,244
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	22,205	19,857	39,475	-	32,405
<b>Total</b>	<b>\$29,964,509</b>	<b>\$39,430,927</b>	<b>\$26,207,564</b>	<b>\$26,053,100</b>	<b>\$26,419,816</b>

NON-DEPARTMENTAL SERVICE AREA  
NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GRANT/LOAN RECIPIENTS	-	89,318	-	-	-
PERSONNEL SERVICES	-	-	260,926	424,378	500,000
OTHER SERVICES	329,169	308,872	178,204	198,204	214,671
MATERIALS & SUPPLIES	59,824	63,054	109,569	60,000	61,996
OTHER CHARGES	13,312,021	25,769,206	10,153,248	8,891,106	11,186,488
PASS THROUGHS	14,068,055	10,887,903	11,036,873	11,036,873	12,007,155
<b>Total</b>	<b>\$27,769,069</b>	<b>\$37,118,353</b>	<b>\$21,738,820</b>	<b>\$20,610,561</b>	<b>\$23,970,310</b>

Expenses by Fund

Fund	Actual FY 2014	Actual FY 2015	Budget FY 2016	Forecasted FY 2016	Request FY 2017
GENERAL (0010)	15,054,567	11,537,065	12,755,662	12,028,697	15,072,661
GENERAL DEBT SERVICE (0035)	12,539,517	25,529,963	8,933,683	8,532,389	8,855,244
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	174,985	51,325	49,475	49,475	42,405
<b>Total</b>	<b>\$27,769,069</b>	<b>\$37,118,353</b>	<b>\$21,738,820</b>	<b>\$20,610,561</b>	<b>\$23,970,310</b>

## NON-DEPARTMENTAL

### REVENUES

**Operating Transfers In-** This reflects a one-time refund from the Risk Fund in FY2016 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.

### EXPENSES

**Other Charges** – The increase is primarily comprised of contingencies within the General Fund.

**Pass Throughs-** The increase is primarily comprised of special project funding transferred to General Capital Project Fund.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2015:

Governmental Activities Debt													
FY Ending	General Obligation Portion						Special Assessment Bonds		PACE Bonds		Total Governmental Activities Debt		
	Capital Projects Bonds		Special Assessment Bonds		Special Revenue Bonds		Principal	Interest	Principal	Interest	Principal	Interest	Total
	Principal	Interest	Principal	Interest	Principal	Interest							
2016	3,280,000	3,946,880	25,000	2,325	770,000	361,824	20,000	1,625	53,000	19,639	4,148,000	4,332,293	8,480,293
2017	3,400,000	3,841,436	25,000	1,175	965,000	475,142	15,000	705	53,000	17,358	4,458,000	4,335,816	8,793,816
2018	3,535,000	3,730,043			985,000	455,684			54,000	15,060	4,574,000	4,200,787	8,774,787
2019	3,665,000	3,606,897			1,000,000	435,834			53,000	12,738	4,718,000	4,055,469	8,773,469
2020	3,830,000	3,474,758			1,025,000	415,625			53,000	10,438	4,908,000	3,900,821	8,808,821
2021	3,985,000	3,334,073			1,045,000	394,914			54,000	8,116	5,084,000	3,737,103	8,821,103
2022	4,150,000	3,184,982			1,070,000	373,208			53,000	5,794	5,273,000	3,563,984	8,836,984
2023	4,340,000	3,025,783			1,090,000	350,440			53,000	3,494	5,483,000	3,379,717	8,862,717
2024	4,530,000	2,857,104			840,000	323,188			54,000	1,172	5,424,000	3,181,464	8,605,464
2025	4,730,000	2,678,646			870,000	297,538					5,600,000	2,976,184	8,576,184
2026	4,950,000	2,488,077			895,000	271,063					5,845,000	2,759,140	8,604,140
2027	5,170,000	2,286,651			920,000	243,838					6,090,000	2,530,489	8,620,489
2028	5,405,000	2,074,116			950,000	215,788					6,355,000	2,289,904	8,644,904
2029	5,645,000	1,848,106			975,000	186,913					6,620,000	2,035,019	8,655,019
2030	5,900,000	1,606,508			1,010,000	157,138					6,910,000	1,763,646	8,673,646
2031	6,175,000	1,350,722			1,040,000	125,738					7,215,000	1,476,460	8,691,460
2032	4,805,000	1,075,788			1,075,000	92,019					5,880,000	1,167,807	7,047,807
2033	4,430,000	870,940			1,110,000	56,513					5,540,000	927,453	6,467,453
2034	4,645,000	676,526			1,140,000	19,238					5,785,000	695,764	6,480,764
2035	4,870,000	469,038									4,870,000	469,038	5,339,038
2036	1,595,000	251,500									1,595,000	251,500	1,846,500
2037	1,675,000	171,750									1,675,000	171,750	1,846,750
2038	1,760,000	88,000									1,760,000	88,000	1,848,000
	<b>\$96,470,000</b>	<b>\$48,938,324</b>	<b>\$50,000</b>	<b>\$3,500</b>	<b>\$18,775,000</b>	<b>\$5,251,645</b>	<b>\$35,000</b>	<b>\$2,330</b>	<b>\$480,000</b>	<b>\$93,809</b>	<b>\$115,810,000</b>	<b>\$54,289,608</b>	<b>\$170,099,608</b>
Interest Ranges		3.500 - 6.500%		4.400 - 5.200%		2.000 - 4.500%		4.400 - 4.700%		3.500 - 4.340%		2.000 - 6.500%	

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, 2015:

Enterprise Funds											
FY Ending	Ann Arbor Building Authority Bonds		Water & Sewer Revenue Bonds		Other Debt		Other Bonds		Total Enterprise Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2016	540,000	22,351	5,025,000	2,322,361	2,011,453	2,003,736	1,845,000	451,586	9,421,453	4,800,034	14,221,487
2017	555,000	3,238	5,165,000	2,186,028	3,287,988	1,954,128	1,845,000	370,177	10,852,988	4,513,571	15,366,559
2018			4,600,000	2,048,886	3,367,293	1,875,151	1,840,000	286,719	9,807,293	4,210,756	14,018,048
2019			4,735,000	1,913,220	4,877,066	1,773,462	1,840,000	201,094	11,452,066	3,887,776	15,339,842
2020			4,615,000	1,775,587	4,989,830	1,661,821	1,170,000	127,536	10,774,830	3,564,944	14,339,773
2021			4,745,000	1,626,666	5,107,407	1,547,594	490,000	91,544	10,342,407	3,265,804	13,608,210
2022			4,895,000	1,459,979	5,222,560	1,430,636	510,000	76,692	10,627,560	2,967,307	13,594,867
2023			5,050,000	1,281,891	5,336,682	1,310,525	275,000	62,544	10,661,682	2,654,960	13,316,642
2024			5,220,000	1,095,850	5,461,653	1,187,397	285,000	51,544	10,966,653	2,334,791	13,301,443
2025			4,730,000	905,585	5,523,397	1,061,287	300,000	39,788	10,553,397	2,006,660	12,560,056
2026			2,975,000	741,702	5,597,843	932,419	315,000	27,412	8,887,843	1,701,533	10,589,376
2027			3,050,000	599,488	5,679,374	801,851	330,000	14,025	9,059,374	1,415,364	10,474,738
2028			3,125,000	452,932	5,752,070	668,938			8,877,070	1,121,870	9,998,940
2029			1,450,000	337,250	5,722,568	534,326			7,172,568	871,576	8,044,144
2030			1,500,000	267,188	5,768,722	385,227			7,268,722	652,415	7,921,137
2031			1,550,000	194,750	5,761,784	263,326			7,311,784	458,076	7,769,860
2032			1,625,000	119,344	5,397,839	127,965			7,022,839	247,309	7,270,148
2033			1,700,000	40,375	4,933,692	1,454			6,633,692	41,829	6,675,521
2034					4,913,949	(107,035)			4,913,949	(107,035)	4,806,914
2035					4,185,647	(199,715)			4,185,647	(199,715)	3,985,932
2036					4,062,715	(262,429)			4,062,715	(262,429)	3,800,286
2037					2,051,735	(313,495)			2,051,735	(313,495)	1,738,240
2038					2,094,529	(113,481)			2,094,529	(113,481)	1,981,048
	<u>\$1,095,000</u>	<u>\$25,589</u>	<u>\$65,755,000</u>	<u>\$19,369,082</u>	<u>\$107,107,794</u>	<u>\$18,525,086</u>	<u>\$11,045,000</u>	<u>\$1,800,661</u>	<u>\$185,002,794</u>	<u>\$39,720,418</u>	<u>\$224,723,213</u>
Interest Ranges		3.000 - 5.000%		2.000 - 4.750%		1.625 - 4.200%		1.000 - 4.250%		1.625 - 4.750%	



**CITY OF ANN ARBOR  
FY2017 – 2022 CAPITAL IMPROVEMENTS PLAN (CIP)  
(Adjustments to FY2016 – 2021 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 FY2016-2021 CIP and approved by the Ann Arbor City Planning Commission on December 16, 2014. This year, the CIP consists of an update to those projects in the plan that will affect the 2017 fiscal year (FY2017).

**Projects**

In reviewing the current FY2016-2021 CIP for projects that will affect FY2017, staff was charged with examining the projects in the first year of the plan (FY2016) which we are currently in, and those in the second year (FY2017) which will begin on July 1, 2016, 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 FY2017. 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 FY2016 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 FY2016-2021 CIP and the adjustments proposed

## **City of Ann Arbor FY2015-2020 Capital Improvements Plan**

in this FY2017-2022 CIP which necessitate new projects that require funding in FY2017, or perhaps even in FY2016. 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 FY2016 or FY2017 may be eliminated. Any new needs that can be deferred until at least FY2018 are not added to the CIP at this time, nor are any projects beyond FY2017 eliminated. These items will be reviewed and considered during the next full CIP planning process in the fall of 2016.

There were 349 projects/needs contained in the FY2016-2021 CIP, with 140 of those needing funding in FY2016 and/or FY2017. There are 11 new projects being added, 21 projects being moved out to FY18 or later, and 11 projects being moved into FY17 from a later year for a net total of 141 projects needing funding in FY2016 and/or FY2017.

### **Adjustments to FY2017**

Original funding need for FY2017 was \$61,079,000. The total adjusted funding need for FY2017 is \$77,662,000. This total funding need amount is approximately \$16,583,000 over that included in the FY2016-FY2021 CIP for FY2017, an increase of 27.15%. As can be seen below, of the \$16,583,000 increase, approximately \$10,750,000 (17.6% of the 27.15% increase) is attributable to Housing Commission and DDA projects. Some of the contributors to the increase in FY2017 funding need compared to the approved FY2016-2021 CIP include:

1. Net budgetary increase in FY17 for Housing Commission Projects totaled \$7,000,000
2. Net budgetary increase in FY17 for DDA Projects totaled \$3,750,000
3. Net budgetary increase in Street Construction in FY17 totaled \$2,244,000, reflecting schedule changes and per Council goal to improve condition of the street network
4. Schedule for the Airport Safety Runway Extension shifted approximately \$3,000,000 in funds from FY16 to FY17

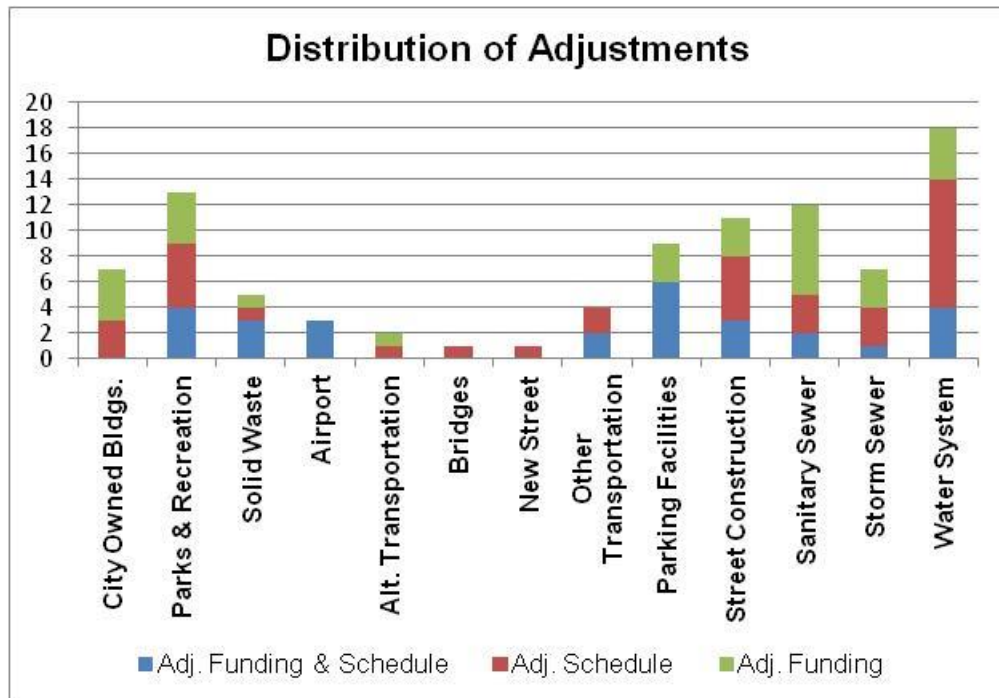
Other summary data regarding the adjustments being made to both FY2016 and FY2017 include:

- 30 projects had funding adjustments
- 35 projects had schedule adjustments
- 28 projects had funding and schedule adjustments
- 11 projects are being added to the plan for FY2016 and/or FY2017 (2 are DDA or Housing Commission)

The following pages contain tables and charts displaying these and other summary aspects of the CIP adjustments.

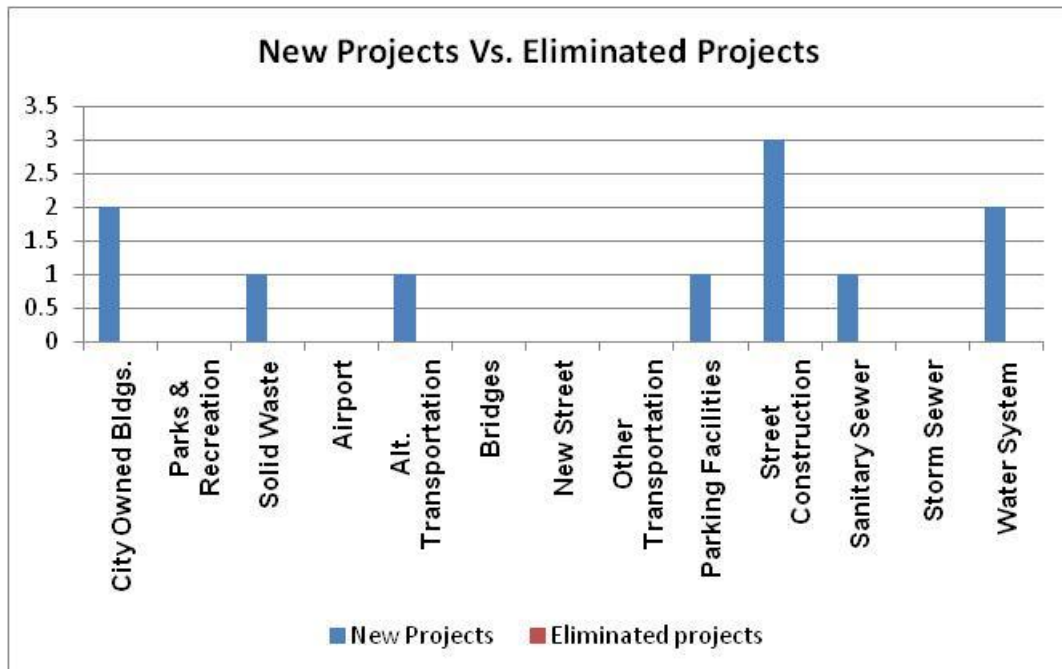
### Distribution of Adjustments

Asset Category	Adj. Funding & Schedule	Adj. Schedule	Adj. Funding
City Owned Bldgs.	0	3	4
Parks & Recreation	4	5	4
Solid Waste	3	1	1
Airport	3	0	0
Alt. Transportation	0	1	1
Bridges	0	1	0
New Street	0	1	0
Other Transportation	2	2	0
Parking Facilities	6	0	3
Street Construction	3	5	3
Sanitary Sewer	2	3	7
Storm Sewer	1	3	3
Water System	4	10	4
Totals:	28	35	30



### New Projects vs. Eliminated Projects

Asset Category	New Projects	Eliminated projects
City Owned Bldgs.	2	0
Parks & Recreation	0	0
Solid Waste	1	0
Airport	0	0
Alt. Transportation	1	0
Bridges	0	0
New Street	0	0
Other Transportation	0	0
Parking Facilities	1	0
Street Construction	3	0
Sanitary Sewer	1	0
Storm Sewer	0	0
Water System	2	0
Totals:	11	0



## FY2016 - FY2017 CIP Modifications by Nature of Change

### **Projects Added:** (11)

- MF-CB-16-08: Guy C. Larcom Municipal Building: 2nd Floor/Council Chamber Renovation Completion (FY16: \$140,000)
- MF-CB-17-01: Housing Commission: White/State/Henry (FY17: \$8,000,000)
- MF-SW-17-01: Organics Management Study (FY16; \$100,000 added at capital budget)
- TR-AT-17-01: Stone School Sidewalks (Clinton and Stone School Parks Area) (FY17; \$256,000)
- TR-PF-17-01: DDA: Parking Structure Elevators Capital Maintenance (+60,000 in FY16; +\$100,000 in FY17)
- TR-SC-17-01: County Millage 2016 Street Capital Preventive Maintenance (FY 16: \$2,400,000)
- TR-SC-17-02: State & Ellsworth Roundabout Improvements (FY16-FY17; +\$180,000)
- TR-SC-17-03: Colony/Essex/Manchester Concrete Repairs (FY16; + \$1,050,900)
- UT-SN-16-09: Scio Twp. Pump Station (FY16: +\$200,000)
- UT-WS-17-01: Prescott (Stadium to Potter) Water Main (FY16; \$126,500)
- UT-WS-17-02: Geddes Ave (Huntington to Hickory) Water Stubs (FY16; \$105,550)

### **Projects With Funding Adjustments** (30)

- MF-CB-14-05: 415 West Washington Site Stabilization (-\$167,000 in FY16 per capital budget)
- MF-CB-16-03: Housing Commission: 701-749 N Maple (+ \$1,250,000 in FY16)
- MF-CB-16-04: Housing Commission: 3401-3481 Platt (-\$1,000,000 in FY17)
- MF-CB-16-06: Allen Creek Greenway Master Plan (-\$50,000 in FY16 per capital budget)
- MF-PR-10-02: Parks Roads, Bridges, and Parking Lots (-\$100,000 in FY17)
- MF-PR-10-06: Trails & Pathways - Repairs & Reconstruction (+\$647,500 in FY16; received TAP grant)
- MF-PR-12-06: Historic Park Structures Repair/Restoration (added \$150,000 to FY17)
- MF-PR-14-03: Leslie Park Golf Course Cart and Other Storage (+\$100,000 in FY16)
- MF-SW-16-01: Biodigester Alternatives and Partners Study (+\$30,000 in FY16)
- TR-AT-13-01: Annual Sidewalk Repair Program (-\$200,000 in FY17)
- TR-PF-10-02: DDA: Parking Structure Assessments (-\$25,000 in FY16)
- TR-PF-15-01: DDA: 4th and William Parking Structure Stairs, Elevators, and Lobby (-\$1,184,000 in FY16)
- TR-PF-16-02: DDA: Ann Ashley Parking Structure Capital Maintenance Phase 1 (- \$1,101,195 in FY 16)
- TR-SC-12-13: ASRP - Division (Madison to Huron) (-\$150,000)
- TR-SC-13-07: Annual Street Resurfacing Program (ASRP) (+\$500,000 in FY 16 and +\$500,000 in FY17)
- TR-SC-15-02: Annual Capital Street Maintenance Program (-\$1,000,050 in FY16; moved funds to new project called County Millage Street Improvements)

**City of Ann Arbor FY2015-2020 Capital Improvements Plan**

- UT-SN-14-06: Sanitary Sewer Lining Projects (-\$250,000 in FY16 and -\$250,000 in FY17)
- UT-SN-16-03: Huron/West Park Sanitary: SSWWEP Project Area A (+ 3,000 in FY17)
- UT-SN-16-04: High Level/1st Street Sanitary: SSWWEP Project Area B (+ 10,500 in FY17)
- UT-SN-16-05: High Level/State & Hoover: SSWWEP Project Area C -\$5,000 in FY16)
- UT-SN-16-06: Pittsfield Valley Sanitary: SSWWEP Project Area D (+ \$109,000 in FY17)
- UT-SN-16-07: Glen Leven Sanitary: SSWWEP Project Area E (+ 80,000 in FY17)
- UT-SN-16-10: WWTP Bridge (+\$53,000 in FY16)
- UT-ST-14-07: Storm Sewer Lining Projects (\$-600,000 in FY16)
- UT-ST-16-07: Ferdon to Wells Crosslot Storm Pipe Relocation (+206,700 in FY17)
- UT-ST-16-14: Street Tree Planting (FY2016-FY2020) (-\$49,000 in FY16)
- UT-WS-14-14: Orchard Hills Water Main Extension (+\$35,000 in FY17)
- UT-WS-16-25: WTP East High Service Pump Variable Frequency Drive Replacement (+\$100,000 in FY16)
- UT-WS-16-38: Division Ave (Jefferson to William) Water Main Improvements (+\$25,000 in FY16)
- UT-WS-16-39: Observatory (Geddes to Ann) 12" Water Main (-\$100,000 in FY16)

**Projects With Schedule Adjustments (35)**

- MF-CB-12-04: Guy C. Larcom Municipal Building: Freight Elevator Replacement (moved FY16 to FY17 at capital budget)
- MF-CB-14-01 Fire Station #2 Renovations (moved from FY16 and FY 17 to FY18 and FY19 at capital budget)
- MF-CB-14-04: Fire Stations 1 and 6 Rehabilitation (moved FY16 to FY17 at capital budget)
- MF-PR-08-19: Baseball/Softball Field Renovations (moved FY16 to FY17)
- MF-PR-13-01: Gallup Park Boat Launch (moved FY16 to FY18)
- MF-PR-14-01: Whitewater Amenities at Argo (FY17 to FY18)
- MF-PR-16-01: Parks Signs (moved FY16 and FY17 to FY18 and FY19)
- MF-PR-16-03: Dog Park (moved FY16 to FY17)
- MF-SW-12-01: Landfill Entrance Improvements (FY17 to FY18)
- TR-AT-16-05: Morehead-Delaware Pedestrian Bridge (FY20 to FY16 at capital budget)
- TR-BR-16-01: Island Drive Bridge Rehabilitation (FY17 to FY19)
- TR-NS-10-05: Burton Road Improvements (FY16 to FY18)
- TR-OT-15-02: DDA: South University Streetscape (E Univ. to Washtenaw) (moved from FY18 to FY16 design and FY17 construction)
- TR-OT-16-05: Nixon Corridor Traffic Study (FY18 to FY16 per Council action)
- TR-SC-12-01: ASRP - Zina Pitcher/Catherine (Ann to Glen) (FY16 to FY17)
- TR-SC-16-04: ASRP - Arlington (Washtenaw to Heatherway) (FY16 to FY17)
- TR-SC-16-05: ASRP - Arlington (Devonshire to Geddes Ave) (FY16 to FY17)
- TR-SC-16-08: ASRP - Church (Geddes to S University) (FY17 to FY18)
- TR-SC-14-10: ASRP - Green Rd (Nixon to Burbank) (FY17 to FY16)
- UT-SN-08-02: Dover Place/Riverview Sanitary Sewer (FY17 to FY18)

**City of Ann Arbor FY2015-2020 Capital Improvements Plan**

- UT-SN-14-05: Lift Station Repair/Replacement Program (-\$700,000 in FY16; moved to FY18; no net project change cost)
- UT-SN-16-16: Sanitary Sewer Cost of Service Study (FY16 to FY17 per capital budget)
- UT-ST-14-03: Malletts Streambank Stabilization Phase II (FY17 to FY19)
- UT-ST-16-06: Stormwater Asset Management Plan (spread over 3 years rather than 2; from FY16-FY17 to FY16-FY18 at capital budget)
- UT-ST-16-08: Churchill Park/Eisenhower ROW Basin (FY19 to FY17)
- UT-WS-06-08: Gravity and West High Boundary Valve Replacement (FY17 to FY22)
- UT-WS-08-04: Structural Repairs Project – Phase 2 (moved FY16 to FY21)
- UT-WS-08-05: Replace Filter Press Plates (moved from FY17 to FY19)
- UT-WS-08-07: Barton Pond Early Warning System (Moved design from FY 17 to FY18 to put in same year with construction)
- UT-WS-08-14: Repair Roof of South Industrial Tank (moved FY16 and FY17 to FY19)
- UT-WS-08-15: Repair Valves Behind Ozone Building (moved from FY17 to FY20)
- UT-WS-08-20: Downtown Valve Insertion/Replacement (From FY15 and FY16 to all FY16)
- UT-WS-13-03: Dover Place/Riverview Water Main (FY17 to FY18)
- UT-WS-16-36: Water System Cost of Service Study (moved from FY16 to FY17 at capital budget)
- UT-WS-92-35: Well Booster Station (moved from FY17-FY18 to FY20-FY21)

**Projects with Both Funding and Schedule Adjustments (28)**

- MF-PR-10-09: Picnic Shelters (Moved FY16 to FY 17 and +\$100,000 then)
- MF-PR-12-03: Farmers Market Winter Enclosure and Infrastructure Improvements (-\$75,000 in FY16; construction moved to FY17 and +\$600,000 then)
- MF-PR-13-03: Argo & Geddes Dams - Gates Coating (moved FY17 to FY18 and +\$100,000 in FY18)
- MF-PR-16-02: Rotary Centennial Playground at Gallup Park (Design moved from FY15 to FY 16 and construction from FY16 to FY 17 and net + \$150K)
- MF-SW-10-03: Methane Gas Recovery (-\$1,000,000 in FY16; shifted to FY17; no net project budget change)
- MF-SW-10-04: Drop-off Station (+\$59,350 in FY 16 for feasibility study; moved FY17 and FY 18 monies to FY18 and FY19 so - \$490,000 in FY17)
- MF-SW-16-02: Landfill Plume Remediation (-\$177,000 FY 16; shifted to FY17; no net project budget change)
- TR-AP-03-01: Airport Access Road Reconstruction (Airport Blvd) (moved FY16 to FY17 and +\$57,000)
- TR-AP-03-10 Terminal Auto Parking Lot Expansion (moved FY17 to FY18 and +\$66,000)
- TR-AP-10-04: Runway Safety Extension (moved FY16 to FY17 and + \$127,000)
- TR-OT-01-09: Seventh Street Signal Interconnect (FY18 to FY16 and +\$210,000)
- TR-OT-10-07: Ellsworth Road Transportation Corridor Study (moved FY16 to FY17 and +\$50,000)
- TR-PF-11-02: DDA: ePark Parking Paystations (moved from FY18 - FY20 to FY17 –

**City of Ann Arbor FY2015-2020 Capital Improvements Plan**

- FY18; +\$750,000 in FY17)
- TR-PF-16-03: Liberty Square Parking Structure Capital Maintenance (moved from FY16 to FY17 and FY18 and +\$325,580 in total)
- TR-PF-16-04: DDA: Maynard Parking Structure Capital Maintenance (spread from FY17 to FY16- FY18 and +\$643.450 in total)
- TR-PF-16-05: DDA: 4th and William Parking Structure Capital Maintenance (added a phase in FY16 (+ \$2,605,990) and +\$890,585 in FY17)
- TR-PF-16-06: Forest Ave. Parking Structure Capital Maintenance (moved first phase from FY20 to FY16 +\$485,000)
- TR-PF-16-09 DDA: 4<sup>th</sup> and Washington Parking Structure Capital Maintenance (moved from FY2020 to FY16 and FY 17 and project budget increased; +\$139,831 total in FY16 and FY17; also added later phases beyond FY17)
- TR-SC-14-07: Fifth Ave (Kingsley to Catherine) (+\$50,000 in FY 16 and +\$50,000 in FY17 to allow early design coordination with DDA; no net total project budget change)
- TR-SC-16-06: ASRP - Hill St (Fifth to State) (FY 18 to FY17 and -\$271K)
- TR-SC-16-18: Nixon/Dhu Varren/Green Intersection Improvements (design to FY16 and construction from FY18 to FY16 and design to FY16; +\$875,460)
- UT-SN-14-01: Glen/Fuller Diversion (continue into FY16 and +\$50,000)
- UT-SN-16-11: Sanitary Sewer Collection System Asset Management Plan (changed from all in FY16 to spread over 3 years at capital budget)
- UT-ST-14-01: Village Oaks-Chaucer Court Stormwater Improvements (FY15 to FY16 and - \$650,000)
- UT-WS-01-10: Elevated Storage Tank (West High Service District) (moved all but limited design from FY16 to FY2022; -\$2,195,000 in FY16; budget will increase later on)
- UT-WS-02-19: Manchester Elevated Water Tank Paint Project (moved FY15 to FY16 and +\$400,000)
- UT-WS-14-17 Water Meter Replacement Program (-\$225K each in FY16 and FY17 and moved program balance back in schedule)
- UT-WS-16-20: WTP HVAC Improvements (moved design from FY16 to FY17 and increased total budget by \$300,000)



**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2017**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule				
		Rank	Score	Prior FYs	Projected FY2017	FY2018+	Total	
<b><u>Municipal Facilities - City Owned Buildings</u></b>								
MF-CB-14-04	Fire Stations 1 and 6 Rehabilitation Program	1	of 17	47.54				
MF-CB-12-04	Guy C. Larcom Building Freight Elevator Replacement	2	of 17	43.73				
MF-CB-16-02	721 N. Main Demolition & Site Stabilization	7	of 17	32.21				
MF-CB-16-01	Fire Station Generators	8	of 17	30.78				
MF-CB-14-06	Fire Stations 3 and 4 Rehabilitation Program	9	of 17	30.10				
					<b>221,000</b>	-	221,000	
					<b>200,000</b>	-	200,000	
					<b>50,000</b>	-	50,000	
					<b>100,000</b>	200,000	300,000	
					<b>100,000</b>	-	100,000	
					-	<b>671,000</b>	200,000	
							<b>871,000</b>	
<b><u>Municipal Facilities - Parks and Recreation</u></b>								
MF-PR-08-19	Recreational Facilities	1	of 23	72.27	1,205,000	<b>200,000</b>	1,250,000	2,655,000
MF-PR-10-01	Playgrounds/Paths/Restrooms	4	of 23	56.90		<b>75,000</b>	-	75,000
MF-PR-08-19	Baseball/Softball Field Renovations	10	of 23	47.11		<b>50,000</b>	-	50,000
MF-PR-08-07	Tennis & Basketball Court Renovations	11	of 23	47.11		<b>50,000</b>	-	50,000
MF-PR-10-06	Pathways	14	of 23	44.11	1,180,000	<b>150,000</b>	800,000	2,130,000
MF-PR-10-09	Picnic Shelters	15	of 23	39.41		<b>200,000</b>	-	200,000
MF-PR-16-03	Dog Park	16	of 23	39.12		<b>75,000</b>	-	75,000
MF-PR-10-02	Parks Roads, Bridges & Parking Lots	20	of 23	34.88	870,000	<b>100,000</b>	825,000	1,795,000
MF-PR-12-06	Historic Park Structures	21	of 23	34.50		<b>100,000</b>	-	100,000
					3,255,000	<b>1,000,000</b>	2,875,000	7,130,000
<b><u>Municipal Facilities - Solid Waste</u></b>								
MF-SW-10-03	Methane Gas Recovery Project	3	of 9	49.93	1,400,000	<b>100,000</b>	-	1,500,000
MF-SW-16-02	Landfill Plume Remediation	4	of 9	38.07	73,000	<b>1,427,000</b>	-	1,500,000
MF-SW-14-01	Landfill Remedial Action Plan Contingency	5	of 9	35.16	80,000	<b>450,000</b>	-	530,000
					1,553,000	<b>1,977,000</b>	-	3,530,000
<b><u>Transportation - Alternative Transportation</u></b>								
TR-AT-10-20	Major Mid-Block Crossings	6	of 32	58.68	50,000	<b>50,000</b>	900,000	1,000,000
TR-AT-10-29	2017 Curb Ramp Repl. (ADA ramp replacements outside DDA)	12	of 32	53.64		<b>500,000</b>	-	500,000
TR-AT-13-01	Sidewalk Replacement Program	25	of 32	40.45	646,108	<b>600,000</b>	2,400,000	3,646,108
TR-AT-13-01	Asphalt Sidewalk Replacement & Maint	25	of 32	40.45	150,000	<b>150,000</b>	-	300,000
					846,108	<b>1,300,000</b>	3,300,000	5,446,108
<b><u>Transportation - New Streets</u></b>								
TR-NS-10-06	Termination of Public Dead End Streets	2	of 4	34.51	240,000	<b>240,000</b>	480,000	960,000
					240,000	<b>240,000</b>	480,000	960,000

**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2017**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule			
		Rank	Score	Prior FYs	Projected FY2017	FY2018+	Total
<b>Transportation - Street Construction</b>							
TR-SC-08-01	Fuller/Maiden/E Medical Intrsec	1 of 43	66.60	525,587	<b>240,000</b>	1,000,000	1,765,587
TR-SC-09-03	Stadium Blvd. (Hutchins to Kipke)	2 of 43	65.16	1,161,585	<b>1,650,000</b>	-	2,811,585
TR-SC-10-09	Geddes Avenue (Apple Way to HPW)	6 of 43	56.50	3,173,747	<b>1,463,250</b>	-	4,636,997
TR-SC-14-07	Fifth Ave (Kingsley to Catherine)	8 of 43	51.55	50,000	<b>50,000</b>	1,300,000	1,400,000
TR-SC-14-22	Springwater Subdivision	9 of 43	48.56	3,008,583	<b>790,000</b>	-	3,798,583
TR-SC-16-18	Nixon/Green/Dhu Varren Intersection Improvement	11 of 43	42.07	200,000	<b>900,000</b>	-	1,100,000
TR-SC-12-05	Liberty (First to Main)*	20 of 43	33.30		<b>650,000</b>	-	650,000
TR-SC-12-01	Zina Pitcher/Catherine (Ann to Glen)	21 of 43	33.20		<b>220,000</b>	-	220,000
TR-SC-13-07	Annual Local Resurfacing (ASRP)	22 of 43	32.37	3,000,000	<b>3,000,000</b>	12,000,000	18,000,000
TR-SC-12-13	Division (Madison to Huron)*	30 of 43	27.63		<b>975,000</b>	-	975,000
TR-SC-16-05	Arlington (Devonshire to Geddes)	32 of 43	26.60		<b>230,000</b>	-	230,000
TR-SC-16-03	Hill Street (Onondaga to Geddes)	41 of 43	20.00		<b>400,000</b>	-	400,000
TR-SC-15-02	Annual Capital Street Maintenance Program				<b>500,000</b>	3,500,000	4,000,000
TR-SC-17-02	S. State & Ellsworth Roundabout			619,672	<b>150,000</b>	-	769,672
				<b>11,739,174</b>	<b>11,218,250</b>	<b>17,800,000</b>	<b>40,757,424</b>
<b>Utilities - Sanitary Sewer</b>							
UT-SN-16-04	High Level/1st Street Sanitary SSWWEP Project Area B	3 of 36	62.38	210,500	<b>10,500</b>	-	221,000
UT-SN-14-06	Sanitary Sewer Lining Projects	4 of 36	62.17	9,000,000	<b>1,250,000</b>	6,000,000	16,250,000
UT-SN-16-12	Sanitary Manhole Lid and Casting Sealing Program	6 of 36	53.02	300,000	<b>300,000</b>	-	600,000
UT-SN-16-07	Glen Leven Sanitary SSWWEP Project Area E	7 of 36	52.26	120,000	<b>80,000</b>	-	200,000
UT-SN-16-06	Pittsfield Valley Sanitary SSWWEP Project Area D	8 of 36	51.46	309,000	<b>109,000</b>	-	418,000
UT-SN-02-11	Wet Weather Mitigation (Long Term)	9 of 36	49.70	11,897,500	<b>3,297,500</b>	8,500,000	23,695,000
UT-SN-03-29	Southside Interceptor Rehab	10 of 36	58.77	12,570,000	<b>1,600,000</b>	3,200,000	17,370,000
UT-SN-16-11	Sanitary Sewer Collections System Asset Mgmt Plan	14 of 36	45.76	1,600,000	<b>400,000</b>	400,000	2,400,000
UT-SN-16-03	Huron/West Park Sanitary SSWWEP Project Area A	15 of 36	45.35	203,000	<b>3,000</b>	-	206,000
UT-SN-14-05	Lift Station Repair/Replacement Program	17 of 36	44.40	1,700,000	<b>500,000</b>	1,700,000	3,900,000
UT-SN-10-11	2780 Packard Sanitary Extension	18 of 36	43.92	320,000	<b>320,000</b>	-	640,000
UT-SN-10-13	2857 Packard Sanitary Extension	19 of 36	43.92	175,000	<b>175,000</b>	-	350,000
UT-WS-14-17	Water Meter Replacement Program - 50% H2O Obligation	95 of 97	12.19	287,500	<b>12,500</b>	250,000	550,000
				<b>38,692,500</b>	<b>8,057,500</b>	<b>20,050,000</b>	<b>66,800,000</b>

**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2017**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule				
		Rank	Score	Prior FYs	Projected FY2017	FY2018+	Total	
<b>Utilities - Storm Sewer</b>								
UT-ST-16-02	Allen Creek Railroad Berm Opening	1	of 42	58.83	110,000	<b>110,000</b>	732,000	952,000
UT-ST-16-14	Street Tree Planting (FY2016-FY 2020)	5	of 42	49.99	365,000	<b>414,000</b>	1,242,000	2,021,000
UT-ST-16-08	Churchill Park/Eisenhower ROW Basin	7	of 42	48.70		<b>2,100,000</b>	-	2,100,000
UT-ST-16-04	Millers Creek Channel Modification-Reach D-Pepper Pike	14	of 42	43.67		<b>400,000</b>	1,100,000	1,500,000
UT-ST-16-11	Sister Lakes Stormwater Improvements	15	of 42	43.13	25,000	<b>225,000</b>	-	250,000
UT-ST-16-13	Liberty (First to Main) Stormwater Improvements	17	of 42	42.99		<b>450,000</b>	-	450,000
UT-ST-10-04	Springwater Subdivision Storm Sewer Replacement	19	of 42	41.02	1,712,000	<b>780,000</b>	-	2,492,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	32	of 42	32.85	300,000	<b>100,000</b>	400,000	800,000
UT-ST-12-22	Stream Bank Stabilization (Future locations)	33	of 42	28.91	170,000	<b>170,000</b>	-	340,000
UT-ST-16-07	Ferdon to Wells Crosslot Storm Pipe Relocation	41	of 42	19.32	450,000	<b>206,700</b>	-	656,700
					<b>3,132,000</b>	<b>4,955,700</b>	3,474,000	11,561,700
<b>Utilities - Water System</b>								
UT-WS-16-17	WTP Plant 1 Replacement Project	1	of 97	87.62	1,000,000	<b>1,000,000</b>	88,000,000	90,000,000
UT-WS-16-26	Barton Dam Embankment Rehabilitation (Water Fund)	3	of 97	67.24		<b>50,000</b>	750,000	800,000
UT-WS-16-26	Barton Dam Embankment Rehabilitation (General Fund)	3	of 97	67.24		<b>50,000</b>	750,000	800,000
UT-WS-08-06	Replace Steere Farm Well Pump Engines	4	of 97	60.00	550,000	<b>2,750,000</b>	-	3,300,000
UT-WS-16-18	WTP Residuals Handling Project	6	of 97	32.57		<b>500,000</b>	1,500,000	2,000,000
UT-WS-16-19	WTP Programmable Logic Controllers Replacement Proj	7	of 97	35.72		<b>250,000</b>	1,750,000	2,000,000
UT-WS-16-20	WTP HVAC Improvements	8	of 97	55.62		<b>1,000,000</b>	-	1,000,000
UT-WS-16-25	WTP East High Service Pump Variable Frequency Dr. Repl	9	of 97	53.33			-	-
UT-WS-16-27	Liberty (318 W Liberty to Main St.) Water Main Repl	12	of 97	51.81		<b>400,000</b>	-	400,000
UT-WS-14-07	W Liberty 12" Steel Watermain Repl	47	of 97	35.05		<b>489,000</b>	-	489,000
UT-WS-12-06	Crest/Buena Vista/West Washington Water Main Repl	48	of 97	34.67		<b>1,500,000</b>	-	1,500,000
UT-WS-14-18	Springwater Subdivision Water Main Replacement	50	of 97	32.57	982,000	<b>221,000</b>	-	1,203,000
UT-WS-14-14	Orchard Hills Water Main Extension	63	of 97	27.33		<b>300,000</b>	-	300,000
UT-WS-14-17	Water Meter Replacement Program - 50% Sewer Obligation	95	of 97	12.19	137,500	<b>12,500</b>	600,000	750,000
UT-WS-17-03	Nixon Dhu Varren Water Relocation					<b>375,000</b>	-	375,000
n/a	Barton and Superior Dam Work (General Fund)					<b>200,000</b>	-	200,000
					<b>2,669,500</b>	<b>9,097,500</b>	93,350,000	105,117,000
<b>CIP Grand total</b>								
					<b>\$ 62,127,282</b>	<b>\$ 38,516,950</b>	\$ 141,529,000	\$ 242,173,232

**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2017**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule			
		Rank	Score	Prior FYs	Projected FY2017	FY2018+	Total
<b>Non-CIP / Operations &amp; Maintenance Capital</b>							
n/a	New voting technology - State mandated				<b>125,000</b>		125,000
n/a	Streetlight replacements				<b>720,000</b>		720,000
n/a	Non-motorized Corridor Impr				<b>6,056</b>	16,717	22,773
n/a	Non-motorized Ed & Outreach			33,409	<b>10,000</b>	30,000	73,409
n/a	Allen Creek Berm Opening-Ped Culvert				<b>300,000</b>	693,153	993,153
n/a	Public transportation development project - City share				<b>93,950</b>		93,950
n/a	Multimodal transportation evaluation				<b>109,421</b>		109,421
n/a	Expansion of Roadside Equipment-South & Southwest				<b>174,938</b>	-	174,938
n/a	Expansion of Roadside Equipment-7th & Pauline			45,564	<b>66,579</b>	-	112,143
n/a	Sanitary Sewer Cost of Service Study			113,000	<b>113,000</b>	-	226,000
n/a	As-needed Lining Capital Maintenance			250,000	<b>250,000</b>	-	500,000
				441,973	<b>1,968,944</b>	739,870	3,150,787
<b>Grand total</b>					<b>\$ 40,485,894</b>	\$ 142,268,870	\$ 245,324,019

## Capital Improvement Program: Significant Non-recurring Projects

- There are 86 capital projects in the FY2017 capital budget totaling \$245,324,019. This is a 25% increase over the FY2016 capital budget total of \$195,998,931. The increase is mostly attributable to a revised amount for the WTP Plant 1 Replacement Project, which was originally estimated at \$33 million and is now estimated at \$90 million, due to significant changes to the size and scope of the project.
- There are 31 projects over \$1,000,000 (36% of the projects). The total for these projects is \$224,469,860 (91% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2017 are listed in this section by project category.
- Of the 31 projects over \$1 million, five are over \$10 million. The total for these projects is \$165,315,000 (67% of total projects).
- Seven of the projects in excess of \$1,000,000 are recurring. The recurring projects are:
  - Recreational Facilities \$2.7 million;
  - Pathways \$2.1 million;
  - Parks Roads, Bridges & Parking Lots \$1.8 million;
  - Sidewalk Replacement Program \$3.6 million;
  - Annual Local Street Resurfacing Program \$18.0 million;
  - Annual Capital Street Maintenance Program \$4.0 million;
  - Sanitary Sewer Lining Projects \$16.3 million;

The three largest project categories make up 87% of all capital project dollars:

- |  |                                 |
|--|---------------------------------|
| • Transportation – Street Construction | \$40,757,424 (17% of projects)  |
| • Utilities – Sanitary Sewer           | \$66,800,000 (27% of projects)  |
| • Utilities – Water System             | \$105,117,000 (43% of projects) |
| • All other projects                   | \$32,649,595 (13% 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. The project scores for this criteria are part of the total calculated prioritization score 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-08-19 Recreation Facilities** – 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 \$200,000 in FY2017, and a total of \$2,655,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 6.

**MF-PR-10-02 Parks Roads, Bridges & 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 \$100,000 in FY2017, and a total of \$1,795,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

**MF-PR-10-06 Pathways** – Repair and reconstruct pathways as needed. Tentative projects include replacing existing path at entrance to Riverside Park (DTE easement and forestry components), reconfiguring walks at Gallup Park. Evaluate Furstenberg, Riverside and Argo 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 \$150,000 in FY2017, and a total of \$2,130,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

### Municipal Facilities – Solid Waste

**MF-SW-10-03 Methane Gas Recovery Project** – Make productive use of landfill methane after existing operator (LES) pulls out. The project budget is \$100,000 in FY2017, and a total of \$1,500,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

**MF-SW-16-02 Landfill Plume Remediation** – Remediate vinyl chloride and 1,4 dioxane. The project budget is \$1,427,000 in FY2017, and a total of \$1,500,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 8.

### Transportation – Alternative Transportation

**TR-AT-10-20 Major Mid-block Crossings** – Improvement for over 100 major mid-block crossing opportunities identified in the Non-motorized Transportation Plan (NTP). The project budget is \$50,000 in FY2017, and a total of \$1,000,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2.

## Capital Improvement Program: Significant Non-recurring Projects

**TR-AT-13-01 Sidewalk Repair 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 \$600,000 in FY2017, and a total of \$3,646,108. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2.

### Transportation - Street Construction

**TR-SC-08-01 Fuller/Maiden/E Medical Intersection** – Potential roundabout with signalized pedestrian crossing, non-motorized pathway improvements, relocation of existing stone walls, and storm water management. The project budget is \$550,000 in FY2016, \$240,000 in FY2017, and a total of \$1,765,587. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

**TR-SC-09-03 Stadium Blvd. Reconstruction (Hutchins to Kipke)** – Reconstruction of roadway. The project budget is \$1,650,000 in FY2017, and a total of \$2,811,585. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

**TR-SC-10-09 Geddes Avenue East (Apple Way to Huron Parkway)** – Reconstruction of existing roadway, guardrail, slope failure and non-motorized issues. The project budget is \$1,463,250 in FY2017, and a total of \$4,636,997. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 2.

**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 \$3,000,000 in FY2017, and a total of \$18,000,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 2.

**TR-SC-14-07 Fifth Ave (Kingsley to Catherine)** – Replacement of historic brick pavers. The project budget is \$50,000 in FY2017, and a total of \$1,400,000. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

**TR-SC-14-22 Springwater Subdivision Street Reconstruction** – Reconstruct roads in coordination with water, sanitary and stormwater projects in the subdivision. The project budget is \$790,000 in FY2017, and a total of \$3,798,583. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 0.

## Capital Improvement Program: Significant Non-recurring Projects

**TR-SC-15-02 Annual Capital Street Maintenance Program** – To meet annual street maintenance capital needs to extend street life. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$500,000 in FY2017, and a total of \$4,000,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 0.

**TR-SC-16-18 Nixon/Green/Dhu Varren Intersection Improvement** – Intersection improvements based on study. The project budget is \$900,000 in FY2017, and a total of \$1,100,000. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

### Utilities - Sanitary Sewer

**UT-SN-02-11 Wet Weather Mitigation (Long Term)** – Reduce flow in sanitary sewers during storm events, per Sanitary Sewer Wet Weather Evaluation Project. The project budget is \$3,297,500 in FY2017, and a total of \$23,695,000. These renovations should not result in significant additional future operating expenditures. The O&M criteria score is 0.

**UT-SN-14-05 Lift Station Repair/Replacement Program** – Replace aging lift stations. The project budget is \$500,000 in FY2017, and a total of \$3,900,000. This project will improve efficiency and reduce operation and maintenance expenses. The O&M criteria score is 8.

**UT-SN-14-06 Sanitary Sewer Lining Projects** – Future sewer lining projects, locations to be identified as determined. The project budget is \$1,250,000 in FY2017, and a total of \$16,250,000. This is a recurring project, but significant enough in size to warrant inclusion on this list. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

**UT-SN-03-29 Southside Interceptor Rehab** – Investigate and install CIPP lining as required to improve life span of existing pipe and prevent failures that could discharge to the Huron River. The project budget is \$1,600,000 in FY2017, and a total of \$17,370,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

**UT-SN-16-11 Sanitary Sewer Collections System Asset Mgmt Plan** – Comprehensive Asset Management and Maintenance Plan for Sanitary Sewer system necessary. The project budget is \$400,000 in FY2017, and a total of \$2,400,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

### Utilities - Storm Sewer

**UT-ST-10-04 Springwater Subdivision Storm Sewer Replacement** – Replace existing storm sewer in streets slated for reconstruction. The project budget is



## Capital Improvement Program: Significant Non-recurring Projects

\$780,000 in FY2017, and a total of \$2,492,000. This replacement will not reduce operation and maintenance expenditures. The O&M criteria score is 2.

**UT-ST-16-08 Churchill Park/Eisenhower ROW Basin** – Flood mitigation; water quality improvements. The project budget is \$2,100,000 in FY2017, and a total of \$2,100,000. This replacement will not reduce operation and maintenance expenditures. The O&M criteria score is 2.

**UT-ST-16-14 Street Tree Planting (FY2016-FY2020)** – Implement UCFMP and 2013 SRF Street Tree Planting Program. The project budget is \$414,000 in FY2017, and a total of \$2,021,000. These improvements will not reduce operation and maintenance expenditures. The O&M criteria score is 2.

**UT-ST-16-03 Millers Creek Channel Modifications-Reach D** – Top priority sediment load reduction project identified in the Management of Millers Creek Sediment Accumulation Study. The project budget is \$400,000 in FY2017, and a total of \$1,500,000. This replacement will reduce operation and maintenance expenditures. The O&M criteria score is 6.

### Utilities - Water System

**UT-WS-08-06 Replace Steere Farm Well Pump Engines** – Replace engines with dual-drive engines capable of operating on electric as well as natural gas. The project budget is \$2,750,000 in FY2017, and a total of \$3,300,000. These equipment replacements will result in savings in future operating expenditures. The O&M criteria score is 8.

**UT-WS-14-18 Springwater Subdivision Water Main Replacement** – Replace main with history of water main breaks. The project budget is \$221,000 in FY2017, and a total of \$1,203,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 6.

**UT-WS-16-17 WTP Plant 1 Replacement Project** – Replacing 1938 treatment basins with more efficient technology that meets Ten States Standards for Water Treatment. The project budget is \$1,000,000 in FY2017, and a total of \$90,000,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 8.

**UT-WS-16-18 WTP Residuals Handling Project** – Implementation of recommendations from WTP Alternatives Analysis Project. Remove solids from residuals pond. Implement filter press improvement recommendations. The project budget is \$500,000 in FY2017, and a total of \$2,000,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 2.

## Capital Improvement Program: Significant Non-recurring Projects

**UT-WS-16-19 WTP Programmable Logic Controllers Replacement Project** – Replace programmable logic controllers and Supervisory Control and Data Acquisition equipment at the WTP. Existing equipment is nearly 20 years old and exceeded its life expectancy. The project budget is \$250,000 in FY2017, and a total of \$2,000,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 6.

**UT-WS-16-10 WTP HVAC Improvements** – Replace HVAC components at the water treatment plant. Existing equipment is nearly 20 years old and exceeded its life expectancy. The project budget is \$1,000,000 in FY2017, and a total of \$1,000,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 6.

**UT-WS-12-06 Crest/Buena Vista/West Washington Water Main Repl** – DTE needs to replace mains on Buena Vista. Appears main in Crest btw Buena Vista & W Liberty was replaced in 90s. Still need to abandon old 6" in this stretch and move any leads. The project budget is \$1,500,000 in FY2017, and a total of \$1,500,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 2.

## Information Pages: Glossary

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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.

## Information Pages: Glossary

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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: This acronym, City, Village, and Township Revenue Sharing is 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: the 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

## Information Pages: Glossary

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charges and fees thus removing the expenses from the tax rate.

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.

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 column in the basic fund financial statements.

Materials & Supplies: includes chemicals,

## Information Pages: Glossary

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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.

Priority: a value that ranks goals and objectives in order of importance relative to one another.

## Information Pages: Glossary

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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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