



**FY 2018  
Adopted Budget**

**Christopher Taylor  
Mayor**

**Council Members**

**Sumi Kailasapathy  
Kirk Westphal  
Julie Grand  
Graydon Krapohl  
Chuck Warpehoski**

**Jason Frenzel  
Jane Lumm  
Zachary Ackerman  
Jack Eaton  
Chip Smith**

**Howard Lazarus  
City Administrator**

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Special Thanks to the  
FY 2018  
Budget Staff  
for their hard work and dedication  
in preparing the budget:

Kim Buselmeier	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, 2016**

*Jeffrey R. Emswiler*

Executive Director

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Office of City Administrator

May 15, 2017

To Mayor Taylor and Members of City Council:

I am pleased to submit the City of Ann Arbor's Fiscal Year 2018 Budget. The FY 2018 budget is the first 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 on a recurring basis. Balanced is defined as a plan that supports a sustainable delivery of services within the projected revenues. For non-recurring expenditures, this budget utilizes one-time sources of revenues plus a portion of the City's unassigned fund balance (or savings).

### **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 2018 General Fund recurring revenues are projected to increase by 3.0% (including the increased remittance of parking revenues from 17% to 20%). Property tax receipts are expected to increase approximately 2.22% in FY 2018.

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 \$10.4 million for revenue sharing, less than a 1% increase from FY 2017.

Minor fee changes for Community Services and Public Services have been approved by City Council for implementation effective July 1, 2017. No other fee changes are contemplated. The budget does not assume an increase in property tax rates.

The city's enterprise funds anticipate the typical residential bill to increase as follows: Water 2.7%, Sewer 5.2%, and Storm water 16.5%. The increase for the typical residential customer without a change in usage is 6.8% 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 drop from 20% at the end of FY2016 to 17% of adjusted expenditures at the end of FY 2019. The fund balance is in the middle of the range deemed acceptable by City Council policy.

## Priorities

Pedestrian Safety - Pedestrian safety and safe routes to school remain a priority. This budget includes funding for school zone pavement markings (Tier 1) of \$11,500 (FY2017) and \$17,540 (FY2019). It also includes \$200k in both FY2017 and FY2018 for School Safety Projects (Tier 2). Additionally, a new transportation engineer focused on pedestrian safety issues is funded from the Major Streets fund. Finally, \$150,000 of General Fund one-time funding was set aside for installation of new streetlights.

Independent Evaluation of the City's Police Departments' Community Engagement practices – After completing an inclusive review of prospective consultants, \$200k has been allocated to initiate a review by Hillar Heintze (\$50k from FY2017 budget and \$150k from fund balance). This engagement has been started in FY2017.

Affordable Housing – In addition to \$105k non-recurring support from the General Fund to the Housing Commission to help in the Rental Assistance Demonstration Program (RAD) conversation, this budget adds \$40k for an independent audit of the Voucher (Section 8) program as well as \$68k in direct operating support for this program related to federal funding concerns. This additional \$108k is also non-recurring and will be paid subject to the need demonstrated during the fiscal year.

Land Use and Access – a plan will be developed for city-owned properties in line with Council's sustainability goals.

Climate and Energy – the budget includes support of the County's weatherization program (primarily through marketing assistance) as well as the incorporation of \$165k in resources to explore in part adding weatherization and energy efficient appliances to the rental inspection process. The \$165k of General Fund support has previously been non-recurring. This budget includes it as a recurring source of funding for the future.

The City continues to operate in a revenue restrained environment, which makes it challenging to adequately fund the level of services expected by this community. However, the above Council priorities are funded and incorporated in a more detailed summary below of the incremental items funded versus the FY2017 budget.



## FY 2018 Budget Impacts

The FY 2018 budget includes the following changes from FY 2017:

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

### ONE-TIME REQUESTS

City Administrator-Citizen Survey	\$	30,000
City Clerk-Election Improvements		34,000
Human Resources-Compensation Study		60,000
Human Resources-Ultipro Improvements		10,000
Housing Commission-One-time support		213,000
City Attorney-Citylaw program		20,000
Community Services-Parks Fairness Resolution		104,857
Public Services-Guy C. Larcom Building Primary Chiller		280,000
Public Services-ADA Accessibility Compliance Study		20,000
Public Services-Barton and Superior Dam work		525,000
Public Services-New Streetlight funding		150,000
Safety Services-Police-Telestaff upgrade		19,728
Safety Services-Fire-Telestaff upgrade		12,006
Non-departmental-Workforce planning carryover funding		475,000
Non-departmental-Update governance plans		250,000
Non-departmental-Retroactive payments on unsettled contracts		367,059
Total General Fund Non-recurring Expenditures	\$	<u>2,570,650</u>

### RECURRING REQUESTS

City Administrator-1.0 FTE Increase for Assistant City Administrator/Chief of Staff starting January of 2018-\$87K  
City Administrator- Temporary staff and Employee Incentive Program-\$25K  
City Administrator - Clerk's Office – 1.0 FTE Increase for Boards & Commissions Coordinator - \$97k  
City Administrator – Human Resources – 1.0 FTE Increase - \$72k  
Housing Commission - 2.0 FTEs for Admin Asst & Property Manager - \$162k  
Housing Commission – Reimbursement for 2.0 FTEs – (\$162k) (revenue)  
Community Services - Deer Management– \$260k  
Community Services - Planning- Neighborhood Partnership Program - \$100k  
Community Services - Planning- Reimagine Washtenaw-\$5K  
Community Services – Parks-1.0 FTE reduction of vacancy-(\$83k) (savings)  
Community Services – Parks- Increase utility and fleet costs -\$82k  
Community Services – Parks-Expansion of Parks programs - \$8k  
Community Services – Parks-Expansion of Parks programs – (\$46k) (revenue)  
Safety Services - Police – Increase Crossing Guard Funding - \$86k  
Safety Services - Police – Increase Crossing Guard Reimbursement – (\$43k) (revenue)  
Safety Services - Police - Fleet Charges for Tahoe Upgrade - \$14k

Safety Services - Police – Repurpose officer to a sergeant - \$20k  
Safety Services - Police – Add funding for ongoing psych evaluations - \$12k  
Safety Services - Police – Increase dispatch funding per County - \$23k  
Safety Services - Fire - Additional subscription costs for various items - \$20k  
Safety Services - Fire – Add funding for CERT program - \$10k  
Safety Services - Fire – Add funding for siren warning maintenance - \$13k  
District Court – 1.0 FTE Increase for new Probation Officer - \$100k  
District Court – Increase funding for contracted work (court security, interpreters, indigent counsel, mediation) - \$75k  
District Court – Increase temporary staff for imaging project - \$20k  
Public Services-Hydropower-1.0 FTE Increase for telecommunications manager-\$77K  
Public Services-Public Works-Add funding for streetlight replacements in the downtown and non-downtown areas-\$300K  
Public Services-Fleet & Facilities-Add temporary staff for facility management-\$10K  
Public Services-Systems Planning-Add funding for climate action initiatives-\$165k

### **Information Technology Fund**

Information Technology-1.0 FTE Increase for Network Staff-\$109K

### **Various Public Service Related Funds**

Public Services – 1.0 FTE Increase for Systems Planning and 1.0 FTE Increase in Engineering - \$222K

### **DDA Funds**

DDA- 2.0 FTE Increase-\$190K

The budget sets staffing levels at 740 for FY 2018. As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 740 FTEs by 10 on a temporary basis.

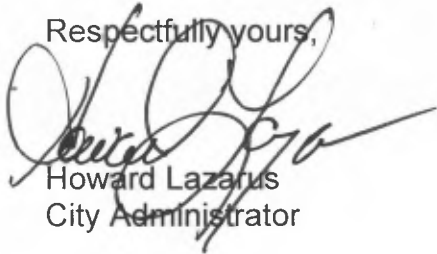
<u>General Fund Expenditures</u>	<u>FY 2018</u>
<i>Recurring Items:</i>	
Mayor & Council	\$ 351,710
City Attorney	2,226,104
City Administration - Administrator, Clerk, Human Resources, Safety	4,157,659
Building & Rental Services	1,709,916
Planning	1,271,606
Community Development	4,415,132
Parks & Recreation	6,150,296
Finance	7,872,902
Public Services-Public Works	4,881,363
Public Services-Public Services All Other	7,661,164
Fire	15,594,534
Police	26,201,061
Fifteenth District Court	4,703,358
AAATA	10,500,855
Debt Service/Transfers/Other	4,355,399
<i>Subtotal Recurring Expenditures</i>	<u>\$ 102,053,059</u>
 <i>Non-recurring Expenditures:</i>	
City Administrator-Citizen Survey	\$ 30,000
City Clerk-Election Improvements	34,000
Human Resources-Compensation Study	60,000
Human Resources-Ultipro Improvements	10,000
Housing Commission-One-time support	213,000
City Attorney-Citylaw program	20,000
Community Services-Parks Fairness Resolution	104,857
Public Services-Guy C. Larcom Building Primary Chiller	280,000
Public Services-ADA Accessibility Compliance Study	20,000
Public Services-Barton and Superior Dam work	525,000
Public Services-New Streetlight Funding	150,000
Safety Services-Police-Telestaff upgrade	19,728
Safety Services-Fire-Telestaff upgrade	12,006
Non-departmental-Workforce planning carryover funding	475,000
Non-departmental-Update governance plans	250,000
Non-departmental-Retroactive payments on unsettled contracts	367,059
<i>Subtotal Non-Recurring Expenditures</i>	<u>\$ 2,570,650</u>
Total General Fund Expenditures	<u>\$ 104,623,709</u>
 <u>General Fund Revenues</u>	
Taxes	\$ 55,771,605
State-shared Revenue	10,422,252
Charges for Services	6,797,170

Fines & Forfeitures	4,365,232
Transfers from other funds/AAHC for personnel	12,757,613
Other	13,585,587
Use of Fund Balance	924,250
Total General Fund Revenues	<u>\$ 104,623,709</u>

Memo: Unassigned Fund Balance as of 06/30/2016 \$ 15,330,765

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,



Howard Lazarus  
City Administrator

M E M O R A N D U M

TO: Mayor and Council

FROM: Howard Lazarus, City Administrator

DATE: May 15, 2017

SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2018

Attached for your review and action is the proposed FY 2018 City Budget that totals \$423 million in revenue and \$380 million in expenditures and is in compliance with the City Charter. This budget resolution reflects the recommended budget delivered to you on April 17, 2017.

**General Fund Activities**

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

	<u>FY 2018</u>
Recurring Revenues	\$102,732,312
Non-recurring Revenues	1,891,397
Total Revenues	\$104,623,709
Recurring Expenditures	\$102,053,059
Non-recurring Expenditures	2,570,650
Total Expenditures	\$104,623,709

General Fund recurring expenditures increased by \$2,578,968 (+2.6%) compared to FY 2017's adopted budget, and recurring revenues increased by \$3,017,687 (+3.0%). Below is a summary of non-recurring expenditures:

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2018</u>
City Administrator-Citizen Survey	\$ 30,000
City Clerk-Election Improvements	34,000
Human Resources-Compensation Study	60,000
Human Resources-Ultipro Improvements	10,000
Housing Commission-One-time support	213,000
City Attorney-Citylaw program	20,000
Community Services-Parks Fairness Resolution	104,857
Public Services-Guy C. Larcom Building Primary Chiller	280,000
Public Services-ADA Accessibility Compliance Study	20,000
Public Services-Barton and Superior Dam work	525,000
Public Services-New Streetlight Funding	150,000

Safety Services-Police-Telestaff upgrade	19,728
Safety Services-Fire-Telestaff upgrade	12,006
Non-departmental-Workforce planning carryover funding	475,000
Non-departmental-Update governance plans	250,000
Non-departmental-Retroactive payments on unsettled contracts	367,059
Total General Fund Non-recurring Expenditures	<u>\$ 2,570,650</u>

**FTEs**

The City's FTEs are proposed to increase from 729 to 740 in FY 2018 (excluding transfers between Service Areas and net of incidental changes):

- 1.0 FTE increase in City Administrator
- 1.0 FTE increase in City Administrator, City Clerk
- 1.0 FTE increase in City Administrator, Human Resources
- 1.0 FTE decrease in Community Services, Parks and Recreation
- 2.0 FTE increase in Community Services, Housing Commission
- 1.0 FTE increase in Financial Services, Information Technology
- 1.0 FTE increase in Public Services, Engineering
- 1.0 FTE increase in Public Services, Systems Planning
- 1.0 FTE increase in Public Services, Water Treatment Plant
- 1.0 FTE increase for 15<sup>th</sup> District Court
- 2.0 FTE increase for the Downtown Development Authority

As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 740 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 2018 the Headlee rollback multiplier is anticipated to be 0.9873):

	<b>PROPOSED FY 2018</b>	<b>ACTUAL FY 2017</b>	<b>CHANGE</b>
GENERAL OPERATING	6.0343	6.1120	(0.0777)
EMPLOYEE BENEFITS	2.0114	2.0373	(0.0259)
AAATA	2.0114	2.0373	(0.0259)
REFUSE COLLECTION	2.4134	2.4445	(0.0311)
STREET, BRIDGE & SIDEWALK MILLAGE	2.1250	2.1057	0.0193
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0761	1.0900	(0.0139)
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4674</u>	<u>0.4735</u>	<u>(0.0061)</u>
TOTAL	16.1390	16.3003	(0.1613)

Prepared by: Tom Crawford, Chief Financial Officer

Approved by: Howard Lazarus, City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET  
AND RELATED PROPERTY TAX MILLAGE RATES  
FOR FISCAL YEAR 2018

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2018 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 2018 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 \$148,310,275 are approved; and that \$37,642,275 be appropriated in FY 2018 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 \$577,213 be appropriated without regard to fiscal year;

RESOLVED, That a total 740 full-time equivalent positions be adopted in the FY 2018 budget;

RESOLVED, That as part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 740 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 2018 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2018 in a dedicated fund containing \$3,499,576 in revenues and \$3,476,395 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2018;

<b><u>REVENUES</u></b>	
CITY ATTORNEY	\$ 270,864
CITY ADMINISTRATOR	
Clerk Services	184,460
COMMUNITY SERVICES	
Building & Rental Services	1,118,079
Planning	371,778
Parks and Recreation Services	4,873,485
FINANCIAL SERVICES	
Financial and Budget Planning	28,481,843
Treasury	45,655,647
Customer Service	74,399
PUBLIC SERVICES	
Public Works	312,535
Water Treatment	525,900
Fleet & Facilities	4,000
SAFETY SERVICES	
Police	3,383,185
Fire	548,033
DISTRICT COURT	1,930,300
NON-DEPARTMENTAL	16,889,201
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$ 104,623,709</b>

**EXPENDITURES**

MAYOR AND CITY COUNCIL	\$ 351,710
CITY ATTORNEY	2,246,104
CITY ADMINISTRATOR	
City Administrator	765,389
Human Resources	1,977,993
Clerk Services	1,204,728
Safety	343,549
COMMUNITY SERVICES	
Building & Rental Services	1,709,916
Planning	1,271,606
Community Development	4,628,132
Parks and Recreation	6,255,153
FINANCIAL SERVICES	
Accounting	840,175
Assessor	1,126,194
Customer Service	299,165
Financial and Budget Planning	970,600
Information Technology	3,642,177
Procurement	244,262
Risk Management	115,811
Treasury	634,518
PUBLIC SERVICES	
Public Works	5,031,363
Fleet & Facilities	3,631,060
Engineering	3,616,497
Public Services Administration	158,431
Systems Planning	229,352
Water Treatment Services	850,824
SAFETY SERVICES	
Police	26,220,789
Fire	15,606,540
DISTRICT COURT	4,703,358
NON-DEPARTMENTAL	<u>15,948,313</u>
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$ 104,623,709</b>

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2018 budget; and

**REVENUES**

<b>Fund #</b>	<b>Fund Name</b>	<b>Amount</b>
0001	DDA/HOUSING FUND	\$ 402,500
0002	ENERGY PROJECTS	241,454
0003	DOWNTOWN DEVELOPMENT AUTHORITY	7,778,107
0009	SMART ZONE LDFA	3,499,576
0010	GENERAL	104,623,709
0011	CENTRAL STORES	1,245,137
0012	FLEET SERVICES	11,032,273
0014	INFORMATION TECHNOLOGY	7,723,390
0016	COMMUNITY TELEVISION NETWORK	2,266,621
0021	MAJOR STREET	10,358,807
0022	LOCAL STREET	2,457,038
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,553,289
0025	BANDEMER PROPERTY	11,781
0026	CONSTRUCTION CODE FUND	3,380,762
0027	DRUG ENFORCEMENT	54,325
0028	FEDERAL EQUITABLE SHARING	33,946
0033	DDA PARKING MAINTENANCE	4,354,661
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,973
0035	GENERAL DEBT SERVICE	8,788,921
0036	METRO EXPANSION	367,760
0038	ANN ARBOR ASSISTANCE	5,062
0041	OPEN SPACE ENDOWMENT	20,000
0042	WATER SUPPLY SYSTEM	27,667,394
0043	SEWAGE DISPOSAL SYSTEM	26,454,043
0048	AIRPORT	922,355
0049	PROJECT MANAGEMENT	4,864,795
0052	VEBA TRUST	13,754,749
0053	POLICE AND FIRE RELIEF	7,059
0054	CEMETERY PERPETUAL CARE	980
0055	ELIZABETH R DEAN TRUST	60,130
0057	RISK FUND	30,629,642
0058	WHEELER CENTER	500,689
0059	EMPLOYEES RETIREMENT SYSTEM	51,801,806
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	619,915
0061	ALTERNATIVE TRANSPORTATION	508,212
0062	STREET, BRIDGE & SIDEWALK MILLAGE	14,188,692
0063	DDA PARKING SYSTEM	23,210,313

0064	MICHIGAN JUSTICE TRAINING	21,073
0069	STORMWATER SEWER SYSTEM	9,237,322
0070	AFFORDABLE HOUSING	5,000
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,036,765
0072	SOLID WASTE FUND	18,182,927
0082	STORMWATER BOND	4,574,575
0088	SEWER BOND	9,017,000
0089	WATER BOND	7,556,000
00CP	GENERAL CAPITAL FUND	1,642,332
		<hr/>
		<b>\$ 422,927,860</b>
		<hr/>

## EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 402,500
0002	ENERGY PROJECTS	241,454
0003	DOWNTOWN DEVELOPMENT AUTHORITY	7,778,107
0009	SMART ZONE LDFA	3,476,395
0010	GENERAL	104,623,709
0011	CENTRAL STORES	1,245,137
0012	FLEET SERVICES	11,032,273
0014	INFORMATION TECHNOLOGY	7,593,391
0016	COMMUNITY TELEVISION NETWORK	2,246,099
0021	MAJOR STREET	10,358,807
0022	LOCAL STREET	2,457,038
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,335,132
0025	BANDEMER PROPERTY	11,781
0026	CONSTRUCTION CODE FUND	3,354,472
0027	DRUG ENFORCEMENT	53,171
0028	FEDERAL EQUITABLE SHARING	32,925
0033	DDA PARKING MAINTENANCE	4,354,661
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,973
0035	GENERAL DEBT SERVICE	8,788,921
0036	METRO EXPANSION	367,760
0038	ANN ARBOR ASSISTANCE	5,000
0041	OPEN SPACE ENDOWMENT	20,000
0042	WATER SUPPLY SYSTEM	21,030,102
0043	SEWAGE DISPOSAL SYSTEM	20,055,611
0048	AIRPORT	907,455
0049	PROJECT MANAGEMENT	4,864,795
0052	VEBA TRUST	651,627
0055	ELIZABETH R DEAN TRUST	60,130
0057	RISK FUND	30,629,642
0058	WHEELER CENTER	500,689
0059	EMPLOYEES RETIREMENT SYSTEM	39,926,441
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	619,915
0061	ALTERNATIVE TRANSPORTATION	268,047
0062	STREET, BRIDGE & SIDEWALK MILLAGE	12,866,800
0063	DDA PARKING SYSTEM	23,210,312
0064	MICHIGAN JUSTICE TRAINING	21,000
0069	STORMWATER SEWER SYSTEM	7,473,404

0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,982,695
0072	SOLID WASTE FUND	18,169,834
0082	STORMWATER BOND	4,574,575
0088	SEWER BOND	9,017,000
0089	WATER BOND	7,556,000
00CP	GENERAL CAPITAL FUND	1,642,332
		<hr/>
		\$ 380,072,112
		<hr/> <hr/>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2018:

	<b>PROPOSED</b>
GENERAL OPERATING	6.0343
EMPLOYEE BENEFITS	2.0114
AAATA	2.0114
REFUSE COLLECTION	2.4134
STREET, BRIDGE & SIDEWALK MILLAGE	2.1250
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0761
OPEN SPACE & PARKLAND PRESERVATION	0.4674
TOTAL	<hr/> 16.1390

**BUDGET AMENDMENTS AS APPROVED BY ANN ARBOR CITY COUNCIL  
ON MAY 15, 2017**

**Amendment 1 DEFEATED:**

**Amendment to Increase Police Staffing in the FY18 Budget by Two Officers with consideration to Enhance Neighborhood and Traffic Safety Around Schools**

Sponsors: Lumm, Eaton, Kailasapathy

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

**Amendment 2 APPROVED AS AMENDED:**

**Amendment to Allocate \$150,000 One-Time Funding in FY18 to the Fund for New Streetlights Established by Council in FY16 and To Direct the City Administrator to Present to Council Recommendations Regarding Potential Installation Locations, Recurring Funding Sources, and Installation of New “Smart” Streetlights in Ann Arbor**

Whereas, Neighborhood safety is priority of many community residents and adequate street lighting is a significant contributor to safety and the perception of safety both in our neighborhoods and at or near Ann Arbor schools; and

Whereas, In February 2015, City Council lifted the moratorium on new streetlights in place since 2006 and in May 2015, Council adopted a FY16 budget amendment that established a new, dedicated General Fund account/fund for the purpose of funding new streetlights and directed the City Administrator to develop a process to evaluate new streetlight requests; and

Whereas, The FY16 budget amendment allocated \$100,000 to the New Streetlight fund and in May 2016, Council approved a similar budget amendment to allocate \$100,000 in the FY17 budget to the New Streetlight fund, bringing the total funding to \$200,000; and

Whereas, Staff completed the development of a new streetlight prioritization model based on eight criteria and in October and November 2016, Council approved the staff recommendation for installation of approximately 30 new streetlights including two new streetlights on Fuller Road at the crosswalk at Huron High School and the entrance to Gallup Park; and

Whereas, Staff have indicated that the new streetlight installations approved by City Council in October 2016 along with a priority installation on Packard will largely deplete the \$200,000 in funding, but that requests for approximately 100 new streetlights would remain after those installations including a number of high priority locations as determined by the City’s model; and

Whereas, The proposed FY18 budget includes new recurring funding of \$300,000 a year for streetlight replacement, but does not contain any funding for new streetlights; and

Whereas, There is a need for ongoing, recurring funding for new streetlights and Council would benefit from a staff recommendation on potential recurring funding sources; and

Whereas, “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, Although staff previously investigated “smart” street lights and concluded that “smart” streetlights were not feasible in Ann Arbor at the time largely due to DTE constraints, it would be worthwhile to re-consider the feasibility and potential benefits: and

RESOLVED, That the proposed FY18 budget be amended to allocate \$150,000 to the fund for new streetlights from the General Fund fund balance; and

RESOLVED, That City Council direct the City Administrator to investigate and present to Council by December 31, 2017 recommendations regarding potential new installation locations, potential ongoing/recurring funding sources, and the potential for “smart” streetlight installations.

Sponsors: Lumm, Eaton

**Amendment Approved as Amended on a Voice Vote**

**Amendment 3 APPROVED:**

**Amendment to Implement Traffic Flow Improvements Identified in Nixon Corridor Traffic Study**

Whereas, City Council approved the Nixon Farms (North and South) and Woodbury Club Apartments residential developments which are adding approximately 750 new residential units to the Nixon Corridor which will exacerbate the already problematic traffic flow and congestion conditions along the Corridor; and

Whereas, The Nixon Farms (North and South) traffic study analysis projected that future turning movements at Nixon Road and Dhu Varren/Green Rd., Meade Court/Bluett Dr., Huron Parkway (roundabout) and Plymouth Road during both AM and PM peak hours will operate at an unacceptable Level of Service (LOS) E and F;

Whereas, The Nixon Farms (North and South) traffic study also stated that a review of MDOT guidelines, “show that center left turn lanes for northbound and southbound Nixon



Road are needed. Also, the MDOT guidelines show that exclusive right turn lanes are needed for the eastbound and westbound approaches, as well as for the northbound approach on Nixon Road”; and

Whereas, During discussions of the residential developments, City Council members acknowledged that traffic flow improvements along the corridor were necessary beyond the intersection alignment; and

Whereas, When these new residential developments were reviewed by the City Planning Commission (CPC) in the Fall of 2014, the CPC recognized the need for traffic flow improvements along the corridor and established a Capital Improvements Plan (CIP) item to conduct a corridor traffic study in FY18; and .

Whereas, In September 2015, City Council approved conducting the Nixon Corridor Traffic Study immediately (rather than waiting until FY18) and the study was begun in early 2016; and

Whereas, The Nixon Corridor Traffic Study was completed in the Fall of 2016, but the study’s recommendations were not finalized in time to be included in the current CIP; and

Whereas, Staff have concluded that, of the three alternatives identified in the study, only Alternative 4 (series of roundabouts at major intersections) will adequately address all of the main areas of concern and Staff estimate the design cost for Alternative 4 at \$1.2M; and

Whereas, It is City Council’s intention to proceed with Nixon Corridor improvements and Council’s desire that the planning for the Nixon Corridor Improvement project commence as soon as possible and practical; and

Whereas, In addition to Nixon Corridor Improvements, two other projects are planned for the Nixon Road area (1) Nixon-Green-DhuVarren Intersection project and (2) DTE/ITC Transmission Line Project and it is City Council’s desire to coordinate the Nixon Road projects in a manner that minimizes the disruption for neighborhoods in the area, avoids multiple tear-ups of Nixon Road, and maximizes the leverage of ITC’s responsibility for restoration of the road as part of their project; and

Whereas, It is DTE/ITC’s desire to begin construction of the Transmission Line Project expeditiously and to accommodate that request, it is necessary for the City to begin the planning for the Nixon Corridor Improvement project now if the City is to effectively coordinate the Corridor project and the Transmission Line Project; and

Whereas, The Nixon Corridor Study recommendations were finalized after the CIP process was completed and as a result, neither the CIP nor the recommended FY18 capital budget reflect the design costs for the project and in order to begin planning and design, the FY18 capital budget must be amended to reflect the project design costs; and

Whereas, Staff have indicated the appropriate funding source for the Nixon Corridor Improvement project is the Street and Sidewalk Millage Fund; and

Whereas, As part of the FY17 budget approval, City Council adopted a fund balance policy stipulating that the Street and Sidewalk Millage balance should be a minimum of a half year's collection of the millage; and

Whereas, The June 30, 2016 Street and Sidewalk Millage fund balance was \$13.3M, well in excess of the minimum, but including planned actions for FY17 and FY18, the fund balance is projected to be at the minimum (\$5.4M) at year-end FY18 so further use of fund balance for this purpose requires that Council temporarily waive the minimum fund balance policy with the understanding that other projects will need to be re-prioritized in the next CIP and capital budgeting cycle;

RESOLVED, That \$1.2M be added to the FY18 capital budget for the Nixon Corridor Improvement project design costs with funding from the Street and Sidewalk Millage fund balance;

RESOLVED, That City Council temporarily waives the minimum fund balance policy for the Street and Sidewalk Millage with the understanding that other projects will be re-prioritized in the next CIP and capital budgeting cycle and the Street and Sidewalk Millage fund balance will be restored to at least a half year's collection of the millage.

Sponsors: Lumm and Kailasapathy

**Amendment Approved 7-4 on a Roll Call Vote**

**Amendment 4 DEFEATED:**

**Amendment to Reject the Proposed Ann Arbor Development Authority Budget and Recommend Submission of a Revised Budget that Includes Funding for Energy Smart Initiatives and Solar Panels for Parking Decks**

Sponsors: Kailasapathy, Eaton, Lumm

**Amendment Defeated 4-7 on a Roll Call Vote**

**Amendment 5 DEFEATED:**

**Amendment to Eliminate Deer Management Funding to support Climate Action and Pedestrian Safety**

Sponsors: Taylor, Smith, Frenzel

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

**Amendment 6 DEFEATED:**

**Amendment to Increase One-Time Funding In FY18 and FY19 for Pedestrian Safety at Schools**

Sponsor: Lumm

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

**Amendment 7 APPROVED AS AMENDED:**

**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 FY18 budget increase the General Fund expenditure budget by \$150,000; and

Whereas, The Parks General Fund budget did not increase for budget amendments for FY18 approved by City Council;

Whereas, The Parks General Fund budget should be increased \$104,857 to ensure compliance with the 2010, 2011 and 2012 resolutions;

RESOLVED, That the General Fund Parks FY18 expenditure budget be amended to increase \$104,857 to be funded as a one-time expenditure from the General Fund fund balance.

Sponsors: Grand, Krapohl

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# 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 2,110 acres, which includes 159 park sites, about 1200 acres of natural areas and 75 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 and is the largest employer in the area. Other employers are drawn to the area by the university's research and development, and by its graduates. High tech, health services and biotechnology are other major components of the city's economy; numerous medical offices, laboratories, and associated companies are located in Ann Arbor.

<u>Employers</u>	<u>2016</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Top City Employers</u>
University of Michigan	30,032	1	65.01%
Trinity Health System (formerly St. Joseph's Health System)	5,317	2	11.51%
U.S. Government	3,125	3	6.76%
Ann Arbor Public Schools	2,500	4	5.41%
Washtenaw County	1,252	5	2.71%
Integrated Health Associates, Inc.	1,240	6	2.68%
Truven Health Analytics	780	7	1.69%
City of Ann Arbor	722	8	1.56%
Domino's Pizza	668	9	1.45%
Washtenaw Community College	561	10	1.21%
<b>Total</b>	<b>46,197</b>		<b>100.00%</b>

<u>Largest Taxpayers</u>	<u>Type of Business</u>	<u>Taxable Value</u>	<u>Rank</u>	<u>Percentage of Total City Assessed Value</u>
Briarwood Shopping Complex	Shopping Center	\$ 39,381,400	1	0.79%
Campus Investors 601 Forest	Apartments	31,079,300	2	0.63%
AMCAP Arborland LLC	Shopping Center	30,312,911	3	0.61%
DTE Electric Company	Utility	30,175,100	4	0.61%
Ann Arbor Campus Housing, LLC	Apartments	28,575,329	5	0.57%
HUB Eisenhower Property	Office Building	25,290,272	6	0.51%
THC Ann Arbor WP LLC	Apartments	19,145,458	7	0.39%
Varsity at Ann Arbor, LLC	Apartments	19,054,037	8	0.38%
DTE Gas Company	Utility	18,437,700	9	0.37%
Sterling - 4 Eleven, LP	Apartments	15,744,500	10	0.32%
<b>Total</b>		<b>\$ 257,196,007</b>		<b>5.18%</b>

## 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 44,000 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.

	<b><u>1980</u></b> <b><u>U.S.</u></b> <b><u>Census</u></b>	<b><u>1990</u></b> <b><u>U.S.</u></b> <b><u>Census</u></b>	<b><u>2000</u></b> <b><u>U.S.</u></b> <b><u>Census</u></b>	<b><u>2010</u></b> <b><u>U.S.</u></b> <b><u>Census</u></b>
<b>Age Distribution</b>				
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				
<b>Education Levels</b>				
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. 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: 740

### 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 2016):

Number of street lights:	7,562
Traffic signals:	159
Miles of streets:	297
Street resurfacing:	13.60 (miles)



Washtenaw Ave & Stadium Blvd Utility Work

## Information Pages: Miscellaneous Community Statistics

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### Fire:

Number of stations	5
Emergency responses	6,947
Inspections	1,339

### Police:

Physical arrests	1,542
Parking violations	118,041
Traffic violations	12,548

### Water:

Average daily consumption	13.82 (millions of gallons)
Miles of water mains	455
Storage capacity	19,000 (thousands of gallons)

### Wastewater:

Miles of sanitary sewers	366
Miles of storm sewers	294
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:

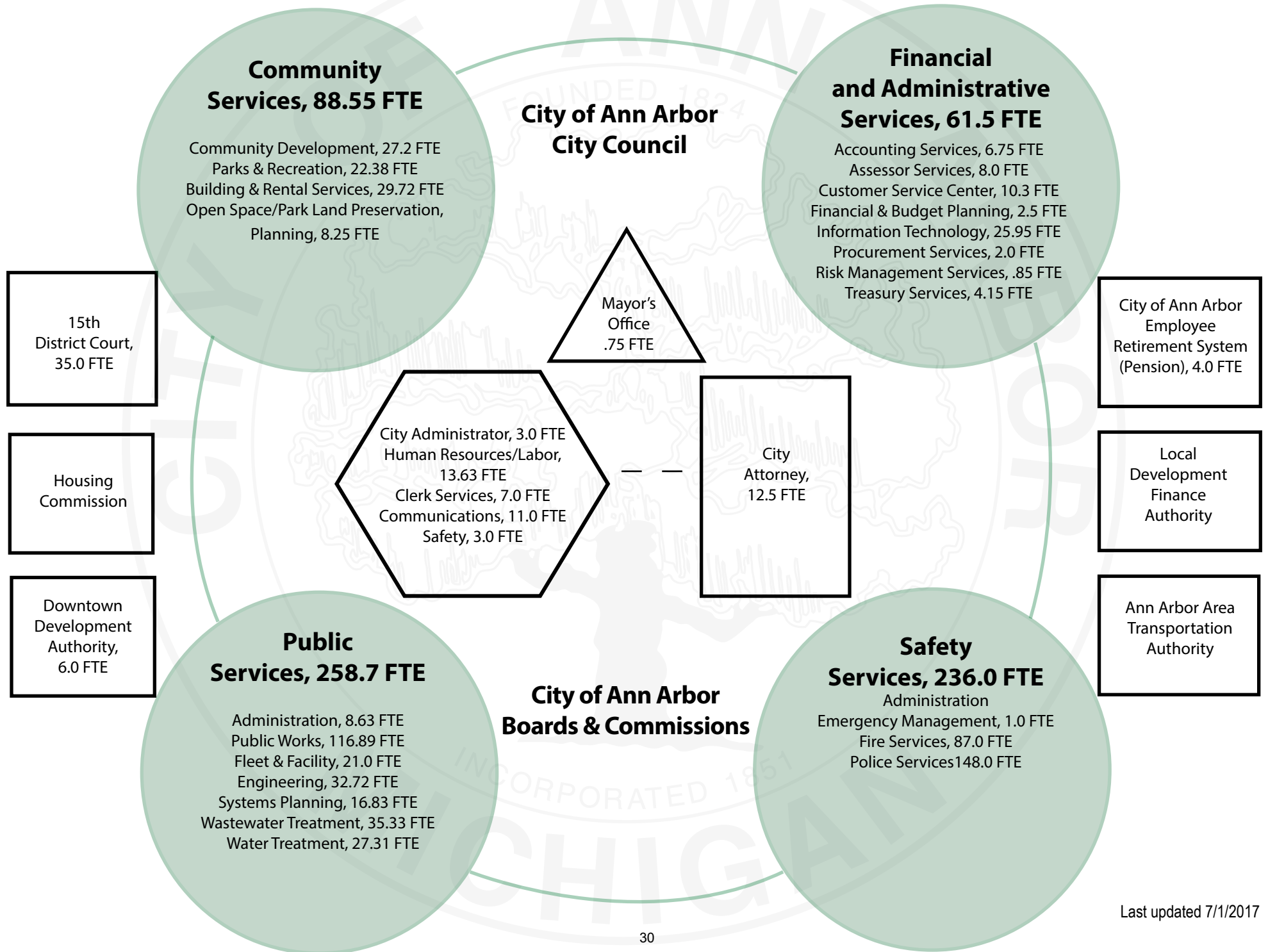
Number of parks	159
Acres of parkland	2,110
Playgrounds	79
Baseball/softball diamonds	34
Soccer/football fields	24
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Senior center	1
Community centers	2
Science center	1
Farmers market	1
Canoe liveries	2
Skate park	1



Huron Hills Golf Course



# 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 few 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 aligns 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.

FY2018 is the third 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 January.

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

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

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

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

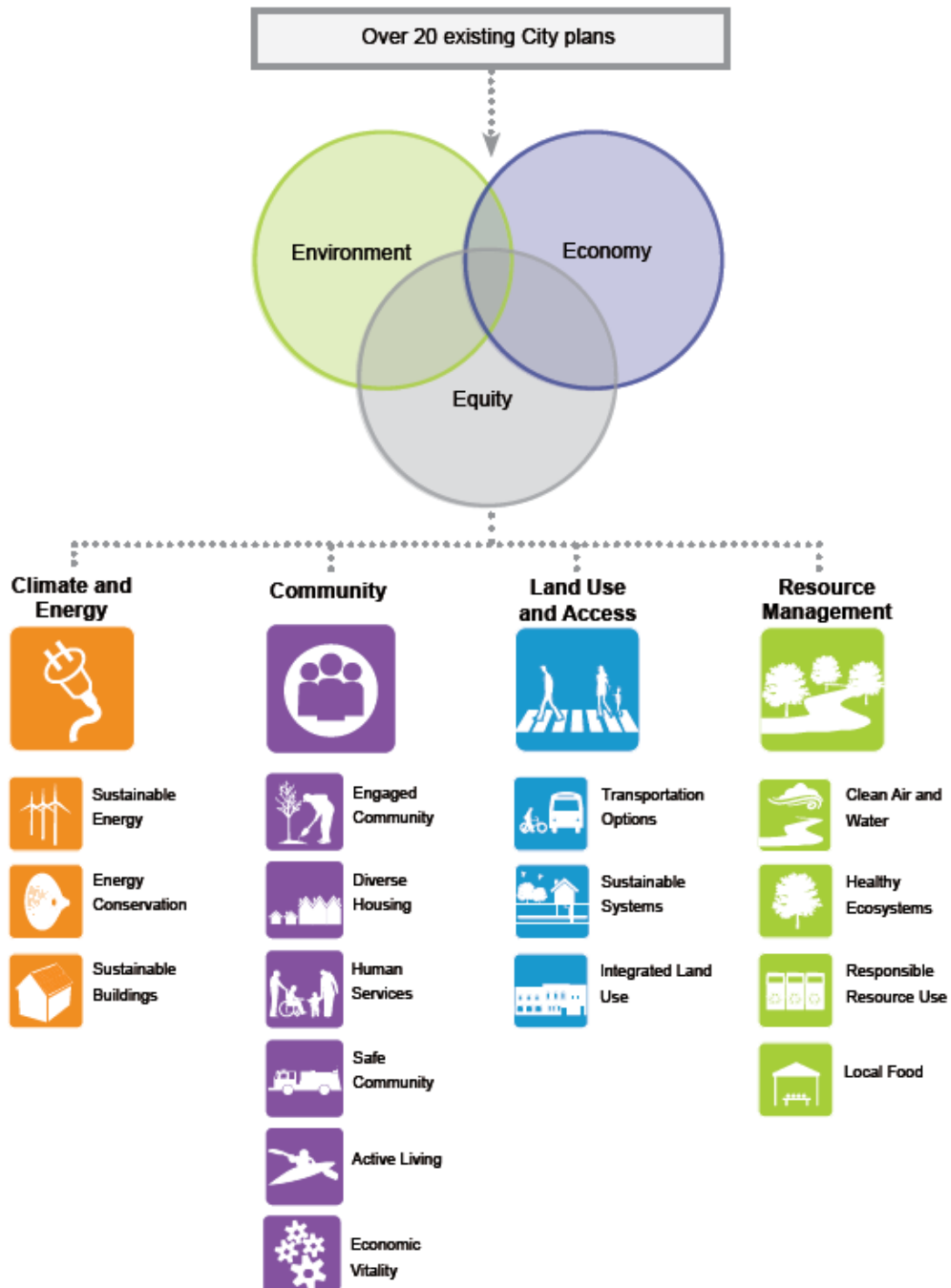
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submitted to City Council by the second meeting in April. The City Council, with at least seven affirmative votes, must adopt the budget no later than the end of its second meeting in May. According to the City Charter, should the City Council not 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 2018, the Council adopts a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. When preparing the FY 2019 budget, the second year of the two-year fiscal plan, financial projections are modified for key assumption changes. This second year typically only requires minor adjustments and provides the organization time to focus on delivering services.

# Information Pages: The Budget Process

## SUSTAINABILITY FRAMEWORK



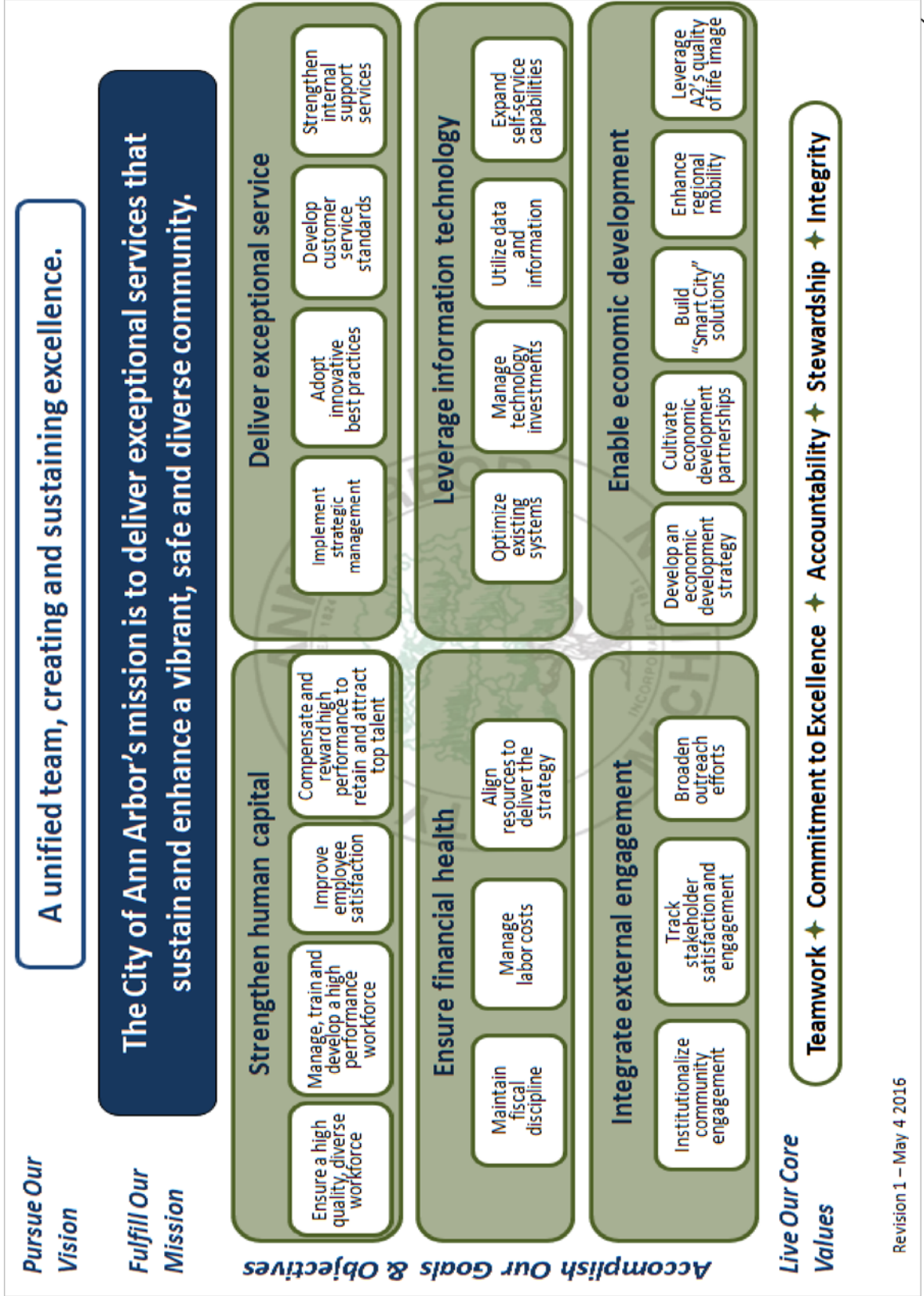
# Information Pages: The Budget Process

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

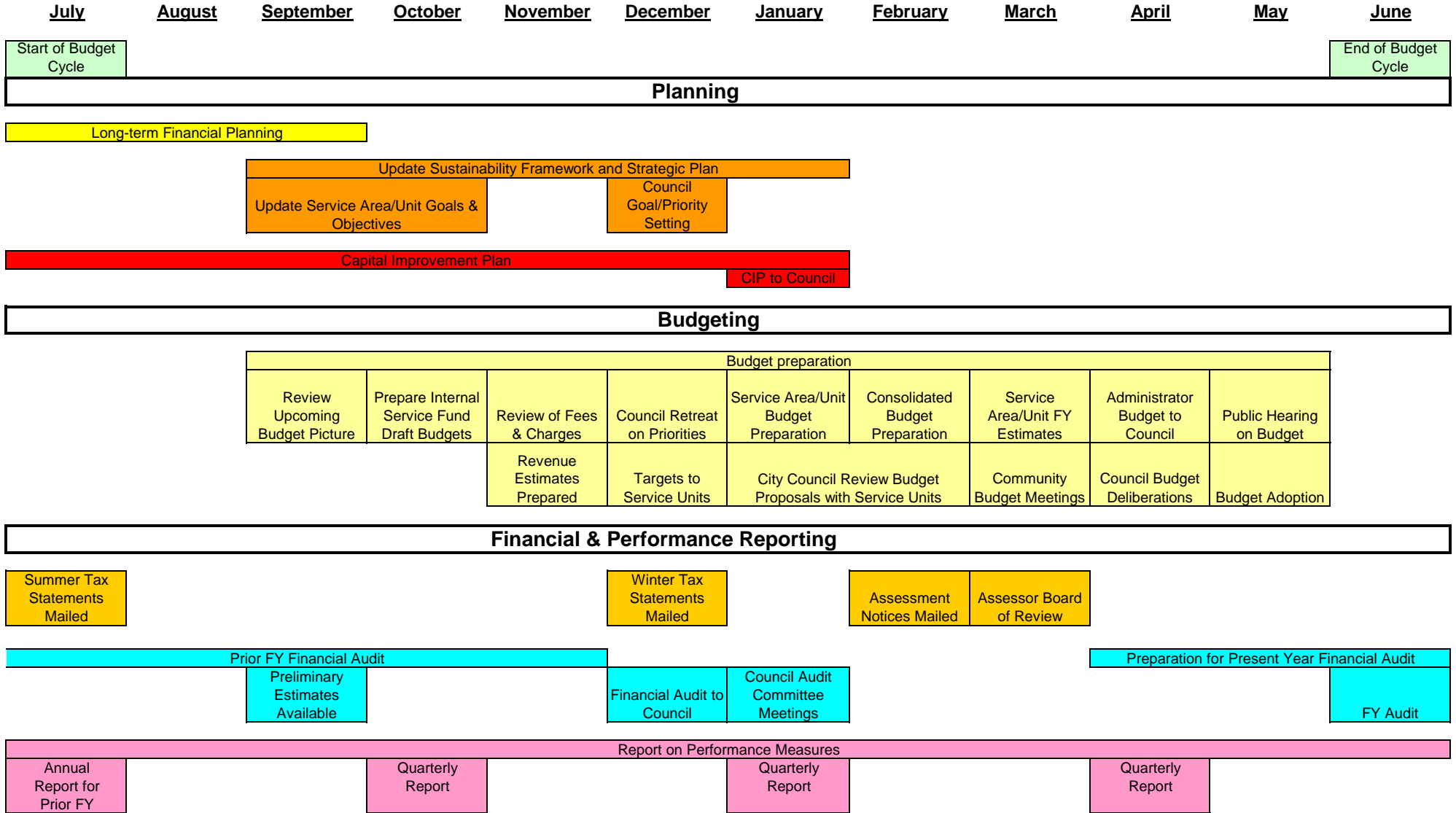


# Ann Arbor Organizational Strategy Map

*Vision, Mission, Goals/Objectives and Values*

**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 2018 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 FY2018. 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 FY2018.
- 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's retirement system is funded at 86% as of June 30, 2016, which is generally considered healthy but is less than the desired 100% funded level.
- The General Fund unassigned fund balance on June 30, 2016 was at 15.4% of total General Fund expenditures.

## **Conclusions**

The City of Ann Arbor has seen economic improvement in the local economy. The local area unemployment rate is 3.5% as of June 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%-2.5% 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: Legal Debt Limit

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### **Overview**

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2016 was \$612 million. The debt subject to that limit as of June 30, 2016, was \$111.9 million or 1.8% 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, 2016 was \$315 million.

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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

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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



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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

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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.

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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

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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,

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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

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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.

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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.



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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 investment of the funds of the City of Ann Arbor.

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

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

### **Policy**

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

### **Scope**

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

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

### **Investment Objectives**

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

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

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

### **Prudence and Indemnification**

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

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

### **Delegation of Authority**

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

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

### **Investment Procedures**

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

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### **Ethics and Conflicts of Interest**

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

### **Selection of Banks**

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

### **Selection of Broker/Dealers**

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

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

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

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

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

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

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

### **Authorized Investments and Transactions**

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

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

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

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

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

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

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

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

## Information Pages: Investment Policy

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

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

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

### **Collateralization of Deposits**

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

### **Safekeeping and Custody**

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

## Information Pages: Investment Policy

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### Investment Policy.

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

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

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

### **Investment Diversification**

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

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

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

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

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



## Information Pages: Investment Policy

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

### **Portfolio Maturities and Liquidity**

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

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

### **Competitive Transactions**

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

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

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

### **Internal Controls**

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

### **Performance**

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

### **Reporting**

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

## Information Pages: Investment Policy

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

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

### **Policy Revisions**

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

(Updates approved by Council 10/17/2016)

## Information Pages: Investment Policy

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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.

## Information Pages: Investment Policy

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

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

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

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

**Market Value:** Current market price of a security.

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

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

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

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

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

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

**Portfolio:** Collection of securities held by an investor.

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

## Information Pages: Investment Policy

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

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

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

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

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

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

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

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

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

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

## Information Pages: Pension Policy

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

### 1. **General Pension Policy**

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

## Information Pages: Pension Policy

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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, and hospitality of more than nominal value. City officials and all others associated with the Employees' Retirement System are expected to disclose any interest or association that interferes, might interfere, or might be thought to interfere with independent exercise of judgment in the City's best interest.

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

### 2. **Process**

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

(Updates approved by Council 5/15/2017)

## 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%, both the city's General Fund and the overall city contribution from all funds shall increase a minimum of 2%; thereby establishing a minimum increase of 2% per year. In some years this may result in an excess contribution to the Voluntary Employee Benefits Trust (VEBA) Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases. To the extent that the City incurs a liability related to the underfunding of the ARC in any fiscal year, the City Council will strive to set aside additional funding to pay off this liability within five years of the occurrence. To the extent active health care costs are less than the budgeted rate, the City, at the direction of the Chief Financial Officer, can transfer the annual cost savings to the VEBA trust from the Risk Fund to pay down the unfunded actuarial accrued liability and reduce future city costs.
- 1.4 The City recognizes that it is of the utmost importance that elected and appointed



## Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

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

### **2. Process**

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

(Updates approved by Council 5/15/2017)

## 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, and General Debt Service Funds. For Enterprise, Trust, and Internal Service Funds, the City uses the full accrual basis of accounting. The City adopts budgets for all funds according to the basis of accounting of their fund type.

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

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

Properties are assessed as of December 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, Bridge & Sidewalk 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		
031 Police	X										X		
032 Fire	X												
033 Building & Rental Services	X									X	X		
040 Engineering	X	X						X		X	X		
046 Systems Planning			X	X		X	X				X		
050 Planning	X										X		
059 Retirement System												X	
060 Parks & Recreation	X										X		
061 Public Works	X		X	X		X	X	X			X	X	
070 Public Services Administration	X		X	X		X	X				X		
071 Solid Waste												X	
073 Utilities			X	X									
074 Utilities-Water Treatment	X		X			X							
075 Wastewater Treatment Plant				X									
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.

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.

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

## Information Pages: Fund Descriptions

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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.

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

## Information Pages: Fund Descriptions

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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 FY2018. 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.

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.

## Information Pages: Fund Descriptions

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

### **Trust Funds**

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

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

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

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

### **Debt Service Funds**

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

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

Special Assessment General Debt - to accumulate operating transfers for payment of principal and interest on general obligation bonds sold to finance the City's share of special assessment projects. This fund will be closing in FY18.

### **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.

## Information Pages: Fund Descriptions

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### **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.

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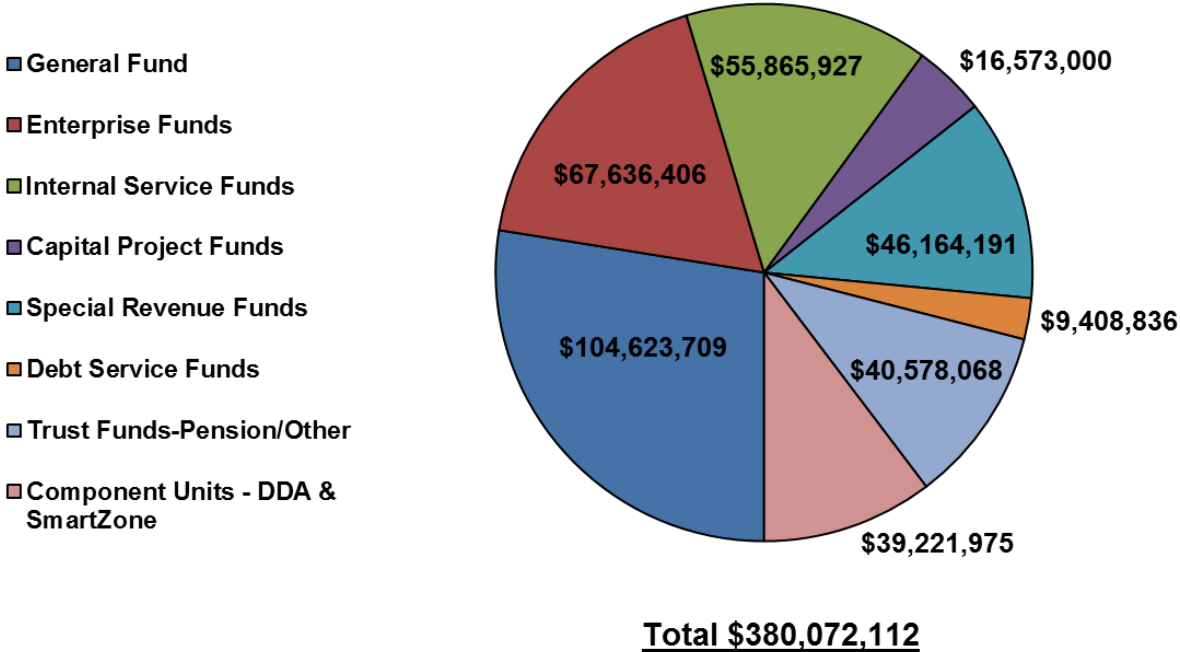
# Budget Summaries

## OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2018, the City's total expenditure budget is \$380 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 2018 BUDGETED EXPENDITURES BY FUND TYPE**



# Budget Summaries

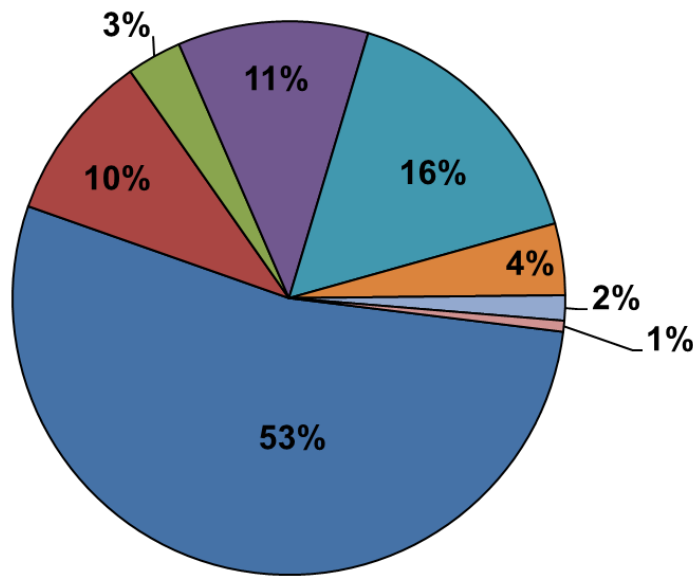
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## **GENERAL FUND OVERVIEW**

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 2018 GENERAL FUND REVENUES**



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

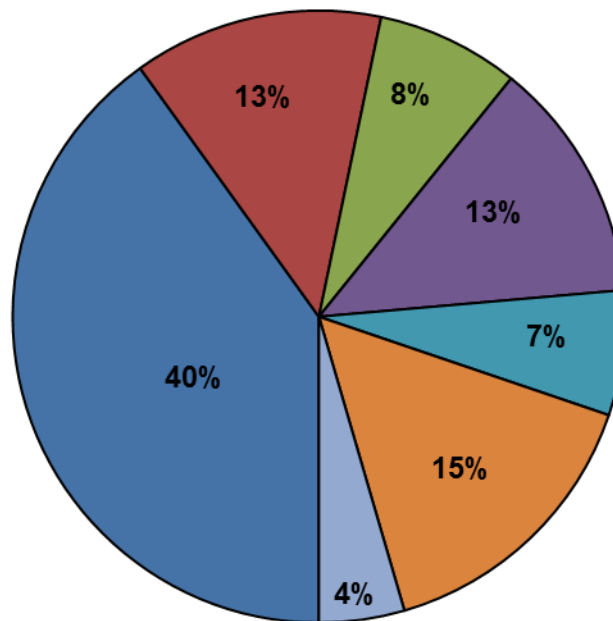


## Budget Summaries

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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 22% of the expenditures are "pass-throughs" which show as expenditures but have an offsetting revenue.

### FY 2018 GENERAL FUND EXPENDITURES

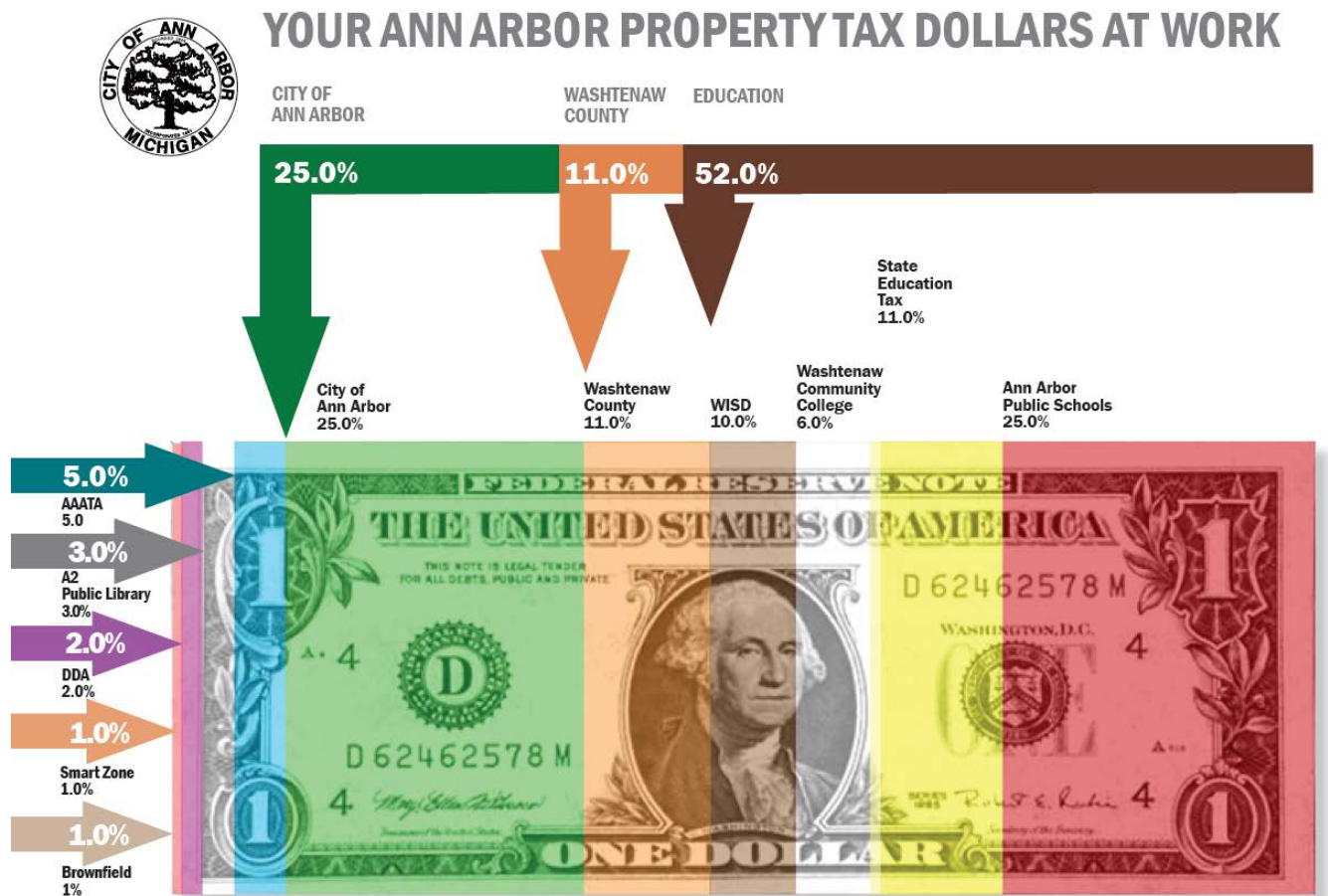


- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAATA and other transfers
- Fifteenth District Court

# Budget Summaries

## PROPERTY TAXES

The largest share of General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$0.25 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 \$0.52 of every dollar paid. The following chart shows where the City’s property tax dollars go:



# 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**

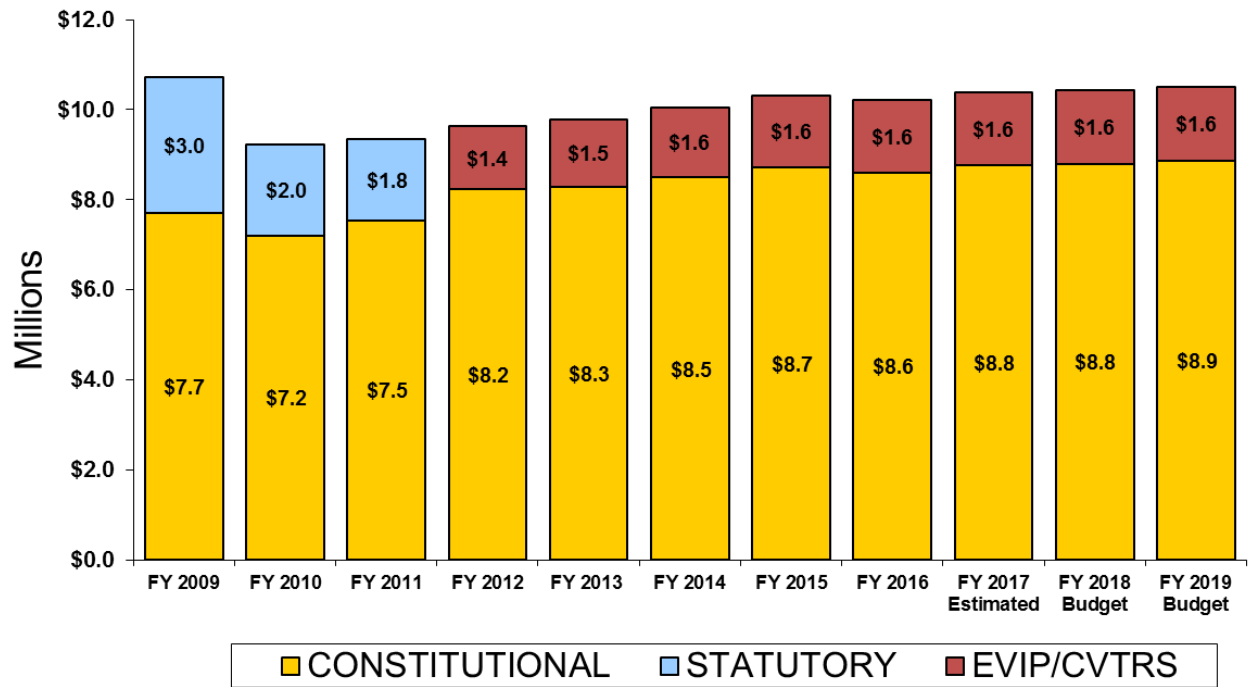
Type	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Change from Previous Year
<b>General Operating</b>	6.1682	6.1682	6.1682	6.1682	6.1657	6.1120	6.0343	<b>(0.0777)</b>
<b>Employee Benefits</b>	2.0560	2.0560	2.0560	2.0560	2.0552	2.0373	2.0114	<b>(0.0259)</b>
<b>AAATA</b>	2.0560	2.0560	2.0560	2.0560	2.0552	2.0373	2.0114	<b>(0.0259)</b>
<b>Total General Fund</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2761</b>	<b>10.1866</b>	<b>10.0571</b>	<b>(0.1295)</b>
<b>Street, Bridge &amp; Sidewalk Reconstruction</b>	1.9944	2.1250	2.1250	2.1250	2.1242	2.1057	2.1250	<b>0.0193</b>
<b>Refuse Collection</b>	2.4670	2.4670	2.4670	2.4670	2.4660	2.4445	2.4134	<b>(0.0311)</b>
<b>Parks (combined)</b>	1.5748	1.5748	1.5779	1.5779	1.5773	1.5635	1.5435	<b>(0.0200)</b>
<b>Debt Service</b>	0.1496	0.1250	0.0000	0.0000	0.0000	0.0000	0.0000	<b>0.0000</b>
<b>Total City Millage</b>	<b>16.4660</b>	<b>16.5720</b>	<b>16.4501</b>	<b>16.4501</b>	<b>16.4436</b>	<b>16.3003</b>	<b>16.1390</b>	<b>(0.1613)</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.

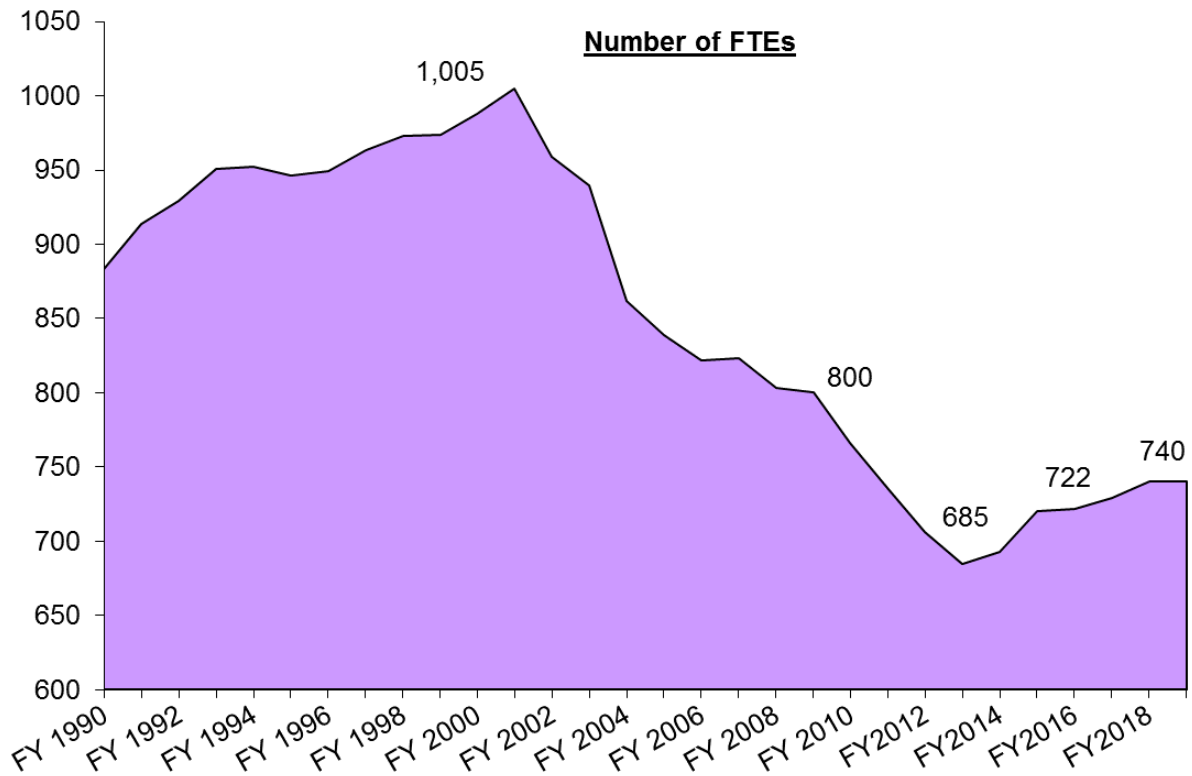
### STATE-SHARED REVENUE HISTORY AND PROJECTIONS



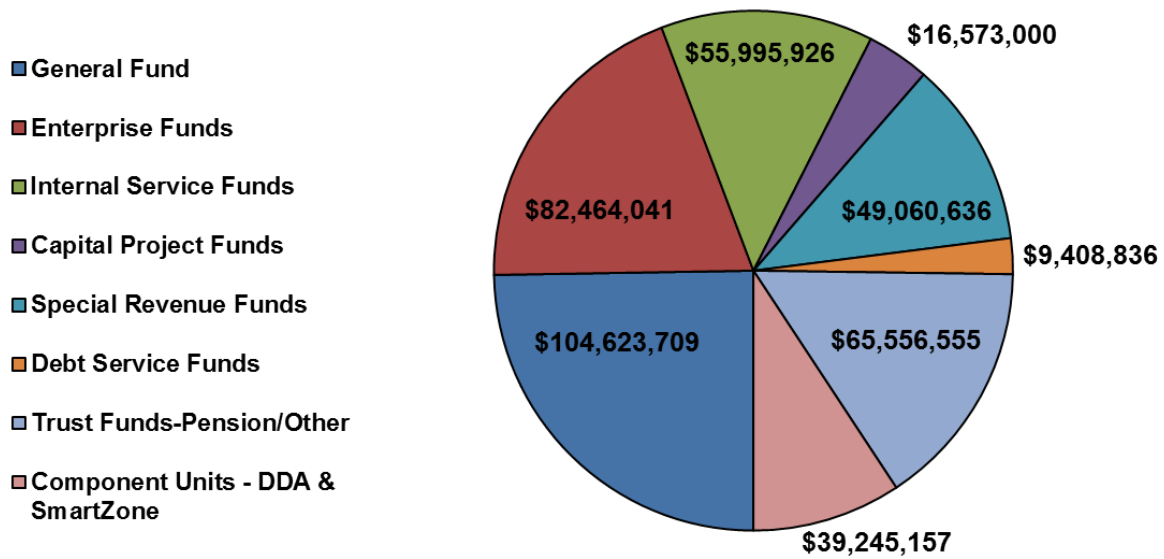
# Budget Summaries

## **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 2018, FTEs have increased to include 11.0 additional FTEs- 2.0 in Housing Commission, 2.0 in DDA, 3.0 in Public Services, and 1.0 each in City Administrator, Information Technology, City Clerk, District Court and Human Resources. There was a 1.0 FTE decrease in Parks & Recreation. 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.

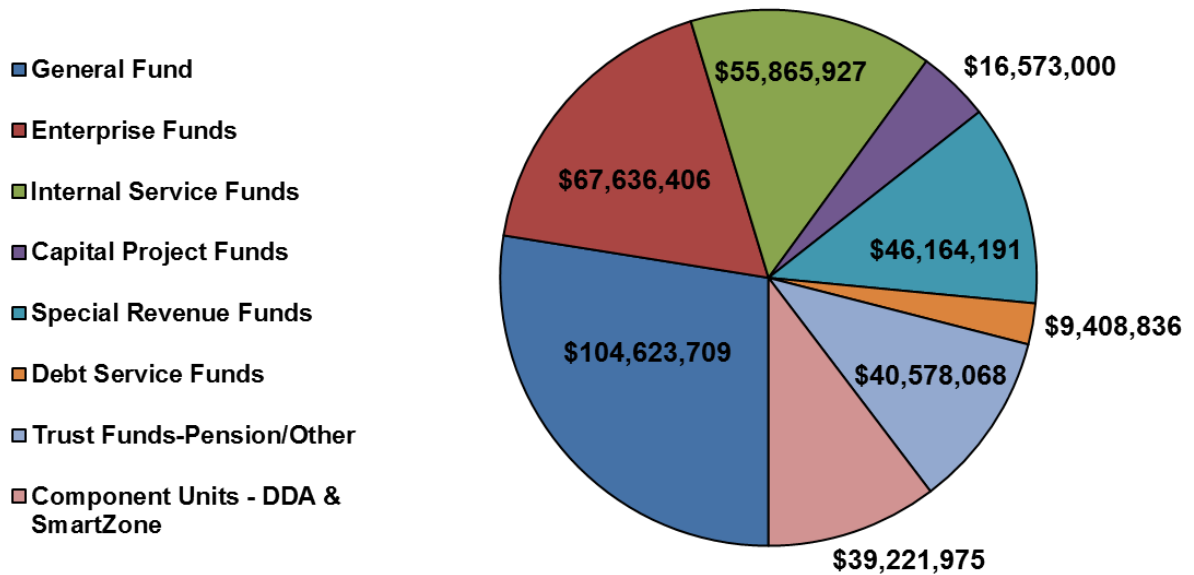


### FY 2018 Budgeted Revenues by Fund Type



**Total \$422,927,860**

### FY 2018 Budgeted Expenditures by Fund Type

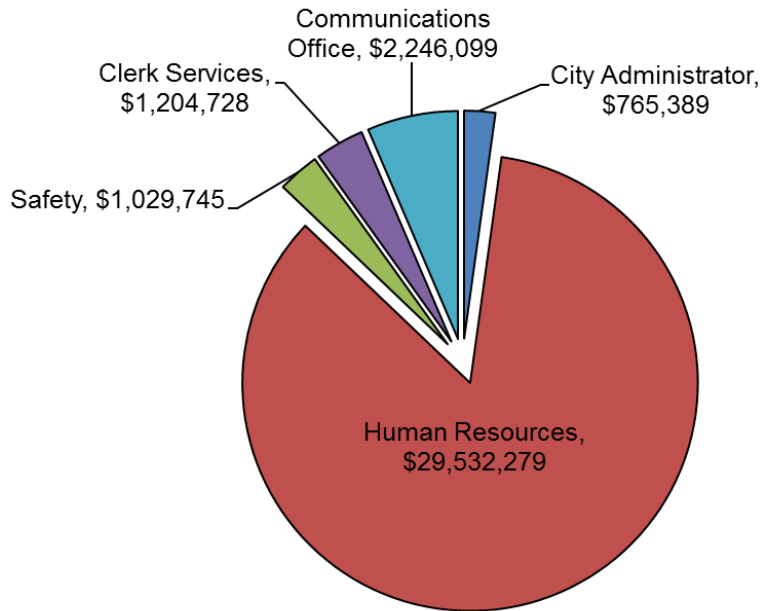


**Total \$380,072,112**

## FY 2018 Expenditures – All Funds by Service Area

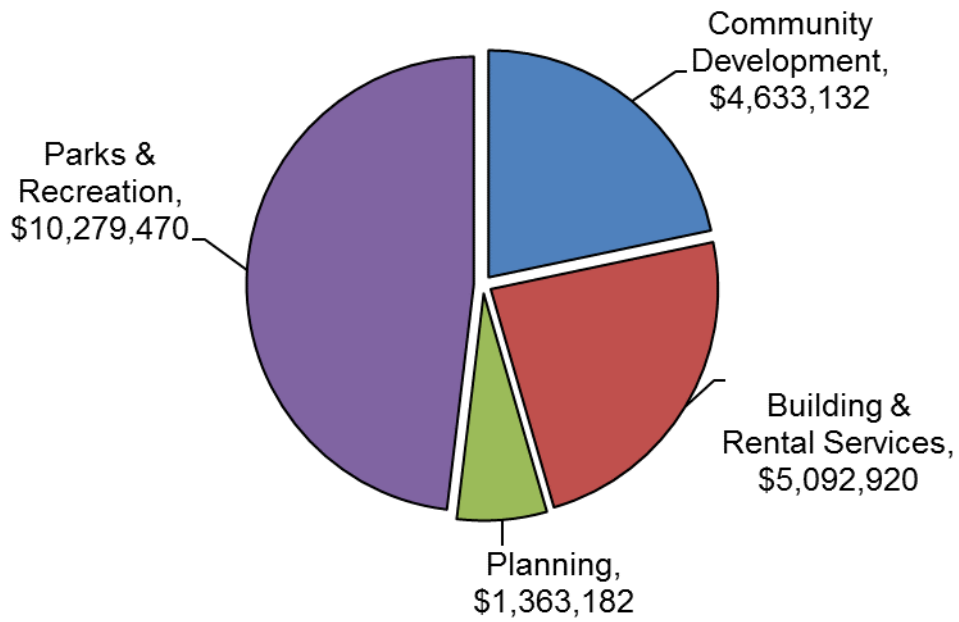
### FY 2018 City Administrator Expenditures

Total \$34,778,240



### FY 2018 Community Services Expenditures

Total \$21,368,704

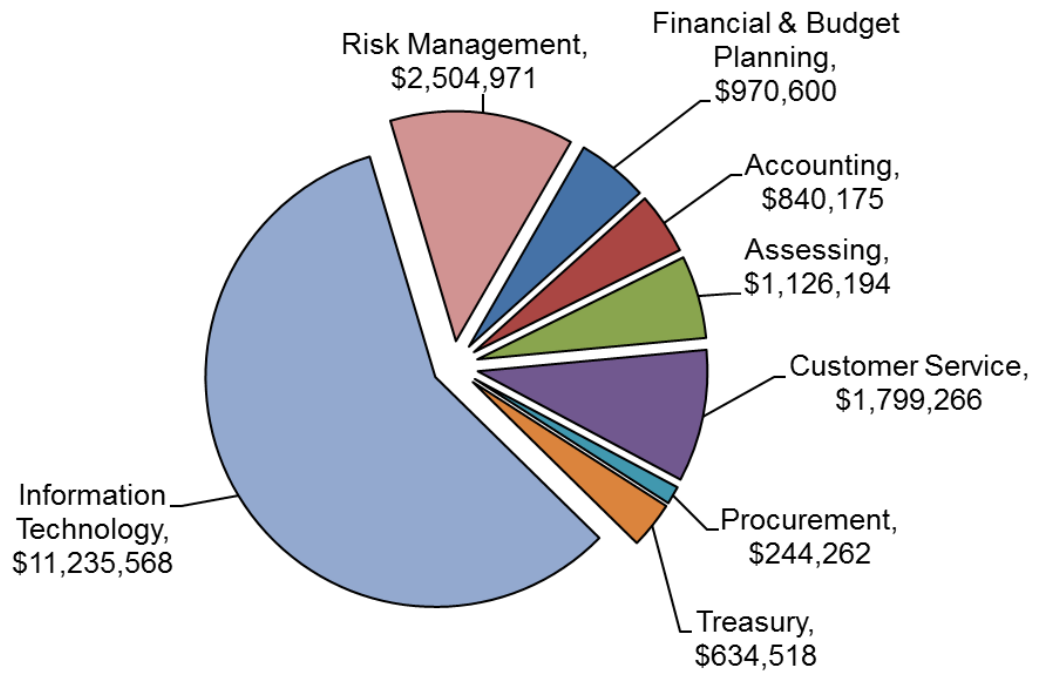


# Budget Summaries

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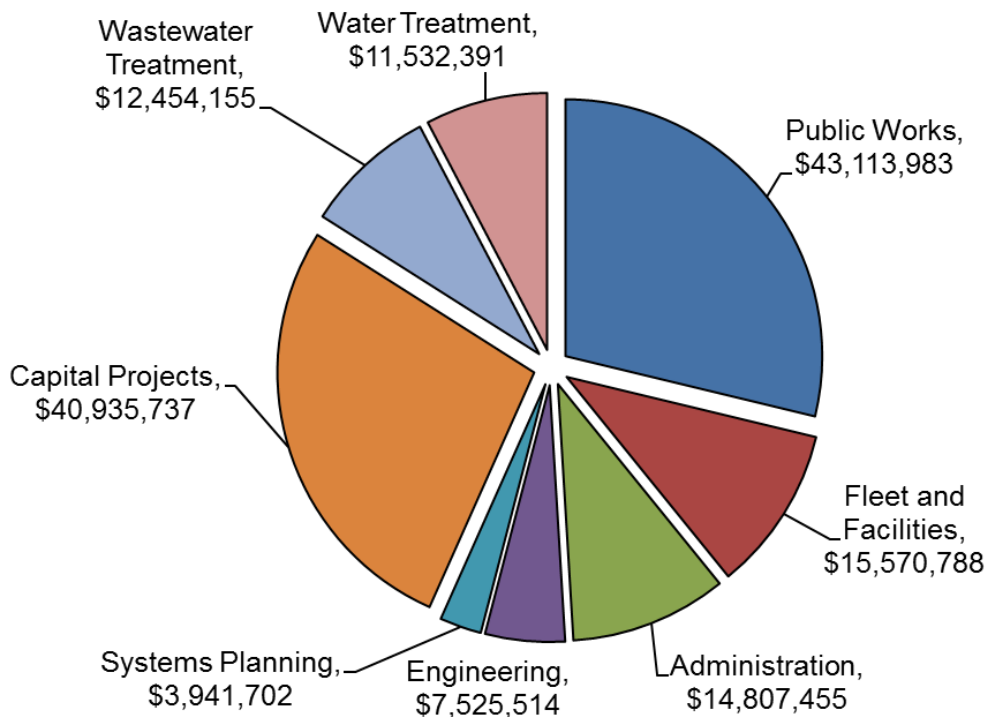
## FY 2018 Financial & Administrative Services Expenditures

**Total \$19,355,554**



## FY 2018 Public Services Expenditures

**Total \$149,881,725**



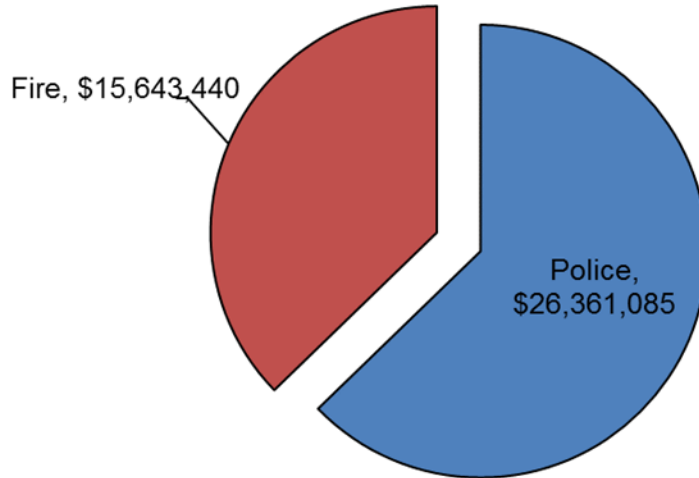


# Budget Summaries

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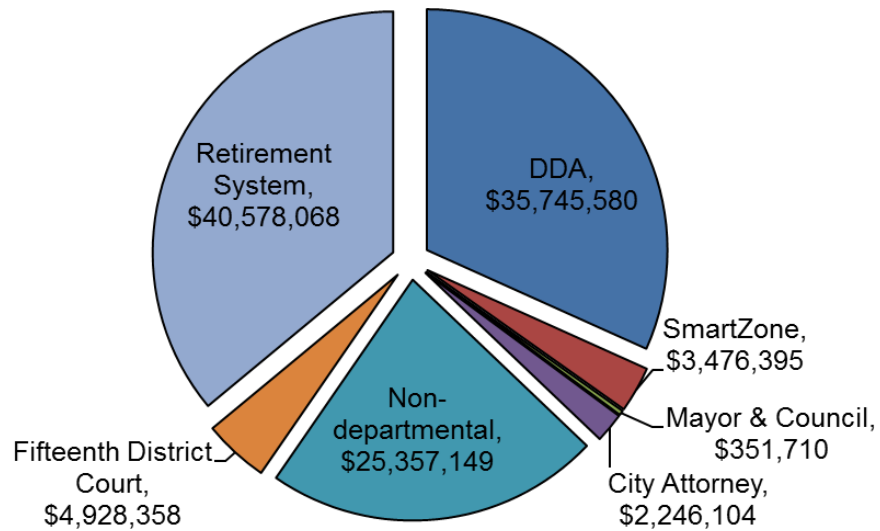
## FY 2018 Safety Services Expenditures

Total \$42,004,525



## FY 2018 Other Services Expenditures

Total \$112,683,364



## Budget Summaries

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

<u>Fund Balance June 30, 2016</u>	<u>FY 2017 Forecasted Revenues</u>	<u>FY 2017 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2017</u>	<u>Fund</u>	<u>FY 2018 Approved Revenues</u>	<u>FY 2018 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2018</u>
24,439,496	99,142,769	101,849,061	21,733,204	<b><u>General Fund (major fund)</u></b>	104,623,709	104,623,709	924,250	20,808,954
				<b><u>Special Revenue Funds</u></b>				
695,853	110,763	100,000	706,616	Affordable Housing	5,000	-	-	711,616
319,718	459,914	618,826	160,806	Alternative Transportation	508,212	268,047	-	400,971
57,640	7,500	737	64,403	Bandemer Property	11,781	11,781	4,281	60,122
96,672	800	-	97,472	Cemetery Perpetual Care	980	-	-	98,452
3,660,092	2,294,971	1,972,989	3,982,074	Community Television Network	2,266,621	2,246,099	-	4,002,596
3,834,672	3,268,332	3,530,053	3,572,951	Construction Code Fund	3,380,762	3,354,472	250,000	3,349,241
16,206	225,200	225,000	16,406	Court Facilities	225,000	225,000	-	16,406
123,470	1,604	18,762	106,312	Drug Enforcement	54,325	53,171	52,721	54,745
370,485	83,046	255,627	197,904	Energy Projects	241,454	241,454	163,569	34,335
63,401	36,816	39,455	60,762	Federal Equitable Sharing Forfeitures	33,946	32,925	22,925	38,858
4,995,264	2,239,010	2,211,793	5,022,481	Local Streets	2,457,038	2,457,038	-	5,022,481
13,366,537	8,744,323	8,560,639	13,550,221	Major Streets	10,358,807	10,358,807	1,100,000	12,450,221
2,019,192	354,534	173,921	2,199,805	Metro Expansion	367,760	367,760	-	2,199,805
14,339	20,073	20,000	14,412	Michigan Justice Training	21,073	21,000	-	14,485
10,480,786	2,516,051	2,032,074	10,964,763	Open Space and Parkland Preservation	2,553,289	1,335,132	-	12,182,920
726,785	4,500	10,000	721,285	Open Space Endowment	20,000	20,000	12,650	708,635
3,382,863	5,895,842	7,134,352	2,144,353	Parks Maintenance & Capital Improvement	6,036,765	5,982,695	316,135	1,882,288
965,474	9,973	30,000	945,447	Parks Memorials & Contributions	39,973	39,973	-	945,447
758,135	7,059	-	765,194	Police and Fire Relief	7,059	-	-	772,253
5,403	5,062	4,000	6,465	Special Assistance	5,062	5,000	-	6,527
13,264,960	12,905,074	21,885,280	4,284,754	Street Repair Millage (major fund)	14,188,692	12,866,800	1,200,000	4,406,646
				<b><u>Trust Funds</u></b>				
2,189,541	29,517	57,636	2,161,422	Elizabeth R. Dean	60,130	60,130	34,653	2,126,769
456,620,321	49,624,422	37,683,575	468,561,168	Employees' Retirement System	51,801,806	39,926,441	-	480,436,533
136,783,661	11,757,224	667,242	147,873,643	VEBA Trust	13,754,749	651,627	-	160,976,765

<u>Fund Balance</u> <u>June 30, 2016</u>	<u>FY 2017</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2017</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Fund Balance</u> <u>June 30, 2017</u>	<u>Fund</u>	<u>FY 2018</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2018</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, 2018</u>
				<b><u>General Debt Service</u></b>				
443,922	8,791,088	8,789,288	445,722	General Debt Service	8,788,921	8,788,921	-	445,722
643,318	19,002	42,405	619,915	Special Assessment General Debt	619,915	619,915	619,915	-
				<b><u>Component Units</u></b>				
3,824,027	6,438,768	6,438,767	3,824,028	Downtown Development Authority	7,778,107	7,778,107	1,265,335	2,558,693
8,232,797	23,478,048	23,478,048	8,232,797	DDA Parking System	23,210,313	23,210,312	1,937,463	6,295,335
243,825	402,163	402,163	243,825	DDA Housing	402,500	402,500	91,400	152,425
1,180,000	4,543,960	3,764,817	1,959,143	DDA Parking Maintenance	4,354,661	4,354,661	666,083	1,293,060
1,469,774	3,326,419	2,761,168	2,035,025	SmartZone LDFA	3,499,576	3,476,395	-	2,058,206
				<b><u>Capital Projects Funds</u></b>				
4,168,909	985,000	2,915,049	2,238,860	General Capital Improvements	1,642,332	1,642,332	517,332	1,721,528

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

<u>Net Assets</u> <u>June 30, 2016</u>	<u>FY 2017</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2017</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Net Assets</u> <u>June 30, 2017</u>	<u>Fund</u>	<u>FY 2018</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2018</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, 2018</u>
				<b><u>Intergovernmental Service Funds</u></b>				
2,458,510	1,379,472	1,379,472	2,458,510	Central Stores	1,245,137	1,245,137	135,240	2,323,270
16,705,538	12,863,427	12,735,821	16,833,144	Fleet Services	11,032,273	11,032,273	2,319,447	14,513,697
5,243,941	6,661,516	8,246,057	3,659,400	Information Technology	7,723,390	7,593,391	238,663	3,550,736
8,602,815	28,203,082	28,816,793	7,989,104	Risk Fund	30,629,642	30,629,642	800,000	7,189,104
432,010	466,572	710,354	188,228	Wheeler Center	500,689	500,689	65,000	123,228
2,002,633	4,859,225	4,859,225	2,002,633	Project Management	4,864,795	4,864,795	-	2,002,633
				<b><u>Enterprise Funds</u></b>				
2,431,898	929,164	893,230	2,467,832	Airport (major fund)	922,355	907,455	-	2,482,732
125,999,868	26,566,085	20,245,168	132,320,785	Sewage Disposal System (major fund)	26,454,043	20,055,611	-	138,719,217
26,208,291	15,498,164	18,683,684	23,022,771	Solid Waste (major fund)	18,182,927	18,169,834	2,353,315	20,682,549
15,812,998	7,343,930	7,140,239	16,016,689	Stormwater Sewer System (major fund)	9,237,322	7,473,404	-	17,780,607
98,671,337	25,962,789	20,171,648	104,462,478	Water Supply System (major fund)	27,667,394	21,030,102	-	111,099,770

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

Net Operating Funds Available June 30, 2016	FY 2017 Forecasted Revenues	FY 2017 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2017	Fund	FY 2018 Approved Revenues	FY 2018 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2018
<b><u>Intergovernmental Service Funds</u></b>								
1,889,162	1,379,472	1,379,472	1,889,162	Central Stores	1,245,137	1,245,137	135,240	1,753,922
9,190,767	12,863,427	12,735,821	9,318,373	Fleet Services	11,032,273	11,032,273	2,319,447	6,998,926
4,773,784	6,661,516	8,246,057	3,189,243	Information Technology	7,723,390	7,593,391	238,663	3,080,579
9,885,435	28,203,082	28,816,793	9,271,724	Risk Fund	30,629,642	30,629,642	800,000	8,471,724
432,010	466,572	710,354	188,228	Wheeler Center	500,689	500,689	65,000	123,228
1,961,029	4,859,225	4,859,225	1,961,029	Project Management	4,864,795	4,864,795	-	1,961,029
<b><u>Enterprise Funds</u></b>								
923,094	929,164	893,230	959,028	Airport (major fund)	922,355	907,455	-	973,928
40,070,817	26,566,085	20,245,168	46,391,734	Sewage Disposal System (major fund)	26,454,043	20,055,611	-	52,790,166
21,712,543	15,498,164	18,683,684	18,527,023	Solid Waste (major fund)	18,182,927	18,169,834	2,353,315	16,186,801
11,045,068	7,343,930	7,140,239	11,248,759	Stormwater Sewer System (major fund)	9,237,322	7,473,404	-	13,012,677
34,651,530	25,962,789	20,171,648	40,442,671	Water Supply System (major fund)	27,667,394	21,030,102	-	47,079,963

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

NOTES: The following major and nonmajor funds are projected to have a change in fund balance over ±10% during Fiscal Year 2018:

Fund	Variance	Reason for Variance
Alternative Transportation	+149%	Planned accumulation of fund balance to finance future capital costs
Drug Enforcement	-49%	Planned use of fund balance for specific projects or items
Energy Projects	-83%	Planned use of fund balance for specific projects or items
Federal Equitable Sharing Forfeitures	-36%	Planned use of fund balance for specific projects or items
Open Space and Parkland Preservation	+11%	Throughout the year, budget amendments are done for land purchases. This is not typically planned for in the adopted budget
Parks Maintenance & Capital Improvement	-12%	Planned use of fund balance for specific projects or items
Special Assessment General Debt	-100%	Fund is closing in FY18
Downtown Development Authority	-33%	Planned use of fund balance for specific projects or items
DDA Parking System	-24%	Planned use of fund balance for specific projects or items
DDA Housing	-37%	Planned use of fund balance for specific projects or items
DDA Parking Maintenance	-34%	Planned use of fund balance for specific projects or items
General Capital Improvements	-23%	Planned use of fund balance for specific projects or items
Fleet Services	-14%	Planned use of fund balance for specific projects or items
Risk Fund	-10%	Planned use of fund balance for specific projects or items
Wheeler Center	-35%	Planned use of fund balance for specific projects or items
Solid Waste (major fund)	-10%	Planned use of fund balance for specific projects or items
Stormwater Sewer System (major fund)	+11%	Planned accumulation of fund balance to finance future capital costs

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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 23% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year multiplied by the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

### **LICENSES, PERMITS & REGISTRATIONS**

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

### **INTERGOVERNMENTAL REVENUES**

#### **STATE-SHARED REVENUE**

This category accounts for revenues received from other units of government. The major portion of this source is State-Shared sales and income taxes. Intergovernmental revenues contribute 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 39% of City revenues and are described in more detail below.

#### **POLICE & FIRE**

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

#### **WORK PERFORMED**

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

#### **RECREATION CHARGES**

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

#### **CEMETERY**

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

#### **SOLID WASTE**

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

#### **ENTERPRISE SALES**

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



## Description of Revenue Categories

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

### **SPECIAL ASSESSMENTS**

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

### **FINES & FORFEITS**

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

### **INVESTMENT INCOME**

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 11% 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 5% 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 2018 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	402,500										402,500
0002 ENERGY PROJECTS	241,454						241,454				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	7,778,107										7,778,107
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	3,499,576										3,499,576
0010 GENERAL	104,623,709		\$270,864	\$184,460	\$6,363,342	\$74,211,889	\$842,435	\$3,931,218	\$1,930,300	\$16,889,201	
0011 CENTRAL STORES	1,245,137						1,245,137				
0012 FLEET SERVICES	11,032,273						11,032,273				
0014 INFORMATION TECHNOLOGY	7,723,390					7,723,390					
0016 COMMUNITY TELEVISION NETWORK	2,266,621			2,266,621							
0021 MAJOR STREET	10,358,807						10,358,807				
0022 LOCAL STREET	2,457,038						2,457,038				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,553,289				2,553,289						
0025 BANDEMER PROPERTY	11,781				11,781						
0026 CONSTRUCTION CODE FUND	3,380,762				3,380,762						
0027 DRUG ENFORCEMENT	54,325							54,325			
0028 FEDERAL EQUITABLE SHARING	33,946							33,946			
0033 DDA PARKING MAINTENANCE	4,354,661										4,354,661
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,973				39,973						
0035 GENERAL DEBT SERVICE	8,788,921					3,200				8,785,721	
0036 METRO EXPANSION	367,760						367,760				
0038 SPECIAL ASSISTANCE	5,062				5,062						
0041 OPEN SPACE ENDOWMENT	20,000				20,000						
0042 WATER SUPPLY SYSTEM	27,667,394					25,251,858	2,415,536				
0043 SEWAGE DISPOSAL SYSTEM	26,454,043					26,269,238	184,805				
0048 AIRPORT	922,355						922,355				
0049 PROJECT MANAGEMENT	4,864,795						4,864,795				
0052 VEBA TRUST	13,754,749										13,754,749
0053 POLICE AND FIRE RELIEF	7,059							7,059			
0054 CEMETERY PERPETUAL CARE	980						980				
0055 ELIZABETH R DEAN TRUST	60,130						60,130				
0057 RISK FUND	30,629,642					30,629,642					
0058 WHEELER CENTER	500,689						500,689				
0059 EMPLOYEES RETIREMENT SYSTEM	51,801,806										51,801,806
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	619,915									619,915	
0061 ALTERNATIVE TRANSPORTATION	508,212						508,212				
0062 STREET & SIDEWALK REPAIR MILLAGE	14,188,692						14,188,692				
0063 DDA PARKING SYSTEM	23,210,313										23,210,313
0064 MICHIGAN JUSTICE TRAINING	21,073							21,073			
0069 STORMWATER SEWER SYSTEM	9,237,322					9,036,181	201,141				
0070 AFFORDABLE HOUSING	5,000				5,000						

**FY 2018 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>
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,036,765				2,617,431		3,419,334				
<b>0072 SOLID WASTE FUND</b>	<b>18,182,927</b>						<b>18,182,927</b>				
0082 STORMWATER BOND PENDING	4,574,575						4,574,575				
0088 SEWER BOND	9,017,000						9,017,000				
0089 WATER BOND	7,556,000						7,556,000				
00CP GENERAL CAPITAL FUND	1,642,332				100,000		1,472,232	70,100			
	<b>\$ 422,927,860</b>		<b>\$270,864</b>	<b>\$2,451,081</b>	<b>\$15,096,640</b>	<b>\$173,125,398</b>	<b>\$94,614,307</b>	<b>\$4,117,721</b>	<b>\$2,155,300</b>	<b>\$26,294,837</b>	<b>\$104,801,712</b>

**FY 2019 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	321,600										321,600
0002 ENERGY PROJECTS	238,266						238,266				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	6,739,494										6,739,494
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	3,564,854										3,564,854
0010 GENERAL	105,387,093		\$277,976	\$184,460	\$6,259,033	\$75,734,931	\$697,694	\$3,936,218	\$1,931,425	\$16,365,356	
0011 CENTRAL STORES	1,092,863						1,092,863				
0012 FLEET SERVICES	8,884,102						8,884,102				
0014 INFORMATION TECHNOLOGY	7,851,147					7,851,147					
0016 COMMUNITY TELEVISION NETWORK	2,267,621			2,267,621							
0021 MAJOR STREET	9,778,540						9,778,540				
0022 LOCAL STREET	2,602,182						2,602,182				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,606,984				2,606,984						
0025 BANDEMER PROPERTY	11,834				11,834						
0026 CONSTRUCTION CODE FUND	3,128,062				3,128,062						
0027 DRUG ENFORCEMENT	1,604							1,604			
0028 FEDERAL EQUITABLE SHARING	11,021							11,021			
0033 DDA PARKING MAINTENANCE	3,691,078										3,691,078
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,973				39,973						
0035 GENERAL DEBT SERVICE	8,781,215					1,200				8,780,015	
0036 METRO EXPANSION	367,760						367,760				
0038 SPECIAL ASSISTANCE	5,062				5,062						
0041 OPEN SPACE ENDOWMENT	20,000				20,000						
0042 WATER SUPPLY SYSTEM	28,929,161					26,775,890	2,153,271				
0043 SEWAGE DISPOSAL SYSTEM	27,996,359					27,811,554	184,805				
0048 AIRPORT	925,155						925,155				
0049 PROJECT MANAGEMENT	4,808,843						4,808,843				
0052 VEBA TRUST	13,095,667										13,095,667
0053 POLICE AND FIRE RELIEF	7,059							7,059			
0054 CEMETERY PERPETUAL CARE	980						980				
0055 ELIZABETH R DEAN TRUST	60,130						60,130				
0057 RISK FUND	31,385,185					31,385,185					
0058 WHEELER CENTER	446,124						446,124				
0059 EMPLOYEES RETIREMENT SYSTEM	53,738,806										53,738,806
0060 GENERAL DEBT /SPECIAL ASSESSMENTS											
0061 ALTERNATIVE TRANSPORTATION	672,783						672,783				
0062 STREET & SIDEWALK REPAIR MILLAGE	13,096,558						13,096,558				
0063 DDA PARKING SYSTEM	23,387,805										23,387,805
0064 MICHIGAN JUSTICE TRAINING	21,073							21,073			
0069 STORMWATER SEWER SYSTEM	10,499,265					10,298,120	201,145				
0070 AFFORDABLE HOUSING	5,000				5,000						

**FY 2019 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>
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,358,471				2,850,937		3,507,534				
<b>0072 SOLID WASTE FUND</b>	<b>18,180,608</b>						<b>18,180,608</b>				
0082 STORMWATER BOND PENDING	4,014,250						4,014,250				
0088 SEWER BOND	9,034,000						9,034,000				
0089 WATER BOND	11,820,000						11,820,000				
00CP GENERAL CAPITAL FUND	600,000						600,000				
	<b>\$ 426,700,637</b>		<b>\$277,976</b>	<b>\$2,452,081</b>	<b>\$14,926,885</b>	<b>\$179,858,027</b>	<b>\$93,367,593</b>	<b>\$3,976,975</b>	<b>\$2,156,425</b>	<b>\$25,145,371</b>	<b>\$104,539,304</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019	
General	<b>GENERAL</b>							
	CHARGES FOR SERVICES	8,827,844	10,069,694	8,935,295	9,277,740	10,323,542	10,419,509	
	CONTRIBUTIONS	21,496	1,000	1,000	1,100	1,000	1,000	
	FINES & FORFEITS	4,452,781	4,303,565	4,392,285	4,217,545	4,365,232	4,373,419	
	INTERGOVERNMENTAL REVENUES	11,522,009	11,420,905	11,956,953	11,540,076	11,632,175	11,720,111	
	INTRAGOVERNMENTAL SALES	13,227,561	13,600,841	15,602,415	15,602,415	16,720,398	17,032,248	
	INVESTMENT INCOME	299,867	386,117	452,224	400,756	400,752	400,752	
	LICENSES, PERMITS & REGISTRATIONS	1,680,925	1,456,768	2,055,000	1,605,542	1,532,196	1,532,196	
	MISCELLANEOUS REVENUE	1,186,867	1,068,951	679,883	738,586	896,903	921,668	
	OPERATING TRANSFERS IN	1,194,576	4,612,179	1,190,467	1,187,467	2,055,656	966,778	
	PRIOR YEAR SURPLUS	-	-	4,761,057	-	924,250	877,000	
	TAXES	51,977,008	53,396,464	54,359,689	54,571,542	55,771,605	57,142,412	
	Total		<u>\$ 94,390,935</u>	<u>\$ 100,316,485</u>	<u>\$ 104,386,268</u>	<u>\$ 99,142,769</u>	<u>\$ 104,623,709</u>	<u>\$ 105,387,093</u>
	Debt Service	<b>GENERAL DEBT SERVICE</b>						
		CHARGES FOR SERVICES	4,267,951	4,279,815	4,286,624	4,286,624	4,306,550	4,313,166
CONTRIBUTIONS		-	-	-	-	-	-	
INVESTMENT INCOME		3,976	(4,833)	2,000	3,000	3,200	1,200	
MISCELLANEOUS REVENUE		1,189	3,331	-	-	-	-	
OPERATING TRANSFERS IN		5,161,330	4,245,824	4,557,621	4,501,464	4,479,171	4,466,849	
PRIOR YEAR SURPLUS		-	-	8,999	-	-	-	
SALE OF BONDS		16,099,348	18,126,162	-	-	-	-	
TAXES		2,129	2,340	-	-	-	-	
Total			<u>\$ 25,535,923</u>	<u>\$ 26,652,640</u>	<u>\$ 8,855,244</u>	<u>\$ 8,791,088</u>	<u>\$ 8,788,921</u>	<u>\$ 4,468,049</u>
		<b>GENERAL DEBT/SPECIAL ASSESSMENT</b>						
CHARGES FOR SERVICES	19,852	-	-	-	-	-		
INVESTMENT INCOME	6,912	6,921	10,000	6,922	-	-		
PRIOR YEAR SURPLUS	-	-	32,405	-	619,915	-		
TAXES	4	237	-	237	-	-		
Total		<u>\$ 26,768</u>	<u>\$ 7,159</u>	<u>\$ 42,405</u>	<u>\$ 7,159</u>	<u>\$ 619,915</u>	<u>\$ -</u>	
Enterprise	<b>WATER SUPPLY SYSTEM</b>							
	CHARGES FOR SERVICES	22,568,700	23,914,248	23,859,999	23,809,733	25,295,158	26,828,190	
	CONTRIBUTIONS	4,189,668	8,141	-	15,000	-	-	
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-	
	INVESTMENT INCOME	513,218	524,607	582,857	582,857	281,131	281,131	
	LICENSES, PERMITS & REGISTRATIONS	64,063	94,518	66,950	75,000	75,000	75,000	
	MISCELLANEOUS REVENUE	128,435	62,983	52,943	72,308	575,200	282,200	
	OPERATING TRANSFERS IN	1,424,477	2,981,760	1,402,891	1,402,891	1,440,905	1,462,640	
	PRIOR YEAR SURPLUS	-	-	170,000	-	-	-	
	TAXES	4,800	4,583	-	5,000	-	-	
	Total		<u>\$ 28,893,360</u>	<u>\$ 27,590,840</u>	<u>\$ 26,135,640</u>	<u>\$ 25,962,789</u>	<u>\$ 27,667,394</u>	<u>\$ 28,929,161</u>
		<b>WATER PENDING BOND SERIES</b>						
	INVESTMENT INCOME	(2,114)	(2,945)	-	-	-	-	
	SALE OF BONDS	-	-	8,272,500	-	7,556,000	11,820,000	
	Total		<u>\$ (2,114)</u>	<u>\$ (2,945)</u>	<u>\$ 8,272,500</u>	<u>\$ -</u>	<u>\$ 7,556,000</u>	<u>\$ 11,820,000</u>
	<b>SEWAGE DISPOSAL SYSTEM</b>							
CHARGES FOR SERVICES	22,133,144	23,908,303	24,785,336	26,210,920	26,270,738	27,813,054		
CONTRIBUTIONS	-	9,503	-	-	-	-		
INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-		
INVESTMENT INCOME	704,971	1,081,631	512,991	350,000	179,255	179,255		
LICENSES, PERMITS & REGISTRATIONS	2,185	2,780	1,500	-	-	-		
MISCELLANEOUS REVENUE	1,148	(159,726)	-	5,165	4,050	4,050		
OPERATING TRANSFERS IN	-	734,904	-	-	-	-		
PRIOR YEAR SURPLUS	-	-	24,954	-	-	-		
TAXES	-	1,238	-	-	-	-		
Total		<u>\$ 22,841,449</u>	<u>\$ 25,578,633</u>	<u>\$ 25,324,781</u>	<u>\$ 26,566,085</u>	<u>\$ 26,454,043</u>	<u>\$ 27,996,359</u>	

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>SEWER BOND PENDING SERIES</b>						
	INVESTMENT INCOME	(119)	(166)	-	-	-	-
	SALE OF BONDS	-	-	7,620,500	-	9,017,000	9,034,000
	<b>Total</b>	<b>\$ (119)</b>	<b>\$ (166)</b>	<b>\$ 7,620,500</b>	<b>\$ -</b>	<b>\$ 9,017,000</b>	<b>\$ 9,034,000</b>
	<b>AIRPORT</b>						
	CHARGES FOR SERVICES	881,363	909,502	886,750	921,240	910,940	913,740
	INTERGOVERNMENTAL REVENUES	155,857	20,400	-	-	-	-
	INVESTMENT INCOME	5,835	8,872	7,524	7,524	9,415	9,415
	MISCELLANEOUS REVENUE	7,446	22,638	4,000	400	2,000	2,000
	OPERATING TRANSFERS IN	-	20,772	-	-	-	-
	<b>Total</b>	<b>\$ 1,050,501</b>	<b>\$ 982,184</b>	<b>\$ 898,274</b>	<b>\$ 929,164</b>	<b>\$ 922,355</b>	<b>\$ 925,155</b>
	<b>STORMWATER SEWER SYSTEM</b>						
	CHARGES FOR SERVICES	6,315,027	6,889,605	7,178,619	7,159,795	9,129,181	10,391,120
	INTERGOVERNMENTAL REVENUES	326,819	584,919	6,500	34,796	1,500	1,500
	INVESTMENT INCOME	99,104	134,668	105,987	105,987	104,078	104,078
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-	-
	MISCELLANEOUS REVENUE	2,315	6,738	-	43,352	2,563	2,567
	OPERATING TRANSFERS IN	1,031,127	680,154	76,954	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	SALE OF BONDS	-	-	-	-	-	-
	TAXES	-	8	-	-	-	-
	<b>Total</b>	<b>\$ 7,774,392</b>	<b>\$ 8,296,092</b>	<b>\$ 7,368,060</b>	<b>\$ 7,343,930</b>	<b>\$ 9,237,322</b>	<b>\$ 10,499,265</b>
	<b>STORMWATER BOND</b>						
	INVESTMENT INCOME	-	-	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	SALE OF BONDS	-	-	4,648,957	-	4,574,575	4,014,250
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,648,957</b>	<b>\$ -</b>	<b>\$ 4,574,575</b>	<b>\$ 4,014,250</b>
	<b>SOLID WASTE</b>						
	CHARGES FOR SERVICES	2,848,689	2,935,593	2,699,181	2,823,278	2,889,863	2,974,046
	INVESTMENT INCOME	199,624	259,097	240,880	240,880	268,049	268,049
	MISCELLANEOUS REVENUE	26,225	34,346	-	34,600	25,000	25,000
	OPERATING TRANSFERS IN	164,792	1,086,720	230,000	-	-	-
	PRIOR YEAR SURPLUS	-	-	4,459,360	-	2,353,315	2,013,913
	TAXES	11,729,340	12,073,329	12,354,499	12,399,406	12,646,700	12,899,600
	<b>Total</b>	<b>\$ 14,968,671</b>	<b>\$ 16,389,085</b>	<b>\$ 19,983,920</b>	<b>\$ 15,498,164</b>	<b>\$ 18,182,927</b>	<b>\$ 18,180,608</b>
	<b>CENTRAL STORES</b>						
	CHARGES FOR SERVICES	4,250	6,350	26,500	26,500	7,500	7,500
	INTRAGOVERNMENTAL SALES	1,199,076	1,165,213	1,328,109	1,328,109	1,078,092	1,062,404
	INVESTMENT INCOME	13,667	18,320	19,063	19,063	18,735	18,735
	MISCELLANEOUS REVENUE	11,601	6,360	13,390	5,800	5,570	4,224
	OPERATING TRANSFERS IN	-	21,996	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	11,787	-	135,240	-
	<b>Total</b>	<b>\$ 1,228,595</b>	<b>\$ 1,218,239</b>	<b>\$ 1,398,849</b>	<b>\$ 1,379,472</b>	<b>\$ 1,245,137</b>	<b>\$ 1,092,863</b>



## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>FLEET SERVICES</b>						
	CONTRIBUTIONS	166,274	589,813	-	266,207	-	-
	INTRAGOVERNMENTAL SALES	7,316,137	7,759,362	7,834,167	7,610,644	8,617,100	8,788,376
	INVESTMENT INCOME	72,701	96,805	84,922	84,922	95,726	95,726
	MISCELLANEOUS REVENUE	139,737	339,978	138,500	138,500	-	-
	OPERATING TRANSFERS IN	75,000	95,916	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	4,763,154	4,763,154	2,319,447	-
	Total	\$ 7,769,848	\$ 8,881,874	\$ 12,820,743	\$ 12,863,427	\$ 11,032,273	\$ 8,884,102
	<b>INFORMATION TECHNOLOGY</b>						
	CHARGES FOR SERVICES	6,133,192	6,835,662	6,751,134	6,611,446	7,434,657	7,701,077
	INVESTMENT INCOME	39,609	50,015	53,848	50,070	50,070	50,070
	MISCELLANEOUS REVENUE	32,500	44,273	-	-	-	-
	OPERATING TRANSFERS IN	-	171,852	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,330,656	-	238,663	100,000
	Total	\$ 6,205,301	\$ 7,101,802	\$ 8,135,638	\$ 6,661,516	\$ 7,723,390	\$ 7,851,147
	<b>PROJECT MANAGEMENT</b>						
	CHARGES FOR SERVICES	2,805,992	3,185,903	4,893,170	4,824,290	4,836,342	4,780,390
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	48,216	36,279	63,991	30,000	28,453	28,453
	MISCELLANEOUS REVENUE	11,738	8,496	-	4,935	-	-
	OPERATING TRANSFERS IN	-	106,464	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 2,865,946	\$ 3,337,142	\$ 4,957,161	\$ 4,859,225	\$ 4,864,795	\$ 4,808,843
	<b>RISK FUND</b>						
	CHARGES FOR SERVICES	26,452,697	26,195,166	28,054,787	28,054,787	29,281,347	30,036,890
	CONTRIBUTIONS	122,486	168,666	-	-	-	-
	INVESTMENT INCOME	156,472	161,675	119,437	148,295	148,295	148,295
	MISCELLANEOUS REVENUE	361,070	790,299	135,000	-	400,000	400,000
	PRIOR YEAR SURPLUS	-	-	657,450	-	800,000	800,000
	Total	\$ 27,092,724	\$ 27,315,806	\$ 28,966,674	\$ 28,203,082	\$ 30,629,642	\$ 31,385,185
	<b>WHEELER CENTER</b>						
	CHARGES FOR SERVICES	436,178	449,310	460,956	462,156	431,031	441,466
	INVESTMENT INCOME	3,451	4,685	4,416	4,416	4,658	4,658
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	OPERATING TRANSFERS IN	-	3,744	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	306,000	-	65,000	-
	Total	\$ 439,629	\$ 457,739	\$ 771,372	\$ 466,572	\$ 500,689	\$ 446,124
Fiduciary Trust	<b>ELIZABETH R. DEAN TRUST FUND</b>						
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-
	CONTRIBUTIONS	500	-	-	-	-	-
	INVESTMENT INCOME	32,433	58,693	29,517	29,517	25,477	25,477
	MISCELLANEOUS REVENUE	-	13,554	-	-	-	-
	OPERATING TRANSFERS IN	-	1,800	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	30,000	-	34,653	34,653
	Total	\$ 32,933	\$ 74,047	\$ 59,517	\$ 29,517	\$ 60,130	\$ 60,130
Pension Trust	<b>VEBA TRUST</b>						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	CONTRIBUTIONS	187,296	169,365	190,000	150,000	190,000	190,000
	INVESTMENT INCOME	2,093,903	883,270	8,855,000	10,040,901	10,624,901	11,244,901
	MISCELLANEOUS REVENUE	392	1,162	-	-	-	-
	OPERATING TRANSFERS IN	4,033,482	2,906,024	1,566,323	1,566,323	2,939,848	1,660,766
	Total	\$ 6,315,073	\$ 3,959,821	\$ 10,611,323	\$ 11,757,224	\$ 13,754,749	\$ 13,095,667

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>EMPLOYEES' RETIREMENT SYSTEM</b>						
	CHARGES FOR SERVICES	15,794,067	15,417,475	14,865,000	16,209,616	16,319,000	16,319,000
	CONTRIBUTIONS	310,761	351,524	313,000	250,000	315,000	315,000
	INVESTMENT INCOME	21,091,986	3,179,052	22,510,000	33,164,806	35,167,806	37,104,806
	MISCELLANEOUS REVENUE	2,789	1,911	-	-	-	-
	OPERATING TRANSFERS IN	-	722,679	-	-	-	-
	<b>Total</b>	<b>\$ 37,199,603</b>	<b>\$ 19,672,641</b>	<b>\$ 37,688,000</b>	<b>\$ 49,624,422</b>	<b>\$ 51,801,806</b>	<b>\$ 53,738,806</b>
Special Revenue	<b>ENERGY PROJECTS</b>						
	CHARGES FOR SERVICES	68,078	62,236	72,912	72,912	69,560	66,238
	INVESTMENT INCOME	31,604	23,166	3,601	3,601	2,412	2,412
	MISCELLANEOUS REVENUE	10,016	10,157	6,802	-	-	-
	OPERATING TRANSFERS IN	-	6,228	5,913	5,913	5,913	5,913
	PRIOR YEAR SURPLUS	-	-	170,244	-	163,569	163,703
	TAXES	-	642	-	620	-	-
	<b>Total</b>	<b>\$ 109,698</b>	<b>\$ 102,428</b>	<b>\$ 259,472</b>	<b>\$ 83,046</b>	<b>\$ 241,454</b>	<b>\$ 238,266</b>
	<b>LOCAL LAW ENFORC BLOCK GRANT</b>						
	INTERGOVERNMENTAL REVENUES	21,919	18,606	-	-	-	-
	INVESTMENT INCOME	(6)	6	-	-	-	-
	<b>Total</b>	<b>\$ 21,913</b>	<b>\$ 18,612</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>COMMUNITY TELEVISION NETWORK</b>						
	INVESTMENT INCOME	41,353	41,846	53,207	37,171	37,171	37,171
	LICENSES, PERMITS & REGISTRATIONS	2,217,110	2,255,389	1,980,000	2,257,000	2,229,000	2,230,000
	MISCELLANEOUS REVENUE	869	1,270	1,000	800	450	450
	OPERATING TRANSFERS IN	-	79,056	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 2,259,332</b>	<b>\$ 2,377,561</b>	<b>\$ 2,034,207</b>	<b>\$ 2,294,971</b>	<b>\$ 2,266,621</b>	<b>\$ 2,267,621</b>
	<b>HOMELAND SECURITY GRANT FUND</b>						
	INTERGOVERNMENTAL REVENUES	42,378	46,739	52,169	53,045	-	-
	INVESTMENT INCOME	1	76	-	44	-	-
	<b>Total</b>	<b>\$ 42,379</b>	<b>\$ 46,815</b>	<b>\$ 52,169</b>	<b>\$ 53,089</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>MAJOR STREET</b>						
	CHARGES FOR SERVICES	748,063	782,317	797,428	782,437	800,700	820,700
	CONTRIBUTIONS	9,581	1,835	241,517	241,517	-	-
	INTERGOVERNMENTAL REVENUES	6,679,033	7,421,775	7,277,434	7,277,434	8,030,402	8,531,585
	INTRAGOVERNMENTAL SALES	213,511	255,807	230,000	270,000	250,000	250,000
	INVESTMENT INCOME	90,760	118,343	117,618	117,618	123,703	123,703
	LICENSES, PERMITS & REGISTRATIONS	-	770	-	-	-	-
	MISCELLANEOUS REVENUE	108,701	34,526	20,000	15,000	15,000	15,000
	OPERATING TRANSFERS IN	176,371	564,795	44,412	40,317	39,002	37,552
	PRIOR YEAR SURPLUS	-	-	22,529	-	1,100,000	-
	TAXES	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 8,026,019</b>	<b>\$ 9,180,168</b>	<b>\$ 8,750,938</b>	<b>\$ 8,744,323</b>	<b>\$ 10,358,807</b>	<b>\$ 9,778,540</b>
	<b>LOCAL STREET</b>						
	CHARGES FOR SERVICES	190,965	184,932	190,480	185,529	189,240	193,024
	INTERGOVERNMENTAL REVENUES	1,852,163	2,087,073	2,011,571	2,011,571	2,222,677	2,364,037
	INVESTMENT INCOME	31,360	42,956	40,910	40,910	44,121	44,121
	MISCELLANEOUS REVENUE	844	-	1,000	1,000	1,000	1,000
	OPERATING TRANSFERS IN	60,000	147,876	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	120,545	-	-	-
	<b>Total</b>	<b>\$ 2,135,331</b>	<b>\$ 2,462,837</b>	<b>\$ 2,364,506</b>	<b>\$ 2,239,010</b>	<b>\$ 2,457,038</b>	<b>\$ 2,409,158</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>COURT FACILITIES</b>						
	FINES & FORFEITS	122,704	104,526	125,000	90,000	90,000	90,000
	INVESTMENT INCOME	113	100	-	200	-	-
	OPERATING TRANSFERS IN	100,491	136,576	100,000	135,000	135,000	135,000
	Total	\$ 223,308	\$ 241,202	\$ 225,000	\$ 225,200	\$ 225,000	\$ 225,000
	<b>OPEN SPACE &amp; PARKLAND PRESERVATION</b>						
	CONTRIBUTIONS	37,072	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	159,524	-	-	-	-	-
	INVESTMENT INCOME	89,588	109,542	111,493	112,602	112,602	112,602
	MISCELLANEOUS REVENUE	305	280	-	1,926	-	-
	OPERATING TRANSFERS IN	-	2,220	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	415,140	-	-	-
	TAXES	2,271,916	2,338,322	2,388,148	2,401,523	2,440,687	2,494,382
	Total	\$ 2,558,405	\$ 2,450,365	\$ 2,914,781	\$ 2,516,051	\$ 2,553,289	\$ 2,606,984
	<b>BANDEMER PROPERTY</b>						
	INVESTMENT INCOME	1,014	762	1,343	600	600	600
	MISCELLANEOUS REVENUE	6,900	6,900	6,900	6,900	6,900	6,900
	PRIOR YEAR SURPLUS	-	-	3,056	-	4,281	4,334
	Total	\$ 7,914	\$ 7,662	\$ 11,299	\$ 7,500	\$ 11,781	\$ 11,834
	<b>CONSTRUCTION CODE FUND</b>						
	INVESTMENT INCOME	19,558	38,177	43,097	39,362	39,362	39,362
	LICENSES, PERMITS & REGISTRATIONS	3,721,507	3,660,913	2,958,000	3,228,400	3,091,100	3,088,400
	MISCELLANEOUS REVENUE	1,056	1,901	-	570	300	300
	OPERATING TRANSFERS IN	-	131,424	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	500,000	-	250,000	-
	TAXES	192	-	-	-	-	-
	Total	\$ 3,742,313	\$ 3,832,415	\$ 3,501,097	\$ 3,268,332	\$ 3,380,762	\$ 3,128,062
	<b>DRUG ENFORCEMENT</b>						
	CHARGES FOR SERVICES	4,750	-	-	-	-	-
	FINES & FORFEITS	14,336	44,993	30,981	450	450	450
	INVESTMENT INCOME	1,150	1,211	-	1,154	1,154	1,154
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	69,145	-	52,721	-
	Total	\$ 20,236	\$ 46,204	\$ 100,126	\$ 1,604	\$ 54,325	\$ 1,604
	<b>FEDERAL EQUITABLE SHARING FORFEITURE</b>						
	FINES & FORFEITS	11,768	143,460	45,843	35,795	10,000	10,000
	INVESTMENT INCOME	1,448	1,023	-	1,021	1,021	1,021
	PRIOR YEAR SURPLUS	-	-	9,291	-	22,925	-
	Total	\$ 13,216	\$ 144,484	\$ 55,134	\$ 36,816	\$ 33,946	\$ 11,021
	<b>PARKS MEMORIALS &amp; CONTRIBUTIONS</b>						
	CONTRIBUTIONS	265,218	135,394	30,000	-	30,000	30,000
	INVESTMENT INCOME	8,074	10,108	10,484	9,973	9,973	9,973
	OPERATING TRANSFERS IN	-	396	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 273,292	\$ 145,898	\$ 40,484	\$ 9,973	\$ 39,973	\$ 39,973
	<b>METRO EXPANSION</b>						
	INTERGOVERNMENTAL REVENUES	298,302	403,366	337,000	337,000	350,850	350,850
	INVESTMENT INCOME	13,717	17,324	17,534	17,534	16,910	16,910
	OPERATING TRANSFERS IN	-	6,168	-	-	-	-
	Total	\$ 312,019	\$ 426,859	\$ 354,534	\$ 354,534	\$ 367,760	\$ 367,760

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>SPECIAL ASSISTANCE</b>						
	CONTRIBUTIONS	5,185	5,686	4,000	5,000	5,000	5,000
	INVESTMENT INCOME	58	60	-	62	62	62
	Total	\$ 5,243	\$ 5,746	\$ 4,000	\$ 5,062	\$ 5,062	\$ 5,062
	<b>OPEN SPACE ENDOWMENT</b>						
	INVESTMENT INCOME	5,710	7,373	4,500	4,500	7,350	7,350
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	23,867	23,867	-	-	-	-
	Total	\$ 29,577	\$ 31,240	\$ 10,000	\$ 4,500	\$ 20,000	\$ 20,000
	<b>POLICE &amp; FIRE RELIEF</b>						
	INVESTMENT INCOME	5,674	7,042	3,000	7,059	7,059	7,059
	Total	\$ 5,674	\$ 7,042	\$ 3,000	\$ 7,059	\$ 7,059	\$ 7,059
	<b>CEMETARY PERPETUAL CARE</b>						
	CHARGES FOR SERVICES	5,100	10,650	-	-	-	-
	INVESTMENT INCOME	768	766	800	800	980	980
	Total	\$ 5,868	\$ 11,416	\$ 800	\$ 800	\$ 980	\$ 980
	<b>ART IN PUBLIC PLACES</b>						
	CONTRIBUTIONS	-	36,000	-	-	-	-
	INTERGOVERNMENTAL REVENUES	3,100	-	-	-	-	-
	INVESTMENT INCOME	2,911	2,535	-	1,800	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	40,000	-	-	-	-	-
	Total	\$ 46,011	\$ 38,535	\$ -	\$ 1,800	\$ -	\$ -
	<b>ALTERNATIVE TRANSPORTATION</b>						
	CHARGES FOR SERVICES	4,409	-	-	-	-	-
	CONTRIBUTIONS	-	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-
	INVESTMENT INCOME	3,662	2,791	2,738	2,738	3,058	3,058
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	361,420	348,565	457,176	457,176	505,154	537,281
	TAXES	15	39	-	-	-	-
	Total	\$ 369,506	\$ 351,396	\$ 558,861	\$ 459,914	\$ 508,212	\$ 672,783
	<b>STREET, BRIDGE &amp; SIDEWALK MILLAGE</b>						
	CHARGES FOR SERVICES	28,111	-	16,585	-	-	-
	CONTRIBUTIONS	607,729	2,372,098	2,520,196	2,000,000	2,000,000	2,000,000
	INTERGOVERNMENTAL REVENUES	117,059	-	27,360	-	-	-
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	157,218	205,525	225,312	225,312	202,133	202,133
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	5,435,865	6,891,235	2,761,190	-	-	-
	TAXES	10,124,679	10,423,035	10,641,796	10,679,762	10,786,559	10,894,425
	Total	\$ 16,470,661	\$ 19,891,893	\$ 19,120,511	\$ 12,905,074	\$ 14,188,692	\$ 13,096,558

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>MICHIGAN JUSTICE TRAINING</b>						
	INTERGOVERNMENTAL REVENUES	11,866	23,471	20,000	20,000	21,000	21,000
	INVESTMENT INCOME	126	48	-	73	73	73
	Total	\$ 11,992	\$ 23,519	\$ 20,000	\$ 20,073	\$ 21,073	\$ 21,073
	<b>AFFORDABLE HOUSING</b>						
	CONTRIBUTIONS	-	-	-	-	-	-
	INVESTMENT INCOME	15,156	12,791	14,937	10,763	5,000	5,000
	MISCELLANEOUS REVENUE	657	-	-	-	-	-
	OPERATING TRANSFERS IN	100,000	-	100,000	100,000	-	-
	PRIOR YEAR SURPLUS	-	-	450,000	-	-	-
	Total	\$ 115,812	\$ 12,791	\$ 564,937	\$ 110,763	\$ 5,000	\$ 5,000
	<b>PARK MAINT &amp; CAPITAL IMPROVEMENT</b>						
	CHARGES FOR SERVICES	-	175,000	-	-	-	-
	CONTRIBUTIONS	45,000	129,000	550,000	-	-	-
	INTERGOVERNMENTAL REVENUES	-	(1)	300,000	300,000	-	-
	INVESTMENT INCOME	38,321	49,898	55,109	55,109	54,070	54,070
	MISCELLANEOUS REVENUE	14,192	48,298	1,100	12,220	1,100	1,100
	OPERATING TRANSFERS IN	-	336,668	92,791	-	-	-
	PRIOR YEAR SURPLUS	-	-	354,771	-	316,135	498,470
	TAXES	5,229,577	5,383,282	5,508,694	5,528,513	5,665,460	5,804,831
	Total	\$ 5,327,090	\$ 6,122,144	\$ 6,862,465	\$ 5,895,842	\$ 6,036,765	\$ 6,358,471
	<b>LOCAL FORFEITURE</b>						
	INVESTMENT INCOME	21	-	-	-	-	-
	Total	\$ 21	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>SIDEWALK IMPROVEMENT FUND</b>						
	INVESTMENT INCOME	166	-	-	-	-	-
	Total	\$ 166	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>MAJOR GRANTS PROGRAMS</b>						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	CONTRIBUTIONS	-	25,332	-	-	-	-
	INTERGOVERNMENTAL REVENUES	1,016,833	1,232,509	4,768,000	579,146	-	-
	INVESTMENT INCOME	2,497	4,124	-	-	-	-
	MISCELLANEOUS REVENUE	1,880	47,287	51,818	51,818	-	-
	OPERATING TRANSFERS IN	18,590	22,256	640,701	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 1,039,799	\$ 1,331,509	\$ 5,460,519	\$ 630,964	\$ -	\$ -
Capital Projects	<b>GENERAL CAPITAL FUND</b>						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	INVESTMENT INCOME	7,039	28,824	-	-	-	-
	MISCELLANEOUS REVENUE	-	44,890	-	-	-	-
	OPERATING TRANSFERS IN	721,871	4,246,000	3,089,435	985,000	1,125,000	600,000
	PRIOR YEAR SURPLUS	-	-	-	-	517,332	-
	Total	\$ 728,910	\$ 4,319,713	\$ 3,089,435	\$ 985,000	\$ 1,642,332	\$ 600,000

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
Component Units	<b>SMART ZONE LDFA</b>						
	INVESTMENT INCOME	15,728	16,897	16,419	16,419	24,576	24,854
	MISCELLANEOUS REVENUE	25,429	-	-	140,000	75,000	75,000
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	TAXES	2,321,467	2,512,493	3,300,000	3,170,000	3,400,000	3,465,000
	<b>Total</b>	<b>\$ 2,362,623</b>	<b>\$ 2,529,389</b>	<b>\$ 3,316,419</b>	<b>\$ 3,326,419</b>	<b>\$ 3,499,576</b>	<b>\$ 3,564,854</b>
	<b>DDA/HOUSING FUND</b>						
	CHARGES FOR SERVICES	-	-	300,000	300,000	310,500	321,000
	INVESTMENT INCOME	-	-	290	290	600	600
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	101,873	101,873	91,400	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 402,163</b>	<b>\$ 402,163</b>	<b>\$ 402,500</b>	<b>\$ 321,600</b>
	<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>						
	INVESTMENT INCOME	(316)	-	3,750	3,750	35,000	35,000
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	176,301	176,301	1,265,335	-
	TAXES	-	-	6,258,717	6,258,717	6,477,772	6,704,494
	<b>Total</b>	<b>\$ (316)</b>	<b>\$ -</b>	<b>\$ 6,438,768</b>	<b>\$ 6,438,768</b>	<b>\$ 7,778,107</b>	<b>\$ 6,739,494</b>
	<b>DDA PARKING MAINTENANCE</b>						
	CHARGES FOR SERVICES	-	-	4,539,000	4,539,000	3,638,578	3,638,578
	INVESTMENT INCOME	-	-	4,960	4,960	50,000	52,500
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	666,083	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,543,960</b>	<b>\$ 4,543,960</b>	<b>\$ 4,354,661</b>	<b>\$ 3,691,078</b>
	<b>DDA PARKING SYSTEM</b>						
	CHARGES FOR SERVICES	-	-	21,825,179	21,825,179	21,097,850	21,730,785
	INVESTMENT INCOME	-	-	32,000	32,000	50,000	60,000
	MISCELLANEOUS REVENUE	-	-	110,000	110,000	125,000	130,000
	PRIOR YEAR SURPLUS	-	-	1,510,869	1,510,869	1,937,463	1,467,020
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,478,048</b>	<b>\$ 23,478,048</b>	<b>\$ 23,210,313</b>	<b>\$ 23,387,805</b>
	<b>CITY TOTALS</b>						
	CHARGES FOR SERVICES	120,538,421	126,211,761	155,424,935	158,383,182	163,542,277	169,709,473
	CONTRIBUTIONS	5,968,265	4,003,356	3,849,713	2,928,824	2,541,000	2,541,000
	FINES & FORFEITS	4,601,589	4,596,544	4,594,109	4,343,790	4,465,682	4,473,869
	INTERGOVERNMENTAL REVENUES	22,206,861	23,259,762	26,756,987	22,153,068	22,258,604	22,989,083
	INTRAGOVERNMENTAL SALES	21,956,284	22,781,223	24,994,691	24,811,168	26,665,590	27,133,028
	INVESTMENT INCOME	25,968,183	7,626,081	34,417,759	46,017,341	48,238,991	50,806,769
	LICENSES, PERMITS & REGISTRATIONS	7,685,790	7,471,138	7,061,450	7,165,942	6,927,296	6,925,596
	MISCELLANEOUS REVENUE	2,084,302	2,440,802	1,222,336	1,383,880	2,136,036	1,871,459
	PRIOR YEAR SURPLUS	-	-	23,492,105	6,552,197	15,090,377	6,104,187
	OPERATING TRANSFERS IN	20,123,258	31,336,118	16,315,874	10,381,551	12,725,649	9,872,779
	SALE OF BONDS	16,099,348	18,126,162	20,541,957	-	21,147,575	24,868,250
	TAXES	83,661,128	86,136,013	94,811,543	95,015,320	97,188,783	99,405,144
	<b>Total*</b>	<b>\$ 330,893,430</b>	<b>\$ 333,988,961</b>	<b>\$ 413,483,459</b>	<b>\$ 379,136,263</b>	<b>\$ 422,927,860</b>	<b>\$ 426,700,637</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 2018 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	402,500										402,500
0002 ENERGY PROJECTS	241,454						241,454				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	7,778,107										7,778,107
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	3,476,395										3,476,395
0010 GENERAL	104,623,709	351,710	2,246,104	4,291,659	13,864,807	7,872,902	13,517,527	41,827,329	4,703,358	15,948,313	
0011 CENTRAL STORES	1,245,137						1,245,137				
0012 FLEET SERVICES	11,032,273						11,032,273				
0014 INFORMATION TECHNOLOGY	7,593,391					7,593,391					
0016 COMMUNITY TELEVISION NETWORK	2,246,099			2,246,099							
0021 MAJOR STREET	10,358,807					6,630	10,352,177				
0022 LOCAL STREET	2,457,038						2,457,038				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,335,132				1,335,132						
0025 BANDEMER PROPERTY	11,781				11,781						
0026 CONSTRUCTION CODE FUND	3,354,472				3,354,472						
0027 DRUG ENFORCEMENT	53,171							53,171			
0028 FEDERAL EQUITABLE SHARING	32,925							32,925			
0033 DDA PARKING MAINTENANCE	4,354,661										4,354,661
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,973				39,973						
0035 GENERAL DEBT SERVICE	8,788,921									8,788,921	
0036 METRO EXPANSION	367,760						367,760				
0038 SPECIAL ASSISTANCE	5,000				5,000						
0041 OPEN SPACE ENDOWMENT	20,000				20,000						
0042 WATER SUPPLY SYSTEM	21,030,102					1,082,740	19,947,362				
0043 SEWAGE DISPOSAL SYSTEM	20,055,611					41,101	20,014,510				
0048 AIRPORT	907,455						907,455				
0049 PROJECT MANAGEMENT	4,864,795					42,946	4,821,849				
0052 VEBA TRUST	651,627										651,627
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	60,130						60,130				
0057 RISK FUND	30,629,642			28,240,482		2,389,160					
0058 WHEELER CENTER	500,689						500,689				
0059 EMPLOYEES RETIREMENT SYSTEM	39,926,441										39,926,441
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	619,915									619,915	
0061 ALTERNATIVE TRANSPORTATION	268,047				20,108		247,939				
0062 STREET & SIDEWALK REPAIR MILLAGE	12,866,800						12,866,800				
0063 DDA PARKING SYSTEM	23,210,312										23,210,312
0064 MICHIGAN JUSTICE TRAINING	21,000							21,000			
0069 STORMWATER SEWER SYSTEM	7,473,404					41,101	7,432,303				
0070 AFFORDABLE HOUSING											
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,982,695				2,617,431		3,365,264				

**FY 2018 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>
0072 SOLID WASTE FUND	18,169,834					285,583	17,884,251				
<b>0082 STORMWATER BOND PENDING</b>	<b>4,574,575</b>						<b>4,574,575</b>				
0088 SEWER BOND	9,017,000						9,017,000				
0089 WATER BOND	7,556,000						7,556,000				
00CP GENERAL CAPITAL FUND	1,642,332				100,000		1,472,232	70,100			
	<b>\$380,072,112</b>	<b>\$351,710</b>	<b>\$2,246,104</b>	<b>\$34,778,240</b>	<b>\$21,368,704</b>	<b>\$19,355,554</b>	<b>\$149,881,725</b>	<b>\$42,004,525</b>	<b>\$4,928,358</b>	<b>\$25,357,149</b>	<b>\$79,800,043</b>

**FY 2019 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	302,750										302,750
0002 ENERGY PROJECTS	238,266						238,266				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,173,004										5,173,004
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	3,401,600										3,401,600
0010 GENERAL	105,387,092	353,781	2,241,898	4,378,241	13,818,382	7,946,018	12,880,870	42,614,466	4,745,825	16,407,611	
0011 CENTRAL STORES	1,092,863						1,092,863				
0012 FLEET SERVICES	8,703,493						8,703,493				
0014 INFORMATION TECHNOLOGY	7,654,082					7,654,082					
0016 COMMUNITY TELEVISION NETWORK	2,260,730			2,260,730							
0021 MAJOR STREET	9,778,540					6,759	9,771,781				
0022 LOCAL STREET	2,602,182						2,602,182				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,335,468				1,335,468						
0025 BANDEMER PROPERTY	11,834				11,834						
0026 CONSTRUCTION CODE FUND	3,124,956				3,124,956						
0027 DRUG ENFORCEMENT	450							450			
0028 FEDERAL EQUITABLE SHARING	10,000							10,000			
0033 DDA PARKING MAINTENANCE	3,672,999										3,672,999
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,973				39,973						
0035 GENERAL DEBT SERVICE	8,781,215									8,781,215	
0036 METRO EXPANSION	367,760						367,760				
0038 SPECIAL ASSISTANCE	5,000				5,000						
0041 OPEN SPACE ENDOWMENT	20,000				20,000						
0042 WATER SUPPLY SYSTEM	20,813,622					1,093,810	19,719,812				
0043 SEWAGE DISPOSAL SYSTEM	23,022,568					41,440	22,981,128				
0048 AIRPORT	910,002						910,002				
0049 PROJECT MANAGEMENT	4,808,843					43,821	4,765,022				
0052 VEBA TRUST	689,127										689,127
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	60,130						60,130				
0057 RISK FUND	31,385,185			29,012,527		2,372,658					
0058 WHEELER CENTER	446,124						446,124				
0059 EMPLOYEES RETIREMENT SYSTEM	40,033,649										40,033,649
0060 GENERAL DEBT/SPECIAL ASSESSMENTS											
0061 ALTERNATIVE TRANSPORTATION	672,783				20,277		652,506				
0062 STREET & SIDEWALK REPAIR MILLAGE	12,992,744						12,992,744				
0063 DDA PARKING SYSTEM	23,387,805										23,387,805
0064 MICHIGAN JUSTICE TRAINING	21,000							21,000			
0069 STORMWATER SEWER SYSTEM	8,231,098					41,441	8,189,657				
0070 AFFORDABLE HOUSING											
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,307,021				2,853,557		3,453,464				

**FY 2019 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>
0072 SOLID WASTE FUND	18,167,392					291,177	17,876,215				
0082 STORMWATER BOND PENDING	4,014,250						4,014,250				
0088 SEWER BOND	9,034,000						9,034,000				
0089 WATER BOND	11,820,000						11,820,000				
00CP GENERAL CAPITAL FUND	600,000						600,000				
	<b>\$381,606,600</b>	<b>\$353,781</b>	<b>\$2,241,898</b>	<b>\$35,651,498</b>	<b>\$21,229,447</b>	<b>\$19,491,206</b>	<b>\$153,172,269</b>	<b>\$42,645,916</b>	<b>\$4,970,825</b>	<b>\$25,188,826</b>	<b>\$76,660,934</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019	
General	<b>GENERAL</b>							
	PERSONNEL SERVICES	36,263,803	38,335,836	41,035,134	40,147,020	42,373,635	43,359,108	
	PAYROLL FRINGES	23,255,924	21,632,480	23,545,858	23,534,419	23,278,103	23,967,765	
	EMPLOYEE ALLOWANCES	591,320	593,889	495,789	522,499	498,320	497,320	
	OTHER SERVICES	8,930,815	9,382,440	10,679,875	10,114,928	10,106,059	10,364,174	
	MATERIALS & SUPPLIES	1,301,245	1,661,135	1,457,004	1,493,597	1,353,582	1,332,500	
	OTHER CHARGES	8,688,328	10,169,085	11,078,002	10,281,179	12,485,415	11,757,102	
	PASS THROUGHS	13,140,170	13,494,343	14,510,244	14,196,857	13,143,766	12,721,294	
	CAPITAL OUTLAY	170,972	272,501	177,533	165,033	-	-	
	VEHICLE OPERATING COSTS	57,304	43,069	68,500	55,200	61,500	61,500	
	GRANT/LOAN RECIPIENTS	1,365,277	1,316,399	1,338,329	1,338,329	1,323,329	1,326,329	
	Total		\$ 93,765,157	\$ 96,901,177	\$ 104,386,268	\$ 101,849,061	\$ 104,623,709	\$ 105,387,092
	Debt Service	<b>GENERAL DEBT SERVICE</b>						
		OTHER SERVICES	78,713	75,582	1,000	200	200	200
		OTHER CHARGES	25,451,250	26,570,643	8,854,244	8,789,088	8,788,721	8,781,015
Total		\$ 25,529,963	\$ 26,646,225	\$ 8,855,244	\$ 8,789,288	\$ 8,788,921	\$ 8,781,215	
Enterprise	<b>GENERAL DEBT/SPECIAL ASSESSMENT</b>							
	OTHER CHARGES	27,900	21,850	15,955	15,955	-	-	
	PASS THROUGHS	23,425	27,625	26,450	26,450	619,915	-	
	Total		\$ 51,325	\$ 49,475	\$ 42,405	\$ 42,405	\$ 619,915	\$ -
	Enterprise	<b>WATER SUPPLY SYSTEM</b>						
		PERSONNEL SERVICES	3,921,199	4,286,563	4,123,878	3,534,302	4,216,384	4,298,008
		PAYROLL FRINGES	2,697,658	2,461,630	2,450,059	2,386,820	2,594,000	2,664,213
		EMPLOYEE ALLOWANCES	21,575	22,428	9,625	10,794	12,521	12,521
		OTHER SERVICES	3,410,562	3,072,225	4,159,023	3,625,578	3,467,902	3,092,676
		MATERIALS & SUPPLIES	1,862,298	1,884,534	2,351,955	2,071,635	2,476,421	2,226,707
		OTHER CHARGES	6,535,399	6,865,598	6,909,317	6,831,956	7,016,165	7,399,519
		PASS THROUGHS	1,396,711	1,310,800	1,222,267	1,201,667	1,134,709	1,012,978
		CAPITAL OUTLAY	(112,052)	14,141	912,189	506,396	105,000	100,000
		VEHICLE OPERATING COSTS	315	5,112	7,000	2,500	7,000	7,000
		Total		\$ 19,733,666	\$ 19,923,030	\$ 22,145,313	\$ 20,171,648	\$ 21,030,102
Enterprise		<b>WATER BOND PENDING SERIES</b>						
		PERSONNEL SERVICES	-	-	-	-	-	-
		PAYROLL FRINGES	-	-	-	-	-	-
		OTHER SERVICES	-	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-	
	OTHER CHARGES	-	-	18,686,773	-	7,556,000	11,820,000	
	PASS THROUGHS	-	-	-	-	-	-	
	CAPITAL OUTLAY	-	-	-	-	-	-	
	Total		\$ -	\$ -	\$ 18,686,773	\$ -	\$ 7,556,000	\$ 11,820,000
	Enterprise	<b>SEWAGE DISPOSAL SYSTEM</b>						
		PERSONNEL SERVICES	3,085,404	3,918,758	3,883,990	3,679,063	3,772,058	3,788,116
		PAYROLL FRINGES	2,500,061	2,277,516	2,384,754	2,390,481	2,334,310	2,384,400
		EMPLOYEE ALLOWANCES	14,710	24,936	7,598	10,245	7,619	7,619
		OTHER SERVICES	2,675,306	3,307,238	5,200,747	3,886,743	3,900,839	3,914,877
		MATERIALS & SUPPLIES	888,385	887,150	1,052,388	899,062	895,628	922,376
OTHER CHARGES		6,746,826	7,149,024	9,083,838	8,248,852	8,430,290	11,301,624	
PASS THROUGHS		708,803	674,259	702,595	702,595	668,867	682,556	
CAPITAL OUTLAY		879,450	(12,657)	643,839	404,281	25,000	-	
VEHICLE OPERATING COSTS		19,966	24,853	21,000	23,846	21,000	21,000	
Total			\$ 17,518,910	\$ 18,251,078	\$ 22,980,749	\$ 20,245,168	\$ 20,055,611	\$ 23,022,568
Enterprise		<b>SEWER BOND PENDING SERIES</b>						
		PERSONNEL SERVICES	-	-	-	-	-	-
		PAYROLL FRINGES	-	-	-	-	-	-
		OTHER SERVICES	-	-	-	-	-	-
	OTHER CHARGES	-	-	14,796,347	-	9,017,000	9,034,000	
	CAPITAL OUTLAY	-	-	-	-	-	-	
Total		\$ -	\$ -	\$ 14,796,347	\$ -	\$ 9,017,000	\$ 9,034,000	

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>AIRPORT</b>						
	PERSONNEL SERVICES	241,245	234,883	247,180	247,180	240,995	246,697
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	230,130	177,179	198,111	244,321	183,493	195,620
	MATERIALS & SUPPLIES	58,368	32,560	47,300	55,990	46,000	36,000
	OTHER CHARGES	204,804	211,253	205,569	204,619	207,082	205,094
	PASS THROUGHS	8,111	7,884	8,120	8,120	6,885	7,091
	CAPITAL OUTLAY	-	-	150,000	100,000	195,000	190,000
	VEHICLE OPERATING COSTS	12,133	14,291	38,000	33,000	28,000	29,500
	<b>Total</b>	<b>\$ 754,790</b>	<b>\$ 678,050</b>	<b>\$ 894,280</b>	<b>\$ 893,230</b>	<b>\$ 907,455</b>	<b>\$ 910,002</b>
	<b>STORMWATER SEWER SYSTEM</b>						
	PERSONNEL SERVICES	1,075,256	1,475,511	1,419,695	1,368,298	1,425,486	1,363,752
	PAYROLL FRINGES	884,945	867,284	855,464	874,945	859,427	882,679
	EMPLOYEE ALLOWANCES	8,423	10,060	6,714	8,481	6,849	6,849
	OTHER SERVICES	2,112,430	1,954,605	2,641,308	2,153,086	2,156,088	2,671,994
	MATERIALS & SUPPLIES	114,624	112,840	170,530	152,931	110,900	93,900
	OTHER CHARGES	1,045,001	1,383,224	2,568,442	2,262,461	2,582,523	2,882,073
	PASS THROUGHS	1,335,503	2,472,360	4,393,613	287,023	332,131	329,851
	CAPITAL OUTLAY	741,886	(12,620)	591,938	29,014	-	-
	VEHICLE OPERATING COSTS	3,602	612	600	4,000	-	-
	<b>Total</b>	<b>\$ 7,321,671</b>	<b>\$ 8,263,876</b>	<b>\$ 12,648,304</b>	<b>\$ 7,140,239</b>	<b>\$ 7,473,404</b>	<b>\$ 8,231,098</b>
	<b>STORMWATER BOND</b>						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	OTHER CHARGES	-	-	7,697,201	1,261,700	4,574,575	4,014,250
	CAPITAL OUTLAY	-	-	-	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,697,201</b>	<b>\$ 1,261,700</b>	<b>\$ 4,574,575</b>	<b>\$ 4,014,250</b>
	<b>SOLID WASTE</b>						
	PERSONNEL SERVICES	1,691,393	2,050,565	1,747,895	1,846,903	1,759,357	1,754,067
	PAYROLL FRINGES	1,230,392	1,134,903	1,173,235	1,191,018	1,145,359	1,175,239
	EMPLOYEE ALLOWANCES	8,841	7,666	3,974	6,274	4,117	4,117
	OTHER SERVICES	8,042,074	8,792,703	11,475,820	10,906,295	11,466,021	11,511,320
	MATERIALS & SUPPLIES	163,955	107,720	181,006	225,541	110,800	112,400
	OTHER CHARGES	2,014,844	6,779,982	8,537,260	3,507,045	3,269,254	3,192,143
	PASS THROUGHS	448,732	441,682	1,293,639	457,773	414,926	418,106
	CAPITAL OUTLAY	-	159,334	1,199,448	542,835	-	-
	VEHICLE OPERATING COSTS	95	-	5,500	-	-	-
	<b>Total</b>	<b>\$ 13,600,326</b>	<b>\$ 19,474,555</b>	<b>\$ 25,617,777</b>	<b>\$ 18,683,684</b>	<b>\$ 18,169,834</b>	<b>\$ 18,167,392</b>
Internal Service	<b>CENTRAL STORES</b>						
	PERSONNEL SERVICES	256,180	229,944	300,735	300,735	332,167	183,158
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	43,433	33,458	52,567	47,676	38,402	38,385
	MATERIALS & SUPPLIES	626,763	673,675	861,861	847,293	734,963	731,982
	OTHER CHARGES	88,429	133,432	135,513	135,595	94,676	95,682
	PASS THROUGHS	43,181	47,772	48,173	48,173	44,929	43,656
	CAPITAL OUTLAY	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 1,057,985</b>	<b>\$ 1,118,281</b>	<b>\$ 1,398,849</b>	<b>\$ 1,379,472</b>	<b>\$ 1,245,137</b>	<b>\$ 1,092,863</b>
	<b>FLEET SERVICES</b>						
	PERSONNEL SERVICES	1,120,034	1,473,431	1,435,720	1,435,720	1,493,936	1,481,420
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	282,467	183,232	117,825	261,155	299,182	307,924
	MATERIALS & SUPPLIES	29,126	83,434	21,975	108,807	32,075	32,921
	OTHER CHARGES	2,779,294	2,749,558	2,865,278	2,870,523	2,904,192	2,918,301
	PASS THROUGHS	696,248	2,683,902	698,150	698,150	678,546	680,316
	CAPITAL OUTLAY	-	186,550	5,363,398	5,542,945	3,609,085	1,138,860
	VEHICLE OPERATING COSTS	1,876,833	1,607,439	2,233,475	1,818,521	2,015,257	2,143,751
	<b>Total</b>	<b>\$ 6,784,002</b>	<b>\$ 8,967,547</b>	<b>\$ 12,735,821</b>	<b>\$ 12,735,821</b>	<b>\$ 11,032,273</b>	<b>\$ 8,703,493</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>INFORMATION TECHNOLOGY</b>						
	PERSONNEL SERVICES	2,888,759	3,310,843	3,362,150	3,382,650	3,669,935	3,699,379
	PAYROLL FRINGES	-	6,868	-	6,006	17,483	18,257
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	2,196,409	2,044,473	2,380,452	2,068,845	2,181,542	2,258,176
	MATERIALS & SUPPLIES	169,049	261,727	687,470	456,496	640,113	564,487
	OTHER CHARGES	1,414,744	1,457,219	1,413,443	1,274,383	1,084,318	1,113,783
	PASS THROUGHS	80,000	15,892	877,677	877,677	-	-
	CAPITAL OUTLAY	-	0	800,139	180,000	-	-
	<b>Total</b>	<b>\$ 6,748,961</b>	<b>\$ 7,097,021</b>	<b>\$ 9,521,331</b>	<b>\$ 8,246,057</b>	<b>\$ 7,593,391</b>	<b>\$ 7,654,082</b>
	<b>PROJECT MANAGEMENT</b>						
	PERSONNEL SERVICES	1,544,204	2,001,792	3,905,976	3,851,976	3,757,217	3,678,961
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	94,089	248,471	343,035	311,483	302,468	295,983
	MATERIALS & SUPPLIES	34,574	29,904	25,850	25,450	29,450	29,600
	OTHER CHARGES	572,062	619,093	618,277	628,127	736,242	763,980
	PASS THROUGHS	39,714	4,538,052	42,189	42,189	39,418	40,319
	CAPITAL OUTLAY	-	-	-	-	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 2,284,643</b>	<b>\$ 7,437,312</b>	<b>\$ 4,935,327</b>	<b>\$ 4,859,225</b>	<b>\$ 4,864,795</b>	<b>\$ 4,808,843</b>
	<b>RISK FUND</b>						
	PERSONNEL SERVICES	518,779	541,916	639,000	639,000	663,964	641,052
	PAYROLL FRINGES	-	41,573	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	717,187	704,449	960,882	875,125	1,201,086	1,111,772
	MATERIALS & SUPPLIES	16,318	19,385	13,000	14,500	57,500	51,500
	OTHER CHARGES	20,484,718	20,645,749	25,787,469	25,721,845	25,767,244	27,920,095
	PASS THROUGHS	4,033,482	8,618,027	1,566,323	1,566,323	2,939,848	1,660,766
	<b>Total</b>	<b>\$ 25,770,484</b>	<b>\$ 30,571,098</b>	<b>\$ 28,966,674</b>	<b>\$ 28,816,793</b>	<b>\$ 30,629,642</b>	<b>\$ 31,385,185</b>
	<b>WHEELER CENTER</b>						
	PERSONNEL SERVICES	32,512	50,487	59,126	49,531	41,337	42,008
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	276,513	262,695	324,737	274,581	311,740	320,563
	MATERIALS & SUPPLIES	32,409	25,558	32,581	31,314	39,788	39,988
	OTHER CHARGES	45,372	49,145	48,928	48,928	42,824	43,565
	PASS THROUGHS	-	-	306,000	306,000	-	-
	CAPITAL OUTLAY	-	-	-	-	65,000	-
	<b>Total</b>	<b>\$ 386,806</b>	<b>\$ 387,886</b>	<b>\$ 771,372</b>	<b>\$ 710,354</b>	<b>\$ 500,689</b>	<b>\$ 446,124</b>
Fiduciary Trust	<b>ELIZABETH R. DEAN TRUST FUND</b>						
	PERSONNEL SERVICES	28,563	3,521	21,275	21,275	-	-
	PAYROLL FRINGES	8,661	998	-	-	-	-
	OTHER SERVICES	21,756	5,374	17,225	17,225	60,000	60,000
	MATERIALS & SUPPLIES	2,289	1,607	19,000	19,000	-	-
	OTHER CHARGES	1,613	1,355	136	136	130	130
	<b>Total</b>	<b>\$ 62,881</b>	<b>\$ 12,855</b>	<b>\$ 57,636</b>	<b>\$ 57,636</b>	<b>\$ 60,130</b>	<b>\$ 60,130</b>
Pension Trust	<b>VEBA TRUST</b>						
	PERSONNEL SERVICES	-	20,544	-	-	-	-
	OTHER SERVICES	351,197	329,328	662,200	666,891	651,276	688,776
	MATERIALS & SUPPLIES	-	222	-	232	232	232
	OTHER CHARGES	-	15,104	119	119	119	119
	<b>Total</b>	<b>\$ 351,197</b>	<b>\$ 365,199</b>	<b>\$ 662,319</b>	<b>\$ 667,242</b>	<b>\$ 651,627</b>	<b>\$ 689,127</b>
	<b>EMPLOYEES' RETIREMENT SYSTEM</b>						
	PERSONNEL SERVICES	287,234	306,776	283,408	283,408	284,776	284,776
	PAYROLL FRINGES	162,747	187,450	176,443	176,443	174,327	178,855
	OTHER SERVICES	1,081,457	865,188	2,578,400	1,899,079	2,216,324	2,319,324
	MATERIALS & SUPPLIES	2,480	1,021	4,600	3,768	3,768	3,768
	OTHER CHARGES	32,768,100	34,065,780	34,628,976	35,320,877	37,247,246	37,246,926
	<b>Total</b>	<b>\$ 34,302,017</b>	<b>\$ 35,426,216</b>	<b>\$ 37,671,827</b>	<b>\$ 37,683,575</b>	<b>\$ 39,926,441</b>	<b>\$ 40,033,649</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
Special Revenue	<b>ENERGY PROJECTS</b>						
	PERSONNEL SERVICES	(4,250)	6,161	11,000	11,000	5,440	5,440
	PAYROLL FRINGES	(1,598)	507	-	-	-	-
	OTHER SERVICES	308	5,013	60,000	60,000	62,000	62,000
	MATERIALS & SUPPLIES	-	-	100,000	100,000	100,000	100,000
	OTHER CHARGES	29,820	13,848	14,269	14,269	4,454	4,588
	PASS THROUGHGS	121,063	72,639	70,358	70,358	69,560	66,238
	CAPITAL OUTLAY	-	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	133,440	20,000	-	-	-	-
	Total		<u>\$ 278,783</u>	<u>\$ 118,169</u>	<u>\$ 255,627</u>	<u>\$ 255,627</u>	<u>\$ 241,454</u>
	<b>LOCAL LAW ENFORC BLOCK GRANT</b>						
	PERSONNEL SERVICES	-	-	-	-	-	-
	OTHER SERVICES	-	2,034	-	-	-	-
	MATERIALS & SUPPLIES	21,919	16,572	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
Total		<u>\$ 21,919</u>	<u>\$ 18,606</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	<b>COMMUNITY TELEVISION NETWORK</b>						
	PERSONNEL SERVICES	643,479	632,710	638,047	676,426	732,843	732,665
	PAYROLL FRINGES	498,890	467,151	480,368	484,317	530,321	542,122
	EMPLOYEE ALLOWANCES	660	638	390	390	780	780
	OTHER SERVICES	275,327	286,504	293,370	309,629	357,885	360,123
	MATERIALS & SUPPLIES	77,619	70,846	72,001	63,031	94,000	94,000
	OTHER CHARGES	239,172	295,043	289,196	289,196	330,270	331,040
	PASS THROUGHGS	-	2,500,000	-	-	-	-
	CAPITAL OUTLAY	139,583	18,416	250,000	150,000	200,000	200,000
Total		<u>\$ 1,874,730</u>	<u>\$ 4,271,307</u>	<u>\$ 2,023,372</u>	<u>\$ 1,972,989</u>	<u>\$ 2,246,099</u>	<u>\$ 2,260,730</u>
	<b>HOMELAND SECURITY GRANT FUND</b>						
	PERSONNEL SERVICES	38,505	44,144	46,842	44,842	-	-
	PAYROLL FRINGES	1,260	-	-	-	-	-
	OTHER SERVICES	658	1,014	615	562	-	-
	MATERIALS & SUPPLIES	1,882	1,581	4,856	7,864	-	-
Total		<u>\$ 42,305</u>	<u>\$ 46,739</u>	<u>\$ 52,313</u>	<u>\$ 53,268</u>	<u>\$ -</u>	<u>\$ -</u>
	<b>MAJOR STREET</b>						
	PERSONNEL SERVICES	1,794,769	1,673,441	2,063,248	2,048,238	2,141,516	1,968,264
	PAYROLL FRINGES	1,259,847	1,137,210	1,172,395	1,188,770	1,234,051	1,316,860
	EMPLOYEE ALLOWANCES	9,991	10,394	5,088	8,094	5,356	5,356
	OTHER SERVICES	1,706,922	1,371,002	1,877,638	1,620,485	3,265,014	2,983,292
	MATERIALS & SUPPLIES	900,902	980,427	1,067,082	1,002,941	1,115,225	900,325
	OTHER CHARGES	958,572	1,061,050	1,394,146	1,350,550	1,352,809	1,437,263
	PASS THROUGHGS	1,044,892	910,527	1,125,058	1,125,058	1,144,836	1,167,180
	CAPITAL OUTLAY	39,472	310,718	127,779	216,503	100,000	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
Total		<u>\$ 7,715,367</u>	<u>\$ 7,454,768</u>	<u>\$ 8,832,434</u>	<u>\$ 8,560,639</u>	<u>\$ 10,358,807</u>	<u>\$ 9,778,540</u>
	<b>LOCAL STREET</b>						
	PERSONNEL SERVICES	420,098	401,076	463,811	426,945	538,981	538,023
	PAYROLL FRINGES	327,624	292,815	322,021	323,618	351,576	359,341
	EMPLOYEE ALLOWANCES	-	-	138	85	103	103
	OTHER SERVICES	563,370	547,059	943,364	812,436	1,036,719	1,169,404
	MATERIALS & SUPPLIES	143,571	163,959	229,898	175,965	256,550	258,391
	OTHER CHARGES	47,064	57,108	61,094	58,694	59,115	55,276
	PASS THROUGHGS	186,157	147,158	207,185	207,185	213,994	221,644
	CAPITAL OUTLAY	-	-	136,995	206,865	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
Total		<u>\$ 1,687,885</u>	<u>\$ 1,609,175</u>	<u>\$ 2,364,506</u>	<u>\$ 2,211,793</u>	<u>\$ 2,457,038</u>	<u>\$ 2,602,182</u>
	<b>COURT FACILITIES</b>						
	PASS THROUGHGS	225,000	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>	<u>\$ 225,000</u>



## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>OPEN SPACE &amp; PARKLAND PRESERVATION</b>						
	PERSONNEL SERVICES	26,218	33,407	25,873	26,183	25,069	25,069
	PAYROLL FRINGES	16,547	17,093	15,742	15,726	14,580	14,866
	EMPLOYEE ALLOWANCES	132	163	117	78	117	117
	OTHER SERVICES	100,881	124,747	120,800	120,704	128,000	128,000
	MATERIALS & SUPPLIES	18	64	1,500	110	750	750
	OTHER CHARGES	670,974	122,702	418,236	421,236	3,003	3,003
	PASS THROUGHGS	1,650,231	878,603	1,163,213	1,163,213	1,163,613	1,163,663
	CAPITAL OUTLAY	330,335	34,150	285,000	284,824	-	-
	<b>Total</b>	<b>\$ 2,795,335</b>	<b>\$ 1,210,929</b>	<b>\$ 2,030,481</b>	<b>\$ 2,032,074</b>	<b>\$ 1,335,132</b>	<b>\$ 1,335,468</b>
	<b>BANDEMER PROPERTY</b>						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	-	1,500	-	-	-	-
	MATERIALS & SUPPLIES	-	908	-	-	-	-
	OTHER CHARGES	1,834	720	737	737	1,781	1,834
	CAPITAL OUTLAY	-	70,138	3,056	-	10,000	10,000
	<b>Total</b>	<b>\$ 1,834</b>	<b>\$ 73,266</b>	<b>\$ 3,793</b>	<b>\$ 737</b>	<b>\$ 11,781</b>	<b>\$ 11,834</b>
	<b>CONSTRUCTION CODE FUND</b>						
	PERSONNEL SERVICES	1,233,001	1,192,936	1,459,638	1,506,690	1,513,803	1,519,491
	PAYROLL FRINGES	808,901	735,391	846,091	848,083	838,617	864,037
	EMPLOYEE ALLOWANCES	12,355	13,535	9,288	11,749	7,365	7,365
	OTHER SERVICES	256,628	686,913	579,378	585,173	370,832	120,049
	MATERIALS & SUPPLIES	7,209	16,122	10,100	11,600	11,200	11,200
	OTHER CHARGES	448,402	544,669	566,758	566,758	612,555	602,714
	PASS THROUGHGS	-	-	-	-	-	-
	CAPITAL OUTLAY	-	58,191	12,500	-	-	-
	VEHICLE OPERATING COSTS	-	42	-	-	100	100
	<b>Total</b>	<b>\$ 2,766,495</b>	<b>\$ 3,247,799</b>	<b>\$ 3,483,753</b>	<b>\$ 3,530,053</b>	<b>\$ 3,354,472</b>	<b>\$ 3,124,956</b>
	<b>DRUG ENFORCEMENT</b>						
	OTHER SERVICES	10,766	20,120	-	-	-	-
	MATERIALS & SUPPLIES	28,313	51,376	49,293	18,762	53,171	450
	OTHER CHARGES	-	-	50,833	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 39,079</b>	<b>\$ 71,496</b>	<b>\$ 100,126</b>	<b>\$ 18,762</b>	<b>\$ 53,171</b>	<b>\$ 450</b>
	<b>FEDERAL EQUITABLE SHARING FORFEITURE</b>						
	OTHER SERVICES	53,372	30,154	-	-	-	-
	MATERIALS & SUPPLIES	160,808	115,843	55,134	39,455	32,925	10,000
	OTHER CHARGES	1,763	1,878	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 215,944</b>	<b>\$ 147,874</b>	<b>\$ 55,134</b>	<b>\$ 39,455</b>	<b>\$ 32,925</b>	<b>\$ 10,000</b>
	<b>PARKS MEMORIALS &amp; CONTRIBUTIONS</b>						
	PERSONNEL SERVICES	577	116	-	-	-	-
	PAYROLL FRINGES	2,086	38	-	-	-	-
	EMPLOYEE ALLOWANCES	16	-	-	-	-	-
	OTHER SERVICES	19,536	4,636	465,184	7,500	10,973	10,973
	MATERIALS & SUPPLIES	37,642	6,095	7,500	7,500	14,000	14,000
	OTHER CHARGES	85	85	12,000	-	-	-
	PASS THROUGHGS	97,201	11,450	107,791	15,000	15,000	15,000
	CAPITAL OUTLAY	83,007	73,512	187,502	-	-	-
	<b>Total</b>	<b>\$ 240,150</b>	<b>\$ 95,932</b>	<b>\$ 779,977</b>	<b>\$ 30,000</b>	<b>\$ 39,973</b>	<b>\$ 39,973</b>
	<b>METRO EXPANSION</b>						
	PERSONNEL SERVICES	45,964	46,156	36,902	46,995	62,778	62,778
	PAYROLL FRINGES	21,243	19,864	7,748	14,402	31,929	32,609
	EMPLOYEE ALLOWANCES	-	-	-	-	32	32
	OTHER SERVICES	82,678	80,542	264,238	73,819	204,429	203,380
	MATERIALS & SUPPLIES	29,802	36,973	30,000	30,500	55,500	55,500
	OTHER CHARGES	12,996	7,980	8,205	8,205	13,092	13,461
	<b>Total</b>	<b>\$ 192,684</b>	<b>\$ 191,515</b>	<b>\$ 347,093</b>	<b>\$ 173,921</b>	<b>\$ 367,760</b>	<b>\$ 367,760</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>SPECIAL ASSISTANCE</b>						
	OTHER SERVICES	13,000	4,000	4,000	4,000	5,000	5,000
	Total	\$ 13,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 5,000	\$ 5,000
	<b>OPEN SPACE ENDOWMENT</b>						
	OTHER SERVICES	5,815	3,408	10,000	10,000	20,000	20,000
	Total	\$ 5,815	\$ 3,408	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000
	<b>CEMETARY PERPETUAL CARE</b>						
	OTHER SERVICES	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<b>ART IN PUBLIC PLACES</b>						
	PERSONNEL SERVICES	466	8,737	-	-	-	-
	PAYROLL FRINGES	94	2,452	-	-	-	-
	OTHER SERVICES	53,679	52,990	27,289	-	-	-
	MATERIALS & SUPPLIES	1,934	2,936	2,570	-	-	-
	OTHER CHARGES	-	-	19,294	-	-	-
	PASS THROUGHGS	-	-	-	-	-	-
	CAPITAL OUTLAY	142,845	217,669	-	-	-	-
	Total	\$ 199,018	\$ 284,784	\$ 49,153	\$ -	\$ -	\$ -
	<b>ALTERNATIVE TRANSPORTATION</b>						
	PERSONNEL SERVICES	130,554	113,801	82,379	81,894	114,597	114,597
	PAYROLL FRINGES	59,498	52,204	45,686	45,708	61,083	62,107
	EMPLOYEE ALLOWANCES	-	105	468	468	632	632
	OTHER SERVICES	121,357	61,203	91,759	37,985	64,110	62,510
	MATERIALS & SUPPLIES	830	2,754	951	50	10,100	10,100
	OTHER CHARGES	26,507	20,215	656,912	452,721	17,525	422,837
	PASS THROUGHGS	-	-	156,135	-	-	-
	CAPITAL OUTLAY	-	17,115	-	-	-	-
	Total	\$ 338,747	\$ 267,396	\$ 1,034,290	\$ 618,826	\$ 268,047	\$ 672,783
	<b>STREET, BRIDGE &amp; SIDEWALK MILLAGE</b>						
	PERSONNEL SERVICES	1,017,589	1,134,899	1,048,261	-	-	-
	PAYROLL FRINGES	209,317	231,952	93,245	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	1,879,180	2,149,565	3,324,217	-	-	-
	MATERIALS & SUPPLIES	112,892	60,746	237,828	-	-	-
	OTHER CHARGES	1,533,022	2,052,302	7,044,711	21,814,258	12,798,480	12,922,374
	PASS THROUGHGS	818,275	891,405	763,211	71,022	68,320	70,370
	CAPITAL OUTLAY	11,854,571	15,171,709	21,429,361	-	-	-
	VEHICLE OPERATING COSTS	20	-	-	-	-	-
	Total	\$ 17,424,866	\$ 21,692,578	\$ 33,940,834	\$ 21,885,280	\$ 12,866,800	\$ 12,992,744
	<b>MICHIGAN JUSTICE TRAINING</b>						
	OTHER SERVICES	40,044	20,000	20,000	20,000	21,000	21,000
	MATERIALS & SUPPLIES	656	-	-	-	-	-
	Total	\$ 40,700	\$ 20,000	\$ 20,000	\$ 20,000	\$ 21,000	\$ 21,000
	<b>AFFORDABLE HOUSING</b>						
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	37,500	-	-	-	-	-
	OTHER CHARGES	800,000	776,049	450,000	-	-	-
	PASS THROUGHGS	-	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	-	-	100,000	100,000	-	-
	Total	\$ 837,500	\$ 776,049	\$ 550,000	\$ 100,000	\$ -	\$ -

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>PARKS MAINT &amp; CAPITAL IMPROVEMENTS</b>						
	PERSONNEL SERVICES	1,484,120	1,513,885	1,878,387	1,038,837	1,831,228	1,851,781
	PAYROLL FRINGES	988,955	905,687	944,861	883,336	915,227	943,690
	EMPLOYEE ALLOWANCES	15,427	13,510	9,809	9,619	7,493	7,493
	OTHER SERVICES	1,265,335	1,261,045	1,141,426	1,437,612	1,280,079	1,312,913
	MATERIALS & SUPPLIES	458,354	366,666	417,996	429,100	338,895	379,075
	OTHER CHARGES	332,636	351,363	813,822	1,358,730	1,609,773	1,812,069
	PASS THROUGHGS	38,627	15,000	189,909	189,909	-	-
	CAPITAL OUTLAY	603,766	848,169	2,896,097	1,787,209	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 5,187,219</b>	<b>\$ 5,275,325</b>	<b>\$ 8,292,307</b>	<b>\$ 7,134,352</b>	<b>\$ 5,982,695</b>	<b>\$ 6,307,021</b>
	<b>LOCAL FORFEITURE</b>						
	PASS THROUGHGS	3,517	-	-	-	-	-
	<b>Total</b>	<b>\$ 3,517</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>SIDEWALK IMPROVEMENT FUND</b>						
	PASS THROUGHGS	61,321	-	-	-	-	-
	<b>Total</b>	<b>\$ 61,321</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>MAJOR GRANT PROGRAMS</b>						
	PERSONNEL SERVICES	296,126	172,678	454,412	64,308	-	-
	PAYROLL FRINGES	38,279	10,932	17,062	2,244	-	-
	EMPLOYEE ALLOWANCES	-	110	-	-	-	-
	OTHER SERVICES	652,132	670,210	6,104,315	557,386	-	-
	MATERIALS & SUPPLIES	34,829	35,110	32,404	9,449	-	-
	OTHER CHARGES	-	0	520,256	-	-	-
	PASS THROUGHGS	-	53,552	-	-	-	-
	CAPITAL OUTLAY	50,271	347,777	345,000	-	-	-
	GRANT/LOAN RECIPIENTS	10,538	46,302	51,818	51,818	-	-
	<b>Total</b>	<b>\$ 1,082,175</b>	<b>\$ 1,336,672</b>	<b>\$ 7,525,267</b>	<b>\$ 685,205</b>	<b>\$ -</b>	<b>\$ -</b>
Capital Projects	<b>GENERAL CAPITAL FUND</b>						
	PERSONNEL SERVICES	-	28,523	115,666	102,390	-	-
	PAYROLL FRINGES	-	7,288	-	-	-	-
	OTHER SERVICES	489,720	654,187	4,634,023	1,861,664	-	-
	MATERIALS & SUPPLIES	-	43,375	147,800	22,800	-	-
	OTHER CHARGES	-	49,044	1,103,975	268,795	1,295,100	600,000
	PASS THROUGHGS	-	-	-	-	347,232	-
	CAPITAL OUTLAY	220,570	123,625	863,254	659,400	-	-
	<b>Total</b>	<b>\$ 710,290</b>	<b>\$ 906,042</b>	<b>\$ 6,864,718</b>	<b>\$ 2,915,049</b>	<b>\$ 1,642,332</b>	<b>\$ 600,000</b>
Component Units	<b>SMART ZONE LDFA</b>						
	OTHER SERVICES	1,833,717	2,425,863	2,719,469	2,719,469	3,431,081	3,355,114
	OTHER CHARGES	27,816	40,608	41,699	41,699	45,314	46,486
	<b>Total</b>	<b>\$ 1,861,533</b>	<b>\$ 2,466,471</b>	<b>\$ 2,761,168</b>	<b>\$ 2,761,168</b>	<b>\$ 3,476,395</b>	<b>\$ 3,401,600</b>
	<b>DDA/HOUSING FUND</b>						
	OTHER SERVICES	-	-	-	-	-	-
	OTHER CHARGES	-	-	402,163	402,163	402,500	302,750
	PASS THROUGHGS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 402,163</b>	<b>\$ 402,163</b>	<b>\$ 402,500</b>	<b>\$ 302,750</b>
	<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>						
	PERSONNEL SERVICES	2,419	15,707	239,598	239,598	296,787	309,778
	PAYROLL FRINGES	2,086	3,803	107,837	107,837	150,389	153,785
	EMPLOYEE ALLOWANCES	-	130	-	-	780	780
	OTHER SERVICES	-	-	1,096,000	1,096,000	1,708,500	1,077,023
	MATERIALS & SUPPLIES	-	-	27,260	27,260	19,500	22,245
	OTHER CHARGES	(13)	-	1,226,850	1,226,850	1,170,330	970,832
	PASS THROUGHGS	-	-	2,247,736	2,247,736	1,791,196	2,049,561
	CAPITAL OUTLAY	-	-	1,493,486	1,493,486	2,640,625	589,000
	<b>Total</b>	<b>\$ 4,492</b>	<b>\$ 19,640</b>	<b>\$ 6,438,767</b>	<b>\$ 6,438,767</b>	<b>\$ 7,778,107</b>	<b>\$ 5,173,004</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
	<b>DDA PARKING MAINTENANCE</b>						
	OTHER SERVICES	-	-	370,366	370,366	749,000	733,160
	CAPITAL OUTLAY	-	-	3,394,451	3,394,451	3,605,661	2,939,839
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,764,817</b>	<b>\$ 3,764,817</b>	<b>\$ 4,354,661</b>	<b>\$ 3,672,999</b>
	<b>DDA PARKING SYSTEM</b>						
	PERSONNEL SERVICES	-	-	239,600	239,600	317,055	330,041
	PAYROLL FRINGES	-	-	107,835	107,835	150,377	153,779
	EMPLOYEE ALLOWANCES	-	-	-	-	780	780
	OTHER SERVICES	-	-	7,970,831	7,970,831	8,139,832	8,219,117
	MATERIALS & SUPPLIES	-	-	28,300	28,300	20,435	22,750
	OTHER CHARGES	-	-	5,713,395	5,713,395	6,416,765	6,478,910
	PASS THROUGHGS	-	-	9,311,372	9,311,372	8,055,152	8,069,214
	CAPITAL OUTLAY	-	-	106,715	106,715	109,916	113,214
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 23,478,048</b>	<b>\$ 23,478,048</b>	<b>\$ 23,210,312</b>	<b>\$ 23,387,805</b>
	<b>CITY TOTALS</b>						
	PERSONNEL SERVICES	60,084,202	65,259,746	71,268,826	67,341,007	71,611,344	72,278,429
	PAYROLL FRINGES	34,973,415	32,495,090	34,746,704	34,582,008	34,681,159	35,714,604
	EMPLOYEE ALLOWANCES	683,449	697,564	548,998	588,776	552,864	551,864
	OTHER SERVICES	40,006,464	41,902,350	73,911,489	57,028,832	59,397,076	58,994,822
	MATERIALS & SUPPLIES	7,321,064	7,754,823	9,448,993	8,380,303	8,653,471	8,057,147
	OTHER CHARGES	113,999,332	124,281,756	174,739,638	141,391,644	157,936,882	166,494,838
	PASS THROUGHGS	26,200,363	40,037,934	41,262,408	35,044,850	33,117,843	30,644,803
	CAPITAL OUTLAY	15,144,677	17,898,437	41,369,680	15,769,957	10,665,287	5,280,913
	VEHICLE OPERATING COSTS	1,970,268	1,695,417	2,374,075	1,937,067	2,132,857	2,262,851
	GRANT/LOAN RECIPIENTS	1,509,255	1,382,701	1,490,147	1,490,147	1,323,329	1,326,329
	<b>Total*</b>	<b>\$ 301,892,489</b>	<b>\$ 333,405,819</b>	<b>\$ 451,160,958</b>	<b>\$ 363,554,591</b>	<b>\$ 380,072,112</b>	<b>\$ 381,606,600</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. In addition retiree payments from the Pension Trust Fund are included in the Payroll Fringes total.

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>Mayor &amp; Council</b>	<b>383,073</b>	<b>377,892</b>	<b>376,510</b>	<b>374,366</b>	<b>351,710</b>	<b>353,781</b>
<b>010 Mayor</b>	<b>383,073</b>	<b>377,892</b>	<b>376,510</b>	<b>374,366</b>	<b>351,710</b>	<b>353,781</b>
Personnel Services	37,492	39,342	38,396	38,396	38,317	38,317
Personnel Services-Other	201,570	202,578	201,939	204,000	221,331	221,331
Payroll Fringes	54,695	48,702	48,295	47,390	36,560	37,534
Other Services	11,047	9,637	10,300	7,000	7,247	7,265
Materials & Supplies	1,683	878	900	900	875	875
Other Charges	76,586	76,754	76,680	76,680	47,380	48,459
<b>City Administrator Service Area</b>	<b>3,816,823</b>	<b>3,967,549</b>	<b>4,223,907</b>	<b>4,262,306</b>	<b>4,291,659</b>	<b>4,378,241</b>
<b>011 City Administrator</b>	<b>844,636</b>	<b>719,888</b>	<b>694,071</b>	<b>748,126</b>	<b>765,389</b>	<b>826,331</b>
Personnel Services	428,649	292,917	305,833	340,000	349,134	409,134
Personnel Services-Other	-	16,836	-	-	20,000	20,000
Payroll Fringes	222,490	107,652	138,149	153,589	144,348	174,765
Employee Allowances	5,820	3,298	1,950	1,950	1,560	1,560
Other Services	60,469	157,206	101,900	105,067	100,700	70,700
Materials & Supplies	977	1,441	1,696	2,977	2,150	2,150
Other Charges	126,230	140,538	144,543	144,543	147,497	148,022
<b>012 Human Resources</b>	<b>1,866,332</b>	<b>1,864,188</b>	<b>1,894,749</b>	<b>1,906,562</b>	<b>1,977,993</b>	<b>1,935,040</b>
Personnel Services	922,623	912,837	996,664	1,022,047	1,003,698	1,005,425
Personnel Services-Other	87,749	78,823	52,900	52,900	45,500	45,500
Payroll Fringes	595,939	565,778	561,794	567,330	597,236	610,821
Employee Allowances	7,270	6,020	3,900	3,900	3,900	3,900
Other Services	58,609	75,292	73,936	55,780	116,390	55,487
Materials & Supplies	3,162	4,970	4,750	4,800	5,600	5,600
Other Charges	190,981	220,469	200,805	199,805	205,669	208,307
<b>013 Safety</b>	<b>-</b>	<b>251,228</b>	<b>332,617</b>	<b>316,161</b>	<b>343,549</b>	<b>346,945</b>
Personnel Services-Other	-	-	-	-	-	-
Payroll Fringes	-	88,559	116,670	105,961	121,311	124,707
Employee Allowances	-	2,650	1,560	2,200	1,560	1,560
<b>015 City Clerk</b>	<b>1,105,855</b>	<b>1,132,245</b>	<b>1,302,470</b>	<b>1,291,457</b>	<b>1,204,728</b>	<b>1,269,925</b>
Personnel Services	343,319	365,472	371,885	371,885	445,599	447,866
Personnel Services-Other	233,128	207,879	234,000	249,526	134,433	214,206
Payroll Fringes	288,883	260,556	267,461	266,268	303,029	311,657
Employee Allowances	2,640	5,189	1,560	3,280	1,560	1,560
Other Services	87,622	84,158	94,862	63,840	76,229	81,259
Materials & Supplies	34,623	32,581	39,000	42,956	60,360	26,931
Other Charges	115,640	176,410	168,702	168,702	183,518	186,446
Pass Throughs	-	-	125,000	125,000	-	-

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>City Attorney</b>	<b>2,122,781</b>	<b>2,083,827</b>	<b>2,179,058</b>	<b>2,259,238</b>	<b>2,246,104</b>	<b>2,241,898</b>
<b>014 Attorney</b>	<b>2,122,781</b>	<b>2,083,827</b>	<b>2,179,058</b>	<b>2,259,238</b>	<b>2,246,104</b>	<b>2,241,898</b>
Personnel Services	1,117,414	1,111,586	1,195,307	1,228,000	1,211,515	1,211,515
Personnel Services-Other	68,726	28,603	4,604	60,000	-	-
Payroll Fringes	690,604	626,002	678,099	678,190	703,505	715,957
Employee Allowances	7,126	6,993	4,320	4,320	4,320	4,320
Materials & Supplies	29,926	34,801	32,500	32,100	30,800	30,800
Other Charges	191,485	250,979	244,928	244,928	247,164	250,506
Capital Outlay	-	-	-	-	-	-
<b>Community Services Area</b>	<b>12,229,803</b>	<b>13,115,358</b>	<b>13,603,861</b>	<b>13,350,460</b>	<b>13,864,807</b>	<b>13,818,382</b>
<b>002 Community Development</b>	<b>4,074,477</b>	<b>4,289,851</b>	<b>4,512,403</b>	<b>4,356,976</b>	<b>4,628,132</b>	<b>4,535,626</b>
Personnel Services	1,032,107	1,115,325	1,205,397	1,159,181	1,288,750	1,297,381
Personnel Services-Other	177,673	135,064	174,000	120,000	176,700	179,481
Payroll Fringes	867,998	904,272	937,945	891,773	1,019,696	1,052,101
Employee Allowances	17,685	14,627	8,379	8,340	8,079	8,079
Other Services	150,229	165,249	175,000	175,000	165,000	165,000
Materials & Supplies	-	-	9,000	-	-	-
Other Charges	484,145	638,916	564,353	564,353	646,578	507,255
Pass Throughs	100,000	-	100,000	100,000	-	-
Grant/Loan Recipients	1,244,641	1,316,399	1,338,329	1,338,329	1,323,329	1,326,329
<b>033 Building</b>	<b>1,403,025</b>	<b>1,572,830</b>	<b>1,768,957</b>	<b>1,710,626</b>	<b>1,709,916</b>	<b>1,733,425</b>
Personnel Services	539,473	600,292	668,865	689,475	633,960	640,388
Personnel Services-Other	46,056	109,441	-	-	-	-
Payroll Fringes	435,497	386,761	428,792	396,633	380,268	390,578
Employee Allowances	7,926	8,982	2,457	7,300	4,218	4,218
Other Services	109,437	124,919	356,955	301,465	323,336	324,218
Materials & Supplies	12,579	20,488	8,000	13,290	7,000	7,000
Other Charges	252,058	279,861	291,388	301,963	361,134	367,023
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	42,086	12,500	-	-	-
Vehicle Operating Costs	-	-	-	500	-	-
<b>050 Planning</b>	<b>1,026,320</b>	<b>1,371,200</b>	<b>1,256,162</b>	<b>1,217,425</b>	<b>1,271,606</b>	<b>1,281,114</b>
Personnel Services	490,726	438,357	563,697	523,715	580,737	580,503
Personnel Services-Other	20,659	85,942	8,500	30,000	8,500	8,500
Payroll Fringes	350,661	326,939	363,484	345,815	382,280	389,768
Employee Allowances	1,254	535	936	520	195	195
Other Services	23,996	157,001	153,350	142,930	26,850	26,850
Materials & Supplies	1,121	4,053	250	4,500	4,142	4,348
Pass Throughs	-	200,000	-	-	-	-

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>060 Parks &amp; Recreation</b>	<b>5,725,980</b>	<b>5,881,477</b>	<b>6,066,339</b>	<b>6,065,433</b>	<b>6,255,153</b>	<b>6,268,217</b>
Personnel Services	1,024,677	1,144,075	1,239,813	1,242,144	1,184,901	1,188,041
Personnel Services-Other	1,451,902	1,546,117	1,611,166	1,542,580	1,728,415	1,751,063
Payroll Fringes	926,226	902,260	803,875	928,629	796,768	813,471
Employee Allowances	19,157	19,061	13,515	13,160	13,095	13,095
Other Services	1,061,375	1,117,666	1,169,733	1,138,455	1,236,016	1,295,356
Materials & Supplies	486,228	477,553	509,846	491,686	451,487	454,902
Other Charges	545,224	631,824	623,704	625,642	783,221	691,039
Pass Throughs	122,570	-	-	-	-	-
Capital Outlay	-	-	28,437	28,437	-	-
Vehicle Operating Costs	57,304	42,922	66,250	54,700	61,250	61,250
Grant/Loan Recipients	31,318	-	-	-	-	-
<b>021 District Court</b>	<b>4,324,876</b>	<b>4,260,038</b>	<b>4,585,068</b>	<b>4,548,217</b>	<b>4,703,358</b>	<b>4,745,825</b>
Personnel Services-Other	55,279	75,039	26,400	27,768	51,000	51,000
Payroll Fringes	1,449,160	1,209,880	1,339,483	1,315,448	1,317,306	1,345,750
Employee Allowances	10,419	5,658	2,820	2,620	2,820	2,040
Other Services	509,177	532,414	565,600	557,510	620,559	623,253
Materials & Supplies	58,703	48,514	58,930	51,600	53,300	53,300
Other Charges	551,877	668,806	667,514	670,124	725,368	737,477
Pass Throughs	-	-	-	-	-	-
Capital Outlay	7,318	-	-	-	-	-
<b>Financial &amp; Administrative Services</b>	<b>7,033,468</b>	<b>7,059,281</b>	<b>7,716,139</b>	<b>7,424,558</b>	<b>7,872,902</b>	<b>7,946,018</b>
<b>018 Finance</b>	<b>3,586,568</b>	<b>3,543,563</b>	<b>4,060,510</b>	<b>3,773,124</b>	<b>3,931,560</b>	<b>3,969,534</b>
Personnel Services	1,634,103	1,597,937	1,873,555	1,750,026	1,878,412	1,880,637
Personnel Services-Other	29,595	57,320	140,429	74,847	7,500	7,500
Payroll Fringes	1,210,911	1,132,557	1,207,249	1,161,191	1,259,963	1,287,801
Employee Allowances	17,604	16,180	17,940	17,550	18,330	18,330
Other Services	163,118	127,460	203,643	157,295	141,950	142,450
Materials & Supplies	61,683	69,973	68,108	65,454	64,539	65,489
Other Charges	463,953	542,138	549,586	546,761	560,866	567,327
Capital Outlay	5,600	-	-	-	-	-
<b>078 Customer Service</b>	<b>208,228</b>	<b>228,327</b>	<b>233,180</b>	<b>231,595</b>	<b>299,165</b>	<b>305,497</b>
Personnel Services	105,890	116,362	118,744	116,744	125,835	128,617
Personnel Services-Other	-	-	-	-	-	-
Payroll Fringes	69,698	71,431	74,071	74,064	78,782	81,572
Employee Allowances	-	-	-	-	-	-
Other Services	16	-	100	100	100	100
Materials & Supplies	-	875	-	422	-	-
Other Charges	26,722	24,456	24,734	24,734	36,585	37,172

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
Pass Throughs	5,902	15,204	15,531	15,531	57,863	58,036
Vehicle Operating Costs	-	-	-	-	-	-
<b>092 Information Technology</b>	<b>3,238,672</b>	<b>3,287,391</b>	<b>3,422,449</b>	<b>3,419,839</b>	<b>3,642,177</b>	<b>3,670,987</b>
Personnel Services	1,893,082	2,005,928	2,097,985	2,097,985	2,187,890	2,187,890
Personnel Services-Other	33,812	36,652	46,505	46,746	76,599	76,599
Employee Allowances	22,880	23,284	13,611	13,611	15,171	15,171
Other Services	39	1	-	-	-	-
<b>Public Services</b>	<b>11,589,024</b>	<b>12,329,991</b>	<b>14,329,979</b>	<b>14,019,301</b>	<b>13,517,527</b>	<b>12,880,870</b>
<b>029 Environmental Coordination Ser</b>	<b>177,598</b>	<b>239,645</b>	<b>229,811</b>	<b>219,137</b>	-	-
Personnel Services	53,354	34,289	29,817	29,817	-	-
Personnel Services-Other	297	61,806	80,200	62,000	-	-
Employee Allowances	634	1,131	374	608	-	-
Materials & Supplies	4,063	1,153	200	20	-	-
Other Charges	17,250	22,410	19,896	22,146	-	-
Pass Throughs	-	85,000	85,000	85,000	-	-
<b>040 Public Services</b>	<b>2,266,836</b>	<b>3,095,401</b>	<b>4,135,301</b>	<b>4,122,036</b>	<b>3,616,497</b>	<b>3,646,057</b>
Personnel Services	778,281	872,278	2,052,572	2,064,788	2,148,277	2,150,182
Personnel Services-Other	55,437	92,449	93,728	103,007	93,728	93,728
Payroll Fringes	999,001	978,045	1,281,940	1,298,932	1,358,005	1,385,660
Employee Allowances	32,285	33,977	12,306	36,108	16,487	16,487
Other Services	41,515	5,667	-	446	-	-
Materials & Supplies	73	-	-	500	-	-
Other Charges	-	-	-	50,000	-	-
Pass Throughs	210,000	1,014,285	694,755	568,255	-	-
Capital Outlay	150,244	98,701	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-
<b>046 Systems Planning</b>	-	<b>100,000</b>	<b>65,287</b>	-	<b>229,352</b>	<b>231,754</b>
Personnel Services	-	-	-	-	31,073	31,730
Personnel Services-Other	-	-	-	-	165,000	165,000
Payroll Fringes	-	-	-	-	13,471	13,774
Employee Allowances	-	-	-	-	374	374
Other Services	-	-	-	-	193	195
Materials & Supplies	-	-	-	-	-	-
Other Charges	-	-	-	-	19,241	20,681
Pass Throughs	-	100,000	65,287	-	-	-
<b>061 Public Works</b>	<b>5,153,462</b>	<b>4,588,615</b>	<b>5,054,343</b>	<b>5,054,532</b>	<b>5,031,363</b>	<b>4,833,449</b>
Personnel Services	453,566	469,493	640,154	533,800	611,343	555,955
Personnel Services-Other	185,489	164,113	64,177	163,473	56,687	55,772
Payroll Fringes	476,617	424,068	482,996	445,487	453,531	414,074



**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
Employee Allowances	4,820	4,486	2,003	4,130	2,672	2,672
Other Services	1,930,627	2,187,160	2,604,438	2,601,633	2,352,015	2,390,503
Materials & Supplies	157,148	202,727	175,690	222,799	160,626	164,475
Other Charges	616,222	653,381	652,538	652,863	625,960	630,533
Pass Throughs	1,328,973	428,153	430,347	430,347	768,529	619,465
Capital Outlay	-	55,033	-	-	-	-
Vehicle Operating Costs	-	-	2,000	-	-	-
<b>070 Public Services Administration</b>	<b>169,893</b>	<b>134,989</b>	<b>318,268</b>	<b>166,668</b>	<b>158,431</b>	<b>158,431</b>
Other Services	-	-	30,000	30,000	26,767	26,767
Materials & Supplies	-	9,791	-	-	-	-
Other Charges	105,180	125,198	136,668	136,668	131,664	131,664
Pass Throughs	64,713	-	151,600	-	-	-
<b>074 Utilities-Water Treatment</b>	<b>268,047</b>	<b>296,563</b>	<b>564,979</b>	<b>496,979</b>	<b>850,824</b>	<b>461,597</b>
Personnel Services	15,580	31,910	69,083	88,291	134,603	139,472
Personnel Services-Other	4,477	5,996	6,000	5,500	4,500	4,750
Payroll Fringes	30,592	39,191	47,150	47,150	81,712	86,804
Employee Allowances	-	-	176	-	197	197
Other Services	85,442	92,241	110,700	63,875	79,700	79,700
Materials & Supplies	10,484	33,593	33,442	13,735	16,870	17,432
Other Charges	11,472	13,632	28,428	28,428	8,242	8,242
Pass Throughs	110,000	80,000	270,000	250,000	525,000	125,000
Capital Outlay	-	-	-	-	-	-
<b>091 Fleet &amp; Facility Services</b>	<b>3,553,188</b>	<b>3,874,778</b>	<b>3,961,990</b>	<b>3,959,949</b>	<b>3,631,060</b>	<b>3,549,582</b>
Personnel Services	1,200,367	1,263,270	1,322,995	1,323,863	1,306,401	1,312,912
Personnel Services-Other	113,835	126,569	60,500	62,500	63,500	63,500
Payroll Fringes	1,006,328	953,353	957,606	961,784	943,213	966,870
Employee Allowances	15,208	15,523	11,142	11,242	10,702	10,702
Other Services	790,179	802,850	823,655	814,068	817,932	827,406
Materials & Supplies	91,698	61,550	51,500	51,500	54,200	56,300
Other Charges	77,040	99,936	92,573	92,973	114,826	116,175
Pass Throughs	258,534	551,580	642,019	642,019	320,286	195,717
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	-	147	-	-	-	-
<b>Safety Services</b>	<b>40,728,244</b>	<b>42,116,246</b>	<b>43,275,014</b>	<b>42,898,046</b>	<b>41,827,329</b>	<b>42,614,466</b>
<b>031 Police</b>	<b>25,696,886</b>	<b>26,308,875</b>	<b>27,012,941</b>	<b>26,718,697</b>	<b>26,220,789</b>	<b>26,821,279</b>
Personnel Services	10,912,959	11,165,842	11,463,209	11,248,984	11,111,683	11,294,776
Personnel Services-Other	1,531,522	1,913,771	1,749,958	1,672,587	1,516,570	1,557,706
Payroll Fringes	7,578,958	6,985,614	7,501,424	7,523,450	7,265,100	7,598,819
Employee Allowances	259,739	280,997	244,640	242,840	249,380	249,160

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
Other Services	2,399,307	2,330,855	2,471,152	2,424,611	2,309,841	2,313,926
Materials & Supplies	123,184	314,934	144,100	163,063	144,100	144,100
Other Charges	2,891,218	3,292,018	3,398,486	3,403,190	3,624,115	3,662,792
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	24,845	39,972	39,972	-	-
Vehicle Operating Costs	-	-	-	-	-	-
<b>032 Fire</b>	<b>15,031,358</b>	<b>15,807,371</b>	<b>16,262,073</b>	<b>16,179,349</b>	<b>15,606,540</b>	<b>15,793,187</b>
Personnel Services	6,712,401	6,845,218	7,042,415	6,937,799	6,722,809	6,762,697
Personnel Services-Other	587,590	1,088,366	707,241	731,499	601,148	619,409
Payroll Fringes	4,686,969	4,378,867	4,793,430	4,806,362	4,659,502	4,773,955
Employee Allowances	158,854	145,300	152,200	148,820	143,700	143,700
Other Services	1,124,792	1,142,860	1,347,670	1,322,099	1,242,763	1,241,268
Materials & Supplies	160,856	285,870	257,096	269,299	234,297	234,297
Other Charges	1,517,086	1,861,798	1,865,147	1,866,847	2,002,071	2,017,611
Pass Throughs	75,000	7,256	-	-	-	-
Capital Outlay	7,810	51,836	96,624	96,624	-	-
Vehicle Operating Costs	-	-	250	-	250	250
<b>Other</b>	<b>11,537,065</b>	<b>11,590,996</b>	<b>14,096,732</b>	<b>12,712,569</b>	<b>15,948,313</b>	<b>16,407,611</b>
<b>019 Non-Departmental</b>	<b>11,537,065</b>	<b>11,590,996</b>	<b>14,096,732</b>	<b>12,712,569</b>	<b>15,948,313</b>	<b>16,407,611</b>
Personnel Services	-	-	-	-	-	-
Personnel Services-Other	-	-	367,637	-	2,253,904	2,806,942
Payroll Fringes	-	-	238,374	238,374	-	-
Employee Allowances	-	-	-	-	-	-
Other Services	230,159	231,553	374,980	141,610	413,671	663,671
Materials & Supplies	63,055	55,389	61,996	61,996	63,236	64,501
Other Charges	290,056	291,188	1,073,040	289,884	1,745,414	1,149,421
Pass Throughs	10,864,478	11,012,865	11,980,705	11,980,705	11,472,088	11,723,076
Capital Outlay	-	-	-	-	-	-
Grant/Loan Recipients	89,318	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 93,765,157</b>	<b>\$ 96,901,177</b>	<b>\$ 104,386,268</b>	<b>\$ 101,849,061</b>	<b>\$ 104,623,709</b>	<b>\$ 105,387,092</b>

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>Mayor &amp; Council</b>	<b>383,073</b>	<b>377,892</b>	<b>376,510</b>	<b>374,366</b>	<b>351,710</b>	<b>353,781</b>
<b>010 Mayor</b>	<b>383,073</b>	<b>377,892</b>	<b>376,510</b>	<b>374,366</b>	<b>351,710</b>	<b>353,781</b>
1010 Mayor & Council	383,073	377,892	376,510	374,366	351,710	353,781
<b>City Administrator Service Area</b>	<b>3,816,823</b>	<b>3,967,549</b>	<b>4,194,063</b>	<b>4,262,306</b>	<b>4,291,659</b>	<b>4,378,241</b>
<b>011 City Administrator</b>	<b>844,636</b>	<b>719,888</b>	<b>694,071</b>	<b>748,126</b>	<b>765,389</b>	<b>826,331</b>
1000 Administration	619,753	719,888	694,071	748,126	765,389	826,331
7014 Safety	224,883	-	-	-	-	-
<b>012 Human Resources</b>	<b>1,866,332</b>	<b>1,864,188</b>	<b>1,864,905</b>	<b>1,906,562</b>	<b>1,977,993</b>	<b>1,935,040</b>
1000 Administration	1,746,556	1,748,576	1,747,496	1,789,153	1,855,480	1,809,133
1217 Union Business	119,777	115,613	117,409	117,409	122,513	125,907
<b>013 Safety</b>	<b>-</b>	<b>251,228</b>	<b>332,617</b>	<b>316,161</b>	<b>343,549</b>	<b>346,945</b>
1000 Administration	-	251,228	332,617	316,161	343,549	346,945
<b>015 City Clerk</b>	<b>1,105,855</b>	<b>1,132,245</b>	<b>1,302,470</b>	<b>1,291,457</b>	<b>1,204,728</b>	<b>1,269,925</b>
1000 Administration	1,089,337	1,131,037	1,295,470	1,289,457	1,202,728	1,267,925
1522 Elections-Special	-	-	-	-	-	-
3172 Animal Control	16,518	1,208	7,000	2,000	2,000	2,000
<b>City Attorney</b>	<b>2,122,781</b>	<b>2,083,827</b>	<b>2,179,058</b>	<b>2,259,238</b>	<b>2,246,104</b>	<b>2,241,898</b>
<b>014 Attorney</b>	<b>2,122,781</b>	<b>2,083,827</b>	<b>2,179,058</b>	<b>2,259,238</b>	<b>2,246,104</b>	<b>2,241,898</b>
1000 Administration	2,122,781	2,083,827	2,179,058	2,259,238	2,246,104	2,241,898
<b>Community Services Area</b>	<b>12,229,803</b>	<b>13,115,358</b>	<b>13,603,861</b>	<b>13,350,460</b>	<b>13,864,807</b>	<b>13,818,382</b>
<b>002 Community Development</b>	<b>4,074,477</b>	<b>4,289,851</b>	<b>4,512,403</b>	<b>4,356,976</b>	<b>4,628,132</b>	<b>4,535,626</b>
1000 Administration	283,999	323,105	266,258	266,051	264,589	264,816
2034 Housing Commission Support	2,445,838	2,650,347	2,807,816	2,652,596	3,040,214	2,944,481
2220 Housing Acquisition	100,000	-	100,000	100,000	-	-
2280 Rehab Service Delivery	-	-	-	-	-	-
2310 Human Serv/Homeless Prevnt	1,244,641	1,316,399	1,338,329	1,338,329	1,323,329	1,326,329
<b>033 Building</b>	<b>1,403,025</b>	<b>1,572,830</b>	<b>1,768,957</b>	<b>1,710,626</b>	<b>1,709,916</b>	<b>1,733,425</b>
1000 Administration	510,342	546,023	525,295	435,248	396,780	399,763
3311 Deer Management	-	-	258,545	258,545	260,000	260,000
3330 Building - Construction	4,608	-	-	-	-	-
3340 Housing Bureau	824,859	947,321	908,349	932,043	995,499	1,014,677
3370 Building - Appeals	63,217	79,486	76,768	84,790	57,637	58,985
<b>050 Planning</b>	<b>1,026,320</b>	<b>1,371,200</b>	<b>1,256,162</b>	<b>1,217,425</b>	<b>1,271,606</b>	<b>1,281,114</b>
3320 Historic Preservation	80,082	91,062	93,472	91,642	95,520	95,994
3360 Planning	944,931	1,279,560	1,162,690	1,125,783	1,076,086	1,085,120
3364 Neighborhood Partnership Program	-	-	-	-	100,000	100,000
3370 Building - Appeals	1,308	578	-	-	-	-

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>060 Parks &amp; Recreation</b>	<b>5,725,980</b>	<b>5,881,477</b>	<b>6,066,339</b>	<b>6,065,433</b>	<b>6,255,153</b>	<b>6,268,217</b>
1000 Administration	923,557	1,245,091	1,191,811	1,161,210	1,309,078	1,229,079
1001 Service Area Overhead/Admin	-	-	-	-	-	-
1100 Fringe Benefits	-	-	-	-	-	-
1646 Farmer's Market	198,307	161,365	182,474	170,022	177,274	179,822
6001 Outdoor Ice Rinks	-	-	60,000	60,000	-	-
6100 Facility Rentals	346,838	362,584	366,336	371,369	392,638	398,029
6231 Buhr Pool	286,445	274,700	253,122	268,480	262,227	268,704
6232 Buhr Rink	156,985	153,897	187,199	175,763	177,660	192,122
6234 Veteran's Pool	253,776	238,216	223,903	241,981	236,401	244,126
6235 Veteran's Ice Arena	475,566	417,021	443,950	432,174	455,914	476,738
6236 Fuller Pool	270,028	279,288	247,698	282,070	296,622	303,281
6237 Mack Pool	267,157	288,371	272,304	271,405	302,812	308,018
6238 Veteran's Meeting Room	1,569	-	-	-	-	-
6242 Argo Livery	445,232	470,021	522,088	537,484	517,842	533,068
6244 Gallup Livery	325,964	332,694	377,474	376,334	364,321	369,783
6315 Senior Center Operations	239,875	231,265	238,836	234,860	245,902	248,622
6403 Community Outreach Services	140,632	149,686	147,332	146,689	146,544	147,033
6503 Huron Golf Course	457,076	487,278	516,564	497,752	455,492	460,787
6504 Leslie Golf Course	936,972	790,000	835,248	837,840	914,426	909,005
<b>District Court</b>	<b>4,324,876</b>	<b>4,260,038</b>	<b>4,585,068</b>	<b>4,548,217</b>	<b>4,703,358</b>	<b>4,745,825</b>
<b>021 District Court</b>	<b>4,324,876</b>	<b>4,260,038</b>	<b>4,585,068</b>	<b>4,548,217</b>	<b>4,703,358</b>	<b>4,745,825</b>
1000 Administration	1,106,369	1,173,874	1,283,542	1,260,970	1,321,523	1,335,937
5120 Judicial & Direct Support	1,339,441	1,193,678	1,348,473	1,323,991	1,227,498	1,238,327
5140 Case Processing	1,138,641	1,183,598	1,151,256	1,162,219	1,252,975	1,264,850
5160 Probation/Post Judgmt Sup	740,426	708,889	801,797	801,037	901,362	906,711
<b>Financial &amp; Administrative Services Area</b>	<b>7,033,468</b>	<b>7,059,281</b>	<b>7,716,139</b>	<b>7,424,558</b>	<b>7,872,902</b>	<b>7,946,018</b>
<b>018 Finance</b>	<b>3,586,568</b>	<b>3,543,563</b>	<b>4,060,510</b>	<b>3,773,124</b>	<b>3,931,560</b>	<b>3,969,534</b>
1000 Administration	933,275	894,428	1,186,297	1,128,489	1,086,411	1,062,482
1371 Purchasing	193,885	190,803	279,160	160,114	244,262	246,866
1820 Accounting	804,097	795,638	809,872	809,047	840,175	850,888
1830 Assessing	1,084,630	1,040,516	1,100,499	1,047,371	1,126,194	1,140,440
1850 Treasury/Violations Bureau	345,159	397,750	458,681	403,211	400,010	433,181
1860 Parking Referees	225,522	224,428	226,001	224,892	234,508	235,677
<b>078 Customer Service</b>	<b>208,228</b>	<b>228,327</b>	<b>233,180</b>	<b>231,595</b>	<b>299,165</b>	<b>305,497</b>
4550 Customer Service	21,708	29,675	30,060	30,053	32,070	32,904
7011 Call Center	186,519	198,652	203,120	201,542	267,095	272,593

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>092 Information Technology</b>	<b>3,238,672</b>	<b>3,287,391</b>	<b>3,422,449</b>	<b>3,419,839</b>	<b>3,642,177</b>	<b>3,670,987</b>
1000 Administration	285,722	349,967	402,960	402,564	357,510	359,774
1921 Infrastructure	923,305	856,962	853,188	853,188	1,013,469	1,021,393
1922 Enterprise Applications	450,576	517,536	554,296	553,580	572,665	577,703
1926 Help Desk	509,400	393,748	471,977	471,963	518,122	522,650
1927 Application Development	1,069,669	1,169,177	1,140,028	1,138,544	1,180,411	1,189,467
<b>Public Services</b>	<b>11,589,024</b>	<b>12,329,991</b>	<b>14,329,979</b>	<b>14,019,301</b>	<b>13,517,527</b>	<b>12,880,870</b>
<b>029 Environmental Coordination Ser</b>	<b>177,598</b>	<b>239,645</b>	<b>229,811</b>	<b>219,137</b>	-	-
1000 Administration	177,514	239,645	229,811	219,137	-	-
7019 Public Engagement	84	-	-	-	-	-
<b>040 Public Services</b>	<b>2,266,836</b>	<b>3,095,401</b>	<b>4,135,301</b>	<b>4,122,036</b>	<b>3,616,497</b>	<b>3,646,057</b>
1000 Administration	1,088,781	2,051,909	1,596,492	1,650,085	1,003,882	1,009,399
4505 Scio Church/Barton Sidewalks	149,155	108,667	-	-	-	-
4506 Newport Sidewalk Alternatives	60,398	-	-	-	-	-
4507 Barton Sidewalk	(13,362)	-	-	-	-	-
4508 Waldenwood Sidewalk	6,818	-	-	-	-	-
4509 Maple/Miller Sidewalk	-	-	50,000	60,687	-	-
4510 Engineer - Private-Of-Way	88,657	99,018	91,465	91,637	115,742	115,354
4550 Customer Service	19,602	30,782	35,079	49,134	15,312	14,726
4570 Record Maintenance	33,140	48,609	55,869	56,193	60,211	60,231
4580 Private Dev. Construction	292,323	319,711	335,813	320,332	378,387	374,078
7012 Training	23,835	35,934	75,822	75,707	14,527	14,774
9000 Capital Outlay	517,489	400,770	1,894,761	1,818,261	2,028,436	2,057,495
<b>046 Systems Planning</b>	-	<b>100,000</b>	<b>65,287</b>	-	<b>229,352</b>	<b>231,754</b>
1000 Administration	-	100,000	65,287	-	19,434	20,876
7019 Public Engagement	-	-	-	-	4,108	4,217
7021 Partnerships	-	-	-	-	16,153	16,352
7023 Program Management	-	-	-	-	173,219	173,436
7024 Asset Management	-	-	-	-	16,438	16,873
<b>061 Public Works</b>	<b>5,153,462</b>	<b>4,588,615</b>	<b>5,054,343</b>	<b>5,054,532</b>	<b>5,031,363</b>	<b>4,833,449</b>
1000 Administration	1,661,399	834,699	865,227	895,542	723,062	701,209
1130 Fairview Cemetery	23,232	22,950	31,700	25,337	25,300	25,300
4100 DDA Street Lighting	98,365	86,122	114,019	116,169	81,307	83,801
4101 Street Lighting	1,660,073	1,792,189	2,041,139	2,041,139	2,186,195	2,068,579
4146 Football/Special Events	17,851	14,955	18,670	14,109	15,113	15,158
4149 Major Traffic Signs	2,850	1,979	-	-	-	-
4930 Systems Maintenance	110,906	92,958	133,615	133,615	137,011	69,512

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
4931 Installs and Repairs	55,992	24,798	44,537	44,537	45,669	23,171
6209 Parks - Mowing	604,854	766,916	851,654	805,608	791,682	805,460
6210 Operations	190,592	174,282	178,668	173,576	213,735	218,823
6211 Encampment Clean-up	-	4,281	13,000	5,000	-	-
6222 Snow & Ice Control	376,788	250,837	253,911	256,061	311,641	316,443
6225 Graffiti/Private Property	3,082	1,942	5,894	5,254	2,491	2,503
6301 Mowing - Non Parks	6,596	6,756	16,470	16,425	18,406	18,688
6317 Post Plant Care	-	-	-	-	-	-
6328 ROW Maintenance	21,867	21,775	28,489	26,356	15,691	15,703
6335 Athletic Fields/Game Courts	20,256	19,437	21,484	19,500	20,281	20,995
6340 Adopt-A-Park/Garden	39	-	15,939	6,000	-	-
6365 Playground Maintenance	-	172,374	119,233	169,610	152,890	157,108
9500 Debt Service	298,721	299,365	300,694	300,694	290,889	290,996
<b>070 Public Services Administration</b>	<b>169,893</b>	<b>134,989</b>	<b>318,268</b>	<b>166,668</b>	<b>158,431</b>	<b>158,431</b>
1000 Administration	64,713	9,841	181,600	30,000	26,767	26,767
1100 Fringe Benefits	105,180	125,148	136,668	136,668	131,664	131,664
<b>074 Utilities-Water Treatment</b>	<b>268,047</b>	<b>296,563</b>	<b>564,979</b>	<b>496,979</b>	<b>850,824</b>	<b>461,597</b>
1000 Administration	21,948	41,807	97,605	49,605	44,592	47,202
7020 Cell Tower Administration	-	-	28,000	28,000	105,008	107,449
7091 Maintenance - Hydropower	233,683	244,624	436,374	418,574	691,224	296,946
7099 Recreational Dams	12,417	10,132	3,000	800	10,000	10,000
<b>091 Fleet &amp; Facility Services</b>	<b>3,553,188</b>	<b>3,874,778</b>	<b>3,961,990</b>	<b>3,959,949</b>	<b>3,631,060</b>	<b>3,549,582</b>
1000 Administration	786,492	923,097	798,143	795,129	1,110,839	995,080
1381 Municipal Center	1,155,384	1,302,505	1,347,839	1,345,185	1,132,363	1,150,106
1383 Community Dental Center	10,150	9,315	10,400	10,400	7,000	7,000
1384 Maintenance - Grounds	-	-	-	-	-	-
1385 City Center Building	-	-	-	-	-	-
3231 Fire Station #1	355,868	407,091	616,854	620,481	181,828	178,559
4912 Materials & Supplies	2,176	2,283	2,099	2,099	1,802	1,826
4914 Repairs	996,057	1,002,222	951,770	951,770	958,470	972,405
4918 Garage Maintenance	9,553	8,899	8,825	8,825	9,057	9,191
7060 Outstations	189,790	167,398	180,966	180,966	186,324	191,630
9091 Vehicle Purchases	47,718	51,967	45,094	45,094	43,377	43,785

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>Safety Services</b>	<b>40,728,244</b>	<b>42,116,246</b>	<b>43,275,014</b>	<b>42,898,046</b>	<b>41,827,329</b>	<b>42,614,466</b>
<b>031 Police</b>	<b>25,696,886</b>	<b>26,308,875</b>	<b>27,012,941</b>	<b>26,718,697</b>	<b>26,220,789</b>	<b>26,821,279</b>
1000 Administration	3,690,573	3,319,257	3,001,439	2,991,942	3,121,952	3,116,822
1100 Fringe Benefits	-	-	-	-	-	-
1221 Recruiting & Hiring	10,817	17,776	11,500	15,979	11,350	11,350
3111 Professional Standards	58	1,029	3,500	1,500	3,500	3,500
3114 AAATA	164,132	-	12,600	12,600	-	-
3115 DEA Officer	10,270	9,897	10,069	10,069	2,195	2,256
3121 Administrative Services	704,065	867,017	973,729	1,018,115	1,438,376	1,468,062
3122 Budget & Payroll	-	-	-	-	-	-
3123 Communications	978,824	968,421	957,355	957,355	897,467	892,005
3125 Management Info Syst	1,218,756	1,386,924	1,313,385	1,313,385	1,375,700	1,414,377
3126 Property	148,481	143,027	151,224	150,196	147,794	154,920
3127 Records	666,865	705,068	698,141	660,609	725,381	735,749
3128 Alarm Enforcement	-	-	-	-	-	-
3135 Hostage Negotiations	828	3,469	2,200	2,331	2,200	2,200
3141 Crime Prevention	418	-	-	-	-	-
3142 School Liaison	-	-	-	-	-	-
3143 Crime Strategy	-	-	-	-	-	-
3144 District Detectives	4,104,310	4,454,147	4,392,054	4,440,223	3,972,608	4,035,069
3146 Firearms	30,954	38,894	35,000	45,510	35,000	35,000
3147 L.A.W.N.E.T.	149,215	202,256	177,503	177,705	146,409	150,582
3148 Special Investigations Unit	-	-	-	-	-	-
3149 Special Tactics	21,643	33,743	22,869	24,560	30,910	31,260
3150 Patrol	10,882,261	11,356,730	12,343,051	12,098,831	11,108,991	11,486,589
3152 Special Services	896,933	959,104	1,066,026	1,041,193	1,146,135	1,184,629
3156 Crossing Guards	120,439	128,742	135,606	125,293	208,671	208,672
3157 Fingerprinting	-	-	-	-	-	-
3158 Mountain Bikes	571	944	3,000	3,000	3,000	3,000
3159 K-9	279,724	245,679	230,033	232,179	355,906	366,980
3160 Motorcycle Unit	20,861	11,366	7,758	7,810	42,891	43,013
3162 Community Standards	1,355,333	1,229,907	1,297,329	1,252,742	1,308,783	1,339,674
3172 Animal Control	135,570	135,570	167,570	135,570	135,570	135,570
3235 Emergency Management	104,983	89,908	-	-	-	-

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2015	Actual FY2016	Budget FY2017	Forecasted FY2017	Request FY2018	Projected FY2019
<b>032 Fire</b>	<b>15,031,358</b>	<b>15,807,371</b>	<b>16,262,073</b>	<b>16,179,349</b>	<b>15,606,540</b>	<b>15,793,187</b>
1000 Administration	2,684,425	2,907,632	3,313,748	3,255,235	3,101,461	3,107,361
1100 Fringe Benefits	-	-	-	-	-	-
3220 Fire Prevention	940,116	1,179,065	1,152,951	1,155,901	1,047,151	1,058,786
3221 Fire Inspections	-	-	-	-	-	-
3230 Fire Operations	723,525	719,516	572,366	535,851	592,752	601,274
3231 Fire Station #1	4,230,924	3,917,171	3,984,218	3,970,283	3,939,670	4,008,127
3232 Fire Station #2	8,868	7,891	9,183	11,175	9,183	9,183
3233 Fire Station #3	1,616,364	1,676,535	1,685,118	1,686,291	1,718,318	1,739,931
3234 Fire Station #4	1,521,828	1,530,915	1,523,798	1,528,566	1,412,867	1,431,030
3235 Emergency Management	-	11,963	173,569	172,811	223,187	229,648
3236 Fire Station #6	1,412,631	1,759,174	1,757,623	1,766,195	1,623,731	1,644,382
3237 Fire Station #5	1,295,512	1,365,390	1,300,986	1,295,091	1,278,318	1,295,324
3240 Repairs & Maintenance	243,715	342,284	365,231	363,947	368,506	374,015
3250 Fire Training	353,449	389,836	423,282	438,003	291,396	294,126
<b>Other</b>	<b>11,537,065</b>	<b>11,590,996</b>	<b>14,126,576</b>	<b>12,712,569</b>	<b>15,948,313</b>	<b>16,407,611</b>
<b>019 Non-Departmental</b>	<b>11,537,065</b>	<b>11,590,996</b>	<b>14,126,576</b>	<b>12,712,569</b>	<b>15,948,313</b>	<b>16,407,611</b>
0000 Revenue	-	-	-	-	-	-
1000 Administration	358,365	421,175	2,451,304	1,098,606	3,739,011	3,960,374
1023 Community Events	-	-	-	-	-	-
1047 Hospitality Committee	-	-	-	-	-	-
1810 Tax Refunds	66,850	70,111	100,000	50,000	100,000	100,000
1920 City Wide Memberships	118,394	119,948	137,135	137,135	137,135	137,135
1959 Pension Contribution	-	-	238,374	238,374	530,070	514,434
2034 Housing Commission Support	607	120	-	-	-	-
2070 Hous/Human Services	89,318	-	-	-	-	-
9000 Capital Outlay	228,890	2,223	11,309	-	-	-
9500 Debt Service	939,037	939,012	938,512	938,512	941,242	936,492
9800 Pass Throughs	9,735,604	10,038,406	10,249,942	10,249,942	10,500,855	10,759,176
<b>Grand Total</b>	<b>\$ 93,765,157</b>	<b>\$ 96,901,177</b>	<b>\$ 104,386,268</b>	<b>\$ 101,849,061</b>	<b>\$ 104,623,709</b>	<b>\$ 105,387,092</b>



## FTE Count by Service Area/Unit

	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
MAYOR & CITY COUNCIL	0.88	0.75	0.75	0.75	0.75
Total Mayor & City Council	0.88	0.75	0.75	0.75	0.75
CITY ATTORNEY	12.00	12.00	12.50	12.50	12.50
Total City Attorney	12.00	12.00	12.50	12.50	12.50
CITY ADMINISTRATOR	5.00	2.50	2.50	3.00	3.00
HUMAN RESOURCES	12.63	13.13	12.63	13.63	13.63
SAFETY		2.50	3.00	3.00	3.00
CLERK SERVICES	5.75	5.75	6.00	7.00	7.00
COMMUNICATIONS OFFICE	10.50	10.50	10.50	11.00	11.00
Total City Administrator Service Area	33.88	34.38	34.63	37.63	37.63
BUILDING & RENTAL SERVICES	27.09	28.02	30.32	30.72	30.72
PLANNING	7.00	7.25	8.25	8.25	8.25
COMMUNITY DEVELOPMENT	22.64	23.55	25.15	27.20	27.20
PARKS & RECREATION	23.82	23.73	23.83	22.38	22.38
Total Community Services Area	80.55	82.55	87.55	88.55	88.55
ACCOUNTING	6.81	6.75	6.75	6.75	6.75
ASSESSOR	8.00	8.00	8.00	8.00	8.00
CUSTOMER SERVICE	12.46	11.60	10.30	10.30	10.30
FINANCIAL & BUDGET PLANNING	3.25	3.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	24.45	24.45	24.45	25.95	25.95
PROCUREMENT	1.50	2.00	2.00	2.00	2.00
RISK MANAGEMENT	0.80	0.65	0.65	0.85	0.65
TREASURY	3.84	4.35	4.35	4.15	4.35
Total Financial Services Area	61.11	61.30	60.00	61.50	61.50
CAPITAL PROJECTS	19.97	17.75	17.54	18.40	18.01
PUBLIC WORKS	119.99	116.79	117.54	116.89	116.93
FLEET & FACILITIES	20.20	21.45	21.00	21.00	21.00
ENGINEERING	12.41	15.75	15.71	15.60	15.60
PUBLIC SERVICES ADMINISTRATION	5.35	5.35	7.35	7.35	7.35
SYSTEMS PLANNING	15.32	15.50	16.50	16.83	16.83
WASTEWATER TREATMENT	35.17	34.85	34.85	35.33	35.46
WATER TREATMENT	25.74	25.71	25.71	27.31	27.53
Total Public Services Area	254.15	253.15	256.20	258.71	258.71
FIRE	87.00	87.00	87.00	88.00	88.00
POLICE	149.00	149.00	149.00	148.00	148.00
Total Safety Services Area	236.00	236.00	236.00	236.00	236.00
FIFTEENTH DISTRICT COURT	34.00	34.00	34.00	35.00	35.00
Total Fifteenth District Court	34.00	34.00	34.00	35.00	35.00
RETIREMENT SYSTEM	3.75	3.75	3.75	4.00	4.00
Total Retirement System	3.75	3.75	3.75	4.00	4.00
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	4.00	6.00	6.00
Total Downtown Development Authority	4.00	4.00	4.00	6.00	6.00
Grand Total of City FTEs	720.32	721.88	729.38	740.64	740.64

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 residents by providing information and general assistance.

## MAYOR & COUNCIL

### Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	239,063	241,920	240,335	242,396	259,648	259,648
PAYROLL FRINGES	54,695	48,702	48,295	47,390	36,560	37,534
OTHER SERVICES	11,047	9,637	10,300	7,000	7,247	7,265
MATERIALS & SUPPLIES	1,683	878	900	900	875	875
OTHER CHARGES	76,586	76,754	76,680	76,680	47,380	48,459
<b>Total</b>	<b>\$383,074</b>	<b>\$377,891</b>	<b>\$376,510</b>	<b>\$374,366</b>	<b>\$351,710</b>	<b>\$353,781</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	383,074	377,891	376,510	374,366	351,710	353,781
<b>Total</b>	<b>\$383,074</b>	<b>\$377,891</b>	<b>\$376,510</b>	<b>\$374,366</b>	<b>\$351,710</b>	<b>\$353,781</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
MAYOR & COUNCIL	0.88	0.75	0.75	0.75	0.75
<b>Total</b>	<b>0.88</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

## MAYOR AND CITY COUNCIL

### EXPENSES

**Personnel Services** - The increase is due to how the social security taxes for elected officials is budgeted. This is offset by a decrease in Payroll Fringes.

**Payroll Fringes** - The decrease is due to how the social security taxes for elected officials is budgeted. This is offset by an increase in Personnel Services.

**Other Charges** - The decrease is due to a reduction in IT charges. There are fewer devices in use for FY 2018.

**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 \$282,326 in FY 2018.

MAYOR & COUNCIL

Allocated Positions

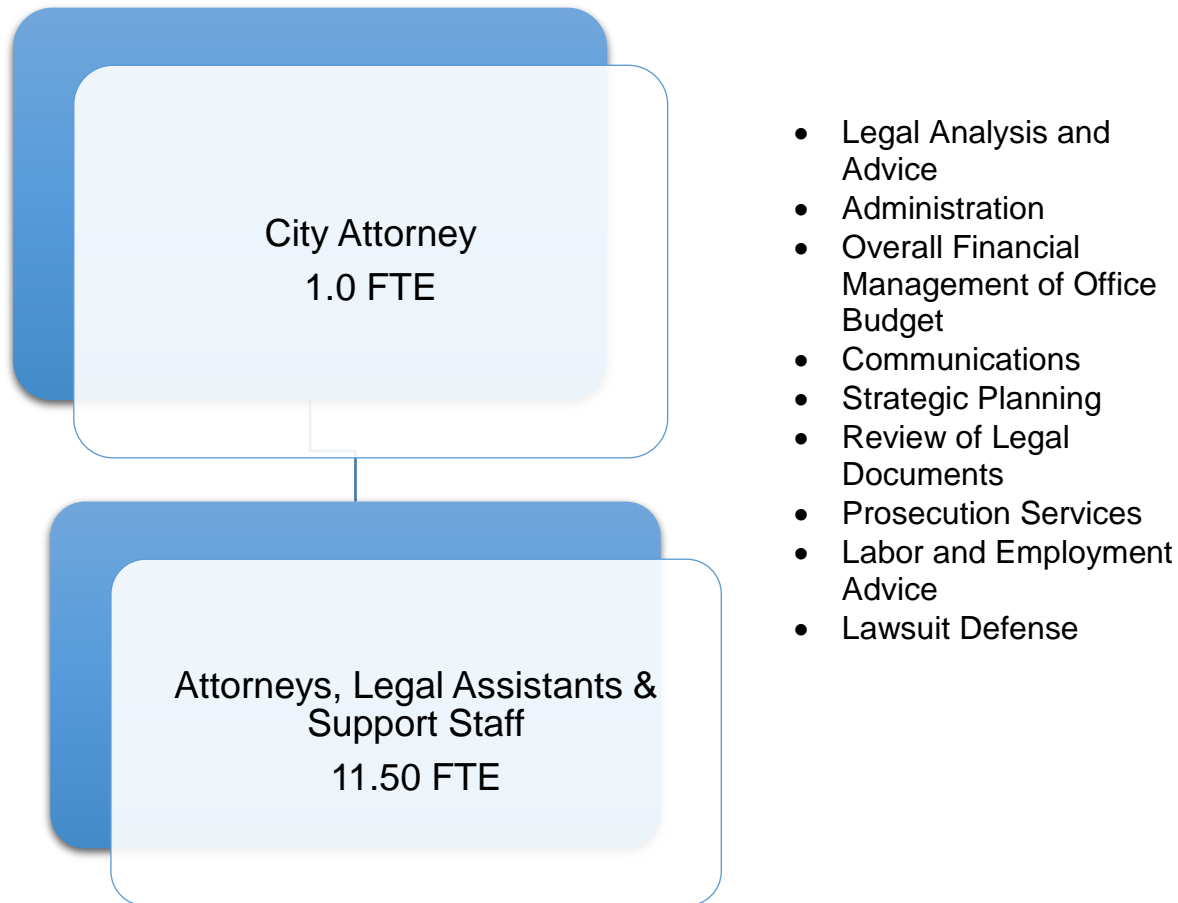
Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
EXECUTIVE ASST TO MAYOR	401490	0.75	0.75
Total		0.75	0.75



## ***CITY ATTORNEY***

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

## City Attorney's Area Organization Chart



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



## CITY ATTORNEY

### Revenues by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
FINES & FORFEITS	15,900	16,155	-	16,000	17,580	17,580
MISCELLANEOUS REVENUE	150	-	-	-	-	-
OPERATING TRANSFERS IN	150,000	194,100	230,151	230,151	253,284	260,396
<b>Total</b>	<b>\$166,050</b>	<b>\$210,255</b>	<b>\$230,151</b>	<b>\$246,151</b>	<b>\$270,864</b>	<b>\$277,976</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	166,050	210,255	230,151	246,151	270,864	277,976
<b>Total</b>	<b>\$166,050</b>	<b>\$210,255</b>	<b>\$230,151</b>	<b>\$246,151</b>	<b>\$270,864</b>	<b>\$277,976</b>

## CITY ATTORNEY

### Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	1,186,141	1,140,189	1,199,911	1,288,000	1,211,515	1,211,515
PAYROLL FRINGES	690,604	626,002	678,099	678,190	703,505	715,957
OTHER SERVICES	17,500	24,862	19,300	11,700	48,800	28,800
MATERIALS & SUPPLIES	29,926	34,801	32,500	32,100	30,800	30,800
OTHER CHARGES	191,485	250,979	244,928	244,928	247,164	250,506
EMPLOYEE ALLOWANCES	7,126	6,993	4,320	4,320	4,320	4,320
<b>Total</b>	<b>\$2,122,782</b>	<b>\$2,083,826</b>	<b>\$2,179,058</b>	<b>\$2,259,238</b>	<b>\$2,246,104</b>	<b>\$2,241,898</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	2,122,782	2,083,826	2,179,058	2,259,238	2,246,104	2,241,898
<b>Total</b>	<b>\$2,122,782</b>	<b>\$2,083,826</b>	<b>\$2,179,058</b>	<b>\$2,259,238</b>	<b>\$2,246,104</b>	<b>\$2,241,898</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CITY ATTORNEY	12.00	12.00	12.50	12.50	12.50
<b>Total</b>	<b>12.00</b>	<b>12.00</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>

## CITY ATTORNEY

### REVENUES

**Fines & Forfeits** - This reflects the addition of a budget for revenue related to University of Michigan parking ticket collection.

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

### EXPENSES

**Other Services** - The increase is primarily due to a one-time software purchase funded in FY 2018.

**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 \$237,593 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: City Attorney**

**Area Administrator: N/A**

**Service Unit: City Attorney**

**Service Unit Manager: Stephen Postema**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide legal advice to all Council, City Administration and Service Area Administrators and related employees - City Charter 5.2(1)	●	●	●	●	●	●	Assist in achieving City goals that are the subject of our advice	N/A	N/A		
Prosecute ordinance violations and represent the City before Courts and Tribunals - City Charter 5.2(2)	●	●	●	●	●	●	Prosecute or defend the City's interest in each case	N/A	N/A		
Prepare and review legality of all ordinances, contracts and all other legal instruments - City Charter 5.2(3)	●	●	●	●	●	●	Provide ordinances, contracts and legal documents that protect the City's interest and achieve City goals	N/A	N/A		

## CITY ATTORNEY

### Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ASSISTANT CITY ATTORNEY	403210	2.00	2.00
CHIEF ASST CITY ATTORNEY	403750	1.00	1.00
CITY ATTORNEY	403280	1.00	1.00
LEGAL & DOCKET MGMT ASST	000240	1.00	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.50	2.50
SENIOR ASST CITY ATTORNEY	403300	5.00	5.00
Total		12.50	12.50

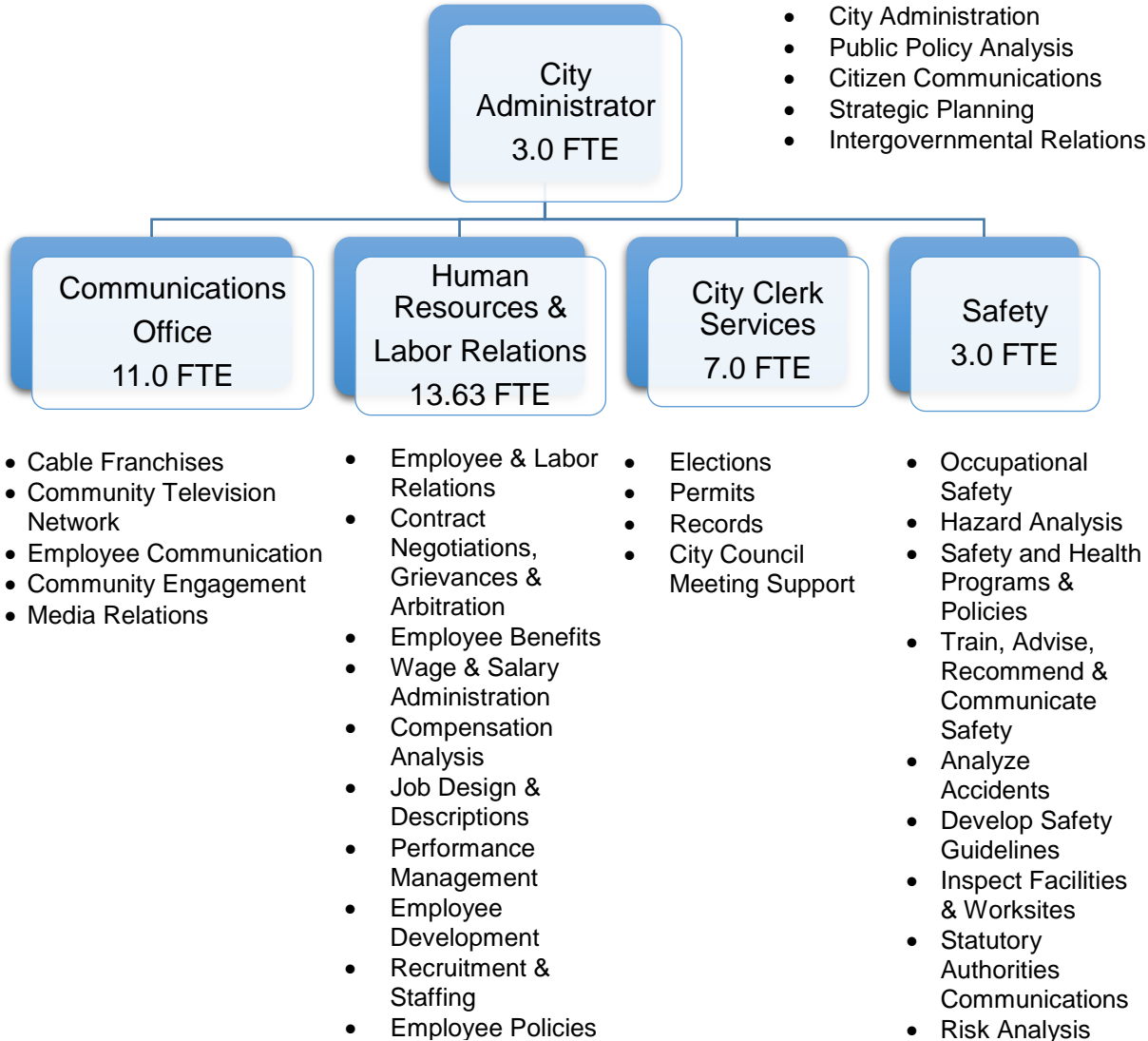
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*CITY ADMINISTRATOR SERVICE AREA*

# City Administrator Service Area

## Organization Chart



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



## CITY ADMINISTRATOR SERVICE AREA

### Revenues by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CLERK SERVICES	259,367	344,225	342,500	327,055	184,460	184,460
COMMUNICATIONS OFFICE	2,259,332	2,377,561	2,034,207	2,294,971	2,266,621	2,267,621
HUMAN RESOURCES	-	350,000	-	-	-	-
<b>Total</b>	<b>\$2,518,699</b>	<b>\$3,071,786</b>	<b>\$2,376,707</b>	<b>\$2,622,026</b>	<b>\$2,451,081</b>	<b>\$2,452,081</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	259,367	335,105	192,500	177,055	184,460	184,460
COMMUNITY TELEVISION NETWORK (0016)	2,259,332	2,377,561	2,034,207	2,294,971	2,266,621	2,267,621
RISK FUND (0057)	-	350,000	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	150,000	150,000	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	9,120	-	-	-	-
<b>Total</b>	<b>\$2,518,699</b>	<b>\$3,071,786</b>	<b>\$2,376,707</b>	<b>\$2,622,026</b>	<b>\$2,451,081</b>	<b>\$2,452,081</b>

## CITY ADMINISTRATOR SERVICE AREA

### Expenses by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CITY ADMINISTRATOR	1,103,138	719,889	694,071	748,126	765,389	826,331
CLERK SERVICES	1,105,855	1,141,367	1,427,470	1,291,457	1,204,728	1,269,925
COMMUNICATIONS OFFICE	1,874,732	4,271,307	2,023,372	1,972,989	2,246,099	2,260,730
HUMAN RESOURCES	25,488,911	31,412,099	28,042,221	28,085,378	29,532,279	30,354,486
SAFETY	-	556,015	716,157	705,322	1,029,745	940,026
<b>Total</b>	<b>\$29,572,636</b>	<b>\$38,100,677</b>	<b>\$32,903,291</b>	<b>\$32,803,272</b>	<b>\$34,778,240</b>	<b>\$35,651,498</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	3,816,820	3,967,554	4,194,063	4,262,306	4,291,659	4,378,241
COMMUNITY TELEVISION NETWORK (0016)	1,874,732	4,271,307	2,023,372	1,972,989	2,246,099	2,260,730
RISK FUND (0057)	23,881,084	29,852,696	26,560,856	26,567,977	28,240,482	29,012,527
GENERAL CAPITAL FUND (00CP)	-	-	125,000	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	9,120	-	-	-	-
<b>Total</b>	<b>\$29,572,636</b>	<b>\$38,100,677</b>	<b>\$32,903,291</b>	<b>\$32,803,272</b>	<b>\$34,778,240</b>	<b>\$35,651,498</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CITY ADMINISTRATOR	5.00	2.50	2.50	3.00	3.00
HUMAN RESOURCES	12.63	13.13	12.63	13.63	13.63
CLERK SERVICES	5.75	5.75	6.00	7.00	7.00
COMMUNICATIONS	10.50	10.50	10.50	11.00	11.00
SAFETY	-	2.50	3.00	3.00	3.00
<b>Total</b>	<b>33.88</b>	<b>34.38</b>	<b>34.63</b>	<b>37.63</b>	<b>37.63</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	653,531	309,753	305,833	340,000	369,134	429,134
PAYROLL FRINGES	222,490	107,652	138,149	153,589	144,348	174,765
OTHER SERVICES	71,659	157,207	101,900	105,067	100,700	70,700
MATERIALS & SUPPLIES	13,572	1,441	1,696	2,977	2,150	2,150
OTHER CHARGES	136,066	140,538	144,543	144,543	147,497	148,022
EMPLOYEE ALLOWANCES	5,820	3,298	1,950	1,950	1,560	1,560
<b>Total</b>	<b>\$1,103,138</b>	<b>\$719,889</b>	<b>\$694,071</b>	<b>\$748,126</b>	<b>\$765,389</b>	<b>\$826,331</b>

Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	844,632	719,889	694,071	748,126	765,389	826,331
RISK FUND (0057)	258,506	-	-	-	-	-
<b>Total</b>	<b>\$1,103,138</b>	<b>\$719,889</b>	<b>\$694,071</b>	<b>\$748,126</b>	<b>\$765,389</b>	<b>\$826,331</b>

FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CITY ADMINISTRATOR	5.00	2.50	2.50	3.00	3.00
<b>Total</b>	<b>5.00</b>	<b>2.50</b>	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>

## CITY ADMINISTRATOR

### EXPENSES

**Personnel Services** - The increase is due to an additional FTE for half of FY 2018 and all of FY 2019.

**Other Services** - The FY 2019 budget reflects a decrease due to the citizen survey that was budgeted for FY 2018.

**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 \$80,876 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: City Administrator**

**Area Administrator: Howard Lazarus**

**Service Unit: City Administrator**

**Service Unit Manager: Howard Lazarus**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURES	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide overall organizational leadership and oversee delivery of services to the community	●	●	●	●	●	●	Ensure compliance with all appropriate laws, regulations, and rules for the operations of these units; provide appropriate resources to the operating units, and ensure proper training, equipment, and facilities are provided.	√	√		
							Provide appropriate resources to the operating units.	√	√		
							Respond to inquiries from the public within 7 calendar days of receipt.	N/A	√		
Support Council operations and initiatives	●	●		●			Prepare an Annual Report on City activities.	√	√		
							Attend and participate in Council meetings.	√	√		
Responsibly manage the financial resources of the City	●		●				Submit for approval to Council the annual budget.	√	√		
							Monitor, track, and adjust service delivery to comply with the constraints of the approved budget.	N/A	N/A		
Support the development and oversee the execution of the City's legislative policy agenda	●	●	●	●			Support the Council's Legislative Policy Committee and oversee the City's lobbyist's activities. Communicate City priorities to the state and federal delegations.	N/A	N/A		
Develop and implement an economic development plan for the City consistent with Council adopted policies		●	●				Provide updates on economic development initiatives on a recurring basis.	N/A	N/A		
Engage with and inform the community with regard to the development, execution, and outcomes of the delivery of municipal services and the implementation of Council policies	●			●		●	Prepare and make public an Annual Report focusing on the delivery of core services and key projects and initiatives. Provide information to the Communications Office on a recurring basis.	√	√		

CITY ADMINISTRATOR SERVICE AREA  
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ASST CITY ADMINISTRATOR/CHIEF OF STAFF	409997	1.00	1.00
ADMINISTRATION/PROJECT MANAGER	402080	1.00	1.00
CITY ADMINISTRATOR	403120	1.00	1.00
<b>Total</b>		<b>3.00</b>	<b>3.00</b>

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*CITY ADMINISTRATOR SERVICE AREA*

**HUMAN RESOURCES**

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

CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES

Revenues by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
MISCELLANEOUS REVENUE	-	350,000	-	-	-	-
<b>Total</b>	-	<b>\$350,000</b>	-	-	-	-

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
RISK FUND (0057)	-	350,000	-	-	-	-
<b>Total</b>	-	<b>\$350,000</b>	-	-	-	-

**CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	1,223,369	1,199,155	1,249,056	1,304,283	1,253,802	1,257,793
PAYROLL FRINGES	595,939	607,351	561,794	567,330	597,236	610,821
OTHER SERVICES	231,255	270,685	321,436	303,280	367,790	308,487
MATERIALS & SUPPLIES	6,884	9,368	7,750	9,300	10,100	10,100
OTHER CHARGES	19,390,712	20,701,493	24,331,962	24,330,962	24,359,603	26,502,619
PASS THROUGHS	4,033,482	8,618,027	1,566,323	1,566,323	2,939,848	1,660,766
EMPLOYEE ALLOWANCES	7,270	6,020	3,900	3,900	3,900	3,900
<b>Total</b>	<b>\$25,488,911</b>	<b>\$31,412,099</b>	<b>\$28,042,221</b>	<b>\$28,085,378</b>	<b>\$29,532,279</b>	<b>\$30,354,486</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,866,333	1,864,190	1,864,905	1,906,562	1,977,993	1,935,040
RISK FUND (0057)	23,622,578	29,547,909	26,177,316	26,178,816	27,554,286	28,419,446
<b>Total</b>	<b>\$25,488,911</b>	<b>\$31,412,099</b>	<b>\$28,042,221</b>	<b>\$28,085,378</b>	<b>\$29,532,279</b>	<b>\$30,354,486</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
HUMAN RESOURCES	12.63	13.13	12.63	13.63	13.63
<b>Total</b>	<b>12.63</b>	<b>13.13</b>	<b>12.63</b>	<b>13.63</b>	<b>13.63</b>

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

**EXPENSES**

**Personnel Services** - The Human Resources service unit added an FTE for FY 2018 but the addition was offset by reductions in temporary pay.

**Payroll Fringes** - The increase is due to an additional FTE for FY 2018.

**Other Services** - The increase is associated with the non-union compensation study budgeted as a one-time expenditure for FY 2018.

**Pass Throughs** - The increase reflects additional funding to be transferred to the VEBA Trust Fund and is based on retiree health care experience and the actuarial calculation.

**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 \$204,971 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: City Administrator**

**Area Administrator: Howard Lazarus**

**Service Unit: Human Resources**

**Service Unit Manager: Robyn Wilkerson**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Benefits Administration	●		●		●	●	Year to year cost at or below national average for health care benefits	\$7,592,881 / +.2% to trend	\$7,756,028 / -6.2% to trend	\$8,612,714 / +1.8% to trend	\$9,318,510 / -1.1% to trend
							Number of employees enrolled in voluntary benefits	Vol Life: 59% STD (Union only): 13% LTD: 43% Critical Illness: 5% Accident: 46% Pre-paid Legal: 7% FSA: 55%	Vol Life: 59% STD (Union only): 13% LTD: 42% Critical Illness: 5% Accident: 46% Pre-paid Legal: 7% FSA: 55%	Vol Life: 64% STD (Union only): 13% LTD: 48% Critical Illness: 4% Accident: 37% Pre-paid Legal: 7% FSA: 55%	Vol Life: 69% STD (Union only): 18% LTD: 53% Critical Illness: 10% Accident: 42% Pre-paid Legal: 12% FSA: 60%
							Year to year cost at or below national average for retiree benefits	\$11,256,499 / -8.3% to trend	\$12,791,009 / +4.9% to trend	\$12,628,442 / -11.5% to trend	\$13,622,692 / -2.4% to trend
							Percent of employees who participate in the wellness program	57%	52%	60%	65%
							Not incurring DOJ/HHS fines for compliance issues	\$0	\$0	\$0	\$0
Recruiting/Retention	●				●	●	Time that it takes to fill a position from application date to start date	N/A	N/A	Regular: 51 Days Safety: 183 Days	Regular: 55 Days Safety: 175 Days
							Number of diverse applicants	N/A	35.79%	33.50%	37.50%
							Percent of new Hires Not Completing Probation	20%	5%	24%	15%
							New hire evaluation score	N/A	N/A	N/A	N/A
Employee/Labor Relations	●		●		●	●	Percent on time per contract for grievances/arbitrations	0	0	0	0
							Negotiations completed within the timeline of the current contract vs. the start date of the proposed contract	83%	0%	0%	50%
							Number of Lawsuits/Arbitrations lost	N/A	N/A	N/A	N/A
Compensation/HRIS	●		●		●	●	Percent difference between internal non-union compensation and external market equity	0%	0.75%	0.50%	N/A
							Union wage table Information inputted in a timely and effective manner - no payroll errors	0%	0%	0%	0%
							Number of errors with data entry into HRIS system	N/A	N/A	98%	98%
							Number of progressions completed and updated	N/A	N/A	67%	77%
Training & Development	●				●	●	Training completion percentage	N/A	N/A	N/A	N/A
							Training Evaluation Satisfaction Scores	N/A	N/A	N/A	N/A

CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
COMPENSATION & HR SUPV	401680	1.00	1.00
AFSCME PRESIDENT	110500	1.00	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00	1.00
EMPLOYEE BENEFITS COORDIN	000840	1.00	1.00
HR & LABOR RELATIONS DIR	403890	1.00	1.00
HR SERVICES PARTNER	403110	4.00	4.00
HR TECHNOLOGY SPECIALIST	401110	0.63	0.63
HUMAN RESOURCES COORD	000250	1.00	1.00
RECRUITER	401750	1.00	1.00
RECRUITING COORDINATOR	000270	1.00	1.00
RECRUITING SUPERVISOR	401570	1.00	1.00
<b>Total</b>		<b>13.63</b>	<b>13.63</b>



## *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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	564	4,074	1,000	5,000	2,831	2,831
INTERGOVERNMENTAL REVENUES	125,653	151,924	125,000	125,000	132,435	132,435
LICENSES, PERMITS & REGISTRATIONS	49,569	41,611	62,500	43,055	45,194	45,194
MISCELLANEOUS REVENUE	83,581	146,616	4,000	4,000	4,000	4,000
OPERATING TRANSFERS IN	-	-	150,000	150,000	-	-
<b>Total</b>	<b>\$259,367</b>	<b>\$344,225</b>	<b>\$342,500</b>	<b>\$327,055</b>	<b>\$184,460</b>	<b>\$184,460</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	259,367	335,105	192,500	177,055	184,460	184,460
GENERAL CAPITAL FUND (00CP)	-	-	150,000	150,000	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	9,120	-	-	-	-
<b>Total</b>	<b>\$259,367</b>	<b>\$344,225</b>	<b>\$342,500</b>	<b>\$327,055</b>	<b>\$184,460</b>	<b>\$184,460</b>



**CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	576,447	573,353	605,885	621,411	580,032	662,072
PAYROLL FRINGES	288,884	260,556	267,461	266,268	303,029	311,657
OTHER SERVICES	87,620	84,158	94,862	63,840	76,229	81,259
MATERIALS & SUPPLIES	34,624	41,701	164,000	42,956	60,360	26,931
OTHER CHARGES	115,640	176,410	168,702	168,702	183,518	186,446
PASS THROUGHS	-	-	125,000	125,000	-	-
EMPLOYEE ALLOWANCES	2,640	5,189	1,560	3,280	1,560	1,560
<b>Total</b>	<b>\$1,105,855</b>	<b>\$1,141,367</b>	<b>\$1,427,470</b>	<b>\$1,291,457</b>	<b>\$1,204,728</b>	<b>\$1,269,925</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,105,855	1,132,247	1,302,470	1,291,457	1,204,728	1,269,925
GENERAL CAPITAL FUND (00CP)	-	-	125,000	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	9,120	-	-	-	-
<b>Total</b>	<b>\$1,105,855</b>	<b>\$1,141,367</b>	<b>\$1,427,470</b>	<b>\$1,291,457</b>	<b>\$1,204,728</b>	<b>\$1,269,925</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CLERK SERVICES	5.75	5.75	6.00	7.00	7.00
<b>Total</b>	<b>5.75</b>	<b>5.75</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>

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

**REVENUES**

**Licenses, Permits & Registrations** - The reduction is based on revenue trends over the past several years in this revenue category.

**Operating Transfers In** - The decrease reflects a one-time 50% grant match for State-mandated election equipment expected to be needed in FY 2017.

**EXPENSES**

**Personnel Services** - The reduction in FY 2018 reflects less temporary staff needed for elections (\$60K) as well as severance pay needed for FY 2017 but not anticipated for FY 2018 (\$29K). The reduction is offset by an increase of 1.0 FTE for a Boards & Commissions Manager/Records Administrator.

**Payroll Fringes** - The increase in FY 2018 reflects the additional 1.0 FTE for a Boards & Commissions staff person.

**Other Services** - This primarily reflects the decrease in services for elections.

**Materials & Supplies** - The decrease reflects a 50% grant match for State-mandated election equipment expected to be needed as a one-time expense in FY 2017. This is transferred from the General Fund and budgeted in Materials & Supplies in the General Capital Fund.

**Pass Throughs** - The decrease reflects a 50% grant match for State-mandated election equipment expected to be needed as a one-time expense in FY 2017. This is transferred to the General Capital Fund and budgeted in Materials & Supplies.

**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 \$266,351 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: City Administrator**

**Area Administrator: Howard Lazarus**

**Service Unit: City Clerk**

**Service Unit Manager: Jackie Beaudry**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Council Support	●	●		●	●	●	100% compliance with Open Meetings Act			100%	100%
							<5% of corrections required on publications			95%	95%
Election Administration							<5% of minutes requiring correction on approval			100%	98%
							>5 election inspectors per precinct hired			7	5
	●	●		●	●		<5% absenteeism/cancellation of election inspectors			2%	5%
							<30 minute voter wait time per precinct			1 hour	15 minutes
Records Management							Average precinct return time under 10:00 p.m.				9:30 p.m.
		●		●			>80% of FOIA responses within 5 days			90%	90%
							<20% of FOIA responses extended			10%	10%
Boards and Commissions							>99% of FOIA responses in compliance with law			100%	100%
		●		●	●	●	100% compliance with Open Meetings Act				100%
							Creation of orientation program				Spring 2018
Licensing and Customer Service			●	●	●	●	<20% of board vacancies				20%
							>95% of license renewals				95%

CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
BOARD & COMMISSIONS MANAGER/RECORDS ADMINISTRATOR	409999	1.00	1.00
CITY CLERK	404240	1.00	1.00
DEPUTY CLERK	404010	1.00	1.00
ELECTION WORKER-RECRUITER	001270	1.00	1.00
<b>Total</b>		<b>7.00</b>	<b>7.00</b>



## *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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
INVESTMENT INCOME	41,353	41,846	53,207	37,171	37,171	37,171
LICENSES, PERMITS & REGISTRATIONS	2,217,110	2,255,389	1,980,000	2,257,000	2,229,000	2,230,000
MISCELLANEOUS REVENUE	869	1,270	1,000	800	450	450
OPERATING TRANSFERS IN	-	79,056	-	-	-	-
<b>Total</b>	<b>\$2,259,332</b>	<b>\$2,377,561</b>	<b>\$2,034,207</b>	<b>\$2,294,971</b>	<b>\$2,266,621</b>	<b>\$2,267,621</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
COMMUNITY TELEVISION NETWORK (0016)	2,259,332	2,377,561	2,034,207	2,294,971	2,266,621	2,267,621
<b>Total</b>	<b>\$2,259,332</b>	<b>\$2,377,561</b>	<b>\$2,034,207</b>	<b>\$2,294,971</b>	<b>\$2,266,621</b>	<b>\$2,267,621</b>

**CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	643,479	632,710	638,047	676,426	732,843	732,665
PAYROLL FRINGES	498,890	467,151	480,368	484,317	530,321	542,122
OTHER SERVICES	275,328	286,504	293,370	309,629	357,885	360,123
MATERIALS & SUPPLIES	77,620	70,845	72,001	63,031	94,000	94,000
OTHER CHARGES	239,172	295,043	289,196	289,196	330,270	331,040
PASS THROUGHS	-	2,500,000	-	-	-	-
CAPITAL OUTLAY	139,583	18,416	250,000	150,000	200,000	200,000
EMPLOYEE ALLOWANCES	660	638	390	390	780	780
<b>Total</b>	<b>\$1,874,732</b>	<b>\$4,271,307</b>	<b>\$2,023,372</b>	<b>\$1,972,989</b>	<b>\$2,246,099</b>	<b>\$2,260,730</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
COMMUNITY TELEVISION NETWORK (0016)	1,874,732	4,271,307	2,023,372	1,972,989	2,246,099	2,260,730
<b>Total</b>	<b>\$1,874,732</b>	<b>\$4,271,307</b>	<b>\$2,023,372</b>	<b>\$1,972,989</b>	<b>\$2,246,099</b>	<b>\$2,260,730</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNICATIONS	10.50	10.50	10.50	11.00	11.00
<b>Total</b>	<b>10.50</b>	<b>10.50</b>	<b>10.50</b>	<b>11.00</b>	<b>11.00</b>

**CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS OFFICE UNIT**

**REVENUES**

**Investment Income** - This reflects less fund balance available to be invested for FY 2018.

**Licenses, Permits & Registrations** - The increase is based on revenue trends over the past several years in this revenue category.

**EXPENSES**

**Personnel Services** - The increase reflects an allocation change of .5 FTE for the Communications Manager.

**Payroll Fringes** - The increase reflects an allocation change of .5 FTE for the Communications Manager.

**Other Services** - The increase reflects more funding budgeted for Contracted Services for the CTN fund for software and the expansion of closed captioning for City Council meetings.

**Materials & Supplies** - The increase reflects more funding budgeted for Materials & Supplies for non-capital equipment needs.

**Other Charges** - The increase reflects a higher cost allocation from the municipal service charge study for FY 2018 and FY 2019.

**Capital Outlay** - The decrease reflects less funding budgeted for FY 2018 and FY 2019 based on capital equipment replacement needs. An increase is reflected in Materials & Supplies for the non-capital items related to equipment.



**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: City Administrator**

**Area Administrator: Howard Lazarus**

**Service Unit: Communications**

**Service Unit Manager: Lisa Wondrash**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Employee Communications	●			●	●	●	Conduct the Annual Communication Office Survey	X	N/A		
							Ensure timely, accurate, and relevant content. Review A2 Central Analytics and provide analysis on a periodic basis to the Communications/IT team	X	X		
							Adjust content of communication vehicles and/or frequency with feedback from the Annual Communication Office Survey	X	X		
							Conduct ad-hoc training for new staff with media responsibilities	X	X		
External Communications/Reputation Management	●			●	●		Adjust web content on a periodic basis using Google Analytics Metrics	X	X		
							Track number of releases distributed and report monthly via the Communication Office Report	X	X		
							Prepare and distribute a monthly resident online newsletter by the first of the month	X	X		
							Respond to inquiries within 24 hours during the business week	X	X		
							Track number of plans developed and report monthly via the Communication Office Report	X	X		
Crisis Communications	●		●	●	●		Staff the EOC as required	X	X		
							Ensure annual completion of EAP	X	X		
							Promote CodeRED service to residents	X	X		
Community Television Network: PEG Programming	●			●	●		Prepare, analyze and provide CTN Quarterly Report (Programming/VOD analytics)	X	X		
Community Engagement	●			●	●		Create community action plans for 70% of capital improvement projects using the engagement process	X	X		
							Oversee the execution of the biennial National Citizen Survey Results and analyze and disseminate the results	X	N/A		
							Conduct Toolkit Training Quarterly	X	X		

CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ASST MGR COMM ENG & EDU	402090	1.00	1.00
CITY COMMUNICATIONS MGR	402040	1.00	1.00
COMMUNICATIONS UNIT MGR	403530	1.00	1.00
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	3.00	3.00
PROGRAMMER	110510	2.00	2.00
TRAINING & FACILITY COORD	110530	2.00	2.00
<b>Total</b>		<b>11.00</b>	<b>11.00</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 while working to eliminate hazard and risk from city worksites and facilities.

CITY ADMINISTRATOR SERVICE AREA  
SAFETY

Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	-	411,247	540,837	534,450	564,227	567,623
PAYROLL FRINGES	-	88,559	116,670	105,961	121,311	124,707
OTHER SERVICES	-	21,350	21,253	26,874	228,630	137,716
MATERIALS & SUPPLIES	-	14,567	10,000	10,000	53,000	47,000
OTHER CHARGES	-	17,642	25,837	25,837	61,017	61,420
EMPLOYEE ALLOWANCES	-	2,650	1,560	2,200	1,560	1,560
<b>Total</b>	-	<b>\$556,015</b>	<b>\$716,157</b>	<b>\$705,322</b>	<b>\$1,029,745</b>	<b>\$940,026</b>

Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	-	251,228	332,617	316,161	343,549	346,945
RISK FUND (0057)	-	304,787	383,540	389,161	686,196	593,081
<b>Total</b>	-	<b>\$556,015</b>	<b>\$716,157</b>	<b>\$705,322</b>	<b>\$1,029,745</b>	<b>\$940,026</b>

FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
SAFETY	-	2.50	3.00	3.00	3.00
<b>Total</b>	-	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**CITY ADMINISTRATOR SERVICE AREA**  
**SAFETY UNIT**

**EXPENSES**

**Other Services** - The increase reflects one-time funding for an asbestos survey as well as safety improvements needed in City Hall.

**Materials & Supplies** - The increase reflects a change in how the City budgets for certain safety equipment and testing. This will now be budgeted centrally under the Safety budget.

**Other Charges** - The increase reflects higher IT charges due to increased equipment/software usage as well as the addition of a contingency for safety-related items.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: City Administrator**

**Area Administrator: Howard Lazarus**

**Service Unit: Safety**

**Service Unit Manager: Steve Schantz**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Safety Training	●		●			●	Ensure >99% of the workforce is trained and safety ready.	55%	60%	80%	>99%
							Ensure >99% of hazards are accounted for with proper training.	50%	55%	80%	>99%
Safety Audits, Inspections & Hazard Assessments	●		●			●	Ensure >99% of work plan goals are complete.	30%	60%	80%	>99%
Accident/Incident Investigations	●		●		●	●	Ensure incidents/accidents are investigated within 24-hours at the manager and supervisor levels and within 2-hours at the Safety Unit level.	10%	15%	50%	80%
							Reduce incident and accident rates in all Service Units by 10%.	100%	100%	100%	>99%
Internal & External Safety Engagement	●			●	●	●	Complete (1) annual safety culture survey with the intent to improve the internal safety culture when compared to previous year survey results.	100%	0%	100%	100%
							Ensure >99% of required OSHA and MIOSHA reporting requirements pertaining to recordable injuries are properly reported and communicated to the city workforce.	>99%	>99%	>99%	>99%
Hazard / Risk Reduction & Removal	●		●			●	Ensure >99% of work plan goals are complete.	25%	40%	50%	60%

CITY ADMINISTRATOR SERVICE AREA  
SAFETY

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
SAFETY COMP SPECIALIST	401220	1.00	1.00
SAFETY MANAGER	401290	1.00	1.00
SR SAFETY COMPLIANCE SPEC	404460	1.00	1.00
Total		3.00	3.00

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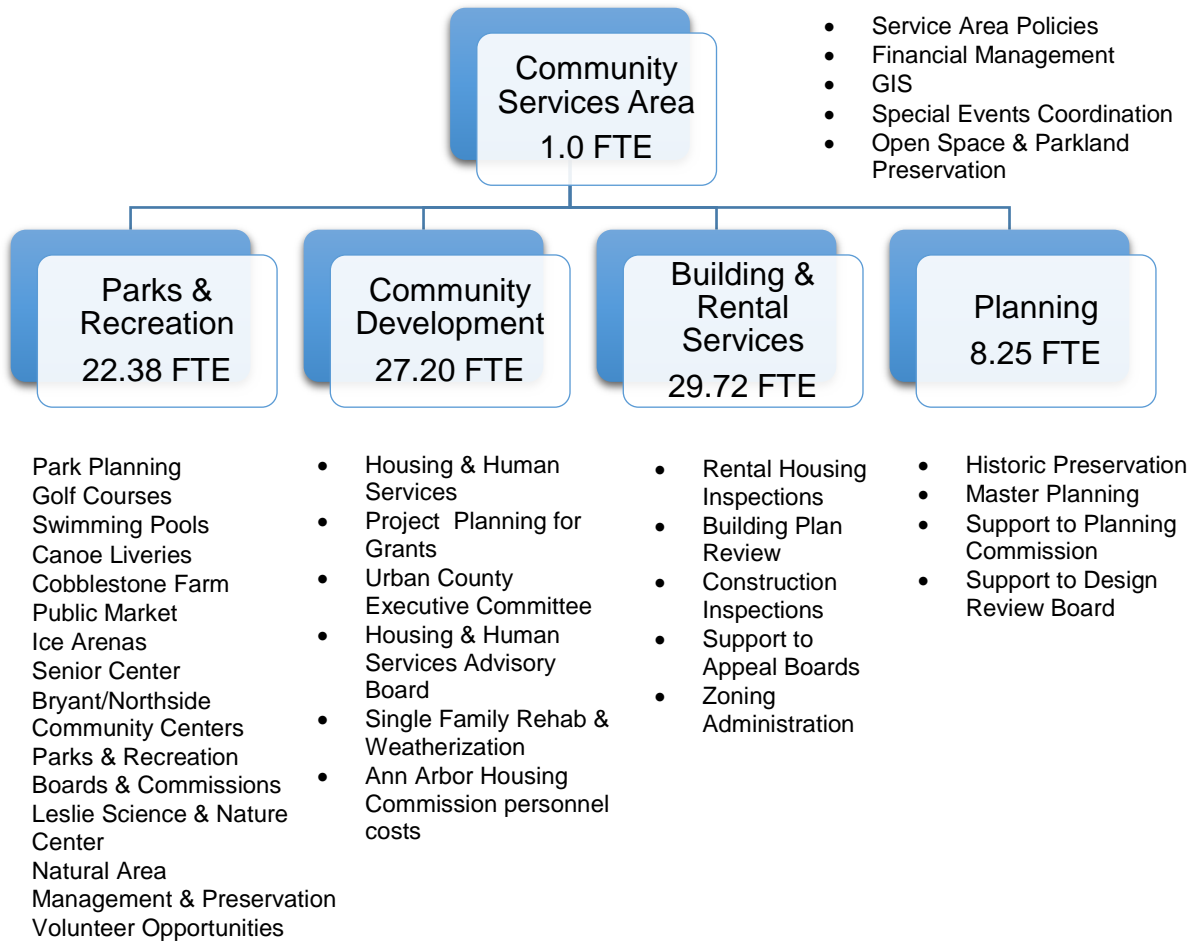




*COMMUNITY SERVICES AREA*

# Community Services Area

## Organization Chart



The Community Services Area is comprised of four Service Units: Building & Rental Services, the Office of Community Development, Planning, and Parks & Recreation. These Service Units provide the organization with a broad array of services such as: Parks Planning, 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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
BUILDING & RENTAL SERVICES	5,140,633	4,968,866	5,430,842	4,571,032	4,598,841	4,246,141
COMMUNITY DEVELOPMENT	121,056	18,537	668,937	115,825	10,062	10,062
PARKS & RECREATION	9,103,112	10,310,527	11,601,777	9,736,363	10,115,959	10,298,904
PLANNING	436,901	347,060	264,000	264,387	371,778	371,778
<b>Total</b>	<b>\$14,801,702</b>	<b>\$15,644,990</b>	<b>\$17,965,556</b>	<b>\$14,687,607</b>	<b>\$15,096,640</b>	<b>\$14,926,885</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	5,782,743	6,363,572	6,889,669	6,081,485	6,363,342	6,259,033
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,558,405	2,450,364	2,914,781	2,516,051	2,553,289	2,606,984
BANDEMER PROPERTY (0025)	7,914	7,662	11,299	7,500	11,781	11,834
CONSTRUCTION CODE FUND (0026)	3,742,315	3,832,414	3,501,097	3,268,332	3,380,762	3,128,062
PARKS MEMORIALS & CONTRIBUTIONS (0034)	273,292	145,898	40,484	9,973	39,973	39,973
SPECIAL ASSISTANCE (0038)	5,243	5,746	4,000	5,062	5,062	5,062
OPEN SPACE ENDOWMENT (0041)	29,577	31,240	10,000	4,500	20,000	20,000
ART IN PUBLIC PLACES (0056)	3,100	36,000	-	-	-	-
AFFORDABLE HOUSING (0070)	115,813	12,791	564,937	110,763	5,000	5,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,087,263	2,617,823	3,579,259	2,578,911	2,617,431	2,850,937
GENERAL CAPITAL FUND (00CP)	194,157	43,390	-	-	100,000	-
MAJOR GRANTS PROGRAMS (00MG)	1,880	98,090	450,030	105,030	-	-
<b>Total</b>	<b>\$14,801,702</b>	<b>\$15,644,990</b>	<b>\$17,965,556</b>	<b>\$14,687,607</b>	<b>\$15,096,640</b>	<b>\$14,926,885</b>

## COMMUNITY SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
BUILDING & RENTAL SERVICES	4,091,931	4,794,842	5,339,201	5,327,504	5,092,920	4,786,475
COMMUNITY DEVELOPMENT	4,924,981	5,069,903	5,066,403	4,460,976	4,633,132	4,540,626
PARKS & RECREATION	10,882,991	9,904,654	14,387,239	12,714,291	10,279,470	10,529,049
PLANNING	1,123,814	1,466,725	1,352,974	1,313,900	1,363,182	1,373,297
<b>Total</b>	<b>\$21,023,717</b>	<b>\$21,236,124</b>	<b>\$26,145,817</b>	<b>\$23,816,671</b>	<b>\$21,368,704</b>	<b>\$21,229,447</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	12,229,822	13,115,369	13,603,861	13,350,460	13,864,807	13,818,382
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,795,335	1,210,929	2,030,481	2,032,074	1,335,132	1,335,468
BANDEMER PROPERTY (0025)	1,834	73,266	3,793	737	11,781	11,834
CONSTRUCTION CODE FUND (0026)	2,766,493	3,247,799	3,483,753	3,530,053	3,354,472	3,124,956
PARKS MEMORIALS & CONTRIBUTIONS (0034)	240,149	95,932	779,977	30,000	39,973	39,973
SPECIAL ASSISTANCE (0038)	13,000	4,000	4,000	4,000	5,000	5,000
OPEN SPACE ENDOWMENT (0041)	5,815	3,408	10,000	10,000	20,000	20,000
ART IN PUBLIC PLACES (0056)	43,206	38,431	2,570	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	19,897	19,452	19,599	19,596	20,108	20,277
AFFORDABLE HOUSING (0070)	837,500	776,049	550,000	100,000	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,015,623	2,449,558	5,044,049	4,471,017	2,617,431	2,853,557
GENERAL CAPITAL FUND (00CP)	-	50,289	163,704	163,704	100,000	-
MAJOR GRANTS PROGRAMS (00MG)	55,043	151,642	450,030	105,030	-	-
<b>Total</b>	<b>\$21,023,717</b>	<b>\$21,236,124</b>	<b>\$26,145,817</b>	<b>\$23,816,671</b>	<b>\$21,368,704</b>	<b>\$21,229,447</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
BUILDING & RENTAL SERVICES	27.09	28.02	30.32	30.72	30.72
PLANNING	7.00	7.25	8.25	8.25	8.25
COMMUNITY DEVELOPMENT	22.64	23.55	25.15	27.20	27.20
PARKS & RECREATION	23.82	23.73	23.83	22.38	22.38
<b>Total</b>	<b>80.55</b>	<b>82.55</b>	<b>87.55</b>	<b>88.55</b>	<b>88.55</b>



## *COMMUNITY SERVICES AREA*

### **BUILDING & RENTAL SERVICES**

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

Building and Rental Services also work closely with other service areas on new construction projects starting from site plan approval through certificate of occupancy issuance on to rental housing inspections. Building and Rental staff partner with other units to ensure over 40,000 structures and 55,000 rental units meet the City's requirements for occupancy, zoning, fire and public safety. Building and Rental Services staff also serves as the primary liaison for the City's Building Board of Appeals and Housing Board of Appeals.

**COMMUNITY SERVICES AREA  
BUILDING & RENTAL SERVICES**

**Revenues by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
INVESTMENT INCOME	19,558	38,177	43,097	39,362	39,362	39,362
LICENSES, PERMITS & REGISTRATIONS	4,923,141	4,731,385	4,684,200	4,531,100	4,209,179	4,206,479
MISCELLANEOUS REVENUE	3,585	67,880	-	570	300	300
OPERATING TRANSFERS IN	194,157	131,424	-	-	-	-
PRIOR YEAR SURPLUS	-	-	703,545	-	350,000	-
TAXES	192	-	-	-	-	-
<b>Total</b>	<b>\$5,140,633</b>	<b>\$4,968,866</b>	<b>\$5,430,842</b>	<b>\$4,571,032</b>	<b>\$4,598,841</b>	<b>\$4,246,141</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,204,161	1,093,062	1,929,745	1,302,700	1,118,079	1,118,079
CONSTRUCTION CODE FUND (0026)	3,742,315	3,832,414	3,501,097	3,268,332	3,380,762	3,128,062
GENERAL CAPITAL FUND (00CP)	194,157	43,390	-	-	100,000	-
<b>Total</b>	<b>\$5,140,633</b>	<b>\$4,968,866</b>	<b>\$5,430,842</b>	<b>\$4,571,032</b>	<b>\$4,598,841</b>	<b>\$4,246,141</b>

**COMMUNITY SERVICES AREA  
BUILDING & RENTAL SERVICES**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	1,773,035	1,856,717	2,082,021	2,150,031	2,105,789	2,117,964
PAYROLL FRINGES	1,212,367	1,092,073	1,244,191	1,213,971	1,189,391	1,224,624
OTHER SERVICES	366,064	862,121	1,100,037	1,050,342	694,168	444,267
MATERIALS & SUPPLIES	19,790	36,609	18,100	24,890	18,200	18,200
OTHER CHARGES	700,461	824,530	858,146	868,721	973,689	969,737
PASS THROUGHS	-	-	-	-	100,000	-
CAPITAL OUTLAY	-	100,277	25,000	-	-	-
VEHICLE OPERATING COSTS	-	42	-	500	100	100
EMPLOYEE ALLOWANCES	20,214	22,473	11,706	19,049	11,583	11,583
<b>Total</b>	<b>\$4,091,931</b>	<b>\$4,794,842</b>	<b>\$5,339,201</b>	<b>\$5,327,504</b>	<b>\$5,092,920</b>	<b>\$4,786,475</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,403,031	1,572,828	1,768,957	1,710,626	1,709,916	1,733,425
CONSTRUCTION CODE FUND (0026)	2,688,900	3,171,725	3,406,540	3,453,174	3,283,004	3,053,050
GENERAL CAPITAL FUND (00CP)	-	50,289	163,704	163,704	100,000	-
<b>Total</b>	<b>\$4,091,931</b>	<b>\$4,794,842</b>	<b>\$5,339,201</b>	<b>\$5,327,504</b>	<b>\$5,092,920</b>	<b>\$4,786,475</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
BUILDING & RENTAL SERVICES	27.09	28.02	30.32	30.72	30.72
<b>Total</b>	<b>27.09</b>	<b>28.02</b>	<b>30.32</b>	<b>30.72</b>	<b>30.72</b>

**COMMUNITY SERVICES AREA  
BUILDING AND RENTAL SERVICES**

**REVENUES**

**Licenses, Permits & Registrations** - This reflects a decrease for rental housing permits in the General Fund based on present and anticipated level of activity.

**Prior Year Surplus** - The decrease reflects the need to use less fund balance in the Construction Code Fund in FY 2018 as construction revenues cover all the fund's operating expenditures. There is a use of fund balance for a one-time request for consulting services.

**EXPENSES**

**Other Services** - This reflects the decrease in professional services needed to help with vacancies in the service unit during FY 2017.

**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.

**Pass Throughs** - The increase reflects a transfer from the General Capital Projects Fund refunding the General Fund for funding no longer needed for the demolition of buildings.

**Capital Outlay** - The decrease in capital outlay reflects a one-time purchase of vehicles in the FY 2017 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 \$752,971 in FY 2018.



**COMMUNITY SERVICES AREA  
BUILDING & RENTAL SERVICES**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	510,342	546,023	525,295	435,248	396,780	399,763
3311 DEER MANAGEMENT	-	-	258,545	258,545	260,000	260,000
3330 BUILDING - CONSTRUCTION	4,608	-	-	-	-	-
3340 HOUSING BUREAU	824,859	947,321	908,349	932,043	995,499	1,014,677
3370 BUILDING - APPEALS	63,217	79,486	76,768	84,790	57,637	58,985
<b>Total</b>	<b>\$1,403,026</b>	<b>\$1,572,830</b>	<b>\$1,768,957</b>	<b>\$1,710,626</b>	<b>\$1,709,916</b>	<b>\$1,733,425</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	501,242	694,418	881,765	882,665	759,034	769,250
3330 BUILDING - CONSTRUCTION	2,176,412	2,446,150	2,494,095	2,538,290	2,496,989	2,256,537
3370 BUILDING - APPEALS	11,245	31,158	30,680	32,219	26,981	27,263
<b>Total</b>	<b>\$2,688,899</b>	<b>\$3,171,726</b>	<b>\$3,406,540</b>	<b>\$3,453,174</b>	<b>\$3,283,004</b>	<b>\$3,053,050</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9000 CAPITAL OUTLAY	-	50,289	163,704	163,704	100,000	-
<b>Total</b>	<b>-</b>	<b>\$50,289</b>	<b>\$163,704</b>	<b>\$163,704</b>	<b>\$100,000</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Community Services**

**Area Administrator: Derek Delacourt**

**Service Unit: Building and Rental Services**

**Service Unit Manager: Lisha Turner-Tolbert**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Rental Housing Inspections and Certification	●	●		●	●		Percent of available inspections slots filled	76%	83%	94%	100%
							Percent of properties scheduled for inspection prior to certificate expiration	1%	1%	3%	5%
							Number of days from initial inspection to Compliance Certificate issuance	270	270	180	120
Building and Trade Inspections	●	●		●	●		Number of days wait to complete an inspection	7	5	2	1
							Percent of permits expired prior to final inspection	18%	13%	4.30%	1%
Building and Trade Plan Review	●	●		●	●		Percent of plan reviews completed within 10 business days of completed application	60%	75%	85%	95%
							Number of days from completed application to approved plan	20	15	13	10
Building and Trade Permit Issuance	●	●		●			Percent of permits issued or responded to within 48 hours from completed application	80%	80%	95%	100%
							Percent of completed applications staged in holding area for more than 48 hours	9%	5%	3%	0%
Building Certificate of Occupancy Issuance	●	●		●			Percent of Temporary Occupancy Certificates issued within 5 business days of a completed application	70%	75%	82%	100%
							Percent of Final Occupancy Certificates issued within 5 business days of application receipt	68%	70%	75%	100%
							Number of businesses operating without Occupancy Certificate	N/A	N/A	N/A	0

**COMMUNITY SERVICES AREA  
BUILDING & RENTAL SERVICES**

**Allocated Positions**

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 1	110014	2.00	2.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
CHIEF DEVELOPMENT OFFICER	403250	1.00	1.00
COMM SERVICES AREA ADMIN	403630	0.70	0.70
COMMUNICATIONS SPECIALIST	401590	0.07	0.07
DEPUTY BUILDING OFFICIAL	403299	1.00	1.00
DEVELOPMENT SRVS INSP III	110534	7.00	7.00
DEVELOPMENT SRVS INSP IV	110544	6.00	6.00
DEVELOPMENT SRVS INSP V	110554	4.00	4.00
DEVELOPMENT SRVS INSP V	110555	1.00	1.00
OFFICE MANAGER	403180	0.80	0.80
PLAN REVIEWER	409998	1.00	1.00
PROGRAMS & PROJECT MGR	403270	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
ZONING COORDINATOR	117460	1.00	1.00
<b>Total</b>		<b>30.72</b>	<b>30.72</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, 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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	7,900	4,650	3,000	5,000	5,160	5,160
LICENSES, PERMITS & REGISTRATIONS	429,001	342,410	261,000	259,387	366,618	366,618
<b>Total</b>	<b>\$436,901</b>	<b>\$347,060</b>	<b>\$264,000</b>	<b>\$264,387</b>	<b>\$371,778</b>	<b>\$371,778</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	436,901	347,060	264,000	264,387	371,778	371,778
<b>Total</b>	<b>\$436,901</b>	<b>\$347,060</b>	<b>\$264,000</b>	<b>\$264,387</b>	<b>\$371,778</b>	<b>\$371,778</b>

**COMMUNITY SERVICES AREA  
PLANNING**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	568,232	581,699	630,178	611,348	642,871	642,578
PAYROLL FRINGES	391,239	365,021	402,276	384,657	420,222	428,376
OTHER SERVICES	23,998	157,001	153,350	142,930	26,850	26,850
MATERIALS & SUPPLIES	1,122	4,052	250	4,500	4,142	4,348
OTHER CHARGES	137,903	158,373	165,945	169,945	268,902	270,950
PASS THROUGHS	-	200,000	-	-	-	-
EMPLOYEE ALLOWANCES	1,320	579	975	520	195	195
<b>Total</b>	<b>\$1,123,814</b>	<b>\$1,466,725</b>	<b>\$1,352,974</b>	<b>\$1,313,900</b>	<b>\$1,363,182</b>	<b>\$1,373,297</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,026,324	1,371,199	1,256,162	1,217,425	1,271,606	1,281,114
CONSTRUCTION CODE FUND (0026)	77,593	76,074	77,213	76,879	71,468	71,906
ALTERNATIVE TRANSPORTATION (0061)	19,897	19,452	19,599	19,596	20,108	20,277
<b>Total</b>	<b>\$1,123,814</b>	<b>\$1,466,725</b>	<b>\$1,352,974</b>	<b>\$1,313,900</b>	<b>\$1,363,182</b>	<b>\$1,373,297</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PLANNING	7.00	7.25	8.25	8.25	8.25
<b>Total</b>	<b>7.00</b>	<b>7.25</b>	<b>8.25</b>	<b>8.25</b>	<b>8.25</b>

**COMMUNITY SERVICES AREA**  
**PLANNING SERVICES**

**REVENUES**

**Licenses, Permits & Registrations** - The increase is based on revenue trends over the past several years in this revenue category.

**EXPENSES**

**Other Services** - This reflects one-time funding included in FY 2017 budget for sign ordinance revisions.

**Other Charges** - The change is for FY 2018 and FY 2019 funding for the Neighborhood Partnership Program.

**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 \$331,380 in FY 2018.



COMMUNITY SERVICES AREA  
PLANNING

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3320 HISTORIC PRESERVATION	80,082	91,062	93,472	91,642	95,520	95,994
3360 PLANNING	944,931	1,279,560	1,162,690	1,125,783	1,076,086	1,085,120
3364 NEIGHBORHOOD PARTNERSHIP PROGRAM	-	-	-	-	100,000	100,000
3370 BUILDING - APPEALS	1,308	578	-	-	-	-
<b>Total</b>	<b>\$1,026,321</b>	<b>\$1,371,200</b>	<b>\$1,256,162</b>	<b>\$1,217,425</b>	<b>\$1,271,606</b>	<b>\$1,281,114</b>

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3360 PLANNING	77,595	76,073	77,213	76,879	71,468	71,906
<b>Total</b>	<b>\$77,595</b>	<b>\$76,073</b>	<b>\$77,213</b>	<b>\$76,879</b>	<b>\$71,468</b>	<b>\$71,906</b>

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3360 PLANNING	19,897	19,451	19,599	19,596	20,108	20,277
<b>Total</b>	<b>\$19,897</b>	<b>\$19,451</b>	<b>\$19,599</b>	<b>\$19,596</b>	<b>\$20,108</b>	<b>\$20,277</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Community Services**

**Area Administrator: Derek Delacourt**

**Service Unit: Planning**

**Service Unit Manager: Brett Lenart**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Development Review	●	●	●	●	●		Number of days between submitted application and Planning Commission determination.	N/A	N/A	150	120
							Number of days between submitted application and final approval.	137	190	270	150
							Number of days between submitted application and completed plan review and response to applicant.	N/A	N/A	21	21
Historic Preservation	●	●	●	●	●		Number of work permits reviewed by staff or HDC.	N/A	N/A	300	300
							Percent of Administrative approvals completed within one week.	N/A	N/A	80%	80%
Zoning, Ordinance Development/Revision		●	●	●			ZORO completion and adoption.	Incomplete	Incomplete	1	0
							Develop and consider Transit Oriented Development overlay for Reimagine Washtenaw corridor.	N/A	N/A	0	1
							Review and development of residential solar ordinance.	N/A	N/A	0	1
							Update the City's design guidelines.	N/A	N/A	0	1
Master Planning		●	●	●	●		Master Plan Amendments Completed.	0	0	0	1

COMMUNITY SERVICES AREA  
PLANNING

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CITY PLANNER 4	110444	1.00	1.00
CITY PLANNER 5	110454	5.00	5.00
PLANNING MANAGER	404110	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.25	0.25
<b>Total</b>		<b>8.25</b>	<b>8.25</b>

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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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CONTRIBUTIONS	5,185	5,686	4,000	5,000	5,000	5,000
INVESTMENT INCOME	15,214	12,851	14,937	10,825	5,062	5,062
MISCELLANEOUS REVENUE	657	-	-	-	-	-
OPERATING TRANSFERS IN	100,000	-	100,000	100,000	-	-
PRIOR YEAR SURPLUS	-	-	550,000	-	-	-
<b>Total</b>	<b>\$121,056</b>	<b>\$18,537</b>	<b>\$668,937</b>	<b>\$115,825</b>	<b>\$10,062</b>	<b>\$10,062</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	-	-	100,000	-	-	-
SPECIAL ASSISTANCE (0038)	5,243	5,746	4,000	5,062	5,062	5,062
AFFORDABLE HOUSING (0070)	115,813	12,791	564,937	110,763	5,000	5,000
<b>Total</b>	<b>\$121,056</b>	<b>\$18,537</b>	<b>\$668,937</b>	<b>\$115,825</b>	<b>\$10,062</b>	<b>\$10,062</b>

**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GRANT/LOAN RECIPIENTS	1,244,641	1,316,399	1,438,329	1,438,329	1,323,329	1,326,329
PERSONNEL SERVICES	1,209,781	1,250,389	1,379,397	1,279,181	1,465,450	1,476,862
PAYROLL FRINGES	868,000	904,274	937,945	891,773	1,019,696	1,052,101
OTHER SERVICES	200,729	169,249	179,000	179,000	170,000	170,000
MATERIALS & SUPPLIES	-	-	9,000	-	-	-
OTHER CHARGES	1,284,145	1,414,965	1,014,353	564,353	646,578	507,255
PASS THROUGHGS	100,000	-	100,000	100,000	-	-
EMPLOYEE ALLOWANCES	17,685	14,627	8,379	8,340	8,079	8,079
<b>Total</b>	<b>\$4,924,981</b>	<b>\$5,069,903</b>	<b>\$5,066,403</b>	<b>\$4,460,976</b>	<b>\$4,633,132</b>	<b>\$4,540,626</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	4,074,481	4,289,854	4,512,403	4,356,976	4,628,132	4,535,626
SPECIAL ASSISTANCE (0038)	13,000	4,000	4,000	4,000	5,000	5,000
AFFORDABLE HOUSING (0070)	837,500	776,049	550,000	100,000	-	-
<b>Total</b>	<b>\$4,924,981</b>	<b>\$5,069,903</b>	<b>\$5,066,403</b>	<b>\$4,460,976</b>	<b>\$4,633,132</b>	<b>\$4,540,626</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNITY DEVELOPMENT	22.64	23.55	25.15	27.20	27.20
<b>Total</b>	<b>22.64</b>	<b>23.55</b>	<b>25.15</b>	<b>27.20</b>	<b>27.20</b>

**COMMUNITY SERVICES AREA**  
**COMMUNITY DEVELOPMENT**

**REVENUES**

**Operating Transfers In** - The decrease reflects a FY 2017 Council amendment to fund affordable housing with a transfer from the General Fund.

**Prior Year Surplus** - The decrease reflects FY 2017 Council amendments to fund affordable housing from the Affordable Housing Trust Fund balance.

**EXPENSES**

**Grant/Loan Recipients** - The decrease reflects a FY 2017 Council amendment to fund affordable housing in the Affordable Housing Trust Fund.

**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 FY 2018 reflects the one-time budget amendments made in FY 2017 for the Affordable Housing Trust Fund.

**Pass Throughs** - The decrease reflects a FY 2017 Council amendment to fund affordable housing with a transfer from the General Fund.

**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 \$230,062 in FY 2018.



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

<b>Vendor</b>	<b>Actual FY 2015</b>	<b>Actual FY 2016</b>	<b>Approved Budget FY 2017</b>	<b>Approved Budget FY 2018</b>
Avalon Housing, Inc.	\$ 85,500	\$ 85,500	\$ 243,867	\$ 243,867
Barrier Busters Action Group	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw	-	-	146,713	146,713
Child Care Network	90,786	90,786	100,000	100,000
Community Action Network	164,660	164,660	70,000	70,000
Domestic Violence Project, Inc.	54,168	54,168	55,555	55,555
Family Learning Institute	-	-	20,000	20,000
Food Gatherers	102,156	102,156	100,000	100,000
HIV/AIDS Resource Center	-	-	-	-
Home of New Vision	-	-	-	-
Interfaith Hospitality Network of Washtenaw Co.	-	-	-	-
Jewish Family Services of Washtenaw County	-	-	70,000	70,000
Legal Services of South Central Michigan	207,480	207,480	150,000	150,000
Michigan Ability Partners	-	-	26,394	26,394
Ozone House, Inc.	35,069	35,069	-	-
Peace Neighborhood Center	30,000	30,000	15,000	15,000
Perry Nursery School of Ann Arbor	-	-	-	-
Planned Parenthood Mid and South Michigan	-	-	-	-
Regents of the University of Michigan	56,396	56,396	-	-
Salvation Army of Washtenaw County	115,558	115,558	65,000	65,000
Shelter Association of Washtenaw County*	160,761	232,531	140,000	122,000
UM Ann Arbor Meals on Wheels	-	-	-	-
UMHS-Housing Bureau for Seniors	-	-	10,000	10,000
The Women's Center of Southeastern Michigan	-	-	10,000	10,000
Washtenaw Association for Community Advocacy	-	-	-	-
Washtenaw Community Health Organization - Agency	122,095	122,095	-	-
Washtenaw County Community Mental Health	-	-	50,000	50,000
Washtenaw Intermediate School District	-	-	45,000	45,000
Contingency for Living Wage	-	-	800	3,800
<b>TOTAL</b>	<b>\$ 1,244,629</b>	<b>\$ 1,316,399</b>	<b>\$ 1,338,329</b>	<b>\$ 1,323,329</b>

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

COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	283,999	323,105	266,258	266,051	264,589	264,816
2034 HOUSING COMMISSION SUPPORT	2,445,838	2,650,347	2,807,816	2,652,596	3,040,214	2,944,481
2220 HOUSING ACQUISITION	100,000	-	100,000	100,000	-	-
2310 HUMAN SERV/HOMELESS PREVNT	1,244,641	1,316,399	1,338,329	1,338,329	1,323,329	1,326,329
<b>Total</b>	<b>\$4,074,478</b>	<b>\$4,289,851</b>	<b>\$4,512,403</b>	<b>\$4,356,976</b>	<b>\$4,628,132</b>	<b>\$4,535,626</b>

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
2290 ASSISTANCE TO PROGRAMS	13,000	4,000	4,000	4,000	5,000	5,000
<b>Total</b>	<b>\$13,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
2034 HOUSING COMMISSION SUPPORT	800,000	776,049	450,000	-	-	-
2220 HOUSING ACQUISITION	37,500	-	100,000	100,000	-	-
<b>Total</b>	<b>\$837,500</b>	<b>\$776,049</b>	<b>\$550,000</b>	<b>\$100,000</b>	<b>-</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Community Services**

**Area Administrator: Derek Delacourt**

**Service Unit: Office of Community Development**

**Service Unit Manager: Jennifer Hall**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Housing Choice Voucher Program	●	●	●	●		●	Number of families housed.	1514	1621	1640	1640
							HUD SEMAP score (15 indicators) of at least a standard performer with the goal of high performer.	92% SEMAP, high performer	86% SEMAP, standard performer	92% SEMAP, high performer	92% SEMAP, high performer
Public and Affordable Housing	●	●	●	●	●	●	Number of families housed.	358	383	382	382
							Compliance with Tax Credit and other funders	In compliance	In compliance	In compliance	In compliance
							Vacancy rate less than 2% annually.	20%	6%	6%	6%
							Number of Apartments that meet local and federal housing standards.	Unknown	347	347	347
Family Self Sufficiency Program	●		●	●		●	Number of households who engaged in activities to reach goal of economic self-sufficiency.	107	159	146	146
							Number of participants who graduated from the program.	5	3	5	5
Continuum of Care Program	●	●	●	●		●	Number of families housed.	251	296	206	206
							Number of grants renewed or new.	9	10	7	7
Central Office and Ann Arbor Housing Development Corporation	●		●	●		●	Clean audits.	Clean audit	Clean audit	Clean audit	Clean audit
							At least 3 months operating reserve.	2 months	3 months	3 months	3 months
							Maintain Debt Coverage Ratio of at least 1.25.	N/A	Good	Good	Good
							Capital Reserves.	N/A	\$212,179	\$300,000	\$400,000
							Percent of properties with supportive service	39%	39%	44%	44%

COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ACCOUNT CLERK	114430	1.00	1.00
ADMIN ASSISTANT LVL 1	110014	2.00	2.00
ADMIN ASSISTANT LVL 4	110044	0.15	0.15
COMM SERVICES AREA ADMIN	403630	0.05	0.05
DIRECTOR OF OPERATIONS-HC	404470	1.00	1.00
FACILITIES& PROP MGR	404160	1.00	1.00
FINANCIAL ANALYST	403370	1.00	1.00
FISCAL & ADMIN MANAGER	403610	1.00	1.00
FSS & SUPPORT SVC COORD	000390	3.00	3.00
MAINTENANCE WORKER	114150	4.00	4.00
OCCUPANCY SPEC WPH	114180	2.00	2.00
OCCUPANCY SPEC-AFFORD HOU	114190	2.00	2.00
OCCUPANCY SPECIALIST	114160	5.00	5.00
PROGRAM ASSISTANT	114110	1.00	1.00
PUBLIC HOUSING RESIDENCY	196091	3.00	3.00
<b>Total</b>		<b>27.20</b>	<b>27.20</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	3,918,618	4,814,361	4,261,305	4,276,357	4,543,837	4,544,385
CONTRIBUTIONS	347,290	300,394	580,000	-	30,000	30,000
INTERGOVERNMENTAL REVENUES	162,624	36,787	563,212	353,212	-	-
INVESTMENT INCOME	104,386	127,785	127,820	127,675	130,525	130,525
MISCELLANEOUS REVENUE	130,470	289,454	178,753	213,905	132,791	132,791
OPERATING TRANSFERS IN	126,166	191,481	327,791	97,000	100,000	100,000
PRIOR YEAR SURPLUS	-	-	894,151	-	406,893	478,246
TAXES	4,313,558	4,550,265	4,668,745	4,668,214	4,771,913	4,882,957
<b>Total</b>	<b>\$9,103,112</b>	<b>\$10,310,527</b>	<b>\$11,601,777</b>	<b>\$9,736,363</b>	<b>\$10,115,959</b>	<b>\$10,298,904</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	4,141,681	4,923,450	4,595,924	4,514,398	4,873,485	4,769,176
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,558,405	2,450,364	2,914,781	2,516,051	2,553,289	2,606,984
BANDEMER PROPERTY (0025)	7,914	7,662	11,299	7,500	11,781	11,834
PARKS MEMORIALS & CONTRIBUTIONS (0034)	273,292	145,898	40,484	9,973	39,973	39,973
OPEN SPACE ENDOWMENT (0041)	29,577	31,240	10,000	4,500	20,000	20,000
ART IN PUBLIC PLACES (0056)	3,100	36,000	-	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,087,263	2,617,823	3,579,259	2,578,911	2,617,431	2,850,937
MAJOR GRANTS PROGRAMS (00MG)	1,880	98,090	450,030	105,030	-	-
<b>Total</b>	<b>\$9,103,112</b>	<b>\$10,310,527</b>	<b>\$11,601,777</b>	<b>\$9,736,363</b>	<b>\$10,115,959</b>	<b>\$10,298,904</b>

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GRANT/LOAN RECIPIENTS	33,198	46,302	51,818	51,818	-	-
PERSONNEL SERVICES	3,154,175	3,400,878	3,635,632	3,534,946	3,733,119	3,768,530
PAYROLL FRINGES	1,244,603	1,218,435	1,093,404	1,238,472	1,087,704	1,113,217
OTHER SERVICES	1,517,692	1,778,509	2,100,833	1,646,968	1,492,086	1,552,553
MATERIALS & SUPPLIES	576,471	578,925	606,385	564,715	583,387	586,802
OTHER CHARGES	1,319,732	857,930	1,608,123	2,135,552	2,115,419	2,240,142
PASS THROUGHS	1,908,629	958,605	1,460,913	1,368,122	1,178,613	1,178,663
CAPITAL OUTLAY	1,043,104	994,943	3,745,092	2,100,470	10,000	10,000
VEHICLE OPERATING COSTS	57,303	42,922	66,250	54,700	61,250	61,250
EMPLOYEE ALLOWANCES	28,084	27,205	18,789	18,528	17,892	17,892
<b>Total</b>	<b>\$10,882,991</b>	<b>\$9,904,654</b>	<b>\$14,387,239</b>	<b>\$12,714,291</b>	<b>\$10,279,470</b>	<b>\$10,529,049</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	5,725,986	5,881,488	6,066,339	6,065,433	6,255,153	6,268,217
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,795,335	1,210,929	2,030,481	2,032,074	1,335,132	1,335,468
BANDEMER PROPERTY (0025)	1,834	73,266	3,793	737	11,781	11,834
PARKS MEMORIALS & CONTRIBUTIONS (0034)	240,149	95,932	779,977	30,000	39,973	39,973
OPEN SPACE ENDOWMENT (0041)	5,815	3,408	10,000	10,000	20,000	20,000
ART IN PUBLIC PLACES (0056)	43,206	38,431	2,570	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,015,623	2,449,558	5,044,049	4,471,017	2,617,431	2,853,557
MAJOR GRANTS PROGRAMS (00MG)	55,043	151,642	450,030	105,030	-	-
<b>Total</b>	<b>\$10,882,991</b>	<b>\$9,904,654</b>	<b>\$14,387,239</b>	<b>\$12,714,291</b>	<b>\$10,279,470</b>	<b>\$10,529,049</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PARKS & RECREATION	23.82	23.73	23.83	22.38	22.38
<b>Total</b>	<b>23.82</b>	<b>23.73</b>	<b>23.83</b>	<b>22.38</b>	<b>22.38</b>

**COMMUNITY SERVICES AREA  
PARKS AND RECREATION SERVICES**

**REVENUES**

**Charges for Services** - The FY 2018 increase reflects increased participation in existing offerings.

**Contributions** - This reflects one-time contributions related to an endowment received in FY 2017.

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

**Miscellaneous Revenue** - This reflects the receipt of the Fair Food grant in FY 2017. Grants are budgeted upon grant award and/or Council approval.

**Operating Transfers In** – This reflects transfers into the Parks general fund from the stormwater sewer fund.

**Prior Year Surplus** - This decrease reflects the use of the Parks Maintenance and Capital Improvements Millage fund balance for Capital Projects in FY 2017.

**EXPENSES**

**Grant/Loan Recipients** - This reflects the decrease for the Fair Food grant. Grants are budgeted upon grant award and/or Council approval.

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

**Other Charges** - The funding for Park Maintenance & Capital Improvement Fund monies for capital projects is budgeted as a contingency in Other Charges. Once the project budgets are established, the budget and actual amounts will reflect appropriately in Capital Outlay. In addition, Council approved an added amount under the parks fairness resolution, ensuring equitable growth in General Fund parks in comparison with other services units.

**Pass Throughs** - This reflects the decrease in transfers out for grant matches for various park projects.

**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 \$1,320,141 in FY 2018.

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Revenues by Activity (0010 GENERAL)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	155,515	176,201	267,646	171,041	259,070	154,213
1646 FARMER'S MARKET	157,084	175,029	150,685	140,600	149,959	150,507
6100 FACILITY RENTALS	340,914	379,306	371,400	376,000	407,948	407,948
6231 BUHR POOL	165,189	210,529	183,300	183,300	189,479	189,479
6232 BUHR RINK	131,841	127,789	130,550	130,550	135,100	135,100
6234 VETERAN'S POOL	100,850	103,189	133,350	133,350	122,200	122,200
6235 VETERAN'S ICE ARENA	501,565	483,551	486,190	487,690	480,803	480,803
6236 FULLER POOL	275,536	349,762	275,573	276,100	350,801	350,801
6237 MACK POOL	158,306	177,130	160,000	161,000	185,707	185,707
6238 VETERAN'S MEETING ROOM	246	-	-	1,055	-	-
6242 ARGO LIVERY	579,096	880,846	667,500	683,000	806,000	806,000
6244 GALLUP LIVERY	403,518	572,273	415,500	415,500	509,938	509,938
6315 SENIOR CENTER OPERATIONS	87,404	83,915	78,500	79,482	94,170	94,170
6503 HURON GOLF COURSE	324,357	359,178	393,000	393,000	372,118	372,118
6504 LESLIE GOLF COURSE	760,255	844,748	882,730	882,730	810,192	810,192
<b>Total</b>	<b>\$4,141,676</b>	<b>\$4,923,446</b>	<b>\$4,595,924</b>	<b>\$4,514,398</b>	<b>\$4,873,485</b>	<b>\$4,769,176</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	89,588	109,542	-	112,602	112,602	112,602
9024 PARK LAND ACQUISITION	2,468,817	2,340,822	2,914,781	2,403,449	2,440,687	2,494,382
<b>Total</b>	<b>\$2,558,405</b>	<b>\$2,450,364</b>	<b>\$2,914,781</b>	<b>\$2,516,051</b>	<b>\$2,553,289</b>	<b>\$2,606,984</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	1,014	762	4,399	600	600	600
1000 ADMINISTRATION	6,900	6,900	6,900	6,900	11,181	11,234
<b>Total</b>	<b>\$7,914</b>	<b>\$7,662</b>	<b>\$11,299</b>	<b>\$7,500</b>	<b>\$11,781</b>	<b>\$11,834</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	8,074	116,128	10,484	9,973	9,973	9,973
1000 ADMINISTRATION	25,649	29,770	30,000	-	30,000	30,000
6315 SENIOR CENTER OPERATIONS	3,000	-	-	-	-	-
9000 CAPITAL OUTLAY	236,569	-	-	-	-	-
<b>Total</b>	<b>\$273,292</b>	<b>\$145,898</b>	<b>\$40,484</b>	<b>\$9,973</b>	<b>\$39,973</b>	<b>\$39,973</b>

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	5,710	7,373	4,500	4,500	7,350	7,350
9024 PARK LAND ACQUISITION	23,867	23,867	5,500	-	12,650	12,650
<b>Total</b>	<b>\$29,577</b>	<b>\$31,240</b>	<b>\$10,000</b>	<b>\$4,500</b>	<b>\$20,000</b>	<b>\$20,000</b>

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	3,100	36,000	-	-	-	-
<b>Total</b>	<b>\$3,100</b>	<b>\$36,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	833,121	859,695	826,100	830,377	929,843	944,210
1000 ADMINISTRATION	45,000	47,848	-	11,120	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	-	(1)	-	-	-	-
9000 CAPITAL OUTLAY	1,209,142	1,710,280	2,753,159	1,737,414	1,687,588	1,906,727
<b>Total</b>	<b>\$2,087,263</b>	<b>\$2,617,822</b>	<b>\$3,579,259</b>	<b>\$2,578,911</b>	<b>\$2,617,431</b>	<b>\$2,850,937</b>

Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
0000 REVENUE	1,880	98,090	450,030	105,030	-	-
<b>Total</b>	<b>\$1,880</b>	<b>\$98,090</b>	<b>\$450,030</b>	<b>\$105,030</b>	<b>-</b>	<b>-</b>

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	923,557	1,245,091	1,191,811	1,161,210	1,309,078	1,229,079
1646 FARMER'S MARKET	198,307	161,365	182,474	170,022	177,274	179,822
6001 OUTDOOR ICE RINKS	-	-	60,000	60,000	-	-
6100 FACILITY RENTALS	346,838	362,584	366,336	371,369	392,638	398,029
6231 BUHR POOL	286,445	274,700	253,122	268,480	262,227	268,704
6232 BUHR RINK	156,985	153,897	187,199	175,763	177,660	192,122
6234 VETERAN'S POOL	253,776	238,216	223,903	241,981	236,401	244,126
6235 VETERAN'S ICE ARENA	475,566	417,021	443,950	432,174	455,914	476,738
6236 FULLER POOL	270,028	279,288	247,698	282,070	296,622	303,281
6237 MACK POOL	267,157	288,371	272,304	271,405	302,812	308,018
6238 VETERAN'S MEETING ROOM	1,569	-	-	-	-	-
6242 ARGO LIVERY	445,232	470,021	522,088	537,484	517,842	533,068
6244 GALLUP LIVERY	325,964	332,694	377,474	376,334	364,321	369,783
6315 SENIOR CENTER OPERATIONS	239,875	231,265	238,836	234,860	245,902	248,622
6403 COMMUNITY OUTREACH SERVICES	140,632	149,686	147,332	146,689	146,544	147,033
6503 HURON GOLF COURSE	457,076	487,278	516,564	497,752	455,492	460,787
6504 LESLIE GOLF COURSE	936,972	790,000	835,248	837,840	914,426	909,005
<b>Total</b>	<b>\$5,725,979</b>	<b>\$5,881,477</b>	<b>\$6,066,339</b>	<b>\$6,065,433</b>	<b>\$6,255,153</b>	<b>\$6,268,217</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1810 TAX REFUNDS	6,000	3,236	-	3,000	-	-
9024 PARK LAND ACQUISITION	1,162,909	351,394	867,268	865,861	171,519	171,805
9500 DEBT SERVICE	1,626,364	854,736	1,163,213	1,163,213	1,163,613	1,163,663
9541 BAD DEBTS	63	1,563	-	-	-	-
<b>Total</b>	<b>\$2,795,336</b>	<b>\$1,210,929</b>	<b>\$2,030,481</b>	<b>\$2,032,074</b>	<b>\$1,335,132</b>	<b>\$1,335,468</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9000 CAPITAL OUTLAY	-	72,546	3,056	-	-	-
9018 PARK REHAB & DEVELOP MIL 95	1,834	720	737	737	11,781	11,834
<b>Total</b>	<b>\$1,834</b>	<b>\$73,266</b>	<b>\$3,793</b>	<b>\$737</b>	<b>\$11,781</b>	<b>\$11,834</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	13,457	14,690	30,000	30,000	39,973	39,973
6315 SENIOR CENTER OPERATIONS	4,000	3,000	-	-	-	-
6402 SCHOLARSHIPS	2,520	-	-	-	-	-
6915 PARK PLAN - MEMORIALS	1,687	-	8,837	-	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	7,500	-	89,492	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	-	-	33,891	-	-	-
9000 CAPITAL OUTLAY	210,986	78,242	605,757	-	-	-
9024 PARK LAND ACQUISITION	-	-	12,000	-	-	-
<b>Total</b>	<b>\$240,150</b>	<b>\$95,932</b>	<b>\$779,977</b>	<b>\$30,000</b>	<b>\$39,973</b>	<b>\$39,973</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9024 PARK LAND ACQUISITION	5,815	3,408	10,000	10,000	20,000	20,000
<b>Total</b>	<b>\$5,815</b>	<b>\$3,408</b>	<b>\$10,000</b>	<b>\$10,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9000 CAPITAL OUTLAY	43,205	38,430	2,570	-	-	-
<b>Total</b>	<b>\$43,205</b>	<b>\$38,430</b>	<b>\$2,570</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	492,619	403,935	461,803	447,305	467,588	471,727
6148 BLUFFS PARK ACCESS	3,895	1,605	-	-	-	-
6149 WINDEMERE TENNIS COURT	73,150	-	-	-	-	-
6210 OPERATIONS	301,658	238,763	261,513	258,449	328,961	334,344
6287 ECOLOGICAL RESTORATION	198,535	191,613	221,635	221,200	219,568	224,061
6288 ECOLOGICAL ASSESS & MONITORING	121,644	132,206	124,139	126,951	132,540	136,330
6289 OUTREACH VOLUNTEER COORDINATION	127,593	156,727	164,730	164,718	188,190	190,810
6340 ADOPT-A-PARK/GARDEN	36,231	46,806	65,468	65,447	60,584	61,285
6920 PARK PLAN - NEIGHBORHOOD PARKS	68,660	-	-	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	79,597	168,002	354,771	354,771	-	-
6931 BRYANT COMMUNITY CENTER DESIGN	-	17,900	135,000	135,000	-	-
6934 CLINTON PARK	50,543	-	-	-	-	-
6935 POOL LINER REPLACEMENTS	145,610	45,958	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	162,126	151,353	-	-	-	-
9000 CAPITAL OUTLAY	153,755	894,686	3,254,990	2,697,176	1,220,000	1,435,000
<b>Total</b>	<b>\$2,015,616</b>	<b>\$2,449,554</b>	<b>\$5,044,049</b>	<b>\$4,471,017</b>	<b>\$2,617,431</b>	<b>\$2,853,557</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1646 FARMER'S MARKET	1,880	46,302	51,818	51,818	-	-
9000 CAPITAL OUTLAY	53,163	105,339	398,212	53,212	-	-
<b>Total</b>	<b>\$55,043</b>	<b>\$151,641</b>	<b>\$450,030</b>	<b>\$105,030</b>	<b>-</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Community Services**

**Area Administrator: Derek Delacourt**

**Service Unit: Parks**

**Service Unit Manager: Colin Smith**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Programming	●	●	●	●			Percentage capacity of day camp spaces filled	82%	94%	94%	95%
							Percentage capacity of group swim lessons spaces filled	52%	52%	56%	59%
Natural Area Preservation	●	●	●	●			Percentage capacity of the equivalent of 4.5 FTE's captured through volunteer hours	101%	129%	92%	100%
							Percentage of 100 acres of prescribed burns annually	96%	157%	157%	150%
							Percentage of 6.5 tons of invasive species removed annually	91%	197%	185%	200%
Volunteerism	●	●	●	●			Percentage of parks that have been adopted	26%	33%	43%	50%
							Percentage capacity of the equivalent of 3 FTE's captured through volunteer hours	85%	102%	107%	112%
Active and Passive Recreation Opportunities	●	●	●	●			Number of admissions to each recreation facility	223,618	261,746	260,585	271,075
							Percentage satisfied per parks satisfaction survey every two years	N/A	N/A	88%	N/A
Park Planning & Administration	●	●	●	●			PROS plan survey, followed by parks satisfaction survey every two years	N/A	N/A	Done	N/A

COMMUNITY SERVICES AREA  
PARKS & RECREATION

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
REC SUPERVISOR 2	190211	6.00	6.00
ADMIN ASSISTANT LVL 4	110044	0.85	0.85
COMM SERVICES AREA ADMIN	403630	0.25	0.25
COMMUNICATIONS SPECIALIST	401590	0.93	0.93
GOLF MAINTENANCE SUPERINT	404200	1.00	1.00
LANDSCAPE ARCHITECT IV	401380	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
MARKET MANAGER	401430	1.00	1.00
OFFICE MANAGER	403180	0.20	0.20
P&R DEPUTY MGR-NAP/VOL	401640	1.00	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00	1.00
PARKS & REC SERVICES MGR	403480	1.00	1.00
PARKS & REC SRV DEP MGR	401270	1.00	1.00
RECREATION SUP III	190221	2.00	2.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
STEWARDSHIP SPECIALIST	193060	2.00	2.00
VOLUNTEER & OUTREACH COOR	190110	2.00	2.00
<b>Total</b>		<b>22.38</b>	<b>22.38</b>

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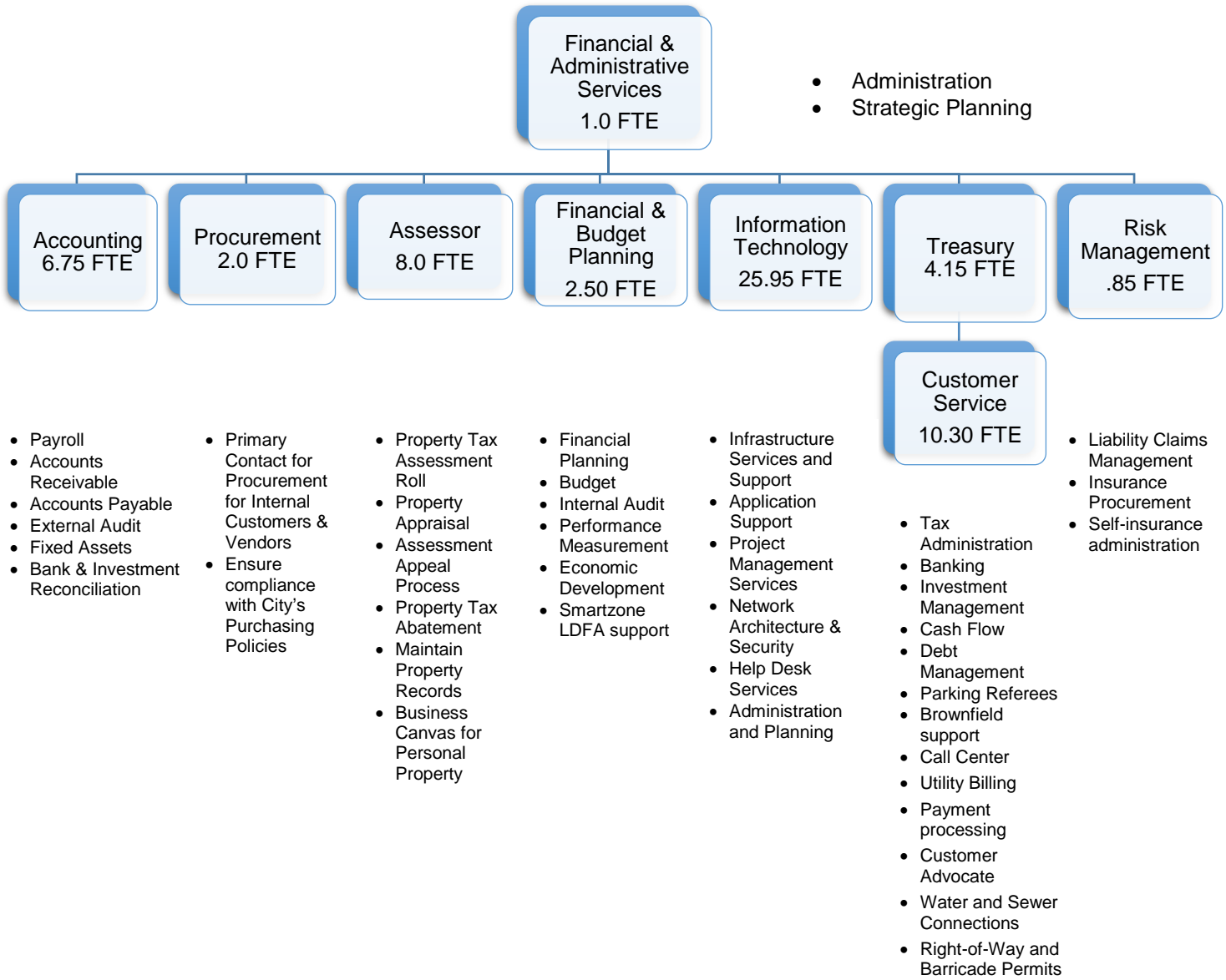




*FINANCIAL & ADMINISTRATIVE SERVICES AREA*

# Financial & Administrative Services Area

## Organization Chart



## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Revenues by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ASSESSOR SERVICES	1,022	111	-	-	-	-
CUSTOMER SERVICE	50,951,683	54,555,912	55,738,630	55,698,748	60,631,676	64,959,963
FINANCIAL & BUDGET PLANNING	24,959,591	25,844,371	27,759,015	27,286,582	28,485,043	28,882,829
INFORMATION TECHNOLOGY	6,205,301	9,601,802	9,013,315	6,661,516	7,723,390	7,851,147
PROCUREMENT	1,800	-	-	-	-	-
RISK MANAGEMENT	27,092,723	26,965,806	28,966,674	28,203,082	30,629,642	31,385,185
TREASURY SERVICES	42,569,572	43,686,792	44,459,436	44,671,289	45,655,647	46,778,903
<b>Total</b>	<b>\$151,781,692</b>	<b>\$160,654,794</b>	<b>\$165,937,070</b>	<b>\$162,521,217</b>	<b>\$173,125,398</b>	<b>\$179,858,027</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	67,592,219	69,598,762	72,286,451	72,025,949	74,211,889	75,734,931
INFORMATION TECHNOLOGY (0014)	6,205,301	7,101,802	8,135,638	6,661,516	7,723,390	7,851,147
GENERAL DEBT SERVICE (0035)	3,976	(1,502)	2,000	3,000	3,200	1,200
WATER SUPPLY SYSTEM (0042)	22,529,898	23,867,414	23,809,999	23,738,533	25,251,858	26,775,890
SEWAGE DISPOSAL SYSTEM (0043)	22,122,669	23,904,745	24,783,836	24,817,420	26,269,238	27,811,554
RISK FUND (0057)	27,092,723	26,965,806	28,966,674	28,203,082	30,629,642	31,385,185
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	6,912	6,922	10,000	6,922	-	-
STORMWATER SEWER SYSTEM FUND (0069)	6,227,994	6,710,847	7,064,795	7,064,795	9,036,181	10,298,120
WATER PENDING BOND SERIES (0096)	-	(2)	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	2,500,000	877,677	-	-	-
<b>Total</b>	<b>\$151,781,692</b>	<b>\$160,654,794</b>	<b>\$165,937,070</b>	<b>\$162,521,217</b>	<b>\$173,125,398</b>	<b>\$179,858,027</b>

## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ACCOUNTING SERVICES	804,098	795,639	809,872	809,047	840,175	850,888
ASSESSOR SERVICES	1,084,631	1,040,517	1,100,499	1,047,371	1,126,194	1,140,440
CUSTOMER SERVICE	1,887,083	1,825,360	1,727,993	1,695,183	1,799,266	1,823,945
FINANCIAL & BUDGET PLANNING	852,379	811,232	1,101,661	1,044,011	970,600	975,243
INFORMATION TECHNOLOGY	9,987,635	10,688,193	16,017,678	12,862,117	11,235,568	11,325,069
PROCUREMENT	193,885	190,804	279,160	160,114	244,262	246,866
RISK MANAGEMENT	1,970,296	801,599	2,490,454	2,333,294	2,504,971	2,459,897
TREASURY SERVICES	570,683	622,178	684,682	628,103	634,518	668,858
<b>Total</b>	<b>\$17,350,690</b>	<b>\$16,775,522</b>	<b>\$24,211,999</b>	<b>\$20,579,240</b>	<b>\$19,355,554</b>	<b>\$19,491,206</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	7,033,475	7,059,281	7,716,139	7,424,558	7,872,902	7,946,018
INFORMATION TECHNOLOGY (0014)	6,748,964	7,097,022	9,521,331	8,246,057	7,593,391	7,654,082
MAJOR STREET (0021)	7,466	6,530	6,538	6,538	6,630	6,759
WATER SUPPLY SYSTEM (0042)	1,207,675	1,127,703	1,019,082	987,961	1,082,740	1,093,810
SEWAGE DISPOSAL SYSTEM (0043)	39,152	39,886	39,651	39,651	41,101	41,440
PROJECT MANAGEMENT (0049)	45,240	57,911	58,116	58,116	42,946	43,821
RISK FUND (0057)	1,889,397	718,405	2,405,818	2,248,816	2,389,160	2,372,658
STORMWATER SEWER SYSTEM FUND (0069)	39,186	39,887	39,654	39,594	41,101	41,441
SOLID WASTE (0072)	340,135	325,118	331,772	331,728	285,583	291,177
GENERAL CAPITAL FUND (00CP)	-	303,779	3,073,898	1,196,221	-	-
<b>Total</b>	<b>\$17,350,690</b>	<b>\$16,775,522</b>	<b>\$24,211,999</b>	<b>\$20,579,240</b>	<b>\$19,355,554</b>	<b>\$19,491,206</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ACCOUNTING SERVICES	6.81	6.75	6.75	6.75	6.75
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
CUSTOMER SERVICE	12.46	11.60	10.30	10.30	10.30
FINANCIAL & BUDGET PLANNING	3.25	3.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	24.45	24.45	24.45	25.95	25.95
PROCUREMENT	1.50	2.00	2.00	2.00	2.00
RISK MANAGEMENT	0.80	0.65	0.65	0.85	0.65
TREASURY SERVICES	3.84	4.35	4.35	4.15	4.35
<b>Total</b>	<b>61.11</b>	<b>61.30</b>	<b>60.00</b>	<b>61.50</b>	<b>61.50</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	418,881	440,188	446,293	446,293	451,532	452,364
PAYROLL FRINGES	307,127	280,581	289,249	289,249	319,547	327,094
OTHER SERVICES	9,953	13,495	13,050	12,225	12,550	13,050
MATERIALS & SUPPLIES	9,152	8,055	8,000	8,000	6,140	6,734
OTHER CHARGES	58,301	52,663	52,920	52,920	50,046	51,286
EMPLOYEE ALLOWANCES	684	657	360	360	360	360
<b>Total</b>	<b>\$804,098</b>	<b>\$795,639</b>	<b>\$809,872</b>	<b>\$809,047</b>	<b>\$840,175</b>	<b>\$850,888</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	804,098	795,639	809,872	809,047	840,175	850,888
<b>Total</b>	<b>\$804,098</b>	<b>\$795,639</b>	<b>\$809,872</b>	<b>\$809,047</b>	<b>\$840,175</b>	<b>\$850,888</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ACCOUNTING SERVICES	6.81	6.75	6.75	6.75	6.75
<b>Total</b>	<b>6.81</b>	<b>6.75</b>	<b>6.75</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 \$204,522 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Financial & Administrative Services**

**Area Administrator: Tom Crawford**

**Service Unit: Accounting**

**Service Unit Manager: Karen Lancaster**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Audit and Comprehensive Annual Financial Report (CAFR)			●		●	●	Receive GFOA award for excellence	Yes	Yes	Yes	Yes
							No internal control deficiencies	None	None	None	None
							No compliance issues	None	None	None	None
							Staff is trained in new audit areas each year as part of succession planning	2 areas	4 areas	5 areas	5 areas
Payroll Processing and Tax Reporting			●		●	●	Compliance filings are timely and accurate	100%	100%	100%	100%
	●						No compliance issues	None	None	None	None
			●		●	●	No errors in payroll processing	N/A	N/A	N/A	0 errors
							Staff is trained as part of succession planning and redundancy	Ongoing	Ongoing	Ongoing	Ongoing
Accounts Payable and Vendor Management			●		●		No compliance issues with IRS	None	None	None	None
	●						No errors in check/EFT processing as measured by voided checks	N/A	N/A	N/A	0 errors
			●		●		Payments disbursed within 30 days of entry into the financial system	Yes	Yes	Yes	Yes
							Staff is trained as part of succession planning and redundancy	Ongoing	Ongoing	Ongoing	Ongoing
General Ledger Accounting					●		<1% compliance issues with purchasing cards	5%	8%	<6%	<1%
			●		●		Reconciliations prepared within 30 days of month-end/quarter-end	61%	74%	85%	100%
							Staff is trained as part of succession planning and redundancy	Ongoing	Ongoing	Ongoing	Ongoing
							Documentation exists for all processes	N/A	52%	60%	75%



FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ACCOUNTANT I	000830	1.00	1.00
ACCOUNTANT II	401440	1.00	1.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	2.75	2.75
FINANCE DIRECTOR	403460	1.00	1.00
<b>Total</b>		<b>6.75</b>	<b>6.75</b>

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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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
MISCELLANEOUS REVENUE	372	111	-	-	-	-
TAXES	650	-	-	-	-	-
<b>Total</b>	<b>\$1,022</b>	<b>\$111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,022	111	-	-	-	-
<b>Total</b>	<b>\$1,022</b>	<b>\$111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	544,025	555,649	586,192	563,272	564,077	565,470
PAYROLL FRINGES	411,575	372,338	386,999	364,691	387,591	397,093
OTHER SERVICES	23,623	11,864	24,200	18,800	22,700	22,700
MATERIALS & SUPPLIES	6,309	18,712	20,000	17,500	20,080	20,162
OTHER CHARGES	77,899	67,344	66,308	66,308	114,946	118,215
CAPITAL OUTLAY	5,600	-	-	-	-	-
EMPLOYEE ALLOWANCES	15,600	14,610	16,800	16,800	16,800	16,800
<b>Total</b>	<b>\$1,084,631</b>	<b>\$1,040,517</b>	<b>\$1,100,499</b>	<b>\$1,047,371</b>	<b>\$1,126,194</b>	<b>\$1,140,440</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,084,631	1,040,517	1,100,499	1,047,371	1,126,194	1,140,440
<b>Total</b>	<b>\$1,084,631</b>	<b>\$1,040,517</b>	<b>\$1,100,499</b>	<b>\$1,047,371</b>	<b>\$1,126,194</b>	<b>\$1,140,440</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ASSESSOR SERVICES	8.00	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>	<b>8.00</b>

**FINANCIAL & ADMINISTRATIVE SERVICES**  
**ASSESSOR SERVICES UNIT**

**EXPENSES**

**Other Charges** - This reflects an increase due to higher IT charges. Finance changed the allocation of how certain software was allocated within the Financial Services Area service units.

**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 \$327,523 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Financial & Administrative Services**

**Area Administrator: Tom Crawford**

**Service Unit: Assessing**

**Service Unit Manager: Dave Petrak**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Appraise all Real & Personal Property Annually			●		●		10% of properties reviewed annually Equalization factor of 1.00 (see below for definition)	8%	8%	10%	10%
Assessment Appeals, Board of Review, MTT, STC			●				Board of Review Appeals mailed within two weeks of the end of Board of Review	Yes	Yes	Yes	Yes
			●				Small Claims Tribunal appeals answered within 28 days of notification	Yes	Yes	Yes	Yes
			●				Full Tribunal Appeals answered within 28 days of notification	Yes	Yes	Yes	Yes
			●				All valuation disclosures are filed 21 days or greater from hearing date.	Yes	Yes	Yes	Yes
Property sales and ownership data					●		Process all sales and ownership data with 45 days of notification.	45 days	45 days	60 days	45 days
Handle Customer Inquiries and Information Requests	●				●		Online data updated daily.	Yes	Yes	Yes	Yes
	●				●		Answer customer requests with 1 business day.	Yes	Yes	Yes	Yes
	●				●		Adhoc requests performed with 3 business days.	Yes	Yes	Yes	Yes

**Equalization Factor Definition** - Washtenaw County can apply a factor to the City's Assessments if the value change is not properly calculated. A factor of 1.00 affirms assessed values are calculated properly.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
CITY ASSESSOR	403220	1.00	1.00
REAL PROPERTY APPRAISER I	119180	1.00	1.00
REAL PROPERTY APPRAISER I	119181	2.00	2.00
SENIOR APPRAISER	401260	3.00	3.00
<b>Total</b>		<b>8.00</b>	<b>8.00</b>





## 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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	50,948,478	54,553,599	55,736,630	55,697,448	60,630,476	64,958,763
MISCELLANEOUS REVENUE	2,077	1,353	2,000	1,300	1,200	1,200
TAXES	1,128	960	-	-	-	-
<b>Total</b>	<b>\$50,951,683</b>	<b>\$54,555,912</b>	<b>\$55,738,630</b>	<b>\$55,698,748</b>	<b>\$60,631,676</b>	<b>\$64,959,963</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	71,122	72,906	80,000	78,000	74,399	74,399
WATER SUPPLY SYSTEM (0042)	22,529,898	23,867,414	23,809,999	23,738,533	25,251,858	26,775,890
SEWAGE DISPOSAL SYSTEM (0043)	22,122,669	23,904,745	24,783,836	24,817,420	26,269,238	27,811,554
STORMWATER SEWER SYSTEM FUND (0069)	6,227,994	6,710,847	7,064,795	7,064,795	9,036,181	10,298,120
<b>Total</b>	<b>\$50,951,683</b>	<b>\$54,555,912</b>	<b>\$55,738,630</b>	<b>\$55,698,748</b>	<b>\$60,631,676</b>	<b>\$64,959,963</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA**  
**CUSTOMER SERVICE**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	657,534	663,285	605,537	582,812	635,443	642,304
PAYROLL FRINGES	530,982	465,706	401,930	399,358	439,163	451,563
OTHER SERVICES	35,383	38,974	52,316	52,641	44,197	42,775
MATERIALS & SUPPLIES	135,095	67,264	76,650	69,922	68,650	68,650
OTHER CHARGES	413,254	462,302	465,884	464,384	469,704	476,048
PASS THROUGHS	114,835	127,356	125,676	125,676	141,719	142,215
EMPLOYEE ALLOWANCES	-	473	-	390	390	390
<b>Total</b>	<b>\$1,887,083</b>	<b>\$1,825,360</b>	<b>\$1,727,993</b>	<b>\$1,695,183</b>	<b>\$1,799,266</b>	<b>\$1,823,945</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	208,229	228,325	233,180	231,595	299,165	305,497
MAJOR STREET (0021)	7,466	6,530	6,538	6,538	6,630	6,759
WATER SUPPLY SYSTEM (0042)	1,207,675	1,127,703	1,019,082	987,961	1,082,740	1,093,810
SEWAGE DISPOSAL SYSTEM (0043)	39,152	39,886	39,651	39,651	41,101	41,440
PROJECT MANAGEMENT (0049)	45,240	57,911	58,116	58,116	42,946	43,821
STORMWATER SEWER SYSTEM FUND (0069)	39,186	39,887	39,654	39,594	41,101	41,441
SOLID WASTE (0072)	340,135	325,118	331,772	331,728	285,583	291,177
<b>Total</b>	<b>\$1,887,083</b>	<b>\$1,825,360</b>	<b>\$1,727,993</b>	<b>\$1,695,183</b>	<b>\$1,799,266</b>	<b>\$1,823,945</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CUSTOMER SERVICE	12.46	11.60	10.30	10.30	10.30
<b>Total</b>	<b>12.46</b>	<b>11.60</b>	<b>10.30</b>	<b>10.30</b>	<b>10.30</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA**  
**CUSTOMER SERVICE**

**REVENUES**

**Charges for Services** - This reflects increased metered service revenues due to proposed rate increases.

**EXPENSES**

**Personnel Services** - This reflects the increase of wages due to union progressions.

**Payroll Fringes** - This reflects the increase in pension due to the higher wages discussed above.

**Pass Throughs** - The increase is due to a higher allocation of floor space on the first floor of City Hall.

Please see Treasury Services for the combined goals of the Treasury/Customer Service Unit.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
CUSTOMER SERVICE

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
TREASURY SERVICES MGR	403470	0.50	0.50
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	3.00	3.00
ADMIN ASSISTANT LVL 4	110044	2.80	2.80
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CALL CENTER SUPERVISOR	194510	1.00	1.00
FINANCIAL OP & CONTROL AN	401250	1.00	1.00
<b>Total</b>		<b>10.30</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	14,660	518,104	-	-	-	-
FINES & FORFEITS	162	252	-	-	-	-
INTERGOVERNMENTAL REVENUES	11,240,844	11,139,240	11,677,721	11,258,808	11,346,008	11,433,944
INTRAGOVERNMENTAL SALES	13,227,561	13,592,362	15,602,415	15,602,415	16,720,398	17,032,248
INVESTMENT INCOME	310,460	387,924	463,879	410,359	403,637	401,637
MISCELLANEOUS REVENUE	165,556	28,888	15,000	15,000	15,000	15,000
OPERATING TRANSFERS IN	-	177,253	-	-	-	-
TAXES	348	348	-	-	-	-
<b>Total</b>	<b>\$24,959,591</b>	<b>\$25,844,371</b>	<b>\$27,759,015</b>	<b>\$27,286,582</b>	<b>\$28,485,043</b>	<b>\$28,882,829</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	24,948,703	25,838,953	27,747,015	27,276,660	28,481,843	28,881,629
GENERAL DEBT SERVICE (0035)	3,976	(1,502)	2,000	3,000	3,200	1,200
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	6,912	6,922	10,000	6,922	-	-
WATER PENDING BOND SERIES (0096)	-	(2)	-	-	-	-
<b>Total</b>	<b>\$24,959,591</b>	<b>\$25,844,371</b>	<b>\$27,759,015</b>	<b>\$27,286,582</b>	<b>\$28,485,043</b>	<b>\$28,882,829</b>



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

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	281,519	197,101	418,303	358,897	350,642	350,642
PAYROLL FRINGES	193,186	165,074	198,839	197,472	206,831	210,793
OTHER SERVICES	99,020	67,173	100,423	101,437	69,645	69,645
MATERIALS & SUPPLIES	4,140	5,112	1,050	3,939	1,070	1,090
OTHER CHARGES	273,194	376,332	382,266	382,266	341,632	342,293
EMPLOYEE ALLOWANCES	1,320	440	780	-	780	780
<b>Total</b>	<b>\$852,379</b>	<b>\$811,232</b>	<b>\$1,101,661</b>	<b>\$1,044,011</b>	<b>\$970,600</b>	<b>\$975,243</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	852,379	811,232	1,101,661	1,044,011	970,600	975,243
<b>Total</b>	<b>\$852,379</b>	<b>\$811,232</b>	<b>\$1,101,661</b>	<b>\$1,044,011</b>	<b>\$970,600</b>	<b>\$975,243</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FINANCIAL & BUDGET PLANNING	3.25	3.50	3.50	3.50	3.50
<b>Total</b>	<b>3.25</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>

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

**REVENUES**

**Investment Income** - The decrease reflects a projection of a lower fund balance invested throughout the year.

**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**

**Personnel Services** - The decrease reflects a one-time severance payment in FY 2017.

**Other Services** - The decrease reflects a cut in professional services to meet a 2% targeted reduction in General Fund departments for FY 2018.

**Other Charges** - The decrease reflects lower IT charges. Finance changed the allocation of how certain software was allocated within the Financial Services Area service units.

**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 \$125,551 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Financial & Administrative Services**

**Area Administrator: Tom Crawford**

**Service Unit: Budget & Administration**

**Service Unit Manager:**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY 2015 Actual	FY 2016 Actual	FY 2017 Projected	FY 2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Lead Budget Development (2 year plan)	●	●	●	●	●	●	Receive GFOA award	Yes	Yes	Yes	Yes
							Fund balances meet policy requirements	Yes	Yes	Yes	Yes
							Recurring revenues offset recurring costs	Yes	Yes	Yes	Yes
Forecast Year-end Performance			●		●		April forecast for year-end audit is within 1% of year-end actual results	No	(2%)	Yes	Yes
							100% of service units participate	No/NAV	No/NAV	100%	100%
Financial/Business Analysis, Financial Reporting			●			●	Operating documents are prepared for quarterly financial reviews	NAP	NAP	Yes	Yes
							Finance participation in labor negotiations	Limited	Limited	Yes	Yes
							Increase percent of GFOA best practices implemented in city policies by 5% each year	N/A	72%	76%	80%
Internal Audit	●	●	●	●			Perform three internal audits annually	1	1	1	1
Support Economic Development Efforts			●			●	Two projects annually resulting in council consideration	NAV	2	2	2

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
FIN ANALYST-BUDGET	403340	1.00	1.00
FINANCIAL & ADMIN AREA AD	403520	1.00	1.00
RISK SPEC/ASST TO CFO	401100	0.50	0.50
SENIOR FIN SPEC-FORCAST	403870	1.00	1.00
Total		3.50	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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	6,133,192	6,835,662	6,751,134	6,611,446	7,434,657	7,701,077
INVESTMENT INCOME	39,609	50,015	53,848	50,070	50,070	50,070
MISCELLANEOUS REVENUE	32,500	44,273	-	-	-	-
OPERATING TRANSFERS IN	-	2,671,852	877,677	-	-	-
PRIOR YEAR SURPLUS	-	-	1,330,656	-	238,663	100,000
<b>Total</b>	<b>\$6,205,301</b>	<b>\$9,601,802</b>	<b>\$9,013,315</b>	<b>\$6,661,516</b>	<b>\$7,723,390</b>	<b>\$7,851,147</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
INFORMATION TECHNOLOGY (0014)	6,205,301	7,101,802	8,135,638	6,661,516	7,723,390	7,851,147
GENERAL CAPITAL FUND (00CP)	-	2,500,000	877,677	-	-	-
<b>Total</b>	<b>\$6,205,301</b>	<b>\$9,601,802</b>	<b>\$9,013,315</b>	<b>\$6,661,516</b>	<b>\$7,723,390</b>	<b>\$7,851,147</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	4,815,653	5,353,424	5,506,640	5,527,381	5,934,424	5,963,868
PAYROLL FRINGES	1,288,858	1,228,394	1,264,348	1,267,503	1,380,000	1,409,584
OTHER SERVICES	2,196,450	2,348,254	5,454,350	3,265,066	2,181,542	2,258,176
MATERIALS & SUPPLIES	169,050	261,726	687,470	456,496	640,113	564,487
OTHER CHARGES	1,414,744	1,457,219	1,413,443	1,274,383	1,084,318	1,113,783
PASS THROUGHS	80,000	15,892	877,677	877,677	-	-
CAPITAL OUTLAY	-	-	800,139	180,000	-	-
EMPLOYEE ALLOWANCES	22,880	23,284	13,611	13,611	15,171	15,171
<b>Total</b>	<b>\$9,987,635</b>	<b>\$10,688,193</b>	<b>\$16,017,678</b>	<b>\$12,862,117</b>	<b>\$11,235,568</b>	<b>\$11,325,069</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	3,238,671	3,287,392	3,422,449	3,419,839	3,642,177	3,670,987
INFORMATION TECHNOLOGY (0014)	6,748,964	7,097,022	9,521,331	8,246,057	7,593,391	7,654,082
GENERAL CAPITAL FUND (00CP)	-	303,779	3,073,898	1,196,221	-	-
<b>Total</b>	<b>\$9,987,635</b>	<b>\$10,688,193</b>	<b>\$16,017,678</b>	<b>\$12,862,117</b>	<b>\$11,235,568</b>	<b>\$11,325,069</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
INFORMATION TECHNOLOGY	24.45	24.45	24.45	25.95	25.95
<b>Total</b>	<b>24.45</b>	<b>24.45</b>	<b>24.45</b>	<b>25.95</b>	<b>25.95</b>

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

**REVENUES**

**Charges for Services** - This reflects an increase in IT charges to customers for FY 2018.

**Operating Transfers In** - This reflects a one-time transfer from the IT Fund in to the General Capital Projects fund for the fiber network projects funded with a use of fund balance.

**Prior Year Surplus** - This reflects a one-time transfer from the IT Fund in to the General Capital Projects fund for the fiber network projects funded with a use of fund balance.

**EXPENSES**

**Personnel Services** - The increase represents non-union wage increases as well as an additional 1.0 FTE for FY 2018.

**Payroll Fringes** - This reflects the increase in pension costs related to the wage increases as well as an additional 1.0 FTE for FY 2018.

**Other Services** - Contracted Services decreased due to the addition of a \$3.2 million project to replace the City's fiber network budget in FY 2017. This is a multi-year project and the FY 2017 budget will continue to roll forward until the project is complete.

**Other Charges** - The decreased budget relates to a reduced municipal service charge for FY 2018 from FY 2017 as well as a reduced project contingency amount. For FY 2018, Finance changed how they budgeted for projects so instead of budgeting the projects as a contingency, the amounts were budgeted directly into the appropriate expense category.

**Capital Outlay** - There are no budgeted capital outlay projects for FY 2018. The amount for FY 2017 represents capital outlay for projects carried forward from FY 2016 including network, server, and multi-function copier replacements



## Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Prior FY Budget</u>	<u>FY 2018 Request</u>	<u>FY 2019 Request</u>
<b>Replacements<sup>1</sup></b>			
PC's, High-End PCs, Laptops, Toughbooks, Tablets	218,612	160,000	160,000
Server Replacements Plus Storage	100,000	130,000	50,000
Network Replacements & Facility Access System	75,000	75,000	75,000
Network Printers/Copiers	-	115,000	115,000
<b>Enterprise Wide</b>			
Access Control	50,000	50,000	50,000
<b>Service Area/Unit Specific</b>			
<b>Police</b>			
In-Car Video Equipment	43,084	47,213	51,587
	<u>\$ 486,696</u>	<u>\$ 577,213</u>	<u>\$ 501,587</u>

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

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Financial & Administrative Services**

**Area Administrator: Tom Crawford**

**Service Unit: Information Technology**

**Service Unit Manager: Tom Shewchuk**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Application Delivery	●	●	●	●	●	●	Systems Meets Business Needs >90% (Project Survey)		100%	90%	90%
							Number of SOP's documented. Increase 1 per quarter		3	4	4
							Adoption rate of Targeted Technologies. 1.25% increase over last quarter		1,368	1,436	1,508
							Systems Meet Business Needs >90% (Project Survey)		100%	90%	90%
							Reduction in Shadow Systems. Eliminate 6 per year.		4	6	6
							New self-service applications implemented. 5 or greater every other quarter.		3	10	10
Enterprise Applications	●	●	●	●	●	●	Systems Meet Business Needs >90% (Project Survey)		100%	90%	90%
							Number of SOP's documented. Increase 1 per quarter.		3	4	4
							Adoption rate of Targeted Technologies. 1.25% increase over last quarter		1,368	1,436	1,508
							Systems Meet Business Needs >90% (Project Survey)		100%	90%	90%
							Reduction in Shadow Systems. Eliminate 6 per year.		4	6	6
							New self-service applications implemented. 5 or greater every other quarter.		3	10	10
Help Desk Services	●	●		●			Customer Satisfaction >90% (Annual Survey)		61%	90%	90%
							Customer Satisfaction >90% (Project Closure Survey)		100%	90%	90%
Infrastructure Services/Network Services		●		●	●	●	96% Server Up - Time of total available up-time. Excludes Scheduled Maintenance Time.		N/A	96%	96%
							95% Network Up-Time of total available up-time. Excludes Scheduled Maintenance.		N/A	95%	95%

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
APPLICATIONS SPECIALIST	401690	2.00	2.00
APPLICATIONS DELIVERY MGR	403540	1.00	1.00
FIELD OPER TECH III - COM	112724	0.50	0.50
GIS MANAGER	401240	1.00	1.00
HELP DESK SUPPORT SPEC	000900	3.00	3.00
INFRASTRUCTURE SUPPORT AD	401600	1.00	1.00
ITSD DIRECTOR	403700	1.00	1.00
SENIOR APPLICATION SPEC	401050	8.45	8.45
SENIOR INFRA LEAD	404440	1.00	1.00
SENIOR INFRASTRUCTURE SPE	401130	3.00	3.00
SERVICE DELIVERY MANAGER	403550	1.00	1.00
SOLUTIONS DELIVER MANAGER	403810	1.00	1.00
SR. NETWORK LEAD	404230	1.00	1.00
TECHNOLOGY & CHANGE MGR	403590	1.00	1.00
<b>Total</b>		<b>25.95</b>	<b>25.95</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
MISCELLANEOUS REVENUE	1,800	-	-	-	-	-
<b>Total</b>	<b>\$1,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,800	-	-	-	-	-
<b>Total</b>	<b>\$1,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	104,491	92,165	147,429	82,831	142,200	142,200
PAYROLL FRINGES	63,691	68,405	79,044	57,701	79,088	81,352
OTHER SERVICES	8,808	16,396	35,920	3,408	7,805	7,805
MATERIALS & SUPPLIES	8,254	6,458	9,608	9,015	7,730	7,914
OTHER CHARGES	8,641	7,380	7,159	7,159	7,439	7,595
<b>Total</b>	<b>\$193,885</b>	<b>\$190,804</b>	<b>\$279,160</b>	<b>\$160,114</b>	<b>\$244,262</b>	<b>\$246,866</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	193,885	190,804	279,160	160,114	244,262	246,866
<b>Total</b>	<b>\$193,885</b>	<b>\$190,804</b>	<b>\$279,160</b>	<b>\$160,114</b>	<b>\$244,262</b>	<b>\$246,866</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PROCUREMENT	1.50	2.00	2.00	2.00	2.00
<b>Total</b>	<b>1.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**FINANCIAL & ADMINISTRATIVE SERVICES**  
**PROCUREMENT SERVICES UNIT**

**EXPENSES**

**Other Services** - The reduction reflects the elimination of the cell tower consulting contract for FY 2018.

**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 \$40,320 in FY 2018.



**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Financial & Administrative Services**

**Area Administrator: Tom Crawford**

**Service Unit: Procurement**

**Service Unit Manager: Colin Spencer**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Internal Purchasing Compliance	●		●		●		100% of Required Forms collected	N/A	100%	100%	100%
							PO's processed or updated with the department within 24 hrs	N/A	100%	100%	100%
							<5% of the number of change orders that exceed original approved contract value and must return to Council	0.99%	1.32%	<5%	<5%
Formal Solicitations	●		●	●	●		No formal protests of solicitations	N/A	None	None	None
							Average response rate of 3 or more vendors per solicitation per FY	3.4	3.35	>3	>3
External/Vendor Interactions	●			●	●		100% on time (or better) FOIA responses	N/A	100%	100%	100%
							Participation and representation of City at industry events	N/A	100%	100%	100%
Purchasing Card (P-Card) Administration	●		●		●		<1% compliance issues with P-Cards	N/A	<1%	<1%	<1%
							Submission/entry of P-Card applications into Chase system within 24 hrs	N/A	100%	100%	100%

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
PURCHASING ANALYST	401700	1.00	1.00
PURCHASING MANAGER	404210	1.00	1.00
Total		2.00	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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	26,452,696	26,195,166	28,054,787	28,054,787	29,281,347	30,036,890
CONTRIBUTIONS	122,486	168,666	-	-	-	-
INVESTMENT INCOME	156,472	161,675	119,437	148,295	148,295	148,295
MISCELLANEOUS REVENUE	361,069	440,299	135,000	-	400,000	400,000
PRIOR YEAR SURPLUS	-	-	657,450	-	800,000	800,000
<b>Total</b>	<b>\$27,092,723</b>	<b>\$26,965,806</b>	<b>\$28,966,674</b>	<b>\$28,203,082</b>	<b>\$30,629,642</b>	<b>\$31,385,185</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
RISK FUND (0057)	27,092,723	26,965,806	28,966,674	28,203,082	30,629,642	31,385,185
<b>Total</b>	<b>\$27,092,723</b>	<b>\$26,965,806</b>	<b>\$28,966,674</b>	<b>\$28,203,082</b>	<b>\$30,629,642</b>	<b>\$31,385,185</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	122,544	132,507	132,884	132,890	182,873	136,940
PAYROLL FRINGES	39,253	33,787	34,966	34,724	48,671	37,460
OTHER SERVICES	533,349	487,706	692,129	600,751	721,056	721,056
MATERIALS & SUPPLIES	-	420	-	-	-	-
OTHER CHARGES	1,275,150	147,084	1,630,475	1,564,851	1,552,293	1,564,363
EMPLOYEE ALLOWANCES	-	95	-	78	78	78
<b>Total</b>	<b>\$1,970,296</b>	<b>\$801,599</b>	<b>\$2,490,454</b>	<b>\$2,333,294</b>	<b>\$2,504,971</b>	<b>\$2,459,897</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	80,899	83,194	84,636	84,478	115,811	87,239
RISK FUND (0057)	1,889,397	718,405	2,405,818	2,248,816	2,389,160	2,372,658
<b>Total</b>	<b>\$1,970,296</b>	<b>\$801,599</b>	<b>\$2,490,454</b>	<b>\$2,333,294</b>	<b>\$2,504,971</b>	<b>\$2,459,897</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
RISK MANAGEMENT	0.80	0.65	0.65	0.85	0.65
<b>Total</b>	<b>0.80</b>	<b>0.65</b>	<b>0.65</b>	<b>0.85</b>	<b>0.65</b>

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

**REVENUES**

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

**Investment Income** - The increase reflects a higher investable balance projected for FY 2018.

**Miscellaneous Revenue** - This reflects an increase for Part D Medicare reimbursement based on revenue trends.

**Prior Year Surplus** - The increase is due to excess fund balance that was budgeted in FY 2018 to be refunded to the contributing operating funds reflected as a reduction in the insurance premium rates.

**EXPENSES**

**Personnel Services** - The increase reflects a higher personnel allocation for FY 2018.

**Payroll Fringes** - The increase reflects higher pension costs due to an increased personnel allocation.



## *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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	98,746	101,129	102,749	102,749	105,009	107,592
FINES & FORFEITS	245,347	234,609	264,940	264,940	272,888	281,075
MISCELLANEOUS REVENUE	14,708	2,756	7,000	7,000	7,000	7,000
TAXES	42,210,771	43,348,298	44,084,747	44,296,600	45,270,750	46,383,236
<b>Total</b>	<b>\$42,569,572</b>	<b>\$43,686,792</b>	<b>\$44,459,436</b>	<b>\$44,671,289</b>	<b>\$45,655,647</b>	<b>\$46,778,903</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	42,569,572	43,686,792	44,459,436	44,671,289	45,655,647	46,778,903
<b>Total</b>	<b>\$42,569,572</b>	<b>\$43,686,792</b>	<b>\$44,459,436</b>	<b>\$44,671,289</b>	<b>\$45,655,647</b>	<b>\$46,778,903</b>



FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	273,138	320,841	366,097	323,904	310,399	327,760
PAYROLL FRINGES	196,084	212,373	218,152	217,354	218,235	234,009
OTHER SERVICES	21,714	18,532	30,050	21,425	29,250	29,250
MATERIALS & SUPPLIES	33,829	31,635	29,450	27,000	29,519	29,589
OTHER CHARGES	45,918	38,419	40,933	38,108	46,803	47,938
EMPLOYEE ALLOWANCES	-	378	-	312	312	312
<b>Total</b>	<b>\$570,683</b>	<b>\$622,178</b>	<b>\$684,682</b>	<b>\$628,103</b>	<b>\$634,518</b>	<b>\$668,858</b>

Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	570,683	622,178	684,682	628,103	634,518	668,858
<b>Total</b>	<b>\$570,683</b>	<b>\$622,178</b>	<b>\$684,682</b>	<b>\$628,103</b>	<b>\$634,518</b>	<b>\$668,858</b>

FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
TREASURY SERVICES	3.84	4.35	4.35	4.15	4.35
<b>Total</b>	<b>3.84</b>	<b>4.35</b>	<b>4.35</b>	<b>4.15</b>	<b>4.35</b>

**FINANCIAL & ADMINISTRATIVE SERVICES**  
**TREASURY SERVICES UNIT**

**REVENUES**

**Taxes** - General Fund property taxes are projected to increase by 2.2% in FY 2018.

**EXPENSES**

**Personnel Services** - The decrease reflects an allocation change from Treasury to the Risk unit for FY 2018.

**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 \$120,476 in FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Financial & Administrative Services**

**Area Administrator: Tom Crawford**

**Service Unit: Treasury**

**Service Unit Manager: Matt Horning**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Customer Interaction	●		●	●	●		Performance versus benchmarks by Agent (# unexplained anomalies)	0	0	0	0
							Channel, Volume, and Type (# of transactions & calls)	288k & 61k	321k & 56k	348k & 55k	350k & 54K
							AMR system efficiency (97%)	97.2%	97.4%	96.7%	97.0%
							Cross-connection inspection tracking (80% of high hazard)	70%	92%	62%	80%
Collections (Tax, Parking Citations, Utilities, Invoices)	●	●	●	●	●		Collection efficiency (increase online transactions by 5% annually)	50%	56%	55%	60%
							Appeal volume & time to resolution (monitor volume and productivity, appeal response under one week)	8,657 appeals, 0 days	10,999 appeals, 0 days	9,900 appeals, 0 days	10,000 appeals, 0 days
							Internal control compliance (cash collection locations audited at least once every two years - 50% annually)	6 of 16	10 of 16	8 of 16	8 of 16
Cash Management & Investment	●		●		●		Forecast to Actuals (monitor for variations, diagnose causes and use results to improve accuracy (+/- 1%))	0.6%	0.1%	0.4%	+/-1.0%
							Yield versus Benchmark (exceed 12-month trailing 2-year T-Note)	+0.53%	+0.51%	+0.40%	+0.35%
Risk Management	●		●		●		Workers Comp outcomes versus benchmarks (\$0.38 per \$100 salary)	\$ 0.77	\$ 0.53	\$ 0.30	\$ 0.04
							Claim volume & expense versus benchmarks (1.2 claims per 10,000 pop. & \$0.91 exp. per capita)	1.5 & \$0.14	1.5 & \$0.08	1.5 & \$0.06	1.2 & \$0.91
							Litigation incidence versus benchmarks (4.4%)	0.6%	3.0%	1.5%	4.4%
Debt Issuance & Management	●	●	●		●		Performance versus benchmarks (utilization of debt limit and debt per capita below peer cities)	21% & \$2,641	18% & \$2,760	18% & \$2,750	<20% & <\$3,000
							Bond ratings (LTGO at or above AA+)	AA+	AA+	AA+	AA+
							Cumulative NPV savings from refunding since '09 (monitor and augment when possible (in millions))	\$9.8	\$14.9	\$18.5	NA

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

Allocated Positions

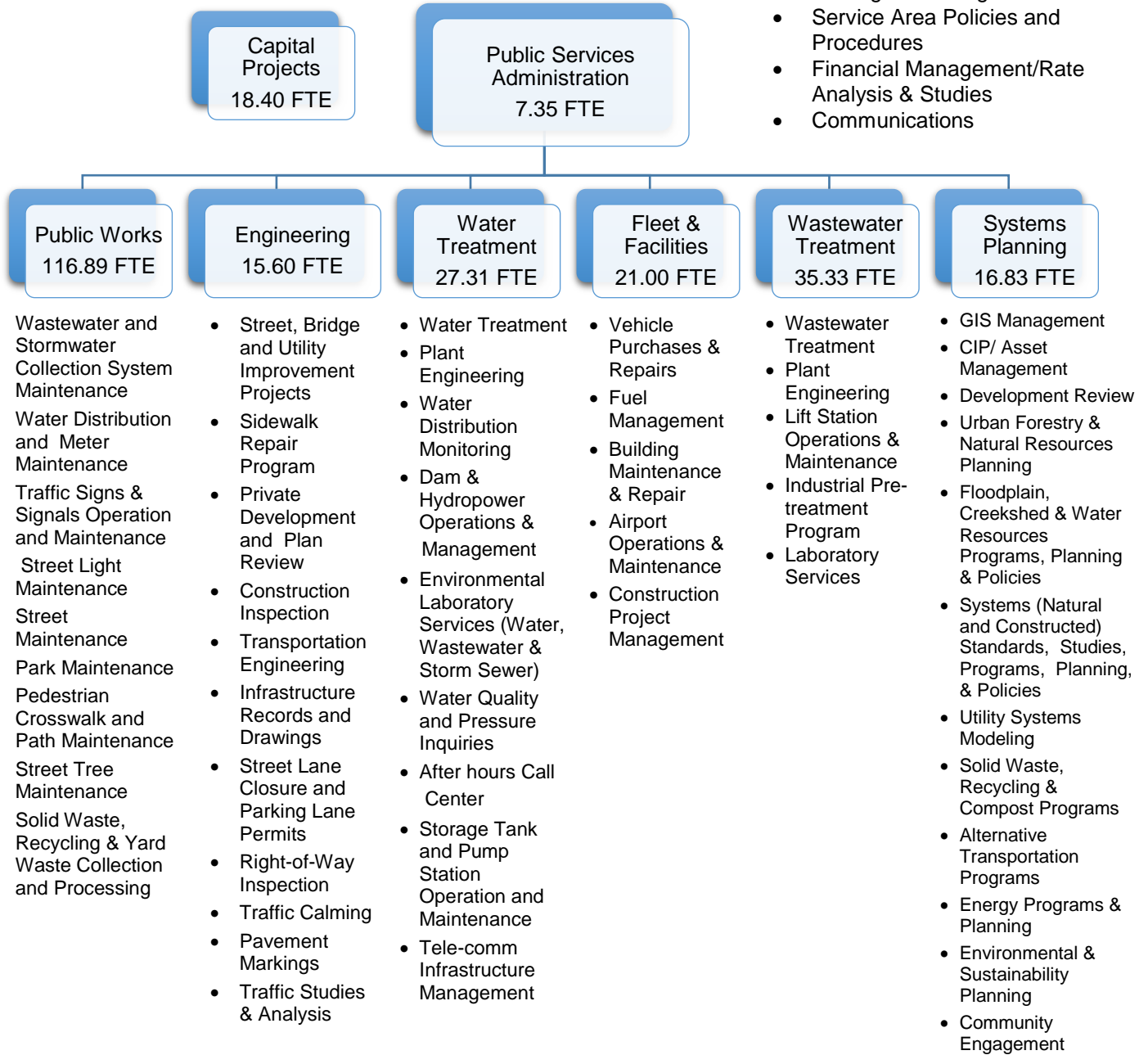
Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
TREASURY SERVICES MGR	403470	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST TREASURY SRVS MGR	401090	0.75	0.95
PARKING REFEREE	401200	2.00	2.00
<b>Total</b>		<b>4.15</b>	<b>4.35</b>



*PUBLIC SERVICES AREA*

# Public Services Area Organization Chart

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



The Public Services Area is comprised of seven Service Area Units: Administration, Fleet & Facilities, Engineering, Systems Planning, Public Works, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: 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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ADMINISTRATION	31,018,961	33,769,544	31,214,286	30,345,395	31,118,371	31,183,804
CAPITAL PROJECTS	1,560,316	175,119	23,943,914	2,769,015	24,648,243	27,525,745
ENGINEERING	2,967,090	3,331,470	3,104,118	2,655,189	4,031,606	2,746,595
FLEET & FACILITY	8,889,637	10,257,184	14,332,493	13,986,265	11,949,213	9,803,842
PUBLIC WORKS	17,707,462	19,241,793	22,115,505	18,640,817	21,433,816	20,498,907
SYSTEMS PLANNING	778,827	694,470	1,468,225	784,967	905,108	1,066,491
WASTEWATER TREATMENT	450	(185,561)	-	2,080	1,050	1,050
WATER TREATMENT	500,587	428,443	489,273	425,000	526,900	541,159
<b>Total</b>	<b>\$63,423,330</b>	<b>\$67,712,462</b>	<b>\$96,667,814</b>	<b>\$69,608,728</b>	<b>\$94,614,307</b>	<b>\$93,367,593</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ENERGY PROJECTS (0002)	109,697	102,430	259,472	83,046	241,454	238,266
GENERAL (0010)	753,654	589,652	1,363,444	510,937	842,435	697,694
CENTRAL STORES (0011)	1,228,595	1,218,239	1,398,849	1,379,472	1,245,137	1,092,863
FLEET SERVICES (0012)	7,769,849	8,881,871	12,820,743	12,863,427	11,032,273	8,884,102
MAJOR STREET (0021)	7,963,056	9,150,408	8,747,231	8,744,323	10,358,807	9,778,540
LOCAL STREET (0022)	2,135,332	2,462,837	2,364,506	2,239,010	2,457,038	2,602,182
METRO EXPANSION (0036)	312,019	426,858	354,534	354,534	367,760	367,760
WATER SUPPLY SYSTEM (0042)	6,363,462	3,723,427	2,325,641	2,224,256	2,415,536	2,153,271
SEWAGE DISPOSAL SYSTEM (0043)	718,778	1,673,888	540,945	1,748,665	184,805	184,805
AIRPORT (0048)	1,050,501	982,185	898,274	929,164	922,355	925,155
PROJECT MANAGEMENT (0049)	2,865,946	3,337,143	4,957,161	4,859,225	4,864,795	4,808,843
CEMETERY PERPETUAL CARE (0054)	5,868	11,416	800	800	980	980
ELIZABETH R. DEAN TRUST FUND (0055)	32,933	74,047	59,517	29,517	60,130	60,130
ART IN PUBLIC PLACES (0056)	2,911	2,535	-	1,800	-	-
WHEELER CENTER (0058)	439,629	457,739	771,372	466,572	500,689	446,124
ALTERNATIVE TRANSPORTATION (0061)	354,969	314,866	491,861	459,914	508,212	672,783
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	10,766,525	12,073,489	12,920,180	12,905,074	14,188,692	13,096,558
STORMWATER SEWER SYSTEM FUND (0069)	1,546,398	1,572,784	195,497	279,135	201,141	201,145
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,239,827	3,504,323	3,283,206	3,316,931	3,419,334	3,507,534
SOLID WASTE (0072)	14,968,670	16,389,085	19,983,920	15,498,164	18,182,927	18,180,608
STORM SEWER REVENUE BONDS (0082)	-	-	4,648,957	-	4,574,575	4,014,250
SEWER BOND PENDING SERIES (0088)	-	-	7,620,500	-	9,017,000	9,034,000
WATER PENDING BOND SERIES (0089)	-	-	8,272,500	-	7,556,000	11,820,000
SIDEWALK IMPROVEMENT FUND (0091)	166	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	353,000	584,500	1,630,704	586,333	1,472,232	600,000
MAJOR GRANTS PROGRAMS (00MG)	441,545	178,740	758,000	128,429	-	-
<b>Total</b>	<b>\$63,423,330</b>	<b>\$67,712,462</b>	<b>\$96,667,814</b>	<b>\$69,608,728</b>	<b>\$94,614,307</b>	<b>\$93,367,593</b>

## PUBLIC SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ADMINISTRATION	12,926,337	19,767,732	16,744,454	14,866,468	14,807,455	15,590,761
CAPITAL PROJECTS	1,536,112	1,019,139	54,059,207	29,622,295	40,935,737	44,287,874
ENGINEERING	4,485,241	11,147,265	6,721,072	6,628,689	7,525,514	7,256,704
FLEET & FACILITY	11,312,349	13,688,097	18,472,491	18,048,400	15,570,788	13,163,077
PUBLIC WORKS	37,290,308	36,678,363	44,510,860	41,397,843	43,113,983	43,144,978
SYSTEMS PLANNING	2,995,857	2,977,896	5,172,042	4,963,682	3,941,702	3,587,198
WASTEWATER TREATMENT	9,651,752	9,818,039	12,486,579	11,425,874	12,454,155	15,133,230
WATER TREATMENT	9,890,509	10,157,691	11,172,829	10,973,725	11,532,391	11,008,447
<b>Total</b>	<b>\$90,088,465</b>	<b>\$105,254,222</b>	<b>\$169,339,534</b>	<b>\$137,926,976</b>	<b>\$149,881,725</b>	<b>\$153,172,269</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ENERGY PROJECTS (0002)	278,783	118,168	255,627	255,627	241,454	238,266
GENERAL (0010)	11,589,033	12,330,005	14,329,979	14,019,301	13,517,527	12,880,870
CENTRAL STORES (0011)	1,057,986	1,118,280	1,398,849	1,379,472	1,245,137	1,092,863
FLEET SERVICES (0012)	6,784,006	8,967,547	12,735,821	12,735,821	11,032,273	8,703,493
MAJOR STREET (0021)	7,641,828	7,313,734	8,658,833	8,554,101	10,352,177	9,771,781
LOCAL STREET (0022)	1,687,886	1,609,171	2,364,506	2,211,793	2,457,038	2,602,182
METRO EXPANSION (0036)	192,681	191,518	347,093	173,921	367,760	367,760
WATER SUPPLY SYSTEM (0042)	18,121,706	18,795,328	20,675,832	19,183,687	19,947,362	19,719,812
SEWAGE DISPOSAL SYSTEM (0043)	16,426,432	17,967,803	21,997,402	20,205,517	20,014,510	22,981,128
AIRPORT (0048)	754,790	678,049	894,280	893,230	907,455	910,002
PROJECT MANAGEMENT (0049)	2,239,403	7,379,403	4,877,211	4,801,109	4,821,849	4,765,022
ELIZABETH R. DEAN TRUST FUND (0055)	62,881	12,854	57,636	57,636	60,130	60,130
ART IN PUBLIC PLACES (0056)	-	-	19,294	-	-	-
WHEELER CENTER (0058)	386,805	387,884	771,372	710,354	500,689	446,124
ALTERNATIVE TRANSPORTATION (0061)	158,043	134,321	571,343	599,230	247,939	652,506
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	433,119	414,761	670,855	21,885,280	12,866,800	12,992,744
STORMWATER SEWER SYSTEM FUND (0069)	4,898,727	5,708,301	7,398,553	7,100,645	7,432,303	8,189,657
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,171,607	2,825,776	3,248,258	2,663,335	3,365,264	3,453,464
SOLID WASTE (0072)	13,260,188	18,905,322	22,106,723	18,351,956	17,884,251	17,876,215
STORM SEWER REVENUE BONDS (0082)	-	-	7,697,201	1,261,700	4,574,575	4,014,250
SEWER BOND PENDING SERIES (0088)	-	-	14,796,347	-	9,017,000	9,034,000
WATER PENDING BOND SERIES (0089)	-	-	18,686,773	-	7,556,000	11,820,000
SIDEWALK IMPROVEMENT FUND (0091)	61,321	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	453,039	269,497	2,011,457	754,832	1,472,232	600,000
MAJOR GRANTS PROGRAMS (00MG)	428,201	126,500	2,768,289	128,429	-	-
<b>Total</b>	<b>\$90,088,465</b>	<b>\$105,254,222</b>	<b>\$169,339,534</b>	<b>\$137,926,976</b>	<b>\$149,881,725</b>	<b>\$153,172,269</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ADMINISTRATION	5.35	5.35	7.35	7.35	7.35
CAPITAL PROJECTS	19.97	17.75	17.54	18.40	18.01
FLEET & FACILITY	20.20	21.45	21.00	21.00	21.00
ENGINEERING	12.41	15.75	15.71	15.60	15.60
PUBLIC WORKS	119.99	116.79	117.54	116.89	116.93
SYSTEMS PLANNING	15.32	15.50	16.50	16.83	16.83
WASTEWATER TREATMENT	35.17	34.85	34.85	35.33	35.46
WATER TREATMENT	25.74	25.71	25.71	27.31	27.53
<b>Total</b>	<b>254.15</b>	<b>253.15</b>	<b>256.20</b>	<b>258.71</b>	<b>258.71</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	884,412	855,474	835,996	2,206,266	836,240	860,024
CONTRIBUTIONS	4,732,651	(1,034,314)	-	2,000,000	2,000,000	2,000,000
INTERGOVERNMENTAL REVENUES	300,233	562,901	-	33,296	-	-
INVESTMENT INCOME	1,688,256	2,198,536	1,700,941	1,505,759	1,015,650	1,015,650
MISCELLANEOUS REVENUE	3,743	15,228	25,288	72,698	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	1,551,975	8,670,336	1,443,208	1,443,208	1,479,907	1,500,192
TAXES	-	-	4,212,558	-	2,353,315	2,013,913
	21,857,691	22,501,383	22,996,295	23,084,168	23,433,259	23,794,025
<b>Total</b>	<b>\$31,018,961</b>	<b>\$33,769,544</b>	<b>\$31,214,286</b>	<b>\$30,345,395</b>	<b>\$31,118,371</b>	<b>\$31,183,804</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	-	151	151,600	-	-	-
CENTRAL STORES (0011)	13,667	18,320	19,063	19,063	18,735	18,735
MAJOR STREET (0021)	836,005	1,318,383	803,451	786,672	809,705	828,255
LOCAL STREET (0022)	222,325	375,764	231,390	226,439	233,361	237,145
METRO EXPANSION (0036)	13,717	17,324	17,534	17,534	16,910	16,910
WATER SUPPLY SYSTEM (0042)	6,128,865	3,522,703	2,181,036	2,016,036	1,722,036	1,743,771
SEWAGE DISPOSAL SYSTEM (0043)	704,984	1,817,794	512,991	1,742,000	179,255	179,255
AIRPORT (0048)	5,835	8,872	7,524	7,524	9,415	9,415
PROJECT MANAGEMENT (0049)	48,216	36,279	63,991	30,000	28,453	28,453
ART IN PUBLIC PLACES (0056)	2,911	2,535	-	1,800	-	-
WHEELER CENTER (0058)	3,451	4,685	4,416	4,416	4,658	4,658
ALTERNATIVE TRANSPORTATION (0061)	3,662	2,791	2,738	2,738	3,058	3,058
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	10,766,525	12,073,489	12,920,180	12,905,074	12,988,692	13,096,558
STORMWATER SEWER SYSTEM FUND (0069)	430,529	1,366,465	105,987	177,193	104,078	104,078
SOLID WASTE (0072)	11,838,103	13,203,989	14,192,385	12,408,906	15,000,015	14,913,513
SIDEWALK IMPROVEMENT FUND (0091)	166	-	-	-	-	-
<b>Total</b>	<b>\$31,018,961</b>	<b>\$33,769,544</b>	<b>\$31,214,286</b>	<b>\$30,345,395</b>	<b>\$31,118,371</b>	<b>\$31,183,804</b>

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	365,228	1,989,307	637,127	433,527	628,289	631,589
PAYROLL FRINGES	275,094	264,061	359,745	351,426	374,676	382,722
OTHER SERVICES	567,207	981,946	1,206,345	1,145,395	451,167	463,067
MATERIALS & SUPPLIES	22,003	26,287	38,050	24,700	21,550	21,550
OTHER CHARGES	8,447,298	13,466,199	10,580,177	9,140,100	9,608,821	10,446,342
PASS THROUGHS	3,791,489	3,551,669	3,921,906	3,770,306	3,721,848	3,644,387
CAPITAL OUTLAY	(543,918)	(513,605)	-	-	-	-
EMPLOYEE ALLOWANCES	1,936	1,868	1,104	1,014	1,104	1,104
<b>Total</b>	<b>\$12,926,337</b>	<b>\$19,767,732</b>	<b>\$16,744,454</b>	<b>\$14,866,468</b>	<b>\$14,807,455</b>	<b>\$15,590,761</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	169,893	134,989	318,268	166,668	158,431	158,431
CENTRAL STORES (0011)	(28,234)	-	-	-	-	-
MAJOR STREET (0021)	1,701,479	1,592,546	1,910,184	1,909,893	1,954,475	1,961,810
LOCAL STREET (0022)	146,442	117,300	178,526	178,526	186,205	189,985
WATER SUPPLY SYSTEM (0042)	3,337,703	3,847,621	4,235,653	3,476,639	3,649,236	3,758,754
SEWAGE DISPOSAL SYSTEM (0043)	4,272,180	5,416,024	5,306,014	4,635,842	4,522,295	4,863,870
PROJECT MANAGEMENT (0049)	-	(10,960)	-	-	-	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	27,279	24,521	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	1,068,141	1,235,871	2,283,567	2,183,608	2,157,515	2,457,948
SOLID WASTE (0072)	2,170,133	7,409,820	2,512,242	2,315,292	2,179,298	2,199,963
SIDEWALK IMPROVEMENT FUND (0091)	61,321	-	-	-	-	-
<b>Total</b>	<b>\$12,926,337</b>	<b>\$19,767,732</b>	<b>\$16,744,454</b>	<b>\$14,866,468</b>	<b>\$14,807,455</b>	<b>\$15,590,761</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ADMINISTRATION	5.35	5.35	7.35	7.35	7.35
<b>Total</b>	<b>5.35</b>	<b>5.35</b>	<b>7.35</b>	<b>7.35</b>	<b>7.35</b>

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**REVENUES**

**Contributions** – FY 2018 reflects an increase in construction reimbursements from the County for street construction.

**Investment Income** - The FY 2017 decrease reflects a lower investable fund balance in the Water and Sewer funds.

**Prior Year Surplus** - FY 2017 reflects a use of Street Repair & Sidewalk Millage associated with various capital project requests.

**EXPENSES**

**Other Services** - This reflects a decrease in professional services of \$600,000 for various funds including the Solid Waste Fund (removal of one-time costs for contract development services), the Water Fund (removal of one-time costs for studies and evaluations) and the Stormwater fund (removal of one-time costs for the level-of-service study).

**Other Charges** - This reflects a decrease in interest charges of \$800,000 for the Water and Sewer funds. The Water Fund had an issue refinanced, which resulted in \$150,000 in savings. The Sewer Fund had an issue refinanced and is also using fund balance to fund capital rather than debt financing.

PUBLIC SERVICES AREA  
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 4	110044	1.30	1.30
ADMIN ASSISTANT LVL 5	110054	0.15	0.15
COMMUNICATIONS SPECIALIST	401590	1.00	1.00
DEPUTY PUBLIC SERVICES AD	403499	1.00	1.00
FINANCIAL ANALYST	401580	1.00	1.00
FINANCIAL MGR-PUBLIC SERV	401070	0.90	0.90
MANAGEMENT ASSISTANT	000200	1.00	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00	1.00
<b>Total</b>		<b>7.35</b>	<b>7.35</b>

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## *PUBLIC SERVICES AREA*

### **CAPITAL PROJECTS**

Capital Projects includes capital maintenance and 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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	-	-	2,197,736	2,197,736	2,028,436	2,057,495
CONTRIBUTIONS	-	-	241,517	241,517	-	-
INTERGOVERNMENTAL REVENUES	282,316	173,619	606,400	128,429	-	-
MISCELLANEOUS REVENUE	-	1,500	-	-	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	1,278,000	-	356,304	201,333	1,125,000	600,000
SALE OF BONDS	-	-	-	-	347,232	-
	-	-	20,541,957	-	21,147,575	24,868,250
<b>Total</b>	<b>\$1,560,316</b>	<b>\$175,119</b>	<b>\$23,943,914</b>	<b>\$2,769,015</b>	<b>\$24,648,243</b>	<b>\$27,525,745</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
MAJOR STREET (0021)	-	-	241,517	241,517	-	-
PROJECT MANAGEMENT (0049)	-	-	2,197,736	2,197,736	2,028,436	2,057,495
STORMWATER SEWER SYSTEM FUND (0069)	1,000,000	-	-	-	-	-
STORM SEWER REVENUE BONDS (0082)	-	-	4,648,957	-	4,574,575	4,014,250
SEWER BOND PENDING SERIES (0088)	-	-	7,620,500	-	9,017,000	9,034,000
WATER PENDING BOND SERIES (0089)	-	-	8,272,500	-	7,556,000	11,820,000
GENERAL CAPITAL FUND (00CP)	278,000	1,500	204,704	201,333	1,472,232	600,000
MAJOR GRANTS PROGRAMS (00MG)	282,316	173,619	758,000	128,429	-	-
<b>Total</b>	<b>\$1,560,316</b>	<b>\$175,119</b>	<b>\$23,943,914</b>	<b>\$2,769,015</b>	<b>\$24,648,243</b>	<b>\$27,525,745</b>



**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	471,954	412,899	3,480,035	3,412,428	3,387,395	3,389,998
PAYROLL FRINGES	554,818	474,062	795,504	778,280	838,057	838,302
OTHER SERVICES	288,770	132,178	2,256,493	121,181	-	-
OTHER CHARGES	-	-	47,506,521	25,302,591	36,452,175	40,049,000
PASS THROUGHGS	-	-	-	-	247,232	-
CAPITAL OUTLAY	220,570	-	12,254	-	-	-
EMPLOYEE ALLOWANCES	-	-	8,400	7,815	10,878	10,574
<b>Total</b>	<b>\$1,536,112</b>	<b>\$1,019,139</b>	<b>\$54,059,207</b>	<b>\$29,622,295</b>	<b>\$40,935,737</b>	<b>\$44,287,874</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	457,489	400,770	1,818,261	1,818,261	2,028,436	2,057,495
MAJOR STREET (0021)	-	-	207,517	241,517	267,500	350,000
WATER SUPPLY SYSTEM (0042)	43,075	27,342	97,403	15,844	79,824	80,503
SEWAGE DISPOSAL SYSTEM (0043)	50,916	43,332	178,409	178,409	99,634	43,381
PROJECT MANAGEMENT (0049)	457,489	400,770	2,178,761	2,178,761	2,028,436	2,057,495
ART IN PUBLIC PLACES (0056)	-	-	19,294	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	-	-	415,137	443,024	6,000	411,000
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	-	268,925	21,483,350	12,456,100	12,569,750
SOLID WASTE (0072)	-	-	4,721,575	1,673,000	1,350,000	1,250,000
STORM SEWER REVENUE BONDS (0082)	-	-	7,697,201	1,261,700	4,574,575	4,014,250
SEWER BOND PENDING SERIES (0088)	-	-	14,796,347	-	9,017,000	9,034,000
WATER PENDING BOND SERIES (0089)	-	-	18,686,773	-	7,556,000	11,820,000
GENERAL CAPITAL FUND (00CP)	246,934	27,205	215,625	200,000	1,472,232	600,000
MAJOR GRANTS PROGRAMS (00MG)	280,209	119,720	2,757,979	128,429	-	-
<b>Total</b>	<b>\$1,536,112</b>	<b>\$1,019,139</b>	<b>\$54,059,207</b>	<b>\$29,622,295</b>	<b>\$40,935,737</b>	<b>\$44,287,874</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
CAPITAL PROJECTS	19.97	17.75	17.54	18.40	18.01
<b>Total</b>	<b>19.97</b>	<b>17.75</b>	<b>17.54</b>	<b>18.40</b>	<b>18.01</b>

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

The Street Repair Millage Fund is requesting capital project funding in the amount of \$12,456,100 for FY 2018. Funding will be supplied by the Street Repair & Sidewalk Millage.

The Solid Waste Fund is requesting capital project funding in the amount of \$1,350,000 for FY 2018. Funding will be provided from fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$4,574,575 for FY 2018. Funds will be provided by Stormwater bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$9,017,000 for FY 2018. 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 \$7,556,000 for FY 2018. Funds will be supplied by Water Revenue bonds and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$1,472,232 for FY 2018. Funding will be provided from the General Fund and other one-time funding.

PUBLIC SERVICES AREA  
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ASST WWTP MANAGER	401010	0.10	0.06
CIVIL ENGINEER III	403620	0.85	0.85
CIVIL ENGINEER IV	403840	4.82	4.82
CIVIL ENGINEER V	401330	1.81	1.52
CIVIL ENGINEERING SPEC 3	112014	1.49	1.49
CIVIL ENGINEERING SPEC 4	112024	1.90	1.90
CIVIL ENGINEERING SPEC 5	112034	4.18	4.18
FIELD OPER TECH III - COM	112724	0.86	0.86
FIELD OPER TECH IV - COMM	112734	0.65	0.65
LAND SURVEYOR	404050	0.80	0.80
PROCESS CONTROL SYS SPEC	403190	0.05	0.05
PROJECT MGMT ANALYST	000970	0.72	0.72
SUPERVISOR - CESS	192050	0.06	0.06
WWTP MANAGER	401300	0.12	0.06
<b>Total</b>		<b>18.40</b>	<b>18.01</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	881,363	909,502	886,750	921,240	910,940	913,740
CONTRIBUTIONS	166,274	589,813	-	266,207	-	-
INTERGOVERNMENTAL REVENUES	155,857	20,400	-	-	-	-
INTRAGOVERNMENTAL SALES	7,316,137	7,759,360	7,834,167	7,610,644	8,617,100	8,788,376
INVESTMENT INCOME	72,701	96,805	84,922	84,922	95,726	95,726
LICENSES, PERMITS & REGISTRATIONS	-	2,000	-	-	-	-
MISCELLANEOUS REVENUE	147,305	364,616	142,500	140,098	6,000	6,000
OPERATING TRANSFERS IN	150,000	514,688	621,000	200,000	-	-
PRIOR YEAR SURPLUS	-	-	4,763,154	4,763,154	2,319,447	-
<b>Total</b>	<b>\$8,889,637</b>	<b>\$10,257,184</b>	<b>\$14,332,493</b>	<b>\$13,986,265</b>	<b>\$11,949,213</b>	<b>\$9,803,842</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	122	4,000	-	1,198	4,000	4,000
FLEET SERVICES (0012)	7,769,849	8,881,871	12,820,743	12,863,427	11,032,273	8,884,102
AIRPORT (0048)	1,044,666	973,313	890,750	921,640	912,940	915,740
GENERAL CAPITAL FUND (00CP)	75,000	398,000	621,000	200,000	-	-
<b>Total</b>	<b>\$8,889,637</b>	<b>\$10,257,184</b>	<b>\$14,332,493</b>	<b>\$13,986,265</b>	<b>\$11,949,213</b>	<b>\$9,803,842</b>

**PUBLIC SERVICES AREA  
FLEET & FACILITY**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	2,689,742	3,098,153	3,066,395	3,069,263	3,104,832	3,104,529
PAYROLL FRINGES	1,006,328	953,349	957,606	961,784	943,213	966,870
OTHER SERVICES	1,508,883	1,175,388	1,139,591	1,319,544	1,300,607	1,330,950
MATERIALS & SUPPLIES	179,190	215,444	120,775	216,297	132,275	125,221
OTHER CHARGES	3,061,139	3,060,747	3,392,820	3,168,115	3,226,100	3,239,570
PASS THROUGHS	962,893	3,243,366	1,348,289	1,348,289	1,005,717	883,124
CAPITAL OUTLAY	-	304,249	6,164,398	6,102,345	3,804,085	1,328,860
VEHICLE OPERATING COSTS	1,888,967	1,621,878	2,271,475	1,851,521	2,043,257	2,173,251
EMPLOYEE ALLOWANCES	15,207	15,523	11,142	11,242	10,702	10,702
<b>Total</b>	<b>\$11,312,349</b>	<b>\$13,688,097</b>	<b>\$18,472,491</b>	<b>\$18,048,400</b>	<b>\$15,570,788</b>	<b>\$13,163,077</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	3,553,190	3,874,777	3,961,990	3,959,949	3,631,060	3,549,582
FLEET SERVICES (0012)	6,784,006	8,967,547	12,735,821	12,735,821	11,032,273	8,703,493
AIRPORT (0048)	769,048	678,049	894,280	893,230	907,455	910,002
GENERAL CAPITAL FUND (00CP)	206,105	167,724	880,400	459,400	-	-
<b>Total</b>	<b>\$11,312,349</b>	<b>\$13,688,097</b>	<b>\$18,472,491</b>	<b>\$18,048,400</b>	<b>\$15,570,788</b>	<b>\$13,163,077</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FLEET & FACILITY	20.20	21.45	21.00	21.00	21.00
<b>Total</b>	<b>20.20</b>	<b>21.45</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

**PUBLIC SERVICES AREA**  
**FLEET & FACILITIES**

**REVENUES**

**Intragovernmental Sales** - The increase for FY 2018 is due to a larger demand for fleet services from the operating funds.

**Miscellaneous Revenue** - The decrease for FY 2018 is due to a one-time revenue budgeted for FY 2017.

**Operating Transfers In** - This decrease reflects one-time monies for capital projects for FY 2017 related to improvements in various municipal buildings in the General Capital Projects fund.

**Prior Year Surplus** - The decrease is due to the Fleet Fund utilizing a planned use of fund balance for replacement vehicle purchases for FY 2017.

**EXPENSES**

**Other Services** - The increase is due to higher outside repair costs budgeted in the Fleet Fund for FY 2018 as well as higher utility costs.

**Pass Throughs** - The decrease is due to the General Fund having fewer transfers out for projects in FY 2018.

**Capital Outlay** - The decrease is due to the Fleet Fund utilizing a planned use of fund balance for replacement vehicle purchases for FY 2017.

**Vehicle Operating Costs** - The decrease is due to lower projected fuel costs for FY 2018.



**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Public Services**

**Area Administrator: Craig Hupy**

**Service Unit: Fleet & Facilities**

**Service Unit Manager: Matt Kulhanek**

CORE SERVICE	STRATEGIC GOALS (●)							PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Maintain a safe and reliable City fleet in a cost effective manner. Provide support to end users to allow them to responsibly plan for changes in vehicle and equipment needs and the associated costs of those changes.	●		●	●	●		Develop a list of critical vehicles by the end of FY 2018. Determine the average frequency and duration these critical vehicles are out of service by the end of FY 2019 to allow establishment of future service targets.	N/A	N/A	N/A	100%	
							Ensure police vehicle availability 100% of the time when an outgoing unit meets replacement requirement (age or mileage).	70%	90%	100%	100%	
							Meet PM and safety check schedule greater than 95% of V/E annually.	N/A	N/A	N/A	95%	
Provide for the replacement of vehicles and equipment in a timely manner that meet the needs of the end user.	●		●	●	●		Perform light vehicle evaluations annually.	100%	100%	100%	100%	
							Order 90% of V/E in the FY in which the asset was eligible for replacement.	N/A	N/A	94%	90%	
							Receive concurrence with appropriate end user Manager/Supervisor on all V/E replacements.	N/A	N/A	100%	100%	
Provide safe and comprehensive aviation transportation infrastructure to the public.	●	●	●	●			Maintain a stable financial condition so the airport is self-sufficient for all operating and capital needs.	100%	100%	100%	100%	
							No "significant" findings for the annual MDOT-Aero airport inspection.	100%	100%	100%	100%	
							Airport runways/taxiways maintained to a Runway Condition Code "3" within four hours of the completion of a weather event.	N/A	N/A	90%	100%	
Provide well maintained and functional City facilities.	●		●		●	●	Complete 80% of facility work orders within 5 business days.	N/A	N/A	N/A	80%	
							Develop an asset based assessment system for City owned facilities by FY2020.	N/A	N/A	25%	50%	

PUBLIC SERVICES AREA  
FLEET & FACILITY

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 4	110044	0.05	0.05
FACILITIES MAINT TECH I	110204	1.00	1.00
FACILITIES MAINT TECH II	110224	3.00	3.00
FACILITIES MAINT TECH IV	110234	1.00	1.00
FACILITIES MAINT TECH V	110244	1.00	1.00
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FAC SUPV II	190014	1.95	1.95
FLEET & FACILITIES MGR	403200	1.00	1.00
PROCUREMENT COORDINATOR	117450	2.00	2.00
VEHICLE & EQUIP TECH IV	110114	4.00	4.00
VEHICLE & EQUIP TECH IV	110115	2.00	2.00
VEHICLE & EQUIP TECH V	110125	2.00	2.00
VEHICLE EQUIPMENT INSTALL	110600	1.00	1.00
<b>Total</b>		<b>21.00</b>	<b>21.00</b>



## *PUBLIC SERVICES AREA*

### **ENGINEERING**

Engineering 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. Engineering 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  
ENGINEERING**

**Revenues by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	2,864,740	3,202,714	2,712,734	2,645,254	2,826,606	2,741,595
CONTRIBUTIONS	20,496	-	-	-	-	-
INTRAGOVERNMENTAL SALES	-	266	-	-	-	-
LICENSES, PERMITS & REGISTRATIONS	-	770	-	-	-	-
MISCELLANEOUS REVENUE	14,339	13,765	-	9,935	5,000	5,000
OPERATING TRANSFERS IN	67,500	113,916	-	-	-	-
PRIOR YEAR SURPLUS	-	-	391,384	-	1,200,000	-
TAXES	15	39	-	-	-	-
<b>Total</b>	<b>\$2,967,090</b>	<b>\$3,331,470</b>	<b>\$3,104,118</b>	<b>\$2,655,189</b>	<b>\$4,031,606</b>	<b>\$2,746,595</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	74,164	266	391,384	-	-	-
MAJOR STREET (0021)	15,181	22,849	17,300	23,700	23,700	23,700
LOCAL STREET (0022)	60,000	-	-	-	-	-
PROJECT MANAGEMENT (0049)	2,817,730	3,300,864	2,695,434	2,631,489	2,807,906	2,722,895
ALTERNATIVE TRANSPORTATION (0061)	15	7,491	-	-	-	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	-	-	-	1,200,000	-
<b>Total</b>	<b>\$2,967,090</b>	<b>\$3,331,470</b>	<b>\$3,104,118</b>	<b>\$2,655,189</b>	<b>\$4,031,606</b>	<b>\$2,746,595</b>

**PUBLIC SERVICES AREA  
ENGINEERING**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	2,134,670	2,770,188	3,014,350	2,981,845	2,984,328	2,868,667
PAYROLL FRINGES	690,214	726,948	732,689	749,804	747,001	759,741
OTHER SERVICES	207,521	899,333	1,154,447	1,123,305	2,556,680	2,346,957
MATERIALS & SUPPLIES	35,494	32,488	44,800	41,850	29,900	30,050
OTHER CHARGES	901,731	967,191	1,026,069	1,035,919	1,101,901	1,142,675
PASS THROUGHS	330,552	5,604,489	741,463	664,963	96,993	99,903
CAPITAL OUTLAY	150,244	109,661	-	-	-	-
EMPLOYEE ALLOWANCES	34,815	36,967	7,254	31,003	8,711	8,711
<b>Total</b>	<b>\$4,485,241</b>	<b>\$11,147,265</b>	<b>\$6,721,072</b>	<b>\$6,628,689</b>	<b>\$7,525,514</b>	<b>\$7,256,704</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	1,809,346	2,694,641	2,317,040	2,303,775	1,588,061	1,588,562
MAJOR STREET (0021)	423,501	948,516	1,115,400	1,112,392	2,464,040	2,194,192
LOCAL STREET (0022)	78,898	107,990	163,252	163,244	224,300	298,429
AIRPORT (0048)	(14,258)	-	-	-	-	-
PROJECT MANAGEMENT (0049)	1,781,914	6,989,593	2,698,450	2,622,348	2,793,413	2,707,527
ALTERNATIVE TRANSPORTATION (0061)	-	16,285	25,000	25,000	45,000	45,000
STREET,BRIDGE & SIDEWALK MILLAGE (0062)	405,840	390,240	401,930	401,930	410,700	422,994
<b>Total</b>	<b>\$4,485,241</b>	<b>\$11,147,265</b>	<b>\$6,721,072</b>	<b>\$6,628,689</b>	<b>\$7,525,514</b>	<b>\$7,256,704</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
ENGINEERING	12.41	15.75	15.71	15.60	15.60
<b>Total</b>	<b>12.41</b>	<b>15.75</b>	<b>15.71</b>	<b>15.60</b>	<b>15.60</b>

**PUBLIC SERVICES AREA  
ENGINEERING SERVICES UNIT**

**EXPENSES**

**Other Services** - The increase is due to one-time monies in FY 2018 for major surface treatment that was not budgeted in FY 2017.

**Pass Throughs** - The decrease in FY 2018 is due to a one-time funding of special projects in FY 2017.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Public Services**

**Area Administrator: Craig Hupy**

**Service Unit: Engineering**

**Service Unit Manager: Nick Hutchinson**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Maintain & Replace City Infrastructure	●	●	●	●			Projects from CIP completed on time (90%)	N/A	93%	90%	90%
							Improve PASER* rating of road system to 7 or greater for 80% of streets in 10 years. (FY 2017 incremental goal of 40% of local streets and 48% of major streets at 7 or above)	N/A	N/A	40%/48%	N/A
Transportation Engineering	●	●	●	●			Complete School Safety Tier 1 priorities by end of FY 2017	N/A	N/A	100%	N/A
							Complete School Safety Tier 2 priorities by end of FY 2018 second quarter	N/A	N/A	50%	100%
							Complete Traffic Calming process within one year of application	N/A	N/A	100%	100%
Private Development	●	●	●				Complete review of 80% of site plans on time**	62%	75%	80%	80%
							Complete review of 85% of construction plans within 4 weeks	84%	85%	85%	85%
							Complete over 80% of ROW permits within 3 weeks	73%	75%	80%	80%

\*PASER is the system used by most municipalities in Michigan to evaluate pavement condition. It operates on a 1 to 10 scale; with 1 being the worst and 10 being the best.

\*\*Review time for site plans varies depending on the type of petition.

PUBLIC SERVICES AREA  
ENGINEERING

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 4	110044	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	0.85	0.85
CITY ENGINEER	403160	1.00	1.00
CIVIL ENGINEER I	000990	0.84	0.84
CIVIL ENGINEER III	403620	1.75	1.75
CIVIL ENGINEER IV	403840	3.99	3.99
CIVIL ENGINEER V	401330	0.20	0.20
CIVIL ENGINEERING SPEC 3	112014	1.51	1.51
CIVIL ENGINEERING SPEC 4	112024	1.10	1.10
CIVIL ENGINEERING SPEC 5	112034	1.81	1.81
FINANCIAL MGR-PUBLIC SERV	401070	0.10	0.10
LAND SURVEYOR	404050	0.20	0.20
PRIVATE DEVELOPMENT COORD	403880	0.63	0.63
PROJECT MGMT ANALYST	000970	0.28	0.28
SUPERVISOR - CESS	192050	0.94	0.94
<b>Total</b>		<b>15.60</b>	<b>15.60</b>





## *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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	3,400,411	3,708,998	3,435,877	3,609,213	3,604,894	3,699,512
CONTRIBUTIONS	500	-	-	-	-	-
INTERGOVERNMENTAL REVENUES	8,804,424	9,909,331	9,633,965	9,628,965	10,606,889	11,249,432
INTRAGOVERNMENTAL SALES	1,412,588	1,421,020	1,558,109	1,598,109	1,328,092	1,312,404
INVESTMENT INCOME	271,146	368,455	326,306	326,306	348,576	348,576
MISCELLANEOUS REVENUE	385,666	245,825	75,745	116,402	695,208	400,866
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	244,792	416,824	950,000	100,000	-	-
TAXES	-	-	2,907,406	-	1,515,923	71,861
	3,187,935	3,171,340	3,228,097	3,261,822	3,334,234	3,416,256
<b>Total</b>	<b>\$17,707,462</b>	<b>\$19,241,793</b>	<b>\$22,115,505</b>	<b>\$18,640,817</b>	<b>\$21,433,816</b>	<b>\$20,498,907</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	191,524	166,587	190,900	109,739	312,535	162,535
CENTRAL STORES (0011)	1,214,928	1,199,919	1,379,786	1,360,409	1,226,402	1,074,128
MAJOR STREET (0021)	7,111,870	7,809,176	7,684,963	7,692,434	9,525,402	8,926,585
LOCAL STREET (0022)	1,853,007	2,087,073	2,133,116	2,012,571	2,223,677	2,365,037
METRO EXPANSION (0036)	298,302	409,534	337,000	337,000	350,850	350,850
WATER SUPPLY SYSTEM (0042)	147,395	88,623	50,655	102,000	612,000	319,000
SEWAGE DISPOSAL SYSTEM (0043)	10,469	38,435	26,454	1,500	1,500	1,500
CEMETERY PERPETUAL CARE (0054)	5,868	11,416	800	800	980	980
ELIZABETH R. DEAN TRUST FUND (0055)	32,933	74,047	59,517	29,517	60,130	60,130
WHEELER CENTER (0058)	436,178	453,054	766,956	462,156	496,031	441,466
STORMWATER SEWER SYSTEM FUND (0069)	34,594	114,510	20,500	26,502	22,063	22,067
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,239,827	3,504,323	3,283,206	3,316,931	3,419,334	3,507,534
SOLID WASTE (0072)	3,130,567	3,185,096	5,461,652	3,089,258	3,182,912	3,267,095
GENERAL CAPITAL FUND (00CP)	-	100,000	720,000	100,000	-	-
<b>Total</b>	<b>\$17,707,462</b>	<b>\$19,241,793</b>	<b>\$22,115,505</b>	<b>\$18,640,817</b>	<b>\$21,433,816</b>	<b>\$20,498,907</b>

**PUBLIC SERVICES AREA  
PUBLIC WORKS**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	7,556,742	7,599,515	8,491,682	7,473,255	8,581,249	8,208,582
PAYROLL FRINGES	5,537,767	5,087,882	5,260,766	5,213,822	5,270,392	5,414,342
OTHER SERVICES	15,624,007	15,719,593	20,469,905	18,604,034	20,435,043	21,401,490
MATERIALS & SUPPLIES	2,936,982	3,007,641	3,655,173	3,516,239	3,795,128	3,355,373
OTHER CHARGES	3,381,851	3,865,225	4,198,667	3,863,298	3,859,395	3,937,721
PASS THROUGHS	1,488,933	592,891	901,873	901,873	927,962	777,656
CAPITAL OUTLAY	700,117	735,649	1,475,390	1,760,894	195,000	-
VEHICLE OPERATING COSTS	23,978	30,577	36,100	30,346	28,000	28,000
EMPLOYEE ALLOWANCES	39,931	39,390	21,304	34,082	21,814	21,814
<b>Total</b>	<b>\$37,290,308</b>	<b>\$36,678,363</b>	<b>\$44,510,860</b>	<b>\$41,397,843</b>	<b>\$43,113,983</b>	<b>\$43,144,978</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	5,153,468	4,588,617	5,054,343	5,054,532	5,031,363	4,833,449
CENTRAL STORES (0011)	1,086,220	1,118,280	1,398,849	1,379,472	1,245,137	1,092,863
MAJOR STREET (0021)	5,396,280	4,652,915	5,288,341	5,152,881	5,482,222	5,102,743
LOCAL STREET (0022)	1,459,209	1,379,263	2,017,728	1,865,023	2,040,033	2,107,268
METRO EXPANSION (0036)	192,681	191,518	347,093	173,921	367,760	367,760
WATER SUPPLY SYSTEM (0042)	4,454,935	4,364,228	4,987,336	4,466,868	4,741,950	4,546,173
SEWAGE DISPOSAL SYSTEM (0043)	1,953,815	2,203,284	2,713,221	2,652,213	2,336,647	2,344,547
ELIZABETH R. DEAN TRUST FUND (0055)	62,881	12,854	57,636	57,636	60,130	60,130
WHEELER CENTER (0058)	386,805	387,884	771,372	710,354	500,689	446,124
ALTERNATIVE TRANSPORTATION (0061)	35,530	-	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	3,082,205	3,677,247	3,673,305	3,476,468	4,191,586	4,703,299
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,171,607	2,825,776	3,248,258	2,663,335	3,365,264	3,453,464
SOLID WASTE (0072)	10,854,672	11,276,497	14,133,378	13,745,140	13,751,202	14,087,158
GENERAL CAPITAL FUND (00CP)	-	-	820,000	-	-	-
<b>Total</b>	<b>\$37,290,308</b>	<b>\$36,678,363</b>	<b>\$44,510,860</b>	<b>\$41,397,843</b>	<b>\$43,113,983</b>	<b>\$43,144,978</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
PUBLIC WORKS	119.99	116.79	117.54	116.89	116.93
<b>Total</b>	<b>119.99</b>	<b>116.79</b>	<b>117.54</b>	<b>116.89</b>	<b>116.93</b>

**PUBLIC SERVICES AREA**  
**PUBLIC WORKS**

**REVENUES**

**Intergovernmental Revenue** – FY 2018 includes additional road funding from the State of Michigan for the Major and Local Streets Funds.

**Operating Transfers In** - The FY 2017 budget reflects a one-time transfer into the General Capital Projects fund for the Kerrytown streetlight project.

**Prior Year Surplus** - The decrease reflects the FY 2017 use of fund balance in the Solid Waste Fund for various one-time projects.

**EXPENSES**

**Other Charges** – The FY2018 budget includes a decrease in insurance premiums and in contingency for capital funds.

**Capital Outlay** – FY 2017 includes equipment purchases for the Local Streets, Water, Sewer and Solid Waste Funds that are not needed in the FY 2018 budget.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Public Services**

**Area Administrator: Craig Hupy**

**Service Unit: Public Works**

**Service Unit Manager: Molly Maciejewski**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Repair and Maintain Streets	●		●	●	●		Integrate AVL and Cityworks to improve customer service	N/A	N/A	N/A	
							Complete 2 fall street sweeping cycles	No	No	Yes	
							90% of citizen reported potholes patched within 72 hours	66%	77%	80%	
Repair and maintain public water and sewer utilities	●		●	●	●		Annual number of sewer backups attributed to city	5	16	18	
							25% of water valves exercised and confirmed working	21%	48%	34%	
							Clean 20% (49 Miles) of the City's 24" and smaller stormwater pipe and all swirl concentrators	N/A	N/A	N/A	
Implement Solid Waste collection programs	●		●	●	●	●	85% of trash and compost routes completed on straight time	N/A	N/A	N/A	
							Complete a route optimization study	N/A	N/A	N/A	
							Number of vehicular accidents by solid waste trucks	N/A	12	10	
							20% reduction in requests for missed trash pickup	N/A	N/A	N/A	
Maintain City parks and public spaces	●		●	●	●		100% of mowing completed within 14 calendar days, or as needed ("as needed" is used if conditions are extremely wet or dry, preventing the ability or need to mow)	N/A	N/A	The bulk of FY17 mowing has yet to occur	
							80% of facility repair work orders completed by deadline	N/A	N/A	N/A	
							# of complaints received for path maintenance	N/A	N/A	68	
Maintain the urban forest	●		●	●	●		Prune 2% of the City's street trees	1.50%	2.40%	2.7%*	
							100% of the planned 1000 ROW plantings completed	100%	100%	100%	
Install and maintain traffic signs, signals and streetlights	●		●	●	●		80% of city streetlight outages repaired within 72 hours of receipt of Miss Dig clearance	N/A	N/A	80%	
							Migrate Signs, Signals and Streetlights workflow management systems from current paper-based system to CityWorks	N/A	N/A	10%	
							Complete preventative maintenance on 100% of City's traffic signals and RFBs.	N/A	N/A	100%	

\* Includes 400 trees pruned by citizen pruners

PUBLIC SERVICES AREA  
PUBLIC WORKS

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
SOLID WASTE & REC COORD	403170	1.00	1.00
SW EDUCATION/COMM LIAS	403170	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	2.00	2.00
ADMIN ASSISTANT LVL 5	110054	1.50	1.50
APPLICATION SPECIALIST	401760	1.00	1.00
CIVIL ENGINEER IV	403840	1.00	1.00
CIVIL ENGINEER V	401330	0.05	0.05
CIVIL ENGINEERING SPEC 5	112034	0.01	0.01
ELEC & CONTROL TECH IV	116244	0.05	0.05
ELEC & CONTROL TECH V	116254	0.05	0.05
FIELD OP ASST MANAGER	401140	2.00	2.00
FIELD OPER TECH I - INFRA	112804	12.00	12.00
FIELD OPER TECH I-FOR/PA	112854	4.00	4.00
FIELD OPER TECH II - FOR/	112764	1.00	1.00
FIELD OPER TECH II - INFR	112814	6.00	6.00
FIELD OPER TECH II-FOR/PA	112864	6.00	6.00
FIELD OPER TECH III - COM	112724	6.65	6.65
FIELD OPER TECH III -INFR	112824	10.00	10.00
FIELD OPER TECH III-FOR/P	112874	1.00	1.00
FIELD OPER TECH IV - COMM	112734	1.35	1.35
FIELD OPER TECH IV - INFR	112834	17.00	17.00
FIELD OPER TECH IV-FOR/PA	112884	5.00	5.00
FIELD OPER TECH V - COMM	112744	3.00	3.00
FIELD OPER TECH V - INFRA	112844	15.00	15.00
FIELD OPER TECH V-FOR/PA	112894	5.00	5.00
FIELD OPERATIONS MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV I	192100	2.00	2.00
FIELD OPERATIONS SUPV II	192110	2.00	2.00
FIELD OPERATIONS SUPV IV	192130	3.00	3.00
FIELD OPERATIONS SUPV IV	192131	1.00	1.00
FIELD OPERATIONS SUPV V	192140	1.00	1.00
FINANCIAL ANALYST-BUDGET	401720	1.00	1.00
FLEET & FAC SUPV II	190014	0.05	0.05
OFFICE MANAGER	403180	1.00	1.00
PROCUREMENT COORDINATOR	117450	0.03	0.03
TREE TRIMMER I	112851	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
WATER UTIL MAIN SUPER III	197460	0.02	0.02
WATER UTILITY SUPV I	197401	0.02	0.02
WATER UTILITY SUPV II	197410	0.01	0.01
WATER UTILITY SUPV III	197420	0.01	0.01
WATER UTILITY SUPV III	197421	0.01	0.05
WATER UTILITY TECH I	117400	0.10	0.10
WATER UTILITY TECH II	117410	0.15	0.15
WATER UTILITY TECH III	117420	0.10	0.10
WATER UTILITY TECH IV	117430	0.10	0.10
WATER UTILITY TECH V	117441	0.10	0.10
WTP MANAGER	401310	0.03	0.03
<b>Total</b>		<b>116.89</b>	<b>116.93</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	149,620	159,273	158,922	153,412	150,060	146,738
INTERGOVERNMENTAL REVENUES	159,229	5,121	-	-	-	-
INVESTMENT INCOME	31,603	23,166	3,601	3,601	2,412	2,412
LICENSES, PERMITS & REGISTRATIONS	66,248	97,298	68,450	75,000	75,000	75,000
MISCELLANEOUS REVENUE	10,707	13,158	6,802	4,245	3,000	3,000
OPERATING TRANSFERS IN	361,420	395,812	548,089	548,089	511,067	543,194
PRIOR YEAR SURPLUS	-	-	682,361	-	163,569	296,147
TAXES	-	642	-	620	-	-
<b>Total</b>	<b>\$778,827</b>	<b>\$694,470</b>	<b>\$1,468,225</b>	<b>\$784,967</b>	<b>\$905,108</b>	<b>\$1,066,491</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ENERGY PROJECTS (0002)	109,697	102,430	259,472	83,046	241,454	238,266
GENERAL (0010)	-	3,000	150,287	-	-	-
WATER SUPPLY SYSTEM (0042)	74,459	99,306	83,950	81,220	80,500	80,500
SEWAGE DISPOSAL SYSTEM (0043)	2,875	3,220	1,500	3,085	3,000	3,000
ALTERNATIVE TRANSPORTATION (0061)	351,292	304,584	489,123	457,176	505,154	669,725
STORMWATER SEWER SYSTEM FUND (0069)	81,275	91,809	69,010	75,440	75,000	75,000
SOLID WASTE (0072)	-	-	329,883	-	-	-
GENERAL CAPITAL FUND (00CP)	-	85,000	85,000	85,000	-	-
MAJOR GRANTS PROGRAMS (00MG)	159,229	5,121	-	-	-	-
<b>Total</b>	<b>\$778,827</b>	<b>\$694,470</b>	<b>\$1,468,225</b>	<b>\$784,967</b>	<b>\$905,108</b>	<b>\$1,066,491</b>



**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GRANT/LOAN RECIPIENTS	133,440	20,000	-	-	-	-
PERSONNEL SERVICES	1,202,172	1,280,523	1,525,202	1,422,054	1,741,418	1,647,190
PAYROLL FRINGES	758,146	693,811	753,797	742,149	787,714	799,578
OTHER SERVICES	398,342	398,627	2,229,230	2,197,657	818,774	526,132
MATERIALS & SUPPLIES	57,453	16,873	127,966	126,563	119,400	117,400
OTHER CHARGES	306,277	291,639	303,465	307,830	393,803	419,627
PASS THROUGHGS	121,063	257,639	220,645	155,358	69,560	66,238
EMPLOYEE ALLOWANCES	18,964	18,784	11,737	12,071	11,033	11,033
<b>Total</b>	<b>\$2,995,857</b>	<b>\$2,977,896</b>	<b>\$5,172,042</b>	<b>\$4,963,682</b>	<b>\$3,941,702</b>	<b>\$3,587,198</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
ENERGY PROJECTS (0002)	278,783	118,168	255,627	255,627	241,454	238,266
GENERAL (0010)	177,597	339,647	295,098	219,137	229,352	231,754
MAJOR STREET (0021)	120,568	119,757	137,391	137,418	183,940	163,036
LOCAL STREET (0022)	3,337	4,618	5,000	5,000	6,500	6,500
WATER SUPPLY SYSTEM (0042)	667,930	702,899	770,016	770,016	807,118	800,259
SEWAGE DISPOSAL SYSTEM (0043)	497,769	487,124	1,313,179	1,313,179	601,779	596,100
ALTERNATIVE TRANSPORTATION (0061)	122,513	118,036	131,206	131,206	196,939	196,506
STORMWATER SEWER SYSTEM FUND (0069)	743,985	787,294	1,419,255	1,418,143	1,070,869	1,015,683
SOLID WASTE (0072)	235,383	219,005	739,528	618,524	603,751	339,094
GENERAL CAPITAL FUND (00CP)	-	74,568	95,432	95,432	-	-
MAJOR GRANTS PROGRAMS (00MG)	147,992	6,780	10,310	-	-	-
<b>Total</b>	<b>\$2,995,857</b>	<b>\$2,977,896</b>	<b>\$5,172,042</b>	<b>\$4,963,682</b>	<b>\$3,941,702</b>	<b>\$3,587,198</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
SYSTEMS PLANNING	15.32	15.50	16.50	16.83	16.83
<b>Total</b>	<b>15.32</b>	<b>15.50</b>	<b>16.50</b>	<b>16.83</b>	<b>16.83</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** – The FY 2018 budget includes additional funds for temporary pay related to climate and weatherization and an additional .33 FTE beginning in FY 2018.

**Other Services** - The decrease is reflective of a one-time allocation in FY 2017 for professional services in the Stormwater and Sewer funds.

**Pass Throughs** – The decrease is reflective of a reduction in the transfers to other funds for FY 2018.

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Public Services**

**Area Administrator: Craig Hupy**

**Service Unit: Systems Planning**

**Service Unit Manager: Cresson Slotten**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Partnerships	●	●		●	●		Complete Water Main Maintenance Agreement with the University of Michigan by December 2017	80%	80%	80%	100%
							Complete list of recommendations and approach for regional recycling solution with Washtenaw County by June 2018	N/A	10%	75%	100%
							Complete Allen Creek Greenway Master Plan by January 2018	N/A	25%	75%	100%
							Complete recommendations for the Downtown Alleys Program by January 2018	N/A	N/A	50%	100%
Programs	●	●		●	●		Meeting Community Service Levels; Exemplary program recognition and resource for other municipalities; Program compliance	N/A	N/A	N/A	N/A
							Host 4 Sustainability Programs for the community during FY18	4 sessions	4 sessions	4 sessions	4 sessions
							Implement Wood Recovery Program by June 2018	N/A	10%	10%	100%
							Increase participation in the Citizen Pruner Program by 15% by June 2018	88	106	125	145
							Onboard a reputable & community supported contractor for the long-term operation of the MRF by January 2018	N/A	N/A	N/A	N/A
Public Engagement	●		●	●	●		More diverse input across the community; a more informed and appropriately engaged community; A clear understanding of staff and the City's role and responsibility; appropriate and clear direction for commission initiatives	N/A	N/A	N/A	N/A
							Facilitate 12 Transportation Commission meetings, 12 Environmental Commission, 12 Energy Commission and 12 Natural Features Committee meetings during FY18	EnvC:75% EngC:92% NFC:0%	EnvC:83% EngC:100% NFC:0%	42% EngC:92% EngC:100%	100% EngC:0%
Asset Management	●	●	●	●	●		Achieve desired Levels of Service (LOS) for City systems, Provide sustainable City systems	N/A	N/A	N/A	N/A
							Begin and complete implementation of stormwater and sanitary system asset management plans by July 2019	N/A	N/A	50%	100%
							Complete 10% of condition assessments of sanitary and stormwater systems by December 2018	N/A	N/A	25%	100%
							Complete a streetlight asset management plan by July 2018	N/A	15%	50%	100%
Private Development	●	●		●	●		Development that complies with all local codes, regulations and standards & specifications; A predicable development process for the developers and the community	N/A	N/A	N/A	N/A
							Response to 90% of citizen complaints within 48 hours				
							Complete review of 80% of site plans within 3 weeks				
						Complete 90% of residential grading permit review within one week					

PUBLIC SERVICES AREA  
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ENERGY PROGRAM ANALYST	401660	1.00	1.00
PROGRAM ADMINISTRATOR	403199	2.00	2.00
SYSTEMS PLAN ANALYST	401370	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	0.45	0.45
CITY PLANNER III	401030	1.00	1.00
CIVIL ENGINEER I	000990	0.16	0.16
CIVIL ENGINEER III	403620	0.15	0.15
CIVIL ENGINEER IV	403840	0.20	0.20
ENVIRONMENTAL COORDINATOR	401410	1.00	1.00
GIS ANALYST	401710	1.00	1.00
GIS SPECIALIST	000960	1.00	1.00
LAND DEVELOPMENT COORDIN	114420	1.00	1.00
PRIVATE DEVELOPMENT COORD	403880	0.37	0.37
STORMWATER/FLOODPLAIN CO	401630	1.00	1.00
SYSTEMS PLANNING ENG IV	403830	2.00	2.00
SYSTEMS PLANNING MANAGER	401320	1.00	1.00
TRANSPORTATION PROGRAM MG	404030	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
WATER QUALITY MANAGER	403820	1.00	1.00
<b>Total</b>		<b>16.83</b>	<b>16.83</b>



## *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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CONTRIBUTIONS	-	9,503	-	-	-	-
MISCELLANEOUS REVENUE	450	(195,064)	-	2,080	1,050	1,050
<b>Total</b>	<b>\$450</b>	<b>(\$185,561)</b>	<b>-</b>	<b>\$2,080</b>	<b>\$1,050</b>	<b>\$1,050</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
SEWAGE DISPOSAL SYSTEM (0043)	450	(185,561)	-	2,080	1,050	1,050
<b>Total</b>	<b>\$450</b>	<b>(\$185,561)</b>	<b>-</b>	<b>\$2,080</b>	<b>\$1,050</b>	<b>\$1,050</b>

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	2,262,676	2,346,695	2,538,461	2,463,982	2,593,681	2,656,432
PAYROLL FRINGES	1,674,297	1,518,186	1,547,882	1,547,882	1,578,598	1,631,164
OTHER SERVICES	2,122,473	2,233,874	3,321,159	2,542,083	3,245,970	3,269,823
MATERIALS & SUPPLIES	831,048	819,214	989,830	809,080	827,105	853,224
OTHER CHARGES	2,746,281	2,845,718	4,072,528	4,046,028	4,206,611	6,720,093
PASS THROUGHS	-	795	-	-	-	-
CAPITAL OUTLAY	7,969	36,586	15,000	15,000	-	-
EMPLOYEE ALLOWANCES	7,008	16,971	1,719	1,819	2,190	2,494
<b>Total</b>	<b>\$9,651,752</b>	<b>\$9,818,039</b>	<b>\$12,486,579</b>	<b>\$11,425,874</b>	<b>\$12,454,155</b>	<b>\$15,133,230</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
SEWAGE DISPOSAL SYSTEM (0043)	9,651,752	9,818,039	12,486,579	11,425,874	12,454,155	15,133,230
<b>Total</b>	<b>\$9,651,752</b>	<b>\$9,818,039</b>	<b>\$12,486,579</b>	<b>\$11,425,874</b>	<b>\$12,454,155</b>	<b>\$15,133,230</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WASTEWATER TREATMENT	35.17	34.85	34.85	35.33	35.46
<b>Total</b>	<b>35.17</b>	<b>34.85</b>	<b>34.85</b>	<b>35.33</b>	<b>35.46</b>

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES UNIT**

**EXPENSES**

**Materials & Supplies** - The decrease is due to a reduced chemical budget for FY 2018.



PUBLIC SERVICES AREA  
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	869,059	941,420	871,217	831,017	1,173,915	1,033,870
1100 FRINGE BENEFITS	309,110	418,503	416,242	416,242	472,240	472,734
7031 REVOLVING EQUIPMENT	33,359	43,833	38,297	37,753	55,034	55,914
7043 PLANT	6,954,113	6,787,458	8,860,856	8,344,077	8,783,219	11,444,334
7051 STATION	29,362	31,068	49,725	42,325	46,332	48,900
7053 LAB	349,124	371,436	372,154	372,154	363,394	347,643
7055 SOLIDS	1,078,268	1,214,440	1,824,430	1,346,280	1,520,650	1,690,100
7057 INDUSTRIAL PRETREAT	10,847	11,554	26,150	11,650	26,150	26,150
7060 OUTSTATIONS	18,512	(1,671)	27,508	24,376	13,221	13,585
<b>Total</b>	<b>\$9,651,754</b>	<b>\$9,818,041</b>	<b>\$12,486,579</b>	<b>\$11,425,874</b>	<b>\$12,454,155</b>	<b>\$15,133,230</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Public Services**

**Area Administrator: Craig Hupy**

**Service Unit: Wastewater Treatment Services**

**Service Unit Manager: Earl Kenzie**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Continuously treat sanitary and industrial wastewater that meets or exceeds regulatory standards before discharge to the Huron River	●	●		●	●		100% compliance with monthly NPDES permit limits	100%	100%	100%	100%
							99% compliance with daily NPDES permit limits	100%	>99% (2/366)	>99% (1/365)	100%
							No bypass of untreated wastewater to the Huron River or backups from lift stations to private property or the environment due to equipment failure	0 SSO	1 SSO	0 SSO	0 SSO
Manage the reuse and disposal of biosolids in an environmentally sustainable manner	●	●		●			Land apply 100% of biosolids from May through November, weather permitting	100%	100%	100%	100%
Raise public awareness of wastewater treatment				●	●		> 100 attendees of annual open house	N/A	N/A	N/A	Resume open house
							> 250 people attending tours	N/A	N/A	N/A	Resume tours
Ensure WWTSU staff have sufficient technical and safety training and skills to meet performance expectations of their positions and teams	●					●	100% of staff have up to date safety training	100%	100%	100%	100%
							100% of staff have career development plans	N/A	N/A	10%	50%
							75% of staff have training/continuing education plans	N/A	N/A	10%	40%
							Develop a technical training curriculum for WUTs, WUSs, WUMS, and ECSTs	N/A	N/A	10%	50%
Maintenance of WWTSU equipment and facilities	●		●		●	●	Complete > 75% of monthly preventive maintenance and corrective maintenance work orders on time	N/A	N/A	80%	85%
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in two-year budget cycle	●		●				Populate Capital Improvement Plan with WWTSU assets needs	All included	All included	All included	All included
							Ensure capital projects meet schedule and budget targets	Targets met	Targets met	Targets met	Targets met
							Maintain Ratio of Total Capital Expenditures/Budgeted Capital Expenditures between 0.85 and 1.0	N/A	N/A	N/A	0.90
							Complete condition assessment of 20% of critical assets per year	N/A	N/A	N/A	20%

PUBLIC SERVICES AREA  
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
WATER UTIL MAINT SUPV 1	197430	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	0.90	0.94
CIVIL ENGINEER V	401330	0.59	0.88
ELEC & CONTROL TECH IV	116244	3.00	3.00
ENVIRON LAB ANALYST III	110334	1.89	1.63
ENVIRON LAB ANALYST IV	110344	0.62	0.62
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	0.95	0.95
PROCUREMENT COORDINATOR	117450	1.00	1.00
WATER UTILITY SUPV I	197400	2.00	2.00
WATER UTILITY SUPV I	197401	1.00	1.00
WATER UTILITY SUPV II	197411	1.00	1.00
WATER UTILITY SUPV III	197421	1.00	1.00
WATER UTILITY TECH I	117401	1.00	1.00
WATER UTILITY TECH II	117411	2.00	2.00
WATER UTILITY TECH III	117420	5.00	5.00
WATER UTILITY TECH IV	117430	2.00	2.00
WATER UTILITY TECH IV	117431	1.00	1.00
WATER UTILITY TECH V	117440	1.00	1.00
WATER UTILITY TECH V	117441	5.00	5.00
WWTP MANAGER	401300	0.88	0.94
<b>Total</b>		<b>35.33</b>	<b>35.46</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	497,910	425,935	421,273	410,000	526,900	541,159
CONTRIBUTIONS	-	-	-	15,000	-	-
MISCELLANEOUS REVENUE	2,677	2,508	-	-	-	-
PRIOR YEAR SURPLUS	-	-	68,000	-	-	-
<b>Total</b>	<b>\$500,587</b>	<b>\$428,443</b>	<b>\$489,273</b>	<b>\$425,000</b>	<b>\$526,900</b>	<b>\$541,159</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	487,844	415,648	479,273	400,000	525,900	531,159
WATER SUPPLY SYSTEM (0042)	12,743	12,795	10,000	25,000	1,000	10,000
<b>Total</b>	<b>\$500,587</b>	<b>\$428,443</b>	<b>\$489,273</b>	<b>\$425,000</b>	<b>\$526,900</b>	<b>\$541,159</b>

**PUBLIC SERVICES AREA  
WATER TREATMENT**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	1,752,660	1,827,169	1,947,511	1,975,219	2,011,395	2,113,380
PAYROLL FRINGES	1,231,721	1,114,139	1,098,898	1,098,898	1,192,058	1,232,113
OTHER SERVICES	2,133,617	1,827,585	2,422,236	2,074,722	2,425,658	2,048,094
MATERIALS & SUPPLIES	1,382,540	1,431,683	1,699,846	1,594,485	1,472,833	1,478,854
OTHER CHARGES	3,222,257	3,640,979	3,452,740	3,848,979	3,801,795	3,907,354
PASS THROUGHS	110,000	80,000	270,000	250,000	525,000	125,000
CAPITAL OUTLAY	52,440	229,869	280,000	130,000	100,000	100,000
EMPLOYEE ALLOWANCES	5,274	6,267	1,598	1,422	3,652	3,652
<b>Total</b>	<b>\$9,890,509</b>	<b>\$10,157,691</b>	<b>\$11,172,829</b>	<b>\$10,973,725</b>	<b>\$11,532,391</b>	<b>\$11,008,447</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	268,050	296,564	564,979	496,979	850,824	461,597
WATER SUPPLY SYSTEM (0042)	9,618,063	9,853,238	10,585,424	10,454,320	10,669,234	10,534,123
STORMWATER SEWER SYSTEM FUND (0069)	4,396	7,889	22,426	22,426	12,333	12,727
<b>Total</b>	<b>\$9,890,509</b>	<b>\$10,157,691</b>	<b>\$11,172,829</b>	<b>\$10,973,725</b>	<b>\$11,532,391</b>	<b>\$11,008,447</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
WATER TREATMENT	25.74	25.71	25.71	27.31	27.53
<b>Total</b>	<b>25.74</b>	<b>25.71</b>	<b>25.71</b>	<b>27.31</b>	<b>27.53</b>

**PUBLIC SERVICES**  
**WATER TREATMENT SERVICES**

**REVENUES**

**Charges for Services** - This reflects the volatile nature of the hydroelectric revenue, which is dependent on weather which can increase or decrease water flow.

**EXPENSES**

**Personnel Services** – The FY 2018 increase is due to a 1.60 FTE increase.

**Payroll Fringes** – The FY 2018 increase is due to a 1.60 FTE increase.

**Materials & Supplies** - This is due to chemical costs being adjusted to reflect historical usage at the Water Treatment plant.

**Other Charges** - The increase is due to higher depreciation expense anticipated for FY 2018.

**Pass Throughs** - This increase reflects capital projects budgeted in FY 2018 for the dams.

**Capital Outlay** – The reduction is attributable to a decrease in planned equipment purchase in FY 2018.



**PUBLIC SERVICES AREA  
WATER TREATMENT**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	21,948	41,807	97,605	49,605	44,592	47,202
7020 CELL TOWER ADMINISTRATION	-	-	28,000	28,000	105,008	107,449
7091 MAINTENANCE - HYDROPOWER	233,683	244,624	436,374	418,574	691,224	296,946
7099 RECREATIONAL DAMS	12,417	10,132	3,000	800	10,000	10,000
<b>Total</b>	<b>\$268,048</b>	<b>\$296,563</b>	<b>\$564,979</b>	<b>\$496,979</b>	<b>\$850,824</b>	<b>\$461,597</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	1,229,297	1,211,322	1,161,358	1,160,139	1,579,189	1,290,728
7031 REVOLVING EQUIPMENT	23,556	45,992	43,552	43,552	63,620	65,106
7038 DWRF 7362 ADMINISTRATION	110	173	-	-	-	-
7039 DWRF 7375 ADMINISTRATION	110	341	-	-	-	-
7043 PLANT	6,926,088	7,119,753	7,587,280	7,630,395	7,412,819	7,584,502
7044 PROCESS LAB	45,615	53,060	55,095	55,095	45,900	56,990
7053 LAB	275,861	284,080	282,779	275,779	286,771	313,507
7055 SOLIDS	317,887	342,225	442,917	422,917	392,482	420,560
7060 OUTSTATIONS	799,540	796,290	1,012,443	866,443	888,453	802,730
<b>Total</b>	<b>\$9,618,064</b>	<b>\$9,853,236</b>	<b>\$10,585,424</b>	<b>\$10,454,320</b>	<b>\$10,669,234</b>	<b>\$10,534,123</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
7053 LAB	4,397	7,889	22,426	22,426	12,333	12,727
<b>Total</b>	<b>\$4,397</b>	<b>\$7,889</b>	<b>\$22,426</b>	<b>\$22,426</b>	<b>\$12,333</b>	<b>\$12,727</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9000 CAPITAL OUTLAY	-	-	-	200,000	525,000	125,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$200,000</b>	<b>\$525,000</b>	<b>\$125,000</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Public Services**

**Area Administrator: Craig Hupy**

**Service Unit: Water Treatment Services**

**Service Unit Manager: Brian Steglitz**

CORE SERVICE	STRATEGIC GOALS (●)					PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology					
Provide continuous supply of safe drinking water to citizens of Ann Arbor and neighboring townships.	●	●		●	●	100% compliance with SDWA regulations (# of violations)	0	1	0	0
						Reduce water quality complaints < 152/yr	170	196	300	<152
						Total coliform detection - 0/qtr	2	2	2	0
						E.Coli detection - 0/qtr	0	0	0	0
Raise public awareness of drinking water				●	●	> 250 attendees of annual open house	100	210	>250	>250
						> 1600 people attending tours	1225	1823	>1600	>1600
						Deliver Annual Water Quality Report to all City drinking water customers	X	X	X	X
Provide laboratory services for existing and future customers	●	●		●	●	Minimize repeat analyses - < 140 data reporting errors/yr	N/A	N/A	84	<140
						Implement environmental lab strategic plan	N/A	X	X	X
						Present research at one conference	N/A	N/A	N/A	X
						Publish research within 2 years	N/A	N/A	N/A	X
Ensure WTSU staff have sufficient training and skills to meet performance expectations of their positions and teams	●				●	> 24 hrs of technical training/employee/yr	N/A	N/A	20	24
						60% of staff have career development plans (progressions)	N/A	N/A	20%	60%
						75% of staff have training/continuing education plans	N/A	N/A	50%	75%
						Develop a technical training curriculum for WUTs, WUSs, and ELAs	N/A	N/A	N/A	X
Maintenance of WTSU equipment and facilities	●		●		●	Complete > 75% of monthly preventive maintenance work order on time.	41%	45%	55%	75%
						Maintain the ratio of preventive maintenance hours to corrective maintenance hours above 1.1	0.72	0.96	0.85	1.10
						Maintain non-revenue water loss to <12% of production	12%	N/A	12%	<12%
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in two-year budget cycle	●		●			Populate Capital Improvement Plan with WTSU assets needs	X	X	X	X
						Ensure capital projects meet schedule and budget targets	N/A	N/A	X	X
						Maintain Ratio of Total Capital Expenditures/Budgeted Capital Expenditures between 0.85 and 1.0	N/A	N/A	0.65	0.85 - 1.0
						Complete condition assessment of 20% of critical assets per year.	N/A	N/A	10%	20%

PUBLIC SERVICES AREA  
WATER TREATMENT

Allocated Positions

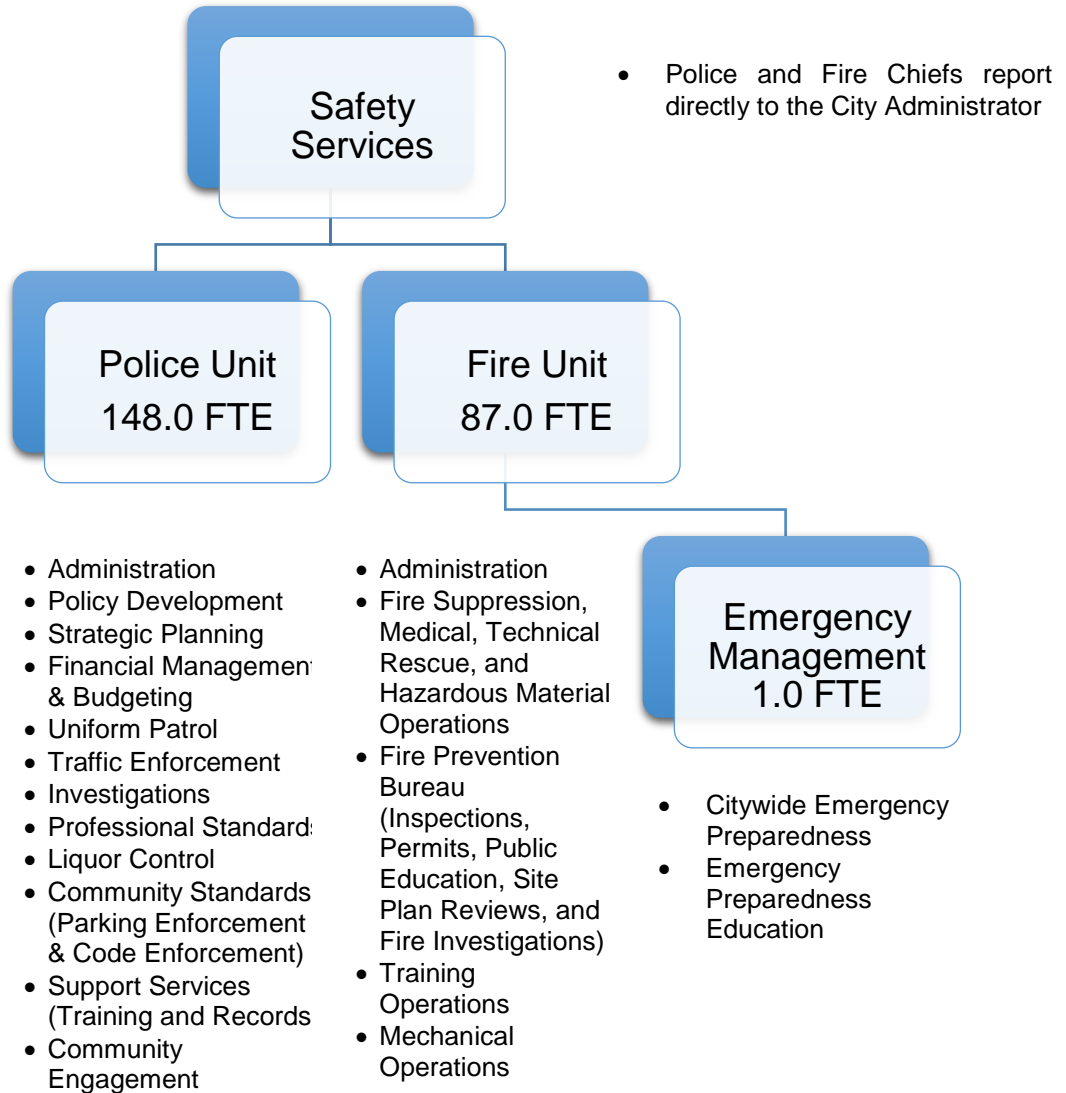
Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
ADMIN ASSISTANT LVL 4	110044	0.75	0.75
ASST WTP MANAGER	401020	1.00	1.00
CIVIL ENGINEER V	401330	0.35	0.35
ELEC & CONTROL TECH IV	116244	0.95	0.95
ELEC & CONTROL TECH V	116254	0.95	0.95
ENVIRON LAB ANALYST III	110334	1.11	1.37
ENVIRON LAB ANALYST IV	110344	0.38	0.38
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
FIN ANALYST-BUDGET	403340	1.00	1.00
PROCESS CONTROL SYS SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	0.97	0.97
TELECOMMUNICATION MANAGER	409998	1.00	1.00
WATER UTIL MAIN SUPER III	197460	0.98	0.98
WATER UTILITY SUPV I	197401	1.98	1.98
WATER UTILITY SUPV II	197410	0.99	0.99
WATER UTILITY SUPV III	197420	0.99	0.99
WATER UTILITY SUPV III	197421	0.99	0.95
WATER UTILITY TECH I	117400	1.90	1.90
WATER UTILITY TECH II	117410	2.85	2.85
WATER UTILITY TECH III	117420	1.90	1.90
WATER UTILITY TECH IV	117430	1.90	1.90
WATER UTILITY TECH V	117441	1.90	1.90
WTP MANAGER	401310	0.97	0.97
<b>Total</b>		<b>27.31</b>	<b>27.53</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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
FIRE SERVICES	565,231	871,770	608,165	545,531	584,933	548,033
POLICE SERVICES	3,524,679	3,873,258	3,330,539	3,429,128	3,532,788	3,428,942
<b>Total</b>	<b>\$4,089,910</b>	<b>\$4,745,028</b>	<b>\$3,938,704</b>	<b>\$3,974,659</b>	<b>\$4,117,721</b>	<b>\$3,976,975</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	21,913	18,612	-	-	-	-
GENERAL (0010)	3,941,044	4,060,417	3,659,608	3,807,351	3,931,218	3,936,218
HOMELAND SECURITY GRANT FUND (0017)	42,379	46,815	52,169	53,089	-	-
DRUG ENFORCEMENT (0027)	20,236	46,204	100,126	1,604	54,325	1,604
FEDERAL EQUITABLE SHARING FORFEI (0028)	13,216	144,483	55,134	36,816	33,946	11,021
POLICE & FIRE RELIEF (0053)	5,674	7,042	3,000	7,059	7,059	7,059
MICHIGAN JUSTICE TRAINING (0064)	11,992	23,519	20,000	20,073	21,073	21,073
LOCAL FORFEITURE (0073)	21	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	48,667	48,667	70,100	-
MAJOR GRANTS PROGRAMS (00MG)	33,435	397,936	-	-	-	-
<b>Total</b>	<b>\$4,089,910</b>	<b>\$4,745,028</b>	<b>\$3,938,704</b>	<b>\$3,974,659</b>	<b>\$4,117,721</b>	<b>\$3,976,975</b>

## SAFETY SERVICES

### Expenses by Service Unit

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
FIRE SERVICES	15,049,815	16,198,264	16,262,291	16,179,349	15,643,440	15,793,187
POLICE SERVICES	26,083,993	26,622,524	27,240,514	26,850,182	26,361,085	26,852,729
<b>Total</b>	<b>\$41,133,808</b>	<b>\$42,820,788</b>	<b>\$43,502,805</b>	<b>\$43,029,531</b>	<b>\$42,004,525</b>	<b>\$42,645,916</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	21,919	18,606	-	-	-	-
GENERAL (0010)	40,728,249	42,116,258	43,275,014	42,898,046	41,827,329	42,614,466
HOMELAND SECURITY GRANT FUND (0017)	42,305	46,739	52,313	53,268	-	-
DRUG ENFORCEMENT (0027)	39,079	71,496	100,126	18,762	53,171	450
FEDERAL EQUITABLE SHARING FORFEI (0028)	215,944	147,875	55,134	39,455	32,925	10,000
MICHIGAN JUSTICE TRAINING (0064)	40,701	20,000	20,000	20,000	21,000	21,000
LOCAL FORFEITURE (0073)	3,517	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	70,100	-
MAJOR GRANTS PROGRAMS (00MG)	42,094	399,814	218	-	-	-
<b>Total</b>	<b>\$41,133,808</b>	<b>\$42,820,788</b>	<b>\$43,502,805</b>	<b>\$43,029,531</b>	<b>\$42,004,525</b>	<b>\$42,645,916</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES	87.00	87.00	87.00	88.00	88.00
POLICE SERVICES	149.00	149.00	149.00	148.00	148.00
<b>Total</b>	<b>236.00</b>	<b>236.00</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, educating the public, reviewing construction site plans, and investigating fires. 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  
FIRE SERVICES**

**Revenues by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	454,026	453,225	402,000	489,216	533,028	533,028
CONTRIBUTIONS	-	25,332	-	-	-	-
INTERGOVERNMENTAL REVENUES	18,455	356,423	-	-	-	-
INTRAGOVERNMENTAL SALES	-	6,040	-	-	-	-
LICENSES, PERMITS & REGISTRATIONS	725	275	5,300	400	2,305	2,305
MISCELLANEOUS REVENUE	92,025	23,219	12,700	13,548	12,700	12,700
OPERATING TRANSFERS IN	-	7,256	42,367	42,367	-	-
PRIOR YEAR SURPLUS	-	-	145,798	-	36,900	-
<b>Total</b>	<b>\$565,231</b>	<b>\$871,770</b>	<b>\$608,165</b>	<b>\$545,531</b>	<b>\$584,933</b>	<b>\$548,033</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	546,776	482,759	565,798	503,164	548,033	548,033
GENERAL CAPITAL FUND (00CP)	-	-	42,367	42,367	36,900	-
MAJOR GRANTS PROGRAMS (00MG)	18,455	389,011	-	-	-	-
<b>Total</b>	<b>\$565,231</b>	<b>\$871,770</b>	<b>\$608,165</b>	<b>\$545,531</b>	<b>\$584,933</b>	<b>\$548,033</b>

**SAFETY SERVICES  
FIRE SERVICES**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	7,311,471	7,940,686	7,749,656	7,669,298	7,323,957	7,382,106
PAYROLL FRINGES	4,693,857	4,378,865	4,793,430	4,806,362	4,659,502	4,773,955
OTHER SERVICES	1,124,879	1,156,039	1,347,888	1,322,099	1,242,763	1,241,268
MATERIALS & SUPPLIES	160,857	308,707	257,096	269,299	234,297	234,297
OTHER CHARGES	1,517,086	1,861,798	1,865,147	1,866,847	2,038,971	2,017,611
PASS THROUGHS	75,000	7,256	-	-	-	-
CAPITAL OUTLAY	7,810	399,613	96,624	96,624	-	-
VEHICLE OPERATING COSTS	-	-	250	-	250	250
EMPLOYEE ALLOWANCES	158,855	145,300	152,200	148,820	143,700	143,700
<b>Total</b>	<b>\$15,049,815</b>	<b>\$16,198,264</b>	<b>\$16,262,291</b>	<b>\$16,179,349</b>	<b>\$15,643,440</b>	<b>\$15,793,187</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	15,031,359	15,807,375	16,262,073	16,179,349	15,606,540	15,793,187
GENERAL CAPITAL FUND (00CP)	-	-	-	-	36,900	-
MAJOR GRANTS PROGRAMS (00MG)	18,456	390,889	218	-	-	-
<b>Total</b>	<b>\$15,049,815</b>	<b>\$16,198,264</b>	<b>\$16,262,291</b>	<b>\$16,179,349</b>	<b>\$15,643,440</b>	<b>\$15,793,187</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES	87.00	87.00	87.00	88.00	88.00
<b>Total</b>	<b>87.00</b>	<b>87.00</b>	<b>87.00</b>	<b>88.00</b>	<b>88.00</b>

**SAFETY SERVICES AREA**  
**FIRE SERVICES UNIT**

**REVENUES**

**Charges for Services** - The increase is associated with a change in the fire safety inspection's fee schedule developed with the help of business owners.

**Operating Transfers In** - The increase reflects a one-time transfer of revenue in FY 2018 to offset the cost of equipment purchases.

**Prior Year Surplus** - The reduction in FY 2018 reflects one-time monies to fund grant matching and special project requests in FY 2017.

**EXPENSES**

**Personnel Services** - In FY 2017, the budget includes additional funding for severance payments for employees that have retired during the year. The decrease in FY 2018 relates to the retirement of several high-ranking employees in FY 2017. The Emergency Manager Director position was moved from the Police Department to the Fire Department for FY 2017, however due to several retirements in the Fire Department the overall personnel costs did not increase.

**Payroll Fringes** - The decrease relates to the retirement of several high-ranking employees in FY 2017.

**Other Services** - In FY 2017, one-time money was allocated for promotional testing.

**Other Charges** - The increase is related to the higher retiree health care and higher IT costs for FY 2018.

**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 \$809,542 in FY 2018.

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	2,684,425	2,907,632	3,313,748	3,255,235	3,101,461	3,107,361
3220 FIRE PREVENTION	940,116	1,179,065	1,152,951	1,155,901	1,047,151	1,058,786
3230 FIRE OPERATIONS	723,525	719,516	572,366	535,851	592,752	601,274
3231 FIRE STATION #1	4,230,924	3,917,171	3,984,218	3,970,283	3,939,670	4,008,127
3232 FIRE STATION #2	8,868	7,891	9,183	11,175	9,183	9,183
3233 FIRE STATION #3	1,616,364	1,676,535	1,685,118	1,686,291	1,718,318	1,739,931
3234 FIRE STATION #4	1,521,828	1,530,915	1,523,798	1,528,566	1,412,867	1,431,030
3235 EMERGENCY MANAGEMENT	-	11,963	173,569	172,811	223,187	229,648
3236 FIRE STATION #6	1,412,631	1,759,174	1,757,623	1,766,195	1,623,731	1,644,382
3237 FIRE STATION #5	1,295,512	1,365,390	1,300,986	1,295,091	1,278,318	1,295,324
3240 REPAIRS & MAINTENANCE	243,715	342,284	365,231	363,947	368,506	374,015
3250 FIRE TRAINING	353,449	389,836	423,282	438,003	291,396	294,126
<b>Total</b>	<b>\$15,031,357</b>	<b>\$15,807,372</b>	<b>\$16,262,073</b>	<b>\$16,179,349</b>	<b>\$15,606,540</b>	<b>\$15,793,187</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9000 CAPITAL OUTLAY	-	-	-	-	36,900	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$36,900</b>	<b>-</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3035 PUBLIC SAFETY GRANTS	18,455	390,890	218	-	-	-
<b>Total</b>	<b>\$18,455</b>	<b>\$390,890</b>	<b>\$218</b>	<b>-</b>	<b>-</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Safety Services**

**Area Administrator: N/A**

**Service Unit: Fire**

**Service Unit Manager: Larry Collins**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Emergency Services	●	●				●	Average company turnout time:				
							60 seconds for EMS calls	2 min 52 sec	2 min 48 sec	2 min	60 sec
							80 seconds for fire related calls	3 min 14 sec	3 min 14 sec	3 min	80 sec
							Effective fire force on scene within 540 seconds 90% of the time	50%	41.67%	50%	50%
						First responder EMS apparatus on scene within 300 seconds 90% of time	8 min 3 sec	7 min 59 sec	7 min	5 min	
Fire Prevention Services	●	●	●	●	●		Increase the number of fire safety inspections by 5% through implementation of new technology and redistribution of assigned inspection districts.	2,371	2,358	2,030	Unknown
Office of Emergency Management	●	●				●	Complete re-write and update of emergency operations plan by July 30, 2017	N/A	N/A	Yes	Yes
							Complete annual basic EOC & Plan refresher training for senior city staff and elected officials including table top exercises by November 1, 2017	N/A	N/A	Yes	Yes

**SAFETY SERVICES  
FIRE SERVICES**

**Allocated Positions**

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
APPARATUS MASTER MECH - A	131731	1.00	1.00
ASST FIRE CHIEF	170000	2.00	2.00
ASST MECHANIC	131700	1.00	1.00
BATTALION CHIEF	131740	1.00	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00	1.00
DRIVER/OPERATOR	131660	7.00	7.00
DRIVER/OPERATOR - ASSOC	131661	6.00	6.00
DRIVER/OPERATOR - BACH	131662	4.00	4.00
EMERGENCY MGR	401470	1.00	1.00
FIRE - CAPTAIN	131770	1.00	1.00
FIRE - CAPTAIN - BACH	131772	1.00	1.00
FIRE CHIEF	403680	1.00	1.00
FIRE INSPECTOR	131720	2.00	2.00
FIRE INSPECTOR - ASSOC	131721	1.00	1.00
FIRE INSPECTOR - BACH	131722	2.00	2.00
FIRE LIEUTENANT	131710	5.00	5.00
FIRE LIEUTENANT - ASSOC	131711	4.00	4.00
FIRE LIEUTENANT - BACH	131712	3.00	3.00
FIRE MARSHAL - BACH	131752	1.00	1.00
FIREFIGHTER	131820	15.00	15.00
FIREFIGHTER - ASSOC	131821	2.00	2.00
FIREFIGHTER - BACH	131822	6.00	6.00
FIREFIGHTER LIGHT DUTY	131843	1.00	1.00
FIREFIGHTER-070112	131823	18.00	18.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
<b>Total</b>		<b>88.00</b>	<b>88.00</b>

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## ***POLICE SERVICES***

The Police Services Unit provides the organization with a broad array of law enforcement services such as: uniformed patrol, traffic enforcement, traffic crash investigation, ordinance enforcement, parking enforcement, general criminal investigations, specialized investigations and records management. In addition to responding to calls for service and follow-up investigations, the Police Services Unit is committed to partnering with the community through various engagement methods to ensure superior service delivery.

**SAFETY SERVICES  
POLICE SERVICES**

**Revenues by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	995,057	1,052,993	789,000	1,026,411	942,132	947,132
CONTRIBUTIONS	1,000	1,000	1,000	1,100	1,000	1,000
FINES & FORFEITS	2,355,756	2,636,824	2,284,729	2,244,150	2,380,717	2,380,717
INTERGOVERNMENTAL REVENUES	91,143	96,756	72,169	73,045	21,000	21,000
INTRAGOVERNMENTAL SALES	-	2,172	-	-	-	-
INVESTMENT INCOME	8,414	9,406	3,000	9,351	9,307	9,307
MISCELLANEOUS REVENUE	39,792	44,107	13,020	38,771	39,786	39,786
OPERATING TRANSFERS IN	33,517	30,000	36,300	36,300	30,000	30,000
PRIOR YEAR SURPLUS	-	-	131,321	-	108,846	-
<b>Total</b>	<b>\$3,524,679</b>	<b>\$3,873,258</b>	<b>\$3,330,539</b>	<b>\$3,429,128</b>	<b>\$3,532,788</b>	<b>\$3,428,942</b>

**Revenues by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	21,913	18,612	-	-	-	-
GENERAL (0010)	3,394,268	3,577,658	3,093,810	3,304,187	3,383,185	3,388,185
HOMELAND SECURITY GRANT FUND (0017)	42,379	46,815	52,169	53,089	-	-
DRUG ENFORCEMENT (0027)	20,236	46,204	100,126	1,604	54,325	1,604
FEDERAL EQUITABLE SHARING FORFEI (0028)	13,216	144,483	55,134	36,816	33,946	11,021
POLICE & FIRE RELIEF (0053)	5,674	7,042	3,000	7,059	7,059	7,059
MICHIGAN JUSTICE TRAINING (0064)	11,992	23,519	20,000	20,073	21,073	21,073
LOCAL FORFEITURE (0073)	21	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	6,300	6,300	33,200	-
MAJOR GRANTS PROGRAMS (00MG)	14,980	8,925	-	-	-	-
<b>Total</b>	<b>\$3,524,679</b>	<b>\$3,873,258</b>	<b>\$3,330,539</b>	<b>\$3,429,128</b>	<b>\$3,532,788</b>	<b>\$3,428,942</b>

**SAFETY SERVICES  
POLICE SERVICES**

**Expenses by Category**

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GRANT/LOAN RECIPIENTS	8,658	-	-	-	-	-
PERSONNEL SERVICES	12,489,089	13,131,699	13,260,009	12,966,413	12,628,253	12,852,482
PAYROLL FRINGES	7,580,218	6,985,611	7,501,424	7,523,450	7,265,100	7,598,819
OTHER SERVICES	2,513,025	2,404,645	2,491,767	2,445,173	2,330,841	2,334,926
MATERIALS & SUPPLIES	336,766	500,832	253,383	229,144	230,196	154,550
OTHER CHARGES	2,892,981	3,293,896	3,449,319	3,403,190	3,657,315	3,662,792
PASS THROUGH	3,517	-	-	-	-	-
CAPITAL OUTLAY	-	24,845	39,972	39,972	-	-
EMPLOYEE ALLOWANCES	259,739	280,996	244,640	242,840	249,380	249,160
<b>Total</b>	<b>\$26,083,993</b>	<b>\$26,622,524</b>	<b>\$27,240,514</b>	<b>\$26,850,182</b>	<b>\$26,361,085</b>	<b>\$26,852,729</b>

**Expenses by Fund**

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	21,919	18,606	-	-	-	-
GENERAL (0010)	25,696,890	26,308,883	27,012,941	26,718,697	26,220,789	26,821,279
HOMELAND SECURITY GRANT FUND (0017)	42,305	46,739	52,313	53,268	-	-
DRUG ENFORCEMENT (0027)	39,079	71,496	100,126	18,762	53,171	450
FEDERAL EQUITABLE SHARING FORFEI (0028)	215,944	147,875	55,134	39,455	32,925	10,000
MICHIGAN JUSTICE TRAINING (0064)	40,701	20,000	20,000	20,000	21,000	21,000
LOCAL FORFEITURE (0073)	3,517	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	33,200	-
MAJOR GRANTS PROGRAMS (00MG)	23,638	8,925	-	-	-	-
<b>Total</b>	<b>\$26,083,993</b>	<b>\$26,622,524</b>	<b>\$27,240,514</b>	<b>\$26,850,182</b>	<b>\$26,361,085</b>	<b>\$26,852,729</b>

**FTE Count**

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
POLICE SERVICES	149.00	149.00	149.00	148.00	148.00
<b>Total</b>	<b>149.00</b>	<b>149.00</b>	<b>149.00</b>	<b>148.00</b>	<b>148.00</b>

**SAFETY SERVICES AREA**  
**POLICE SERVICES UNIT**

**REVENUES**

**Charges for Services** - The increase reflects a more accurate estimate of this revenue source based on historical performance.

**Intergovernmental Revenues** - The decrease is due to reduced Federal grants budgeted in FY 2017.

**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**

**Personnel Services** - The decrease relates to the retirement of several high-ranking employees in FY 2017. The Emergency Manager Director position was moved from the Police Department to the Fire Department in FY 2017.

**Payroll Fringes** - The decrease relates to the retirement of several high-ranking employees 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 Police Services Unit would be charged \$3,370,450 (includes \$703,913 for parking enforcement-patrol division) in FY 2018.

**SAFETY SERVICES AREA  
POLICE SERVICES**

**Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3035 PUBLIC SAFETY GRANTS	21,919	18,606	-	-	-	-
<b>Total</b>	<b>\$21,919</b>	<b>\$18,606</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	3,690,573	3,319,257	3,001,439	2,991,942	3,121,952	3,116,822
1221 RECRUITING & HIRING	10,817	17,776	11,500	15,979	11,350	11,350
3111 PROFESSIONAL STANDARDS	58	1,029	3,500	1,500	3,500	3,500
3114 AAATA	164,132	-	12,600	12,600	-	-
3115 DEA OFFICER	10,270	9,897	10,069	10,069	2,195	2,256
3121 ADMINISTRATIVE SERVICES	704,065	867,017	973,729	1,018,115	1,438,376	1,468,062
3123 COMMUNICATIONS	978,824	968,421	957,355	957,355	897,467	892,005
3125 MANAGEMENT INFO SYST	1,218,756	1,386,924	1,313,385	1,313,385	1,375,700	1,414,377
3126 PROPERTY	148,481	143,027	151,224	150,196	147,794	154,920
3127 RECORDS	666,865	705,068	698,141	660,609	725,381	735,749
3135 HOSTAGE NEGOTIATIONS	828	3,469	2,200	2,331	2,200	2,200
3141 CRIME PREVENTION	418	-	-	-	-	-
3144 DISTRICT DETECTIVES	4,104,310	4,454,147	4,392,054	4,440,223	3,972,608	4,035,069
3146 FIREARMS	30,954	38,894	35,000	45,510	35,000	35,000
3147 L.A.W.N.E.T.	149,215	202,256	177,503	177,705	146,409	150,582
3149 SPECIAL TACTICS	21,643	33,743	22,869	24,560	30,910	31,260
3150 PATROL	10,882,261	11,356,730	12,343,051	12,098,831	11,108,991	11,486,589
3152 SPECIAL SERVICES	896,933	959,104	1,066,026	1,041,193	1,146,135	1,184,629
3156 CROSSING GUARDS	120,439	128,742	135,606	125,293	208,671	208,672
3158 MOUNTAIN BIKES	571	944	3,000	3,000	3,000	3,000
3159 K-9	279,724	245,679	230,033	232,179	355,906	366,980
3160 MOTORCYCLE UNIT	20,861	11,366	7,758	7,810	42,891	43,013
3162 COMMUNITY STANDARDS	1,355,333	1,229,907	1,297,329	1,252,742	1,308,783	1,339,674
3172 ANIMAL CONTROL	135,570	135,570	167,570	135,570	135,570	135,570
3235 EMERGENCY MANAGEMENT	104,983	89,908	-	-	-	-
<b>Total</b>	<b>\$25,696,884</b>	<b>\$26,308,875</b>	<b>\$27,012,941</b>	<b>\$26,718,697</b>	<b>\$26,220,789</b>	<b>\$26,821,279</b>

**Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3035 PUBLIC SAFETY GRANTS	42,305	46,739	52,313	53,268	-	-
<b>Total</b>	<b>\$42,305</b>	<b>\$46,739</b>	<b>\$52,313</b>	<b>\$53,268</b>	<b>-</b>	<b>-</b>

**Expenses by Activity (0027 DRUG ENFORCEMENT)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3126 PROPERTY	-	-	7,000	6,962	-	-
3144 DISTRICT DETECTIVES	869	18,674	4,815	4,708	8,000	-
3146 FIREARMS	27,444	41,726	-	-	-	-
3150 PATROL	10,766	5,896	88,311	7,092	45,171	450
3158 MOUNTAIN BIKES	-	5,200	-	-	-	-
<b>Total</b>	<b>\$39,079</b>	<b>\$71,496</b>	<b>\$100,126</b>	<b>\$18,762</b>	<b>\$53,171</b>	<b>\$450</b>

**Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	13,037	1,878	-	-	-	-
1221 RECRUITING & HIRING	15,401	6,505	-	-	-	-
3144 DISTRICT DETECTIVES	17,688	15,181	-	-	-	-
3146 FIREARMS	-	56,007	-	-	-	-
3149 SPECIAL TACTICS	530	17,759	-	-	-	-
3150 PATROL	167,932	26,466	55,134	39,455	32,925	10,000
3152 SPECIAL SERVICES	1,356	-	-	-	-	-
3159 K-9	-	7,500	-	-	-	-
3160 MOTORCYCLE UNIT	-	16,579	-	-	-	-
<b>Total</b>	<b>\$215,944</b>	<b>\$147,875</b>	<b>\$55,134</b>	<b>\$39,455</b>	<b>\$32,925</b>	<b>\$10,000</b>

**Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	200	-	20,000	270	-	-
1221 RECRUITING & HIRING	303	-	-	295	-	-
3111 PROFESSIONAL STANDARDS	-	-	-	295	-	-
3121 ADMINISTRATIVE SERVICES	2,269	3,370	-	750	-	-
3135 HOSTAGE NEGOTIATIONS	2,947	511	-	473	-	-
3144 DISTRICT DETECTIVES	10,779	1,120	-	2,625	3,000	3,000
3146 FIREARMS	4,057	-	-	699	-	-
3149 SPECIAL TACTICS	1,495	699	-	-	-	-
3150 PATROL	18,650	12,386	-	13,793	18,000	18,000
3152 SPECIAL SERVICES	-	1,914	-	-	-	-
3159 K-9	-	-	-	800	-	-
<b>Total</b>	<b>\$40,700</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$21,000</b>	<b>\$21,000</b>

**Expenses by Activity (0073 LOCAL FORFEITURE)**

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	3,517	-	-	-	-	-
<b>Total</b>	<b>\$3,517</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
9000 CAPITAL OUTLAY	-	-	-	-	33,200	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$33,200</b>	<b>-</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
3035 PUBLIC SAFETY GRANTS	18,413	8,925	-	-	-	-
3144 DISTRICT DETECTIVES	5,225	-	-	-	-	-
<b>Total</b>	<b>\$23,638</b>	<b>\$8,925</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: Safety Services**

**Area Administrator: N/A**

**Service Unit: Police**

**Service Unit Manager: Jim Baird**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2015 Actual	FY2016 Actual	FY2017 Projected	FY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Patrol	●	●			●		Citizen perception of safety is high.	N/A	91%**	N/A	91%+
							No reports of non-availability for response to priority calls for service.	N/A	N/A	N/A	Unknown
							Staff Morale is high and CBA's are negotiated in timely manner.***	Unknown	Unknown	Unknown	Meet
Criminal Investigation	●	●			●		100% felony criminal cases with a solvability factor* are assigned to a detective.	Met	Met	Met	Meet
							All reasonable misdemeanor cases with a solvability factor* are assigned.	Met	Met	Met	Meet
							100% cell phone/computers associated with a case are analyzed.	Not Met	100%	100%	100%
Traffic Safety	●	●		●	●		All traffic complaints are evaluated within one week of submission.	Not Met	Not Met	100%	100%
							School zone related complaints are assigned within 3 days of evaluation.	Not Met	Not Met	100%	100%
							>99% of crossing guard locations are staffed.	Not Met	Not Met	Met	Meet
Community Engagement	●			●	●		100% attendance rate for any community event/meeting where PD is requested.	100%	100%	100%	100%
							Citizen perception of approachability and Police Community Trust is high as measured by the citizen survey.	Unknown	82%**	Unknown	82%+
							100% of citizen complaints are investigated.	100%	100%	100%	100%
							PD social media footprint is expanded to include Twitter.	N/A	N/A	Yes	Yes
							Safety Town and Citizen's Police Academy are at capacity attendance.	Yes	Yes	Yes	Yes
Parking Enforcement/Community Standards	●	●			●		100% of complaints are assigned.	100%	100%	100%	100%

\*Solvability factors include witnesses to the crime, knowledge of a suspect's name, knowledge of where a suspect can be located, description of a suspect, identification of a suspect, property with identifiable characteristics, a significant modus operandi, significant physical evidence, description of suspect's vehicle, positive results from a crime-scene evidence search, and belief that a crime may be solved with publicity or reasonable additional investigative effort.

\*\*FY 2016 City Citizen Survey Results

\*\*\*Survey required

**SAFETY SERVICES  
POLICE SERVICES**

**Allocated Positions**

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
MANAGEMENT ASSISTANT	000200	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
COMM STANDARD OFFICER I	118504	2.00	2.00
COMM STANDARDS OFFICER I	118504	1.00	1.00
COMM STANDARDS OFFICER II	118514	2.00	2.00
COMM STANDARDS OFFICER IV	118534	2.00	2.00
COMM STANDARDS OFFICER V	118544	3.00	3.00
COMM STANDARDS SUPV III	196724	1.00	1.00
DEPUTY CHIEF	168810	2.00	2.00
DETECTIVE I - BACH	148711	1.00	1.00
DETECTIVE I-ASSOC	148712	1.00	1.00
DETECTIVE II - BACH	148801	4.00	4.00
DETECTIVE II-ASSOC	148802	1.00	1.00
DETECTIVE III - BACH	148771	9.00	9.00
DETECTIVE III ASSOC	148772	1.00	1.00
LAWNET - ASSOC	148602	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
POLICE CHIEF	403710	1.00	1.00
POLICE LIEUTENANT DEGREED	158731	6.00	6.00
POLICE OFFICER	148700	16.00	16.00
POLICE OFFICER - ASSOC	148702	5.00	5.00
POLICE OFFICER - BACH	148701	12.00	12.00
POLICE OFFICER-BACH	148701	5.00	5.00
POLICE PROF ASST LEVEL 1	180370	2.00	2.00
POLICE PROF ASST LEVEL 2	180380	1.00	1.00
POLICE PROF ASST LEVEL 3	180390	3.00	3.00
POLICE SERVICE SPECIALIST	128560	2.00	3.00
POLICE SERVICE SPECIALIST	128561	3.00	2.00
POLICE STAFF SGT DEGREED	158761	18.00	18.00
RECORDS AND DATA UNIT SUP	196800	1.00	1.00
SENIOR OFFICER I - ASSOC	148692	2.00	2.00
SENIOR OFFICER I - BACH	148691	1.00	1.00
SENIOR OFFICER II	148900	2.00	2.00
SENIOR OFFICER II - ASSOC	148902	4.00	4.00
SENIOR OFFICER II - BACH	148901	30.00	30.00
<b>Total</b>		<b>148.00</b>	<b>148.00</b>

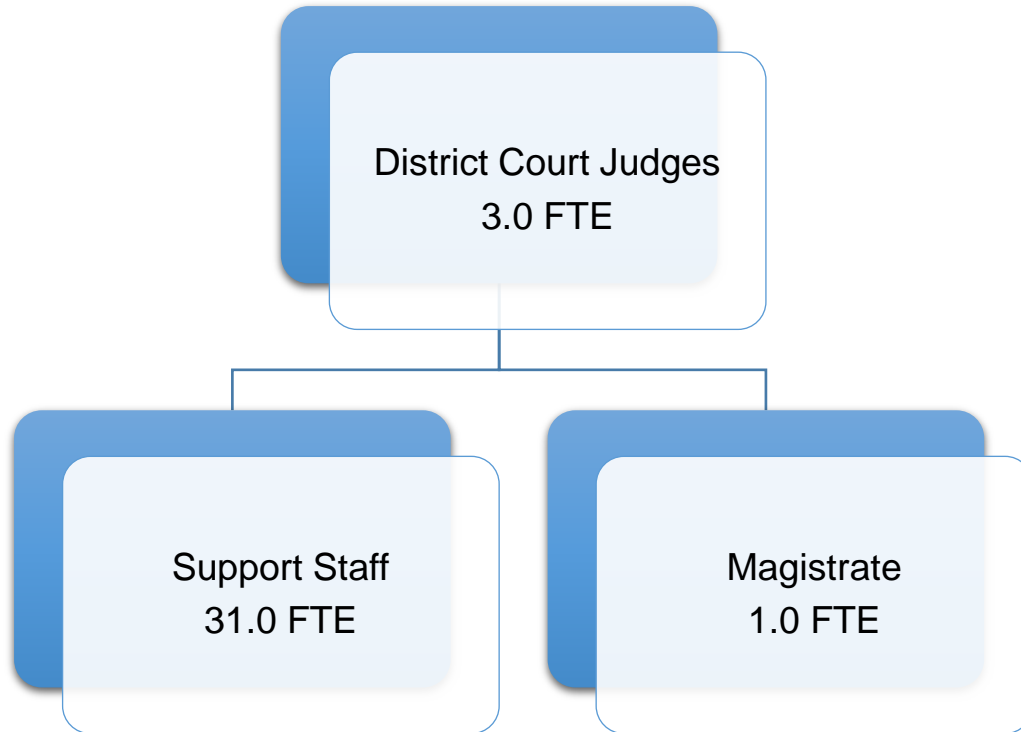




### ***FIFTEENTH DISTRICT COURT***

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 arraignments, probable cause conferences and preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord/tenant cases, hear appeals from small claims cases, and conduct formal hearings in civil infraction cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law. The court operates five specialized problem-solving programs: a dedicated Domestic Violence docket, Mental Health Court, Sobriety Court, Street Outreach Court, and Veterans Treatment Court.

# Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases < \$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 Arraignments, Probable Cause Conferences & Preliminary Examinations
- Specialized Problem-solving Programs

## 15TH DISTRICT COURT

### Revenues by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
FINES & FORFEITS	1,984,424	1,708,704	2,044,440	1,818,700	1,794,497	1,794,497
INTERGOVERNMENTAL REVENUES	644,263	645,492	1,222,115	422,705	152,272	152,272
INVESTMENT INCOME	408	379	345	519	315	315
MISCELLANEOUS REVENUE	-	24	-	-	73,216	74,341
OPERATING TRANSFERS IN	100,491	136,576	100,000	135,000	135,000	135,000
<b>Total</b>	<b>\$2,729,586</b>	<b>\$2,491,175</b>	<b>\$3,366,900</b>	<b>\$2,376,924</b>	<b>\$2,155,300</b>	<b>\$2,156,425</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	2,016,742	1,741,723	2,072,557	1,883,827	1,930,300	1,931,425
COURT FACILITIES (0023)	223,308	241,202	225,000	225,200	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	489,536	508,250	1,069,343	267,897	-	-
<b>Total</b>	<b>\$2,729,586</b>	<b>\$2,491,175</b>	<b>\$3,366,900</b>	<b>\$2,376,924</b>	<b>\$2,155,300</b>	<b>\$2,156,425</b>

## 15TH DISTRICT COURT

### Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	1,945,322	1,938,770	2,367,961	2,005,665	1,984,005	1,984,005
PAYROLL FRINGES	1,460,594	1,218,062	1,356,545	1,317,503	1,317,306	1,345,750
OTHER SERVICES	784,502	892,101	1,222,478	813,394	620,559	623,253
MATERIALS & SUPPLIES	60,205	51,145	91,334	61,049	53,300	53,300
OTHER CHARGES	551,877	668,806	667,514	670,124	725,368	737,477
PASS THROUGHGS	225,000	225,000	225,000	225,000	225,000	225,000
CAPITAL OUTLAY	7,318	-	-	-	-	-
EMPLOYEE ALLOWANCES	10,419	5,768	2,820	2,620	2,820	2,040
<b>Total</b>	<b>\$5,045,237</b>	<b>\$4,999,652</b>	<b>\$5,933,652</b>	<b>\$5,095,355</b>	<b>\$4,928,358</b>	<b>\$4,970,825</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	4,324,873	4,260,039	4,585,068	4,548,217	4,703,358	4,745,825
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	495,364	514,613	1,123,584	322,138	-	-
<b>Total</b>	<b>\$5,045,237</b>	<b>\$4,999,652</b>	<b>\$5,933,652</b>	<b>\$5,095,355</b>	<b>\$4,928,358</b>	<b>\$4,970,825</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
15TH DISTRICT COURT	34.00	34.00	34.00	35.00	35.00
<b>Total</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>35.00</b>	<b>35.00</b>

## FIFTEENTH JUDICIAL DISTRICT COURT

### REVENUES

**Fines & Forfeits** - The decrease for FY 2018 reflects the projection based on declining revenue trends.

**Intergovernmental Revenues** - The FY 2017 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2018.

### EXPENSES

**Personnel Services** - The FY 2017 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY 2018.

**Other Services** - The FY 2017 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY 2018.

**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 \$1,631,837 in FY 2018.

## 15TH DISTRICT COURT

### Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	1,106,369	1,173,874	1,283,542	1,260,970	1,321,523	1,335,937
5120 JUDICIAL & DIRECT SUPPORT	1,339,441	1,193,678	1,348,473	1,323,991	1,227,498	1,238,327
5140 CASE PROCESSING	1,138,641	1,183,598	1,151,256	1,162,219	1,252,975	1,264,850
5160 PROBATION/POST JUDGMNT SUP	740,426	708,889	801,797	801,037	901,362	906,711
<b>Total</b>	<b>\$4,324,877</b>	<b>\$4,260,039</b>	<b>\$4,585,068</b>	<b>\$4,548,217</b>	<b>\$4,703,358</b>	<b>\$4,745,825</b>

### Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	225,000	225,000	-	-	-	-
9500 DEBT SERVICE	-	-	225,000	225,000	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>	<b>\$225,000</b>

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

Activity	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
1000 ADMINISTRATION	207,241	153,775	54,241	54,241	-	-
3035 PUBLIC SAFETY GRANTS	288,122	360,839	1,069,343	267,897	-	-
<b>Total</b>	<b>\$495,363</b>	<b>\$514,614</b>	<b>\$1,123,584</b>	<b>\$322,138</b>	<b>-</b>	<b>-</b>

**STRATEGIC GOALS AND PERFORMANCE MEASURES**

**Service Area: N/A**

**Area Administrator: N/A**

**Service Unit: District Court**

**Service Unit Manager: Shryl Samborn**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	CY2015 Actual	CY2016 Actual	CY2017 Projected	CY2018 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Administration	●		●		●	●	>95% compliance with State Court Administrative Office reporting requirements	100%	100%	100%	100%
Judicial & Direct Support	●		●	●	●	●	Clearance Rate of 100% (+/- 3%)	99%	97%	97%	100%
							Case handled fairly ≥ 90% Court User Satisfaction (Annual Public Satisfaction Survey Q3)	91%	93%	93%	93%
							Understands what happened in court case ≥ 90% Court User Satisfaction (Annual Public Satisfaction Survey Q6)	90%	95%	95%	95%
							<2 complaints filed annually against court recorders with the State Board of Review	0	1	0	0
Case Processing	●		●	●	●	●	Abstract Timeliness of 99% (+/- 1%)	98%	98%	98%	99%
							Court users treated with courtesy and respect by staff ≥ 90% Court User Satisfaction (Annual Public Satisfaction Survey Q2)	98%	98%	98%	98%
							≥95% of payments processed accurately	98%	98%	98%	98%
Probation / Post Judgment Support	●		●		●	●	>70% of clients who successfully complete probation.	90%	87%	87%	90%

## 15TH DISTRICT COURT

### Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
COURT ADMINISTRATOR	404450	1.00	1.00
COURT BAILIFF	000850	3.00	3.00
COURT CLERK II	000930	8.00	8.00
COURT CLERK III	000940	1.00	1.00
COURT RECORDER	000860	4.00	4.00
DISTRICT COURT JUDGE	200030	3.00	3.00
FISCAL & ADMIN MANAGER	403610	1.00	1.00
JUDICIAL COORDINATOR	000880	3.00	3.00
LEAD COURT CLERK	000890	1.00	1.00
LEAD DIVISION DEPUTY CLER	000910	1.00	1.00
MAGISTRATE	401880	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PROBATION AGENT	000800	6.00	6.00
PROBATION SUPERVISOR	403150	1.00	1.00
<b>Total</b>		<b>35.00</b>	<b>35.00</b>

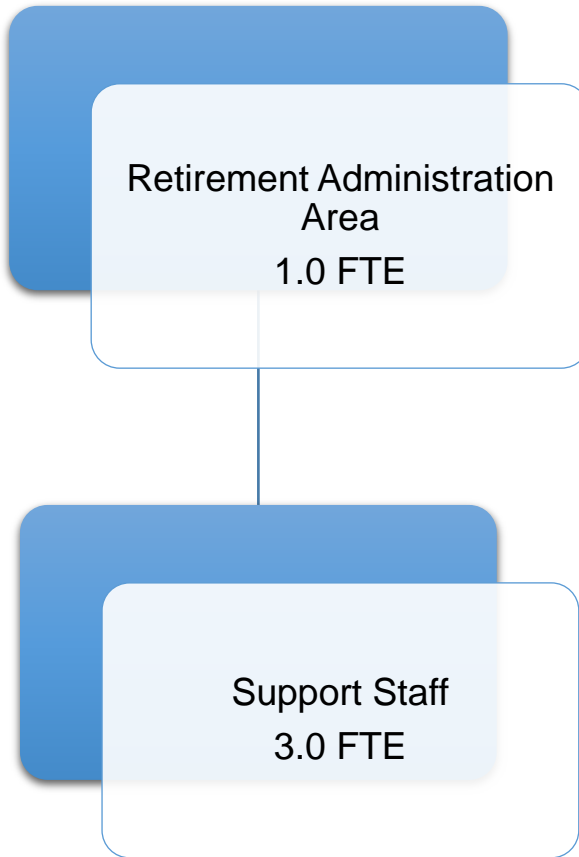




## ***RETIREMENT SYSTEM***

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
- Investment Services/Accounting

RETIREMENT SYSTEM SERVICE AREA  
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	15,794,067	15,417,475	14,865,000	16,209,616	16,319,000	16,319,000
CONTRIBUTIONS	498,056	520,889	503,000	400,000	505,000	505,000
INVESTMENT INCOME	23,185,895	4,062,326	31,365,000	43,205,707	45,792,707	48,349,707
MISCELLANEOUS REVENUE	3,182	3,073	-	-	-	-
OPERATING TRANSFERS IN	4,033,482	3,628,703	1,566,323	1,566,323	2,939,848	1,660,766
<b>Total</b>	<b>\$43,514,682</b>	<b>\$23,632,466</b>	<b>\$48,299,323</b>	<b>\$61,381,646</b>	<b>\$65,556,555</b>	<b>\$66,834,473</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
VEBA TRUST (0052)	6,315,077	3,959,825	10,611,323	11,757,224	13,754,749	13,095,667
PENSION TRUST FUND (0059)	37,199,605	19,672,641	37,688,000	49,624,422	51,801,806	53,738,806
<b>Total</b>	<b>\$43,514,682</b>	<b>\$23,632,466</b>	<b>\$48,299,323</b>	<b>\$61,381,646</b>	<b>\$65,556,555</b>	<b>\$66,834,473</b>

RETIREMENT SYSTEM SERVICE AREA  
RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	287,233	327,319	283,408	283,408	284,776	284,776
PAYROLL FRINGES	162,746	187,450	176,443	176,443	174,327	178,855
OTHER SERVICES	1,432,648	1,194,526	3,240,600	2,565,970	2,867,600	3,008,100
MATERIALS & SUPPLIES	2,480	1,243	4,600	4,000	4,000	4,000
OTHER CHARGES	32,768,100	34,080,886	34,629,095	35,320,996	37,247,365	37,247,045
<b>Total</b>	<b>\$34,653,207</b>	<b>\$35,791,424</b>	<b>\$38,334,146</b>	<b>\$38,350,817</b>	<b>\$40,578,068</b>	<b>\$40,722,776</b>

Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
VEBA TRUST (0052)	351,194	365,201	662,319	667,242	651,627	689,127
PENSION TRUST FUND (0059)	34,302,013	35,426,223	37,671,827	37,683,575	39,926,441	40,033,649
<b>Total</b>	<b>\$34,653,207</b>	<b>\$35,791,424</b>	<b>\$38,334,146</b>	<b>\$38,350,817</b>	<b>\$40,578,068</b>	<b>\$40,722,776</b>

FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
RETIREMENT SYSTEM	3.75	3.75	3.75	4.00	4.00
<b>Total</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>4.00</b>	<b>4.00</b>

## RETIREMENT SYSTEM

### REVENUES

**Investment Income** - This reflects anticipated income for FY 2018 based on anticipated investment performance.

**Operating Transfers In** - The FY 2018 budget includes an increase 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

### EXPENSES

**Other Services** - The decrease reflects a reduction in fees with investment managers due to changes in vendors and amounts invested with each investment manager.

**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 2018 FTE's	FY 2019 FTE's
ACCOUNTANT II	401440	1.00	1.00
EXECUTIVE DIRECTOR-RET SY	403740	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PENSION ANALYST	403650	1.00	1.00
<b>Total</b>		<b>4.00</b>	<b>4.00</b>



## ***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 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	21,174,515	21,442,292	21,825,179	21,825,179	21,097,850	21,730,785
INVESTMENT INCOME	92,546	179,860	41,000	41,000	135,600	148,100
MISCELLANEOUS REVENUE	260,268	291,431	110,000	110,000	125,000	130,000
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,318,025	3,915,884	4,839,000	4,839,000	3,949,078	3,959,578
TAXES	-	-	1,789,043	1,789,043	3,960,281	1,467,020
	5,043,584	5,363,412	6,258,717	6,258,717	6,477,772	6,704,494
<b>Total</b>	<b>\$28,888,938</b>	<b>\$31,192,879</b>	<b>\$34,862,939</b>	<b>\$34,862,939</b>	<b>\$35,745,581</b>	<b>\$34,139,977</b>

### Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
DDA HOUSING FUND (0001)	208,227	300,238	402,163	402,163	402,500	321,600
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	5,050,792	5,417,126	6,438,768	6,438,768	7,778,107	6,739,494
DDA PARKING MAINTENANCE (0033)	2,151,793	3,670,946	4,543,960	4,543,960	4,354,661	3,691,078
DDA PARKING FUND (0063)	21,478,126	21,804,569	23,478,048	23,478,048	23,210,313	23,387,805
<b>Total</b>	<b>\$28,888,938</b>	<b>\$31,192,879</b>	<b>\$34,862,939</b>	<b>\$34,862,939</b>	<b>\$35,745,581</b>	<b>\$34,139,977</b>



## DOWNTOWN DEVELOPMENT AUTHORITY

### Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
PERSONNEL SERVICES	329,610	347,168	479,198	479,198	613,842	639,819
PAYROLL FRINGES	216,553	204,328	215,672	215,672	300,766	307,564
OTHER SERVICES	7,693,023	7,296,841	9,437,197	9,437,197	10,597,332	10,029,300
MATERIALS & SUPPLIES	40,488	41,076	55,560	55,560	39,935	44,995
OTHER CHARGES	4,126,554	6,370,879	7,342,408	7,342,408	7,989,595	7,752,492
PASS THROUGHS	10,671,506	10,715,575	11,559,108	11,559,108	9,846,348	10,118,775
CAPITAL OUTLAY	3,094,977	3,521,176	4,994,652	4,994,652	6,356,202	3,642,053
EMPLOYEE ALLOWANCES	-	-	-	-	1,560	1,560
<b>Total</b>	<b>\$26,172,711</b>	<b>\$28,497,043</b>	<b>\$34,083,795</b>	<b>\$34,083,795</b>	<b>\$35,745,580</b>	<b>\$32,536,558</b>

### Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	265,452	200,512	402,163	402,163	402,500	302,750
DDA PARKING MAINTENANCE (0033)	3,726,569	3,848,149	6,438,767	6,438,767	7,778,107	5,173,004
DDA PARKING FUND (0063)	2,882,270	3,391,634	3,764,817	3,764,817	4,354,661	3,672,999
	19,298,420	21,056,748	23,478,048	23,478,048	23,210,312	23,387,805
<b>Total</b>	<b>\$26,172,711</b>	<b>\$28,497,043</b>	<b>\$34,083,795</b>	<b>\$34,083,795</b>	<b>\$35,745,580</b>	<b>\$32,536,558</b>

### FTE Count

Category	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	4.00	6.00	6.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>

## DOWNTOWN DEVELOPMENT AUTHORITY

### REVENUES

**Charges for Services** - The FY 2018 decrease is based on current year actuals and that there are no plans for any parking rate increases during the budgeted year.

**Prior Year Surplus** - FY 2018 increase primarily represents the use of prior year fund balance from the TIF and Parking Maintenance Funds to cover one-time capital projects and maintenance needs.

**Taxes** - The FY 2018 increase reflects the City ordinance annual allowable increase of captured taxable value at 3.5%.

### EXPENSES

**Personnel Services** - The FY 2018 increase is to allow the DDA to have the flexibility to hire a communications position if the DDA chooses to do so. This increase also reflects the addition of a parking manager position.

**Payroll Fringes** - The increase reflects the higher FTE count.

**Other Charges** - The FY 2018 increase is primarily due to a parking agreement amendment that increases the DDA payment of parking revenues to the City by 3%.

**Pass Throughs** - The FY 2018 decrease is an adjustment of transfers to the Parking Maintenance Fund from the Parking Fund to reflect new estimates from DDA engineers for future capital maintenance and equipment needs.

**Capital Outlay** - The FY 2018 increase is due to the two major TIF projects the DDA will be constructing. They are the South University and 5th & Detroit projects.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2018 FTE's	FY 2019 FTE's
DDA CAPITAL & PRIVATE PRJ	404490	1.00	1.00
DDA COMMUNICATION SPEC	409996	1.00	1.00
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
DDA PARKING SERVICES MGR	404480	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
<b>Total</b>		<b>6.00</b>	<b>6.00</b>

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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 funds the Ann Arbor/Ypsilanti SmartZone activities from a tax increment financing (TIF) mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY  
SMART ZONE

Revenues by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
INVESTMENT INCOME	15,728	16,897	16,419	16,419	24,576	24,854
MISCELLANEOUS REVENUE	25,429	-	-	140,000	75,000	75,000
TAXES	2,321,467	2,512,493	3,300,000	3,170,000	3,400,000	3,465,000
<b>Total</b>	<b>\$2,362,624</b>	<b>\$2,529,390</b>	<b>\$3,316,419</b>	<b>\$3,326,419</b>	<b>\$3,499,576</b>	<b>\$3,564,854</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
SMART ZONE LDFA (0009)	2,362,624	2,529,390	3,316,419	3,326,419	3,499,576	3,564,854
<b>Total</b>	<b>\$2,362,624</b>	<b>\$2,529,390</b>	<b>\$3,316,419</b>	<b>\$3,326,419</b>	<b>\$3,499,576</b>	<b>\$3,564,854</b>

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY  
SMART ZONE

Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
OTHER SERVICES	1,833,717	2,425,863	2,719,469	2,719,469	3,431,081	3,355,114
OTHER CHARGES	27,816	40,608	41,699	41,699	45,314	46,486
<b>Total</b>	<b>\$1,861,533</b>	<b>\$2,466,471</b>	<b>\$2,761,168</b>	<b>\$2,761,168</b>	<b>\$3,476,395</b>	<b>\$3,401,600</b>

Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
SMART ZONE LDFA (0009)	1,861,533	2,466,471	2,761,168	2,761,168	3,476,395	3,401,600
<b>Total</b>	<b>\$1,861,533</b>	<b>\$2,466,471</b>	<b>\$2,761,168</b>	<b>\$2,761,168</b>	<b>\$3,476,395</b>	<b>\$3,401,600</b>

## SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

### **REVENUES**

**Taxes** - The increase is due to higher projected tax capture for the authority.

**Miscellaneous Revenue** - Smart Zone is discontinuing a micro-loan program and is now receiving reimbursements from SPARK therefore increasing the revenue for FY 2018 and FY 2019.

### **EXPENSES**

**Other Services** - This reflects increased programming for various activities of the LDFA.



**Ann Arbor/Ypsilanti SmartZone LDFA**

	<b>Actual FY2015</b>	<b>Actual FY2016</b>	<b>Amended Budgeted FY2017</b>	<b>Requested FY2018</b>	<b>Projected FY2019</b>
<b>REVENUES</b>					
Tax Revenue	\$ 2,321,467	\$ 2,512,493	\$ 3,170,000	\$ 3,400,000	\$ 3,465,000
Miscellaneous Revenue	25,429	-	140,000	75,000	75,000
Investment Income	15,728	16,897	16,419	24,576	24,854
<b>Total Revenue</b>	<b>\$ 2,362,624</b>	<b>\$ 2,529,390</b>	<b>\$ 3,326,419</b>	<b>\$ 3,499,576</b>	<b>\$ 3,564,854</b>
<b>EXPENDITURES</b>					
<b><u>Business Accelerator Support Services</u></b>					
SPARK Business Accelerator Direct Staffing	\$ 420,000	\$ 546,000	\$ 674,868	\$ 722,795	\$ 750,000
Phase II - Due Diligence	10,200	14,576	25,000	-	-
Phase III - Intensive Service	492,428	605,000	830,000	800,000	850,000
Phase IV - Accelerating Opportunities	42,700	-	-	-	-
Sub-Total	<b>965,328</b>	<b>1,165,576</b>	<b>1,529,868</b>	<b>1,522,795</b>	<b>1,600,000</b>
<b>Micro Loan Program for Entrepreneurs</b>	-	<b>100,000</b>	<b>100,000</b>	-	-
<b><u>Entrepreneurial Development &amp; Education Programs</u></b>					
Education & Development Programs	24,771	33,268	60,000	-	-
Business Networking Events/Sponsorships	39,003	48,351	45,000	145,000	150,000
Bootcamp	43,500	47,000	50,000	50,000	55,000
Sub-Total	<b>107,274</b>	<b>128,619</b>	<b>155,000</b>	<b>195,000</b>	<b>205,000</b>
<b>Mobility Support</b>	-	-	-	<b>102,000</b>	<b>110,000</b>
<b>Internship Support &amp; Talent Training</b>	<b>189,159</b>	<b>226,186</b>	<b>300,000</b>	<b>450,000</b>	<b>450,000</b>
<b>Business Software Access for Clients</b>	<b>21,189</b>	<b>17,361</b>	<b>20,000</b>	<b>25,000</b>	<b>25,000</b>
<b>SPARK Central Incubator Operating Exp</b>	<b>225,638</b>	<b>219,930</b>	<b>228,000</b>	<b>242,000</b>	<b>250,000</b>
<b>Incubator Expansion</b>	<b>59,633</b>	<b>300,000</b>	-	<b>45,000</b>	<b>25,000</b>
<b>Ypsilanti (a)</b>	-	-	<b>77,000</b>	<b>340,000</b>	<b>346,500</b>
<b><u>SPARK Indirect Services</u></b>					
SPARK Accounting	68,500	95,000	104,000	117,000	121,000
Marketing	150,899	156,085	150,000	200,000	200,000
Sub-Total	<b>219,399</b>	<b>251,085</b>	<b>254,000</b>	<b>317,000</b>	<b>321,000</b>
<b><u>City of Ann Arbor Indirect Services</u></b>					
Legal & Admin Support	53,913	57,716	54,300	67,600	69,100
Professional Services	20,000	-	30,000	170,000	-
<b>Total Operating Expenditures</b>	<b>\$ 1,861,533</b>	<b>\$ 2,466,473</b>	<b>\$ 2,748,168</b>	<b>\$ 3,476,395</b>	<b>\$ 3,401,600</b>
<b>Net Increase (Use) of Fund Balance</b>	<b>\$ 501,091</b>	<b>\$ 62,917</b>	<b>\$ 578,251</b>	<b>\$ 23,181</b>	<b>\$ 163,254</b>

Notes:

(a) Ypsilanti - Pending the approval of the Amended TIF Agreement.

Beginning Fund Balance	\$ 905,766	\$ 1,406,857	\$ 1,469,774	\$ 2,048,025	\$ 2,071,206
Ending Fund Balance	\$ 1,406,857	\$ 1,469,774	\$ 2,048,025	\$ 2,071,206	\$ 2,234,461
Admin/OH provision					
20%	\$ 464,293	\$ 502,499	\$ 634,000	\$ 680,000	\$ 693,000
Actual/Projected	\$ 265,370	\$ 320,982	\$ 378,084	\$ 422,144	

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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, 2016 was \$612 million. The debt subject to that limit as of June 30, 2016, was \$111.9 million or 1.8% 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, 2016 was \$315 million.

NON-DEPARTMENTAL SERVICE AREA  
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
CHARGES FOR SERVICES	6,940,026	6,998,826	7,097,852	7,097,852	7,813,796	7,902,989
MISCELLANEOUS REVENUE	561,591	535,946	493,528	493,528	539,335	562,975
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	6,062,590	8,360,202	5,387,937	5,331,780	6,151,543	5,043,231
SALE OF BONDS	-	-	3,323,278	-	1,289,308	877,000
TAXES	16,099,348	18,126,162	-	-	-	-
	9,767,372	10,050,245	10,274,942	10,275,179	10,500,855	10,759,176
<b>Total</b>	<b>\$39,430,927</b>	<b>\$44,071,381</b>	<b>\$26,577,537</b>	<b>\$23,198,339</b>	<b>\$26,294,837</b>	<b>\$25,145,371</b>

Revenues by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	13,879,123	17,417,005	17,691,888	14,410,014	16,889,201	16,365,356
GENERAL DEBT SERVICE (0035)	25,531,947	26,654,139	8,853,244	8,788,088	8,785,721	8,780,015
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	19,857	237	32,405	237	619,915	-
<b>Total</b>	<b>\$39,430,927</b>	<b>\$44,071,381</b>	<b>\$26,577,537</b>	<b>\$23,198,339</b>	<b>\$26,294,837</b>	<b>\$25,145,371</b>

NON-DEPARTMENTAL SERVICE AREA  
NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GRANT/LOAN RECIPIENTS	89,318	-	-	-	-	-
PERSONNEL SERVICES	-	-	367,637	-	2,253,904	2,806,942
PAYROLL FRINGES	-	-	238,374	238,374	-	-
OTHER SERVICES	308,872	307,134	375,980	141,810	413,871	663,871
MATERIALS & SUPPLIES	63,054	55,389	61,996	61,996	63,236	64,501
OTHER CHARGES	25,769,206	26,883,681	9,973,083	9,094,927	10,534,135	9,930,436
PASS THROUGHS	10,887,903	11,040,490	12,007,155	12,007,155	12,092,003	11,723,076
<b>Total</b>	<b>\$37,118,353</b>	<b>\$38,286,694</b>	<b>\$23,024,225</b>	<b>\$21,544,262</b>	<b>\$25,357,149</b>	<b>\$25,188,826</b>

Expenses by Fund

Fund	Actual FY 2015	Actual FY 2016	Budget FY 2017	Forecasted FY 2017	Request FY 2018	Projected FY 2019
GENERAL (0010)	11,537,065	11,590,994	14,126,576	12,712,569	15,948,313	16,407,611
GENERAL DEBT SERVICE (0035)	25,529,963	26,646,225	8,855,244	8,789,288	8,788,921	8,781,215
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	51,325	49,475	42,405	42,405	619,915	-
<b>Total</b>	<b>\$37,118,353</b>	<b>\$38,286,694</b>	<b>\$23,024,225</b>	<b>\$21,544,262</b>	<b>\$25,357,149</b>	<b>\$25,188,826</b>

## NON-DEPARTMENTAL

### REVENUES

**Charges for Services** - This reflects an increase in the DDA Parking Agreement revenue sharing from 17% to 20% of parking revenue.

**Operating Transfers In** - This reflects a one-time refund from closing a fund and refunding various project balances that were previously completed.

**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

**Personnel Services** - This reflects an increase in pay contingency for unsettled contracts that are forecasted to not be settled by fiscal year end as well as future wage increases for FY 2018.

**Payroll Fringes** - The decrease reflects a one-time pension payment in FY 2017.

**Other Services** - This reflects an increase due to centrally budgeting for City-wide studies.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2016:

Governmental Activities Debt													
FY Ending	Capital Projects Bonds		General Obligation Portion Special Assessment Bonds		Special Revenue Bonds		Special Assessment Bonds		PACE Bonds		Total Governmental Activities Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2017	3,735,000	3,450,282	25,000	1,175	965,000	475,142	15,000	705	53,000	17,358	4,793,000	3,944,662	8,737,662
2018	3,860,000	3,349,387			985,000	455,684			54,000	15,060	4,899,000	3,820,131	8,719,131
2019	3,975,000	3,238,761			1,000,000	435,834			53,000	12,738	5,028,000	3,687,333	8,715,333
2020	4,120,000	3,121,458			1,025,000	415,625			53,000	10,438	5,198,000	3,547,521	8,745,521
2021	4,255,000	2,999,471			1,045,000	394,914			54,000	8,116	5,354,000	3,402,501	8,756,501
2022	4,400,000	2,870,606			1,070,000	373,208			53,000	5,794	5,523,000	3,249,608	8,772,608
2023	4,570,000	2,733,159			1,090,000	350,440			53,000	3,494	5,713,000	3,087,093	8,800,093
2024	4,740,000	2,587,756			840,000	323,188			54,000	1,172	5,634,000	2,912,116	8,546,116
2025	4,920,000	2,427,346			870,000	297,538					5,790,000	2,724,884	8,514,884
2026	5,120,000	2,256,427			895,000	271,063					6,015,000	2,527,490	8,542,490
2027	5,325,000	2,070,301			920,000	243,838					6,245,000	2,314,139	8,559,139
2028	5,545,000	1,874,728			950,000	215,788					6,495,000	2,090,516	8,585,516
2029	5,765,000	1,667,106			975,000	186,913					6,740,000	1,854,019	8,594,019
2030	4,380,000	1,451,008			1,010,000	157,138					5,390,000	1,608,146	6,998,146
2031	4,585,000	1,271,222			1,040,000	125,738					5,625,000	1,396,960	7,021,960
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>\$93,075,000</b>	<b>\$40,972,560</b>	<b>\$25,000</b>	<b>\$1,175</b>	<b>\$18,005,000</b>	<b>\$4,889,821</b>	<b>\$15,000</b>	<b>\$705</b>	<b>\$427,000</b>	<b>\$74,170</b>	<b>\$111,547,000</b>	<b>\$45,938,431</b>	<b>\$157,485,431</b>
Interest Ranges		1.750-6.500%		4.400 - 5.200%		2.000 - 3.375%		4.400 - 4.700%		4.250-4.340%		1.750-6.500%	

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, 2016:

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
2017	555,000	3,238	5,590,000	1,414,921	3,434,358	2,577,782	1,895,000	309,965	11,474,358	4,305,906	15,780,264
2018			5,295,000	1,241,656	3,537,049	2,512,858	1,870,000	229,942	10,702,049	3,984,456	14,686,505
2019			5,450,000	1,093,204	5,863,069	2,394,917	1,865,000	147,983	13,178,069	3,636,104	16,814,173
2020			5,310,000	985,321	5,991,919	2,262,724	1,190,000	78,392	12,491,919	3,326,437	15,818,356
2021			5,415,000	868,625	6,135,502	2,127,464	500,000	46,667	12,050,502	3,042,756	15,093,258
2022			5,530,000	740,042	6,270,463	1,988,999	520,000	36,550	12,320,463	2,765,591	15,086,054
2023			5,640,000	607,711	6,407,742	1,846,949	280,000	27,333	12,327,742	2,481,993	14,809,734
2024			5,760,000	471,728	6,557,116	1,701,341	285,000	21,700	12,602,116	2,194,769	14,796,885
2025			5,215,000	337,709	6,639,144	1,552,351	290,000	15,967	12,144,144	1,906,027	14,050,171
2026			3,405,000	239,582	6,732,918	1,400,166	300,000	10,100	10,437,918	1,649,848	12,087,767
2027			3,405,000	171,190	6,838,870	1,245,840	305,000	4,067	10,548,870	1,421,097	11,969,967
2028			1,620,000	117,732	6,934,747	1,088,661			8,554,747	1,206,393	9,761,140
2029			1,695,000	81,712	6,929,754	929,292			8,624,754	1,011,004	9,635,759
2030			1,715,000	43,124	7,005,950	754,815			8,720,950	797,939	9,518,889
2031			1,725,000		7,026,692	606,977			8,751,692	606,977	9,358,669
2032					6,687,577	445,123			6,687,577	445,123	7,132,700
2033					6,250,810	291,546			6,250,810	291,546	6,542,356
2034					6,264,157	150,604			6,264,157	150,604	6,414,761
2035					5,537,643	19,093			5,537,643	19,093	5,556,736
2036					5,329,906	(96,580)			5,329,906	(96,580)	5,233,326
2037					3,243,137	(196,861)			3,243,137	(196,861)	3,046,276
2038					3,288,294	(47,262)			3,288,294	(47,262)	3,241,032
	<u>\$555,000</u>	<u>\$3,238</u>	<u>\$62,770,000</u>	<u>\$8,414,257</u>	<u>\$128,906,819</u>	<u>\$25,556,798</u>	<u>\$9,300,000</u>	<u>\$928,666</u>	<u>\$201,531,819</u>	<u>\$34,902,959</u>	<u>\$236,434,777</u>
Interest Ranges		3.500%		2.000 - 4.000%		1.625 - 4.200%		2.000 - 4.250%		1.625 - 4.000%	



# FY2018-2023 CIP SUMMARY

## OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2018–2023). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

To qualify for inclusion into the CIP, a project must:

- Constitute permanent, physical or system improvements greater than or equal to (GTE) \$100,000; or
- A “program” of projects whose total is GTE \$100,000 (e.g. Playgrounds and Neighborhood Parks); or
- Significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or
- A study of at least \$50,000 that will lead to such projects;
- Add to the value or capacity of the infrastructure of the City.

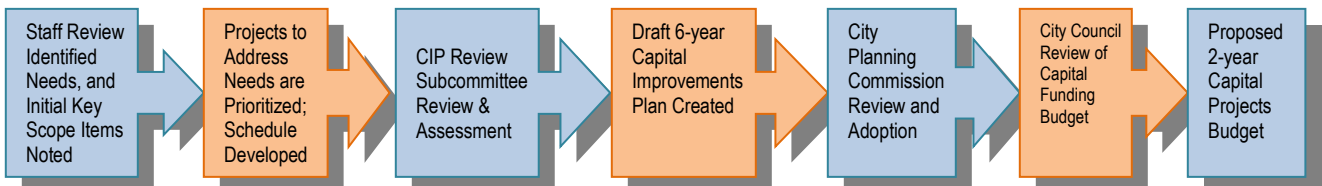
Projects that are considered operational or routine maintenance are excluded.

Preparation of the Capital Improvements Plan is done under the authority of the Municipal Planning Commission Act (Act 33 of the Public Acts of 2008). It is the City Planning Commission’s goal that the CIP be used as a tool to implement the City Master Plan and assist in the City’s financial planning.

The Capital Improvements Plan proposes project funding relative to the anticipated availability of fiscal resources and the choice of specific improvements to be achieved throughout the six-year plan. The first two years of the Capital Improvements Plan serve as the basis for establishing the City’s Capital Projects Budget (CPB), programming the implementation of the planned projects for the upcoming two fiscal years. The CIP and CPB make up the City’s Capital Improvements Program.

## THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

The Capital Improvements Program process begins with a review of identified system needs and concludes with the proposed CPB as outlined below:



## THE TOTALS

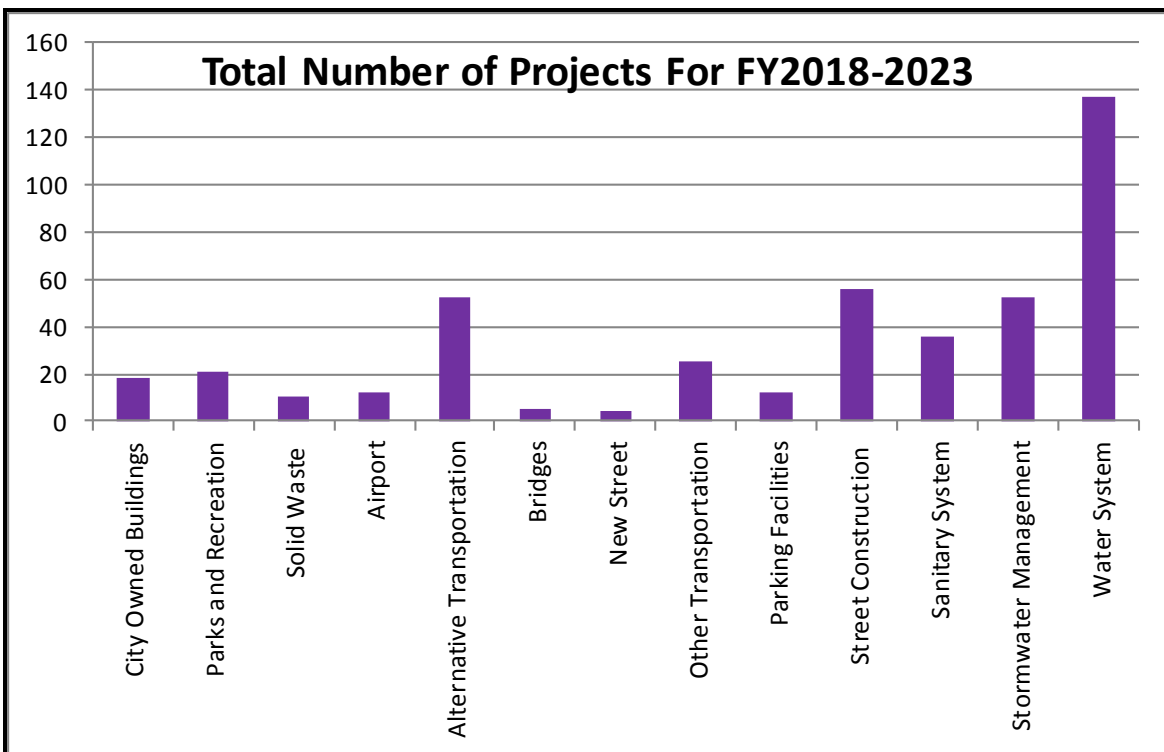
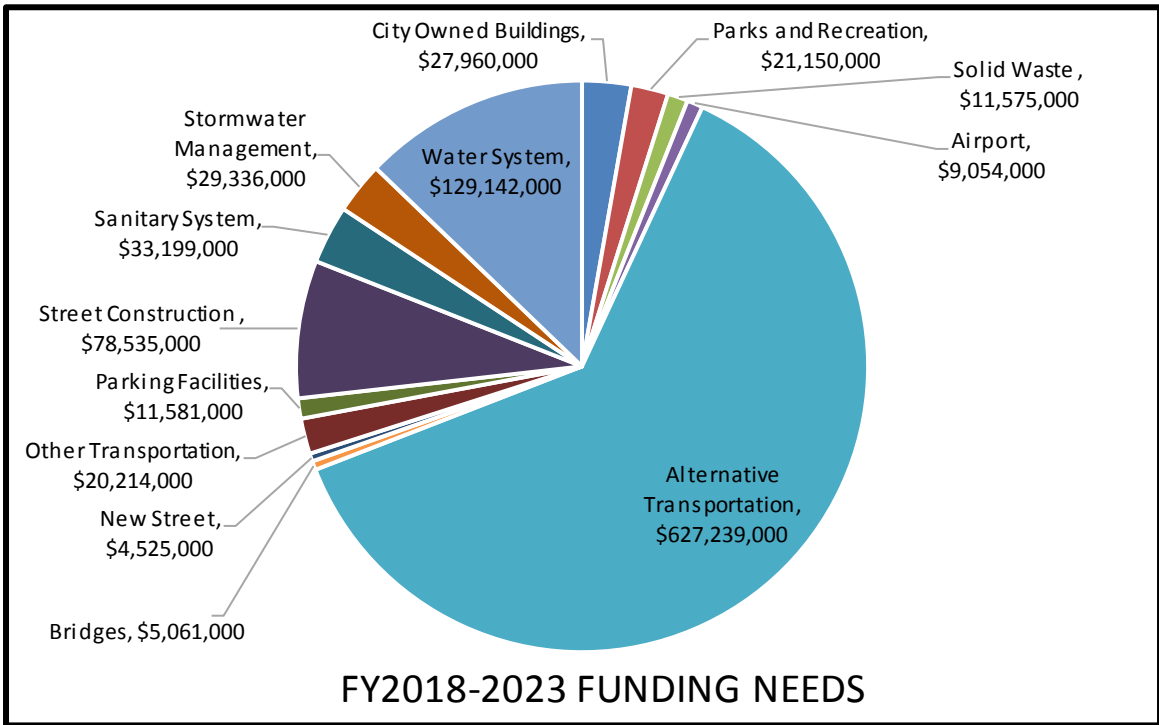
A total of 440 projects are included in this year’s CIP with a six-year funding need for fiscal years FY2018–FY2023 of \$1,008,571,000. This is a 12% increase from the FY2016–2021 CIP document, which anticipated \$901,207,000 in funding need for fiscal years 2016-2021.

The total anticipated funding need for all projects is \$1,601,795,000. This total includes project funds spent prior to fiscal year 2018 and required funds needed after fiscal year 2023 for the projects contained in the plan. This is a 36% increase over the previous plan and reflects the City’s continued progress in long-term asset management. Most of the increase simply reflects identification of capital needs further in advance based on that asset planning.

The charts below indicate the total number of projects for each category, the total costs by asset category, the six-year funding need, and first-year and second-year funding needs (i.e. the two years of the next capital budget cycle)

### FY2018-2023 CIP SUMMARY FUNDING

Category	Number of Projects	Total Funding All Years (Inc. Prior and 2023+)	FY 2018-2023 Total Funding Need	FY2018 Total Funding Need	FY19 Total Funding Need
City Owned Buildings	18	\$30,328,000	\$27,960,000	\$18,185,000	\$880,000
Parks and Recreation	21	\$79,174,000	\$21,150,000	\$4,040,000	\$3,185,000
Solid Waste	10	\$12,944,000	\$11,575,000	\$3,950,000	\$800,000
Airport	12	\$10,739,000	\$9,054,000	\$3,662,000	\$328,000
Alternative Transportation	52	\$812,177,000	\$627,239,000	\$5,441,000	\$101,244,000
Bridges	5	\$5,781,000	\$5,061,000	\$320,000	\$1,921,000
New Street	4	\$5,983,000	\$4,525,000	\$100,000	\$450,000
Other Transportation	25	\$24,951,000	\$20,214,000	\$1,359,000	\$1,550,000
Parking Facilities	12	\$20,577,000	\$11,581,000	\$3,117,000	\$2,532,000
Street Construction	56	\$107,035,000	\$78,535,000	\$13,342,000	\$9,555,000
Sanitary System	36	\$199,847,000	\$33,199,000	\$9,092,000	\$7,784,000
Stormwater Management	52	\$65,059,000	\$29,336,000	\$5,844,000	\$5,586,000
Water System	137	\$227,200,000	\$129,142,000	\$13,612,000	\$13,280,000
<b>Totals:</b>	<b>440</b>	<b>\$1,601,795,000</b>	<b>\$1,008,571,000</b>	<b>\$82,064,000</b>	<b>\$149,095,000</b>



## FUNDING ISSUES AND SOURCES

### A. Funded versus Unfunded Projects for the Two-Year Capital Budget Period of FY2018-FY2019

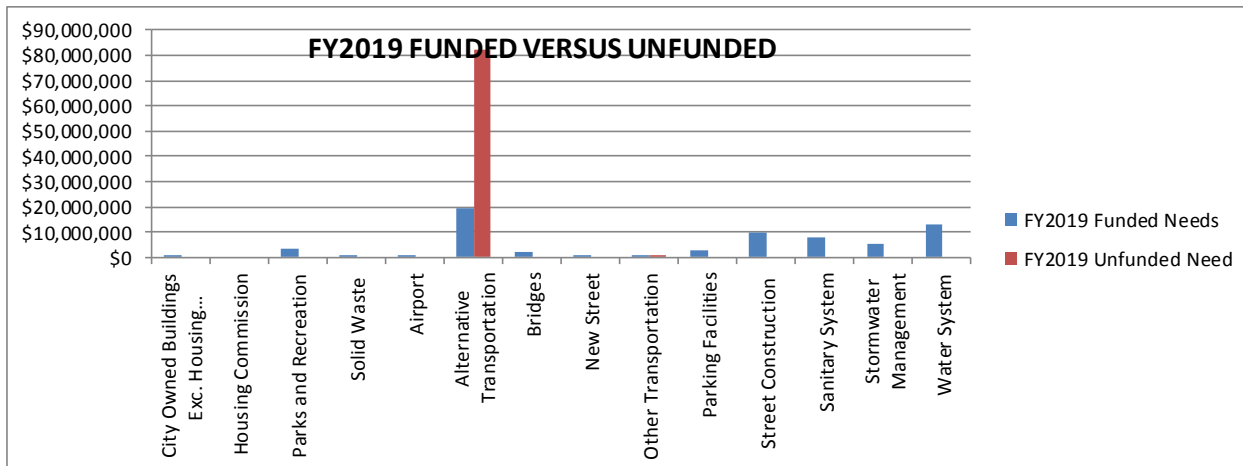
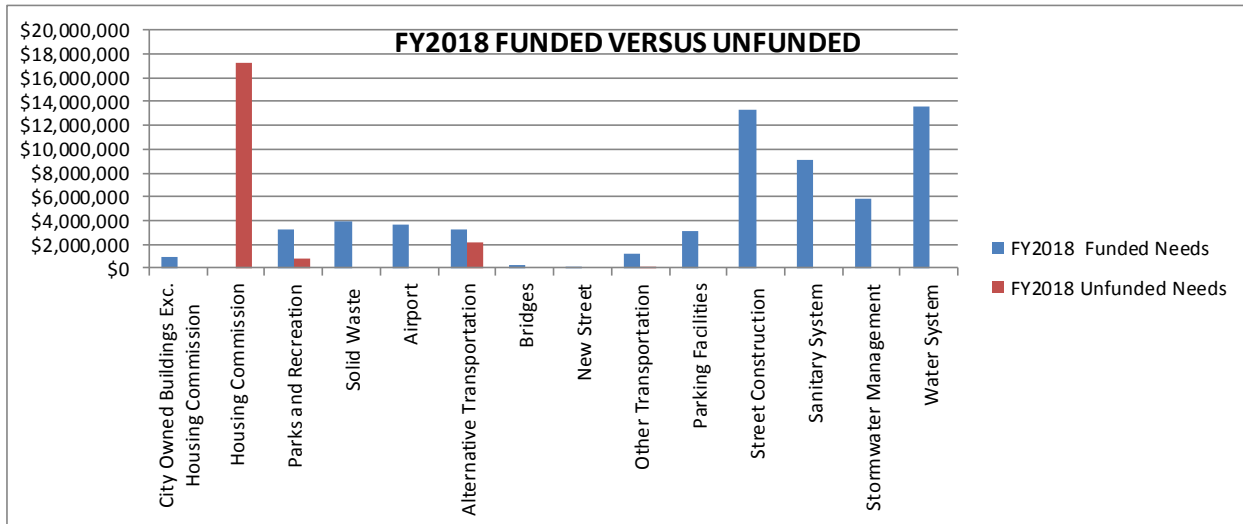
As is often the case with governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are projects contained in this CIP that do not have an established, secure source of funding at this time. Projects in the first two years of the CIP form the basis for the City’s Capital Budget and generally require secure funding. That funding may include specific limited General Fund requests (see Section C. below). Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. However, some higher priority unfunded projects (generally anticipated to be funded via grants or outside funding) are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented. For example, the Ann Arbor Station Final Design in FY2018 and Construction in FY2019 are unfunded and represent a significant portion of unfunded needs.

For purposes of the “FY2018-FY2019 Funding” chart below, Housing Commission projects have been extracted out from the City Owned Buildings category totals and will be discussed in the Discretionary Outside Funding Section B following.

### FY2018-FY2019 FUNDING

Category	FY2018 Total Funding Needs	FY2018 Funded Needs	FY2018 Unfunded Needs	FY2019 Total Funding Needs	FY2019 Funded Needs	FY2019 Unfunded Need
City Owned Buildings Exc. Housing Commission	\$885,000	\$885,000	\$0	\$880,000	\$880,000	\$0
Housing Commission	\$17,300,000	\$0	\$17,300,000	\$0	\$0	\$0
Parks and Recreation	\$4,040,000	\$3,220,000	\$820,000	\$3,185,000	\$3,185,000	\$0
Solid Waste	\$3,950,000	\$3,950,000	\$0	\$800,000	\$800,000	\$0
Airport	\$3,662,000	\$3,662,000	\$0	\$328,000	\$328,000	\$0
Alternative Transportation	\$5,441,000	\$3,258,000	\$2,183,000	\$101,244,000	\$19,344,000	\$81,900,000
Bridges	\$320,000	\$320,000	\$0	\$1,921,000	\$1,921,000	\$0
New Street	\$100,000	\$100,000	\$0	\$450,000	\$450,000	\$0
Other Transportation	\$1,359,000	\$1,242,000	\$117,000	\$1,550,000	\$1,145,000	\$405,000
Parking Facilities	\$3,117,000	\$3,117,000	\$0	\$2,532,000	\$2,532,000	\$0
Street Construction	\$13,342,000	\$13,342,000	\$0	\$9,555,000	\$9,555,000	\$0
Sanitary System	\$9,092,000	\$9,092,000	\$0	\$7,784,000	\$7,784,000	\$0
Stormwater Management	\$5,844,000	\$5,844,000	\$0	\$5,586,000	\$5,586,000	\$0
Water System	\$13,612,000	\$13,612,000	\$0	\$13,280,000	\$13,280,000	\$0
<b>TOTALS</b>	<b>\$82,064,000</b>	<b>\$61,644,000</b>	<b>\$20,420,000</b>	<b>\$149,095,000</b>	<b>\$66,790,000</b>	<b>\$82,305,000</b>

Funded versus unfunded status is also depicted graphically in the following charts for FY2018 and FY2019.



**B. Discretionary Outside Funding**

Of the \$1,601,795,000 needed to fund the total FY2018–2023 CIP program, monies for particular projects (such as the alternative transportation funds mentioned above) may come in part or in whole from discretionary fund sources outside the City. Such dollars are included in totals shown because they fund improvements to assets which belong to the City, will become so upon project completion, or are part of an intergovernmental or interagency project in which the City is a participant. Discretionary funds are defined here as those which require specific application to obtain or which come from other non-City sources at the discretion of others.

Examples of discretionary outside funds include STP-U (Surface Transportation Program – Urban) and CMAQ (Congestion Mitigation and Air Quality Improvement) federal transportation funds, participation in costs by Washtenaw County, AATA, or other governmental or agency

entities, developer contributions, and various grant sources such as Airport Improvement Program Grants, FEMA, and MDNR. Although the newly enacted County millage funds are not truly discretionary, they are included here as they are managed by an outside entity.

Certain projects may receive funding from non-City sources which the City receives by formula and so are not considered discretionary. Those include Act 51 transportation monies and DDA tax revenues allocated to the City.

Certain projects also utilize special financial funding mechanisms that allow capital improvement costs to be spread over time at favorable interest rates. Examples include SRF funding for stormwater (State Revolving Funds), DWRF funding for water, (Drinking Water Revolving Funds), bond financing, and SAD (Special Assessment District) funding.

In some of those cases, there may be elements of loan forgiveness (e.g. for SRF funds) or full or partial repayment by citizens (for SAD). However, for purposes of the chart below, those funding mechanisms are *not* treated as outside discretionary funding even though some may ultimately reduce the City's net outlay on a project. Because the Housing Commission receives funds from a variety of state and federal sources, such funds are treated as discretionary, but are extracted out from the remainder of the City Owned Buildings category for clarity.

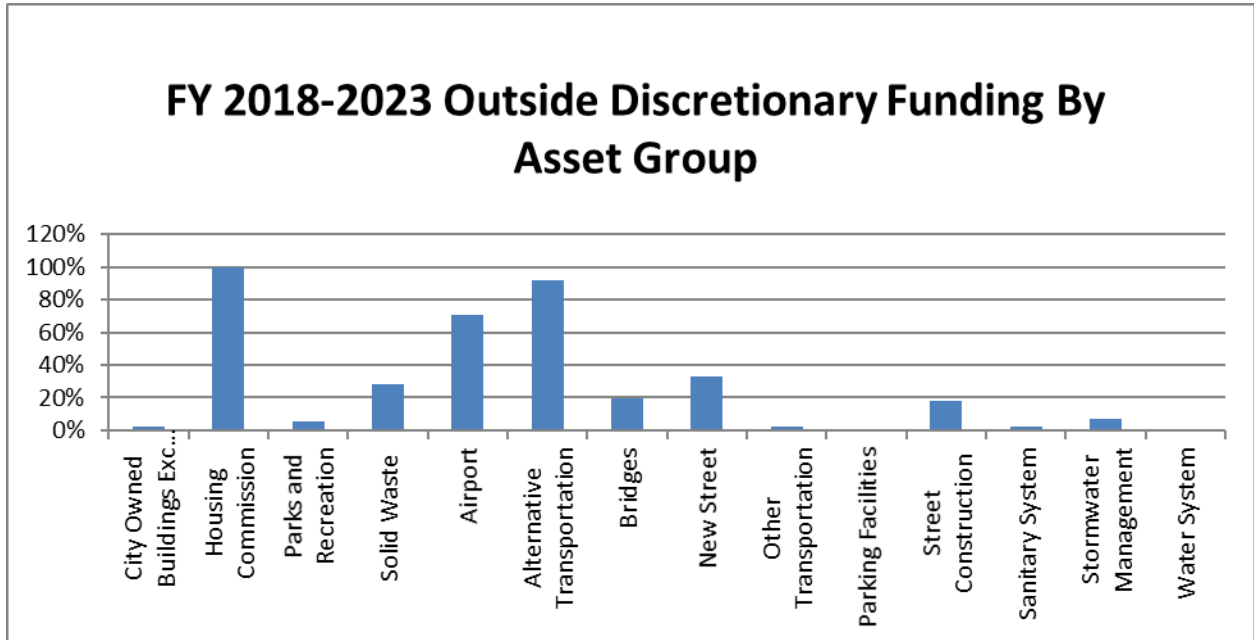
Per the chart below, Housing Commission, Airport, and Alternative Transportation capital improvement projects most heavily utilize outside discretionary funding.

Due to the inclusion of several major projects related to the City's Transportation Plan, the Alternative Transportation category's outside discretionary funding accounts for nearly 92% of all such funding. Those projects seek to provide improved transportation systems to serve the city and our growing population and employment base. They include prospective commuter rail projects, and the locally based Connector project.

Funds are also earmarked for community-wide improvements to the pedestrian and bicycle mobility system. These large projects are anticipated to be funded in large part by Federal or other State funds.

**FY2018–2023 OUTSIDE DISCRETIONARY FUNDS BY ASSET GROUP**

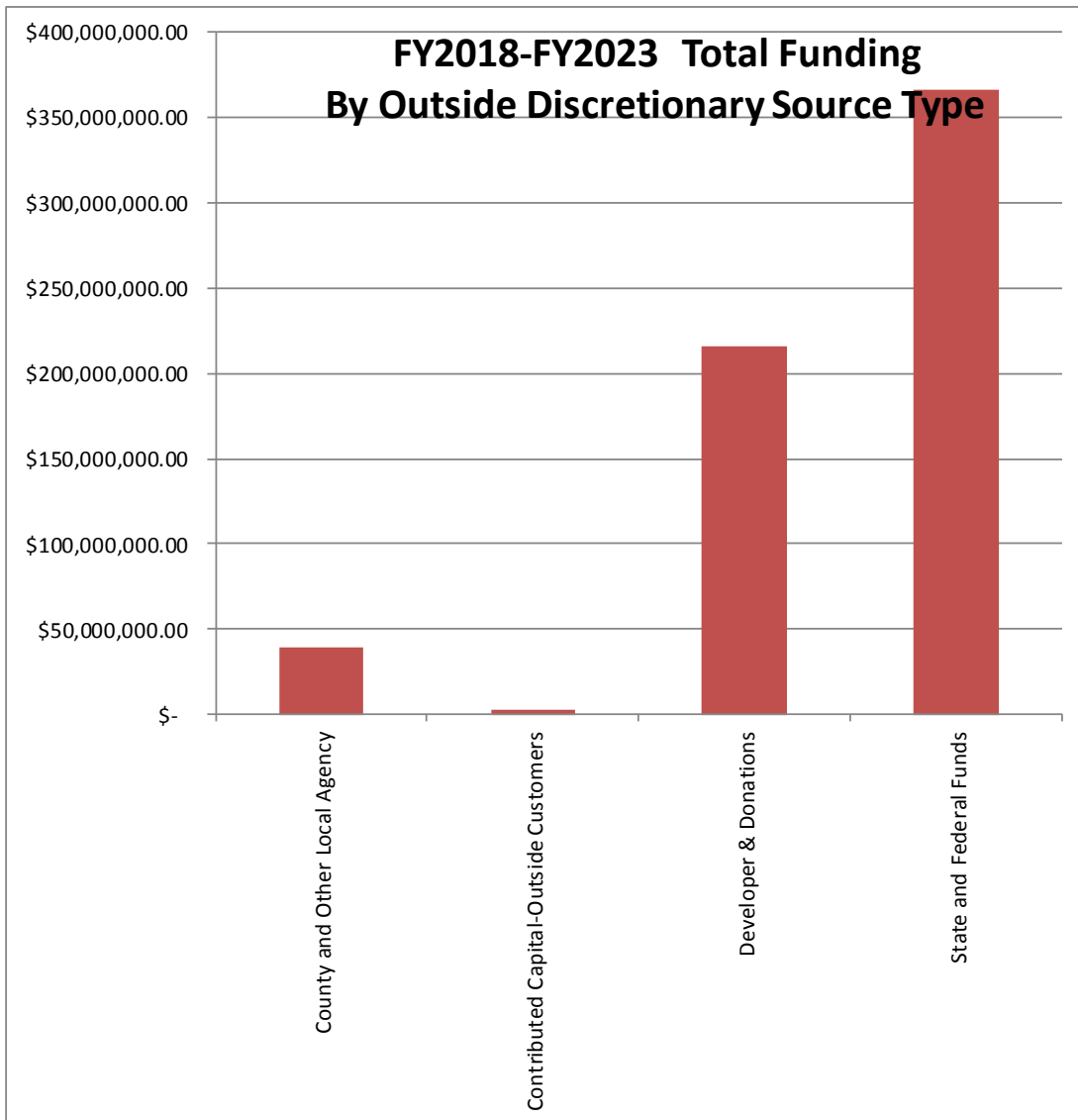
Category	FY 2018-2023 Total Funding Need	Outside Discretionary Funding	% Outside Discretionary Funding
City Owned Buildings Exc			
Housing Commission	\$ 10,660,000.00	\$ 225,000.00	2%
Housing Commission	\$ 17,300,000.00	\$ 17,300,000.00	100%
Parks and Recreation	\$21,150,000	\$ 1,120,000.00	5%
Solid Waste	\$11,575,000	\$ 3,240,000.00	28%
Airport	\$9,054,000	\$ 6,387,800.00	71%
Alternative Transportation	\$627,239,000	\$ 577,294,650.00	92%
Bridges	\$5,061,000	\$ 1,000,000.00	20%
New Street	\$4,525,000	\$ 1,500,000.00	33%
Other Transportation	\$20,214,000	\$ 522,000.00	3%
Parking Facilities	\$11,581,000	\$ -	0%
Street Construction	\$78,535,000	\$ 14,440,600.00	18%
Sanitary System	\$33,199,000	\$ 880,000.00	3%
Stormwater Management	\$29,336,000	\$ 2,032,845.00	7%
Water System	\$ 129,142,000.00	\$ -	0%
Totals:	\$ 1,008,571,000.00	\$ 625,942,895.00	62%



Sources of outside discretionary funding are depicted by type in the table and chart below:

**FY2018-FY2023 OUTSIDE DISCRETIONARY FUNDS BY SOURCE CATEGORY**

Outside Discretionary Fund Category	FY2018-2023 Total Funding By Outside Discretionary Category	FY2018 Funding By Outside Discretionary Category	FY 2019 Funding By Outside Discretionary Category
County and Other Local Agency	\$ 39,732,000.00	\$ 2,685,000.00	\$ 5,005,000.00
Contributed Capital-Outside Customers	\$ 3,240,000.00	\$ -	\$0
Developer & Donations	\$ 216,196,000.00	\$ 780,000.00	\$ 12,000,000.00
State and Federal Funds	\$ 366,774,895.00	\$ 26,910,095.00	\$ 71,330,350.00
	\$ 625,942,895.00	\$ 30,375,095.00	\$ 88,335,350.00





**C. General Funded Projects**

The FY2018-FY2023 CIP includes 24 projects that are anticipated to be funded in whole or in part by general funds. This represents about 5.5% of all projects and about 1.8% of all funding needed. However, per discussions of discretionary funding above, if grants or other outside funding are obtained for any or all of the major alternative transportation projects, significant matching general funds might be needed. General fund matches for such projects are not included in the table below given the discretionary nature of the funding itself.

For example, the potential general fund match for a federal grant to construct the proposed Ann Arbor Station in the Alternative Transportation asset group is not included in the figures. It is covered as a “discretionary funded” project in Section B.

Predominant in number in the general funded project group are city owned building projects such as projects to rehabilitate or replace the City’s aging fire stations that are necessary for the safe and efficient function of such facilities.

The chart below summarizes the number and funding needs of such projects for each asset group. Totals are shown both for the total six-year cycle and individually for FY2018 and FY2019.

**GENERAL FUND NEEDS**

Category	Total FY2018-FY2023 Number of Projects	FY2018-FY2023 Total General Funds Needed	FY2018 Number of Projects	FY2018 General Funds Needed	FY2019 Number of Projects	FY2019 General Funds Needed
City Owned Buildings	11	\$ 10,255,000.00	5	\$ 780,000.00	4	\$ 880,000.00
Parks and Recreation	0		0	\$ -	0	\$ -
Solid Waste	0		0	\$ -	0	\$ -
Airport	0		0	\$ -	0	\$ -
Alternative Transportation	3	\$ 1,603,000.00	0	\$ -	0	\$ -
Bridges	0	\$ -	0	\$ -	0	\$ -
New Street	0	\$ -	0	\$ -	0	\$ -
Other Transportation	3	\$ 2,625,000.00	2	\$ 625,000.00	2	\$ 550,000.00
Parking Facilities	0		0	\$ -	0	\$ -
Street Construction	0		0	\$ -	0	\$ -
Sanitary System	0		0	\$ -	0	\$ -
Stormwater Management	0		0	\$ -	0	\$ -
Water System	7	\$ 3,765,000.00	3	\$ 560,000.00	5	\$ 265,000.00
<b>TOTALS</b>	<b>24</b>	<b>\$18,248,000.00</b>	<b>10</b>	<b>\$ 1,965,000.00</b>	<b>11</b>	<b>\$ 1,695,000.00</b>

## PROJECTS, PRIORITIZATION, AND PROGRAMMING: “THE THREE P’s”

The initial task for the CIP Category Teams is to generate a list of identified capital needs (the “Projects” step).

The next, and most critical process component, is rating the relative merits of each project (the “Prioritization” step). This crucial step, while constrained by the amount of funding anticipated to be available for capital projects and timing of availability of funds when more than one asset category is involved in a project, nonetheless provides invaluable information in the CIP decision-making process. Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital projects even more crucial and difficult. The merits of each identified capital need must be judged against the policies and criteria of the CIP process and the goals of each component of the master plan, as well as against the other competing needs in that particular asset category.

For example, within the limited budget of the water asset group, is the rehabilitation of an aging component at the water treatment plant, or the replacement of a failing water distribution main, or the modification of a treatment process for greater efficiency of greater importance?

While asset groups utilize a set of common prioritization criteria, a limited number of asset-specific criteria are utilized as well (see chart below). While rating scales for each criterion are the same, each group may assign different relative weights to each.

<i>Prioritization Criteria Items</i>
<b>Criteria Common to Most Asset Categories:</b>
Sustainability Framework Goals
Safety/Compliance/Emergency Preparedness
Funding
Coordination with Other Projects
Master Plan Objectives
User Experience (Level Of Service)
Innovation
Economic Development/Retention
Partnerships
System Influence/Capacity
O & M (Operation & Maintenance)
Energy
<b>Criteria Specific to Selected Asset Categories Only:</b>
Parks & Recreation Only: SCRA - Social, Cultural, Recreational, and Aesthetic
Bridges Only: Daily Users Carried
Bridges Only: Criticality (e.g. critical to systems operation or a specific site)
Bridges Only: Impacts Other Infrastructure items
New Streets Only: User Demand
New Streets Only: Surface Water Quality
New Streets Only: Natural Features Impacts
Stormwater Management Only: Water Quality
Water System Only: Reliability

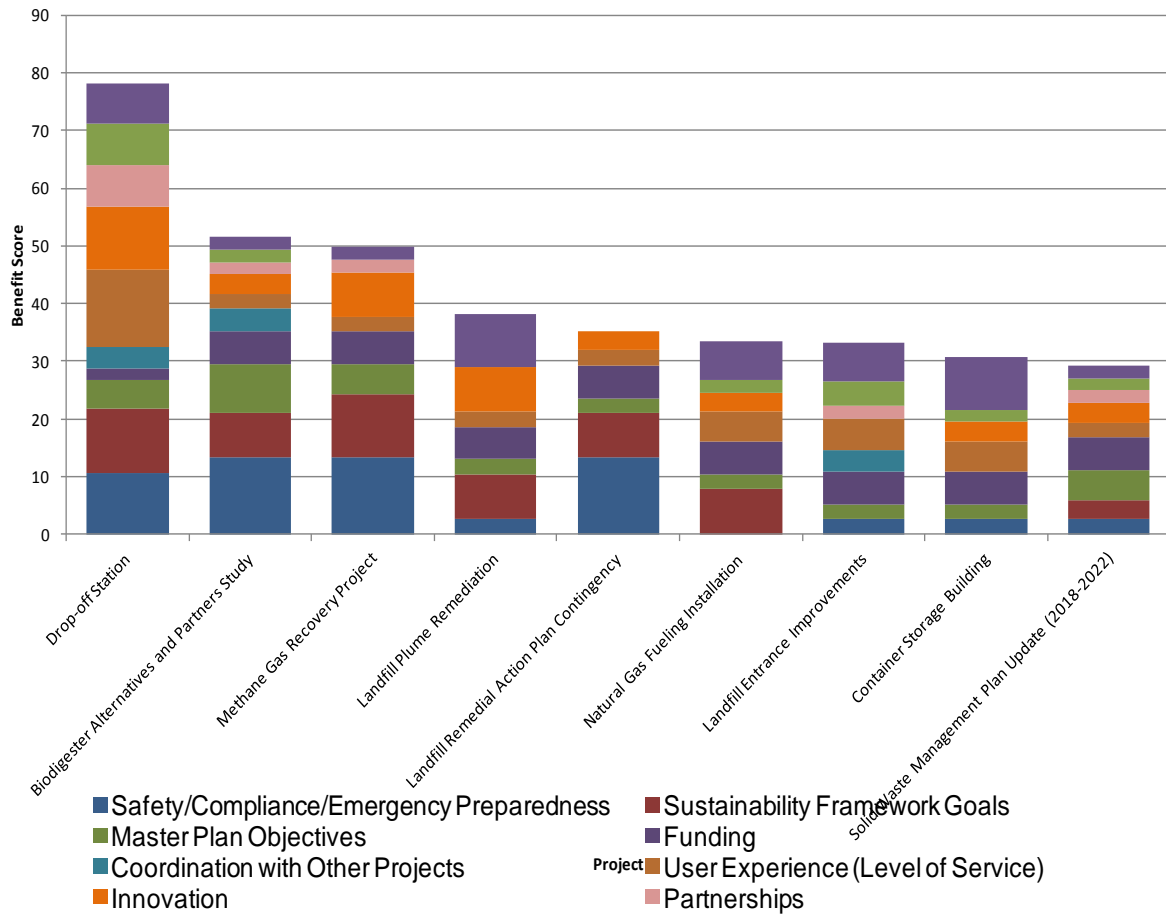
Each project is then rated using a scoring scale for each criteria. This scoring process takes place with teams of staff members providing broad cross-unit input and involving staff from unit

mangers to project managers to field operations personnel. Staff from other entities such as the DDA, UM, and the Washtenaw County Water Resources Commissioner’s Office (WCWRC) are also involved where appropriate.

Upon completion of Prioritization of capital projects for each asset category, the prioritization model then produces information (both in graphic and in tabular form) showing the scores for each project. Results for the Solid Waste asset group are shown below as an example:

## SAMPLE SOLID WASTE PRIORITIZATION MODEL GRAPHIC RESULTS

**FIGURE 1**  
Benefit Score by Criteria Weight Composition



**SAMPLE SOLID WASTE PRIORITIZATION MODEL TABULAR RESULTS**

<b>Project Number</b>	<b>Project Description</b>	<b>Total Benefit Score</b>
1	Drop-off Station	<b>78.03</b>
7	Biodigester Alternatives and Partners Study	<b>51.62</b>
4	Methane Gas Recovery Project	<b>49.93</b>
8	Landfill Plume Remediation	<b>38.07</b>
5	Landfill Remedial Action Plan Contingency	<b>35.16</b>
9	Natural Gas Fueling Installation	<b>33.55</b>
3	Landfill Entrance Improvements	<b>33.28</b>
2	Container Storage Building	<b>30.69</b>
6	Solid Waste Management Plan Update (2018-2022)	<b>29.32</b>

These prioritization scores then become one of the principal tools in establishing the order in which projects are programmed (the “Programming” step). It is noted however, that fund availability and constraints, the need to coordinate with projects involving other asset groups, required interactions with other outside agencies, and other similar factors dictate that this scoring alone does not set the programmatic order in which projects are undertaken.

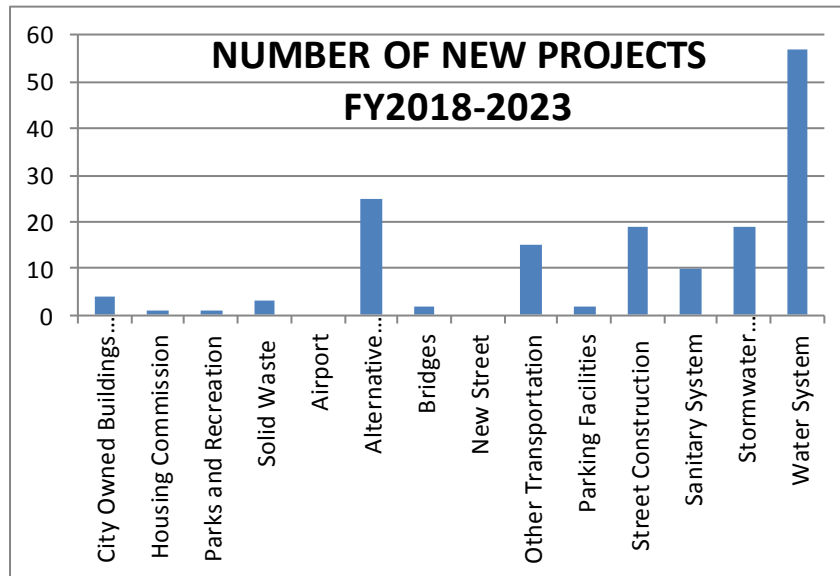
The final result of the “Three P” process was the FY2018-FY2023 plan presented in tabular form by asset group to the City Planning Commission with prioritizations scores, year programmed, and projected funding needs for each.

## NEW PROJECTS

There are 158 new projects in the FY2018-FY2023 CIP. The total cost of all new projects is \$157,224,000 representing approximately 15.6% of all project costs. New projects are shaded on the CIP Plan tabular data sheets.

### NEW PROJECTS FY2018- FY2023

Category	# of New Projects	FY2018-2023 Funding Needed
City Owned Buildings Exc. Housing Comm.	4	\$ 7,300,000.00
Housing Commission	1	\$ 1,300,000.00
Parks and Recreation	1	\$ 150,000.00
Solid Waste	3	\$ 2,370,000.00
Airport	0	\$ -
Alternative Transportation	25	\$ 14,969,000.00
Bridges	2	\$ 2,047,000.00
New Street	0	\$ -
Other Transportation	15	\$ 21,584,000.00
Parking Facilities	2	\$ 3,321,000.00
Street Construction	19	\$ 24,452,000.00
Sanitary System	10	\$ 5,375,000.00
Stormwater Management	19	\$ 18,803,000.00
Water System	57	\$ 55,553,000.00
<b>TOTALS</b>	<b>158</b>	<b>\$ 157,224,000.00</b>



## COMMUNITY INPUT AND INFORMATION SHARING

As the City's focus on community engagement efforts is increasingly embedded into the fabric of interaction with the community, many new capital improvement projects are being generated from such interactions.

The City has engaged in several intensive infrastructure related planning and evaluative studies that have involved citizen advisory groups and/or community-wide engagement efforts. The results of such studies have generated capital improvement projects that were heavily driven by such citizen input.

As an example, the recently completed Stormwater Modelling project resulted in the identification of several needed capital projects. This Plan includes several new projects that arose as a result of that effort as, for example, the Edgewood/Snyder SWMM Area Stormwater project.

Resident requests concerning specific locations have also generated a number of capital improvement projects. For example, citizen requests to fill the sidewalk gap on the south side of Jackson from Wagner to Park Lake contributed to inclusion of a project to meet that need.

Requests are also received from the University of Michigan (UM), local interest organizations such as the Washtenaw Biking and Walking Coalition, etc. For the first time, in Fall 2016, staff from UM were directly included in CIP asset group discussions, fostering shared knowledge and smoother capital planning where both the City and the university's plans intersect.

Examples of other projects that were added to the FY2018-FY2023 CIP based in whole or in part upon community input include the Border-to-Border trail connection under Fuller Road, other sidewalk gap-filling projects, Chalmers Drive improvements, and water quality improvement projects based on citizen's reporting of water issues such as rusty water.

Local streets that are slated for resurfacing under the CIP's Annual Local Street Resurfacing often result from placement on an initial candidate list based on direct resident request for evaluation.

One final new opportunity for gathering community input, which can lead to inclusion of new capital improvement projects in the CIP, has come about due to the highly successful launch in 2014 of the City's new *A2 Fix It* system. This system permits community members to report on issues related to the City's capital assets as well as its operations. The primary purpose of the system focuses on addressing issues such as pothole repair or a missed trash pick-up which can be addressed in the short term. However, the system is also beginning to generate requests which would require longer-term capital improvement project creation to properly address.

**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2018**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2018	Projected FY2019	FY2020+	Total FY2018-FY2020+	
<b><u>Municipal Facilities - City Owned Buildings</u></b>									
MF-CB-10-05	Primary Chiller	9	of 14	28.76	-	280,000	-	-	280,000
N/A	ADA Accessibility Study	N/A		N/A	-	20,000	25,000	-	45,000
MF-CB-18-02	Fire Stations Bathroom Improvements	14	of 14	9.03	-	-	150,000	-	150,000
					-	300,000	175,000	-	475,000
<b><u>Municipal Facilities - Parks and Recreation</u></b>									
MF-PR-08-21	Recreational Facilities	1	of 21	73.17	1,655,000	520,000	250,000	2,725,000	3,495,000
MF-PR-10-01	Playgrounds/Paths/Restrooms	4	of 21	57.97	939,000	100,000	100,000	400,000	600,000
MF-PR-08-19	Baseball/Softball Field Renovations	11	of 21	48.18	800,000	150,000	-	150,000	300,000
MF-PR-08-07	Tennis & Basketball Court Renovations	12	of 21	45.18	900,000	-	150,000	300,000	450,000
MF-PR-10-06	Pathways	6	of 21	53.91	1,603,000	150,000	450,000	1,000,000	1,600,000
MF-PR-10-09	Picnic Shelters	14	of 21	40.48	500,000	50,000	50,000	-	100,000
MF-PR-10-02	Parks Roads, Bridges, Dams, Sidewalks & Parking Lots	13	of 21	41.62	970,000	250,000	285,000	1,635,000	2,170,000
MF-PR-12-06	Historic Park Structures	15	of 21	39.05	450,000	-	150,000	150,000	300,000
					7,817,000	1,220,000	1,435,000	6,360,000	9,015,000
<b><u>Municipal Facilities - Solid Waste</u></b>									
MF-SW-12-01	Landfill Entrance Improvements	4	of 9	30.59	-	480,000	800,000	-	1,280,000
MF-SW-18-01	Northside Methane Collection System Upgrades	5	of 9	30.16	-	20,000	-	-	20,000
MF-SW-18-04	MRF & Transfer Station Bldg. and Site Evaluation & Repairs	3	of 9	30.93	-	750,000	-	-	750,000
					-	1,250,000	800,000	-	2,050,000
<b><u>Transportation - Alternative Transportation</u></b>									
TR-AT-10-20	Major Mid-Block Crossings	5	of 32	62.79	550,000	200,000	-	-	200,000
TR-AT-12-04	Ellsworth at Research Park Pedestrian Crossing	9	of 32	55.98	-	120,000	-	-	120,000
TR-AT-13-01	Sidewalk Replacement Program	24	of 32	41.49	1,349,653	750,000	750,000	3,000,000	4,500,000
TR-AT-13-01	Asphalt Sidewalk Replacement & Maintenance	24	of 32	41.49	150,000	300,000	300,000	1,200,000	1,800,000
TR-AT-18-01	Miller/Maple Sidewalks	18	of 32	46.38	50,000	207,000	-	-	207,000
TR-AT-16-03	Federal Blvd Sidewalk Gap	26	of 32	41.01	-	-	102,500	-	102,500
TR-AT-18-17	Green (Gettysburg to Burbank) Sidewalk Gap	22	of 32	42.37	-	-	171,250	-	171,250
TR-AT-18-25	Sidewalk Gaps	N/A		N/A	-	-	500,000	-	500,000
TR-AT-18-23	Jackson Ave Mid-Block Crosswalk	13	of 32	54.86	-	260,000	-	-	260,000
N/A	Hiscock Sidewalk Gap	N/A		N/A	-	120,000	-	-	120,000
					2,099,653	1,957,000	1,823,750	4,200,000	7,980,750
<b><u>Transportation - New Streets</u></b>									
TR-NS-10-06	Termination of Public Dead End Streets	2	of 4	34.51	333,000	100,000	450,000	-	550,000
					333,000	100,000	450,000	-	550,000
<b><u>Transportation - Other</u></b>									
TR-OT-12-04	Plymouth Road Retaining Wall Repair	13	of 14	10.32	-	-	150,000	-	150,000
TR-OT-10-06	Bird Road Retaining Wall	11	of 14	19.71	-	150,000	-	-	150,000
					-	150,000	150,000	-	300,000

**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2018**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2018	Projected FY2019	FY2020+	Total FY2018-FY2020+	
<b>Transportation - Bridges</b>									
TR-BR-16-02	East Medical Center Drive Bridge Painting & Rehab	1	of 5	81.44	-	225,000	826,000	-	1,051,000
<b>Transportation - Street Construction</b>									
TR-SC-08-01	Fuller/Maiden/E Medical Intersection	1	of 43	70.22	192,000	-	500,000	2,645,000	3,145,000
TR-SC-09-03	Stadium Blvd. (Hutchins to Kipke)	2	of 43	59.38	7,371,000	814,100	-	-	814,100
TR-SC-14-01	Stone School (Packard to Eisenhower)	8	of 43	50.73	-	-	210,000	-	210,000
TR-SC-14-06	State St. (Washington to S. University)	10	of 43	49.80	-	-	775,000	-	775,000
TR-SC-14-07	Fifth Ave (Kingsley to Catherine)	3	of 43	55.88	360,000	1,050,000	-	-	1,050,000
TR-SC-14-09	Scio Church Rd Improvements (7th to Main)	13	of 43	40.42	117,000	690,000	-	-	690,000
TR-SC-14-12	Pauline (Stadium to Seventh)	9	of 43	50.31	-	575,000	-	-	575,000
TR-SC-14-21	S. 7th (Scio Church to Greenview)	11	of 43	48.56	-	-	1,300,000	-	1,300,000
TR-SC-16-07	Hoover (Main to State)	15	of 43	46.09	-	-	700,000	-	700,000
TR-SC-16-09	Boardwalk (Eisenhower to north end)	41	of 43	24.12	-	-	735,000	-	735,000
TR-SC-16-15	Traverwood (Plymouth to HPW)	34	of 43	34.02	-	-	810,000	-	810,000
TR-SC-16-18	Nixon/Green/Dhu Varren Intersection Improvement	6	of 43	53.72	2,125,000	-	-	-	-
TR-SC-16-19	State St. (Packard to Hoover)	24	of 43	38.97	-	350,000	-	-	350,000
TR-SC-16-20	Stone School (Eisenhower to I-94)	7	of 43	52.89	-	-	525,000	-	525,000
TR-SC-12-05	Liberty (First to Main)	17	of 43	45.78	65,000	650,000	-	-	650,000
TR-SC-13-07	Annual Local Resurfacing (ASRP)	34	of 43	34.02	10,550,000	2,250,000	2,430,000	12,600,000	17,280,000
TR-SC-16-03	Hill Street (Onondaga to Geddes)	38	of 43	29.07	-	455,000	-	-	455,000
TR-SC-15-02	Annual Capital Street Maintenance Program	30	of 43	36.08	2,155,000	100,000	-	3,000,000	3,100,000
TR-SC-15-02	State St. (I-94 to Ellsworth)	30	of 43	36.08	-	400,000	-	-	400,000
TR-SC-18-05	Jackson Ave (I-94 to City Limits)	25	of 43	38.66	-	1,235,000	-	-	1,235,000
TR-SC-18-10	S. Industrial (Stimpson to Eisenhower)	33	of 43	34.95	-	-	600,000	1,000,000	1,600,000
TR-SC-18-11	State St. (Stimpson to Oakbrook)	42	of 43	21.65	-	-	400,000	-	400,000
TR-SC-18-14	Platt Road (Washtenaw to HPW)	36	of 43	32.79	-	-	365,000	-	365,000
TR-SC-18-16	South University (State to East U)	27	of 43	36.81	-	430,000	-	-	430,000
UT-WS-12-06	Crest/Buena Vista/West Washington Street Share	48	of 90	32.76	100,000	-	570,000	-	570,000
UT-WS-18-03	Maxwell/Wakefield/Lutz Water Main Street Share	4	of 90	62.29	40,000	75,000	-	-	75,000
	Nixon Road Improvements					1,200,000			1,200,000
					23,075,000	10,274,100	9,920,000	19,245,000	39,439,100
<b>Utilities - Sanitary Sewer</b>									
UT-SN-02-11	Wet Weather Mitigation (Long Term)	6	of 30	46.40	20,745,000	3,500,000	-	4,000,000	7,500,000
UT-SN-03-29	Southside Interceptor Rehab	15	of 30	39.30	8,970,000	1,600,000	1,600,000	-	3,200,000
UT-SN-10-11	2780 Packard Sanitary Extension	25	of 30	30.67	96,000	224,000	-	-	224,000
UT-SN-14-05	Lift Station Repair/Replacement Program	13	of 30	40.58	-	-	700,000	1,500,000	2,200,000
UT-SN-14-06	Sanitary Sewer Lining Projects	3	of 30	53.97	4,750,000	1,500,000	1,500,000	3,000,000	6,000,000
UT-SN-16-11	Sanitary Sewer Collections System Asset Mgmt Plan	4	of 30	50.95	465,000	400,000	-	-	400,000
UT-SN-16-12	Sanitary Manhole Lid and Casting Sealing Program	16	of 30	39.29	116,000	350,000	-	-	350,000
UT-WS-14-17	Water Meter Replacement Program - 50% H2O Obligation	90	of 90	8.76	-	125,000	1,250,000	3,750,000	5,125,000
UT-SN-08-01	Wagner Road Sanitary Sewer - South	11	of 30	41.65	-	-	267,000	333,000	600,000
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	11	of 30	41.65	-	267,000	333,000	-	600,000
UT-SN-10-05	Sanitary Sewer System Public Works Capital Maintenance	21	of 30	34.42	875,000	400,000	400,000	1,600,000	2,400,000
UT-SN-14-03	Rock Creek and Huntington Drive Sanitary Sewer Extension	10	of 30	44.00	-	-	775,000	1,200,000	1,975,000
UT-SN-16-01	Mulholland Murray Crosslot Sanitary Mains	29	of 30	22.46	-	-	500,000	-	500,000



**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2018**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2018	Projected FY2019	FY2020+	Total FY2018-FY2020+	
UT-SN-16-13	High Level Trunkline Sanitary Sewer Rehabilitation	18	of 30	38.39	-	-	1,000,000	2,000,000	3,000,000
UT-SN-16-14	Stone School Rd (Packard to Eisenhower) Sanitary Extension	11	of 30	41.65	-	-	250,000	-	250,000
UT-SN-18-02	Horman Ct Sanitary	17	of 30	39.01	-	221,000	279,000	-	500,000
UT-SN-18-04	Lafayette - Lenawee Sanitary	26	of 30	30.38	-	150,000	180,000	-	330,000
UT-SN-18-S2	Northside Interceptor Condition Assessment	30	of 30	22.94	-	280,000	-	-	280,000
<b>Utilities - Storm Sewer</b>									
UT-ST-16-02	Allen Creek Railroad Berm Opening-Alternative Transportation Share	1	of 42	65.84	688,000	-	405,000	-	405,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	31	of 42	30.95	400,000	100,000	100,000	400,000	600,000
UT-ST-14-01	Village Oaks - Chaucer Stormwater Improvements	10	of 42	43.47	289,000	240,000	-	-	240,000
UT-ST-14-13	Scio Church (Main to Seventh) Stormwater Improvements	26	of 42	34.63	15,000	225,000	-	-	225,000
UT-ST-16-01	Fifth Ave (Kingsley to Catherine) Stormwater Improvements	15	of 42	41.09	16,000	450,000	-	-	450,000
UT-ST-16-02	Allen Creek Railroad Berm Opening	1	of 42	65.84	688,000	259,575	414,250	-	673,825
UT-ST-16-03	Miller Creek Channel Modification-Reach D	22	of 42	36.53	-	1,100,000	-	-	1,100,000
UT-ST-16-11	Sister Lakes Stormwater Improvements	16	of 42	40.48	30,000	195,000	-	-	195,000
UT-ST-16-13	Liberty (First to Main) Stormwater Improvements	21	of 42	36.73	30,000	405,000	-	-	405,000
UT-ST-16-18	State Street Stormwater Detention	38	of 42	23.54	-	-	50,000	250,000	300,000
UT-ST-18-01	Edgewood/Snyder SWMM Area Stormwater	7	of 42	46.53	-	100,000	2,000,000	-	2,100,000
UT-ST-18-09	Lower Allen Creek SWMM Area Stormwater Improvements	3	of 42	50.54	-	1,200,000	1,200,000	4,800,000	7,200,000
UT-ST-18-10	Placid Way Culvert and Headwall Replacement	4	of 42	49.11	-	-	250,000	-	250,000
UT-ST-18-15	Arboretum Culverts and Headwalls (School Girls Glen)	29	of 42	32.24	-	300,000	-	-	300,000
					2,156,000	4,574,575	4,419,250	5,450,000	14,443,825
<b>Utilities - Water System</b>									
UT-WS-16-26	Barton Dam Embankment Rehabilitation (Water Fund)	2	of 90	65.14	20,000	60,000	20,000	925,000	1,005,000
UT-WS-08-06	Replace Steere Farm Well Pump Engines	5	of 90	57.52	2,000,000	930,000	-	-	930,000
UT-WS-16-18	WTP Residuals Handling Project	10	of 90	49.91	-	-	1,500,000	-	1,500,000
UT-WS-16-19	WTP Programmable Logic Controllers Replacement Proj	3	of 90	64.76	250,000	250,000	1,000,000	650,000	1,900,000
UT-WS-16-20	WTP HVAC Improvements	14	of 90	47.33	50,000	-	-	1,150,000	1,150,000
UT-WS-16-27	Liberty (318 W Liberty to Main St.) Water Main Repl	17	of 90	46.48	40,000	128,000	-	-	128,000
UT-WS-12-06	Crest/Buena Vista/West Washington Water Main Repl	48	of 90	32.76	100,000	684,000	456,000	-	1,140,000
UT-WS-14-17	Water Meter Replacement Program - 50% Sewer Obligation	90	of 90	8.76	-	125,000	1,250,000	3,750,000	5,125,000
N/A	Barton and Superior Dam Work (General Fund)	N/A		N/A	200,000	525,000	125,000	-	650,000
Non-CIP	WTP: Well Abandonment	N/A		N/A	-	125,000	-	-	125,000
UT-WS-08-04	WTP: Structural Repairs Project Phase 2	52	of 90	32.19	-	125,000	850,000	800,000	1,775,000
UT-WS-08-14	WTP: South Industrial Tank Roof Repair and Painting	71	of 90	24.95	50,000	550,000	-	-	550,000
UT-WS-08-27	Traver Rd PRV (between Barton and Leslie Golf Course)	86	of 90	14.67	-	100,000	-	-	100,000
UT-WS-13-03	Dover Place/Riverview Water Main	33	of 90	38.00	-	337,000	423,000	-	760,000
UT-WS-14-19	Pauline (Stadium to Seventh) Water Main Replacement	28	of 90	41.81	-	558,000	842,000	-	1,400,000
UT-WS-16-06	Fifth Ave (515 N Fifth to Catherine) Water Main Upsizing	26	of 90	42.19	28,000	472,000	-	-	472,000
UT-WS-16-09	Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement	43	of 90	35.43	-	600,000	1,350,000	-	1,950,000
UT-WS-18-02	Sycamore Place Water Main Replacement	40	of 90	36.57	-	70,000	105,000	-	175,000
UT-WS-18-03	Maxwell, Wakefield, & Lutz Water Main Replacement	4	of 90	62.29	40,000	360,000	-	-	360,000
UT-WS-18-03	Maxwell, Wakefield, & Lutz Water Main Replacement Street Share	4	of 90	62.29	-	75,000	-	-	75,000
UT-WS-18-08	Brookwood (White to Packard) Water Main Replacement	54	of 90	30.86	-	165,000	125,000	-	290,000
UT-WS-18-12	Horman Ct Water Main Replacement	30	of 90	40.38	-	165,000	-	-	165,000
UT-WS-18-15	Plymouth and Green Intersection Water Main Upgrades	31	of 90	39.81	1,100,000	267,000	-	-	267,000

**CITY OF ANN ARBOR**  
**Budgeted Capital Improvement Projects**  
**By Project Type**  
**Requested Project Appropriations for FY2018**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2018	Projected FY2019	FY2020+	Total FY2018-FY2020+	
UT-WS-18-18	WTP: Barton Pump Station 20" Raw Water Suction Piping Replacement	11	of 90	49.71	-	120,000	-	2,280,000	2,400,000
UT-WS-18-20	WTP: Barton Pump Station Valve Replacement	16	of 90	46.85	-	100,000	-	750,000	850,000
UT-WS-18-23	Water Main Distribution System Valve Replacements	22	of 90	43.24	-	450,000	-	500,000	950,000
UT-WS-18-50	Hill St (Adams to Fifth) Water Main Upsizing	49	of 90	32.67	-	500,000	-	-	500,000
UT-WS-18-52	WTP: Ammonia Building Improvements	0	of 90	-	-	40,000	-	400,000	440,000
UT-WS-18-57	South University (State to E University) Water Main Abandonment	83	of 90	18.66	-	200,000	-	-	200,000
UT-WS-04-07	Cedar Bend (Lower) Water Main Replacement	61	of 90	28.95	-	-	89,000	111,000	200,000
UT-WS-06-07	WTP: Geddes and South East District Control Valve	69	of 90	25.43	-	-	50,000	200,000	250,000
UT-WS-08-07	Dams: Barton Pond Early Warning System	48	of 90	32.76	-	-	25,000	300,000	325,000
UT-WS-10-01	Dams: Barton Dam Coating and Structural Steel Repairs- 50% general fund	36	of 90	37.34	-	-	25,000	375,000	400,000
UT-WS-12-03	Provincial (Arlington to Fairlane) Water Main Replacement	61	of 90	28.95	-	-	89,000	111,000	200,000
UT-WS-12-07	Dams: Barton Dam Concrete Repair	13	of 90	48.19	-	-	50,000	700,000	750,000
UT-WS-14-15	Plymouth Road (Georgetown Blvd to Green Rd) Water Main Replacement	19	of 90	45.52	-	-	620,000	780,000	1,400,000
UT-WS-16-05	Mosely (Main to 3rd), 3rd (Mosley to Madison) & Wilder Pl Water Main Upsizing	20	of 90	44.19	-	-	330,000	420,000	750,000
UT-WS-16-11	Hubbard (Murfin to 600' West) Water Main Replacement	46	of 90	33.71	-	-	300,000	-	300,000
UT-WS-16-28	Maynard St (Nickels Arcade to Liberty) Watermain Replacement	17	of 90	46.48	-	-	100,000	-	100,000
UT-WS-16-31	Hoover (Main to State) Water Main Upsizing	17	of 90	46.48	-	-	400,000	600,000	1,000,000
UT-WS-16-40	Seventh (Scio Church to Greenview) Water Main Replacement	48	of 90	32.76	-	-	221,000	279,000	500,000
UT-WS-18-01	Dunmore, Waverly, & Weldon Water Main Replacement	59	of 90	29.33	-	-	310,000	390,000	700,000
UT-WS-18-04	Bucholz Ct Water Main Replacement	25	of 90	42.29	-	-	140,000	-	140,000
UT-WS-18-26	Page Ave (King George south to end) Water Main Replacement	25	of 90	42.29	-	-	225,000	75,000	300,000
UT-WS-18-32	WTP: Metering of Pressure Districts	80	of 90	20.37	-	-	200,000	1,000,000	1,200,000
UT-WS-92-28	WTP: Plant 2 Hydraulic Corrections	N/A		N/A	-	-	725,000	-	725,000
<b>CIP Grand total</b>					<b>3,878,000</b>	<b>8,081,000</b>	<b>11,945,000</b>	<b>16,546,000</b>	<b>36,572,000</b>
<b>Non-CIP / Operations &amp; Maintenance Capital</b>									
N/A	Streetlight Replacements	N/A		N/A	720,000	300,000	300,000	-	600,000
N/A	Alternative Transportation Annual Improvements	N/A		N/A	51,322	6,000	6,000	-	12,000
N/A	7th Street Transportation (buffered bike lanes)	N/A		N/A	-	117,500	-	-	117,500
N/A	Capital Maintenance	N/A		N/A	112,143	-	200,000	-	200,000
N/A	Police and Fire Capital Equipment	N/A		N/A	-	70,100	-	-	70,100
<b>Grand total</b>					<b>883,465</b>	<b>493,600</b>	<b>506,000</b>	<b>-</b>	<b>999,600</b>
<b>Grand total</b>					<b>\$ 76,259,118</b>	<b>\$ 37,642,275</b>	<b>\$ 41,484,000</b>	<b>\$ 69,184,000</b>	<b>\$ 148,310,275</b>

## Capital Improvement Program: Significant Non-recurring Projects

- There are 82 capital projects in the FY2018 capital budget totaling \$148,310,275. This is a 65.8% decrease over the FY2017 capital budget total of \$245,324,019. The decrease is mostly attributable to the completion of the WTP Plant 1 Replacement Project.
- There are 38 projects over \$1,000,000 (46.3% of the number of projects). The total for these projects is \$108,351,000 (73.1% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2018 are listed in this section by project category.
- Of the 38 projects over \$1 million, one project is over \$10 million. The total for this project is \$17,280,000 (11.7% of the total dollar value of projects).
- Eight of the projects in excess of \$1,000,000 are recurring. The recurring projects are:
  - Recreational Facilities \$3.5 million;
  - Pathways \$1.6 million;
  - Parks Roads, Bridges & Parking Lots \$2.2 million;
  - Sidewalk Replacement Program \$4.5 million;
  - Asphalt Sidewalk Replacement & Maintenance \$1.8 million;
  - Annual Local Street Resurfacing Program \$17.3 million;
  - Annual Capital Street Maintenance Program \$3.1 million;
  - Sanitary Sewer Lining Projects \$6.0 million;

The three largest project categories make up 76% of all capital project dollars:

- |  |                                |
|--|--------------------------------|
| • Transportation – Street Construction | \$39,439,100 (27% of projects) |
| • Utilities – Sanitary Sewer           | \$35,434,000 (24% of projects) |
| • Utilities – Water System             | \$36,572,000 (25% of projects) |
| • All other projects                   | \$36,865,175 (25% of projects) |

**The effect of capital expenditures on future operating budgets** - One of the 12 common criteria utilized in the Prioritization Model tool for ranking projects in the CIP is the effect on operations and maintenance (O&M). The project scores for this criteria are part of the total calculated prioritization score for the project. The O&M score for each project is included in this section. The 10 point scale for scoring the O&M criteria is as follows:

**0** – Will cause increase in O&M costs.

**2** – Has a neutral effect on O&M costs.

**5 or 6** – Makes a modest contribution to O&M cost reduction.

**8** – Makes a modest contribution to O&M cost reduction and creates opportunities to improve operational flexibility/use of technology, and/or extends asset life.

## Capital Improvement Program: Significant Non-recurring Projects

**10** – Makes significant contribution to O&M cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, and/or utilizes materials or techniques that provide lowest overall life-cycle costs.

### Municipal Facilities – Parks and Recreation

**MF-PR-08-21 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 \$520,000 in FY2018, and a total of \$3,495,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 10.

**MF-PR-10-02 Parks Roads, Bridges, Dams, Sidewalks & Parking Lots** - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$250,000 in FY2018, and a total of \$2,170,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 3.

**MF-PR-10-06 Pathways** – Repair and reconstruct pathways as needed. Tentative projects include replacing existing path at entrance to Riverside Park, Wurster and Gallup Park. Evaluate Furstenberg, Riverside, Argo, and other boardwalks. Staff to evaluate needs on an annual basis. New projects will be scheduled each year per condition assessment. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$150,000 in FY2018, and a total of \$1,600,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

### Transportation – Alternative Transportation

**TR-AT-13-01 Sidewalk Replacement Program** – Repair and/or replacement of deficient sidewalks. Includes repair of asphalt R/W sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$750,000 in FY2018, and a total of \$4,500,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 0.

### Transportation - Street Construction

**TR-SC-09-03 Stadium Blvd. Reconstruction (Hutchins to Kipke)** – Reconstruction of roadway. The project budget is \$814,100 in FY2018, and a total of \$814,100. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

**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

## Capital Improvement Program: Significant Non-recurring Projects

size to warrant inclusion on this list. The project budget is \$2,250,000 in FY2018, and a total of \$17,280,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 3.

**TR-SC-14-07 Fifth Ave (Kingsley to Catherine)** – Replacement of historic brick pavers, ADA issues, drainage issues, Detroit Street Crossing, and DDA Streetscape. The project budget is \$1,050,000 in FY2017, and a total of \$1,050,000. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

**TR-SC-15-02 Annual Capital Street Maintenance Program** – Utilize techniques other than resurfacing and reconstruction to maintain city street systems; integrate in pavement asset management system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$100,000 in FY2018, and a total of \$3,100,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

### 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 \$3,500,000 in FY2018, and a total of \$7,500,000. These renovations should not result in significant additional future operating expenditures. The O&M criteria score is 0.

**UT-SN-14-06 Sanitary Sewer Lining Projects** – Future sewer lining projects, locations to be identified as determined. The project budget is \$1,500,000 in FY2018, and a total of \$6,000,000. 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 Cured in Place Pipe (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 FY2018, and a total of \$3,200,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

**UT-SN-10-05 Sanitary Sewer System Public Works Capital Maintenance** – Repair/replace failing manhole structures to allow access for maintenance citywide. The project budget is \$400,000 in FY2018, and a total of \$2,400,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 7.

### Utilities - Storm Sewer

**UT-ST-16-03 Millers Creek Channel Modifications-Reach 5** – Top priority sediment load reduction project identified in the Management of Millers Creek Sediment

## Capital Improvement Program: Significant Non-recurring Projects

Accumulation Study. The project budget is \$1,100,000 in FY2018, and a total of \$1,100,000. This replacement will reduce operation and maintenance expenditures. The O&M criteria score is 7.

**UT-ST-18-09 Lower Allen Creek Storm Water Management Model (SWMM) Area Stormwater Improvements** – This project addresses flooding concerns in lower Allen Creek watershed. The project budget is \$1,200,000 for FY2018, and a total of \$7,200,000. The O&M criteria score is 10.

### 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 \$930,000 in FY2018, and a total of \$930,000. These equipment replacements will result in savings in future operating expenditures. The O&M criteria score is 7.

**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 FY2018, and a total of \$1,900,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 3.

**UT-WS-18-18 WTP Barton Pump Station 20” Raw Water Suction Piping Replacement** – increase raw water flow to pump station and address aging pipe. The project budget is \$120,000 in FY2018, and a total of \$2,400,000. The O&M criteria score is 10.

**UT-WS-12-06 Crest/Buena Vista/West Washington Water Main Repl** – Detroit Edison Company (DTE) needs to replace mains on Buena Vista. The project budget is \$684,000 in FY2018, and a total of \$1,140,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 0.

**UT-WS-08-04 WTP: Structural Repairs Project Phase 2** – Repair deteriorating concrete and brick and repair roof at the Water Treatment plant. The project budget is \$125,000 in FY2018, and a total of \$1,775,000. The O&M criteria score is 0.

**UT-WS-14-19 Pauline (Stadium to Seventh) Water Main Replacement** – Evaluate condition of main and upsize to accommodate current design standards and address needed capacity. The project budget is \$558,000 in FY2018, and a total of \$1,400,000. The O&M criteria score is 0.

**UT-WS-16-09 Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement** – Replace aging water main to improve water quality and pressure issues. The project budget is \$600,000 in FY2018, and a total of \$1,950,000. The O&M criteria score is 7.

## 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.

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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



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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,

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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.

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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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