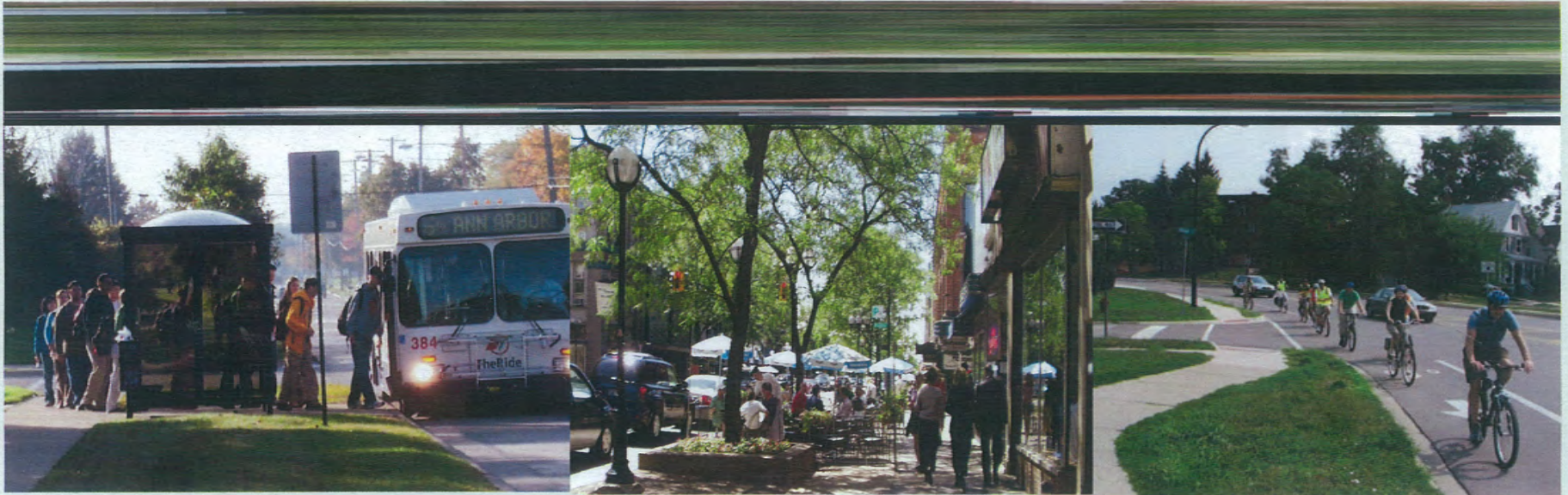


City of Ann Arbor, Michigan



Adopted FY 2010 Budget



**FY 2010
Adopted Budget**

**John Hieftje
Mayor**

Council Members

**Sandi Smith
Tony Derezinski
Christopher Taylor
Margie Teall
Mike Anglin**

**Sabra Briere
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**Roger Fraser
City Administrator**

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Special Thanks to the
FY 2010
Budget Staff
for their hard work and dedication
in preparing the budget:

Tom Crawford Karen Lancaster
Sandi Bird Stephanie Julian Kenneth Bogan

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, 2008

Handwritten signature of Phil L. Rutt in black ink.

President

Handwritten signature of Jeffrey R. Emswiler in black ink.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Ann Arbor, Michigan for its annual budget for the fiscal year beginning July 1, 2008. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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Budget Message



Office of City Administrator

July 1, 2009

To Mayor Hieftje and Members of City Council:

I am pleased to provide the adopted budget for the fiscal year 2010. This budget is based on the balanced two-year fiscal plan that includes the fiscal years 2010 budget and 2011 plan. The two-year fiscal plan projects the anticipated revenue receipts over two years and includes expenditure reduction strategies to establish an operating fiscal plan that is balanced with the projected revenues. The first year of the plan is the proposed FY 2010 budget, and the second year depicts what actions will be recommended if the forecasted revenues come in as expected.

The Context – This fiscal plan is being prepared in the midst of an historic upheaval in the US economy. As the City considers where it has come from over the past five years and looks forward for the next few, there are some stark realities that must be faced.

The City's General Fund reliance on property taxes has increased over the past five years as other forms of revenue (i.e. State-shared revenue) have decreased or been flat. Compounding this increased reliance, property tax revenues are now projected to decline year-over-year for at least the next two years. Declines are being driven by the weakening of the real estate market (resulting in lower taxable values) as well as the recent acquisition by the University of Michigan of the former Pfizer property, which has been the City's largest tax payer (almost 5% of the tax base). This acquisition will completely remove the property from the City's tax rolls.

In addition to declining revenues, the precipitous decline in the world's financial markets is projected to have a major impact on the City's required contributions for employee pension and retiree health costs. The City's pension system has historically been a valuable asset for the City and was 100% funded as of June 2008. The system helped establish a VEBA trust fund in 1999 to start dealing with the City's retiree health care liability. Although the City's annual costs to support the VEBA are expected to remain relatively constant at approximately \$15 million per year, the required contributions to the pension system are projected to roughly triple over the next five years from \$7.5 million per year to over \$20 million per year, in the absence of a substantial rebound in the marketplace.

As the City prepares to adapt to this stark financial future, it is important to take notice of the many changes City government has already undertaken over the past five years. Virtually every area of the City has been restructured and re-organized. Staffing levels (one of the largest expense items for the City to deliver services) have fallen from 1,005 to less than 800. At the same time the City has, in partnership with its bargaining units (of which there are eight), reduced the employer costs for benefits by enacting cost sharing at various levels across the employee base.

In addition, these restructurings resulted in a major reduction in the number of job classifications and increased flexibility in making work assignments, which have permitted the City to more effectively deploy workers to meet varying demands. During this time the “overhead” costs associated with operating City government were also reduced dramatically, so that as of 2009, the only significant area of the City which hasn’t implemented a re-structuring has been Police Services. As the largest component of the General Fund, Police Services restructuring will be implemented during the coming fiscal year.

Consequently, the proposed FY 2010 budget includes the reduction of 27 FTE’s within the Police Services: 8 Community Standards (3 vacant), 6 Command Officers (1 vacant), 10 Patrol (2 vacant), 1 vacant Dispatch and 2 vacant Clerical positions. Seven FTE reductions are affected in other operations, which include 2 vacant Court positions, 1 vacant Community Services Planning and Development-GIS support, 1 Community Services - Recreation Facilities staffing, 1 vacant Treasury, 1 Human Resources and 1 Community Services - Office of Community Development staff re-allocation to Washtenaw County.

Budget improvement ideas generated by Staff were carefully reviewed and addressed by the Service Area Administrators. Many of those suggestions were included in this budget proposal. Other cost reductions included in the proposed budget are:

- Police Services - Reduce fleet by 14 vehicles
- Police Services – Reduce 1 canine unit
- Community Services – Close Mack Pool down for the summer
- Community Services – Eliminate funding for Civic Band and Project Grow
- Community Services – Reduce operating hours at Vets Park Fitness Center
- Community Services – Reduced subsidy to Leslie Science Center
- City Administrator – Eliminate publication of Council agenda in newspaper

Other Items - On May 18, 2009, City Council adopted the proposed budget with the following changes:

- Council removed the \$85,000 funding for the Capital and Operating Needs Assessment for the Housing Commission.
- Council approved to provide \$28,350 funding for Leslie Science and Nature Center with a \$4,350 use of General Fund Prior Year Fund Balance and a \$24,000 decrease in funding for the Historic District consultant
- \$25,000 additional funding to the Economic Development Fund was approved to support local development efforts.

Adopted Expenditure Budget:**Two-Year Fiscal Plan**

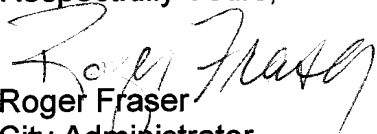
| | <u>2010</u> | <u>2011</u> |
|---|----------------------|----------------------|
| <u>General Fund Expenditures</u> | | |
| <i>Recurring Items:</i> | | |
| Police | \$ 26,057,095 | \$ 27,188,966 |
| Fire | 14,106,119 | 13,516,759 |
| AATA | 9,636,345 | 9,135,256 |
| Courts | 4,226,107 | 4,357,693 |
| Public Services – Fleet & Facilities, Utilities, Admin. | 4,025,632 | 4,219,947 |
| Finance | 3,956,114 | 4,016,264 |
| Parks Forestry & Operations | 3,841,078 | 3,872,101 |
| Parks & Recreation | 3,627,372 | 3,415,717 |
| Planning & Development | 2,526,699 | 2,592,084 |
| City Attorney | 2,041,949 | 1,988,580 |
| Community Development | 1,903,699 | 1,760,666 |
| Debt Service/Transfers/Other | 5,149,346 | 5,489,827 |
| <i>Subtotal Recurring items</i> | <u>81,097,555</u> | <u>81,453,860</u> |
| <i>Non-recurring Items:</i> | | |
| Reserve for Pfizer Tax Appeal | 722,000 | -0- |
| Golf Operations Subsidy | 689,583 | 519,074 |
| VEBA/Pension Contribution to Match ARC | 510,758 | 75,000 |
| Continuation of Supplemental Parks Funding | 287,586 | 287,586 |
| Integrated Human Services Funding | 250,000 | -0- |
| Foreclosure Revolving Trust | 100,000 | 100,000 |
| Housing Commission – Supplemental Needs | 175,000 | 90,000 |
| Master Plan & Corridor Design Standards | 155,000 | 185,000 |
| Code Clean-up (Zoning & Pension) | 200,000 | 65,000 |
| Various Capital Imprvmts (Fire/Hydro/Larcom Roof/333 Huron/IT) | <u>547,894</u> | <u>375,000</u> |
| Total General Fund Expenditures | \$ 84,735,376 | \$ 83,250,520 |
| <u>General Fund Revenues</u> | | |
| Taxes | \$ 51,492,881 | \$ 48,993,217 |
| State-shared Revenue | 10,827,062 | 10,827,062 |
| Charges for Services | 7,333,170 | 7,704,717 |
| Fines & Forfeitures | 5,131,420 | 4,861,882 |
| Other | <u>10,417,855</u> | <u>10,481,630</u> |
| Total General Fund Revenues | \$ 85,202,388 | \$ 82,868,508 |
| Net Surplus/(Deficit) | \$ 467,012 | \$ (382,012) |
| Memo: Undesignated Fund Balance | \$ 8,157,267 | \$ 7,775,255 |

With the continued decline of the automotive industry and uncertain impacts from the Federal stimulus plan, the FY 2010 budget may require some mid-year adjustments. Potential adjustments won't be known until the economic impacts become more apparent.

As staff continues to deliver services through this difficult time, we will maintain our focus on making good long-term decisions to support a sustainable organization, seek ways to make and keep Ann Arbor's unique quality of life, and be good stewards of the resources the community provides us.

I look forward to working with you and our citizens through these challenging times. I thank all the members of the staff and City Council for their hard work in preparation and consideration of this budget.

Respectfully Yours,



Roger Fraser
City Administrator



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Summary of Changes – Recommended to Approved Budget

REVENUES

| SERVICE AREA | FUND | AMOUNT | DESCRIPTION |
|--|--|---------------|--|
| FINANCIAL & ADMINISTRATIVE SERVICES | ECONOMIC DEVELOPMENT FUND (0045) | \$25,000 | Increase Use of Prior Year Fund Balance to provide funding for Ann Arbor SPARK |
| COMMUNITY SERVICE - PARKS & RECREATION | GENERAL (0010) | \$4,350 | Increase Use of Prior Year Fund Balance to provide funding for Leslie Science and Nature Center |

Summary of Changes – Recommended to Approved Budget

EXPENDITURES

| SERVICE AREA | FUND | AMOUNT | DESCRIPTION |
|--|----------------------------------|---------------|---|
| FINANCIAL & ADMINISTRATIVE SERVICES | ECONOMIC DEVELOPMENT FUND (0045) | \$25,000 | Increase expenditure budget to provide funding for Ann Arbor SPARK |
| COMMUNITY SERVICE – PARKS & RECREATION | GENERAL (0010) | \$4,350 | Increase expenditure budget to provide funding for Leslie Science and Nature Center budget |
| COMMUNITY SERVICE – PLANNING & DEVELOPMENT | GENERAL (0010) | \$(24,000) | Decrease the contracted services expenditure budget to reallocate the funding for the Historic District Consultant to the Leslie Science and Nature Center budget |
| COMMUNITY SERVICE – PARKS & RECREATION | GENERAL (0010) | \$24,000 | Increase the Leslie Science and Nature Center contracted services expenditure budget from funding reallocated by the Planning and Development budget |
| COMMUNITY SERVICE – ADMINISTRATION | GENERAL (0010) | (\$85,000) | Decrease the contracted services expenditure budget to remove the funding for the capital and operating needs assessment for the Housing Commission |
| SMARTZONE LDFA | SMARTZONE LDFA (0009) | (\$75,000) | Decrease the contracted services expenditure budget to remove the funding for the Angel Investment Group Support and the Indirect Services – LDFA Staff |

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2010

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2010 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.

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2010 Consolidated Plan, to be funded out of the Community Development Budget;

RESOLVED, That the unexpended grant entitlement for the Community Development Block Grant and the HOME Funds be re-appropriated at the end of the fiscal year until such time as all grant funds have been expended;

RESOLVED, That any Community Development Program Income be appropriated upon receipt of the funds for the purpose of Community Development Project Activities;

RESOLVED, That any contributions to the Special Assistance Fund and the Housing Trust 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 and the Housing Trust Fund, respectively;

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$500,400,664 are approved; and that \$68,734,374 be appropriated in FY 2010 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 Art in Public Places Fund budget be appropriated without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$2,054,841 be appropriated without regard to fiscal year;

RESOLVED, That a total 766 full-time equivalent positions be adopted in the FY 2010 budget;

RESOLVED, That the City Administrator be authorized to transfer funds between service units within the designated service areas;

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 park memorials without regard to fiscal year;

RESOLVED, That the City Council approve the proposed FY 2010 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2010 in a dedicated Fund containing \$1,330,000 in revenues and \$1,255,000 in expenditures.

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2010;

| <u>REVENUES</u> | |
|------------------------------------|---------------------|
| CITY ATTORNEY | \$ 288,000 |
| CITY ADMINISTRATOR | |
| Clerk Services | 180,400 |
| COMMUNITY SERVICES | |
| Planning & Development Services | 1,192,970 |
| Office of Community Development | 258,686 |
| Parks and Recreation Services | 2,195,328 |
| FINANCIAL SERVICES | |
| Financial and Budget Planning | 20,984,680 |
| Procurement | 40,000 |
| Treasury | 39,158,094 |
| PUBLIC SERVICES | |
| Field Operations | 108,734 |
| Public Services Administration | 678,556 |
| Systems Planning | 5,200 |
| Water Treatment | 388,790 |
| SAFETY SERVICES | |
| Police | 4,027,200 |
| Fire | 97,100 |
| DISTRICT COURT | 2,945,100 |
| NON-DEPARTMENTAL | 12,653,550 |
| TOTAL GENERAL FUND REVENUES | \$85,202,388 |

EXPENDITURES

| | |
|--|---------------------|
| MAYOR AND CITY COUNCIL | \$348,917 |
| CITY ATTORNEY | 2,041,949 |
| CITY ADMINISTRATOR | |
| City Administrator | 634,034 |
| Human Resources | 1,337,628 |
| Clerk Services | 885,960 |
| COMMUNITY SERVICES | |
| Planning & Development Services | 2,526,699 |
| Office of Community Development | 2,428,699 |
| Parks and Recreation | 3,723,138 |
| FINANCIAL SERVICES | |
| Accounting | 809,762 |
| Assessor | 934,376 |
| Financial and Budget Planning | 1,170,999 |
| Procurement | 435,472 |
| Treasury | 605,505 |
| PUBLIC SERVICES | |
| Customer Services | 199,425 |
| Field Operations | 4,132,898 |
| Fleet & Facilities | 1,316,428 |
| Public Services Administration | 2,105,899 |
| Systems Planning | 116,724 |
| Water Treatment Services | 477,156 |
| SAFETY SERVICES | |
| Police | 26,057,095 |
| Fire | 14,176,119 |
| DISTRICT COURT | 4,226,107 |
| NON-DEPARTMENTAL | 14,044,387 |
| TOTAL GENERAL FUND EXPENDITURES | \$84,735,376 |

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2010 budget; and

REVENUES

| <u>Fund</u> | <u>Fund Name</u> | <u>Amount</u> |
|-------------|--|---------------|
| 0042 | WATER SUPPLY SYSTEM | \$ 23,472,015 |
| 0043 | SEWAGE DISPOSAL SYSTEM | 22,945,271 |
| 0048 | AIRPORT | 859,991 |
| 0069 | STORMWATER SEWER SYSTEM | 5,570,509 |
| 0011 | CENTRAL STORES | 1,564,194 |
| 0012 | FLEET SERVICES | 8,037,132 |
| 0014 | INFORMATION TECHNOLOGY | 7,509,952 |
| 0015 | PARKS SERVICE HEADQUARTERS | 20,657 |
| 0056 | ART IN PUBLIC PLACES | 441,612 |
| 0049 | PROJECT MANAGEMENT | 3,673,638 |
| 0057 | RISK | 27,801,411 |
| 0058 | WHEELER CENTER | 843,355 |
| 0055 | ELIZABETH R DEAN TRUST | 95,060 |
| 0071 | PARKS MAINT. & CAPITAL IMPROV. MILLAGE | 5,315,526 |
| 0006 | PARKS REPAIR AND RESTORATION MILLAGE | 147,629 |
| 0017 | HOMELAND SECURITY GRANT | 500 |
| 0021 | MAJOR STREET | 6,890,124 |
| 0022 | LOCAL STREET | 1,768,889 |
| 0036 | METRO EXPANSION | 720,000 |
| 0054 | CEMETERY PERPETUAL CARE | 6,200 |
| 0062 | STREET REPAIR MILLAGE | 12,105,968 |
| 0072 | SOLID WASTE FUND | 16,398,352 |
| 0002 | ENERGY PROJECTS | 550,434 |
| 0070 | AFFORDABLE HOUSING | 204,008 |
| 0024 | OPEN SPACE & PARKLAND PRESERVATION | 2,299,057 |
| 0025 | BANDEMER PROPERTY | 22,500 |
| 0026 | CONSTRUCTION CODE FUND | 3,115,680 |
| 0029 | OPEN SPACE AND PARKLAND PRESERVATION | 200,000 |
| 0041 | OPEN SPACE ENDOWMENT | 1,000 |
| 0046 | MARKET | 150,775 |
| 0038 | ANN ARBOR ASSISTANCE | 8,000 |
| 0045 | ECONOMIC DEVELOPMENT | 625,000 |
| 0047 | GOLF ENTERPRISE | 1,751,189 |
| 0016 | COMMUNITY TELEVISION NETWORK | 1,585,045 |
| 0018 | PARKS REHAB & DEVELOPMENT MILLAGE | 56,207 |

| | | |
|------|--------------------------------------|-----------------------|
| 0034 | PARKS MEMORIALS & CONTRIBUTIONS | 64,000 |
| 0083 | SENIOR CENTER ENDOWMENT | 5,000 |
| 0027 | DRUG ENFORCEMENT | 31,200 |
| 0028 | FEDERAL EQUITABLE SHARING FORFEITURE | 178,995 |
| 0053 | POLICE AND FIRE RELIEF | 25,000 |
| 0064 | MICHIGAN JUSTICE TRAINING | 78,000 |
| 0073 | LOCAL FORFEITURE | 48,058 |
| 0023 | COURT FACILITIES | 302,800 |
| 0035 | GENERAL DEBT SERVICE | 7,409,605 |
| 0060 | GENERAL DEBT /SPECIAL ASSESSMENTS | 151,820 |
| 0061 | ALTERNATIVE TRANSPORTATION | 275,523 |
| 0008 | ANN ARBOR MUNICIPAL CENTER | 2,000,000 |
| 0082 | STORMWATER BOND | 12,222,030 |
| 0088 | SEWER BOND | 28,261,759 |
| 0089 | WATER BOND | 12,670,795 |
| 0091 | SIDEWALK IMPROVEMENT FUND | 20,809 |
| 0052 | VEBA TRUST | 5,542,841 |
| 0059 | EMPLOYEES RETIREMENT SYSTEM | 27,755,000 |
| 0009 | SMARTZONE LDFA | 1,330,000 |
| 0001 | DDA/HOUSING FUND | 255,000 |
| 0003 | DOWNTOWN DEVELOPMENT AUTHORITY | 4,912,198 |
| 0033 | DDA PARKING MAINTENANCE | 2,148,690 |
| 0063 | DDA PARKING SYSTEM | 21,789,647 |
| | TOTAL ALL OTHER FUNDS | \$ 284,235,650 |
| | GENERAL (PAGE 10) | 85,202,388 |
| | TOTAL ALL FUNDS' REVENUES | \$ 369,438,038 |

EXPENDITURES

| <u>Fund</u> | <u>Fund Name</u> | <u>Amount</u> |
|-------------|--|---------------|
| 0042 | WATER SUPPLY SYSTEM | \$ 21,857,182 |
| 0043 | SEWAGE DISPOSAL SYSTEM | 18,080,017 |
| 0048 | AIRPORT | 837,374 |
| 0069 | STORMWATER SEWER SYSTEM | 5,253,621 |
| 0011 | CENTRAL STORES | 1,564,194 |
| 0012 | FLEET SERVICES | 8,037,582 |
| 0014 | INFORMATION TECHNOLOGY | 7,227,885 |
| 0015 | PARKS SERVICE HEADQUARTERS | 20,657 |
| 0056 | ART IN PUBLIC PLACES | 441,612 |
| 0049 | PROJECT MANAGEMENT | 3,673,638 |
| 0057 | RISK | 27,801,411 |
| 0058 | WHEELER CENTER | 843,355 |
| 0055 | ELIZABETH R DEAN TRUST | 95,060 |
| 0071 | PARKS MAINT. & CAPITAL IMPROV. MILLAGE | 5,312,590 |
| 0006 | PARKS REPAIR AND RESTORATION MILLAGE | 147,629 |
| 0021 | MAJOR STREET | 6,890,124 |
| 0022 | LOCAL STREET | 1,768,852 |
| 0036 | METRO EXPANSION | 700,484 |
| 0054 | CEMETERY PERPETUAL CARE | 5,000 |
| 0062 | STREET REPAIR MILLAGE | 12,105,968 |
| 0072 | SOLID WASTE FUND | 15,866,646 |
| 0002 | ENERGY PROJECTS | 550,434 |
| 0070 | AFFORDABLE HOUSING | 204,008 |
| 0024 | OPEN SPACE & PARKLAND PRESERVATION | 2,299,057 |
| 0025 | BANDEMER PROPERTY | 22,500 |
| 0026 | CONSTRUCTION CODE FUND | 2,795,649 |
| 0046 | MARKET | 150,775 |
| 0038 | ANN ARBOR ASSISTANCE | 8,000 |
| 0045 | ECONOMIC DEVELOPMENT | 625,000 |
| 0047 | GOLF ENTERPRISE | 1,719,047 |
| 0016 | COMMUNITY TELEVISION NETWORK | 1,585,045 |
| 0018 | PARKS REHAB & DEVELOPMENT MILLAGE | 56,203 |
| 0034 | PARKS MEMORIALS & CONTRIBUTIONS | 64,000 |
| 0027 | DRUG ENFORCEMENT | 30,000 |
| 0028 | FEDERAL EQUITABLE SHARING | 174,995 |
| 0064 | MICHIGAN JUSTICE TRAINING | 75,000 |
| 0073 | LOCAL FORFEITURE | 46,858 |

| | | |
|------|--------------------------------------|-----------------------|
| 0023 | COURT FACILITIES | 302,800 |
| 0035 | GENERAL DEBT SERVICE | 7,335,191 |
| 0060 | GENERAL DEBT/SPECIAL ASSESSMENTS | 151,820 |
| 0061 | ALTERNATIVE TRANSPORTATION | 275,523 |
| 0008 | ANN ARBOR MUNICIPAL CENTER | 14,300 |
| 0082 | STORMWATER BOND | 12,222,030 |
| 0088 | SEWER BOND | 28,261,759 |
| 0089 | WATER BOND | 12,670,795 |
| 0091 | SIDEWALK IMPROVEMENT FUND | 20,809 |
| 0052 | VEBA TRUST | 194,285 |
| 0059 | EMPLOYEES RETIREMENT SYSTEM | 27,345,526 |
| 0009 | SMARTZONE LDFA | 1,255,000 |
| 0001 | DDA/HOUSING FUND | 255,000 |
| 0003 | DOWNTOWN DEVELOPMENT AUTHORITY | 4,912,198 |
| 0033 | DDA PARKING MAINTENANCE | 1,001,227 |
| 0063 | DDA PARKING SYSTEM | 21,789,647 |
| | TOTAL ALL OTHER FUNDS | \$ 266,945,362 |
| 0010 | GENERAL (PAGE 11) | 84,735,376 |
| | TOTAL ALL FUNDS' EXPENDITURES | \$ 351,680,738 |

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2010:

| | PROPOSED |
|--|-----------------|
| GENERAL OPERATING | 6.1682 |
| EMPLOYEE BENEFITS | 2.0560 |
| REFUSE COLLECTION | 2.4670 |
| AATA | 2.0560 |
| STREET REPAIR | 1.9944 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS | 1.0969 |
| OPEN SPACE & PARKLAND PRESERVATION | 0.4779 |
| DEBT SERVICE | <u>0.4806</u> |
| TOTAL | <u>16.7970</u> |

Budget Amendments:

Amendment 1 –

Decrease the General Fund Community Services Area Administration Budget by \$85,000 to Remove the Funding for the Capital and Operating Needs Assessment for the Housing Commission.

Whereas, Council provided funds for the Capital and Operating Needs Assessment for the Housing Commission in FY 2009;

Resolved, The General Fund Community Services Area Administration expenditure budget be decreased by \$85,000 to remove the funding in FY 2010.

Amendment 2–

Decrease the General Fund Planning and Development Budget for Historic District Consultant Work by \$24,000 and Transfer the Funding to the Parks and Recreation Budget to Support the Leslie Science and Nature Center.

Whereas, \$24,000 in funding for the Historic District consultant is included in the proposed FY 2010 General Fund Planning & Development Budget;

Whereas, The proposed FY 2010 General Fund Parks and Recreation Budget does not contain any allocation for Leslie Science and Nature Center;

Whereas, A critical funding source for the Leslie Science and Nature Center is the City's funds;

Resolved, That the \$24,000 in the General Fund Planning & Development Budget identified for the Historic District be eliminated and be reallocated to the Parks & Recreation Budget to support the Leslie Science and Nature Center.

**Amendment 3 –
Increase the General Fund Parks and Recreation Budget by \$4,350 to Provide Additional Funding for the Leslie Science and Nature Center.**

Whereas, The proposed FY 2010 General Fund Parks and Recreation Budget does not contain any allocation for Leslie Science and Nature Center;

Whereas, A critical funding source for the Leslie Science and Nature Center is the City's funds;

Whereas, The City desires the total amount of the support to the Leslie Science and Nature Center for FY 2010 to be \$28,350;

Resolved, That the General Fund Parks and Recreation budget be increased by \$4,350 to fund Leslie Science and Nature Center, with a revenue source of General Fund Prior Year Fund Balance.

**Amendment 4 –
Decrease the SmartZone LDFA Budget by \$25,000 to Remove the Funding for the Angel Investment Group Support.**

Whereas, There is no other information from other Local Development Financing Authorities providing this type of support to other SmartZones;

Whereas, It is not in the best interest to utilize public assistance in support of private investors;

Resolved, The SmartZone LDFA expenditure budget be decreased by \$25,000 to remove the funding for Angel Investment Group Support.

**Amendment 5 –
Decrease the SmartZone LDFA Budget by \$50,000 to Remove the Funding for the Indirect Services-LDFA Staff.**

Whereas, There is incomplete justification provided by the LDFA for the proposed staffing needs;

Resolved, The SmartZone LDFA expenditure budget be decreased by \$50,000 to remove the funding for the Indirect Services-LDFA Staff.

Amendment 6 – (Motion Withdrawn)

Amendment 7 – (Motion Failed)

**Amendment 8 –
Increase the Economic Development Fund Budget by \$25,000 to Provide Funding to Ann Arbor SPARK for Economic Development Activities.**

Whereas, The City Council authorized the establishment of an Economic Development Fund in FY 2007 for the purpose of funding economic development incentives within the Ann Arbor community;

Whereas, The City would like to provide funding to Ann Arbor SPARK to enhance local development efforts, create new entrepreneurial businesses, expand existing business growth and increase job opportunities;

Resolved, That the Economic Development Fund budget be increased by \$25,000 for fiscal year 2010 to provide Ann Arbor SPARK with discretionary funding to promote economic development in the Ann Arbor area, with a revenue source of Economic Development Prior Year Fund Balance.

Amendment 9 – (Motion Failed)

As Amended, May 18, 2009

SEAL



I hereby certify that the Council of the City of Ann Arbor, Michigan, adopted the foregoing resolution at its regular session of **May 18, 2009**.

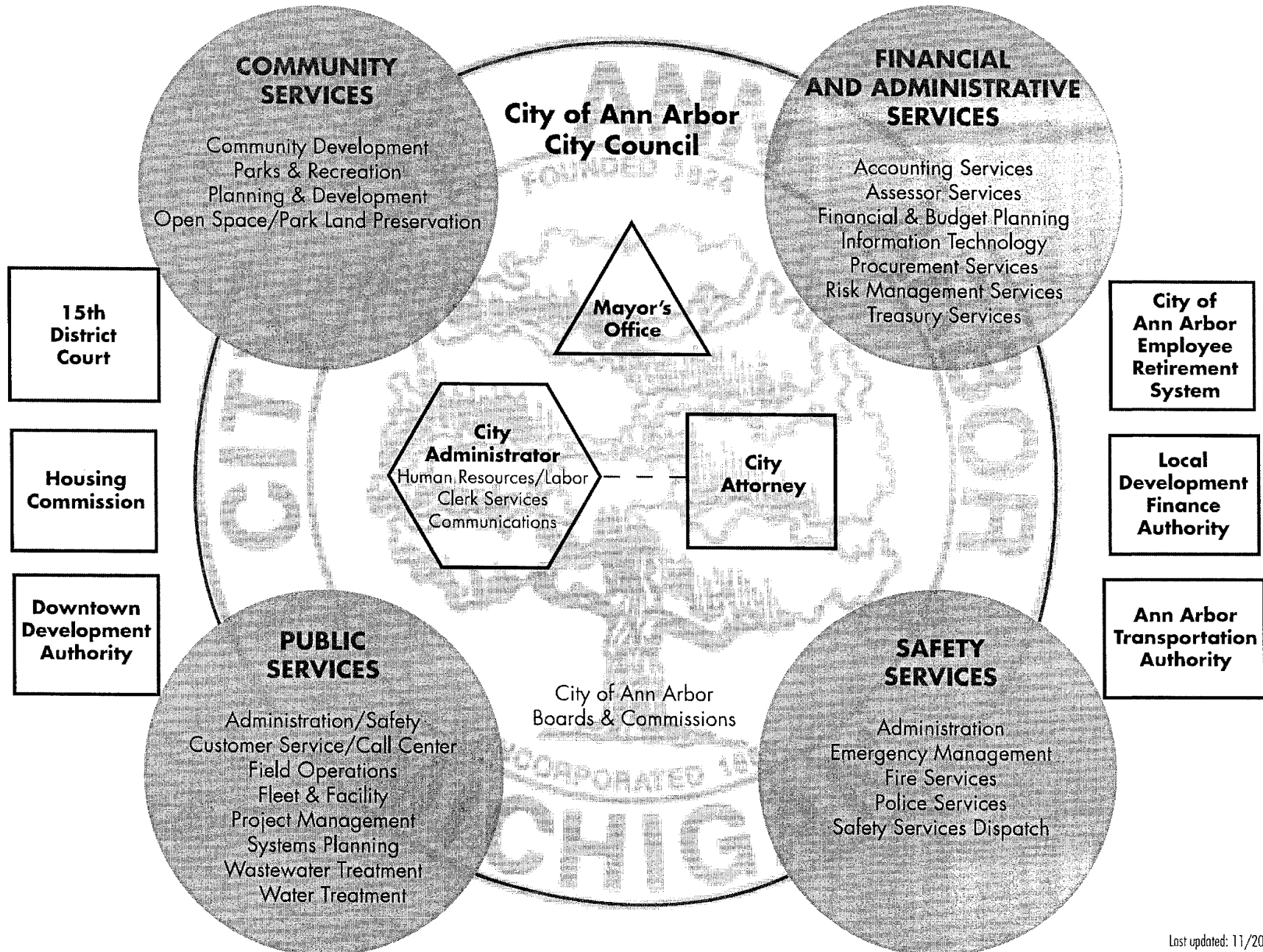
JACQUELINE BEAUDRY, ANN ARBOR CITY CLERK

By: Anissa R. Bowden
Anissa R. Bowden, Deputy Clerk
For Certification Purposes Only

Resolution No. R-09-204

May 21, 2009

CITY OF ANN ARBOR ORGANIZATIONAL CHART



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Process & Information

Information Pages: The Budget Process

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.

The actual budget process begins in late fall with the City Administrator formulating a series of goals in cooperation with the City Council that are to be accomplished in the next budget year. These goals are then used to guide the individual service areas in preparing their budgets. The City Council also establishes citywide goals and objectives that identify areas in need of service improvement(s) or other areas of special concentration by the service unit.

Individual service units begin the budget process essentially the same way the City Administrator does – by formulating service unit goals and objectives that support those of the City Administrator. Once the goals and objectives have been developed, the service units prepare the financial budget requests, which are submitted in late 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 the short-term resolution of challenges created by the structural deficit. Under this system, the City Council decides which services will receive the highest priority. The City Administrator then determines 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:

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

The fixed percentage is applied equally to all service units' budgets in determining the target levels, after economic assumptions are applied.

After the budget has been adopted, 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 to determine how funds are spent within the unit, the operating units have a greater ownership in how they provide services.

In accordance with the City Charter, the City Administrator's Recommended Budget is submitted to City Council on or before April 15th. 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.

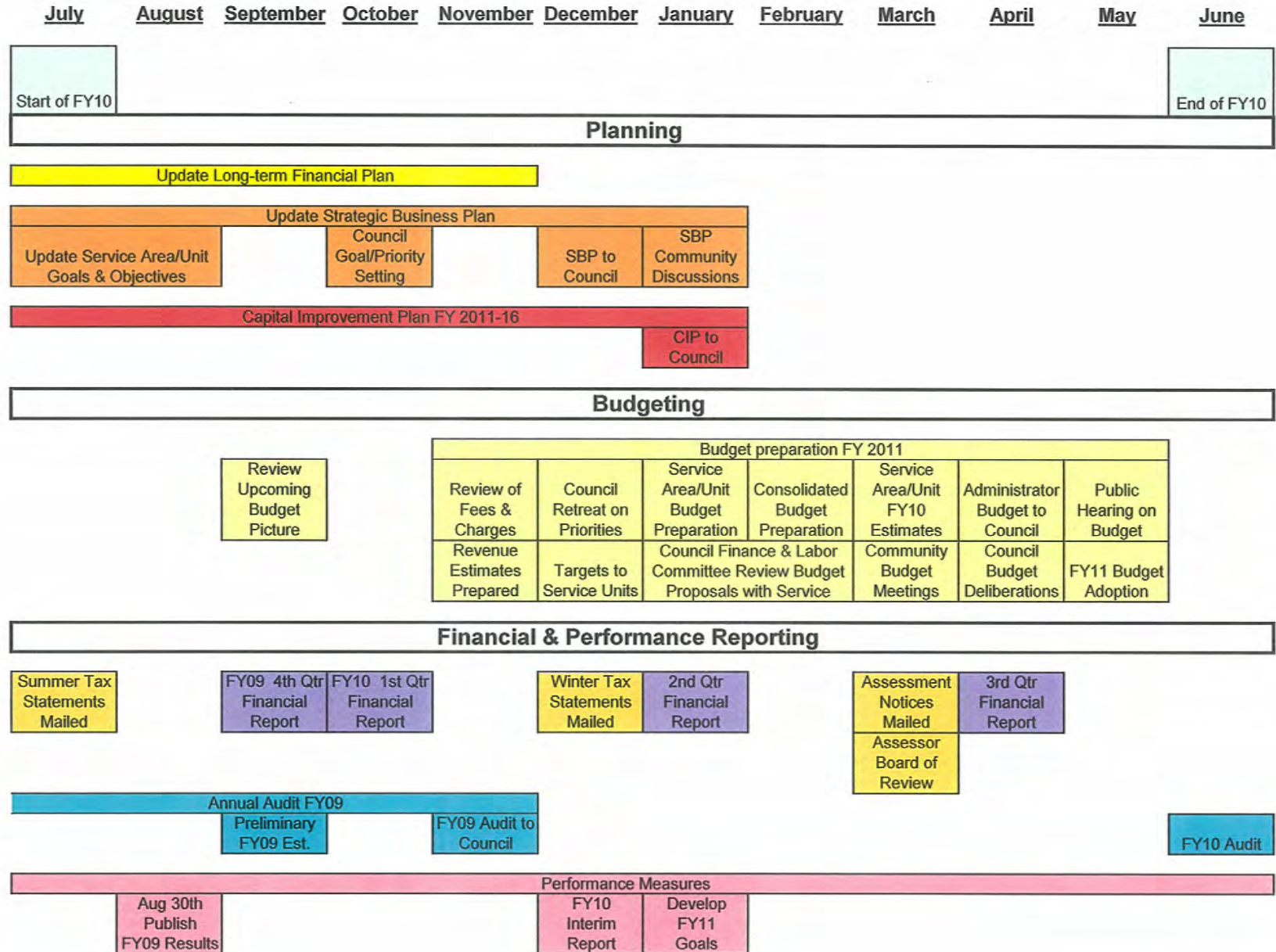
Information Pages: The Budget Process

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 the FY 2010 budget the Council will adopt a two-year fiscal plan. The first year will be adopted as the budget and the second year as a projection. For the FY 2011 budget year, the second year of the two-year fiscal plan, the projection will be modified for key assumption changes and adopted as the budget. The two-year plan requires only minor changes for the second year and provides the organization time to examine strategic planning in greater detail.

Information Pages: The Budget Process-Financial Calendar

Fiscal Year 2010



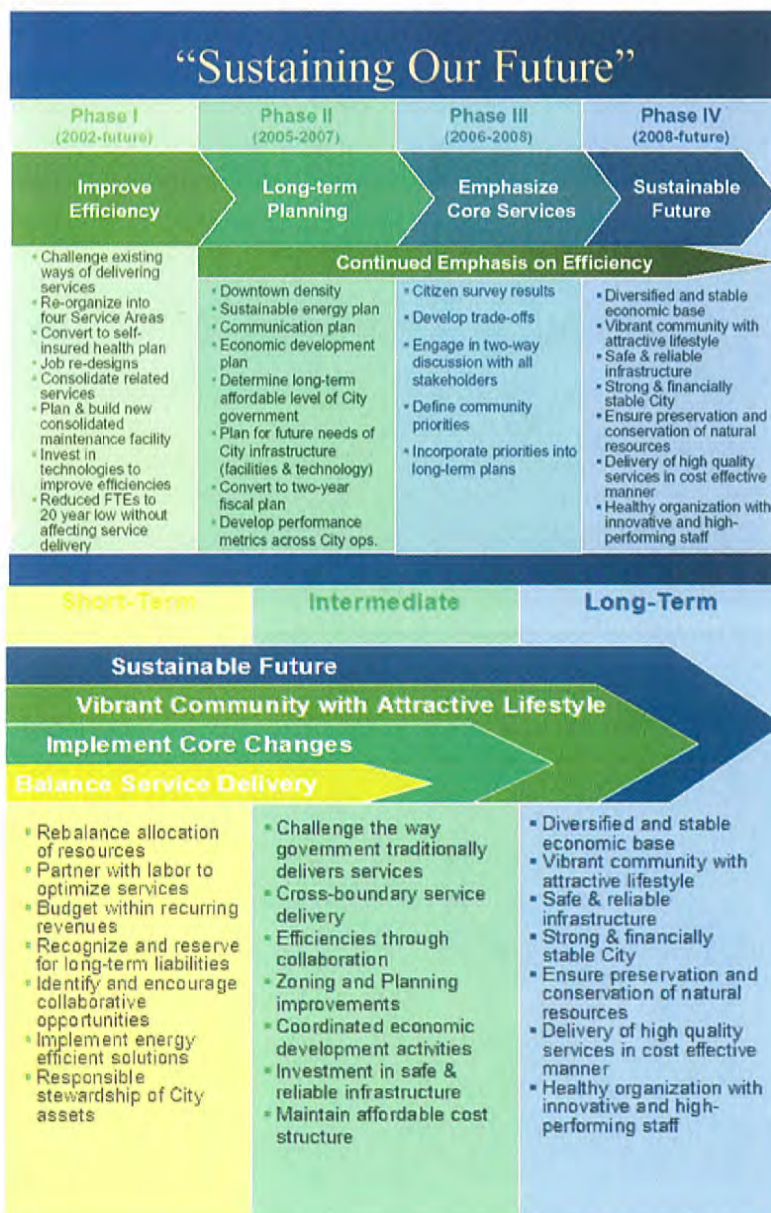
Information Pages: Long Term Financial Plan

Mission

The City of Ann Arbor is committed to providing excellent municipal services that enhance the quality of life for all through the intelligent use of our resources while valuing an open environment that fosters fair, sensitive and respectful treatment of all employees and the community we serve.

Introduction

The following chart includes a depiction of the long-term plan management has been following to achieve financial stability.



During FY 2010, the City will continue to look at core versus non-core activities when establishing its priorities.

The City will continue the implementation of performance based goal setting to build on the efforts already started. The performance measures will be aligned with the core activities and be incorporated again in future planning documents.

Information Pages: Long Term Financial Plan

A summary of the long-term financial plan is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2010 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 financial future.

General Observations and Assessment of Current Conditions

- Property tax revenues are declining due to lower assessed values, Pfizer's departure, and lower new construction.
- The City has a 16% gap between SEV and Taxable values and 43% of the residential properties have Taxable values equal to SEV.
- State-shared revenues have decreased since FY 2002 and are projected to be flat for FY 2010, but there is a risk of decline since sales tax are reportedly down 19%.
- Retiree health care costs are projected to continue rising in line with national trends. Previous labor contracts restrict changes in benefits, so a major portion of benefits provided should continue to follow the national trend.
- The decline in the world's financial markets (over 50% from their highs) are projected to have a major impact on the City's required contributions for employee pension costs.
- The City has been pre-funding a VEBA Trust to offset the retiree health care liability.
- The City's Retirement System liability is funded at 99.6% as of June 30, 2008.
- The City is fully funding FY 2010 retiree health care benefits plan and the employee's retirement system per the actuarial requirements as of June 30, 2008.
- The number of employees per thousand residents has decreased from 8.8 in FY 2000 to 6.7 in FY 2010 without a significant change in services provided.
- The General Fund unreserved fund balance on June 30, 2008 was at 25.9% of operating expenditures.
- In Fiscal Years 1998-2007, the tax delinquency rate did not exceed 1.7%. In FY 2008, the rate was 2.6%. In FY 2009, the rate increased again to 3.6%. This is likely due to distressed housing and labor markets.

Conclusions

The local economy has weakened but is still stronger than the poor economy of the State. The City will continue funding the full actuarial requirement of its retiree benefits but the State-Shared Revenues and limited growth in property taxes will have deleterious effects if they do not increase at the rate of inflation. The City's cost cutting measures may continue until it's able to be a cost structure that supports operations and allows for needed capital improvements.

Information Pages: Long Term Financial Plan

Financial Management Short-term Goals (FY 2010)

1. **Improve Service Delivery Efficiency** through job redesigns, consolidation of services, investment in technologies and challenging existing ways of delivering services.
2. **Utilize 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 strategic business plan and related goals, objectives, activities, and performance measures.** The strategic business planning process will continue throughout FY 2010 with an emphasis in defining core versus non-core activities. Changes and updates to the FY 2009 plan will be made as needed and as appropriate.
6. **Maintain a balance of revenues and expenditures to avoid deficit spending.** Decisions concerning the provision of services should always be within this framework of maintaining this balance.
7. **Maintain an undesignated General Fund fund balance with a minimum range of 8% to 12%;** 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.
8. **Continue the development of a long-term financial operating and capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2010 annual budget.
9. **Continue development of strategies to contain escalating health care and pension costs.** The City will continue looking for new and creative ways to rationalize the benefit levels and provide them at a reasonable cost to the City.
10. **Funding investments for capital and infrastructure needs including equipment costs.** The City is in Phase I of refurbishing the Ann Arbor Municipal Center.

Information Pages: Long Term Financial Plan

11. **Continue building an information technology unit, which improves operating efficiency and service to our customers.** The City established an internal service fund structure for the Information Technology function in order to better allocate the costs of the services and improve efficiencies.

Long-term Goals (FY 2011 and beyond)

1. Maintain a balance of revenues and expenditures to avoid deficit spending.
2. Maintain an undesignated General Fund fund balance within a range of 8% to 12% provided that when necessary use of these funds occur, subsequent budgets will be planned for additions to fund balance to maintain a rolling five-year average.
3. Develop strategies for VEBA and pension funding.
4. Develop strategies to contain increased active and retiree health care costs.
5. Develop strategies for potential revenue sources.
6. Implement technology upgrades for the City's enterprise-wide financial systems.
7. Develop a policy for the long-term funding of infrastructure for City facilities.
8. Budget a consistent level of capital outlay sufficient to maintain infrastructure.
9. Maintain the number of employees per thousand residents consistent with the level of services demanded or delivered.
10. Strive for sufficient positive operating income in Enterprise funds to provide for necessary operating and capital infrastructure needs while maintaining sufficient debt service coverage ratios.
11. Maintain a strong tax collection policy and monitor tax delinquency.

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Information Pages: Debt Management Policy

The following debt management policy 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 Aa3/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 taxpayer equity shall be applied for setting rates in determining net revenues for bond coverage ratios.

Information Pages: Debt Management Policy

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, bond financing should not be used if the aggregate cost of projects to be financed by the bond issue does not exceed \$1,000,000.

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

Information Pages: Debt Management Policy

- 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 Unlimited-tax 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 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.

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 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.

Information Pages: Debt Management Policy

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 8% of the City's assessed value.
- 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 only 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 only be issued under certain conditions:
 - 8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should be positive over the life of the bonds, and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is minimized.
 - 8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.
 - 8.2.c Catastrophic conditions.

Information Pages: Debt Management Policy

9. Revenue Bonded Debt

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

| | |
|--|-------------------|
| <u>Debt Coverage Example:</u> | |
| Operating Revenues | \$13,903,166 |
| Operating Investment Income | <u>751,270</u> |
| Total Operating Revenue | \$14,654,436 |
| Operating Expenses | \$11,644,355 |
| Less: Depreciation and Amortization | <u>1,155,004</u> |
| Net Expenses | \$10,489,351 |
| Net Revenue Available for Debt Service | \$ 4,165,085 (1*) |
| Principal | \$ 1,520,000 |
| Interest | <u>1,963,116</u> |
| Total Debt Service | \$ 3,483,116 (2*) |
| Debt Coverage Ratio (1* divided by 2*) | 1.19 |

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

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Information Pages: Capital Improvement Program Policies

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

- 1) The Capital Improvements Plan plays an increasingly significant role in the implementation of the master plan, providing the link between planning and budgeting for capital projects. Nearly all of the capital improvement project requests will evolve, over time, from a component of the master plan. All City service areas will be asked to take a more active role in the planning process so that master plan components more consistently contain objectives and policies for capital improvements.
- 2) The capital improvements program will continue to develop by adding features each year to gradually improve its quality and sophistication. Greater attention will be devoted to more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.
- 3) Projects first will be evaluated in relation to each other before consideration is given to available financing. Projects will be prioritized as a matter of implementing the goals and objectives of adopted plans and policies, not as a matter of available funds.
- 4) Capital projects that encourage private economic investment in the City will be considered in components of the master plan.
- 5) Projects that maintain the existing infrastructure normally will take precedence over projects that create or expand facilities.
- 6) The City must develop sources of revenue to pay for capital expenditures that do not use, or compete for, resources from the General Fund.
- 7) A successful capital improvements program cannot be achieved without the understanding and support of the taxpayers and voters. A more comprehensive effort to involve the public in the process will evolve to ensure that their concerns, preferences, and priorities are considered.

Information Pages: Capital Improvement Program Policies

- 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.
- 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: Community Profile

The City of Ann Arbor is located in the approximate center of Washtenaw County in the southeastern section of Michigan's lower peninsula. The City is approximately 28 square miles in area and serves as the county seat. It is the home of the University of Michigan, which currently employs over 23,016 people.

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 2,088 acres, which includes 153 park sites, 1200 acres of natural areas and 55 miles of pathways. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

EMPLOYMENT

Residents of the City are well educated. According to the 2000 U. S. Census, 69 percent of its residents over 25 years of age had completed four or more years of college. Forty two percent of the total work force is engaged in managerial and professional occupations, with the largest portions in the health service, education and research, and retail and manufacturing industries.

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.

Information Pages: Community Profile

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:

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

POPULATION CHARACTERISTICS

The residents of the City have an above average education and enjoy a stable, fairly high income. The following comparative statistics were taken from 1980, 1990, and 2000 U.S. Census reports.

| | 1980 <u>U. S.</u> <u>Census</u> | 1990 <u>U. S.</u> <u>Census</u> | 2000 <u>U. S.</u> <u>Census</u> |
|--------------------------------------|--|--|--|
| Age Distribution | | | |
| Percent of persons 17 years & under | 19.1% | 17.3% | 25.2%* |
| Percent of persons 18-64 years old | 75.0 | 75.5 | 67.0** |
| Percent of persons 65 years and over | 5.9 | 7.2 | 7.9 |

* Persons 19 years and under

** Persons 20-64 years old

Education Levels

| | | | |
|---|----------|----------|----------|
| Percent of persons who completed four years of high school or more | 90.6% | 93.9% | 95.7% |
| Percent of persons who completed four years of college or more | 56.2% | 64.2% | 69.3% |
| Median Family Income | \$25,202 | \$50,192 | \$71,293 |

Information Pages: Community Profile

HIGHER EDUCATION

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top ten universities by the American Council of Education, the University enrolls over 41,000 students in 19 schools and colleges. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

There are five other institutions of higher learning located within a ten-mile radius of downtown Ann Arbor including, Washtenaw Community College, Cleary College, Eastern Michigan University, Concordia College and Ave Maria School of Law.

MEDICAL FACILITIES

Students and residents of Ann Arbor are served by the nationally acclaimed University of Michigan Medical Center, which houses seven hospitals and an eight-story patient tower with over 800 beds and outpatient clinics in 15 major clinical areas. Ann Arbor area residents are also served by these medical institutions: Veterans Administration Hospital and St. Joseph's Mercy Health System.

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.

A variety of local transportation services are provided by the Ann Arbor Transportation Authority. Greyhound Bus Lines, Overland Travel, and Indian Trails Motor Coach provide bus service to and from Ann Arbor.

Passenger rail service is available to the east through Detroit and to the west through Chicago from the Amtrak Passenger Station in Ann Arbor. Rail freight service is provided by Conrail and Norfolk & Western Rail Road Companies.

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, 23 miles east of the City.

UTILITIES

Ann Arbor residents are supplied with electric power and natural gas by DTE Energy Company. Local telephone service is provided by SBC. Water and sewage disposal is provided by the City of Ann Arbor Water Utilities Service Unit.

Information Pages: Community Profile

DEVELOPMENT

During the fiscal year 2009, the following residential projects were approved:

- 42 North – 120 multiple-family dwelling units in five buildings at 1430 South Maple Road, all proposed to be student housing, which will replace two existing houses on the site.
- Arlington Site Condominium – a two-unit condominium at 1125 Arlington Boulevard.
- 523 Packard Street Addition – interior renovations and an addition to the rear of the current multiple-family building.

The following mixed-use developments were approved:

- 601 Forest – two mixed-use buildings of 20 and 25 stories at 1304 South University Avenue, containing 342 dwelling units, ground floor retail space, and 235 underground parking spaces, which will replace five existing buildings on the site.
- Maple Cove Office/Residential Complex – three office/residential buildings consisting of two floors of medical and general office space and one floor of residential uses with underground parking at the northwest corner of Maple and Miller Roads, which will replace three dwellings and numerous garages on site.

The following non-residential projects were approved:

- Hampton Inn – a four-story, 101-room hotel building, located at 2900 Jackson Avenue, which will replace an existing Super 8 Motel.
- African American Cultural and Historical Museum – renovation and expansion at 1528 Pontiac Trail, which includes renovation and a small expansion of the existing building.
- Maple Shoppes – two commercial buildings, one grocery store and one general, at 540 North Maple Road, which will replace eight existing buildings on the site.

Information Pages: Miscellaneous Community Statistics

| | |
|-----------------------------|-----------------------------------|
| Date of incorporation | 1851 |
| Form of government | Council - Administrator |
| Miles of streets | 295 |
| Number of street lights | 7,134 |
| Fire protection: | |
| Number of stations | 5 |
| Number of fire hydrants | 3,549 |
| Municipal water department: | |
| Average daily consumption | 12.8 Million Gallons per Day |
| Miles of water mains | 490 |
| Sewers: | |
| Miles of sanitary sewers | 407 |
| Miles of storm sewers | 388 |
| Culture and recreation: | |
| Number of parks | 153 with 2,088 acres |
| | 2 18-hole golf courses |
| | 1 enclosed ice arena, 1 with roof |
| | 3 outdoor pools, 1 indoor pool |
| | 3 historic sites |
| | 1 senior center |
| | 2 canoe liveries |
| | 2 community centers |
| | 1 science center |
| Permanent employees: | 766 |

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 | 109,472 | 28.5 |
| 2005 | 114,061 | 28.6 |

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

- 1) A Service Area page;
- 2) The Service Area's organizational structure and summary;
- 3) Summary of Revenues and Expenditures by Service Unit within Service Area;
- 4) An FTE count by Service Unit within Service Area;
- 5) A Service Unit summary page;
- 6) Summaries of Revenues and Expenditures by Category by Service Unit;
- 7) Significant Notes and Adjustments;
- 8) Goals and Performance Measures for the Service Area by Service Unit;
- 9) 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.

Information Pages: Deciphering the Budget Format

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.

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. The new fiscal year information is found in the last column. 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.

Information Pages: Deciphering the Budget Format

SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY BY SERVICE UNIT (continued)

Expenditures

Service unit expenditures are listed by category with a three-year history. The new fiscal year information is found in the last column. 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.

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. Unit managers were trained in a program in which they learned to focus their organization's efforts by setting a few high leverage goals, and by creating measures for those goals. The City's goals are included in order to show how the unit's goals are aligned with the overall entity's goals.

POSITION SUMMARY

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

Information Pages: Fund Descriptions

GENERAL FUND

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

INTERNAL SERVICE FUNDS

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

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

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

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

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

Park Service Headquarters - to account for the operation and maintenance of the Headquarters building.

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

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.

Information Pages: Fund Descriptions

Golf Enterprise - to account for two 18-hole golf courses.

Market - to account for the costs of operating the City's Farmers' Market.

Parking System - to account for the City's parking structures.

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 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.

2007 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.

2003 Parks Repair & Restoration - to account for the proceeds of a special millage to provide for certain maintenance and repair costs of the Parks System.

2000 Parks Rehabilitation & Development – to account for the proceeds of a special millage to rehabilitate and develop various parks.

Information Pages: Fund Descriptions

2004 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.

Affordable Housing - to account for funding of selected affordable housing projects with the General Fund and federal funds.

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

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 equal to 1% of the construction costs, to a maximum of \$250,000 per project.

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.

Community Development Block Grant - to account for funds received from the federal government for the City's Community Development Block Grant programs.

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.

Economic Development - to account for funds expended for economic development.

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

Information Pages: Fund Descriptions

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

HOME Program - to account for funds received from the federal government for the City's HOME grant program.

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

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.

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.

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

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

Senior Center Endowment – to account for funds donated to the Senior Center.

Street Repair Millage - to account for the proceeds of a special millage to repair streets.

Tree Removal and Disposal Fund – to account for the funds set aside for removal of Emerald Ash Borer damaged trees.

TRUST FUNDS

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

Information Pages: Fund Descriptions

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.

CAPITAL PROJECTS FUNDS

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

Ann Arbor Municipal Center - to account for revenues and expenditures related to the construction of a new City Hall, and police and district court facilities.

Sidewalk Improvement Fund – to account for the funds set aside for sidewalk repairs, and maintenance and installation, which is later billed to the property owner for re-payment over time.

COMPONENT UNITS

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

Information Pages: Fund Descriptions

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.

DDA Sidewalk & Streetscapes - to account for the construction of various sidewalk and street improvements made in the downtown area 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

Budget Summaries

CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

In fiscal year 2007, the City implemented a new approach to objective setting using performance measures. The performance measures are used to track the progress of various programs and services, as well as a basis for future resource allocation. While drafting the FY 2010 Service Area goals and objectives, which are published in the Service Area sections of the budget, the following overall City Guiding Principles and Goals were used as a guide:

City Guiding Principles

- Open and honest communication
- Integrity
- Partnership with community
- Trust
- Community and employee engagement
- Accountability
- Employee growth and enjoyment
- Teamwork
- Employee development opportunity

City Goals

1. Ensure the long-term financial health and stability of the City.
2. Deliver exemplary customer service.
3. Deliver and maintain a safe and reliable City-wide infrastructure.
4. Promote and implement environmentally sustainable practices which demonstrate the City's commitment to preservation and conservation of natural resources.
5. Deliver Organizational development programs to ensure progressive, reliable and high quality services to our community.
6. Work collaboratively to deliver affordable housing opportunities and access to supportive services.

City Priorities

- Complete master planning update, A2D2, area height and placement amendments & zoning initiatives
- Pursue economic stability by considering a City income tax and developing an economic development strategy
- Improve customer service by increasing effectiveness of communicating about service delivery, recognizing modes of communication are changing

Budget Summaries

Citywide Budget Communications

City Council met in January, 2009 to confirm priorities and approve financial targets for the next two years. During the FY 2010-2011 financial plan process, each area developed a proposal to achieve the objective at the lowest cost. The proposals were presented to Council's Finance/Labor Committee in February and March, 2009. Feedback was received as the City Administrator developed his final proposal, which was presented to the Council on April 13, 2009. On May 18, 2009, the Council adopted the FY 2010 proposed budget.

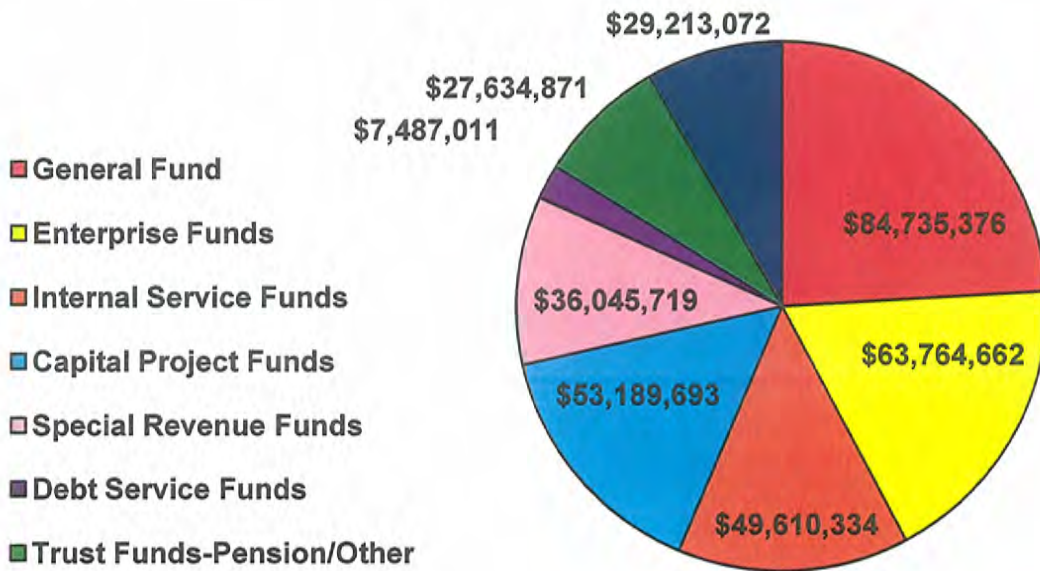
Budget Summaries

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 2010, the City's total expenditure budget is \$351.7 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.

FY 2010 BUDGETED EXPENDITURES BY FUND TYPE

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.



Total \$351,680,738

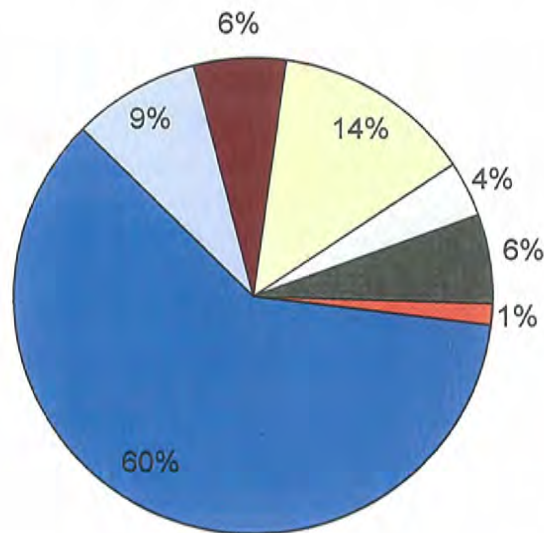
Budget Summaries

GENERAL FUND OVERVIEW

The City has been concentrating their efforts on financial planning to resolve projected revenue shortfalls in the upcoming fiscal years. The proposed fiscal plan 2010-2011 is balanced. 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 54 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 2010 GENERAL FUND REVENUES

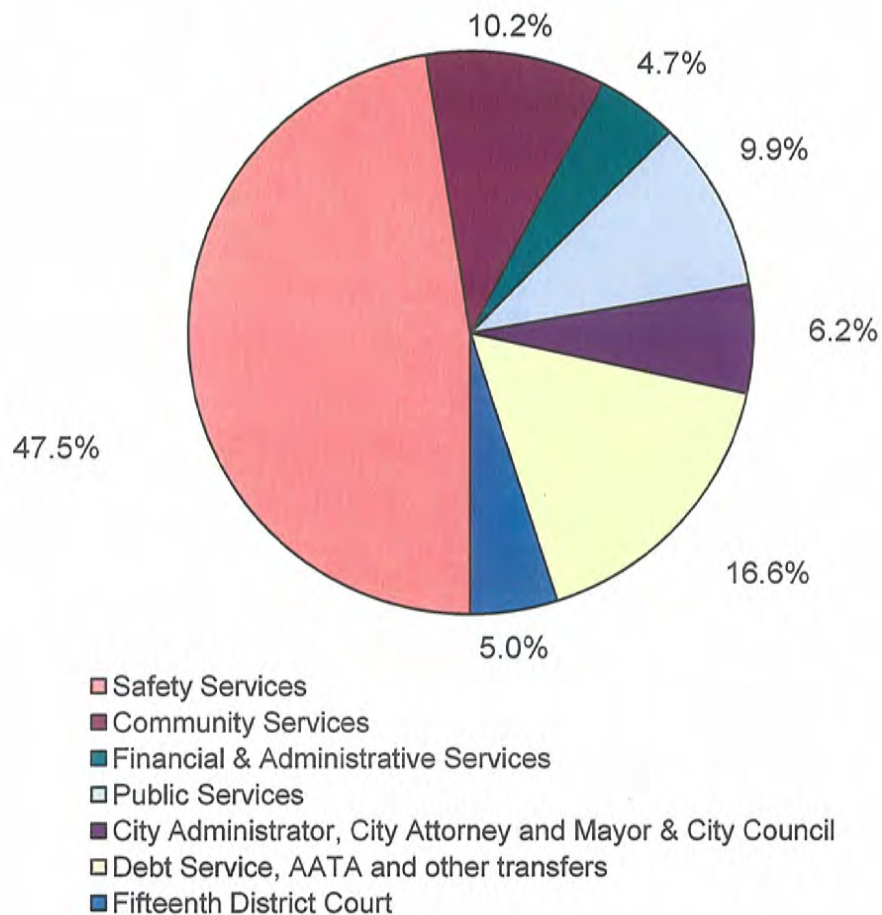


- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers, Use of Fund Balance
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration

Budget Summaries

Expenditures from the General Fund go to services such as public safety (police, fire, and emergency management); recreation programs; development and planning; community development services; the City's legal and general government administration; housing and human services programs; Fifteenth District Court; and a variety of other services and programs provided by the four main Service Areas.

FY 2010 GENERAL FUND EXPENDITURES



PROPERTY TAXES

The largest share of our General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$ 0.28 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. 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:

Where Your Ann Arbor Property Tax Dollars Go:

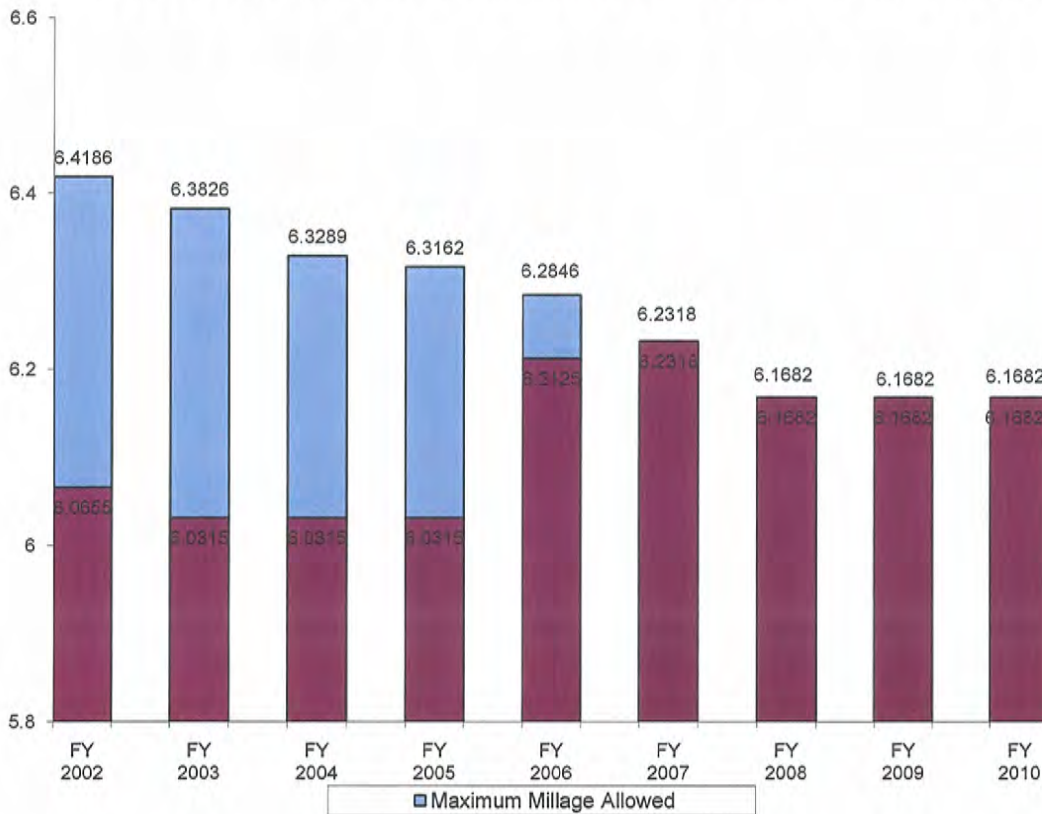


Budget Summaries

TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 31 years, 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. During the fiscal year 2006, the Headlee rollback started reducing the levy. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

CITY MILLAGE HISTORY MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE



Budget Summaries

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

CITY MILLAGE TRENDS

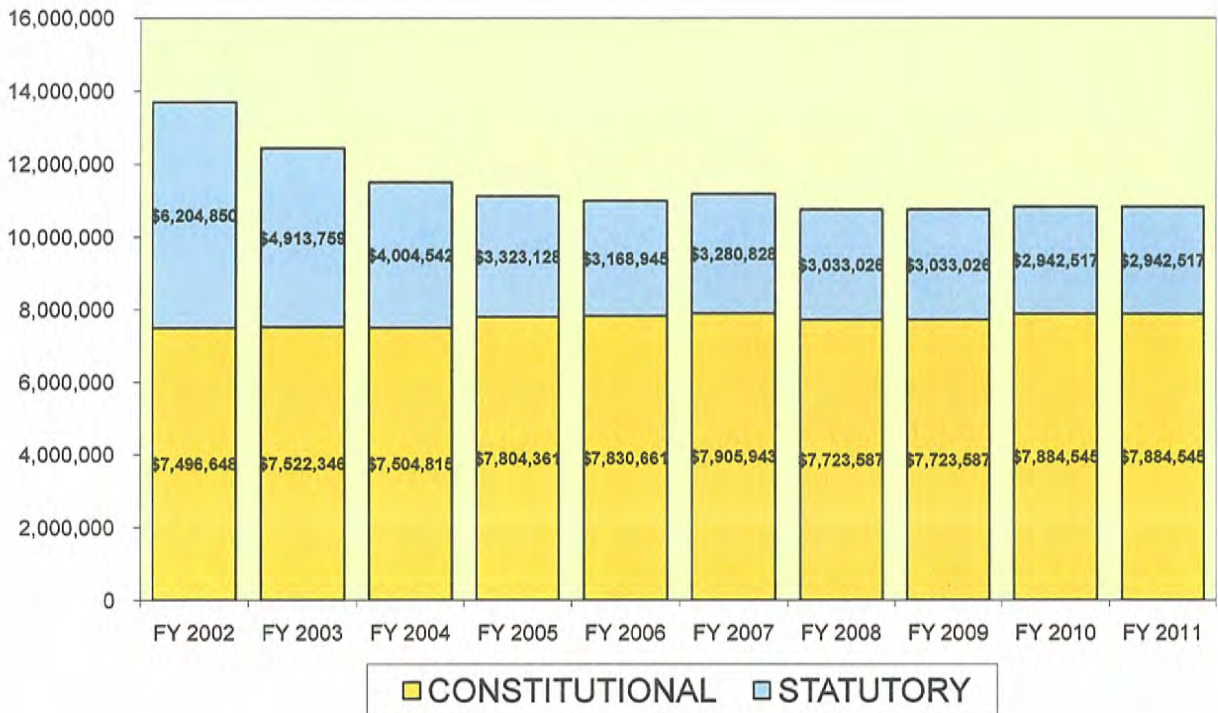
| Type | FY 2004 | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 | Change from Previous Year |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|---------------------------|
| General Operating-Actual | 6.0315 | 6.0315 | 6.2125 | 6.2318 | 6.1682 | 6.1682 | 6.1682 | 0.0000 |
| Employee Benefits | 2.1085 | 2.1054 | 2.0948 | 2.0772 | 2.0560 | 2.0560 | 2.0560 | 0.0000 |
| AATA | 2.1085 | 2.1054 | 2.0948 | 2.0772 | 2.0560 | 2.0560 | 2.0560 | 0.0000 |
| Total General Fund | 10.2485 | 10.2423 | 10.4021 | 10.3862 | 10.2802 | 10.2802 | 10.2802 | 0.0000 |
| Street Repair | 1.9822 | 1.9792 | 1.9693 | 1.9527 | 1.9944 | 1.9944 | 1.9944 | 0.0000 |
| Refuse Collection | 2.5302 | 2.5264 | 2.5137 | 2.4925 | 2.4670 | 2.4670 | 2.4670 | 0.0000 |
| Parks (combined) | 1.4259 | 1.4235 | 1.4162 | 1.4042 | 1.5748 | 1.5748 | 1.5748 | 0.0000 |
| Debt Service | 0.6916 | 0.7300 | 0.6000 | 0.5800 | 0.4661 | 0.4643 | 0.4806 | 0.0163 |
| Total City Millage | 16.8784 | 16.9014 | 16.9013 | 16.8156 | 16.7825 | 16.7807 | 16.7970 | 0.0163 |

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.

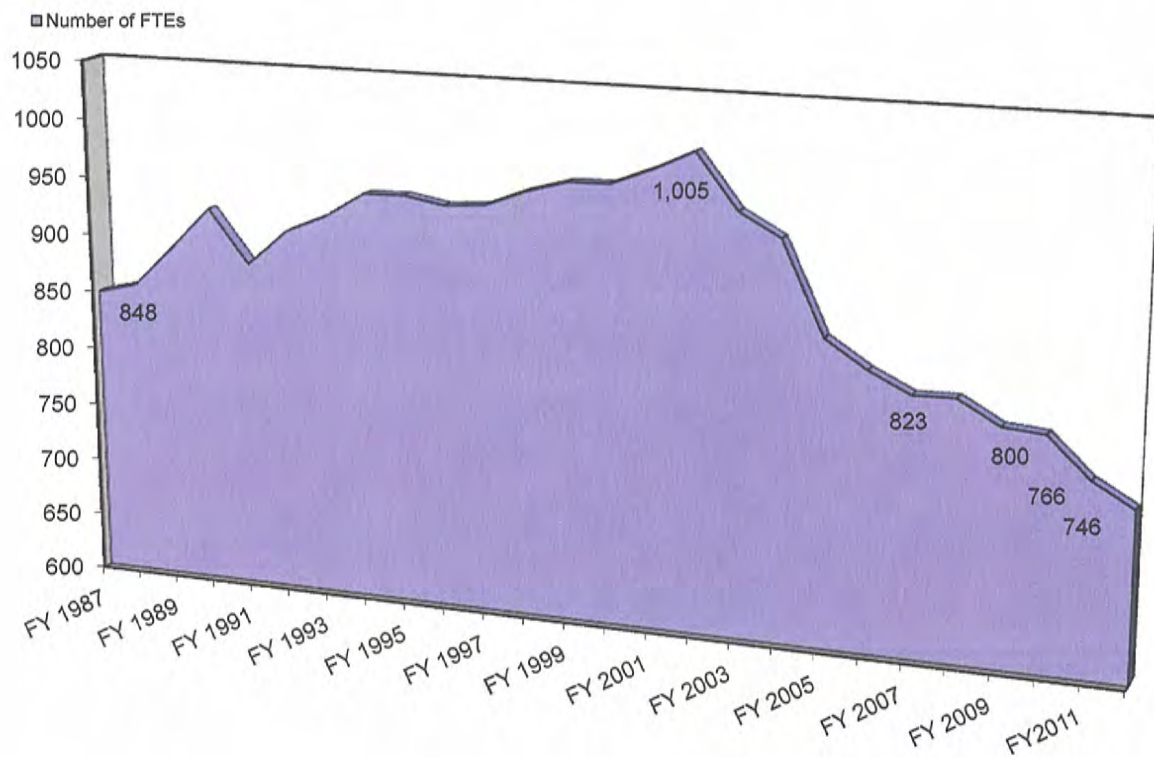
STATE-SHARED REVENUE HISTORY AND PROJECTIONS



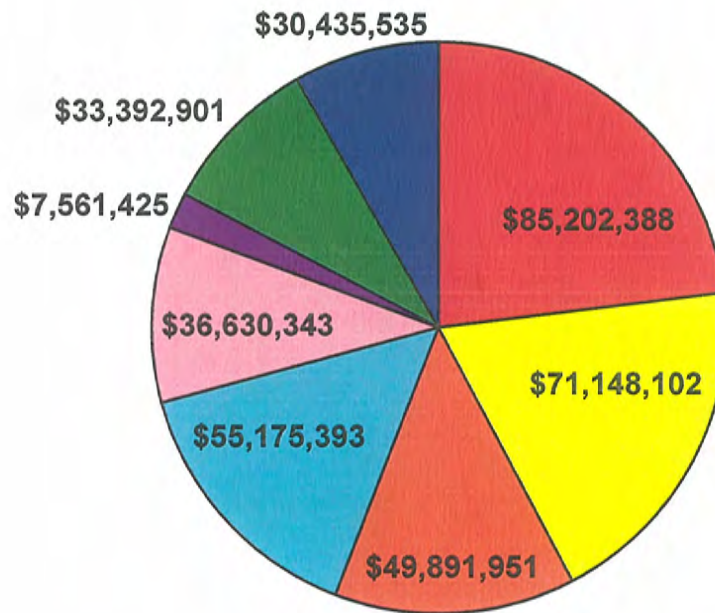
Budget Summaries

EMPLOYEE SUMMARY

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in FY 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, an early retirement program offered in FY 2001 and FY 2002 and lay-offs primarily in police services in FY 2008 and FY 2010. As the graph below illustrates, the City staffing is down to its lowest level in 22 years.



FY 2010 Budgeted Revenues by Fund Type

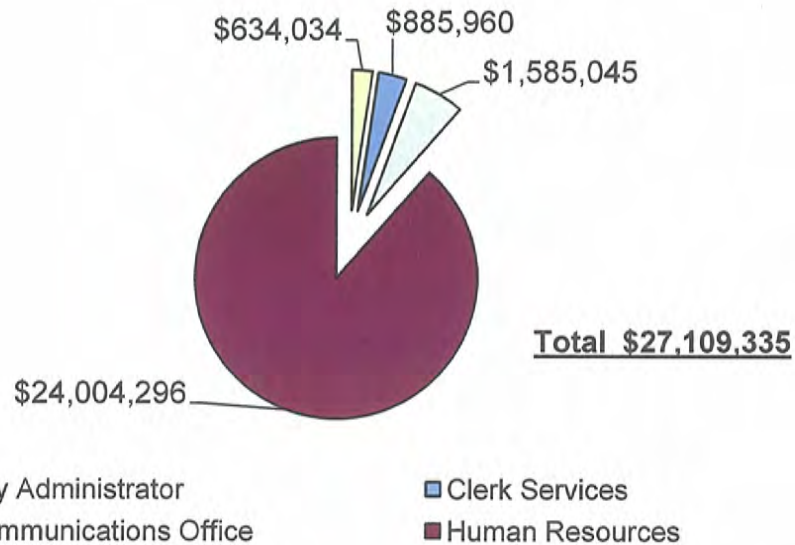


- General Fund
- Enterprise Funds
- Internal Service Funds
- Capital Project Funds
- Special Revenue Funds
- Debt Service Funds
- Trust Funds-Pension/Other
- Component Units - DDA & SmartZone

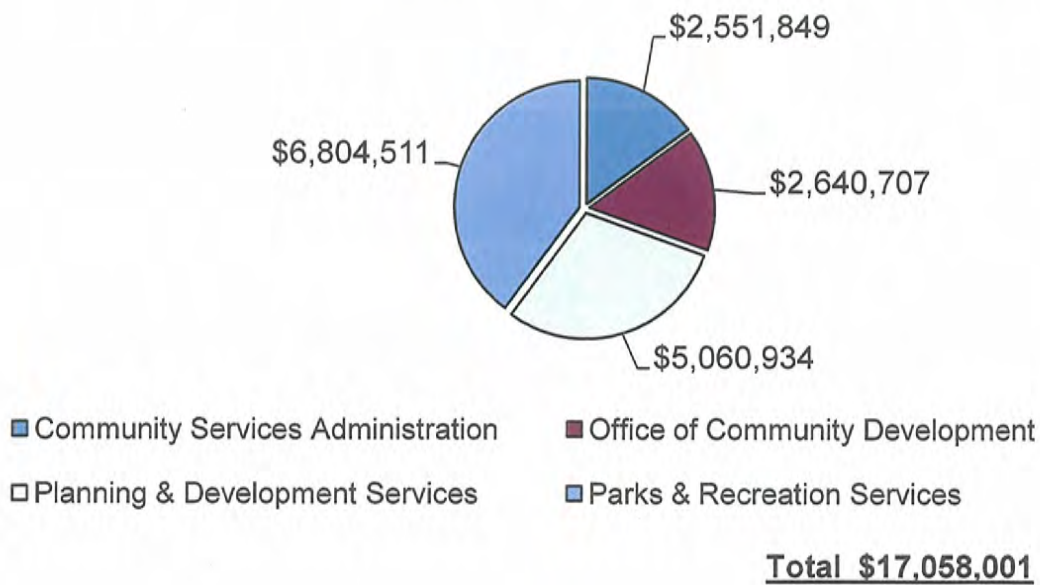
Total \$369,438,038

FY 2010 Expenditures – All Funds

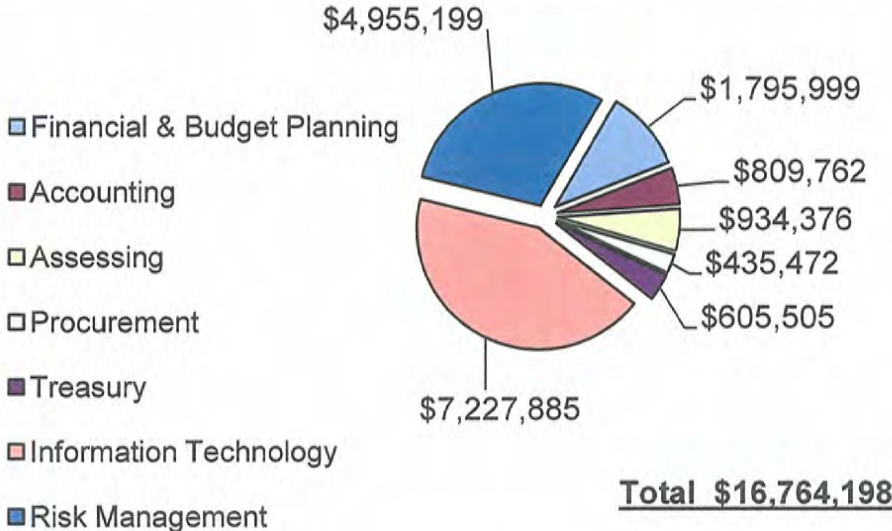
FY 2010 City Administrator Expenditures



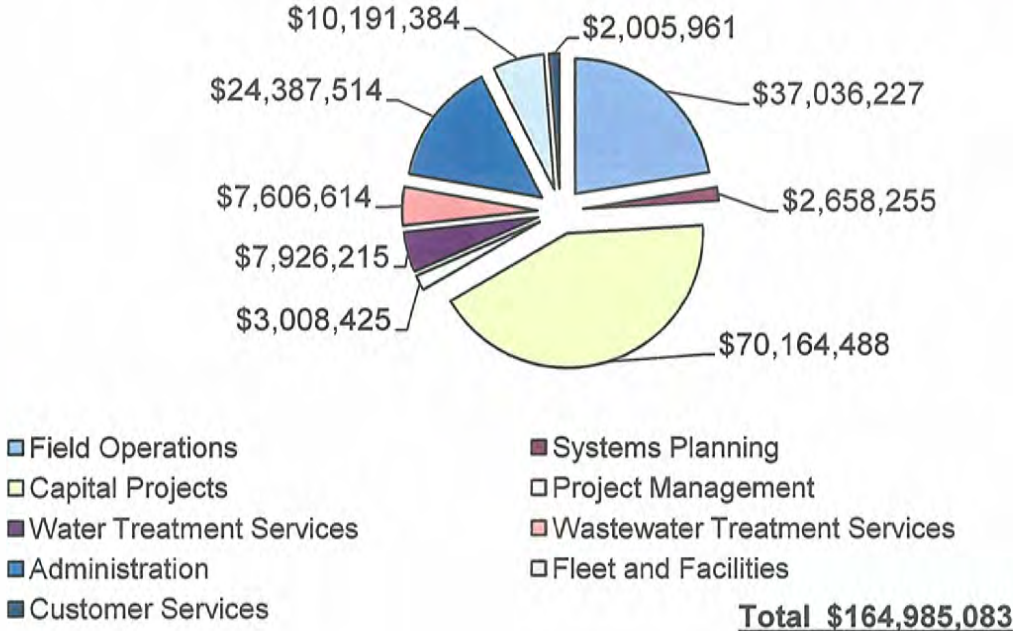
FY 2010 Community Services Expenditures



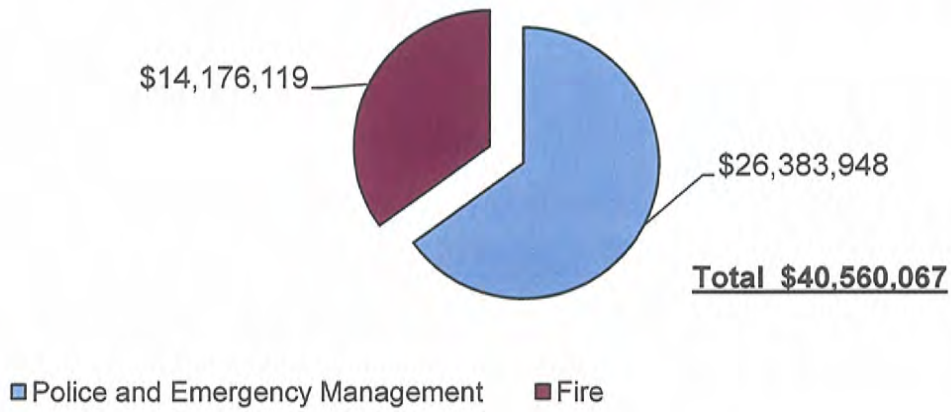
FY 2010 Financial & Administrative Services Expenditures



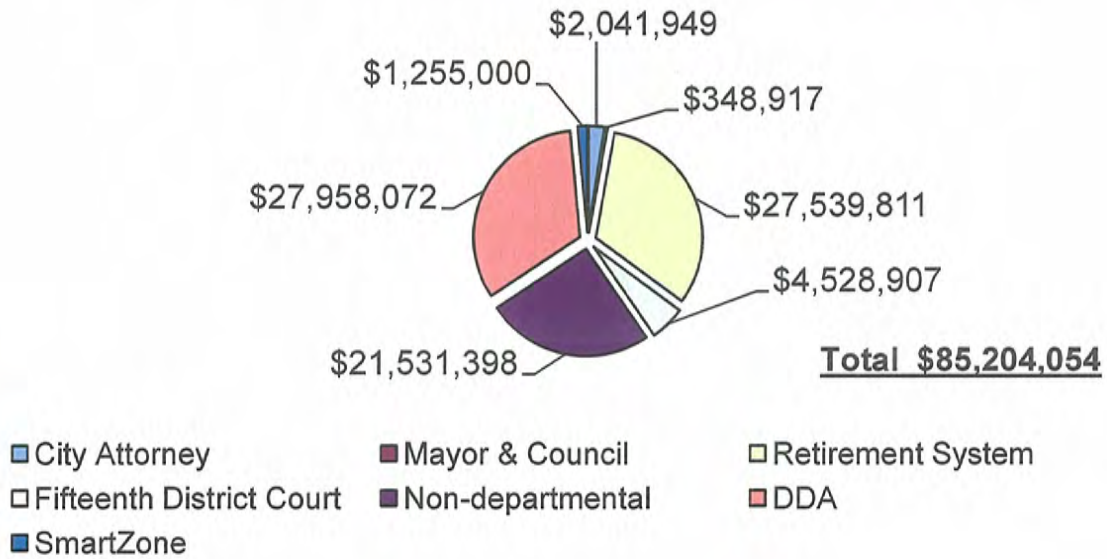
FY 2010 Public Services Expenditures



FY 2010 Safety Services Expenditures



FY 2010 Other Services' Expenditures



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

| <u>Fund Balance</u> <u>June 30, 2008</u> | <u>FY 2009</u> <u>Projected</u> <u>Revenues</u> | <u>FY 2009</u> <u>Projected</u> <u>Expenditures</u> | <u>Projected</u> <u>Fund</u> <u>Balance</u> <u>June 30, 2009</u> | <u>Fund</u> | <u>FY 2010</u> <u>Approved</u> <u>Revenues</u> | <u>FY 2010</u> <u>Approved</u> <u>Expenditures</u> | <u>Approved</u> <u>Use of</u> <u>Fund</u> <u>Balance</u> | <u>Projected</u> <u>Fund</u> <u>Balance</u> <u>June 30, 2010</u> |
|---|---|---|---|---|--|--|---|---|
| 19,780,770 | 89,511,328 | 90,220,727 | 19,071,371 | General Fund | 85,202,388 | 84,735,376 | 4,350 | 19,534,033 |
| | | | | Special Revenue Funds | | | | |
| 3,496,878 | | 1,300,021 | 2,196,857 | 1995 Parks Rehab. & Development | 56,207 | 56,203 | 56,207 | 2,140,654 |
| 784,960 | 460,000 | 637,331 | 607,629 | 2003 Parks Repair & Restoration Millage | 147,629 | 147,629 | 147,629 | 460,000 |
| 7,993,112 | 4,512,125 | 3,529,597 | 8,975,640 | 2004 Open Space and Parkland Preservation | 2,299,057 | | 36,544 | 11,238,153 |
| 670,837 | 527,000 | 411,660 | 786,177 | Affordable Housing | | 204,008 | 70,708 | 715,469 |
| 631,160 | | 98,503 | 532,657 | Alternative Transportation | 275,523 | 275,523 | 408 | 532,249 |
| 7,644 | 8,000 | 8,000 | 7,644 | Ann Arbor Assistance | 8,000 | 8,000 | | 7,644 |
| 315,431 | 492,658 | 150,303 | 657,786 | Art in Public Places | 441,612 | 441,612 | | 657,786 |
| 143,483 | 20,372 | 1,646 | 162,209 | Bandemer Property | 22,500 | 22,500 | 18,300 | 143,909 |
| 66,614 | 3,000 | 3,000 | 66,614 | Cemetery Perpetual Care | 6,200 | 5,000 | 5,000 | 62,814 |
| | 1,226,293 | 1,226,293 | | Community Development Block Grant | | | | |
| 2,937,034 | 1,745,553 | 1,447,563 | 3,235,024 | Communications Office | 1,585,045 | 1,585,045 | | 3,235,024 |
| 1,875,609 | 2,885,508 | 2,975,938 | 1,785,179 | Construction Code Fund | 3,115,680 | 2,795,649 | | 2,105,210 |
| 1,357,406 | | 108,444 | 1,248,962 | Court Facilities | 302,800 | 302,800 | 92,800 | 1,156,162 |
| 53,818 | 5,085 | 4,560 | 54,343 | Drug Enforcement | 31,200 | 30,000 | 22,500 | 33,043 |
| 1,869,775 | 600,000 | 600,000 | 1,869,775 | Economic Development Fund | 625,000 | 625,000 | 625,000 | 1,244,775 |
| 834,136 | 419,201 | 412,819 | 840,518 | Energy Projects | 550,434 | 550,434 | 512,660 | 327,858 |
| 153,788 | 34,212 | | 188,000 | Federal Equitable Sharing Forfeitures | 178,995 | 174,995 | 174,995 | 17,005 |
| | 1,684,974 | 1,684,974 | | Homeland Security | 500 | | | 500 |
| 45,659 | 1,200 | | 46,859 | HOME Program | | | | |
| 2,922,203 | 1,788,504 | 1,884,981 | 2,825,726 | Local Forfeiture | 48,058 | 46,858 | 46,858 | 1,201 |
| | | | | Local Streets | 1,768,889 | 1,768,852 | | 2,825,763 |
| | | | | Major Grant Programs | | | | |
| 7,833,175 | 6,760,590 | 7,879,410 | 6,714,355 | Major Streets | 6,890,124 | 6,890,124 | | 6,714,355 |
| 858,993 | 335,000 | 377,158 | 816,835 | Metro Expansion | 720,000 | 700,484 | 360,000 | 476,351 |
| 101,898 | 33,000 | 24,800 | 110,098 | Michigan Justice Training | 78,000 | 75,000 | 45,000 | 68,098 |
| 121,080 | 214,802 | 214,802 | 121,080 | Open Space Endowment | 1,000 | | | 122,080 |
| 1,625,720 | 4,681,519 | 4,757,717 | 1,549,522 | Parks Maintenance & Capital Improvement | 5,315,526 | 5,312,590 | 122,493 | 1,429,965 |
| 162,008 | 37,500 | 17,500 | 182,008 | Parks Memorials & Contributions | 64,000 | 64,000 | | 182,008 |
| 678,763 | 5,000 | | 683,763 | Police and Fire Relief | 25,000 | | | 708,763 |
| 103,433 | 5,000 | | 108,433 | Senior Center Endowment | 5,000 | | | 113,433 |
| 22,725,481 | 10,202,082 | 7,849,401 | 25,078,162 | Street Repair Millage | 12,105,968 | 12,105,968 | 2,113,918 | 22,964,244 |
| 501,253 | | | 501,253 | Tree Removal & Disposal | | | | 501,253 |
| | | | | Trust Funds | | | | |
| 2,221,480 | 86,853 | 79,031 | 2,229,302 | Elizabeth R. Dean | 95,060 | 95,060 | 25,000 | 2,204,302 |
| 410,416,695 | 20,283,908 | 27,376,499 | 403,324,104 | Employees' Retirement System | 27,755,000 | 27,345,526 | | 403,733,578 |
| 63,792,443 | 3,968,986 | 224,484 | 67,536,945 | VEBA Trust | 5,542,841 | 194,285 | | 72,885,501 |
| | | | | General Debt Service | | | | |
| 135,933 | 7,976,419 | 7,926,566 | 185,786 | General Debt Service | 7,409,605 | 7,335,191 | | 260,200 |
| 1,131,600 | 49,800 | 157,805 | 1,023,595 | Special Assessment General Debt | 151,820 | 151,820 | 107,820 | 915,775 |

| Fund Balance June 30, 2008 | FY 2009 Projected Revenues | FY 2009 Projected Expenditures | Projected Fund Balance June 30, 2009 | Fund | FY 2010 Approved Revenues | FY 2010 Approved Expenditures | Approved Use of Fund Balance | Projected Fund Balance June 30, 2010 |
|-------------------------------|----------------------------|--------------------------------|--------------------------------------|-----------------------------------|---------------------------|-------------------------------|------------------------------|--------------------------------------|
| Component Units | | | | | | | | |
| 1,568,296 * | 4,275,000 | 4,225,763 | 1,617,533 | Downtown Development Authority | 4,912,198 | 4,912,198 | 1,174,413 | 443,120 |
| 5,494,844 | 15,691,615 | 15,691,615 | 5,494,844 | DDA Parking System | 21,789,647 | 21,789,647 | 4,801,074 | 693,770 |
| 1,427,162 | 240,431 | 26,326 | 1,641,267 | DDA Housing | 255,000 | 255,000 | 5,544 | 1,635,723 |
| 1,609,821 | 2,158,055 | 1,931,527 | 1,836,349 | DDA Parking Maintenance | 2,148,690 | 1,001,227 | | 2,983,812 |
| 1,056,417 | | | 1,056,417 | DDA Sidewalk & Streetscapes | | | | 1,056,417 |
| 178,240 | 1,101,408 | 934,620 | 345,028 | L DFA SmartZone | 1,330,000 | 1,255,000 | | 420,028 |
| Capital Projects Funds | | | | | | | | |
| 9,640,042 | 250,000 | 4,567,639 | 5,322,403 | Open Space Bonds-2005 | 200,000 | 2,299,057 | | 3,223,346 |
| 45,839 | | | 45,839 | General Capital Improvements | | | | 45,839 |
| 370,916 | 488,567 | 488,567 | 370,916 | Sidewalk Improvement | 20,809 | 20,809 | | 370,916 |
| 1,773,128 | | | 1,773,128 | Maintenance Facility Construction | | | | 1,773,128 |
| 6,437,404 | 32,712,000 | | 39,149,404 | Ann Arbor Municipal Center | 2,000,000 | 14,300 | | 41,135,104 |
| 126,527 | | | 126,527 | Special Assessments | | | | 126,527 |

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

| Net Assets June 30, 2008 | FY 2009 Projected Revenues | FY 2009 Projected Expenditures | Projected Fund Equity June 30, 2009 | Fund | FY 2010 Approved Revenues | FY 2010 Approved Expenditures | Approved Use of Fund Balance | Projected Fund Equity June 30, 2010 |
|--|----------------------------|--------------------------------|-------------------------------------|----------------------------|---------------------------|-------------------------------|------------------------------|-------------------------------------|
| Intergovernmental Service Funds | | | | | | | | |
| 1,671,969 | 1,405,018 | 1,378,849 | 1,698,138 | Central Stores | 1,564,194 | 1,564,194 | | 1,698,138 |
| 8,062,379 | 7,563,384 | 7,345,535 | 8,280,228 | Fleet Services | 8,037,132 | 8,037,582 | 1,345,295 | 6,934,483 |
| 5,017,737 | 7,443,830 | 6,685,266 | 5,776,301 | Information Technology | 7,509,952 | 7,227,885 | 860,000 | 5,198,368 |
| 4,771,187 | 24,778,311 | 26,673,549 | 2,875,949 | Risk Fund | 27,801,411 | 27,801,411 | 2,000,000 | 875,949 |
| 108,227 | 18,854 | 18,854 | 108,227 | Parks Service Headquarters | 20,657 | 20,657 | 20,657 | 87,570 |
| 3,891 | 466,825 | 450,000 | 20,716 | Wheeler Center | 843,355 | 843,355 | | 20,716 |
| 723,070 | 3,313,366 | 3,311,766 | 724,670 | Project Management | 3,673,638 | 3,673,638 | | 724,670 |
| Enterprise Funds | | | | | | | | |
| 919,194 | 779,241 | 769,782 | 928,653 | Airport | 859,991 | 837,374 | | 951,270 |
| 1,703,940 | 1,010,307 | 1,577,088 | 1,137,159 | Golf Enterprise | 1,751,189 | 1,719,047 | | 1,169,301 |
| 859,143 | 133,941 | 286,542 | 706,542 | Market | 150,775 | 150,775 | | 706,542 |
| 25,199,550 | | | 25,199,550 | Parking System | | | | 25,199,550 |
| 56,782,677 | 22,182,518 | 19,048,701 | 59,916,494 | Sewage Disposal System | 22,945,271 | 18,080,017 | 168,168 | 64,613,580 |
| 22,972,030 | 13,276,440 | 15,952,705 | 20,295,765 | Solid Waste | 16,398,352 | 15,866,646 | 2,587,802 | 18,239,669 |
| 10,127,418 | 5,401,045 | 5,184,928 | 10,343,535 | Stormwater Sewer System | 5,570,509 | 5,253,621 | 2,970 | 10,657,453 |
| 42,386,429 | 22,073,819 | 19,817,971 | 44,642,277 | Water Supply System | 23,472,015 | 21,857,182 | 124,205 | 46,132,905 |

ANALYSIS OF NET OPERATING FUNDS AVAILABLE

| (Per CAFR) Unrestricted/ Undesignated Fund Balance June 30, 2008 | FY 2009 Projected Revenues | FY 2009 Projected Expenditures | Projected Unrestricted/ Undesignated Fund Balance June 30, 2009 | Fund | FY 2010 Approved Revenues | FY 2010 Approved Expenditures | Approved Use of Fund Balance | Projected Unrestricted/ Undesignated Fund Balance June 30, 2010 |
|---|----------------------------------|--------------------------------------|--|----------------------------|---------------------------------|-------------------------------------|---------------------------------------|--|
| <u>Intergovernmental Service Funds</u> | | | | | | | | |
| 1,286,107 * | 1,405,018 | 1,378,849 | 1,312,276 | Central Stores | 1,564,194 | 1,564,194 | | 1,312,276 (c) |
| 4,925,478 * | 7,563,384 | 7,345,535 | 5,143,327 | Fleet Services | 8,037,132 | 8,037,582 | 1,345,295 | 3,797,582 (c) |
| 4,207,976 | 7,443,830 | 6,685,266 | 4,966,540 | Information Technology | 7,509,952 | 7,227,885 | 860,000 | 4,388,607 (c) |
| 4,771,187 | 24,778,311 | 26,673,549 | 2,875,949 | Risk Fund | 27,801,411 | 27,801,411 | 2,000,000 | 875,949 (c) |
| 9,787 | 18,854 | 18,854 | 9,787 | Parks Service Headquarters | 20,657 | 20,657 | 20,657 | (10,870) (c) |
| 3,891 | 466,825 | 450,000 | 20,716 | Wheeler Center | 843,355 | 843,355 | | 20,716 (c) |
| 800,232 * | 3,313,366 | 3,311,766 | 801,832 | Project Management | 3,673,638 | 3,673,638 | | 801,832 (c) |
| <u>Enterprise Funds</u> | | | | | | | | |
| (84,277) | 779,241 | 769,782 | (74,818) | Airport | 859,991 | 837,374 | | (52,201) |
| 3,864 | 1,010,307 | 1,577,088 | (562,917) | Golf Enterprise | 1,751,189 | 1,719,047 | | (530,775) |
| 587,009 | 133,941 | 286,542 | 434,408 | Market | 150,775 | 150,775 | | 434,408 |
| 46,705,176 * | 22,182,518 | 19,048,701 | 49,838,993 | Parking System | | | | |
| 9,008,132 | 13,276,440 | 15,952,705 | 6,331,867 | Sewage Disposal System | 22,945,271 | 18,080,017 | 168,168 | 54,536,079 (d) |
| 4,839,044 | 5,401,045 | 5,184,928 | 5,055,161 | Solid Waste | 16,398,352 | 15,866,646 | 2,587,802 | 4,275,771 (b) |
| 18,034,662 * | 22,073,819 | 19,817,971 | 20,290,510 | Stormwater Sewer System | 5,570,509 | 5,253,621 | 2,970 | 5,369,079 (d) |
| | | | | Water Supply System | 23,472,015 | 21,857,182 | 124,205 | 21,781,138 (d) |

*Net Operating Funds Available: Represents, for Enterprise and Internal Service Funds, Total Fund Equity less (a) Fixed Assets net of Long-term Liabilities; (b) Restricted Assets net of Restricted Current Liabilities, and (c) Non-Liquid assets (i.e. inventories, Long-term Receivables, etc.) which is a close equivalent to the General Governmental Fund Type's definition of Fund Balance.

- (b) These funds are legally restricted by State law and can only be used for their stated purpose. There is no industry standard for Special Revenue funds. Prudent business practices apply.
- (c) These funds are set up to provide service to all service units. Depending on the service provided & whether the fund has capital reserves, fund balance can fluctuate from year to year as we save for big purchases.
- (d) A more meaningful measure for utility funds is debt coverage ratio. This is the measure used by bond rating agencies. Depending on the service provided & whether the fund has capital reserves, fund balance can fluctuate from year to year as we save for big purchases.

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Revenues

Description of Revenue Categories

TAXES

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 24% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year times the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

This category accounts for revenues received from other units of government. The major portion of this source is State-Shared sales and income taxes. Intergovernmental revenues contribute 5% of the City's revenue, of which approximately one-half represents State-Shared revenue. These revenues are forecasted on the basis of data supplied from the State of Michigan for State-Shared sales and income tax and historical trends for other revenues. Due to increasing budget pressures at the State level, local units of government are experiencing a decreasing revenue trend.

GRANTS

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

Description of Revenue Categories

CHARGES FOR SERVICES

The major sources of revenue in this category represent 22% 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, or security services to local high schools. 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.

MUNICIPAL SERVICES

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.

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 change in rates.

Description of Revenue Categories

LANDFILL

This category includes special services provided for disposal of materials at the City landfill. These revenues are forecasted on the basis of expected levels of service adjusting for changes in fees and new services.

ENTERPRISE SALES

This category includes the sale and/or rental income associated with the various enterprise funds. The major source of income is the sale of water and sewer services. The revenues for the Water and Wastewater systems are based on expected water sales as adjusted for new customers being added through construction or annexations, 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 and Market 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 nearly 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 2% 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 2% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds times an average of expected investment rates based on the economic outlook.

Description of Revenue Categories

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 5% of the City's revenues. This is used only during times in which revenue growth temporarily increases at a rate less than expenditures to avoid a reduction in services. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

OPERATING TRANSFERS

The majority of the transfers in this revenue category are reimbursements for fringe benefit costs. The exceptions to this are project and utility credits, which are reimbursements for engineering costs on construction projects. The project credit is based on expected construction activity on City projects. Operating transfers represent 16% 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 14% 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 equipment maintenance, central duplicating and office supplies. 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 3% of City revenues.

FY 2010 All Funds Revenue Analysis by Service Area

| | Total Revenues | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|--|----------------|-----------------|---------------|--------------------|--------------------|--------------------|-----------------|-----------------|---------------------|------------------|------------|
| 0010 GENERAL | \$85,202,388 | | \$288,000 | \$180,400 | \$3,646,984 | \$60,182,774 | \$1,181,280 | \$4,124,300 | \$2,945,100 | \$12,653,550 | |
| 0018 PARKS REHAB & DEVELOPMENT MILLAGE | 56,207 | | | | 56,207 | | | | | | |
| 0006 PARKS REPAIR & RESTORATION MILLAGE | 147,629 | | | | 9,177 | | 138,452 | | | | |
| 0024 OPEN SPACE & PARKLAND PRESERVATION | 2,299,057 | | | | 2,299,057 | | | | | | |
| 0070 AFFORDABLE HOUSING | 204,008 | | | | 204,008 | | | | | | |
| 0038 ANN ARBOR ASSISTANCE | 8,000 | | | | 8,000 | | | | | | |
| 0061 ALTERNATIVE TRANSPORTATION | 275,523 | | | | | | 275,523 | | | | |
| 0025 BANDEMER PROPERTY | 22,500 | | | | 22,500 | | | | | | |
| 0054 CEMETERY PERPETUAL CARE | 6,200 | | | | | | 6,200 | | | | |
| 0016 COMMUNITY TELEVISION NETWORK | 1,585,045 | | | 1,585,045 | | | | | | | |
| 0026 CONSTRUCTION CODE FUND | 3,115,680 | | | | 3,115,680 | | | | | | |
| 0023 COURT FACILITIES | 302,800 | | | | | | | | 302,800 | | |
| 0027 DRUG ENFORCEMENT | 31,200 | | | | | | | 31,200 | | | |
| 0045 ECONOMIC DEVELOPMENT | 625,000 | | | | | 625,000 | | | | | |
| 0002 ENERGY PROJECTS | 550,434 | | | | | | 550,434 | | | | |
| 0028 FEDERAL EQUITABLE SHARING | 178,995 | | | | | | | 178,995 | | | |
| 0017 HOMELAND SECURITY | 500 | | | | | | | 500 | | | |
| 0073 LOCAL FORFEITURE | 48,058 | | | | | | | 48,058 | | | |
| 0022 LOCAL STREET | 1,768,889 | | | | | | 1,768,889 | | | | |
| 0021 MAJOR STREET | 6,890,124 | | | | | | 6,890,124 | | | | |
| 0036 METRO EXPANSION | 720,000 | | | | | | 720,000 | | | | |
| 0064 MICHIGAN JUSTICE TRAINING | 78,000 | | | | | | | 78,000 | | | |
| 0041 OPEN SPACE ENDOWMENT | 1,000 | | | | 1,000 | | | | | | |
| 0029 OPEN SPACE & PARKLAND PRESERVATION | 200,000 | | | | 200,000 | | | | | | |
| 0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS | 5,315,526 | | | | 1,038,607 | | 4,276,919 | | | | |
| 0034 PARKS MEMORIALS & CONTRIBUTIONS | 64,000 | | | | 64,000 | | | | | | |
| 0053 POLICE AND FIRE RELIEF | 25,000 | | | | | | | 25,000 | | | |
| 0073 SENIOR CENTER ENDOWMENT | 5,000 | | | | | 5,000 | | | | | |
| 0062 STREET REPAIR MILLAGE | 12,105,968 | | | | | | 12,105,968 | | | | |
| 0055 ELIZABETH R DEAN TRUST | 95,060 | | | | | | 95,060 | | | | |
| 0059 EMPLOYEES RETIREMENT SYSTEM | 27,755,000 | | | | | | | | | | 27,755,000 |
| 0052 VEBA TRUST | 5,542,841 | | | | | | | | | | 5,542,841 |
| 0035 GENERAL DEBT SERVICE | 7,409,605 | | | | | 7,300 | | | | 7,402,305 | |
| 0060 GENERAL DEBT /SPECIAL ASSESSMENTS | 151,820 | | | | | 24,000 | | | | 127,820 | |

FY 2010 All Funds Revenue Analysis by Service Area

| | Total Revenues | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|-------------------------------------|----------------------|-----------------|------------------|--------------------|---------------------|---------------------|----------------------|--------------------|---------------------|---------------------|---------------------|
| 0003 DOWNTOWN DEVELOPMENT AUTHORITY | 4,912,198 | | | | | | | | | | 4,912,198 |
| 0063 DDA PARKING SYSTEM | 21,789,647 | | | | | | | | | | 21,789,647 |
| 0001 DDA/HOUSING FUND | 255,000 | | | | | | | | | | 255,000 |
| 0033 DDA PARKING MAINTENANCE | 2,148,690 | | | | | | | | | | 2,148,690 |
| 0009 MI EDC SMART ZONE GRANT | 1,330,000 | | | | | | | | | | 1,330,000 |
| 0008 ANN ARBOR MUNICIPAL CENTER | 2,000,000 | | | | | | 2,000,000 | | | | |
| 0082 STORMWATER BOND | 12,222,030 | | | | | | 12,222,030 | | | | |
| 0088 SEWER BOND | 28,261,759 | | | | | | 28,261,759 | | | | |
| 0089 WATER BOND | 12,670,795 | | | | | | 12,670,795 | | | | |
| 0091 SIDEWALK IMPROVEMENT | 20,809 | | | | | | 20,809 | | | | |
| 0011 CENTRAL STORES | 1,564,194 | | | | | | 1,564,194 | | | | |
| 0012 FLEET SERVICES | 8,037,132 | | | | | | 8,037,132 | | | | |
| 0014 INFORMATION TECHNOLOGY | 7,509,952 | | | | | 7,509,952 | | | | | |
| 0015 PARKS SERVICE HEADQUARTERS | 20,657 | | | | | | 20,657 | | | | |
| 0056 ART IN PUBLIC PLACES | 441,612 | | | | 6,052 | | 435,560 | | | | |
| 0057 RISK FUND | 27,801,411 | | | | | 27,801,411 | | | | | |
| 0058 WHEELER CENTER | 843,355 | | | | | | 843,355 | | | | |
| 0049 PROJECT MANAGEMENT | 3,673,638 | | | | | | 3,673,638 | | | | |
| 0048 AIRPORT | 859,991 | | | | | | 859,991 | | | | |
| 0047 GOLF ENTERPRISE | 1,751,189 | | | | 1,751,189 | | | | | | |
| 0046 MARKET | 150,775 | | | | 150,775 | | | | | | |
| 0043 SEWAGE DISPOSAL SYSTEM | 22,945,271 | | | | | | 22,945,271 | | | | |
| 0072 SOLID WASTE FUND | 16,398,352 | | | | | | 16,398,352 | | | | |
| 0069 STORMWATER SEWER SYSTEM | 5,570,509 | | | | | | 5,570,509 | | | | |
| 0042 WATER SUPPLY SYSTEM | 23,472,015 | | | | | | 23,472,015 | | | | |
| | \$369,438,038 | | \$288,000 | \$1,765,445 | \$12,573,236 | \$96,155,437 | \$167,004,916 | \$4,486,053 | \$3,247,900 | \$20,183,675 | \$63,733,376 |

FY 2011 All Funds Revenue Analysis by Service Area

| | Total Revenues | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|--|----------------|-----------------|---------------|--------------------|--------------------|--------------------|-----------------|-----------------|---------------------|------------------|------------|
| 0010 GENERAL | \$83,250,520 | | \$288,000 | \$180,400 | \$3,525,511 | \$58,757,496 | \$1,168,283 | \$4,124,300 | \$2,642,600 | \$12,563,930 | |
| 0018 PARKS REHAB & DEVELOPMENT MILLAGE | 57,891 | | | | 57,891 | | | | | | |
| 0024 OPEN SPACE & PARKLAND PRESERVATION | 2,144,862 | | | | 2,144,862 | | | | | | |
| 0070 AFFORDABLE HOUSING | 180,811 | | | | 180,811 | | | | | | |
| 0038 ANN ARBOR ASSISTANCE | 8,000 | | | | 8,000 | | | | | | |
| 0061 ALTERNATIVE TRANSPORTATION | 272,364 | | | | | | 272,364 | | | | |
| 0025 BANDEMER PROPERTY | 22,500 | | | | 22,500 | | | | | | |
| 0054 CEMETERY PERPETUAL CARE | 6,200 | | | | | | 6,200 | | | | |
| 0016 COMMUNITY TELEVISION NETWORK | 1,642,051 | | | 1,642,051 | | | | | | | |
| 0026 CONSTRUCTION CODE FUND | 2,740,265 | | | | 2,740,265 | | | | | | |
| 0023 COURT FACILITIES | 302,800 | | | | | | | | 302,800 | | |
| 0027 DRUG ENFORCEMENT | 31,200 | | | | | | | 31,200 | | | |
| 0045 ECONOMIC DEVELOPMENT | 600,000 | | | | | 600,000 | | | | | |
| 0002 ENERGY PROJECTS | 601,519 | | | | | | 601,519 | | | | |
| 0028 FEDERAL EQUITABLE SHARING FORFEITURE | 182,995 | | | | | | | 182,995 | | | |
| 0017 HOMELAND SECURITY | 500 | | | | | | | 500 | | | |
| 0073 LOCAL FORFEITURE | 49,258 | | | | | | | 49,258 | | | |
| 0022 LOCAL STREET | 1,764,741 | | | | | | 1,764,741 | | | | |
| 0021 MAJOR STREET | 6,935,895 | | | | | | 6,935,895 | | | | |
| 0036 METRO EXPANSION | 360,000 | | | | | | 360,000 | | | | |
| 0064 MICHIGAN JUSTICE TRAINING | 78,000 | | | | | | | 78,000 | | | |
| 0041 OPEN SPACE ENDOWMENT | 1,000 | | | | 1,000 | | | | | | |
| 0029 OPEN SPACE & PARKLAND PRESERVATION | 200,000 | | | | 200,000 | | | | | | |
| 0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS | 5,147,584 | | | | 984,599 | | 4,162,985 | | | | |
| 0034 PARKS MEMORIALS & CONTRIBUTIONS | 66,500 | | | | 66,500 | | | | | | |
| 0053 POLICE AND FIRE RELIEF | 25,000 | | | | | | | 25,000 | | | |
| 0083 SENIOR CENTER ENDOWMENT | 5,000 | | | | | 5,000 | | | | | |
| 0062 STREET REPAIR MILLAGE | 12,612,715 | | | | | | 12,612,715 | | | | |
| 0055 ELIZABETH R DEAN TRUST | 95,063 | | | | | | 95,063 | | | | |
| 0059 EMPLOYEES RETIREMENT SYSTEM | 27,755,000 | | | | | | | | | | 27,755,000 |
| 0052 VEBA TRUST | 6,110,600 | | | | | | | | | | 6,110,600 |
| 0035 GENERAL DEBT SERVICE | 7,514,545 | | | | | 7,300 | | | | 7,507,245 | |
| 0060 GENERAL DEBT /SPECIAL ASSESSMENTS | 140,685 | | | | | 21,000 | | | | 119,685 | |
| 0003 DOWNTOWN DEVELOPMENT AUTHORITY | 4,715,677 | | | | | | | | | | 4,715,677 |

FY 2011 All Funds Revenue Analysis by Service Area

| | Total Revenues | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|---------------------------------|----------------------|-----------------|------------------|--------------------|---------------------|---------------------|----------------------|--------------------|---------------------|---------------------|---------------------|
| 0063 DDA PARKING SYSTEM | 21,299,370 | | | | | | | | | | 21,299,370 |
| 0001 DDA/HOUSING FUND | 255,000 | | | | | | | | | | 255,000 |
| 0033 DDA PARKING MAINTENANCE | 2,183,114 | | | | | | | | | | 2,183,114 |
| 0009 MI EDC SMART ZONE GRANT | 1,424,061 | | | | | | | | | | 1,424,061 |
| 0008 ANN ARBOR MUNICIPAL CENTER | 15,015 | | | | | | 15,015 | | | | |
| 0082 STORMWATER BOND | 3,942,029 | | | | | | 3,942,029 | | | | |
| 0088 SEWER BOND | 38,334,103 | | | | | | 38,334,103 | | | | |
| 0089 WATER BOND | 9,055,446 | | | | | | 9,055,446 | | | | |
| 0091 SIDEWALK IMPROVEMENT | 22,225 | | | | | | 22,225 | | | | |
| 0011 CENTRAL STORES | 1,570,573 | | | | | | 1,570,573 | | | | |
| 0012 FLEET SERVICES | 7,120,859 | | | | | | 7,120,859 | | | | |
| 0014 INFORMATION TECHNOLOGY | 6,372,659 | | | | | 6,372,659 | | | | | |
| 0015 PARKS SERVICE HEADQUARTERS | 21,487 | | | | | | 21,487 | | | | |
| 0056 ART IN PUBLIC PLACES | 519,196 | | | | 7,105 | | 512,091 | | | | |
| 0057 RISK FUND | 26,486,778 | | | | | 26,486,778 | | | | | |
| 0058 WHEELER CENTER | 501,709 | | | | | | 501,709 | | | | |
| 0049 PROJECT MANAGEMENT | 3,838,499 | | | | | | 3,838,499 | | | | |
| 0048 AIRPORT | 881,191 | | | | | | 881,191 | | | | |
| 0047 GOLF ENTERPRISE | 1,750,993 | | | | 1,750,993 | | | | | | |
| 0046 MARKET | 154,000 | | | | 154,000 | | | | | | |
| 0043 SEWAGE DISPOSAL SYSTEM | 23,535,908 | | | | | | 23,535,908 | | | | |
| 0072 SOLID WASTE FUND | 19,087,883 | | | | | | 19,087,883 | | | | |
| 0069 STORMWATER SEWER SYSTEM | 5,665,289 | | | | | | 5,665,289 | | | | |
| 0042 WATER SUPPLY SYSTEM | 24,200,792 | | | | | | 24,200,792 | | | | |
| | \$363,859,920 | | \$288,000 | \$1,822,451 | \$11,844,037 | \$92,250,233 | \$166,284,864 | \$4,491,253 | \$2,945,400 | \$20,190,860 | \$63,742,822 |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 | |
|--|-----------------------------------|-----------------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|----------------------|
| General | General | | | | | | | |
| | TAXES | 48,243,639 | 51,151,232 | 52,076,573 | 52,028,677 | 51,492,881 | 48,993,217 | |
| | LICENSES, PERMITS & REGISTRATION | 1,210,632 | 1,284,688 | 1,189,279 | 1,169,422 | 1,243,020 | 1,273,229 | |
| | INTERGOVERNMENTAL REVENUES | 11,533,514 | 11,320,574 | 11,178,113 | 11,258,844 | 11,511,848 | 11,476,785 | |
| | CHARGES FOR SERVICES | 7,338,986 | 5,834,027 | 5,866,021 | 6,101,252 | 7,333,170 | 7,704,717 | |
| | FINES & FORFEITS | 5,653,836 | 5,555,722 | 6,182,365 | 5,789,910 | 5,131,420 | 4,861,882 | |
| | INVESTMENT INCOME | 2,178,650 | 3,040,654 | 1,135,800 | 1,371,342 | 1,725,776 | 1,680,603 | |
| | MISCELLANEOUS REVENUE | 813,659 | 941,158 | 3,637,153 | 3,667,985 | 632,250 | 644,381 | |
| | PRIOR YEAR SURPLUS | | | 4,561,389 | 3,202,224 | 4,350 | 382,012 | |
| | OPERATING TRANSFERS | 2,131,979 | 2,220,571 | 2,121,068 | 2,077,917 | 2,905,038 | 2,931,437 | |
| | CONTRIBUTIONS | 71,966 | 55,753 | 30,000 | 30,000 | 1,000 | 1,000 | |
| | INTRA GOVERNMENTAL SALES | 4,034,112 | 2,778,406 | 2,813,755 | 2,813,755 | 3,221,635 | 3,301,257 | |
| | Total | | \$ 83,210,973 | \$ 84,182,785 | \$ 90,791,516 | \$ 89,511,328 | \$ 85,202,388 | \$ 83,250,520 |
| | Debt Service | General Debt Service | | | | | | |
| | | TAXES | 2,424,513 | 2,181,992 | 2,223,783 | 2,223,627 | 2,275,295 | 2,156,980 |
| INVESTMENT INCOME | | 14,951 | | 4,700 | 8,000 | 7,300 | 7,300 | |
| MISCELLANEOUS REVENUE | | 1,717 | 69,721 | | | | | |
| PRIOR YEAR SURPLUS | | | | 21,605 | | | | |
| OPERATING TRANSFERS | | 4,470,202 | 4,719,022 | 6,074,028 | 5,744,792 | 5,127,010 | 5,350,265 | |
| Total | | \$ 6,911,383 | \$ 6,970,735 | \$ 8,324,116 | \$ 7,976,419 | \$ 7,409,605 | \$ 7,514,545 | |
| General Debt/Special Assessment | | | | | | | | |
| TAXES | | 36,552 | 30,472 | 40,000 | 22,800 | 20,000 | 20,000 | |
| CHARGES FOR SERVICES | | 107,478 | 182,301 | | | | | |
| INVESTMENT INCOME | 59,023 | 76,811 | 29,500 | 27,000 | 24,000 | 21,000 | | |
| MISCELLANEOUS REVENUE | | 4,221 | | | | | | |
| PRIOR YEAR SURPLUS | | | 88,305 | | 107,820 | 99,685 | | |
| Total | \$ 203,053 | \$ 293,805 | \$ 157,805 | \$ 49,800 | \$ 151,820 | \$ 140,685 | | |
| Capital Projects | Sidewalk Improvement | | | | | | | |
| | CHARGES FOR SERVICES | 73,623 | 8,775 | 275,000 | 275,000 | 20,809 | 22,225 | |
| | INVESTMENT INCOME | 12,381 | 16,717 | | | | | |
| | PRIOR YEAR SURPLUS | | | 213,567 | 213,567 | | | |
| | OPERATING TRANSFERS | 650,000 | | | | | | |
| | Total | \$ 736,004 | \$ 25,492 | \$ 488,567 | \$ 488,567 | \$ 20,809 | \$ 22,225 | |
| | Ann Arbor Municipal Center | | | | | | | |
| | PRIOR YEAR SURPLUS | | | | 1,400,000 | | 15,015 | |
| | OPERATING TRANSFERS | | | | 4,500,000 | 2,000,000 | | |
| | SALE OF BONDS | | | | 26,812,000 | | | |
| Total | \$ - | \$ - | \$ - | \$ 32,712,000 | \$ 2,000,000 | \$ 15,015 | | |
| Enterprise | Water Supply System | | | | | | | |
| | TAXES | 23,254 | 23,410 | 8,000 | 3,500 | 3,000 | 3,000 | |
| | INTERGOVERNMENTAL REVENUES | 23,100 | | | | | | |
| | CHARGES FOR SERVICES | 18,384,119 | 19,886,328 | 20,505,000 | 20,077,000 | 21,190,821 | 21,885,869 | |
| | INVESTMENT INCOME | 765,819 | 925,624 | 500,000 | 302,200 | 523,200 | 536,218 | |
| | MISCELLANEOUS REVENUE | 561,684 | 387,040 | 30,200 | 34,313 | 27,000 | 27,000 | |
| | PRIOR YEAR SURPLUS | | | (174,527) | 88,473 | 124,205 | 90,554 | |
| | OPERATING TRANSFERS | 1,498,120 | 1,519,505 | 1,568,333 | 1,568,333 | 1,603,789 | 1,658,151 | |
| | CONTRIBUTIONS | | 86,520 | | | | | |
| | INTRA GOVERNMENTAL SALES | 106,566 | | 357,683 | | | | |
| | Total | \$ 21,362,662 | \$ 22,828,427 | \$ 22,794,689 | \$ 22,073,819 | \$ 23,472,015 | \$ 24,200,792 | |
| | Water Bond Pending Series | | | | | | | |
| | SALE OF BONDS | | | | | 12,670,795 | 9,055,446 | |
| | Total | \$ - | \$ - | \$ - | \$ - | \$ 12,670,795 | \$ 9,055,446 | |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|----------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| | Sewage Disposal System | | | | | | |
| | TAXES | 38,437 | 43,521 | 10,000 | 5,000 | 5,000 | 5,000 |
| | CHARGES FOR SERVICES | 18,762,099 | 19,378,157 | 21,117,995 | 20,864,995 | 21,469,103 | 22,076,938 |
| | INVESTMENT INCOME | 1,800,311 | 2,441,743 | 1,000,000 | 850,000 | 900,000 | 800,000 |
| | MISCELLANEOUS REVENUE | (1,431,360) | 113,398 | 5,000 | 6,835 | 3,000 | 3,000 |
| | PRIOR YEAR SURPLUS | | | 378,188 | | 168,168 | 250,970 |
| | OPERATING TRANSFERS | 478,396 | 455,688 | 455,688 | 455,688 | 400,000 | 400,000 |
| | INTRA GOVERNMENTAL SALES | | | 352,820 | | | |
| | Total | \$ 19,647,883 | \$ 22,432,507 | \$ 23,319,691 | \$ 22,182,518 | \$ 22,945,271 | \$ 23,535,908 |
| | Sewer Bond Pending Series | | | | | | |
| | SALE OF BONDS | | | | | 28,261,759 | 38,334,103 |
| | Total | \$ - | \$ - | \$ - | \$ - | \$ 28,261,759 | \$ 38,334,103 |
| | Parking System | | | | | | |
| | INVESTMENT INCOME | 2,829 | 34,824 | | | | |
| | MISCELLANEOUS REVENUE | | (110,481) | | | | |
| | Total | \$ 2,829 | \$ (75,657) | \$ - | \$ - | \$ - | \$ - |
| | Market | | | | | | |
| | CHARGES FOR SERVICES | 85,716 | 86,441 | 93,700 | 86,675 | 103,275 | 104,500 |
| | INVESTMENT INCOME | 20,031 | 40,511 | 6,450 | 3,644 | 3,500 | 3,500 |
| | MISCELLANEOUS REVENUE | 12,287 | 5,464 | 14,000 | 12,000 | 13,000 | 13,000 |
| | PRIOR YEAR SURPLUS | | | 152,601 | | | |
| | OPERATING TRANSFERS | 28,975 | 30,740 | 29,000 | 31,622 | 31,000 | 33,000 |
| | Total | \$ 147,009 | \$ 163,156 | \$ 295,751 | \$ 133,941 | \$ 150,775 | \$ 154,000 |
| | Golf Courses | | | | | | |
| | CHARGES FOR SERVICES | 869,616 | 864,661 | 1,105,118 | 1,014,932 | 1,066,231 | 1,104,815 |
| | INVESTMENT INCOME | (45,013) | (56,571) | 750 | (4,625) | (4,625) | (4,625) |
| | MISCELLANEOUS REVENUE | 951 | 452 | | | | |
| | PRIOR YEAR SURPLUS | | | 635,612 | | | 131,729 |
| | OPERATING TRANSFERS | | 1,847,137 | | | 689,583 | 519,074 |
| | Total | \$ 825,554 | \$ 2,455,679 | \$ 1,741,480 | \$ 1,010,307 | \$ 1,751,189 | \$ 1,750,993 |
| | Airport | | | | | | |
| | CHARGES FOR SERVICES | 773,827 | 777,710 | 829,419 | 777,491 | 856,491 | 877,691 |
| | INVESTMENT INCOME | (207) | 840 | 1,000 | | | |
| | MISCELLANEOUS REVENUE | 61 | 15,415 | 3,500 | 1,750 | 3,500 | 3,500 |
| | Total | \$ 773,681 | \$ 793,965 | \$ 833,919 | \$ 779,241 | \$ 859,991 | \$ 881,191 |
| | Stormwater Sewer System | | | | | | |
| | TAXES | 1,079 | 4,762 | | | | |
| | LICENSES, PERMITS & REGISTRATION | 29,718 | 22,454 | 60,000 | 8,000 | | |
| | INTERGOVERNMENTAL REVENUES | | | 20,000 | | | |
| | CHARGES FOR SERVICES | 4,175,230 | 4,863,418 | 5,255,545 | 5,328,045 | 5,507,539 | 5,600,943 |
| | INVESTMENT INCOME | 190,015 | 261,373 | 60,000 | 60,000 | 55,000 | 56,375 |
| | MISCELLANEOUS REVENUE | 168,901 | 20,505 | 10,200 | 5,000 | 5,000 | 5,000 |
| | PRIOR YEAR SURPLUS | | | 3,544,250 | | 2,970 | 2,971 |
| | OPERATING TRANSFERS | 91,815 | | 236,838 | | | |
| | CONTRIBUTIONS | | 4,206 | | | | |
| | INTRA GOVERNMENTAL SALES | | | 243,605 | | | |
| | Total | \$ 4,656,758 | \$ 5,176,718 | \$ 9,430,438 | \$ 5,401,045 | \$ 5,570,509 | \$ 5,665,289 |
| | Stormwater Bond | | | | | | |
| | SALE OF BONDS | | | | | 12,222,030 | 3,942,029 |
| | Total | \$ - | \$ - | \$ - | \$ - | \$ 12,222,030 | \$ 3,942,029 |
| | Solid Waste | | | | | | |
| | TAXES | 10,998,459 | 11,550,982 | 11,581,630 | 11,814,665 | 11,679,471 | 11,072,139 |
| | CHARGES FOR SERVICES | 720,347 | 1,405,477 | 1,122,200 | 1,155,450 | 1,929,586 | 2,948,022 |
| | INVESTMENT INCOME | 595,135 | 712,636 | 300,000 | 300,000 | 196,493 | 184,382 |
| | MISCELLANEOUS REVENUE | 8,999 | 138,427 | 20,000 | 6,325 | 5,000 | 14,000 |
| | PRIOR YEAR SURPLUS | | | 2,999,000 | | 2,587,802 | 4,459,340 |
| | OPERATING TRANSFERS | 284,567 | 153,538 | 140,000 | | | 410,000 |
| | Total | \$ 12,607,507 | \$ 13,961,060 | \$ 16,162,830 | \$ 13,276,440 | \$ 16,398,352 | \$ 19,087,883 |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 | |
|----------------------------------|----------------------------|-------------------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|---------------------|
| Internal Service | Central Stores | | | | | | | |
| | CHARGES FOR SERVICES | 47,390 | 43,546 | 40,000 | 40,000 | 65,000 | 65,000 | |
| | INVESTMENT INCOME | 38,937 | 73,351 | 36,069 | 35,000 | 36,110 | 35,714 | |
| | MISCELLANEOUS REVENUE | 1,499 | 2,058 | | | 13,817 | 12,000 | |
| | OPERATING TRANSFERS | | 48,751 | | | | | |
| | INTRA GOVERNMENTAL SALES | 1,034,835 | 1,280,433 | 1,330,018 | 1,330,018 | 1,449,267 | 1,457,859 | |
| | Total | \$ 1,122,661 | \$ 1,448,139 | \$ 1,406,087 | \$ 1,405,018 | \$ 1,564,194 | \$ 1,570,573 | |
| | Fleet Services | INVESTMENT INCOME | 193,152 | 292,058 | 18,000 | 48,525 | 53,500 | 57,500 |
| | | MISCELLANEOUS REVENUE | 105,792 | 106,365 | 123,000 | 122,999 | 212,500 | 120,000 |
| | | PRIOR YEAR SURPLUS | | | 415,440 | | 1,345,295 | |
| | | OPERATING TRANSFERS | 250,000 | 824,996 | 625,000 | 625,000 | | |
| | | INTRA GOVERNMENTAL SALES | 5,620,731 | 6,291,521 | 6,815,596 | 6,766,860 | 6,425,837 | 6,943,359 |
| | | Total | \$ 6,169,675 | \$ 7,514,940 | \$ 7,997,036 | \$ 7,563,384 | \$ 8,037,132 | \$ 7,120,859 |
| | | Information Technology | INVESTMENT INCOME | 172,871 | 252,148 | | | 120,420 |
| | MISCELLANEOUS REVENUE | | 12,003 | | | | | |
| PRIOR YEAR SURPLUS | | | | 930,863 | 930,863 | 860,000 | | |
| OPERATING TRANSFERS | 5,926,693 | | 6,730,201 | 6,512,967 | 6,512,967 | 6,529,532 | 6,247,031 | |
| Total | \$ 6,111,567 | | \$ 6,982,349 | \$ 7,443,830 | \$ 7,443,830 | \$ 7,509,952 | \$ 6,372,659 | |
| Park Service Headquarters | INVESTMENT INCOME | 1,506 | 331 | | | | | |
| | PRIOR YEAR SURPLUS | | | 43,508 | 18,854 | 20,657 | 21,487 | |
| | INTRA GOVERNMENTAL SALES | 156,913 | 108 | | | | | |
| | Total | \$ 158,419 | \$ 439 | \$ 43,508 | \$ 18,854 | \$ 20,657 | \$ 21,487 | |
| Project Management | CHARGES FOR SERVICES | 1,710,819 | 2,068,097 | 2,731,506 | 2,731,506 | 3,330,074 | 3,463,889 | |
| | INVESTMENT INCOME | (1,361) | (3,151) | | | | | |
| | MISCELLANEOUS REVENUE | 5,203 | 8,408 | | 1,000 | | | |
| | OPERATING TRANSFERS | 447,055 | 567,276 | 580,260 | 580,260 | 343,564 | 374,610 | |
| | INTRA GOVERNMENTAL SALES | 2,125 | 1,915 | | 600 | | | |
| | Total | \$ 2,163,841 | \$ 2,642,545 | \$ 3,311,766 | \$ 3,313,366 | \$ 3,673,638 | \$ 3,838,499 | |
| Risk Management | INVESTMENT INCOME | 330,774 | 543,979 | 40,000 | 40,000 | 100,000 | 50,000 | |
| | MISCELLANEOUS REVENUE | 450,397 | 337,868 | | | | | |
| | PRIOR YEAR SURPLUS | | | 4,451,130 | | 2,000,000 | | |
| | OPERATING TRANSFERS | 19,760,055 | 19,544,188 | 24,610,593 | 24,738,311 | 25,618,342 | 26,346,352 | |
| | CONTRIBUTIONS | 248,288 | 209,944 | | | 83,069 | 90,426 | |
| | Total | \$ 20,789,514 | \$ 20,635,979 | \$ 29,101,723 | \$ 24,778,311 | \$ 27,801,411 | \$ 26,486,778 | |
| Wheeler Center | CHARGES FOR SERVICES | | | | 10,000 | 23,400 | 23,400 | |
| | INVESTMENT INCOME | | 2,950 | | | | | |
| | MISCELLANEOUS REVENUE | | | | 6,825 | | | |
| | OPERATING TRANSFERS | | 450,000 | 450,000 | 450,000 | 819,955 | 478,309 | |
| | Total | \$ - | \$ 452,950 | \$ 450,000 | \$ 466,825 | \$ 843,355 | \$ 501,709 | |
| Fiduciary Trust | Elizabeth Dean Fund | | | | | | | |
| | INVESTMENT INCOME | 111,297 | 161,000 | 86,853 | 86,853 | 70,060 | 70,063 | |
| | MISCELLANEOUS REVENUE | | 306 | | | | | |
| | PRIOR YEAR SURPLUS | | | | | 25,000 | 25,000 | |
| Total | \$ 111,297 | \$ 161,306 | \$ 86,853 | \$ 86,853 | \$ 95,060 | \$ 95,063 | | |
| Pension Trust | VEBA Trust | | | | | | | |
| | INVESTMENT INCOME | 8,588,742 | (4,569,648) | 2,450,000 | 19,700 | 1,054,500 | 1,160,000 | |
| | MISCELLANEOUS REVENUE | | | 27,000 | | | | |
| | OPERATING TRANSFERS | | 4,556,511 | 5,819,631 | 3,904,278 | 4,442,341 | 4,900,000 | |
| | CONTRIBUTIONS | | 66,093 | | 45,008 | 46,000 | 50,600 | |
| Total | \$ 8,588,742 | \$ 52,956 | \$ 8,296,631 | \$ 3,968,986 | \$ 5,542,841 | \$ 6,110,600 | | |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------------|---|----------------------|------------------------|----------------------|-----------------------|----------------------|----------------------|
| | Employees' Retirement System | | | | | | |
| | INVESTMENT INCOME | 66,615,928 | (23,576,385) | 26,990,000 | 15,130,000 | 22,555,000 | 22,555,000 |
| | MISCELLANEOUS REVENUE | 195,012 | 87,558 | 125,000 | 37,000 | 82,000 | 82,000 |
| | OPERATING TRANSFERS | 7,634,890 | 10,053,857 | 2,900,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| | CONTRIBUTIONS | 121,825 | 189,049 | 85,000 | 116,908 | 118,000 | 118,000 |
| | Total | \$ 74,567,655 | \$ (13,245,921) | \$ 30,100,000 | \$ 20,283,908 | \$ 27,755,000 | \$ 27,755,000 |
| Special Revenue | Energy Projects | | | | | | |
| | CHARGES FOR SERVICES | | 460,000 | | 8,000 | 12,000 | 12,000 |
| | INVESTMENT INCOME | 19,007 | 54,390 | | | | |
| | MISCELLANEOUS REVENUE | | | 8,000 | | | |
| | PRIOR YEAR SURPLUS | | | 394,840 | 394,840 | 512,660 | 567,370 |
| | OPERATING TRANSFERS | 50,215 | 63,120 | 16,361 | 16,361 | 25,774 | 22,149 |
| | CONTRIBUTIONS | 9,632 | | | | | |
| | Total | \$ 78,854 | \$ 577,510 | \$ 419,201 | \$ 419,201 | \$ 550,434 | \$ 601,519 |
| | Parks Maintenance & Repair Millage | | | | | | |
| | INVESTMENT INCOME | 45 | | | | | |
| | MISCELLANEOUS REVENUE | 700 | | | | | |
| | Total | \$ 745 | \$ - | \$ - | \$ - | \$ - | \$ - |
| | Parks Repair and Restoration Millage | | | | | | |
| | TAXES | 2,051,967 | | | | | |
| | CHARGES FOR SERVICES | 3,710 | | | | | |
| | INVESTMENT INCOME | 74,489 | 55,861 | | | | |
| | MISCELLANEOUS REVENUE | 2,115 | 3,552 | | | | |
| | PRIOR YEAR SURPLUS | | | 637,331 | 460,000 | 147,629 | |
| | Total | \$ 2,132,281 | \$ 59,413 | \$ 637,331 | \$ 460,000 | \$ 147,629 | \$ - |
| | Local Law Enforcement Block Grant | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 23,209 | 24,000 | 11,935 | | | |
| | Total | \$ 23,209 | \$ 24,000 | \$ 11,935 | \$ - | \$ - | \$ - |
| | Communications Office | | | | | | |
| | LICENSES, PERMITS & REGISTRATION | 1,398,716 | 1,613,468 | 1,401,945 | 1,622,660 | 1,510,045 | 1,567,051 |
| | INVESTMENT INCOME | 130,181 | 159,579 | 79,942 | 122,298 | 75,000 | 75,000 |
| | MISCELLANEOUS REVENUE | 63,489 | 994 | 1,000 | 595 | | |
| | Total | \$ 1,592,386 | \$ 1,774,041 | \$ 1,482,887 | \$ 1,745,553 | \$ 1,585,045 | \$ 1,642,051 |
| | Homeland Security Grant | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 267,250 | 87,387 | | (730) | 500 | 500 |
| | INVESTMENT INCOME | | | | | | |
| | Total | \$ 267,250 | \$ 87,387 | \$ - | \$ (730) | \$ 500 | \$ 500 |
| | Parks Rehab & Development Millage | | | | | | |
| | TAXES | 2,012,845 | | | | | |
| | INTERGOVERNMENTAL REVENUES | | | 599,600 | | | |
| | INVESTMENT INCOME | 264,350 | 230,310 | | | | |
| | MISCELLANEOUS REVENUE | 4,316 | 4,784 | | | | |
| | PRIOR YEAR SURPLUS | | | 679,885 | | 56,207 | 57,891 |
| | OPERATING TRANSFERS | | 26,000 | 178,132 | | | |
| | Total | \$ 2,281,511 | \$ 261,094 | \$ 1,457,617 | \$ - | \$ 56,207 | \$ 57,891 |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|---|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| | Major Street | | | | | | |
| | TAXES | (1,108) | | | | | |
| | INTERGOVERNMENTAL REVENUES | 5,768,895 | 5,717,584 | 5,797,426 | 5,530,500 | 5,562,968 | 5,507,485 |
| | CHARGES FOR SERVICES | 838,054 | 213,685 | 135,000 | 130,000 | 155,000 | 155,110 |
| | INVESTMENT INCOME | 394,773 | 425,996 | 315,000 | 197,000 | 230,000 | 230,000 |
| | MISCELLANEOUS REVENUE | 64,273 | 93,127 | 25,500 | 25,500 | 27,500 | 27,500 |
| | PRIOR YEAR SURPLUS | | | 217,000 | | | |
| | OPERATING TRANSFERS | 1,311,979 | 628,379 | 643,450 | 624,590 | 634,656 | 634,757 |
| | CONTRIBUTIONS | 4,389 | | | | | |
| | INTRA GOVERNMENTAL SALES | 535,050 | 363,457 | 581,195 | 253,000 | 280,000 | 381,043 |
| | Total | \$ 8,916,305 | \$ 7,442,228 | \$ 7,714,571 | \$ 6,760,590 | \$ 6,890,124 | \$ 6,935,895 |
| | Local Street | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 1,580,617 | 1,555,271 | 1,619,214 | 1,555,854 | 1,508,889 | 1,499,491 |
| | INVESTMENT INCOME | 133,761 | 162,158 | 70,000 | 73,000 | 85,000 | 85,000 |
| | MISCELLANEOUS REVENUE | 5,505 | 14,436 | 250 | | | |
| | PRIOR YEAR SURPLUS | | | 50,000 | | | |
| | OPERATING TRANSFERS | 153,315 | 170,206 | 159,650 | 159,650 | 175,000 | 180,250 |
| | Total | \$ 1,873,198 | \$ 1,902,071 | \$ 1,899,114 | \$ 1,788,504 | \$ 1,768,889 | \$ 1,764,741 |
| | Court Facilities | | | | | | |
| | FINES & FORFEITS | 227,807 | 226,887 | 212,000 | | 210,000 | 210,000 |
| | INVESTMENT INCOME | 40,587 | 78,051 | | | | |
| | PRIOR YEAR SURPLUS | | | 1,339,444 | | 92,800 | 92,800 |
| | Total | \$ 268,394 | \$ 304,938 | \$ 1,551,444 | \$ - | \$ 302,800 | \$ 302,800 |
| | Open Space & Parkland Preservation | | | | | | |
| | TAXES | 2,130,654 | 2,237,489 | 2,243,201 | 2,288,702 | 2,262,513 | 2,144,862 |
| | INTERGOVERNMENTAL REVENUES | 1,257,400 | 336,643 | | | | |
| | INVESTMENT INCOME | 419,833 | 440,114 | | | | |
| | MISCELLANEOUS REVENUE | 3,392 | 2,643 | | | | |
| | PRIOR YEAR SURPLUS | | | | | 36,544 | |
| | OPERATING TRANSFERS | 4,911,458 | 4,357,926 | 1,282,307 | 2,223,423 | | |
| | Total | \$8,722,737 | \$7,374,815 | \$3,525,508 | \$4,512,125 | \$2,299,057 | \$2,144,862 |
| | Bandemer Property | | | | | | |
| | CHARGES FOR SERVICES | | | 4,200 | | | |
| | INVESTMENT INCOME | 10,929 | 11,112 | 172 | 172 | | |
| | MISCELLANEOUS REVENUE | 5,650 | 7,475 | | 4,200 | 4,200 | 4,200 |
| | PRIOR YEAR SURPLUS | | | | 16,000 | 18,300 | 18,300 |
| | Total | \$16,579 | \$18,587 | \$4,372 | \$20,372 | \$22,500 | \$22,500 |
| | Construction Code Fund | | | | | | |
| | LICENSES, PERMITS & REGISTRATION | 2,292,803 | 3,081,596 | 2,503,642 | 2,012,508 | 3,015,680 | 2,640,265 |
| | INVESTMENT INCOME | 81,286 | 100,598 | | | | |
| | MISCELLANEOUS REVENUE | 174 | 6,245 | | | | |
| | PRIOR YEAR SURPLUS | | | 507,203 | | | |
| | OPERATING TRANSFERS | 100,000 | 280,078 | 287,662 | 873,000 | 100,000 | 100,000 |
| | Total | \$2,474,263 | \$3,468,517 | \$3,298,507 | \$2,885,508 | \$3,115,680 | \$2,740,265 |
| | Drug Enforcement | | | | | | |
| | FINES & FORFEITS | 10,137 | 40,000 | 7,500 | 3,885 | 7,500 | 7,500 |
| | INVESTMENT INCOME | 354 | 2,195 | | 1,200 | 1,200 | 1,200 |
| | PRIOR YEAR SURPLUS | | | | | 22,500 | 22,500 |
| | Total | \$10,491 | \$42,195 | \$7,500 | \$5,085 | \$31,200 | \$31,200 |
| | Federal Equitable Sharing Forfeiture | | | | | | |
| | FINES & FORFEITS | 2,795 | 51,812 | | 30,212 | | |
| | INVESTMENT INCOME | 4,391 | 5,561 | | 4,000 | 4,000 | 4,000 |
| | PRIOR YEAR SURPLUS | | | 125,283 | | 174,995 | 178,995 |
| | Total | \$ 7,186 | \$ 57,373 | \$ 125,283 | \$ 34,212 | \$ 178,995 | \$ 182,995 |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|---|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| | Open Space & Parkland Preservation | | | | | | |
| | INVESTMENT INCOME | 771,033 | 497,328 | | 250,000 | 200,000 | 200,000 |
| | Total | \$ 771,033 | \$ 497,328 | \$ - | \$ 250,000 | \$ 200,000 | \$ 200,000 |
| | Parks Memorials & Contributions | | | | | | |
| | INVESTMENT INCOME | 2,164 | 5,053 | | | | |
| | MISCELLANEOUS REVENUE | | | 50,000 | | 25,000 | 27,500 |
| | CONTRIBUTIONS | 44,597 | 160,520 | 64,000 | 37,500 | 39,000 | 39,000 |
| | Total | \$ 46,761 | \$ 165,573 | \$ 114,000 | \$ 37,500 | \$ 64,000 | \$ 66,500 |
| | Ann Arbor Assistance | | | | | | |
| | INVESTMENT INCOME | 245 | 81 | 50 | | | |
| | CONTRIBUTIONS | 5,180 | 7,147 | 5,950 | 8,000 | 8,000 | 8,000 |
| | Total | \$ 5,425 | \$ 7,228 | \$ 6,000 | \$ 8,000 | \$ 8,000 | \$ 8,000 |
| | Open Space Endowment | | | | | | |
| | INVESTMENT INCOME | 209 | 1,538 | | | 1,000 | 1,000 |
| | OPERATING TRANSFERS | 95,467 | 23,867 | 23,867 | 214,802 | | |
| | Total | \$ 95,676 | \$ 25,405 | \$ 23,867 | \$ 214,802 | \$ 1,000 | \$ 1,000 |
| | Economic Development | | | | | | |
| | INVESTMENT INCOME | | 69,900 | | | | |
| | PRIOR YEAR SURPLUS | | | 600,000 | 600,000 | 625,000 | 600,000 |
| | OPERATING TRANSFERS | 2,180,000 | | | | | |
| | Total | \$ 2,180,000 | \$ 69,900 | \$ 600,000 | \$ 600,000 | \$ 625,000 | \$ 600,000 |
| | Police & Fire Relief | | | | | | |
| | INVESTMENT INCOME | 24,468 | 38,970 | 25,000 | 5,000 | 25,000 | 25,000 |
| | Total | \$ 24,468 | \$ 38,970 | \$ 25,000 | \$ 5,000 | \$ 25,000 | \$ 25,000 |
| | Cemetery Perpetual Care | | | | | | |
| | CHARGES FOR SERVICES | 2,735 | 4,345 | 3,000 | 1,200 | 1,200 | 1,200 |
| | INVESTMENT INCOME | 2,358 | 2,769 | | | | |
| | PRIOR YEAR SURPLUS | | | | 1,800 | 5,000 | 5,000 |
| | Total | \$ 5,093 | \$ 7,114 | \$ 3,000 | \$ 3,000 | \$ 6,200 | \$ 6,200 |
| | Art in Public Places | | | | | | |
| | INVESTMENT INCOME | | 1,806 | | | | |
| | OPERATING TRANSFERS | | 318,689 | 530,457 | 492,658 | 441,612 | 519,196 |
| | Total | \$ - | \$ 320,495 | \$ 530,457 | \$ 492,658 | \$ 441,612 | \$ 519,196 |
| | Street Repair Millage | | | | | | |
| | TAXES | 8,616,655 | 9,339,373 | 9,388,879 | 9,551,345 | 9,442,050 | 8,951,063 |
| | INTERGOVERNMENTAL REVENUES | 80,152 | 144,007 | | | | |
| | CHARGES FOR SERVICES | 11,923 | 22,545 | | | | |
| | INVESTMENT INCOME | 1,075,320 | 1,275,710 | 900,000 | 550,000 | 550,000 | 550,000 |
| | MISCELLANEOUS REVENUE | 4,814 | 4,901 | | | | |
| | PRIOR YEAR SURPLUS | | | 100,737 | 100,737 | 2,113,918 | 3,111,652 |
| | OPERATING TRANSFERS | 873,114 | 2,708,646 | 40,210 | | | |
| | CONTRIBUTIONS | 26,584 | 14,421 | | | | |
| | Total | \$ 10,688,562 | \$ 13,509,603 | \$ 10,429,826 | \$ 10,202,082 | \$ 12,105,968 | \$ 12,612,715 |
| | Alternative Transportation | | | | | | |
| | INTERGOVERNMENTAL REVENUES | | | (484,360) | | | |
| | INVESTMENT INCOME | 36,943 | 50,536 | | | | |
| | PRIOR YEAR SURPLUS | | | (363,490) | | 408 | |
| | OPERATING TRANSFERS | 383,191 | 357,228 | 357,237 | | 275,115 | 272,364 |
| | Total | \$ 420,134 | \$ 407,764 | \$ (490,613) | \$ - | \$ 275,523 | \$ 272,364 |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| | Michigan Justice Training | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 35,318 | 35,482 | 30,000 | 30,000 | 30,000 | 30,000 |
| | INVESTMENT INCOME | 4,204 | 4,997 | | 3,000 | 3,000 | 3,000 |
| | PRIOR YEAR SURPLUS | | | | | 45,000 | 45,000 |
| | Total | \$ 39,522 | \$ 40,479 | \$ 30,000 | \$ 33,000 | \$ 78,000 | \$ 78,000 |
| | Affordable Housing | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 3,336 | | | | | |
| | INVESTMENT INCOME | 24,144 | 37,178 | | | | |
| | MISCELLANEOUS REVENUE | 42,961 | 8,287 | 5,000 | 12,000 | 8,300 | 8,300 |
| | PRIOR YEAR SURPLUS | | | 17,718 | | 70,708 | 72,511 |
| | OPERATING TRANSFERS | 100,000 | 189,996 | 460,000 | 485,000 | 125,000 | 100,000 |
| | CONTRIBUTIONS | 50,000 | 15,000 | | 30,000 | | |
| | Total | \$ 220,441 | \$ 250,461 | \$ 482,718 | \$ 527,000 | \$ 204,008 | \$ 180,811 |
| | Park Maint. & Capital Improvement | | | | | | |
| | TAXES | | 5,135,809 | 5,255,739 | 4,680,551 | 5,193,033 | 4,922,894 |
| | CHARGES FOR SERVICES | | 1,174 | 1,300 | 968 | | |
| | INVESTMENT INCOME | | 153,374 | | | | |
| | MISCELLANEOUS REVENUE | | 10,441 | 8,000 | | | |
| | PRIOR YEAR SURPLUS | | | 236,627 | | 122,493 | 224,690 |
| | OPERATING TRANSFERS | | | 855,456 | | | |
| | Total | \$ - | \$ 5,300,798 | \$ 6,357,122 | \$ 4,681,519 | \$ 5,315,526 | \$ 5,147,584 |
| | Local Forfeiture | | | | | | |
| | CHARGES FOR SERVICES | 41,539 | (2,837) | | | | |
| | INVESTMENT INCOME | 1,729 | 2,077 | | 1,200 | 1,200 | 1,200 |
| | PRIOR YEAR SURPLUS | | | 45,658 | | 46,858 | 48,058 |
| | Total | \$ 43,268 | \$ (760) | \$ 45,658 | \$ 1,200 | \$ 48,058 | \$ 49,258 |
| | Community Development Block Grant | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 1,523,086 | 1,342,398 | 1,551,293 | 1,226,293 | | |
| | Total | \$ 1,523,086 | \$ 1,342,398 | \$ 1,551,293 | \$ 1,226,293 | \$ - | \$ - |
| | Home Program | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 1,081,677 | 1,561,858 | 1,986,974 | 1,684,974 | | |
| | MISCELLANEOUS REVENUE | | | | | | |
| | Total | \$ 1,081,677 | \$ 1,561,858 | \$ 1,986,974 | \$ 1,684,974 | \$ - | \$ - |
| | Major Grant Programs Fund | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 367,972 | 109,551 | 6,000 | | | |
| | INVESTMENT INCOME | (6,865) | | | | | |
| | OPERATING TRANSFERS | 26,800 | | | | | |
| | INTRAGOVERNMENTAL SALES | 76,573 | 1,567 | | | | |
| | Total | \$ 464,480 | \$ 111,118 | \$ 6,000 | \$ - | \$ - | \$ - |
| | Tree Removal & Disposal | | | | | | |
| | INVESTMENT INCOME | 5,539 | 15,050 | | | | |
| | OPERATING TRANSFERS | 139,956 | 678,000 | 175,860 | | | |
| | Total | \$ 145,495 | \$ 693,050 | \$ 175,860 | \$ - | \$ - | \$ - |
| | Senior Center Endowment | | | | | | |
| | INVESTMENT INCOME | | | | 5,000 | 5,000 | 5,000 |
| | Total | \$ - | \$ - | \$ - | \$ 5,000 | \$ 5,000 | \$ 5,000 |
| | Metro Expansion | | | | | | |
| | INTERGOVERNMENTAL REVENUES | 328,568 | 335,485 | 345,000 | 335,000 | 335,000 | 335,000 |
| | INVESTMENT INCOME | 18,961 | 45,008 | | | 25,000 | 25,000 |
| | PRIOR YEAR SURPLUS | | | | | 360,000 | |
| | Total | \$ 347,529 | \$ 380,493 | \$ 345,000 | \$ 335,000 | \$ 720,000 | \$ 360,000 |
| Component Unit | SmartZone LDFA | | | | | | |
| | TAXES | 525,114 | 728,730 | 950,492 | 1,101,408 | 1,330,000 | 1,424,061 |
| | INVESTMENT INCOME | 17,762 | 33,757 | | | | |
| | Total | \$ 542,876 | \$ 762,487 | \$ 950,492 | \$ 1,101,408 | \$ 1,330,000 | \$ 1,424,061 |

Revenue Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------|----------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| | DDA/Housing Fund | | | | | | |
| | INVESTMENT INCOME | | | 40,431 | 40,431 | 49,456 | 49,290 |
| | PRIOR YEAR SURPLUS | | | | | 5,544 | 5,710 |
| | OPERATING TRANSFERS | | | 200,000 | 200,000 | 200,000 | 200,000 |
| | Total | \$ - | \$ - | \$ 240,431 | \$ 240,431 | \$ 255,000 | \$ 255,000 |
| | DDA Authority | | | | | | |
| | TAXES | | | 3,545,000 | 3,545,000 | 3,544,929 | 3,796,929 |
| | INVESTMENT INCOME | | | 210,000 | 210,000 | 162,856 | 127,624 |
| | MISCELLANEOUS REVENUE | | | | | 30,000 | 30,000 |
| | PRIOR YEAR SURPLUS | | | 520,000 | 520,000 | 1,174,413 | 761,124 |
| | Total | \$ - | \$ - | \$ 4,275,000 | \$ 4,275,000 | \$ 4,912,198 | \$ 4,715,677 |
| | DDA Parking Maintenance | | | | | | |
| | INVESTMENT INCOME | | | 64,450 | 64,450 | 55,085 | 89,509 |
| | OPERATING TRANSFERS | | | 2,093,605 | 2,093,605 | 2,093,605 | 2,093,605 |
| | Total | \$ - | \$ - | \$ 2,158,055 | \$ 2,158,055 | \$ 2,148,690 | \$ 2,183,114 |
| | DDA Parking System | | | | | | |
| | CHARGES FOR SERVICES | | | 13,107,077 | 13,107,077 | 16,893,433 | 18,254,774 |
| | INVESTMENT INCOME | | | 132,698 | 132,698 | 95,140 | 68,027 |
| | MISCELLANEOUS REVENUE | | | 1,000 | 1,000 | | |
| | PRIOR YEAR SURPLUS | | | 2,450,840 | 2,450,840 | 4,801,074 | 2,976,569 |
| | Total | \$ - | \$ - | \$ 15,691,615 | \$ 15,691,615 | \$ 21,789,647 | \$ 21,299,370 |
| City Totals | Total City Revenues | | | | | | |
| | TAXES | 77,102,060 | 82,427,772 | 87,323,297 | 87,265,275 | 87,248,172 | 83,490,145 |
| | LICENSES, PERMITS & REGISTRATION | 4,931,869 | 6,002,206 | 5,154,866 | 4,812,590 | 5,768,745 | 5,480,545 |
| | INTERGOVERNMENTAL REVENUES | 23,874,094 | 22,570,240 | 22,661,195 | 21,621,465 | 18,948,705 | 18,848,761 |
| | CHARGES FOR SERVICES | 53,947,211 | 56,097,850 | 72,192,081 | 71,709,591 | 79,957,132 | 84,301,093 |
| | FINES & FORFEITS | 5,894,575 | 5,874,421 | 6,401,865 | 5,824,007 | 5,348,920 | 5,079,382 |
| | INVESTMENT INCOME | 85,197,971 | (15,367,148) | 34,496,865 | 19,936,358 | 28,988,671 | 28,879,008 |
| | MISCELLANEOUS REVENUE | 1,104,194 | 2,284,768 | 4,093,803 | 3,945,327 | 1,092,067 | 1,021,381 |
| | PRIOR YEAR SURPLUS | | | 25,820,007 | 10,398,198 | 17,678,318 | 14,266,933 |
| | OPERATING TRANSFERS | 53,978,242 | 63,324,116 | 59,427,660 | 63,572,257 | 59,580,916 | 58,770,550 |
| | CONTRIBUTIONS | 582,461 | 808,653 | 184,950 | 267,416 | 295,069 | 307,026 |
| | SALE OF BONDS | | | | | 53,154,584 | 51,331,578 |
| | INTRA GOVERNMENTAL SALES | 11,566,905 | 10,717,407 | 12,494,672 | 11,164,233 | 11,376,739 | 12,083,518 |
| | Total | \$318,179,582 | \$234,740,285 | \$330,251,261 | \$327,328,717 | \$369,438,038 | \$363,859,920 |

Changes in Key Assumptions

| | <u>FY 2010</u> | <u>FY 2011</u> |
|-----------------------------------|---|---|
| <u>Revenue Growth</u> | | |
| Taxes | -1.2% | -5.2% |
| Licenses, permits & registrations | 0.0% | 0.0% |
| State shared revenues | 0.0% | 0.0% |
| Charges for services | 0.0% | 0.0% |
| DDA Lease | 0.0% | 0.0% |
| <u>Expenditure Growth</u> | | |
| Regular wages | TBD - Subject to collective bargaining | TBD - Subject to collective bargaining |
| Active health insurance | 6.8% | 7.5% |
| Pension contribution | 2.5% | 36.6% |
| Retiree health insurance | 1.5% | 3.9% |

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Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

This category includes consumable items costing less than \$2,500 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 \$2,500 of a capital nature. Vehicles and heavy equipment are excellent examples of normal expenditures in this category.

VEHICLE OPERATING COSTS

This category includes costs to maintain fleet vehicles such as gas, oil, and repairs.

COMMUNITY DEVELOPMENT RECIPIENTS

This category is for grants from the U.S. Department of Housing and Urban Development for Community Development Block Grants and HOME grants, as well as allocated General Fund monies.

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FY 2010 All Funds Expenditure Analysis by Service Area

| | Total Expenditures | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|--|--------------------|-----------------|---------------|--------------------|--------------------|--------------------|-----------------|-----------------|---------------------|------------------|------------|
| 0010 GENERAL | 84,735,376 | 348,917 | 2,041,949 | 2,857,622 | 8,678,536 | 3,956,114 | 8,348,530 | 40,233,214 | 4,226,107 | 14,044,387 | |
| 0018 PARKS REHAB & DEVELOPMENT MILLAGE | 56,203 | | | | 56,203 | | | | | | |
| 0006 PARKS REPAIR & RESTORATION MILLAGE | 147,629 | | | | 9,177 | | 138,452 | | | | |
| 0024 OPEN SPACE & PARKLAND PRESERVATION | 2,299,057 | | | | 2,299,057 | | | | | | |
| 0070 AFFORDABLE HOUSING | 204,008 | | | | 204,008 | | | | | | |
| 0038 ANN ARBOR ASSISTANCE | 8,000 | | | | 8,000 | | | | | | |
| 0061 ALTERNATIVE TRANSPORTATION | 275,523 | | | | 15,378 | | 260,145 | | | | |
| 0025 BANDEMER PROPERTY | 22,500 | | | | 22,500 | | | | | | |
| 0054 CEMETERY PERPETUAL CARE | 5,000 | | | | | | 5,000 | | | | |
| 0016 COMMUNITY TELEVISION NETWORK | 1,585,045 | | | 1,585,045 | | | | | | | |
| 0026 CONSTRUCTION CODE FUND | 2,795,649 | | | | 2,795,649 | | | | | | |
| 0023 COURT FACILITIES | 302,800 | | | | | | | | 302,800 | | |
| 0027 DRUG ENFORCEMENT | 30,000 | | | | | | | 30,000 | | | |
| 0045 ECONOMIC DEVELOPMENT | 625,000 | | | | | 625,000 | | | | | |
| 0002 ENERGY PROJECTS | 550,434 | | | | | | 550,434 | | | | |
| 0028 FEDERAL EQUITABLE SHARING | 174,995 | | | | | | | 174,995 | | | |
| 0073 LOCAL FORFEITURE | 46,858 | | | | | | | 46,858 | | | |
| 0022 LOCAL STREET | 1,768,852 | | | | | | 1,768,852 | | | | |
| 0021 MAJOR STREET | 6,890,124 | | | | | | 6,890,124 | | | | |
| 0036 METRO EXPANSION | 700,484 | | | | | | 700,484 | | | | |
| 0064 MICHIGAN JUSTICE TRAINING | 75,000 | | | | | | | 75,000 | | | |
| 0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS | 5,312,590 | | | | 1,035,671 | | 4,276,919 | | | | |
| 0034 PARKS MEMORIALS & CONTRIBUTIONS | 64,000 | | | | 64,000 | | | | | | |
| 0062 STREET REPAIR MILLAGE | 12,105,968 | | | | | | 12,105,968 | | | | |
| 0055 ELIZABETH R DEAN TRUST | 95,060 | | | | | | 95,060 | | | | |
| 0059 EMPLOYEES RETIREMENT SYSTEM | 27,345,526 | | | | | | | | | | 27,345,526 |
| 0052 VEBA TRUST | 194,285 | | | | | | | | | | 194,285 |
| 0035 GENERAL DEBT SERVICE | 7,335,191 | | | | | | | | | 7,335,191 | |
| 0060 GENERAL DEBT/SPECIAL ASSESSMENTS | 151,820 | | | | | | | | | 151,820 | |
| 0003 DOWNTOWN DEVELOPMENT AUTHORITY | 4,912,198 | | | | | | | | | | 4,912,198 |

FY 2010 All Funds Expenditure Analysis by Service Area

| | Total Expenditures | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|---------------------------------|---------------------------|----------------------------|----------------------|---------------------------|---------------------------|---------------------------|------------------------|------------------------|----------------------------|-------------------------|---------------------|
| 0063 DDA PARKING SYSTEM | 21,789,647 | | | | | | | | | | 21,789,647 |
| 0001 DDA/HOUSING FUND | 255,000 | | | | | | | | | | 255,000 |
| 0033 DDA PARKING MAINTENANCE | 1,001,227 | | | | | | | | | | 1,001,227 |
| 0009 MI EDC SMART ZONE GRANT | 1,255,000 | | | | | | | | | | 1,255,000 |
| 0008 ANN ARBOR MUNICIPAL CENTER | 14,300 | | | | | | 14,300 | | | | |
| 0082 STORMWATER BOND | 12,222,030 | | | | | | 12,222,030 | | | | |
| 0088 SEWER BOND | 28,261,759 | | | | | | 28,261,759 | | | | |
| 0089 WATER BOND | 12,670,795 | | | | | | 12,670,795 | | | | |
| 0091 SIDEWALK IMPROVEMENT | 20,809 | | | | | | 20,809 | | | | |
| 0011 CENTRAL STORES | 1,564,194 | | | | | | 1,564,194 | | | | |
| 0012 FLEET SERVICES | 8,037,582 | | | | | | 8,037,582 | | | | |
| 0014 INFORMATION TECHNOLOGY | 7,227,885 | | | | | 7,227,885 | | | | | |
| 0015 PARKS SERVICE HEADQUARTERS | 20,657 | | | | | | 20,657 | | | | |
| 0056 ART IN PUBLIC PLACES | 441,612 | | | | | | 441,612 | | | | |
| 0057 RISK FUND | 27,801,411 | | | 22,666,668 | | 4,955,199 | 179,544 | | | | |
| 0058 WHEELER CENTER | 843,355 | | | | | | 843,355 | | | | |
| 0049 PROJECT MANAGEMENT | 3,673,638 | | | | | | 3,673,638 | | | | |
| 0048 AIRPORT | 837,374 | | | | | | 837,374 | | | | |
| 0047 GOLF ENTERPRISE | 1,719,047 | | | | 1,719,047 | | | | | | |
| 0046 MARKET | 150,775 | | | | 150,775 | | | | | | |
| 0043 SEWAGE DISPOSAL SYSTEM | 18,080,017 | | | | | | 18,080,017 | | | | |
| 0072 SOLID WASTE FUND | 15,866,646 | | | | | | 15,866,646 | | | | |
| 0069 STORMWATER SEWER SYSTEM | 5,253,621 | | | | | | 5,253,621 | | | | |
| 0042 WATER SUPPLY SYSTEM | 21,857,182 | | | | | | 21,857,182 | | | | |
| | \$351,680,738 | \$348,917 | \$2,041,949 | \$27,109,335 | \$17,058,001 | \$16,764,198 | \$164,985,083 | \$40,560,067 | \$4,528,907 | \$21,531,398 | \$56,752,883 |

FY 2011 All Funds Expenditure Analysis by Service Area

| | Total Expenditures | Mayor & Council | City Attorney | City Administrator | Community Services | Financial Services | Public Services | Safety Services | 15th District Court | Non-departmental | Other |
|--|--------------------|-----------------|---------------|--------------------|--------------------|--------------------|-----------------|-----------------|---------------------|------------------|------------|
| 0010 GENERAL | 83,250,520 | 350,740 | 1,988,580 | 3,000,815 | 8,054,233 | 4,016,264 | 8,493,868 | 40,705,725 | 4,357,693 | 12,282,602 | |
| 0018 PARKS REHAB & DEVELOPMENT MILLAGE | 57,891 | | | | 57,891 | | | | | | |
| 0024 OPEN SPACE & PARKLAND PRESERVATION | 2,141,830 | | | | 2,141,830 | | | | | | |
| 0070 AFFORDABLE HOUSING | 180,811 | | | | 180,811 | | | | | | |
| 0038 ANN ARBOR ASSISTANCE | 8,000 | | | | 8,000 | | | | | | |
| 0061 ALTERNATIVE TRANSPORTATION | 272,364 | | | | 16,709 | | 255,655 | | | | |
| 0025 BANDEMER PROPERTY | 22,500 | | | | 22,500 | | | | | | |
| 0054 CEMETERY PERPETUAL CARE | 5,000 | | | | | | 5,000 | | | | |
| 0016 COMMUNITY TELEVISION NETWORK | 1,642,051 | | | 1,642,051 | | | | | | | |
| 0026 CONSTRUCTION CODE FUND | 2,684,941 | | | | 2,684,941 | | | | | | |
| 0023 COURT FACILITIES | 302,800 | | | | | | | | 302,800 | | |
| 0027 DRUG ENFORCEMENT | 30,000 | | | | | | | 30,000 | | | |
| 0045 ECONOMIC DEVELOPMENT | 600,000 | | | | | 600,000 | | | | | |
| 0002 ENERGY PROJECTS | 601,519 | | | | | | 601,519 | | | | |
| 0028 FEDERAL EQUITABLE SHARING FORFEITURE | 178,995 | | | | | | | 178,995 | | | |
| 0073 LOCAL FORFEITURE | 48,058 | | | | | | | 48,058 | | | |
| 0022 LOCAL STREET | 1,764,716 | | | | | | 1,764,716 | | | | |
| 0021 MAJOR STREET | 6,935,895 | | | | | | 6,935,895 | | | | |
| 0036 METRO EXPANSION | 340,176 | | | | | | 340,176 | | | | |
| 0064 MICHIGAN JUSTICE TRAINING | 75,000 | | | | | | | 75,000 | | | |
| 0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS | 5,144,552 | | | | 981,567 | | 4,162,985 | | | | |
| 0034 PARKS MEMORIALS & CONTRIBUTIONS | 66,500 | | | | 66,500 | | | | | | |
| 0062 STREET REPAIR MILLAGE | 12,612,715 | | | | | | 12,612,715 | | | | |
| 0055 ELIZABETH R DEAN TRUST | 95,063 | | | | | | 95,063 | | | | |
| 0059 EMPLOYEES RETIREMENT SYSTEM | 27,573,806 | | | | | | | | | | 27,573,806 |
| 0052 VEBA TRUST | 203,694 | | | | | | | | | | 203,694 |
| 0035 GENERAL DEBT SERVICE | 7,440,190 | | | | | | | | | 7,440,190 | |
| 0060 GENERAL DEBT/SPECIAL ASSESSMENTS | 140,685 | | | | | | | | | 140,685 | |
| 0003 DOWNTOWN DEVELOPMENT AUTHORITY | 4,715,677 | | | | | | | | | | 4,715,677 |
| 0063 DDA PARKING SYSTEM | 21,299,370 | | | | | | | | | | 21,299,370 |

FY 2011 All Funds Expenditure Analysis by Service Area

| | <u>Total Expenditures</u> | <u>Mayor & Council</u> | <u>City Attorney</u> | <u>City Administrator</u> | <u>Community Services</u> | <u>Financial Services</u> | <u>Public Services</u> | <u>Safety Services</u> | <u>15th District Court</u> | <u>Non-departmental</u> | <u>Other</u> |
|---------------------------------|---------------------------|----------------------------|----------------------|---------------------------|---------------------------|---------------------------|------------------------|------------------------|----------------------------|-------------------------|---------------------|
| 0001 DDA/HOUSING FUND | 255,000 | | | | | | | | | | 255,000 |
| 0033 DDA PARKING MAINTENANCE | 1,526,180 | | | | | | | | | | 1,526,180 |
| 0009 MI EDC SMART ZONE GRANT | 1,424,061 | | | | | | | | | | 1,424,061 |
| 0008 ANN ARBOR MUNICIPAL CENTER | 15,015 | | | | | | 15,015 | | | | |
| 0082 STORMWATER BOND | 3,942,029 | | | | | | 3,942,029 | | | | |
| 0088 SEWER BOND | 38,334,103 | | | | | | 38,334,103 | | | | |
| 0089 WATER BOND | 9,055,446 | | | | | | 9,055,446 | | | | |
| 0091 SIDEWALK IMPROVEMENT | 22,225 | | | | | | 22,225 | | | | |
| 0011 CENTRAL STORES | 1,570,573 | | | | | | 1,570,573 | | | | |
| 0014 INFORMATION TECHNOLOGY | 6,121,213 | | | | | 6,121,213 | | | | | |
| 0012 FLEET SERVICES | 6,825,757 | | | | | | 6,825,757 | | | | |
| 0015 PARKS SERVICE HEADQUARTERS | 21,487 | | | | | | 21,487 | | | | |
| 0056 ART IN PUBLIC PLACES | 519,196 | | | | | | 519,196 | | | | |
| 0057 RISK FUND | 26,486,778 | | | 23,281,295 | | 3,022,115 | 183,368 | | | | |
| 0058 WHEELER CENTER | 501,709 | | | | | | 501,709 | | | | |
| 0049 PROJECT MANAGEMENT | 3,838,499 | | | | | | 3,838,499 | | | | |
| 0048 AIRPORT | 852,242 | | | | | | 852,242 | | | | |
| 0047 GOLF ENTERPRISE | 1,750,993 | | | | 1,750,993 | | | | | | |
| 0046 MARKET | 154,000 | | | | 154,000 | | | | | | |
| 0043 SEWAGE DISPOSAL SYSTEM | 19,223,907 | | | | | | 19,223,907 | | | | |
| 0072 SOLID WASTE FUND | 19,087,883 | | | | | | 19,087,883 | | | | |
| 0069 STORMWATER SEWER SYSTEM | 5,268,686 | | | | | | 5,268,686 | | | | |
| 0042 WATER SUPPLY SYSTEM | 22,339,570 | | | | | | 22,339,570 | | | | |
| | \$349,571,871 | \$350,740 | \$1,988,580 | \$27,924,161 | \$16,119,975 | \$13,759,592 | \$166,869,287 | \$41,037,778 | \$4,660,493 | \$19,863,477 | \$56,997,788 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 | |
|--|-----------------------------------|-----------------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|---------------------|
| General | General Fund | | | | | | | |
| | PERSONNEL SERVICES | 34,302,281 | 32,443,442 | 33,972,815 | 33,918,375 | 33,128,713 | 31,943,233 | |
| | PAYROLL FRINGES/INSURANCE | 15,855,850 | 18,955,319 | 20,503,703 | 20,395,769 | 20,666,265 | 22,025,563 | |
| | OTHER SERVICES | 9,581,850 | 9,117,013 | 9,499,058 | 9,780,984 | 9,563,195 | 9,438,482 | |
| | MATERIALS & SUPPLIES | 1,218,349 | 1,073,835 | 1,185,078 | 1,244,669 | 1,138,581 | 1,173,208 | |
| | OTHER CHARGES | 4,309,526 | 4,905,908 | 6,461,889 | 5,820,175 | 6,621,645 | 5,781,331 | |
| | PASS THROUGHGS | 11,945,582 | 12,142,917 | 16,423,564 | 16,423,678 | 11,419,050 | 10,888,345 | |
| | CAPITAL OUTLAY | 195,985 | 410,532 | 995,856 | 903,879 | 481,467 | 574,550 | |
| | VEHICLE OPERATING COSTS | 34,032 | 65,701 | 20,135 | 41,631 | 36,560 | 36,570 | |
| | COMMUNITY DEVELOPMENT RECIPIENTS | 1,365,620 | 1,348,883 | 1,295,744 | 1,275,744 | 1,275,744 | 1,015,744 | |
| | EMPLOYEE ALLOWANCES | 452,940 | 334,927 | 433,672 | 415,823 | 404,156 | 373,494 | |
| | Total | | \$79,262,015 | \$80,798,477 | \$90,791,514 | \$90,220,727 | \$84,735,376 | \$83,250,520 |
| | Debt Service | General Debt Service | | | | | | |
| OTHER SERVICES | | | | 2,000 | 2,000 | 2,000 | 2,000 | |
| OTHER CHARGES | | 6,806,070 | 7,104,523 | 8,322,116 | 7,924,566 | 7,333,191 | 7,438,190 | |
| Total | | \$6,806,070 | \$7,104,523 | \$8,324,116 | \$7,926,566 | \$7,335,191 | \$7,440,190 | |
| General Debt/Special Assessment | | | | | | | | |
| OTHER CHARGES | 412,418 | 163,848 | 157,805 | 157,805 | 151,820 | 140,685 | | |
| Total | \$412,418 | \$163,848 | \$157,805 | \$157,805 | \$151,820 | \$140,685 | | |
| Capital Projects | Sidewalk Improvement | | | | | | | |
| | PERSONNEL SERVICES | | | 42,148 | 3,000 | 13,566 | 13,974 | |
| | PAYROLL FRINGES/INSURANCE | | 2,376 | 6,406 | 9,036 | 7,243 | 8,251 | |
| | OTHER SERVICES | 332,078 | 55,493 | 415,013 | 451,531 | | | |
| | MATERIALS & SUPPLIES | | 633 | | | | | |
| | PASS THROUGHGS | | | 25,000 | 25,000 | | | |
| | Total | \$332,078 | \$58,502 | \$488,567 | \$488,567 | \$20,809 | \$22,225 | |
| | Ann Arbor Municipal Center | | | | | | | |
| | OTHER CHARGES | | | | | 14,300 | 15,015 | |
| | Total | | | | | \$14,300 | \$15,015 | |
| Enterprise | Water Supply System | | | | | | | |
| | PERSONNEL SERVICES | 3,951,438 | 4,185,649 | 4,153,353 | 3,868,836 | 4,063,156 | 4,122,669 | |
| | PAYROLL FRINGES/INSURANCE | 1,920,788 | 2,378,070 | 2,482,579 | 2,507,359 | 2,545,201 | 2,832,828 | |
| | OTHER SERVICES | 3,181,243 | 3,271,940 | 3,935,801 | 3,422,275 | 3,685,553 | 3,580,001 | |
| | MATERIALS & SUPPLIES | 2,054,950 | 1,978,046 | 2,153,422 | 2,160,440 | 2,241,594 | 2,205,611 | |
| | OTHER CHARGES | 5,607,199 | 6,266,457 | 6,542,557 | 6,702,875 | 7,809,492 | 7,695,026 | |
| | PASS THROUGHGS | 820,349 | 657,943 | 599,015 | 599,015 | 1,205,018 | 1,264,067 | |
| | CAPITAL OUTLAY | (421,801) | (560,958) | 435,712 | 466,421 | 237,800 | 570,000 | |
| | VEHICLE OPERATING COSTS | 188,516 | 135,729 | 218,300 | 90,750 | 69,368 | 69,368 | |
| | Total | \$17,302,682 | \$18,312,876 | \$20,520,739 | \$19,817,971 | \$21,857,182 | \$22,339,570 | |
| | Water Bond Pending Series | | | | | | | |
| | OTHER CHARGES | | | | | 12,670,795 | 9,055,446 | |
| | Total | | | | | \$12,670,795 | \$9,055,446 | |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| | Sewage Disposal System | | | | | | |
| | PERSONNEL SERVICES | 3,051,792 | 3,184,156 | 3,486,513 | 3,316,132 | 3,502,649 | 3,595,124 |
| | PAYROLL FRINGES/INSURANCE | 1,455,344 | 1,831,652 | 2,085,349 | 2,049,991 | 2,194,444 | 2,447,853 |
| | OTHER SERVICES | 2,854,389 | 2,959,169 | 3,860,013 | 3,265,923 | 3,197,833 | 3,261,522 |
| | MATERIALS & SUPPLIES | 761,880 | 651,794 | 866,240 | 799,850 | 816,241 | 877,361 |
| | OTHER CHARGES | 5,639,967 | 4,565,803 | 7,484,046 | 7,854,243 | 6,966,118 | 7,515,624 |
| | PASS THROUGHGS | 1,543,470 | 1,058,719 | 1,251,760 | 1,251,760 | 1,135,382 | 1,267,823 |
| | CAPITAL OUTLAY | (97,357) | 69,866 | 333,414 | 318,491 | 208,550 | 199,500 |
| | VEHICLE OPERATING COSTS | 81,497 | 155,972 | 167,200 | 192,311 | 58,800 | 59,100 |
| | Total | \$15,290,982 | \$14,477,131 | \$19,534,535 | \$19,048,701 | \$18,080,017 | \$19,223,907 |
| | Sewer Bond Pending Series | | | | | | |
| | OTHER CHARGES | | | | | 28,261,759 | 38,334,103 |
| | Total | | | | | \$28,261,759 | \$38,334,103 |
| | Parking System | | | | | | |
| | OTHER SERVICES | | 930 | | | | |
| | OTHER CHARGES | 1,620,477 | 1,671,407 | | | | |
| | Total | \$1,620,477 | \$1,672,337 | | | | |
| | Market | | | | | | |
| | PERSONNEL SERVICES | 46,744 | 43,163 | 40,752 | 40,887 | 51,936 | 51,936 |
| | PAYROLL FRINGES/INSURANCE | 18,697 | 18,004 | 19,562 | 20,162 | 28,854 | 31,722 |
| | OTHER SERVICES | 16,534 | 25,972 | 37,214 | 36,499 | 25,574 | 25,900 |
| | MATERIALS & SUPPLIES | 4,814 | 4,637 | 7,550 | 6,366 | 5,300 | 5,300 |
| | OTHER CHARGES | 37,847 | 44,230 | 42,696 | 40,957 | 39,111 | 39,142 |
| | PASS THROUGHGS | | | 141,671 | 141,671 | | |
| | Total | \$124,636 | \$136,006 | \$289,445 | \$286,542 | \$150,775 | \$154,000 |
| | Golf Enterprise | | | | | | |
| | PERSONNEL SERVICES | 400,146 | 544,915 | 540,472 | 576,782 | 600,902 | 605,150 |
| | PAYROLL FRINGES/INSURANCE | 129,209 | 161,356 | 166,457 | 177,261 | 218,997 | 237,136 |
| | OTHER SERVICES | 48,151 | 81,894 | 100,830 | 113,683 | 149,332 | 155,485 |
| | MATERIALS & SUPPLIES | 141,465 | 151,838 | 201,794 | 183,907 | 211,000 | 211,500 |
| | OTHER CHARGES | 276,814 | 303,955 | 662,070 | 432,010 | 487,354 | 488,742 |
| | PASS THROUGHGS | 123,020 | 25,895 | | | | |
| | CAPITAL OUTLAY | | | 30,000 | 54,000 | | |
| | VEHICLE OPERATING COSTS | 45,741 | 47,084 | 39,855 | 39,445 | 51,462 | 52,980 |
| | Total | \$1,164,546 | \$1,316,937 | \$1,741,478 | \$1,577,088 | \$1,719,047 | \$1,750,993 |
| | Airport | | | | | | |
| | PERSONNEL SERVICES | 250,200 | 245,814 | 197,367 | 201,028 | 196,566 | 202,077 |
| | PAYROLL FRINGES/INSURANCE | 147,977 | 155,539 | 156,575 | 157,519 | 157,029 | 174,285 |
| | OTHER SERVICES | 123,139 | 81,233 | 146,788 | 94,288 | 104,881 | 108,971 |
| | MATERIALS & SUPPLIES | 33,122 | 24,393 | 53,018 | 26,200 | 26,500 | 26,500 |
| | OTHER CHARGES | 250,479 | 176,794 | 154,015 | 194,533 | 210,013 | 214,798 |
| | PASS THROUGHGS | 8,786 | 15,376 | 9,144 | 9,144 | 9,385 | 9,611 |
| | CAPITAL OUTLAY | | 17,360 | 60,000 | 60,000 | 100,000 | 85,000 |
| | VEHICLE OPERATING COSTS | 37,504 | 27,041 | 21,850 | 27,070 | 33,000 | 31,000 |
| | Total | \$851,207 | \$743,550 | \$798,757 | \$769,782 | \$837,374 | \$852,242 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------|--------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| | Stormwater Sewer System | | | | | | |
| | PERSONNEL SERVICES | 923,174 | 549,565 | 915,110 | 702,610 | 908,551 | 932,728 |
| | PAYROLL FRINGES/INSURANCE | 245,108 | 305,582 | 383,776 | 365,607 | 531,325 | 594,115 |
| | OTHER SERVICES | 1,140,071 | 1,638,789 | 1,355,429 | 634,004 | 774,706 | 743,784 |
| | MATERIALS & SUPPLIES | 54,070 | 96,335 | 94,639 | 153,900 | 83,752 | 134,902 |
| | OTHER CHARGES | 424,204 | 525,690 | 4,079,146 | 721,337 | 1,888,286 | 2,071,917 |
| | PASS THROUGHGS | 826,718 | 946,474 | 545,590 | 630,590 | 384,153 | 384,440 |
| | CAPITAL OUTLAY | (186,310) | (142,563) | 1,951,064 | 1,936,380 | 661,048 | 385,000 |
| | VEHICLE OPERATING COSTS | 22,176 | 65,146 | 29,736 | 40,500 | 21,800 | 21,800 |
| | Total | \$3,449,211 | \$3,985,018 | \$9,354,490 | \$5,184,928 | \$5,253,621 | \$5,268,686 |
| | Stormwater Bond | | | | | | |
| | OTHER CHARGES | | | | | 12,222,030 | 3,942,029 |
| | Total | | | | | \$12,222,030 | \$3,942,029 |
| | Solid Waste | | | | | | |
| | PERSONNEL SERVICES | 2,109,767 | 1,730,857 | 2,014,467 | 1,973,103 | 1,699,492 | 1,754,402 |
| | PAYROLL FRINGES/INSURANCE | 999,914 | 1,180,135 | 1,178,858 | 1,219,110 | 1,169,587 | 1,304,572 |
| | OTHER SERVICES | 5,145,823 | 5,676,467 | 6,393,642 | 6,961,342 | 7,395,847 | 8,031,514 |
| | MATERIALS & SUPPLIES | 126,681 | 278,349 | 264,360 | 315,050 | 289,422 | 589,092 |
| | OTHER CHARGES | 1,867,255 | 1,926,173 | 3,501,559 | 3,871,801 | 4,560,876 | 6,623,771 |
| | PASS THROUGHGS | 1,091,647 | 1,636,634 | 1,024,513 | 1,024,513 | 398,722 | 423,782 |
| | CAPITAL OUTLAY | (9,748) | 13,406 | 1,402,524 | 85,250 | | |
| | VEHICLE OPERATING COSTS | 242,599 | 229,151 | 331,136 | 502,536 | 352,700 | 360,750 |
| | Total | \$11,573,938 | \$12,671,172 | \$16,111,059 | \$15,952,705 | \$15,866,646 | \$19,087,883 |
| Internal Service | Central Stores | | | | | | |
| | PERSONNEL SERVICES | 204,511 | 205,245 | 229,180 | 220,244 | 201,608 | 212,549 |
| | PAYROLL FRINGES/INSURANCE | 100,343 | 151,140 | 149,449 | 152,141 | 151,556 | 169,163 |
| | OTHER SERVICES | 117,439 | 101,122 | 130,478 | 117,847 | 117,622 | 114,074 |
| | MATERIALS & SUPPLIES | 505,834 | 761,200 | 819,962 | 811,600 | 978,350 | 975,143 |
| | OTHER CHARGES | 42,701 | 33,507 | 35,896 | 35,896 | 48,096 | 57,362 |
| | PASS THROUGHGS | 6,127 | 40,764 | 41,121 | 41,121 | 41,962 | 42,282 |
| | CAPITAL OUTLAY | | 5,901 | | | 25,000 | |
| | Total | \$976,955 | \$1,298,879 | \$1,406,086 | \$1,378,849 | \$1,564,194 | \$1,570,573 |
| | Fleet Services | | | | | | |
| | PERSONNEL SERVICES | 991,538 | 1,100,286 | 1,054,263 | 1,031,178 | 957,581 | 984,605 |
| | PAYROLL FRINGES/INSURANCE | 437,496 | 534,363 | 600,110 | 600,116 | 599,276 | 669,104 |
| | OTHER SERVICES | 88,051 | 92,979 | 53,937 | 91,802 | 73,915 | 74,282 |
| | MATERIALS & SUPPLIES | 25,588 | 26,435 | 42,860 | 37,410 | 25,350 | 25,800 |
| | OTHER CHARGES | 1,128,284 | 1,329,340 | 395,043 | 402,992 | 442,473 | 515,987 |
| | PASS THROUGHGS | 651,048 | 746,910 | 672,314 | 672,314 | 691,308 | 694,769 |
| | CAPITAL OUTLAY | (37,594) | (1) | 3,233,562 | 2,589,993 | 3,650,684 | 2,139,040 |
| | VEHICLE OPERATING COSTS | 1,488,737 | 2,202,016 | 1,944,955 | 1,919,730 | 1,596,995 | 1,722,170 |
| | Total | \$4,773,148 | \$6,032,328 | \$7,997,044 | \$7,345,535 | \$8,037,582 | \$6,825,757 |
| | Information Technology | | | | | | |
| | PERSONNEL SERVICES | 1,491,050 | 1,625,236 | 1,736,388 | 1,736,388 | 1,753,888 | 1,726,692 |
| | PAYROLL FRINGES/INSURANCE | 558,964 | 747,459 | 861,632 | 861,632 | 916,971 | 1,000,743 |
| | OTHER SERVICES | 1,679,464 | 2,385,555 | 1,717,460 | 1,392,545 | 1,553,145 | 1,513,645 |
| | MATERIALS & SUPPLIES | 18,566 | 21,040 | 20,000 | 20,000 | 20,000 | 20,000 |
| | OTHER CHARGES | 1,056,562 | 759,395 | 1,868,429 | 1,893,429 | 2,392,545 | 1,276,377 |
| | PASS THROUGHGS | | 8,316 | 8,316 | 8,316 | 8,316 | 8,316 |
| | CAPITAL OUTLAY | 140,806 | 700,526 | 840,956 | 772,956 | 583,020 | 575,440 |
| | Total | \$4,945,412 | \$6,247,527 | \$7,053,181 | \$6,685,266 | \$7,227,885 | \$6,121,213 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------|----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| | Park Service Headquarters | | | | | | |
| | PERSONNEL SERVICES | 14,067 | 1,106 | | 331 | | |
| | PAYROLL FRINGES/INSURANCE | 8,110 | (9) | | 84 | | |
| | OTHER SERVICES | 55,863 | 34,320 | 36,760 | 11,691 | 12,800 | 13,300 |
| | MATERIALS & SUPPLIES | 7,867 | | 500 | 500 | 500 | 500 |
| | OTHER CHARGES | 14,494 | 10,548 | 6,248 | 6,248 | 7,357 | 7,687 |
| | Total | \$100,401 | \$45,965 | \$43,508 | \$18,854 | \$20,657 | \$21,487 |
| | Project Management | | | | | | |
| | PERSONNEL SERVICES | 1,090,992 | 979,765 | 1,885,294 | 1,837,931 | 1,880,290 | 1,914,883 |
| | PAYROLL FRINGES/INSURANCE | 470,892 | 619,577 | 884,018 | 888,635 | 1,006,791 | 1,125,335 |
| | OTHER SERVICES | 37,877 | 134,552 | 173,149 | 235,789 | 239,592 | 265,846 |
| | MATERIALS & SUPPLIES | 14,280 | 8,369 | 10,911 | 14,350 | 13,465 | 13,100 |
| | OTHER CHARGES | 611,283 | 263,767 | 300,461 | 276,128 | 449,288 | 446,597 |
| | PASS THROUGHS | 50,444 | 51,288 | 52,933 | 52,933 | 34,212 | 35,238 |
| | CAPITAL OUTLAY | 803 | 10,079 | 5,000 | 5,000 | 50,000 | 37,500 |
| | VEHICLE OPERATING COSTS | 4,186 | | | 1,000 | | |
| | Total | \$2,280,757 | \$2,067,397 | \$3,311,766 | \$3,311,766 | \$3,673,638 | \$3,838,499 |
| | Risk Management | | | | | | |
| | PERSONNEL SERVICES | 263,049 | 240,765 | 279,848 | 129,036 | 285,540 | 285,840 |
| | PAYROLL FRINGES/INSURANCE | 107,022 | 136,605 | 166,324 | 101,852 | 176,806 | 195,062 |
| | OTHER SERVICES | 384,911 | 174,927 | 723,794 | 659,530 | 663,127 | 664,509 |
| | MATERIALS & SUPPLIES | 16,654 | 23,460 | 59,117 | 24,250 | 27,500 | 27,500 |
| | OTHER CHARGES | 18,191,213 | 19,717,940 | 19,968,362 | 19,854,603 | 18,967,543 | 19,894,991 |
| | PASS THROUGHS | | 1,967,631 | 7,904,278 | 5,904,278 | 7,680,895 | 5,418,876 |
| | CAPITAL OUTLAY | | 15,398 | | | | |
| | Total | \$18,962,849 | \$22,276,726 | \$29,101,723 | \$26,673,549 | \$27,801,411 | \$26,486,778 |
| | Wheeler Center | | | | | | |
| | PERSONNEL SERVICES | | 24,076 | 80,000 | 29,028 | 14,276 | 15,189 |
| | PAYROLL FRINGES/INSURANCE | | 5,851 | | 7,623 | 5,067 | 5,712 |
| | OTHER SERVICES | | 361,772 | 295,000 | 387,349 | 372,966 | 387,110 |
| | MATERIALS & SUPPLIES | | 45,758 | 75,000 | 26,000 | 38,000 | 38,000 |
| | OTHER CHARGES | | | | | 413,046 | 55,698 |
| | CAPITAL OUTLAY | | 11,596 | | | | |
| | Total | | \$449,053 | \$450,000 | \$450,000 | \$843,355 | \$501,709 |
| Fiduciary Trust | Elizabeth Dean Trust | | | | | | |
| | PERSONNEL SERVICES | 25,517 | 17,049 | 42,722 | 43,099 | 46,000 | 46,000 |
| | PAYROLL FRINGES/INSURANCE | 9,811 | 3,524 | 8,253 | 3,071 | | |
| | OTHER SERVICES | 14,459 | 18,999 | 10,895 | 5,815 | 36,000 | 36,000 |
| | MATERIALS & SUPPLIES | 27,816 | 31,964 | 15,308 | 25,210 | 13,000 | 13,000 |
| | OTHER CHARGES | 1,993 | 1,840 | 46 | 24 | 60 | 63 |
| | PASS THROUGHS | | 1,644 | 1,807 | 1,812 | | |
| | Total | \$79,596 | \$75,020 | \$79,031 | \$79,031 | \$95,060 | \$95,063 |
| | VEBA Trust | | | | | | |
| | OTHER SERVICES | 227,775 | 282,278 | 244,950 | 224,400 | 193,850 | 203,500 |
| | MATERIALS & SUPPLIES | | | 250 | | 250 | |
| | OTHER CHARGES | 84 | 72 | 79 | 84 | 185 | 194 |
| | Total | \$227,859 | \$282,350 | \$245,279 | \$224,484 | \$194,285 | \$203,694 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------|---|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| Pension Trust | Employees Retirement System | | | | | | |
| | PERSONNEL SERVICES | 265,474 | 259,509 | 265,922 | 255,572 | 262,380 | 262,380 |
| | PAYROLL FRINGES/INSURANCE | 24,593,525 | 24,083,522 | 25,325,748 | 25,224,626 | 25,432,710 | 25,646,848 |
| | OTHER SERVICES | 1,968,970 | 1,441,166 | 1,812,438 | 1,232,237 | 1,062,250 | 1,079,750 |
| | MATERIALS & SUPPLIES | 2,952 | 4,089 | 5,872 | 4,100 | 6,000 | 6,000 |
| | OTHER CHARGES | 1,090,875 | 450,279 | 1,068,865 | 659,964 | 582,186 | 578,828 |
| | CAPITAL OUTLAY | 939 | 14,515 | 2,000 | | | |
| | Total | \$27,922,735 | \$26,253,080 | \$28,480,845 | \$27,376,499 | \$27,345,526 | \$27,573,806 |
| Special Revenue | Energy Projects | | | | | | |
| | PERSONNEL SERVICES | 18,428 | 4,517 | 14,477 | 14,477 | 14,500 | 14,500 |
| | PAYROLL FRINGES/INSURANCE | 1,487 | 1,076 | | | | |
| | OTHER SERVICES | 950 | 12,068 | 1,000 | 1,000 | 2,022 | 2,022 |
| | MATERIALS & SUPPLIES | | 204,917 | 254,840 | 254,840 | | |
| | OTHER CHARGES | 132 | 2,436 | 2,502 | 2,502 | 50,348 | 50,938 |
| | PASS THROUGH | 10,000 | | | | 363,564 | 414,059 |
| | Total | \$35,048 | \$228,202 | \$412,819 | \$412,819 | \$550,434 | \$601,519 |
| | Parks Maintenance & Repair Millage | | | | | | |
| | PASS THROUGH | 68,000 | | | | | |
| | Total | \$68,000 | | | | | |
| | Parks Repair and Restoration Millage | | | | | | |
| | PERSONNEL SERVICES | 685,679 | (4,865) | | 5,000 | | |
| | PAYROLL FRINGES/INSURANCE | 232,187 | 590 | | | | |
| | OTHER SERVICES | 506,697 | 168,514 | 42,000 | 147,331 | 9,177 | |
| | MATERIALS & SUPPLIES | 179,657 | 330 | | | | |
| | OTHER CHARGES | 119,554 | 44,027 | 135,331 | | 138,452 | |
| | PASS THROUGH | 46,586 | | 460,000 | 460,000 | | |
| | CAPITAL OUTLAY | 4,345 | | | 25,000 | | |
| | Total | \$1,774,705 | \$208,596 | \$637,331 | \$637,331 | \$147,629 | |
| | Local Law Enforcement Block Grant | | | | | | |
| | OTHER SERVICES | 895 | | | | | |
| | CAPITAL OUTLAY | 22,314 | 24,000 | 11,935 | | | |
| | Total | \$23,209 | \$24,000 | \$11,935 | | | |
| | Community Television Network | | | | | | |
| | PERSONNEL SERVICES | 582,354 | 574,363 | 623,485 | 620,539 | 605,200 | 620,178 |
| | PAYROLL FRINGES/INSURANCE | 232,511 | 266,417 | 298,791 | 298,176 | 337,871 | 378,354 |
| | OTHER SERVICES | 141,590 | 242,286 | 210,990 | 205,094 | 263,645 | 264,657 |
| | MATERIALS & SUPPLIES | 13,220 | 37,792 | 17,700 | 17,441 | 11,500 | 11,500 |
| | OTHER CHARGES | 194,375 | 161,118 | 176,921 | 158,792 | 191,829 | 192,362 |
| | PASS THROUGH | 10,000 | | | | | |
| | CAPITAL OUTLAY | 51,873 | 119,760 | 155,000 | 147,521 | 175,000 | 175,000 |
| | Total | \$1,225,923 | \$1,401,736 | \$1,482,887 | \$1,447,563 | \$1,585,045 | \$1,642,051 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| Homeland Security Grant Fund | | | | | | | |
| | PERSONNEL SERVICES | 79,595 | 75,400 | | | | |
| | PAYROLL FRINGES/INSURANCE | 2,179 | 2,801 | | | | |
| | OTHER SERVICES | 15,486 | 2,086 | | | | |
| | MATERIALS & SUPPLIES | 9,843 | 4,729 | | | | |
| | OTHER CHARGES | 63,945 | | | | | |
| | CAPITAL OUTLAY | 96,201 | 2,372 | | | | |
| | Total | 267,249 | 87,388 | | | | |
| Parks Rehab & Development Millage | | | | | | | |
| | PERSONNEL SERVICES | 92,425 | 37,863 | (3,750) | 55,612 | 17,280 | 17,280 |
| | PAYROLL FRINGES/INSURANCE | 46,985 | 9,333 | 666 | 20,675 | 8,829 | 9,765 |
| | OTHER SERVICES | 59,622 | 83,090 | 35,478 | 61,808 | | |
| | MATERIALS & SUPPLIES | 1,621 | 1,845 | (10,000) | | | |
| | OTHER CHARGES | 95,087 | 63,814 | 398,073 | 380,899 | 30,094 | 30,846 |
| | PASS THROUGHGS | | 678,000 | | | | |
| | CAPITAL OUTLAY | 935,918 | 837,202 | 1,087,057 | 781,027 | | |
| | Total | \$1,231,658 | \$1,711,147 | \$1,507,524 | \$1,300,021 | \$56,203 | \$57,891 |
| Major Street | | | | | | | |
| | PERSONNEL SERVICES | 1,622,173 | 1,718,186 | 1,820,520 | 1,724,674 | 1,683,075 | 1,728,469 |
| | PAYROLL FRINGES/INSURANCE | 970,118 | 1,081,784 | 1,118,278 | 1,112,982 | 1,137,381 | 1,265,242 |
| | OTHER SERVICES | 2,051,166 | 2,023,720 | 2,272,179 | 2,501,640 | 1,414,309 | 1,487,213 |
| | MATERIALS & SUPPLIES | 419,976 | 819,010 | 592,668 | 625,305 | 584,033 | 526,777 |
| | OTHER CHARGES | 1,013,202 | 851,443 | 775,887 | 772,378 | 1,018,117 | 896,454 |
| | PASS THROUGHGS | 1,759,864 | 1,705,498 | 1,119,331 | 1,119,331 | 1,018,209 | 1,021,740 |
| | CAPITAL OUTLAY | 19,079 | 662,006 | 15,000 | 15,000 | 35,000 | 10,000 |
| | VEHICLE OPERATING COSTS | 13,371 | 18,438 | | 8,100 | | |
| | Total | \$7,868,949 | \$8,880,085 | \$7,713,863 | \$7,879,410 | \$6,890,124 | \$6,935,895 |
| Local Street | | | | | | | |
| | PERSONNEL SERVICES | 364,093 | 397,721 | 533,556 | 437,467 | 476,675 | 485,345 |
| | PAYROLL FRINGES/INSURANCE | 139,743 | 181,439 | 223,564 | 237,016 | 250,688 | 283,155 |
| | OTHER SERVICES | 433,899 | 1,018,188 | 499,057 | 761,372 | 668,870 | 664,104 |
| | MATERIALS & SUPPLIES | 111,633 | 170,381 | 216,380 | 176,330 | 157,029 | 114,975 |
| | OTHER CHARGES | 56,220 | 31,884 | 237,843 | 84,082 | 47,531 | 48,754 |
| | PASS THROUGHGS | 195,351 | 184,334 | 188,714 | 188,714 | 168,059 | 168,383 |
| | Total | \$1,300,939 | \$1,983,947 | \$1,899,114 | \$1,884,981 | \$1,768,852 | \$1,764,716 |
| Court Facilities | | | | | | | |
| | OTHER SERVICES | 1,100 | 3,022 | 15,000 | | | |
| | OTHER CHARGES | | 73,644 | 208,444 | 108,444 | 77,800 | 77,800 |
| | PASS THROUGHGS | | | 1,325,000 | | 225,000 | 225,000 |
| | CAPITAL OUTLAY | | 28,628 | 3,000 | | | |
| | Total | \$1,100 | \$105,294 | \$1,551,444 | \$108,444 | \$302,800 | \$302,800 |
| Open Space & Parkland Preservation | | | | | | | |
| | PERSONNEL SERVICES | 16,877 | 5,765 | 16,236 | | 22,308 | 22,584 |
| | PAYROLL FRINGES/INSURANCE | 5,837 | 4,412 | 8,008 | | 10,401 | 11,674 |
| | OTHER SERVICES | 196,319 | 235,272 | 288,000 | | | |
| | MATERIALS & SUPPLIES | | | 500 | | | |
| | OTHER CHARGES | 7,294 | 27,852 | 24,248 | 55,514 | 41,168 | 1,772 |
| | PASS THROUGHGS | 1,158,125 | 1,165,950 | 1,178,825 | 1,178,825 | 1,198,175 | 1,212,375 |
| | CAPITAL OUTLAY | 3,806,812 | 6,519,246 | 2,005,235 | 3,333,300 | 1,027,005 | 893,425 |
| | Total | \$5,191,264 | \$7,958,497 | \$3,521,052 | \$4,567,639 | \$2,299,057 | \$2,141,830 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|---|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| | Bandemer Property | | | | | | |
| | OTHER SERVICES | 12 | 22 | 471 | 471 | | |
| | MATERIALS & SUPPLIES | | | 500 | 500 | | |
| | OTHER CHARGES | 840 | 660 | 675 | 675 | 2,471 | 2,533 |
| | CAPITAL OUTLAY | | 170,895 | | | 20,029 | 19,967 |
| | Total | \$852 | \$171,577 | \$1,646 | \$1,646 | \$22,500 | \$22,500 |
| | Construction Code Fund | | | | | | |
| | PERSONNEL SERVICES | 1,069,816 | 1,239,604 | 1,307,787 | 1,401,299 | 1,233,266 | 1,114,326 |
| | PAYROLL FRINGES/INSURANCE | 480,567 | 788,632 | 860,633 | 849,456 | 896,415 | 911,647 |
| | OTHER SERVICES | 203,140 | 237,527 | 125,800 | 200,421 | 167,801 | 173,820 |
| | MATERIALS & SUPPLIES | 12,626 | 17,206 | 4,500 | 16,000 | 16,500 | 16,500 |
| | OTHER CHARGES | 435,590 | 881,404 | 959,447 | 468,762 | 441,667 | 428,648 |
| | PASS THROUGHES | 17,769 | 30,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| | VEHICLE OPERATING COSTS | | 1,005 | | | | |
| | Total | \$2,219,508 | \$3,195,378 | \$3,298,167 | \$2,975,938 | \$2,795,649 | \$2,684,941 |
| | Drug Enforcement | | | | | | |
| | OTHER SERVICES | 120 | | 3,000 | | 5,000 | 5,000 |
| | MATERIALS & SUPPLIES | 1,967 | | | 60 | 5,000 | 5,000 |
| | CAPITAL OUTLAY | | | 4,500 | 4,500 | 20,000 | 20,000 |
| | Total | \$2,087 | | \$7,500 | \$4,560 | \$30,000 | \$30,000 |
| | Federal Equitable Sharing Forfeiture | | | | | | |
| | CAPITAL OUTLAY | 3,467 | 9,825 | 125,283 | | 174,995 | 178,995 |
| | Total | \$3,467 | \$9,825 | \$125,283 | | \$174,995 | \$178,995 |
| | Open Space & Parkland Preservation | | | | | | |
| | OTHER CHARGES | 12,351 | 8,655 | | | | |
| | PASS THROUGHES | 5,006,924 | 4,381,793 | | 3,529,597 | | |
| | Total | \$5,019,275 | \$4,390,448 | | \$3,529,597 | | |
| | Parks Memorials & Contributions | | | | | | |
| | PERSONNEL SERVICES | | 1,571 | 7,179 | 1,650 | 6,996 | 6,996 |
| | PAYROLL FRINGES/INSURANCE | | 1,541 | 3,174 | 2,850 | 3,237 | 3,609 |
| | OTHER SERVICES | 4,600 | | 5,000 | | | |
| | MATERIALS & SUPPLIES | 2,957 | | 27,000 | 1,000 | 8,728 | 8,392 |
| | OTHER CHARGES | | | 64 | | 5,039 | 5,003 |
| | PASS THROUGHES | | 71,504 | 45,500 | | 25,000 | 27,500 |
| | CAPITAL OUTLAY | | | 12,000 | 12,000 | 15,000 | 15,000 |
| | Total | \$7,557 | \$74,616 | \$99,917 | \$17,500 | \$64,000 | \$66,500 |
| | Metro Expansion | | | | | | |
| | PERSONNEL SERVICES | 90,018 | 27,030 | 92,018 | 23,304 | 29,953 | 30,757 |
| | PAYROLL FRINGES/INSURANCE | 13,907 | 8,959 | 6,329 | 7,083 | 14,563 | 16,363 |
| | OTHER SERVICES | 41,436 | 120,482 | 85,382 | 180,000 | 139,000 | 139,000 |
| | MATERIALS & SUPPLIES | 34,647 | 35,315 | 25,500 | 31,000 | 31,000 | 31,000 |
| | OTHER CHARGES | | 6,852 | 135,771 | 135,771 | 485,968 | 123,056 |
| | PASS THROUGHES | 39,956 | | | | | |
| | Total | \$219,964 | \$198,638 | \$345,000 | \$377,158 | \$700,484 | \$340,176 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|-----------------------------------|--------------------|--------------------|--------------------|-----------------------|---------------------|----------------------|
| | Ann Arbor Assistance | | | | | | |
| | OTHER SERVICES | | | | | 8,000 | 8,000 |
| | COMMUNITY DEVELOPMENT RECIPIENTS | | 14,203 | 6,000 | 8,000 | | |
| | Total | | \$14,203 | \$6,000 | \$8,000 | \$8,000 | \$8,000 |
| | Open Space Endowment | | | | | | |
| | OTHER CHARGES | | | 23,867 | 214,802 | | |
| | Total | | | \$23,867 | \$214,802 | | |
| | Economic Development | | | | | | |
| | OTHER SERVICES | | 380,125 | 600,000 | 600,000 | 625,000 | 600,000 |
| | Total | | \$380,125 | \$600,000 | \$600,000 | \$625,000 | \$600,000 |
| | Police & Fire Relief | | | | | | |
| | PAYROLL FRINGES/INSURANCE | 50,000 | | | | | |
| | OTHER SERVICES | | 680 | | | | |
| | Total | \$50,000 | \$680 | | | | |
| | Cemetery Perpetual Care | | | | | | |
| | OTHER SERVICES | | 3,000 | 3,000 | 3,000 | 5,000 | 5,000 |
| | Total | | \$3,000 | \$3,000 | \$3,000 | \$5,000 | \$5,000 |
| | Art in Public Places | | | | | | |
| | OTHER SERVICES | | \$5,065 | \$42,437 | \$42,437 | \$35,329 | \$41,536 |
| | OTHER CHARGES | | | \$488,020 | \$107,866 | 406,283 | 477,660 |
| | Total | | \$5,065 | \$530,457 | \$150,303 | \$441,612 | \$519,196 |
| | Street Repair Millage | | | | | | |
| | PERSONNEL SERVICES | 518,858 | 522,592 | (213,716) | | | |
| | PAYROLL FRINGES/INSURANCE | 120,907 | 108,443 | 135,465 | | | |
| | OTHER SERVICES | 1,302,693 | 1,080,158 | 763,535 | | | |
| | MATERIALS & SUPPLIES | 63,781 | 82,819 | (27,981) | | | |
| | OTHER CHARGES | 1,242,207 | 1,440,810 | 7,227,980 | 7,680,154 | 11,923,349 | 12,418,393 |
| | PASS THROUGHES | 649,708 | 147,577 | 169,247 | 169,247 | 182,619 | 194,322 |
| | CAPITAL OUTLAY | 4,605,197 | 4,983,346 | (878,085) | | | |
| | Total | \$8,503,351 | \$8,365,745 | \$7,176,445 | \$7,849,401 | \$12,105,968 | \$12,612,715 |
| | Alternative Transportation | | | | | | |
| | PERSONNEL SERVICES | 94,351 | 73,211 | 83,177 | 53,610 | 66,771 | 67,335 |
| | PAYROLL FRINGES/INSURANCE | 26,034 | 26,819 | 36,427 | 23,362 | 31,249 | 34,860 |
| | OTHER SERVICES | 47,909 | 38,794 | 146,722 | 2,350 | 2,500 | 2,500 |
| | MATERIALS & SUPPLIES | 516 | 111 | 2,134 | | | |
| | OTHER CHARGES | 189,712 | 59,817 | (1,069,360) | 9,299 | 173,271 | 166,010 |
| | PASS THROUGHES | 14,375 | 318,600 | 9,882 | 9,882 | 1,732 | 1,659 |
| | CAPITAL OUTLAY | | | 9,058 | | | |
| | Total | \$372,897 | \$517,352 | (\$781,960) | \$98,503 | \$275,523 | \$272,364 |
| | Michigan Justice Training | | | | | | |
| | PERSONNEL SERVICES | | 6,324 | | | | |
| | OTHER SERVICES | 34,689 | 36,667 | 24,800 | 24,800 | 75,000 | 75,000 |
| | MATERIALS & SUPPLIES | 349 | | | | | |
| | Total | \$35,038 | \$42,991 | \$24,800 | \$24,800 | \$75,000 | \$75,000 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------|---|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| | Affordable Housing | | | | | | |
| | PERSONNEL SERVICES | 2,639 | 9,541 | 13,026 | | 3,207 | 3,318 |
| | PAYROLL FRINGES/INSURANCE | 800 | 4,400 | 6,291 | 2,700 | 1,701 | 1,893 |
| | OTHER SERVICES | 67,718 | 18,901 | 70,000 | 93,135 | 109,100 | 85,600 |
| | MATERIALS & SUPPLIES | 520 | | | | | |
| | OTHER CHARGES | | | 30,304 | | | |
| | PASS THROUGHGS | 68,075 | 35,000 | 42,024 | 20,825 | | |
| | CAPITAL OUTLAY | | | | | 25,000 | 25,000 |
| | COMMUNITY DEVELOPMENT RECIPIENTS | 109,526 | 146,477 | 295,000 | 295,000 | 65,000 | 65,000 |
| | Total | \$249,278 | \$214,319 | \$456,645 | \$411,660 | \$204,008 | \$180,811 |
| | Parks Maint. & Capital Improvement | | | | | | |
| | PERSONNEL SERVICES | | 1,359,586 | 1,670,488 | 1,390,393 | 1,542,004 | 1,514,151 |
| | PAYROLL FRINGES/INSURANCE | | 596,648 | 710,914 | 735,135 | 813,194 | 875,085 |
| | OTHER SERVICES | | 1,059,229 | 1,192,203 | 1,286,587 | 1,267,289 | 1,312,416 |
| | MATERIALS & SUPPLIES | | 352,531 | 361,569 | 456,002 | 522,563 | 470,142 |
| | OTHER CHARGES | | 122,102 | 971,319 | 189,417 | 587,063 | 950,032 |
| | PASS THROUGHGS | | 8,040 | 43,465 | 6,627 | 6,055 | 7,105 |
| | CAPITAL OUTLAY | | 167,453 | 1,407,162 | 693,556 | 574,422 | 15,621 |
| | VEHICLE OPERATING COSTS | | 9,495 | | | | |
| | Total | | \$3,675,084 | \$6,357,120 | \$4,757,717 | \$5,312,590 | \$5,144,552 |
| | Local Forfeiture | | | | | | |
| | CAPITAL OUTLAY | | | 45,658 | | 46,858 | 48,058 |
| | Total | | | \$45,658 | | \$46,858 | \$48,058 |
| | Community Development Block Grant | | | | | | |
| | PERSONNEL SERVICES | 181,362 | 186,873 | 161,137 | 193,000 | | |
| | PAYROLL FRINGES/INSURANCE | 59,548 | 68,202 | 66,277 | | | |
| | OTHER SERVICES | 130,614 | 119,529 | 165,435 | 147,124 | | |
| | MATERIALS & SUPPLIES | 4,336 | 6,186 | 2,593 | | | |
| | OTHER CHARGES | 4,972 | 130 | 78,636 | 75,000 | | |
| | CAPITAL OUTLAY | | | 4,500 | | | |
| | VEHICLE OPERATING COSTS | 486 | | 1,000 | | | |
| | COMMUNITY DEVELOPMENT RECIPIENTS | 1,141,768 | 961,474 | 1,071,715 | 811,169 | | |
| | Total | \$1,523,086 | \$1,342,394 | \$1,551,293 | \$1,226,293 | | |
| | Tree Removal and Disposal | | | | | | |
| | PERSONNEL SERVICES | 154,150 | 43,027 | | | | |
| | PAYROLL FRINGES/INSURANCE | 51,695 | 9,540 | | | | |
| | OTHER SERVICES | 347,897 | 163,629 | 138,860 | | | |
| | MATERIALS & SUPPLIES | 9,632 | 2,579 | 37,000 | | | |
| | Total | \$563,374 | \$218,775 | \$175,860 | | | |
| | Home Program | | | | | | |
| | PERSONNEL SERVICES | 97,738 | 52,601 | 57,030 | 20,615 | | |
| | PAYROLL FRINGES/INSURANCE | 28,199 | 22,283 | 27,074 | | | |
| | OTHER SERVICES | 686 | 16,536 | 5,754 | 71,100 | | |
| | MATERIALS & SUPPLIES | 894 | 2,062 | 529 | 2,759 | | |
| | OTHER CHARGES | 1,656 | | 11,328 | 10,000 | | |
| | COMMUNITY DEVELOPMENT RECIPIENTS | 952,504 | 1468375 | 1885259 | 1,580,500 | | |
| | Total | \$1,081,677 | \$1,561,857 | \$1,986,974 | \$1,684,974 | | |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|----------------------------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| | Major Grant Programs Fund | | | | | | |
| | PERSONNEL SERVICES | 67,793 | 12,944 | | | | |
| | PAYROLL FRINGES/INSURANCE | 13,812 | 1,107 | | | | |
| | OTHER SERVICES | 272,383 | 90,970 | | | | |
| | MATERIALS & SUPPLIES | 804 | 96 | 750 | | | |
| | OTHER CHARGES | 32,552 | 1,500 | | | | |
| | PASS THROUGHES | | | 1,750 | | | |
| | CAPITAL OUTLAY | 84,000 | 4,500 | 3,500 | | | |
| | Total | \$471,344 | \$111,117 | \$6,000 | | | |
| Component Unit | SmartZone LDFA | | | | | | |
| | OTHER SERVICES | 353,936 | 872,836 | 934,620 | 934,620 | 1,254,295 | 1,423,321 |
| | OTHER CHARGES | 4,611 | | | | 705 | 740 |
| | Total | \$358,547 | \$872,836 | \$934,620 | \$934,620 | \$1,255,000 | \$1,424,061 |
| | DDA/Housing Fund | | | | | | |
| | OTHER SERVICES | | | 2,500 | 2,500 | 2,500 | 2,500 |
| | OTHER CHARGES | | | 3,000 | 3,000 | 2,500 | 2,500 |
| | PASS THROUGHES | | | 20,826 | 20,826 | 250,000 | 250,000 |
| | Total | | | \$26,326 | \$26,326 | \$255,000 | \$255,000 |
| | DDA Authority | | | | | | |
| | PERSONNEL SERVICES | | | 80,109 | 80,109 | 106,529 | 121,756 |
| | PAYROLL FRINGES/INSURANCE | | | 89,209 | 89,209 | 55,594 | 61,313 |
| | OTHER SERVICES | | | 528,874 | 528,874 | 485,750 | 485,750 |
| | MATERIALS & SUPPLIES | | | 9,100 | 9,100 | 9,000 | 9,000 |
| | OTHER CHARGES | | | 75,000 | 75,000 | 80,000 | 65,000 |
| | PASS THROUGHES | | | 2,578,057 | 2,596,471 | 2,967,530 | 2,855,105 |
| | CAPITAL OUTLAY | | | 847,000 | 847,000 | 1,207,795 | 1,117,753 |
| | Total | | | \$4,207,349 | \$4,225,763 | \$4,912,198 | \$4,715,677 |
| | DDA Parking Maintenance | | | | | | |
| | OTHER SERVICES | | | 630,000 | 630,000 | 210,000 | 326,180 |
| | CAPITAL OUTLAY | | | 1,301,527 | 1,301,527 | 791,227 | 1,200,000 |
| | Total | | | \$1,931,527 | \$1,931,527 | \$1,001,227 | \$1,526,180 |
| | DDA Parking System | | | | | | |
| | PERSONNEL SERVICES | | | 177,326 | 177,326 | 145,107 | 150,466 |
| | PAYROLL FRINGES/INSURANCE | | | 14,817 | 14,817 | 56,989 | 63,301 |
| | OTHER SERVICES | | | 9,751,109 | 9,751,109 | 9,023,543 | 7,226,303 |
| | MATERIALS & SUPPLIES | | | 5,825 | 5,825 | 7,500 | 7,500 |
| | OTHER CHARGES | | | 130,000 | 130,000 | 150,000 | 2,150,000 |
| | PASS THROUGHES | | | 5,595,538 | 5,595,538 | 8,383,250 | 8,379,792 |
| | CAPITAL OUTLAY | | | 17,000 | 17,000 | 4,023,258 | 3,322,008 |
| | Total | | | \$15,691,615 | \$15,691,615 | \$21,789,647 | \$21,299,370 |

Expenditure Category by Fund

| Fund Type | Fund Name/Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------|----------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| City Totals | PERSONNEL SERVICES | 55,120,089 | 53,724,452 | 57,376,699 | 56,082,635 | 55,519,965 | 54,566,892 |
| | PAYROLL FRINGES/INSURANCE | 49,535,566 | 54,454,491 | 58,584,716 | 58,135,055 | 59,426,234 | 62,384,553 |
| | OTHER SERVICES | 33,213,644 | 35,968,966 | 49,527,855 | 47,298,307 | 44,997,318 | 44,029,593 |
| | MATERIALS & SUPPLIES | 5,883,867 | 6,920,084 | 7,396,988 | 7,449,964 | 7,287,658 | 7,543,307 |
| | OTHER CHARGES | 52,864,045 | 53,999,624 | 72,076,628 | 67,512,027 | 128,393,224 | 130,278,104 |
| | PASS THROUGHES | 26,111,924 | 28,026,807 | 41,519,185 | 41,722,028 | 37,837,596 | 35,234,589 |
| | CAPITAL OUTLAY | 9,218,980 | 14,098,078 | 15,606,418 | 14,509,801 | 14,253,158 | 11,726,857 |
| | VEHICLE OPERATING COSTS | 2,158,845 | 2,956,778 | 2,774,167 | 2,863,073 | 2,220,685 | 2,353,738 |
| | COMMUNITY DEVELOPMENT RECIPIENTS | 3,569,418 | 3,939,412 | 4,553,718 | 3,970,413 | 1,340,744 | 1,080,744 |
| | EMPLOYEE ALLOWANCES | 452,940 | 334,927 | 433,672 | 415,823 | 404,156 | 373,494 |
| | Total | \$238,129,318 | \$254,423,619 | \$309,850,046 | \$299,959,126 | \$351,680,738 | \$349,571,871 |

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FTE Count by Service Area/Unit

| | FY 2005 | FY 2006 | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|---------------------------------------|---------|---------|---------|---------|---------|---------|---------|
| MAYOR & CITY COUNCIL | 1.00 | 1.00 | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Total Mayor & City Council | 1.00 | 1.00 | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| CITY ATTORNEY | 14.00 | 13.50 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |
| Total City Attorney | 14.00 | 13.50 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |
| CITY ADMINISTRATOR | 3.80 | 3.00 | 3.00 | 2.50 | 2.50 | 2.50 | 2.50 |
| ENVIRONMENTAL COORDINATION | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| HUMAN RESOURCES | 12.00 | 12.50 | 12.50 | 12.50 | 12.50 | 11.50 | 11.50 |
| CLERK SERVICES | | | 4.76 | 4.88 | 5.13 | 5.50 | 5.50 |
| COMMUNICATIONS OFFICE | | | 12.23 | 11.50 | 11.50 | 11.50 | 11.50 |
| Total City Administrator Service Area | 17.80 | 15.50 | 32.49 | 31.38 | 31.63 | 31.00 | 31.00 |
| CITY CLERK | 5.12 | 4.66 | | | | | |
| COMMUNITY SERVICES ADMINISTRATION | 17.45 | 0.00 | | | | 1.00 | 1.00 |
| COMMUNICATIONS OFFICE | 12.00 | 11.73 | | | | | |
| PLANNING & DEVELOPMENT | 22.00 | 32.58 | 33.27 | 34.58 | 34.58 | 33.99 | 29.49 |
| OFFICE OF COMMUNITY DEVELOPMENT | 8.13 | 7.13 | 7.63 | 7.89 | 5.89 | 4.18 | 4.18 |
| MASTER PLANNING | 2.21 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| PARKS & RECREATION | 18.02 | 23.79 | 23.23 | 21.28 | 21.78 | 19.54 | 18.54 |
| Total Community Services Area | 84.93 | 79.89 | 64.13 | 63.75 | 62.25 | 58.71 | 53.21 |
| ACCOUNTING | 10.00 | 7.25 | 7.50 | 8.10 | 8.10 | 7.60 | 7.60 |
| ASSESSOR | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| FINANCIAL & BUDGET PLANNING | 4.00 | 4.00 | 5.00 | 4.50 | 4.50 | 4.50 | 4.50 |
| INFORMATION TECHNOLOGY | 16.75 | 20.00 | 22.50 | 22.75 | 22.75 | 22.62 | 22.29 |
| RISK MANAGEMENT | 1.00 | 1.00 | 0.00 | 0.65 | 0.65 | 0.75 | 0.75 |
| PROCUREMENT | | 1.00 | 1.00 | 1.15 | 1.15 | 1.15 | 1.15 |
| TREASURY | 9.00 | 6.00 | 6.00 | 5.35 | 5.35 | 4.75 | 4.75 |
| Total Financial Services Area | 48.75 | 47.25 | 50.00 | 50.50 | 50.50 | 49.37 | 49.04 |
| CAPITAL PROJECTS | 16.75 | 17.65 | 16.35 | 13.46 | 13.26 | 17.17 | 17.17 |
| CUSTOMER SERVICE CENTER | 15.70 | 17.40 | 13.70 | 13.75 | 13.75 | 13.00 | 13.00 |
| FIELD OPERATIONS | 145.55 | 124.73 | 122.34 | 123.01 | 132.30 | 135.18 | 135.18 |
| FLEET & FACILITY | 21.00 | 36.26 | 33.61 | 35.94 | 26.15 | 23.93 | 23.85 |
| PROJECT MANAGEMENT | 18.89 | 17.78 | 16.21 | 17.69 | 17.69 | 15.31 | 15.31 |
| PUBLIC SERVICES ADMINISTRATION | 14.27 | 12.19 | 18.21 | 12.00 | 12.00 | 11.00 | 11.00 |
| SYSTEMS PLANNING | 6.21 | 17.40 | 15.85 | 12.70 | 13.40 | 13.64 | 13.64 |
| WASTEWATER TREATMENT | 35.06 | 32.15 | 33.75 | 35.48 | 35.48 | 34.98 | 34.98 |
| WATER TREATMENT | 24.34 | 21.56 | 23.63 | 26.22 | 26.22 | 26.12 | 26.12 |
| Total Public Services Area | 297.77 | 297.12 | 293.65 | 290.25 | 290.25 | 290.33 | 290.25 |
| FIRE | 102.00 | 94.00 | 94.00 | 94.00 | 94.00 | 94.00 | 80.00 |
| POLICE | 224.84 | 226.42 | 226.00 | 210.17 | 209.00 | 182.00 | 182.00 |
| Total Safety Services Area | 326.84 | 320.42 | 320.00 | 304.17 | 303.00 | 276.00 | 262.00 |
| FIFTEENTH DISTRICT COURT | 41.00 | 41.00 | 41.00 | 41.00 | 41.00 | 39.00 | 39.00 |
| Total Fifteenth District Court | 41.00 | 41.00 | 41.00 | 41.00 | 41.00 | 39.00 | 39.00 |
| RETIREMENT SYSTEM | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 |
| Total Retirement System | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 |
| DOWNTOWN DEVELOPMENT AUTHORITY | 3.20 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Total Downtown Development Authority | 3.20 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Grand total of City FTEs | 839.04 | 822.43 | 822.77 | 802.55 | 800.13 | 765.91 | 746.00 |

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MAYOR & CITY COUNCIL

Composed of the Mayor and ten Council members, two from each of five wards, the City Council is the governing body for the City of Ann Arbor. The role of City Council is to determine policy for the City. The Mayor and City Council address the needs of all citizens by providing information and general assistance.

MAYOR & CITY COUNCIL

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| MISCELLANEOUS REVENUE | - | 1,351 | - | - | - | - |
| Total | \$ | \$1,351 | \$ | \$ | \$ | \$ |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | - | 1,351 | - | - | - | - |
| Total | \$ | \$1,351 | \$ | \$ | \$ | \$ |

MAYOR & CITY COUNCIL

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 223,977 | 225,252 | 230,136 | 230,136 | 235,788 | 236,088 |
| PAYROLL FRINGES/INSURANCE | 28,229 | 26,192 | 30,512 | 30,512 | 33,356 | 35,468 |
| OTHER SERVICES | 6,424 | 1,887 | 13,288 | 13,288 | 13,288 | 13,288 |
| MATERIALS & SUPPLIES | 1,150 | 744 | 962 | 962 | 962 | 962 |
| OTHER CHARGES | 5,496 | 69,024 | 68,604 | 68,604 | 65,523 | 64,934 |
| Total | \$265,276 | \$323,099 | \$343,502 | \$343,502 | \$348,917 | \$350,740 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 265,276 | 323,099 | 343,502 | 343,502 | 348,917 | 350,740 |
| Total | \$265,276 | \$323,099 | \$343,502 | \$343,502 | \$348,917 | \$350,740 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|----------------------|-------------|-------------|-------------|-------------|-------------|
| MAYOR & CITY COUNCIL | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Total | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |

MAYOR AND CITY COUNCIL

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

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 \$284,711 in FY 10.

MAYOR & CITY COUNCIL

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|-------------------------|-----------|------------------|------------------|
| Executive Asst To Mayor | 401490 | 0.75 | 0.75 |
| Total | | 0.75 | 0.75 |

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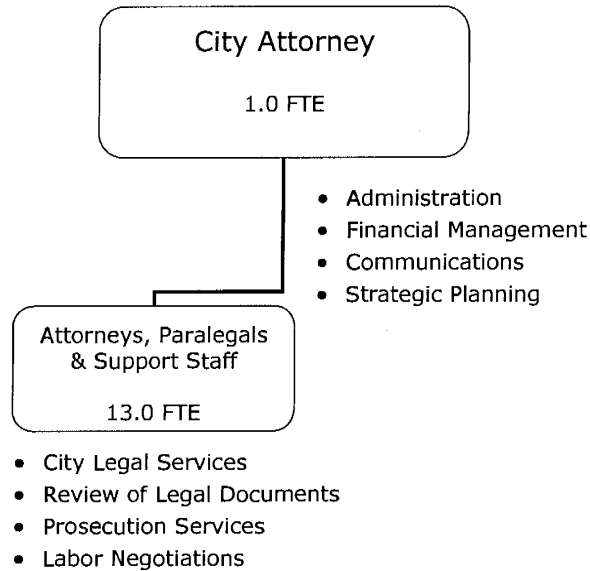
City Attorney



CITY ATTORNEY

The City Attorney's Office performs legal services for the City, including legal advice to City Council, the City Administrator and other City officials, preparation and review of legal documents, prosecution of persons accused of violating City ordinances, and 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: performing legal services for the City, legal advice to City officials, preparation and review of legal documents, drafting and review of ordinances, prosecution of persons accused of violating City ordinances, labor negotiations, and representation of the City in lawsuits.

CITY ATTORNEY

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| MISCELLANEOUS REVENUE | 149,326 | 160,325 | 170,000 | 170,000 | 170,000 | 170,000 |
| OPERATING TRANSFERS | 118,000 | 117,996 | 118,000 | 118,000 | 118,000 | 118,000 |
| Total | \$267,326 | \$278,321 | \$288,000 | \$288,000 | \$288,000 | \$288,000 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 267,326 | 278,321 | 288,000 | 288,000 | 288,000 | 288,000 |
| Total | \$267,326 | \$278,321 | \$288,000 | \$288,000 | \$288,000 | \$288,000 |

CITY ATTORNEY

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 1,047,650 | 996,494 | 1,137,024 | 1,040,064 | 1,103,309 | 1,060,196 |
| PAYROLL FRINGES/INSURANCE | 377,808 | 470,729 | 547,906 | 516,110 | 590,661 | 653,098 |
| OTHER SERVICES | 254,958 | 371,681 | 188,362 | 318,862 | 111,162 | 35,162 |
| MATERIALS & SUPPLIES | 54,703 | 54,401 | 54,837 | 53,000 | 55,000 | 57,000 |
| OTHER CHARGES | 135,772 | 165,521 | 141,580 | 141,580 | 170,000 | 168,624 |
| CAPITAL OUTLAY | 14,742 | 11,958 | 13,000 | 13,000 | 11,817 | 14,500 |
| Total | \$1,885,633 | \$2,070,784 | \$2,082,709 | \$2,082,616 | \$2,041,949 | \$1,988,580 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 1,885,633 | 2,070,784 | 2,082,709 | 2,082,616 | 2,041,949 | 1,988,580 |
| Total | \$1,885,633 | \$2,070,784 | \$2,082,709 | \$2,082,616 | \$2,041,949 | \$1,988,580 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|---------------|--------------|--------------|--------------|--------------|--------------|
| CITY ATTORNEY | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |
| Total | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |

CITY ATTORNEY

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease is due to a \$65,000 one-time collections software purchase in FY 2009.

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 \$149,024 in FY 10.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------|----------------------------|-----------------|
| Service Area: | City Attorney | Area Administrator: | Stephen Postema |
| Service Unit: | City Attorney | Manager: | Louise Wolford |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Assist Financial Services Area in Analyzing and reorganizing collection process for increased efficiency and improved collections. | 1 |
| B. Complete trial run of new contract management software and help implement system City-wide if proven effective. If not effective, obtain alternate system. | 2 |
| C. Continue to protect City from liability and risk through proactive attorney services, legal advice and defense of lawsuits. | 3 |
| D. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status. | 5 |
| E. Continue to work to reimburse legal and other costs incurred buy the City in connection with new developments. | 1 |

| Service Unit Measures/Scoreboards | Status |
|---|--------------|
| A. In process. We have developed some systems for collecting delinquent debts. We are working with the Treasurer and are in the process of transitioning some of this work in a step-by-step fashion to Treasury. We have looked at collection software; however, this decision is Treasury's and they are not yet ready to implement. | In process |
| B. The contract management software we were testing proved inadequate to meet our needs. The contract was cancelled. We are currently working with IT in developing a new system using OnBase to create and track contracts. This is in the planning stages. The City Attorney's office has been given priority by IT on this project. | In process |
| C. This is always our top priority. | Constant |
| D. We have been consistently working toward this goal. Most City Attorney Office work is now stored electronically. | Goal 90% met |
| E. We have succeeded in this goal. However, due to economic conditions, development has decreased. | Goal met |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------|----------------------------|-----------------|
| Service Area: | City Attorney | Area Administrator: | Stephen Postema |
| Service Unit: | City Attorney | Manager: | Louise Wolford |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Assist Financial Services Area in Analyzing and reorganizing collection process for increased efficiency and improved collections. | 1 |
| B. Complete trial run of new contract management software and help implement system City-wide if proven effective. If not effective, obtain alternate system. | 2 |
| C. Continue to protect City from liability and risk through proactive attorney services, legal advice and defense of lawsuits. | 3 |
| D. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status. | 5 |
| E. Continue to work to reimburse legal and other costs incurred by the City in connection with new developments. | 1 |
| F. Assist in revisions of areas of the city ordinance, as needed. | 2 |

See Budget Summaries Section, Page 53, for list of City Goals

CITY ATTORNEY

Allocated Positions

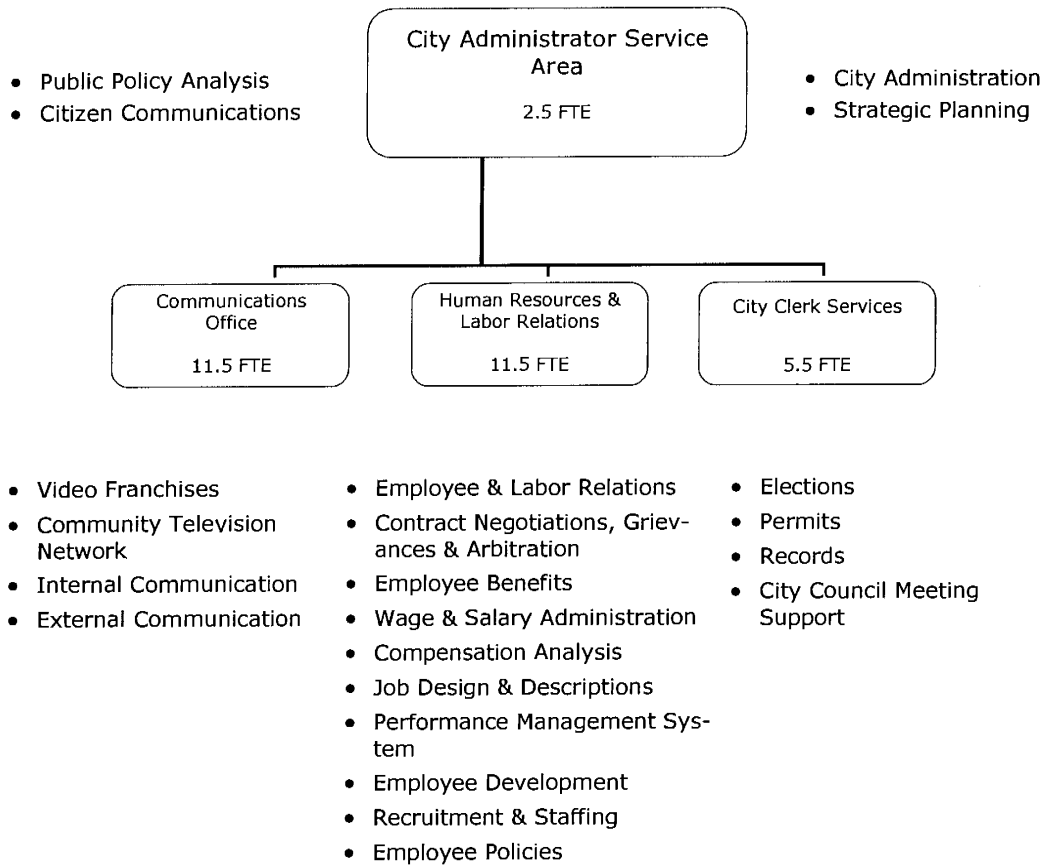
| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Assistant City Attorney | 403210 | 1.00 | 1.00 |
| Chief Asst City Attorney | 403750 | 1.00 | 1.00 |
| City Attorney | 403280 | 1.00 | 1.00 |
| Legal Assistant Paralegal | 000920 | 4.00 | 4.00 |
| Legal Support Specialist | 000210 | 1.00 | 1.00 |
| Office Manager Legal Dept | 402010 | 1.00 | 1.00 |
| Senior Asst City Attorney | 403300 | 5.00 | 5.00 |
| Total | | 14.00 | 14.00 |

City Administrator



CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area Organization Chart



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

CITY ADMINISTRATOR SERVICE AREA

Revenues By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| COMMUNICATIONS OFFICE | 1,592,386 | 1,774,041 | 1,482,887 | 1,745,553 | 1,585,045 | 1,642,051 |
| CITY CLERK SERVICES | 208,437 | 300,650 | 165,682 | 196,715 | 180,400 | 180,400 |
| CITY ADMINISTRATOR | 3,975,718 | 2,726,616 | - | - | - | - |
| Total | \$5,776,541 | \$4,801,307 | \$1,648,569 | \$1,942,268 | \$1,765,445 | \$1,822,451 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| COMMUNICATIONS OFFICE (0016) | 1,592,386 | 1,774,041 | 1,482,887 | 1,745,553 | 1,585,045 | 1,642,051 |
| GENERAL (0010) | 4,170,153 | 3,027,266 | 165,682 | 196,715 | 180,400 | 180,400 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 14,002 | - | - | - | - | - |
| Total | \$5,776,541 | \$4,801,307 | \$1,648,569 | \$1,942,268 | \$1,765,445 | \$1,822,451 |

CITY ADMINISTRATOR SERVICE AREA

Expenses By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| HUMAN RESOURCES | 18,632,006 | 20,574,246 | 23,174,804 | 23,287,113 | 24,004,296 | 24,634,810 |
| COMMUNICATIONS OFFICE | 1,227,656 | 1,409,114 | 1,482,887 | 1,447,563 | 1,585,045 | 1,642,051 |
| CITY CLERK SERVICES | 795,411 | 905,296 | 924,882 | 978,650 | 885,960 | 1,039,966 |
| CITY ADMINISTRATOR | 606,704 | 575,209 | 639,695 | 639,695 | 634,034 | 607,334 |
| Total | \$21,261,777 | \$23,463,865 | \$26,222,268 | \$26,353,021 | \$27,109,335 | \$27,924,161 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| INSURANCE (0057) | 17,328,263 | 19,249,101 | 21,717,595 | 21,839,904 | 22,666,668 | 23,281,295 |
| GENERAL (0010) | 2,691,856 | 2,805,650 | 3,021,786 | 3,065,554 | 2,857,622 | 3,000,815 |
| COMMUNICATIONS OFFICE (0016) | 1,227,656 | 1,409,114 | 1,482,887 | 1,447,563 | 1,585,045 | 1,642,051 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 14,002 | - | - | - | - | - |
| Total | \$21,261,777 | \$23,463,865 | \$26,222,268 | \$26,353,021 | \$27,109,335 | \$27,924,161 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|
| CITY ADMINISTRATOR | 3.00 | 2.50 | 2.50 | 2.50 | 2.50 |
| CITY CLERK SERVICES | 4.76 | 4.88 | 5.13 | 5.50 | 5.50 |
| COMMUNICATIONS OFFICE | 12.23 | 11.50 | 11.50 | 11.50 | 11.50 |
| HUMAN RESOURCES | 12.50 | 12.50 | 12.50 | 11.50 | 11.50 |
| Total | 32.49 | 31.38 | 31.63 | 31.00 | 31.00 |





CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

The City Administrator is the Chief Executive Officer of the City and is appointed by the Mayor & 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. There are 2.5 FTE employees in the City Administrator's Unit.

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|--------------------|--------------------|-------------------|-----------------------|--------------------|----------------------|
| INTERGOVERNMENTAL REVENUES | 9,552 | - | - | - | - | - |
| INTRA GOVERNMENTAL SALES | 3,966,084 | 2,726,616 | - | - | - | - |
| MISCELLANEOUS REVENUE | 82 | - | - | - | - | - |
| Total | \$3,975,718 | \$2,726,616 | \$ | \$ | \$ | \$ |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 3,966,166 | 2,726,616 | - | - | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | 9,552 | - | - | - | - | - |
| Total | \$3,975,718 | \$2,726,616 | \$ | \$ | \$ | \$ |

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 311,484 | 249,520 | 258,340 | 258,340 | 251,604 | 251,754 |
| PAYROLL FRINGES/INSURANCE | 130,531 | 147,761 | 147,164 | 147,164 | 149,836 | 165,596 |
| OTHER SERVICES | 119,987 | 140,389 | 197,725 | 187,544 | 194,025 | 155,525 |
| MATERIALS & SUPPLIES | 2,971 | 9,941 | 6,375 | 16,556 | 6,375 | 4,875 |
| OTHER CHARGES | 41,731 | 27,598 | 30,091 | 30,091 | 32,194 | 29,584 |
| Total | \$606,704 | \$575,209 | \$639,695 | \$639,695 | \$634,034 | \$607,334 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 597,152 | 575,209 | 639,695 | 639,695 | 634,034 | 607,334 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 9,552 | - | - | - | - | - |
| Total | \$606,704 | \$575,209 | \$639,695 | \$639,695 | \$634,034 | \$607,334 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------------|-------------|-------------|-------------|-------------|-------------|
| CITY ADMINISTRATOR | 3.00 | 2.50 | 2.50 | 2.50 | 2.50 |
| Total | 3.00 | 2.50 | 2.50 | 2.50 | 2.50 |

CITY ADMINISTRATOR

REVENUES

Intra-governmental Sales – An accounting transfer was made in FY 2009, moving the Municipal Service Charge revenue to the Financial & Administrative Services Area.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease is due to lower projected costs than originally planned in professional consultant services and contract services.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Administrator would be charged \$56,186 in FY 10.

| | |
|---------------------------------------|--|
| FY 2009 | |
| GOALS AND PERFORMANCE MEASURES | |

| | | | |
|----------------------|--------------------|----------------------------|--------------|
| Service Area: | City Administrator | Area Administrator: | Roger Fraser |
| Service Unit: | Administration | Manager: | Roger Fraser |

| Service Unit Goals | City Goals: |
|--|--------------------|
| A. Complete construction contract for Court/Police Building and start construction during the fiscal year. | 3 |
| B. Drive resolution to request for 100 additional affordable housing units in the downtown. | 6 |
| C. Propose a balanced two-year fiscal plan within projected resources | 1 |
| D. Continue building the City's culture and morale to provide excellent customer service in a challenging environment | 2, 5 |

| Service Unit Measures | Status |
|---|----------------|
| A - Construction manager contract with Clark Construction Co. approved by Council on February 2, 2009. Physical construction began February 17, 2009. | 100% |
| B - The HHSAB completed a review of alternative sites to replace the 100 units of SRO housing at the former YMCA site. The HHSAB provided its recommendations to City Council in May 2008. | 100% |
| C – January 2009 – Council offsite to establish budget priorities April 2009 – Hold Town hall meeting April/May 2009 – Insure public hearings on the budget are scheduled April 20, 2009 – Administrator's Proposed Budget delivered to Council | 100% |
| D - Customer satisfaction indices will be developed to periodically measure improvements. | Ongoing |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|--------------------|----------------------------|--------------|
| Service Area: | City Administrator | Area Administrator: | Roger Fraser |
| Service Unit: | Administration | Manager: | Roger Fraser |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Monitor finances so as to assure near-term and long-term financial health of City. | 1 |
| B. To assure exemplary customer service, develop programs to improve customer service performance, including measures of satisfaction. | 2 |
| C. Develop two new initiatives relating to environmentally sustainable business practices. | 4 |
| D. Begin development of at least 60 units of very affordable housing with appropriate supportive services. | 6 |

See Budget Summaries Section, Page 53, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|-------------------------|-----------|------------------|------------------|
| City Admin Office Supr | 402020 | 1.00 | 1.00 |
| City Administrator | 403120 | 1.00 | 1.00 |
| Communications Unit Mgr | 403530 | 0.50 | 0.50 |
| Total | | 2.50 | 2.50 |



CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

Human Resources is responsible for employee/labor relations, contract negotiations, employee benefits, compensation, performance management, staffing and training/development, and human resources policies and procedures. There are 11.5 FTE employees in the Human Resources Unit.

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 852,545 | 810,988 | 861,113 | 710,301 | 823,860 | 806,160 |
| PAYROLL FRINGES/INSURANCE | 371,689 | 446,746 | 499,870 | 434,498 | 509,163 | 552,498 |
| OTHER SERVICES | 104,176 | 117,164 | 146,003 | 123,403 | 100,140 | 98,390 |
| MATERIALS & SUPPLIES | 35,098 | 20,439 | 65,425 | 64,525 | 28,500 | 28,500 |
| OTHER CHARGES | 17,267,153 | 17,211,278 | 17,680,817 | 18,032,810 | 16,859,738 | 17,728,386 |
| PASS THROUGHGS | - | 1,967,631 | 3,904,278 | 3,904,278 | 5,680,895 | 5,418,876 |
| CAPITAL OUTLAY | 1,345 | - | 17,298 | 17,298 | 2,000 | 2,000 |
| Total | \$18,632,006 | \$20,574,246 | \$23,174,804 | \$23,287,113 | \$24,004,296 | \$24,634,810 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| INSURANCE (0057) | 17,328,263 | 19,249,101 | 21,717,595 | 21,839,904 | 22,666,668 | 23,281,295 |
| GENERAL (0010) | 1,303,743 | 1,325,145 | 1,457,209 | 1,447,209 | 1,337,628 | 1,353,515 |
| Total | \$18,632,006 | \$20,574,246 | \$23,174,804 | \$23,287,113 | \$24,004,296 | \$24,634,810 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------|--------------|--------------|--------------|--------------|--------------|
| HUMAN RESOURCES | 12.50 | 12.50 | 12.50 | 11.50 | 11.50 |
| Total | 12.50 | 12.50 | 12.50 | 11.50 | 11.50 |

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

EXPENSES

Personnel Costs – The decrease in costs is associated with a reduction of 1.0 FTE.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The reduction reflects a transfer of the Customer Service grant budget and the Medical Services budget to the Non-Departmental budget and a decrease in the budgeted amount for employee recognition costs based on previous years' experience.

Materials & Supplies – The decrease in costs reflects a decrease in the Materials & Supplies budget based on previous years' experience.

Capital Outlay – The decrease is due to a one-time budgeted purchase in FY 09 that will not occur in FY 10.

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 \$281,759 in FY 10.

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|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|--------------------|----------------------------|-----------------|
| Service Area: | City Administrator | Area Administrator: | Roger Fraser |
| Service Unit: | Human Resources | Manager: | Robyn Wilkerson |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Implement Phase II of Ultimate (HRMS) in order to gain efficiencies and realize at least a 30% reduction in processing time throughout the City by June 30, 2009 utilizing the following modules: timekeeping and scheduling, employee benefits self service enrollment, and talent management. | 1, 2 |
| B. Re-negotiate five new labor agreements by June 30, 2009: Teamster Supervisors, PSA, IAFF, COAM and AAPOA. | 1 |
| C. Facilitate the education and integration of the revised Common Performance Behaviors amongst all employees and throughout our City operations by October 1, 2008. | 5 |
| D. Expand our employee development offerings by introducing competency-tracks designed specifically to support our strategic human resources planning efforts. | 5 |
| E. Redesign performance evaluation tools and processes for AFSCME and Teamsters bargaining units' employees and implement by January 1, 2009. | 5 |

| Service Unit Measures | Status |
|---|--------|
| A1 - 30% processing reduction in timekeeping | 100% |
| A2 - 30% processing reduction in employee benefits self service enrollment | 100% |
| A3 - 20% processing reduction in talent management module | 50% |
| B1 - Negotiations completed for Teamster Supervisors agreement | 75% |
| B2 - Negotiations completed for PSA agreement | 25% |
| B3 - Negotiations completed for IAFF agreement | 25% |
| B4 - Negotiations completed for COAM agreement | 25% |
| B5 - Negotiations completed for AAPOA agreement | 25% |
| C – Training held with staff members | 90% |
| D - Track offerings have been designed | 100% |
| E1 – Redesign of AFSCME performance evaluation tools | 0% |
| E2 – Redesign of Teamster performance evaluation tools | 75% |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|--------------------|----------------------------|-----------------|
| Service Area: | City Administrator | Area Administrator: | Roger Fraser |
| Service Unit: | Human Resources | Manager: | Robyn Wilkerson |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Expand HR services to auxiliary city units, such as DDA, 15 th District Court, Housing Commission and AAERS. | 1, 2, 3 |
| B. Perform organizational wide training needs assessment to determine priority training and development needs for the organization. Use this information to redesign the training offerings. | 1, 4, 5 |
| C. Utilize Interest Based Bargaining principles to gain positive direction on benefits and retirement costs. | 1, 2, 4, 5 |
| D. Develop an annual communication and marketing plan for the HR services area utilizing the new UltiPro.net framework, the A2 Central platform and various newsletters. | 4, 5 |
| E. Redesign UltiPro benefits site for improved communications with updated information, web links, both vendor and general, forms as needed, plan descriptions, etc. with the overall goals of paperless benefits processes. | 1, 5 |
| F. Continue overall objectives re: utilizing existing technology to drive organizational effectiveness and efficiencies; <ol style="list-style-type: none"> 1. UltiPro – Timekeeping/Staff Scheduler/Talent Management – utilizing web-based technology for performance reviews and training 2. Automate/populate “Retiree Company” 3. Critical upgrades to .net Version 10 and Cognos 8 reporting tool | 1, 2, 5 |
| G. HR staff members will utilize eight hours per month in the field learning first hand the work done by their assigned service areas. | 4, 5 |

See Budget Summaries Section, Page 53, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------------|-----------|------------------|------------------|
| AFSCME President | 110500 | 1.00 | 1.00 |
| Human Resources Service Partner | 403110 | 4.00 | 4.00 |
| Employee Benefits Analyst | 401530 | 1.00 | 1.00 |
| Employee Benefits Manager | 403690 | 1.00 | 1.00 |
| HR & Labor Relations Dir | 403890 | 1.00 | 1.00 |
| HR Technology Specialist | 401110 | 0.50 | 0.50 |
| Human Resources Coordinator | 000250 | 2.00 | 2.00 |
| Management Assistant | 000200 | 1.00 | 1.00 |
| Total | | 11.50 | 11.50 |



CITY ADMINISTRATOR SERVICE AREA

CITY 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. 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 and bike licenses, domestic partnerships, and banner permits. There are 5.5 FTEs in the City Clerk unit.

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| INTERGOVERNMENTAL REVENUES | 78,626 | 75,935 | 80,000 | 80,961 | 80,000 | 80,000 |
| LICENSES, PERMITS & REGISTRATION | 51,362 | 67,673 | 37,250 | 67,322 | 50,400 | 50,400 |
| MISCELLANEOUS REVENUE | 78,449 | 157,042 | 48,432 | 48,432 | 50,000 | 50,000 |
| Total | \$208,437 | \$300,650 | \$165,682 | \$196,715 | \$180,400 | \$180,400 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 203,987 | 300,650 | 165,682 | 196,715 | 180,400 | 180,400 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 4,450 | - | - | - | - | - |
| Total | \$208,437 | \$300,650 | \$165,682 | \$196,715 | \$180,400 | \$180,400 |

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 338,226 | 358,575 | 376,716 | 401,378 | 354,638 | 388,254 |
| PAYROLL FRINGES/INSURANCE | 204,241 | 234,949 | 247,734 | 256,132 | 269,779 | 300,790 |
| OTHER SERVICES | 185,149 | 218,471 | 243,382 | 262,993 | 193,460 | 270,207 |
| MATERIALS & SUPPLIES | 15,858 | 20,057 | 17,145 | 18,242 | 22,500 | 35,500 |
| OTHER CHARGES | 51,937 | 73,244 | 39,905 | 39,905 | 45,583 | 45,215 |
| Total | \$795,411 | \$905,296 | \$924,882 | \$978,650 | \$885,960 | \$1,039,966 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 790,961 | 905,296 | 924,882 | 978,650 | 885,960 | 1,039,966 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 4,450 | - | - | - | - | - |
| Total | \$795,411 | \$905,296 | \$924,882 | \$978,650 | \$885,960 | \$1,039,966 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| CITY CLERK SERVICES | 4.76 | 4.88 | 5.13 | 5.50 | 5.50 |
| Total | 4.76 | 4.88 | 5.13 | 5.50 | 5.50 |

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

REVENUES

Licenses, Permits & Registration – The increase reflects an increase in Liquor License, taxi driver and taxi owner fees based on previous years' experience.

EXPENSES

Personnel Services – The decrease in costs is associated with a reduction in temporary pay from the FY 09 level, which was higher due to the Presidential election. One temporary position in elections was also converted to a full-time equivalent and a .63 FTE clerical position was eliminated due to vacancy.

Payroll Fringes – The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services -The reduction reflects a decrease in costs that will be incurred, as the Clerk will be conducting only a local election this budget year.

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 Clerk Services Unit would be charged \$177,500 in FY 10.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------|----------------------------|--------------------|
| Service Area: | City Administration | Area Administrator: | Roger Fraser |
| Service Unit: | City Clerk | Manager: | Jacqueline Beaudry |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Implement election process improvements to ensure successful administration of the 2008 Presidential Election cycle | 2 |
| B. Identify emergency election day procedures, including alternate polling locations and ballot security measures | 2 |
| C. Continue citywide implementation of Legistar, including the addition of citizen boards and commissions to the system, to increase public access to city government and improve records management | 2 |

| Service Unit Measures | Status |
|---|-------------|
| A1 - Create and conduct specialized pollworker training program | Completed |
| A2 - Percentage of precincts staffed and organized to ensure wait times under 1 hour | 97% |
| A3 - Percentage of precincts determined to be recountable following election night closing | 100% |
| A4 - Percentage of precincts with assigned "greeters" and "closing supervisors" | 100% |
| A5 - Staff training and voter education efforts | Completed |
| B1 - Review and update draft plan from Emergency Management Office | Completed |
| B2 - Identify and secure an alternate polling locations and Clerk's Office for emergency | Completed |
| B3 - Train precinct chairperson on emergency procedures | Completed |
| C1 - Identify and train additional service area users | In-progress |
| C2 - Number of new citizen boards and commissions added to system | In-progress |

See Budget Summaries Section, Page 53, for list of City Goals

| | |
|---------------------------------------|--|
| FY 2010 | |
| GOALS AND PERFORMANCE MEASURES | |

| | | | |
|----------------------|---------------------|----------------------------|--------------------|
| Service Area: | City Administration | Area Administrator: | Roger Fraser |
| Service Unit: | City Clerk | Manager: | Jacqueline Beaudry |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Create and implement new pollworker training program for efficiencies in staff time and costs | 1, 2 |
| B. Continue citywide implementation of Legistar, including the addition of citizen boards and commissions to the system, to increase public access to city government and improve records management | 2 |

| Service Unit Measures | Status |
|---|--------|
| A1 - Create CD training program or web-based video training | |
| A2 - Number of pollworker recertifications completed outside classroom environment | |
| A3 - Savings of pollworker training budget | |
| B1 - Identify and train additional service area users | |
| B2 - Number of new citizen boards and commissions added to system | |

See Budget Summaries Section, Page 53, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 4 | 110044 | 2.00 | 2.00 |
| Admin Support Spec Lvl 5 | 110054 | 1.00 | 1.00 |
| City Clerk Services Mgr | 404020 | 1.00 | 1.00 |
| Elections Coordinator | 404010 | 1.00 | 1.00 |
| Election Worker-Recruiter | 001270 | 0.50 | 0.50 |
| Total | | 5.50 | 5.50 |



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS OFFICE

The Communications Office has 11.5 FTEs and 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 the Michigan Uniform Video Service Local Franchise agreements, operates Community Television Network and supports the Cable Commission.

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| INVESTMENT INCOME | 130,181 | 159,579 | 79,942 | 122,298 | 75,000 | 75,000 |
| LICENSES, PERMITS & REGISTRATION | 1,398,716 | 1,613,468 | 1,401,945 | 1,622,660 | 1,510,045 | 1,567,051 |
| MISCELLANEOUS REVENUE | 63,489 | 994 | 1,000 | 595 | - | - |
| Total | \$1,592,386 | \$1,774,041 | \$1,482,887 | \$1,745,553 | \$1,585,045 | \$1,642,051 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| COMMUNICATIONS OFFICE (0016) | 1,592,386 | 1,774,041 | 1,482,887 | 1,745,553 | 1,585,045 | 1,642,051 |
| Total | \$1,592,386 | \$1,774,041 | \$1,482,887 | \$1,745,553 | \$1,585,045 | \$1,642,051 |

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 584,087 | 581,741 | 623,485 | 620,539 | 605,200 | 620,178 |
| PAYROLL FRINGES/INSURANCE | 232,511 | 266,417 | 298,791 | 298,176 | 337,871 | 378,354 |
| OTHER SERVICES | 141,590 | 242,286 | 210,990 | 205,094 | 263,645 | 264,657 |
| MATERIALS & SUPPLIES | 13,220 | 37,792 | 17,700 | 17,441 | 11,500 | 11,500 |
| OTHER CHARGES | 194,375 | 161,118 | 176,921 | 158,792 | 191,829 | 192,362 |
| PASS THROUGHES | 10,000 | - | - | - | - | - |
| CAPITAL OUTLAY | 51,873 | 119,760 | 155,000 | 147,521 | 175,000 | 175,000 |
| Total | \$1,227,656 | \$1,409,114 | \$1,482,887 | \$1,447,563 | \$1,585,045 | \$1,642,051 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| COMMUNICATIONS OFFICE (0016) | 1,227,656 | 1,409,114 | 1,482,887 | 1,447,563 | 1,585,045 | 1,642,051 |
| Total | \$1,227,656 | \$1,409,114 | \$1,482,887 | \$1,447,563 | \$1,585,045 | \$1,642,051 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------|--------------|--------------|--------------|--------------|--------------|
| COMMUNICATIONS OFFICE | 12.23 | 11.50 | 11.50 | 11.50 | 11.50 |
| Total | 12.23 | 11.50 | 11.50 | 11.50 | 11.50 |

**CITY ADMINISTRATOR SERVICES AREA
COMMUNICATIONS OFFICE UNIT**

REVENUE

The increase reflects a conservative increase of franchise fees and PEG revenue based on analysis of previous years' actual revenue received.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – Reflects increase due to new 11-year lease agreement as well as utilities, building maintenance and contract services related to lease agreement.

Materials & Supplies - The decrease is due to elimination of library tape and video supplies and a decrease in set supplies.

Other Charges – The increase is primarily a result of increased transfer to the Information Technology Fund and Municipal Service Charge.

Capital Outlay - The increase is due to the changing needs for capital equipment from year to year.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------------|----------------------------|---------------|
| Service Area: | Administration | Area Administrator: | Roger Fraser |
| Service Unit: | Communications Office | Manager: | Lisa Wondrash |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Increase by 5 percent (743 total) information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2008 to June 30, 2009. | 2 |
| B. Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2008 to June 30, 2009. | 2 |

| Service Unit Measures/Scoreboards | Status |
|---|-----------|
| A - Track the number of information pieces distributed monthly (information pieces include print/online newsletter, news releases, events, public information meetings, CTN public access and government produced programs, website pages, etc.) | Completed |
| B - Track status of technology resource projects and implementation completion each month. These new resources include MOSS Intranet and integrating new media ideas into CTN's production delivery services. | Completed |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------------|----------------------------|---------------|
| Service Area: | Administration | Area Administrator: | Roger Fraser |
| Service Unit: | Communications Office | Manager: | Lisa Wondrash |

| Service Unit Goals | City Goals: |
|---|-------------|
| F. Increase by 15 percent (854 total) information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2009 to June 30, 2010. | 4 |
| G. Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2009 to June 30, 2010. | 2 |
| H. Increase access to quality Public, Educational, and Government media via Community Television Network programs that support and reflect local diversity and the free exchange of information in the Ann Arbor community from July 1, 2009 to June 30, 2010. | 4 |

| Service Unit Measures/Scoreboards | Status |
|--|--------|
| A - Track the number of information pieces distributed monthly and highlight up to three hot topics via the Communication Office Matrix (information pieces include print/online newsletter, news releases, events, public information meetings, Gov Delivery notifications, CTN programs, website page updates/development) by June 30, 2010. | |
| B - Track status of technology resource project implementations each month. These new resources include A2 Central focus group improvements, integration of new media to promote City information and CTN services, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and clickthroughs, A2C report, SurveyMonkey, VOD views) by June 30, 2010. | |
| C - Track the number of training participants, clients, and PEG programs (detailed information to include specific training classes, participants, clients using media services in-house as well as checking out equipment, specific government clients served and topics covered in programs each month) via the CTN monthly report to develop a baseline for future goal-setting by June 30, 2010. | |

See Budget Summaries Section, Page 53, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

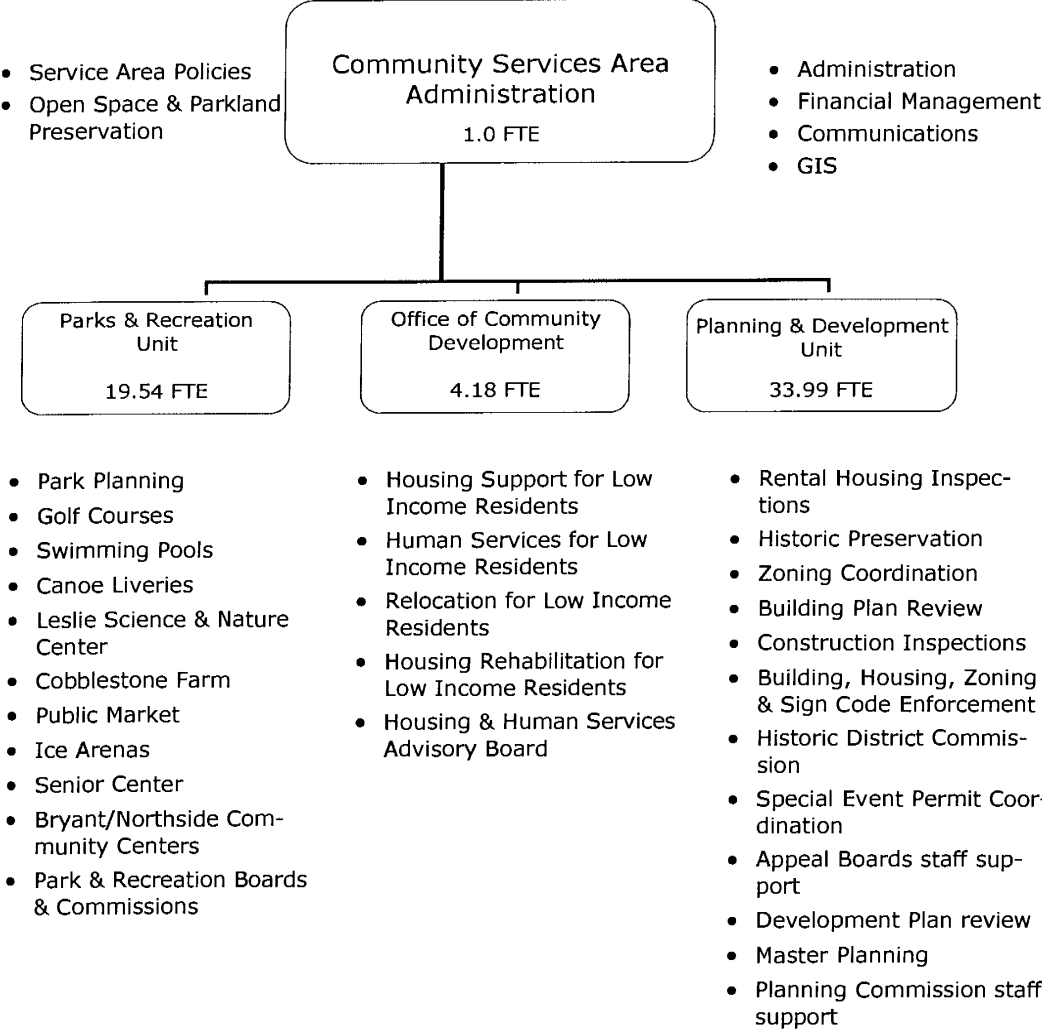
Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 2 | 110024 | 1.00 | 1.00 |
| Asst Mgr City Productions | 402050 | 1.00 | 1.00 |
| Asst Mgr Public & Educ Ac | 402060 | 1.00 | 1.00 |
| City Communications Mgr | 402040 | 1.00 | 1.00 |
| Communications Unit Mgr | 403530 | 0.50 | 0.50 |
| CTN Manager | 402030 | 1.00 | 1.00 |
| Producer | 110520 | 3.00 | 3.00 |
| Programmer | 110510 | 2.00 | 2.00 |
| Training & Facility Coord | 110530 | 1.00 | 1.00 |
| Total | | 11.50 | 11.50 |



COMMUNITY SERVICES AREA

Community Services Area Organization Chart



The Community Services Area is comprised of three Service Area Units: Planning & Development, Office of Community Development and Parks & Recreation. These Service Units provide the organization with a broad array of services such as: Parks Planning, Recreation Programs, Development Plan Review, Building Inspections, Low-Income Housing Support, Historic Preservation, Zoning and Permits.

COMMUNITY SERVICES AREA

Revenues By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PARKS & RECREATION SERVICES | 15,160,347 | 14,248,965 | 10,878,170 | 9,591,084 | 5,494,835 | 5,276,297 |
| PLANNING & DEVELOPMENT SERVICES | 3,673,848 | 4,694,922 | 4,450,886 | 3,988,858 | 4,308,650 | 3,963,444 |
| OFFICE OF COMMUNITY DEVELOPMENT | 2,999,585 | 3,220,776 | 4,694,750 | 3,448,924 | 470,694 | 459,434 |
| COMMUNITY SERVICES ADMINISTRATION | - | - | - | - | 2,299,057 | 2,144,862 |
| Total | \$21,833,780 | \$22,164,663 | \$20,023,806 | \$17,028,866 | \$12,573,236 | \$11,844,037 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 3,625,614 | 3,361,496 | 4,108,142 | 3,271,675 | 3,646,984 | 3,525,511 |
| CONSTRUCTION CODE FUND (0026) | 2,474,263 | 3,468,517 | 3,298,507 | 2,885,508 | 3,115,680 | 2,740,265 |
| OPEN SPACE & PARKLAND PRESERVATION (0024) | 8,721,019 | 7,373,672 | 3,525,508 | 4,512,125 | 2,299,057 | 2,144,862 |
| GOLF ENTERPRISE (0047) | 825,554 | 2,455,679 | 1,741,480 | 1,010,307 | 1,751,189 | 1,750,993 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 1,214,542 | 1,243,619 | 1,239,742 | 1,038,607 | 984,599 |
| AFFORDABLE HOUSING (0070) | 220,441 | 250,461 | 482,718 | 527,000 | 204,008 | 180,811 |
| OPEN SPACE & PARKLAND PRESERVATION (0029) | 771,033 | 497,328 | - | 250,000 | 200,000 | 200,000 |
| MARKET (0046) | 147,009 | 163,156 | 295,751 | 133,941 | 150,775 | 154,000 |
| PARKS MEMORIALS & CONTRIBUTIONS (0034) | 46,761 | 165,573 | 114,000 | 37,500 | 64,000 | 66,500 |
| PARKS REHAB & DEVELOPMENT MILLAGE (0018) | 2,279,888 | 258,844 | 1,457,617 | - | 56,207 | 57,891 |
| BANDEMER PROPERTY (0025) | 16,579 | 18,587 | 4,372 | 20,372 | 22,500 | 22,500 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | - | - | 177,331 | - | 9,177 | - |
| ANN ARBOR ASSISTANCE (0038) | 5,180 | 7,147 | 6,000 | 8,000 | 8,000 | 8,000 |
| ART IN PUBLIC PLACES (0056) | - | - | 6,627 | 6,627 | 6,052 | 7,105 |
| OPEN SPACE ENDOWMENT (0041) | 95,676 | 25,405 | 23,867 | 214,802 | 1,000 | 1,000 |
| HOME PROGRAM (0090) | 1,081,677 | 1,561,858 | 1,986,974 | 1,684,974 | - | - |
| COMMUNITY DEVELOPMENT BLOCK GRANT (0078) | 1,523,086 | 1,342,398 | 1,551,293 | 1,226,293 | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | - | - | - | - | - | - |
| SENIOR CENTER ENDOWMENT (0083) | - | - | - | - | - | - |
| LESLIE HOMESTEAD (0096) | - | - | - | - | - | - |
| Total | \$21,833,780 | \$22,164,663 | \$20,023,806 | \$17,028,866 | \$12,573,236 | \$11,844,037 |

COMMUNITY SERVICES AREA

Expenses By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PARKS & RECREATION SERVICES | 16,719,281 | 19,443,399 | 10,404,261 | 15,470,295 | 6,804,511 | 6,544,934 |
| PLANNING & DEVELOPMENT | | | | | | |
| SERVICES | 4,291,262 | 5,239,761 | 5,416,951 | 4,975,424 | 5,060,934 | 5,033,308 |
| OFFICE OF COMMUNITY | | | | | | |
| DEVELOPMENT | 5,194,158 | 5,370,587 | 6,472,892 | 5,802,907 | 2,640,707 | 2,139,477 |
| COMMUNITY SERVICES | | | | | | |
| ADMINISTRATION | - | - | - | 87,800 | 2,613,955 | 2,502,256 |
| Total | \$26,204,701 | \$30,053,747 | \$22,294,104 | \$26,336,426 | \$17,120,107 | \$16,219,975 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 8,206,488 | 7,871,590 | 8,427,411 | 8,328,926 | 8,740,642 | 8,154,233 |
| CONSTRUCTION CODE FUND (0026) | 2,196,903 | 3,217,983 | 3,298,167 | 2,975,938 | 2,795,649 | 2,684,941 |
| OPEN SPACE & PARKLAND | | | | | | |
| PRESERVATION (0024) | 5,189,166 | 7,945,645 | 3,521,052 | 4,567,639 | 2,299,057 | 2,141,830 |
| GOLF ENTERPRISE (0047) | 1,164,546 | 1,316,937 | 1,741,478 | 1,577,088 | 1,719,047 | 1,750,993 |
| PARKS MAINTENANCE & CAPITAL | | | | | | |
| IMPROVEMENTS (0071) | - | 361,072 | 650,359 | 414,717 | 1,035,671 | 981,567 |
| AFFORDABLE HOUSING (0070) | 249,278 | 214,319 | 456,645 | 411,660 | 204,008 | 180,811 |
| MARKET (0046) | 124,636 | 136,006 | 289,445 | 286,542 | 150,775 | 154,000 |
| PARKS MEMORIALS & | | | | | | |
| CONTRIBUTIONS (0034) | 7,557 | 74,616 | 99,917 | 17,500 | 64,000 | 66,500 |
| PARKS REHAB & DEVELOPMENT | | | | | | |
| MILLAGE (0018) | 1,198,298 | 1,337,471 | 47,898 | 913,773 | 56,203 | 57,891 |
| BANDEMER PROPERTY (0025) | 852 | 171,577 | 1,646 | 1,646 | 22,500 | 22,500 |
| ALTERNATIVE TRANSPORTATION | | | | | | |
| (0061) | - | 14,399 | 14,621 | - | 15,378 | 16,709 |
| PARKS REPAIR AND RESTORATION | | | | | | |
| MILLAGE (0006) | 255,290 | 116,885 | 177,331 | 177,331 | 9,177 | - |
| ANN ARBOR ASSISTANCE (0038) | - | 14,203 | 6,000 | 8,000 | 8,000 | 8,000 |
| OPEN SPACE & PARKLAND | | | | | | |
| PRESERVATION (0029) | 5,006,924 | 4,356,793 | - | 3,529,597 | - | - |
| HOME PROGRAM (0090) | 1,081,677 | 1,561,857 | 1,986,974 | 1,684,974 | - | - |
| COMMUNITY DEVELOPMENT BLOCK | | | | | | |
| GRANT (0078) | 1,523,086 | 1,342,394 | 1,551,293 | 1,226,293 | - | - |
| OPEN SPACE ENDOWMENT (0041) | - | - | 23,867 | 214,802 | - | - |
| Total | \$26,204,701 | \$30,053,747 | \$22,294,104 | \$26,336,426 | \$17,120,107 | \$16,219,975 |

Note : FY10 & FY11 totals equal net of Community Services Administrative costs transferred in from Non-Departmental for Downtown Strategy.

\$(62,106) \$(100,000)

Total – Adjusted for Downtown Strategy \$26,204,701 \$30,053,747 \$22,294,104 \$26,336,426 \$17,058,001 \$16,119,975

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|
| COMMUNITY SERVICES | | | | | |
| ADMINISTRATION | - | - | - | 1.00 | 1.00 |
| OFFICE OF COMMUNITY | | | | | |
| DEVELOPMENT | 7.63 | 7.89 | 5.89 | 4.18 | 4.18 |
| PARKS & RECREATION SERVICES | 23.23 | 21.28 | 20.78 | 19.54 | 18.54 |
| PLANNING & DEVELOPMENT | | | | | |
| SERVICES | 33.27 | 34.58 | 34.58 | 33.99 | 29.49 |
| Total | 64.13 | 63.75 | 61.25 | 58.71 | 53.21 |





COMMUNITY SERVICES AREA

COMMUNITY SERVICES ADMINISTRATION

The Administrative Services Unit is one of four service units in the Community Services Area. It has 1.0 FTE and coordinates administration and policy work for the service area, including financial, communications and marketing, and Graphical Information Systems (GIS) support. Administrative Services also manages the Open Space and Parkland Preservation Program.

COMMUNITY SERVICES AREA
COMMUNITY SERVICES ADMINISTRATION

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PRIOR YEAR SURPLUS | - | - | - | - | 2,262,513 | 2,144,862 |
| TAXES | - | - | - | - | 36,544 | - |
| Total | \$ | \$ | \$ | \$ | \$2,299,057 | \$2,144,862 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| OPEN SPACE & PARKLAND PRESERVATION (0024) | - | - | - | - | 2,299,057 | 2,144,862 |
| Total | \$ | \$ | \$ | \$ | \$2,299,057 | \$2,144,862 |

**COMMUNITY SERVICES AREA
COMMUNITY SERVICES ADMINISTRATION**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | - | - | - | - | 126,436 | 134,760 |
| PAYROLL FRINGES/INSURANCE | - | - | - | - | 38,465 | 43,674 |
| OTHER SERVICES | - | - | - | 75,700 | 170,606 | 203,150 |
| MATERIALS & SUPPLIES | - | - | - | 10,500 | 10,500 | 11,500 |
| OTHER CHARGES | - | - | - | 1,600 | 42,768 | 3,372 |
| PASS THROUGHES | - | - | - | - | 1,198,175 | 1,212,375 |
| CAPITAL OUTLAY | - | - | - | - | 1,027,005 | 893,425 |
| Total | \$ | \$ | \$ | \$87,800 | \$2,613,955 | \$2,502,256 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| OPEN SPACE & PARKLAND PRESERVATION (0024) | - | - | - | - | 2,299,057 | 2,141,830 |
| GENERAL (0010) | - | - | - | 87,800 | 314,898 | 360,426 |
| Total | \$ | \$ | \$ | \$87,800 | \$2,613,955 | \$2,502,256 |

Note : FY10 & FY11 totals equal net of
Community Services Administrative costs
transferred in from Non-Departmental for
Downtown Strategy.

\$(62,106) \$(100,000)

Total – Adjusted for Downtown Strategy \$ \$ \$ \$87,800 \$2,551,849 \$2,402,256

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------------------------------|-------------|-------------|-------------|-------------|-------------|
| COMMUNITY SERVICES ADMINISTRATION | - | - | - | 1.00 | 1.00 |
| Total | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |

COMMUNITY SERVICES AREA ADMINISTRATION

EXPENSES

Personnel Services – A staff member from Parks and Recreation Services has been reallocated based on work activities to Community Services Administration.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

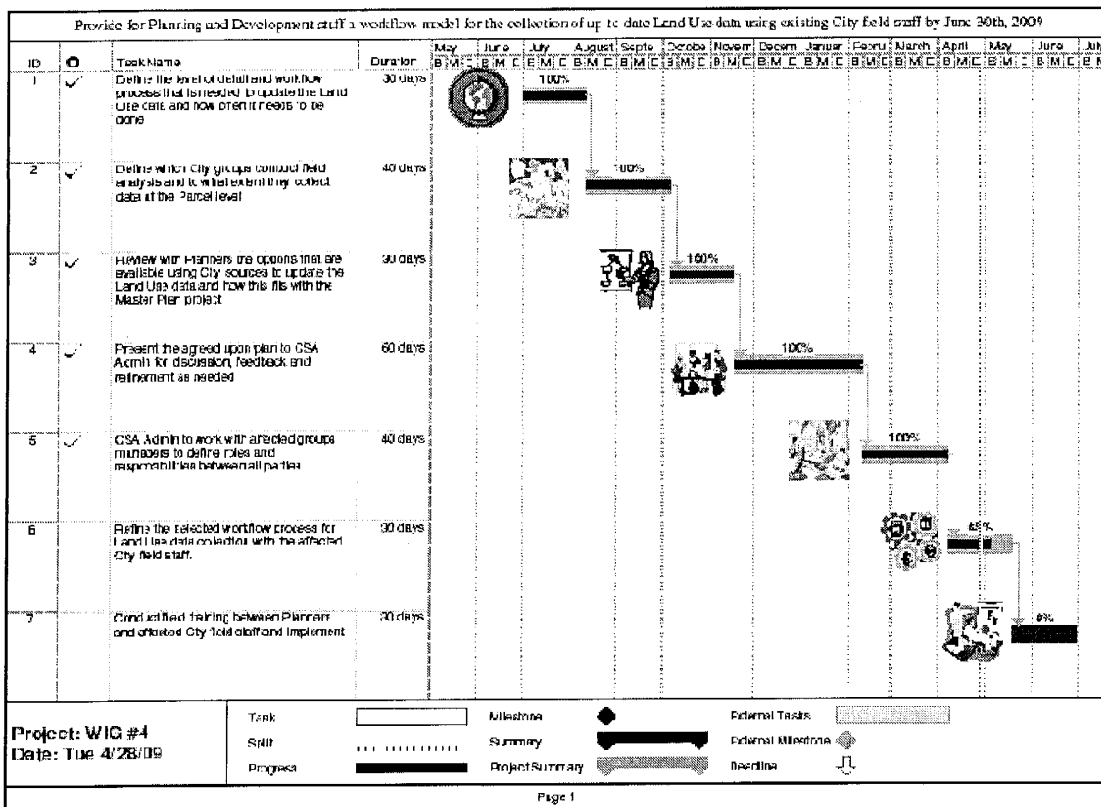
Other Services - The increase is due to an increase for support to the Housing Commission.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-------------------------|----------------------------|--------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Administration Services | Manager: | Jayne Miller |

| Service Unit Goals | City Goals: |
|---|--------------------|
| A. GIS - For Planning and Development staff - provide a workflow model for the collection of up to date Land Use data using existing City field staff by June 30th, 2009. | 1, 2 |
| B. Financial Management - Create a financial forecasting model to be used by CSA managers for monitoring trends in revenue and expenditures by April 30, 2009. | 1 |
| <p>C. Communications - Increase by 5 percent information distributed to internal and external audiences about Ann Arbor municipal news, programs and services from July 1, 2008 to June 30, 2009.</p> <p>Track the number of information pieces distributed monthly (information pieces include print/online newsletter, news releases, events, public information meetings, CTN public access and government produced programs, Web site pages, GovDelivery subscribers, etc.</p> | |

| Service Unit Measures/Scoreboards | Status |
|--|---------------|
| A1 – Define the level of detail and workflow process that is needed to update the Land Use data and how often it needs to be done. | 100% |
| A2 – Define which City groups conduct field analysis and to what extent they collect data at the Parcel level. | 100% |
| A3 – Review with Planners the options that are available using City sources to update the Land Use data and how this fits with the Master Plan project. | 100% |
| A4 – Present the agreed upon plan to CSA Admin for discussion, feedback and refinement as needed. | 100% |
| A5 – CSA Admin to work with affected group’s managers to define roles and responsibilities between all parties. | 100% |
| A6 – Refine the selected workflow process for Land Use data collection with affected City field staff. | 65% |
| A7 – Conduct field training between Planners and affected field staff and implement. | 0% |

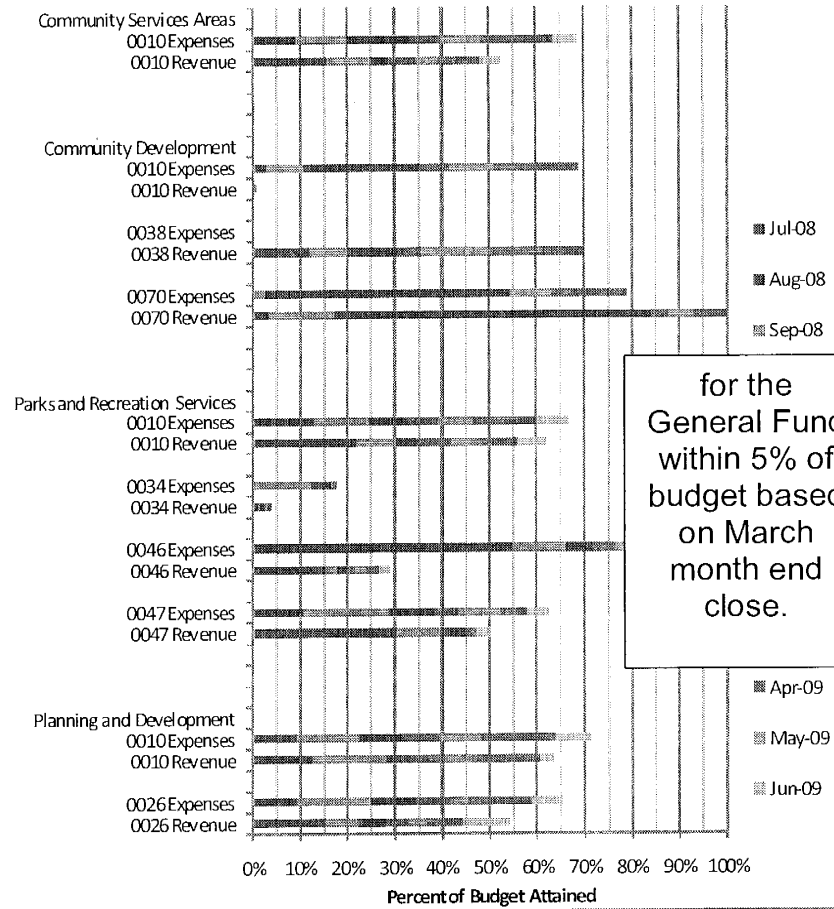


85 % complete 220 days of work complete / 260 total days

B1 - Monthly financial reviews completed within two weeks of month end close.

All materials provided for monthly financial review meetings.

**Will CSA Revenue and Expenditures meet the Budget?
monthly revenue and expenses as % of budget**



for the General Fund within 5% of budget based on March month end close.

| | |
|---|---|
| C1 - Complete implementation of 2008-09 golf course marketing plan by June 30, 2009. | Completed 2008 – moving forward with 2009 |
| C2 - Work with the Community Development staff to further promote their services (Barrier Busters, Neighborhood Rehabilitation Program) throughout FY09. | Marketing plan launched. Ongoing in 2009 |
| C3 - Establish, through collaboration with service area staff, a strategic communication plan for eight Parks & Recreation facilities that incorporates short and long term goals based on their seasonal schedules. | Not started |
| C4 - Enhance access to service area information and opportunities through the regular use of GovDelivery. Generate monthly general bulletins and newsletters to promote Parks & Recreation, Community Development and Planning & Development services. | Ongoing |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-------------------------|----------------------------|--------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Administration Services | Manager: | Jayne Miller |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. GIS - For Land Acquisition staff – program an automated GIS application to more efficiently process Greenbelt (GB) application packets by June 30, 2010. | 1, 2, 5 |
| B. Financial Management - Improve financial forecasting models used by CSA managers for monitoring trends in revenue and expenditures by June 30, 2010. | 1 |
| C. Financial Management - Review the City planning and development process to determine true costs across systems and recommend an updated fee structure by June 30, 2010. | 1 |
| D. Communications - Increase by 15 percent/425 total (compared to 5 percent in FY 2009) information distributed to internal and external audiences about the Community Services Area activities by June 30, 2010. | 2 |
| E. Communications - Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives by June 30, 2010. | 2 |

| Service Unit Measures/Scoreboards | Status |
|--|--------|
| A1 - Define the parameters that will be needed to provide a faster and more efficient computer application to process GB packets using the GB selection specifications by July 31, 2009. | |
| A2 - Attend on-line ESRI training and purchase hardcopy reference books to learn how to program the ArcMap software application using Visual Basic for Applications (VBA) by October 1, 2009. | |
| A3 - Code the ArcMap software to fulfill the GB selection specifications by March 1, 2010. | |
| A4 - Debug the GIS software by February 26, 2010. | |
| A5 - Test the GIS software vs. a typical GB manual packet process by May 3, 2010. | |
| A6 - Refine the GIS application as needed by June 30, 2010. | |
| B1 - Create monthly revenue and expenditure forecasts for Planning and Development Services and the Office of Community Development as a basis for comparing to actuals by June 30, 2010. | |
| C1 - Create Team Charter by July 1, 2009. | |
| C2 - Establish and coordinate a work group across Service Areas to review Planning and Development processes by August 1, 2009. | |
| C3 - Complete cost analysis of current planning and development | |

| | |
|---|--|
| processes by December 31, 2010. | |
| C4 - Develop fee recommendations for City Administration for FY 2011 by February 28, 2010. | |
| D - Track CSA produced information pieces each month via the monthly Communication Office Tracking Report to demonstrate a 15 percent increase by June 30, 2010. | |
| <p>E - Implement social media tools to enhance Parks & Recreation facility visibility. These new technology resources include the creation of Facebook pages, continued Gov Delivery notifications, and researching podcasting opportunities by June 30, 2010.</p> <ul style="list-style-type: none"> ○ Maintain and update already created Facebook pages for the City of Ann Arbor pools, golf courses, Farmers Market and the canoe liveries throughout FY 2010. ○ Create Facebook pages for the ice rinks, Cobblestone Farm and City of Ann Arbor Parks & Recreation Services by September 1, 2009, maintain, and update these pages throughout FY 2010. | |

See Budget Summaries Section, Page 53, for list of City Goals

COMMUNITY SERVICES AREA
COMMUNITY SERVICES ADMINISTRATION

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|--------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 4 | 110044 | 1.00 | 1.00 |
| Total | | 1.00 | 1.00 |



COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

The Planning and Development Services Unit is one of four service units in the Community Services Area. It has 33.99 FTEs and handles rental housing inspections, historic preservation, zoning coordination, construction inspections and permits. It provides enforcement for land use, building, housing and sign codes. It handles master planning, site plan review, and provides support for the Planning Commission, Historic District Commission, and the Sign, Building, Housing and Zoning Boards of Appeal.

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| INVESTMENT INCOME | 81,286 | 100,598 | - | - | - | - |
| LICENSES, PERMITS & REGISTRATION | 3,452,073 | 4,298,611 | 3,655,671 | 3,114,608 | 4,208,300 | 3,863,094 |
| MISCELLANEOUS REVENUE | 40,489 | 15,635 | 350 | 1,250 | 350 | 350 |
| PRIOR YEAR SURPLUS | - | - | 507,203 | - | - | - |
| OPERATING TRANSFERS | 100,000 | 280,078 | 287,662 | 873,000 | 100,000 | 100,000 |
| Total | \$3,673,848 | \$4,694,922 | \$4,450,886 | \$3,988,858 | \$4,308,650 | \$3,963,444 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| CONSTRUCTION CODE FUND (0026) | 2,474,263 | 3,468,517 | 3,298,507 | 2,885,508 | 3,115,680 | 2,740,265 |
| GENERAL (0010) | 1,199,585 | 1,226,405 | 1,152,379 | 1,103,350 | 1,192,970 | 1,223,179 |
| Total | \$3,673,848 | \$4,694,922 | \$4,450,886 | \$3,988,858 | \$4,308,650 | \$3,963,444 |

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 2,063,207 | 2,200,950 | 2,290,971 | 2,366,677 | 2,227,564 | 2,064,808 |
| PAYROLL FRINGES/INSURANCE | 1,086,741 | 1,407,991 | 1,514,079 | 1,467,290 | 1,560,816 | 1,612,709 |
| OTHER SERVICES | 381,122 | 385,839 | 318,045 | 340,533 | 412,409 | 520,075 |
| MATERIALS & SUPPLIES | 41,615 | 47,421 | 24,788 | 25,000 | 25,500 | 25,500 |
| OTHER CHARGES | 600,808 | 1,065,724 | 1,129,068 | 635,924 | 694,645 | 670,216 |
| PASS THROUGHGS | 117,769 | 129,996 | 140,000 | 140,000 | 140,000 | 140,000 |
| CAPITAL OUTLAY | - | 835 | - | - | - | - |
| VEHICLE OPERATING COSTS | - | 1,005 | - | - | - | - |
| Total | \$4,291,262 | \$5,239,761 | \$5,416,951 | \$4,975,424 | \$5,060,934 | \$5,033,308 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| CONSTRUCTION CODE FUND (0026) | 2,196,903 | 3,217,983 | 3,298,167 | 2,975,938 | 2,795,649 | 2,684,941 |
| GENERAL (0010) | 2,094,359 | 2,007,379 | 2,104,163 | 1,999,486 | 2,249,907 | 2,331,658 |
| ALTERNATIVE TRANSPORTATION (0061) | - | 14,399 | 14,621 | - | 15,378 | 16,709 |
| Total | \$4,291,262 | \$5,239,761 | \$5,416,951 | \$4,975,424 | \$5,060,934 | \$5,033,308 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|
| PLANNING & DEVELOPMENT SERVICES | 33.27 | 34.58 | 34.58 | 33.99 | 29.49 |
| Total | 33.27 | 34.58 | 34.58 | 33.99 | 29.49 |

COMMUNITY SERVICES AREA PLANNING & DEVELOPMENT SERVICES

REVENUES

The decrease in the Construction Code Fund is due to the decrease in construction due to a slowdown in the economy. The increase in the General Fund is the result of increases to housing rental inspection fees and other select fee increases.

EXPENSES

Personnel Services – The decrease in FY 2011 is a result of decreased personnel by 4.5 full time employees.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The increase is a result of an increase in costs for Fleet Maintenance & Repair, Fleet Fuel, and Fleet Depreciation.

Other Charges – The decrease is a result of a decrease in costs for the Transfer to IT Fund charges.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units that 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 \$909,268 in FY 10.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|-----------------------------------|----------------------------|--------------|
| Service Area: | Community Services Area | Area Administrator: | Jayne Miller |
| Service Unit: | Planning and Development Services | Manager: | Mark Lloyd |

| Service Unit Goals | City Goals: |
|--|-------------------|
| A. Improve construction inspection services by reducing time between requests for service and conducting inspection within two business days of request 90% of the time. | 2, 3 and 6 |
| B. Improve rental housing inspection service by conducting initial inspection within 60 days of request for service 90% of the time. | 2, 3 and 6 |
| C. Improve plan review services by reducing time between submittal and completion of construction plans for review to within two weeks from date of service request 80% of the time. | 2 |
| D. Improve development review process by reducing time between site plan submittal and placement on City planning Commission agenda to within 8 weeks from the date application is deemed complete 80% of the time. | 2 |

| Service Unit Measures | Status | | | | | | | | | | | | | | | | | | | | |
|---|--------|----------------|----------------|---------------|--|-----|-----|-----|--|-----|-----|-----|--|-----|-----|-----|--|-----|------|------|--|
| <p>Planning & Development - Improve Inspection and Plan Review Services</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Metric</th> <th>Target</th> <th>Previous Month</th> <th>Current Month</th> </tr> </thead> <tbody> <tr> <td>Construction Inspections within 24hrs of Request</td> <td>90%</td> <td>90%</td> <td>95%</td> </tr> <tr> <td>Initial Housing Inspections within 60 Days</td> <td>90%</td> <td>90%</td> <td>80%</td> </tr> <tr> <td>Construction Plan Reviews Completed in Two Weeks</td> <td>80%</td> <td>95%</td> <td>95%</td> </tr> <tr> <td>Development Reviews on Planning Commission Agenda in 8 Weeks</td> <td>80%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> | Metric | Target | Previous Month | Current Month | Construction Inspections within 24hrs of Request | 90% | 90% | 95% | Initial Housing Inspections within 60 Days | 90% | 90% | 80% | Construction Plan Reviews Completed in Two Weeks | 80% | 95% | 95% | Development Reviews on Planning Commission Agenda in 8 Weeks | 80% | 100% | 100% | <p>Through March 2009</p> <p>Goal A. Met</p> <p>Goal B. Met</p> <p>Goal C. Exceeded</p> <p>Goal D. Met</p> |
| Metric | Target | Previous Month | Current Month | | | | | | | | | | | | | | | | | | |
| Construction Inspections within 24hrs of Request | 90% | 90% | 95% | | | | | | | | | | | | | | | | | | |
| Initial Housing Inspections within 60 Days | 90% | 90% | 80% | | | | | | | | | | | | | | | | | | |
| Construction Plan Reviews Completed in Two Weeks | 80% | 95% | 95% | | | | | | | | | | | | | | | | | | |
| Development Reviews on Planning Commission Agenda in 8 Weeks | 80% | 100% | 100% | | | | | | | | | | | | | | | | | | |

See Budget Summaries Section, Page 53, for list of City Goals

**FY 2010
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|-----------------------------------|----------------------------|--------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Planning and Development Services | Manager: | Mark Lloyd |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Improve construction inspection services by reducing time between requests for service and conducting inspection within two business days of request 90% of the time. | 2, 3 & 6 |
| B. Improve rental housing inspection service by conducting initial inspection within 60 days of request for service 90% of the time. | 2, 3 & 6 |
| C. Improve development review process by reducing time between site plan submittal and placement on City Planning Commission agenda to within 8 weeks from the date application is deemed complete 80% of the time. | 2 |
| D. Improve communication of Planning and Development activities utilizing TrackIt software: <ol style="list-style-type: none"> 1. Provide website access for Projects Under Review allowing users to navigate map programs to see project names and descriptions by January 31, 2010. 2. Provide notification of Projects Under Review via Really Simple Syndication (RSS) feed utilizing information on TrackIt by June 30, 2010. 3. Update and reorganize Planning and Development Services web pages to provide easier access to information by June 30, 2010. | 2 & 3 |
| E. Improve plan review services by reducing time between submittal and completion of construction plans for review to within two weeks from date of service request 80% of the time. | 2 |
| F. Commence Phase II of City's Comprehensive Master Planning effort completing the following: <ol style="list-style-type: none"> 1. Establish scope/kickoff public workshop by January 31, 2010. 2. Create outline of plan by June 30, 2010. | 1, 2, 3 & 4 |

| Service Unit Measures | Status |
|--|--------|
| A - Conduct construction inspections within two business days of request 90% of the time. | |
| B - Conduct initial rental housing inspections within 60 days of service request 90% of the time. | |
| C - Place site plan submittals on City Planning Commission agenda within 8 weeks of submittal from the date application is deemed complete 80% of the time. | |
| D1 - Provide website access to all customers for Projects Under Review by January 30, 2010. | |

| | |
|--|--|
| D2 - Provide immediate notification of Projects Under Review to all customers requesting service via Really Simple Syndication feed by June 30, 2010. | |
| D3 - Update and reorganize Planning and Development Services web pages by June 30, 2010. | |
| E - Complete construction plan review within two weeks from date of service request. | |
| F1 - Establish scope for Comprehensive Master Plan update and kickoff public workshop by January 31, 2010. | |
| F2 - Create Master Plan outline by June 30, 2010. | |

See Budget Summaries Section, Page 53, for list of City Goals

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 1.00 | - |
| Admin Support Spec Lvl 4 | 110044 | 2.00 | 1.00 |
| Admin Support Spec Lvl 5 | 110054 | 3.80 | 3.80 |
| Building Official | 403260 | 1.00 | 1.00 |
| City Communication Liaiso | 401180 | 0.06 | 0.06 |
| City Planner 4 | 110444 | 2.00 | 1.50 |
| City Planner 5 | 110454 | 3.00 | 3.00 |
| Comm Services Administrat | 403630 | 0.30 | 0.30 |
| Development Srvs Insp V | 110554 | 14.00 | 12.00 |
| Development Srvs Insp V | 110555 | 2.00 | 2.00 |
| Financial Mgr - Comm Serv | 401500 | 0.30 | 0.30 |
| GIS Coordinator | 401520 | 0.42 | 0.42 |
| Inspection Supervisor | 192831 | 1.00 | 1.00 |
| Management Assistant | 000200 | 1.11 | 1.11 |
| Plan & Dev Serv Unit Mgr | 401510 | 1.00 | 1.00 |
| Senior City Planner | 404110 | 1.00 | 1.00 |
| Total | | 33.99 | 29.49 |



COMMUNITY SERVICES AREA

OFFICE OF COMMUNITY DEVELOPMENT

The Office of Community Development is one of four service units in the Community Services Area. The office has been merged with its Washtenaw County counterpart, to provide streamlined service delivery within the City of Ann Arbor/Washtenaw County region. It has 4.18 City FTEs and provides housing and human services support for low-income residents. This unit also provides relocation and housing rehabilitation for low-income residents and serves as support for the Housing and Human Services Advisory Board.

COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| CONTRIBUTIONS | 55,180 | 22,147 | 5,950 | 38,000 | 8,000 | 8,000 |
| INTERGOVERNMENTAL REVENUES | 2,615,599 | 2,935,006 | 3,538,267 | 2,911,267 | 258,686 | 270,623 |
| INVESTMENT INCOME | 24,144 | 37,178 | 50 | - | - | - |
| MISCELLANEOUS REVENUE | 204,662 | 36,449 | 5,000 | 14,657 | 8,300 | 8,300 |
| PRIOR YEAR SURPLUS | - | - | 685,483 | - | 70,708 | 72,511 |
| OPERATING TRANSFERS | 100,000 | 189,996 | 460,000 | 485,000 | 125,000 | 100,000 |
| Total | \$2,999,585 | \$3,220,776 | \$4,694,750 | \$3,448,924 | \$470,694 | \$459,434 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 169,201 | 58,912 | 667,765 | 2,657 | 258,686 | 270,623 |
| AFFORDABLE HOUSING (0070) | 220,441 | 250,461 | 482,718 | 527,000 | 204,008 | 180,811 |
| ANN ARBOR ASSISTANCE (0038) | 5,180 | 7,147 | 6,000 | 8,000 | 8,000 | 8,000 |
| HOME PROGRAM (0090) | 1,081,677 | 1,561,858 | 1,986,974 | 1,684,974 | - | - |
| COMMUNITY DEVELOPMENT BLOCK GRANT (0078) | 1,523,086 | 1,342,398 | 1,551,293 | 1,226,293 | - | - |
| Total | \$2,999,585 | \$3,220,776 | \$4,694,750 | \$3,448,924 | \$470,694 | \$459,434 |

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 402,352 | 404,652 | 373,526 | 357,044 | 267,444 | 273,036 |
| PAYROLL FRINGES/INSURANCE | 191,283 | 245,750 | 249,435 | 152,797 | 217,481 | 240,794 |
| OTHER SERVICES | 740,761 | 506,954 | 295,785 | 363,563 | 606,613 | 336,453 |
| MATERIALS & SUPPLIES | 6,827 | 8,513 | 3,252 | 2,834 | - | - |
| OTHER CHARGES | 114,956 | 105,310 | 554,652 | 540,431 | 83,425 | 83,450 |
| PASS THROUGHS | 168,075 | 159,996 | 437,024 | 415,825 | 100,000 | 100,000 |
| CAPITAL OUTLAY | - | - | 4,500 | - | 25,000 | 25,000 |
| VEHICLE OPERATING COSTS | 486 | - | 1,000 | - | - | - |
| COMMUNITY DEVELOPMENT RECIPIENTS | 3,569,418 | 3,939,412 | 4,553,718 | 3,970,413 | 1,340,744 | 1,080,744 |
| Total | \$5,194,158 | \$5,370,587 | \$6,472,892 | \$5,802,907 | \$2,640,707 | \$2,139,477 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 2,340,117 | 2,237,814 | 2,471,980 | 2,471,980 | 2,428,699 | 1,950,666 |
| AFFORDABLE HOUSING (0070) | 249,278 | 214,319 | 456,645 | 411,660 | 204,008 | 180,811 |
| ANN ARBOR ASSISTANCE (0038) | - | 14,203 | 6,000 | 8,000 | 8,000 | 8,000 |
| HOME PROGRAM (0090) | 1,081,677 | 1,561,857 | 1,986,974 | 1,684,974 | - | - |
| COMMUNITY DEVELOPMENT BLOCK GRANT (0078) | 1,523,086 | 1,342,394 | 1,551,293 | 1,226,293 | - | - |
| Total | \$5,194,158 | \$5,370,587 | \$6,472,892 | \$5,802,907 | \$2,640,707 | \$2,139,477 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|
| OFFICE OF COMMUNITY DEVELOPMENT | 7.63 | 7.89 | 5.89 | 4.18 | 4.18 |
| Total | 7.63 | 7.89 | 5.89 | 4.18 | 4.18 |

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

REVENUES

The decrease in revenue is attributable to the Office of Community Development joining the Urban County. Federal funds for the Community Development Block Grant and Home program will be administered through Washtenaw County.

EXPENSES

Personnel Services – The reduction is due to re-allocating staff costs based on work activities between the City of Ann Arbor and Washtenaw County, maximizing federal administrative funding, and the shift of employees to the County. The personnel costs for 3.0 FTE positions will be shared between both organizations per the Partnership Agreement for the Office of Community Development and are budgeted in contractual services.

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Charges – The decrease is a result of Community Development Block Grant and Home programs being administered by Washtenaw County.







Community Development Recipients – The decrease is a result of Community Development Block Grant and Home programs being administered by Washtenaw County.

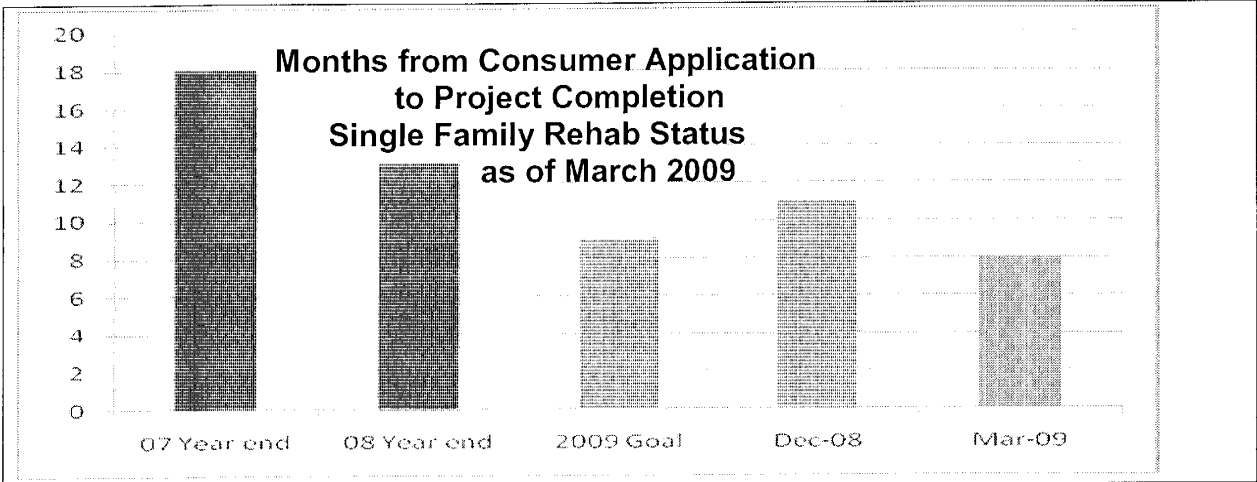
Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units that utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General 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 \$680,319 in FY 10.


**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|-----------------------|----------------------------|----------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Community Development | Manager: | Mary Jo Callan |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Improve the timeliness in project execution by June 30, 2009 to homeowners accessing single family rehabilitation assistance by decreasing the amount of time it takes to execute single family rehab projects by 20%. | |
| B. Streamline funding to nonprofits to improve consistency and ease of access by consolidating Human Service RFP's by March 2009. | |

| Service Unit Measures | Status | |
|---|---------------------------|---|
| A1 - Create a flowchart of the processing steps for the Single-Family Rehabilitation Program to identify gaps in service. | Complete |  |
| A2 - Create programmatic agreements for approval by City and County Administrators to delegate authority for procurement of projects to the Office of Community Development. | Abandoned |  |
| A3 - Revise program guidelines focusing on the following areas: manufactured homes, subordinations, emergencies. Guidelines for emergencies complete. | In Progress – On Track |  |
| A4 - Create new rehabilitation program forms for use by staff. | Complete |  |
| A5 - Evaluate waiting list criteria (set time standards for the length of time a potential client should be on the City/County waiting list). | Complete |  |
| A6 - Develop a marketing program for outreach to all jurisdictions by using print, web, and television media. | In Progress – On Track |  |



B1 - Create one form and one set of policies and procedures to be used by the City and County agencies that receive Human Services funding (i.e. requests for reimbursement and reporting). In Progress – On Track 

See Budget Summaries Section, Page 53, for list of City Goals

**FY 2010
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|-----------------------|----------------------------|----------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Community Development | Manager: | Mary Jo Callan |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Create and implement a common set of outcomes for measuring the impact of services related to ending homelessness in our community. | 2,6 |
| B. Manage the process to replace 100 units of downtown supportive housing with on-site supports. | 1,2,4,6 |
| C. Improve Single Family Rehabilitation Program management by completing projects in a timeframe that is responsive to customer need and consistent with industry standard. | 2,4,6 |
| D. Provide consistent communication about the work and impact of Community Development and the programs and funding in our community. | 2, 5 |

| Service Unit Measures | Status |
|---|--------|
| <p>A. 1. Create a set of system outcomes for homelessness and other human services by October 2009.</p> <p>2. Execute a community engagement process to get feedback and buy-in from service providers and other key stakeholders.</p> <p>3. Gain approval/agreement to utilize common system outcomes from Community Funders by January 31, 2009.</p> <p>4. Educate local nonprofits about the need for and utilization of common system outcomes to measure community impact of homelessness and other human services by April 1, 2010.</p> <p>5. Integrate Common System Outcomes into 2011 Human Services RFP.</p> | |
| <p>B. Provide ongoing support to Council to select site(s) for the development of 100 units of downtown supportive housing with on-site supports, including utilizing findings from the <i>Affordable Housing Needs Assessment</i> to provide contextual information for placement of these units, including:</p> <p>a. Presenting findings and overview of public input, and information on the three downtown site options to Council;</p> <p>b. Creating a project management work team to develop an RFP/RFQ for site development; and</p> <p>c. Review and evaluate project proposals/responses, and manage execution of project.</p> | |
| <p>C. Complete Single Family rehabilitation projects within eight months from receipt of homeowner application.</p> | |
| <p>D. Execute marketing plan, including at least 20 broad-based activities such as broadcast emails, posts on jurisdictional websites, inclusion in jurisdictional newsletters, information or appearances on CTN, newspaper postings.</p> | |

See Budget Summaries Section, Page 53, for list of City Goals

COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 1.00 | 1.00 |
| Admin Support Spec Lvl 5 | 110054 | 0.10 | 0.10 |
| City Communication Liaiso | 401180 | 0.05 | 0.05 |
| Comm Services Administrat | 403630 | 0.30 | 0.30 |
| Financial Mgr - Comm Serv | 401500 | 0.25 | 0.25 |
| GIS Coordinator | 401520 | 0.04 | 0.04 |
| Housing Rehab Spec I | 114051 | 1.00 | 1.00 |
| Housing Rehab Spec II | 114060 | 1.00 | 1.00 |
| Management Assistant | 000200 | 0.44 | 0.44 |
| Total | | 4.18 | 4.18 |



COMMUNITY SERVICES AREA

PARKS & RECREATION SERVICES

Parks and Recreation Services is one of four service units in the Community Services Area. It has 19.54 FTEs and handles the functions of the parks administration and recreation facilities. 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 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 SERVICES**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|---------------------|---------------------|---------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | 2,995,550 | 2,849,622 | 3,252,316 | 3,073,575 | 3,242,314 | 3,120,843 |
| CONTRIBUTIONS | 81,768 | 195,691 | 64,000 | 37,500 | 39,000 | 39,000 |
| INTERGOVERNMENTAL REVENUES | 1,257,400 | 336,643 | 599,600 | - | 2,000 | - |
| INVESTMENT INCOME | 1,443,536 | 1,169,395 | 7,372 | 249,191 | 199,875 | 199,875 |
| MISCELLANEOUS REVENUE | 172,694 | 29,409 | 69,500 | 22,200 | 48,200 | 50,700 |
| PRIOR YEAR SURPLUS | - | - | 1,754,756 | 118,700 | 88,034 | 207,920 |
| TAXES | 4,143,499 | 3,452,031 | 3,480,193 | 3,528,444 | 1,038,607 | 984,599 |
| OPERATING TRANSFERS | 5,065,900 | 6,216,174 | 1,650,433 | 2,561,474 | 836,805 | 673,360 |
| Total | \$15,160,347 | \$14,248,965 | \$10,878,170 | \$9,591,084 | \$5,494,835 | \$5,276,297 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 2,256,828 | 2,076,179 | 2,287,998 | 2,165,668 | 2,195,328 | 2,031,709 |
| GOLF ENTERPRISE (0047) | 825,554 | 2,455,679 | 1,741,480 | 1,010,307 | 1,751,189 | 1,750,993 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 1,214,542 | 1,243,619 | 1,239,742 | 1,038,607 | 984,599 |
| OPEN SPACE & PARKLAND PRESERVATION (0029) | 771,033 | 497,328 | - | 250,000 | 200,000 | 200,000 |
| MARKET (0046) | 147,009 | 163,156 | 295,751 | 133,941 | 150,775 | 154,000 |
| PARKS MEMORIALS & CONTRIBUTIONS (0034) | 46,761 | 165,573 | 114,000 | 37,500 | 64,000 | 66,500 |
| PARKS REHAB & DEVELOPMENT MILLAGE (0018) | 2,279,888 | 258,844 | 1,457,617 | - | 56,207 | 57,891 |
| BANDEMER PROPERTY (0025) | 16,579 | 18,587 | 4,372 | 20,372 | 22,500 | 22,500 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | - | - | 177,331 | - | 9,177 | - |
| ART IN PUBLIC PLACES (0056) | - | - | 6,627 | 6,627 | 6,052 | 7,105 |
| OPEN SPACE ENDOWMENT (0041) | 95,676 | 25,405 | 23,867 | 214,802 | 1,000 | 1,000 |
| OPEN SPACE & PARKLAND PRESERVATION (0024) | 8,721,019 | 7,373,672 | 3,525,508 | 4,512,125 | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | - | - | - | - | - | - |
| LESLIE HOMESTEAD (0096) | - | - | - | - | - | - |
| SENIOR CENTER ENDOWMENT (0083) | - | - | - | - | - | - |
| Total | \$15,160,347 | \$14,248,965 | \$10,878,170 | \$9,591,084 | \$5,494,835 | \$5,276,297 |

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 2,500,452 | 2,405,685 | 2,439,010 | 2,369,292 | 2,345,290 | 2,190,442 |
| PAYROLL FRINGES/INSURANCE | 775,561 | 854,383 | 945,080 | 950,998 | 948,988 | 991,073 |
| OTHER SERVICES | 1,235,572 | 1,446,201 | 1,395,422 | 1,382,465 | 1,192,937 | 1,122,252 |
| MATERIALS & SUPPLIES | 407,167 | 398,461 | 439,369 | 419,087 | 445,368 | 431,482 |
| OTHER CHARGES | 740,291 | 809,938 | 1,437,738 | 1,329,636 | 1,217,207 | 1,678,383 |
| PASS THROUGHS | 6,291,694 | 6,309,818 | 1,376,248 | 4,860,345 | 34,680 | 34,605 |
| CAPITAL OUTLAY | 4,720,874 | 7,168,204 | 2,323,739 | 4,111,027 | 559,829 | 34,967 |
| VEHICLE OPERATING COSTS | 47,670 | 50,709 | 47,655 | 47,445 | 60,212 | 61,730 |
| Total | \$16,719,281 | \$19,443,399 | \$10,404,261 | \$15,470,295 | \$6,804,511 | \$6,544,934 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 3,772,012 | 3,626,397 | 3,851,268 | 3,769,660 | 3,747,138 | 3,511,483 |
| GOLF ENTERPRISE (0047) | 1,164,546 | 1,316,937 | 1,741,478 | 1,577,088 | 1,719,047 | 1,750,993 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 361,072 | 650,359 | 414,717 | 1,035,671 | 981,567 |
| MARKET (0046) | 124,636 | 136,006 | 289,445 | 286,542 | 150,775 | 154,000 |
| PARKS MEMORIALS & CONTRIBUTIONS (0034) | 7,557 | 74,616 | 99,917 | 17,500 | 64,000 | 66,500 |
| PARKS REHAB & DEVELOPMENT MILLAGE (0018) | 1,198,298 | 1,337,471 | 47,898 | 913,773 | 56,203 | 57,891 |
| BANDEMER PROPERTY (0025) | 852 | 171,577 | 1,646 | 1,646 | 22,500 | 22,500 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | 255,290 | 116,885 | 177,331 | 177,331 | 9,177 | - |
| OPEN SPACE & PARKLAND PRESERVATION (0024) | 5,189,166 | 7,945,645 | 3,521,052 | 4,567,639 | - | - |
| OPEN SPACE & PARKLAND PRESERVATION (0029) | 5,006,924 | 4,356,793 | - | 3,529,597 | - | - |
| OPEN SPACE ENDOWMENT (0041) | - | - | 23,867 | 214,802 | - | - |
| Total | \$16,719,281 | \$19,443,399 | \$10,404,261 | \$15,470,295 | \$6,804,511 | \$6,544,934 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|
| PARKS & RECREATION SERVICES | 23.23 | 21.28 | 20.78 | 19.54 | 18.54 |
| Total | 23.23 | 21.28 | 20.78 | 19.54 | 18.54 |

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES UNIT**

REVENUES

Revenue reflects anticipated millage funding available for land acquisition. In FY 2010 and 2011, as purchases of property and development rights are approved by Council additional funding will be appropriated as necessary.

Intergovernmental Revenue – The decrease is a result of the policy change instituted in FY 2008 where anticipated revenue from federal grant reimbursements is not realized and reflected in the budget until the land acquisition purchase is approved by Council.

Prior Year Surplus – The decrease is a result of decreased budgeted use of fund balance in the expired Parks Rehab & Development Millage (Fund 0018) and expired Parks Repair and Restoration Millage (Fund 0006).

Operating Transfers - The decrease is attributable to a policy change for the Open Space & Parkland Preservation Millage (Fund 0024) whereas monies appropriated for land acquisitions will be appropriated at the time of Council approval.

EXPENSES

Personnel Services – The decrease in FY 2011 is attributable to a 1.0 FTE decrease in recreation facilities staffing and the shift of one FTE starting in FY10 from Parks and Recreation Services to Community Services Area Administration.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease is due to seasonal and the permanent closing of select recreation facilities.

Pass Throughs – The reduction reflects use of prior year fund balance in FY 08 from the expiring millage to complete Park capital improvement projects.

Capital Outlay – The decrease is attributable to a policy change whereas monies appropriated for land acquisitions will be appropriated at the time of Council approval. As purchases of property and development rights are approved by Council funding will be appropriated as necessary.

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 that 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 \$1,566,660 in FY 10.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|-------------------------------|----------------------------|--------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Parks and Recreation Services | Manager: | Colin Smith |

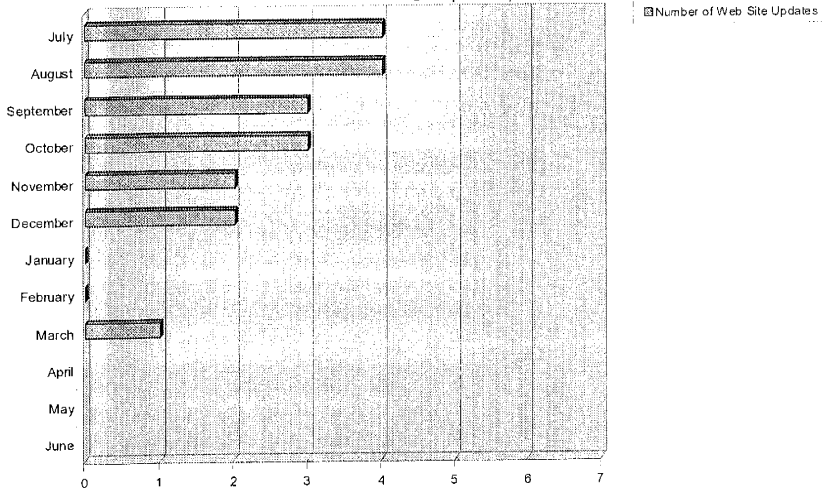
| Service Unit Goals | City Goals: |
|--|-------------|
| A. Enhance the Recreation Facility and Equipment maintenance practices. | 1, 2, 3 |
| B. Create a FAQ web page by July 1, 2008 to post citizens questions or concerns and follow up actions from city staff to these questions or concerns. | 2 |
| C. Implement the Parks and Recreation Services Gift Program. | 1, 2, 3, 4 |
| D. Submit recreation facility, overall maintenance and park planning updates to the parks and recreation services manager and to the Parks Advisory Commission during FY09. | 1, 3 |

| Service Unit Measures | Status | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|-----------|-------------|-------------|------|----|----|--------|----|----|-----------|----|----|---------|----|----|----------|----|----|----------|----|----|---------|----|---|----------|----|---|-------|----|---|-------|----|----|-----|----|----|------|----|----|---|
| <p>A.</p> <p style="text-align: center;">Parks WIG #2 Use City Works to report our maintenance needs. Goal - To enter 90% of our Service Requests into City Works Last updated: April 1, 2009</p> <table border="1"> <caption>Work Request Data by Month</caption> <thead> <tr> <th>Month</th> <th>Cityworks</th> <th>Phone/Email</th> </tr> </thead> <tbody> <tr><td>July</td><td>20</td><td>10</td></tr> <tr><td>August</td><td>25</td><td>15</td></tr> <tr><td>September</td><td>45</td><td>15</td></tr> <tr><td>October</td><td>35</td><td>10</td></tr> <tr><td>November</td><td>25</td><td>10</td></tr> <tr><td>December</td><td>15</td><td>10</td></tr> <tr><td>January</td><td>10</td><td>5</td></tr> <tr><td>February</td><td>24</td><td>5</td></tr> <tr><td>March</td><td>19</td><td>5</td></tr> <tr><td>April</td><td>15</td><td>10</td></tr> <tr><td>May</td><td>10</td><td>10</td></tr> <tr><td>June</td><td>10</td><td>10</td></tr> </tbody> </table> | Month | Cityworks | Phone/Email | July | 20 | 10 | August | 25 | 15 | September | 45 | 15 | October | 35 | 10 | November | 25 | 10 | December | 15 | 10 | January | 10 | 5 | February | 24 | 5 | March | 19 | 5 | April | 15 | 10 | May | 10 | 10 | June | 10 | 10 | <p>We have not attained our goal of 90%</p> |
| Month | Cityworks | Phone/Email | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| July | 20 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| August | 25 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| September | 45 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| October | 35 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| November | 25 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| December | 15 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| January | 10 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| February | 24 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| March | 19 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| April | 15 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| May | 10 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| June | 10 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

B.

Parks FAQ Web Page Goal

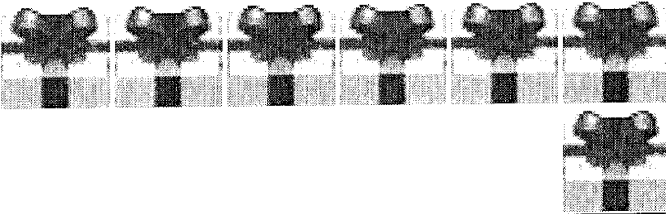
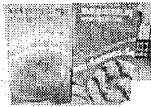
Measure the number of FAQ questions on the new Parks FAQ Web Page monthly. Goal - to add to the page 2 to 5 questions each month from July 1, 2008 to June 30, 2009.
Last Updated: April 1, 2009



We have not consistently met our goal.

C. Goal – To receive 10 gifts by June 30, 2009.

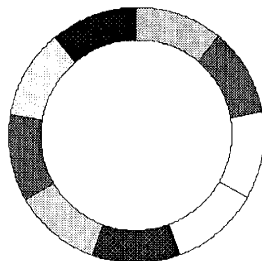
1. A sewing machine was gifted to the Senior Center
2. A drinking fountain was gifted at Gallup Canoe Livery
3. Two cases of Girl Scout Cookies to the Senior Center



We have three gifts to date.

Parks WIG #5

To submit monthly updates from the facilities to be included in the PAC monthly packets.
Last Updated: April 1, 2009
(Updates were completed when the month's corresponding color appears on the graph)



- July
- August
- September
- October
- November
- December
- January
- February
- March
- April
- May
- June

We have attained our goal every month.

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-------------------------------|----------------------------|--------------|
| Service Area: | Community Services | Area Administrator: | Jayne Miller |
| Service Unit: | Parks and Recreation Services | Manager: | Colin Smith |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Implement effective recreation facility asset maintenance and management practices. | 1, 2, 3, 4 |
| B. Increase monthly on-line registration for all camp and instructional programs. | 1, 2 |
| C. Establish consistent Parks Millage (Fund 71) communication. | 1, 2, 3 |
| D. Help offset a portion of the total financial value of scholarships distributed annually. | 1, 5 |

| Service Unit Measures | Status |
|--|--------|
| A. Use City Works to report and complete 90% of our maintenance needs for FY10. | |
| B. Increase on-line registration by 10% in FY10 as compared to FY09 on-line registration numbers. | |
| C. Distribute 3 communications a month on the use of Fund 71 in FY10. | |
| D. Generate an annual total of \$25,000 in scholarship sponsorships in FY10. | |

See Budget Summaries Section, Page 53, for list of City Goals

COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES

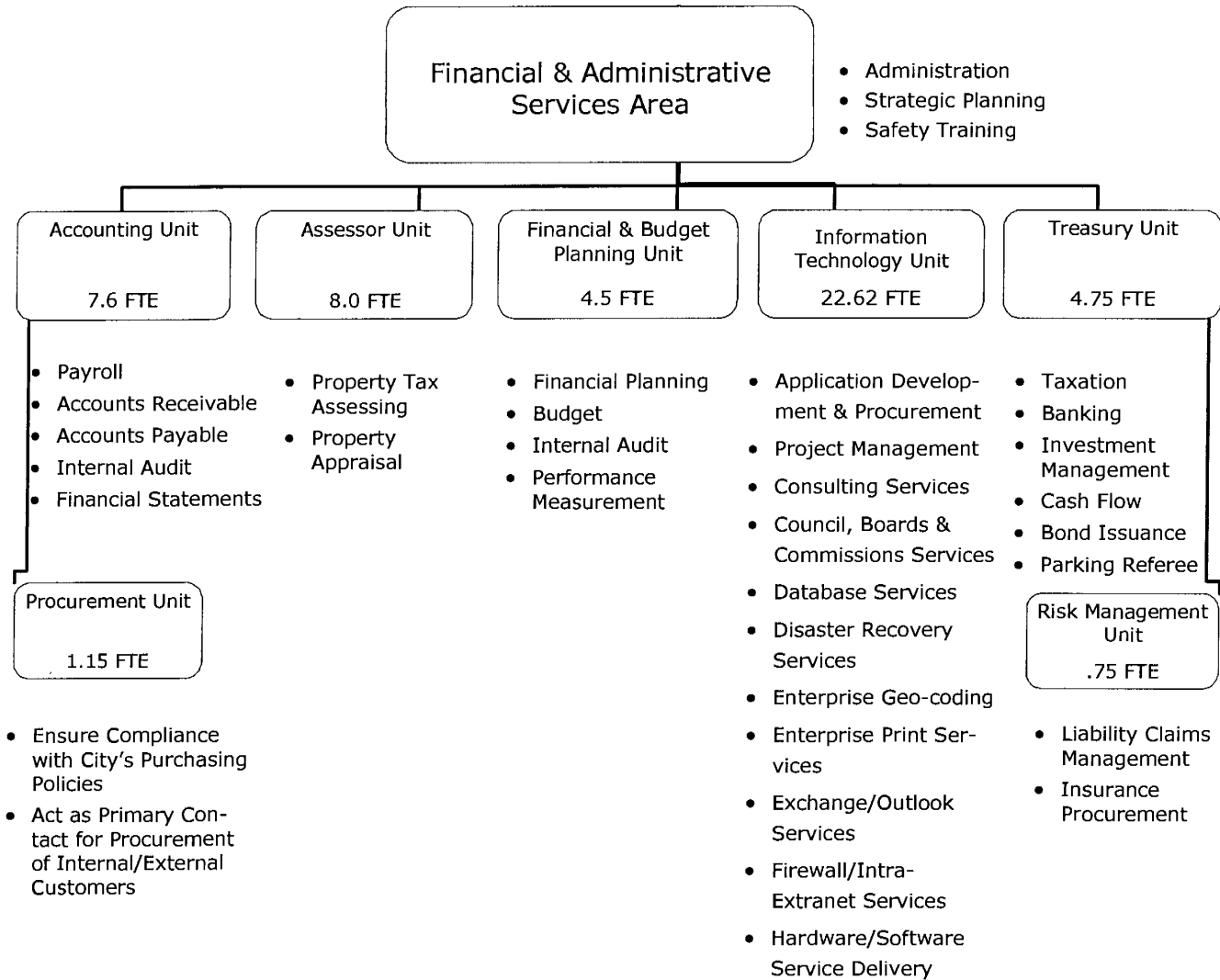
Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 5 | 110054 | 1.10 | 1.10 |
| City Communication Liaiso | 401180 | 0.89 | 0.89 |
| Comm Services Administrat | 403630 | 0.40 | 0.40 |
| Director of Golf | 404120 | 1.00 | 1.00 |
| Financial Mgr - Comm Serv | 401500 | 0.45 | 0.45 |
| GIS Coordinator | 401520 | 0.25 | 0.25 |
| Golf Maint & Ops Spec | 117200 | 1.00 | 1.00 |
| Grounds Specialist Cp | 117201 | 1.00 | 1.00 |
| Landscape Architect II | 401360 | 2.00 | 2.00 |
| Management Assistant | 000200 | 0.45 | 0.45 |
| Market Manager | 401430 | 1.00 | 1.00 |
| Parks & Rec Services Mgr | 403480 | 1.00 | 1.00 |
| Parks & Rec Srv Dep Mgr | 401270 | 1.00 | 1.00 |
| Rec Facility Sup II | 190124 | 5.00 | 4.00 |
| Rec Facility Sup III | 190134 | 1.00 | 1.00 |
| Recreation Facility Sup I | 190114 | 2.00 | 2.00 |
| Total | | 19.54 | 18.54 |



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area Organization Chart



The Financial & Administrative Services Area is comprised of seven Service Area Units: Accounting, Assessing, Financial & Budget Planning, Information Technology, Treasury, Procurement and Risk Management Services. These Service Units provide the organization with a broad array of services such as: Accounts Payable and Receivable, Payroll, Property Valuations, Procurement, Tax Revenue Billings and Collections, Cash Management, Investment Services, Debt Management, Assessing, Budgeting, Forecasting and Strategic Business Planning.

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| TREASURY SERVICES | 205,711 | 227,669 | 42,540,221 | 39,695,448 | 39,158,094 | 37,301,070 |
| RISK MANAGEMENT | 20,789,514 | 20,635,979 | 29,075,723 | 24,778,311 | 27,801,411 | 26,486,778 |
| FINANCIAL & BUDGET PLANNING | 66,805,951 | 67,070,751 | 16,758,301 | 19,953,352 | 21,645,980 | 22,049,726 |
| INFORMATION TECHNOLOGY | 6,111,567 | 6,982,349 | 7,443,830 | 7,443,830 | 7,509,952 | 6,372,659 |
| PROCUREMENT | 70,685 | 56,665 | 40,000 | 40,750 | 40,000 | 40,000 |
| ASSESSOR | 718 | 4,685 | 1,000 | 500 | - | - |
| ACCOUNTING | 2,242 | (1,494) | - | - | - | - |
| Total | \$93,986,388 | \$94,976,604 | \$95,859,075 | \$91,912,191 | \$96,155,437 | \$92,250,233 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 64,832,181 | 67,206,809 | 58,705,322 | 59,050,050 | 60,182,774 | 58,757,496 |
| INSURANCE (0057) | 20,789,514 | 20,635,979 | 29,075,723 | 24,778,311 | 27,801,411 | 26,486,778 |
| INFORMATION TECHNOLOGY (0014) | 6,111,567 | 6,982,349 | 7,443,830 | 7,443,830 | 7,509,952 | 6,372,659 |
| ECONOMIC DEVELOPMENT (0045) | 2,180,000 | 69,900 | 600,000 | 600,000 | 625,000 | 600,000 |
| GENERAL DEBT/SPECIAL ASSESSMENT (0060) | 59,023 | 76,811 | 29,500 | 27,000 | 24,000 | 21,000 |
| GENERAL DEBT SERVICE (0035) | 14,103 | - | 4,700 | 8,000 | 7,300 | 7,300 |
| SENIOR CENTER ENDOWMENT (0083) | - | - | - | 5,000 | 5,000 | 5,000 |
| WHEELER CENTER (0058) | - | 2,950 | - | - | - | - |
| ART IN PUBLIC PLACES (0056) | - | 1,806 | - | - | - | - |
| Total | \$93,986,388 | \$94,976,604 | \$95,859,075 | \$91,912,191 | \$96,155,437 | \$92,250,233 |

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| INFORMATION TECHNOLOGY | 4,945,412 | 5,790,247 | 7,009,641 | 6,864,641 | 7,227,885 | 6,121,213 |
| RISK MANAGEMENT | 1,503,197 | 2,852,573 | 7,200,731 | 4,651,948 | 4,955,199 | 3,022,115 |
| FINANCIAL & BUDGET PLANNING | 1,178,373 | 1,614,270 | 1,806,997 | 1,806,997 | 1,795,999 | 1,732,585 |
| ASSESSOR | 823,361 | 847,847 | 905,789 | 888,219 | 934,376 | 974,840 |
| ACCOUNTING | 770,371 | 777,773 | 808,616 | 793,562 | 809,762 | 841,739 |
| TREASURY SERVICES | 561,004 | 590,819 | 624,213 | 574,684 | 605,505 | 625,549 |
| PROCUREMENT | 598,661 | 651,785 | 597,687 | 597,629 | 435,472 | 441,551 |
| Total | \$10,380,379 | \$13,125,314 | \$18,953,674 | \$16,177,680 | \$16,764,198 | \$13,759,592 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| INFORMATION TECHNOLOGY (0014) | 4,945,412 | 5,790,247 | 7,009,641 | 6,864,641 | 7,227,885 | 6,121,213 |
| INSURANCE (0057) | 1,566,421 | 2,852,573 | 7,200,731 | 4,651,948 | 4,955,199 | 3,022,115 |
| GENERAL (0010) | 3,868,546 | 4,102,369 | 4,143,302 | 4,061,091 | 3,956,114 | 4,016,264 |
| ECONOMIC DEVELOPMENT (0045) | - | 380,125 | 600,000 | 600,000 | 625,000 | 600,000 |
| Total | \$10,380,379 | \$13,125,314 | \$18,953,674 | \$16,177,680 | \$16,764,198 | \$13,759,592 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|
| ACCOUNTING | 7.50 | 8.10 | 8.10 | 7.60 | 7.60 |
| ASSESSOR | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| FINANCIAL & BUDGET PLANNING | 5.00 | 4.50 | 4.50 | 4.50 | 4.50 |
| INFORMATION TECHNOLOGY | 22.50 | 22.75 | 22.75 | 22.62 | 22.29 |
| PROCUREMENT | 1.00 | 1.15 | 1.15 | 1.15 | 1.15 |
| RISK MANAGEMENT | - | 0.65 | 0.65 | 0.75 | 0.75 |
| TREASURY SERVICES | 6.00 | 5.35 | 5.35 | 4.75 | 4.75 |
| Total | 50.00 | 50.50 | 50.50 | 49.37 | 49.04 |





FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING

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

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| INVESTMENT INCOME | 2,242 | (1,507) | - | - | - | - |
| MISCELLANEOUS REVENUE | - | 13 | - | - | - | - |
| Total | \$2,242 | (\$1,494) | \$ | \$ | \$ | \$ |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 2,242 | (1,494) | - | - | - | - |
| Total | \$2,242 | (\$1,494) | \$ | \$ | \$ | \$ |

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 477,260 | 482,874 | 507,507 | 487,800 | 484,754 | 492,559 |
| PAYROLL FRINGES/INSURANCE | 126,007 | 168,372 | 196,500 | 195,616 | 208,411 | 233,371 |
| OTHER SERVICES | 34,995 | 28,718 | 23,605 | 28,647 | 23,605 | 23,605 |
| MATERIALS & SUPPLIES | 7,370 | 7,322 | 6,595 | 7,090 | 6,500 | 6,500 |
| OTHER CHARGES | 124,739 | 90,073 | 74,409 | 74,409 | 86,492 | 85,704 |
| CAPITAL OUTLAY | - | 414 | - | - | - | - |
| Total | \$770,371 | \$777,773 | \$808,616 | \$793,562 | \$809,762 | \$841,739 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 755,761 | 777,773 | 808,616 | 793,562 | 809,762 | 841,739 |
| INSURANCE (0057) | 14,610 | - | - | - | - | - |
| Total | \$770,371 | \$777,773 | \$808,616 | \$793,562 | \$809,762 | \$841,739 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------|-------------|-------------|-------------|-------------|-------------|
| ACCOUNTING | 7.50 | 8.10 | 8.10 | 7.60 | 7.60 |
| Total | 7.50 | 8.10 | 8.10 | 7.60 | 7.60 |

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

Personnel Costs – The decrease in costs is associated with a reduction of .50 FTE.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Charges – The increase reflects the increased costs associated with the service unit's use of Information Technology resources.

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 \$308,043 in FY 10.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|---------------------------------------|----------------------------|-----------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Accounting & Payroll Service Unit | Manager: | Karen Lancaster |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Integrate the building and permitting system (Trak-It) into the City's financial system. | 1 |
| B. Implement a new/upgraded enterprise-wide, web-based financial system. | 1 |
| C. Complete the annual audit by November 1, 2008. | 1 |
| D. Implement Electronic Funds Transfer (EFT) for the City's Accounts Payable process. | 1 |

| Service Unit Measures | Status |
|--|--|
| A1 -Update customer tables and data in both systems by 8/31/2008. | In process-to be completed by June 30 th |
| A2 -Generate invoices from Trak-It via the financial system by 10/31/2008. | In process-to be completed by June 30 th |
| B1 -Needs assessment completion by 11/30/2008 | Completion date moved to 7/31/2009 due to County involvement |
| B2 -Request for Proposal development by 3/31/2009 | New date: 08/31/2009 |
| B3 -System selection by 6/30/2009 | New date: 09/30/2009 |
| B4 -Planning Phase & Council Approval by 8/31/2009 | New date: 10/31/2009 |
| C1 -Complete workpapers by 9/15/2008 | Completed |
| C2 -Complete Fund Statements by 9/30/2008 | Completed |
| C3 -Draft CAFR to Auditors by 10/15/2008 | Completed |
| C4 -Publish CAFR by 10/31/2008 | Completed |
| C5 -Deliver CAFR to City Council by 11/17/2008 | Completed |
| D1 -Analyze and update vendor database for email and account information by 7/31/2008 | Completed |
| D2 -Implement EFT process by 9/30/2008. | Completed |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------------------------|----------------------------|-----------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Accounting & Payroll Service Unit | Manager: | Karen Lancaster |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Implement a new/upgraded enterprise-wide, web-based financial system to provide better functionality, improve customer service and assist in developing potential local government collaboration opportunities. | 1, 2, 3 |
| B. Complete the annual audit by November 1, 2009. | 1 |
| C. Assist with the integration of the cashiering system into the financial system to increase efficiencies and improve internal customer service. | 1, 2, 3 |
| D. Assist with the development of a collection process with respect to Accounts Receivable to improve revenue collection. | 1 |
| E. Establish an e-payment solution for Accounts Receivable in collaboration with the overall e-payment initiative to improve customer service for our citizens and increase efficiencies. | 1, 2, 4 |
| F. Participate in the implementation of the ONBASE document workflow and management solution. | 1, 2, 3 |
| G. Continue efforts to develop knowledge management databases utilizing technology such as Microsoft Sharepoint in order to document financial procedures and projects in a clear, concise manner. | 1 |

| Service Unit Measures | Status |
|---|--------|
| A1 -Request for Proposal development by 7/31/2009 | |
| A2 -System selection by 8/30/2009 | |
| A3 -Planning Phase & Council Approval by 9/30/2009 | |
| A4 - Implementation Phase Completed by 3/31/2010 | |
| A5 - Final testing and training completed by 4/30/2010 | |
| A6 - Go-live by 5/31/2010 | |
| B1 -Complete workpapers by 9/15/2009 | |
| B2 -Complete Fund Statements by 9/30/2009 | |
| B3 -Draft CAFR to Auditors by 10/15/2009 | |
| B4 -Publish CAFR by 10/31/2009 | |
| B5 -Deliver CAFR to City Council by 11/17/2009 | |
| C - Completion of project by 11/01/2009 | |
| D - Completion of project by 6/30/2010 | |
| E - Completion of project by 8/31/2009 | |
| F - Completion of project TBD based on Information Technology Service Unit | |
| G - Completion of project by 6/30/2010 | |

See Budget Summaries Section, Page 53, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|--------------------------|-----------|------------------|------------------|
| Accountant I | 401450 | 1.00 | 1.00 |
| Accountant II | 401440 | 2.00 | 2.00 |
| Accounting Services Mgr | 401280 | 0.85 | 0.85 |
| Admin Support Spec Lvl 4 | 110044 | - | - |
| Admin Support Spec Lvl 5 | 110054 | 3.75 | 3.75 |
| Total | | 7.60 | 7.60 |



FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR

The Assessing Service Unit is responsible for tax assessing and property appraisals for all taxable property within the City. Other duties include granting of homesteads, 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

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| MISCELLANEOUS REVENUE | 795 | 685 | - | 500 | - | - |
| TAXES | (77) | 4,000 | 1,000 | - | - | - |
| Total | \$718 | \$4,685 | \$1,000 | \$500 | \$ | \$ |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 718 | 4,685 | 1,000 | 500 | - | - |
| Total | \$718 | \$4,685 | \$1,000 | \$500 | \$ | \$ |

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 500,624 | 522,862 | 538,753 | 530,753 | 534,468 | 543,816 |
| PAYROLL FRINGES/INSURANCE | 170,852 | 212,587 | 237,902 | 237,902 | 267,328 | 299,128 |
| OTHER SERVICES | 47,131 | 31,196 | 35,900 | 28,800 | 33,500 | 33,500 |
| MATERIALS & SUPPLIES | 3,156 | 4,051 | 3,350 | 3,350 | 3,300 | 3,300 |
| OTHER CHARGES | 101,598 | 77,151 | 89,884 | 87,414 | 95,780 | 95,096 |
| Total | \$823,361 | \$847,847 | \$905,789 | \$888,219 | \$934,376 | \$974,840 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 823,361 | 847,847 | 905,789 | 888,219 | 934,376 | 974,840 |
| Total | \$823,361 | \$847,847 | \$905,789 | \$888,219 | \$934,376 | \$974,840 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------|-------------|-------------|-------------|-------------|-------------|
| ASSESSOR | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Total | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |

**FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT**

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

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 \$373,952 in FY 10.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------------------------|----------------------------|--------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Assessor | Manager: | Dave Petrak |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Inventory all property and value all taxable property by March 2, 2009 | 1 |
| B. Update online property sketches and images by March 1, 2009 | 2 |

| Service Unit Measures | Status |
|---|----------|
| A1 - ECF's set by November 21, 2008 | Yes |
| A2 – Annexations processed by December 4, 2008. | Yes |
| A3 – Splits and combinations processed by December 4, 2008 | Yes |
| A4 – Conduct street survey by December 8, 2008 | Yes |
| A5 – Personal property statements mailed by December 31, 2008 | Yes |
| A6 – New construction appraised by January 30, 2009 | Yes |
| A7 – Poverty applications mailed by January 12, 2009 | Yes |
| A8 – Name and address changes processed by February 16, 2009 | Yes |
| A9 – Principal resident affidavits processed by February 16, 2009 | Yes |
| A10 – Property transfer affidavits processed by February 16, 2009 | Yes |
| A11 – Personal property statements processed by February 23, 2009 | Yes |
| A12 – Perform audit checks by February 27, 2009 | 3/2/09 |
| A13 – Assessment change notices mailed by March 2, 2009 | 3/6/09 |
| B1 – Create online images and sketches export by February 23, 2009 | Yes |
| B2 – Send export to BS&A by February 26, 2009 | Yes |
| B3 – Verify website update by February 28, 2009 | on going |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------------------------|----------------------------|--------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Assessor | Manager: | Dave Petrak |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Inventory all property and value all taxable property by March 2, 2010 | 1 |
| B. Update online property sketches and images by March 1, 2010 | 2 |

| Service Unit Measures | Status |
|---|--------|
| A1 – ECF’s set by November 21, 2009 | |
| A2 – Annexations processed by December 4, 2009 | |
| A3 – Splits and combinations processed by December 4, 2009 | |
| A4 – Conduct street survey by December 8, 2009 | |
| A5 – Personal property statements mailed by December 31, 2009 | |
| A6 – Poverty applications mailed by January 12, 2010 | |
| A7 – New construction appraised by January 30, 2010 | |
| A8 – Name and address changes processed by February 16, 2010 | |
| A9 – Principal resident affidavits processed by February 16, 2010 | |
| A10 – Property transfer affidavits processed by February 16, 2010 | |
| A11 – Personal property statements processed by February 23, 2010 | |
| A12 – Perform audit checks by February 27, 2010 | |
| A13 – Assessment change notices mailed by March 2, 2010 | |
| B1 – Create online images and sketches export by February 23, 2010 | |
| B2 – Send export to BS&A by February 26, 2010 | |
| B3 – Verify website update by February 28, 2010 | |

See Budget Summaries Section, Page 53, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 1.00 | 1.00 |
| Admin Support Spec Lvl 5 | 110054 | 1.00 | 1.00 |
| Assessor Services Manager | 403220 | 1.00 | 1.00 |
| Chief Appraiser | 403430 | 1.00 | 1.00 |
| Real Property Appraiser I | 119181 | 3.00 | 3.00 |
| Senior Appraiser | 401260 | 1.00 | 1.00 |
| Total | | 8.00 | 8.00 |



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 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | 3,089,337 | 1,600,833 | 1,445,333 | 1,543,798 | 2,414,682 | 2,941,506 |
| CONTRIBUTIONS | - | - | - | - | - | - |
| FINES & FORFEITS | 114 | 144 | - | 102 | - | - |
| INTERGOVERNMENTAL REVENUES | 10,999,606 | 10,735,004 | 10,756,613 | 10,827,062 | 10,827,062 | 10,827,062 |
| INTRA GOVERNMENTAL SALES | - | - | 2,773,755 | 2,773,755 | 3,181,635 | 3,261,257 |
| INVESTMENT INCOME | 2,245,583 | 3,186,820 | 1,167,600 | 1,408,942 | 1,759,076 | 1,711,403 |
| MISCELLANEOUS REVENUE | 47,595 | 401,095 | 15,000 | 12,000 | 15,000 | 15,000 |
| PRIOR YEAR SURPLUS | - | - | 600,000 | 600,000 | 625,000 | 600,000 |
| TAXES | 48,243,716 | 51,146,855 | - | 2,787,693 | 2,823,525 | 2,693,498 |
| OPERATING TRANSFERS | 2,180,000 | - | - | - | - | - |
| Total | \$66,805,951 | \$67,070,751 | \$16,758,301 | \$19,953,352 | \$21,645,980 | \$22,049,726 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 64,552,825 | 66,919,284 | 16,124,101 | 19,313,352 | 20,984,680 | 21,416,426 |
| ECONOMIC DEVELOPMENT (0045) | 2,180,000 | 69,900 | 600,000 | 600,000 | 625,000 | 600,000 |
| GENERAL DEBT/SPECIAL ASSESSMENT (0060) | 59,023 | 76,811 | 29,500 | 27,000 | 24,000 | 21,000 |
| GENERAL DEBT SERVICE (0035) | 14,103 | - | 4,700 | 8,000 | 7,300 | 7,300 |
| SENIOR CENTER ENDOWMENT (0083) | - | - | - | 5,000 | 5,000 | 5,000 |
| WHEELER CENTER (0058) | - | 2,950 | - | - | - | - |
| ART IN PUBLIC PLACES (0056) | - | 1,806 | - | - | - | - |
| Total | \$66,805,951 | \$67,070,751 | \$16,758,301 | \$19,953,352 | \$21,645,980 | \$22,049,726 |

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

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 389,027 | 368,195 | 378,678 | 378,678 | 378,726 | 284,326 |
| PAYROLL FRINGES/INSURANCE | 560,849 | 581,429 | 627,568 | 627,568 | 594,288 | 650,549 |
| OTHER SERVICES | 152,340 | 507,996 | 746,429 | 746,429 | 768,705 | 743,705 |
| MATERIALS & SUPPLIES | 2,822 | 2,733 | 3,200 | 3,200 | 3,200 | 3,200 |
| OTHER CHARGES | 72,958 | 68,454 | 51,122 | 51,122 | 51,080 | 50,805 |
| CAPITAL OUTLAY | 377 | 85,463 | - | - | - | - |
| Total | \$1,178,373 | \$1,614,270 | \$1,806,997 | \$1,806,997 | \$1,795,999 | \$1,732,585 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 1,129,759 | 1,234,145 | 1,206,997 | 1,206,997 | 1,170,999 | 1,132,585 |
| ECONOMIC DEVELOPMENT (0045) | - | 380,125 | 600,000 | 600,000 | 625,000 | 600,000 |
| INSURANCE (0057) | 48,614 | - | - | - | - | - |
| Total | \$1,178,373 | \$1,614,270 | \$1,806,997 | \$1,806,997 | \$1,795,999 | \$1,732,585 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|
| FINANCIAL & BUDGET PLANNING | 5.00 | 4.50 | 4.50 | 4.50 | 4.50 |
| Total | 5.00 | 4.50 | 4.50 | 4.50 | 4.50 |

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

REVENUES

Charges for Services – Increase in FY2010 is due to higher bond user fees from estimated future bond issues.

Intra-governmental Sales – An accounting transfer was made in FY 2009, moving the Municipal Service Charge revenue from the City Administrator Service Area to the Financial & Administrative Services Area. It represents the revenue from the cost allocation of administration and overhead costs, which is charged to the non-general fund entities which utilize those services.

Investment Income – Increase in FY2010 is due to an increase in current and projected market investment rates.

Miscellaneous Revenue – An accounting transfer was made in FY 2009, moving antennae revenue to the Non Departmental Services Unit.

Taxes – An accounting transfer was made in FY 2009, moving General Fund property taxes to the Treasury Services Unit.

EXPENSES

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

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 \$319,387 in FY 10.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------------------------|----------------------------|--------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Budget and Financial Planning | Manager: | Tom Crawford |

| Service Unit Goals | City Goals: |
|--|--------------------|
| A. Perform five internal control reviews by June 30, 2009. | 1 |
| B. Forecast fiscal year results within 1% of budget for the General Fund based on April's monthly close. | 1 |
| C. Develop a 2 year (FY 2010 & 2011) budget, which meets the GFOA standards of excellence by June 30, 2009. | 1 |
| D. Create financing plan for building and maintaining PD/Court facility by August 31, 2008. | 1, 3 |
| E. Create a financing plan for improvements to City Hall by June 30, 2009. | 1, 3 |

| Service Unit Measures | Status |
|---|--|
| A - Number of internal control reviews done and submitted to audit committee. | 3 completed to date |
| B - 80% of managers report full year forecasted variances at monthly meetings. | 72% average |
| C1 - 80% of timelines completed within 1 week of due date. | 80% on time, with 89% of tasks completed |
| C2 - Receive the GFOA award. | received award for FY 2008 budget |
| D1 - Create task list for plans with due dates. | pending |
| D2 - Percentage of tasks completed within 1 week of due date. | pending |
| E1 - Create task list for plans with due dates. | pending |
| E2 - Percentage of tasks completed within 1 week of due date. | pending |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------------------------|----------------------------|--------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Budget and Financial Planning | Manager: | Tom Crawford |

| Service Unit Goals | City Goals: |
|--|--------------------|
| A. Perform five internal control reviews by June 30, 2010. | 1 |
| B. Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close. | 1 |
| C. Update the second year of the two year budget plan, which meets the GFOA standards of excellence by June 30, 2010. | 1 |
| D. Champion cross-organizational effort to revise pension ordinance by February, 2010 | 1, 3, 4 |
| E. Coordinate development of an economic development strategic plan by November 1, 2009. | 1 |

| Service Unit Measures | Status |
|---|---------------|
| A - Number of internal control reviews completed. | |
| B - 80% of managers report full year forecasted variances at monthly meetings. | |
| C1 - 80% of timelines completed within 1 week of due date. | |
| C2 - Receive the GFOA award. | |
| D - TBD. | |
| E - TBD. | |

See Budget Summaries Section, Page 53, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Financial & Admin Area Ad | 403520 | 1.00 | 1.00 |
| Financial Analyst -Budget | 403340 | 1.00 | 1.00 |
| Risk Spec/Asstant To CFO | 401100 | 0.50 | 0.50 |
| Senior Fin Spec-Budget&PI | 403730 | 1.00 | 1.00 |
| Senior Fin Spec-Forecast | 403870 | 1.00 | 1.00 |
| Total | | 4.50 | 4.50 |



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

The Information Technology (IT) Services Unit is responsible for supporting the information technology needs of the City government including network, server and storage infrastructures, personal computing devices, telecommunications and printers. IT also has leadership roles in setting the future direction for information technology so that the City can achieve its strategic priorities, coaching service areas on business process improvements, delivering a clear business value and providing enterprise-level project management expertise, ensuring successful initiatives across the organization.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| INVESTMENT INCOME | 172,871 | 252,148 | - | - | 120,420 | 125,628 |
| MISCELLANEOUS REVENUE | 12,003 | - | - | - | - | - |
| PRIOR YEAR SURPLUS | - | - | 930,863 | 930,863 | 860,000 | - |
| OPERATING TRANSFERS | 5,926,693 | 6,730,201 | 6,512,967 | 6,512,967 | 6,529,532 | 6,247,031 |
| Total | \$6,111,567 | \$6,982,349 | \$7,443,830 | \$7,443,830 | \$7,509,952 | \$6,372,659 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| INFORMATION TECHNOLOGY (0014) | 6,111,567 | 6,982,349 | 7,443,830 | 7,443,830 | 7,509,952 | 6,372,659 |
| Total | \$6,111,567 | \$6,982,349 | \$7,443,830 | \$7,443,830 | \$7,509,952 | \$6,372,659 |

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 1,491,050 | 1,614,045 | 1,736,388 | 1,736,388 | 1,753,888 | 1,726,692 |
| PAYROLL FRINGES/INSURANCE | 558,964 | 747,459 | 861,632 | 861,632 | 916,971 | 1,000,743 |
| OTHER SERVICES | 1,679,464 | 1,939,466 | 1,562,545 | 1,392,545 | 1,553,145 | 1,513,645 |
| MATERIALS & SUPPLIES | 18,566 | 21,040 | 20,000 | 20,000 | 20,000 | 20,000 |
| OTHER CHARGES | 1,056,562 | 759,395 | 2,047,804 | 2,072,804 | 2,392,545 | 1,276,377 |
| PASS THROUGHS | - | 8,316 | 8,316 | 8,316 | 8,316 | 8,316 |
| CAPITAL OUTLAY | 140,806 | 700,526 | 772,956 | 772,956 | 583,020 | 575,440 |
| Total | \$4,945,412 | \$5,790,247 | \$7,009,641 | \$6,864,641 | \$7,227,885 | \$6,121,213 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| INFORMATION TECHNOLOGY (0014) | 4,945,412 | 5,790,247 | 7,009,641 | 6,864,641 | 7,227,885 | 6,121,213 |
| Total | \$4,945,412 | \$5,790,247 | \$7,009,641 | \$6,864,641 | \$7,227,885 | \$6,121,213 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|------------------------|--------------|--------------|--------------|--------------|--------------|
| INFORMATION TECHNOLOGY | 22.50 | 22.75 | 22.75 | 22.62 | 22.29 |
| Total | 22.50 | 22.75 | 22.75 | 22.62 | 22.29 |

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

REVENUES

The projected revenues to the IT Services Unit for FY10 are \$7,509,952. Of that amount, \$955,000 is derived from the use of fund balance and \$6,554,952 is IT Service Charges reimbursed by City Service Areas, Service Units and Agencies that are supported by the IT Service Unit.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services, Other Charges and Capital Outlay – The planned decrease for FY 2011 is due to the optimization of centralized service costs and a reduction in overall current year project expenditures.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|----------------------------|----------------------------|--------------|
| Service Area: | Financial & Administrative | Area Administrator: | Tom Crawford |
| Service Unit: | Information Technology | Manager: | Dan Rainey |

| Service Unit Goals | City Goals: |
|---|-------------|
| <p>A. Collaboration Develop the collaborative framework that offers a comprehensive approach that articulates the partnership between the City, County and other Citizen Serving entities to improve organizational performance and deliver high quality customer services in a cost effective manner.</p> | 1, 2 |
| <p>B. Communication Support the City-wide communications plan that empowers citizens and employees by implementing actions to proactively deliver information and provide platforms to enhance collaboration.</p> | 2, 3 |
| <p>C. Improved Organizational Capability Improved policies, planning, and management to better develop, implement, and sustain a high level of digital services in support of the Citizens.</p> | 5 |
| <p>D. Better Enterprise Architecture Refine the methodology used to ensure that information technologies are aligned with the mission, goals, and objectives of the City and Service Areas.</p> | 3, 5 |
| <p>E. Improved Security and Privacy An integrated planning approach to develop and implement policies and procedures that enhance security and privacy and ensure the integrity and confidentiality of data, and availability of services. The integrated approach also includes the analysis of threats and vulnerabilities integral to risk mitigation and management.</p> | 2, 3 |
| <p>F. Reduced Burden An integrated planning, development and implementation approach to streamline, simplify, and reduce public burden by elimination of duplication through the use of information technology and reengineering of business processes.</p> | 1, 2 |
| <p>G. Think Green Implement actions to promote energy conservation and minimize environmental impacts.</p> | 4 |

| Service Unit Measures | Status |
|---|----------------------------|
| A1 - Draft & finalize city/county data center consolidation plan by July 15, 2008 | Complete |
| A2 - Implement co-location phase of city/county data center consolidation plan by November 15, 2008 | Completed 02/15/09 |
| A3 - Implement phase 2 of intranet improvements by January 31, 2009 | Complete |
| B1 - Complete replacement of city-wide telecommunications platform by January 31, 2009. | Completed 04/15/09 |
| B2 - Develop strategic e-Government plan including governance processes by January 31, 2009. | Complete |
| C1 - Improve the collaborative environment within ITSU by developing and initiating a formal collaboration process within the service unit by December 31, 2008. | Complete |
| C2 - Update data backup & recovery hardware, software & procedures aligning them with the needs of our customers by May 30, 2009 | On Schedule |
| C3 - Deliver initial release of Business Intelligence and Dashboard applications by June 30, 2009 | On Schedule |
| D - Implement processes to manage application licensing by June 30, 2009 | Delayed until FY2010 |
| E1 - Manage the successful implementation of water utilities wireless security network within scope and budget as agreed to by the City's Water Superintendent. | On Schedule |
| E2 - Deploy wireless network services for WWTP re-construction project by September 2008. | Completed 04/01/09 |
| E3 - Upgrade network perimeter and security infrastructure by June 30, 2009 | On Schedule |
| F1 - Develop consolidation of server and storage infrastructure plan by November 30, 2008 | Complete |
| F2 - Complete consolidation of mobile communications platforms by March 30, 2009 | Complete |
| F3 - Complete first phase of Content Management Program by June 30, 2009 | On Schedule |
| G - Partner with city service areas, agencies and local businesses leading improvements in technology procurement, operation, recovery, reuse and recycling practices holding at least one public event before June 30, 2009 | On Schedule |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|----------------------------|----------------------------|--------------|
| Service Area: | Financial & Administrative | Area Administrator: | Tom Crawford |
| Service Unit: | Information Technology | Manager: | Dan Rainey |

| Service Unit Goals | City Goals: |
|---|-------------|
| <p>A. Collaboration Develop the collaborative framework that offers a comprehensive approach that articulates the partnership between the City, County and other Citizen Serving entities to improve organizational performance and deliver high quality customer services in a cost effective manner.</p> | 1, 2 |
| <p>B. Communication Support the City-wide communications plan that empowers citizens and employees by implementing actions to proactively deliver information and provide platforms to enhance collaboration.</p> | 2, 3 |
| <p>C. Improved Organizational Capability Improved policies, planning, and management to better develop, implement, and sustain a high level of digital services in support of the Citizens.</p> | 5 |
| <p>D. Better Enterprise Architecture Refine the methodology used to ensure that information technologies are aligned with the mission, goals, and objectives of the City and Service Areas.</p> | 3, 5 |
| <p>E. Improved Security and Privacy An integrated planning approach to develop and implement policies and procedures that enhance security and privacy and ensure the integrity and confidentiality of data, and availability of services. The integrated approach also includes the analysis of threats and vulnerabilities integral to risk mitigation and management.</p> | 2, 3 |
| <p>F. Reduced Burden An integrated planning, development and implementation approach to streamline, simplify, and reduce public burden by elimination of duplication through the use of information technology and reengineering of business processes.</p> | 1, 2 |
| <p>G. Think Green Implement actions to promote energy conservation and minimize environmental impacts.</p> | 4 |

| Service Unit Measures | Status |
|---|--------|
| A1 – Draft & finalize City/County Information Technology Plan by July 30, 2010. | |
| A2 – Complete first two infrastructure collaboration projects with Washtenaw County by June 30, 2010. | |
| A3 – Develop enterprise strategy and policies around publication of and access to a City Data Catalog by September 30, 2009; Initial release of City Data Catalog by December 30, 2009. | |
| B1 –Support City’s Web 2.0 strategy by deploying required website enhancements, like RSS, by December 30, 2009. | |
| B2 – Developing strategy around and deploying Web 2.0 enhancements to A2central by June 30, 2010. | |
| C1 – Develop and promote online user communities to support the use of Microsoft Office Suite and other enterprise-wide software packages by September 30, 2009. | |
| C2 – Deliver second release of Business Intelligence and Dashboard applications by June 30, 2010. | |
| D1 – Implement processes to manage application licensing by June 30, 2010. | |
| E1 – Manage the successful implementation of water utilities wireless security network within scope and budget as agreed to by the City’s Water Superintendent. | |
| E2 – Develop and Implement an IT Security Policy by June 30, 2010. | |
| E3 – Upgrade network perimeter and security infrastructure by December 30, 2009. | |
| F1 – Leverage enterprise license purchase of Cityworks by delivering line-of-business Cityworks service request/work order business processes by June 30, 2010. | |
| F2 – Develop business case, RFP, chose vendor and begin implementation of new financial system by June 30, 2010. | |
| F3 – Complete second phase of Content Management Program by June 30, 2010. | |
| G1 – Partner with city service areas, agencies and local businesses leading improvements in technology procurement, operation, recovery, reuse and recycling practices holding at least one public event before June 30, 2010. | |

See Budget Summaries Section, Page 53, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Applications Delivery Mgr | 403540 | 1.00 | 1.00 |
| Apps Support Analyst | 401610 | 1.00 | 1.00 |
| Architecture Manager | 403500 | 1.00 | 1.00 |
| GIS Coordinator | 401520 | 0.29 | 0.29 |
| GIS Manager | 401240 | 1.00 | 1.00 |
| Infrastructure Support Ad | 401600 | 3.00 | 3.00 |
| ITSD Director | 403700 | 1.00 | 1.00 |
| Project Delivery Manager | 403570 | 2.00 | 2.00 |
| Senior Application Spec | 401050 | 7.33 | 7.00 |
| Senior Infrastructure Spe | 401130 | 3.00 | 3.00 |
| Service Delivery Manager | 403550 | 1.00 | 1.00 |
| Telecommunications Spec | 000310 | 1.00 | 1.00 |
| Total | | 22.62 | 22.29 |



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 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 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| INTRA GOVERNMENTAL SALES | 66,680 | 51,790 | 40,000 | 40,000 | 40,000 | 40,000 |
| MISCELLANEOUS REVENUE | 4,005 | 4,875 | - | 750 | - | - |
| Total | \$70,685 | \$56,665 | \$40,000 | \$40,750 | \$40,000 | \$40,000 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 70,685 | 56,665 | 40,000 | 40,750 | 40,000 | 40,000 |
| Total | \$70,685 | \$56,665 | \$40,000 | \$40,750 | \$40,000 | \$40,000 |

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 54,606 | 73,149 | 74,120 | 74,120 | 72,921 | 74,622 |
| PAYROLL FRINGES/INSURANCE | 19,734 | 28,754 | 32,374 | 32,374 | 36,345 | 40,809 |
| OTHER SERVICES | 310,447 | 352,198 | 272,058 | 272,000 | 107,000 | 107,000 |
| MATERIALS & SUPPLIES | 204,229 | 187,916 | 209,942 | 209,942 | 209,000 | 209,000 |
| OTHER CHARGES | 9,645 | 9,768 | 9,193 | 9,193 | 10,206 | 10,120 |
| Total | \$598,661 | \$651,785 | \$597,687 | \$597,629 | \$435,472 | \$441,551 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 598,661 | 651,785 | 597,687 | 597,629 | 435,472 | 441,551 |
| Total | \$598,661 | \$651,785 | \$597,687 | \$597,629 | \$435,472 | \$441,551 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------|-------------|-------------|-------------|-------------|-------------|
| PROCUREMENT | 1.00 | 1.15 | 1.15 | 1.15 | 1.15 |
| Total | 1.00 | 1.15 | 1.15 | 1.15 | 1.15 |

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease in costs is associated with charges for phone services. Due to the implementation of a new phone system, monthly charges have been reduced significantly for a projected annual savings of \$165,000.

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 \$26,495 in FY 10.

| | |
|---------------------------------------|--|
| FY 2009 | |
| GOALS AND PERFORMANCE MEASURES | |

| | | | |
|----------------------|---------------------------------------|----------------------------|-----------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Procurement Unit | Manager: | Karen Lancaster |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Develop Intranet website using MOSS technology with work aids for City employees involved in procurement. | 1 |
| B. Assist with the procurement of a new/upgraded enterprise-wide, web-based financial system. | 1 |
| C. Improve vendor database to provide better service to customers. | 1 |

| Service Unit Measures | Status |
|---|-------------------------|
| A1 -Configure website with work aids such as sample proposals, contracts and Council resolutions within two months of MOSS going live. | Completed. |
| B1 -Request for Proposal development by 3/31/2009 | New date: 08/31/2009 |
| B2 -System selection awarded by 6/30/2009 | New date: 09/30/2009 |
| C1 -Analyze and update vendor database for account information by 7/31/2008. | Completed. |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|---------------------------------------|----------------------------|-----------------|
| Service Area: | Financial and Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Procurement Unit | Manager: | Karen Lancaster |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Assist with the procurement process for a new/upgraded enterprise-wide, web-based financial system. | 1, 2, 3 |
| B. Implement web-based vendor self-service and online procurement as part of the new financial system including improved tracking of contracts, insurance requirements, Council resolutions and living wage/contract compliance approvals. | 1, 2, 3 |
| C. Continue efforts to develop knowledge management databases utilizing technology such as Microsoft Sharepoint in order to document financial procedures and projects in a clear, concise manner. | 1 |

| Service Unit Measures | Status |
|---|--------|
| A1 -Request for Proposal development by 7/31/2009 | |
| A2 -System selection awarded by 8/30/2009 | |
| B1 - Implementation phase completed by 3/31/2010 | |
| B2 - Final testing and training completed by 4/30/2010 | |
| B3 - Go live by 5/31/2010 | |
| C1 –Completion of project by 6/30/2010 | |

See Budget Summaries Section, Page 53, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|--------------------------|-----------|------------------|------------------|
| Accounting Services Mgr | 401280 | 0.15 | 0.15 |
| Admin Support Spec Lvl 5 | 110054 | 1.00 | 1.00 |
| Total | | 1.15 | 1.15 |



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 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| CONTRIBUTIONS | 248,288 | 209,944 | - | - | 83,069 | 90,426 |
| INVESTMENT INCOME | 330,774 | 543,979 | 40,000 | 40,000 | 100,000 | 50,000 |
| MISCELLANEOUS REVENUE | 450,397 | 337,868 | - | - | - | - |
| PRIOR YEAR SURPLUS | - | - | 4,425,130 | - | 2,000,000 | - |
| OPERATING TRANSFERS | 19,760,055 | 19,544,188 | 24,610,593 | 24,738,311 | 25,618,342 | 26,346,352 |
| Total | \$20,789,514 | \$20,635,979 | \$29,075,723 | \$24,778,311 | \$27,801,411 | \$26,486,778 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| INSURANCE (0057) | 20,789,514 | 20,635,979 | 29,075,723 | 24,778,311 | 27,801,411 | 26,486,778 |
| Total | \$20,789,514 | \$20,635,979 | \$29,075,723 | \$24,778,311 | \$27,801,411 | \$26,486,778 |

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | - | 41,853 | 43,236 | 43,236 | 52,488 | 52,488 |
| PAYROLL FRINGES/INSURANCE | 36,771 | 57,551 | 74,872 | 74,872 | 73,918 | 80,918 |
| OTHER SERVICES | 374,653 | 135,529 | 690,047 | 606,483 | 609,711 | 610,965 |
| MATERIALS & SUPPLIES | 2,219 | - | 4,467 | 4,000 | 4,000 | 4,000 |
| OTHER CHARGES | 1,089,554 | 2,617,640 | 2,388,109 | 1,923,357 | 2,215,082 | 2,273,744 |
| PASS THROUGHs | - | - | 4,000,000 | 2,000,000 | 2,000,000 | - |
| Total | \$1,503,197 | \$2,852,573 | \$7,200,731 | \$4,651,948 | \$4,955,199 | \$3,022,115 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| INSURANCE (0057) | 1,503,197 | 2,852,573 | 7,200,731 | 4,651,948 | 4,955,199 | 3,022,115 |
| Total | \$1,503,197 | \$2,852,573 | \$7,200,731 | \$4,651,948 | \$4,955,199 | \$3,022,115 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------|-------------|-------------|-------------|-------------|-------------|
| RISK MANAGEMENT | - | 0.65 | 0.65 | 0.75 | 0.75 |
| Total | 0.00 | 0.65 | 0.65 | 0.75 | 0.75 |

**FINANCIAL & ADMINISTRATIVE SERVICES
RISK MANAGMENT SERVICES UNIT**

REVENUES

Prior Year Surplus – The \$2.0 million decrease represents the reallocation of \$2.0 million use of prior year fund balance for the projected PD/Court facility funding operating transfer from FY2009 to FY 2010.

Operating Transfers – The FY 2010 increase represents the additional funding needed for projected increases in health insurance premiums.

EXPENSES

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Pass Throughs – The \$2.0 million decrease represents the reallocation of \$2.0 million for the projected PD/Court facility funding operating transfer from FY2009 to FY 2010.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Risk Spec/Asstant To CFO | 401100 | 0.50 | 0.50 |
| Treasury Services Manager | 403310 | 0.25 | 0.25 |
| Total | | 0.75 | 0.75 |



FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | - | - | 95,171 | - | - | - |
| FINES & FORFEITS | 196,471 | 215,649 | 202,365 | 295,469 | 215,420 | 221,882 |
| MISCELLANEOUS REVENUE | 9,240 | 12,020 | 7,000 | 7,000 | 7,000 | 7,000 |
| TAXES | - | - | 42,235,685 | 39,392,979 | 38,935,674 | 37,072,188 |
| Total | \$205,711 | \$227,669 | \$42,540,221 | \$39,695,448 | \$39,158,094 | \$37,301,070 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 205,711 | 227,669 | 42,540,221 | 39,695,448 | 39,158,094 | 37,301,070 |
| Total | \$205,711 | \$227,669 | \$42,540,221 | \$39,695,448 | \$39,158,094 | \$37,301,070 |

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 319,355 | 346,631 | 341,848 | 286,033 | 309,239 | 311,195 |
| PAYROLL FRINGES/INSURANCE | 105,081 | 128,041 | 150,494 | 148,694 | 158,011 | 175,351 |
| OTHER SERVICES | 71,970 | 44,609 | 57,318 | 43,436 | 38,450 | 38,650 |
| MATERIALS & SUPPLIES | 3,124 | 15,181 | 4,332 | 26,500 | 27,700 | 28,700 |
| OTHER CHARGES | 61,474 | 56,357 | 70,221 | 70,021 | 72,105 | 71,653 |
| Total | \$561,004 | \$590,819 | \$624,213 | \$574,684 | \$605,505 | \$625,549 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 561,004 | 590,819 | 624,213 | 574,684 | 605,505 | 625,549 |
| Total | \$561,004 | \$590,819 | \$624,213 | \$574,684 | \$605,505 | \$625,549 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-------------------|-------------|-------------|-------------|-------------|-------------|
| TREASURY SERVICES | 6.00 | 5.35 | 5.35 | 4.75 | 4.75 |
| Total | 6.00 | 5.35 | 5.35 | 4.75 | 4.75 |

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Taxes – General Fund property taxes are forecasted to decrease by 1.16% from Fiscal Year 2009 to Fiscal Year 2010.

EXPENSES

Personnel Services – The decrease in costs is associated with a reduction of .50 FTE.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services / Materials & Supplies - Some expenditures formerly budgeted as Other Services are now budgeted within Materials & Supplies. No material change to total of categories.

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 \$246,778 In FY 10.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|-------------------------------------|----------------------------|-----------------|
| Service Area: | Financial & Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Treasury Services | Manager: | Matthew Horning |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Restructure investment portfolio in accordance with revised investment policy | 1 |
| B. Collect & disburse taxes with 100% accuracy and according to state law | 1 |
| C. Issue, evaluate and execute parking ticket processing RFP | 1,2 |
| D. Maintain written parking appeal aging within 14-days | 2 |
| E. Explore opportunities to improve insurance coverage, reduce costs, and utilize loss data to mitigate risk. | 3 |
| F. Explore legal and practical feasibility of electronic tax bill in lieu of mail | 4 |
| G. Develop "Finance for non-financial Managers" Course | 5 |

| Service Unit Results | Status |
|---|------------|
| A - Increased allocation to Instrumentalities versus Treasuries measured against July 1, 2007 and July 1, 2008 portfolio allocations | Complete |
| B - Adherence to tax procedure calendar/checklist | Complete |
| C - Signed contract in place as of November 14, 2008 | Complete |
| D - Maintain graph of aging in days | Complete |
| E - Coverage improved, marketed GL policy (\$42k), Sewer maint. GIS layer in process | Complete |
| F - Waiting to piggyback on a Charter Amendment proposal | In Process |
| G - Course in place as of February 19, 2009 | Complete |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-------------------------------------|----------------------------|-----------------|
| Service Area: | Financial & Administrative Services | Area Administrator: | Tom Crawford |
| Service Unit: | Treasury Services | Manager: | Matthew Horning |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Install a centralized, integrated cashiering system | 1,2,3 |
| B. Collect & disburse taxes with 100% accuracy and according to state law | 1,2,3 |
| C. Establish a comprehensive collections process for all City receivables | 1 |
| D. Market property insurance policy | 1,3 |
| E. Explore legal and practical feasibility of electronic tax bill in lieu of mail | 4 |
| F. Maintain written parking appeal aging within 14-days | 2 |
| G. Establish e-payment solutions for Tax, A/R, police, clerk, etc. | 2,4 |
| H. Evaluate options and install electronic check processing system | 1,2,3 |
| I. Revise Income Tax Feasibility study and support resulting organizational efforts | 1,3,4 |

| Service Unit Measures | Status |
|---|--------|
| A – Installation complete by 11/1/09 | |
| B – Adherence to tax procedure calendar/checklist | |
| C1 – Inventory City-wide collections needs by 7/31/09 | |
| C2 – Identify critical path constraints for receivable categories by 9/30/09 | |
| C3 – Research software solutions by 1/31/10 | |
| C4 – Implementation by 6/30/10 | |
| D – Policy in place by 3/1/10 | |
| E – Charter amendment in place (date TBD) | |
| F – Maintain graph of aging in days | |
| G1 – Implementation to be phased in according to priorities yet TBD | |
| G2 – Tax by 7/1/09, others by priority in three-month phases | |
| H1 – Evaluate hardware and software options by 7/31/09 | |
| H2 – Identify organizational impacts by 10/31/09 | |
| H3 – Installation complete by 6/30/10 | |
| I – TBD | |

See Budget Summaries Section, Page 53, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

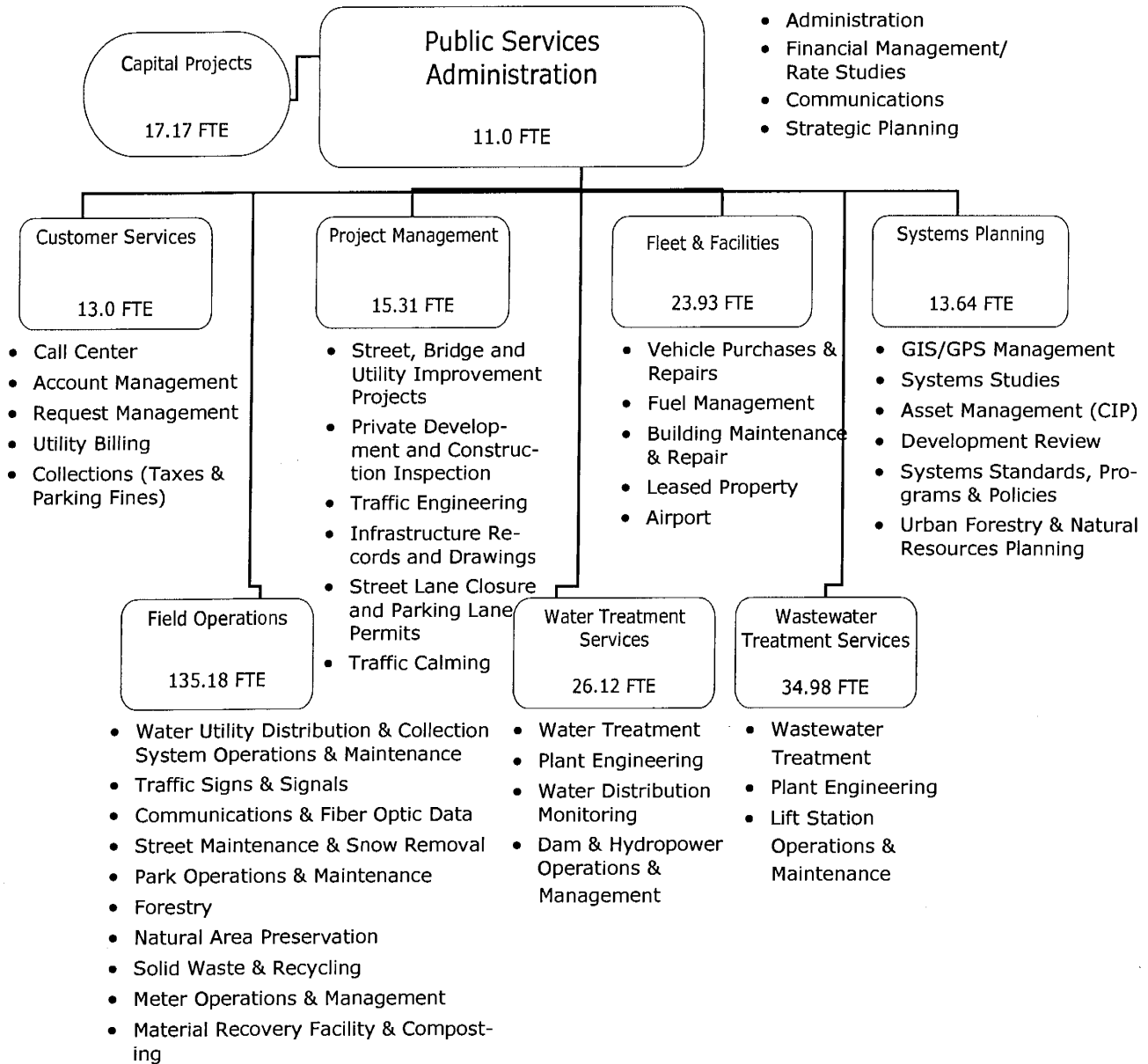
Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 5 | 110054 | 1.00 | 1.00 |
| Asst Treasury Svcs Mgr | 401090 | 1.00 | 1.00 |
| Parking Referee | 401200 | 2.00 | 2.00 |
| Treasury Services Manager | 403310 | 0.75 | 0.75 |
| Total | | 4.75 | 4.75 |



PUBLIC SERVICES AREA

Public Services Area Organization Chart



The Public Services Area is comprised of eight Service Area Units: Administration, Customer Services, Fleet & Facilities, Project Management, Systems Planning, Field Operations, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: Customer Service Center, 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

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|---------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| CAPITAL PROJECTS | - | - | 91,818,581 | - | 59,827,707 | 57,930,336 |
| CUSTOMER SERVICES | 41,300,303 | 44,537,407 | 46,903,820 | 46,316,570 | 48,051,463 | 49,447,750 |
| ADMINISTRATION | 25,755,482 | 29,050,155 | 28,465,937 | 27,083,639 | 29,235,734 | 29,745,913 |
| FIELD OPERATIONS | 13,917,858 | 16,236,769 | 18,199,500 | 15,022,342 | 17,753,070 | 17,805,613 |
| FLEET & FACILITIES | 7,179,629 | 8,948,206 | 9,396,537 | 8,342,625 | 8,897,123 | 8,002,050 |
| PROJECT MANAGEMENT | 2,212,025 | 2,638,756 | 2,452,072 | 2,413,462 | 2,368,527 | 2,475,729 |
| WATER TREATMENT SERVICES | 472,734 | 371,376 | 605,000 | 389,000 | 343,200 | 343,200 |
| SYSTEMS PLANNING | 188,831 | 715,214 | 724,559 | 434,283 | 275,092 | 281,273 |
| WASTEWATER TREATMENT SERVICES | 255,899 | 250,995 | 255,000 | 256,835 | 253,000 | 253,000 |
| ENVIRONMENTAL COORDINATION | 6,060 | 2,188 | - | - | - | - |
| Total | \$91,288,821 | \$102,751,066 | \$198,821,006 | \$100,258,756 | \$167,004,916 | \$166,284,864 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|---------------------|----------------------|----------------------|-----------------------|----------------------|----------------------|
| SEWER BOND PENDING SERIES (0088) | - | - | 36,841,775 | - | 28,261,759 | 38,334,103 |
| WATER SUPPLY SYSTEM (0042) | 21,482,695 | 22,722,079 | 23,057,689 | 22,073,819 | 23,472,015 | 24,200,792 |
| SEWAGE DISPOSAL SYSTEM (0043) | 19,647,883 | 22,392,040 | 23,319,691 | 22,182,518 | 22,945,271 | 23,535,908 |
| SOLID WASTE (0072) | 12,605,621 | 13,960,194 | 16,162,830 | 13,276,440 | 16,398,352 | 19,087,883 |
| WATER BOND PENDING SERIES (0089) | - | - | 8,847,418 | - | 12,670,795 | 9,055,446 |
| 2005-06 STORMWATER BOND (0082) | - | - | - | - | 12,222,030 | 3,942,029 |
| STREET REPAIR MILLAGE (0062) | 8,614,524 | 9,373,704 | 10,389,616 | 10,202,082 | 12,105,968 | 12,612,715 |
| FLEET SERVICES (0012) | 6,169,675 | 7,514,940 | 7,997,036 | 7,563,384 | 8,037,132 | 7,120,859 |
| MAJOR STREET (0021) | 8,131,430 | 7,421,417 | 7,703,111 | 6,760,590 | 6,890,124 | 6,935,895 |
| STORMWATER SEWER SYSTEM (0069) | 4,564,943 | 5,168,103 | 9,173,600 | 5,401,045 | 5,570,509 | 5,665,289 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 4,086,256 | 4,258,047 | 3,441,777 | 4,276,919 | 4,162,985 |
| PROJECT MANAGEMENT (0049) | 2,163,841 | 2,642,545 | 3,311,766 | 2,211,988 | 3,673,638 | 3,838,499 |
| ANN ARBOR MUNICIPAL CENTER (0008) | - | - | 38,812,000 | - | 2,000,000 | 15,015 |
| LOCAL STREET (0022) | 1,873,198 | 1,902,071 | 1,899,114 | 1,788,504 | 1,768,889 | 1,764,741 |
| CENTRAL STORES (0011) | 1,122,661 | 1,448,139 | 1,406,087 | 1,405,018 | 1,564,194 | 1,570,573 |
| GENERAL (0010) | 990,536 | 803,989 | 1,418,369 | 896,586 | 1,181,280 | 1,168,283 |
| AIRPORT (0048) | 773,681 | 793,965 | 833,919 | 779,241 | 859,991 | 881,191 |
| WHEELER CENTER (0058) | - | 450,000 | 450,000 | 466,825 | 843,355 | 501,709 |
| METRO EXPANSION (0036) | 347,529 | 380,493 | 345,000 | 335,000 | 720,000 | 360,000 |
| ENERGY PROJECTS (0002) | 78,854 | 577,510 | 419,201 | 419,201 | 550,434 | 601,519 |
| ART IN PUBLIC PLACES (0056) | - | - | 523,830 | 486,031 | 435,560 | 512,091 |
| ALTERNATIVE TRANSPORTATION (0061) | 49,821 | 143,224 | 367,119 | - | 275,523 | 272,364 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | 2,130,722 | 55,223 | 460,000 | 460,000 | 138,452 | - |
| ELIZABETH R DEAN TRUST (0055) | 111,297 | 161,306 | 86,853 | 86,853 | 95,060 | 95,063 |
| SIDEWALK IMPROVEMENT FUND (0091) | - | - | 488,567 | - | 20,809 | 22,225 |
| PARKS SERVICE HEADQUARTERS (0015) | 158,419 | 439 | 43,508 | 18,854 | 20,657 | 21,487 |
| CEMETERY PERPETUAL CARE (0054) | 5,093 | 7,114 | 3,000 | 3,000 | 6,200 | 6,200 |
| TREE REMOVAL AND DISPOSAL FUND (0079) | 145,495 | 693,050 | 175,860 | - | - | - |
| INSURANCE (0057) | - | - | 26,000 | - | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | 120,252 | 47,204 | - | - | - | - |
| PARKING SYSTEM (0044) | - | 6,061 | - | - | - | - |
| PARKS MAINTENANCE & REPAIR MILLAGE (0005) | 651 | - | - | - | - | - |
| Total | \$91,288,821 | \$102,751,066 | \$198,821,006 | \$100,258,756 | \$167,004,916 | \$166,284,864 |

PUBLIC SERVICES AREA

Expenses By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|---------------------|---------------------|----------------------|-----------------------|----------------------|----------------------|
| CAPITAL PROJECTS | - | - | 102,618,131 | - | 70,164,488 | 70,991,391 |
| FIELD OPERATIONS | 28,073,937 | 31,810,419 | 39,032,658 | 39,582,990 | 37,036,227 | 37,691,426 |
| ADMINISTRATION | 17,193,966 | 15,955,026 | 22,939,073 | 23,343,221 | 24,387,514 | 25,239,684 |
| FLEET & FACILITIES | 6,960,853 | 8,748,870 | 10,607,023 | 9,878,887 | 10,191,384 | 9,277,239 |
| WATER TREATMENT SERVICES | 7,247,853 | 7,541,383 | 7,704,704 | 7,511,148 | 7,926,215 | 8,183,746 |
| WASTEWATER TREATMENT SERVICES | 6,824,765 | 7,028,875 | 7,894,973 | 7,713,196 | 7,606,614 | 8,003,318 |
| PROJECT MANAGEMENT | 2,600,060 | 2,462,390 | 2,900,637 | 2,847,519 | 3,008,425 | 2,959,723 |
| SYSTEMS PLANNING | 1,694,885 | 2,377,536 | 3,315,344 | 2,548,833 | 2,658,255 | 2,492,192 |
| CUSTOMER SERVICES | 1,979,157 | 1,928,686 | 2,347,088 | 2,151,960 | 2,005,961 | 2,030,568 |
| ENVIRONMENTAL COORDINATION | 6,061 | 2,188 | - | - | - | - |
| Total | \$72,581,537 | \$77,855,373 | \$199,359,631 | \$95,577,754 | \$164,985,083 | \$166,869,287 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---|---------------------|---------------------|----------------------|-----------------------|----------------------|----------------------|
| SEWER BOND PENDING SERIES (0088) | - | - | 36,841,775 | - | 28,261,759 | 38,334,103 |
| WATER SUPPLY SYSTEM (0042) | 16,700,878 | 17,674,288 | 20,783,739 | 19,817,971 | 21,857,182 | 22,339,570 |
| SEWAGE DISPOSAL SYSTEM (0043) | 15,037,429 | 14,299,965 | 19,534,535 | 19,048,701 | 18,080,017 | 19,223,907 |
| SOLID WASTE (0072) | 11,045,856 | 11,979,446 | 16,111,059 | 15,177,229 | 15,866,646 | 19,087,883 |
| WATER BOND PENDING SERIES (0089) | - | - | 8,847,418 | - | 12,670,795 | 9,055,446 |
| 2005-06 STORMWATER BOND (0082) | - | - | - | - | 12,222,030 | 3,942,029 |
| STREET REPAIR MILLAGE (0062) | 81,484 | 314,506 | 10,389,616 | 315,938 | 12,105,968 | 12,612,715 |
| GENERAL (0010) | 7,786,856 | 7,811,265 | 8,896,735 | 8,926,068 | 8,348,530 | 8,493,868 |
| FLEET SERVICES (0012) | 4,773,148 | 6,032,328 | 7,997,044 | 7,345,535 | 8,037,582 | 6,825,757 |
| MAJOR STREET (0021) | 6,576,752 | 6,504,866 | 7,626,813 | 7,879,410 | 6,890,124 | 6,935,895 |
| STORMWATER SEWER SYSTEM (0069) | 2,454,019 | 2,377,439 | 8,960,990 | 5,184,928 | 5,253,621 | 5,268,686 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 3,277,658 | 3,618,047 | 3,514,475 | 4,276,919 | 4,162,985 |
| PROJECT MANAGEMENT (0049) | 2,210,353 | 1,943,071 | 3,311,766 | 2,210,388 | 3,673,638 | 3,838,499 |
| LOCAL STREET (0022) | 1,300,939 | 1,984,105 | 1,899,114 | 1,884,981 | 1,768,852 | 1,764,716 |
| CENTRAL STORES (0011) | 976,955 | 1,298,879 | 1,406,086 | 1,378,849 | 1,564,194 | 1,570,573 |
| WHEELER CENTER (0058) | - | 449,053 | 450,000 | 450,000 | 843,355 | 501,709 |
| AIRPORT (0048) | 843,127 | 743,550 | 798,757 | 769,782 | 837,374 | 852,242 |
| METRO EXPANSION (0036) | 219,964 | 198,638 | 345,000 | 377,158 | 700,484 | 340,176 |
| ENERGY PROJECTS (0002) | 35,048 | 228,202 | 412,819 | 412,819 | 550,434 | 601,519 |
| ART IN PUBLIC PLACES (0056) | - | - | 530,457 | 42,437 | 441,612 | 519,196 |
| ALTERNATIVE TRANSPORTATION (0061) | 8,304 | 82,310 | 352,498 | 98,503 | 260,145 | 255,655 |
| INSURANCE (0057) | 68,165 | 175,052 | 183,397 | 181,697 | 179,544 | 183,368 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | 1,525,716 | 91,698 | 460,000 | 460,000 | 138,452 | - |
| ELIZABETH R DEAN TRUST (0055) | 77,651 | 73,180 | 79,031 | 79,031 | 95,060 | 95,063 |
| SIDEWALK IMPROVEMENT FUND (0091) | - | - | 488,567 | - | 20,809 | 22,225 |
| PARKS SERVICE HEADQUARTERS (0015) | 100,401 | 45,965 | 43,508 | 18,854 | 20,657 | 21,487 |
| ANN ARBOR MUNICIPAL CENTER (0008) | - | - | 38,812,000 | - | 14,300 | 15,015 |
| CEMETERY PERPETUAL CARE (0054) | - | 3,000 | 3,000 | 3,000 | 5,000 | 5,000 |
| TREE REMOVAL AND DISPOSAL FUND (0079) | 563,374 | 218,775 | 175,860 | - | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | 127,118 | 47,204 | - | - | - | - |
| PARKING SYSTEM (0044) | - | 930 | - | - | - | - |
| PARKS MAINTENANCE & REPAIR MILLAGE (0005) | 68,000 | - | - | - | - | - |
| Total | \$72,581,537 | \$77,855,373 | \$199,359,631 | \$95,577,754 | \$164,985,083 | \$166,869,287 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-------------------------------|---------|---------|---------|---------|---------|
| ADMINISTRATION | 18.21 | 12.00 | 12.00 | 11.00 | 11.00 |
| CAPITAL PROJECTS | 16.35 | 13.46 | 13.26 | 17.17 | 17.17 |
| CUSTOMER SERVICES | 13.70 | 13.75 | 13.75 | 13.00 | 13.00 |
| FIELD OPERATIONS | 131.37 | 132.80 | 132.30 | 135.18 | 135.18 |
| FLEET & FACILITIES | 24.58 | 26.15 | 26.15 | 23.93 | 23.85 |
| PROJECT MANAGEMENT | 16.21 | 17.69 | 17.69 | 15.31 | 15.31 |
| SYSTEMS PLANNING | 15.85 | 12.70 | 13.40 | 13.64 | 13.64 |
| WASTEWATER TREATMENT SERVICES | 33.75 | 35.48 | 35.48 | 34.98 | 34.98 |
| WATER TREATMENT SERVICES | 23.63 | 26.22 | 26.22 | 26.12 | 26.12 |
| Total | 293.65 | 290.25 | 290.25 | 290.33 | 290.25 |





PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes \$70 million in capital improvements for roads, water and sewer infrastructure, and the municipal facility improvements. There are 17.17 FTEs allocated to Capital Project management.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | | | 1,376,378 | | 1,551,762 | 1,629,947 |
| INVESTMENT INCOME | | | 1,300,000 | | - | - |
| SALE OF BONDS | | | 42,501,193 | | 53,154,584 | 51,331,578 |
| PRIOR YEAR SURPLUS | | | 37,078,567 | | 2,586,436 | 4,391,224 |
| OPERATING TRANSFERS | | | 9,562,443 | | 2,534,925 | 577,587 |
| Total | \$ | \$ | \$91,818,581 | \$ | \$59,827,707 | \$57,930,336 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| SEWER BOND PENDING SERIES (0088) | | | 36,841,775 | | 28,261,759 | 38,334,103 |
| WATER BOND PENDING SERIES (0089) | | | 8,847,418 | | 12,670,795 | 9,055,446 |
| 2005-06 STORMWATER BOND (0082) | | | - | | 12,222,030 | 3,942,029 |
| SOLID WASTE (0072) | | | 2,040,000 | | 2,200,000 | 4,350,268 |
| ANN ARBOR MUNICIPAL CENTER (0008) | | | 38,812,000 | | 2,000,000 | 15,015 |
| PROJECT MANAGEMENT (0049) | | | 1,101,378 | | 1,530,953 | 1,607,722 |
| ENERGY PROJECTS (0002) | | | - | | 386,436 | 435,941 |
| WHEELER CENTER (0058) | | | - | | 360,000 | - |
| ALTERNATIVE TRANSPORTATION (0061) | | | 262,443 | | 174,925 | 167,587 |
| SIDEWALK IMPROVEMENT FUND (0091) | | | 488,567 | | 20,809 | 22,225 |
| STORMWATER SEWER SYSTEM (0069) | | | 3,425,000 | | - | - |
| Total | \$ | \$ | \$91,818,581 | \$ | \$59,827,707 | \$57,930,336 |

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|----------------------|-----------------------|----------------------|----------------------|
| PERSONNEL SERVICES | | | 987,225 | | 1,214,325 | 1,232,502 |
| PAYROLL FRINGES/INSURANCE | | | 409,924 | | 599,724 | 670,916 |
| OTHER SERVICES | | | 415,013 | | 60,000 | 60,000 |
| OTHER CHARGES | | | 100,780,969 | | 67,930,439 | 68,617,973 |
| PASS THROUGH | | | 25,000 | | 360,000 | 410,000 |
| Total | \$ | \$ | \$102,618,131 | | \$ 70,164,488 | \$70,991,391 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------------|-------------------|-------------------|----------------------|-----------------------|----------------------|----------------------|
| SEWER BOND PENDING SERIES (0088) | | | 36,841,775 | | 28,261,759 | 38,334,103 |
| WATER BOND PENDING SERIES (0089) | | | 8,847,418 | | 12,670,795 | 9,055,446 |
| 2005-06 STORMWATER BOND (0082) | | | - | | 12,222,030 | 3,942,029 |
| STREET REPAIR MILLAGE (0062) | | | 10,073,678 | | 11,592,079 | 12,247,524 |
| SOLID WASTE (0072) | | | 2,040,000 | | 2,200,000 | 4,350,268 |
| PROJECT MANAGEMENT (0049) | | | 1,101,378 | | 1,530,953 | 1,607,722 |
| ART IN PUBLIC PLACES (0056) | | | 488,020 | | 406,283 | 477,660 |
| ENERGY PROJECTS (0002) | | | - | | 390,000 | 440,000 |
| WHEELER CENTER (0058) | | | - | | 360,000 | - |
| SEWAGE DISPOSAL SYSTEM (0043) | | | 106,345 | | 179,141 | 185,321 |
| ALTERNATIVE TRANSPORTATION (0061) | | | 248,478 | | 173,193 | 165,928 |
| WATER SUPPLY SYSTEM (0042) | | | 145,472 | | 143,146 | 148,150 |
| SIDEWALK IMPROVEMENT FUND (0091) | | | 488,567 | | 20,809 | 22,225 |
| STORMWATER SEWER SYSTEM (0069) | | | 3,425,000 | | - | - |
| ANN ARBOR MUNICIPAL CENTER (0008) | | | 38,812,000 | | 14,300 | 15,015 |
| Total | \$ | \$ | \$102,618,131 | | \$ 70,164,488 | \$70,991,391 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|------------------|--------------|--------------|--------------|--------------|--------------|
| CAPITAL PROJECTS | 16.35 | 13.46 | 13.26 | 17.17 | 17.17 |
| Total | 16.35 | 13.46 | 13.26 | 17.17 | 17.17 |

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

The Water Supply System is requesting capital project funding in the amount of \$12,670,795. All funds will be supplied by Water Revenue bonds.

The Sewage Disposal System is requesting capital project funding in the amount of \$28,261,759. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$12,222,030. Funding will be provided by Stormwater bonds.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$11,592,079. All funding will be supplied by the Street Repair Millage and fund balance.

The Alternative Transportation Fund is requesting capital project funding in the amount of \$173,193. Funding will be provided from the Weight and Gas Tax revenues.

The Solid Waste Enterprise Fund is requesting capital project funding in the amount of \$2,200,000. Use of fund balance will supply funding for the requested projects.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Asst WWTP Manager | 401010 | 0.20 | 0.20 |
| Civil Engineer III | 403620 | 2.30 | 2.30 |
| Civil Engineer IV | 403840 | 1.30 | 1.30 |
| Civil Engineer V | 401330 | 1.60 | 1.60 |
| Civil Engineering Spec 3 | 112014 | 3.65 | 3.65 |
| Civil Engineering Spec 4 | 112024 | 3.35 | 3.35 |
| Contract/Project Mgr WWTP | 401190 | 0.15 | 0.15 |
| Field Oper Tech I - Infra | 112804 | 0.06 | 0.06 |
| Field Oper Tech III -Infr | 112824 | 0.06 | 0.06 |
| Field Oper Tech V - Comm | 112744 | 0.75 | 0.75 |
| Field Operations Supv IV | 192130 | 0.35 | 0.35 |
| Fleet & Facilities Mgr | 403200 | 0.15 | 0.15 |
| Operations Specialist | 112110 | 0.25 | 0.25 |
| Public Svcs - Major Proj | 403780 | 0.90 | 0.90 |
| Senior Utilities Engineer | 404000 | 1.55 | 1.55 |
| Supervisor - CESs | 192050 | 0.30 | 0.30 |
| WWTP Manager | 401300 | 0.25 | 0.25 |
| Total | | 17.17 | 17.17 |



PUBLIC SERVICES AREA

CUSTOMER SERVICES

Customer Services has the primary responsibility of collecting and processing all payments due to the City such as taxes, parking tickets, water payments and invoices. Customer Services is also responsible for all water utility (water, sewer, and stormwater), airport and solid waste billing services. Within the unit a consolidated call center routes City calls and specifically handles Public Services calls to assure we respond in a timely manner to customer inquiries, complaints and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport, Treasury (payment processing), and Water Utilities. Customer Services also provides all types of general information for walk-in customers. Customer Services has 13.0 FTEs.

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | 41,205,075 | 43,986,887 | 46,741,540 | 46,142,040 | 48,039,463 | 49,435,750 |
| MISCELLANEOUS REVENUE | 62,020 | 392,432 | - | 12,250 | 12,000 | 12,000 |
| TAXES | 33,208 | 2,839 | - | - | - | - |
| OPERATING TRANSFERS | - | 155,249 | 162,280 | 162,280 | - | - |
| Total | \$41,300,303 | \$44,537,407 | \$46,903,820 | \$46,316,570 | \$48,051,463 | \$49,447,750 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| SEWAGE DISPOSAL SYSTEM (0043) | 18,738,063 | 19,362,500 | 21,062,995 | 20,817,995 | 21,422,103 | 22,029,938 |
| WATER SUPPLY SYSTEM (0042) | 18,405,568 | 20,321,325 | 20,597,280 | 20,182,530 | 21,133,821 | 21,828,869 |
| STORMWATER SEWER SYSTEM (0069) | 4,156,672 | 4,853,910 | 5,243,545 | 5,316,045 | 5,495,539 | 5,588,943 |
| SOLID WASTE (0072) | - | (328) | - | - | - | - |
| Total | \$41,300,303 | \$44,537,407 | \$46,903,820 | \$46,316,570 | \$48,051,463 | \$49,447,750 |

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 868,103 | 537,796 | 712,577 | 584,022 | 652,734 | 686,022 |
| PAYROLL FRINGES/INSURANCE | 418,645 | 471,269 | 532,409 | 590,688 | 527,503 | 591,760 |
| OTHER SERVICES | 386,905 | 340,014 | 491,106 | 403,732 | 349,355 | 337,686 |
| MATERIALS & SUPPLIES | 89,084 | 160,945 | 90,400 | 52,922 | 90,000 | 103,700 |
| OTHER CHARGES | 214,989 | 263,413 | 358,516 | 358,516 | 370,369 | 311,400 |
| PASS THROUGHGS | - | 155,249 | 162,080 | 162,080 | - | - |
| CAPITAL OUTLAY | 1,400 | - | - | - | 16,000 | - |
| VEHICLE OPERATING COSTS | 31 | - | - | - | - | - |
| Total | \$1,979,157 | \$1,928,686 | \$2,347,088 | \$2,151,960 | \$2,005,961 | \$2,030,568 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| WATER SUPPLY SYSTEM (0042) | 1,461,263 | 1,555,363 | 1,680,336 | 1,527,049 | 1,599,456 | 1,589,525 |
| GENERAL (0010) | 227,957 | 336,089 | 371,628 | 367,140 | 199,425 | 216,014 |
| SOLID WASTE (0072) | 82,563 | 109,782 | 115,680 | 115,272 | 170,220 | 185,837 |
| MAJOR STREET (0021) | 89,865 | 118,792 | 130,420 | 93,983 | 18,785 | 19,962 |
| PROJECT MANAGEMENT (0049) | 68,338 | 46,661 | 49,024 | 48,516 | 18,075 | 19,230 |
| SEWAGE DISPOSAL SYSTEM (0043) | (79,404) | (35,210) | - | - | - | - |
| STORMWATER SEWER SYSTEM (0069) | 128,575 | (202,791) | - | - | - | - |
| Total | \$1,979,157 | \$1,928,686 | \$2,347,088 | \$2,151,960 | \$2,005,961 | \$2,030,568 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-------------------|--------------|--------------|--------------|--------------|--------------|
| CUSTOMER SERVICES | 13.70 | 13.75 | 13.75 | 13.00 | 13.00 |
| Total | 13.70 | 13.75 | 13.75 | 13.00 | 13.00 |

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

REVENUES

Charges for Services – This increase reflects a requested increase in rates for the Water Supply System, Sewage Disposal System and Stormwater System.

EXPENSES

Personnel Services –The decrease is due to the ability to take advantage of greater efficiencies and combining two previous positions into one; thereby, eliminating one previously unfilled vacancy.

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – Reflects a decrease in contracted services.

Pass Throughs – The decrease is a result of IT costs for software being centralized and is being reflected in Other Charges.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|------------------|----------------------------|---------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Customer Service | Manager: | Wendy Welser |

| Service Unit Goals | City Goals: |
|--|--------------------|
| A. Develop new "Customer Service" web page that serves as the point of entry for the 80% of reasons that citizens/customers use the web to do business with us as an organization (not just Customer Service Center related tasks) by August 31, 2008; target date extended to April 15, 2009 | 2 |
| B. Revise and submit "Cross Connection Control Program" to the MDEQ for review and approval by September 1, 2008; changes to Code language required; new target date June 30, 2009 (Moved to FY '10: 12/31/09) | 3, 5 |
| C. Evaluate options and implement a Customer Web option (electronic bill presentment and bill payment options) by March 31, 2009; On schedule | 2, 5 |
| D. Complete AMR Project: 1) proactively address potential failure issues on all MAG meters; 2) repair all AMR installs which are not correctly reporting; 3) install AMR technology in meter pits; 4) address private curb box issues; and 5) complete the remaining 324 meters that have not been converted to AMR technology by June 30, 2009. Item #'s 1 & 2 should be completed by February 15, 2009; #3 to be completed by April 30, 2009; remaining meters to be converted is approximately 50. | 3, 5 |
| E. Make final revisions/additions and move Backflow Prevention Device data to CityWorks by July 31, 2008. Completed on time. | 1, 3, 5 |
| F. Evaluate options for better automation of the summer sewer discount; implement if feasible. Also evaluate opportunities to set the same fixed periods for all eligible customers by October 31, 2008. Evaluation completed on time; not a viable option at this time. | 1 |
| G. Maintain average rate of "Abandoned phone calls" at 4% or lower overall and work towards 5% or lower for each individual call. Achieved | 1 |
| H. Split shared phone tree tables in current BCM phone system so that each inbound number receives its own custom treatment (may suspend based on timing of new phone system implementation for Customer Service) – TBD based on new system. Completed | 1 |
| I. Implement new phone system technology to replace existing BCM phone system for the Customer Service and PSA Admin areas – TBD based on schedule. Completed December 2008. | 1, 5 |
| J. Evaluate and implement options for formally collecting customer feedback/input (i.e. formal customer survey; "Suggestions Box" in the Service Center and at City Hall; on-line "We're Listening" option; comment cards) by June 30, 2009. On schedule. | 1, 5 |
| K. Evaluate pros/cons of moving to version 10 of the Cogsdale Billing application; make decision to implement OR wait for version 11 by January 1, 2009. Decision made to wait for Version 11 | 1, 5 |

| | |
|--|---|
| L. Finalize "automation" improvements for moving delinquent utility bills to Taxroll and revise code to support going to both Summer and Winter taxroll. | 5 |
|--|---|

| Service Unit Measures | Status |
|---|---------------|
| A – Post new "self-service options" screen to the Web by stated due date | 90% complete |
| B – Submit revised program/plan documentation to the DEQ by or before stated due date (Moved to FY '10: 12/31/09) | 50% complete |
| C1 – Submit Business Plan to IT no later than April 30, 2008 | 100% |
| C2 – Completed Project Plan no later than June 30, 2008 | 100% |
| C3 – On-line options available to customer on or before stated due date | 100% |
| D – Create task lists for #'s 1, 3 and 4 and create/run monthly reports in SMARTList for 2/5 | 100% complete |
| E – Create task list and project timeline to ensure completion by or before stated due date | 100% complete |
| F1 – Schedule follow-up review meeting | 100% |
| F2 – Create task list and project timeline to ensure completion by or before stated due date | 100% complete |
| G – Create/Update monthly graph reports and post in Customer Service Center staff area | 100% complete |
| H – Create flow diagrams and create timeline based on install of replacement system (can also be used in implementing new system); complete by or before stated due date on timeline | 100% complete |
| I – Create task list and project timeline to ensure completion by or before project due date | 100% complete |
| J – Create task list and project timeline to ensure completion by or before stated due date; Implemented in Customer Service, not City Hall | 100% complete |
| K – Install Ver. 10 in test and identify actual benefits of implementing in Production; if "go" decision is made, create a project plan to implement in Production by or before stated due date | 100% complete |
| L – Work with Treasury to create task list and project timeline to ensure completion by or before stated due date; going to Council for 2 nd read | 90% complete |

See Budget Summaries Section, Page 53, for list of City Goals

**FY 2010
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|------------------|----------------------------|-----------|
| Service Area: | Public Services | Area Administrator: | McCormick |
| Service Unit: | Customer Service | Manager: | Welser |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Revise and submit "Cross Connection Control Program" to the MDEQ for review and approval. (Deferred from 2008 goals because changes to Code language are required; new target date 2/01/10) | 3, 5 |
| B. Develop and launch on-line Bill Presentment and eBilling functionality by September 1, 2009 | 2, 4 |
| C. Develop rates and processes associated with a monthly utility eBill option for residential and commercial customers (eBill only) by December 31, 2009 | 2, 4 |
| D. Investigate the feasibility of offering "what if" analysis options via the on-line Water Consumption application by January 31, 2010; implement feasible options (TBD based on feasibility and implementation timeline) | 2 |
| E. Identify all necessary training and then develop 2 internal Call Center Telephone applications specialists for new Mitel/Prairiefyre system by December 31, 2009 | 2, 3, 5 |
| F. Integrate Customer Service webmail into new phone system message queuing functionality by August 31, 2009 | 2 |
| G. Develop processes for handling "web chat" requests and then implement the feature associated with the new telephone system technology by April 30, 2010 | 2 |
| H. Identify and implement opportunities for utilizing the IVR/data dip features in the new phone techology (i.e. screen pops with call delivery); identify opportunities by March 31, 2010 and create implementation plan by May 31, 2010 | 2 |
| I. Re-evaluate options for better automation of the summer sewer discount; implement if feasible. Also evaluate opportunities to set the same fixed periods for all eligible customers by October 31, 2009. | 2 |
| J. Work with meter data and utility billing vendors to create additional reporting capability, automate rate analysis capabilities, and improve our ability to account for lost water; identify opportunities and create FY plan by October 31, 2009 | 2, 3, 4 |

| Service Unit Measures | Status |
|--|--------|
| A – Submit revised program/plan documentation to the DEQ by or before stated due date of February 1, 2010 | |
| B1 – Completed Project Plan no later than July 1, 2009 | |
| B2 – Option available by September 1, 2009 for quarterly billing only | |
| C1 – Completed Project Plan no later than August 31, 2009 | |

| | |
|--|--|
| C2 – Option available by December 31, 2009 for monthly billing | |
| D – Feasibility study to be completed by January 31, 2010 | |
| E – Training completed and regular maintenance on system being performed by internal staff by December 31, 2009 | |
| F – Webmails being delivered and responded to via the phone queues as documented by the call center reporting system (August 31, 2009) | |
| G1 – Processes documented by December 31, 2009 | |
| G2 – Webchat requests being delivered and rsponded to via the phone queues as documented by the call center reporting system (April 30, 2010) | |
| H1 – Project and implementation plan for identified opportunities is created by May 31, 2010 | |
| I – Document options or mark “no go” by October 31, 2009; implementation plan/timeline will be created if options can be identified | |
| J – FY plan to be documented by October 31, 2009 | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
CUSTOMER SERVICES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|--------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 1 | 110014 | 0.75 | 0.75 |
| Admin Support Spec Lvl 2 | 110024 | 1.00 | 1.00 |
| Admin Support Spec Lvl 3 | 110034 | 5.25 | 5.25 |
| Admin Support Spec Lvl 4 | 110044 | 1.00 | 1.00 |
| Admin Support Spec Lvl 5 | 110054 | 2.00 | 2.00 |
| Call Center Supervisor | 194510 | 1.00 | 1.00 |
| Customer Serv Manager | 401390 | 1.00 | 1.00 |
| Development Srvs Insp V | 110555 | 1.00 | 1.00 |
| Total | | 13.00 | 13.00 |



PUBLIC SERVICES AREA

FIELD OPERATIONS

Field Operations is the field oriented maintenance and operational unit for the City. There are 135.18 FTEs. Field Operations is responsible for park maintenance, forestry, natural area preservation, street lighting, traffic signals, street signs, radio/fiber optic communications, street maintenance, pavement analysis, sidewalk inspections and repairs, traffic studies, solid waste and material recovery activities, and all water, wastewater, compost and storm water distribution and collection. Consolidating these operational activities into one service unit is resulting in significant coordination, cross-training opportunities and improved efficiencies.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | 1,444,131 | 1,364,119 | 1,186,019 | 1,228,807 | 2,905,876 | 3,509,077 |
| FINES & FORFEITS | - | - | - | - | - | - |
| INTERGOVERNMENTAL REVENUES | 7,716,517 | 7,605,017 | 7,775,240 | 7,428,954 | 7,414,457 | 7,349,576 |
| INTRA GOVERNMENTAL SALES | 1,833,364 | 1,643,998 | 2,268,896 | 1,583,018 | 1,729,267 | 1,838,902 |
| INVESTMENT INCOME | 234,849 | 462,108 | 122,922 | 121,853 | 131,170 | 130,777 |
| MISCELLANEOUS REVENUE | 99,740 | 230,286 | 55,750 | 54,898 | 55,317 | 53,500 |
| PRIOR YEAR SURPLUS | - | - | 2,340,648 | 480,654 | 671,602 | 276,177 |
| TAXES | 2,051,967 | 3,360,313 | 3,453,165 | 3,440,809 | 4,154,426 | 3,938,295 |
| OPERATING TRANSFERS | 537,290 | 1,570,928 | 996,860 | 683,349 | 690,955 | 709,309 |
| Total | \$13,917,858 | \$16,236,769 | \$18,199,500 | \$15,022,342 | \$17,753,070 | \$17,805,613 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| MAJOR STREET (0021) | 7,206,272 | 6,370,934 | 6,756,121 | 5,939,000 | 6,025,468 | 6,071,138 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 3,525,302 | 3,692,465 | 3,441,777 | 4,276,919 | 4,162,985 |
| SOLID WASTE (0072) | 563,167 | 1,048,023 | 1,776,500 | 606,775 | 1,879,586 | 2,497,311 |
| CENTRAL STORES (0011) | 1,122,661 | 1,448,139 | 1,406,087 | 1,405,018 | 1,564,194 | 1,570,573 |
| LOCAL STREET (0022) | 1,586,122 | 1,569,707 | 1,669,464 | 1,555,854 | 1,508,889 | 1,499,491 |
| GENERAL (0010) | 222,204 | 289,672 | 724,959 | 456,386 | 787,290 | 772,656 |
| METRO EXPANSION (0036) | 328,568 | 335,485 | 345,000 | 335,000 | 720,000 | 360,000 |
| WHEELER CENTER (0058) | - | 450,000 | 450,000 | 466,825 | 483,355 | 501,709 |
| SEWAGE DISPOSAL SYSTEM (0043) | 167,120 | 186,725 | 180,000 | 175,000 | 175,000 | 175,000 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | 2,130,722 | 55,223 | 460,000 | 460,000 | 138,452 | - |
| ELIZABETH R DEAN TRUST (0055) | 111,297 | 161,306 | 86,853 | 86,853 | 95,060 | 95,063 |
| WATER SUPPLY SYSTEM (0042) | 151,509 | 85,797 | 417,683 | 60,000 | 60,000 | 60,000 |
| PARKS SERVICE HEADQUARTERS (0015) | 158,419 | 439 | 43,508 | 18,854 | 20,657 | 21,487 |
| STORMWATER SEWER SYSTEM (0069) | 18,558 | 9,853 | 12,000 | 12,000 | 12,000 | 12,000 |
| CEMETERY PERPETUAL CARE (0054) | 5,093 | 7,114 | 3,000 | 3,000 | 6,200 | 6,200 |
| TREE REMOVAL AND DISPOSAL FUND (0079) | 145,495 | 693,050 | 175,860 | - | - | - |
| PARKS MAINTENANCE & REPAIR MILLAGE (0005) | 651 | - | - | - | - | - |
| Total | \$13,917,858 | \$16,236,769 | \$18,199,500 | \$15,022,342 | \$17,753,070 | \$17,805,613 |

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 7,774,094 | 7,814,753 | 8,831,085 | 8,218,482 | 8,496,623 | 8,694,254 |
| PAYROLL FRINGES/INSURANCE | 3,531,968 | 4,385,427 | 4,788,809 | 4,874,037 | 5,155,648 | 5,766,434 |
| OTHER SERVICES | 11,457,076 | 12,133,707 | 14,482,078 | 15,269,721 | 14,680,980 | 15,369,179 |
| MATERIALS & SUPPLIES | 1,916,854 | 2,576,888 | 3,004,312 | 3,013,026 | 3,261,039 | 3,340,955 |
| OTHER CHARGES | 2,506,380 | 2,949,052 | 2,723,330 | 2,705,284 | 3,298,164 | 2,516,546 |
| PASS THROUGHGS | 779,208 | 1,301,125 | 2,146,733 | 2,109,900 | 526,785 | 529,819 |
| CAPITAL OUTLAY | (444,369) | 36,851 | 2,308,004 | 2,566,404 | 1,112,720 | 961,621 |
| VEHICLE OPERATING COSTS | 552,726 | 612,616 | 748,307 | 826,136 | 504,268 | 512,618 |
| Total | \$28,073,937 | \$31,810,419 | \$39,032,658 | \$39,582,990 | \$37,036,227 | \$37,691,426 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| SOLID WASTE (0072) | 8,940,090 | 9,817,711 | 10,557,197 | 11,541,831 | 10,210,994 | 11,431,216 |
| GENERAL (0010) | 5,493,400 | 5,104,958 | 6,208,055 | 6,274,508 | 5,931,759 | 5,747,718 |
| MAJOR STREET (0021) | 3,926,635 | 3,929,183 | 4,951,773 | 5,237,564 | 4,372,250 | 4,342,568 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 2,977,307 | 3,094,520 | 3,094,520 | 4,276,919 | 4,162,985 |
| WATER SUPPLY SYSTEM (0042) | 2,299,065 | 2,451,982 | 3,154,103 | 3,083,166 | 3,158,154 | 3,364,444 |
| STORMWATER SEWER SYSTEM (0069) | 1,201,761 | 1,409,296 | 3,693,462 | 3,401,136 | 2,370,691 | 2,332,146 |
| SEWAGE DISPOSAL SYSTEM (0043) | 1,493,275 | 1,784,308 | 2,614,969 | 2,354,471 | 2,096,027 | 2,171,678 |
| LOCAL STREET (0022) | 1,217,352 | 1,960,417 | 1,826,094 | 1,833,402 | 1,617,231 | 1,611,663 |
| CENTRAL STORES (0011) | 947,253 | 1,294,948 | 1,376,086 | 1,374,349 | 1,559,194 | 1,563,573 |
| METRO EXPANSION (0036) | 219,964 | 198,638 | 345,000 | 377,158 | 700,484 | 340,176 |
| WHEELER CENTER (0058) | - | 449,053 | 450,000 | 450,000 | 483,355 | 501,709 |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | 1,525,716 | 91,698 | 460,000 | 460,000 | 138,452 | - |
| ELIZABETH R DEAN TRUST (0055) | 77,651 | 73,180 | 79,031 | 79,031 | 95,060 | 95,063 |
| PARKS SERVICE HEADQUARTERS (0015) | 100,401 | 45,965 | 43,508 | 18,854 | 20,657 | 21,487 |
| CEMETERY PERPETUAL CARE (0054) | - | 3,000 | 3,000 | 3,000 | 5,000 | 5,000 |
| TREE REMOVAL AND DISPOSAL FUND (0079) | 563,374 | 218,775 | 175,860 | - | - | - |
| PARKS MAINTENANCE & REPAIR MILLAGE (0005) | 68,000 | - | - | - | - | - |
| Total | \$28,073,937 | \$31,810,419 | \$39,032,658 | \$39,582,990 | \$37,036,227 | \$37,691,426 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|------------------|---------------|---------------|---------------|---------------|---------------|
| FIELD OPERATIONS | 131.37 | 132.80 | 132.30 | 135.18 | 135.18 |
| Total | 131.37 | 132.80 | 132.30 | 135.18 | 135.18 |

PUBLIC SERVICES AREA FIELD OPERATIONS

REVENUES

Charges For Services – The budget reflects an increase due to changes in the Commercial Front Load operations.

Prior Year Surplus – The budget reflects a decrease due to the major projects being moved to the capital budgets.

EXPENSES

Personnel Services – The FY 10 budget reflects reallocation of personnel to increase efficiencies within Solid Waste, Park Operations and Forestry.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – Solid Waste Fund (0072) reflects an increase in tipping fees, and Front-Load Commercial Collection contracted services.

Other Charges – The Contingency object code reflects an increase due to the potential retirement of several employees within the service unit.

Pass Throughs - The budget reflects a decrease due to major projects being budgeted within the Capital Projects budget.

Capital Outlay – The budget reflects a decrease due to lower equipment purchases and construction projects budgeted within the Capital Projects budget instead of the operating budgets.

Vehicle Operating Costs – The budget reflects a decrease in fuel and vehicle repairs charges.

**FY 2009
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|------------------|----------------------------|-----------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Field Operations | Manager: | Karla Henderson |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Add illuminated street name signs at various intersections to increase visibility while providing proper guidance levels. | 2 |
| B. Replace incandescent pedestrian signals with LED signals to reduce maintenance and energy costs. | 2 |
| C. Replace downtown area globe streetlights with LED street lights to reduce maintenance and energy costs. | 2 |
| D. Renovate athletic fields to be at competitive play level and improve quality standards and develop a maintenance plan to maintain the fields | 2 |
| E. Maintain and repair water, sewage and storm sewer systems with higher than normal quality standards to ensure high quality of life | 2 |
| F. Re-establish canopy cover through various options, including cooperative programs and partnerships with community groups by each year planting 6-8% of trees removed due to EAB infestation and 15-20% of the trees that die of natural causes. | 3 |
| G. Provide mowing cycles of 14-days to maintain high-level park aesthetics. | 3 |
| H. Review street signage on an annual rotation to reduce sign clutter while providing proper guidance levels. | 3 |
| I. Continue street sweeping efforts to prevent higher than normal level dust and sand on residential street, or debris into storm drains | 3 |
| J. Enhance the commercial recycling program by adding more dumpsters and increase commercial recyclables. | 3 |
| K. Expand the use of Cityworks to include one major area each year, i.e., water preventative maintenance, traffic control orders, street sign inventory on GIS layer; urban forest maintenance including tree removal and replanting efforts. | 3 |
| L. Implement safety standards that include safety training and exercises | 3 |
| M. Continue to train team leaders and supervisors to improve their leadership skills | 3 |

| Service Unit Measures | Status |
|--|-----------|
| A - Number of illuminated street name signs added each year – 81 units | Completed |
| B - Percentage of the incandescent pedestrian signals replaced with LED signals each year – 33% | Completed |
| C - Percentage of the downtown globe streetlights replaced with LED lights each year – 50% | Completed |
| D - Renovate two fields per year | Ongoing |

| | |
|--|--|
| E - Complete 90% of preventative maintenance projects and 100% of emergency repairs | Ongoing |
| F1 - Percentage of trees planted each year: 6-8% of trees removed due to EAB infestation | Completed 4% ytd |
| F2 - Percentage of trees planted each year: 15-20% of trees that die of natural causes. | Completed 20% ytd |
| G - Percentage of parks mowed within the 14-day cycle | 87% ytd |
| H - Review 10% of street signs each year | Complete |
| I - Sweep residential streets two times each year | Complete |
| J - Increase the businesses participating each year | 10% incr Dumpsters 20% incr Recyclables |
| K - Complete one additional major project each year | Complete |
| L - Train each employee each year on new or updated safety standards | Complete |
| M - Provide at least one training opportunity for each team leader and supervisor each year | Complete |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|------------------|----------------------------|-----------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Field Operations | Manager: | Karla Henderson |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Clean and film the storm sewer system to identify problems before they become a concern to the community. | 2 |
| B. Enhance the West Nile Prevention Program to decrease the mosquito population to lower the risk of spreading the virus. | 2 |
| C. Expand the commercial recycling program by utilizing an aggressive marketing strategy and an increased ground level recruitment effort. | 2 |
| D. Chip trees in 10 high use parks to reduce mechanical damage and reduce labor intensive hand work. | 3 |
| E. Repair and maintain the storm sewer system with high quality standards to ensure a safe and reliable infrastructure. | 3 |
| F. Choose planting sites that support tree growth and longevity, and reduce the likelihood of infrastructure conflict. | 4 |
| G. Continue training/development opportunities for team leaders and supervisors to improve their leadership skills. | 5 |

| Service Unit Measures | Status |
|--|--------|
| A - Film over 100,000 lineal feet of storm sewer pipes and Jet over 300,000 lineal feet of storm pipes to clear debris. | |
| B - Treat all city inlets three times between May and October to ensure prevention of the West Nile Virus outbreak. | |
| C - Increase recycling collections by 15% per year. | |
| D - Number of parks completed with chips around the trees. | |
| E - Reconstruct and repair over 400 Catch basins or 5% increase over last year. | |
| F - Increase tree species diversity by planting trees that currently represent less than 15% by genus and 5% by species. | |
| G - Provide one training/development opportunity each year to team leaders and supervisors to improve their leaderships skills. | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
FIELD OPERATIONS

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 4 | 110044 | 2.00 | 2.00 |
| Admin Support Spec Lvl 5 | 110054 | 4.00 | 4.00 |
| Asst Mgr-Field Oper Serv | 401140 | 1.00 | 1.00 |
| BIOLOGY/ENVIR SPECIALIST | 404130 | 1.00 | 1.00 |
| Business Analyst | 401210 | 1.00 | 1.00 |
| Civil Engineer IV | 403840 | 0.50 | 0.50 |
| Facilities Maint Tech III | 110224 | 1.00 | 1.00 |
| Field Op Tech V - Infra S | 112845 | 5.00 | 5.00 |
| Field Oper Tech I - For/F | 112754 | 3.00 | 3.00 |
| Field Oper Tech I - Infra | 112804 | 5.94 | 5.94 |
| Field Oper Tech II - Comm | 112714 | 2.00 | 2.00 |
| Field Oper Tech II - For/ | 112764 | 1.00 | 1.00 |
| Field Oper Tech II - Infr | 112814 | 10.00 | 10.00 |
| Field Oper Tech III - Com | 112724 | 5.00 | 5.00 |
| Field Oper Tech III - For | 112774 | 4.00 | 4.00 |
| Field Oper Tech III -Infr | 112824 | 6.94 | 6.94 |
| Field Oper Tech IV - Comm | 112734 | 2.00 | 2.00 |
| Field Oper Tech IV - For/ | 112784 | 9.00 | 9.00 |
| Field Oper Tech IV - Infr | 112834 | 19.00 | 19.00 |
| Field Oper Tech V - Comm | 112744 | 4.25 | 4.25 |
| Field Oper Tech V - For/F | 112794 | 9.00 | 9.00 |
| Field Oper Tech V - Infra | 112844 | 15.00 | 15.00 |
| Field Operations Supv II | 192110 | 3.00 | 3.00 |
| Field Operations Supv III | 192120 | 5.00 | 5.00 |
| Field Operations Supv V | 192140 | 3.00 | 3.00 |
| Field Ops Services Mgr | 403450 | 1.00 | 1.00 |
| Fleet & Facilities Mgr | 403200 | 0.25 | 0.25 |
| Forestry Groundsperson I | 112831 | 1.00 | 1.00 |
| GIS Specialist | 401480 | 1.00 | 1.00 |
| Management Assistant | 000200 | 0.05 | 0.05 |
| Manager - NAP Parks | 403320 | 1.00 | 1.00 |
| NAP Technician | 193050 | 2.00 | 2.00 |
| Operations Specialist | 112110 | 0.75 | 0.75 |
| Recreation Facility Sup I | 190114 | 1.00 | 1.00 |
| Scalmaster | 116160 | 1.00 | 1.00 |
| Tree Trimmer I | 112851 | 1.00 | 1.00 |
| Tree Trimmer II | 112861 | 1.00 | 1.00 |
| Urban Forestry & Nat Res | 401620 | 0.50 | 0.50 |
| Volunteer & Outreach Coor | 190100 | 1.00 | 1.00 |
| Total | | 135.18 | 135.18 |



PUBLIC SERVICES AREA

FLEET & FACILITIES

Fleet and Facilities Service Unit is responsible for the maintenance and repair of the City's 16 buildings and their grounds, 750 vehicles and equipment including vehicle and fuel procurements as well as the operation of the City's airport . There are 23.93 FTEs requested in this budget to accomplish the above described responsibilities of this unit.

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | 773,827 | 777,710 | 829,419 | 777,491 | 856,491 | 877,691 |
| INTRA GOVERNMENTAL SALES | 5,620,731 | 6,291,521 | 6,815,596 | 6,766,860 | 6,425,837 | 6,943,359 |
| INVESTMENT INCOME | 192,945 | 292,898 | 19,000 | 48,525 | 53,500 | 57,500 |
| MISCELLANEOUS REVENUE | 106,544 | 121,780 | 126,500 | 124,749 | 216,000 | 123,500 |
| PRIOR YEAR SURPLUS | - | - | 415,440 | - | 1,345,295 | - |
| TAXES | - | 560,954 | 565,582 | - | - | - |
| OPERATING TRANSFERS | 485,582 | 903,343 | 625,000 | 625,000 | - | - |
| Total | \$7,179,629 | \$8,948,206 | \$9,396,537 | \$8,342,625 | \$8,897,123 | \$8,002,050 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| FLEET SERVICES (0012) | 6,169,675 | 7,514,940 | 7,997,036 | 7,563,384 | 8,037,132 | 7,120,859 |
| AIRPORT (0048) | 773,681 | 793,965 | 833,919 | 779,241 | 859,991 | 881,191 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 560,954 | 565,582 | - | - | - |
| GENERAL (0010) | 236,273 | 78,347 | - | - | - | - |
| Total | \$7,179,629 | \$8,948,206 | \$9,396,537 | \$8,342,625 | \$8,897,123 | \$8,002,050 |

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 1,529,837 | 1,784,739 | 1,649,606 | 1,652,388 | 1,487,244 | 1,514,891 |
| PAYROLL FRINGES/INSURANCE | 765,213 | 913,585 | 1,013,664 | 1,019,264 | 989,413 | 1,093,685 |
| OTHER SERVICES | 997,764 | 1,120,386 | 973,739 | 1,020,441 | 720,355 | 917,251 |
| MATERIALS & SUPPLIES | 114,259 | 227,389 | 295,390 | 270,800 | 106,850 | 116,600 |
| OTHER CHARGES | 1,404,299 | 1,533,470 | 612,081 | 624,212 | 722,929 | 774,628 |
| PASS THROUGHGS | 660,834 | 823,397 | 694,189 | 694,189 | 713,114 | 717,174 |
| CAPITAL OUTLAY | (37,594) | 113,417 | 3,401,549 | 2,649,993 | 3,820,684 | 2,389,040 |
| VEHICLE OPERATING COSTS | 1,526,241 | 2,232,487 | 1,966,805 | 1,947,600 | 1,630,795 | 1,753,970 |
| Total | \$6,960,853 | \$8,748,870 | \$10,607,023 | \$9,878,887 | \$10,191,384 | \$9,277,239 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|--------------------|--------------------|---------------------|-----------------------|---------------------|----------------------|
| FLEET SERVICES (0012) | 4,773,148 | 6,032,328 | 7,997,044 | 7,345,535 | 8,037,582 | 6,825,757 |
| GENERAL (0010) | 1,329,526 | 1,672,641 | 1,287,695 | 1,343,615 | 1,316,428 | 1,599,240 |
| AIRPORT (0048) | 858,179 | 743,550 | 798,757 | 769,782 | 837,374 | 852,242 |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 300,351 | 523,527 | 419,955 | - | - |
| Total | \$6,960,853 | \$8,748,870 | \$10,607,023 | \$9,878,887 | \$10,191,384 | \$9,277,239 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------------|--------------|--------------|--------------|--------------|--------------|
| FLEET & FACILITIES | 24.58 | 26.15 | 26.15 | 23.93 | 23.85 |
| Total | 24.58 | 26.15 | 26.15 | 23.93 | 23.85 |

PUBLIC SERVICES AREA FLEET & FACILITIES

Parks Maintenance & Capital Improvements (all object classes) – In an effort to improve operational efficiencies, maintenance of recreational facilities will be transferred to Field Operations (Park Ops). Funding for this work will continue to come from Fund 0071 (Park Maintenance and Capital Improvement Millage). These funds will be reallocated from the Fleet & Facility budget to the Field Operations budget.

REVENUES

Charges for Service - Airport: The increase reflects additional lease revenue from the box hangars currently under construction.

Prior Year Surplus - Fleet: The increase in FY10 is related to an anticipated higher than normal need for large vehicle replacement including an engine for the Fire Department and up to eight dump trucks.

Taxes - Facility: This revenue line, funded from Fund 0071, ends with the transfer of recreational facility maintenance to the Field Operations Unit.

Operating Transfers- Fleet: This item ended in FY09 when the solid waste fund completed its buy-in of their vehicles into the Fleet fund.

EXPENSES

Personnel Services - This reflects the reduction of personnel in Fleet Facilities via personnel transfer to Field Ops for recreational facility maintenance staff and the anticipated attrition of 1 FTE in Fleet.

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services - Facility: The decrease in FY10 is related to the transfer of recreational facility maintenance responsibilities to Field Operations, reduction in janitorial service frequency and other cost reduction efforts. This amount increases in FY11 as the new Court/Police facility is brought online.

Materials & Supplies - Facility: The decrease in FY10 is related to the transfer of recreational facility maintenance responsibilities to Field Operations and other cost reduction efforts. This amount increases in FY11 as the new Court/Police facility is brought online.

Other Charges - Fleet: This increase is related to changes in internal fund charges such as the municipal service charge, insurance, IT charges, etc.

Capital Outlay - Fleet: This increase reflects an anticipated higher than normal purchase of large vehicles in FY10; including a fire engine and up to eight dump trucks. This amount declines significantly in FY11 based on the return to normal anticipated replacements.

Vehicle Operating Costs - Fleet: This decrease reflects overall reduction of the fleet size and the reduction in fuel expenses.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|----------------------|----------------------------|------------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Fleet and Facilities | Manager: | Matthew Kulhanek |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Complete development of the Snow Removal Equipment building at the municipal airport | 3 |
| B. Complete development of new corporate box hangars at the municipal airport | 3 |
| C. Upgrade the City parks and recreational facilities to improve operations and reduce maintenance expenses of these facilities | 3 |
| D. Redevelop the Fleet & Facility website to provide a more useful and informative connection to City customers | 5 |
| E. Implement the City Works software to provide computerized maintenance management and work order tracking for City maintained facilities | 5 |
| F. Utilize the new larger compost facility to increase merchant operations to maximize use and operation of the facility while lowering per unit costs to the City | 1 |
| G. Continue to review the appropriate size of the City fleet and promote the use of energy efficient vehicles | 1 |

| Service Unit Measures | Status |
|--|--------|
| A1 – Award project bids by 7/1/08 | Done |
| A2 – Complete construction by 6/30/09 | 60% |
| B1 – Award project bids by 7/1/08 | Done |
| B2 – Complete construction by 6/30/09 | 80% |
| C1 – Implement the use of Cityworks software by parks & recreation facility staff by 9/30/08 | Done |
| C2 – Implement the use of Cityworks software by facility maintenance staff by 1/1/09 | Done |
| D1 – Complete the Airport portion of the website by 7/1/08 | Done |
| D2 – Complete the Fleet portion of the website by 10/1/08 | 70% |
| D3 – Complete the Facilities portion of the website by 1/1/09 | 70% |
| E1 – Upgrade facility maintenance computers by 7/1/08 | Done |
| E2 – Train facility maintenance staff on Cityworks software by 1/1/09 | Done |
| E3 – Work with IT to provide access and training for other City staff positions to enter work orders into software by 6/30/09 | 80% |
| F1 – Increase the marketing effort to sell the City's finished compost product by 9/1/08 | Done |
| F2 – Solicit additional incoming product to maximize the efficiency of the larger compost yard by 12/1/08 | Done |

| | |
|---|------|
| F3 – Provide training and review operational efficiencies by 6/30/09 | 80% |
| G1 – Complete fleet utilization study by 12/1/08 | Done |

See Budget Summaries Section, Page 53, for list of City Goals

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2010

| | | | |
|----------------------|----------------------|----------------------------|------------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Fleet and Facilities | Manager: | Matthew Kulhanek |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Complete the environmental assessment study to review the potential impact of a runway safety enhancement. | 3 |
| B. Complete the analysis of private–public partnership opportunities for the City’s compost operations and make a recommendation on this analysis. | 1 |
| C. Continue the implementation of the Fleet Alternative Study Team recommendations to maximize the efficiency of Fleet operations for the City. | 1 |
| D. Work with the A2MC Project Team to ensure appropriate communication and coordination efforts related to the construction of the Courts/Police addition and Larcom renovation. | 2 |
| E. Work with the Major Projects Manager to ensure the construction of the Court/Police addition in a timely and cost effective manner. | 3 |

| Service Unit Measures | Status |
|---|--------|
| A – Work with consultants, staff and public to complete the environmental assessment study by 12/31/09. | |
| B1 – Complete review of proposal and interviews with the private contractors by 8/1/09. | |
| B2 – Negotiate contract provisions (if necessary), and make recommendation to City Council by 9/30/09. | |
| C1 – Work with FAST regarding implementation of recommendations on an ongoing basis. | |
| C2 – Complete fleet utilization study by 12/15/09. | |
| D1 – Meet as needed to ensure that ongoing project impacts to the public and employees are communicated timely and clearly. | |
| D2 – Coordinate with the contractor, public and employees to address changes in operating environment (parking, safety, relocations) due to the construction project on an ongoing basis. | |
| E – Attend construction project meetings and keep abreast with all project issues and plans to support the Major Projects Manager in ensuring the construction project is completed timely and in a cost effective manner. | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
FLEET & FACILITIES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|--------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 1 | 110014 | 0.25 | 0.25 |
| Admin Support Spec Lvl 5 | 110054 | 1.00 | 1.00 |
| Facilities Maint Tech I | 110204 | 1.17 | 2.00 |
| Facilities Maint Tech IV | 110234 | 2.00 | 2.00 |
| Facilities Maint Tech V | 110244 | 3.83 | 3.00 |
| Fin Analyst FI & Fac Svc | 401420 | 1.00 | 1.00 |
| Fleet & Fac Supv II | 190014 | 2.00 | 2.00 |
| Fleet & Fac Supv III | 190024 | 1.00 | 1.00 |
| Fleet & Facilities Mgr | 403200 | 0.60 | 0.60 |
| Procurement Coordinator | 117450 | 1.00 | 1.00 |
| Vehicle & Equip Tech III | 110104 | 1.00 | 1.00 |
| Vehicle & Equip Tech IV | 110114 | 1.00 | 1.00 |
| Vehicle & Equip Tech IV | 110115 | 4.00 | 4.00 |
| Vehicle & Equip Tech V | 110125 | 4.08 | 4.00 |
| Total | | 23.93 | 23.85 |



PUBLIC SERVICES AREA

PROJECT MANAGEMENT

The Project Management Services Unit partners with internal and external local agencies to complete major improvements to the City's infrastructure. The PMSU is responsible for the City's traffic engineering, review and inspection of private development projects, engineering and management of the City's capital improvement projects, administering construction contracts and contracts for engineering services, and updating and maintaining the City's infrastructure records. The budget includes 15.31 FTEs.

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | 1,743,416 | 2,068,097 | 1,630,128 | 1,630,128 | 1,799,121 | 1,856,167 |
| INTRA GOVERNMENTAL SALES | 3,473 | 1,915 | - | 600 | - | - |
| MISCELLANEOUS REVENUE | 5,203 | 1,468 | - | 1,000 | - | - |
| PRIOR YEAR SURPLUS | - | - | 140,947 | 100,737 | 112,921 | 122,476 |
| OPERATING TRANSFERS | 459,933 | 567,276 | 680,997 | 680,997 | 456,485 | 497,086 |
| Total | \$2,212,025 | \$2,638,756 | \$2,452,072 | \$2,413,462 | \$2,368,527 | \$2,475,729 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PROJECT MANAGEMENT (0049) | 2,165,202 | 2,638,756 | 2,210,388 | 2,211,988 | 2,142,685 | 2,230,777 |
| STREET REPAIR MILLAGE (0062) | - | - | 100,737 | 100,737 | 112,921 | 122,476 |
| ART IN PUBLIC PLACES (0056) | - | - | 100,737 | 100,737 | 112,921 | 122,476 |
| GENERAL (0010) | 33,945 | - | 40,210 | - | - | - |
| ALTERNATIVE TRANSPORTATION (0061) | 12,878 | - | - | - | - | - |
| Total | \$2,212,025 | \$2,638,756 | \$2,452,072 | \$2,413,462 | \$2,368,527 | \$2,475,729 |

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 1,224,693 | 1,136,996 | 1,303,538 | 1,245,886 | 1,080,557 | 1,098,692 |
| PAYROLL FRINGES/INSURANCE | 454,108 | 563,403 | 635,770 | 640,951 | 616,508 | 686,924 |
| OTHER SERVICES | 100,578 | 201,269 | 212,263 | 275,857 | 207,149 | 233,508 |
| MATERIALS & SUPPLIES | 15,073 | 9,531 | 12,241 | 15,680 | 14,315 | 13,950 |
| OTHER CHARGES | 818,353 | 426,530 | 469,435 | 440,965 | 823,065 | 659,589 |
| PASS THROUGHS | (17,734) | 114,582 | 262,390 | 222,180 | 216,831 | 229,560 |
| CAPITAL OUTLAY | 803 | 10,079 | 5,000 | 5,000 | 50,000 | 37,500 |
| VEHICLE OPERATING COSTS | 4,186 | - | - | 1,000 | - | - |
| Total | \$2,600,060 | \$2,462,390 | \$2,900,637 | \$2,847,519 | \$3,008,425 | \$2,959,723 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PROJECT MANAGEMENT (0049) | 2,100,850 | 1,874,133 | 2,145,364 | 2,141,872 | 2,099,610 | 2,186,547 |
| STREET REPAIR MILLAGE (0062) | 81,484 | 233,577 | 315,938 | 315,938 | 513,889 | 365,191 |
| MAJOR STREET (0021) | 323,185 | 330,992 | 347,546 | 338,130 | 372,988 | 385,912 |
| LOCAL STREET (0022) | 83,587 | 23,688 | 51,579 | 51,579 | 21,938 | 22,073 |
| GENERAL (0010) | 2,650 | - | 40,210 | - | - | - |
| ALTERNATIVE TRANSPORTATION (0061) | 8,304 | - | - | - | - | - |
| Total | \$2,600,060 | \$2,462,390 | \$2,900,637 | \$2,847,519 | \$3,008,425 | \$2,959,723 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------------|--------------|--------------|--------------|--------------|--------------|
| PROJECT MANAGEMENT | 16.21 | 17.69 | 17.69 | 15.31 | 15.31 |
| Total | 16.21 | 17.69 | 17.69 | 15.31 | 15.31 |

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT SERVICES UNIT**

REVENUES

Charges for Services – The Project Management Services Unit (PMSU) has been an Internal Service Fund since FY 06. The PMSU Internal Service Fund receives credits from the capital projects for engineering and project management services, collects fees for reviewing private development construction plans and construction inspection, and receives pro-rated credits from other funds that require the PMSU services. The increase is related to an increased Capital Project initiative.

EXPENSES

Personnel Services – The decrease in costs is due to an increase in FTE allocations to capital projects, which results in a corresponding increase of personnel costs in Capital Project personnel services.

Payroll Fringes - The decrease in FY 10 is related to an increase of FTE allocation to capital projects. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Charges – The increase in other charges is attributed to an increase in the Municipal Service charge as well as budgeting for the potential Street Millage refund to Pfizer.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|--------------------|----------------------------|-----------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Project Management | Manager: | Homayoon Pirooz |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Rebuild the City's Infrastructure (Streets, Water Mains, Storm & Sanitary Sewer) | 3 |
| B. Engage the public in the planning, design and construction of the capital improvement projects. | 2 |
| C. Encourage and implement environmentally sustainable engineering solutions | 4 |
| D. Encourage new developments by providing timely construction plan review and assisting the developers | 5 |

| Service Unit Measures | Status |
|---|----------|
| A - Number of the street reconstruction projects meeting their FY 2009 design or construction benchmark | 7 of 7 |
| A - Number of the water Main replacement projects meeting their FY09 benchmark | 13 of 15 |
| A - Number of the storm and sanitary sewer reconstruction projects meeting their FY09 benchmark | 9 of 15 |
| A - Number of bike lane Improvement projects meeting their FY 2009 benchmark | 2 of 2 |
| B - Number of capital improvement projects with extensive public engagement process | 16 of 16 |
| C - Number of capital improvement projects with special attention to positive impact on the environment. | 8 of 8 |
| D1 - 80% of Private Development Construction Plans reviewed within 4 weeks | 80% |
| D1 - 80% of Right-of-Way Permits reviewed within 3 weeks | 86% |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|--------------------|----------------------------|-----------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Project Management | Manager: | Homayoon Pirooz |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Secure State and Federal Grants to fund the City's infrastructure improvement projects. | 1 |
| B. Engage the public in the planning, design and construction of the capital improvement projects. | 2 |
| C. Rebuild the City's Infrastructure (Streets, Water Mains, Storm & Sanitary Sewer). | 3 |
| D. Encourage and implement environmentally sustainable engineering solutions. | 4 |
| E. Encourage new developments by providing timely construction plan review and assisting the developers. | 5 |

| Service Unit Measures/Scoreboards | Status |
|--|--------|
| A. Utilize grant amounts secured for the City's capital improvement projects. Target 100% utilized as required | |
| B - Number of capital improvement projects with extensive public engagement process 28 of 28 | |
| C1 - Number of the street reconstruction/resurfacing projects meeting their FY 2010 design or construction benchmark 14 of 14 | |
| C2 - Number of the water Main replacement projects meeting their FY10 benchmark 16 of 16 | |
| C3 - Number of the storm and sanitary sewer reconstruction projects meeting their FY10 benchmark 21 of 21 | |
| C4 - Number of transportation/non-motorized projects meeting their FY 2010 benchmark 6 of 6 | |
| D - Number of capital improvement projects with special attention to positive impact on the environment. 19 of 19 | |
| E1 - 80% of Private Development Construction Plans reviewed within 4 weeks | |
| E2 - 80% of Right-of-Way Permits reviewed within 3 weeks | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 0.30 | 0.30 |
| Admin Support Spec Lvl 5 | 110054 | 0.85 | 0.85 |
| Civil Engineer III | 403620 | 1.96 | 1.96 |
| Civil Engineer IV | 403840 | 0.20 | 0.20 |
| Civil Engineer V | 401330 | 2.40 | 2.40 |
| Civil Engineering Spec 3 | 112014 | 3.35 | 3.35 |
| Civil Engineering Spec 4 | 112024 | 3.65 | 3.65 |
| Field Operations Supv IV | 192130 | 0.65 | 0.65 |
| Financial Mgr-Public Serv | 401070 | 0.20 | 0.20 |
| Management Assistant | 000200 | 0.05 | 0.05 |
| Project Management Mgr | 403140 | 1.00 | 1.00 |
| Supervisor - CESs | 192050 | 0.70 | 0.70 |
| Total | | 15.31 | 15.31 |



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, safety programming and oversight and communications support. Administration also provides support for the design and management of capital projects. There are 11.0 FTEs assigned to perform these functions in support of the service area.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | 409,485 | 670,699 | 520,200 | 627,000 | 126,590 | 528,938 |
| CONTRIBUTIONS | - | 14,421 | - | - | - | - |
| INTRA GOVERNMENTAL SALES | - | - | 596,425 | - | - | - |
| INVESTMENT INCOME | 3,933,679 | 5,021,551 | 3,145,000 | 2,332,200 | 2,539,693 | 2,441,975 |
| LICENSES, PERMITS & REGISTRATION | 29,718 | 22,454 | 60,000 | 8,000 | - | - |
| MISCELLANEOUS REVENUE | (767,329) | 213,051 | 50,000 | 32,063 | 25,000 | 34,000 |
| PRIOR YEAR SURPLUS | - | - | 439,211 | 88,473 | 2,684,142 | 3,852,743 |
| TAXES | 19,643,568 | 20,893,338 | 20,988,509 | 21,374,510 | 21,129,521 | 20,031,202 |
| OPERATING TRANSFERS | 2,506,361 | 2,214,641 | 2,666,592 | 2,621,393 | 2,730,788 | 2,857,055 |
| Total | \$25,755,482 | \$29,050,155 | \$28,465,937 | \$27,083,639 | \$29,235,734 | \$29,745,913 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| SOLID WASTE (0072) | 12,042,454 | 12,912,499 | 12,346,330 | 12,669,665 | 12,318,766 | 12,240,304 |
| STREET REPAIR MILLAGE (0062) | 8,614,524 | 9,373,704 | 10,288,879 | 10,101,345 | 11,993,047 | 12,490,239 |
| WATER SUPPLY SYSTEM (0042) | 2,893,512 | 2,305,985 | 2,027,526 | 1,822,289 | 2,269,194 | 2,302,923 |
| SEWAGE DISPOSAL SYSTEM (0043) | 486,801 | 2,591,820 | 1,731,496 | 932,688 | 1,095,168 | 1,077,970 |
| MAJOR STREET (0021) | 925,158 | 1,050,483 | 946,990 | 821,590 | 864,656 | 864,757 |
| ART IN PUBLIC PLACES (0056) | - | - | 413,211 | 375,412 | 317,343 | 383,897 |
| LOCAL STREET (0022) | 287,076 | 332,364 | 229,650 | 232,650 | 260,000 | 265,250 |
| STORMWATER SEWER SYSTEM (0069) | 389,713 | 304,340 | 402,855 | 73,000 | 62,970 | 64,346 |
| GENERAL (0010) | 61,701 | 73,566 | 53,000 | 55,000 | 54,590 | 56,227 |
| INSURANCE (0057) | - | - | 26,000 | - | - | - |
| ALTERNATIVE TRANSPORTATION (0061) | 36,943 | 50,536 | - | - | - | - |
| METRO EXPANSION (0036) | 18,961 | 45,008 | - | - | - | - |
| PARKING SYSTEM (0044) | - | 6,061 | - | - | - | - |
| PROJECT MANAGEMENT (0049) | (1,361) | 3,789 | - | - | - | - |
| Total | \$25,755,482 | \$29,050,155 | \$28,465,937 | \$27,083,639 | \$29,235,734 | \$29,745,913 |

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 1,099,402 | 928,678 | 982,703 | 996,099 | 823,101 | 829,085 |
| PAYROLL FRINGES/INSURANCE | 1,462,632 | 1,653,805 | 1,618,444 | 1,603,442 | 1,334,517 | 1,459,989 |
| OTHER SERVICES | 575,861 | 524,488 | 765,784 | 682,717 | 623,856 | 599,322 |
| MATERIALS & SUPPLIES | 81,402 | 95,627 | 126,002 | 112,402 | 87,402 | 90,952 |
| OTHER CHARGES | 10,413,510 | 9,139,525 | 15,653,207 | 16,155,378 | 17,344,717 | 17,865,973 |
| PASS THROUGHGS | 3,553,239 | 3,593,341 | 3,792,933 | 3,792,933 | 4,173,921 | 4,394,363 |
| CAPITAL OUTLAY | 7,528 | 19,165 | - | - | - | - |
| VEHICLE OPERATING COSTS | 392 | 397 | - | 250 | - | - |
| Total | \$17,193,966 | \$15,955,026 | \$22,939,073 | \$23,343,221 | \$24,387,514 | \$25,239,684 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| WATER SUPPLY SYSTEM (0042) | 5,402,170 | 5,675,502 | 7,781,190 | 7,613,595 | 8,831,387 | 8,856,831 |
| SEWAGE DISPOSAL SYSTEM (0043) | 6,543,986 | 5,178,633 | 8,196,936 | 8,611,973 | 7,794,030 | 8,451,440 |
| SOLID WASTE (0072) | 1,801,249 | 1,817,364 | 3,104,318 | 3,265,953 | 2,954,945 | 2,885,174 |
| STORMWATER SEWER SYSTEM (0069) | 853,629 | 571,109 | 1,140,260 | 1,164,123 | 2,145,873 | 2,287,440 |
| MAJOR STREET (0021) | 2,094,810 | 2,010,093 | 2,034,489 | 2,050,338 | 1,979,685 | 2,037,084 |
| GENERAL (0010) | 374,142 | 419,206 | 388,605 | 388,605 | 307,038 | 333,831 |
| INSURANCE (0057) | 68,165 | 175,052 | 183,397 | 181,697 | 179,544 | 183,368 |
| LOCAL STREET (0022) | - | - | 21,441 | - | 129,683 | 130,980 |
| ART IN PUBLIC PLACES (0056) | - | - | 42,437 | 42,437 | 35,329 | 41,536 |
| PROJECT MANAGEMENT (0049) | 41,165 | 22,277 | 16,000 | 20,000 | 25,000 | 25,000 |
| CENTRAL STORES (0011) | 29,702 | 3,931 | 30,000 | 4,500 | 5,000 | 7,000 |
| STREET REPAIR MILLAGE (0062) | - | 80,929 | - | - | - | - |
| PARKING SYSTEM (0044) | - | 930 | - | - | - | - |
| AIRPORT (0048) | (15,052) | - | - | - | - | - |
| Total | \$17,193,966 | \$15,955,026 | \$22,939,073 | \$23,343,221 | \$24,387,514 | \$25,239,684 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|----------------|--------------|--------------|--------------|--------------|--------------|
| ADMINISTRATION | 18.21 | 12.00 | 12.00 | 11.00 | 11.00 |
| Total | 18.21 | 12.00 | 12.00 | 11.00 | 11.00 |

PUBLIC SERVICES AREA ADMINISTRATION

REVENUES

Charges for Services – Reflects a decrease in the market for recycled materials for FY 2010; however, anticipates the market stabilizing for FY 2011.

Prior Year Surplus – The increase reflects re-appropriation of multi-year funding for Art In Public Places Fund for 1% of capital expenditures in Water, Sewer, Stormwater and Solid Waste Funds. In addition, the Street Millage Fund is utilizing fund balance to complete an increased level of projects for FY 2010 and FY 2011.

EXPENSES

Personnel Services – The decrease in costs is due to an increase in FTE allocations to capital projects, which results in a corresponding increase of personnel costs in Capital Project personnel services.

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Payroll Fringes - The decrease is related to an increase of FTE allocation to capital projects.

Other Charges - Water, Sewer & Stormwater reflect anticipated FY 2010 debt payments, depreciation and increased insurance and an overall increase in IT and Municipal Service charges. The Sewer fund depreciation increase is related to the major infrastructure improvements planned in FY 2010.

| | |
|---------------------------------------|--|
| FY 2009 | |
| GOALS AND PERFORMANCE MEASURES | |

| | | | |
|----------------------|---------------------------------|----------------------------|---------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Safety/Training and Development | Manager: | Bob Cariano |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Review and update the Public Services employee progression requirements by unit and remove tasks that are no longer performed and add new tasks where required. This will reduce training costs and result in well-trained and qualified employees. | 1, 5 |
| B. Complete redesign of Employee Injury Reporting form. This form will include a complete investigation that will identify deficiencies in training and equipment usage. This process will reduce employees' time off work and worker compensation cost. (City-wide) | 1, 3 |
| C. Redesign the Equipment Accident reporting form. This form will also have a complete investigation process that will identify employee retraining requirements and equipment deficiencies. This process will reduce worker compensation and equipment repair costs. (City-wide) | 3, 5 |
| D. Review of Managed Clothing Program | 5 |
| E. Develop a working relationship with other Public agencies for Safety Training requirements. | 2, 3 |

| Service Unit Measures | Status |
|--|--------|
| A - Current progression requirements are being reviewed by each Service Unit and are in different phases of completion. | 75% |
| B1 - Form complete and ready for print April 1, 2009 | 100% |
| B2 - Roll out and training on form to begin April 21, 2009 | 50% |
| C - Form complete by July 1, 2008 | 50% |
| D - Program in place by June 30, 2009 | 100% |
| E - Reduce overall training costs | 75% |

See Budget Summaries Section, Page V. for list of City Goal

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|----------------|----------------------------|---------------|
| Service Area: | Public service | Area Administrator: | Sue McCormick |
| Service Unit: | Administration | Manager: | Sue McCormick |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Develop a contract to provide annual required health screening for employees in high risk areas. (Hearing Test and Respiratory Fit Testing) | 1 & 5 |
| B. Working in conjunction with all Public Service units write standard operating procedures for each operation (2/3 year Process). | 2,3 & 5 |
| C. Develop and implement annual testing in Larcom Building for Radon, Asbestos, Mold and Mildew. | 1,3 & 5 |
| D. Develop, train and implement an electronic dual incident reporting form with follow-up investigation process. | 1,3 & 5 |
| E. Provide quarterly safety audits for all Public Service units. | 1,3 & 5 |
| F. Complete foundations, framing, and enclosing the Court/Police addition, with substantial progress on interior finishing. | 1,3, & 4 |

| Service Unit Measures | Status |
|---|--------|
| A - September 1, 2009 with annual testing to follow | |
| B - Minimum of 150 standard operating procedures written by June 30, 2010 | |
| C1 - Radon testing ongoing with test results every six months | |
| C2 - Complete air and wipe sample every three months | |
| D1 - Develop by August 1, 2009. Training completed for Public Service by October 1, 2009 | |
| D2 - Tracking and updates for each unit quarterly | |
| E - 100% completion each quarter | |
| F - 100 % completion by June 30, 2010 | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 0.45 | 0.45 |
| Admin Support Spec Lvl 4 | 110044 | 0.50 | 0.50 |
| Admin Support Spec Lvl 5 | 110054 | 0.15 | 0.15 |
| City Communication Liaiso | 401180 | 1.00 | 1.00 |
| Financial Mgr-Public Serv | 401070 | 0.80 | 0.80 |
| Financial Op & Control An | 401250 | 1.00 | 1.00 |
| Management Assistant | 000200 | 1.90 | 1.90 |
| Mgr Fund & Rate Analysis | 401060 | 1.00 | 1.00 |
| Proc&Docu Spec/Tech Train | 401080 | 1.00 | 1.00 |
| Public Services Area Admi | 403410 | 1.00 | 1.00 |
| Public Svcs - Major Proj | 403780 | 0.10 | 0.10 |
| Safety Compliance Special | 401220 | 1.00 | 1.00 |
| Safety Manager | 401290 | 1.00 | 1.00 |
| Solid Waste Coordinator | 404100 | .10 | .10 |
| Total | | 11.00 | 11.00 |



PUBLIC SERVICES AREA
SYSTEMS PLANNING

The Systems Planning Unit is comprised of 13.64 FTEs. Systems Planning staff brings together diverse experience in solid waste and recycling, soil erosion, natural features, urban forestry, planning, public engagement, project management, transportation, GIS, stormwater and water resources, sanitary sewer and drinking water issues. The unit provides asset management for the Public Services Area including parks, solid waste, transportation, non-motorized transportation, sanitary, storm water and drinking water facilities; development of programs and policies that optimize service levels, environmental benefit and public investment; capital planning and budgeting; and infrastructure standards and specifications for facilities and activities within the Public Services Area. The unit also provides support for the implementation of GIS-based work management systems throughout the service area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | - | 460,000 | - | 8,000 | 12,000 | 12,000 |
| CONTRIBUTIONS | 9,632 | - | - | - | - | - |
| INTERGOVERNMENTAL REVENUES | 106,842 | 45,016 | - | - | - | - |
| INVESTMENT INCOME | 12,142 | 54,390 | - | - | - | - |
| MISCELLANEOUS REVENUE | - | - | 23,600 | 5,200 | 5,200 | 5,200 |
| PRIOR YEAR SURPLUS | - | - | 579,922 | 394,840 | 126,632 | 131,429 |
| OPERATING TRANSFERS | 60,215 | 155,808 | 121,037 | 26,243 | 131,260 | 132,644 |
| Total | \$188,831 | \$715,214 | \$724,559 | \$434,283 | \$275,092 | \$281,273 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| ENERGY PROJECTS (0002) | 78,854 | 577,510 | 419,201 | 419,201 | 163,998 | 165,578 |
| ALTERNATIVE TRANSPORTATION (0061) | - | 92,688 | 104,676 | - | 100,598 | 104,777 |
| ART IN PUBLIC PLACES (0056) | - | - | 9,882 | 9,882 | 5,296 | 5,718 |
| GENERAL (0010) | - | - | 5,200 | 5,200 | 5,200 | 5,200 |
| STORMWATER SEWER SYSTEM (0069) | - | - | 90,200 | - | - | - |
| SEWAGE DISPOSAL SYSTEM (0043) | - | - | 90,200 | - | - | - |
| WATER SUPPLY SYSTEM (0042) | - | - | 5,200 | - | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | 109,977 | 45,016 | - | - | - | - |
| Total | \$188,831 | \$715,214 | \$724,559 | \$434,283 | \$275,092 | \$281,273 |

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 864,077 | 917,872 | 1,281,804 | 955,207 | 1,009,181 | 1,010,897 |
| PAYROLL FRINGES/INSURANCE | 236,944 | 347,612 | 429,853 | 425,257 | 461,406 | 510,837 |
| OTHER SERVICES | 324,128 | 534,730 | 937,386 | 457,010 | 679,284 | 491,444 |
| MATERIALS & SUPPLIES | 18,219 | 237,858 | 272,232 | 266,532 | 25,850 | 17,350 |
| OTHER CHARGES | 214,437 | 228,640 | 227,787 | 200,445 | 340,238 | 313,946 |
| PASS THROUGHGS | 10,000 | 85,000 | 9,882 | 94,882 | 5,296 | 5,718 |
| CAPITAL OUTLAY | 27,080 | 25,824 | 156,400 | 149,500 | 137,000 | 142,000 |
| Total | \$1,694,885 | \$2,377,536 | \$3,315,344 | \$2,548,833 | \$2,658,255 | \$2,492,192 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| STORMWATER SEWER SYSTEM (0069) | 270,054 | 599,825 | 702,268 | 619,669 | 737,057 | 649,100 |
| WATER SUPPLY SYSTEM (0042) | 460,034 | 568,411 | 784,654 | 492,887 | 675,980 | 675,872 |
| SEWAGE DISPOSAL SYSTEM (0043) | 259,612 | 343,459 | 712,808 | 369,061 | 404,205 | 412,150 |
| SOLID WASTE (0072) | 221,954 | 234,589 | 293,864 | 254,173 | 330,487 | 235,388 |
| ENERGY PROJECTS (0002) | 35,048 | 228,202 | 412,819 | 412,819 | 160,434 | 161,519 |
| MAJOR STREET (0021) | 142,257 | 115,806 | 162,585 | 159,395 | 146,416 | 150,369 |
| GENERAL (0010) | 189,086 | 159,918 | 142,326 | 142,326 | 116,724 | 118,067 |
| ALTERNATIVE TRANSPORTATION (0061) | - | 82,310 | 104,020 | 98,503 | 86,952 | 89,727 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 116,840 | 45,016 | - | - | - | - |
| Total | \$1,694,885 | \$2,377,536 | \$3,315,344 | \$2,548,833 | \$2,658,255 | \$2,492,192 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|------------------|--------------|--------------|--------------|--------------|--------------|
| SYSTEMS PLANNING | 15.85 | 12.70 | 13.40 | 13.64 | 13.64 |
| Total | 15.85 | 12.70 | 13.40 | 13.64 | 13.64 |

PUBLIC SERVICES SYSTEMS PLANNING

EXPENSES

Personnel Services – Reflects a decrease due to the reduction of Temporary Employee Pay, which is now paid for under Contract Temporary Employees.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services - Funds 0042, 0043 and 0069 include a decrease in Consulting and Contracted Services and an Increase in Contract Temporary Employees, because of the change in temporary employee strategy.

Other Charges – The increase is related to increased IT charges and the change of centralizing all IT related software purchases.

| |
|---------------------------------------|
| FY 2009 |
| GOALS AND PERFORMANCE MEASURES |

| | | | |
|----------------------|------------------|----------------------------|---------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Systems Planning | Manager: | Craig Hupy |

| Service Unit Goals | City Goals |
|--|------------|
| A. Complete the Huron River Impoundment Mgmt Plan (HRIMP) | 3 |
| B. Complete Phase I and II of the Stormwater Asset Inventory and Basic Model | 4 |
| C. Substantially complete the Water Distribution Master Plan | 3 |
| D. Develop an Urban Forestry Management Plan | 4 |
| E. Establish policies for the management of the City's natural and physical infrastructures | 4 |

| Service Unit Measures | Status |
|--|---|
| A1 – Complete draft HRIMP by 09/30/08 | Completed 5/1/09 |
| A2 – Engage in Public Review & Discussion by 12/01/08 | 6/30/09 |
| A3 – Complete the final HRIMP by 12/31/08 | 7/31/09 |
| A4 – Prepare prioritized list of projects by 06/30/09 | Completed |
| B1 – Complete physical inventory & inlet assessment by 09/30/08 | 09/30/09, delay due to technical issues |
| B2 – Construct model by 12/31/08 | 95% completed |
| B3 – Complete basic calibration of model by 03/31/08 | ongoing |
| B4 – Determine areas/basins for more detailed monitoring by 06/30/09 | |
| C1 – Complete draft water distribution master plan by 06/30/09 | Late start due 9/30/09 |
| C2 – Prepare prioritized list of projects by 06/30/09 | 9/30/09 |
| D1 – Complete a draft forestry management plan by 12/31/08 | Doing inventory this FY |
| D2 – Engage public review and discussion by 03/30/08 | Start 7/1/09 |
| D3 – Present final forestry management plan for acceptance by 06/30/09 | 3/30/10 |
| E – Compile assessments of asset inventories (system used, responsible staff, need to enhance or upgrade, etc.) for each of the 27 asset subareas contained in the Systems Planning Unit Asset Management program by 06/30/09 | Complete |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|------------------|----------------------------|---------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Systems Planning | Manager: | Craig Hupy |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Complete the Huron River & Impoundments Management Plan (HRIMP) | 4 |
| B. Complete the Water Distribution Master Plan | 3 |
| C. Develop an Urban Forestry Management Plan | 4 |
| D. Continue Developing Policies and Methodology for Management of City's Natural and Physical Infrastructure | 3 |
| E. Complete a Vehicle Idling Ordinance | 4 |
| F. Complete a Floodplain Management Ordinance | 4 |
| G. Begin Process to Convert Stormwater NPDES Permit from Jurisdiction Permit to Watershed Based Permit | 4 |
| H. Assist Field Operations in the Coordination and Implementation of the Commercial Waste Franchise | 4 |

| Service Unit Measures | Status |
|--|--------|
| A1 - Complete the Final HRIMP by 7/31/09 | |
| A2 - Prepare Prioritized List of Projects by 1/31/10 | |
| B1 - Complete Water Distribution Master Plan by 1/31/10 | |
| B2 - Prepare Prioritized List of Projects by 1/31/10 | |
| C1 - Initiate Urban Forestry Management Plan with Stakeholders Involvement by 7/15/09 | |
| C2 - Complete the Draft Urban Forestry Management Plan and Begin Public Comment Process by 3/31/10 | |
| C3 - Complete the Urban Forestry Management Plan by 6/30/10 | |
| D1 - Identify Asset Area Champions and Team Members. Begin Asset Area meetings by 7/31/09 | |
| D2 - Develop Asset Management Pilot Programs for 3 Areas by 12/31/09 | |
| E1 - Complete Vehicle Idling Ordinance by 2/28/10 | |
| F1 - Complete a Flood Plain Management ordinance by 3/31/10 | |
| G1 - Prepare a Public Participation Plan for Stormwater Activities by 08/31/09 | |
| G2 - Prepare a Stormwater Pollution Prevention Initiative by 2/28/10 | |
| H1 - Complete the Conversion of 50% of the Commercial Solid Waste Customers to the Franchise Program by 6/30/10 | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 4 | 110044 | 0.50 | 0.50 |
| City Planner III | 401030 | 1.00 | 1.00 |
| Civil Engineer III | 403620 | 0.74 | 0.74 |
| Civil Engineer V | 401330 | 1.00 | 1.00 |
| Energy Programs Manager | 401170 | 1.00 | 1.00 |
| Environmental Coordinator | 401410 | 1.00 | 1.00 |
| GIS Specialist | 401480 | 1.00 | 1.00 |
| Recycling Coordinator | 401230 | 1.00 | 1.00 |
| Senior Utilities Engineer | 404000 | 1.00 | 1.00 |
| Solid Waste Coordinator | 404100 | .90 | .90 |
| Stormwater/Floodplain Co | 401630 | 1.00 | 1.00 |
| 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 |
| Total | | 13.64 | 13.64 |



PUBLIC SERVICES AREA

WASTEWATER TREATMENT SERVICES

Wastewater Treatment Services is responsible for the effective collection, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. There are 34.98 FTEs assigned to Wastewater Treatment Services who are responsible for the operation and maintenance of the City's Wastewater Treatment Plant and eight sewage lift stations located around the City.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| MISCELLANEOUS REVENUE | 5,903 | 999 | 5,000 | 6,835 | 3,000 | 3,000 |
| OPERATING TRANSFERS | 249,996 | 249,996 | 250,000 | 250,000 | 250,000 | 250,000 |
| Total | \$255,899 | \$250,995 | \$255,000 | \$256,835 | \$253,000 | \$253,000 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| SEWAGE DISPOSAL SYSTEM (0043) | 255,899 | 250,995 | 255,000 | 256,835 | 253,000 | 253,000 |
| Total | \$255,899 | \$250,995 | \$255,000 | \$256,835 | \$253,000 | \$253,000 |

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 2,280,291 | 2,359,366 | 2,378,166 | 2,390,976 | 2,322,852 | 2,386,826 |
| PAYROLL FRINGES/INSURANCE | 1,033,231 | 1,253,649 | 1,429,202 | 1,424,458 | 1,480,369 | 1,652,645 |
| OTHER SERVICES | 2,312,975 | 2,560,669 | 3,043,144 | 2,982,952 | 2,881,107 | 2,957,454 |
| MATERIALS & SUPPLIES | 692,511 | 564,514 | 730,950 | 673,100 | 703,770 | 785,340 |
| OTHER CHARGES | 459,199 | 241,839 | 268,811 | 225,399 | 211,016 | 209,553 |
| PASS THROUGH | 16,525 | - | - | - | - | - |
| CAPITAL OUTLAY | 28,372 | 28,249 | 44,700 | 7,200 | 7,500 | 11,500 |
| VEHICLE OPERATING COSTS | 1,661 | 20,589 | - | 9,111 | - | - |
| Total | \$6,824,765 | \$7,028,875 | \$7,894,973 | \$7,713,196 | \$7,606,614 | \$8,003,318 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| SEWAGE DISPOSAL SYSTEM (0043) | 6,824,765 | 7,028,775 | 7,894,973 | 7,713,196 | 7,606,614 | 8,003,318 |
| WATER SUPPLY SYSTEM (0042) | - | 100 | - | - | - | - |
| Total | \$6,824,765 | \$7,028,875 | \$7,894,973 | \$7,713,196 | \$7,606,614 | \$8,003,318 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|
| WASTEWATER TREATMENT SERVICES | 33.75 | 35.48 | 35.48 | 34.98 | 34.98 |
| Total | 33.75 | 35.48 | 35.48 | 34.98 | 34.98 |

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

Personnel Services – The decrease in costs for Personnel Services is due to an increase in FTE allocations to capital projects, which results in a corresponding decrease of these costs in the operations and maintenance budget and offsets salary increases.

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease in costs for Other Services is due mainly to an anticipated decrease in the need for Contracted Services while major capital improvements are under construction.

Materials & Supplies – The decrease in costs for Materials & Supplies is due to an expected decrease in Equipment Parts/Maintenance costs for equipment being replaced by construction of major capital improvements.

Other Charges – The decrease in costs for Other Charges is due to the elimination of Contingency costs, which were included in the previous year's budget to fund severance pay for a retirement.

Capital Outlay – The decrease in costs for Capital Outlay reflects the difference in cost for capital purchases and projects between these fiscal years. Capital outlay expenses are for items necessary to maintain treatment process integrity and vary from one fiscal year to the next.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|----------------------|----------------------------|----------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Wastewater Treatment | Manager: | Earl J. Kenzie |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Complete construction of 50% Residuals Handling Improvements Project | 1, 2, 3 |
| B. Complete Phase 1 of Facilities Renovations Project | 1, 2, 3 |
| C. Get contract for Phase 2 of the Facilities Renovation Project | 1, 2, 3 |
| D. Install standby generator at the Arbor Landing lift station | 2, 3 |
| E. Treat wastewater to highest achievable water quality standards | 4 |
| F. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading | 4 |
| G. Inform and update the public of ongoing capital improvements at the WWTP | 2 |
| H. Maximize the beneficial reuse of biosolids through the land application program | 4 |
| I. Assess appropriate opportunities to implement energy efficient technologies in ongoing capital improvements | 1, 4 |

| Service Unit Measures | Status |
|--|---|
| A - Indicate monthly level of construction completed based on project schedule milestones | 10% complete - Schedule revised due to A2 Twp site plan approval delays |
| B - Indicate monthly level of construction completed based on project schedule milestones | 90% complete - Schedule revised due to A2 Twp site plan approval delays |
| C - Create project task list with due dates | Design 90% complete - Schedule revised due to reduction in project scope to contain costs |
| D - Create project task list with due dates | Design 100% complete - Construction to be completed by January 2010 |
| E - Meet all NPDES permit limits without significant violations. Zero fines or citations | 100% compliance |
| F1 - Daily review of plant performance in relation to phosphorus loading goals | 100% compliance |
| F2 - Take actions to correct phosphorous removal process upsets within one week | 100% compliance |
| G1 - Provide quarterly updates of capital project websites | 100% complete |
| G2 - Direct contact of neighboring stakeholders at least | 100% complete |

| | |
|---|---------------|
| one week prior to major site activities | |
| H - 100% of biosolids processed from May through November land applied, weather permitting | 100% complete |
| I - Create list of applicable technologies with due dates for consultants' recommendations | 100% complete |

See Budget Summaries Section, Page 53, for list of City Goals

**FY 2010
GOALS AND PERFORMANCE MEASURES**

| | | | |
|----------------------|----------------------|----------------------------|----------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Wastewater Treatment | Manager: | Earl J. Kenzie |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Complete construction of 50% Residuals Handling Improvements Project | 1, 2, 3 |
| B. Complete design and construction of improvements to earthen embankment and floodwall along the plant site perimeter that meet FEMA's flood protection requirements | 3 |
| C. Complete design, obtain site plan approval from Ann Arbor Twp., award contract and start construction of Facilities Renovation Project - Phase 2 | 1, 2, 3 |
| D. Install standby generator at the Arbor Landing lift station by January 2010 | 2, 3 |
| E. Treat wastewater to highest achievable water quality standards | 4 |
| F. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading | 4 |
| G. Inform and update the public of ongoing capital improvements at the WWTP | 2 |
| H. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints | 1,4 |
| I. Implement a stewarded work culture that aligns with the City's and Public Services Area's strategic direction | 5 |

| Service Unit Measures | Status |
|---|--------|
| A - Indicate monthly level of construction completed based on project schedule and milestones – 50% by 06/30/10 | |
| B - Create project schedule with appropriate milestones | |
| C - Create project milestones with target dates for completion | |
| D - Create project schedule with appropriate milestones | |
| E - Meet NPDES permit limits with no significant violations, fines or citations | |
| F1 - Daily review of plant performance relating to phosphorus loading goals | |
| F2 - Take actions to correct phosphorous removal process upsets within one week | |
| G1 - Provide quarterly updates of capital project websites | |
| G2 - Direct contact of neighboring stakeholders at least one week prior to major site activities | |
| H - 100% of biosolids processed from May through November land applied, weather and budget permitting | |
| I - Complete training of the leadership team on the five critical elements of a stewarded work culture and collaborate to develop the training program for all staff by 12/31/09; train all staff by 6/30/10 | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 1.00 | 1.00 |
| Admin Support Spec Lvl 5 | 110054 | 1.00 | 1.00 |
| Asst WWTP Manager | 401010 | 0.80 | 0.80 |
| Contract/Project Mgr WWTP | 401190 | 0.85 | 0.85 |
| Elec & Control Tech III | 116234 | 2.00 | 2.00 |
| Elec & Control Tech IV | 116244 | 1.00 | 1.00 |
| Environ Lab Analyst III | 110334 | 2.00 | 2.00 |
| Environ Lab Analyst IV | 110344 | 1.00 | 1.00 |
| Environmental Lab Supv | 196930 | 0.38 | 0.38 |
| Maint Technical Supv | 196281 | 1.00 | 1.00 |
| Process Control Sys Spec | 403190 | 1.00 | 1.00 |
| Senior Utilities Engineer | 404000 | 0.20 | 0.20 |
| Water Utility Supv I | 197400 | 1.00 | 1.00 |
| Water Utility Supv II | 197411 | 1.00 | 1.00 |
| Water Utility Supv III | 197420 | 2.00 | 2.00 |
| Water Utility Supv III | 197421 | 1.00 | 1.00 |
| Water Utility Tech I | 117400 | 1.00 | 1.00 |
| Water Utility Tech II | 117411 | 3.00 | 3.00 |
| Water Utility Tech III | 117420 | 2.00 | 2.00 |
| Water Utility Tech IV | 117430 | 1.00 | 1.00 |
| Water Utility Tech V | 117440 | 2.00 | 2.00 |
| Water Utility Tech V | 117441 | 8.00 | 8.00 |
| WWTP Manager | 401300 | 0.75 | 0.75 |
| Total | | 34.98 | 34.98 |



PUBLIC SERVICES AREA

WATER TREATMENT SERVICES

Water Treatment Services is primarily responsible for processing and supplying safe drinking water for the citizens of Ann Arbor by operation of the treatment plant and associated facilities. The Water Treatment Plant has 26.12 FTEs responsible for the operation of the treatment plant; six remote pumping stations; nineteen million gallons of storage capacity; four dams; source water facilities and two hydro-electric plants.

**PUBLIC SERVICES AREA
WATER TREATMENT SERVICES**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | 414,219 | 341,376 | 310,000 | 359,000 | 334,000 | 334,000 |
| INTERGOVERNMENTAL REVENUES | 23,100 | - | - | - | - | - |
| INTRA GOVERNMENTAL SALES | 4,215 | - | - | - | - | - |
| MISCELLANEOUS REVENUE | 1,200 | - | - | - | 9,200 | 9,200 |
| PRIOR YEAR SURPLUS | - | - | 265,000 | - | - | - |
| OPERATING TRANSFERS | 30,000 | 30,000 | 30,000 | 30,000 | - | - |
| Total | \$472,734 | \$371,376 | \$605,000 | \$389,000 | \$343,200 | \$343,200 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 436,413 | 362,404 | 595,000 | 380,000 | 334,200 | 334,200 |
| WATER SUPPLY SYSTEM (0042) | 32,106 | 8,972 | 10,000 | 9,000 | 9,000 | 9,000 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 4,215 | - | - | - | - | - |
| Total | \$472,734 | \$371,376 | \$605,000 | \$389,000 | \$343,200 | \$343,200 |

**PUBLIC SERVICES AREA
WATER TREATMENT SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 1,759,986 | 1,855,837 | 1,832,068 | 1,831,480 | 1,819,186 | 1,850,008 |
| PAYROLL FRINGES/INSURANCE | 842,822 | 1,013,919 | 1,041,243 | 1,032,236 | 1,128,263 | 1,257,450 |
| OTHER SERVICES | 1,950,283 | 2,092,512 | 2,421,946 | 2,302,940 | 2,576,925 | 2,583,597 |
| MATERIALS & SUPPLIES | 1,606,643 | 1,560,101 | 1,621,837 | 1,778,416 | 1,795,433 | 1,820,750 |
| OTHER CHARGES | 1,054,337 | 1,019,014 | 260,110 | 220,076 | 309,608 | 276,941 |
| PASS THROUGHS | 11,374 | - | - | - | - | - |
| CAPITAL OUTLAY | 22,408 | - | 527,500 | 346,000 | 296,800 | 395,000 |
| Total | \$7,247,853 | \$7,541,383 | \$7,704,704 | \$7,511,148 | \$7,926,215 | \$8,183,746 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| WATER SUPPLY SYSTEM (0042) | 7,078,346 | 7,422,930 | 7,237,984 | 7,101,274 | 7,449,059 | 7,704,748 |
| GENERAL (0010) | 170,095 | 118,453 | 458,216 | 409,874 | 477,156 | 478,998 |
| SEWAGE DISPOSAL SYSTEM (0043) | (4,805) | - | 8,504 | - | - | - |
| MAJOR GRANT PROGRAMS FUND (00MG) | 4,217 | - | - | - | - | - |
| Total | \$7,247,853 | \$7,541,383 | \$7,704,704 | \$7,511,148 | \$7,926,215 | \$8,183,746 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| WATER TREATMENT SERVICES | 23.63 | 26.22 | 26.22 | 26.12 | 26.12 |
| Total | 23.63 | 26.22 | 26.22 | 26.12 | 26.12 |

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

Prior Year Surplus – The decrease reflects the FY 2009 one-time expenditure for Barton dam improvements.

Operating Transfers – This decrease reflects an end to the transfer for plant replacement cost.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The increase reflects the increase in storm water fees, natural gas, electrical and sludge hauling costs.

Materials and Supplies - The increase reflects the rising cost of water treatment chemicals and materials and supplies, which includes spares for equipment and consumables.

Other Charges – The increase reflects the increased transfer to IT fund.

Capital Outlay - The decrease reflects fewer capital improvements initiation in FY10 and the efforts to continue on the capital improvements initiated in FY09.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------|----------------------------|---------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Water Treatment | Manager: | Sumedh Bahl |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor | 2 |
| B. Completing due maintenance of equipment for improved reliability | 3 |
| C. Implementing the priorities for the 2 nd year in the Capital Improvements Plan for the Water Treatment Facilities Master Plan | 3 |
| D. Estimate unaccounted for water | 1 |
| E. Comprehensive assessment of water quality challenges related to color, taste and odor in the water distribution system | 2 |

| Service Unit Measures | Status |
|--|--|
| A - 100% compliance with drinking water regulations | Complied with all regulations except a monitoring violation. |
| B - 80% completion of due equipment maintenance | Completed 81% of due equipment maintenance |
| C - Meet the established schedule of individual priorities/projects | Projects on schedule. |
| D - Quantify unaccounted for water as a percentage or gallons of delivered water by 6/30/09 | Unaccounted for water is about 5% |
| E - Complete mapping in Cityworks/GIS of all water quality problems received to date by 6/30/09 | Mapping is complete |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------|----------------------------|---------------|
| Service Area: | Public Services | Area Administrator: | Sue McCormick |
| Service Unit: | Water Treatment | Manager: | Sumedh Bahl |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor. | 2 |
| B. Complete due maintenance of equipment for improved reliability. | 3 |
| C. Implement the WTSU priorities for FY10 in the City's CIP. | 3 |
| D. Comprehensively address water quality challenges related to color, taste and odor in the water distribution system. | 2 |
| E. Annual estimate for unaccounted water. | 1 |

| Service Unit Measures | Status |
|--|--------|
| A - 100% compliance with drinking water regulations. | |
| B - 80% completion of equipment due maintenance. | |
| C - Meet the established schedule of individual priorities/projects. | |
| D - Complete development of plan to address color, taste and odor in the water distribution system. | |
| E - Quantify unaccounted water as a percentage or gallons of delivered water by 06/30/10. | |

See Budget Summaries Section, Page 53, for list of City Goals

PUBLIC SERVICES AREA
WATER TREATMENT SERVICES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 4 | 110044 | 1.50 | 1.50 |
| Asst WTP Manager | 401020 | 1.00 | 1.00 |
| Elec & Control Tech IV | 116244 | 2.00 | 2.00 |
| Environ Lab Analyst III | 110334 | 2.00 | 2.00 |
| Environmental Lab Supv | 196930 | 0.37 | 0.37 |
| Process Control Sys Spec | 403190 | 1.00 | 1.00 |
| Procurement Coordinator | 117450 | 1.00 | 1.00 |
| Senior Utilities Engineer | 404000 | 0.25 | 0.25 |
| Water Utility Supv II | 197410 | 1.00 | 1.00 |
| Water Utility Supv II | 197411 | 1.00 | 1.00 |
| Water Utility Supv III | 197421 | 3.00 | 3.00 |
| Water Utility Tech I | 117400 | 2.00 | 2.00 |
| Water Utility Tech III | 117420 | 2.00 | 2.00 |
| Water Utility Tech IV | 117430 | 1.00 | 1.00 |
| Water Utility Tech IV | 117431 | 1.00 | 1.00 |
| Water Utility Tech V | 117441 | 5.00 | 5.00 |
| WTP Manager | 401310 | 1.00 | 1.00 |
| Total | | 26.12 | 26.12 |

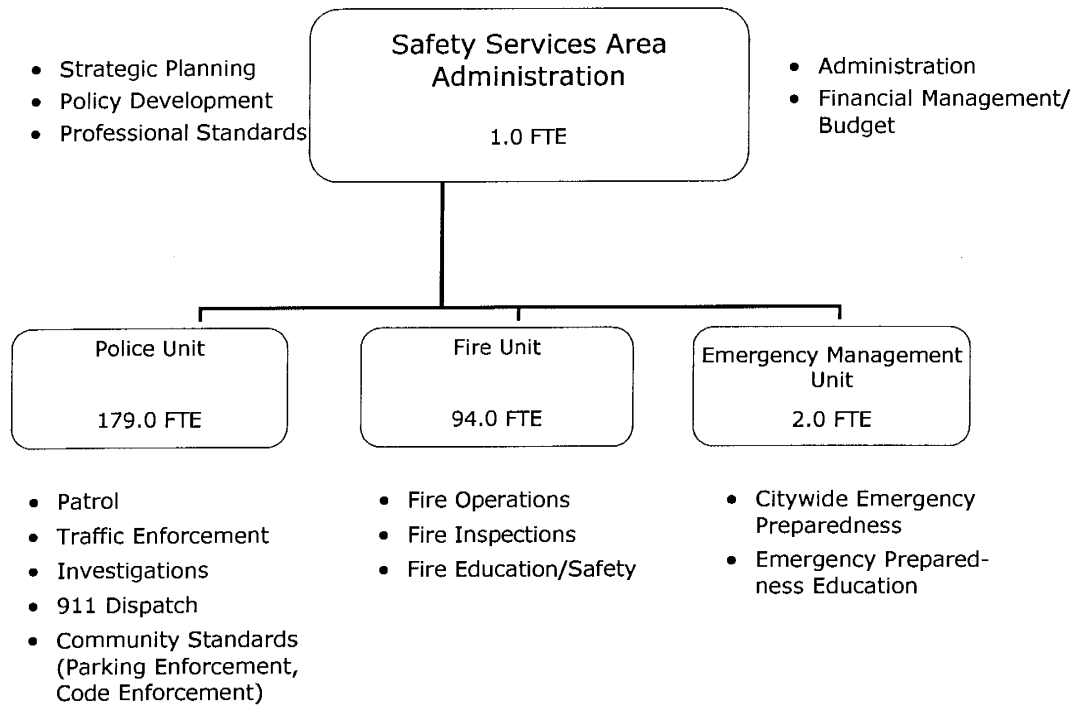
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Safety Services



SAFETY SERVICES AREA

Safety Services Area Organization Chart



The Safety Services Area is comprised of three Service Area Units: Emergency Management, Fire and Police Services. These Service Units provide the organization with a broad array of services such as: Citywide emergency preparedness and education, fire operations, fire inspections, fire safety, police patrol, traffic enforcement, parking enforcement, code enforcement and police investigations.

SAFETY SERVICES AREA

Revenues By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| POLICE SERVICES | 4,721,828 | 4,470,271 | 4,783,470 | 4,225,290 | 4,388,953 | 4,394,153 |
| FIRE SERVICES | 120,488 | 97,384 | 89,000 | 153,402 | 97,100 | 97,100 |
| Total | \$4,842,316 | \$4,567,655 | \$4,872,470 | \$4,378,692 | \$4,486,053 | \$4,491,253 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 4,452,026 | 4,388,026 | 4,639,029 | 4,300,925 | 4,124,300 | 4,124,300 |
| FEDERAL EQUITABLE SHARING FORFEITURE (0028) | 7,186 | 57,373 | 125,283 | 34,212 | 178,995 | 182,995 |
| MICHIGAN JUSTICE TRAINING (0064) | 39,522 | 40,479 | 30,000 | 33,000 | 78,000 | 78,000 |
| LOCAL FORFEITURE (0073) | 43,268 | (760) | 45,658 | 1,200 | 48,058 | 49,258 |
| DRUG ENFORCEMENT (0027) | 10,491 | 42,195 | 7,500 | 5,085 | 31,200 | 31,200 |
| POLICE AND FIRE RELIEF (0053) | 24,468 | 38,970 | 25,000 | 5,000 | 25,000 | 25,000 |
| HOMELAND SECURITY GRANT FUND (0017) | 236,542 | (195) | - | (730) | 500 | 500 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 5,604 | 1,567 | - | - | - | - |
| LOCAL LAW ENFORCEMENT BLOCK GRANT (0007) | 23,209 | - | - | - | - | - |
| Total | \$4,842,316 | \$4,567,655 | \$4,872,470 | \$4,378,692 | \$4,486,053 | \$4,491,253 |

SAFETY SERVICES AREA

Expenses By Service Unit

| Service Unit | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| POLICE SERVICES | 26,108,165 | 26,648,194 | 27,416,303 | 27,401,569 | 26,383,948 | 27,521,019 |
| FIRE SERVICES | 12,656,890 | 13,109,996 | 13,928,987 | 13,752,805 | 14,176,119 | 13,516,759 |
| Total | \$38,765,055 | \$39,758,190 | \$41,345,290 | \$41,154,374 | \$40,560,067 | \$41,037,778 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 38,459,110 | 39,703,127 | 41,142,049 | 41,125,014 | 40,233,214 | 40,705,725 |
| FEDERAL EQUITABLE SHARING FORFEITURE (0028) | 3,467 | 9,825 | 125,283 | - | 174,995 | 178,995 |
| MICHIGAN JUSTICE TRAINING (0064) | 35,038 | 42,991 | 24,800 | 24,800 | 75,000 | 75,000 |
| LOCAL FORFEITURE (0073) | - | - | 45,658 | - | 46,858 | 48,058 |
| DRUG ENFORCEMENT (0027) | 2,087 | - | 7,500 | 4,560 | 30,000 | 30,000 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 5,603 | 1,567 | - | - | - | - |
| POLICE AND FIRE RELIEF (0053) | - | 680 | - | - | - | - |
| HOMELAND SECURITY GRANT FUND (0017) | 236,541 | - | - | - | - | - |
| LOCAL LAW ENFORCEMENT BLOCK GRANT (0007) | 23,209 | - | - | - | - | - |
| Total | \$38,765,055 | \$39,758,190 | \$41,345,290 | \$41,154,374 | \$40,560,067 | \$41,037,778 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------|---------------|---------------|---------------|---------------|---------------|
| FIRE SERVICES | 94.00 | 94.00 | 94.00 | 94.00 | 80.00 |
| POLICE SERVICES | 226.00 | 210.17 | 209.00 | 182.00 | 182.00 |
| Total | 320.00 | 304.17 | 303.00 | 276.00 | 262.00 |





SAFETY SERVICES AREA

FIRE SERVICES

The Fire Services Unit provides a broad range of services to the community including traditional fire and emergency medical services, fire prevention and safety education, rescue and hazardous materials operations and fire inspections. The service unit has 94.0 FTEs.

SAFETY SERVICES AREA
FIRE SERVICES

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | 101,570 | 83,735 | 89,000 | 154,316 | 97,100 | 97,100 |
| CONTRIBUTIONS | 200 | - | - | - | - | - |
| INTERGOVERNMENTAL REVENUES | - | 4,298 | - | (914) | - | - |
| MISCELLANEOUS REVENUE | 18,718 | 9,351 | - | - | - | - |
| Total | \$120,488 | \$97,384 | \$89,000 | \$153,402 | \$97,100 | \$97,100 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 120,488 | 97,384 | 89,000 | 153,402 | 97,100 | 97,100 |
| Total | \$120,488 | \$97,384 | \$89,000 | \$153,402 | \$97,100 | \$97,100 |

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 7,372,276 | 7,255,305 | 7,536,905 | 7,459,567 | 7,562,970 | 6,623,736 |
| PAYROLL FRINGES/INSURANCE | 3,598,349 | 4,451,531 | 4,819,233 | 4,808,884 | 4,933,594 | 5,032,580 |
| OTHER SERVICES | 834,493 | 761,077 | 835,892 | 811,489 | 909,479 | 1,051,409 |
| MATERIALS & SUPPLIES | 163,192 | 93,389 | 142,750 | 110,273 | 95,819 | 144,915 |
| OTHER CHARGES | 394,917 | 289,522 | 301,091 | 294,504 | 383,891 | 384,405 |
| PASS THROUGHGS | 16,800 | 75,000 | 600 | 600 | 600 | 600 |
| CAPITAL OUTLAY | 84,929 | 89,072 | 99,994 | 94,816 | 100,000 | 120,000 |
| VEHICLE OPERATING COSTS | - | 3,262 | 400 | 588 | 410 | 420 |
| EMPLOYEE ALLOWANCES | 191,934 | 91,838 | 192,122 | 172,084 | 189,356 | 158,694 |
| Total | \$12,656,890 | \$13,109,996 | \$13,928,987 | \$13,752,805 | \$14,176,119 | \$13,516,759 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 12,656,890 | 13,109,316 | 13,928,987 | 13,752,805 | 14,176,119 | 13,516,759 |
| POLICE AND FIRE RELIEF (0053) | - | 680 | - | - | - | - |
| Total | \$12,656,890 | \$13,109,996 | \$13,928,987 | \$13,752,805 | \$14,176,119 | \$13,516,759 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|---------------|--------------|--------------|--------------|--------------|--------------|
| FIRE SERVICES | 94.00 | 94.00 | 94.00 | 94.00 | 80.00 |
| Total | 94.00 | 94.00 | 94.00 | 94.00 | 80.00 |

**SAFETY SERVICES AREA
FIRE SERVICES UNIT**

REVENUES

Charges for Services – This category covers revenue from false alarms, fire inspections, fire plan reviews and special permit fees. The increase is due to an increase in these fees that went into effect in FY09.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The increase is due to increases in fleet maintenance and repairs and medical services.

Materials & Supplies – The decrease is due to the necessary reduction in costs for materials and supplies as well as previous years' expenditure trends.

Other Charges – This reflects an increase in the Information Technology fund costs and an increase in liability insurance.

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 \$648,894 in FY 10.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------|----------------------------|---------------|
| Service Area: | Safety Services | Area Administrator: | Barnett Jones |
| Service Unit: | Fire Department | Manager: | Ed Dziubinski |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Meet or exceed NFPA & ISO Standards | 2 |
| B. Develop a list and an annual schedule of required training courses. | 2 |
| C. Develop a target occupancy inspection list. | 2 |

| Service Unit Measures | Status |
|---|---------|
| A1 First arrival for structure fires within 4 minutes of dispatch by station. | Ongoing |
| A2 Provide appropriate personal protective equipment (PPE) for all firefighters. | 100% |
| A3 Transition from Medical First Responder (MFR) to delivery of Basic Life Support. | 90% |
| A4 Develop an agreement with Ann Arbor Township to extend resources to annexed city addresses for proper responses, i.e. tanker truck. | 75% |
| A5 Develop intergovernmental agreements to allow regional functional fire district response. | 50% |
| B1 Develop an annual schedule of required training courses. Identify instructors and add to training calendar. | 20% |
| C1 Develop a target occupancy inspection list and schedule inspections. | 25% |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------|----------------------------|---------------|
| Service Area: | Safety Services | Area Administrator: | Barnett Jones |
| Service Unit: | Fire Department | Manager: | Ed Dziubinski |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Meet or exceed NFPA & ISO Standards. | 2 |
| B. Develop a list and an annual schedule of required training courses. | 2 |
| C. Develop a target occupancy inspection list. | 2 |

| Service Unit Measures | Status |
|--|---------|
| A1 First arrival for structure fires within 4 minutes of dispatch by station. | Ongoing |
| A2 Provide appropriate personal protective equipment (PPE) for all firefighters. | |
| A3 Transition from Medical First Responder (MFR) to delivery of Basic Life Support. | |
| A4 Develop an agreement with Ann Arbor Township to extend resources to annexed city addresses for proper responses, i.e. tanker truck | |
| A5 Develop intergovernmental agreements to allow regional functional fire district response. | |
| B Develop an annual schedule of required training courses. Identify instructors and add to training calendar. | |
| C Develop a target occupancy inspection list and schedule inspections. | |

See Budget Summaries Section, Page 53, for list of City Goals

SAFETY SERVICES AREA
FIRE SERVICES

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Apparatus Master Mech - A | 131731 | 1.00 | 1.00 |
| Asst Fire Chief - Assoc | 131761 | 1.00 | 1.00 |
| Asst Fire Chief - Bach | 131762 | 1.00 | 1.00 |
| Asst Training Chief/Ems C | 131812 | 1.00 | 1.00 |
| Battalion Chief | 131740 | 1.00 | 1.00 |
| Battalion Chief - Bach | 131742 | 2.00 | 2.00 |
| Battalion Chief/Trng | 131850 | 1.00 | 1.00 |
| Driver/Operator | 131660 | 10.00 | 10.00 |
| Driver/Operator - Assoc | 131661 | 5.00 | 5.00 |
| Driver/Operator - Bach | 131662 | 6.00 | 6.00 |
| Fire - Captain | 131770 | 1.00 | 1.00 |
| Fire - Captain - Assoc | 131771 | 1.00 | 1.00 |
| Fire - Captain - Bach | 131772 | 1.00 | 1.00 |
| Fire Chief | 403390 | 1.00 | 1.00 |
| Fire Inspector - Assoc | 131721 | 1.00 | 1.00 |
| Fire Inspector - Bach | 131722 | 2.00 | 2.00 |
| Fire Lieutenant | 131710 | 7.00 | 7.00 |
| 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 | 27.00 | 16.00 |
| Firefighter - Assoc | 131821 | 5.00 | 5.00 |
| Firefighter - Bach | 131822 | 9.00 | 6.00 |
| Management Assistant | 000200 | 2.00 | 2.00 |
| Total | | 94.00 | 80.00 |



SAFETY SERVICES AREA

POLICE SERVICES

The Police Services Unit is comprised of two divisions: Patrol and Support Services. The divisions provide the organization with a broad array of services such as: uniformed patrol, traffic enforcement, ordinance enforcement, professional standards, parking enforcement, general investigations, specialized investigations, training, recruiting, hiring, data processing, records management, and public safety dispatch. The Police Services Unit employs 180.0 FTEs. The Emergency Management Services Unit has 2.0 FTEs and 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 AREA
POLICE SERVICES**

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| CHARGES FOR SERVICES | 1,577,577 | 1,696,419 | 1,609,500 | 1,681,981 | 1,684,300 | 1,703,300 |
| CONTRIBUTIONS | 34,595 | 20,582 | 30,000 | 30,000 | 1,000 | 1,000 |
| FINES & FORFEITS | 2,565,443 | 2,345,473 | 2,742,500 | 2,283,436 | 2,187,900 | 2,168,900 |
| INTERGOVERNMENTAL REVENUES | 465,284 | 311,780 | 151,200 | 167,435 | 160,000 | 160,000 |
| INTRA GOVERNMENTAL SALES | 5,158 | 1,567 | - | - | - | - |
| INVESTMENT INCOME | 35,146 | 53,800 | 25,000 | 13,670 | 34,900 | 34,900 |
| MISCELLANEOUS REVENUE | 8,625 | 10,650 | 21,779 | 18,768 | 1,500 | 1,500 |
| PRIOR YEAR SURPLUS | - | - | 173,491 | - | 289,353 | 294,553 |
| OPERATING TRANSFERS | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Total | \$4,721,828 | \$4,470,271 | \$4,783,470 | \$4,225,290 | \$4,388,953 | \$4,394,153 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 4,331,538 | 4,290,642 | 4,550,029 | 4,147,523 | 4,027,200 | 4,027,200 |
| FEDERAL EQUITABLE SHARING FORFEITURE (0028) | 7,186 | 57,373 | 125,283 | 34,212 | 178,995 | 182,995 |
| MICHIGAN JUSTICE TRAINING (0064) | 39,522 | 40,479 | 30,000 | 33,000 | 78,000 | 78,000 |
| LOCAL FORFEITURE (0073) | 43,268 | (760) | 45,658 | 1,200 | 48,058 | 49,258 |
| DRUG ENFORCEMENT (0027) | 10,491 | 42,195 | 7,500 | 5,085 | 31,200 | 31,200 |
| POLICE AND FIRE RELIEF (0053) | 24,468 | 38,970 | 25,000 | 5,000 | 25,000 | 25,000 |
| HOMELAND SECURITY GRANT FUND (0017) | 236,542 | (195) | - | (730) | 500 | 500 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 5,604 | 1,567 | - | - | - | - |
| LOCAL LAW ENFORCEMENT BLOCK GRANT (0007) | 23,209 | - | - | - | - | - |
| Total | \$4,721,828 | \$4,470,271 | \$4,783,470 | \$4,225,290 | \$4,388,953 | \$4,394,153 |

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 15,710,613 | 15,256,704 | 14,928,821 | 15,185,389 | 14,536,322 | 14,547,893 |
| PAYROLL FRINGES/INSURANCE | 6,455,778 | 7,755,312 | 8,430,008 | 8,403,933 | 8,044,279 | 9,056,814 |
| OTHER SERVICES | 1,437,902 | 1,529,840 | 1,584,294 | 1,683,725 | 1,491,477 | 1,582,999 |
| MATERIALS & SUPPLIES | 203,306 | 136,198 | 148,746 | 144,109 | 137,625 | 137,625 |
| OTHER CHARGES | 1,849,714 | 1,658,905 | 1,845,943 | 1,676,989 | 1,633,742 | 1,649,985 |
| CAPITAL OUTLAY | 164,394 | 32,433 | 226,941 | 32,742 | 300,703 | 305,903 |
| VEHICLE OPERATING COSTS | 25,452 | 35,713 | 10,000 | 30,943 | 25,000 | 25,000 |
| EMPLOYEE ALLOWANCES | 261,006 | 243,089 | 241,550 | 243,739 | 214,800 | 214,800 |
| Total | \$26,108,165 | \$26,648,194 | \$27,416,303 | \$27,401,569 | \$26,383,948 | \$27,521,019 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 25,802,220 | 26,593,811 | 27,213,062 | 27,372,209 | 26,057,095 | 27,188,966 |
| FEDERAL EQUITABLE SHARING | | | | | | |
| FORFEITURE (0028) | 3,467 | 9,825 | 125,283 | - | 174,995 | 178,995 |
| MICHIGAN JUSTICE TRAINING (0064) | 35,038 | 42,991 | 24,800 | 24,800 | 75,000 | 75,000 |
| LOCAL FORFEITURE (0073) | - | - | 45,658 | - | 46,858 | 48,058 |
| DRUG ENFORCEMENT (0027) | 2,087 | - | 7,500 | 4,560 | 30,000 | 30,000 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 5,603 | 1,567 | - | - | - | - |
| HOMELAND SECURITY GRANT FUND (0017) | 236,541 | - | - | - | - | - |
| LOCAL LAW ENFORCEMENT BLOCK GRANT (0007) | 23,209 | - | - | - | - | - |
| Total | \$26,108,165 | \$26,648,194 | \$27,416,303 | \$27,401,569 | \$26,383,948 | \$27,521,019 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------|---------------|---------------|---------------|---------------|---------------|
| POLICE SERVICES | 226.00 | 210.17 | 209.00 | 182.00 | 182.00 |
| Total | 226.00 | 210.17 | 209.00 | 182.00 | 182.00 |

**SAFETY SERVICES AREA
POLICE SERVICES UNIT**

REVENUES

Charges for Services – Increase reflects revenue budgeted for the School Liaison officers. There is one additional officer included in FY 10 due to the addition of Skyline High School.

Contributions – Reduction is due to the possible decrease in contributions to the Police Services Unit.

Fines & Forfeits – Decrease reflects budgeted parking ticket revenue that more accurately represents the volume and level of collections anticipated, as well as previous years' trends.

Miscellaneous Revenue – Decrease is due to one-time donations to Adopt-a-Family budgeted in the previous fiscal year.

Prior Year Surplus – Increase is due to the budgeted use of fund balance in the Non-General Fund Police Funds such as the Federal Forfeiture Fund and the Local Forfeiture Fund.

EXPENSES

Personnel Costs – The decrease in costs is associated with a reduction of 27.0 FTEs.

Payroll Fringes – The decrease in costs in FY 2010 is associated with a reduction of 27.0 FTEs. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease is due to a reduction in the number of total vehicles included in the Police fleet.

Other Charges – The decrease is due to a reduction in Information Technology costs resulting from the reduction of 27.0 FTEs.

Capital Outlay – Increase in the budget for capital expenditures from the non-General Fund Police Funds, such as the Federal Forfeiture Fund.

Employee Allowances - The decrease in costs is associated with a reduction of 27.0 FTEs.

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 \$2,736,602 (includes \$683,986 for parking enforcement-patrol division) in FY 10.

| |
|---------------------------------------|
| FY 2009 |
| GOALS AND PERFORMANCE MEASURES |

| | | | |
|----------------------|-----------------|----------------------------|------------------------|
| Service Area: | Safety Services | Area Administrator: | Barnett Jones |
| Service Unit: | Police | Manager: | Greg Bazick, John Seto |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Partner with 30 local businesses to improve Emergency Planning and Business Continuity through development of a comprehensive emergency preparedness program to ensure that emergency response to a disaster situation is timely, coordinated, and effective. | 2, 5 |
| B. Increase case clearances by arrest by 2% by June 30, 2009 | 2, 5 |
| C. Reduce crashes by 5% on one selected corridor that has a high crash rate per volume of traffic. | 2, 5 |

| Service Unit Measures | Status |
|--|---|
| A - 30 local business partners committed to program | 50 % Complete. Other Partnerships Established |
| B - Run an analytic check for similar reported cases through CLEMIS for all reported incidents where a suspect description and method of operation are known. | Measure Abandoned- Technical Limitation |
| B2 - Conduct field interviews in area of reported crime for five (5) days if incident is reported within 24 hours of occurrence. | Measure Abandoned- Technical Limitation |
| B3 - Conduct 8 hours of directed investigation per month in areas of repeat or multiple reported incidents. | Achieved but ongoing |
| C - Dedicate 10 hours per month to enforcement along this corridor. | 16.8 hrs/month AVG |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|-----------------|----------------------------|------------------------|
| Service Area: | Safety Services | Area Administrator: | Barnett Jones |
| Service Unit: | Police | Manager: | Greg Bazick, John Seto |

| Service Unit Goals | City Goals: |
|---|-------------|
| A. Partner with 30 local businesses to improve Emergency Planning and Business Continuity through development of a comprehensive emergency preparedness program to ensure that emergency response to a disaster situation is timely, coordinated, and effective. | 2, 5 |
| B. Increase case clearances by arrest, of Part I offenses, by 2% by June 30, 2010. | 2, 5 |
| C. Reduce externally generated traffic complaints by 5% by June 30, 2010. | 2, 5 |

| Service Unit Measures | Status |
|---|--------|
| A - 30 local business partners committed to program. | |
| B - Serve 70% of all warrants obtained for Part I offenses. | |
| B2 - Conduct field interviews in area of reported crime for five (5) days if incident is reported within 24 hours of occurrence. | |
| B3 - Conduct 8 hours of directed investigation per month in areas of repeat or multiple reported incidents. | |
| C - Assign all externally generated traffic complaints within 2 working days of receiving them. | |
| C2 -Enforce/monitor all traffic complaints for a minimum of 3 working days, during specified time periods of complaint. | |
| C3 - Re-contact all complainants with results within one week of completion. | |

See Budget Summaries Section, Page 53, for list of City Goals

**SAFETY SERVICES AREA
POLICE SERVICES**

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Admin Support Spec Lvl 3 | 110034 | 1.00 | 1.00 |
| Asst Emergency Mgr | 401400 | 1.00 | 1.00 |
| Comm Standard Officer III | 118524 | 1.00 | 1.00 |
| Comm Standards Officer II | 118514 | 1.00 | 1.00 |
| Comm Standards Officer IV | 118534 | 3.00 | 3.00 |
| Comm Standards Supv III | 196724 | 1.00 | 1.00 |
| Deputy Chief | 168810 | 2.00 | 2.00 |
| Detective II - Bach | 148801 | 1.00 | 1.00 |
| Detective III | 148770 | 1.00 | 1.00 |
| Detective III - Bach | 148771 | 16.00 | 16.00 |
| Fire/Parking Dispatcher | 148510 | 1.00 | 1.00 |
| Lawnet - Bach | 148601 | 2.00 | 2.00 |
| Management Assistant | 000200 | 1.00 | 1.00 |
| Police Lieutenant Degreed | 158731 | 7.00 | 7.00 |
| Police Prof Asst Level 1 | 180370 | 2.00 | 2.00 |
| Police Prof Asst Level 2 | 180380 | 3.00 | 3.00 |
| Police Prof Asst Level 3 | 180390 | 2.00 | 2.00 |
| Police Staff Sgt Degreed | 158761 | 19.00 | 19.00 |
| Professional Service Asst | 128561 | 5.00 | 5.00 |
| Professional Services Ass | 128560 | 1.00 | 1.00 |
| Records And Data Unit Sup | 196800 | 1.00 | 1.00 |
| Safety Serv Dispatch III | 148420 | 4.00 | 4.00 |
| Safety Serv Dispatch III | 148421 | 8.00 | 8.00 |
| Safety Serv Dispatch III | 148422 | 1.00 | 1.00 |
| Safety Serv Dispatch IV | 148431 | 1.00 | 1.00 |
| Safety Serv Dispatch V | 148440 | 5.00 | 5.00 |
| Safety Serv Dispatch V | 148441 | 3.00 | 3.00 |
| Safety Services Area Admi | 403400 | 1.00 | 1.00 |
| Senior Officer I | 148690 | 2.00 | 2.00 |
| Senior Officer I - Assoc | 148692 | 14.00 | 14.00 |
| Senior Officer I - Bach | 148691 | 45.00 | 45.00 |
| Senior Officer II | 148900 | 2.00 | 2.00 |
| Senior Officer II - Assoc | 148902 | 3.00 | 3.00 |
| Senior Officer II - Bach | 148901 | 20.00 | 20.00 |
| Telecommunicator - Bach | 148511 | 1.00 | 1.00 |
| Total | | 182.00 | 182.00 |

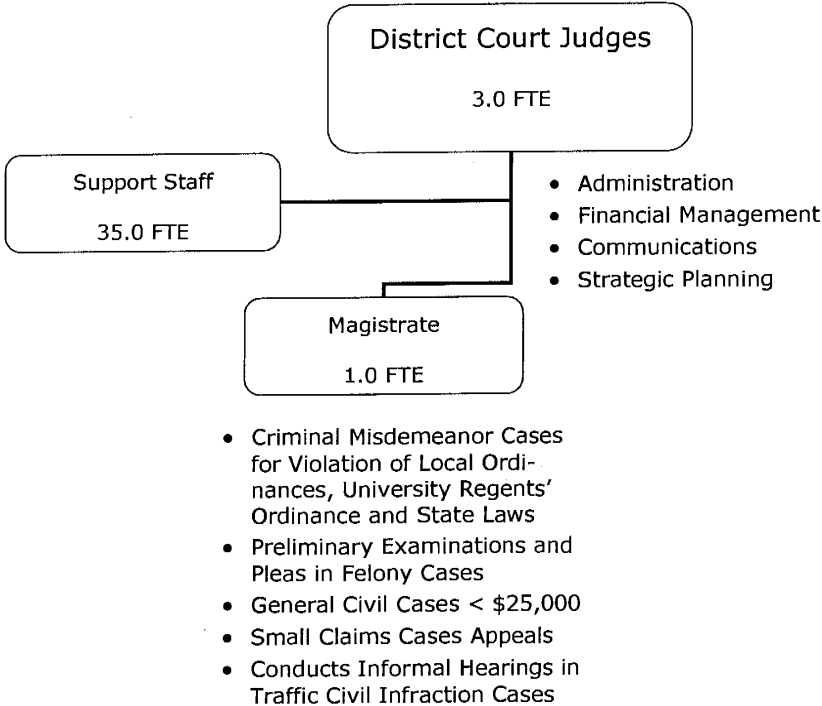
**Fifteenth District
Court**



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 preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord tenant cases and certain matters filed in the Family Division of the County Trial Court, and hear appeals from small claims cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law.

Fifteenth District Court Organization Chart



The Fifteenth District Court hears cases that involve criminal misdemeanors and felony preliminary exams and pleas, civil cases that involve less than \$25,000, including most landlord-tenant disputes, and certain matters filed in the Family Division of the County Trial Court. 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.

FIFTEENTH DISTRICT COURT

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| FINES & FORFEITS | 3,132,547 | 3,313,155 | 3,457,000 | 3,245,000 | 2,945,600 | 2,688,600 |
| INTERGOVERNMENTAL REVENUES | 501,345 | 213,078 | 206,700 | 206,700 | 206,500 | 161,500 |
| INVESTMENT INCOME | 45,386 | 84,859 | 2,400 | 2,400 | 3,000 | 2,500 |
| MISCELLANEOUS REVENUE | 2,769 | - | - | - | - | - |
| PRIOR YEAR SURPLUS | - | - | 1,339,444 | - | 92,800 | 92,800 |
| Total | \$3,682,047 | \$3,611,092 | \$5,005,544 | \$3,454,100 | \$3,247,900 | \$2,945,400 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 3,156,334 | 3,273,682 | 3,454,100 | 3,454,100 | 2,945,100 | 2,642,600 |
| COURT FACILITIES (0023) | 268,394 | 304,938 | 1,551,444 | - | 302,800 | 302,800 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 257,319 | 32,472 | - | - | - | - |
| Total | \$3,682,047 | \$3,611,092 | \$5,005,544 | \$3,454,100 | \$3,247,900 | \$2,945,400 |

FIFTEENTH DISTRICT COURT

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| PERSONNEL SERVICES | 1,989,452 | 1,976,005 | 2,171,239 | 2,173,189 | 1,894,592 | 1,898,092 |
| PAYROLL FRINGES/INSURANCE | 893,765 | 1,088,100 | 1,198,578 | 1,198,578 | 1,187,271 | 1,303,134 |
| OTHER SERVICES | 1,056,972 | 800,934 | 885,190 | 868,990 | 837,150 | 852,600 |
| MATERIALS & SUPPLIES | 79,326 | 72,257 | 73,450 | 73,450 | 66,900 | 67,150 |
| OTHER CHARGES | 130,809 | 323,748 | 445,670 | 344,920 | 312,194 | 310,317 |
| PASS THROUGHGS | - | - | 1,325,000 | - | 225,000 | 225,000 |
| CAPITAL OUTLAY | 20,190 | 31,773 | 5,000 | 2,000 | 5,800 | 4,200 |
| Total | \$4,170,514 | \$4,292,817 | \$6,104,127 | \$4,661,127 | \$4,528,907 | \$4,660,493 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------------------------|--------------------|--------------------|--------------------|-----------------------|--------------------|----------------------|
| GENERAL (0010) | 3,912,096 | 4,158,176 | 4,552,683 | 4,552,683 | 4,226,107 | 4,357,693 |
| COURT FACILITIES (0023) | 1,100 | 105,294 | 1,551,444 | 108,444 | 302,800 | 302,800 |
| MAJOR GRANT PROGRAMS FUND (00MG) | 257,318 | 29,347 | - | - | - | - |
| Total | \$4,170,514 | \$4,292,817 | \$6,104,127 | \$4,661,127 | \$4,528,907 | \$4,660,493 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|
| FIFTEENTH DISTRICT COURT | 41.00 | 41.00 | 41.00 | 39.00 | 39.00 |
| Total | 41.00 | 41.00 | 41.00 | 39.00 | 39.00 |

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUE

Fines, Costs and Fees – Projected decrease in revenue of 14.8% for FY10 and 22.2% for FY11 is attributable to the continuing 5% annual decline in the number of filed citations for the 2006–2009 period.

Intergovernmental Revenues – FY 2011 decrease is attributable to an expired Federal Grant Award.

Prior Year Surplus – Decrease represents the use of prior year fund balance in FY 2009 for the projected PD/Court facility funding operating transfer.

EXPENSES

Personnel Costs – The decrease in costs is associated with a reduction of 2.00 FTEs.

Payroll Fringes - The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

| |
|---|
| FY 2009 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|------------------------------|----------------------------|-------------------------|
| Service Area: | 15th Judicial District Court | Area Administrator: | Chief Judge Julie Creal |
| Service Unit: | 15th Judicial District Court | Manager: | Chief Judge Julie Creal |

| Service Unit Goals | City Goals: |
|--|-------------|
| A. To meet State of Michigan legislative mandates, Michigan Supreme Court mandates and Michigan State Court Administrative Office (SCAO) mandates | 1 |
| B. To enhance public safety via the effective administration of justice | 1 |
| C. To maximize revenue by collecting outstanding delinquent accounts | 2 |
| D. To maximize revenue by ordering and collection heretofore uncollectable late fees on delinquent accounts | 2 |

| Service Unit Measures | Status |
|---|------------------|
| A - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results | Met and exceeded |
| B - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results | Continuing |
| C - Average monthly remittance amounts to the City Treasury | Continuing |
| D - Average monthly remittance amounts to the City Treasury | Continuing |

See Budget Summaries Section, Page 53, for list of City Goals

| |
|---|
| FY 2010 GOALS AND PERFORMANCE MEASURES |
|---|

| | | | |
|----------------------|------------------------------|----------------------------|-------------------------|
| Service Area: | 15th Judicial District Court | Area Administrator: | Chief Judge Julie Creal |
| Service Unit: | 15th Judicial District Court | Manager: | Chief Judge Julie Creal |

| Goals | City Goals: |
|--|---------------------------------------|
| A. To meet State of Michigan legislative mandates, Michigan Supreme Court mandates and Michigan State Court Administrative Office (SCAO) mandates | N/A – Separate Mandate |
| B. Enhance public safety via the effective administration of justice | N/A – Separate Mandate |
| C. To maximize revenue by collecting outstanding delinquent accounts | 1 |
| D. To maximize revenue by ordering and collection heretofore uncollectable late fees on delinquent accounts | 1 |

| Measures | Status |
|---|---------------|
| A - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results | Ongoing |
| B - Average monthly remittance amounts to the City Treasury | Ongoing |

See Budget Summaries Section, Page 53, for list of City Goals

FIFTEENTH DISTRICT COURT

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|---------------------------|-----------|------------------|------------------|
| Accounting Clerk II- D.C. | 001130 | 1.00 | 1.00 |
| Court Administrator | 403420 | 1.00 | 1.00 |
| Court Bailiff | 000850 | 3.00 | 3.00 |
| Court Clerk II | 000930 | 12.00 | 12.00 |
| Court Clerk III | 000940 | 3.00 | 3.00 |
| Court Recorder | 000860 | 3.00 | 3.00 |
| Deputy Court Admin | 403100 | 1.00 | 1.00 |
| District Court Judge | 200030 | 3.00 | 3.00 |
| Financial Mgr- Dist Court | 403440 | 1.00 | 1.00 |
| Lead Division Deputy Cler | 000910 | 1.00 | 1.00 |
| Magistrate | 401880 | 1.00 | 1.00 |
| Probation Agent | 000800 | 5.00 | 5.00 |
| Probation Supervisor | 403150 | 1.00 | 1.00 |
| Senior Secretary - Courts | 000870 | 3.00 | 3.00 |
| Total | | 39.00 | 39.00 |

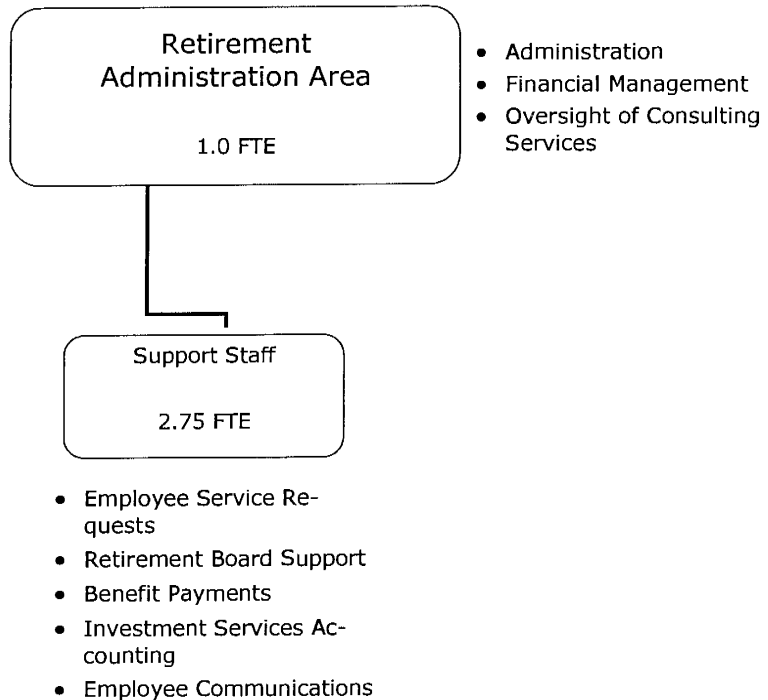
Retirement System



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, and the State of Michigan Public Employee Retirement System Investment Act.

Retirement System Organization Chart



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, and the State of Michigan Public Employee Retirement System Investment Act.

RETIREMENT SYSTEM

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|----------------------|
| CONTRIBUTIONS | 121,825 | 255,142 | 85,000 | 161,916 | 164,000 | 168,600 |
| INVESTMENT INCOME | 75,204,670 | (28,146,033) | 29,440,000 | 15,149,700 | 23,609,500 | 23,715,000 |
| MISCELLANEOUS REVENUE | 195,012 | 87,558 | 152,000 | 37,000 | 82,000 | 82,000 |
| OPERATING TRANSFERS | 7,634,890 | 14,610,368 | 8,719,631 | 8,904,278 | 9,442,341 | 9,900,000 |
| Total | \$83,156,397 | (\$13,192,965) | \$38,396,631 | \$24,252,894 | \$33,297,841 | \$33,865,600 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|----------------------|
| EMPLOYEES RETIREMENT SYSTEM (0059) | 74,567,655 | (13,245,921) | 30,100,000 | 20,283,908 | 27,755,000 | 27,755,000 |
| VEBA TRUST (0052) | 8,588,742 | 52,956 | 8,296,631 | 3,968,986 | 5,542,841 | 6,110,600 |
| Total | \$83,156,397 | (\$13,192,965) | \$38,396,631 | \$24,252,894 | \$33,297,841 | \$33,865,600 |

RETIREMENT SYSTEM

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 265,474 | 259,509 | 265,922 | 255,572 | 262,380 | 262,380 |
| PAYROLL FRINGES/INSURANCE | 24,593,525 | 24,083,522 | 25,325,748 | 25,224,626 | 25,432,710 | 25,646,848 |
| OTHER SERVICES | 2,196,745 | 1,723,444 | 2,057,388 | 1,456,637 | 1,256,100 | 1,283,250 |
| MATERIALS & SUPPLIES | 2,952 | 4,089 | 6,122 | 4,100 | 6,250 | 6,000 |
| OTHER CHARGES | 1,090,959 | 450,351 | 1,068,944 | 660,048 | 582,371 | 579,022 |
| CAPITAL OUTLAY | 939 | 14,515 | 2,000 | - | - | - |
| Total | \$28,150,594 | \$26,535,430 | \$28,726,124 | \$27,600,983 | \$27,539,811 | \$27,777,500 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| EMPLOYEES RETIREMENT SYSTEM (0059) | 27,922,735 | 26,253,080 | 28,480,845 | 27,376,499 | 27,345,526 | 27,573,806 |
| VEBA TRUST (0052) | 227,859 | 282,350 | 245,279 | 224,484 | 194,285 | 203,694 |
| Total | \$28,150,594 | \$26,535,430 | \$28,726,124 | \$27,600,983 | \$27,539,811 | \$27,777,500 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|--------------|-------------|-------------|-------------|-------------|-------------|
| RETIREMENT | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 |
| Total | 3.75 | 3.75 | 3.75 | 3.75 | 3.75 |

RETIREMENT SYSTEM

REVENUES

Investment Income – The FY 2010 projected decrease is due to the decline in the financial markets.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Other Services – The decrease is due to a projected decrease in money manager fees for the investment funds.

RETIREMENT SYSTEM

Allocated Positions

| Job Description | Job Class | FY 2010 | FY 2011 |
|------------------------|-----------|---------|---------|
| | | FTE's | FTE's |
| Accountant II | 401440 | 0.75 | 0.75 |
| Exec Dir Pension Admin | 403740 | 1.00 | 1.00 |
| Management Assistant | 000200 | 1.00 | 1.00 |
| Pension Analyst | 403650 | 1.00 | 1.00 |
| Total | | 3.75 | 3.75 |



DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a key agent in the rejuvenation of what is now a very active downtown. Some of the more important DDA projects include increasing and improving parking facilities, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | - | - | 13,107,077 | 13,107,077 | 16,893,433 | 18,254,774 |
| INVESTMENT INCOME | - | - | 447,579 | 447,579 | 362,537 | 334,450 |
| MISCELLANEOUS REVENUE | - | - | 1,000 | 1,000 | 30,000 | 30,000 |
| PRIOR YEAR SURPLUS | - | - | 2,970,840 | 2,970,840 | 5,981,031 | 3,743,403 |
| TAXES | - | - | 3,545,000 | 3,545,000 | 3,544,929 | 3,796,929 |
| OPERATING TRANSFERS | - | - | 2,293,605 | 2,293,605 | 2,293,605 | 2,293,605 |
| Total | \$ | \$ | \$22,365,101 | \$22,365,101 | \$29,105,535 | \$28,453,161 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| DDA PARKING SYSTEM (0063) | - | - | 15,691,615 | 15,691,615 | 21,789,647 | 21,299,370 |
| DOWNTOWN DEVELOPMENT AUTHORITY (0003) | - | - | 4,275,000 | 4,275,000 | 4,912,198 | 4,715,677 |
| DDA PARKING MAINTENANCE (0033) | - | - | 2,158,055 | 2,158,055 | 2,148,690 | 2,183,114 |
| DDA/HOUSING FUND (0001) | - | - | 240,431 | 240,431 | 255,000 | 255,000 |
| Total | \$ | \$ | \$22,365,101 | \$22,365,101 | \$29,105,535 | \$28,453,161 |

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | - | - | 257,435 | 257,435 | 251,636 | 272,222 |
| PAYROLL FRINGES/INSURANCE | - | - | 104,026 | 104,026 | 112,583 | 124,614 |
| OTHER SERVICES | - | - | 10,912,483 | 10,912,483 | 9,721,793 | 8,040,733 |
| MATERIALS & SUPPLIES | - | - | 14,925 | 14,925 | 16,500 | 16,500 |
| OTHER CHARGES | - | - | 208,000 | 208,000 | 232,500 | 2,217,500 |
| PASS THROUGHS | - | - | 8,194,421 | 8,212,835 | 11,600,780 | 11,484,897 |
| CAPITAL OUTLAY | - | - | 2,165,527 | 2,165,527 | 6,022,280 | 5,639,761 |
| Total | \$ | \$ | \$21,856,817 | \$21,875,231 | \$27,958,072 | \$27,796,227 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|-------------------|-------------------|---------------------|-----------------------|---------------------|----------------------|
| DDA PARKING SYSTEM (0063) | - | - | 15,691,615 | 15,691,615 | 21,789,647 | 21,299,370 |
| DOWNTOWN DEVELOPMENT AUTHORITY (0003) | - | - | 4,207,349 | 4,225,763 | 4,912,198 | 4,715,677 |
| DDA PARKING MAINTENANCE (0033) | - | - | 1,931,527 | 1,931,527 | 1,001,227 | 1,526,180 |
| DDA/HOUSING FUND (0001) | - | - | 26,326 | 26,326 | 255,000 | 255,000 |
| Total | \$ | \$ | \$21,856,817 | \$21,875,231 | \$27,958,072 | \$27,796,227 |

FTE Count

| Category | FY 2007 | FY 2008 | FY 2009 | FY 2010 | FY 2011 |
|-----------------------------------|-------------|-------------|-------------|-------------|-------------|
| DOWNTOWN DEVELOPMENT AUTHORITY | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Total | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services – The increase is associated with the projected rate increases for street meters and parking structures.

Investment Income – The decrease is due to a decline in current and projected market investment rates.

Prior Year Surplus – The increase represents the use of prior year fund balance for the projected capital costs related to the new parking structures.

EXPENSES

Payroll Fringes - The FY 2010 increase in costs is associated with an increase in VEBA funding and medical insurance. The FY 2011 increase in costs is associated with an increase in pension funding and medical insurance.

Pass Throughs and Capital Outlay - The increase represents an operating transfer for the projected debt service payments and capital costs for new parking structures.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

| Job Description | Job Class | FY 2010 FTE's | FY 2011 FTE's |
|----------------------|-----------|---------------|---------------|
| DDA Deputy Director | 403720 | 1.00 | 1.00 |
| DDA Exec Director | 403290 | 1.00 | 1.00 |
| Management Assistant | 000200 | 1.00 | 1.00 |
| Total | | 3.00 | 3.00 |

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Smart Zone LDFA



SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| INVESTMENT INCOME | 17,762 | 33,757 | - | - | - | - |
| TAXES | 525,114 | 728,730 | 950,492 | 1,101,408 | 1,330,000 | 1,424,061 |
| Total | \$542,876 | \$762,487 | \$950,492 | \$1,101,408 | \$1,330,000 | \$1,424,061 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| MI EDC SMART ZONE GRANT (0009) | 542,876 | 762,487 | 950,492 | 1,101,408 | 1,330,000 | 1,424,061 |
| Total | \$542,876 | \$762,487 | \$950,492 | \$1,101,408 | \$1,330,000 | \$1,424,061 |

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|----------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| OTHER SERVICES | 353,936 | 872,836 | 934,620 | 934,620 | 1,254,295 | 1,423,321 |
| OTHER CHARGES | 4,611 | - | - | - | 705 | 740 |
| Total | \$358,547 | \$872,836 | \$934,620 | \$934,620 | \$1,255,000 | \$1,424,061 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--------------------------------|-------------------|-------------------|-------------------|-----------------------|--------------------|----------------------|
| MI EDC SMART ZONE GRANT (0009) | 358,547 | 872,836 | 934,620 | 934,620 | 1,255,000 | 1,424,061 |
| Total | \$358,547 | \$872,836 | \$934,620 | \$934,620 | \$1,255,000 | \$1,424,061 |

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**Non-Departmental
and Debt Service**



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, AATA 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 and debt service levy of the City. Debt service on voted general obligation debt issue is funded through the Debt Service property tax levy; for FY 2010, this levy is proposed to be .4806 mills.

The levy of outstanding debt is relatively low. State law does not allow the City to issue general obligation debt in excess of 10% of Taxable Value (TV); the debt limit as of June 30, 2008 was \$473.6 million. The debt subject to that limit as of June 30, 2008, was \$56.7 million or 1.20% of the total TV. 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 TV limit. The total City debt (general obligation and all others) as of June 30, 2008 was \$193.7 million.

NON-DEPARTMENTAL

Revenues By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|-----------------------|--------------------|--------------------|---------------------|-----------------------|---------------------|----------------------|
| CHARGES FOR SERVICES | 107,478 | 188,110 | - | - | - | - |
| INVESTMENT INCOME | 2,829 | 34,824 | - | - | - | - |
| MISCELLANEOUS REVENUE | 132,563 | 59,432 | 3,341,892 | 3,374,180 | 354,000 | 366,131 |
| PRIOR YEAR SURPLUS | - | - | 3,209,434 | 3,099,524 | 107,820 | 481,697 |
| TAXES | 2,461,065 | 2,278,712 | 12,103,671 | 12,094,432 | 12,028,977 | 11,404,511 |
| OPERATING TRANSFERS | 6,070,832 | 6,465,999 | 7,805,596 | 7,476,360 | 7,692,878 | 7,938,521 |
| Total | \$8,774,767 | \$9,027,077 | \$26,460,593 | \$26,044,496 | \$20,183,675 | \$20,190,860 |

Revenues By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|--------------------|--------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 1,716,803 | 1,841,845 | 18,012,872 | 18,053,277 | 12,653,550 | 12,563,930 |
| GENERAL DEBT SERVICE (0035) | 6,897,280 | 6,970,735 | 8,319,416 | 7,968,419 | 7,402,305 | 7,507,245 |
| GENERAL DEBT/SPECIAL ASSESSMENT (0060) | 144,030 | 216,994 | 128,305 | 22,800 | 127,820 | 119,685 |
| SEWAGE DISPOSAL SYSTEM (0043) | - | 40,467 | - | - | - | - |
| WATER SUPPLY SYSTEM (0042) | - | 19,828 | - | - | - | - |
| STREET REPAIR MILLAGE (0062) | 6,945 | 6,068 | - | - | - | - |
| STORMWATER SEWER SYSTEM (0069) | - | 4,409 | - | - | - | - |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | 1,559 | 4,190 | - | - | - | - |
| PARKS REHAB & DEVELOPMENT MILLAGE (0018) | 1,623 | 2,250 | - | - | - | - |
| OPEN SPACE & PARKLAND PRESERVATION (0024) | 1,718 | 1,143 | - | - | - | - |
| SOLID WASTE (0072) | 1,886 | 866 | - | - | - | - |
| PARKS MAINTENANCE & REPAIR MILLAGE (0005) | 94 | - | - | - | - | - |
| PARKING SYSTEM (0044) | 2,829 | (81,718) | - | - | - | - |
| Total | \$8,774,767 | \$9,027,077 | \$26,460,593 | \$26,044,496 | \$20,183,675 | \$20,190,860 |

NON-DEPARTMENTAL

Expenses By Category

| Category | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|---------------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| PERSONNEL SERVICES | 56,494 | (837,546) | 149,679 | 199,679 | 178,645 | 148,018 |
| PAYROLL FRINGES/INSURANCE | 5,179 | 137,968 | - | 8,294 | 510,758 | 75,000 |
| OTHER SERVICES | 200,844 | 208,240 | 380,612 | 230,677 | 355,612 | 155,612 |
| MATERIALS & SUPPLIES | 702 | 3,243 | - | 18,000 | - | - |
| OTHER CHARGES | 9,126,075 | 10,107,143 | 10,479,626 | 9,667,168 | 9,571,074 | 9,061,561 |
| PASS THROUGH | 11,682,760 | 11,220,010 | 15,038,341 | 15,078,665 | 10,853,203 | 10,323,286 |
| CAPITAL OUTLAY | - | - | 615,000 | 617,161 | - | - |
| Total | \$21,072,054 | \$20,839,058 | \$26,663,258 | \$25,819,644 | \$21,469,292 | \$19,763,477 |

Expenses By Fund

| Fund | Actual FY 2007 | Actual FY 2008 | Budget FY 2009 | Forecasted FY 2009 | Request FY 2010 | Projected FY 2011 |
|--|---------------------|---------------------|---------------------|-----------------------|---------------------|----------------------|
| GENERAL (0010) | 12,186,154 | 11,827,417 | 18,181,337 | 17,735,273 | 13,982,281 | 12,182,602 |
| GENERAL DEBT SERVICE (0035) | 6,806,070 | 7,104,523 | 8,324,116 | 7,926,566 | 7,335,191 | 7,440,190 |
| GENERAL DEBT/SPECIAL ASSESSMENT (0060) | 412,418 | 163,848 | 157,805 | 157,805 | 151,820 | 140,685 |
| PARKING SYSTEM (0044) | 1,620,477 | 1,671,407 | - | - | - | - |
| SOLID WASTE (0072) | 9,962 | 67,169 | - | - | - | - |
| STREET REPAIR MILLAGE (0062) | 7,568 | 51,594 | - | - | - | - |
| OPEN SPACE & PARKLAND PRESERVATION (0024) | 2,098 | 12,852 | - | - | - | - |
| PARKS REHAB & DEVELOPMENT MILLAGE (0018) | 19 | 9,778 | - | - | - | - |
| PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071) | - | 8,850 | - | - | - | - |
| PARKS REPAIR AND RESTORATION MILLAGE (0006) | (6,301) | 13 | - | - | - | - |
| WATER SUPPLY SYSTEM (0042) | 4,266 | - | - | - | - | - |
| LOCAL STREET (0022) | - | (158) | - | - | - | - |
| ALTERNATIVE TRANSPORTATION (0061) | 289 | (289) | - | - | - | - |
| COMMUNICATIONS OFFICE (0016) | (1,733) | (7,378) | - | - | - | - |
| CONSTRUCTION CODE FUND (0026) | 22,605 | (22,605) | - | - | - | - |
| MAJOR STREET (0021) | 8,162 | (47,963) | - | - | - | - |
| Total | \$21,072,054 | \$20,839,058 | \$26,663,258 | \$25,819,644 | \$21,469,292 | \$19,763,477 |

Note : FY10 & FY11 totals equal net of administrative costs in Non-Departmental transferred out to Community Services Administration for Downtown Strategy.

| | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | | | \$62,106 | \$100,000 |
| Total – Adjusted for Downtown Strategy | \$21,072,054 | \$20,839,058 | \$26,663,258 | \$25,819,644 | \$21,531,398 | \$19,863,477 |

NON-DEPARTMENTAL

REVENUES

Taxes – In FY2009, the City began recording AATA taxes in Non-Departmental. AATA taxes are projected to decrease 1.16% in FY 2010 due to decreased property.

Miscellaneous Revenues – A decrease of \$3.0 million dollars reflects the FY 2009 one-time/nonrecurring proceeds from the sale of City-owned property, located at First and Washington Streets.

Prior Year Surplus – A decrease of \$3.0 million dollars reflects the FY 2009 one-time/nonrecurring use of fund balance to fund Court/Police facility, Integrated Human Services, additional Parks funding and Information Technology capital investments.

Operating Transfers – An operating transfer of \$787,153 was recorded in FY 2010 for the Water PILOT program for fire services.

EXPENSES

Other Charges and Pass Throughs – A decrease of \$4.8 million dollars in pass throughs reflects the FY 2009 one-time/nonrecurring transfer for PD/Court Facility funding. An increase of \$722,000 in other charges is due to a reserve provision for Pfizer tax appeal.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2008:

| Governmental Activities Debt | | | | | | | | | | | | | |
|------------------------------|----------------------------|---------------------|--------------------------|------------------|-----------------------|---------------------|--------------------------|------------------|--------------------|-----------------|------------------------------------|---------------------|---------------------|
| FY Ending | General Obligation Portion | | | | | | | | Other Debt | | Total Governmental Activities Debt | | |
| | Capital Projects Bonds | | Special Assessment Bonds | | Special Revenue Bonds | | Special Assessment Bonds | | Principal | Interest | Principal | Interest | Total |
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | | | | | |
| 2009 | \$2,560,000 | \$1,321,820 | \$75,000 | \$26,190 | \$510,000 | \$960,795 | \$125,000 | \$31,930 | \$3,910,840 | \$81,901 | \$7,180,840 | \$2,422,636 | \$9,603,476 |
| 2010 | 2,590,000 | 1,211,507 | 80,000 | 22,725 | 550,000 | 941,035 | 125,000 | 25,945 | | | 3,345,000 | 2,201,212 | 5,546,212 |
| 2011 | 2,625,000 | 1,101,556 | 80,000 | 18,925 | 585,000 | 919,360 | 120,000 | 19,960 | | | 3,410,000 | 2,059,801 | 5,469,801 |
| 2012 | 1,315,000 | 1,017,105 | 80,000 | 15,075 | 625,000 | 895,905 | 90,000 | 14,893 | | | 2,110,000 | 1,942,978 | 4,052,978 |
| 2013 | 1,345,000 | 958,255 | 80,000 | 11,175 | 650,000 | 871,216 | 80,000 | 10,617 | | | 2,155,000 | 1,851,263 | 4,006,263 |
| 2014 | 750,000 | 913,832 | 80,000 | 7,225 | 685,000 | 845,366 | 80,000 | 6,710 | | | 1,595,000 | 1,773,133 | 3,368,133 |
| 2015 | 785,000 | 883,830 | 20,000 | 3,225 | 720,000 | 817,914 | 25,000 | 2,750 | | | 1,550,000 | 1,707,719 | 3,257,719 |
| 2016 | 820,000 | 852,432 | 25,000 | 2,325 | 755,000 | 788,835 | 20,000 | 1,625 | | | 1,620,000 | 1,645,217 | 3,265,217 |
| 2017 | 860,000 | 819,630 | 25,000 | 1,175 | 795,000 | 757,953 | 15,000 | 705 | | | 1,695,000 | 1,579,463 | 3,274,463 |
| 2018 | 895,000 | 785,232 | | | 835,000 | 725,200 | | | | | 1,730,000 | 1,510,432 | 3,240,432 |
| 2019 | 935,000 | 748,312 | | | 875,000 | 690,605 | | | | | 1,810,000 | 1,438,917 | 3,248,917 |
| 2020 | 980,000 | 708,575 | | | 915,000 | 653,534 | | | | | 1,895,000 | 1,362,109 | 3,257,109 |
| 2021 | 1,025,000 | 664,475 | | | 965,000 | 614,176 | | | | | 1,990,000 | 1,278,651 | 3,268,651 |
| 2022 | 1,070,000 | 618,350 | | | 1,010,000 | 572,470 | | | | | 2,080,000 | 1,190,820 | 3,270,820 |
| 2023 | 1,115,000 | 570,200 | | | 1,060,000 | 527,888 | | | | | 2,175,000 | 1,098,088 | 3,273,088 |
| 2024 | 1,165,000 | 520,025 | | | 800,000 | 481,938 | | | | | 1,965,000 | 1,001,963 | 2,966,963 |
| 2025 | 1,220,000 | 467,600 | | | 840,000 | 446,663 | | | | | 2,060,000 | 914,263 | 2,974,263 |
| 2026 | 1,275,000 | 412,700 | | | 885,000 | 408,698 | | | | | 2,160,000 | 821,398 | 2,981,398 |
| 2027 | 1,330,000 | 354,050 | | | 930,000 | 368,503 | | | | | 2,260,000 | 722,553 | 2,982,553 |
| 2028 | 1,390,000 | 292,538 | | | 975,000 | 326,339 | | | | | 2,365,000 | 618,877 | 2,983,877 |
| 2029 | 1,455,000 | 228,250 | | | 1,030,000 | 280,913 | | | | | 2,485,000 | 509,163 | 2,994,163 |
| 2030 | 1,520,000 | 155,500 | | | 1,080,000 | 232,875 | | | | | 2,600,000 | 388,375 | 2,988,375 |
| 2031 | 1,590,000 | 79,500 | | | 1,135,000 | 182,419 | | | | | 2,725,000 | 261,919 | 2,986,919 |
| 2032 | | | | | 1,195,000 | 129,319 | | | | | 1,195,000 | 129,319 | 1,324,319 |
| 2033 | | | | | 1,255,000 | 73,519 | | | | | 1,255,000 | 73,519 | 1,328,519 |
| 2034 | | | | | 1,320,000 | 14,850 | | | | | 1,320,000 | 14,850 | 1,334,850 |
| | \$30,615,000 | \$15,685,274 | \$545,000 | \$108,040 | \$22,980,000 | \$14,528,288 | \$680,000 | \$115,135 | \$3,910,840 | \$81,901 | \$58,730,840 | \$30,518,638 | \$89,249,478 |
| Interest Ranges | | 4.00 - 5.50% | | 3.85- 5.20% | | 3.00 - 4.50% | | 3.85 - 5.70% | | 3.89 - 4.72% | | 2.75 - 5.70% | |

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2008:

| FY Ending | Enterprise Funds | | | | | | | | Component Units | | | | | |
|-----------------|---------------------------------------|--------------------|---------------------------------------|---------------------|--------------------|------------------|--------------------|--------------------|-----------------------|---------------------|----------------------|--------------------------------|------------------|--------------------|
| | Ann Arbor Building Authority Bonds | | Water, Sewer & Storm Revenue Bonds | | Other Debt | | Other Bonds | | Total Enterprise Debt | | | Downtown Development Authority | | |
| | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Principal | Interest | Total | Principal | Interest | Total |
| 2009 | \$1,710,000 | \$1,021,862 | \$5,305,000 | \$3,775,738 | \$299,909 | \$52,575 | \$505,056 | \$176,900 | \$7,819,965 | \$5,027,075 | \$12,847,040 | \$1,199,944 | \$107,213 | \$1,307,157 |
| 2010 | 1,790,000 | 942,261 | 5,640,000 | 3,945,385 | 218,390 | 44,839 | 150,000 | 166,544 | 7,798,390 | 5,099,029 | 12,897,419 | 575,000 | 72,825 | 647,825 |
| 2011 | 1,870,000 | 864,322 | 6,075,000 | 3,728,630 | 218,390 | 38,412 | 155,000 | 160,544 | 8,318,390 | 4,791,908 | 13,110,298 | 610,000 | 50,400 | 660,400 |
| 2012 | 1,945,000 | 787,628 | 6,160,000 | 3,513,563 | 126,442 | 31,907 | 165,000 | 154,344 | 8,396,442 | 4,487,442 | 12,883,884 | 650,000 | 26,000 | 676,000 |
| 2013 | 2,025,000 | 702,591 | 6,350,000 | 3,290,755 | 131,178 | 28,734 | 170,000 | 147,744 | 8,676,178 | 4,169,824 | 12,846,002 | | | |
| 2014 | 2,095,000 | 605,364 | 4,910,000 | 3,076,502 | 135,131 | 25,357 | 180,000 | 140,942 | 7,320,131 | 3,848,165 | 11,168,296 | | | |
| 2015 | 2,160,000 | 504,086 | 4,550,000 | 2,905,672 | 135,132 | 21,897 | 190,000 | 133,744 | 7,035,132 | 3,565,399 | 10,600,531 | | | |
| 2016 | 2,130,000 | 402,701 | 4,695,000 | 2,731,837 | 139,085 | 18,378 | 200,000 | 126,144 | 7,164,085 | 3,279,060 | 10,443,145 | | | |
| 2017 | 2,195,000 | 298,064 | 4,890,000 | 2,548,400 | 86,983 | 15,334 | 205,000 | 118,144 | 7,376,983 | 2,979,942 | 10,356,925 | | | |
| 2018 | 1,665,000 | 212,510 | 4,365,000 | 2,366,512 | 86,984 | 13,921 | 215,000 | 109,944 | 6,331,984 | 2,702,887 | 9,034,871 | | | |
| 2019 | 1,710,000 | 128,890 | 4,540,000 | 2,192,561 | 90,937 | 12,508 | 225,000 | 101,344 | 6,565,937 | 2,435,303 | 9,001,240 | | | |
| 2020 | 1,070,000 | 56,950 | 4,725,000 | 2,008,819 | 90,937 | 11,040 | 235,000 | 92,344 | 6,120,937 | 2,169,153 | 8,290,090 | | | |
| 2021 | 260,000 | 22,417 | 4,945,000 | 1,815,360 | 90,937 | 9,562 | 250,000 | 82,944 | 5,545,937 | 1,930,283 | 7,476,220 | | | |
| 2022 | 275,000 | 9,167 | 5,130,000 | 1,608,593 | 94,891 | 8,084 | 260,000 | 72,942 | 5,759,891 | 1,698,786 | 7,458,677 | | | |
| 2023 | | | 5,335,000 | 1,385,879 | 94,891 | 6,553 | 275,000 | 62,544 | 5,704,891 | 1,454,976 | 7,159,867 | | | |
| 2024 | | | 5,570,000 | 1,151,917 | 94,890 | 5,011 | 285,000 | 51,544 | 5,949,890 | 1,208,472 | 7,158,362 | | | |
| 2025 | | | 5,000,000 | 920,597 | 98,845 | 3,469 | 300,000 | 39,788 | 5,398,845 | 963,854 | 6,362,699 | | | |
| 2026 | | | 2,975,000 | 741,702 | 98,844 | 1,874 | 315,000 | 27,412 | 3,388,844 | 770,988 | 4,159,832 | | | |
| 2027 | | | 3,050,000 | 599,488 | | 268 | 330,000 | 14,025 | 3,380,000 | 613,781 | 3,993,781 | | | |
| 2028 | | | 3,125,000 | 452,932 | | | | | 3,125,000 | 452,932 | 3,577,932 | | | |
| 2029 | | | 1,450,000 | 337,250 | | | | | 1,450,000 | 337,250 | 1,787,250 | | | |
| 2030 | | | 1,500,000 | 267,188 | | | | | 1,500,000 | 267,188 | 1,767,188 | | | |
| 2031 | | | 1,550,000 | 194,750 | | | | | 1,550,000 | 194,750 | 1,744,750 | | | |
| 2032 | | | 1,625,000 | 119,344 | | | | | 1,625,000 | 119,344 | 1,744,344 | | | |
| 2033 | | | 1,700,000 | 40,375 | | | | | 1,700,000 | 40,375 | 1,740,375 | | | |
| 2034 | | | | | | | | | | | | | | |
| | \$22,900,000 | \$6,558,813 | \$105,160,000 | \$45,719,749 | \$2,332,796 | \$349,723 | \$4,610,056 | \$1,979,881 | \$135,002,852 | \$54,608,166 | \$189,611,018 | \$3,034,944 | \$256,438 | \$3,291,382 |
| Interest Ranges | | 2.400-5.500% | | 2.375 - 5.75% | | 1.625 - 4.50% | | 4.00 - 4.25% | | 1.625 - 6.800% | | | 3.60 - 5.00% | |

Technology

Information Technology Annual Master Planning Process

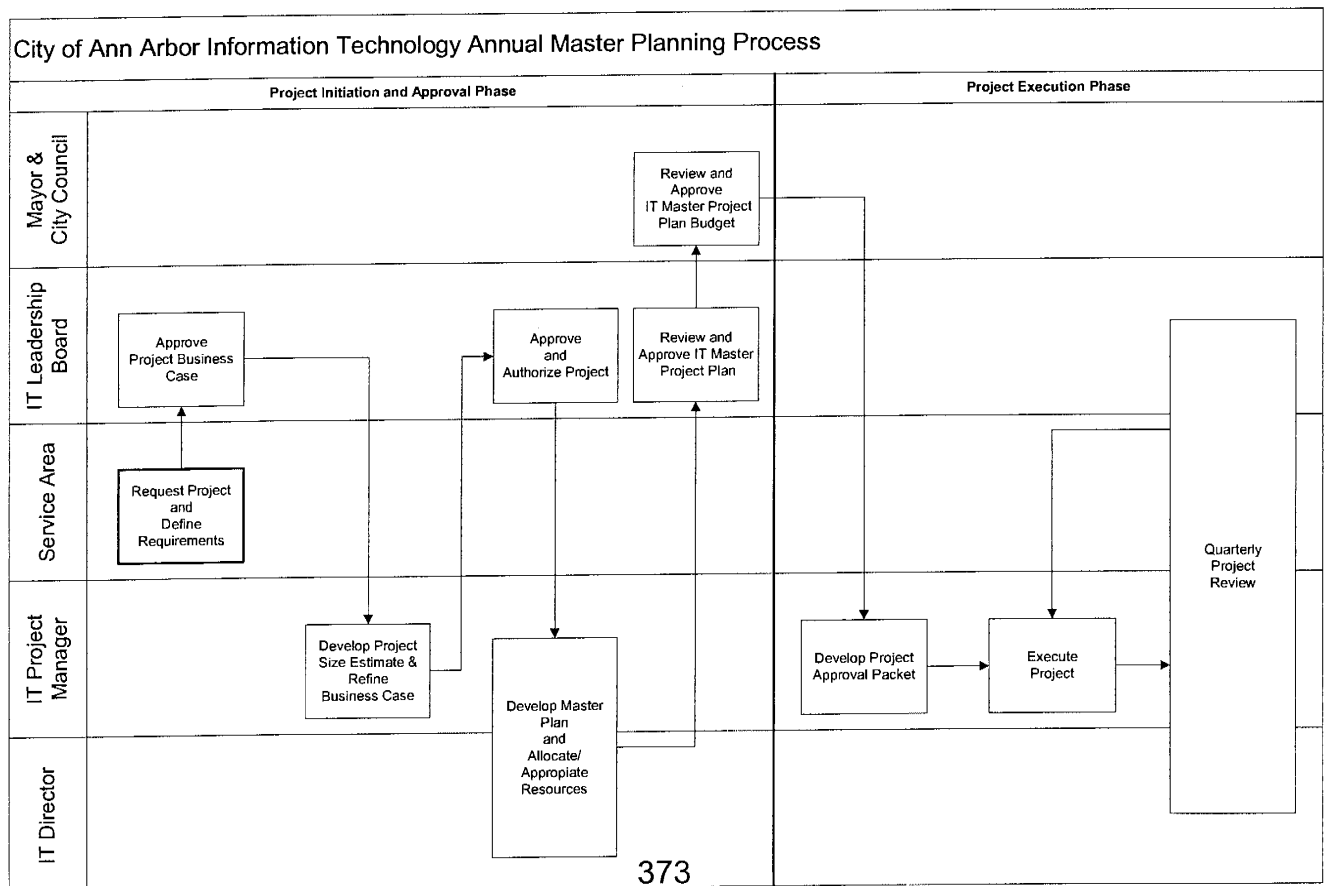
The Information Technology Service Unit (IT) plays an integral role in City operations and effective use of technology remains the primary feasible method of controlling and maintaining the vast amounts of information required to efficiently and effectively operate the City.

The City's IT staff delivers effective business solutions to meet the City's mission, goals, and objectives through the use of an IT Annual Master Plan. The IT Annual Master Planning Process was developed to present a clearer picture of the way the City's Information Technology resources can support the City's short and long-term information needs and to bring accountability to the process.

This annual planning process:

- Assists City Service Units in communicating the direction and priorities of projects.
- Aids the City in allocating appropriate scarce resources to support project requests.
- Provides a framework for IT Steering Committees, the IT Leadership Board and IT management to continually measure and re-evaluate information systems efforts.
- Assists IT in charting strategies and individual project plans to support the service units present and future information needs.

The City's IT Annual Master Planning process is illustrated below.



The IT Annual Master Planning Process consists of the following major activities:

Project Initiation and Approval:

On a regular basis IT meets with each Service Area to prioritize current activities, report on current project statuses and initiate new minor departmental projects. On an annual basis, IT meets with each Service Area to specifically plan the next year's project needs, including planning for multi-year projects.

Projects are initiated through the use of business cases that define high-level goals, objectives, funding sources, approaches and benefits, such as cost savings, cost avoidance and intangibles. Business cases also plan staffing, facilities, assumptions and initial timelines. Completed business cases for major projects are presented to and approved by the IT Leadership Board.

Once a business case is approved by the IT Leadership Board, a detailed project plan is developed by the Project Sponsor with IT and reviewed again by the IT Leadership Board.

As the business cases are developed for each project, IT management uses them to prepare an overall IT Annual Master Plan and Budget for the next year's projects.

The IT Annual Master Plan is then presented to the IT Leadership Board where the projects are prioritized and the IT Annual Master Plan is approved.

During the annual City Budget Approval Meeting, the IT Annual Master Plan Budget is presented to City Council for approval along with the Administrator's Recommended Budget.

Project Execution:

During this phase approved and budgeted projects are executed. Progress against the IT Annual Master Plan is reviewed quarterly with the IT Leadership Board and IT Management.

Information Technology Projects Summary

| <u>PROJECTS REQUESTING APPROPRIATION</u> | Previously Authorized Multi-Year Budget | FY 10 | |
|---|--|----------------------------------|---------------------------------|
| | | Expenditure Budget Request | Amended Multi-Year Budget |
| Replacements¹ | | | |
| PC's, High-End PCs, Laptops, Toughbooks, Tablets | - | 269,940 | 269,940 |
| Server Replacements Plus Storage | - | 127,500 | 127,500 |
| Network Replacements | - | 100,000 | 100,000 |
| Network Printer/Copier Replacements | - | 78,000 | 78,000 |
| Enterprise Wide | | | |
| Document Management | 520,230 | 150,000 | 670,230 |
| Business Intelligence | 50,000 | 25,000 | 75,000 |
| Ortho-Imagery | - | 50,000 | 50,000 |
| Ortho-Imagery SEMCOG | - | 20,000 | 20,000 |
| Point of Sale (Parks & Rec, Police Records, Front Desk) | - | 5,000 | 5,000 |
| Multi-Media Installation | - | 5,000 | 5,000 |
| GIS - Shared Platform with County | - | 25,000 | 25,000 |
| Service Unit Specific | | | |
| Financial System Upgrade ² | 192,134 | 860,000 | 1,052,134 |
| Ortho-Imagery, CIR | - | 30,000 | 30,000 |
| Water Data Mart | - | 75,000 | 75,000 |
| Inventory Control | - | 20,000 | 20,000 |
| Digital In-Car Video | 170,000 | 65,000 | 235,000 |
| e-Police Reporting | - | 30,000 | 30,000 |
| e-Citations & Portable Printers | - | 5,000 | 5,000 |
| CRW, Portable Printers | 1,054,000 | 91,901 | 1,145,901 |
| Plotter | - | 15,000 | 15,000 |
| Barton Canoe Livery IT Infrastructure | - | 5,000 | 5,000 |
| Graphics Software | - | 2,500 | 2,500 |
| | \$ 1,986,364 | \$ 2,054,841 | \$ 4,041,205 |

¹ Annual appropriation towards yearly replacement of aging equipment.

² Appropriation from previously designated Fund Balance.

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Capital Improvement Program

EXECUTIVE SUMMARY

OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2010 – 2015). 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 meet the following standards:

- Be consistent with 1) an adopted or anticipated component of the City master plan, 2) a state or federal requirement, or 3) a City Council approved policy; and
- Constitute permanent, physical or system improvements in excess of \$100,000; or significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or a study of at least \$100,000 that will lead to such projects; and
- Add to the value or capacity of the infrastructure of the City.

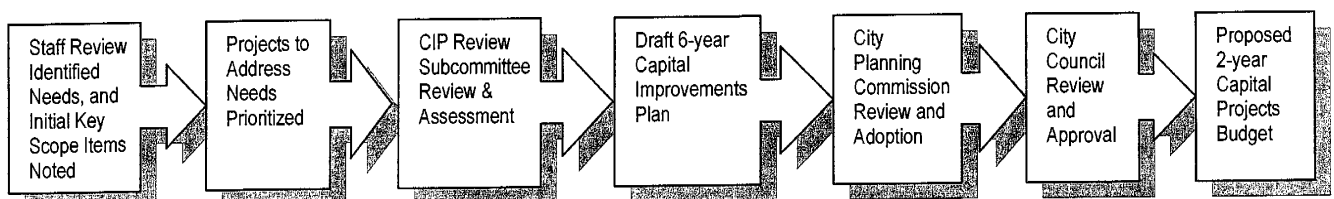
Projects that are considered operational, maintenance or recurring are excluded.

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:



ORGANIZATION

The Capital Improvements Program is divided into three sections:

Section I – Capital Improvements Programming

- Introduction
- Overview
- Public Involvement
- Program Summary
- Program Funding

Section II – Project Summary Reports

Section III – FY2008-2013 Capital Improvements Plan

The plan lists individual capital projects categorized by capital program. The following information is included on each project page:

- | | |
|------------------------------------|------------------------------------|
| • Project Name | • Identified Need |
| • Project Identification Number | • Scope Items |
| • Project Type | • Project Justification Score |
| • Submitting Service Area/Unit | • Beneficial Impacts |
| • Planning Area | • Initiating Plan/Study/Resolution |
| • CIP Review Subcommittee Priority | • Schedule |
| • Total Cost | • Schedule Justification |
| • Number of Years in the CIP | • Funding Source(s) |

PROJECT PRIORITIZATION

The CIP Review Subcommittee assesses all capital needs and gives each project a priority rating. The rating indicates that a project is one of the following:

► Urgent

- Corrects an emergency or condition dangerous to public health, safety or welfare;
- Complies with federal or state requirement(s) whose implementation time frame is too short to allow for longer range planning; or
- Is vital to the economic stability of the city

► Important

- Prevents an emergency or condition dangerous to the public health, safety, or welfare;
- Is consistent with an adopted or anticipated element of the City Master Plan, a federal or state requirement whose implementation time frame allows longer range planning, or a council approved policy;
- Is required to complete a major public improvement (this criterion is more important if the major improvement cannot function without the project being completed, and is less important if the project is not key to the functioning of another project); or
- Provides for a critically needed community program

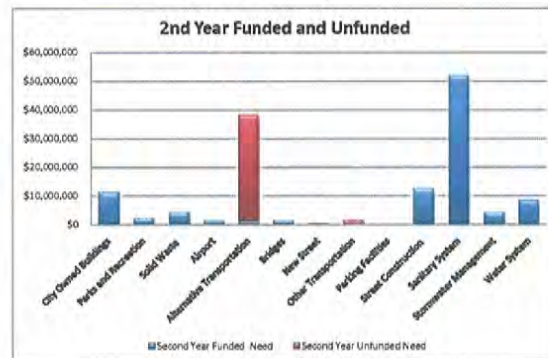
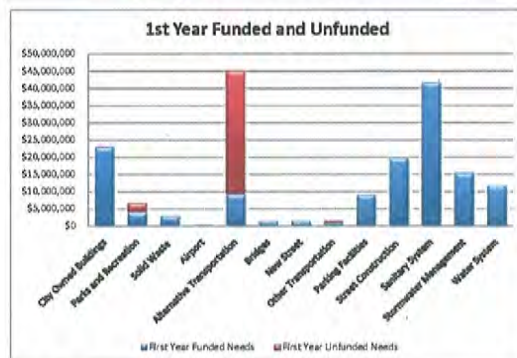
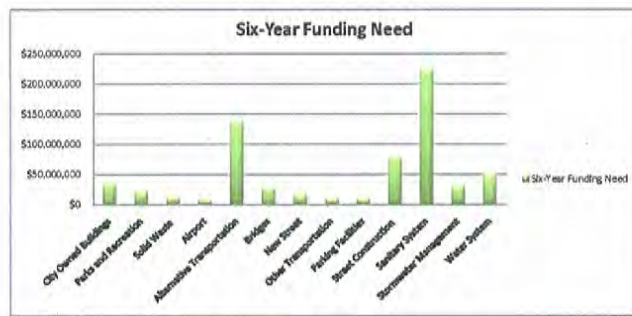
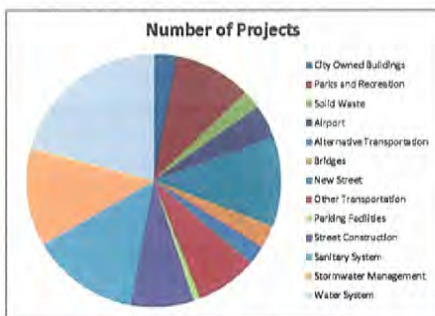
► Desirable

- Needed to correct an inequitable distribution of past public improvements and that would benefit the community;
- Worthwhile if funding becomes available;
- Can be postponed without detriment to present services; or
- Validity of planning and validity of timing have been established

THE TOTALS

A total of 337 projects are included in this year's CIP with a six-year funding need for fiscal years FY2010 – 2015 of \$653,681,000. This is a 5.4% increase from the FY2008-2013 CIP document, which anticipated \$620,359,000 in funding need for fiscal years 2008-2013. The total anticipated funding need for all projects is \$832,948,000, which includes project funds spent prior to fiscal year 2010 and required funds needed after fiscal year 2015. The charts below indicate the total number of projects for each category, the total costs, the six-year funding need and first-year and second-year expenditures:

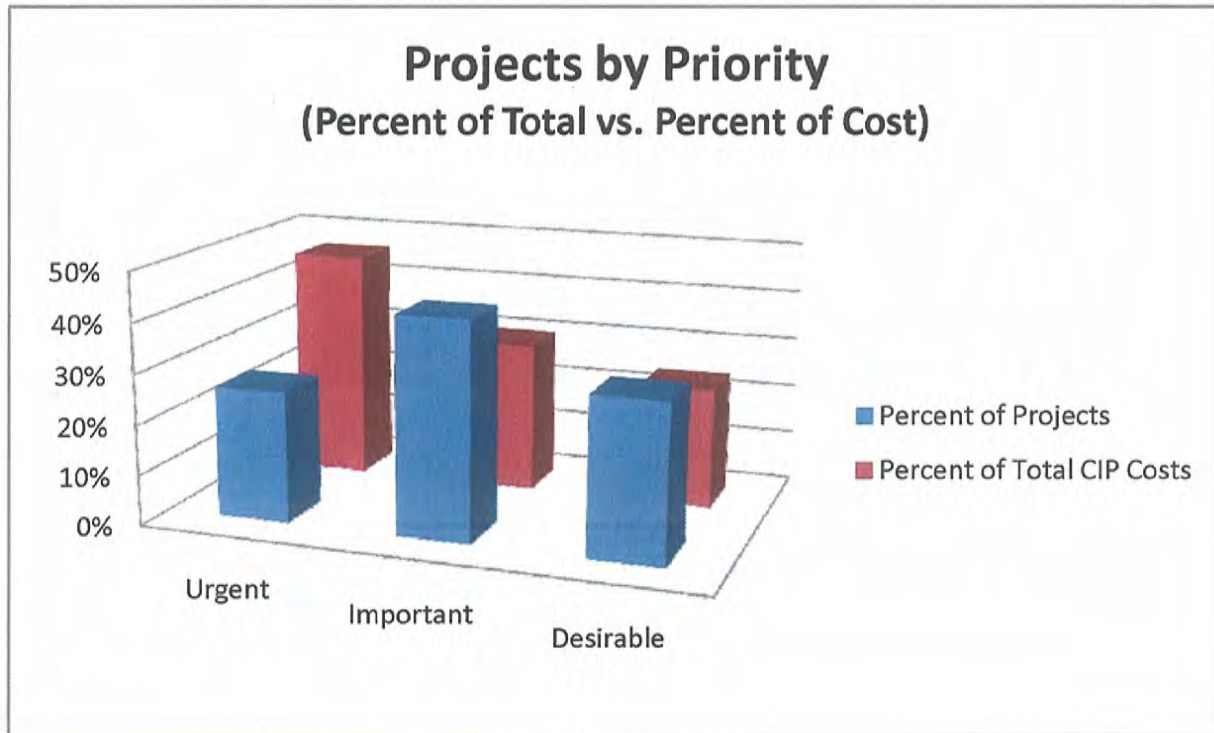
| Category | Number of Projects | Six-Year Funding Need | First Year Funded Needs | First Year Unfunded Needs | Second Year Funded Need | Second Year Unfunded Need |
|----------------------------|--------------------|-----------------------|-------------------------|---------------------------|-------------------------|---------------------------|
| City Owned Buildings | 10 | \$34,831,000 | \$22,856,000 | \$150,000 | \$11,300,000 | \$85,000 |
| Parks and Recreation | 33 | \$21,514,000 | \$3,985,000 | \$2,500,000 | \$2,253,000 | \$0 |
| Solid Waste | 8 | \$12,638,000 | \$2,999,000 | \$0 | \$4,382,000 | \$0 |
| Airport | 14 | \$5,710,000 | \$270,000 | \$0 | \$1,490,000 | \$0 |
| Alternative Transportation | 39 | \$136,795,000 | \$9,090,000 | \$35,800,000 | \$1,054,000 | \$37,066,000 |
| Bridges | 10 | \$27,400,000 | \$1,390,000 | \$100,000 | \$1,590,000 | \$0 |
| New Street | 8 | \$13,980,000 | \$1,500,000 | \$0 | \$500,000 | \$100,000 |
| Other Transportation | 26 | \$10,105,000 | \$911,000 | \$530,000 | \$200,000 | \$1,274,000 |
| Parking Facilities | 3 | \$10,035,000 | \$9,035,000 | \$0 | \$0 | \$0 |
| Street Construction | 27 | \$76,601,000 | \$19,615,000 | \$0 | \$12,680,000 | \$0 |
| Sanitary System | 46 | \$223,995,000 | \$41,502,000 | \$0 | \$51,953,000 | \$0 |
| Stormwater Management | 42 | \$29,720,000 | \$15,358,000 | \$0 | \$4,420,000 | \$0 |
| Water System | 70 | \$50,357,000 | \$11,730,000 | \$0 | \$8,537,000 | \$0 |
| TOTALS | 336 | \$653,681,000 | \$140,241,000 | \$39,080,000 | \$100,359,000 | \$38,525,000 |



PRIORITIES

According to staff and the review of the CIP Review Subcommittee, 26% of all projects are considered “Urgent”, making up 46% of the total CIP costs. Below is a project breakdown by priority.

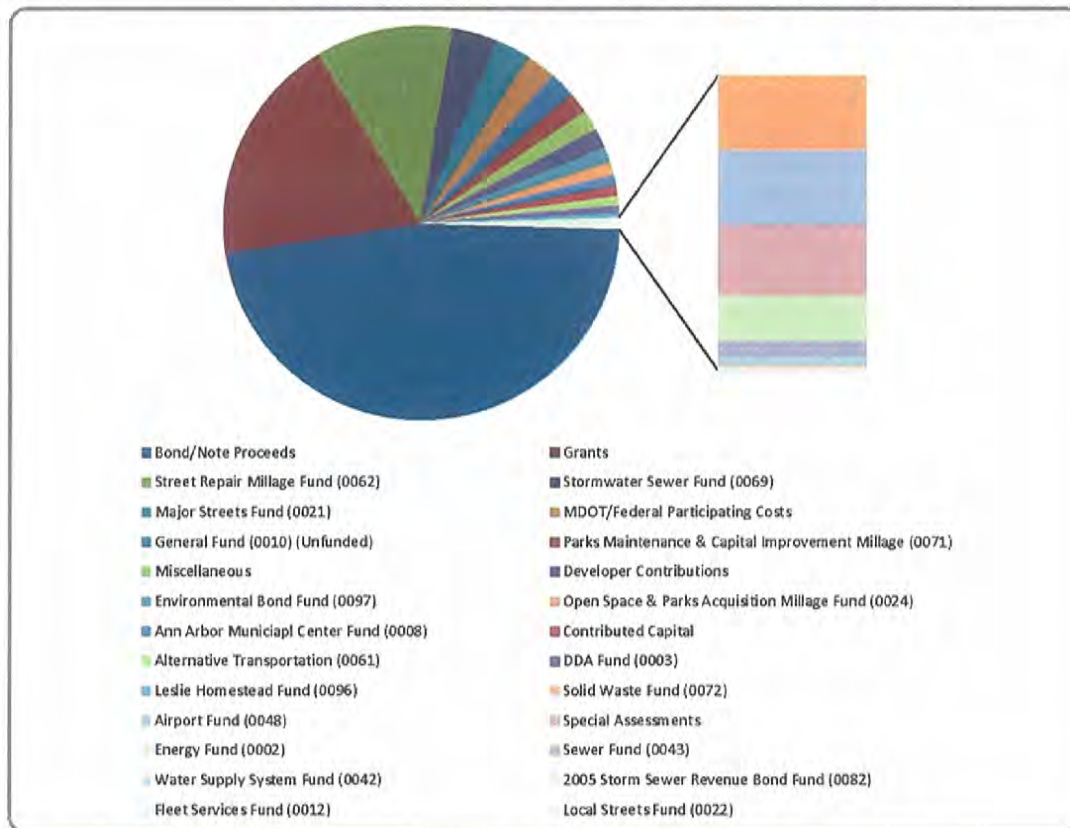
| Priority | Number of Projects | Percent of Projects | Total of Projects Cost | Percent of Total CIP Costs |
|---------------|--------------------|---------------------|------------------------|----------------------------|
| Urgent | 87 | 26% | \$297,893,000 | 46% |
| Important | 145 | 43% | \$197,176,000 | 30% |
| Desirable | 104 | 31% | \$158,612,000 | 24% |
| TOTALS | 336 | 100% | \$653,681,000 | 100% |



FUNDING NEEDS AND SOURCES

The anticipated six-year funding need is \$653,681,000. Below is the summary of the categories of funding for these projects. Bonds will fund just over 47% of the projects. Slightly more than 2% of all funding need is anticipated from the General Fund.

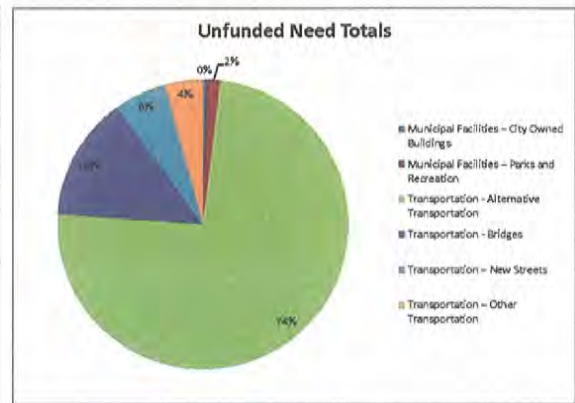
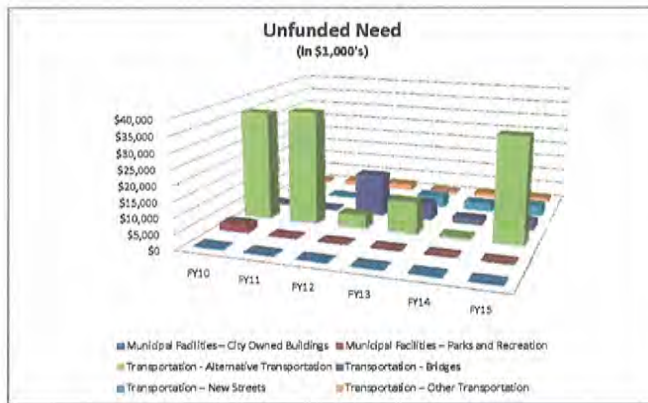
| Funding Source | In Thousands of Dollars | | | | | | Totals | Percent of Total |
|--|-------------------------|------------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|
| | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | | |
| Bond/Note Proceeds | \$77,737 | \$67,875 | \$44,788 | \$38,128 | \$16,230 | \$80,740 | \$306,498 | 47.19% |
| Grants | \$41,111 | \$34,001 | \$8,233 | \$9,786 | \$4,284 | \$27,088 | \$122,523 | 18.74% |
| Street Repair Millage Fund (0062) | \$12,566 | \$12,240 | \$17,123 | \$11,826 | \$6,088 | \$10,270 | \$73,110 | 11.18% |
| Stormwater Sewer Fund (0069) | \$14,263.00 | \$3,435.00 | \$2,265 | \$1,580 | \$1,887 | \$797 | \$24,237 | 3.71% |
| Major Streets Fund (0021) | \$1,966 | \$2,882 | \$6,742 | \$4,104 | \$2,781 | \$1,120 | \$18,614 | 2.86% |
| MDOT/Federal Participating Costs | \$9,110 | \$1,675 | \$2,513 | \$2,550 | \$0 | \$0 | \$15,848 | 2.42% |
| General Fund (0010) (Unfunded) | \$2,087 | \$1,885 | \$1,302 | \$592 | \$600 | \$7,500 | \$13,868 | 2.14% |
| Parks Maintenance & Capital Improvement Millage (0071) | \$1,428 | \$2,503 | \$1,993 | \$1,886 | \$1,870 | \$2,330 | \$11,589 | 1.77% |
| Miscellaneous | \$2,828 | \$2,680 | \$462 | \$5,000 | \$0 | \$0 | \$10,968 | 1.66% |
| Developer Contributions | \$2,608 | \$1,000 | \$4,260 | \$2,608 | \$0 | \$0 | \$10,474 | 1.60% |
| Environmental Bond Fund (0097) | \$2,060 | \$3,500 | \$200 | \$2,108 | \$250 | \$0 | \$8,118 | 1.24% |
| Open Space & Parks Acquisition Millage Fund (0024) | \$3,000 | \$2,000 | \$2,000 | \$0 | \$0 | \$0 | \$7,000 | 1.07% |
| Ann Arbor Municipal Center Fund (0006) | \$5,780 | \$0 | \$0 | \$0 | \$0 | \$0 | \$5,780 | 0.89% |
| Contributed Capital | \$0 | \$3,270 | \$336 | \$2,108 | \$0 | \$0 | \$5,714 | 0.87% |
| Alternative Transportation (0061) | \$80 | \$284 | \$280 | \$70 | \$697 | \$3,768 | \$5,088 | 0.78% |
| DDA Fund (0003) | \$1,300 | \$300 | \$360 | \$350 | \$350 | \$1,420 | \$4,070 | 0.62% |
| Leslie Homestead Fund (0096) | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,100 | \$2,100 | 0.32% |
| Solid Waste Fund (0072) | \$694 | \$452 | \$86 | \$42 | \$0 | \$0 | \$1,518 | 0.23% |
| Airport Fund (0048) | \$7 | \$37 | \$1,340 | \$17 | \$10 | \$82 | \$1,503 | 0.23% |
| Special Assessments | \$109 | \$140 | \$323 | \$898 | \$30 | \$80 | \$1,460 | 0.22% |
| Energy Fund (0002) | \$380 | \$440 | \$30 | \$30 | \$30 | \$0 | \$810 | 0.14% |
| Sewer Fund (0043) | \$0 | \$75 | \$0 | \$0 | \$0 | \$260 | \$335 | 0.06% |
| Water Supply System Fund (0042) | \$80 | \$100 | \$0 | \$0 | \$0 | \$0 | \$180 | 0.02% |
| 2005 Storm Sewer Revenue Bond Fund (0082) | \$85 | \$0 | \$0 | \$0 | \$0 | \$0 | \$85 | 0.01% |
| Fleet Services Fund (0012) | \$7 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7 | 0.00% |
| Local Streets Fund (0022) | \$7 | \$0 | \$0 | \$0 | \$0 | \$0 | \$7 | 0.00% |
| TOTALS | \$179,537 | \$140,884 | \$91,658 | \$83,242 | \$40,775 | \$117,585 | \$653,681 | 100.00% |
| Percent of Total | 25.70% | 26.40% | 17.80% | 13.20% | 10.10% | 7.70% | 100% | |



FUNDING ISSUES

As is often the case with many 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, other than the City’s General Fund. The project categories with one or more unfunded projects over the six years of this plan are summarized in the table below:

| Category | Unfunded Need In Thousands of Dollars | | | | | | Totals |
|---|---------------------------------------|-----------------|-----------------|-----------------|----------------|-----------------|------------------|
| | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | |
| Municipal Facilities – City Owned Buildings | \$150 | \$85 | \$125 | \$175 | \$200 | \$0 | \$735 |
| Municipal Facilities – Parks and Recreation | \$2,500 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,500 |
| Transportation - Alternative Transportation | \$35,800 | \$37,066 | \$4,270 | \$10,420 | \$620 | \$34,135 | \$122,311 |
| Transportation - Bridges | \$100 | \$0 | \$13,390 | \$5,338 | \$1,500 | \$2,500 | \$22,828 |
| Transportation – New Streets | \$0 | \$100 | \$350 | \$3,390 | \$2,310 | \$3,290 | \$9,440 |
| Transportation – Other Transportation | \$530 | \$1,274 | \$1,935 | \$755 | \$1,216 | \$1,355 | \$7,065 |
| TOTALS | \$39,080 | \$38,525 | \$20,070 | \$20,078 | \$5,846 | \$41,280 | \$164,878 |



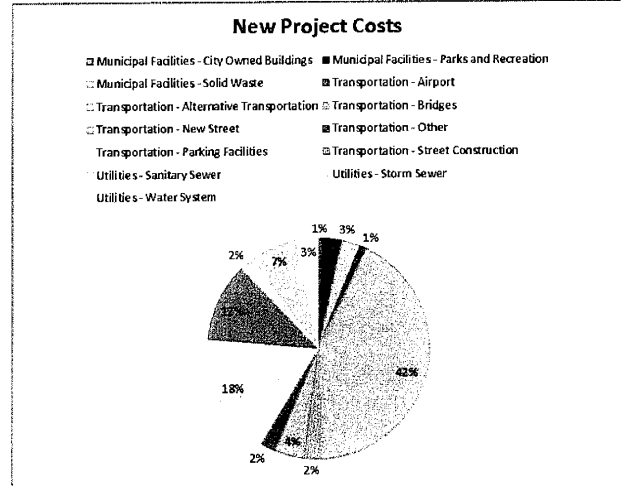
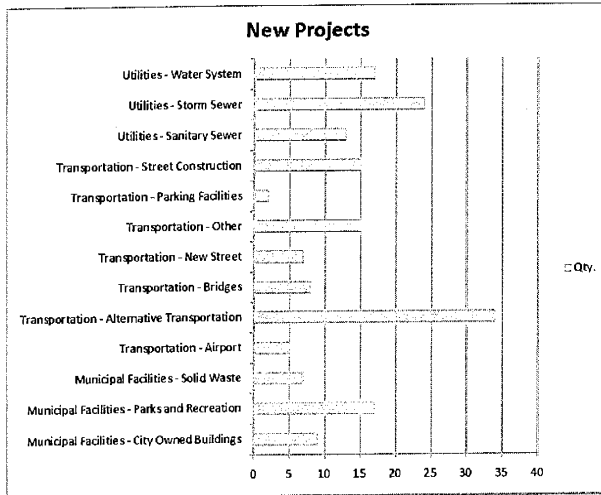
The *Transportation – Alternative Transportation* projects, making up the largest portion of the unfunded need, include several projects related to the Mayor’s Model for Mobility vision for the city and the region. In particular, the majority of these unfunded needs are related to two prospective commuter rail projects - - an east-west (the Detroit to Ann Arbor) commuter rail project and a north-south (the Washtenaw-Livingston, or WALLY) commuter rail project - - as well as projects related to signature transit connection service between these rail systems and major employment and destination centers. In addition, sidewalk gap projects included in the plan do not have a dedicated funding source other than special assessments and the General Fund, so those are listed as unfunded projects.

The *Transportation – Bridges* projects include the replacement of the two East Stadium Bridges which call for participating funding from the Michigan Department of Transportation (MDOT), which have not yet been committed.

NEW PROJECTS

There are 125 new projects in this year's CIP, with 22 being considered urgent priority, 92 being listed as important, and 11 classified as desirable. The total cost of all new projects is \$146,136,600, representing approximately 24% of all project costs.

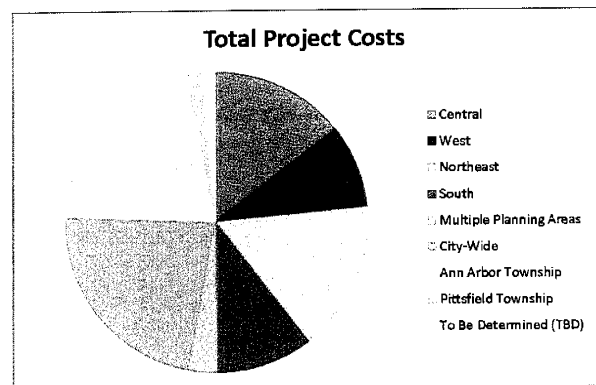
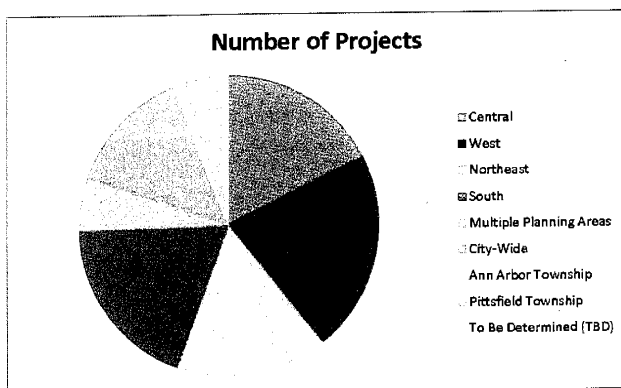
| Category | Qty. | Cost |
|---|------------|----------------------|
| Municipal Facilities - City Owned Buildings | 9 | \$2,006,180 |
| Municipal Facilities - Parks and Recreation | 17 | \$8,946,000 |
| Municipal Facilities - Solid Waste | 7 | \$8,445,524 |
| Transportation - Airport | 5 | \$3,252,500 |
| Transportation - Alternative Transportation | 34 | \$134,825,000 |
| Transportation - Bridges | 8 | \$7,842,000 |
| Transportation - New Street | 7 | \$13,565,000 |
| Transportation - Other | 15 | \$6,990,000 |
| Transportation - Parking Facilities | 2 | \$56,400,000 |
| Transportation - Street Construction | 15 | \$36,843,000 |
| Utilities - Sanitary Sewer | 13 | \$5,665,000 |
| Utilities - Storm Sewer | 24 | \$22,675,413 |
| Utilities - Water System | 17 | \$9,657,000 |
| TOTAL | 173 | \$317,112,617 |



GEOGRAPHIC DISTRIBUTION

The anticipated geographic project distribution is quite equitable in the four city planning areas (central, south, west and northeast) with all four areas 16.37 – 21.73% of the number of projects in the CIP. In terms of the project cost distribution, the west area contains the lowest percentage of the total project costs, but it has the greatest number of individual projects. In contrast to this trend, the central and northeast areas have the fewest number of projects yet have the greatest percentage of project costs, with some of very costly projects including the Police Department/Court Facility, many of the Model for Mobility Projects and the two East Stadium Bridge Replacement projects.

| Geographic/Planning Area | Number of Projects | Percent of Projects | Total Project Costs | Percent of Total CIP Costs |
|--------------------------|--------------------|---------------------|----------------------|----------------------------|
| Central | 59 | 17.56% | \$94,592,500 | 14.47% |
| West | 73 | 21.73% | \$59,167,000 | 9.05% |
| Northeast | 55 | 16.37% | \$105,466,500 | 16.13% |
| South | 64 | 19.05% | \$67,236,000 | 10.29% |
| Multiple Planning Areas | 19 | 5.65% | \$20,132,000 | 3.08% |
| City-Wide | 46 | 13.69% | \$147,925,000 | 22.63% |
| Ann Arbor Township | 4 | 1.19% | \$138,350,000 | 21.16% |
| Pittsfield Township | 13 | 3.87% | \$11,252,000 | 1.72% |
| To Be Determined (TBD) | 3 | 0.89% | \$9,560,000 | 1.46% |
| TOTALS | 336 | 100% | \$653,681,000 | 100% |



MAJOR PROJECTS

Below is a list of the top ten project expenditures during fiscal years 2010-2015, including their project priority. Based on the total cost of all projects (\$653,681,000), the top ten projects constitute approximately 57% of the total funding need.

| Project Name | Total Cost | Priority |
|--|-------------------|-----------------|
| Facilities Renovation | \$91,500,000 | Urgent |
| Model for Mobility: Wally (Capital Investment) | \$64,000,000 | Desirable |
| Footing Drain Disconnection Project (Long Term) | \$58,250,000 | Important |
| Residuals Handling Improvements | \$46,000,000 | Urgent |
| Police Department/District Court Facility | \$33,450,000 | Urgent |
| Model for Mobility: Transit Connector (Construction) | \$30,000,000 | Desirable |
| Annual Local Street Resurfacing Program | \$18,140,000 | Urgent |
| East Stadium Bridge Replacement (over AARR) | \$11,598,000 | Urgent |
| First & Washington Parking Structure | \$9,035,000 | Important |
| Annual Major Street Resurfacing Program | \$8,553,000 | Urgent |

TOTAL \$370,526,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2010 & FY2011

| ProjectID | Project Name | Priority | Status | Anticipated Spending Schedule | | | | | Current | Appropriation Request | |
|--|--|-----------|-------------|-------------------------------|-------------------|-------------------|------------------|-------------------|-------------------|-----------------------|------------------|
| | | | | Prior FYs | FY2010 | FY2011 | FY2012+ | Total | Budget | FY2010 | FY2011 |
| Municipal Facilities - City Owned Buildings | | | | | | | | | | | |
| MF-CB-01-01 | Police Department/District Court Facility | Urgent | Planning | 13,950,000 | 22,180,000 | 11,270,000 | - | 47,400,000 | 47,400,000 | - | - |
| MF-CB-10-01 | Wind Energy Installation (W.R. Wheeler Service Center) | Desirable | Planning | 10,000 | 250,000 | - | - | 260,000 | - | 260,000 | - |
| MF-CB-10-08 | Solar Energy Installation | Desirable | Planning | - | 100,000 | - | - | 100,000 | - | 100,000 | - |
| MF-CB-10-09 | Facility Assessments - Energy Audits and Improvements | Important | Planning | - | 30,000 | 30,000 | 90,000 | 150,000 | - | 30,000 | 30,000 |
| | | | | 13,960,000 | 22,560,000 | 11,300,000 | 90,000 | 47,910,000 | 47,400,000 | 390,000 | 30,000 |
| Municipal Facilities - Parks and Recreation | | | | | | | | | | | |
| MF-PR-08-18 | Parks and Recreation Open Space Plan 2012-2017 | Urgent | Planning | - | 181,311 | 32,379 | - | 213,690 | - | 181,311 | 32,379 |
| MF-PR-10-01 | Playground Improvements (Annual) | Urgent | In-Progress | - | 246,427 | 3,272 | 1,080,000 | 1,329,699 | - | 246,427 | 3,272 |
| MF-PR-10-02 | Parks Roads & Parking Lots | Urgent | Planning | - | 101,507 | 3,272 | 1,250,000 | 1,354,779 | - | 101,507 | 3,272 |
| MF-PR-10-06 | Trails & Pathways - Repairs & Reconstruction (Annual) | Urgent | Planning | - | 250,952 | 2,149 | 1,000,000 | 1,253,101 | - | 250,952 | 2,149 |
| | Undetermined - Parks projects contingency | | | - | 12,325 | 708,973 | - | 721,298 | - | 12,325 | 708,973 |
| | | | | - | 792,522 | 750,045 | 3,330,000 | 4,872,567 | - | 792,522 | 750,045 |
| Municipal Facilities - Solid Waste | | | | | | | | | | | |
| MF-SW-06-03 | Drop-off Station | Important | Planning | - | 30,000 | - | 2,232,500 | 2,262,500 | - | 30,000 | - |
| MF-SW-10-01 | Single Stream Recycling | Important | Planning | - | 2,030,000 | 3,500,000 | - | 5,530,000 | - | 2,030,000 | 3,500,000 |
| MF-SW-10-02 | Wind Energy Installation (New Drop-off Station) | Desirable | Planning | - | - | 260,000 | - | 260,000 | - | - | 260,000 |
| MF-SW-10-03 | Methane Gas Recovery Project | Desirable | Planning | - | - | 150,000 | - | 150,000 | - | - | 150,000 |
| MF-SW-10-05 | Commercial Recycling Containers | Urgent | In-Progress | - | 45,000 | 46,350 | 27,038 | 118,388 | - | 45,000 | 46,350 |
| | Commercial Recycling | Urgent | In-Progress | - | 117,000 | 433,320 | 114,577 | 664,897 | - | 117,000 | 433,320 |
| | | | | - | 2,222,000 | 4,389,670 | 2,374,115 | 8,985,785 | - | 2,222,000 | 4,389,670 |
| Transportation - Alternative Transportation | | | | | | | | | | | |
| TR-AT-02-13 | South Main Street Non-motorized Path (AA-Saline to East Stadium) | Urgent | Planning | - | - | - | 516,000 | 516,000 | 318,600 | - | - |
| TR-AT-10-03 | Non-Motorized Corridor Project: AA-Saline (South Main to I-94) | Important | Planning | - | - | - | 193,000 | 193,000 | - | - | - |
| TR-AT-10-04 | Non-Motorized Corridor Project: Liberty (State Street to City Boundary) | Important | Planning | - | 40,000 | 138,000 | - | 178,000 | - | 40,000 | 138,000 |
| TR-AT-10-05 | Non-Motorized Corridor Project: Main Street (Eisenhower to M-14 Ramp) | Important | Planning | - | - | - | 397,000 | 397,000 | - | - | - |
| TR-AT-10-06 | Non-Motorized Corridor Project: Packard (Stadium Blvd to Eisenhower) | Important | Planning | - | 40,000 | 106,000 | - | 146,000 | - | 40,000 | 106,000 |
| TR-AT-10-07 | Non-Motorized Corridor Project: Plymouth Road (Broadway Bridge to City Boundary) | Important | Planning | - | - | - | 93,000 | 93,000 | - | - | - |
| TR-AT-10-08 | Non-Motorized Corridor Project: Stadium (Maple to Washtenaw) | Important | Planning | - | - | - | 197,000 | 197,000 | - | - | - |
| TR-AT-10-09 | Non-Motorized Corridor Project: State Street (Depot to City Boundary) | Important | Planning | - | - | 50,000 | 220,000 | 270,000 | - | - | 50,000 |
| | Excess (short) Alt. Transportation Funding | | | - | 94,925 | (126,413) | - | (31,488) | - | 94,925 | (126,413) |
| TR-AT-10-29 | ADA Ramp Replacements (Outside of DDA) | Urgent | In-Progress | - | 560,000 | 560,000 | 2,240,000 | 3,360,000 | - | 560,000 | 560,000 |
| | | | | - | 734,925 | 727,587 | 3,856,000 | 5,318,512 | 318,600 | 734,925 | 727,587 |
| Transportation - Bridges | | | | | | | | | | | |
| TR-BR-02-03/04 | East Stadium Bridges Replacement | Urgent | Planning | 602,400 | 1,000,000 | 400,000 | - | 2,002,400 | 602,400 | 1,000,000 | 400,000 |
| TR-BR-10-06 | Fuller Road/Maiden Lane/East Medical Center Drive Bridges Rehabilitation | Urgent | Planning | - | - | - | 216,300 | 216,300 | - | - | - |
| | Huron Parkway Bridge Painting | | | 735,000 | 300,000 | - | - | 1,035,000 | 735,000 | 300,000 | - |
| | | | | 1,337,400 | 1,300,000 | 400,000 | 216,300 | 3,253,700 | 1,337,400 | 1,300,000 | 400,000 |

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2010 & FY2011

| ProjectID | Project Name | Priority | Status | Anticipated Spending Schedule | | | | | Current Budget | Appropriation Request | |
|---|--|-----------|-------------|-------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-----------------------|-------------------|
| | | | | Prior FYs | FY2010 | FY2011 | FY2012+ | Total | | FY2010 | FY2011 |
| Transportation - Street Construction | | | | | | | | | | | |
| TR-SC-06-02 | Annual Local Street Resurfacing Program | Urgent | In-Progress | 9,637,538 | 2,790,000 | 2,850,000 | 12,500,000 | 27,777,538 | 9,637,538 | 2,790,000 | 2,850,000 |
| TR-SC-06-03 | Annual Major Street Resurfacing Program | Urgent | In-Progress | 6,936,461 | - | - | 8,553,000 | 15,489,461 | 6,936,461 | - | - |
| TR-SC-06-05 | Detroit Street Brick Pavement Reconstruction | Desirable | Planning | - | - | - | 200,000 | 200,000 | - | - | - |
| TR-SC-08-06 | Miller/Maple Intersection Improvements | Desirable | Planning | - | - | - | 200,000 | 200,000 | - | - | - |
| TR-SC-08-11 | Fifth Avenue Reconstruction | Desirable | Planning | - | - | - | 1,460,000 | 1,460,000 | - | - | - |
| TR-SC-09-02 | West Stadium Reconstruction (Pauline to 7th) | Urgent | Planning | 2,080,601 | 1,615,000 | - | - | 3,695,601 | 2,080,601 | 1,615,000 | - |
| TR-SC-09-03 | Stadium Boulevard Reconstruction (7th to Kipke) | Urgent | Planning | - | 500,000 | 3,190,000 | - | 3,690,000 | - | 500,000 | 3,190,000 |
| TR-SC-10-01 | Dexter Avenue - West Huron to Fairview Drive | Important | Planning | - | - | 150,000 | 880,000 | 1,030,000 | - | - | 150,000 |
| TR-SC-10-02 | Dexter Avenue - Fairview to N. Maple | Important | Planning | - | - | 100,000 | 770,000 | 870,000 | - | - | 100,000 |
| TR-SC-10-03 | Green Road Resurfacing - Frederick to Glazier Way | Important | Planning | - | - | 75,000 | 785,000 | 860,000 | - | - | 75,000 |
| TR-SC-10-04 | Green Road Resurfacing - Plymouth to Frederick | Important | Planning | - | - | 90,000 | 912,000 | 1,002,000 | - | - | 90,000 |
| TR-SC-10-05 | Miller Avenue Improvements | Important | Planning | - | 930,000 | 1,850,000 | 3,350,000 | 6,130,000 | - | 930,000 | 1,850,000 |
| TR-SC-10-06 | North Seventh Street Reconstruction | Important | Planning | - | 90,000 | 975,000 | - | 1,065,000 | - | 90,000 | 975,000 |
| TR-SC-10-09 | Geddes Avenue - West | Important | Planning | - | 300,000 | 1,700,000 | - | 2,000,000 | - | 300,000 | 1,700,000 |
| TR-SC-10-10 | Stone School Road | Important | Planning | - | - | 250,000 | 3,600,000 | 3,850,000 | - | - | 250,000 |
| TR-SC-10-11 | West Madison Reconstruction | Important | Planning | - | 1,590,000 | - | - | 1,590,000 | - | 1,590,000 | - |
| TR-SC-10-12 | AA-Saline/Eisenhower Intersection | Urgent | Planning | - | 1,000,000 | - | - | 1,000,000 | - | 1,000,000 | - |
| TR-SC-10-13 | Surface Treatment (Street) Asset Management | Urgent | Planning | - | 150,000 | 150,000 | 600,000 | 900,000 | - | 150,000 | 150,000 |
| TR-SC-10-14 | Geddes Avenue - East | Important | Planning | - | - | - | 1,700,000 | 1,700,000 | - | - | - |
| TR-SC-10-15 | Geddes Road (Huron Parkway to Earhart) | Important | Planning | - | - | - | 300,000 | 300,000 | - | - | - |
| | Earhart/Geddes Intersection | | | - | 750,000 | - | - | 750,000 | - | 750,000 | - |
| | Alley Repairs (outside DDA) | | | - | 30,000 | 30,000 | 120,000 | 180,000 | - | 30,000 | 30,000 |
| | Fuller - E. Medical Center Dr. - Maiden Lane | | | 50,000 | 100,000 | - | - | 150,000 | 50,000 | 100,000 | - |
| | | | | 18,704,600 | 9,845,000 | 11,410,000 | 35,930,000 | 75,889,600 | 18,704,600 | 9,845,000 | 11,410,000 |
| Utilities - Sanitary Sewer | | | | | | | | | | | |
| UT-SN-01-03 | Austin Sanitary Sewer Outlet | Important | Planning | - | - | 125,000 | 600,000 | 725,000 | - | - | 125,000 |
| UT-SN-01-09 | Facilities Renovation | Urgent | In-Progress | 9,300,000 | 5,800,000 | 24,900,000 | 60,800,000 | 100,800,000 | 9,300,000 | 5,800,000 | 24,900,000 |
| UT-SN-01-19 | Liberty-Washington Relief (Phase I) | Desirable | Planning | - | - | - | 475,000 | 475,000 | - | - | - |
| UT-SN-01-20 | Liberty-Washington Relief (Phase II) | Desirable | Planning | - | - | - | 460,000 | 460,000 | - | - | - |
| UT-SN-01-21 | Miller West Park Sanitary - Low Level | Desirable | Planning | - | - | - | 300,000 | 300,000 | - | - | - |
| UT-SN-01-25 | Pittsfield Valley Submain Relief | Desirable | Planning | - | - | - | 135,000 | 135,000 | - | - | - |
| UT-SN-01-27 | Residuals Handling Improvements | Urgent | In-Progress | 36,843,000 | 11,444,927 | 6,515,073 | - | 54,803,000 | 36,843,000 | 11,444,927 | 6,515,073 |
| UT-SN-01-28 | South Boulevard Lift Station Elimination & Gravity Sewer | Desirable | Planning | - | - | - | 500,000 | 500,000 | - | - | - |
| UT-SN-01-30 | Springbrook Sanitary Sewer Extension | Desirable | Planning | - | - | 20,000 | 120,000 | 140,000 | - | - | 20,000 |
| UT-SN-02-11 | Footing Drain Disconnection Project (Long Term) | Important | Planning | 1,500,000 | 250,000 | 1,500,000 | 55,000,000 | 58,250,000 | 1,500,000 | 250,000 | 1,500,000 |
| UT-SN-03-29 | Southside Interceptor Rehabilitation | Important | Planning | 1,320,000 | 200,000 | 650,000 | 3,850,000 | 6,020,000 | 1,320,000 | 200,000 | 650,000 |
| UT-SN-06-01 | Valhalla Sanitary Sewer Service Extension | Important | Planning | 425,000 | 875,000 | - | - | 1,300,000 | 425,000 | 875,000 | - |
| UT-SN-06-02 | Bluett Sanitary Sewer Service Extension | Desirable | Planning | - | - | 60,000 | 80,000 | 140,000 | - | - | 60,000 |
| UT-SN-08-01 | Wagner Road Sanitary Sewer - South | Desirable | Planning | - | - | 475,000 | - | 475,000 | - | - | 475,000 |
| UT-SN-08-02 | Dover Place/Riverview Sanitary Sewer | Desirable | Planning | - | - | 330,000 | - | 330,000 | - | - | 330,000 |
| UT-SN-08-04 | Swift Street Sanitary Sewer | Desirable | Planning | - | - | - | 110,000 | 110,000 | - | - | - |
| UT-SN-08-05 | Geddes Sanitary Sewer (2651 to 3053) | Important | Planning | - | 200,000 | 800,000 | - | 1,000,000 | - | 200,000 | 800,000 |
| UT-SN-08-08 | Ridgemor-Liberty Sanitary Sewer | Desirable | Planning | - | - | - | 150,000 | 150,000 | - | - | - |
| UT-SN-08-12 | High Level Relief Sewer | Desirable | Planning | - | - | - | 950,000 | 950,000 | - | - | - |
| UT-SN-08-15 | Footing Drain Disconnection Project-2006 (Priority 2A) | Important | In-Progress | 9,400,000 | 1,450,000 | 200,000 | - | 11,050,000 | 9,400,000 | 1,450,000 | 200,000 |
| UT-SN-08-16 | North Main Submain Relief Sanitary Sewer - AARR to M-14 | Important | Planning | 250,000 | 2,500,000 | - | - | 2,750,000 | 250,000 | 2,500,000 | - |
| UT-SN-08-19 | North Main Submain Relief Sanitary Sewer - Bird Road past Warrington | Desirable | Planning | - | - | - | 1,300,000 | 1,300,000 | - | - | - |

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2010 & FY2011

| ProjectID | Project Name | Priority | Status | Anticipated Spending Schedule | | | | | Current Budget | Appropriation Request | |
|--------------------------------|---|-----------|-------------|-------------------------------|------------|------------|-------------|-------------|----------------|-----------------------|------------|
| | | | | Prior FYs | FY2010 | FY2011 | FY2012+ | Total | | FY2010 | FY2011 |
| UT-SN-10-01 | Dexter Avenue Sanitary Sewer Replacement | Important | Planning | - | - | 60,000 | 240,000 | 300,000 | - | - | 60,000 |
| UT-SN-10-02 | North Fifth Avenue Sanitary Lead Removals from Storm Sewer | Desirable | Planning | - | 220,000 | - | - | 220,000 | - | 220,000 | - |
| UT-SN-10-03 | North Seventh Street Sanitary Sewer | Urgent | Planning | - | 32,000 | 353,000 | - | 385,000 | - | 32,000 | 353,000 |
| UT-SN-10-04 | Orchard and Abbot Crosslot Sanitary Sewer Replacement | Urgent | Planning | - | 750,000 | - | - | 750,000 | - | 750,000 | - |
| UT-SN-10-05 | Manhole Rehabilitation/Replacement Project | Important | Planning | - | 250,000 | - | - | 250,000 | - | 250,000 | - |
| UT-SN-10-06 | Michigan Stadium Sanitary Sewer Reroute | Desirable | Planning | - | - | - | 260,000 | 260,000 | - | - | - |
| UT-SN-10-07 | Pauline Sanitary Sewer Replacement | Urgent | Planning | - | 550,000 | - | - | 550,000 | - | 550,000 | - |
| UT-SN-10-08 | First Street Sanitary Replacement | Urgent | Planning | - | 400,000 | - | - | 400,000 | - | 400,000 | - |
| UT-SN-10-09 | WWTP Bridge | Important | Planning | - | 600,000 | - | - | 600,000 | - | 600,000 | - |
| UT-SN-10-10 | Miller Avenue/Allen Creek Crossing Relief | Important | Planning | - | - | - | 550,000 | 550,000 | - | - | - |
| UT-SN-10-11 | 2780 Packard Sanitary Extension | Important | Planning | - | - | 175,000 | - | 175,000 | - | - | 175,000 |
| UT-SN-10-12 | Woodland Drive Sanitary Extension | Desirable | Planning | - | - | 565,000 | - | 565,000 | - | - | 565,000 |
| UT-SN-10-13 | 2857 Packard Sanitary Extension | Desirable | Planning | - | - | - | 120,000 | 120,000 | - | - | - |
| UT-SN-83-24 | Northside Sanitary Submain (Phase II) | Urgent | Planning | - | 475,000 | 975,000 | - | 1,450,000 | - | 475,000 | 975,000 |
| UT-SN-87-07 | Calvin Street Sanitary Sewer | Important | Planning | - | - | 115,000 | 385,000 | 500,000 | - | - | 115,000 |
| UT-SN-91-15 | Huron West Park (Phase II) | Desirable | Planning | - | - | - | 1,225,000 | 1,225,000 | - | - | - |
| UT-SN-91-16 | Huron West Park (Phase III) | Desirable | Planning | - | - | - | 1,380,000 | 1,380,000 | - | - | - |
| UT-SN-93-26 | Pittsfield Valley Trunkline Relief Sewer | Desirable | Planning | - | - | - | 2,000,000 | 2,000,000 | - | - | - |
| UT-SN-96-22 | Newport/Warrington Sanitary Sewer | Desirable | Planning | - | - | - | 650,000 | 650,000 | - | - | - |
| | Felch Street Private Sewer Removal | | | 40,000 | 35,000 | - | - | 75,000 | 40,000 | 35,000 | - |
| | Park View Place Sanitary | | | - | - | - | 150,000 | 150,000 | - | - | - |
| | Sanitary Sewer Service Extensions | | | 61,000 | 2,398,000 | 767,000 | 9,228,000 | 12,454,000 | 61,000 | 2,398,000 | 767,000 |
| | | | | 59,139,000 | 28,429,927 | 38,585,073 | 141,018,000 | 267,172,000 | 59,139,000 | 28,429,927 | 38,585,073 |
| Utilities - Storm Sewer | | | | | | | | | | | |
| UT-ST-01-04 | Eberwhite Woods Drain Study | Desirable | Planning | - | - | - | 200,000 | 200,000 | - | - | - |
| UT-ST-01-08 | Storm Asset Identification, GIS Conversion and Model | Important | In-Progress | 2,214,000 | - | 650,000 | 400,000 | 3,264,000 | 2,214,000 | - | 650,000 |
| UT-ST-04-01 | Allen Creek Improvements Re-Study | Desirable | Planning | - | - | - | 250,000 | 250,000 | - | - | - |
| UT-ST-04-02 | Awixa Outlet Storm Water Pipe Repair | Desirable | Planning | - | - | - | - | 375,000 | - | - | - |
| UT-ST-08-04 | Huron Parkway Median Bio-swales | Desirable | Planning | - | - | - | - | 1,483,500 | - | - | - |
| UT-ST-08-05 | Millers Creek Drainage District Creation | Desirable | Planning | - | - | - | - | 1,000,000 | - | - | - |
| UT-ST-08-06 | Demonstration Rain Gardens | Important | Planning | 10,000 | 100,000 | - | - | 110,000 | 10,000 | 100,000 | - |
| UT-ST-08-07 | Mallett's Creek In-System Storage Structures for Large Storm Drains | Important | Planning | - | 800,000 | 800,000 | - | 1,600,000 | - | 800,000 | 800,000 |
| UT-ST-08-11 | Marlborough Storm Sewer Replacement | Important | Planning | - | - | - | - | 150,000 | - | - | - |
| UT-ST-08-15 | South State Street Storm Sewer Outlet (north of I-94) | Desirable | Planning | - | - | - | - | 200,000 | - | - | - |
| UT-ST-09-01 | Newport Creek Culvert Crossing at Newport Road | Urgent | In-Progress | 100,000 | 525,000 | - | - | 625,000 | 100,000 | 525,000 | - |
| UT-ST-09-03 | West Stadium Storm Sewer Replacement (Pauline to Hutchins) | Urgent | Planning | 100,000 | 745,000 | - | - | 845,000 | 100,000 | 745,000 | - |
| UT-ST-09-04 | Stadium Boulevard Storm Sewer Replacement (Hutchins to Kipke) | Urgent | Planning | - | - | 470,000 | - | 470,000 | - | - | 470,000 |
| UT-ST-10-01 | Dexter Ave. Stormwater Improvements (Fairview to Maple) | Important | Planning | - | - | 20,000 | 312,000 | 332,000 | - | - | 20,000 |
| UT-ST-10-02 | Dexter Ave. Stormwater Improvements (Huron to Fairview) | Important | Planning | - | - | 40,000 | 400,000 | 440,000 | - | - | 40,000 |
| UT-ST-10-03 | Miller Avenue Stormwater Improvements | Important | Planning | 30,000 | 30,000 | 225,000 | 333,000 | 618,000 | 30,000 | 30,000 | 225,000 |
| UT-ST-10-04 | Springwater Subdivision Storm Sewer Replacement | Important | Planning | - | - | 490,000 | 1,035,000 | 1,525,000 | - | - | 490,000 |
| UT-ST-10-05 | 215 & 219 W. Kingsley St. purchase, demo, and park development | Desirable | Planning | - | 95,000 | - | - | 95,000 | - | 95,000 | - |
| UT-ST-10-08 | Urban Forest Management Plan | Important | Planning | - | 25,000 | - | - | 25,000 | - | 25,000 | - |
| UT-ST-10-09 | Street and Park Tree Inventory | Urgent | Planning | - | 25,000 | - | - | 25,000 | - | 25,000 | - |
| UT-ST-10-10 | Michigan Stadium Storm Sewer Reroute | Desirable | Planning | - | - | - | 942,000 | 942,000 | - | - | - |
| UT-ST-10-11 | Allens Creek Greenway Improvements | Important | Planning | - | - | 100,000 | - | 100,000 | - | - | 100,000 |
| UT-ST-10-13 | Flood Mitigation Implementation Grant Matching | Desirable | Planning | - | - | 100,000 | 400,000 | 500,000 | - | - | 100,000 |
| UT-ST-10-14 | West Park Stormwater Improvements | Important | Planning | - | 50,000 | 250,000 | 250,000 | 550,000 | - | 50,000 | 250,000 |
| UT-ST-10-15 | Automated WQ Monitoring System (Barton Pond) | Important | Planning | - | 60,000 | - | - | 60,000 | - | 60,000 | - |

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2010 & FY2011

| ProjectID | Project Name | Priority | Status | Anticipated Spending Schedule | | | | | Current Budget | Appropriation Request | |
|---------------------------------|--|-----------|-------------|-------------------------------|-------------------|------------------|------------------|-------------------|------------------|-----------------------|------------------|
| | | | | Prior FYs | FY2010 | FY2011 | FY2012+ | Total | | FY2010 | FY2011 |
| UT-ST-10-16 | Street Tree Replanting | Important | Planning | - | 300,000 | 300,000 | 600,000 | 1,200,000 | - | 300,000 | 300,000 |
| UT-ST-10-17 | West Park Fairgrounds Drain Improvements | Urgent | Planning | - | 6,750,000 | - | - | 6,750,000 | - | 6,750,000 | - |
| UT-ST-10-18 | McKinley/White/Arch Storm Vault | Important | Planning | - | 250,000 | - | - | 250,000 | - | 250,000 | - |
| UT-ST-10-19 | Storm/Sanitary Conflict Removals | Urgent | Planning | - | - | 500,000 | - | 500,000 | - | - | 500,000 |
| UT-ST-10-20 | Geddes Avenue Storm Sewer | Important | Planning | - | - | - | 300,000 | 300,000 | - | - | - |
| UT-ST-10-21 | Stone School Road Storm Sewer | Desirable | Planning | - | - | - | 300,000 | 300,000 | - | - | - |
| UT-ST-10-22 | Veterans Memorial Park Water Quality Improvements | Desirable | Planning | - | - | - | 2,100,000 | 2,100,000 | - | - | - |
| UT-ST-10-23 | North Fifth Avenue Sanitary Lead Removals Storm Repair | Urgent | Planning | - | 220,000 | - | - | 220,000 | - | 220,000 | - |
| UT-ST-10-24 | West Madison Storm Sewer | Important | Planning | - | 500,000 | - | - | 500,000 | - | 500,000 | - |
| UT-ST-88-05 | Evergreen Subdivision Storm Water (Phase II) | Desirable | Planning | - | - | - | - | 100,000 | - | - | - |
| | Residential Streets Storm Pipe Repairs (Ph I & II) | | | 200,000 | 650,000 | - | - | 850,000 | 200,000 | 650,000 | - |
| | W Stadium Storm Replacements-Pauline to S Main | | | 100,000 | 1,100,000 | - | - | 1,200,000 | 100,000 | 1,100,000 | - |
| | | | | 2,754,000 | 12,225,000 | 3,945,000 | 7,822,000 | 30,054,500 | 2,754,000 | 12,225,000 | 3,945,000 |
| Utilities - Water System | | | | | | | | | | | |
| UT-WS-01-06 | Calvin Street Water Extension | Important | Planning | - | - | 85,000 | 365,000 | 450,000 | - | - | 85,000 |
| UT-WS-01-08 | Eisenhower Parkway Water Main | Desirable | Planning | - | - | - | 275,000 | 275,000 | - | - | - |
| UT-WS-01-10 | Elevated Storage Tank (West High Service District) | Urgent | Planning | - | - | - | 2,525,000 | 2,525,000 | 179,500 | - | - |
| UT-WS-01-25 | Packard Water Main Bore | Desirable | Planning | - | - | - | 130,000 | 130,000 | - | - | - |
| UT-WS-01-26 | Pauline/WH5 Return Loop Water Main | Desirable | Planning | - | - | - | 2,400,000 | 2,400,000 | - | - | - |
| UT-WS-01-30 | South Boulevard Water Main | Important | Planning | - | - | - | 160,000 | 160,000 | - | - | - |
| UT-WS-01-31 | State Street Raw Water - Reconstruct Interconnection | Desirable | Planning | - | - | - | 180,000 | 180,000 | - | - | - |
| UT-WS-02-19 | Manchester Elevated Water Tank Paint Project | Desirable | Planning | - | - | - | 700,000 | 700,000 | - | - | - |
| UT-WS-03-01 | Ann Arbor Railroad Water Main Bore | Desirable | Planning | - | - | - | 225,000 | 225,000 | - | - | - |
| UT-WS-06-04 | Structural Repair and Painting Basins #4 and #5 at Water Treatment Plant | Urgent | Planning | - | 500,000 | - | - | 500,000 | - | 500,000 | - |
| UT-WS-06-05 | Replace Limeslakers at Water Treatment Plant | Urgent | In-Progress | 250,000 | 2,750,000 | - | - | 3,000,000 | 250,000 | 2,750,000 | - |
| UT-WS-06-07 | Geddes and South East District Control Valve | Important | Planning | - | - | - | 200,000 | 200,000 | - | - | - |
| UT-WS-06-08 | Gravity and West High Boundary Valve Replacement | Desirable | Planning | - | - | - | 400,000 | 400,000 | - | - | - |
| UT-WS-06-14 | Washtenaw Water Main Replacement | Important | Planning | 490,000 | 980,000 | - | - | 1,470,000 | 490,000 | 980,000 | - |
| UT-WS-06-17 | Leak Detection Survey | Important | Planning | - | - | - | 350,000 | 350,000 | - | - | - |
| UT-WS-08-02 | Water Treatment Plant Residuals Disposal Study | Urgent | Planning | - | 250,000 | - | - | 250,000 | - | 250,000 | - |
| UT-WS-08-04 | Structural Repairs Project - Phase 2 | Important | Planning | - | - | - | 1,750,000 | 1,750,000 | 1,832,701 | - | - |
| UT-WS-08-05 | Replace Filter Press Plates | Desirable | Planning | - | - | - | 350,000 | 350,000 | - | - | - |
| UT-WS-08-06 | Replace Steere Farm Well Pump Engines | Urgent | Planning | - | - | 1,400,000 | - | 1,400,000 | - | - | 1,400,000 |
| UT-WS-08-07 | Barton Pond Early Warning System | Important | Planning | - | 300,000 | - | - | 300,000 | - | 300,000 | - |
| UT-WS-08-08 | Ozone Residual Monitor Replacement | Important | Planning | - | - | 150,000 | - | 150,000 | - | - | 150,000 |
| UT-WS-08-10 | Barton Electrical Upgrades | Urgent | Planning | - | 100,000 | 500,000 | - | 600,000 | - | 100,000 | 500,000 |
| UT-WS-08-11 | Replace Filter Effluent Turbidimeters | Urgent | Planning | - | - | 200,000 | - | 200,000 | - | - | 200,000 |
| UT-WS-08-12 | New Well at Steere Farm | Important | Planning | - | - | - | 1,900,000 | 1,900,000 | - | - | - |
| UT-WS-08-13 | Replace Section of Well Transmission Pipe From Steere Farm | Urgent | Planning | - | - | - | 2,400,000 | 2,400,000 | - | - | - |
| UT-WS-08-14 | Repair Roof of South Industrial Tank | Desirable | Planning | - | - | - | 500,000 | 500,000 | - | - | - |
| UT-WS-08-15 | Repair Valves Behind Ozone Building | Important | Planning | - | - | 250,000 | - | 250,000 | - | - | 250,000 |
| UT-WS-08-16 | Sludge Storage Repairs | Desirable | Planning | - | - | - | 250,000 | 250,000 | - | - | - |
| UT-WS-08-20 | Devonshire/Belmont/Londonderry Water Quality Improvements | Important | Planning | - | - | - | 550,000 | 550,000 | - | - | - |
| UT-WS-08-22 | Collingwood Water Quality Improvements | Important | Planning | - | - | 100,000 | - | 100,000 | - | - | 100,000 |
| UT-WS-08-25 | South Fifth Avenue Water Main | Important | Planning | 20,000 | - | 200,000 | - | 220,000 | 20,000 | - | 200,000 |
| UT-WS-08-27 | Traver Road PRV | Desirable | Planning | - | - | 100,000 | - | 100,000 | - | - | 100,000 |
| UT-WS-08-30 | Downtown Valve Insertion/Replacement | Important | Planning | - | - | - | 400,000 | 400,000 | - | - | - |
| UT-WS-08-31 | Nob Hill Water Main Replacements | Urgent | Planning | - | 240,000 | - | - | 240,000 | - | 240,000 | - |
| UT-WS-08-34 | Detroit Street Water Main Replacement | Desirable | Planning | - | - | - | 250,000 | 250,000 | - | - | - |

CITY OF ANN ARBOR
 Budgeted Capital Improvement Projects
 By Project Type

Requested Project Appropriations for FY2010 & FY2011

| ProjectID | Project Name | Priority | Status | Anticipated Spending Schedule | | | | | Appropriation Request | | |
|-------------|--|-----------|-------------|-------------------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|
| | | | | Prior FYs | FY2010 | FY2011 | FY2012+ | Total | Current Budget | FY2010 | FY2011 |
| UT-WS-08-35 | North State Street Water Main Replacement | Desirable | Planning | - | - | - | 125,000 | 125,000 | - | - | - |
| UT-WS-08-37 | Arbor Oaks Subdivision Water Mains Replacement | Urgent | In-Progress | 450,000 | 1,500,000 | - | - | 1,950,000 | 450,000 | 1,500,000 | - |
| UT-WS-08-39 | Catherine Street 16" Water Main | Important | In-Progress | - | 500,000 | - | - | 500,000 | - | 500,000 | - |
| UT-WS-08-40 | Argo Dam Toe Drain Repair | Urgent | Planning | - | 300,000 | - | - | 300,000 | - | 300,000 | - |
| UT-WS-09-02 | West Stadium Water Main Replacement (Pauline to Hutchins) | Important | Planning | - | 675,000 | - | - | 675,000 | - | 675,000 | - |
| UT-WS-09-03 | Raw Water Main (30") Upgrade (Seventh Easterly) | Urgent | Planning | - | - | 1,530,000 | - | 1,530,000 | - | - | 1,530,000 |
| UT-WS-09-05 | Water Distribution System Master Plan - Asset Management | Desirable | Planning | - | 500,000 | - | - | 500,000 | - | 500,000 | - |
| UT-WS-10-02 | Argo Dam - Coating Structural Steel | Important | Planning | - | - | - | - | 250,000 | - | - | - |
| UT-WS-10-03 | Geddes Dam - Coating Structural Steel | Desirable | Planning | - | - | - | 250,000 | 250,000 | - | - | - |
| UT-WS-10-04 | Sodium Hydroxide Feed System Expansion | Important | Planning | - | - | - | 3,000,000 | 3,000,000 | - | - | - |
| UT-WS-10-05 | Harbal/Laird | Important | Planning | - | - | - | 515,000 | 515,000 | - | - | - |
| UT-WS-10-06 | Washtenaw Water Main Upgrade (South University to Hill Street) | Desirable | Planning | - | - | - | 560,000 | 560,000 | - | - | - |
| UT-WS-10-07 | Water Laboratory Information Management System | Important | Planning | - | - | 200,000 | - | 200,000 | - | - | 200,000 |
| UT-WS-10-08 | Vaughn Street Water Main | Important | Planning | - | 245,000 | - | - | 245,000 | - | 245,000 | - |
| UT-WS-10-10 | Dexter Avenue Water Main Replacement | Important | Planning | - | - | 600,000 | - | 600,000 | - | - | 600,000 |
| UT-WS-10-11 | Dover Court Water Main Replacement | Important | Planning | - | - | 97,000 | - | 97,000 | - | - | 97,000 |
| UT-WS-10-12 | Stadium Boulevard Water Main Replacement (Hutchins to Kipke) | Important | Planning | - | - | 310,000 | - | 310,000 | - | - | 310,000 |
| UT-WS-10-13 | Taylor Street Water Main | Important | Planning | - | - | 420,000 | - | 420,000 | - | - | 420,000 |
| UT-WS-10-14 | Valhalla Drive Water Main | Important | Planning | - | - | 325,000 | - | 325,000 | - | - | 325,000 |
| UT-WS-10-15 | Russet, Russell & Redeemer Water Main Replacement | Important | Planning | - | - | - | 1,400,000 | 1,400,000 | - | - | - |
| UT-WS-10-16 | Miller Avenue Water Main Replacement | Desirable | Planning | - | - | - | 600,000 | 600,000 | - | - | - |
| UT-WS-10-17 | North University Court Water Main | Desirable | Planning | - | - | - | 235,000 | 235,000 | - | - | - |
| UT-WS-92-27 | Distribution System Monitoring and Security | Urgent | In-Progress | 300,000 | 1,700,000 | - | - | 2,000,000 | 300,000 | 1,700,000 | - |
| UT-WS-92-28 | Plant #2 Hydraulic Corrections | Desirable | Planning | - | - | - | 725,000 | 725,000 | - | - | - |
| UT-WS-92-35 | Well Booster Station | Important | Planning | - | - | - | 1,500,000 | 1,500,000 | - | - | - |
| | Cedar Bend Water Main Replacement | | | - | 165,000 | - | - | 165,000 | - | 165,000 | - |
| | Galvanized Water Main Replacements | | | - | 350,000 | - | - | 350,000 | - | 350,000 | - |
| | Jones Drive Water Quality Improvements | | | - | - | 200,000 | - | 200,000 | - | - | 200,000 |
| | Kenilworth/Arlington Water Improvements | | | - | 330,000 | - | - | 330,000 | - | 330,000 | - |
| | Maxwell Ave Water Main | | | - | 210,000 | - | - | 210,000 | - | 210,000 | - |
| | Park View Place Water Main | | | - | - | - | 120,000 | 120,000 | - | - | - |
| | Water Main Service Extensions | | | 61,000 | 1,200,000 | 2,479,000 | 7,892,000 | 11,632,000 | 61,000 | 1,200,000 | 2,479,000 |
| | | | | 1,571,000 | 12,795,000 | 9,146,000 | 33,182,000 | 56,944,000 | 3,583,201 | 12,795,000 | 9,146,000 |
| Grand total | | | | \$ 97,466,000 | \$ 90,904,374 | \$ 80,653,375 | \$ 227,818,415 | \$ 500,400,664 | \$ 133,236,801 | \$ 68,734,374 | \$ 69,383,375 |

Capital Improvement Program: Significant Non-recurring Projects

- There are 199 capital projects in the FY 2010 capital budget totaling \$500,400,664.
- There are 61 projects over \$1,000,000 (31% of the projects). The total for these projects is \$452,768,579 (90% of total projects). All projects in excess of \$1,000,000 are considered significant and are listed in this section by project category.
- Of the 61 projects over \$1 million, nine are over \$10 million. The total for these nine projects is \$339,655,999 (68% of total projects).
- All but four of the projects in excess of \$1,000,000 are non-recurring. The recurring projects over \$1,000,000 are: Playground Improvements \$1.3 million; Trails & Pathways \$1.3 million; Annual Local Street Resurfacing Program \$27.8 million and Annual Major Street Resurfacing Program \$15.5 million.

Five categories make up 92% of all capital project dollars:

- Municipal Facilities – City Owned Buildings \$47,910,000 (10% of projects)
- Transportation – Street Construction \$75,889,600 (15% of projects)
- Utilities – Sanitary Sewer \$267,172,000 (53% of projects)
- Utilities – Storm Sewer \$30,054,500 (6% of projects)
- Utilities – Water System \$56,944,000 (11% of projects)
- All other projects \$22,430,564 (5% of projects)

Municipal Facilities – City Owned Buildings

MF-CB-01-01 Police Department/District Court Facility - Construction of a new facility to accommodate space needs of the returning 15th District Court as well as the Police Department, total gross square footage approximately 100,000 SF. Project Budget through FY 2010 \$47,400,000. Total Project Budget \$47,400,000.

Municipal Facilities – Parks and Recreation

MF-PR-10-01 Playground Improvements (Annual) - Replaces project MF-PR-08-04 Neighborhood Parks Development. Play equipment and safety surfacing replacement/updates, accessibility upgrades, replace park furniture. Other revisions as identified by community input. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2010 \$246,427. Total Project Budget \$1,329,699.

MF-PR-10-06 Trails & Pathways - Reconstruct and/or develop pathways, trails, boardwalks, and greenway corridors. 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. Project Budget through FY 2010 \$250,952. Total Project Budget \$1,253,101.

Municipal Facilities – Solid Waste

MF-SW-06-03 Drop-off Station – Recycling and solid waste drop-off station for public use. Expands capacity of facility, removes aging, existing site from Ellsworth Road corridor. Project Budget through FY 2010 \$30,000. Total Project Budget \$2,262,500.

MF-SW-10-01 Single Stream Recycling – Increases collection efficiencies and increase public convenience. Project Budget through FY 2010 \$2,030,000. Total Project Budget \$5,530,000.

Transportation – Alternative Transportation

TR-AT-10-29 ADA Ramp Replacements (Outside of DDA) – Project Budget through FY 2010 \$560,000. Total Project Budget \$3,360,000.

Transportation - Bridges

TR-BR-02-03/04 East Stadium Bridges Replacement – Replacement of the deteriorating East Stadium bridges over the Ann Arbor Railroad and South State Street. Currently, it is believed that this project will improve the pedestrian facilities within the area, as well as incorporate on-street bike lanes. Project Budget through FY 2010 \$1,602,000. Total Project Budget \$2,002,400.

TR-BR-10-new Huron Parkway Bridge Painting – Project Budget through FY 2010 \$1,035,000. Total Project Budget \$1,035,000.

Transportation - Street Construction

TR-SC-06-02 Annual Local Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2010 \$12,427,538. Total Project Budget \$27,777,538.

TR-SC-06-03 Annual Major Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2010 \$6,936,461. Total Project Budget \$15,489,461.

TR-SC-08-11 Fifth Avenue Reconstruction – Reconstruction of roadway. Project Budget through FY 2010 \$0. Total Project Budget \$1,460,000.

TR-SC-09-02 West Stadium Reconstruction (Pauline to Seventh) - Reconstruction of roadway. Project Budget through FY 2010 \$3,695,601. Total Project Budget \$3,695,601.

TR-SC-09-03 Stadium Boulevard Reconstruction (7th to Kipke) - Reconstruction of roadway. Project Budget through FY 2010 \$500,000. Total Project Budget \$3,690,000.

TR-SC-10-01 Dexter Avenue – West Huron to Fairview - Reconstruction of roadway. Project Budget through FY 2010 \$0. Total Project Budget \$1,030,000.

TR-SC-10-04 Green Road Resurfacing – Plymouth to Fredrick - Reconstruction of roadway. Project Budget through FY 2010 \$0. Total Project Budget \$1,002,000.

TR-SC-10-05 Miller Avenue Improvements - Reconstruction of roadway. Project Budget through FY 2010 \$930,000. Total Project Budget \$6,130,000.

TR-SC-10-06 North Seventh Street Reconstruction - Reconstruction of roadway. Project Budget through FY 2010 \$90,000. Total Project Budget \$1,065,000.

TR-SC-10-09 Geddes Avenue - West - Reconstruction of roadway. Project Budget through FY 2010 \$300,000. Total Project Budget \$2,000,000.

TR-SC-10-10 Stone School Road - Reconstruction of roadway. Project Budget through FY 2010 \$0. Total Project Budget \$3,850,000.

TR-SC-10-11 West Madison Reconstruction - Reconstruction of roadway. Project Budget through FY 2010 \$1,590,000. Total Project Budget \$1,590,000.

TR-SC-10-12 AA-Saline/Eisenhower Intersection - Reconstruction of roadway. Project Budget through FY 2010 \$1,000,000. Total Project Budget \$1,000,000.

TR-SC-10-14 Geddes Avenue - East - Reconstruction of roadway. Project Budget through FY 2010 \$0. Total Project Budget \$1,700,000.

Utilities - Sanitary Sewer

UT-SN-01-02 Sanitary Sewer Service Extensions - Extension of sanitary sewer main to areas to be serviced by Ann Arbor Water Utilities under agreement with Ann Arbor, Pittsfield and Scio Townships. Final decision on implementation/timing will be made by City Council. Project Budget through FY 2010 \$2,459,000. Total Project Budget \$12,454,000.

UT-SN-01-09 Facilities Renovation, Waste Water Treatment Plant - Develop and implement a plan to replace deteriorating infrastructure and equipment while optimizing plant efficiency and treatment. Project Budget through FY 2010 \$15,100,000. Total Project Budget \$100,800,000.

UT-SN-01-27 Residuals Handling Improvements - Develop and implement a plan to replace deteriorating solids handling equipment and systems while optimizing plant efficiency and treatment. Project Budget through FY 2010 \$48,287,927. Total Project Budget \$54,803,000.

UT-SN-02-11 Footing Drain Disconnection Project (Long Term) - Disconnect footing drains and install sewage backup protection for areas outside of the study areas that do not have a history of basement flooding (250 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY 2010 \$1,750,000. Total Project Budget \$58,250,000.

UT-SN-03-29 Southside Interceptor Rehabilitation - Investigate and install CIPP lining as required to improve life span of the existing pipe and prevent failures that could discharge to the Huron River. Approximately five miles total of various diameter pipes: 24", 36" and 42". Project Budget through FY 2010 \$1,520,000. Total Project Budget \$6,020,000.

UT-SN-06-01 Valhalla Sanitary Sewer Service Extension - Install approximately 2500 feet of 8" sanitary sewer connecting to city sewer vicinity Golfview to the south. Project Budget through FY 2010 \$1,300,000. Total Project Budget \$1,300,000.

UT-SN-08-05 Geddes Sanitary Sewer (2651 to 3053) – Construction of an 8" sanitary sewer to service properties on Geddes Avenue currently on septic systems. Project Budget through FY 2010 \$200,000. Total Project Budget \$1,000,000.

UT-SN-08-15 Footing Drain Disconnection Project-2006 (Priority 2A) - Disconnect footing drains and install sewage backup protection in areas within the five study areas that have a history of flooding (300 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY 2010 \$10,850,000. Total Project Budget \$11,050,000.

UT-SN-08-16 North Main Submain Relief Sanitary Sewer - AARR to M-14 - Relief of approximately 5,000 feet of 15" sanitary sewer. Project Budget through FY 2010 \$2,750,000. Total Project Budget \$2,750,000.

UT-SN-08-19 North Main Submain Relief Sanitary Sewer - Bird Road past Warrington - Relief of approximately 2,800 feet of 15" sanitary sewer. Project Budget through FY 2010 \$0. Total Project Budget \$1,300,000.

UT-SN-83-24 Northside Sanitary Submain (Phase II) - Replace approximately 3250 feet of 12" sanitary sewer from Argo Canoe Livery to Swift Street with same or 15" line. Project Budget through FY 2010 \$475,000. Total Project Budget \$1,450,000.

UT-SN-91-15 Huron West Park (Phase II) – Sanitary Sewer replacement of approximately 3000 feet of sewer pipe from Arbana to Doty. The 12" line will be

replaced with 18" - 24" line. Sections of construction will utilize trenchless construction techniques. Project Budget through FY 2010 \$0. Total Project Budget \$1,225,000.

UT-SN-91-16 Huron West Park (Phase III) - Sanitary sewer replacement Doty to Lyn Anne Court. This project will increase 1300 feet of sewer line from 12" to 18" - 24". Project Budget through FY 2010 \$0. Total Project Budget \$1,380,000.

UT-SN-93-26 Pittsfield Valley Trunkline Relief Sewer - Increasing the capacity of the sanitary sewer along the Pittsfield drain (Stone School to Packard). There are currently parallel 30" & 36" lines. Install approximately 6000 feet of 48-inch sanitary sewer. Project Budget through FY 2010 \$0. Total Project Budget \$2,000,000.

Utilities - Storm Sewer

UT-ST-01-08 Storm Asset Identification, GIS Conversion and Model - Collect storm water records for GIS database and apply this data to building a complete, calibrated stormwater system hydraulic model. Project Budget through FY 2010 \$2,214,000. Total Project Budget \$3,264,000.

UT-ST-08-04 Huron Parkway Median Bio-swales - Utilize median for storm water management. Excavate low-flow channel in the median and place strategic curb cuts along the entire median to capture Parkway runoff. Project Budget through FY 2010 \$0. Total Project Budget \$1,483,500.

UT-ST-08-05 Millers Creek Drainage District Creation – Creation of a County drainage district for Millers Creek as recommended by the Millers Creek Watershed Improvement Plan. Project Budget through FY 2010 \$0. Total Project Budget \$1,000,000.

UT-ST-08-07 Mallett's Creek In-System Storage Structures for Large Storm Drains - Project #8 from Malletts Creek Restoration Plan. Install five (5) in system storage structures to reduce peak flow and delay the peaks for most storms. Project Budget through FY 2010 \$800,000. Total Project Budget \$1,600,000.

UT-ST-10-04 Springwater Subdivision Storm Sewer Replacement - Replace failing storm sewer, reduce maintenance costs, reduce flooding, and improve stormwater quality. Project Budget through FY 2010 \$0. Total Project Budget \$1,525,000.

UT-ST-10-16 Street Tree Replanting – The City loses 1% of its tree population each year to a variety of factors; this was exacerbated by the loss of 8000 ash street trees to EAB. These trees provide benefits to the City from stormwater detention to aesthetic. Project Budget through FY 2010 \$300,000. Total Project Budget \$1,200,000.

UT-ST-10-17 West Park Fairgrounds Drain Improvements - Project Budget through FY 2010 \$6,750,000. Total Project Budget \$6,750,000.

UT-ST-10-22 Veterans Memorial Park Water Quality Improvements - Project Budget through FY 2010 \$0. Total Project Budget \$2,100,000.

UT-ST-01-NEW W Stadium Storm Replacements-Pauline to S Main - Project Budget through FY 2010 \$100,000. Total Project Budget \$1,200,000.

Utilities - Water System

UT-WS-92-27 Distribution System Monitoring and Security - The PICS distribution project is the last phase of the Process Control and Data Management project. This project will add instrumentation, monitoring and controls for the water distribution system. Project Budget through FY 2010 \$2,000,000. Total Project Budget \$2,000,000.

UT-WS-92-35 Well Booster Station - Project will increase transmission of well water to the treatment plant. Project is necessary to allow Water Treatment Plant to transmit designed firm capacity of well water to the plant. This will also improve operations and water quality. Project Budget through FY 2010 \$0. Total Project Budget \$1,500,000.

UT-WS-01-02 Water Main Service Extensions - Extension of water main to areas to be serviced by Ann Arbor Water Utilities under agreement with Ann Arbor, Pittsfield and Scio Townships. Final decision on implementation/timing will be made by City Council. Project Budget through FY 2010 \$1,261,000. Total Project Budget \$11,632,000.

UT-WS-01-10 Elevated Storage Tank (West High Service District) - Construct elevated storage in West High Service District to improve pressure control and reliability of water service. Project Budget through FY 2010 \$179,500. Total Project Budget \$2,525,000.

UT-WS-01-26 Pauline/WHS Return Loop Water Main - Construction of approximately 7500 ft. of 16" water main from Liberty & Seventh to Pauline & Main. The proposed water main is part of the West High Service Transmission Loop. This main is called for by the Master Plan. Project Budget through FY 2010 \$0. Total Project Budget \$2,400,000.

UT-WS-06-05 Replace Limeslakers at Water Treatment Plant - Replace two limeslakers at Water Treatment Plant. Project Budget through FY 2010 \$3,000,000. Total Project Budget \$3,000,000.

UT-WS-06-14 Washtenaw Water Main Replacement - Replace approximately 2500 feet of 12" water main. Project Budget through FY 2010 \$1,470,000. Total Project Budget \$1,470,000.

UT-WS-08-04 Structural Repairs Project – Phase 2 - Second phase of structural repairs project. Based on condition assessment completed as part of the Water

Treatment Plant Facilities Master Plan (2006). Project Budget through FY 2010 \$1,750,000. Total Project Budget \$1,750,000.

UT-WS-08-06 Replace Steere Farm Well Pump Engines - Replace engines on well pumps. They have exceeded their useful life and it is more cost effective to replace the engines than to rehabilitate. Study and design are part of well field main replacement project. Project Budget through FY 2010 \$0. Total Project Budget \$1,400,000.

UT-WS-08-12 New Well at Steere Farm - Develop new well source at Steere Farm to enable Water Treatment Plant to meet its design capacity for well water supply. Project Budget through FY 2010 \$0. Total Project Budget \$1,900,000.

UT-WS-08-13 Replace Section of Well Transmission Pipe from Steere Farm - Replace section of well transmission pipe per recommendation in Master Plan - 2006 to increase volume of well water transmission to the Water Treatment Plant. Project Budget through FY 2010 \$0. Total Project Budget \$2,400,000.

UT-WS-08-37 Arbor Oaks Subdivision Water Mains Replacement - Replacement of the cast iron water mains in this low-mod neighborhood due to increasing frequency and number of water main breaks. Project Budget through FY 2010 \$1,950,000. Total Project Budget \$1,950,000.

UT-WS-09-03 Raw Water (30") Upgrade (Seventh Easterly) - Project Budget through FY 2010 \$0. Total Project Budget \$1,530,000.

UT-WS-10-04 Sodium Hydroxide Feed System Expansion - Reduces finished water hardness per recommendation of public advisory committee. Increases finished water alkalinity which reduces rusty water problems in distribution system. Reduces applied turbidity to the filters which improves regulatory compliance. Project Budget through FY 2010 \$0. Total Project Budget \$3,000,000.

UT-WS-10-15 Russet, Russell & Redeemer Water Main Replace - Project Budget through FY 2010 \$0. Total Project Budget \$1,400,000.

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A

AATA: Ann Arbor 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

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.

Bond Anticipation Notes: short term interest bearing notes issued in anticipation of bonds to be issued at a later date.

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 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 \$2,500 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.

CDBG Recipients: individuals or organizations that receive grants from Community Development funds.

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.

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.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Force Account: construction or maintenance activities performed by a municipality's own personnel, rather than by outside labor.

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.

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.

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.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and

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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, Administrative Services, 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 Transit Authority (AATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

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Priority: a value that ranks goals and objectives in order of importance relative to one another.

Procedure: a method used in carrying out a policy or plan of action.

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 \$2,500.

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,

Income and Single Business 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.

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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