

CITY OF ANN ARBOR, MICHIGAN

ADOPTED FY 2012 BUDGET





**FY 2012
Adopted Budget**

**John Hieftje
Mayor**

Council Members

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

**Sabra Briere
Stephen Rapundalo
Stephen Kunselman
Marcia Higgins
Carsten Hohnke**

**Tom Crawford
Interim City Administrator**



Special Thanks to the
FY 2012
Budget Staff

for their hard work and dedication
in preparing the budget:

Tom Crawford Stephanie Julian
Karen Lancaster Kenneth Bogan Matthew Horning

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, 2010

President

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, 2010. 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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Office of City Administrator

June 20, 2011

To Mayor Hieftje and Members of City Council:

As the country continues to recover from the Great Recession, the State of Michigan and the City of Ann Arbor continue to face challenging times. It is a common understanding that when there are difficult times economically, municipalities are the last to recover because of the lag in property tax revenue increases. This recovery may be particularly slow since it originated in the housing sector and the macro economic factors affecting residential housing are still weak. It is with this understanding that the FY 2012 two-year Fiscal Plan has been prepared.

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 2012 budget, and the second year is a plan which, to the extent the revenue or other assumptions do not need to be modified, should only require minor updates next year to establish the recommended FY 2013 budget.

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures. This proposed budget continues to meet this standard primarily through reductions in recurring expenditures. Without knowing where the bottom of this economic cycle is for the City, it remains imperative for the organization to reduce the cost of providing the services it offers and to operate within a balanced financial plan.

FINANCIAL CONDITIONS

The City's General Fund relies heavily on property taxes to pay for services like Police, Fire, Courts and Parks & Recreation. Property tax receipts fell approximately 4% in FY 2011 and are expected to continue declining in FY 2012 & FY 2013, although at a slower pace (-1.3% & -0.3% respectively). State law in Michigan limits the amount of property tax revenues that can be collected with legislation called Headlee and Proposal A. Whenever the real estate market improves and prices increase again, these laws limit the increase in property taxes a community can receive to the lower of 5% or inflation. This means that as revenues fall, communities need to make permanent reductions in how they spend their monies.

The other major source of revenue in the City's General Fund is State shared revenues, which are based on the State's collection of sales taxes. The City's receipts of these revenues declined in FY 2011 as the State utilized some of the funds intended for municipalities to help balance its own budget. The same is expected to occur in FY 2012. On May 26, 2011, the State has eliminated the portion called statutory revenue and replaced it with a new Economic Vitality Incentive Program (EVIP). The amount each community may qualify for is 1/3 less than they received in FY 2010. The proposed budget assumes the City will qualify for the same amount of revenue under the constitutional formula as it gets today, but it reflects the 1/3 reduction to the statutory portion.

This recession has also affected almost all the City's major operating funds which obtain revenues from special millages, utility usage, ACT 51 (based on vehicle gas and weight taxes), and grants. Virtually every City fund has experienced a decline in revenue.

At the same time revenues are decreasing, the City will see increased costs for its retiree benefits (pension & healthcare). While the City's pension fund value has begun the rebound from June 2009 levels, the retirement system's plan will continue to require higher contributions from the City and/or its employees.

As the City adapts to the new economic environment, it is important to remember the many changes City government has already undertaken over the past decade. Virtually every area of the City has been restructured and re-organized. Staffing levels (one of the largest expense items necessary for the City to deliver services) have been reduced from 1,005 in FY 2001 to 706 FTEs in FY 2012. Additionally, various employee groups of the City have made a variety of efforts to help reduce the cost to the City of providing employee benefits. These groups include non-union, Deputy Chiefs, Police Professionals and Teamster employees. Conversations with the other bargaining units to achieve similar reductions are in process.

FY 2012

Considering the previous re-organizations and expense reductions over the past years, it has become increasingly difficult to balance the budget through lowering costs without affecting services to residents. The FY 2012 budget seeks to balance the budget through cost reductions in some areas while increasing selected revenues to help maintain desired services. Although some selected fees are increased, the adopted budget does not assume an increase in property taxes or consideration of an income tax. Some of the key impacts in the General Fund are listed below:

Community Services

- Rental housing inspections - projected revenue increase from efficiencies (+\$75k)
- Rental housing billings – one-time revenue increase from process change (+\$50k)
- Human Services – reduce level of support for non-profits (-\$31k)
- Energy – lower costs due to infrastructure improvements (-\$75k)

Public Services

- Forestry - allocate forestry expenses to the Storm Water Fund from the General Fund (-\$474k)
- Field Operations – eliminate two FTEs (-\$186k)
- Snow & ice removal, graffiti removal, and traffic island maintenance and mowing – move expenditures to the Metro Expansion Fund from the General Fund (-\$212k)
- Park Operations – increase use of temporary labor to maintain existing service levels (\$-67k)
- Street lighting – Anticipated LED energy & maintenance savings (-\$32k)
- Utilities – increased costs related to new building (+\$94k)
- Facilities – eliminate 0.5 FTE resulting in slower snow/ice removal times (-\$38k)
- Larcom Bathrooms – renovation of east end bathrooms and installation of new unisex bathrooms on floors 2-4 (+\$180k)
- Hydro – allocate a portion of Barton administration to water fund (-\$20k)

Financial Services

- Accounting - reduce one FTE (-\$81k)
- IT Costs – reduced cost because of implementation of new financial system (-\$81k)
- Accounting Manager – re-allocate a portion of manager back to General Fund since project is complete (+\$79k)
- Assessing – replace retiring staff with lower level employee (-\$29k)

Safety Services

- Police vacancies - eliminate 5 vacant positions (-\$272k)
- Police officers – layoff 5 FTEs resulting in reorganization to staff patrol & traffic operations (-\$560k)
- Dispatcher – eliminate 2 FTEs in dispatch resulting in layoffs (-\$163)
- Police service specialist – eliminate 1 FTE resulting in layoff (-\$90k)
- Fire fighters – eliminate 7 FTE positions including 2 vacancies (-\$756k)
- Fire capital needs – replace generator & acquire thermal imager (+\$76k)

City Clerk

- Staffing – replace retiring worker with entry level position (-\$12k)
- Liquor licenses – increased revenue from issuances and renewals (+\$7k)

In addition to the impacts above there are several additional initiatives that are worth mentioning.

- The Leslie Park and Huron Hills golf courses have been operating under a five year improvement plan and been exceeding expectations for number of customers. This budget presumes that Council desires to continue subsidizing these activities for the final two years of the plan. The funding of this subsidy continues to be from General Fund reserves.
- Parks & Recreation activities have received supplemental funding for the past few years from General fund reserves. This budget discontinues funding the supplement from reserves and has incorporated it as a recurring expenditure.

- The Housing Commission is in need of supplemental funding for two years to create and implement a system-wide maintenance program. This funding is incorporated in each of the two years of this fiscal plan and funded from General Fund reserves.
- The City's Economic Development fund was established four years ago primarily to pay for a parking incentive for Google to locate in downtown Ann Arbor. This incentive is complete and this budget closes this fund and returns unspent monies back to General Fund reserves.
- A Fire Study which analyzes the City's existing model of delivering Fire services and provides recommendations to achieve best practices should be completed during FY 2012.

In other funds (outside the General Fund) the following actions are planned which change the way the City is providing services:

- Street Repair & Resurfacing Millage – pursue renewal and continue the sidewalk replacement program with millage support
- Metro Expansion Fund – move costs for covering snow & ice control on sidewalks fronting City properties, graffiti removal, and traffic island maintenance from the General fund to the Metro Expansion Fund. As part of pursuing the renewal of the Street Repair & Resurfacing Millage discuss moving the costs for administering the Sidewalk Replacement Program out of the Metro Expansion Fund into the Street Repair & Resurfacing Millage.
- Storm Water Fund – assume full support for forestry operations from the General fund
- Solid Waste Fund – has cost savings from moving to single stream recycling (-\$597k)
- Trash Collection – reduction of routes from 7 to 6 due to efficiencies of collection and reduction of 1 FTE (-\$83k)
- Downtown Trash Collection – implementation of annual cart fee for downtown carts serving properties for commercial pick-ups where dumpsters were not feasible (+\$66k)
- Recycle material credit matched to market conditions (-\$250k)
- Fleet Fund – eliminate 2 FTEs (one vacant) due to reduced overall workload (-\$197)
- Argo & Geddes Dams – allocate insurance expenses for both dams to the General Fund (+\$44k) from the Water Fund. Allocate maintenance expenses for the dams from the Water Fund (-\$90k) to the parks Maintenance & Capital Improvements Millage Fund.
- Water – reflect projected requirement for 3.4% increase in revenue
- Sanitary Sewer – reflect projected requirement for 4% increase in revenue
- Storm Water – reflect projected requirement for 3.25% increase in revenue

A numeric summary of the adopted Budget is on the following page:

<u>General Fund Expenditures</u>	<u>2012</u>
<i>Recurring Items:</i>	
Police	\$ 25,592,784
Fire	13,381,132
AATA	9,239,409
Courts	3,799,926
Public Services – Fleet & Facilities, Utilities, Admin.	4,105,558
Finance	3,422,768
Parks Forestry & Operations	2,473,804
Parks & Recreation	3,586,528
Planning & Development	2,455,926
City Attorney	1,864,303
Community Development	1,858,053
City Administration - Mayor & Council, Administrator, Clerk, HR	3,083,867
Debt Service/Transfers/Other	<u>3,456,957</u>
<i>Subtotal Recurring Expenditures</i>	\$ 78,321,015
<i>Non-recurring Expenditures:</i>	
Golf Operations Subsidy	\$ 382,526
Court Facilities Fund Transfer	65,000
Housing Commission-funding for two new positions	154,000
Additional Human Services Funding	85,600
Additional Funding for Parks	90,804
Additional Funding for City Clerk	<u>7,000</u>
<i>Subtotal Non-Recurring Expenditures</i>	\$ <u>784,930</u>
 Total General Fund Expenditures	 \$ 79,105,945
<u>General Fund Revenues</u>	
Taxes	\$ 49,020,805
State-shared Revenue	8,682,252
Charges for Services	6,556,362
Fines & Forfeitures	4,462,745
Other	<u>9,265,693</u>
 Total General Fund Revenues	 \$ 77,987,857
 Use of Fund Balance to Pay for Non-Recurring Items*	 \$ (1,118,088)
 Memo: Undesignated Fund Balance as of 06/30/2010	 \$ 10,720,679

* Reflects anticipated non-recurring \$333,158 shortfall from DDA transfer.

It is challenging and difficult work to prepare a budget when the economic times are so tough, as now. We know that our job is to serve the citizens of Ann Arbor in the very best way possible with the money we have available. Getting to consensus around how to spend declining revenues and choosing where additional revenues should be pursued is more difficult than ever. In the months leading to City Council's adoption of this budget, numerous meetings were held to assure the entire Council and the community had early insights about our budget considerations.

I thank all the members of the staff and City Council for their hard work in preparation and consideration of this budget.

Respectfully yours,

Tom Crawford
Interim City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2012

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2012 for the City of Ann Arbor; and

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

Whereas, City Council, with the adoption of the FY2009 budget, Council directed staff to implement a five-year plan that provides supplemental funding from the General Fund fund balance to subsidize the golf courses in Fund 0047 while significant operational and capital investments are made to improve operations;

Whereas, City Council adopted a resolution in 2008 for annual supplemental Parks funding from General Fund fund balance in the amount of \$287,520;

Whereas, Housing Commission has requested additional funding for FY 2012 and 2013 in the amount of \$154,000 for hiring additional staff to develop and implement a property maintenance program;

Whereas, the implementation of Governmental Accounting Standards Board Statement #54, *Fund Balance Reporting and Governmental Fund Type Definitions*, effective June 30, 2011, specifies new definitions for what funds are considered separate from the General Fund and some City funds need to be re-designated,

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2012 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 \$144,344,734 are approved; and that \$32,563,745 be appropriated in FY 2012 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 \$710,000 be appropriated without regard to fiscal year;

RESOLVED, That a total 706 full-time equivalent positions be adopted in the FY 2012 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 that fund without regard to fiscal year;

RESOLVED, That the City Council approve the proposed FY 2012 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2012 in a dedicated Fund containing \$1,708,191 in revenues and \$1,708,191 in expenditures;

RESOLVED, That the City Council continue two more years of providing a General fund subsidy to the Golf Courses in FY2012 and FY2013 to fulfill the original five year commitment discussed in 2009;

RESOLVED, That the City Council include the additional annual Parks funding of \$287,520 as part of the General Fund ongoing operations rather than a use of fund balance starting in FY2012;

RESOLVED, That the City Council include the additional Housing Commission funding in the amount of \$154,000 for FY2012 and FY2013 with the expectation that the Housing Commission will procure separate funding by FY2014;

RESOLVED, That the City Council direct the City Administrator to implement GASB #54 which closes the Economic Development Fund to the General Fund;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2012;

REVENUES

CITY ATTORNEY	\$118,000
CITY ADMINISTRATOR	
Clerk Services	156,900
COMMUNITY SERVICES	
Planning & Development Services	1,075,950
Planning	167,250
Office of Community Development	300,596
Parks and Recreation Services	2,384,066
FINANCIAL SERVICES	
Financial and Budget Planning	14,492,068
Treasury	40,109,329
PUBLIC SERVICES	
Field Operations	475,424
Public Services Administration	60,000
Systems Planning	5,200
Water Treatment	325,000
SAFETY SERVICES	
Police	4,155,256
Fire	86,500
DISTRICT COURT	2,090,175
NON-DEPARTMENTAL	13,104,231
TOTAL GENERAL FUND REVENUES	\$79,105,945

EXPENDITURES

MAYOR AND CITY COUNCIL	\$362,496
CITY ATTORNEY	1,864,303
CITY ADMINISTRATOR	
City Administrator	536,037
Human Resources	1,295,999
Clerk Services	896,335
COMMUNITY SERVICES	
Planning & Development Services	1,536,513
Planning	919,413
Office of Community Development	1,943,653
Parks and Recreation	3,586,528
FINANCIAL SERVICES	
Accounting	798,089
Assessor	923,567
Financial and Budget Planning	994,077
Procurement	119,391
Treasury	587,644
PUBLIC SERVICES	
Customer Services	265,206
Field Operations	4,128,390
Fleet & Facilities	1,701,076
Public Services Administration	293,756
Systems Planning	110,349
Water Treatment Services	171,389
SAFETY SERVICES	
Police	25,592,784
Fire	13,381,132
DISTRICT COURT	3,799,926
NON-DEPARTMENTAL	13,297,892
TOTAL GENERAL FUND EXPENDITURES	\$79,105,945

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2012 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	502,000
0002	ENERGY PROJECTS	158,462
0003	DOWNTOWN DEVELOPMENT AUTHORITY	5,428,185
0009	SMARTZONE LDFA	1,708,191
0010	GENERAL	79,105,545
0011	CENTRAL STORES	1,571,428
0012	FLEET SERVICES	9,836,355
0014	INFORMATION TECHNOLOGY	6,503,546
0016	COMMUNITY TELEVISION NETWORK	1,843,116
0018	PARKS REHAB & DEVELOPMENT MILLAGE	55,302
0021	MAJOR STREET	6,808,905
0022	LOCAL STREET	1,710,662
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,336,586
0025	BANDEMER PROPERTY	5,511
0026	CONSTRUCTION CODE FUND	2,240,353
0027	DRUG ENFORCEMENT	119,673
0028	FEDERAL EQUITABLE SHARING	178,146
0033	DDA PARKING MAINTENANCE	2,016,044
0034	PARKS MEMORIALS & CONTRIBUTIONS	48,861
0035	GENERAL DEBT SERVICE	10,050,538
0036	METRO EXPANSION	360,422
0038	ANN ARBOR ASSISTANCE	8,049
0041	OPEN SPACE ENDOWMENT	1,541
0042	WATER SUPPLY SYSTEM	22,315,038
0043	SEWAGE DISPOSAL SYSTEM	21,979,785
0046	MARKET	167,732
0047	GOLF ENTERPRISE	1,686,220
0048	AIRPORT	830,619
0049	PROJECT MANAGEMENT	4,408,764
0052	VEBA TRUST	2,269,524
0053	POLICE AND FIRE RELIEF	10,000
0054	CEMETERY PERPETUAL CARE	1,200
0055	ELIZABETH R DEAN TRUST	85,000
0056	ART IN PUBLIC PLACES	334,660

0057	RISK FUND	27,543,953
0058	WHEELER CENTER	510,460
0059	EMPLOYEES RETIREMENT SYSTEM	41,440,262
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	105,443
0061	ALTERNATIVE TRANSPORTATION	181,861
0062	STREET REPAIR MILLAGE	14,914,060
0063	DDA PARKING SYSTEM	16,481,806
0064	MICHIGAN JUSTICE TRAINING	112,010
0069	STORMWATER SEWER SYSTEM	5,803,497
0070	AFFORDABLE HOUSING	213,617
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,386,564
0072	SOLID WASTE FUND	15,187,968
0073	LOCAL FORFEITURE	26,538
0082	STORMWATER BOND	1,925,000
0083	SENIOR CENTER ENDOWMENT	37,500
0088	SEWER BOND	9,733,000
0089	WATER BOND	4,341,000
00MG	MAJOR GRANT PROGRAMS FUND	200,000
		\$331,055,902

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	502,000
0002	ENERGY PROJECTS	158,462
0003	DOWNTOWN DEVELOPMENT AUTHORITY	5,428,185
0009	SMART ZONE LDFA	1,708,191
0010	GENERAL	79,105,545
0011	CENTRAL STORES	1,571,428
0012	FLEET SERVICES	9,836,345
0014	INFORMATION TECHNOLOGY	6,184,238
0016	COMMUNITY TELEVISION NETWORK	1,843,116
0018	PARKS REHAB & DEVELOPMENT MILLAGE	55,302
0021	MAJOR STREET	6,808,905
0022	LOCAL STREET	1,710,662
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,330,461
0025	BANDEMER PROPERTY	4,200
0026	CONSTRUCTION CODE FUND	2,240,353
0027	DRUG ENFORCEMENT	119,673
0028	FEDERAL EQUITABLE SHARING	178,146
0033	DDA PARKING MAINTENANCE	1,881,900
0034	PARKS MEMORIALS & CONTRIBUTIONS	48,861
0035	GENERAL DEBT SERVICE	10,044,133
0036	METRO EXPANSION	360,422
0038	ANN ARBOR ASSISTANCE	8,000
0042	WATER SUPPLY SYSTEM	19,524,948
0043	SEWAGE DISPOSAL SYSTEM	19,800,885
0046	MARKET	165,118
0047	GOLF ENTERPRISE	1,577,317
0048	AIRPORT	817,900
0049	PROJECT MANAGEMENT	4,408,764
0052	VEBA TRUST	409,022
0055	ELIZABETH R DEAN TRUST	84,715
0056	ART IN PUBLIC PLACES	334,660
0057	RISK FUND	27,543,953
0058	WHEELER CENTER	503,344
0059	EMPLOYEES RETIREMENT SYSTEM	32,135,473
0060	GENERAL DEBT/SPECIAL ASSESSMENTS	105,443
0061	ALTERNATIVE TRANSPORTATION	138,653

0062	STREET REPAIR MILLAGE	14,914,060
0063	DDA PARKING SYSTEM	16,481,806
0064	MICHIGAN JUSTICE TRAINING	112,010
0069	STORMWATER SEWER SYSTEM	5,659,428
0070	AFFORDABLE HOUSING	213,617
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,315,169
0072	SOLID WASTE FUND	15,186,914
0073	LOCAL FORFEITURE	26,538
0082	STORMWATER BOND	1,925,000
0083	SENIOR CENTER ENDOWMENT	37,500
0088	SEWER BOND	9,733,000
0089	WATER BOND	4,341,000
00MG	MAJOR GRANT PROGRAMS FUND	178,407
		\$314,028,572

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2012:

	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>0.1496</u>
TOTAL	<u>16.4660</u>

Approved Amendments by City Council on May 31, 2011

**Amendment 1-
Increase the General Fund Expenditure Budget for Human Services funding.**

Whereas, the FY12 General Fund Community Development budget reduced funding for human services;

Whereas, Council desires to provide one-time additional funding in FY12 to give human service recipients an additional year to make operational adjustments with the understanding this funding will not be available in subsequent fiscal years;

Whereas, Council desires to restore funding to levels for human services consistent with the reductions made by other General Fund service units;

RESOLVED, the FY12 General Fund Community Development budget be increased by \$85,600 funded by a one-time use of fund balance from the General Fund.

Sponsored by: Briere, Higgins, Teall

**Amendment 2-
Increase the General Fund Expenditure Budget for park field mowing and maintenance.**

Whereas, the Council has received recommendations from PAC through its budget subcommittee and PAC membership as stewards of the parks;

Whereas, gained efficiencies and changes in the equipment and staffing model within Park Operations has resulted in reduction in activity costs without any effect on the

current level of service in the amount of \$90,804;
Whereas, Council desires to restore this funding to the General Fund Park Operations budget for field mowing or maintenance at sites that host programmed and scheduled active recreation;

Whereas, Council desires to fund this through a one-time use of fund balance for FY12 incorporating future funding of this cost into ongoing operations in future years' target development;

RESOLVED, the FY12 General Fund Park Operations budget be increased by \$90,804 to fund the field mowing and maintenance at sites that host programmed and scheduled active recreation funded by a one-time use of fund balance from the General Fund.

Sponsored by: Anglin, Taylor

**Amendment 3-
Increase the General Fund Expenditure Budget for additional ward for the primary election.**

Whereas, the FY12 General Fund City Clerk budget includes funding for two wards in the August, 2011 primary election;

Whereas, the City Clerk has been notified of a third ward that will need a primary election;

RESOLVED, the FY12 General Fund City Clerk budget be increased by \$7,000 to fund the additional ward for primary election funded by a one-time use of fund balance from the General Fund.

Sponsored by: Higgins

**Amendment 5-
Increase DDA budget for new parking agreement and decrease use of General Fund fund balance related to the parking agreement.**

Whereas, the DDA and the City have negotiated a new parking agreement effective for FY12;

Whereas, the DDA voted to amend their budget for this new agreement on May 20, 2011;

Whereas, the DDA budget currently includes \$1,010,930 of expenditures related to the DDA/City Parking Agreement for Parking Facility Rent and Street Transfers;

Whereas, the DDA Parking fund budget currently includes an excess of revenues over expenditures in the amount of \$1,343,509;

Whereas, the anticipated revenue for FY12 is expected to be \$87,452 more than budgeted in the General Fund;


RESOLVED, the City increase the DDA Parking Fund expenditure budget by \$1,662,563 funded by a use of fund balance from the DDA Parking Fund of \$319,054;

RESOLVED, the City increase the General Fund revenue from the DDA by \$87,452 and decrease the amount of use of prior year fund balance.

Sponsored by: Taylor

As Amended by City Council on May 31, 2011 during the continued May 16, 2011 Regular Session.

I hereby certify that the foregoing resolution was adopted by the Council of the City of Ann Arbor, Michigan, at its regular session of May 31, 2011.



Jacqueline Beaudry, City Clerk

CITY OF ANN ARBOR ORGANIZATIONAL CHART



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 FY 2012 the Council adopted a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. For the FY 2013 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 2012

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

Start of FY12 End of FY12

Planning

Update Long-term Financial Plan

Update Strategic Business Plan

Update Service Area/Unit Goals & Objectives

Council Goal/Priority Setting

SBP to Council

SBP Community Discussions

Capital Improvement Plan FY 2013-18

CIP to Council

Budgeting

Budget preparation FY 2013

Review Upcoming Budget Picture	Review of Fees & Charges	Council Retreat on Priorities	Service Area/Unit Budget Preparation	Consolidated Budget Preparation	Service Area/Unit FY12 Estimates	Administrator Budget to Council	Public Hearing on Budget
	Revenue Estimates Prepared	Targets to Service Units	Council Finance & Labor Committee Review Budget Proposals with Service Units		Community Budget Meetings	Council Budget Deliberations	FY13 Budget Adoption

Financial & Performance Reporting

Summer Tax Statements Mailed

Winter Tax Statements Mailed

Assessment Notices Mailed
Assessor Board of Review

Annual Audit FY11

Preliminary FY11 Estimate

FY11 Audit to Council

FY12 Audit

Performance Measures

Aug 30th Publish FY11 Results

Develop FY13 Goals

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

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 2012 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 projected to decline due to lower assessed values and lower new construction.
- State-shared revenues have decreased since FY 2002 and are projected to be reduced again in FY 2012.
- Retiree health care costs are projected to continue rising in line with national trends. Previous labor contracts restrict changes in benefits for retirees, so a major portion of benefits provided should continue to follow the national trend.
- The City has been pre-funding a VEBA Trust to offset the retiree health care liability.
- Past years' declines in the financial markets had a major impact on the City's required contributions for employee pension costs. While the fund's value has begun the rebound from June 2009 levels, the retirement system's plan will require higher contributions from the City.
- The City's retirement system liability is funded at 90.3% as of June 30, 2010.
- The number of employees per thousand residents has decreased from 8.8 in FY 2000 to 6.3 in FY 2011 without a significant change in services provided.
- The General Fund unreserved fund balance on June 30, 2010 was at 12.6% of budgeted operating expenditures.
- In Fiscal Years 1998-2007, the tax delinquency rate did not exceed 2.0%. In FY 2008, the rate was 2.7%. In FY 2009, the rate increased again to 3.0%. In FY 2010, the rate decreased slightly to 2.9%. Increase delinquency rates are 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. However, decreasing State-Shared Revenues and limited growth in property taxes may have deleterious effects if they do not begin increase at the rate of inflation. The City's cost cutting measures will continue so as to be able to create a cost structure that both supports operations and allows for needed capital improvements.

Information Pages: Long Term Financial Plan

Financial Management Short-term Goals (FY 2012)

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 2012 with an emphasis in defining core versus non-core activities.
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 2011 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 2013 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. Maintain 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. Operate under policies 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.

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

2. **Taxpayer Equity**

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

Information Pages: Debt Policy

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

3. Uses

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

4. Decision Analysis

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

Information Pages: Debt Policy

- Audit results
 - Fund balance status and trends in operating and debt funds
 - Financial monitoring systems and capabilities
 - Cash flow projections
- 4.1.c Governmental and Administrative Analysis
- Government organization structure
 - Location of financial responsibilities and degree of control
 - Adequacy of basic service provision
 - Intergovernmental cooperation/conflict and extent of duplication
 - Overall city planning efforts
- 4.1.d Economic Analysis
- Geographic and location advantages
 - Population and demographic characteristics
 - Wealth indicators
 - Housing characteristics
 - Level of new construction
 - Types of employment, industry, and occupation
 - Evidences of industrial decline
 - Trend of the economy
- 4.2 The City may use the services of qualified internal staff and outside advisors to assist in the analysis, evaluation, and decision process, including bond counsel and financial advisors. Recognizing the importance and value to the City's creditworthiness and marketability of the City's bonds, this policy is intended to ensure that potential debt complies with all laws and regulations, as well as sound financial principles.
5. **Debt Planning**
- 5.1 General obligation bond borrowing should be planned and the details of the plan must be incorporated in the Ann Arbor Capital Improvement Plan.
- 5.2 General obligation bond issues should be included in at least one Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.
6. **Communication and Disclosure**
- 6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.

Information Pages: Debt Policy

- 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.

7. **General Obligation Bonds**

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

8. **Limited Tax General Obligation Debt**

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

Information Pages: Debt Policy

8.2.c Catastrophic conditions.

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

9. Revenue Bonded Debt

9.1 It will be a long-term goal that each utility or enterprise will ensure future capital financing needs are met by using a combination of current operating revenues and revenue bond financing. Therefore a goal is established that 15% of total project costs should come from operating funds of the utility or enterprise.

9.2 It is City policy that each utility or enterprise should provide adequate debt service coverage. A specific factor is established by City Council that projected operating revenues in excess of operating expenses less capital expenditures, depreciation and amortization in the operating fund should be at least 1.25 times the annual debt service costs. An example of the debt coverage calculation is below.

Debt Coverage Example:

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

10. Short Term Financing/Capital Lease Debt

10.1 Short-term financing or capital lease debt will be considered to finance certain equipment and rolling stock purchases when the aggregate cost of equipment to be purchased exceeds \$25,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.

10.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed fifteen years.

Information Pages: Debt Policy

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.

11. Defeasance of Bonds (Refunding)

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

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

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

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

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

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

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

Information Pages: Debt Policy

12. Inter-fund Loans

- 12.1 The City will consider loans to individual funds from the pool of invested funds as an alternative to installment loans and/or bond issuance when conditions warrant. There are situations when such loans are both prudent and appropriate, and can result in cost savings for the City.
- 12.2 When evaluating inter-fund borrowing, the criteria outlined in **4. Decision Analysis**, above, shall be considered. In addition, it is important to note that the funding is backed by the General Fund. Thus, these loans should only be approved if the credit-worthiness of the fund is deemed high.
- 12.3 Inter-fund loans should only be approved when the interest rate charged to the borrowing fund exceeds the Annual Portfolio Yield Net of Fees for the previous year and is less than the market rate that could otherwise be realized.

Information Pages: Fund Balance Policy

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

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

Policy

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

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

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

Information Pages: Fund Balance Policy

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

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

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

- a. **General Fund-** In the General Fund, there shall be a minimum balance (assigned and unassigned fund balance) of 8% to 12% of expenditures. For purposes of this calculation, the expenditures should be the budget as originally adopted in May of each year. Non-recurring revenues may be a source of accumulating fund balance and should not be relied upon for operational needs. The General Fund should seek to have recurring surpluses sufficient to fund the historic level of non-recurring expenditures. Fund balance may be higher than this minimum to save for large planned expenditures (i.e. capital projects, restructuring charges, etc), credit rating agency concerns, liquidity, and/or to address volatility in economic conditions.
- b. **Special Revenue Funds-** Special revenue funds are created to account for the proceeds from specific revenue sources that are legally restricted for specific purposes (i.e. grants, weight and gas tax, dedicated millages). No specific reservation of fund balance is created by this policy. Rather, each fund must adhere to any underlying guidelines attached to that revenue source. The largest funds are:
 - i. Open Space Millage – fund balance is for the purpose of acquiring property as it becomes available at an affordable price.
 - ii. Construction Code Fund – it is desirable to have a minimum of nine months of operating expenditures in unassigned fund balance. In order to capture the cyclical effect of construction, a five year average of revenue and expense performance will be considered.
 - iii. Local and Major Street Funds – a one year’s collection of the weight and gas tax revenues are held in fund balance. This allows us to leverage unanticipated/unbudgeted events such as harsh winters. In addition, it allows us a safety net for revenue collection from the State as well as the ability to provide matching dollars for state and federal aid projects.
 - iv. Street Repair Millage – a one year’s collection of the repair millage are held in fund balance since this is a short-term millage and require frequent renewals from voters. This single year coverage would permit

Information Pages: Fund Balance Policy

either an extended renewal or a smoother tail-off of funding from street repairs were renewal not approved at exactly the five year timeframe. In addition, the fund balance provides for the matching funds required to capture state and federal aid projects. The fiscal year end (June 30th) occurs during early construction season so at that point in the year, fund balance may appear artificially high since monies have been collected but not expended for projects within that construction season.

- c. **Debt Service Funds-** Debt service funds are very specific with the amount of fund balance required to be held. The reserve requirement for any outstanding bond issue will be consistent with the resolution or ordinance authorizing the bonds.
- d. **Capital Projects Funds-** Capital project funds are created to account for resources set aside to construct or acquire fixed assets or improvements. These projects may extend beyond one fiscal year. No specific reserve is required. However, the fund must ensure enough reserve exists to cover existing construction commitments for the oncoming year. Project funds will remain open until all claims on the project are settled.
- e. **Enterprise Funds-** Enterprise funds should strive for positive net operating income to provide for necessary operating (25% of operational expenditures) and capital reserves while maintaining sufficient debt service coverage ratios. A specific percentage or dollar amount will vary due to the following considerations:
 - i. Water – working capital, debt coverage, asset replacement, rate smoothing, and revenue volatility.
 - ii. Sewage Disposal – working capital, debt coverage, asset replacement, rate smoothing and revenue volatility.
 - iii. Stormwater Sewer – working capital, debt coverage, asset replacement, rate smoothing, and revenue volatility.
 - iv. Solid Waste – working capital, and asset replacement
 - v. Golf - working capital, and asset replacement
- f. **Internal Service Funds-** Internal Service funds, by nature, are designed to operate on a break-even basis for operations, while, if applicable, accruing additional funds to finance future capital costs or potential liabilities.
 - i. **Fleet Services, Central Stores (Radio) and Information Technology funds-** Funding is provided in an amount to fund the replacement of assets (i.e. vehicles, computers, software) at a level consistent with a depreciation-based methodology. Funding shall be designated to maintain the condition of assets at a desirable service level without shifting the costs disproportionately to future taxpayers.
 - ii. **Insurance Fund-** Funding is provided in an amount to fund the costs of employee benefits, worker's compensation, insurance claims and premiums, and safety. This fund calculates a reserve for IBNR

Information Pages: Fund Balance Policy

(incurred but not reported) claims as determined by an actuarial calculation.

3. **Replenishment of the General Fund Minimum Requirements** Should the minimum balance (assigned and unassigned fund balance as a percentage of total expenditures) fall below the 8% threshold for the General Fund, the City Council must approve and adopt a plan to restore this balance to the target level within a specific period of time. When developing a restoration plan, the following items should be considered in establishing the appropriate time horizon:
 - a. The budgetary reasons behind the fund balance targets
 - b. Recovery from an extreme event
 - c. Financial planning time horizon
 - d. Long-term forecasts and economic conditions
 - e. Milestones for gradual replenishment
 - f. External financing expectations

4. **Order of Resource Use** In general, restricted funds are used first when an expenditure is incurred for the purposes for which both restricted and unrestricted fund balance is available. In addition, for unrestricted fund balance, the order of use of fund balance shall generally be: 1) committed; 2) assigned; and 3) unassigned.

Information Pages: 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 26,241 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 157 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

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.

Information Pages: Community Profile

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 fiscal year 2011, the following residential projects were approved:

- Phi Kappa Psi Fraternity
- Sigma Phi Epsilon Fraternity
- 1500 Pauline Apartments

The following non-residential projects were approved:

- Material Recovery Facility Addition
- Allen Creek Preschool
- Lake Trust Credit Union
- Summers-Knoll School
- Pinelake Village Cooperative Community Building
- Campus Inn Ballroom Addition
- Kroger Drive-Thru Pharmacy Window
- Zingerman's Deli Expansion
- Michigan Islamic Academy Gym Addition
- Briar Cove Apartments Parking Lot Expansion
- Downtown Home and Garden Greenhouse Addition

The following site plans were extended for two years:

- Gift of Life Office
- Burton Commons Apartments
- Huron Valley Professional Center
- Grace Bible Church
- Upland Green Office
- 2300 Traverwood Office
- Malletts Woods 2

The following projects started construction:

- Glacier Hills Skilled Nursing Center
- Zaragon 1/Revive Addition
- Landmark (formerly 601 Forest) Retail and Apartments
- Second Baptist Church
- Kroger Drive-Thru Pharmacy Window
- Hampton Inn
- Windsong Apartments
- Zaragon Place 2 Retail and Apartments
- Zingerman's Deli Expansion
- CVS Pharmacy

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	3,555
Municipal water department:	
Average daily consumption	12.7 Millions of gallons per day
Miles of water mains	485
Sewers:	
Miles of sanitary sewers	405
Miles of storm sewers	413
Culture and recreation:	
Number of parks	157 with 2,088 acres 2 18-hole golf courses 1 enclosed ice arena, 1 outdoor ice arena with roof 3 outdoor pools, 1 indoor pool 3 historic sites 1 senior center 2 canoe liveries 2 community centers 1 science center 1 farmer's market
Permanent employees:	706

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
2010	112,852	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) Summary of Revenues and Expenditures by Category by Service Unit;
- 7) Significant Notes and Adjustments;
- 8) Summary of Revenues and Expenditures by Activity by Service Unit (only certain Service Units display this level of detail);
- 9) Goals and Performance Measures for the Service Area by Service Unit;
- 10) A Position Summary.

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

This depicts a graphical layout of the service area's organization and a description of the service area. The organization chart depicts the service area and its various service units. All service units are presumed to be on the same "line" organizationally, i.e., all service units are equal in status within the service area.

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. Below the revenue by category, is the service unit's revenue by fund. Detailed revenue information by fund and descriptions of revenue categories can be found in the Revenue section of this document.

Expenditures

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

Information Pages: Deciphering the Budget Format

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.

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

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

Expenditures

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

Goals and Performance Measures by Service Unit within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

The City of Ann Arbor uses the modified-accrual basis of accounting for all governmental fund types, including the General Fund, Special Revenue Funds, 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.

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.

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.

Information Pages: Fund Descriptions

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.

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.

Information Pages: Fund Descriptions

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.

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

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

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.

Information Pages: Fund Descriptions

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.

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.

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.

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.

Information Pages: Fund Descriptions

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.

Component Units

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

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

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

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

Information Pages: Fund Descriptions

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

SmartZone LDFA - to account for the monies which provide local financing for developing and sustaining local “Business Accelerators” and “Business Incubators” as the vehicles through which services to emerging technology driven businesses are delivered.

Budget Summaries

CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

The goals and objectives outlined in the City budget are used to track the progress of various programs and services, as well as a basis for future resource allocation. While drafting the FY 2012 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

- Investigate establishing an Administrative Hearing Bureau, combining the Building Appeals and Housing Appeals Boards, and incorporating in City Code inspections for all homes at the time of sale
- Complete independent study of Fire Services to inform the Council and the community on the efficiency and effectiveness of the existing Fire Service and recommend best practices for improvement
- Evaluate & consider options from the Solid Waste study performed in FY 2011
- Conduct community dialogue to determine the desirability of modifying the street repair millage language to include sidewalk replacement with consideration of the millage renewal in November 2011
- Initiate a broad-based public engagement process to inform and establish dialogue with the community about the status of the City and the challenges it faces

Budget Summaries

Citywide Budget Communications

City Council met in December, 2010 to confirm priorities and approve financial targets for the next year. During the FY 2012 financial planning process, each area developed a proposal to achieve the objective at the lowest cost. The proposals were presented to Council in January and February, 2011. Feedback was received as the City Administrator developed his final proposal presented to the Council on April 19, 2011.

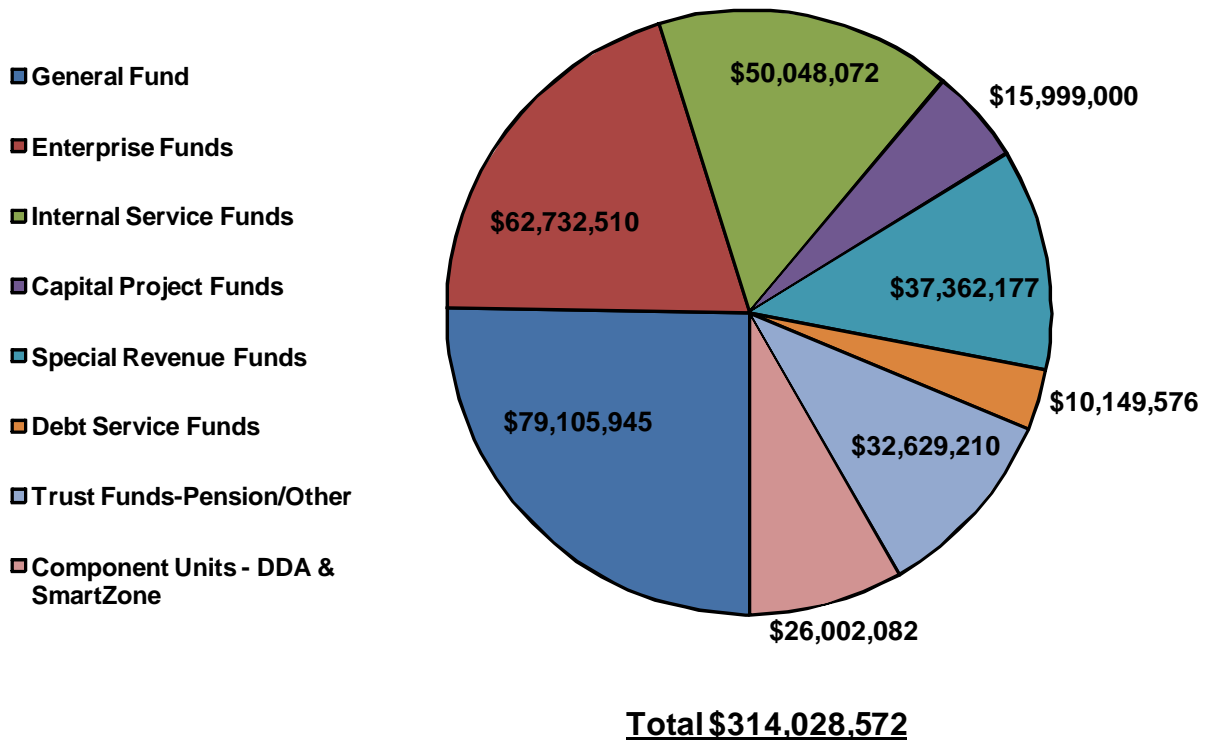
Budget Summaries

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 2012, the City's total expenditure budget is \$314 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 2012 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.



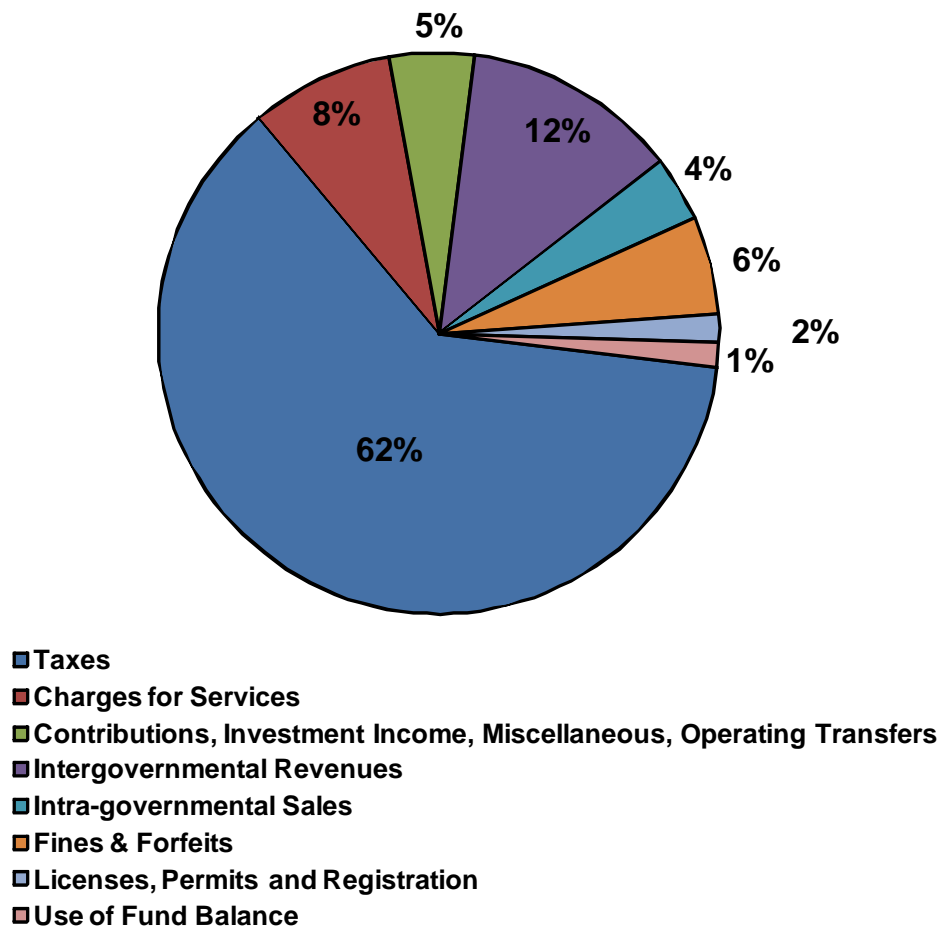
Budget Summaries

GENERAL FUND OVERVIEW

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

The City's General Fund is the largest and most visible of the City's 53 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:

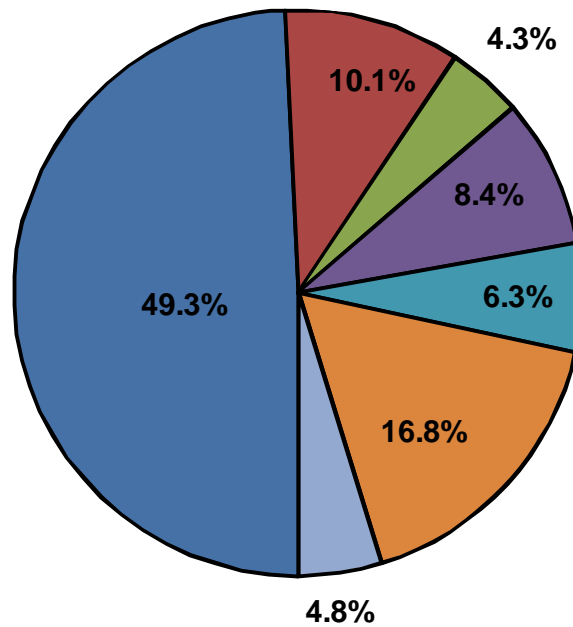
FY 2012 GENERAL FUND REVENUES



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 2012 GENERAL FUND EXPENDITURES

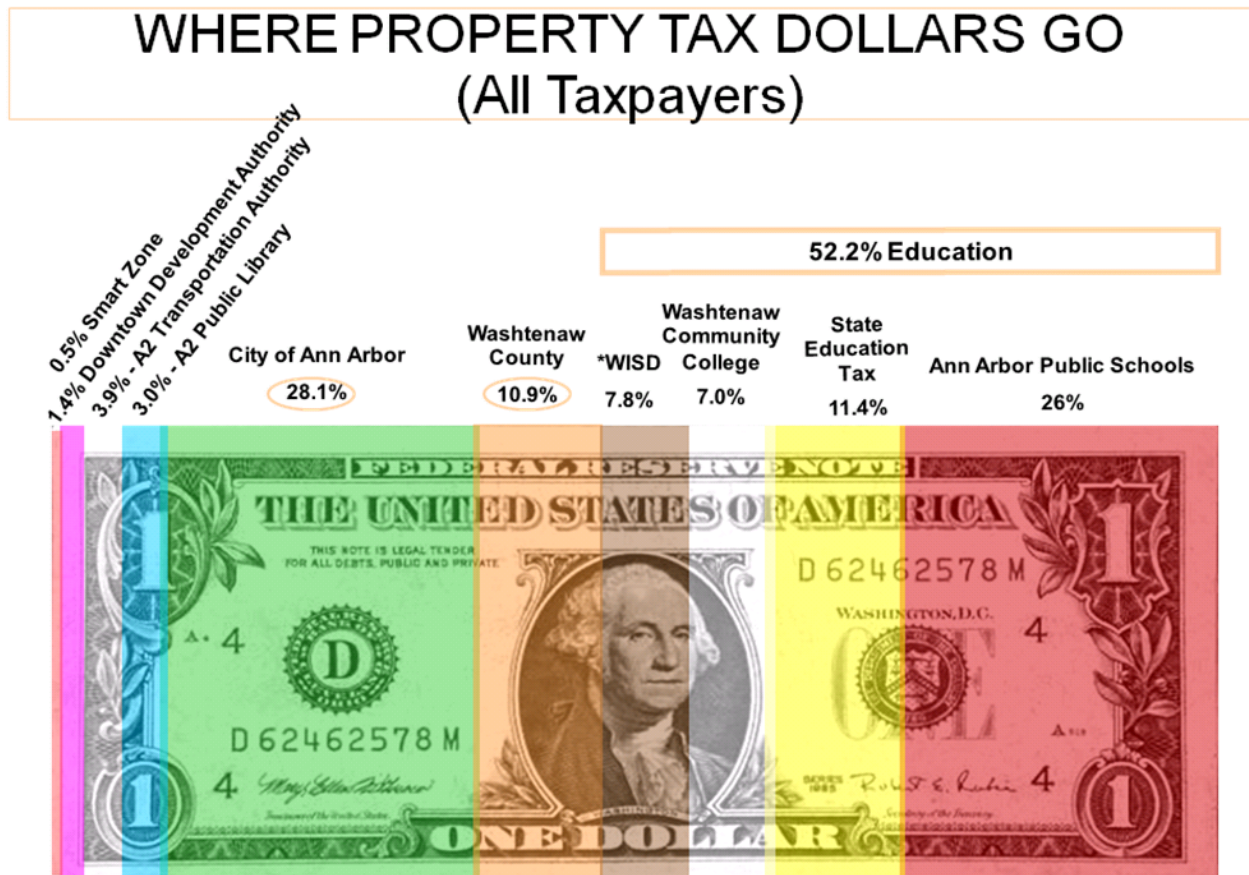


- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AATA and other transfers
- Fifteenth District Court

Budget Summaries

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:

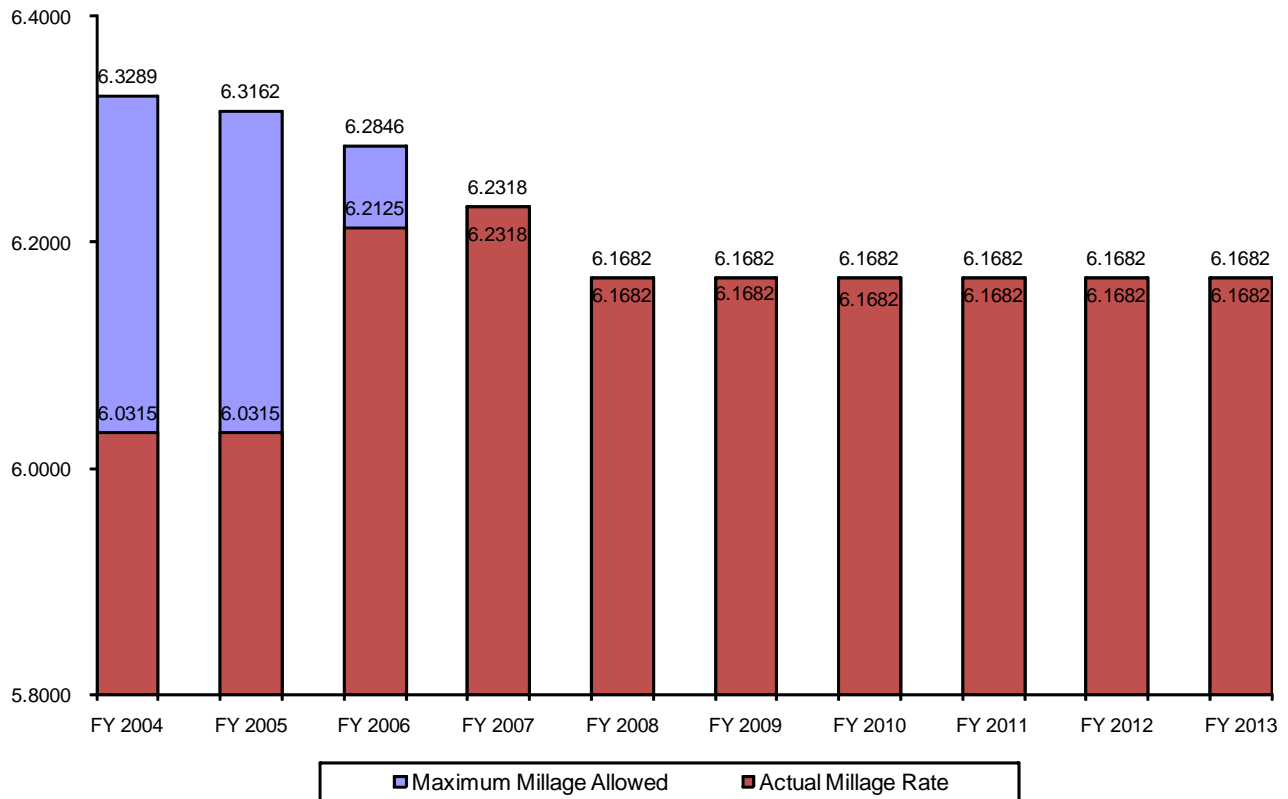


Budget Summaries

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

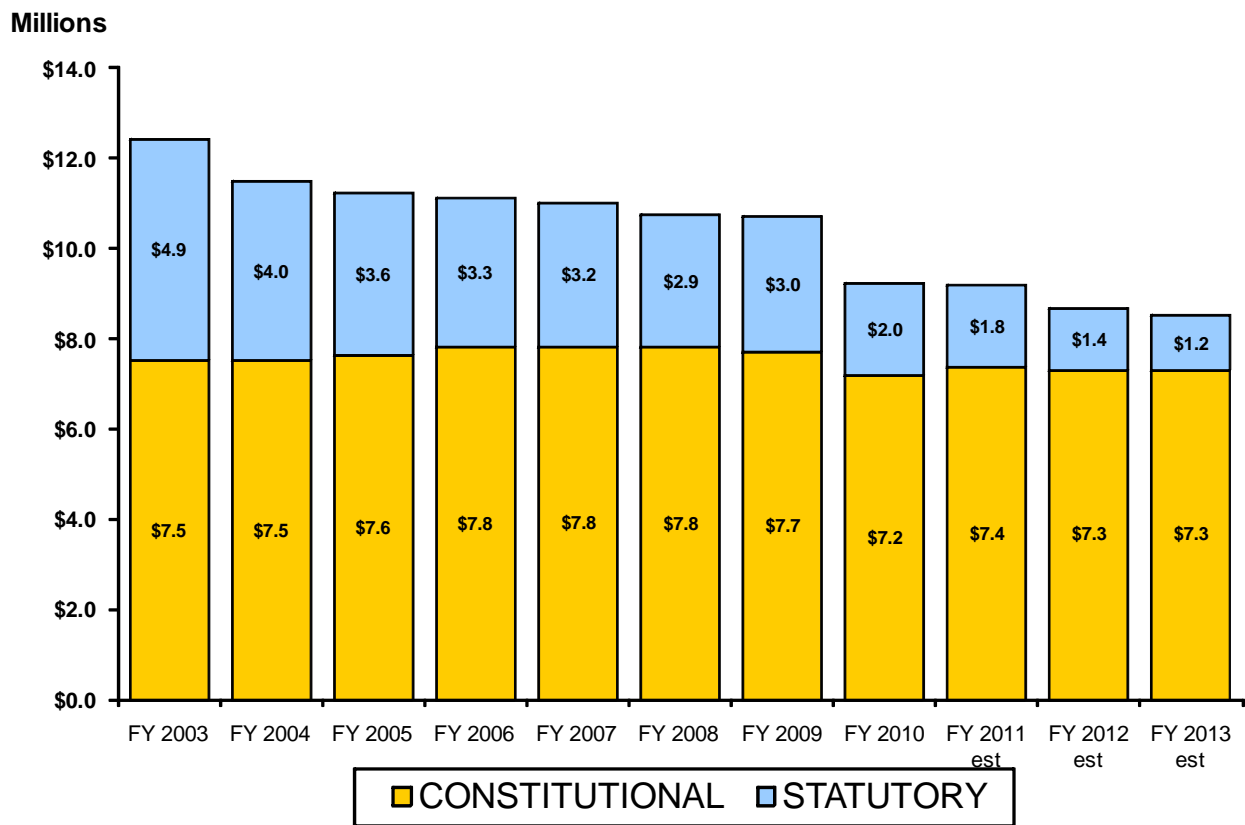
Type	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	Change from Previous Year
General Operating-Actual	6.2125	6.2318	6.1682	6.1682	6.1682	6.1682	6.1682	0.0000
Employee Benefits	2.0948	2.0772	2.0560	2.0560	2.0560	2.0560	2.0560	0.0000
AATA	2.0948	2.0772	2.0560	2.0560	2.0560	2.0560	2.0560	0.0000
Total General Fund	10.4021	10.3862	10.2802	10.2802	10.2802	10.2802	10.2802	0.0000
Street Repair	1.9693	1.9527	1.9944	1.9944	1.9944	1.9944	1.9944	0.0000
Refuse Collection	2.5137	2.4925	2.4670	2.4670	2.4670	2.4670	2.4670	0.0000
Parks (combined)	1.4162	1.4042	1.5748	1.5748	1.5748	1.5748	1.5748	0.0000
Debt Service	0.6000	0.5800	0.4661	0.4643	0.4806	0.5000	0.1496	(0.3504)
Total City Millage	16.9013	16.8156	16.7825	16.7807	16.7970	16.8164	16.4660	(0.3504)

Budget Summaries

STATE SHARED REVENUE

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

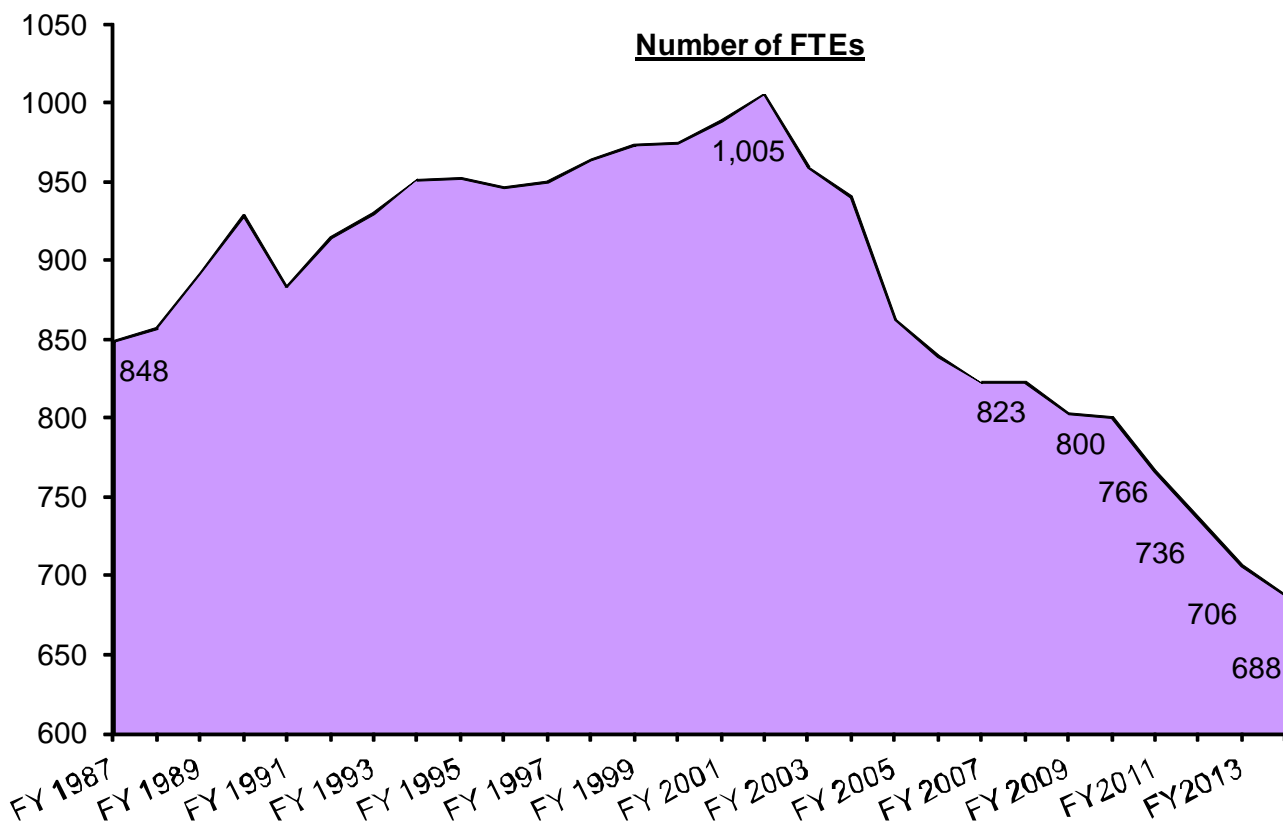
STATE-SHARED REVENUE HISTORY AND PROJECTIONS



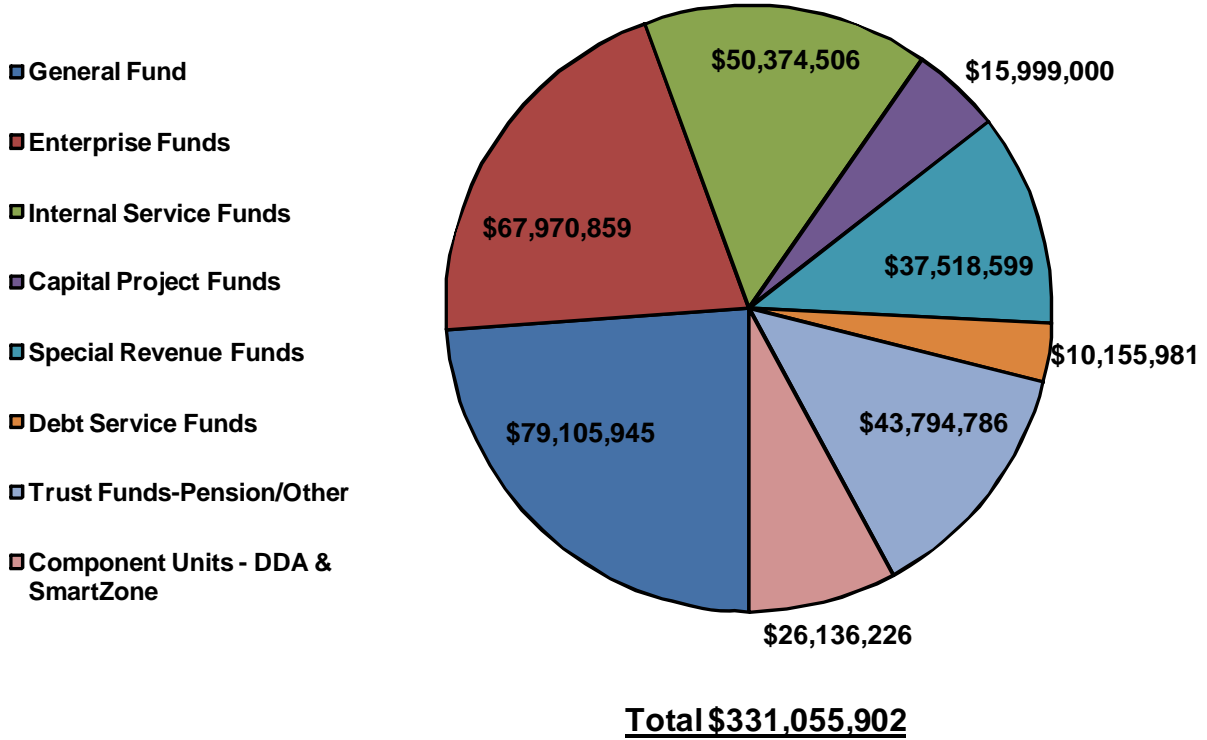
Budget Summaries

EMPLOYEE SUMMARY

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its full-time equivalent (FTE) employee staffing. Without significantly impacting the level of service provided, the City has been able to achieve the reductions; through a combination of not filling vacancies, strategically deploying existing personnel, early retirement programs offered in fiscal years 2001, 2002 and 2009, and lay-offs. As the graph below illustrates, the City staffing is down to its lowest level in 25 years.



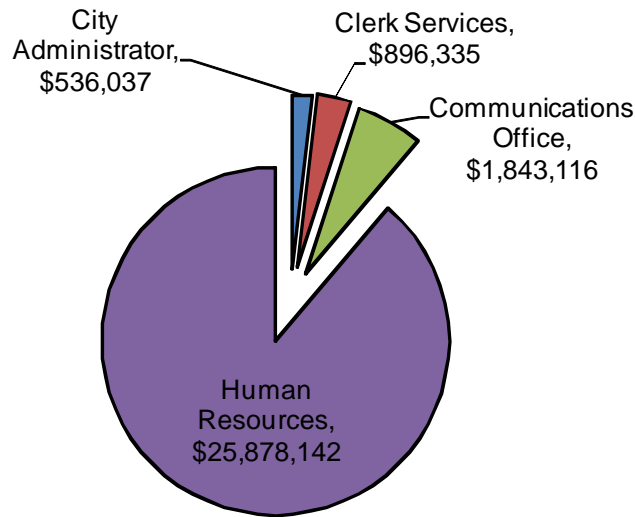
FY 2012 Budgeted Revenues by Fund Type



FY 2012 Expenditures – All Funds

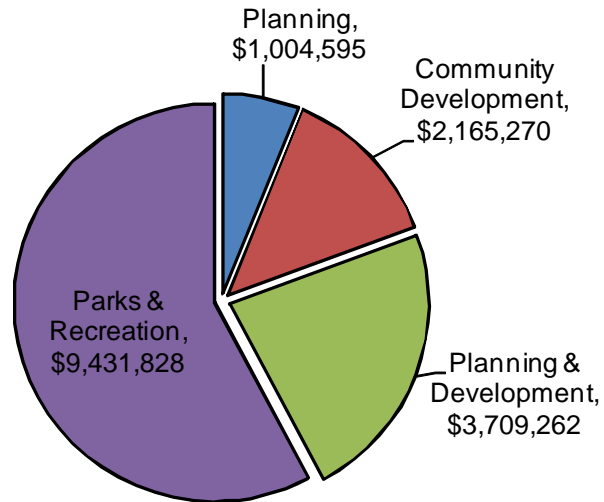
FY 2012 City Administrator Expenditures

Total \$29,153,630



FY 2012 Community Services Expenditures

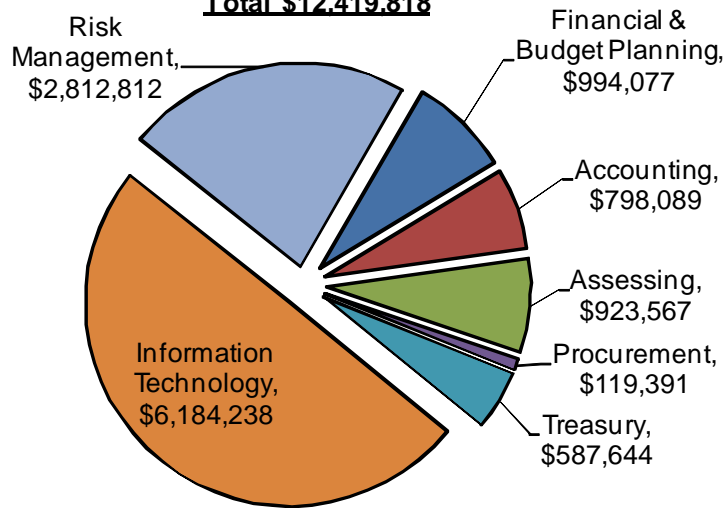
Total \$16,310,955



Budget Summaries

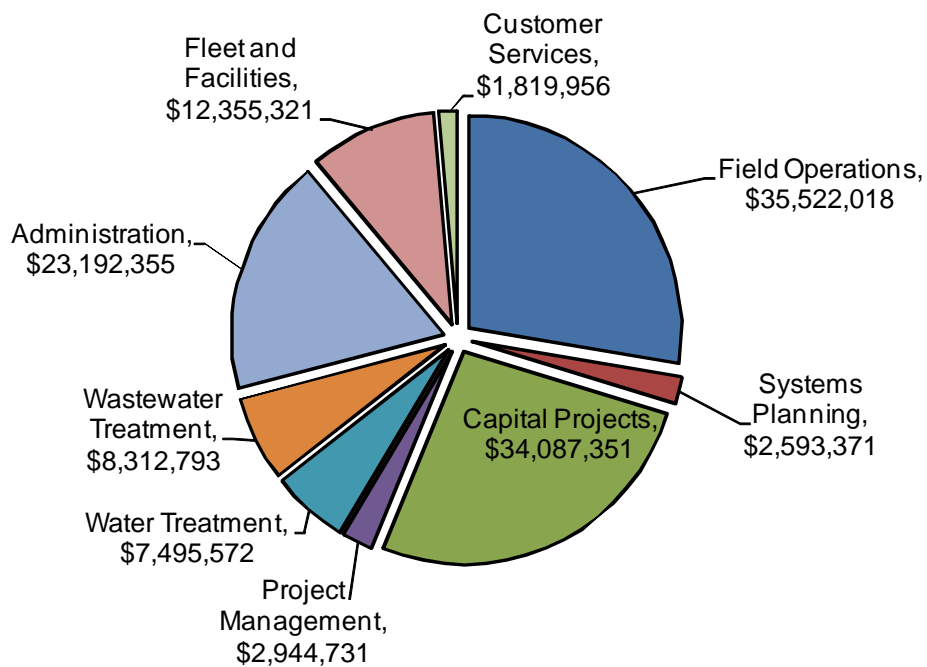
FY 2012 Financial & Administrative Services Expenditures

Total \$12,419,818



FY 2012 Public Services Expenditures

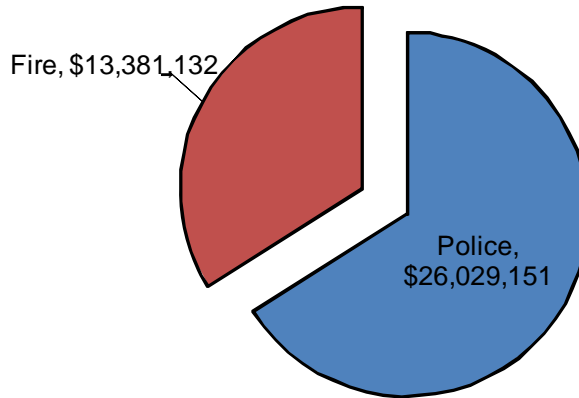
Total \$128,323,468



Budget Summaries

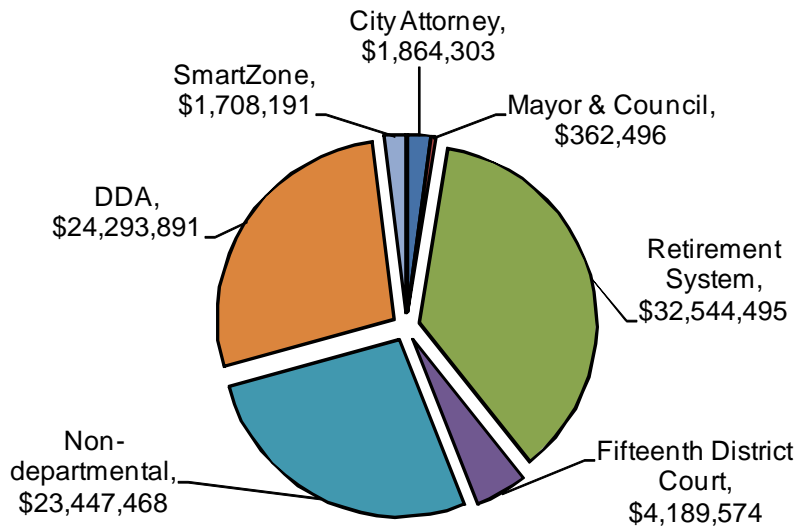
FY 2012 Safety Services Expenditures

Total \$39,410,283



FY 2012 Other Services Expenditures

Total \$88,410,418



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

Fund Balance June 30, 2010	FY 2011 Projected Revenues	FY 2011 Projected Expenditures	Projected Fund Balance June 30, 2011	Fund	FY 2012 Approved Revenues	FY 2012 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2012
12,487,616	79,101,673	80,619,137	10,970,152	General Fund	79,105,945	79,105,945	1,118,088	9,852,064
				Special Revenue Funds				
1,975,372	19,373	1,962,779	31,966	1995 Parks Rehab. & Development	55,302	55,302	31,966	
140,835	85,303	83,803	142,335	2003 Parks Repair & Restoration Millage				142,335
15,790,131	7,677,199	7,964,363	15,502,967	2004 Open Space and Parkland Preservation	2,336,586	2,330,461		15,509,092
653,530	56,300	422,500	287,330	Affordable Housing	213,617	213,617	173,317	114,013
770,768	181,086	586,701	365,153	Alternative Transportation	181,861	138,653		408,361
5,394	8,050	8,000	5,444	Ann Arbor Assistance	8,049	8,000		5,493
1,292,644	456,173	451,213	1,297,604	Art in Public Places	334,660	334,660		1,297,604
91,726	5,200	20,033	76,893	Bandemer Property	5,511	4,200		78,204
69,167	1,200		70,367	Cemetery Perpetual Care	1,200			71,567
	1,249,828	1,165,828	84,000	Community Development Block Grant				84,000
3,799,601	1,608,351	1,546,559	3,861,393	Community Television Network	1,843,116	1,843,116	97,431	3,763,962
918,481	2,214,100	2,036,739	1,095,842	Construction Code Fund	2,240,353	2,240,353	257,553	838,289
7,820	190,000	197,820		Court Facilities	225,000	225,000		
152,564	23,409	60,000	115,973	Drug Enforcement	119,673	119,673	115,973	
967,161	12,000	217,677	761,484	Economic Development Fund			114,712	646,772
683,896	57,849	178,278	563,467	Energy Projects	158,462	158,462		563,467
265,601	10,645	100,000	176,246	Federal Equitable Sharing Forfeitures	178,146	178,146	176,246	
	32,323	32,273	50	Homeland Security				50
	278,007	278,007		HOME Program				
44,038	2,200	20,000	26,238	Local Forfeiture	26,538	26,538	26,238	
	207,177	207,177		Local Law Enforcement Block Grant				
3,348,442	1,754,167	1,754,167	3,348,442	Local Streets	1,710,662	1,710,662		3,348,442
106,424	1,229,982	1,296,620	39,786	Major Grant Programs	200,000	178,407		61,379
7,470,719	6,877,450	7,122,357	7,225,812	Major Streets	6,808,905	6,808,905		7,225,812
1,291,479	365,000	312,500	1,343,979	Metro Expansion	360,422	360,422		1,343,979
109,010	33,000	50,000	92,010	Michigan Justice Training	112,010	112,010	91,010	1,000
149,167	241,436		390,603	Open Space Endowment	1,541			392,144
3,442,843	5,035,315	5,365,327	3,112,831	Parks Maintenance & Capital Improvement	5,386,564	5,315,169	385,834	2,798,392
191,892	99,300	175,004	116,188	Parks Memorials & Contributions	48,861	48,861	8,508	107,680
708,490	10,000		718,490	Police and Fire Relief	10,000			728,490
110,239	1,600	37,500	74,339	Senior Center Endowment	37,500	37,500	35,903	38,436
341,205	38,650	119,666	260,189	Sidewalk Improvement				260,189
28,473,396	9,266,725	13,798,281	23,941,840	Street Repair Millage	14,914,060	14,914,060	5,575,866	18,365,974
				Trust Funds				
2,304,340	55,000	79,923	2,279,417	Elizabeth R. Dean	85,000	84,715	35,000	2,244,702
348,610,560	38,519,737	29,770,832	357,359,465	Employees' Retirement System	41,440,262	32,135,473		366,664,254
63,367,011	1,047,661	325,901	64,088,771	VEBA Trust	2,269,524	409,022		65,949,273

<u>Fund Balance</u> <u>June 30, 2010</u>	<u>FY 2011 Projected Revenues</u>	<u>FY 2011 Projected Expenditures</u>	<u>Projected Fund Balance</u> <u>June 30, 2011</u>	<u>Fund</u>	<u>FY 2012 Approved Revenues</u>	<u>FY 2012 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance</u> <u>June 30, 2012</u>
282,833	10,243,592	10,185,901	340,524	<u>General Debt Service</u>				
1,041,619	41,000	140,685	941,934	General Debt Service	10,050,538	10,044,133		346,929
				Special Assessment General Debt	105,443	105,443	65,443	876,491
				<u>Component Units</u>				
5,977,274	3,935,790	5,262,610	4,650,454	Downtown Development Authority	5,428,185	5,428,185	1,499,279	3,151,175
879,895	15,999,916	16,560,757	319,054	DDA Parking System	16,481,806	16,481,806	319,054	
1,387,344	127,606	212,000	1,302,950	DDA Housing	502,000	502,000	491,101	811,849
2,541,449	2,666,180	2,666,180	2,541,449	DDA Parking Maintenance	2,016,044	1,881,900		2,675,593
477,949	1,490,742	1,418,557	550,134	SmartZone LDFA	1,708,191	1,708,191	81,903	468,231
				<u>Capital Projects Funds</u>				
9,989,905	100,000	10,089,905		Ann Arbor Municipal Center				

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

<u>Net Assets</u> <u>June 30, 2010</u>	<u>FY 2011 Projected Revenues</u>	<u>FY 2011 Projected Expenditures</u>	<u>Projected Net Assets</u> <u>June 30, 2011</u>	<u>Fund</u>	<u>FY 2012 Approved Revenues</u>	<u>FY 2012 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Net Assets</u> <u>June 30, 2012</u>
				<u>Intergovernmental Service Funds</u>				
1,728,569	1,557,406	1,557,406	1,728,569	Central Stores	1,571,428	1,571,428		1,728,569
12,076,959	7,187,261	8,796,298	10,467,922	Fleet Services	9,836,355	9,836,345	2,733,749	7,734,183
6,294,676	6,404,939	5,130,486	7,569,129	Information Technology	6,503,546	6,184,238		7,888,437
1,870,948	25,903,257	24,806,697	2,967,508	Risk Fund	27,543,953	27,543,953		2,967,508
62,542	527,584	525,584	64,542	Wheeler Center	510,460	503,344		71,658
2,088,730	3,804,036	3,643,786	2,248,980	Project Management	4,408,764	4,408,764	138,062	2,110,918
				<u>Enterprise Funds</u>				
1,077,832	832,140	791,542	1,118,430	Airport	830,619	817,900		1,131,149
1,746,972	1,752,820	1,631,303	1,868,489	Golf Enterprise	1,686,220	1,577,317		1,977,392
698,394	156,640	151,715	703,319	Market	167,732	165,118		705,933
93,416,527	21,245,932	18,829,599	95,832,860	Sewage Disposal System	21,979,785	19,800,885	97,330	97,914,430
24,765,080	14,251,879	15,744,843	23,272,116	Solid Waste	15,187,968	15,186,914	869,000	22,404,170
13,242,941	5,596,094	5,638,420	13,200,615	Stormwater Sewer System	5,803,497	5,659,428	14,000	13,330,684
60,397,925	22,279,989	19,735,304	62,942,610	Water Supply System	22,315,038	19,524,948	43,910	65,688,790

ANALYSIS OF NET OPERATING FUNDS AVAILABLE

Net Operating Funds Available June 30, 2010	FY 2011 Projected Revenues	FY 2011 Projected Expenditures	Projected Net Operating Funds Available June 30, 2011	Fund	FY 2012 Approved Revenues	FY 2012 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2012
<u>Intergovernmental Service Funds</u>								
1,178,673	1,557,406	1,557,406	1,178,673	Central Stores	1,571,428	1,571,428		1,178,673
8,514,339	7,187,261	8,796,298	6,905,302	Fleet Services	9,836,355	9,836,345	2,733,749	4,171,563
4,915,011	6,404,939	5,130,486	6,189,464	Information Technology	6,503,546	6,184,238		6,508,772
1,954,819	25,903,257	24,806,697	3,051,379	Risk Fund	27,543,953	27,543,953		3,051,379
62,542	527,584	525,584	64,542	Wheeler Center	510,460	503,344		71,658
2,303,941	3,804,036	3,643,786	2,464,191	Project Management	4,408,764	4,408,764	138,062	2,326,129
<u>Enterprise Funds</u>								
214,021	832,140	791,542	254,619	Airport	830,619	817,900		267,338
(459,328)	1,752,820	1,631,303	(337,811)	Golf Enterprise	1,686,220	1,577,317		(228,908)
445,644	156,640	151,715	450,569	Market	167,732	165,118		453,183
47,098,222	21,245,932	18,829,599	49,514,555	Sewage Disposal System	21,979,785	19,800,885	97,330	51,596,125
9,610,757	14,251,879	15,744,843	8,117,793	Solid Waste	15,187,968	15,186,914	869,000	7,249,847
5,047,264	5,596,094	5,638,420	5,004,938	Stormwater Sewer System	5,803,497	5,659,428	14,000	5,135,007
17,781,761	22,279,989	19,735,304	20,326,446	Water Supply System	22,315,038	19,524,948	43,910	23,072,626

*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 R 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 Balai

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Description of Revenue Categories

TAXES

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 25% 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 1% 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 38% 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 1% of the City's revenues. The expected revenues are forecasted based on changes in fines and the volume of tickets anticipated.

INVESTMENT INCOME

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 11% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds 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 4% 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 5% of the City's revenues.

CONTRIBUTIONS

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

SALE OF BONDS

This represents revenues received from bond proceeds for capital projects and represents 5% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

Services provided to other funds, which are directly billed are recorded as revenues. These services include 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 4% of City revenues.

FY 2012 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	502,000										502,000
0002 ENERGY PROJECTS	158,462						158,462				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,428,185										5,428,185
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,708,191										1,708,191
0010 GENERAL	79,105,945		\$118,000	\$156,900	\$3,927,862	\$54,601,397	\$865,624	\$4,241,756	\$2,090,175	\$13,104,231	
0011 CENTRAL STORES	1,571,428						1,571,428				
0012 FLEET SERVICES	9,836,355						9,836,355				
0014 INFORMATION TECHNOLOGY	6,503,546					6,503,546					
0016 COMMUNITY TELEVISION NETWORK	1,843,116			1,843,116							
0018 PARKS REHAB & DEVELOPMENT MILLAGE	55,302				55,302						
0021 MAJOR STREET	6,808,905						6,808,905				
0022 LOCAL STREET	1,710,662						1,710,662				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,336,586				2,336,586						
0025 BANDEMER PROPERTY	5,511				5,511						
0026 CONSTRUCTION CODE FUND	2,240,353				2,240,353						
0027 DRUG ENFORCEMENT	119,673							119,673			
0028 FEDERAL EQUITABLE SHARING	178,146							178,146			
0033 DDA PARKING MAINTENANCE	2,016,044										2,016,044
0034 PARKS MEMORIALS & CONTRIBUTIONS	48,861				48,861						
0035 GENERAL DEBT SERVICE	10,050,538					1,000				10,049,538	
0036 METRO EXPANSION	360,422						360,422				
0038 ANN ARBOR ASSISTANCE	8,049				8,049						
0041 OPEN SPACE ENDOWMENT	1,541				1,541						
0042 WATER SUPPLY SYSTEM	22,315,038						22,315,038				
0043 SEWAGE DISPOSAL SYSTEM	21,979,785						21,979,785				
0046 MARKET	167,732				167,732						
0047 GOLF ENTERPRISE	1,686,220				1,686,220						
0048 AIRPORT	830,619						830,619				
0049 PROJECT MANAGEMENT	4,408,764						4,408,764				

FY 2012 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
0052 VEBA TRUST	2,269,524										2,269,524
0053 POLICE AND FIRE RELIEF	10,000							10,000			
0054 CEMETERY PERPETUAL CARE	1,200						1,200				
0055 ELIZABETH R DEAN TRUST	85,000						85,000				
0056 ART IN PUBLIC PLACES	334,660				12,733		321,927				
0057 RISK FUND	27,543,953					27,543,953					
0058 WHEELER CENTER	510,460						510,460				
0059 EMPLOYEES RETIREMENT SYSTEM	41,440,262										41,440,262
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	105,443					21,000				84,443	
0061 ALTERNATIVE TRANSPORTATION	181,861						181,861				
0062 STREET REPAIR MILLAGE	14,914,060						14,914,060				
0063 DDA PARKING SYSTEM	16,481,806										16,481,806
0064 MICHIGAN JUSTICE TRAINING	112,010							112,010			
0069 STORMWATER SEWER SYSTEM	5,803,497						5,803,497				
0070 AFFORDABLE HOUSING	213,617				213,617						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,386,564				1,614,827		3,771,737				
0072 SOLID WASTE FUND	15,187,968						15,187,968				
0073 LOCAL FORFEITURE	26,538							26,538			
0082 STORMWATER BOND	1,925,000						1,925,000				
0083 SENIOR CENTER ENDOWMENT	37,500				37,500						
0088 SEWER BOND	9,733,000						9,733,000				
0089 WATER BOND	4,341,000						4,341,000				
00MG MAJOR GRANT PROGRAMS FUND	200,000								200,000		
	\$ 331,055,902		\$118,000	\$2,000,016	\$12,356,694	\$88,670,896	\$127,622,774	\$4,688,123	\$2,515,175	\$23,238,212	\$69,846,012

FY 2013 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	402,000										402,000
0002 ENERGY PROJECTS	202,286						202,286				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	4,388,705										4,388,705
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,862,149										1,862,149
0010 GENERAL	78,451,334		\$118,000	\$176,900	\$3,966,583	\$54,088,383	\$773,449	\$4,241,756	\$2,122,175	\$12,964,088	
0011 CENTRAL STORES	1,581,528						1,581,528				
0012 FLEET SERVICES	7,093,805						7,093,805				
0014 INFORMATION TECHNOLOGY	6,457,288					6,457,288					
0016 COMMUNITY TELEVISION NETWORK	1,736,180			1,736,180							
0018 PARKS REHAB & DEVELOPMENT MILLAGE	56,640				56,640						
0021 MAJOR STREET	6,850,843						6,850,843				
0022 LOCAL STREET	1,701,736						1,701,736				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,312,916				2,312,916						
0025 BANDEMER PROPERTY	5,246				5,246						
0026 CONSTRUCTION CODE FUND	2,452,228				2,452,228						
0027 DRUG ENFORCEMENT											
0028 FEDERAL EQUITABLE SHARING											
0033 DDA PARKING MAINTENANCE	2,026,350										2,026,350
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,776				39,776						
0035 GENERAL DEBT SERVICE	9,966,808					1,000				9,965,808	
0036 METRO EXPANSION	357,305						357,305				
0038 ANN ARBOR ASSISTANCE	8,039				8,039						
0041 OPEN SPACE ENDOWMENT	1,229				1,229						
0042 WATER SUPPLY SYSTEM	23,058,047						23,058,047				
0043 SEWAGE DISPOSAL SYSTEM	22,815,589						22,815,589				
0046 MARKET	170,786				170,786						
0047 GOLF ENTERPRISE	1,597,314				1,597,314						
0048 AIRPORT	849,595						849,595				
0049 PROJECT MANAGEMENT	4,207,158						4,207,158				

FY 2013 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
0052 VEBA TRUST	2,110,818										2,110,818
0053 POLICE AND FIRE RELIEF	10,000							10,000			
0054 CEMETERY PERPETUAL CARE	1,200						1,200				
0055 ELIZABETH R DEAN TRUST	80,000						80,000				
0056 ART IN PUBLIC PLACES	297,999				12,659		285,340				
0057 RISK FUND	28,865,284					28,865,284					
0058 WHEELER CENTER	522,991						522,991				
0059 EMPLOYEES RETIREMENT SYSTEM	44,432,212										44,432,212
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	91,168					19,000				72,168	
0061 ALTERNATIVE TRANSPORTATION	210,428						210,428				
0062 STREET REPAIR MILLAGE	11,253,451						11,253,451				
0063 DDA PARKING SYSTEM	17,474,800										17,474,800
0064 MICHIGAN JUSTICE TRAINING											
0069 STORMWATER SEWER SYSTEM	5,967,560						5,967,560				
0070 AFFORDABLE HOUSING	46,641				46,641						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,420,415				1,610,188		3,810,227				
0072 SOLID WASTE FUND	14,551,541						14,551,541				
0073 LOCAL FORFEITURE											
0082 STORMWATER BOND	1,335,000						1,335,000				
0083 SENIOR CENTER ENDOWMENT	37,500				37,500						
0088 SEWER BOND	7,955,000						7,955,000				
0089 WATER BOND	7,670,000						7,670,000				
00MG MAJOR GRANT PROGRAMS FUND	200,000								200,000		
	\$ 329,411,888		\$118,000	\$1,913,080	\$12,317,745	\$89,430,955	\$123,134,079	\$4,251,756	\$2,547,175	\$23,002,064	\$72,697,034

Revenue Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
General	GENERAL						
	CHARGES FOR SERVICES	6,034,101	6,367,299	6,255,897	6,308,428	6,556,362	6,320,410
	CONTRIBUTIONS	1,000	1,000	1,000	1,000	1,000	1,000
	FINES & FORFEITS	4,632,384	3,857,401	4,756,999	3,967,239	4,462,745	4,501,601
	INTERGOVERNMENTAL REVENUES	11,794,056	10,219,258	10,461,880	10,427,321	9,823,423	9,698,898
	INTRAGOVERNMENTAL SALES	2,818,747	3,215,235	3,299,689	3,299,689	2,963,821	3,036,919
	INVESTMENT INCOME	1,554,517	-	786,097	300,500	335,343	335,843
	LICENSES, PERMITS & REGISTRATIONS	1,133,837	1,268,435	1,195,950	1,304,865	1,309,350	1,340,350
	MISCELLANEOUS REVENUE	371,333	628,417	570,181	600,144	721,612	724,041
	OPERATING TRANSFERS IN	2,047,914	3,073,026	3,208,345	3,219,635	2,793,396	2,976,502
	PRIOR YEAR SURPLUS	-	65	2,244,696	16,949	1,118,088	641,272
	TAXES	51,139,766	51,711,371	49,389,214	49,672,852	49,020,805	48,874,498
	Total	\$ 81,527,655	\$ 80,341,507	\$ 82,169,948	\$ 79,118,622	\$ 79,105,945	\$ 78,451,334
Debt Service	GENERAL DEBT SERVICE						
	CONTRIBUTIONS	26,610	-	-	-	-	-
	INVESTMENT INCOME	-	-	1,800	1,800	1,000	1,000
	OPERATING TRANSFERS IN	5,793,863	7,052,919	8,246,976	8,096,976	9,353,708	9,307,910
	PRIOR YEAR SURPLUS	-	-	-	-	-	5,924
	TAXES	2,168,799	2,274,782	2,144,816	2,144,816	695,830	651,974
	Total	\$ 7,989,272	\$ 9,327,701	\$ 10,393,592	\$ 10,243,592	\$ 10,050,538	\$ 9,966,808
	GENERAL DEBT/SPECIAL ASSESSMENT						
	CHARGES FOR SERVICES	77,747	49,648	-	-	-	-
	INVESTMENT INCOME	61,000	-	21,000	21,000	21,000	19,000
	PRIOR YEAR SURPLUS	-	-	99,685	-	65,443	54,168
	TAXES	22,062	18,445	20,000	20,000	19,000	18,000
	Total	\$ 160,809	\$ 68,093	\$ 140,685	\$ 41,000	\$ 105,443	\$ 91,168
Enterprise	WATER SUPPLY SYSTEM						
	CHARGES FOR SERVICES	18,404,192	19,832,103	19,955,970	19,898,120	20,566,516	21,264,410
	CONTRIBUTIONS	2,185,727	79,902	-	-	-	-
	INVESTMENT INCOME	511,035	114,218	536,218	691,218	191,765	153,004
	MISCELLANEOUS REVENUE	15,913	32,406	28,000	28,000	13,000	13,000
	OPERATING TRANSFERS IN	1,404,252	1,879,982	1,658,151	1,658,151	1,499,847	1,552,983
	PRIOR YEAR SURPLUS	-	-	1,917,827	90,554	43,910	74,650
	TAXES	18,695	17,397	3,000	4,500	-	-
	Total	\$ 22,539,814	\$ 21,956,008	\$ 24,099,166	\$ 22,370,543	\$ 22,315,038	\$ 23,058,047
	WATER PENDING BOND SERIES						
	SALE OF BONDS	-	-	16,069,513	5,223,000	4,341,000	7,670,000
	Total	\$ -	\$ -	\$ 16,069,513	\$ 5,223,000	\$ 4,341,000	\$ 7,670,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
SEWAGE DISPOSAL SYSTEM							
	CHARGES FOR SERVICES	19,044,446	19,250,670	20,304,856	20,389,932	20,821,785	21,808,908
	INVESTMENT INCOME	2,519,223	-	1,241,676	456,000	660,670	527,131
	MISCELLANEOUS REVENUE	26,914	15,429	3,000	-	-	-
	OPERATING TRANSFERS IN	399,996	399,996	400,000	400,000	400,000	400,000
	PRIOR YEAR SURPLUS	-	-	850,051	250,970	97,330	79,550
	TAXES	44,100	38,266	5,000	-	-	-
	Total	\$ 22,034,679	\$ 19,704,361	\$ 22,804,583	\$ 21,496,902	\$ 21,979,785	\$ 22,815,589
SEWER BOND PENDING SERIES							
	SALE OF BONDS	-	-	44,978,075	38,334,103	9,733,000	7,955,000
	Total	\$ -	\$ -	\$ 44,978,075	\$ 38,334,103	\$ 9,733,000	\$ 7,955,000
MARKET FUND							
	CHARGES FOR SERVICES	75,735	107,183	112,850	108,050	118,050	121,700
	INTERGOVERNMENTAL REVENUES	-	-	2,800	-	-	-
	INVESTMENT INCOME	19,284	16,671	14,073	8,000	8,084	6,450
	MISCELLANEOUS REVENUE	8,505	4,797	13,000	7,000	7,000	7,000
	OPERATING TRANSFERS IN	31,662	32,612	33,000	33,590	34,598	35,636
	Total	\$ 135,186	\$ 161,263	\$ 175,723	\$ 156,640	\$ 167,732	\$ 170,786
GOLF ENTERPRISE							
	CHARGES FOR SERVICES	1,037,898	1,161,451	1,165,597	1,248,777	1,303,694	1,325,094
	INVESTMENT INCOME	-	-	375	-	-	-
	OPERATING TRANSFERS IN	-	453,974	519,074	504,043	382,526	272,220
	Total	\$ 1,037,898	\$ 1,615,425	\$ 1,685,046	\$ 1,752,820	\$ 1,686,220	\$ 1,597,314
AIRPORT							
	CHARGES FOR SERVICES	725,764	763,325	804,140	824,140	822,540	842,340
	INVESTMENT INCOME	25,890	10,859	-	4,000	4,079	3,255
	MISCELLANEOUS REVENUE	15,575	17,672	4,000	4,000	4,000	4,000
	Total	\$ 767,229	\$ 791,856	\$ 808,140	\$ 832,140	\$ 830,619	\$ 849,595
STORMWATER SEWER SYSTEM							
	CHARGES FOR SERVICES	5,302,857	5,500,904	5,499,987	5,556,094	5,720,834	5,903,448
	INTERGOVERNMENTAL REVENUES	-	20,000	20,000	-	8,000	8,000
	INVESTMENT INCOME	197,565	29,248	118,274	35,000	55,663	44,412
	LICENSES, PERMITS & REGISTRATIONS	13,034	-	-	-	-	-
	MISCELLANEOUS REVENUE	3,245	425,693	5,000	5,000	5,000	5,000
	OPERATING TRANSFERS IN	-	160,000	904,628	-	-	-
	PRIOR YEAR SURPLUS	-	-	4,630,728	2,971	14,000	6,700
	TAXES	3,913	3,436	-	-	-	-
	Total	\$ 5,520,614	\$ 6,139,281	\$ 11,178,617	\$ 5,599,065	\$ 5,803,497	\$ 5,967,560

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
STORMWATER BOND							
	SALE OF BONDS	-	-	13,458,262	4,506,299	1,925,000	1,335,000
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 13,458,262</u>	<u>\$ 4,506,299</u>	<u>\$ 1,925,000</u>	<u>\$ 1,335,000</u>
SOLID WASTE							
	CHARGES FOR SERVICES	1,044,507	1,513,897	3,028,022	2,939,311	2,425,250	2,556,778
	INVESTMENT INCOME	651,727	72,110	307,747	75,000	198,228	158,161
	MISCELLANEOUS REVENUE	2,356	-	14,000	5,000	689,000	72,980
	OPERATING TRANSFERS IN	125,114	92,253	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	5,851,306	1,493,212	869,000	788,750
	TAXES	11,529,057	11,677,513	11,165,118	11,232,568	11,006,490	10,974,872
	Total	<u>\$ 13,352,761</u>	<u>\$ 13,355,773</u>	<u>\$ 20,366,193</u>	<u>\$ 15,745,091</u>	<u>\$ 15,187,968</u>	<u>\$ 14,551,541</u>
CENTRAL STORES							
	CHARGES FOR SERVICES	22,554	16,320	65,000	65,000	65,000	65,000
	INTRAGOVERNMENTAL SALES	1,199,230	1,059,700	1,472,406	1,472,406	1,476,762	1,488,076
	INVESTMENT INCOME	51,770	-	65,309	15,000	17,534	13,990
	MISCELLANEOUS REVENUE	-	5,465	5,000	5,000	12,132	14,462
	Total	<u>\$ 1,273,554</u>	<u>\$ 1,081,485</u>	<u>\$ 1,607,715</u>	<u>\$ 1,557,406</u>	<u>\$ 1,571,428</u>	<u>\$ 1,581,528</u>
FLEET SERVICES							
	INTRAGOVERNMENTAL SALES	6,934,475	6,307,868	7,069,566	6,922,261	6,888,358	6,902,649
	INVESTMENT INCOME	382,094	70,944	183,888	145,000	114,248	91,156
	MISCELLANEOUS REVENUE	110,744	114,080	120,000	120,000	100,000	100,000
	OPERATING TRANSFERS IN	624,996	560,174	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,500,260	1,609,037	2,733,749	-
	Total	<u>\$ 8,052,309</u>	<u>\$ 7,053,066</u>	<u>\$ 8,873,714</u>	<u>\$ 8,796,298</u>	<u>\$ 9,836,355</u>	<u>\$ 7,093,805</u>
INFORMATION TECHNOLOGY							
	CHARGES FOR SERVICES	6,102,038	6,568,113	6,275,366	6,304,939	6,503,546	6,457,288
	INVESTMENT INCOME	201,482	21,624	-	100,000	-	-
	MISCELLANEOUS REVENUE	32,500	-	-	-	-	-
	Total	<u>\$ 6,336,020</u>	<u>\$ 6,589,737</u>	<u>\$ 6,275,366</u>	<u>\$ 6,404,939</u>	<u>\$ 6,503,546</u>	<u>\$ 6,457,288</u>
PROJECT MANAGEMENT							
	CHARGES FOR SERVICES	2,366,881	2,233,179	3,281,628	3,404,426	4,151,695	4,072,587
	INTRAGOVERNMENTAL SALES	5,725	925	-	-	-	-
	INVESTMENT INCOME	14,329	50,208	20,000	25,000	26,815	21,395
	MISCELLANEOUS REVENUE	13,984	15,950	-	-	-	-
	OPERATING TRANSFERS IN	579,384	405,994	374,610	374,610	92,192	113,176
	PRIOR YEAR SURPLUS	-	-	-	-	138,062	-
	Total	<u>\$ 2,980,303</u>	<u>\$ 2,706,256</u>	<u>\$ 3,676,238</u>	<u>\$ 3,804,036</u>	<u>\$ 4,408,764</u>	<u>\$ 4,207,158</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
	RISK FUND						
	CHARGES FOR SERVICES	24,552,534	24,794,523	25,903,257	25,903,257	27,543,953	28,865,284
	Total	<u>\$ 24,552,534</u>	<u>\$ 24,794,523</u>	<u>\$ 25,903,257</u>	<u>\$ 25,903,257</u>	<u>\$ 27,543,953</u>	<u>\$ 28,865,284</u>
	WHEELER CENTER						
	CHARGES FOR SERVICES	449,988	471,149	525,584	525,584	509,251	522,026
	INVESTMENT INCOME	1,867	2,169	-	2,000	1,209	965
	MISCELLANEOUS REVENUE	9,922	774	-	-	-	-
	Total	<u>\$ 461,777</u>	<u>\$ 474,092</u>	<u>\$ 525,584</u>	<u>\$ 527,584</u>	<u>\$ 510,460</u>	<u>\$ 522,991</u>
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	INVESTMENT INCOME	206,765	62,997	70,063	55,000	50,000	50,000
	PRIOR YEAR SURPLUS	-	-	25,000	25,000	35,000	30,000
	Total	<u>\$ 206,765</u>	<u>\$ 62,997</u>	<u>\$ 95,063</u>	<u>\$ 80,000</u>	<u>\$ 85,000</u>	<u>\$ 80,000</u>
Pension Trust	VEBA TRUST						
	CHARGES FOR SERVICES	379,999	805,857	-	721,661	1,835,995	1,665,552
	CONTRIBUTIONS	85,082	121,560	50,600	-	23,529	21,266
	INVESTMENT INCOME	-	8,707,342	1,160,000	326,000	410,000	424,000
	MISCELLANEOUS REVENUE	18,931	4,924	-	-	-	-
	Total	<u>\$ 484,012</u>	<u>\$ 9,639,683</u>	<u>\$ 1,210,600</u>	<u>\$ 1,047,661</u>	<u>\$ 2,269,524</u>	<u>\$ 2,110,818</u>
	EMPLOYEES' RETIREMENT SYSTEM						
	CHARGES FOR SERVICES	10,580,831	10,571,607	12,005,858	8,519,737	9,440,262	10,432,212
	CONTRIBUTIONS	143,504	156,086	118,000	-	-	-
	INVESTMENT INCOME	-	41,019,620	22,555,000	30,000,000	32,000,000	34,000,000
	MISCELLANEOUS REVENUE	21,286	34,127	82,000	-	-	-
	OPERATING TRANSFERS IN	2,485,346	-	-	-	-	-
	Total	<u>\$ 13,230,967</u>	<u>\$ 51,781,440</u>	<u>\$ 34,760,858</u>	<u>\$ 38,519,737</u>	<u>\$ 41,440,262</u>	<u>\$ 44,432,212</u>
Special Revenue	ENERGY PROJECTS						
	CHARGES FOR SERVICES	17,000	12,000	12,000	12,000	12,000	12,000
	INVESTMENT INCOME	26,713	22,442	19,095	24,240	10,141	8,091
	OPERATING TRANSFERS IN	16,368	29,468	22,149	21,609	21,609	2,434
	PRIOR YEAR SURPLUS	-	-	953,806	131,429	114,712	179,761
	Total	<u>\$ 60,081</u>	<u>\$ 63,910</u>	<u>\$ 1,007,050</u>	<u>\$ 189,278</u>	<u>\$ 158,462</u>	<u>\$ 202,286</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTORATION MILLAGE							
	INVESTMENT INCOME	16,308	7,527	7,208	8,708	-	-
	MISCELLANEOUS REVENUE	-	638	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	113,555	76,595	-	-
	Total	\$ 16,308	\$ 8,165	\$ 120,763	\$ 85,303	\$ -	\$ -
COMMUNITY TELEVISION NETWORK							
	INVESTMENT INCOME	162,724	40,967	40,000	40,000	47,023	37,518
	LICENSES, PERMITS & REGISTRATIONS	1,714,532	1,798,026	1,567,051	1,567,051	1,697,662	1,697,662
	MISCELLANEOUS REVENUE	1,361	1,509	-	1,300	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	-	-	97,431	-
	Total	\$ 1,878,617	\$ 1,840,502	\$ 1,607,051	\$ 1,608,351	\$ 1,843,116	\$ 1,736,180
PARKS REHAB & DEVELOPMENT MILLAGE							
	INVESTMENT INCOME	147,692	-	64,086	18,000	23,336	18,619
	MISCELLANEOUS REVENUE	1,391	-	1,373	1,373	-	-
	OPERATING TRANSFERS IN	36,461	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	683,000	-	31,966	38,021
	Total	\$ 185,544	\$ -	\$ 748,459	\$ 19,373	\$ 55,302	\$ 56,640
MAJOR STREET							
	CHARGES FOR SERVICES	131,721	317,472	193,450	280,210	276,500	271,500
	INTERGOVERNMENTAL REVENUES	5,495,415	5,481,922	5,507,485	5,504,819	5,453,889	5,453,889
	INTRAGOVERNMENTAL SALES	188,958	283,593	358,164	363,164	315,000	310,000
	INVESTMENT INCOME	292,458	42,340	152,478	55,000	89,360	71,298
	MISCELLANEOUS REVENUE	24,079	67,929	56,500	29,500	29,500	29,500
	OPERATING TRANSFERS IN	645,117	650,969	644,757	644,757	644,656	644,656
	PRIOR YEAR SURPLUS	-	-	172,989	244,907	-	70,000
	Total	\$ 6,777,748	\$ 6,844,225	\$ 7,085,823	\$ 7,122,357	\$ 6,808,905	\$ 6,850,843
LOCAL STREET							
	INTERGOVERNMENTAL REVENUES	1,497,025	1,471,384	1,499,491	1,501,624	1,486,504	1,486,504
	INVESTMENT INCOME	146,066	17,202	72,000	23,000	44,158	35,232
	MISCELLANEOUS REVENUE	-	-	-	49,543	-	-
	OPERATING TRANSFERS IN	176,112	176,112	180,250	180,000	180,000	180,000
	Total	\$ 1,819,203	\$ 1,664,698	\$ 1,751,741	\$ 1,754,167	\$ 1,710,662	\$ 1,701,736
COURT FACILITIES							
	FINES & FORFEITS	178,431	152,939	210,000	189,000	160,000	160,000
	INVESTMENT INCOME	10,688	1,666	-	1,000	-	-
	OPERATING TRANSFERS IN	-	-	-	-	65,000	65,000
	Total	\$ 189,119	\$ 154,605	\$ 210,000	\$ 190,000	\$ 225,000	\$ 225,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PRESERVATION							
	CONTRIBUTIONS	-	3,500	-	255	-	-
	INTERGOVERNMENTAL REVENUES	681,800	1,030,500	1,925,630	1,925,630	-	-
	INVESTMENT INCOME	527,469	174,167	289,405	275,000	204,441	163,118
	OPERATING TRANSFERS IN	5,215,350	3,339,921	3,300,316	3,300,316	-	-
	PRIOR YEAR SURPLUS	-	-	602,586	-	-	23,778
	TAXES	2,232,550	2,262,001	2,144,862	2,175,998	2,132,145	2,126,020
	Total	\$ 8,657,169	\$ 6,810,089	\$ 8,262,799	\$ 7,677,199	\$ 2,336,586	\$ 2,312,916
BANDEMER PROPERTY							
	INVESTMENT INCOME	4,069	2,313	2,254	1,000	1,311	1,046
	MISCELLANEOUS REVENUE	6,900	6,975	4,200	4,200	4,200	4,200
	Total	\$ 10,969	\$ 9,288	\$ 6,454	\$ 5,200	\$ 5,511	\$ 5,246
CONSTRUCTION CODE FUND							
	INVESTMENT INCOME	60,357	-	24,635	15,000	4,000	4,000
	LICENSES, PERMITS & REGISTRATIONS	1,622,027	2,041,948	1,902,600	2,099,100	1,878,800	1,878,800
	MISCELLANEOUS REVENUE	-	1,002	-	-	-	-
	OPERATING TRANSFERS IN	99,996	116,662	100,000	100,000	100,000	100,000
	PRIOR YEAR SURPLUS	-	-	143,742	-	257,553	469,428
	Total	\$ 1,782,380	\$ 2,159,612	\$ 2,170,977	\$ 2,214,100	\$ 2,240,353	\$ 2,452,228
DRUG ENFORCEMENT							
	FINES & FORFEITS	94,832	2,600	7,500	22,209	2,500	-
	INVESTMENT INCOME	1,801	4,072	1,200	1,200	1,200	-
	PRIOR YEAR SURPLUS	-	-	52,500	-	115,973	-
	Total	\$ 96,633	\$ 6,672	\$ 61,200	\$ 23,409	\$ 119,673	\$ -
FORFEITURE							
	FINES & FORFEITS	50,198	125,341	-	4,645	-	-
	INVESTMENT INCOME	5,832	6,448	6,000	6,000	1,900	-
	PRIOR YEAR SURPLUS	-	-	100,000	-	176,246	-
	Total	\$ 56,030	\$ 131,789	\$ 106,000	\$ 10,645	\$ 178,146	\$ -
PARKS MEMORIALS & CONTRIBUTIONS							
	CONTRIBUTIONS	14,206	27,610	112,000	95,000	37,500	37,500
	INVESTMENT INCOME	5,458	5,500	4,400	2,000	2,853	2,276
	MISCELLANEOUS REVENUE	-	5,427	-	2,300	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	8,508	-
	Total	\$ 19,664	\$ 38,537	\$ 116,400	\$ 99,300	\$ 48,861	\$ 39,776

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ANN ARBOR ASSISTANCE							
	CONTRIBUTIONS	5,657	5,065	8,000	8,000	8,000	8,000
	INVESTMENT INCOME	312	328	-	50	49	39
	Total	<u>\$ 5,969</u>	<u>\$ 5,393</u>	<u>\$ 8,000</u>	<u>\$ 8,050</u>	<u>\$ 8,049</u>	<u>\$ 8,039</u>
OPEN SPACE ENDOWMENT							
	INVESTMENT INCOME	1,910	2,310	2,932	1,500	1,541	1,229
	OPERATING TRANSFERS IN	-	-	-	239,936	-	-
	Total	<u>\$ 1,910</u>	<u>\$ 2,310</u>	<u>\$ 2,932</u>	<u>\$ 241,436</u>	<u>\$ 1,541</u>	<u>\$ 1,229</u>
POLICE & FIRE RELIEF							
	INVESTMENT INCOME	20,656	19,250	25,000	10,000	10,000	10,000
	Total	<u>\$ 20,656</u>	<u>\$ 19,250</u>	<u>\$ 25,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>
CEMETARY PERPETUAL CARE							
	CHARGES FOR SERVICES	1,300	-	1,200	1,200	1,200	1,200
	INVESTMENT INCOME	2,198	2,056	-	-	-	-
	Total	<u>\$ 3,498</u>	<u>\$ 2,056</u>	<u>\$ 1,200</u>	<u>\$ 1,200</u>	<u>\$ 1,200</u>	<u>\$ 1,200</u>
ART IN PUBLIC PLACES							
	INVESTMENT INCOME	52,763	9,218	-	10,000	17,033	13,590
	OPERATING TRANSFERS IN	530,460	505,178	451,213	451,213	317,627	284,409
	Total	<u>\$ 583,223</u>	<u>\$ 514,396</u>	<u>\$ 451,213</u>	<u>\$ 461,213</u>	<u>\$ 334,660</u>	<u>\$ 297,999</u>
STREET REPAIR MILLAGE FUND							
	CHARGES FOR SERVICES	10,532	29,780	4,549	21,000	-	-
	CONTRIBUTIONS	-	14,566	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	187,121	-	-	-	-
	INVESTMENT INCOME	1,479,505	159,568	700,452	165,000	440,203	351,226
	MISCELLANEOUS REVENUE	9,954	4,377	-	-	-	-
	OPERATING TRANSFERS IN	120,000	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	4,703,146	4,071,598	5,575,866	2,029,795
	TAXES	9,318,126	9,441,017	9,026,231	9,080,725	8,897,991	8,872,430
	Total	<u>\$ 10,938,117</u>	<u>\$ 9,836,429</u>	<u>\$ 14,434,378</u>	<u>\$ 13,338,323</u>	<u>\$ 14,914,060</u>	<u>\$ 11,253,451</u>
ALTERNATIVE TRANSPORTATION							
	CHARGES FOR SERVICES	-	-	-	50	100	100
	INVESTMENT INCOME	44,185	-	21,170	9,500	11,888	9,485
	OPERATING TRANSFERS IN	94,800	128,776	171,536	171,536	169,873	169,873
	PRIOR YEAR SURPLUS	-	-	423,467	423,467	-	30,970
	Total	<u>\$ 138,985</u>	<u>\$ 128,776</u>	<u>\$ 616,173</u>	<u>\$ 604,553</u>	<u>\$ 181,861</u>	<u>\$ 210,428</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
MICHIGAN JUSTICE TRAINING							
	INTERGOVERNMENTAL REVENUES	31,411	28,504	30,000	30,000	20,000	-
	INVESTMENT INCOME	3,705	3,208	3,000	3,000	1,000	-
	PRIOR YEAR SURPLUS	-	-	20,000	-	91,010	-
	Total	\$ 35,116	\$ 31,712	\$ 53,000	\$ 33,000	\$ 112,010	\$ -
AFFORDABLE HOUSING							
	CONTRIBUTIONS	30,000	28,012	15,000	40,000	30,000	30,000
	INVESTMENT INCOME	22,967	22,469	19,506	8,000	2,000	2,000
	MISCELLANEOUS REVENUE	15,787	8,287	8,300	8,300	8,300	8,300
	OPERATING TRANSFERS IN	124,992	24,996	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	470,505	-	173,317	6,341
	Total	\$ 193,746	\$ 83,764	\$ 513,311	\$ 56,300	\$ 213,617	\$ 46,641
PARK MAINT & CAPITAL IMPROVEMENT							
	CHARGES FOR SERVICES	2,038	1,031	-	-	-	-
	INVESTMENT INCOME	198,426	31,823	87,389	65,000	71,397	56,965
	MISCELLANEOUS REVENUE	8,546	8,448	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	163,534	163,534	385,834	391,897
	TAXES	4,554,556	5,192,129	4,956,068	4,970,315	4,929,333	4,971,553
	Total	\$ 4,763,566	\$ 5,233,431	\$ 5,206,991	\$ 5,198,849	\$ 5,386,564	\$ 5,420,415
LOCAL FORFEITURE							
	FINES & FORFEITS	-	-	-	1,000	-	-
	INVESTMENT INCOME	1,555	1,399	1,200	1,200	300	-
	PRIOR YEAR SURPLUS	-	-	20,000	-	26,238	-
	Total	\$ 1,555	\$ 1,399	\$ 21,200	\$ 2,200	\$ 26,538	\$ -
MAJOR GRANTS PROGRAMS							
	INTERGOVERNMENTAL REVENUES	294,832	385,070	2,449,887	1,139,612	200,000	200,000
	INVESTMENT INCOME	-	-	-	-	-	-
	OPERATING TRANSFERS IN	-	18,129	90,370	90,370	-	-
	Total	\$ 294,832	\$ 403,199	\$ 2,540,257	\$ 1,229,982	\$ 200,000	\$ 200,000
SENIOR CENTER ENDOWMENT							
	INVESTMENT INCOME	3,524	3,282	7,745	1,600	1,597	1,275
	PRIOR YEAR SURPLUS	-	-	37,500	37,500	35,903	36,225
	Total	\$ 3,524	\$ 3,282	\$ 45,245	\$ 39,100	\$ 37,500	\$ 37,500

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
	METRO EXPANSION						
	INTERGOVERNMENTAL REVENUES	337,947	346,654	335,000	345,000	345,000	345,000
	INVESTMENT INCOME	7,137	38,519	20,000	20,000	15,422	12,305
	PRIOR YEAR SURPLUS	-	-	280,000	280,000	-	-
	Total	\$ 345,084	\$ 385,173	\$ 635,000	\$ 645,000	\$ 360,422	\$ 357,305
Component Units	SMART ZONE LDFA						
	INVESTMENT INCOME	17,645	10,011	7,335	12,357	12,357	12,357
	MISCELLANEOUS REVENUE	-	-	-	-	68,750	200,000
	PRIOR YEAR SURPLUS	-	-	37,415	-	81,903	23,611
	TAXES	1,059,965	1,347,497	1,400,000	1,478,385	1,545,181	1,626,181
	Total	\$ 1,077,610	\$ 1,357,508	\$ 1,444,750	\$ 1,490,742	\$ 1,708,191	\$ 1,862,149
	DDA/HOUSING FUND						
	INVESTMENT INCOME	-	-	27,606	27,606	10,899	7,008
	OPERATING TRANSFERS IN	-	-	100,000	100,000	-	-
	PRIOR YEAR SURPLUS	-	-	84,394	-	491,101	394,992
	Total	\$ -	\$ -	\$ 212,000	\$ 127,606	\$ 502,000	\$ 402,000
	DOWNTOWN DEVELOPMENT AUTHORITY						
	INVESTMENT INCOME	-	-	108,861	108,861	34,963	18,946
	MISCELLANEOUS REVENUE	-	-	30,000	30,000	-	-
	PRIOR YEAR SURPLUS	-	-	1,326,820	-	1,499,279	397,937
	TAXES	-	-	3,796,929	3,796,929	3,893,943	3,971,822
	Total	\$ -	\$ -	\$ 5,262,610	\$ 3,935,790	\$ 5,428,185	\$ 4,388,705
	DDA PARKING MAINTENANCE						
	INVESTMENT INCOME	-	-	59,990	59,990	16,044	17,386
	OPERATING TRANSFERS IN	-	-	2,093,605	2,093,605	2,000,000	1,647,121
	PRIOR YEAR SURPLUS	-	-	512,585	512,585	-	361,843
	Total	\$ -	\$ -	\$ 2,666,180	\$ 2,666,180	\$ 2,016,044	\$ 2,026,350
	DDA PARKING SYSTEM						
	CHARGES FOR SERVICES	-	-	15,864,315	15,864,315	16,162,752	17,341,036
	INVESTMENT INCOME	-	-	-	-	-	3,298
	MISCELLANEOUS REVENUE	-	-	135,601	135,601	-	130,466
	PRIOR YEAR SURPLUS	-	-	3,842,633	-	319,054	-
	Total	\$ -	\$ -	\$ 19,842,549	\$ 15,999,916	\$ 16,481,806	\$ 17,474,800

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CITY TOTALS							
	INTERGOVERNMENTAL REVENUES	20,132,486	19,170,413	22,232,173	20,874,006	17,336,816	17,192,291
	LICENSES, PERMITS & REGISTRATIONS	4,483,430	5,108,409	4,665,601	4,971,016	4,885,812	4,916,812
	CHARGES FOR SERVICES	96,364,663	100,367,511	121,259,526	118,896,231	124,837,285	129,848,873
	INVESTMENT INCOME	9,662,671	50,806,095	28,856,467	33,234,330	35,172,054	36,708,069
	OPERATING TRANSFERS IN	20,552,183	19,101,141	22,498,980	21,680,347	18,055,032	17,751,920
	INTRAGOVERNMENTAL SALES	11,147,135	10,867,321	12,199,825	12,057,520	11,643,941	11,737,644
	CONTRIBUTIONS	2,491,786	437,301	304,600	144,255	100,029	97,766
	SALE OF BONDS	-	-	74,505,850	48,063,402	15,999,000	16,960,000
	PRIOR YEAR SURPLUS	-	65	31,863,730	9,430,308	14,596,476	6,135,613
	FINES & FORFEITS	4,955,845	4,138,281	4,974,499	4,184,093	4,625,245	4,661,601
	MISCELLANEOUS REVENUE	719,226	1,404,326	1,080,155	1,036,261	1,663,494	1,313,949
	TAXES	82,091,589	83,983,854	84,051,238	84,577,088	82,140,718	82,087,350
	Total*	<u>\$ 252,601,014</u>	<u>\$ 295,384,717</u>	<u>\$ 408,492,644</u>	<u>\$ 359,148,857</u>	<u>\$ 331,055,902</u>	<u>\$ 329,411,888</u>

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

Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

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 2012 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	502,000										502,000
0002 ENERGY PROJECTS	158,462						158,462				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,428,185										5,428,185
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,708,191										1,708,191
0010 GENERAL	79,105,945	362,496	1,864,303	2,728,371	7,986,107	3,422,768	6,670,166	38,973,916	3,799,926	13,297,892	
0011 CENTRAL STORES	1,571,428						1,571,428				
0012 FLEET SERVICES	9,836,345						9,836,345				
0014 INFORMATION TECHNOLOGY	6,184,238					6,184,238					
0016 COMMUNITY TELEVISION NETWORK	1,843,116			1,843,116							
0018 PARKS REHAB & DEVELOPMENT MILLAGE	55,302				55,302						
0021 MAJOR STREET	6,808,905						6,808,905				
0022 LOCAL STREET	1,710,662						1,710,662				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,330,461				2,330,461						
0025 BANDEMER PROPERTY	4,200				4,200						
0026 CONSTRUCTION CODE FUND	2,240,353				2,240,353						
0027 DRUG ENFORCEMENT	119,673							119,673			
0028 FEDERAL EQUITABLE SHARING	178,146							178,146			
0033 DDA PARKING MAINTENANCE	1,881,900										1,881,900
0034 PARKS MEMORIALS & CONTRIBUTIONS	48,861				48,861						
0035 GENERAL DEBT SERVICE	10,044,133									10,044,133	
0036 METRO EXPANSION	360,422						360,422				
0038 ANN ARBOR ASSISTANCE	8,000				8,000						
0042 WATER SUPPLY SYSTEM	19,524,948						19,524,948				
0043 SEWAGE DISPOSAL SYSTEM	19,800,885						19,800,885				
0046 MARKET	165,118				165,118						
0047 GOLF ENTERPRISE	1,577,317				1,577,317						
0048 AIRPORT	817,900						817,900				
0049 PROJECT MANAGEMENT	4,408,764						4,408,764				
0052 VEBA TRUST	409,022										409,022
0054 CEMETERY PERPETUAL CARE											

FY 2012 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
0055 ELIZABETH R DEAN TRUST	84,715						84,715				
0056 ART IN PUBLIC PLACES	334,660				11,714		322,946				
0057 RISK FUND	27,543,953			24,582,143		2,812,812	148,998				
0058 WHEELER CENTER	503,344						503,344				
0059 EMPLOYEES RETIREMENT SYSTEM	32,135,473										32,135,473
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	105,443									105,443	
0061 ALTERNATIVE TRANSPORTATION	138,653				17,578		121,075				
0062 STREET REPAIR MILLAGE	14,914,060						14,914,060				
0063 DDA PARKING SYSTEM	16,481,806										16,481,806
0064 MICHIGAN JUSTICE TRAINING	112,010							112,010			
0069 STORMWATER SEWER SYSTEM	5,659,428						5,659,428				
0070 AFFORDABLE HOUSING	213,617				213,617						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,315,169				1,614,827		3,700,342				
0072 SOLID WASTE FUND	15,186,914						15,186,914				
0073 LOCAL FORFEITURE	26,538							26,538			
0082 STORMWATER BOND	1,925,000						1,925,000				
0083 SENIOR CENTER ENDOWMENT	37,500				37,500						
0088 SEWER BOND	9,733,000						9,733,000				
0089 WATER BOND	4,341,000						4,341,000				
00MG MAJOR GRANT PROGRAMS FUND	178,407						13,759		164,648		
	\$314,028,572	\$362,496	\$1,864,303	\$29,153,630	\$16,310,955	\$12,419,818	\$128,323,468	\$39,410,283	\$4,189,574	\$23,447,468	\$58,546,577

FY 2013 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	402,000										402,000
0002 ENERGY PROJECTS	202,286						202,286				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	4,388,705										4,388,705
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,862,149										1,862,149
0010 GENERAL	78,451,336	364,705	1,865,883	2,856,711	7,994,110	3,427,221	6,683,989	38,689,831	3,873,065	12,695,821	
0011 CENTRAL STORES	1,581,528						1,581,528				
0012 FLEET SERVICES	6,666,084						6,666,084				
0014 INFORMATION TECHNOLOGY	6,081,716					6,081,716					
0016 COMMUNITY TELEVISION NETWORK	1,736,180			1,736,180							
0018 PARKS REHAB & DEVELOPMENT MILLAGE	56,640				56,640						
0021 MAJOR STREET	6,850,404						6,850,404				
0022 LOCAL STREET	1,701,736						1,701,736				
0023 COURT FACILITIES	225,000							225,000			
0024 OPEN SPACE & PARKLAND PRESERVATION	2,312,916				2,312,916						
0025 BANDEMERE PROPERTY	4,258				4,258						
0026 CONSTRUCTION CODE FUND	2,452,228				2,452,228						
0027 DRUG ENFORCEMENT											
0028 FEDERAL EQUITABLE SHARING											
0033 DDA PARKING MAINTENANCE	2,026,350										2,026,350
0034 PARKS MEMORIALS & CONTRIBUTIONS	33,996				33,996						
0035 GENERAL DEBT SERVICE	9,966,808									9,966,808	
0036 METRO EXPANSION	357,305						357,305				
0038 ANN ARBOR ASSISTANCE	8,000				8,000						
0042 WATER SUPPLY SYSTEM	19,742,122						19,742,122				
0043 SEWAGE DISPOSAL SYSTEM	20,645,793						20,645,793				
0046 MARKET	168,146				168,146						
0047 GOLF ENTERPRISE	1,595,626				1,595,626						
0048 AIRPORT	840,927						840,927				
0049 PROJECT MANAGEMENT	4,207,158						4,207,158				
0052 VEBA TRUST	423,158										423,158
0054 CEMETERY PERPETUAL CARE											

FY 2013 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
0055 ELIZABETH R DEAN TRUST	79,817						79,817				
0056 ART IN PUBLIC PLACES	297,999				11,646		286,353				
0057 RISK FUND	28,865,284			25,788,440		2,924,918	151,926				
0058 WHEELER CENTER	515,789						515,789				
0059 EMPLOYEES RETIREMENT SYSTEM	32,767,479										32,767,479
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	91,168									91,168	
0061 ALTERNATIVE TRANSPORTATION	200,843				18,004		182,839				
0062 STREET REPAIR MILLAGE	11,253,451						11,253,451				
0063 DDA PARKING SYSTEM	15,916,949										15,916,949
0064 MICHIGAN JUSTICE TRAINING											
0069 STORMWATER SEWER SYSTEM	5,736,478						5,736,478				
0070 AFFORDABLE HOUSING	46,641				46,641						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,363,452				1,610,188		3,753,264				
0072 SOLID WASTE FUND	14,551,541						14,551,541				
0073 LOCAL FORFEITURE											
0082 STORMWATER BOND	1,335,000						1,335,000				
0083 SENIOR CENTER ENDOWMENT	37,500				37,500						
0088 SEWER BOND	7,955,000						7,955,000				
0089 WATER BOND	7,670,000						7,670,000				
0091 SIDEWALK IMPROVEMENT											
00MG MAJOR GRANT PROGRAMS FUND	166,826								166,826		
	\$307,841,772	\$364,705	\$1,865,883	\$30,381,331	\$16,349,899	\$12,433,855	\$122,950,790	\$38,689,831	\$4,264,891	\$22,753,797	\$57,786,790

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected	
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013	
General	GENERAL							
	CDBG RECIPIENTS	1,306,470	1,315,819	1,275,744	1,275,744	1,244,629	1,110,330	
	PERSONNEL SERVICES	35,109,472	31,351,516	31,140,987	30,710,702	29,407,879	28,535,396	
	PAYROLL FRINGES	13,120,454	14,468,016	15,382,936	15,686,093	15,559,176	15,886,782	
	OTHER SERVICES	8,660,498	8,108,813	8,490,143	8,045,165	7,330,370	7,498,537	
	MATERIALS & SUPPLIES	1,164,511	1,023,415	1,138,715	1,077,586	891,290	856,407	
	OTHER CHARGES	11,206,622	10,612,929	12,478,737	11,910,262	12,718,726	12,806,924	
	PASS THROUGHGS	17,504,757	11,185,852	11,223,132	10,874,026	11,149,824	11,008,000	
	CAPITAL OUTLAY	831,337	230,418	442,307	616,716	275,515	247,672	
	VEHICLE OPERATING COSTS	48,369	75,354	32,670	48,721	39,620	33,620	
	EMPLOYEE ALLOWANCES	406,358	373,040	380,574	374,122	488,916	467,668	
Total		<u>\$ 89,358,848</u>	<u>\$ 78,745,172</u>	<u>\$ 81,985,945</u>	<u>\$ 80,619,137</u>	<u>\$ 79,105,945</u>	<u>\$ 78,451,336</u>	
Debt Service	GENERAL DEBT SERVICE							
	OTHER SERVICES	1,175	1,092	1,000	1,000	1,000	1,000	
	OTHER CHARGES	8,004,794	9,116,123	10,334,901	10,184,901	10,043,133	9,965,808	
Total		<u>\$ 8,005,969</u>	<u>\$ 9,117,215</u>	<u>\$ 10,335,901</u>	<u>\$ 10,185,901</u>	<u>\$ 10,044,133</u>	<u>\$ 9,966,808</u>	
	GENERAL DEBT/SPECIAL ASSESSMENT							
	OTHER CHARGES	157,805	151,820	140,685	140,685	105,443	91,168	
Total		<u>\$ 157,805</u>	<u>\$ 151,820</u>	<u>\$ 140,685</u>	<u>\$ 140,685</u>	<u>\$ 105,443</u>	<u>\$ 91,168</u>	
Enterprise	WATER SUPPLY SYSTEM							
	PERSONNEL SERVICES	4,196,377	3,601,449	3,889,507	4,038,140	3,951,243	3,953,636	
	PAYROLL FRINGES	1,708,290	1,840,371	2,008,216	2,030,626	2,114,593	2,255,159	
	OTHER SERVICES	2,911,496	2,553,732	3,308,610	3,041,416	3,057,180	3,064,541	
	MATERIALS & SUPPLIES	2,156,856	2,106,270	2,053,211	2,032,062	1,883,780	1,934,704	
	OTHER CHARGES	6,267,802	6,985,686	7,433,675	7,019,170	6,936,498	7,003,391	
	PASS THROUGHGS	622,882	1,301,911	1,142,068	1,142,068	1,142,027	1,214,804	
	CAPITAL OUTLAY	226,301	36,051	1,251,000	350,022	421,280	297,540	
	VEHICLE OPERATING COSTS	172,634	128,815	147,114	78,230	100	100	
	EMPLOYEE ALLOWANCES	-	-	-	3,570	18,247	18,247	
	Total		<u>\$ 18,262,638</u>	<u>\$ 18,554,285</u>	<u>\$ 21,233,401</u>	<u>\$ 19,735,304</u>	<u>\$ 19,524,948</u>	<u>\$ 19,742,122</u>
		WATER BOND PENDING SERIES						
		PERSONNEL SERVICES	12,083	-	-	-	-	-
		PAYROLL FRINGES	2,645	-	-	-	-	-
	OTHER SERVICES	190,793	-	-	-	-	-	
	MATERIALS & SUPPLIES	586	-	-	-	-	-	
	OTHER CHARGES	34,511	-	16,069,513	5,223,000	4,341,000	7,670,000	
Total		<u>\$ 240,618</u>	<u>\$ -</u>	<u>\$ 16,069,513</u>	<u>\$ 5,223,000</u>	<u>\$ 4,341,000</u>	<u>\$ 7,670,000</u>	

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
SEWAGE DISPOSAL SYSTEM							
	PERSONNEL SERVICES	3,216,607	3,386,173	3,523,063	3,450,543	3,727,326	3,653,882
	PAYROLL FRINGES	1,399,177	1,611,682	1,814,119	1,924,448	2,018,071	2,148,069
	OTHER SERVICES	2,723,094	2,772,504	3,525,953	2,944,805	3,150,981	3,372,326
	MATERIALS & SUPPLIES	858,455	737,982	898,307	817,704	927,375	981,454
	OTHER CHARGES	6,223,894	6,009,760	8,246,734	8,186,712	8,751,991	9,406,746
	PASS THROUGHGS	1,254,136	1,348,594	1,385,951	1,279,287	984,393	1,009,568
	CAPITAL OUTLAY	184,728	270,031	744,417	125,000	217,000	45,000
	VEHICLE OPERATING COSTS	106,157	124,752	59,100	101,100	10,500	15,500
	EMPLOYEE ALLOWANCES	-	-	-	-	13,248	13,248
	Total	\$ 15,966,248	\$ 16,261,478	\$ 20,197,644	\$ 18,829,599	\$ 19,800,885	\$ 20,645,793
SEWER BOND PENDING SERIES							
	PERSONNEL SERVICES	-	470	-	-	-	-
	PAYROLL FRINGES	-	106	-	-	-	-
	OTHER SERVICES	9,320	760	-	-	-	-
	OTHER CHARGES	466	1,097	44,963,726	38,334,103	9,733,000	7,955,000
	Total	\$ 9,786	\$ 2,433	\$ 44,963,726	\$ 38,334,103	\$ 9,733,000	\$ 7,955,000
MARKET FUND							
	PERSONNEL SERVICES	37,877	56,259	57,320	54,180	58,801	58,801
	PAYROLL FRINGES	23,949	29,213	30,803	30,803	35,080	37,509
	OTHER SERVICES	23,588	23,971	26,417	25,867	24,559	24,704
	MATERIALS & SUPPLIES	5,890	6,181	7,300	5,300	6,300	6,300
	OTHER CHARGES	42,790	40,369	35,315	35,565	39,508	39,962
	EMPLOYEE ALLOWANCES	-	-	-	-	870	870
	Total	\$ 134,094	\$ 155,993	\$ 157,155	\$ 151,715	\$ 165,118	\$ 168,146
GOLF ENTERPRISE							
	PERSONNEL SERVICES	531,394	625,977	588,882	580,486	593,811	595,014
	PAYROLL FRINGES	124,674	156,747	173,084	172,828	184,756	194,618
	OTHER SERVICES	124,114	108,800	157,925	137,623	160,653	160,406
	MATERIALS & SUPPLIES	162,497	245,646	202,850	199,745	202,250	205,750
	OTHER CHARGES	311,733	445,315	494,934	493,441	383,268	386,259
	PASS THROUGHGS	123,770	21,153	-	-	-	-
	VEHICLE OPERATING COSTS	38,281	42,837	45,180	47,180	49,285	50,285
	EMPLOYEE ALLOWANCES	-	-	-	-	3,294	3,294
	Total	\$ 1,416,463	\$ 1,646,475	\$ 1,662,855	\$ 1,631,303	\$ 1,577,317	\$ 1,595,626

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
AIRPORT							
	PERSONNEL SERVICES	235,202	251,227	214,160	214,256	190,197	190,686
	PAYROLL FRINGES	64,458	106,143	116,371	116,371	108,957	116,671
	OTHER SERVICES	15,722	88,773	106,849	101,499	114,618	117,113
	MATERIALS & SUPPLIES	2,176	29,201	26,750	17,350	25,960	27,160
	OTHER CHARGES	269,873	218,976	257,455	257,455	266,341	275,330
	PASS THROUGHGS	9,144	10,986	9,611	9,611	9,827	10,067
	CAPITAL OUTLAY	899,381	122,294	162,193	35,000	60,000	60,000
	VEHICLE OPERATING COSTS	6,244	25,427	31,000	40,000	42,000	43,000
	EMPLOYEE ALLOWANCES	-	-	-	-	-	900
	Total	\$ 1,502,200	\$ 853,027	\$ 924,389	\$ 791,542	\$ 817,900	\$ 840,927
STORMWATER SEWER SYSTEM							
	PERSONNEL SERVICES	787,706	998,936	1,251,168	995,575	1,363,590	1,367,787
	PAYROLL FRINGES	339,446	468,586	644,288	525,392	770,828	822,883
	OTHER SERVICES	1,813,609	1,607,356	857,643	1,182,993	999,795	1,009,030
	MATERIALS & SUPPLIES	144,296	139,394	123,427	113,852	135,241	132,841
	OTHER CHARGES	506,632	693,068	3,200,305	1,691,168	1,739,533	1,757,313
	PASS THROUGHGS	551,563	2,048,830	1,246,681	384,440	330,075	326,257
	CAPITAL OUTLAY	120,357	1,053,457	2,468,001	745,000	311,000	311,001
	VEHICLE OPERATING COSTS	-	-	21,800	-	500	500
	EMPLOYEE ALLOWANCES	-	-	-	-	8,866	8,866
	Total	\$ 4,263,609	\$ 7,009,627	\$ 9,813,313	\$ 5,638,420	\$ 5,659,428	\$ 5,736,478
STORMWATER BOND							
	OTHER CHARGES	-	-	13,458,262	4,506,299	1,925,000	1,335,000
	Total	\$ -	\$ -	\$ 13,458,262	\$ 4,506,299	\$ 1,925,000	\$ 1,335,000
SOLID WASTE							
	PERSONNEL SERVICES	1,902,316	2,006,858	1,737,359	2,018,891	1,702,541	1,692,742
	PAYROLL FRINGES	879,199	924,215	976,189	998,722	992,724	1,061,065
	OTHER SERVICES	6,220,439	6,467,501	8,423,007	7,881,287	8,311,299	8,096,987
	MATERIALS & SUPPLIES	194,040	170,493	2,371,675	583,385	124,820	85,820
	OTHER CHARGES	1,268,333	2,180,315	4,416,995	3,741,909	3,500,228	3,125,509
	PASS THROUGHGS	399,532	822,310	385,369	385,369	377,650	378,722
	CAPITAL OUTLAY	77,776	2,332,718	1,762,556	-	-	-
	VEHICLE OPERATING COSTS	375,758	166,893	312,113	135,080	174,620	107,439
	EMPLOYEE ALLOWANCES	-	-	-	200	3,032	3,257
	Total	\$ 11,317,393	\$ 15,071,303	\$ 20,385,263	\$ 15,744,843	\$ 15,186,914	\$ 14,551,541

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
Internal Service	CENTRAL STORES						
	PERSONNEL SERVICES	194,494	191,410	211,825	201,710	202,260	206,025
	PAYROLL FRINGES	87,142	96,362	116,303	116,327	122,433	132,105
	OTHER SERVICES	110,778	56,361	115,376	120,250	91,998	92,188
	MATERIALS & SUPPLIES	702,730	521,749	995,143	950,541	971,850	971,850
	OTHER CHARGES	87,910	92,295	126,296	126,296	120,252	126,501
	PASS THROUGHGS	41,124	49,012	42,282	42,282	42,125	42,349
	CAPITAL OUTLAY	-	-	-	-	20,000	10,000
	EMPLOYEE ALLOWANCES	-	-	-	-	510	510
	Total	\$ 1,224,178	\$ 1,007,189	\$ 1,607,225	\$ 1,557,406	\$ 1,571,428	\$ 1,581,528
	FLEET SERVICES						
	PERSONNEL SERVICES	1,004,154	965,748	983,423	963,868	855,359	858,776
	PAYROLL FRINGES	457,970	479,188	542,593	542,593	511,652	545,536
	OTHER SERVICES	96,338	97,705	159,018	136,863	107,144	111,154
	MATERIALS & SUPPLIES	47,533	45,896	25,650	20,815	11,141	11,176
	OTHER CHARGES	1,278,998	1,651,754	612,914	587,986	574,307	605,902
	PASS THROUGHGS	672,357	700,514	694,769	694,769	695,197	697,751
	CAPITAL OUTLAY	436,017	2,057,439	3,797,787	3,894,773	5,091,639	1,674,503
	VEHICLE OPERATING COSTS	1,956,086	1,756,244	2,053,830	1,954,631	1,982,405	2,156,485
	EMPLOYEE ALLOWANCES	-	-	-	-	7,501	4,801
	Total	\$ 5,949,453	\$ 7,754,488	\$ 8,869,984	\$ 8,796,298	\$ 9,836,345	\$ 6,666,084
	INFORMATION TECHNOLOGY						
	PERSONNEL SERVICES	1,786,120	1,967,093	1,786,192	1,729,960	1,787,065	1,787,065
	PAYROLL FRINGES	726,579	786,825	858,014	837,969	881,346	936,147
	OTHER SERVICES	2,202,149	2,134,891	3,636,151	1,687,565	2,058,465	2,047,625
	MATERIALS & SUPPLIES	389,920	157,494	325,618	23,750	315,000	190,000
	OTHER CHARGES	641,346	1,093,864	1,688,291	838,372	983,848	912,365
	PASS THROUGHGS	8,316	9,702	8,316	8,316	-	-
	CAPITAL OUTLAY	683,814	132,345	906,000	-	150,000	200,000
	EMPLOYEE ALLOWANCES	-	-	-	4,554	8,514	8,514
	Total	\$ 6,438,244	\$ 6,282,214	\$ 9,208,582	\$ 5,130,486	\$ 6,184,238	\$ 6,081,716
	PROJECT MANAGEMENT						
	PERSONNEL SERVICES	927,417	830,383	1,801,685	1,844,844	2,342,436	2,215,358
	PAYROLL FRINGES	547,287	637,707	934,746	916,525	1,080,449	1,148,444
	OTHER SERVICES	120,325	101,366	224,022	197,972	179,377	185,668
	MATERIALS & SUPPLIES	17,849	15,465	39,600	37,100	36,200	36,200
	OTHER CHARGES	377,822	532,361	588,495	583,495	711,642	561,995
	PASS THROUGHGS	66,357	40,086	35,238	35,238	27,764	28,597
	CAPITAL OUTLAY	-	24,999	20,000	20,000	20,000	20,000
	VEHICLE OPERATING COSTS	2,230	3,140	-	8,612	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	10,896	10,896
	Total	\$ 2,059,287	\$ 2,185,507	\$ 3,643,786	\$ 3,643,786	\$ 4,408,764	\$ 4,207,158

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
	RISK FUND						
	PERSONNEL SERVICES	280,229	262,355	240,528	240,528	240,533	240,533
	PAYROLL FRINGES	111,754	121,559	104,370	115,073	141,148	150,453
	OTHER SERVICES	519,326	612,949	671,660	683,974	658,185	669,880
	MATERIALS & SUPPLIES	20,251	12,278	27,500	20,150	6,150	6,150
	OTHER CHARGES	19,020,711	18,180,249	19,898,893	18,846,492	21,742,937	23,588,493
	PASS THROUGHS	7,691,744	6,954,484	6,200,000	4,900,480	4,749,768	4,204,543
	EMPLOYEE ALLOWANCES	-	-	-	-	5,232	5,232
	Total	\$ 27,644,015	\$ 26,143,874	\$ 27,142,951	\$ 24,806,697	\$ 27,543,953	\$ 28,865,284
	WHEELER CENTER						
	PERSONNEL SERVICES	24,881	25,916	21,312	32,278	30,304	30,531
	PAYROLL FRINGES	6,069	9,334	9,368	10,054	16,050	17,129
	OTHER SERVICES	385,823	311,950	376,010	403,670	384,989	393,564
	MATERIALS & SUPPLIES	23,734	35,932	24,000	25,896	26,150	26,450
	OTHER CHARGES	-	53,052	454,894	53,686	45,295	47,559
	EMPLOYEE ALLOWANCES	-	-	-	-	556	556
	Total	\$ 440,507	\$ 436,184	\$ 885,584	\$ 525,584	\$ 503,344	\$ 515,789
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	PERSONNEL SERVICES	33,877	34,099	46,000	39,200	47,911	44,411
	PAYROLL FRINGES	4,665	7,478	-	7,881	1,517	1,517
	OTHER SERVICES	34,522	26,145	36,000	22,300	24,000	22,500
	MATERIALS & SUPPLIES	31,061	6,229	13,000	10,500	11,250	11,350
	OTHER CHARGES	1,557	1,561	33	42	37	39
	Total	\$ 105,682	\$ 75,512	\$ 95,033	\$ 79,923	\$ 84,715	\$ 79,817
	VEBA TRUST						
	OTHER SERVICES	227,303	331,184	211,750	325,901	408,700	422,820
	OTHER CHARGES	84	180	533	-	322	338
	Total	\$ 227,387	\$ 331,364	\$ 212,283	\$ 325,901	\$ 409,022	\$ 423,158
Pension Trust	EMPLOYEES' RETIREMENT SYSTEM						
	PERSONNEL SERVICES	273,791	338,257	260,269	251,672	258,700	258,700
	PAYROLL FRINGES	88,952	109,486	110,064	119,564	110,430	118,031
	OTHER SERVICES	1,221,166	1,206,441	1,079,750	1,149,171	1,356,000	1,256,750
	MATERIALS & SUPPLIES	11,946	5,553	6,000	5,000	8,000	6,000
	OTHER CHARGES	25,728,971	27,634,184	27,185,355	28,245,425	30,402,343	31,127,998
	Total	\$ 27,324,826	\$ 29,293,921	\$ 28,641,438	\$ 29,770,832	\$ 32,135,473	\$ 32,767,479

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
Special Revenue	ENERGY PROJECTS						
	PERSONNEL SERVICES	1,220	5,874	14,500	14,500	11,544	23,858
	PAYROLL FRINGES	-	1,220	-	772	964	1,994
	OTHER SERVICES	1,930	9,431	2,022	10,590	5,000	5,000
	MATERIALS & SUPPLIES	156,938	48,169	21,404	81,478	-	-
	OTHER CHARGES	2,508	20,352	52,688	20,938	20,954	51,434
	PASS THROUGHGS	-	3,564	360,000	-	-	-
	CAPITAL OUTLAY	-	-	120,000	50,000	120,000	120,000
	Total	\$ 162,596	\$ 88,610	\$ 570,614	\$ 178,278	\$ 158,462	\$ 202,286
	PARKS REPAIR & RESTORATION MILLAGE						
	OTHER SERVICES	47,028	5,277	83,803	83,803	-	-
	MATERIALS & SUPPLIES	-	24,085	36,960	-	-	-
	OTHER CHARGES	658	1,436	-	-	-	-
	CAPITAL OUTLAY	-	97,900	-	-	-	-
	Total	\$ 47,686	\$ 128,698	\$ 120,763	\$ 83,803	\$ -	\$ -
	COMMUNITY TELEVISION NETWORK						
	PERSONNEL SERVICES	587,599	641,349	619,912	620,020	637,723	624,657
	PAYROLL FRINGES	289,900	314,701	347,810	347,810	382,703	409,262
	OTHER SERVICES	226,322	216,651	258,340	253,340	257,624	263,202
	MATERIALS & SUPPLIES	52,493	61,260	36,500	36,500	40,500	41,002
	OTHER CHARGES	172,598	202,461	194,489	178,889	196,318	198,670
	CAPITAL OUTLAY	99,109	51,799	150,000	110,000	326,616	197,755
	EMPLOYEE ALLOWANCES	-	-	-	-	1,632	1,632
	Total	\$ 1,428,021	\$ 1,488,221	\$ 1,607,051	\$ 1,546,559	\$ 1,843,116	\$ 1,736,180
	PARKS REHAB & DEVELOPMENT MILLAGE						
	PERSONNEL SERVICES	19,440	30,044	16,980	26,903	16,979	16,979
	PAYROLL FRINGES	4,552	15,572	8,980	11,752	9,860	10,491
	OTHER SERVICES	86,716	62,139	116,379	130,659	-	-
	MATERIALS & SUPPLIES	13,668	3,644	-	1,376	-	-
	OTHER CHARGES	74,541	31,508	559,730	565,730	28,292	28,999
	PASS THROUGHGS	-	256	877,791	877,791	-	-
	CAPITAL OUTLAY	358,286	1,511,060	391,687	654,640	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	171	171
	Total	\$ 557,203	\$ 1,654,223	\$ 1,971,547	\$ 2,268,851	\$ 55,302	\$ 56,640

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
MAJOR STREET							
	PERSONNEL SERVICES	1,806,108	1,711,249	1,867,179	2,011,243	1,813,739	1,777,026
	PAYROLL FRINGES	733,987	795,538	962,483	1,036,100	1,004,435	1,071,947
	OTHER SERVICES	1,540,860	1,299,162	1,726,370	1,261,245	1,333,670	1,352,306
	MATERIALS & SUPPLIES	631,946	585,922	650,316	636,799	432,818	419,506
	OTHER CHARGES	1,203,700	1,185,723	1,459,565	1,222,801	1,266,634	1,307,717
	PASS THROUGHGS	1,119,776	1,291,719	943,019	943,019	933,984	915,777
	CAPITAL OUTLAY	127,371	16,024	10,000	10,000	17,500	-
	VEHICLE OPERATING COSTS	18,355	-	-	1,000	2,000	2,000
	EMPLOYEE ALLOWANCES	-	-	-	150	4,125	4,125
	Total	\$ 7,182,103	\$ 6,885,337	\$ 7,618,932	\$ 7,122,357	\$ 6,808,905	\$ 6,850,404
LOCAL STREET							
	PERSONNEL SERVICES	471,356	382,972	437,564	364,690	495,995	486,165
	PAYROLL FRINGES	213,589	223,206	249,111	296,821	304,913	325,492
	OTHER SERVICES	506,876	590,884	740,102	705,368	598,839	640,037
	MATERIALS & SUPPLIES	158,907	144,744	156,975	193,000	123,141	60,447
	OTHER CHARGES	-	47,532	47,888	48,013	44,163	45,280
	PASS THROUGHGS	27,197	178,084	146,275	146,275	143,611	144,315
	Total	\$ 1,377,925	\$ 1,567,422	\$ 1,777,915	\$ 1,754,167	\$ 1,710,662	\$ 1,701,736
COURT FACILITIES							
	PASS THROUGHGS	1,325,000	225,000	225,000	225,000	225,000	225,000
	Total	\$ 1,325,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
OPEN SPACE & PARKLAND PRESERVATION							
	PERSONNEL SERVICES	12,787	29,545	27,372	25,117	30,926	30,926
	PAYROLL FRINGES	6,687	11,026	14,338	14,378	17,059	18,141
	OTHER SERVICES	259,870	217,293	-	158,935	208,550	208,550
	MATERIALS & SUPPLIES	-	62	-	1,000	1,000	1,000
	OTHER CHARGES	23,086	14,313	802	11,043	21,330	21,288
	PASS THROUGHGS	1,182,550	1,197,950	1,307,843	1,453,890	1,225,375	1,227,375
	CAPITAL OUTLAY	2,726,098	3,628,267	6,626,489	6,300,000	825,795	805,210
	EMPLOYEE ALLOWANCES	-	-	-	-	426	426
	Total	\$ 4,211,078	\$ 5,098,456	\$ 7,976,844	\$ 7,964,363	\$ 2,330,461	\$ 2,312,916
BANDEMER PROPERTY							
	OTHER CHARGES	672	2,472	2,533	2,533	2,323	2,381
	CAPITAL OUTLAY	7,014	-	19,967	17,500	1,877	1,877
	Total	\$ 7,686	\$ 2,472	\$ 22,500	\$ 20,033	\$ 4,200	\$ 4,258

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
CONSTRUCTION CODE FUND							
	PERSONNEL SERVICES	1,306,872	1,029,935	842,881	771,224	998,665	970,002
	PAYROLL FRINGES	567,955	535,875	458,649	461,280	550,263	571,742
	OTHER SERVICES	215,201	99,816	174,419	118,044	97,139	291,122
	MATERIALS & SUPPLIES	10,436	2,448	16,500	6,500	16,500	16,500
	OTHER CHARGES	737,205	714,601	636,691	636,691	564,582	589,658
	PASS THROUGHS	39,996	46,662	40,000	40,000	-	-
	VEHICLE OPERATING COSTS	269	-	-	3,000	3,000	3,000
	EMPLOYEE ALLOWANCES	-	-	-	-	10,204	10,204
	Total	\$ 2,877,934	\$ 2,429,337	\$ 2,169,140	\$ 2,036,739	\$ 2,240,353	\$ 2,452,228
DRUG ENFORCEMENT							
	OTHER SERVICES	-	-	7,500	7,500	-	-
	MATERIALS & SUPPLIES	4,560	-	27,719	27,719	119,673	-
	CAPITAL OUTLAY	-	-	24,781	24,781	-	-
	Total	\$ 4,560	\$ -	\$ 60,000	\$ 60,000	\$ 119,673	\$ -
FORFEITURE							
	OTHER SERVICES	-	13,500	-	-	-	-
	MATERIALS & SUPPLIES	5,451	44,841	100,000	100,000	178,146	-
	CAPITAL OUTLAY	4,993	-	-	-	-	-
	Total	\$ 10,444	\$ 58,341	\$ 100,000	\$ 100,000	\$ 178,146	\$ -
PARKS MEMORIALS & CONTRIBUTIONS							
	PERSONNEL SERVICES	1,030	4,805	3,996	3,996	4,000	4,000
	PAYROLL FRINGES	1,678	2,490	1,976	1,976	2,175	2,310
	OTHER SERVICES	-	603	50,000	-	-	-
	MATERIALS & SUPPLIES	-	2,069	28,392	3,392	-	-
	OTHER CHARGES	-	-	12,000	27,000	15,000	-
	PASS THROUGHS	-	19,444	27,500	20,000	27,500	27,500
	CAPITAL OUTLAY	-	43,379	117,690	118,640	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	186	186
	Total	\$ 2,708	\$ 72,790	\$ 241,554	\$ 175,004	\$ 48,861	\$ 33,996
METRO EXPANSION							
	PERSONNEL SERVICES	33,605	22,322	23,923	23,923	83,356	63,069
	PAYROLL FRINGES	11,392	11,675	12,434	12,434	18,645	5,301
	OTHER SERVICES	124,623	56,297	149,792	127,292	159,236	199,730
	MATERIALS & SUPPLIES	25,152	26,309	45,824	45,824	88,150	83,997
	OTHER CHARGES	7,032	4,560	403,027	103,027	11,035	5,208
	Total	\$ 201,804	\$ 121,163	\$ 635,000	\$ 312,500	\$ 360,422	\$ 357,305
ANN ARBOR ASSISTANCE							
	OTHER SERVICES	-	13,613	8,000	8,000	8,000	8,000
	Total	\$ -	\$ 13,613	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
CEMETARY PERPETUAL CARE							
	OTHER SERVICES	3,000	-	5,000	-	-	-
	Total	\$ 3,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -
ART IN PUBLIC PLACES							
	OTHER SERVICES	29,697	44,437	41,731	36,097	42,443	36,343
	MATERIALS & SUPPLIES	1,050	712	-	-	-	-
	OTHER CHARGES	-	50	1,595,926	415,116	292,217	261,656
	Total	\$ 30,747	\$ 45,199	\$ 1,637,657	\$ 451,213	\$ 334,660	\$ 297,999
STREET REPAIR MILLAGE							
	PERSONNEL SERVICES	480,188	634,431	382,591	-	-	-
	PAYROLL FRINGES	102,452	146,347	-	-	-	-
	OTHER SERVICES	926,392	2,187,751	113,644	-	-	-
	MATERIALS & SUPPLIES	39,204	80,012	-	-	-	-
	OTHER CHARGES	1,226,684	1,666,918	24,907,617	13,601,833	14,693,934	11,067,500
	PASS THROUGHGS	169,248	625,358	261,012	196,448	220,126	185,951
	CAPITAL OUTLAY	5,343,584	5,354,083	8,201,409	-	-	-
	Total	\$ 8,287,752	\$ 10,694,900	\$ 33,866,273	\$ 13,798,281	\$ 14,914,060	\$ 11,253,451
ALTERNATIVE TRANSPORTATION							
	PERSONNEL SERVICES	83,411	106,119	67,482	45,400	79,690	79,690
	PAYROLL FRINGES	31,384	39,877	38,112	24,045	36,735	38,924
	OTHER SERVICES	39,910	76,002	51,761	3,180	11,400	11,400
	MATERIALS & SUPPLIES	17	1,872	-	-	-	-
	OTHER CHARGES	35,351	28,110	823,031	509,036	10,036	70,037
	PASS THROUGHGS	9,888	45,573	5,040	5,040	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	792	792
	Total	\$ 199,961	\$ 297,553	\$ 985,426	\$ 586,701	\$ 138,653	\$ 200,843
MICHIGAN JUSTICE TRAINING							
	OTHER SERVICES	18,179	35,287	50,000	50,000	112,010	-
	Total	\$ 18,179	\$ 35,287	\$ 50,000	\$ 50,000	\$ 112,010	\$ -
AFFORDABLE HOUSING							
	CDBG RECIPIENTS	300,500	64,500	129,500	64,500	178,754	46,641
	PAYROLL FRINGES	-	817	-	-	-	-
	OTHER SERVICES	-	109,638	235,000	220,000	34,863	-
	OTHER CHARGES	-	-	138,000	138,000	-	-
	PASS THROUGHGS	20,639	-	-	-	-	-
	Total	\$ 321,139	\$ 174,955	\$ 502,500	\$ 422,500	\$ 213,617	\$ 46,641

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
PARKS MAINT & CAPITAL IMPROVEMENTS							
	PERSONNEL SERVICES	1,408,577	1,297,442	1,380,307	1,552,541	1,668,224	1,630,360
	PAYROLL FRINGES	626,255	709,339	780,831	746,833	866,625	922,397
	OTHER SERVICES	813,810	814,978	1,423,549	960,278	861,792	894,977
	MATERIALS & SUPPLIES	375,945	368,501	482,009	430,075	296,700	291,850
	OTHER CHARGES	169,616	213,047	333,862	225,656	1,598,551	1,600,665
	PASS THROUGHS	30,624	7,030	7,425	7,425	12,733	12,659
	CAPITAL OUTLAY	1,307,912	887,886	1,584,456	1,442,519	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	10,544	10,544
	Total	\$ 4,732,739	\$ 4,298,223	\$ 5,992,439	\$ 5,365,327	\$ 5,315,169	\$ 5,363,452
LOCAL FORFEITURE							
	OTHER SERVICES	-	-	7,000	7,000	-	-
	MATERIALS & SUPPLIES	-	4,787	13,000	13,000	26,538	-
	OTHER CHARGES	-	1,000	-	-	-	-
	Total	\$ -	\$ 5,787	\$ 20,000	\$ 20,000	\$ 26,538	\$ -
MAJOR GRANT PROGRAMS FUND							
	PERSONNEL SERVICES	121,061	92,127	544,690	193,543	138,054	125,356
	PAYROLL FRINGES	25,435	18,293	7,100	16,150	39,033	40,150
	OTHER SERVICES	141,415	243,055	948,009	249,328	-	-
	MATERIALS & SUPPLIES	1,122	326	629,040	576,040	-	-
	OTHER CHARGES	5,800	-	540,795	2,500	-	-
	CAPITAL OUTLAY	-	47,288	439,059	259,059	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	1,320	1,320
	Total	\$ 294,833	\$ 401,089	\$ 3,108,693	\$ 1,296,620	\$ 178,407	\$ 166,826
SENIOR CENTER ENDOWMENT							
	PASS THROUGHS	-	6,250	37,500	37,500	37,500	37,500
	Total	\$ -	\$ 6,250	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500
Component Units	SMART ZONE LDFA						
	OTHER SERVICES	797,580	1,348,427	1,444,304	1,418,111	1,707,623	1,861,553
	OTHER CHARGES	-	708	446	446	568	596
	Total	\$ 797,580	\$ 1,349,135	\$ 1,444,750	\$ 1,418,557	\$ 1,708,191	\$ 1,862,149
DDA/HOUSING FUND							
	OTHER SERVICES	-	-	2,500	2,500	-	-
	OTHER CHARGES	-	-	2,500	2,500	2,000	2,000
	PASS THROUGHS	-	-	207,000	207,000	500,000	400,000
	Total	\$ -	\$ -	\$ 212,000	\$ 212,000	\$ 502,000	\$ 402,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request	Projected
		FY 2009	FY 2010	FY 2011	FY 2011	FY 2012	FY 2013
DOWNTOWN DEVELOPMENT AUTHORITY							
	PERSONNEL SERVICES	-	-	150,750	150,750	137,364	137,364
	PAYROLL FRINGES	-	-	43,985	43,985	71,391	75,761
	OTHER SERVICES	-	-	355,750	355,750	364,758	368,597
	MATERIALS & SUPPLIES	-	-	21,000	21,000	17,500	17,500
	OTHER CHARGES	-	-	92,420	92,420	90,033	97,085
	PASS THROUGHGS	-	-	2,577,952	2,577,952	3,727,398	3,690,504
	CAPITAL OUTLAY	-	-	2,020,753	2,020,753	1,017,847	-
	EMPLOYEE ALLOWANCES	-	-	-	-	1,894	1,894
	Total	\$ -	\$ -	\$ 5,262,610	\$ 5,262,610	\$ 5,428,185	\$ 4,388,705
DDA PARKING MAINTENANCE							
	OTHER SERVICES	-	-	326,180	326,180	330,000	330,000
	CAPITAL OUTLAY	-	-	2,340,000	2,340,000	1,551,900	1,696,350
	Total	\$ -	\$ -	\$ 2,666,180	\$ 2,666,180	\$ 1,881,900	\$ 2,026,350
DDA PARKING SYSTEM							
	PERSONNEL SERVICES	-	-	156,232	156,232	137,363	137,363
	PAYROLL FRINGES	-	-	57,607	57,607	71,387	75,756
	OTHER SERVICES	-	-	7,311,382	7,311,382	6,071,996	6,301,213
	MATERIALS & SUPPLIES	-	-	24,500	24,500	23,500	24,000
	OTHER CHARGES	-	-	2,054,788	2,054,788	3,756,997	2,133,531
	PASS THROUGHGS	-	-	7,317,783	7,317,783	5,490,766	5,812,898
	CAPITAL OUTLAY	-	-	2,920,257	2,920,257	927,903	1,430,294
	EMPLOYEE ALLOWANCES	-	-	-	-	1,894	1,894
	Total	\$ -	\$ -	\$ 19,842,549	\$ 19,842,549	\$ 16,481,806	\$ 15,916,949
CITY TOTALS							
	PERSONNEL SERVICES	56,887,251	52,882,340	54,290,039	53,326,915	53,013,578	51,796,158
	PAYROLL FRINGES	22,307,976	24,678,994	26,804,880	27,223,212	28,025,398	29,141,786
	OTHER SERVICES	33,390,987	34,056,535	47,039,821	41,893,903	40,624,256	41,318,823
	MATERIALS & SUPPLIES	7,411,220	6,658,941	10,568,885	8,138,939	6,946,923	6,445,414
	OTHER CHARGES	85,092,105	89,829,749	205,945,739	160,865,424	137,679,619	136,273,305
	PASS THROUGHGS	32,870,600	28,140,324	36,714,557	33,811,009	32,052,643	31,600,137
	CAPITAL OUTLAY	13,434,078	17,897,438	36,520,809	22,054,660	11,355,872	7,117,202
	VEHICLE OPERATING COSTS	2,724,383	2,323,462	2,702,807	2,417,554	2,304,030	2,411,929
	COMMUNITY DEVELOPMENT RECIPIENTS	1,606,970	1,380,319	1,405,244	1,340,244	1,423,383	1,156,971
	EMPLOYEE ALLOWANCES	406,358	373,040	380,574	382,596	602,870	580,047
	Total*	\$ 256,131,928	\$ 258,221,142	\$ 422,373,355	\$ 351,454,456	\$ 314,028,572	\$ 307,841,772

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

FTE Count by Service Area/Unit

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
MAYOR & CITY COUNCIL	0.75	0.75	0.75	0.75	0.75
Total Mayor & City Council	0.75	0.75	0.75	0.75	0.75
CITY ATTORNEY	14.00	14.00	13.00	12.60	12.20
Total City Attorney	14.00	14.00	13.00	12.60	12.20
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50	2.50
HUMAN RESOURCES	12.50	11.50	11.50	11.00	10.50
CLERK SERVICES	5.13	5.50	5.42	5.42	5.42
COMMUNICATIONS OFFICE	11.50	11.50	11.50	11.50	11.50
Total City Administrator Service Area	31.63	31.00	30.92	30.42	29.92
COMMUNITY SERVICES ADMINISTRATION	0.00	1.00	0.17	0.00	0.00
PLANNING & DEVELOPMENT	34.58	33.99	27.98	22.44	21.44
PLANNING				7.05	7.05
NON-DEPARTMENTAL - A2D2	0.00	0.00	0.40	0.00	0.00
OFFICE OF COMMUNITY DEVELOPMENT	5.89	4.18	4.17	3.89	3.89
PARKS & RECREATION	21.78	19.54	19.92	20.25	20.25
Total Community Services Area	62.25	58.71	52.64	53.63	52.63
ACCOUNTING	8.10	7.60	7.10	6.90	6.90
ASSESSOR	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	4.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	22.75	22.62	22.94	20.45	20.45
RISK MANAGEMENT	0.65	0.75	0.80	0.80	0.80
PROCUREMENT	1.15	1.15	1.15	1.10	1.10
TREASURY	5.35	4.75	4.70	4.70	3.70
Total Financial Services Area	50.50	49.37	48.19	45.45	44.45
CAPITAL PROJECTS	13.26	17.17	16.00	17.89	17.74
CUSTOMER SERVICE CENTER	13.75	13.00	12.35	12.10	12.10
FIELD OPERATIONS	132.30	135.18	128.60	125.96	124.81
FLEET & FACILITIES	26.15	23.93	23.67	21.05	21.20
PROJECT MANAGEMENT	17.69	15.31	15.26	12.85	12.85
PUBLIC SERVICES ADMINISTRATION	12.00	11.00	10.00	9.35	9.35
SYSTEMS PLANNING	13.40	13.64	13.69	13.65	13.65
WASTEWATER TREATMENT	35.48	34.98	34.85	35.05	35.17
WATER TREATMENT	26.22	26.12	26.00	25.51	26.18
Total Public Services Area	290.25	290.33	280.42	273.41	273.05
FIRE	94.00	94.00	89.00	82.00	77.00
POLICE	209.00	182.00	177.00	164.00	155.00
Total Safety Services Area	303.00	276.00	266.00	246.00	232.00
FIFTEENTH DISTRICT COURT	41.00	39.00	37.00	36.00	35.00
Total Fifteenth District Court	41.00	39.00	37.00	36.00	35.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	3.00	4.00	4.00
Total Downtown Development Authority	3.00	3.00	3.00	4.00	4.00
Grand Total of City FTEs	800.13	765.91	735.67	706.01	687.75

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

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
Mayor & Council	338,257	339,129	355,096	348,121	362,496	364,705
010 Mayor	338,257	339,129	355,096	348,121	362,496	364,705
Personnel Services	235,293	238,199	235,788	235,788	235,766	235,766
Payroll Fringes	26,698	34,034	33,192	33,195	40,907	42,532
Other Services	6,807	483	7,966	1,000	2,500	2,500
Materials & Supplies	726	405	912	900	900	900
Other Charges	68,734	66,007	77,238	77,238	82,423	83,007
City Attorney	2,059,045	2,040,668	1,814,316	1,812,337	1,864,303	1,865,883
014 Attorney	2,059,045	2,040,668	1,814,316	1,812,337	1,864,303	1,865,883
Personnel Services	1,080,194	1,084,256	1,019,280	1,019,280	993,048	973,080
Personnel Services-Other	645	51,423	-	-	-	-
Payroll Fringes	446,103	488,062	479,820	479,861	511,715	532,129
Employee Allowances	-	-	-	-	9,864	8,580
Other Services	249,675	130,807	24,337	25,148	21,000	21,000
Materials & Supplies	48,751	33,370	48,000	45,169	30,723	24,520
Other Charges	233,676	252,750	233,379	233,379	292,453	305,917
Capital Outlay	-	-	9,500	9,500	5,500	657
City Administrator Service Area	2,883,858	2,552,729	2,907,106	2,629,162	2,728,371	2,856,711
011 City Administrator	543,176	514,548	565,176	520,801	536,037	535,185
Personnel Services	266,688	261,562	250,404	250,404	250,404	250,404
Personnel Services-Other	-	-	29,735	-	-	-
Payroll Fringes	91,259	102,190	103,830	103,842	124,274	131,872
Employee Allowances	-	-	-	-	6,432	6,432
Other Services	89,657	72,811	94,670	81,125	77,000	63,500
Materials & Supplies	13,225	1,302	4,875	3,768	1,500	1,000
Other Charges	82,347	76,683	81,662	81,662	76,427	81,977
012 Human Resources	1,391,567	1,287,046	1,297,687	1,216,391	1,295,999	1,282,483
Personnel Services	687,193	684,571	674,496	617,616	648,752	614,249
Personnel Services-Other	27,665	2,836	-	-	-	-
Payroll Fringes	300,959	315,788	332,384	307,968	345,036	343,641
Employee Allowances	-	-	-	-	1,352	1,014
Other Services	129,138	48,898	55,826	55,826	49,856	58,056
Materials & Supplies	17,808	18,336	24,500	24,500	19,998	24,500
Other Charges	228,804	216,617	210,481	210,481	231,005	241,023

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
015 City Clerk	949,116	751,136	1,044,243	891,970	896,335	1,039,043
Personnel Services	331,694	323,955	579,060	423,497	409,055	516,229
Personnel Services-Other	47,093	3,831	8,700	16,006	11,861	21,000
Payroll Fringes	131,103	157,317	183,403	193,862	200,282	225,002
Other Services	248,167	94,259	75,539	101,541	80,824	76,381
Materials & Supplies	27,270	19,542	33,000	15,500	21,500	24,000
Other Charges	163,790	152,232	164,541	141,564	172,813	176,431
Community Services Area	8,044,169	8,436,200	8,739,864	8,435,805	7,986,107	7,994,110
002 Community Development	2,198,792	2,244,805	2,136,896	2,122,811	1,943,653	1,830,598
Personnel Services	138,846	207,485	263,340	248,620	241,439	242,708
Personnel Services-Other	8,794	20,457	-	-	-	-
Payroll Fringes	56,791	129,515	146,468	146,493	148,679	159,028
Employee Allowances	-	-	-	-	2,765	2,765
Other Services	31,925	393,083	288,417	289,027	147,388	147,505
Materials & Supplies	183	90	-	-	-	-
Other Charges	260,787	178,356	162,927	162,927	158,753	168,262
Pass Throughs	394,996	-	-	-	-	-
CDBG Recipients	1,306,470	1,315,819	1,275,744	1,275,744	1,244,629	1,110,330
033 Building	1,479,833	2,041,537	2,234,814	2,153,634	1,536,513	1,510,219
Personnel Services	546,599	785,020	700,194	667,540	596,776	556,193
Personnel Services-Other	40,157	50,037	28,279	6,500	10,000	10,000
Payroll Fringes	241,112	341,668	380,211	385,471	353,291	346,366
Employee Allowances	-	-	-	-	4,636	4,636
Other Services	141,653	316,856	493,012	460,605	130,104	133,542
Materials & Supplies	19,362	16,413	15,500	16,000	17,400	18,000
Other Charges	390,954	414,882	517,618	517,518	324,306	341,482
Pass Throughs	99,996	116,662	100,000	100,000	100,000	100,000
050 Planning	631,917	661,761	675,828	670,592	919,413	960,982
Personnel Services	391,379	418,515	374,217	436,025	444,284	447,230
Personnel Services-Other	799	1,949	6,000	6,434	1,100	1,100
Payroll Fringes	170,404	200,085	197,661	195,733	253,249	270,162
Employee Allowances	-	-	-	-	1,304	1,304
Other Services	62,283	36,180	89,950	26,650	30,450	46,930
Materials & Supplies	3,670	1,088	5,000	1,750	4,250	4,250
Other Charges	3,383	3,943	3,000	4,000	184,776	190,006

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
060 Parks & Recreation	3,733,627	3,488,097	3,692,326	3,488,768	3,586,528	3,692,311
Personnel Services	1,572,632	1,472,732	1,508,624	1,475,574	1,520,018	1,533,415
Personnel Services-Other	19,624	25,632	11,375	5,678	7,325	7,325
Payroll Fringes	430,443	456,959	512,642	495,271	541,839	575,230
Employee Allowances	-	-	-	2,500	11,767	11,767
Other Services	907,659	811,393	991,533	861,757	829,450	843,033
Materials & Supplies	217,642	169,204	181,450	162,629	164,069	189,490
Other Charges	530,420	522,554	459,852	480,558	505,860	525,851
Pass Throughs	49,140	3,624	-	-	-	-
Capital Outlay	-	22,109	22,000	-	-	-
Vehicle Operating Costs	6,068	3,889	4,850	4,801	6,200	6,200
Financial & Administrative Services Area	4,093,112	3,896,309	3,662,408	3,540,190	3,422,768	3,427,221
018 Finance	4,093,112	3,896,309	3,662,408	3,540,190	3,422,768	3,427,221
Personnel Services	1,779,461	1,719,039	1,657,661	1,632,606	1,685,109	1,628,975
Personnel Services-Other	10,187	7,960	91,313	8,157	1,000	1,000
Payroll Fringes	757,352	822,689	834,941	834,951	895,220	910,033
Employee Allowances	-	-	-	-	19,476	19,476
Other Services	590,248	432,769	187,106	167,766	115,065	118,627
Materials & Supplies	196,528	185,226	170,808	171,081	47,258	48,008
Other Charges	759,336	728,626	720,579	725,629	659,640	701,102
Public Services Area	8,691,102	6,979,200	8,081,298	7,691,196	6,670,166	6,774,793
029 Environmental Coordination Ser	142,320	113,013	114,106	110,693	110,349	109,999
Personnel Services	39,864	41,244	32,562	46,562	46,210	46,594
Personnel Services-Other	13,347	-	-	-	-	-
Payroll Fringes	19,113	17,222	16,730	16,770	19,617	20,851
Employee Allowances	-	-	-	-	659	659
Other Services	23,800	8,013	26,642	9,189	2,900	1,400
Materials & Supplies	539	107	450	450	450	250
Other Charges	45,656	46,428	37,722	37,722	40,513	40,245
040 Public Services	40,210	7	-	-	-	-
Other Services	-	7	-	-	-	-
Pass Throughs	40,210	-	-	-	-	-
046 Systems Planning	484	-	-	-	-	-
Personnel Services	389	-	-	-	-	-
Payroll Fringes	96	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
061 Field Operations	6,033,797	4,971,202	5,286,973	5,130,800	4,128,390	4,188,878
Personnel Services	949,708	784,596	978,705	822,692	517,193	481,607
Personnel Services-Other	88,351	97,155	50,775	189,600	9,428	7,750
Payroll Fringes	533,751	477,283	463,606	498,573	328,335	326,125
Employee Allowances	-	-	-	-	1,163	1,163
Other Services	2,518,661	2,238,602	2,273,491	2,250,840	2,020,136	2,069,852
Materials & Supplies	157,501	133,480	161,205	104,756	70,904	51,146
Other Charges	778,316	694,975	1,005,927	753,175	839,330	908,304
Pass Throughs	987,045	358,384	351,664	351,664	333,901	335,431
Capital Outlay	10,977	162,949	-	141,000	-	5,500
Vehicle Operating Costs	9,488	23,779	1,600	18,500	8,000	2,000
070 Public Services Administration	388,596	330,883	396,923	313,752	293,756	323,260
Personnel Services	-	4,301	-	-	-	-
Payroll Fringes	-	200	-	-	-	-
Other Services	-	19,338	83,171	-	-	-
Other Charges	388,596	307,044	313,752	313,752	293,756	323,260
074 Utilities-Water Treatment	362,008	248,716	507,551	365,206	171,389	175,879
Personnel Services	38,910	41,456	45,244	64,168	38,792	39,093
Personnel Services-Other	4,760	4,387	6,000	4,273	4,273	4,338
Payroll Fringes	18,682	30,416	24,734	34,765	23,058	24,547
Employee Allowances	-	-	-	-	132	132
Other Services	49,172	77,384	113,500	115,000	55,790	57,395
Materials & Supplies	3,425	43,709	25,000	25,000	18,750	18,750
Other Charges	51,396	21,852	54,892	32,000	30,594	31,624
Pass Throughs	-	-	210,000	-	-	-
Capital Outlay	195,663	29,511	28,181	90,000	-	-
078 Customer Service	370,430	201,397	254,423	249,423	265,206	210,463
Personnel Services	163,895	125,978	128,016	128,016	131,531	92,952
Personnel Services-Other	197	-	-	-	-	-
Payroll Fringes	89,036	74,593	86,772	86,772	94,343	79,121
Other Services	134	-	-	-	-	-
Materials & Supplies	-	-	5,761	761	732	57
Other Charges	36,024	576	33,874	33,874	38,600	38,333
Pass Throughs	81,144	-	-	-	-	-
Vehicle Operating Costs	-	250	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
091 Fleet & Facility Services	1,353,257	1,113,982	1,521,322	1,521,322	1,701,076	1,766,314
Personnel Services	299,949	271,850	289,893	289,893	297,154	314,683
Personnel Services-Other	27,312	21,050	26,100	10,550	9,950	11,075
Payroll Fringes	147,926	159,982	179,953	179,674	197,345	218,584
Employee Allowances	-	-	-	-	6,514	7,414
Other Services	702,419	491,126	639,897	662,674	816,488	839,095
Materials & Supplies	66,053	51,886	43,050	43,312	43,000	50,180
Other Charges	95,496	103,536	108,615	108,615	136,855	146,100
Pass Throughs	12,732	14,552	12,794	12,794	13,770	14,183
Capital Outlay	-	-	220,220	213,810	180,000	165,000
Vehicle Operating Costs	1,370	-	800	-	-	-
Safety Services	42,357,955	38,537,466	39,921,980	39,853,141	38,973,916	38,689,831
031 Police	28,585,680	24,761,356	26,081,054	26,066,215	25,592,784	25,383,724
Personnel Services	15,100,573	12,211,146	12,376,257	12,376,257	11,768,414	11,144,912
Personnel Services-Other	1,509,216	1,325,330	1,128,257	1,128,257	957,525	1,046,525
Payroll Fringes	6,257,136	6,105,079	7,078,274	7,078,274	7,001,685	7,108,112
Employee Allowances	238,950	200,750	200,750	200,750	225,020	212,270
Other Services	1,510,204	1,269,650	1,218,697	1,203,858	1,417,112	1,443,225
Materials & Supplies	137,120	135,283	120,725	120,725	134,977	90,002
Other Charges	3,807,075	3,470,101	3,933,094	3,933,094	4,063,051	4,313,678
Capital Outlay	2,526	-	-	-	-	-
Vehicle Operating Costs	22,879	44,017	25,000	25,000	25,000	25,000
032 Fire	13,772,275	13,776,110	13,840,926	13,786,926	13,381,132	13,306,107
Personnel Services	6,653,091	6,557,434	6,254,570	5,971,292	5,858,884	5,552,440
Personnel Services-Other	738,363	761,012	627,873	680,737	384,068	389,828
Payroll Fringes	2,862,109	3,193,104	3,480,602	3,752,905	3,506,570	3,566,559
Employee Allowances	172,408	172,290	179,824	170,872	191,244	183,468
Other Services	759,515	847,087	1,060,110	972,487	996,495	995,559
Materials & Supplies	191,099	159,082	146,879	146,879	146,879	146,279
Other Charges	2,216,998	2,048,003	2,090,048	2,090,734	2,205,957	2,394,439
Pass Throughs	165,118	18,829	600	600	600	600
Capital Outlay	5,010	15,849	-	-	90,015	76,515
Vehicle Operating Costs	8,565	3,419	420	420	420	420

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
District Court	4,264,155	4,093,516	4,096,169	3,666,243	3,799,926	3,873,065
021 District Court	4,264,155	4,093,516	4,096,169	3,666,243	3,799,926	3,873,065
Personnel Services	1,889,899	1,739,071	1,654,312	1,674,612	1,709,194	1,676,694
Personnel Services-Other	111,174	9,321	8,100	7,663	6,000	6,000
Payroll Fringes	840,371	852,300	832,440	846,440	973,731	1,006,888
Employee Allowances	-	-	-	-	6,588	6,588
Other Services	847,528	770,229	789,992	451,367	386,765	432,146
Materials & Supplies	74,501	54,951	126,600	159,406	51,000	51,000
Other Charges	500,681	563,395	684,725	526,755	666,648	693,749
Pass Throughs	-	104,250	-	-	-	-
Other	18,317,391	12,285,549	13,719,298	12,642,942	13,297,892	12,605,017
019 Non-Departmental	18,317,391	12,285,549	13,719,298	12,642,942	13,297,892	12,605,017
Personnel Services	43,818	11,648	27,780	27,780	-	-
Personnel Services-Other	1,064,561	22,122	121,077	238,625	613,326	682,231
Payroll Fringes	14,390	513,770	15,273	15,273	-	-
Other Services	332,168	423,980	595,929	309,305	151,047	148,791
Materials & Supplies	3,000	108	35,000	35,000	117,000	114,075
Other Charges	567,916	744,370	1,238,759	1,445,585	1,714,966	1,102,134
Pass Throughs	15,674,377	10,569,551	10,431,863	10,408,968	10,701,553	10,557,786
Capital Outlay	617,161	-	1,253,617	162,406	-	-
Grand Total	\$ 91,049,045	\$ 79,160,767	\$ 83,297,535	\$ 80,619,137	\$ 79,105,945	\$ 78,451,336

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
Mayor & Council	338,257	339,129	355,096	348,121	362,496	364,705
010 Mayor	338,257	339,129	355,096	348,121	362,496	364,705
1000 Administration	-	316	588	-	-	-
1010 Mayor & Council	337,811	338,099	353,386	347,999	362,357	364,559
1031 Travel: Mayor - Hieftje	-	450	1,000	-	-	-
1032 Travel: Ward 1 - Briere	-	-	-	-	-	-
1033 Travel: Ward 1 - Smith	-	-	-	-	-	-
1034 Travel: Ward 2 - Derizinski	-	-	-	-	-	-
1035 Travel: Ward 2 - Rapundalo	-	-	-	-	-	-
1036 Travel: Ward 3 - Taylor	150	-	-	-	-	-
1037 Travel: Ward 3 - Kunselman	164	-	-	-	-	-
1038 Travel: Ward 4 - Teall	-	-	-	-	-	-
1039 Travel: Ward 4 - Higgins	-	-	-	-	-	-
1040 Travel: Ward 5 - Hohnke	-	-	-	-	-	-
1041 Travel: Ward 5 - Anglin	-	-	-	-	-	-
1042 Travel: Mayor's Assistant	-	-	-	-	-	-
1100 Fringe Benefits	132	264	122	122	139	146
City Attorney	2,059,045	2,040,668	1,814,316	1,812,337	1,864,303	1,865,883
014 Attorney	2,059,045	2,040,668	1,814,316	1,812,337	1,864,303	1,865,883
1000 Administration	1,961,821	1,956,032	1,726,664	1,724,685	1,731,081	1,719,266
1100 Fringe Benefits	97,224	84,636	87,652	87,652	133,222	146,617
City Administrator Service Area	2,883,858	2,552,729	2,907,106	2,629,162	2,728,371	2,856,711
011 City Administrator	543,176	514,548	565,176	520,801	536,037	535,185
1000 Administration	543,176	514,548	565,176	520,801	536,037	535,185
012 Human Resources	1,391,567	1,287,046	1,297,687	1,216,391	1,295,999	1,282,483
1000 Administration	1,290,853	1,189,281	1,198,859	1,216,391	1,239,060	1,282,483
1100 Fringe Benefits	-	-	-	-	-	-
1216 Emp Dev/Info	-	-	-	-	-	-
1217 Union Business	100,713	97,764	98,828	-	56,939	-
015 City Clerk	949,116	751,136	1,044,243	891,970	896,335	1,039,043
1000 Administration	901,087	750,580	1,044,243	831,300	896,335	1,039,043
1522 Elections-Special	48,029	555	-	60,670	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
Community Services Area	8,044,169	8,436,200	8,739,864	8,435,805	7,986,107	7,994,110
002 Community Development	2,198,792	2,244,805	2,136,896	2,122,811	1,943,653	1,830,598
1000 Administration	764,332	332,940	324,716	323,662	323,819	337,534
1001 Service Area Overhead/Admin	-	137,572	128,220	118,749	99,034	101,068
1950 Special Projects	-	53,437	124,482	124,482	-	-
2034 Housing Commission Support	-	-	60,000	60,000	60,000	60,000
2070 Hous/Human Serv Conting	-	-	-	-	-	-
2220 Housing Acquisition	99,996	-	-	-	-	-
2280 Rehab Service Delivery	-	127,111	204,151	200,591	216,171	221,666
2290 Assistance to Programs	60,000	-	-	-	-	-
2300 Integrated Funding	-	217,921	19,583	19,583	-	-
2310 Human Serv/Homeless Prevnt	1,274,464	1,375,825	1,275,744	1,275,744	1,244,629	1,110,330
033 Building	1,479,833	2,041,537	2,234,814	2,153,634	1,536,513	1,510,219
1000 Administration	585,685	472,982	361,651	339,191	212,105	209,707
1001 Service Area Overhead/Admin	51,330	264,147	181,873	149,043	252,917	188,358
1100 Fringe Benefits	227,076	166,140	218,352	218,352	165,638	182,338
2034 Housing Commission Support	11,318	187,348	98,375	98,375	-	-
3310 Nuisance Properties	-	46,947	-	-	-	-
3330 Building - Construction	-	(0)	-	-	-	-
3340 Housing Bureau	576,510	873,270	954,306	930,083	890,610	914,186
3350 Central Permit Desk	-	-	-	-	-	-
3361 Master Plan Update	-	1,884	178,116	178,117	-	-
3362 Corridor Design Standards	-	-	160,000	160,000	-	-
3363 Zoning Code Revision	-	-	65,000	64,908	-	-
3370 Building - Appeals	27,914	28,820	17,141	15,565	15,243	15,630
050 Planning	631,917	661,761	675,828	670,592	919,413	960,982
3320 Historic Preservation	36,719	52,919	70,929	69,670	65,050	65,901
3360 Planning	584,785	597,958	604,899	600,922	854,363	895,081
3370 Building - Appeals	-	-	-	-	-	-
3380 Plan Review	10,413	10,884	-	-	-	-
060 Parks & Recreation	3,733,627	3,488,097	3,692,326	3,488,768	3,586,528	3,692,311
1000 Administration	837,414	543,840	541,229	531,754	384,475	383,432
1001 Service Area Overhead/Admin	-	190,247	239,934	241,480	245,422	251,088
1100 Fringe Benefits	272,412	213,588	208,844	208,844	280,302	304,944

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1646 Farmer's Market	-	-	-	-	-	-
6100 Facility Rentals	283,482	310,809	313,184	310,272	337,369	345,172
6121 Leslie Science Center	31,500	29,213	-	-	-	-
6139 Parks	-	-	-	-	-	-
6190 Cobblestone Farm	4,948	250	-	-	-	-
6230 Buhr Park Pool and Rink	-	-	-	-	-	-
6231 Buhr Pool	253,001	218,017	235,742	217,232	233,468	238,520
6232 Buhr Rink	148,515	106,151	167,313	162,941	171,401	175,225
6233 Vet's Pool & Arena	-	-	-	-	-	-
6234 Veteran's Pool	226,446	223,954	243,017	211,166	233,776	235,725
6235 Veteran's Ice Arena	486,690	495,871	471,202	472,355	485,645	495,081
6236 Fuller Pool	227,325	229,908	247,377	240,875	252,658	254,817
6237 Mack Pool	226,614	202,593	195,492	187,643	204,635	208,383
6238 Veteran's Fitness Center	3,139	1,903	2,695	2,449	4,605	4,705
6240 Canoe Livery	-	-	-	-	-	-
6242 Argo Livery	184,141	194,555	240,090	185,458	218,935	222,253
6244 Gallup Livery	190,090	172,366	202,342	204,090	224,050	257,865
6245 Project Grow	7,000	-	-	-	-	-
6250 Northside Community Center	-	-	-	-	-	-
6260 Bryant Community Center	-	-	-	-	-	-
6265 Parks Programming	-	-	-	-	-	-
6300 Recreation and Ed Support	-	-	-	-	-	-
6315 Senior Center Operations	195,111	200,853	224,480	194,831	194,156	199,117
6403 Community Outreach Services	155,694	153,978	159,385	117,378	115,631	115,984
6420 Cultural Arts Prog/Capp	-	-	-	-	-	-
6503 Huron Golf Course	105	-	-	-	-	-
9018 Park Rehab & Develop Mil 95	-	-	-	-	-	-
Financial & Administrative Services Area	4,093,112	3,896,309	3,662,408	3,540,190	3,422,768	3,427,221
018 Finance	4,093,112	3,896,309	3,662,408	3,540,190	3,422,768	3,427,221
1000 Administration	773,450	645,336	587,944	587,344	581,871	589,510
1100 Fringe Benefits	469,800	418,464	411,239	411,239	412,206	453,693
1371 Purchasing	572,893	499,724	338,362	301,683	119,391	120,485
1372 Revolving Supply	1,539	20	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1381 Municipal Center	-	-	-	-	-	-
1820 Accounting	784,821	804,275	753,260	749,692	798,089	811,095
1830 Assessing	881,700	928,781	932,364	912,364	923,567	946,391
1850 Treasury/Violations Bureau	431,948	417,258	456,595	405,500	390,725	304,265
1860 Parking Referees	176,961	182,451	182,644	172,368	196,919	201,782
2410 Economic Development	-	-	-	-	-	-
Public Services Area	8,691,102	6,979,200	8,081,298	7,691,196	6,670,166	6,774,793
029 Environmental Coordination Ser	142,320	113,013	114,106	110,693	110,349	109,999
1000 Administration	142,320	113,013	114,106	110,693	110,349	109,999
1100 Fringe Benefits	-	-	-	-	-	-
040 Public Services	40,210	7	-	-	-	-
1000 Administration	-	7	-	-	-	-
4580 Private Dev. Construction	-	-	-	-	-	-
9000 Capital Outlay	40,210	-	-	-	-	-
046 Systems Planning	484	-	-	-	-	-
1000 Administration	484	-	-	-	-	-
061 Field Operations	6,033,797	4,971,202	5,286,973	5,130,800	4,128,390	4,188,878
1000 Administration	897,108	867,300	1,026,782	959,512	873,197	945,210
1130 Fairview Cementery	27,605	28,109	40,606	68,844	34,835	35,077
4100 DDA Street Lighting	102,806	29,068	96,743	76,651	59,884	60,507
4101 Street Lighting	1,447,397	1,598,170	1,476,398	1,454,514	1,503,898	1,535,912
4103 Loading Zone Maintenance	3,754	6,956	21,000	-	-	-
4120 Parking Meters	-	41,616	87,980	-	-	-
4146 Football/Special Events	1,205	2,028	-	1,810	6,640	6,882
4149 Major Traffic Signs	6,112	11,100	46,730	-	-	-
4203 Leaf Pickup	-	-	-	-	-	-
6139 Parks	-	-	-	-	-	-
6209 Parks - Mowing	1,003,838	915,785	1,122,918	1,018,587	919,466	904,667
6210 Operations	158,518	205,276	215,653	219,824	184,910	182,165
6222 Snow & Ice Control	275,927	225,315	261,352	268,009	195,887	172,368
6223 Shelters/Restrooms	-	-	-	-	-	-
6225 Graffiti/Private Property	-	1,205	-	1,380	4,771	5,013
6290 Ann Arbor Public Schools	-	-	-	-	-	-
6301 Mowing - Non Parks	32,974	51,020	41,151	41,045	-	-
6307 Field Investigations	17,102	16,913	19,214	11,298	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
6309 General Care - Parks/Forestry	32,562	3,079	2,101	16,101	-	-
6317 Post Plant Care	6,234	2,496	-	1,510	-	-
6320 Trimming	330,814	203,850	252,633	243,767	-	-
6324 Storm Damage	136,415	60,146	60,227	88,271	-	-
6325 Stump Removal	52,820	44,253	27,716	31,459	-	-
6327 Tree Planting	330,659	48,792	5,076	11,914	-	-
6328 ROW Maintenance	-	4,163	-	13,020	10,059	10,138
6329 Tree Removals	443,500	292,888	186,117	294,307	-	-
6335 Athletic Fields/Game Courts	430,892	14,927	-	12,401	15,751	15,751
6340 Adopt-A-Park/Garden	-	-	-	-	21,871	17,537
7060 Outstations	-	-	-	-	-	-
7061 South Industrial Site	-	1,029	-	-	-	-
9500 Debt Service	295,555	295,718	296,576	296,576	297,221	297,651
070 Public Services Administration	388,596	330,883	396,923	313,752	293,756	323,260
1000 Administration	-	19,338	83,171	-	-	-
1001 Service Area Overhead/Admin	-	-	-	-	-	-
1100 Fringe Benefits	388,596	311,545	313,752	313,752	293,756	323,260
074 Utilities-Water Treatment	362,008	248,716	507,551	365,206	171,389	175,879
1000 Administration	82,958	29,713	38,540	36,540	36,701	38,020
7048 City Services	879	59	-	-	-	-
7091 Maintenance - Hydropower	278,171	218,944	469,011	328,666	134,688	137,859
078 Customer Service	370,430	201,397	254,423	249,423	265,206	210,463
1000 Administration	-	-	-	-	-	-
7010 Customer Service	-	-	-	-	-	-
7011 Call Center	370,430	201,397	254,423	249,423	265,206	210,463
091 Fleet & Facility Services	1,353,257	1,113,982	1,521,322	1,521,322	1,701,076	1,766,314
1000 Administration	194,468	204,175	202,030	201,342	248,106	281,915
1380 Property Leases	-	-	-	-	-	-
1381 Municipal Center	938,711	785,464	947,023	995,126	1,412,473	1,443,469
1383 Community Dental Center	7,122	8,825	4,300	7,400	7,500	7,600
1384 Maintenance - Grounds	-	-	-	-	-	-
1385 City Center Building	62,477	62,675	65,505	62,340	-	-
1390 City Hall Relocation	-	-	-	-	-	-
1950 Special Projects	-	-	193,521	150,100	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3231 Fire Station #1	60,964	42,980	33,423	84,614	32,997	33,330
3232 Fire Station #2	-	-	-	-	-	-
3236 Fire Station #6	-	-	55,220	-	-	-
4917 Maintenance - Facility	-	-	-	-	-	-
4918 Garage Maintenance	507	-	-	-	-	-
6223 Shelters/Restrooms	-	-	-	-	-	-
6309 General Care - Parks/Forestry	-	-	-	-	-	-
6364 Park Equipment Repairs/Maint	-	-	-	-	-	-
7048 City Services	89,008	9,864	20,300	20,400	-	-
Safety Services	42,357,955	38,537,466	39,921,980	39,853,141	38,973,916	38,689,831
031 Police	28,585,680	24,761,356	26,081,054	26,066,215	25,592,784	25,383,724
1000 Administration	817,413	829,760	922,891	922,891	810,435	820,176
1100 Fringe Benefits	2,487,588	2,273,100	2,633,627	2,633,627	2,718,418	2,972,866
1221 Recruiting & Hiring	139,298	127,234	132,602	132,602	128,476	130,161
1950 Special Projects	135	-	-	-	-	-
3035 Public Safety Grants	-	-	-	-	-	-
3111 Professional Standards	144,286	134,895	143,130	143,130	151,284	154,826
3114 AATA	116,429	96,281	117,362	117,362	120,147	3,700
3115 DEA Officer	134,787	129,145	142,640	142,640	164,835	170,212
3120 Grants Coordination	-	-	-	-	-	-
3121 Administrative Services	271,866	268,405	291,020	291,020	300,573	307,380
3122 Budget & Payroll	78,675	84,744	92,972	92,972	93,038	92,049
3123 Communications	2,392,217	2,231,653	2,523,004	2,523,004	2,287,750	2,354,492
3124 Data Processing	151,181	60,284	-	-	-	-
3125 Management Info Syst	1,287,357	1,181,238	1,280,612	1,280,612	1,325,933	1,322,112
3126 Property	246,741	217,968	231,668	231,668	236,776	239,946
3127 Records	109,695	256,444	335,572	335,572	265,907	270,742
3128 Alarm Enforcement	83,110	70,939	81,490	81,490	-	-
3130 Charity Golf Outing	-	7,831	-	-	-	-
3131 Adopt-A-Family	26,989	29,597	7,706	7,706	-	-
3133 Safety Town	2,466	-	-	-	-	-
3134 Special Olympics	-	-	-	-	-	-
3135 Hostage Negotiations	3,064	2,053	1,000	1,000	1,000	1,000
3141 Crime Prevention	1,649	282	-	-	-	-
3142 School Liaison	336,764	414,568	409,728	409,728	438,699	330,488

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3143 Crime Strategy	3,729	7,787	-	-	-	-
3144 District Detectives	2,229,526	2,466,783	2,854,659	2,854,659	3,004,519	2,966,995
3145 Special Victims Unit	875,831	353,443	-	-	-	-
3146 Firearms	32,226	15,037	47,400	47,400	47,900	39,900
3147 L.A.W.N.E.T.	369,482	242,005	133,134	133,134	142,010	146,054
3148 Special Investigations Unit	613,333	178,306	-	-	-	-
3149 Special Tactics	21,504	17,196	12,450	12,450	43,627	38,603
3150 Patrol	11,053,045	10,219,894	11,077,885	11,077,885	10,894,503	10,661,289
3151 Downtown Patrol	135,272	24,614	-	-	-	-
3152 Special Services	1,987,484	1,188,703	1,067,623	1,052,784	755,552	773,497
3154 Dedicated Neighborhood Patrol	438,867	197,815	-	-	-	-
3155 Community Affairs	106,343	41,574	-	-	-	-
3156 Crossing Guards	115,344	113,708	99,756	99,756	112,068	112,068
3157 Fingerprinting	298	58	-	-	-	-
3158 Mountain Bikes	4,122	468	-	-	-	-
3159 K-9	372,297	264,560	269,467	269,467	312,380	197,985
3160 Motorcycle Unit	1,925	242	-	-	14,612	14,847
3162 Community Standards	1,138,825	864,278	1,057,193	1,057,193	1,092,811	1,132,487
3172 Animal Control	-	96	-	-	-	-
3235 Emergency Management	254,517	148,370	114,463	114,463	129,531	129,849
032 Fire	13,772,275	13,776,110	13,840,926	13,786,926	13,381,132	13,306,107
1000 Administration	1,194,113	1,041,412	1,401,233	1,241,673	994,586	1,003,672
1100 Fringe Benefits	1,965,816	1,728,612	1,788,041	1,788,041	1,874,677	2,061,347
3035 Public Safety Grants	-	-	-	-	-	-
3220 Fire Education	-	-	-	-	-	-
3221 Fire Inspections	247,110	267,231	249,548	246,283	248,911	259,323
3223 Fire Prevention - Smoke Detector	-	-	-	-	-	-
3230 Fire Operations	787,082	945,978	978,033	907,230	925,954	925,033
3231 Fire Station #1	5,147,216	5,274,813	5,204,927	5,038,979	4,924,601	4,453,739
3232 Fire Station #2	-	-	-	-	-	-
3233 Fire Station #3	795,868	818,528	807,937	655,640	703,736	717,334

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3234 Fire Station #4	1,002,980	1,035,898	1,030,246	1,085,548	1,050,551	1,081,135
3236 Fire Station #6	1,147,312	1,176,140	1,157,311	1,213,279	1,179,073	1,281,373
3237 Fire Station #5	1,145,328	1,182,880	1,064,871	1,452,074	1,318,853	1,359,453
3240 Repairs & Maintenance	151,174	138,043	121,549	121,474	123,485	126,993
3250 Fire Training	188,277	166,576	36,705	36,705	36,705	36,705
9000 Capital Outlay	-	-	525	-	-	-
District Court	4,264,155	4,093,516	4,096,169	3,666,243	3,799,926	3,873,065
021 District Court	4,264,155	4,093,516	4,096,169	3,666,243	3,799,926	3,873,065
1000 Administration	1,392,301	1,335,533	1,520,659	1,098,274	1,084,813	1,164,215
5120 Judicial & Direct Support	1,005,461	1,045,636	1,083,712	1,081,994	1,141,432	1,163,681
5140 Case Processing	1,252,416	1,072,625	928,257	927,907	1,034,767	994,351
5160 Probation/Post Judgmt Sup	613,977	639,722	563,541	558,068	538,914	550,818
Other	18,317,391	12,285,549	13,719,298	12,642,942	13,297,892	12,605,017
019 Non-Departmental	18,317,391	12,285,549	13,719,298	12,642,942	13,297,892	12,605,017
1000 Administration	7,270,132	1,109,258	1,263,066	2,030,551	1,967,321	1,600,902
1023 Community Events	66,225	46,781	49,000	49,000	49,000	49,000
1047 Hospitality Committee	-	4,196	1,000	1,000	1,000	1,000
1120 Administrator Discretion Fund	2,440	39,603	110,273	110,273	-	-
1598 Retiree Health & Life Insur	-	-	-	-	-	-
1810 Tax Refunds	109,856	249,459	200,000	200,000	334,303	238,775
1920 City Wide Memberships	104,924	128,745	120,000	124,972	127,135	127,135
1959 Pension Contribution	-	-	-	-	196,932	-
2034 Housing Commission Support	-	24	-	-	154,000	154,000
2070 Hous/Human Serv Conting	187,764	210,132	128,909	128,909	121,780	121,521
2410 Economic Development	-	-	750,000	-	-	-
9000 Capital Outlay	832,219	162,799	1,091,211	-	-	-
9500 Debt Service	33,944	422,075	601,345	567,556	1,011,387	1,009,187
9541 Bad Debts	29,387	121,462	-	-	-	-
9573 City Share Special Assess	88,370	108,218	99,475	99,475	95,625	91,725
9800 Pass Throughs	9,592,129	9,682,798	9,305,019	9,331,206	9,239,409	9,211,772
Grand Total	\$ 91,049,045	\$ 79,160,767	\$ 83,297,535	\$ 80,619,137	\$ 79,105,945	\$ 78,451,336



MAYOR & COUNCIL

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

MAYOR & COUNCIL

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	-	3,763	-	-	-	-
Total	-	\$3,763	-	-	-	-

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	-	3,763	-	-	-	-
Total	-	\$3,763	-	-	-	-

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	235,293	238,199	235,788	235,788	235,766	235,766
PAYROLL FRINGES	26,698	34,034	33,192	33,195	40,907	42,532
OTHER SERVICES	6,807	483	7,966	1,000	2,500	2,500
MATERIALS & SUPPLIES	726	405	912	900	900	900
OTHER CHARGES	68,734	66,007	77,238	77,238	82,423	83,007
Total	\$338,258	\$339,128	\$355,096	\$348,121	\$362,496	\$364,705

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	338,257	339,129	355,096	348,121	362,496	364,705
Total	\$338,257	\$339,129	\$355,096	\$348,121	\$362,496	\$364,705

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
MAYOR & COUNCIL	0.75	0.75	0.75	0.75	0.75
Total	0.75	0.75	0.75	0.75	0.75

MAYOR AND COUNCIL

EXPENSES

Other Charges – The increase is due to an increase in the transfer to the Information Technology Fund.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Mayor and City Council would be charged \$268,483 in FY 12.

MAYOR & COUNCIL

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
EXECUTIVE ASST TO MAYOR	401490	0.75	0.75
Total		0.75	0.75

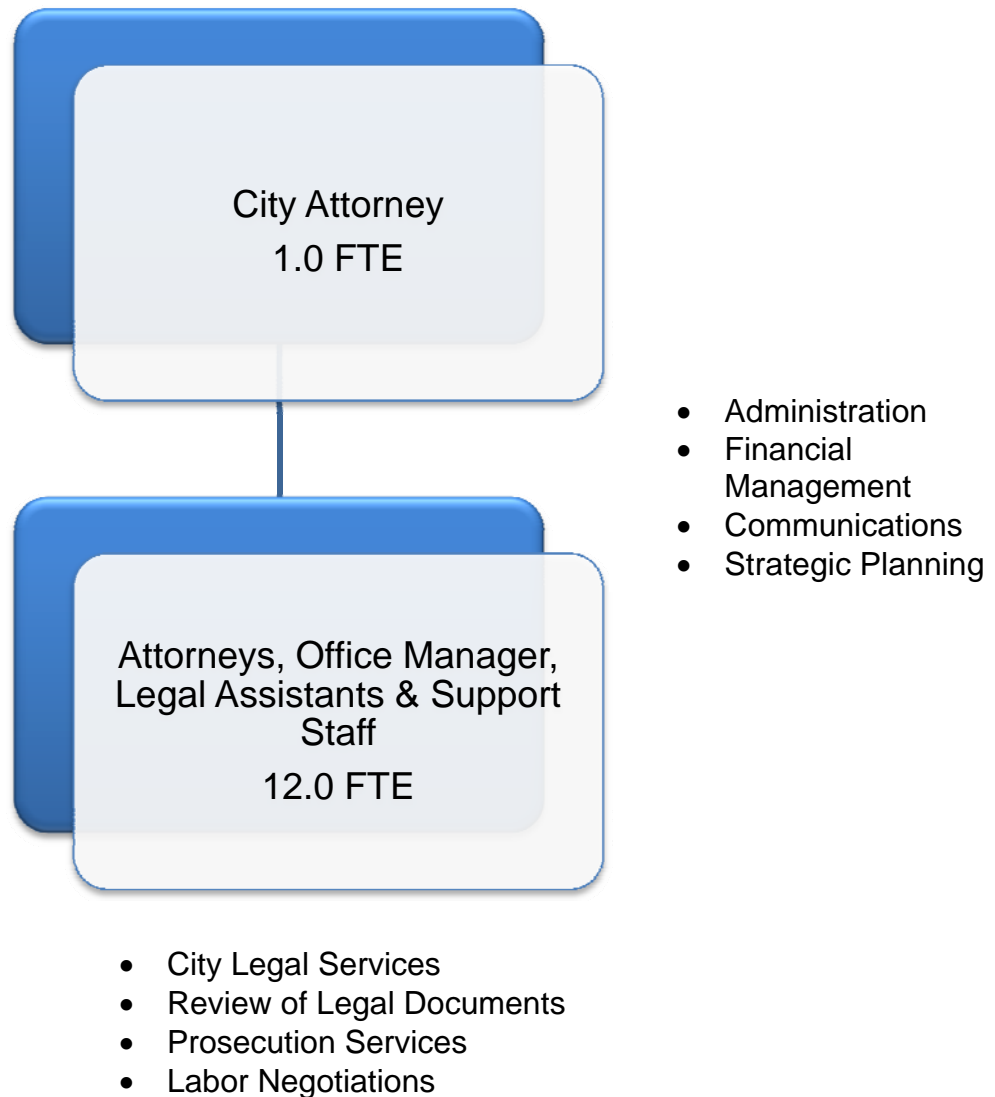
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CITY ATTORNEY

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: preparation of a wide range of legal advice to City officials, preparation and review of legal documents, drafting and review of ordinances, prosecution of persons accused of violating City ordinances, participation in labor negotiations, and representation of the City in lawsuits.

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
MISCELLANEOUS REVENUE	8,500	-	-	272	-	-
OPERATING TRANSFERS IN	117,996	137,674	118,000	118,000	118,000	118,000
Total	\$126,496	\$137,674	\$118,000	\$118,272	\$118,000	\$118,000

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	126,496	137,674	118,000	118,272	118,000	118,000
Total	\$126,496	\$137,674	\$118,000	\$118,272	\$118,000	\$118,000

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,080,839	1,135,679	1,019,280	1,019,280	993,048	973,080
PAYROLL FRINGES	446,103	488,062	479,820	479,861	511,715	532,129
OTHER SERVICES	249,675	130,807	24,337	25,148	21,000	21,000
MATERIALS & SUPPLIES	48,751	33,370	48,000	45,169	30,723	24,520
OTHER CHARGES	233,676	252,750	233,379	233,379	292,453	305,917
CAPITAL OUTLAY	-	-	9,500	9,500	5,500	657
EMPLOYEE ALLOWANCES	-	-	-	-	9,864	8,580
Total	\$2,059,044	\$2,040,668	\$1,814,316	\$1,812,337	\$1,864,303	\$1,865,883

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	2,059,045	2,040,668	1,814,316	1,812,337	1,864,303	1,865,883
Total	\$2,059,045	\$2,040,668	\$1,814,316	\$1,812,337	\$1,864,303	\$1,865,883

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CITY ATTORNEY	14.00	14.00	13.00	12.60	12.20
Total	14.00	14.00	13.00	12.60	12.20

CITY ATTORNEY

EXPENSES

Personnel Services – The FY 2012 and FY 2013 decreases are due to the reallocation of .5 FTE in each year.

Other Charges – The FY 2012 increase is due an increase in retiree medical for additional retirees and an increase in the IT charge for a new project related to contract management.

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 \$138,690 in FY 2012.

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	City Attorney	Area Administrator:	Stephen Postema
Service Unit:	City Attorney	Manager:	Sara Higgins

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, OnBase, and help implement system City-wide if proven effective.	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, specifically the zoning and pension ordinances.	2

Service Unit Measures	Status
A - Continuing to work with Financial Services and all Service Areas with increasing collection efforts.	Ongoing
B - OnBase demo scheduled for Council Agenda Session on May 5, 2011. Initial OnBase rollout scheduled tentatively scheduled for June, 2011.	In Progress
C - This is always our top priority.	Constant
D - Continuing to electronically store most information in CityLaw.	Ongoing
E - We have been making continued efforts to be reimbursed for legal services.	In Progress
F - Revisions of zoning ordinances are ongoing. Pension Ordinance was adopted January 18, 2011.	In Progress

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	City Attorney	Area Administrator:	Stephen Postema
Service Unit:	City Attorney	Manager:	Sara Higgins

Service Unit Goals	City Goals:
A. Complete trial run of new contract management software, OnBase, and help implement system City-wide if proven effective.	2
B. Continue to protect City from liability and risk through proactive attorney services, legal advice, and defense of lawsuits.	3
C. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status.	5
D. Continue to work to reimburse legal and other costs incurred by the City in connection with new developments.	1
E. Assist in revisions of areas of the City Ordinance, specifically the zoning and pension ordinances.	2
F. Continue to cross-train in relevant areas to anticipate succession planning.	2

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

CITY ATTORNEY

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 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	2.60	2.20
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		12.60	12.20



CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area Organization Chart



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

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CLERK SERVICES	194,930	185,359	199,522	201,401	156,900	176,900
COMMUNICATIONS OFFICE	1,878,616	1,840,502	1,607,051	1,608,351	1,843,116	1,736,180
Total	\$2,073,546	\$2,025,861	\$1,806,573	\$1,809,752	\$2,000,016	\$1,913,080

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	192,530	174,531	195,650	198,229	156,900	176,900
COMMUNITY TELEVISION NETWORK (0016)	1,878,616	1,840,502	1,607,051	1,608,351	1,843,116	1,736,180
MAJOR GRANTS PROGRAMS (00MG)	2,400	10,828	3,872	3,172	-	-
Total	\$2,073,546	\$2,025,861	\$1,806,573	\$1,809,752	\$2,000,016	\$1,913,080

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CITY ADMINISTRATOR	541,976	513,348	535,441	520,801	536,037	535,185
CLERK SERVICES	951,516	761,964	1,048,115	895,142	896,335	1,039,043
COMMUNICATIONS OFFICE	1,428,020	1,488,221	1,607,051	1,546,559	1,843,116	1,736,180
HUMAN RESOURCES	22,785,353	24,243,461	24,082,228	23,433,802	25,878,142	27,070,923
Total	\$25,706,865	\$27,006,994	\$27,272,835	\$26,396,304	\$29,153,630	\$30,381,331

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	2,882,658	2,551,529	2,877,371	2,629,162	2,728,371	2,856,711
COMMUNITY TELEVISION NETWORK (0016)	1,428,020	1,488,221	1,607,051	1,546,559	1,843,116	1,736,180
INSURANCE FUND (0057)	21,393,787	22,956,416	22,784,541	22,217,411	24,582,143	25,788,440
MAJOR GRANTS PROGRAMS (00MG)	2,400	10,828	3,872	3,172	-	-
Total	\$25,706,865	\$27,006,994	\$27,272,835	\$26,396,304	\$29,153,630	\$30,381,331

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50	2.50
HUMAN RESOURCES	12.50	11.50	11.50	11.00	10.50
CLERK SERVICES	5.13	5.50	5.42	5.42	5.42
COMMUNICATIONS	11.50	11.50	11.50	11.50	11.50
Total	31.63	31.00	30.92	30.42	29.92



CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

The City Administrator is the Chief Executive Officer of the City and is appointed by the Mayor and the City Council. The City Administrator'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

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	265,488	260,362	250,404	250,404	250,404	250,404
PAYROLL FRINGES	91,259	102,190	103,830	103,842	124,274	131,872
OTHER SERVICES	89,657	72,811	94,670	81,125	77,000	63,500
MATERIALS & SUPPLIES	13,225	1,302	4,875	3,768	1,500	1,000
OTHER CHARGES	82,347	76,683	81,662	81,662	76,427	81,977
EMPLOYEE ALLOWANCES	-	-	-	-	6,432	6,432
Total	\$541,976	\$513,348	\$535,441	\$520,801	\$536,037	\$535,185

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	541,976	513,348	535,441	520,801	536,037	535,185
Total	\$541,976	\$513,348	\$535,441	\$520,801	\$536,037	\$535,185

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50	2.50
Total	2.50	2.50	2.50	2.50	2.50

CITY ADMINISTRATOR

EXPENSES

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

Other Services – The decrease is due to a reduction in professional consultant services, contract services, and printing. Conference and training has been reduced.

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 \$52,983 in FY 12.

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Roger Fraser
Service Unit:	Admin. Office	Manager:	Roger Fraser

Service Unit Goals	City Goals:
A. Successful implementation of high impact budget	1
B. Prepare recommendations for future changes in city services	2
C. Assure initiation of repairs on Stadium bridge over State Street	3
D. Develop strategy for expanding and improving affordable housing with emphasis on city-owned facilities	6

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Tom Crawford, Interim
Service Unit:	Admin. Office	Manager:	Tom Crawford, Interim

Service Unit Goals	City Goals:
A. Successful implementation of high impact budget	1
B. Assist Council and staff on citizen engagement over service strategies	2
C. Assure initiation of reconstruction on Stadium bridge	3
D. Complete agreement with developer for Library Lot	3
E. Facilitate agreements resulting in lowered employee benefit costs	

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

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 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 FTE employees in the Human Resources Unit.

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	865,649	820,296	773,532	716,652	747,786	713,283
PAYROLL FRINGES	365,749	388,027	378,584	364,812	408,967	412,028
OTHER SERVICES	131,272	49,069	67,326	57,826	54,356	62,556
MATERIALS & SUPPLIES	18,096	18,561	30,500	27,000	25,998	30,500
OTHER CHARGES	17,512,844	17,313,024	17,932,286	17,367,032	19,889,915	21,646,999
PASS THROUGHHS	3,891,744	5,654,484	4,900,000	4,900,480	4,749,768	4,204,543
EMPLOYEE ALLOWANCES	-	-	-	-	1,352	1,014
Total	\$22,785,354	\$24,243,461	\$24,082,228	\$23,433,802	\$25,878,142	\$27,070,923

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	1,391,567	1,287,046	1,297,687	1,216,391	1,295,999	1,282,483
INSURANCE FUND (0057)	21,393,787	22,956,416	22,784,541	22,217,411	24,582,143	25,788,440
Total	\$22,785,354	\$24,243,462	\$24,082,228	\$23,433,802	\$25,878,142	\$27,070,923

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
HUMAN RESOURCES	12.50	11.50	11.50	11.00	10.50
Total	12.50	11.50	11.50	11.00	10.50

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

EXPENSES

Personnel Services- The decrease is associated with the reduction of .5 FTE in both FY 12 and FY 13.

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

Other Charges & Pass Throughs – The increase is due to increased insurance costs for both employee and retiree health care.

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 \$265,699 in FY 12.

**FY 2011
GOALS AND PERFORMANCE MEASURES**

Service Area:	City Administrator	Area Administrator:	Tom Crawford, Interim
Service Unit:	Human Resources	Manager:	Robyn Wilkerson

Service Unit Goals	City Goals:
A. Successfully implement Employee Assistance and Vision vendors	1, 2, 3, 5
B. Ensure 100% compliance to plan eligibility via eligibility audits and review of vendor data.	1, 2, 4, 5
C. Launch new healthcare plan for active non-union employees.	1, 2, 3, 5
D. Launch Wellness program to include employee and family education, increased internal communication and the use of incentives.	1, 2, 4, 5
E. Launch upgraded HRIS website with increased functionality, such as improved reporting, work flow capability and role specific content.	1, 2, 5
F. Centralize recruiting and hiring in the HR function.	1, 2, 3, 4, 5
G. In-source and centralize temporary staffing which will reduce organizational costs.	4, 5
H. Successfully negotiate open contracts (IAFF, AAPOA, COAM, and Teamster Civilian Supervisors) by the beginning of the fiscal year.	1, 2, 3, 4, 5
I. Successfully negotiate wage and benefit re-opener for Teamster Police Professionals.	1, 2, 3, 4, 5

Service Unit Measures	Status
A - New vendors for EAP and Vision effective March 2010 & July 2010	100%
B - Benefit audits completed on December 2010	100%
C - Revised healthcare plan effective July 2010	100%
D - Wellness Program initiated on July 2010 and ongoing	100%
E - HRIS website launched July 2010	95%
F - Centralize recruiting and hiring in the HR function initiated January 2011	90%
G - Temporary staffing moved in-house early July 2010	100%
H - Teamster Civilian contract effective July 2010	100%
H2 - IAFF and AAPOA arbitration; COAM mediation	25%
I - Teamster Police Professional contract effective July 2010	100%

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

**FY 2012
GOALS AND PERFORMANCE MEASURES**

Service Area:	City Administrator	Area Administrator:	Tom Crawford, Interim
Service Unit:	Human Resources	Manager:	Robyn Wilkerson

Service Unit Goals	City Goals:
A. Fully utilize Ultipro e-Recruit to increase the efficiency and reduce cycle time of temporary hiring process across the City	1, 2, 3, 5
B. Implement necessary Health Care reform mandates with minimal financial impact to the City	1, 2, 4, 5
C. Successfully complete AFSCME negotiations to achieve cost savings	1, 2, 3, 5
D. Increase participation in wellness incentives and broaden wellness offerings	1, 2, 4, 5
E. Complete launch of Manager Central self service website.	1, 2, 5
F. Successfully complete negotiations with AAPOA, IAFF and COAM to achieve cost savings.	1, 2, 3, 4, 5
G. Successfully negotiate wage and benefit re-opener for Teamster Police Professionals and Deputy Chiefs to achieve cost savings.	4, 5
H. Participate in complete revision of Retiree Healthcare City Ordinance and successful implementation with labor groups.	1, 2, 3, 4, 5
I. Develop and offer an updated version of Ann Arbor Leadership Program (AALP)	1, 2, 3, 4, 5

Service Unit Measures	Status
A1 - Fully implemented Temp Hiring process by July 1, 2011.	
A2 - Validate process with End of Season Temp Hiring Process Survey sent to hiring managers by November 1, 2011.	
B - Administer all required Health Care reform mandates for July 1 st new plan year.	
C1 - Complete negotiations with AFSCME by August 1, 2011.	
C2 - Implement all AFSCME contract changes by December 31, 2011.	
D1 - Change employee composition of wellness team membership by July 1, 2011.	
D2 - Update wellness program offerings by October 1st	
E1 - Develop and administer Manager Central satisfaction survey by September 30, 2011.	
E2 - Implement suggested changes from Manager Central satisfaction survey by December 31, 2011.	
F - Complete negotiations/arbitration process with AAPOA, IAFF and COAM by June 30, 2012	
G - Complete negotiations with Teamster Police Professionals and	

Deputy Chiefs by August 1, 2011.	
H - Complete Retiree Healthcare City Ordinance and obtain City Council approval by June 30, 2012.	
I1 - Develop AALP course outlines by August 1, 2011.	
I2 - Complete course content by December 31, 2011.	
I3 - Begin offering AALP courses by February 1, 2012.	

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

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN COORD HR & LR	401350	1.00	1.00
AFSCME PRESIDENT	110500	0.50	0.00
EMP. BENEFITS SUPERVISOR	401550	1.00	1.00
EMPLOYEE BENEFITS COORD	401540	1.00	1.00
HR & LABOR RELATIONS DIR	403890	1.00	1.00
HR SERVICES PARTNER	403110	4.00	4.00
HR TECHNOLOGY SPECIALIST	401110	0.50	0.50
HUMAN RESOURCES ANALYST	401460	1.00	1.00
HUMAN RESOURCES COORD	000250	1.00	1.00
Total		11.00	10.50



CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

The City Clerk is the Clerk of Council and is responsible for keeping a public record of all proceedings of the Council, including the certification of all ordinances and resolutions. The City Clerk is the official custodian of the City Seal and other documents and records pertaining to the City. The City Clerk's Office is responsible for the administration of City elections, with the City Clerk serving as Chief Elections Officer of the City. This unit also issues a number of permits and licenses, including dog licenses, backyard chicken permits, domestic partnerships, and banner permits. There are 5.42 FTEs in the City Clerk unit.

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	-	-	-	2,000	2,000	2,000
INTERGOVERNMENTAL REVENUES	77,867	101,364	81,872	104,991	80,000	100,000
LICENSES, PERMITS & REGISTRATIONS	63,580	80,159	64,650	45,510	65,200	65,200
MISCELLANEOUS REVENUE	53,483	3,836	53,000	48,900	2,700	9,700
PRIOR YEAR SURPLUS	-	-	-	-	7,000	-
Total	\$194,930	\$185,359	\$199,522	\$201,401	\$156,900	\$176,900

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	192,530	174,531	195,650	198,229	156,900	176,900
MAJOR GRANTS PROGRAMS (00MG)	2,400	10,828	3,872	3,172	-	-
Total	\$194,930	\$185,359	\$199,522	\$201,401	\$156,900	\$176,900

**CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	378,786	327,786	587,760	439,503	420,916	537,229
PAYROLL FRINGES	131,103	157,317	183,403	193,862	200,282	225,002
OTHER SERVICES	250,567	105,087	79,411	104,713	80,824	76,381
MATERIALS & SUPPLIES	27,270	19,542	33,000	15,500	21,500	24,000
OTHER CHARGES	163,790	152,232	164,541	141,564	172,813	176,431
Total	\$951,516	\$761,964	\$1,048,115	\$895,142	\$896,335	\$1,039,043

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	949,116	751,136	1,044,243	891,970	896,335	1,039,043
MAJOR GRANTS PROGRAMS (00MG)	2,400	10,828	3,872	3,172	-	-
Total	\$951,516	\$761,964	\$1,048,115	\$895,142	\$896,335	\$1,039,043

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CLERK SERVICES	5.13	5.50	5.42	5.42	5.42
Total	5.13	5.50	5.42	5.42	5.42

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

REVENUES

Licenses, Permits & Registration – The increase reflects additional liquor license renewal fees passed through from the State of Michigan.

EXPENSES

Personnel Services- The decrease in FY12 is due to decreased election expenses for the off-year election. The increase in FY13 is due to the additional election expenses for the Presidential election.

Payroll Fringes - The increase in costs is associated with an increase in pension funding, VEBA 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 City Clerk Services Unit would be charged \$167,383 in FY 12.

FY 2011 GOALS AND PERFORMANCE MEASURES	
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Service Area:	City Administration	Area Administrator:	Tom Crawford, Interim
Service Unit:	City Clerk	Manager:	Jacqueline Beaudry

Service Unit Goals	City Goals:
A. Implement election process improvements to ensure successful administration of the 2010 General Election cycle.	2
B. Implement ADA compliant improvements to Ann Arbor City polling locations to ensure accessibility for all Ann Arbor City residents using HAVA federal grant money.	2
C. Continue implementation of online training program for the certification of election inspectors reducing staff hours and costs.	1,2
D. Investigate alternatives for off-site storage of required retention materials.	1

Service Unit Measures	Status
A1 – Percentage of precincts staffed and organized to ensure wait times under 1 hour	100%
A2 – Percentage of precincts determined to be recountable following Election Night closing	100%
B1 – 100% accessible polling locations funded by outside grant money	Ongoing
C1 – Savings of Pollworker training budget	Complete
D1 – Savings of Frisbie Storage and Moving budget	Complete

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

FY2012 GOALS AND PERFORMANCE MEASURES
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Service Area:	City Administration	Area Administrator:	Tom Crawford, Interim
Service Unit:	City Clerk	Manager:	Jacqueline Beaudry

Service Unit Goals	City Goals:
A. Finalize ADA compliant improvements to City polling places, using federal HAVA grant funds, to ensure accessibility for all City voters.	
B. Secure long-term polling place agreements with the Ann Arbor Public Schools, University of Michigan and all other entities providing city polling locations, per the Michigan Bureau of Elections.	
C. Implement election process improvements for Absent Voter Counting Board to ensure future successful use of counting boards.	
D. Scan and index paper annexation records into OnBase Records Management system.	
E. Process all Freedom of Information Act requests in accordance with the provisions of the Michigan Freedom of Information Act.	

Service Unit Measures	Status
A1 – Award from the Michigan Bureau of Elections for HAVA grant funds.	
A2 – Completion of ADA improvements at Northwood Family Housing (2-1) and Ann Arbor Community Center (1-4).	
B1 – 100% signed agreements for long-term polling place use.	
C1 – Percentage of AVCBs that are recountable.	
C2 – Election night closing timeframe comparable to in-person precincts.	
D1 – Number of files converted to electronic system.	
E1 – 100% of responses meet FOIA timelines.	

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

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	0.92	0.92
ADMIN ASSISTANT LVL III	110034	1.00	1.00
CITY CLERK SERVICES MGR	404020	1.00	1.00
ELECTION COORDINATOR	404010	1.00	1.00
ELECTION WORKER-RECRUITER	001270	0.50	0.50
Total		5.42	5.42



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

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, supports the Cable Commission and coordinates City film inquiries and activities.

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INVESTMENT INCOME	162,724	40,967	40,000	40,000	47,023	37,518
LICENSES, PERMITS & REGISTRATIONS	1,714,532	1,798,026	1,567,051	1,567,051	1,697,662	1,697,662
MISCELLANEOUS REVENUE	1,361	1,509	-	1,300	1,000	1,000
PRIOR YEAR SURPLUS	-	-	-	-	97,431	-
Total	\$1,878,617	\$1,840,502	\$1,607,051	\$1,608,351	\$1,843,116	\$1,736,180

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
COMMUNITY TELEVISION NETWORK (0016)	1,878,616	1,840,502	1,607,051	1,608,351	1,843,116	1,736,180
Total	\$1,878,616	\$1,840,502	\$1,607,051	\$1,608,351	\$1,843,116	\$1,736,180

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	587,599	641,349	619,912	620,020	637,723	624,657
PAYROLL FRINGES	289,900	314,701	347,810	347,810	382,703	409,262
OTHER SERVICES	226,322	216,651	258,340	253,340	257,624	263,202
MATERIALS & SUPPLIES	52,493	61,260	36,500	36,500	40,500	41,002
OTHER CHARGES	172,598	202,461	194,489	178,889	196,318	198,670
CAPITAL OUTLAY	99,109	51,799	150,000	110,000	326,616	197,755
EMPLOYEE ALLOWANCES	-	-	-	-	1,632	1,632
Total	\$1,428,021	\$1,488,221	\$1,607,051	\$1,546,559	\$1,843,116	\$1,736,180

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
COMMUNITY TELEVISION NETWORK (0016)	1,428,020	1,488,221	1,607,051	1,546,559	1,843,116	1,736,180
Total	\$1,428,020	\$1,488,221	\$1,607,051	\$1,546,559	\$1,843,116	\$1,736,180

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNICATIONS	11.50	11.50	11.50	11.50	11.50
Total	11.50	11.50	11.50	11.50	11.50

**CITY ADMINISTRATOR SERVICES AREA
COMMUNICATIONS OFFICE UNIT**

REVENUE

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

EXPENSES

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

Capital Outlay – The increase is due to additional costs to convert equipment to digital format.

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Administration	Area Administrator:	Tom Crawford, Interim
Service Unit:	Communication Office	Manager:	Lisa Wondrash

Service Unit Goals	City Goals:
A. Increase by 15 percent (982 total) information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2010 to June 30, 2011.	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, 2010 to June 30, 2011.	2

Service Unit Measures	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, social media tools, website page updates/development) by June 30, 2011.	Completed
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 click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2011.	Completed
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 and develop a baseline for future growth and development analysis by June 30, 2011.	Completed

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Tom Crawford, Interim
Service Unit:	Communications Office	Manager:	Lisa Wondrash

Service Unit Goals	City Goals:
A. Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2011 to June 30, 2012.	2
B. Develop and assist in the implementation of new technology resources to engage citizens and employees and enhance understanding of city services and initiatives from July 1, 2011 to June 30, 2012.	2

Service Unit Measures	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, social media tools, website page updates/development) by June 30, 2012.	
B - Track status of technology resource project implementations each month. These new resources include integration of new media, such as Podcasts and live web streaming of city meetings to promote City information and CTN services, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2012.	
C - Track the number of new training participants, clients, and PEG programs (detailed information to include specific training classes, participants, and clients) via the CTN monthly report as a result of new trainer position/programs by June 30, 2012.	

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

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

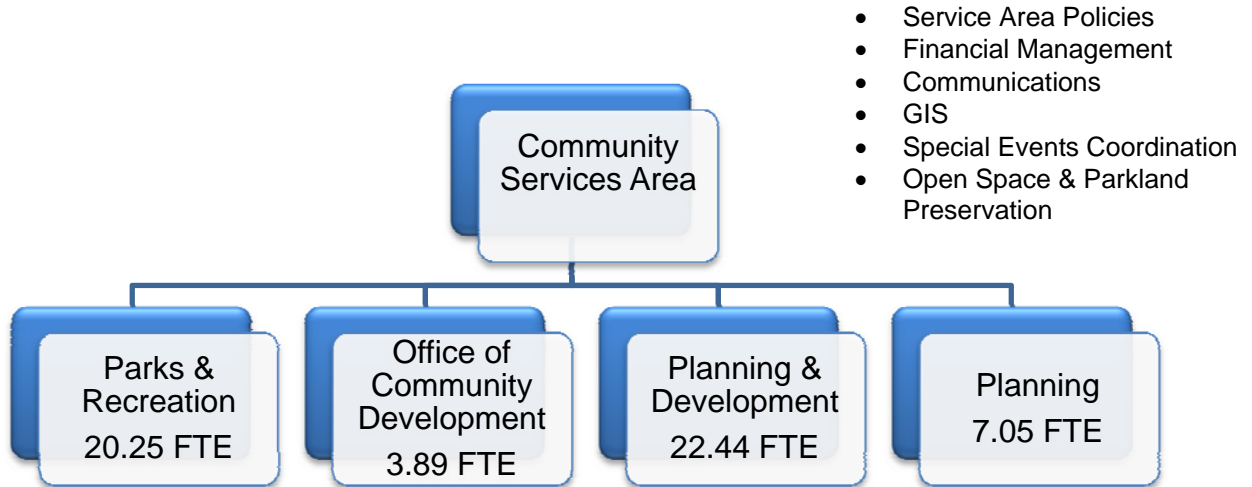
Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ASST MGR CITY PRODUCTIONS	402050	1.00	1.00
ASST MGR PUBLIC & EDUC AC	402060	1.00	1.00
CITY COMMUNICATIONS MGR	402040	1.00	1.00
COMMUNICATIONS UNIT MGR	403530	0.50	0.50
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	3.00	3.00
PROGRAMMER	110510	2.00	2.00
TRAINING & FACILITY COORD	110530	2.00	2.00
Total		11.50	11.50

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COMMUNITY SERVICES AREA

Community Services Area Organization Chart



- Park Planning
- Golf Courses
- Swimming Pools
- Canoe Liveries
- Leslie Science & Nature Center
- Cobblestone Farm
- Public Market
- Ice Arenas
- Senior Center
- Bryant/Northside Community Centers
- Parks & Recreation Boards & Commissions

- Homeless Services
- Project Planning for Grants
- Public Facilities & Improvements
- Housing Services
- Public/Human Services
- Urban County Executive Committee
- Housing & Human Services Advisory Board

- Rental Housing Inspections
- Building Plan Review
- Construction Inspections
- Appeal Boards Support

- Historic Preservation
- Master Planning
- Support to Planning Commission
- Zoning Coordination

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

COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
COMMUNITY DEVELOPMENT	2,641,031	1,364,630	2,496,251	1,857,185	522,262	275,151
PARKS & RECREATION	13,655,111	12,404,963	20,934,564	13,354,227	8,350,879	8,316,166
PLANNING	129,515	144,593	154,200	166,300	167,250	198,250
PLANNING & DEVELOPMENT SERVICES	2,725,782	3,197,039	3,308,418	3,290,850	3,316,303	3,528,178
Total	\$19,151,439	\$17,111,225	\$26,893,433	\$18,668,562	\$12,356,694	\$12,317,745

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	-	638	-	-	-	-
GENERAL (0010)	3,169,862	3,450,160	4,097,673	3,863,638	3,927,862	3,966,583
PARKS REHAB & DEVELOP MILLAGE (0018)	185,544	657,764	748,459	19,373	55,302	56,640
OPEN SPACE & PARK ACQ MILLAGE (0024)	8,657,169	6,810,089	10,989,820	7,677,199	2,336,586	2,312,916
BANDEMER PROPERTY (0025)	10,969	9,288	22,500	5,200	5,511	5,246
CONSTRUCTION CODE FUND (0026)	1,782,380	2,155,622	2,170,977	2,214,100	2,240,353	2,452,228
OPEN SPACE BONDS-2005 (0029)	292,454	-	3,565,189	-	-	-
PARKS MEMORIALS & CONTRIBUTIONS (0034)	19,664	38,537	166,400	99,300	48,861	39,776
SPECIAL ASSISTANCE (0038)	5,969	5,394	8,000	8,050	8,049	8,039
OPEN SPACE ENDOWMENT (0041)	1,910	2,310	2,932	241,436	1,541	1,229
MARKET FUND (0046)	135,186	161,262	175,723	156,640	167,732	170,786
GOLF COURSES FUND (0047)	1,009,743	1,576,153	1,685,046	1,752,820	1,686,220	1,597,314
ART IN PUBLIC PLACES (0056)	6,624	7,286	7,425	7,425	12,733	12,659
AFFORDABLE HOUSING (0070)	193,745	83,764	513,311	56,300	213,617	46,641
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,235,380	1,038,429	1,073,288	1,000,146	1,614,827	1,610,188
COMMUNITY DEV BLOCK GRANT (0078)	1,022,765	801,181	1,283,272	1,249,828	-	-
SENIOR CENTER ENDOWMENT (0083)	3,524	3,282	45,245	39,100	37,500	37,500
HOME PROGRAM FUND (0090)	1,418,551	354,223	338,173	278,007	-	-
Total	\$19,151,439	\$17,111,226	\$26,893,433	\$18,668,562	\$12,356,694	\$12,317,745

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
COMMUNITY DEVELOPMENT	4,112,955	3,588,776	4,268,841	3,997,146	2,165,270	1,885,239
FIELD OPERATIONS	658	1,436	-	-	-	-
PARKS & RECREATION	16,924,138	16,270,225	23,520,739	20,788,790	9,431,828	9,523,227
PLANNING	824,919	854,776	751,873	729,964	1,004,595	1,048,814
PLANNING & DEVELOPMENT SERVICES	4,168,253	4,293,657	4,362,125	4,131,001	3,709,262	3,892,619
Total	\$26,030,923	\$25,008,870	\$32,903,578	\$29,646,901	\$16,310,955	\$16,349,899

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	47,686	102,308	-	-	-	-
GENERAL (0010)	8,032,596	8,436,034	8,739,864	8,435,805	7,986,107	7,994,110
PARKS REHAB & DEVELOP MILLAGE (0018)	557,284	1,654,139	1,931,547	2,268,851	55,302	56,640
OPEN SPACE & PARK ACQ MILLAGE (0024)	4,211,076	5,098,456	10,703,865	7,964,363	2,330,461	2,312,916
BANDEMER PROPERTY (0025)	7,686	2,472	22,500	20,033	4,200	4,258
CONSTRUCTION CODE FUND (0026)	2,877,934	2,429,337	2,169,140	2,036,739	2,240,353	2,452,228
OPEN SPACE BONDS-2005 (0029)	5,244,012	3,339,921	3,300,316	3,300,316	-	-
PARKS MEMORIALS & CONTRIBUTIONS (0034)	2,708	72,790	241,554	175,004	48,861	33,996
SPECIAL ASSISTANCE (0038)	-	13,613	8,000	8,000	8,000	8,000
MARKET FUND (0046)	134,094	155,993	157,155	151,715	165,118	168,146
GOLF COURSES FUND (0047)	1,577,123	1,645,709	1,662,855	1,631,303	1,577,317	1,595,626
ART IN PUBLIC PLACES (0056)	-	9,804	16,604	6,831	11,714	11,646
ALTERNATIVE TRANSPORTATION (0061)	14,806	15,798	16,685	-	17,578	18,004
AFFORDABLE HOUSING (0070)	321,139	174,954	502,500	422,500	213,617	46,641
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,409,754	695,890	1,752,248	1,744,106	1,614,827	1,610,188
COMMUNITY DEV BLOCK GRANT (0078)	383,335	801,181	1,283,272	1,165,828	-	-
SENIOR CENTER ENDOWMENT (0083)	-	6,250	37,500	37,500	37,500	37,500
HOME PROGRAM FUND (0090)	1,209,690	354,223	338,173	278,007	-	-
GENERAL CAPITAL FUND (00CP)	-	-	17,531	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	-	2,269	-	-	-
Total	\$26,030,923	\$25,008,872	\$32,903,578	\$29,646,901	\$16,310,955	\$16,349,899

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PLANNING & DEVELOPMENT SERVICES	34.58	33.99	27.98	22.44	21.44
PLANNING	-	-	-	7.05	7.05
COMMUNITY DEVELOPMENT	5.89	4.18	4.17	3.89	3.89
PARKS & RECREATION	20.78	20.54	20.09	20.25	20.25
Total	61.25	58.71	52.24	53.63	52.63



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 22.44 FTEs and handles rental housing inspections, construction inspections, and permits. It provides enforcement for building, housing, and sign codes. It handles the Building and Housing Boards of Appeal.

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INVESTMENT INCOME	60,357	-	24,635	15,000	4,000	4,000
LICENSES, PERMITS & REGISTRATIONS	2,560,430	3,081,102	2,878,200	3,174,200	2,954,200	2,954,200
MISCELLANEOUS REVENUE	4,999	3,260	350	1,650	550	550
OPERATING TRANSFERS IN	99,996	116,662	100,000	100,000	100,000	100,000
PRIOR YEAR SURPLUS	-	5	305,233	-	257,553	469,428
Total	\$2,725,782	\$3,197,039	\$3,308,418	\$3,290,850	\$3,316,303	\$3,528,178

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	943,402	1,043,805	1,137,441	1,076,750	1,075,950	1,075,950
CONSTRUCTION CODE FUND (0026)	1,782,380	2,153,234	2,170,977	2,214,100	2,240,353	2,452,228
Total	\$2,725,782	\$3,197,039	\$3,308,418	\$3,290,850	\$3,316,303	\$3,528,178

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,769,146	1,744,143	1,533,887	1,407,860	1,563,056	1,493,283
PAYROLL FRINGES	755,353	821,197	817,967	825,858	879,476	892,333
OTHER SERVICES	345,537	416,650	683,962	577,574	226,168	423,589
MATERIALS & SUPPLIES	29,798	18,860	32,000	22,500	33,900	34,500
OTHER CHARGES	1,128,159	1,129,483	1,154,309	1,154,209	888,888	931,140
PASS THROUGHGS	139,992	163,324	140,000	140,000	100,000	100,000
CAPITAL OUTLAY	-	-	-	-	-	-
VEHICLE OPERATING COSTS	269	-	-	3,000	3,000	3,000
EMPLOYEE ALLOWANCES	-	-	-	-	14,774	14,774
Total	\$4,168,254	\$4,293,657	\$4,362,125	\$4,131,001	\$3,709,262	\$3,892,619

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	1,468,515	2,041,537	2,234,814	2,153,634	1,536,513	1,510,219
CONSTRUCTION CODE FUND (0026)	2,699,738	2,252,120	2,109,780	1,977,367	2,172,749	2,382,400
Total	\$4,168,253	\$4,293,657	\$4,344,594	\$4,131,001	\$3,709,262	\$3,892,619

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PLANNING & DEVELOPMENT SERVICES	34.58	33.99	27.98	22.44	21.44
Total	34.58	33.99	27.98	22.44	21.44

**COMMUNITY SERVICES AREA
PLANNING AND DEVELOPMENT SERVICES**

EXPENSES

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

Other Services – FY 2011 included a number of special projects, Master Plan Update, Corridor Design Standards, Zoning Code Revision, that are not included in FY 2012 and 2013.

Other Charges – This category has decreased because charges for the Transfer to IT and Retiree Medical Insurance are now allocated to Planning, Rental Housing, and Construction, instead of being budgeted centrally within this unit.

Pass Throughs – In FY 2012, the customer service unit will take over processing Right of Way permits and revenue will directly flow to public services eliminating the need for the \$40,000 pass through.

Employee Allowances – This is the employee cell phone stipend, which was previously included as part of other 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 Planning and Development Services Unit would be charged \$857,440 in FY 2012.

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	585,685	472,982	361,651	339,191	212,105	209,707
1001 SERVICE AREA						
OVERHEAD/ADMIN	51,330	264,147	181,873	149,043	252,917	188,358
1100 FRINGE BENEFITS	227,076	166,140	218,352	218,352	165,638	182,338
2034 HOUSING COMMISSION						
SUPPORT	-	187,348	98,375	98,375	-	-
3310 NUISANCE PROPERTIES	-	46,947	-	-	-	-
3340 HOUSING BUREAU	576,510	873,270	954,306	930,083	890,610	914,186
3361 MASTER PLAN UPDATE	-	1,884	178,116	178,117	-	-
3362 CORRIDOR DESIGN STANDARDS	-	-	160,000	160,000	-	-
3363 ZONING CODE REVISION	-	-	65,000	64,908	-	-
3370 BUILDING - APPEALS	27,914	28,820	17,141	15,565	15,243	15,630
Total	\$1,468,515	\$2,041,538	\$2,234,814	\$2,153,634	\$1,536,513	\$1,510,219

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,001,784	857,523	689,541	676,846	581,164	589,158
1001 SERVICE AREA						
OVERHEAD/ADMIN	-	107,267	130,657	120,854	139,410	143,511
3320 HISTORIC PRESERVATION	13,308	-	-	-	-	-
3330 BUILDING - CONSTRUCTION	1,628,080	1,230,605	1,279,106	1,170,488	1,441,181	1,638,478
3370 BUILDING - APPEALS	56,565	56,725	10,476	9,179	10,994	11,253
Total	\$2,699,737	\$2,252,120	\$2,109,780	\$1,977,367	\$2,172,749	\$2,382,400

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
9003 DDA PROJECTS	-	-	17,531	-	-	-
Total	-	-	\$17,531	-	-	-

**FY 2011
GOALS AND PERFORMANCE MEASURES**

Service Area:	Community Services Area	Area Administrator:	Sumedh, Bahl
Service Unit:	Planning and Development Services	Manager:	Lisha Turner-Tolbert, Ralph Welton, Kelli Martin

Service Unit Goals	City Goals:
A. Implement fully automated rental housing program using TRAKiT	2, 5
B. Provide all construction inspections within 48 hours of request.	2
C. Complete the transition of current financial processes within the Community Services Area to a new financial system, New World, by June 30, 2011.	1

Service Unit Measures	Status
A1 - Achieve a maximum 30 day out initial scheduling cycle by end of first quarter.	100%
A2 - Automate inspection rescheduling process by end of second quarter.	75% Needs new hardware to complete
A3 - Revise inspection procedures to have inspectors schedule re-inspection appointments on-site by end of third quarter.	
A4 - Scan inspection reports to PDF and attach in TRAKiT to reduce amount of paper filing and provide public access to records by end of FY 2011.	90%
B1 - Adjust cap to allow for same day returns on minor violations when requested.	100%
B2 - Enforce re-inspection fees on building permits to assure jobs are ready prior to inspection request.	100%
B3 - Improve geographical grouping of inspections.	100%
B4 - Emphasize the grouping of inspections by inspector certification.	100%
C1 - Develop Standard Operating Procedures for processing financial transactions within the Community Services Area by December 31, 2010.	100%
C2 - Develop strategies for linking existing information systems, GEN, CLASS, and TRAKiT to New World by June 30, 2011.	65%

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services Area	Area Administrator:	Sumedh Bahl
Service Unit:	Planning & Development Services	Manager:	Lisha Turner-Tolbert, Ralph Welton, Kelli Martin

Service Unit Goals	City Goals:
A. Establish an Administrative Hearings Bureau for expedited resolution of nuisance properties.	3,5
B. Institute electronic plan reviews to improve customer service and alleviate need for hard copy storage.	2,3,4,5
C. Update Chapter 105: Housing Code.	1,3,4,5
D. Create a streamlined approach to revenue collection for the Planning and Development Service Unit to improve customer service and improve cash flow.	1, 5

Service Unit Measures	Status
A - Administrative Hearings Bureau established by June 30, 2012.	
B - Allow customers the ability to submit plans electronically for review.	
C1 - Adopt various articles of the State Property Maintenance Code to gain consistency with state regulations.	
C2 - Develop alignment with the Building Code on articles that cross both residential and construction.	
C3 - Incorporate point of sale inspection standards.	
C4 - Identify opportunities for combining boards of appeal.	
C5 - Incorporate energy efficiency items to promote Michigan's energy efficiency goals.	
D1 - Change the billing process to bill within 60 days of providing services for rental housing and construction services.	
D2 - Allow customers online options for making payments.	

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

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	0.00
ADMIN ASSISTANT LVL 5	110054	3.00	3.00
CHIEF DEVELOPMENT OFFICER	403250	1.00	1.00
CITY COMMUNICATION LIAISO	401180	0.06	0.06
COMM SERVICES AREA ADMIN	403630	0.40	0.40
DEVELOPMENT SRVS INSP V	110554	11.95	11.95
DEVELOPMENT SRVS INSP V	110555	2.00	2.00
FINANCIAL MGR - COMM SERV	401500	0.40	0.40
MANAGEMENT ASSISTANT	000200	0.40	0.40
P&D PROGRAMS/PROJECT MGR.	403240	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.23	0.23
Total		22.44	21.44



COMMUNITY SERVICES AREA

PLANNING

The Planning Services Unit is one of four service units in the Community Services Area. It has 7.05 FTEs and handles historic preservation, zoning coordination, enforcement for land use and sign codes. It handles master planning, site plan review, and provides support for the Planning Commission, Historic District Commission, and the Sign and Zoning Boards of Appeal.

COMMUNITY SERVICES AREA
PLANNING

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES LICENSES, PERMITS & REGISTRATIONS	-	-	-	500	-	-
	129,515	144,593	154,200	165,800	167,250	198,250
Total	\$129,515	\$144,593	\$154,200	\$166,300	\$167,250	\$198,250

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	129,515	142,205	154,200	166,300	167,250	198,250
CONSTRUCTION CODE FUND (0026)	-	2,388	-	-	-	-
Total	\$129,515	\$144,593	\$154,200	\$166,300	\$167,250	\$198,250

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	526,954	551,946	428,439	479,863	498,787	502,260
PAYROLL FRINGES	228,629	261,597	224,484	216,626	283,887	302,923
OTHER SERVICES	62,283	36,202	90,950	27,725	31,525	48,005
MATERIALS & SUPPLIES	3,670	1,088	5,000	1,750	4,250	4,250
OTHER CHARGES	3,383	3,943	3,000	4,000	184,776	190,006
EMPLOYEE ALLOWANCES	-	-	-	-	1,370	1,370
Total	\$824,919	\$854,776	\$751,873	\$729,964	\$1,004,595	\$1,048,814

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	631,917	661,761	675,828	670,592	919,413	960,982
CONSTRUCTION CODE FUND (0026)	178,196	177,217	59,360	59,372	67,604	69,828
ALTERNATIVE TRANSPORTATION (0061)	14,806	15,798	16,685	-	17,578	18,004
Total	\$824,919	\$854,776	\$751,873	\$729,964	\$1,004,595	\$1,048,814

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PLANNING	-	-	-	7.05	7.05
Total	-	-	-	7.05	7.05

COMMUNITY SERVICES AREA PLANNING SERVICES

REVENUES

Licenses, Permits, & Registration - The increase reflects a slight uptick in the economy reflecting the need for planning services.

EXPENSES

Personnel Services – Planners previously allocated to special projects, Master Plan Update, Corridor Design Standards, Zoning Code Revision, are now allocated to general planning.

Employee Allowances - This is the employee cell phone stipend, which was previously included as part of other services.

Other Charges – This category has increased because charges for the Transfer to IT and Retiree Medical Insurance are now allocated specifically to Planning, Rental Housing, and Construction, rather than centrally in Planning & Development.

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3320 HISTORIC PRESERVATION	36,719	52,919	70,929	69,670	65,050	65,901
3360 PLANNING	584,785	597,958	604,899	600,922	854,363	895,081
3380 PLAN REVIEW	10,413	10,884	-	-	-	-
Total	\$631,917	\$661,761	\$675,828	\$670,592	\$919,413	\$960,982

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3360 PLANNING	71,682	70,598	59,360	59,372	67,604	69,828
3380 PLAN REVIEW	106,514	106,619	-	-	-	-
Total	\$178,196	\$177,217	\$59,360	\$59,372	\$67,604	\$69,828

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3360 PLANNING	14,806	15,798	16,685	-	17,578	18,004
Total	\$14,806	\$15,798	\$16,685	-	\$17,578	\$18,004

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services Area	Area Administrator:	Sumedh, Bahl
Service Unit:	Planning and Development Services	Manager:	Wendy Rampson Scott Harrod

Service Unit Goals	City Goals:
A. Develop and implement procedures to achieve site plan compliance as part of the construction permit and inspection process	2
B. Complete the update to the City Building Footprint GIS layer by June 30, 2011.	2, 5

Service Unit Measures	Status
A1 - Establish a "site plan compliance permit" for tracking unit comments and approvals for issuance of permits.	100%
A2 - Develop and implement a process to monitor construction progress.	100%
A3 - Develop standard procedures for incorporating site plan compliance into Certificate of Occupancy issuance/final permit approvals.	100%
B - Complete the update to the City Building Footprint GIS Layer by June 30, 2011.	100%

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

FY 2012 GOALS AND PERFORMANCE MEASURES	
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Service Area:	Community Services Area	Area Administrator:	Sumedh Bahl
Service Unit:	Planning	Manager:	Wendy Rampson

Service Unit Goals	City Goals:
A. Amend the master plan to incorporate land use, transportation, and design recommendations for the Washtenaw Avenue corridor.	1,2,4,6
B. Update the LandTrak database in TRAKiT to ensure CSA provided data – Zoning, Flood, Historic District, is up-to-date and that all multi-address sites have been linked, the 900 parcels, to their correct GIS Parcel in LandTrak.	1, 2

Service Unit Measures	Status
A1 - Complete study of existing conditions within the Washtenaw corridor.	
A2 - Engage citizens in visioning process for Washtenaw corridor.	
A3 - Create consistent land use and zoning approaches for the Washtenaw corridor with adjoining jurisdictions.	
A4 - Amend the Master Plan to incorporate Washtenaw corridor recommendations.	
B1 - Complete export of all Land Trak database listing into Excel.	
B2 - Complete linkage of Excel list to the TRAKiT database, to confirm linkages have been made.	
B3 - Complete update of the LandTrak records with the needed information - Zoning, Flood, and Historic District.	
B4 - Complete linkage of unlinked LandTrak records to parcel records.	

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

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CITY PLANNER 4	110444	2.00	2.00
CITY PLANNER 5	110454	3.00	3.00
DEVELOPMENT SRVS INSP V	110554	0.05	0.05
PLANNING MANAGER	404110	1.00	1.00
Total		7.05	7.05



COMMUNITY SERVICES AREA

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 3.89 City FTEs and 10 Washtenaw County FTEs that provide housing and human services support for low-income residents. This unit also provides housing rehabilitation for low-income residents and serves as support for the Housing and Human Services Advisory Board.

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CONTRIBUTIONS	35,657	33,077	23,000	48,000	38,000	38,000
INTERGOVERNMENTAL REVENUES	2,441,316	1,275,473	1,930,875	1,767,835	214,996	220,471
INVESTMENT INCOME	23,279	22,797	19,506	8,050	2,049	2,039
MISCELLANEOUS REVENUE	15,787	8,287	8,300	33,300	8,300	8,300
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	124,992 -	24,996 -	- 514,570	- -	- 258,917	- 6,341
Total	\$2,641,031	\$1,364,630	\$2,496,251	\$1,857,185	\$522,262	\$275,151

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	-	120,069	353,495	265,000	300,596	220,471
SPECIAL ASSISTANCE (0038)	5,969	5,394	8,000	8,050	8,049	8,039
AFFORDABLE HOUSING (0070)	193,745	83,764	513,311	56,300	213,617	46,641
COMMUNITY DEV BLOCK GRANT (0078)	1,022,765	801,181	1,283,272	1,249,828	-	-
HOME PROGRAM FUND (0090)	1,418,551	354,223	338,173	278,007	-	-
Total	\$2,641,030	\$1,364,631	\$2,496,251	\$1,857,185	\$522,262	\$275,151

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CDBG RECIPIENTS	3,022,608	2,438,000	2,941,744	2,701,547	1,423,383	1,156,971
PERSONNEL SERVICES	268,898	290,549	263,340	249,620	241,439	242,708
PAYROLL FRINGES	86,350	132,327	146,468	147,033	148,679	159,028
OTHER SERVICES	54,934	549,241	616,362	598,019	190,251	155,505
MATERIALS & SUPPLIES	3,743	304	-	-	-	-
OTHER CHARGES	260,787	178,356	300,927	300,927	158,753	168,262
PASS THROUGHGS	415,635	-	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	-	-	2,765	2,765
Total	\$4,112,955	\$3,588,777	\$4,268,841	\$3,997,146	\$2,165,270	\$1,885,239

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	2,198,792	2,244,805	2,136,896	2,122,811	1,943,653	1,830,598
SPECIAL ASSISTANCE (0038)	-	13,613	8,000	8,000	8,000	8,000
AFFORDABLE HOUSING (0070)	321,139	174,954	502,500	422,500	213,617	46,641
COMMUNITY DEV BLOCK GRANT (0078)	383,335	801,181	1,283,272	1,165,828	-	-
HOME PROGRAM FUND (0090)	1,209,690	354,223	338,173	278,007	-	-
Total	\$4,112,956	\$3,588,776	\$4,268,841	\$3,997,146	\$2,165,270	\$1,885,239

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNITY DEVELOPMENT	5.89	4.18	4.17	3.89	3.89
Total	5.89	4.18	4.17	3.89	3.89

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

REVENUES

Intergovernmental Revenues – This decrease is due to the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

EXPENSES

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

Other Services – This decrease is a result of the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

Other Charges – This decrease is a result of the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

Community Development Recipients – This decrease is a result of the Community Development Block Grant and HOME Program Funds flowing directly through 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 who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$641,541 in FY 12.

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

Vendor	Actual FY 2009	Actual FY 2010	Approved Budget FY 2011	Approved Budget FY 2012
Ann Arbor Center for Independent Living, Inc.	\$ 30,000	\$ 25,131	\$ 25,500	\$ -
Ann Arbor YMCA	9,000	5,850	5,850	
Avalon Housing, Inc.		80,750	80,750	140,974
Arrowwood Hills Community Center	20,000			
Barrier Busters Action Group	20,000	-	20,000	20,000
Big Brothers Big Sisters of Washtenaw County	9,000	9,000	9,000	
Catholic Social Services of Washtenaw	116,300	117,950	117,950	100,125
Child Care Network		210,000	210,000	
Community Action Network	31,000	52,700	52,700	103,838
Community Housing Alternatives	10,000	8,500	8,500	
Corner Health Center, The	20,000			
COPE	22,700	19,295	19,295	
Domestic Violence Project, Inc.	45,000	38,250	38,250	
Fair Housing Center of Southeaster Michigan	10,000	5,100		
Family Learning Institute	30,678	26,076	26,076	
Food Gatherers	112,000	123,200	123,200	78,764
HIV/AIDS Resource Center	12,000	18,200	18,200	4,599
Home of New Vision	25,000	25,000	25,000	63,400
Housing Bureau for Seniors	15,000			
Interfaith Hospitality Network of Washtenaw Co.	35,000	38,500	38,500	92,400
Jewish Family Services of Washtenaw County		10,000	10,000	
Legal Services of South Central Michigan		73,000	73,000	122,239
Michigan Ability Partners	34,000	52,121	52,121	
Packard Community Clinic	30,000			
Packard Health Inc.		38,250	38,250	
Peace Neighborhood Center	25,000			
Perry Nusery School of Ann Arbor				110,756
Planned Parenthood Mid and South Michigan	15,000	15,000	15,000	14,400
Regents of the University of Michigan	50,000			
Shelter Association of Washtenaw County	240,286	30,500		243,149
SOS Community Services	62,000			
St. Andrews Episcopal Church	8,500			
UM Ann Arbor Meals on Wheels	16,000	26,000	26,000	23,914
UM Nurse Managed Centers/Maple Meadows		16,250	16,250	
UM Housing Bureau for Seniors	24,000	24,000	24,000	
The Student Advocacy Center of Michigan	30,000	19,500	19,500	
The Women's Center of Southeastern Michigan	30,000	30,000	30,000	27,594
Washtenaw Affordable Housing Corporation	20,000			
Washtenaw Association for Community Advocacy				12,877
Washtenaw County CSTS/Project Outreach (PORT)	107,000	137,700	117,700	
Washtenaw County	17,006			
Washtenaw Housing Alliance		12,496		
Washtenaw Literacy	25,000	27,500	27,500	
Human Service Contingency/Unallocated	-	-	7,652	85,600
TOTAL	\$ 1,306,470	\$ 1,315,819	\$ 1,275,744	\$ 1,244,629

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	764,332	332,940	324,716	323,662	323,819	337,534
1001 SERVICE AREA OVERHEAD/ADMIN	-	137,572	128,220	118,749	99,034	101,068
1950 SPECIAL PROJECTS	-	53,437	124,482	124,482	-	-
2034 HOUSING COMMISSION SUPPORT	-	-	60,000	60,000	60,000	60,000
2220 HOUSING ACQUISITION	99,996	-	-	-	-	-
2280 REHAB SERVICE DELIVERY	-	127,111	204,151	200,591	216,171	221,666
2290 ASSISTANCE TO PROGRAMS	60,000	-	-	-	-	-
2300 INTEGRATED FUNDING	-	217,921	19,583	19,583	-	-
2310 HUMAN SERV/HOMELESS PREVNT	1,274,464	1,375,825	1,275,744	1,275,744	1,244,629	1,110,330
Total	\$2,198,792	\$2,244,806	\$2,136,896	\$2,122,811	\$1,943,653	\$1,830,598

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
2290 ASSISTANCE TO PROGRAMS	-	13,613	8,000	8,000	8,000	8,000
Total	-	\$13,613	\$8,000	\$8,000	\$8,000	\$8,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	13,198	10,000	10,000	-	-
1950 SPECIAL PROJECTS	-	55,000	190,000	190,000	-	-
2130 TECHNICAL ASSISTANCE	-	27,388	10,000	10,000	-	-
2210 SINGLE FAMILY REHABILITATION	-	14,868	90,000	10,000	164,863	-
2220 HOUSING ACQUISITION	300,500	64,500	64,500	64,500	48,754	46,641
2310 HUMAN SERV/HOMELESS PREVNT	-	-	138,000	138,000	-	-
9500 DEBT SERVICE	20,639	-	-	-	-	-
Total	\$321,139	\$174,954	\$502,500	\$422,500	\$213,617	\$46,641

Expenses by Activity (0078 COMMUNITY DEV BLOCK GRANT)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	8,976	44,429	84,945	82,532	-	-
2201 HOME BUYER EDUCATION	-	450	1,350	1,350	-	-
2202 HOME BUYER PURCHASE REHAB	-	145,000	95,000	95,000	-	-
2203 DEMOLITION	-	152	47,570	25,848	-	-
2210 SINGLE FAMILY REHABILITATION	154,952	243,884	236,777	236,777	-	-
2220 HOUSING ACQUISITION	-	-	122,822	122,822	-	-
2230 HOUSING SUBGRANT & CHDO	63,506	236,854	25,000	25,000	-	-
2240 HOME OWNERSHIP	520	20,000	-	-	-	-
2245 RENTAL REHABILITATION	-	37,348	552,504	552,504	-	-
2250 RELOCATION	2,999	-	-	-	-	-
2280 REHAB SERVICE DELIVERY	152,382	53,964	93,309	-	-	-
2310 HUMAN SERV/HOMELESS PREVNT	-	19,100	23,995	23,995	-	-
Total	\$383,335	\$801,181	\$1,283,272	\$1,165,828	-	-

Expenses by Activity (0090 HOME PROGRAM FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	16,029	-	-	-	-	-
2210 SINGLE FAMILY REHABILITATION	28,745	89,719	105,599	105,599	-	-
2220 HOUSING ACQUISITION	4,058	12,007	-	-	-	-
2235 CHDO RESERVE	1,160,858	252,497	232,574	172,408	-	-
Total	\$1,209,690	\$354,223	\$338,173	\$278,007	-	-

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services Area	Area Administrator:	Sumedh Bahl
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 human services delivered by nonprofits in our community.	2,6
B. Maximize impact of City investment in human service nonprofits by developing a coordinated public-private funding process.	6
C. Streamline administrative activities related to housing development and rehabilitation by completing the City's transition into the Washtenaw Urban County.	6
D. Position the City for future Federal housing and neighborhood investment by effectively executing and accounting for American Recovery and Reinvestment Act funds for neighborhood stabilization activities.	2, 6

Service Unit Measures/Scoreboards	Status
A1 - Create a set of system outcomes for Youth Services, services for seniors, and health services by October 31, 2010.	100%
A2 - Execute a community engagement process to get feedback and buy-in from service providers and other key stakeholders.	100%
A3 - Educate local nonprofits about the need for and utilization of common system outcomes to measure community impact of homelessness and other human services by August 1, 2010.	100%
A4 - Integrate Common System Outcomes into 2011 Human Services RFP.	100%
B1 - Educate the Ann Arbor Area Community Foundation and Washtenaw United Way about the integrated funding process adopted by the City, the Washtenaw Urban County, and Washtenaw County.	100%
B2 - Utilize a shared workgroup to explore how these private funders can integrate or coordinate with this process.	100%
B3 - Integrate these funders into the nonprofit human services RFP to be released in early 2011.	100%
C1 - Expend and account for 50% of remaining prior year CDBG & HOME funds by December 31, 2010.	100%
C2 - Expend and account for 100% of remaining prior year CDBG & HOME funds by June 30, 2011.	80%
D1 - Commit 100% of funds to eligible projects by September 30, 2010.	90%
D2 - Expend and account for 100% of funds by June 30, 2011.	70%

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

FY2012 GOALS AND PERFORMANCE MEASURES
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Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Community Development	Manager:	Mary Jo Callan

Service Unit Goals	City Goals:
<p>A. Improve housing safety, energy efficiency, and overall affordability for low-income homeowners by consolidating the Single Family Rehabilitation Program and the Weatherization Program.</p> <p>Single Family Rehab and Weatherization both focus on providing area homeowners with funding and project management to make improvements to their homes. These improvements range from addressing serious health and safety concerns, code violations, and various energy improvements to increase the local stock of decent, affordable housing. Currently, Single Family Rehab and Weatherization are two separate programs, delivered by two separate departments within the City and Washtenaw County, resulting in a fragmented and less effective service to the community.</p>	2,4,6
<p>B. Implement a common set of outcomes for measuring the impact of basic needs human services in our community.</p> <p>In an effort to improve our understanding of the community impacts that result from City investments in human services, Community Development partnered with local nonprofit group to create shared service outcomes for: Housing/homelessness; Aging; School-aged Youth; Pre-school Children; and Safety Net Health. These outcomes will be incorporated into the human service funding process, and required for nonprofits receiving Coordinated Funding.</p>	2,6

Service Unit Measures/Scoreboards	Status
A1 - Convene Single Family Rehab & Weatherization program staff in service consolidation process beginning July 1, 2011.	
A2 - Examine regulatory requirements for use of funds associated with each program by August 1, 2011, to ensure appropriate utilization and accounting for these federal funds.	
A3 - Create centralized intake portal and process, so that residents in need experience improved ease and access to services by August 1, 2011.	
A4 - Build on centralized intake process, including adoption of shared	

management information system for Single Family and Weatherization projects by November 1, 2011.	
A5 - Create and execute marketing plan for centralized intake and consolidated service by December 1, 2011.	
A6 - Ensure that Single Family Rehab and Weatherization staff receives necessary cross-training and applicable certification by December 1, 2011.	
A7 - Eligible low-income homeowners begin to receive streamlined access by January 1, 2012 to the full range of improvements needed to make their homes safe, energy efficient, and affordable.	
B1 - Incorporate shared outcomes into contract agreements with nonprofits funded through the Coordinated Funding process beginning July 1, 2011	
B2 - Collect information on outcomes achieved from funded nonprofits at six and twelve months after funding commences – January 1, 2012 and June 1, 2012.	
B3 - Analyze information on outcomes to measure community impact in five priority areas and prepare a report for City Council and other local policy-makers by June 30, 2012.	

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

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	1.15	1.15
CITY COMMUNICATION LIAISO	401180	0.05	0.05
COMM SERVICES AREA ADMIN	403630	0.20	0.20
FINANCIAL MGR - COMM SERV	401500	0.25	0.25
HOUSING REHAB SPEC I	114051	1.00	1.00
HOUSING REHAB SPEC II	114060	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.20	0.20
SENIOR APPLICATION SPEC	401050	0.04	0.04
Total		3.89	3.89



COMMUNITY SERVICES AREA

PARKS & RECREATION

Parks and Recreation Services is one of four service units in the Community Services Area. It has 20.25 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 customer service office and rental facility, a public market, a science and nature education center and a historic farm site. The Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	3,109,962	3,254,586	3,515,575	3,538,781	3,646,810	3,759,706
CONTRIBUTIONS	14,206	31,110	162,000	95,255	37,500	37,500
INTERGOVERNMENTAL REVENUES	681,800	1,049,294	2,864,670	1,927,630	2,000	2,000
INVESTMENT INCOME	980,177	111,306	737,532	307,100	243,163	194,013
MISCELLANEOUS REVENUE	25,940	15,990	24,573	22,058	18,200	18,200
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	5,375,097	4,642,263	4,009,815	4,232,810	579,857	470,515
TAXES	-	-	6,490,938	55,749	462,211	489,921
	3,467,930	3,300,415	3,129,461	3,174,844	3,361,138	3,344,311
Total	\$13,655,112	\$12,404,964	\$20,934,564	\$13,354,227	\$8,350,879	\$8,316,166

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	-	638	-	-	-	-
GENERAL (0010)	2,096,945	2,144,081	2,452,537	2,355,588	2,384,066	2,471,912
PARKS REHAB & DEVELOP MILLAGE (0018)	185,544	657,764	748,459	19,373	55,302	56,640
OPEN SPACE & PARK ACQ MILLAGE (0024)	8,657,169	6,810,089	10,989,820	7,677,199	2,336,586	2,312,916
BANDEMER PROPERTY (0025)	10,969	9,288	22,500	5,200	5,511	5,246
OPEN SPACE BONDS-2005 (0029)	292,454	-	3,565,189	-	-	-
PARKS MEMORIALS & CONTRIBUTIONS (0034)	19,664	38,537	166,400	99,300	48,861	39,776
OPEN SPACE ENDOWMENT (0041)	1,910	2,310	2,932	241,436	1,541	1,229
MARKET FUND (0046)	135,186	161,262	175,723	156,640	167,732	170,786
GOLF COURSES FUND (0047)	1,009,743	1,576,153	1,685,046	1,752,820	1,686,220	1,597,314
ART IN PUBLIC PLACES (0056)	6,624	7,286	7,425	7,425	12,733	12,659
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,235,380	1,038,429	1,073,288	1,000,146	1,614,827	1,610,188
SENIOR CENTER ENDOWMENT (0083)	3,524	3,282	45,245	39,100	37,500	37,500
MAJOR GRANTS PROGRAMS (00MG)	-	-	-	-	-	-
Total	\$13,655,112	\$12,404,963	\$20,934,564	\$13,354,227	\$8,350,879	\$8,316,166

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	2,390,666	2,305,805	2,352,844	2,311,872	2,398,840	2,413,440
PAYROLL FRINGES	680,404	705,140	810,204	797,270	871,510	924,031
OTHER SERVICES	1,585,409	1,347,797	1,492,925	1,346,396	1,250,287	1,260,873
MATERIALS & SUPPLIES	469,664	443,391	453,442	401,310	387,019	415,440
OTHER CHARGES	1,213,966	1,105,411	1,564,675	1,651,240	2,319,081	2,322,011
PASS THROUGHS	6,625,301	4,595,628	5,629,976	5,696,922	1,303,108	1,305,034
CAPITAL OUTLAY	3,914,380	5,720,313	11,166,643	8,529,299	827,672	807,087
VEHICLE OPERATING COSTS	44,349	46,740	50,030	51,981	55,485	56,485
EMPLOYEE ALLOWANCES	-	-	-	2,500	18,826	18,826
Total	\$16,924,139	\$16,270,225	\$23,520,739	\$20,788,790	\$9,431,828	\$9,523,227

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	47,028	100,872	-	-	-	-
GENERAL (0010)	3,733,371	3,487,931	3,692,326	3,488,768	3,586,528	3,692,311
PARKS REHAB & DEVELOP MILLAGE (0018)	557,284	1,654,139	1,931,547	2,268,851	55,302	56,640
OPEN SPACE & PARK ACQ MILLAGE (0024)	4,211,076	5,098,456	10,703,865	7,964,363	2,330,461	2,312,916
BANDEMER PROPERTY (0025)	7,686	2,472	22,500	20,033	4,200	4,258
OPEN SPACE BONDS-2005 (0029)	5,244,012	3,339,921	3,300,316	3,300,316	-	-
PARKS MEMORIALS & CONTRIBUTIONS (0034)	2,708	72,790	241,554	175,004	48,861	33,996
MARKET FUND (0046)	134,094	155,993	157,155	151,715	165,118	168,146
GOLF COURSES FUND (0047)	1,577,123	1,645,709	1,662,855	1,631,303	1,577,317	1,595,626
ART IN PUBLIC PLACES (0056)	-	9,804	16,604	6,831	11,714	11,646
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,409,754	695,890	1,752,248	1,744,106	1,614,827	1,610,188
SENIOR CENTER ENDOWMENT (0083)	-	6,250	37,500	37,500	37,500	37,500
Total	\$16,924,136	\$16,270,227	\$23,518,470	\$20,788,790	\$9,431,828	\$9,523,227

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PARKS & RECREATION	20.78	20.54	20.09	20.25	20.25
Total	20.78	20.54	20.09	20.25	20.25

COMMUNITY SERVICES AREA PARKS AND RECREATION SERVICES

REVENUES

Charges for Services – The increase is due to a combination of higher participation, new programs, and increases in revenue resulting from fee increases adopted in FY 2011. Increased revenue is projected for FY 2013 because of the Argo Millrace Reconstruction which will allow for new programs and greater accessibility, resulting in higher participation. Daily fees at the swimming pools are also proposed for an increase in FY 2013, resulting in increased revenue.

Contributions – The decrease is due to a lower forecast for developer contributions.

Intergovernmental Revenues – In FY 2011 Federal Farm and Ranch Land Protection funding was appropriated by City Council upon receipt of grant funds for specific properties in the Open Space and Parkland Preservation Program. If grants are received in FY 2012 and FY 2013 revenue will increase accordingly.

Investment Income – Decreases in FY 2011 Forecasted and FY 2012 Request are due to lower current and projected market investment rates and lower investable fund balances.

Operating Transfer In - The change is partially attributable to a policy change for the Open Space & Parkland Preservation Millage whereas monies appropriated for land acquisitions are appropriated at the time of Council approval. Also, In FY 2011, transfers were made from the Open Space and Parkland Acquisition Bond fund to the Millage fund. The Bond has now been spent down so transfers are complete.

Prior Year Surplus – The increase is attributable to the use of the Parks Maintenance and Capital Improvements Millage fund balance for Capital Projects.

EXPENSES

Payroll Fringes - The increase is a result of higher expenses for medical insurance, pension and VEBA funding.

Other Services – The decrease is partially due to a decrease in energy costs as a result of infrastructure improvements at the recreation facilities, and other operational cost savings.

Other Charges – The increase is due to expenses for capital projects being budgeted here rather than Capital Outlay as in FY 2011.

Pass Throughs - In FY 2011, transfers were made from the Open Space and Parkland Acquisition Bond fund to the Millage fund. The Bond has now been spent down so transfers are complete.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$1,477,361 in FY 12.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Activity (0006 PARKS REPAIR & RESTOR MILLAGE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	638	-	-	-	-
Total	-	\$638	-	-	-	-

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	125,759	168,410	154,177	157,850	159,171	159,117
6100 FACILITY RENTALS	248,675	309,782	298,706	320,644	322,000	322,000
6125 EBERBACH	-	9,926	-	-	-	-
6231 BUHR POOL	152,344	150,794	160,875	152,250	157,700	170,100
6232 BUHR RINK	119,950	76,491	135,150	132,150	133,100	133,750
6234 VETERAN'S POOL	119,107	112,607	107,625	119,100	119,400	131,500
6235 VETERAN'S ICE ARENA	465,289	465,495	493,325	485,000	488,900	489,400
6236 FULLER POOL	235,838	226,709	257,120	243,595	246,095	264,295
6237 MACK POOL	122,364	109,778	140,350	130,750	133,000	135,500
6238 VETERAN'S FITNESS CENTER	5,331	4,962	7,500	4,500	5,500	5,500
6242 ARGO LIVERY	211,562	213,968	246,425	231,100	212,900	258,750
6244 GALLUP LIVERY	252,856	223,145	242,575	236,400	280,700	289,400
6315 SENIOR CENTER OPERATIONS	37,870	72,017	168,709	142,249	125,600	112,600
6403 COMMUNITY OUTREACH SERVICES	-	-	40,000	-	-	-
Total	\$2,096,945	\$2,144,084	\$2,452,537	\$2,355,588	\$2,384,066	\$2,471,912

Revenues by Activity (0018 PARKS REHAB & DEVELOP MILLAGE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	149,083	-	-	18,000	23,336	18,619
1000 ADMINISTRATION	-	683,434	-	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	36,461	-	1,373	1,373	-	-
9018 PARK REHAB & DEVELOP MIL 95	-	-	747,086	-	31,966	38,021
Total	\$185,544	\$657,764	\$748,459	\$19,373	\$55,302	\$56,640

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

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	527,469	174,167	-	275,000	204,441	163,118
9024 PARK LAND ACQUISITION	8,129,700	6,635,922	10,989,820	7,402,199	2,132,145	2,149,798
Total	\$8,657,169	\$6,810,089	\$10,989,820	\$7,677,199	\$2,336,586	\$2,312,916

Revenues by Activity (0025 BANDEMERE PROPERTY)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	4,069	2,313	-	1,000	1,311	1,046
1000 ADMINISTRATION	6,900	6,975	22,500	4,200	4,200	4,200
Total	\$10,969	\$9,288	\$22,500	\$5,200	\$5,511	\$5,246

Revenues by Activity (0029 OPEN SPACE BONDS-2005)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	292,454	-	200,000	-	-	-
9024 PARK LAND ACQUISITION	-	-	3,365,189	-	-	-
Total	\$292,454	-	\$3,565,189	-	-	-

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	5,458	5,500	-	2,000	2,853	2,276
1000 ADMINISTRATION	14,206	33,037	151,400	82,300	46,008	37,500
6315 SENIOR CENTER OPERATIONS	-	-	15,000	15,000	-	-
Total	\$19,664	\$38,537	\$166,400	\$99,300	\$48,861	\$39,776

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	1,910	2,310	1,000	1,500	1,541	1,229
9024 PARK LAND ACQUISITION	-	-	1,932	239,936	-	-
Total	\$1,910	\$2,310	\$2,932	\$241,436	\$1,541	\$1,229

Revenues by Activity (0046 MARKET FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	19,284	16,671	-	8,000	8,084	6,450
1646 FARMER'S MARKET	115,902	144,591	175,723	148,640	159,648	164,336
Total	\$135,186	\$161,262	\$175,723	\$156,640	\$167,732	\$170,786

Revenues by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	-	-	-	-	-	-
6502 GOLF COURSE MANAGEMENT	-	-	-	-	-	-
6503 HURON GOLF COURSE	246,296	762,386	829,676	859,820	764,901	668,270
6504 LESLIE GOLF COURSE	777,836	840,478	855,370	893,000	921,319	929,044
Total	\$1,009,744	\$1,576,153	\$1,685,046	\$1,752,820	\$1,686,220	\$1,597,314

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	6,624	7,286	7,425	7,425	12,733	12,659
Total	\$6,624	\$7,286	\$7,425	\$7,425	\$12,733	\$12,659

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

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	15	88,689	1,300	-	-
9000 CAPITAL OUTLAY	1,235,380	1,038,414	984,599	998,846	1,614,827	1,610,188
Total	\$1,235,380	\$1,038,429	\$1,073,288	\$1,000,146	\$1,614,827	\$1,610,188

Revenues by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
0000 REVENUE	3,524	3,282	5,000	1,600	1,597	1,275
1000 ADMINISTRATION	-	-	2,745	-	-	-
6315 SENIOR CENTER OPERATIONS	-	-	37,500	37,500	35,903	36,225
Total	\$3,524	\$3,282	\$45,245	\$39,100	\$37,500	\$37,500

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Activity (0006 PARKS REPAIR & RESTOR MILLAGE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	47,028	100,872	-	-	-	-
1810 TAX REFUNDS	658	1,436	-	-	-	-
Total	\$47,686	\$102,308	-	-	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	837,414	543,840	541,229	531,754	384,475	383,432
1001 SERVICE AREA OVERHEAD/ADMIN	-	190,247	239,934	241,480	245,422	251,088
1100 FRINGE BENEFITS	272,412	213,588	208,844	208,844	280,302	304,944
6100 FACILITY RENTALS	283,482	310,809	313,184	310,272	337,369	345,172
6121 LESLIE SCIENCE CENTER	31,500	29,213	-	-	-	-
6190 COBBLESTONE FARM	4,948	250	-	-	-	-
6231 BUHR POOL	253,001	218,017	235,742	217,232	233,468	238,520
6232 BUHR RINK	148,515	106,151	167,313	162,941	171,401	175,225
6234 VETERAN'S POOL	226,446	223,954	243,017	211,166	233,776	235,725
6235 VETERAN'S ICE ARENA	486,690	495,871	471,202	472,355	485,645	495,081
6236 FULLER POOL	227,325	229,908	247,377	240,875	252,658	254,817
6237 MACK POOL	226,614	202,593	195,492	187,643	204,635	208,383
6238 VETERAN'S FITNESS CENTER	3,139	1,903	2,695	2,449	4,605	4,705
6242 ARGO LIVERY	183,886	194,555	240,090	185,458	218,935	222,253
6244 GALLUP LIVERY	190,090	172,200	202,342	204,090	224,050	257,865
6245 PROJECT GROW	7,000	-	-	-	-	-
6315 SENIOR CENTER OPERATIONS	195,111	200,853	224,480	194,831	194,156	199,117
6403 COMMUNITY OUTREACH SERVICES	155,694	153,978	159,385	117,378	115,631	115,984
6503 HURON GOLF COURSE	105	-	-	-	-	-
Total	\$3,733,372	\$3,487,930	\$3,692,326	\$3,488,768	\$3,586,528	\$3,692,311

Expenses by Activity (0018 PARKS REHAB & DEVELOP MILLAGE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	6,746	27,352	101,819	152,997	27,010	27,641
1810 TAX REFUNDS	645	1,412	-	-	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	523	37,705	387,143	602,897	-	-
6925 PARK PLAN - BIKE FACIL/GREENWAYS	46,028	49,625	-	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	194,479	951,791	461,730	515,984	-	-
6940 PARK PLAN - OTHER/HISTORIC/NATUR	2,273	185	198,510	199,596	-	-
6960 PARK PLAN - MAJOR DEV/RENOVATION	91,456	72,235	13,791	13,876	-	-
9000 CAPITAL OUTLAY	-	-	683,000	683,000	-	-
9018 PARK REHAB & DEVELOP MIL 95	215,134	513,833	85,554	100,501	28,292	28,999
Total	\$557,284	\$1,654,138	\$1,931,547	\$2,268,851	\$55,302	\$56,640

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

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1001 SERVICE AREA OVERHEAD/ADMIN	-	34,528	34,385	34,136	7,597	7,804
1810 TAX REFUNDS	5,130	11,087	-	-	-	-
9024 PARK LAND ACQUISITION	3,023,397	3,854,891	9,457,105	6,717,852	1,097,489	1,077,737
9500 DEBT SERVICE	1,182,550	1,197,950	1,212,375	1,212,375	1,225,375	1,227,375
Total	\$4,211,077	\$5,098,456	\$10,703,865	\$7,964,363	\$2,330,461	\$2,312,916

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
9018 PARK REHAB & DEVELOP MIL 95	7,686	2,472	22,500	20,033	4,200	4,258
Total	\$7,686	\$2,472	\$22,500	\$20,033	\$4,200	\$4,258

Expenses by Activity (0029 OPEN SPACE BONDS-2005)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	4,796	-	-	-	-	-
9024 PARK LAND ACQUISITION	5,239,217	3,339,921	3,300,316	3,300,316	-	-
Total	\$5,244,013	\$3,339,921	\$3,300,316	\$3,300,316	-	-

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	14,860	-	-	27,500	27,500
6315 SENIOR CENTER OPERATIONS	-	-	15,000	15,000	15,000	-
6402 SCHOLARSHIPS	912	10,606	33,472	25,972	6,361	6,496
6915 PARK PLAN - MEMORIALS	1,674	2,637	13,392	4,342	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	122	33,644	133,799	83,799	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	-	11,042	33,891	33,891	-	-
9024 PARK LAND ACQUISITION	-	-	12,000	12,000	-	-
Total	\$2,708	\$72,789	\$241,554	\$175,004	\$48,861	\$33,996

Expenses by Activity (0046 MARKET FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,110	345	-	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	-	2,004	6,736	4,396	7,048	7,242
1646 FARMER'S MARKET	132,984	153,644	150,419	147,319	158,070	160,904
Total	\$134,094	\$155,993	\$157,155	\$151,715	\$165,118	\$168,146

Expenses by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	23,638	-	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	-	7,307	14,105	12,765	12,157	12,483
6403 COMMUNITY OUTREACH SERVICES	-	6	-	-	-	-
6502 GOLF COURSE MANAGEMENT	160,660	-	-	-	-	-
6503 HURON GOLF COURSE	515,321	562,982	570,044	567,076	545,580	557,386
6504 LESLIE GOLF COURSE	955,000	1,052,548	1,078,706	1,051,462	1,019,580	1,025,757
Total	\$1,577,123	\$1,645,708	\$1,662,855	\$1,631,303	\$1,577,317	\$1,595,626

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	-	10,970	6,831	11,714	11,646
4600 WEST PARK	-	9,804	5,634	-	-	-
Total	-	\$9,804	\$16,604	\$6,831	\$11,714	\$11,646

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

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	342,414	138,048	273,506	260,829	328,252	330,674
1001 SERVICE AREA OVERHEAD/ADMIN	-	6,804	13,627	13,695	13,213	13,556
6920 PARK PLAN - NEIGHBORHOOD PARKS	56,396	9,202	530,981	533,738	473,362	-
6925 PARK PLAN - BIKE FACIL/GREENWAYS	-	13,504	280,705	253,167	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	774,848	115,152	399,800	414,781	550,000	-
6960 PARK PLAN - MAJOR DEV/RENOVATION	118,992	403,680	246,204	260,303	250,000	-
6970 PARK PLAN - ACTIVE RECREATION	117,235	8,215	-	168	-	-
9000 CAPITAL OUTLAY	-	1,286	7,425	7,425	-	1,265,958
Total	\$1,409,753	\$695,891	\$1,752,248	\$1,744,106	\$1,614,827	\$1,610,188

Expenses by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
6315 SENIOR CENTER OPERATIONS	-	6,250	37,500	37,500	37,500	37,500
Total	-	\$6,250	\$37,500	\$37,500	\$37,500	\$37,500

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
6121 LESLIE SCIENCE CENTER	-	-	2,269	-	-	-
Total	-	-	\$2,269	-	-	-

FY 2011 GOALS AND PERFORMANCE MEASURES	
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Service Area:	Community Services Area	Area Administrator:	Sumedh Bahl
Service Unit:	Parks and Recreation Services	Manager:	Colin Smith

Service Unit Goals	City Goals:
A. Evaluate customer service for Parks & Recreation Services and utilize feedback to help improve programs and services.	1, 2
B. Increase available on line information which includes marketing, programs and services.	1, 2
C. Increase Parks Millage (Fund 71) communication.	1, 2, 3
D. Help offset a portion of the total financial value of scholarships distributed annually.	1, 5
E. 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.	1,2

Service Unit Measures	Status
A – Conduct 2 facility wide surveys that focus on customer service, programming and condition of facilities and achieve a 90% or higher average rating.	100% Complete
B – Update each facility website with new program/service information at least 1 time a month.	50% Complete with plans to improve website in FY2012
C – Establish one additional communication as compared to FY10 for a total of 4 communications a month on the use of Fund 71 in FY11.	100% Complete
D – Complete 5 scholarship fundraising/marketing events per year.	100% Complete
E - Increase by 7 percent information distributed to internal and external audiences about Ann Arbor municipal news, programs and services from July 1, 2010 to June 30, 2011.	100% Complete

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Parks & Recreation	Manager:	Colin Smith

Service Unit Goals	City Goals:
A. Develop GIVE 365 Volunteer Program with the goal of 2,080 volunteer hours for FY12.	1, 2, 3
B. Evaluate all recreation facilities through surveys and utilize feedback to enhance programs and services.	1, 2, 3
C. Manage facility budgets so that the budgeted net effect to the General Fund is achieved or improved upon.	1, 2, 3
D. Increase online information by leveraging social media sites such as Facebook, Twitter, and FourSquare to promote our services at no cost.	1, 2
E. Develop a mobile phone application for Parks & Recreation Services together with IT to improve communication for increased participation. (Application may be Web based site initially)	1, 2

Service Unit Measures	Status
A - Track total volunteer hours donated on a monthly basis.	
B - Track as a three step process: develop and perform survey, analyze data, implement enhancements based on data.	
C - Monthly tracking of net cost of each recreation facility.	
D - Track friends/fans/followers using HootSuite and push messages that are only on social media sites to gauge responses from users.	
E - Use Google analytics to track and measure usage.	

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

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Allocated Positions

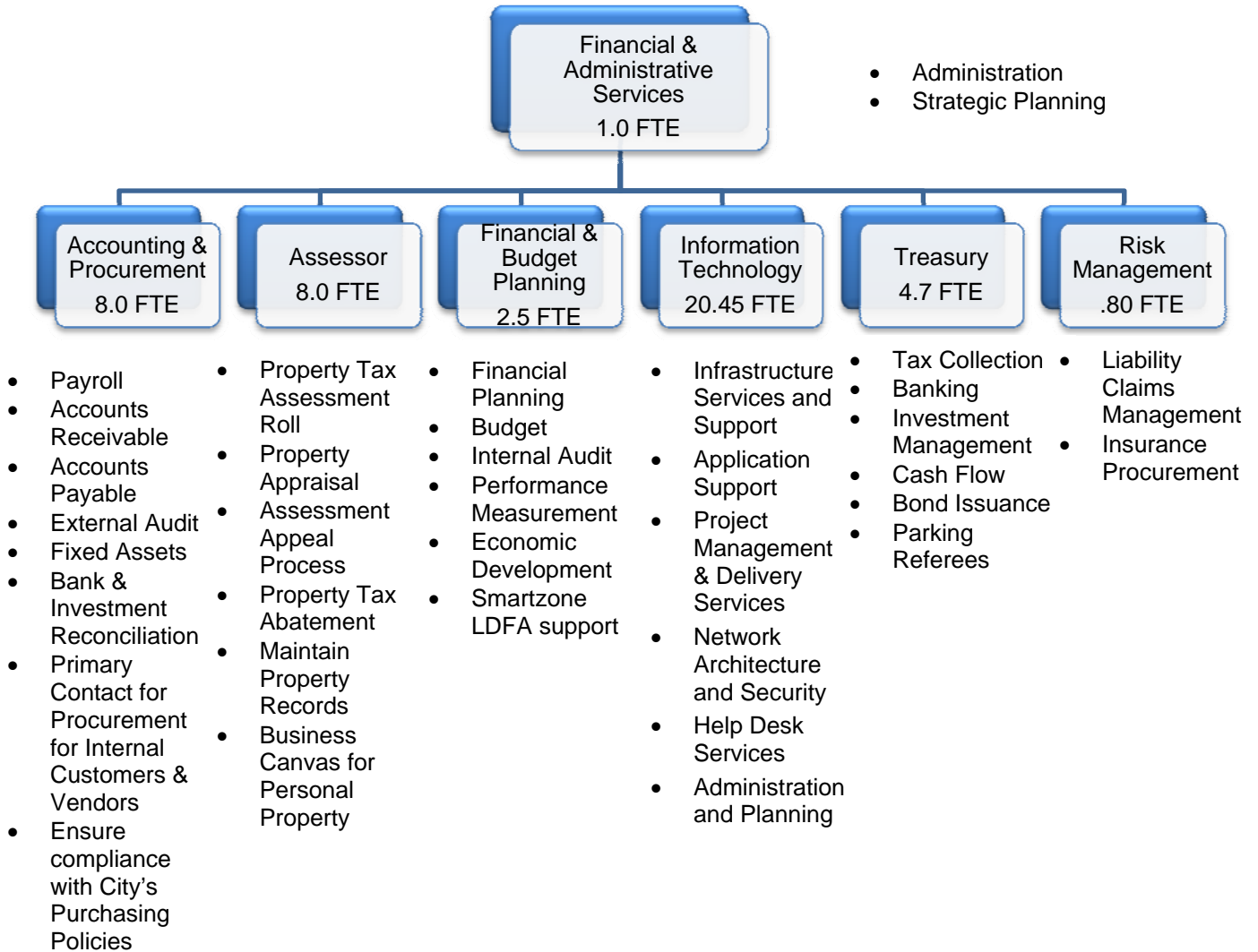
Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.85	0.85
ADMIN ASSISTANT LVL 5	110054	1.08	1.08
CITY COMMUNICATION LIAISO	401180	0.89	0.89
COMM SERVICES AREA ADMIN	403630	0.40	0.40
FINANCIAL MGR - COMM SERV	401500	0.35	0.35
GOLF MAINT & OPS SPEC	117200	2.00	2.00
LANDSCAPE ARCHITECT II	401360	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.40	0.40
MARKET MANAGER	401430	1.00	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00	1.00
PARKS & REC SERVICES MGR	403480	1.00	1.00
PARKS & REC SRV DEP MGR	401270	1.00	1.00
REC FACILITY SUP II	190124	5.00	5.00
REC FACILITY SUP III	190134	2.00	2.00
RECREATION FACILITY SUP I	190114	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.28	0.28
VOLUNTEER & OUTREACH COOR	190110	1.00	1.00
Total		20.25	20.25

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area Organization Chart



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ACCOUNTING SERVICES	94,378	-	-	-	-	-
ASSESSOR SERVICES	4,392	2,785	-	-	-	-
FINANCIAL & BUDGET PLANNING	16,695,297	14,989,641	15,384,368	15,141,322	14,514,068	14,111,146
INFORMATION TECHNOLOGY	6,336,020	6,294,684	6,532,584	6,404,939	6,503,546	6,457,288
PROCUREMENT	49,495	36,730	40,000	40,000	-	-
RISK MANAGEMENT	24,552,534	24,794,523	25,903,257	25,903,257	27,543,953	28,865,284
TREASURY SERVICES	41,748,122	41,741,479	40,406,127	40,663,578	40,109,329	39,997,237
Total	\$89,480,238	\$87,858,291	\$88,266,336	\$88,153,096	\$88,670,896	\$89,430,955

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	58,456,555	56,817,093	55,807,695	55,810,100	54,601,397	54,088,383
INFORMATION TECHNOLOGY (0014)	6,336,020	6,294,684	6,532,584	6,404,939	6,503,546	6,457,288
GENERAL DEBT SERVICE (0035)	-	-	1,800	1,800	1,000	1,000
ECONOMIC DEVELOPMENT (0045)	80,447	-	-	12,000	-	-
INSURANCE FUND (0057)	24,552,534	24,794,523	25,903,257	25,903,257	27,543,953	28,865,284
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	61,000	-	21,000	21,000	21,000	19,000
Total	\$89,480,238	\$87,858,291	\$88,266,336	\$88,153,096	\$88,670,896	\$89,430,955

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ACCOUNTING SERVICES	784,821	804,265	737,431	749,692	798,089	811,095
ASSESSOR SERVICES	881,700	928,781	932,364	912,364	923,567	946,391
FINANCIAL & BUDGET PLANNING	1,727,375	1,547,975	999,183	1,216,260	994,077	1,043,203
INFORMATION TECHNOLOGY	5,861,564	5,348,058	9,208,582	5,130,486	6,184,238	6,081,716
PROCUREMENT	574,432	499,744	301,683	301,683	119,391	120,485
RISK MANAGEMENT	6,104,989	3,051,250	4,178,323	2,409,199	2,812,812	2,924,918
TREASURY SERVICES	608,909	599,718	603,934	577,868	587,644	506,047
Total	\$16,543,790	\$12,779,791	\$16,961,500	\$11,297,552	\$12,419,818	\$12,433,855

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	4,093,112	3,896,309	3,574,595	3,540,190	3,422,768	3,427,221
INFORMATION TECHNOLOGY (0014)	5,861,564	5,348,058	9,208,582	5,130,486	6,184,238	6,081,716
ECONOMIC DEVELOPMENT (0045)	484,125	484,175	-	217,677	-	-
INSURANCE FUND (0057)	6,104,989	3,051,250	4,178,323	2,409,199	2,812,812	2,924,918
Total	\$16,543,790	\$12,779,792	\$16,961,500	\$11,297,552	\$12,419,818	\$12,433,855

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
ACCOUNTING SERVICES	8.10	7.60	7.10	6.90	6.90
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	4.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	22.75	22.62	22.94	20.45	20.45
PROCUREMENT	1.15	1.15	1.15	1.10	1.10
RISK MANAGEMENT	0.65	0.75	0.80	0.80	0.80
TREASURY SERVICES	5.35	4.75	4.70	4.70	3.70
Total	50.50	49.37	48.19	45.45	44.45



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

The Accounting Service Unit is responsible for maintaining the accounting ledgers of all financial transactions for the City. This function includes disbursing accounts payable, billing accounts receivable, and preparing financial reporting for management and the public. Another important function is the preparation of payroll disbursements for all City employees.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INVESTMENT INCOME	94,264	-	-	-	-	-
MISCELLANEOUS REVENUE	113	-	-	-	-	-
Total	\$94,377	-	-	-	-	-

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	94,378	-	-	-	-	-
Total	\$94,378	-	-	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	490,332	477,369	434,017	437,228	479,942	479,923
PAYROLL FRINGES	186,118	205,242	196,637	196,637	224,278	236,150
OTHER SERVICES	26,409	27,258	8,605	9,805	4,205	5,205
MATERIALS & SUPPLIES	6,886	7,305	6,500	8,600	6,500	6,500
OTHER CHARGES	75,077	87,092	91,672	97,422	82,548	82,701
EMPLOYEE ALLOWANCES	-	-	-	-	616	616
Total	\$784,822	\$804,266	\$737,431	\$749,692	\$798,089	\$811,095

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	784,821	804,265	737,431	749,692	798,089	811,095
Total	\$784,821	\$804,265	\$737,431	\$749,692	\$798,089	\$811,095

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
ACCOUNTING SERVICES	8.10	7.60	7.10	6.90	6.90
Total	8.10	7.60	7.10	6.90	6.90

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

Personnel Costs – The increase represents reallocation of the Accounting Services Manager Position back into the unit. In FY 2011 the Accounting Services Manager Position was partially allocated to the Financial System implementation project.

Payroll Fringes - The FY 2011 increase in costs is associated with higher pension, VEBA and Medical Insurance costs.

Other Charges – The decrease reflects savings in IT rate charges due to the new financial system's lower cost.

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 \$290,484 in FY 12.

FY 2011 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 budget 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, 2010.	1
C. Assist with the implementation of a collection process with respect to Accounts Receivable to improve revenue collection.	1

Service Unit Measures	Status
A1 - Implementation Phase Completed by 8/31/2010	Completed
A2 - Final testing and training completed by 10/30/2010	Completed
A3 - Go-live by 11/15/2010	Completed
B1 - Complete workpapers by 9/15/2010	Completed
B2 - Complete Fund Statements by 9/30/2010	Completed
B3 - Draft CAFR to Auditors by 10/15/2010	Completed
B4 - Publish CAFR by 10/31/2010	Published on 12/15/2010
B5 - Deliver CAFR to City Council by 11/17/2010	Delivered to Council in December 2010
C - Completion of project by 6/30/2011	Project put on hold

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

FY 2012 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 citizen portal where citizens can view the City's financial records via the web and the City can improve transparency and communication.	1, 2, 3
B. Complete the annual audit by November 1, 2010.	1
C. Prepare for upgrade to payroll system to .NET.	1, 2, 3
D. Prepare Request for Proposal for the City's audit.	1, 2, 3
E. Facilitate budget training for staff.	1, 2, 3
F. Continue implementing additional features and integration with the City's financial system.	1, 2, 3
G. Explore changing the current project accounting methodology.	1, 2, 3

Service Unit Measures	Status
A1 - Design Phase Completed by 7/1/2011	
A2 - Final testing and communication completed by 07/31/2011	
A3 - Go-live by 08/01/2011	
B1 - Complete workpapers by 9/15/2011	
B2 - Complete Fund Statements by 9/30/2011	
B3 - Draft CAFR to Auditors by 10/15/2011	
B4 - Publish CAFR by 10/31/2011	
B5 - Deliver CAFR to City Council by 11/17/2011	
C - Completion of project by 6/30/2012	
D - Completion of selection by 4/30/2012.	
E - Completion of the FY13 budget cycle	
F - Completion of several individual projects by June 30, 2012.	
G - Completion of project by June 30, 2012.	

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ACCOUNTANT I	401450	1.00	1.00
ACCOUNTANT II	401440	2.00	2.00
ACCOUNTING SERVICES MGR	401280	0.90	0.90
ADMIN ASSISTANT LVL 5	110054	3.00	3.00
Total		6.90	6.90



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

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

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
MISCELLANEOUS REVENUE	3,392	785	-	-	-	-
TAXES	1,000	2,000	-	-	-	-
Total	\$4,392	\$2,785	-	-	-	-

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	4,392	2,785	-	-	-	-
Total	\$4,392	\$2,785	-	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	530,303	536,304	533,216	522,216	515,326	517,177
PAYROLL FRINGES	235,752	265,807	288,904	288,904	310,614	331,862
OTHER SERVICES	29,464	27,049	20,500	12,200	12,200	12,200
MATERIALS & SUPPLIES	2,723	6,036	3,300	3,300	3,000	3,000
OTHER CHARGES	83,459	93,585	86,444	85,744	69,467	69,192
EMPLOYEE ALLOWANCES	-	-	-	-	12,960	12,960
Total	\$881,701	\$928,781	\$932,364	\$912,364	\$923,567	\$946,391

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	881,700	928,781	932,364	912,364	923,567	946,391
Total	\$881,700	\$928,781	\$932,364	\$912,364	\$923,567	\$946,391

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
ASSESSOR SERVICES	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

Personnel Services – The decrease in costs reflects the savings from replacing a retiring employee with an employee at lower level.

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

Other Charges – The decrease is associated with a decrease in the transfer to the Technology Fund.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged \$344,036 in FY 12.

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial and Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Assessor	Manager:	David Petrak

Service Unit Goals	City Goals:
A. Inventory all property and value all taxable property by March 2, 2011	1
B. Update online property sketches and images by March 1, 2011	2

Service Unit Measures	Status
A1 - ECF's set by November 21, 2010	12/20/2010
A2 - Annexations processed by December 4, 2010	Yes
A3 - Splits and combinations processed by December 4, 2010	Yes
A4 - Conduct street survey by December 8, 2010	12/15/2010
A5 - Personal property statements mailed by December 31, 2010	Yes
A6 - Poverty applications mailed by January 12, 2011	Yes
A7 - New construction appraised by January 30, 2011	Yes
A8 - Name and address changes processed by February 16, 2011	Yes
A9 - Principal resident affidavits processed by February 16, 2011	Yes
A10 - Property transfer affidavits processed by February 16, 2011	Yes
A11 - Personal property statements processed by February 20, 2011	Yes
A12 - Perform audit checks by February 27, 2011	Yes
A13 - Assessment change notices mailed by March 2, 2011	3/4/2011
B1 - Create online images and sketches export by February 23, 2011	Yes
B2 - Send export to BS&A by February 26, 2011	Yes
B3 - Verify website update by February 28, 2011	Yes

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial and Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Assessor	Manager:	David Petrak

Service Unit Goals	City Goals:
A. Inventory all property and value all taxable property by March 2, 2012	1
B. Update online property sketches and images by March 1, 2012	2
C. Review property tax abatement policy	1
D. Pursue greater digital record storage	1

Service Unit Measures	Status
A1 - ECF's set by November 21, 2011	
A2 - Annexations processed by December 4, 2011	
A3 - Splits and combinations processed by December 4, 2011	
A4 - Conduct street survey by December 15, 2011	
A5 - Personal property statements mailed by December 31, 2011	
A6 - Poverty applications mailed by January 12, 2012	
A7 - New construction appraised by January 15, 2012	
A8 - Name and address changes processed by February 16, 2012	
A9 - Principal resident affidavits processed by February 16, 2012	
A10 - Property transfer affidavits processed by February 16, 2012	
A11 - Personal property statements processed by February 20, 2012	
A12 - Perform audit checks by February 27, 2012	
A13 - Assessment change notices mailed by March 4, 2012	
B1 - Create online images and sketches export by February 23, 2012	
B2 - Send export to BS&A by February 26, 2012	
B3 - Verify website update by February 28, 2012	
C1 - Abatement policy reviewed by August 15, 2011	

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00	0.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL II	110024	0.00	1.00
ASSESSOR SERVICES MANAGER	403220	1.00	1.00
DEPUTY ASSESSOR	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 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	1,661,648	2,216,700	2,144,142	2,349,581	2,536,652	2,212,132
FINES & FORFEITS	168	96	-	-	-	-
INTERGOVERNMENTAL REVENUES	10,716,996	9,228,176	9,157,140	9,182,252	8,682,252	8,532,252
INTRAGOVERNMENTAL SALES	2,773,752	3,180,132	3,259,689	3,259,689	2,923,821	2,996,919
INVESTMENT INCOME	1,593,715	-	808,397	334,800	356,343	354,843
MISCELLANEOUS REVENUE	-	65,079	15,000	15,000	15,000	15,000
TAXES	66,629	484,838	-	-	-	-
Total	\$16,695,298	\$14,989,642	\$15,384,368	\$15,141,322	\$14,514,068	\$14,111,146

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	16,560,168	15,037,650	15,361,568	15,106,522	14,492,068	14,091,146
GENERAL DEBT SERVICE (0035)	-	-	1,800	1,800	1,000	1,000
ECONOMIC DEVELOPMENT (0045)	80,447	-	-	12,000	-	-
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	61,000	-	21,000	21,000	21,000	19,000
Total	\$16,695,297	\$14,989,641	\$15,384,368	\$15,141,322	\$14,514,068	\$14,111,146

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	384,284	315,860	314,760	314,760	314,764	314,764
PAYROLL FRINGES	157,847	157,976	146,969	146,969	151,609	160,236
OTHER SERVICES	652,817	500,182	78,705	290,802	73,810	72,963
MATERIALS & SUPPLIES	2,150	478	3,200	3,200	800	550
OTHER CHARGES	530,277	468,737	455,549	460,529	447,262	488,858
PASS THROUGH	-	104,742	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	-	-	5,832	5,832
Total	\$1,727,375	\$1,547,975	\$999,183	\$1,216,260	\$994,077	\$1,043,203

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	1,243,250	1,063,800	999,183	998,583	994,077	1,043,203
ECONOMIC DEVELOPMENT (0045)	484,125	484,175	-	217,677	-	-
Total	\$1,727,375	\$1,547,975	\$999,183	\$1,216,260	\$994,077	\$1,043,203

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FINANCIAL & BUDGET PLANNING	4.50	4.50	3.50	3.50	3.50
Total	4.50	4.50	3.50	3.50	3.50

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

REVENUES

Intra-governmental Sales – The decrease is due to an 8% reduction in Municipal Service Charge.

Investment Income – Decreases in FY 2011 Forecasted and FY 2012 Request are due to lower current and projected market investment rates and lower investable fund balance.

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

EXPENSES

Payroll Fringes - The increases are from higher pension, VEBA and medical insurance costs.

Other Services – The decrease is attributable to the reduction of expenditures for Economic Development.

Other Charges – The decrease is attributable to the reduction of expenditures for Economic Development.

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 \$301,182 in FY 2012.

FY 2011 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, 2011.	1
B. Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close.	1
C. Develop a 2 year (FY 2012 & 2013) budget, which meets the GFOA standards of excellence by June 30, 2011.	1
D. Champion cross-organizational effort to revise pension ordinance by December 2010	1, 3, 4
E. Coordinate development of an economic development strategic plan by December 2010.	1
F. Implement a new budgeting system.	1, 2, 3

Service Unit Measures	Status
A - Number of internal control reviews completed.	In Progress
B - 80% of managers report full year forecasted variances at monthly meetings.	Target met
C1 - 80% of timelines completed within 1 week of due date.	Target met
C2 - Receive the GFOA award.	On Target
D - Adoption of revised pension ordinance.	Completed
E - Plan developed.	In Progress
F - Implementation to be completed by June 20, 2011.	Completed

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

FY 2012 GOALS AND PERFORMANCE MEASURES	
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Service Area:	Financial & Admin. Services	Area Administrator:	Tom Crawford
Service Unit:	Finance & Budget	Manager:	Tom Crawford

Service Unit Goals	City Goals:
A. Perform five internal control reviews by June 2012.	1
B. Forecast fiscal year results within 1% of year-end actual for the General Fund based on April's monthly close.	1
C. Revise the 2 year (FY 2012 & 2013) fiscal plan for FY 2013 budget, which meets the GFOA standards of excellence by June 30, 2012.	1
D. Champion cross-organizational effort to update VEBA ordinance	1,3,4
E. Champion the redevelopment of the First & Washington site on behalf of City, with the objective to close on the sale of the property by fall 2011.	1
F. Collaborate with county to centralize public towing responsibility by June 2012.	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 - Have adopted ordinance by Council by June 2012.	
E - Close on sale of property by October 2012.	
F - Have Council approved collaboration agreement with county in place by June 2012.	

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 2012 FTE's	FY 2013 FTE's
FINANCIAL & ADMIN AREA AD	403520	1.00	1.00
FINANCIAL MANAGER	401560	1.00	1.00
RISK SPEC/ASSTANT TO CFO	401100	0.50	0.50
SENIOR FIN SPEC-FORECAST	403870	1.00	1.00
Total		3.50	3.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

The Information Technology (IT) Services Unit is responsible for supporting 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 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	6,102,038	6,568,113	6,275,366	6,304,939	6,503,546	6,457,288
INVESTMENT INCOME	201,482	21,624	-	100,000	-	-
MISCELLANEOUS REVENUE	32,500	-	-	-	-	-
Total	\$6,336,020	\$6,294,685	\$6,275,366	\$6,404,939	\$6,503,546	\$6,457,288

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INFORMATION TECHNOLOGY (0014)	6,336,020	6,294,684	6,532,584	6,404,939	6,503,546	6,457,288
Total	\$6,336,020	\$6,294,684	\$6,532,584	\$6,404,939	\$6,503,546	\$6,457,288

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,786,120	1,967,093	1,786,192	1,729,960	1,787,065	1,787,065
PAYROLL FRINGES	726,579	786,825	858,014	837,969	881,346	936,147
OTHER SERVICES	2,204,649	2,134,891	3,636,151	1,687,565	2,058,465	2,047,625
MATERIALS & SUPPLIES	389,920	157,494	325,618	23,750	315,000	190,000
OTHER CHARGES	641,346	1,093,864	1,688,291	838,372	983,848	912,365
PASS THROUGHGS	8,316	9,702	8,316	8,316	-	-
CAPITAL OUTLAY	104,633	-	906,000	-	150,000	200,000
EMPLOYEE ALLOWANCES	-	-	-	4,554	8,514	8,514
Total	\$5,861,563	\$5,348,058	\$9,208,582	\$5,130,486	\$6,184,238	\$6,081,716

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INFORMATION TECHNOLOGY (0014)	5,861,564	5,348,058	9,208,582	5,130,486	6,184,238	6,081,716
Total	\$5,861,564	\$5,348,058	\$9,208,582	\$5,130,486	\$6,184,238	\$6,081,716

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
INFORMATION TECHNOLOGY	22.75	22.62	22.94	20.45	20.45
Total	22.75	22.62	22.94	20.45	20.45

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

EXPENSES

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

Other Services – Contracted Services were higher in FY 2011 due to system implementation projects.

Other Charges – This category was higher in FY 2011 due to system implementation projects.

Capital Outlay – Less money is included in the current budget request for capital replacements.

FY 2011 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><u>A. Collaboration</u> 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><u>B. Communication</u> 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><u>C. Improved Organizational Capability</u> 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><u>D. Better Enterprise Architecture</u> 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><u>E. Improved Security and Privacy</u> 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><u>F. Reduced Burden</u> 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><u>G. Think Green</u> Implement actions to promote energy conservation and minimize environmental impacts.</p>	4

Service Unit Measures	Status
A1 – Upgrade Altiris Helpdesk ticketing system or move to the Washtenaw County ticketing system and use of SMS by June 30, 2011.	In Progress
A2 – Develop standard services catalog, identifying costs and service levels for common services, and attract at least one local unit of government as a customer by June 30, 2011.	Complete – Added City of Chelsea
A3 - Release Version 2.0 of the City’s Data Catalog offering additional data sets by December 31, 2010.	Complete
B1 – Move to one common phone number for City-County Helpdesk by December 30, 2010.	Deferred
C1 – Move combined City-County datacenter to new PD/Court/IT Facility by December 15 th 2010.	Completed 10-02-10
C2 – Move IT Staff into new PD/Court/IT Facility by December 15 th 2010.	Completed 12-10-10
C3 - Implement an Audio/Video Court Recording System and an Electronic Docket Display System for the 15 th District Court by March 31, 2011.	Audio Completed Video in Progress
D1 – Implement top three recommended high-value City-County IT projects as defined in joint City-County IT Strategic Plan by June 30, 2011.	In Progress
E1 – Manage the successful implementation of water utilities wireless security network within scope and budget as agreed to by the City’s Water Superintendent by October 30, 2010.	In Progress
E2 – Upgrade network perimeter and security infrastructure by June 30, 2011.	In Progress
F1 - Implementation of New World financial system by July 5, 2010.	Complete 07-05-10
F2 – City-County Helpdesk’s begin to share staff for backup and sustainability purposes by November 30, 2011.	Deferred
F3 – Complete Content Management Pilot Program by March 30, 2010	In Progress
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, 2011.	In Progress

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

FY 2012 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. <u>Enterprise Storage Improvements</u> Complete the consolidation of the City’s disparate storage platforms and implement the initial phase of the City/County Enterprise Disaster Recovery program.</p>	2,3
<p>B. <u>Network Enhancements</u> Expand network connectivity to include wireless local area access for both the public and employees at the Municipal Center, Justice Center and Wheeler Service Center and provide public access at high use parks facilities.</p>	2,3
<p>C. <u>Desktop Improvements</u> Replace the current service desk software suite and identify and implement best practices around service desk management and delivery in order to improve customer experience and overall management of the City’s personal computer fleet.</p>	2,3
<p>D. <u>Enterprise Content Management</u> Continue to expand the City’s Enterprise Content Management platform by implementing one ECM integration project, five “backfile” scan and index projects and an upgrade to the City Intranet platform.</p>	2,3,4
<p>E. <u>Enterprise GIS</u> Progress toward a common City-County GIS infrastructure by migrating the City and County to ESRI Version 10.</p>	2,3
<p>F. <u>Enterprise Asset Management</u> Expand the use of the City’s Enterprise Asset Platform by implementing 3 additional subject areas.</p>	2,3
<p>G. <u>Think Green</u> Implement actions to promote energy conservation and minimize environmental impacts including attending the Mayor’s Annual Green Fair.</p>	4

Service Unit Measures	Status
A1 – Enter into an Enterprise Storage Agreement with Washtenaw County for the City’s centralized data storage and migrate the City’s current Storage Area Network data to the new environment by September 30, 2011.	
A2 – Enter into an Enterprise Data Backup Agreement with Washtenaw County for the backup of the City’s centralized data storage and migrate the City’s servers to the new environment by December 30, 2011.	
A3 - Upgrade and reinstall the 80KVA Liebert UPS located at the Wheeler Service Center by October 31, 2011.	
B1 – Install managed wireless LAN access in the JC by July 30, 2011, in the MC floors 1 and 6 by August 30, 2011 and in floors 2, 3, 4 and 5 by September 30, 2011.	
B2 – Install managed public wireless LAN access in two City park locations by July 1, 2011.	
C1 – Implement new service desk, software distribution and asset management solution by May 30, 2012.	
C2 – Design and initiate service desk best practice processes by August 30, 2011.	
D1 – Implement Legistar/OnBase integration by December 30, 2011.	
D2 – Implement five OnBase “backfile” projects by June 30, 2012.	
D3 – Upgrade SharePoint from 2007 to 2010 by November 30, 2011.	
E1 – Upgrade ESRI to version 10 by April 30, 2012.	
F1 - Implementation 3 additional subject areas within CityWorks by June 30, 2012.	
G1 – Attend the 2011 Mayor’s Annual Green Fair and develop promotional materials describing what the City and County IT departments are doing to promote technology “greening”.	

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
APPLICATIONS DELIVERY MGR	403540	1.00	1.00
DATABASE ADMINISTRATOR	403510	1.00	1.00
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 APP SPECIALIST	401050	1.00	1.00
SENIOR APPLICATION SPEC	401050	7.45	7.45
SENIOR INFRASTRUCTURE SPE	401130	3.00	3.00
Total		20.45	20.45



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 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INTRAGOVERNMENTAL SALES	44,995	35,103	40,000	40,000	-	-
MISCELLANEOUS REVENUE	4,500	1,628	-	-	-	-
Total	\$49,495	\$36,731	\$40,000	\$40,000	-	-

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	49,495	36,730	40,000	40,000	-	-
Total	\$49,495	\$36,730	\$40,000	\$40,000	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	74,411	76,877	74,532	74,532	68,460	68,457
PAYROLL FRINGES	32,131	36,253	40,206	40,206	28,646	29,745
OTHER SERVICES	299,728	230,561	47,146	47,146	4,000	4,000
MATERIALS & SUPPLIES	159,427	146,450	129,608	129,608	9,608	9,608
OTHER CHARGES	8,734	9,604	10,191	10,191	8,609	8,607
EMPLOYEE ALLOWANCES	-	-	-	-	68	68
Total	\$574,431	\$499,745	\$301,683	\$301,683	\$119,391	\$120,485

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	574,432	499,744	301,683	301,683	119,391	120,485
Total	\$574,432	\$499,744	\$301,683	\$301,683	\$119,391	\$120,485

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PROCUREMENT	1.15	1.15	1.15	1.10	1.10
Total	1.15	1.15	1.15	1.10	1.10

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

REVENUES

Intragovernmental Sales – The decrease in FY 2012 reflects the central postage charges being moved to non-departmental.

EXPENSES

Payroll Fringes - The decrease in FY 2012 reflects waiver of medical coverage by the employee allocated to this unit.

Other Services – The decrease in FY 2012 reflects the allocation of telecommunications to the units that incur the cost.

Materials & Supplies – The decrease in FY 2012 reflects the central postage charges being moved to non-departmental.

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 \$24,984 in FY 12.

FY 2011 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 and integration with ONBASE.	1, 2, 3
B. Promote to vendors the 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 - Completion of project by 6/30/2011	Complete
B1 - Completion of project by 6/30/2011	Deferred
C1 - Completion of project by 6/30/2011	Complete

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

FY 2012 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. 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
B. 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- Implementation phase completed by 6/30/12	
B1 - Completion of project by 6/30/2012	

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ACCOUNTING SERVICES MGR	401280	0.10	0.10
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
Total		1.10	1.10



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 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	24,552,534	24,794,523	25,903,257	25,903,257	27,543,953	28,865,284
Total	\$24,552,534	\$24,794,523	\$25,903,257	\$25,903,257	\$27,543,953	\$28,865,284

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INSURANCE FUND (0057)	24,552,534	24,794,523	25,903,257	25,903,257	27,543,953	28,865,284
Total	\$24,552,534	\$24,794,523	\$25,903,257	\$25,903,257	\$27,543,953	\$28,865,284

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	43,851	43,879	56,232	56,232	56,239	56,239
PAYROLL FRINGES	19,534	17,935	28,938	28,997	31,705	33,753
OTHER SERVICES	505,117	605,814	614,965	636,779	649,050	660,616
MATERIALS & SUPPLIES	6	-	4,000	150	150	150
OTHER CHARGES	1,736,481	1,083,622	2,174,188	1,687,041	2,075,668	2,174,160
PASS THROUGHES	3,800,000	1,300,000	1,300,000	-	-	-
Total	\$6,104,989	\$3,051,250	\$4,178,323	\$2,409,199	\$2,812,812	\$2,924,918

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INSURANCE FUND (0057)	6,104,989	3,051,250	4,178,323	2,409,199	2,812,812	2,924,918
Total	\$6,104,989	\$3,051,250	\$4,178,323	\$2,409,199	\$2,812,812	\$2,924,918

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
RISK MANAGEMENT	0.65	0.75	0.80	0.80	0.80
Total	0.65	0.75	0.80	0.80	0.80

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

REVENUES

Operating Transfers – The FY 2012 increase represents the additional funding needed for projected increases in health insurance costs.

EXPENSES

Other Services – The FY 2012 & 2013 increases reflect the increased costs of contractual services and claim services.

Other Charges – The FY 2012 decrease savings in liability insurance premiums, unemployment compensation, the municipal service charge and contingencies. The FY 2013 increases reflect increases to insurance premiums and an increase to the municipal service charge.

Pass Throughs – The FY 2011 budget represents the final operating transfer for PD/Court facility funding.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
RISK SPEC/ASSTANT TO CFO	401100	0.50	0.50
TREASURY SERVICES MANAGER	403310	0.30	0.30
Total		0.80	0.80



FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	-	-	93,050	93,050	92,394	92,116
FINES & FORFEITS	211,786	215,420	221,882	221,882	228,539	235,395
MISCELLANEOUS REVENUE	68,379	20,349	7,000	7,000	7,000	7,000
TAXES	41,467,957	41,505,711	40,084,195	40,341,646	39,781,396	39,662,726
Total	\$41,748,122	\$41,741,480	\$40,406,127	\$40,663,578	\$40,109,329	\$39,997,237

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	41,748,122	41,741,479	40,406,127	40,663,578	40,109,329	39,997,237
Total	\$41,748,122	\$41,741,479	\$40,406,127	\$40,663,578	\$40,109,329	\$39,997,237

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	310,318	320,590	304,636	292,027	307,617	249,654
PAYROLL FRINGES	145,504	157,411	162,225	162,235	180,073	152,040
OTHER SERVICES	57,455	24,929	32,150	20,510	20,850	24,259
MATERIALS & SUPPLIES	25,343	24,956	28,200	26,373	27,350	28,350
OTHER CHARGES	70,289	71,832	76,723	76,723	51,754	51,744
Total	\$608,909	\$599,718	\$603,934	\$577,868	\$587,644	\$506,047

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	608,909	599,718	603,934	577,868	587,644	506,047
Total	\$608,909	\$599,718	\$603,934	\$577,868	\$587,644	\$506,047

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
TREASURY SERVICES	5.35	4.75	4.70	4.70	3.70
Total	5.35	4.75	4.70	4.70	3.70

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Taxes – General Fund property taxes are forecasted to decrease by 1.3% from Fiscal Year 2011 to Fiscal Year 2012; and decrease by 0.3% from FY 2012 to FY 2013

EXPENSES

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

Other Charges – The FY 2012 decrease reflects savings in IT charges, because of the implementation of the new financial system.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Treasury Services Unit would be charged \$232,711 in FY 12.

FY 2011 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. Replace Class point-of-sale system (where applicable) with New World integrated point-of sale solution	1,2,3
B. Collect & disburse taxes with 100% accuracy and according to state law	1,2,3
C. Implement and manage comprehensive collections process for all City receivables	1
D. Support efforts of the Energy Office in establishing a Property Assessed Clean Energy program	2,4,5
E. Support & assist with moving Customer Service from City Center building to City Hall	2,3
F. Support organizational efforts for restructured revenue initiatives	1,3,4

Service Unit Measures	Status
A – Installation complete by 7/30/10	Complete
B – Adherence to tax procedure calendar/checklist	Complete
C – Systemic monitoring and reporting of aging for delinquent personal property tax, accounts receivable	In Process
D1 – Michigan Legislature passage of HB5640	Complete
D2 – Establishment of clean energy loan program	In Process
E – Relocation complete and successful	In Process
F – TBD	In Process

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

FY 2012 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. Build real-time integration of New World point-of sale and operational software systems	2,4
B. Collect & disburse taxes with 100% accuracy and according to state law	1,2,3
C. Implement and manage comprehensive collections process for all City receivables	1
D. Support efforts of the Energy Office in establishing a Property Assessed Clean Energy program	2,4
E. Consolidate cash-out processes across relocated departments and facilitate cross-training efforts	2
F. Support organizational efforts for restructured revenue initiatives	1,3,4
Reduce parking citation appeal back-log	2
G. Revise investment policy to allow for extended maturity horizons on core portfolio assets	1
H. Implement on-line parking appeals management system	2,4
I. Install and set-up Claim Zone risk management solution. Align business processes to leverage software functionality.	1,2,4

Service Unit Measures	Status
A – Operational by 12/31/2011	
B – Adherence to tax procedure calendar/checklist	
C – Systemic monitoring and reporting of aging for delinquent personal property tax, accounts receivable	
D – Establishment of clean energy assessment program	
E – Complete by 9/30/2011	
F – TBD	
G - Maximum aging of 6 weeks by 12/31/2011	
H - Investment policy adopted by Council by 8/31/2011	
I - New system in place and operational by 7/31/2011	

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Allocated Positions

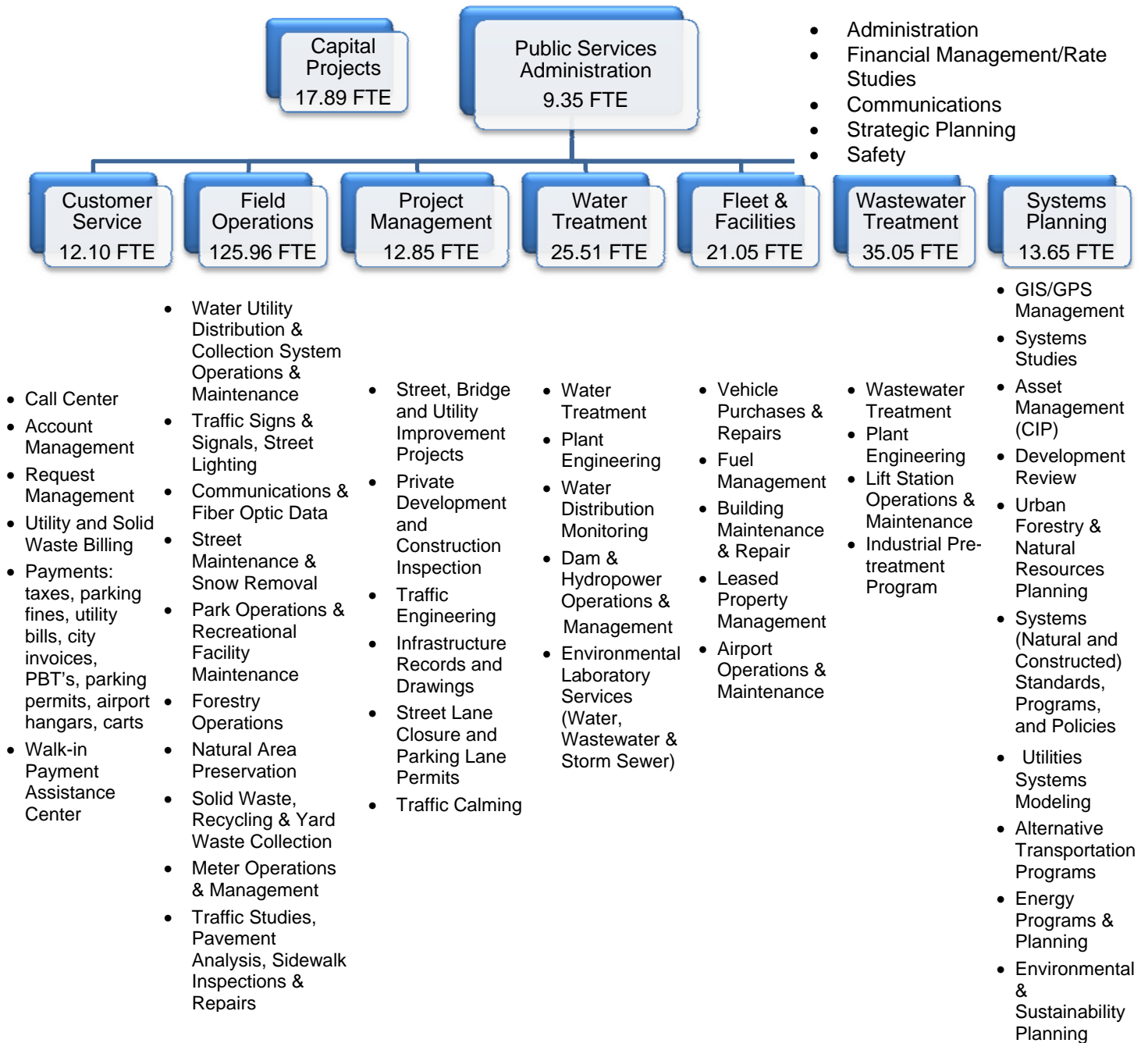
Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00	0.00
ASST TREASURY SRVS MGR	401090	1.00	1.00
PARKING REFEREE	401200	2.00	2.00
TREASURY SERVICES MANAGER	403310	0.70	0.70
Total		4.70	3.70

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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

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ADMINISTRATION	29,442,390	25,464,540	31,174,391	29,786,158	30,554,379	26,589,954
CAPITAL PROJECTS	61,342	54,504	1,448,264	1,448,264	18,925,784	19,898,889
CUSTOMER SERVICE	42,639,271	44,351,630	45,633,570	45,788,796	47,008,885	48,891,566
FIELD OPERATIONS	16,289,053	15,621,030	19,194,271	18,394,619	17,084,427	16,556,122
FLEET & FACILITY	8,793,648	7,834,232	9,737,074	9,624,438	10,662,895	7,940,145
PROJECT MANAGEMENT	3,076,668	2,815,121	2,368,076	2,500,374	2,396,569	2,288,944
SYSTEMS PLANNING	258,687	313,129	1,936,685	904,790	404,835	383,459
WASTEWATER TREATMENT	251,831	245,229	253,000	250,000	250,000	250,000
WATER TREATMENT	506,371	419,746	363,181	315,000	335,000	335,000
Total	\$101,319,261	\$97,119,161	\$112,108,512	\$109,012,439	\$127,622,774	\$123,134,079

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ENERGY PROJECTS (0002)	60,081	63,910	184,673	189,278	158,462	202,286
PARKS REPAIR & RESTOR MILLAGE (0006)	16,308	7,527	120,763	85,303	-	-
GENERAL (0010)	1,035,321	721,415	1,048,431	754,043	865,624	773,449
CENTRAL STORES (0011)	1,273,554	1,075,172	1,607,715	1,557,406	1,571,428	1,581,528
FLEET SERVICES (0012)	8,052,310	7,053,066	8,873,714	8,796,298	9,836,355	7,093,805
PARKS SERVICE HEADQUARTERS (0015)	-	-	-	-	-	-
MAJOR STREET (0021)	6,777,749	6,769,472	7,077,873	7,122,357	6,808,905	6,850,843
LOCAL STREET (0022)	1,819,203	1,664,698	1,778,060	1,754,167	1,710,662	1,701,736
METRO EXPANSION (0036)	345,084	385,173	635,000	645,000	360,422	357,305
WATER SUPPLY SYSTEM (0042)	20,354,087	21,876,106	22,271,893	22,370,543	22,315,038	23,058,047
SEWAGE DISPOSAL SYSTEM (0043)	22,034,679	19,608,675	22,604,308	21,496,902	21,979,785	22,815,589
AIRPORT (0048)	767,229	791,856	808,140	832,140	830,619	849,595
PROJECT MANAGEMENT (0049)	2,980,302	2,706,256	3,676,238	3,804,036	4,408,764	4,207,158
CEMETARY PERPETUAL CARE (0054)	3,498	2,056	6,200	1,200	1,200	1,200
ELIZABETH R. DEAN TRUST FUND (0055)	206,765	62,997	95,063	80,000	85,000	80,000
ART IN PUBLIC PLACES (0056)	576,599	507,110	443,788	448,748	321,927	285,340
WHEELER CENTER (0058)	461,777	474,091	525,584	527,584	510,460	522,991
ALTERNATIVE TRANSPORTATION (0061)	138,985	106,249	106,012	94,392	181,861	210,428
STREET MILLAGE FUND (0062)	10,811,094	9,638,050	13,798,281	13,338,323	14,914,060	11,253,451
STORMWATER SEWER SYSTEM FUND (0069)	5,520,614	5,895,645	5,623,989	5,599,065	5,803,497	5,967,560
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,383,642	4,195,002	4,133,703	4,198,703	3,771,737	3,810,227
SOLID WASTE (0072)	13,352,761	13,348,295	15,031,099	14,768,091	15,187,968	14,551,541
TREE REMOVAL & DISPOSAL FUND (0079)	19,463	20,801	-	1,500	-	-
STORM SEWER REVENUE BONDS- 2005 (0082)	-	-	-	-	1,925,000	1,335,000
SEWER BOND PENDING SERIES (0088)	-	-	-	-	9,733,000	7,955,000
WATER PENDING BOND SERIES (0089)	-	-	-	-	4,341,000	7,670,000
SIDEWALK IMPROVEMENT FUND (0091)	-	-	22,225	-	-	-
GENERAL CAPITAL FUND (00CP)	234,906	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	93,320	145,537	1,635,760	547,360	-	-
Total	\$101,319,261	\$97,119,159	\$112,108,512	\$109,012,439	\$127,622,774	\$123,134,079

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ADMINISTRATION	17,661,249	15,527,784	23,508,026	23,500,896	23,192,355	24,066,146
CAPITAL PROJECTS	204,885	506,007	3,327,116	2,159,981	34,087,351	31,325,452
CUSTOMER SERVICE	1,698,136	1,869,896	1,907,314	1,896,723	1,819,956	1,860,431
FIELD OPERATIONS	31,708,666	32,315,443	38,915,375	36,962,797	35,522,018	34,975,024
FLEET & FACILITY	7,324,276	7,472,386	11,194,918	11,109,162	12,355,321	9,273,325
PROJECT MANAGEMENT	3,020,760	2,463,484	2,932,880	2,909,902	2,944,731	2,780,784
SYSTEMS PLANNING	2,374,204	2,330,591	4,490,360	2,950,574	2,593,371	2,555,095
WASTEWATER TREATMENT	7,258,805	8,921,002	8,017,188	7,613,765	8,312,793	8,614,233
WATER TREATMENT	7,275,517	9,396,829	7,683,771	7,657,904	7,495,572	7,591,104
Total	\$78,526,498	\$80,803,422	\$101,976,948	\$96,761,704	\$128,323,468	\$123,041,594

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ENERGY PROJECTS (0002)	162,596	88,609	180,614	178,278	158,462	202,286
PARKS REPAIR & RESTOR MILLAGE (0006)	658	27,826	120,763	83,803	-	-
ANN ARBOR MUNICIPAL CENTER (0008)	-	14,304	-	-	-	-
GENERAL (0010)	8,691,102	6,979,200	8,046,298	7,691,196	6,670,166	6,774,793
CENTRAL STORES (0011)	1,224,944	1,005,396	1,607,225	1,557,406	1,571,428	1,581,528
FLEET SERVICES (0012)	5,402,732	5,697,050	8,869,984	8,796,298	9,836,345	6,666,084
PARKS SERVICE HEADQUARTERS (0015)	10,063	-	-	-	-	-
MAJOR STREET (0021)	6,577,269	6,569,521	7,064,116	7,122,357	6,808,905	6,850,404
LOCAL STREET (0022)	1,377,925	1,567,422	1,777,915	1,754,167	1,710,662	1,701,736
METRO EXPANSION (0036)	201,803	121,163	635,000	312,500	360,422	357,305
WATER SUPPLY SYSTEM (0042)	17,363,571	18,284,335	19,752,621	19,735,304	19,524,948	19,742,122
SEWAGE DISPOSAL SYSTEM (0043)	15,981,004	15,841,258	19,696,457	18,829,599	19,800,885	20,645,793
AIRPORT (0048)	568,287	661,353	797,196	791,542	817,900	840,927
PROJECT MANAGEMENT (0049)	2,002,626	2,110,033	3,643,786	3,643,786	4,408,764	4,207,158
CEMETARY PERPETUAL CARE (0054)	3,000	-	5,000	-	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	105,683	75,513	95,033	79,923	84,715	79,817
ART IN PUBLIC PLACES (0056)	30,747	35,395	1,621,053	444,382	322,946	286,353
INSURANCE FUND (0057)	145,240	136,208	180,087	180,087	148,998	151,926
WHEELER CENTER (0058)	440,506	436,183	525,584	525,584	503,344	515,789
ALTERNATIVE TRANSPORTATION (0061)	88,498	77,757	90,488	77,701	121,075	182,839
STREET MILLAGE FUND (0062)	334,677	414,633	363,281	363,281	14,914,060	11,253,451
STORMWATER SEWER SYSTEM FUND (0069)	2,590,824	3,433,396	5,246,785	5,638,420	5,659,428	5,736,478
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,379,381	3,602,331	4,240,191	3,621,221	3,700,342	3,753,264
SOLID WASTE (0072)	11,247,796	12,628,191	14,981,431	14,767,843	15,186,914	14,551,541
TREE REMOVAL & DISPOSAL FUND (0079)	-	706,461	389,403	-	-	-
STORM SEWER REVENUE BONDS- 2005 (0082)	-	-	-	-	1,925,000	1,335,000
SEWER BOND PENDING SERIES (0088)	-	-	-	-	9,733,000	7,955,000
WATER PENDING BOND SERIES (0089)	-	-	-	-	4,341,000	7,670,000
SIDEWALK IMPROVEMENT FUND (0091)	-	-	19,666	19,666	-	-
GENERAL CAPITAL FUND (00CP)	502,244	144,346	90,560	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	93,320	145,537	1,936,411	547,360	13,759	-
Total	\$78,526,496	\$80,803,421	\$101,976,948	\$96,761,704	\$128,323,468	\$123,041,594

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
ADMINISTRATION	12.00	11.00	10.00	9.35	9.35
CAPITAL PROJECTS	13.26	17.17	16.00	17.89	17.74
CUSTOMER SERVICE	13.75	13.00	12.35	12.10	12.10
FIELD OPERATIONS	132.30	135.18	128.60	125.96	124.81
FLEET & FACILITY	26.15	23.93	23.67	21.05	21.20
PROJECT MANAGEMENT	17.69	15.31	15.26	12.85	12.85
SYSTEMS PLANNING	13.40	13.64	13.69	13.65	13.65
WASTEWATER TREATMENT	35.48	34.98	34.85	35.05	35.17
WATER TREATMENT	26.22	26.12	26.00	25.51	26.18
Total	290.25	290.33	280.42	273.40	273.05



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, safety, programming, oversight and communications support. Administration also provides support for the design and management of capital projects. There are 9.35 FTEs assigned to perform these functions in support of the service area.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	559,282	428,172	538,138	721,000	721,000	742,630
INVESTMENT INCOME	5,343,792	363,470	3,128,845	1,510,718	1,575,799	1,257,288
LICENSES, PERMITS & REGISTRATIONS	13,034	-	-	-	-	-
MISCELLANEOUS REVENUE	34,451	472,997	34,000	25,000	10,000	10,000
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,638,689	3,076,751	2,797,304	2,797,054	2,483,993	2,540,289
TAXES	-	-	4,476,755	4,416,093	5,859,106	2,192,445
	20,914,483	21,177,654	20,199,349	20,316,293	19,904,481	19,847,302
Total	\$29,503,731	\$25,519,044	\$31,174,391	\$29,786,158	\$30,554,379	\$26,589,954

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	73,758	76,203	126,089	-	-	-
CENTRAL STORES (0011)	51,770	-	-	15,000	17,534	13,990
MAJOR STREET (0021)	937,575	693,309	797,235	699,757	734,016	715,954
LOCAL STREET (0022)	322,177	193,314	252,250	203,000	224,158	215,232
METRO EXPANSION (0036)	7,137	38,519	-	20,000	15,422	12,305
WATER SUPPLY SYSTEM (0042)	1,959,570	2,066,787	2,302,923	2,457,923	1,735,522	1,780,637
SEWAGE DISPOSAL SYSTEM (0043)	2,576,789	-	1,519,646	706,970	758,000	606,681
AIRPORT (0048)	25,890	10,859	-	4,000	4,079	3,255
PROJECT MANAGEMENT (0049)	14,329	50,208	-	25,000	26,815	21,395
ART IN PUBLIC PLACES (0056)	465,971	378,906	314,146	324,146	176,523	176,240
WHEELER CENTER (0058)	1,867	2,169	-	2,000	1,209	965
ALTERNATIVE TRANSPORTATION (0061)	44,185	-	-	9,500	11,888	9,485
STREET MILLAGE FUND (0062)	10,801,140	9,638,050	13,798,281	13,338,323	14,914,060	11,253,451
STORMWATER SEWER SYSTEM FUND (0069)	217,757	453,589	126,245	42,971	74,663	56,112
SOLID WASTE (0072)	12,003,816	11,990,448	11,937,576	11,937,568	11,860,490	11,724,252
Total	\$29,503,731	\$25,519,045	\$31,174,391	\$29,786,158	\$30,554,379	\$26,589,954

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	978,421	582,677	703,922	776,250	813,521	814,307
PAYROLL FRINGES	336,779	337,066	332,496	332,535	375,821	399,528
OTHER SERVICES	556,164	695,942	681,940	578,020	557,923	553,354
MATERIALS & SUPPLIES	90,289	102,988	90,952	84,147	71,602	62,602
OTHER CHARGES	11,896,976	9,348,433	17,554,130	17,585,358	17,609,931	18,376,426
PASS THROUGHGS	3,825,609	4,669,565	4,144,586	4,144,586	3,753,093	3,849,465
EMPLOYEE ALLOWANCES	-	-	-	-	10,464	10,464
Total	\$17,684,238	\$15,736,671	\$23,508,026	\$23,500,896	\$23,192,355	\$24,066,146

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ANN ARBOR MUNICIPAL CENTER (0008)	-	14,304	-	-	-	-
GENERAL (0010)	388,596	330,883	396,923	313,752	293,756	323,260
CENTRAL STORES (0011)	-	-	7,000	1,990	2,000	2,000
MAJOR STREET (0021)	1,967,383	1,995,307	1,919,720	1,919,720	1,889,672	1,950,673
LOCAL STREET (0022)	-	139,709	108,006	108,006	101,305	103,001
WATER SUPPLY SYSTEM (0042)	6,324,601	4,863,186	7,500,698	7,482,036	7,344,748	7,427,421
SEWAGE DISPOSAL SYSTEM (0043)	6,391,021	4,723,539	8,579,465	8,579,465	8,710,550	9,323,715
PROJECT MANAGEMENT (0049)	-	-	25,000	50,000	50,000	50,000
ART IN PUBLIC PLACES (0056)	30,747	35,395	36,097	36,097	42,443	36,343
INSURANCE FUND (0057)	145,240	136,208	180,087	180,087	148,998	151,926
STREET MILLAGE FUND (0062)	22,989	208,887	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	728,626	658,295	1,888,929	1,901,355	1,802,307	1,809,966
SOLID WASTE (0072)	1,685,035	2,630,957	2,846,435	2,908,722	2,806,576	2,887,841
SIDEWALK IMPROVEMENT FUND (0091)	-	-	19,666	19,666	-	-
Total	\$17,684,238	\$15,736,670	\$23,508,026	\$23,500,896	\$23,192,355	\$24,066,146

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
ADMINISTRATION	12.00	11.00	10.00	9.35	9.35
Total	12.00	11.00	10.00	9.35	9.35

PUBLIC SERVICES AREA ADMINISTRATION

REVENUES

Taxes – Reflects decreases in various millage revenues.

Charges for Services – Reflects an increase of Recycle Processing Revenue as a result of an anticipated increase in the commercial and single-stream recycling program.

Investment Income – Decreases in FY 2011 Forecasted and FY 2012 Request are due to lower current and projected market investment rates.

Prior Year Surplus – Reflects an increase in the use of the Street Millage accumulated fund balance associated with securing alternative funding for the E. Stadium Bridges project.

EXPENSES

Payroll Fringes - The increase is attributable to employee medical insurance, pension and VEBA funding.

Other Services – Reflects a decrease in contracted services and the removal of rental costs for Administrative space.

Other Charges – Reflects increases on debt interest and retiree medical insurance, both of which are partially offset by decreases in insurance premiums and MSC.

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Public Services Area - Administration	Manager:	Sue McCormick

Service Unit Goals	City Goals:
A. 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, 2010 to June 30, 2011.	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, 2010 to June 30, 2011.	2
C. Continue to review and update the Public Service employee progression requirements. This will reduce training costs and result in well-trained and better qualified employees.	1, 5
D. Develop an on-line reporting process that includes injuries, vehicle and property damage incidents and triggers required investigations.	1, 3
E. Train supervisors on proper incident investigations.	3, 5
Revise and update the safety shoe program and policy	5
F. Work closely with contractors on renovation of Larcom to address building safety concerns timely.	2, 3
G. Complete the Court/Police addition, ready for move-in.	1,3, & 4
H. Complete the site work and Larcom renovations, ready for move-in	1,3, & 4

Service Unit Measures/Scoreboards	Status
A1 - Write, edit and produce a variety of Public Services information pieces each month, including communication plans, quarterly <i>WaterMatters</i> newsletter, biannual <i>WasteWatcher</i> newsletter, <i>Green Sheet</i> newsletters, single-stream recycling collateral materials, press releases, <i>Your World</i> annarbor.com blog, etc. by June 30, 2011.	On Track for 06/30/11 Completion
A2 - Develop and implement education materials, events, and workshops in collaboration with other city units and community partners to support alternative actions to street leaf collection through the use of bagged leaves in carts, leaf mulching into lawns, home composting.	Completed
B1 - Implement social media tools with the assistance of software training to enhance city services visibility. These new technology resources include continuing Gov Delivery notifications, researching and further implementing/refining	On Track for 06/30/11 Completion

social media applications, such as Facebook opportunities, and online bulletin boards, etc., by June 30, 2011.	
B2 - Research, evaluate and implement record-keeping strategies for archiving essential materials via scanning, donations to the Bentley Historical Library, identifying storage priorities, etc., in anticipation of PSA moving to City Hall in Spring 2011.	On Track for 05/30/11 Completion
C – Update FOT – FF progression by 02/2011	Ongoing due to Staff Vacancy
D – In cooperation with Human Resources and Risk Management by 09/2010	Software Package Review Selection Completed, Item before Council in May 2011 for Approval
E – Complete by 12/2010	To be Completed after Council Approval/Implementation
F – Complete by 8/2010	Complete
G – Zero Fines and citations	Ongoing thru 08/2011
H - 100 % percent completion by 01/01/11	Complete
I - 100 % percent completion by 06/01/11	Larcom Renovation on track for 06/01/11, Site Work Tracking for a 8/2011 Completion

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, 2012**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Administration/Safety	Manager:	Sue McCormick

Service Unit Goals	City Goals:
A. Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2011 to June 30, 2012.	2
B. Develop and assist in the implementation of new technology resources to engage citizens and employees and enhance understanding of city services and initiatives from July 1, 2011 to June 30, 2012.	2
C. Assist with the development and implementation of strategies to support new and ongoing city and PSA initiatives from July 1, 2011 to June 30, 2012.	2
D. Work with all Public Service Units to continue writing Standard Operating Procedures for each operation (Task).	2, 3, & 5
E. Continue annual testing in Larcom Building for Radon, Air Quality, Mold and Mildew.	1,3, & 5
F. Implement new electronic incident reporting program	1, 3, & 5
G. Start development of city wide Safety Manual working in conjunction with City wide Safety Committee. (2/3 year process)	1, 2, 3, 4, &5
H. Develop a training matrix for required regulatory training for each Service area starting with Public Service.	1, 2, 3, 4, & 5

Service Unit Measures	Status
A - Write, edit and produce a variety of Public Services information pieces each month, including communications plans, quarterly WaterMatters newsletter, biannual WasteWatcher newsletter, millage renewal fact sheets, program collateral materials, press release, etc., by June 30, 2012.	
B - With the Communications Office, track status of technology resource project implementations each month. These new resources include integration of new media, such as Podcasts and live web streaming of city meetings to promote City information, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2012.	
C – Track number of communication plans and implementation steps for campaigns, including road and sidewalk millage public awareness, the transition to contracted compost center operations, collection route changes, PACE grants (with Communications Office), Recyclebank,	

etc., by June 30, 2012.	
D – Develop a minimum of 5 each month.	
E – Have tests completed every six months by a qualified testing firm with results posted on the first floor.	
F – Rough draft to be completed by 06/30/2012.	
G – Public Service Matrix to be completed by 03/01/2012 and Community Services in draft form by 06/30/2012.	

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

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
SAFETY COMP SPECIALIST	401220	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.30	1.30
ADMIN ASSISTANT LVL 5	110054	0.15	0.15
CITY COMMUNICATION LIAISO	401180	1.00	1.00
FINANCIAL MGR-PUBLIC SERV	401070	0.90	0.90
FINANCIAL OP & CONTROL AN	401250	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PRO & DOCU SPECIALIST	401080	1.00	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00	1.00
SAFETY MANAGER	401290	1.00	1.00
Total		9.35	9.35



PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes \$31 million in capital improvements for roads, water, storm water, and sewer infrastructure. There are 17.89 FTEs allocated to Capital Project Management.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	-	-	1,448,264	1,448,264	2,175,784	2,050,919
OPERATING TRANSFERS IN	-	-	-	-	10,000	70,000
PRIOR YEAR SURPLUS	-	-	-	-	741,000	817,970
SALE OF BONDS	-	-	-	-	15,999,000	16,960,000
Total	-	-	\$1,448,264	\$1,448,264	\$18,925,784	\$19,898,889

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PROJECT MANAGEMENT (0049)	-	-	1,448,264	1,448,264	2,175,784	2,050,919
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	10,000	100,970
SOLID WASTE (0072)	-	-	-	-	741,000	787,000
STORM SEWER REVENUE BONDS- 2005 (0082)	-	-	-	-	1,925,000	1,335,000
SEWER BOND PENDING SERIES (0088)	-	-	-	-	9,733,000	7,955,000
WATER PENDING BOND SERIES (0089)	-	-	-	-	4,341,000	7,670,000
Total	-	-	\$1,448,264	\$1,448,264	\$18,925,784	\$19,898,889

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	-	-	1,104,730	1,104,730	1,750,681	1,527,171
PAYROLL FRINGES	181,896	297,120	586,966	586,966	763,006	788,493
OTHER SERVICES	-	-	60,000	60,000	-	-
MATERIALS & SUPPLIES	-	-	-	-	-	-
OTHER CHARGES	-	-	1,584,956	408,285	31,570,886	29,007,010
EMPLOYEE ALLOWANCES	-	-	-	-	2,778	2,778
Total	\$181,896	\$297,120	\$3,336,652	\$2,159,981	\$34,087,351	\$31,325,452

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ENERGY PROJECTS (0002)	-	-	-	-	-	30,000
WATER SUPPLY SYSTEM (0042)	21,060	24,036	143,439	143,439	96,122	98,203
SEWAGE DISPOSAL SYSTEM (0043)	15,780	30,648	177,616	177,616	244,559	169,320
PROJECT MANAGEMENT (0049)	145,056	242,436	1,430,641	1,430,641	2,175,784	2,050,919
ART IN PUBLIC PLACES (0056)	-	-	1,584,956	408,285	280,503	250,010
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	10,000	70,000
STREET MILLAGE FUND (0062)	-	-	-	-	14,540,383	10,910,000
SOLID WASTE (0072)	-	-	-	-	741,000	787,000
STORM SEWER REVENUE BONDS-2005 (0082)	-	-	-	-	1,925,000	1,335,000
SEWER BOND PENDING SERIES (0088)	-	-	-	-	9,733,000	7,955,000
WATER PENDING BOND SERIES (0089)	-	-	-	-	4,341,000	7,670,000
Total	\$181,896	\$297,120	\$3,336,652	\$2,159,981	\$34,087,351	\$31,325,452

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CAPITAL PROJECTS	13.26	17.17	16.00	17.89	17.74
Total	13.26	17.17	16.00	17.89	17.74

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

The Water Supply System is requesting capital project funding in the amount of \$4,341,000. Funds will be supplied by Water Revenue bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$9,733,000. 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 \$1,925,000. Funding will be provided by Stormwater bonds.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$14,540,383. 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 \$10,000. Funding will be provided from fund balance.

The Solid Waste Enterprise Fund is requesting capital project funding in the amount of \$741,000. Use of fund balance will supply funding for the requested projects.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2012	FY 2013
		FTE's	FTE's
ASST WWTP MANAGER	401010	0.10	0.10
CIVIL ENGINEER III	403620	2.10	2.10
CIVIL ENGINEER IV	403840	0.75	0.75
CIVIL ENGINEER V	401330	1.75	1.75
CIVIL ENGINEERING SPEC 3	112014	5.05	5.05
CIVIL ENGINEERING SPEC 4	112024	3.10	3.10
CIVIL ENGINEERING SPEC 5	112034	0.75	0.75
CONTRACT/PROJECT MGR WWTP	401190	0.10	0.10
ENG PROJECT MANAGER II	403660	0.85	0.85
FIELD OPER TECH V - COMM	112744	0.25	0.35
FLEET & FACILITIES MGR	403200	0.15	0.00
LEGAL ASSISTANT PARALEGAL	000920	0.40	0.30
OPERATIONS SPECIALIST	112110	0.24	0.24
PROCESS CONTROL SYS SPEC	403190	0.05	0.05
SENIOR UTILITIES ENGINEER	404000	1.55	1.55
SUPERVISOR - CESS	192050	0.45	0.45
WWTP MANAGER	401300	0.25	0.25
Total		17.89	17.74



PUBLIC SERVICES AREA

CUSTOMER SERVICE

Customer Service has primary responsibility for collecting and processing all payments due to the City such as taxes, parking tickets, water and solid waste payments, and miscellaneous invoices. Customer Service is also responsible for all utility (water, sewer and storm water), airport, and solid waste billing services. Within the unit, a call center application routes a variety of City and Public Service related calls to trained agents on a priority basis, to assure a timely response to customer inquiries, complaints and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport services, tax bill payment processing and questions, and Water Utilities. Customer Service also provides Backflow Prevention Inspection and Reporting services, all types of general information for walk-in customers, and support for service requests that are generated from the web via the CRS (Citizen Request System). Customer Service has 12.10 FTEs.

PUBLIC SERVICES AREA
CUSTOMER SERVICE

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	42,666,964	44,347,214	45,620,570	45,774,296	46,995,885	48,878,566
MISCELLANEOUS REVENUE	-	4,416	13,000	13,000	13,000	13,000
TAXES	-	-	-	1,500	-	-
Total	\$42,639,272	\$44,351,630	\$45,633,570	\$45,788,796	\$47,008,885	\$48,891,566

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	-	-	-	60,000	60,000	60,000
WATER SUPPLY SYSTEM (0042)	18,328,659	19,752,339	19,889,970	19,886,970	20,557,716	21,255,610
SEWAGE DISPOSAL SYSTEM (0043)	19,018,065	19,175,948	20,257,856	20,351,082	20,782,585	21,769,708
STORMWATER SEWER SYSTEM FUND (0069)	5,292,547	5,423,343	5,485,744	5,490,744	5,608,584	5,806,248
Total	\$42,639,271	\$44,351,630	\$45,633,570	\$45,788,796	\$47,008,885	\$48,891,566

**PUBLIC SERVICES AREA
CUSTOMER SERVICE**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	613,624	664,032	660,411	669,940	671,406	658,922
PAYROLL FRINGES	320,324	358,242	394,094	393,974	430,971	455,334
OTHER SERVICES	114,381	173,839	203,228	214,928	94,317	94,403
MATERIALS & SUPPLIES	299	184,848	77,461	72,511	63,233	75,058
OTHER CHARGES	487,220	488,685	572,120	545,370	549,601	566,286
PASS THROUGHS	162,288	-	-	-	10,428	10,428
VEHICLE OPERATING COSTS	-	250	-	-	-	-
Total	\$1,698,136	\$1,869,896	\$1,907,314	\$1,896,723	\$1,819,956	\$1,860,431

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	370,430	201,397	249,423	249,423	265,206	210,463
MAJOR STREET (0021)	94,114	17,595	4,489	4,489	9,023	9,154
WATER SUPPLY SYSTEM (0042)	1,069,727	1,437,315	1,363,572	1,343,252	1,236,129	1,285,478
PROJECT MANAGEMENT (0049)	48,903	20,163	18,946	18,946	36,988	73,218
SOLID WASTE (0072)	114,962	193,427	270,884	280,613	272,610	282,118
Total	\$1,698,136	\$1,869,897	\$1,907,314	\$1,896,723	\$1,819,956	\$1,860,431

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
CUSTOMER SERVICE	13.75	13.00	12.35	12.10	12.10
Total	13.75	13.00	12.35	12.10	12.10

**PUBLIC SERVICES AREA
CUSTOMER SERVICE**

REVENUES

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

EXPENSES

Personnel Services –The increase reflects raises in wages for unionized employees.

Payroll Fringes - The increase is associated with higher medical insurance, pension and VEBA funding.

Other Services – Reflect a decrease associated with the elimination of rent costs for the customer service unit.

Other Charges – Reflects a decrease in IT Charges and Miscellaneous charges.

FY 2011 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. Evaluate options for better automation of the summer sewer discount; implement if feasible. Also evaluate opportunities to set the same fixed period for all eligible customers.	2
B. Maintain average rate of “Abandoned phone calls” at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain “service level” for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	2
C. Maintain and update as needed, call center software application (IQ) and associated phone trees.	2 & 3
D. Implement phone system feature for emails to “Customer Service” to queue up like incoming phone calls.	2
E. Resolve contract issues with phone support vendor and upgrade IQ call center software to current version.	2 & 3
F. Implement revised utility collection process, which eliminates physical tagging of customer doors.	1 & 4
G. Work with AMR vendor, Aclara, to develop MDM functionality (Meter Data Mgt) for water utilities (currently only provided for gas and electric utilities).	1 & 2
H. Add additional functionality to current water utility IVR phone application so that customers can check current balance, last payment, next bill due date.	2
I. Add web functionality to CSR for water utility customers to be able to initiate new service and stop existing service.	2
J. Develop and implement a bill estimator for water utility customers to be able to create a mock bill based on usage patterns.	2
K. Develop self-service options for property owners and contractors including: Owner transfer authority (OTA) forms; tap forms; consumer deposit forms, hydrant meter applications, service kill forms, etc.	2
L. Explore opportunities for customers to be able to pay their utility bill over the phone using a third party application.	2
M. Create enhanced utility bill summary explanations for the web regarding things like: summer sewer discount; tiered rates, etc.	2
N. Explore opportunity for customers to schedule service orders for things like: on/off at the curb; leak detection; meter install, etc.	2
O. Explore opportunity to accept faxes into the call center application, and send outbound faxes through the computer (i.e. bill reprints).	2 & 4

P. Implement OnBase to reduce paper use and physical storage req.	1 & 4
Q. Implement “monthly” billing for e-bill customers.	2 & 4

Service Unit Measures	Status
A - Create and manage project timeline By May-Oct 2011 irrigation season.	New option will be available upcoming summer irrigation season
B - Percentage of calls	All goals exceeded
C - Monitor programs/changes for which we provide phone support, document and perform regular testing of phone trees by 06/30/2011	Ongoing; will be complete by 6/30/11
D - Create and manage project timeline by or before 4/30/2011.	On-hold pending planned IT mail server changes/upgrades
E - Gain agreement with IT Service Unit on how to proceed, create project timeline, and monitor By or before 10/31/10	Still pending; will likely have to bypass current vendor to accomplish
F - Create and manage project timeline by or before 12/31/10	On hold
G - Schedule kick-off meeting, create project plan, monitor timeline by or before 5/31/2011.	Initial mtg held 2/24/11
H - Create and manage project timeline by or before 6/30/2011.	Implemented 12/6/2010
I - Create and manage project timeline by or before 6/30/2011.	Implemented 8/1/2010
J - Create and manage project timeline by 6/30/2011	Implemented January, 2010
K - Create and manage project timeline by 7/15/10	Re-prioritized; plan and implementation for FY 2012
L - Create and manage project timeline by 1/31/2011	Implemented 12/6/2010
M – Create checklist of material to be developed and add deadlines by 7/15/10	Re-prioritized; plan to be created by 6/30/2011
N - Create and manage project timeline by 6/30/2011	Exploration phase completed; project plan may be created for FY 2012
O - Create and manage project timeline by 6/30/11	On-hold pending planned IT mail server changes/upgrades
P - Create and manage project timeline by 06/30/11	IT has created Project Plan for C/S, but not yet implemented

Q – Create and manage project timeline by 06/30/11	New bill template must be implemented first; new template will be implemented April 2011, Monthly E-Bill on track for 12/30/11 implementation
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See Budget Summaries Section, Page 53, for list of City Goals

FY 2012 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. Maintain average rate of “Abandoned phone calls” at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain “service level” for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	2
B. Maintain and update as needed, call center software application (IQ) and associated phone trees.	2 & 3
C. Implement phone system feature for emails to “Customer Service” to queue up like incoming phone calls to ensure priority handling.	2
D. Work with AMR vendor, Aclara, to develop MDM functionality (Meter Data Mgt) for water consumption data (currently only provided for gas and electric utilities) to enhance analysis and rate design capabilities.	1 & 2
E. Implement OnBase to reduce paper use and physical storage req.	1 & 4
F. Implement “monthly” billing option for customers who agree to ebilling and epayment arrangements once new billing template is tested	2 & 4
G. Assume responsibility for ROW Permit processing; document and look for opportunities to improve the current associated processes	1 & 2
H. Cross train agents and share responsibility with Planning and Development for answering the Building Services general phone queue to improve current call handling statistics and achieve or exceed the standards outlined in “A.” above.	1 & 2
I. Implement plan to standardize/fix the base period for summer sewer discount for all residential customers and edit billing periods to provide better equity for the discounted bills.	2 & 5
J. Cross train agents and share responsibility with Planning and Development for building permit application intake to improve quality of applications submitted and reduce processing/follow-up time	1 & 2
K. Review the backflow inspection process from “cradle to grave” for the purposes of identifying opportunities for improvement in efficiency, effectiveness and completeness including process steps, correspondence, work orders, inspections and violation tracking	2 & 5
L. Strategic phase-in of two-way technology for the existing automated meter reading (AMR) technology	1, 2 & 3

Service Unit Measures	Status
A – Review phone system reports both real-time and monthly	
B – Use customer feedback and monitor programs for which we provide phone support; document and perform regular testing of phone trees	
C – Create and manage project timeline by 06/30/2012	
D – Strategy meetings with Aclara; create project plan, monitor timeline if feasible	
E – Work with IT to create and manage project timeline to 06/30/2012.	
F – Create and manage project timeline by 12/30/2011.	
G – Track number of permits processed, average time to complete, and establish a performance standard by 06/30/2012.	
H – Review phone system reports both real-time and monthly	
I – Follow existing project timeline; implement changes by 12/30/2011 and monitor	
J – Create job aids; train; track average time to process permits	
K – Review existing process front to back; identify improvement opportunities; create timeline for completion; implement changes by 06/30/2012.	
L – Create sustainability plan to ensure continued health and longevity of the technology and its capabilities	

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

PUBLIC SERVICES AREA
CUSTOMER SERVICE

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00	1.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	0.75	0.75
ADMIN ASSISTANT LVL 4	110044	3.60	3.60
ADMIN ASSISTANT LVL 5	110054	3.00	3.00
CALL CENTER SUPERVISOR	194510	1.00	1.00
CUSTOMER SERV MANAGER	401390	1.00	1.00
DEVELOPMENT SRVS INSP V	110555	0.75	0.75
Total		12.10	12.10



PUBLIC SERVICES AREA

FIELD OPERATIONS

Field Operations is the field oriented maintenance and operational unit for the City. This unit provides a wide range of essential services that enhances the quality of living in the urban setting. With 125.96 FTE's, Field Operations is the largest civilian unit surpassed only by the Fire and Police Units. Areas of responsibilities include: park maintenance, forestry, and natural area preservation; street lighting, traffic signals, street signs, radio/fiber optic communications, street maintenance, pavement analysis, sidewalk inspections and repairs, and traffic studies; solid waste, material recovery activities, and compost; all water, wastewater, and storm water distribution and collection. Consolidating these operational activities allows for intra-unit cross-training and work task opportunities, improved efficiencies and providing services at the highest possible levels.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	1,605,775	2,243,183	3,608,320	3,251,448	2,694,451	2,798,074
INTERGOVERNMENTAL REVENUES	7,334,312	7,227,562	7,349,576	7,363,943	7,297,893	7,297,893
INTRAGOVERNMENTAL SALES	1,388,188	1,343,293	1,830,570	1,835,570	1,791,762	1,798,076
INVESTMENT INCOME	1,094,817	197,314	162,580	205,208	319,625	265,126
MISCELLANEOUS REVENUE	97,958	121,681	195,500	217,243	910,552	299,691
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	1,448,825	334,283	231,000	244,790	244,000	244,000
TAXES	3,319,176	4,153,715	3,971,469	3,971,469	3,700,340	3,753,262
Total	\$16,289,051	\$15,621,031	\$19,194,271	\$18,394,619	\$17,084,427	\$16,556,122

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	16,308	7,527	120,763	85,303	-	-
GENERAL (0010)	462,666	231,608	507,741	388,843	475,424	388,449
CENTRAL STORES (0011)	1,221,784	1,081,486	1,607,715	1,542,406	1,553,894	1,567,538
PARKS SERVICE HEADQUARTERS (0015)	-	-	-	-	-	-
MAJOR STREET (0021)	5,840,173	6,050,778	6,265,138	6,377,390	6,028,389	6,088,389
LOCAL STREET (0022)	1,497,025	1,471,384	1,525,810	1,551,167	1,486,504	1,486,504
METRO EXPANSION (0036)	337,947	346,654	635,000	625,000	345,000	345,000
WATER SUPPLY SYSTEM (0042)	57,785	53,800	70,000	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	187,994	249,223	573,806	175,000	175,000	175,000
CEMETARY PERPETUAL CARE (0054)	3,498	2,056	6,200	1,200	1,200	1,200
ELIZABETH R. DEAN TRUST FUND (0055)	206,765	62,997	95,063	80,000	85,000	80,000
WHEELER CENTER (0058)	459,910	471,923	525,584	525,584	509,251	522,026
STORMWATER SEWER SYSTEM FUND (0069)	10,310	17,943	12,000	12,000	66,550	51,500
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,383,642	4,195,002	4,133,703	4,198,703	3,771,737	3,810,227
SOLID WASTE (0072)	1,348,946	1,357,847	3,093,523	2,830,523	2,586,478	2,040,289
TREE REMOVAL & DISPOSAL FUND (0079)	19,463	20,801	-	1,500	-	-
GENERAL CAPITAL FUND (00CP)	234,906	-	-	-	-	-
Total	\$16,289,052	\$15,621,029	\$19,172,046	\$18,394,619	\$17,084,427	\$16,556,122

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	8,239,541	8,176,495	8,445,675	8,755,907	8,451,763	8,266,090
PAYROLL FRINGES	3,669,687	4,126,851	4,593,712	4,644,529	4,798,178	5,087,825
OTHER SERVICES	12,239,507	12,450,878	15,983,116	15,315,034	14,865,578	15,022,473
MATERIALS & SUPPLIES	2,811,159	2,504,537	3,778,306	3,382,202	2,474,644	2,356,877
OTHER CHARGES	3,160,603	2,743,286	3,871,449	2,874,077	3,369,397	2,992,471
PASS THROUGHGS	1,096,502	1,794,913	529,818	529,818	524,245	507,330
CAPITAL OUTLAY	-	100,768	1,171,572	1,135,000	819,500	591,201
VEHICLE OPERATING COSTS	650,318	417,716	541,727	325,880	195,720	127,539
EMPLOYEE ALLOWANCES	-	-	-	350	22,993	23,218
Total	\$31,708,666	\$32,315,444	\$38,915,375	\$36,962,797	\$35,522,018	\$34,975,024

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	658	27,826	120,763	83,803	-	-
GENERAL (0010)	6,033,797	4,971,202	5,301,973	5,130,800	4,128,390	4,188,878
CENTRAL STORES (0011)	1,224,944	1,005,396	1,600,225	1,555,416	1,569,428	1,579,528
PARKS SERVICE HEADQUARTERS (0015)	10,063	-	-	-	-	-
MAJOR STREET (0021)	4,020,825	4,059,473	4,650,109	4,711,148	4,399,760	4,397,857
LOCAL STREET (0022)	1,362,915	1,371,660	1,647,997	1,624,305	1,587,957	1,578,585
METRO EXPANSION (0036)	201,803	121,163	635,000	312,500	360,422	357,305
WATER SUPPLY SYSTEM (0042)	2,528,472	2,306,630	2,928,238	2,872,269	2,928,188	2,928,227
SEWAGE DISPOSAL SYSTEM (0043)	1,859,686	1,752,292	2,483,019	2,076,835	2,084,193	2,083,581
CEMETARY PERPETUAL CARE (0054)	3,000	-	5,000	-	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	105,683	75,513	95,033	79,923	84,715	79,817
WHEELER CENTER (0058)	440,506	436,183	525,584	525,584	503,344	515,789
STORMWATER SEWER SYSTEM FUND (0069)	1,316,541	2,116,843	2,558,834	2,948,516	3,033,652	3,103,075
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,379,381	3,602,331	4,240,191	3,621,221	3,700,342	3,753,264
SOLID WASTE (0072)	9,220,391	9,618,124	11,643,446	11,420,477	11,141,627	10,409,118
TREE REMOVAL & DISPOSAL FUND (0079)	-	706,461	389,403	-	-	-
GENERAL CAPITAL FUND (00CP)	-	144,346	90,560	-	-	-
Total	\$31,708,665	\$32,315,443	\$38,915,375	\$36,962,797	\$35,522,018	\$34,975,024

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FIELD OPERATIONS	132.30	135.18	128.60	125.96	124.81
Total	132.30	135.18	128.60	125.96	124.81

PUBLIC SERVICES AREA FIELD OPERATIONS

REVENUES

Charges For Services – The budget reflects a decrease associated with the changes in the Compost Center and Commercial Front Load operations.

Miscellaneous Revenue – The budget reflects an increase associated with one-time revenue from the sale of Compost Center related equipment.

Prior Year Surplus – The budget reflects a decrease associated the completion of multi-year projects.

EXPENSES

Payroll Fringes – The budget reflects an increase in pension funding and medical insurance costs.

Other Services – The budget reflects a decrease in contracted services.

Materials and Supplies – The budget reflects a decrease as a result of removing one-time purchases for Commercial Recycle curb carts.

Vehicle Operating Costs – The budget reflects the removal of Compost Center equipment costs.

Other Charges – The budget reflects a decrease in budgeted contingency, previously budgeted for anticipated severance costs.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses by Activity (0006 PARKS REPAIR & RESTOR MILLAGE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1810 TAX REFUNDS	658	1,436	-	-	-	-
6210 OPERATIONS	-	26,000	83,803	83,803	-	-
6289 OUTREACH VOLUNTEER COORDINATION	-	390	-	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	-	-	36,960	-	-	-
Total	\$658	\$27,826	\$120,763	\$83,803	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	897,108	867,300	1,026,782	959,512	873,197	945,210
1130 FAIRVIEW CEMENTERY	27,605	28,109	40,606	68,844	34,835	35,077
4100 DDA STREET LIGHTING	102,806	29,068	96,743	76,651	59,884	60,507
4101 STREET LIGHTING	1,447,397	1,598,170	1,476,398	1,454,514	1,503,898	1,535,912
4103 LOADING ZONE MAINTENANCE	3,754	6,956	21,000	-	-	-
4120 PARKING METERS	-	41,616	102,980	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	1,205	2,028	-	1,810	6,640	6,882
4149 MAJOR TRAFFIC SIGNS	6,112	11,100	46,730	-	-	-
6209 PARKS - MOWING	1,003,838	915,785	1,122,918	1,018,587	919,466	904,667
6210 OPERATIONS	158,518	205,276	215,653	219,824	184,910	182,165
6222 SNOW & ICE CONTROL	275,927	225,315	261,352	268,009	195,887	172,368
6225 GRAFFITI/PRIVATE PROPERTY	-	1,205	-	1,380	4,771	5,013
6301 MOWING - NON PARKS	32,974	51,020	41,151	41,045	-	-
6307 FIELD INVESTIGATIONS	17,102	16,913	19,214	11,298	-	-
6309 GENERAL CARE - PARKS/FORESTRY	32,562	3,079	2,101	16,101	-	-
6317 POST PLANT CARE	6,234	2,496	-	1,510	-	-
6320 TRIMMING	330,814	203,850	252,633	243,767	-	-
6324 STORM DAMAGE	136,415	60,146	60,227	88,271	-	-
6325 STUMP REMOVAL	52,820	44,253	27,716	31,459	-	-
6327 TREE PLANTING	330,659	48,792	5,076	11,914	-	-
6328 ROW MAINTENANCE	-	4,163	-	13,020	10,059	10,138
6329 TREE REMOVALS	443,500	292,888	186,117	294,307	-	-
6335 ATHLETIC FIELDS/GAME COURTS	430,892	14,927	-	12,401	15,751	15,751
6340 ADOPT-A-PARK/GARDEN	-	-	-	-	21,871	17,537
7061 SOUTH INDUSTRIAL SITE	-	1,029	-	-	-	-
9500 DEBT SERVICE	295,555	295,718	296,576	296,576	297,221	297,651
Total	\$6,033,797	\$4,971,202	\$5,301,973	\$5,130,800	\$4,128,390	\$4,188,878

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	267,039	265,310	332,152	329,666	294,495	304,767
4912 MATERIALS & SUPPLIES	643,005	487,823	932,000	887,191	932,000	932,000
4930 SYSTEMS MAINTENANCE	214,262	150,963	242,777	239,546	224,952	231,142
4931 INSTALLS AND REPAIRS	100,638	101,300	93,296	99,013	117,981	111,619
Total	\$1,224,944	\$1,005,396	\$1,600,225	\$1,555,416	\$1,569,428	\$1,579,528

Expenses by Activity (0015 PARKS SERVICE HEADQUARTERS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
6210 OPERATIONS	10,063	-	-	-	-	-
Total	\$10,063	-	-	-	-	-

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,390,059	1,286,202	1,342,903	1,325,830	1,311,188	1,311,581
4123 SIGNAL INSTALLAION/REBUILD	81,009	147,633	278,159	335,884	317,506	330,012
4124 TRAFFIC SIGNAL MAINTENANCE	112,935	122,831	285,394	292,299	254,815	217,769
4125 SIGNAL PREVENT MAINT	37,076	36,507	70,668	42,770	61,818	62,155
4126 SIGNAL EMERGENCY REPAIR	157,525	159,747	117,548	105,623	123,157	119,126
4127 SIGNAL SYSTEM CONTROL	235,464	185,192	262,470	222,573	254,362	266,710
4128 SIGNAL SHOP WORK	37,140	24,968	29,835	22,586	27,975	29,015
4129 GRID EXPANSION/MAINTENANCE	6,968	25,176	10,318	3,665	6,573	6,782
4135 SIGN SHOP WORK	16,639	12,455	14,424	12,948	14,961	15,353
4136 SIGN, WORK FOR OTHERS	45,359	52,084	25,426	57,459	27,120	27,460
4142 MAJOR SIGN MANUFACTURE	30,511	42,627	54,269	42,688	54,979	57,066
4146 FOOTBALL/SPECIAL EVENTS	70,184	81,248	54,450	47,243	31,582	31,655
4147 MAJOR ST PAVEMENT MARKING	128,766	220,372	300,321	138,948	112,667	122,333
4149 MAJOR TRAFFIC SIGNS	82,951	102,136	106,405	98,784	94,227	96,072
4183 TRUNKLINE CONSTRUCTION	696	1,686	5,356	14,889	10,156	10,194
4184 TRUNKLINE SIGNAL INSTALL	11,472	12,408	7,856	5,054	6,956	7,094
4185 TRUNKLINE PREV MAINT	15,724	19,218	7,856	5,758	7,956	8,094
4186 TRUCKLINE EMERG REPAIR	23,840	33,411	15,856	23,279	15,956	16,094
4187 TRUNKLINE SYSTEM CONTROL	2,569	2,060	7,056	3,808	6,806	6,944
4222 POTHOLE REPAIR	269,136	351,739	253,327	275,386	223,104	218,476
4227 PAVEMENT EVALUATION	41,594	32,446	27,055	15,959	13,925	14,053
4229 RIGHT-OF-WAY STUDIES/MAINT	104,071	110,769	83,392	110,198	121,482	127,155
4231 BR 23 SWEEPING	1,395	351	937	791	1,099	1,134
4232 BR 23 POTHOLE REPAIR	1,723	1,140	4,697	4,639	5,043	5,180
4235 BR 23 WINTER MAINTENANCE	9,471	8,326	11,432	11,202	12,879	13,063
4239 BR 23 TRAFFIC SIGNS	1,148	816	5,970	1,855	5,671	5,807
4240 MAJOR BASE REPAIR/OVERLAY	112,702	140,200	232,289	225,945	248,006	252,092
4245 MAJOR SALTING/PLOWING	442,676	400,061	563,141	732,967	519,280	535,280
4248 MAJOR SURFACE TREATMENT	42,887	2,205	33,098	26,507	86,575	76,830
4251 STREET SWEEPING	359,702	303,412	236,205	341,353	270,399	267,888
4252 BRIDGE MAINTENANCE & REPAIR	19,086	4,826	5,190	2,299	4,926	5,055
4253 SHOULDER MAINTENANCE	20,171	28,578	15,694	10,368	15,671	16,040
4254 MISC CONCRETE REPAIRS	65,479	32,809	35,105	21,969	38,425	25,120
4255 SIDEWALK RAMPS	-	-	80,001	22,026	33,291	33,291
4256 SHOP WORK	1,838	120	3,157	10,620	2,875	2,951
4258 WORK FOR OTHERS	1,088	1,583	4,406	1,418	4,575	4,654
4940 BR 94 BASE REPAIR	11,303	20,572	7,012	18,876	6,524	6,550
4941 BR 94 SWEEPING	-	3,359	1,223	780	1,025	1,051
4942 BR 94 BASE REPAIR	4,499	4,772	3,206	4,216	3,575	3,654
4943 BR 94 SHOULDER MAINTENANCE	9,369	8,455	10,000	30,000	9,000	9,000
4945 BR 94 WINTER MAINTENANCE	37,601	27,313	29,832	34,930	25,429	25,667
4949 BR 94 TRAFFIC SIGNS	3,036	7,659	7,170	4,756	6,221	6,357
Total	\$4,020,823	\$4,059,472	\$4,650,109	\$4,711,148	\$4,399,760	\$4,397,857

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	8,457	5,944	6,986	6,830	6,884	6,970
4112 LOCAL SIGN MANUFACTURE	37,513	35,559	54,054	39,533	54,565	51,026
4117 LOCAL ST PAVEMENT MARKING	3,650	31,663	57,320	29,979	29,685	29,527
4119 LOCAL TRAFFIC SIGNS	93,488	80,844	92,383	79,674	86,248	85,138
4209 LOCAL GRADING	91,025	99,348	106,668	99,232	152,493	145,882
4210 LOCAL BASE REPAIR/OVERLAY	148,398	259,821	391,415	342,397	465,522	464,927
4211 LOCAL STREET SWEEPING	184,295	253,341	318,180	264,829	347,296	370,834
4212 LOCAL POTHOLE REPAIR	58,897	118,105	95,179	93,443	73,108	67,778
4215 LOCAL SALTING/PLOWING	500,969	350,957	318,167	460,900	230,521	219,360
4217 LOCAL PAVEMENT EVALUATION	6,957	13,142	15,398	4,113	10,702	10,957
4218 LOCAL SURFACE TREATMENT	180,678	5,867	72,775	72,474	16,017	11,145
4219 LOCAL ROW STUDY/MAINT	1,145	1,725	15,200	15,200	2,783	2,783
4253 SHOULDER MAINTENANCE	1,902	863	1,115	381	1,185	1,185
4254 MISC CONCRETE REPAIRS	18,344	28,573	17,000	29,163	9,052	9,052
4255 SIDEWALK RAMPS	-	-	-	-	15,552	15,552
9500 DEBT SERVICE	27,197	85,907	86,157	86,157	86,344	86,469
Total	\$1,362,915	\$1,371,659	\$1,647,997	\$1,624,305	\$1,587,957	\$1,578,585

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
4261 RIGHT-OF-WAY/MAINTENANCE & REP	201,803	121,163	635,000	312,500	155,685	146,501
6222 SNOW & ICE CONTROL	-	-	-	-	58,070	64,319
6328 ROW MAINTENANCE	-	-	-	-	146,667	146,485
Total	\$201,803	\$121,163	\$635,000	\$312,500	\$360,422	\$357,305

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	733,212	450,421	555,348	435,779	360,788	343,467
1100 FRINGE BENEFITS	182,112	118,668	124,200	124,200	137,810	151,705
1372 REVOLVING SUPPLY	100,447	155,254	125,000	125,000	115,000	115,000
4500 ENGINEERING - OTHERS	6,642	15,220	21,235	30,011	43,925	44,947
6210 OPERATIONS	-	-	-	-	271,931	283,156
7010 CUSTOMER SERVICE	-	177,560	235,574	299,357	273,320	280,650
7031 REVOLVING EQUIPMENT	-	-	-	5,500	92,443	95,729
7033 DCU MAINTENANCE	-	1,314	2,396	1,841	250	250
7060 OUTSTATIONS	394,427	193,041	330,335	273,840	-	-
7061 SOUTH INDUSTRIAL SITE	51,386	17,465	9,600	14,653	18,140	19,120
7064 MISS DIG	83,641	78,717	71,836	73,918	60,675	61,739
7067 MERCHANDISING & JOBBING	23,697	19,793	32,885	19,732	24,488	25,320
7092 MAINTENANCE - MAINS	606,602	713,318	533,099	655,904	649,198	677,910
7093 MAINTENANCE - HYDRANTS	94,350	121,101	108,377	77,353	119,498	123,520
7094 MAINTENANCE - SERVICE	132,320	139,082	131,563	124,040	112,203	114,921
9000 CAPITAL OUTLAY	150,755	11,533	30,000	30,005	203,000	142,000
9070 CAPITAL OUTLAY - SERVICE	-	-	2,000	5,610	2,000	2,000
9071 CAPITAL OUTLAY - VALVES	-	99,712	168,771	153,043	94,802	77,769
9072 CAPITAL OUTLAY - MAINS	28,192	-	141,641	189,980	152,792	167,060
9073 CAPITAL OUTLAY - HYDRANTS	-	-	236,197	163,522	163,295	168,480
9074 CAPITAL OUTLAY - CONTR DUG SER	-	-	27,085	14,382	11,015	11,449
9075 CAPITAL OUTLAY - 4 IN + SERVICE	-	-	2,000	500	650	650
9076 CAPITAL OUTLAY - RENEWAL SERVICE	-	-	39,096	54,099	20,965	21,385
9083 CAPTIAL OUTLAY - TAPS	-	36	-	-	-	-
Total	\$2,528,473	\$2,306,630	\$2,928,238	\$2,872,269	\$2,928,188	\$2,928,227

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	504,362	359,985	448,266	346,307	298,019	267,599
1100 FRINGE BENEFITS	171,948	118,668	124,200	124,200	137,810	151,705
1372 REVOLVING SUPPLY	15,708	5,924	20,000	1,000	5,000	5,000
4500 ENGINEERING - OTHERS	3,757	15,625	30,235	25,516	46,925	47,947
4917 MAINTENANCE - FACILITY	49,095	35,490	97,352	46,074	23,274	23,905
6210 OPERATIONS	-	-	-	-	225,250	236,997
7010 CUSTOMER SERVICE	57,228	106,709	128,278	211,400	118,100	134,235
7031 REVOLVING EQUIPMENT	-	-	-	1,500	26,167	26,767
7032 BILLING	-	82	-	-	-	-
7060 OUTSTATIONS	58,937	3,372	159,632	169,584	-	-
7061 SOUTH INDUSTRIAL SITE	24,519	1,935	17,100	2,124	5,093	5,227
7064 MISS DIG	33,163	54,930	51,460	47,239	48,375	49,539
7067 MERCHANDISING & JOBBING	10,069	2,885	6,195	4,741	4,403	4,603
7072 RODDING	174,885	234,098	213,460	192,990	242,986	258,855
7074 TELEVISION COLLECTION SYSTEM	202,539	202,720	176,288	209,075	183,048	205,476
7077 MAINTENANCE - MANHOLE	168,620	153,149	184,887	224,391	264,324	325,874
7083 JETTING	193,917	316,611	224,408	246,775	185,870	226,212
7092 MAINTENANCE - MAINS	-	58,203	-	91,960	48,469	48,928
9000 CAPITAL OUTLAY	200,563	80,285	601,258	131,925	221,080	64,712
9072 CAPITAL OUTLAY - MAINS	-	460	-	34	-	-
9077 CAPITAL OUTLAY - MANHOLE	-	1,108	-	-	-	-
9083 CAPTIAL OUTLAY - TAPS	-	2,469	-	-	-	-
Total	\$1,859,687	\$1,752,291	\$2,483,019	\$2,076,835	\$2,084,193	\$2,083,581

Expenses by Activity (0054 CEMETARY PERPETUAL CARE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1130 FAIRVIEW CEMETERY	3,000	-	5,000	-	-	-
Total	\$3,000	-	\$5,000	-	-	-

Expenses by Activity (0055 ELIZABETH R. DEAN TRUST FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,590	1,561	33	42	37	39
6307 FIELD INVESTIGATIONS	775	-	-	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	56	-	-	-	-	-
6312 TREE NURSERY	-	197	-	-	-	-
6317 POST PLANT CARE	5,508	18,748	20,000	16,215	18,473	17,573
6320 TRIMMING	1,645	25,124	30,000	21,945	22,985	19,985
6325 STUMP REMOVAL	-	1,600	-	1,337	1,500	1,500
6327 TREE PLANTING	96,109	28,284	45,000	34,884	25,235	24,235
6329 TREE REMOVALS	-	-	-	5,500	16,485	16,485
Total	\$105,683	\$75,514	\$95,033	\$79,923	\$84,715	\$79,817

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	440,506	436,183	525,584	505,061	482,030	493,766
6222 SNOW & ICE CONTROL	-	-	-	9,905	7,862	8,098
6301 MOWING - NON PARKS	-	-	-	10,618	13,452	13,925
Total	\$440,506	\$436,183	\$525,584	\$525,584	\$503,344	\$515,789

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	483,619	645,810	397,608	231,183	286,889	291,505
1100 FRINGE BENEFITS	-	59,340	62,100	62,100	68,905	75,852
4251 STREET SWEEPING	76,677	41,739	207,812	117,373	161,963	165,090
4500 ENGINEERING - OTHERS	2,684	16,460	10,636	23,263	21,962	22,474
6210 OPERATIONS	-	-	-	-	299,812	305,063
6309 GENERAL CARE - PARKS/FORESTRY	-	-	-	-	37,744	38,692
6317 POST PLANT CARE	-	-	-	-	9,055	9,067
6320 TRIMMING	-	-	-	-	165,840	169,938
6324 STORM DAMAGE	-	-	-	-	71,644	72,678
6325 STUMP REMOVAL	-	-	-	-	96,672	98,211
6327 TREE PLANTING	-	-	-	-	90,476	91,817
6329 TREE REMOVALS	-	-	-	-	214,373	230,001
7010 CUSTOMER SERVICE	25,317	32,791	54,797	25,150	30,304	30,967
7031 REVOLVING EQUIPMENT	-	-	-	11,601	179,540	213,484
7060 OUTSTATIONS	-	46,458	233,562	196,825	-	-
7061 SOUTH INDUSTRIAL SITE	22,043	5,821	5,000	2,700	2,700	2,400
7064 MISS DIG	16,582	29,318	29,916	29,855	24,436	24,969
7067 MERCHANDISING & JOBBING	5,142	3,926	10,201	2,488	-	-
7072 RODDING	26,950	1,458	-	375	-	-
7074 TELEVISIONING COLLECTION SYSTEM	54,977	31,284	25,276	32,275	23,490	24,540
7077 MAINTENANCE - MANHOLE	-	37,606	-	43,310	12,000	12,000
7078 TREE PLANTING & MANAGEMENT	-	168,450	349,180	-	-	-
7079 STORM - STUMP REMOVAL	-	35,214	69,620	-	-	-
7080 STORM DAMAGE RESTORATION	-	86,432	-	197,849	-	-
7081 DITCH MAINTENANCE	175,251	160,823	179,126	137,741	158,194	162,666
7082 CATCHBASIN MAINTENANCE	254,046	319,621	290,883	356,917	339,543	347,717
7083 JETTING	141,213	260,698	187,154	255,985	207,116	212,176
7084 ILLICIT DISCHARGE ELIMINATION	1,516	2,999	3,000	9,765	4,900	4,900
7085 CULVERT MAINTENANCE	-	8,226	-	96,520	51,950	51,950
7090 MAINTENANCE	54,172	10,353	33,323	4,931	24,740	25,910
7092 MAINTENANCE - MAINS	-	54,682	-	357,295	122,908	92,043
9000 CAPITAL OUTLAY	52,584	66,505	391,161	745,000	311,000	311,001
9072 CAPITAL OUTLAY - MAINS	-	1,932	-	-	-	-
9077 CAPITAL OUTLAY - MANHOLE	6,631	3,287	18,479	8,015	15,496	15,964
Total	\$1,316,544	\$2,116,842	\$2,558,834	\$2,948,516	\$3,033,652	\$3,103,075

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

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	535	-	-	-	-
1810 TAX REFUNDS	11,320	24,209	-	-	-	-
2071 ARGO SPILLWAY	-	3,212	-	1,120	-	-
4146 FOOTBALL/SPECIAL EVENTS	560	-	-	-	-	-
6100 FACILITY RENTALS	-	41,678	-	53,325	41,588	41,022
6121 LESLIE SCIENCE CENTER	-	16,753	7,500	15,440	10,715	10,431
6123 KEMPF HOUSE	-	8,417	-	17,715	8,149	8,193
6209 PARKS - MOWING	-	33	81,584	100,245	72,435	75,200
6210 OPERATIONS	763,751	440,575	536,358	516,048	869,139	838,878
6223 SHELTERS/RESTROOMS	286,596	211,687	252,314	-	-	-
6231 BUHR POOL	-	51,393	33,395	54,733	40,683	40,791
6232 BUHR RINK	-	41,682	16,997	40,288	32,105	32,321
6234 VETERAN'S POOL	-	55,310	31,404	48,272	47,683	48,334
6235 VETERAN'S ICE ARENA	-	45,444	38,071	55,332	22,388	22,822
6236 FULLER POOL	-	54,912	26,639	40,615	29,688	30,122
6237 MACK POOL	-	20,259	13,997	23,850	18,695	18,911
6242 ARGO LIVERY	-	29,109	31,139	28,351	18,195	18,411
6244 GALLUP LIVERY	-	30,139	15,701	24,251	12,045	12,461
6250 NORTHSIDE COMMUNITY CENTER	-	7,714	23,087	11,953	8,495	8,511
6260 BRYANT COMMUNITY CENTER	-	8,073	23,087	18,578	10,795	11,011
6287 ECOLOGICAL RESTORATION	4,938	240,856	185,420	195,356	165,284	172,515
6288 ECOLOGICAL ASSESS & MONITORING	-	118,812	108,226	118,128	127,004	129,460
6289 OUTREACH VOLUNTEER COORDINATION	295	123,617	150,552	141,169	136,882	142,043
6290 ANN ARBOR PUBLIC SCHOOLS	8,680	2,795	8,600	-	-	-
6307 FIELD INVESTIGATIONS	1,896	1,392	5,328	1,008	-	-
6309 GENERAL CARE - PARKS/FORESTRY	997,414	666,755	998,622	908,480	699,161	733,724
6312 TREE NURSERY	-	239	-	-	-	-
6315 SENIOR CENTER OPERATIONS	-	17,361	16,542	31,273	11,498	11,712
6317 POST PLANT CARE	34,236	27,432	57,925	41,223	49,215	49,490
6320 TRIMMING	130,802	150,522	282,047	188,864	187,806	193,889
6324 STORM DAMAGE	948	3,100	7,596	6,548	12,653	12,843
6325 STUMP REMOVAL	31,954	13,024	88,858	32,942	82,072	83,932
6327 TREE PLANTING	96,839	210,540	316,172	205,036	122,442	123,442
6329 TREE REMOVALS	89,481	115,918	356,615	281,406	300,989	309,697
6335 ATHLETIC FIELDS/GAME COURTS	870,729	765,262	476,355	369,649	422,438	431,380
6340 ADOPT-A-PARK/GARDEN	45,022	50,238	50,060	50,023	49,999	49,999
7099 RECREATIONAL DAMS	-	-	-	-	90,101	91,719
9541 BAD DEBTS	3,922	3,334	-	-	-	-
Total	\$3,379,383	\$3,602,331	\$4,240,191	\$3,621,221	\$3,700,342	\$3,753,264

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	314,326	782,626	529,073	598,491	412,284	255,183
1401 ART FAIR	3,957	3,600	3,600	448	2,400	2,400
1810 TAX REFUNDS	26,224	56,718	-	-	-	-
3162 COMMUNITY STANDARDS	30,000	35,000	30,000	30,000	30,000	30,000
4203 LEAF PICKUP	491,368	489,906	416,856	224,550	318,358	267,271
4721 REAR-LOAD COMMER COLLECT	247,614	202,436	421,019	282,987	426,287	418,070
4722 SPECIAL COLLECTION	22,070	15,836	17,407	16,356	16,282	16,347
4724 RESIDENTIAL COLLECTION	1,597,910	1,859,800	2,502,119	2,322,088	2,283,355	2,483,061
4725 FRONT-LOAD COMMER COLLECT	638,585	1,003,384	1,846,695	1,996,535	2,496,557	2,617,176
4726 DDA REFUSE CANS COLLECTION	66,938	53,950	27,604	49,353	48,160	48,909
4727 CARTS RPR/DDIST	11,466	11,446	8,634	9,100	9,737	9,986
4729 STUDENT MOVE IN/OUT	17,225	34,234	25,081	24,621	25,187	25,387
4730 DROP OFF STATION STAFFED	45,377	23,098	5,500	3,500	-	-
4732 SINGLE FAMILY RECYCLING	1,477,115	1,315,499	1,422,954	1,330,204	1,514,174	1,561,829
4733 MULTI FAMILY RECYCLING	771,704	786,137	1,033,337	1,295,962	858,775	789,683
4734 COMMERCIAL RECYCLING	549,921	992,670	1,331,325	1,251,411	1,028,161	513,121
4747 CHRISTMAS TREES	34,317	21,880	-	-	-	-
4749 YARDWASTE COLLECTION	859,232	302,123	604,226	378,760	430,140	255,790
4764 RECYCLING PROCESSING	492,208	381,110	444,370	430,041	428,343	330,282
4919 MAINTENANCE - LANDFILL	552,255	340,440	440,043	314,852	424,681	391,211
6210 OPERATIONS	-	-	-	-	246,961	252,836
6362 PARK REFUSE	98,086	89,155	53,004	105,043	97,077	94,962
7060 OUTSTATIONS	870,149	811,301	480,599	756,175	44,708	45,614
9541 BAD DEBTS	2,342	5,776	-	-	-	-
Total	\$9,220,389	\$9,618,125	\$11,643,446	\$11,420,477	\$11,141,627	\$10,409,118

Expenses by Activity (0079 TREE REMOVAL & DISPOSAL FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
6309 GENERAL CARE - PARKS/FORESTRY	-	-	329,570	-	-	-
6320 TRIMMING	-	-	59,833	-	-	-
6329 TREE REMOVALS	-	706,461	-	-	-	-
Total	-	\$706,461	\$389,403	-	-	-

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
6325 STUMP REMOVAL	-	3,598	-	-	-	-
6327 TREE PLANTING	-	140,748	90,560	-	-	-
Total	-	\$144,346	\$90,560	-	-	-

Street Maintenance and Traffic Control

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	2,262,117	2,003,238	1,873,307	1,851,202	1,811,925	1,818,606
1100 FRINGE BENEFITS	833,460	859,296	904,754	904,754	890,949	950,093
4112 LOCAL SIGN MANUFACTURE	37,513	35,559	54,054	39,533	54,565	51,026
4117 LOCAL ST PAVEMENT MARKING	3,650	31,663	57,320	29,979	29,685	29,527
4119 LOCAL TRAFFIC SIGNS	93,488	80,844	92,383	79,674	86,248	85,138
4123 SIGNAL INSTALLAION/REBUILD	81,009	147,633	278,159	335,884	317,506	330,012
4124 TRAFFIC SIGNAL MAINTENANCE	194,218	139,074	347,616	292,299	254,815	217,769
4125 SIGNAL PREVENT MAINT	37,076	36,507	70,668	42,770	61,818	62,155
4126 SIGNAL EMERGENCY REPAIR	157,525	159,747	117,548	105,623	123,157	119,126
4127 SIGNAL SYSTEM CONTROL	235,464	185,192	262,470	222,573	254,362	266,710
4128 SIGNAL SHOP WORK	37,140	24,968	29,835	22,586	27,975	29,015
4129 GRID EXPANSION/MAINTENANCE	6,968	25,176	10,318	3,665	6,573	6,782
4135 SIGN SHOP WORK	16,639	12,455	14,424	12,948	14,961	15,353
4136 SIGN, WORK FOR OTHERS	45,359	52,084	25,426	57,459	27,120	27,460
4137 TRAFFIC CALMING	15,010	56,054	21,912	21,856	21,400	20,150
4142 MAJOR SIGN MANUFACTURE	30,511	42,627	54,269	42,688	54,979	57,066
4146 FOOTBALL/SPECIAL EVENTS	70,184	81,248	54,450	47,243	31,582	31,655
4147 MAJOR ST PAVEMENT MARKING	128,766	220,372	300,321	138,948	112,667	122,333
4149 MAJOR TRAFFIC SIGNS	82,951	102,136	106,405	98,784	94,227	96,072
4183 TRUNKLINE CONSTRUCTION	696	1,686	5,356	14,889	10,156	10,194
4184 TRUNKLINE SIGNAL INSTALL	11,472	12,408	7,856	5,054	6,956	7,094
4185 TRUNKLINE PREV MAINT	15,724	19,218	7,856	5,758	7,956	8,094
4186 TRUCKLINE EMERG REPAIR	23,840	33,411	15,856	23,279	15,956	16,094
4187 TRUNKLINE SYSTEM CONTROL	2,569	2,060	7,056	3,808	6,806	6,944
4209 LOCAL GRADING	91,025	99,348	106,668	99,232	152,493	145,882
4210 LOCAL BASE REPAIR/OVERLAY	148,398	259,821	391,415	342,397	465,522	464,927
4211 LOCAL STREET SWEEPING	184,295	253,341	318,180	264,829	347,296	370,834
4212 LOCAL POTHOLE REPAIR	58,897	118,105	95,179	93,443	73,108	67,778
4215 LOCAL SALTING/PLOWING	500,969	350,957	318,167	460,900	230,521	219,360
4217 LOCAL PAVEMENT EVALUATION	6,957	13,142	15,398	4,113	10,702	10,957
4218 LOCAL SURFACE TREATMENT	180,678	5,867	72,775	72,474	16,017	11,145
4219 LOCAL ROW STUDY/MAINT	1,145	1,725	15,200	15,200	2,783	2,783
4222 POTHOLE REPAIR	269,136	351,739	253,327	275,386	223,104	218,476
4227 PAVEMENT EVALUATION	41,594	32,446	27,055	15,959	13,925	14,053
4229 RIGHT-OF-WAY STUDIES/MAINT	104,071	110,769	83,392	110,198	121,482	127,155
4231 BR 23 SWEEPING	1,395	351	937	791	1,099	1,134
4232 BR 23 POTHOLE REPAIR	1,723	1,140	4,697	4,639	5,043	5,180
4235 BR 23 WINTER MAINTENANCE	9,471	8,326	11,432	11,202	12,879	13,063
4239 BR 23 TRAFFIC SIGNS	1,148	816	5,970	1,855	5,671	5,807
4240 MAJOR BASE REPAIR/OVERLAY	112,702	140,200	232,289	225,945	248,006	252,092
4245 MAJOR SALTING/PLOWING	442,676	400,061	563,141	732,967	519,280	535,280
4248 MAJOR SURFACE TREATMENT	42,887	2,205	33,098	26,507	86,575	76,830
4251 STREET SWEEPING	359,702	303,412	236,205	341,353	270,399	267,888
4252 BRIDGE MAINTENANCE & REPAIR	19,086	4,826	5,190	2,299	4,926	5,055
4253 SHOULDER MAINTENANCE	22,074	29,441	16,809	10,749	16,856	17,225
4254 MISC CONCRETE REPAIRS	83,823	61,382	52,105	51,132	47,477	34,172
4255 SIDEWALK RAMPS	-	-	80,001	22,026	48,843	48,843
4256 SHOP WORK	1,838	120	3,157	10,620	2,875	2,951
4257 ENG SERVICES/INSPECTIONS	96,798	77,617	108,572	108,950	127,576	102,962
4258 WORK FOR OTHERS	1,088	1,583	4,406	1,418	4,575	4,654
4261 RIGHT-OF-WAY/MAINTENANCE & REP	201,803	121,163	635,000	312,500	155,685	146,501
4520 TRAFFIC OPERATIONS	246,143	276,627	269,916	271,616	276,086	281,200
4530 DESIGN - DRAFTING	1,552	901	-	-	-	-
4531 DESIGN - ENGINEERING	71,355	74,906	40,644	-	-	-
4532 DESIGN - TECHNICIAN	821	50	-	-	-	-
4533 DESIGN - SURVEY	7	-	-	-	-	-
4534 CONSTRUCTION - DRAFTING	4,137	-	-	-	-	-
4535 CONSTRUCTION - SURVEY	-	2,393	-	-	-	-
4536 CONSTRUCTION - ENGINEERING	40,721	5,198	-	-	-	-
4537 CONSTRUCTION - INSPECTION	1,307	5,529	-	-	-	-
4538 CONSTRUCTION - OTHER	356,344	193,308	291,825	-	-	-
4542 ENGINEERING - ROADS	47,307	-	150,608	-	-	-
4940 BR 94 BASE REPAIR	11,303	20,572	7,012	18,876	6,524	6,550
4941 BR 94 SWEEPING	-	3,359	1,223	780	1,025	1,051
4942 BR 94 BASE REPAIR	4,499	4,772	3,206	4,216	3,575	3,654

4943 BR 94 SHOULDER MAINTENANCE	9,369	8,455	10,000	30,000	9,000	9,000
4945 BR 94 WINTER MAINTENANCE	37,601	27,313	29,832	34,930	25,429	25,667
4949 BR 94 TRAFFIC SIGNS	3,036	7,659	7,170	4,756	6,221	6,357
6222 SNOW & ICE CONTROL	-	-	-	-	58,070	64,319
6328 ROW MAINTENANCE	-	-	-	-	146,667	146,485
7011 CALL CENTER	94,114	17,595	4,489	4,489	9,023	9,154
9000 CAPITAL OUTLAY	-	17,200	9,517	-	-	-
9500 DEBT SERVICE	449,525	793,437	797,021	797,021	799,307	798,553
Total	\$8,761,830	\$8,573,833	\$10,031,847	\$9,189,024	\$8,879,989	\$8,909,445

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area: Public Services	Area Administrator: Sue McCormick
Service Unit: Field Operations	Manager: Craig Hupy

Service Unit Goals	City Goals:
A. Continue reforestation through various options including cooperative programs and partnerships with community groups by each year replacing 10% of trees removed due to EAB infestation.	3
B. Implement a citizen pruner pilot program to help young trees develop good structure.	2
C. Improve longevity of city trees through thoughtful selection of planting sites and diversification of tree species.	1, 3
D. Improve drainage along WRW Service Center entrance off Ellsworth Road	2
E. Address nutrient contamination in compost pad detention ponds	2
F. Fully utilize on-call contractor for backlog contracts	1, 5
G. Decrease the number of sanitary sewer overflows.	2
H. Track all sanitary main line cleaning and televising electronically.	5
I. Protect, conserve, and restore park natural areas	3
J. Increase public participation in caring and managing for our parks through the Adopt-A-Park Program	3
K. Repair or replace 25% of park identification signs	2
L. Inspect all playgrounds on a monthly basis and effect repairs as practical	2
M. Identify and clear open ditch locations that need sediment removal to improve infrastructure	3
N. Implement safety training standards that include safety exercises and training	1, 2
O. Continue to provide cross training opportunities for supervisors to expand and enhance depth of coverage for all work functions	1, 2
P. Maintain and repair water system with higher than normal quality standards to ensure high quality of life	3
Q. Achieve 75% replacement of the 800 city-owned and maintained street lights from High Pressure Sodium (HID) to LED	2, 5
R. Sweep all city streets twice per year to reduce dust and water pollution	2, 3
S. Increase participation in the "food waste composting" program to reduce refuse going to the landfill	3, 5
T. Develop an availability index for the water distribution system	2, 3

Service Unit Measures	Status
A - Plant 1,000 Trees by 06/30/2011	Plant 1030 by 6/30/11
B - Train one group (2-5 volunteers) of citizen pruners that will be	Fully trained

able to trim young trees BY 04/01/2011.	3 groups (13 volunteers)
C - Increase diversification by planting at least 15 species of trees that currently represent less than 5% of the tree population.	Planted 25 species
D - Install bioswales, ditches and bore small culvert by June 1, 2011	Ongoing
E - Complete study and construction design by March 20, 2011	Ongoing
F - Backlog of Sanitary and Storm repair projects reduced by 50% by June 30, 2011 and contracts utilized to 95-100% of value by same date.	Backlog reduced by 60%; contracts utilized to 80% of value
G - Implement a cross lot inspection/cleaning program decreases overflows by 50%	Overflows decreased by 70%
H - Record 70% of all sanitary maintenance activities recorded in paperless format	75% of activities recorded
I1 - Control invasive species and actively restore native ecosystems on 100% of the 425 acres of city parkland.	Complete
I2 - Plan and implement 110 volunteer stewardship workdays in park natural areas.	Complete
J1 - Coordinate and host 50 neighborhood Adopt-A-Park events	Hosted 35
J2 - Officially identify Park Adopters at 43 Parks (48% of adoptable parks)	47 parks (53%)
K - Number of signs repaired or replaced	30%
L - Percentage of playgrounds inspected monthly	90%
M - Remove sediment from 5 ditch locations, improving efficiencies and minimize "standing water."	Removed from 6 locations
N - Train each employee each year on new or updated safety standards	Completed
O - Provide at least one training opportunity for each team leader and supervisor each year	75%
P - Reduce broken system valves, 70% of the time during a watermain break only 1 City block will be out of service.	10%; effort is ongoing
Q - Percentage of city-owned street lights replaced	80% complete
R - Number of times all city streets are swept	Majors swept twice; locals three times
S - Increase participation by 20% in by the end of FY11	Increased by 30%
T - Complete by December 31, 2010	Ongoing

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Field Operations	Manager:	Craig Hupy

Service Unit Goals	City Goals:
A. Establish an Adopt an Island Program.	5
B. Monthly Inspections of Playgrounds.	2
C. Rebuild and or renovate baseball/softball fields.	5
D. Increase the utilization of CityWorks for Street Maintenance.	2, 3
E. Sweep all city streets two times per year.	1, 2, 3, 4
F. Update curb ramps to current standards.	1, 2, 3
G. Perform spot pavement repairs to reduce frequency and expense of capital pavement replacement program.	1, 3
H. Perform roadside vegetation management on 3,000 linear feet of shoulder to improve or maintain road user safety	3, 4
I. Conduct pavement condition evaluations on 45 centerline miles of local roads and 35 centerline miles of major roads.	1
J. Protect, conserve, and restore park natural areas	3
K. Coordinate and host 50 neighborhood Adopt-A-Park and Adopt-A-Median Program events to increase public participation.	3
L. Implement a citizen pruner program to help young trees develop good structure.	2
M. Complete narrow banding the VHF radio system. This includes Fire, MOSCAD, and Civil Defense Sirens? This is an FCC requirement.	2
N. Convert the remaining City owned street lights to LED's	1, 2, 5
O. Set up the 800MHz radio system for non-public safety users to ensure that the system is setup in a way that the system stays up and running efficiently during normal operation and during catastrophic events.	2
P. Decrease the number of sanitary sewer overflows.	2
Q. Track all sanitary main line cleaning and televising electronically	5
R. Track all storm main line cleaning & maintenance electronically	5
S. Identify and repair potential storm problem areas before they become an emergency issue.	3
T. Identify and clear open ditch locations that need sediment removal to improve infrastructure	3
U. Repair and maintain the storm sewer system with high quality standards to ensure a safe and reliable infrastructure.	3
V. Decrease the number of customers that have services interrupted by 25%	3
W. Plant 1000 street trees per year	4
X. Plant 100 park trees during FY12	4

Service Unit Measures	Status
A – Adopted ten (10) islands	
B - Percent of playgrounds inspected monthly	
C – Rebuild or renovate ten (10) baseball/softball fields	
D - Inspect and prioritize or resolve 80% of maintenance requests within 48hrs of receipt.	
E - Number of times all city streets are swept	
F - Update 100 curb ramps to current standards	
G - Sq ft replaced per year	
H - Total of lineal feet maintained.	
I - Percentage of centerline miles inspected and evaluated in each category-Accuracy of evaluation confirmed @ 95%	
J - Percentage of acres of invasive species controlled; and actively restore native ecosystems on 425 acres of city parkland	
K - Number of neighborhood program events that are coordinated as a percentage of the goal (50).	
L - Train one group (5-10 volunteers) of citizen pruners per year that will be able to trim young trees.	
M - Complete project by June 30, 2012	
N - Complete conversion of remaining city owned streetlights to LED by December 1, 2011	
O - Complete set-up by June 20, 2012	
P - Continue our cross lot inspection/cleaning program decreasing overflows by 50%	
Q - Record 80% of all sanitary maintenance activities in paperless format	
R - Record 70% of all storm maintenance activities now in paper format	
S - Reduce backlog of sanitary and storm repair projects by 50% by January 1, 2012 and contracts utilized to 95-100% of value by same date	
T - Remove sediment from 1,000 linear feet of ditch, improving efficiencies and minimize “standing water.”	
U - Reconstruct and or repair 450 catch basins or 5% increase over last year.	
V - Perform maintenance to replace broken water system valves	
W - Number of street trees planted as a percentage of goal of 1,000 per year	
X - Number of park trees planted as a percentage of goal of 100 trees	

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

PUBLIC SERVICES AREA
FIELD OPERATIONS

Allocated Positions

Job Description	Job Class	FY 2012	FY 2013
		FTE's	FTE's
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	4.00	4.00
BUSINESS ANALYST	401210	1.00	1.00
CIVIL ENGINEER IV	403840	1.00	1.00
ELEC & CONTROL TECH IV	116244	0.10	0.05
FIELD OP ASST MANAGER	401140	1.00	1.00
FIELD OP TECH V - INFRA S	112845	5.00	5.00
FIELD OPER TECH I - INFRA	112804	4.00	4.00
FIELD OPER TECH I-FOR/FAC	112754	6.00	6.00
FIELD OPER TECH I-INFRA	112804	1.00	1.00
FIELD OPER TECH II - FOR/	112764	1.00	1.00
FIELD OPER TECH II - INFR	112814	8.00	8.00
FIELD OPER TECH III - COM	112724	5.00	5.00
FIELD OPER TECH III - FOR	112774	5.00	5.00
FIELD OPER TECH III -INFR	112824	7.00	7.00
FIELD OPER TECH III-INFRA	112824	2.00	2.00
FIELD OPER TECH IV - COMM	112734	2.00	2.00
FIELD OPER TECH IV - FOR/	112784	7.00	6.00
FIELD OPER TECH IV - INFR	112834	19.00	19.00
FIELD OPER TECH V - COMM	112744	4.75	4.65
FIELD OPER TECH V - FOR/F	112794	6.00	6.00
FIELD OPER TECH V - INFRA	112844	14.00	14.00
FIELD OPERATIONS MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV II	192110	3.00	3.00
FIELD OPERATIONS SUPV III	192120	4.00	4.00
FIELD OPERATIONS SUPV V	192140	2.00	2.00
FIELD OPERATIONS TECH III	112724	2.00	2.00
FLEET & FAC SUPV II	190014	0.05	0.05
FLEET & FACILITIES MGR	403200	0.25	0.25
GIS COORDINATOR	401520	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
MANAGER - NAP PARKS	403320	1.00	1.00
NAP TECHNICIAN	193050	2.00	2.00
OPERATIONS SPECIALIST	112110	0.76	0.76
TREE TRIMMER I	112851	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
VOLUNTEER & OUTREACH COOR	190100	1.00	1.00
WATER UTILITY TECH I	117400	0.05	0.05
WATER UTILITY TECH II	117410	0.05	0.05
WATER UTILITY TECH III	117420	0.05	0.05
WATER UTILITY TECH IV	117430	0.05	0.05
WATER UTILITY TECH IV	117431	0.05	0.05
WATER UTILITY TECH V	117440	0.05	0.05
WATER UTILITY TECH V	117441	0.25	0.25
Total		125.96	124.81



PUBLIC SERVICES AREA

FLEET & FACILITY

The Fleet and Facilities Service Unit is responsible for the maintenance and repair of City owned buildings and their grounds, as well as project oversight for these facilities. The Unit also is responsible for maintenance and repair to 700 vehicles and pieces of equipment, including vehicle and fuel procurement. The operation of the Ann Arbor Airport is also handled by this Unit. There are 21.05 FTEs requested in this budget to accomplish the above described responsibilities of the Fleet and Facilities Service Unit.

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	725,764	763,325	804,140	824,140	822,540	842,340
INTRAGOVERNMENTAL SALES	6,934,475	6,307,868	7,069,566	6,922,261	6,888,358	6,902,649
INVESTMENT INCOME	382,094	70,944	183,888	145,000	114,248	91,156
MISCELLANEOUS REVENUE	126,319	131,922	124,000	124,000	104,000	104,000
OPERATING TRANSFERS IN	624,996	560,174	-	-	-	-
PRIOR YEAR SURPLUS	-	-	1,555,480	1,609,037	2,733,749	-
Total	\$8,793,648	\$7,834,233	\$9,737,074	\$9,624,438	\$10,662,895	\$7,940,145

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	-	169	55,220	-	-	-
FLEET SERVICES (0012)	8,052,310	7,053,066	8,873,714	8,796,298	9,836,355	7,093,805
AIRPORT (0048)	741,339	780,997	808,140	828,140	826,540	846,340
Total	\$8,793,649	\$7,834,232	\$9,737,074	\$9,624,438	\$10,662,895	\$7,940,145

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,558,539	1,488,721	1,513,576	1,478,567	1,352,660	1,375,220
PAYROLL FRINGES	668,197	745,095	838,917	838,638	817,954	880,791
OTHER SERVICES	814,479	677,054	905,764	901,036	1,038,250	1,067,362
MATERIALS & SUPPLIES	114,982	124,823	95,450	81,477	80,101	88,516
OTHER CHARGES	1,620,850	1,928,970	978,984	954,056	977,503	1,027,332
PASS THROUGHGS	694,233	726,052	717,174	717,174	718,794	722,001
CAPITAL OUTLAY	-	-	4,053,007	4,143,583	5,331,639	1,899,503
VEHICLE OPERATING COSTS	1,963,700	1,781,671	2,085,630	1,994,631	2,024,405	2,199,485
EMPLOYEE ALLOWANCES	-	-	-	-	14,015	13,115
Total	\$7,324,275	\$7,472,386	\$11,188,502	\$11,109,162	\$12,355,321	\$9,273,325

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	1,353,257	1,113,982	1,521,322	1,521,322	1,701,076	1,766,314
FLEET SERVICES (0012)	5,402,732	5,697,050	8,869,984	8,796,298	9,836,345	6,666,084
AIRPORT (0048)	568,287	661,353	797,196	791,542	817,900	840,927
Total	\$7,324,276	\$7,472,385	\$11,188,502	\$11,109,162	\$12,355,321	\$9,273,325

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FLEET & FACILITY	26.15	23.93	23.67	21.05	21.20
Total	26.15	23.93	23.67	21.05	21.20

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

REVENUES

Investment Income - The reductions are based lower investable balances because of use of fund balance for capital vehicle purchases anticipated in Fiscal Years 2011 and 2012.

Intragovernmental Sales - The decrease reflects reduced fleet charges to customers, which corresponds to lower estimated operating cost.

Prior Year Surplus - Reflects an increase of capital vehicle purchases in line with the normal variation of the number and type of assets that are replaced yearly.

EXPENSES

Personnel Services - Decrease related to staff reduction of three FTEs across the Service Unit.

Payroll Fringes – Decrease due to staff reductions.

Other Services - Increase in contracted service is associated with a full year of operating the new Justice Center.

Capital Outlay - The increase reflects the normal variation in the type and quantity of vehicles and equipment anticipated to be replaced from year to year.

Vehicle Operating Costs – The reduction on Fiscal Year 2012 reflects an anticipated 10% reduction in repair parts inventory, fuel prices remaining constant with the budgeted amount for Fiscal Year 2011 but with a reduction in usage. The increase in Fiscal Year 2013 reflects a 15% increase in the cost of all fuel types with usage remaining constant with Fiscal Year 2012.

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Fleet & Facility	Manager:	Matt Kulhanek

Service Unit Goals	City Goals:
A. Present a runway safety extension project at the Ann Arbor Municipal Airport to City Council.	2,3
B. Work with the Major Projects Manager to ensure the construction of the Court/Police addition in a timely and cost effective manner.	3
C. Work with staff to complete the transition of operations from various City facilities into the Court/Police addition.	3
D. Work with the Major Projects Manager to ensure the renovation of the Larcom Building in a timely and cost effective manner.	3
E. Work with staff to complete the transition of operations from various City facilities into the renovated Larcom facility.	2
F. Complete the transition to and start-up coordination of the City's compost operations to a public-private partnership.	2,1
G. Complete the Airport's airfield signage, pavement marking and energy improvement project.	3,2
H. Complete a fleet utilization study to assist City Units in determining appropriate fleet mix and size prior to the next budget cycle.	1,2

Service Unit Measures	Status
A1- Complete the environmental assessment and receive FONSI from the FAA by 7/31/10. (EA is completed and waiting for FONSI from the FAA)	ongoing
A2 – Secure project funding, complete engineering and final design and present to Council by 3/31/11. (See A1)	ongoing
B - 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.	complete
C – Coordinate project teams to address the various components of the move for the courts, police and IT operations anticipated to occur by 12/31/10. (all operations are relocated except for Patrol Division which has been delayed due to accidental flooding in Larcom basement)	ongoing
D - 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.	ongoing
E1 – Coordinate the temporary relocation of the Clerk's operations in January/February 2011.	complete
E2 – Coordinate the relocation of Customer Service and Community	ongoing

Standards operations, including the Building operations at 2000 S. Industrial, to the 1 st floor of Larcom by 4/30/11. (change target date to 5/31/11)	
E3 – Coordinate the relocation of HR and PSA Administration to the 6 th floor of Larcom by 6/30/11.	ongoing
F – Work with Field Operations and Systems Planning staff to ensure that the transition to a public-private partnership for compost operations is complete and all operational responsibilities are defined and assigned to the appropriate party.	complete
G – Secure funding, complete design and installation of airfield signage, pavement marking upgrades and energy improvements at the Airport by 11/1/11.	complete
H – Review usage data for all fleet vehicles, establish usage benchmarks and provide data to service unit managers by 12/31/10. (Utilization was reviewed with critical service unit managers)	complete

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Fleet & Facilities	Manager:	Matt Kulhanek

Service Unit Goals	City Goals:
A. Complete construction/renovations of the Municipal Center project including site work.	3
B. Coordinate the installation of artwork at the Municipal Center.	3
C. Municipal Center project closeout.	3
D. Coordinate final planning and construction of the Airport runway safety extension project if approved.	2, 3
E. Initiate and oversee the bathroom renovation/construction project (first year phase) in the Larcom building.	2, 3
F. Review staff scheduling for all aspects of the Service Unit to determine if utilization is appropriate for operational needs.	1, 2
G. Work with Systems Planning to ensure compliance of public-private partnerships at the compost center, MRF and transfer station.	2, 3
H. Wheeler Center Project closeout.	1, 3

Service Unit Measures	Status
A - Attend construction project meetings and keep abreast with all project issues and plans to ensure the construction project is completed timely and in a cost effective manner.	
B - Attend meetings and address project issues with Quinn Evans Architect and Clark Construction to complete installation of the Dreistl artwork at the Municipal Center.	
C1 – Ensure punch list items are completed by the contractor.	
C2 – Coordinate the training obligations between City staff and contractor representatives for new building systems.	
C3 – Attend meetings and ensure that all closeout documentation, including LEED certification application, is provided and submitted.	
C4 – Work with City finance staff to closeout project budget upon completion of all obligations.	
D – Work with the State and FAA to secure project funding, complete final design work, bid and build project. Project timing depends on approvals and construction season/operational challenges.	
E1 – Finalize construction priority and project scope of work, complete asbestos abatement work by 09/30/2011.	
E2 – Finalize plans, bid project and begin renovations by 01/31/2012.	
F – Work with staff and supervisors to look at current work schedules and see if they maximize the effectiveness of the Unit. If changes are necessary, work with staff and HR to implement any recommended	

changes.	
G1 – Complete regular inspections of these facilities to ensure that the public-private partners are complying with their contractual obligations.	
G2 – Complete regular inspections of City owned rolling stock utilized by public-private partners to ensure they are complying with accepted vehicle/equipment maintenance standards.	
H – Process a final closure of project by 06/30/2012.	

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

PUBLIC SERVICES AREA
FLEET & FACILITY

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.50	0.50
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
FACILITIES MAINT TECH II	110224	1.00	1.00
FACILITIES MAINT TECH IV	110234	3.00	3.00
FACILITIES MAINT TECH V	110244	2.00	2.00
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FAC SUPV II	190014	1.95	1.95
FLEET & FAC SUPV III	190024	1.00	1.00
FLEET & FACILITIES MGR	403200	0.60	0.75
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	2.00	2.00
VEHICLE & EQUIP TECH V	110125	4.00	4.00
Total		21.05	21.20



PUBLIC SERVICES AREA

PROJECT MANAGEMENT

The Project Management Services Unit actively pursues State and Federal grants and 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 12.85 FTEs.

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	2,366,881	2,258,564	1,848,864	2,001,162	2,020,911	2,066,668
INTRAGOVERNMENTAL SALES	5,725	925	-	-	-	-
MISCELLANEOUS REVENUE	23,938	15,950	-	-	-	-
OPERATING TRANSFERS IN	680,124	539,682	499,212	499,212	237,596	222,276
PRIOR YEAR SURPLUS	-	-	-	-	138,062	-
Total	\$3,076,668	\$2,815,121	\$2,348,076	\$2,500,374	\$2,396,569	\$2,288,944

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
MAJOR STREET (0021)	-	25,385	15,500	45,000	45,000	45,000
PROJECT MANAGEMENT (0049)	2,965,974	2,656,048	2,227,974	2,330,772	2,206,165	2,134,844
ART IN PUBLIC PLACES (0056)	100,740	133,688	124,602	124,602	145,404	109,100
STREET MILLAGE FUND (0062)	9,954	-	-	-	-	-
Total	\$3,076,668	\$2,815,121	\$2,368,076	\$2,500,374	\$2,396,569	\$2,288,944

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,056,721	977,588	1,094,047	1,114,090	973,914	977,135
PAYROLL FRINGES	480,203	488,271	555,293	537,072	515,265	548,612
OTHER SERVICES	142,934	-	196,240	170,228	218,192	223,718
MATERIALS & SUPPLIES	18,198	18,142	40,450	38,350	37,200	37,200
OTHER CHARGES	542,416	740,897	795,164	789,864	920,006	747,307
PASS THROUGHGS	778,059	255,444	231,686	231,686	247,890	214,548
CAPITAL OUTLAY	-	-	20,000	20,000	20,000	20,000
VEHICLE OPERATING COSTS	2,230	3,140	-	8,612	-	-
EMPLOYEE ALLOWANCES	-	-	-	-	12,264	12,264
Total	\$3,020,761	\$2,463,485	\$2,932,880	\$2,909,902	\$2,944,731	\$2,780,784

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	40,210	7	-	-	-	-
MAJOR STREET (0021)	342,941	354,244	378,488	380,566	403,662	384,162
LOCAL STREET (0022)	15,010	56,054	21,912	21,856	21,400	20,150
PROJECT MANAGEMENT (0049)	1,808,667	1,847,433	2,169,199	2,144,199	2,145,992	2,033,021
STREET MILLAGE FUND (0062)	311,688	205,746	363,281	363,281	373,677	343,451
GENERAL CAPITAL FUND (00CP)	502,244	-	-	-	-	-
Total	\$3,020,760	\$2,463,484	\$2,932,880	\$2,909,902	\$2,944,731	\$2,780,784

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
PROJECT MANAGEMENT	17.69	15.31	15.26	12.85	12.85
Total	17.69	15.31	15.26	12.85	12.85

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT SERVICES UNIT**

REVENUES

Charges for Services – The Project Management Fund is an Internal Service Fund. The Fund receives credits from capital projects for engineering and project management services, and charges the private developments for reviewing their construction plans for work in the Public ROW and construction inspection. The FY 2012 revenue is reflective of the normal fluctuations in demand for services.

Operating Transfers In – These are revenue received from the other funds which require the PMSU's services. The FY 2012 revenue is reflective of the normal fluctuations in demand for services.

EXPENSES

Personnel Services – The FY 2012 reflects a reduction in the number of FTEs.

Payroll Fringes – The FY 2012 reflects a reduction in the number of FTEs.

Other Services – Reflects the shift from contracted temporary services to temporary pay in the personnel services category.

Other Charges – Reflects an increase in contingency due to the reservation of funding for possible staff retirements.

FY 2011 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 Federal and/or State grants for the City's capital improvement projects (18 projects)	78%
B - Engage the public in the project planning, design and construction of capital improvement projects (15 projects)	140%
C1 - Complete the design or construction of street reconstruction/resurfacing projects (6 projects)	117%
C2 - Complete the design or construction of water main replacement projects (7 projects)	129%
C3 - Complete the design or construction of sanitary sewer improvement projects (3 projects)	300%
C4 - Complete transportation improvement projects (4 projects)	120%
D - Implement environmentally sustainable engineering solutions (3 projects)	100%
E1 - Private Development Construction Plans reviewed within 4 weeks	95%
E2 - Right-of-Way Permits reviewed within 3 weeks	95%

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

FY 2012 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. Prepare the Public for an informed decision in Fall 2011, for a new Street Reconstruction Millage	3
D. Rebuild the City's Infrastructure (Streets, Water Mains, Storm & Sanitary Sewer)	3
E. Encourage and implement environmentally sustainable engineering solutions	4
F. Encourage new developments by providing timely construction plan review and assisting the developers	5

Service Unit Measures	Status
A. Utilize Federal and/or State grants for the City's capital improvement projects (7 projects)	
B - Engage the public in the project planning, design and construction of capital improvement projects (15 projects)	
C – Prepare Communication Plan, Resolution in August 2011 for the November 2011 Ballot, Present Information to Public	
D1 – Complete the design and/or construction of street reconstruction/resurfacing projects (4 projects)	
D2 – Complete the design and/or construction of water main replacement projects (5 projects)	
D3 - Complete the design and/or construction of sanitary sewer improvement projects (5 projects)	
D4 – Complete transportation improvement projects including the initiation of the E. Stadium Bridges project. (6 projects)	
E – Implement environmentally sustainable engineering solutions (2 projects)	
F1 –Private Development Construction Plans reviewed within 4 weeks	
F2 – 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 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	0.85	0.85
CIVIL ENGINEER III	403620	1.20	1.20
CIVIL ENGINEER IV	403840	0.25	0.25
CIVIL ENGINEER V	401330	2.25	2.25
CIVIL ENGINEERING SPEC 3	112014	2.95	2.95
CIVIL ENGINEERING SPEC 4	112024	2.90	2.90
CIVIL ENGINEERING SPEC 5	112034	0.25	0.25
ENG PROJECT MANAGER II	403660	0.15	0.15
FINANCIAL MGR-PUBLIC SERV	401070	0.10	0.10
PROJECT MANAGEMENT MGR	403140	1.00	1.00
SUPERVISOR - CESS	192050	0.55	0.55
Total		12.85	12.85



PUBLIC SERVICES AREA

SYSTEMS PLANNING

The Systems Planning Unit is comprised of 13.65 FTEs. Systems Planning staff bring together diverse background and experience in energy management, environmental planning and programming, solid waste and recycling, soil erosion, natural features, urban forestry, planning, public engagement, project management, transportation, geographic information systems (GIS), stormwater and water resources, sanitary sewer and drinking water. The unit provides asset management for the Public Services Area including parks, solid waste, urban forest, transportation, non-motorized transportation, sanitary, stormwater and drinking water facilities; sustainability planning; utility system modeling; 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 through the service area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	17,000	13,150	12,000	90,110	93,300	93,300
INTERGOVERNMENTAL REVENUES	93,320	145,537	1,635,760	547,360	-	-
INVESTMENT INCOME	-	-	40,265	13,240	10,141	8,091
MISCELLANEOUS REVENUE	598	-	5,200	5,200	5,200	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	121,056	138,312	112,031	106,451	181,482	102,307
	-	-	131,429	131,429	114,712	179,761
Total	\$231,974	\$290,686	\$1,936,685	\$893,790	\$404,835	\$383,459

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ENERGY PROJECTS (0002)	33,368	41,468	184,673	178,278	158,462	202,286
GENERAL (0010)	598	24	5,200	5,200	5,200	-
MAJOR STREET (0021)	-	-	-	210	1,500	1,500
WATER SUPPLY SYSTEM (0042)	-	-	-	10,650	11,800	11,800
SEWAGE DISPOSAL SYSTEM (0043)	-	-	-	13,850	14,200	14,200
ART IN PUBLIC PLACES (0056)	9,888	-	5,040	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	94,800	114,328	106,012	84,892	159,973	99,973
STORMWATER SEWER SYSTEM FUND (0069)	-	770	-	53,350	53,700	53,700
MAJOR GRANTS PROGRAMS (00MG)	93,320	145,537	1,635,760	547,360	-	-
Total	\$231,974	\$290,686	\$1,936,685	\$893,790	\$404,835	\$383,459

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	963,043	923,354	1,158,561	1,182,173	1,225,305	1,225,305
PAYROLL FRINGES	413,962	433,252	502,155	486,958	561,905	594,545
OTHER SERVICES	606,564	539,169	1,078,650	324,584	322,470	253,243
MATERIALS & SUPPLIES	178,022	53,724	568,864	572,538	13,950	13,750
OTHER CHARGES	199,982	339,288	853,970	314,281	331,284	329,795
PASS THROUGHES	9,888	-	5,040	5,040	-	-
CAPITAL OUTLAY	2,743	47,288	320,000	65,000	120,000	120,000
EMPLOYEE ALLOWANCES	-	-	-	-	18,457	18,457
Total	\$2,374,204	\$2,330,591	\$4,487,240	\$2,950,574	\$2,593,371	\$2,555,095

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
ENERGY PROJECTS (0002)	162,596	88,609	180,614	178,278	158,462	172,286
GENERAL (0010)	142,804	113,013	114,106	110,693	110,349	109,999
MAJOR STREET (0021)	152,006	142,902	111,310	106,434	106,788	108,558
WATER SUPPLY SYSTEM (0042)	506,202	505,054	598,454	601,610	600,455	592,593
SEWAGE DISPOSAL SYSTEM (0043)	455,712	413,777	439,169	381,918	448,790	454,944
ALTERNATIVE TRANSPORTATION (0061)	88,498	77,757	90,488	77,701	111,075	112,839
STORMWATER SEWER SYSTEM FUND (0069)	545,657	658,259	796,022	788,549	818,592	818,412
SOLID WASTE (0072)	227,408	185,683	220,666	158,031	225,101	185,464
MAJOR GRANTS PROGRAMS (00MG)	93,320	145,537	1,936,411	547,360	13,759	-
Total	\$2,374,203	\$2,330,591	\$4,487,240	\$2,950,574	\$2,593,371	\$2,555,095

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
SYSTEMS PLANNING	13.40	13.64	13.69	13.65	13.65
Total	13.40	13.64	13.69	13.65	13.65

PUBLIC SERVICES AREA SYSTEMS PLANNING

REVENUES

Charges for Services – The increase is related to the collection of Systems Planning fees for site plan reviews. In addition, a Preliminary Plan Review fee for plans that are reviewed but do not fall under Planning & Development site plan requirements (such as U-M projects) is being established and will generate new revenue.

Operating Transfers In - The FY 2012 revenue is reflective of the normal fluctuations in demand for services.

EXPENSES

Personnel Services – The increase is related to the change to City hiring of temporary employees and interns and no longer using a temporary contracting service (Manpower). This reflects a shift in costs from other services to personnel services.

Payroll Fringes/Insurance - The increase is related to the increases in medical insurance, pension and VEBA contributions.

Other Services – The decrease is related to the elimination of the use of the temporary contracting service (Manpower) for temporary employees and interns, and a reduction in Contractual Services (consultants).

Employee Allowances – The increase is related to the change of cell phone stipend payments from Other Services (Telecommunications).

FY 2011 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. Develop an Urban Forestry Management Plan	4
B. Establish policies for the management of the City's natural and physical infrastructures	3
C. Evaluate potential for Residential Solid Waste Franchise Model	1
D. Update Solid Waste Management Plan	5
E. Establish Energy Efficiency Finance Program	4
F. Reduce Streetlight Energy Costs	1
G. Expand the commercial recycling program by utilizing increased education and marketing efforts as well as ground level recruitment	4

Service Unit Measures	Status
A1 – Establish stakeholders group by 9/1/10	Completed
A2 – Complete draft Urban Forestry Management Plan by 6/30/11	In progress. Anticipated completion in FY12
B1 – Develop Asset Management Pilot Programs for 3 Areas by 3/15/11	In progress. Adjusting measure for FY12
B2 - Develop Water Distribution Level of Service Master Plan, including pilot asset management plan by 12/11	To be started (before 6/30/11)
C1 – Complete Feasibility Report for Residential Solid Waste Franchise Model by 12/1/10	Underway, to be completed by 4/30/11
D1 – Complete draft Solid Waste Management Plan Update by 6/30/2011	Not started. Adjusting measure for FY12
E1 – Hold 4 public workshops by 3/1/11	No longer applicable (no longer residential properties)
E2 – Have program established by 6/30/11 (pending enabling legislation by State)	In progress. Adjusting measure in FY12 goals.
F1 – Develop implementation methodology by 9/15/10	Completed
F2 – Achieve \$120,000 savings minimum in streetlight costs over FY11 compared to FY10	Deferred by City Council until community discussion in FY12
G1 - Increase recycling by 10% by June 30, 2011	In progress

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Systems Planning	Manager:	Cresson Slotten

Service Unit Goals	City Goals:
A. Develop an Urban Forestry Management Plan	4
B. Update Solid Waste Management Plan	5
C. Establish Energy Efficiency Finance Program	4
D. Continue expansion of the commercial recycling program by utilizing increased education and marketing efforts as well as ground level recruitment	4
E. Establish policies and programs for the management of the City's natural and physical infrastructure assets	2
F. Continue development of the Alternative Transportation Network through private investments and integration in all city transportation projects, including maintenance and reconstruction	2
G. Complete Sustainability Framework Plan under Home Depot Foundation Grant	3
H. Initiate the completion of the comprehensive detailed stormwater system model	2

Service Unit Measures	Status
A - Complete draft Urban Forestry Management Plan by 03/30/2012	
B - Complete draft Solid Waste Management Plan Update by 12/31/2011	
C1 - Hold public hearing on program by 11/1/2011	
C2 - Have program established by 03/01/2012	
D - Increase recycling by 20% from 07/01/10 levels by 06/30/2012	
E1 - Complete 3 initial Asset Management Pilot Programs by 12/31/2011	
E2 - Complete draft Water Distribution Level of Service Master Plan, including pilot asset management plan by 06/30/2012	
F - Increase percent cycling as reported by US Census from 2% to 6% by 06/30/2012	
G1 - Complete draft Sustainability Framework Plan by 01/31/2012	
G2 - Complete Sustainability Action Plan by 07/31/2012	
H1 - Enter into PSA with consultant by 12/01/2011	
H2 - Gather comprehensive monitoring data and calibrate model by 12/01/2012	

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

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2012	FY 2013
		FTE's	FTE's
ADMIN ASSISTANT LVL 3	110034	0.25	0.25
ADMIN ASSISTANT LVL 4	110044	0.20	0.20
CITY PLANNER III	401030	1.00	1.00
CIVIL ENGINEER III	403620	0.70	0.70
CIVIL ENGINEER V	401330	1.00	1.00
DEVELOPMENT SRVS INSP V	110554	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
STORMWATER/FLOODPLAIN CO	401630	1.00	1.00
SYSTEMS PLANNING ENG IV	403830	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		13.65	13.65



PUBLIC SERVICES AREA

WASTEWATER TREATMENT

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 35.05 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. In addition, Wastewater Treatment Services manages the Industrial Pretreatment Program to assure that wastewater discharged to the sanitary sewer system will not be harmful to the public, employees, environment or equipment.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
MISCELLANEOUS REVENUE	1,835	-	3,000	-	-	-
OPERATING TRANSFERS IN	249,996	249,996	250,000	250,000	250,000	250,000
Total	\$251,831	\$245,229	\$253,000	\$250,000	\$250,000	\$250,000

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
SEWAGE DISPOSAL SYSTEM (0043)	251,831	245,229	253,000	250,000	250,000	250,000
Total	\$251,831	\$245,229	\$253,000	\$250,000	\$250,000	\$250,000

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	2,369,719	2,374,994	2,375,900	2,378,604	2,424,433	2,447,431
PAYROLL FRINGES	976,849	1,087,495	1,204,076	1,318,434	1,332,089	1,422,633
OTHER SERVICES	2,527,349	2,419,485	2,956,611	2,537,447	2,911,960	3,027,739
MATERIALS & SUPPLIES	685,101	627,013	806,286	693,620	880,305	915,884
OTHER CHARGES	667,812	2,398,501	670,315	685,660	743,774	795,314
CAPITAL OUTLAY	23,653	-	4,000	-	15,000	-
VEHICLE OPERATING COSTS	8,321	13,515	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	-	-	5,232	5,232
Total	\$7,258,804	\$8,921,003	\$8,017,188	\$7,613,765	\$8,312,793	\$8,614,233

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
SEWAGE DISPOSAL SYSTEM (0043)	7,258,805	8,921,002	8,017,188	7,613,765	8,312,793	8,614,233
Total	\$7,258,805	\$8,921,002	\$8,017,188	\$7,613,765	\$8,312,793	\$8,614,233

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
WASTEWATER TREATMENT	35.48	34.98	34.85	35.05	35.17
Total	35.48	34.98	34.85	35.05	35.17

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

Personnel Services – The increase reflects raises in wages for union employees, and anticipated additional overtime costs.

Payroll Fringes - The increase is attributable to higher medical insurance, pension and VEBA contributions.

Other Services – The decrease is due to an offset of an anticipated increase in expenses for utilities by a decrease in costs for contracted services.

Materials & Supplies – The increase is due to expected higher expenses for chemicals used in the treatment process.

Other Charges – The increase is due to a higher annual bio-solids land application fee from the MDEQ and additional charges from Information Technology Services Unit.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	793,895	715,364	830,699	771,418	828,000	848,760
1100 FRINGE BENEFITS	458,007	422,263	453,300	443,200	473,785	520,545
7031 REVOLVING EQUIPMENT	-	-	16,842	17,537	15,763	16,111
7043 PLANT	4,084,708	5,954,206	4,755,620	4,469,665	4,891,821	5,070,130
7051 STATION	46,968	36,752	35,608	31,936	37,824	39,275
7053 LAB	384,092	373,257	374,431	371,495	402,574	392,943
7055 SOLIDS	1,499,468	1,412,653	1,542,510	1,483,486	1,635,100	1,701,179
7057 INDUSTRIAL PRETREAT	-	-	3,650	20,500	24,150	21,150
7060 OUTSTATIONS	-	7,044	4,528	4,528	3,776	4,140
Total	\$7,258,804	\$8,921,003	\$8,017,188	\$7,613,765	\$8,312,793	\$8,614,233

FY 2011 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 90% Residuals Handling Improvements Project	1, 2, 3
B. Complete design, award contract, establish construction schedule and complete construction to level identified in schedule for improvements to earthen embankment and floodwall along the plant site perimeter that meet FEMA's flood protection requirements	3
C. Obtain final site plan approval from Ann Arbor Twp, award contract, establish construction schedule and complete construction to level identified in schedule for Facilities Renovation Project - Phase 2	1, 2, 3
D. Treat wastewater to highest achievable water quality standards	4
E. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading	4
F. Inform and update the public of ongoing capital improvements at the WWTP	2
G. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints	1,4
H. 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 – 90% by 06/30/11	Project construction is 90% complete as of 6/30/11.
B - Create project schedule with appropriate milestones	The design is complete as of 6/30/11. The construction schedule was revised to include FEMA approval, which was obtained in October 2010. This work will be included as part of the Facilities Renovations Project (Service Unit Goal C.) to benefit from the competitive cost savings of a larger project, expedite Ann Arbor Township site plan and permit approvals, and better coordinate this work with the other project activities.

C - Create project milestones with target dates for completion	Ann Arbor Township approved the final site plan in December 2010 and final project design is complete as of May 2010. The project schedule to bid, award and construct was deferred to allow application to MDEQ for the FY12 State Revolving Fund program for low interest loans.
D - Meet NPDES permit limits with no significant violations, fines or citations	100% compliance
E1 - Daily review of plant performance relating to phosphorus loading goals	100% compliance
E2 - Take actions to correct phosphorous removal process upsets within one week	100% compliance
F1 - Provide quarterly updates of capital project websites	Quarterly updates of ongoing capital improvements at the WWTP are provided on the City's web page.
F2 - Direct contact of neighboring stakeholders at least one week prior to major site activities	100% complete
G - 100% of biosolids processed from May through November land applied, weather and budget permitting	100% complete
H - Collaborate to develop the training program for the five critical elements of a stewarded work culture for all Service Unit staff by 03/31/11; train all staff on at least one element by 6/30/11.	Trained supervisor members of the leadership team on five critical elements of a stewarded work culture. Commissioned supervisors individually to champion implementation of the stewarded work culture among the leadership team and develop plan for implementation among all staff.

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

FY 2012 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 the Residuals Handling Improvements Project by 12/31/11 and close out project by 6/30/12.	1, 2, 3
B. Submit the application and supporting information to MDEQ for State Revolving Fund consideration of the Facilities Renovations Project Phase 2.	1, 2, 3
C. Obtain necessary permits from Ann Arbor Township, award contract, establish construction schedule and complete construction to level identified in schedule for Facilities Renovations Project – Phase 2, including improvements to the earthen embankment and floodwall along the plant site perimeter that meet FEMA’s flood protection requirements.	1, 2, 3
D. Treat wastewater to highest achievable water quality standards.	4
E. Maintain voluntary compliance with the Middle Huron Initiative’s phosphorus loading.	4
F. Inform and update the public of ongoing capital improvements at the WWTP.	2
G. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	1,4
H. Implement a stewarded work culture that aligns with the City’s and Public Services Area’s strategic direction.	5
I. Update the Sewer Use Ordinance to incorporate Industrial Pretreatment Program regulatory changes by 06/30/12.	3,4
J. Address failing condition of the Secondary Effluent Pumps.	1,3
K. Collaborate with Scio Township staff to develop the plan for replacement of Liberty Lift Station.	2,3

Service Unit Measures	Status
A - Indicate monthly level of construction completed based on project schedule and milestones – 100% by 12/31/2011.	
B - Submit Project Plan to MDEQ by 7/5/11; conduct public meeting by 08/01/2011; publish project advertisement by 09/23/2011.	
C - Create project milestones with target dates for completion.	
D - Meet NPDES permit limits with no significant violations, fines or citations.	
E1 - Daily review of plant performance relating to phosphorus loading goals.	
E2 - Take actions to correct phosphorous removal process upsets within one week.	
F1 - Provide quarterly updates of capital project websites.	
F2 - Direct contact of neighboring stakeholders at least one week prior to	

major site activities.	
G - 100% of biosolids processed from May through November land applied, weather and budget permitting.	
H - Evaluate Leadership Team's alignment of work behaviors with the desired work culture and ensure five critical elements are implemented by 12/31/11; train all staff on at least one element by 06/30/2012.	
I1 - Follow through with MDEQ on their review and approval of the local limits assessment submitted in September 2008.	
I2 - Draft changes to the Sewer Use ordinance by 03/01/2012 and obtain Council approval by the meeting on 06/18/2012.	
J1 - Review engineering recommendations and decide on the project scope by 09/30/2011.	
J2 - Secure project funding, award contract and initiate work by 6/30/12.	
K1 - Determine the project cost sharing allocation between the City and Scio Township by 09/30/2011.	
K2 - Initiate the engineering study to identify replacement options by 08/11/2011; identify recommended option for replacement by 03/01/2012.	

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

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	0.90	0.90
CONTRACT/PROJECT MGR WWTP	401190	0.90	0.90
ELEC & CONTROL TECH IV	116244	3.00	3.00
ENVIRON LAB ANALYST III	110334	1.98	1.98
ENVIRON LAB ANALYST IV	110344	0.99	0.99
ENVIRONMENTAL LAB SUPV	196930	0.38	0.50
MAINT TECHNICAL SUPV	196281	1.00	1.00
PROCESS CONTROL SYS SPEC	403190	0.95	0.95
SENIOR UTILITIES ENGINEER	404000	0.20	0.20
WATER UTILITY SUPV II	197411	2.00	2.00
WATER UTILITY SUPV III	197420	2.00	2.00
WATER UTILITY SUPV III	197421	1.00	1.00
WATER UTILITY TECH I	117401	3.00	3.00
WATER UTILITY TECH III	117420	1.00	1.00
WATER UTILITY TECH V	117440	2.00	2.00
WATER UTILITY TECH V	117441	11.00	11.00
WWTP MANAGER	401300	0.75	0.75
Total		35.05	35.17



PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the supply and treatment of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Township. The 25.51 FTEs in Water Treatment Services operate and maintain the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and stormwater customers.

PUBLIC SERVICES AREA
WATER TREATMENT

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	506,371	419,746	334,000	315,000	335,000	335,000
Total	\$506,371	\$419,746	\$334,000	\$315,000	\$335,000	\$335,000

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	498,299	413,410	354,181	300,000	325,000	325,000
WATER SUPPLY SYSTEM (0042)	8,072	6,336	9,000	15,000	10,000	10,000
Total	\$506,371	\$419,746	\$363,181	\$315,000	\$335,000	\$335,000

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,930,670	1,804,277	1,834,662	1,890,617	1,876,523	1,887,775
PAYROLL FRINGES	767,933	831,854	925,607	943,512	996,372	1,061,695
OTHER SERVICES	2,068,164	1,976,852	2,175,121	2,201,374	2,297,945	2,310,898
MATERIALS & SUPPLIES	1,723,918	1,602,909	1,712,750	1,710,557	1,593,977	1,632,401
OTHER CHARGES	521,226	3,133,878	612,450	585,222	574,773	616,793
PASS THROUGHGS	-	-	210,000	-	-	-
CAPITAL OUTLAY	239,852	34,138	213,181	315,022	152,280	77,840
VEHICLE OPERATING COSTS	23,753	12,921	-	8,030	-	-
EMPLOYEE ALLOWANCES	-	-	-	3,570	3,702	3,702
Total	\$7,275,516	\$9,396,829	\$7,683,771	\$7,657,904	\$7,495,572	\$7,591,104

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	362,008	248,716	462,551	365,206	171,389	175,879
WATER SUPPLY SYSTEM (0042)	6,913,509	9,148,113	7,218,220	7,292,698	7,319,306	7,410,200
STORMWATER SEWER SYSTEM FUND (0069)	-	-	3,000	-	4,877	5,025
Total	\$7,275,517	\$9,396,829	\$7,683,771	\$7,657,904	\$7,495,572	\$7,591,104

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
WATER TREATMENT	26.22	26.12	26.00	25.51	26.18
Total	26.22	26.12	26.00	25.51	26.18

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

Charges for Services - Reflects lower than anticipated revenues for FY 2011 because the Superior hydroelectric facility has been out of service longer than anticipated for its 10-year scheduled major maintenance.

EXPENSES

Personnel Services Other – The increase is due to higher overtime costs.

Payroll Fringes – The increase attributable to medical insurance, pension and VEBA contributions.

Other Services – The increase is primarily attributable to higher electricity rates and contracted services.

Other Charges – The decrease reflects lower IT charges.

Capital Outlay – The decrease is due to fewer capitalized equipment purchases and fewer major construction projects planned in FY 2012.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	82,958	29,713	38,540	36,540	36,701	38,020
7048 CITY SERVICES	879	59	-	-	-	-
7091 MAINTENANCE - HYDROPOWER	278,171	218,944	424,011	328,666	134,688	137,859
Total	\$362,008	\$248,716	\$462,551	\$365,206	\$171,389	\$175,879

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,031,279	971,668	1,085,757	1,044,503	1,068,968	1,119,036
7031 REVOLVING EQUIPMENT	-	13,856	29,805	30,987	14,995	15,572
7043 PLANT	4,225,469	6,572,127	4,400,690	4,446,838	4,484,438	4,530,901
7044 PROCESS LAB	-	-	-	-	44,400	44,400
7048 CITY SERVICES	4,353	8,372	-	7,994	1,500	1,500
7053 LAB	371,777	326,928	356,511	334,335	313,878	313,525
7055 SOLIDS	343,574	373,788	375,085	387,871	400,092	410,156
7060 OUTSTATIONS	870,694	781,028	881,434	951,459	991,035	975,110
7099 RECREATIONAL DAMS	66,364	100,346	88,938	88,711	-	-
Total	\$6,913,510	\$9,148,113	\$7,218,220	\$7,292,698	\$7,319,306	\$7,410,200

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
7053 LAB	-	-	3,000	-	4,877	5,025
Total	-	-	\$3,000	-	\$4,877	\$5,025

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Water Treatment	Manager:	Molly Wade

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 FY11 in the City's CIP.	3
D. Estimate annual unaccounted for water	1

Service Unit Measures	Status
A - 100% compliance with drinking water regulations.	On track to be 100% compliant
B - 85% completion of equipment due maintenance.	86% completion rate
C - Meet the established schedule of individual priorities/projects.	All drinking water projects were prioritized using a prioritization model. Highest ranking projects are on track. Other projects were deferred until later fiscal years to balance workload or to coordinate with other projects.
D - Quantify unaccounted water as a percentage or gallons of delivered water by 06/30/11.	% unaccounted water for is ~6%

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

FY 2012 GOALS AND PERFORMANCE MEASURES	
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Service Area:	Public Service	Area Administrator:	Sue McCormick
Service Unit:	Water Treatment	Manager:	Molly Wade

Service Unit Goals	City Goals:
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city's two wholesale customer supplies	2
B. Complete due maintenance of equipment for improved reliability	3
C. Implement the WTSU priorities for FY12 in the City's CIP	3
D. Provide an annual estimate for unaccounted water	1
E. Provide Laboratory services to internal and external customers to help meet the City's stormwater program requirements and goals	2

Service Unit Measures	Status
A - 100% compliance with drinking water regulations	
B - 85% completion of equipment due maintenance	
C - Meet the established schedule of individual priorities/projects	
D - Quantify the unaccounted water as a percentage or gallons of delivered water by 06/30/2012.	
E - Provide lab services for the Pioneer HS stormwater detention basin project, compost site stormwater management study and the Huron River Watershed Council's Middle Huron Initiative grant project	

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

PUBLIC SERVICES AREA
WATER TREATMENT

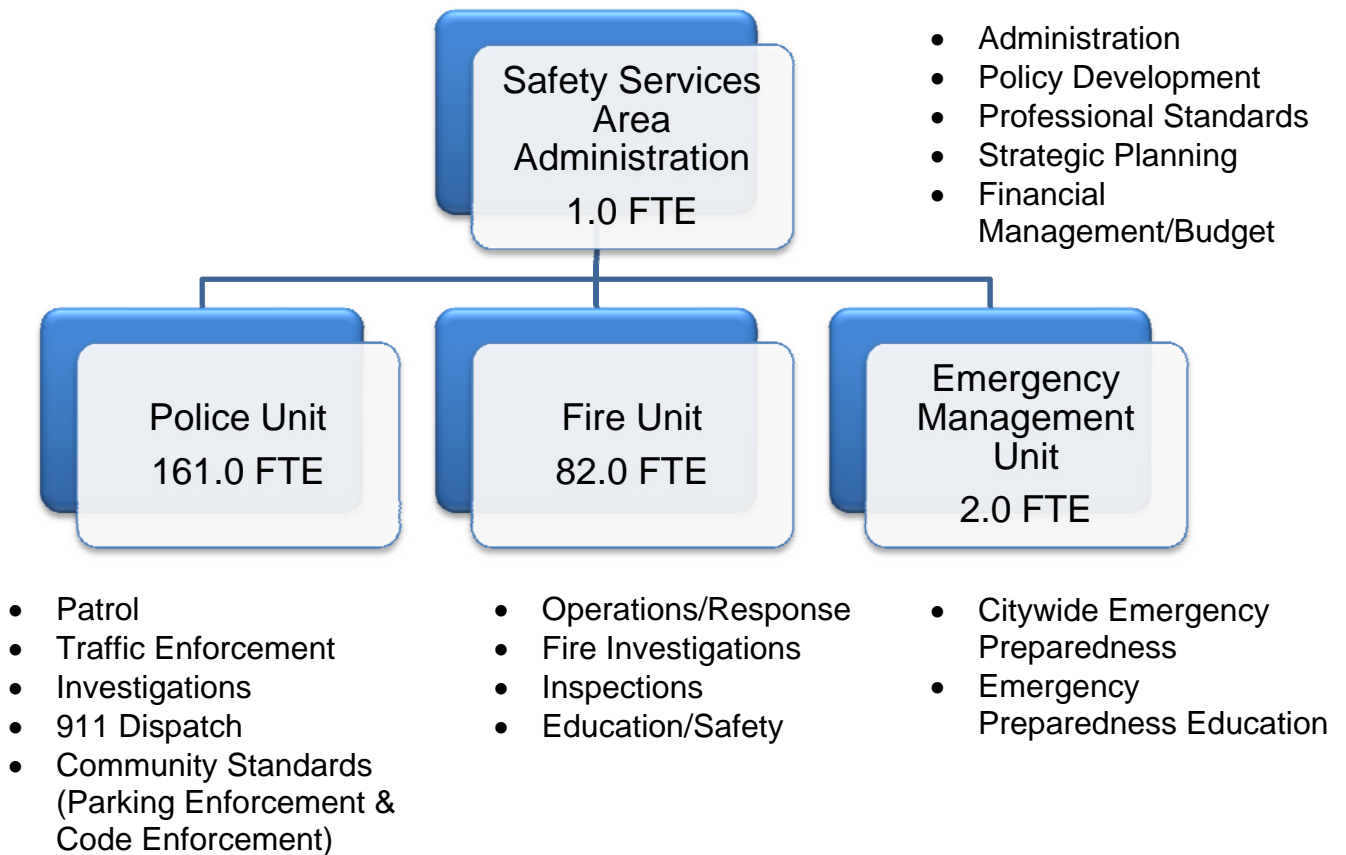
Allocated Positions

Job Description	Job Class	FY 2012	FY 2013
		FTE's	FTE's
ADMIN ASSISTANT LVL 4	110044	1.50	2.00
ASST WTP MANAGER	401020	1.00	1.00
ELEC & CONTROL TECH IV	116244	1.90	1.95
ENVIRON LAB ANALYST III	110334	2.02	2.02
ENVIRON LAB ANALYST IV	110344	0.01	0.01
ENVIRONMENTAL LAB SUPV	196930	0.38	0.50
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	0.95	0.95
WATER UTILITY TECH II	117410	0.95	0.95
WATER UTILITY TECH III	117420	0.95	0.95
WATER UTILITY TECH IV	117430	0.95	0.95
WATER UTILITY TECH IV	117431	0.95	0.95
WATER UTILITY TECH V	117440	0.95	0.95
WATER UTILITY TECH V	117441	4.75	4.75
WTP MANAGER	401310	1.00	1.00
Total		25.51	26.18



SAFETY SERVICES AREA

Safety Services Area Organization Chart



The Safety Services Area is comprised of three Service Units: Police Services, Fire Services and Emergency Management. These service units provide the citizens with a broad array of services such as: Citywide emergency preparedness and education, fire operations and inspections, fire safety, police patrol, traffic enforcement, parking and code enforcement, and police investigations.

SAFETY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
FIRE SERVICES	159,783	185,641	214,248	215,241	86,500	86,500
POLICE SERVICES	4,524,987	4,070,637	5,133,639	4,003,934	4,601,623	4,165,256
Total	\$4,684,770	\$4,256,278	\$5,347,887	\$4,219,175	\$4,688,123	\$4,251,756

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	15,345	6,283	206,224	206,224	-	-
GENERAL (0010)	4,452,634	4,002,060	4,648,017	3,785,308	4,241,756	4,241,756
HOMELAND SECURITY GRANT FUND (0017)	-	29,893	111,180	32,323	-	-
DRUG ENFORCEMENT (0027)	96,633	6,672	61,200	23,409	119,673	-
FEDERAL EQUITABLE SHARING FORFEI (0028)	56,030	131,789	106,000	10,645	178,146	-
POLICE & FIRE RELIEF (0053)	20,656	19,250	25,000	10,000	10,000	10,000
MICHIGAN JUSTICE TRAINING (0064)	35,116	31,712	53,000	33,000	112,010	-
LOCAL FORFEITURE (0073)	1,555	1,399	21,200	2,200	26,538	-
MAJOR GRANTS PROGRAMS (00MG)	6,800	27,219	116,066	116,066	-	-
Total	\$4,684,769	\$4,256,277	\$5,347,887	\$4,219,175	\$4,688,123	\$4,251,756

SAFETY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
FIRE SERVICES	13,772,275	13,776,110	13,931,574	13,877,574	13,381,132	13,306,107
POLICE SERVICES	27,386,992	24,904,085	26,642,730	26,545,871	26,029,151	25,383,724
Total	\$41,159,267	\$38,680,195	\$40,574,304	\$40,423,445	\$39,410,283	\$38,689,831

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	4,125	47,164	206,224	207,177	-	-
GENERAL (0010)	41,115,159	38,495,846	39,921,980	39,853,141	38,973,916	38,689,831
HOMELAND SECURITY GRANT FUND (0017)	-	29,893	115,246	32,273	-	-
DRUG ENFORCEMENT (0027)	4,560	-	60,000	60,000	119,673	-
FEDERAL EQUITABLE SHARING FORFEI (0028)	10,444	58,341	100,000	100,000	178,146	-
MICHIGAN JUSTICE TRAINING (0064)	18,179	35,287	50,000	50,000	112,010	-
LOCAL FORFEITURE (0073)	-	4,575	20,000	20,000	26,538	-
MAJOR GRANTS PROGRAMS (00MG)	6,800	9,090	100,854	100,854	-	-
Total	\$41,159,267	\$38,680,196	\$40,574,304	\$40,423,445	\$39,410,283	\$38,689,831

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES	94.00	94.00	89.00	82.00	77.00
POLICE SERVICES	209.00	182.00	177.00	164.00	155.00
Total	303.00	276.00	266.00	246.00	232.00



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 82.0 FTEs.

SAFETY SERVICES AREA
FIRE SERVICES

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	156,502	162,166	122,100	105,408	85,000	85,000
INTERGOVERNMENTAL REVENUES	-	-	72,519	72,519	-	-
LICENSES, PERMITS & REGISTRATIONS	2,340	4,530	1,500	18,455	1,500	1,500
MISCELLANEOUS REVENUE	941	816	-	730	-	-
OPERATING TRANSFERS IN	-	18,129	18,129	18,129	-	-
Total	\$159,783	\$185,641	\$214,248	\$215,241	\$86,500	\$86,500

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	159,783	167,512	123,600	124,593	86,500	86,500
MAJOR GRANTS PROGRAMS (00MG)	-	18,129	90,648	90,648	-	-
Total	\$159,783	\$185,641	\$214,248	\$215,241	\$86,500	\$86,500

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	7,391,453	7,318,446	6,882,443	6,652,029	6,242,952	5,942,268
PAYROLL FRINGES	2,862,109	3,193,104	3,480,602	3,752,905	3,506,570	3,566,559
OTHER SERVICES	759,515	847,087	1,060,110	972,487	996,495	995,559
MATERIALS & SUPPLIES	191,099	159,082	237,527	237,527	146,879	146,279
OTHER CHARGES	2,216,998	2,048,003	2,090,048	2,090,734	2,205,957	2,394,439
PASS THROUGHGS	165,118	18,829	600	600	600	600
CAPITAL OUTLAY	5,010	15,849	-	-	90,015	76,515
VEHICLE OPERATING COSTS	8,565	3,419	420	420	420	420
EMPLOYEE ALLOWANCES	172,408	172,290	179,824	170,872	191,244	183,468
Total	\$13,772,275	\$13,776,109	\$13,931,574	\$13,877,574	\$13,381,132	\$13,306,107

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	13,772,275	13,776,110	13,840,926	13,786,926	13,381,132	13,306,107
MAJOR GRANTS PROGRAMS (00MG)	-	-	90,648	90,648	-	-
Total	\$13,772,275	\$13,776,110	\$13,931,574	\$13,877,574	\$13,381,132	\$13,306,107

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES	94.00	94.00	89.00	82.00	77.00
Total	94.00	94.00	89.00	82.00	77.00

**SAFETY SERVICES AREA
FIRE SERVICES UNIT**

REVENUES

Charges for Services –The decrease is due to fire plan reviews being moved to the Construction Code fund.

EXPENSES

Personnel Services – The decrease in costs is associated with a reduction of 7.0 FTEs.

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

Materials & Supplies – This decrease is due shifting purchases of equipment to Capital Outlay.

Other Charges – This reflects an increase in the Information Technology fund charges and Retiree Medical Insurance costs.

Capital Outlay - This increase is due shifting purchases of equipment from Material & Supplies.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fire Services Unit would be charged \$611,907 in FY 12.

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,194,113	1,041,412	1,401,233	1,241,673	994,586	1,003,672
1100 FRINGE BENEFITS	1,965,816	1,728,612	1,788,041	1,788,041	1,874,677	2,061,347
3221 FIRE INSPECTIONS	247,110	267,231	249,548	246,283	248,911	259,323
3230 FIRE OPERATIONS	787,082	945,978	978,033	907,230	925,954	925,033
3231 FIRE STATION #1	5,147,216	5,274,813	5,204,927	5,038,979	4,924,601	4,453,739
3233 FIRE STATION #3	795,868	818,528	807,937	655,640	703,736	717,334
3234 FIRE STATION #4	1,002,980	1,035,898	1,030,246	1,085,548	1,050,551	1,081,135
3236 FIRE STATION #6	1,147,312	1,176,140	1,157,311	1,213,279	1,179,073	1,281,373
3237 FIRE STATION #5	1,145,328	1,182,880	1,064,871	1,452,074	1,318,853	1,359,453
3240 REPAIRS & MAINTENANCE	151,174	138,043	121,549	121,474	123,485	126,993
3250 FIRE TRAINING	188,277	166,576	36,705	36,705	36,705	36,705
9000 CAPITAL OUTLAY	-	-	525	-	-	-
Total	\$13,772,276	\$13,776,111	\$13,840,926	\$13,786,926	\$13,381,132	\$13,306,107

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3035 PUBLIC SAFETY GRANTS	-	-	90,648	90,648	-	-
Total	-	-	\$90,648	\$90,648	-	-

FY 2011 GOALS AND PERFORMANCE MEASURES	
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Service Area:	Safety Services	Area Administrator:	Chief Jones
Service Unit:	Fire Department	Manager:	Chief Hubbard

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.	6min 24sec
A2 - Provide appropriate personal protective equipment (PPE) for all firefighters.	75%
A3 - Delivery of Basic Life Support services	100%
A4 - Develop an agreement with Ann Arbor Township to extend resources to annexed city addresses for proper responses, i.e. tanker truck	ongoing
A5 - Develop intergovernmental agreements to allow regional functional fire district response	ongong
B - Develop an annual schedule of required training courses. Identify instructors and add to training calendar.	75%
C - Develop a target occupancy inspection list and schedule inspections.	85%

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, 2012**

Service Area:	Safety Services	Area Administrator:	Chief Jones
Service Unit:	Fire Department	Manager:	Chief Hubbard

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.	
A2 - Provide appropriate personal protective equipment (PPE) for all firefighters.	
A3 - Delivery of Basic Life Support services	
A4 - Provide Safety Services Director monthly reports of department services to community	
A5 - Complete real time tie-in of computer aided dispatch records to departmental records management system	
A6 - Complete deployment of upgraded hardened mobile vehicle computers and response management software	
A7 - Develop intergovernmental agreement and resolution to allow for adoption of the Michigan Box Alarm System allowing a more precise mutual aid response	
A8 - Deploy grant purchased fire fighting nozzles to all companies providing modern uniform fire fighting equipment department wide	
B - Continue to refine annual schedule of required training courses. Identify instructors and add to training calendar	
C - Refine target occupancy inspection list, refine site inspections schedule to reflect changes in fire prevention division staffing	

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

**SAFETY SERVICES AREA
FIRE SERVICES**

Allocated Positions

Job Description	Job Class	FY 2012	FY 2013
		FTE's	FTE's
APPARATUS MASTER MECH - A	131731	1.00	1.00
ASST FIRE CHIEF - ASSOC	131761	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 - BA	131852	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 - BACH	131722	2.00	2.00
FIRE LIEUTENANT	131710	8.00	8.00
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	19.00	16.00
FIREFIGHTER - ASSOC	131821	5.00	5.00
FIREFIGHTER - BACH	131822	7.00	5.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		82.00	77.00



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 162.0 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 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	1,288,340	1,406,865	1,129,050	1,067,582	1,129,050	1,129,050
CONTRIBUTIONS	1,000	1,000	1,000	1,000	1,000	1,000
FINES & FORFEITS	2,328,218	1,835,299	2,685,367	1,902,361	2,311,206	2,308,706
INTERGOVERNMENTAL REVENUES	816,761	677,909	1,057,322	978,915	705,000	685,000
INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
INVESTMENT INCOME	33,550	34,378	36,900	21,450	14,400	10,000
MISCELLANEOUS REVENUE	27,118	80,125	1,500	2,626	1,500	1,500
OPERATING TRANSFERS IN	30,000	35,000	30,000	30,000	30,000	30,000
PRIOR YEAR SURPLUS	-	60	192,500	-	409,467	-
Total	\$4,524,987	\$4,070,636	\$5,133,639	\$4,003,934	\$4,601,623	\$4,165,256

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	15,345	6,283	206,224	206,224	-	-
GENERAL (0010)	4,292,851	3,834,548	4,524,417	3,660,715	4,155,256	4,155,256
HOMELAND SECURITY GRANT FUND (0017)	-	29,893	111,180	32,323	-	-
DRUG ENFORCEMENT (0027)	96,633	6,672	61,200	23,409	119,673	-
FEDERAL EQUITABLE SHARING FORFEI (0028)	56,030	131,789	106,000	10,645	178,146	-
POLICE & FIRE RELIEF (0053)	20,656	19,250	25,000	10,000	10,000	10,000
MICHIGAN JUSTICE TRAINING (0064)	35,116	31,712	53,000	33,000	112,010	-
LOCAL FORFEITURE (0073)	1,555	1,399	21,200	2,200	26,538	-
MAJOR GRANTS PROGRAMS (00MG)	6,800	9,090	25,418	25,418	-	-
Total	\$4,524,986	\$4,070,636	\$5,133,639	\$4,003,934	\$4,601,623	\$4,165,256

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	15,800,255	13,537,612	13,597,119	13,530,217	12,725,939	12,191,437
PAYROLL FRINGES	5,942,780	6,100,839	7,078,274	7,078,274	7,001,685	7,108,112
OTHER SERVICES	1,438,931	1,356,523	1,339,969	1,313,910	1,529,122	1,443,225
MATERIALS & SUPPLIES	137,365	193,242	443,743	439,845	459,334	90,002
OTHER CHARGES	3,803,313	3,471,101	3,933,094	3,933,094	4,063,051	4,313,678
CAPITAL OUTLAY	7,519	-	24,781	24,781	-	-
VEHICLE OPERATING COSTS	22,879	44,017	25,000	25,000	25,000	25,000
EMPLOYEE ALLOWANCES	233,950	200,750	200,750	200,750	225,020	212,270
Total	\$27,386,992	\$24,904,084	\$26,642,730	\$26,545,871	\$26,029,151	\$25,383,724

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	4,125	47,164	206,224	207,177	-	-
GENERAL (0010)	27,342,884	24,719,736	26,081,054	26,066,215	25,592,784	25,383,724
HOMELAND SECURITY GRANT FUND (0017)	-	29,893	115,246	32,273	-	-
DRUG ENFORCEMENT (0027)	4,560	-	60,000	60,000	119,673	-
FEDERAL EQUITABLE SHARING FORFEI (0028)	10,444	58,341	100,000	100,000	178,146	-
MICHIGAN JUSTICE TRAINING (0064)	18,179	35,287	50,000	50,000	112,010	-
LOCAL FORFEITURE (0073)	-	4,575	20,000	20,000	26,538	-
MAJOR GRANTS PROGRAMS (00MG)	6,800	9,090	10,206	10,206	-	-
Total	\$27,386,992	\$24,904,086	\$26,642,730	\$26,545,871	\$26,029,151	\$25,383,724

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
POLICE SERVICES	209.00	182.00	177.00	164.00	155.00
Total	209.00	182.00	177.00	164.00	155.00

**SAFETY SERVICES AREA
POLICE SERVICES UNIT**

REVENUES

Fines & Forfeits – The decrease reflects the reduce volume of tickets written and collections anticipated.

Intergovernmental revenues – This represents a decrease in grant revenues.

Prior Year Surplus – The 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 13.0 FTEs.

Payroll Fringes – The decrease in costs is associated with a reduction of 13.0 FTEs, partially offset by increases in medical insurance, pension and VEBA funding.

Other Services – The increase is primarily due to a FY 2011 one-time use of accumulated fleet fund balance for replacement of Police vehicles.

Other Charges – The increase is primarily attributable to higher IT transfers and higher retiree medical insurance.

Capital Outlay – The Capital Outlay budget was eliminated; any unanticipated capital expenditures during the year will be addressed as the need arises.

Employee Allowances - The increase in costs is associated with including employee vehicle and cell phone allowances here, rather than under Other 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 Police Services Unit would be charged \$2,580,616 (includes \$644,999 for parking enforcement-patrol division) in FY 12.

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3035 PUBLIC SAFETY GRANTS	4,125	47,164	206,224	207,177	-	-
Total	\$4,125	\$47,164	\$206,224	\$207,177	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	788,139	922,891	922,891	810,435	820,176
1100 FRINGE BENEFITS	2,487,588	2,273,100	2,633,627	2,633,627	2,718,418	2,972,866
1221 RECRUITING & HIRING	139,298	127,234	132,602	132,602	128,476	130,161
3111 PROFESSIONAL STANDARDS	-	134,895	143,130	143,130	151,284	154,826
3114 AATA	116,429	96,281	117,362	117,362	120,147	3,700
3115 DEA OFFICER	134,787	129,145	142,640	142,640	164,835	170,212
3121 ADMINSTRATIVE SERVICES	245,070	268,405	291,020	291,020	300,573	307,380
3122 BUDGET & PAYROLL	78,675	84,744	92,972	92,972	93,038	92,049
3123 COMMUNICATIONS	2,388,155	2,231,653	2,523,004	2,523,004	2,287,750	2,354,492
3124 DATA PROCESSING	151,181	60,284	-	-	-	-
3125 MANAGEMENT INFO SYST	1,287,357	1,181,238	1,280,612	1,280,612	1,325,933	1,322,112
3126 PROPERTY	246,741	217,968	231,668	231,668	236,776	239,946
3127 RECORDS	109,695	256,444	335,572	335,572	265,907	270,742
3128 ALARM ENFORCEMENT	83,110	70,939	81,490	81,490	-	-
3130 CHARITY GOLF OUTING	-	7,831	-	-	-	-
3131 ADOPT-A-FAMILY	26,989	29,597	7,706	7,706	-	-
3133 SAFETY TOWN	2,466	-	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	3,064	2,053	1,000	1,000	1,000	1,000
3141 CRIME PREVENTION	1,649	282	-	-	-	-
3142 SCHOOL LIAISON	336,764	414,568	409,728	409,728	438,699	330,488
3143 CRIME STRATEGY	3,729	7,787	-	-	-	-
3144 DISTRICT DETECTIVES	2,229,526	2,466,783	2,854,659	2,854,659	3,004,519	2,966,995
3145 SPECIAL VICTIMS UNIT	875,831	353,443	-	-	-	-
3146 FIREARMS	32,226	15,037	47,400	47,400	47,900	39,900
3147 L.A.W.N.E.T.	369,482	242,005	133,134	133,134	142,010	146,054
3148 SPECIAL INVESTIGATIONS UNIT	613,333	178,306	-	-	-	-
3149 SPECIAL TACTICS	21,504	17,196	12,450	12,450	43,627	38,603
3150 PATROL	11,053,045	10,219,894	11,077,885	11,077,885	10,894,503	10,661,289
3151 DOWNTOWN PATROL	135,272	24,614	-	-	-	-
3152 SPECIAL SERVICES	1,987,484	1,188,703	1,067,623	1,052,784	755,552	773,497
3154 DEDICATED NEIGHBORHOOD PATROL	438,867	197,815	-	-	-	-
3155 COMMUNITY AFFAIRS	106,343	41,574	-	-	-	-
3156 CROSSING GUARDS	115,344	113,708	99,756	99,756	112,068	112,068
3157 FINGERPRINTING	298	58	-	-	-	-
3158 MOUNTAIN BIKES	4,122	468	-	-	-	-
3159 K-9	372,297	264,560	269,467	269,467	312,380	197,985
3160 MOTORCYCLE UNIT	1,925	242	-	-	14,612	14,847
3162 COMMUNITY STANDARDS	1,138,825	864,278	1,057,193	1,057,193	1,092,811	1,132,487
3172 ANIMAL CONTROL	-	96	-	-	-	-
3235 EMERGENCY MANAGEMENT	4,413	148,370	114,463	114,463	129,531	129,849
Total	\$27,342,884	\$24,719,737	\$26,081,054	\$26,066,215	\$25,592,784	\$25,383,724

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3035 PUBLIC SAFETY GRANTS	-	29,893	115,246	32,273	-	-
Total	-	\$29,893	\$115,246	\$32,273	-	-

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3126 PROPERTY	-	-	17,281	17,281	-	-
3146 FIREARMS	4,560	-	22,719	22,719	119,673	-
3148 SPECIAL INVESTIGATIONS UNIT	-	-	12,500	12,500	-	-
3149 SPECIAL TACTICS	-	-	7,500	7,500	-	-
Total	\$4,560	-	\$60,000	\$60,000	\$119,673	-

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	4,993	-	60,000	60,000	-	-
3146 FIREARMS	-	11,750	-	-	-	-
3149 SPECIAL TACTICS	-	2,609	-	-	-	-
3150 PATROL	5,451	43,982	40,000	40,000	178,146	-
Total	\$10,444	\$58,341	\$100,000	\$100,000	\$178,146	-

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	-	-	-	112,010	-
1221 RECRUITING & HIRING	2,597	10,950	10,000	10,000	-	-
3111 PROFESSIONAL STANDARDS	-	1,768	-	-	-	-
3122 BUDGET & PAYROLL	2,781	-	5,000	5,000	-	-
3123 COMMUNICATIONS	-	1,070	-	-	-	-
3126 PROPERTY	-	1,405	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	550	1,104	600	600	-	-
3144 DISTRICT DETECTIVES	4,782	4,670	10,000	10,000	-	-
3146 FIREARMS	380	1,430	-	-	-	-
3147 L.A.W.N.E.T.	1,047	-	4,500	4,500	-	-
3149 SPECIAL TACTICS	4,035	3,188	-	-	-	-
3150 PATROL	949	8,197	15,000	15,000	-	-
3152 SPECIAL SERVICES	765	1,505	3,500	3,500	-	-
3235 EMERGENCY MANAGEMENT	295	-	1,400	1,400	-	-
Total	\$18,181	\$35,287	\$50,000	\$50,000	\$112,010	-

Expenses by Activity (0073 LOCAL FORFEITURE)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	-	12,400	12,400	26,538	-
3144 DISTRICT DETECTIVES	-	1,000	-	-	-	-
3149 SPECIAL TACTICS	-	-	-	-	-	-
3150 PATROL	-	4,975	-	-	-	-
3235 EMERGENCY MANAGEMENT	-	-	7,600	7,600	-	-
Total	-	\$4,575	\$20,000	\$20,000	\$26,538	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
3035 PUBLIC SAFETY GRANTS	6,800	9,090	10,206	10,206	-	-
Total	\$6,800	\$9,090	\$10,206	\$10,206	-	-

FY 2011 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.	Modified- focus has shifted from business partnerships to individual partnerships via the C.E.R.T program
B1 – Serve 70% of all warrants obtained for Part I offenses.	70.1%
B2 - Conduct 8 hours of directed investigation per month in areas of repeat or multiple reported incidents.	Measure Abandoned- Info not accessible from RMS
C1 – Assign all externally generated traffic complaints within 2 working days of receiving them.	Achieved
C2 –Enforce/monitor all traffic complaints for a minimum of 3 working days, during specified time periods of complaint.	Achieved
C3 – Re-contact all complainants with results within one week of completion.	75% Achieved

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

FY 2012 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Police Services	Manager:	Greg Bazick John Seto

Service Unit Goals	City Goals:
A. Meet or exceed the average percent of Part I crimes cleared by arrest or exceptional means for cities in the same population group as published annually by the FBI Crime in the United States (CIUS) publication. This goal is based on figures published in the final 2009 report.	2
B. Implement a functional on-line reporting system that will allow citizens to report some crimes that are: not in progress, where no one is injured, where no weapons are involved, and no information can be provided about who may have committed the offense.	2
C. Develop and implement customer surveys to begin gathering data regarding citizen's perspectives on police service delivery.	2, 5

Service Unit Measures	Status
A1 -Clearances for murder or negligent manslaughter category >= 44.5%	
A2 -Clearances for forcible rape category >=38.9%	
A3 -Clearances for robbery category >=28.2%	
A4 -Clearances for aggravated assault category >=54.4%	
A5 -Clearances for burglary category >=11.3%	
A6 -Clearances for larceny-theft category >=21.2%	
A7 -Clearances for motor vehicle theft category >=10.2%	
A8 -Clearances for arson category >=17.2%	
B -Go live by January 1, 2012 with an on-line reporting application for reports in categories of theft, lost property, malicious destruction of property, and "information only" reports that meet the criteria as stated above in goal "B".	
C1 -Each month, beginning September 1, 2011, randomly survey 10% of calls for service where citizens have initiated the request for service.	
C2 -Beginning September 1, 2011, provide a self-serve survey form and drop-box or electronic kiosk on floor 2 of the police/courts building where citizens can provide feedback of their experience at the complaint desk, police records, police property, or gun registrations.	

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

SAFETY SERVICES AREA
POLICE SERVICES

Allocated Positions

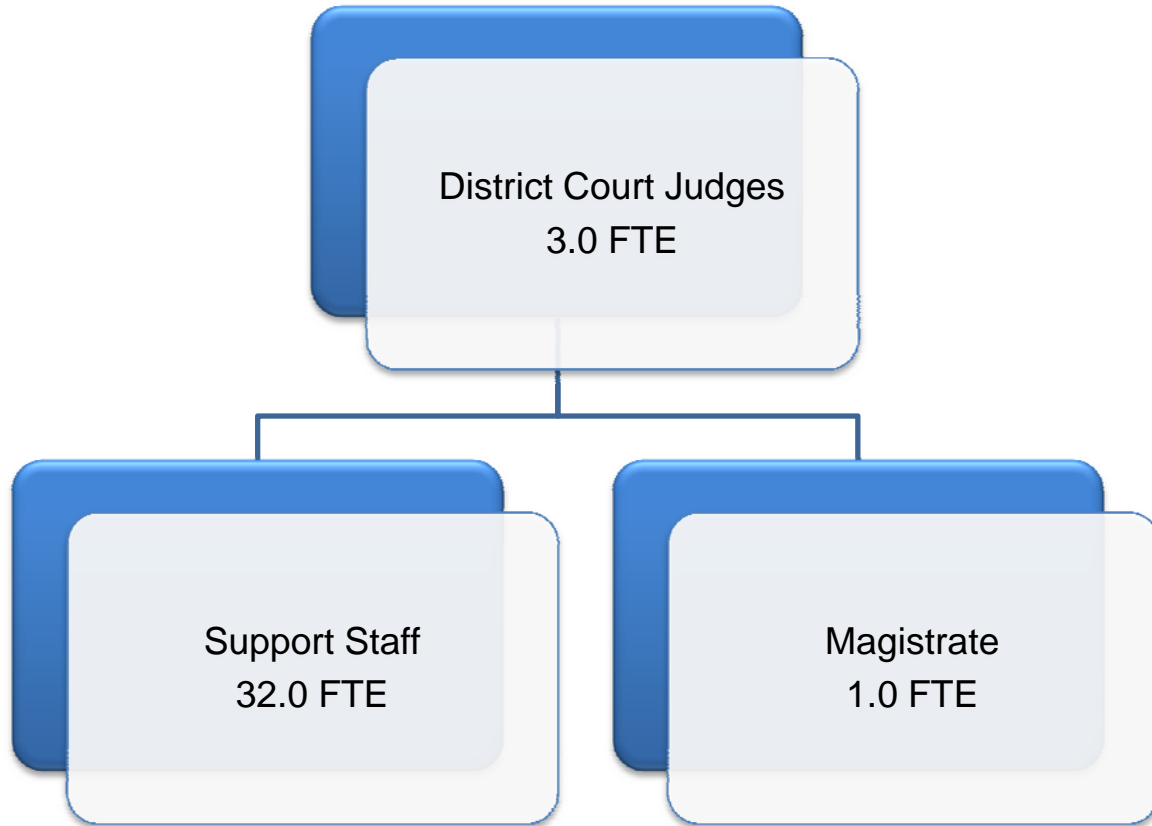
Job Description	Job Class	FY 2012	FY 2013
		FTE's	FTE's
MANAGEMENT ASSISTANT	000200	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ASST EMERGENCY MGR	401400	1.00	1.00
COMM STANDARD OFFICER I	118504	2.00	2.00
COMM STANDARD OFFICER III	118524	4.00	4.00
COMM STANDARDS OFFICER I	118504	1.00	1.00
COMM STANDARDS 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 - BACH	148771	13.00	13.00
LAWNET - ASSOC	148602	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
POLICE LIEUTENANT DEGREED	158731	5.00	5.00
POLICE PROF ASST LEVEL 1	180370	1.00	1.00
POLICE PROF ASST LEVEL 2	180380	3.00	3.00
POLICE PROF ASST LEVEL 3	180390	2.00	2.00
POLICE SERVICE SPECIALIST	128560	1.00	1.00
POLICE SERVICE SPECIALIST	128561	4.00	4.00
POLICE STAFF SGT DEGREED	158761	17.00	17.00
RECORDS AND DATA UNIT SUP	196800	1.00	1.00
SAFETY SERV DISPATCH III	148420	3.00	3.00
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	4.00	4.00
SAFETY SERV DISPATCH V	148441	2.00	2.00
SAFETY SERVICES AREA ADMI	403400	1.00	1.00
SENIOR OFFICER I	148690	1.00	1.00
SENIOR OFFICER I - ASSOC	148692	9.00	8.00
SENIOR OFFICER I - BACH	148691	27.00	19.00
SENIOR OFFICER II	148900	2.00	2.00
SENIOR OFFICER II - ASSOC	148902	5.00	5.00
SENIOR OFFICER II - BACH	148901	34.00	34.00
Total		164.00	155.00



15TH 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



- Administration
- Financial Management
- Communications
- Strategic Planning

- Criminal Misdemeanor Cases for Violation of Local Ordinances, University Regents' Ordinance, and State Laws
- Preliminary Examinations and Pleas in Felony Cases
- General Civil Cases < \$25,000
- Small Claims Cases Appeals
- Conducts Informal Hearings in Traffic Civil Infraction Cases

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 claim cases and presides over other matters as provided by State law.

15TH DISTRICT COURT

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
FINES & FORFEITS	2,415,673	2,087,468	2,067,250	2,059,850	2,085,500	2,117,500
INTERGOVERNMENTAL REVENUES	426,775	374,803	677,845	453,170	354,675	354,675
INVESTMENT INCOME	12,356	2,507	500	1,500	1,000	1,000
MISCELLANEOUS REVENUE	-	2,389	35,000	12,250	9,000	9,000
OPERATING TRANSFERS IN	-	104,250	-	-	65,000	65,000
Total	\$2,854,804	\$2,571,417	\$2,780,595	\$2,526,770	\$2,515,175	\$2,547,175

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	2,473,372	2,092,946	2,385,590	2,062,350	2,090,175	2,122,175
COURT FACILITIES (0023)	189,120	154,605	302,800	190,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	192,312	323,865	495,595	274,420	200,000	200,000
Total	\$2,854,804	\$2,571,416	\$3,183,985	\$2,526,770	\$2,515,175	\$2,547,175

15TH DISTRICT COURT

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	2,121,448	1,835,489	2,086,290	1,832,275	1,840,550	1,808,050
PAYROLL FRINGES	865,805	870,593	832,440	861,440	1,011,703	1,047,038
OTHER SERVICES	459,406	527,866	958,437	642,637	386,765	432,146
MATERIALS & SUPPLIES	74,501	54,951	126,600	159,406	51,000	51,000
OTHER CHARGES	500,681	563,395	684,725	526,755	666,648	693,749
PASS THROUGHS	1,325,000	329,250	225,000	225,000	225,000	225,000
EMPLOYEE ALLOWANCES	-	-	-	-	7,908	7,908
Total	\$5,346,841	\$4,181,544	\$4,913,492	\$4,247,513	\$4,189,574	\$4,264,891

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	3,829,529	3,720,910	3,912,169	3,666,243	3,799,926	3,873,065
COURT FACILITIES (0023)	1,325,000	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	192,312	235,633	776,323	356,270	164,648	166,826
Total	\$5,346,841	\$4,181,543	\$4,913,492	\$4,247,513	\$4,189,574	\$4,264,891

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
15TH DISTRICT COURT	41.00	39.00	37.00	36.00	35.00
Total	41.00	39.00	37.00	36.00	35.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUE

Intergovernmental Revenues – The increase reflects grants budgeted outside the General Fund.

EXPENSES

Personnel Services – The decrease in primarily attributable to a reduction in Temporary Employee pay.

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

Other Services - The decrease in costs is associated with eliminating rent and lower contracted services cost.

Materials & Supplies – The FY 2011 budget reflected additional costs of moving into a new facility.

Other Charges - The increase in costs is associated with an increase in IT costs and higher retiree 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 Fifteenth District Court would be charged \$235,243 in FY 12.

15TH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,022,787	1,027,517	1,340,659	1,098,274	1,084,813	1,164,215
5120 JUDICIAL & DIRECT SUPPORT	1,005,406	1,045,636	1,083,712	1,081,994	1,141,432	1,163,681
5140 CASE PROCESSING	1,252,416	1,072,625	928,257	927,907	1,034,767	994,351
5160 PROBATION/POST JUDGMNT SUP	548,920	575,132	559,541	558,068	538,914	550,818
Total	\$3,829,529	\$3,720,910	\$3,912,169	\$3,666,243	\$3,799,926	\$3,873,065

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	1,325,000	225,000	-	225,000	-	-
9500 DEBT SERVICE	-	-	225,000	-	225,000	225,000
Total	\$1,325,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
1000 ADMINISTRATION	-	68,892	352,445	131,270	-	-
3035 PUBLIC SAFETY GRANTS	192,312	166,741	423,878	225,000	164,648	166,826
Total	\$192,312	\$235,633	\$776,323	\$356,270	\$164,648	\$166,826

15TH DISTRICT COURT

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 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	11.00	10.00
COURT CLERK III	000940	1.00	1.00
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	2.00	2.00
SENIOR SECRETARY-COURTS	000870	1.00	1.00
Total		36.00	35.00

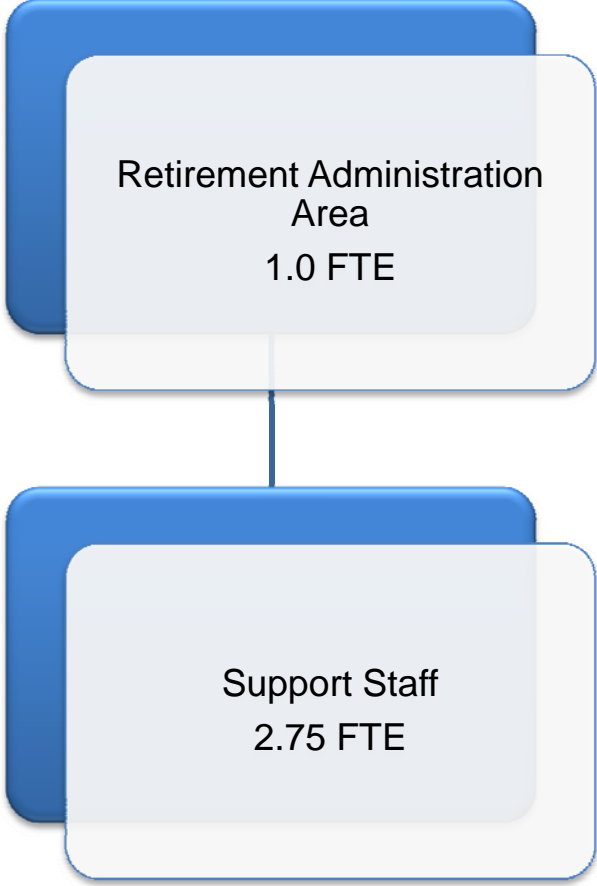
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RETIREMENT SYSTEM

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



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services
- Accounting
- Employee Communications

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	15,292,199	16,336,392	12,005,858	9,241,398	11,276,257	12,097,764
CONTRIBUTIONS	228,586	277,646	168,600	-	23,529	21,266
INVESTMENT INCOME	-	49,726,962	23,715,000	30,326,000	32,410,000	34,424,000
MISCELLANEOUS REVENUE	40,217	39,052	82,000	-	-	-
OPERATING TRANSFERS IN	2,485,346	-	3,550,178	-	-	-
Total	-	\$66,380,052	\$39,521,636	\$39,567,398	\$43,709,786	\$46,543,030

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
VEBA TRUST (0052)	-	9,639,683	4,760,778	1,047,661	2,269,524	2,110,818
PENSION TRUST FUND (0059)	-	56,740,368	34,760,858	38,519,737	41,440,262	44,432,212
Total	-	\$66,380,051	\$39,521,636	\$39,567,398	\$43,709,786	\$46,543,030

RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	273,791	338,257	260,269	251,672	258,700	258,700
PAYROLL FRINGES	88,952	109,486	110,064	119,564	110,430	118,031
OTHER SERVICES	1,448,468	1,537,624	1,291,500	1,475,072	1,764,700	1,679,570
MATERIALS & SUPPLIES	11,946	5,553	6,250	5,000	8,000	6,000
OTHER CHARGES	25,729,055	27,634,364	27,185,888	28,245,425	30,402,665	31,128,336
Total	\$27,552,212	\$29,625,284	\$28,853,971	\$30,096,733	\$32,544,495	\$33,190,637

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
VEBA TRUST (0052)	227,387	331,364	212,533	325,901	409,022	423,158
PENSION TRUST FUND (0059)	27,324,826	29,293,921	28,641,438	29,770,832	32,135,473	32,767,479
Total	\$27,552,213	\$29,625,285	\$28,853,971	\$30,096,733	\$32,544,495	\$33,190,637

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total	3.75	3.75	3.75	3.75	3.75

RETIREMENT SYSTEM

REVENUES

Charges for Services – The increase reflects the higher level of contribution as determined by the actuary.

Investment Income - The FY 2012 projected increase is due to expected appreciation in the financial markets.

EXPENSES

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

Other Services - The increase is due to a projected increase in money manager fees for the investment funds.

Other Charges – The increase is due to higher levels of retirement payments.

RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
ACCOUNTANT II	401440	0.75	0.75
EXECUTIVE DIRECTOR-RET SY	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 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	-	-	15,864,315	15,864,315	16,162,752	17,341,036
INVESTMENT INCOME	-	227,321	737,101	521,457	61,906	46,638
MISCELLANEOUS REVENUE	-	-	165,601	165,601	-	130,466
OPERATING TRANSFERS IN	-	-	11,010,189	2,193,605	2,000,000	1,647,121
PRIOR YEAR SURPLUS	-	-	5,766,432	512,585	2,309,434	1,154,772
SALE OF BONDS	-	49,326,326	93,674	-	-	-
TAXES	-	-	3,796,929	3,796,929	3,893,943	3,971,822
Total	-	\$49,553,647	\$37,434,241	\$23,054,492	\$24,428,035	\$24,291,855

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	-	-	212,000	127,606	502,000	402,000
DDA PARKING MAINTENANCE (0033)	-	-	5,262,610	3,935,790	5,428,185	4,388,705
DDA PARKING FUND (0063)	-	-	2,666,180	2,666,180	2,016,044	2,026,350
DDA BUILD AMER PARKING BOND- 2009 (0065)	-	-	19,842,549	15,999,916	16,481,806	17,474,800
	-	49,553,647	9,450,902	325,000	-	-
Total	-	\$49,553,647	\$37,434,241	\$23,054,492	\$24,428,035	\$24,291,855

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	-	-	306,982	306,982	274,727	274,727
PAYROLL FRINGES	-	-	101,592	101,592	142,778	151,517
OTHER SERVICES	-	-	7,995,812	7,995,812	6,766,754	6,999,810
MATERIALS & SUPPLIES	-	-	45,500	45,500	41,000	41,500
OTHER CHARGES	-	26,250	2,149,708	2,908,603	3,849,030	2,232,616
PASS THROUGHS	-	-	10,102,735	10,102,735	9,718,164	9,903,402
CAPITAL OUTLAY	-	14,046,839	51,985,149	32,281,010	3,497,650	3,126,644
EMPLOYEE ALLOWANCES	-	-	-	-	3,788	3,788
Total	-	\$14,073,089	\$72,687,478	\$53,742,234	\$24,293,891	\$22,734,004

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	-	-	212,000	212,000	502,000	402,000
DDA PARKING MAINTENANCE (0033)	-	-	5,262,610	5,262,610	5,428,185	4,388,705
DDA PARKING FUND (0063)	-	-	2,666,180	2,666,180	1,881,900	2,026,350
DDA BUILD AMER PARKING BOND- 2009 (0065)	-	-	19,842,549	19,842,549	16,481,806	15,916,949
	-	14,073,089	44,704,139	25,758,895	-	-
Total	-	\$14,073,089	\$72,687,478	\$53,742,234	\$24,293,891	\$22,734,004

FTE Count

Category	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	3.00	4.00	4.00
Total	3.00	3.00	3.00	4.00	4.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services – The increase is for street meters and parking structures revenues.

Investment Income – The decrease is due to lower investable balances.

Prior Year Surplus – The FY 2011 amount represents the use of prior year fund balance for the projected capital costs related to the new parking structures.

EXPENSES

Personnel Services - The FY 2012 increase in FTEs was offset by a reduction in Temporary Employee costs.

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

Other Services – The reduction was due to lower Parking Contract-Administration costs.

Pass Throughs - The decrease represents an operating transfer for the projected debt service payments

Capital Outlay – The FY 2011 amount included costs for the construction of a new parking structure.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2012 FTE's	FY 2013 FTE's
PLANNING & RESEARCH SPE	404150	1.00	1.00
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		4.00	4.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
INVESTMENT INCOME	17,645	10,011	7,335	12,357	12,357	12,357
MISCELLANEOUS REVENUE	-	-	-	-	68,750	200,000
PRIOR YEAR SURPLUS	-	-	37,415	-	81,903	23,611
TAXES	1,059,965	1,347,497	1,400,000	1,478,385	1,545,181	1,626,181
Total	\$1,077,610	\$1,357,508	\$1,444,750	\$1,490,742	\$1,708,191	\$1,862,149

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
SMART ZONE LDFA (0009)	1,077,609	1,357,509	1,444,750	1,490,742	1,708,191	1,862,149
Total	\$1,077,609	\$1,357,509	\$1,444,750	\$1,490,742	\$1,708,191	\$1,862,149

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
OTHER SERVICES	797,580	1,348,427	1,444,304	1,418,111	1,707,623	1,861,553
OTHER CHARGES	-	708	446	446	568	596
Total	\$797,580	\$1,349,135	\$1,444,750	\$1,418,557	\$1,708,191	\$1,862,149

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
SMART ZONE LDFA (0009)	797,580	1,349,135	1,444,750	1,418,557	1,708,191	1,862,149
Total	\$797,580	\$1,349,135	\$1,444,750	\$1,418,557	\$1,708,191	\$1,862,149

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

REVENUES

Miscellaneous Revenue – FY 2012 reflects the beginning of repayments of the LDFA Micro-Loan program, which is shown in the budget on a cash basis.



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 12, this levy is proposed to be .1496 mills. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2010 was \$485.9 million. The debt subject to that limit as of June 30, 2010, was \$125.4 million or 2.6% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of TV limit. The total City debt (general obligation and all others) as of June 30, 2010 was \$248.2 million.

NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
CHARGES FOR SERVICES	77,747	49,648	-	-	-	-
CONTRIBUTIONS	26,610	-	-	-	-	-
INTRAGOVERNMENTAL SALES	-	-	-	-	40,000	40,000
MISCELLANEOUS REVENUE	286,546	402,500	366,131	366,131	488,742	486,542
OPERATING TRANSFERS IN	7,525,431	9,736,204	11,076,321	10,926,321	11,755,104	11,892,412
PRIOR YEAR SURPLUS	-	-	2,506,672	-	1,000,127	701,364
TAXES	11,856,365	12,066,528	11,469,835	11,496,022	9,954,239	9,881,746
Total	\$19,772,699	\$22,254,880	\$25,418,959	\$22,788,474	\$23,238,212	\$23,002,064

Revenues by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
GENERAL (0010)	11,620,886	12,803,785	14,907,482	12,526,682	13,104,231	12,964,088
PARKS REHAB & DEVELOP MILLAGE (0018)	1,391	797	-	-	-	-
GENERAL DEBT SERVICE (0035)	7,989,272	9,327,701	10,391,792	10,241,792	10,049,538	9,965,808
WATER SUPPLY SYSTEM (0042)	16,495	14,617	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	40,978	36,235	-	-	-	-
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	99,810	68,093	119,685	20,000	84,443	72,168
STREET MILLAGE FUND (0062)	339	449	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	3,530	3,203	-	-	-	-
Total	\$19,772,701	\$22,254,880	\$25,418,959	\$22,788,474	\$23,238,212	\$23,002,064

NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PERSONNEL SERVICES	1,108,379	33,771	266,405	266,405	613,326	682,231
PAYROLL FRINGES	14,390	513,770	15,273	15,273	-	-
OTHER SERVICES	341,229	596,880	325,579	310,305	152,047	149,791
MATERIALS & SUPPLIES	3,000	108	35,000	35,000	117,000	114,075
OTHER CHARGES	11,227,841	12,455,341	11,235,695	11,771,171	11,863,542	11,159,110
PASS THROUGHES	15,674,377	10,569,551	10,431,863	10,408,968	10,701,553	10,557,786
CAPITAL OUTLAY	617,161	-	162,406	162,406	-	-
Total	\$28,986,377	\$24,169,421	\$22,472,221	\$22,969,528	\$23,447,468	\$22,662,993

Expenses by Fund

Fund	Actual FY 2009	Actual FY 2010	Budget FY 2011	Forecasted FY 2011	Request FY 2012	Projected FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	658	1,436	-	-	-	-
GENERAL (0010)	18,317,391	12,285,549	11,995,635	12,642,942	13,297,892	12,605,017
PARKS REHAB & DEVELOP MILLAGE (0018)	645	1,412	-	-	-	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	5,130	11,087	-	-	-	-
GENERAL LONG-TERM DEBT ACCT GR (0032)	14,311	15,185	-	-	-	-
GENERAL DEBT SERVICE (0035)	8,005,969	9,117,215	10,335,901	10,185,901	10,044,133	9,966,808
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	157,805	151,820	140,685	140,685	105,443	91,168
STREET MILLAGE FUND (0062)	22,989	208,887	-	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	15,243	27,543	-	-	-	-
SOLID WASTE (0072)	28,567	62,494	-	-	-	-
GENERAL FIXED ASSETS GROUP (00ZZ)	2,417,669	2,286,793	-	-	-	-
Total	\$28,986,377	\$24,169,421	\$22,472,221	\$22,969,528	\$23,447,468	\$22,662,993

NON-DEPARTMENTAL

REVENUES

Taxes - In FY 2009, taxes for AATA were moved into Non-Departmental from the Financial and Administrative Services Area. AATA taxes are projected to decrease 1.3% in FY 2012 due to decreased property values. The Debt Service levy also decreased due to lower debt payments on tax supported debt.

Miscellaneous Revenues – Increases reflect higher cell tower antenna revenues.

Prior Year Surplus – This line item is used to balance budgeted expenditures over projected revenues in the General Fund. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational, items only.

Operating Transfers – Increases are attributable to Debt service transfers.

EXPENSES

Personnel Services – The increase is due to reallocation of Safety Services budgeted severances to non-departmental.

Other Services – The decrease represents reductions of contracted services for special projects/initiatives previously budgeted under non-departmental.

Materials & Supplies – The increase represents moving central postage costs from procurement.

Other Charges – The decrease represents reductions of contingencies for special projects/initiatives, such as moving costs associated with the new justice facility.

Capital Outlay – The decrease represents reductions for special projects/initiatives previously budgeted under non-departmental.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2010:

Governmental Activities Debt

FY Ending	General Obligation Portion						Special Assessment Bonds		Other Debt		Total Governmental Activities Debt		
	Capital Projects Bonds		Special Assessment Bonds		Special Revenue Bonds		Principal	Interest	Principal	Interest	Principal	Interest	Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2011	\$ 2,625,000	\$ 4,186,916	\$ 80,000	\$ 18,925	\$ 585,000	\$ 919,360	\$ 120,000	\$ 19,960	\$	\$ 136,149	\$ 3,410,000	\$ 5,281,310	\$ 8,691,310
2012	2,525,000	4,102,465	80,000	15,075	625,000	895,905	90,000	14,893		136,149	3,320,000	5,164,487	8,484,487
2013	3,225,000	4,010,771	80,000	11,175	650,000	871,216	80,000	10,617		136,149	4,035,000	5,039,928	9,074,928
2014	2,705,000	3,918,750	80,000	7,225	685,000	845,366	80,000	6,710	3,500,000	68,266	7,050,000	4,846,317	11,896,317
2015	2,800,000	3,833,920	20,000	3,225	720,000	817,914	25,000	2,750			3,565,000	4,657,809	8,222,809
2016	2,910,000	3,742,586	25,000	2,325	755,000	788,835	20,000	1,625			3,710,000	4,535,371	8,245,371
2017	3,025,000	3,644,066	25,000	1,175	795,000	757,953	15,000	705			3,860,000	4,403,899	8,263,899
2018	3,150,000	3,539,684			835,000	725,200					3,985,000	4,264,884	8,249,884
2019	3,275,000	3,423,740			875,000	690,605					4,150,000	4,114,345	8,264,345
2020	3,425,000	3,298,888			915,000	653,534					4,340,000	3,952,422	8,292,422
2021	3,570,000	3,165,766			965,000	614,176					4,535,000	3,779,942	8,314,942
2022	3,725,000	3,024,716			1,010,000	572,470					4,735,000	3,597,186	8,332,186
2023	3,905,000	2,874,268			1,060,000	527,888					4,965,000	3,402,156	8,367,156
2024	4,080,000	2,715,314			800,000	481,938					4,880,000	3,197,252	8,077,252
2025	4,270,000	2,547,926			840,000	446,663					5,110,000	2,994,589	8,104,589
2026	4,470,000	2,369,364			885,000	408,698					5,355,000	2,778,062	8,133,062
2027	4,675,000	2,181,176			930,000	368,503					5,605,000	2,549,679	8,154,679
2028	4,895,000	1,984,066			975,000	326,339					5,870,000	2,310,405	8,180,405
2029	5,120,000	1,774,556			1,030,000	280,913					6,150,000	2,055,469	8,205,469
2030	5,360,000	1,549,958			1,080,000	232,875					6,440,000	1,782,833	8,222,833
2031	5,615,000	1,312,284			1,135,000	182,419					6,750,000	1,494,703	8,244,703
2032	4,220,000	1,056,138			1,195,000	129,319					5,415,000	1,185,457	6,600,457
2033	4,430,000	870,940			1,255,000	73,519					5,685,000	944,459	6,629,459
2034	4,645,000	676,526			1,320,000	14,850					5,965,000	691,376	6,656,376
2035	4,870,000	469,038									4,870,000	469,038	5,339,038
2036	1,595,000	251,500									1,595,000	251,500	1,846,500
2037	1,675,000	171,750									1,675,000	171,750	1,846,750
2038	1,760,000	88,000									1,760,000	88,000	1,848,000
	\$ 102,545,000	\$ 66,785,072	\$ 390,000	\$ 59,125	\$ 21,920,000	\$ 12,626,458	\$ 430,000	\$ 57,260	\$ 3,500,000	\$ 476,713	\$ 128,785,000	\$ 80,004,628	\$ 208,789,628
Interest Ranges		2.500 - 6.500%		4.100 - 5.200%		3.500 - 4.500%		4.100 - 5.700%		3.89%		3.500 - 5.700%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2010:

FY Ending	Enterprise Funds										Component Units			
	Ann Arbor Building Authority Bonds		Water & Sewer 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
2011	\$1,895,000	\$817,319	\$6,075,000	\$3,728,630	\$218,390	\$38,412	\$155,000	\$160,544	\$8,343,390	\$4,744,905	\$13,088,295	\$610,000	\$50,400	\$660,400
2012	1,960,000	748,445	6,160,000	3,513,563	126,442	31,907	165,000	154,344	8,411,442	4,448,259	12,859,701	650,000	26,000	676,000
2013	2,035,000	672,073	6,350,000	3,290,755	131,178	28,734	170,000	147,744	8,686,178	4,139,306	12,825,484			
2014	2,095,000	582,212	4,910,000	3,076,502	135,131	25,357	180,000	140,942	7,320,131	3,825,013	11,145,144			
2015	2,155,000	488,860	4,550,000	2,905,672	135,132	21,897	190,000	133,744	7,030,132	3,550,173	10,580,305			
2016	2,115,000	395,014	4,695,000	2,731,837	139,085	18,378	200,000	126,144	7,149,085	3,271,373	10,420,458			
2017	2,175,000	296,989	4,890,000	2,548,400	86,983	15,334	205,000	118,144	7,356,983	2,978,867	10,335,850			
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														
2035														
2036														
2037														
2038														
	\$19,410,000	\$4,430,846	\$94,215,000	\$37,998,626	\$1,814,497	\$252,309	\$3,955,000	\$1,636,437	\$119,394,497	\$44,318,218	\$163,712,715	\$1,260,000	\$76,400	\$1,336,400
Interest Ranges		2.250 - 5.000%		2.750 - 5.600%		1.625 - 4.500%		4.000 - 4.250%		1.625 - 5.600%			4.000%	

Information Technology Annual Master Planning Process

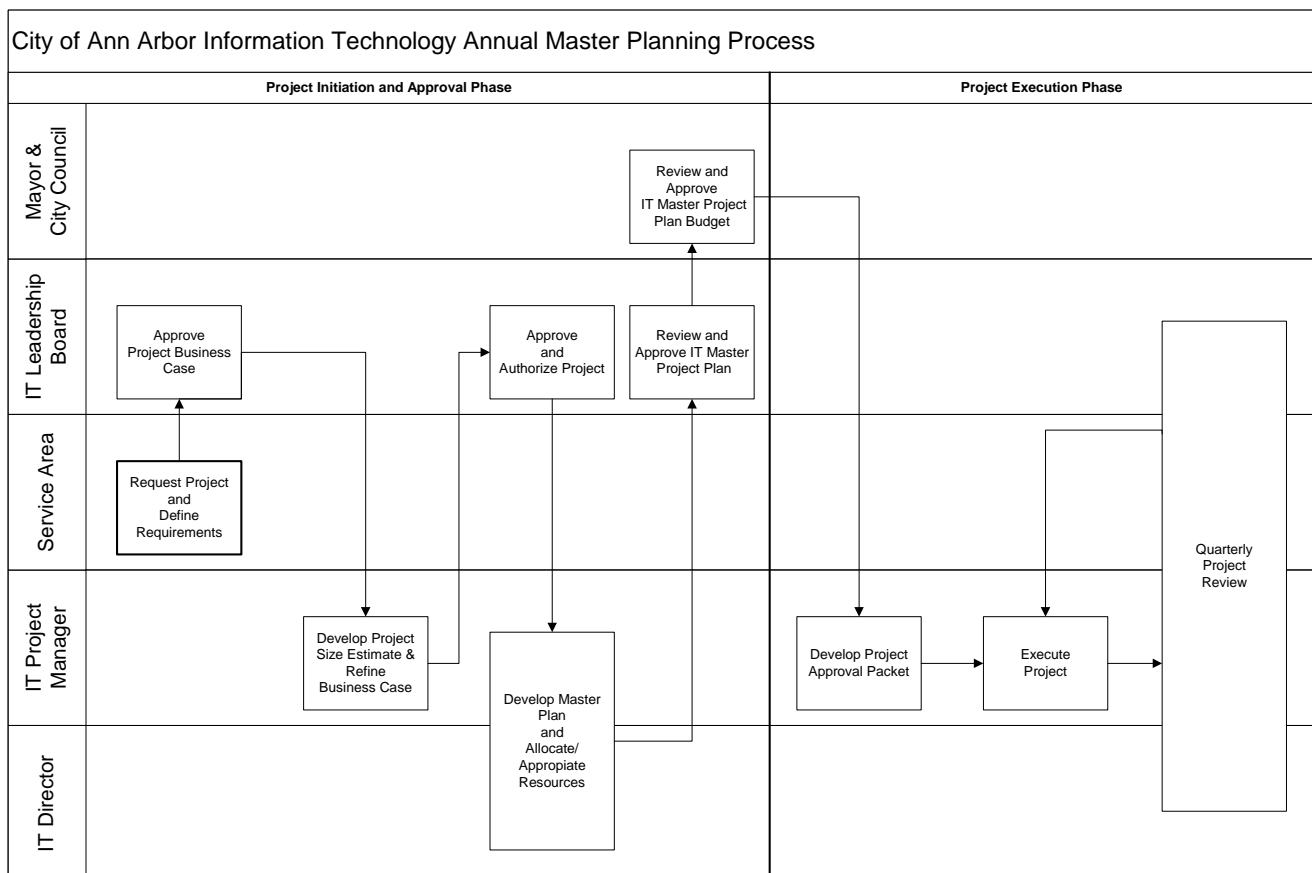
The Information Technology Service Unit (IT) plays an integral role in City operations and effective use of technology remains the primary feasible method of controlling and maintaining the vast amounts of information required to efficiently and effectively operate the City.

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	<u>FY 2012</u>		Memo: FY 2013 Projected
		Expenditure Budget Request	Amended Multi-Year Budget	
Replacements¹				
FY 11 PC's, High-End PCs, Laptops, Toughbooks, Tablets	272,250	275,000	547,250	150,000
Server Replacements Plus Storage	127,500	50,000	177,500	50,000
Network Replacements	100,000	100,000	200,000	150,000
FY 11 Network Printer/Copier Replacements	78,000	50,000	128,000	50,000
Enterprise Wide				
Document Management	670,230	175,000	845,230	160,000
GIS - Shared Platform with County	50,000	25,000	75,000	-
e-magazine creation	-	5,000	5,000	-
Service Unit Specific				
Project Management Business Improvements	-	25,000	25,000	
Barton Canoe Livery Asset Management	-	5,000	5,000	
	<u>\$ 1,297,980</u>	<u>\$ 710,000</u>	<u>\$ 2,007,980</u>	<u>\$ 560,000</u>

¹ Annual appropriation towards yearly replacement of aging equipment.

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EXECUTIVE SUMMARY

OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2012 – 2017). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

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

- Constitute permanent, physical or system improvements 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.

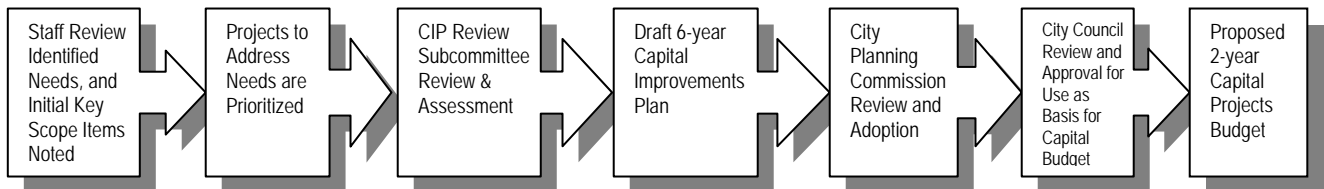
Projects that are considered operational, maintenance or recurring are excluded.

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 – FY2012-2017 Capital Improvements Plan

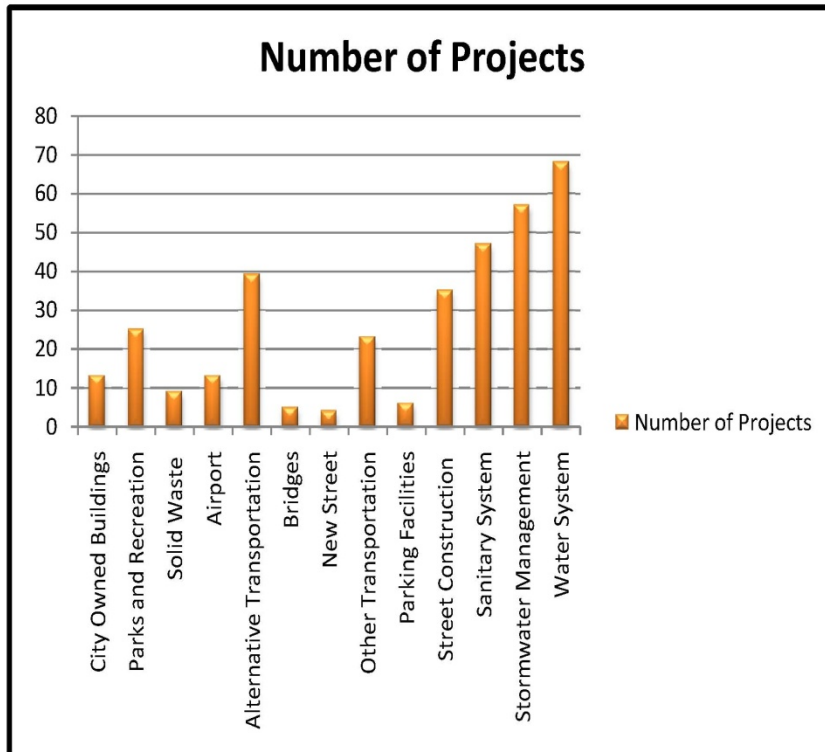
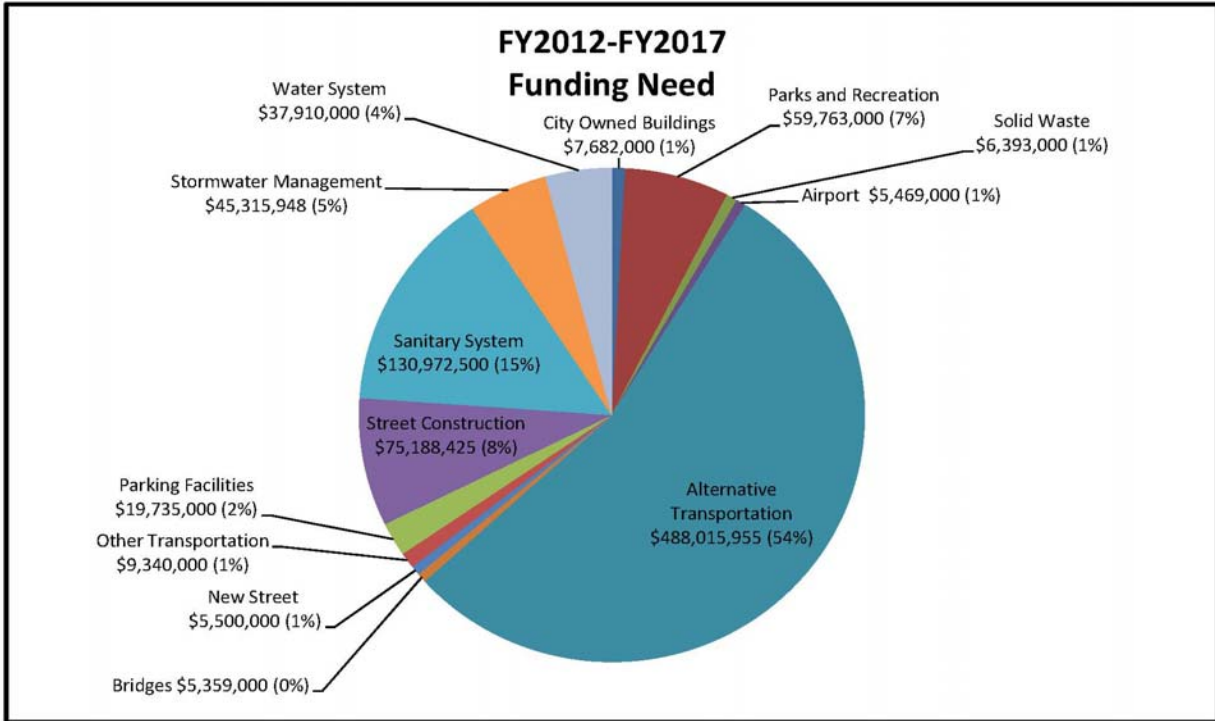
The plan lists individual capital projects categorized by capital program. The following information is included on each project page:

- Project Name
- Project Identification Number
- Project Type
- Submitting Service Area/Unit
- Planning Area
- Prioritization Model Score
- Prioritization Model Rank (within Category)
- Total Cost
- Location
- Identified Need
- Initial Scope Items
- Initiating Source(s)
- Schedule
- Funding Sources

THE TOTALS

A total of 344 projects are included in this year’s CIP with a six-year funding need for fiscal years FY2012 – 2017 of \$896,643,828. This is a 37.17% increase from the FY2010-2015 CIP document, which anticipated \$653,681,000 in funding need for fiscal years 2010-2015. The total anticipated funding need for all projects is \$1,227,986,331, which includes project funds spent prior to fiscal year 2012 and required funds needed after fiscal year 2017 for the projects contained in the plan. 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:

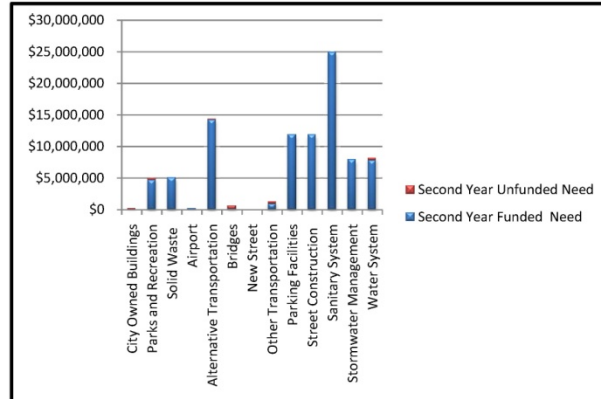
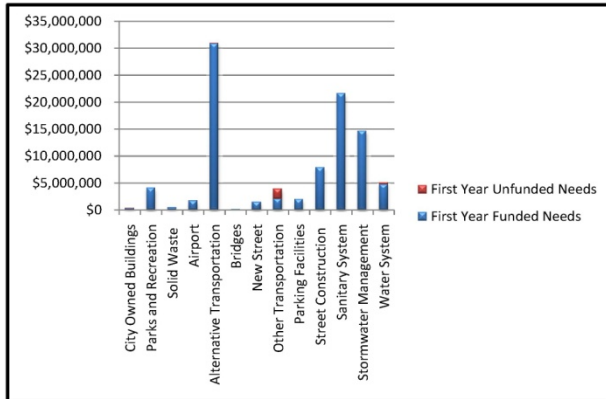
Category	Number of Projects	FY2012-FY2017 Funding Need	FY2012-FY2017 Funded Need	FY2012-FY2017 Unfunded Need
City Owned Buildings	13	\$7,682,000	\$1,717,000	\$5,965,000
Parks and Recreation	25	\$59,763,000	\$57,013,000	\$2,750,000
Solid Waste	9	\$6,393,000	\$6,393,000	\$0
Airport	13	\$5,469,000	\$3,139,000	\$2,330,000
Alternative Transportation	39	\$488,015,955	\$50,500,955	\$437,515,000
Bridges	5	\$5,359,000	\$1,225,000	\$4,134,000
New Street	4	\$5,500,000	\$2,625,000	\$2,875,000
Other Transportation	23	\$9,340,000	\$3,465,000	\$5,875,000
Parking Facilities	6	\$19,735,000	\$19,735,000	\$0
Street Construction	35	\$75,188,425	\$64,948,425	\$10,240,000
Sanitary System	47	\$130,972,500	\$130,972,500	\$0
Stormwater Management	57	\$45,315,948	\$45,315,948	\$0
Water System	68	\$37,910,000	\$37,210,000	\$700,000
TOTALS	344	\$896,643,828	\$424,259,828	\$472,384,000



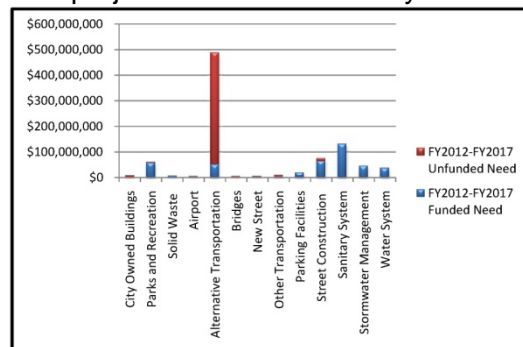
FUNDING ISSUES

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. Projects in the first two years of the CIP form the basis for the City’s Capital Budget requiring secure funding. Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. Some higher priority unfunded projects are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented.

Category	Number of Projects	First Year Funded Needs	First Year Unfunded Needs	Second Year Funded Need	Second Year Unfunded Need
City Owned Buildings	13	\$314,180	\$90,000	\$30,000	\$175,000
Parks and Recreation	25	\$4,047,000	\$0	\$4,687,000	\$250,000
Solid Waste	9	\$486,000	\$0	\$5,077,000	\$0
Airport	13	\$1,685,000	\$0	\$179,000	\$0
Alternative Transportation	39	\$30,853,855	\$120,000	\$14,247,100	\$140,000
Bridges	5	\$90,000	\$0	\$95,000	\$500,000
New Street	4	\$1,500,000	\$0	\$0	\$0
Other Transportation	23	\$2,050,000	\$1,880,000	\$911,000	\$350,000
Parking Facilities	6	\$2,000,000	\$0	\$11,860,000	\$0
Street Construction	35	\$7,848,425	\$0	\$11,860,000	\$0
Sanitary System	47	\$21,582,500	\$0	\$24,955,000	\$0
Stormwater Management	57	\$14,669,296	\$0	\$7,915,400	\$0
Water System	68	\$4,680,000	\$350,000	\$7,820,000	\$350,000
TOTALS	344	\$91,806,256	\$2,440,000	\$89,636,500	\$1,765,000



The *Transportation – Alternative Transportation* projects, making up the largest portion of the unfunded need over the period of the CIP, 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.

PROJECT PRIORITIZATION

The key task for the CIP Category Teams is to evaluate and prioritize the many identified needs. This is a critical component of the CIP process. Project selection and scheduling is constrained by the amount of funding anticipated to be available for capital projects. Within the limited budget, is the rehabilitation of an aging component at the water treatment plant, or the replacement of a failing water distribution main, or the modification of a treatment process for greater efficiency of greater importance? Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital projects even more crucial and difficult. The merits of each need must be judged against the policies and criteria of the CIP process and the goals of each component of the master plan, as well as against the other competing needs in that particular asset category.

The FY2010-2015 CIP included the use of a prioritization tool for three of the twelve asset categories. It was hoped that this tool would provide a more robust, objective process to establish priorities for the varied needs included in the plan than the subjective, narrative based method of selecting priorities for needs and projects contained in the plan. This tool was found to provide added benefit to the City's CIP process and became the method for prioritizing the needs for all of the asset categories in the FY2012-2017 CIP.

The prioritization model employs the following procedure:

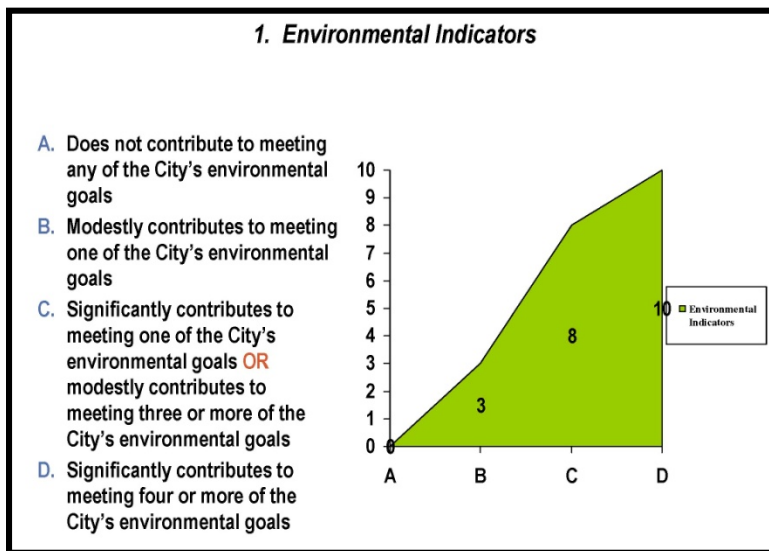
1. Determine the decision criteria to be used in the prioritization analysis

<u>Criteria Item</u>
Environmental Goals
Safety/Compliance/Emergency Preparedness
Funding
Coordination with Other Projects
Master Plan Objectives
User Experience (Level of Service)
Innovation
Economic Development/Retention
Partnerships
System Influence/Capacity
O & M (Operations & Maintenance)
Energy
(PARKS & RECREATION ONLY) SCRA - Social, Cultural, Recreational and Aesthetic
(BRIDGES ONLY) Daily Users Carried
(BRIDGES ONLY) Criticality (e.g., critical to system operations; serves critical site)
(BRIDGES ONLY) Impacts Other Infrastructure Items
(NEW STREETS ONLY) User Demand
(NEW STREETS ONLY) Surface Water Quality
(NEW STREETS ONLY) Natural Features Impacts
(STORMWATER MANAGEMENT ONLY) Water Quality
(WATER SYTEM ONLY) Reliability

- Assign relative weights to the criteria from 0 to 100, with 100 being the most important criteria and the others weighted relative to the most important

Alternative Transportation Criteria Weighting	
Environmental Goals	53
Safety/Compliance/Emergency Preparedness	100
Funding	73
Coordination with Other Projects	59
Master Plan Objectives	59
User Experience (Level of Service)	85
Innovation	22
Economic Development/Retention	44
Partnerships	60
System Influence/Capacity	85
O & M (Operations & Maintenance)	34
Energy	19

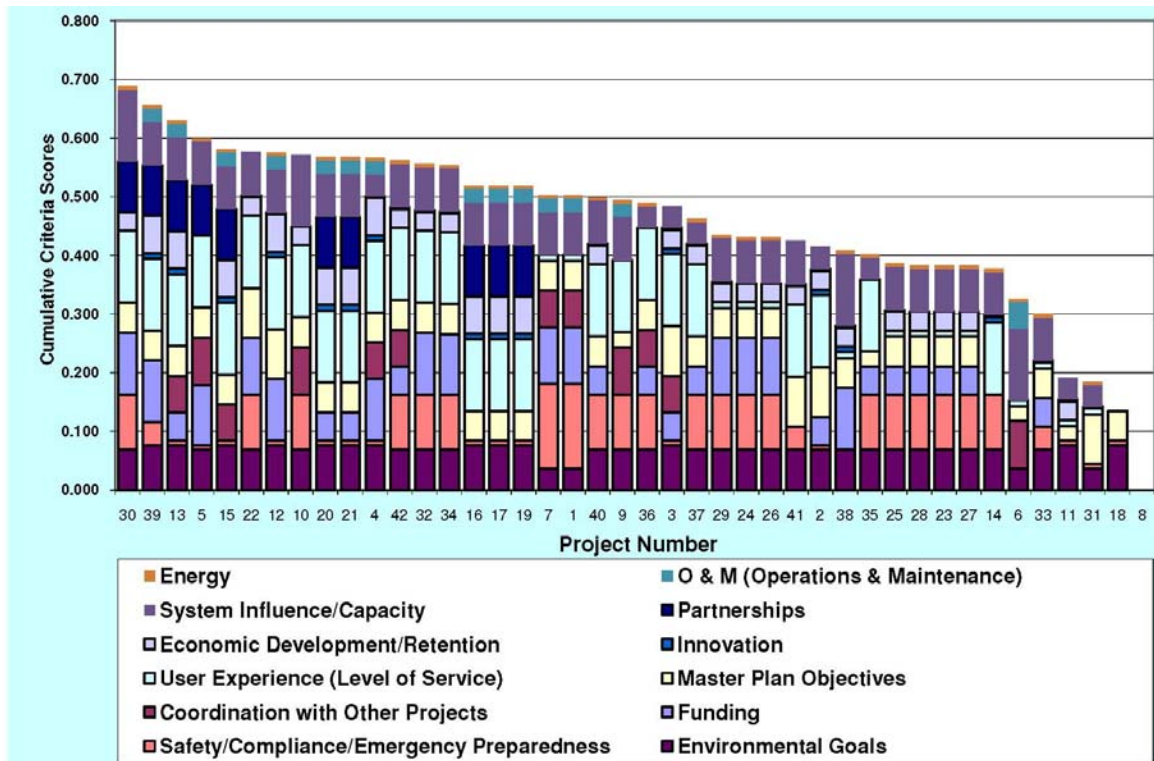
- Determine performance measures from 0 to 10 for each criteria



- Score each need/project for each criteria

Project Number	Category Type - Department Type	Project Name	Environmental Goals	Safety/Compliance/Emergency Preparedness	Funding	Coordination with Other Projects	Master Plan Objectives	User Experience (Level of Service)
1	Pedestrian	ADA Ramp Replacements (Outside of DDA)	3.0	10.0	6.0	5.0	6.0	4.0
2	Non-Motorized	Allen Creek Greenway Non-Motorized Feasibility Study	7.0	2.0	2.0	0.0	10.0	10.0
3	Non-Motorized	Allen Creek Greenway Non-motorized Implementation	10.0	2.0	2.0	5.0	10.0	10.0
4	Transit	Amtrak Station Relocation (Fuller Road Station - Future Phase)	10.0	2.0	10.0	5.0	6.0	10.0
5	Non-Motorized	Ann Arbor-Saline Road-94 Non-Motorized Improvement	7.0	2.0	8.0	8.0	6.0	10.0
6	Non-Motorized	Annual City Shared Use Pathway Resurfacing & Replacements	3.0	0.0	0.0	8.0	3.0	4.0
7	Pedestrian	Curb Ramps in the DDA	3.0	10.0	6.0	5.0	6.0	4.0
8	Non-Motorized	DDA Bike Signage Program	0.0	0.0	0.0	0.0	0.0	0.0
9	Non-Motorized	Geddes Avenue Non-Motorized Path Repair/Replacement	7.0	8.0	0.0	8.0	3.0	10.0
10	Pedestrian	Major Mid Block Crossing Improvements	7.0	8.0	0.0	8.0	6.0	10.0
11	Transit	Model for Mobility: Ann Arbor- Detroit Commuter Parking (Interim)	10.0	2.0	0.0	0.0	3.0	4.0
12	Transit	Model for Mobility: Ann Arbor-Detroit Fuller Road Multimodal Center (Design)	10.0	2.0	10.0	0.0	10.0	10.0
13	Transit	Model for Mobility: Signature Transit Service Design	10.0	2.0	2.0	5.0	6.0	10.0
14	Transit	Ellsworth/Research Park Drive Intersection Pedestrian Crossing Improvement	7.0	8.0	0.0	0.0	0.0	10.0
15	Transit	Model for Mobility: Transit Connector (Construction)	10.0	2.0	0.0	5.0	6.0	10.0
16	Transit	Model for Mobility: Wally (Capital Investment)	10.0	2.0	0.0	0.0	6.0	10.0
17	Transit	Model for Mobility: Wally (Downtown Station Construction)	10.0	2.0	0.0	0.0	6.0	10.0
18	Transit	Model for Mobility: Wally (Downtown Station Development)	10.0	2.0	0.0	0.0	6.0	0.0
19	Transit	Model for Mobility: Wally (Downtown Station Location Study)	10.0	2.0	0.0	0.0	6.0	10.0
20	Transit	Model for Mobility: Wally (Operating Assistance)	10.0	2.0	2.0	0.0	6.0	10.0
21	Transit	Model for Mobility: Wally (Plymouth Road Rail Station Development)	10.0	2.0	2.0	0.0	6.0	10.0

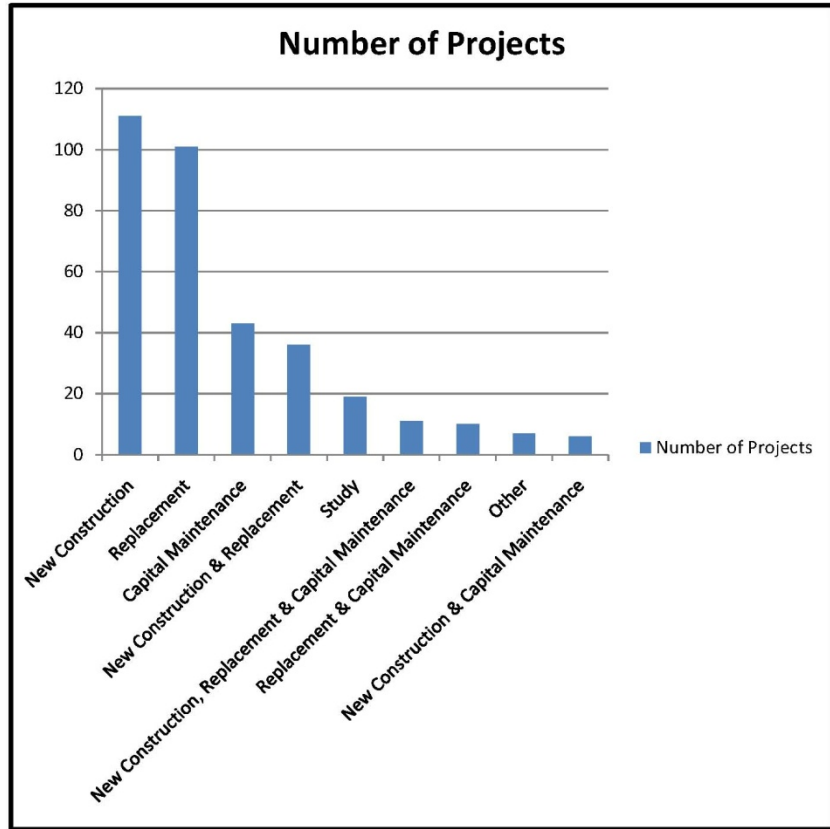
5. Run the model

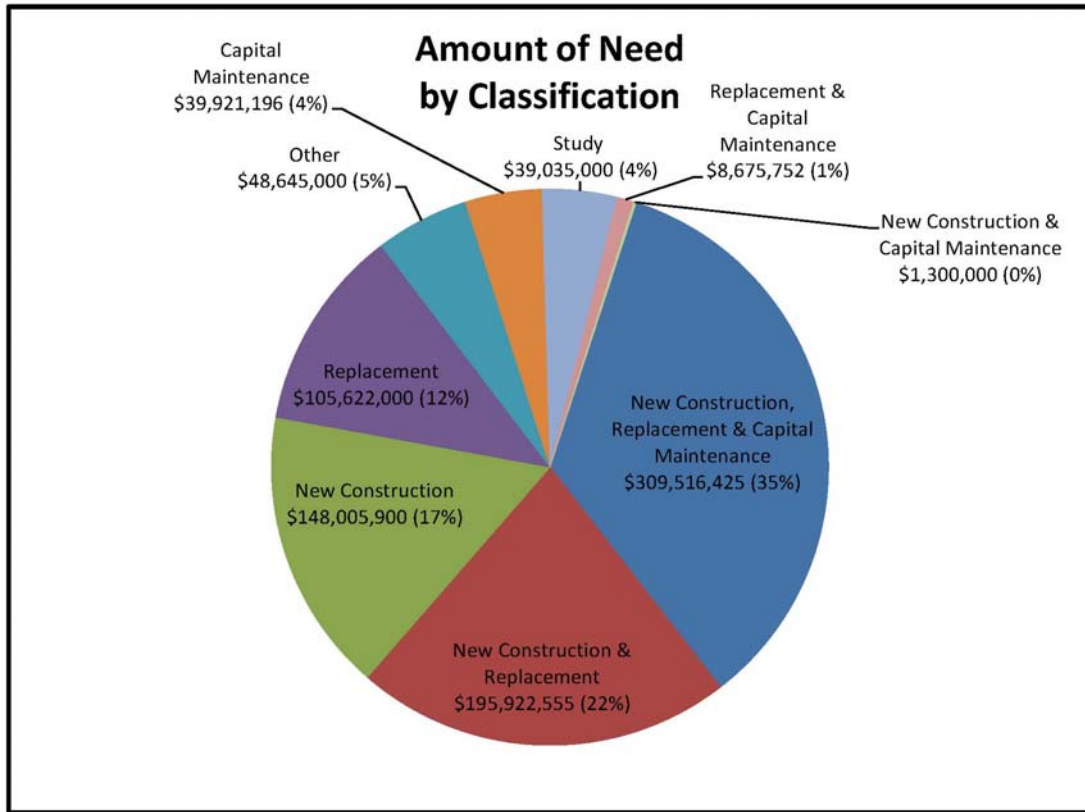


PROJECT CLASSIFICATION

There are several types of capital needs, such as construction of new, first-time improvements, replacement of aged infrastructure that is at or beyond its service life or large scale capital maintenance. In addition, studies related to the City’s various infrastructure asset categories are included in the CIP if the study will result in future capital improvements projects.

Classification	Number of Projects	Amount of Need
New Construction	111	\$148,005,900
Replacement	101	\$105,622,000
Capital Maintenance	43	\$39,921,196
New Construction & Replacement	36	\$195,922,555
Study	19	\$39,035,000
New Construction, Replacement & Capital Maintenance	11	\$309,516,425
Replacement & Capital Maintenance	10	\$8,675,752
Other	7	\$48,645,000
New Construction & Capital Maintenance	6	\$1,300,000
TOTAL	344	\$896,643,828

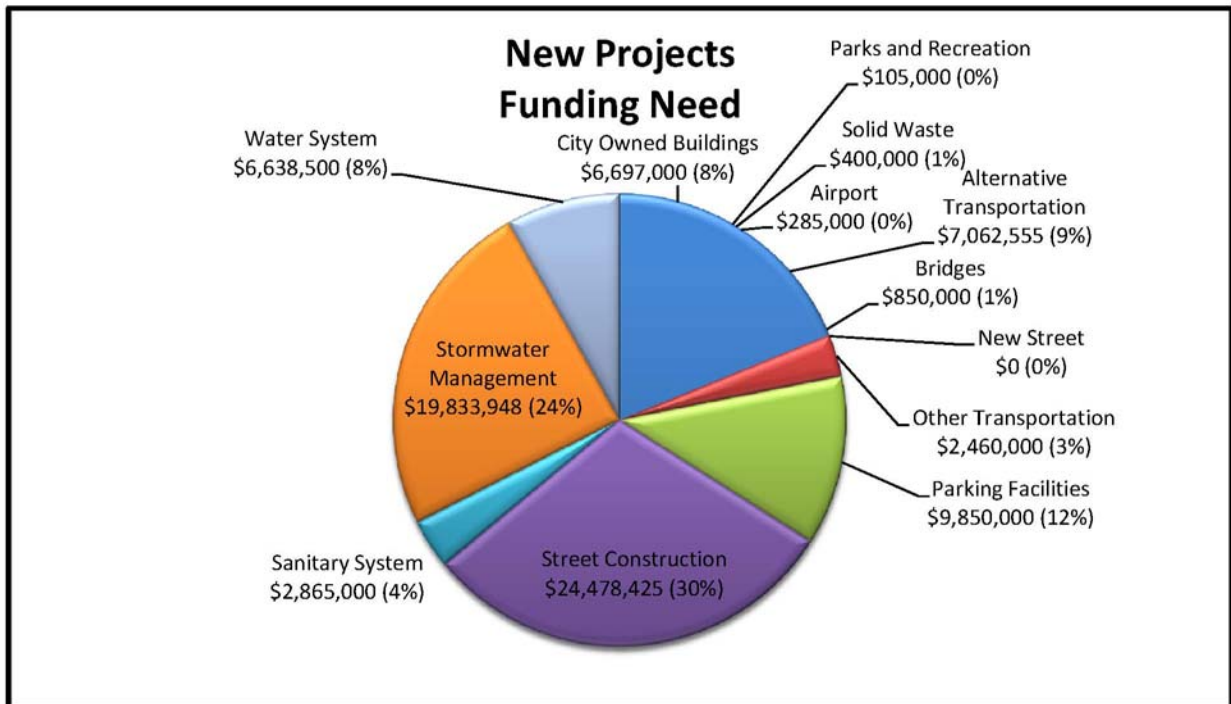
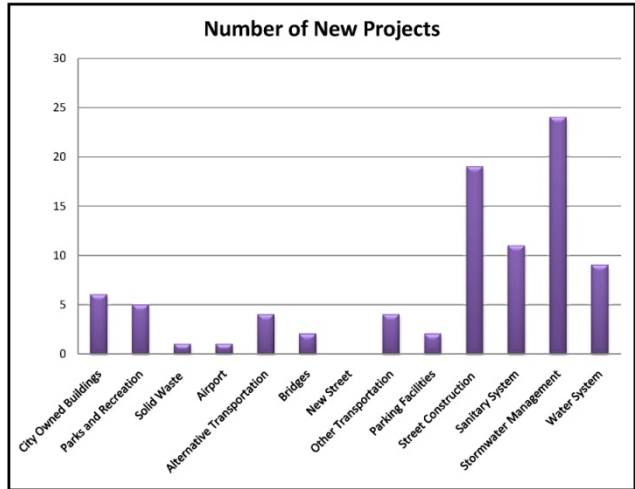




NEW PROJECTS

There are 88 new projects in this year's CIP. The total cost of all new projects is \$81,525,428, representing approximately 9.1% of all project costs.

Category	Number of Projects	Funding Need
City Owned Buildings	6	\$6,697,000
Parks and Recreation	5	\$105,000
Solid Waste	1	\$400,000
Airport	1	\$285,000
Alternative Transportation	4	\$7,062,555
Bridges	2	\$850,000
New Street	0	\$0
Other Transportation	4	\$2,460,000
Parking Facilities	2	\$9,850,000
Street Construction	19	\$24,478,425
Sanitary System	11	\$2,865,000
Stormwater Management	24	\$19,833,948
Water System	9	\$6,638,500
TOTALS	88	\$81,525,428



**CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type**

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority		Status	Anticipated Spending Schedule					
		Rank	Score		Prior FYs	Budget Request FY2012	Projected FY2013	FY2014+	Total	
<u>Municipal Facilities - City Owned Buildings</u>										
MF-CB-10-09	Facility Assessments - Energy Audits and Improvements	11	of 13	32.24	Programmed	-	-	30,000	120,000	150,000
						-	-	30,000	120,000	150,000
<u>Municipal Facilities - Parks and Recreation</u>										
MF-PR-08-07	Tennis & Basketball Court Renovations	14	of 25	43.59	Active	300,000	-	150,000	750,000	1,200,000
MF-PR-08-19	Veteran's Pool Locker Rooms (Recreation Facility Updates)	3	of 25	76.54	Active	-	250,000	-	800,000	1,050,000
MF-PR-10-01	Neighborhood Playgrounds (Playground Improvements)	5	of 25	62.22	Active	207,000	-	215,958	612,042	1,035,000
MF-PR-10-02	Parks Roads & Parking Lots	18	of 25	39.67	Active	250,000	325,000	250,000	675,000	1,500,000
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction (Annual)	12	of 25	44.77	Programmed	505,000	-	200,000	820,000	1,525,000
MF-PR-10-09	Veteran's Shelter (Picnic Shelters)	8	of 25	49.42	Programmed	-	148,362	-	-	148,362
MF-PR-10-09	Shelter Renovations (Picnic Shelters)	8	of 25	49.42	Programmed	-	-	200,000	-	200,000
MF-PR-10-10	Gallup Canoe Livery	4	of 25	73.67	Programmed	56,000	300,000	-	170,000	526,000
MF-PR-10-13	Softball/Baseball Field Renovations	11	of 25	45.16	Programmed	-	250,000	250,000	500,000	1,000,000
						1,318,000	1,273,362	1,265,958	4,327,042	8,184,362
<u>Municipal Facilities - Solid Waste</u>										
MF-SW-06-04	Landfill Groundwater Management	6	of 9	50.63	Active	30,000	63,000	570,000	-	663,000
MF-SW-08-01	Solid Waste Mangement Plan Update	8	of 9	37.52	Programmed	-	25,000	-	-	25,000
MF-SW-10-04	Equipment and Container Storage Building	3	of 9	56.01	Programmed	-	200,000	-	-	200,000
MF-SW-10-05	Commercial Recycling Containers	2	of 9	80.25	Active	386,000	88,000	42,000	-	516,000
MF-SW-11-01	Compost Center Stormwater Controls	4	of 9	55.62	Active	-	100,000	-	-	100,000
N/A	Compost Center Stormwater Controls	N/A		N/A	N/A	-	140,000	-	-	140,000
						416,000	616,000	612,000	-	1,644,000
<u>Transportation - Alternative Transportation</u>										
TR-AT-10-07	Non-Motorized Corridor Project: Plymouth Rd (Broadway Br-City Boundary)	33	of 39	38.28	Programmed	-	-	30,000	63,000	93,000
TR-AT-10-08	Non-Motorized Corridor Project: Stadium (Maple to Washtenaw)	34	of 39	38.28	Programmed	-	-	40,000	157,000	197,000
TR-AT-10-29	ADA Ramp Replacements (Outside of DDA)	17	of 39	50.26	Active	375,000	560,000	560,000	2,240,000	3,735,000
TR-AT-12-03	Washtenaw Ave - US 23 Underpass Shared Use Path	1	of 39	68.82	Active	-	10,000	-	-	10,000
						375,000	570,000	630,000	2,460,000	4,035,000
<u>Transportation - Bridges</u>										
TR-BR-12-02	Stadium Bridges (ESB)	1	of 5	94.48	Active	1,628,000	3,670,000	-	-	5,298,000
						1,628,000	3,670,000	-	-	5,298,000

**CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type**

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority		Status	Anticipated Spending Schedule					
		Rank	Score		Prior FYs	Budget Request FY2012	Projected FY2013	FY2014+	Total	
Transportation - Street Construction										
TR-SC-06-02	Annual Local Street Resurfacing Program	15 of 36	40.41	Active	-	1,400,000	2,000,000	8,000,000	11,400,000	
TR-SC-06-03	Annual Major Street Resurfacing Program	9 of 36	48.88	Active	2,659,720	5,000,000	7,000,000	28,000,000	42,659,720	
TR-SC-08-01	Fuller - E. Medical Center Dr. - Maiden Lane	5 of 36	72.51	Active	550,000	500,000	-	-	1,050,000	
TR-SC-10-05	Miller Avenue Improvements (Newport to Maple)	4 of 36	75.20	Programmed	-	200,000	800,000	-	1,000,000	
TR-SC-12-21	Dexter Ave (Huron to Maple)	3 of 36	77.39	Active	200,000	800,000	-	-	1,000,000	
N/A	Citywide Street Resurfacing - 2011 STPU	N/A	N/A	N/A	100,000	1,000,000	-	-	1,100,000	
N/A	Fuller Rd Station	N/A	N/A	N/A	-	650,000	350,000	-	1,000,000	
N/A	Earhart/Geddes Intersection Improvements	N/A	N/A	N/A	358,269	270,383	-	-	628,652	
N/A	Citywide Guardrails/Retaining Walls Installations	N/A	N/A	N/A	-	200,000	200,000	-	400,000	
N/A	Ruthven St.	N/A	N/A	N/A	-	230,000	-	-	230,000	
N/A	Stadium (W) - Pauline Intersection	N/A	N/A	N/A	-	50,000	-	-	50,000	
N/A	Huron River Drive	N/A	N/A	N/A	-	10,000	-	-	10,000	
					3,867,989	10,310,383	10,350,000	36,000,000	60,528,372	
Utilities - Sanitary Sewer										
UT-SN-01-03	Austin Sanitary Sewer Outlet	40 of 47	31.36	Programmed	125,000	-	600,000	-	725,000	
UT-SN-02-11	Footing Drain Disconnection Project (Long Term)	5 of 47	59.10	Programmed	3,150,000	6,020,000	2,775,000	10,000,000	21,945,000	
UT-SN-03-29	Southside Interceptor Rehabilitation	35 of 47	41.38	Active	2,170,000	1,200,000	1,100,000	1,550,000	6,020,000	
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	36 of 47	37.99	Programmed	-	-	500,000	-	500,000	
UT-SN-08-06	Wayne Street Sanitary Sewer	42 of 47	26.47	Active	106,000	19,000	-	-	125,000	
UT-SN-08-06	Wayne Street Sanitary Sewer - Resurfacing	42 of 47	26.47	Active	42,000	14,000	-	-	56,000	
UT-SN-08-16	North Main Submain Relief Sanitary Sewer - AARR to M-14	7 of 47	58.72	Programmed	-	250,000	2,500,000	-	2,750,000	
UT-SN-10-01	Dexter Avenue Sanitary Sewer Replacement	24 of 47	46.07	Active	60,000	240,000	-	-	300,000	
UT-SN-10-05	Manhole Rehabilitation/Replacement Project	12 of 47	52.85	Active	-	250,000	-	-	250,000	
UT-SN-10-11	2780 Packard Sanitary Extension	22 of 47	46.37	Programmed	-	320,000	-	-	320,000	
UT-SN-11-01	Model for Mobility (Ann Arbor-Detroit) FRS	26 of 47	45.80	Active	1,750,000	350,000	-	-	2,100,000	
UT-SN-12-01	Miller Ave Sanitary Repair/Replacement	30 of 47	42.59	Programmed	25,000	25,000	300,000	-	350,000	
UT-SN-12-05	Pepper Pike Crosslot Sewer Lining	18 of 47	47.07	Programmed	-	225,000	-	-	225,000	
UT-SN-12-06	Audubon Crosslot Sanitary Sewer Lining	3 of 47	64.49	Programmed	-	-	180,000	-	180,000	
UT-SN-12-10	South State Street Crosslot Sewer Lining	4 of 47	62.87	Programmed	-	560,000	-	-	560,000	
UT-SN-12-12	Huntington Woods Crosslots Sewer Lining	18 of 47	47.07	Programmed	-	260,000	-	-	260,000	
					7,428,000	9,733,000	7,955,000	11,550,000	36,666,000	

**CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type**

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority		Status	Anticipated Spending Schedule					
		Rank	Score		Prior FYs	Budget Request FY2012	Projected FY2013	FY2014+	Total	
Utilities - Storm Sewer										
UT-ST-01-08	Storm Asset Identification, GIS Conversion and Model	18	of 57	45.47	Active	1,882,000	-	400,000	-	2,282,000
UT-ST-10-03	Miller Avenue Stormwater Improvements	2	of 57	58.78	Programmed	323,000	-	265,000	-	588,000
UT-ST-10-11	Allens Creek Greenway Improvements	13	of 57	49.70	Programmed	100,000	100,000	-	-	200,000
UT-ST-10-12	Railroad Berm	17	of 57	46.43	Programmed	-	50,000	-	-	50,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	39	of 57	34.97	Programmed	-	100,000	100,000	400,000	600,000
UT-ST-10-20	Geddes Avenue Storm Sewer	40	of 57	34.79	Programmed	-	-	30,000	270,000	300,000
UT-ST-11-02	Arbor Oaks	42	of 57	34.02	Programmed	80,000	310,000	-	-	390,000
UT-ST-88-05	Evergreen Subdivision Storm Water (Phase II)	49	of 57	27.18	Programmed	-	50,000	50,000	-	100,000
UT-ST-12-10	Compost Ponds Construction	14	of 57	49.50	Programmed	-	125,000	175,000	-	300,000
UT-ST-12-01	S. Forest Stormwater Mgmt	23	of 57	43.90	Programmed	-	-	150,000	-	150,000
UT-ST-12-08	Millers Creek Sediment Management Study	38	of 57	38.65	Programmed	-	60,000	-	-	60,000
UT-ST-12-09	Redbud park Storm Sewer Replacement	55	of 57	21.76	Programmed	-	150,000	-	-	150,000
UT-ST-12-12	Burns Park Area Porous Alley	6	of 57	55.18	Programmed	-	50,000	-	-	50,000
UT-ST-12-12	Burns Park Area Porous Alley - SRF	6	of 57	55.18	Programmed	-	200,000	-	-	200,000
UT-ST-12-14	Miller Creek Streambank Stabilization (Phase 2)	29	of 57	42.93	Programmed	-	-	300,000	1,447,000	1,747,000
UT-ST-12-19	Cistern Install/Tree Planting	23	of 57	38.00	Programmed	-	505,000	-	-	505,000
UT-ST-12-22	Stream Bank Stabilization (Future Locations)	45	of 57	31.75	Programmed	-	20,000	-	-	20,000
UT-ST-12-23	Chalmers Sanitary/Storm Creek Crossing	53	of 57	23.80	Programmed	-	20,000	40,000	-	60,000
UT-ST-12-26	Dexter Ave Stormwater Improvements	7	of 57	54.56	Active	-	310,000	-	590,000	900,000
						2,385,000	2,050,000	1,510,000	2,707,000	8,652,000
Utilities - Water System										
UT-WS-01-08	Eisenhower Parkway Water Main	60	of 68	16.98	Programmed	-	75,000	200,000	-	275,000
UT-WS-01-10	Elevated Storage Tanks	28	of 68	29.12	Programmed	-	-	225,000	2,300,000	2,525,000
UT-WS-02-19	Manchester Elevated Water Tank Paint Project	33	of 68	26.54	Programmed	-	-	700,000	-	700,000
UT-WS-08-05	Replace Filter Press Plates	54	of 68	18.14	Programmed	350,000	-	50,000	-	400,000
UT-WS-08-06	Replace Steere Farm Well Pump Engines	2	of 68	57.39	Programmed	-	150,000	1,250,000	-	1,400,000
UT-WS-08-07	Barton Pond Early Warning System	61	of 68	16.61	Programmed	-	-	50,000	250,000	300,000
UT-WS-08-10	Barton Electrical Upgrades	10	of 68	45.81	Active	600,000	1,500,000	-	-	2,100,000
UT-WS-08-12	New Well at Steere Farm	65	of 68	12.69	Programmed	-	-	200,000	1,700,000	1,900,000
UT-WS-08-14	Repair Roof of South Industrial Tank	63	of 68	15.82	Programmed	-	450,000	-	50,000	500,000
UT-WS-08-16	Sludge Storage Repairs	62	of 68	16.18	Programmed	-	-	250,000	-	250,000
UT-WS-08-28	Wayne Street Water Main	3	of 68	51.10	Active	130,000	38,000	-	-	168,000
UT-WS-08-28	Wayne Street Water Main - Resurfacing	3	of 68	51.10	Active	89,000	29,000	-	-	118,000
UT-WS-08-30	Downtown Valve Insertion/Replacement	24	of 68	32.86	Programmed	-	150,000	250,000	-	400,000
UT-WS-09-03	Raw Water Main (30") Upgrade (Seventh Easterly)	14	of 68	41.69	Programmed	-	-	155,000	1,375,000	1,530,000
UT-WS-10-04	Sodium Hydroxide Feed System Expansion	52	of 68	19.50	Programmed	-	-	3,000,000	-	3,000,000
UT-WS-10-10	Dexter Avenue Water Main Replacement	32	of 68	26.89	Active	60,000	540,000	-	-	600,000
UT-WS-10-14	Valhalla Drive Water Main	8	of 68	47.96	Active	-	325,000	-	-	325,000
UT-WS-10-16	Miller Avenue Water Main Replacement	7	of 68	48.08	Programmed	60,000	100,000	1,340,000	-	1,500,000
UT-WS-12-09	Model for Mobility - Fuller Road Station	13	of 68	41.78	Active	102,000	84,000	-	-	186,000
N/A	Packard Water Main Replacement	N/A		N/A	N/A	100,000	900,000	-	-	1,000,000
						1,491,000	4,341,000	7,670,000	5,675,000	19,177,000
Grand total						\$ 18,908,989	\$ 32,563,745	\$ 30,022,958	\$ 62,839,042	\$ 144,334,734

Capital Improvement Program: Significant Non-recurring Projects

- There are 88 capital projects in the FY 2012 capital budget totaling \$144,334,734.
- There are 29 projects over \$1,000,000 (33% of the projects). The total for these projects is \$127,351,720 (88% 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 29 projects over \$1 million, three are over \$10 million. The total for these three projects is \$76,004,720 (53% of total projects).
- All but eight of the projects in excess of \$1,000,000 are non-recurring. The recurring projects over \$1,000,000 are: Tennis & Basketball Court Renovations \$1.2 million; Neighborhood Playgrounds (Playground Improvements) \$1.1 million; Parks Roads & Parking Lots \$1.0 million; Trails & Pathways \$1.5 million; Softball/Baseball Field Renovations \$1.0 million; ADA Ramp Replacements (Outside of DDA) \$3.7 million; Annual Local Street Resurfacing Program \$11.4 million and Annual Major Street Resurfacing Program \$42.7 million.

The three largest project categories make up 81% of all capital project dollars:

- Transportation – Street Construction \$60,528,372 (42% of projects)
- Utilities – Sanitary Sewer \$36,666,000 (25% of projects)
- Utilities – Water System \$19,177,000 (2% of projects)
- All other projects \$27,963,362 (19% of projects)

Municipal Facilities – Parks and Recreation

MF-PR-08-07 Tennis & Basketball Court Renovations (Annual) – Renovate two sports courts per project cycle year. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2012 \$0. Total Project Budget \$1,200,000.

MF-PR-08-19 Veteran’s Pool Locker Rooms (Recreation Facility Updates) – Perform upgrades to facility infrastructure. Projects to be determined through needs assessment or as identified by staff. Project Budget in FY 2012 \$250,000. Total Project Budget \$1,050,000.

MF-PR-10-01 Neighborhood Playgrounds (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 in FY 2012 \$0. Total Project Budget \$1,035,000.

MF-PR-10-02 Parks Roads & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2012 \$325,000. Total Project Budget \$1,500,000.

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 in FY 2012 \$0. Total Project Budget \$1,525,000.

MF-PR-10-13 Softball/Baseball Field Renovations – Renovate softball/baseball fields. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2012 \$250,000. Total Project Budget \$1,000,000.

Transportation – Alternative Transportation

TR-AT-10-29 ADA Ramp Replacements (Outside of DDA) – Bring corner ramps on city streets into ADA compliance. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2012 \$560,000. Total Project Budget \$3,735,000.

Transportation - Bridges

TR-BR-12-02 Stadium Bridges – 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 in FY 2012 \$3,670,000. Total Project Budget \$5,298,000.

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 in FY 2012 \$1,400,000. Total Project Budget \$11,400,000.

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 in FY 2012 \$5,000,000. Total Project Budget \$42,659,720.

TR-SC-08-01 Fuller Rd/Maiden Ln/East Medical Center Dr. – Preliminary engineering and design of an intersection improvement. Proposed improvements that are currently

being studied for consideration are a multi-lane modern roundabout and a traditional signalized intersection, Project Budget in FY 2012 \$500,000. Total Project Budget \$1,050,000.

TR-SC-10-05 Miller Avenue Improvements (Newport to Maple) – Improvements include reconstructing the roadway, improving bicycle lanes and pedestrian crossings, installation of new sidewalks, construction of a roundabout at the Miller/Newport intersection and storm water improvements (such as stormwater detention, bio-swales, rain gardens, etc.). Project Budget in FY 2012 \$200,000. Total Project Budget \$1,000,000.

TR-SC-12-21 Dexter Ave (Huron to Maple) – Reconstruction of existing roadway and replacement of existing Water Main. Project Budget in FY 2012 \$800,000. Total Project Budget \$1,000,000.

TR-SC-12-N/A Citywide Street Resurfacing – 2011 STPU – Resurfacing of roadway. Project Budget in FY 2012 \$1,000,000. Total Project Budget \$1,100,000.

TR-SC-12-N/A Fuller Road Station – Reconstruction of roadway. Project Budget in FY 2012 \$650,000. Total Project Budget \$1,100,000.

Utilities - Sanitary Sewer

UT-SN-02-11 Footing Drain Disconnection Project (Long Term) - Disconnect footing drains and install 6-inch pipe within five study areas (250 homes per year). This will prevent backups of sewage into residents' basements. Project Budget in FY 2012 \$6,020,000. Total Project Budget \$21,945,000.

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 in FY 2012 \$1,200,000. Total Project Budget \$6,020,000.

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 in FY 2012 \$250,000. Total Project Budget \$2,750,000.

UT-SN-11-01 Model for Mobility (Ann Arbor-Detroit) FRS – Relocate sewer lines in conjunction with U of M's Fuller Road Station project. Project Budget in FY 2012 \$350,000. Total Project Budget \$2,100,000.

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 in FY 2012 \$0. Total Project Budget \$2,282,000.

UT-ST-12-14 Miller Creek Streambank Stabilization (Phase 2) – Infrastructure improvements identified in Miller Creek Watershed Improvement Plan. Project Budget in FY 2012 \$0. Total Project Budget \$1,747,000.

Utilities - Water System

UT-WS-01-10 Elevated Storage Tanks – Provide pressure regulation and water storage by adding an elevated storage tank and associated piping on the west side of Ann Arbor.. Project Budget in FY 2012 \$0. Total Project Budget \$2,525,000.

UT-WS-08-06 Replace Steere Farm Well Pump Engines – Replace engines with dual-drive engines capable of operating on electric as well as natural gas. Provide capability for remote start/stop. Project Budget in FY 2012 \$150,000. Total Project Budget \$1,400,000.

UT-WS-08-10 Barton Electrical Upgrades – Replace aging/outdated electrical equipment at Barton pump station. Project Budget in FY 2012 \$1,500,000. Total Project Budget \$2,100,000.

UT-WS-08-12 New Well at Steere Farm – Develop new well at Steere Farm to increase well water supply to the water treatment plant. Project Budget in FY 2012 \$0. Total Project Budget \$1,900,000.

UT-WS-09-03 Raw Water Main (30”) Upgrade (Seventh Easterly) – Replace in conjunction with road reconstruction project. Project Budget in FY 2012 \$0. Total Project Budget \$1,530,000.

UT-WS-10-04 Sodium Hydroxide Feed System Expansion – Expand sodium hydroxide feed system at the water treatment plant to reduce finished water hardness and increase alkalinity to improve finished water quality. Project Budget in FY 2012 \$0. Total Project Budget \$3,000,000.

UT-WS-10-16 Miller Avenue Water Main Replacement – Replace water main from Maple to Newport that is past its useful life in coordination with road project. Project Budget in FY 2012 \$100,000. Total Project Budget \$1,500,000.

UT-WS-12-N/A Packard Water Main Replacement – Replace water main past useful life in coordination with road project. Project Budget in FY 2012 \$900,000. Total Project Budget \$1,000,000.

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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.

Priority: a value that ranks goals and

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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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