



**FY 2019
Adopted Budget**

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Mayor**

Council Members

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City Administrator**

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Special Thanks to the
FY 2019
Budget Staff
for their hard work and dedication
in preparing the budget:

Kim Buselmeier
Matthew Horning
Marti Praschan

Tom Crawford
Karen Lancaster
Alec Reid

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, 2017

Christopher P. Morrill

Executive Director

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Office of City Administrator

May 21, 2018

To Mayor Taylor and Members of City Council:

I am pleased to submit the City of Ann Arbor's Adopted Fiscal Year 2019 Budget. The FY 2019 budget is the second year of the City's two-year fiscal plan adjusted for the latest anticipated revenue receipts and includes expenditure strategies to establish an operating fiscal plan that is balanced on a recurring basis. Balanced is defined as a plan that supports a sustainable delivery of services within the projected revenues. For non-recurring expenditures, this budget utilizes one-time sources of revenues plus a portion of the City's unassigned fund balance (or savings).

Budget and Fiscal Health

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures and starts with realistic revenue estimates. FY 2019 General Fund recurring revenues are projected to increase by 0.79%. Property tax receipts are expected to increase approximately 3.27% in FY 2019. Due to a change in how Engineering staff are budgeted, the General Fund no longer receives \$2.5 million in revenue but also does not support \$2.5 million in expenditures related to staffing. This change affects both recurring revenue and expenditures but has a net zero effect.

The other major source of revenue in the General Fund is state shared revenues. State shared revenue has two components – constitutional and statutory (now called City, Village, & Township Revenue Sharing, or CVTRS). The recommended budget includes \$10.9 million for revenue sharing, a 4.4% increase from FY 2018.

Under the County Public Safety and Community Mental Health millage (County millage) that Washtenaw County voters approved last November, the City will be receiving a rebate of approximately \$2.2 million for maintaining its own police force. City Council has established that these revenues will be dedicated 40% to climate action programs, 40% to affordable housing efforts, and 20% to pedestrian safety projects. These funds have been programmed into the FY19 budget for the initiatives discussed later in this message. Remaining uncommitted funds will be carried forward to dedicated accounts in these program areas.

Fee changes for Public Services are recommended. No other fee changes are contemplated. The budget assumes a decrease in property tax millage rates of 1.55% under State law (due to the Headlee and Proposal A Amendments).

One-time expenditures are funded by use of non-recurring revenues. The General Fund unassigned balance s projected to be 17% at the end of FY18; however, due primarily to the cash outlay of \$4.2 million to exercise the City's rights to obtain title to the parcel located at 350 S. Fifth Avenue, unassigned fund balance is projected to be approximately 12% at the end of FY18. The city anticipates issuing debt for all expenditures related to the parcel's title in FY19 to restore the General Fund fund balance. After adjusting for the effect of acquiring title to the parcel, the FY19 budget anticipates unassigned fund balance to drop to 15% of adjusted expenditures, which is at the bottom of the range deemed acceptable by City Council policy. Staff will address strategies to maintain a healthy fund balance with the "deep dive" development of the FY20/21 budget proposal.

Priorities

Pedestrian Safety - Pedestrian safety and safe routes to school remain a priority. This budget includes a total of \$1.047M for street light funding (including \$220K from the County millage) and \$200K for electronic speed limit signs in front of schools on major corridors (also from the County millage). The budget provides for the installation of Tier 3 and Tier 4 improvements at neighborhood schools.

Independent Evaluation of the City's Police Departments' Community Engagement Practices: In FY18, the Council adopted the recommendations from the independent review and directed that a task force be formed to develop the scope for a Community Policing Commission (CPC). A total of \$25K has been placed in the FY19 budget to provide for additional costs in the formation of the CPC.

Affordable Housing - This budget retains the \$68k in direct operating support for this program related to federal funding concerns. This funding is non-recurring and will be paid subject to the need demonstrated during the fiscal year.

Climate and Energy – The budget continues to include \$165K in resources to explore in part adding weatherization and energy efficient appliances to the rental inspection process. However, the climate and energy programs will be incorporated into a new Sustainability and Innovation Office in FY19, and the use of all related funds, including the funding allocated for climate action programs under the returned County millage monies, will be examined and potentially reallocated in future years. This year's budget includes \$75K from the County millage to help develop a performance-based spending approach for climate and action programs in future years.

Other Funding Items - The FY19 budget includes several changes from the approved two year plan. These include \$100K in funding to address the annexation of township island parcels; \$100K in appraisal services due to the planned retirement of the City Assessor; and a \$125K reduction in General Fund subsidy of Fire Inspections due to improvements in this area.

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

FY 2019 Budget Impacts

The FY 2019 budget includes the following changes from FY 2018:

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

ONE-TIME REQUESTS

Mayor-Sister City Celebration	\$	1,000
Human Resources-Ultipro Improvements		9,000
Housing Commission-One-time support		68,000
Community Services-Annexation funding		100,000
Community Services-Special Event Funding		150,000
Community Services-Deer Management		93,000
Public Services-Streetlights		130,000
Public Services-ADA Accessibility Compliance Study		25,000
Public Services-Barton and Superior Dam work		125,000
Public Services-Fire Stations 1 & 6 Bathroom Renovations		150,000
Non-departmental-Workforce planning carryover funding		262,612
Non-departmental-350 S. Fifth Ave Settlement and Debt Costs		1,295,000
Non-departmental-Citizen Engagement in Developing City Budget and Spending Priorities		50,000
Non-departmental-Update governance plans		450,000
Non-departmental-Carryover for FY18 governance plans		167,200
Total General Fund Non-recurring Expenditures	<u>\$</u>	<u>3,075,812</u>

RECURRING REQUESTS

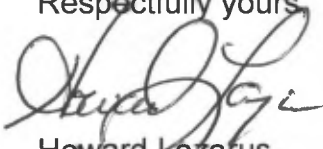
Fire-Fire Inspection Fees Revenues	(125,000)
Police-City Hall security	90,000
Police-Add 2.0 FTEs for Police Officers	99,000
Police-Add Community Commission support	25,000
Finance-Appraisal Services	100,000
City Administrator-Increase funding for Assistant City Administrator position	60,000
Public Services-Streetlight replacements increase	60,000
Public Services-Removed Engineering Personnel Revenue	2,500,000
Public Services-Removed Engineering Personnel Expenditures	(2,500,000)

The budget sets staffing levels at 743 for FY 2019. As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 743 FTEs by 10 on a temporary basis.

<u>General Fund Expenditures</u>	<u>2019</u>
<i>Recurring Expenditures:</i>	
Mayor & Council	\$ 358,834
City Attorney	2,220,828
City Administration - Administrator, Clerk, Human Resources, Safety, Sustainability	4,688,531
Building & Rental Services	1,566,371
Planning	1,334,969
Community Development	4,482,349
Parks & Recreation	8,738,591
Finance	7,936,924
Public Works	46,422
Fleet & Facilities	3,317,575
Engineering	3,959,211
Public Services Administration	155,063
Systems Planning	20,088
Water Treatment Services	341,677
Fire	16,525,325
Police	28,516,331
Fifteenth District Court	4,757,396
AAATA	10,875,158
Debt Service/Transfers/Other	3,701,858
<i>Subtotal Recurring Expenditures</i>	<u>\$ 103,543,501</u>
<i>Non-recurring Expenditures:</i>	
Mayor-Sister City Celebration	\$ 1,000
Human Resources-Ultipro Improvements	9,000
Housing Commission-One-time support	68,000
Community Services-Annexation funding	100,000
Community Services-Special Event Funding	150,000
Community Services-Deer Management	93,000
Public Services-Streetlights	130,000
Public Services-ADA Accessibility Compliance Study	25,000
Public Services-Barton and Superior Dam work	125,000
Public Services-Fire Stations 1 & 6 Bathroom Renovations	150,000
Non-departmental-Workforce planning carryover funding	262,612
Non-departmental-350 S. Fifth Ave Settlement and Debt Costs	1,295,000
Non-departmental-Citizen Engagement in Developing City Budget and Spending Prior	50,000
Non-departmental-Update governance plans	450,000
Non-departmental-Carryover for FY18 governance plans	167,200
<i>Subtotal Non-Recurring Expenditures</i>	<u>3,075,812</u>
Total General Fund Expenditures	<u>\$ 106,619,313</u>
<u>General Fund Revenues</u>	
Taxes	\$ 57,852,604
State-shared Revenue	10,885,188
Charges for Services	6,853,853
Fines & Forfeitures	4,723,419
Transfers from other funds/AAHC for personnel	10,496,875
Other	12,731,562
Use of Fund Balance	3,075,812
Total General Fund Revenues	<u>\$ 106,619,313</u>
Memo: Unassigned Fund Balance as of 06/30/2017	\$ 16,243,676

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

Respectfully yours,

A handwritten signature in black ink, appearing to read "Howard Lazarus", written in a cursive style.

Howard Lazarus
City Administrator

M E M O R A N D U M

TO: Mayor and Council

FROM: Howard Lazarus, City Administrator

DATE: May 21, 2018

SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2019

Attached for your review and action is the proposed FY 2019 City Budget that totals \$440 million in revenue and \$396 million in expenditures and is in compliance with the City Charter. This budget resolution reflects the recommended budget delivered to you on April 16, 2018.

General Fund Activities

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

	FY 2019
Recurring Revenues	\$ 103,543,501
Non-recurring Revenues	3,075,812
Total Revenues	\$ 106,619,313
Recurring Expenditures	\$ 103,543,501
Non-recurring Expenditures	3,075,812
Total Expenditures	\$ 106,619,313

General Fund recurring expenditures increased by \$1,490,442 (+1.5%) compared to FY 2018's adopted budget, and recurring revenues increased by \$811,189 (0.79%). Below is a summary of non-recurring expenditures:

General Fund Non-recurring Expenditures	FY 2019
Mayor-Sister City Celebration	\$ 1,000
Human Resources-Ultipro Improvements	9,000
Housing Commission-One-time support	68,000
Community Services-Annexation funding	100,000
Community Services-Special Event Funding	150,000
Community Services-Deer Management	93,000
Public Services-Streetlights	130,000
Public Services-ADA Accessibility Compliance Study	25,000
Public Services-Barton and Superior Dam work	125,000
Public Services-Fire Stations 1 & 6 Bathroom Renovations	150,000
Non-departmental-Workforce planning carryover funding	262,612
Non-departmental-350 S. Fifth Ave Settlement and Debt Costs	1,295,000
Non-departmental-Citizen Engagement in Developing City Budget and Spending Priorities	50,000
Non-departmental-Update governance plans	450,000
Non-departmental-Carryover for FY18 governance plans	167,200
Total General Fund Non-recurring Expenditures	\$ 3,075,812

FTEs

The City's FTEs are proposed to increase from 742, as amended during FY18, to 743 in FY 2019 (excluding transfers between Service Areas and net of incidental changes):

- 2.0 FTE increase in Safety Services, Police
- 1.0 FTE decrease in Safety Services, Fire

As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 743 FTEs by 10 on a temporary basis.

Millage Rates

The following millages are the maximum allowable levy after the Headlee rollback multiplier is applied (for FY 2019 the Headlee rollback multiplier is anticipated to be 0.9845):

	PROPOSED FY 2019	ACTUAL FY 2018	CHANGE
GENERAL OPERATING	5.9407	6.0343	(0.0936)
EMPLOYEE BENEFITS	1.9802	2.0114	(0.0312)
AAATA	1.9802	2.0114	(0.0312)
REFUSE COLLECTION	2.3759	2.4134	(0.0375)
STREET, BRIDGE & SIDEWALK MILLAGE	2.0920	2.1250	(0.0330)
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0594	1.0761	(0.0167)
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4601</u>	<u>0.4674</u>	<u>(0.0073)</u>
TOTAL	15.8885	16.1390	(0.2505)

Prepared by: Tom Crawford, Chief Financial Officer
 Approved by: Howard Lazarus, City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2019

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2019 for the City of Ann Arbor; and

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

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2019 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$159,173,734 are approved; and that \$38,667,784 be appropriated in FY 2019 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$501,587 be appropriated without regard to fiscal year;

RESOLVED, That a total 743 full-time equivalent positions be adopted in the FY 2019 budget;

RESOLVED, That as part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 743 FTEs by 10 on a temporary basis;

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

RESOLVED, That the City Council approve the proposed FY 2019 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2019 in a dedicated fund containing \$4,314,100 in revenues and \$4,314,100 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2019;

<u>REVENUES</u>		
CITY ATTORNEY		\$ 277,976
CITY ADMINISTRATOR		
Clerk Services		187,460
COMMUNITY SERVICES		
Building & Rental Services		1,511,079
Planning		371,778
Parks and Recreation Services		4,805,136
FINANCIAL SERVICES		
Financial and Budget Planning		27,086,004
Treasury		47,373,113
PUBLIC SERVICES		
Engineering		64,075
Public Works		59,500
Public Services Administration		74,399
Water Treatment		400,000
Fleet & Facilities		4,000
SAFETY SERVICES		
Police		3,788,185
Fire		673,033
DISTRICT COURT		1,931,425
NON-DEPARTMENTAL		18,012,150
TOTAL GENERAL FUND REVENUES		\$ 106,619,313

EXPENDITURES

MAYOR AND CITY COUNCIL	\$ 359,834
CITY ATTORNEY	2,220,828
CITY ADMINISTRATOR	
City Administrator	889,526
Human Resources	1,970,972
Clerk Services	1,286,985
Safety	343,651
Sustainability & Innovation	206,397
COMMUNITY SERVICES	
Building & Rental Services	1,809,371
Planning	1,434,969
Community Development	4,550,349
Parks and Recreation	8,738,591
FINANCIAL SERVICES	
Accounting	869,651
Assessor	1,212,673
Financial and Budget Planning	1,013,288
Information Technology	3,625,642
Procurement	151,637
Risk Management	117,828
Treasury	946,205
PUBLIC SERVICES	
Public Works	46,422
Fleet & Facilities	3,492,575
Engineering	4,089,211
Public Services Administration	155,063
Systems Planning	20,088
Water Treatment Services	466,677
SAFETY SERVICES	
Police	28,516,331
Fire	16,525,325
DISTRICT COURT	4,757,396
NON-DEPARTMENTAL	16,801,828
TOTAL GENERAL FUND EXPENDITURES	\$ 106,619,313

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2019 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 775,724
0002	ENERGY PROJECTS	238,266
0003	DOWNTOWN DEVELOPMENT AUTHORITY	9,966,428
0009	SMART ZONE LDFA	4,314,100
0010	GENERAL	106,619,313
0011	CENTRAL STORES	1,092,863
0012	FLEET SERVICES	8,884,102
0014	INFORMATION TECHNOLOGY	7,992,767
0016	COMMUNITY TELEVISION NETWORK	2,316,121
0021	MAJOR STREET	12,284,401
0022	LOCAL STREET	4,912,533
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,606,984
0025	BANDEMER PROPERTY	11,834
0026	CONSTRUCTION CODE FUND	3,328,062
0027	DRUG ENFORCEMENT	19,048
0028	FEDERAL EQUITABLE SHARING	47,933
0033	DDA PARKING MAINTENANCE	3,974,235
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,973
0035	GENERAL DEBT SERVICE	8,924,765
0036	METRO EXPANSION	406,910
0038	ANN ARBOR ASSISTANCE	5,062
0041	OPEN SPACE ENDOWMENT	20,000
0042	WATER SUPPLY SYSTEM	29,160,888
0043	SEWAGE DISPOSAL SYSTEM	28,250,119
0048	AIRPORT	925,155
0049	PROJECT MANAGEMENT	4,808,843
0052	VEBA TRUST	12,105,584
0053	POLICE AND FIRE RELIEF	7,059
0054	CEMETERY PERPETUAL CARE	3,980
0055	ELIZABETH R DEAN TRUST	60,130
0057	RISK FUND	31,414,098
0058	WHEELER CENTER	446,124
0059	EMPLOYEES RETIREMENT SYSTEM	54,358,806
0061	ALTERNATIVE TRANSPORTATION	692,336
0062	STREET, BRIDGE & SIDEWALK MILLAGE	16,697,833
0063	DDA PARKING SYSTEM	23,945,100
0064	MICHIGAN JUSTICE TRAINING	21,073
0069	STORMWATER SEWER SYSTEM	10,499,265
0070	AFFORDABLE HOUSING	5,000
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,307,175
0072	SOLID WASTE FUND	18,961,535
0082	STORMWATER BOND	3,263,600
0088	SEWER BOND	9,668,000
0089	WATER BOND	6,074,000
0100	COUNTY MENTAL HEALTH MILLAGE	2,200,000
00CP	GENERAL CAPITAL FUND	889,637
		<u>\$ 439,771,764</u>

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 775,723
0002	ENERGY PROJECTS	238,266
0003	DOWNTOWN DEVELOPMENT AUTHORITY	9,966,428
0009	SMART ZONE LDFA	4,314,100
0010	GENERAL	106,619,313
0011	CENTRAL STORES	1,067,388
0012	FLEET SERVICES	8,656,768
0014	INFORMATION TECHNOLOGY	7,907,908
0016	COMMUNITY TELEVISION NETWORK	2,278,826
0021	MAJOR STREET	12,284,401
0022	LOCAL STREET	4,912,533
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,335,941
0025	BANDEMER PROPERTY	11,834
0026	CONSTRUCTION CODE FUND	3,315,063
0027	DRUG ENFORCEMENT	17,894
0028	FEDERAL EQUITABLE SHARING	46,912
0033	DDA PARKING MAINTENANCE	3,974,235
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,973
0035	GENERAL DEBT SERVICE	8,924,765
0036	METRO EXPANSION	406,910
0038	ANN ARBOR ASSISTANCE	5,000
0041	OPEN SPACE ENDOWMENT	20,000
0042	WATER SUPPLY SYSTEM	20,493,219
0043	SEWAGE DISPOSAL SYSTEM	23,913,266
0048	AIRPORT	917,357
0049	PROJECT MANAGEMENT	4,768,553
0052	VEBA TRUST	769,444
0055	ELIZABETH R DEAN TRUST	60,130
0057	RISK FUND	30,437,922
0058	WHEELER CENTER	446,124
0059	EMPLOYEES RETIREMENT SYSTEM	41,581,199
0061	ALTERNATIVE TRANSPORTATION	692,336
0062	STREET, BRIDGE & SIDEWALK MILLAGE	15,374,884
0063	DDA PARKING SYSTEM	23,945,099
0064	MICHIGAN JUSTICE TRAINING	21,000
0069	STORMWATER SEWER SYSTEM	9,520,678
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,307,175
0072	SOLID WASTE FUND	18,961,535
0082	STORMWATER BOND	3,263,600
0088	SEWER BOND	9,668,000
0089	WATER BOND	6,074,000
0100	COUNTY MENTAL HEALTH MILLAGE	495,000
00CP	GENERAL CAPITAL FUND	889,637
		\$ 395,945,339

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2019:

	PROPOSED
GENERAL OPERATING	5.9407
EMPLOYEE BENEFITS	1.9802
AAATA	1.9802
REFUSE COLLECTION	2.3759
STREET, BRIDGE & SIDEWALK MILLAGE	2.0920
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0594
OPEN SPACE & PARKLAND PRESERVATION	0.4601
TOTAL	<hr/> 15.8885

**BUDGET AMENDMENTS AS APPROVED BY ANN ARBOR CITY COUNCIL
ON MAY 21, 2018**

Amendment 1 – Approved on a Voice Vote

Amendment to Increase FY19 Funding for Street Resurfacing, Repair and Capital Preventative Maintenance, to Develop a Funding Plan to Achieve the City’s Road Condition Target, and to Consider Revising the Fund Balance Policy for the Major and Local Street Funds

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

Whereas, The City and MDOT have adopted the Pavement Surface Evaluation and Rating (PASER) scale to objectively measure street condition and the City has established a goal of having 80% of city streets rated at 7 (good) or higher by 2025; and

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

Whereas, In April of 2014 and again in June 2017, a consultant was engaged to rate all city streets; and over the three year period from 2014 to June 2017 the condition ratings for Major Streets were essentially the same, but the ratings for Local Streets deteriorated significantly; and

Whereas, For Local Streets, 43% were rated “failed, very poor or poor” in 2017 compared with 30% rated “failed, very poor or poor” in 2014, and just 29% of Local Streets were achieving the target level of a 7 rating or higher; and

Whereas, For Major Streets, the ratings are higher than for Local Streets, but just half (49%) are at the target level of 7 or higher; and

Whereas, The City’s current policy regarding fund balance for Local and Major Street funds is that “a one year’s collection of the weight and gas tax revenues are held in fund balance” while the current policy regarding the fund balance for the City’s Street and Sidewalk Millage is that “a half year’s collection of the repair millage are held in fund balance”; and

Whereas, The projected FY19 year-end unrestricted fund balance in the Major and Local Street Funds is projected at \$15.6M which is \$4.3M (38%) more than the required fund balance under the current policy; and

Whereas, If the fund balance policy for Major and Local Street Funds was revised to match the Street Millage policy of a half year of revenues (rather than a year), an additional \$5.6M of immediately available funding would be created: and

Whereas, For several years it has been indicated that “staff is identifying one-time maintenance items to utilize available reserves” and spending has increased, but with the significantly increased revenue from the State of Michigan for roads, the projected

Major and Local Street fund balance at \$15.6M is essentially the same as it was at the end of FY15 (\$15.7M) and well above the required amount; and

Whereas, The City has identified a promising new category of preventative maintenance called “surface treatments” and in calendar year 2018 will be applying these treatments to approximately 10% of city streets; and

Whereas, City Council believes achieving the goal of having 80% of city streets rated at 7 (good) or higher by 2025 is one of the top City priorities and Council supports the approach and tools identified by staff in the Pavement Asset Management Plan; and

Whereas, At Council’s Infrastructure Work Session in April and again in conjunction with the budget proposal, city staff was requested to provide Council with an assessment of the annual spending likely required to ensure the City’s road condition target is met and it was indicated that assessment is in process;

RESOLVED, That City Council re-affirms its commitment to achieving the goal of having 80% of city streets rated at 7 (good) or higher by 2025;

RESOLVED, That the FY19 Major Street Fund expenditure budget be increased by \$2.1 million for road improvements (capital maintenance, repair, or re-surfacing) funded with a corresponding use of the Major Street Fund fund balance which is consistent with the current policy on end of year fund balance equal to one year of revenue;

RESOLVED, That the FY19 Local Street Fund expenditure budget be increased by \$2.2 million for road improvements (capital maintenance, repair, or re-surfacing) funded with a corresponding use of the Local Street Fund fund balance which is consistent with the current policy on end of year fund balance equal to one year of revenue;

RESOLVED, That by September 1st, City staff provide Council a plan to achieve the City goal of having 80% of city streets rated at 7 (good) or higher by 2025. The plan should include at a minimum:

- an estimate of annual funding required
- recommended sources of funding
- identification of potential obstacles and challenges and specific recommendations to address them

RESOLVED, That by September 1st, City staff provide Council a recommendation with regard to changing the required fund balance policy for Major and Local Streets to match the current policy for the City’s Street and Sidewalk Millage.

Sponsors: Councilmember Lumm, Eaton, and Kailasapathy

Amendment 2 – Approved on a Voice Vote

Amendment Regarding Community Participation and Engagement in Developing City Budget and Spending Priorities for the FY2020 Budget and FY2021 Financial Plan and Authorizing One-Time Expenditure in FY19 of up to \$50,000

Whereas, An essential element of an effective local government is alignment of revenue and spending plans with the priorities of the citizens it serves; and

Whereas, Active public engagement and community input are cornerstones of local government in Ann Arbor and principles highly valued by, and expected from our citizens: and

Whereas, The City of Ann Arbor operates on a two year budget cycle and in May 2019, the City will adopt the FY20 Budget and FY21 Financial Plan; and

Whereas, City Council's participation in the planning/priority setting for the FY20 Budget and FY21 Financial Plan officially commences on December 10, 2018 at Council's annual budget retreat: and

Whereas, City Council believes soliciting citizen input on budget and spending priorities in advance of the December kickoff will provide staff and Council the information and data that's required to ensure a FY20 Budget and FY21 Financial Plan that reflects the community's priorities: and

Whereas, The City conducts the National Cities Survey which provides general feedback on livability in Ann Arbor, but does not provide meaningful input on budget and spending priorities and the City has not solicited specific budget and spending priority feedback since the City-Wide Services Study conducted 20 years ago which was based on a Eugene, Oregon model; and

Whereas, Many cities now utilize interactive, on-line tools to actively engage citizens in setting budget and spending priorities and those tools share three common characteristics (1) educating residents about the budget and cost of services (2) soliciting specific input on service priorities and tax/fee levels, ensuring that tradeoffs are clearly understood and (3) providing residents the opportunity to indicate how they would structure spending (e.g. increase/decrease spending on a service/program); and

Whereas, Some cities have adopted Participatory Budgeting which is a process that actually allows residents to make decisions on how to spend a small portion of the budget. While that may also be appropriate for Ann Arbor, it is different and does not provide the input necessary in determining overall budget and spending priorities: and

Whereas, The proposed FY19 City budget includes \$667,200 in one-time funding for Governance Plan updates including \$500,000 in new funding for FY19 and \$167,200 in carryover funding from FY18:

RESOLVED, That City Council directs staff to:

- (1) evaluate potential tools (surveys, workshops, other) the City could utilize to obtain meaningful, objective citizen input and data on budget and spending priorities to better inform staff and council's deliberations on the FY20 Budget and FY21 Financial Plan, and
- (2) Present to City Council no later than September 1st staff's recommendations on the preferred tool/mechanism including projected cost and a process outline and timetable that obtains input prior to December 1st;

RESOLVED, That the General Fund one-time expenditure line item of \$667,200 for Governance Plan Updates be reduced by \$50,000 and a one-time expenditure line item of \$50,000 be established in the General Fund for Citizen Participation in Developing City Budget and Spending Priorities.

Sponsors: Councilmembers Lumm, Bannister, and Eaton

Amendment 3 – DEFEATED ON ROLL CALL 4-7

Amendment to Increase Police Staffing in the FY19 Budget by Two Officers with Consideration to Enhance Unassigned Proactive Patrolling (Free Patrol) in Neighborhoods

Amendment 4 – Approved on Roll Call 7-4

Amendment to Utilize FY18 Deer Management Spending Underrun to Increase Deer Management Funding in the FY19 Budget

Whereas, The City has determined that its urban deer population are creating public safety and ecological conflicts in its natural areas and neighborhoods;

Whereas, Council has approved a multi-year Deer Management Program with planned recurring funds for FY2018 and FY2019 of \$260,000 per year;

Whereas, The FY2018 General Fund Deer Management Program budget was amended and increased to \$370,000 by reducing the FY2019 planned funding from \$260,000 to \$150,000;

Whereas, The FY2018 program is projected to not utilize \$61,000 of the approved expenditures plus received \$32,000 in unbudgeted revenues for a combined underrun of \$93,000 in the General Fund;

Whereas, The final report for the FY2018 program will not be available until June 2018 due to the continued data collection efforts (i.e. citizen survey and deer browse damage study);

Whereas, The final scope of the FY2019 program cannot be established without the final results of the FY2018; and

Whereas, The General Fund proposed FY2019 budget includes \$150,000 in the Building & Rental Services expenditure budget for deer management;

RESOLVED, The General Fund Building & Rental Services expenditure budget be increased by \$93,000, increasing the funding for the Deer Management Program with a one-time use of fund balance from \$150,000 to \$243,000; and

RESOLVED, After the FY2018 final report is issued that city staff share with Council a spending plan for the FY2019 program.

Sponsors: Councilmembers Lumm, Westphal, Kailasapathy, and Eaton

**Amendment 5 – Accept Substitute for Discussion Approved on Roll Call 7-4
Substitute Amendment Approved on Roll Call 11-0**

**Amendment to Develop Police Cadet Program for Police Service Specialists
(Substitute Amendment)**

Whereas, Sworn officers perform administrative functions that could be performed by Police Service Specialists during non-peak hours of operation at the discretion of the Police Chief; and

Whereas, Freeing sworn officers from these administrative duties would have the impact of increasing their availability to perform other duties; and

Whereas, The Police Service Specialist position can serve as a recruiting tool that could increase interest in the Ann Arbor Police Department for a diverse pool of candidates;

RESOLVED, That Council directs the City Administrator and Police Chief to develop a Police Cadet program to employ Police Service Specialists to relieve sworn officers of administrative duties where appropriate; and

RESOLVED, That the Police Cadet Program be used as a screening opportunity for the award of scholarships to police academies with the intent of increasing interest in and diversity of the Ann Arbor Police Department; and

RESOLVED, That if a program is not able to be initiated in FY2019 that the City Administrator incorporate the program in the FY2020 budget.

Sponsors: Councilmembers Eaton, Lumm

Amendment 6 – DEFEATED ON ROLL CALL 4-7

Amendment to Increase Funding for Outside Counsel for Advisory Task Force

Amendment 7 – DEFEATED ON ROLL CALL 4-7

Amendment to Remove the \$750,000 undefined, line-item expenditure for Strategic Initiatives in the SmartZone LDFA's FY19 Budget Proposal and Reduce the SmartZone LDFA FY19 Expenditure Budget by \$750,000 to \$3,564,100

Amendment 8 – DEFEATED ON ROLL CALL 4-7

Amendment to Authorize a One-Time Expenditure in FY19 of up to \$20,000 to Obtain Citizen Input Regarding Partisan vs. Non-Partisan Local Elections in Ann Arbor

Amendment 9 – DEFEATED ON ROLL CALL 4-7

Amendment to Increase Funding to Study Mental Health Needs

Amendment 10 – Approved on a Voice Vote

Amendment to Provide One-Time Special Event Funding for Security Costs for FY19 and Direct Staff to Develop Alternatives for Addressing Security Costs for Future Downtown Events

Whereas, The City wants to provide a safe environment for our downtown events;

Whereas, The additional costs to provide enhanced barrier protection is significantly increasing the costs of special events;

Whereas, The City values downtown special events for their contribution to a vibrant downtown;

Whereas, The City desires to investigate sustainable solutions for safety at downtown events;

Whereas, The City estimates the additional costs at \$150,000;

RESOLVED, The FY19 General Fund Building and Planning service unit expenditure budget be increased by \$150,000 funded by a one-time use of fund balance; and

RESOLVED, The City Administrator recommend to Council as part of the FY20 budget sustainable solutions for funding the safety of downtown non-profit events.

Sponsors: Mayor Taylor and Councilmember Westphal

Amendment 11 – Approved on Roll Call 8-3

Amendment to decrease the General Fund fund balance by \$1,295,000 and increase the General Fund Non-departmental expenditure budget by \$1,295,000 to finance and effectuate settlement of the litigation related to 350 S. Fifth Ave.

Whereas, On or about April 2, 2014, the City executed a deed (“Deed”) and delivered it to Fifth Fourth, LLC (“Fifth Fourth”), which accepted it, and the conditional, limited interest it conveyed to in the property commonly known as 350 South Fifth Avenue, Ann Arbor, Michigan 48104 (“Property”);

Whereas, The Deed conditions Fifth Fourth’s interest on, among other things, its acquisition of a certificate of occupancy for Deed-prescribed improvements (“Certificate of Occupancy”) prior to January 1, 2018 (administratively extended to April 3, 2018, at Fifth Fourth’s request);

Whereas, The Deed provides that if Fifth Fourth failed to satisfy all conditions on its interest, fee simple absolute title to the Property returns to the City with the City’s payment of the lesser of \$4,200,000 or an appraised value of the Property;

Whereas, Fifth Fourth filed a lawsuit in February 2018 to, among other things, challenge the City’s reversionary interest in the property;

Whereas, On May 9, 2018, the City attempted to pay Fifth Fourth the \$4,200,000, but Fifth Fourth refused the payment;

Whereas, The City, Fifth Fourth, and Dennis A. Dahlmann, Fifth Fourth’s owner, who is also a plaintiff in the lawsuit, have entered into settlement negotiations in which Fifth Fourth has indicated willingness to now accept this payment along with an additional payment to resolve all remaining claims in the lawsuit;

Whereas, Dennis A. Dahlmann and Fifth Fourth have made a written offer to the City to accept the \$4,200,000 along with an additional \$1,000,000 to Fifth Fourth to settle the entire lawsuit;

Whereas, Other City costs associated with this settlement are estimated at approximately \$145,000, and may, as applicable, include estimated costs for: a title insurance premium, closing costs, a Baseline Environmental Assessment, transfer taxes (\$36,000), reimbursement of taxes paid (\$6,500) and payment of property taxes (\$78,500, approximately \$21,000 of which will be paid back to the City as its share of the taxes.);

Whereas, In Council resolution R-18-140 the City anticipated funding the \$4,200,000 payment and other costs associated by the issuing a general-obligation bond, the cost of which the City estimates to be \$150,000;

Whereas, If Council approves this budget amendment and resolves to approve the settlement offer, a resolution authorizing a Notice of Issuance for General Obligation Bonds should be brought for Council consideration at its next regularly scheduled meeting; and

Whereas, The additional amount that should be budgeted for additional costs is up to:

\$1,000,000	possible settlement payment
\$ 150,000	possible bond-issuance costs
<u>\$ 145,000</u>	<u>possible closing costs and taxes</u>
\$1,295,000	total costs to be reimbursed by bond issuance;

RESOLVED, That the General Fund fund balance be decreased by \$1,295,000;

RESOLVED, That the General Fund Non-departmental expenditure budget be increased by \$1,295,000; and

RESOLVED, That staff bring the Notice of Issuance of General Obligation Bonds to fund the full costs effectuating title to the Property to the City Council's June 4, 2018 regularly scheduled meeting.

Sponsors: Councilmember Smith, Westphal, Grand

As Amended and Approved by Ann Arbor City Council on May 21, 2018

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Information Pages: Community Profile

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

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,110 acres, which includes 159 park sites, about 1200 acres of natural areas and 75 miles of shared-use paths. The City is also home to the largest canoe livery in the State on the Huron River. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Housing

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

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

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

Information Pages: Community Profile

Economy

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

<u>Employers</u>	<u>2017</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Top City Employers</u>
University of Michigan	30,835	1	62.99%
Trinity Health System (formerly St. Joseph's Health System)	7,169	2	14.64%
U.S. Government	3,172	3	6.48%
Ann Arbor Public Schools	1,907	4	3.90%
Integrated Health Associates, Inc.	1,268	5	2.59%
Washtenaw County	1,260	6	2.57%
Thompson-Reuters	1,100	7	2.25%
Truven Health Analytics	780	8	1.59%
Domino's Pizza	734	9	1.50%
City of Ann Arbor	729	10	1.49%
Total	<u>48,954</u>		<u>100.00%</u>

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Taxable Value</u>	<u>Rank</u>	<u>Percentage of Total City Assessed Value</u>
Briarwood Shopping Complex	Shopping Center	\$ 40,228,624	1	0.81%
Campus Investors 601 Forest	Apartments	31,581,157	2	0.64%
AMCAP Arborland LLC	Shopping Center	30,403,849	3	0.61%
Ann Arbor Campus Housing, LLC	Apartments	28,661,054	4	0.58%
DTE Electric Company	Utility	28,237,900	5	0.57%
HUB Eisenhower Property	Office Building	25,366,142	6	0.51%
Ann Arbor Green Property Owner, LLC	Apartments	19,503,293	7	0.39%
THC Ann Arbor WP LLC	Apartments	19,202,894	8	0.39%
Varsity at Ann Arbor, LLC	Apartments	19,111,199	9	0.38%
DTE Gas Company	Utility	17,614,200	10	0.35%
Total		<u>\$ 259,910,312</u>		<u>5.23%</u>

Information Pages: Community Profile

Higher Education

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top five public universities by the U.S. News and World Report, the University enrolls over 45,000 students. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

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

Medical Facilities

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

Population Characteristics

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

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

Information Pages: Community Profile

Transportation

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

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

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

Utilities

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

Information Pages: Miscellaneous Community Statistics

Date of incorporation: 1851
Form of government: Council – Administrator
Permanent employees: 743

Area and Population Data:

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

Public Services (FY 2017):

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



Bluett Road Pothole Patching

Information Pages: Miscellaneous Community Statistics

Fire:

Number of stations	5
Emergency responses	7,214
Inspections	1,182

Police:

Physical arrests	2,674
Parking violations	116,525
Traffic violations	12,440

Stormwater:

Miles of storm sewers	294
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Water:

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

Wastewater:

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



Ann Arbor Fire Department
Promotional Ceremony

Information Pages: Miscellaneous Community Statistics

Culture and recreation:

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



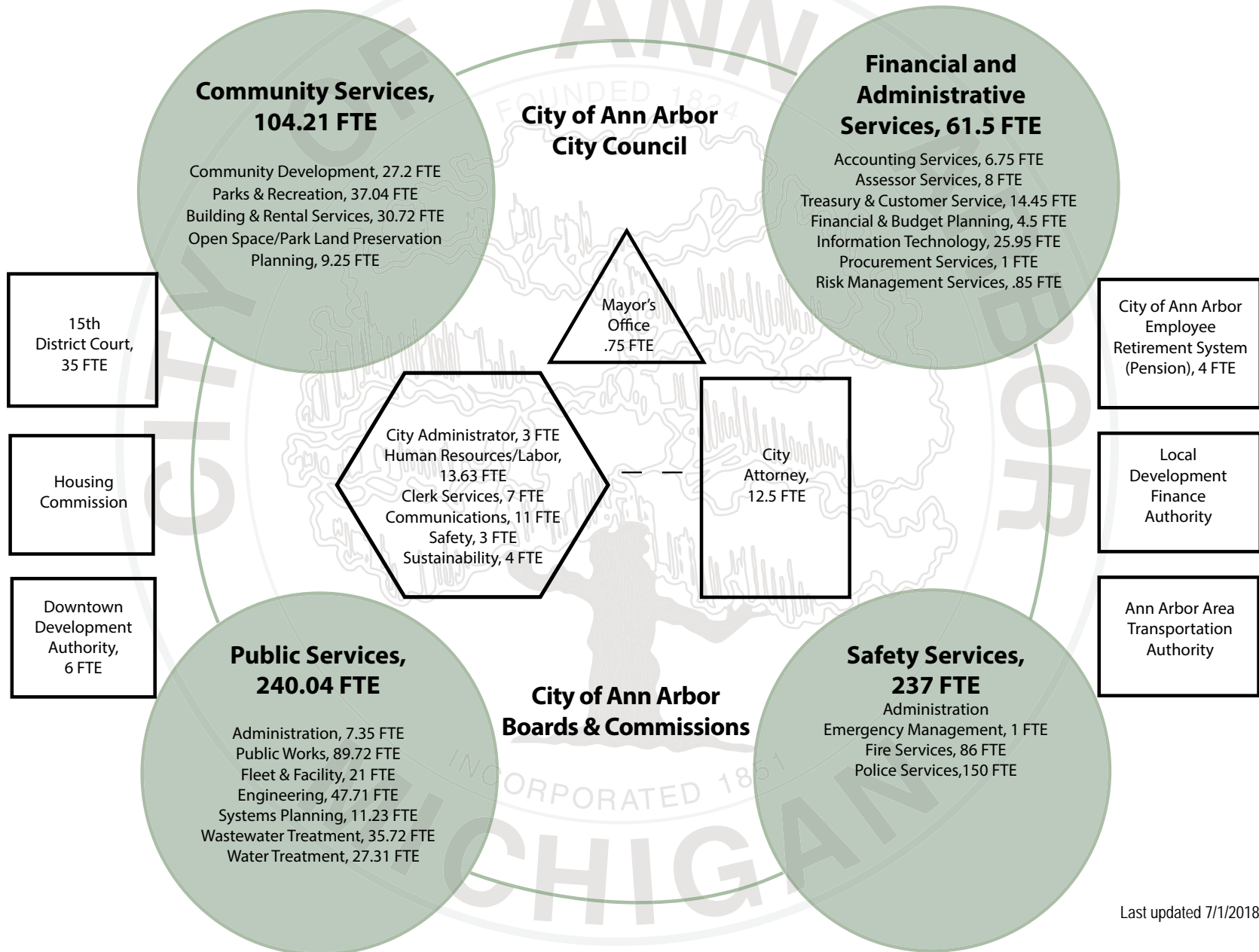
Rotary Centennial Universal Access Playground

The Rotary Centennial Universal Access Playground located within Gallup Park was designed so that children of all ages and abilities can develop and play together. It is a world-class playground where inclusivity was the ultimate goal, and it offers children with disabilities opportunities to gain self-confidence and greater independence.

Information Pages: Miscellaneous Community Statistics

Additionally, it provides caregivers the opportunity to engage, supervise, interact and play with their children as never before. The Ann Arbor Center for Independent Living provided input for the design of the playground so that it is a safe and inclusive place for the child in all of us. The playground would not have been possible without generous donations covering more than half the project cost by the Rotary Club of Ann Arbor. The Michigan DNR State of Michigan DNR Trust Fund and the City Of Ann Arbor Park Maintenance and Capital Improvements Millage also provided funding for the Universal Access Playground.

CITY OF ANN ARBOR ORGANIZATIONAL CHART



Last updated 7/1/2018

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.

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

FY 2019 is the fourth year these two policy documents will guide resource allocations through the budget. The actual budget process began in late fall with the City Council formulating some priorities and relating them to the Sustainability Framework.

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

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

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

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

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

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

In accordance with the City Charter, the City Administrator's Recommended Budget is

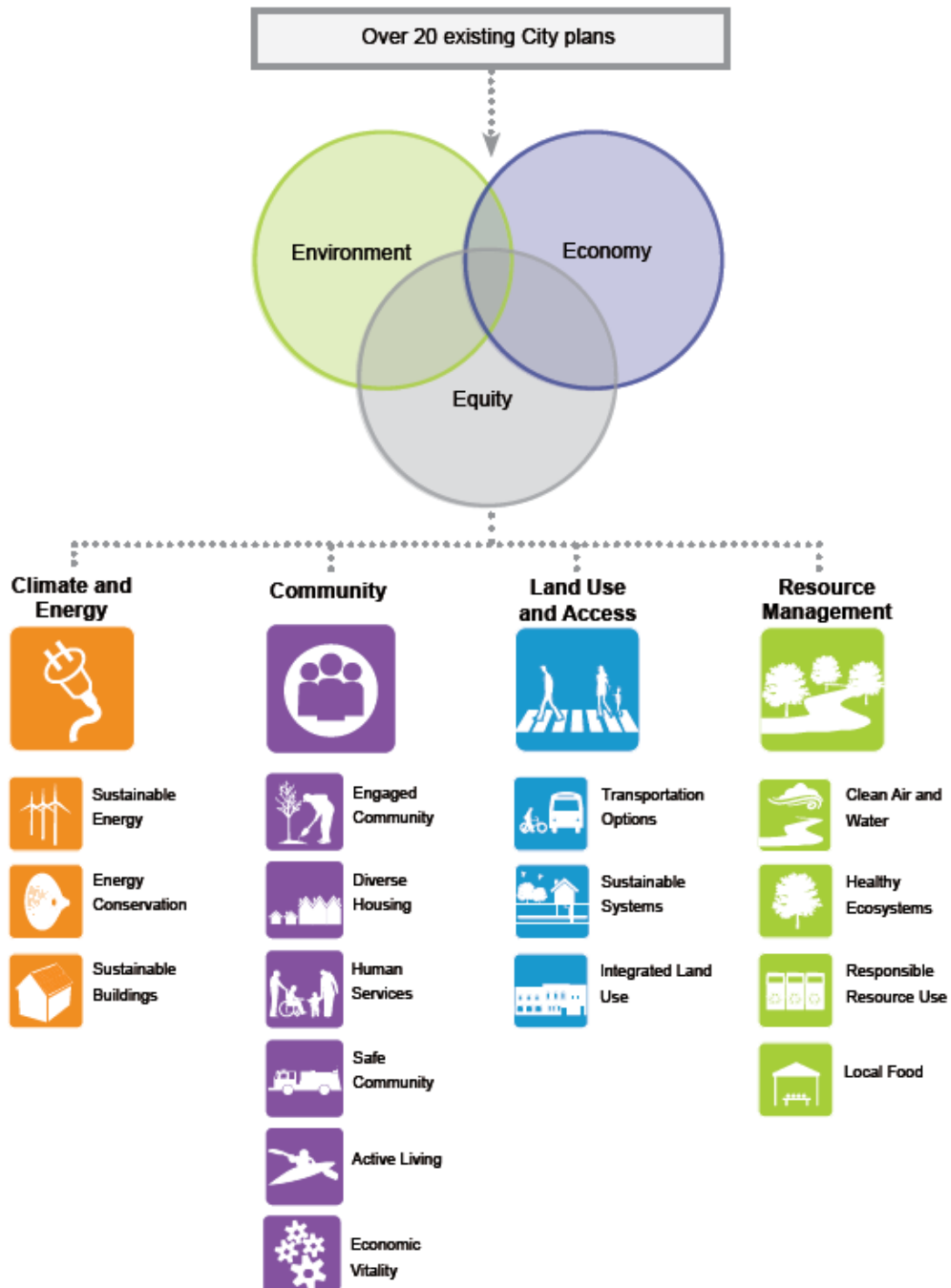
Information Pages: The Budget Process

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

For FY 2019, the Council adopts the second year of a two-year fiscal plan. When preparing the FY 2019 budget, financial projections are modified for key assumption changes. This second year typically only requires minor adjustments and provides the organization time to focus on delivering services.

Information Pages: The Budget Process

SUSTAINABILITY FRAMEWORK



Information Pages: The Budget Process

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

Ann Arbor Organizational Strategy Map

Vision, Mission, Goals/Objectives and Values



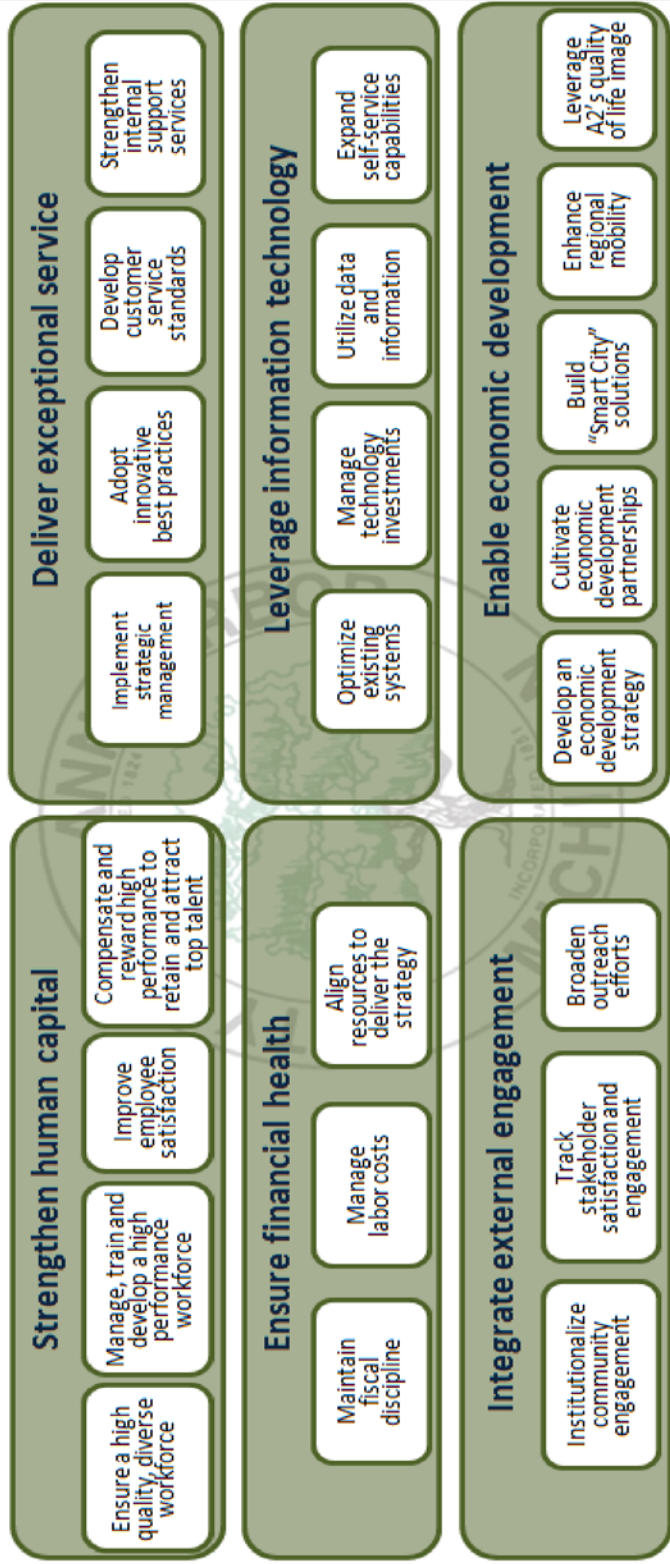
Pursue Our Vision

A unified team, creating and sustaining excellence.

Fulfill Our Mission

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

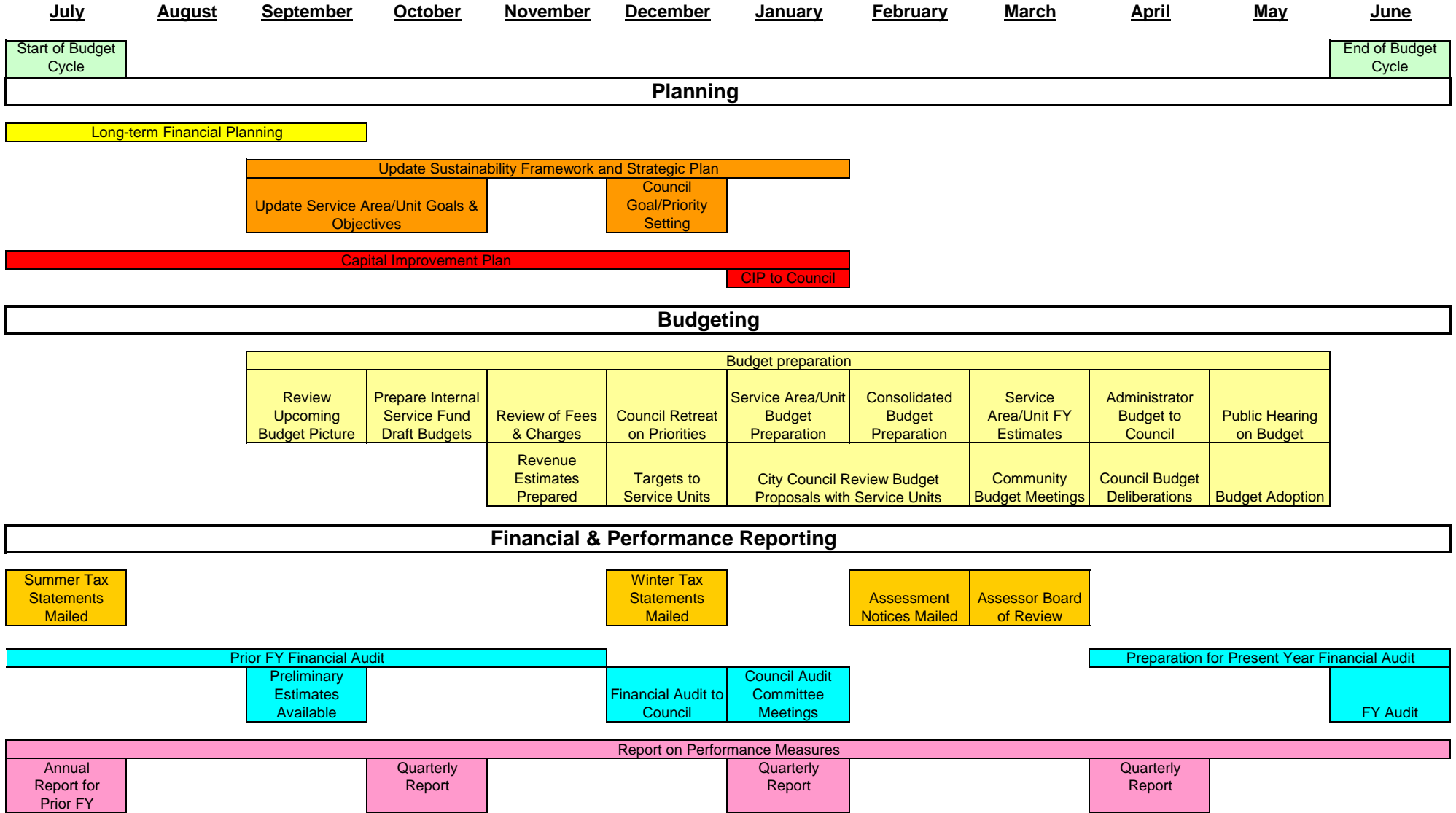
Accomplish Our Goals & Objectives



Live Our Core Values

Teamwork ★ Commitment to Excellence ★ Accountability ★ Stewardship ★ Integrity

Information Pages: The Budget Process - Financial Calendar



Information Pages: Financial Goals

Mission

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

Introduction

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2019 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's long-term financial stability.

General Observations and Assessment of Current Conditions

- The City is experiencing moderate property tax receipt increases primarily due to new construction.
- Statutory state-shared revenue has increased over the last several years and is projected to increase 4.4% in FY2019. The State of Michigan has changed the method for the City to be eligible to receive these funds over the past several years. The City plans to pursue receipt of these funds in FY2019.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures by 2% per year. The City amended the plan to be an "access-only" plan for new hires in 2012.
- The City's retirement system is funded at 88% as of June 30, 2017, which is generally considered healthy but is less than the desired 100% funded level.
- The General Fund unassigned fund balance on June 30, 2017 was at 17.9% of total General Fund expenditures.

Conclusions

The City of Ann Arbor has seen economic improvement in the local economy. The local area unemployment rate is 2.9% as of June 2017, and residential property values are increasing in most neighborhoods. Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding union step increases, are increasing modestly.

Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2%-3% per year but recurring revenues are only projected to increase 1.5%-2.5% per year. Given the extent to which the city has already reduced its costs, additional reductions may result in reduced services.

Information Pages: Financial Goals

Financial Management Short-term Goals

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

Long-term Goals

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

Information Pages: Financial Goals

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

Information Pages: Legal Debt Limit

Overview

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2017 was \$664 million. The debt subject to that limit as of June 30, 2017, was \$108.2 million or 1.6% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2017 was \$313 million.

Information Pages: Debt Policy

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

1. **General Debt Policy**

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

2. **Taxpayer Equity**

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

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

3. Uses

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

4. Decision Analysis

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

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

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

7. **General Obligation Bonds**

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

8. **Limited Tax General Obligation Debt**

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

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

9. Revenue Bonded Debt

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

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

Debt Coverage Example:

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

10. Short Term Financing/Capital Lease Debt

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

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

10.3 Service areas requesting capital financing must have an approved budget appropriation. Service areas shall submit documentation for approved purchases to the Financial Services area each year within 60 days after the annual budget is adopted. The Financial Services area will consolidate all requests and may

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

11. Defeasance of Bonds (Refunding)

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

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

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

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

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

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

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

12. Inter-fund Loans

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

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and can result in cost savings for the City.

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

Information Pages: Fund Balance Policy

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

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

Policy

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

Classification		Definition	Examples
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

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

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

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

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

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

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

Information Pages: Investment Policy

Overview

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

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

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

Policy

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

Scope

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

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

Investment Objectives

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

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

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

Prudence and Indemnification

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

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

Delegation of Authority

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

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

Investment Procedures

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

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Ethics and Conflicts of Interest

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

Selection of Banks

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

Selection of Broker/Dealers

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

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

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

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

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

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

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

Authorized Investments and Transactions

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

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

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

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

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

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

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

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

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

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

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

Collateralization of Deposits

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

Safekeeping and Custody

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

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Investment Policy.

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

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

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

Investment Diversification

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

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

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

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

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

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

Portfolio Maturities and Liquidity

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

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

Competitive Transactions

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

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

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

Internal Controls

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

Performance

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

Reporting

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

Information Pages: Investment Policy

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

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

Policy Revisions

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

(Updates approved by Council 10/17/2016)

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GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Investment Policy

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

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

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

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

Market Value: Current market price of a security.

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

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

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

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

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

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

Portfolio: Collection of securities held by an investor.

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Pension Policy

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

1. **General Pension Policy**

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

Information Pages: Pension Policy

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

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

2. **Process**

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

(Updates approved by Council 5/21/18)

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

1. General OPEB Policy

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

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

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

2. Process

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

(Updates approved by Council 5/21/18)

Information Pages: Capital Improvement Program Policies

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

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

Information Pages: Capital Improvement Program Policies

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

Information Pages: Capital Financing Policy

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

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

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

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

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

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

Policy

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

Information Pages: Capital Financing Policy

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

(Approved by Council 5/21/18)

Information Pages: Enterprise Fund Capital Financing Policy

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

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

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

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

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

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

Policy

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

(Approved by Council on 5/21/18)

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

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

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

Summary of Revenues and Expenditures by Service Unit within Service Area

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

Information Pages: Deciphering the Budget Format

FTE Count

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

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

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

Service Unit Summary Page

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

Summary of Revenues and Expenditures by Category by Service Unit

Revenues

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

Expenditures

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

Significant Notes and Adjustments

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

Information Pages: Deciphering the Budget Format

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

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

Expenditures

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

Goals and Performance Measures by Service Unit within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

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

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

X-denotes the department participates in the fund

Information Pages: Fund Descriptions

General Fund

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

Internal Service Funds

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

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

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

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

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

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

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

Enterprise Funds

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

Special Revenue Funds

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

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

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

Art in Public Places – to account for funds provided by capital improvement projects for public art. This ordinance was changed during FY2014 and this fund will no longer be budgeted. There are a few remaining projects that will continue to be accounted for in this fund until they are completed.

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

Local Law Enforcement Block Grant - to account for federal grant monies received for fingerprinting equipment and other law enforcement items. No new grants are budgeted for this fiscal year. However, there are grants that will continue to be accounted for until they are expended. If new grants are received, a separate budget resolution will be approved by the City Council, if appropriate.

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

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

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

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

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

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

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

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

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

Information Pages: Fund Descriptions

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.

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

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

Trust Funds

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

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

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

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

Debt Service Funds

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

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

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

Capital Projects Funds

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

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

Information Pages: Fund Descriptions

Component Units

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

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

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

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

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

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

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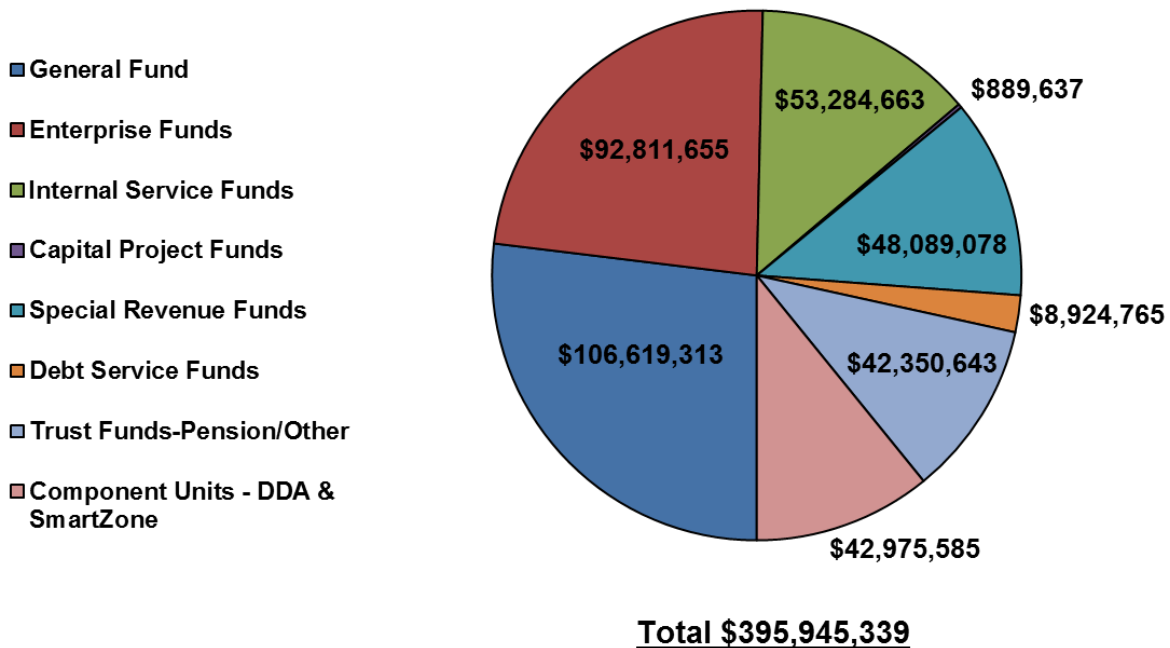
Budget Summaries

OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2019, the City's total expenditure budget is \$390 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget. The City's website has additional details that describe the budget process (www.a2gov.org – search for "Guide to Finance and Budget").

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

FY 2019 BUDGETED EXPENDITURES BY FUND TYPE



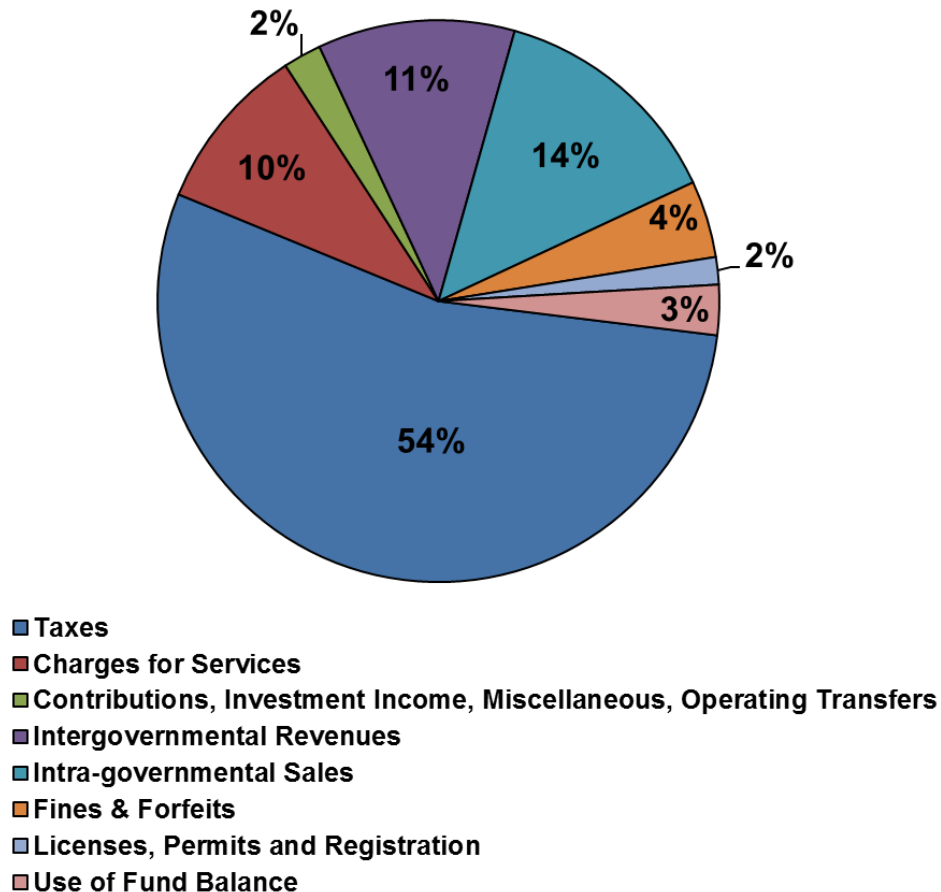
Budget Summaries

GENERAL FUND OVERVIEW

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

The City's General Fund is the largest and most visible of the City's 47 budgeted funds established for the financial administration of the City. Monies going into the General Fund come from a variety of sources such as the City's share of the property tax, intergovernmental revenues (primarily revenues from the State of Michigan), charges for services, and various other sources as indicated in the chart below:

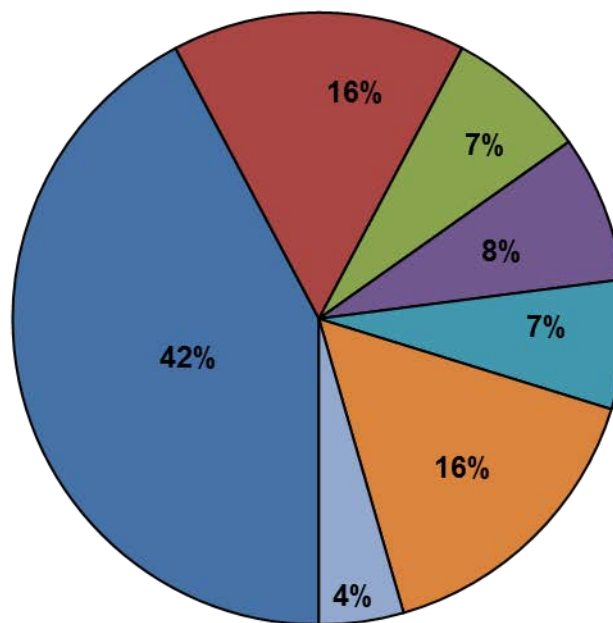
FY 2019 GENERAL FUND REVENUES



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. Approximately 21% of the expenditures are "pass throughs" which show as expenditures but have an offsetting revenue.

FY 2019 GENERAL FUND EXPENDITURES

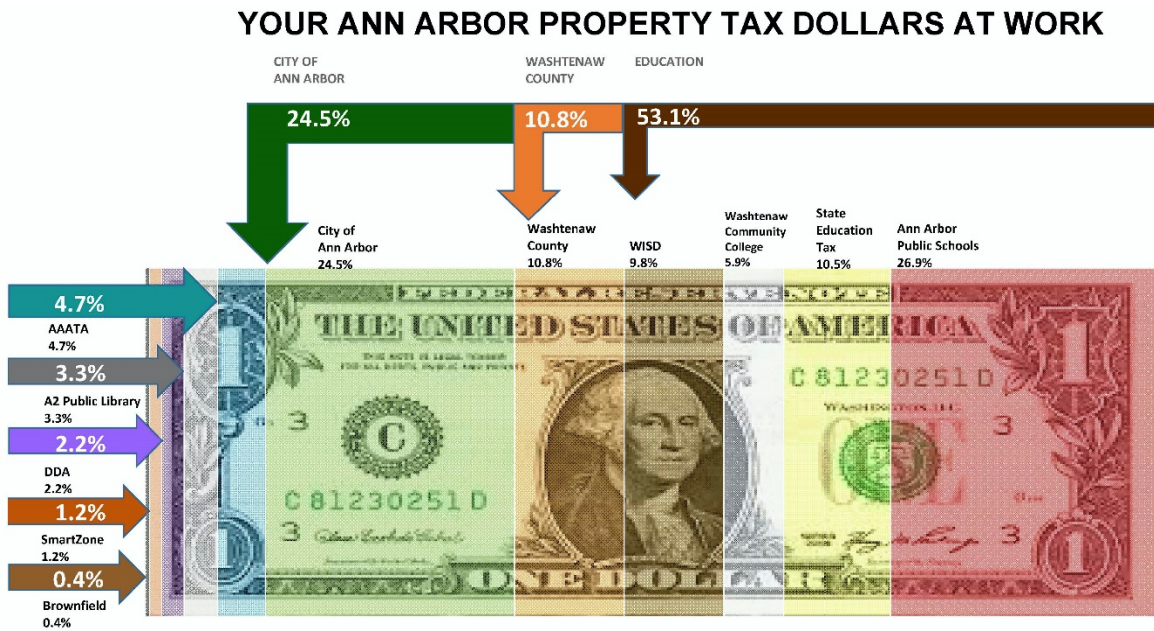


- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAATA and other transfers
- Fifteenth District Court

Budget Summaries

PROPERTY TAXES

The largest share of General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$0.25 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. This is equivalent to approximately \$39 per week for a recently sold \$250,000 home to support all City services. Most of the receipts from property taxes are distributed to various education agencies including the Ann Arbor Public Schools, Washtenaw Intermediate Schools, the State of Michigan, and Washtenaw Community College – about \$0.53 of every dollar paid. The following chart shows where the City’s property tax dollars go:



Budget Summaries

TAX REVENUES

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

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

CITY MILLAGE TRENDS

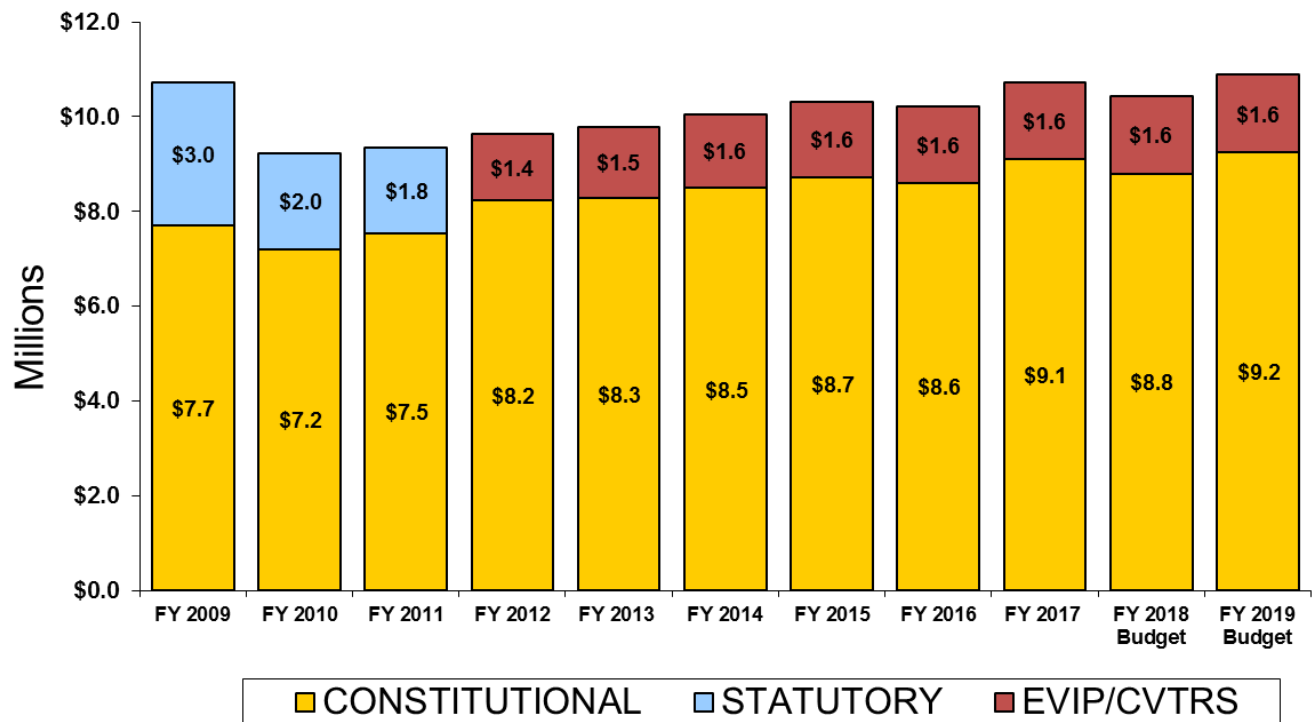
Type	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Change from Previous Year
General Operating	6.1682	6.1682	6.1682	6.1657	6.1120	6.0343	5.9407	(0.0936)
Employee Benefits	2.0560	2.0560	2.0560	2.0552	2.0373	2.0114	1.9802	(0.0312)
AAATA	2.0560	2.0560	2.0560	2.0552	2.0373	2.0114	1.9802	(0.0312)
Total General Fund	10.2802	10.2802	10.2802	10.2761	10.1866	10.0571	9.9011	(0.1560)
Street, Bridge & Sidewalk Reconstruction	2.1250	2.1250	2.1250	2.1242	2.1057	2.1250	2.0920	(0.0330)
Refuse Collection	2.4670	2.4670	2.4670	2.4660	2.4445	2.4134	2.3759	(0.0375)
Parks (combined)	1.5748	1.5779	1.5779	1.5773	1.5635	1.5435	1.5195	(0.0240)
Debt Service	0.1250	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
Total City Millage	16.5720	16.4501	16.4501	16.4436	16.3003	16.1390	15.8885	(0.2505)

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



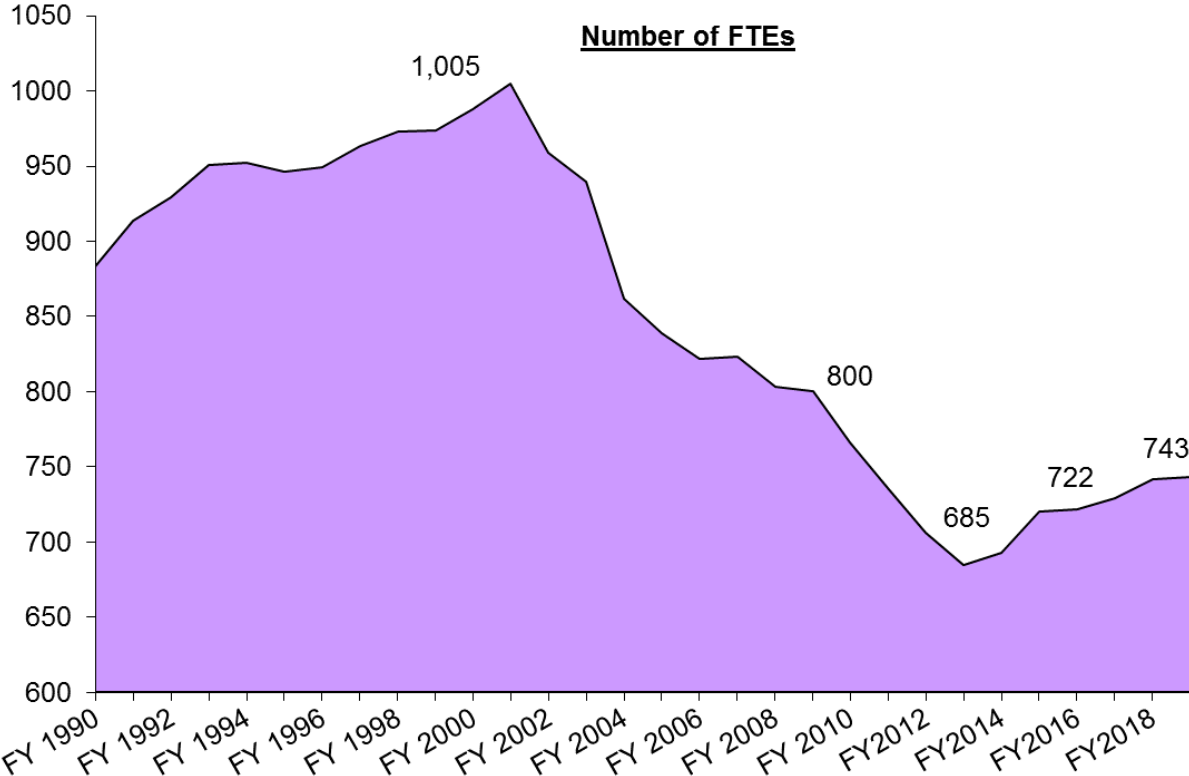
Budget Summaries

EMPLOYEE SUMMARY

Since employees and related expenses represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its staffing levels, reflected by the full-time equivalents (FTE). These reductions were made through a combination of attrition, early retirement programs, improvements in service provision, adoption of technologies and best practices, consolidation of services with other entities, and some layoffs. The rebound in staffing from a low of 685 in FY13 to the 743 in FY 2019 includes the addition of 27 FTE in the Ann Arbor Housing Commission.

In general, the City government has become a more efficient organization and maintained high levels of service and responsiveness to the public. In FY 2019, a net increase of 1.0 FTE is provided, reflecting the addition of 2 FTEs in the Police Department and the reduction of 1 FTE in the Fire Department. It should also be noted that 2.0 FTE were added to the FY 2018 budget in the Sustainability and Innovation Office through a mid-year amendment.

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



Budget Summaries

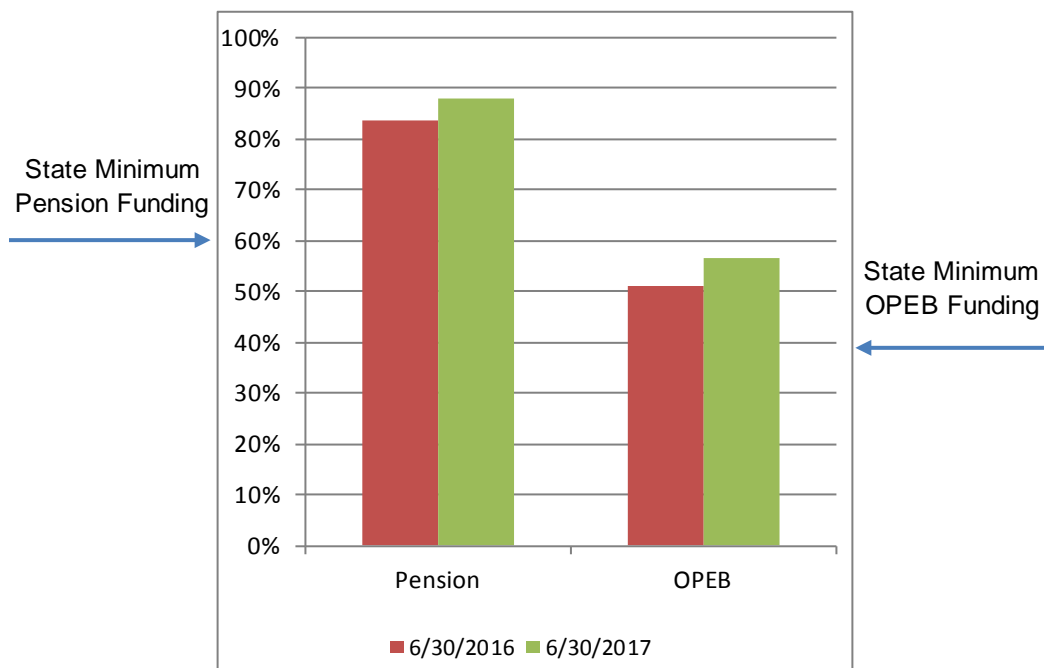
PENSION & OPEB OBLIGATIONS

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

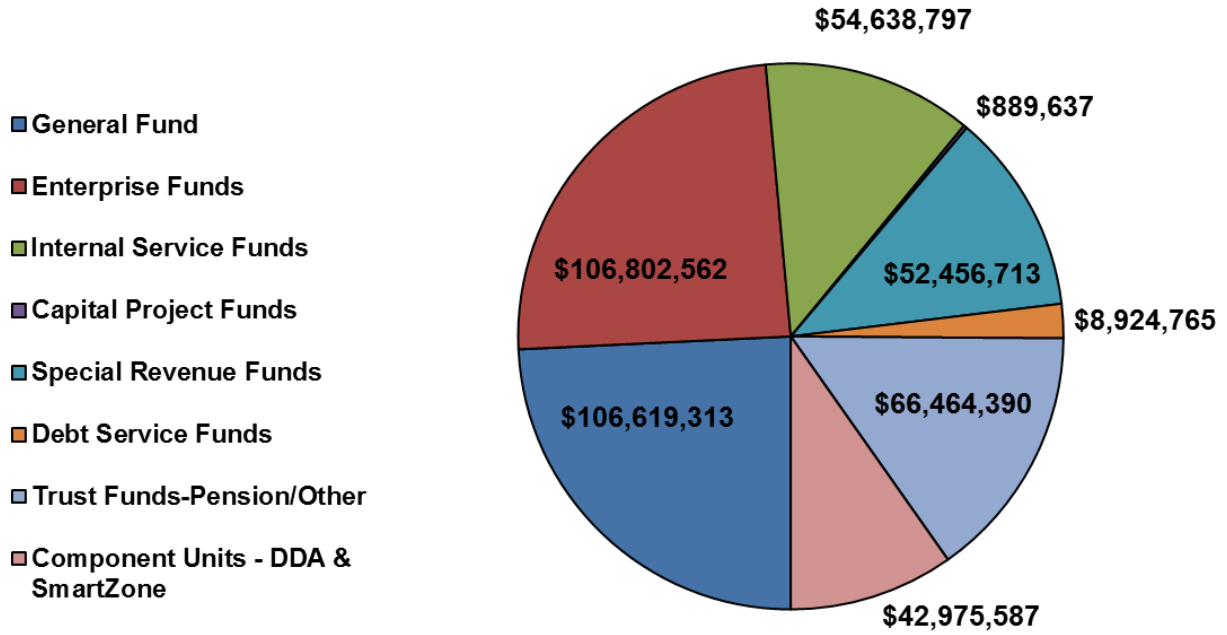
The City of Ann Arbor Retiree Health Care Benefits Plan is a single-employer defined benefit healthcare plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). The plan provides certain health care and life insurance benefits, otherwise known as other postemployment benefits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

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

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

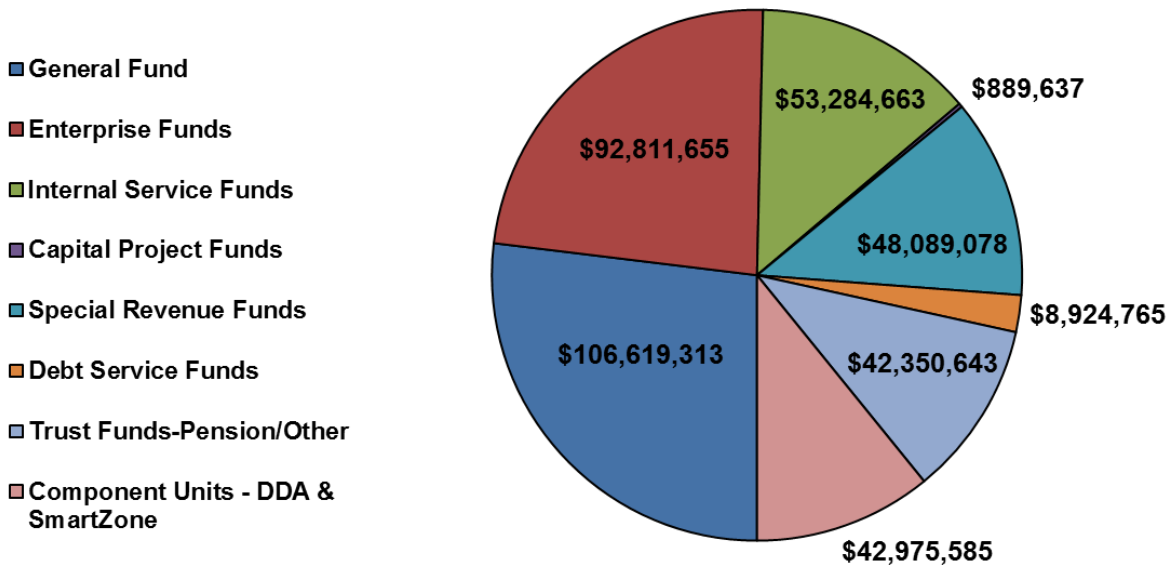


FY 2019 Budgeted Revenues by Fund Type



Total \$439,771,764

FY 2019 Budgeted Expenditures by Fund Type

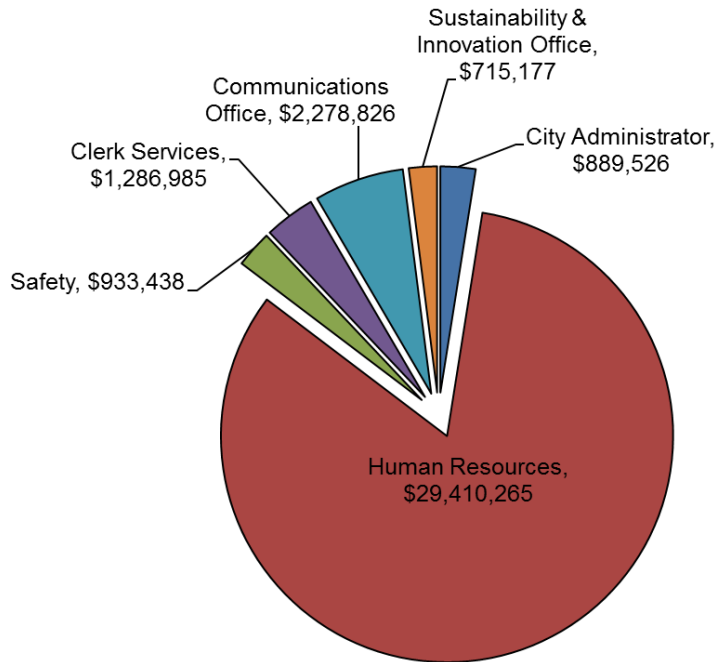


Total \$395,945,339

FY 2019 Expenditures – All Funds by Service Area

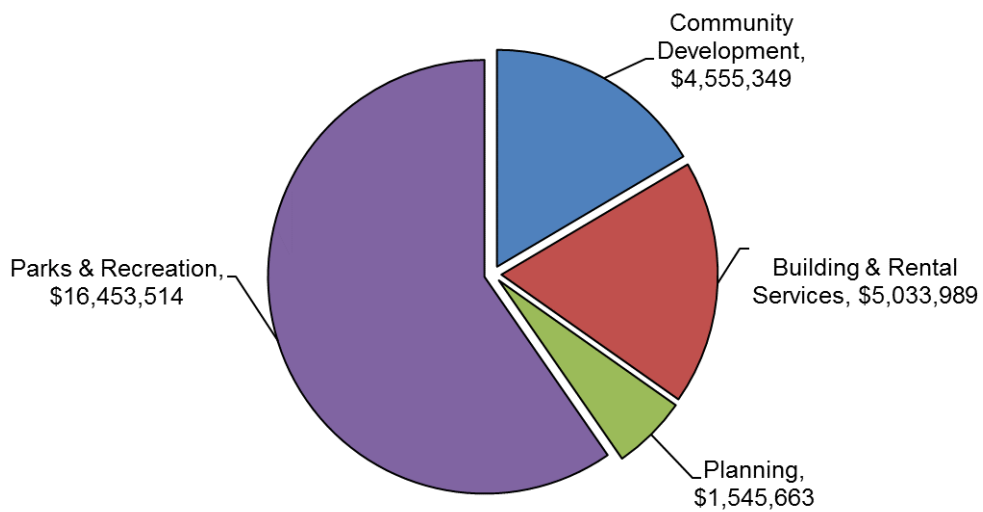
FY 2019 City Administrator Expenditures

Total \$35,514,217



FY 2019 Community Services Expenditures

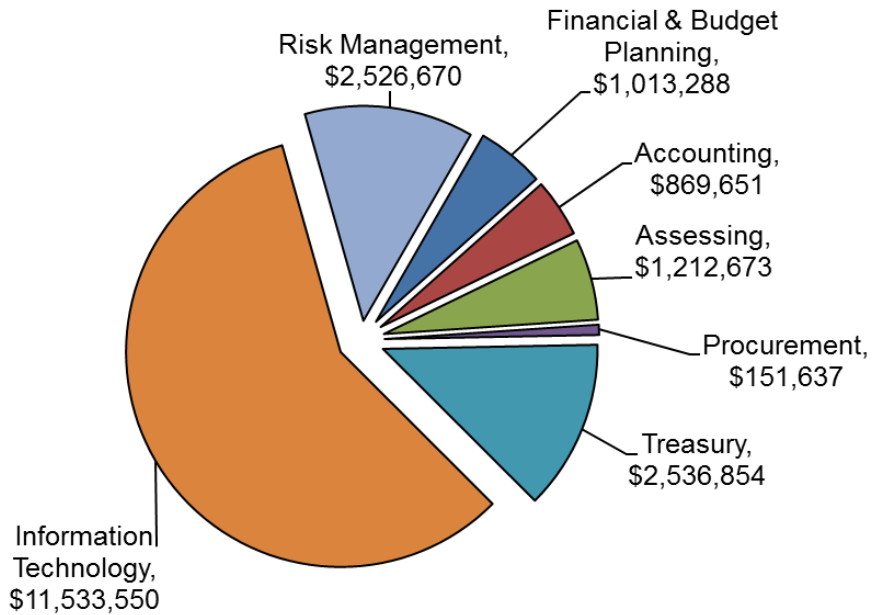
Total \$27,588,515



Budget Summaries

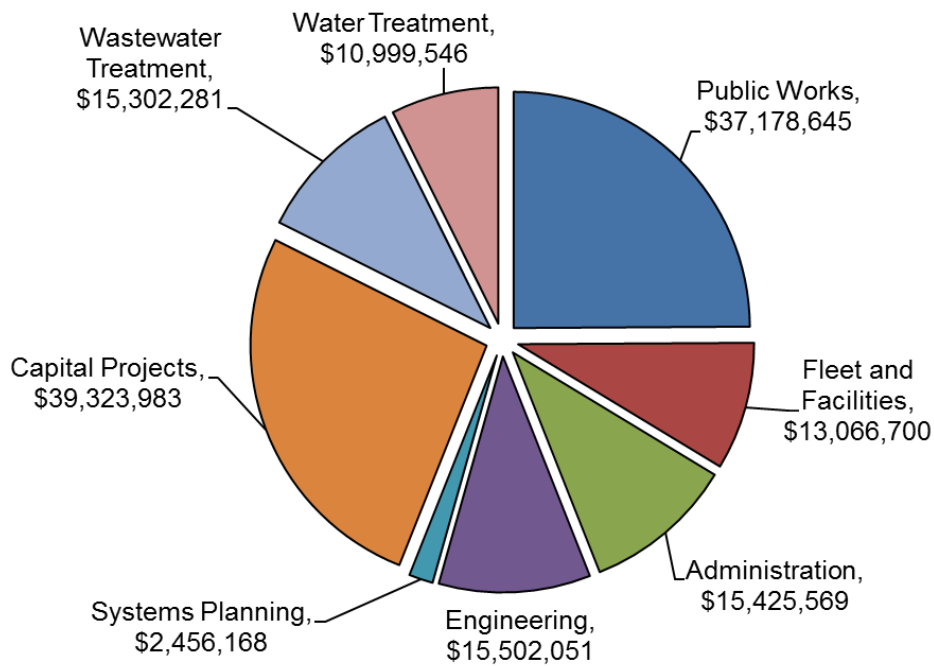
FY 2019 Financial & Administrative Services Expenditures

Total \$19,844,323



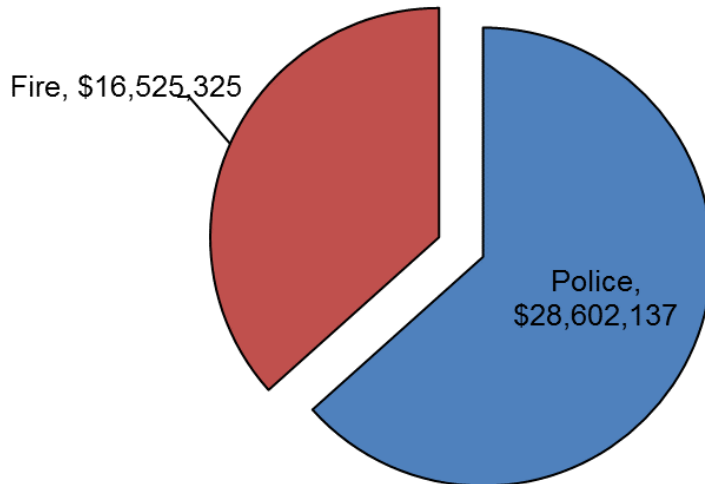
FY 2019 Public Services Expenditures

Total \$149,254,943



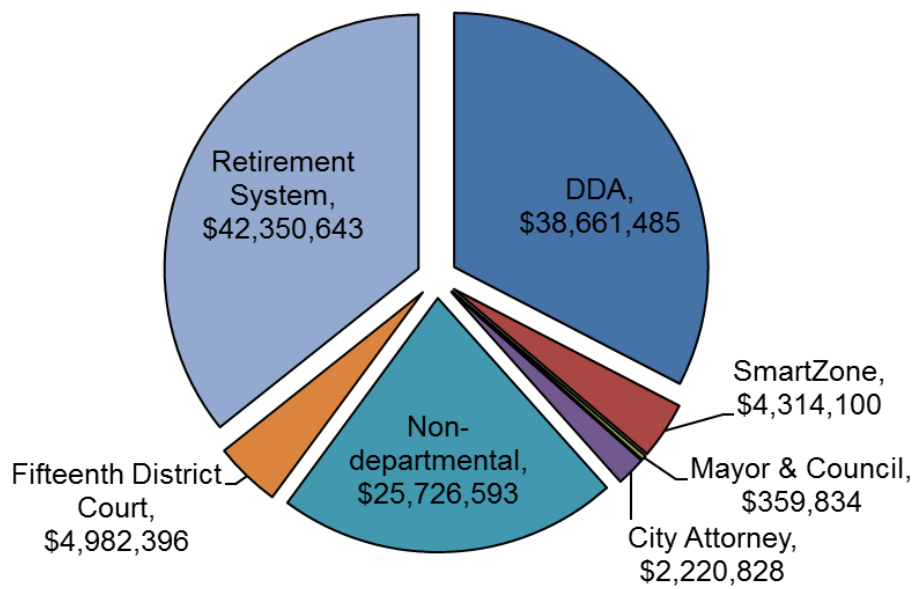
FY 2019 Safety Services Expenditures

Total \$45,127,462



FY 2019 Other Services Expenditures

Total \$118,615,879



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

<u>Fund Balance June 30, 2017</u>	<u>FY 2018 Forecasted Revenues</u>	<u>FY 2018 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2018</u>	<u>Fund</u>	<u>FY 2019 Approved Revenues</u>	<u>FY 2019 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2019</u>
22,451,706	101,581,790	100,610,538	23,422,958	<u>General Fund (major fund)</u>	106,619,313	106,619,313	3,075,812	20,347,146
				<u>Special Revenue Funds</u>				
747,441	7,000	-	754,441	Affordable Housing	5,000	-	-	759,441
429,861	516,154	505,634	440,381	Alternative Transportation	692,336	692,336	123,937	316,444
64,068	7,600	11,781	59,887	Bandemer Property	11,834	11,834	4,334	55,553
100,186	1,700	-	101,886	Cemetery Perpetual Care	3,980	-	-	105,866
4,136,419	2,288,125	2,215,930	4,208,614	Community Television Network	2,316,121	2,278,826	-	4,245,909
4,624,403	4,379,763	3,714,537	5,289,629	Construction Code Fund	3,328,062	3,315,063	-	5,302,628
-	-	-	-	County Mental Health Millage	2,200,000	495,000	-	1,705,000
10,400	225,400	225,000	10,800	Court Facilities	225,000	225,000	-	10,800
70,565	41,035	39,881	71,719	Drug Enforcement	19,048	17,894	17,394	55,479
365,509	98,356	74,237	389,628	Energy Projects	238,266	238,266	163,703	225,925
69,837	37,173	36,152	70,858	Federal Equitable Sharing Forfeitures	47,933	46,912	36,912	34,967
5,341,451	2,589,943	3,107,818	4,823,576	Local Streets	4,912,533	4,912,533	2,200,000	2,623,576
14,822,927	9,788,072	13,836,523	10,774,476	Major Streets	12,284,401	12,284,401	2,100,000	8,674,476
2,249,788	406,910	357,183	2,299,515	Metro Expansion	406,910	406,910	-	2,299,515
16,583	21,130	24,053	13,660	Michigan Justice Training	21,073	21,000	-	13,733
10,820,330	2,925,025	2,628,061	11,117,294	Open Space and Parkland Preservation	2,606,984	1,335,941	-	12,388,337
720,255	55,734	5,000	770,989	Open Space Endowment	20,000	20,000	12,650	758,339
3,339,166	5,922,939	5,796,697	3,465,408	Parks Maintenance & Capital Improvement	6,307,175	6,307,175	447,174	3,018,234
813,869	61,673	194,000	681,542	Parks Memorials & Contributions	39,973	39,973	-	681,542
757,267	7,059	-	764,326	Police and Fire Relief	7,059	-	-	771,385
10,963	6,100	5,000	12,063	Special Assistance	5,062	5,000	-	12,125
8,219,999	15,699,231	18,682,024	5,237,206	Street Repair Millage (major fund)	16,697,833	15,374,884	-	6,560,155
				<u>Trust Funds</u>				
2,132,786	35,000	60,130	2,107,656	Elizabeth R. Dean	60,130	60,130	34,653	2,073,003
491,273,658	52,262,000	41,510,777	502,024,881	Employees' Retirement System	54,358,806	41,581,199	-	514,802,488
157,339,106	13,752,548	732,244	170,359,410	VEBA Trust	12,105,584	769,444	-	181,695,550

<u>Fund Balance</u> <u>June 30, 2017</u>	<u>FY 2018</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2018</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Fund Balance</u> <u>June 30, 2018</u>	<u>Fund</u>	<u>FY 2019</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2019</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund Balance</u>	<u>Projected</u> <u>Fund Balance</u> <u>June 30, 2019</u>
				<u>General Debt Service</u>				
464,992	8,791,721	8,788,721	467,992	General Debt Service	8,924,765	8,924,765	143,550	324,442
605,525	7,000	612,525	-	Special Assessment General Debt	-	-	-	-
				<u>Component Units</u>				
5,170,627	6,747,601	7,778,107	4,140,121	Downtown Development Authority	9,966,428	9,966,428	3,209,996	930,125
5,571,701	21,272,850	23,210,312	3,634,239	DDA Parking System	23,945,100	23,945,099	2,604,294	1,029,946
544,373	311,100	402,500	452,973	DDA Housing	775,724	775,723	452,856	118
4,219,189	3,688,578	4,354,661	3,553,106	DDA Parking Maintenance	3,974,235	3,974,235	2,154,235	1,398,871
2,196,278	3,593,551	3,476,395	2,313,434	SmartZone LDFA	4,314,100	4,314,100	337,983	1,975,451
				<u>Capital Projects Funds</u>				
4,647,459	658,751	1,398,938	3,907,272	General Capital Improvements	889,637	889,637	44,637	3,862,635

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

<u>Net Assets</u> <u>June 30, 2017</u>	<u>FY 2018</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2018</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Net Assets</u> <u>June 30, 2018</u>	<u>Fund</u>	<u>FY 2019</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2019</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund Balance</u>	<u>Projected</u> <u>Net Assets</u> <u>June 30, 2019</u>
				<u>Intergovernmental Service Funds</u>				
2,537,964	1,103,637	1,252,241	2,389,360	Central Stores	1,092,863	1,067,388	-	2,414,835
18,964,487	9,017,826	12,322,452	15,659,861	Fleet Services	8,884,102	8,656,768	-	15,887,195
3,712,514	7,532,981	7,941,349	3,304,146	Information Technology	7,992,767	7,907,908	189,120	3,199,885
7,857,257	30,879,511	30,395,483	8,341,285	Risk Fund	31,414,098	30,437,922	800,000	8,517,461
155,125	431,031	481,821	104,335	Wheeler Center	446,124	446,124	-	104,335
2,245,415	5,202,473	4,861,173	2,586,715	Project Management	4,808,843	4,768,553	-	2,627,005
				<u>Enterprise Funds</u>				
2,627,094	927,975	907,455	2,647,614	Airport (major fund)	925,155	917,357	-	2,655,412
133,186,190	27,542,923	20,454,137	140,274,976	Sewage Disposal System (major fund)	28,250,119	23,913,266	-	144,611,829
25,017,867	16,758,215	17,136,862	24,639,220	Solid Waste (major fund)	18,961,535	18,961,535	1,717,638	22,921,582
14,736,898	9,594,434	8,758,644	15,572,688	Stormwater Sewer System (major fund)	10,499,265	9,520,678	-	16,551,275
106,633,462	27,915,700	20,772,728	113,776,434	Water Supply System (major fund)	29,160,888	20,493,219	-	122,444,103

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

Net Operating Funds Available June 30, 2017	FY 2018 Forecasted Revenues	FY 2018 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2018	Fund	FY 2019 Approved Revenues	FY 2019 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2019
<u>Intergovernmental Service Funds</u>								
2,062,769	1,103,637	1,252,241	1,914,165	Central Stores	1,092,863	1,067,388	-	1,939,640
9,360,260	9,017,826	12,322,452	6,055,634	Fleet Services	8,884,102	8,656,768	-	6,282,968
3,066,802	7,532,981	7,941,349	2,658,434	Information Technology	7,992,767	7,907,908	189,120	2,554,173
9,432,667	30,879,511	30,395,483	9,916,695	Risk Fund	31,414,098	30,437,922	800,000	10,092,871
155,125	431,031	481,821	104,335	Wheeler Center	446,124	446,124	-	104,335
2,221,472	5,202,473	4,861,173	2,562,772	Project Management	4,808,843	4,768,553	-	2,603,062
<u>Enterprise Funds</u>								
1,034,080	927,975	907,455	1,054,600	Airport (major fund)	925,155	917,357	-	1,062,398
39,157,580	27,542,923	20,454,137	46,246,366	Sewage Disposal System (major fund)	28,250,119	23,913,266	-	50,583,219
20,049,977	16,758,215	17,136,862	19,671,330	Solid Waste (major fund)	18,961,535	18,961,535	1,717,638	17,953,692
11,177,649	9,594,434	8,758,644	12,013,439	Stormwater Sewer System (major fund)	10,499,265	9,520,678	-	12,992,026
33,474,758	27,915,700	20,772,728	40,617,730	Water Supply System (major fund)	29,160,888	20,493,219	-	49,285,399

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

NOTES: The following major and nonmajor funds are projected to have a change in fund balance over ±10% during Fiscal Year 2019:

Fund	Variance	Reason for Variance
General Fund (major fund)	-13%	Planned use of fund balance for specific projects or items
Alternative Transportation	-28%	Planned use of fund balance for specific projects or items
County Mental Health Millage	+100%	Planned accumulation of fund balance for this new fund
Drug Enforcement	-23%	Planned use of fund balance for specific projects or items
Energy Projects	-42%	Planned use of fund balance for specific projects or items
Federal Equitable Sharing Forfeitures	-51%	Planned use of fund balance for specific projects or items
Local Streets	-46%	Planned use of fund balance for specific projects or items
Major Streets	-19%	Planned use of fund balance for specific projects or items
Open Space and Parkland Preservation	+11%	Throughout the year, budget amendments are done for land purchases. This is not typically planned for in the adopted budget
Parks Maintenance & Capital Improvement	-13%	Planned use of fund balance for specific projects or items
Street Repair Millage (major fund)	+25%	Planned accumulation of fund balance to ensure fund balance meets policy minimums
General Debt Service	-31%	Planned use of fund balance for specific projects or items
Downtown Development Authority	-78%	Planned use of fund balance for specific projects or items
DDA Parking System	-72%	Planned use of fund balance for specific projects or items
DDA Housing	-100%	Planned use of fund balance for specific projects or items
DDA Parking Maintenance	-61%	Planned use of fund balance for specific projects or items
SmartZone LDFA	-15%	Planned use of fund balance for specific projects or items

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

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

GRANTS

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

Description of Revenue Categories

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

SOLID WASTE

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

ENTERPRISE SALES

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

Description of Revenue Categories

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

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

INVESTMENT INCOME

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 12% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds multiplied by an average of expected investment rates based on the economic outlook.

MISCELLANEOUS

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

PRIOR YEAR SURPLUS

Prior Year Surplus represents the use of surplus funds from previous years' budgets and represents 5% of the City's revenues. This is used only to balance one-time expenditure requests. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

Description of Revenue Categories

OPERATING TRANSFERS

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

CONTRIBUTIONS

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

SALE OF BONDS

This represents revenues received from bond proceeds for capital projects and represents 4% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

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

Generally, these numbers are based on the level of service being rendered and the expected cost to provide the service, which determines the expected revenues for the year. This category represents 6% of City revenues.

FY 2019 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	775,724										775,724
0002	ENERGY PROJECTS	238,266			238,266							
0003	DOWNTOWN DEVELOPMENT AUTHORITY	9,966,428										9,966,428
0009	SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	4,314,100										4,314,100
0010	GENERAL	106,619,313		\$277,976	\$187,460	\$6,687,993	\$74,459,117	\$601,974	\$4,461,218	\$1,931,425	\$18,012,150	
0011	CENTRAL STORES	1,092,863						1,092,863				
0012	FLEET SERVICES	8,884,102						8,884,102				
0014	INFORMATION TECHNOLOGY	7,992,767					7,992,767					
0016	COMMUNITY TELEVISION NETWORK	2,316,121			2,316,121							
0021	MAJOR STREET	12,284,401						12,284,401				
0022	LOCAL STREET	4,912,533						4,912,533				
0023	COURT FACILITIES	225,000								225,000		
0024	OPEN SPACE & PARKLAND PRESERVATION	2,606,984				2,606,984						
0025	BANDEMER PROPERTY	11,834				11,834						
0026	CONSTRUCTION CODE FUND	3,328,062				3,328,062						
0027	DRUG ENFORCEMENT	19,048						19,048				
0028	FEDERAL EQUITABLE SHARING	47,933						47,933				
0033	DDA PARKING MAINTENANCE	3,974,235										3,974,235
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,973				39,973						
0035	GENERAL DEBT SERVICE	8,924,765									8,924,765	
0036	METRO EXPANSION	406,910						406,910				
0038	SPECIAL ASSISTANCE	5,062				5,062						
0041	OPEN SPACE ENDOWMENT	20,000				20,000						
0042	WATER SUPPLY SYSTEM	29,160,888						29,160,888				
0043	SEWAGE DISPOSAL SYSTEM	28,250,119						28,250,119				
0048	AIRPORT	925,155						925,155				
0049	PROJECT MANAGEMENT	4,808,843						4,808,843				
0052	VEBA TRUST	12,105,584										12,105,584
0053	POLICE AND FIRE RELIEF	7,059						7,059				
0054	CEMETERY PERPETUAL CARE	3,980			3,980							
0055	ELIZABETH R DEAN TRUST	60,130						60,130				
0057	RISK FUND	31,414,098					31,414,098					
0058	WHEELER CENTER	446,124						446,124				
0059	EMPLOYEES RETIREMENT SYSTEM	54,358,806										54,358,806
0061	ALTERNATIVE TRANSPORTATION	692,336						692,336				
0062	STREET & SIDEWALK REPAIR MILLAGE	16,697,833						16,697,833				
0063	DDA PARKING SYSTEM	23,945,100										23,945,100
0064	MICHIGAN JUSTICE TRAINING	21,073						21,073				
0069	STORMWATER SEWER SYSTEM	10,499,265						10,499,265				
0070	AFFORDABLE HOUSING	5,000				5,000						
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,307,175				6,307,175						

FY 2019 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
0072 SOLID WASTE FUND	18,961,535						18,961,535				
0082 STORMWATER BOND PENDING	3,263,600						3,263,600				
0088 SEWER BOND	9,668,000						9,668,000				
0089 WATER BOND	6,074,000						6,074,000				
00CP GENERAL CAPITAL FUND	889,637						889,637				
0100 COUNTY MENTAL HEALTH MILLAGE	2,200,000			880,000	880,000		440,000				
	\$ 439,771,764	\$ -	\$ 277,976	\$ 3,625,827	\$ 19,892,083	\$ 113,865,982	\$ 159,020,248	\$ 4,556,331	\$ 2,156,425	\$ 26,936,915	\$ 109,439,977

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
General	GENERAL					
	CHARGES FOR SERVICES	10,069,694	9,520,436	10,323,542	10,195,871	10,263,350
	CONTRIBUTIONS	1,000	36,583	1,000	1,000	1,000
	FINES & FORFEITS	4,303,565	4,528,221	4,365,232	4,419,727	4,723,419
	INTERGOVERNMENTAL REVENUES	11,420,905	12,245,672	11,632,175	11,636,945	12,093,651
	INTRAGOVERNMENTAL SALES	13,600,841	14,064,203	16,720,398	14,228,629	14,578,543
	INVESTMENT INCOME	386,117	(2,630)	400,752	400,740	680,942
	LICENSES, PERMITS & REGISTRATIONS	1,456,768	1,575,624	1,532,196	1,862,952	1,682,196
	MISCELLANEOUS REVENUE	1,068,951	959,604	824,903	902,073	926,018
	OPERATING TRANSFERS IN	4,612,179	1,214,886	2,055,656	2,052,097	741,778
	PRIOR YEAR SURPLUS	-	-	5,421,576	-	3,075,812
	SPECIAL ASSESSMENTS	-	1,413	-	-	-
	TAXES	53,396,464	54,617,165	55,771,605	55,881,756	57,852,604
	Total	\$ 100,316,485	\$ 98,761,179	\$ 109,049,035	\$ 101,581,790	\$ 106,619,313
Debt Service	GENERAL DEBT SERVICE					
	CHARGES FOR SERVICES	4,279,815	4,286,224	4,306,550	4,306,550	4,313,166
	CONTRIBUTIONS	-	-	-	-	-
	INVESTMENT INCOME	(4,833)	(1,437)	3,200	6,000	1,200
	MISCELLANEOUS REVENUE	3,331	1,343	-	-	-
	OPERATING TRANSFERS IN	4,245,824	4,514,362	4,479,171	4,479,171	4,466,849
	PRIOR YEAR SURPLUS	-	-	-	-	143,550
	SALE OF BONDS	18,126,162	24,509,365	-	-	-
	TAXES	2,340	2,129	-	-	-
	Total	\$ 26,652,640	\$ 33,311,986	\$ 8,788,921	\$ 8,791,721	\$ 8,924,765
	GENERAL DEBT/SPECIAL ASSESSMENT					
	CHARGES FOR SERVICES	-	1,660	-	-	-
	INVESTMENT INCOME	6,921	(363)	-	7,000	-
	PRIOR YEAR SURPLUS	-	-	619,915	-	-
	SPECIAL ASSESSMENTS	-	3,089	-	-	-
	TAXES	237	-	-	-	-
	Total	\$ 7,159	\$ 4,386	\$ 619,915	\$ 7,000	\$ -
Enterprise	WATER SUPPLY SYSTEM					
	CHARGES FOR SERVICES	23,914,248	25,923,113	25,295,158	25,744,230	26,828,190
	CONTRIBUTIONS	8,141	64,400	-	20,000	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-
	INVESTMENT INCOME	524,607	102	281,131	281,131	281,131
	LICENSES, PERMITS & REGISTRATIONS	94,518	73,805	75,000	75,000	75,000
	MISCELLANEOUS REVENUE	62,983	128,817	575,200	354,434	532,200
	OPERATING TRANSFERS IN	2,981,760	1,402,908	1,440,905	1,440,905	1,444,367
	PRIOR YEAR SURPLUS	-	-	87,301	-	-
	TAXES	4,583	5,813	-	-	-
	Total	\$ 27,590,840	\$ 27,598,959	\$ 27,754,695	\$ 27,915,700	\$ 29,160,888
	WATER PENDING BOND SERIES					
	INVESTMENT INCOME	(2,945)	331	-	-	-
	SALE OF BONDS	-	-	7,556,000	7,556,000	6,074,000
	Total	\$ (2,945)	\$ 331	\$ 7,556,000	\$ 7,556,000	\$ 6,074,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	SEWAGE DISPOSAL SYSTEM					
	CHARGES FOR SERVICES	23,908,303	27,343,594	26,270,738	27,317,261	28,066,814
	CONTRIBUTIONS	9,503	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-
	INVESTMENT INCOME	1,081,631	(376,059)	179,255	221,612	179,255
	LICENSES, PERMITS & REGISTRATIONS	2,780	-	-	-	-
	MISCELLANEOUS REVENUE	(159,726)	63,033	4,050	4,050	4,050
	OPERATING TRANSFERS IN	734,904	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	462,805	-	-
	TAXES	1,238	-	-	-	-
	Total	\$ 25,578,633	\$ 27,030,569	\$ 26,916,848	\$ 27,542,923	\$ 28,250,119
	SEWER BOND PENDING SERIES					
	INVESTMENT INCOME	(166)	19	-	-	-
	SALE OF BONDS	-	-	9,017,000	-	9,668,000
	Total	\$ (166)	\$ 19	\$ 9,017,000	\$ -	\$ 9,668,000
	AIRPORT					
	CHARGES FOR SERVICES	909,502	922,552	910,940	910,940	913,740
	INTERGOVERNMENTAL REVENUES	20,400	72,400	-	4,535	-
	INVESTMENT INCOME	8,872	(966)	9,415	10,500	9,415
	MISCELLANEOUS REVENUE	22,638	675	2,000	2,000	2,000
	OPERATING TRANSFERS IN	20,772	-	-	-	-
	Total	\$ 982,184	\$ 994,661	\$ 922,355	\$ 927,975	\$ 925,155
	STORMWATER SEWER SYSTEM					
	CHARGES FOR SERVICES	6,889,605	7,351,408	9,134,857	9,134,857	10,391,120
	INTERGOVERNMENTAL REVENUES	584,919	240,240	1,500	1,500	1,500
	INVESTMENT INCOME	134,668	3,528	104,078	104,078	104,078
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-
	MISCELLANEOUS REVENUE	6,738	58,602	2,563	2,563	2,567
	OPERATING TRANSFERS IN	680,154	134,491	-	-	-
	PRIOR YEAR SURPLUS	-	-	351,426	351,436	-
	SALE OF BONDS	-	-	-	-	-
	TAXES	8	-	-	-	-
	Total	\$ 8,296,092	\$ 7,788,269	\$ 9,594,424	\$ 9,594,434	\$ 10,499,265
	STORMWATER BOND					
	INVESTMENT INCOME	-	1,470	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-
	SALE OF BONDS	-	-	4,574,575	-	3,263,600
	Total	\$ -	\$ 1,470	\$ 4,574,575	\$ -	\$ 3,263,600
	SOLID WASTE					
	CHARGES FOR SERVICES	2,935,593	4,121,851	2,889,863	3,975,985	4,051,248
	INVESTMENT INCOME	259,097	(507)	268,049	268,049	268,049
	MISCELLANEOUS REVENUE	34,346	52,218	25,000	(40,775)	25,000
	OPERATING TRANSFERS IN	1,086,720	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	2,621,597	-	1,717,638
	TAXES	12,073,329	12,307,175	12,646,700	12,554,956	12,899,600
	Total	\$ 16,389,085	\$ 16,480,737	\$ 18,451,209	\$ 16,758,215	\$ 18,961,535

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	CENTRAL STORES					
	CHARGES FOR SERVICES	6,350	2,372	7,500	1,000	7,500
	INTRAGOVERNMENTAL SALES	1,165,213	1,229,214	1,078,092	1,078,092	1,062,404
	INVESTMENT INCOME	18,320	287	18,735	18,735	18,735
	MISCELLANEOUS REVENUE	6,360	77	5,570	5,810	4,224
	OPERATING TRANSFERS IN	21,996	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	160,840	-	-
	Total	\$ 1,218,239	\$ 1,231,950	\$ 1,270,737	\$ 1,103,637	\$ 1,092,863
	FLEET SERVICES					
	CONTRIBUTIONS	589,813	955,882	-	-	-
	INTRAGOVERNMENTAL SALES	7,759,362	7,662,957	8,617,100	8,617,100	8,788,376
	INVESTMENT INCOME	96,805	(1,187)	95,726	95,726	95,726
	MISCELLANEOUS REVENUE	339,978	542,960	-	305,000	-
	OPERATING TRANSFERS IN	95,916	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	4,242,355	-	-
	Total	\$ 8,881,874	\$ 9,160,612	\$ 12,955,181	\$ 9,017,826	\$ 8,884,102
	INFORMATION TECHNOLOGY					
	CHARGES FOR SERVICES	6,835,662	6,806,336	7,434,657	7,487,157	7,753,577
	INVESTMENT INCOME	50,015	241	50,070	41,455	50,070
	MISCELLANEOUS REVENUE	44,273	42,905	-	4,369	-
	OPERATING TRANSFERS IN	171,852	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	500,013	-	189,120
	Total	\$ 7,101,802	\$ 6,849,482	\$ 7,984,740	\$ 7,532,981	\$ 7,992,767
	PROJECT MANAGEMENT					
	CHARGES FOR SERVICES	3,185,903	3,289,680	4,836,342	5,171,342	4,780,390
	INTRAGOVERNMENTAL SALES	-	-	-	-	-
	INVESTMENT INCOME	36,279	820	28,453	28,453	28,453
	MISCELLANEOUS REVENUE	8,496	8,245	-	2,678	-
	OPERATING TRANSFERS IN	106,464	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	\$ 3,337,142	\$ 3,298,745	\$ 4,864,795	\$ 5,202,473	\$ 4,808,843
	RISK FUND					
	CHARGES FOR SERVICES	26,195,166	27,523,006	29,281,347	29,281,955	29,634,985
	CONTRIBUTIONS	168,666	1,370,193	-	851,945	-
	INVESTMENT INCOME	161,675	6,649	148,295	148,295	148,295
	MISCELLANEOUS REVENUE	790,299	404,643	400,000	597,316	400,000
	OPERATING TRANSFERS IN	-	-	-	-	430,818
	PRIOR YEAR SURPLUS	-	-	800,000	-	800,000
	Total	\$ 27,315,806	\$ 29,304,491	\$ 30,629,642	\$ 30,879,511	\$ 31,414,098
	WHEELER CENTER					
	CHARGES FOR SERVICES	449,310	466,743	431,031	431,031	441,466
	INVESTMENT INCOME	4,685	(387)	4,658	-	4,658
	MISCELLANEOUS REVENUE	-	-	-	-	-
	OPERATING TRANSFERS IN	3,744	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	65,000	-	-
	Total	\$ 457,739	\$ 466,356	\$ 500,689	\$ 431,031	\$ 446,124

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019	
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	
	CONTRIBUTIONS	-	-	-	-	-	
	INVESTMENT INCOME	58,693	(11,674)	25,477	35,000	25,477	
	MISCELLANEOUS REVENUE	13,554	-	-	-	-	
	OPERATING TRANSFERS IN	1,800	-	-	-	-	
	PRIOR YEAR SURPLUS	-	-	34,653	-	34,653	
Total		\$ 74,047	\$ (11,674)	\$ 60,130	\$ 35,000	\$ 60,130	
Pension Trust	VEBA TRUST						
	CHARGES FOR SERVICES	-	-	-	-	-	
	CONTRIBUTIONS	169,365	152,880	190,000	190,000	190,000	
	INVESTMENT INCOME	883,270	17,333,125	10,624,901	10,622,700	11,244,901	
	MISCELLANEOUS REVENUE	1,162	9,289	-	-	-	
	OPERATING TRANSFERS IN	2,906,024	3,460,057	2,939,848	2,939,848	670,683	
	Total		\$ 3,959,821	\$ 20,955,351	\$ 13,754,749	\$ 13,752,548	\$ 12,105,584
		EMPLOYEES' RETIREMENT SYSTEM					
	CHARGES FOR SERVICES	15,417,475	16,240,926	16,319,000	16,639,000	16,799,000	
	CONTRIBUTIONS	351,524	357,231	315,000	385,000	385,000	
	INVESTMENT INCOME	3,179,052	54,945,396	35,167,806	35,238,000	37,174,806	
	MISCELLANEOUS REVENUE	1,911	113,203	-	-	-	
OPERATING TRANSFERS IN	722,679	-	-	-	-		
Total		\$ 19,672,641	\$ 71,656,756	\$ 51,801,806	\$ 52,262,000	\$ 54,358,806	
Special Revenue	ENERGY PROJECTS						
	CHARGES FOR SERVICES	-	-	-	-	-	
	INVESTMENT INCOME	23,166	17,799	2,412	2,412	2,412	
	MISCELLANEOUS REVENUE	10,157	7,283	-	18,031	-	
	OPERATING TRANSFERS IN	6,228	5,916	5,913	5,913	5,913	
	PRIOR YEAR SURPLUS	-	-	163,569	-	163,703	
	SPECIAL ASSESSMENTS	62,236	57,995	69,560	72,000	66,238	
	TAXES	642	620	-	-	-	
	Total		\$ 102,428	\$ 89,613	\$ 241,454	\$ 98,356	\$ 238,266
		LOCAL LAW ENFORC BLOCK GRANT					
	INTERGOVERNMENTAL REVENUES	18,606	-	-	-	-	
	INVESTMENT INCOME	6	2	-	-	-	
	Total		\$ 18,612	\$ 2	\$ -	\$ -	\$ -
		COMMUNITY TELEVISION NETWORK					
	INVESTMENT INCOME	41,846	1,427	37,171	43,915	37,171	
LICENSES, PERMITS & REGISTRATIONS	2,255,389	2,232,412	2,229,000	2,243,721	2,278,500		
MISCELLANEOUS REVENUE	1,270	405	450	489	450		
OPERATING TRANSFERS IN	79,056	-	-	-	-		
PRIOR YEAR SURPLUS	-	-	-	-	-		
Total		\$ 2,377,561	\$ 2,234,244	\$ 2,266,621	\$ 2,288,125	\$ 2,316,121	
	HOMELAND SECURITY GRANT FUND						
INTERGOVERNMENTAL REVENUES	46,739	51,159	42,156	42,156	-		
INVESTMENT INCOME	76	65	-	-	-		
Total		\$ 46,815	\$ 51,224	\$ 42,156	\$ 42,156	\$ -	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	MAJOR STREET					
	CHARGES FOR SERVICES	782,317	774,126	800,700	739,580	775,700
	CONTRIBUTIONS	1,835	-	241,517	-	-
	INTERGOVERNMENTAL REVENUES	7,421,775	7,466,767	8,030,402	8,561,853	8,982,446
	INTRAGOVERNMENTAL SALES	255,807	297,201	250,000	285,000	50,000
	INVESTMENT INCOME	118,343	(1,792)	123,703	123,703	123,703
	LICENSES, PERMITS & REGISTRATIONS	770	-	-	-	-
	MISCELLANEOUS REVENUE	34,526	28,080	15,000	38,934	215,000
	OPERATING TRANSFERS IN	564,795	40,320	1,213,802	39,002	37,552
	PRIOR YEAR SURPLUS	-	-	3,859,862	-	2,100,000
	TAXES	-	-	-	-	-
	Total	\$ 9,180,168	\$ 8,604,702	\$ 14,534,986	\$ 9,788,072	\$ 12,284,401
	LOCAL STREET					
	CHARGES FOR SERVICES	184,932	185,529	189,240	188,262	193,024
	INTERGOVERNMENTAL REVENUES	2,087,073	2,036,920	2,222,677	2,356,560	2,474,388
	INVESTMENT INCOME	42,956	(269)	44,121	44,121	44,121
	MISCELLANEOUS REVENUE	-	2,128	1,000	1,000	1,000
	OPERATING TRANSFERS IN	147,876	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	603,000	-	2,200,000
	Total	\$ 2,462,837	\$ 2,224,307	\$ 3,060,038	\$ 2,589,943	\$ 4,912,533
	COURT FACILITIES					
	FINES & FORFEITS	104,526	99,015	90,000	90,000	90,000
	INVESTMENT INCOME	100	183	-	400	-
	OPERATING TRANSFERS IN	136,576	119,996	135,000	135,000	135,000
	Total	\$ 241,202	\$ 219,194	\$ 225,000	\$ 225,400	\$ 225,000
	OPEN SPACE & PARKLAND PRESERVATION					
	CONTRIBUTIONS	-	6,000	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	381,220	381,220	-
	INVESTMENT INCOME	109,542	811	112,602	112,602	112,602
	MISCELLANEOUS REVENUE	280	3,557	-	-	-
	OPERATING TRANSFERS IN	2,220	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	947,014	-	-
	TAXES	2,338,322	2,383,653	2,440,687	2,431,203	2,494,382
	Total	\$ 2,450,365	\$ 2,394,021	\$ 3,881,523	\$ 2,925,025	\$ 2,606,984
	BANDEMER PROPERTY					
	CHARGES FOR SERVICES	-	360	-	-	-
	INVESTMENT INCOME	762	(62)	600	700	600
	MISCELLANEOUS REVENUE	6,900	6,900	6,900	6,900	6,900
	PRIOR YEAR SURPLUS	-	-	4,281	-	4,334
	Total	\$ 7,662	\$ 6,838	\$ 11,781	\$ 7,600	\$ 11,834
	CONSTRUCTION CODE FUND					
	INVESTMENT INCOME	38,177	349	39,362	42,000	39,362
	LICENSES, PERMITS & REGISTRATIONS	3,660,913	3,902,759	3,091,100	4,337,437	3,288,400
	MISCELLANEOUS REVENUE	1,901	520	300	326	300
	OPERATING TRANSFERS IN	131,424	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	451,614	-	-
	TAXES	-	-	-	-	-
	Total	\$ 3,832,415	\$ 3,903,628	\$ 3,582,376	\$ 4,379,763	\$ 3,328,062

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	DRUG ENFORCEMENT					
	CHARGES FOR SERVICES	-	-	-	-	-
	FINES & FORFEITS	44,993	31,302	40,827	39,881	500
	INVESTMENT INCOME	1,211	(134)	1,154	1,154	1,154
	MISCELLANEOUS REVENUE	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	52,721	-	17,394
	Total	<u>\$ 46,204</u>	<u>\$ 31,168</u>	<u>\$ 94,702</u>	<u>\$ 41,035</u>	<u>\$ 19,048</u>
	FEDERAL EQUITABLE SHARING FORFEITURE					
	FINES & FORFEITS	143,460	45,842	77,781	36,152	10,000
	INVESTMENT INCOME	1,023	(89)	1,021	1,021	1,021
	PRIOR YEAR SURPLUS	-	-	22,925	-	36,912
	Total	<u>\$ 144,484</u>	<u>\$ 45,753</u>	<u>\$ 101,727</u>	<u>\$ 37,173</u>	<u>\$ 47,933</u>
	PARKS MEMORIALS & CONTRIBUTIONS					
	CONTRIBUTIONS	135,394	23,495	51,700	51,700	30,000
	INVESTMENT INCOME	10,108	(1,048)	9,973	9,973	9,973
	OPERATING TRANSFERS IN	396	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	<u>\$ 145,898</u>	<u>\$ 22,447</u>	<u>\$ 61,673</u>	<u>\$ 61,673</u>	<u>\$ 39,973</u>
	METRO EXPANSION					
	INTERGOVERNMENTAL REVENUES	403,366	393,785	350,850	390,000	390,000
	INVESTMENT INCOME	17,324	597	16,910	16,910	16,910
	OPERATING TRANSFERS IN	6,168	-	-	-	-
	Total	<u>\$ 426,859</u>	<u>\$ 394,382</u>	<u>\$ 367,760</u>	<u>\$ 406,910</u>	<u>\$ 406,910</u>
	SPECIAL ASSISTANCE					
	CONTRIBUTIONS	5,686	5,566	5,000	6,000	5,000
	INVESTMENT INCOME	60	(6)	62	100	62
	Total	<u>\$ 5,746</u>	<u>\$ 5,560</u>	<u>\$ 5,062</u>	<u>\$ 6,100</u>	<u>\$ 5,062</u>
	OPEN SPACE ENDOWMENT					
	INVESTMENT INCOME	7,373	(788)	7,350	8,000	7,350
	OPERATING TRANSFERS IN	23,867	-	-	47,734	-
	PRIOR YEAR SURPLUS	-	-	12,650	-	12,650
	Total	<u>\$ 31,240</u>	<u>\$ (788)</u>	<u>\$ 20,000</u>	<u>\$ 55,734</u>	<u>\$ 20,000</u>
	POLICE & FIRE RELIEF					
	INVESTMENT INCOME	7,042	(868)	7,059	7,059	7,059
	Total	<u>\$ 7,042</u>	<u>\$ (868)</u>	<u>\$ 7,059</u>	<u>\$ 7,059</u>	<u>\$ 7,059</u>
	CEMETARY PERPETUAL CARE					
	CHARGES FOR SERVICES	10,650	2,500	-	600	3,000
	INVESTMENT INCOME	766	1,014	980	1,100	980
	Total	<u>\$ 11,416</u>	<u>\$ 3,514</u>	<u>\$ 980</u>	<u>\$ 1,700</u>	<u>\$ 3,980</u>
	ART IN PUBLIC PLACES					
	CONTRIBUTIONS	36,000	-	15,000	-	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-
	INVESTMENT INCOME	2,535	(189)	-	1,600	-
	OPERATING TRANSFERS IN	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	<u>\$ 38,535</u>	<u>\$ (189)</u>	<u>\$ 15,000</u>	<u>\$ 1,600</u>	<u>\$ -</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	ALTERNATIVE TRANSPORTATION					
	CHARGES FOR SERVICES	-	-	-	-	-
	CONTRIBUTIONS	-	3,828	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-
	INVESTMENT INCOME	2,791	739	3,058	5,000	3,058
	MISCELLANEOUS REVENUE	-	-	-	-	-
	OPERATING TRANSFERS IN	348,565	457,176	505,154	505,154	565,341
	PRIOR YEAR SURPLUS	-	-	-	-	123,937
	SPECIAL ASSESSMENTS	-	17,012	-	6,000	-
	TAXES	39	-	-	-	-
	Total	\$ 351,396	\$ 478,755	\$ 508,212	\$ 516,154	\$ 692,336
	STREET, BRIDGE & SIDEWALK MILLAGE					
	CHARGES FOR SERVICES	-	-	3,088,295	7,295	-
	CONTRIBUTIONS	2,372,098	2,716,942	5,758,813	4,418,198	5,306,123
	INTERGOVERNMENTAL REVENUES	-	27,360	-	-	-
	INTRAGOVERNMENTAL SALES	-	-	-	-	-
	INVESTMENT INCOME	205,525	1,173	202,133	158,924	188,040
	MISCELLANEOUS REVENUE	-	14,484	-	-	-
	OPERATING TRANSFERS IN	6,891,235	3,805,969	5,336,930	22,072	-
	PRIOR YEAR SURPLUS	-	-	6,128,323	-	-
	SPECIAL ASSESSMENTS	-	13,864	138,372	-	-
	TAXES	10,423,035	10,628,035	10,786,559	11,092,742	11,203,670
	Total	\$ 19,891,893	\$ 17,207,827	\$ 31,439,425	\$ 15,699,231	\$ 16,697,833
	MICHIGAN JUSTICE TRAINING					
	INTERGOVERNMENTAL REVENUES	23,471	22,145	21,000	21,000	21,000
	INVESTMENT INCOME	48	99	73	130	73
	Total	\$ 23,519	\$ 22,244	\$ 21,073	\$ 21,130	\$ 21,073
	AFFORDABLE HOUSING					
	CONTRIBUTIONS	-	-	-	-	-
	INVESTMENT INCOME	12,791	1,591	5,000	7,000	5,000
	MISCELLANEOUS REVENUE	-	-	-	-	-
	OPERATING TRANSFERS IN	-	99,996	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	\$ 12,791	\$ 101,587	\$ 5,000	\$ 7,000	\$ 5,000
	PARK MAINT & CAPITAL IMPROVEMENT					
	CHARGES FOR SERVICES	175,000	-	-	224	-
	CONTRIBUTIONS	129,000	550,000	-	-	-
	INTERGOVERNMENTAL REVENUES	(1)	116,728	183,272	183,272	-
	INVESTMENT INCOME	49,898	216	54,070	70,000	54,070
	MISCELLANEOUS REVENUE	48,298	45,904	1,100	1,307	1,100
	OPERATING TRANSFERS IN	336,668	92,791	-	-	-
	PRIOR YEAR SURPLUS	-	-	491,135	31,030	447,174
	TAXES	5,383,282	5,487,383	5,665,460	5,637,106	5,804,831
	Total	\$ 6,122,144	\$ 6,293,022	\$ 6,395,037	\$ 5,922,939	\$ 6,307,175
	MAJOR GRANTS PROGRAMS					
	CHARGES FOR SERVICES	-	-	-	-	-
	CONTRIBUTIONS	25,332	1,522	-	-	-
	INTERGOVERNMENTAL REVENUES	1,232,509	1,440,172	3,445,863	107,262	-
	INVESTMENT INCOME	4,124	4,613	-	-	-
	MISCELLANEOUS REVENUE	47,287	46,560	55,258	-	-
	OPERATING TRANSFERS IN	22,256	414,428	166,539	35,681	-
	PRIOR YEAR SURPLUS	-	-	-	-	-
	Total	\$ 1,331,509	\$ 1,907,295	\$ 3,667,660	\$ 142,943	\$ -

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	COUNTY MENTAL HEALTH MILLAGE					
	INVESTMENT INCOME	-	-	-	-	-
	TAXES	-	-	-	-	2,200,000
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,200,000</u>
Capital Projects	GENERAL CAPITAL FUND					
	CHARGES FOR SERVICES	-	-	291,132	141,094	-
	CONTRIBUTIONS	-	-	133,796	133,796	-
	INVESTMENT INCOME	28,824	(5,839)	-	40,000	-
	MISCELLANEOUS REVENUE	44,890	10,748	-	-	-
	OPERATING TRANSFERS IN	4,246,000	2,939,435	1,080,000	300,000	845,000
	PRIOR YEAR SURPLUS	-	-	517,332	43,861	44,637
	TAXES	-	1,984	-	-	-
	Total	<u>\$ 4,319,713</u>	<u>\$ 2,946,328</u>	<u>\$ 2,022,260</u>	<u>\$ 658,751</u>	<u>\$ 889,637</u>
Component Units	SMART ZONE LDFA					
	INVESTMENT INCOME	16,897	80	24,576	27,000	31,117
	MISCELLANEOUS REVENUE	-	162,455	75,000	-	75,000
	PRIOR YEAR SURPLUS	-	-	-	-	337,983
	TAXES	2,512,493	3,169,097	3,400,000	3,566,551	3,870,000
	Total	<u>\$ 2,529,389</u>	<u>\$ 3,331,632</u>	<u>\$ 3,499,576</u>	<u>\$ 3,593,551</u>	<u>\$ 4,314,100</u>
	DDA/HOUSING FUND					
	CHARGES FOR SERVICES	-	-	310,500	310,500	321,368
	INVESTMENT INCOME	-	-	600	600	1,500
	OPERATING TRANSFERS IN	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	91,400	-	452,856
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 402,500</u>	<u>\$ 311,100</u>	<u>\$ 775,724</u>
	DOWNTOWN DEVELOPMENT AUTHORITY					
	INVESTMENT INCOME	-	-	35,000	63,971	20,000
	MISCELLANEOUS REVENUE	-	-	-	175,000	-
	PRIOR YEAR SURPLUS	-	-	1,265,335	-	3,209,996
	TAXES	-	-	6,477,772	6,508,630	6,736,432
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 7,778,107</u>	<u>\$ 6,747,601</u>	<u>\$ 9,966,428</u>
	DDA PARKING MAINTENANCE					
	CHARGES FOR SERVICES	-	-	3,638,578	3,638,578	1,800,000
	INVESTMENT INCOME	-	-	50,000	50,000	20,000
	OPERATING TRANSFERS IN	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	666,083	-	2,154,235
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 4,354,661</u>	<u>\$ 3,688,578</u>	<u>\$ 3,974,235</u>
	DDA PARKING SYSTEM					
	CHARGES FOR SERVICES	-	-	21,097,850	21,097,850	21,170,806
	INVESTMENT INCOME	-	-	50,000	50,000	10,000
	MISCELLANEOUS REVENUE	-	-	125,000	125,000	160,000
	PRIOR YEAR SURPLUS	-	-	1,937,463	1,937,463	2,604,294
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 23,210,313</u>	<u>\$ 23,210,313</u>	<u>\$ 23,945,100</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CITY TOTALS						
	CHARGES FOR SERVICES	126,149,525	134,762,415	166,857,820	166,721,162	168,508,444
	CONTRIBUTIONS	4,003,356	6,244,521	6,711,826	6,057,639	5,917,123
	FINES & FORFEITS	4,596,544	4,704,381	4,573,840	4,585,760	4,823,919
	INTERGOVERNMENTAL REVENUES	23,259,762	24,113,347	26,311,115	23,686,303	23,962,985
	INTRAGOVERNMENTAL SALES	22,781,223	23,253,576	26,665,590	24,208,821	24,479,323
	INVESTMENT INCOME	7,626,081	71,916,434	48,238,991	48,416,869	51,052,529
	LICENSES, PERMITS & REGISTRATIONS	7,471,138	7,784,600	6,927,296	8,519,110	7,324,096
	MISCELLANEOUS REVENUE	2,440,802	2,714,640	2,119,294	2,506,505	2,355,809
	PRIOR YEAR SURPLUS	-	-	32,582,188	2,363,790	19,870,878
	OPERATING TRANSFERS IN	31,336,118	18,702,732	19,358,918	12,002,577	9,343,301
	SALE OF BONDS	18,126,162	24,509,365	21,147,575	7,556,000	19,005,600
	SPECIAL ASSESSMENTS	62,236	93,372	207,932	78,000	66,238
	TAXES	86,136,013	88,603,053	97,188,783	97,672,944	103,061,519
	Total*	<u>\$ 333,988,961</u>	<u>\$ 407,402,435</u>	<u>\$ 458,891,168</u>	<u>\$ 404,375,480</u>	<u>\$ 439,771,764</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 Risk. Transactions involving Internal Service Funds would need to be eliminated to obtain consolidated totals.

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Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

GRANT/LOAN RECIPIENTS

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

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FY 2019 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	775,723										775,723
0002 ENERGY PROJECTS	238,266			238,266							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	9,966,428										9,966,428
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	4,314,100										4,314,100
0010 GENERAL	106,619,313	359,834	2,220,828	4,697,531	16,533,280	7,936,924	8,270,036	45,041,656	4,757,396	16,801,828	
0011 CENTRAL STORES	1,067,388						1,067,388				
0012 FLEET SERVICES	8,656,768						8,656,768				
0014 INFORMATION TECHNOLOGY	7,907,908					7,907,908					
0016 COMMUNITY TELEVISION NETWORK	2,278,826			2,278,826							
0021 MAJOR STREET	12,284,401					6,754	12,277,647				
0022 LOCAL STREET	4,912,533						4,912,533				
0023 COURT FACILITIES	225,000							225,000			
0024 OPEN SPACE & PARKLAND PRESERVATION	1,335,941				1,335,941						
0025 BANDEMER PROPERTY	11,834				11,834						
0026 CONSTRUCTION CODE FUND	3,315,063				3,315,063						
0027 DRUG ENFORCEMENT	17,894							17,894			
0028 FEDERAL EQUITABLE SHARING	46,912							46,912			
0033 DDA PARKING MAINTENANCE	3,974,235										3,974,235
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,973				39,973						
0035 GENERAL DEBT SERVICE	8,924,765									8,924,765	
0036 METRO EXPANSION	406,910						406,910				
0038 SPECIAL ASSISTANCE	5,000				5,000						
0041 OPEN SPACE ENDOWMENT	20,000				20,000						
0042 WATER SUPPLY SYSTEM	20,493,219			66,772		1,161,926	19,264,521				
0043 SEWAGE DISPOSAL SYSTEM	23,913,266			36,106		41,852	23,835,308				
0048 AIRPORT	917,357						917,357				
0049 PROJECT MANAGEMENT	4,768,553					44,379	4,724,174				
0052 VEBA TRUST	769,444										769,444
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	60,130						60,130				
0057 RISK FUND	30,437,922			28,029,080		2,408,842					
0058 WHEELER CENTER	446,124						446,124				
0059 EMPLOYEES RETIREMENT SYSTEM	41,581,199										41,581,199
0061 ALTERNATIVE TRANSPORTATION	692,336				20,249		672,087				
0062 STREET & SIDEWALK REPAIR MILLAGE	15,374,884						15,374,884				
0063 DDA PARKING SYSTEM	23,945,099										23,945,099
0064 MICHIGAN JUSTICE TRAINING	21,000							21,000			
0069 STORMWATER SEWER SYSTEM	9,520,678			45,995		41,852	9,432,831				
0070 AFFORDABLE HOUSING											
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,307,175				6,307,175						
0072 SOLID WASTE FUND	18,961,535			46,641		293,886	18,621,008				

FY 2019 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
0082 STORMWATER BOND PENDING	3,263,600						3,263,600				
0088 SEWER BOND	9,668,000						9,668,000				
0089 WATER BOND	6,074,000						6,074,000				
00CP GENERAL CAPITAL FUND	889,637						889,637				
0100 COUNTY MENTAL HEALTH MILLAGE	495,000			75,000			420,000				
	\$395,945,339	\$359,834	\$2,220,828	\$35,514,217	\$27,588,515	\$19,844,323	\$149,254,943	\$45,127,462	\$4,982,396	\$25,726,593	\$85,326,228

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
General	GENERAL					
	PERSONNEL SERVICES	38,335,836	39,535,063	42,509,447	39,593,865	41,759,249
	PAYROLL FRINGES	21,632,480	22,948,349	23,865,326	23,408,836	23,652,401
	EMPLOYEE ALLOWANCES	593,889	491,982	498,320	491,633	492,868
	OTHER SERVICES	9,382,440	9,995,791	10,466,484	10,081,737	11,379,944
	MATERIALS & SUPPLIES	1,661,135	1,435,526	1,394,502	1,338,376	1,332,500
	OTHER CHARGES	10,169,085	10,217,249	11,521,636	11,007,672	11,927,100
	PASS THROUGHGS	13,494,343	14,601,318	13,203,647	13,259,456	13,392,422
	CAPITAL OUTLAY	272,501	151,670	4,200,000	67,034	1,295,000
	VEHICLE OPERATING COSTS	43,069	34,493	61,500	38,600	61,500
	GRANT/LOAN RECIPIENTS	1,316,399	1,337,529	1,323,329	1,323,329	1,326,329
Total		\$ 96,901,177	\$ 100,748,970	\$ 109,044,191	\$ 100,610,538	\$ 106,619,313
Debt Service	GENERAL DEBT SERVICE					
	OTHER SERVICES	75,582	84,935	200	-	200
	OTHER CHARGES	26,570,643	33,205,983	8,788,721	8,788,721	8,924,565
Total		\$ 26,646,225	\$ 33,290,919	\$ 8,788,921	\$ 8,788,721	\$ 8,924,765
	GENERAL DEBT/SPECIAL ASSESSMENT					
	OTHER CHARGES	21,850	15,855	-	-	-
	PASS THROUGHGS	27,625	26,325	619,915	619,915	-
Total		\$ 49,475	\$ 42,180	\$ 619,915	\$ 619,915	\$ -
Enterprise	WATER SUPPLY SYSTEM					
	PERSONNEL SERVICES	4,286,563	4,203,263	4,216,384	4,021,697	4,332,917
	PAYROLL FRINGES	2,461,630	2,429,255	2,594,000	2,571,575	2,658,746
	EMPLOYEE ALLOWANCES	22,428	17,131	12,521	12,908	12,416
	OTHER SERVICES	3,072,225	3,183,226	3,555,203	3,389,810	3,029,676
	MATERIALS & SUPPLIES	1,884,534	2,162,157	2,577,168	2,371,718	2,476,707
	OTHER CHARGES	6,865,598	6,948,106	7,016,165	6,990,504	7,087,779
	PASS THROUGHGS	1,310,800	1,222,272	1,214,609	1,134,709	787,978
	CAPITAL OUTLAY	14,141	(6,127)	270,017	270,482	100,000
	VEHICLE OPERATING COSTS	5,112	2,572	7,000	9,325	7,000
	Total		\$ 19,923,030	\$ 20,161,856	\$ 21,463,067	\$ 20,772,728
	WATER BOND PENDING SERIES					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-
	OTHER CHARGES	-	-	11,787,917	7,556,000	6,074,000
	PASS THROUGHGS	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
Total		\$ -	\$ -	\$ 11,787,917	\$ 7,556,000	\$ 6,074,000
	SEWAGE DISPOSAL SYSTEM					
	PERSONNEL SERVICES	3,918,758	3,616,082	3,863,170	3,647,548	3,726,471
	PAYROLL FRINGES	2,277,516	2,230,938	2,334,310	2,272,338	2,271,303
	EMPLOYEE ALLOWANCES	24,936	11,262	7,619	9,087	6,067
	OTHER SERVICES	3,307,238	3,355,200	5,238,668	4,222,654	4,564,877
	MATERIALS & SUPPLIES	887,150	890,045	895,628	895,352	922,376
	OTHER CHARGES	7,149,024	8,269,533	9,747,674	8,424,614	11,356,525
	PASS THROUGHGS	674,259	702,600	668,867	668,867	682,556
	CAPITAL OUTLAY	(12,657)	38,835	380,653	280,653	362,091
	VEHICLE OPERATING COSTS	24,853	29,352	21,000	33,024	21,000
Total		\$ 18,251,078	\$ 19,143,847	\$ 23,157,589	\$ 20,454,137	\$ 23,913,266

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	SEWER BOND PENDING SERIES					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-
	OTHER CHARGES	-	-	14,764,371	-	9,668,000
	CAPITAL OUTLAY	-	-	-	-	-
	Total	\$ -	\$ -	\$ 14,764,371	\$ -	\$ 9,668,000
	AIRPORT					
	PERSONNEL SERVICES	234,883	232,102	240,995	241,750	251,235
	PAYROLL FRINGES	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	177,179	284,930	183,493	182,738	195,620
	MATERIALS & SUPPLIES	32,560	48,621	46,000	46,000	36,000
	OTHER CHARGES	211,253	215,870	207,082	207,082	207,911
	PASS THROUGHGS	7,884	8,124	6,885	6,885	7,091
	CAPITAL OUTLAY	-	-	195,000	195,000	190,000
	VEHICLE OPERATING COSTS	14,291	9,820	28,000	28,000	29,500
	Total	\$ 678,050	\$ 799,467	\$ 907,455	\$ 907,455	\$ 917,357
	STORMWATER SEWER SYSTEM					
	PERSONNEL SERVICES	1,475,511	1,449,369	1,425,486	1,426,863	1,698,127
	PAYROLL FRINGES	867,284	852,075	859,427	865,210	1,137,859
	EMPLOYEE ALLOWANCES	10,060	6,994	6,849	6,792	6,424
	OTHER SERVICES	1,954,605	1,924,878	2,905,055	2,774,941	3,273,797
	MATERIALS & SUPPLIES	112,840	128,921	114,600	131,095	102,900
	OTHER CHARGES	1,383,224	1,559,376	2,715,109	2,599,825	2,971,720
	PASS THROUGHGS	2,472,360	2,949,665	3,082,901	940,608	329,851
	CAPITAL OUTLAY	(12,620)	(179,392)	323,788	13,310	-
	VEHICLE OPERATING COSTS	612	5,750	-	-	-
	Total	\$ 8,263,876	\$ 8,697,637	\$ 11,433,215	\$ 8,758,644	\$ 9,520,678
	STORMWATER BOND					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-
	OTHER CHARGES	-	-	10,081,284	-	3,263,600
	CAPITAL OUTLAY	-	-	-	-	-
	Total	\$ -	\$ -	\$ 10,081,284	\$ -	\$ 3,263,600
	SOLID WASTE					
	PERSONNEL SERVICES	2,050,565	1,846,513	1,759,441	1,588,271	1,766,457
	PAYROLL FRINGES	1,134,903	1,165,797	1,152,743	1,112,293	1,170,765
	EMPLOYEE ALLOWANCES	7,666	4,644	4,117	2,872	2,357
	OTHER SERVICES	8,792,703	11,946,910	13,020,018	11,490,341	12,213,734
	MATERIALS & SUPPLIES	107,720	214,663	110,800	128,500	127,850
	OTHER CHARGES	6,779,982	1,289,066	8,140,872	2,399,659	3,262,266
	PASS THROUGHGS	441,682	1,286,023	414,926	414,926	418,106
	CAPITAL OUTLAY	159,334	(89,630)	188,219	-	-
	VEHICLE OPERATING COSTS	-	7,176	-	-	-
	Total	\$ 19,474,555	\$ 17,671,161	\$ 24,791,136	\$ 17,136,862	\$ 18,961,535

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
Internal Service	CENTRAL STORES					
	PERSONNEL SERVICES	229,944	233,660	332,167	323,340	154,866
	PAYROLL FRINGES	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	33,458	28,959	64,002	61,496	38,385
	MATERIALS & SUPPLIES	673,675	715,897	734,963	727,800	731,982
	OTHER CHARGES	133,432	125,811	94,676	94,676	98,499
	PASS THROUGHGS	47,772	48,168	44,929	44,929	43,656
	CAPITAL OUTLAY	-	-	-	-	-
	Total	\$ 1,118,281	\$ 1,152,495	\$ 1,270,737	\$ 1,252,241	\$ 1,067,388
	FLEET SERVICES					
	PERSONNEL SERVICES	1,473,431	1,369,921	1,493,936	1,499,677	1,426,245
	PAYROLL FRINGES	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	183,232	211,924	295,782	299,182	307,924
	MATERIALS & SUPPLIES	83,434	143,370	35,475	32,075	32,921
	OTHER CHARGES	2,749,558	2,954,508	2,904,192	2,898,451	2,926,751
	PASS THROUGHGS	2,683,902	677,039	678,546	678,546	680,316
	CAPITAL OUTLAY	186,550	76,602	4,899,264	4,899,264	1,138,860
	VEHICLE OPERATING COSTS	1,607,439	1,468,300	2,015,257	2,015,257	2,143,751
	Total	\$ 8,967,547	\$ 6,901,664	\$ 12,322,452	\$ 12,322,452	\$ 8,656,768
	INFORMATION TECHNOLOGY					
	PERSONNEL SERVICES	3,310,843	3,506,731	3,669,935	3,534,885	3,650,644
	PAYROLL FRINGES	6,868	9,118	17,483	34,630	21,110
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	2,044,473	2,340,540	2,423,827	2,121,146	2,485,396
	MATERIALS & SUPPLIES	261,727	630,480	958,345	657,285	569,987
	OTHER CHARGES	1,457,219	1,266,366	1,101,798	1,316,598	1,180,771
	PASS THROUGHGS	15,892	627,677	-	-	-
	CAPITAL OUTLAY	0	-	612,872	276,805	-
	Total	\$ 7,097,021	\$ 8,380,911	\$ 8,784,260	\$ 7,941,349	\$ 7,907,908
	PROJECT MANAGEMENT					
	PERSONNEL SERVICES	2,001,792	2,089,421	3,757,217	3,670,637	2,859,184
	PAYROLL FRINGES	-	-	-	-	749,079
	EMPLOYEE ALLOWANCES	-	-	-	-	10,140
	OTHER SERVICES	248,471	255,423	302,468	387,976	295,983
	MATERIALS & SUPPLIES	29,904	37,562	29,450	30,750	29,600
	OTHER CHARGES	619,093	631,366	736,242	732,392	784,248
	PASS THROUGHGS	4,538,052	42,192	39,418	39,418	40,319
	CAPITAL OUTLAY	-	-	-	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	\$ 7,437,312	\$ 3,055,963	\$ 4,864,795	\$ 4,861,173	\$ 4,768,553
	RISK FUND					
	PERSONNEL SERVICES	541,916	615,489	663,964	628,508	680,492
	PAYROLL FRINGES	41,573	221,371	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	704,449	754,436	1,221,086	1,104,239	1,111,772
	MATERIALS & SUPPLIES	19,385	16,382	57,500	57,500	51,500
	OTHER CHARGES	20,645,749	24,982,314	25,747,244	25,665,388	27,923,475
	PASS THROUGHGS	8,618,027	3,460,057	2,939,848	2,939,848	670,683
	Total	\$ 30,571,098	\$ 30,050,049	\$ 30,629,642	\$ 30,395,483	\$ 30,437,922

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	WHEELER CENTER					
	PERSONNEL SERVICES	50,487	42,741	41,337	45,009	42,793
	PAYROLL FRINGES	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	262,695	302,435	311,740	291,434	319,778
	MATERIALS & SUPPLIES	25,558	42,437	39,788	37,100	39,988
	OTHER CHARGES	49,145	49,628	42,824	43,278	43,565
	PASS THROUGHs	-	306,000	-	-	-
	CAPITAL OUTLAY	-	-	65,000	65,000	-
	Total	\$ 387,886	\$ 743,240	\$ 500,689	\$ 481,821	\$ 446,124
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND					
	PERSONNEL SERVICES	3,521	11,689	-	-	-
	PAYROLL FRINGES	998	4,071	-	-	-
	OTHER SERVICES	5,374	14,397	60,000	58,800	60,000
	MATERIALS & SUPPLIES	1,607	13,692	-	-	-
	OTHER CHARGES	1,355	1,233	130	1,330	130
	Total	\$ 12,855	\$ 45,082	\$ 60,130	\$ 60,130	\$ 60,130
Pension Trust	VEBA TRUST					
	PERSONNEL SERVICES	20,544	26,783	-	-	-
	OTHER SERVICES	329,328	350,324	651,276	731,875	769,075
	MATERIALS & SUPPLIES	222	383	232	250	250
	OTHER CHARGES	15,104	22,417	119	119	119
	Total	\$ 365,199	\$ 399,907	\$ 651,627	\$ 732,244	\$ 769,444
	EMPLOYEES' RETIREMENT SYSTEM					
	PERSONNEL SERVICES	306,776	320,347	284,776	303,528	278,802
	PAYROLL FRINGES	187,450	168,892	174,327	177,527	156,353
	OTHER SERVICES	865,188	961,850	2,216,324	2,374,976	2,467,545
	MATERIALS & SUPPLIES	1,021	3,531	3,768	4,500	4,000
	OTHER CHARGES	34,065,780	35,548,795	37,247,246	38,650,246	38,674,499
	Total	\$ 35,426,216	\$ 37,003,415	\$ 39,926,441	\$ 41,510,777	\$ 41,581,199
Special Revenue	ENERGY PROJECTS					
	PERSONNEL SERVICES	6,161	7,304	5,440	-	5,440
	PAYROLL FRINGES	507	593	-	-	-
	OTHER SERVICES	5,013	2,066	62,000	123	62,000
	MATERIALS & SUPPLIES	-	-	100,000	-	100,000
	OTHER CHARGES	13,848	14,268	4,454	4,554	4,588
	PASS THROUGHs	72,639	70,358	69,560	69,560	66,238
	CAPITAL OUTLAY	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	20,000	-	-	-	-
	Total	\$ 118,169	\$ 94,589	\$ 241,454	\$ 74,237	\$ 238,266
	LOCAL LAW ENFORC BLOCK GRANT					
	PERSONNEL SERVICES	-	-	-	-	-
	OTHER SERVICES	2,034	-	-	-	-
	MATERIALS & SUPPLIES	16,572	-	-	-	-
	PASS THROUGHs	-	245	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
	Total	\$ 18,606	\$ 245	\$ -	\$ -	\$ -

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
COMMUNITY TELEVISION NETWORK						
	PERSONNEL SERVICES	632,710	678,225	732,843	734,661	740,207
	PAYROLL FRINGES	467,151	479,113	530,321	534,672	551,549
	EMPLOYEE ALLOWANCES	638	358	780	780	780
	OTHER SERVICES	286,504	267,496	357,885	345,942	360,123
	MATERIALS & SUPPLIES	70,846	46,132	94,000	71,433	94,000
	OTHER CHARGES	295,043	286,634	330,270	328,442	332,167
	PASS THROUGHGS	2,500,000	-	-	-	-
	CAPITAL OUTLAY	18,416	-	200,000	200,000	200,000
	Total	\$ 4,271,307	\$ 1,757,958	\$ 2,246,099	\$ 2,215,930	\$ 2,278,826
HOMELAND SECURITY GRANT FUND						
	PERSONNEL SERVICES	44,144	47,816	42,089	42,089	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	1,014	563	-	-	-
	MATERIALS & SUPPLIES	1,581	2,780	67	67	-
	Total	\$ 46,739	\$ 51,159	\$ 42,156	\$ 42,156	\$ -
MAJOR STREET						
	PERSONNEL SERVICES	1,673,441	1,704,265	2,149,725	2,109,269	2,048,992
	PAYROLL FRINGES	1,137,210	1,126,850	1,234,051	1,243,532	1,232,993
	EMPLOYEE ALLOWANCES	10,394	7,516	5,356	8,348	4,999
	OTHER SERVICES	1,371,002	1,197,313	6,675,965	1,999,803	5,112,337
	MATERIALS & SUPPLIES	980,427	810,817	1,127,404	1,059,488	859,975
	OTHER CHARGES	1,061,050	1,085,640	1,966,837	6,074,666	1,857,925
	PASS THROUGHGS	910,527	1,111,030	1,184,386	1,144,836	1,167,180
	CAPITAL OUTLAY	310,718	104,882	178,263	196,581	-
	VEHICLE OPERATING COSTS	-	(0)	-	-	-
	Total	\$ 7,454,768	\$ 7,148,312	\$ 14,521,987	\$ 13,836,523	\$ 12,284,401
LOCAL STREET						
	PERSONNEL SERVICES	401,076	441,605	538,981	585,122	539,125
	PAYROLL FRINGES	292,815	310,394	351,576	367,308	337,950
	EMPLOYEE ALLOWANCES	-	-	103	47	103
	OTHER SERVICES	547,059	585,515	1,036,719	1,245,202	3,500,044
	MATERIALS & SUPPLIES	163,959	144,929	256,550	275,300	258,391
	OTHER CHARGES	57,108	58,692	144,240	56,715	55,276
	PASS THROUGHGS	147,158	204,253	489,994	213,994	221,644
	CAPITAL OUTLAY	-	132,733	346,860	364,130	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	\$ 1,609,175	\$ 1,878,120	\$ 3,165,023	\$ 3,107,818	\$ 4,912,533
COURT FACILITIES						
	PASS THROUGHGS	225,000	225,000	225,000	225,000	225,000
	Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
OPEN SPACE & PARKLAND PRESERVATION						
	PERSONNEL SERVICES	33,407	26,627	25,069	25,162	25,615
	PAYROLL FRINGES	17,093	16,078	14,580	14,600	14,793
	EMPLOYEE ALLOWANCES	163	72	117	117	117
	OTHER SERVICES	124,747	144,442	128,000	137,523	128,000
	MATERIALS & SUPPLIES	64	91	750	100	750
	OTHER CHARGES	122,702	419,086	84,003	85,003	3,003
	PASS THROUGHGS	878,603	1,163,263	1,211,347	1,211,347	1,163,663
	CAPITAL OUTLAY	34,150	284,824	1,199,500	1,154,209	-
	Total	\$ 1,210,929	\$ 2,054,482	\$ 2,663,366	\$ 2,628,061	\$ 1,335,941

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	BANDEMER PROPERTY					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	1,500	38	-	-	-
	MATERIALS & SUPPLIES	908	-	-	-	-
	OTHER CHARGES	720	732	1,781	1,781	1,834
	CAPITAL OUTLAY	70,138	-	10,000	10,000	10,000
	Total	\$ 73,266	\$ 770	\$ 11,781	\$ 11,781	\$ 11,834
	CONSTRUCTION CODE FUND					
	PERSONNEL SERVICES	1,192,936	1,175,414	1,513,803	1,558,306	1,632,011
	PAYROLL FRINGES	735,391	752,533	838,617	857,999	899,714
	EMPLOYEE ALLOWANCES	13,535	9,002	7,365	10,503	11,319
	OTHER SERVICES	686,913	534,131	572,446	596,541	120,049
	MATERIALS & SUPPLIES	16,122	26,675	11,200	39,420	11,200
	OTHER CHARGES	544,669	576,991	612,555	651,668	640,670
	PASS THROUGHGS	-	-	-	-	-
	CAPITAL OUTLAY	58,191	39,152	-	-	-
	VEHICLE OPERATING COSTS	42	-	100	100	100
	Total	\$ 3,247,799	\$ 3,113,898	\$ 3,556,086	\$ 3,714,537	\$ 3,315,063
	DRUG ENFORCEMENT					
	OTHER SERVICES	20,120	375	3,041	-	-
	MATERIALS & SUPPLIES	51,376	32,865	90,507	39,881	17,894
	OTHER CHARGES	-	50,833	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-
	Total	\$ 71,496	\$ 84,073	\$ 93,548	\$ 39,881	\$ 17,894
	FEDERAL EQUITABLE SHARING FORFEITURE					
	OTHER SERVICES	30,154	-	35,017	-	-
	MATERIALS & SUPPLIES	115,843	39,317	57,689	28,152	46,912
	OTHER CHARGES	1,878	-	-	-	-
	CAPITAL OUTLAY	-	-	8,000	8,000	-
	Total	\$ 147,874	\$ 39,317	\$ 100,706	\$ 36,152	\$ 46,912
	PARKS MEMORIALS & CONTRIBUTIONS					
	PERSONNEL SERVICES	116	-	-	-	-
	PAYROLL FRINGES	38	25	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-
	OTHER SERVICES	4,636	7,339	474,673	65,000	10,973
	MATERIALS & SUPPLIES	6,095	5,853	19,500	14,000	14,000
	OTHER CHARGES	85	85	12,000	-	-
	PASS THROUGHGS	11,450	104,231	15,000	15,000	15,000
	CAPITAL OUTLAY	73,512	56,517	136,685	100,000	-
	Total	\$ 95,932	\$ 174,051	\$ 657,858	\$ 194,000	\$ 39,973
	METRO EXPANSION					
	PERSONNEL SERVICES	46,156	46,789	62,778	86,257	49,735
	PAYROLL FRINGES	19,864	13,827	31,929	39,780	20,308
	EMPLOYEE ALLOWANCES	-	-	32	32	16
	OTHER SERVICES	80,542	88,715	204,429	183,022	267,890
	MATERIALS & SUPPLIES	36,973	6,257	55,500	35,000	55,500
	OTHER CHARGES	7,980	8,196	13,092	13,092	13,461
	Total	\$ 191,515	\$ 163,785	\$ 367,760	\$ 357,183	\$ 406,910
	SPECIAL ASSISTANCE					
	OTHER SERVICES	4,000	-	5,000	5,000	5,000
	Total	\$ 4,000	\$ -	\$ 5,000	\$ 5,000	\$ 5,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	OPEN SPACE ENDOWMENT					
	OTHER SERVICES	3,408	5,742	20,000	5,000	20,000
	Total	<u>\$ 3,408</u>	<u>\$ 5,742</u>	<u>\$ 20,000</u>	<u>\$ 5,000</u>	<u>\$ 20,000</u>
	CEMETARY PERPETUAL CARE					
	OTHER SERVICES	-	-	-	-	-
	Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	ART IN PUBLIC PLACES					
	PERSONNEL SERVICES	8,737	66	-	-	-
	PAYROLL FRINGES	2,452	14	-	-	-
	OTHER SERVICES	52,990	4,458	33,046	19,546	-
	MATERIALS & SUPPLIES	2,936	6,200	1,075	-	-
	OTHER CHARGES	-	-	19,294	-	-
	PASS THROUGHGS	-	-	-	-	-
	CAPITAL OUTLAY	217,669	-	-	-	-
	Total	<u>\$ 284,784</u>	<u>\$ 10,738</u>	<u>\$ 53,415</u>	<u>\$ 19,546</u>	<u>\$ -</u>
	ALTERNATIVE TRANSPORTATION					
	PERSONNEL SERVICES	113,801	85,109	114,597	113,915	129,222
	PAYROLL FRINGES	52,204	46,218	61,083	61,323	67,074
	EMPLOYEE ALLOWANCES	105	-	632	476	593
	OTHER SERVICES	61,203	88,425	71,385	58,911	62,510
	MATERIALS & SUPPLIES	2,754	23,430	11,001	10,100	10,100
	OTHER CHARGES	20,215	9,793	646,146	238,836	422,837
	PASS THROUGHGS	-	78,689	25,681	22,073	-
	CAPITAL OUTLAY	17,115	36,948	-	-	-
	Total	<u>\$ 267,396</u>	<u>\$ 368,612</u>	<u>\$ 930,525</u>	<u>\$ 505,634</u>	<u>\$ 692,336</u>
	STREET, BRIDGE & SIDEWALK MILLAGE					
	PERSONNEL SERVICES	1,134,899	1,060,883	477,488	-	8,704
	PAYROLL FRINGES	231,952	211,748	13,554	-	4,561
	EMPLOYEE ALLOWANCES	-	-	-	-	78
	OTHER SERVICES	2,149,565	2,925,171	3,637,222	-	-
	MATERIALS & SUPPLIES	60,746	243,346	79,889	-	-
	OTHER CHARGES	2,052,302	1,820,187	9,317,194	18,613,704	15,291,171
	PASS THROUGHGS	891,405	644,128	1,611,320	68,320	70,370
	CAPITAL OUTLAY	15,171,709	15,347,326	21,418,614	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	<u>\$ 21,692,578</u>	<u>\$ 22,252,789</u>	<u>\$ 36,555,281</u>	<u>\$ 18,682,024</u>	<u>\$ 15,374,884</u>
	MICHIGAN JUSTICE TRAINING					
	OTHER SERVICES	20,000	20,000	21,000	24,053	21,000
	MATERIALS & SUPPLIES	-	-	-	-	-
	Total	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 21,000</u>	<u>\$ 24,053</u>	<u>\$ 21,000</u>
	AFFORDABLE HOUSING					
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-
	OTHER CHARGES	776,049	-	-	-	-
	PASS THROUGHGS	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	-	50,000	-	-	-
	Total	<u>\$ 776,049</u>	<u>\$ 50,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	PARKS MAINT & CAPITAL IMPROVEMENTS					
	PERSONNEL SERVICES	1,513,885	1,517,532	1,831,228	1,660,810	1,585,788
	PAYROLL FRINGES	905,687	879,255	915,227	899,187	688,983
	EMPLOYEE ALLOWANCES	13,510	7,706	7,493	8,737	9,643
	OTHER SERVICES	1,261,045	1,236,531	1,885,187	1,158,627	1,919,996
	MATERIALS & SUPPLIES	366,666	443,177	338,895	327,747	370,075
	OTHER CHARGES	351,363	378,165	666,664	560,373	1,732,690
	PASS THROUGHGS	15,000	196,189	2,037	37,037	-
	CAPITAL OUTLAY	848,169	1,678,163	2,074,460	1,144,179	-
	VEHICLE OPERATING COSTS	-	-	-	-	-
	Total	\$ 5,275,325	\$ 6,336,717	\$ 7,721,191	\$ 5,796,697	\$ 6,307,175
	MAJOR GRANT PROGRAMS					
	PERSONNEL SERVICES	172,678	228,812	279,717	-	-
	PAYROLL FRINGES	10,932	20,484	9,861	-	-
	EMPLOYEE ALLOWANCES	110	(65)	-	-	-
	OTHER SERVICES	670,210	1,310,469	5,045,305	142,725	-
	MATERIALS & SUPPLIES	35,110	5,080	24,728	-	-
	OTHER CHARGES	0	-	206,216	-	-
	PASS THROUGHGS	53,552	-	-	-	-
	CAPITAL OUTLAY	347,777	-	326,337	-	-
	GRANT/LOAN RECIPIENTS	46,302	46,560	55,258	-	-
	Total	\$ 1,336,672	\$ 1,611,341	\$ 5,947,422	\$ 142,725	\$ -
	COUNTY MENTAL HEALTH MILLAGE					
	PERSONNEL SERVICES	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	190,000
	PASS THROUGHGS	-	-	-	-	105,000
	CAPITAL OUTLAY	-	-	-	-	200,000
	Total	\$ -	\$ -	\$ -	\$ -	\$ 495,000
Capital Projects	GENERAL CAPITAL FUND					
	PERSONNEL SERVICES	28,523	136,012	94,116	-	-
	PAYROLL FRINGES	7,288	33,613	600	-	-
	OTHER SERVICES	654,187	2,221,795	2,501,404	85,101	-
	MATERIALS & SUPPLIES	43,375	14,318	284,700	-	-
	OTHER CHARGES	49,044	9,943	795,353	594,977	889,637
	PASS THROUGHGS	-	27,729	460,432	143,861	-
	CAPITAL OUTLAY	123,625	24,367	1,816,952	574,999	-
	Total	\$ 906,042	\$ 2,467,779	\$ 5,953,557	\$ 1,398,938	\$ 889,637
Component Units	SMART ZONE LDFA					
	OTHER SERVICES	2,425,863	2,563,428	3,431,081	3,431,081	4,267,614
	OTHER CHARGES	40,608	41,700	45,314	45,314	46,486
	Total	\$ 2,466,471	\$ 2,605,128	\$ 3,476,395	\$ 3,476,395	\$ 4,314,100
	DDA/HOUSING FUND					
	OTHER SERVICES	-	-	-	-	-
	OTHER CHARGES	-	-	402,500	402,500	775,723
	PASS THROUGHGS	-	-	-	-	-
	Total	\$ -	\$ -	\$ 402,500	\$ 402,500	\$ 775,723

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
	DOWNTOWN DEVELOPMENT AUTHORITY					
	PERSONNEL SERVICES	15,707	(19,997)	296,787	296,787	344,436
	PAYROLL FRINGES	3,803	(3,001)	150,389	150,389	152,919
	EMPLOYEE ALLOWANCES	130	(130)	780	780	780
	OTHER SERVICES	-	-	1,708,500	1,708,500	1,077,023
	MATERIALS & SUPPLIES	-	-	19,500	19,500	22,245
	OTHER CHARGES	-	-	1,170,330	1,170,330	924,293
	PASS THROUGHGS	-	-	1,791,196	1,791,196	3,095,732
	CAPITAL OUTLAY	-	-	2,640,625	2,640,625	4,349,000
	Total	\$ 19,640	\$ (23,128)	\$ 7,778,107	\$ 7,778,107	\$ 9,966,428
	DDA PARKING MAINTENANCE					
	OTHER SERVICES	-	-	749,000	749,000	733,160
	CAPITAL OUTLAY	-	-	3,605,661	3,605,661	3,241,075
	Total	\$ -	\$ -	\$ 4,354,661	\$ 4,354,661	\$ 3,974,235
	DDA PARKING SYSTEM					
	PERSONNEL SERVICES	-	-	317,055	317,055	365,824
	PAYROLL FRINGES	-	-	150,377	150,377	152,914
	EMPLOYEE ALLOWANCES	-	-	780	780	780
	OTHER SERVICES	-	-	8,139,832	8,139,832	8,151,141
	MATERIALS & SUPPLIES	-	-	20,435	20,435	22,750
	OTHER CHARGES	-	-	6,416,765	6,416,765	6,049,896
	PASS THROUGHGS	-	-	8,055,152	8,055,152	9,038,581
	CAPITAL OUTLAY	-	-	109,916	109,916	163,213
	Total	\$ -	\$ -	\$ 23,210,312	\$ 23,210,312	\$ 23,945,099
	CITY TOTALS					
	PERSONNEL SERVICES	65,259,746	66,235,639	72,739,971	68,055,011	70,102,581
	PAYROLL FRINGES	32,495,090	33,917,611	35,299,781	34,761,576	35,941,374
	EMPLOYEE ALLOWANCES	697,564	556,470	552,864	553,892	559,480
	OTHER SERVICES	41,902,350	49,200,169	79,713,763	59,673,877	68,522,566
	MATERIALS & SUPPLIES	7,754,823	8,334,933	9,591,609	8,398,924	8,342,353
	OTHER CHARGES	124,281,756	132,064,420	175,500,310	152,635,275	165,417,180
	PASS THROUGHGS	40,037,934	29,782,574	38,055,596	33,745,483	32,221,386
	CAPITAL OUTLAY	17,898,437	17,696,871	45,206,686	16,175,848	11,249,239
	VEHICLE OPERATING COSTS	1,695,417	1,557,462	2,132,857	2,124,306	2,262,851
	GRANT/LOAN RECIPIENTS	1,382,701	1,434,089	1,378,587	1,323,329	1,326,329
	Total*	\$ 333,405,819	\$ 340,780,237	\$ 460,172,024	\$ 377,447,521	\$ 395,945,339

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

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**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Mayor & Council	377,892	374,321	352,638	352,859	359,834
010 Mayor	377,892	374,321	352,638	352,859	359,834
Personnel Services	39,342	38,955	39,179	39,906	39,179
Personnel Services-Other	202,578	202,786	205,602	207,414	226,201
Payroll Fringes	48,702	48,816	52,355	51,853	36,855
Other Services	9,637	7,010	7,247	10,799	8,265
Materials & Supplies	878	1,920	875	888	875
Other Charges	76,754	74,835	47,380	41,999	48,459
City Attorney	2,083,827	2,187,130	2,488,297	2,553,353	2,220,828
014 Attorney	2,083,827	2,187,130	2,488,297	2,553,353	2,220,828
Personnel Services	1,111,586	1,180,838	1,451,342	1,425,810	1,228,254
Personnel Services-Other	28,603	44,710	-	39,667	-
Payroll Fringes	626,002	654,870	705,871	749,404	672,515
Employee Allowances	6,993	3,960	4,320	4,320	4,320
Other Services	24,863	19,191	48,800	44,822	28,800
Materials & Supplies	34,801	37,542	30,800	30,568	30,800
Other Charges	250,979	246,019	247,164	258,762	256,139
Capital Outlay	-	-	-	-	-
City Administrator Service Area	4,207,193	4,528,433	4,417,572	4,318,562	4,697,531
011 City Administrator	719,888	761,009	847,730	812,939	889,526
Personnel Services	292,917	370,714	351,173	343,440	466,002
Personnel Services-Other	16,836	-	20,000	18,470	20,000
Payroll Fringes	107,652	153,836	144,504	148,252	177,712
Employee Allowances	3,298	1,853	1,560	1,560	1,560
Other Services	157,206	87,522	154,826	151,570	70,700
Materials & Supplies	1,441	2,513	28,170	2,150	2,150
Other Charges	140,538	144,571	147,497	147,497	151,402
012 Human Resources	1,864,188	1,919,875	2,005,793	2,014,734	1,970,972
Personnel Services	912,837	995,564	1,029,539	1,030,341	1,029,445
Personnel Services-Other	78,823	70,982	45,500	76,954	45,500
Payroll Fringes	565,778	573,025	599,195	592,947	616,536
Employee Allowances	6,020	3,575	3,900	3,900	3,900
Other Services	75,292	63,629	116,390	99,323	55,487
Materials & Supplies	4,970	6,413	5,600	5,600	5,600
Other Charges	220,469	206,686	205,669	205,669	214,504

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
013 Safety	251,228	297,419	349,783	302,693	343,651
Personnel Services	160,019	189,004	226,466	186,345	221,383
Personnel Services-Other	-	614	-	1,619	-
Payroll Fringes	88,559	105,746	121,757	113,069	119,928
Employee Allowances	2,650	2,055	1,560	1,660	2,340
015 City Clerk	1,132,245	1,322,226	1,214,266	1,188,196	1,286,985
Personnel Services	365,472	341,571	454,457	413,648	452,900
Personnel Services-Other	207,879	282,205	134,433	146,071	214,206
Payroll Fringes	260,556	267,127	303,709	298,787	304,351
Employee Allowances	5,189	3,780	1,560	3,325	2,340
Other Services	84,158	88,766	76,229	73,706	106,259
Materials & Supplies	32,581	45,437	60,360	63,760	27,231
Other Charges	176,410	168,339	183,518	188,899	179,698
Pass Throughs	-	125,000	-	-	-
029 Sustainability & Innovation	239,645	227,905	-	-	206,397
Personnel Services	34,289	29,308	-	-	132,383
Personnel Services-Other	61,806	64,597	-	-	-
Payroll Fringes	20,468	21,519	-	-	73,663
Employee Allowances	1,131	460	-	-	351
Other Services	13,387	4,818	-	-	-
Materials & Supplies	1,153	56	-	-	-
Other Charges	22,410	22,146	-	-	-
Pass Throughs	85,000	85,000	-	-	-
Community Services Area	13,115,358	13,261,222	14,096,580	13,812,892	16,533,280
002 Community Development	4,289,851	4,408,768	4,649,213	4,450,130	4,550,349
Personnel Services	1,115,325	1,187,746	1,308,324	1,270,420	1,363,152
Personnel Services-Other	135,064	128,318	176,700	125,840	179,481
Payroll Fringes	904,272	900,969	1,021,203	911,136	994,290
Employee Allowances	14,627	10,831	8,079	12,959	10,899
Other Services	165,249	165,277	165,000	165,249	165,000
Materials & Supplies	-	9,000	-	-	-
Other Charges	638,916	569,102	646,578	641,197	511,198
Pass Throughs	-	99,996	-	-	-
Grant/Loan Recipients	1,316,399	1,337,529	1,323,329	1,323,329	1,326,329

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
033 Building & Rental Services	1,572,830	1,729,904	1,830,567	1,902,773	1,809,371
Personnel Services	600,292	693,624	657,196	666,251	597,634
Personnel Services-Other	109,441	38,341	14,583	32,703	-
Payroll Fringes	386,761	417,733	386,244	416,421	379,977
Employee Allowances	8,982	6,537	4,218	5,127	2,760
Other Services	124,919	248,530	397,792	404,104	457,218
Materials & Supplies	20,488	20,753	9,400	14,483	7,000
Other Charges	279,861	304,172	361,134	363,684	364,782
Pass Throughs	-	-	-	-	-
Capital Outlay	42,086	-	-	-	-
Vehicle Operating Costs	-	214	-	-	-
050 Planning	1,371,200	1,100,037	1,337,378	1,317,487	1,434,969
Personnel Services	438,357	517,331	588,233	567,605	611,252
Personnel Services-Other	85,942	23,073	8,500	6,500	8,500
Payroll Fringes	326,939	345,635	382,856	380,092	407,527
Employee Allowances	535	770	195	780	1,599
Other Services	157,001	37,549	84,550	84,923	126,850
Materials & Supplies	4,053	6,546	4,142	8,374	4,348
Other Charges	158,373	169,134	268,902	269,213	274,893
Pass Throughs	200,000	-	-	-	-
060 Parks & Recreation	5,881,477	6,022,512	6,279,422	6,142,502	8,738,591
Personnel Services	1,144,075	1,224,347	1,222,205	1,187,173	1,548,598
Personnel Services-Other	1,546,117	1,522,924	1,737,915	1,599,645	1,887,758
Payroll Fringes	902,260	921,961	798,510	931,395	1,042,349
Employee Allowances	19,061	12,010	13,095	12,555	14,214
Other Services	1,117,666	1,155,585	1,271,214	1,166,094	2,014,846
Materials & Supplies	477,553	481,242	463,987	455,373	513,327
Other Charges	631,824	641,728	711,246	751,667	1,365,253
Pass Throughs	-	-	-	-	290,996
Capital Outlay	-	28,437	-	-	-
Vehicle Operating Costs	42,922	34,279	61,250	38,600	61,250
Grant/Loan Recipients	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Financial & Administrative Services	7,059,281	7,572,228	8,027,362	7,641,918	7,936,924
018 Finance	3,543,563	3,862,103	3,986,827	3,925,931	4,311,282
Personnel Services	1,597,937	1,763,790	1,920,485	1,846,000	1,957,848
Personnel Services-Other	57,320	96,038	7,500	9,811	7,500
Payroll Fringes	1,132,557	1,162,457	1,263,157	1,256,006	1,318,184
Employee Allowances	16,180	16,203	18,330	18,340	18,330
Other Services	127,460	203,970	151,950	170,005	242,550
Materials & Supplies	69,973	70,982	64,539	65,545	65,489
Other Charges	542,138	548,663	560,866	560,224	643,345
Pass Throughs	-	-	-	-	58,036
Capital Outlay	-	-	-	-	-
078 Customer Service	228,327	233,834	306,429	284,538	-
Personnel Services	116,362	119,305	127,086	110,005	-
Personnel Services-Other	-	-	5,918	6,454	-
Payroll Fringes	71,431	73,736	78,877	73,001	-
Employee Allowances	-	-	-	-	-
Other Services	-	-	100	393	-
Materials & Supplies	875	521	-	237	-
Other Charges	24,456	24,744	36,585	36,585	-
Pass Throughs	15,204	15,528	57,863	57,863	-
Vehicle Operating Costs	-	-	-	-	-
092 Information Technology	3,287,391	3,476,291	3,734,106	3,431,449	3,625,642
Personnel Services	2,005,928	2,103,864	2,247,220	1,992,723	2,229,470
Personnel Services-Other	36,652	110,682	104,646	98,547	76,599
Payroll Fringes	1,221,526	1,248,160	1,367,069	1,325,428	1,304,402
Employee Allowances	23,284	13,585	15,171	14,751	15,171
Other Services	1	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Public Services	12,090,346	12,039,790	13,771,191	12,067,800	8,270,036
040 Engineering	3,095,401	2,754,238	3,729,426	2,050,427	4,089,211
Personnel Services	872,278	893,841	2,188,847	920,180	1,034,673
Personnel Services-Other	92,449	155,621	93,728	91,728	98,218
Payroll Fringes	978,045	985,357	1,361,164	1,031,932	696,642
Employee Allowances	33,977	24,098	16,487	6,587	6,884
Other Services	5,667	567	-	-	1,646,013
Materials & Supplies	-	-	-	-	105,750
Other Charges	-	-	-	-	2,500
Pass Throughs	1,014,285	694,755	69,200	-	498,531
Capital Outlay	98,701	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-
046 Systems Planning	100,000	65,912	230,285	230,285	20,088
Personnel Services	-	478	31,940	94,311	-
Personnel Services-Other	-	-	165,000	72,792	-
Payroll Fringes	-	147	13,537	39,270	-
Employee Allowances	-	-	374	335	-
Other Services	-	-	193	696	195
Materials & Supplies	-	-	-	40	-
Other Charges	-	-	19,241	22,841	19,893
Pass Throughs	100,000	65,287	-	-	-
061 Public Works	4,588,615	4,616,362	5,065,476	5,067,551	46,422
Personnel Services	469,493	433,394	618,578	524,533	28,650
Personnel Services-Other	164,113	150,046	83,011	180,036	-
Payroll Fringes	424,068	411,315	454,085	445,609	17,522
Employee Allowances	4,486	3,107	2,672	3,894	250
Other Services	2,187,160	2,368,405	2,352,015	2,331,627	-
Materials & Supplies	202,727	169,744	160,626	120,319	-
Other Charges	653,381	660,099	625,960	625,970	-
Pass Throughs	428,153	420,250	768,529	768,529	-
Capital Outlay	55,033	-	-	67,034	-
Vehicle Operating Costs	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
070 Public Services Administration	134,989	290,003	158,431	158,431	155,063
Personnel Services	-	-	-	-	-
Payroll Fringes	-	-	-	-	-
Other Services	-	1,692	26,767	23,692	26,767
Materials & Supplies	9,791	42	-	3,075	-
Other Charges	125,198	136,668	131,664	131,664	128,296
Pass Throughs	-	151,600	-	-	-
074 Utilities-Water Treatment	296,563	529,327	870,177	853,018	466,677
Personnel Services	31,910	53,944	137,053	136,641	143,655
Personnel Services-Other	5,996	2,171	4,500	4,500	9,500
Payroll Fringes	39,191	41,942	81,900	81,868	82,750
Employee Allowances	-	-	197	197	198
Other Services	92,241	128,862	121,415	104,700	129,900
Materials & Supplies	33,593	10,976	16,870	16,870	17,432
Other Charges	13,632	21,432	8,242	8,242	8,242
Pass Throughs	80,000	270,000	500,000	500,000	75,000
Capital Outlay	-	-	-	-	-
091 Fleet & Facility Services	3,874,778	3,783,950	3,717,396	3,708,088	3,492,575
Personnel Services	1,263,270	1,231,771	1,322,571	1,310,934	1,294,252
Personnel Services-Other	126,569	50,543	98,621	98,621	63,500
Payroll Fringes	953,353	930,936	944,468	943,566	925,773
Employee Allowances	15,523	11,834	10,702	10,702	10,702
Other Services	802,850	761,548	871,722	854,953	826,776
Materials & Supplies	61,550	62,712	54,200	54,200	56,300
Other Charges	99,936	92,580	114,826	114,826	119,555
Pass Throughs	551,580	642,024	300,286	320,286	195,717
Capital Outlay	-	-	-	-	-
Vehicle Operating Costs	147	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Safety Services	42,116,246	43,481,631	42,810,790	42,556,185	45,041,656
031 Police	26,308,875	27,066,738	26,881,479	26,633,424	28,516,331
Personnel Services	11,165,842	11,257,602	11,629,038	11,353,837	11,893,527
Personnel Services-Other	1,913,771	2,018,434	1,651,538	1,689,159	1,557,706
Payroll Fringes	6,985,614	7,383,113	7,273,467	7,220,601	8,012,475
Employee Allowances	280,997	239,215	249,380	249,380	251,720
Other Services	2,330,855	2,557,493	2,309,841	2,334,269	2,778,926
Materials & Supplies	314,934	174,663	144,100	161,405	144,100
Other Charges	3,292,018	3,400,739	3,624,115	3,624,773	3,877,877
Pass Throughs	-	-	-	-	-
Capital Outlay	24,845	35,479	-	-	-
Vehicle Operating Costs	-	-	-	-	-
032 Fire	15,807,371	16,414,893	15,929,311	15,922,761	16,525,325
Personnel Services	6,845,218	6,992,239	6,737,687	6,780,179	6,954,092
Personnel Services-Other	1,088,366	1,137,405	839,288	902,403	659,909
Payroll Fringes	4,378,867	4,729,037	4,660,134	4,541,401	5,141,232
Employee Allowances	145,300	135,195	143,700	137,881	142,090
Other Services	1,142,860	1,236,920	1,276,203	1,290,578	1,241,268
Materials & Supplies	285,870	221,502	234,297	232,567	234,297
Other Charges	1,861,798	1,874,839	2,002,071	2,002,071	2,152,187
Pass Throughs	7,256	-	35,681	35,681	-
Capital Outlay	51,836	87,754	-	-	-
Vehicle Operating Costs	-	-	250	-	250
District Court	4,260,038	4,400,177	4,683,626	4,691,154	4,757,396
021 District Court	4,260,038	4,400,177	4,683,626	4,691,154	4,757,396
Personnel Services	1,719,727	1,785,224	1,909,551	1,932,662	1,959,143
Personnel Services-Other	75,039	31,116	51,000	51,987	51,000
Payroll Fringes	1,209,880	1,332,538	1,321,028	1,326,728	1,327,718
Employee Allowances	5,658	2,915	2,820	3,380	3,240
Other Services	532,414	521,852	620,559	601,343	623,253
Materials & Supplies	48,514	57,887	53,300	49,686	53,300
Other Charges	668,806	668,646	725,368	725,368	739,742
Pass Throughs	-	-	-	-	-
Capital Outlay	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Other	11,590,996	12,904,038	18,396,135	12,615,815	16,801,828
019 Non-Departmental	11,590,996	12,904,038	18,396,135	12,615,815	16,801,828
Personnel Services	-	-	-	-	-
Personnel Services-Other	-	-	863,460	-	1,468,179
Payroll Fringes	-	238,374	530,070	530,070	-
Employee Allowances	-	-	-	-	-
Other Services	231,553	336,603	413,671	168,891	830,871
Materials & Supplies	55,389	55,076	63,236	53,236	64,501
Other Charges	291,188	242,108	853,610	286,521	869,135
Pass Throughs	11,012,865	12,031,877	11,472,088	11,577,097	12,274,142
Capital Outlay	-	-	4,200,000	-	1,295,000
Grant/Loan Recipients	-	-	-	-	-
Grand Total	\$ 96,901,177	\$ 100,748,970	\$ 109,044,191	\$ 100,610,538	\$ 106,619,313

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Mayor & Council	377,892	374,321	352,638	352,859	359,834
010 Mayor	377,892	374,321	352,638	352,859	359,834
1010 Mayor & Council	377,892	374,321	352,638	352,859	359,834
1100 Fringe Benefits	-	-	-	-	-
City Administrator Service Area	4,207,193	4,528,433	4,417,572	4,318,562	4,697,531
011 City Administrator	719,888	761,009	847,730	812,939	889,526
1000 Administration	719,888	761,009	847,730	812,939	889,526
7014 Safety	-	-	-	-	-
012 Human Resources	1,864,188	1,919,875	2,005,793	2,014,734	1,970,972
1000 Administration	1,748,576	1,801,007	1,882,536	1,892,208	1,845,340
1217 Union Business	115,613	118,868	123,257	122,526	125,632
013 Safety	251,228	297,419	349,783	302,693	343,651
1000 Administration	251,228	297,419	349,783	302,693	343,651
015 City Clerk	1,132,245	1,322,226	1,214,266	1,188,196	1,286,985
1000 Administration	1,131,037	1,321,934	1,212,266	1,140,390	1,259,685
1130 Fairview Cemetery	-	-	-	-	25,300
1522 Elections-Special	-	-	-	47,786	-
3172 Animal Control	1,208	291	2,000	20	2,000
029 Sustainability & Innovation	239,645	227,905	-	-	206,397
1000 Administration	239,645	227,799	-	-	-
7019 Public Engagement	-	105	-	-	4,157
7021 Partnerships	-	-	-	-	11,823
7023 Program Management	-	-	-	-	173,797
7024 Asset Management	-	-	-	-	16,620
City Attorney	2,083,827	2,187,130	2,488,297	2,553,353	2,220,828
014 Attorney	2,083,827	2,187,130	2,488,297	2,553,353	2,220,828
1000 Administration	2,083,827	2,187,130	2,488,297	2,553,353	2,220,828
1100 Fringe Benefits	-	-	-	-	-
Community Services Area	13,115,358	13,261,222	14,096,580	13,812,892	16,533,280
002 Community Development	4,289,851	4,408,768	4,649,213	4,450,130	4,550,349
1000 Administration	323,105	256,639	264,855	264,507	268,792
2034 Housing Commission Support	2,650,347	2,714,604	3,061,029	2,862,294	2,955,228

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
2220 Housing Acquisition	-	99,996	-	-	-
2310 Human Serv/Homeless Prevnt	1,316,399	1,337,529	1,323,329	1,323,329	1,326,329
033 Building & Rental Services	1,572,830	1,729,904	1,830,567	1,902,773	1,809,371
1000 Administration	546,023	501,831	399,277	403,445	549,822
1100 Fringe Benefits	-	-	-	-	-
3311 Deer Management	-	220,070	370,000	381,646	243,000
3330 Building - Construction	-	-	-	-	-
3340 Housing Bureau	947,321	930,374	1,003,257	1,044,121	938,153
3370 Building - Appeals	79,486	77,628	58,033	73,561	78,396
050 Planning	1,371,200	1,100,037	1,337,378	1,317,487	1,434,969
3320 Historic Preservation	91,062	93,952	96,058	96,329	95,504
3360 Planning	1,279,560	1,006,085	1,141,320	1,121,158	1,139,465
3364 Neighborhood Partnership Program	-	-	100,000	100,000	100,000
3365 Annexations	-	-	-	-	100,000
3370 Building - Appeals	578	-	-	-	-
060 Parks & Recreation	5,881,477	6,022,512	6,279,422	6,142,502	8,738,591
1000 Administration	1,245,091	1,200,451	1,246,742	1,276,155	1,796,437
1100 Fringe Benefits	-	-	-	-	-
1646 Farmer's Market	161,365	170,041	178,694	167,103	170,889
4146 Football/Special Events	-	-	-	-	10,337
6001 Outdoor Ice Rinks	-	32,377	41,777	49,620	-
6100 Facility Rentals	362,584	377,027	395,110	347,665	400,469
6209 Parks - Mowing	-	-	-	-	679,218
6210 Operations	-	-	-	-	633,566
6211 Encampment Clean-up	-	-	-	-	-
6222 Snow & Ice Control	-	-	-	-	204,317
6231 Buhr Pool	274,700	301,571	262,724	264,818	269,776
6232 Buhr Rink	153,897	132,618	178,157	165,184	193,194
6234 Veteran's Pool	238,216	257,939	236,724	224,922	239,834
6235 Veteran's Ice Arena	417,021	444,099	456,514	440,987	468,769
6236 Fuller Pool	279,288	309,903	296,920	309,092	306,294
6237 Mack Pool	288,371	280,216	303,508	300,581	315,045

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
6238 Veteran's Meeting Room	-	-	-	-	-
6242 Argo Livery	470,021	542,854	518,391	516,232	533,501
6244 Gallup Livery	332,694	307,845	364,870	360,917	370,216
6315 Senior Center Operations	231,265	241,727	246,999	244,361	251,431
6328 ROW Maintenance	-	-	-	-	14,500
6335 Athletic Fields/Game Courts	-	-	-	-	20,995
6365 Playground Maintenance	-	-	-	-	45,776
6403 Community Outreach Services	149,686	147,491	166,544	140,552	147,033
6503 Huron Golf Course	487,278	442,843	468,174	438,195	462,618
6504 Leslie Golf Course	790,000	833,512	917,574	896,118	913,380
9500 Debt Service	-	-	-	-	290,996
Financial & Administrative Services Area	7,059,281	7,572,228	8,027,362	7,641,918	7,936,924
018 Finance	3,543,563	3,862,103	3,986,827	3,925,931	4,311,282
1000 Administration	894,428	1,210,510	1,108,048	1,175,413	1,131,116
1100 Fringe Benefits	-	-	-	-	-
1371 Purchasing	190,803	157,076	248,149	161,428	151,637
1820 Accounting	795,638	811,246	849,577	850,268	869,651
1830 Assessing	1,040,516	1,053,120	1,138,456	1,106,793	1,212,673
1850 Treasury/Violations Bureau	397,750	399,885	404,027	393,663	405,262
1860 Parking Referees	224,428	230,266	238,570	238,366	251,390
4550 Customer Service	-	-	-	-	32,922
7011 Call Center	-	-	-	-	256,631
078 Customer Service	228,327	233,834	306,429	284,538	-
1000 Administration	-	-	-	-	-
4550 Customer Service	29,675	30,808	38,163	38,523	-
7011 Call Center	198,652	203,027	268,266	246,015	-
092 Information Technology	3,287,391	3,476,291	3,734,106	3,431,449	3,625,642
1000 Administration	349,967	308,860	363,849	336,825	191,137
1921 Infrastructure	856,962	880,038	1,059,098	954,832	986,274
1922 Enterprise Applications	517,536	610,454	583,310	539,532	733,202
1925 Technical Services	-	-	-	-	-
1926 Help Desk	393,748	485,183	525,798	488,145	512,458
1927 Application Development	1,169,177	1,191,756	1,202,051	1,112,115	1,202,571

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Public Services	12,090,346	12,039,790	13,771,191	12,067,800	8,270,036
040 Engineering	3,095,401	2,754,238	3,729,426	2,050,427	4,089,211
1000 Administration	2,051,909	1,725,503	1,089,710	996,323	1,062,236
4100 DDA Street Lighting	-	-	-	-	83,249
4101 Street Lighting	-	-	-	-	2,257,328
4505 Scio Church/Barton Sidewalks	108,667	-	-	-	-
4507 Barton Sidewalk	-	208	-	-	-
4509 Maple/Miller Sidewalk	-	50,000	-	-	-
4510 Engineer - Private-Of-Way	99,018	88,008	116,729	116,729	119,907
4550 Customer Service	30,782	42,250	15,461	39,648	15,700
4570 Record Maintenance	48,609	41,631	60,602	60,602	59,032
4580 Private Dev. Construction	319,711	305,239	382,153	382,153	386,321
4930 Systems Maintenance	-	-	-	-	67,961
4931 Installs and Repairs	-	-	-	-	22,654
7012 Training	35,934	27,030	14,676	14,676	14,823
9000 Capital Outlay	400,770	474,369	2,050,095	440,296	-
046 Systems Planning	100,000	65,912	230,285	230,285	20,088
1000 Administration	100,000	65,287	19,434	19,847	20,088
3360 Planning	-	-	-	17,943	-
7019 Public Engagement	-	-	4,180	20,279	-
7021 Partnerships	-	180	16,439	29,410	-
7022 Development Process	-	-	-	8,853	-
7023 Program Management	-	148	173,442	88,192	-
7024 Asset Management	-	296	16,790	45,761	-
061 Public Works	4,588,615	4,616,362	5,065,476	5,067,551	46,422
1000 Administration	834,699	872,042	751,789	779,117	12,127
1130 Fairview Cemetery	22,950	22,000	25,300	23,123	-
4100 DDA Street Lighting	86,122	89,716	81,465	65,946	-
4101 Street Lighting	1,792,189	1,959,869	2,186,586	2,191,257	-
4146 Football/Special Events	14,955	17,611	15,141	15,088	-
4149 Major Traffic Signs	1,979	6,671	-	10,848	-
4930 Systems Maintenance	92,958	93,325	137,799	137,011	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
4931 Installs and Repairs	24,798	17,436	45,932	45,669	-
6209 Parks - Mowing	766,916	640,117	793,478	760,206	-
6210 Operations	174,282	176,095	213,996	220,659	-
6211 Encampment Clean-up	4,281	5,396	-	4,021	-
6222 Snow & Ice Control	250,837	221,737	312,518	354,086	16,304
6225 Graffiti/Private Property	1,942	4,600	2,497	2,174	-
6301 Mowing - Non Parks	6,756	4,710	18,520	5,955	17,991
6317 Post Plant Care	-	-	-	-	-
6328 ROW Maintenance	21,775	16,092	15,697	13,207	-
6335 Athletic Fields/Game Courts	19,437	21,775	20,281	19,611	-
6340 Adopt-A-Park/Garden	-	7,039	-	-	-
6365 Playground Maintenance	172,374	149,527	153,588	128,684	-
9500 Debt Service	299,365	290,602	290,889	290,889	-
070 Public Services Administration	134,989	290,003	158,431	158,431	155,063
1000 Administration	9,841	153,335	26,767	26,767	26,767
1100 Fringe Benefits	125,148	136,668	131,664	131,664	128,296
074 Utilities-Water Treatment	296,563	529,327	870,177	853,018	466,677
1000 Administration	41,807	83,101	61,811	45,096	132,870
4160 Barton Dam	-	-	-	-	50,517
4162 Superior Dam	-	-	-	-	62,212
7020 Cell Tower Administration	-	19,151	106,631	106,631	111,428
7091 Maintenance - Hydropower	244,624	412,150	691,735	691,291	99,650
7099 Recreational Dams	10,132	14,924	10,000	10,000	10,000
091 Fleet & Facility Services	3,874,778	3,783,950	3,717,396	3,708,088	3,492,575
1000 Administration	923,097	740,489	1,107,475	1,125,208	982,098
1381 Municipal Center	1,302,505	1,334,368	1,188,384	1,169,384	1,161,249
1383 Community Dental Center	9,315	5,301	7,000	7,000	7,000
3231 Fire Station #1	407,091	578,265	182,624	181,828	182,870
4912 Materials & Supplies	2,283	1,368	1,813	1,802	1,795
4914 Repairs	1,002,222	921,251	989,209	983,406	914,504
4918 Garage Maintenance	8,899	8,683	9,463	9,408	8,404
7060 Outstations	167,398	174,889	187,390	186,324	191,071
9091 Vehicle Purchases	51,967	19,335	44,038	43,728	43,584

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
Safety Services	42,116,246	43,481,631	42,810,790	42,556,185	45,041,656
031 Police	26,308,875	27,066,738	26,881,479	26,633,424	28,516,331
1000 Administration	3,319,257	2,808,926	3,137,656	3,087,139	3,315,847
1100 Fringe Benefits	-	-	-	-	-
1221 Recruiting & Hiring	17,776	24,986	11,350	18,029	11,350
3111 Professional Standards	1,029	2,992	3,500	3,000	3,500
3115 DEA Officer	9,897	11,931	2,195	7,183	2,256
3121 Administrative Services	867,017	1,301,112	1,474,218	1,502,876	1,544,517
3122 Budget & Payroll	-	-	-	-	-
3123 Communications	968,421	970,457	897,467	897,467	892,005
3125 Management Info Syst	1,386,924	1,313,388	1,375,700	1,375,700	1,414,377
3126 Property	143,027	145,363	147,794	143,744	164,753
3127 Records	705,068	742,003	761,977	715,904	677,674
3135 Hostage Negotiations	3,469	1,376	2,200	2,200	2,200
3144 District Detectives	4,454,147	4,484,587	4,064,340	4,085,069	4,304,909
3146 Firearms	38,894	46,632	35,000	57,500	35,000
3147 L.A.W.N.E.T.	202,256	172,504	146,409	146,566	159,977
3149 Special Tactics	33,743	29,533	30,910	28,963	31,260
3150 Patrol	11,356,730	12,119,092	11,572,513	11,400,828	12,259,275
3152 Special Services	959,104	1,069,557	1,156,353	1,166,303	1,258,449
3156 Crossing Guards	128,742	146,709	208,671	211,137	208,672
3158 Mountain Bikes	944	50	3,000	2,250	3,000
3159 K-9	245,679	307,364	355,906	357,109	385,961
3160 Motorcycle Unit	11,366	4,636	42,891	48,001	43,013
3162 Community Standards	1,229,907	1,227,971	1,315,859	1,240,886	1,662,766
3172 Animal Control	135,570	135,570	135,570	135,570	135,570
3235 Emergency Management	89,908	-	-	-	-
032 Fire	15,807,371	16,414,893	15,929,311	15,922,761	16,525,325
1000 Administration	2,907,632	3,143,483	3,123,770	3,154,258	3,352,649
1100 Fringe Benefits	-	-	-	-	-
3220 Fire Prevention	1,179,065	1,198,158	1,113,394	1,131,748	1,116,843
3230 Fire Operations	719,516	629,037	652,752	666,683	641,274
3231 Fire Station #1	3,917,171	4,058,977	3,939,670	3,894,869	4,037,602

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2016	Actual FY2017	Amended Budget FY2018	Forecasted FY2018	Request FY2019
3232 Fire Station #2	7,891	9,330	9,183	10,667	9,183
3233 Fire Station #3	1,676,535	1,583,848	1,718,318	1,702,879	1,679,956
3234 Fire Station #4	1,530,915	1,463,522	1,486,960	1,488,014	1,344,623
3235 Emergency Management	11,963	134,318	225,509	178,679	230,809
3236 Fire Station #6	1,759,174	1,792,543	1,623,731	1,631,049	1,841,776
3237 Fire Station #5	1,365,390	1,444,463	1,335,128	1,365,653	1,572,927
3240 Repairs & Maintenance	342,284	309,853	409,500	388,351	231,934
3250 Fire Training	389,836	647,361	291,396	309,911	465,749
District Court	4,260,038	4,400,177	4,683,626	4,691,154	4,757,396
021 District Court	4,260,038	4,400,177	4,683,626	4,691,154	4,757,396
1000 Administration	1,173,874	1,206,504	1,328,421	1,327,216	1,341,723
5120 Judicial & Direct Support	1,193,678	1,290,361	1,244,420	1,249,014	1,244,686
5140 Case Processing	1,183,598	1,161,793	1,266,120	1,263,169	1,249,024
5160 Probation/Post Judgmt Sup	708,889	741,519	844,665	851,755	921,963
Other	11,590,996	12,904,038	18,396,135	12,615,815	16,801,828
019 Non-Departmental	11,590,996	12,904,038	18,396,135	12,615,815	16,801,828
0000 Revenue	-	-	-	-	-
1000 Administration	421,175	1,302,662	6,186,833	357,127	4,682,667
1810 Tax Refunds	70,111	18,643	100,000	44,377	100,000
1920 City Wide Memberships	119,948	120,131	137,135	137,135	137,135
1959 Pension Contribution	-	238,374	530,070	530,070	70,376
2034 Housing Commission Support	120	-	-	-	-
9000 Capital Outlay	2,223	4,017	-	-	-
9500 Debt Service	939,012	951,112	941,242	941,242	936,492
9541 Bad Debts	-	-	-	-	-
9800 Pass Throughs	10,038,406	10,269,099	10,500,855	10,605,864	10,875,158
Grand Total	\$ 96,901,177	\$ 100,748,970	\$ 109,044,191	\$ 100,610,538	\$ 106,619,313

FTE Count by Service Area/Unit

	FY 2016	FY 2017	FY 2018	FY 2019
MAYOR & CITY COUNCIL	0.75	0.75	0.75	0.75
Total Mayor & City Council	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>	<u>0.75</u>
CITY ATTORNEY	12.00	12.50	12.50	12.50
Total City Attorney	<u>12.00</u>	<u>12.50</u>	<u>12.50</u>	<u>12.50</u>
CITY ADMINISTRATOR	2.50	2.50	3.00	3.00
HUMAN RESOURCES	13.13	12.63	13.63	13.63
SAFETY	2.50	3.00	3.00	3.00
CLERK SERVICES	5.75	6.00	7.00	7.00
COMMUNICATIONS OFFICE	10.50	10.50	11.00	11.00
SUSTAINABILITY & INNOVATIONS OFFICE	0.00	0.00	0.00	4.00
Total City Administrator Service Area	<u>34.38</u>	<u>34.63</u>	<u>37.63</u>	<u>41.63</u>
BUILDING & RENTAL SERVICES	28.02	30.32	30.72	30.72
PLANNING	7.25	8.25	8.25	9.25
COMMUNITY DEVELOPMENT	23.55	25.15	27.20	27.20
PARKS & RECREATION	23.73	23.83	22.38	37.04
Total Community Services Area	<u>82.55</u>	<u>87.55</u>	<u>88.55</u>	<u>104.21</u>
ACCOUNTING	6.75	6.75	6.75	6.75
ASSESSOR	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.50	4.50
INFORMATION TECHNOLOGY	24.45	24.45	25.95	25.95
PROCUREMENT	2.00	2.00	2.00	1.00
RISK MANAGEMENT	0.65	0.65	0.85	0.85
TREASURY	15.95	14.65	14.45	14.45
Total Financial Services Area	<u>61.30</u>	<u>60.00</u>	<u>61.50</u>	<u>61.50</u>
CAPITAL PROJECTS	17.75	17.54	18.40	18.01
PUBLIC WORKS	116.79	117.54	116.89	89.72
FLEET & FACILITIES	21.45	21.00	21.00	21.00
ENGINEERING	15.75	15.71	15.60	29.70
PUBLIC SERVICES ADMINISTRATION	5.35	7.35	7.35	7.35
SYSTEMS PLANNING	15.50	16.50	16.83	11.23
WASTEWATER TREATMENT	34.85	34.85	35.33	35.72
WATER TREATMENT	25.71	25.71	27.31	27.31
Total Public Services Area	<u>253.15</u>	<u>256.20</u>	<u>258.71</u>	<u>240.04</u>
FIRE	87.00	87.00	88.00	87.00
POLICE	149.00	149.00	148.00	150.00
Total Safety Services Area	<u>236.00</u>	<u>236.00</u>	<u>236.00</u>	<u>237.00</u>
FIFTEENTH DISTRICT COURT	34.00	34.00	35.00	35.00
Total Fifteenth District Court	<u>34.00</u>	<u>34.00</u>	<u>35.00</u>	<u>35.00</u>
RETIREMENT SYSTEM	3.75	3.75	4.00	4.00
Total Retirement System	<u>3.75</u>	<u>3.75</u>	<u>4.00</u>	<u>4.00</u>
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	6.00	6.00
Total Downtown Development Authority	<u>4.00</u>	<u>4.00</u>	<u>6.00</u>	<u>6.00</u>
Grand Total of City FTEs	<u>721.88</u>	<u>729.38</u>	<u>740.64</u>	<u>742.63</u>

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



MAYOR & CITY COUNCIL

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

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	241,920	241,740	244,781	247,320	265,380
PAYROLL FRINGES	48,702	48,817	52,355	51,853	36,855
OTHER SERVICES	9,637	7,009	7,247	10,799	8,265
MATERIALS & SUPPLIES	878	1,919	875	888	875
OTHER CHARGES	76,754	74,835	47,380	41,999	48,459
Total	\$377,891	\$374,320	\$352,638	\$352,859	\$359,834

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	377,891	374,320	352,638	352,859	359,834
Total	\$377,891	\$374,320	\$352,638	\$352,859	\$359,834

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
MAYOR & COUNCIL	0.75	0.75	0.75	0.75
Total	0.75	0.75	0.75	0.75

MAYOR AND CITY COUNCIL

EXPENSES

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

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

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 \$290,796 in FY 2019.

MAYOR & COUNCIL

Allocated Positions

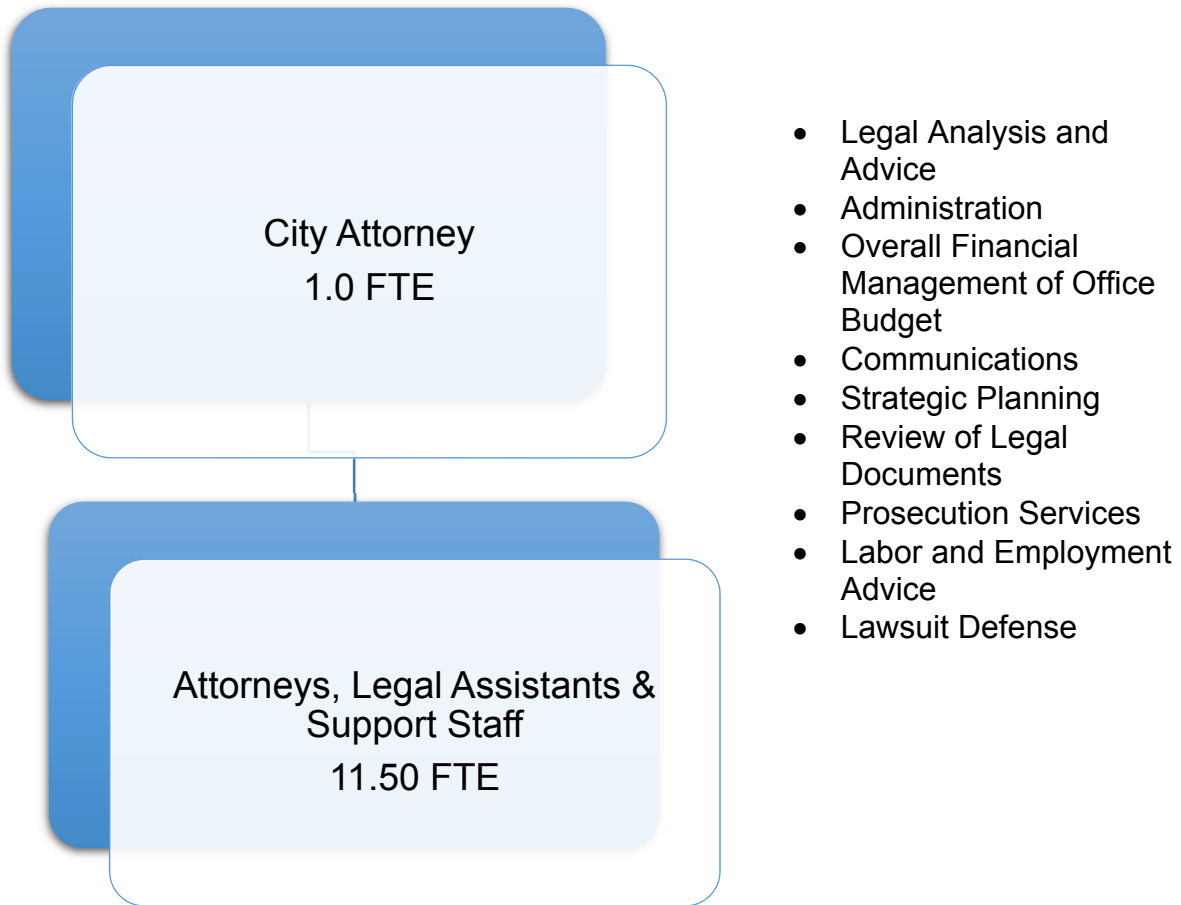
Job Description	Job Class	FY 2019 FTE's
EXECUTIVE ASSISTANT	000820	0.75
Total		0.75



CITY ATTORNEY

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

City Attorney's Area Organization Chart



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

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
FINES & FORFEITS	16,155	17,580	17,580	17,580	17,580
OPERATING TRANSFERS IN	194,100	230,160	253,284	253,284	260,396
Total	\$210,255	\$247,740	\$270,864	\$270,864	\$277,976

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	210,255	247,740	270,864	270,864	277,976
Total	\$210,255	\$247,740	\$270,864	\$270,864	\$277,976

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,140,189	1,225,549	1,451,342	1,465,477	1,228,254
PAYROLL FRINGES	626,002	654,870	705,871	749,404	672,515
OTHER SERVICES	24,862	19,192	48,800	44,822	28,800
MATERIALS & SUPPLIES	34,801	37,543	30,800	30,568	30,800
OTHER CHARGES	250,979	246,019	247,164	258,762	256,139
EMPLOYEE ALLOWANCES	6,993	3,960	4,320	4,320	4,320
Total	\$2,083,826	\$2,187,133	\$2,488,297	\$2,553,353	\$2,220,828

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	2,083,826	2,187,133	2,488,297	2,553,353	2,220,828
Total	\$2,083,826	\$2,187,133	\$2,488,297	\$2,553,353	\$2,220,828

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
CITY ATTORNEY	12.00	12.50	12.50	12.50
Total	12.00	12.50	12.50	12.50

CITY ATTORNEY

REVENUES

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

EXPENSES

Personnel Services – The reduction reflects a utilization of the workforce planning program in FY 2018 in which additional staff were hired to train with outgoing staff before retirement. This also reflects a reduction due to severance paid during FY 2018.

Payroll Fringes – The reduction reflects a utilization of the workforce-planning program in FY 2018 in which additional staff were hired to train with outgoing staff before retirement.

Other Services - The reduction reflects a one-time software purchase for \$20,000 in FY 2018.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Attorney would be charged \$244,721 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Attorney

Area Administrator: N/A

Service Unit: City Attorney

Service Unit Manager: Stephen Postema

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide legal advice to all Council, City Administration and Service Area Administrators and related employees - City Charter 5.2(1)	•	•	•	•	•	•	Assist in achieving City goals that are the subject of our advice	N/A	✓	✓	
Prosecute ordinance violations and represent the City before Courts and Tribunals - City Charter 5.2(2)	•	•	•	•	•	•	Prosecute or defend the City's interest in each case	N/A	✓	✓	
Prepare and review legality of all ordinances, contracts and all other legal instruments - City Charter 5.2(3)	•	•	•	•	•	•	Provide ordinances, contracts and legal documents that protect the City's interest and achieve City goals	N/A	✓	✓	

CITY ATTORNEY

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ASSISTANT CITY ATTORNEY	403210	0.46
ASSOC CITY ATTORNEY	404260	1.00
CHIEF ASST CITY ATTORNEY	403750	0.67
CITY ATTORNEY	403280	1.00
LEGAL & DOCKET MGMT ASST	000240	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.85
SENIOR ASST CITY ATTORNEY	403300	5.52
Total		12.50

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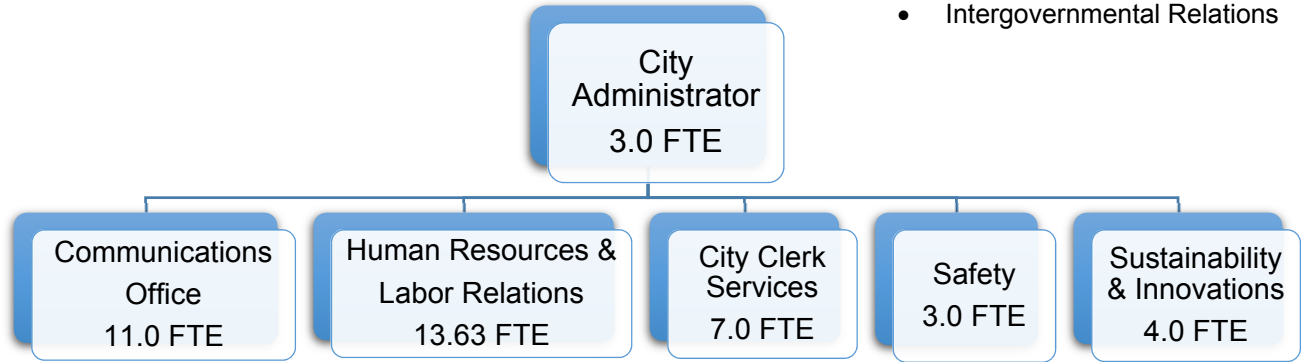


CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area

Organization Chart

- City Administration
- Public Policy Analysis
- Citizen Communications
- Strategic Planning
- Intergovernmental Relations



- | | | | | |
|---|---|---|---|--|
| <ul style="list-style-type: none"> • Cable Franchises • Community Television Network • Employee Communication • Community Engagement • Media Relations | <ul style="list-style-type: none"> • Employee & Labor Relations • Contract Negotiations, Grievances & Arbitration • Employee Benefits • Wage & Salary Administration • Compensation Analysis • Job Design & Descriptions • Performance Management • Employee Development • Recruitment & Staffing • Employee Policies | <ul style="list-style-type: none"> • Elections • Permits • Records • City Council Meeting Support | <ul style="list-style-type: none"> • Occupational Safety • Hazard Analysis • Safety and Health Programs & Policies • Train, Advise, Recommend & Communicate Safety • Analyze Accidents • Develop Safety Guidelines • Inspect Facilities & Worksites • Statutory Authorities Communications • Risk Analysis | <ul style="list-style-type: none"> • Climate Action Plan • Hazardous Substance Remediation • Clean & Renewable Energy • Neighborhood Partnering • Resource Recovery • Innovation Incubator |
|---|---|---|---|--|

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 six service functions: Administration, Communications, City Clerk Services, Human Resources, Safety and Sustainability & Innovations. The City Administrator’s Area provides the organization with a broad array of services such as: employee policies, benefits, employee development, labor relations, public policy analysis, citizen communications, safety, intergovernmental relations and general City administration.

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CLERK SERVICES	344,991	380,589	185,440	235,103	191,440
COMMUNICATIONS OFFICE	2,377,561	2,234,244	2,266,621	2,288,125	2,316,121
HUMAN RESOURCES	350,000	-	-	197,316	-
SUSTAINABILITY & INNOVATIONS OFFICE	199,675	179,282	241,454	98,356	1,118,266
Total	\$3,272,227	\$2,794,115	\$2,693,515	\$2,818,900	\$3,625,827

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ENERGY PROJECTS (0002)	102,430	89,612	241,454	98,356	238,266
GENERAL (0010)	338,105	229,632	184,460	234,003	187,460
COMMUNITY TELEVISION NETWORK (0016)	2,377,561	2,234,244	2,266,621	2,288,125	2,316,121
CEMETERY PERPETUAL CARE (0054)	766	1,014	980	1,100	3,980
RISK FUND (0057)	350,000	-	-	197,316	-
GENERAL CAPITAL FUND (00CP)	85,000	235,000	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	18,365	4,613	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	880,000
Total	\$3,272,227	\$2,794,115	\$2,693,515	\$2,818,900	\$3,625,827

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CITY ADMINISTRATOR	719,889	761,010	847,730	812,939	889,526
CLERK SERVICES	1,141,367	1,322,228	1,339,266	1,188,196	1,286,985
COMMUNICATIONS OFFICE	4,271,307	1,757,958	2,246,099	2,215,930	2,278,826
HUMAN RESOURCES	31,412,099	28,840,235	29,560,079	29,523,400	29,410,265
SAFETY	556,015	657,348	1,035,979	954,020	933,438
SUSTAINABILITY & INNOVATIONS OFFICE	439,163	415,563	248,326	81,109	715,177
Total	\$38,539,840	\$33,754,342	\$35,277,479	\$34,775,594	\$35,514,217

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ENERGY PROJECTS (0002)	118,168	94,588	241,454	74,237	238,266
GENERAL (0010)	4,207,201	4,528,429	4,417,572	4,318,562	4,697,531
COMMUNITY TELEVISION NETWORK (0016)	4,271,307	1,757,958	2,246,099	2,215,930	2,278,826
WATER SUPPLY SYSTEM (0042)	-	-	-	-	66,772
SEWAGE DISPOSAL SYSTEM (0043)	-	-	-	-	36,106
RISK FUND (0057)	29,852,696	27,280,294	28,240,482	28,159,993	28,029,080
STORMWATER SEWER SYSTEM FUND (0069)	-	-	-	-	45,995
SOLID WASTE (0072)	-	-	-	-	46,641
GENERAL CAPITAL FUND (00CP)	74,568	88,560	131,872	6,872	-
MAJOR GRANTS PROGRAMS (00MG)	15,900	4,513	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	75,000
Total	\$38,539,840	\$33,754,342	\$35,277,479	\$34,775,594	\$35,514,217

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
CITY ADMINISTRATOR	2.50	2.50	3.00	3.00
HUMAN RESOURCES	13.13	12.63	13.63	13.63
CLERK SERVICES	5.75	6.00	7.00	7.00
COMMUNICATIONS	10.50	10.50	11.00	11.00
SAFETY	2.50	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	-	-	-	4.00
Total	34.38	34.63	37.63	41.63



CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

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

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	309,753	370,715	371,173	361,910	486,002
PAYROLL FRINGES	107,652	153,836	144,504	148,252	177,712
OTHER SERVICES	157,207	87,522	154,826	151,570	70,700
MATERIALS & SUPPLIES	1,441	2,513	28,170	2,150	2,150
OTHER CHARGES	140,538	144,571	147,497	147,497	151,402
EMPLOYEE ALLOWANCES	3,298	1,853	1,560	1,560	1,560
Total	\$719,889	\$761,010	\$847,730	\$812,939	\$889,526

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	719,889	761,010	847,730	812,939	889,526
Total	\$719,889	\$761,010	\$847,730	\$812,939	\$889,526

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
CITY ADMINISTRATOR	2.50	2.50	3.00	3.00
Total	2.50	2.50	3.00	3.00

CITY ADMINISTRATOR

EXPENSES

Personnel Services - The increase is due to an additional FTE moving to full-time in FY 2019.

Payroll Fringes - The increase is due to an additional FTE moving to full-time in FY 2019.

Other Services - The FY 2019 budget reflects a decrease due to \$30,000 budgeted for the citizen survey and \$40,000 budgeted for training in FY 2018.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Administrator would be charged \$83,302 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: City Administrator

Service Unit Manager: Howard Lazarus

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURES	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide overall organizational leadership and oversee delivery of services to the community	●	●	●	●	●	●	Ensure compliance with all appropriate laws, regulations, and rules for the operations of these units; provide appropriate resources to the operating units, and ensure proper training, equipment, and facilities are provided.	√	√	√	√
							Provide appropriate resources to the operating units.	√	√	√	√
							Respond to inquiries from the public within 7 calendar days of receipt.	√	√	√	√
Support Council operations and initiatives	●	●		●			Prepare an Annual Report on City activities.	√	√	√	√
							Attend and participate in Council meetings.	√	√	√	√
Responsibly manage the financial resources of the City	●		●				Perform monthly evaluation of financial status and report on variances >10%.	√	√	√	√
Support the development and oversee the execution of the City's legislative policy agenda	●	●	●	●			Support the Council's Legislative Policy Committee and oversee the City's lobbyist's activities. Communicate City priorities to the state and federal delegations.	N/A	√	√	√
Develop and implement an economic development plan for the City consistent with Council adopted policies		●	●				Provide updates on economic development initiatives on a recurring basis.	N/A	√	√	√
Engage with and inform the community with regard to the development, execution, and outcomes of the delivery of municipal services and the implementation of Council policies	●			●		●	Prepare and make public an Annual Report focusing on the delivery of core services and key projects and initiatives. Provide information to the Communications Office on a recurring basis.	√	√	√	√

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ASST CITY ADMINISTRATOR	409997	1.00
CITY ADMINISTRATOR	403120	1.00
STRATEGIC PLAN PROJECT CO	404410	1.00
Total		3.00

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CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

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

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
MISCELLANEOUS REVENUE	350,000	-	-	197,316	-
Total	\$350,000	-	-	\$197,316	-

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
RISK FUND (0057)	350,000	-	-	197,316	-
Total	\$350,000	-	-	\$197,316	-

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,199,155	1,300,225	1,279,643	1,316,817	1,291,743
PAYROLL FRINGES	607,351	794,394	599,195	592,947	616,536
OTHER SERVICES	270,685	308,783	367,790	350,723	308,487
MATERIALS & SUPPLIES	9,368	9,996	10,100	10,100	10,100
OTHER CHARGES	20,701,493	22,963,205	24,359,603	24,309,065	26,508,816
PASS THROUGHS	8,618,027	3,460,057	2,939,848	2,939,848	670,683
EMPLOYEE ALLOWANCES	6,020	3,575	3,900	3,900	3,900
Total	\$31,412,099	\$28,840,235	\$29,560,079	\$29,523,400	\$29,410,265

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,864,190	1,919,871	2,005,793	2,014,734	1,970,972
RISK FUND (0057)	29,547,909	26,920,364	27,554,286	27,508,666	27,439,293
Total	\$31,412,099	\$28,840,235	\$29,560,079	\$29,523,400	\$29,410,265

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
HUMAN RESOURCES	13.13	12.63	13.63	13.63
Total	13.13	12.63	13.63	13.63

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

EXPENSES

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

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

Pass Throughs - The decrease reflects less funding to be transferred to the VEBA Trust Fund in FY 2019 and is based on retiree health care experience and the actuarial calculation.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$211,120 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Human Resources

Service Unit Manager: Robyn Wilkerson

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected	FY 2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Benefits Administration	●		●		●	●	Year to year cost - at or below national average	\$7,756,028 / -6.2% to trend	<u>End of FY 2017</u> \$8,024,060 / -5.9% to trend	<u>End of FY 2018</u> \$8,109,350 / -7.8% to trend	\$8,716,854 / -1.3% to trend
	●		●		●	●	Number of employees enrolled in voluntary benefits	Vol Life: 59% STD (Union only): 13% LTD: 42% Critical Illness: 5% Accident: 46% Pre-paid Legal: 7% FSA: 55%	<u>End of FY 2017</u> Vol Life: 63% STD (Union only): 15% LTD: 45% Critical Illness: 5% Accident: 45% Pre-paid Legal: 8% FSA: 56%	<u>End of FY 2017</u> Vol Life: 63% STD (Union only): 15% LTD: 45% Critical Illness: 5% Accident: 45% Pre-paid Legal: 8% FSA: 56%	3% increase
							Year to year cost - at or below State average	\$12,791,009 / +4.9% to trend	<u>End of FY 2017</u> \$13,821,235 / -2.1% to trend	<u>End of FY 2018</u> \$14,972,941 / -0.9% to trend	\$16,130,741 / -1.5% to trend
							Percent of employees who participate in the wellness program	52%	<u>End of CY 2017</u> 46%	<u>End of CY 2018</u> 49%	<u>End of CY 2019</u> 52%
Recruiting/Retention	●				●	●	Time that it takes to fill a position from application date to start date	N/A	Regular: 63.08 Days Safety Services: 171.01 Days	Regular: 61 Days Safety Services: 169 Days	Regular: 59 Days Safety Services: 167 Days
	●				●	●	Number of diverse applicants	35.79%	39%	39%	41%
							Percent of new Hires Not Completing Probation	5%	24%	20%	15%
							New hire evaluation score	N/A	N/A	N/A	N/A
Employee/Labor Relations	●		●			●	The number of employees who voluntarily seperated from the City for reasons other than retirement.		31%	29%	28%
	●		●			●	Percent on time per contract	0	0		
	●		●			●	Negotiations completed within the timeline of the current contract vs. the start date of the proposed contract	0%	0%	100%	100%
Compensation/HRIS	●		●		●	●	Number of Lawsuits/Arbitrations lost	N/A	N/A	1	0
	●		●		●	●	Percent difference between internal non-union compensation and external market equity	0.75%	0.50%	N/A	N/A
	●		●		●	●	Information inputted in a timely and effective manner - no payroll errors	0%	100.00%	100.00%	100.00%
	●		●		●	●	Number of errors with data entry into HRIS system	N/A	97.69%	97.00%	97.00%
Training & Development	●				●	●	Number of progressions completed and updated	N/A	64.58%	70%	73%
	●				●	●	Training completion percentage	N/A	N/A	N/A	N/A
							Satisfaction Scores	N/A	N/A	N/A	N/A

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

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



CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

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

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	4,074	7,506	2,831	5,790	8,831
INTERGOVERNMENTAL REVENUES	151,924	129,371	132,435	135,202	132,435
INVESTMENT INCOME	766	1,014	980	1,100	980
LICENSES, PERMITS & REGISTRATIONS	41,611	38,604	45,194	39,011	45,194
MISCELLANEOUS REVENUE	146,616	54,094	4,000	54,000	4,000
OPERATING TRANSFERS IN	-	150,000	-	-	-
Total	\$344,991	\$380,589	\$185,440	\$235,103	\$191,440

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	335,105	229,575	184,460	234,003	187,460
CEMETERY PERPETUAL CARE (0054)	766	1,014	980	1,100	3,980
GENERAL CAPITAL FUND (00CP)	-	150,000	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	9,120	-	-	-	-
Total	\$344,991	\$380,589	\$185,440	\$235,103	\$191,440

**CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	573,353	623,778	588,890	559,719	667,106
PAYROLL FRINGES	260,556	267,128	303,709	298,787	304,351
OTHER SERVICES	84,158	88,767	76,229	73,706	106,259
MATERIALS & SUPPLIES	41,701	45,436	185,360	63,760	27,231
OTHER CHARGES	176,410	168,339	183,518	188,899	179,698
PASS THROUGHS	-	125,000	-	-	-
EMPLOYEE ALLOWANCES	5,189	3,780	1,560	3,325	2,340
Total	\$1,141,367	\$1,322,228	\$1,339,266	\$1,188,196	\$1,286,985

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,132,247	1,322,228	1,214,266	1,188,196	1,286,985
GENERAL CAPITAL FUND (00CP)	-	-	125,000	-	-
MAJOR GRANTS PROGRAMS (00MG)	9,120	-	-	-	-
Total	\$1,141,367	\$1,322,228	\$1,339,266	\$1,188,196	\$1,286,985

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
CLERK SERVICES	5.75	6.00	7.00	7.00
Total	5.75	6.00	7.00	7.00

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

REVENUES

Charges for Services - This increase reflects the movement of Cemetery Perpetual Care Fund revenue from Public Works to Clerk Services.

EXPENSES

Personnel Services - The increase reflects additional temporary staff needed for gubernatorial elections.

Other Services - This reflects the increase in services for elections.

Materials & Supplies - The decrease reflects a 50% grant match for State-mandated election equipment needed as a one-time expense in FY 2018. This was transferred from the General Fund in FY 2017 and is budgeted in Materials & Supplies in the General Capital 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, City Clerk Services Unit would be charged \$274,342 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: City Clerk

Service Unit Manager: Jackie Beaudry

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Council Support	●	●		●	●	●	100% compliance with Open Meetings Act	N/A	100%	99.70%	100%
							<5% of corrections required on publications	N/A	12%	0%	0%
							<5% of minutes requiring correction on approval	N/A	0%	0%	0%
Election Administration							>5 election inspectors per precinct hired	N/A	4.6	4.5	6
	●	●		●	●		<5% absenteeism/cancellation of election inspectors	N/A	0.01%	3.85%	3%
							<30 minute voter wait time per precinct	N/A	<5 min	>5 min	30 min
							Average precinct return time under 10:00 p.m.	N/A	10:05 PM	10:08 PM	9:30 PM
Records Management		●		●			>80% of FOIA responses within 5 days	N/A	89%	87.25%	85%
							>99% of FOIA responses in compliance with law	N/A	100%	99.77%	100%
Boards and Commissions		●		●	●	●	100% compliance with Open Meetings Act	N/A	N/A	99%	100%
							Creation of orientation program	N/A	N/A	Complete	Complete
							<20% of board vacancies	N/A	N/A	11.80%	10%
Licensing and Customer Service			●	●	●	●	Implementation of Citizen's Academy	N/A	N/A	Complete	Complete
							# of medical marijuana licenses issued	N/A	N/A	11	20

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
BOARD & COMMISSIONS COORD	000230	1.00
CITY CLERK	404240	1.00
DEPUTY CLERK	404010	1.00
DEPUTY CLERK FOIA	404270	1.00
Total		7.00



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

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

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
INVESTMENT INCOME	41,846	1,427	37,171	43,915	37,171
LICENSES, PERMITS & REGISTRATIONS	2,255,389	2,232,412	2,229,000	2,243,721	2,278,500
MISCELLANEOUS REVENUE	1,270	405	450	489	450
OPERATING TRANSFERS IN	79,056	-	-	-	-
Total	\$2,377,561	\$2,234,244	\$2,266,621	\$2,288,125	\$2,316,121

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
COMMUNITY TELEVISION NETWORK (0016)	2,377,561	2,234,244	2,266,621	2,288,125	2,316,121
Total	\$2,377,561	\$2,234,244	\$2,266,621	\$2,288,125	\$2,316,121

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	632,710	678,223	732,843	734,661	740,207
PAYROLL FRINGES	467,151	479,114	530,321	534,672	551,549
OTHER SERVICES	286,504	267,497	357,885	345,942	360,123
MATERIALS & SUPPLIES	70,845	46,132	94,000	71,433	94,000
OTHER CHARGES	295,043	286,634	330,270	328,442	332,167
PASS THROUGHGS	2,500,000	-	-	-	-
CAPITAL OUTLAY	18,416	-	200,000	200,000	200,000
EMPLOYEE ALLOWANCES	638	358	780	780	780
Total	\$4,271,307	\$1,757,958	\$2,246,099	\$2,215,930	\$2,278,826

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
COMMUNITY TELEVISION NETWORK (0016)	4,271,307	1,757,958	2,246,099	2,215,930	2,278,826
Total	\$4,271,307	\$1,757,958	\$2,246,099	\$2,215,930	\$2,278,826

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNICATIONS	10.50	10.50	11.00	11.00
Total	10.50	10.50	11.00	11.00

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE UNIT**

REVENUES

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

EXPENSES

Personnel Services – The increase reflects pay raises given during FY 2018.

Payroll Fringes – The increase reflects employees electing to receive medical benefits in FY 2019 that did not elect medical benefits in FY 2018 as well as increased medical insurance costs.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Communications

Service Unit Manager: Lisa Wondrash

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Employee Communications	●			●	●	●	Conduct the Annual Communication Office Survey	X	X	X	X
							Ensure timely, accurate, and relevant content. Review A2 Central Analytics and Communication/IT team to provide analysis on periodic basis.	X	X	X	X
							Adjust content of communication vehicles and/or frequency per Annual Communication Office Survey feedback.	X	X	X	X
							Conduct ad-hoc training for new staff with media responsibilities	X	X	X	X
External Communications/Reputation Management		●		●	●		Adjust web content on a periodic basis using Google Analytics Metrics	X	X	X	X
							Track number of releases distributed and report monthly via the Communication Office Report	X	X	X	X
							Prepare and distribute a monthly resident online newsletter by the first of the month	X	X	X	X
							Respond to inquiries within 24 hours during the business week	X	X	X	X
							Track number of plans developed and report monthly via the Communication Office Report	X	X	X	X
Crisis Communications	●		●	●	●		Staff the EOC as required	X	X	X	X
							Ensure annual completion of EAP	X	X	X	X
							Promote CodeRED service to residents	X	X	X	X
Community Television Network	●			●	●		Prepare, analyze and provide CTN Quarterly Report (Programming/VOD analytics)	X	X	X	X
							Produce and promote online toolkit training and coordinate engagement oversight team.		X	X	X
Community Engagement	●			●	●		Create community action plans for 70% of capital improvement projects using the engagement process	X	X	X	X
							Oversee the execution of the biennial National Citizen Survey and disseminate the results	N/A	N/A	N/A	X
							Conduct Toolkit Training Quarterly	X	X	X	X

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ASST MGR COMM ENG & EDU	402090	1.00
CITY COMMUNICATIONS MGR	402040	1.00
COMMUNICATIONS UNIT MGR	403530	1.00
CTN MANAGER	402030	1.00
PRODUCER	110520	3.00
PROGRAMMER	110510	2.00
TRAINING & FACILITY COORD	110530	2.00
Total		11.00



CITY ADMINISTRATOR SERVICE AREA

SAFETY

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

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	411,247	487,045	570,015	490,650	565,034
PAYROLL FRINGES	88,559	105,746	121,757	113,069	119,928
OTHER SERVICES	21,350	42,994	248,630	248,970	137,716
MATERIALS & SUPPLIES	14,567	12,796	53,000	53,000	47,000
OTHER CHARGES	17,642	6,712	41,017	46,671	61,420
EMPLOYEE ALLOWANCES	2,650	2,055	1,560	1,660	2,340
Total	\$556,015	\$657,348	\$1,035,979	\$954,020	\$933,438

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	251,228	297,418	349,783	302,693	343,651
RISK FUND (0057)	304,787	359,930	686,196	651,327	589,787
Total	\$556,015	\$657,348	\$1,035,979	\$954,020	\$933,438

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
SAFETY	2.50	3.00	3.00	3.00
Total	2.50	3.00	3.00	3.00

**CITY ADMINISTRATOR SERVICE AREA
SAFETY UNIT**

EXPENSES

Other Services - The decrease reflects one-time funding in FY 2018 for an asbestos survey as well as safety improvements needed in City Hall.

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

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Safety

Service Unit Manager: Doug Forsyth

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Safety Training	●		●			●	Ensure all safety training required to address workplace hazards is identified and assigned to employees.	N/A	100%	100%	100%
							Safety unit will report safety training status to the organization quarterly.	N/A	100%	100%	100%
Safety Audits, Inspections & Hazard Assessments	●		●			●	Implement and administer the program city wide.	N/A	0%	25%	100%
							Safety unit will report status of audits, inspections and hazard assessments to the organization quarterly.	N/A	0%	0%	100%
Accident/Incident Investigations	●		●		●	●	Ensure incidents/accidents are investigated within 24-hours at the manager and supervisor levels and within 2-hours at the Safety Unit level.	N/A	0%	75%	100%
							Reduce incident and accident rates in all Service Units by 10%.	N/A	0%	100%	100%
Internal & External Safety Engagement	●			●	●	●	Complete (1) annual safety culture survey with the intent to improve the internal safety culture when compared to previous year survey results.	100%	100%	100%	100%
							Ensure >99% of required OSHA and MIOSHA reporting requirements pertaining to recordable injuries are properly reported and communicated to the city workforce.	>99%	>99%	>99%	>99%
Hazard / Risk Reduction & Removal	●		●			●	Implement and administer the program city wide.	N/A	N/A	25%	100%
							Safety unit will report status of prioritization and risk reduction efforts quarterly.	N/A	N/A	0%	100%

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
SAFETY MANAGER	401290	1.00
SAFETY SPECIALIST	000290	1.00
SR SAFETY COMPLIANCE SPEC	404460	1.00
Total		3.00

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CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
INTERGOVERNMENTAL REVENUES	5,121	-	-	-	-
INVESTMENT INCOME	27,290	22,411	2,412	2,412	2,412
MISCELLANEOUS REVENUE	13,158	7,340	-	18,031	-
OPERATING TRANSFERS IN	91,228	90,916	5,913	5,913	5,913
PRIOR YEAR SURPLUS	-	-	163,569	-	163,703
SPECIAL ASSESSMENTS	62,236	57,995	69,560	72,000	66,238
TAXES	642	620	-	-	880,000
Total	\$199,675	\$179,282	\$241,454	\$98,356	\$1,118,266

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ENERGY PROJECTS (0002)	102,430	89,612	241,454	98,356	238,266
GENERAL (0010)	3,000	57	-	-	-
GENERAL CAPITAL FUND (00CP)	85,000	85,000	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	9,245	4,613	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	880,000
Total	\$199,675	\$179,282	\$241,454	\$98,356	\$1,118,266

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

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GRANT/LOAN RECIPIENTS	20,000	-	-	-	-
PERSONNEL SERVICES	102,258	101,208	5,440	-	260,219
PAYROLL FRINGES	20,975	22,110	-	-	145,572
OTHER SERVICES	99,749	99,957	68,872	6,995	137,000
MATERIALS & SUPPLIES	1,153	56	100,000	-	100,000
OTHER CHARGES	36,258	36,414	4,454	4,554	4,588
PASS THROUGHS	157,639	155,358	69,560	69,560	66,238
EMPLOYEE ALLOWANCES	1,131	460	-	-	1,560
Total	\$439,163	\$415,563	\$248,326	\$81,109	\$715,177

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ENERGY PROJECTS (0002)	118,168	94,588	241,454	74,237	238,266
GENERAL (0010)	239,647	227,902	-	-	206,397
WATER SUPPLY SYSTEM (0042)	-	-	-	-	66,772
SEWAGE DISPOSAL SYSTEM (0043)	-	-	-	-	36,106
STORMWATER SEWER SYSTEM FUND (0069)	-	-	-	-	45,995
SOLID WASTE (0072)	-	-	-	-	46,641
GENERAL CAPITAL FUND (00CP)	74,568	88,560	6,872	6,872	-
MAJOR GRANTS PROGRAMS (00MG)	6,780	4,513	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	75,000
Total	\$439,163	\$415,563	\$248,326	\$81,109	\$715,177

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
SUSTAINABILITY & INNOVATIONS OFFICE	-	-	-	4.00
Total	-	-	-	4.00

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

REVENUES

Taxes - This increase reflects the portion of taxes collected from the Washtenaw County Mental Health Millage that will be dedicated to climate action and sustainability.

EXPENSES

Personnel Services - This reflects the movement of two FTEs from Systems Planning as well as the hiring of two new FTEs. Authorization for the 2.0 FTEs was given during FY18 as part of a mid-year budget resolution.

Payroll Fringes - This reflects the movement of two FTEs from Systems Planning as well as the hiring of two new FTEs. Authorization for the 2.0 FTEs was given during FY18 as part of a mid-year budget resolution.

Other Services - This reflects an increase for professional services related to climate and energy initiatives.

NOTE: FY16 through FY18 historical financial information is shown for reference. This activity was previously reported under Systems Planning.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Sustainability & Innovations

Service Unit Manager: Matt Naud

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Climate Action Plan	●	●	●	●	●		25% GHG reduction by 2025	18%	18%	18%	20%
							100% Renewable Municipal Energy 2035	20%	20%	20%	22%
Innovation Incubator	●	●		●	●		Track Innovation across service areas and prepare an Annual Innovation report.	N/A	N/A	N/A	1
Neighborhood Partnering	●			●			Number of grants	N/A	N/A	1	10
							Dollars Granted and leverage	N/A	N/A	\$10,000	\$100,000
							Sustainability Forums	4	4	4	4
							Volunteer Program Participants	N/A	N/A	N/A	40
Resource Recovery	●	●	●				Increase Diversion (Calendar Year)	N/A	27%	29%	30%
							Public Education (FY\$/capita)	N/A			
							Increase Recycling (tons)	N/A	13,256	13,247	14,615
							Increase Composting (tons)	N/A	9,001	9,110	9,923
							Reduce Landfill (tons)	N/A	60,370	55,211	58,087
Hazardous Substance Remediation		●	●	●			Quarterly Gelman updates	N/A	N/A	2	4
							Brownfield redevelopments with remediation	1	1	1	1

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ENERGY PROGRAM ANALYST	401660	1.00
ENVIRONMENTAL COORDINATOR	401410	1.00
ENVIRONMENTAL OPERATIONS	409995	2.00
Total		4.00



COMMUNITY SERVICES AREA

Community Services Area Organization Chart



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

COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
BUILDING & RENTAL SERVICES	4,968,866	5,263,481	4,910,455	5,868,148	4,839,141
COMMUNITY DEVELOPMENT	18,537	107,147	10,062	13,100	890,062
PARKS & RECREATION	10,360,426	10,255,836	12,178,043	10,372,653	13,791,102
PLANNING	347,060	217,849	429,478	339,056	371,778
Total	\$15,694,889	\$15,844,313	\$17,528,038	\$16,592,957	\$19,892,083

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	6,363,572	6,115,354	6,531,042	6,592,771	6,687,993
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,450,364	2,394,021	3,881,523	2,925,025	2,606,984
BANDEMER PROPERTY (0025)	7,662	7,198	11,781	7,600	11,834
CONSTRUCTION CODE FUND (0026)	3,832,414	3,903,628	3,582,376	4,379,763	3,328,062
PARKS MEMORIALS & CONTRIBUTIONS (0034)	145,898	22,447	61,673	61,673	39,973
SPECIAL ASSISTANCE (0038)	5,746	5,560	5,062	6,100	5,062
OPEN SPACE ENDOWMENT (0041)	31,240	(788)	20,000	55,734	20,000
ART IN PUBLIC PLACES (0056)	36,000	-	15,000	-	-
AFFORDABLE HOUSING (0070)	12,791	101,587	5,000	7,000	5,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,667,722	3,069,335	3,029,773	2,557,291	6,307,175
GENERAL CAPITAL FUND (00CP)	43,390	10,748	100,000	-	-
MAJOR GRANTS PROGRAMS (00MG)	98,090	215,223	284,808	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	880,000
Total	\$15,694,889	\$15,844,313	\$17,528,038	\$16,592,957	\$19,892,083

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
BUILDING & RENTAL SERVICES	4,794,842	4,794,364	5,556,508	5,545,842	5,033,989
COMMUNITY DEVELOPMENT	5,069,903	4,458,769	4,654,213	4,455,130	4,555,349
PARKS & RECREATION	9,911,904	11,819,250	14,408,925	11,706,010	16,453,514
PLANNING	1,466,725	1,191,614	1,428,954	1,409,063	1,545,663
Total	\$21,243,374	\$22,263,997	\$26,048,600	\$23,116,045	\$27,588,515

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	13,115,369	13,261,230	14,096,580	13,812,892	16,533,280
OPEN SPACE & PARK ACQ MILLAGE (0024)	1,210,929	2,054,481	2,663,366	2,628,061	1,335,941
BANDEMER PROPERTY (0025)	73,266	770	11,781	11,781	11,834
CONSTRUCTION CODE FUND (0026)	3,247,799	3,113,904	3,556,086	3,714,537	3,315,063
PARKS MEMORIALS & CONTRIBUTIONS (0034)	95,932	174,051	657,858	194,000	39,973
SPECIAL ASSISTANCE (0038)	4,000	-	5,000	5,000	5,000
OPEN SPACE ENDOWMENT (0041)	3,408	5,742	20,000	5,000	20,000
ART IN PUBLIC PLACES (0056)	38,431	2,995	14,575	-	-
ALTERNATIVE TRANSPORTATION (0061)	19,452	19,752	20,108	20,108	20,249
AFFORDABLE HOUSING (0070)	776,049	50,000	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,456,808	3,493,468	4,327,116	2,724,666	6,307,175
GENERAL CAPITAL FUND (00CP)	50,289	22,381	241,323	-	-
MAJOR GRANTS PROGRAMS (00MG)	151,642	65,223	434,807	-	-
Total	\$21,243,374	\$22,263,997	\$26,048,600	\$23,116,045	\$27,588,515

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
BUILDING & RENTAL SERVICES	28.02	30.32	30.72	30.72
PLANNING	7.25	8.25	8.25	9.25
COMMUNITY DEVELOPMENT	23.55	25.15	27.20	27.20
PARKS & RECREATION	23.73	23.83	22.38	37.04
Total	82.55	87.55	88.55	104.21



COMMUNITY SERVICES AREA

BUILDING & RENTAL SERVICES

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

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

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CONTRIBUTIONS	-	34,633	-	-	-
INVESTMENT INCOME	38,177	349	39,362	42,000	39,362
LICENSES, PERMITS & REGISTRATIONS	4,731,385	5,213,212	4,209,179	5,825,822	4,556,479
MISCELLANEOUS REVENUE	67,880	15,287	300	326	300
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	131,424	-	-	-	-
	-	-	661,614	-	243,000
Total	\$4,968,866	\$5,263,481	\$4,910,455	\$5,868,148	\$4,839,141

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,093,062	1,349,105	1,228,079	1,488,385	1,511,079
CONSTRUCTION CODE FUND (0026)	3,832,414	3,903,628	3,582,376	4,379,763	3,328,062
GENERAL CAPITAL FUND (00CP)	43,390	10,748	100,000	-	-
Total	\$4,968,866	\$5,263,481	\$4,910,455	\$5,868,148	\$4,839,141

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,856,717	1,865,063	2,143,608	2,215,287	2,176,171
PAYROLL FRINGES	1,092,073	1,140,775	1,195,367	1,244,925	1,242,876
OTHER SERVICES	862,121	805,045	1,111,561	1,000,645	577,267
MATERIALS & SUPPLIES	36,609	47,429	20,600	53,903	18,200
OTHER CHARGES	824,530	881,163	973,689	1,015,352	1,005,452
PASS THROUGHES	-	-	100,000	-	-
CAPITAL OUTLAY	100,277	39,152	-	-	-
VEHICLE OPERATING COSTS	42	214	100	100	100
EMPLOYEE ALLOWANCES	22,473	15,523	11,583	15,630	13,923
Total	\$4,794,842	\$4,794,364	\$5,556,508	\$5,545,842	\$5,033,989

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,572,828	1,729,903	1,830,567	1,902,773	1,809,371
CONSTRUCTION CODE FUND (0026)	3,171,725	3,042,080	3,484,618	3,643,069	3,224,618
GENERAL CAPITAL FUND (00CP)	50,289	22,381	241,323	-	-
Total	\$4,794,842	\$4,794,364	\$5,556,508	\$5,545,842	\$5,033,989

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
BUILDING & RENTAL SERVICES	28.02	30.32	30.72	30.72
Total	28.02	30.32	30.72	30.72

COMMUNITY SERVICES AREA BUILDING AND RENTAL SERVICES

REVENUES

Licenses, Permits & Registrations - This reflects an increase for rental housing permits in the General Fund as well as building permits in the Construction Fund based on present and anticipated level of activity.

Prior Year Surplus - The decrease reflects the use of the Construction Fund's fund balance in FY 2018 for a one-time request for consulting services.

EXPENSES

Personnel Services - The increase reflects multiple Construction Fund employees receiving union progressions and raises.

Payroll Fringes - The increase reflects more Construction Fund employees electing medical insurance coverage in FY 2019 as well as increased medical insurance costs.

Other Services - This reflects the decrease in professional services needed to help with vacancies in the service unit during FY 2018.

Other Charges - This reflects an anticipated increase in bank service fees as well as increased retiree medical insurance costs in the Construction Fund.

Pass Throughs - The decrease reflects a transfer in FY 2018 from the General Capital Projects Fund refunding the General Fund for funding no longer needed for the demolition of buildings.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Building and Rental Services Unit would be charged \$775,560 in FY 2019.

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	546,023	501,831	399,277	403,445	549,822
3311 DEER MANAGEMENT	-	220,070	370,000	381,646	243,000
3340 HOUSING BUREAU	947,321	930,374	1,003,257	1,044,121	938,153
3370 BUILDING - APPEALS	79,486	77,628	58,033	73,561	78,396
Total	\$1,572,830	\$1,729,903	\$1,830,567	\$1,902,773	\$1,809,371

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	694,418	738,162	759,034	794,050	809,595
3330 BUILDING - CONSTRUCTION	2,446,150	2,274,682	2,698,603	2,821,567	2,387,791
3370 BUILDING - APPEALS	31,158	29,232	26,981	27,452	27,232
Total	\$3,171,726	\$3,042,076	\$3,484,618	\$3,643,069	\$3,224,618

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	50,289	22,381	241,323	-	-
Total	\$50,289	\$22,381	\$241,323	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Building and Rental Services

Service Unit Manager: Lisha Turner-Tolbert

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Rental Housing Inspections and Certification	●	●		●	●		Percent of available inspections slots filled	83%	94%	92%	98%
							Percent of properties scheduled for inspection prior to certificate expiration	1%	3%	2%	10%
							Number of days from initial inspection to Compliance Certificate issuance	270	180	127	90
Building and Trade Inspections	●	●		●	●		Number of days wait to complete an inspection	5	2	2	1
							Percent of permits expired prior to final inspection	13%	4.30%	6%	3%
Building and Trade Plan Review	●	●		●	●		Percent of plan reviews completed within 10 business days of completed application	75%	85%	86%	95%
							Number of days from completed application to approved plan	15	13	12	5
Building and Trade Permit Issuance	●	●		●			Percent of permits issued or responded to within 48 hours from completed application	80%	95%	97%	98%
							Percent of completed applications staged in holding area for more than 48 hours	5%	3%	3%	1%
Building Certificate of Occupancy Issuance	●	●		●			Percent of Temporary Occupancy Certificates issued within 5 business days of a completed application	75%	82%	69%	95%
							Percent of Final Occupancy Certificates issued within 5 business days of application receipt	70%	75%	71%	95%
							Number of businesses operating without Occupancy Certificate	N/A	2	9	0

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 1	110014	2.00
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	2.00
BLDG & RENT SERV MGR	404500	1.00
BUILDING OFFICIAL	403230	1.00
COMM SERVICES AREA ADMIN	403630	0.70
COMMUNICATIONS SPECIALIST	401590	0.07
DEPUTY BUILDING OFFICIAL	404290	1.00
DEVELOPMENT SRVS INSP III	110534	6.00
DEVELOPMENT SRVS INSP IV	110544	7.00
DEVELOPMENT SRVS INSP V	110554	4.00
DEVELOPMENT SRVS INSP V	110555	2.00
MANAGEMENT ASSISTANT	000200	1.00
OFFICE MANAGER	403180	0.80
PLAN REVIEWER	409998	1.00
SENIOR APPLICATION SPEC	401050	0.15
Total		30.72

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COMMUNITY SERVICES AREA

PLANNING

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

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

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

COMMUNITY SERVICES AREA
PLANNING

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	4,650	3,150	5,160	3,900	5,160
LICENSES, PERMITS & REGISTRATIONS	342,410	214,699	366,618	335,156	366,618
PRIOR YEAR SURPLUS	-	-	57,700	-	-
Total	\$347,060	\$217,849	\$429,478	\$339,056	\$371,778

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	347,060	217,849	429,478	339,056	371,778
Total	\$347,060	\$217,849	\$429,478	\$339,056	\$371,778

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	581,699	594,404	650,367	627,738	684,886
PAYROLL FRINGES	365,021	383,196	420,798	418,035	452,931
OTHER SERVICES	157,001	37,550	84,550	84,923	126,850
MATERIALS & SUPPLIES	4,052	6,545	4,142	8,374	4,348
OTHER CHARGES	158,373	169,134	268,902	269,213	274,893
PASS THROUGHS	200,000	-	-	-	-
EMPLOYEE ALLOWANCES	579	785	195	780	1,755
Total	\$1,466,725	\$1,191,614	\$1,428,954	\$1,409,063	\$1,545,663

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,371,199	1,100,038	1,337,378	1,317,487	1,434,969
CONSTRUCTION CODE FUND (0026)	76,074	71,824	71,468	71,468	90,445
ALTERNATIVE TRANSPORTATION (0061)	19,452	19,752	20,108	20,108	20,249
Total	\$1,466,725	\$1,191,614	\$1,428,954	\$1,409,063	\$1,545,663

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
PLANNING	7.25	8.25	8.25	9.25
Total	7.25	8.25	8.25	9.25

COMMUNITY SERVICES AREA PLANNING SERVICES

REVENUES

Prior Year Surplus - The decrease reflects the use of fund balance in FY 2018 for sign ordinance revisions.

EXPENSES

Personnel Services - The increase is due to an additional FTE in FY 2019.

Payroll Fringes - The increase is due to an additional FTE in FY 2019.

Other Services - This increase reflects funding in FY 2019 for annexations into the City.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning Services Unit would be charged \$341,321 in FY 2019.

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3320 HISTORIC PRESERVATION	91,062	93,952	96,058	96,329	95,504
3360 PLANNING	1,279,560	1,006,085	1,141,320	1,121,158	1,139,465
3364 NEIGHBORHOOD PARTNERSHIP PROGRAM	-	-	100,000	100,000	100,000
3365 ANNEXATIONS	-	-	-	-	100,000
3370 BUILDING - APPEALS	578	-	-	-	-
Total	\$1,371,200	\$1,100,037	\$1,337,378	\$1,317,487	\$1,434,969

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3360 PLANNING	76,073	71,823	71,468	71,468	90,445
Total	\$76,073	\$71,823	\$71,468	\$71,468	\$90,445

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3360 PLANNING	19,451	19,751	20,108	20,108	20,249
Total	\$19,451	\$19,751	\$20,108	\$20,108	\$20,249

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Planning

Service Unit Manager: Brett Lenart

CORE SERVICE	STRATEGIC GOALS (●)					PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology					
Development Review	●	●	●	●	●	Number of days between submitted application and Planning Commission determination.	73	133	130	100
						Number of days between submitted application and City Council approval.	259	404	300	275
						Number of days between submitted application and completed plan review and response to applicant.	13 (91% Complete)	15 (85% Complete)	14 (85% Complete)	14 (90% Complete)
Historic Preservation	●	●	●	●	●	Number of work permits reviewed by staff.	214	240	275	250
						Number of work permits reviewed by HDC.	61	51	45	45
						Percent of Administrative determinations completed within one week.	74%	78%	80%	85%
Zoning, Ordinance Development/Revision		●	●	●		UDC completion and adoption.	N/A	N/A	X	N/A
						Develop Transit-oriented zoning districts for select transit corridors.	N/A	N/A	Initiated	Draft/ Adoption
						Review and development of residential solar ordinance.	N/A	N/A	Complete	N/A
						Development and Adoption of Sign Ordinance.	N/A	Initiated	Drafting/ Outreach	Completion
						Update the City's Design Guidelines.	N/A	Draft/ Outreach	Complete	N/A
Master Planning		●	●	●	●	Master Plan Amendments Completed.	0	PROS Plan	Master Plan	TBD

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
CITY PLANNER 5	110454	5.00
PLANNING MANAGER	404110	1.00
SENIOR APPLICATION SPEC	401050	0.25
ZONING COORDINATOR	117460	1.00
Total		9.25

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COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

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

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

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

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CONTRIBUTIONS	5,686	5,566	5,000	6,000	5,000
INVESTMENT INCOME	12,851	1,585	5,062	7,100	5,062
OPERATING TRANSFERS IN	-	99,996	-	-	-
TAXES	-	-	-	-	880,000
Total	\$18,537	\$107,147	\$10,062	\$13,100	\$890,062

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
SPECIAL ASSISTANCE (0038)	5,746	5,560	5,062	6,100	5,062
AFFORDABLE HOUSING (0070)	12,791	101,587	5,000	7,000	5,000
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	880,000
Total	\$18,537	\$107,147	\$10,062	\$13,100	\$890,062

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GRANT/LOAN RECIPIENTS	1,316,399	1,387,529	1,323,329	1,323,329	1,326,329
PERSONNEL SERVICES	1,250,389	1,316,064	1,485,024	1,396,260	1,542,633
PAYROLL FRINGES	904,274	900,970	1,021,203	911,136	994,290
OTHER SERVICES	169,249	165,277	170,000	170,249	170,000
MATERIALS & SUPPLIES	-	9,000	-	-	-
OTHER CHARGES	1,414,965	569,102	646,578	641,197	511,198
PASS THROUGHES	-	99,996	-	-	-
EMPLOYEE ALLOWANCES	14,627	10,831	8,079	12,959	10,899
Total	\$5,069,903	\$4,458,769	\$4,654,213	\$4,455,130	\$4,555,349

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	4,289,854	4,408,769	4,649,213	4,450,130	4,550,349
SPECIAL ASSISTANCE (0038)	4,000	-	5,000	5,000	5,000
AFFORDABLE HOUSING (0070)	776,049	50,000	-	-	-
Total	\$5,069,903	\$4,458,769	\$4,654,213	\$4,455,130	\$4,555,349

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
COMMUNITY DEVELOPMENT	23.55	25.15	27.20	27.20
Total	23.55	25.15	27.20	27.20

COMMUNITY SERVICES AREA COMMUNITY DEVELOPMENT

REVENUES

Taxes – The increase relates to tax revenue from the County Mental Health Millage.

EXPENSES

Personnel Services - The increase is primarily attributable to wage adjustments.

Payroll Fringes - The decrease is due to the hiring of multiple employees whose retirement health care contributions are lower due to policy changes for Pension and VEBA costs for new hires.

Other Charges - The decrease reflects less funds to be transferred to the Ann Arbor Housing Commission for Operating support in FY 2019 because of one-time transfers of \$105,000 for assistance for RAD and \$40,000 for a special organizational audit in FY 2018.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$236,964 in FY 2019.

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

Vendor	Actual FY 2016	Actual FY 2017	Approved Budget FY 2018	Approved Budget FY 2019
Avalon Housing, Inc.	\$ 85,500	\$ 243,867	\$ 243,867	\$ 193,247
Barrier Busters Action Group	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw		146,713	146,713	-
Child Care Network	90,786	100,000	100,000	-
Community Action Network	164,660	70,000	70,000	119,965
Domestic Violence Project, Inc.	54,168	55,555	55,555	-
Family Learning Institute		20,000	20,000	-
Food Gatherers	102,156	100,000	100,000	245,386
HIV/AIDS Resource Center		-		-
Home of New Vision		-		80,070
Interfaith Hospitality Network of Washtenaw Co.		-		-
Jewish Family Services of Washtenaw County		70,000	70,000	91,080
Legal Services of South Central Michigan	207,480	150,000	150,000	-
Michigan Ability Partners		26,394	26,394	-
Ozone House, Inc.	35,069	-		115,568
Peace Neighborhood Center	30,000	15,000	15,000	23,750
Perry Nursery School of Ann Arbor		-		-
Planned Parenthood Mid and South Michigan				-
Regents of the University of Michigan	56,396			-
Salvation Army of Washtenaw County	115,558	65,000	65,000	105,000
Shelter Association of Washtenaw County*	232,531	140,000	122,000	202,284
UM Ann Arbor Meals on Wheels		-		11,674
UMHS-Housing Bureau for Seniors		10,000	10,000	-
The Women's Center of Southeastern Michigan		10,000	10,000	-
Washtenaw Association for Community Advocacy		-		-
Washtenaw Community Health Organization - Agency	122,095	-		-
Washtenaw County Community Mental Health		50,000	50,000	90,000
Washtenaw Intermediate School District		45,000	45,000	-
Contingency for Living Wage	-	-	3,800	6,800
To be Allocated		-	-	21,505
TOTAL	\$ 1,316,399	\$ 1,337,529	\$ 1,323,329	\$ 1,326,329

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

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	323,105	256,639	264,855	264,507	268,792
2034 HOUSING COMMISSION SUPPORT	2,650,347	2,714,604	3,061,029	2,862,294	2,955,228
2220 HOUSING ACQUISITION	-	99,996	-	-	-
2310 HUMAN SERV/HOMELESS PREVNT	1,316,399	1,337,529	1,323,329	1,323,329	1,326,329
Total	\$4,289,851	\$4,408,768	\$4,649,213	\$4,450,130	\$4,550,349

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
2290 ASSISTANCE TO PROGRAMS	4,000	-	5,000	5,000	5,000
Total	\$4,000	-	\$5,000	\$5,000	\$5,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
2034 HOUSING COMMISSION SUPPORT	776,049	-	-	-	-
2220 HOUSING ACQUISITION	-	50,000	-	-	-
Total	\$776,049	\$50,000	-	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Office of Community Development

Service Unit Manager: Jennifer Hall

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Housing Choice Voucher Program	●	●	●	●		●	HUD Section Eight Management Assessment Program (SEMAP) score (15 indicators) of at least a standard performer with the goal of high performer.	86% SEMAP, standard performer	83% SEMAP, standard performer	86% SEMAP, standard performer	90% SEMAP, high performer
Affordable Housing	●	●	●	●	●	●	100% of apartments meet federal regulatory requirements	100%	100%	100%	100%
Public Housing	●	●	●	●	●	●	<93% occupancy rate	97%	98%	97%	97%
Public Housing	●	●	●	●	●	●	Secure funding & HUD approval to convert to redevelop properties and convert to project-based vouchers.	\$1.3M to convert Colonial	\$13.6M to convert W. Arbor 8.2016	No conversions	\$17.9M to convert Swift Lane
Family Self Sufficiency Program	●		●	●		●	At least 99 participants in the program and at least 30 participants are escrowing funds to reach goal of economic self-	118/60	157/77	149/89	130/60
Central Office and Related Business Entities	●		●	●	●	●	No material findings in AAHC and affiliated entities audits	Clean Audit	Clean Audit	Clean Audit	Clean Audit
							1.15 debt coverage ratio for tax credit properties	Exceeded 1.15 DCR	Exceeded 1.15 DCR	Exceed 1.15 DCR	Exceed 1.15 DCR

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ACCOUNT CLERK	114430	1.00
ADMIN ASSISTANT LVL 1	110014	2.00
ADMIN ASSISTANT LVL 4	110044	0.15
COMM SERVICES AREA ADMIN	403630	0.05
DIRECTOR OF OPERATIONS-HC	404470	1.00
FACILITIES& PROP MGR	404160	1.00
FINANCE MANAGER-AAHC	403770	1.00
FINANCIAL ANALYST	403370	1.00
FMT-AAHC I	114500	4.00
FSS & SUPPORT SVC COORD	000390	2.00
OCCUPANCY SPEC I	114550	10.00
PUBLIC HOUSING RESIDENCY	196091	3.00
VOUCHER PROGRAM MGR	196082	1.00
Total		27.20



COMMUNITY SERVICES AREA

PARKS & RECREATION

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

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	4,814,361	4,306,988	4,543,837	4,517,102	4,571,385
CONTRIBUTIONS	300,394	579,495	66,700	51,700	30,000
INTERGOVERNMENTAL REVENUES	36,787	150,391	794,042	564,492	-
INVESTMENT INCOME	177,683	(871)	184,595	201,275	184,595
MISCELLANEOUS REVENUE	289,455	246,296	188,049	159,834	141,751
OPERATING TRANSFERS IN	191,481	324,227	100,000	144,175	100,000
PRIOR YEAR SURPLUS	-	-	1,528,907	-	464,158
TAXES	4,550,265	4,649,310	4,771,913	4,734,075	8,299,213
Total	\$10,360,426	\$10,255,836	\$12,178,043	\$10,372,653	\$13,791,102

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	4,923,450	4,548,400	4,873,485	4,765,330	4,805,136
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,450,364	2,394,021	3,881,523	2,925,025	2,606,984
BANDEMER PROPERTY (0025)	7,662	7,198	11,781	7,600	11,834
PARKS MEMORIALS & CONTRIBUTIONS (0034)	145,898	22,447	61,673	61,673	39,973
OPEN SPACE ENDOWMENT (0041)	31,240	(788)	20,000	55,734	20,000
ART IN PUBLIC PLACES (0056)	36,000	-	15,000	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,667,722	3,069,335	3,029,773	2,557,291	6,307,175
MAJOR GRANTS PROGRAMS (00MG)	98,090	215,223	284,808	-	-
Total	\$10,360,426	\$10,255,836	\$12,178,043	\$10,372,653	\$13,791,102

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GRANT/LOAN RECIPIENTS	46,302	46,560	55,258	-	-
PERSONNEL SERVICES	3,400,878	3,470,650	3,779,923	3,609,305	5,047,759
PAYROLL FRINGES	1,218,435	1,232,575	1,089,446	1,238,990	1,746,125
OTHER SERVICES	1,778,509	1,770,404	2,662,804	1,581,632	4,093,815
MATERIALS & SUPPLIES	578,925	587,058	602,462	546,100	898,152
OTHER CHARGES	865,180	1,166,400	1,193,335	1,116,376	3,102,780
PASS THROUGHS	958,605	1,457,403	1,228,384	1,263,384	1,469,659
CAPITAL OUTLAY	994,943	2,037,212	3,718,171	2,294,271	10,000
VEHICLE OPERATING COSTS	42,922	34,279	61,250	38,600	61,250
EMPLOYEE ALLOWANCES	27,205	16,709	17,892	17,352	23,974
Total	\$9,911,904	\$11,819,250	\$14,408,925	\$11,706,010	\$16,453,514

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	5,881,488	6,022,520	6,279,422	6,142,502	8,738,591
OPEN SPACE & PARK ACQ MILLAGE (0024)	1,210,929	2,054,481	2,663,366	2,628,061	1,335,941
BANDEMER PROPERTY (0025)	73,266	770	11,781	11,781	11,834
PARKS MEMORIALS & CONTRIBUTIONS (0034)	95,932	174,051	657,858	194,000	39,973
OPEN SPACE ENDOWMENT (0041)	3,408	5,742	20,000	5,000	20,000
ART IN PUBLIC PLACES (0056)	38,431	2,995	14,575	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,456,808	3,493,468	4,327,116	2,724,666	6,307,175
MAJOR GRANTS PROGRAMS (00MG)	151,642	65,223	434,807	-	-
Total	\$9,911,904	\$11,819,250	\$14,408,925	\$11,706,010	\$16,453,514

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
PARKS & RECREATION	23.73	23.83	22.38	37.04
Total	23.73	23.83	22.38	37.04

**COMMUNITY SERVICES AREA
PARKS AND RECREATION SERVICES**

REVENUES

Intergovernmental Revenues - This reflects the receipt of Federal and State grants in FY 2018. Grants are budgeted upon grant award and/or Council approval.

Miscellaneous Revenue - This reflects the receipt of the Fair Food grant in FY 2018. Grants are budgeted upon grant award and/or Council approval.

Prior Year Surplus - This decrease primarily reflects the use of Open Space and Park Acquisition Millage Fund fund balance for the purchase of development rights of a farmland property in FY 2018 as part of the City's Greenbelt Program.

Taxes - This increase reflects the movement of Parks maintenance operations, including its tax revenue from the Parks Maintenance and Capital Improvement Millage, from Public Works to the Parks and Recreation service unit.

EXPENSES

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

Personnel Services - This increase reflects the movement of Parks maintenance operations and its employees from Public Works to Parks and Recreation.

Payroll Fringes - This increase reflects the movement of Parks maintenance operations and its employees from Public Works to Parks and Recreation.

Other Services - This increase is due to the movement of Parks maintenance operations and its contracted services from Public Works to Parks and Recreation.

Materials & Supplies - This increase reflects the movement of Parks maintenance operations from Public Works to Parks and Recreation.

Other Charges - This increase is due to the Parks maintenance operations' retiree medical insurance costs and IT costs being moved from Public Works to Parks and Recreation.

Pass Throughs - This reflects the movement of Parks maintenance operations and its debt service from Public Works to Parks and Recreation.

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

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$1,359,745 in FY 2019.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	-	-	-	-	35,960
1000 ADMINISTRATION	176,201	174,249	259,070	152,251	154,213
1646 FARMER'S MARKET	175,029	147,843	149,959	175,655	150,507
6100 FACILITY RENTALS	379,306	374,602	407,948	397,767	407,948
6231 BUHR POOL	210,529	207,282	189,479	210,620	189,479
6232 BUHR RINK	127,789	114,176	135,100	120,981	135,100
6234 VETERAN'S POOL	103,189	133,819	122,200	120,732	122,200
6235 VETERAN'S ICE ARENA	483,551	463,605	480,803	473,577	480,803
6236 FULLER POOL	349,762	333,194	350,801	346,823	350,801
6237 MACK POOL	177,130	161,325	185,707	171,955	185,707
6238 VETERAN'S MEETING ROOM	-	3,837	-	1,800	-
6242 ARGO LIVERY	880,846	726,971	806,000	803,908	806,000
6244 GALLUP LIVERY	572,273	513,324	509,938	536,785	509,938
6315 SENIOR CENTER OPERATIONS	83,915	81,528	94,170	94,190	94,170
6503 HURON GOLF COURSE	359,178	326,101	372,118	342,641	372,118
6504 LESLIE GOLF COURSE	844,748	786,540	810,192	815,645	810,192
Total	\$4,923,446	\$4,548,396	\$4,873,485	\$4,765,330	\$4,805,136

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

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	109,542	811	112,602	112,602	112,602
9024 PARK LAND ACQUISITION	2,340,822	2,393,210	3,768,921	2,812,423	2,494,382
Total	\$2,450,364	\$2,394,021	\$3,881,523	\$2,925,025	\$2,606,984

Revenues by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	762	(62)	600	700	600
1000 ADMINISTRATION	6,900	7,260	11,181	6,900	11,234
Total	\$7,662	\$7,198	\$11,781	\$7,600	\$11,834

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	116,128	(1,048)	31,673	9,973	9,973
1000 ADMINISTRATION	29,770	23,495	30,000	51,700	30,000
Total	\$145,898	\$22,447	\$61,673	\$61,673	\$39,973

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	7,373	(788)	7,350	8,000	7,350
9024 PARK LAND ACQUISITION	23,867	-	12,650	47,734	12,650
Total	\$31,240	(\$788)	\$20,000	\$55,734	\$20,000

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	36,000	-	15,000	-	-
Total	\$36,000	-	\$15,000	-	-

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

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	909,594	830,910	983,913	903,430	4,430,513
1000 ADMINISTRATION	47,848	42,525	175,000	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	(1)	-	-	-	-
9000 CAPITAL OUTLAY	1,710,280	2,195,899	1,870,860	1,653,861	1,876,662
Total	\$2,667,721	\$3,069,334	\$3,029,773	\$2,557,291	\$6,307,175

Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
0000 REVENUE	98,090	215,223	284,808	-	-
Total	\$98,090	\$215,223	\$284,808	-	-

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	1,245,091	1,200,451	1,246,742	1,276,155	1,796,437
1646 FARMER'S MARKET	161,365	170,041	178,694	167,103	170,889
4146 FOOTBALL/SPECIAL EVENTS	-	-	-	-	10,337
6001 OUTDOOR ICE RINKS	-	32,377	41,777	49,620	-
6100 FACILITY RENTALS	362,584	377,027	395,110	347,665	400,469
6209 PARKS - MOWING	-	-	-	-	679,218
6210 OPERATIONS	-	-	-	-	633,566
6222 SNOW & ICE CONTROL	-	-	-	-	204,317
6231 BUHR POOL	274,700	301,571	262,724	264,818	269,776
6232 BUHR RINK	153,897	132,618	178,157	165,184	193,194
6234 VETERAN'S POOL	238,216	257,939	236,724	224,922	239,834
6235 VETERAN'S ICE ARENA	417,021	444,099	456,514	440,987	468,769
6236 FULLER POOL	279,288	309,903	296,920	309,092	306,294
6237 MACK POOL	288,371	280,216	303,508	300,581	315,045
6242 ARGO LIVERY	470,021	542,854	518,391	516,232	533,501
6244 GALLUP LIVERY	332,694	307,845	364,870	360,917	370,216
6315 SENIOR CENTER OPERATIONS	231,265	241,727	246,999	244,361	251,431
6328 ROW MAINTENANCE	-	-	-	-	14,500
6335 ATHLETIC FIELDS/GAME COURTS	-	-	-	-	20,995
6365 PLAYGROUND MAINTENANCE	-	-	-	-	45,776
6403 COMMUNITY OUTREACH SERVICES	149,686	147,491	166,544	140,552	147,033
6503 HURON GOLF COURSE	487,278	442,843	468,174	438,195	462,618
6504 LESLIE GOLF COURSE	790,000	833,512	917,574	896,118	913,380
9500 DEBT SERVICE	-	-	-	-	290,996
Total	\$5,881,477	\$6,022,514	\$6,279,422	\$6,142,502	\$8,738,591

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

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1810 TAX REFUNDS	3,236	850	-	1,000	-
9024 PARK LAND ACQUISITION	351,394	887,758	1,499,753	1,463,448	172,278
9500 DEBT SERVICE	854,736	1,163,263	1,163,613	1,163,613	1,163,663
9541 BAD DEBTS	1,563	2,611	-	-	-
Total	\$1,210,929	\$2,054,482	\$2,663,366	\$2,628,061	\$1,335,941

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	-	38	-	-	-
9000 CAPITAL OUTLAY	72,546	-	-	-	-
9018 PARK REHAB & DEVELOP MIL 95	720	732	11,781	11,781	11,834
Total	\$73,266	\$770	\$11,781	\$11,781	\$11,834

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	14,690	20,258	39,973	79,000	39,973
6315 SENIOR CENTER OPERATIONS	3,000	-	-	-	-
6915 PARK PLAN - MEMORIALS	-	1,113	7,725	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	-	16,790	72,702	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	-	33,891	-	-	-
9000 CAPITAL OUTLAY	78,242	101,999	525,458	115,000	-
9024 PARK LAND ACQUISITION	-	-	12,000	-	-
Total	\$95,932	\$174,051	\$657,858	\$194,000	\$39,973

Expenses by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9024 PARK LAND ACQUISITION	3,408	5,742	20,000	5,000	20,000
Total	\$3,408	\$5,742	\$20,000	\$5,000	\$20,000

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	38,430	2,995	14,575	-	-
Total	\$38,430	\$2,995	\$14,575	-	-

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

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	403,935	422,950	642,588	639,312	441,662
1646 FARMER'S MARKET	-	-	-	-	8,750
1810 TAX REFUNDS	7,250	1,956	-	1,281	-
6100 FACILITY RENTALS	-	-	-	-	68,180
6121 LESLIE SCIENCE CENTER	-	-	-	-	31,650
6123 KEMPF HOUSE	-	-	-	-	2,350
6148 BLUFFS PARK ACCESS	1,605	-	-	-	-
6210 OPERATIONS	238,763	287,570	328,961	269,789	827,114
6231 BUHR POOL	-	-	-	-	13,600
6232 BUHR RINK	-	-	-	-	25,900
6234 VETERAN'S POOL	-	-	-	-	39,400
6235 VETERAN'S ICE ARENA	-	-	-	-	80,638
6236 FULLER POOL	-	-	-	-	45,200
6237 MACK POOL	-	-	-	-	37,000
6242 ARGO LIVERY	-	-	-	-	5,250
6244 GALLUP LIVERY	-	-	-	-	39,000
6250 NORTHSIDE COMMUNITY CENTER	-	-	-	-	5,000
6255 SKATE PARK	-	-	-	-	4,350
6260 BRYANT COMMUNITY CENTER	-	-	-	-	7,000
6287 ECOLOGICAL RESTORATION	191,613	186,679	219,568	214,528	226,987
6288 ECOLOGICAL ASSESS & MONITORING	132,206	129,925	132,540	130,040	141,692
6289 OUTREACH VOLUNTEER COORDINATION	156,727	177,011	188,190	189,698	193,435
6291 SWIFT RUN DOG PARK	-	-	-	-	15,000
6309 GENERAL CARE - PARKS/FORESTRY	-	-	-	-	1,982,478
6315 SENIOR CENTER OPERATIONS	-	-	-	-	17,500

6320 TRIMMING	-	-	-	-	34,620
6335 ATHLETIC FIELDS/GAME COURTS	-	-	-	-	327,101
6340 ADOPT-A-PARK/GARDEN	46,806	89,478	60,584	67,322	64,346
6503 HURON GOLF COURSE	-	-	-	-	22,500
6504 LESLIE GOLF COURSE	-	-	-	-	20,500
6930 PARK PLAN - REC FAC					
RENOVATIONS	168,002	354,771	175,000	175,000	-
6931 BRYANT COMMUNITY CENTER					
DESIGN	17,900	135,000	-	-	-
6935 POOL LINER REPLACEMENTS	45,958	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	151,353	-	-	-	-
7099 RECREATIONAL DAMS	-	-	-	-	143,972
9000 CAPITAL OUTLAY	894,686	1,708,128	2,579,685	1,037,696	1,435,000
Total	\$2,456,804	\$3,493,468	\$4,327,116	\$2,724,666	\$6,307,175

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1646 FARMER'S MARKET	46,302	46,560	55,258	-	-
9000 CAPITAL OUTLAY	105,339	18,663	379,549	-	-
Total	\$151,641	\$65,223	\$434,807	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Parks

Service Unit Manager: Colin Smith

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Programming	●	●	●	●			Percentage capacity of day camp spaces filled	94%	94%	96%	95%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction program survey	N/A	N/A	N/A	85%
							Percentage capacity of group swim lessons spaces filled	52%	56%	61%	60%
Natural Area Preservation	●	●	●	●			Percentage capacity of the equivalent of 4.5 FTE's captured through volunteer hours	129%	114%	104%	100%
							Number of plant and animal surveys performed annually	N/A	N/A	N/A	4
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey	N/A	N/A	N/A	85%
							Percentage of 100 acres of prescribed burns annually	157%	157%	154%	150%
							Percentage of 6.5 tons of invasive species removed annually	197%	185%	98%	135%
Volunteerism	●	●	●	●			Percentage of parks that have been adopted	33%	43%	42%	50%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey	N/A	N/A	N/A	85%
							Percentage capacity of the equivalent of 3 FTE's captured through volunteer hours	102%	124%	120%	130%
Active and Passive Recreation Opportunities	●	●	●	●			Number of admissions to each recreation facility	261,746	260,585	954,106*	975,000*
							Percentage satisfied per parks satisfaction survey every two years	N/A	88%	N/A	85%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction membership survey	N/A	N/A	N/A	85%
Park Planning & Administration	●	●	●	●			PROS plan survey, followed by parks satisfaction survey every two years	N/A	Done	N/A	N/A

* Includes estimated visitors to the Farmers Market

COMMUNITY SERVICES AREA
PARKS & RECREATION

Allocated Positions

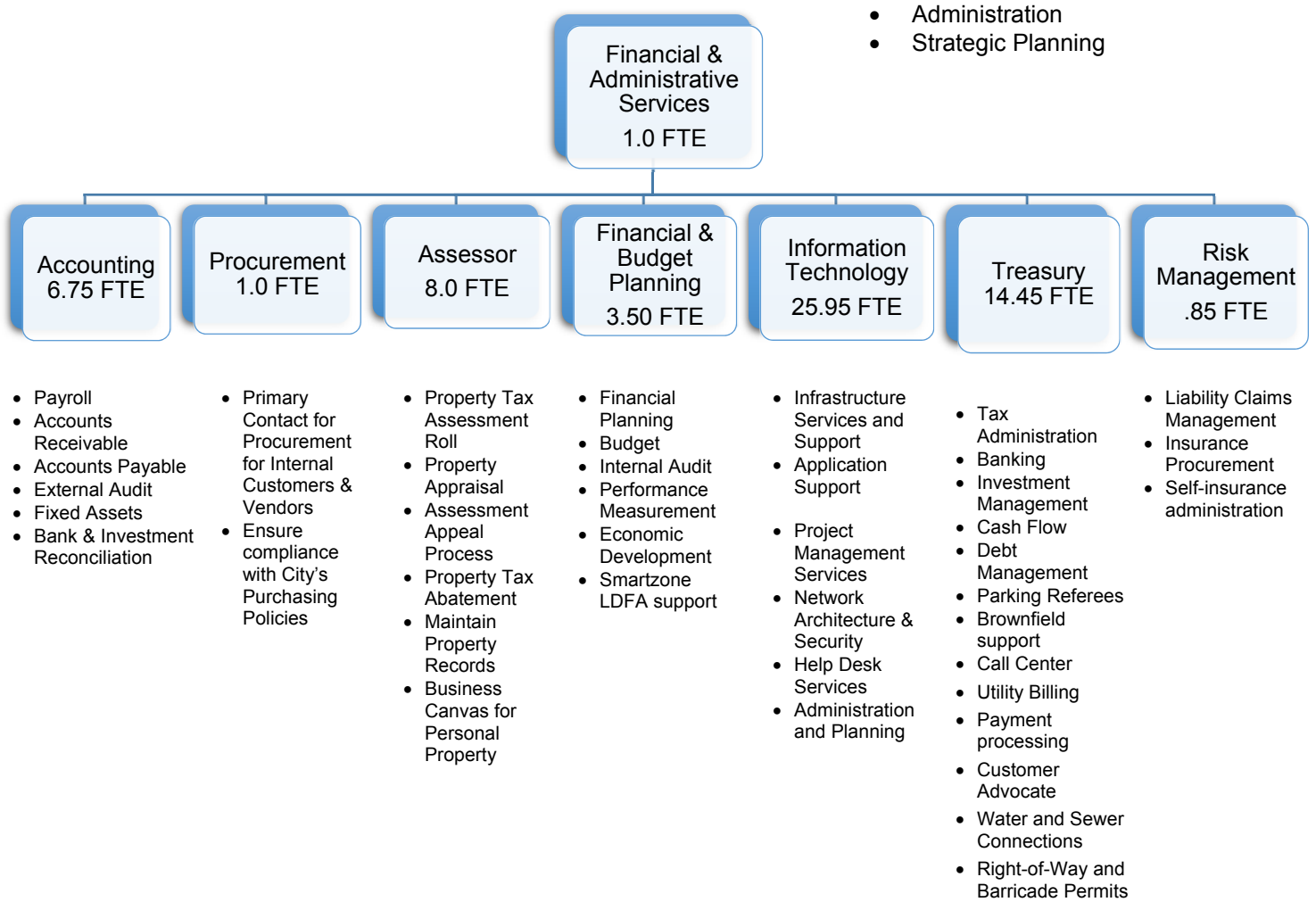
Job Description	Job Class	FY 2019 FTE's
REC SUPERVISOR 2	190211	6.00
ADMIN ASSISTANT LVL 4	110044	0.85
APPLICATION SPECIALIST	401760	0.08
CIVIL ENGINEER V	401330	0.05
COMM SERVICES AREA ADMIN	403630	0.25
COMMUNICATIONS SPECIALIST	401590	0.93
ELEC & CONTROL TECH IV	116244	0.05
ELEC & CONTROL TECH V	116254	0.05
FIELD OP ASST MANAGER	401140	1.00
FIELD OPER TECH I-FOR/PA	112854	1.75
FIELD OPER TECH II-FOR/PA	112864	3.00
FIELD OPER TECH III-FOR/P	112874	1.00
FIELD OPER TECH IV-FOR/PA	112884	2.00
FIELD OPER TECH V-FOR/PA	112894	5.00
FIELD OPERATIONS SUPV IV	192130	1.00
GOLF MAINTENANCE SUPERINT	404200	1.00
LANDSCAPE ARCHITECT IV	401380	1.00
MARKET MANAGER	401430	1.00
OFFICE MANAGER	403180	0.20
P&R DEPUTY MGR-NAP/VOL	401640	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00
PARKS & REC SERVICES MGR	403480	1.00
PARKS & REC SRV DEP MGR	401270	1.00
PROCUREMENT COORDINATOR	117450	0.03
RECREATION SUP III	190221	3.00
SENIOR APPLICATION SPEC	401050	0.15
STEWARDSHIP SPECIALIST	193060	2.00
VOLUNTEER & OUTREACH COOR	190110	1.00
WATER UT MAIN SUPV IV	197470	0.02
WATER UTIL SUPV III	197500	0.02
WATER UTILITY SUPV II	197410	0.01
WATER UTILITY SUPV III	197420	0.01
WATER UTILITY SUPV III	197421	0.01
WATER UTILITY TECH I	117400	0.05
WATER UTILITY TECH II	117410	0.10
WATER UTILITY TECH II	117411	0.05
WATER UTILITY TECH III	117420	0.15
WATER UTILITY TECH IV	117430	0.10
WATER UTILITY TECH V	117441	0.10
WTP MANAGER	401310	0.03
Total		37.04



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area

Organization Chart



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ASSESSOR SERVICES	111	-	-	205	-
FINANCIAL & BUDGET PLANNING	25,838,953	26,085,107	28,491,843	25,990,666	27,086,004
INFORMATION TECHNOLOGY	9,601,802	7,477,159	8,259,630	7,807,871	7,992,767
RISK MANAGEMENT	26,965,806	29,304,492	30,629,642	30,682,195	31,414,098
TREASURY SERVICES	98,242,704	103,649,998	106,287,323	107,020,967	47,373,113
Total	\$160,649,376	\$166,516,756	\$173,668,438	\$171,501,904	\$113,865,982

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	69,598,762	70,897,838	74,221,889	71,868,650	74,459,117
INFORMATION TECHNOLOGY (0014)	7,101,802	6,849,482	7,984,740	7,532,981	7,992,767
WATER SUPPLY SYSTEM (0042)	23,867,414	25,835,259	25,251,858	25,694,728	-
SEWAGE DISPOSAL SYSTEM (0043)	23,904,745	25,853,149	26,269,238	26,412,279	-
RISK FUND (0057)	26,965,806	29,304,492	30,629,642	30,682,195	31,414,098
STORMWATER SEWER SYSTEM FUND (0069)	6,710,847	7,148,859	9,036,181	9,036,181	-
GENERAL CAPITAL FUND (00CP)	2,500,000	627,677	274,890	274,890	-
Total	\$160,649,376	\$166,516,756	\$173,668,438	\$171,501,904	\$113,865,982

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ACCOUNTING SERVICES	795,639	811,247	849,577	850,268	869,651
ASSESSOR SERVICES	1,040,517	1,053,117	1,138,456	1,106,793	1,212,673
FINANCIAL & BUDGET PLANNING	811,232	1,126,132	990,351	1,058,086	1,013,288
INFORMATION TECHNOLOGY	10,688,193	13,580,004	13,894,354	11,372,798	11,533,550
PROCUREMENT	190,804	157,076	248,149	161,428	151,637
RISK MANAGEMENT	801,599	2,854,133	2,506,857	2,352,817	2,526,670
TREASURY SERVICES	2,447,538	2,302,641	2,449,127	2,369,156	2,536,854
Total	\$16,775,522	\$21,884,350	\$22,076,871	\$19,271,346	\$19,844,323

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	7,059,281	7,572,229	8,027,362	7,641,918	7,936,924
INFORMATION TECHNOLOGY (0014)	7,097,022	8,380,911	8,784,260	7,941,349	7,907,908
MAJOR STREET (0021)	6,530	6,638	6,630	7,719	6,754
WATER SUPPLY SYSTEM (0042)	1,127,703	971,849	1,082,740	1,075,240	1,161,926
SEWAGE DISPOSAL SYSTEM (0043)	39,886	40,659	41,101	-	41,852
PROJECT MANAGEMENT (0049)	57,911	58,867	42,946	42,946	44,379
RISK FUND (0057)	718,405	2,769,755	2,389,160	2,235,490	2,408,842
STORMWATER SEWER SYSTEM FUND (0069)	39,887	40,659	41,101	41,101	41,852
SOLID WASTE (0072)	325,118	319,983	285,583	285,583	293,886
GENERAL CAPITAL FUND (00CP)	303,779	1,722,800	1,375,988	-	-
Total	\$16,775,522	\$21,884,350	\$22,076,871	\$19,271,346	\$19,844,323

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
ACCOUNTING SERVICES	6.75	6.75	6.75	6.75
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.50	4.50
INFORMATION TECHNOLOGY	24.45	24.45	25.95	25.95
PROCUREMENT	2.00	2.00	2.00	1.00
RISK MANAGEMENT	0.65	0.65	0.85	0.85
TREASURY SERVICES	15.95	14.65	14.45	14.45
Total	61.30	60.00	61.50	61.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	440,188	453,215	460,275	452,135	464,573
PAYROLL FRINGES	280,581	290,381	320,206	326,151	333,648
OTHER SERVICES	13,495	9,630	12,550	15,341	13,050
MATERIALS & SUPPLIES	8,055	4,821	6,140	6,071	6,734
OTHER CHARGES	52,663	52,870	50,046	50,210	51,286
EMPLOYEE ALLOWANCES	657	330	360	360	360
Total	\$795,639	\$811,247	\$849,577	\$850,268	\$869,651

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	795,639	811,247	849,577	850,268	869,651
Total	\$795,639	\$811,247	\$849,577	\$850,268	\$869,651

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
ACCOUNTING SERVICES	6.75	6.75	6.75	6.75
Total	6.75	6.75	6.75	6.75

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged \$210,658 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Accounting

Service Unit Manager: Karen Lancaster

CORE SERVICE	STRATEGIC GOALS (●)					PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal	
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology						Strengthen Human Capital
Audit and Comprehensive Annual Financial Report (CAFR)			●		●	●	Receive GFOA award for excellence	Yes	Yes	Yes	Yes
							No internal control deficiencies	None	None	None	None
							No compliance issues	None	None	None	None
							100% completion of staff training in new audit areas each year as part of succession planning	4 areas	12 areas	9 areas	5 areas
Payroll Processing and Tax Reporting							Compliance filings are timely and accurate	100%	100%	100%	100%
	●						No compliance issues	None	None	None	None
			●			●	No errors in payroll processing	N/A	N/A	3 errors	0 errors
							Staff is trained as part of succession planning and redundancy as measured by completion of AFSCME progression to Level 3	Ongoing	Ongoing	Ongoing	Ongoing
Accounts Payable and Vendor Management							No compliance issues with IRS	None	None	None	None
	●						No errors in check/EFT processing as measured by voided checks	N/A	N/A	2 errors	0 errors
			●			●	Payments disbursed within 30 days of entry into the financial system	Yes	Yes	Yes	Yes
							Staff is trained as part of succession planning and redundancy as measured by completion of AFSCME progression to Level 3	Ongoing	Ongoing	Ongoing	Ongoing
General Ledger Accounting							<1% compliance issues with purchasing cards	8%	<6%	<8%	<1%
			●			●	Reconciliations prepared within 30 days of month-end/quarter-end	74%	85%	89%	100%
							100% Completion of staff training in identified areas as part of succession planning and redundancy	Ongoing	Ongoing	Ongoing	Ongoing
						Documentation exists for all processes	52%	86%	91%	100%	

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ACCOUNTANT I	000830	1.00
ACCOUNTANT III	401670	1.00
ADMIN ASSISTANT LVL 2	110024	1.00
ADMIN ASSISTANT LVL 5	110054	2.75
FINANCE DIRECTOR	403460	1.00
Total		6.75

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

The Assessing Service Unit is responsible for tax assessing and property appraisals for all taxable property within the City. Other duties include granting of Principal Residence Exemptions, processing of divisions of land, reviewing and processing exemption applications, calculating Payments in Lieu of Taxes, establishing special assessment districts and apportioning the special assessment within that special assessment district, defending Assessed and Taxable Values before the Michigan Tax Tribunal and assisting other service areas and service units within the City with valuation, real estate and property taxation issues.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
MISCELLANEOUS REVENUE	111	-	-	205	-
Total	\$111	-	-	\$205	-

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	111	-	-	205	-
Total	\$111	-	-	\$205	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	555,649	566,597	575,454	566,995	559,982
PAYROLL FRINGES	372,338	369,405	388,476	374,800	374,814
OTHER SERVICES	11,864	16,018	22,700	13,189	122,700
MATERIALS & SUPPLIES	18,712	18,419	20,080	18,774	20,162
OTHER CHARGES	67,344	67,878	114,946	116,225	118,215
EMPLOYEE ALLOWANCES	14,610	14,800	16,800	16,810	16,800
Total	\$1,040,517	\$1,053,117	\$1,138,456	\$1,106,793	\$1,212,673

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,040,517	1,053,117	1,138,456	1,106,793	1,212,673
Total	\$1,040,517	\$1,053,117	\$1,138,456	\$1,106,793	\$1,212,673

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00

**FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT**

EXPENSES

Personnel Services – The decrease is due to the retirement of employees and the hiring of new staff.

Payroll Fringes – The decrease is due to a change in benefits being received by an employee.

Other Services – The increase is due to the anticipated retirement of the current assessor prior to FY 2019. The current assessor holds several appraisal certifications not held by any other employee in the Assessor Services Unit. As a result, the City will need to obtain these appraisal services from an outside company beginning in FY 2019.

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 \$337,349 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Assessing

Service Unit Manager: Michael Gonzales

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Appraise all Real & Personal Property Annually			●		●		10% of properties reviewed annually	8%	10%	10%	10%
							Equalization factor of 1.00 (see below for definition)	1.00	1.00	1.00	1.00
Assessment Appeals, Board of Review, MTT, STC			●				Board of Review Appeals mailed within two weeks of the end of Board of Review	Yes	Yes	Yes	Yes
							Small Claims Tribunal appeals answered within 28 days of notification	Yes	Yes	Yes	Yes
							Full Tribunal Appeals answered within 28 days of notification	Yes	Yes	Yes	Yes
							All valuation disclosures are filed 21 days or greater from hearing date.	Yes	Yes	Yes	Yes
Property sales and ownership data					●		Process all sales and ownership data with 45 days of notification.	45 days	60 days	45 days	45 days
Handle Customer Inquiries and Information Requests	●				●		Online data updated daily.	Yes	Yes	Yes	Yes
							Answer customer requests within 1 business day.	Yes	Yes	Yes	Yes
							Adhoc requests performed within 3 business days.	Yes	Yes	Yes	Yes

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00
CITY ASSESSOR	403220	1.00
REAL PROPERTY APPRAISER I	119180	2.00
REAL PROPERTY APPRAISER I	119181	1.00
SENIOR APPRAISER	401260	3.00
Total		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 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	518,104	-	-	-	-
FINES & FORFEITS	252	700	-	385	-
INTERGOVERNMENTAL REVENUES	11,139,240	11,945,017	11,346,008	11,346,012	11,808,944
INTRAGOVERNMENTAL SALES	13,592,362	14,070,183	16,720,398	14,228,629	14,578,543
INVESTMENT INCOME	385,837	(2,916)	400,437	400,437	680,627
MISCELLANEOUS REVENUE	25,557	71,775	15,000	15,000	17,890
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	177,253	-	-	-	-
TAXES	-	-	10,000	-	-
	348	348	-	203	-
Total	\$25,838,953	\$26,085,107	\$28,491,843	\$25,990,666	\$27,086,004

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	25,838,953	26,085,107	28,491,843	25,990,666	27,086,004
Total	\$25,838,953	\$26,085,107	\$28,491,843	\$25,990,666	\$27,086,004

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

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	197,101	382,087	359,732	366,463	354,463
PAYROLL FRINGES	165,074	196,095	207,492	231,719	206,734
OTHER SERVICES	67,173	157,211	79,645	116,029	69,645
MATERIALS & SUPPLIES	5,112	8,193	1,070	1,463	1,090
OTHER CHARGES	376,332	381,831	341,632	341,632	380,576
EMPLOYEE ALLOWANCES	440	715	780	780	780
Total	\$811,232	\$1,126,132	\$990,351	\$1,058,086	\$1,013,288

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	811,232	1,126,132	990,351	1,058,086	1,013,288
Total	\$811,232	\$1,126,132	\$990,351	\$1,058,086	\$1,013,288

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.50	4.50
Total	3.50	3.50	3.50	4.50

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

REVENUES

Intergovernmental Revenues – The increase reflects additional projected State Shared revenue from the State of Michigan.

Intragovernmental Sales - The decrease reflects a change in the way the City budgets for personnel in internal service funds. Some personnel previously budgeted in the General Fund are now budgeted within the Project Management fund where they will charge their time to various construction projects in other funds.

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

EXPENSES

Personnel Services – An FTE was repurposed to this area for a Budget Analyst position and a 1.0 FTE reduction is reflected in the Procurement unit. While this FTE added costs to this unit, Personnel Services decreased slightly due to a lower wage base for new hires.

Payroll Fringes – An FTE was repurposed for a Budget Analyst position to this area and a 1.0 FTE reduction is reflected in the Procurement unit. While this FTE added costs to this unit, Payroll Fringes decreased slightly due to changes in the retirement benefits offered to new hires.

Other Services - The decrease reflects a one-time budget increase for professional services contracts in FY 2018.

Other Charges - The increase reflects increased retiree medical insurance costs.

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 \$129,318 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Budget & Administration

Service Unit Manager:

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Lead Budget Development (2 year plan)	●	●	●	●	●	●	Receive GFOA award	Yes	Yes	Yes	Yes
							Fund balances meet policy requirements	Yes	Yes	No	Yes
							Recurring revenues offset recurring costs	Yes	Yes	Yes	Yes
Forecast Year-end Performance			●		●		April forecast for year-end audit is within 1% of year-end actual results	(2%)	(.40%)	Yes	Yes
							100% of service units participate	No/NAV	100%	100%	100%
Financial/Business Analysis, Financial Reporting			●			●	Operating documents are prepared for quarterly financial reviews	NAP	Yes	Yes	Yes
							Finance participation in labor negotiations	Limited	Limited	Limited	Yes
							Increase percent of GFOA best practices evaluated by 5% each year	72%	76%	78%	83%
Internal Audit	●	●	●	●			Perform three internal audits annually	1	0	0	1
Support Economic Development Efforts			●			●	Two projects annually resulting in council consideration	2	2	2	2

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
BUDGET ANALYST	000400	2.00
FIN ANALYST-BUDGET	403340	1.00
FINANCIAL & ADMIN AREA AD	403520	1.00
RISK SPEC/ASST TO CFO	000320	0.50
Total		4.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

The Information Technology (IT) Services Unit is responsible for supporting information, communications, and technology needs of City government including network and data center operations, desktop/network/mobile computing, application and integration support, content and document management, geographical information systems, telecommunications, physical and virtual security, audio/visual systems and enterprise printing. IT provides leadership in setting future direction for Information Technology so the City can achieve its strategic priorities. IT collaborates with service areas on business process improvements by delivering clear business value and providing enterprise-level project management expertise while ensuring successful initiatives across the organization.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	6,835,662	6,806,336	7,575,751	7,628,251	7,753,577
CONTRIBUTIONS	-	-	133,796	133,796	-
INVESTMENT INCOME	50,015	241	50,070	41,455	50,070
MISCELLANEOUS REVENUE	44,273	42,905	-	4,369	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,671,852	627,677	-	-	-
	-	-	500,013	-	189,120
Total	\$9,601,802	\$7,477,159	\$8,259,630	\$7,807,871	\$7,992,767

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
INFORMATION TECHNOLOGY (0014)	7,101,802	6,849,482	7,984,740	7,532,981	7,992,767
GENERAL CAPITAL FUND (00CP)	2,500,000	627,677	274,890	274,890	-
Total	\$9,601,802	\$7,477,159	\$8,259,630	\$7,807,871	\$7,992,767

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	5,353,424	5,794,544	6,022,274	5,626,155	5,956,713
PAYROLL FRINGES	1,228,394	1,275,551	1,384,552	1,360,058	1,325,512
OTHER SERVICES	2,348,254	3,971,802	3,799,342	2,121,146	2,485,396
MATERIALS & SUPPLIES	261,726	630,479	958,345	657,285	569,987
OTHER CHARGES	1,457,219	1,266,366	1,101,798	1,316,598	1,180,771
PASS THROUGH	15,892	627,677	-	-	-
CAPITAL OUTLAY	-	-	612,872	276,805	-
EMPLOYEE ALLOWANCES	23,284	13,585	15,171	14,751	15,171
Total	\$10,688,193	\$13,580,004	\$13,894,354	\$11,372,798	\$11,533,550

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	3,287,392	3,476,293	3,734,106	3,431,449	3,625,642
INFORMATION TECHNOLOGY (0014)	7,097,022	8,380,911	8,784,260	7,941,349	7,907,908
GENERAL CAPITAL FUND (00CP)	303,779	1,722,800	1,375,988	-	-
Total	\$10,688,193	\$13,580,004	\$13,894,354	\$11,372,798	\$11,533,550

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
INFORMATION TECHNOLOGY	24.45	24.45	25.95	25.95
Total	24.45	24.45	25.95	25.95

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

REVENUES

Charges for Services – The increase in FY 2019 reflects an increase in IT charges to customers and an annual usage fee being collected for the City’s completed fiber network.

Contributions – The reduction in FY 2019 reflects a one-time capital build charge to participating entities in FY 2018 for the fiber network.

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

EXPENSES

Personnel Services - The reduction in FY 2019 reflects the cost of severance in FY 2018 for a retiring employee.

Payroll Fringes – The reduction in FY 2019 reflects the hiring of new employees into the City’s new hybrid pension plan.

Other Services – The reduction in FY 2019 reflects a decrease in the budget due to the completion of the City’s fiber network.

Materials & Supplies – The reduction in FY 2019 reflects a decrease in the budget due to the completion of the City’s fiber network.

Other Charges – The increase relates to a 3% increase in the Municipal Service Charge from FY 2018 and an increased cost for retiree medical insurance.

Capital Outlay - There are no budgeted capital outlay projects for FY 2019. The amount for FY 2018 represents capital outlay for projects carried forward from FY 2017 including network, server, and multi-function copier replacements. Any project amount leftover from FY 2018 will be rolled over to FY 2019.

Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Prior FY Budget</u>	<u>FY 2019 Request</u>
Replacements¹		
PC's, High-End PCs, Laptops, Toughbooks, Tablets	160,000	160,000
Server Replacements Plus Storage	130,000	50,000
Network Replacements & Facility Access System	75,000	75,000
Network Printers/Copiers	115,000	115,000
Enterprise Wide		
Access Control	50,000	50,000
Service Area/Unit Specific		
Police		
In-Car Video Equipment	47,213	51,587
	<u>\$ 577,213</u>	<u>\$ 501,587</u>

¹ Annual appropriation towards yearly replacement of aging equipment.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Information Technology

Service Unit Manager: Tom Shewchuk

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Application Delivery & Enterprise Applications	●	●	●	●	●	●	Systems Meets Business Needs >90% (Project Survey)	100%	100%	100%	90%
							Number of SOP's documented. Increase 1 per quarter	3	5	6	4
							Adoption rate of Targeted Technologies. 1.25% increase over last quarter	1,368	N/A	N/A	N/A
							Reduction in Shadow Systems. Eliminate 6 per year.	4	15	9	6
							New self-service applications implemented. 5 or greater every other	3	5	4	N/A
							Customer Sat >90% (Project Closure Survey)	100%	100%	97.14%	90%
							Total number of transactions for self-service applications. 5% increase over the last recorded baseline.	141,073	N/A	N/A	N/A
Help Desk Services	●	●		●			Customer Satisfaction >90% (Annual Survey)	71.55%	89.24%	89.24%	90%
Infrastructure Services & Network Services		●		●	●	●	95% Network Up-Time of total available up-time. Excludes Scheduled Maintenance.	N/A	98.18%	98.97%	95%
							96% Server Up - Time of total available up-time. Excludes Scheduled Maintenance Time.	N/A	99.96%	99.95%	96%

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
APPLICATIONS SPECIALIST	401690	2.00
APPLICATIONS DELIVERY MGR	403540	1.00
FIELD OPER TECH III - COM	112724	0.50
GIS MANAGER	401240	1.00
HELP DESK SUPPORT SPEC	000900	3.00
INFRASTRUCTURE SUPPORT AD	401600	1.00
ITSD DIRECTOR	403700	1.00
SENIOR APPLICATION SPEC	401050	8.45
SENIOR INFRA LEAD	404440	1.00
SENIOR INFRASTRUCTURE SPE	401130	3.00
SERVICE DELIVERY MANAGER	403550	1.00
SOLUTIONS DELIVER MANAGER	403810	1.00
SR. NETWORK LEAD	404230	1.00
TECHNOLOGY & CHANGE MGR	403590	1.00
Total		25.95

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

The Procurement Unit is responsible for ensuring the City's procurement policies and procedures are being followed. The Unit also provides surplus property disposition and general and administrative support in the preparation, reconciliation, and reporting of the City's procurement of goods and services.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	92,165	82,516	145,811	84,459	84,049
PAYROLL FRINGES	68,405	56,944	79,364	57,850	44,274
OTHER SERVICES	16,396	3,391	7,805	3,950	7,805
MATERIALS & SUPPLIES	6,458	6,952	7,730	7,730	7,914
OTHER CHARGES	7,380	7,273	7,439	7,439	7,595
Total	\$190,804	\$157,076	\$248,149	\$161,428	\$151,637

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	190,804	157,076	248,149	161,428	151,637
Total	\$190,804	\$157,076	\$248,149	\$161,428	\$151,637

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
PROCUREMENT	2.00	2.00	2.00	1.00
Total	2.00	2.00	2.00	1.00

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

EXPENSES

Personnel Services – The decrease reflects a repurposing of an FTE allocated to Procurement to the Financial and Budget Services Unit for a Budget Analyst.

Payroll Fringes - The decrease reflects a repurposing of an FTE allocated to Procurement to the Financial and Budget Services Unit for a Budget Analyst.

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 \$41,530 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Procurement

Service Unit Manager: Colin Spencer

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Internal Purchasing Compliance	●		●		●		100% of Required Forms collected	100%	100%	100%	100%
							PO's processed or updated with the department within 24 hrs	100%	100%	100%	100%
							<5% of the number of change orders that exceed original approved contract value and must return to Council	1.32%	6.20%	2.70%	<5%
Formal Solicitations	●		●	●	●		No formal protests of solicitations	None	1	1	None
							Average response rate of 3 or more vendors per solicitation per FY	3.35	3.45	3.52	>3
External/Vendor Interactions	●			●	●		100% on time (or better) FOIA responses	100%	100%	100%	100%
							Participation and representation of City at industry events	100%	100%	100%	100%
Purchasing Card (P-Card) Administration	●		●		●		Submission/entry of P-Card applications into Chase system within 24 hrs	100%	100%	100%	100%

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
PURCHASING MANAGER	404210	1.00
Total		1.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

The Risk Management Unit, in conjunction with the Insurance Board and the Treasury Unit, is responsible for management of the City's self-insurance program. This includes securing property, general liability and other insurance coverage, managing and investigating claims in conjunction with a third party administrator, identifying and working to mitigate potential risks, and management of the Risk Fund.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	26,195,166	27,523,007	29,281,347	29,281,955	29,634,985
CONTRIBUTIONS	168,666	1,370,193	-	851,945	-
INVESTMENT INCOME	161,675	6,649	148,295	148,295	148,295
MISCELLANEOUS REVENUE	440,299	404,643	400,000	400,000	400,000
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	430,818
	-	-	800,000	-	800,000
Total	\$26,965,806	\$29,304,492	\$30,629,642	\$30,682,195	\$31,414,098

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
RISK FUND (0057)	26,965,806	29,304,492	30,629,642	30,682,195	31,414,098
Total	\$26,965,806	\$29,304,492	\$30,629,642	\$30,682,195	\$31,414,098

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	132,507	134,301	184,624	185,287	188,614
PAYROLL FRINGES	33,787	34,387	48,806	48,262	49,179
OTHER SERVICES	487,706	466,287	721,056	603,869	721,056
MATERIALS & SUPPLIES	420	4	-	-	-
OTHER CHARGES	147,084	2,219,082	1,552,293	1,515,321	1,567,743
EMPLOYEE ALLOWANCES	95	72	78	78	78
Total	\$801,599	\$2,854,133	\$2,506,857	\$2,352,817	\$2,526,670

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	83,194	84,378	117,697	117,327	117,828
RISK FUND (0057)	718,405	2,769,755	2,389,160	2,235,490	2,408,842
Total	\$801,599	\$2,854,133	\$2,506,857	\$2,352,817	\$2,526,670

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
RISK MANAGEMENT	0.65	0.65	0.85	0.85
Total	0.65	0.65	0.85	0.85

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

REVENUES

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

Operating Transfers In – The increase relates to an increase in the budgeted amount needed for retiree healthcare. Per City Policy, the amount budgeted for retiree healthcare must increase by at least 2% above the prior year budgeted amount. This amount is the extra needed to meet the 2% requirement in the General Fund.

EXPENSES

Other Charges – The increase relates to a 3% increase in the Municipal Service Charge from FY 2018 and an increased cost for retiree medical insurance.



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. Additionally, this unit manages the City's Customer Service function. Customer Service processes payments, performs utility billing, answers all general calls to the City, issues various permits, and manages citizen service requests.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	54,654,728	59,028,085	60,735,485	61,321,396	107,592
FINES & FORFEITS	234,609	259,368	272,888	272,888	281,075
MISCELLANEOUS REVENUE	4,109	3,408	8,200	8,200	7,000
TAXES	43,349,258	44,359,137	45,270,750	45,418,483	46,977,446
Total	\$98,242,704	\$103,649,998	\$106,287,323	\$107,020,967	\$47,373,113

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	43,759,698	44,812,731	45,730,046	45,877,779	47,373,113
WATER SUPPLY SYSTEM (0042)	23,867,414	25,835,259	25,251,858	25,694,728	-
SEWAGE DISPOSAL SYSTEM (0043)	23,904,745	25,853,149	26,269,238	26,412,279	-
STORMWATER SEWER SYSTEM FUND (0069)	6,710,847	7,148,859	9,036,181	9,036,181	-
Total	\$98,242,704	\$103,649,998	\$106,287,323	\$107,020,967	\$47,373,113

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	984,126	912,033	960,512	918,982	949,338
PAYROLL FRINGES	678,079	618,340	658,071	634,451	663,154
OTHER SERVICES	57,506	60,474	73,447	68,486	72,025
MATERIALS & SUPPLIES	98,899	82,263	98,169	90,394	98,239
OTHER CHARGES	500,721	503,211	516,507	514,422	611,181
PASS THROUGHS	127,356	125,676	141,719	141,719	142,215
EMPLOYEE ALLOWANCES	851	644	702	702	702
Total	\$2,447,538	\$2,302,641	\$2,449,127	\$2,369,156	\$2,536,854

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	850,503	863,986	949,026	916,567	946,205
MAJOR STREET (0021)	6,530	6,638	6,630	7,719	6,754
WATER SUPPLY SYSTEM (0042)	1,127,703	971,849	1,082,740	1,075,240	1,161,926
SEWAGE DISPOSAL SYSTEM (0043)	39,886	40,659	41,101	-	41,852
PROJECT MANAGEMENT (0049)	57,911	58,867	42,946	42,946	44,379
STORMWATER SEWER SYSTEM FUND (0069)	39,887	40,659	41,101	41,101	41,852
SOLID WASTE (0072)	325,118	319,983	285,583	285,583	293,886
Total	\$2,447,538	\$2,302,641	\$2,449,127	\$2,369,156	\$2,536,854

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
TREASURY SERVICES	15.95	14.65	14.45	14.45
Total	15.95	14.65	14.45	14.45

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Charges for Services – The decrease relates to a change in accounting and this revenue is now budgeted in the Public Services Administration area.

Taxes - General Fund property taxes are projected to increase by 3.27% in FY 2019.

EXPENSES

Other Charges – The increase is attributable to an increase in bank service fees that were previously budgeted in Public 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 Treasury Services Unit would be charged \$124,090 in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Treasury, Risk Management, & Customer Service

Service Unit Manager: Matthew Horning

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Customer Interaction	●		●	●	●		The number of telephone calls handled by agents.	55,600	55,354	54,267	54,000
							The number of transactions processed.	321,191	322,233	318,799	318,000
							The efficiency of the AMR system expressed as a percentage of successful reads. (97%)	97.4%	96.3%	95.3%	97.0%
Collections (Tax, Parking Citations, Utilities, Invoices)	●	●	●	●	●		Less than 15% of all collections are manual over-the-counter transactions.	13.1%	13.2%	13.1%	13.0%
							Parking appeal time to resolution is under seven days.	0.25	0.00	0.00	0.00
							Cash collection locations are audited for internal control compliance at least once every two years (50% annually).	Yes	Yes	Yes	Yes
Cash Management & Investment	●		●		●		Cash flow forecasting accuracy is within 1% as compared to actual results. Goal is to maintain sufficient liquidity to pay the bills while maximizing the amount of money that can be invested.	0.1%	0.5%	0.5%	1.0%
							Investment portfolio performance exceeds our benchmark, which is the 12-month trailing 2-year T-Note.	+0.51%	+0.16%	-0.50%	>0.0%
Risk Management	●		●		●		Workers Comp expenditures per \$100 of salary are less than \$1.37.	\$ 0.53	\$ 0.82	\$ 0.61	\$ 1.37
							Claim volume is less than 1.2 claims per 10,000 of population.	1.50	1.30	1.00	1.20
							Claim expense is less than \$0.91 per capita.	\$ 0.07	\$ 0.05	\$ 0.07	\$ 0.91
							Claims that proceed to litigation are less than 4.4%.	3.0%	0.8%	2.9%	4.4%
Debt Issuance & Management	●	●	●		●		Utilization of debt limit is under 20% and comparable to peer cities.	18%	16%	15%	15%
							Debt per capita is below \$3,000 and comparable to peer cities.	\$ 2,761	\$ 2,754	\$ 2,750	\$ 2,751
							City general obligation bond rating is at or above AA+.	AA+	AA+	AA+	AA+

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Allocated Positions

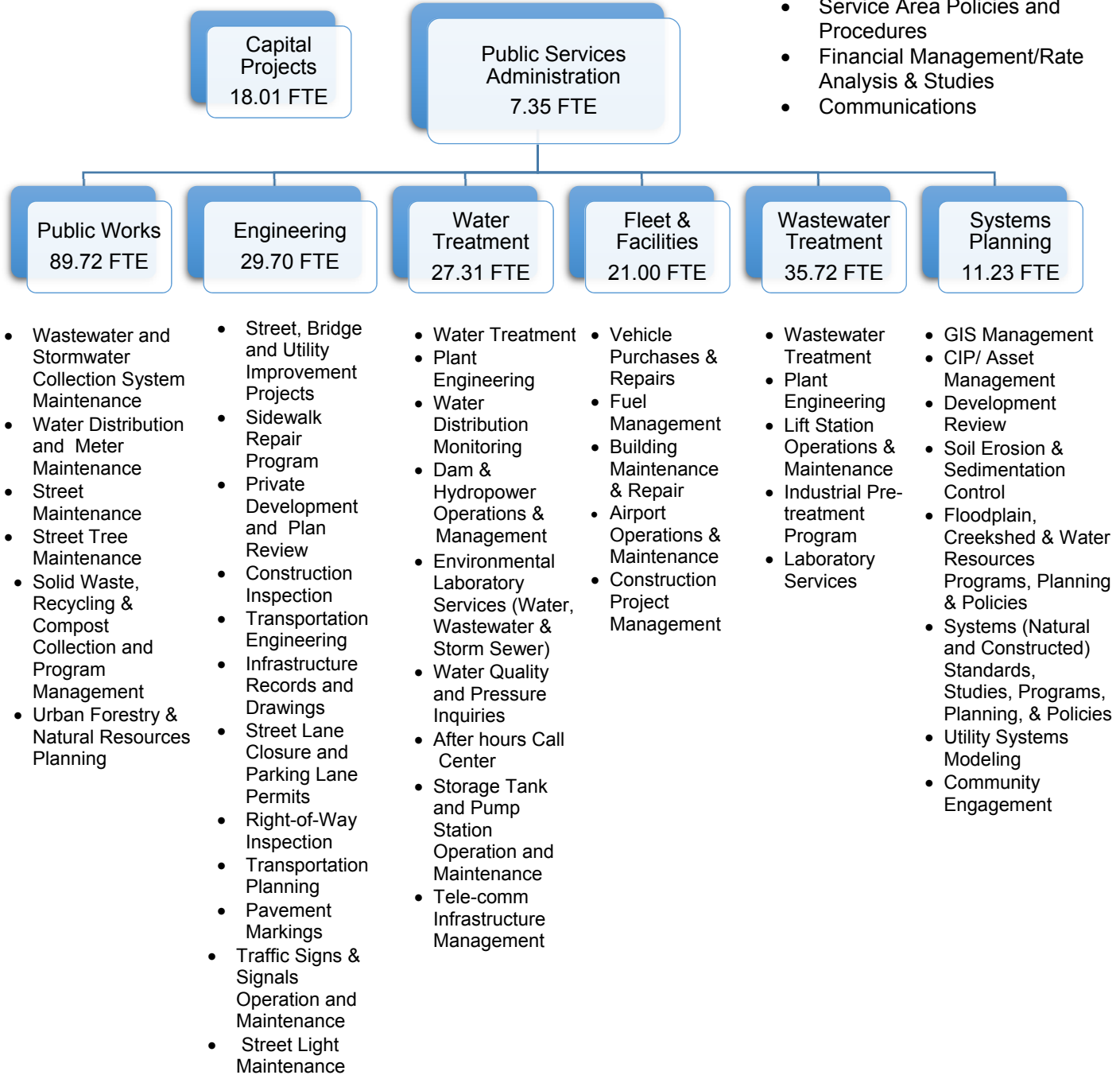
Job Description	Job Class	FY 2019 FTE's
TREASURY SERVICES MGR	403470	0.90
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 3	110034	3.00
ADMIN ASSISTANT LVL 4	110044	1.85
ADMIN ASSISTANT LVL 5	110054	2.95
ASST TREASURY SRVS MGR	401090	0.75
CUST SERV SUPV/ASST TREAS	194520	1.00
FINANCIAL OP & CONTROL AN	401250	1.00
PARKING REFEREE	401200	2.00
Total		14.45



PUBLIC SERVICES AREA

Public Services Area Organization Chart

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



The Public Services Area is comprised of seven Service Area Units: Administration, Fleet & Facilities, Engineering, Systems Planning, Public Works, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: City Fleet Vehicles, Solid Waste and Recycling, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, Transportation Planning 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 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ADMINISTRATION	34,028,640	28,620,057	31,473,721	33,540,792	100,910,303
CAPITAL PROJECTS	175,119	1,031,270	23,677,960	9,928,297	21,952,732
ENGINEERING	3,331,470	3,347,315	4,358,606	3,187,314	6,975,626
FLEET & FACILITY	10,257,184	10,778,940	14,185,911	9,935,301	9,803,842
PUBLIC WORKS	18,932,030	19,612,707	21,944,508	20,080,193	18,808,195
SYSTEMS PLANNING	498,919	624,134	1,488,014	1,021,090	158,500
WASTEWATER TREATMENT	(185,561)	(592)	1,050	1,050	1,050
WATER TREATMENT	428,443	535,013	626,900	452,210	410,000
Total	\$67,466,244	\$64,548,844	\$97,756,670	\$78,146,247	\$159,020,248

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	586,652	593,356	876,225	505,173	601,974
CENTRAL STORES (0011)	1,218,239	1,231,950	1,270,737	1,103,637	1,092,863
FLEET SERVICES (0012)	8,881,871	9,160,615	12,955,181	9,017,826	8,884,102
MAJOR STREET (0021)	9,150,408	8,595,565	10,600,324	9,788,072	12,284,401
LOCAL STREET (0022)	2,462,837	2,224,308	2,784,038	2,589,943	4,912,533
METRO EXPANSION (0036)	426,858	394,382	367,760	406,910	406,910
WATER SUPPLY SYSTEM (0042)	3,723,427	1,763,700	2,502,837	2,220,972	29,160,888
SEWAGE DISPOSAL SYSTEM (0043)	1,673,888	1,177,419	647,610	1,130,644	28,250,119
AIRPORT (0048)	982,185	994,661	922,355	927,975	925,155
PROJECT MANAGEMENT (0049)	3,337,143	3,298,744	4,864,795	5,202,473	4,808,843
CEMETERY PERPETUAL CARE (0054)	10,650	2,500	-	600	-
ELIZABETH R. DEAN TRUST FUND (0055)	74,047	(11,674)	60,130	35,000	60,130
ART IN PUBLIC PLACES (0056)	2,535	(189)	-	1,600	-
WHEELER CENTER (0058)	457,739	466,356	500,689	431,031	446,124
ALTERNATIVE TRANSPORTATION (0061)	314,866	474,926	508,212	516,154	692,336
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	12,073,489	11,176,066	14,188,692	15,691,936	16,697,833
STORMWATER SEWER SYSTEM FUND (0069)	1,572,784	479,782	552,567	552,577	10,499,265
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,454,424	3,223,687	3,365,264	3,365,648	-
SOLID WASTE (0072)	16,389,085	16,480,737	18,451,209	16,758,215	18,961,535
STORM SEWER REVENUE BONDS (0082)	-	1,470	4,574,575	-	3,263,600
2012 SRF WWTP RENOVATIONS (0087)	-	348,198	-	-	-
SEWER BOND PENDING SERIES (0088)	-	-	9,017,000	-	9,668,000
WATER PENDING BOND SERIES (0089)	-	-	7,556,000	7,556,000	6,074,000
WATER PENDING BOND SERIES (0096)	(2)	19	-	-	-
GENERAL CAPITAL FUND (00CP)	499,500	1,645,699	1,190,470	343,861	889,637
MAJOR GRANTS PROGRAMS (00MG)	173,619	826,567	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	440,000
Total	\$67,466,244	\$64,548,844	\$97,756,670	\$78,146,247	\$159,020,248

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
ADMINISTRATION	19,767,732	13,632,941	15,282,057	14,916,664	15,425,569
CAPITAL PROJECTS	1,019,139	1,529,219	48,406,191	34,446,139	39,323,983
ENGINEERING	11,147,265	6,335,649	6,993,917	6,888,006	15,502,051
FLEET & FACILITY	13,688,097	11,537,849	18,054,939	17,765,631	13,066,700
PUBLIC WORKS	36,671,113	39,631,068	45,590,824	42,793,194	37,178,645
SYSTEMS PLANNING	2,538,733	3,179,533	4,548,914	4,276,623	2,456,168
WASTEWATER TREATMENT	9,818,039	11,135,205	12,154,155	12,254,155	15,302,281
WATER TREATMENT	10,157,691	10,657,096	11,638,729	11,363,075	10,999,546
Total	\$104,807,809	\$97,638,560	\$162,669,726	\$144,703,487	\$149,254,943

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	12,090,358	12,039,790	13,754,476	12,067,800	8,270,036
CENTRAL STORES (0011)	1,118,280	1,152,495	1,270,737	1,252,241	1,067,388
FLEET SERVICES (0012)	8,967,547	6,901,667	12,322,452	12,322,452	8,656,768
MAJOR STREET (0021)	7,313,734	7,053,878	9,289,752	13,828,804	12,277,647
LOCAL STREET (0022)	1,609,171	1,878,125	2,889,023	3,107,818	4,912,533
METRO EXPANSION (0036)	191,518	163,784	367,760	357,183	406,910
WATER SUPPLY SYSTEM (0042)	18,795,328	19,169,418	20,300,427	19,697,488	19,264,521
SEWAGE DISPOSAL SYSTEM (0043)	17,967,803	18,423,405	20,820,269	20,169,640	23,835,308
AIRPORT (0048)	678,049	799,466	907,455	907,455	917,357
PROJECT MANAGEMENT (0049)	7,379,403	2,997,099	4,821,849	4,818,227	4,724,174
ELIZABETH R. DEAN TRUST FUND (0055)	12,854	45,084	60,130	60,130	60,130
ART IN PUBLIC PLACES (0056)	-	-	19,294	-	-
WHEELER CENTER (0058)	387,884	743,242	500,689	481,821	446,124
ALTERNATIVE TRANSPORTATION (0061)	134,321	152,851	464,914	485,526	672,087
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	414,761	454,556	607,687	18,682,024	15,374,884
STORMWATER SEWER SYSTEM FUND (0069)	5,708,301	5,680,854	7,783,729	7,714,071	9,432,831
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,818,526	2,843,249	3,394,075	3,072,031	-
SOLID WASTE (0072)	18,905,322	16,305,504	21,491,108	16,851,279	18,621,008
SEWER REVENUE BONDS (0075)	-	-	168,152	-	-
STORM SEWER REVENUE BONDS (0082)	-	-	10,081,904	-	3,263,600
SEWER BOND PENDING SERIES (0088)	-	-	14,764,371	-	9,668,000
WATER PENDING BOND SERIES (0089)	-	-	11,787,917	7,556,000	6,074,000
GENERAL CAPITAL FUND (00CP)	194,929	159,184	2,718,486	1,271,497	889,637
MAJOR GRANTS PROGRAMS (00MG)	119,720	674,909	2,083,070	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	420,000
Total	\$104,807,809	\$97,638,560	\$162,669,726	\$144,703,487	\$149,254,943

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
ADMINISTRATION	5.35	7.35	7.35	7.35
CAPITAL PROJECTS	17.75	17.54	18.40	18.01
FLEET & FACILITY	21.45	21.00	21.00	21.00
ENGINEERING	15.75	15.71	15.60	29.70
PUBLIC WORKS	116.79	117.54	116.89	89.72
SYSTEMS PLANNING	15.50	16.50	16.83	11.23
WASTEWATER TREATMENT	34.85	34.85	35.33	35.72
WATER TREATMENT	25.71	25.71	27.31	27.31
Total	253.15	256.20	258.71	240.04



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, utility rate and fee development, programming, oversight, performance measurement administration, and communications support. Administration also provides support for the design and management of capital projects.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	855,474	3,396,444	836,240	2,688,077	67,030,547
CONTRIBUTIONS	(1,034,314)	533,939	2,000,000	4,418,198	5,306,123
INTERGOVERNMENTAL REVENUES	562,901	233,296	-	-	-
INVESTMENT INCOME	2,457,632	(23,237)	1,283,699	1,282,816	1,269,606
LICENSES, PERMITS & REGISTRATIONS	-	2,380	-	-	-
MISCELLANEOUS REVENUE	15,228	95,333	-	2,024	1,200
OPERATING TRANSFERS IN	8,670,336	1,443,228	1,479,907	1,501,979	1,481,919
PRIOR YEAR SURPLUS	-	-	2,440,616	-	1,717,638
SPECIAL ASSESSMENTS	-	(1,565)	-	-	-
TAXES	22,501,383	22,940,239	23,433,259	23,647,698	24,103,270
Total	\$34,028,640	\$28,620,057	\$31,473,721	\$33,540,792	\$100,910,303

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	151	6,200	-	-	74,399
CENTRAL STORES (0011)	18,320	287	18,735	18,735	18,735
MAJOR STREET (0021)	1,318,383	669,046	809,705	800,705	828,255
LOCAL STREET (0022)	375,764	185,260	233,361	232,383	237,145
METRO EXPANSION (0036)	17,324	597	16,910	16,910	16,910
WATER SUPPLY SYSTEM (0042)	3,522,703	1,418,168	1,809,337	1,724,060	28,501,388
SEWAGE DISPOSAL SYSTEM (0043)	1,817,794	1,108,941	179,255	1,125,427	28,244,569
AIRPORT (0048)	8,872	(966)	9,415	10,500	9,415
PROJECT MANAGEMENT (0049)	36,279	820	28,453	28,453	28,453
ART IN PUBLIC PLACES (0056)	2,535	(189)	-	1,600	-
WHEELER CENTER (0058)	4,685	(387)	4,658	-	4,658
ALTERNATIVE TRANSPORTATION (0061)	2,791	738	3,058	5,000	3,058
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	12,073,489	11,176,066	12,988,692	15,691,936	16,697,833
STORMWATER SEWER SYSTEM FUND (0069)	1,366,465	274,734	104,078	104,078	10,402,198
SOLID WASTE (0072)	13,463,087	13,431,055	15,268,064	13,781,005	15,843,287
STORM SEWER REVENUE BONDS (0082)	-	1,470	-	-	-
2012 SRF WWTP RENOVATIONS (0087)	-	348,198	-	-	-
WATER PENDING BOND SERIES (0096)	(2)	19	-	-	-
Total	\$34,028,640	\$28,620,057	\$31,473,721	\$33,540,792	\$100,910,303

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,989,307	1,379,497	628,289	597,412	603,138
PAYROLL FRINGES	264,061	303,595	374,676	359,483	356,962
OTHER SERVICES	981,946	1,034,210	625,769	596,570	910,247
MATERIALS & SUPPLIES	26,287	5,196	21,550	12,125	21,550
OTHER CHARGES	13,466,199	7,554,740	9,908,821	9,628,261	10,112,443
PASS THROUGHGS	3,551,669	3,907,938	3,721,848	3,721,848	3,419,387
CAPITAL OUTLAY	(513,605)	(553,250)	-	-	-
EMPLOYEE ALLOWANCES	1,868	1,015	1,104	965	1,842
Total	\$19,767,732	\$13,632,941	\$15,282,057	\$14,916,664	\$15,425,569

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	134,989	290,002	158,431	158,431	155,063
MAJOR STREET (0021)	1,592,546	1,833,284	1,954,475	1,957,638	2,047,920
LOCAL STREET (0022)	117,300	178,524	186,205	186,205	189,985
WATER SUPPLY SYSTEM (0042)	3,847,621	3,784,533	3,736,537	3,720,626	3,096,500
SEWAGE DISPOSAL SYSTEM (0043)	5,416,024	4,389,813	4,909,596	4,552,295	5,258,317
PROJECT MANAGEMENT (0049)	(10,960)	-	-	-	-
STREET,BRIDGE & SIDEWALK MILLAGE (0062)	24,521	52,628	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	1,235,871	1,320,381	2,157,515	2,157,452	2,457,008
SOLID WASTE (0072)	7,409,820	1,783,776	2,179,298	2,184,017	2,220,776
Total	\$19,767,732	\$13,632,941	\$15,282,057	\$14,916,664	\$15,425,569

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
ADMINISTRATION	5.35	7.35	7.35	7.35
Total	5.35	7.35	7.35	7.35

**PUBLIC SERVICES AREA
ADMINISTRATION**

REVENUES

Charges for Services – FY 2019 reflects an increase due to a change in the reporting unit for utility rate revenue.

Contributions – FY 2019 reflects an increase in construction reimbursements from the County for street construction.

Prior Year Surplus - FY 2019 reflects a use of Solid Waste Funds associated with various capital project requests.

Taxes – FY 2019 reflects a normal increase due to inflation.

EXPENSES

Other Services – FY 2019 reflects an increase in professional services for one-time costs associated with the WWTP asset management study.

Other Charges - This reflects an increase in interest charges for the Sewage Disposal and Stormwater funds.

Pass Throughs - This reflects a decrease of the Water Funds Safety Service Fee.

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 4	110044	1.30
ADMIN ASSISTANT LVL 5	110054	0.15
BUDGET & FINANCE SUPERVIS	404530	0.90
CHIEF OF STAFF	404520	1.00
COMMUNICATIONS SPECIALIST	401590	1.00
FINANCIAL MGR-PUBLIC SERV	401070	1.00
MANAGEMENT ASSISTANT	000200	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00
Total		7.35

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PUBLIC SERVICES AREA

CAPITAL PROJECTS

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

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	-	-	2,028,436	2,028,436	2,057,495
CONTRIBUTIONS	-	-	241,517	-	-
INTERGOVERNMENTAL REVENUES	173,619	674,967	-	-	-
MISCELLANEOUS REVENUE	1,500	-	-	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	356,303	13,200	300,000	845,000
SALE OF BONDS	-	-	247,232	43,861	44,637
	-	-	21,147,575	7,556,000	19,005,600
Total	\$175,119	\$1,031,270	\$23,677,960	\$9,928,297	\$21,952,732

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
MAJOR STREET (0021)	-	-	241,517	-	-
PROJECT MANAGEMENT (0049)	-	-	2,028,436	2,028,436	2,057,495
STORM SEWER REVENUE BONDS (0082)	-	-	4,574,575	-	3,263,600
SEWER BOND PENDING SERIES (0088)	-	-	9,017,000	-	9,668,000
WATER PENDING BOND SERIES (0089)	-	-	7,556,000	7,556,000	6,074,000
GENERAL CAPITAL FUND (00CP)	1,500	204,703	260,432	343,861	889,637
MAJOR GRANTS PROGRAMS (00MG)	173,619	826,567	-	-	-
Total	\$175,119	\$1,031,270	\$23,677,960	\$9,928,297	\$21,952,732

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	412,899	437,979	3,407,494	2,144,127	1,287,592
PAYROLL FRINGES	474,062	465,272	839,617	482,538	792,793
OTHER SERVICES	132,178	625,968	1,876,854	-	-
OTHER CHARGES	-	-	42,024,116	31,774,635	37,232,784
PASS THROUGHS	-	-	247,232	43,861	-
EMPLOYEE ALLOWANCES	-	-	10,878	978	10,814
Total	\$1,019,139	\$1,529,219	\$48,406,191	\$34,446,139	\$39,323,983

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	400,770	397,869	2,050,095	440,296	-
MAJOR STREET (0021)	-	-	77,950	4,980,000	738,000
WATER SUPPLY SYSTEM (0042)	27,342	15,850	79,824	79,824	81,662
SEWAGE DISPOSAL SYSTEM (0043)	43,332	42,722	99,634	79,087	43,915
PROJECT MANAGEMENT (0049)	400,770	397,869	2,028,436	2,028,436	1,965,622
ART IN PUBLIC PLACES (0056)	-	-	19,294	-	-
ALTERNATIVE TRANSPORTATION (0061)	-	-	200,902	227,311	411,000
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	-	196,987	18,271,324	14,938,547
SOLID WASTE (0072)	-	-	4,688,575	440,000	1,250,000
STORM SEWER REVENUE BONDS (0082)	-	-	10,081,904	-	3,263,600
SEWER BOND PENDING SERIES (0088)	-	-	14,764,371	-	9,668,000
WATER PENDING BOND SERIES (0089)	-	-	11,787,917	7,556,000	6,074,000
GENERAL CAPITAL FUND (00CP)	27,205	-	247,232	343,861	889,637
MAJOR GRANTS PROGRAMS (00MG)	119,720	674,909	2,083,070	-	-
Total	\$1,019,139	\$1,529,219	\$48,406,191	\$34,446,139	\$39,323,983

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
CAPITAL PROJECTS	17.75	17.54	18.40	18.01
Total	17.75	17.54	18.40	18.01

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

The Street Repair Millage Fund is requesting capital project funding in the amount of \$14,938,547 for FY 2019. Funding will be supplied by the Street Repair & Sidewalk Millage.

The Solid Waste Fund is requesting capital project funding in the amount of \$1,250,000 for FY 2019. Funding will be provided from fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$3,263,600 for FY 2019. Funds will be provided by Stormwater bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$9,668,000 for FY 2019. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Water Supply System is requesting capital project funding in the amount of \$6,074,000 for FY 2019. Funds will be supplied by Water Revenue bonds and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$889,637 for FY 2019. Funding will be provided from the General Fund and other one-time funding.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ASST WWTP MANAGER	401010	0.06
CIVIL ENGINEER IV	403840	5.67
CIVIL ENGINEER V	401330	1.52
CIVIL ENGINEERING SPEC 3	112014	4.68
CIVIL ENGINEERING SPEC 4	112024	1.10
CIVIL ENGINEERING SPEC 5	112034	1.79
FIELD OPER TECH III - COM	112724	0.86
FIELD OPER TECH IV - COMM	112734	0.65
LAND SURVEYOR	404050	0.80
PROCESS CONTROL SYS SPEC	403190	0.05
PROJECT MGMT ANALYST	000970	0.72
SUPERVISOR - CESS	192050	0.06
WWTP MANAGER	401300	0.06
Total		18.01

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PUBLIC SERVICES AREA

FLEET & FACILITIES

The Fleet and Facilities Service Unit is responsible for the maintenance and repair of City owned buildings and their grounds, as well as project oversight for these facilities. The unit is also responsible for maintenance and repair to 730 vehicles and pieces of equipment, including vehicle and fuel procurement. The operation and maintenance of the Ann Arbor Airport is also handled by this Unit.

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	909,502	922,552	910,940	910,940	913,740
CONTRIBUTIONS	589,813	955,882	-	-	-
INTERGOVERNMENTAL REVENUES	20,400	72,400	-	4,535	-
INTRAGOVERNMENTAL SALES	7,759,360	7,662,959	8,617,100	8,617,100	8,788,376
INVESTMENT INCOME	96,805	(1,187)	95,726	95,726	95,726
LICENSES, PERMITS & REGISTRATIONS	2,000	-	-	-	-
MISCELLANEOUS REVENUE	364,616	545,334	6,000	307,000	6,000
OPERATING TRANSFERS IN	514,688	621,000	280,000	-	-
PRIOR YEAR SURPLUS	-	-	4,276,145	-	-
Total	\$10,257,184	\$10,778,940	\$14,185,911	\$9,935,301	\$9,803,842

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	4,000	1,698	37,790	-	4,000
FLEET SERVICES (0012)	8,881,871	9,160,615	12,955,181	9,017,826	8,884,102
AIRPORT (0048)	973,313	995,627	912,940	917,475	915,740
GENERAL CAPITAL FUND (00CP)	398,000	621,000	280,000	-	-
Total	\$10,257,184	\$10,778,940	\$14,185,911	\$9,935,301	\$9,803,842

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	3,098,153	2,884,338	3,156,123	3,150,982	3,035,232
PAYROLL FRINGES	953,349	930,937	944,468	943,566	925,773
OTHER SERVICES	1,175,388	1,286,800	1,350,997	1,364,633	1,330,320
MATERIALS & SUPPLIES	215,444	254,703	135,675	132,275	125,221
OTHER CHARGES	3,060,747	3,262,958	3,450,977	3,445,236	3,254,217
PASS THROUGHES	3,243,366	1,327,187	985,717	1,005,717	883,124
CAPITAL OUTLAY	304,249	100,970	5,977,023	5,669,263	1,328,860
VEHICLE OPERATING COSTS	1,621,878	1,478,121	2,043,257	2,043,257	2,173,251
EMPLOYEE ALLOWANCES	15,523	11,835	10,702	10,702	10,702
Total	\$13,688,097	\$11,537,849	\$18,054,939	\$17,765,631	\$13,066,700

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	3,874,777	3,783,952	3,717,396	3,708,088	3,492,575
FLEET SERVICES (0012)	8,967,547	6,901,667	12,322,452	12,322,452	8,656,768
AIRPORT (0048)	678,049	799,466	907,455	907,455	917,357
GENERAL CAPITAL FUND (00CP)	167,724	52,764	1,107,636	827,636	-
Total	\$13,688,097	\$11,537,849	\$18,054,939	\$17,765,631	\$13,066,700

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
FLEET & FACILITY	21.45	21.00	21.00	21.00
Total	21.45	21.00	21.00	21.00

PUBLIC SERVICES AREA FLEET & FACILITIES

REVENUES

Intragovernmental Sales – The increase is reflective of the increased fleet replacement and operating costs.

Operating Transfers In - This decrease reflects one-time monies for capital projects for FY 2018 related to improvements in various municipal buildings in the General Capital Projects fund.

Prior Year Surplus - The decrease is due to the Fleet Fund utilizing a planned use of fund balance for replacement vehicle purchases for FY 2018.

EXPENSES

Other Charges – The decrease is due to reduced costs for one-time capital related projects.

Capital Outlay - The decrease is due to reduced replacement vehicle purchases for FY 2019.

Vehicle Operating Costs - The increase is due to an anticipated increase in fuel prices for FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Fleet & Facilities

Service Unit Manager: Matt Kulhanek

CORE SERVICE	STRATEGIC GOALS (●)							PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Maintain a safe and reliable City fleet in a cost effective manner. Provide support to end users to allow them to responsibly plan for changes in vehicle and equipment needs and the associated costs of those changes.	●		●	●	●			95% PMSC - Preventative Maintenance Schedule Compliance	N/A	97%	93%	95%
								100% Police Vehicle Replacement	N/A	100%	100%	100%
								>90% Critical Vehicle Availability	N/A	N/A	N/A	90%
								Preventative Maintenance Ratio	N/A	N/A	N/A	60/40
Provide for the replacement of vehicles and equipment in a timely manner that meet the needs of the end user.	●		●	●	●			Perform light vehicle evaluations annually.	100%	100%	100%	100%
								Order 90% of V/E in the FY in which the asset was eligible for replacement.	N/A	98%	93%	90%
								Communicate with appropriate end user Manager/Supervisor on all V/E replacements	100%	100%	100%	100%
Provide safe and comprehensive aviation transportation infrastructure to the public.	●	●	●	●				Maintain a stable financial condition so the airport is self-sufficient for all operating and capital needs.	100%	100%	100%	100%
								No "significant" findings for the annual MDOT-Aero airport inspection.	100%	N/A	N/A	100%
								Maintain airport runways/taxiways to a Runway Condition Code "3" within four hours of the completion of the weather event.	N/A	N/A	100%	95%
Provide well maintained and functional City facilities.	●		●		●	●		Complete 80% of facility work orders within 5 business days.	N/A	88%	82%	87%
								Facilities maintenance identifies 30% of work orders.	N/A	N/A	N/A	30%

PUBLIC SERVICES AREA
FLEET & FACILITY

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 5	110054	0.05
FACILITIES MAINT TECH I	110204	1.00
FACILITIES MAINT TECH II	110224	3.00
FACILITIES MAINT TECH IV	110234	1.00
FACILITIES MAINT TECH V	110244	1.00
FIN ANALYST FL & FAC SVC	401420	1.00
FLEET & FAC SUPV II	190014	1.95
FLEET & FACILITIES MGR	403200	1.00
PROCUREMENT COORDINATOR	117450	2.00
VEHICLE & EQUIP TECH III	110104	1.00
VEHICLE & EQUIP TECH IV	110114	5.00
VEHICLE & EQUIP TECH V	110125	2.00
VEHICLE EQUIPMENT INSTALL	110600	1.00
Total		21.00



PUBLIC SERVICES AREA

ENGINEERING

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

**PUBLIC SERVICES AREA
ENGINEERING**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	3,202,714	3,323,372	2,826,606	3,179,636	2,839,095
INTRAGOVERNMENTAL SALES	266	-	-	-	622,954
LICENSES, PERMITS & REGISTRATIONS	770	-	-	-	-
MISCELLANEOUS REVENUE	13,765	22,530	5,000	7,678	284,299
OPERATING TRANSFERS IN	113,916	-	-	-	565,341
PRIOR YEAR SURPLUS	-	-	1,527,000	-	2,223,937
SPECIAL ASSESSMENTS	-	1,413	-	-	-
TAXES	39	-	-	-	440,000
Total	\$3,331,470	\$3,347,315	\$4,358,606	\$3,187,314	\$6,975,626

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	266	5,331	-	-	64,075
CENTRAL STORES (0011)	-	-	-	-	609,678
MAJOR STREET (0021)	22,849	44,060	23,700	41,730	2,448,700
LOCAL STREET (0022)	-	-	327,000	-	1,000
PROJECT MANAGEMENT (0049)	3,300,864	3,297,924	2,807,906	3,145,584	2,722,895
ALTERNATIVE TRANSPORTATION (0061)	7,491	-	-	-	689,278
STREET,BRIDGE & SIDEWALK MILLAGE (0062)	-	-	1,200,000	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	440,000
Total	\$3,331,470	\$3,347,315	\$4,358,606	\$3,187,314	\$6,975,626

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	2,770,188	2,971,323	3,005,520	2,961,996	4,214,566
PAYROLL FRINGES	726,948	728,810	749,142	775,379	1,427,256
OTHER SERVICES	899,333	787,857	1,605,542	1,654,707	6,656,831
MATERIALS & SUPPLIES	32,488	41,465	29,900	35,350	751,907
OTHER CHARGES	967,191	989,091	1,187,026	1,098,051	1,493,942
PASS THROUGHS	5,604,489	791,475	166,193	96,993	747,090
CAPITAL OUTLAY	109,661	-	241,875	256,875	200,000
EMPLOYEE ALLOWANCES	36,967	25,628	8,719	8,655	10,459
Total	\$11,147,265	\$6,335,649	\$6,993,917	\$6,888,006	\$15,502,051

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	2,694,641	2,356,364	1,679,331	1,610,131	4,089,211
CENTRAL STORES (0011)	-	-	-	-	350,438
MAJOR STREET (0021)	948,516	841,861	1,514,173	1,518,838	6,783,224
LOCAL STREET (0022)	107,990	113,897	551,300	513,546	435,240
PROJECT MANAGEMENT (0049)	6,989,593	2,599,230	2,793,413	2,789,791	2,758,552
ALTERNATIVE TRANSPORTATION (0061)	16,285	22,369	45,000	45,000	229,049
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	390,240	401,928	410,700	410,700	436,337
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	420,000
Total	\$11,147,265	\$6,335,649	\$6,993,917	\$6,888,006	\$15,502,051

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
ENGINEERING	15.75	15.71	15.60	29.70
Total	15.75	15.71	15.60	29.70

**PUBLIC SERVICES AREA
ENGINEERING SERVICES UNIT**

REVENUES

Intragovernmental Sales - This increase is due to the reallocation of the traffic control services to the Engineering Unit.

Miscellaneous Revenue – The increase is reflective of the reallocation of the traffic control services activities to the Engineering Unit.

Operating Transfers In – FY 2019 reflects an increase, which is associated with the reallocation of the Alternative Transportation program planning and management from the Systems Planning Service Unit.

Prior Year Surplus – The increase is due to a planned use of fund balance for road projects in FY 2019.

Taxes – The increase is reflective of the allocation of the County Mental Health Millage to Pedestrian related safety improvements.

EXPENSES

Personnel Services - The increase is due to the reallocation of traffic control/street lighting personnel from the Public Works Service Unit to the Engineering Unit.

Payroll Fringes - The increase is due to the reallocation of traffic control/street lighting personnel from the Public Works Service Unit to the Engineering Unit.

Other Services – The increase is due to the reallocation of traffic control/street lighting services to the Engineering Unit from the Public Works Service Unit.

Materials & Supplies – The FY 2019 increase is related to the reallocation of traffic control/street lighting material from the Public Works Service Unit to the Engineering Unit.

Other Charges - The increase in FY 2019 is due to reallocation of the traffic control/street lighting costs for contracted services, electricity, and fleet costs from the Public Works Service Unit to the Engineering Service Unit.

Pass Throughs - The increase in FY 2019 is due to the reallocation of the project costs associated for traffic control/street lighting.

Capital Outlay – The decrease is due to fewer planned capital purchases in FY 2019.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Engineering

Service Unit Manager: Nick Hutchinson

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Maintain & Replace City Infrastructure	●	●	●	●			Projects from CIP completed on time (90%)	93%	79%	79%	90%
							Improve PASER* rating of road system to 7 or greater for 80% of streets in 10 years. (FY 2017 incremental goal of 45% of local streets and 55% of major streets at 7 or above)	N/A	N/A	29%/49%	45%/50%
Transportation Engineering	●	●	●	●			Complete School Safety Tier 3 priorities by end of FY19 quarter 2	N/A	N/A	30%	100%
							Complete Traffic Calming process within one year of application	N/A	N/A	N/A	100%
							Complete revisions to Traffic Calming program (for Transportation Commission review by April 2018; Council Approval by October 2018)	N/A	N/A	Revisions done as of 6/14/18	Council approval obtained
Private Development	●	●	●				Complete review of 85% of construction plans within 4 weeks	85%	76%	62%	85%
							Complete over 80% of ROW permits within 3 weeks	75%	73%	84%	80%
Install and maintain traffic signs, signals and streetlights	●		●	●	●		80% of city streetlight outages repaired within 72 hours of receipt of Miss Dig clearance	N/A	N/A	75%	100%
							Migrate Signs, Signals and Streetlights workflow management systems from current paper-based system to CityWorks	N/A	N/A	33%	100%
							Complete preventative maintenance on 100% of City's traffic signals and RRFBS.	100%	100%	100%	100%

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

PUBLIC SERVICES AREA
ENGINEERING

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
PROGRAM ADMINISTRATOR	403199	1.00
ADMIN ASSISTANT LVL 4	110044	0.40
ADMIN ASSISTANT LVL 5	110054	0.85
BUDGET & FINANCE SUPERVIS	404530	0.10
CITY ENGINEER	403160	1.00
CIVIL ENGINEER I	000990	0.84
CIVIL ENGINEER III	403620	1.60
CIVIL ENGINEER IV	403840	4.14
CIVIL ENGINEER V	401330	0.20
CIVIL ENGINEERING SPEC 3	112014	2.32
CIVIL ENGINEERING SPEC 4	112024	0.90
CIVIL ENGINEERING SPEC 5	112034	1.21
FIELD OPER TECH III - COM	112724	6.65
FIELD OPER TECH IV - COMM	112734	1.35
FIELD OPER TECH V - COMM	112744	3.00
LAND SURVEYOR	404050	0.20
PRIVATE DEVELOPMENT COORD	403880	0.63
PROJECT MGMT ANALYST	000970	0.28
SIGNS/SIGNAL SUPV IV	192160	1.00
SUPERVISOR - CESS	192050	0.94
SYSTEMS PLANNING ENG IV	403830	0.10
TRANSPORTATION PROGRAM MG	404030	1.00
Total		29.70



PUBLIC SERVICES AREA

PUBLIC WORKS

Public Works is responsible for routine maintenance of the majority of the City's above and below ground infrastructure including: streets, the drinking water distribution system, water meters, sanitary and stormwater collection systems and street trees. Public Works also provides essential services to the City including solid waste, recycling and compost collection.

PUBLIC SERVICES AREA
PUBLIC WORKS

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	3,708,998	3,903,340	3,754,932	3,676,680	3,646,214
INTERGOVERNMENTAL REVENUES	9,909,331	9,896,357	10,606,889	11,311,373	11,848,334
INTRAGOVERNMENTAL SALES	1,421,020	1,526,416	1,328,092	1,363,092	489,450
INVESTMENT INCOME	58,693	(11,674)	25,477	35,000	25,477
MISCELLANEOUS REVENUE	245,824	256,546	695,208	328,784	564,067
OPERATING TRANSFERS IN	416,824	819,996	300,000	-	-
PRIOR YEAR SURPLUS	-	-	1,899,676	31,030	2,234,653
TAXES	3,171,340	3,221,726	3,334,234	3,334,234	-
Total	\$18,932,030	\$19,612,707	\$21,944,508	\$20,080,193	\$18,808,195

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	166,587	133,914	312,535	105,173	59,500
CENTRAL STORES (0011)	1,199,919	1,231,663	1,252,002	1,084,902	464,450
MAJOR STREET (0021)	7,809,176	7,882,459	9,525,402	8,945,637	9,007,446
LOCAL STREET (0022)	2,087,073	2,039,048	2,223,677	2,357,560	4,674,388
METRO EXPANSION (0036)	409,534	393,785	350,850	390,000	390,000
WATER SUPPLY SYSTEM (0042)	88,623	181,814	612,000	364,202	569,000
SEWAGE DISPOSAL SYSTEM (0043)	38,435	65,295	1,500	1,167	1,500
CEMETERY PERPETUAL CARE (0054)	10,650	2,500	-	600	-
ELIZABETH R. DEAN TRUST FUND (0055)	74,047	(11,674)	60,130	35,000	60,130
WHEELER CENTER (0058)	453,054	466,743	496,031	431,031	441,466
STORMWATER SEWER SYSTEM FUND (0069)	114,510	133,795	22,063	22,063	22,067
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,454,424	3,223,687	3,365,264	3,365,648	-
SOLID WASTE (0072)	2,925,998	3,049,682	3,173,016	2,977,210	3,118,248
GENERAL CAPITAL FUND (00CP)	100,000	819,996	550,038	-	-
Total	\$18,932,030	\$19,612,707	\$21,944,508	\$20,080,193	\$18,808,195

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	7,599,515	7,697,175	8,609,796	8,143,732	6,067,828
PAYROLL FRINGES	5,087,882	5,058,204	5,270,404	5,182,258	4,071,154
OTHER SERVICES	15,719,593	18,376,629	21,487,462	19,886,823	21,084,314
MATERIALS & SUPPLIES	3,007,641	3,325,724	3,970,875	3,720,564	2,547,816
OTHER CHARGES	3,857,975	3,851,059	3,903,600	3,859,780	2,890,689
PASS THROUGHES	592,891	895,119	927,962	927,962	114,535
CAPITAL OUTLAY	735,649	353,689	1,370,919	1,001,122	362,091
VEHICLE OPERATING COSTS	30,577	44,850	28,000	42,349	28,000
EMPLOYEE ALLOWANCES	39,390	28,619	21,806	28,604	12,218
Total	\$36,671,113	\$39,631,068	\$45,590,824	\$42,793,194	\$37,178,645

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	4,588,617	4,616,364	5,065,476	5,067,551	46,422
CENTRAL STORES (0011)	1,118,280	1,152,495	1,270,737	1,252,241	716,950
MAJOR STREET (0021)	4,652,915	4,243,926	5,559,214	5,191,553	2,591,282
LOCAL STREET (0022)	1,379,263	1,581,647	2,140,018	2,390,893	4,265,808
METRO EXPANSION (0036)	191,518	163,784	367,760	357,183	406,910
WATER SUPPLY SYSTEM (0042)	4,364,228	4,538,626	5,007,714	4,693,227	4,845,321
SEWAGE DISPOSAL SYSTEM (0043)	2,203,284	2,073,993	2,592,300	2,219,519	2,675,394
ELIZABETH R. DEAN TRUST FUND (0055)	12,854	45,084	60,130	60,130	60,130
WHEELER CENTER (0058)	387,884	743,242	500,689	481,821	446,124
STORMWATER SEWER SYSTEM FUND (0069)	3,677,247	3,484,546	4,191,586	4,121,991	6,031,804
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,818,526	2,843,249	3,394,075	3,072,031	-
SOLID WASTE (0072)	11,276,497	14,037,692	14,009,355	13,885,054	15,092,500
SEWER REVENUE BONDS (0075)	-	-	168,152	-	-
GENERAL CAPITAL FUND (00CP)	-	106,420	1,263,618	-	-
Total	\$36,671,113	\$39,631,068	\$45,590,824	\$42,793,194	\$37,178,645

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
PUBLIC WORKS	116.79	117.54	116.89	89.72
Total	116.79	117.54	116.89	89.72

**PUBLIC SERVICES AREA
PUBLIC WORKS**

REVENUES

Intergovernmental Revenue – FY 2019 includes an increase in road funding from the State of Michigan for the Major and Local Streets Funds.

Intragovernmental Sales – The FY 2019 decrease reflects the reallocation of the traffic control/street lighting inventoried materials from the Public Works Service Unit to the Engineering Service Unit.

Miscellaneous Revenue – The FY 2019 decrease reflects an anticipated decrease and the reallocation of the traffic control/street lighting miscellaneous revenue to Engineering.

Operating Transfers In – The FY 2019 budget reflects the removal of one-time transfer into the General Capital Projects fund for street lighting projects.

Prior Year Surplus – The increase is due to additional one-time use of fund balance for road maintenance projects in FY 2019.

Taxes - The decrease is due to the assignment of the Parks Maintenance & Capital Repair Millage revenue to the Community Services Service Area in FY 2019.

EXPENSES

Personnel Services – The FY 2019 decrease is a reflection of the reallocation of personnel of the traffic control/street lighting to the Engineering Service Unit and the Parks and Public Space Maintenance personnel to the Community Services Unit.

Payroll Fringes – The budget decrease is a reflection of the reallocation of payroll fringe costs associated with traffic control/street lighting payroll fringes to the Engineering Service Unit and the Parks and Public Space Maintenance personnel to the Community Services Unit.

Other Services – FY 2019 reflects a decrease in fleet, professional services, and contracted work associated with the reallocation of the traffic control/street lighting operations to the Engineering Service Unit and the Parks and Public Space Maintenance operations to the Community Services Unit.

Materials and Supplies – FY 2019 reflects a decrease in material and supplies associated with the reallocation of the traffic control/street lighting operations to the Engineering Service Unit and the Parks and Public Space Maintenance operations to the Community Services Unit.

Other Charges – FY 2019 reflects a decrease of IT, depreciation, and retiree medical insurance costs associated with the traffic control/street lighting operations being reallocated to the Engineering Service Unit and the Parks and Public Space Maintenance operations to the Community Services Unit.

Pass Throughs – FY 2019 is reflective of a decrease related to the reallocation of debt service costs associated with Park & Public Space Maintenance to the Community Service Area and street lighting project costs to the Engineering Service Unit.

Capital Outlay – The FY 2019 decrease is reflective of decreased equipment replacement costs.

PUBLIC SERVICES AREA
PUBLIC WORKS

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	834,699	872,042	751,789	779,117	12,127
1130 FAIRVIEW CEMETERY	22,950	22,000	25,300	23,123	-
4100 DDA STREET LIGHTING	86,122	89,716	81,465	65,946	-
4101 STREET LIGHTING	1,792,189	1,959,869	2,186,586	2,191,257	-
4146 FOOTBALL/SPECIAL EVENTS	14,955	17,611	15,141	15,088	-
4149 MAJOR TRAFFIC SIGNS	1,979	6,671	-	10,848	-
4930 SYSTEMS MAINTENANCE	92,958	93,325	137,799	137,011	-
4931 INSTALLS AND REPAIRS	24,798	17,436	45,932	45,669	-
6209 PARKS - MOWING	766,916	640,117	793,478	760,206	-
6210 OPERATIONS	174,282	176,095	213,996	220,659	-
6211 ENCAMPMENT CLEAN-UP	4,281	5,396	-	4,021	-
6222 SNOW & ICE CONTROL	250,837	221,737	312,518	354,086	16,304
6225 GRAFFITI/PRIVATE PROPERTY	1,942	4,600	2,497	2,174	-
6301 MOWING - NON PARKS	6,756	4,710	18,520	5,955	17,991
6328 ROW MAINTENANCE	21,775	16,092	15,697	13,207	-
6335 ATHLETIC FIELDS/GAME COURTS	19,437	21,775	20,281	19,611	-
6340 ADOPT-A-PARK/GARDEN	-	7,039	-	-	-
6365 PLAYGROUND MAINTENANCE	172,374	149,527	153,588	128,684	-
9500 DEBT SERVICE	299,365	290,602	290,889	290,889	-
Total	\$4,588,615	\$4,616,360	\$5,065,476	\$5,067,551	\$46,422

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	294,593	298,521	293,467	285,615	-
4912 MATERIALS & SUPPLIES	658,322	697,337	716,950	710,450	716,950
4930 SYSTEMS MAINTENANCE	127,414	130,545	199,238	197,827	-
4931 INSTALLS AND REPAIRS	37,952	26,092	61,082	58,349	-
Total	\$1,118,281	\$1,152,495	\$1,270,737	\$1,252,241	\$716,950

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	1,630,887	1,773,334	1,780,214	1,742,613	843,572
4122 RRFB	-	-	-	-	-
INSTALLATION/MAINTENANCE	33,545	(703)	126,450	50,932	-
4123 SIGNAL INSTALLATION/REBUILD	30,308	14,090	202,383	25,239	-
4124 TRAFFIC SIGNAL MAINTENANCE	565,691	318,929	618,568	543,280	-
4125 SIGNAL PREVENT MAINT	77,494	75,031	67,497	68,379	-
4126 SIGNAL EMERGENCY REPAIR	137,771	167,961	142,932	170,598	-
4127 SIGNAL SYSTEM CONTROL	223,766	215,344	408,057	390,431	-
4128 SIGNAL SHOP WORK	19,070	22,481	25,577	28,550	-
4129 GRID EXPANSION/MAINTENANCE	-	11	-	-	-
4135 SIGN SHOP WORK	8,556	6,091	6,787	6,912	-
4136 SIGN, WORK FOR OTHERS	40,769	72,004	44,174	62,679	60,195
4142 MAJOR SIGN MANUFACTURE	32,825	31,574	23,476	23,506	-
4146 FOOTBALL/SPECIAL EVENTS	79,797	104,503	69,727	86,641	-
4149 MAJOR TRAFFIC SIGNS	134,871	102,087	134,238	112,991	-
4154 SCHOOL ZONE SFTY SIGN INST	-	-	-	-	-
MAJOR	-	5,755	-	56,804	-
4156 PEDS SAFETY SIGN INSTALL -	-	-	-	20,370	-
MAJOR	-	-	-	-	-
4183 TRUNKLINE CONSTRUCTION	881	659	880	137	-
4184 TRUNKLINE SIGNAL INSTALL	3,472	19,369	3,381	3,531	-

4185 TRUNKLINE PREV MAINT	16,368	19,485	13,569	19,038	-
4186 TRUCKLINE EMERG REPAIR	34,174	31,526	29,719	21,309	-
4187 TRUNKLINE SYSTEM CONTROL	14,600	5,843	7,019	5,971	-
4222 POTHOLE REPAIR	301,757	317,474	296,709	356,108	271,768
4227 PAVEMENT EVALUATION	17	-	-	-	-
4231 BR 23 SWEEPING	298	952	1,069	1,069	1,093
4232 BR 23 POTHOLE REPAIR	4,361	2,172	6,388	6,388	6,517
4235 BR 23 WINTER MAINTENANCE	7,641	7,960	10,349	11,108	10,468
4239 BR 23 TRAFFIC SIGNS	1,712	1,806	1,371	1,113	-
4240 MAJOR BASE REPAIR/OVERLAY	544,542	176,007	444,637	353,963	360,900
4245 MAJOR SALTING/PLOWING	389,184	372,248	698,333	564,490	645,269
4251 STREET SWEEPING	218,632	277,732	215,209	269,637	213,487
4252 BRIDGE MAINTENANCE & REPAIR	2,477	11,705	69,899	56,497	69,952
4253 SHOULDER MAINTENANCE	11,905	10,971	18,599	10,385	18,652
4254 MISC CONCRETE REPAIRS	1,978	2,141	20,200	20,200	20,200
4256 SHOP WORK	947	1,167	-	-	-
4258 WORK FOR OTHERS	1,878	2,123	2,687	15,565	2,693
4940 BR 94 BASE REPAIR	13,546	9,341	4,883	7,391	4,893
4941 BR 94 SWEEPING	312	6,786	1,187	1,916	1,193
4942 BR 94 POTHOLE REPAIR	2,585	8,767	6,450	6,780	6,477
4943 BR 94 SHOULDER MAINTENANCE	23,637	8,023	25,000	25,000	25,000
4945 BR 94 WINTER MAINTENANCE	37,905	39,199	28,900	41,553	28,953
4949 BR 94 TRAFFIC SIGNS	2,758	1,972	2,696	2,479	-
Total	\$4,652,917	\$4,243,920	\$5,559,214	\$5,191,553	\$2,591,282

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	-	70	2,850	2,850	2,850
4112 LOCAL SIGN MANUFACTURE	35,630	37,088	35,765	35,811	-
4119 LOCAL TRAFFIC SIGNS	85,613	79,566	88,833	93,483	-
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	-	-	2,500	2,500	-
4157 PEDS SAFETY SIGN INSTALL - LOCAL	-	-	2,500	2,500	-
4209 LOCAL GRADING	144,634	185,397	130,844	176,981	139,179
4210 LOCAL BASE REPAIR/OVERLAY	325,309	408,669	458,199	480,783	460,397
4211 LOCAL STREET SWEEPING	322,812	225,003	528,752	290,855	530,217
4212 LOCAL POTHOLE REPAIR	147,242	134,635	161,711	185,578	142,010
4215 LOCAL SALTING/PLOWING	185,478	207,582	329,557	439,526	225,768
4218 LOCAL SURFACE TREATMENT	36,383	216,129	293,302	575,867	2,660,151
4253 SHOULDER MAINTENANCE	-	1,014	1,500	2,655	1,500
4254 MISC CONCRETE REPAIRS	9,199	2,068	19,201	17,000	19,201
9500 DEBT SERVICE	86,966	84,421	84,504	84,504	84,535
Total	\$1,379,266	\$1,581,642	\$2,140,018	\$2,390,893	\$4,265,808

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
4261 RIGHT-OF-WAY/MAINTENANCE & REP	47,907	8,196	50,035	99,542	105,617
4263 RIGHT OF WAY MAINT - ENGINEERING	-	13	-	-	-
6222 SNOW & ICE CONTROL	70,345	84,555	130,065	161,270	102,789
6328 ROW MAINTENANCE	30,344	25,913	141,307	40,505	151,981
6330 ROW VEGETATION/BRUSH CLEARANCE	42,919	45,108	46,353	55,866	46,523
Total	\$191,515	\$163,785	\$367,760	\$357,183	\$406,910

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	359,939	381,075	364,015	378,868	378,503
1100 FRINGE BENEFITS	173,292	185,484	182,304	182,304	192,444
1372 REVOLVING SUPPLY	(4,172)	128,165	-	-	-
4500 ENGINEERING - OTHERS	44,215	37,947	55,016	35,292	56,307
6210 OPERATIONS	189,220	278,338	438,621	379,783	540,264
7010 CUSTOMER SERVICE	439,677	349,889	903,819	764,839	869,879
7031 REVOLVING EQUIPMENT	(17,130)	(17,468)	154,790	(45,210)	157,633
7033 DCU MAINTENANCE	11,598	23,093	-	3,885	-
7034 INSPECTIONS	-	24,323	83,229	30,883	84,350
7061 SOUTH INDUSTRIAL SITE	19,830	23,530	18,500	17,675	18,795
7064 MISS DIG	99,458	92,294	182,430	129,425	178,904
7092 MAINTENANCE - MAINS	1,252,113	1,282,713	1,195,231	1,276,092	1,169,676
7093 MAINTENANCE - HYDRANTS	329,621	394,499	357,365	357,679	364,850
7094 MAINTENANCE - SERVICE	357,639	467,062	255,163	356,843	259,926
9000 CAPITAL OUTLAY	1,046,037	887,681	817,231	817,696	573,790
9070 CAPITAL OUTLAY - SERVICE	30,798	-	-	-	-
9071 CAPITAL OUTLAY - VALVES	549	-	-	-	-
9072 CAPITAL OUTLAY - MAINS	246	-	-	678	-
9073 CAPITAL OUTLAY - HYDRANTS	17,881	-	-	6,495	-
9074 CAPITAL OUTLAY - CONTR DUG SER	11,668	-	-	-	-
9076 CAPITAL OUTLAY - RENEWAL SERVICE	1,749	-	-	-	-
Total	\$4,364,228	\$4,538,625	\$5,007,714	\$4,693,227	\$4,845,321

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	260,752	296,089	289,723	289,487	278,456
1100 FRINGE BENEFITS	125,148	126,912	141,792	141,792	171,061
1372 REVOLVING SUPPLY	(5,278)	20,100	-	11,000	-
4500 ENGINEERING - OTHERS	45,972	41,369	61,339	43,414	62,850
6210 OPERATIONS	207,606	326,612	446,654	218,436	511,990
7010 CUSTOMER SERVICE	19,216	37,410	-	94	-
7031 REVOLVING EQUIPMENT	(2,645)	(8,003)	143,013	(3,060)	159,294
7061 SOUTH INDUSTRIAL SITE	1,350	-	5,000	5,000	5,000
7064 MISS DIG	54,706	55,338	51,274	58,932	47,297
7072 RODDING	208,478	202,567	144,457	151,624	126,808
7074 TELEVISIONING COLLECTION SYSTEM	450,406	187,250	233,033	245,823	231,499
7076 SEWER MONITORING	3,381	5,906	-	-	-
7077 MAINTENANCE - MANHOLE	228,386	211,250	201,713	246,888	205,417
7083 JETTING	382,971	343,625	384,681	348,471	302,140
7092 MAINTENANCE - MAINS	135,426	115,017	150,991	122,988	151,775
9000 CAPITAL OUTLAY	82,825	111,502	338,630	338,630	421,807
9072 CAPITAL OUTLAY - MAINS	225	-	-	-	-
9083 CAPITAL OUTLAY - TAPS	4,359	1,052	-	-	-
Total	\$2,203,284	\$2,073,996	\$2,592,300	\$2,219,519	\$2,675,394

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

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	1,355	1,233	130	1,330	130
6317 POST PLANT CARE	-	6,631	12,000	12,000	12,000
6320 TRIMMING	6,944	1,050	12,000	12,000	12,000
6325 STUMP REMOVAL	-	859	1,800	1,800	1,800
6327 TREE PLANTING	4,555	34,910	24,000	24,000	24,000
6329 TREE REMOVALS	-	399	10,200	9,000	10,200
Total	\$12,854	\$45,082	\$60,130	\$60,130	\$60,130

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	374,252	731,396	461,242	467,966	405,474
6222 SNOW & ICE CONTROL	5,338	7,008	17,541	6,100	18,172
6301 MOWING - NON PARKS	8,296	4,837	21,906	7,755	22,478
Total	\$387,886	\$743,241	\$500,689	\$481,821	\$446,124

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	927,294	1,008,056	1,004,944	997,886	1,087,535
1100 FRINGE BENEFITS	19,260	19,524	20,256	20,256	21,383
4146 FOOTBALL/SPECIAL EVENTS	-	-	794	793	872
4251 STREET SWEEPING	65,098	151,421	227,187	154,078	226,192
4500 ENGINEERING - OTHERS	22,072	19,590	33,398	22,186	34,221
6210 OPERATIONS	317,974	321,610	331,632	388,049	536,549
6309 GENERAL CARE - PARKS/FORESTRY	32,863	19,921	54,109	54,109	90,727
6317 POST PLANT CARE	2,121	2,913	9,902	9,902	39,672
6320 TRIMMING	210,474	210,607	914,678	914,498	1,063,177
6324 STORM DAMAGE	86,821	108,395	60,542	60,542	88,386
6325 STUMP REMOVAL	25,259	35,808	53,163	53,163	141,831
6327 TREE PLANTING	96,314	71,424	83,346	83,346	138,478
6329 TREE REMOVALS	122,347	189,892	159,665	159,655	424,160
7031 REVOLVING EQUIPMENT	(27,012)	66,790	168,547	(46,981)	229,854
7061 SOUTH INDUSTRIAL SITE	391	475	420	420	435
7064 MISS DIG	27,948	27,665	27,636	29,165	25,648
7072 RODDING	144	-	-	-	-
7074 TELEVISION COLLECTION SYSTEM	9,426	9,737	6,049	6,807	6,076
7077 MAINTENANCE - MANHOLE	31,847	21,905	18,723	23,184	18,897
7081 DITCH MAINTENANCE	57,221	45,171	31,665	41,627	31,821
7082 CATCHBASIN MAINTENANCE	327,098	244,008	280,177	276,394	282,584
7083 JETTING	308,122	297,342	269,669	357,546	256,765
7084 ILLICIT DISCHARGE ELIMINATION	11,770	6,919	12,149	31,700	12,391
7085 CULVERT MAINTENANCE	17,147	10,345	17,657	11,633	17,907
7090 BEST MANAGEMENT PRACTICES	14,679	28,009	12,899	14,521	412,952
7092 MAINTENANCE - MAINS	117,735	144,204	92,379	133,512	93,291
9000 CAPITAL OUTLAY	841,970	418,723	300,000	324,000	750,000
9072 CAPITAL OUTLAY - MAINS	10,857	4,091	-	-	-
Total	\$3,677,240	\$3,484,545	\$4,191,586	\$4,121,991	\$6,031,804

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

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	3,601	6,015	18,146	18,146	-
1646 FARMER'S MARKET	15,827	13,331	13,829	14,813	-
4500 ENGINEERING - OTHERS	52	2,611	-	2,508	-
6100 FACILITY RENTALS	118,065	120,304	81,687	102,397	-
6121 LESLIE SCIENCE CENTER	95,402	52,539	54,890	53,519	-
6123 KEMPF HOUSE	7,195	9,627	8,348	7,236	-
6209 PARKS - MOWING	19,694	(17,762)	48,990	31,716	-
6210 OPERATIONS	525,448	659,397	640,206	624,779	-
6231 BUHR POOL	16,713	29,411	14,615	43,487	-
6232 BUHR RINK	27,268	12,198	24,434	36,829	-
6234 VETERAN'S POOL	64,887	53,446	46,261	43,762	-
6235 VETERAN'S ICE ARENA	116,361	119,053	85,367	116,881	-
6236 FULLER POOL	44,475	49,910	61,485	58,721	-
6237 MACK POOL	47,317	27,063	50,331	39,907	-
6242 ARGO LIVERY	50,329	56,378	16,856	17,914	-

6244 GALLUP LIVERY	51,500	63,925	43,062	42,968	-
6250 NORTHSIDE COMMUNITY CENTER	10,806	10,712	9,062	9,767	-
6255 SKATE PARK	5,270	27,049	4,350	12,764	-
6260 BRYANT COMMUNITY CENTER	16,653	6,215	12,079	13,419	-
6286 NAP VOLUNTEER OFFICE	2,684	6,409	-	8,280	-
6291 SWIFT RUN DOG PARK	13,688	14,155	15,000	15,000	-
6309 GENERAL CARE - PARKS/FORESTRY	720,163	614,730	736,125	697,972	-
6315 SENIOR CENTER OPERATIONS	26,105	53,208	20,549	35,044	-
6317 POST PLANT CARE	37,197	16,136	62,117	24,121	-
6320 TRIMMING	127,201	68,777	108,086	86,859	-
6324 STORM DAMAGE	20,352	20,526	43,513	22,355	-
6325 STUMP REMOVAL	10,507	9,855	102,666	31,491	-
6327 TREE PLANTING	(10,914)	(9,450)	56,423	36,449	-
6329 TREE REMOVALS	19,450	88,529	305,441	157,886	-
6335 ATHLETIC FIELDS/GAME COURTS	411,077	468,078	505,747	462,279	-
6340 ADOPT-A-PARK/GARDEN	-	-	1,935	-	-
6420 CULTURAL ARTS BUILDING	-	1,811	-	202	-
6503 HURON GOLF COURSE	24,409	31,322	21,515	22,511	-
6504 LESLIE GOLF COURSE	30,703	53,071	39,970	39,059	-
7099 RECREATIONAL DAMS	149,036	104,672	140,990	140,990	-
Total	\$2,818,521	\$2,843,251	\$3,394,075	\$3,072,031	-

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	306,407	(382,430)	591,989	334,901	1,118,612
1401 ART FAIR/SPECIAL EVENTS	5,412	23,207	22,770	20,042	19,540
1810 TAX REFUNDS	9,948	4,387	-	5,000	5,000
3162 COMMUNITY STANDARDS	30,000	30,000	30,000	30,000	30,000
4721 REAR-LOAD COMMERCIAL COLLECT	374,993	367,552	354,193	314,522	354,424
4722 SPECIAL COLLECTION	4,767	10,437	16,251	15,921	16,270
4724 RESIDENTIAL COLLECTION	1,872,920	2,034,451	2,689,045	2,174,831	2,654,682
4725 FRONT-LOAD COMMERCIAL COLLECT	2,745,228	3,144,480	2,908,719	2,978,851	3,074,158
4726 DDA REFUSE CANS COLLECTION	37,407	54,472	21,709	74,475	22,189
4727 CARTS RPR/D/DIST	32,931	23,461	35,669	28,338	32,363
4729 STUDENT MOVE IN/OUT	52,179	39,617	46,750	53,535	50,400
4730 DROP OFF STATION STAFFED	4,919	5,023	6,500	33,315	6,500
4732 SINGLE FAMILY RECYCLING	1,731,573	1,860,250	1,843,251	1,883,341	1,846,202
4733 MULTI FAMILY RECYCLING	641,019	660,024	747,962	738,000	713,416
4734 COMMERCIAL RECYCLING	645,682	614,591	660,921	595,956	671,329
4749 YARDWASTE COLLECTION	1,345,588	1,237,208	1,208,100	1,269,977	1,095,500
4764 RECYCLING PROCESSING	527,772	3,459,206	2,087,599	2,606,311	2,666,566
4919 MAINTENANCE - LANDFILL	532,431	463,618	442,387	346,558	379,065
6210 OPERATIONS	253,641	266,942	200,711	211,932	239,181
6362 PARK REFUSE	120,797	115,046	94,829	168,448	96,403
7060 OUTSTATIONS	876	6,138	-	800	700
Total	\$11,276,490	\$14,037,680	\$14,009,355	\$13,885,054	\$15,092,500

Expenses by Activity (0075 SEWER REVENUE BONDS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	-	-	168,152	-	-
Total	-	-	\$168,152	-	-

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	-	106,422	1,263,618	-	-
Total	-	\$106,422	\$1,263,618	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Public Works

Service Unit Manager: Molly Maciejewski

CORE SERVICE	STRATEGIC GOALS (●)					PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology					
Repair and Maintain Streets	●		●	●	●	Integrate AVL and Cityworks to improve customer service	N/A	N/A	100%	100%
						Complete 2 fall street sweeping cycles	No	Yes	Yes	Yes
						90% of citizen reported potholes patched within 72 hours	77%	76%	76%	90%
						Pilot Bike Lane Sweeping (identify routes, complete monthly sweeping for one season)	N/A	N/A	N/A	100%
Repair and maintain public water and sewer utilities	●		●	●	●	Annual number of sewer backups attributed to city	16	25	17	0
						25% of water valves exercised and confirmed working	48%	33%	25%	25%
						Clean 20% (49 Miles) of the City's 24" and smaller stormwater pipe and all swirl concentrators	N/A	50% of target	65% of target	100%
						Complete acoustic inspections at 50% of crosslots	N/A	N/A	N/A	50%
Implement Solid Waste collection programs	●		●	●	●	85% of trash and compost routes completed on straight time	N/A	N/A	87%	85%
						Number of vehicular accidents by solid waste trucks	12	10	16	0
						20% reduction in requests for missed trash pickup	N/A	-12%	-18%	20%
						Tons material landfilled	N/A	56,118	54,000	N/A
Maintain the urban forest	●		●	●	●	Prune 10% of the City's street trees	2.40%	2.70%	10%	10%
						100% of the planned 1000 ROW plantings completed	100%	100%	100%	100%
						Reduce the backlog of street tree stumps greater than 6" by 50%.	N/A	N/A	N/A	50%

PUBLIC SERVICES AREA
PUBLIC WORKS

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
PROGRAM ADMINISTRATOR	403199	1.00
SOLID WASTE & REC COORD	403170	1.00
SW EDUCATION/COMM LIAS	403170	1.00
ADMIN ASSISTANT LVL 4	110044	2.00
ADMIN ASSISTANT LVL 5	110054	1.50
APPLICATION SPECIALIST	401760	0.92
CIVIL ENGINEER IV	403840	1.00
FIELD OP ASST MANAGER	401140	1.00
FIELD OPER TECH I - INFRA	112804	10.00
FIELD OPER TECH I-FOR/PA	112854	1.25
FIELD OPER TECH II - FOR/	112764	1.00
FIELD OPER TECH II - INFR	112814	9.00
FIELD OPER TECH III -INFR	112824	9.00
FIELD OPER TECH III-FOR/P	112874	1.00
FIELD OPER TECH IV - INFR	112834	16.00
FIELD OPER TECH IV-FOR/PA	112884	5.00
FIELD OPER TECH V - INFRA	112844	15.00
FIELD OPER TECH V-FOR/PA	112894	1.00
FIELD OPERATIONS MANAGER	403450	1.00
FIELD OPERATIONS SUPV I	192100	2.00
FIELD OPERATIONS SUPV II	192110	2.00
FIELD OPERATIONS SUPV IV	192130	1.00
FIELD OPERATIONS SUPV IV	192131	1.00
FINANCIAL ANALYST-BUDGET	401720	1.00
FLEET & FAC SUPV II	190014	0.05
OFFICE MANAGER	403180	1.00
PW SUPV I	192101	1.00
TREE TRIMMER I	112851	1.00
URBAN FORESTRY & NAT RES	401620	1.00
Total		89.72

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PUBLIC SERVICES AREA

SYSTEMS PLANNING

Systems Planning staff bring together diverse backgrounds and experience in: urban and regional planning, community engagement, geographic information systems (GIS), regulatory compliance, municipal engineering, sanitary sewer, drinking water, stormwater and water resources, floodplain and watershed management, soil erosion and sedimentation control, and natural features management. These extensive skills and expertise are utilized in several programs, processes and projects, including: utility system modeling, spatial data management, support for the implementation of GIS-based work management systems throughout the service area, community engagement efforts to support units throughout the organization, program and policy development to optimize service levels, environmental benefit, public investment, capital planning and budgeting, asset management programming and implementation support for multiple areas across the organization, and maintaining infrastructure standards and specifications for facilities and activities within the Public Services Area.

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	97,037	73,586	80,500	80,500	80,500
LICENSES, PERMITS & REGISTRATIONS	97,298	71,425	75,000	75,000	75,000
MISCELLANEOUS REVENUE	-	4,935	3,000	3,000	3,000
OPERATING TRANSFERS IN	304,584	457,176	505,154	505,154	-
PRIOR YEAR SURPLUS	-	-	824,360	351,436	-
SPECIAL ASSESSMENTS	-	17,012	-	6,000	-
Total	\$498,919	\$624,134	\$1,488,014	\$1,021,090	\$158,500

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
WATER SUPPLY SYSTEM (0042)	99,306	74,918	80,500	80,500	80,500
SEWAGE DISPOSAL SYSTEM (0043)	3,220	3,775	465,805	3,000	3,000
ALTERNATIVE TRANSPORTATION (0061)	304,584	474,188	505,154	511,154	-
STORMWATER SEWER SYSTEM FUND (0069)	91,809	71,253	426,426	426,436	75,000
SOLID WASTE (0072)	-	-	10,129	-	-
Total	\$498,919	\$624,134	\$1,488,014	\$1,021,090	\$158,500

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,178,265	1,196,127	1,741,845	1,695,288	1,098,628
PAYROLL FRINGES	672,836	718,625	787,780	814,668	540,427
OTHER SERVICES	298,878	875,567	1,577,434	1,322,947	407,702
MATERIALS & SUPPLIES	15,720	54,200	19,400	18,890	16,550
OTHER CHARGES	255,381	259,442	389,349	392,559	384,635
PASS THROUGHES	100,000	65,287	22,073	22,073	-
EMPLOYEE ALLOWANCES	17,653	10,285	11,033	10,198	8,226
Total	\$2,538,733	\$3,179,533	\$4,548,914	\$4,276,623	\$2,456,168

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	100,000	65,910	230,285	230,285	20,088
MAJOR STREET (0021)	119,757	134,807	183,940	180,775	117,221
LOCAL STREET (0022)	4,618	4,057	11,500	17,174	21,500
WATER SUPPLY SYSTEM (0042)	702,899	709,789	807,118	806,087	732,672
SEWAGE DISPOSAL SYSTEM (0043)	487,124	781,672	1,064,584	1,064,584	555,401
ALTERNATIVE TRANSPORTATION (0061)	118,036	130,482	219,012	213,215	32,038
STORMWATER SEWER SYSTEM FUND (0069)	787,294	868,780	1,418,595	1,422,295	919,516
SOLID WASTE (0072)	219,005	484,036	613,880	342,208	57,732
Total	\$2,538,733	\$3,179,533	\$4,548,914	\$4,276,623	\$2,456,168

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
SYSTEMS PLANNING	15.50	16.50	16.83	11.23
Total	15.50	16.50	16.83	11.23

PUBLIC SERVICES AREA SYSTEMS PLANNING

REVENUES

Operating Transfers In - The budget reflects a decrease associated with reallocation of the Alternative Transportation program planning and management to the Engineering Service Unit.

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

EXPENSES

Personnel Services – The decreased budget is reflective of the reallocation of personnel associated with Alternative Transportation, Urban Forestry, Solid Waste and Sustainability planning and management to the Engineering Service Unit, Public Works Service Unit and the City Administrator Service Area respectively.

Payroll Fringes – The decreased budget is reflective of the reallocation of personnel fringes associated with Alternative Transportation, Urban Forestry, Solid Waste and Sustainability planning and management to the Engineering Service Unit, Public Works Service Unit and the City Administrator Service Area respectively.

Other Services - The decreases are reflective of the reallocation of professional and contracted services for Alternative Transportation, Urban Forestry, Solid Waste and Sustainability planning and management to the Engineering Service Unit, Public Works Service Unit and the City Administrator Service Area respectively; as well as, one-time allocation in FY 2018 for professional services in the Stormwater and Sewer funds

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Systems Planning

Service Unit Manager: Cresson Slotten

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Partnerships	●	●		●	●		SRF-financed Capital Projects scheduled for FY19 - 100% completed planning and design with the WCWRC	N/A	N/A	N/A	100%
							Arb Maintenance Agreement by June 2019	N/A	N/A	15%	100%
							Downtown Alleys Program Work Plan - 20% implemented by July 2019	N/A	15%	15%	20%
Programs	●	●		●	●		Apply Green Streets policy on 100% of City Road Reconstruction Projects for projects scheduled for FY19	100%	100%	100%	100%
							MS4 Permit Issuance by July 2019	0%	0%	60%	100%
							Stormwater Utility - Flyover completed by December 2019	100%	N/A	56.5%	100%
Public Engagement	●		●	●	●		Facilitate 12 Transportation Commission meetings during FY19	N/A	100%	100%	100%
							Implement 25% of the Public Services Outreach and Education Project Recommendations by July 2019	N/A	N/A	20%	25%
Asset Management	●	●	●	●	●		Implementation of 10% of stormwater and sanitary system asset management plans by July 2020	N/A	N/A	N/A	5%
							Complete 10% of condition assessments of sanitary and stormwater systems by July 2020	7%	6%	15%	10%
							Improve overall Condition Assessment scores for the Stormwater System by 2% by July 2020	N/A	N/A	N/A	1%
							Improve overall Condition Assessment scores for the Sanitary Sewer Collection System by 2% by July 2020	N/A	N/A	N/A	1%
Private Development	●	●		●	●		Complete review of 80% of site plans within 3 weeks	N/A	92%	88%	90%
							Complete 90% of residential grading permit review within one week	N/A	N/A	90%	100%
							Complete the Public Service Standards/Specification Book revisions by January, 2019	10%	25%	75%	100%

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
SYSTEMS PLAN ANALYST	401370	1.00
ADMIN ASSISTANT LVL 4	110044	0.45
CITY PLANNER III	401030	1.00
CIVIL ENGINEER I	000990	0.16
CIVIL ENGINEER III	403620	0.15
CIVIL ENGINEER IV	403840	0.20
GIS ANALYST	401710	1.00
GIS SPECIALIST	000960	1.00
LAND DEVELOPMENT COORDIN	114420	1.00
PRIVATE DEVELOPMENT COORD	403880	0.37
STORMWATER/FLOODPLAIN CO	401630	1.00
SYSTEMS PLANNING ENG IV	403830	1.90
SYSTEMS PLANNING MANAGER	401320	1.00
WATER QUALITY MANAGER	403820	1.00
Total		11.23



PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Wastewater Treatment Services is responsible for the effective pumping, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. Wastewater Treatment Services operates and maintains the City's Wastewater Treatment Plant and eight sewage lift stations located around the City. In addition, Wastewater Treatment Services manages the Industrial Pretreatment Program to assure that wastewater discharged to the sanitary sewer system will not be harmful to the public, employees, environment or equipment.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CONTRIBUTIONS	9,503	-	-	-	-
MISCELLANEOUS REVENUE	(195,064)	(592)	1,050	1,050	1,050
Total	(\$185,561)	(\$592)	\$1,050	\$1,050	\$1,050

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
SEWAGE DISPOSAL SYSTEM (0043)	(185,561)	(592)	1,050	1,050	1,050
Total	(\$185,561)	(\$592)	\$1,050	\$1,050	\$1,050

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	2,346,695	2,279,952	2,593,681	2,593,681	2,614,296
PAYROLL FRINGES	1,518,186	1,462,488	1,578,598	1,578,598	1,567,001
OTHER SERVICES	2,233,874	2,184,873	2,945,970	3,045,970	3,519,823
MATERIALS & SUPPLIES	819,214	731,942	827,105	827,105	853,224
OTHER CHARGES	2,845,718	4,414,132	4,206,611	4,206,611	6,745,443
PASS THROUGHS	795	-	-	-	-
CAPITAL OUTLAY	36,586	56,291	-	-	-
EMPLOYEE ALLOWANCES	16,971	5,527	2,190	2,190	2,494
Total	\$9,818,039	\$11,135,205	\$12,154,155	\$12,254,155	\$15,302,281

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
SEWAGE DISPOSAL SYSTEM (0043)	9,818,039	11,135,205	12,154,155	12,254,155	15,302,281
Total	\$9,818,039	\$11,135,205	\$12,154,155	\$12,254,155	\$15,302,281

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
WASTEWATER TREATMENT	34.85	34.85	35.33	35.72
Total	34.85	34.85	35.33	35.72

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

Other Services – The increase is reflective of one-time increased professional services for an odor study and anticipated increases in utility costs.

Other Charges - The increase is due to increased depreciation costs associated with the plant renovation.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	941,420	890,389	1,023,915	973,915	1,286,503
1100 FRINGE BENEFITS	418,503	413,389	472,240	472,240	498,084
7031 REVOLVING EQUIPMENT	43,833	37,692	55,034	55,034	55,914
7043 PLANT	6,787,458	8,254,201	8,683,219	8,783,219	11,312,984
7051 STATION	31,068	34,947	46,332	46,332	48,900
7053 LAB	371,436	351,371	363,394	363,394	370,061
7055 SOLIDS	1,214,440	1,106,395	1,470,650	1,520,650	1,690,100
7057 INDUSTRIAL PRETREAT	11,554	8,887	26,150	26,150	26,150
7060 OUTSTATIONS	(1,671)	37,935	13,221	13,221	13,585
Total	\$9,818,041	\$11,135,206	\$12,154,155	\$12,254,155	\$15,302,281

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Wastewater Treatment Services

Service Unit Manager: Earl Kenzie

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Operate and Maintain the WWTP to ensure continuous treatment of sanitary and industrial wastewater that meets or exceeds regulatory standards before discharge to the Huron River	●						99% compliance with daily NPDES permit limits	>99% (2/366)	99% (4/365)	>99.9% (2/1978)	>99%
							No bypass of untreated wastewater to the Huron River or backups from lift stations to private property or the environment due to equipment failure	1 SSO	0 SSO	1 SSO	0 SSO
							Complete >75% of monthly preventive and corrective maintenance work orders on time	N/A	80%	90%	>75%
Manage the reuse and disposal of biosolids in an environmentally sustainable manner	●						Land apply 100% of biosolids from May through November, weather permitting	100%	100%	100%	100%
Raise public awareness of wastewater treatment				●			> 100 attendees of annual open house	N/A	N/A	N/A	>100
							> 250 people attending tours annually	N/A	20	93	>250
Ensure WWTSU staff have sufficient technical and safety training and skills to meet performance expectations of their positions and teams						●	100% of staff have up to date safety training	100%	100%	100%	100%
							Develop a technical training curriculum for WUTs, WUSs, WUMS, and ECSTs	N/A	Ongoing	√	√
							WWTP staff annually create a career development plan (training/continuing education, leadership topics)	N/A	Ongoing	√	√
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in two-year budget cycle	●	●	●				Create asset management Plan	N/A	N/A	N/A	√
							Annually complete plan's action items	N/A	N/A	N/A	√

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
ASST WWTP MANAGER	401010	0.94
CIVIL ENGINEER V	401330	0.88
ELEC & CONTROL TECH IV	116244	3.00
ENVIRON LAB ANALYST III	110334	1.89
ENVIRON LAB ANALYST IV	110344	0.62
ENVIRONMENTAL LAB SUPV	196930	0.50
PROCESS CONTROL SYS SPEC	403190	0.95
PROCUREMENT COORDINATOR	117450	1.00
WATER UTIL MAIN SUPER III	197460	1.00
WATER UTIL SUPV III	197500	3.00
WATER UTILITY SUPV II	197411	1.00
WATER UTILITY SUPV III	197421	1.00
WATER UTILITY TECH I	117400	4.00
WATER UTILITY TECH I	117401	1.00
WATER UTILITY TECH II	117411	2.00
WATER UTILITY TECH III	117420	3.00
WATER UTILITY TECH IV	117430	1.00
WATER UTILITY TECH IV	117431	1.00
WATER UTILITY TECH V	117440	1.00
WATER UTILITY TECH V	117441	4.00
WWTP MANAGER	401300	0.94
Total		35.72

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PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the treatment and supply of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Townships. Water Treatment Services operates and maintains the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and storm water customers. The Water Treatment Service Unit serves as the afterhours Customer Service Call Center.

PUBLIC SERVICES AREA
WATER TREATMENT

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	425,935	420,424	526,900	405,000	410,000
CONTRIBUTIONS	-	64,400	-	20,000	-
LICENSES, PERMITS & REGISTRATIONS	-	10,380	-	-	-
MISCELLANEOUS REVENUE	2,508	12,080	-	27,210	-
OPERATING TRANSFERS IN	-	27,729	100,000	-	-
Total	\$428,443	\$535,013	\$626,900	\$452,210	\$410,000

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	415,648	446,213	525,900	400,000	400,000
WATER SUPPLY SYSTEM (0042)	12,795	88,800	1,000	52,210	10,000
GENERAL CAPITAL FUND (00CP)	-	-	100,000	-	-
Total	\$428,443	\$535,013	\$626,900	\$452,210	\$410,000

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,827,169	1,880,602	2,013,845	1,872,487	2,135,557
PAYROLL FRINGES	1,114,139	1,115,386	1,192,246	1,192,632	1,257,842
OTHER SERVICES	1,827,585	1,962,227	2,450,658	2,373,266	2,035,294
MATERIALS & SUPPLIES	1,431,683	1,470,617	1,476,533	1,420,943	1,478,854
OTHER CHARGES	3,640,979	3,781,704	3,801,795	3,800,095	3,914,126
PASS THROUGHS	80,000	270,000	600,000	600,000	75,000
CAPITAL OUTLAY	229,869	170,152	100,000	100,000	100,000
EMPLOYEE ALLOWANCES	6,267	6,408	3,652	3,652	2,873
Total	\$10,157,691	\$10,657,096	\$11,638,729	\$11,363,075	\$10,999,546

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	296,564	529,329	853,462	853,018	466,677
WATER SUPPLY SYSTEM (0042)	9,853,238	10,120,620	10,669,234	10,397,724	10,508,366
STORMWATER SEWER SYSTEM FUND (0069)	7,889	7,147	16,033	12,333	24,503
GENERAL CAPITAL FUND (00CP)	-	-	100,000	100,000	-
Total	\$10,157,691	\$10,657,096	\$11,638,729	\$11,363,075	\$10,999,546

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
WATER TREATMENT	25.71	25.71	27.31	27.31
Total	25.71	25.71	27.31	27.31

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

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

EXPENSES

Other Services – The reduction is due to FY 2018 one-time professional services associated with projects at the Water Treatment plant.

Pass Throughs - This decrease reflects one-time capital projects budgeted in FY 2018 for the dams.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	41,807	83,101	45,096	45,096	132,870
4160 BARTON DAM	-	-	-	-	50,517
4162 SUPERIOR DAM	-	-	-	-	62,212
7020 CELL TOWER ADMINISTRATION	-	19,151	106,631	106,631	111,428
7091 MAINTENANCE - HYDROPOWER	244,624	412,150	691,735	691,291	99,650
7099 RECREATIONAL DAMS	10,132	14,924	10,000	10,000	10,000
Total	\$296,563	\$529,326	\$853,462	\$853,018	\$466,677

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	1,211,322	1,246,565	1,379,189	1,382,484	1,306,847
4160 BARTON DAM	-	-	-	-	19,031
4161 STEERE FARM WELL-FIELD	-	-	-	-	35,167
4163 SURFACE WATER SUPPLY	-	-	-	335,000	358,094
7013 CUST RELATIONS/PUBLIC ED	-	8,854	-	3,345	8,500
7031 REVOLVING EQUIPMENT	45,992	34,947	63,620	63,620	65,106
7038 DWRF 7362 ADMINISTRATION	173	-	-	-	-
7039 DWRF 7375 ADMINISTRATION	341	-	-	-	-
7043 PLANT	7,119,753	7,464,144	7,412,819	7,202,884	7,609,470
7044 PROCESS LAB	53,060	43,589	45,900	34,900	56,990
7045 WRF TAILORED COLLABORATION	-	-	200,000	224,000	-
7053 LAB	284,080	235,862	286,771	247,981	277,909
7055 SOLIDS	342,225	355,421	392,482	375,532	409,111
7060 OUTSTATIONS	796,290	731,234	888,453	527,978	362,141
Total	\$9,853,236	\$10,120,616	\$10,669,234	\$10,397,724	\$10,508,366

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
7053 LAB	7,889	7,146	16,033	12,333	24,503
Total	\$7,889	\$7,146	\$16,033	\$12,333	\$24,503

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	-	-	100,000	100,000	-
Total	-	-	\$100,000	\$100,000	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Water Treatment Services

Service Unit Manager: Brian Steglitz

CORE SERVICE	STRATEGIC GOALS (●)					PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal	
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology						Strengthen Human Capital
Provide continuous supply of safe drinking water to citizens of Ann Arbor and neighboring townships.	●	●		●		●	Reduce water quality complaints < 38/qtr	N/A	86/qtr	30/qtr	<38/qtr
							Total coliform detection - 0/qtr	N/A	0.5/qtr	2/qtr	0/qtr
							E.Coli detection - 0/qtr	0/qtr	0/qtr	0/qtr	0/qtr
Raise public awareness of drinking water				●	●		> 400 people attending tours/qtr	N/A	517/qtr	450/qtr	>400/qtr
Provide laboratory services for existing and future customers	●	●		●	●		Minimize repeat analyses - < 35 data reporting errors/qtr	N/A	27/qtr	30/qtr	<35/qtr
Ensure WTSU staff have sufficient training and skills to meet performance expectations of their positions and teams	●					●	> 6 hrs of technical training/employee/qtr	N/A	5.8/qtr	5/qtr	>6/qtr
Maintenance of WTSU equipment and facilities	●		●		●	●	Maintain the ratio of preventive maintenance hours to corrective maintenance hours above 1.1	0.96	1.05	1.1	>1.1
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in two-year budget cycle	●		●				Maintain Ratio of Total Capital Expenditures/Budgeted Capital Expenditures between 0.85 and 1.0	N/A	N/A	0.65	0.85

PUBLIC SERVICES AREA
WATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ADMIN ASSISTANT LVL 4	110044	0.75
ASST WTP MANAGER	401020	1.00
CIVIL ENGINEER V	401330	0.35
ELEC & CONTROL TECH IV	116244	0.95
ELEC & CONTROL TECH V	116254	0.95
ENVIRON LAB ANALYST III	110334	1.11
ENVIRON LAB ANALYST IV	110344	0.38
ENVIRONMENTAL LAB SUPV	196930	0.50
FIN ANALYST-BUDGET	403340	1.00
PROCESS CONTROL SYS SPEC	403190	1.00
PROCUREMENT COORDINATOR	117450	0.97
TELECOMMUNICATION MANAGER	409998	1.00
WATER UT MAIN SUPV IV	197470	0.98
WATER UTIL SUPV III	197500	1.98
WATER UTILITY SUPV II	197410	0.99
WATER UTILITY SUPV III	197420	0.99
WATER UTILITY SUPV III	197421	0.99
WATER UTILITY TECH I	117400	0.95
WATER UTILITY TECH II	117410	1.90
WATER UTILITY TECH II	117411	0.95
WATER UTILITY TECH III	117420	2.85
WATER UTILITY TECH IV	117430	1.90
WATER UTILITY TECH V	117441	1.90
WTP MANAGER	401310	0.97
Total		27.31

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SAFETY SERVICES AREA

Safety Services Area Organization Chart



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

SAFETY SERVICES

Revenues by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
FIRE SERVICES	871,770	672,411	853,571	655,062	673,033
POLICE SERVICES	3,873,258	3,830,672	3,641,013	3,560,300	3,883,298
Total	\$4,745,028	\$4,503,083	\$4,494,584	\$4,215,362	\$4,556,331

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	18,612	2	-	-	-
GENERAL (0010)	4,060,417	4,297,230	4,000,339	3,923,866	4,461,218
HOMELAND SECURITY GRANT FUND (0017)	46,815	51,224	42,156	42,156	-
DRUG ENFORCEMENT (0027)	46,204	31,168	94,702	41,035	19,048
FEDERAL EQUITABLE SHARING FORFEI (0028)	144,483	45,753	101,727	37,173	47,933
POLICE & FIRE RELIEF (0053)	7,042	(868)	7,059	7,059	7,059
MICHIGAN JUSTICE TRAINING (0064)	23,519	22,244	21,073	21,130	21,073
GENERAL CAPITAL FUND (00CP)	-	48,672	70,100	-	-
MAJOR GRANTS PROGRAMS (00MG)	397,936	7,658	157,428	142,943	-
Total	\$4,745,028	\$4,503,083	\$4,494,584	\$4,215,362	\$4,556,331

SAFETY SERVICES

Expenses by Service Unit

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
FIRE SERVICES	16,198,264	16,415,230	16,165,728	16,144,475	16,525,325
POLICE SERVICES	26,622,524	27,267,126	27,130,000	26,766,777	28,602,137
Total	\$42,820,788	\$43,682,356	\$43,295,728	\$42,911,252	\$45,127,462

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	18,606	245	-	-	-
GENERAL (0010)	42,116,258	43,481,640	42,810,790	42,556,185	45,041,656
HOMELAND SECURITY GRANT FUND (0017)	46,739	51,159	42,156	42,156	-
DRUG ENFORCEMENT (0027)	71,496	84,074	93,548	39,881	17,894
FEDERAL EQUITABLE SHARING FORFEI (0028)	147,875	39,317	100,706	36,152	46,912
MICHIGAN JUSTICE TRAINING (0064)	20,000	20,000	21,000	24,053	21,000
GENERAL CAPITAL FUND (00CP)	-	-	70,100	70,100	-
MAJOR GRANTS PROGRAMS (00MG)	399,814	5,921	157,428	142,725	-
Total	\$42,820,788	\$43,682,356	\$43,295,728	\$42,911,252	\$45,127,462

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES	87.00	87.00	88.00	87.00
POLICE SERVICES	149.00	149.00	148.00	150.00
Total	236.00	236.00	236.00	237.00



FIRE SERVICES

The Fire Services Unit protects the lives and property of Ann Arbor residents and visitors through planning, training, and response to all hazardous incidents including fires, medical emergencies, technical rescues, hazardous materials, automatic alarms, utility failures, citizen assists, and large events. This unit also includes fire prevention services dedicated to reducing and eliminating harm via fire safety inspections, overseeing fire-related permits, educating the public, reviewing construction site plans, and investigating fires. The Emergency Management Services Unit is responsible for the planning, training, exercising, and coordination of citywide emergency preparedness. The unit also manages mass notification for emerging or ongoing threats to public welfare, management of tornado warning sirens, coordination of emergency response and recovery, oversight of the Community Emergency Response Team, liaisons with local, regional, state, and federal partner agencies, and administers state and federal grants.

**SAFETY SERVICES
FIRE SERVICES**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	453,225	619,166	533,028	457,148	658,028
CONTRIBUTIONS	25,332	1,522	-	-	-
INTERGOVERNMENTAL REVENUES	356,423	545	160,142	149,133	-
INTRAGOVERNMENTAL SALES	6,040	(5,040)	-	-	-
LICENSES, PERMITS & REGISTRATIONS	275	1,490	2,305	400	2,305
MISCELLANEOUS REVENUE	23,219	12,356	12,700	12,700	12,700
OPERATING TRANSFERS IN	7,256	42,372	39,375	35,681	-
PRIOR YEAR SURPLUS	-	-	106,021	-	-
Total	\$871,770	\$672,411	\$853,571	\$655,062	\$673,033

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	482,759	627,972	617,154	470,248	673,033
HOMELAND SECURITY GRANT FUND (0017)	-	-	42,089	42,089	-
GENERAL CAPITAL FUND (00CP)	-	42,372	36,900	-	-
MAJOR GRANTS PROGRAMS (00MG)	389,011	2,067	157,428	142,725	-
Total	\$871,770	\$672,411	\$853,571	\$655,062	\$673,033

**SAFETY SERVICES
FIRE SERVICES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	7,940,686	8,129,650	7,619,064	7,724,671	7,614,001
PAYROLL FRINGES	4,378,865	4,729,037	4,660,134	4,541,401	5,141,232
OTHER SERVICES	1,156,039	1,236,923	1,433,631	1,433,303	1,241,268
MATERIALS & SUPPLIES	308,707	221,832	271,197	232,567	234,297
OTHER CHARGES	1,861,798	1,874,839	2,002,071	2,038,971	2,152,187
PASS THROUGHS	7,256	-	35,681	35,681	-
CAPITAL OUTLAY	399,613	87,754	-	-	-
VEHICLE OPERATING COSTS	-	-	250	-	250
EMPLOYEE ALLOWANCES	145,300	135,195	143,700	137,881	142,090
Total	\$16,198,264	\$16,415,230	\$16,165,728	\$16,144,475	\$16,525,325

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	15,807,375	16,414,900	15,929,311	15,922,761	16,525,325
HOMELAND SECURITY GRANT FUND (0017)	-	-	42,089	42,089	-
GENERAL CAPITAL FUND (00CP)	-	-	36,900	36,900	-
MAJOR GRANTS PROGRAMS (00MG)	390,889	330	157,428	142,725	-
Total	\$16,198,264	\$16,415,230	\$16,165,728	\$16,144,475	\$16,525,325

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
FIRE SERVICES	87.00	87.00	88.00	87.00
Total	87.00	87.00	88.00	87.00

SAFETY SERVICES AREA FIRE SERVICES UNIT

REVENUES

Charges for Services - The increase is associated with a change in the fire safety inspection's fee schedule developed with the help of business owners and a restructuring of the fire inspection program to increase the overall number of fire safety inspections completed annually.

Intergovernmental Revenues – This reflects one-time grant money received in FY 2018 for a Hazard Mitigation Plan and a Homeland Security Grant for wage reimbursement for the Emergency Manager position.

Operating Transfers In – This reflects a one-time revenue for a grant match from the General Fund to the Hazard Mitigation grant fund.

Prior Year Surplus - The reduction in FY 2019 reflects one-time monies to fund grant matching and special project requests in FY 2018.

EXPENSES

Personnel Services – A 1.0 reduction in FTEs for the Fire Department is planned for FY 2019 in an effort to lower payroll costs. The reduction will occur through attrition.

Payroll Fringes – The increase in payroll fringes relates to increased retirement contribution costs for the Fire Department.

Other Services – The decrease relates to one-time money in the FY 2018 budget for promotional testing and a hazard mitigation study.

Other Charges - The increase is related to higher retiree health care and higher IT costs for FY 2019.

Pass Throughs – The decrease relates to a one-time transfer in FY 2018 for a grant match.

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 \$833,828 in FY 2019.

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	2,907,632	3,143,483	3,123,770	3,154,258	3,352,649
3220 FIRE PREVENTION	1,179,065	1,198,158	1,113,394	1,131,748	1,116,843
3230 FIRE OPERATIONS	719,516	629,037	652,752	666,683	641,274
3231 FIRE STATION #1	3,917,171	4,058,977	3,939,670	3,894,869	4,037,602
3232 FIRE STATION #2	7,891	9,330	9,183	10,667	9,183
3233 FIRE STATION #3	1,676,535	1,583,848	1,718,318	1,702,879	1,679,956
3234 FIRE STATION #4	1,530,915	1,463,522	1,486,960	1,488,014	1,344,623
3235 EMERGENCY MANAGEMENT	11,963	134,318	225,509	178,679	230,809
3236 FIRE STATION #6	1,759,174	1,792,543	1,623,731	1,631,049	1,841,776
3237 FIRE STATION #5	1,365,390	1,444,463	1,335,128	1,365,653	1,572,927
3240 REPAIRS & MAINTENANCE	342,284	309,853	409,500	388,351	231,934
3250 FIRE TRAINING	389,836	647,361	291,396	309,911	465,749
Total	\$15,807,372	\$16,414,893	\$15,929,311	\$15,922,761	\$16,525,325

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3035 PUBLIC SAFETY GRANTS	-	-	42,089	42,089	-
Total	-	-	\$42,089	\$42,089	-

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	-	-	36,900	36,900	-
Total	-	-	\$36,900	\$36,900	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3035 PUBLIC SAFETY GRANTS	390,890	330	157,428	142,725	-
Total	\$390,890	\$330	\$157,428	\$142,725	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Fire

Service Unit Manager: Mike Kennedy

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exception/NI Service	EN/ABLE Economic Development	Ensure FIN/Anacial Health	Integrate Exter/NI Engagement	Leverage Information Technology	Strengthen Human Capital					
Fire Chief's Office	●	●	●		●	●	Fire station master plan	N/A	N/A	First Draft	Completed plan
							Update Standard Operating Procedures	N/A	N/A	20%	100% update
							Implement strategic communications plan	N/A	N/A	10%	Adopted
							Formal officer development and training program	N/A	N/A	In Progress	Program online
Emergency Services	●	●				●	Deliver online safety training programs to ensure compliance	N/A	N/A	N/A	100%
							Deliver practical training to ensure competency and proficiency	N/A	N/A	N/A	80%
							Turnout and travel of initial apparatus for fire incidents under 8 minutes	7:44	7:38	7:04	6:59
							Turnout and travel of initial apparatus for EMS incidents under 7 minutes	7:36	7:37	7:36	6:59
Fire Prevention Services	●	●	●	●	●		Fire inspector efficiency and accountability	N/A	N/A	N/A	1354 hrs / insp
							50% cost recovery of fire prevention bureau	N/A	N/A	\$420,000	\$580,000
Office of Emergency Management	●	●			●		EOC exercises for City staff. Conduct security assessment of City Hall. Conduct active assailant drills for City Hall employees.	N/A	N/A	100%	100%
							Complete new Continuity of Government / Continuity of Operations Plan	N/A	N/A	N/A	Completed plan

SAFETY SERVICES

FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ASSISTANT FIRE MARSHAL	139999	1.00
APPARATUS MASTER MECH - A	131731	1.00
ASST FIRE CHIEF	170000	3.00
ASST TRAINING CHIEF/EMS C	131812	1.00
BATTALION CHIEF	131740	2.00
BATTALION CHIEF - ASSOC	131741	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00
DRIVER/OPERATOR	131660	9.00
DRIVER/OPERATOR - ASSOC	131661	7.00
DRIVER/OPERATOR - BACH	131662	1.00
DRIVER/OPERATOR-BACH	131662	1.00
EMERGENCY MGR	401470	1.00
FIRE - CAPTAIN - ASSOC	131771	1.00
FIRE - CAPTAIN - BACH	131772	2.00
FIRE CHIEF	403680	1.00
FIRE INSPECTOR	131720	1.00
FIRE INSPECTOR - ASSOC	131721	1.00
FIRE INSPECTOR - BACH	131722	2.00
FIRE LIEUTENANT	131710	7.00
FIRE LIEUTENANT - ASSOC	131711	2.00
FIRE LIEUTENANT - BACH	131712	5.00
FIRE MARSHAL - BACH	131752	1.00
FIREFIGHTER	131820	10.00
FIREFIGHTER - ASSOC	131821	1.00
FIREFIGHTER - BACH	131822	5.00
FIREFIGHTER-070112	131823	18.00
MANAGEMENT ASSISTANT	000200	1.00
Total		87.00

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POLICE SERVICES

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

**SAFETY SERVICES
POLICE SERVICES**

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	1,052,993	1,165,015	942,132	1,023,656	997,132
CONTRIBUTIONS	1,000	1,950	1,000	1,000	1,000
FINES & FORFEITS	2,636,824	2,507,092	2,488,875	2,428,257	2,730,767
INTERGOVERNMENTAL REVENUES	96,756	78,895	21,067	21,285	21,000
INTRAGOVERNMENTAL SALES	2,172	(939)	-	-	-
INVESTMENT INCOME	9,406	(925)	9,307	9,364	9,307
MISCELLANEOUS REVENUE	44,107	43,039	39,786	46,738	39,786
OPERATING TRANSFERS IN	30,000	36,545	30,000	30,000	30,000
PRIOR YEAR SURPLUS	-	-	108,846	-	54,306
Total	\$3,873,258	\$3,830,672	\$3,641,013	\$3,560,300	\$3,883,298

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	18,612	2	-	-	-
GENERAL (0010)	3,577,658	3,669,258	3,383,185	3,453,618	3,788,185
HOMELAND SECURITY GRANT FUND (0017)	46,815	51,224	67	67	-
DRUG ENFORCEMENT (0027)	46,204	31,168	94,702	41,035	19,048
FEDERAL EQUITABLE SHARING FORFEI (0028)	144,483	45,753	101,727	37,173	47,933
POLICE & FIRE RELIEF (0053)	7,042	(868)	7,059	7,059	7,059
MICHIGAN JUSTICE TRAINING (0064)	23,519	22,244	21,073	21,130	21,073
GENERAL CAPITAL FUND (00CP)	-	6,300	33,200	-	-
MAJOR GRANTS PROGRAMS (00MG)	8,925	5,591	-	218	-
Total	\$3,873,258	\$3,830,672	\$3,641,013	\$3,560,300	\$3,883,298

**SAFETY SERVICES
POLICE SERVICES**

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	13,131,699	13,329,449	13,280,576	13,042,996	13,451,233
PAYROLL FRINGES	6,985,611	7,383,112	7,273,467	7,220,601	8,012,475
OTHER SERVICES	2,404,645	2,578,429	2,368,899	2,358,322	2,799,926
MATERIALS & SUPPLIES	500,832	249,626	317,363	229,505	208,906
OTHER CHARGES	3,293,896	3,451,571	3,632,315	3,657,973	3,877,877
PASS THROUGHES	-	245	-	-	-
CAPITAL OUTLAY	24,845	35,479	8,000	8,000	-
EMPLOYEE ALLOWANCES	280,996	239,215	249,380	249,380	251,720
Total	\$26,622,524	\$27,267,126	\$27,130,000	\$26,766,777	\$28,602,137

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
LOCAL LAW ENFORC BLOCK GRANT (0007)	18,606	245	-	-	-
GENERAL (0010)	26,308,883	27,066,740	26,881,479	26,633,424	28,516,331
HOMELAND SECURITY GRANT FUND (0017)	46,739	51,159	67	67	-
DRUG ENFORCEMENT (0027)	71,496	84,074	93,548	39,881	17,894
FEDERAL EQUITABLE SHARING FORFEI (0028)	147,875	39,317	100,706	36,152	46,912
MICHIGAN JUSTICE TRAINING (0064)	20,000	20,000	21,000	24,053	21,000
GENERAL CAPITAL FUND (00CP)	-	-	33,200	33,200	-
MAJOR GRANTS PROGRAMS (00MG)	8,925	5,591	-	-	-
Total	\$26,622,524	\$27,267,126	\$27,130,000	\$26,766,777	\$28,602,137

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
POLICE SERVICES	149.00	149.00	148.00	150.00
Total	149.00	149.00	148.00	150.00

**SAFETY SERVICES AREA
POLICE SERVICES UNIT**

REVENUES

Charges for Services - The increase reflects an additional U of M football game during FY 2019 for which reimbursement revenue will be received.

Fines & Forfeits – The increase for FY 2019 relates to a change in accounting for parking ticket fees.

Prior Year Surplus - The decrease is primarily due to a reduction in planned expenditures that require the use of prior year fund balance in the non-General Fund Police Funds.

EXPENSES

Personnel Services – In FY 2019, 2.0 additional FTEs have been added to the Police Department budget. The increase also relates to wage increases due to contract settlements.

Payroll Fringes – This increase relates to increased health insurance costs and retirement contributions for Police Department employees.

Other Services – The increase reflects \$90,000 for City Hall security and \$25,000 for contracted work to support the police oversight commission. Also reflected is an increase in FY 2019 that relates to a change in accounting for fees paid to the vendor contracted for handheld parking ticket machines.

Materials & Supplies – The decrease relates to one-time expenditures of forfeiture funds in FY 2018.

Other Charges - The increase is related to higher retiree health care and higher IT costs for FY 2019.

Capital Outlay – The decrease is related to a one-time purchase in FY 2018.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$3,471,564 (includes \$725,030 for parking enforcement-patrol division) in FY 2019.

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	-	245	-	-	-
3035 PUBLIC SAFETY GRANTS	18,606	-	-	-	-
Total	\$18,606	\$245	-	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	3,319,257	2,808,926	3,137,656	3,087,139	3,315,847
1221 RECRUITING & HIRING	17,776	24,986	11,350	18,029	11,350
3111 PROFESSIONAL STANDARDS	1,029	2,992	3,500	3,000	3,500
3115 DEA OFFICER	9,897	11,931	2,195	7,183	2,256
3121 ADMINISTRATIVE SERVICES	867,017	1,301,112	1,474,218	1,502,876	1,544,517
3123 COMMUNICATIONS	968,421	970,457	897,467	897,467	892,005
3125 MANAGEMENT INFO SYST	1,386,924	1,313,388	1,375,700	1,375,700	1,414,377
3126 PROPERTY	143,027	145,363	147,794	143,744	164,753
3127 RECORDS	705,068	742,003	761,977	715,904	677,674
3135 HOSTAGE NEGOTIATIONS	3,469	1,376	2,200	2,200	2,200
3144 DISTRICT DETECTIVES	4,454,147	4,484,587	4,064,340	4,085,069	4,304,909
3146 FIREARMS	38,894	46,632	35,000	57,500	35,000
3147 L.A.W.N.E.T.	202,256	172,504	146,409	146,566	159,977
3149 SPECIAL TACTICS	33,743	29,533	30,910	28,963	31,260
3150 PATROL	11,356,730	12,119,092	11,572,513	11,400,828	12,259,275
3152 SPECIAL SERVICES	959,104	1,069,557	1,156,353	1,166,303	1,258,449
3156 CROSSING GUARDS	128,742	146,709	208,671	211,137	208,672
3158 MOUNTAIN BIKES	944	50	3,000	2,250	3,000
3159 K-9	245,679	307,364	355,906	357,109	385,961
3160 MOTORCYCLE UNIT	11,366	4,636	42,891	48,001	43,013
3162 COMMUNITY STANDARDS	1,229,907	1,227,971	1,315,859	1,240,886	1,662,766
3172 ANIMAL CONTROL	135,570	135,570	135,570	135,570	135,570
3235 EMERGENCY MANAGEMENT	89,908	-	-	-	-
Total	\$26,308,875	\$27,066,739	\$26,881,479	\$26,633,424	\$28,516,331

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3035 PUBLIC SAFETY GRANTS	46,739	51,159	67	67	-
Total	\$46,739	\$51,159	\$67	\$67	-

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3126 PROPERTY	-	9,956	-	-	-
3144 DISTRICT DETECTIVES	18,674	4,708	8,000	8,000	-
3146 FIREARMS	41,726	15,682	-	20,000	-
3150 PATROL	5,896	53,728	72,093	11,881	17,894
3152 SPECIAL SERVICES	-	-	13,455	-	-
3158 MOUNTAIN BIKES	5,200	-	-	-	-
Total	\$71,496	\$84,074	\$93,548	\$39,881	\$17,894

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEITURE)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	1,878	-	35,017	-	-
1221 RECRUITING & HIRING	6,505	-	-	-	-
3144 DISTRICT DETECTIVES	15,181	-	8,000	8,000	-
3146 FIREARMS	56,007	-	2,040	2,040	-
3149 SPECIAL TACTICS	17,759	-	-	-	-
3150 PATROL	26,466	39,317	41,036	18,112	46,912
3159 K-9	7,500	-	6,613	-	-
3160 MOTORCYCLE UNIT	16,579	-	8,000	8,000	-
Total	\$147,875	\$39,317	\$100,706	\$36,152	\$46,912

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	-	270	-	-	-
1221 RECRUITING & HIRING	-	753	-	-	-
3111 PROFESSIONAL STANDARDS	-	295	-	330	-
3121 ADMINISTRATIVE SERVICES	3,370	986	-	1,500	-
3135 HOSTAGE NEGOTIATIONS	511	473	-	300	-
3144 DISTRICT DETECTIVES	1,120	3,623	3,000	3,000	3,000
3146 FIREARMS	-	849	-	1,398	-
3149 SPECIAL TACTICS	699	-	-	-	-
3150 PATROL	12,386	9,871	18,000	16,300	18,000
3152 SPECIAL SERVICES	1,914	2,080	-	225	-
3159 K-9	-	800	-	1,000	-
Total	\$20,000	\$20,000	\$21,000	\$24,053	\$21,000

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
9000 CAPITAL OUTLAY	-	-	33,200	33,200	-
Total	-	-	\$33,200	\$33,200	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
3035 PUBLIC SAFETY GRANTS	8,925	5,591	-	-	-
Total	\$8,925	\$5,591	-	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Police

Service Unit Manager: Robert Pfannes

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2016 Actual	FY2017 Actual	FY2018 Projected	FY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Patrol	●	●				●	>80% positive perception of public safety as measured through a community survey.	N/A	N/A	Yes	Yes
							No reports of non-availability for response to priority calls for service.	N/A	100%	100%	100%
							CBA's are executed within 6 months of expiration of the previous agreement	N/A	N/A	Yes	Yes
							>75% job satisfaction rating as measured by an employee survey.	N/A	N/A	Yes	Yes
Criminal Investigation	●	●				●	Felony cases with a solvability factor are assigned to a detective 100% of the time.	Yes	Yes	Yes	Yes
							Assigned all reasonable misdemeanor cases with a solvability factor are	Yes	Yes	Yes	Yes
							100% cell phone/computers associated with a case are analyzed.	100%	Not Met	75%	75%
Traffic Safety	●	●				●	>99% of crossing guard locations are staffed.	Not Met	Yes	Yes	Yes
							School zones related complaints are evaluated within three days of receipt.	Not Met	Yes	Yes	Yes
							>70% community satisfaction with traffic safety as measured by survey.	N/A	N/A	Yes	Yes
							All traffic complaints are evaluated within one week of receipt	Not Met	Not Met	Yes	Yes
Community Engagement	●					●	100% attendance rate for any community event/meeting where PD is requested.	Yes	Yes	Yes	Yes
							Citizen perception of approachability and Police Community Trust is high as measured by the citizen survey.	82%	N/A	Yes	Yes
							100% of citizen complaints are investigated.	Yes	Yes	Yes	Yes
							PD social media footprint is expanded to include Twitter.	N/A	Yes	Yes	Yes
							Safety Town and Citizen's Police Academy are at capacity attendance.	Yes	Yes	Yes	Yes
							>80% positive citizen approval on survey of perception of approachability and community trust.	N/A	N/A	Yes	Yes
							Ensure positive messaging on social media accounts.	Not Met	Yes	Yes	Yes
Parking Enforcement/Community Standards	●	●				●	100% of complaints are assigned.	100%	Yes	Yes	Yes
							Provide parking enforcement staffing for routine and special events 100% of the time.	N/A	N/A	Yes	Yes

SAFETY SERVICES
POLICE SERVICES

Allocated Positions

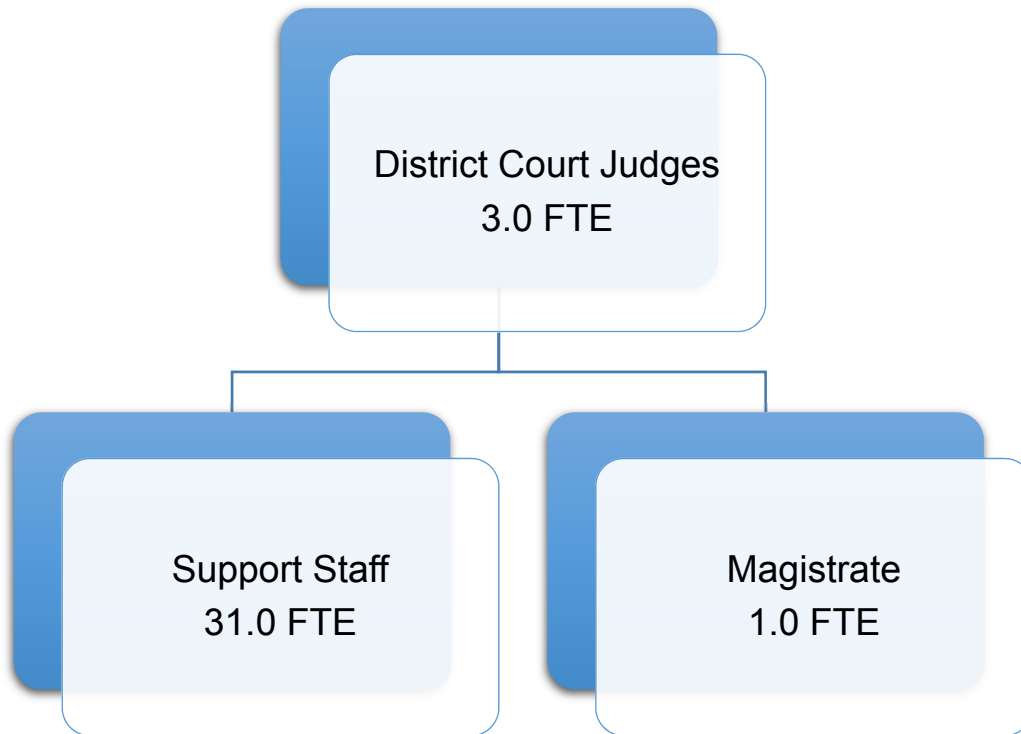
Job Description	Job Class	FY 2019 FTE's
MANAGEMENT ASSISTANT	000200	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
COMM STANDARD OFFICER I	118504	1.00
COMM STANDARDS OFFICER I	118504	1.00
COMM STANDARDS OFFICER II	118514	4.00
COMM STANDARDS OFFICER IV	118534	2.00
COMM STANDARDS OFFICER V	118544	2.00
COMM STANDARDS SUPV III	196724	1.00
DEPUTY CHIEF	168810	2.00
DETECTIVE I - BACH	148711	1.00
DETECTIVE I-ASSOC	148712	1.00
DETECTIVE I-BACH	148711	1.00
DETECTIVE II - BACH	148801	3.00
DETECTIVE II-ASSOC	148802	1.00
DETECTIVE III - BACH	148771	10.00
DETECTIVE III ASSOC	148772	1.00
LAWNET - ASSOC	148602	1.00
MANAGEMENT ASSISTANT	000200	1.00
POLICE CHIEF	403710	1.00
POLICE LIEUTENANT DEGREED	158731	6.00
POLICE OFFICER	148700	1.00
POLICE OFFICER - ASSOC	148702	9.00
POLICE OFFICER - BACH	148701	29.00
POLICE OFFICER-BACH	148701	5.00
POLICE PROF ASST LEVEL 1	180370	3.00
POLICE PROF ASST LEVEL 3	180390	3.00
POLICE SERVICE SPECIALIST	128560	3.00
POLICE SERVICE SPECIALIST	128561	2.00
POLICE STAFF SGT DEGREED	158761	18.00
RECORDS AND DATA UNIT SUP	196800	1.00
SENIOR OFFICER I - ASSOC	148692	1.00
SENIOR OFFICER I - BACH	148691	1.00
SENIOR OFFICER II	148900	2.00
SENIOR OFFICER II - ASSOC	148902	4.00
SENIOR OFFICER II - BACH	148901	26.00
Total		150.00



FIFTEENTH DISTRICT COURT

The 15th District Court is responsible for adjudicating criminal misdemeanor cases filed for violation of local ordinances, the University of Michigan Regents' Ordinance and state laws. Judges conduct arraignments, probable cause conferences and preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord/tenant cases, hear appeals from small claims cases, and conduct formal hearings in civil infraction cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law. The court operates five specialized problem-solving programs: a dedicated Domestic Violence docket, Mental Health Court, Sobriety Court, Street Outreach Court, and Veterans Treatment Court.

Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases < \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases ≤ \$6,000
- Criminal & Traffic Misdemeanors punishable by 1 year or less in jail
- Arrest Warrant & Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents' Ordinance Violations
- Felony Arraignments, Probable Cause Conferences & Preliminary Examinations
- Specialized Problem-solving Programs

15TH DISTRICT COURT

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
FINES & FORFEITS	1,708,704	1,919,640	1,794,497	1,866,650	1,794,497
INTERGOVERNMENTAL REVENUES	645,492	621,086	1,081,118	154,271	152,272
INVESTMENT INCOME	379	469	315	703	315
MISCELLANEOUS REVENUE	24	52	1,216	73,216	74,341
OPERATING TRANSFERS IN	136,576	119,996	135,000	135,000	135,000
Total	\$2,491,175	\$2,661,243	\$3,012,146	\$2,229,840	\$2,156,425

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	1,741,723	1,991,168	1,858,300	2,004,440	1,931,425
COURT FACILITIES (0023)	241,202	219,194	225,000	225,400	225,000
MAJOR GRANTS PROGRAMS (00MG)	508,250	450,881	928,846	-	-
Total	\$2,491,175	\$2,661,243	\$3,012,146	\$2,229,840	\$2,156,425

15TH DISTRICT COURT

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	1,938,770	1,986,952	2,240,268	1,984,649	2,010,143
PAYROLL FRINGES	1,218,062	1,340,783	1,330,889	1,326,728	1,327,718
OTHER SERVICES	892,101	796,734	1,281,793	601,343	623,253
MATERIALS & SUPPLIES	51,145	62,637	78,028	49,686	53,300
OTHER CHARGES	668,806	668,647	725,368	725,368	739,742
PASS THROUGHS	225,000	225,000	225,000	225,000	225,000
EMPLOYEE ALLOWANCES	5,768	2,850	2,820	3,380	3,240
Total	\$4,999,652	\$5,083,603	\$5,884,166	\$4,916,154	\$4,982,396

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	4,260,039	4,400,176	4,683,626	4,691,154	4,757,396
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	514,613	458,427	975,540	-	-
Total	\$4,999,652	\$5,083,603	\$5,884,166	\$4,916,154	\$4,982,396

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
15TH DISTRICT COURT	34.00	34.00	35.00	35.00
Total	34.00	34.00	35.00	35.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUES

Intergovernmental Revenues - The FY 2018 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2019.

EXPENSES

Personnel Services - The FY 2018 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY 2019.

Other Services - The FY 2018 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY 2019.

Materials & Supplies - The FY 2018 amount is attributable to various grants. The unexpended grant allocation will carry forward to FY 2019.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fifteenth District Court would be charged \$1,680,792 in FY 2019.

15TH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	1,173,874	1,206,504	1,328,421	1,327,216	1,341,723
5120 JUDICIAL & DIRECT SUPPORT	1,193,678	1,290,361	1,244,420	1,249,014	1,244,686
5140 CASE PROCESSING	1,183,598	1,161,793	1,266,120	1,263,169	1,249,024
5160 PROBATION/POST JUDGMNT SUP	708,889	741,519	844,665	851,755	921,963
Total	\$4,260,039	\$4,400,177	\$4,683,626	\$4,691,154	\$4,757,396

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	225,000	-	-	-	-
9500 DEBT SERVICE	-	225,000	225,000	225,000	225,000
Total	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
1000 ADMINISTRATION	153,775	7,545	46,696	-	-
3035 PUBLIC SAFETY GRANTS	360,839	450,881	928,844	-	-
Total	\$514,614	\$458,426	\$975,540	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: N/A

Area Administrator: N/A

Service Unit: District Court

Service Unit Manager: Shryl Samborn

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	CY2016 Actual	CY2017 Actual	CY2018 Projected	CY2019 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Administration	●		●		●	●	>95% compliance with State Court Administrative Office reporting requirements	100%	100%	100%	100%
Judicial & Direct Support	●		●	●	●	●	Clearance Rate of 100% (+/- 3%)	97%	97%	97%	100%
							Case handled fairly ≥ 90% Court User Satisfaction	93%	88%	90%	93%
							Understands what happened in court case > 90% Court User Satisfaction	95%	95%	95%	95%
							<2 complaints filed annually against court recorders with the State Board of Review	1	0	0	0
Case Processing	●		●	●	●	●	Abstract Timeliness of 99% (+/- 1%)	98%	99%	99%	99%
							Court users treated with courtesy and respect by staff ≥ 90% Court User Satisfaction	98%	98%	98%	98%
							≥95% of payments processed accurately	98%	97%	97%	98%
Probation	●		●		●	●	>70% of clients who successfully complete probation.	87%	77%	80%	87%

15TH DISTRICT COURT

Allocated Positions

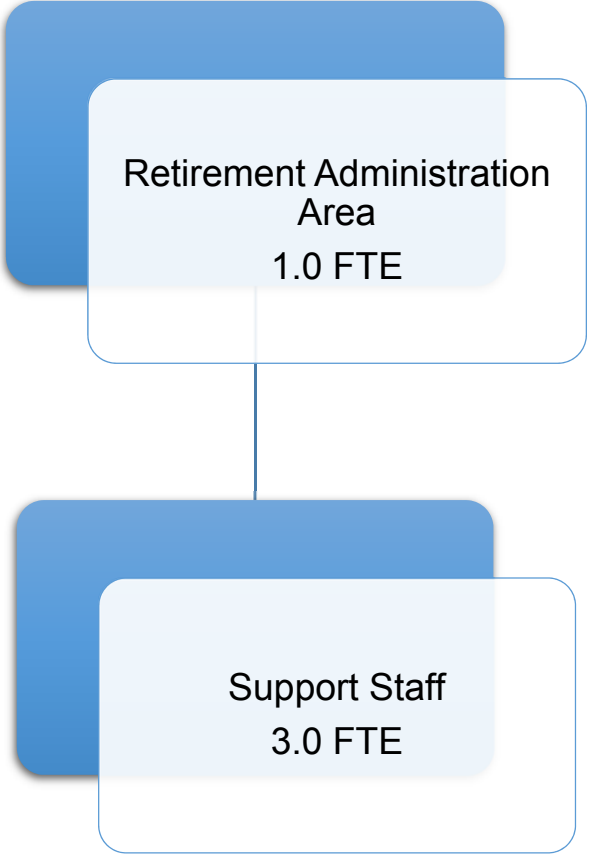
Job Description	Job Class	FY 2019 FTE's
COURT ADMINISTRATOR	404450	1.00
COURT BAILIFF	000850	3.00
COURT CLERK II	000930	8.00
COURT CLERK III	000940	1.00
COURT RECORDER	000860	4.00
DISTRICT COURT JUDGE	200030	3.00
FISCAL & ADMIN MANAGER	403610	1.00
JUDICIAL COORDINATOR	000880	3.00
LEAD COURT CLERK	000890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



RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code. The Retirement System shall be construed and enforced under the laws of the State of Michigan and any applicable federal law, rule or regulation, and all of the provisions of the City Ordinance shall be administered in accordance with such laws and regulations as well as any applicable collective bargaining agreements with the City.

Retirement System Organization Chart



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services Accounting
- Employee Communications

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	15,417,475	16,240,926	16,319,000	16,639,000	16,799,000
CONTRIBUTIONS	520,889	510,110	505,000	575,000	575,000
INVESTMENT INCOME	4,062,326	72,278,520	45,792,707	45,860,700	48,419,707
MISCELLANEOUS REVENUE	3,073	122,493	-	-	-
OPERATING TRANSFERS IN	3,628,703	3,460,057	2,939,848	2,939,848	670,683
Total	\$23,632,466	\$92,612,106	\$65,556,555	\$66,014,548	\$66,464,390

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
VEBA TRUST (0052)	3,959,825	20,955,350	13,754,749	13,752,548	12,105,584
PENSION TRUST FUND (0059)	19,672,641	71,656,756	51,801,806	52,262,000	54,358,806
Total	\$23,632,466	\$92,612,106	\$65,556,555	\$66,014,548	\$66,464,390

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	327,319	347,129	284,776	303,528	278,802
PAYROLL FRINGES	187,450	168,893	174,327	177,527	156,353
OTHER SERVICES	1,194,526	1,312,174	2,867,600	3,106,851	3,236,620
MATERIALS & SUPPLIES	1,243	3,914	4,000	4,750	4,250
OTHER CHARGES	34,080,886	35,571,212	37,247,365	38,650,365	38,674,618
Total	\$35,791,424	\$37,403,322	\$40,578,068	\$42,243,021	\$42,350,643

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
VEBA TRUST (0052)	365,201	399,908	651,627	732,244	769,444
PENSION TRUST FUND (0059)	35,426,223	37,003,414	39,926,441	41,510,777	41,581,199
Total	\$35,791,424	\$37,403,322	\$40,578,068	\$42,243,021	\$42,350,643

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
RETIREMENT SYSTEM	3.75	3.75	4.00	4.00
Total	3.75	3.75	4.00	4.00

RETIREMENT SYSTEM

REVENUES

Investment Income - This reflects anticipated income for FY 2019 based on anticipated investment performance.

Operating Transfers In - This reflects the decrease in the transfer of excess contributions into the VEBA Trust Fund, which is derived from the actuarial defined contribution less amounts paid for health care for current retirees. This is due to the increase in the actual cost of retiree health care costs.

EXPENSES

Other Services - This reflects an increase in fees with investment managers.

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2019 FTE's
ACCOUNTANT II-RET SYSTEM	401770	1.00
EXECUTIVE DIRECTOR-RET SY	403740	1.00
MANAGEMENT ASSISTANT	000200	1.00
PENSION ANALYST	403650	1.00
Total		4.00



DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a vital agent in the rejuvenation of an evolving and diverse downtown, and a significant catalyst encouraging new private investment. Some of the more important DDA projects include increasing and improving parking facilities, support for transportation and housing, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	25,358,176	26,248,960	25,046,928	25,046,928	23,292,174
INVESTMENT INCOME	179,860	24,872	135,600	164,571	51,500
MISCELLANEOUS REVENUE	291,431	156,825	125,000	300,000	160,000
PRIOR YEAR SURPLUS	-	-	3,960,281	1,937,463	8,421,381
TAXES	5,363,412	6,290,258	6,477,772	6,508,630	6,736,432
Total	\$31,192,879	\$32,720,915	\$35,745,581	\$33,957,592	\$38,661,487

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
DDA HOUSING FUND (0001)	208,227	301,334	402,500	311,100	775,724
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	5,050,792	6,305,986	7,778,107	6,747,601	9,966,428
DDA PARKING MAINTENANCE (0033)	2,151,793	4,548,513	4,354,661	3,688,578	3,974,235
DDA PARKING FUND (0063)	21,478,126	21,565,082	23,210,313	23,210,313	23,945,100
Total	\$31,192,879	\$32,720,915	\$35,745,581	\$33,957,592	\$38,661,487

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	347,168	423,082	613,842	613,842	710,260
PAYROLL FRINGES	204,328	218,276	300,766	300,766	305,833
OTHER SERVICES	7,296,841	7,994,842	10,597,332	10,597,332	9,961,324
MATERIALS & SUPPLIES	41,076	21,690	39,935	39,935	44,995
OTHER CHARGES	6,370,879	6,771,709	7,989,595	7,989,595	7,749,912
PASS THROUGHS	10,715,575	11,563,276	9,846,348	9,846,348	12,134,313
CAPITAL OUTLAY	3,521,176	3,701,247	6,356,202	6,356,202	7,753,288
EMPLOYEE ALLOWANCES	-	1,560	1,560	1,560	1,560
Total	\$28,497,043	\$30,695,682	\$35,745,580	\$35,745,580	\$38,661,485

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
DDA HOUSING FUND (0001)	200,512	787	402,500	402,500	775,723
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	3,848,149	4,959,387	7,778,107	7,778,107	9,966,428
DDA PARKING MAINTENANCE (0033)	3,391,634	3,272,032	4,354,661	4,354,661	3,974,235
DDA PARKING FUND (0063)	21,056,748	22,463,476	23,210,312	23,210,312	23,945,099
Total	\$28,497,043	\$30,695,682	\$35,745,580	\$35,745,580	\$38,661,485

FTE Count

Category	FY 2016	FY 2017	FY 2018	FY 2019
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	6.00	6.00
Total	4.00	4.00	6.00	6.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services - The FY 2019 decrease reflects an adjustment of transfers to the Parking Maintenance Fund from the Parking fund for capital projects being undertaken by the DDA.

Investment Income – The FY 2019 decrease is based on the projected use of fund balances for DDA capital projects.

Prior Year Surplus - FY 2019 increase represents the use of prior year fund balance from the TIF, Housing, Parking and Parking Maintenance Funds to cover one-time capital projects.

Taxes - The FY 2019 increase reflects the City ordinance annual allowable increase of captured taxable value at 3.5%.

EXPENSES

Personnel Services - The FY 2019 increase is due to the DDA adding 2 new positions since FY 2017.

Payroll Fringes - The increase reflects the higher FTE count.

Other Charges - The FY 2019 decrease is primarily due to the discontinuation of rental payments for the 2 parking lots closed due to lease expirations.

Pass Throughs - The FY 2019 increase is due to an increase in transfers to the bond fund.

Capital Outlay - The FY 2019 increase is due to two major projects the DDA will be constructing. They are the 5th & Detroit streetscape and the Ann Ashley Parking addition.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

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

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority funds the Ann Arbor/Ypsilanti SmartZone activities from a tax increment financing (TIF) mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
INVESTMENT INCOME	16,897	80	24,576	27,000	31,117
MISCELLANEOUS REVENUE	-	162,455	75,000	-	75,000
PRIOR YEAR SURPLUS	-	-	-	-	337,983
TAXES	2,512,493	3,169,097	3,400,000	3,566,551	3,870,000
Total	\$2,529,390	\$3,331,632	\$3,499,576	\$3,593,551	\$4,314,100

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
SMART ZONE LDFA (0009)	2,529,390	3,331,632	3,499,576	3,593,551	4,314,100
Total	\$2,529,390	\$3,331,632	\$3,499,576	\$3,593,551	\$4,314,100

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
OTHER SERVICES	2,425,863	2,563,428	3,431,081	3,431,081	4,267,614
OTHER CHARGES	40,608	41,700	45,314	45,314	46,486
Total	\$2,466,471	\$2,605,128	\$3,476,395	\$3,476,395	\$4,314,100

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
SMART ZONE LDFA (0009)	2,466,471	2,605,128	3,476,395	3,476,395	4,314,100
Total	\$2,466,471	\$2,605,128	\$3,476,395	\$3,476,395	\$4,314,100

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

REVENUES

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

Prior Year Surplus – The increase is due to a planned use of fund balance in FY 2019.

EXPENSES

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

Ann Arbor/Ypsilanti SmartZone LDFA					
	Actual FY2015	Actual FY2016	Actual FY2017	Forecast FY2018	Request FY2019
REVENUES					
Tax Revenue	\$ 2,321,467	\$ 2,512,493	\$3,169,097	\$ 3,566,551	\$ 3,870,000
Miscellaneous Revenue	25,429	-	162,455	75,000	75,000
Investment Income	15,728	16,897	80	35,956	31,117
Total Revenue	\$ 2,362,624	\$ 2,529,390	\$3,331,632	\$ 3,677,507	\$ 3,976,117
EXPENDITURES					
<u>Business Accelerator Support Services</u>					
SPARK Business Accelerator Direct Staffing	\$ 420,000	\$ 546,000	\$ 674,868	\$ 722,795	\$ 760,000
Phase II - Due Diligence	10,200	14,576	6,700	4,000	-
Phase III - Intensive Service	492,428	605,000	828,164	796,000	800,000
Phase IV - Accelerating Opportunities	42,700	-	-	-	-
Sub-Total	965,328	1,165,576	1,509,732	1,522,795	1,560,000
Micro Loan Program for Entrepreneurs	-	100,000	50,000	-	-
<u>Entrepreneurial Development & Education Programs</u>					
Education & Development Programs	24,771	33,268	99,156	-	-
Business Networking Events/Sponsorships	39,003	48,351	comb above	115,000	145,000
Bootcamp	43,500	47,000	47,500	48,750	50,000
Sub-Total	107,274	128,619	146,656	163,750	195,000
Mobility Support	-	-	-	72,000	125,000
Internship Support & Talent Training	189,159	226,186	311,902	450,000	480,000
Business Software Access for Clients	21,189	17,361	16,857	25,000	25,000
SPARK Central Incubator Operating Exp	225,638	219,930	239,468	242,000	250,000
Incubator Expansion	59,633	300,000	-	104,716	50,000
Ypsilanti					
SPARK East Operating Exp	-	-	-	210,969	175,000
SPARK East Business Acceleration	-	-	-	59,000	175,000
Other (TBD)	-	-	-	-	37,000
Sub-Total	-	-	-	269,969	387,000
<u>SPARK Indirect Services</u>					
SPARK Accounting	68,500	95,000	104,000	117,000	123,000
Marketing	150,899	156,085	139,670	200,000	300,000
Sub-Total	219,399	251,085	243,670	317,000	423,000
<u>City of Ann Arbor Indirect Services</u>					
Legal & Admin Support	53,913	57,716	59,587	63,475	69,100
Professional Services	20,000	-	27,256	50,000	-
Strategic Initiatives	-	-	-	-	750,000
Total Operating Expenditures	\$ 1,861,533	\$ 2,466,473	\$2,605,128	\$ 3,280,705	\$ 4,314,100
Net Increase (Use) of Fund Balance	\$ 501,091	\$ 62,917	\$ 726,504	\$ 396,802	\$ (337,983)
Notes:					
Beginning Fund Balance	\$ 905,766	\$1,406,857	\$1,469,774	\$ 2,196,278	\$ 2,593,080
Ending Fund Balance	\$ 1,406,857	\$1,469,774	\$2,196,278	\$ 2,593,080	\$ 2,255,097
Admin/OH provision					
20% Limit	\$ 464,293	\$ 502,499	\$ 633,819	\$ 713,310	\$ 774,000
Actual/Projected	\$ 265,370	\$ 320,982	\$ 383,371	\$ 418,019	\$ 460,357

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NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AAATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2017 was \$664 million. The debt subject to that limit as of June 30, 2017, was \$108.3 million or 1.6% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2017 was \$313 million.

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
CHARGES FOR SERVICES	6,998,826	6,997,390	7,813,796	7,813,796	7,702,989
INVESTMENT INCOME	2,089	(1,800)	3,200	13,000	1,200
MISCELLANEOUS REVENUE	539,277	591,929	539,335	539,335	562,975
OPERATING TRANSFERS IN	8,360,202	5,344,679	6,151,543	6,151,543	4,818,231
PRIOR YEAR SURPLUS	-	-	5,489,308	-	2,976,362
SALE OF BONDS	18,126,162	24,509,365	-	-	-
SPECIAL ASSESSMENTS	-	3,089	-	-	-
TAXES	10,050,245	10,260,593	10,500,855	10,463,070	10,875,158
Total	\$44,076,801	\$47,705,245	\$30,498,037	\$24,980,744	\$26,936,915

Revenues by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	17,417,005	14,388,871	21,089,201	16,182,023	18,012,150
GENERAL DEBT SERVICE (0035)	26,652,637	33,311,988	8,788,921	8,791,721	8,924,765
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	7,159	4,386	619,915	7,000	-
Total	\$44,076,801	\$47,705,245	\$30,498,037	\$24,980,744	\$26,936,915

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
PERSONNEL SERVICES	-	-	863,460	-	1,468,179
PAYROLL FRINGES	-	238,374	530,070	530,070	-
OTHER SERVICES	307,134	421,537	413,871	168,891	831,071
MATERIALS & SUPPLIES	55,389	55,076	63,236	53,236	64,501
OTHER CHARGES	26,883,681	33,463,947	9,642,331	9,075,242	9,793,700
PASS THROUGHS	11,040,490	12,058,202	12,092,003	12,197,012	12,274,142
CAPITAL OUTLAY	-	-	4,200,000	4,200,000	1,295,000
Total	\$38,286,694	\$46,237,136	\$27,804,971	\$26,224,451	\$25,726,593

Expenses by Fund

Fund	Actual FY 2016	Actual FY 2017	Budget FY 2018	Forecasted FY 2018	Request FY 2019
GENERAL (0010)	11,590,994	12,904,037	18,396,135	16,815,815	16,801,828
GENERAL DEBT SERVICE (0035)	26,646,225	33,290,918	8,788,921	8,788,721	8,924,765
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	49,475	42,181	619,915	619,915	-
Total	\$38,286,694	\$46,237,136	\$27,804,971	\$26,224,451	\$25,726,593

NON-DEPARTMENTAL

REVENUES

Charges for Services - This reflects a reduction due to a loss of parking revenue from two parking lots.

Operating Transfers In - This reflects a one-time refund from closing a fund and refunding various project balances that were previously completed during FY 2018.

Prior Year Surplus - This line item is used to balance budgeted expenditures over projected revenues. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational, items only.

EXPENSES

Personnel Services - This reflects an increase in pay contingency for unsettled contracts that are forecasted to not be settled by fiscal year end.

Payroll Fringes – This reflects a decrease in the excess contribution amount needed to meet the 2% pension increase.

Other Services - This reflects an increase due to centrally budgeting for City-wide consulting studies and includes a carry forward of monies that will not be spent in FY 2018 to FY 2019.

Capital Outlay – This reflects a use of funds in FY 2018 to purchase the property at 350 S. Fifth Avenue.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2017:

Governmental Activities Debt									
FY Ending	General Obligation Portion				PACE Bonds		Total Governmental Activities Debt		
	Capital Projects Bonds Principal	Interest	Special Revenue Bonds Principal	Interest	Principal	Interest	Principal	Interest	Total
2018	4,150,000	3,027,270	985,000	455,684	54,000	15,060	5,189,000	3,498,014	8,687,014
2019	4,340,000	2,840,879	1,000,000	435,834	53,000	12,738	5,393,000	3,289,451	8,682,451
2020	4,485,000	2,723,502	1,025,000	415,625	53,000	10,438	5,563,000	3,149,565	8,712,565
2021	4,620,000	2,602,039	1,045,000	394,914	54,000	8,116	5,719,000	3,005,069	8,724,069
2022	4,760,000	2,474,148	1,070,000	373,208	53,000	5,794	5,883,000	2,853,150	8,736,150
2023	4,930,000	2,340,427	1,090,000	350,440	53,000	3,494	6,073,000	2,694,361	8,767,361
2024	5,095,000	2,199,536	840,000	323,188	54,000	1,172	5,989,000	2,523,896	8,512,896
2025	5,270,000	2,044,490	870,000	297,538			6,140,000	2,342,028	8,482,028
2026	5,460,000	1,879,783	895,000	271,063			6,355,000	2,150,846	8,505,846
2027	5,660,000	1,700,957	920,000	243,838			6,580,000	1,944,795	8,524,795
2028	5,870,000	1,513,620	950,000	215,788			6,820,000	1,729,408	8,549,408
2029	6,080,000	1,315,412	975,000	186,913			7,055,000	1,502,325	8,557,325
2030	4,685,000	1,109,902	1,010,000	157,138			5,695,000	1,267,040	6,962,040
2031	4,880,000	941,964	1,040,000	125,738			5,920,000	1,067,702	6,987,702
2032	5,085,000	759,644	1,075,000	92,019			6,160,000	851,663	7,011,663
2033	4,695,000	569,408	1,110,000	56,513			5,805,000	625,921	6,430,921
2034	4,900,000	389,138	1,140,000	19,238			6,040,000	408,376	6,448,376
2035	5,110,000	198,738					5,110,000	198,738	5,308,738
2036	0	0					0	0	0
2037	0	0					0	0	0
2038	0	0					0	0	0
	\$90,075,000	\$30,630,857	\$17,040,000	\$4,414,679	\$374,000	\$56,812	\$107,489,000	\$35,102,348	\$142,591,348
Interest Ranges		1.750- 6.500%		2.000 - 3.375%		4.340%		1.750- 6.500%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2017:

Enterprise Funds									
FY Ending	Water & Sewer				Other Bonds		Total Enterprise Debt		
	Revenue Bonds		Other Debt		Principal	Interest	Principal	Interest	Total
	Principal	Interest	Principal	Interest					
2018	5,295,000	1,241,656	3,625,587	3,097,088	1,870,000	229,942	10,790,587	4,568,686	15,359,273
2019	5,450,000	1,093,204	6,440,081	2,968,362	1,865,000	147,983	13,755,081	4,209,549	17,964,630
2020	5,310,000	985,321	6,579,108	2,817,670	1,190,000	78,392	13,079,108	3,881,383	16,960,491
2021	5,415,000	868,625	6,749,408	2,663,420	500,000	46,667	12,664,408	3,578,712	16,243,120
2022	5,530,000	740,042	6,894,502	2,504,625	520,000	36,550	12,944,502	3,281,217	16,225,718
2023	5,640,000	607,711	7,037,869	2,343,574	280,000	27,333	12,957,869	2,978,618	15,936,487
2024	5,760,000	471,728	7,197,899	2,177,790	285,000	21,700	13,242,899	2,671,218	15,914,116
2025	5,215,000	337,709	7,296,595	2,008,170	290,000	15,967	12,801,595	2,361,846	15,163,441
2026	3,405,000	239,582	7,407,997	1,834,865	300,000	10,100	11,112,997	2,084,547	13,197,544
2027	3,405,000	171,190	7,525,732	1,658,935	305,000	4,067	11,235,732	1,834,192	13,069,923
2028	1,620,000	117,732	7,624,681	1,479,828			9,244,681	1,597,560	10,842,242
2029	1,695,000	81,712	7,636,994	1,298,259			9,331,994	1,379,971	10,711,964
2030	1,715,000	43,124	7,727,889	1,101,056			9,442,889	1,144,180	10,587,068
2031	1,725,000	0	7,770,223	929,929			9,495,223	929,929	10,425,152
2032	0	0	7,446,323	744,192			7,446,323	744,192	8,190,515
2033	0	0	7,030,861	566,272			7,030,861	566,272	7,597,133
2034			7,058,082	399,013			7,058,082	399,013	7,457,095
2035			6,340,886	237,306			6,340,886	237,306	6,578,192
2036			6,143,974	93,467			6,143,974	93,467	6,237,441
2037			4,062,227	(31,924)			4,062,227	(31,924)	4,030,303
2038			3,995,688	(8,022)			3,995,688	(8,022)	3,987,667
	<u>\$57,180,000</u>	<u>\$6,999,336</u>	<u>\$139,592,606</u>	<u>\$30,883,873</u>	<u>\$7,405,000</u>	<u>\$618,701</u>	<u>\$204,177,606</u>	<u>\$38,501,910</u>	<u>\$242,679,516</u>
Interest Ranges		2.000 - 4.000%		1.625 - 4.200%		2.000 - 3.00%		1.625 - 4.000%	

CITY OF ANN ARBOR
FY2019 – 2024 CAPITAL IMPROVEMENTS PLAN (CIP)
(Adjustments to FY2018 – 2023 CIP)

Background

The City of Ann Arbor Capital Improvements Plan (CIP) is used as a tool to implement the City Master Plan and assist in the City's financial planning. The CIP outlines a schedule of public expenditures for a six-year period. It does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature that are needed for the functioning of the community, including transportation, parks, utilities, and municipal facilities improvements.

The CIP provides a list of high value capital budget items or projects for inclusion in the proposed Capital Budget or the proposed Operations and Maintenance (O & M) Budget of the City's Annual Budget Document. The City utilizes a 2-year budget cycle process where every two years a detailed two-year budget for both operating and capital expenditures is prepared. By city charter, the City Council can only approve a one-year budget. So for the second year of each 2-year budget cycle, the Council reviews and approves adjustments to the second budget year.

As the CIP is coordinated with the capital projects portion of the budget, the CIP is handled in a similar manner. Every two years a six-year plan is completed based on the needs of the city and the community, and the available resources to perform the projects necessary to address those needs. This was performed for the FY2018-2023 CIP and approved by the Ann Arbor City Planning Commission on January 18, 2017. This year, the CIP consists of an update to those projects in the plan that will affect the 2019 fiscal year (FY2019).

Projects

In reviewing the current FY2018-2023 CIP for projects that will affect FY2019, staff was charged with examining the projects in the first year of the plan (FY2018) which we are currently in, and those in the second year (FY2019) which will begin on July 1, 2018, and to determine which projects:

1. ***Have a revised estimated project cost from that in the current plan.*** If the total project costs affecting a particular funding source are adjusted, with either an increase or decrease, it could impact that funding source and require adjustments within the plan for FY2019. This could require some project schedules to be adjusted to other years, or some projects to be moved to an "unfunded" status.
2. ***Have an adjusted schedule compared to that in the current plan.*** Project schedules can require adjustment for several reasons, such as: delays encountered during earlier stages of the project; opportunities for outside or improved project funding if projects are advanced or delayed; reduced resources; modified priority of the particular project; decisions made by City Council in conjunction with the FY2018 capital budget approval; or because of need to adjust the schedule of related projects.
3. ***Need to be added to or deleted from the plan.*** The conditions and needs of the City's various capital infrastructure systems are dynamic and change over time, even within the relatively short time of a year. As a result, there are some new needs that have been identified between the approval of the FY2018-2023 CIP and the adjustments proposed

City of Ann Arbor FY2019-2024 Capital Improvements Plan

in this FY2019-2024 CIP which necessitate new projects that require funding in FY2019, or perhaps even in FY2018. Conversely, there may be needs previously identified which may no longer be present, or some projects may have already been completed. Thus, some projects in either FY2018 or FY2019 may be eliminated. Any new needs that can be deferred until at least FY2020 are not added to the CIP at this time, nor are any projects beyond FY2019 eliminated. These items will be reviewed and considered during the next full CIP planning process in the fall of 2018.

There were 440 projects/needs contained in the FY2018-2023 CIP, with 171 of those needing funding in FY2018 and/or FY2019. There are 13 new projects being added, 7 being eliminated and a number of projects moving into or out of the FY18-FY19 window for a net total of 169 projects needing funding in FY2018 and/or FY2019.

Adjustments to FY2019

Original funding need for FY2019 was \$149,095,000. The total adjusted funding need for FY2019 is \$96,690,000. This total funding need amount is approximately \$52,405,000 below that included in the FY2019-FY2023 CIP for FY2019, a decrease of 35.2%.

Significant decreases were attributable to scheduling for the Ann Arbor Train Construction and Connector Design being moved out of FY19 for a net decrease of \$92,400,000. The remaining projects, excluding those two showed a net increase of \$39,995,000.

Some of the contributors to that \$39,995,000 increase (exclusive of the transit related decreases) in FY2019 funding need compared to the approved FY2018-2023 CIP include:

1. Net budgetary increase in FY19 for Housing Commission projects totaled \$17,350,000 due to all projects being shifted from FY18 to FY19 as grant funds continue to be sought.
2. Net budgetary increase in FY19 for the initiation of four new DDA projects (Huron West Streetscape, Ann Ashley Parking Structure Expansion, William Street Protected Bike Lane, and First and Ashley Two Way Conversion) totaled \$12,658,792
3. Net budgetary increase in Stormwater in FY19 totaled \$7,479,000, reflecting the positive effect of recently enacted stormwater rates which allow the undertaking of significant projects as identified in the Stormwater Modeling study and through other efforts.

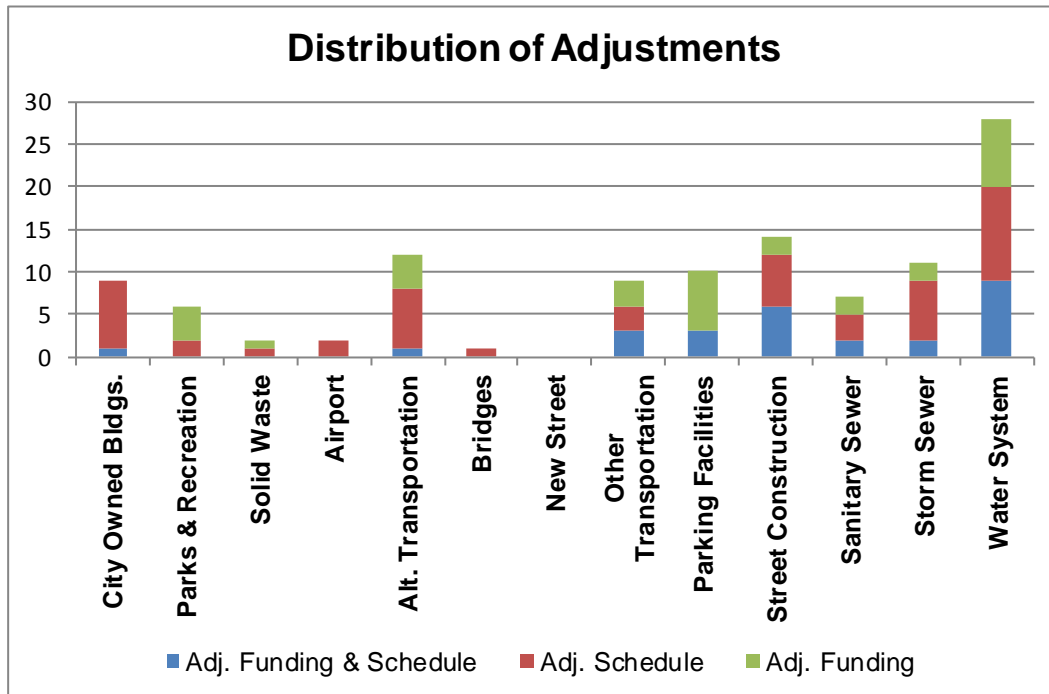
Other summary data regarding the adjustments being made to both FY2018 and FY2019 include:

- 33 projects had funding adjustments
- 51 projects had schedule adjustments
- 27 projects had funding and schedule adjustments
- 11 projects are being added to the plan for FY2018 and/or FY2019 (4 are DDA and 3 are pedestrian safety projects)

The following pages contain tables and charts displaying these and other summary aspects of the CIP adjustments.

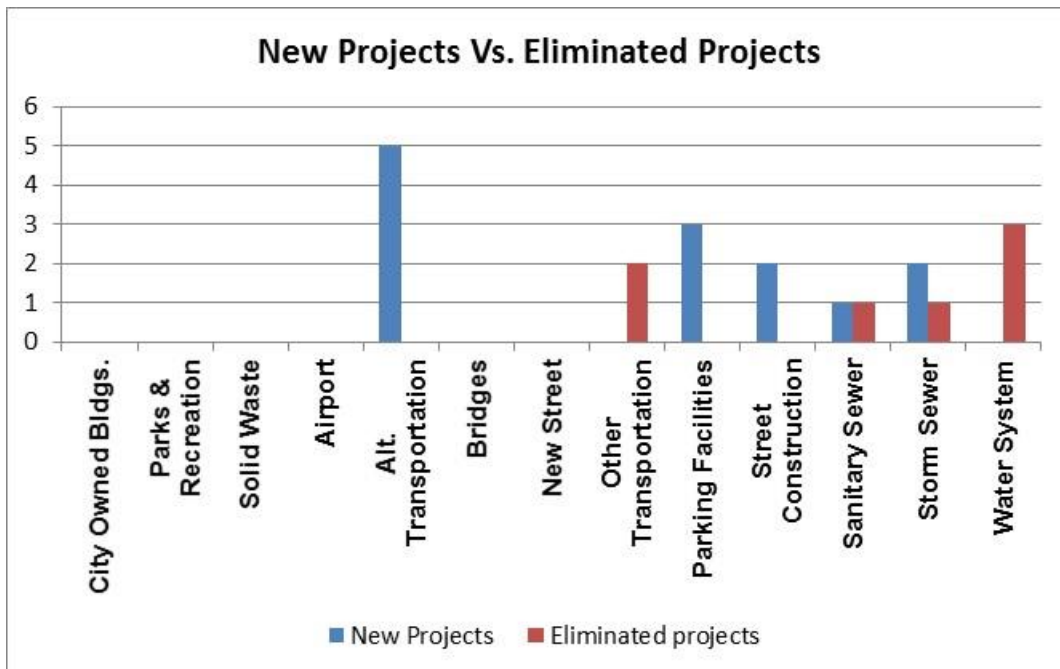
Distribution of Adjustments

Asset Category	Adj. Funding & Schedule	Adj. Schedule	Adj. Funding
City Owned Bldgs.	1	8	0
Parks & Recreation	0	2	4
Solid Waste	0	1	1
Airport	0	2	0
Alt. Transportation	1	7	4
Bridges	0	1	0
New Street	0	0	0
Other Transportation	3	3	3
Parking Facilities	3	0	7
Street Construction	6	6	2
Sanitary Sewer	2	3	2
Storm Sewer	2	7	2
Water System	9	11	8
Totals:	27	51	33



New Projects vs. Eliminated Projects

Asset Category	New Projects	Eliminated projects
City Owned Bldgs.	0	0
Parks & Recreation	0	0
Solid Waste	0	0
Airport	0	0
Alt. Transportation	5	0
Bridges	0	0
New Street	0	0
Other Transportation	0	2
Parking Facilities	3	0
Street Construction	2	0
Sanitary Sewer	1	1
Storm Sewer	2	1
Water System	0	3
Totals:	13	7



FY2019 - FY2020 CIP Modifications by Nature of Change

Projects Added: (13)

- TR-AT-19-02: William (Third to State) Protected Bike Lane (FY19; added by DDA)
- TR-AT-19-03: School Safety Improvements (FY18 and FY19)
- TR-AT-19-04: Treeline Initial Implementation
- TR-AT-19-05: Safe Routes to School: Northside STEAM (FY19)
- TR-AT-19-06: School Safety: Fuller Road Sidewalk Gap
- TR-PF-19-01: Ann-Ashley Parking Structure Expansion (FY18-FY20) (DDA)
- TR-PF-19-02: Surface Parking Lot Capital Repairs (FY18 and FY19; added by DDA)
- TR-PF-19-03: Parking Facilities General Capital Maintenance (FY18 and FY19; added by DDA)
- TR-SC-19-01: State St (I-94 to Ellsworth) CPM (FY18)
- TR-SC-19-02: Nixon (M-14 to Huron Pkwy) Street Improvements Design (FY18 and FY19 per Council)
- UT-SN-19-01: Huron/West Park Sanitary SSWWEP Improvements (FY18-FY21)
- UT-ST-19-01: Nixon (M-14 to Huron Pkwy) Stormwater Improvements (FY18 and FY19 design phase)
- UT-ST-19-02: Hoover and Greene St Stormwater Improvements (AC) (FY18)

Projects Eliminated: (7)

- TR-OT-18-10: First (Kingsley to Mosely) Streetscape (rolled into TR-OT-18-09)
- TR-OT-18-11: Ashley (Kingsley to Mosely) Streetscape (rolled into TR-OT-18-09)
- UT-SN-18-06: Offset Mitigation (switched to revenue source, not project)
- UT-ST-12-22: Stream Bank Stabilization (future locations) (will add specific projects as they arise)
- UT-WS-14-15: Plymouth Road (Georgetown Blvd to Green Rd) Water Main Replacement (rolled in with UT-WS-14-15)
- UT-WS-18-S1: WTP: Barton Pump Station Master Plan
- UT-WS-18-20: WTP: Barton Pump Station Valve Replacement (rolled into UT-WS-18-18)

Projects With Funding Adjustments (33)

- MF-PR-08-21: Recreation Facility Updates and Infrastructure Repairs (+\$150,000 in FY19)
- MF-PR-10-02: Parks Roads, Bridges and Parking Lots (+\$70,000 in FY18)
- MF-PR-10-09: Picnic Shelters (-\$50,000 in FY18; +\$50,000 in FY19)
- MF-PR-12-06: Historic Park Structures Repair/Restoration (-\$150,000 in FY19)
- MF-SW-12-01: Landfill Entrance Improvements (-\$300,000 in FY18; +\$300,000 in FY19)
- TR-AT-10-20: Major Mid-Block Crossing Improvements (+\$94,000 in FY18; +\$150,000 in FY19)
- TR-AT-13-01: Annual Sidewalk Repair and Curb Ramp Program (+\$325,000 in FY18 and +\$125,000 in FY19)

City of Ann Arbor FY2019-2024 Capital Improvements Plan

- TR-AT-18-25: Annual Sidewalk Gap (-\$500,000 of bucket money allocated to Northside STEAM sidewalk project)
- TR-AT-19-01: Seventh Street Transportation (Scio Church to Huron) (changed from OT to AT per Transportation Commission request; also, total budget increased to \$640,000 to include resurfacing where needed)
- TR-OT-18-S2: Signal Timing Optimization (+\$100,000 in FY19)
- TR-OT-18-03: Guardrail Capital Maintenance (-\$87,000 as grant not obtained)
- TR-OT-18-05: Signal Timing Optimization (+\$100,000 in FY19)
- TR-PF-15-02: Vehicle Charging Stations (-\$25,000 in FY18)
- TR-PF-16-03: Liberty Square Parking Structure Capital Maintenance (-\$164,580 in FY18 as some work completed in FY17)
- TR-PF-16-04: Maynard Parking Structure Capital Maintenance (-\$102,690 in FY18 as some work completed in FY17)
- TR-PF-16-12: 4th and William Parking Structure Capital Maintenance (-\$24,785 in FY18 and +\$336,815 in FY19)
- TR-PF-17-01: Parking Structure Elevators Capital Maintenance (-\$4,469 in FY18 and +195,512 in FY19)
- TR-PF-18-01: Parking Equipment (+\$212,806 in FY18 and -\$14,524 in FY19)
- TR-PF-18-02: First and Washington Parking Structure Capital Maintenance (+\$4,000 in FY19)
- TR-SC-15-02: Annual Capital Street Maintenance Program -\$400,000 in FY18; funds shifted to 7th Street specific project; +\$600,000 in FY19)
- TR-SC-18-10: South Industrial (Stimson to Eisenhower) Concrete Pavement Repair (-\$600,000 in FY18)
- UT-SN-16-04: Mulholland Murray Crosslot Sanitary Mains (-\$450,000 in FY19; doing design only then)
- UT-SN-18-02: Horman Ct Sanitary (\$+77,000 in FY 18 and +\$98,000 in FY19 due to increased scope)
- UT-ST-16-01: Fifth Ave (Kingsley to Catherine) Stormwater Improvements (AC) (+\$116,000 in FY18 and +\$340,600 in FY19)
- UT-ST-16-02: Allen Creek Berm Opening (+\$98,400 in FY18 + \$1,608,000 in FY19)
- UT-WS-08-04: WTP: Structural Repairs Project Phase 2 (-\$50,000 in FY19)
- UT-WS-14-17: Water Meter and MTU Replacement Program (50% water) (-\$1,125,000 at capital budget for FY18)
- UT-WS-16-06: Fifth Ave (515 N Fifth to Catherine) Water Main Upsizing (+\$514,000 in FY18)
- UT-WS-18-15: Plymouth and Green Intersection Water Main Upgrades (+\$1,633,000 in FY 18 and now includes old UT-WS-14-15)
- UT-WS-18-17: Dams: Barton Dam Hydroelectric Turbine Rebuild (+\$200,000 in FY18)
- UT-WS-18-18: WTP: Barton Pump Station 20" Raw Water Suction Piping Replacement (+\$440,000 in FY18 to advance design)
- UT-WS-18-23: Water Main Distribution System Valve Replacements (moved \$450,000 to Plymouth-Green project for replacements there)
- UT-WS-18-30: Dams: Superior Dam Gate Painting (-\$20,000 in FY19)

Projects With Schedule Adjustments (51)

- MF-CB-14-02: 2000 South Industrial Site Evaluation (FY18 to FY20; not funded at capital budget)
- MF-CB-16-01: Fire Station Generators (FY18 and FY19 to FY19 and FY20; FY18 not funded at capital budget)
- MF-CB-16-04: Housing Commission: 3401-3481 Platt (moved FY18 to FY19 as funding not obtained yet)
- MF-CB-16-05: Guy C. Larcom Municipal Building: Exterior Shell Energy Improvements Study FY18 to FY19; FY18 not funded at capital budget)
- MF-CB-18-01: Housing Commission: 1504-1508 Broadway (FY18 to FY19 as funding not obtained yet)
- MF-CB-18-03: New Fire Station A with Emergency Operations Center (EOC) (FY18 and FY19 to FY19 and FY20; FY 18 not funded at capital budget)
- MF-CB-18-04: Fire Stations Public Address Speaker System Replacement (FY18 to FY19; FY18 not funded at capital budget)
- MF-CB-18-05: New Fire Station B: (moved FY19 to FY 2020 as not funded at budget time)
- MF-PR-12-03: Farmers Market Winter Enclosure and Infrastructure Improvements (FY18 to FY20)
- MF-PR-13-01: Gallup Park Boat Launch (FY18 to FY20)
- MF-SW-18-03: MRF Conveyor System Repair/Replacement (not funded at capital budget: shifted to FY23)
- TR-AP-03:01: Airport Access Road Reconstruction (Airport Blvd) (FY18-FY19 shifted to FY19-FY20)
- TR-AP-10-04: Runway Safety Extension (FY18 to FY19)
- TR-AT-14-04: Washtenaw Ave (Pittsfield to Huron Pkwy) Shared Use Path (FY18 to FY20)
- TR-AT-14-06: Ann Arbor Station Final Design (FY18 to FY19)
- TR-AT-14-07: Ann Arbor Station Construction (FY19 to FY20)
- TR-AT-14-08: Border to Border Trail: Bandemer to Barton Connection (FY18-19 to FY20-21 as funding not obtained)
- TR-AT-16-03: Federal Blvd (Stadium west through 2030 Commerce) Sidewalks (advanced design to FY18)
- TR-AT-18-17: Green (Gettsyburg to Burbank) Sidewalks (advanced design to FY18)
- TR-AT-18-24: Connector: Design (FY19 to FY20)
- TR-BR-16-02: East Medical Center Drive Bridge Rehabilitation (shifted from FY18-19 to FY20-22 to align with associated projects)
- TR-OT-10-06: Bird Road Retaining Wall (FY18 to FY19)
- TR-OT-18-04: Traffic Observation Expansion (FY18 to FY19)
- TR-OT-18-S1: Intelligent Transportation System (moved from FY19 at capital budget; now FY21)
- TR-SC-12-05: Liberty (First to Main) Road Reconstruction (moved out of FY18-19)
- TR-SC-14-01: ASRP - Stone School Rd (Packard to Eisenhower) (FY19 to FY18 due to advancement of sanitary project)
- TR-SC-14-06: ASRP - State St (Washington to S University) (Shifted FY19-FY20 to FY20-21)

City of Ann Arbor FY2019-2024 Capital Improvements Plan

- TR-SC-14-12: Pauline (Stadium to Seventh) Road Improvements (shift \$239,000 from FY18 to FY19 to reflect work extending into FY19)
- TR-SC-14-21: Seventh (Scio Church to Greenview) Road Improvements (FY19-FY20 to FY20-FY21)
- TR-SC-18-16: South University (State to E University) Resurfacing (FY18 to FY20 to accommodate water projects)
- UT-SN-08-01: Wagner Road Sanitary Sewer – South (shifted FY19-FY20 to FY21-FY22)
- UT-SN-14-03: Rock Creek and Huntington Drive Sanitary Sewer Extension (added phase in FY18 to get design started; no net change in project dollars)
- UT-SN-16-14: Stone School Rd (Packard to Eisenhower) Sanitary Extension (FY19 to FY18)
- UT-ST-14-03: Mallets Streambank Stabilization Phase II (moved from FY22/23 to FY19)
- UT-ST-14-22: Seventh (Scio Church to Greenview) Stormwater Improvements (FY19-20 to FY20-21 to coordinate with changed street project schedule)
- UT-ST-16-03: Millers Creek Channel Modification - Reach D (Pepper Pike) (Moved FY24 to FY18)
- UT-ST-16-11: Sister Lakes Stormwater Improvements (FY19 to FY18)
- UT-ST-16-13: Liberty (First to Main) Stormwater Improvements (FY18 to FY20 as bids came in high)
- UT-ST-18-01: Edgewood/Snyder SWMM Area Stormwater (From FY19-FY21 to FY18-FY20)
- UT-ST-19-10: Placid Way Culvert and Headwall Replacement (FY19 to FY20)
- UT-WS-06-07: WTP: Geddes and South East District Control Valve (shifted all into FY20)
- UT-WS-08-07: Dams: Barton Pond Early Warning System (From FY19-20 to all FY20)
- UT-WS-10-01: Dams: Barton Dam Coating and Structural Steel Repairs (FY19/20 to FY20/21)
- UT-WS-12-07: Dams: Barton Dam Concrete Repairs - Phase II (FY19-21 to FY20-22)
- UT-WS-12-08: Dams: Superior Dam Concrete Repairs (FY19-FY21 to FY20-FY22)
- UT-WS-16-09: Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement (moved from FY18-FY19 to FY19-FY20)
- UT-WS-16-40: Seventh (Scio Church to Greenview) Water Main Replacement Seventh (Scio Church to Greenview) Water Main Replacement (Moved FY19-FY20 to FY20-FY21 to match street)
- UT-WS-18-26: Page Ave (King George south to end) Water Main Replacement (moved from FY19-FY20 to FY20-FY21)
- UT-WS-18-32: WTP: Metering of Pressure Districts
- UT-WS-18-50: Hill St (Adams to Fifth) Water Main Upsizing (FY18 to FY19)
- UT-WS-18-57: South University (State to E University) Water Main Abandonment (moved FY18 to FY20 to allow scope analysis and work with UM)

Projects with Both Funding and Schedule Adjustments (27)

- MF-CB-17-01: Housing Commission: 701 Henry -\$7,800,000 in FY18 to reflect demolition only and +\$7,800,000 in FY19 for balance of project as only brownfield funding obtained in FY18)
- TR-AT-12-04: Ellsworth at Research Park Dr. Pedestrian Crossing (-\$60,000 in FY18; evaluating traffic signal option first)
- TR-OT-18-02: DDA: Huron West (Third to Division) Streetscape (moved schedule from FY23-24 to FY18-20 and added \$350,000 design money in FY18 and \$3,000,000 in FY19; also expanded eastern limit from Ashley to Division)
- TR-OT-18-09: DDA: First and Ashley (Kingsley to Madison) Two Way Conversion and Streetscape (added design phase +\$600,000 in FY18 and +\$658,800 in FY19 and rolled in companion streetscape projects TR-OT-18-10 and 18-11)
- TR-OT-18-S3: Transportation Plan Update (spread funds across FY18 –FY20 (-\$300,000 in FY18 at capital budget; +\$200,000 in FY19 with balance in FY20)
- TR-PF-16-09: 4th and Washington Parking Structure Capital Maintenance (added design phase in FY18 (+\$42,750) and +\$26,123 in FY19 construction phase)
- TR-PF-16-10: Forest Ave. Parking Structure Capital Maintenance (+\$69,300 in FY18 to add phase; +\$8,000 in FY19)
- TR-PF-16-11: Ann Ashley Parking Structure Capital Maintenance Phase 2 (added design phase in FY18 (+\$85,500) and +\$70,835 in FY19 construction phase)
- TR-SC-08-01: Fuller Rd/Maiden Ln/East Medical Center Dr. Intersection Improvements (+\$162,000 in FY18 and +\$100,000 in FY19 to increase design budget and begin design in FY18)
- TR-SC-14-07: Fifth Ave (Kingsley to Catherine) Road Reconstruction (-\$86,875 in FY18 and + \$2,715,000 in FY19 due to increased project scope to include Detroit (Fifth to Kingsley) and increased non-motorized improvements
- TR-SC-16-07: ASRP - Hoover (Main to State) (shifted \$100,000 from FY19 to FY18 to advance design)
- TR-SC-16-10: ASRP - Broadway (Plymouth to Plymouth) (+\$200,000 in FY19 to advance design)
- TR-SC-18-07: Chalmers Drive Paving (+\$260,000 in FY19 to advance design)
- TR-SC-18-14: Platt (Washtenaw to Huron Pkwy) Capital Prev. Maintenance (+\$365,000 in FY19: advanced from FY22)
- UT-SN-14-01: Glen/Fuller Diversion (FY20 to FY19 and +\$300)
- UT-SN-16-12: Sanitary Manhole Lid and Casting Sealing Program (-\$100,000 in FY18 and +\$375,000 in FY19)
- UT-ST-16-08: Churchill Park/Eisenhower ROW Basin (FY18 to FY19 and +\$900,000)
- UT-ST-18-09: Lower Allen Creek SWMM Area Stormwater Improvements (advanced from FY22 to FY18 (+\$384,000) and FY19 (+\$83,400)
- UT-WS-01-30: South Blvd Water Main (moved FY20 to FY19 and +100,000)

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- UT-WS-14-04: Geddes Road (Huron Pkwy to High Orchard Dr.) Water Main Replacement (+\$10,000 in FY and +\$100,000 in FY 19, advanced from FY23)
- UT-WS-16-18: WTP: Residuals Handling Project (-\$450,000 in FY18 and -\$220,000 in FY19 with balance to FY20)
- UT-WS-16-19: WTP: Programmable Logic Controllers Replace. & Dam Security Upgrades (-\$650,000 in FY18 to spread project over three years)
- UT-WS-16-20: WTP: HVAC Improvements (-\$150,000 in FY18 and +\$700,000 in FY19)
- UT-WS-16-26: Dams: Barton Dam Embankment Rehabilitation (extended total project through FY20 and increased budget net \$60,000)
- UT-WS-16-27: Liberty (318 W Liberty to Main St) Water Main Replacement (-\$450,000 in FY18 and moved out of current budget cycle)
- UT-WS-18-33: Main St (Huron to RR Bridge) Water Main Replacement (+\$5,000 in FY19 to allow coordination work with MDOT)
- UT-WS-18-37: Nixon (Traver to Plymouth) Water Main Upsizing (+\$46,000 in FY18 and +\$85,000 in FY19 to advance design per Council)

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2019

ProjectID	Project Name	Anticipated Spending Schedule		
		Request FY2019	FY2020+	Total FY2019-FY2023+
<u>Municipal Facilities - City Owned Buildings</u>				
N/A	ADA Accessibility Study	25,000	-	25,000
MF-CB-18-02	Fire Stations Bathroom Improvements	150,000	-	150,000
		175,000	-	175,000
<u>Municipal Facilities - Parks and Recreation</u>				
MF-PR-08-21	Recreational Facilities	250,000	2,725,000	2,975,000
MF-PR-10-01	Playgrounds/Paths/Restrooms	100,000	400,000	500,000
MF-PR-08-19	Baseball/Softball Field Renovations	-	150,000	150,000
MF-PR-08-07	Tennis & Basketball Court Renovations	150,000	300,000	450,000
MF-PR-10-06	Pathways	450,000	1,000,000	1,450,000
MF-PR-10-09	Picnic Shelters	50,000	-	50,000
MF-PR-10-02	Parks Roads, Bridges, Dams, Sidewalks & Parking Lots	285,000	1,635,000	1,920,000
MF-PR-12-06	Historic Park Structures	150,000	150,000	300,000
		1,435,000	6,360,000	7,795,000
<u>Municipal Facilities - Solid Waste</u>				
MF-SW-06-03	Drop-off Station		2,160,000	2,160,000
MF-SW-10-04	Container Storage Building		1,175,000	1,175,000
MF-SW-12-01	Landfill Entrance Improvements	800,000	-	800,000
MF-SW-16-03	Natural Gas Fueling Installation		250,000	250,000
MF-SW-18-03	MRF Conveyor System Repair/Replacement		6,000,000	6,000,000
		800,000	9,585,000	10,385,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2019

ProjectID	Project Name	Anticipated Spending Schedule		
		Request FY2019	FY2020+	Total FY2019-FY2023+
<u>Transportation - Alternative Transportation</u>				
TR-AT-10-20	Major Mid-Block Crossings	150,000	-	150,000
TR-AT-13-01	Sidewalk Replacement Program	375,000	3,000,000	3,375,000
TR-AT-13-01	Asphalt Sidewalk Replacement & Maintenance	300,000	1,200,000	1,500,000
TR-AT-16-03	Federal Commerce Green Sidewalk	143,043	-	143,043
TR-AT-19-03	School Safety Improvements	100,000	-	100,000
TR-AT-19-05	Northside STEAM SRTS	500,000	-	500,000
N/A	2018 Sidewalk Repair Program	500,000	-	500,000
N/A	Fuller Road Sidewalk Gap	80,000	-	80,000
		2,148,043	4,200,000	6,348,043
<u>Transportation - New Streets</u>				
TR-NS-10-06	Termination of Public Dead End Streets	450,000	-	450,000
		450,000	-	450,000
<u>Transportation - Other</u>				
TR-OT-12-04	Plymouth Road Retaining Wall Repair	150,000	-	150,000
TR-OT-18-05	Glen Ave/Fuller Rd. SCOOT Expansion	388,000	-	388,000
		538,000	-	538,000
<u>Transportation - Bridges</u>				
TR-BR-16-02	East Medical Center Drive Bridge Painting & Rehab	-	1,918,000	1,918,000
TR-BR-18-01	Fuller & Maiden Lane Bridge Painting		1,809,000	1,809,000
TR-BR-16-01	Island Drive Bridge Rehab		513,000	513,000
TR-BR-18-02	Huron Parkway Bridge PM		200,000	200,000
		-	4,440,000	4,440,000
<u>Transportation - Street Construction</u>				
TR-SC-06-05	Detroit Street Brick Pavement		2,000,000	2,000,000
TR-SC-06-07	N. State Street Brick Pavement		750,000	750,000
TR-SC-08-01	Fuller/Maiden/E Medical Intersection	600,000	1,890,000	2,490,000
TR-SC-12-01	Zina Pitcher/Catherine (Ann to Glen)		280,000	280,000
TR-SC-14-04	Geddes Avenue (Church to Highland)		1,250,000	1,250,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2019

ProjectID	Project Name	Anticipated Spending Schedule		
		Request FY2019	FY2020+	Total FY2019-FY2023+
TR-SC-14-06	State St. (Washington to S. University)	-	775,000	775,000
TR-SC-14-07	Fifth Ave (Kingsley to Catherine)	3,997,854	-	3,997,854
TR-SC-14-12	Pauline (Stadium to Seventh)	239,000	-	239,000
TR-SC-14-21	S. 7th (Scio Church to Greenview)	-	1,300,000	1,300,000
TR-SC-16-07	Hoover (Main to State)	600,000	-	600,000
TR-SC-16-09	Boardwalk (Eisenhower to north end)	735,000	-	735,000
TR-SC-16-10	Broadway (Plymouth to Plymouth)	200,000	1,100,000	1,300,000
TR-SC-16-11	S. Main (Huron to William)		475,000	475,000
TR-SC-16-13	Division (Hoover to Madison)		1,275,000	1,275,000
TR-SC-16-14	Moore/Pontiac/Swift		500,000	500,000
TR-SC-16-15	Traverwood (Plymouth to HPW)	810,000	-	810,000
TR-SC-16-16	Ann (First to Main)		210,000	210,000
TR-SC-16-20	Stone School (Eisenhower to I-94)	525,000	-	525,000
TR-SC-13-07	Annual Local Resurfacing (ASRP)	2,430,000	12,600,000	15,030,000
TR-SC-15-02	Annual Capital Street Maintenance Program	600,000	3,400,000	4,000,000
TR-SC-18-03	Barton Drive (M-14 to Pontiac)		600,000	600,000
TR-SC-18-06	Scio Church Rd (7th to Maple)		1,870,000	1,870,000
TR-SC-18-08	State St. (S. University to Packard)		540,000	540,000
TR-SC-18-09	North University (State to Fletcher)		380,000	380,000
TR-SC-18-10	S. Industrial (Stimpson to Eisenhower)	-	1,000,000	1,000,000
TR-SC-18-11	State St. (Stimpson to Oakbrook)	400,000	-	400,000
TR-SC-18-12	Earhart Road (Geddes to Greenhills)		915,000	915,000
TR-SC-18-13	Earhart Road (Greenhills to US-23)		1,730,000	1,730,000
TR-SC-18-14	Platt Road (Washtenaw to HPW)	365,000	-	365,000
TR-SC-18-15	Platt Road (HPW to Packard)		1,220,000	1,220,000
TR-SC-18-16	South University (State to East U)	-	460,000	460,000
TR-SC-18-17	Brooks St (Sunset to Miller)		1,230,000	1,230,000
TR-SC-18-18	Huron Pkwy/Tuebingen (Nixon to Traver)		1,210,000	1,210,000
TR-SC-19-02	Nixon Road Corridor Design	718,650		
UT-WS-12-06	Crest/Buena Vista/West Washington Street Share	570,000	-	570,000
		12,790,504	38,960,000	51,031,854

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2019

ProjectID	Project Name	Anticipated Spending Schedule		
		Request FY2019	FY2020+	Total FY2019-FY2023+
<u>Utilities - Sanitary Sewer</u>				
UT-SN-03-29	Southside Interceptor Rehab	1,600,000	-	1,600,000
UT-SN-14-05	Lift Station Repair/Replacement Program	700,000	1,500,000	2,200,000
UT-SN-14-06	Sanitary Sewer Lining Projects	1,500,000	6,000,000	7,500,000
UT-SN-16-12	Sanitary Manhole Lid and Casting Sealing Program	160,000	-	160,000
UT-WS-14-17	Water Meter Replacement Program - 50% H2O Obligation	1,250,000	3,750,000	5,000,000
UT-SN-01-28	South Boulevard Lift Station Elimination & Gravity Sewer	500,000	-	500,000
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	333,000	-	333,000
UT-SN-10-05	Sanitary Sewer System Public Works Capital Maintenance	400,000	1,600,000	2,000,000
UT-SN-14-01	Glen/Fuller Diversion	500,000	-	500,000
UT-SN-14-03	Rock Creek and Huntington Drive Sanitary Sewer Extension	775,000	1,200,000	1,975,000
UT-SN-16-13	High Level Trunkline Sanitary Sewer Rehabilitation	1,000,000	2,000,000	3,000,000
UT-SN-18-02	Horman Ct Sanitary	420,000	-	420,000
UT-SN-18-04	Lafayette - Lenawee Sanitary	180,000	-	180,000
UT-SN-19-01	Huron/West Park Sanitary SSWWEP Improvements	350,000	-	350,000
		9,668,000	16,050,000	25,718,000
<u>Utilities - Storm Sewer</u>				
UT-ST-16-02	Allen Creek Railroad Berm Opening-Alternative Transportation Share	405,000	-	405,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	100,000	700,000	800,000
UT-ST-11-03	Capital Reconstruction of Structures/Resurfacing	500,000	3,500,000	4,000,000
UT-ST-14-07	Storm Sewer Rehabilitation and Lining Projects	300,000	2,100,000	2,400,000
UT-ST-16-01	Fifth Ave (Kingsley to Catherine) Stormwater Improvements	324,000	-	324,000
UT-ST-16-02	Allen Creek Railroad Berm Opening	689,600	-	689,600
UT-ST-18-01	Edgewood/Snyder SWMM Area Stormwater	1,000,000	1,000,000	2,000,000
UT-ST-18-07	Signature Drive SWMM Area Stormwater Improvements	150,000	-	150,000
UT-ST-18-09	Lower Allen Creek SWMM Area Stormater Improvements	-	4,200,000	4,200,000
UT-ST-19-01	Nixon (M-14 to Huron Pkwy) Stormwater Improvements	200,000	-	200,000
		3,668,600	11,500,000	15,168,600

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2019

ProjectID	Project Name	Anticipated Spending Schedule		
		Request FY2019	FY2020+	Total FY2019-FY2023+
Utilities - Water System				
UT-WS-16-26	Barton Dam Embankment Rehabilitation (Water Fund)	20,000	925,000	945,000
UT-WS-14-04	Geddes Road (Huron Pkwy to High Orchard Dr) Water Main Replacement	110,000	1,381,600	1,491,600
UT-WS-16-19	WTP Programmable Logic Controllers Replacement Proj	-	650,000	650,000
UT-WS-16-20	WTP HVAC Improvements	500,000	1,150,000	1,650,000
UT-WS-16-27	Liberty (318 W Liberty to Main St.) Water Main Repl	-	450,000	450,000
UT-WS-12-06	Crest/Buena Vista/West Washington Water Main Repl	456,000	-	456,000
UT-WS-14-17	Water Meter Replacement Program - 50% Sewer Obligation	1,250,000	3,750,000	5,000,000
N/A	Barton and Superior Dam Work (General Fund)	75,000	-	75,000
UT-WS-08-04	WTP: Structural Repairs Project Phase 2	-	1,100,000	1,100,000
UT-WS-13-03	Dover Place/Riverview Water Main	423,000	-	423,000
UT-WS-14-19	Pauline (Stadium to Seventh) Water Main Replacement	842,000	-	842,000
UT-WS-16-09	Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement	-	1,350,000	1,350,000
UT-WS-18-02	Sycamore Place Water Main Replacement	105,000	-	105,000
UT-WS-18-08	Brookwood (White to Packard) Water Main Replacement	125,000	-	125,000
UT-WS-18-18	WTP: Barton Pump Station 20" Raw Water Suction Piping Replacement	-	9,000,000	9,000,000
UT-WS-18-23	Water Main Distribution System Valve Replacements	-	500,000	500,000
UT-WS-18-52	WTP: Ammonia Building Improvements	-	400,000	400,000
UT-WS-18-57	South University (State to E University) Water Main Abandonment	-	315,000	315,000
UT-WS-04-07	Cedar Bend (Lower) Water Main Replacement	89,000	111,000	200,000
UT-WS-06-07	WTP: Geddes and South East District Control Valve	-	250,000	250,000
UT-WS-08-07	Dams: Barton Pond Early Warning System	-	325,000	325,000
UT-WS-10-01	Dams: Barton Dam Coating and Structural Steel Repairs- 50% general fund	-	400,000	400,000
UT-WS-12-03	Provincial (Arlington to Fairlane) Water Main Replacement	89,000	111,000	200,000
UT-WS-12-07	Dams: Barton Dam Concrete Repair	-	750,000	750,000
UT-WS-16-05	Mosely (Main to 3rd), 3rd (Mosley to Madison) & Wilder Pl Water Main Upsizing	330,000	420,000	750,000
UT-WS-16-11	Hubbard (Murfin to 600' West) Water Main Replacement	300,000	-	300,000
UT-WS-16-28	Maynard St (Nickels Arcade to Liberty) Watermain Replacement	100,000	-	100,000
UT-WS-16-31	Hoover (Main to State) Water Main Upsizing	400,000	600,000	1,000,000
UT-WS-16-40	Seventh (Scio Church to Greenview) Water Main Replacement	-	500,000	500,000
UT-WS-18-01	Dunmore, Waverly, & Weldon Water Main Replacement	310,000	390,000	700,000
UT-WS-18-04	Bucholz Ct Water Main Replacement	140,000	-	140,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2019

ProjectID	Project Name	Anticipated Spending Schedule		
		Request FY2019	FY2020+	Total FY2019-FY2023+
UT-WS-18-26	Page Ave (King George south to end) Water Main Replacement	-	300,000	300,000
UT-WS-18-32	WTP: Metering of Pressure Districts	-	1,200,000	1,200,000
UT-WS-18-33	Main St (Huron to RR Bridge) Water Main Replacement	5,000	1,800,000	1,805,000
UT-WS-18-37	Nixon (Traver to Plymouth) Water Main Upsizing	130,000	2,170,000	2,300,000
UT-WS-01-30	South Boulevard Water Main (Packard to Dead End)	350,000	-	350,000
		6,149,000	30,298,600	36,447,600
CIP Grand total		\$ 37,822,147	\$ 121,393,600	\$ 158,497,097
Non-CIP / Operations & Maintenance Capital				
N/A	Streetlight Replacements	639,637	-	639,637
N/A	Alternative Transportation Annual Improvements	6,000	-	12,000
N/A	Capital Maintenance	200,000	-	200,000
		845,637	-	851,637
Grand total		\$ 38,667,784	\$ 121,393,600	\$ 159,348,734

Capital Improvement Program: Significant Non-recurring Projects

- There are 75 capital projects in the FY2019 capital budget totaling \$158,497,097. This is a 7.4% increase over the FY2018 capital budget total of \$148,310,275.
- There are 44 projects over \$1,000,000 (58.7% of the number of projects). The total for these projects is \$124,956,454 (78.4% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2019 are listed in this section by project category.
- Of the 44 projects over \$1 million, one project is over \$10 million. The total for this project is \$15,030,000 (9.4% of the total dollar value of projects).
- Eight of the projects in excess of \$1,000,000 are recurring. The recurring projects are:
 - Recreational Facilities \$3.0 million;
 - Pathways \$1.5 million;
 - Parks Roads, Bridges & Parking Lots \$1.9 million;
 - Sidewalk Replacement Program \$3.4million;
 - Asphalt Sidewalk Replacement & Maintenance \$1.5 million;
 - Annual Local Street Resurfacing Program \$15 million;
 - Annual Capital Street Maintenance Program \$4 million;
 - Sanitary Sewer Lining Projects \$7.5 million;

The three largest project categories make up 71% of all capital project dollars:

- | | |
|--|--------------------------------|
| • Transportation – Street Construction | \$51,031,854 (32% of projects) |
| • Utilities – Sanitary Sewer | \$25,718,000 (16% of projects) |
| • Utilities – Water System | \$36,447,600 (23% of projects) |
| • All other projects | \$45,299,643 (29% of projects) |

The effect of capital expenditures on future operating budgets - One of the 12 common criteria utilized in the Prioritization Model tool for ranking projects in the CIP is the effect on operations and maintenance (O&M). The project scores for this criteria are part of the total calculated prioritization score for the project. The O&M score for each project is included in this section. The 10 point scale for scoring the O&M criteria is as follows:

0 – Will cause increase in O&M costs.

2 – Has a neutral effect on O&M costs.

5 or 6 – Makes a modest contribution to O&M cost reduction.

8 – Makes a modest contribution to O&M cost reduction and creates opportunities to improve operational flexibility/use of technology, and/or extends asset life.

10 – Makes significant contribution to O&M cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, and/or utilizes materials or techniques that provide lowest overall life-cycle costs.

Capital Improvement Program: Significant Non-recurring Projects

Municipal Facilities – Parks and Recreation

MF-PR-08-21 Recreation Facilities – Perform upgrades to facility infrastructure. Projects are to be determined through needs assessment or as identified by staff on an annual basis. The project budget is \$250,000 in FY2019, and a total of \$2,975,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 10.

MF-PR-10-02 Parks Roads, Bridges, Dams, Sidewalks & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$285,000 in FY2019, and a total of \$1,920,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 3.

MF-PR-10-06 Pathways – Repair and reconstruct pathways as needed. Tentative projects include replacing existing path at entrance to Riverside Park, Wurster and Gallup Park. Evaluate Furstenberg, Riverside, Argo, and other boardwalks. Staff to evaluate needs on an annual basis. New projects will be scheduled each year per condition assessment. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$450,000 in FY2019, and a total of \$1,450,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

Transportation – Alternative Transportation

TR-AT-13-01 Sidewalk Replacement Program – Repair and/or replacement of deficient sidewalks. Includes repair of asphalt R/W sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$675,000 in FY2019, and a total of \$4,875,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 0.

Transportation - Street Construction

TR-SC-08-01 Fuller/Maiden/E Medical Intersection – This is a replacement project that includes potential roundabout with signalized pedestrian crossings, non-motorized pathway improvements, relocation of existing stone walls, and storm water management. The project budget is \$600,000 in FY2019, and a total of \$2,490,000. These renovations will increase annual operation and maintenance expenses as additional facilities are being added. The O&M criteria score is 0.

TR-SC-13-07 Annual Local Street Resurfacing Program (ASRP) – Millage funds to resurface/replace existing pavement, curb & gutter and utility surface structure repairs, sidewalk ramp repair/installation. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$2,430,000 in FY2019, and a

Capital Improvement Program: Significant Non-recurring Projects

total of \$15,030,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 3.

TR-SC-14-07 Fifth Ave (Kingsley to Catherine) – Replacement of historic brick pavers, ADA issues, drainage issues, Detroit Street Crossing, and DDA Streetscape. The project budget is \$3,997,854 in FY2019, and a total of \$3,997,854. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

TR-SC-15-02 Annual Capital Street Maintenance Program – Utilize techniques other than resurfacing and reconstruction to maintain city street systems; integrate in pavement asset management system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$600,000 in FY2019, and a total of \$4,000,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

TR-SC-16-10 Broadway (Plymouth to Plymouth) – This project includes a potential sidewalk addition and review of pressure boundary and water quality issues. The project budget is \$200,000 in FY2019, and a total of \$1,300,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 3.

Utilities - Sanitary Sewer

UT-SN-14-03 Rock Creek and Huntington Drive Sanitary Sewer Extension – This is a new construction project that will extend public sewer to service properties currently served by private sewer. The project budget is \$775,000 in FY2019, and a total of \$1,975,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 6.

UT-SN-14-05 Lift Station Repair/Replacement Program – Replacement or repair of aging lift stations throughout the City. The project budget is \$700,000 in FY2019, and a total \$2,200,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 8.

UT-SN-14-06 Sanitary Sewer Lining Projects – Future sewer lining projects, locations to be identified as determined. The project budget is \$1,500,000 in FY2019, and a total of \$7,500,000. This is a recurring project, but significant enough in size to warrant inclusion on this list. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

UT-SN-03-29 Southside Interceptor Rehab – Investigate and install Cured in Place Pipe (CIPP) lining as required to improve life span of existing pipe and prevent failures that could discharge to the Huron River. The project budget is \$1,600,000 in FY2019, and a total of \$1,600,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

Capital Improvement Program: Significant Non-recurring Projects

UT-SN-10-05 Sanitary Sewer System Public Works Capital Maintenance – Repair/replace failing manhole structures to allow access for maintenance citywide. The project budget is \$400,000 in FY2019, and a total of \$2,000,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 7.

UT-SN-16-13 High Level Trunkline Sanitary Sewer Rehabilitation – This project includes sanitary sewer repairs from Stadium/Packard to Miller/First. The project budget is \$1,000,000 in FY2019, and a total of \$3,000,000. These repairs will extend the useful life of this asset. The O&M criteria score is 10.

Utilities - Storm Sewer

UT-ST-11-03 Capital Reconstruction of Structures/Resurfacing – Repair or replacement of deteriorated storm sewer structures and covers. The project budget is \$500,000 in FY2019, and a total of \$4,000,000. These repairs will have a neutral effect on annual operation and maintenance expenses. The O&M criteria score is 0.

UT-ST-14-07 Storm Sewer Rehabilitation and Lining Projects – This project consists of lining storm pipes in various locations throughout the City as a way to address deteriorating stormwater pipes. The project budget is \$300,000 in FY2019, and a total of \$2,400,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

UT-ST-18-01 Edgewood/Snyder Storm Water Management Model (SWMM) Area Stormwater – This project addresses flooding issues at the intersection of Edgewood and Snyder. The project budget is \$1,000,000 in FY2019, and a total of \$2,000,000. These repairs will increase annual operation and maintenance expenses as it is anticipated that new stormwater facilities will be added. The O&M criteria score is 0.

Utilities - Water System

UT-WS-14-04 Geddes Road (Huron Pkwy to High Orchard Dr Water Main Replacement – This project addresses aging water mains on Geddes Road between Huron Parkway and Windy Crest Drive. The project budget is \$110,000 in FY2019, and a total \$1,491,600. This project will replace an out of service main and the effect on annual operation and maintenance expenses is neutral. The O&M criteria score is 0.

UT-WS-16-20 WTP HVAC Improvements – Replacement of the aging HVAC system to address temperature control problems in several locations; including the laboratory where temperature control is critical. The project budget is \$500,000 in FY2019, and a total of \$1,650,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

Capital Improvement Program: Significant Non-recurring Projects

UT-WS-14-17 Water Meter Replacement Program – This is for the replacement of water meters. The project budget is \$1,250,000 in FY2019, and a total of \$5,000,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-18-33 Main St (Huron to RR Bridge) Water Main Replacement – Replacement of aging water main on North Main Street from Huron to the railroad bridge. The project budget is \$5,000 in FY2019, and a total of \$1,805,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-18-37 Nixon (Traver to Plymouth) Water Main Upsizing – This project replaces the existing 12” main with a new 16” main to complete the transmission loop in this area. The project budget is \$130,000 in FY2016, and a total \$2,300,000. These renovations are in response to a capacity issue and should have little to no impact on maintenance costs. The O&M criteria score is 0.

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Information Pages: Glossary

A

AAATA: Ann Arbor Area Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Balanced Budget: a budget with revenues equal to expenditures, and neither a budget deficit nor a budget surplus.

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Deficit: occurs when a government spends more than it receives in revenue.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

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C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$5,000 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

CVTRS: This acronym, City, Village, and Township Revenue Sharing is a State of Michigan program that provides funding based on fulfillment of certain transparency criteria. It has replaced traditional statutory state-shared revenue.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: the actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Depreciation: systematic and rational allocation of the cost of a capital asset over its estimated useful life.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through

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charges and fees thus removing the expenses from the tax rate.

Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Governmental Funds: funds generally used to account for tax-supported activities.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

Grant/Loan Recipients: individuals or organizations that receive grants or loans from grants/loans.

I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

M

Major Fund: Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements.

Materials & Supplies: includes chemicals,

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office supplies, postage, repair parts, and inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Area Transit Authority (AAATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

Priority: a value that ranks goals and objectives in order of importance relative to one another.

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Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than \$5,000.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales and Income Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

Structural Deficit: Permanent budget deficit that exists due to an underlying imbalance in government revenues and expenditures.

Structurally Balanced Budget: one that supports financial sustainability for multiple years into the future.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

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