

# ADOPTED FY 2014 BUDGET

**CITY OF ANN ARBOR, MICHIGAN**





**FY 2014  
Adopted Budget**

**John Hieftje  
Mayor**

**Council Members**

**Sumi Kailasapathy  
Sally Hart Petersen  
Christopher Taylor  
Margie Teall  
Chuck Warpehoski**

**Sabra Briere  
Jane Lumm  
Stephen Kunselman  
Marcia Higgins  
Mike Anglin**

**Steve Powers  
City Administrator**

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Special Thanks to the  
FY 2014  
Budget Staff

for their hard work and dedication  
in preparing the budget:

Tom Crawford  
Karen Lancaster

Stephanie Julian  
Kenneth Bogan

Also, special thanks to all of the service area budget representatives  
who contributed to their service area and unit budgets – Great Job!



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ann Arbor**

**Michigan**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Movill*

President

*Jeffrey R. Blum*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Ann Arbor, Michigan for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Office of City Administrator

June 24, 2013

To Mayor Hieftje and Members of City Council:

The City of Ann Arbor's Fiscal Years 2014 and 2015 two-year Fiscal Plan was developed within a context of mixed economic and policy conditions. The City of Ann Arbor continues to experience economic improvement. The local area unemployment rate has declined to 5.1% as of March 2013, receipts from sales taxes are increasing modestly, and residential property values are increasing. The City has achieved significant reductions in the cost to provide services to the community. Retiree health care costs are substantially lower than previously planned and the city is setting aside funding for this benefit in compliance with City Council policy. City Council decisions will continue to realize continued reductions in the cost to provide services.

Despite these beneficial factors, the funding mechanisms to support local governments have not been addressed by the legislature or governor. The City's costs are projected to increase at a modest 2%-3% per year but revenues are projected to increase 1%-2% per year. Until the system for funding local governments is addressed, or the City experiences a more substantial and sustained economic rebound, the near-term budget stability remains constrained.

The two-year fiscal plan projects the anticipated revenue receipts over two years and includes expenditure strategies to establish an operating fiscal plan that is balanced. Balanced is defined as a plan that supports a sustainable delivery of services within the projected revenues. The first year of the plan is the proposed FY 2014 budget. Unless revenue projections change, the second year of the plan should only require minor updates next year to establish the recommended FY 2015 budget.

A risk that is not incorporated for FY 2015 is changes for pension accounting (GASB #68). Staff anticipates obtaining additional information on this standards change and addressing the impact in preparing the FY 2015 budget.

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures. This budget continues to meet this standard. Some one-time expenditures for General Fund, including planned capital improvements, contributions for affordable housing, and some other items are incorporated by spending from fund balance. The General Fund balance is projected to be 14% of



expenditures at the end of FY 2015. This is below staff's recommended 15% level, but is still above the 8%-12% City Council policy minimum. The projected recurring revenues require continued restraint on recurring spending for the two-year plan. If revenues continue to improve, there may be opportunities to address unmet needs in the FY 2015 budget.

### **FINANCIAL CONDITIONS**

The City's General Fund relies heavily on property taxes to pay for services like Police, Fire, District Court and Parks & Recreation. Property tax receipts are expected to increase approximately 2.3% in FY 2014. State law limits the amount of property tax revenues which can be collected. Whenever the real estate market improves, State law limits the increase in property taxes a community can receive. Consequently, as revenues fall, communities should make permanent expense reductions. As revenues increase, communities are limited to the lower of 5% or the rate of inflation which is 2.4% for FY 2014.

The other major source of revenue in the City's General Fund is state shared revenues. State shared revenues has two components – constitutional based on the state sales taxes and the Economic Vitality Incentive Program (EVIP) appropriated annually by the legislature. The legislature and governor continue to require performance in transparency, collaboration, and employee benefits for local governments to receive EVIP funding. The City projects receipt of \$9.8 million for constitutional and EVIP funds in FY 2014. The FY 2014 Fiscal Plan assumes the City will qualify for all three components of EVIP.

The City's costs for retiree health care are projected to increase with General Fund revenues and consistent with Council policy. However, the cost to fund the City's pension system is projected to increase approximately 15% reflecting the continued phase-in of losses resulting from the 2008/2009 financial downturn. The last year of this phase-in is FY 2015.

Over the past decade every service area of the City has been restructured and re-organized. The goals of restructuring were to reduce costs and maintain services. Staffing levels (one of the largest expense items necessary for the City to deliver services) have been reduced from 1,005 in FY 2001 to a proposed 693 FTEs in FY 2014. Employee wages and benefits were adjusted to help balance the budget and core city services were maintained. In addition, collaborative opportunities were pursued to reduce costs and improve services.

### **FY 2014**

The magnitude of the organizational restructurings has left limited opportunities for near-term significant expense reductions without impacting services. Consequently, the budget anticipates maintaining the existing level of services while utilizing the projected one-time surplus in FY 2014 to help fund some capital improvements and address targeted fiscal sustainability issues.

Selected fees changes are being implemented, but the budget does not assume an increase in property tax rates or consideration of new revenue sources. Expenditure levels will deliver the same service level in FY 2014 as those delivered in FY 2013. All significant changes from the General Fund activities in FY 2013 are listed below:

#### Community Services

- Building / Planning – increase revenue projections based on actual experience (+\$138k)
- Planning – increase contracted services expenditures for 1 year for specific initiatives (+\$14k)
- Community Development – reduced revenues and expenditures reflecting reduction of 2 FTEs (-\$22k)
- Community Development – provide funding to the Affordable Housing Fund (-\$100k)
- Community Development – provide funding to the Ann Arbor Housing Commission for senior meals at Miller Manor (+\$5k)
- Parks & Rec – higher revenues based on actual experience for river activities (+\$106k)
- Parks & Rec – increased expenditures at various park facilities (+\$28k)
- Parks & Rec – increased expenditures to ensure compliance with the 2006 Parks Fairness resolution (+\$23k)

#### Public Services

- Street Light Poles – increased expense to restart painting & replacement (+\$60k)
- Lower insurance expense and facility maintenance allocation (-\$60k)
- Barton Dam – non-recurring expense for FERC required improvements for inspection & embankment (+\$227k)
- Barton – non-recurring expense for replacement of dam controls (+\$31k)
- Barton/Superior – increase allocation of FTE for FERC compliance (+\$11k)
- Barton – non-recurring concrete repairs (+\$50k)
- Sidewalk Gaps – one-time increase in expenditures to fund a sidewalk gap prioritization study (+\$75K)

#### Financial Services

- Accounting – one-time increase in expenses to support succession planning (+\$80k)
- Procurement – temporary increase in expenses for targeted improvements (+\$55k)
- Assessing – permanent increase in expenses to implement succession plan (+\$17k)

#### Safety Services

- Police - increase to recognize realistic levels of overtime and excess compensatory time payments (+\$275k)
- Police - Provide funding to county for animal control services to maintain existing service delivery structure and services (+\$28k)
- Police – maintain staffing levels
- Fire – Maintains three grant-funded positions after FY 2014. Maintains one General Fund supported FTE added in FY 2013 (+\$381k)

- Fire – increased cost due to position changes and step increases and a decrease in excess compensatory time (+\$68k)
- Fire – supplies and capital such as self contained breathing apparatus, radio 800 MHZ batteries, thermal imaging cameras (+\$32k)

#### City Attorney

- Staffing – one-time expense to implement succession plan (+\$18k)

#### Human Resources

- Staffing – increase part-time position to full-time (+\$40k)

#### District Court

- Personnel – implemented salary increases in FY 2013 (+\$150k)
- Contracted services – increased (\$+105)
- Other expenditure items (-\$35k)

#### Non-Departmental

- Study – increase expense for ICMA survey on city services (+\$20k)
- Court facilities – increase transfer to facilities fund (+\$15k)

Significant adjustments for other major funds include:

Water / Sewer / Storm water – average combined customer bill expected to increase 3.7% reflecting continued investment to maintain the systems and support the sewer plant project.

Fleet – reduction in expense versus FY 2013 due to fewer vehicle purchases

Major & Local Streets – continue to utilize all available funds to the extent staffing levels can support projects

Street Millage – continue to utilize all funds in excess of minimum reserves for street reconstruction/resurfacing

Information Technology – convert one contract position to full-time reflecting permanent need and small savings

DDA – Increase funding for Affordable Housing using DDA TIF funds

Art in Public Places – reduction of expenditure budget in the amount of \$326K based on revisions to the Public Art ordinance

Following is a numeric summary of the Budget:

<u>General Fund Expenditures</u>	<u>2014</u>
<i>Recurring Items:</i>	
Mayor & Council	\$ 375,169
City Attorney	1,900,777
City Administration - Administrator, Clerk, Human Resources	2,952,472
Planning & Development	1,274,619
Planning	979,874
Community Development	1,818,808
Parks & Recreation	5,208,811
Finance	3,448,592
Public Services: Parks Forestry & Operations	2,265,394
Public Services: Public Services All Other	4,148,078
Fire	14,504,888
Police	24,475,751
Fifteenth District Court	4,379,290
AATA	9,565,500
Debt Service/Transfers/Other	4,163,716
<i>Subtotal Recurring Expenditures</i>	<u>\$ 81,461,739</u>
<i>Non-recurring Expenditures:</i>	
Attorney (succession plan)	\$ 18,449
Financial Services (succession plan/process improvements)	135,000
Hydropower (regulatory and capital improvements)	307,500
Facilities (capital projects)	875,000
Systems Planning (State street corridor study)	150,000
Building Settlement Funding	100,000
Public Services (sidewalk gap prioritization study)	75,000
Community Development (WHI membership)	10,000
Non-Departmental (ICMA citizen survey)	20,000
<i>Subtotal Non-Recurring Expenditures</i>	<u>\$ 1,690,949</u>
Total General Fund Expenditures	\$ 83,152,688
<u>General Fund Revenues</u>	
Taxes	\$ 50,794,023
State-shared Revenue	9,836,436
Charges for Services	6,354,156
Fines & Forfeitures	4,229,977
Other	11,418,206
Use of Fund Balance	519,890
Total General Fund Revenues	<u>\$ 83,152,688</u>
Memo: Unassigned Fund Balance as of 06/30/2012	\$ 14,093,650

The extraordinary work of City employees, the management leadership team, and City Council over the past decade has 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 questions during the budget work sessions.

Respectfully yours,



Steven D. Powers  
City Administrator  
City of Ann Arbor

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET  
AND RELATED PROPERTY TAX MILLAGE RATES  
FOR FISCAL YEAR 2014

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2014 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 2014 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$174,958,747 are approved; and that \$34,950,180 be appropriated in FY 2014 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That Art in Public Places Fund budget be appropriated without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$1,228,209 be appropriated without regard to fiscal year;

RESOLVED, That a total 693 full-time equivalent positions be adopted in the FY 2014 budget;

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

RESOLVED, That the City Council approve the proposed FY 2014 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2014 in a dedicated Fund containing \$1,655,647 in revenues and \$1,814,892 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2014;

**REVENUES**

CITY ATTORNEY	\$ 150,000
CITY ADMINISTRATOR	
Clerk Services	176,700
COMMUNITY SERVICES	
Planning & Development Services	1,206,200
Planning	256,000
Office of Community Development	161,399
Parks and Recreation Services	3,890,807
FINANCIAL SERVICES	
Financial and Budget Planning	15,632,693
Treasury	41,570,096
PUBLIC SERVICES	
Customer Service	60,000
Field Operations	90,900
Public Services Administration	75,000
Water Treatment	325,000
SAFETY SERVICES	
Police	2,887,770
Fire	895,506
DISTRICT COURT	2,224,810
NON-DEPARTMENTAL	13,549,807
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$83,152,688</b>



**EXPENDITURES**

MAYOR AND CITY COUNCIL	\$375,169
CITY ATTORNEY	1,919,226
CITY ADMINISTRATOR	
City Administrator	571,492
Human Resources	1,429,315
Clerk Services	951,665
COMMUNITY SERVICES	
Planning & Development Services	1,374,619
Planning	979,874
Office of Community Development	1,828,808
Parks and Recreation	5,208,811
FINANCIAL SERVICES	
Accounting	869,577
Assessor	1,044,037
Financial and Budget Planning	882,596
Procurement	167,499
Treasury	619,883
PUBLIC SERVICES	
Customer Services	239,315
Field Operations	4,267,678
Fleet & Facilities	2,400,352
Public Services Administration	191,523
Systems Planning	232,886
Water Treatment Services	489,218
SAFETY SERVICES	
Police	24,475,751
Fire	14,504,888
DISTRICT COURT	4,379,290
NON-DEPARTMENTAL	13,749,216
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$83,152,688</b>

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2014 budget; and

## REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	402,231
0002	ENERGY PROJECTS	244,318
0003	DOWNTOWN DEVELOPMENT AUTHORITY SMART ZONE LOCAL DEVELOPMENT FINANCING	5,859,811
0009	AUTHORITY	1,814,892
0010	GENERAL	83,152,688
0011	CENTRAL STORES	1,422,570
0012	FLEET SERVICES	7,842,881
0014	INFORMATION TECHNOLOGY	7,713,010
0016	COMMUNITY TELEVISION NETWORK	2,093,801
0021	MAJOR STREET	6,948,813
0022	LOCAL STREET	1,808,451
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,415,495
0025	BANDEMER PROPERTY	5,284
0026	CONSTRUCTION CODE FUND	2,541,728
0027	DRUG ENFORCEMENT	137,000
0028	FEDERAL EQUITABLE SHARING	138,000
0033	DDA PARKING MAINTENANCE	4,403,131
0034	PARKS MEMORIALS & CONTRIBUTIONS	98,932
0035	GENERAL DEBT SERVICE	9,123,422
0036	METRO EXPANSION	349,908
0038	ANN ARBOR ASSISTANCE	4,000
0042	WATER SUPPLY SYSTEM	24,673,540
0043	SEWAGE DISPOSAL SYSTEM	22,882,612
0046	MARKET	188,207
0048	AIRPORT	856,007
0049	PROJECT MANAGEMENT	4,308,998
0052	VEBA TRUST	12,269,026
0053	POLICE AND FIRE RELIEF	7,000
0054	CEMETERY PERPETUAL CARE	760
0055	ELIZABETH R DEAN TRUST	55,062
0056	ART IN PUBLIC PLACES	340,464
0057	RISK FUND	27,599,946
0058	WHEELER CENTER	423,643
0059	EMPLOYEES RETIREMENT SYSTEM	34,844,628

0060	GENERAL DEBT /SPECIAL ASSESSMENTS	175,035
0061	ALTERNATIVE TRANSPORTATION	420,794
0062	STREET RECONSTRUCTION MILLAGE	14,351,539
0063	DDA PARKING SYSTEM	19,989,172
0064	MICHIGAN JUSTICE TRAINING	50,800
0069	STORMWATER SEWER SYSTEM	6,231,847
0070	AFFORDABLE HOUSING	102,500
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,203,836
0072	SOLID WASTE FUND	14,409,048
0073	LOCAL FORFEITURE	100
0082	STORMWATER BOND	3,900,000
0083	SENIOR CENTER ENDOWMENT	396
0088	SEWER BOND	5,005,000
0089	WATER BOND	10,011,794
00CP	GENERAL CAPITAL FUND	1,075,000
		<u><u>\$348,132,120</u></u>

**EXPENDITURES**

<b>Fund #</b>	<b>Fund Name</b>	<b>Amount</b>
0001	DDA/HOUSING FUND	302,000
0002	ENERGY PROJECTS	244,318
0003	DOWNTOWN DEVELOPMENT AUTHORITY SMART ZONE LOCAL DEVELOPMENT FINANCING	5,859,811
0009	AUTHORITY	1,814,892
0010	GENERAL	83,152,688
0011	CENTRAL STORES	1,422,570
0012	FLEET SERVICES	7,732,282
0014	INFORMATION TECHNOLOGY	7,577,679
0016	COMMUNITY TELEVISION NETWORK	2,093,801
0021	MAJOR STREET	6,948,813
0022	LOCAL STREET	1,808,451
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,430,838
0025	BANDEMER PROPERTY	1,789
0026	CONSTRUCTION CODE FUND	2,456,022
0027	DRUG ENFORCEMENT	137,000
0028	FEDERAL EQUITABLE SHARING	138,000
0033	DDA PARKING MAINTENANCE	2,326,270
0034	PARKS MEMORIALS & CONTRIBUTIONS	42,403
0035	GENERAL DEBT SERVICE	9,123,422
0036	METRO EXPANSION	258,713
0038	ANN ARBOR ASSISTANCE	4,000
0042	WATER SUPPLY SYSTEM	21,020,974
0043	SEWAGE DISPOSAL SYSTEM	21,265,755
0046	MARKET	188,207
0048	AIRPORT	843,274
0049	PROJECT MANAGEMENT	4,308,998
0052	VEBA TRUST	458,948
0055	ELIZABETH R DEAN TRUST	55,062
0056	ART IN PUBLIC PLACES	14,000
0057	RISK FUND	27,594,891
0058	WHEELER CENTER	423,643
0059	EMPLOYEES RETIREMENT SYSTEM	34,844,628
0060	GENERAL DEBT/SPECIAL ASSESSMENTS	175,035
0061	ALTERNATIVE TRANSPORTATION	420,794
0062	STREET RECONSTRUCTION MILLAGE	14,351,539
0063	DDA PARKING SYSTEM	19,989,172
0064	MICHIGAN JUSTICE TRAINING	50,800
0069	STORMWATER SEWER SYSTEM	5,872,843
0070	AFFORDABLE HOUSING	100,000
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,202,836

0072	SOLID WASTE FUND	14,409,048
0073	LOCAL FORFEITURE	100
0082	STORMWATER BOND	3,900,000
0088	SEWER BOND	5,005,000
0089	WATER BOND	10,011,794
00CP	GENERAL CAPITAL FUND	1,075,000
		<b>\$326,693,103</b>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2014:

	<b>PROPOSED</b>
GENERAL OPERATING	6.1682
EMPLOYEE BENEFITS	2.0560
REFUSE COLLECTION	2.4670
AATA	2.0560
STREET RECONSTRUCTION	2.1250
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS	1.0969
OPEN SPACE & PARKLAND PRESERVATION	0.4779
TOTAL	<b>16.4470</b>

(see millage amendment on page 20)

## **Approved Amendments by City Council on May 20, 2013**

### **Amendment 1- Increase FY14 Human Services Funding to FY13 Budgeted Level**

Whereas, The proposed FY14 budget includes a \$46,899 decrease in funding available for human services nonprofit entities;

Whereas, The Ann Arbor Area Community Foundation Board of Directors, the United Way of Washtenaw County Board of Directors, the Washtenaw County Board of Commissioners, and the Washtenaw Urban County Executive Committee have committed to awarding human services allocations in FY 14 based upon the approved allocations in FY 12 and FY13 by extending the two-year plan an additional year;

RESOLVED, The FY14 General Fund Community Development budget be increased by \$46,899 for human services funding through the one-time use of General Fund fund balance;

RESOLVED, Council directs staff to incorporate this revised funding level of \$1,244,629 in future budgets.

Sponsors: Briere, Kailasapathy, Warpehoski, Teall, Lumm

### **Amendment 2- Restore Fall Leaf and Holiday Tree Pickup Services** Defeated

### **Amendment 3- Increase funding for Affordable Housing using DDA TIF funds**

Whereas, The DDA is forecasted to receive \$568,343 more in TIF revenues than anticipated in the proposed FY14 budget;

Whereas, Council desires to support the public housing program in the DDA area;

RESOLVED, The DDA TIF fund revenue and expenditure budgets be increased by \$568,343 for the purposes of creating a one-time transfer;

RESOLVED, The DDA Housing fund revenue and expenditure budgets be increased by \$300,000 to reflect Council's desire for the DDA to support affordable housing in the DDA area; and

RESOLVED, Ann Arbor City Council requests that the DDA allocate at least \$300,000 for the replacement of the light poles on Main Street.

Sponsors: Kunselman, Lumm, Kailasapathy

**Amendment 4-  
Increase funding for Affordable Housing**

Whereas, The General Fund previously funded a transfer to the Affordable Housing fund of \$100,000 annually;

Whereas, Council desires to re-establish funding;

RESOLVED, The General Fund Community Development expenditure budget be increased by \$100,000 funded by a one-time use of fund balance in FY14;

RESOLVED, The Affordable Housing fund revenue and expenditure budgets be increased by \$100,000;

RESOLVED, Council directs staff to incorporate this funding in future budgets.

Sponsors: Briere, Kailasapathy, Warpehoski, Teall, Petersen

**Amendment 5-  
Increase Police Staffing in the FY14 Budget  
Defeated**

**Amendment 6-  
Funding for Washtenaw Health Initiative**

Whereas, The Washtenaw Health Initiative (WHI) is a voluntary, county-wide collaboration of local leaders focused on how to make health care more accessible and improve care coordination for the low-income, uninsured, and Medicaid populations in Washtenaw County by identifying and, where possible, addressing gaps;

Whereas, The Initiative is focused both on today and preparing for 2014, when provisions of federal health care reform are expected to go into effect;

Whereas, A membership fee of \$10,000.00 in FY13 was funded through the Office of Community Development;

Whereas, Additional funding in the amount of \$10,000.00 needs to be appropriated from the General Fund to the Office of Community Development's FY14 budget for this membership fee;

RESOLVED, That the Office of Community Development's FY14 expenditure budget be amended to increase \$10,000.00 to be funded as a one-time expenditure from the General Fund fund balance.

Sponsors: Hieftje, Higgins, Briere

**Amendment 7-  
Remove funding for Art in Public Places**

Whereas, The Public Art Ordinance is under revision and will be considered by Council on June 3<sup>rd</sup>;

Whereas, The proposed FY14 budget was prepared in accordance with the current ordinance;

Whereas, The task force anticipates a different program for Public Art if the revisions are approved;

RESOLVED, The FY14 Art in Public Places expenditure budget be reduced by \$326,464.

Sponsors: Briere, Lumm, Kailasapathy

**Amendment 8-  
Increase Human Services funding for Senior Meals at Miller Manor**

Whereas, Washtenaw County previously funded a meal program at Miller Manor;

Whereas, Federal sequestration has resulted in reduced program funding for the food program at Miller Manor in the amount of \$4,500;

Whereas, The City wishes to support this program;

RESOLVED, The General Fund Community Development expenditure budget be increased by \$4,500 funded by a one-time use of fund balance;

RESOLVED, Up to \$4,500 be transferred to the AAHC if federal funds are not restored in FY14;



RESOLVED, Council directs staff to incorporate this funding in future budgets if federal funds are not restored.

Sponsors: Briere, Kailasapathy, Warpehoski, Teall

**Amendment 9-  
Increase funding for Sidewalk Gaps**

Whereas, Council has prioritized the City's investment in infrastructure maintenance and transportation in the urban core;

Whereas, Council has adopted the development standards for complete streets;

Whereas, The City has a number of sidewalk gaps throughout the City;

Whereas, The Ann Arbor Public Schools (AAPS) reduced funding for bus transportation and there is an increased number of students using City sidewalks;

Whereas, Council desires to work collaboratively with AAPS and the community to prioritize which sidewalks to improve;

Whereas, There is limited funding available in the Street & Sidewalk Millage Fund;

RESOLVED, The General Fund Public Services expenditure budget be increased by \$75,000 funded by a one-time use of fund balance in FY14 to fund a sidewalk gap prioritization study.

Sponsors: Briere, Taylor, Kailasapathy

**Amendment 10-  
Supplemental Funding for Police Officer**

Defeated

**Amendment 11-  
Recognition of Parks Fairness Resolution with Budget Amendments**

Whereas, On October 3, 2006, Council passed a resolution that, upon approval of the November 2006 Parks Millage ballot initiative, the General Fund portion of the overall budget supporting the City's Park System Budget would not be reduced more than the average of other General Fund operations of the City in the next 6 years of the millage;

Whereas, The budget amendments adopted by Council for the FY14 budget increase the General Fund expenditure budget by \$236,399;


Whereas, The Parks budget should be increased \$22,977 to ensure compliance with the 2006 resolution;

RESOLVED, That the General Fund Parks FY14 expenditure budget be amended to increase \$22,977 to be funded as a one-time expenditure from the General Fund fund balance.

Sponsors: Taylor, Anglin

**As Amended by City Council on May 20, 2013**

I hereby certify that the foregoing resolution was adopted by the Council of the City of Ann Arbor, Michigan, at its regular session on May 20, 2013.



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Jacqueline Beaudry, City Clerk

RESOLUTION TO CORRECT THE PROPERTY TAX MILLAGE RATES FOR FISCAL  
YEAR 2014 AND REAFFIRM THE ADOPTED ANN ARBOR CITY BUDGET FOR  
FISCAL YEAR 2014

Whereas, Section 8.19 of the Ann arbor City Charter states that the City shall, in 2013 through 2018, annually levy a tax of 1.10 mills on all taxable real and personal property within the City for the purpose of financing park maintenance activities in specified categories;

Whereas, Section 8.19 of the Ann Arbor City Charter was amended by election on November 6, 2012 and the maximum allowable levy for FY14 does not require the application of a Headlee rollback multiplier to the proposed millage;

Whereas, R-13-154 adopted the Ann Arbor City Budget and Related Property Tax Millages Rates for 2014, in which the proposed millage rate for the Parks Maintenance & Capital Improvements millage was incorrectly stated at 1.0969 when it should have been stated at 1.10 increasing the total proposed millage rate to 16.4501;

Whereas, It is necessary to adopt the corrected millage rate to comply with State law; and

Whereas, Correction of the millage rate has no impact on the FY14 approved budget and does not require amendment of the budget as adopted;

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2014:

	<b>PROPOSED</b>
GENERAL OPERATING	6.1682
EMPLOYEE BENEFITS	2.0560
REFUSE COLLECTION	2.4670
AATA	2.0560
STREET RECONSTRUCTION	2.1250
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS	1.1000
OPEN SPACE & PARKLAND PRESERVATION	0.4779
TOTAL	<b>16.4501</b>

RESOLVED, That City Council reaffirm its adoption of the FY 2014 Budget & Related Property Taxes (R-13-154), subject to the above corrected millage rates.

Sponsored by: Councilmembers Taylor and Anglin

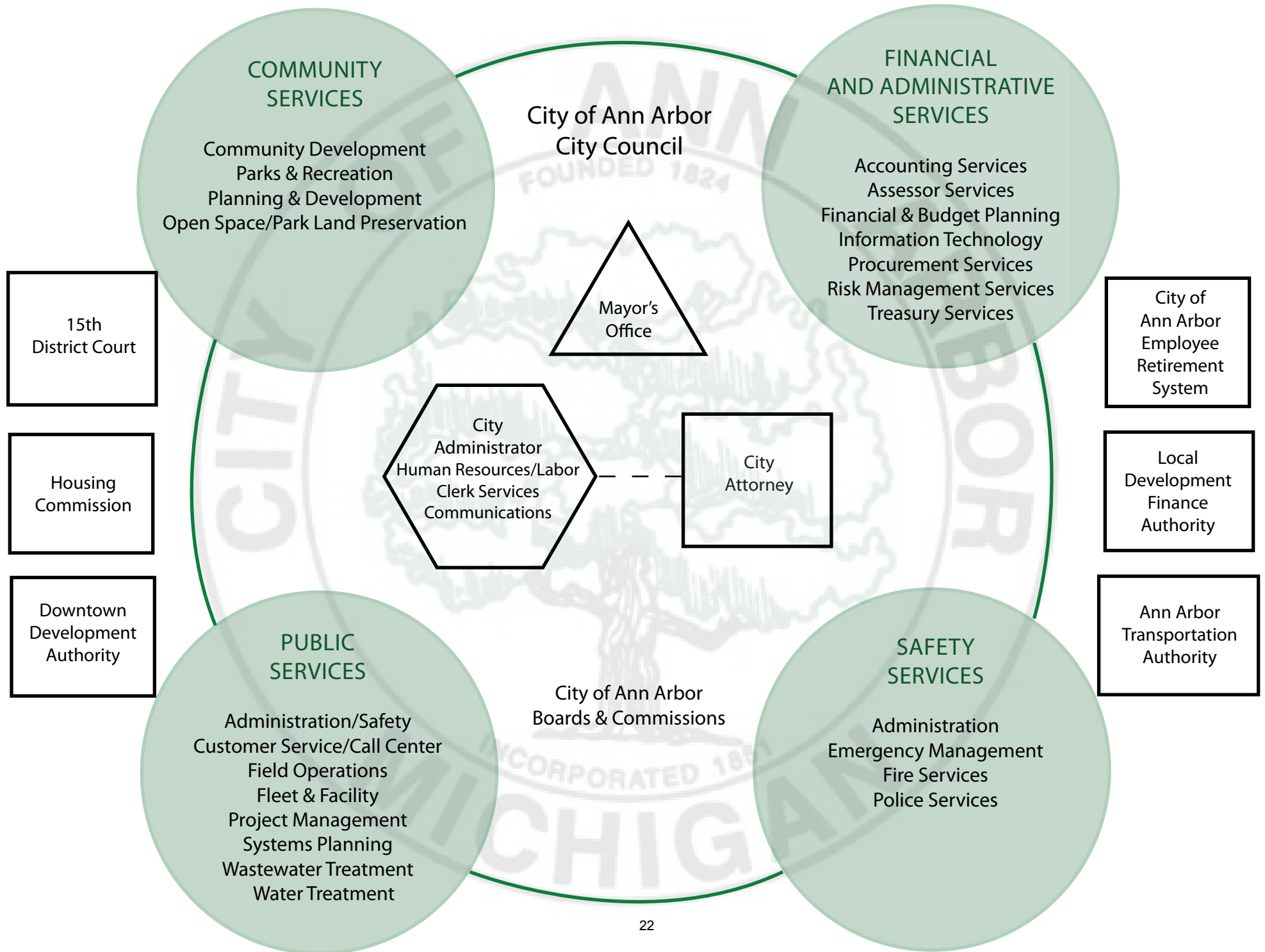
I hereby certify that the foregoing resolution was adopted by the Council of the City of Ann Arbor, Michigan, at its regular session on June 17, 2013.



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Jacqueline Beaudry, City Clerk

# CITY OF ANN ARBOR ORGANIZATIONAL CHART



## Information Pages: The Budget Process

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

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

Individual service units begin the budget process essentially the same way the City Administrator does – by formulating service unit goals and objectives that support those of the City Administrator. Once the goals and objectives have been developed, the service units prepare the financial budget requests, which are submitted in late January.

In recent years, the City has used the “Target Based” budgeting technique because of limited revenue growth. This technique has proven to be successful for the short-term resolution of challenges created by the structural deficit. Under this system, the City Council decides which services will receive the highest priority. The City Administrator then determines funding levels for each service unit by working with the service area administrators to match funding needs with available revenue. Budget targets are established based on anticipated revenues and growth in expenditures while incorporating the strategic goals and objectives identified earlier in the budget process. The goals and objectives assist in determining where more resources are needed.

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

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

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

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

In accordance with the City Charter, the City Administrator's Recommended Budget is submitted to City Council on or before April 15<sup>th</sup>. The City Council, with at least seven affirmative votes, must adopt the budget no later than the end of its second meeting in May. According to the City Charter, should the City Council not adopt an amended Budget, the City Administrator's Recommended Budget will automatically take effect as submitted.

## Information Pages: The Budget Process

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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 2014 the Council adopted a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. For the FY 2015 budget year, the second year of the two-year fiscal plan, the projection will be modified for key assumption changes and adopted as the budget. The two-year plan requires only minor changes for the second year and provides the organization time to examine strategic planning in greater detail.

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

**Fiscal Year 2014**

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

Start of FY14 End of FY14

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**Planning**

Update Long-term Financial Plan

Update Strategic Business Plan

Update Service Area/Unit Goals & Objectives		Council Goal/Priority Setting		SBP to Council	SBP Community Discussions
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Capital Improvement Plan FY 2015-20

CIP to Council

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**Budgeting**

Review Upcoming Budget Picture	Budget preparation FY 2015						
	Review of Fees & Charges	Council Retreat on Priorities	Service Area/Unit Budget Preparation	Consolidated Budget Preparation	Service Area/Unit FY14 Estimates	Administrator Budget to Council	Public Hearing on Budget
	Revenue Estimates Prepared	Targets to Service Units	City Council Review Budget Proposals with Service Units		Community Budget Meetings	Council Budget Deliberations	FY15 Budget Adoption

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**Financial & Performance Reporting**

Summer Tax Statements Mailed

Winter Tax Statements Mailed

Assessment Notices Mailed  
Assessor Board of Review

Annual Audit FY13

Preliminary FY13 Estimate	FY13 Audit to Council
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FY14 Audit

Performance Measures

Aug 30th Publish FY13 Results	Develop FY15 Goals
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## Information Pages: Financial Goals

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### **Mission**

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

### **Introduction**

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2014 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**

- After three years of declining tax revenues, the City is experiencing moderate increases due to increasing taxable value.
- Statutory state-shared revenue has increased over the last three years and is projected to increase slightly in FY14 and FY15. The State of Michigan established the *Economic Vitality Incentive Program (EVIP)* in 2012, which requires the City to meet certain goals in order to receive this funding. The City plans to pursue receipt of these funds in FY2014.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures. The City amended the plan to be an "access-only" plan for new hires in 2012.
- Past years' declines in the financial markets had a major impact on the City's required contributions for employee pension costs. While the fund's value has begun the rebound from June 2009 levels, the retirement system's plan will require higher contributions from the City. The financial markets affect the city's pension funding level. Swings in market values are amortized over 5 years, so the City will be digesting the market declines from the last recession through FY2014. These market declines result in an increased pension expense in the City's operating funds.
- The City's retirement system is funded at 82.7% as of June 30, 2012, which is generally considered healthy.
- The General Fund unassigned fund balance on June 30, 2012 was at 19% of total General Fund expenditures.

### **Conclusions**

The City of Ann Arbor is starting to see economic improvements in its local economy. The local area unemployment rate has declined to 5.1% as of March 2013, receipts from sales taxes are increasing modestly, and residential property values are increasing in some neighborhoods. In addition, the City has settled all of its labor contracts and is achieving significant reductions in the cost to provide services to the community.

## Information Pages: Financial Goals

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Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding union step increases, have remained flat over the past several years.

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 revenues are only projected to increase 1%-2% per year. Given the extent to which the city has already reduced its costs, even a 1% continuing reduction may result in reduced services.

### **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 Council annual goal setting meeting.
6. **Continue the development of a long-term capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2014 annual budget.

### **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.

## Information Pages: Financial Goals

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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 (assigned and unassigned fund balance) of 8% to 12%; provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling five-year average. Higher balances should be maintained in times of economic uncertainty.
7. Reconsider city funding policy when higher levels of government reduce or eliminate their funding for activities they are traditionally supporting (i.e. HUD support for affordable housing).
8. Encourage governmental activities that can be self-funded to do so.
9. Monitor methods of cost allocations and periodically reassess their effectiveness.

## Information Pages: Debt Policy

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

### 1. **General Debt Policy**

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

### 2. **Taxpayer Equity**

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

## Information Pages: Debt Policy

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

### 3. Uses

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

### 4. Decision Analysis

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

## Information Pages: Debt Policy

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

## Information Pages: Debt Policy

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

### 7. **General Obligation Bonds**

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

### 8. **Limited Tax General Obligation Debt**

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

## Information Pages: Debt Policy

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

### 9. Revenue Bonded Debt

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

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

#### Debt Coverage Example:

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

### 10. Short Term Financing/Capital Lease Debt

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

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

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



## Information Pages: Debt Policy

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

### **11. Defeasance of Bonds (Refunding)**

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

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

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

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

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

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

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

### **12. Inter-fund Loans**

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

## Information Pages: Debt Policy

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and can result in cost savings for the City.

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

# Information Pages: Fund Balance Policy

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

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

**Policy**

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

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

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

## Information Pages: Fund Balance Policy

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

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

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

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

## Information Pages: Fund Balance Policy

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

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

## Information Pages: Fund Balance Policy

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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 (assigned and unassigned fund balance as a percentage of total expenditures) fall below the 8% threshold for the General Fund, the City Council must approve and adopt a plan to restore this balance to the target level within a specific period of time. When developing a restoration plan, the following items should be considered in establishing the appropriate time horizon:
  - a. The budgetary reasons behind the fund balance targets
  - b. Recovery from an extreme event
  - c. Financial planning time horizon
  - d. Long-term forecasts and economic conditions
  - e. Milestones for gradual replenishment
  - f. External financing expectations
  
4. **Order of Resource Use** In general, restricted funds are used first when an expenditure is incurred for the purposes for which both restricted and unrestricted fund balance is available. In addition, for unrestricted fund balance, the order of use of fund balance shall generally be: 1) committed; 2) assigned; and 3) unassigned.

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### **Overview**

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

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

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

### **Policy**

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

### **Scope**

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

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

### **Investment Objectives**

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

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- Safety: Preservation of capital and protection of investment principal
- Liquidity: Maintenance of sufficient liquidity to meet anticipated disbursements and cash flows
- Yield: Attainment of a market rate of return equal to or higher than the performance measure recommended by the Treasurer and approved by the Chief Financial Officer.

### **Prudence and Indemnification**

The standard of prudence to be used in managing the City's assets is the "prudent investor" rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probable income to be derived."

The City's overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City shall recognize that no investment is without risk and that the investment activities of the City are a matter of public record. Accordingly, the City recognizes that occasional measured losses may be desirable in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security before maturity can be in the best long-term interest of the City.

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

### **Delegation of Authority**

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

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



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### **Investment Procedures**

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

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

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

### **Selection of Banks**

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

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

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

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

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

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

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

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

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

### **Authorized Investments and Transactions**

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

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

1. **U.S. Treasury Obligations:** United States Treasury Bills, Treasury Notes, Treasury Bonds, and Treasury Strips with maturities not exceeding fifteen years from the date of trade settlement. There is no limit on the percentage of the portfolio that may be invested in these obligations.
2. **Federal Agency Securities:** Debentures and mortgage-backed securities with a stated final maturity not exceeding ten years from the date of trade settlement. Investments in Federal Agency Securities shall not exceed 10% of the City's investment portfolio.
3. **Federal Instrumentality Securities:** Debentures, discount notes, step-up and callable securities with a final maturity not exceeding ten years from the date of trade settlement. Investments in Federal Instrumentality Securities shall not exceed 65% of the City's investment portfolio, and no more than 30% of the City's investment portfolio may be invested in any one issuer of federal instrumentality securities.

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4. Time Certificates of Deposit with a maturity not exceeding five years, and issued by state or federally chartered banks or savings banks as defined in M.C.L. 129.16, "Depositories for Public Money", that are eligible to be a depository of funds for the State of Michigan, and Certificates of Deposit that are purchased in accordance with M.C.L. 129.91 guidelines. Time Certificates of Deposit may be purchased only from banks that have maintained an average Highline Banking Data Services Rating of 30 or better on a scale of zero to 99, with 99 being the highest quality, for the four most recent reporting quarters. Investments in certificates of deposit shall not exceed 20% of the City's investment portfolio and no more than 5% of the City's investment portfolio may be invested in any one issuer.
5. Obligations of the State of Michigan or any of its political subdivisions with a final maturity not exceeding ten years from the date of trade settlement, that are rated at least AA or the equivalent by at least one NRSRO, and not less by any. Investments in such obligations shall not exceed 10% of the City's investment portfolio and no more than 3% of the City's investment portfolio may be invested in any one issuer. Diversification and credit criteria described for obligations of the State of Michigan are not applicable to issues of the City of Ann Arbor.
6. Prime Commercial Paper with an original maturity of 270 days or less which is rated A-1 or the equivalent at the time of purchase by not less than two NRSROs. If the commercial paper issuer has senior debt outstanding, the senior debt must be rated A+ or the equivalent by not less than two of those rating services. Investments in commercial paper shall not exceed 25% of the City's investment portfolio and no more than 5% of the City's investment portfolio may be invested in any one issuer.
7. Repurchase Agreements with a termination date of 90 days or less collateralized by U.S. Treasury Obligations or Federal Instrumentality Securities listed in 1 and 3 above with maturities not exceeding ten years.

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

*Master Repurchase Agreement:* Repurchase Agreements shall be entered into only with primary dealers reporting to the Federal Reserve Bank of New York, or with firms that have a primary dealer within their holding company structure or with approved depository banks that have executed an approved Master Repurchase Agreement with the City. Primary dealers approved as Repurchase Agreement

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counterparties should have a short-term debt rating of at least A-1 or the equivalent and a long-term debt rating of at least A or the equivalent, if rated. The Treasurer shall maintain a copy of the City's approved Master Repurchase Agreement along with a list of the counterparties who have executed a Master Repurchase Agreement with the City.

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

8. Money Market Mutual Funds registered under the Investment Company Act of 1940 that are "no-load" (i.e., no commission or fee shall be charged on purchases or sales of shares); have a constant daily net asset value per share of \$1.00; limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for a public corporation; have a maximum stated maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and are rated either AAAm or the equivalent. The Treasurer shall pre-approve each Money Market Fund before purchase. Investments in money market mutual funds shall not exceed 30% of the City's investment portfolio.
9. Investment Pools organized under Act 367 of 1982, MCL 129.111 to MCL 129.118, Surplus Funds Investment Pool Act, that are "no-load"; have a constant daily net asset value per share of \$1.00; limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for a public corporation; and have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940. Investments in investment pools shall not exceed 10% of the City's investment portfolio.

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

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

### **Collateralization of Deposits**

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

### **Safekeeping and Custody**

The City Council shall designate one or more financial institutions to provide safekeeping and custodial services for the City. A City approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that bank's safekeeping services. To be eligible for designation as the City's safekeeping and custodian bank, a financial

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institution shall meet the criteria described in the Selection of Banks section of this Investment Policy.

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

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

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

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

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

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

### **Investment Diversification**

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

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

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

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

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65% in Federal Instrumentality Securities  
30% in Money Market Mutual Funds  
25% in Prime Commercial Paper  
20% in Time Certificates of Deposit  
10% in Federal Agency Securities  
10% in Obligations of the State of Michigan or any of its political subdivisions  
10% in Investment Pools

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

### **Portfolio Maturities and Liquidity**

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

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

### **Competitive Transactions**

Each investment shall be competitively transacted with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

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

### **Internal Controls**

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

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### **Performance**

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

### **Reporting**

The Treasurer shall prepare a quarterly investment report summarizing the investments held by the City and the current market value of those investments. The report shall include a summary of investment earnings and performance results during the period, illustrate the portfolio's adherence to appropriate risk levels utilizing appropriate metrics like maturity or duration depending on the investment strategy of the portfolio, and compare the portfolio's total return versus established investment objectives and goals including performance relative to established benchmark yields. The quarterly investment report shall be submitted in a timely manner to the Chief Financial Officer and to the City Council or its designated financial oversight committee.

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

### **Policy Revisions**

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

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### Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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investment advisers to register with the Securities and Exchange Commission. The Act is designed to protect the public from fraud or misrepresentation by investment advisers.

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

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

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

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

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

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

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

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

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

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

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

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

**Prudent Person Rule:** Standard of investing which states that investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence,

## Information Pages: Investment Policy

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discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

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

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

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

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

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

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

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

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

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

## Information Pages: Pension Policy

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The City of Ann Arbor Employees' Retirement Plan is a single-employer defined benefit plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). CAAERS provides retirement, disability and death benefits to plan members and beneficiaries. Cost of living adjustments are provided to members and beneficiaries per the Ann Arbor City Code Section 1:573 of Chapter 18. Chapter 17.1 of the Ann Arbor City Charter assigns the authority to establish and amend benefit provisions to City Council. The following pension policy 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. In some years this may result in an excess contribution to the Pension Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases.
- 1.4 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the Employees' Retirement System, avoid conflict of interests as well as the appearance of conflicts. City officials and all others associated with the Employees' Retirement System must conduct themselves in a manner consistent with the best interests of the City and taxpayers. City officials and all others associated with the Employees' 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

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Employees' Retirement System must not use, appear to use or permit others to use the authority of their position in a manner that could erode the confidence of taxpayers. This includes avoiding business gifts, gratuities, and hospitality of more than nominal value. City officials and all others associated with the Employees' Retirement System are expected to disclose any interest or association that interferes, might interfere, or might be thought to interfere with independent exercise of judgment in the City's best interest.

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

### 2. **Process**

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

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

The City of Ann Arbor Retiree Health Care Benefits Plan is a single-employer defined benefit healthcare plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). The plan provides certain health care and life insurance benefits, otherwise known as other postemployment benefits (OPEB), for eligible retired employees and their dependents in accordance with Ann Arbor City Code Chapter 21. Substantially all the City's employees hired before July 1, 2011 may become eligible for these benefits if they retire directly from City employment. The following OPEB policy 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. In some years this may result in an excess contribution to the Voluntary Employee Benefits Trust (VEBA) Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases. To the extent that the City incurs a liability related to the underfunding of the ARC in any fiscal year, the City Council will strive to set aside additional funding to pay off this liability within five years of the occurrence.
- 1.4 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the Employees' Retirement System, 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: Other Postemployment Benefits (OPEB) Funding 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, or hospitality of more than nominal value. City officials and all others associated with the Employees' Retirement System are expected to disclose any interest or association that interferes, might interfere, or might be thought to interfere with independent exercise of judgment in the City's best interest.

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

### **2. Process**

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

## Information Pages: Capital Improvement Program Policies

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

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

## Information Pages: Capital Improvement Program Policies

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



## Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

### **Service Area Page**

The page shows the name of the service area.

### **Service Area Organizational Structure**

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

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

### **Summary of Revenues and Expenditures by Service Unit within Service Area**

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

## Information Pages: Deciphering the Budget Format

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### **FTE Count**

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

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

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

### **Service Unit Summary Page**

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

### **Summary of Revenues and Expenditures by Category by Service Unit**

#### **Revenues**

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

#### **Expenditures**

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

### **Significant Notes and Adjustments**

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

## Information Pages: Deciphering the Budget Format

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### **Summary of Revenues and Expenditures by Activity by Service Unit**

#### Revenues

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

#### Expenditures

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

### **Goals and Performance Measures by Service Unit within Service Area**

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

### **Position Summary**

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

## Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

## Information Pages: Fund Descriptions

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### **General Fund**

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

### **Internal Service Funds**

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

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

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

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

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

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

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

### **Enterprise Funds**

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

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

Golf Enterprise – closed as of June 30, 2013.

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

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

## Information Pages: Fund Descriptions

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

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

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

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

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

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

### **Special Revenue Funds**

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

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

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.

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

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

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

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

## Information Pages: Fund Descriptions

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

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

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

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

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

Homeland Security Grant Fund - to account for federal Office of Homeland Security grant money.

Local Forfeiture - to account for monies received as a result of police seizures from non-federal investigations. These monies are restricted for use in future law enforcement activities.

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

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

Major Grant Programs - to account for various grant monies other than community development.

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

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

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

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.

## Information Pages: Fund Descriptions

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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.

Parks Rehabilitation & Development – fund is now closed, history is provided.

Parks Repair & Restoration – fund is now closed, history is provided.

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

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

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

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

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

### **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.



## Information Pages: Fund Descriptions

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### **Debt Service Funds**

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

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

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

### **Capital Projects Funds**

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

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

### **Component Units**

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

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

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

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

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

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

## Information Pages: Community Profile

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

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including, the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,094.54 acres, which includes 157 park sites, 1200 acres of natural areas and 55 miles of pathways. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

### **Economy**

The University of Michigan plays a significant role in the economy of Ann Arbor. It employs approximately 30,000 workers, including about 12,000 in the medical center. Other employers are drawn to the area by the university's research and development, and by its graduates. High tech, health services and biotechnology are other major components of the city's economy; numerous medical offices, laboratories, and associated companies are located in Ann Arbor.

### **Housing**

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

## Information Pages: Community Profile

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

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

### **Population Characteristics**

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

	<b>1980 U.S. Census</b>	<b>1990 U.S. Census</b>	<b>2000 U.S. Census</b>	<b>2010 U.S. Census</b>
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

### **Higher Education**

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top ten universities by the American Council of Education, the University enrolls over 42,000 students. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

## Information Pages: Community Profile

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Other colleges and universities in the area include Washtenaw Community College, Cleary University, Eastern Michigan University, Concordia University and Thomas M. Cooley Law School.

### **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.

### **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 Transportation Authority (AATA) operates public bus services throughout Ann Arbor and nearby Ypsilanti. Greyhound Bus Lines, Megabus, and Indian Trails Motor Coach provide bus service to and from Ann Arbor.

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

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

### **Utilities**

Water and sewage disposal is provided by the City of Ann Arbor Water Utilities Service Unit. Other utilities are provided by private entities. Electric power and natural gas are supplied by DTE Energy Company. AT&T is the primary wired telephone service provider for the area and cable TV service is primarily provided by Comcast.

## Information Pages: Community Profile

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### Development

During FY13, the following annexations were approved:

- Max (2503 Victoria Ave.)
- McMullen (3100 Geddes Rd.)
- Summit Townhomes (2081 E. Ellsworth Rd.)

During FY13, the following residential projects were approved:

- Near North PUD Administrative Amendment – 700 N. Main St.
- Packard Square Administrative Amendment – 2502 Packard Rd.
- Maple Cove Apartments and Village Site Plan – 1649 N. Maple Rd.
- 922-926 Catherine Site Plan – 922-926 Catherine St.
- 515 N. Fifth Avenue Apartments Site Plan – 515 N. Fifth Ave.
- Summit Townhomes Annexation, Zoning and Site Plan – 2081 E. Ellsworth Rd.
- Upland Green Phase 2 Administrative Amendment – 1771 Plymouth Rd.
- Blue Heron Pond Planned Project Site Plan – 2536 W. Liberty
- 544 Detroit Planned Project Site Plan – 544 Detroit St.
- 413 E. Huron Site Plan – 413 E. Huron St.
- 624 Church Site Plan – 624 Church St.
- 618 South Main Administrative Amendment – 618 S. Main St.
- Hideaway Lane Planned Project Site Plan – 2000 Traver
- The Varsity Administrative Amendment – 425 E. Washington St.
- Theta Delta Chi Special Exception Use and Site Plan – 700 S. State St.

During FY13, the following non-residential projects were approved:

- Speedway Gas Station Site Plan – 1300 N. Maple Rd.
- Shell Gas Station Revised PUD Zoning and Site Plan – 2679 Ann Arbor-Saline Rd.
- Knight's Market Rezoning and Site Plan – 420 Miller Rd.
- Chalmers Place Employee Parking Site Plan – 3365 Washtenaw Ave.
- Food Gatherers Warehouse Revised PUD Site Plan – 1 Carrot Way
- Fiat of Ann Arbor Site Plan – 2095 W. Stadium Blvd.
- Plymouth Green Crossing Revised PUD Zoning and Site Plan – 3375 Plymouth Rd.
- Michcon Site Remediation Site Plan – 841 Broadway
- John E. Green Administrative Amendment – 2453 S. Industrial Hwy.
- Axel Products Administrative Amendment – 2255 S. Industrial Hwy.
- GFS Marketplace Administrative Amendment - 2151 W. Liberty St.
- State Street Center Site Plan – 3945 S. State St.
- Plymouth Road Plaza Administrative Amendment – 2725 Plymouth Rd.
- Noodles and Company Administrative Amendment – 2245 W. Stadium Blvd.
- Arbor Hills Crossing Administrative Amendment – 3100 Washtenaw Ave.

## Information Pages: Community Profile

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- Shoppes at 3600 Rezoning and Site Plan – 3600 Plymouth Rd.
- AATA Blake Transit Center Public Project Review – 331 S. Fourth Ave.

The following site plans were extended for two years:

- Plymouth Road Plaza Site Plan – 2725 Plymouth Rd.
- Malletts Woods 2 Site Plan – 3300 Cardinal Ave.

The following projects started construction:

- Michcon Remediation
- Packard Square
- Plymouth Road Plaza
- DTE Buckler Substation
- AATA Blake Transit Center
- Fiat of Ann Arbor
- Chalmers Place Parking Lot
- Speedway Gas Station
- 922 Catherine St. Condominiums
- Food Gatherers Warehouse
- Malletts Creek Office Center
- Upland Green Phase 2
- GFS Marketplace
- John E. Green
- Michigan Islamic Academy
- Community Day Care
- 515 N. Fifth Avenue Apartments
- 413 E. Huron Apartments
- 618 South Main Apartments
- Knight's Market
- Ann Arbor City Apartments

## Information Pages: Miscellaneous Community Statistics

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Date of incorporation: 1851  
Form of government: Council – Administrator  
Permanent employees: 693

### 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:

Number of street lights:	7,134
Traffic signals:	158
Miles of streets:	295
Street resurfacing:	6.2 (miles)



Stadium Bridge Replacement



## Information Pages: Miscellaneous Community Statistics

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### Fire:

Number of stations	5
Emergency responses	5,843
Inspections	1,962

### Police:

Physical arrests	2,610
Parking violations	95,990
Traffic violations	10,638

### Water:

Average daily consumption	14.6 (millions of gallons)
Miles of water mains	464
Storage capacity	19,000 (thousands of gallons)

### Wastewater:

Miles of sanitary sewers	364
Miles of storm sewers	320
Treatment capacity	48,000 (thousands of gallons)



Wastewater Treatment Plant Facilities  
Renovations Project



## Information Pages: Miscellaneous Community Statistics

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### Culture and recreation:

Number of parks	157
Acres of parkland	2,094.54
Playgrounds	77
Baseball/softball diamonds	34
Soccer/football fields	24
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Historic sites	2
Senior center	1
Community centers	2
Science center	1
Farmer's market	1
Canoe liveries	2

Argo Cascade



# Budget Summaries

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## **CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES**

The goals and objectives outlined in the City budget are used to track the progress of various programs and services, as well as a basis for future resource allocation. While drafting the FY 2014 Service Area goals and objectives, which are published in the Service Area sections of the budget, the following overall City Guiding Principles and Goals were used as a guide:

### **City Guiding Principles**

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

### **City Goals**

1. Ensure the long-term financial health and stability of the City.
2. Deliver exemplary customer service.
3. Deliver and maintain a safe and reliable City-wide infrastructure.
4. Integrate the City's sustainability goals into planning initiatives and service delivery to support the community's people, place and potential.
5. Deliver Organizational development programs to ensure progressive, reliable and high quality services to our community.
6. Work collaboratively to deliver affordable housing opportunities and access to supportive services.

### **Council Priorities**

In December 2012, City Council met to discuss Council priorities for the upcoming budgets. The following priorities were identified:

1. City budget and fiscal discipline
2. Public safety
3. Infrastructure maintenance and transportation in urban core
4. Economic development
5. Affordable housing

# Budget Summaries

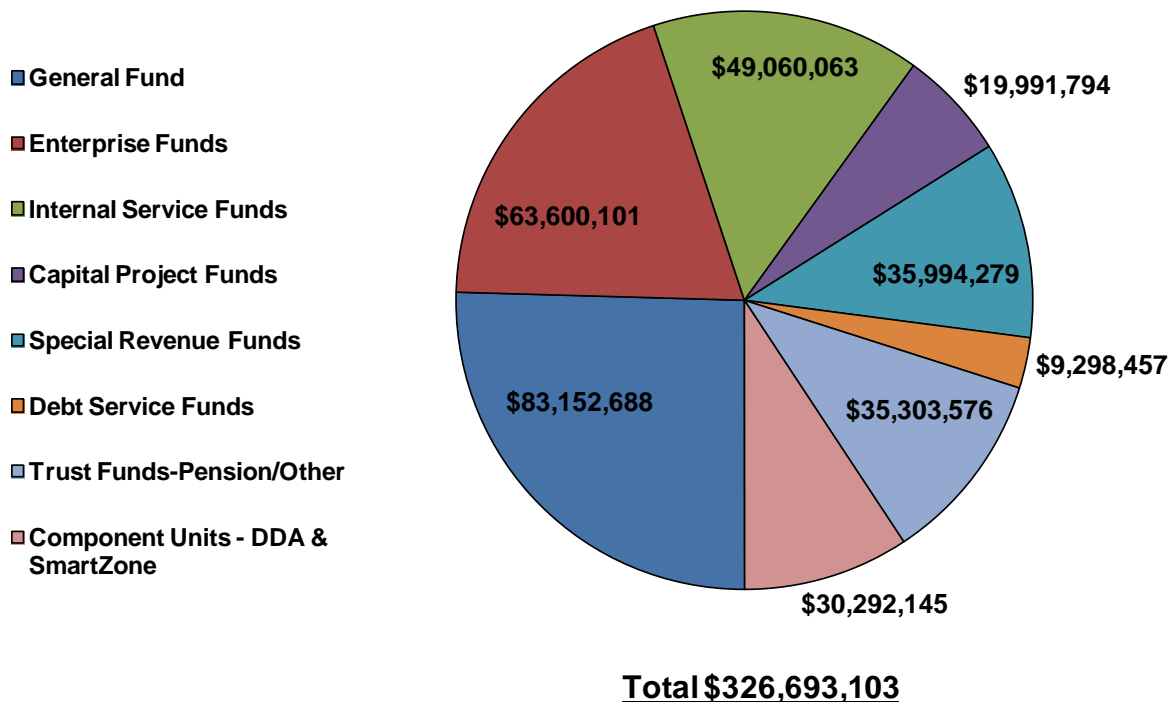
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## OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2014, the City's total expenditure budget is \$327 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget. The City's website has additional details that describe the budget process ([www.a2gov.org](http://www.a2gov.org) – search for "Guide to Finance and Budget").

### **FY 2014 BUDGETED EXPENDITURES BY FUND TYPE**

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



# Budget Summaries

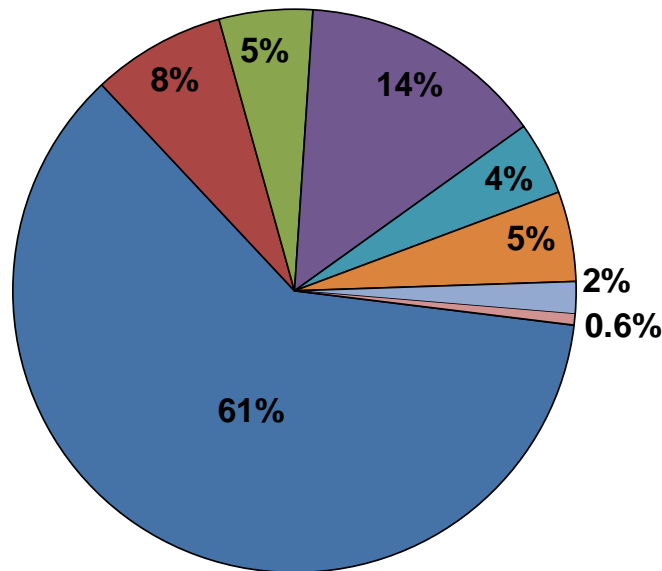
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## **GENERAL FUND OVERVIEW**

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

The City's General Fund is the largest and most visible of the City's 51 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 2014 GENERAL FUND REVENUES**



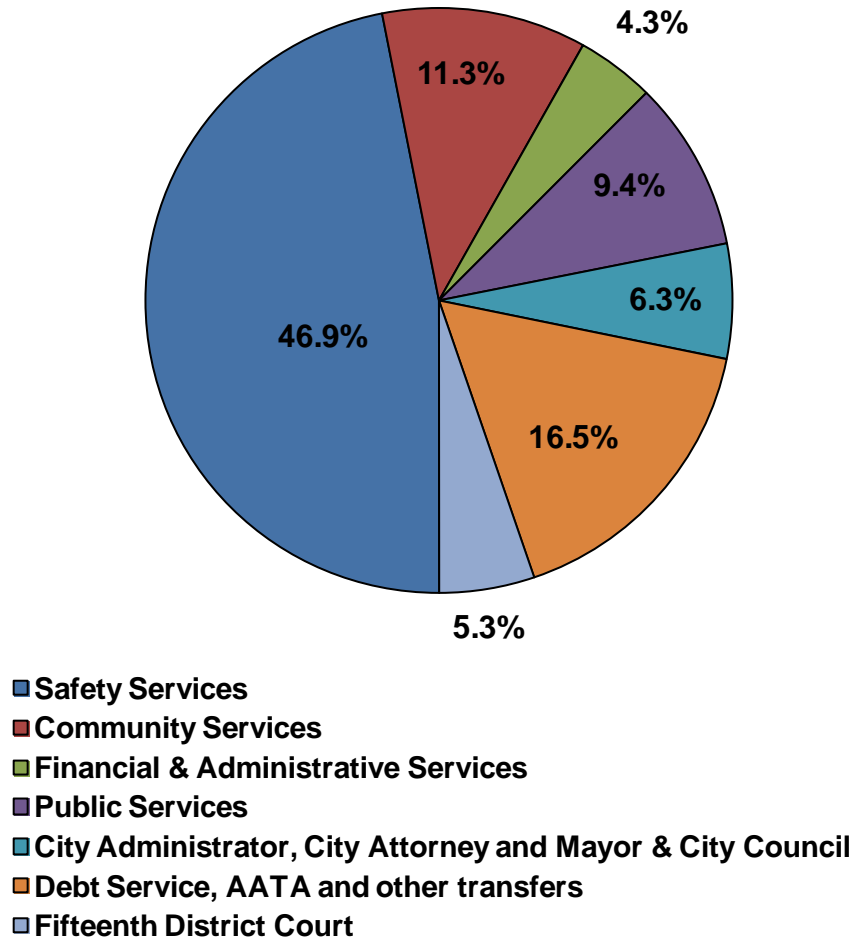
- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration
- Use of Fund Balance

## Budget Summaries

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

### FY 2014 GENERAL FUND EXPENDITURES

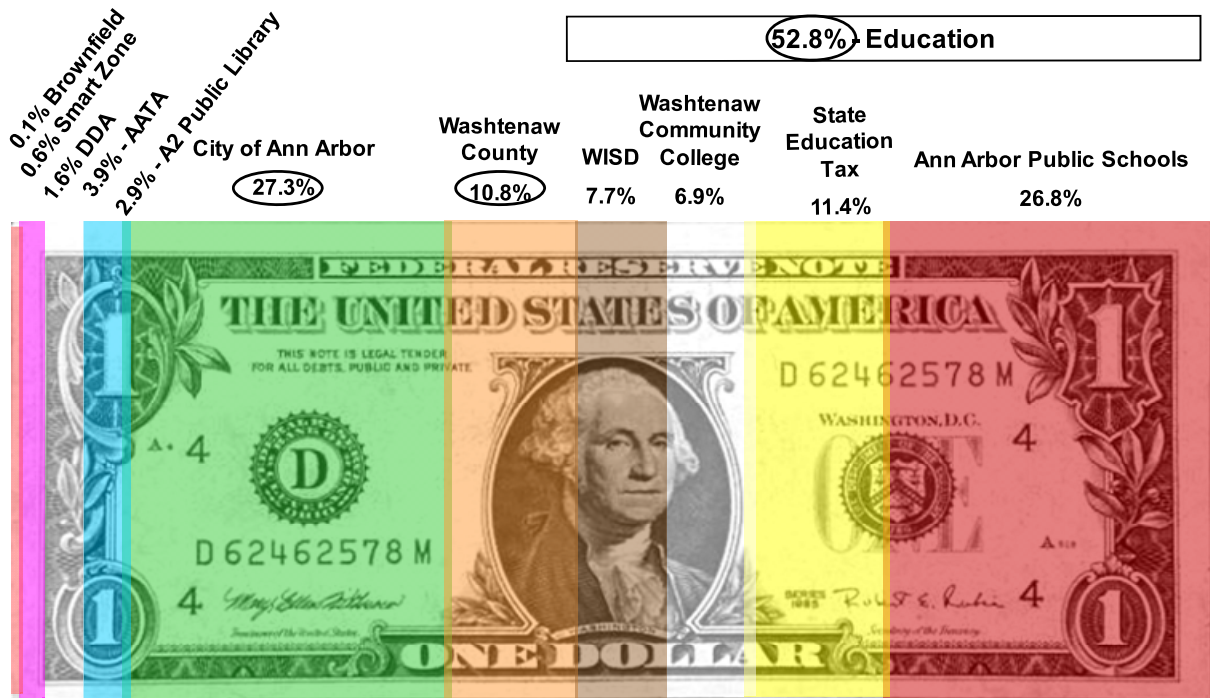


# Budget Summaries

## 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 \$ 0.27 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. Most of the receipts from property taxes are distributed to various education agencies including the Ann Arbor Public Schools, Washtenaw Intermediate Schools, the State of Michigan, and Washtenaw Community College – about \$ 0.53 of every dollar paid. The following chart shows where the City’s property tax dollars go:

## WHERE PROPERTY TAX DOLLARS GO

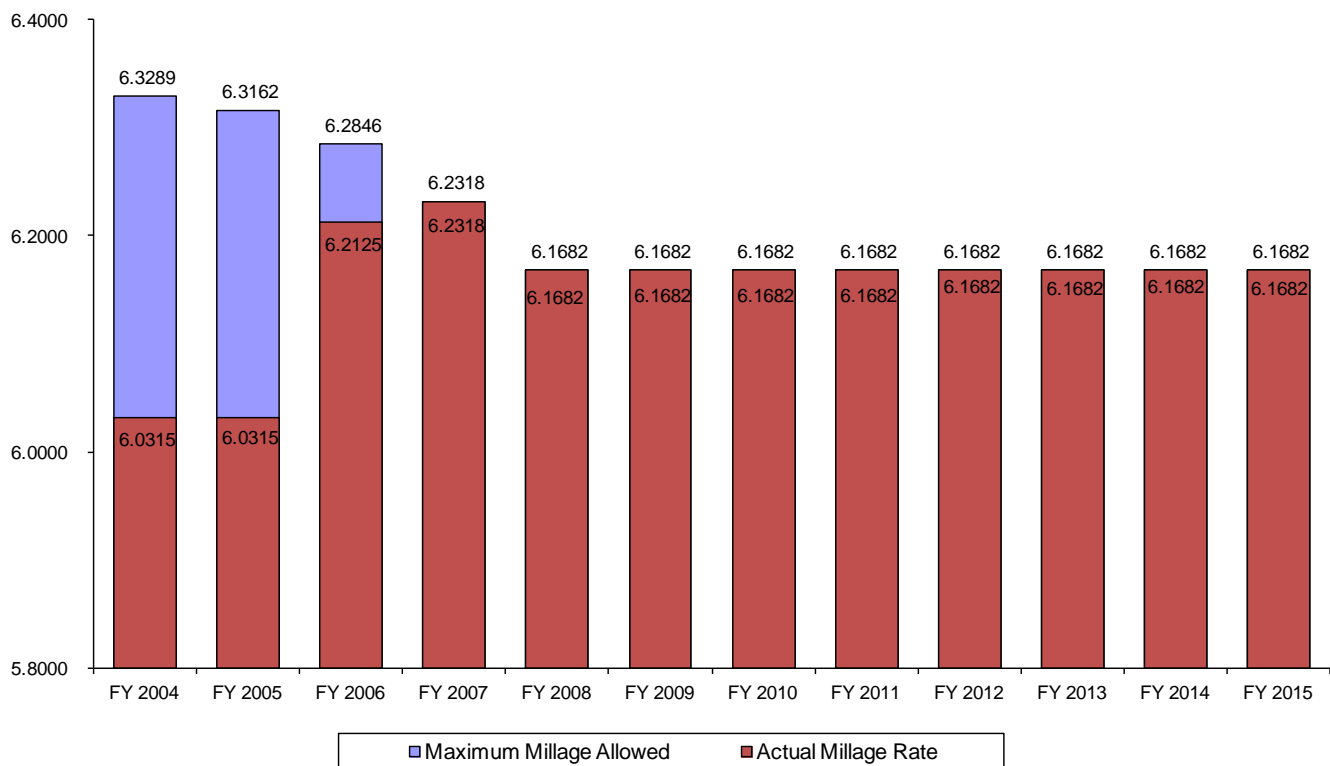


# Budget Summaries

## TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 35 years, there have been two State of Michigan constitutional amendments – the Headlee Amendment of 1978 and Public Act 415 of 1994 (commonly known as Proposal A) – and other related statutory changes that have impacted property tax revenue for local governments. During the fiscal year 2007, the Headlee rollback started reducing the levy. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

### **CITY MILLAGE HISTORY MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE**



## Budget Summaries

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

### CITY MILLAGE TRENDS

Type	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	Change from Previous Year
<b>General Operating-Actual</b>	6.1682	6.1682	6.1682	6.1682	6.1682	6.1682	6.1682	<b>0.0000</b>
<b>Employee Benefits</b>	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	<b>0.0000</b>
<b>AATA</b>	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	<b>0.0000</b>
<b>Total General Fund</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>10.2802</b>	<b>0.0000</b>
<b>Street Reconstruction</b>	1.9944	1.9944	1.9944	1.9944	1.9944	2.1250	2.1250	<b>0.0000</b>
<b>Refuse Collection</b>	2.4670	2.4670	2.4670	2.4670	2.4670	2.4670	2.4670	<b>0.0000</b>
<b>Parks (combined)</b>	1.5748	1.5748	1.5748	1.5748	1.5748	1.5748	1.5779	<b>0.0031</b>
<b>Debt Service</b>	0.4661	0.4643	0.4806	0.5000	0.1496	0.1250	0.0000	<b>(0.1250)</b>
<b>Total City Millage</b>	<b>16.7825</b>	<b>16.7807</b>	<b>16.7970</b>	<b>16.8164</b>	<b>16.4660</b>	<b>16.5720</b>	<b>16.4501</b>	<b>(0.1219)</b>

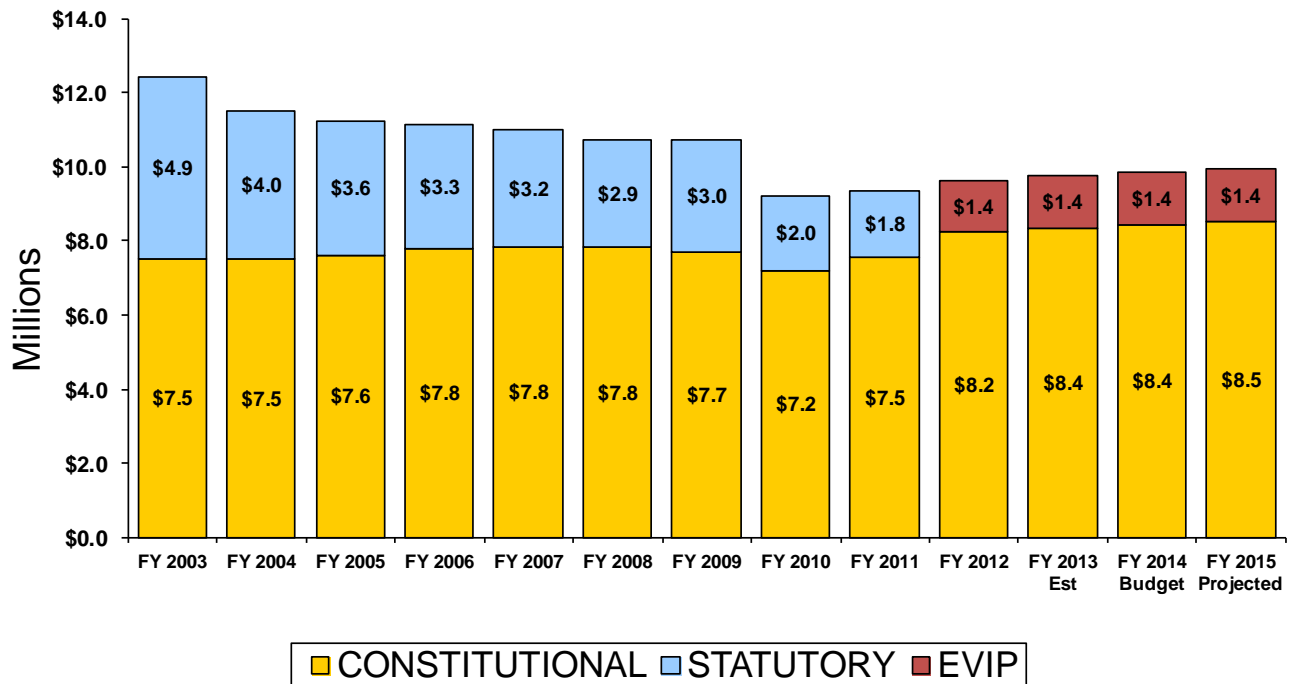


# Budget Summaries

## STATE SHARED REVENUE

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

### STATE-SHARED REVENUE HISTORY AND PROJECTIONS

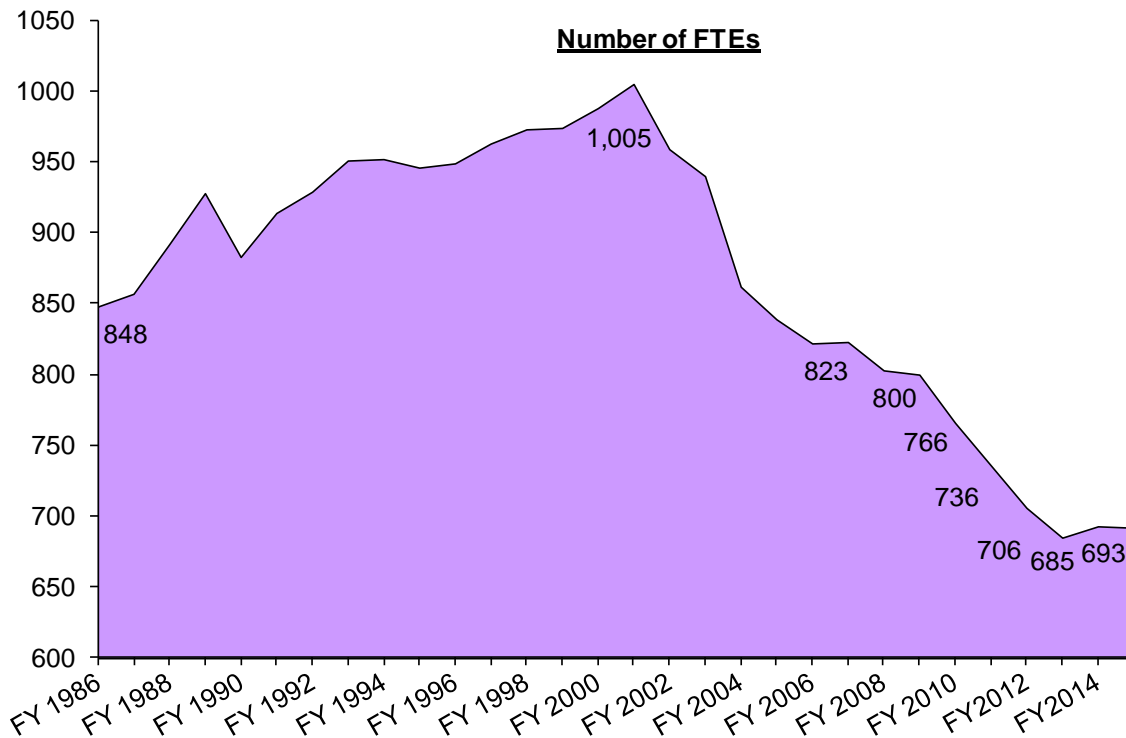


# Budget Summaries

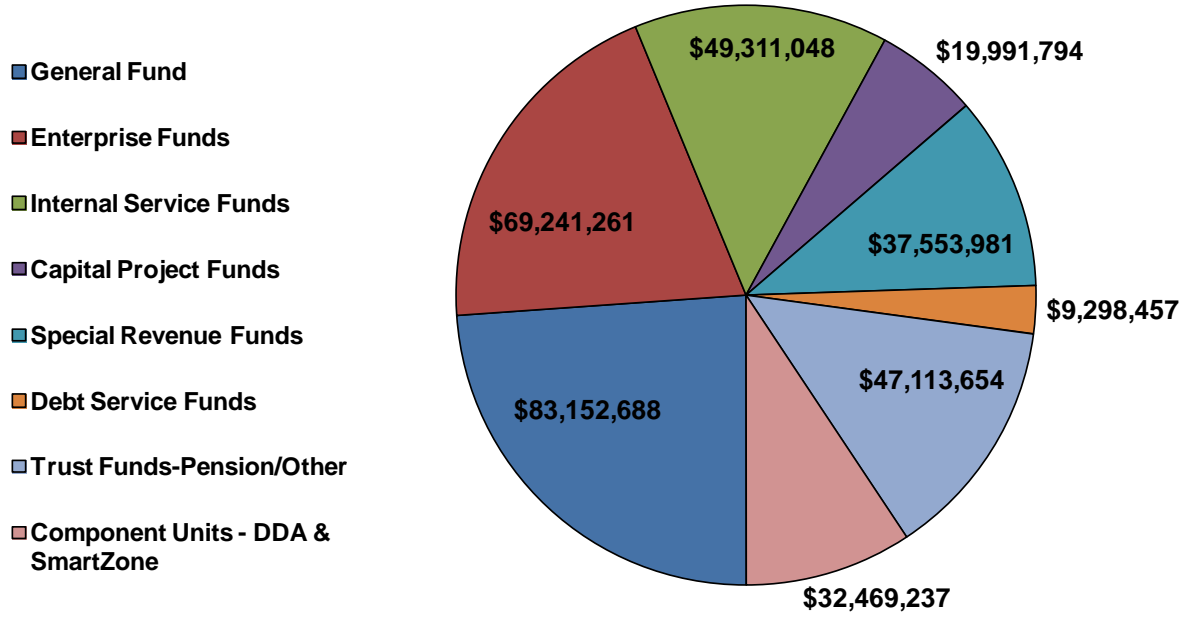
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## **EMPLOYEE SUMMARY**

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its full-time equivalent (FTE) employee staffing. Without significantly impacting the level of service provided, the City has been able to achieve the reductions; through a combination of not filling vacancies, strategically deploying existing personnel, early retirement programs offered in fiscal years 2001, 2002 and 2009, and lay-offs. In FY 2014, FTEs have increased slightly to a sustainable level.



## FY 2014 Budgeted Revenues by Fund Type

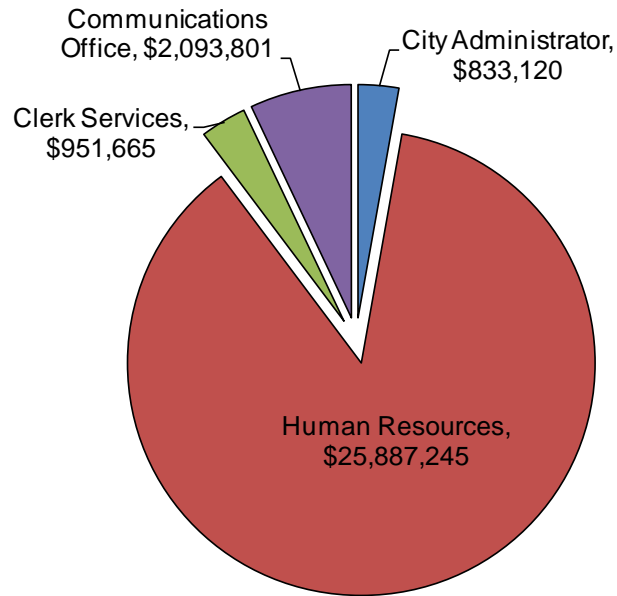


**Total \$348,132,120**

## FY 2014 Expenditures – All Funds

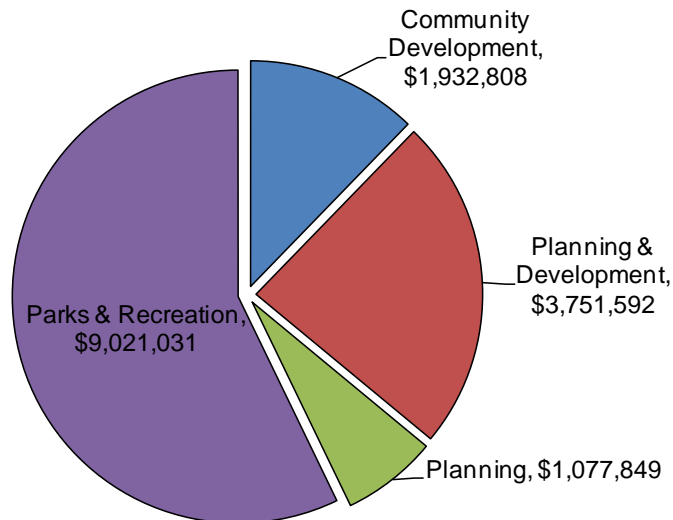
### FY 2014 City Administrator Expenditures

**Total \$29,765,831**



### FY 2014 Community Services Expenditures

**Total \$15,783,280**

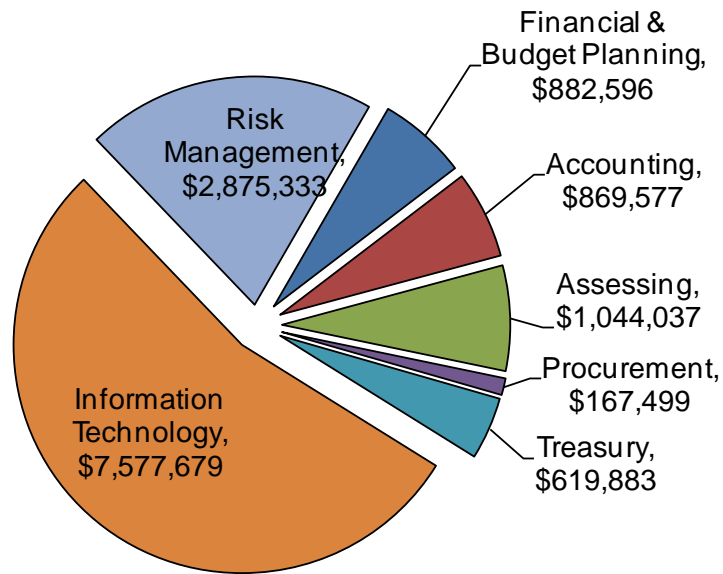


# Budget Summaries

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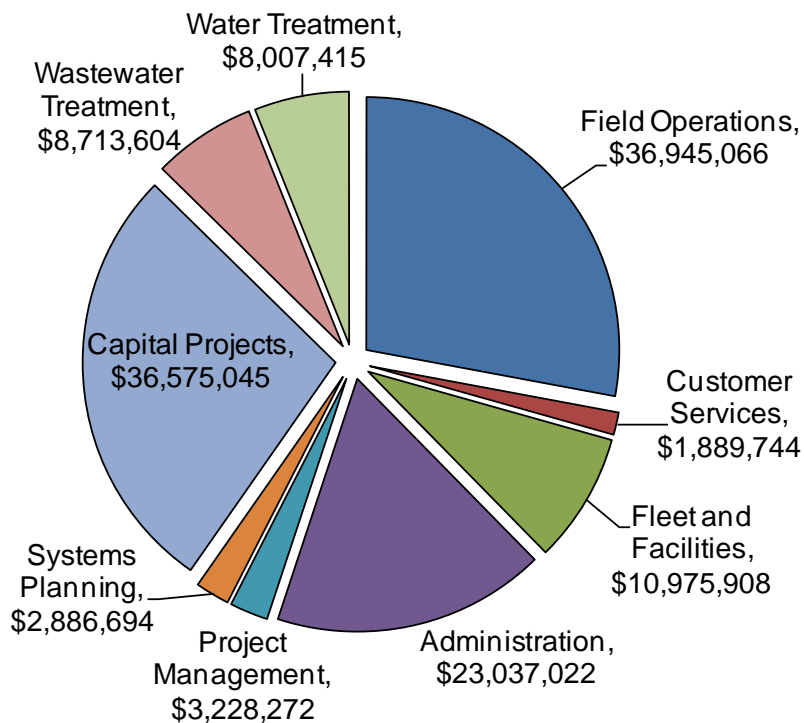
## FY 2014 Financial & Administrative Services Expenditures

**Total \$14,036,604**



## FY 2014 Public Services Expenditures

**Total \$132,258,770**

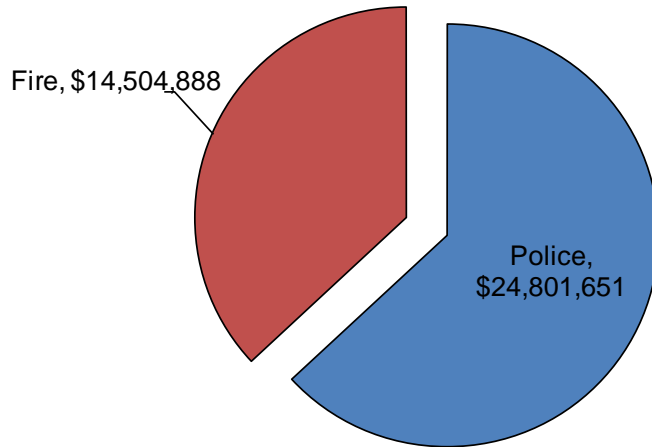


# Budget Summaries

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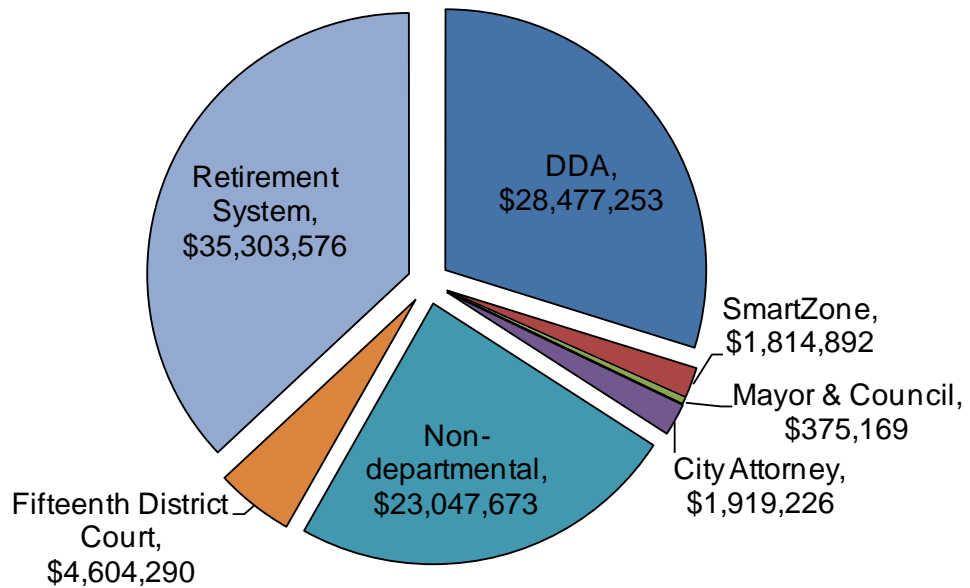
## FY 2014 Safety Services Expenditures

**Total \$39,306,539**



## FY 2014 Other Services Expenditures

**Total \$95,542,079**



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

Fund Balance June 30, 2012	FY 2013 Forecasted Revenues	FY 2013 Forecasted Expenditures	Forecasted Fund Balance June 30, 2013	Fund	FY 2014 Approved Revenues	FY 2014 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2014
15,297,294	78,660,712	79,228,262	14,729,744	<b><u>General Fund</u></b>	83,152,688	83,152,688	519,890	14,209,854
				<b><u>Special Revenue Funds</u></b>				
9,587,528	2,298,818	3,004,782	8,881,564	2004 Open Space and Parkland Preservation	2,415,495	1,430,838	-	9,866,221
349,738	23,225	46,641	326,322	Affordable Housing	102,500	100,000	-	328,822
350,921	173,844	115,564	409,201	Alternative Transportation	420,794	420,794	236,668	172,533
2,044	4,000	4,000	2,044	Special Assistance	4,000	4,000	-	2,044
1,328,888	343,070	897,837	774,121	Art in Public Places	340,464	14,000	-	1,100,585
104,823	5,100	2,381	107,542	Bandemer Property	5,284	1,789	-	111,037
73,500	830	-	74,330	Cemetery Perpetual Care	760	-	-	75,090
4,484,295	1,805,068	1,918,186	4,371,177	Community Television Network	2,093,801	2,093,801	114,000	4,257,177
3,070,419	2,272,925	2,135,829	3,207,515	Construction Code Fund	2,541,728	2,456,022	469,428	2,823,793
1,632	225,000	225,000	1,632	Court Facilities	225,000	225,000	-	1,632
259,033	43,000	120,300	181,733	Drug Enforcement	137,000	137,000	136,000	45,733
603,483	9,269	39,766	572,986	Energy Projects	244,318	244,318	236,446	336,540
313,092	12,500	141,000	184,592	Federal Equitable Sharing Forfeitures	138,000	138,000	137,000	47,592
-	45,993	45,993	-	Homeland Security	-	-	-	-
3,424	300	300	3,424	Local Forfeiture	100	100	-	3,424
-	53,607	53,607	-	Local Law Enforcement Block Grant	-	-	-	-
3,574,352	1,775,592	1,726,877	3,623,067	Local Streets	1,808,451	1,808,451	-	3,623,067
120,710	-	-	120,710	Major Grant Programs	-	-	-	120,710
8,527,700	6,832,992	6,801,850	8,558,842	Major Streets	6,948,813	6,948,813	-	8,558,842
1,379,377	350,988	147,426	1,582,939	Metro Expansion	349,908	258,713	-	1,674,134
80,479	21,000	44,000	57,479	Michigan Justice Training	50,800	50,800	30,000	27,479
525,761	100,468	-	626,229	Open Space Endowment	10,000	10,000	5,000	621,229
3,935,031	5,070,190	6,090,427	2,914,794	Parks Maintenance & Capital Improvement	5,203,836	5,202,836	59,224	2,856,570
539,681	100,975	119,613	521,043	Parks Memorials & Contributions	98,932	42,403	-	577,572
739,255	10,000	-	749,255	Police and Fire Relief	7,000	-	-	756,255
38,720	300	-	39,020	Senior Center Endowment	396	-	-	39,416
62,628	-	-	62,628	Sidewalk Improvement	-	-	-	62,628
25,015,313	9,986,460	16,298,302	18,703,471	Street Repair Millage	14,351,539	14,351,539	4,190,416	14,513,055
				<b><u>Trust Funds</u></b>				
2,212,355	42,131	42,131	2,212,355	Elizabeth R. Dean	55,062	55,062	25,000	2,187,355
399,729,444	22,216,210	33,386,742	388,558,912	Employees' Retirement System	34,844,628	34,844,628	10,768,899	377,790,013
89,787,363	8,886,900	332,021	98,342,242	VEBA Trust	12,269,026	458,948	-	110,152,320



<u>Fund Balance June 30, 2012</u>	<u>FY 2013 Forecasted Revenues</u>	<u>FY 2013 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2013</u>	<u>Fund</u>	<u>FY 2014 Approved Revenues</u>	<u>FY 2014 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2014</u>
				<b><u>General Debt Service</u></b>				
320,072	8,974,230	9,075,452	218,850	General Debt Service	9,123,422	9,123,422	33,000	185,850
998,088	19,000	182,893	834,195	Special Assessment General Debt	175,035	175,035	163,035	671,160
				<b><u>Component Units</u></b>				
3,663,214	4,009,508	5,484,873	2,187,849	Downtown Development Authority	5,859,811	5,859,811	1,347,525	840,324
2,116,571	19,483,841	19,473,626	2,126,786	DDA Parking System	19,989,172	19,989,172	535,557	1,591,229
1,087,256	7,008	798,000	296,264	DDA Housing	402,231	302,000	-	396,495
1,614,932	766,332	1,755,000	626,264	DDA Parking Maintenance	4,403,131	2,326,270	-	2,703,125
588,762	1,575,346	1,612,441	551,667	SmartZone LDFA	1,814,892	1,814,892	159,245	392,422
				<b><u>Capital Projects Funds</u></b>				
55,784	265,072	122,742	198,114	General Capital Improvements	1,075,000	1,075,000	-	198,114

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

<u>Net Assets June 30, 2012</u>	<u>FY 2013 Forecasted Revenues</u>	<u>FY 2013 Forecasted Expenditures</u>	<u>Forecasted Net Assets June 30, 2013</u>	<u>Fund</u>	<u>FY 2014 Approved Revenues</u>	<u>FY 2014 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Net Assets June 30, 2014</u>
				<b><u>Intergovernmental Service Funds</u></b>				
1,983,899	1,432,902	1,387,543	2,029,258	Central Stores	1,422,570	1,422,570	23,446	2,005,812
14,307,344	7,358,324	12,708,314	8,957,354	Fleet Services	7,842,881	7,732,282	187,487	8,880,466
7,167,309	6,528,089	5,358,363	8,337,035	Information Technology	7,713,010	7,577,679	1,403,722	7,068,644
4,775,740	26,942,475	25,221,517	6,496,698	Risk Fund	27,599,946	27,594,891	1,054,220	5,447,533
215,861	518,226	413,419	320,668	Wheeler Center	423,643	423,643	-	320,668
4,772,334	4,332,559	4,239,980	4,864,913	Project Management	4,308,998	4,308,998	-	4,864,913
				<b><u>Enterprise Funds</u></b>				
1,443,294	853,960	775,586	1,521,668	Airport	856,007	843,274	-	1,534,401
1,997,538	1,595,613	1,521,440	2,071,711	Golf Enterprise (to be closed to General Fund)	-	-	-	-
801,440	151,740	221,735	731,445	Market	188,207	188,207	48,809	682,636
105,137,108	21,865,290	18,157,693	108,844,705	Sewage Disposal System	22,882,612	21,265,755	50,050	110,411,512
28,356,076	14,189,593	13,914,634	28,631,035	Solid Waste	14,409,048	14,409,048	56,925	28,574,110
16,561,260	5,976,005	5,844,526	16,692,739	Stormwater Sewer System	6,231,847	5,872,843	33,500	17,018,243
73,630,726	28,309,424	20,201,069	81,739,081	Water Supply System	24,673,540	21,020,974	113,500	85,278,147

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

Net Operating Funds Available June 30, 2012	FY 2013 Forecasted Revenues	FY 2013 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2013	Fund	FY 2014 Approved Revenues	FY 2014 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2014
				<b><u>Intergovernmental Service Funds</u></b>				
1,458,411	1,432,902	1,387,543	1,503,770	Central Stores	1,422,570	1,422,570	23,446	1,480,324
10,290,019	7,358,324	12,708,314	4,940,029	Fleet Services	7,842,881	7,732,282	187,487	4,863,141
5,163,353	6,528,089	5,358,363	6,333,079	Information Technology	7,713,010	7,577,679	1,403,722	5,064,688
6,745,706	26,942,475	25,221,517	8,466,664	Risk Fund	27,599,946	27,594,891	1,054,220	7,417,499
215,861	518,226	413,419	320,668	Wheeler Center	423,643	423,643	-	320,668
4,924,539	4,332,559	4,239,980	5,017,118	Project Management	4,308,998	4,308,998	-	5,017,118
				<b><u>Enterprise Funds</u></b>				
379,126	853,960	775,586	457,500	Airport	856,007	843,274	-	470,233
(218,346)	1,595,613	1,521,440	(144,173)	Golf Enterprise (to be closed to General Fund)	-	-	-	-
564,560	151,740	221,735	494,565	Market	188,207	188,207	48,809	445,756
26,369,336	21,865,290	18,157,693	30,076,933	Sewage Disposal System	22,882,612	21,265,755	50,050	31,643,740
13,076,940	14,189,593	13,914,634	13,351,899	Solid Waste	14,409,048	14,409,048	56,925	13,294,974
6,945,416	5,976,005	5,844,526	7,076,895	Stormwater Sewer System	6,231,847	5,872,843	33,500	7,402,399
18,519,525	28,309,424	20,201,069	26,627,880	Water Supply System	24,673,540	21,020,974	113,500	30,166,946

\*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.

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## Description of Revenue Categories

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### **TAXES**

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 25% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year times the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

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

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

### **INTERGOVERNMENTAL REVENUES**

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

This category accounts for revenues received from other units of government. The major portion of this source is State-Shared sales and income taxes. Intergovernmental revenues contribute 6% of the City's revenue, of which approximately one-half represents State-Shared revenue. These revenues are forecasted on the basis of data supplied from the State of Michigan for State-Shared sales and income tax and historical trends for other revenues. Due to increasing budget pressures at the State level, local units of government are experiencing a decreasing revenue trend.

#### **GRANTS**

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

## Description of Revenue Categories

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### **CHARGES FOR SERVICES**

The major sources of revenue in this category represent 38% of City revenues and are described in more detail below.

### **POLICE & FIRE**

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

### **MUNICIPAL SERVICES**

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

### **WORK PERFORMED**

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

### **RECREATION CHARGES**

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

### **CEMETERY**

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

## Description of Revenue Categories

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### **LANDFILL**

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

### **ENTERPRISE SALES**

This category includes the sale and/or rental income associated with the various enterprise funds. The major source of income is the sale of water and sewer services. The revenues for the Water and Wastewater systems are based on expected water sales as adjusted for new customers being added through construction or annexations, significant changes in weather patterns and changes in rates. The Stormwater system rates are based on the existing land uses adjusted for expected changes, new annexations and changes in rates. The Recreation Facilities' revenues are forecasted in the same manner as the Recreation Charges. The Airport and Market revenues are only impacted when there is a change in rates or level of service to be provided.

### **SPECIAL ASSESSMENTS**

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

### **FINES & FORFEITS**

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

### **INVESTMENT INCOME**

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 6% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds times an average of expected investment rates based on the economic outlook.

### **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

## Description of Revenue Categories

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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 6% of the City's revenues. This is used only during times in which revenue growth temporarily increases at a rate less than expenditures to avoid a reduction in services. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

### **OPERATING TRANSFERS**

The majority of the transfers in this revenue category are reimbursements for fringe benefit costs. The exceptions to this are project and utility credits, which are reimbursements for engineering costs on construction projects. The project credit is based on expected construction activity on City projects. Operating transfers represent 7% of the City's revenues.

### **CONTRIBUTIONS**

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

### **SALE OF BONDS**

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

### **INTRA-GOVERNMENTAL SALES**

Services provided to other funds, which are directly billed are recorded as revenues. These services include equipment maintenance, central duplicating and office supplies. These numbers are based on the level of service being rendered and the expected cost to provide the service, which determines the expected revenues for the year. This category represents 4% of City revenues.

**FY 2014 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	402,231										402,231
0002 ENERGY PROJECTS	244,318						244,318				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,859,811										5,859,811
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,814,892										1,814,892
0010 GENERAL	83,152,688		150,000	176,700	5,514,406	57,202,789	550,900	3,783,276	2,224,810	13,549,807	
0011 CENTRAL STORES	1,422,570						1,422,570				
0012 FLEET SERVICES	7,842,881						7,842,881				
0014 INFORMATION TECHNOLOGY	7,713,010					7,713,010					
0016 COMMUNITY TELEVISION NETWORK	2,093,801			2,093,801							
0021 MAJOR STREET	6,948,813						6,948,813				
0022 LOCAL STREET	1,808,451						1,808,451				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,415,495				2,415,495						
0025 BANDEMER PROPERTY	5,284				5,284						
0026 CONSTRUCTION CODE FUND	2,541,728				2,541,728						
0027 DRUG ENFORCEMENT	137,000							137,000			
0028 FEDERAL EQUITABLE SHARING	138,000							138,000			
0033 DDA PARKING MAINTENANCE	4,403,131										4,403,131
0034 PARKS MEMORIALS & CONTRIBUTIONS	98,932				98,932						
0035 GENERAL DEBT SERVICE	9,123,422					2,000				9,121,422	
0036 METRO EXPANSION	349,908						349,908				
0038 ANN ARBOR ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	10,000				10,000						
0042 WATER SUPPLY SYSTEM	24,673,540						24,673,540				
0043 SEWAGE DISPOSAL SYSTEM	22,882,612						22,882,612				
0046 MARKET	188,207				188,207						
0048 AIRPORT	856,007						856,007				
0049 PROJECT MANAGEMENT	4,308,998						4,308,998				
0052 VEBA TRUST	12,269,026										12,269,026
0053 POLICE AND FIRE RELIEF	7,000							7,000			
0054 CEMETERY PERPETUAL CARE	760						760				
0055 ELIZABETH R DEAN TRUST	55,062						55,062				
0056 ART IN PUBLIC PLACES	340,464				8,714		331,750				
0057 RISK FUND	27,599,946					27,599,946					
0058 WHEELER CENTER	423,643						423,643				
0059 EMPLOYEES RETIREMENT SYSTEM	34,844,628										34,844,628
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	175,035					12,000				163,035	
0061 ALTERNATIVE TRANSPORTATION	420,794						420,794				
0062 STREET REPAIR MILLAGE	14,351,539						14,351,539				



**FY 2014 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0063 DDA PARKING SYSTEM	19,989,172										19,989,172
0064 MICHIGAN JUSTICE TRAINING	50,800							50,800			
0069 STORMWATER SEWER SYSTEM	6,231,847						6,231,847				
0070 AFFORDABLE HOUSING	102,500				102,500						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,203,836				2,125,792		3,078,044				
0072 SOLID WASTE FUND	14,409,048						14,409,048				
0073 LOCAL FORFEITURE	100							100			
0082 STORMWATER BOND	3,900,000						3,900,000				
0083 SENIOR CENTER ENDOWMENT	396				396						
0088 SEWER BOND	5,005,000						5,005,000				
0089 WATER BOND	10,011,794						10,011,794				
00CP GENERAL CAPITAL FUND	1,075,000						1,075,000				
	<b>\$ 348,132,120</b>		<b>\$150,000</b>	<b>\$2,270,501</b>	<b>\$13,015,454</b>	<b>\$92,529,745</b>	<b>\$131,183,279</b>	<b>\$4,116,176</b>	<b>\$2,449,810</b>	<b>\$22,834,264</b>	<b>\$79,582,891</b>

**FY 2015 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	102,742										102,742
0002 ENERGY PROJECTS	244,819						244,819				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	3,866,737										3,866,737
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,738,646										1,738,646
0010 GENERAL	85,753,326		150,000	176,700	5,506,439	58,566,385	475,900	3,482,965	2,254,750	15,140,187	
0011 CENTRAL STORES	1,410,190						1,410,190				
0012 FLEET SERVICES	7,838,301						7,838,301				
0014 INFORMATION TECHNOLOGY	7,116,377					7,116,377					
0016 COMMUNITY TELEVISION NETWORK	2,091,763			2,091,763							
0021 MAJOR STREET	7,004,197						7,004,197				
0022 LOCAL STREET	1,812,414						1,812,414				
0023 COURT FACILITIES	225,000							225,000			
0024 OPEN SPACE & PARKLAND PRESERVATION	2,429,200				2,429,200						
0025 BANDEMER PROPERTY	5,232				5,232						
0026 CONSTRUCTION CODE FUND	2,522,628				2,522,628						
0027 DRUG ENFORCEMENT	46,000							46,000			
0028 FEDERAL EQUITABLE SHARING	47,000							47,000			
0033 DDA PARKING MAINTENANCE	2,661,380										2,661,380
0034 PARKS MEMORIALS & CONTRIBUTIONS	98,625				98,625						
0035 GENERAL DEBT SERVICE	9,156,845					2,000				9,154,845	
0036 METRO EXPANSION	349,294						349,294				
0038 ANN ARBOR ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	10,000				10,000						
0042 WATER SUPPLY SYSTEM	25,429,617						25,429,617				
0043 SEWAGE DISPOSAL SYSTEM	24,063,142						24,063,142				
0046 MARKET	192,154				192,154						
0048 AIRPORT	869,404						869,404				
0049 PROJECT MANAGEMENT	4,437,751						4,437,751				
0052 VEBA TRUST	11,065,729										11,065,729
0053 POLICE AND FIRE RELIEF	6,600							6,600			
0054 CEMETERY PERPETUAL CARE	724						724				
0055 ELIZABETH R DEAN TRUST	52,916						52,916				
0056 ART IN PUBLIC PLACES	266,742				8,813		257,929				
0057 RISK FUND	28,492,263					28,492,263					
0058 WHEELER CENTER	436,695						436,695				
0059 EMPLOYEES RETIREMENT SYSTEM	34,856,785										34,856,785
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	51,475					10,000				41,475	
0061 ALTERNATIVE TRANSPORTATION	186,151						186,151				
0062 STREET REPAIR MILLAGE	10,622,045						10,622,045				

**FY 2015 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0063 DDA PARKING SYSTEM	19,953,034										19,953,034
0064 MICHIGAN JUSTICE TRAINING	40,700							40,700			
0069 STORMWATER SEWER SYSTEM	6,490,865						6,490,865				
0070 AFFORDABLE HOUSING	102,200				102,200						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,338,954				2,128,075		3,210,879				
0072 SOLID WASTE FUND	14,565,028						14,565,028				
0073 LOCAL FORFEITURE	100							100			
0082 STORMWATER BOND	4,760,000						4,760,000				
0083 SENIOR CENTER ENDOWMENT	377				377						
0088 SEWER BOND	4,625,000						4,625,000				
0089 WATER BOND	5,340,000						5,340,000				
00CP GENERAL CAPITAL FUND	1,513,000						1,513,000				
	<b>\$ 340,294,167</b>		<b>\$150,000</b>	<b>\$2,268,463</b>	<b>\$13,007,743</b>	<b>\$94,187,025</b>	<b>\$125,996,261</b>	<b>\$3,623,365</b>	<b>\$2,479,750</b>	<b>\$24,336,507</b>	<b>\$74,245,053</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015	
General	<b>GENERAL</b>							
	CHARGES FOR SERVICES	5,198,468	5,939,725	5,638,381	5,087,049	6,354,156	6,910,110	
	CONTRIBUTIONS	200	1,545	1,000	1,000	1,000	1,000	
	FINES & FORFEITS	4,537,164	4,224,044	4,501,601	3,938,400	4,299,977	4,275,400	
	INTERGOVERNMENTAL REVENUES	11,798,439	12,291,249	10,907,062	11,725,817	11,680,986	11,483,865	
	INTRAGOVERNMENTAL SALES	3,275,123	2,927,246	3,007,920	2,981,555	3,498,455	3,585,916	
	INVESTMENT INCOME	676,318	428,493	335,843	335,273	289,253	275,600	
	LICENSES, PERMITS & REGISTRATIONS	1,438,744	1,270,418	1,390,350	1,430,329	1,534,200	1,534,200	
	MISCELLANEOUS REVENUE	1,288,220	1,048,035	820,673	684,595	697,234	715,808	
	OPERATING TRANSFERS IN	3,156,499	3,351,065	3,065,695	2,971,695	3,483,514	3,520,102	
	PRIOR YEAR SURPLUS	-	-	1,094,016	-	519,890	1,780,178	
	TAXES	49,530,937	48,909,581	49,431,784	49,504,999	50,794,023	51,671,147	
	Total		<u>\$ 80,900,112</u>	<u>\$ 80,391,401</u>	<u>\$ 80,194,325</u>	<u>\$ 78,660,712</u>	<u>\$ 83,152,688</u>	<u>\$ 85,753,326</u>
	Debt Service	<b>GENERAL DEBT SERVICE</b>						
		CONTRIBUTIONS	-	-	-	-	-	-
INVESTMENT INCOME		4,430	9,136	1,000	3,894	2,000	2,000	
MISCELLANEOUS REVENUE		-	621	-	-	-	-	
OPERATING TRANSFERS IN		7,133,602	8,294,535	8,351,120	8,400,553	9,088,422	9,138,845	
PRIOR YEAR SURPLUS		-	-	111,276	-	33,000	16,000	
SALE OF BONDS		-	2,703,375	-	-	-	-	
TAXES		2,265,030	668,745	563,622	569,783	-	-	
Total			<u>\$ 9,403,062</u>	<u>\$ 11,676,413</u>	<u>\$ 9,027,018</u>	<u>\$ 8,974,230</u>	<u>\$ 9,123,422</u>	<u>\$ 9,156,845</u>
		<b>GENERAL DEBT/SPECIAL ASSESSMENT</b>						
CHARGES FOR SERVICES	115,532	18,609	-	-	-	-		
INVESTMENT INCOME	26,807	22,845	19,000	19,000	12,000	10,000		
PRIOR YEAR SURPLUS	-	-	145,893	-	163,035	41,475		
TAXES	4,132	442	18,000	-	-	-		
Total		<u>\$ 146,471</u>	<u>\$ 41,895</u>	<u>\$ 182,893</u>	<u>\$ 19,000</u>	<u>\$ 175,035</u>	<u>\$ 51,475</u>	
Enterprise	<b>WATER SUPPLY SYSTEM</b>							
	CHARGES FOR SERVICES	20,962,111	21,944,353	22,112,938	22,130,494	22,841,497	23,633,590	
	CONTRIBUTIONS	-	-	-	-	-	-	
	INTERGOVERNMENTAL REVENUES	925,264	1,213,500	-	4,191,655	-	-	
	INVESTMENT INCOME	333,421	389,584	153,004	370,000	324,345	308,900	
	MISCELLANEOUS REVENUE	97,478	67,816	13,000	56,990	3,000	3,000	
	OPERATING TRANSFERS IN	2,535,964	1,499,847	2,043,847	1,552,983	1,391,198	1,424,477	
	PRIOR YEAR SURPLUS	-	-	60,649	-	113,500	59,650	
	TAXES	3,035	2,330	-	7,302	-	-	
	Total		<u>\$ 24,857,272</u>	<u>\$ 25,117,430</u>	<u>\$ 24,383,438</u>	<u>\$ 28,309,424</u>	<u>\$ 24,673,540</u>	<u>\$ 25,429,617</u>
		<b>WATER PENDING BOND SERIES</b>						
	INVESTMENT INCOME	(4,826)	(6,915)	-	-	-	-	
	SALE OF BONDS	-	-	(7,995,255)	7,174,000	10,011,794	5,340,000	
	Total		<u>\$ (4,826)</u>	<u>\$ (6,915)</u>	<u>\$ (7,995,255)</u>	<u>\$ 7,174,000</u>	<u>\$ 10,011,794</u>	<u>\$ 5,340,000</u>
		<b>SEWAGE DISPOSAL SYSTEM</b>						
CHARGES FOR SERVICES	20,331,895	21,092,939	21,740,790	21,727,290	22,699,865	23,889,264		
INVESTMENT INCOME	296,072	200,541	527,131	138,000	132,697	126,378		
MISCELLANEOUS REVENUE	2,268	29,269	-	-	-	-		
OPERATING TRANSFERS IN	-	-	400,000	-	-	-		
PRIOR YEAR SURPLUS	-	-	1,346,750	-	50,050	47,500		
TAXES	1,966	1,798	-	-	-	-		
Total		<u>\$ 20,632,202</u>	<u>\$ 21,324,547</u>	<u>\$ 24,014,671</u>	<u>\$ 21,865,290</u>	<u>\$ 22,882,612</u>	<u>\$ 24,063,142</u>	
	<b>SEWER BOND PENDING SERIES</b>							
INVESTMENT INCOME	(261)	(226)	-	-	-	-		
SALE OF BONDS	-	-	12,377,931	12,645,000	5,005,000	4,625,000		
Total		<u>\$ (261)</u>	<u>\$ (226)</u>	<u>\$ 12,377,931</u>	<u>\$ 12,645,000</u>	<u>\$ 5,005,000</u>	<u>\$ 4,625,000</u>	

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>MARKET FUND</b>						
	CHARGES FOR SERVICES	108,646	111,282	121,700	111,740	115,965	116,965
	INTERGOVERNMENTAL REVENUES	1,418	20,500	15,000	15,000	-	-
	INVESTMENT INCOME	9,857	7,911	14,699	7,000	5,433	5,174
	MISCELLANEOUS REVENUE	5,032	6,034	7,000	6,000	6,000	6,000
	OPERATING TRANSFERS IN	33,590	116,034	35,636	12,000	12,000	12,000
	PRIOR YEAR SURPLUS	-	-	18,326	-	48,809	52,015
	<b>Total</b>	<b>\$ 158,543</b>	<b>\$ 261,761</b>	<b>\$ 212,361</b>	<b>\$ 151,740</b>	<b>\$ 188,207</b>	<b>\$ 192,154</b>
	<b>GOLF ENTERPRISE</b>						
	CHARGES FOR SERVICES	1,171,724	1,304,134	1,318,494	1,221,500	-	-
	INVESTMENT INCOME	(19,038)	(22,143)	-	(10,875)	-	-
	MISCELLANEOUS REVENUE	52	-	-	-	-	-
	OPERATING TRANSFERS IN	504,043	514,587	272,220	384,988	-	-
	<b>Total</b>	<b>\$ 1,656,781</b>	<b>\$ 1,796,578</b>	<b>\$ 1,590,714</b>	<b>\$ 1,595,613</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>AIRPORT</b>						
	CHARGES FOR SERVICES	829,282	826,938	842,340	845,040	847,740	861,340
	INVESTMENT INCOME	6,311	4,957	3,255	4,900	4,267	4,064
	MISCELLANEOUS REVENUE	18,444	7,300	4,000	4,020	4,000	4,000
	<b>Total</b>	<b>\$ 854,038</b>	<b>\$ 839,195</b>	<b>\$ 849,595</b>	<b>\$ 853,960</b>	<b>\$ 856,007</b>	<b>\$ 869,404</b>
	<b>STORMWATER SEWER SYSTEM</b>						
	CHARGES FOR SERVICES	5,483,723	5,861,194	5,919,623	5,875,975	6,109,186	6,352,350
	INTERGOVERNMENTAL REVENUES	-	9,254	100,704	10,617	10,500	10,500
	INVESTMENT INCOME	86,425	111,370	44,412	87,446	78,661	74,915
	LICENSES, PERMITS & REGISTRATIONS	(1,716)	(47)	-	-	-	-
	MISCELLANEOUS REVENUE	2,030,415	(77,971)	5,000	1,967	-	-
	OPERATING TRANSFERS IN	867,790	-	21,927	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,205,018	-	33,500	53,100
	SALE OF BONDS	-	-	-	-	-	-
	TAXES	115	151	-	-	-	-
	<b>Total</b>	<b>\$ 8,466,752</b>	<b>\$ 5,903,951</b>	<b>\$ 7,296,684</b>	<b>\$ 5,976,005</b>	<b>\$ 6,231,847</b>	<b>\$ 6,490,865</b>
	<b>STORMWATER BOND</b>						
	OPERATING TRANSFERS IN	-	126,000	-	-	-	-
	SALE OF BONDS	-	-	788,240	3,345,000	3,900,000	4,760,000
	<b>Total</b>	<b>\$ -</b>	<b>\$ 126,000</b>	<b>\$ 788,240</b>	<b>\$ 3,345,000</b>	<b>\$ 3,900,000</b>	<b>\$ 4,760,000</b>
	<b>SOLID WASTE</b>						
	CHARGES FOR SERVICES	2,840,370	3,349,444	2,610,658	2,541,879	2,527,101	2,527,101
	INVESTMENT INCOME	233,712	221,189	158,161	199,606	174,291	165,991
	MISCELLANEOUS REVENUE	296,461	541,375	5,000	-	-	-
	OPERATING TRANSFERS IN	230,364	229,118	-	230,000	230,000	230,000
	PRIOR YEAR SURPLUS	-	-	478,170	-	56,925	21,871
	TAXES	11,171,676	11,030,550	11,053,230	11,218,108	11,420,731	11,620,065
	<b>Total</b>	<b>\$ 14,772,584</b>	<b>\$ 15,371,677</b>	<b>\$ 14,305,219</b>	<b>\$ 14,189,593</b>	<b>\$ 14,409,048</b>	<b>\$ 14,565,028</b>
	<b>CENTRAL STORES</b>						
	CHARGES FOR SERVICES	23,580	5,334	65,000	25,000	25,000	25,000
	INTRAGOVERNMENTAL SALES	1,275,481	1,144,110	1,488,076	1,388,076	1,352,572	1,360,977
	INVESTMENT INCOME	24,309	21,974	13,990	13,990	15,441	14,706
	MISCELLANEOUS REVENUE	927	5,374	5,836	5,836	6,111	9,507
	PRIOR YEAR SURPLUS	-	-	-	-	23,446	-
	<b>Total</b>	<b>\$ 1,324,298</b>	<b>\$ 1,176,792</b>	<b>\$ 1,572,902</b>	<b>\$ 1,432,902</b>	<b>\$ 1,422,570</b>	<b>\$ 1,410,190</b>
	<b>FLEET SERVICES</b>						
	INTRAGOVERNMENTAL SALES	6,765,642	6,816,535	6,902,649	7,076,668	7,386,595	7,615,509
	INVESTMENT INCOME	155,155	148,599	91,156	91,156	110,599	105,332
	MISCELLANEOUS REVENUE	139,641	185,929	100,000	190,500	158,200	117,460
	OPERATING TRANSFERS IN	-	-	238,714	-	-	-
	PRIOR YEAR SURPLUS	-	-	6,276,898	-	187,487	-
	<b>Total</b>	<b>\$ 7,060,438</b>	<b>\$ 7,151,063</b>	<b>\$ 13,609,417</b>	<b>\$ 7,358,324</b>	<b>\$ 7,842,881</b>	<b>\$ 7,838,301</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>INFORMATION TECHNOLOGY</b>						
	CHARGES FOR SERVICES	6,297,246	6,362,021	6,457,288	6,453,089	6,253,357	6,253,357
	INVESTMENT INCOME	90,256	80,700	-	75,000	55,931	52,000
	MISCELLANEOUS REVENUE	32,682	42,548	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	140,220	-	1,403,722	811,020
	<b>Total</b>	<b>\$ 6,420,184</b>	<b>\$ 6,485,268</b>	<b>\$ 6,597,508</b>	<b>\$ 6,528,089</b>	<b>\$ 7,713,010</b>	<b>\$ 7,116,377</b>
	<b>PROJECT MANAGEMENT</b>						
	CHARGES FOR SERVICES	2,555,950	4,089,045	4,112,489	4,197,988	4,263,162	4,394,097
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	34,974	45,831	21,395	21,395	45,836	43,654
	MISCELLANEOUS REVENUE	47,114	4,822	-	-	-	-
	OPERATING TRANSFERS IN	374,603	92,192	113,176	113,176	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 3,012,641</b>	<b>\$ 4,231,891</b>	<b>\$ 4,247,060</b>	<b>\$ 4,332,559</b>	<b>\$ 4,308,998</b>	<b>\$ 4,437,751</b>
	<b>RISK FUND</b>						
	CHARGES FOR SERVICES	25,851,043	26,159,650	27,819,736	26,573,157	26,266,726	27,163,980
	CONTRIBUTIONS	416,170	410,321	-	-	-	-
	INVESTMENT INCOME	116,936	115,129	-	100,000	90,000	82,417
	MISCELLANEOUS REVENUE	1,199,486	1,344,626	-	269,318	189,000	189,000
	PRIOR YEAR SURPLUS	-	-	-	-	1,054,220	1,056,866
	<b>Total</b>	<b>\$ 27,583,635</b>	<b>\$ 28,029,726</b>	<b>\$ 27,819,736</b>	<b>\$ 26,942,475</b>	<b>\$ 27,599,946</b>	<b>\$ 28,492,263</b>
	<b>WHEELER CENTER</b>						
	CHARGES FOR SERVICES	515,378	496,787	514,426	514,926	421,004	434,181
	INVESTMENT INCOME	2,535	3,038	965	3,300	2,639	2,514
	MISCELLANEOUS REVENUE	214	-	-	-	-	-
	<b>Total</b>	<b>\$ 518,127</b>	<b>\$ 499,825</b>	<b>\$ 515,391</b>	<b>\$ 518,226</b>	<b>\$ 423,643</b>	<b>\$ 436,695</b>
Fiduciary Trust	<b>ELIZABETH R. DEAN TRUST FUND</b>						
	INVESTMENT INCOME	31,717	29,361	50,000	42,131	30,062	27,916
	PRIOR YEAR SURPLUS	-	-	29,817	-	25,000	25,000
	<b>Total</b>	<b>\$ 31,717</b>	<b>\$ 29,361</b>	<b>\$ 79,817</b>	<b>\$ 42,131</b>	<b>\$ 55,062</b>	<b>\$ 52,916</b>
Pension Trust	<b>VEBA TRUST</b>						
	CHARGES FOR SERVICES	3,265,821	-	1,665,552	-	-	-
	CONTRIBUTIONS	127,049	135,275	21,266	285,300	285,300	285,300
	INVESTMENT INCOME	18,660,179	1,474,916	424,000	8,601,600	8,526,500	8,526,500
	MISCELLANEOUS REVENUE	23	2,542	-	-	-	-
	OPERATING TRANSFERS IN	1,446,789	2,027,927	-	-	3,457,226	2,253,929
	<b>Total</b>	<b>\$ 23,499,861</b>	<b>\$ 3,640,660</b>	<b>\$ 2,110,818</b>	<b>\$ 8,886,900</b>	<b>\$ 12,269,026</b>	<b>\$ 11,065,729</b>
	<b>EMPLOYEES' RETIREMENT SYSTEM</b>						
	CHARGES FOR SERVICES	14,858,495	15,208,846	10,432,212	12,685,510	14,265,628	15,743,000
	CONTRIBUTIONS	233,782	326,551	-	209,000	209,000	209,000
	INVESTMENT INCOME	81,500,189	1,774,517	34,000,000	9,321,700	9,601,101	9,892,800
	MISCELLANEOUS REVENUE	7,758	4,133	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	10,768,899	9,011,985
	<b>Total</b>	<b>\$ 96,600,224</b>	<b>\$ 17,314,047</b>	<b>\$ 44,432,212</b>	<b>\$ 22,216,210</b>	<b>\$ 34,844,628</b>	<b>\$ 34,856,785</b>
Special Revenue	<b>ENERGY PROJECTS</b>						
	CHARGES FOR SERVICES	12,000	15,710	12,000	-	-	-
	INVESTMENT INCOME	10,982	8,068	8,091	6,835	6,038	5,750
	MISCELLANEOUS REVENUE	-	4,122	-	-	-	-
	OPERATING TRANSFERS IN	22,152	121,609	2,434	2,434	1,834	-
	PRIOR YEAR SURPLUS	-	-	179,761	-	236,446	239,069
	SALE OF BONDS	-	-	560,000	-	-	-
	<b>Total</b>	<b>\$ 45,134</b>	<b>\$ 149,509</b>	<b>\$ 762,286</b>	<b>\$ 9,269</b>	<b>\$ 244,318</b>	<b>\$ 244,819</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>PARKS REPAIR &amp; RESTORATION MILLAGE</b>						
	INVESTMENT INCOME	1,933	647	-	-	-	-
	MISCELLANEOUS REVENUE	41	21	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	TAXES	52	-	-	-	-	-
	Total	\$ 2,026	\$ 667	\$ -	\$ -	\$ -	\$ -
	<b>LOCAL LAW ENFORC BLOCK GRANT</b>						
	INTERGOVERNMENTAL REVENUES	143,397	59,873	60,285	53,607	-	-
	INVESTMENT INCOME	-	-	-	-	-	-
	OPERATING TRANSFERS IN	-	-	742	-	-	-
	Total	\$ 143,397	\$ 59,873	\$ 61,027	\$ 53,607	\$ -	\$ -
	<b>COMMUNITY TELEVISION NETWORK</b>						
	INVESTMENT INCOME	65,492	59,905	37,518	37,518	42,801	40,763
	LICENSES, PERMITS & REGISTRATIONS	1,910,877	1,813,333	1,766,550	1,766,550	1,936,000	1,964,000
	MISCELLANEOUS REVENUE	1,843	11,345	1,000	1,000	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	113,118	-	114,000	86,000
	Total	\$ 1,978,212	\$ 1,884,582	\$ 1,918,186	\$ 1,805,068	\$ 2,093,801	\$ 2,091,763
	<b>HOMELAND SECURITY GRANT FUND</b>						
	INTERGOVERNMENTAL REVENUES	25,505	88,006	49,597	45,993	-	-
	INVESTMENT INCOME	-	-	-	-	-	-
	Total	\$ 25,505	\$ 88,006	\$ 49,597	\$ 45,993	\$ -	\$ -
	<b>PARKS REHAB &amp; DEVELOPMENT MILLAGE</b>						
	INVESTMENT INCOME	20,270	4,687	-	-	-	-
	MISCELLANEOUS REVENUE	41	-	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	TAXES	51	-	-	-	-	-
	Total	\$ 20,362	\$ 4,687	\$ -	\$ -	\$ -	\$ -
	<b>MAJOR STREET</b>						
	CHARGES FOR SERVICES	267,760	437,255	230,513	212,500	157,500	177,500
	INTERGOVERNMENTAL REVENUES	5,506,367	5,787,683	6,096,773	5,601,877	5,788,672	5,788,672
	INTRAGOVERNMENTAL SALES	345,839	208,244	302,894	245,000	230,000	245,000
	INVESTMENT INCOME	108,632	106,914	71,298	84,000	80,546	76,710
	MISCELLANEOUS REVENUE	240,393	71,320	29,500	28,546	20,000	25,000
	OPERATING TRANSFERS IN	766,853	644,656	648,401	653,156	672,095	691,315
	PRIOR YEAR SURPLUS	-	-	50,000	-	-	-
	TAXES	-	-	-	7,913	-	-
	Total	\$ 7,235,845	\$ 7,256,071	\$ 7,429,379	\$ 6,832,992	\$ 6,948,813	\$ 7,004,197
	<b>LOCAL STREET</b>						
	INTERGOVERNMENTAL REVENUES	1,495,321	1,575,334	1,511,645	1,556,387	1,585,230	1,585,230
	INVESTMENT INCOME	53,615	47,936	35,232	36,670	35,210	33,533
	MISCELLANEOUS REVENUE	295	1,502	-	-	-	-
	OPERATING TRANSFERS IN	173,670	180,000	180,000	182,535	188,011	193,651
	Total	\$ 1,722,901	\$ 1,804,772	\$ 1,726,877	\$ 1,775,592	\$ 1,808,451	\$ 1,812,414
	<b>COURT FACILITIES</b>						
	FINES & FORFEITS	184,648	116,725	160,000	130,000	145,000	150,000
	INVESTMENT INCOME	872	(93)	-	-	-	-
	OPERATING TRANSFERS IN	-	110,000	65,000	95,000	80,000	75,000
	Total	\$ 185,520	\$ 226,632	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>OPEN SPACE &amp; PARKLAND PRESERVATION</b>						
	CONTRIBUTIONS	-	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	2,797,009	312,620	396,900	-	-	-
	INVESTMENT INCOME	233,614	147,923	139,205	133,000	203,105	178,195
	MISCELLANEOUS REVENUE	17,576	391	-	-	-	-
	OPERATING TRANSFERS IN	1,299,745	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,643,080	-	-	-
	TAXES	2,163,390	2,136,675	2,165,818	2,165,818	2,212,390	2,251,005
	<b>Total</b>	<b>\$ 6,511,334</b>	<b>\$ 2,597,610</b>	<b>\$ 4,345,003</b>	<b>\$ 2,298,818</b>	<b>\$ 2,415,495</b>	<b>\$ 2,429,200</b>
	<b>BANDEMER PROPERTY</b>						
	INVESTMENT INCOME	1,683	1,490	58	900	1,084	1,032
	MISCELLANEOUS REVENUE	6,900	6,900	4,200	4,200	4,200	4,200
	<b>Total</b>	<b>\$ 8,583</b>	<b>\$ 8,390</b>	<b>\$ 4,258</b>	<b>\$ 5,100</b>	<b>\$ 5,284</b>	<b>\$ 5,232</b>
	<b>CONSTRUCTION CODE FUND</b>						
	INVESTMENT INCOME	25,833	35,956	4,000	40,000	34,000	29,000
	LICENSES, PERMITS & REGISTRATIONS	2,776,218	3,196,181	1,938,800	2,130,925	1,938,300	1,938,300
	MISCELLANEOUS REVENUE	40,648	7,535	-	2,000	-	-
	OPERATING TRANSFERS IN	99,996	100,000	100,000	100,000	100,000	-
	PRIOR YEAR SURPLUS	-	-	469,428	-	469,428	555,328
	<b>Total</b>	<b>\$ 2,942,696</b>	<b>\$ 3,339,672</b>	<b>\$ 2,512,228</b>	<b>\$ 2,272,925</b>	<b>\$ 2,541,728</b>	<b>\$ 2,522,628</b>
	<b>DRUG ENFORCEMENT</b>						
	FINES & FORFEITS	140,427	44,796	-	42,000	-	-
	INVESTMENT INCOME	2,779	3,599	1,000	1,000	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	145,000	-	136,000	45,000
	<b>Total</b>	<b>\$ 143,206</b>	<b>\$ 48,395</b>	<b>\$ 146,000</b>	<b>\$ 43,000</b>	<b>\$ 137,000</b>	<b>\$ 46,000</b>
	<b>FEDERAL EQUITABLE SHARING FORFEITURE</b>						
	FINES & FORFEITS	(1,915)	221,015	-	11,500	-	-
	INVESTMENT INCOME	4,421	3,597	1,000	1,000	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	150,000	-	137,000	46,000
	<b>Total</b>	<b>\$ 2,506</b>	<b>\$ 224,612</b>	<b>\$ 151,000</b>	<b>\$ 12,500</b>	<b>\$ 138,000</b>	<b>\$ 47,000</b>
	<b>PARKS MEMORIALS &amp; CONTRIBUTIONS</b>						
	CONTRIBUTIONS	146,567	247,579	48,742	98,109	92,500	92,500
	INVESTMENT INCOME	4,610	6,766	2,276	2,866	6,432	6,125
	MISCELLANEOUS REVENUE	6,184	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	94,121	-	-	-
	<b>Total</b>	<b>\$ 157,361</b>	<b>\$ 254,345</b>	<b>\$ 145,139</b>	<b>\$ 100,975</b>	<b>\$ 98,932</b>	<b>\$ 98,625</b>
	<b>METRO EXPANSION</b>						
	INTERGOVERNMENTAL REVENUES	318,959	346,877	335,688	335,688	337,000	337,000
	INVESTMENT INCOME	21,471	17,763	12,305	15,300	12,908	12,294
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 340,430</b>	<b>\$ 364,640</b>	<b>\$ 347,993</b>	<b>\$ 350,988</b>	<b>\$ 349,908</b>	<b>\$ 349,294</b>
	<b>SPECIAL ASSISTANCE</b>						
	CONTRIBUTIONS	4,911	4,655	8,000	4,000	4,000	4,000
	INVESTMENT INCOME	44	106	-	-	-	-
	<b>Total</b>	<b>\$ 4,955</b>	<b>\$ 4,761</b>	<b>\$ 8,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
	<b>OPEN SPACE ENDOWMENT</b>						
	INVESTMENT INCOME	5,437	6,985	-	5,000	5,000	4,500
	OPERATING TRANSFERS IN	287,670	71,601	-	95,468	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	5,000	5,500
	<b>Total</b>	<b>\$ 293,107</b>	<b>\$ 78,586</b>	<b>\$ -</b>	<b>\$ 100,468</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>



## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>POLICE &amp; FIRE RELIEF</b>						
	INVESTMENT INCOME	11,709	9,879	10,000	10,000	7,000	6,600
	Total	\$ 11,709	\$ 9,879	\$ 10,000	\$ 10,000	\$ 7,000	\$ 6,600
	<b>CEMETARY PERPETUAL CARE</b>						
	CHARGES FOR SERVICES	1,160	700	1,200	-	-	-
	INVESTMENT INCOME	1,248	1,066	-	830	760	724
	Total	\$ 2,408	\$ 1,766	\$ 1,200	\$ 830	\$ 760	\$ 724
	<b>ART IN PUBLIC PLACES</b>						
	INTERGOVERNMENTAL REVENUES	-	-	7,200	7,200	-	-
	INVESTMENT INCOME	23,710	19,575	13,590	15,911	14,000	13,333
	OPERATING TRANSFERS IN	451,230	317,627	319,959	319,959	326,464	253,409
	PRIOR YEAR SURPLUS	-	-	5,410	-	-	-
	Total	\$ 474,940	\$ 337,202	\$ 346,159	\$ 343,070	\$ 340,464	\$ 266,742
	<b>ALTERNATIVE TRANSPORTATION</b>						
	CHARGES FOR SERVICES	9,704	24,144	-	-	-	-
	INVESTMENT INCOME	14,047	9,883	9,485	3,971	3,416	3,253
	OPERATING TRANSFERS IN	171,528	169,873	169,873	169,873	180,710	180,710
	PRIOR YEAR SURPLUS	-	-	268,907	-	236,668	2,188
	TAXES	-	147	-	-	-	-
	Total	\$ 195,279	\$ 204,046	\$ 448,265	\$ 173,844	\$ 420,794	\$ 186,151
	<b>STREET REPAIR MILLAGE FUND</b>						
	CHARGES FOR SERVICES	25,995	99,847	45,165	-	-	-
	CONTRIBUTIONS	75,000	82,716	(28,524)	-	-	-
	INTERGOVERNMENTAL REVENUES	5,773	1,648,828	-	-	-	-
	INVESTMENT INCOME	575,257	496,815	351,226	332,000	323,647	308,236
	MISCELLANEOUS REVENUE	-	107,876	-	-	-	-
	OPERATING TRANSFERS IN	120,000	2,557,748	4,688,858	-	-	-
	PRIOR YEAR SURPLUS	-	-	6,840,551	-	4,190,416	304,633
	TAXES	9,031,561	8,917,648	9,038,516	9,654,460	9,837,476	10,009,176
	Total	\$ 9,833,585	\$ 13,911,477	\$ 20,935,792	\$ 9,986,460	\$ 14,351,539	\$ 10,622,045
	<b>MICHIGAN JUSTICE TRAINING</b>						
	INTERGOVERNMENTAL REVENUES	24,775	22,815	20,000	20,000	20,000	20,000
	INVESTMENT INCOME	1,681	1,330	1,000	1,000	800	700
	PRIOR YEAR SURPLUS	-	-	50,000	-	30,000	20,000
	Total	\$ 26,456	\$ 24,146	\$ 71,000	\$ 21,000	\$ 50,800	\$ 40,700
	<b>AFFORDABLE HOUSING</b>						
	CONTRIBUTIONS	54,293	33,426	30,000	20,000	-	-
	INVESTMENT INCOME	10,995	4,952	2,000	3,000	2,500	2,200
	MISCELLANEOUS REVENUE	8,287	30,519	8,300	225	-	-
	OPERATING TRANSFERS IN	-	-	90,000	-	100,000	100,000
	PRIOR YEAR SURPLUS	-	-	6,341	-	-	-
	Total	\$ 73,575	\$ 68,897	\$ 136,641	\$ 23,225	\$ 102,500	\$ 102,200
	<b>PARK MAINT &amp; CAPITAL IMPROVEMENT</b>						
	CHARGES FOR SERVICES	3,310	5,621	-	10,734	1,500	1,500
	CONTRIBUTIONS	-	-	26,212	-	-	-
	INVESTMENT INCOME	108,665	97,287	56,965	56,965	65,123	62,022
	MISCELLANEOUS REVENUE	840	58	-	2,277	-	-
	OPERATING TRANSFERS IN	-	477,405	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,431,535	-	59,224	108,813
	TAXES	4,967,622	4,904,413	4,971,553	5,000,214	5,077,989	5,166,619
	Total	\$ 5,080,436	\$ 5,484,784	\$ 6,486,265	\$ 5,070,190	\$ 5,203,836	\$ 5,338,954

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>LOCAL FORFEITURE</b>						
	FINES & FORFEITS	1,000	-	-	-	-	-
	INVESTMENT INCOME	689	310	300	300	100	100
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 1,689</b>	<b>\$ 310</b>	<b>\$ 300</b>	<b>\$ 300</b>	<b>\$ 100</b>	<b>\$ 100</b>
	<b>COMMUNITY DEV BLOCK GRANT</b>						
	INTERGOVERNMENTAL REVENUES	735,143	432,629	185,123	-	-	-
	MISCELLANEOUS REVENUE	19,385	4,750	-	-	-	-
	<b>Total</b>	<b>\$ 754,528</b>	<b>\$ 437,380</b>	<b>\$ 185,123</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>SENIOR CENTER ENDOWMENT</b>						
	INVESTMENT INCOME	1,651	814	1,275	300	396	377
	PRIOR YEAR SURPLUS	-	-	36,225	-	-	-
	<b>Total</b>	<b>\$ 1,651</b>	<b>\$ 814</b>	<b>\$ 37,500</b>	<b>\$ 300</b>	<b>\$ 396</b>	<b>\$ 377</b>
	<b>HOME PROGRAM FUND</b>						
	INTERGOVERNMENTAL REVENUES	335,881	2,250	-	-	-	-
	<b>Total</b>	<b>\$ 335,881</b>	<b>\$ 2,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>SIDEWALK IMPROVEMENT FUND</b>						
	CHARGES FOR SERVICES	34,425	78,412	-	-	-	-
	INVESTMENT INCOME	5,368	2,770	-	-	-	-
	MISCELLANEOUS REVENUE	-	467	-	-	-	-
	<b>Total</b>	<b>\$ 39,793</b>	<b>\$ 81,649</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>MAJOR GRANTS PROGRAMS</b>						
	CHARGES FOR SERVICES	-	-	5,000	-	-	-
	CONTRIBUTIONS	-	-	100,000	-	-	-
	INTERGOVERNMENTAL REVENUES	1,011,734	1,066,041	4,838,066	-	-	-
	INVESTMENT INCOME	-	(777)	-	-	-	-
	OPERATING TRANSFERS IN	71,701	-	593,309	-	-	-
	PRIOR YEAR SURPLUS	-	-	80,877	-	-	-
	<b>Total</b>	<b>\$ 1,083,434</b>	<b>\$ 1,065,264</b>	<b>\$ 5,617,252</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Capital Projects	<b>GENERAL CAPITAL FUND</b>						
	CHARGES FOR SERVICES	-	(279,511)	-	-	-	-
	INVESTMENT INCOME	826	277	-	600	-	-
	OPERATING TRANSFERS IN	111,228	(46,664)	347,055	264,472	1,075,000	1,513,000
	<b>Total</b>	<b>\$ 112,054</b>	<b>\$ (325,898)</b>	<b>\$ 347,055</b>	<b>\$ 265,072</b>	<b>\$ 1,075,000</b>	<b>\$ 1,513,000</b>
Component Units	<b>SMART ZONE LDFA</b>						
	INVESTMENT INCOME	14,723	14,576	12,357	11,800	10,250	9,762
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	83,373	-	159,245	-
	TAXES	1,475,504	1,437,146	1,563,019	1,563,546	1,645,397	1,728,884
	<b>Total</b>	<b>\$ 1,490,227</b>	<b>\$ 1,451,723</b>	<b>\$ 1,658,749</b>	<b>\$ 1,575,346</b>	<b>\$ 1,814,892</b>	<b>\$ 1,738,646</b>
	<b>DDA/HOUSING FUND</b>						
	INVESTMENT INCOME	-	-	7,008	7,008	2,231	2,742
	OPERATING TRANSFERS IN	-	-	-	-	400,000	100,000
	PRIOR YEAR SURPLUS	-	-	794,992	-	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 802,000</b>	<b>\$ 7,008</b>	<b>\$ 402,231</b>	<b>\$ 102,742</b>
	<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>						
	INVESTMENT INCOME	-	-	9,390	9,390	10,939	3,009
	MISCELLANEOUS REVENUE	-	-	-	43,106	-	-
	PRIOR YEAR SURPLUS	-	-	648,325	-	1,347,525	107,115
	TAXES	-	-	3,957,012	3,957,012	4,501,347	3,756,613
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,614,727</b>	<b>\$ 4,009,508</b>	<b>\$ 5,859,811</b>	<b>\$ 3,866,737</b>

## Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>DDA PARKING MAINTENANCE</b>						
	INVESTMENT INCOME	-	-	16,332	16,332	3,131	16,515
	OPERATING TRANSFERS IN	-	-	500,000	750,000	4,400,000	2,618,025
	PRIOR YEAR SURPLUS	-	-	1,510,018	-	-	26,840
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,026,350</b>	<b>\$ 766,332</b>	<b>\$ 4,403,131</b>	<b>\$ 2,661,380</b>
	<b>DDA PARKING SYSTEM</b>						
	CHARGES FOR SERVICES	-	-	17,653,437	17,204,531	17,659,190	17,659,627
	INVESTMENT INCOME	-	-	3,298	3,298	5,600	6,701
	MISCELLANEOUS REVENUE	-	-	451,479	2,276,012	1,788,825	2,027,820
	PRIOR YEAR SURPLUS	-	-	-	-	535,557	258,886
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,108,214</b>	<b>\$ 19,483,841</b>	<b>\$ 19,989,172</b>	<b>\$ 19,953,034</b>
	<b>CITY TOTALS</b>						
	CHARGES FOR SERVICES	110,763,618	113,152,478	129,318,942	127,418,402	130,808,577	136,142,962
	CONTRIBUTIONS	1,057,971	1,242,068	206,696	617,409	591,800	591,800
	FINES & FORFEITS	4,861,325	4,606,581	4,661,601	4,121,900	4,444,977	4,425,400
	INTERGOVERNMENTAL REVENUES	25,124,986	24,877,458	24,524,043	23,563,841	19,422,388	19,225,267
	INTRAGOVERNMENTAL SALES	11,662,086	11,096,135	11,701,539	11,691,299	12,467,622	12,807,402
	INVESTMENT INCOME	103,597,733	6,171,814	36,664,220	20,261,310	20,380,073	20,547,037
	LICENSES, PERMITS & REGISTRATIONS	6,124,123	6,279,884	5,095,700	5,327,804	5,408,500	5,436,500
	MISCELLANEOUS REVENUE	5,508,648	3,459,259	1,454,988	3,576,592	2,877,570	3,102,795
	PRIOR YEAR SURPLUS	-	-	25,508,095	-	22,137,992	14,782,032
	OPERATING TRANSFERS IN	19,859,018	20,955,161	22,247,966	16,298,292	25,186,474	22,304,463
	SALE OF BONDS	-	2,703,375	5,730,916	23,164,000	18,916,794	14,725,000
	TAXES	80,615,071	78,009,627	82,762,554	83,649,155	85,489,353	86,203,509
	<b>Total*</b>	<b>\$ 369,174,579</b>	<b>\$ 272,553,840</b>	<b>\$ 349,877,260</b>	<b>\$ 319,690,004</b>	<b>\$ 348,132,120</b>	<b>\$ 340,294,167</b>

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

## Definition of Expenditure Categories

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### **PERSONNEL SERVICES**

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

### **PAYROLL FRINGES**

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

### **OTHER SERVICES**

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

### **MATERIALS AND SUPPLIES**

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

### **OTHER CHARGES**

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

### **PASS-THROUGHS**

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

### **CAPITAL OUTLAY**

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

### **VEHICLE OPERATING COSTS**

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

### **COMMUNITY DEVELOPMENT RECIPIENTS**

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

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**FY 2014 All Funds Expenditure Analysis by Service Area**

	<b>Total Expenditures</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	302,000										302,000
0002 ENERGY PROJECTS	244,318						244,318				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,859,811										5,859,811
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,814,892										1,814,892
0010 GENERAL	83,152,688	375,169	1,919,226	2,952,472	9,392,112	3,583,592	7,820,972	38,980,639	4,379,290	13,749,216	
0011 CENTRAL STORES	1,422,570						1,422,570				
0012 FLEET SERVICES	7,732,282						7,732,282				
0014 INFORMATION TECHNOLOGY	7,577,679					7,577,679					
0016 COMMUNITY TELEVISION NETWORK	2,093,801			2,093,801							
0021 MAJOR STREET	6,948,813						6,948,813				
0022 LOCAL STREET	1,808,451						1,808,451				
0023 COURT FACILITIES	225,000							225,000			
0024 OPEN SPACE & PARKLAND PRESERVATION	1,430,838				1,430,838						
0025 BANDEMER PROPERTY	1,789				1,789						
0026 CONSTRUCTION CODE FUND	2,456,022				2,456,022						
0027 DRUG ENFORCEMENT	137,000							137,000			
0028 FEDERAL EQUITABLE SHARING	138,000							138,000			
0033 DDA PARKING MAINTENANCE	2,326,270										2,326,270
0034 PARKS MEMORIALS & CONTRIBUTIONS	42,403				42,403						
0035 GENERAL DEBT SERVICE	9,123,422									9,123,422	
0036 METRO EXPANSION	258,713						258,713				
0038 ANN ARBOR ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	10,000				10,000						
0042 WATER SUPPLY SYSTEM	21,020,974						21,020,974				
0043 SEWAGE DISPOSAL SYSTEM	21,265,755						21,265,755				
0046 MARKET	188,207				188,207						
0048 AIRPORT	843,274						843,274				
0049 PROJECT MANAGEMENT	4,308,998						4,308,998				
0052 VEBA TRUST	458,948										458,948
0055 ELIZABETH R DEAN TRUST	55,062						55,062				
0056 ART IN PUBLIC PLACES	14,000						14,000				
0057 RISK FUND	27,594,891			24,719,558		2,875,333					
0058 WHEELER CENTER	423,643						423,643				
0059 EMPLOYEES RETIREMENT SYSTEM	34,844,628										34,844,628
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	175,035									175,035	
0061 ALTERNATIVE TRANSPORTATION	420,794				18,926		401,868				
0062 STREET REPAIR MILLAGE	14,351,539						14,351,539				
0063 DDA PARKING SYSTEM	19,989,172										19,989,172

**FY 2014 All Funds Expenditure Analysis by Service Area**

	<b>Total Expenditures</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0064 MICHIGAN JUSTICE TRAINING	50,800							50,800			
0069 STORMWATER SEWER SYSTEM	5,872,843						5,872,843				
<b>0071 PARK MAINTENANCE &amp; CAPITAL IMPROVEMENTS</b>	<b>5,202,836</b>				2,138,983		3,063,853				
0072 SOLID WASTE FUND	14,409,048						14,409,048				
0073 LOCAL FORFEITURE	100							100			
0082 STORMWATER BOND	3,900,000						3,900,000				
0088 SEWER BOND	5,005,000						5,005,000				
<b>0089 WATER BOND</b>	<b>10,011,794</b>						10,011,794				
00CP GENERAL CAPITAL FUND	1,075,000						1,075,000				
	<b>\$326,693,103</b>	<b>\$375,169</b>	<b>\$1,919,226</b>	<b>\$29,765,831</b>	<b>\$15,783,280</b>	<b>\$14,036,604</b>	<b>\$132,258,770</b>	<b>\$39,306,539</b>	<b>\$4,604,290</b>	<b>\$23,047,673</b>	<b>\$65,595,721</b>

**FY 2015 All Funds Expenditure Analysis by Service Area**

	<b>Total Expenditures</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	2,000										2,000
0002 ENERGY PROJECTS	244,819						244,819				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	3,866,737										3,866,737
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,717,771										1,717,771
0010 GENERAL	85,753,326	377,221	1,943,546	2,937,548	9,418,414	3,591,808	8,059,747	40,035,401	4,460,244	14,929,397	
0011 CENTRAL STORES	1,410,190						1,410,190				
0012 FLEET SERVICES	7,588,518						7,588,518				
0014 INFORMATION TECHNOLOGY	6,984,977					6,984,977					
0016 COMMUNITY TELEVISION NETWORK	2,091,763			2,091,763							
0021 MAJOR STREET	7,004,197						7,004,197				
0022 LOCAL STREET	1,812,414						1,812,414				
0023 COURT FACILITIES	225,000							225,000			
0024 OPEN SPACE & PARKLAND PRESERVATION	1,432,795				1,432,795						
0025 BANDEMER PROPERTY	1,834				1,834						
0026 CONSTRUCTION CODE FUND	2,522,628				2,522,628						
0027 DRUG ENFORCEMENT	46,000							46,000			
0028 FEDERAL EQUITABLE SHARING	47,000							47,000			
0033 DDA PARKING MAINTENANCE	2,661,380										2,661,380
0034 PARKS MEMORIALS & CONTRIBUTIONS	37,594				37,594						
0035 GENERAL DEBT SERVICE	9,156,845									9,156,845	
0036 METRO EXPANSION	259,434						259,434				
0038 ANN ARBOR ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	10,000				10,000						
0042 WATER SUPPLY SYSTEM	20,785,390						20,785,390				
0043 SEWAGE DISPOSAL SYSTEM	21,467,445						21,467,445				
0046 MARKET	192,154				192,154						
0048 AIRPORT	841,200						841,200				
0049 PROJECT MANAGEMENT	4,437,751						4,437,751				
0052 VEBA TRUST	459,234										459,234
0055 ELIZABETH R DEAN TRUST	52,916						52,916				
0057 RISK FUND	28,492,263			25,561,530		2,930,733					
0058 WHEELER CENTER	436,695						436,695				
0059 EMPLOYEES RETIREMENT SYSTEM	34,856,785										34,856,785
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	51,475									51,475	
0061 ALTERNATIVE TRANSPORTATION	186,151				19,556		166,595				
0062 STREET REPAIR MILLAGE	10,622,045						10,622,045				
0063 DDA PARKING SYSTEM	19,953,034										19,953,034
0064 MICHIGAN JUSTICE TRAINING	40,700							40,700			



**FY 2015 All Funds Expenditure Analysis by Service Area**

	<b>Total Expenditures</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0069 STORMWATER SEWER SYSTEM	6,190,064						6,190,064				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,338,954				2,172,661		3,166,293				
<b>0072 SOLID WASTE FUND</b>	<b>14,565,028</b>						<b>14,565,028</b>				
0073 LOCAL FORFEITURE	100							100			
0082 STORMWATER BOND	4,760,000						4,760,000				
0088 SEWER BOND	4,625,000						4,625,000				
0089 WATER BOND	5,340,000						5,340,000				
<b>00CP GENERAL CAPITAL FUND</b>	<b>1,513,000</b>						<b>1,513,000</b>				
	<b>\$320,188,606</b>	<b>\$377,221</b>	<b>\$1,943,546</b>	<b>\$30,590,841</b>	<b>\$15,911,636</b>	<b>\$13,507,518</b>	<b>\$125,348,741</b>	<b>\$40,169,201</b>	<b>\$4,685,244</b>	<b>\$24,137,717</b>	<b>\$63,516,941</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015	
General	<b>GENERAL</b>							
	PERSONNEL SERVICES	31,250,465	29,622,716	28,930,878	29,009,272	30,557,596	30,406,968	
	PAYROLL FRINGES	14,736,961	15,320,265	17,625,548	17,592,918	18,038,898	19,299,936	
	EMPLOYEE ALLOWANCES	368,512	457,435	432,493	449,403	450,808	452,724	
	OTHER SERVICES	8,044,773	7,370,124	8,934,232	8,600,447	8,983,501	8,965,377	
	MATERIALS & SUPPLIES	1,122,081	932,851	840,607	863,676	1,112,639	1,116,802	
	OTHER CHARGES	11,439,719	12,480,436	9,344,554	9,154,634	10,049,327	11,259,206	
	PASS THROUGHGS	11,152,699	11,270,910	12,385,410	11,878,910	12,313,066	12,803,234	
	CAPITAL OUTLAY	1,484,903	77,561	299,888	395,023	304,874	106,400	
	VEHICLE OPERATING COSTS	49,971	51,508	33,620	39,350	97,350	98,050	
	CDBG RECIPIENTS	1,288,044	1,269,629	1,244,629	1,244,629	1,244,629	1,244,629	
	<b>Total</b>		<b>\$ 80,938,126</b>	<b>\$ 78,853,436</b>	<b>\$ 80,071,859</b>	<b>\$ 79,228,262</b>	<b>\$ 83,152,688</b>	<b>\$ 85,753,326</b>
	Debt Service	<b>GENERAL DEBT SERVICE</b>						
OTHER SERVICES		129	43,558	1,000	-	1,000	1,000	
OTHER CHARGES		9,232,294	11,770,418	9,026,018	9,075,452	9,122,422	9,155,845	
<b>Total</b>		<b>\$ 9,232,423</b>	<b>\$ 11,813,976</b>	<b>\$ 9,027,018</b>	<b>\$ 9,075,452</b>	<b>\$ 9,123,422</b>	<b>\$ 9,156,845</b>	
	<b>GENERAL DEBT/SPECIAL ASSESSMENT</b>							
OTHER CHARGES	140,673	105,443	91,168	91,168	87,260	28,000		
PASS THROUGHGS	-	-	91,725	91,725	87,775	23,475		
<b>Total</b>		<b>\$ 140,673</b>	<b>\$ 105,443</b>	<b>\$ 182,893</b>	<b>\$ 182,893</b>	<b>\$ 175,035</b>	<b>\$ 51,475</b>	
Enterprise	<b>WATER SUPPLY SYSTEM</b>							
	PERSONNEL SERVICES	3,821,684	3,721,475	4,017,471	3,721,175	4,018,380	4,053,829	
	PAYROLL FRINGES	1,933,284	1,994,259	2,614,084	2,570,731	2,567,290	2,753,074	
	EMPLOYEE ALLOWANCES	-	19,269	18,469	22,294	18,945	17,949	
	OTHER SERVICES	2,828,612	2,810,444	3,164,898	2,953,001	3,221,928	3,263,780	
	MATERIALS & SUPPLIES	2,077,021	2,003,223	1,934,704	2,075,231	2,118,806	2,137,805	
	OTHER CHARGES	6,825,720	6,962,314	6,924,362	7,270,523	6,751,836	6,903,443	
	PASS THROUGHGS	1,187,006	1,240,932	1,278,349	1,278,349	1,311,189	1,287,110	
	CAPITAL OUTLAY	(758,466)	(788,590)	331,236	232,030	995,500	351,300	
	VEHICLE OPERATING COSTS	129,103	148,811	100	77,735	17,100	17,100	
	<b>Total</b>		<b>\$ 18,043,964</b>	<b>\$ 18,112,136</b>	<b>\$ 20,283,673</b>	<b>\$ 20,201,069</b>	<b>\$ 21,020,974</b>	<b>\$ 20,785,390</b>
		<b>WATER BOND PENDING SERIES</b>						
	PERSONNEL SERVICES	-	-	-	-	-	-	
	PAYROLL FRINGES	-	-	-	-	-	-	
	OTHER SERVICES	-	-	-	-	-	-	
	MATERIALS & SUPPLIES	-	-	-	-	-	-	
	OTHER CHARGES	-	-	7,068,142	7,174,000	10,011,794	5,340,000	
	PASS THROUGHGS	-	300,000	25,000	-	-	-	
	CAPITAL OUTLAY	-	-	-	-	-	-	
	<b>Total</b>		<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 7,093,142</b>	<b>\$ 7,174,000</b>	<b>\$ 10,011,794</b>	<b>\$ 5,340,000</b>
		<b>SEWAGE DISPOSAL SYSTEM</b>						
	PERSONNEL SERVICES	3,109,441	3,239,750	3,518,578	3,072,982	3,701,996	3,641,636	
	PAYROLL FRINGES	1,763,702	1,810,516	2,314,001	2,276,854	2,459,455	2,636,119	
EMPLOYEE ALLOWANCES	-	16,457	10,467	15,446	16,509	16,509		
OTHER SERVICES	2,562,143	2,820,614	4,722,673	3,085,325	3,655,169	3,767,541		
MATERIALS & SUPPLIES	686,652	664,936	981,454	949,225	1,012,795	1,127,011		
OTHER CHARGES	6,195,554	6,169,294	8,373,533	7,701,500	9,480,191	9,517,792		
PASS THROUGHGS	1,395,542	904,129	1,039,268	1,031,768	720,640	735,337		
CAPITAL OUTLAY	-	(296,430)	73,000	-	193,500	-		
VEHICLE OPERATING COSTS	126,436	144,683	15,500	24,593	25,500	25,500		
<b>Total</b>		<b>\$ 15,839,469</b>	<b>\$ 15,473,948</b>	<b>\$ 21,048,474</b>	<b>\$ 18,157,693</b>	<b>\$ 21,265,755</b>	<b>\$ 21,467,445</b>	
	<b>SEWER BOND PENDING SERIES</b>							
PERSONNEL SERVICES	212	-	-	-	-	-		
PAYROLL FRINGES	46	-	-	-	-	-		
OTHER SERVICES	-	-	-	-	-	-		
OTHER CHARGES	116	35	38,152,825	12,645,000	5,005,000	4,625,000		
CAPITAL OUTLAY	(373)	(35)	-	-	-	-		
<b>Total</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ 38,152,825</b>	<b>\$ 12,645,000</b>	<b>\$ 5,005,000</b>	<b>\$ 4,625,000</b>	

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
<b>MARKET FUND</b>							
	PERSONNEL SERVICES	56,383	53,027	59,762	67,051	71,763	71,763
	PAYROLL FRINGES	30,567	32,494	48,121	48,121	35,766	38,800
	EMPLOYEE ALLOWANCES	-	827	186	1,320	1,506	1,506
	OTHER SERVICES	24,848	31,837	24,704	25,612	27,657	28,077
	MATERIALS & SUPPLIES	7,425	8,876	6,300	6,664	6,800	6,800
	OTHER CHARGES	36,835	39,743	39,962	41,147	44,715	45,208
	CDBG RECIPIENTS	-	2,174	33,326	31,820	-	-
	<b>Total</b>	<b>\$ 156,058</b>	<b>\$ 168,978</b>	<b>\$ 212,361</b>	<b>\$ 221,735</b>	<b>\$ 188,207</b>	<b>\$ 192,154</b>
<b>GOLF ENTERPRISE</b>							
	PERSONNEL SERVICES	631,922	611,681	625,824	590,658	-	-
	PAYROLL FRINGES	172,894	183,940	189,428	226,894	-	-
	EMPLOYEE ALLOWANCES	-	3,263	1,926	4,208	-	-
	OTHER SERVICES	106,236	96,887	160,406	95,127	-	-
	MATERIALS & SUPPLIES	205,272	217,555	205,750	195,619	-	-
	OTHER CHARGES	447,751	366,026	357,095	360,986	-	-
	PASS THROUGHES	18,085	14,648	-	-	-	-
	VEHICLE OPERATING COSTS	67,154	59,626	50,285	47,948	-	-
	<b>Total</b>	<b>\$ 1,649,316</b>	<b>\$ 1,553,625</b>	<b>\$ 1,590,714</b>	<b>\$ 1,521,440</b>	<b>\$ -</b>	<b>\$ -</b>
<b>AIRPORT</b>							
	PERSONNEL SERVICES	227,330	106,710	165,066	145,750	158,388	160,729
	PAYROLL FRINGES	132,211	72,675	104,234	104,336	89,802	97,982
	EMPLOYEE ALLOWANCES	-	807	900	2,040	2,498	2,498
	OTHER SERVICES	97,480	135,040	117,113	139,528	144,115	186,731
	MATERIALS & SUPPLIES	22,769	17,199	27,160	36,910	31,200	31,200
	OTHER CHARGES	221,232	191,257	268,054	267,554	220,750	217,756
	PASS THROUGHES	9,612	9,827	10,067	10,068	9,709	8,111
	CAPITAL OUTLAY	-	-	94,864	25,000	150,000	100,000
	VEHICLE OPERATING COSTS	43,605	44,943	43,000	44,400	36,812	36,193
	<b>Total</b>	<b>\$ 754,240</b>	<b>\$ 578,457</b>	<b>\$ 830,458</b>	<b>\$ 775,586</b>	<b>\$ 843,274</b>	<b>\$ 841,200</b>
<b>STORMWATER SEWER SYSTEM</b>							
	PERSONNEL SERVICES	1,074,320	1,210,476	1,354,050	1,164,026	1,286,657	1,292,269
	PAYROLL FRINGES	590,268	680,817	896,205	867,215	860,898	917,683
	EMPLOYEE ALLOWANCES	-	8,986	7,242	9,736	10,739	10,739
	OTHER SERVICES	1,433,008	2,266,512	2,506,256	1,696,563	1,424,416	1,431,654
	MATERIALS & SUPPLIES	158,167	179,629	189,189	132,146	148,970	150,670
	OTHER CHARGES	613,731	777,932	2,413,386	1,629,414	1,827,963	2,050,092
	PASS THROUGHES	1,246,685	269,134	1,741,979	341,957	312,650	336,357
	CAPITAL OUTLAY	35,302	(754,598)	1,290,266	-	-	-
	VEHICLE OPERATING COSTS	-	7,186	500	3,469	550	600
	<b>Total</b>	<b>\$ 5,151,479</b>	<b>\$ 4,646,074</b>	<b>\$ 10,399,073</b>	<b>\$ 5,844,526</b>	<b>\$ 5,872,843</b>	<b>\$ 6,190,064</b>
<b>STORMWATER BOND</b>							
	PERSONNEL SERVICES	9,640	31,865	13,959	-	-	-
	PAYROLL FRINGES	2,753	6,502	(1)	-	-	-
	OTHER SERVICES	9,310	12,573	21,553	-	-	-
	MATERIALS & SUPPLIES	134	678	1,031	-	-	-
	OTHER CHARGES	18,581	(18,581)	13,061,230	3,345,000	3,900,000	4,760,000
	CAPITAL OUTLAY	-	(73,455)	100,112	-	-	-
	<b>Total</b>	<b>\$ 40,418</b>	<b>\$ (40,418)</b>	<b>\$ 13,197,884</b>	<b>\$ 3,345,000</b>	<b>\$ 3,900,000</b>	<b>\$ 4,760,000</b>
<b>SOLID WASTE</b>							
	PERSONNEL SERVICES	1,734,082	1,528,744	1,609,867	1,602,921	1,720,328	1,646,255
	PAYROLL FRINGES	960,690	895,870	1,117,012	1,126,460	1,111,937	1,193,243
	EMPLOYEE ALLOWANCES	-	7,633	5,541	9,786	6,970	6,970
	OTHER SERVICES	8,169,494	6,922,596	8,206,315	8,243,416	9,095,893	9,240,495
	MATERIALS & SUPPLIES	1,759,358	85,951	292,776	118,590	120,150	120,150
	OTHER CHARGES	2,286,892	2,207,609	3,879,453	2,076,566	1,876,425	1,875,402
	PASS THROUGHES	382,172	377,650	615,686	376,972	444,045	448,763
	CAPITAL OUTLAY	(1,126,716)	-	577,688	243,984	-	-
	VEHICLE OPERATING COSTS	171,093	144,007	117,439	115,939	33,300	33,750
	<b>Total</b>	<b>\$ 14,337,066</b>	<b>\$ 12,170,061</b>	<b>\$ 16,421,777</b>	<b>\$ 13,914,634</b>	<b>\$ 14,409,048</b>	<b>\$ 14,565,028</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
Internal Service	<b>CENTRAL STORES</b>						
	PERSONNEL SERVICES	176,771	136,838	200,675	162,882	218,729	196,008
	PAYROLL FRINGES	104,996	96,796	140,359	126,119	143,373	153,905
	EMPLOYEE ALLOWANCES	-	888	848	848	867	867
	OTHER SERVICES	61,453	83,280	92,188	96,912	96,190	95,697
	MATERIALS & SUPPLIES	724,875	558,563	981,850	840,800	834,512	833,752
	OTHER CHARGES	114,094	122,137	104,633	107,633	86,060	86,780
	PASS THROUGHGS	42,288	42,125	42,349	42,349	42,839	43,181
	CAPITAL OUTLAY	-	-	10,000	10,000	-	-
	Total		\$ 1,224,476	\$ 1,040,627	\$ 1,572,902	\$ 1,387,543	\$ 1,422,570
	<b>FLEET SERVICES</b>						
	PERSONNEL SERVICES	1,081,734	767,256	848,290	774,806	791,748	793,147
	PAYROLL FRINGES	537,237	485,032	617,551	617,551	593,277	631,505
	EMPLOYEE ALLOWANCES	-	4,478	4,117	4,037	3,873	3,873
	OTHER SERVICES	151,593	97,761	111,154	117,653	118,489	122,188
	MATERIALS & SUPPLIES	18,794	17,517	11,176	21,300	21,800	22,300
	OTHER CHARGES	1,767,131	1,791,624	532,997	451,341	446,580	454,477
	PASS THROUGHGS	694,771	695,197	697,751	697,751	692,742	696,185
	CAPITAL OUTLAY	(502,312)	(13,655)	8,529,456	7,883,789	2,859,668	2,496,628
	VEHICLE OPERATING COSTS	1,839,453	1,966,079	2,256,925	2,140,086	2,204,105	2,368,215
Total		\$ 5,588,400	\$ 5,811,290	\$ 13,609,417	\$ 12,708,314	\$ 7,732,282	\$ 7,588,518
	<b>INFORMATION TECHNOLOGY</b>						
	PERSONNEL SERVICES	1,617,436	1,617,614	1,894,416	1,651,409	2,000,495	2,000,495
	PAYROLL FRINGES	827,657	829,819	1,148,580	1,071,237	1,250,190	1,313,695
	EMPLOYEE ALLOWANCES	-	12,762	10,518	15,920	13,794	13,794
	OTHER SERVICES	2,395,158	2,303,431	2,860,248	1,804,132	2,017,759	2,013,994
	MATERIALS & SUPPLIES	610,995	376,433	519,067	30,058	50,000	50,000
	OTHER CHARGES	1,048,978	1,268,641	1,401,759	785,607	2,245,441	1,592,999
	PASS THROUGHGS	8,316	-	-	-	-	-
	CAPITAL OUTLAY	(754,514)	(130,549)	264,611	-	-	-
	Total		\$ 5,754,025	\$ 6,278,151	\$ 8,099,199	\$ 5,358,363	\$ 7,577,679
	<b>PROJECT MANAGEMENT</b>						
	PERSONNEL SERVICES	993,800	689,671	2,228,417	2,230,378	2,268,593	2,287,617
	PAYROLL FRINGES	663,997	691,602	1,171,018	1,164,983	1,195,545	1,294,036
	EMPLOYEE ALLOWANCES	-	16,603	8,085	8,085	8,418	8,418
	OTHER SERVICES	117,696	137,537	185,668	254,068	201,804	208,218
	MATERIALS & SUPPLIES	21,309	14,643	36,200	21,600	20,600	20,600
	OTHER CHARGES	581,064	561,851	569,075	512,269	575,264	579,148
	PASS THROUGHGS	35,244	27,764	28,597	28,597	38,774	39,714
	CAPITAL OUTLAY	-	-	20,000	20,000	-	-
	VEHICLE OPERATING COSTS	8,901	-	-	-	-	-
Total		\$ 2,422,011	\$ 2,139,671	\$ 4,247,060	\$ 4,239,980	\$ 4,308,998	\$ 4,437,751
	<b>RISK FUND</b>						
	PERSONNEL SERVICES	237,552	254,544	240,897	241,236	316,001	316,001
	PAYROLL FRINGES	119,636	106,011	180,496	180,704	211,798	227,174
	EMPLOYEE ALLOWANCES	-	4,360	5,232	5,232	5,232	5,232
	OTHER SERVICES	1,066,505	850,023	769,880	801,391	904,086	912,057
	MATERIALS & SUPPLIES	33,054	11,248	6,150	1,600	7,600	7,600
	OTHER CHARGES	20,902,263	18,772,692	22,821,381	20,195,654	22,692,949	24,770,271
	PASS THROUGHGS	5,586,663	4,700,691	3,795,700	3,795,700	3,457,225	2,253,928
Total		\$ 27,945,673	\$ 24,699,570	\$ 27,819,736	\$ 25,221,517	\$ 27,594,891	\$ 28,492,263
	<b>WHEELER CENTER</b>						
	PERSONNEL SERVICES	24,894	21,632	27,107	22,648	23,072	23,366
	PAYROLL FRINGES	11,320	13,551	16,614	16,651	13,430	14,609
	EMPLOYEE ALLOWANCES	-	158	556	561	638	638
	OTHER SERVICES	320,008	292,783	393,564	299,600	318,236	327,413
	MATERIALS & SUPPLIES	49,273	33,559	29,991	26,400	24,594	25,300
OTHER CHARGES	53,688	45,295	47,559	47,559	43,673	45,369	
Total		\$ 459,184	\$ 406,978	\$ 515,391	\$ 413,419	\$ 423,643	\$ 436,695

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015	
Fiduciary Trust	<b>ELIZABETH R. DEAN TRUST FUND</b>							
	PERSONNEL SERVICES	27,849	25,773	45,928	22,343	25,500	27,000	
	PAYROLL FRINGES	7,474	6,554	-	1,285	-	-	
	OTHER SERVICES	28,971	46,432	22,500	13,000	18,315	18,000	
	MATERIALS & SUPPLIES	5,731	3,501	11,350	5,464	11,170	7,836	
	OTHER CHARGES	1,565	1,357	39	39	77	80	
	<b>Total</b>	<b>\$ 71,589</b>	<b>\$ 83,617</b>	<b>\$ 79,817</b>	<b>\$ 42,131</b>	<b>\$ 55,062</b>	<b>\$ 52,916</b>	
Pension Trust	<b>VEBA TRUST</b>							
	OTHER SERVICES	374,956	344,591	422,820	331,683	458,948	459,234	
	OTHER CHARGES	300	322	338	338	-	-	
	<b>Total</b>	<b>\$ 375,256</b>	<b>\$ 344,913</b>	<b>\$ 423,158</b>	<b>\$ 332,021</b>	<b>\$ 458,948</b>	<b>\$ 459,234</b>	
	<b>EMPLOYEES' RETIREMENT SYSTEM</b>							
	PERSONNEL SERVICES	180,605	259,872	251,800	251,800	259,517	259,517	
	PAYROLL FRINGES	98,124	113,233	137,600	137,850	153,054	164,395	
	OTHER SERVICES	1,183,355	1,180,014	1,256,750	1,018,217	2,077,057	2,077,662	
	MATERIALS & SUPPLIES	5,868	4,403	6,000	3,500	5,500	5,500	
	OTHER CHARGES	28,546,304	31,223,608	31,106,125	31,975,375	32,349,500	32,349,711	
	<b>Total</b>	<b>\$ 30,014,256</b>	<b>\$ 32,781,130</b>	<b>\$ 32,758,275</b>	<b>\$ 33,386,742</b>	<b>\$ 34,844,628</b>	<b>\$ 34,856,785</b>	
Special Revenue	<b>ENERGY PROJECTS</b>							
	PERSONNEL SERVICES	8,684	3,136	25,852	18,000	30,000	30,000	
	PAYROLL FRINGES	766	587	-	1,307	-	-	
	OTHER SERVICES	66,013	80,111	5,000	-	65,000	65,000	
	MATERIALS & SUPPLIES	81,478	40	-	775	-	-	
	OTHER CHARGES	23,703	19,204	51,434	19,684	29,318	29,819	
	PASS THROUGHGS	-	-	-	-	-	-	
	CAPITAL OUTLAY	-	-	120,000	-	120,000	120,000	
	CDBG RECIPIENTS	-	-	560,000	-	-	-	
		<b>Total</b>	<b>\$ 180,643</b>	<b>\$ 103,078</b>	<b>\$ 762,286</b>	<b>\$ 39,766</b>	<b>\$ 244,318</b>	<b>\$ 244,819</b>
	<b>PARKS REPAIR &amp; RESTORATION MILLAGE</b>							
	PERSONNEL SERVICES	9,193	-	-	-	-	-	
	PAYROLL FRINGES	2,809	-	-	-	-	-	
	OTHER SERVICES	20,866	-	-	-	-	-	
	MATERIALS & SUPPLIES	40,277	-	-	-	-	-	
	OTHER CHARGES	3,862	1,417	-	-	-	-	
	PASS THROUGHGS	-	64,000	-	-	-	-	
CAPITAL OUTLAY	-	-	-	-	-	-		
	<b>Total</b>	<b>\$ 77,008</b>	<b>\$ 65,417</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
	<b>LOCAL LAW ENFORC BLOCK GRANT</b>							
	PERSONNEL SERVICES	-	-	-	-	-	-	
	OTHER SERVICES	-	33,872	9,490	8,940	-	-	
	MATERIALS & SUPPLIES	143,397	-	51,537	44,667	-	-	
	CAPITAL OUTLAY	-	26,001	-	-	-	-	
	<b>Total</b>	<b>\$ 143,397</b>	<b>\$ 59,873</b>	<b>\$ 61,027</b>	<b>\$ 53,607</b>	<b>\$ -</b>	<b>\$ -</b>	
	<b>COMMUNITY TELEVISION NETWORK</b>							
	PERSONNEL SERVICES	592,906	627,466	627,324	627,326	670,957	654,434	
	PAYROLL FRINGES	329,910	365,888	483,590	483,590	505,370	537,641	
	EMPLOYEE ALLOWANCES	-	680	816	816	816	816	
	OTHER SERVICES	254,579	238,273	263,202	263,200	265,150	265,760	
	MATERIALS & SUPPLIES	85,697	60,409	41,002	41,002	92,500	92,500	
	OTHER CHARGES	178,637	195,493	191,379	191,379	239,984	241,882	
	CAPITAL OUTLAY	45,842	175,135	310,873	310,873	319,024	298,730	
		<b>Total</b>	<b>\$ 1,487,570</b>	<b>\$ 1,663,343</b>	<b>\$ 1,918,186</b>	<b>\$ 1,918,186</b>	<b>\$ 2,093,801</b>	<b>\$ 2,091,763</b>
		<b>HOMELAND SECURITY GRANT FUND</b>						
PERSONNEL SERVICES		25,505	61,421	44,418	40,814	-	-	
OTHER SERVICES		-	18,406	2,100	2,100	-	-	
MATERIALS & SUPPLIES		-	8,178	3,079	3,079	-	-	
	<b>Total</b>	<b>\$ 25,505</b>	<b>\$ 88,006</b>	<b>\$ 49,597</b>	<b>\$ 45,993</b>	<b>\$ -</b>	<b>\$ -</b>	

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>PARKS REHAB &amp; DEVELOPMENT MILLAGE</b>						
	PERSONNEL SERVICES	26,398	658	-	-	-	-
	PAYROLL FRINGES	11,281	5,070	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	44,319	47,113	-	-	-	-
	MATERIALS & SUPPLIES	12,752	-	-	-	-	-
	OTHER CHARGES	34,651	29,658	-	-	-	-
	PASS THROUGHGS	877,791	413,405	-	-	-	-
	CAPITAL OUTLAY	436,305	30,674	-	-	-	-
	<b>Total</b>	<b>\$ 1,443,497</b>	<b>\$ 526,577</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>MAJOR STREET</b>						
	PERSONNEL SERVICES	1,918,637	1,496,627	1,808,101	1,494,393	1,902,334	1,839,983
	PAYROLL FRINGES	924,092	878,317	1,138,081	1,089,661	1,237,957	1,321,915
	EMPLOYEE ALLOWANCES	-	7,439	6,114	8,887	7,192	7,192
	OTHER SERVICES	1,202,474	1,069,481	1,404,909	1,606,220	1,343,002	1,363,882
	MATERIALS & SUPPLIES	741,977	553,394	600,353	546,662	587,706	583,147
	OTHER CHARGES	1,236,004	1,240,350	1,820,859	1,163,249	970,495	984,159
	PASS THROUGHGS	940,347	933,984	912,310	892,028	900,127	903,919
	CAPITAL OUTLAY	211,921	-	18,214	-	-	-
	VEHICLE OPERATING COSTS	6,483	10,857	2,000	750	-	-
	<b>Total</b>	<b>\$ 7,181,935</b>	<b>\$ 6,190,449</b>	<b>\$ 7,710,941</b>	<b>\$ 6,801,850</b>	<b>\$ 6,948,813</b>	<b>\$ 7,004,197</b>
	<b>LOCAL STREET</b>						
	PERSONNEL SERVICES	478,485	358,071	479,204	321,268	459,870	461,255
	PAYROLL FRINGES	251,066	246,778	357,594	328,533	342,102	363,997
	OTHER SERVICES	756,581	480,092	640,037	751,681	662,373	645,479
	MATERIALS & SUPPLIES	163,765	133,475	60,447	135,800	150,502	146,045
	OTHER CHARGES	48,017	44,038	45,280	45,280	47,912	49,100
	PASS THROUGHGS	146,277	163,832	144,315	144,315	145,692	146,538
	<b>Total</b>	<b>\$ 1,844,192</b>	<b>\$ 1,426,286</b>	<b>\$ 1,726,877</b>	<b>\$ 1,726,877</b>	<b>\$ 1,808,451</b>	<b>\$ 1,812,414</b>
	<b>COURT FACILITIES</b>						
	PASS THROUGHGS	193,340	225,000	225,000	225,000	225,000	225,000
	<b>Total</b>	<b>\$ 193,340</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>
	<b>OPEN SPACE &amp; PARKLAND PRESERVATION</b>						
	PERSONNEL SERVICES	24,777	22,219	25,466	25,422	23,633	23,055
	PAYROLL FRINGES	13,308	14,325	15,708	15,834	14,989	15,954
	EMPLOYEE ALLOWANCES	-	477	426	400	229	589
	OTHER SERVICES	206,555	154,175	208,550	109,873	154,800	150,800
	MATERIALS & SUPPLIES	504	313	1,000	122	1,500	1,500
	OTHER CHARGES	37,808	61,721	21,288	11,288	2,212	2,322
	PASS THROUGHGS	1,499,820	1,296,751	1,346,710	1,322,843	1,233,475	1,238,575
	CAPITAL OUTLAY	8,916,915	1,584,650	2,725,855	1,519,000	-	-
	<b>Total</b>	<b>\$ 10,699,687</b>	<b>\$ 3,134,633</b>	<b>\$ 4,345,003</b>	<b>\$ 3,004,782</b>	<b>\$ 1,430,838</b>	<b>\$ 1,432,795</b>
	<b>BANDEMER PROPERTY</b>						
	PERSONNEL SERVICES	-	33	-	-	-	-
	PAYROLL FRINGES	-	9	-	-	-	-
	OTHER CHARGES	2,532	2,323	2,381	2,381	1,789	1,834
	CAPITAL OUTLAY	-	-	1,877	-	-	-
	<b>Total</b>	<b>\$ 2,532</b>	<b>\$ 2,323</b>	<b>\$ 4,258</b>	<b>\$ 2,381</b>	<b>\$ 1,789</b>	<b>\$ 1,834</b>
	<b>CONSTRUCTION CODE FUND</b>						
	PERSONNEL SERVICES	842,881	905,448	971,694	945,725	1,155,009	1,163,679
	PAYROLL FRINGES	438,105	499,811	626,907	627,689	761,358	813,884
	EMPLOYEE ALLOWANCES	-	11,500	7,574	14,775	5,380	6,100
	OTHER SERVICES	92,842	78,849	291,122	63,865	104,416	105,729
	MATERIALS & SUPPLIES	11,514	6,610	16,500	20,000	16,500	16,500
	OTHER CHARGES	638,311	566,269	454,775	462,775	410,359	413,736
	PASS THROUGHGS	39,996	-	-	-	-	-
	VEHICLE OPERATING COSTS	1,601	30	3,000	1,000	3,000	3,000
	<b>Total</b>	<b>\$ 2,065,250</b>	<b>\$ 2,068,518</b>	<b>\$ 2,371,572</b>	<b>\$ 2,135,829</b>	<b>\$ 2,456,022</b>	<b>\$ 2,522,628</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>DRUG ENFORCEMENT</b>						
	OTHER SERVICES	2,134	7,677	-	-	-	-
	MATERIALS & SUPPLIES	636	51,794	146,000	120,300	137,000	46,000
	CAPITAL OUTLAY	24,576	-	-	-	-	-
	<b>Total</b>	<b>\$ 27,346</b>	<b>\$ 59,471</b>	<b>\$ 146,000</b>	<b>\$ 120,300</b>	<b>\$ 137,000</b>	<b>\$ 46,000</b>
	<b>FEDERAL EQUITABLE SHARING FORFEITURE</b>						
	OTHER SERVICES	8,600	53,343	32,755	-	-	-
	MATERIALS & SUPPLIES	87,519	20,514	118,245	141,000	138,000	47,000
	OTHER CHARGES	-	12,384	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 96,119</b>	<b>\$ 86,241</b>	<b>\$ 151,000</b>	<b>\$ 141,000</b>	<b>\$ 138,000</b>	<b>\$ 47,000</b>
	<b>PARKS MEMORIALS &amp; CONTRIBUTIONS</b>						
	PERSONNEL SERVICES	4,017	4,017	4,000	4,000	4,160	4,160
	PAYROLL FRINGES	1,978	2,140	2,612	2,613	2,807	2,998
	EMPLOYEE ALLOWANCES	-	155	186	186	186	186
	OTHER SERVICES	1,736	7,201	28,308	21,582	19,250	14,250
	MATERIALS & SUPPLIES	5,835	794	3,457	732	1,000	1,000
	OTHER CHARGES	-	-	12,000	-	-	-
	PASS THROUGHGS	11,117	29,241	31,500	15,500	15,000	15,000
	CAPITAL OUTLAY	-	-	338,460	75,000	-	-
	<b>Total</b>	<b>\$ 24,682</b>	<b>\$ 43,547</b>	<b>\$ 420,523</b>	<b>\$ 119,613</b>	<b>\$ 42,403</b>	<b>\$ 37,594</b>
	<b>METRO EXPANSION</b>						
	PERSONNEL SERVICES	152,639	146,260	62,348	72,440	27,669	27,485
	PAYROLL FRINGES	31,665	33,048	11,210	15,590	14,568	15,535
	OTHER SERVICES	31,082	141,338	185,230	50,797	177,328	178,176
	MATERIALS & SUPPLIES	35,439	22,705	83,997	4,200	26,478	25,243
	OTHER CHARGES	4,644	4,285	5,208	4,399	12,670	12,995
	<b>Total</b>	<b>\$ 255,469</b>	<b>\$ 347,637</b>	<b>\$ 347,993</b>	<b>\$ 147,426</b>	<b>\$ 258,713</b>	<b>\$ 259,434</b>
	<b>SPECIAL ASSISTANCE</b>						
	OTHER SERVICES	5,065	8,000	8,000	4,000	4,000	4,000
	<b>Total</b>	<b>\$ 5,065</b>	<b>\$ 8,000</b>	<b>\$ 8,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>	<b>\$ 4,000</b>
	<b>OPEN SPACE ENDOWMENT</b>						
	OTHER SERVICES	-	-	-	-	10,000	10,000
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
	<b>CEMETARY PERPETUAL CARE</b>						
	OTHER SERVICES	599	-	-	-	-	-
	<b>Total</b>	<b>\$ 599</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>ART IN PUBLIC PLACES</b>						
	PERSONNEL SERVICES	-	125	-	-	-	-
	PAYROLL FRINGES	-	42	-	-	-	-
	OTHER SERVICES	343,417	418,358	617,492	574,000	-	-
	MATERIALS & SUPPLIES	841	580	-	29,475	-	-
	OTHER CHARGES	-	250	886,603	294,362	14,000	-
	<b>Total</b>	<b>\$ 344,257</b>	<b>\$ 419,355</b>	<b>\$ 1,504,095</b>	<b>\$ 897,837</b>	<b>\$ 14,000</b>	<b>\$ -</b>
	<b>ALTERNATIVE TRANSPORTATION</b>						
	PERSONNEL SERVICES	142,160	91,099	125,213	67,198	76,650	76,650
	PAYROLL FRINGES	49,890	37,924	56,320	34,109	43,817	46,915
	EMPLOYEE ALLOWANCES	-	660	792	792	792	792
	OTHER SERVICES	104,736	47,465	29,961	13,400	41,400	51,400
	MATERIALS & SUPPLIES	5,402	3,185	2,634	-	-	-
	OTHER CHARGES	96,810	24,332	466,649	65	258,135	10,394
	PASS THROUGHGS	5,040	-	-	-	-	-
	CAPITAL OUTLAY	53,528	166,456	32,171	-	-	-
	<b>Total</b>	<b>\$ 457,567</b>	<b>\$ 371,121</b>	<b>\$ 713,740</b>	<b>\$ 115,564</b>	<b>\$ 420,794</b>	<b>\$ 186,151</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>STREET REPAIR MILLAGE</b>						
	PERSONNEL SERVICES	813,328	1,033,946	1,678,844	-	-	-
	PAYROLL FRINGES	169,611	202,854	188,128	-	-	-
	EMPLOYEE ALLOWANCES	-	1,520	-	-	-	-
	OTHER SERVICES	1,618,300	3,056,227	4,881,100	-	-	-
	MATERIALS & SUPPLIES	143,040	174,104	79,884	-	-	-
	OTHER CHARGES	1,069,863	2,823,548	19,389,853	16,098,951	14,139,897	10,444,029
	PASS THROUGHGS	380,039	746,126	1,190,863	199,351	211,642	178,016
	CAPITAL OUTLAY	4,547,884	10,157,701	16,564,550	-	-	-
	<b>Total</b>	<b>\$ 8,742,065</b>	<b>\$ 18,196,027</b>	<b>\$ 43,973,222</b>	<b>\$ 16,298,302</b>	<b>\$ 14,351,539</b>	<b>\$ 10,622,045</b>
	<b>MICHIGAN JUSTICE TRAINING</b>						
	OTHER SERVICES	31,812	39,310	70,000	44,000	50,800	40,700
	MATERIALS & SUPPLIES	8,181	852	-	-	-	-
	<b>Total</b>	<b>\$ 39,993</b>	<b>\$ 40,162</b>	<b>\$ 70,000</b>	<b>\$ 44,000</b>	<b>\$ 50,800</b>	<b>\$ 40,700</b>
	<b>AFFORDABLE HOUSING</b>						
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	172,528	72,940	-	-	-	-
	OTHER CHARGES	138,000	-	-	-	-	-
	PASS THROUGHGS	1,420	-	-	-	-	-
	CDBG RECIPIENTS	64,500	4,611	46,641	46,641	100,000	100,000
	<b>Total</b>	<b>\$ 376,448</b>	<b>\$ 77,552</b>	<b>\$ 46,641</b>	<b>\$ 46,641</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
	<b>PARKS MAINT &amp; CAPITAL IMPROVEMENTS</b>						
	PERSONNEL SERVICES	1,461,585	1,518,895	1,668,677	1,372,857	1,808,000	1,807,134
	PAYROLL FRINGES	707,699	736,633	1,032,680	1,009,334	1,035,984	1,105,007
	EMPLOYEE ALLOWANCES	-	12,453	9,828	12,395	17,071	17,071
	OTHER SERVICES	821,930	1,294,591	2,189,557	2,113,026	742,936	832,161
	MATERIALS & SUPPLIES	509,183	404,548	290,350	344,813	406,120	372,920
	OTHER CHARGES	277,916	436,747	320,145	324,021	1,184,011	1,195,848
	PASS THROUGHGS	7,428	12,733	12,659	12,659	8,714	8,813
	CAPITAL OUTLAY	289,079	1,590,833	2,979,537	901,272	-	-
	VEHICLE OPERATING COSTS	95	-	-	50	-	-
	<b>Total</b>	<b>\$ 4,074,915</b>	<b>\$ 6,007,433</b>	<b>\$ 8,503,433</b>	<b>\$ 6,090,427</b>	<b>\$ 5,202,836</b>	<b>\$ 5,338,954</b>
	<b>LOCAL FORFEITURE</b>						
	OTHER SERVICES	6,128	2,449	-	-	-	-
	MATERIALS & SUPPLIES	12,203	21,833	300	300	100	100
	OTHER CHARGES	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 18,331</b>	<b>\$ 24,282</b>	<b>\$ 300</b>	<b>\$ 300</b>	<b>\$ 100</b>	<b>\$ 100</b>
	<b>COMMUNITY DEV BLOCK GRANT</b>						
	PERSONNEL SERVICES	812	-	-	-	-	-
	PAYROLL FRINGES	93	-	-	-	-	-
	OTHER SERVICES	82,080	4,940	258	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	CDBG RECIPIENTS	671,542	432,440	184,865	-	-	-
	<b>Total</b>	<b>\$ 754,528</b>	<b>\$ 437,380</b>	<b>\$ 185,123</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>SENIOR CENTER ENDOWMENT</b>						
	PASS THROUGHGS	37,500	37,500	37,500	-	-	-
	<b>Total</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>	<b>\$ 37,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>HOME PROGRAM FUND</b>						
	PERSONNEL SERVICES	-	-	-	-	-	-
	CDBG RECIPIENTS	335,881	2,250	-	-	-	-
	<b>Total</b>	<b>\$ 335,881</b>	<b>\$ 2,250</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>SIDEWALK IMPROVEMENT FUND</b>						
	PERSONNEL SERVICES	-	16,184	-	-	-	-
	PAYROLL FRINGES	-	2,159	-	-	-	-
	OTHER SERVICES	95,148	269,891	480,162	-	-	-
	MATERIALS & SUPPLIES	-	227	-	-	-	-
	OTHER CHARGES	19,668	-	-	-	-	-
	PASS THROUGHGS	-	-	-	-	-	-
	<b>Total</b>	<b>\$ 114,816</b>	<b>\$ 288,461</b>	<b>\$ 480,162</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>MAJOR GRANT PROGRAMS</b>						
	PERSONNEL SERVICES	118,201	171,757	1,037,831	-	-	-
	PAYROLL FRINGES	22,669	30,699	86,456	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	292,229	467,012	2,731,268	-	-	-
	MATERIALS & SUPPLIES	661,524	95,926	133,471	-	-	-
	OTHER CHARGES	15,245	18,764	858,275	-	-	-
	PASS THROUGHGS	-	100,000	-	-	-	-
	CAPITAL OUTLAY	(47,288)	187,674	769,951	-	-	-
	<b>Total</b>	<b>\$ 1,062,580</b>	<b>\$ 1,071,833</b>	<b>\$ 5,617,252</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Capital Projects	<b>GENERAL CAPITAL FUND</b>						
	PERSONNEL SERVICES	47,161	122	4,000	4,000	-	-
	PAYROLL FRINGES	11,312	35	-	-	-	-
	OTHER SERVICES	260,485	(365,105)	78,583	78,583	-	-
	MATERIALS & SUPPLIES	16,778	-	-	-	-	-
	OTHER CHARGES	-	-	40,159	40,159	1,075,000	1,513,000
	<b>Total</b>	<b>\$ 335,736</b>	<b>\$ (364,948)</b>	<b>\$ 122,742</b>	<b>\$ 122,742</b>	<b>\$ 1,075,000</b>	<b>\$ 1,513,000</b>
Component Units	<b>SMART ZONE LDFA</b>						
	OTHER SERVICES	1,385,639	1,456,052	1,658,153	1,598,710	1,787,791	1,689,953
	OTHER CHARGES	444	568	596	13,731	27,101	27,818
	<b>Total</b>	<b>\$ 1,386,083</b>	<b>\$ 1,456,620</b>	<b>\$ 1,658,749</b>	<b>\$ 1,612,441</b>	<b>\$ 1,814,892</b>	<b>\$ 1,717,771</b>
	<b>DDA/HOUSING FUND</b>						
	OTHER SERVICES	-	-	-	-	300,000	-
	OTHER CHARGES	-	-	2,000	2,000	2,000	2,000
	PASS THROUGHGS	-	-	800,000	796,000	-	-
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 802,000</b>	<b>\$ 798,000</b>	<b>\$ 302,000</b>	<b>\$ 2,000</b>
	<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>						
	PERSONNEL SERVICES	-	-	143,843	143,843	147,252	147,252
	PAYROLL FRINGES	-	-	90,335	90,335	89,521	95,507
	EMPLOYEE ALLOWANCES	-	-	1,894	1,894	1,894	1,894
	OTHER SERVICES	-	-	394,619	399,619	680,902	420,736
	MATERIALS & SUPPLIES	-	-	17,500	17,500	18,025	18,566
	OTHER CHARGES	-	-	76,032	48,072	83,530	71,846
	PASS THROUGHGS	-	-	3,690,504	3,690,504	4,538,687	2,810,936
	CAPITAL OUTLAY	-	-	200,000	1,093,106	300,000	300,000
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,614,727</b>	<b>\$ 5,484,873</b>	<b>\$ 5,859,811</b>	<b>\$ 3,866,737</b>
	<b>DDA PARKING MAINTENANCE</b>						
	OTHER SERVICES	-	-	330,000	330,000	865,270	1,007,276
	CAPITAL OUTLAY	-	-	1,696,350	1,425,000	1,461,000	1,654,104
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,026,350</b>	<b>\$ 1,755,000</b>	<b>\$ 2,326,270</b>	<b>\$ 2,661,380</b>
	<b>DDA PARKING SYSTEM</b>						
	PERSONNEL SERVICES	-	-	143,842	143,842	147,252	147,252
	PAYROLL FRINGES	-	-	90,334	90,334	89,516	95,507
	EMPLOYEE ALLOWANCES	-	-	1,894	1,894	1,894	1,894
	OTHER SERVICES	-	-	6,342,429	6,342,429	6,595,683	6,863,164
	MATERIALS & SUPPLIES	-	-	24,000	24,000	24,720	25,462
	OTHER CHARGES	-	-	3,937,346	4,264,743	4,412,404	4,486,745
	PASS THROUGHGS	-	-	4,703,819	5,019,034	8,478,863	8,079,439
	CAPITAL OUTLAY	-	-	1,914,951	3,587,350	238,840	253,571
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,158,615</b>	<b>\$ 19,473,626</b>	<b>\$ 19,989,172</b>	<b>\$ 19,953,034</b>

## Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
	<b>CITY TOTALS</b>						
	PERSONNEL SERVICES	52,923,488	50,357,124	54,883,642	50,012,465	53,871,549	53,558,939
	PAYROLL FRINGES	25,660,070	26,396,255	32,500,805	31,918,838	32,862,702	35,151,016
	EMPLOYEE ALLOWANCES	368,512	588,812	536,104	590,955	576,251	578,251
	OTHER SERVICES	36,883,609	37,028,100	56,856,207	43,951,700	46,634,664	46,827,584
	MATERIALS & SUPPLIES	10,276,718	6,690,248	7,754,511	6,803,210	7,127,287	7,039,309
	OTHER CHARGES	94,300,595	100,320,806	184,165,950	137,895,298	139,728,044	135,144,106
	PASS THROUGHs	25,899,196	23,875,578	34,847,061	31,891,380	35,187,854	32,281,631
	CAPITAL OUTLAY	12,856,587	11,939,373	39,263,910	17,721,427	6,942,406	5,680,733
	VEHICLE OPERATING COSTS	2,443,895	2,577,731	2,522,369	2,495,320	2,417,717	2,582,408
	COMMUNITY DEVELOPMENT RECIPIENTS	2,359,968	1,711,104	2,069,461	1,323,090	1,344,629	1,344,629
	<b>Total*</b>	<b>\$ 263,972,638</b>	<b>\$ 261,485,131</b>	<b>\$ 415,400,020</b>	<b>\$ 324,603,683</b>	<b>\$ 326,693,103</b>	<b>\$ 320,188,606</b>

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

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
<b>Mayor &amp; Council</b>	<b>348,469</b>	<b>357,941</b>	<b>375,710</b>	<b>373,177</b>	<b>375,169</b>	<b>377,221</b>
<b>010 Mayor</b>	<b>348,469</b>	<b>357,941</b>	<b>375,710</b>	<b>373,177</b>	<b>375,169</b>	<b>377,221</b>
Personnel Services	237,996	237,403	34,210	34,210	34,210	34,210
Personnel Services-Other	(571)	-	219,502	201,571	219,631	219,631
Payroll Fringes	33,669	36,642	29,091	47,189	33,449	35,482
Other Services	(379)	1,357	9,000	6,700	10,300	10,300
Materials & Supplies	737	256	900	500	900	900
Other Charges	77,016	82,283	83,007	83,007	76,679	76,698
<b>City Attorney</b>	<b>1,758,335</b>	<b>1,863,446</b>	<b>1,884,968</b>	<b>1,878,676</b>	<b>1,919,226</b>	<b>1,943,546</b>
<b>014 Attorney</b>	<b>1,758,335</b>	<b>1,863,446</b>	<b>1,884,968</b>	<b>1,878,676</b>	<b>1,919,226</b>	<b>1,943,546</b>
Personnel Services	949,593	965,189	998,837	982,168	1,024,448	1,012,585
Personnel Services-Other	43,905	30,305	-	25,149	20,000	16,604
Payroll Fringes	455,769	481,477	595,175	564,404	625,266	664,758
Employee Allowances	-	8,750	11,772	10,500	5,916	5,916
Other Services	35,554	39,518	21,000	30,105	24,000	24,000
Materials & Supplies	39,279	39,469	24,520	33,343	28,800	28,800
Other Charges	234,235	298,738	233,007	233,007	190,796	190,883
<b>City Administrator Service Area</b>	<b>2,783,670</b>	<b>2,849,996</b>	<b>2,850,801</b>	<b>2,856,359</b>	<b>2,952,472</b>	<b>2,937,548</b>
<b>011 City Administrator</b>	<b>540,325</b>	<b>532,756</b>	<b>477,240</b>	<b>479,340</b>	<b>571,492</b>	<b>578,142</b>
Personnel Services	229,568	204,639	250,850	250,850	253,850	253,850
Personnel Services-Other	59,470	31,621	-	-	-	-
Payroll Fringes	103,195	129,946	98,697	98,697	126,841	133,465
Employee Allowances	-	2,590	3,084	3,084	3,768	3,768
Other Services	66,001	88,663	63,500	63,600	66,400	66,400
Materials & Supplies	1,052	659	1,000	3,000	1,000	1,000
Other Charges	81,038	74,637	60,109	60,109	119,633	119,659
<b>012 Human Resources</b>	<b>1,285,549</b>	<b>1,296,210</b>	<b>1,345,748</b>	<b>1,345,748</b>	<b>1,429,315</b>	<b>1,341,188</b>
Personnel Services	679,082	648,126	662,873	662,873	702,140	634,891
Personnel Services-Other	12,920	36,467	17,844	7,844	22,500	22,500
Payroll Fringes	332,670	345,215	427,597	427,597	450,071	428,364
Employee Allowances	-	3,266	4,056	4,056	6,600	6,600
Other Services	42,157	19,331	58,056	58,056	46,981	46,981
Materials & Supplies	8,014	14,005	14,500	24,500	8,500	8,500
Other Charges	210,706	229,800	160,822	160,822	192,523	193,352
<b>015 City Clerk</b>	<b>957,796</b>	<b>1,021,030</b>	<b>1,027,813</b>	<b>1,031,271</b>	<b>951,665</b>	<b>1,018,218</b>

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
Personnel Services	308,518	318,301	323,165	329,530	335,770	336,727
Personnel Services-Other	218,496	201,573	237,608	228,856	115,000	172,000
Payroll Fringes	185,395	190,888	239,940	246,052	261,406	279,450
Employee Allowances	-	1,768	1,320	2,640	2,640	2,640
Other Services	65,982	103,563	76,381	79,769	89,031	77,535
Materials & Supplies	14,837	32,009	24,000	19,025	22,500	24,500
Other Charges	164,568	172,929	125,399	125,399	125,318	125,366
<b>Community Services Area</b>	<b>8,033,734</b>	<b>7,860,254</b>	<b>7,865,865</b>	<b>7,851,767</b>	<b>9,392,112</b>	<b>9,418,414</b>
<b>002 Community Development</b>	<b>2,014,708</b>	<b>1,973,745</b>	<b>1,842,240</b>	<b>1,835,305</b>	<b>1,828,808</b>	<b>1,820,515</b>
Personnel Services	254,852	191,158	181,607	181,638	47,452	46,296
Personnel Services-Other	9,881	3,016	-	-	-	-
Payroll Fringes	144,126	129,394	128,509	126,335	28,616	30,657
Employee Allowances	-	1,719	2,765	1,973	379	1,099
Other Services	154,869	220,076	157,505	153,505	150,000	150,000
Other Charges	162,936	158,753	127,225	127,225	257,732	247,834
CDBG Recipients	1,288,044	1,269,629	1,244,629	1,244,629	1,244,629	1,244,629
<b>033 Building</b>	<b>1,799,454</b>	<b>1,381,492</b>	<b>1,433,737</b>	<b>1,474,779</b>	<b>1,374,619</b>	<b>1,328,723</b>
Personnel Services	636,676	503,820	535,108	535,319	526,634	542,404
Personnel Services-Other	92,649	43,070	10,000	79,150	10,000	10,000
Payroll Fringes	358,740	314,080	369,671	353,922	363,855	399,178
Employee Allowances	-	2,686	2,480	3,300	3,166	3,886
Other Services	60,039	80,245	133,542	129,822	118,068	120,281
Materials & Supplies	35,573	15,410	18,000	6,500	5,500	5,500
Other Charges	515,782	322,181	264,936	266,766	247,396	247,474
Pass Throughs	99,996	100,000	100,000	100,000	100,000	-
<b>050 Planning</b>	<b>667,338</b>	<b>921,661</b>	<b>948,556</b>	<b>930,077</b>	<b>979,874</b>	<b>992,380</b>
Personnel Services	420,306	454,364	442,029	442,483	450,165	453,282
Personnel Services-Other	16,021	12,903	7,100	16,115	10,000	10,000
Payroll Fringes	214,302	248,481	300,733	302,569	315,424	339,813
Employee Allowances	-	1,099	1,254	2,000	1,254	1,254
Other Services	10,669	16,981	46,930	18,650	59,750	44,750
Materials & Supplies	3,118	3,842	4,250	2,000	4,670	4,670
Other Charges	2,921	183,991	146,260	146,260	138,611	138,611
<b>060 Parks &amp; Recreation</b>	<b>3,552,234</b>	<b>3,583,355</b>	<b>3,641,332</b>	<b>3,611,606</b>	<b>5,208,811</b>	<b>5,276,796</b>
Personnel Services	793,060	693,347	807,236	679,227	1,051,877	1,058,297

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
Personnel Services-Other	743,129	818,171	798,091	839,409	1,280,456	1,280,456
Payroll Fringes	502,439	509,809	572,774	613,300	764,161	819,519
Employee Allowances	-	10,845	11,313	15,362	21,769	22,849
Other Services	856,432	855,207	847,033	866,319	989,599	1,018,916
Materials & Supplies	209,604	189,035	189,490	170,707	391,450	392,925
Other Charges	414,789	499,518	409,195	418,982	517,329	495,564
Pass Throughs	-	-	-	-	127,070	122,470
Capital Outlay	24,998	-	-	-	-	-
Vehicle Operating Costs	7,784	7,423	6,200	8,300	65,100	65,800
<b>Financial &amp; Administrative Services Area</b>	<b>3,575,973</b>	<b>3,315,314</b>	<b>3,392,250</b>	<b>3,353,054</b>	<b>3,583,592</b>	<b>3,591,808</b>
<b>018 Finance</b>	<b>3,575,973</b>	<b>3,315,314</b>	<b>3,392,250</b>	<b>3,353,054</b>	<b>3,583,592</b>	<b>3,591,808</b>
Personnel Services	1,599,487	1,520,989	1,610,031	1,574,857	1,700,970	1,660,833
Personnel Services-Other	141,801	64,350	46,069	8,000	14,643	8,020
Payroll Fringes	812,344	822,256	1,053,070	1,030,941	1,138,588	1,191,475
Employee Allowances	-	16,230	19,476	19,476	19,116	19,116
Other Services	157,434	155,603	118,627	156,588	173,902	174,615
Materials & Supplies	147,615	60,093	48,008	65,708	62,858	62,858
Other Charges	717,292	662,202	496,969	497,484	473,515	474,891
Capital Outlay	-	13,589	-	-	-	-
<b>Public Services Area</b>	<b>7,567,852</b>	<b>6,431,513</b>	<b>6,693,335</b>	<b>6,501,733</b>	<b>7,820,972</b>	<b>8,059,747</b>
<b>029 Environmental Coordination Ser</b>	<b>112,836</b>	<b>96,005</b>	<b>105,773</b>	<b>105,773</b>	<b>82,886</b>	<b>84,931</b>
Personnel Services	28,851	19,583	31,964	16,025	37,572	37,572
Personnel Services-Other	19,607	18,574	14,622	27,463	5,000	5,000
Payroll Fringes	17,035	16,136	22,996	13,995	20,542	22,081
Employee Allowances	-	417	131	110	659	659
Other Services	8,668	1,032	1,400	11,720	200	200
Materials & Supplies	1,255	150	250	250	200	200
Other Charges	37,420	40,113	34,410	36,210	18,713	19,219
<b>040 Public Services</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>15,000</b>	<b>150,000</b>	<b>500,000</b>
Personnel Services	-	-	30,000	13,250	-	-
Payroll Fringes	-	-	-	1,750	-	-
Pass Throughs	-	-	-	-	150,000	500,000
<b>061 Field Operations</b>	<b>4,795,247</b>	<b>3,765,678</b>	<b>4,192,601</b>	<b>4,166,007</b>	<b>4,267,678</b>	<b>4,319,636</b>
Personnel Services	589,692	229,855	412,550	338,195	428,092	431,136
Personnel Services-Other	118,054	62,087	30,907	122,960	31,920	31,920

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
Payroll Fringes	421,968	221,726	324,374	325,503	343,078	367,733
Employee Allowances	-	2,065	2,526	2,142	1,405	1,405
Other Services	2,457,081	2,029,415	2,440,652	2,386,668	2,573,252	2,592,541
Materials & Supplies	89,951	54,089	51,146	40,100	41,226	40,826
Other Charges	751,286	829,517	587,515	586,315	519,468	523,062
Pass Throughs	351,669	333,902	335,431	335,431	327,237	329,013
Capital Outlay	-	-	5,500	27,193	-	-
Vehicle Operating Costs	15,546	3,022	2,000	1,500	2,000	2,000
<b>070 Public Services Administration</b>	<b>446,359</b>	<b>294,325</b>	<b>154,490</b>	<b>104,490</b>	<b>191,523</b>	<b>116,563</b>
Other Services	132,607	569	-	-	75,000	-
Other Charges	313,752	293,756	104,490	104,490	116,523	116,563
Pass Throughs	-	-	50,000	-	-	-
<b>074 Utilities-Water Treatment</b>	<b>510,325</b>	<b>523,225</b>	<b>179,312</b>	<b>171,495</b>	<b>489,218</b>	<b>793,636</b>
Personnel Services	87,523	35,894	39,105	40,516	48,709	49,441
Personnel Services-Other	2,660	1,220	4,338	2,996	3,011	3,026
Payroll Fringes	36,748	21,664	27,968	29,109	35,222	37,847
Employee Allowances	-	-	132	-	153	153
Other Services	93,005	67,055	57,395	56,614	85,200	60,700
Materials & Supplies	29,212	10,548	18,750	10,636	15,000	15,000
Other Charges	21,996	20,594	31,624	31,624	20,923	21,469
Pass Throughs	210,000	366,250	-	-	50,000	575,000
Capital Outlay	29,181	-	-	-	231,000	31,000
<b>078 Customer Service</b>	<b>257,649</b>	<b>252,143</b>	<b>250,097</b>	<b>249,305</b>	<b>239,315</b>	<b>245,651</b>
Personnel Services	137,651	126,260	109,538	109,418	105,812	107,081
Personnel Services-Other	-	700	792	-	-	-
Payroll Fringes	85,872	86,486	101,377	101,497	97,255	104,054
Other Services	250	97	-	-	-	-
Materials & Supplies	-	-	57	57	3,500	3,500
Other Charges	33,876	38,600	38,333	38,333	25,102	25,114
Pass Throughs	-	-	-	-	7,646	5,902

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
<b>091 Fleet &amp; Facility Services</b>	<b>1,445,435</b>	<b>1,500,136</b>	<b>1,781,062</b>	<b>1,689,663</b>	<b>2,400,352</b>	<b>1,999,330</b>
Personnel Services	253,608	280,153	307,422	307,422	308,254	309,211
Personnel Services-Other	27,986	24,406	11,075	24,300	24,753	25,800
Payroll Fringes	166,998	181,452	239,414	239,414	259,674	276,174
Employee Allowances	-	7,157	7,414	7,414	7,427	8,111
Other Services	638,341	735,195	839,095	685,552	711,799	728,178
Materials & Supplies	54,565	65,926	50,180	44,100	48,617	47,264
Other Charges	108,822	136,855	95,063	95,063	85,973	86,058
Pass Throughs	12,792	13,770	14,183	14,183	890,081	453,534
Capital Outlay	182,324	55,222	217,216	272,215	63,774	65,000
<b>Safety Services</b>	<b>39,554,210</b>	<b>39,463,791</b>	<b>38,632,893</b>	<b>38,761,887</b>	<b>38,980,639</b>	<b>40,035,401</b>
<b>031 Police</b>	<b>25,715,057</b>	<b>25,873,142</b>	<b>24,689,305</b>	<b>24,861,350</b>	<b>24,475,751</b>	<b>25,149,439</b>
Personnel Services	12,170,278	11,360,845	10,386,113	10,269,034	10,378,287	10,432,511
Personnel Services-Other	1,544,325	2,133,392	1,349,852	1,666,520	1,355,155	1,355,155
Payroll Fringes	6,637,469	6,642,151	7,461,644	7,478,326	7,359,916	7,932,944
Employee Allowances	200,004	220,946	211,016	220,946	207,884	209,984
Other Services	1,097,202	1,433,292	2,134,120	2,069,074	2,126,693	2,163,002
Materials & Supplies	114,769	106,093	84,202	87,302	104,600	104,600
Other Charges	3,924,523	3,949,746	3,037,358	3,040,648	2,913,216	2,921,243
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	26,486	26,678	25,000	29,500	30,000	30,000
<b>032 Fire</b>	<b>13,839,153</b>	<b>13,590,650</b>	<b>13,943,588</b>	<b>13,900,537</b>	<b>14,504,888</b>	<b>14,885,962</b>
Personnel Services	6,158,586	5,858,659	6,081,782	6,049,630	6,477,693	6,495,937
Personnel Services-Other	967,312	819,983	657,995	609,273	607,510	607,510
Payroll Fringes	3,374,430	3,492,997	4,395,327	4,404,268	4,507,703	4,850,352
Employee Allowances	168,508	169,591	149,758	146,000	156,720	153,332
Other Services	937,317	877,084	995,559	1,001,875	991,785	1,013,437
Materials & Supplies	136,731	164,011	146,279	179,473	197,981	198,089
Other Charges	2,090,073	2,184,591	1,439,353	1,439,753	1,555,146	1,556,655
Pass Throughs	60	600	600	600	-	-
Capital Outlay	5,982	8,750	76,515	69,615	10,100	10,400
Vehicle Operating Costs	155	14,385	420	50	250	250

**General Fund  
Expenditures by Agency - Category**

Agency - Category	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
<b>District Court</b>	<b>3,925,064</b>	<b>3,700,824</b>	<b>3,972,099</b>	<b>4,121,545</b>	<b>4,379,290</b>	<b>4,460,244</b>
<b>021 District Court</b>	<b>3,925,064</b>	<b>3,700,824</b>	<b>3,972,099</b>	<b>4,121,545</b>	<b>4,379,290</b>	<b>4,460,244</b>
Personnel Services	1,618,829	1,637,942	1,657,935	1,595,540	1,859,382	1,859,382
Personnel Services-Other	52,129	34,350	49,198	55,250	37,700	37,700
Payroll Fringes	839,119	897,535	1,237,191	1,188,050	1,307,831	1,386,590
Employee Allowances	-	8,306	3,996	10,400	11,952	11,952
Other Services	620,030	386,329	432,146	643,600	519,650	521,650
Materials & Supplies	200,262	69,346	51,000	62,400	58,700	58,700
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	-	-	26,000	-	-
<b>Other</b>	<b>13,390,819</b>	<b>13,010,357</b>	<b>14,403,938</b>	<b>13,530,064</b>	<b>13,749,216</b>	<b>14,929,397</b>
<b>019 Non-Departmental</b>	<b>13,390,819</b>	<b>13,010,357</b>	<b>14,403,938</b>	<b>13,530,064</b>	<b>13,749,216</b>	<b>14,929,397</b>
Personnel Services	26,439	-	-	-	-	-
Personnel Services-Other	95	-	573,530	682,231	1,029,000	846,000
Employee Allowances	-	-	-	-	-	-
Other Services	611,514	259,512	502,291	182,230	171,891	151,891
Materials & Supplies	35,507	107,910	114,075	114,075	116,637	118,970
Other Charges	981,994	1,634,616	1,328,846	1,122,832	1,870,656	3,095,221
Pass Throughs	10,478,182	10,456,388	11,885,196	11,428,696	10,561,032	10,717,315
Capital Outlay	1,242,418	-	-	-	-	-
<b>Grand Total</b>	<b>\$ 80,938,126</b>	<b>\$ 78,853,436</b>	<b>\$ 80,071,859</b>	<b>\$ 79,228,262</b>	<b>\$ 83,152,688</b>	<b>\$ 85,753,326</b>



**General Fund  
Expenditures by Agency - Activity**

<b>Agency - Activity</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Budget FY2013</b>	<b>Forecasted FY2013</b>	<b>Request FY2014</b>	<b>Projected FY2015</b>
<b>Mayor &amp; Council</b>	<b>348,469</b>	<b>357,941</b>	<b>375,710</b>	<b>373,177</b>	<b>375,169</b>	<b>377,221</b>
<b>010 Mayor</b>	<b>348,469</b>	<b>357,941</b>	<b>375,710</b>	<b>373,177</b>	<b>375,169</b>	<b>377,221</b>
1000 Administration	375	-	-	-	-	-
1010 Mayor & Council	347,974	357,802	375,564	373,031	374,809	376,842
1100 Fringe Benefits	120	139	146	146	360	379
<b>City Attorney</b>	<b>1,758,335</b>	<b>1,863,446</b>	<b>1,884,968</b>	<b>1,878,676</b>	<b>1,919,226</b>	<b>1,943,546</b>
<b>014 Attorney</b>	<b>1,758,335</b>	<b>1,863,446</b>	<b>1,884,968</b>	<b>1,878,676</b>	<b>1,919,226</b>	<b>1,943,546</b>
1000 Administration	1,670,687	1,730,224	1,811,261	1,804,969	1,848,062	1,872,295
1100 Fringe Benefits	87,648	133,222	73,707	73,707	71,164	71,251
<b>City Administrator Service Area</b>	<b>2,783,670</b>	<b>2,849,996</b>	<b>2,850,801</b>	<b>2,856,359</b>	<b>2,952,472</b>	<b>2,937,548</b>
<b>011 City Administrator</b>	<b>540,325</b>	<b>532,756</b>	<b>477,240</b>	<b>479,340</b>	<b>571,492</b>	<b>578,142</b>
1000 Administration	540,325	532,756	477,240	479,340	571,492	578,142
<b>012 Human Resources</b>	<b>1,285,549</b>	<b>1,296,210</b>	<b>1,345,748</b>	<b>1,345,748</b>	<b>1,429,315</b>	<b>1,341,188</b>
1000 Administration	1,178,560	1,205,226	1,234,275	1,234,275	1,308,193	1,337,141
1217 Union Business	106,990	90,985	111,473	111,473	121,122	4,047
<b>015 City Clerk</b>	<b>957,796</b>	<b>1,021,030</b>	<b>1,027,813</b>	<b>1,031,271</b>	<b>951,665</b>	<b>1,018,218</b>
1000 Administration	955,381	931,084	1,027,813	1,030,601	951,665	1,018,218
1522 Elections-Special	2,415	89,947	-	670	-	-
<b>Community Services Area</b>	<b>8,033,734</b>	<b>7,860,254</b>	<b>7,865,865</b>	<b>7,851,767</b>	<b>9,392,112</b>	<b>9,418,414</b>
<b>002 Community Development</b>	<b>2,014,708</b>	<b>1,973,745</b>	<b>1,842,240</b>	<b>1,835,305</b>	<b>1,828,808</b>	<b>1,820,515</b>
1000 Administration	282,933	295,690	206,505	206,505	206,038	206,140
1001 Service Area Overhead/Admin	128,105	70,749	88,490	84,157	76,447	78,052
1950 Special Projects	54,481	70,001	-	-	-	-
2034 Housing Commission Support	60,000	60,000	60,000	60,000	191,694	191,694
2220 Housing Acquisition	-	-	-	-	100,000	100,000
2280 Rehab Service Delivery	201,144	207,676	232,616	230,014	-	-
2310 Human Serv/Homeless Prevnt	1,288,044	1,269,629	1,254,629	1,254,629	1,254,629	1,244,629

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
<b>033 Building</b>	<b>1,799,454</b>	<b>1,381,492</b>	<b>1,433,737</b>	<b>1,474,779</b>	<b>1,374,619</b>	<b>1,328,723</b>
1000 Administration	302,096	206,408	209,707	209,250	213,795	113,873
1001 Service Area Overhead/Admin	189,508	218,435	196,008	203,844	232,282	237,089
1100 Fringe Benefits	218,352	165,638	105,792	105,792	107,996	107,996
2034 Housing Commission Support	94,620	-	-	-	-	-
3340 Housing Bureau	936,139	775,963	905,701	940,358	804,738	853,497
3361 Master Plan Update	24,742	-	-	-	-	-
3362 Corridor Design Standards	13,706	-	-	-	-	-
3363 Zoning Code Revision	7,515	-	-	-	-	-
3370 Building - Appeals	12,776	15,047	16,529	15,535	15,808	16,268
<b>050 Planning</b>	<b>667,338</b>	<b>921,661</b>	<b>948,556</b>	<b>930,077</b>	<b>979,874</b>	<b>992,380</b>
3320 Historic Preservation	65,657	69,610	70,423	71,739	72,968	75,520
3360 Planning	601,680	850,526	878,133	858,338	905,486	915,440
3370 Building - Appeals	-	1,525	-	-	1,420	1,420
<b>060 Parks &amp; Recreation</b>	<b>3,552,234</b>	<b>3,583,355</b>	<b>3,641,332</b>	<b>3,611,606</b>	<b>5,208,811</b>	<b>5,276,796</b>
1000 Administration	541,819	461,092	452,655	504,637	544,677	532,223
1001 Service Area Overhead/Admin	210,133	192,959	193,942	171,142	252,222	258,693
1100 Fringe Benefits	208,848	280,302	188,288	188,288	143,791	144,809
6100 Facility Rentals	316,692	313,661	358,362	306,513	362,996	372,275
6190 Cobblestone Farm	-	257	-	-	-	-
6231 Buhr Pool	228,352	228,564	242,122	252,936	246,695	251,196
6232 Buhr Rink	158,280	172,588	178,829	164,755	171,183	176,523
6234 Veteran's Pool	283,505	258,366	240,976	232,186	237,108	241,657
6235 Veteran's Ice Arena	453,415	440,318	504,775	457,975	477,472	487,833
6236 Fuller Pool	220,497	231,815	256,194	238,797	246,517	249,785
6237 Mack Pool	202,230	202,415	213,469	197,133	196,645	200,548

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
6238 Veteran's Fitness Center	3,687	2,073	2,828	2,575	4,646	4,772
6242 Argo Livery	205,773	204,528	224,021	275,393	279,476	286,144
6244 Gallup Livery	187,662	283,893	259,633	292,252	278,602	280,838
6315 Senior Center Operations	213,600	192,153	209,254	210,524	211,529	218,308
6403 Community Outreach Services	117,741	118,372	115,984	116,500	118,350	119,050
6503 Huron Golf Course	-	-	-	-	470,616	479,781
6504 Leslie Golf Course	-	-	-	-	966,286	972,361
<b>Financial &amp; Administrative Services Area</b>	<b>3,575,973</b>	<b>3,315,314</b>	<b>3,392,250</b>	<b>3,353,054</b>	<b>3,583,592</b>	<b>3,591,808</b>
<b>018 Finance</b>	<b>3,575,973</b>	<b>3,315,314</b>	<b>3,392,250</b>	<b>3,353,054</b>	<b>3,583,592</b>	<b>3,591,808</b>
1000 Administration	537,040	557,129	620,364	639,000	632,531	647,623
1100 Fringe Benefits	411,240	412,206	249,560	249,560	250,065	250,226
1371 Purchasing	289,132	119,891	122,954	112,534	167,499	169,387
1372 Revolving Supply	42	-	-	-	-	-
1820 Accounting	775,401	749,509	809,341	774,840	869,577	807,875
1830 Assessing	954,709	909,669	975,512	961,601	1,044,037	1,080,892
1850 Treasury/Violations Bureau	432,405	379,869	408,642	409,642	409,559	420,507
1860 Parking Referees	176,004	187,042	205,877	205,877	210,324	215,298
<b>Public Services Area</b>	<b>7,567,852</b>	<b>6,431,513</b>	<b>6,693,335</b>	<b>6,501,733</b>	<b>7,820,972</b>	<b>8,059,747</b>
<b>029 Environmental Coordination Ser</b>	<b>112,836</b>	<b>96,005</b>	<b>105,773</b>	<b>105,773</b>	<b>82,886</b>	<b>84,931</b>
1000 Administration	112,836	96,005	105,773	105,773	82,886	84,931
<b>040 Public Services</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>15,000</b>	<b>150,000</b>	<b>500,000</b>
1000 Administration	-	-	-	-	150,000	500,000
4505 Scio Church Sidewalk	-	-	15,000	15,000	-	-
4506 Newport Sidewalk Alternatives	-	-	15,000	-	-	-
<b>061 Field Operations</b>	<b>4,795,247</b>	<b>3,765,678</b>	<b>4,192,601</b>	<b>4,166,007</b>	<b>4,267,678</b>	<b>4,319,636</b>
1000 Administration	850,451	889,250	623,189	599,437	557,251	564,087
1130 Fairview Cementery	26,319	29,787	35,198	26,789	32,400	32,000
4100 DDA Street Lighting	65,036	61,555	61,431	61,987	58,047	58,629
4101 Street Lighting	1,593,912	1,607,647	1,873,071	1,872,515	1,944,237	1,956,283
4120 Parking Meters	14,893	161	-	-	-	-

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
4146 Football/Special Events	13,480	26,540	6,092	6,393	6,812	6,990
4149 Major Traffic Signs	13,708	3,689	1,800	-	-	-
6139 Parks	-	9	-	-	-	-
6209 Parks - Mowing	585,944	507,593	880,616	885,328	935,699	960,205
6210 Operations	221,545	187,679	180,360	170,432	171,849	173,405
6222 Snow & Ice Control	247,937	100,691	186,203	184,816	205,636	211,049
6225 Graffiti/Private Property	264	18,829	5,069	18,231	7,972	8,258
6301 Mowing - Non Parks	38,420	-	-	-	-	-
6307 Field Investigations	7,043	-	-	-	-	-
6309 General Care - Parks/Forestry	14,648	-	-	-	-	-
6317 Post Plant Care	907	-	-	-	-	-
6320 Trimming	217,748	-	-	-	-	-
6324 Storm Damage	110,503	-	-	-	-	-
6325 Stump Removal	9,217	-	-	-	-	-
6327 Tree Planting	51,320	-	-	-	-	-
6328 ROW Maintenance	30,335	18,754	10,231	15,728	15,720	15,780
6329 Tree Removals	380,509	-	-	-	-	-
6335 Athletic Fields/Game Courts	4,531	15,778	15,751	19,200	18,250	18,250
6340 Adopt-A-Park/Garden	-	495	15,939	7,500	15,939	15,939
9500 Debt Service	296,577	297,222	297,651	297,651	297,866	298,761
<b>070 Public Services Administration</b>	<b>446,359</b>	<b>294,325</b>	<b>154,490</b>	<b>104,490</b>	<b>191,523</b>	<b>116,563</b>
1000 Administration	132,607	569	50,000	-	75,000	-
1100 Fringe Benefits	313,752	293,756	104,490	104,490	116,523	116,563
<b>074 Utilities-Water Treatment</b>	<b>510,325</b>	<b>523,225</b>	<b>179,312</b>	<b>171,495</b>	<b>489,218</b>	<b>793,636</b>
1000 Administration	32,324	30,660	38,506	40,904	33,065	37,321
7048 City Services	-	-	-	-	-	-
7091 Maintenance - Hydropower	478,001	492,565	140,806	130,591	456,153	756,315

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
<b>078 Customer Service</b>	<b>257,649</b>	<b>252,143</b>	<b>250,097</b>	<b>249,305</b>	<b>239,315</b>	<b>245,651</b>
7011 Call Center	257,649	252,143	250,097	249,305	239,315	245,651
<b>091 Fleet &amp; Facility Services</b>	<b>1,445,435</b>	<b>1,500,136</b>	<b>1,781,062</b>	<b>1,689,663</b>	<b>2,400,352</b>	<b>1,999,330</b>
1000 Administration	208,320	241,398	235,310	235,330	225,740	230,699
1381 Municipal Center	1,030,179	1,200,668	1,504,071	1,396,452	1,912,543	1,570,725
1383 Community Dental Center	7,869	7,896	7,600	22,400	14,274	7,600
1385 City Center Building	57,152	-	-	-	-	-
1950 Special Projects	43,635	-	-	-	-	-
3231 Fire Stations	94,141	47,375	34,081	35,481	247,795	190,306
7048 City Services	4,139	2,799	-	-	-	-
<b>Safety Services</b>	<b>39,554,210</b>	<b>39,463,791</b>	<b>38,632,893</b>	<b>38,761,887</b>	<b>38,980,639</b>	<b>40,035,401</b>
<b>031 Police</b>	<b>25,715,057</b>	<b>25,873,142</b>	<b>24,689,305</b>	<b>24,861,350</b>	<b>24,475,751</b>	<b>25,149,439</b>
1000 Administration	751,932	840,461	837,305	818,940	831,668	859,577
1100 Fringe Benefits	2,633,628	2,718,418	1,696,946	1,696,946	1,672,474	1,680,501
1221 Recruiting & Hiring	133,344	139,217	144,724	142,489	154,599	159,048
3111 Professional Standards	138,287	98,548	156,761	156,620	3,679	3,679
3114 AATA	139,070	215,736	253,596	258,596	137,502	140,387
3115 DEA Officer	133,512	157,053	174,224	172,145	165,986	170,452
3120 Grants Coordination	150	-	-	-	-	-
3121 Adminstrative Services	284,361	287,119	310,452	309,118	6,250	6,250
3122 Budget & Payroll	85,867	61,124	3,700	1,200	1,000	1,000
3123 Communications	2,345,346	2,201,668	968,403	968,403	958,737	962,063
3125 Management Info Syst	1,280,628	1,207,073	1,322,112	1,322,112	1,218,752	1,218,752
3126 Property	230,380	299,409	253,080	247,058	150,681	154,899
3127 Records	328,193	288,960	293,904	290,170	619,192	635,863
3128 Alarm Enforcement	23,378	8,485	-	-	-	-
3130 Charity Golf Outing	17,735	20,754	-	-	-	-
3131 Adopt-A-Family	1,375	-	-	-	-	-
3135 Hostage Negotiations	1,779	350	1,000	1,000	1,000	1,000

**General Fund  
Expenditures by Agency - Activity**

<b>Agency - Activity</b>	<b>Actual FY2011</b>	<b>Actual FY2012</b>	<b>Budget FY2013</b>	<b>Forecasted FY2013</b>	<b>Request FY2014</b>	<b>Projected FY2015</b>
3141 Crime Prevention	1,540	1,074	-	250	250	250
3142 School Liaison	406,607	465,400	465,698	466,398	-	-
3143 Crime Strategy	5,281	805	-	500	500	500
3144 District Detectives	2,925,841	2,993,960	2,806,593	2,773,117	2,699,864	2,907,992
3145 Special Victims Unit	49,379	-	-	-	-	-
3146 Firearms	32,251	27,599	39,900	28,500	30,000	30,000
3147 L.A.W.N.E.T.	247,562	263,803	150,836	178,636	179,562	183,793
3148 Special Investigations Unit	9,809	1,021	-	-	-	-
3149 Special Tactics	16,986	28,676	38,603	38,953	23,665	23,711
3150 Patrol	10,984,166	11,209,701	12,152,875	12,349,876	12,780,805	13,068,933
3152 Special Services	999,633	733,705	787,789	802,558	935,420	967,119
3154 Dedicated Neighborhood Patrol	92,541	10,619	-	-	-	-
3155 Community Affairs	1,007	-	-	-	-	-
3156 Crossing Guards	112,014	109,348	112,068	112,068	114,500	114,500
3157 Fingerprinting	23	37	-	-	-	-
3158 Mountain Bikes	716	432	-	-	150	150
3159 K-9	281,424	316,314	327,817	336,017	341,371	357,093
3160 Motorcycle Unit	2,594	16,790	14,847	14,847	15,439	15,461
3162 Community Standards	961,827	1,082,535	1,223,607	1,242,986	1,270,295	1,320,620
3172 Animal Control	92	35	-	-	28,000	28,000
3235 Emergency Management	54,798	66,911	152,465	131,847	134,410	137,846
<b>032 Fire</b>	<b>13,839,153</b>	<b>13,590,650</b>	<b>13,943,588</b>	<b>13,900,537</b>	<b>14,504,888</b>	<b>14,885,962</b>
1000 Administration	940,812	975,813	1,362,822	1,343,850	1,514,346	1,534,012
1100 Fringe Benefits	1,788,036	1,874,677	1,106,261	1,106,261	1,156,413	1,157,922
3221 Fire Inspections	272,032	581,010	429,258	401,028	941,432	985,168
3230 Fire Operations	619,194	662,143	1,093,721	1,043,728	728,052	747,342
3231 Fire Stations	5,680,028	5,642,703	4,783,239	4,818,548	4,204,539	4,327,779
3233 Fire Station #3	753,316	618,734	1,433,592	1,433,984	1,459,447	1,505,800
3234 Fire Station #4	1,061,235	1,009,957	1,032,018	1,032,018	1,480,197	1,520,318

**General Fund  
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
3236 Fire Station #6	1,175,390	1,005,618	1,229,143	1,229,581	1,071,970	1,133,356
3237 Fire Station #5	1,204,505	1,106,798	1,283,750	1,283,750	1,486,884	1,496,568
3240 Repairs & Maintenance	299,171	65,397	133,079	132,764	134,462	138,484
3250 Fire Training	45,434	47,799	56,705	75,025	327,146	339,213
<b>District Court</b>	<b>3,925,064</b>	<b>3,700,824</b>	<b>3,972,099</b>	<b>4,121,545</b>	<b>4,379,290</b>	<b>4,460,244</b>
<b>021 District Court</b>	<b>3,925,064</b>	<b>3,700,824</b>	<b>3,972,099</b>	<b>4,121,545</b>	<b>4,379,290</b>	<b>4,460,244</b>
1000 Administration	1,391,027	1,139,418	1,068,660	1,214,675	1,240,165	1,252,755
5120 Judicial & Direct Support	1,009,525	1,086,384	1,253,258	1,202,040	1,225,354	1,250,952
5140 Case Processing	987,123	941,273	1,038,298	1,083,230	1,133,166	1,156,586
5160 Probation/Post Judgmt Sup	537,389	533,748	611,883	621,600	780,605	799,951
<b>Other</b>	<b>13,390,819</b>	<b>13,010,357</b>	<b>14,403,938</b>	<b>13,530,064</b>	<b>13,749,216</b>	<b>14,929,397</b>
<b>019 Non-Departmental</b>	<b>13,390,819</b>	<b>13,010,357</b>	<b>14,403,938</b>	<b>13,530,064</b>	<b>13,749,216</b>	<b>14,929,397</b>
1000 Administration	1,028,470	1,347,009	2,736,411	2,172,537	2,745,394	3,762,622
1023 Community Events	47,133	47,302	49,000	49,000	-	-
1047 Hospitality Committee	150	-	1,000	1,000	-	-
1120 Administrator Discretion Fund	102,159	-	-	-	-	-
1810 Tax Refunds	582,393	1,095,388	500,000	500,000	300,000	300,000
1920 City Wide Memberships	124,972	123,628	127,135	127,135	127,135	127,135
1959 Pension Contribution	-	196,932	-	-	-	-
2034 Housing Commission Support	-	154,000	232,000	232,000	-	-
2070 Hous/Human Serv Conting	128,904	121,780	121,521	121,521	-	-
2410 Economic Development	217,677	-	-	-	-	-
9000 Capital Outlay	1,091,211	-	310,000	-	-	-
9500 Debt Service	605,839	1,011,087	1,009,187	1,009,187	1,011,187	1,007,187
9573 City Share Special Assess	99,200	-	-	-	-	-
9800 Pass Throughs	9,362,712	8,913,232	9,317,684	9,317,684	9,565,500	9,732,453
<b>Grand Total</b>	<b>\$ 80,938,126</b>	<b>\$ 78,853,436</b>	<b>\$ 80,071,859</b>	<b>\$ 79,228,262</b>	<b>\$ 83,152,688</b>	<b>\$ 85,753,326</b>

## FTE Count by Service Area/Unit

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
MAYOR & CITY COUNCIL	0.75	0.75	0.75	0.75	0.75
Total Mayor & City Council	0.75	0.75	0.75	0.75	0.75
CITY ATTORNEY	13.00	12.60	12.20	12.00	12.00
Total City Attorney	13.00	12.60	12.20	12.00	12.00
CITY ADMINISTRATOR	2.50	2.50	2.50	4.50	4.50
HUMAN RESOURCES	11.50	11.00	11.75	12.00	11.00
CLERK SERVICES	5.42	5.42	5.50	5.75	5.75
COMMUNICATIONS OFFICE	11.50	11.50	11.50	11.50	11.50
Total City Administrator Service Area	30.92	30.42	31.25	33.75	32.75
COMMUNITY SERVICES ADMINISTRATION	0.17				
PLANNING & DEVELOPMENT	27.98	22.44	21.59	26.09	26.09
PLANNING		7.05	7.00	7.00	7.00
NON-DEPARTMENTAL - A2D2	0.40				
OFFICE OF COMMUNITY DEVELOPMENT	4.17	3.89	2.79	0.64	0.64
PARKS & RECREATION	19.92	20.25	20.17	23.82	23.82
Total Community Services Area	52.64	53.63	51.55	57.55	57.55
ACCOUNTING	7.10	6.90	6.75	7.42	6.75
ASSESSOR	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	22.94	20.45	23.45	24.45	24.45
RISK MANAGEMENT	0.80	0.80	0.80	0.80	0.80
PROCUREMENT	1.15	1.10	1.00	1.00	1.00
TREASURY	4.70	4.70	4.70	4.70	4.70
Total Financial Services Area	48.19	45.45	48.20	49.87	49.20
CAPITAL PROJECTS	16.00	17.89	17.64	19.17	19.17
CUSTOMER SERVICE CENTER	12.35	12.10	11.60	11.60	11.60
FIELD OPERATIONS	128.60	125.96	123.96	119.99	119.99
FLEET & FACILITIES	23.67	21.05	21.20	20.20	20.20
PROJECT MANAGEMENT	15.26	12.85	12.85	12.21	12.21
PUBLIC SERVICES ADMINISTRATION	10.00	9.35	9.35	6.35	6.35
SYSTEMS PLANNING	13.69	13.65	14.65	15.32	15.32
WASTEWATER TREATMENT	34.85	35.05	35.17	35.17	35.17
WATER TREATMENT	26.00	25.51	25.63	25.74	25.74
Total Public Services Area	280.42	273.41	272.05	265.75	265.75
FIRE	89.00	82.00	82.00	86.00	86.00
POLICE	177.00	164.00	146.00	146.00	146.00
Total Safety Services Area	266.00	246.00	228.00	232.00	232.00
FIFTEENTH DISTRICT COURT	37.00	36.00	34.00	34.00	34.00
Total Fifteenth District Court	37.00	36.00	34.00	34.00	34.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	4.00	4.00	4.00	4.00
Total Downtown Development Authority	3.00	4.00	4.00	4.00	4.00
Grand Total of City FTEs	735.67	706.01	685.75	693.42	691.75

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



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## ***MAYOR & CITY COUNCIL***

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

## MAYOR & COUNCIL

### Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	1,432	480	-	-	-	-
<b>Total</b>	<b>\$1,432</b>	<b>\$480</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,432	480	-	-	-	-
<b>Total</b>	<b>\$1,432</b>	<b>\$480</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## MAYOR & COUNCIL

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	237,425	237,403	253,712	235,781	253,841	253,841
PAYROLL FRINGES	33,669	36,642	29,091	47,189	33,449	35,482
OTHER SERVICES	(754)	1,357	9,000	6,700	10,300	10,300
MATERIALS & SUPPLIES	737	256	900	500	900	900
OTHER CHARGES	77,016	82,283	83,007	83,007	76,679	76,698
<b>Total</b>	<b>\$348,093</b>	<b>\$357,941</b>	<b>\$375,710</b>	<b>\$373,177</b>	<b>\$375,169</b>	<b>\$377,221</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	348,094	357,941	375,710	373,177	375,169	377,221
<b>Total</b>	<b>\$348,094</b>	<b>\$357,941</b>	<b>\$375,710</b>	<b>\$373,177</b>	<b>\$375,169</b>	<b>\$377,221</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
MAYOR & COUNCIL	0.75	0.75	0.75	0.75	0.75
<b>Total</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

## MAYOR AND CITY COUNCIL

### **EXPENSES**

**Personnel Services** – The employee share of Social Security and Medicare for temporary employees, including City Council members, is now included in the Personnel Services classification, rather than Payroll Fringes.

**Payroll Fringes** - The employee share of Social Security and Medicare for temporary employees, including City Council members, is now included in the Personnel Services classification, rather than Payroll Fringes.

**Other Services** – This increase is for Hospitality Committee budget (\$1,000) moved from Non-Departmental to the Mayor's budget.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Mayor and City Council would be charged \$240,659 in FY 2014.

MAYOR & COUNCIL

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
EXECUTIVE ASST TO MAYOR	401490	0.75	0.75
Total		0.75	0.75

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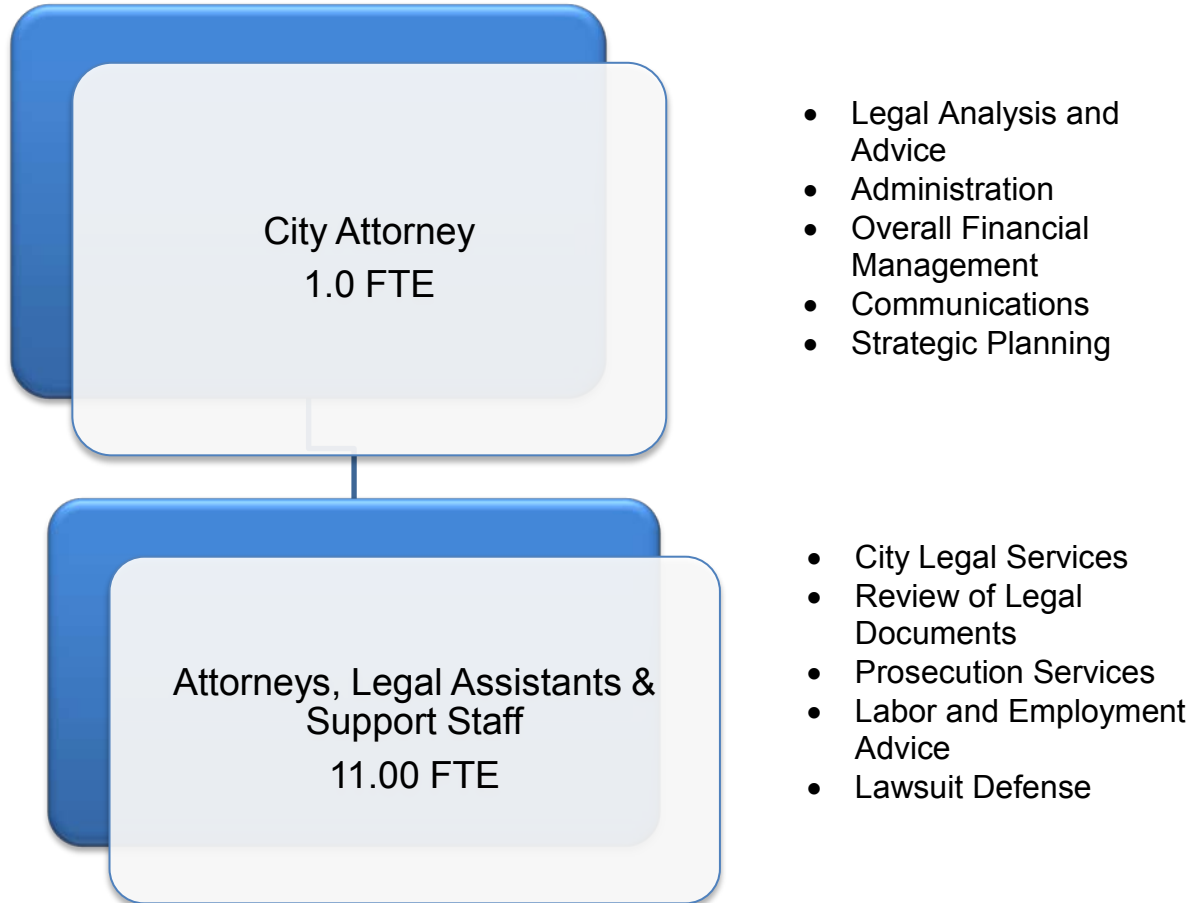


## ***CITY ATTORNEY***

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



## City Attorney's Area Organization Chart



The City Attorney is appointed by and responsible to the City Council. The City Attorney is the City's Chief Legal Officer. The City Attorney's Area provides the organization with a broad array of services such as: preparation of a wide range of legal advice to City 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 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
MISCELLANEOUS REVENUE	272	-	-	-	-	-
OPERATING TRANSFERS IN	117,996	118,000	150,000	150,000	150,000	150,000
<b>Total</b>	<b>\$118,268</b>	<b>\$118,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	118,268	118,000	150,000	150,000	150,000	150,000
<b>Total</b>	<b>\$118,268</b>	<b>\$118,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

## CITY ATTORNEY

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	993,498	995,494	998,837	1,007,317	1,044,448	1,029,189
PAYROLL FRINGES	455,769	481,477	595,175	564,404	625,266	664,758
OTHER SERVICES	35,554	39,518	21,000	30,105	24,000	24,000
MATERIALS & SUPPLIES	39,279	39,469	24,520	33,343	28,800	28,800
OTHER CHARGES	234,235	298,738	233,007	233,007	190,796	190,883
EMPLOYEE ALLOWANCES	-	8,750	11,772	10,500	5,916	5,916
<b>Total</b>	<b>\$1,758,335</b>	<b>\$1,863,446</b>	<b>\$1,884,311</b>	<b>\$1,878,676</b>	<b>\$1,919,226</b>	<b>\$1,943,546</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,758,335	1,863,446	1,884,968	1,878,676	1,919,226	1,943,546
<b>Total</b>	<b>\$1,758,335</b>	<b>\$1,863,446</b>	<b>\$1,884,968</b>	<b>\$1,878,676</b>	<b>\$1,919,226</b>	<b>\$1,943,546</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CITY ATTORNEY	13.00	12.60	12.20	12.00	12.00
<b>Total</b>	<b>13.00</b>	<b>12.60</b>	<b>12.20</b>	<b>12.00</b>	<b>12.00</b>

## CITY ATTORNEY

### **EXPENSES**

**Personnel Services** - The increase is due to wage increases.

**Payroll Fringes** – The increase in costs is associated with an increase in pension funding.

**Other Charges** – The decrease is due to a reduction of IT charges.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Attorney would be charged \$223,312 in FY 2014.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	City Attorney	<b>Area Administrator:</b>	Stephen Postema
<b>Service Unit:</b>	City Attorney	<b>Manager:</b>	

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

Service Unit Measures	Status
<b>A</b> - Working with IT	In progress
<b>B</b> - Extensive amount of work done	On-going
<b>C</b> - Both of these goals met on regular basis	On-going
<b>D</b> - Done when applicable	On-going
<b>E1</b> - Zoning - ZORO progressing	On-going
<b>E2</b> - Pension - Ordinance revised	Done
<b>F</b> - Work done in this area	On-going

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	City Attorney	<b>Area Administrator:</b>	Stephen Postema
<b>Service Unit:</b>	City Attorney	<b>Manager:</b>	

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

Service Unit Measures	Status

**See Budget Summaries Section, Page 75 for list of City Goals**

## CITY ATTORNEY

### Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ASSISTANT CITY ATTORNEY	403210	1.00	1.00
CHIEF ASST CITY ATTORNEY	403750	1.00	1.00
CITY ATTORNEY	403280	1.00	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.00	2.00
LEGAL SUPPORT SPECIALIST	000210	1.00	1.00
OFFICE MANAGER LEGAL DEPT	402010	1.00	1.00
SENIOR ASST CITY ATTORNEY	403300	5.00	5.00
Total		12.00	12.00



*CITY ADMINISTRATOR SERVICE AREA*



## City Administrator Service Area Organization Chart



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

## CITY ADMINISTRATOR SERVICE AREA

### Revenues by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CLERK SERVICES	231,098	359,079	176,900	169,700	176,700	176,700
COMMUNICATIONS OFFICE	1,978,212	1,884,582	1,918,186	1,805,068	2,093,801	2,091,763
HUMAN RESOURCES	-	-	-	80,318	-	-
<b>Total</b>	<b>\$2,209,310</b>	<b>\$2,243,661</b>	<b>\$2,095,086</b>	<b>\$2,055,086</b>	<b>\$2,270,501</b>	<b>\$2,268,463</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	231,098	359,079	176,900	169,700	176,700	176,700
COMMUNITY TELEVISION NETWORK (0016)	1,978,212	1,884,582	1,918,186	1,805,068	2,093,801	2,091,763
INSURANCE FUND (0057)	-	-	-	80,318	-	-
<b>Total</b>	<b>\$2,209,310</b>	<b>\$2,243,661</b>	<b>\$2,095,086</b>	<b>\$2,055,086</b>	<b>\$2,270,501</b>	<b>\$2,268,463</b>

## CITY ADMINISTRATOR SERVICE AREA

### Expenses by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CITY ADMINISTRATOR	540,325	532,756	477,240	479,340	833,120	849,009
CLERK SERVICES	957,796	1,021,030	1,027,813	1,031,271	951,665	1,018,218
COMMUNICATIONS OFFICE	1,487,570	1,663,343	1,918,186	1,918,186	2,093,801	2,091,763
HUMAN RESOURCES	25,097,079	24,061,945	26,083,157	24,285,020	25,887,245	26,631,851
<b>Total</b>	<b>\$28,082,770</b>	<b>\$27,279,074</b>	<b>\$29,506,396</b>	<b>\$27,713,817</b>	<b>\$29,765,831</b>	<b>\$30,590,841</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	2,783,670	2,849,996	2,850,801	2,856,359	2,952,472	2,937,548
COMMUNITY TELEVISION NETWORK (0016)	1,487,570	1,663,343	1,918,186	1,918,186	2,093,801	2,091,763
INSURANCE FUND (0057)	23,811,530	22,765,734	24,737,409	22,939,272	24,719,558	25,561,530
<b>Total</b>	<b>\$28,082,770</b>	<b>\$27,279,073</b>	<b>\$29,506,396</b>	<b>\$27,713,817</b>	<b>\$29,765,831</b>	<b>\$30,590,841</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CITY ADMINISTRATOR	2.50	2.50	2.50	4.50	4.50
HUMAN RESOURCES	11.50	11.00	11.75	12.00	11.00
CLERK SERVICES	5.42	5.42	5.50	5.75	5.75
COMMUNICATIONS	11.50	11.50	11.50	11.50	11.50
<b>Total</b>	<b>30.92</b>	<b>30.42</b>	<b>31.25</b>	<b>33.75</b>	<b>32.75</b>



## *CITY ADMINISTRATOR SERVICE AREA*

### **CITY ADMINISTRATOR**

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

**CITY ADMINISTRATOR SERVICE AREA  
CITY ADMINISTRATOR**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	289,038	236,261	250,850	250,850	394,110	394,110
PAYROLL FRINGES	103,195	129,946	98,697	98,697	217,208	230,673
OTHER SERVICES	66,001	88,663	63,500	63,600	78,332	80,730
MATERIALS & SUPPLIES	1,052	659	1,000	3,000	7,000	7,000
OTHER CHARGES	81,038	74,637	60,109	60,109	127,470	127,496
EMPLOYEE ALLOWANCES	-	2,590	3,084	3,084	9,000	9,000
<b>Total</b>	<b>\$540,324</b>	<b>\$532,756</b>	<b>\$477,240</b>	<b>\$479,340</b>	<b>\$833,120</b>	<b>\$849,009</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	540,325	532,756	477,240	479,340	571,492	578,142
INSURANCE FUND (0057)	-	-	-	-	261,628	270,867
<b>Total</b>	<b>\$540,325</b>	<b>\$532,756</b>	<b>\$477,240</b>	<b>\$479,340</b>	<b>\$833,120</b>	<b>\$849,009</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CITY ADMINISTRATOR	2.50	2.50	2.50	4.50	4.50
<b>Total</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>4.50</b>	<b>4.50</b>

## CITY ADMINISTRATOR

### **EXPENSES**

**Personnel Services-** The increase is due to the addition of 2.0 FTEs for the Safety Unit. This unit was previously part of the Public Services Service Area.

**Payroll Fringes** – The increase is due to the addition of 2.0 FTEs for the Safety Unit. This unit was previously part of the Public Services Service Area.

**Other Charges** – The increase is due to the addition of 2.0 FTEs for the Safety Unit. This unit was previously part of the Public Services Service Area. The increase is also due to the transfer of the Community Events budget of \$49,000 from Non-Departmental to the City Administrator's budget.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Administrator would be charged \$35,102 in FY 2014.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Steven D. Powers
<b>Service Unit:</b>	Administrator's Office	<b>Manager:</b>	

Service Unit Goals	City Goals:
<b>A.</b> Successful continuation of implementation of high impact two year (FY2012 & 2013) budget.	<b>1</b>
<b>B.</b> Assist Council and staff on citizen engagement over service strategies.	<b>2</b>
<b>C.</b> Increase effectiveness of communication and service delivery.	<b>2</b>
<b>D.</b> Increase effectiveness of dialogue with the community about the status of the City and the challenges it faces.	<b>2</b>

Service Unit Measures	Status
<b>A.</b> FY2012 & 2013 budget will end on June 30, 2013.	Ongoing
<b>B.</b> Continuing efforts on communication with Council and citizen engagement over service strategies.	Ongoing
<b>C.</b> Increasing communications with Council and staff.	Ongoing
<b>D.</b> Increasing community dialogue.	Ongoing

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Steven D. Powers
<b>Service Unit:</b>	Administrator's Office	<b>Manager:</b>	Steven D. Powers

Service Unit Goals	City Goals:
<b>A.</b> Successful implementation of two- year (FY2014 & 2015) budget.	<b>1</b>
<b>B.</b> Assist Council and staff on citizen engagement over service strategies.	<b>2</b>
<b>C.</b> Increase effectiveness of communication and service delivery.	<b>2</b>
<b>D.</b> Increase effectiveness of dialogue with the community about the status of the City and the challenges it faces.	<b>2</b>

Service Unit Measures	Status

**See Budget Summaries Section, Page 75 for list of City Goals**



CITY ADMINISTRATOR SERVICE AREA  
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
SAFETY COMP SPECIALIST	401220	1.00	1.00
ASST TO THE ADMINISTRATOR	402020	1.00	1.00
CITY ADMINISTRATOR	403120	1.00	1.00
COMMUNICATIONS UNIT MGR	403530	0.50	0.50
SAFETY MANAGER	401290	1.00	1.00
<b>Total</b>		<b>4.50</b>	<b>4.50</b>



*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 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
MISCELLANEOUS REVENUE	-	-	-	80,318	-	-
<b>Total</b>	-	-	-	\$80,318	-	-

Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INSURANCE FUND (0057)	-	-	-	80,318	-	-
<b>Total</b>	-	-	-	\$80,318	-	-

**CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	787,195	797,095	779,751	769,951	843,640	776,391
PAYROLL FRINGES	396,982	375,434	514,758	514,928	532,940	517,429
OTHER SERVICES	365,624	312,008	62,556	259,635	247,581	247,581
MATERIALS & SUPPLIES	9,025	14,500	20,500	26,100	10,100	10,100
OTHER CHARGES	18,451,590	17,858,950	20,905,836	18,914,650	20,789,159	22,819,822
PASS THROUGHES	5,086,663	4,700,691	3,795,700	3,795,700	3,457,225	2,253,928
EMPLOYEE ALLOWANCES	-	3,266	4,056	4,056	6,600	6,600
<b>Total</b>	<b>\$25,097,079</b>	<b>\$24,061,944</b>	<b>\$26,083,157</b>	<b>\$24,285,020</b>	<b>\$25,887,245</b>	<b>\$26,631,851</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,285,549	1,296,210	1,345,748	1,345,748	1,429,315	1,341,188
INSURANCE FUND (0057)	23,811,530	22,765,734	24,737,409	22,939,272	24,457,930	25,290,663
<b>Total</b>	<b>\$25,097,079</b>	<b>\$24,061,944</b>	<b>\$26,083,157</b>	<b>\$24,285,020</b>	<b>\$25,887,245</b>	<b>\$26,631,851</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
HUMAN RESOURCES	11.50	11.00	11.75	12.00	11.00
<b>Total</b>	<b>11.50</b>	<b>11.00</b>	<b>11.75</b>	<b>12.00</b>	<b>11.00</b>

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

**EXPENSES**

**Personnel Services-** The increase is due to an increase in FTEs by .25 and wage increases.

**Payroll Fringes** - The increase in costs is associated with an increase in pension funding, VEBA and medical insurance, and the increase in FTE's.

**Other Services-** The increase is due to a re-allocation of expenses from Other Charges.

**Other Charges-** The decrease is due to a re-allocation of expenses to Other Services.

**Pass Throughs-** The decrease is due a reduction of the transfer to the VEBA trust fund. As retiree health care expenses increase, the amount available to transfer decreases.

**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 \$190,752 in FY 2014.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Steve Powers
<b>Service Unit:</b>	Human Resources	<b>Manager:</b>	Robyn Wilkerson

Service Unit Goals	City Goals:
<b>A.</b> Complete a thorough assessment of current HRIS product, participate in development of business case and RFP, if required.	<b>1, 2, 3, 5</b>
<b>B.</b> Participate in complete revision of Retiree Healthcare City Ordinance and successful implementation with labor groups.	<b>1, 3</b>
<b>C.</b> Develop comprehensive short and long term labor strategy as basis for future labor negotiations.	<b>1, 3</b>
<b>D.</b> Analyze current healthcare plan performance against state hard cap limits per PA152. Make any necessary plan design changes to ensure ongoing compliance.	<b>1, 3</b>
<b>E.</b> Develop and implement a plan to migrate City employees to a calendar year health care plan year; run short plan year from July-December and hold additional open enrollment for CY '13.	<b>1, 3</b>
<b>F.</b> Successfully negotiate with DC, Police Professionals and Teamster Civilian Supervisors.	<b>1, 3</b>
<b>G.</b> Develop and rollout updated Harassment training to all City employees.	<b>1, 2, 3, 5</b>
Service Unit Measures	Status
<b>A</b> - Completion of business case by project team; fully informed and supported decision on vendor by October 2012.	75%
<b>B</b> - Revision of Retiree Healthcare Ordinance; Union presentations and legal review completed by January 2013.	50%
<b>C</b> - Presentation of labor strategy options to Labor Committee by July 2012.	100%
<b>D</b> - Complete annual healthcare plan review; compare illustrative rates to state hard cap mandates and develop plan design changes to ensure ongoing compliance by November 2012.	100%
<b>E</b> – Hold open enrollment for short plan year by May 2012; hold open enrollment for new plan year of January 1, 2013 to December 31, 2013 by November 2012.	100%
<b>F</b> - Implement short and long term labor strategy elements in negotiations with DC, Police Professionals and Teamster Civilian Supervisors.	100%

Complete negotiations by July 2012.	
<b>G1</b> – Complete revisions to City Harassment policy by July 2012.	25%
<b>G2</b> – Pilot Harassment training module by September 2012.	0%
<b>G3</b> - Complete Harassment training for all city employees by July 2013.	0%

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014</b>	
<b>GOALS AND PERFORMANCE MEASURES</b>	

<b>Service Area:</b>	City Administrator	<b>Area Administrator:</b>	Steve Powers
<b>Service Unit:</b>	Human Resources	<b>Manager:</b>	Robyn Wilkerson

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Complete RFP and vendor evaluation process for HRIS.	<b>1, 3</b>
<b>B.</b> Implement new HRIS product or additional modules of existing HRIS product.	<b>1, 3</b>
<b>C.</b> Participate in complete revision of Retiree Healthcare City Ordinance and successful implementation with labor groups.	<b>1, 3</b>
<b>D.</b> Successfully negotiate and implement labor agreements with AAPOA, COAM, AFSCME, Police Professionals, Deputy Chiefs, Police Service Specialists and Teamster Civilian Supervisors.	<b>1, 3</b>
<b>E.</b> Complete transition of all labor agreements to calendar year cycle.	<b>1, 3</b>
<b>F.</b> Analyze legislation and advise organization in regards to the Affordable Care Act and other Federal/State healthcare legislation. This includes cost estimates and operational impacts.	<b>1, 3</b>
<b>G.</b> Assist in development of alternative retirement program options and propose labor strategy around implementation.	<b>1, 3</b>
<b>H.</b> Develop and implement organizational diversity recruiting strategy.	<b>3, 5</b>
<b>Service Unit Measures</b>	<b>Status</b>
<b>A</b> - Completion of RFP by April 2013; vendor evaluation completed by July 2013.	
<b>B</b> - Implementation of major HRIS functional areas by July 2014.	
<b>C</b> - Revision of Retiree Healthcare Ordinance; Union presentations and legal review completed by January 2014.	
<b>D</b> - All labor agreements completed, approved by City Council and implemented by September 2013.	
<b>E</b> - Completed by September 2013.	
<b>F</b> - Analysis and organizational recommendations completed by August 2013.	
<b>G</b> - Analysis completed by January 2014; labor strategy completed by July 2014	
<b>H</b> - Strategy completed by August 2013.	

**See Budget Summaries Section, Page 75 for list of City Goals**



CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
HUMAN RESOURCES ASST	000260	1.00	1.00
AFSCME PRESIDENT	110500	1.00	0.00
COMPENSATION ANALYST	404060	1.00	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00	1.00
EMPLOYEE BENEFITS COORD	401540	1.00	1.00
HR & LABOR RELATIONS DIR	403890	1.00	1.00
HR SERVICES PARTNER	403110	4.00	4.00
HR TECHNOLOGY SPECIALIST	401110	1.00	1.00
HUMAN RESOURCES COORD	000250	1.00	1.00
<b>Total</b>		<b>12.00</b>	<b>11.00</b>



## *CITY ADMINISTRATOR SERVICE AREA*

### **CLERK SERVICES**

The City Clerk is the Clerk of Council and is responsible for keeping a public record of all proceedings of the Council, including the certification of all ordinances and resolutions. The City Clerk is the official custodian of the City Seal and other documents and records pertaining to the City. 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 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	2,152	1,576	2,000	2,000	2,000	2,000
INTERGOVERNMENTAL REVENUES	101,820	118,575	100,000	100,000	100,000	100,000
LICENSES, PERMITS & REGISTRATIONS	73,606	73,536	65,200	65,000	65,000	65,000
MISCELLANEOUS REVENUE	53,520	165,392	9,700	2,700	9,700	9,700
<b>Total</b>	<b>\$231,098</b>	<b>\$359,079</b>	<b>\$176,900</b>	<b>\$169,700</b>	<b>\$176,700</b>	<b>\$176,700</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	231,098	359,079	176,900	169,700	176,700	176,700
<b>Total</b>	<b>\$231,098</b>	<b>\$359,079</b>	<b>\$176,900</b>	<b>\$169,700</b>	<b>\$176,700</b>	<b>\$176,700</b>

**CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	527,014	519,874	560,773	558,386	450,770	508,727
PAYROLL FRINGES	185,395	190,888	239,940	246,052	261,406	279,450
OTHER SERVICES	65,982	103,563	76,381	79,769	89,031	77,535
MATERIALS & SUPPLIES	14,837	32,009	24,000	19,025	22,500	24,500
OTHER CHARGES	164,568	172,929	125,399	125,399	125,318	125,366
EMPLOYEE ALLOWANCES	-	1,768	1,320	2,640	2,640	2,640
<b>Total</b>	<b>\$957,796</b>	<b>\$1,021,031</b>	<b>\$1,027,813</b>	<b>\$1,031,271</b>	<b>\$951,665</b>	<b>\$1,018,218</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	957,796	1,021,030	1,027,813	1,031,271	951,665	1,018,218
<b>Total</b>	<b>\$957,796</b>	<b>\$1,021,030</b>	<b>\$1,027,813</b>	<b>\$1,031,271</b>	<b>\$951,665</b>	<b>\$1,018,218</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CLERK SERVICES	5.42	5.42	5.50	5.75	5.75
<b>Total</b>	<b>5.42</b>	<b>5.42</b>	<b>5.50</b>	<b>5.75</b>	<b>5.75</b>

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

**EXPENSES**

**Personnel Services-** The decrease in FY 2014 is due to the reduction of election expenses needed in FY2013 for the Presidential election.

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

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City’s administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, City Clerk Services Unit would be charged \$325,312 in FY 2014.

<b>FY 2013</b>	
<b>GOALS AND PERFORMANCE MEASURES</b>	

<b>Service Area:</b>	City Administration	<b>Area Administrator:</b>	Steven D. Powers
<b>Service Unit:</b>	City Clerk	<b>Manager:</b>	Jacqueline Beaudry

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Finalize ADA compliant improvements to City polling places, using federal HAVA grant funds, to ensure accessibility for all City voters.	<b>1, 2, 3</b>
<b>B.</b> Secure long-term polling place agreements with the Ann Arbor Public Schools, University of Michigan and all other entities providing city polling locations, per the Michigan Bureau of Elections.	<b>2</b>
<b>C.</b> Implement electronic pollbooks for use at all City polling places by November 2012.	<b>1, 2</b>
<b>D.</b> Scan and index paper annexation records into OnBase Records Management system.	<b>2</b>
<b>E.</b> Process all Freedom of Information Act requests in accordance with the provisions of the Michigan Freedom of Information Act.	<b>2</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A1</b> – Award from the Michigan Bureau of Elections for HAVA grant funds.	100%
<b>A2</b> – Completion of ADA improvements at Northwood Family Housing (2-1) and Ann Arbor Community Center (1-4).	50%
<b>B1</b> – 100% signed agreements for long-term polling place use.	ongoing
<b>C1</b> – Percentage of precincts using electronic pollbook.	100%
<b>C2</b> – Percentage of electronic pollbook precincts that are recountable.	100%
<b>D1</b> – Number of files converted to electronic system.	ongoing
<b>E1</b> – 100% of responses meet FOIA timelines.	100%

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014</b>	
<b>GOALS AND PERFORMANCE MEASURES</b>	

<b>Service Area:</b>	City Administration	<b>Area Administrator:</b>	Steven D. Powers
<b>Service Unit:</b>	City Clerk	<b>Manager:</b>	Jacqueline Beaudry

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Review existing City polling places and precinct boundaries and make changes where necessary to improve voter access and Election Day efficiencies.	<b>2, 5</b>
<b>B.</b> Secure long-term polling place agreements with the Ann Arbor Public Schools, University of Michigan and all other entities providing city polling locations, per the Michigan Bureau of Elections.	<b>2</b>
<b>C.</b> Negotiate a new agreement with the University of Michigan for the use of the Mary Street Polling Place parking lot.	<b>1, 2</b>
<b>D.</b> Full use of Legistar system for online notification of meetings and posting of agendas.	<b>2, 4, 5</b>
<b>E.</b> Process all Freedom of Information Act requests in accordance with the provisions of the Michigan Freedom of Information Act.	<b>2, 5</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A1</b> – Adjust boundary lines for 5-4 and 5-5 to balance voter registration.	
<b>A2</b> – Review all ward-precincts for voter registration, voter turnout, 2012 lines and recommend boundary changes/new precincts where appropriate.	
<b>A3</b> – Secure additional electronic pollbooks and voting booths as necessary and available.	
<b>B1</b> – 100% signed agreements for long-term polling place use.	
<b>C1</b> – Signed agreement with University that reflects rates negotiated with other City leases.	
<b>D1</b> – Number of Service Areas and Boards and Commissions using the system.	
<b>E1</b> – 100% of responses meet FOIA timelines.	
<b>E2</b> – 100% of responses provide all records within the parameters of the City FOIA policy and the Michigan FOIA.	

**See Budget Summaries Section, Page 75 for list of City Goals**

CITY ADMINISTRATOR SERVICE AREA  
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CITY CLERK SERVICES MGR	404020	1.00	1.00
DEPUTY CLERK	404010	1.00	1.00
ELECTION WORKER-RECRUITER	001270	0.75	0.75
<b>Total</b>		<b>5.75</b>	<b>5.75</b>





## *CITY ADMINISTRATOR SERVICE AREA*

### **COMMUNICATIONS**

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

**CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INVESTMENT INCOME	65,492	59,905	37,518	37,518	42,801	40,763
LICENSES, PERMITS & REGISTRATIONS	1,910,877	1,813,333	1,766,550	1,766,550	1,936,000	1,964,000
MISCELLANEOUS REVENUE	1,843	11,345	1,000	1,000	1,000	1,000
PRIOR YEAR SURPLUS	-	-	113,118	-	114,000	86,000
<b>Total</b>	<b>\$1,978,212</b>	<b>\$1,884,583</b>	<b>\$1,918,186</b>	<b>\$1,805,068</b>	<b>\$2,093,801</b>	<b>\$2,091,763</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
COMMUNITY TELEVISION NETWORK (0016)	1,978,212	1,884,582	1,918,186	1,805,068	2,093,801	2,091,763
<b>Total</b>	<b>\$1,978,212</b>	<b>\$1,884,582</b>	<b>\$1,918,186</b>	<b>\$1,805,068</b>	<b>\$2,093,801</b>	<b>\$2,091,763</b>

**CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	592,906	627,466	627,324	627,326	670,957	654,434
PAYROLL FRINGES	329,910	365,888	483,590	483,590	505,370	537,641
OTHER SERVICES	254,579	238,273	263,202	263,200	265,150	265,760
MATERIALS & SUPPLIES	85,697	60,409	41,002	41,002	92,500	92,500
OTHER CHARGES	178,637	195,493	191,379	191,379	239,984	241,882
CAPITAL OUTLAY	45,842	175,135	310,873	310,873	319,024	298,730
EMPLOYEE ALLOWANCES	-	680	816	816	816	816
<b>Total</b>	<b>\$1,487,571</b>	<b>\$1,663,344</b>	<b>\$1,918,186</b>	<b>\$1,918,186</b>	<b>\$2,093,801</b>	<b>\$2,091,763</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
COMMUNITY TELEVISION NETWORK (0016)	1,487,570	1,663,343	1,918,186	1,918,186	2,093,801	2,091,763
<b>Total</b>	<b>\$1,487,570</b>	<b>\$1,663,343</b>	<b>\$1,918,186</b>	<b>\$1,918,186</b>	<b>\$2,093,801</b>	<b>\$2,091,763</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNICATIONS	11.50	11.50	11.50	11.50	11.50
<b>Total</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>

**CITY ADMINISTRATOR SERVICES AREA  
COMMUNICATIONS OFFICE UNIT**

**REVENUE**

**Licenses, permits & registrations** - Reflects an increase of franchise fees and PEG revenue based on analysis of previous years' actual revenue received.

**EXPENSES**

**Personnel Services**- The increase in costs is associated with an increase in temporary pay and budgeted severance for FY2014.

**Payroll Fringes** - The increase in costs is associated with an increase in pension funding.

**Materials & Supplies**- The increase in costs is associated with an increase in planned purchases of Property Plant & Equipment.

**Other Charges** – The increase in costs is associated with an increase in Retiree Medical Insurance, the Municipal Service Charge, and IT costs.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Administration	<b>Area Administrator:</b>	Steve Powers
<b>Service Unit:</b>	Communication Office	<b>Manager:</b>	Lisa Wondrash

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2012 to June 30, 2013.	<b>2</b>
<b>B.</b> Develop and assist in the implementation of new technology resources, such as social media usage, to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2012 to June 30, 2013.	<b>2</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A</b> - Track the number of information pieces distributed monthly as well as social media followers via the Communication Office Matrix (information pieces include print/online newsletter, news releases, events, public information meetings, Gov Delivery notifications, CTN programs, social media tools, website page updates/development) by June 30, 2013.	Done
<b>B</b> - Track status of technology resource project implementations each month. These new resources include A2 Central focus group improvements, integration of new media to promote City information and CTN services, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, Survey Monkey, VOD views) by June 30, 2013.	Done
<b>C</b> - Track the number of training participants, clients, and PEG programs (detailed information to include specific training classes, participants, clients using media services in-house as well as checking out equipment, specific government clients served and topics covered in programs each month) via the CTN monthly report and develop a baseline for future growth and development analysis by June 30, 2013.	Done

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	Administration	<b>Area Administrator:</b>	Steve Powers
<b>Service Unit:</b>	Communication Office	<b>Manager:</b>	Lisa Wondrash

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2012 to June 30, 2013.	<b>2</b>
<b>B.</b> Develop and assist in the implementation of new technology resources, such as social media usage, to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2012 to June 30, 2013.	<b>2</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A -</b> Track the number of information pieces distributed monthly as well as social media followers via the Communication Office Matrix (information pieces include print/online newsletter, news releases, events, public information meetings, Gov Delivery notifications, CTN programs, social media tools, website page updates/development) by June 30, 2014.	
<b>B -</b> Track status of technology resource project implementations each month. These new resources include A2 Open City Hall, integration of new media to promote City information and CTN services, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, Survey Monkey, VOD views) by June 30, 2014.	

**See Budget Summaries Section, Page 75 for list of City Goals**

CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS

Allocated Positions

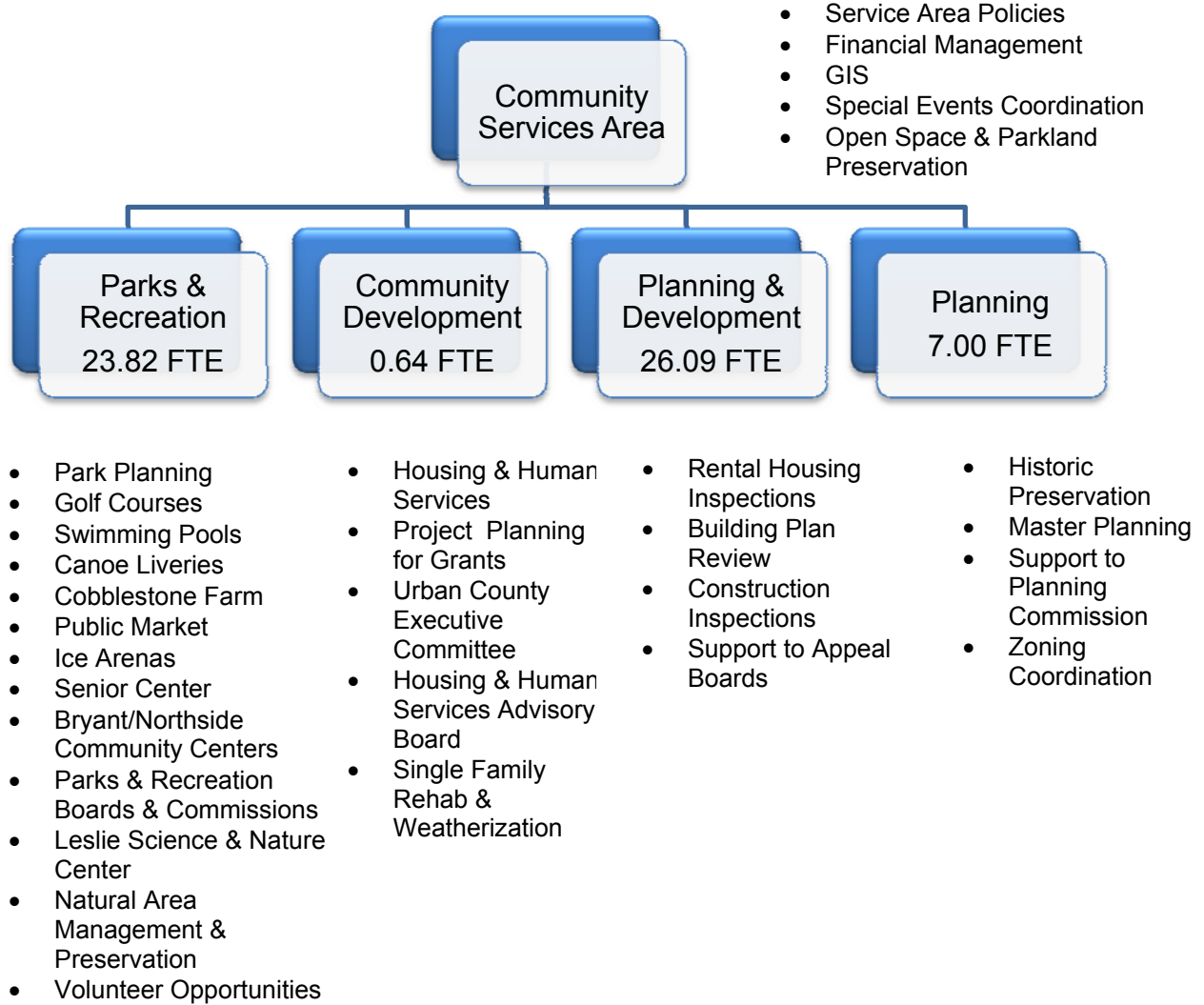
Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ASST MGR CITY PRODUCTIONS	402050	1.00	1.00
ASST MGR PUBLIC & EDUC AC	402060	1.00	1.00
CITY COMMUNICATIONS MGR	402040	1.00	1.00
COMMUNICATIONS UNIT MGR	403530	0.50	0.50
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	3.00	3.00
PROGRAMMER	110510	2.00	2.00
TRAINING & FACILITY COORD	110530	2.00	2.00
<b>Total</b>		<b>11.50</b>	<b>11.50</b>



*COMMUNITY SERVICES AREA*



# Community Services Area Organization Chart



The Community Services Area is comprised of four Service Area Units: Planning & Development, the Office of Community Development, Planning, and Parks & Recreation. These Service Units provide the organization with a broad array of services such as: Parks Planning, Recreation Programs, 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 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
COMMUNITY DEVELOPMENT	272,776	280,102	375,112	247,696	267,899	257,599
PARKS & RECREATION	12,047,225	9,170,194	11,372,886	8,047,293	8,743,627	8,765,316
PLANNING	199,594	261,897	198,250	244,000	256,000	256,000
PLANNING & DEVELOPMENT SERVICES	4,093,536	4,267,060	3,638,178	3,386,954	3,747,928	3,728,828
<b>Total</b>	<b>\$16,613,131</b>	<b>\$13,979,253</b>	<b>\$15,584,426</b>	<b>\$11,925,943</b>	<b>\$13,015,454</b>	<b>\$13,007,743</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	3,788,464	3,841,125	4,030,583	4,105,967	5,514,406	5,506,439
OPEN SPACE & PARK ACQ MILLAGE (0024)	6,523,319	2,597,610	4,345,003	2,298,818	2,415,495	2,429,200
BANDEMER PROPERTY (0025)	8,583	8,390	4,258	5,100	5,284	5,232
CONSTRUCTION CODE FUND (0026)	2,942,696	3,339,672	2,512,228	2,272,925	2,541,728	2,522,628
PARKS MEMORIALS & CONTRIBUTIONS (0034)	157,361	254,345	145,139	100,975	98,932	98,625
SPECIAL ASSISTANCE (0038)	4,955	4,761	8,000	4,000	4,000	4,000
OPEN SPACE ENDOWMENT (0041)	293,107	78,586	-	100,468	10,000	10,000
MARKET FUND (0046)	158,543	261,761	212,361	151,740	188,207	192,154
GOLF COURSES FUND (0047)	1,659,649	1,799,190	1,590,714	1,595,613	-	-
ART IN PUBLIC PLACES (0056)	7,428	12,733	19,860	19,860	8,714	8,813
AFFORDABLE HOUSING (0070)	73,575	68,897	136,641	23,225	102,500	102,200
PARK MAINT & CAPITAL IMP MILLAGE (0071)	993,801	1,711,367	2,542,139	1,246,952	2,125,792	2,128,075
SENIOR CENTER ENDOWMENT (0083)	1,651	814	37,500	300	396	377
<b>Total</b>	<b>\$16,613,132</b>	<b>\$13,979,251</b>	<b>\$15,584,426</b>	<b>\$11,925,943</b>	<b>\$13,015,454</b>	<b>\$13,007,743</b>

## COMMUNITY SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
COMMUNITY DEVELOPMENT	2,256,222	2,059,296	1,896,881	1,885,946	1,932,808	1,924,515
PARKS & RECREATION	16,575,885	10,421,539	13,829,903	10,707,157	9,021,031	9,123,834
PLANNING	738,998	1,003,156	1,040,425	1,003,245	1,077,849	1,093,608
PLANNING & DEVELOPMENT SERVICES	3,668,478	3,385,900	3,732,141	3,537,440	3,751,592	3,769,679
<b>Total</b>	<b>\$23,239,583</b>	<b>\$16,869,891</b>	<b>\$20,499,350</b>	<b>\$17,133,788</b>	<b>\$15,783,280</b>	<b>\$15,911,636</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	7,875,858	7,859,996	7,865,865	7,851,767	9,392,112	9,418,414
OPEN SPACE & PARK ACQ MILLAGE (0024)	10,695,587	3,133,405	4,345,003	3,004,782	1,430,838	1,432,795
BANDEMER PROPERTY (0025)	2,532	2,365	4,258	2,381	1,789	1,834
CONSTRUCTION CODE FUND (0026)	2,065,250	2,068,518	2,371,572	2,135,829	2,456,022	2,522,628
PARKS MEMORIALS & CONTRIBUTIONS (0034)	24,082	43,547	420,523	119,613	42,403	37,594
SPECIAL ASSISTANCE (0038)	5,065	8,000	8,000	4,000	4,000	4,000
OPEN SPACE ENDOWMENT (0041)	-	-	-	-	10,000	10,000
MARKET FUND (0046)	156,058	168,978	212,361	221,735	188,207	192,154
GOLF COURSES FUND (0047)	1,628,769	1,533,749	1,577,050	1,521,440	-	-
ART IN PUBLIC PLACES (0056)	-	4,000	37,502	11,647	-	-
ALTERNATIVE TRANSPORTATION (0061)	16,016	17,385	18,701	-	18,926	19,556
AFFORDABLE HOUSING (0070)	236,448	77,552	46,641	46,641	100,000	100,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	496,415	1,914,897	3,554,374	2,213,953	2,138,983	2,172,661
SENIOR CENTER ENDOWMENT (0083)	37,500	37,500	37,500	-	-	-
<b>Total</b>	<b>\$23,239,580</b>	<b>\$16,869,892</b>	<b>\$20,499,350</b>	<b>\$17,133,788</b>	<b>\$15,783,280</b>	<b>\$15,911,636</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PLANNING & DEVELOPMENT SERVICES	27.98	22.44	21.59	26.09	26.09
PLANNING	-	7.05	7.00	7.00	7.00
COMMUNITY DEVELOPMENT	4.17	3.89	2.79	0.64	0.64
PARKS & RECREATION	19.92	20.25	20.17	23.82	23.82
<b>Total</b>	<b>52.07</b>	<b>53.63</b>	<b>51.55</b>	<b>57.55</b>	<b>57.55</b>



## *COMMUNITY SERVICES AREA*

### **PLANNING & DEVELOPMENT SERVICES**

The Planning and Development Services Unit is one of four service units in the Community Services Area. It handles rental housing inspections, construction inspections and permits. It provides enforcement for building, housing and sign codes. It handles the Building and Housing Boards of Appeal.

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INVESTMENT INCOME	25,833	35,956	4,000	40,000	34,000	29,000
LICENSES, PERMITS & REGISTRATIONS	3,924,042	4,121,793	3,064,200	3,244,954	3,144,500	3,144,500
MISCELLANEOUS REVENUE	43,665	9,310	550	2,000	-	-
OPERATING TRANSFERS IN	99,996	100,000	100,000	100,000	100,000	-
PRIOR YEAR SURPLUS	-	-	469,428	-	469,428	555,328
<b>Total</b>	<b>\$4,093,536</b>	<b>\$4,267,059</b>	<b>\$3,638,178</b>	<b>\$3,386,954</b>	<b>\$3,747,928</b>	<b>\$3,728,828</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,150,633	921,841	1,125,950	1,114,029	1,206,200	1,206,200
CONSTRUCTION CODE FUND (0026)	2,942,904	3,345,219	2,512,228	2,272,925	2,541,728	2,522,628
<b>Total</b>	<b>\$4,093,537</b>	<b>\$4,267,060</b>	<b>\$3,638,178</b>	<b>\$3,386,954</b>	<b>\$3,747,928</b>	<b>\$3,728,828</b>

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,503,549	1,411,241	1,473,599	1,516,991	1,647,840	1,672,027
PAYROLL FRINGES	763,961	790,949	967,754	952,787	1,095,108	1,180,587
OTHER SERVICES	148,195	159,078	423,589	192,612	217,409	220,935
MATERIALS & SUPPLIES	47,087	22,020	34,500	26,500	22,000	22,000
OTHER CHARGES	1,064,093	888,451	719,711	729,541	657,755	661,210
PASS THROUGHS	139,992	100,000	100,000	100,000	100,000	-
VEHICLE OPERATING COSTS	1,601	30	3,000	1,000	3,000	3,000
EMPLOYEE ALLOWANCES	-	14,132	9,988	18,009	8,480	9,920
<b>Total</b>	<b>\$3,668,478</b>	<b>\$3,385,901</b>	<b>\$3,732,141</b>	<b>\$3,537,440</b>	<b>\$3,751,592</b>	<b>\$3,769,679</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,658,871	1,381,492	1,433,737	1,474,779	1,374,619	1,328,723
CONSTRUCTION CODE FUND (0026)	2,009,606	2,004,408	2,298,404	2,062,661	2,376,973	2,440,956
<b>Total</b>	<b>\$3,668,477</b>	<b>\$3,385,900</b>	<b>\$3,732,141</b>	<b>\$3,537,440</b>	<b>\$3,751,592</b>	<b>\$3,769,679</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PLANNING & DEVELOPMENT SERVICES	27.98	22.44	21.59	26.09	26.09
<b>Total</b>	<b>27.98</b>	<b>22.44</b>	<b>21.59</b>	<b>26.09</b>	<b>26.09</b>

**COMMUNITY SERVICES AREA  
PLANNING AND DEVELOPMENT SERVICES**

**REVENUES**

**Licenses, Permits & Registrations** – This reflects an increase in development activities and rental housing units that require inspection services.

**EXPENSES**

**Personnel Services**- The increase is due to an increase in FTEs of 3.5.

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

**Other Services** – The FY 2014 decrease is attributable to a planned expenditure for software in the Construction Code Fund for FY2013.

**Other Charges** – The decrease is due to a reduction in IT charges and Fleet charges.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$294,602 in FY 2014.

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	302,096	206,408	209,707	209,250	213,795	113,873
1001 SERVICE AREA						
OVERHEAD/ADMIN	189,508	218,435	196,008	203,844	232,282	237,089
1100 FRINGE BENEFITS	218,352	165,638	105,792	105,792	107,996	107,996
3340 HOUSING BUREAU	936,139	775,963	905,701	940,358	804,738	853,497
3370 BUILDING - APPEALS	12,776	15,047	16,529	15,535	15,808	16,268
<b>Total</b>	<b>\$1,658,871</b>	<b>\$1,381,491</b>	<b>\$1,433,737</b>	<b>\$1,474,779</b>	<b>\$1,374,619</b>	<b>\$1,328,723</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	680,188	569,106	454,275	457,475	405,859	409,236
1001 SERVICE AREA						
OVERHEAD/ADMIN	114,687	102,679	143,254	136,117	156,979	161,014
3330 BUILDING - CONSTRUCTION	1,205,746	1,323,232	1,689,023	1,457,217	1,802,096	1,858,361
3370 BUILDING - APPEALS	8,985	9,392	11,852	11,852	12,039	12,345
<b>Total</b>	<b>\$2,009,606</b>	<b>\$2,004,409</b>	<b>\$2,298,404</b>	<b>\$2,062,661</b>	<b>\$2,376,973</b>	<b>\$2,440,956</b>



<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Planning & Development	<b>Manager:</b>	Ralph Welton/Lisha Turner-Tolbert

Service Unit Goals	City Goals:
<b>A.</b> Equip inspectors with mobile technologies.	2,3,4
<b>B.</b> Establish an administrative hearings bureau.	3,5
<b>C.</b> Institute digital plan reviews.	2,3,4,5
<b>D.</b> Update Housing Code by December 31, 2012.	3,5
<b>E.</b> Enhance internet, TrakIt and eTrakIt services for rental housing program.	1,2,5
<b>F.</b> Digitize archived records for buildings, housing and planning.	4
<b>G.</b> Electronic/paperless intake of construction permit applications.	4,5

Service Unit Measures	Status
<b>A</b> – All inspectors equipped with appropriate mobile technology by June 30, 2013.	Completed
<b>B</b> – Administrative hearing bureau in place by June 30, 2013.	Reprioritized to FY14
<b>C</b> – Allow customers the ability to submit plans electronically and staff’s ability for digital review by June 30, 2013.	Digital plan review module has been processed. Installation and staff training will be completed by June 30, 2013. Will be available to customers by August 15, 2013.
<b>D1</b> – Develop alignment with Building Code on articles that cross both residential and construction areas.	●Identified needed changes. ●Ordinance to be updated by August 2013.
<b>D2</b> – Incorporate point of sale inspection standards.	Will be incorporated in Ordinance update. (See <b>D1</b> )

<b>D3</b> – Incorporate energy efficiency items to promote Michigan’s energy efficiency goals.	Completed
<b>E1</b> – Revise inspection procedures to have inspectors schedule reinspections on site in conjunction with property manager. <b>Evaluating Technology Options for Feasibility of field scheduling</b>	Evaluating technology options for feasibility of field scheduling.
<b>E2</b> – Explore opportunities for interactive registration services online. <b>Options have been Identified</b> <b>Next steps: Evaluate feasibility of options and Implementation</b>	<ul style="list-style-type: none"> <li>●Options have been identified.</li> <li>●Evaluating feasibility of options and implementation</li> </ul>
<b>E3</b> – Explore online bill pay options. <b>Online Bill pay will be available upon completion of e-mark up</b>	<ul style="list-style-type: none"> <li>●Completed for Rental Housing transactions</li> <li>●Online bill pay will be available upon completion of e-markup</li> </ul>
<b>F</b> – Complete digitizing all records by March 31, 2013. <b>This project has been re-evaluated for FY 14 &amp; 15</b>	Reprioritized to FY14
<b>G</b> – Complete feasibility study by June 30, 2013.	Completed

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Planning & Development	<b>Manager:</b>	Ralph Welton/Lisha Turner-Tolbert

Service Unit Goals	City Goals:
<b>A.</b> Establish Administrative Hearings Bureau	3,5
<b>B.</b> Prepare Construction and Rental Housing paper documents for digital storage	5
<b>C.</b> Provide Construction inspections within 48-72 hours of inspection request	2,5
<b>D.</b> Complete 15,000 Rental Housing unit inspections in FY14	2,5

Service Unit Measures	Status
<b>A1.</b> Administrative Hearings Bureau in place by June 30, 2014	
<b>A2.</b> Develop enforcement process	
<b>B1.</b> Sort and purge Construction paper documents	
<b>B2.</b> Sort and purge Rental Housing paper documents	
<b>C.</b> All Construction inspections requested completed within 48-72 hours	
<b>D.</b> Quarterly inspection targets met for Rental Housing	

**See Budget Summaries Section, Page 75 for list of City Goals**

COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	3.00	3.00
CHIEF DEVELOPMENT OFFICER	403250	1.00	1.00
CITY COMMUNICATION LIAISO	401180	0.06	0.06
COMM SERVICES AREA ADMIN	403630	0.40	0.40
DEVELOPMENT SRVS INSP III	110534	7.00	7.00
DEVELOPMENT SRVS INSP IV	110544	2.00	2.00
DEVELOPMENT SRVS INSP V	110554	5.00	5.00
DEVELOPMENT SRVS INSP V	110555	3.00	3.00
FINANCIAL MGR - COMM SERV	401500	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.40	0.40
P&D PROGRAMS/PROJECT MGR.	403240	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.23	0.23
<b>Total</b>		<b>26.09</b>	<b>26.09</b>



## *COMMUNITY SERVICES AREA*

### **PLANNING**

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

**COMMUNITY SERVICES AREA  
PLANNING**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	1,580	1,150	-	3,500	3,000	3,000
LICENSES, PERMITS & REGISTRATIONS	198,014	260,747	198,250	240,500	253,000	253,000
<b>Total</b>	<b>\$199,594</b>	<b>\$261,897</b>	<b>\$198,250</b>	<b>\$244,000</b>	<b>\$256,000</b>	<b>\$256,000</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	199,802	267,443	198,250	244,000	256,000	256,000
<b>Total</b>	<b>\$199,802</b>	<b>\$267,443</b>	<b>\$198,250</b>	<b>\$244,000</b>	<b>\$256,000</b>	<b>\$256,000</b>

**COMMUNITY SERVICES AREA  
PLANNING**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	482,532	519,475	503,395	501,801	515,031	518,401
PAYROLL FRINGES	239,691	277,697	337,195	331,393	353,392	380,781
OTHER SERVICES	10,735	16,998	48,005	19,725	64,825	49,825
MATERIALS & SUPPLIES	3,118	3,842	4,250	2,000	4,670	4,670
OTHER CHARGES	2,921	183,991	146,260	146,260	138,611	138,611
EMPLOYEE ALLOWANCES	-	1,154	1,320	2,066	1,320	1,320
<b>Total</b>	<b>\$738,997</b>	<b>\$1,003,157</b>	<b>\$1,040,425</b>	<b>\$1,003,245</b>	<b>\$1,077,849</b>	<b>\$1,093,608</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	667,338	921,661	948,556	930,077	979,874	992,380
CONSTRUCTION CODE FUND (0026)	55,644	64,110	73,168	73,168	79,049	81,672
ALTERNATIVE TRANSPORTATION (0061)	16,016	17,385	18,701	-	18,926	19,556
<b>Total</b>	<b>\$738,998</b>	<b>\$1,003,156</b>	<b>\$1,040,425</b>	<b>\$1,003,245</b>	<b>\$1,077,849</b>	<b>\$1,093,608</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PLANNING	-	7.05	7.00	7.00	7.00
<b>Total</b>	<b>-</b>	<b>7.05</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

## **COMMUNITY SERVICES AREA PLANNING SERVICES**

### **REVENUES**

**Licenses, Permits, & Registration** - This reflects an increase in development activities that require planning services.

### **EXPENSES**

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

**Other Services** – The increase is due to a higher budget for contracted services.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$284,319 in FY 2014.



**COMMUNITY SERVICES AREA  
PLANNING**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3320 HISTORIC PRESERVATION	65,657	69,610	70,423	71,739	72,968	75,520
3360 PLANNING	601,680	850,526	878,133	858,338	905,486	915,440
3370 BUILDING - APPEALS	-	1,525	-	-	1,420	1,420
<b>Total</b>	<b>\$667,337</b>	<b>\$921,661</b>	<b>\$948,556</b>	<b>\$930,077</b>	<b>\$979,874</b>	<b>\$992,380</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3360 PLANNING	55,644	64,110	73,168	73,168	79,049	81,672
<b>Total</b>	<b>\$55,644</b>	<b>\$64,110</b>	<b>\$73,168</b>	<b>\$73,168</b>	<b>\$79,049</b>	<b>\$81,672</b>

**Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3360 PLANNING	16,016	17,385	18,701	-	18,926	19,556
<b>Total</b>	<b>\$16,016</b>	<b>\$17,385</b>	<b>\$18,701</b>	<b>-</b>	<b>\$18,926</b>	<b>\$19,556</b>

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services Area	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Planning	<b>Manager:</b>	Wendy Rampson

Service Unit Goals	City Goals:
<b>A.</b> Amend the master plan to incorporate land use, transportation, and design recommendations for the Washtenaw Avenue corridor.	<b>1,2,4,6</b>

Service Unit Measures	Status
<b>A1</b> - Complete study of existing conditions within the Washtenaw corridor.	50%
<b>A2</b> - Engage citizens in visioning process for Washtenaw corridor.	30%
<b>A3</b> - Create consistent land use and zoning approaches for the Washtenaw corridor with adjoining jurisdictions.	Delayed due to State Street Plan priority
<b>A4</b> - Amend the Master Plan to incorporate Washtenaw corridor recommendations.	Delayed due to State Street Plan priority

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services Area	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Planning	<b>Manager:</b>	Wendy Rampson

Service Unit Goals	City Goals:
<b>A.</b> Establish Administrative Hearings Bureau (with Building & Rental Housing)	<b>3,5</b>
<b>B.</b> Conduct evaluation of A2D2 zoning amendments	<b>2</b>
<b>C.</b> Complete first round of City-initiated annexations	<b>2</b>

Service Unit Measures	Status
<b>A1</b> – Administrative Hearings Bureau in place by June 30, 2014.	
<b>A2</b> – Develop enforcement process	
<b>B1</b> – Confirm scope of review with Planning Commission and City Council	
<b>B2</b> – Identify evaluation methodology and public input process	
<b>B3</b> – Conduct evaluation and develop recommendations for changes to the City Master Plan, zoning ordinance and development review process	
<b>C1</b> – Submit application to the State Boundary Commission for initial list of parcels	
<b>C2</b> – Lead inter-departmental committee efforts to respond to issues raised in state review process	

**See Budget Summaries Section, Page 75 for list of City Goals**

COMMUNITY SERVICES AREA  
PLANNING

Allocated Positions

Job Description	Job Class	FY 2014	FY 2015
		FTE's	FTE's
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CITY PLANNER 5	110454	5.00	5.00
PLANNING MANAGER	404110	1.00	1.00
Total		7.00	7.00



## *COMMUNITY SERVICES AREA*

### **COMMUNITY DEVELOPMENT**

Community Development Services for the City of Ann Arbor are provided by collaborating with the Washtenaw County's Office of Community and Economic Development for streamlined service delivery within the City of Ann Arbor/Washtenaw County region. It provides housing and human services support for low-income residents, single-family housing rehabilitation and weatherization services, and support for the housing and human services advisory board.

**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CONTRIBUTIONS	59,204	38,081	38,000	24,000	4,000	4,000
INTERGOVERNMENTAL REVENUES	194,246	206,444	220,471	220,471	-	-
INVESTMENT INCOME	11,039	5,058	2,000	3,000	2,500	2,200
MISCELLANEOUS REVENUE	8,287	30,519	8,300	225	-	-
OPERATING TRANSFERS IN	-	-	90,000	-	100,000	100,000
PRIOR YEAR SURPLUS	-	-	16,341	-	161,399	151,399
<b>Total</b>	<b>\$272,776</b>	<b>\$280,102</b>	<b>\$375,112</b>	<b>\$247,696</b>	<b>\$267,899</b>	<b>\$257,599</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	194,246	206,444	230,471	220,471	161,399	151,399
SPECIAL ASSISTANCE (0038)	4,955	4,761	8,000	4,000	4,000	4,000
AFFORDABLE HOUSING (0070)	73,575	68,897	136,641	23,225	102,500	102,200
<b>Total</b>	<b>\$272,776</b>	<b>\$280,102</b>	<b>\$375,112</b>	<b>\$247,696</b>	<b>\$267,899</b>	<b>\$257,599</b>

**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CDBG RECIPIENTS	1,352,544	1,274,240	1,291,270	1,291,270	1,344,629	1,344,629
PERSONNEL SERVICES	264,733	194,174	181,607	181,638	47,452	46,296
PAYROLL FRINGES	144,126	129,394	128,509	126,335	28,616	30,657
OTHER SERVICES	330,462	301,017	165,505	157,505	154,000	154,000
OTHER CHARGES	162,936	158,753	127,225	127,225	257,732	247,834
PASS THROUGHES	1,420	-	-	-	100,000	100,000
EMPLOYEE ALLOWANCES	-	1,719	2,765	1,973	379	1,099
<b>Total</b>	<b>\$2,256,221</b>	<b>\$2,059,297</b>	<b>\$1,896,881</b>	<b>\$1,885,946</b>	<b>\$1,932,808</b>	<b>\$1,924,515</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	2,014,708	1,973,745	1,842,240	1,835,305	1,828,808	1,820,515
SPECIAL ASSISTANCE (0038)	5,065	8,000	8,000	4,000	4,000	4,000
AFFORDABLE HOUSING (0070)	236,448	77,552	46,641	46,641	100,000	100,000
<b>Total</b>	<b>\$2,256,221</b>	<b>\$2,059,297</b>	<b>\$1,896,881</b>	<b>\$1,885,946</b>	<b>\$1,932,808</b>	<b>\$1,924,515</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
COMMUNITY DEVELOPMENT	4.17	3.89	2.79	0.64	0.64
<b>Total</b>	<b>4.17</b>	<b>3.89</b>	<b>2.79</b>	<b>0.64</b>	<b>0.64</b>

## COMMUNITY SERVICES AREA COMMUNITY DEVELOPMENT

### REVENUES

**Intergovernmental Revenues** – This decrease is due to the elimination of the contract with the County supporting 2.0 City FTEs.

### EXPENSES

**Personnel Services**- This decrease is due to the elimination of 2.0 City FTEs.

**Payroll Fringes**- This decrease is due to the elimination of 2.0 City FTEs.

**Other Charges** – This increase is a result of the IT Charges for the Housing Commission being moved to this budget. They were previously budgeted under Non-Departmental.

**Community Development Recipients** – This increase is a result of a transfer to the Affordable Housing fund of \$100,000.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$109,354 in FY 2014.



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

<b>Vendor</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Approved Budget FY 2013</b>	<b>Approved Budget FY 2014</b>
Ann Arbor Center for Independent Living, Inc.	\$ 25,500	\$ -	\$ -	\$ -
Ann Arbor YMCA	5,850	-	-	-
Avalon Housing, Inc.	80,750	144,028	144,028	142,851
Barrier Busters Action Group	-	20,000	20,000	19,835
Big Brothers Big Sisters of Washtenaw County	9,000	-	-	-
Catholic Social Services of Washtenaw	117,950	102,294	102,294	94,490
Child Care Network	210,000	-	-	-
Community Action Network	52,700	105,809	105,809	104,944
Community Family Health Center	16,250	-	-	-
Community Housing Alternatives	8,500	-	-	-
COPE	19,295	-	-	-
Domestic Violence Project, Inc.	38,250	-	-	-
Fair Housing Center of Southeaster Michigan	-	-	-	-
Family Learning Institute	26,076	-	-	-
Food Gatherers	123,200	95,955	95,955	95,171
HIV/AIDS Resource Center	18,200	4,599	4,599	4,561
Home of New Vision	25,000	63,942	63,942	63,419
Housing Bureau for Seniors	24,000	-	-	-
Interfaith Hospitality Network of Washtenaw Co.	38,500	92,400	92,400	91,645
Jewish Family Services of Washtenaw County	10,000	-	-	17,139
Legal Services of South Central Michigan	73,000	178,510	178,510	177,052
Michigan Ability Partners	52,121	-	-	-
Packard Health Inc.	38,250	-	-	-
Perry Nursery School of Ann Arbor	-	110,756	110,756	109,851
Planned Parenthood Mid and South Michigan	15,000	14,400	14,400	14,282
Regents of the University of Michigan	-	-	-	-
Shelter Association of Washtenaw County	-	247,551	247,551	245,529
UM Ann Arbor Meals on Wheels	26,000	23,914	23,914	23,719
UM Nurse Managed Centers/Maple Meadows	-	-	-	-
UM Housing Bureau for Seniors	-	-	-	-
The Student Advocacy Center of Michigan	19,500	-	-	-
The Women's Center of Southeastern Michigan	30,000	27,594	27,594	27,369
Washtenaw Association for Community Advocacy	-	12,877	12,877	12,772
Washtenaw County CSTS/Project Outreach (PORT)	-	-	-	-
Washtenaw County	137,700	-	-	-
Washtenaw Housing Alliance	19,583	-	-	-
Washtenaw Literacy	27,500	-	-	-
<b>TOTAL</b>	<b>\$ 1,287,675</b>	<b>\$ 1,244,629</b>	<b>\$ 1,244,629</b>	<b>\$ 1,244,629 *</b>

\*Budget approved in total; proposed allocations to be approved 7/15/13

**COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	282,933	295,690	206,505	206,505	206,038	206,140
1001 SERVICE AREA OVERHEAD/ADMIN	128,105	70,749	88,490	84,157	76,447	78,052
1950 SPECIAL PROJECTS	54,481	70,001	-	-	-	-
2034 HOUSING COMMISSION SUPPORT	60,000	60,000	60,000	60,000	191,694	191,694
2220 HOUSING ACQUISITION	-	-	-	-	100,000	100,000
2280 REHAB SERVICE DELIVERY	201,144	207,676	232,616	230,014	-	-
2310 HUMAN SERV/HOMELESS PREVNT	1,288,044	1,269,629	1,254,629	1,254,629	1,254,629	1,244,629
<b>Total</b>	<b>\$2,014,707</b>	<b>\$1,973,745</b>	<b>\$1,842,240</b>	<b>\$1,835,305</b>	<b>\$1,828,808</b>	<b>\$1,820,515</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
2290 ASSISTANCE TO PROGRAMS	5,065	8,000	8,000	4,000	4,000	4,000
<b>Total</b>	<b>\$5,065</b>	<b>\$8,000</b>	<b>\$8,000</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>\$4,000</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	10,487	1,248	-	-	-	-
1950 SPECIAL PROJECTS	147,534	41,989	-	-	-	-
2130 TECHNICAL ASSISTANCE	8,250	29,703	-	-	-	-
2210 SINGLE FAMILY REHABILITATION	5,676	4,611	-	-	-	-
2220 HOUSING ACQUISITION	64,500	-	46,641	46,641	100,000	100,000
<b>Total</b>	<b>\$236,447</b>	<b>\$77,551</b>	<b>\$46,641</b>	<b>\$46,641</b>	<b>\$100,000</b>	<b>\$100,000</b>

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Community & Economic Development	<b>Manager:</b>	Mary Jo Callan

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Improve housing safety, energy efficiency, and overall affordability for low-income homeowners by building on a streamlined intake process toward full consolidation of the Single Family Rehabilitation Program and the Weatherization Program.	<b>2,4,6</b>
<b>B.</b> Use outcomes data to measuring the impact of Coordinated Funding on basic human services needs in our community.	<b>2,6</b>
<b>Service Unit Measures</b>	<b>Status</b>
<p><b>A.</b> This is a continuation goal from FY2012. Single Family Rehab and Weatherization both focus on providing area homeowners with funding and project management to make improvements to their homes. These improvements range from addressing serious health and safety concerns, code violations, and various energy improvements to increase the local stock of decent, affordable housing. Historically, Single Family Rehab and Weatherization were two separate programs, delivered by two separate departments within the City and Washtenaw County, resulting in a fragmented and less effective service to the community. Beginning in July 2011, staff commenced work to consolidate these programs to make access easier for residents in need. Regulatory barriers have made the full consolidation of these programs very difficult, and staff continues to work to overcome or eliminate these barriers, where possible.</p> <p><b><u>Key Milestone:</u></b></p> <ol style="list-style-type: none"> <li>1. Beginning July 1, 2012, based on examination of regulatory requirements for use of funds associated with each program, gain approval from State and Federal regulators to braid funding and/or advocate with policy-makers to allow full consolidation of these programs.</li> <li>2. Adopt shared management information system for Single Family and Weatherization projects by November 1, 2012.</li> <li>3. Ensure that Single Family Rehab and Weatherization staff receives necessary cross-training and applicable certification by December 1, 2012.</li> </ol>	<p style="text-align: center;">In progress</p> <p style="text-align: center;">In progress</p> <p style="text-align: center;">Not needed</p>

<p>4. Eligible low-income homeowners begin to receive streamlined access by January 1, 2013 to the full range of improvements needed to make their homes safe, energy efficient, and affordable.</p>	<p>due to change in service delivery model</p> <p>Complete</p>
<p><b>B.</b> In order to continue to improve our understanding of the community impacts that result from City investments in human services (specifically through the Public-Private <i>Coordinated Funding</i> process), analyze outcome data to measure impact from baseline in the following priority areas: Housing/homelessness; Aging; School-aged Youth; Pre-school Children; and Safety Net Health.</p> <p><b><u>Key Milestones:</u></b></p> <ol style="list-style-type: none"> <li>1. Prepare a baseline data report for City Council and other local policy-makers at the beginning of FY13.</li> <li>2. Continue to collect reporting data on outcomes from funded nonprofits at six and twelve months after 2<sup>nd</sup> year of funding commences – January 2013 &amp; June 2013.</li> <li>3. Report out to City Council and other local policy-makers with an analysis of impact in six human service needs priority areas. This report will compare 2<sup>nd</sup> year of shared outcome data to baseline data established in FY12.</li> </ol>	<p>On track</p> <p>On track</p> <p>Report will be available by 6/30/13</p>

**See Budget Summaries Section, Page 75, for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Community & Economic Development	<b>Manager:</b>	Mary Jo Callan

<b>Service Unit Goals</b>	<b>City Goals:</b>
Use outcomes data to measuring the impact of Coordinated Funding on basic human services needs in our community.	2,6
Assess the need for affordable housing units, by location, income range, and unit type.	6
<b>Service Unit Measures</b>	<b>Status</b>
<p>In order to continue to improve our understanding of the community impacts that result from City investments in human services (specifically through the Public-Private <i>Coordinated Funding</i> process), analyze outcome data to measure impact from baseline in the following priority areas: Housing/homelessness; Aging; School-aged Youth; Pre-school Children; and Safety Net Health.</p> <p><b><u>Key Milestones:</u></b>            Work with Planning and Coordinating entities in each of the six Coordinated Funding priority areas to refine outcomes based on best practices, lessons learned and the first two years of data.            Collect reporting data on outcomes from funded nonprofits at six and twelve months after 3rd year of funding commences – January 2014 &amp; June 2015.            Report out to City Council and other local policy-makers with an analysis of impact in six human service needs priority areas. This report will review data collected to date in Coordinated Funding pilot.</p>	
<p>The greater Ann Arbor area continues to experience a shortage of affordable housing. A report issued in 2007 examined affordable housing in the County, as well as the factors that affect this housing, and presented recommendations to address gaps in housing affordability. Given the changes in market conditions over the past several years, updates to the 2007 report are needed.</p> <p><b><u>Key Milestones:</u></b>            Identify resources to fund updates to the 2007 report.            Determine scope of updates needed, and prepare RFP to engage consultant.            Hire consultant to complete updates to the assessment report.            Publish and present updated report.</p>	

**See Budget Summaries Section, Page 75, for list of City Goals**

COMMUNITY SERVICES AREA  
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 4	110044	0.15	0.15
CITY COMMUNICATION LIAISO	401180	0.05	0.05
COMM SERVICES AREA ADMIN	403630	0.20	0.20
MANAGEMENT ASSISTANT	000200	0.20	0.20
SENIOR APPLICATION SPEC	401050	0.04	0.04
<b>Total</b>		<b>0.64</b>	<b>0.64</b>



## *COMMUNITY SERVICES AREA*

### **PARKS & RECREATION**

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

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	3,372,982	3,687,588	3,668,994	3,607,725	3,784,300	3,810,310
CONTRIBUTIONS	146,567	247,579	48,742	98,109	92,500	92,500
INTERGOVERNMENTAL REVENUES	2,800,887	334,965	421,100	24,660	2,460	2,460
INVESTMENT INCOME	240,681	152,359	157,513	138,191	221,450	195,403
MISCELLANEOUS REVENUE	50,843	32,964	102,312	106,722	108,735	108,735
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,266,089	1,344,101	474,516	659,116	120,714	120,813
TAXES	3,169,175	3,370,638	3,384,109	3,412,770	4,277,458	4,268,767
<b>Total</b>	<b>\$12,047,224</b>	<b>\$9,170,194</b>	<b>\$11,372,886</b>	<b>\$8,047,293</b>	<b>\$8,743,627</b>	<b>\$8,765,316</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	2,243,784	2,445,397	2,475,912	2,527,467	3,890,807	3,892,840
OPEN SPACE & PARK ACQ MILLAGE (0024)	6,523,319	2,597,610	4,345,003	2,298,818	2,415,495	2,429,200
BANDEMER PROPERTY (0025)	8,583	8,390	4,258	5,100	5,284	5,232
PARKS MEMORIALS & CONTRIBUTIONS (0034)	157,361	254,345	145,139	100,975	98,932	98,625
OPEN SPACE ENDOWMENT (0041)	293,107	78,586	-	100,468	10,000	10,000
MARKET FUND (0046)	158,543	261,761	212,361	151,740	188,207	192,154
GOLF COURSES FUND (0047)	1,659,649	1,799,190	1,590,714	1,595,613	-	-
ART IN PUBLIC PLACES (0056)	7,428	12,733	19,860	19,860	8,714	8,813
PARK MAINT & CAPITAL IMP MILLAGE (0071)	993,801	1,711,367	2,542,139	1,246,952	2,125,792	2,128,075
SENIOR CENTER ENDOWMENT (0083)	1,651	814	37,500	300	396	377
<b>Total</b>	<b>\$12,047,226</b>	<b>\$9,170,193</b>	<b>\$11,372,886</b>	<b>\$8,047,293</b>	<b>\$8,743,627</b>	<b>\$8,765,316</b>



**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CDBG RECIPIENTS	-	2,174	33,326	31,820	-	-
PERSONNEL SERVICES	2,332,116	2,367,408	2,516,736	2,413,407	3,132,956	3,141,440
PAYROLL FRINGES	774,729	820,176	933,833	1,023,796	1,126,434	1,207,691
OTHER SERVICES	1,225,031	1,427,624	2,616,481	2,139,205	1,293,255	1,313,046
MATERIALS & SUPPLIES	467,424	455,269	418,897	394,093	447,175	448,650
OTHER CHARGES	966,901	1,007,326	902,789	878,357	1,539,631	1,528,688
PASS THROUGH	1,573,950	1,390,872	1,428,369	1,351,002	1,384,259	1,384,858
CAPITAL OUTLAY	9,160,795	2,866,141	4,906,897	2,395,700	-	-
VEHICLE OPERATING COSTS	74,938	67,049	56,485	56,248	65,100	65,800
EMPLOYEE ALLOWANCES	-	17,500	16,090	23,529	32,221	33,661
<b>Total</b>	<b>\$16,575,884</b>	<b>\$10,421,539</b>	<b>\$13,829,903</b>	<b>\$10,707,157</b>	<b>\$9,021,031</b>	<b>\$9,123,834</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	3,534,941	3,583,098	3,641,332	3,611,606	5,208,811	5,276,796
OPEN SPACE & PARK ACQ MILLAGE (0024)	10,695,587	3,133,405	4,345,003	3,004,782	1,430,838	1,432,795
BANDEMER PROPERTY (0025)	2,532	2,365	4,258	2,381	1,789	1,834
PARKS MEMORIALS & CONTRIBUTIONS (0034)	24,082	43,547	420,523	119,613	42,403	37,594
OPEN SPACE ENDOWMENT (0041)	-	-	-	-	10,000	10,000
MARKET FUND (0046)	156,058	168,978	212,361	221,735	188,207	192,154
GOLF COURSES FUND (0047)	1,628,769	1,533,749	1,577,050	1,521,440	-	-
ART IN PUBLIC PLACES (0056)	-	4,000	37,502	11,647	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	496,415	1,914,897	3,554,374	2,213,953	2,138,983	2,172,661
SENIOR CENTER ENDOWMENT (0083)	37,500	37,500	37,500	-	-	-
<b>Total</b>	<b>\$16,575,884</b>	<b>\$10,421,539</b>	<b>\$13,829,903</b>	<b>\$10,707,157</b>	<b>\$9,021,031</b>	<b>\$9,123,834</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PARKS & RECREATION	19.92	20.25	20.17	23.82	23.82
<b>Total</b>	<b>19.92</b>	<b>20.25</b>	<b>20.17</b>	<b>23.82</b>	<b>23.82</b>

## **COMMUNITY SERVICES AREA PARKS AND RECREATION SERVICES**

### **REVENUES**

**Charges for Services** – The increase is due to a combination of higher participation, new programs, and increases in revenue resulting from fee increases. Increased revenue is projected for FY 2014 because of the popularity of the Argo Cascades, resulting in higher participation.

**Contributions** – The FY 2014 increase is due to a higher forecast for developer contributions.

**Intergovernmental Revenues** – In FY 2013, Federal Farm and Ranch Land Protection funding was appropriated by City Council upon receipt of grant funds for specific properties in the Open Space and Parkland Preservation Program. This grant is not budgeted in FY2014.

**Operating Transfer In** - In FY 2013, transfers were made from the General Fund to the Golf Course fund. The Golf Course fund has now been combined with the General Fund so this transfer is no longer necessary.

**Prior Year Surplus** – The amount is the use of the Parks Maintenance and Capital Improvements Millage fund balance for Capital Projects as well as purchases of development rights and land from the Open Space fund.

**Taxes**- The increase in Taxes is due to the organizational move of the Natural Area Preservation unit to Parks & Recreation from Field Services.

### **EXPENSES**

**Personnel Services**- The increase is due to the organizational move of the Natural Area Preservation unit to Parks & Recreation from Field Services. FTEs have increased 3.65 as well as an increase in Temporary Pay.

**Payroll Fringes** - The increase is a result of higher expenses for medical insurance, pension and VEBA funding as well as the organizational move of the Natural Area Preservation unit to Parks & Recreation from Field Services.

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

**Other Charges** – The increase reflects parks capital improvements budgeted as contingency.

**Capital Outlay** – The decrease is attributable to a policy change whereas monies appropriated for land acquisitions are appropriated at the time of Council approval. As purchases of property and development rights are approved by Council funding will be appropriated as necessary. Also, there is a decrease in use of the Park Maintenance & Capital Improvement Millage Fund monies for capital projects.

**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 \$1,650,840 in FY 2014.

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Revenues by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	100,629	111,028	159,117	160,757	172,747	149,770
6100 FACILITY RENTALS	309,338	360,071	322,000	355,500	380,000	380,000
6231 BUHR POOL	171,068	197,971	170,100	182,200	184,300	186,400
6232 BUHR RINK	139,248	138,573	133,750	135,180	135,300	135,500
6234 VETERAN'S POOL	137,076	162,231	131,500	134,500	139,900	139,900
6235 VETERAN'S ICE ARENA	452,093	437,655	489,400	459,139	465,900	465,900
6236 FULLER POOL	214,628	235,681	264,295	259,365	259,865	260,365
6237 MACK POOL	115,674	114,251	135,500	117,000	119,000	119,000
6238 VETERAN'S FITNESS CENTER	3,812	3,014	5,500	3,000	3,000	3,000
6242 ARGO LIVERY	219,489	219,351	258,750	321,000	313,500	314,000
6244 GALLUP LIVERY	253,526	350,238	289,400	298,626	348,625	350,625
6315 SENIOR CENTER OPERATIONS	127,201	115,333	116,600	101,200	65,670	71,380
6503 HURON GOLF COURSE	-	-	-	-	367,000	381,000
6504 LESLIE GOLF COURSE	-	-	-	-	936,000	936,000
<b>Total</b>	<b>\$2,243,782</b>	<b>\$2,445,397</b>	<b>\$2,475,912</b>	<b>\$2,527,467</b>	<b>\$3,890,807</b>	<b>\$3,892,840</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	234,190	147,923	139,205	133,000	100,000	80,000
9024 PARK LAND ACQUISITION	6,289,128	2,449,686	4,205,798	2,165,818	2,315,495	2,349,200
<b>Total</b>	<b>\$6,523,318</b>	<b>\$2,597,609</b>	<b>\$4,345,003</b>	<b>\$2,298,818</b>	<b>\$2,415,495</b>	<b>\$2,429,200</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	1,683	1,490	58	900	1,084	1,032
1000 ADMINISTRATION	6,900	6,900	4,200	4,200	4,200	4,200
<b>Total</b>	<b>\$8,583</b>	<b>\$8,390</b>	<b>\$4,258</b>	<b>\$5,100</b>	<b>\$5,284</b>	<b>\$5,232</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	4,610	6,766	2,276	2,866	6,432	6,125
1000 ADMINISTRATION	137,750	135,245	44,754	94,000	92,500	92,500
6315 SENIOR CENTER OPERATIONS	15,000	4,000	4,000	-	-	-
6915 PARK PLAN - MEMORIALS	-	108,333	4,109	4,109	-	-
9000 CAPITAL OUTLAY	-	-	90,000	-	-	-
<b>Total</b>	<b>\$157,360</b>	<b>\$254,344</b>	<b>\$145,139</b>	<b>\$100,975</b>	<b>\$98,932</b>	<b>\$98,625</b>

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	5,437	6,985	-	5,000	5,000	4,500
9024 PARK LAND ACQUISITION	287,670	71,601	-	95,468	5,000	5,500
<b>Total</b>	<b>\$293,107</b>	<b>\$78,586</b>	<b>-</b>	<b>\$100,468</b>	<b>\$10,000</b>	<b>\$10,000</b>

Revenues by Activity (0046 MARKET FUND)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	9,857	7,911	14,699	7,000	5,433	5,174
1646 FARMER'S MARKET	148,686	253,850	197,662	144,740	182,774	186,980
<b>Total</b>	<b>\$158,543</b>	<b>\$261,761</b>	<b>\$212,361</b>	<b>\$151,740</b>	<b>\$188,207</b>	<b>\$192,154</b>

Revenues by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
6503 HURON GOLF COURSE	833,854	883,463	668,270	745,391	-	-
6504 LESLIE GOLF COURSE	825,794	915,728	922,444	850,222	-	-
<b>Total</b>	<b>\$1,659,648</b>	<b>\$1,799,191</b>	<b>\$1,590,714</b>	<b>\$1,595,613</b>	<b>-</b>	<b>-</b>

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	-	-	7,200	7,200	-	-
1000 ADMINISTRATION	7,428	12,733	12,660	12,660	8,714	8,813
<b>Total</b>	<b>\$7,428</b>	<b>\$12,733</b>	<b>\$19,860</b>	<b>\$19,860</b>	<b>\$8,714</b>	<b>\$8,813</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	-	-	-	-	815,280	824,496
1000 ADMINISTRATION	-	-	811,501	-	-	-
9000 CAPITAL OUTLAY	993,801	1,711,367	1,730,638	1,246,952	1,310,512	1,303,579
<b>Total</b>	<b>\$993,801</b>	<b>\$1,711,367</b>	<b>\$2,542,139</b>	<b>\$1,246,952</b>	<b>\$2,125,792</b>	<b>\$2,128,075</b>

Revenues by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
0000 REVENUE	1,651	814	1,275	300	396	377
6315 SENIOR CENTER OPERATIONS	-	-	36,225	-	-	-
<b>Total</b>	<b>\$1,651</b>	<b>\$814</b>	<b>\$37,500</b>	<b>\$300</b>	<b>\$396</b>	<b>\$377</b>

**COMMUNITY SERVICES AREA  
PARKS & RECREATION**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	541,819	461,092	452,655	504,637	544,677	532,223
1001 SERVICE AREA OVERHEAD/ADMIN	210,133	192,959	193,942	171,142	252,222	258,693
1100 FRINGE BENEFITS	208,848	280,302	188,288	188,288	143,791	144,809
6100 FACILITY RENTALS	316,692	313,661	358,362	306,513	362,996	372,275
6231 BUHR POOL	228,352	228,564	242,122	252,936	246,695	251,196
6232 BUHR RINK	158,280	172,588	178,829	164,755	171,183	176,523
6234 VETERAN'S POOL	283,505	258,366	240,976	232,186	237,108	241,657
6235 VETERAN'S ICE ARENA	453,415	440,318	504,775	457,975	477,472	487,833
6236 FULLER POOL	220,497	231,815	256,194	238,797	246,517	249,785
6237 MACK POOL	185,129	202,415	213,469	197,133	196,645	200,548
6238 VETERAN'S FITNESS CENTER	3,687	2,073	2,828	2,575	4,646	4,772
6242 ARGO LIVERY	205,773	204,528	224,021	275,393	279,476	286,144
6244 GALLUP LIVERY	187,662	283,893	259,633	292,252	278,602	280,838
6315 SENIOR CENTER OPERATIONS	213,408	192,153	209,254	210,524	211,529	218,308
6403 COMMUNITY OUTREACH SERVICES	117,741	118,372	115,984	116,500	118,350	119,050
6503 HURON GOLF COURSE	-	-	-	-	470,616	479,781
6504 LESLIE GOLF COURSE	-	-	-	-	966,286	972,361
<b>Total</b>	<b>\$3,534,941</b>	<b>\$3,583,099</b>	<b>\$3,641,332</b>	<b>\$3,611,606</b>	<b>\$5,208,811</b>	<b>\$5,276,796</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1001 SERVICE AREA OVERHEAD/ADMIN	26,921	1,457	-	-	-	-
1810 TAX REFUNDS	26,762	50,390	-	-	-	-
9024 PARK LAND ACQUISITION	9,429,754	1,856,407	3,117,628	1,777,407	197,363	194,220
9500 DEBT SERVICE	1,212,150	1,225,150	1,227,375	1,227,375	1,233,475	1,238,575
<b>Total</b>	<b>\$10,695,587</b>	<b>\$3,133,404</b>	<b>\$4,345,003</b>	<b>\$3,004,782</b>	<b>\$1,430,838</b>	<b>\$1,432,795</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
9018 PARK REHAB & DEVELOP MIL 95	2,532	2,365	4,258	2,381	1,789	1,834
<b>Total</b>	<b>\$2,532</b>	<b>\$2,365</b>	<b>\$4,258</b>	<b>\$2,381</b>	<b>\$1,789</b>	<b>\$1,834</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	-	14,241	27,500	13,500	15,000	16,000
6315 SENIOR CENTER OPERATIONS	-	15,000	4,000	3,000	1,000	-
6402 SCHOLARSHIPS	17,297	6,358	6,798	6,799	7,153	7,344
6915 PARK PLAN - MEMORIALS	6,785	7,933	113,207	30,364	4,250	4,250
6920 PARK PLAN - NEIGHBORHOOD PARKS	-	-	83,142	10,000	10,000	10,000
6930 PARK PLAN - REC FAC RENOVATIONS	-	-	33,891	-	-	-
9000 CAPITAL OUTLAY	-	15	139,985	55,950	5,000	-
9024 PARK LAND ACQUISITION	-	-	12,000	-	-	-
<b>Total</b>	<b>\$24,082</b>	<b>\$43,547</b>	<b>\$420,523</b>	<b>\$119,613</b>	<b>\$42,403</b>	<b>\$37,594</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
9024 PARK LAND ACQUISITION	-	-	-	-	10,000	10,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$10,000</b>	<b>\$10,000</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	1,792	(3,821)	-	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	3,631	6,656	7,836	7,836	8,044	8,282
1646 FARMER'S MARKET	150,636	166,142	204,525	213,899	180,163	183,872
<b>Total</b>	<b>\$156,059</b>	<b>\$168,977</b>	<b>\$212,361</b>	<b>\$221,735</b>	<b>\$188,207</b>	<b>\$192,154</b>

**Expenses by Activity (0047 GOLF COURSES FUND)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
6503 HURON GOLF COURSE	559,863	513,009	556,301	522,080	-	-
6504 LESLIE GOLF COURSE	1,068,906	1,020,740	1,020,749	999,360	-	-
<b>Total</b>	<b>\$1,628,769</b>	<b>\$1,533,749</b>	<b>\$1,577,050</b>	<b>\$1,521,440</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	-	-	28,492	11,647	-	-
4601 ALLMENDINGER PARK MURAL	-	4,000	9,010	-	-	-
<b>Total</b>	<b>-</b>	<b>\$4,000</b>	<b>\$37,502</b>	<b>\$11,647</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	217,996	371,273	370,425	399,809	438,655	452,736
1001 SERVICE AREA OVERHEAD/ADMIN	9,304	9,675	14,610	14,635	15,262	15,702
6126 ISLAND PARK	-	137,044	32,231	30,000	-	-
6127 WEST PARK PERGOLA	-	42,644	-	-	-	-
6143 WEST PARK TENNIS COURTS	-	240,747	40,747	-	-	-
6144 FAIRVIEW NON-MOTORIZED PATH	-	21,177	-	-	-	-
6145 LSNC RAPTOR PATH	-	28,645	55,690	141,345	-	-
6146 PLACID WAY PARK	-	48,456	29,200	29,200	-	-
6147 ARGO PEDESTRIAN BRIDGE	-	8,000	-	-	-	-
6148 BLUFFS PARK ACCESS	-	-	10,519	51,400	-	-
6149 WINDEMERE TENNIS COURT	-	-	150,000	90,000	-	-
6190 COBBLESTONE FARM	-	16,500	-	8,500	-	-
6210 OPERATIONS	-	-	-	-	254,435	252,389
6287 ECOLOGICAL RESTORATION	-	-	-	-	223,475	226,706
6288 ECOLOGICAL ASSESS & MONITORING	-	-	-	-	140,651	143,882
6289 OUTREACH VOLUNTEER COORDINATION	-	-	-	-	146,675	150,438
6340 ADOPT-A-PARK/GARDEN	-	-	-	-	48,444	49,481
6341 SENIOR CENTER RESTROOMS	-	40,273	-	-	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	-	523	-	-	-	-
6925 PARK PLAN - BIKE FACIL/GREENWAYS	139,430	8,583	87,139	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	22,553	856,913	922,733	151,000	-	-
6931 BRYANT COMMUNITY CENTER DESIGN	-	-	25,000	12,500	-	-
6932 VET'S STRUCT ANALYSIS/ROOF REPL	-	-	95,039	25,880	-	-
6933 ESCH PARK	-	-	50,000	40,000	-	-
6934 CLINTON PARK	-	-	150,000	55,000	-	-
6935 POOL LINER REPLACEMENTS	-	-	75,000	67,500	-	-
6960 PARK PLAN - MAJOR DEV/RENOVATION	99,704	56,000	1,004,898	860,000	-	-
6970 PARK PLAN - ACTIVE RECREATION	-	-	350,000	176,234	-	-
9000 CAPITAL OUTLAY	7,428	28,444	91,143	60,950	871,386	881,327
<b>Total</b>	<b>\$496,415</b>	<b>\$1,914,897</b>	<b>\$3,554,374</b>	<b>\$2,213,953</b>	<b>\$2,138,983</b>	<b>\$2,172,661</b>

**Expenses by Activity (0083 SENIOR CENTER ENDOWMENT)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
6315 SENIOR CENTER OPERATIONS	37,500	37,500	37,500	-	-	-
<b>Total</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>\$37,500</b>	<b>-</b>	<b>-</b>	<b>-</b>



<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Parks & Recreation	<b>Manager:</b>	Colin Smith

Service Unit Goals	City Goals:
<b>A.</b> Expand GIVE365 Volunteer Program with the goal of 3,120 volunteer hours for FY2013.	<b>1, 2, 3</b>
<b>B.</b> Manage recreation facility budgets so that the budgeted net effect to the General Fund is achieved.	<b>1, 2, 3</b>
<b>C.</b> Continue to leverage social media sites such as Facebook, Twitter, and FourSquare to promote our services at minimal cost.	<b>1, 2</b>
<b>D.</b> Manage and coordinate Parks Millage renewal process.	<b>1, 2, 3, 4</b>
<b>E.</b> Program new Argo Cascades to maximize community benefit.	<b>1, 2, 3</b>
<b>F.</b> Implement Capital Projects scheduled for FY13.	<b>3</b>

Service Unit Measures	Status
<b>A.</b> Track total volunteer hours donated on a monthly basis.	137%
<b>B.</b> Monthly tracking of net cost of each recreation facility and explanations for variances.	On target.
<b>C.</b> Track friends/fans/followers using HootSuite.	Ongoing. Facebook followers up 32%, Twitter 25%, FourSquare 38%.
<b>D.</b> Monthly progress updates delivered to CSA Administrator and November ballot result.	100%
<b>E.</b> Produce monthly activity reports for different programs..	Ongoing.
<b>F.</b> Meet the established schedule of individual projects.	On target.

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Community Services	<b>Area Administrator:</b>	Sumedh Bahl
<b>Service Unit:</b>	Parks & Recreation	<b>Manager:</b>	Colin Smith

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Expand GIVE365 Volunteer Program with the goal of 6,240 volunteer hours for FY2014.	<b>1, 2, 3</b>
<b>B.</b> Conduct needs assessment and inventory for all City volunteer opportunities and programs.	<b>1, 2, 3, 4</b>
<b>C.</b> Leverage social media sites such as Facebook, Twitter, and FourSquare to promote Parks at minimal cost.	<b>1, 2</b>
<b>D.</b> Manage recreation facility budgets so that the budgeted net effect to the General Fund is achieved.	<b>1, 2, 3</b>
<b>E.</b> Increase Farmers Market transactions using EBT/Double Up Food Bucks/Senior Fresh/SNAP by 10%.	<b>2, 4</b>
<b>F.</b> Achieve Audubon Certification for Huron Hills Golf Course.	<b>2, 4</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A.</b> Track total volunteer hours donated on a monthly basis.	
<b>B.</b> Monthly progress updates delivered to Parks & Recreations Services Manager.	
<b>C.</b> Track friends/fans/followers using HootSuite.	
<b>D.</b> Monthly tracking of net cost of each recreation facility and explanations for variances.	
<b>E.</b> Total sales recorded.	
<b>F.</b> Monthly progress updates delivered to Parks & Recreations Services Manager.	

**See Budget Summaries Section, Page 75 for list of City Goals**

COMMUNITY SERVICES AREA  
PARKS & RECREATION

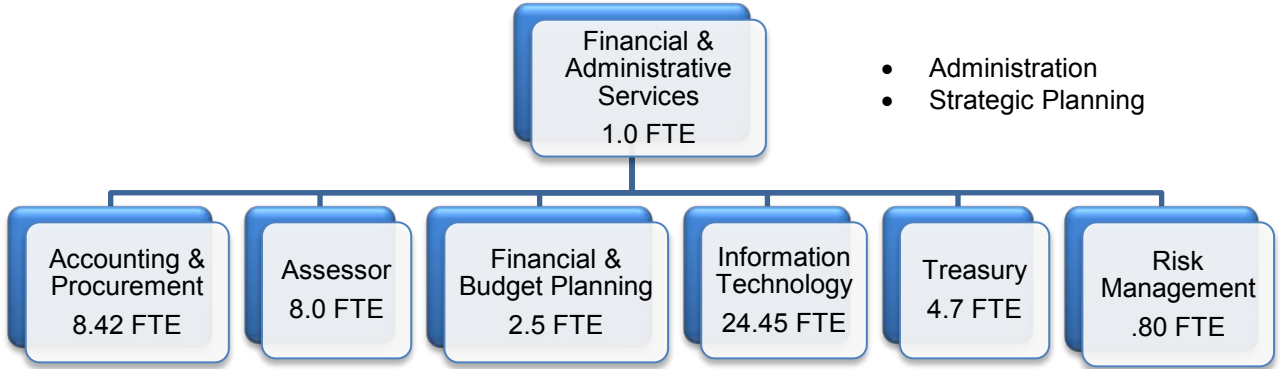
Allocated Positions

Job Description	Job Class	FY 2014	FY 2015
		FTE's	FTE's
ADMIN ASSISTANT LEVEL 5	110054	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	0.85	0.85
CITY COMMUNICATION LIAISO	401180	0.89	0.89
COMM SERVICES AREA ADMIN	403630	0.40	0.40
GOLF MAINT & OPS SPEC	117200	2.00	2.00
LANDSCAPE ARCHITECT II	401360	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.40	0.40
MANAGER - NAP PARKS	403320	1.00	1.00
MARKET MANAGER	401430	1.00	1.00
NAP TECHNICIAN	193050	2.00	2.00
PARKS & REC DIRECTOR GOLF	404120	1.00	1.00
PARKS & REC SERVICES MGR	403480	1.00	1.00
PARKS & REC SRV DEP MGR	401270	1.00	1.00
REC FACILITY SUP II	190124	5.00	5.00
REC FACILITY SUP III	190134	2.00	2.00
RECREATION FACILITY SUP I	190114	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.28	0.28
VOLUNTEER & OUTREACH COOR	190110	2.00	2.00
<b>Total</b>		<b>23.82</b>	<b>23.82</b>



*FINANCIAL & ADMINISTRATIVE SERVICES AREA*

# Financial & Administrative Services Area Organization Chart



- |  |   |   |  |  |  |
|--|---|---|--|--|--|
| <ul style="list-style-type: none"> <li>• Payroll</li> <li>• Accounts Receivable</li> <li>• Accounts Payable</li> <li>• External Audit</li> <li>• Fixed Assets</li> <li>• Bank &amp; Investment Reconciliation</li> <li>• Primary Contact for Procurement for Internal Customers &amp; Vendors</li> <li>• Ensure compliance with City's Purchasing Policies.</li> </ul> | <ul style="list-style-type: none"> <li>• Property Tax Assessment Roll</li> <li>• Property Appraisal</li> <li>• Assessment Appeal Process</li> <li>• Property Tax Abatement</li> <li>• Maintain Property Records</li> <li>• Business Canvas for Personal Property</li> </ul> | <ul style="list-style-type: none"> <li>• Financial Planning</li> <li>• Budget</li> <li>• Internal Audit</li> <li>• Performance Measurement</li> <li>• Economic Development</li> <li>• Smartzone LDFA support</li> </ul> | <ul style="list-style-type: none"> <li>• Infrastructure Services and Support</li> <li>• Application Support</li> <li>• Project Management &amp; Delivery Services</li> <li>• Network Architecture and Security</li> <li>• Help Desk Services</li> <li>• Administration and Planning</li> </ul> | <ul style="list-style-type: none"> <li>• Tax Collection</li> <li>• Banking</li> <li>• Investment Management</li> <li>• Cash Flow</li> <li>• Bond Issuance</li> <li>• Parking Referees</li> <li>• Brownfield support</li> </ul> | <ul style="list-style-type: none"> <li>• Liability Claims Management</li> <li>• Insurance Procurement</li> </ul> |
|--|---|---|--|--|--|

## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Revenues by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ASSESSOR SERVICES	1,359	2,649	-	1,108	-	-
FINANCIAL & BUDGET PLANNING	15,931,601	15,741,352	14,659,918	15,073,845	15,646,693	16,290,844
INFORMATION TECHNOLOGY	6,420,184	6,485,268	6,597,508	6,528,089	7,713,010	7,116,377
PROCUREMENT	18,020	6,122	-	-	-	-
RISK MANAGEMENT	27,167,465	27,622,038	27,819,736	26,862,157	27,599,946	28,492,263
TREASURY SERVICES	40,525,948	39,651,173	40,448,611	40,521,871	41,570,096	42,287,541
<b>Total</b>	<b>\$90,064,577</b>	<b>\$89,508,602</b>	<b>\$89,525,773</b>	<b>\$88,987,070</b>	<b>\$92,529,745</b>	<b>\$94,187,025</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	56,444,637	55,367,978	55,088,529	55,573,930	57,202,789	58,566,385
INFORMATION TECHNOLOGY (0014)	6,420,184	6,485,268	6,597,508	6,528,089	7,713,010	7,116,377
GENERAL DEBT SERVICE (0035)	4,430	9,136	1,000	3,894	2,000	2,000
INSURANCE FUND (0057)	27,167,465	27,622,038	27,819,736	26,862,157	27,599,946	28,492,263
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	26,807	22,845	19,000	19,000	12,000	10,000
<b>Total</b>	<b>\$90,063,523</b>	<b>\$89,507,265</b>	<b>\$89,525,773</b>	<b>\$88,987,070</b>	<b>\$92,529,745</b>	<b>\$94,187,025</b>

## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ACCOUNTING SERVICES	769,020	749,496	809,341	774,840	869,577	807,875
ASSESSOR SERVICES	954,709	909,669	975,512	961,601	1,044,037	1,080,892
FINANCIAL & BUDGET PLANNING	948,280	969,335	869,924	888,560	882,596	897,849
INFORMATION TECHNOLOGY	5,358,654	6,374,944	8,099,199	5,358,363	7,577,679	6,984,977
PROCUREMENT	289,132	119,891	122,954	112,534	167,499	169,387
RISK MANAGEMENT	3,949,630	1,762,832	2,924,916	2,124,834	2,875,333	2,930,733
TREASURY SERVICES	608,409	566,911	614,519	615,519	619,883	635,805
<b>Total</b>	<b>\$12,877,834</b>	<b>\$11,453,078</b>	<b>\$14,416,365</b>	<b>\$10,836,251</b>	<b>\$14,036,604</b>	<b>\$13,507,518</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	3,569,550	3,315,301	3,392,250	3,353,054	3,583,592	3,591,808
INFORMATION TECHNOLOGY (0014)	5,358,654	6,374,944	8,099,199	5,358,363	7,577,679	6,984,977
INSURANCE FUND (0057)	3,949,630	1,762,832	2,924,916	2,124,834	2,875,333	2,930,733
<b>Total</b>	<b>\$12,877,834</b>	<b>\$11,453,077</b>	<b>\$14,416,365</b>	<b>\$10,836,251</b>	<b>\$14,036,604</b>	<b>\$13,507,518</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ACCOUNTING SERVICES	7.10	6.90	6.75	7.42	6.75
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	22.94	20.45	23.45	24.45	24.45
PROCUREMENT	1.15	1.10	1.00	1.00	1.00
RISK MANAGEMENT	0.80	0.80	0.80	0.80	0.80
TREASURY SERVICES	4.70	4.70	4.70	4.70	4.70
<b>Total</b>	<b>48.19</b>	<b>45.45</b>	<b>48.20</b>	<b>49.87</b>	<b>49.20</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **ACCOUNTING SERVICES**

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



FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING SERVICES

Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
MISCELLANEOUS REVENUE	9	423	-	-	-	-
Total	\$9	\$423	-	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	465,588	440,637	468,152	428,771	495,719	441,222
PAYROLL FRINGES	195,020	195,531	246,099	248,434	302,010	294,805
OTHER SERVICES	10,565	19,573	5,205	5,750	6,850	6,850
MATERIALS & SUPPLIES	6,474	8,582	6,500	8,500	6,500	6,500
OTHER CHARGES	91,372	84,662	82,701	82,701	57,814	57,814
EMPLOYEE ALLOWANCES	-	510	684	684	684	684
<b>Total</b>	<b>\$769,019</b>	<b>\$749,495</b>	<b>\$809,341</b>	<b>\$774,840</b>	<b>\$869,577</b>	<b>\$807,875</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	769,020	749,496	809,341	774,840	869,577	807,875
<b>Total</b>	<b>\$769,020</b>	<b>\$749,496</b>	<b>\$809,341</b>	<b>\$774,840</b>	<b>\$869,577</b>	<b>\$807,875</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ACCOUNTING SERVICES	7.10	6.90	6.75	7.42	6.75
<b>Total</b>	<b>7.10</b>	<b>6.90</b>	<b>6.75</b>	<b>7.42</b>	<b>6.75</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
ACCOUNTING SERVICES UNIT**

**EXPENSES**

**Personnel Costs** – The increase represents a temporary increase in Accounting staff FTEs for succession planning.

**Payroll Fringes** - The increase represents a temporary increase in Accounting staff FTEs for succession planning as well as higher pension, VEBA and 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 Accounting Unit would be charged \$288,626 in FY 2014.

**FY 2013  
GOALS AND PERFORMANCE MEASURES**

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

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Transition to new auditing firm and complete the annual audit by November 1 <sup>st</sup>	<b>1</b>
<b>B.</b> Lead the two-year budget cycle for FY14 and FY15 budget	<b>1, 2, 3</b>
<b>C.</b> Support Council strategy session	<b>1, 2, 3</b>
<b>D.</b> Lead financial policy benchmarking effort via GFOA best practices	<b>1</b>
<b>E.</b> Continue implementing additional features and integration with the City's financial system as they arise	<b>1, 2, 3</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A1</b> -Complete work papers by September 15 <sup>th</sup>	Complete
<b>A2</b> -Complete Fund Statements by September 30 <sup>th</sup>	Complete
<b>A3</b> -Draft CAFR to Auditors by October 15 <sup>th</sup>	Complete
<b>A4</b> -Publish CAFR by October 31 <sup>st</sup>	
<b>A5</b> -Deliver CAFR to City Council by mid-November	
<b>B1</b> – Kick-off and training by Oct. 31 <sup>st</sup>	Complete
<b>B2</b> – Complete new MSC study by Nov. 30 <sup>th</sup>	Complete
<b>B3</b> – Financial targets distributed by Dec. 31 <sup>st</sup>	Complete
<b>B4</b> – Submit City Administrator's draft budget by April 1 <sup>st</sup>	Complete
<b>C</b> - tbd	Complete
<b>D1</b> - By July 1 determine team composition and set-up timeline for project completion	Project Delayed to FY14
<b>D2</b> – Complete preliminary results and recommendations by Sept. 30 <sup>th</sup>	Project Delayed to FY14
<b>E</b> - Completion of several individual projects by June 30 <sup>th</sup>	Complete except for Cityworks-delayed until September

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial and Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Accounting & Payroll Service Unit	<b>Manager:</b>	Karen Lancaster

Service Unit Goals	City Goals:
<b>A.</b> Complete the annual audit by November 1 <sup>st</sup>	<b>1</b>
<b>B.</b> Lead the budget cycle for the FY15 budget	<b>1, 2, 3</b>
<b>C.</b> Support the procurement function until a permanent replacement is found	<b>1</b>
<b>D.</b> Lead financial policy benchmarking effort via GFOA best practices	<b>1</b>
<b>E.</b> Begin succession planning for Accounting Services Manager	<b>1</b>

Service Unit Measures	Status
<b>A1</b> -Complete work papers by September 15 <sup>th</sup>	
<b>A2</b> -Complete Fund Statements by September 30 <sup>th</sup>	
<b>A3</b> -Draft CAFR to Auditors by October 15 <sup>th</sup>	
<b>A4</b> -Publish CAFR by October 31 <sup>st</sup>	
<b>A5</b> -Deliver CAFR to City Council by mid-November	
<b>B1</b> – Kick-off by August 31 <sup>st</sup>	
<b>B2</b> – Complete policy revisions for GASB #68 by August 31st	
<b>B3</b> – Financial targets distributed by Dec. 31st	
<b>B4</b> – Submit City Administrator’s draft budget by April 1st	
<b>C</b> - tbd	
<b>D1</b> - By July 1 determine team composition and set-up timeline for project completion	
<b>D2</b> – Complete preliminary results and recommendations by Sept. 30th	
<b>E</b> - tbd	

**See Budget Summaries Section, Page 75 for list of City Goals**

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING SERVICES

**Allocated Positions**

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ACCOUNTANT II	401440	2.00	1.00
ACCOUNTING SERVICES MGR	401280	0.67	1.00
ADMIN ASSISTANT LVL 1	110014	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	2.75	2.75
FINANCE DIRECTOR	401281	1.00	1.00
<b>Total</b>		<b>7.42</b>	<b>6.75</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **ASSESSOR SERVICES**

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
MISCELLANEOUS REVENUE	(2,239)	1,189	-	108	-	-
TAXES	3,598	1,460	-	1,000	-	-
<b>Total</b>	<b>\$1,359</b>	<b>\$2,649</b>	<b>-</b>	<b>\$1,108</b>	<b>-</b>	<b>-</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,359	2,649	-	1,108	-	-
<b>Total</b>	<b>\$1,359</b>	<b>\$2,649</b>	<b>-</b>	<b>\$1,108</b>	<b>-</b>	<b>-</b>



**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	536,288	481,746	509,062	475,200	525,986	532,454
PAYROLL FRINGES	288,742	282,515	369,098	353,749	389,469	419,856
OTHER SERVICES	27,694	50,046	12,200	32,500	15,800	15,800
MATERIALS & SUPPLIES	18,548	14,500	3,000	18,000	18,000	18,000
OTHER CHARGES	83,437	70,061	69,192	69,192	77,982	77,982
EMPLOYEE ALLOWANCES	-	10,800	12,960	12,960	16,800	16,800
<b>Total</b>	<b>\$954,709</b>	<b>\$909,668</b>	<b>\$975,512</b>	<b>\$961,601</b>	<b>\$1,044,037</b>	<b>\$1,080,892</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	954,709	909,669	975,512	961,601	1,044,037	1,080,892
<b>Total</b>	<b>\$954,709</b>	<b>\$909,669</b>	<b>\$975,512</b>	<b>\$961,601</b>	<b>\$1,044,037</b>	<b>\$1,080,892</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
ASSESSOR SERVICES UNIT**

**EXPENSES**

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

**Municipal Service Charge (MSC)** - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged \$383,221 in FY 2014.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial and Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Assessor	<b>Manager:</b>	David Petrak

Service Unit Goals	City Goals:
<b>A.</b> Inventory all property and value all taxable property by 1 <sup>st</sup> week in March	<b>1</b>
<b>B.</b> Update online property sketches and images by March 1 <sup>st</sup>	<b>2</b>
<b>C.</b> Pursue greater digital record storage	<b>1</b>

Service Unit Measures	Status
<b>A1</b> - ECF's set by December 1 <sup>st</sup>	completed
<b>A2</b> – Annexations processed by first week of December	completed
<b>A3</b> – Splits and combinations processed by first week of December	completed
<b>A4</b> – Conduct street survey by third week of December	completed
<b>A5</b> – Personal property statements mailed by December 31 <sup>st</sup>	completed
<b>A6</b> – Poverty applications mailed by January 15 <sup>th</sup>	completed
<b>A7</b> – New construction appraised by January 15 <sup>th</sup>	completed
<b>A8</b> – Name and address changes processed by third week of February	completed
<b>A9</b> – Principal resident affidavits processed by third week of February	completed
<b>A10</b> – Property transfer affidavits processed by third week of February	completed
<b>A11</b> – Personal property statements processed by third week of February	completed
<b>A12</b> – Perform audit checks by March 1 <sup>st</sup>	completed
<b>A13</b> – Assessment change notices mailed by March 5 <sup>th</sup>	completed
<b>B1</b> – Create online images and sketches export by third week of February	completed
<b>B2</b> – Send export to BS&A by third week of February	completed
<b>B3</b> – Verify website update by third week of February	completed

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial and Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Assessor	<b>Manager:</b>	David Petrak

Service Unit Goals	City Goals:
<b>A.</b> Inventory all property and value all taxable property by 1 <sup>st</sup> week in March	<b>1</b>
<b>B.</b> Update online property sketches and images by March 1 <sup>st</sup>	<b>2</b>
<b>C.</b> Pursue greater digital record storage	<b>1</b>

Service Unit Measures	Status
<b>A1</b> - ECF's set by December 1 <sup>st</sup>	
<b>A2</b> – Annexations processed by first week of December	
<b>A3</b> – Splits and combinations processed by first week of December	
<b>A4</b> – Conduct street survey by third week of December	
<b>A5</b> – Personal property statements mailed by December 31 <sup>st</sup>	
<b>A6</b> – Poverty applications mailed by January 15 <sup>th</sup>	
<b>A7</b> – New construction appraised by January 15 <sup>th</sup>	
<b>A8</b> – Name and address changes processed by third week of February	
<b>A9</b> – Principal resident affidavits processed by third week of February	
<b>A10</b> – Property transfer affidavits processed by third week of February	
<b>A11</b> – Personal property statements processed by third week of February	
<b>A12</b> – Perform audit checks by March 1 <sup>st</sup>	
<b>A13</b> – Assessment change notices mailed by March 5 <sup>th</sup>	
<b>B1</b> – Create online images and sketches export by third week of February	
<b>B2</b> – Send export to BS&A by third week of February	
<b>B3</b> – Verify website update by third week of February	
<b>C</b> – Scan 100% of Principal Residence Exemptions (PRE) and Property Transfer Affidavits (PTA).	

**See Budget Summaries Section, Page 75 for list of City Goals**

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR SERVICES

**Allocated Positions**

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ASSESSOR SERVICES MANAGER	403220	1.00	1.00
DEPUTY ASSESSOR	403430	1.00	1.00
REAL PROPERTY APPRAISER I	119181	4.00	4.00
SENIOR APPRAISER	401260	1.00	1.00
<b>Total</b>		<b>8.00</b>	<b>8.00</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **FINANCIAL & BUDGET PLANNING**

The Financial & Budget Planning Service Unit is responsible for strategic financial planning, coordination of the annual budget process, internal audit, supporting economic development initiatives and acting as a resource for Citywide issues related to financial management.

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

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	922,832	950,384	956,739	866,966	893,989	1,381,933
FINES & FORFEITS	12	102	-	-	-	-
INTERGOVERNMENTAL REVENUES	10,534,573	10,999,060	10,365,416	10,852,862	10,936,436	11,020,845
INTRAGOVERNMENTAL SALES	3,259,716	2,923,821	2,967,920	2,981,055	3,498,455	3,585,916
INVESTMENT INCOME	708,203	461,835	354,843	357,737	302,813	287,150
MISCELLANEOUS REVENUE	500,806	11,696	15,000	15,225	15,000	15,000
TAXES	5,460	394,455	-	-	-	-
<b>Total</b>	<b>\$15,931,602</b>	<b>\$15,741,353</b>	<b>\$14,659,918</b>	<b>\$15,073,845</b>	<b>\$15,646,693</b>	<b>\$16,290,844</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	15,900,365	15,709,371	14,639,918	15,050,951	15,632,693	16,278,844
GENERAL DEBT SERVICE (0035)	4,430	9,136	1,000	3,894	2,000	2,000
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	26,807	22,845	19,000	19,000	12,000	10,000
<b>Total</b>	<b>\$15,931,602</b>	<b>\$15,741,352</b>	<b>\$14,659,918</b>	<b>\$15,073,845</b>	<b>\$15,646,693</b>	<b>\$16,290,844</b>

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

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	287,473	306,862	314,764	314,764	323,473	323,473
PAYROLL FRINGES	130,999	154,220	191,090	192,910	206,109	220,343
OTHER SERVICES	72,843	55,002	72,963	89,079	68,802	69,645
MATERIALS & SUPPLIES	653	1,318	550	1,250	550	550
OTHER CHARGES	456,313	447,074	284,725	284,725	282,030	282,206
EMPLOYEE ALLOWANCES	-	4,860	5,832	5,832	1,632	1,632
<b>Total</b>	<b>\$948,281</b>	<b>\$969,336</b>	<b>\$869,924</b>	<b>\$888,560</b>	<b>\$882,596</b>	<b>\$897,849</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	948,280	969,335	869,924	888,560	882,596	897,849
<b>Total</b>	<b>\$948,280</b>	<b>\$969,335</b>	<b>\$869,924</b>	<b>\$888,560</b>	<b>\$882,596</b>	<b>\$897,849</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.50	3.50	3.50
<b>Total</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>



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

**REVENUES**

**Charges for Services** – A reduction in bonds issued causes a reduction in bond user fees.

**Intergovernmental Revenues** – The increase is attributable to projected increases in the Constitutional portion of State Shared Revenue.

**Intragovernmental Sales**- The increase is attributable to higher Municipal Service Charge revenue from other funds. The study had not been performed for four years, increasing the cost recovery amounts.

**EXPENSES**

**Payroll Fringes** - The increases are from higher pension, VEBA and 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 \$446,892 in FY 2014.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Admin. Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Finance & Budget	<b>Manager:</b>	Tom Crawford

Service Unit Goals	City Goals:
<b>A.</b> Perform five internal control reviews by June 2013.	1
<b>B.</b> Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close.	1
<b>C.</b> Prepare new two-year budget (FY2014 & FY2015) which meets the GFOA standards of excellence by June 30, 2013.	1
<b>D.</b> Champion cross-organizational effort to update VEBA ordinance	1,3,4
<b>E.</b> Collaborate with county to centralize public towing administration responsibility by January 2013.	1

Service Unit Measures	Status
<b>A</b> - Number of internal control reviews completed.	completed
<b>B</b> - 80% of managers report full year forecasted variances at monthly meetings.	on target
<b>C1</b> - 80% of timelines completed within 1 week of due date.	on target
<b>C2</b> - Receive the GFOA award.	received
<b>D</b> - Have adopted ordinance by Council by July 2012.	in progress
<b>E</b> - Have Council approved collaboration agreement with county in place by January 2013.	completed

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Admin. Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Finance & Budget	<b>Manager:</b>	Tom Crawford

Service Unit Goals	City Goals:
<b>A.</b> Perform five internal control reviews by June 2014.	<b>1</b>
<b>B.</b> Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close.	<b>1</b>
<b>C.</b> Prepare 2 <sup>nd</sup> year of two-year budget (FY2015) which meets the GFOA standards of excellence by June 30, 2014.	<b>1</b>
<b>D.</b> Support organizational plan to deal with the implementation of GASB 68 effective FY2015.	<b>1</b>
<b>E.</b> Support Council discussions about employee benefits	<b>1,2,5</b>

Service Unit Measures	Status
<b>A</b> - Number of internal control reviews completed.	
<b>B</b> - 80% of managers report full year forecasted variances at monthly meetings.	
<b>C1</b> - 80% of timelines completed within 1 week of due date.	
<b>C2</b> - Receive the GFOA award.	
<b>D</b> - Bond ratings remain unchanged	
<b>E</b> - Deliver any council resolutions/ordinance changes for full Council consideration by December 2013.	

**See Budget Summaries Section, Page 75 for list of City Goals**

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
FINANCIAL & BUDGET PLANNING

**Allocated Positions**

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
FINANCIAL & ADMIN AREA AD	403520	1.00	1.00
FINANCIAL MANAGER	401560	1.00	1.00
RISK SPEC/ASST TO CFO	401100	0.50	0.50
SENIOR FIN SPEC-FORCAST	403870	1.00	1.00
<b>Total</b>		<b>3.50</b>	<b>3.50</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **INFORMATION TECHNOLOGY**

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	6,297,246	6,362,021	6,457,288	6,453,089	6,253,357	6,253,357
INVESTMENT INCOME	90,256	80,700	-	75,000	55,931	52,000
MISCELLANEOUS REVENUE	32,682	42,548	-	-	-	-
PRIOR YEAR SURPLUS	-	-	140,220	-	1,403,722	811,020
<b>Total</b>	<b>\$6,420,184</b>	<b>\$6,485,269</b>	<b>\$6,597,508</b>	<b>\$6,528,089</b>	<b>\$7,713,010</b>	<b>\$7,116,377</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INFORMATION TECHNOLOGY (0014)	6,420,184	6,485,268	6,597,508	6,528,089	7,713,010	7,116,377
<b>Total</b>	<b>\$6,420,184</b>	<b>\$6,485,268</b>	<b>\$6,597,508</b>	<b>\$6,528,089</b>	<b>\$7,713,010</b>	<b>\$7,116,377</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,592,451	1,598,160	1,894,416	1,651,409	2,000,495	2,000,495
PAYROLL FRINGES	807,288	829,797	1,148,580	1,071,237	1,250,190	1,313,695
OTHER SERVICES	1,842,487	2,278,258	2,860,248	1,804,132	2,017,759	2,013,994
MATERIALS & SUPPLIES	290,139	375,059	519,067	30,058	50,000	50,000
OTHER CHARGES	1,048,978	1,268,641	1,401,759	785,607	2,245,441	1,592,999
PASS THROUGHES	8,316	-	-	-	-	-
CAPITAL OUTLAY	(231,005)	12,268	264,611	-	-	-
EMPLOYEE ALLOWANCES	-	12,762	10,518	15,920	13,794	13,794
<b>Total</b>	<b>\$5,358,654</b>	<b>\$6,374,945</b>	<b>\$8,099,199</b>	<b>\$5,358,363</b>	<b>\$7,577,679</b>	<b>\$6,984,977</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INFORMATION TECHNOLOGY (0014)	5,358,654	6,374,944	8,099,199	5,358,363	7,577,679	6,984,977
<b>Total</b>	<b>\$5,358,654</b>	<b>\$6,374,944</b>	<b>\$8,099,199</b>	<b>\$5,358,363</b>	<b>\$7,577,679</b>	<b>\$6,984,977</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
INFORMATION TECHNOLOGY	22.94	20.45	23.45	24.45	24.45
<b>Total</b>	<b>22.94</b>	<b>20.45</b>	<b>23.45</b>	<b>24.45</b>	<b>24.45</b>

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

**REVENUES**

**Prior Year Surplus-** The increase in prior year surplus is due to the use of planned reserves to fund projects as well as rebate excess revenue collected in prior years.

**EXPENSES**

**Personnel Services** - The increase in costs is associated with replacing contracted workers with employees.

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

**Other Services** – Contracted Services decreased due to replacing contracted workers with employees as well as project budget decreases as projects are completed.

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

**Other Charges** – The increase is due to the contingency set up for system implementation projects.

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



<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Information Technology	<b>Manager:</b>	Dan Rainey

Service Unit Goals	City Goals:
<b>A. Enterprise Storage Improvements</b> Implement the initial phase of the City/County Enterprise Disaster Recovery program.	2,3
<b>B. Enterprise Network Enhancements</b> Expand network connectivity to include new sites required by Water System Critical Infrastructure Upgrade and US DOT/UMTRI Pilot Safety Project.	2,3
<b>C. Enterprise Desktop Improvements</b> Implement Windows 7 desktop, Office 365, including hosted Exchange, and some form of virtual desktop technology.	2,3
<b>D. Enterprise Web and Enterprise Content Management</b> Continue to expand the City's Enterprise Content Management platform by implementing one ECM integration project, five "backfile" scan and index projects, an uplift to the City's website information architecture and look-and-feel, and an upgrade to SharePoint 2010.	2,3,4
<b>E. Enterprise GIS</b> Progress toward a common City-County GIS infrastructure by migrating the City and County to ESRI Version 10 and upgrading GeoCortex.	2,3
<b>F. Enterprise Asset Management</b> Expand the use of the City's Enterprise Asset Platform by implementing 3 additional subject areas.	2,3
<b>G. Think Green</b> Implement actions to promote energy conservation and minimize environmental impacts including attending the Mayor's Annual Green Fair.	4

Service Unit Measures	Status
<b>A1</b> – Develop enterprise disaster recovery plan and architecture requirements by December 31, 2012.	Architecture complete, Recovery plan retimed to 9/13
<b>A2</b> – Replacement of EMC Centera by January 1, 2013.	Cancelled – County responsibility

<b>A3</b> - Acquire secondary storage for use at disaster recovery site by March 30, 2013.	Complete
<b>A4</b> - Execute tabletop disaster recovery exercise by June 30, 2013.	Retimed to 12/13
<b>B1</b> – Install and configure 21 managed network switch locations in support of DOT/UMTRI’s Safety Pilot Project by July 15, 2012.	Complete
<b>B2</b> – Install and configure 12 new network switch locations in support of WTP Critical Infrastructure Upgrade project by July 15, 2012.	Complete
<b>B2</b> – Install and configure 53 new surveillance cameras and 7 new Network Digital Video Recorders in support of WTP Critical Infrastructure Upgrade project by August 30, 2012.	Complete
<b>C1</b> – Replace 65% of City computers by June 30, 2013.	Complete
<b>C2</b> – Implement Windows 7 desktop as new standard on 75% of City computers by June 30, 2013.	Complete
<b>C3</b> – Choose and implement a pilot for virtual desktop standard by September 30, 2012.	Complete
<b>C4</b> – Implement Microsoft Office upgrade, including Exchange 2010 by October 30, 2012.	Retimed to 12/13
<b>D1</b> – Implement Legistar/OnBase integration by December 30, 2012.	Delayed to 12/13
<b>D2</b> – Implement five OnBase “backfile” projects by June 30, 2013.	Complete
<b>D3</b> – Upgrade SharePoint from 2007 to 2010 by August 30, 2012.	A2Central – 6/13 A2Gov – 9/13
<b>E1</b> – Upgrade ESRI to version 10 by June 30, 2013.	Complete
<b>F1</b> - Implementation 2 additional subject areas within CityWorks by June 30, 2013.	Complete
<b>G1</b> – Attend the 2012 Mayor’s Annual Green Fair and develop promotional materials describing what the City and County IT departments are doing to promote technology “greening”.	Complete

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Information Technology	<b>Manager:</b>	Dan Rainey

Service Unit Goals	City Goals:
<b>A. Enterprise Disaster Recovery Program</b> Complete installation of core infrastructure of the City/County/AATA Enterprise Disaster Recovery program.	1,2,3
<b>B. Enterprise Network Enhancements</b> Core network switches to be upgraded, redundant internet connections, fiber inventory, access control program.	2,3
<b>C. Enterprise Desktop Improvements</b> Windows 7 desktop, Office 365 including cloud based Exchange and Lync.	2,3
<b>D. Enterprise Security Program</b> Password policy, screen lock, security policy expansion, training and next steps.	1,2,3
<b>E. Enterprise Web</b> Modernize the City’s website information architecture and look-and-feel, and an upgrade to SharePoint 2013.	2,3,4
<b>F. Enterprise Content Management</b> Continue to expand the City’s Enterprise Content Management platform by upgrading OnBase, Strategic plans for SharePoint, Enterprise Calendaring and OnBase	2,3,4
<b>G. Enterprise GIS</b> Progress toward a common City-County GIS infrastructure creating a strategic plan for Enterprise GIS.	2,3
<b>H. Enterprise Asset Management</b> Progress towards a single enterprise asset management system.	2,3
<b>I. Line of Business Applications Support</b> Provide support to service areas line of business specific applications. Improve business processes. Leverage enterprise applications and integrations across multiple service units where possible.	2,3,4
<b>J. Enterprise Shared Storage and Server Virtualization Enhancements</b> Promote a sustained server and shared storage infrastructures by	2,3

implementing planned upgrades, installing disaster recovery storage and planning for replacements.	
<b>K. Think Green</b> Implement actions to promote energy conservation and minimize environmental impacts including optimizing enterprise print services, and attending the Mayor's Annual Green Fair.	<b>4</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A1</b> – Complete the procurement, configuration and installation of shared firewall services at the City's secondary data center by June 30, 2014.	
<b>A2</b> – Install a VM-Ware farm for partial virtual server redundancy, at the City's secondary data center, by April 1, 2014.	
<b>A3</b> – Conduct disaster recovery table top exercise on an annual basis beginning June 30, 2014.	
<b>B1</b> – Establish a secondary internet connection for network service redundancy by December 31, 2013.	
<b>B2</b> – Establish core network services redundancy (DHCP and active directory federation services) by April 1, 2014.	
<b>B3</b> – Establish video surveillance system redundancy by installing failover servers at the City's secondary data center by December 31, 2013.	
<b>B4</b> – Replace 5 edge and 1 core network switches that are nearing end of lifecycle by June 30, 2014.	
<b>B5</b> - Implement the fiber optic network management software, including an asset inventory, by June 30, 2014.	
<b>C1</b> – Implement Microsoft Lync instant messaging software, provide training, and establish integration between the City and County by December 31, 2013.	
<b>C2</b> – Deploy Office 365 to all end users by June 30, 2014.	
<b>C3</b> – Replace 85% of desktops by June 30 <sup>th</sup> , 2014	
<b>C4</b> – Deploy Windows 7 to 85% of Desktops by June 30 <sup>th</sup> , 2014	
<b>D1</b> – Develop a cyber-security awareness program, including communication of MS-ISAC security bulletins, and establish staff training plan by June 30, 2014.	
<b>D2</b> – Develop an interagency agreement between the City and Washtenaw County for administering and maintaining the County security surveillance system by October 1, 2013.	
<b>D3</b> – Establish an annual security audit program using a third-party provider (e.g., MS-ISAC) to assess and identify security risks by December 31, 2013.	
<b>D4</b> – Replace current virus scan software with MS System Center Endpoint	

Protection by December 31, 2013.	
<b>D5</b> – Improve the efficiency and effectiveness of enterprise access control program by re-implementing Facility Commander software by December 31, 2013.	
<b>E1</b> – Launch a redesigned City website with enhanced information architecture and search by June 30, 2014.	
<b>E2</b> – Launch a redesigned City intranet by June 30, 2014.	
<b>F1</b> – Deploy an enhanced security control mechanism for internet and intranet by June 30, 2014	
<b>F2</b> – Consolidate calendar information for better overall information visibility and governance by fully implementing an enterprise calendaring system by June 30, 2014	
<b>G1</b> – Implement ESRI GIS Ver. 10.x server and client side products by June 30, 2014	
<b>G2</b> – Deliver a strategic plan for GIS by June 30, 2014	
<b>H1</b> - Upgrade CityWorks to version 2013 by June 2014	
<b>H2</b> – Move 80% of CityWorks clients to CityWorks Server by December 31, 2013	
<b>I1</b> – Deploy a digital plan review and intake solution for Planning and Development by January 1, 2014.	
<b>I2</b> - Upgrade Logos Financial Service to 8.0 Software release by June 30, 2014.	
<b>I3</b> - Implement Logos Dashboards by June 30, 2014	
<b>I4</b> - Establish detailed documentation for all supported applications by June 30, 2014	
<b>I5</b> - Implement new parking application by June 30, 2014	
<b>I6</b> - Install state required Field Manager upgrade by June 30, 2014	
<b>J1</b> – Upgrade VM-Ware server farm hardware by June 30, 2014.	
<b>J2</b> – Complete Shared Storage SAN replacement assessment for AATA/City/County data storage by June 30, 2014.	
<b>J3</b> – Upgrade SQL Server database servers to new server hardware by June 30, 2014.	
<b>K1</b> – Conduct enterprise printer assessment and develop a plan for optimizing and reducing the City’s use of paper and printers by June 30, 2014.	
<b>K2</b> – Attend the Mayor’s Green Fair and present community with Green IT story	

**See Budget Summaries Section, Page 75 for list of City Goals**

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
APPLICATIONS DELIVERY MGR	403540	1.00	1.00
APPS SUPPORT ANALYST	401610	2.00	2.00
DATABASE ADMINISTRATOR	403510	1.00	1.00
GIS MANAGER	401240	1.00	1.00
INFRASTRUCTURE SUPPORT AD	401600	1.00	1.00
ITSD DIRECTOR	403700	1.00	1.00
PROJECT DELIVERY MANAGER	403570	1.00	1.00
SENIOR APPLICATION SPEC	401050	8.45	8.45
SENIOR INFRASTRUCTURE SPE	401130	5.00	5.00
SERVICE DELIVERY MANAGER	403550	2.00	2.00
SERVICE DELIVERY MGR-INFR	403550	1.00	1.00
<b>Total</b>		<b>24.45</b>	<b>24.45</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **PROCUREMENT**

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INTRAGOVERNMENTAL SALES	16,220	2,405	-	-	-	-
MISCELLANEOUS REVENUE	1,800	3,716	-	-	-	-
<b>Total</b>	<b>\$18,020</b>	<b>\$6,121</b>	-	-	-	-

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	18,020	6,122	-	-	-	-
<b>Total</b>	<b>\$18,020</b>	<b>\$6,122</b>	-	-	-	-



**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	110,558	56,615	65,125	65,125	65,114	65,114
PAYROLL FRINGES	42,159	27,454	35,614	24,679	25,297	27,315
OTHER SERVICES	30,125	5,097	4,000	4,000	59,000	58,870
MATERIALS & SUPPLIES	96,548	8,313	9,608	9,608	9,608	9,608
OTHER CHARGES	9,742	8,764	8,607	9,122	8,480	8,480
CAPITAL OUTLAY	-	13,589	-	-	-	-
EMPLOYEE ALLOWANCES	-	60	-	-	-	-
<b>Total</b>	<b>\$289,132</b>	<b>\$119,892</b>	<b>\$122,954</b>	<b>\$112,534</b>	<b>\$167,499</b>	<b>\$169,387</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	289,132	119,891	122,954	112,534	167,499	169,387
<b>Total</b>	<b>\$289,132</b>	<b>\$119,891</b>	<b>\$122,954</b>	<b>\$112,534</b>	<b>\$167,499</b>	<b>\$169,387</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PROCUREMENT	1.15	1.10	1.00	1.00	1.00
<b>Total</b>	<b>1.15</b>	<b>1.10</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
PROCUREMENT SERVICES UNIT**

**EXPENSES**

**Other Services** – The increase reflects additional temporary staff costs added to the FY2014 budget.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$7,643 in FY 2014.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial and Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Procurement Unit	<b>Manager:</b>	Tom Crawford

Service Unit Goals	City Goals:
<b>A.</b> Implement online tool for vendors to directly download PO's to reduce city paper and postage expense.	<b>1</b>
<b>B.</b> Implement standard bid templates for Invitation To Bid (ITB) and Request for Proposal (RFP) as a procurement tools for city staff.	<b>1, 2</b>
<b>C.</b> Analyze and revise procurement policies and roll-out to city staff.	<b>1, 2</b>
<b>D.</b> Analyze citywide spending for combined spending opportunities to reduce costs.	<b>1</b>

Service Unit Measures	Status
<b>A1-</b> Implementation by 9/30/12.	Project Delayed
<b>B1</b> –Complete by 12/31/12.	Project Delayed
<b>C1</b> –Have draft revised polices by 9/30/12.	Project Delayed
<b>C2</b> –Complete roll-out to staff by 12/31/12.	Project Delayed
<b>D1</b> –Complete by 4/30/13.	Project Delayed

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial and Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Procurement Unit	<b>Manager:</b>	Tom Crawford

Service Unit Goals	City Goals:
<b>E.</b> Implement standard bid templates for Invitation To Bid (ITB) and Request for Proposal (RFP) as a procurement tools for city staff.	1, 2
<b>F.</b> Analyze and revise procurement policies and roll-out to city staff.	1, 2
<b>G.</b> Analyze citywide spending for combined spending opportunities to reduce costs.	1

Service Unit Measures	Status
<b>A1</b> –Complete by 12/31/13.	
<b>B1</b> –Have draft revised polices by 9/30/13.	
<b>B2</b> –Complete roll-out to staff by 12/31/13.	
<b>C1</b> –Complete by 4/30/14.	

**See Budget Summaries Section, Page 75 for list of City Goals**

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
PROCUREMENT OFFICIAL	404170	1.00	1.00
Total		1.00	1.00



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **RISK MANAGEMENT**

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	25,851,043	26,159,650	27,819,736	26,573,157	26,266,726	27,163,980
CONTRIBUTIONS	-	2,634	-	-	-	-
INVESTMENT INCOME	116,936	115,129	-	100,000	90,000	82,417
MISCELLANEOUS REVENUE	1,199,486	1,344,626	-	189,000	189,000	189,000
OPERATING TRANSFERS IN	-	-	-	-	-	-
PRIOR YEAR SURPLUS	-	-	-	-	1,054,220	1,056,866
<b>Total</b>	<b>\$27,167,465</b>	<b>\$27,622,039</b>	<b>\$27,819,736</b>	<b>\$26,862,157</b>	<b>\$27,599,946</b>	<b>\$28,492,263</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INSURANCE FUND (0057)	27,167,465	27,622,038	27,819,736	26,862,157	27,599,946	28,492,263
<b>Total</b>	<b>\$27,167,465</b>	<b>\$27,622,038</b>	<b>\$27,819,736</b>	<b>\$26,862,157</b>	<b>\$27,599,946</b>	<b>\$28,492,263</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	56,444	56,454	56,603	56,742	56,741	56,741
PAYROLL FRINGES	13,653	31,054	39,537	39,575	38,562	40,901
OTHER SERVICES	718,919	531,628	760,616	595,048	691,554	697,127
MATERIALS & SUPPLIES	128	8,513	150	-	-	-
OTHER CHARGES	2,660,485	1,135,183	2,068,010	1,433,469	2,088,476	2,135,964
PASS THROUGHES	500,000	-	-	-	-	-
<b>Total</b>	<b>\$3,949,629</b>	<b>\$1,762,832</b>	<b>\$2,924,916</b>	<b>\$2,124,834</b>	<b>\$2,875,333</b>	<b>\$2,930,733</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INSURANCE FUND (0057)	3,949,630	1,762,832	2,924,916	2,124,834	2,875,333	2,930,733
<b>Total</b>	<b>\$3,949,630</b>	<b>\$1,762,832</b>	<b>\$2,924,916</b>	<b>\$2,124,834</b>	<b>\$2,875,333</b>	<b>\$2,930,733</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
RISK MANAGEMENT	0.80	0.80	0.80	0.80	0.80
<b>Total</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>



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

**REVENUES**

**Charges for Services** – The decrease represents a reduction in Charges to fund for property and liability insurance due to a rebate of excess fund balance.

**Prior Year Surplus-** The increase represents a rebate of excess fund balance.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
RISK SPEC/ASST TO CFO	401100	0.50	0.50
TREASURY SERVICES MANAGER	403310	0.30	0.30
<b>Total</b>		<b>0.80</b>	<b>0.80</b>



## *FINANCIAL & ADMINISTRATIVE SERVICES AREA*

### **TREASURY SERVICES**

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	93,612	92,518	92,116	93,176	92,116	92,116
FINES & FORFEITS	221,882	229,101	235,395	235,395	242,457	249,731
MISCELLANEOUS REVENUE	2,499	8,756	7,000	7,000	7,000	7,000
TAXES	40,207,954	39,320,798	40,114,100	40,186,300	41,228,523	41,938,694
<b>Total</b>	<b>\$40,525,947</b>	<b>\$39,651,173</b>	<b>\$40,448,611</b>	<b>\$40,521,871</b>	<b>\$41,570,096</b>	<b>\$42,287,541</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	40,525,948	39,651,173	40,448,611	40,521,871	41,570,096	42,287,541
<b>Total</b>	<b>\$40,525,948</b>	<b>\$39,651,173</b>	<b>\$40,448,611</b>	<b>\$40,521,871</b>	<b>\$41,570,096</b>	<b>\$42,287,541</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	341,381	299,480	298,997	298,997	305,321	306,590
PAYROLL FRINGES	155,424	162,535	211,169	211,169	215,703	229,156
OTHER SERVICES	11,840	25,886	24,259	25,259	23,450	23,450
MATERIALS & SUPPLIES	23,336	27,368	28,350	28,350	28,200	28,200
OTHER CHARGES	76,429	51,642	51,744	51,744	47,209	48,409
<b>Total</b>	<b>\$608,410</b>	<b>\$566,911</b>	<b>\$614,519</b>	<b>\$615,519</b>	<b>\$619,883</b>	<b>\$635,805</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	608,409	566,911	614,519	615,519	619,883	635,805
<b>Total</b>	<b>\$608,409</b>	<b>\$566,911</b>	<b>\$614,519</b>	<b>\$615,519</b>	<b>\$619,883</b>	<b>\$635,805</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
TREASURY SERVICES	4.70	4.70	4.70	4.70	4.70
<b>Total</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>	<b>4.70</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
TREASURY SERVICES UNIT**

**REVENUES**

**Taxes** – General Fund property taxes are projected to increase by 2.15% in FY 2014.

**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 Treasury Services Unit would be charged \$166,359 in FY 2014.

**FY 2013  
GOALS AND PERFORMANCE MEASURES**

<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Treasury Services	<b>Manager:</b>	Matthew Horning

Service Unit Goals	City Goals:
<b>A.</b> Collect & disburse taxes with 100% accuracy and according to state law.	<b>1,2,3</b>
<b>B.</b> Continue internal control audit function and report findings to managers and administrators.	<b>1,3</b>
<b>C.</b> Perform post-issuance compliance audit for all outstanding bond issues.	<b>1</b>
<b>D.</b> Support efforts of the Energy Office in administering a Property Assessed Clean Energy program.	<b>2,4</b>
<b>E.</b> Maintain parking appeal workload such that appeals are handled within one week of receipt.	<b>2</b>
<b>F.</b> Write, issue, and manage an RFP for parking citation management services.	<b>1</b>
<b>G.</b> Establish and monitor risk metrics, and report quarterly.	<b>1,3</b>
<b>H.</b> Manage policy renewal/marketing processes to achieve highest level of coverage and minimum cost.	<b>1,3</b>
<b>I.</b> Write, issue, and manage an RFP for third party administrator services.	<b>1,2</b>
<b>J.</b> Optimize Claim Zone risk management solution. Align business processes to leverage software functionality.	<b>1,2,4</b>

Service Unit Measures	Status
<b>A</b> – Adherence to tax procedure calendar/checklist	Done
<b>B</b> – Perform and report one audit per month at minimum	Done
<b>C</b> – Perform and report annual audit by 9/30/2012	Done
<b>D</b> – Establishment and operation of clean energy assessment program	Done
<b>E</b> – Monitor compliance on a weekly basis	Done
<b>F</b> – RFP issued by 7/1/2013, Council approval by 10/15/2013	In Process
<b>G</b> - Generation of quarterly report	Done
<b>H</b> - TBD	Done
<b>I</b> - RFP issued by 2/1/2013, Council approval by 5/20/2013	Done
<b>J</b> - TBD	In Process

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Financial & Administrative Services	<b>Area Administrator:</b>	Tom Crawford
<b>Service Unit:</b>	Treasury Services	<b>Manager:</b>	Matthew Horning

Service Unit Goals	City Goals:
<b>K.</b> Collect & disburse taxes with 100% accuracy and according to state law.	<b>1,2,3</b>
<b>L.</b> Continue internal control audit function and report findings to managers and administrators.	<b>1,3</b>
<b>M.</b> Perform post-issuance compliance audit for all outstanding bond issues.	<b>1</b>
<b>N.</b> Support efforts of the Energy Office in administering a Property Assessed Clean Energy program.	<b>2,4</b>
<b>O.</b> Maintain parking appeal workload such that appeals are handled within one week of receipt.	<b>2</b>
<b>P.</b> Monitor risk metrics and report quarterly.	<b>1,3</b>
<b>Q.</b> Manage policy renewal/marketing processes to achieve highest level of coverage and minimum cost.	<b>1,3</b>
<b>R.</b> Complete RFP and transition requirements for third party parking management system implementation.	<b>1,2,3</b>
<b>S.</b> Support the efforts of the City Council with regard to Brownfield Redevelopment analysis and reporting.	<b>1,3,4</b>

Service Unit Measures	Status
<b>A</b> – Adherence to tax procedure calendar/checklist	
<b>B</b> – Perform and report one audit per month at minimum	
<b>C</b> – Perform and report annual audit by 9/13/13	
<b>D</b> – Establishment and operation of clean energy assessment program	
<b>E</b> – Monitor compliance on a weekly basis	
<b>F</b> - Generation of quarterly report	
<b>G</b> - TBD	
<b>H</b> – Contract in place by July 2013, transition complete by November 15, 2013	
<b>I</b> - TBD	

**See Budget Summaries Section, Page 75 for list of City Goals**



FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

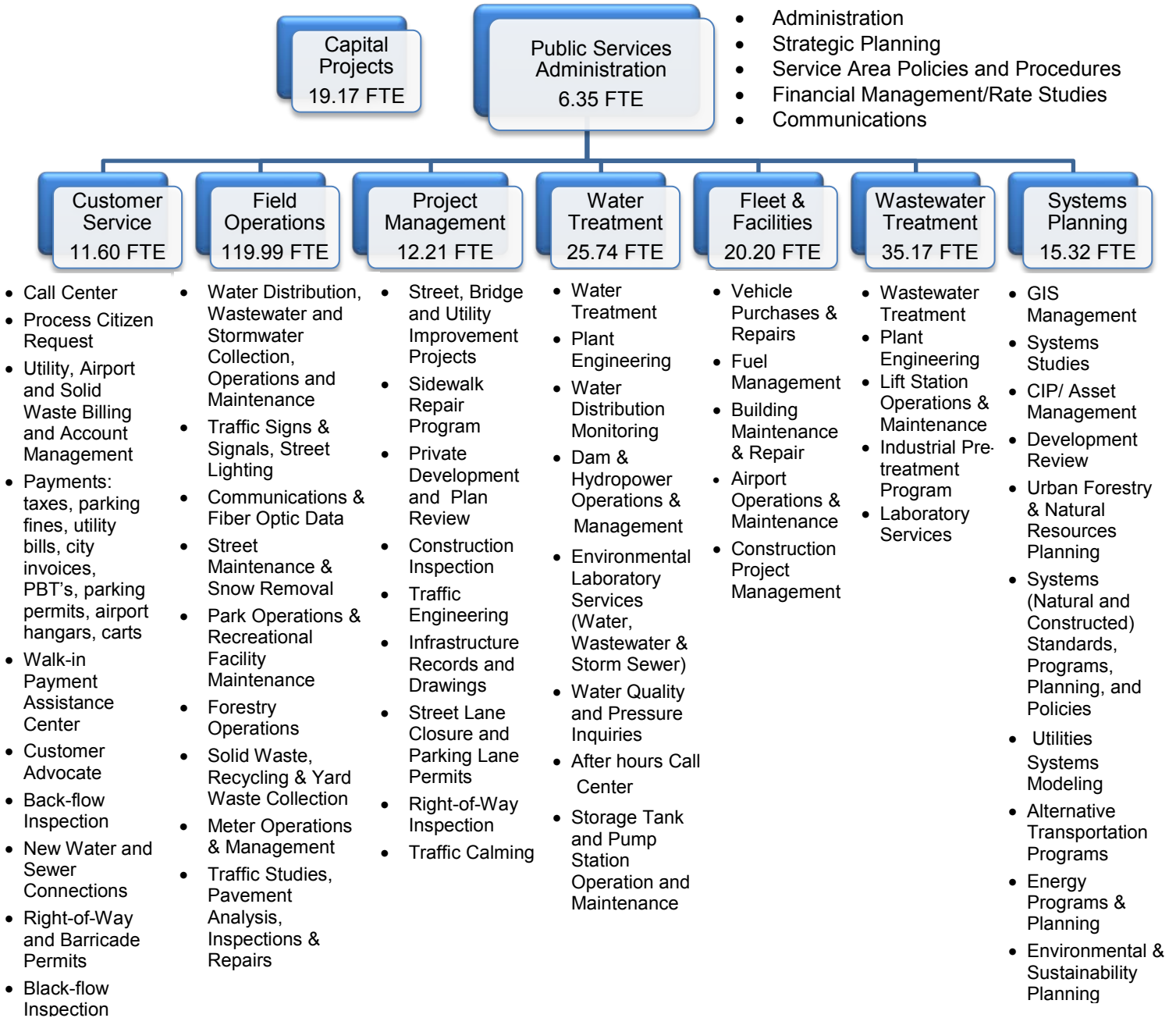
Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ASST TREASURY SRVS MGR	401090	1.00	1.00
PARKING REFEREE	401200	2.00	2.00
TREASURY SERVICES MANAGER	403310	0.70	0.70
<b>Total</b>		<b>4.70</b>	<b>4.70</b>



*PUBLIC SERVICES AREA*

# Public Services Area Organization Chart



The Public Services Area is comprised of eight Service Area Units: Administration, Customer Services, Fleet & Facilities, Project Management, Systems Planning, Field Operations, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: Customer Service Center, City Fleet Vehicles, Solid Waste and Recycling, Material Recovery Facility, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, Traffic Calming and Airport. \*Note: Capital Projects is not a Service Unit. It represents the partial FTE allocations to support the design and management of capital projects.

## PUBLIC SERVICES AREA

### Revenues by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ADMINISTRATION	26,840,117	26,940,805	32,317,510	29,420,269	29,929,986	26,238,599
CAPITAL PROJECTS	111,332	(316,175)	13,100,801	25,554,901	22,117,602	18,430,620
CUSTOMER SERVICE	46,590,675	48,768,654	49,673,476	49,701,103	51,598,048	53,822,704
FIELD OPERATIONS	16,984,096	17,051,354	17,006,506	16,287,732	15,501,272	15,665,157
FLEET & FACILITY	7,908,165	7,985,400	14,507,973	8,210,168	8,694,621	8,703,641
PROJECT MANAGEMENT	3,165,766	4,370,169	2,442,366	2,360,343	2,275,554	2,303,323
SYSTEMS PLANNING	219,083	381,968	964,751	212,634	730,196	496,217
WASTEWATER TREATMENT	381	2,240	250,000	-	-	-
WATER TREATMENT	304,083	528,747	345,000	336,000	336,000	336,000
<b>Total</b>	<b>\$102,123,698</b>	<b>\$105,713,162</b>	<b>\$130,608,383</b>	<b>\$132,083,150</b>	<b>\$131,183,279</b>	<b>\$125,996,261</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ENERGY PROJECTS (0002)	45,134	149,509	762,286	9,269	244,318	244,819
GENERAL (0010)	765,507	1,104,039	907,465	499,841	550,900	475,900
CENTRAL STORES (0011)	1,324,298	1,176,792	1,572,902	1,432,902	1,422,570	1,410,190
FLEET SERVICES (0012)	7,060,438	7,151,063	13,609,417	7,358,324	7,842,881	7,838,301
MAJOR STREET (0021)	7,100,866	7,256,071	6,801,850	6,832,992	6,948,813	7,004,197
LOCAL STREET (0022)	1,722,901	1,804,772	1,726,877	1,775,592	1,808,451	1,812,414
METRO EXPANSION (0036)	340,430	364,640	347,993	350,988	349,908	349,294
WATER SUPPLY SYSTEM (0042)	23,979,373	25,004,180	24,383,438	28,309,424	24,673,540	25,429,617
SEWAGE DISPOSAL SYSTEM (0043)	20,629,232	21,300,797	22,769,671	21,865,290	22,882,612	24,063,142
AIRPORT (0048)	854,038	839,195	849,595	853,960	856,007	869,404
PROJECT MANAGEMENT (0049)	3,012,641	4,231,891	4,247,060	4,332,559	4,308,998	4,437,751
CEMETARY PERPETUAL CARE (0054)	2,408	1,766	1,200	830	760	724
ELIZABETH R. DEAN TRUST FUND (0055)	31,717	29,361	79,817	42,131	55,062	52,916
ART IN PUBLIC PLACES (0056)	467,512	324,469	326,299	323,210	331,750	257,929
WHEELER CENTER (0058)	518,127	499,825	515,391	518,226	423,643	436,695
ALTERNATIVE TRANSPORTATION (0061)	100,219	179,046	448,265	173,844	420,794	186,151
STREET MILLAGE FUND (0062)	9,628,134	9,414,463	16,408,324	9,986,460	14,351,539	10,622,045
STORMWATER SEWER SYSTEM FUND (0069)	5,570,276	6,062,364	6,004,435	5,976,005	6,231,847	6,490,865
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,086,635	3,773,417	3,917,914	3,823,238	3,078,044	3,210,879
SOLID WASTE (0072)	14,772,584	15,371,677	14,305,219	14,189,593	14,409,048	14,565,028
STORM SEWER REVENUE BONDS- 2005 (0082)	-	-	818,880	3,345,000	3,900,000	4,760,000
SEWER BOND PENDING SERIES (0088)	-	-	12,443,668	12,645,000	5,005,000	4,625,000
WATER PENDING BOND SERIES (0089)	-	-	(2,904,055)	7,174,000	10,011,794	5,340,000
GENERAL CAPITAL FUND (00CP)	111,228	(326,175)	264,472	264,472	1,075,000	1,513,000
<b>Total</b>	<b>\$102,123,698</b>	<b>\$105,713,162</b>	<b>\$130,608,383</b>	<b>\$132,083,150</b>	<b>\$131,183,279</b>	<b>\$125,996,261</b>

## PUBLIC SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ADMINISTRATION	14,568,827	13,646,241	22,485,577	22,314,094	23,037,022	23,385,201
CAPITAL PROJECTS	1,093,092	504,919	55,077,277	41,624,982	36,575,045	28,948,803
CUSTOMER SERVICE	1,885,492	1,706,421	1,810,919	1,660,198	1,889,744	1,922,559
FIELD OPERATIONS	32,491,568	31,033,918	36,173,607	35,485,223	36,945,066	36,724,502
FLEET & FACILITY	9,395,579	9,013,061	16,192,489	15,173,563	10,975,908	10,429,048
PROJECT MANAGEMENT	2,880,324	2,602,782	3,637,096	2,850,713	3,228,272	3,570,385
SYSTEMS PLANNING	2,261,961	2,197,120	2,656,727	2,354,550	2,886,694	2,866,724
WASTEWATER TREATMENT	9,318,143	9,193,851	8,456,170	8,033,917	8,713,604	8,980,172
WATER TREATMENT	9,998,980	10,209,094	7,505,953	7,366,407	8,007,415	8,521,347
<b>Total</b>	<b>\$83,893,966</b>	<b>\$80,107,407</b>	<b>\$153,995,815</b>	<b>\$136,863,647</b>	<b>\$132,258,770</b>	<b>\$125,348,741</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ENERGY PROJECTS (0002)	180,643	103,078	202,286	39,766	244,318	244,819
GENERAL (0010)	6,639,466	6,431,504	6,693,335	6,501,733	7,820,972	8,059,747
CENTRAL STORES (0011)	1,224,476	1,081,445	1,572,902	1,387,543	1,422,570	1,410,190
FLEET SERVICES (0012)	7,230,809	6,892,351	13,609,417	12,708,314	7,732,282	7,588,518
MAJOR STREET (0021)	6,897,456	5,944,826	6,718,383	6,801,850	6,948,813	7,004,197
LOCAL STREET (0022)	1,844,192	1,426,286	1,726,877	1,726,877	1,808,451	1,812,414
METRO EXPANSION (0036)	255,469	347,637	347,993	147,426	258,713	259,434
WATER SUPPLY SYSTEM (0042)	17,974,296	18,197,289	20,031,646	20,201,069	21,020,974	20,785,390
SEWAGE DISPOSAL SYSTEM (0043)	16,032,768	15,372,737	19,423,975	18,157,693	21,265,755	21,467,445
AIRPORT (0048)	711,342	619,061	795,594	775,586	843,274	841,200
PROJECT MANAGEMENT (0049)	2,422,011	2,182,104	4,247,060	4,239,980	4,308,998	4,437,751
CEMETARY PERPETUAL CARE (0054)	599	-	-	-	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	71,462	83,617	79,817	42,131	55,062	52,916
ART IN PUBLIC PLACES (0056)	338,594	415,355	889,593	309,190	14,000	-
INSURANCE FUND (0057)	180,257	171,003	157,411	157,411	-	-
WHEELER CENTER (0058)	459,184	406,978	515,391	413,419	423,643	436,695
ALTERNATIVE TRANSPORTATION (0061)	116,506	44,843	387,349	115,564	401,868	166,595
STREET MILLAGE FUND (0062)	539,166	588,955	11,333,128	16,298,302	14,351,539	10,622,045
STORMWATER SEWER SYSTEM FUND (0069)	4,017,017	4,277,841	6,048,591	5,844,526	5,872,843	6,190,064
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,495,971	3,772,464	3,917,914	3,876,474	3,063,853	3,166,293
SOLID WASTE (0072)	12,926,546	12,112,980	14,728,979	13,914,634	14,409,048	14,565,028
STORM SEWER REVENUE BONDS-2005 (0082)	-	-	8,575,414	3,345,000	3,900,000	4,760,000
SEWER BOND PENDING SERIES (0088)	-	-	24,884,459	12,645,000	5,005,000	4,625,000
WATER PENDING BOND SERIES (0089)	-	-	7,068,142	7,174,000	10,011,794	5,340,000
GENERAL CAPITAL FUND (00CP)	335,736	(364,948)	40,159	40,159	1,075,000	1,513,000
<b>Total</b>	<b>\$83,893,966</b>	<b>\$80,107,406</b>	<b>\$153,995,815</b>	<b>\$136,863,647</b>	<b>\$132,258,770</b>	<b>\$125,348,741</b>

## FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ADMINISTRATION	11.00	10.00	9.35	6.35	6.35
CAPITAL PROJECTS	16.00	17.89	17.64	19.17	19.17
CUSTOMER SERVICE	12.35	12.10	11.60	11.60	11.60
FIELD OPERATIONS	128.60	125.96	123.96	119.99	119.99
FLEET & FACILITY	23.67	21.05	21.20	20.20	20.20
PROJECT MANAGEMENT	15.26	12.85	12.85	12.21	12.21
SYSTEMS PLANNING	13.69	13.65	14.65	15.32	15.32
WASTEWATER TREATMENT	34.85	35.05	35.17	35.17	35.17
WATER TREATMENT	26.00	25.51	25.63	25.74	25.74
<b>Total</b>	<b>281.42</b>	<b>274.06</b>	<b>272.05</b>	<b>265.75</b>	<b>265.75</b>



## *PUBLIC SERVICES AREA*

### **ADMINISTRATION**

Administration provides leadership, financial management, strategic planning, programming, oversight and communications support. Administration also provides support for the design and management of capital projects.

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	1,279,244	1,457,781	756,405	630,421	630,421	630,421
INTERGOVERNMENTAL REVENUES	925,264	1,101,000	-	4,191,655	-	-
INVESTMENT INCOME	1,580,779	1,476,181	1,257,288	1,126,883	1,073,613	1,022,490
MISCELLANEOUS REVENUE	69,591	469,658	10,000	10,039	-	-
OPERATING TRANSFERS IN	2,782,807	2,483,993	3,053,302	2,573,473	2,448,354	2,469,693
PRIOR YEAR SURPLUS	-	-	7,148,769	-	4,519,391	486,754
TAXES	20,204,253	19,952,239	20,091,746	20,887,798	21,258,207	21,629,241
<b>Total</b>	<b>\$26,841,938</b>	<b>\$26,940,852</b>	<b>\$32,317,510</b>	<b>\$29,420,269</b>	<b>\$29,929,986</b>	<b>\$26,238,599</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	33,194	116,732	50,000	15	75,000	-
CENTRAL STORES (0011)	24,309	21,974	13,990	13,990	15,441	14,706
MAJOR STREET (0021)	786,506	766,348	715,954	748,469	752,641	768,025
LOCAL STREET (0022)	227,286	227,936	215,232	219,205	223,221	227,184
METRO EXPANSION (0036)	21,471	17,763	12,305	15,300	12,908	12,294
WATER SUPPLY SYSTEM (0042)	2,926,131	3,041,624	2,257,500	6,128,579	1,829,043	1,793,027
SEWAGE DISPOSAL SYSTEM (0043)	296,964	205,093	628,881	138,000	182,747	173,878
AIRPORT (0048)	6,311	4,957	3,255	4,900	4,267	4,064
PROJECT MANAGEMENT (0049)	34,974	44,554	21,395	21,395	45,836	43,654
ART IN PUBLIC PLACES (0056)	337,864	179,065	203,799	200,710	211,050	173,583
WHEELER CENTER (0058)	2,535	3,038	965	3,300	2,639	2,514
ALTERNATIVE TRANSPORTATION (0061)	14,047	9,883	9,485	3,971	3,416	3,253
STREET MILLAGE FUND (0062)	9,628,134	9,414,463	16,298,302	9,986,460	14,351,539	10,622,045
STORMWATER SEWER SYSTEM FUND (0069)	86,503	111,553	71,812	87,446	112,161	128,015
SOLID WASTE (0072)	12,413,993	12,775,822	11,814,635	11,848,529	12,108,077	12,272,357
<b>Total</b>	<b>\$26,840,222</b>	<b>\$26,940,805</b>	<b>\$32,317,510</b>	<b>\$29,420,269</b>	<b>\$29,929,986</b>	<b>\$26,238,599</b>



**PUBLIC SERVICES AREA  
ADMINISTRATION**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	671,724	787,318	795,568	770,123	691,841	645,643
PAYROLL FRINGES	284,207	348,799	450,237	446,099	314,101	334,155
OTHER SERVICES	782,806	791,950	368,493	433,829	502,577	427,185
MATERIALS & SUPPLIES	90,880	31,586	62,602	52,625	47,700	47,700
OTHER CHARGES	8,870,325	8,261,652	16,691,178	16,674,253	17,853,421	18,280,890
PASS THROUGHS	4,183,650	3,753,088	4,105,715	3,925,411	3,622,886	3,645,132
EMPLOYEE ALLOWANCES	-	9,866	11,784	11,754	4,496	4,496
<b>Total</b>	<b>\$14,883,592</b>	<b>\$13,984,259</b>	<b>\$22,485,577</b>	<b>\$22,314,094</b>	<b>\$23,037,022</b>	<b>\$23,385,201</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	446,359	294,325	154,490	104,490	191,523	116,563
CENTRAL STORES (0011)	-	17	-	-	-	-
MAJOR STREET (0021)	1,862,692	1,830,230	1,724,783	1,789,621	1,640,068	1,655,743
LOCAL STREET (0022)	108,012	101,305	103,001	103,001	105,033	106,807
WATER SUPPLY SYSTEM (0042)	4,553,065	4,329,139	7,530,597	8,010,243	7,448,510	7,589,397
SEWAGE DISPOSAL SYSTEM (0043)	4,226,456	3,873,514	8,414,417	8,007,737	9,439,007	9,496,343
PROJECT MANAGEMENT (0049)	-	(20,000)	50,000	15,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	6,980	27,768	31,482	26,475	14,000	-
INSURANCE FUND (0057)	180,257	171,003	157,411	157,411	-	-
STREET MILLAGE FUND (0062)	111,314	215,278	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	871,862	939,888	1,678,313	1,794,541	1,984,135	2,234,215
SOLID WASTE (0072)	2,313,143	2,099,051	2,641,083	2,305,575	2,199,746	2,171,133
<b>Total</b>	<b>\$14,680,140</b>	<b>\$13,861,518</b>	<b>\$22,485,577</b>	<b>\$22,314,094</b>	<b>\$23,037,022</b>	<b>\$23,385,201</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
ADMINISTRATION	11.00	10.00	9.35	6.35	6.35
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>9.35</b>	<b>6.35</b>	<b>6.35</b>

## **PUBLIC SERVICES AREA ADMINISTRATION**

### **REVENUES**

**Charges for Services** – The decrease is attributable to a decrease of the Recycle Processing Revenue due to the volatility of the recycle market.

**Intergovernmental Revenues** – FY 2013 reflects the reimbursement of water fund expenditures with American Recovery and Reinvestment Act funds.

**Investment Income** – Decreases are due to lower projected market investment rates.

**Prior Year Surplus** – Reflects a decrease in the use of the Street Millage accumulated fund balance associated with securing alternative funding for the E. Stadium Bridges project budgeted in FY 2013.

### **EXPENSES**

**Personnel Services** – The decrease is reflective of the reallocation of one employee to the Systems Planning Unit and one employee to the City Administrator's budget.

**Payroll Fringes** – The decrease is reflective of the reallocation of one employee to the Systems Planning Unit and one employee to the City Administrator's budget.

**Other Services** – Reflects an increase of contracted services and the removal of rental costs for Administrative space in FY 2012.

**Other Charges** – Reflects an increase in debt interest and depreciation costs.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
---

<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Administration/Safety	<b>Manager:</b>	Craig Hupy

Service Unit Goals	City Goals:
<b>A.</b> Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2012 to June 30, 2013	2
<b>B.</b> Develop and assist in the implementation of new technology resources to engage citizens and employees and enhance understanding of city services and initiatives from July 1, 2012 to June 30, 2013.	2
<b>C.</b> Assist with the development and implementation of strategies to support new and ongoing city and Public Service initiatives form July 1, 2012 to June 30, 2013.	2
<b>D.</b> Work with all Public service Units to continue writing Standard Operating Procedures for each operational task. (ongoing)	2,3,& 5
<b>E.</b> Continue annual testing in Larcom Building for Radon, Air Quality, Mold and Mildew.	1,3,& 5
<b>F.</b> Monitor and revise new electronic incident reporting program as needed for the first year.	1,3,& 5
<b>G.</b> Continue development of city Wide Safety Manual working in conjunction with City wide Safety Committee. (2/3 year process.)	1,2,3,4,& 5
<b>H.</b> Develop a Training matrix for required regulatory training for each Service area starting with Public Service.	1,2,3,4,&5

Service Unit Measures	Status
<b>A</b> - Write, edit and produce a variety of Public Services information pieces each month, including communications plans, quarterly WaterMatters newsletter, biannual WasteWatcher newsletter, program collateral materials, press release, etc., by June 30, 2013.	Completed
<b>B</b> - With the Communications Office, track status of technology resource project implementations each month. These new resources include integration of new media, such as Podcasts and live web streaming of city meetings to promote City information, Webinar options to help support commercial recycling success and community education,	Completed

applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2013.	
<b>C</b> - Track number of communication plans and implementation steps for campaigns, including the citywide commercial recycling implementation, street and sidewalk millage public awareness, the Solid Waste Plan Update, water projects, PACE grants (with Communications Office), Sustainability efforts, LEED building signs, Recyclebank, city events, etc., by June 30, 2013.	Completed
<b>D</b> - Develop a minimum of 5 each month.	Ongoing
<b>E</b> - Have tests completed every six months by a qualified testing firm with results posted on the first floor.	Ongoing
<b>F</b> – Complete by 03/31/2013	Completed
<b>G</b> – Complete by 06/30/2014	Ongoing
<b>H</b> – Complete by 06/30/2014	Completed

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Administration	<b>Manager:</b>	Craig Hupy

Service Unit Goals	City Goals:
<b>A.</b> Review and update the Improvement Charge methodology	1,3
<b>B.</b> Enhance the project closure process to assist in capital strategic and financial planning.	1,2
<b>C.</b> Improve efficiency, accuracy, and reporting of financial processes in Field Operations	1,2

Service Unit Measures	Status
<b>A</b> – Complete review and update by 06/30/14	
<b>B</b> - Revise/utilize project cost form to reflect requested financial information by 09/30/13	
<b>C</b> – Complete appropriate staff training 06/30/14	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 4	110044	1.30	1.30
ADMIN ASSISTANT LVL 5	110054	0.15	0.15
CITY COMMUNICATION LIAISO	401180	1.00	1.00
FINANCIAL MGR-PUBLIC SERV	401070	0.90	0.90
FINANCIAL OP & CONTROL AN	401250	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00	1.00
Total		6.35	6.35



*PUBLIC SERVICES AREA*

**CAPITAL PROJECTS**

Capital Projects includes capital improvements for roads, water, storm water and sewer infrastructure.

**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	-	(279,511)	2,090,821	2,090,821	2,125,808	2,192,620
OPERATING TRANSFERS IN	111,228	(36,664)	300,080	300,080	1,075,000	1,513,000
SALE OF BONDS	-	-	10,384,493	23,164,000	18,916,794	14,725,000
<b>Total</b>	<b>\$111,228</b>	<b>(\$316,175)</b>	<b>\$12,775,394</b>	<b>\$25,554,901</b>	<b>\$22,117,602</b>	<b>\$18,430,620</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PROJECT MANAGEMENT (0049)	-	-	2,090,821	2,090,821	2,125,808	2,192,620
ALTERNATIVE TRANSPORTATION (0061)	-	10,000	304,515	35,608	-	-
STORM SEWER REVENUE BONDS- 2005 (0082)	-	-	844,880	3,345,000	3,900,000	4,760,000
SEWER BOND PENDING SERIES (0088)	-	-	12,443,668	12,645,000	5,005,000	4,625,000
WATER PENDING BOND SERIES (0089)	-	-	(2,904,055)	7,174,000	10,011,794	5,340,000
GENERAL CAPITAL FUND (00CP)	111,228	(326,175)	264,472	264,472	1,075,000	1,513,000
<b>Total</b>	<b>\$111,228</b>	<b>(\$316,175)</b>	<b>\$13,044,301</b>	<b>\$25,554,901</b>	<b>\$22,117,602</b>	<b>\$18,430,620</b>



**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	19,492	(25,620)	1,553,098	1,377,347	1,624,348	1,633,632
PAYROLL FRINGES	298,328	356,531	818,146	772,149	864,273	933,941
OTHER SERVICES	622,734	21,776	1,041	-	-	-
MATERIALS & SUPPLIES	570	87	259	-	-	-
OTHER CHARGES	-	(14,956)	52,682,580	39,470,666	34,078,794	26,373,600
PASS THROUGHS	111,228	(46,664)	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	7,689	4,820	7,630	7,630
<b>Total</b>	<b>\$1,052,352</b>	<b>\$291,154</b>	<b>\$55,062,813</b>	<b>\$41,624,982</b>	<b>\$36,575,045</b>	<b>\$28,948,803</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
WATER SUPPLY SYSTEM (0042)	24,888	17,975	102,375	23,101	183,862	191,073
SEWAGE DISPOSAL SYSTEM (0043)	78,416	(14,943)	176,991	40,294	186,581	191,510
PROJECT MANAGEMENT (0049)	242,434	313,612	2,090,821	2,090,921	2,125,808	2,192,620
ART IN PUBLIC PLACES (0056)	331,614	387,587	858,111	282,715	-	-
ALTERNATIVE TRANSPORTATION (0061)	24,946	(47,973)	271,785	-	248,000	-
STREET MILLAGE FUND (0062)	64,564	-	10,155,215	15,941,451	13,839,000	10,135,600
SOLID WASTE (0072)	-	-	823,500	82,500	-	-
STORM SEWER REVENUE BONDS- 2005 (0082)	-	-	8,601,414	3,345,000	3,900,000	4,760,000
SEWER BOND PENDING SERIES (0088)	-	-	24,884,459	12,645,000	5,005,000	4,625,000
WATER PENDING BOND SERIES (0089)	-	-	7,068,142	7,174,000	10,011,794	5,340,000
GENERAL CAPITAL FUND (00CP)	285,490	(365,105)	-	-	1,075,000	1,513,000
<b>Total</b>	<b>\$1,052,352</b>	<b>\$291,153</b>	<b>\$55,032,813</b>	<b>\$41,624,982</b>	<b>\$36,575,045</b>	<b>\$28,948,803</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CAPITAL PROJECTS	16.00	17.89	17.64	19.17	19.17
<b>Total</b>	<b>16.00</b>	<b>17.89</b>	<b>17.64</b>	<b>19.17</b>	<b>19.17</b>

**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

The Water Supply System is requesting capital project funding in the amount of \$8,600,000. Funds will be supplied by Water Revenue bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$5,005,000. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$3,900,000. Funding will be provided by Stormwater bonds and fund balance.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$13,839,000. Funding will be supplied by the Street Repair Millage and fund balance.

The Alternative Transportation Fund is requesting capital project funding in the amount of \$248,000. Funding will be provided from fund balance.

PUBLIC SERVICES AREA  
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ASST WWTP MANAGER	401010	0.10	0.10
CIVIL ENGINEER III	403620	3.05	3.05
CIVIL ENGINEER IV	403840	0.80	0.80
CIVIL ENGINEER V	401330	1.60	1.60
CIVIL ENGINEERING SPEC 3	112014	5.25	5.25
CIVIL ENGINEERING SPEC 4	112024	3.22	3.22
CIVIL ENGINEERING SPEC 5	112034	0.80	0.80
CONTRACT/PROJECT MGR WWTP	401190	0.10	0.10
ENG PROJECT MANAGER II	403660	0.80	0.80
FIELD OPER TECH V - COMM	112744	0.25	0.25
GRANTS PROJECT MANAGER	404180	1.00	1.00
OPERATIONS SPECIALIST	112110	0.10	0.10
PROCESS CONTROL SYS SPEC	403190	0.05	0.05
SENIOR UTILITIES ENGINEER	404000	1.55	1.55
SUPERVISOR - CESS	192050	0.25	0.25
WWTP MANAGER	401300	0.25	0.25
<b>Total</b>		<b>19.17</b>	<b>19.17</b>



## *PUBLIC SERVICES AREA*

### **CUSTOMER SERVICE**

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

**PUBLIC SERVICES AREA  
CUSTOMER SERVICE**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	46,574,861	48,765,933	49,660,476	49,688,103	51,595,048	53,819,704
MISCELLANEOUS REVENUE	11,714	2,461	13,000	13,000	3,000	3,000
TAXES	4,100	260	-	-	-	-
<b>Total</b>	<b>\$46,590,675</b>	<b>\$48,768,654</b>	<b>\$49,673,476</b>	<b>\$49,701,103</b>	<b>\$51,598,048</b>	<b>\$53,822,704</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	53,061	77,449	60,000	75,000	60,000	60,000
WATER SUPPLY SYSTEM (0042)	20,813,306	21,860,254	22,091,438	22,127,938	22,833,497	23,625,590
SEWAGE DISPOSAL SYSTEM (0043)	20,310,622	21,074,916	21,715,790	21,715,790	22,688,365	23,877,764
STORMWATER SEWER SYSTEM FUND (0069)	5,413,686	5,756,035	5,806,248	5,782,375	6,016,186	6,259,350
<b>Total</b>	<b>\$46,590,675</b>	<b>\$48,768,654</b>	<b>\$49,673,476</b>	<b>\$49,701,103</b>	<b>\$51,598,048</b>	<b>\$53,822,704</b>

**PUBLIC SERVICES AREA  
CUSTOMER SERVICE**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	682,840	623,051	646,526	558,165	629,599	632,356
PAYROLL FRINGES	393,673	391,863	520,297	485,363	485,596	519,045
OTHER SERVICES	175,936	49,816	94,403	82,528	87,460	87,395
MATERIALS & SUPPLIES	86,024	72,894	75,058	64,507	150,240	147,240
OTHER CHARGES	547,020	558,368	464,207	459,207	421,602	421,688
PASS THROUGH	-	10,428	10,428	10,428	115,247	114,835
<b>Total</b>	<b>\$1,885,493</b>	<b>\$1,706,420</b>	<b>\$1,810,919</b>	<b>\$1,660,198</b>	<b>\$1,889,744</b>	<b>\$1,922,559</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	257,649	252,143	250,097	249,305	239,315	245,651
MAJOR STREET (0021)	5,268	7,407	9,513	9,513	7,175	7,348
WATER SUPPLY SYSTEM (0042)	1,329,427	1,187,698	1,216,940	1,083,789	1,230,561	1,245,679
PROJECT MANAGEMENT (0049)	18,902	30,296	40,143	40,143	49,458	50,482
SOLID WASTE (0072)	274,246	228,877	294,226	277,448	363,235	373,399
<b>Total</b>	<b>\$1,885,492</b>	<b>\$1,706,421</b>	<b>\$1,810,919</b>	<b>\$1,660,198</b>	<b>\$1,889,744</b>	<b>\$1,922,559</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
CUSTOMER SERVICE	12.35	12.10	11.60	11.60	11.60
<b>Total</b>	<b>12.35</b>	<b>12.10</b>	<b>11.60</b>	<b>11.60</b>	<b>11.60</b>

**PUBLIC SERVICES AREA  
CUSTOMER SERVICE**

**REVENUES**

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

**EXPENSES**

**Other Charges** – The decrease is reflective of reduced IT charges.

**Pass Throughs** - The increase is due to a methodology change in how funding for customer service administrative costs, including lease costs, are allocated to service units/funds.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Customer Service	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Public Services	<b>Manager:</b>	Wendy Welser

Service Unit Goals	City Goals:
<b>A.</b> Maintain average rate of “Abandoned phone calls” at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain “service level” for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	<b>2</b>
<b>B.</b> Maintain and update as needed, call center software application (IQ) and associated phone trees.	<b>2 &amp; 5</b>
<b>C.</b> Continue project plan created in FY 2012 for Upgrading the Meter Reading Network (DCUs to DCU 2s); must be completed before 1/2014	<b>5</b>
<b>D.</b> Identifying potential cross-connections for existing businesses that are not currently in the database or being inspected.	<b>2 &amp; 3</b>
<b>E.</b> Implement “out-of-office hours” quarterly staff meetings.	<b>2</b>
<b>F.</b> Assume responsibility for Sidewalk Occupancy Permits	<b>2</b>
<b>G.</b> Evaluate and update current web links used between Customer Service and Planning and Development.	<b>2</b>
<b>H.</b> Cross-train agents to support Planning and Development during peak periods or during staffing shortages	<b>2</b>
<b>I.</b> Continue to work with AMR vendor, Aclara, to develop MDM functionality (Meter Data Mgt) for water consumption data to enhance analysis, assist in rate design, and provide additional benefits to stakeholders.	<b>1, 2 &amp; 5</b>
<b>J.</b> Develop strategic plan for phase-in/replacement of one-way transmitters with newer, two-way transmitters in the meter reading network.	<b>1, 2 &amp; 3</b>
<b>K.</b> Upgrade current version of the Cogsdale utility billing software which is no longer supported via patches, updates or enhancements, to Version 29	<b>1, 2 &amp; 5</b>
<b>L.</b> Upgrade billing platform for Cogsdale (Great Plains) to Version 11	<b>1, 2 &amp; 5</b>
<b>M.</b> Move to the current Cogsdale billing template (from template #8 to #24)	<b>2 &amp; 5</b>
<b>N.</b> Service Order Integration Adjustments between Cityworks & Cogsdale	<b>2 &amp; 5</b>



<b>O.</b> Implement “final bill” enhancement to billing application to accelerate the dunning process on final bills so landlords can make informed decisions when returning security deposits to tenants responsible for water bills	<b>2</b>
<b>P.</b> Add capability for landlords to be able to look at water bills for all of their rental properties at a glance	<b>2</b>
<b>Q.</b> Call Center Phone System Software Upgrade (Prairie Fyre)	<b>2 &amp; 5</b>
<b>R.</b> Add capability to send duplicate copies of bills to landlord/property owners	<b>2</b>
<b>S.</b> Review e-payment website for possible enhancements	<b>2</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A</b> - Review phone system reports both real-time and monthly	Ongoing
<b>B</b> - Use customer feedback and monitor programs for which we provide phone support; document and perform regular testing of phone trees	Ongoing
<b>C</b> – Network upgrades completed by January 2014 (per Verizon all digital network upgrade schedule)	In Progress
<b>D</b> – Addition of missing backflow device information the database and inspect as documented by the Annual Report to the MDEQ due in March	Ongoing
<b>E</b> – Improved communication, awareness and knowledge	Ongoing
<b>F</b> – Processing of Sidewalk Occupancy Permits	On Hold
<b>G</b> – Less duplication and ease of use; customer feedback	Ongoing
<b>H</b> – Decreased wait times at the counter and in the P & D phone queues	On Hold
<b>I</b> – Meetings, develop project plan, implementation of new capabilities	On Hold
<b>J</b> – Meetings, development of strategic plan and project timeline, installation of new MTUs to replace existing units	Ongoing
<b>K</b> – Meetings, develop strategic plan and project timeline, agent training on new/revised features; software implementation	Decided Against-No Additional Benefit
<b>L</b> – Meetings, develop strategic plan and project timeline, install Great Plains 11; no noticeable impact to end users	Scheduled for Summer 2013
<b>M</b> – Complete coding in the system, install and put into use	Ongoing
<b>N</b> – Meetings, project timeline, incremental progress until all changes are made	Ongoing

<b>O</b> – Receive and test enhancement from Cogsdale, install; customer feedback	Enhancement Received-Implementation will be included in upgrade
<b>P</b> – Meetings, project timeline, test, install; customer feedback	Scheduled for Spring 2013
<b>Q</b> – Meetings, project timeline, review changes, train agents, upgrade software, monitor	Ongoing
<b>R</b> – Meetings, project timeline, test, install, monitor	Ongoing
<b>S</b> – Meetings, develop strategic plan and project timeline, installation of enhancements; customer feedback	Scheduled for Spring 2013

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Customer Service	<b>Supervisor</b>	Jean Pearson

Service Unit Goals	City Goals:
<b>A.</b> Maintain average rate of “Abandoned phone calls” at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain “service level” for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	2
<b>B.</b> Continue project plan created in FY 2012 for Upgrading the Meter Reading Network (DCUs to DCU 2s); must be completed before 1/2014	5
<b>C.</b> Develop strategic plan for phase-in/replacement of one way transmitters in the meter reading network	1, 2, 3 & 5
<b>D.</b> Identifying potential cross-connections for existing businesses that are not currently in the database or being inspected.	2 & 3
<b>E.</b> Update the Cogsdale Billing Template to Template 24 and make presentation changes	2 & 5
<b>F.</b> Modify template to eliminate 2 page water bills	2 & 4
<b>G.</b> Improve consumption analysis to identify unusual usage patterns and potential leaks for customers more timely	2 & 4

Service Unit Measures	Status
<b>A</b> - Review phone system reports both real-time and monthly	
<b>B</b> - Network upgrades completed by January 2014 (per Verizon all digital network upgrade schedule)	
<b>C</b> - Develop strategic plan and project timeline by 6/30/14.	
<b>D</b> - Addition of missing backflow device information to the database and inspect as documented by the Annual Report to the MDEQ due in March	
<b>E</b> - Work with IT and Vendor to re-write template and implement in production by 6/30/14	
<b>F</b> - Work with IT to re-write template and implement in production by 7/23/13	
<b>G</b> - Work with IT and Vendors for potential solutions and implement new software or customer service processes by 6/30/14	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
CUSTOMER SERVICE

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 1	110014	2.00	2.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.75	1.75
ADMIN ASSISTANT LVL 4	110044	2.10	2.10
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
CALL CENTER SUPERVISOR	194510	1.00	1.00
CUSTOMER SERV MANAGER	401390	1.00	1.00
DEVELOPMENT SRVS INSP V	110555	0.75	0.75
<b>Total</b>		<b>11.60</b>	<b>11.60</b>



## *PUBLIC SERVICES AREA*

### **FIELD OPERATIONS**

Field Operations is the maintenance oriented operational unit for the City. This unit provides a wide range of essential services that enhance the quality of living in the urban setting. Field Operations is the largest City unit. Areas of responsibility include: all water, wastewater and storm water distribution and collection, street maintenance, street lighting, pavement analysis, traffic studies, traffic signals, radio/fiber optic communications, park maintenance, forestry, solid waste and material recovery activities.

**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	2,634,348	3,104,191	2,806,367	2,760,794	2,592,424	2,625,601
INTERGOVERNMENTAL REVENUES	7,337,583	7,719,147	7,338,722	7,506,131	7,722,862	7,722,862
INTRAGOVERNMENTAL SALES	1,621,321	1,352,354	1,790,970	1,633,076	1,582,572	1,605,977
INVESTMENT INCOME	375,343	348,902	265,126	299,532	270,236	256,653
MISCELLANEOUS REVENUE	715,106	333,068	223,085	104,937	41,811	50,207
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	326,575	523,241	244,000	230,000	230,000	230,000
TAXES	-	-	584,974	-	48,446	25,000
	3,973,821	3,670,450	3,753,262	3,753,262	3,012,921	3,148,857
<b>Total</b>	<b>\$16,984,097</b>	<b>\$17,051,353</b>	<b>\$17,006,506</b>	<b>\$16,287,732</b>	<b>\$15,501,272</b>	<b>\$15,665,157</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	499,825	404,347	390,249	97,042	90,900	90,900
CENTRAL STORES (0011)	1,299,989	1,154,818	1,558,912	1,418,912	1,407,129	1,395,484
MAJOR STREET (0021)	6,246,873	6,452,970	6,040,896	6,067,023	6,178,672	6,218,672
LOCAL STREET (0022)	1,495,616	1,576,836	1,511,645	1,556,387	1,585,230	1,585,230
METRO EXPANSION (0036)	318,959	346,877	335,688	335,688	337,000	337,000
WATER SUPPLY SYSTEM (0042)	88,386	61,339	-	41,907	-	-
SEWAGE DISPOSAL SYSTEM (0043)	10,763	1,412	175,000	1,500	1,500	1,500
CEMETARY PERPETUAL CARE (0054)	2,408	1,766	1,200	830	760	724
ELIZABETH R. DEAN TRUST FUND (0055)	31,717	29,361	79,817	42,131	55,062	52,916
WHEELER CENTER (0058)	515,592	496,787	514,426	514,926	421,004	434,181
STORMWATER SEWER SYSTEM FUND (0069)	28,742	155,569	72,675	47,084	45,000	45,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,086,635	3,773,417	3,917,914	3,823,238	3,078,044	3,210,879
SOLID WASTE (0072)	2,358,591	2,595,856	2,408,084	2,341,064	2,300,971	2,292,671
<b>Total</b>	<b>\$16,984,096</b>	<b>\$17,051,355</b>	<b>\$17,006,506</b>	<b>\$16,287,732</b>	<b>\$15,501,272</b>	<b>\$15,665,157</b>

**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	8,102,597	6,993,073	7,977,046	6,977,766	7,710,346	7,706,726
PAYROLL FRINGES	4,203,052	4,097,681	5,456,137	5,377,727	5,407,232	5,787,288
OTHER SERVICES	13,419,439	14,177,828	15,498,863	16,633,932	17,104,710	17,421,230
MATERIALS & SUPPLIES	3,123,502	2,211,755	2,681,414	2,548,512	2,584,223	2,555,884
OTHER CHARGES	3,234,613	4,095,275	2,592,409	2,668,066	2,460,164	2,450,801
PASS THROUGHS	529,830	524,245	746,044	507,330	486,607	488,985
CAPITAL OUTLAY	(528,919)	(1,505,442)	1,053,458	522,749	1,089,000	211,300
VEHICLE OPERATING COSTS	407,454	400,453	137,539	206,036	68,450	68,950
EMPLOYEE ALLOWANCES	-	39,049	30,697	43,105	34,334	33,338
<b>Total</b>	<b>\$32,491,568</b>	<b>\$31,033,917</b>	<b>\$36,173,607</b>	<b>\$35,485,223</b>	<b>\$36,945,066</b>	<b>\$36,724,502</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	3,967,648	3,765,669	4,192,601	4,166,007	4,267,678	4,319,636
CENTRAL STORES (0011)	1,232,903	1,081,428	1,572,902	1,387,543	1,422,570	1,410,190
MAJOR STREET (0021)	4,530,060	3,653,378	4,478,921	4,537,847	4,753,700	4,833,387
LOCAL STREET (0022)	1,720,126	1,304,385	1,603,726	1,603,556	1,683,268	1,685,457
METRO EXPANSION (0036)	255,469	347,637	347,993	147,426	258,713	259,434
WATER SUPPLY SYSTEM (0042)	2,126,145	2,512,465	3,199,790	3,322,079	3,933,896	3,332,034
SEWAGE DISPOSAL SYSTEM (0043)	2,037,729	1,910,233	1,881,724	1,641,934	2,399,871	2,264,414
CEMETARY PERPETUAL CARE (0054)	599	-	-	-	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	71,462	83,617	79,817	42,131	55,062	52,916
WHEELER CENTER (0058)	459,184	406,978	515,391	413,419	423,643	436,695
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	30,000	40,000
STORMWATER SEWER SYSTEM FUND (0069)	2,385,457	2,583,240	3,566,780	3,251,818	3,065,247	3,151,823
PARK MAINT & CAPITAL IMP						
MILLAGE (0071)	3,495,971	3,772,464	3,917,914	3,876,474	3,063,853	3,166,293
SOLID WASTE (0072)	10,158,569	9,612,267	10,775,889	11,054,830	11,587,565	11,772,223
GENERAL CAPITAL FUND (00CP)	50,246	156	40,159	40,159	-	-
<b>Total</b>	<b>\$32,491,568</b>	<b>\$31,033,917</b>	<b>\$36,173,607</b>	<b>\$35,485,223</b>	<b>\$36,945,066</b>	<b>\$36,724,502</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FIELD OPERATIONS	128.60	125.96	123.96	119.99	119.99
<b>Total</b>	<b>128.60</b>	<b>125.96</b>	<b>123.96</b>	<b>119.99</b>	<b>119.99</b>

## PUBLIC SERVICES AREA FIELD OPERATIONS

### **REVENUES**

**Charges for Services** – A decrease is reflective of the reallocation of street meter parking revenue, sidewalk program and the normal fluctuation of the demand for services.

**Intergovernmental Revenues** – The budget reflects an increase of projected weight and gas tax revenues.

**Intergovernmental Sales** – Reflects the normal fluctuation of the demand for services.

**Miscellaneous Revenue** – The decrease is attributable to the reallocation of parking lot revenue.

**Prior Year Surplus** – Reflects the programmed use of fund balance for one-time expenditures.

**Taxes** - The reduction is reflective of the reallocation of the Park Maintenance and Capital Repair Millage revenue to Community Services.

### **EXPENSES**

**Personnel Services** – The budget reflects a decrease in the number of FTE's in the service unit.

**Payroll Fringes** – The budget reflects a decrease in the number of FTE's in the service unit.

**Other Services** – The budget reflects an increase in fleet, contracted services, and tipping fees.

**Vehicle Operating Costs** – The budget reflects the gradual decreases related to the reallocation of Utility vehicles operating costs to the Fleet fund as replacement occurs.



**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	850,451	889,250	623,189	599,437	557,251	564,087
1130 FAIRVIEW CEMENTERY	26,319	29,787	35,198	26,789	32,400	32,000
4100 DDA STREET LIGHTING	65,036	61,555	61,431	61,987	58,047	58,629
4101 STREET LIGHTING	1,593,912	1,607,647	1,873,071	1,872,515	1,944,237	1,956,283
4120 PARKING METERS	14,893	161	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	12,842	26,540	6,092	6,393	6,812	6,990
4149 MAJOR TRAFFIC SIGNS	13,708	3,689	1,800	-	-	-
6209 PARKS - MOWING	585,944	507,593	880,616	885,328	935,699	960,205
6210 OPERATIONS	188,967	187,679	180,360	170,432	171,849	173,405
6222 SNOW & ICE CONTROL	247,937	100,691	186,203	184,816	205,636	211,049
6225 GRAFFITI/PRIVATE PROPERTY	264	18,829	5,069	18,231	7,972	8,258
6301 MOWING - NON PARKS	35,932	-	-	-	-	-
6328 ROW MAINTENANCE	30,335	18,754	10,231	15,728	15,720	15,780
6335 ATHLETIC FIELDS/GAME COURTS	4,531	15,778	15,751	19,200	18,250	18,250
6340 ADOPT-A-PARK/GARDEN	-	495	15,939	7,500	15,939	15,939
9500 DEBT SERVICE	296,577	297,222	297,651	297,651	297,866	298,761
<b>Total</b>	<b>\$3,967,648</b>	<b>\$3,765,670</b>	<b>\$4,192,601</b>	<b>\$4,166,007</b>	<b>\$4,267,678</b>	<b>\$4,319,636</b>

**Expenses by Activity (0011 CENTRAL STORES)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	278,548	263,966	287,006	270,447	295,235	276,001
4912 MATERIALS & SUPPLIES	693,729	539,320	932,000	792,000	792,000	792,000
4930 SYSTEMS MAINTENANCE	181,722	212,235	233,789	236,238	227,460	231,876
4931 INSTALLS AND REPAIRS	78,906	65,907	120,107	88,858	107,875	110,313
<b>Total</b>	<b>\$1,232,905</b>	<b>\$1,081,428</b>	<b>\$1,572,902</b>	<b>\$1,387,543</b>	<b>\$1,422,570</b>	<b>\$1,410,190</b>

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	1,166,018	1,280,600	1,334,824	1,326,159	1,416,768	1,424,563
4123 SIGNAL INSTALLATION/REBUILD	182,796	93,880	434,993	278,797	397,219	417,037
4124 TRAFFIC SIGNAL MAINTENANCE	215,998	185,877	221,767	361,021	283,069	289,185
4125 SIGNAL PREVENT MAINT	47,963	74,099	66,599	39,862	62,771	73,694
4126 SIGNAL EMERGENCY REPAIR	141,694	176,392	128,389	171,875	164,297	157,125
4127 SIGNAL SYSTEM CONTROL	195,832	183,552	197,592	205,101	200,789	203,106
4128 SIGNAL SHOP WORK	22,092	16,216	30,227	15,535	30,678	31,520
4129 GRID EXPANSION/MAINTENANCE	8,379	5,650	7,024	4,562	6,515	6,684
4135 SIGN SHOP WORK	11,067	6,268	16,469	10,124	16,984	17,451
4136 SIGN, WORK FOR OTHERS	57,854	46,017	28,425	46,030	30,914	31,319
4142 MAJOR SIGN MANUFACTURE	33,183	20,394	27,824	16,305	21,527	22,254
4146 FOOTBALL/SPECIAL EVENTS	47,816	34,883	31,802	56,767	57,367	56,694
4147 MAJOR ST PAVEMENT MARKING	272,604	45,428	122,640	127,453	134,697	140,423
4149 MAJOR TRAFFIC SIGNS	84,798	96,289	92,311	96,376	115,571	117,766
4183 TRUNKLINE CONSTRUCTION	10,192	1,055	10,526	4,211	7,909	7,991
4184 TRUNKLINE SIGNAL INSTALL	3,390	5,985	7,426	6,474	8,309	8,391
4185 TRUNKLINE PREV MAINT	15,609	18,553	8,426	10,586	16,595	16,967
4186 TRUCKLINE EMERG REPAIR	31,613	19,572	16,426	29,719	26,920	27,292
4187 TRUNKLINE SYSTEM CONTROL	5,715	3,593	7,275	3,255	6,909	6,991
4222 POTHOLE REPAIR	431,285	256,623	224,289	257,295	239,149	245,984
4227 PAVEMENT EVALUATION	16,920	26,028	14,360	28,245	29,464	30,765
4229 RIGHT-OF-WAY STUDIES/MAINT	86,860	85,823	128,666	142,015	128,751	125,884
4231 BR 23 SWEEPING	529	266	1,195	1,098	1,069	1,099
4232 BR 23 POTHOLE REPAIR	2,369	2,215	5,519	5,475	5,484	5,634
4235 BR 23 WINTER MAINTENANCE	16,426	7,503	10,968	10,168	13,648	14,045
4239 BR 23 TRAFFIC SIGNS	962	940	4,708	2,142	6,199	6,363
4240 MAJOR BASE REPAIR/OVERLAY	206,016	132,300	232,800	215,712	301,639	310,870
4245 MAJOR SALTING/PLOWING	604,507	362,347	507,863	500,970	554,752	558,973
4248 MAJOR SURFACE TREATMENT	1,767	2,941	120,336	101,801	109,464	117,765
4251 STREET SWEEPING	353,455	286,735	271,086	270,800	180,907	179,397
4252 BRIDGE MAINTENANCE & REPAIR	1,499	11,872	5,436	4,430	5,515	5,672
4253 SHOULDER MAINTENANCE	15,341	26,541	16,955	21,810	17,183	17,624
4254 MISC CONCRETE REPAIRS	19,902	22,231	25,427	18,306	26,964	27,265
4255 SIDEWALK RAMPS	47,977	33,942	58,291	62,200	65,279	65,870
4256 SHOP WORK	8,140	1,899	3,213	2,947	3,258	3,351
4258 WORK FOR OTHERS	35,168	2,323	4,833	4,052	4,883	4,979
4940 BR 94 BASE REPAIR	19,152	22,039	6,610	32,896	6,626	6,658
4941 BR 94 SWEEPING	1,273	1,220	1,111	1,642	1,127	1,159
4942 BR 94 BASE REPAIR	7,488	5,085	3,833	5,245	3,883	3,979
4943 BR 94 SHOULDER MAINTENANCE	48,852	15,887	9,000	9,000	9,000	9,000
4945 BR 94 WINTER MAINITENANCE	45,827	27,879	26,199	26,668	26,849	27,635
4949 BR 94 TRAFFIC SIGNS	3,730	4,436	5,258	2,718	6,799	6,963
<b>Total</b>	<b>\$4,530,058</b>	<b>\$3,653,378</b>	<b>\$4,478,921</b>	<b>\$4,537,847</b>	<b>\$4,753,700</b>	<b>\$4,833,387</b>

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	6,629	6,865	6,970	6,970	2,490	2,490
4112 LOCAL SIGN MANUFACTURE	34,728	38,898	48,593	33,201	54,951	56,731
4117 LOCAL ST PAVEMENT MARKING	59,101	7,457	29,590	30,598	29,982	29,982
4119 LOCAL TRAFFIC SIGNS	73,132	97,245	78,716	80,375	94,045	95,720
4209 LOCAL GRADING	95,866	112,967	152,341	116,391	152,691	156,041
4210 LOCAL BASE REPAIR/OVERLAY	240,725	340,866	490,349	446,622	470,804	501,285
4211 LOCAL STREET SWEEPING	297,469	275,878	376,425	377,458	376,486	383,300
4212 LOCAL POTHOLE REPAIR	89,085	92,805	72,800	89,383	86,915	88,720
4215 LOCAL SALTING/PLOWING	621,603	165,484	209,880	239,239	183,024	175,176
4217 LOCAL PAVEMENT EVALUATION	14,249	20,581	11,569	22,709	28,514	29,815
4218 LOCAL SURFACE TREATMENT	894	2,134	11,452	9,422	12,232	14,403
4219 LOCAL ROW STUDY/MAINT	213	1,134	2,783	5,878	38,350	8,550
4253 SHOULDER MAINTENANCE	1,277	2,506	1,185	6,419	201	201
4254 MISC CONCRETE REPAIRS	98,999	1,099	9,052	22,422	12,500	12,700
4255 SIDEWALK RAMPS	-	52,122	15,552	30,000	53,552	43,552
9500 DEBT SERVICE	86,157	86,344	86,469	86,469	86,531	86,791
<b>Total</b>	<b>\$1,720,127</b>	<b>\$1,304,385</b>	<b>\$1,603,726</b>	<b>\$1,603,556</b>	<b>\$1,683,268</b>	<b>\$1,685,457</b>

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
4261 RIGHT-OF-WAY/MAINTENANCE & REP	255,469	183,176	111,501	4,399	12,670	12,995
4263 RIGHT OF WAY MAINT - ENGINEERING	-	-	-	6,492	-	-
6222 SNOW & ICE CONTROL	-	44,349	90,007	39,286	101,388	101,784
6328 ROW MAINTENANCE	-	120,111	146,485	97,249	144,655	144,655
<b>Total</b>	<b>\$255,469</b>	<b>\$347,636</b>	<b>\$347,993</b>	<b>\$147,426</b>	<b>\$258,713</b>	<b>\$259,434</b>

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	351,017	409,079	342,446	331,448	375,444	379,053
1100 FRINGE BENEFITS	124,200	137,810	189,696	189,696	131,138	131,138
1372 REVOLVING SUPPLY	30,349	33,313	115,000	204,000	-	-
4500 ENGINEERING - OTHERS	22,500	27,424	47,800	44,844	50,432	51,832
6210 OPERATIONS	130	346,828	293,119	347,901	425,167	436,429
7010 CUSTOMER SERVICE	312,801	324,342	294,495	287,928	235,777	242,041
7031 REVOLVING EQUIPMENT	(61,703)	(920)	95,729	95,728	88,199	89,056
7033 DCU MAINTENANCE	1,287	8,099	250	-	1,220	1,238
7060 OUTSTATIONS	135,184	5,450	-	-	-	-
7061 SOUTH INDUSTRIAL SITE	13,520	7,491	19,120	6,528	19,120	19,120
7064 MISS DIG	71,004	67,851	64,583	63,324	60,007	61,487
7067 MERCHANDISING & JOBBING	15,521	9,791	27,170	19,951	-	-
7092 MAINTENANCE - MAINS	843,406	660,640	688,348	733,950	904,915	937,120
7093 MAINTENANCE - HYDRANTS	71,910	114,533	138,922	129,719	338,182	352,673
7094 MAINTENANCE - SERVICE	138,377	123,280	128,164	140,190	350,795	369,047
9000 CAPITAL OUTLAY	32,550	236,659	142,000	142,000	903,000	211,300
9070 CAPITAL OUTLAY - SERVICE	-	-	2,000	2,414	500	500
9071 CAPITAL OUTLAY - VALVES	24,090	-	122,852	123,836	17,000	17,000
9072 CAPITAL OUTLAY - MAINS	-	-	240,364	203,771	-	-
9073 CAPITAL OUTLAY - HYDRANTS	-	81	212,797	193,316	21,000	21,000
9074 CAPITAL OUTLAY - CONTR DUG SER	-	-	12,168	8,086	-	-
9075 CAPITAL OUTLAY - 4 IN + SERVICE	-	-	650	-	-	-
9076 CAPITAL OUTLAY - RENEWAL SERVICE	-	714	22,117	53,449	12,000	12,000
<b>Total</b>	<b>\$2,126,143</b>	<b>\$2,512,465</b>	<b>\$3,199,790</b>	<b>\$3,322,079</b>	<b>\$3,933,896</b>	<b>\$3,332,034</b>

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	302,290	286,929	269,020	255,208	293,466	304,810
1100 FRINGE BENEFITS	124,200	137,810	36,480	36,480	107,996	107,996
1372 REVOLVING SUPPLY	(3,021)	(22,911)	5,000	5,000	5,000	5,000
4500 ENGINEERING - OTHERS	13,000	19,365	50,800	48,688	53,432	54,832
4917 MAINTENANCE - FACILITY	42,003	22,903	25,780	11,730	-	-
6210 OPERATIONS	130	228,992	249,718	250,073	427,053	428,692
7010 CUSTOMER SERVICE	204,087	148,861	147,618	95,254	54,960	55,397
7031 REVOLVING EQUIPMENT	(33,009)	(14,997)	26,767	26,767	56,484	56,972
7060 OUTSTATIONS	75,250	(1,068)	-	-	253	261
7061 SOUTH INDUSTRIAL SITE	924	1,130	5,000	500	5,000	5,000
7064 MISS DIG	52,015	50,276	52,383	48,572	52,507	53,787
7067 MERCHANDISING & JOBBING	4,347	9,823	5,381	3,948	-	-
7072 RODDING	172,889	147,598	234,553	191,245	224,444	231,431
7074 TELEVISION COLLECTION SYSTEM	217,917	171,477	112,653	86,645	134,997	138,533
7077 MAINTENANCE - MANHOLE	215,432	184,497	337,334	324,976	295,484	301,348
7083 JETTING	268,840	216,953	183,099	153,648	251,352	259,848
7092 MAINTENANCE - MAINS	108,344	82,939	45,255	71,897	221,443	230,507
9000 CAPITAL OUTLAY	271,821	239,656	79,725	27,718	216,000	30,000
9072 CAPITAL OUTLAY - MAINS	127	-	829	2,482	-	-
9077 CAPITAL OUTLAY - MANHOLE	144	-	14,329	793	-	-
9083 CAPTIAL OUTLAY - TAPS	-	-	-	310	-	-
<b>Total</b>	<b>\$2,037,730</b>	<b>\$1,910,233</b>	<b>\$1,881,724</b>	<b>\$1,641,934</b>	<b>\$2,399,871</b>	<b>\$2,264,414</b>

**Expenses by Activity (0054 CEMETARY PERPETUAL CARE)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1130 FAIRVIEW CEMETERY	599	-	-	-	-	-
<b>Total</b>	<b>\$599</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	1,660	1,397	39	39	77	80
6317 POST PLANT CARE	15,133	21,890	17,573	14,382	12,600	13,700
6320 TRIMMING	10,919	14,283	19,985	6,808	10,000	10,500
6325 STUMP REMOVAL	1,980	6,464	1,500	1,000	1,500	2,000
6327 TREE PLANTING	33,801	20,776	24,235	10,902	19,385	15,136
6329 TREE REMOVALS	7,969	18,807	16,485	9,000	11,500	11,500
<b>Total</b>	<b>\$71,462</b>	<b>\$83,617</b>	<b>\$79,817</b>	<b>\$42,131</b>	<b>\$55,062</b>	<b>\$52,916</b>

**Expenses by Activity (0058 WHEELER CENTER)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	432,123	397,755	495,604	396,181	411,063	423,726
6222 SNOW & ICE CONTROL	20,730	2,438	9,710	7,200	4,690	4,877
6301 MOWING - NON PARKS	6,331	6,785	10,077	10,038	7,890	8,092
<b>Total</b>	<b>\$459,184</b>	<b>\$406,978</b>	<b>\$515,391</b>	<b>\$413,419</b>	<b>\$423,643</b>	<b>\$436,695</b>

**Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
4147 MAJOR ST PAVEMENT MARKING	-	-	-	-	30,000	40,000
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$30,000</b>	<b>\$40,000</b>

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	429,253	541,036	274,735	230,680	251,942	256,497
1100 FRINGE BENEFITS	62,100	68,905	21,888	21,888	15,428	15,428
4146 FOOTBALL/SPECIAL EVENTS	-	-	150	-	-	-
4251 STREET SWEEPING	85,601	72,527	168,087	180,426	216,550	220,457
4500 ENGINEERING - OTHERS	22,623	28,421	23,900	23,956	25,216	25,916
6210 OPERATIONS	65	176,935	328,594	278,039	308,118	312,244
6309 GENERAL CARE - PARKS/FORESTRY	-	24,218	40,915	46,754	48,780	53,941
6317 POST PLANT CARE	-	48,207	9,067	13,869	13,401	15,666
6320 TRIMMING	13,368	146,953	177,249	139,901	164,456	169,117
6324 STORM DAMAGE	-	100,664	165,254	76,487	69,543	72,511
6325 STUMP REMOVAL	-	88,326	80,943	80,032	52,899	58,489
6327 TREE PLANTING	30	79,714	100,990	59,577	128,364	131,271
6329 TREE REMOVALS	-	218,267	230,031	298,242	101,094	103,620
7010 CUSTOMER SERVICE	17,806	5,494	32,777	-	-	-
7031 REVOLVING EQUIPMENT	(163,086)	(28,011)	213,484	213,383	185,576	213,307
7060 OUTSTATIONS	190,639	-	-	-	-	-
7061 SOUTH INDUSTRIAL SITE	3,599	5,263	3,000	3,000	3,000	3,000
7064 MISS DIG	28,853	26,395	26,392	23,977	27,202	27,841
7067 MERCHANDISING & JOBBING	1,860	31	-	-	-	-
7072 RODDING	249	5,974	-	5,413	56,187	57,774
7074 TELEVISION COLLECTION SYSTEM	29,060	23,072	29,277	25,048	30,094	29,988
7077 MAINTENANCE - MANHOLE	44,654	25,649	12,000	14,743	10,000	10,000
7078 TREE PLANTING & MANAGEMENT	302,227	-	-	-	-	-
7079 STORM - STUMP REMOVAL	48,580	-	-	-	-	-
7080 STORM DAMAGE RESTORATION	208,050	22,106	-	-	-	-
7081 DITCH MAINTENANCE	117,971	148,740	162,314	123,070	140,453	144,595
7082 CATCHBASIN MAINTENANCE	276,022	235,199	345,194	307,327	271,297	276,067
7083 JETTING	268,238	298,540	216,866	220,490	261,541	267,104
7084 ILLICIT DISCHARGE ELIMINATION	8,404	19,744	4,900	12,387	30,400	30,400
7085 CULVERT MAINTENANCE	77,651	19,154	101,950	22,603	15,750	15,750
7090 MAINTENANCE	16,426	3,012	27,683	29,610	-	-
7092 MAINTENANCE - MAINS	225,544	175,305	142,043	115,864	136,956	139,840
9000 CAPITAL OUTLAY	67,906	876	600,001	676,114	500,000	500,000
9072 CAPITAL OUTLAY - MAINS	-	-	10,425	8,938	1,000	1,000
9077 CAPITAL OUTLAY - MANHOLE	1,764	2,524	16,671	-	-	-
<b>Total</b>	<b>\$2,385,457</b>	<b>\$2,583,240</b>	<b>\$3,566,780</b>	<b>\$3,251,818</b>	<b>\$3,065,247</b>	<b>\$3,151,823</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	(75)	-	-	-	-	-
1646 FARMER'S MARKET	-	-	-	-	3,258	3,338
1810 TAX REFUNDS	52,192	112,308	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	95	-	-	-	-	-
4500 ENGINEERING - OTHERS	-	-	-	7,295	-	-
6100 FACILITY RENTALS	74,405	31,944	41,803	37,901	42,932	43,251
6121 LESLIE SCIENCE CENTER	13,681	3,928	10,824	15,825	10,935	15,095
6123 KEMPFF HOUSE	12,767	1,951	8,271	5,480	8,392	8,424
6209 PARKS - MOWING	43,201	141,489	69,567	69,627	122,972	124,208
6210 OPERATIONS	528,347	751,495	800,414	793,897	521,018	530,759
6223 SHELTERS/RESTROOMS	9,309	408	-	-	-	-
6231 BUHR POOL	46,300	14,992	41,886	23,374	43,505	43,953
6232 BUHR RINK	28,606	21,186	32,714	27,607	33,215	33,375
6234 VETERAN'S POOL	41,754	22,124	49,507	30,710	39,349	39,827
6235 VETERAN'S ICE ARENA	66,999	90,772	23,603	65,599	36,632	36,951
6236 FULLER POOL	33,870	32,092	30,903	17,182	32,132	32,451
6237 MACK POOL	30,996	19,028	19,304	13,551	19,915	20,075
6242 ARGO LIVERY	43,823	72,571	18,804	42,434	31,415	31,575
6244 GALLUP LIVERY	37,391	20,472	12,854	8,450	13,165	13,325
6250 NORTHSIDE COMMUNITY CENTER	11,060	3,887	8,904	5,543	6,058	6,138
6260 BRYANT COMMUNITY CENTER	12,259	5,271	11,404	10,614	7,958	8,038
6287 ECOLOGICAL RESTORATION	213,218	234,842	178,579	232,672	-	-
6288 ECOLOGICAL ASSESS & MONITORING	111,429	110,189	135,524	136,716	-	-
6289 OUTREACH VOLUNTEER COORDINATION	124,212	102,993	138,068	126,329	-	-
6290 ANN ARBOR PUBLIC SCHOOLS	247	-	-	-	-	-
6307 FIELD INVESTIGATIONS	1,008	-	-	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	1,010,778	1,011,780	718,495	893,031	774,080	794,525
6315 SENIOR CENTER OPERATIONS	55,026	24,921	12,100	7,095	9,858	9,938
6317 POST PLANT CARE	47,615	70,676	50,459	64,445	60,534	62,395
6320 TRIMMING	150,820	151,118	187,715	189,534	241,968	261,947
6324 STORM DAMAGE	4,739	24,211	13,313	11,088	5,572	5,572
6325 STUMP REMOVAL	11,959	22,847	89,796	50,270	67,865	68,720
6327 TREE PLANTING	170,905	153,408	227,427	200,063	209,401	224,464
6329 TREE REMOVALS	144,795	151,159	304,473	257,675	243,636	290,399
6335 ATHLETIC FIELDS/GAME COURTS	315,434	257,049	423,293	300,674	336,188	347,828
6340 ADOPT-A-PARK/GARDEN	46,016	41,565	49,007	42,951	1,935	1,935
6503 HURON GOLF COURSE	-	-	-	-	3,458	3,538
6504 LESLIE GOLF COURSE	-	-	-	-	3,457	3,539
7017 CONSTRUCTION	-	-	107,687	85,668	-	-
7099 RECREATIONAL DAMS	-	66,825	101,216	103,174	133,050	100,710
9541 BAD DEBTS	789	2,962	-	-	-	-
<b>Total</b>	<b>\$3,495,970</b>	<b>\$3,772,463</b>	<b>\$3,917,914</b>	<b>\$3,876,474</b>	<b>\$3,063,853</b>	<b>\$3,166,293</b>

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	459,021	237,545	253,398	250,302	302,005	312,965
1401 ART FAIR	448	-	2,400	1,576	2,400	2,400
1810 TAX REFUNDS	136,984	260,128	-	-	-	-
3162 COMMUNITY STANDARDS	30,000	30,000	30,000	30,000	30,000	30,000
4203 LEAF PICKUP	206,082	382,082	287,425	350,281	362,223	368,116
4721 REAR-LOAD COMMERCIAL COLLECT	239,960	247,836	417,080	421,082	424,469	439,616
4722 SPECIAL COLLECTION	13,664	4,624	16,347	15,013	16,066	20,096
4724 RESIDENTIAL COLLECTION	2,029,233	1,864,684	2,522,954	2,429,417	2,643,568	2,672,699
4725 FRONT-LOAD COMMERCIAL COLLECT	1,643,869	1,985,813	2,418,975	2,505,606	2,658,509	2,724,223
4726 DDA REFUSE CANS COLLECTION	58,062	77,105	34,055	40,565	31,679	31,825
4727 CARTS RPR/DIST	6,666	17,402	15,034	34,434	28,164	28,425
4729 STUDENT MOVE IN/OUT	4,519	27,997	23,714	21,997	20,465	20,496
4730 DROP OFF STATION STAFFED	2,582	7,963	-	8,000	6,500	6,500
4732 SINGLE FAMILY RECYCLING	1,311,422	1,632,636	1,502,085	1,651,052	1,602,462	1,588,314
4733 MULTI FAMILY RECYCLING	828,760	599,871	789,683	766,088	789,071	812,743
4734 COMMERCIAL RECYCLING	705,447	467,277	755,512	523,202	584,396	614,169
4747 CHRISTMAS TREES	-	-	-	3,096	-	-
4749 YARDWASTE COLLECTION	655,876	499,155	551,362	592,910	602,225	606,208
4764 RECYCLING PROCESSING	584,233	610,626	334,779	651,410	754,498	767,435
4919 MAINTENANCE - LANDFILL	377,255	282,422	392,012	397,001	341,724	342,267
6210 OPERATIONS	45	134,470	262,374	190,165	238,492	233,104
6362 PARK REFUSE	104,812	138,986	98,034	129,768	79,597	80,815
7060 OUTSTATIONS	759,407	97,252	68,666	41,865	69,052	69,807
9541 BAD DEBTS	225	6,393	-	-	-	-
<b>Total</b>	<b>\$10,158,572</b>	<b>\$9,612,267</b>	<b>\$10,775,889</b>	<b>\$11,054,830</b>	<b>\$11,587,565</b>	<b>\$11,772,223</b>

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
6325 STUMP REMOVAL	(1,575)	156	-	-	-	-
6327 TREE PLANTING	51,821	-	40,159	40,159	-	-
<b>Total</b>	<b>\$50,246</b>	<b>\$156</b>	<b>\$40,159</b>	<b>\$40,159</b>	<b>-</b>	<b>-</b>



## Street Maintenance and Traffic Control

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	1,642,900	1,718,584	1,765,400	1,833,336	1,969,711	1,985,002
1100 FRINGE BENEFITS	904,752	890,949	804,323	804,323	626,151	636,923
4112 LOCAL SIGN MANUFACTURE	34,728	38,898	48,593	33,201	54,951	56,731
4117 LOCAL ST PAVEMENT MARKING	59,101	7,457	29,590	30,598	29,982	29,982
4119 LOCAL TRAFFIC SIGNS	73,132	97,245	78,716	80,375	94,045	95,720
4123 SIGNAL INSTALATION/REBUILD	182,796	93,880	434,993	278,797	397,219	417,037
4124 TRAFFIC SIGNAL MAINTENANCE	216,825	200,085	263,754	361,021	283,069	289,185
4125 SIGNAL PREVENT MAINT	47,963	74,099	66,599	39,862	62,771	73,694
4126 SIGNAL EMERGENCY REPAIR	141,694	176,392	128,389	171,875	164,297	157,125
4127 SIGNAL SYSTEM CONTROL	195,832	183,552	197,592	205,101	200,789	203,106
4128 SIGNAL SHOP WORK	22,092	16,216	30,227	15,535	30,678	31,520
4129 GRID EXPANSION/MAINTENANCE	8,379	5,650	7,024	4,562	6,515	6,684
4135 SIGN SHOP WORK	11,067	6,268	16,469	10,124	16,984	17,451
4136 SIGN, WORK FOR OTHERS	57,854	46,017	28,425	46,030	30,914	31,319
4137 TRAFFIC CALMING	16,054	20,596	20,150	20,320	20,150	20,150
4142 MAJOR SIGN MANUFACTURE	33,183	20,394	27,824	16,305	21,527	22,254
4146 FOOTBALL/SPECIAL EVENTS	47,816	34,883	31,802	56,767	57,367	56,694
4147 MAJOR ST PAVEMENT MARKING	272,604	45,428	122,640	127,453	134,697	140,423
4149 MAJOR TRAFFIC SIGNS	84,798	96,289	92,311	96,376	115,571	117,766
4183 TRUNKLINE CONSTRUCTION	10,192	1,055	10,526	4,211	7,909	7,991
4184 TRUNKLINE SIGNAL INSTALL	3,390	5,985	7,426	6,474	8,309	8,391
4185 TRUNKLINE PREV MAINT	15,609	18,553	8,426	10,586	16,595	16,967
4186 TRUCKLINE EMERG REPAIR	31,613	19,572	16,426	29,719	26,920	27,292
4187 TRUNKLINE SYSTEM CONTROL	5,715	3,593	7,275	3,255	6,909	6,991
4209 LOCAL GRADING	95,866	112,967	152,341	116,391	152,691	156,041
4210 LOCAL BASE REPAIR/OVERLAY	240,725	340,866	490,349	446,622	470,804	501,285
4211 LOCAL STREET SWEEPING	297,469	275,878	376,425	377,458	376,486	383,300
4212 LOCAL POTHOLE REPAIR	89,085	92,805	72,800	89,383	86,915	88,720
4215 LOCAL SALTING/PLOWING	621,603	165,484	209,880	239,239	183,024	175,176
4217 LOCAL PAVEMENT EVALUATION	14,249	20,581	11,569	22,709	28,514	29,815
4218 LOCAL SURFACE TREATMENT	894	2,134	11,452	9,422	12,232	14,403
4219 LOCAL ROW STUDY/MAINT	213	1,134	2,783	5,878	38,350	8,550
4222 POTHOLE REPAIR	431,285	256,623	224,289	257,295	239,149	245,984
4227 PAVEMENT EVALUATION	16,920	26,028	14,360	28,245	29,464	30,765
4229 RIGHT-OF-WAY STUDIES/MAINT	86,860	85,823	128,666	142,015	128,751	125,884
4231 BR 23 SWEEPING	529	266	1,195	1,098	1,069	1,099
4232 BR 23 POTHOLE REPAIR	2,369	2,215	5,519	5,475	5,484	5,634
4235 BR 23 WINTER MAINTENANCE	16,426	7,503	10,968	10,168	13,648	14,045
4239 BR 23 TRAFFIC SIGNS	962	940	4,708	2,142	6,199	6,363
4240 MAJOR BASE REPAIR/OVERLAY	206,016	132,300	232,800	215,712	301,639	310,870
4245 MAJOR SALTING/PLOWING	604,507	362,347	507,863	500,970	554,752	558,973
4248 MAJOR SURFACE TREATMENT	1,767	2,941	120,336	101,801	109,464	117,765
4251 STREET SWEEPING	353,455	286,735	271,086	270,800	180,907	179,397
4252 BRIDGE MAINTENANCE & REPAIR	1,499	11,872	5,436	4,430	5,515	5,672
4253 SHOULDER MAINTENANCE	16,618	29,047	18,140	28,229	17,384	17,825
4254 MISC CONCRETE REPAIRS	118,901	23,330	34,479	40,728	39,464	39,965
4255 SIDEWALK RAMPS	47,977	86,064	73,843	92,200	118,831	109,422
4256 SHOP WORK	8,140	1,899	3,213	2,947	3,258	3,351
4257 ENG SERVICES/INSPECTIONS	114,895	66,298	100,839	70,912	56,203	57,920
4258 WORK FOR OTHERS	35,168	2,323	4,833	4,052	4,883	4,979
4261 RIGHT-OF-WAY/MAINTENANCE & REP	255,469	183,176	111,501	4,399	12,670	12,995
4263 RIGHT OF WAY MAINT - ENGINEERING	-	-	-	6,492	-	-
4520 TRAFFIC OPERATIONS	272,045	284,015	292,098	293,714	370,648	326,221
4530 DESIGN - DRAFTING	473	238	-	-	-	-

4531 DESIGN - ENGINEERING	49,948	63,723	34,676	-	-	-
4532 DESIGN - TECHNICIAN	34	(34)	20,000	-	-	-
4533 DESIGN - SURVEY	-	-	5,000	-	-	-
4536 CONSTRUCTION - ENGINEERING	10,069	3,474	-	-	-	-
4537 CONSTRUCTION - INSPECTION	176	14	-	-	-	-
4538 CONSTRUCTION - OTHER	222,905	4,171	83,310	-	-	-
4542 ENGINEERING - ROADS	-	-	21,829	-	-	-
4940 BR 94 BASE REPAIR	19,152	22,039	6,610	32,896	6,626	6,658
4941 BR 94 SWEEPING	1,273	1,220	1,111	1,642	1,127	1,159
4942 BR 94 BASE REPAIR	7,488	5,085	3,833	5,245	3,883	3,979
4943 BR 94 SHOULDER MAINTENANCE	48,852	15,887	9,000	9,000	9,000	9,000
4945 BR 94 WINTER MAINITENANCE	45,827	27,879	26,199	26,668	26,849	27,635
4949 BR 94 TRAFFIC SIGNS	3,730	4,436	5,258	2,718	6,799	6,963
6222 SNOW & ICE CONTROL	-	44,349	90,007	39,286	101,388	101,784
6328 ROW MAINTENANCE	-	120,111	146,485	97,249	144,655	144,655
7011 CALL CENTER	5,268	7,407	9,513	9,513	7,175	7,348
7015 STUDY/PLANNING	-	-	87,500	-	-	-
7016 DESIGN	-	1,181	-	-	-	-
7017 CONSTRUCTION	-	71,430	9,669	-	-	-
9000 CAPITAL OUTLAY	-	59,473	644	-	-	-
9500 DEBT SERVICE	794,352	799,307	798,553	774,804	776,047	778,047
<b>Total</b>	<b>\$9,281,548</b>	<b>\$7,936,624</b>	<b>\$9,097,868</b>	<b>\$8,676,153</b>	<b>\$9,015,977</b>	<b>\$9,076,045</b>

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Field Operations	<b>Manager:</b>	Matt Warba

Service Unit Goals	City Goals:
<b>A.</b> Rebuild Eisenhower and Packard traffic signal	2, 5
<b>B.</b> Rebuild Hubbard and Huron Pkwy Traffic signal	2, 5
<b>C.</b> Renovate and/or rebuild baseball/softball fields	2, 5
<b>D.</b> Increase the mowing frequency from 19 to 14 days	2, 5
<b>E.</b> Continue to provide additional mowing of active recreation park space	2, 5
<b>F.</b> Decrease the number of sanitary sewer over flows by 15%	2
<b>G.</b> Track all sanitary main line cleaning and televising electronically	2
<b>H.</b> Reduce backlog of sanitary repair projects	2, 5
<b>I.</b> Plant 1,000 street trees	4, 5
<b>J.</b> Promote establishment of new trees planted in 2011 and 2012 by providing water and mulch.	4, 5
<b>K.</b> Actively work to restore 400 acres of native ecosystems in City natural areas with combined staff and volunteer effort.	2, 3, 5
<b>L.</b> Empower volunteers to actively monitor wildlife populations in 30 parks.	3, 4
<b>M.</b> Expand Park Steward program to include 65 active, dedicated volunteers working in park natural areas.	2, 3, 4, 5
<b>N.</b> Increase citizen engagement in caring for parks by expanding Adopt-A-Park Program to include 44 sites	2, 3, 4, 5
<b>O.</b> Increase citizen engagement in caring for street medians by expanding Adopt-A-Median Program to include 15 medians	2, 3, 4, 5
<b>P.</b> Continue helping young trees develop good structure by expanding Citizen Pruner Program so 170 trees can be pruned by volunteers.	2, 3, 4, 5
<b>Q.</b> Video inspect storm sewer mains to reduce main line failures and reduce emergency situations	2, 5
<b>R.</b> Identify and implement a maintenance program for all city-owned ditches and contributing outfalls to reduce downstream sedimentation	2, 3, 5

Service Unit Measures	Status
<b>A</b> - Complete project by November 1, 2012	Completed
<b>B</b> - Complete project by June 30, 2013	Ongoing

<b>C</b> - Renovate or rebuild six (6) baseball/softball fields	Completed
<b>D</b> - Number of days for the cycle	14 Days
<b>E</b> - Increase the number of inspections and maintenance by 25%	25%
<b>F</b> - Implement a sanitary sewer cross lot easement maintenance program that will decrease the sanitary sewer overflows by 15%	Ongoing
<b>G</b> - Electronically track 90% of all sanitary maintenance activities in paperless format	90%
<b>H</b> - Reduce backlog of sanitary repair projects by 50% by June 30, 2013	Reduced by 40%
<b>I</b> - Number of street trees planted as a percentage of goal of 1,000 trees per year	1,200
<b>J</b> - Inspect trees, and provide water and mulch five times during the growing season.	Completed
<b>K</b> - Number of acres where native ecosystems are being actively restored by staff and volunteers.	268, or 67%
<b>L</b> - Number of parks where volunteers are actively monitoring wildlife	30, or 100%
<b>M</b> - Number of Park Stewards	66, or 102%
<b>N</b> - Number of Adopt-A-Park sites	55, 125%
<b>O</b> - Number of Adopt-A-Median sites	14, or 93%
<b>P</b> - Number of trees pruned by volunteers in Citizen Pruner Program	170
<b>Q</b> - Increase video inspections by 20% to identify storm mains that need lining	20%
<b>R</b> - Increase repairs to eroding locations by 10%	15%

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014</b>
<b>GOALS AND PERFORMANCE MEASURES</b>

<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Field Operations	<b>Manager:</b>	Matt Warba

Service Unit Goals	City Goals:
<b>A.</b> Rebuild traffic signal at Brockman & Stadium	2,3,5
<b>B.</b> Rebuild traffic signal at Pinevalley and Packard	2,3,5
<b>C.</b> Sweep all City streets, to reduce sedimentation in drainage system and watersheds	2,3,4
<b>D.</b> Reduce the area effected by watermain breaks	2,3
<b>E.</b> Establish a maintenance program to sand blast and repaint City fire hydrants	2,3
<b>F.</b> Implement sanitary sewer cross lot easement maintenance program that will allow access for maintenance	2
<b>G.</b> Reduce back log of sanitary repairs	2,5
<b>H.</b> Reduce the risk of surcharging and backups in the stormwater system	2,3
<b>I.</b> Coordinate and implement City IDEP plan to improve storm water quality and aid in meeting storm water permit requirements	2,3,4,5
<b>J.</b> Replace the roof of Mack Pool	2,3
<b>K.</b> Replace Farmer's Market doors.	2,3
<b>L.</b> Develop program for scheduled routine trimming in City named parks	2,4
<b>M.</b> Divert landfill materials/waste by promoting the composting of food waste	1,2
<b>N.</b> Divert landfill materials/waste by promoting recycling	2,4
<b>O.</b> Plant 1,000 street trees	4,5

Service Unit Measures	Status
<b>A</b> - Complete project by June 30, 2014	
<b>B</b> - Complete project by June 30, 2014	
<b>C</b> - Complete two rounds of street sweeping	
<b>D</b> - Reduce the area effected by watermain breaks from 10 city blocks to two city blocks (per break)	
<b>E</b> - Complete maintenance on 10% of all City fire hydrants	

<b>F</b> - Reduce the number of sanitary sewer overflows by 15%	
<b>G</b> - Currently a back log of 7 repairs, Reduce to 2 or less	
<b>H</b> – Increase the linear feet of stormwater pipe jetted annually by 10%	
<b>I</b> - Sample outfalls from 2 creek sheds, document data electronically and successfully eliminate any determined illicit connections	
<b>J</b> - Complete project by June 30, 2014	
<b>K</b> - Complete project by June 30, 2014	
<b>L</b> – Place 25% of City named parks into a scheduled trimming program	
<b>M</b> - Increase the sale of compost carts by 10%	
<b>N</b> - Place 15 new recycle dumpsters	
<b>O</b> - Number of street trees planted as a percentage of goal of 1,000 trees per year	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
FIELD OPERATIONS

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 4	110044	2.00	2.00
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
BUSINESS ANALYST	401210	1.00	1.00
CIVIL ENGINEER IV	403840	1.00	1.00
ELEC & CONTROL TECH V	116254	0.05	0.05
FIELD OP ASST MANAGER	401140	2.00	2.00
FIELD OP OFFICE MANAGER	402015	1.00	1.00
FIELD OP TECH V - INFRA S	112845	2.00	2.00
FIELD OPER TECH I - INFRA	112804	7.00	7.00
FIELD OPER TECH I-FOR/FAC	112754	10.00	10.00
FIELD OPER TECH I-INFRA	112804	1.00	1.00
FIELD OPER TECH II - FOR/	112764	1.00	1.00
FIELD OPER TECH II - INFR	112814	12.00	12.00
FIELD OPER TECH III - COM	112724	5.00	5.00
FIELD OPER TECH III - FOR	112774	5.00	5.00
FIELD OPER TECH III -INFR	112824	7.00	7.00
FIELD OPER TECH IV - COMM	112734	4.00	4.00
FIELD OPER TECH IV - FOR/	112784	4.00	4.00
FIELD OPER TECH IV - INFR	112834	17.00	17.00
FIELD OPER TECH V - COMM	112744	3.75	3.75
FIELD OPER TECH V - FOR/F	112794	3.00	3.00
FIELD OPER TECH V - INFRA	112844	13.00	13.00
FIELD OPERATIONS MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV I	192100	3.00	3.00
FIELD OPERATIONS SUPV III	192120	1.00	1.00
FIELD OPERATIONS SUPV IV	192130	5.00	5.00
FIELD OPERATIONS TECH III	112724	1.00	1.00
FLEET & FAC SUPV II	190014	0.05	0.05
FLEET & FACILITIES MGR	403200	0.25	0.25
GIS COORDINATOR	401520	1.00	1.00
OPERATIONS SPECIALIST	112110	0.90	0.90
TREE TRIMMER I	112851	1.00	1.00
TREE TRIMMER II	112861	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
WATER UTILITY TECH I	117400	0.04	0.04
WATER UTILITY TECH I	117401	0.04	0.04
WATER UTILITY TECH III	117420	0.12	0.12
WATER UTILITY TECH IV	117430	0.04	0.04
WATER UTILITY TECH IV	117431	0.04	0.04
WATER UTILITY TECH V	117440	0.04	0.04
WATER UTILITY TECH V	117441	0.12	0.12
WTP MANAGER	401310	0.05	0.05
<b>Total</b>		<b>119.99</b>	<b>119.99</b>



## *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 655 vehicles and pieces of equipment, including vehicle and fuel procurement. The operation of the Ann Arbor Airport is also handled by this Unit.



**PUBLIC SERVICES AREA  
FLEET & FACILITY**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	829,282	826,938	842,340	845,040	847,740	861,340
INTRAGOVERNMENTAL SALES	6,765,642	6,816,535	6,902,649	7,076,668	7,386,595	7,615,509
INVESTMENT INCOME	155,155	148,599	91,156	91,156	110,599	105,332
MISCELLANEOUS REVENUE	158,085	193,328	104,000	197,304	162,200	121,460
OPERATING TRANSFERS IN	-	-	238,714	-	-	-
PRIOR YEAR SURPLUS	-	-	6,329,114	-	187,487	-
<b>Total</b>	<b>\$7,908,164</b>	<b>\$7,985,400</b>	<b>\$14,507,973</b>	<b>\$8,210,168</b>	<b>\$8,694,621</b>	<b>\$8,703,641</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	-	99	52,216	2,784	-	-
FLEET SERVICES (0012)	7,060,438	7,151,063	13,609,417	7,358,324	7,842,881	7,838,301
AIRPORT (0048)	847,726	834,238	846,340	849,060	851,740	865,340
<b>Total</b>	<b>\$7,908,164</b>	<b>\$7,985,400</b>	<b>\$14,507,973</b>	<b>\$8,210,168</b>	<b>\$8,694,621</b>	<b>\$8,703,641</b>

**PUBLIC SERVICES AREA  
FLEET & FACILITY**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,699,437	1,180,037	1,331,853	1,252,278	1,283,143	1,288,887
PAYROLL FRINGES	836,446	739,158	961,199	961,301	942,753	1,005,661
OTHER SERVICES	786,627	964,803	1,067,362	942,733	974,403	1,037,097
MATERIALS & SUPPLIES	96,129	100,643	88,516	102,310	101,617	100,764
OTHER CHARGES	2,054,286	2,163,533	896,114	813,958	753,303	758,291
PASS THROUGHES	717,175	718,794	722,001	722,002	1,592,532	1,157,830
CAPITAL OUTLAY	1,322,420	1,122,628	8,806,672	8,181,004	3,073,442	2,661,628
VEHICLE OPERATING COSTS	1,883,059	2,011,022	2,299,925	2,184,486	2,240,917	2,404,408
EMPLOYEE ALLOWANCES	-	12,442	12,431	13,491	13,798	14,482
<b>Total</b>	<b>\$9,395,579</b>	<b>\$9,013,060</b>	<b>\$16,186,073</b>	<b>\$15,173,563</b>	<b>\$10,975,908</b>	<b>\$10,429,048</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	1,344,648	1,500,136	1,781,062	1,689,663	2,400,352	1,999,330
FLEET SERVICES (0012)	7,230,809	6,892,351	13,609,417	12,708,314	7,732,282	7,588,518
AIRPORT (0048)	820,122	620,574	795,594	775,586	843,274	841,200
<b>Total</b>	<b>\$9,395,579</b>	<b>\$9,013,061</b>	<b>\$16,186,073</b>	<b>\$15,173,563</b>	<b>\$10,975,908</b>	<b>\$10,429,048</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FLEET & FACILITY	23.67	21.05	21.20	20.20	20.20
<b>Total</b>	<b>23.67</b>	<b>21.05</b>	<b>21.20</b>	<b>20.20</b>	<b>20.20</b>

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

### **REVENUES**

**Intergovernmental Sales** – The increase reflects the collection of replacements funds for vehicle previously not in the Fleet Fund and the higher purchase price of new asset acquired in FY 2013

**Prior Year Surplus** – The FY 2013 increase is reflective of the large amount of equipment being replaced according to the vehicle/equipment schedule. FY 2014 is reflective of the normal variation in vehicle and equipment replacements.

### **EXPENSES**

**Other Charges** – Reflects the reallocation of depreciation costs, reduced IT Charges and Retiree Medical Insurance.

**Capital Outlay** - The decrease is associated with the significant number of major assets purchased in FY 2013 and the normal variation in the type and quantity of vehicles and equipment anticipated to be replaced yearly.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Fleet & Facilities	<b>Manager:</b>	Matt Kulhanek

Service Unit Goals	City Goals:
<b>A.</b> Complete closeout of the Municipal Center Project.	<b>3</b>
<b>B.</b> Work with the Art Administrator to coordinate the installation of artwork in the Justice Center lobby.	<b>3</b>
<b>C.</b> Evaluate the City’s fuel management system.	<b>3</b>
<b>D.</b> Coordinate final planning and construction of the Airport runway safety extension project if approved.	<b>2, 3</b>
<b>E.</b> Initiate and oversee the bathroom renovation/construction project (second year phase) in the Larcom building.	<b>2, 3</b>
<b>F.</b> Initiate the final disposition of the contents at 721 N. Main.	<b>3</b>
<b>G.</b> Finalize the Wheeler Center Construction Project.	<b>1, 3</b>

Service Unit Measures	Status
<b>A1</b> – Work with contractor to complete outstanding punch list items.	Completed
<b>A2</b> – Review final closeout documentation, including LEED certification application, and insure all training is provided.	Completed
<b>A3</b> - Work with City finance staff to closeout project budget upon completion of all obligations.	Ongoing
<b>B</b> - Attend meetings and address project issues with the City’s Public Art Administrator and the artist, Mr. Carpenter, to complete installation of “Radius” in the Justice Center lobby.	Installation scheduled for May 27, 2013
<b>C1</b> – Review existing fuel management technology for reliability, support and usefulness.	Completed
<b>C2</b> – Compare current fuel management technologies to determine if a change is warranted, and if so, prepare the appropriate business case to justify the change.	Completed
<b>D</b> – Work with the State and FAA to secure project funding, complete final design work, bid and build project. Project timing depends on approvals and construction season/operational challenges.	Approvals Pending
<b>E1</b> – Complete bathroom renovation design by 9/30/12.	Completed

<b>E2</b> – Finalize plans, bid project and begin renovations by 01/31/2013.	Completed
<b>F1</b> – Work with service units to find permanent locations for items that they were storing at 721 and wish to keep.	Completed
<b>F2</b> – Separate items of value from damaged, destroyed or obsolete items which can be disposed (recycled).	Ongoing
<b>F3</b> – If enough items of value, then either auction them off or find a permanent storage location for them.	Ongoing
<b>G1</b> – Work with Field Operations to remove the farmhouse, barn and outbuildings along Ellsworth Road and construct any required berming/landscaping.	Ongoing
<b>G2</b> – Work with Field Operations and Pittsfield Township to determine any remaining PUD obligations and how they may be installed/funded.	Ongoing

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Fleet & Facilities	<b>Manager:</b>	Matthew Kulhanek

Service Unit Goals	City Goals:
<b>A.</b> Complete the bathroom renovation/construction project in City Hall.	<b>2, 3</b>
<b>B.</b> Coordinate and facilitate staff relocations and asbestos abatement on the 3, 4, & 5 floors of City Hall if project funding is approved.	<b>3</b>
<b>C.</b> Complete the removal of building contents at 721 N. Main.	<b>3</b>
<b>D.</b> Replace furnace and air conditioning at Dental Clinic building.	<b>2, 3</b>
<b>E.</b> Upgrade the City's fuel management system if project funding is approved.	<b>3</b>
<b>F.</b> Coordinate planning and construction of an airport improvement project if approved.	<b>2, 3</b>
<b>G.</b> Design and install secondary chiller unit in City Hall if project funding is approved.	<b>2, 3</b>

Service Unit Measures	Status
<b>A</b> - Complete the work by 12/31/13.	
<b>B1</b> - Prepare bid specifications for abatement and create a relocation plan by 12/31/13.	
<b>B2</b> - Award demolition and abatement bids by 3/31/14.	
<b>B3</b> - Complete abatement work and return units to operating locations by 8/31/14.	
<b>C</b> - Complete the work by 6/30/14.	
<b>D</b> - Complete the work by 12/1/13.	
<b>E1</b> - Review fuel management technology options by 12/31/13.	
<b>E2</b> - Complete upgrade of fleet to new technology by 6/30/14.	
<b>F1</b> - Determine project based on capital program needs by 12/31/13.	
<b>F2</b> - Secure funding and develop specifications by 3/31/14.	
<b>F3</b> - Award bids and initiate construction by 6/1/14.	
<b>G1</b> - Initiate design detail and bid specifications by 12/31/13.	
<b>G2</b> - Bidding and award of project by 3/31/14.	
<b>G3</b> - Complete installation by 6/30/14 (depending on unit lead time).	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
FLEET & FACILITY

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 1	110014	0.50	0.50
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
FACILITIES MAINT TECH I	110204	3.00	3.00
FACILITIES MAINT TECH IV	110234	2.00	2.00
FACILITIES MAINT TECH V	110244	1.00	1.00
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FAC SUPV II	190014	0.95	0.95
FLEET & FAC SUPV III	190025	1.00	1.00
FLEET & FACILITIES MGR	403200	0.75	0.75
PROCUREMENT COORDINATOR	117450	1.00	1.00
VEHICLE & EQUIP TECH IV	110114	2.00	2.00
VEHICLE & EQUIP TECH IV	110115	2.00	2.00
VEHICLE & EQUIP TECH V	110125	4.00	4.00
<b>Total</b>		<b>20.20</b>	<b>20.20</b>



## *PUBLIC SERVICES AREA*

### **PROJECT MANAGEMENT**

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



**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	2,617,581	4,124,012	2,066,668	2,124,667	2,154,854	2,218,977
MISCELLANEOUS REVENUE	48,974	116,290	-	-	-	-
OPERATING TRANSFERS IN	499,211	237,596	345,698	235,676	120,700	84,346
TAXES	-	147	-	-	-	-
<b>Total</b>	<b>\$3,165,766</b>	<b>\$4,478,045</b>	<b>\$2,412,366</b>	<b>\$2,360,343</b>	<b>\$2,275,554</b>	<b>\$2,303,323</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
MAJOR STREET (0021)	63,492	37,282	45,000	17,500	17,500	17,500
PROJECT MANAGEMENT (0049)	2,977,666	4,187,336	2,134,844	2,220,343	2,137,354	2,201,477
ART IN PUBLIC PLACES (0056)	124,608	145,404	122,500	122,500	120,700	84,346
ALTERNATIVE TRANSPORTATION (0061)	-	147	-	-	-	-
STREET MILLAGE FUND (0062)	-	-	110,022	-	-	-
<b>Total</b>	<b>\$3,165,766</b>	<b>\$4,370,169</b>	<b>\$2,412,366</b>	<b>\$2,360,343</b>	<b>\$2,275,554</b>	<b>\$2,303,323</b>

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,097,762	887,996	1,016,628	1,015,870	1,079,996	1,038,922
PAYROLL FRINGES	527,865	474,539	581,102	569,294	600,292	648,022
OTHER SERVICES	133,595	152,550	223,718	292,619	235,831	242,716
MATERIALS & SUPPLIES	22,555	14,834	37,200	22,550	21,550	21,550
OTHER CHARGES	787,376	743,064	754,387	697,381	897,431	908,846
PASS THROUGHS	231,696	268,111	1,049,010	227,948	387,741	704,898
CAPITAL OUTLAY	-	42,432	20,000	20,000	-	-
VEHICLE OPERATING COSTS	8,901	-	-	-	-	-
EMPLOYEE ALLOWANCES	-	17,743	5,051	5,051	5,431	5,431
<b>Total</b>	<b>\$2,809,750</b>	<b>\$2,601,269</b>	<b>\$3,687,096</b>	<b>\$2,850,713</b>	<b>\$3,228,272</b>	<b>\$3,570,385</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	-	-	30,000	15,000	150,000	500,000
MAJOR STREET (0021)	386,940	350,314	392,937	364,626	426,851	384,141
LOCAL STREET (0022)	16,054	20,596	20,150	20,320	20,150	20,150
PROJECT MANAGEMENT (0049)	2,160,675	1,858,195	2,066,096	2,093,916	2,118,732	2,179,649
STREET MILLAGE FUND (0062)	363,288	373,677	1,177,913	356,851	512,539	486,445
<b>Total</b>	<b>\$2,926,957</b>	<b>\$2,602,782</b>	<b>\$3,687,096</b>	<b>\$2,850,713</b>	<b>\$3,228,272</b>	<b>\$3,570,385</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
PROJECT MANAGEMENT	15.26	12.85	12.85	12.21	12.21
<b>Total</b>	<b>15.26</b>	<b>12.85</b>	<b>12.85</b>	<b>12.21</b>	<b>12.21</b>

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT SERVICES UNIT**

**REVENUES**

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

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

**EXPENSES**

**Personnel Services** – Fluctuations are due to experienced and planned severance payouts.

**Payroll Fringes** – The increases are from higher retirement contributions, and medical insurance costs.

**Other Charges** – Reflects an increase of the Municipal Service Charge.

**Pass Throughs** – Decrease is reflective of a decrease in services requested from other areas and is reflective of the normal fluctuations in demand for services required.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	
<b>Service Unit:</b>	Project Management	<b>Manager:</b>	Homayoon Pirooz

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

Service Unit Measures	Status
<b>A.</b> Utilize Federal and/or State grants for the City’s capital improvement projects (10)	90%
<b>B-</b> Engage the public in the project planning, design and construction of capital improvement projects (18)	100%
<b>C1</b> – Complete the design and/or construction of street reconstruction/resurfacing projects (23)	92%
<b>C2</b> – Complete the design and/or construction of water main replacement projects (8)	63%
<b>C3</b> - Complete the design and/or construction of sanitary sewer or storm water improvement projects (9)	50%
<b>C4</b> – Complete transportation improvement projects (4)	50%
<b>D</b> – Implement environmentally sustainable engineering solutions (4)	50%
<b>E1</b> –Private Development Construction Plans reviewed within 4 weeks	88%
<b>E2</b> – Right-of-Way Permits reviewed within 3 weeks	98%

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Project Management	<b>Interim Manager:</b>	Nick Hutchinson

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

<b>Service Unit Measures</b>	<b>Status</b>
<b>A</b> - Utilize Federal and/or State grants for the City’s capital improvement projects (7)	
<b>B</b> - Engage the public in the project planning, design and construction of capital improvement projects (15)	
<b>C1</b> – Complete the design and/or construction of street reconstruction/resurfacing projects (16)	
<b>C2</b> – Complete the design and/or construction of water main replacement projects (8)	
<b>C3</b> - Complete the design and/or construction of sanitary sewer and storm water improvement projects (7)	
<b>C4</b> – Complete pedestrian improvement/non-motorized improvement projects (7)	
<b>C5</b> – Inspect and repair 45% of City sidewalks (% since inception of the Sidewalk Millage in 2012.)	
<b>D</b> – Implement environmentally sustainable engineering solutions (4)	
<b>E</b> –Private Development Construction Plans reviewed within 4 weeks	
<b>E</b> – Right-of-Way Permits reviewed within 3 weeks	

**See Budget Summaries Section, Page 75, for list of City Goals**

PUBLIC SERVICES AREA  
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 4	110044	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	0.85	0.85
CIVIL ENGINEER III	403620	1.58	1.58
CIVIL ENGINEER IV	403840	0.20	0.20
CIVIL ENGINEER V	401330	2.40	2.40
CIVIL ENGINEERING SPEC 3	112014	2.75	2.75
CIVIL ENGINEERING SPEC 4	112024	0.78	0.78
CIVIL ENGINEERING SPEC 5	112034	1.20	1.20
ENG PROJECT MANAGER II	403660	0.20	0.20
FINANCIAL MGR-PUBLIC SERV	401070	0.10	0.10
PROJECT MANAGEMENT MGR	403140	1.00	1.00
SUPERVISOR - CESS	192050	0.75	0.75
<b>Total</b>		<b>12.21</b>	<b>12.21</b>



## *PUBLIC SERVICES AREA*

### **SYSTEMS PLANNING**

Systems Planning staff bring together diverse background and experience in energy management, environmental planning and programming, solid waste and recycling, soil erosion, natural features, urban forestry, planning, public engagement, project management, transportation, geographic information systems (GIS), storm water and water resources, sanitary sewer and drinking water. The unit provides asset management for the Public Services Area including parks, solid waste, urban forest, transportation, non-motorized transportation, sanitary, storm water and drinking water facilities; sustainability planning; utility system modeling; development of programs and policies that optimize service levels, environmental benefit and public investment; capital planning and budgeting; and infrastructure standards and specifications for facilities and activities within the Public Services Area. The unit also provides support for the implementation of GIS-based work management systems throughout the service area. In addition, the unit provides support for community engagement efforts to units throughout the City organization.

**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	77,664	88,265	80,200	69,100	68,500	68,500
MISCELLANEOUS REVENUE	18,404	4,153	-	-	-	-
OPERATING TRANSFERS IN	112,032	281,482	136,699	136,699	182,544	180,710
PRIOR YEAR SURPLUS	-	-	179,761	-	473,114	241,257
SALE OF BONDS	-	-	560,000	-	-	-
<b>Total</b>	<b>\$208,100</b>	<b>\$373,900</b>	<b>\$956,660</b>	<b>\$205,799</b>	<b>\$724,158</b>	<b>\$490,467</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ENERGY PROJECTS (0002)	34,152	141,441	762,286	2,434	238,280	239,069
GENERAL (0010)	18,404	-	-	-	-	-
MAJOR STREET (0021)	3,996	(530)	-	-	-	-
WATER SUPPLY SYSTEM (0042)	8,489	17,628	14,500	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	10,502	17,136	-	10,000	10,000	10,000
ART IN PUBLIC PLACES (0056)	5,040	-	-	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	86,172	159,017	134,265	134,265	417,378	182,898
STORMWATER SEWER SYSTEM FUND (0069)	41,345	39,207	53,700	59,100	58,500	58,500
<b>Total</b>	<b>\$208,100</b>	<b>\$373,899</b>	<b>\$964,751</b>	<b>\$205,799</b>	<b>\$724,158</b>	<b>\$490,467</b>



**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,098,319	1,062,155	1,263,653	1,126,423	1,365,335	1,332,057
PAYROLL FRINGES	501,953	511,055	677,871	622,710	701,068	746,272
OTHER SERVICES	254,419	269,395	245,935	251,803	349,386	316,224
MATERIALS & SUPPLIES	96,822	5,930	13,750	15,625	12,000	12,000
OTHER CHARGES	305,408	334,461	322,504	323,440	319,198	320,464
PASS THROUGHS	5,040	-	-	-	-	-
CAPITAL OUTLAY	-	-	120,000	-	120,000	120,000
EMPLOYEE ALLOWANCES	-	14,124	9,894	14,549	19,707	19,707
<b>Total</b>	<b>\$2,261,961</b>	<b>\$2,197,120</b>	<b>\$2,653,607</b>	<b>\$2,354,550</b>	<b>\$2,886,694</b>	<b>\$2,866,724</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
ENERGY PROJECTS (0002)	180,643	103,078	172,286	39,766	244,318	244,819
GENERAL (0010)	112,836	96,005	105,773	105,773	82,886	84,931
MAJOR STREET (0021)	112,496	103,497	112,229	100,243	121,019	123,578
WATER SUPPLY SYSTEM (0042)	456,160	472,074	660,728	566,945	709,797	703,489
SEWAGE DISPOSAL SYSTEM (0043)	372,024	410,082	494,673	433,811	526,692	535,006
ALTERNATIVE TRANSPORTATION (0061)	91,560	92,817	115,564	115,564	123,868	126,595
STORMWATER SEWER SYSTEM FUND (0069)	755,654	746,782	798,073	798,167	819,612	800,033
SOLID WASTE (0072)	180,588	172,786	194,281	194,281	258,502	248,273
<b>Total</b>	<b>\$2,261,961</b>	<b>\$2,197,121</b>	<b>\$2,653,607</b>	<b>\$2,354,550</b>	<b>\$2,886,694</b>	<b>\$2,866,724</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
SYSTEMS PLANNING	13.69	13.65	14.65	15.32	15.32
<b>Total</b>	<b>13.69</b>	<b>13.65</b>	<b>14.65</b>	<b>15.32</b>	<b>15.32</b>

## **PUBLIC SERVICES AREA SYSTEMS PLANNING**

### **REVENUES**

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

**Prior Year Surplus** – The budget reflects an increase associated with planned energy efficiency and alternative transportation projects.

### **EXPENSES**

**Personnel Services** – The increase is reflective of costs for full staffing levels, the reallocation of one FTE from the Administrative Services Unit, and costs for an anticipated retirement payout.

**Payroll Fringes** - The increases are reflective of the reallocation of one FTE from the Administrative Services Unit and higher retirement contributions.

**Other Services** – The increases are reflective of an increase of vehicle operating costs software purchases and an increase use of contracted services.

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Systems Planning	<b>Manager:</b>	Cresson Slotten

Service Unit Goals	City Goals:
<b>A.</b> Develop an Urban & Community Forest Management Plan	<b>4</b>
<b>B.</b> Update Solid Waste Management Plan	<b>5</b>
<b>C.</b> Establish Green Community Housing Partnership (HUD Grant)	<b>4</b>
<b>D.</b> Integrate Sustainability Action Plan into existing City processes (e.g., CIP, budget, etc.)	<b>4</b>
<b>E.</b> Complete 3-year update of Impervious Surface GIS data to support Stormwater Utility	<b>3</b>
<b>F.</b> Advance Flood Mitigation Plan Implementation	<b>3</b>
<b>G.</b> Develop comprehensive, detailed stormwater system model	<b>3</b>
<b>H.</b> Continue development of the Alternative Transportation Network through public and private investments and integration in all city transportation projects, including maintenance and reconstruction	<b>2</b>

Service Unit Measures	Status
<b>A1</b> - Urban & Community Forest Management Plan completed and adopted by City Council by 06/30/2013	Ongoing
<b>B1</b> - Complete draft Solid Waste Management Plan Update by 7/31/2011	Completed
<b>C1</b> - Develop GCHP work plan by 12/1/2012	Completed
<b>C2</b> – Submit implementation recommendations to GCHP by 6/1/2013	Ongoing
<b>D1</b> - Integrate Sustainability Action Plan into CIP process 9/1/2012	Completed
<b>D2</b> - Integrate Sustainability Action Plan into budget by 5/1/2013	Delayed to 2014
<b>F1</b> – Remove structure at 219 West Kingsley by 8/1/2012	Completed
<b>F2</b> – Complete Allen Creek Railroad Berm Study by 12/1/2012	Ongoing
<b>F3</b> – Council adoption of Floodplain Management Ordinance by 1/1/2013	Ongoing
<b>G1</b> - Develop & implement comprehensive flow monitoring plan by 03/01/2013	Ongoing
<b>H1</b> - Increase percent cycling as reported by US Census from 3.5% to 6% by 07/31/2013	Ongoing

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Systems Planning	<b>Manager:</b>	Cresson Slotten

Service Unit Goals	City Goals:
<b>A.</b> Develop an Urban & Community Forest Management Plan	4 & 5
<b>B.</b> Begin implementation of the Urban & Community Forest Management Plan	3, 4 & 5
<b>C.</b> Develop comprehensive, detailed stormwater system model	3
<b>D.</b> Evaluate the effectiveness of the FDD Program	3
<b>E.</b> Advance Flood Mitigation Plan Implementation	3
<b>F.</b> Incorporate Recommendations from Drinking Water LOS (Level of Service) Study into Asset Management Program/CIP Process	3 & 5
<b>G.</b> Complete NEPA Environmental Study for Ann Arbor Station	3 & 4
<b>H.</b> Develop a community-acceptable strategy to “green” rental housing	4 & 6
<b>I.</b> Integrate Sustainability Action Plan into existing City processes (e.g., CIP, budget, etc.)	4
<b>J.</b> Expand food waste composting from vegetative only to include all plate scrapings	4 & 5

Service Unit Measures	Status
<b>A.1</b> - Staff completion of final plan document after public review by 9/15/2013	
<b>A.2</b> - Review of plan and recommendation for City Council adoption by Park Advisory Commission and Environmental Commission by 10/31/2013	
<b>A.3</b> - Urban & Community Forest Management Plan adoption by City Council by 1/15/2014	
<b>B.1</b> - Develop a routine street tree pruning cycle program by 06/30/2014, where a minimum of 5800 city street trees are pruned each year	
<b>C.1</b> - Complete final model calibration/validation by 3/1/2014	
<b>D.1</b> - Complete sanitary sewer flow monitoring by 10/31/2013	
<b>D.2</b> - Complete review of effectiveness of FDD Program by 4/1/2014	
<b>D.3</b> - Recommendations for reducing and eliminating wet weather impacts to sanitary system by 9/1/2014	
<b>E.1</b> - Remove two structures in floodway at 721 North Main Street by 9/1/2013	

<b>E.2</b> - Council adoption of Floodplain Management Ordinance by 6/1/2014	
<b>F.1</b> - Complete recommendations by 12/1/2013	
<b>F.2</b> - Incorporate recommendations into CIP process by 8/15/2014	
<b>G.1</b> - Federal Railroad Administration final determination on Ann Arbor Station environmental report by 8/15/2014	
<b>H.1</b> - HUD Green Rental Housing Pilot Projects underway by 10/1/2013	
<b>I.1</b> - Integrate Sustainability Action Plan into budget process by 12/15/2013	
<b>J.1</b> - Provide expanded food waste composting service to all curbside collection routes by 7/31/2013	
<b>J.2</b> - Distribute at least 5,000 kitchen composters by 6/30/2014	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2014	FY 2015
		FTE's	FTE's
ADMIN ASSISTANT LVL 3	110034	0.25	0.25
ADMIN ASSISTANT LVL 4	110044	0.20	0.20
CITY PLANNER III	401030	1.00	1.00
CIVIL ENGINEER III	403620	0.37	0.37
DEVELOPMENT SRVS INSP III	110534	1.00	1.00
ENERGY PROGRAMS MANAGER	401170	1.00	1.00
ENVIRONMENTAL COORDINATOR	401410	1.00	1.00
GIS ANALYST	000950	1.00	1.00
GIS SPECIALIST	401480	1.00	1.00
PRO & DOCU SPECIALIST	401080	1.00	1.00
RECYCLING COORDINATOR	401230	1.00	1.00
STORMWATER/FLOODPLAIN CO	401630	1.00	1.00
SYSTEMS PLANNING ENG IV	403830	2.00	2.00
SYSTEMS PLANNING MANAGER	401320	1.00	1.00
TRANSPORTATION PROGRAM MG	404030	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
WATER QUALITY MANAGER	403820	1.00	1.00
<b>Total</b>		<b>15.32</b>	<b>15.32</b>



## *PUBLIC SERVICES AREA*

### **WATER TREATMENT**

Water Treatment Services is primarily responsible for the supply and treatment of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio 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  
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
MISCELLANEOUS REVENUE	381	2,240	-	-	-	-
<b>Total</b>	<b>\$381</b>	<b>\$2,240</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
SEWAGE DISPOSAL SYSTEM (0043)	381	2,240	250,000	-	-	-
<b>Total</b>	<b>\$381</b>	<b>\$2,240</b>	<b>\$250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>



**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	2,519,975	2,262,348	2,360,255	2,265,421	2,504,263	2,436,371
PAYROLL FRINGES	1,240,615	1,254,855	1,568,886	1,569,753	1,629,144	1,744,662
OTHER SERVICES	2,261,550	2,181,699	3,020,239	2,752,703	3,068,473	3,179,699
MATERIALS & SUPPLIES	540,232	609,239	915,884	883,484	945,875	1,060,091
OTHER CHARGES	2,724,512	2,831,457	578,313	553,556	552,068	553,068
PASS THROUGHS	9,600	-	7,500	-	-	-
CAPITAL OUTLAY	-	10,265	-	-	7,500	-
VEHICLE OPERATING COSTS	21,659	34,950	-	-	-	-
EMPLOYEE ALLOWANCES	-	9,039	5,093	9,000	6,281	6,281
<b>Total</b>	<b>\$9,318,143</b>	<b>\$9,193,852</b>	<b>\$8,456,170</b>	<b>\$8,033,917</b>	<b>\$8,713,604</b>	<b>\$8,980,172</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
SEWAGE DISPOSAL SYSTEM (0043)	9,318,143	9,193,851	8,456,170	8,033,917	8,713,604	8,980,172
<b>Total</b>	<b>\$9,318,143</b>	<b>\$9,193,851</b>	<b>\$8,456,170</b>	<b>\$8,033,917</b>	<b>\$8,713,604</b>	<b>\$8,980,172</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WASTEWATER TREATMENT	34.85	35.05	35.17	35.17	35.17
<b>Total</b>	<b>34.85</b>	<b>35.05</b>	<b>35.17</b>	<b>35.17</b>	<b>35.17</b>

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES UNIT**

**EXPENSES**

**Personnel Services** – The increase is due to severance pay for anticipated retirements and scheduled wage increases.

**Payroll Fringes** - The increases are from higher pension costs.

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

**Other Charges** – The decrease is due to a reduction in the amount of funds being transferred to Information Technology Services Unit.

PUBLIC SERVICES AREA  
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	811,897	768,646	893,835	849,596	976,292	973,500
1100 FRINGE BENEFITS	442,854	471,492	294,544	294,544	318,560	319,560
7031 REVOLVING EQUIPMENT	15,536	14,319	16,111	16,111	19,233	19,408
7043 PLANT	6,749,503	6,443,908	5,091,287	4,757,703	5,056,168	5,169,198
7051 STATION	27,970	35,421	39,275	51,175	42,476	44,125
7053 LAB	425,423	374,587	394,649	396,519	427,604	435,140
7055 SOLIDS	1,177,437	1,046,853	1,701,179	1,642,979	1,808,615	1,953,801
7057 INDUSTRIAL PRETREAT	23,808	16,787	21,150	21,150	25,150	25,150
7060 OUTSTATIONS	(356,285)	21,839	4,140	4,140	39,506	40,290
<b>Total</b>	<b>\$9,318,143</b>	<b>\$9,193,852</b>	<b>\$8,456,170</b>	<b>\$8,033,917</b>	<b>\$8,713,604</b>	<b>\$8,980,172</b>

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Wastewater Treatment	<b>Manager:</b>	Earl J. Kenzie

Service Unit Goals	City Goals:
<b>A.</b> Close out Residuals Handling Improvements Project by 12/31/12.	1, 2, 3
<b>B.</b> Satisfy requirements of the State Revolving Fund loan for the Facilities Renovations Project including timely submittal of disbursement requests and support documents.	1, 2, 3
<b>C.</b> Complete construction of the Facilities Renovations Project to the level identified in the construction schedule. Complete improvements to the earthen embankment and floodwall along the plant site perimeter that meet FEMA's flood protection requirements and secure a Letter of Map Revision by the date established in the project schedule.	1, 2, 3
<b>D.</b> Treat wastewater to highest achievable water quality standards.	4
<b>E.</b> Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	4
<b>F.</b> Inform and update the public of ongoing capital improvements at the WWTP.	2
<b>G.</b> Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	1, 4
<b>H.</b> Implement a stewarded work culture that aligns with the City's and Public Services Area's strategic direction.	5
<b>I.</b> Update the Sewer Use Ordinance to incorporate Industrial Pretreatment Program regulatory changes by 12/31/2013.	3, 4
<b>J.</b> Replace failing Secondary Effluent Pumps and upgrade the control systems.	1, 2, 5
<b>K.</b> Develop and implement an electrical energy management plan for the Solids Handling Building equipment and systems.	1, 5
<b>L.</b> Replace the roadway at Lakewood Lift Station to achieve safer access and facility maintenance.	1, 2, 5

Service Unit Measures	Status
<b>A</b> - Create project milestones with target dates for completion.	Contract Work Completed, Project remains open for warranty/retainage issues

<b>B</b> - Receipt of monthly State Revolving Fund loan disbursements.	Ongoing
<b>C1</b> - Indicate monthly level of construction completed based on project schedule, invoicing and milestones.	Ongoing
<b>C2</b> - Obtain Letter of Map Revision without impacting the project or construction schedule.	Ongoing
<b>D</b> - Meet NPDES permit limits with no significant violations, fines or citations.	Complete
<b>E1</b> - Daily review of plant performance relating to phosphorus loading goals.	Complete
<b>E2</b> - Take actions to correct phosphorous removal process upsets within one week.	Complete
<b>F1</b> - Provide quarterly updates of capital project websites.	No Substantive Changes required
<b>F2</b> - Direct contact of neighboring stakeholders at least one week prior to major site activities.	No major site activities impacting neighbors
<b>G</b> - 100% of biosolids processed from May through November land applied, weather and budget permitting.	Complete
<b>H</b> - Refine the five critical elements of the Leadership Team's desired work culture by 10/01/12; train all staff on at least three of the elements by 06/30/13.	Continued defining team's work. Behaviors consistent with desired work culture. Training deferred to FY 14.
<b>I</b> - Receive MDEQ response by 12/31/12 and draft changes to the Sewer Use Ordinance by 6/30/13. Obtain Council approval during FY 13.	Routinely contacted MDEQ. Information was provided as requested.
<b>J1</b> - Initiate pump system replacement within 30 days of approval of construction contract documents.	Ongoing
<b>J2</b> - Replace a minimum of one pump and upgrade the associated control system by 06/30/13.	Ongoing
<b>K1</b> - Identify opportunities to reduce electrical energy consumption through management practices by 08/01/12.	Ongoing
<b>K2</b> - Achieve 10% reduction in electrical energy consumption in at least one identified area by 06/30/13.	Ongoing
<b>L1</b> - Complete engineering design and advertise for bids to construct driveway improvements by 07/01/12.	Completed
<b>L2</b> - Complete construction of driveway improvements by 10/31/12.	Completed

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Wastewater Treatment	<b>Manager:</b>	Earl J. Kenzie

Service Unit Goals	City Goals:
<b>A.</b> Satisfy requirements of the State Revolving Fund loan for the Facilities Renovations Project including timely submittal of disbursement requests and support documents.	1,2,3
<b>B.</b> Complete construction of the Facilities Renovations Project to the level identified in the construction schedule. Secure a letter of map revision by the date established in the project schedule.	1,2,3
<b>C.</b> Treat wastewater to highest achievable water quality standards.	4,5
<b>D.</b> Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	4,5
<b>E.</b> Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	4,5
<b>F.</b> Update the Sewer Use Ordinance to incorporate Industrial Pretreatment Program regulatory changes by 06/30/14.	3,4,5
<b>G.</b> Inform and update the public of ongoing capital improvements at the WWTP.	2
<b>H.</b> Complete design for Replacement of the Secondary Effluent Pumps by 12/31/13.	1,2,3
<b>I.</b> Award construction contract for Replacement of Secondary Effluent Pumps and begin construction by 06/30/14.	1,2,3
<b>J.</b> Continue implementation of a steward work culture that aligns with the City's Public Services Area's strategic direction.	5

Service Unit Measures	Status
<b>A</b> - Receipt of monthly State Revolving Fund loan disbursements.	
<b>B1</b> - Indicate monthly level of construction completed based on project schedule, invoicing and milestones.	
<b>B2</b> - Obtain Letter of Map Revision without impacting the project or construction schedule.	
<b>C</b> - Meet NPDES permit limits with no significant violations, fines or citations.	
<b>D1</b> - Daily review of plant performance relating to phosphorus loading goals.	

<b>D2</b> - Take actions to correct phosphorous removal process upsets within one week.	
<b>E</b> - 100% of biosolids processed from May through November land applied, weather and budget permitting.	
<b>F</b> - Receive MDEQ response by 12/31/13 and draft changes to the Sewer Use Ordinance by 6/30/14. Obtain Council approval during FY 15.	
<b>G1</b> - Provide quarterly updates of capital project websites.	
<b>G2</b> - Direct contact of neighboring stakeholders at least one week prior to major site activities.	
<b>H</b> – Receive Council approval of design contract during April 2013 and initiate design during May 2013. Verify design is on schedule and establish an action plan if there is more than a two week slippage.	
<b>I</b> – Receive Council approval of construction contract during April 2014 and initiate construction during June 2014. Verify construction is on schedule and establish an action plan if there is more than a two week slippage.	
<b>J</b> – Leadership Team demonstrates work behaviors consistent with desired work culture. Provide training on all five critical elements of desired work culture to staff by 6/30/14.	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	0.90	0.90
CONTRACT/PROJECT MGR WWTP	401190	0.90	0.90
ELEC & CONTROL TECH IV	116244	3.00	3.00
ENVIRON LAB ANALYST III	110334	1.98	1.98
ENVIRON LAB ANALYST IV	110344	0.99	0.99
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	0.95	0.95
PROCUREMENT COORDINATOR	117450	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.20	0.20
WATER UTILITY SUPV II	197411	1.00	1.00
WATER UTILITY SUPV III	197420	2.00	2.00
WATER UTILITY SUPV III	197421	2.00	2.00
WATER UTILITY TECH I	117401	1.00	1.00
WATER UTILITY TECH II	117410	1.00	1.00
WATER UTILITY TECH II	117411	4.00	4.00
WATER UTILITY TECH III	117420	3.00	3.00
WATER UTILITY TECH V	117440	2.00	2.00
WATER UTILITY TECH V	117441	6.00	6.00
WWTP MANAGER	401300	0.75	0.75
<b>Total</b>		<b>35.17</b>	<b>35.17</b>





## *PUBLIC SERVICES AREA*

### **WATER TREATMENT**

Water Treatment Services is primarily responsible for the supply and treatment of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio 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 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	273,056	528,747	345,000	336,000	336,000	336,000
MISCELLANEOUS REVENUE	31,027	-	-	-	-	-
<b>Total</b>	<b>\$304,083</b>	<b>\$528,747</b>	<b>\$345,000</b>	<b>\$336,000</b>	<b>\$336,000</b>	<b>\$336,000</b>

Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	161,022	505,412	325,000	325,000	325,000	325,000
WATER SUPPLY SYSTEM (0042)	143,061	23,335	20,000	11,000	11,000	11,000
<b>Total</b>	<b>\$304,083</b>	<b>\$528,747</b>	<b>\$345,000</b>	<b>\$336,000</b>	<b>\$336,000</b>	<b>\$336,000</b>

**PUBLIC SERVICES AREA  
WATER TREATMENT**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,837,273	1,830,127	1,871,145	1,802,839	1,910,036	1,935,184
PAYROLL FRINGES	904,703	945,403	1,188,653	1,194,355	1,204,173	1,295,455
OTHER SERVICES	2,041,862	1,959,230	2,310,898	2,192,669	2,357,256	2,376,885
MATERIALS & SUPPLIES	1,737,733	1,652,268	1,633,401	1,647,672	1,714,316	1,719,115
OTHER CHARGES	3,152,009	3,314,541	420,314	414,860	434,186	434,760
PASS THROUGHS	210,000	366,250	-	-	50,000	575,000
CAPITAL OUTLAY	96,223	112,474	77,840	90,030	323,500	171,000
VEHICLE OPERATING COSTS	19,176	23,165	-	18,000	10,000	10,000
EMPLOYEE ALLOWANCES	-	5,635	3,702	5,982	3,948	3,948
<b>Total</b>	<b>\$9,998,979</b>	<b>\$10,209,093</b>	<b>\$7,505,953</b>	<b>\$7,366,407</b>	<b>\$8,007,415</b>	<b>\$8,521,347</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	510,325	523,225	179,312	171,495	489,218	793,636
WATER SUPPLY SYSTEM (0042)	9,484,610	9,677,938	7,321,216	7,194,912	7,514,348	7,723,718
STORMWATER SEWER SYSTEM FUND (0069)	4,045	7,931	5,425	-	3,849	3,993
<b>Total</b>	<b>\$9,998,980</b>	<b>\$10,209,094</b>	<b>\$7,505,953</b>	<b>\$7,366,407</b>	<b>\$8,007,415</b>	<b>\$8,521,347</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
WATER TREATMENT	26.00	25.51	25.63	25.74	25.74
<b>Total</b>	<b>26.00</b>	<b>25.51</b>	<b>25.63</b>	<b>25.74</b>	<b>25.74</b>

**PUBLIC SERVICES  
WATER TREATMENT SERVICES**

**REVENUES**

**Charges for Services** - Reflects the volatile nature of the hydroelectric revenue, which is dependent on water flow.

**EXPENSES**

**Payroll Fringes** - The increases are from higher pension contributions and medical insurance costs.

**Other Charges** – The FY 2011 and FY 2012 reflects an allocation of depreciation, which is budgeted in the Administrative Service Unit.

**Pass Throughs** – The FY 2011 & 2012 transfers were for dam projects which are not planned to include additional funding.

**Capital Outlay** – The FY 2014 increase is due to federally required embankment repairs at Barton Dam. FY 2015 includes Superior dam control repair and maintenance.

**PUBLIC SERVICES AREA  
WATER TREATMENT**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	32,324	30,660	38,506	40,904	33,065	37,321
7091 MAINTENANCE - HYDROPOWER	478,001	492,565	140,806	130,591	456,153	756,315
<b>Total</b>	<b>\$510,325</b>	<b>\$523,225</b>	<b>\$179,312</b>	<b>\$171,495</b>	<b>\$489,218</b>	<b>\$793,636</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	948,431	936,099	945,055	893,622	1,025,045	1,075,119
7031 REVOLVING EQUIPMENT	28,819	(3,438)	15,572	15,272	19,009	19,547
7035 DWRF 7319 ADMINISTRATION	3,307	1,970	-	-	-	-
7036 DWRF 7325 ADMINISTRATION	822	649	-	-	-	-
7037 DWRF 7333 ADMINISTRATION	2,058	2,954	-	-	-	-
7038 DWRF 7362 ADMINISTRATION	-	2,108	-	-	-	-
7043 PLANT	6,967,132	7,365,837	4,624,549	4,619,004	4,694,048	4,778,900
7044 PROCESS LAB	-	40,314	44,400	44,595	51,125	46,655
7048 CITY SERVICES	6,643	8,207	1,500	3,286	-	-
7053 LAB	331,681	188,784	298,789	288,230	253,223	256,268
7055 SOLIDS	370,698	371,397	416,996	435,711	442,427	456,793
7060 OUTSTATIONS	811,679	763,056	974,355	895,192	1,029,471	1,090,436
7099 RECREATIONAL DAMS	13,339	-	-	-	-	-
<b>Total</b>	<b>\$9,484,609</b>	<b>\$9,677,937</b>	<b>\$7,321,216</b>	<b>\$7,194,912</b>	<b>\$7,514,348</b>	<b>\$7,723,718</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
7053 LAB	4,045	7,931	5,425	-	3,849	3,993
<b>Total</b>	<b>\$4,045</b>	<b>\$7,931</b>	<b>\$5,425</b>	<b>-</b>	<b>\$3,849</b>	<b>\$3,993</b>

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Water Treatment	<b>Manager:</b>	Molly Wade

Service Unit Goals	City Goals:
<b>A.</b> Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city's two wholesale customer supplies	<b>2</b>
<b>B.</b> Complete due maintenance of equipment for improved reliability	<b>3</b>
<b>C.</b> Implement the WTSU priorities for FY13 in the City's CIP	<b>3</b>
<b>D.</b> Provide an annual estimate for unaccounted water	<b>1</b>
<b>E.</b> Provide exemplary laboratory services to internal and external customers	<b>2</b>

Service Unit Measures	Status
<b>A</b> - 100% compliance with drinking water regulations	100%
<b>B</b> - 85% completion of equipment due maintenance	89%
<b>C</b> - Meet the established schedule of individual priorities/projects	Deferrment of one project to manage workload. All other projects on schedule.
<b>D</b> - Quantify the unaccounted water as a percentage or gallons of delivered water by 06/30/2013.	2012 unaccounted water was 6.9%
<b>E</b> – Provide lab services for the water, wastewater stormwater systems and to external customers including the Huron River Watershed Council	Services were provided to internal and external customers

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Public Services	<b>Area Administrator:</b>	Craig Hupy
<b>Service Unit:</b>	Water Treatment	<b>Manager:</b>	Molly Robinson

Service Unit Goals	City Goals:
<b>A.</b> Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city’s two wholesale customer supplies	<b>2</b>
<b>B.</b> Complete due maintenance of equipment for improved reliability	<b>3</b>
<b>C.</b> Implement the WTSU priorities for FY14 in the City’s CIP	<b>3</b>
<b>D.</b> Provide an annual estimate for unaccounted water	<b>1</b>
<b>E.</b> Ensure safe and reliable operation and maintenance of the City’s dams and hydroelectric facilities	<b>3</b>

Service Unit Measures	Status
<b>A</b> - 100% compliance with drinking water regulations	
<b>B</b> - 85% completion of equipment due maintenance	
<b>C</b> - Meet the established schedule of individual priorities/projects	
<b>D</b> - Quantify the annual unaccounted water as a percentage or gallons of delivered	
<b>E</b> – Complete required state and federal inspections at the City’s dams and develop executable plan for implementing recommendations by 06/30/14	

**See Budget Summaries Section, Page 75 for list of City Goals**

PUBLIC SERVICES AREA  
WATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2014	FY 2015
		FTE's	FTE's
ADMIN ASSISTANT LVL 4	110044	1.50	1.50
ASST WTP MANAGER	401020	1.00	1.00
ELEC & CONTROL TECH IV	116244	1.00	1.00
ELEC & CONTROL TECH V	116254	0.95	0.95
ENVIRON LAB ANALYST III	110334	1.02	1.02
ENVIRON LAB ANALYST IV	110344	0.01	0.01
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.25	0.25
WATER UTILITY SUPV II	197410	1.00	1.00
WATER UTILITY SUPV II	197411	2.00	2.00
WATER UTILITY SUPV III	197420	1.00	1.00
WATER UTILITY SUPV III	197421	2.00	2.00
WATER UTILITY TECH I	117400	0.96	0.96
WATER UTILITY TECH I	117401	0.96	0.96
WATER UTILITY TECH III	117420	2.88	2.88
WATER UTILITY TECH IV	117430	0.96	0.96
WATER UTILITY TECH IV	117431	0.96	0.96
WATER UTILITY TECH V	117440	0.96	0.96
WATER UTILITY TECH V	117441	2.88	2.88
WTP MANAGER	401310	0.95	0.95
<b>Total</b>		<b>25.74</b>	<b>25.74</b>

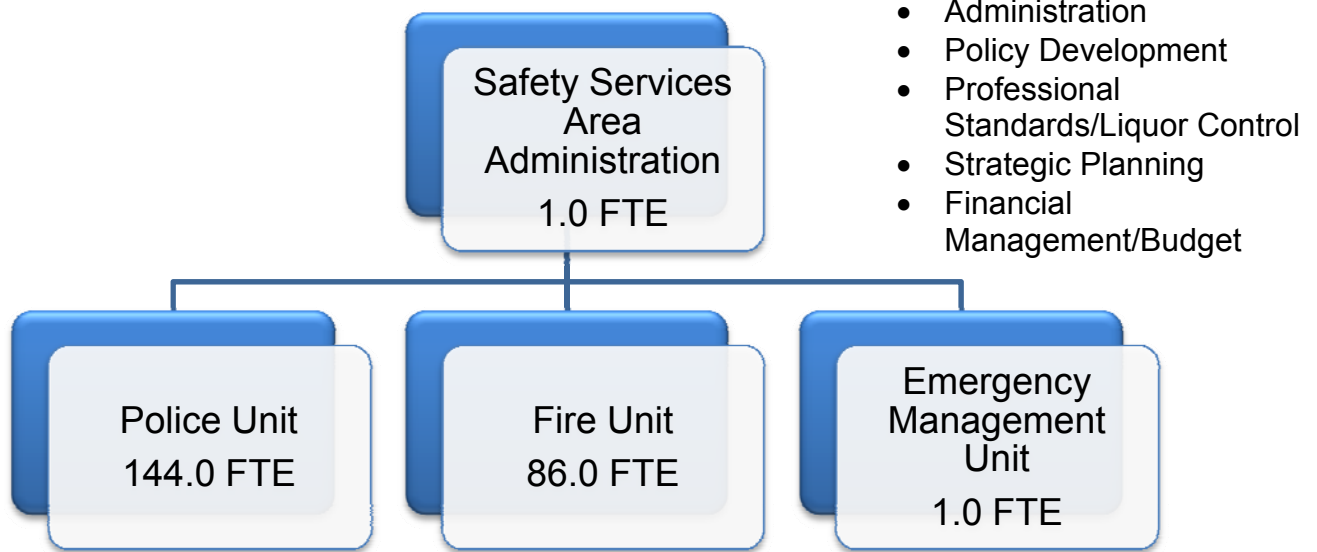


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*SAFETY SERVICES AREA*

## Safety Services Area Organization Chart



- Administration
- Policy Development
- Professional Standards/Liquor Control
- Strategic Planning
- Financial Management/Budget

- Patrol
- Traffic Enforcement
- Investigations
- Community Standards (Parking Enforcement & Code Enforcement)

- Fire Suppression, Medical, Technical Rescue, and Hazardous Material Operations
- Fire Prevention Bureau (Inspections, Permits, Public Education and Fire Investigations)
- Training Operations
- Mechanical Operations

- Citywide Emergency Preparedness
- Emergency Preparedness Education

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

## SAFETY SERVICES AREA

### Revenues by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
FIRE SERVICES	254,157	423,108	743,976	609,360	895,506	593,976
POLICE SERVICES	4,729,762	5,060,339	4,031,700	3,263,763	3,220,670	3,029,389
<b>Total</b>	<b>\$4,983,919</b>	<b>\$5,483,447</b>	<b>\$4,775,676</b>	<b>\$3,873,123</b>	<b>\$4,116,176</b>	<b>\$3,623,365</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
LOCAL LAW ENFORC BLOCK GRANT (0007)	143,397	59,873	61,027	53,607	-	-
GENERAL (0010)	4,553,988	5,025,143	4,286,752	3,686,723	3,783,276	3,482,965
HOMELAND SECURITY GRANT FUND (0017)	25,505	88,006	49,597	45,993	-	-
DRUG ENFORCEMENT (0027)	143,206	48,395	146,000	43,000	137,000	46,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	2,506	224,612	151,000	12,500	138,000	47,000
POLICE & FIRE RELIEF (0053)	11,709	9,879	10,000	10,000	7,000	6,600
MICHIGAN JUSTICE TRAINING (0064)	26,456	24,146	71,000	21,000	50,800	40,700
LOCAL FORFEITURE (0073)	1,689	310	300	300	100	100
MAJOR GRANTS PROGRAM (00MG)	75,463	3,083	-	-	-	-
<b>Total</b>	<b>\$4,983,919</b>	<b>\$5,483,447</b>	<b>\$4,775,676</b>	<b>\$3,873,123</b>	<b>\$4,116,176</b>	<b>\$3,623,365</b>

## SAFETY SERVICES AREA

### Expenses by Service Unit

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
FIRE SERVICES	13,927,096	13,590,650	13,943,588	13,900,537	14,504,888	14,885,962
POLICE SERVICES	26,071,397	26,234,259	25,167,229	25,266,550	24,801,651	25,283,239
<b>Total</b>	<b>\$39,998,493</b>	<b>\$39,824,909</b>	<b>\$39,110,817</b>	<b>\$39,167,087</b>	<b>\$39,306,539</b>	<b>\$40,169,201</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
LOCAL LAW ENFORC BLOCK GRANT (0007)	143,397	59,873	61,027	53,607	-	-
GENERAL (0010)	39,554,210	39,463,791	38,632,893	38,761,887	38,980,639	40,035,401
HOMELAND SECURITY GRANT FUND (0017)	25,505	88,006	49,597	45,993	-	-
DRUG ENFORCEMENT (0027)	27,346	59,471	146,000	120,300	137,000	46,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	96,119	86,241	151,000	141,000	138,000	47,000
MICHIGAN JUSTICE TRAINING (0064)	39,993	40,162	70,000	44,000	50,800	40,700
LOCAL FORFEITURE (0073)	18,331	24,282	300	300	100	100
MAJOR GRANTS PROGRAMS (00MG)	93,592	3,083	-	-	-	-
<b>Total</b>	<b>\$39,998,493</b>	<b>\$39,824,909</b>	<b>\$39,110,817</b>	<b>\$39,167,087</b>	<b>\$39,306,539</b>	<b>\$40,169,201</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FIRE SERVICES	89.00	82.00	82.00	86.00	86.00
POLICE SERVICES	177.00	164.00	146.00	146.00	146.00
<b>Total</b>	<b>266.00</b>	<b>246.00</b>	<b>228.00</b>	<b>232.00</b>	<b>232.00</b>



## *SAFETY SERVICES AREA*

### **FIRE SERVICES**

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

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	129,826	387,981	742,476	598,560	583,976	583,976
INTERGOVERNMENTAL REVENUES	70,354	-	-	-	301,530	-
LICENSES, PERMITS & REGISTRATIONS	19,300	10,813	1,500	10,800	10,000	10,000
MISCELLANEOUS REVENUE	35,216	24,314	-	-	-	-
OPERATING TRANSFERS IN	(540)	-	-	-	-	-
<b>Total</b>	<b>\$254,157</b>	<b>\$423,108</b>	<b>\$743,976</b>	<b>\$609,360</b>	<b>\$895,506</b>	<b>\$593,976</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	184,343	423,108	743,976	609,360	895,506	593,976
MAJOR GRANTS PROGRAMS (00MG)	69,814	-	-	-	-	-
<b>Total</b>	<b>\$254,157</b>	<b>\$423,108</b>	<b>\$743,976</b>	<b>\$609,360</b>	<b>\$895,506</b>	<b>\$593,976</b>

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	7,125,898	6,678,642	6,739,777	6,658,903	7,085,203	7,103,447
PAYROLL FRINGES	3,374,430	3,492,997	4,395,327	4,404,268	4,507,703	4,850,352
OTHER SERVICES	937,317	877,084	995,559	1,001,875	991,785	1,013,437
MATERIALS & SUPPLIES	224,674	164,011	146,279	179,473	197,981	198,089
OTHER CHARGES	2,090,073	2,184,591	1,439,353	1,439,753	1,555,146	1,556,655
PASS THROUGHS	60	600	600	600	-	-
CAPITAL OUTLAY	5,982	8,750	76,515	69,615	10,100	10,400
VEHICLE OPERATING COSTS	155	14,384	420	50	250	250
EMPLOYEE ALLOWANCES	168,507	169,591	149,758	146,000	156,720	153,332
<b>Total</b>	<b>\$13,927,096</b>	<b>13,590,650</b>	<b>\$13,943,588</b>	<b>\$13,900,537</b>	<b>\$14,504,888</b>	<b>\$14,885,962</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	13,839,153	13,590,650	13,943,588	13,900,537	14,504,888	14,885,962
MAJOR GRANTS PROGRAMS (00MG)	87,943	-	-	-	-	-
<b>Total</b>	<b>\$13,927,096</b>	<b>13,590,650</b>	<b>\$13,943,588</b>	<b>\$13,900,537</b>	<b>\$14,504,888</b>	<b>\$14,885,962</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FIRE SERVICES	89.00	82.00	82.00	86.00	86.00
<b>Total</b>	<b>89.00</b>	<b>82.00</b>	<b>82.00</b>	<b>86.00</b>	<b>86.00</b>



**SAFETY SERVICES AREA  
FIRE SERVICES UNIT**

**REVENUES**

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

**Intergovernmental Revenues-** The increase is due to the receipt of a grant to hire/recall three firefighters.

**EXPENSES**

**Personnel Services** – The increase in costs is associated with the addition of 4.0 FTEs.

**Payroll Fringes** - The increase in costs is associated with the addition of 4.0 FTEs.

**Materials & Supplies** - The increase in costs is due to increased costs for turnout gear and SCBA supplies.

**Other Charges** – The increase in costs is due to increased fleet charges and retiree medical costs.

**Capital Outlay** – The decrease in costs is due to budgeted one-time capital purchases in FY 2013.

**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 \$685,054 in FY 2014.

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	940,812	975,813	1,362,822	1,343,850	1,514,346	1,534,012
1100 FRINGE BENEFITS	1,788,036	1,874,677	1,106,261	1,106,261	1,156,413	1,157,922
3221 FIRE INSPECTIONS	272,032	581,010	429,258	401,028	941,432	985,168
3230 FIRE OPERATIONS	619,194	662,143	1,093,721	1,043,728	728,052	747,342
3231 FIRE STATIONS	5,680,028	5,642,703	4,783,239	4,818,548	4,204,539	4,327,779
3233 FIRE STATION #3	753,316	618,734	1,433,592	1,433,984	1,459,447	1,505,800
3234 FIRE STATION #4	1,061,235	1,009,957	1,032,018	1,032,018	1,480,197	1,520,318
3236 FIRE STATION #6	1,175,390	1,005,618	1,229,143	1,229,581	1,071,970	1,133,356
3237 FIRE STATION #5	1,204,505	1,106,798	1,283,750	1,283,750	1,486,884	1,496,568
3240 REPAIRS & MAINTENANCE	299,171	65,397	133,079	132,764	134,462	138,484
3250 FIRE TRAINING	45,434	47,800	56,705	75,025	327,146	339,213
<b>Total</b>	<b>\$13,839,153</b>	<b>\$13,590,650</b>	<b>\$13,943,588</b>	<b>\$13,900,537</b>	<b>\$14,504,888</b>	<b>\$14,885,962</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3035 PUBLIC SAFETY GRANTS	87,943	-	-	-	-	-
<b>Total</b>	<b>\$87,973</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>FY 2013</b>	
<b>GOALS AND PERFORMANCE MEASURES</b>	

<b>Service Area:</b>	Safety Services	<b>Area Administrator:</b>	Chief Jones
<b>Service Unit:</b>	Fire	<b>Manager:</b>	Chief Hubbard

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> Meet or exceed NFPA, ISO and OSHA standards	<b>2</b>
<b>B.</b> Implement an improved training initiative	<b>2</b>
<b>C.</b> Implement a new direction for fire prevention division	<b>2</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A1</b> First arrival for structure fires within four minutes with four people and 13 people within eight minutes	15%
<b>A2</b> Deliver of basic life support services	100%
<b>A3</b> Develop intergovernmental agreements to allow for regional functional fire district response	50%
<b>A4</b> Maintain and revise the box alarm system for better coverage	100%
<b>B1</b> Build a new training facility to allow for a central location for training	ongoing
<b>B2</b> Revise current testing procedures	ongoing
<b>B3</b> Implement a physical fitness initiative	ongoing
<b>C1</b> Maintain a consistent professional approach to the growth of the department and to achieve its goals	100%

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Safety Services	<b>Area Administrator:</b>	Chief Seto
<b>Service Unit:</b>	Fire	<b>Manager:</b>	Chief Hubbard

Service Unit Goals	City Goals:
<b>A.</b> Meet or exceed NFPA, ISO and OSHA standards	<b>2</b>
<b>B.</b> Implement an improved training initiative	<b>2</b>
<b>C.</b> Implement a new direction for fire prevention division	<b>2</b>

Service Unit Measures	Status
<b>A1</b> First arrival for structure fires within four minutes with four people and 13 people within eight minutes	
<b>A2</b> Deliver of basic life support services	
<b>A3</b> Develop intergovernmental agreements to allow for regional functional fire district response	
<b>A4</b> Maintain and revise the box alarm system for better coverage	
<b>B1</b> Build a new training facility to allow for a central location for training	
<b>B2</b> Revise current testing procedures	
<b>B3</b> Implement a physical fitness initiative	
<b>C1</b> Maintain a consistent professional approach to the growth of the department and to achieve its goals	

**See Budget Summaries Section, Page 75 for list of City Goals**

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Allocated Positions**

Job Description	Job Class	FY 2014	FY 2015
		FTE's	FTE's
APPARATUS MASTER MECH - A	131731	1.00	1.00
ASST FIRE CHIEF - BACH	131762	1.00	1.00
ASST TRAINING CHIEF/EMS C	131812	1.00	1.00
BATTALION CHIEF	131740	2.00	2.00
BATTALION CHIEF - ASSOC	131741	1.00	1.00
BATTALION CHIEF - BACH	131742	1.00	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00	1.00
DRIVER/OPERATOR	131660	8.00	8.00
DRIVER/OPERATOR - ASSOC	131661	4.00	4.00
DRIVER/OPERATOR - BACH	131662	6.00	6.00
FIRE - CAPTAIN	131770	1.00	1.00
FIRE - CAPTAIN - BACH	131772	1.00	1.00
FIRE CHIEF	403390	1.00	1.00
FIRE INSPECTOR	131720	4.00	4.00
FIRE INSPECTOR - BACH	131722	2.00	2.00
FIRE LIEUTENANT	131710	6.00	6.00
FIRE LIEUTENANT - ASSOC	131711	4.00	4.00
FIRE LIEUTENANT - BACH	131712	4.00	4.00
FIRE MARSHAL - BACH	131752	1.00	1.00
FIRE-CAPTAIN	131770	1.00	1.00
FIREFIGHTER	131820	18.00	18.00
FIREFIGHTER - ASSOC	131821	6.00	6.00
FIREFIGHTER - BACH	131822	5.00	5.00
FIREFIGHTER - LD	131842	1.00	1.00
FIREFIGHTER-070112	131823	3.00	3.00
LIEUTENANT LD	131651	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
<b>Total</b>		<b>86.00</b>	<b>86.00</b>



## *SAFETY SERVICES AREA*

### **POLICE SERVICES**

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

**SAFETY SERVICES AREA  
POLICE SERVICES**

**Revenues by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	1,387,344	1,371,779	1,129,050	785,242	653,500	696,500
CONTRIBUTIONS	200	1,545	1,000	1,000	1,000	1,000
FINES & FORFEITS	2,342,282	2,601,533	2,308,706	1,909,505	2,107,750	2,060,969
INTERGOVERNMENTAL REVENUES	926,173	949,411	80,000	508,362	102,500	107,500
INTRAGOVERNMENTAL SALES	(813)	-	-	-	-	-
INVESTMENT INCOME	21,278	18,715	13,300	13,300	9,900	9,400
MISCELLANEOUS REVENUE	23,298	87,356	14,020	16,354	13,020	13,020
OPERATING TRANSFERS IN	30,000	30,000	30,000	30,000	30,000	30,000
PRIOR YEAR SURPLUS	-	-	345,000	-	303,000	111,000
<b>Total</b>	<b>\$4,729,762</b>	<b>\$5,060,339</b>	<b>\$4,031,700</b>	<b>\$3,263,763</b>	<b>\$3,220,670</b>	<b>\$3,029,389</b>

**Revenues by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
LOCAL LAW ENFORC BLOCK GRANT (0007)	143,397	59,873	61,027	53,607	-	-
GENERAL (0010)	4,369,645	4,602,035	3,542,776	3,077,363	2,887,770	2,888,989
HOMELAND SECURITY GRANT FUND (0017)	25,505	88,006	49,597	45,993	-	-
DRUG ENFORCEMENT (0027)	143,206	48,395	146,000	43,000	137,000	46,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	2,506	224,612	151,000	12,500	138,000	47,000
POLICE & FIRE RELIEF (0053)	11,709	9,879	10,000	10,000	7,000	6,600
MICHIGAN JUSTICE TRAINING (0064)	26,456	24,146	71,000	21,000	50,800	40,700
LOCAL FORFEITURE (0073)	1,689	310	300	300	100	100
MAJOR GRANTS PROGRAMS (00MG)	5,649	3,083	-	-	-	-
<b>Total</b>	<b>\$4,729,762</b>	<b>\$5,060,339</b>	<b>\$4,031,700</b>	<b>\$3,263,763</b>	<b>\$3,220,670</b>	<b>\$3,029,389</b>

**SAFETY SERVICES AREA  
POLICE SERVICES**

**Expenses by Category**

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	13,740,108	13,555,657	11,780,383	11,976,368	11,733,442	11,787,666
PAYROLL FRINGES	6,637,469	6,642,150	7,461,840	7,478,326	7,359,916	7,932,944
OTHER SERVICES	1,151,526	1,591,432	2,248,465	2,124,114	2,177,493	2,203,702
MATERIALS & SUPPLIES	366,705	209,265	403,363	396,648	379,700	197,700
OTHER CHARGES	3,924,523	3,962,130	3,037,358	3,040,648	2,913,216	2,921,243
CAPITAL OUTLAY	24,576	26,001	-	-	-	-
VEHICLE OPERATING COSTS	26,486	26,678	25,000	29,500	30,000	30,000
EMPLOYEE ALLOWANCES	200,004	220,946	211,016	220,946	207,884	209,984
<b>Total</b>	<b>\$26,071,397</b>	<b>\$26,234,259</b>	<b>\$25,167,229</b>	<b>\$25,266,550</b>	<b>\$24,801,651</b>	<b>\$25,283,239</b>

**Expenses by Fund**

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
LOCAL LAW ENFORC BLOCK GRANT (0007)	143,397	59,873	61,027	53,607	-	-
GENERAL (0010)	25,715,057	25,873,141	24,689,305	24,861,350	24,475,751	25,149,439
HOMELAND SECURITY GRANT FUND (0017)	25,505	88,006	49,597	45,993	-	-
DRUG ENFORCEMENT (0027)	27,346	59,471	146,000	120,300	137,000	46,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	96,119	86,241	151,000	141,000	138,000	47,000
MICHIGAN JUSTICE TRAINING (0064)	39,993	40,162	70,000	44,000	50,800	40,700
LOCAL FORFEITURE (0073)	18,331	24,282	300	300	100	100
MAJOR GRANTS PROGRAMS (00MG)	5,649	3,083	-	-	-	-
<b>Total</b>	<b>\$26,071,397</b>	<b>\$26,234,259</b>	<b>\$25,167,229</b>	<b>\$25,266,550</b>	<b>\$24,801,651</b>	<b>\$25,283,239</b>

**FTE Count**

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
POLICE SERVICES	177.00	164.00	146.00	146.00	146.00
<b>Total</b>	<b>177.00</b>	<b>164.00</b>	<b>146.00</b>	<b>146.00</b>	<b>146.00</b>



**SAFETY SERVICES AREA  
POLICE SERVICES UNIT**

**EXPENSES**

**Other Services** – The decrease is primarily due to a reduction in budgeted Contracted Services and Training in the non-General Fund Police Funds.

**Materials & Supplies** – The decrease is primarily due to a reduction in budgeted Property, Plant & Equipment purchases in the non-General Fund Police Funds.

**Other Charges** – The decrease is due to reductions in IT charges and Insurance charges.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$3,762,174 (includes \$734,627 for parking enforcement-patrol division) in FY 2014.

**SAFETY SERVICES AREA  
POLICE SERVICES**

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3035 PUBLIC SAFETY GRANTS	143,397	59,873	61,027	53,607	-	-
<b>Total</b>	<b>\$143,397</b>	<b>\$59,873</b>	<b>\$61,027</b>	<b>\$53,607</b>	<b>-</b>	<b>-</b>

**Expenses by Activity (0010 GENERAL)**

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	751,932	840,461	837,305	818,940	831,668	859,577
1100 FRINGE BENEFITS	2,633,628	2,718,418	1,696,946	1,696,946	1,672,474	1,680,501
1221 RECRUITING & HIRING	133,344	139,217	144,724	142,489	154,599	159,048
3111 PROFESSIONAL STANDARDS	138,287	98,548	156,761	156,620	3,679	3,679
3114 AATA	139,070	215,736	253,596	258,596	137,502	140,387
3115 DEA OFFICER	133,512	157,053	174,224	172,145	165,986	170,452
3121 ADMINSTRATIVE SERVICES	284,361	287,119	310,452	309,118	6,250	6,250
3122 BUDGET & PAYROLL	85,867	61,124	3,700	1,200	1,000	1,000
3123 COMMUNICATIONS	2,345,346	2,201,668	968,403	968,403	958,737	962,063
3125 MANAGEMENT INFO SYST	1,280,628	1,207,073	1,322,112	1,322,112	1,218,752	1,218,752
3126 PROPERTY	230,380	299,409	253,080	247,058	150,681	154,899
3127 RECORDS	328,193	288,960	293,904	290,170	619,192	635,863
3131 ADOPT-A-FAMILY	1,375	-	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	1,779	350	1,000	1,000	1,000	1,000
3141 CRIME PREVENTION	1,540	1,074	-	250	250	250
3142 SCHOOL LIAISON	406,607	465,400	465,698	466,398	-	-
3143 CRIME STRATEGY	5,281	805	-	500	500	500
3144 DISTRICT DETECTIVES	2,925,841	2,993,960	2,806,593	2,773,117	2,699,864	2,907,992
3145 SPECIAL VICTIMS UNIT	49,379	-	-	-	-	-
3146 FIREARMS	32,251	27,599	39,900	28,500	30,000	30,000
3147 L.A.W.N.E.T.	247,498	263,803	150,836	178,636	179,562	183,793
3148 SPECIAL INVESTIGATIONS UNIT	9,809	1,021	-	-	-	-
3149 SPECIAL TACTICS	16,986	28,675	38,603	38,953	23,665	23,711
3150 PATROL	10,984,166	11,209,701	12,152,875	12,349,876	12,780,805	13,068,933
3152 SPECIAL SERVICES	999,633	733,705	787,789	802,558	935,420	967,119
3154 DEDICATED NEIGHBORHOOD PATROL	92,541	10,619	-	-	-	-
3155 COMMUNITY AFFAIRS	1,007	-	-	-	-	-
3156 CROSSING GUARDS	112,014	109,348	112,068	112,068	114,500	114,500
3157 FINGERPRINTING	23	37	-	-	-	-
3158 MOUNTAIN BIKES	716	432	-	-	150	150
3159 K-9	281,424	316,314	327,817	336,017	341,371	357,093
3160 MOTORCYCLE UNIT	2,594	16,790	14,847	14,847	15,439	15,461
3162 COMMUNITY STANDARDS	961,827	1,082,535	1,223,607	1,242,986	1,270,295	1,320,620
3172 ANIMAL CONTROL	92	35	-	-	28,000	28,000
3235 EMERGENCY MANAGEMENT	54,798	66,911	152,465	131,847	134,410	137,846
<b>Total</b>	<b>\$25,715,057</b>	<b>\$25,873,141</b>	<b>\$24,689,305</b>	<b>\$24,861,350</b>	<b>\$24,475,751</b>	<b>\$25,149,439</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3035 PUBLIC SAFETY GRANTS	25,505	88,006	49,597	45,993	-	-
<b>Total</b>	<b>\$25,505</b>	<b>\$88,006</b>	<b>\$49,597</b>	<b>\$45,993</b>	<b>-</b>	<b>-</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
3126 PROPERTY	17,281	2,306	-	-	-	-
3146 FIREARMS	-	23,808	146,000	120,300	137,000	46,000
3148 SPECIAL INVESTIGATIONS UNIT	7,295	-	-	-	-	-
3149 SPECIAL TACTICS	2,770	6,583	-	-	-	-
3150 PATROL	-	22,985	-	-	-	-
3159 K-9	-	3,789	-	-	-	-
<b>Total</b>	<b>\$27,346</b>	<b>\$59,471</b>	<b>\$146,000</b>	<b>\$120,300</b>	<b>\$137,000</b>	<b>\$46,000</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	16,824	36,211	32,755	-	-	-
1221 RECRUITING & HIRING	-	18,825	-	-	-	-
3126 PROPERTY	-	12,592	-	-	-	-
3144 DISTRICT DETECTIVES	1,855	10,078	-	-	-	-
3146 FIREARMS	22,670	1,828	-	-	-	-
3150 PATROL	54,770	1,045	118,245	141,000	138,000	47,000
3152 SPECIAL SERVICES	-	5,662	-	-	-	-
<b>Total</b>	<b>\$96,119</b>	<b>\$86,241</b>	<b>\$151,000</b>	<b>\$141,000</b>	<b>\$138,000</b>	<b>\$47,000</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	2,703	9,304	70,000	44,000	50,800	40,700
1221 RECRUITING & HIRING	18,871	2,603	-	-	-	-
3111 PROFESSIONAL STANDARDS	-	175	-	-	-	-
3123 COMMUNICATIONS	-	20	-	-	-	-
3126 PROPERTY	385	1,128	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	1,170	-	-	-	-	-
3144 DISTRICT DETECTIVES	2,647	6,585	-	-	-	-
3146 FIREARMS	1,076	6,167	-	-	-	-
3149 SPECIAL TACTICS	2,540	3,015	-	-	-	-
3150 PATROL	4,734	6,915	-	-	-	-
3152 SPECIAL SERVICES	2,113	4,100	-	-	-	-
3159 K-9	766	-	-	-	-	-
3160 MOTORCYCLE UNIT	2,990	150	-	-	-	-
<b>Total</b>	<b>\$39,993</b>	<b>\$40,162</b>	<b>\$70,000</b>	<b>\$44,000</b>	<b>\$50,800</b>	<b>\$40,700</b>

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

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	11,848	24,282	300	300	100	100
3150 PATROL	584	-	-	-	-	-
3235 EMERGENCY MANAGEMENT	5,899	-	-	-	-	-
<b>Total</b>	<b>\$18,331</b>	<b>\$24,282</b>	<b>\$300</b>	<b>\$300</b>	<b>\$100</b>	<b>\$100</b>

<b>FY 2013 GOALS AND PERFORMANCE MEASURES</b>
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<b>Service Area:</b>	Safety Services	<b>Area Administrator:</b>	John Seto
<b>Service Unit:</b>	Police Services	<b>Manager:</b>	Greg Bazick

Service Unit Goals	City Goals:
<b>A.</b> Meet or exceed the average percent of Part I crimes cleared by arrest or exceptional means for cities in the same population group as published annually by the FBI Crime in the United States (CIUS) publication. This goal is based on figures published in the final 2010 report.	<b>2</b>
<b>B.</b> Implement a functional law enforcement information dashboard.	<b>2</b>
<b>C.</b> Improve community relations and outreach through Neighborhood Watch.	<b>2</b>

Service Unit Measures	Status
<b>A1</b> -Clearances for murder or negligent manslaughter category >= 62.5%	N/A
<b>A2</b> -Clearances for forcible rape category >=36.6%	14.9%**
<b>A3</b> -Clearances for robbery category >=27.6%	20.5%
<b>A4</b> -Clearances for aggravated assault category >=54.0%	41.4%
<b>A5</b> -Clearances for burglary category >=11.0%	12.0%
<b>A6</b> -Clearances for larceny-theft category >=20.9%	3.8%
<b>A7</b> -Clearances for motor vehicle theft category >=10.0%	6.9%
<b>A8</b> -Clearances for arson category >=16.6%	13.6%
<b>B1</b> -Implement a law enforcement information dashboard before the end of the fiscal year. The (LEID) is a project funded in part by a Justice Assistance Grant and in part by federal equitable forfeiture funds. The dashboard will graphically identify “hot-spot” areas of reported criminal activity based on various factors. This will in turn assist in determining optimal resource deployment to assist in the likelihood of achieving the clearances stated in goal “A”.	Complete
<b>C1</b> -Hold 4 general meetings or workshops to improve communications with Neighborhood Watch groups.	Complete

\*Through recent training attended by PD personnel we have learned that the manner in which cases are “cleared” is not consistent from agency to agency. We have more

specifically learned that the manner in which we are currently “clearing” cases is artificially lowering our “clearance” numbers.

\*For example, forcible rape has a clearance rate of 14.9%. However, the percentage of sexual assaults that have been solved through identification of the perpetrator is 68.9%. Other agencies would consider this “cleared” but we, historically, have not. An example is when the victim does not wish to prosecute or the prosecutor’s office has denied charges for one reason or another.

**See Budget Summaries Section, Page 75 for list of City Goals**

<b>FY 2014</b>	
<b>GOALS AND PERFORMANCE MEASURES</b>	

<b>Service Area:</b>	Safety Services	<b>Area Administrator:</b>	John Seto
<b>Service Unit:</b>	Police Services	<b>Manager:</b>	Greg Bazick

<b>Service Unit Goals</b>	<b>City Goals:</b>
<b>A.</b> The City's reported total Part I Crimes are among the lowest 20% of all communities in the country in the same population group.	<b>2</b>
<b>B.</b> Provide the means to the community to rate their perception of safety through the use of surveys.	<b>2</b>
<b>C.</b> Improve community relations and outreach.	<b>2</b>

<b>Service Unit Measures</b>	<b>Status</b>
<b>A1-</b> Reported part I violent crimes among lowest 20%	
<b>A2-</b> Reported part I property crimes among lowest 20%	
<b>A3-</b> Reported total part I crimes among lowest 20%	
<b>B1-</b> Implement an online survey that is available to the public to provide their perspective on how safe they feel in their neighborhood, Downtown, etc.	
<b>B2-</b> Be part of a comprehensive survey of all City services.	
<b>C1-</b> Hold 4 general meetings or workshops to improve communications with Neighborhood Watch groups.	
<b>C2-</b> 10% of uniformed patrol officers' time is dedicated for community engagement activities.	

**See Budget Summaries Section, Page 75 for list of City Goals**

SAFETY SERVICES AREA  
POLICE SERVICES

Allocated Positions

Job Description	Job Class	FY 2014	FY 2015
		FTE's	FTE's
MANAGEMENT ASSISTANT	000200	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
COMM STANDARD OFFICER I	118504	2.00	2.00
COMM STANDARD OFFICER III	118524	2.00	2.00
COMM STANDARDS OFFICER I	118504	1.00	1.00
COMM STANDARDS OFFICER IV	118534	4.00	4.00
COMM STANDARDS SUPV III	196724	1.00	1.00
COMMUNITY STANDARDS OFFIC	118534	1.00	1.00
DEPUTY CHIEF	168810	2.00	2.00
DETECTIVE	148762	1.00	1.00
DETECTIVE I - BACH	148711	1.00	1.00
DETECTIVE I-BACH	148711	1.00	1.00
DETECTIVE II - BACH	148801	1.00	1.00
DETECTIVE III - BACH	148771	11.00	11.00
EMERGENCY MGR	401470	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
POLICE LIEUTENANT DEGREED	158731	5.00	5.00
POLICE OFFICER	148700	11.00	11.00
POLICE OFFICER - ASSOC	148702	1.00	1.00
POLICE OFFICER - BACH	148701	2.00	2.00
POLICE PROF ASST LEVEL 1	180370	1.00	1.00
POLICE PROF ASST LEVEL 2	180380	3.00	3.00
POLICE PROF ASST LEVEL 3	180390	1.00	1.00
POLICE SERVICE SPECIALIST	128560	1.00	1.00
POLICE SERVICE SPECIALIST	128561	5.00	5.00
POLICE STAFF SGT DEGREED	158761	17.00	17.00
RECORDS AND DATA UNIT SUP	196800	1.00	1.00
SAFETY SERVICES AREA ADMI	403400	1.00	1.00
SENIOR OFFICER I - ASSOC	148692	6.00	6.00
SENIOR OFFICER I - BACH	148691	16.00	16.00
SENIOR OFFICER II	148900	3.00	3.00
SENIOR OFFICER II - ASSOC	148902	6.00	6.00
SENIOR OFFICER II - BACH	148901	34.00	34.00
Total		146.00	146.00

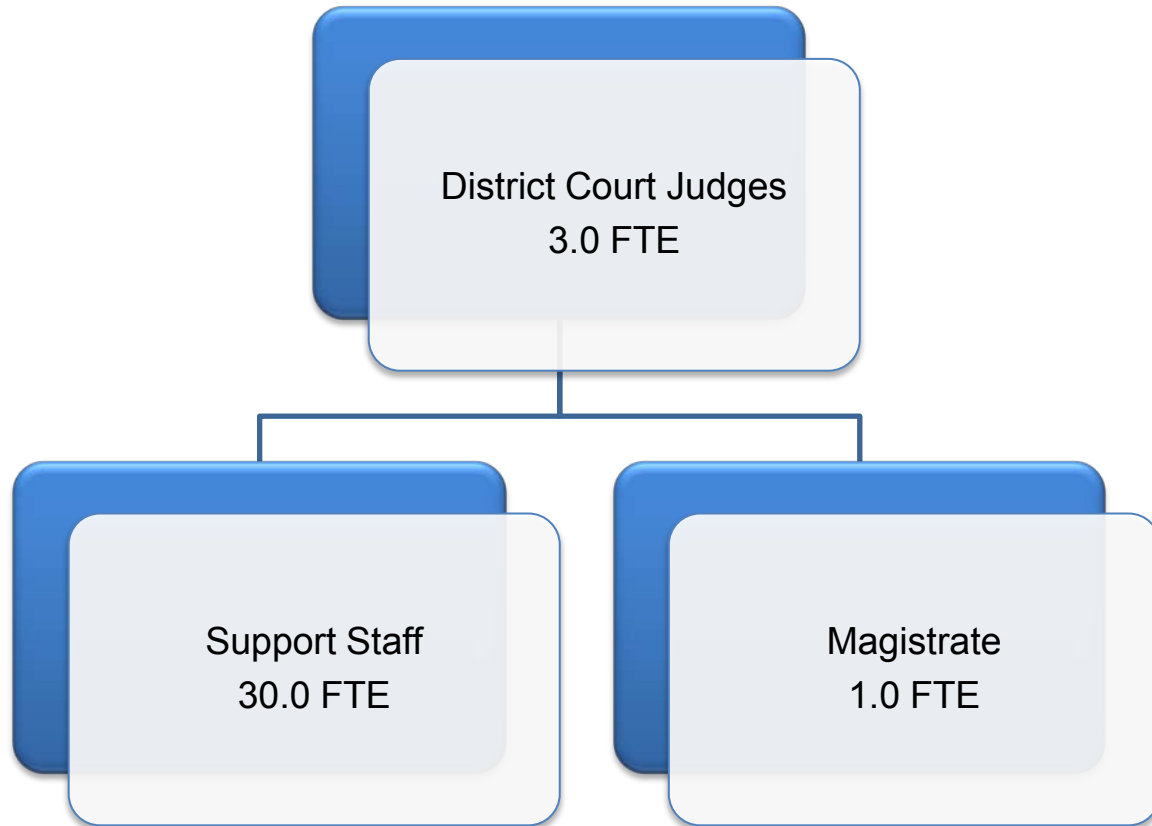


## ***FIFTEENTH DISTRICT COURT***

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 preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord tenant cases and certain matters filed in the Family Division of the County Trial Court, and hear appeals from small claims cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law.



# Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases < \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases < \$5,000
- Criminal & Traffic Misdemeanors punishable by less than 1 year in jail
- Arrest Warrant and Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents Violations
- Felony Preliminary Exams

The Fifteenth District Court hears cases that involve civil cases where the disputed amount is less than \$25,000, landlord/tenant proceedings, small claims cases where the disputed amount is less than \$5,000, criminal and traffic misdemeanors punishable by less than 1 year in jail, arrest warrant and search warrant issuance, City of Ann Arbor ordinance violations, traffic and state civil infractions, University of Michigan Regents violations and felony preliminary exams.

## 15TH DISTRICT COURT

### Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
FINES & FORFEITS	2,297,149	1,775,845	2,117,500	1,977,000	2,094,770	2,114,700
INTERGOVERNMENTAL REVENUES	110,109	189,692	154,675	159,700	256,600	271,600
INVESTMENT INCOME	1,286	307	1,000	430	440	450
MISCELLANEOUS REVENUE	10,104	-	9,000	25,000	18,000	18,000
OPERATING TRANSFERS IN	-	110,000	65,000	95,000	80,000	75,000
<b>Total</b>	<b>\$2,418,648</b>	<b>\$2,075,844</b>	<b>\$2,347,175</b>	<b>\$2,257,130</b>	<b>\$2,449,810</b>	<b>\$2,479,750</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	2,233,128	1,849,212	2,122,175	2,032,130	2,224,810	2,254,750
COURT FACILITIES (0023)	185,520	226,632	225,000	225,000	225,000	225,000
<b>Total</b>	<b>\$2,418,648</b>	<b>\$2,075,844</b>	<b>\$2,347,175</b>	<b>\$2,257,130</b>	<b>\$2,449,810</b>	<b>\$2,479,750</b>

## 15TH DISTRICT COURT

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	1,670,957	1,672,292	1,707,133	1,650,790	1,897,082	1,897,082
PAYROLL FRINGES	839,119	897,535	1,237,191	1,188,050	1,307,831	1,386,590
OTHER SERVICES	429,213	385,823	430,446	643,600	519,650	521,650
MATERIALS & SUPPLIES	200,262	69,346	51,000	62,400	58,700	58,700
OTHER CHARGES	594,695	667,016	540,633	540,305	584,075	584,270
PASS THROUGHGS	193,340	225,000	225,000	225,000	225,000	225,000
CAPITAL OUTLAY	-	-	-	26,000	-	-
EMPLOYEE ALLOWANCES	-	8,306	3,996	10,400	11,952	11,952
<b>Total</b>	<b>\$3,927,586</b>	<b>\$3,925,318</b>	<b>\$4,195,399</b>	<b>\$4,346,545</b>	<b>\$4,604,290</b>	<b>\$4,685,244</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	3,734,247	3,700,319	3,970,399	4,121,545	4,379,290	4,460,244
COURT FACILITIES (0023)	193,340	225,000	225,000	225,000	225,000	225,000
<b>Total</b>	<b>\$3,927,587</b>	<b>\$3,925,319</b>	<b>\$4,195,399</b>	<b>\$4,346,545</b>	<b>\$4,604,290</b>	<b>\$4,685,244</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
15TH DISTRICT COURT	37.00	36.00	34.00	34.00	34.00
<b>Total</b>	<b>37.00</b>	<b>36.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

## FIFTEENTH JUDICIAL DISTRICT COURT

### **REVENUE**

**Intergovernmental Revenues** – The increase is attributable to the SCAO Drug Court Grant.

### **EXPENSES**

**Personnel Services** – The increase is primarily attributable to wage increases.

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

**Other Services** - The increase in costs is due to an increase in Contracted Services.

**Other Charges** - The increase in costs is associated with an increase in IT costs and higher retiree medical insurance as well as the addition of a contingency.

**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 \$1,533,913 in FY 2014.

## 15TH DISTRICT COURT

### Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	1,236,712	1,139,418	1,068,660	1,214,675	1,240,165	1,252,755
5120 JUDICIAL & DIRECT SUPPORT	1,009,525	1,086,384	1,253,258	1,202,040	1,225,354	1,250,952
5140 CASE PROCESSING	987,123	941,273	1,038,298	1,083,230	1,133,166	1,156,586
5160 PROBATION/POST JUDGMNT SUP	500,887	533,242	610,183	621,600	780,605	799,951
<b>Total</b>	<b>\$3,734,247</b>	<b>\$3,700,317</b>	<b>\$3,970,399</b>	<b>\$4,121,545</b>	<b>\$4,379,290</b>	<b>\$4,460,244</b>

### Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
1000 ADMINISTRATION	193,340	225,000	-	-	-	-
9500 DEBT SERVICE	-	-	225,000	225,000	225,000	225,000
<b>Total</b>	<b>\$193,340</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$225,000</b>

## 15TH DISTRICT COURT

### Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ACCOUNTING CLERK II- D.C.	001130	1.00	1.00
COURT ADMINISTRATOR	403420	1.00	1.00
COURT BAILIFF	000850	3.00	3.00
COURT CLERK II	000930	8.00	8.00
COURT CLERK III	000940	2.00	2.00
COURT RECORDER	000860	3.00	3.00
DEPUTY COURT ADMIN	403100	1.00	1.00
DISTRICT COURT JUDGE	200030	3.00	3.00
FINANCIAL MGR- DIST COURT	403440	1.00	1.00
LEAD DIVISION DEPUTY CLER	000910	1.00	1.00
MAGISTRATE	401880	1.00	1.00
PROBATION AGENT	000800	5.00	5.00
PROBATION SUPERVISOR	403150	1.00	1.00
SENIOR SECRETARY - COURTS	000870	2.00	2.00
SENIOR SECRETARY-COURTS	000870	1.00	1.00
<b>Total</b>		<b>34.00</b>	<b>34.00</b>

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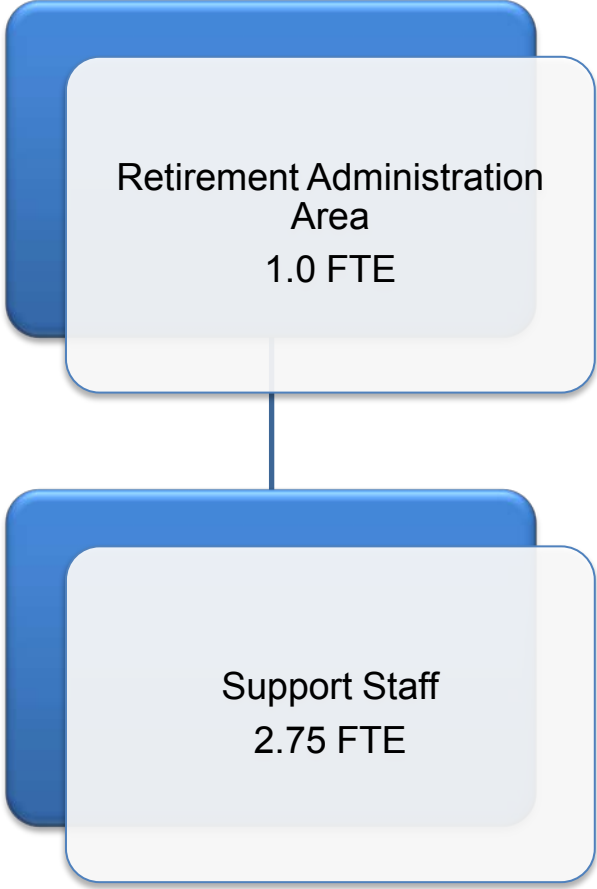


## ***RETIREMENT SYSTEM***

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.



# Retirement System Organization Chart



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services
- Accounting
- Employee Communications

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

## RETIREMENT SYSTEM

### Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	18,124,316	15,208,846	12,097,764	12,685,510	14,265,628	15,743,000
CONTRIBUTIONS	360,830	461,826	21,266	494,300	494,300	494,300
INVESTMENT INCOME	92,950,248	3,249,434	12,324,000	17,923,300	18,127,601	18,419,300
MISCELLANEOUS REVENUE	7,781	6,675	-	-	-	-
OPERATING TRANSFERS IN	1,446,789	2,027,927	-	-	3,457,226	2,253,929
PRIOR YEAR SURPLUS	-	-	-	-	10,768,899	9,011,985
<b>Total</b>	<b>\$112,889,964</b>	<b>\$20,954,708</b>	<b>\$24,443,030</b>	<b>\$31,103,110</b>	<b>\$47,113,654</b>	<b>\$45,922,514</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
VEBA TRUST (0052)	23,499,861	3,640,660	2,110,818	8,886,900	12,269,026	11,065,729
PENSION TRUST FUND (0059)	89,390,103	17,314,047	22,332,212	22,216,210	34,844,628	34,856,785
<b>Total</b>	<b>\$112,889,964</b>	<b>\$20,954,707</b>	<b>\$24,443,030</b>	<b>\$31,103,110</b>	<b>\$47,113,654</b>	<b>\$45,922,514</b>

## RETIREMENT SYSTEM

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	92,834	252,271	251,800	251,800	259,517	259,517
PAYROLL FRINGES	98,124	113,233	137,600	137,850	153,054	164,395
OTHER SERVICES	1,411,556	1,440,235	1,596,370	1,349,900	2,536,005	2,536,896
MATERIALS & SUPPLIES	5,868	4,403	6,000	3,500	5,500	5,500
OTHER CHARGES	28,546,604	31,223,930	31,106,463	31,975,713	32,349,500	32,349,711
<b>Total</b>	<b>\$30,154,986</b>	<b>\$33,034,072</b>	<b>\$33,098,233</b>	<b>\$33,718,763</b>	<b>\$35,303,576</b>	<b>\$35,316,019</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
VEBA TRUST (0052)	283,493	306,774	418,958	332,021	458,948	459,234
PENSION TRUST FUND (0059)	29,871,492	32,727,297	32,679,275	33,386,742	34,844,628	34,856,785
<b>Total</b>	<b>\$30,154,985</b>	<b>\$33,034,071</b>	<b>\$33,098,233</b>	<b>\$33,718,763</b>	<b>\$35,303,576</b>	<b>\$35,316,019</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
<b>Total</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>

## RETIREMENT SYSTEM

### REVENUES

**Charges for Services** – The FY 2014 increase reflects the higher level of contribution as determined by the actuary.

**Investment Income** - The FY 2014 projected increase is due to expected appreciation in the financial markets.

**Operating Transfers In-** The FY2014 budget includes a transfer of excess contributions into the VEBA trust fund, which is derived from the ARC less amounts paid for health care for current retirees.

**Prior Year Surplus-** The Pension Trust Fund is anticipating the use of fund balance, in addition to revenue generated from investments.

### EXPENSES

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

**Other Services-** The increase in costs is due to the anticipated increase in contractual services for investment managers, which is based on the value of the funds under management.

**Other Charges** – The increase is due to an increase in retirees.

## RETIREMENT SYSTEM

### Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
ACCOUNTANT II	401440	0.75	0.75
EXECUTIVE DIRECTOR-RET SY	403740	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PENSION ANALYST	403650	1.00	1.00
Total		3.75	3.75



## ***DOWNTOWN DEVELOPMENT AUTHORITY***

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a key agent in the rejuvenation of what is now a very active downtown. Some of the more important DDA projects include increasing and improving parking facilities, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

## DOWNTOWN DEVELOPMENT AUTHORITY

### Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	15,222,698	17,050,292	17,653,437	17,204,531	17,659,190	17,659,627
INVESTMENT INCOME	37,724	94,278	36,028	36,028	21,901	28,967
MISCELLANEOUS REVENUE	13,145	194,160	451,479	2,319,118	1,788,825	2,027,820
OPERATING TRANSFERS IN	100,000	-	500,000	750,000	4,800,000	2,718,025
PRIOR YEAR SURPLUS	2,722,190	1,609,085	2,953,335	-	1,883,082	392,841
TAXES	3,419,042	3,726,763	3,957,012	3,957,012	4,501,347	3,756,613
<b>Total</b>	<b>\$21,514,799</b>	<b>\$22,674,578</b>	<b>\$25,551,291</b>	<b>\$24,266,689</b>	<b>\$30,654,345</b>	<b>\$26,583,893</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
DDA HOUSING FUND (0001)	430,368	18,433	802,000	7,008	402,231	102,742
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	4,384,310	5,235,897	4,614,727	4,009,508	5,859,811	3,866,737
DDA PARKING MAINTENANCE (0033)	701,557	253,503	2,026,350	766,332	4,403,131	2,661,380
DDA PARKING FUND (0063)	15,998,564	17,166,745	18,108,214	19,483,841	19,989,172	19,953,034
<b>Total</b>	<b>\$21,514,799</b>	<b>\$22,674,578</b>	<b>\$25,551,291</b>	<b>\$24,266,689</b>	<b>\$30,654,345</b>	<b>\$26,583,893</b>

## DOWNTOWN DEVELOPMENT AUTHORITY

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	307,462	272,576	287,685	287,685	294,504	294,504
PAYROLL FRINGES	128,389	145,673	180,669	180,669	179,037	191,014
OTHER SERVICES	7,238,664	6,246,946	7,067,048	7,072,048	8,441,855	8,291,176
MATERIALS & SUPPLIES	18,465	4,839	41,500	41,500	42,745	44,028
OTHER CHARGES	2,066,788	3,166,384	4,015,378	4,314,815	4,497,934	4,560,591
PASS THROUGHGS	7,606,684	7,131,357	9,194,323	9,505,538	13,017,550	10,890,375
CAPITAL OUTLAY	4,144,558	3,675,411	3,811,301	6,105,456	1,999,840	2,207,675
EMPLOYEE ALLOWANCES	3,788	4,104	3,788	3,788	3,788	3,788
<b>Total</b>	<b>\$21,514,798</b>	<b>\$20,647,290</b>	<b>\$24,601,692</b>	<b>\$27,511,499</b>	<b>\$28,477,253</b>	<b>\$26,483,151</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
DDA HOUSING FUND (0001)	430,368	2,895	802,000	798,000	302,000	2,000
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	4,384,310	5,235,897	4,614,727	5,484,873	5,859,811	3,866,737
DDA PARKING MAINTENANCE (0033)	701,556	253,503	2,026,350	1,755,000	2,326,270	2,661,380
DDA PARKING FUND (0063)	15,998,564	15,154,995	17,158,615	19,473,626	19,989,172	19,953,034
<b>Total</b>	<b>\$21,514,798</b>	<b>\$20,647,290</b>	<b>\$24,601,692</b>	<b>\$27,511,499</b>	<b>\$28,477,253</b>	<b>\$26,483,151</b>

### FTE Count

Category	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	4.00	4.00	4.00	4.00
<b>Total</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>



## **DOWNTOWN DEVELOPMENT AUTHORITY**

### **REVENUES**

**Charges for Services** – The increase is for street meters and parking structures revenues.

**Miscellaneous Revenue** – The forecasted FY2013 includes \$1.28 million for “installment sale revenue”. The FY2014 and FY2015 amounts include increased Library Lane parking revenues.

**Prior Year Surplus** – The FY2014 amount represents the use of prior year fund balance for higher principal and interest costs in that year according to the DDA’s 10-year plan.

### **EXPENSES**

**Other Services** – The DDA inflated all of their other services by 3% annually in this two year budget plan. In addition, the DDA Parking Maintenance Fund budgeted approximately \$535,000 more in FY2014 and \$677,000 in FY2015 for architect and engineering fees, consulting and repairs.

**Pass Throughs** – The increase represents a higher operating transfer for the projected debt service payments, based on the DDA’s 10-year plan.

**Capital Outlay** – The FY2013 amount reflects the down payment on 1<sup>st</sup> & Washington and the amount to finish the Library Lane structure.

## DOWNTOWN DEVELOPMENT AUTHORITY

### Allocated Positions

Job Description	Job Class	FY 2014 FTE's	FY 2015 FTE's
PLANNING & RESEARCH SPE	404150	1.00	1.00
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
<b>Total</b>		<b>4.00</b>	<b>4.00</b>

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## **SMART ZONE**

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

## SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

### Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
INVESTMENT INCOME	14,723	14,576	12,357	11,800	10,250	9,762
PRIOR YEAR SURPLUS	-	-	83,373	-	159,245	-
TAXES	1,475,504	1,437,146	1,563,019	1,563,546	1,645,397	1,728,884
<b>Total</b>	<b>\$1,490,227</b>	<b>\$1,451,722</b>	<b>\$1,658,749</b>	<b>\$1,575,346</b>	<b>\$1,814,892</b>	<b>\$1,738,646</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
SMART ZONE LDFA (0009)	1,490,227	1,451,723	1,658,749	1,575,346	1,814,892	1,738,646
<b>Total</b>	<b>\$1,490,227</b>	<b>\$1,451,723</b>	<b>\$1,658,749</b>	<b>\$1,575,346</b>	<b>\$1,814,892</b>	<b>\$1,738,646</b>

## SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
OTHER SERVICES	1,385,639	1,456,052	1,658,153	1,598,710	1,787,791	1,689,953
OTHER CHARGES	444	568	596	13,731	27,101	27,818
<b>Total</b>	<b>\$1,386,083</b>	<b>\$1,456,620</b>	<b>\$1,658,749</b>	<b>\$1,612,441</b>	<b>\$1,814,892</b>	<b>\$1,717,771</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
SMART ZONE LDFA (0009)	1,386,083	1,456,620	1,658,749	1,612,441	1,814,892	1,717,771
<b>Total</b>	<b>\$1,386,083</b>	<b>\$1,456,620</b>	<b>\$1,658,749</b>	<b>\$1,612,441</b>	<b>\$1,814,892</b>	<b>\$1,717,771</b>

## SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

### **EXPENSES**

**Other Services** – The FY2014 budget reflects an increase primarily attributable to a planned expansion of Ann Arbor SPARK’s downtown incubator facilities.

**Other Charges** – The FY2013 forecasted, FY2014 request and FY2015 projected include an MSC charge. In the FY2013 and prior the MSC was charged under Other Services. The amount of the MSC went up in FY2014 due to the MSC study reflecting the increased size of the LDFA tax capture and expenditures compared to the last time the MSC study was done.

## Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2011	Actual FY2012	Budget FY2013	Forecasted FY2013	Request FY2014	Projected FY2015
<b>REVENUES</b>						
Tax Revenue	\$ 1,475,504	\$ 1,437,146	\$ 1,563,019	\$ 1,563,546	\$ 1,645,397	\$ 1,728,884
Miscellaneous Revenue	-	-	-	-	-	-
Microloan Repayments	-	-	-	-	-	-
Investment Income	14,723	14,576	12,357	11,800	10,250	9,762
<b>Total Revenue</b>	<b>\$1,490,227</b>	<b>\$1,451,722</b>	<b>\$1,575,376</b>	<b>\$1,575,346</b>	<b>\$1,655,647</b>	<b>\$1,738,646</b>
<b>EXPENDITURES</b>						
<b><u>Business Accelerator Support Services</u></b>						
SPARK Business Accelerator Direct Staffing	\$ 288,400	\$ 300,000	\$ 337,000	\$ 337,000	\$ 400,000	\$ 415,000
Phase II - Due Diligence	5,775	17,142	25,000	16,221	25,000	25,000
Phase III - Intensive Service	281,441	432,129	400,000	496,249	500,000	500,000
Phase IV - Accelerating Opportunities	-	14,090	100,000	82,000	75,000	75,000
Sub-Total	<b>575,616</b>	<b>763,361</b>	<b>862,000</b>	<b>931,470</b>	<b>1,000,000</b>	<b>1,015,000</b>
<b>Micro Loan Program for Entrepreneurs</b>	<b>400,000</b>	<b>275,000</b>	<b>150,000</b>	<b>150,000</b>	<b>-</b>	<b>-</b>
<b>Angel Investment Group Support</b>	<b>12,490</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Business Networking Events</b>	<b>30,885</b>	<b>25,748</b>	<b>50,000</b>	<b>38,259</b>	<b>40,000</b>	<b>40,000</b>
<b><u>Entrepreneur Education</u></b>						
Education Classes	12,681	38,129	75,000	50,428	50,000	50,000
Bootcamp	40,000	22,000	45,000	45,000	50,000	50,000
Sub-Total	<b>52,681</b>	<b>60,129</b>	<b>120,000</b>	<b>95,428</b>	<b>100,000</b>	<b>100,000</b>
<b>Cantillon Web Based Education</b>	<b>2,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Internship Support &amp; Talent Training</b>			<b>100,000</b>	<b>81,038</b>	<b>100,000</b>	<b>100,000</b>
<b>Business Software Access for Clients</b>			<b>20,000</b>	<b>16,332</b>	<b>20,000</b>	<b>20,000</b>
<b>SPARK Central Incubator Operating Exp</b>	<b>154,773</b>	<b>164,672</b>	<b>170,000</b>	<b>155,035</b>	<b>170,000</b>	<b>170,000</b>
<b>Incubator Expansion</b>					<b>180,000</b>	<b>60,000</b>
<b><u>SPARK Indirect Services</u></b>						
SPARK Accounting	52,770	63,191	65,086	65,086	67,000	68,500
Marketing	71,940	65,180	71,663	50,837	75,000	80,000
Sub-Total	<b>124,710</b>	<b>128,371</b>	<b>136,749</b>	<b>115,923</b>	<b>142,000</b>	<b>148,500</b>
<b><u>City of Ann Arbor Indirect Services</u></b>						
Legal & Admin Support	32,529	39,338	50,000	28,956	62,892	64,271
<b>Total Operating Expenditures</b>	<b>\$1,386,084</b>	<b>\$1,456,619</b>	<b>\$1,658,749</b>	<b>\$1,612,441</b>	<b>\$1,814,892</b>	<b>\$1,717,771</b>
<b>Net Increase (Use) of Fund Balance</b>	<b>\$ 104,143</b>	<b>\$ (4,897)</b>	<b>\$ (83,373)</b>	<b>\$ (37,095)</b>	<b>\$ (159,245)</b>	<b>\$ 20,875</b>



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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, AATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service 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, 2012 was \$526.8 million. The debt subject to that limit as of June 30, 2012, was \$121.1 million or 2.3% 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, 2012 was \$244.9 million.

## NON-DEPARTMENTAL AND DEBT SERVICE

### Revenues by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
CHARGES FOR SERVICES	119,400	23,843	-	-	-	-
INTRAGOVERNMENTAL SALES	-	1,019	40,000	500	-	-
MISCELLANEOUS REVENUE	420,193	652,290	486,542	486,542	520,279	538,853
OPERATING TRANSFERS IN	9,913,702	11,051,736	10,988,815	11,038,248	12,291,936	12,378,947
PRIOR YEAR SURPLUS	-	-	1,207,169	-	456,549	1,686,254
SALE OF BONDS	-	2,703,375	-	-	-	-
TAXES	11,582,623	9,862,034	9,899,306	9,887,467	9,565,500	9,732,453
<b>Total</b>	<b>\$22,035,918</b>	<b>\$24,294,297</b>	<b>\$22,621,832</b>	<b>\$21,412,757</b>	<b>\$22,834,264</b>	<b>\$24,336,507</b>

### Revenues by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	12,517,510	12,607,912	13,431,921	12,442,421	13,549,807	15,140,187
OPEN SPACE & PARK ACQ MILLAGE (0024)	576	-	-	-	-	-
GENERAL DEBT SERVICE (0035)	9,398,632	11,667,276	9,026,018	8,970,336	9,121,422	9,154,845
GEN DEBT SERV-SPEC						
ASSESSMENTS (0060)	119,095	19,051	163,893	-	163,035	41,475
STREET MILLAGE FUND (0062)	104	-	-	-	-	-
PARK MAINT & CAPITAL IMP						
MILLAGE (0071)	-	58	-	-	-	-
<b>Total</b>	<b>\$22,035,917</b>	<b>\$24,294,297</b>	<b>\$22,621,832</b>	<b>\$21,412,757</b>	<b>\$22,834,264</b>	<b>\$24,336,507</b>

## NON-DEPARTMENTAL AND DEBT SERVICE

### Expenses by Category

Category	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
PERSONNEL SERVICES	-	-	573,530	682,231	1,029,000	846,000
PAYROLL FRINGES	-	551,932	-	-	-	-
OTHER SERVICES	398,526	317,599	443,291	182,230	172,891	152,891
MATERIALS & SUPPLIES	35,497	107,910	114,075	114,075	116,637	118,970
OTHER CHARGES	10,677,080	14,143,406	10,446,032	10,289,452	11,080,338	12,279,066
PASS THROUGHGS	10,478,182	10,456,388	11,976,921	11,520,421	10,648,807	10,740,790
EMPLOYEE ALLOWANCES	-	-	-	-	-	-
<b>Total</b>	<b>\$21,589,285</b>	<b>\$25,577,235</b>	<b>\$23,553,849</b>	<b>\$22,788,409</b>	<b>\$23,047,673</b>	<b>\$24,137,717</b>

### Expenses by Fund

Fund	Actual FY 2011	Actual FY 2012	Budget FY 2013	Forecasted FY 2013	Request FY 2014	Projected FY 2015
GENERAL (0010)	11,940,056	13,010,357	14,343,938	13,530,064	13,749,216	14,929,397
OPEN SPACE & PARK ACQ MILLAGE (0024)	26,762	50,390	-	-	-	-
GENERAL DEBT SERVICE (0035)	9,232,423	11,813,976	9,027,018	9,075,452	9,123,422	9,156,845
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	140,673	105,443	182,893	182,893	175,035	51,475
STREET MILLAGE FUND (0062)	111,314	215,278	-	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	52,982	115,270	-	-	-	-
SOLID WASTE (0072)	137,208	266,521	-	-	-	-
<b>Total</b>	<b>\$21,641,418</b>	<b>\$25,577,235</b>	<b>\$23,553,849</b>	<b>\$22,788,409</b>	<b>\$23,047,673</b>	<b>\$24,137,717</b>

## NON-DEPARTMENTAL AND DEBT SERVICE

### REVENUES

**Taxes** - The Debt Service levy was eliminated in FY2014 because there is no more tax supported debt remaining.

**Miscellaneous Revenues** – Increases reflect higher cell tower antenna revenues.

**Operating Transfers** – Increases are attributable to debt service transfers.

**Prior Year Surplus** – This line item is used to balance budgeted expenditures over projected revenues in the General Fund. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational, items only. The General Deb Service - Special Assessment Fund uses fund balance to pay remaining special assessment debt which continues to exist after special assessments have been collected.

### EXPENSES

**Personnel Services** – The increase is attributable to budgeted severances.

**Other Services** – The decrease represents a reduction in telecommunications charged centrally.

**Other Charges** – The increase is primarily comprised of contingencies within the General Fund.

**Pass Throughs** – The FY2014 decrease represents elimination of the transfer from the General Fund to the Golf Fund; and the non-recurring FY2013 A2 Station transfer.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2012:

Governmental Activities Debt													
FY Ending	General Obligation Portion						Special Assessment Bonds		Other Debt		Total Governmental Activities Debt		
	Capital Projects Bonds		Special Assessment Bonds		Special Revenue Bonds								
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2013	\$3,225,000	\$4,010,771	\$80,000	\$11,175	\$670,000	\$826,019	\$80,000	\$10,617		\$136,149	\$4,055,000	\$4,994,731	\$9,049,731
2014	2,705,000	3,918,750	80,000	7,225	710,000	794,380	80,000	6,710	\$3,500,000	68,266	7,075,000	4,795,331	11,870,331
2015	2,800,000	3,833,920	20,000	3,225	740,000	769,722	25,000	2,750			3,585,000	4,609,617	8,194,617
2016	2,910,000	3,742,586	25,000	2,325	770,000	743,963	20,000	1,625			3,725,000	4,490,499	8,215,499
2017	3,025,000	3,644,066	25,000	1,175	805,000	716,955	15,000	705			3,870,000	4,362,901	8,232,901
2018	3,150,000	3,539,684			840,000	688,647					3,990,000	4,228,331	8,218,331
2019	3,275,000	3,423,740			870,000	659,047					4,145,000	4,082,787	8,227,787
2020	3,425,000	3,298,888			905,000	627,624					4,330,000	3,926,512	8,256,512
2021	3,570,000	3,165,766			945,000	594,461					4,515,000	3,760,227	8,275,227
2022	3,725,000	3,024,716			990,000	559,160					4,715,000	3,583,876	8,298,876
2023	3,905,000	2,874,268			1,030,000	521,453					4,935,000	3,395,721	8,330,721
2024	4,080,000	2,715,314			800,000	481,938					4,880,000	3,197,252	8,077,252
2025	4,270,000	2,547,926			840,000	446,663					5,110,000	2,994,589	8,104,589
2026	4,470,000	2,369,364			885,000	408,698					5,355,000	2,778,062	8,133,062
2027	4,675,000	2,181,176			930,000	368,503					5,605,000	2,549,679	8,154,679
2028	4,895,000	1,984,066			975,000	326,339					5,870,000	2,310,405	8,180,405
2029	5,120,000	1,774,556			1,030,000	280,913					6,150,000	2,055,469	8,205,469
2030	5,360,000	1,549,958			1,080,000	232,875					6,440,000	1,782,833	8,222,833
2031	5,615,000	1,312,284			1,135,000	182,419					6,750,000	1,494,703	8,244,703
2032	4,220,000	1,056,138			1,195,000	129,319					5,415,000	1,185,457	6,600,457
2033	4,430,000	870,940			870,940	73,519					5,685,000	944,459	6,629,459
2034	4,645,000	676,526			1,320,000	14,850					5,965,000	691,376	6,656,376
2035	4,870,000	469,038									4,870,000	469,038	5,339,038
2036	1,595,000	251,500									1,595,000	251,500	1,846,500
2037	1,675,000	171,750									1,675,000	171,750	1,846,750
2038	1,760,000	88,000									1,760,000	88,000	1,848,000
	<b>\$97,395,000</b>	<b>\$58,495,691</b>	<b>\$230,000</b>	<b>\$25,125</b>	<b>\$20,720,000</b>	<b>\$10,447,467</b>	<b>\$220,000</b>	<b>\$22,407</b>	<b>\$3,500,000</b>	<b>\$204,415</b>	<b>\$122,065,000</b>	<b>\$69,195,105</b>	<b>\$191,260,105</b>
Interest Ranges		2.900 - 6.500%		4.300 - 5.200%		3.500 - 4.500%		4.300 - 5.200%		3.89%		2.900 - 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, 2012:

Enterprise Funds											
FY Ending	Ann Arbor Building Authority Bonds		Water & Sewer Revenue Bonds		Other Debt		Other Bonds		Total Enterprise Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2013	\$1,855,000	\$567,840	\$6,350,000	\$3,521,322	\$131,178	\$28,734	\$370,000	\$187,563	\$8,706,178	\$4,305,459	\$13,011,637
2014	1,910,000	486,034	5,000,000	2,878,948	135,131	25,357	385,000	176,880	7,430,131	3,567,219	10,997,350
2015	1,960,000	401,222	4,635,000	2,736,236	135,132	21,897	400,000	167,619	7,130,132	3,326,974	10,457,106
2016	1,910,000	316,568	4,765,000	2,587,380	139,085	18,378	415,000	157,369	7,229,085	3,079,695	10,308,780
2017	1,960,000	228,371	4,930,000	2,431,372	86,983	15,334	425,000	145,044	7,401,983	2,820,121	10,222,104
2018	1,440,000	154,300	4,385,000	2,271,292	86,984	13,921	440,000	132,419	6,351,984	2,571,932	8,923,916
2019	1,470,000	81,800	4,545,000	2,109,513	90,937	12,508	455,000	119,294	6,560,937	2,323,115	8,884,052
2020	820,000	21,867	4,715,000	1,939,305	90,937	11,040	470,000	105,669	6,095,937	2,077,881	8,173,818
2021			4,900,000	1,760,059	90,937	9,562	490,000	91,544	5,480,937	1,861,165	7,342,102
2022			5,070,000	1,568,345	94,891	8,084	510,000	76,692	5,674,891	1,653,121	7,328,012
2023			5,255,000	1,361,229	94,891	6,553	275,000	62,544	5,624,891	1,430,326	7,055,217
2024			5,480,000	1,142,744	94,890	5,011	285,000	51,544	5,859,890	1,199,299	7,059,189
2025			5,000,000	920,597	98,845	3,469	300,000	39,788	5,398,845	963,854	6,362,699
2026			2,975,000	741,702	98,844	1,874	315,000	27,412	3,388,844	770,988	4,159,832
2027			3,050,000	599,488		268	330,000	14,025	3,380,000	613,781	3,993,781
2028			3,125,000	452,932					3,125,000	452,932	3,577,932
2029			1,450,000	337,250					1,450,000	337,250	1,787,250
2030			1,500,000	267,188					1,500,000	267,188	1,767,188
2031			1,550,000	194,750					1,550,000	194,750	1,744,750
2032			1,625,000	119,344					1,625,000	119,344	1,744,344
2033			1,700,000	40,375					1,700,000	40,375	1,740,375
2034											
2035											
2036											
2037											
2038											
	<u>\$13,325,000</u>	<u>\$2,258,002</u>	<u>\$82,005,000</u>	<u>\$29,981,371</u>	<u>\$1,469,665</u>	<u>\$181,990</u>	<u>\$5,865,000</u>	<u>\$1,555,406</u>	<u>\$102,664,665</u>	<u>\$33,976,769</u>	<u>\$136,641,434</u>
Interest Ranges		1.000 - 5.000%		3.250 - 4.750%		1.625 - 4.200%		1.000 - 4.250%		1.625 - 4.750%	

# FY2014-2019 CIP SUMMARY

## OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2014 – 2019). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

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

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

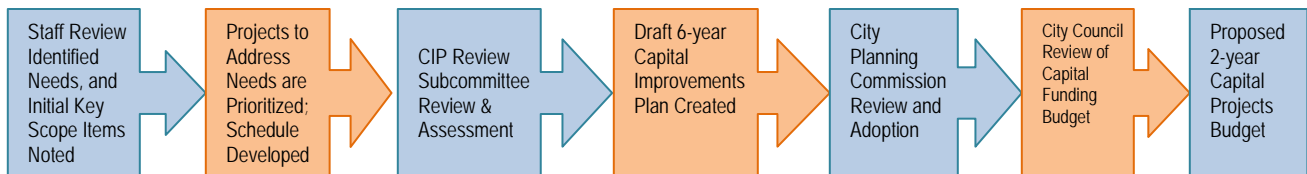
Projects that are considered operational or routine maintenance are excluded.

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

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

## THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

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



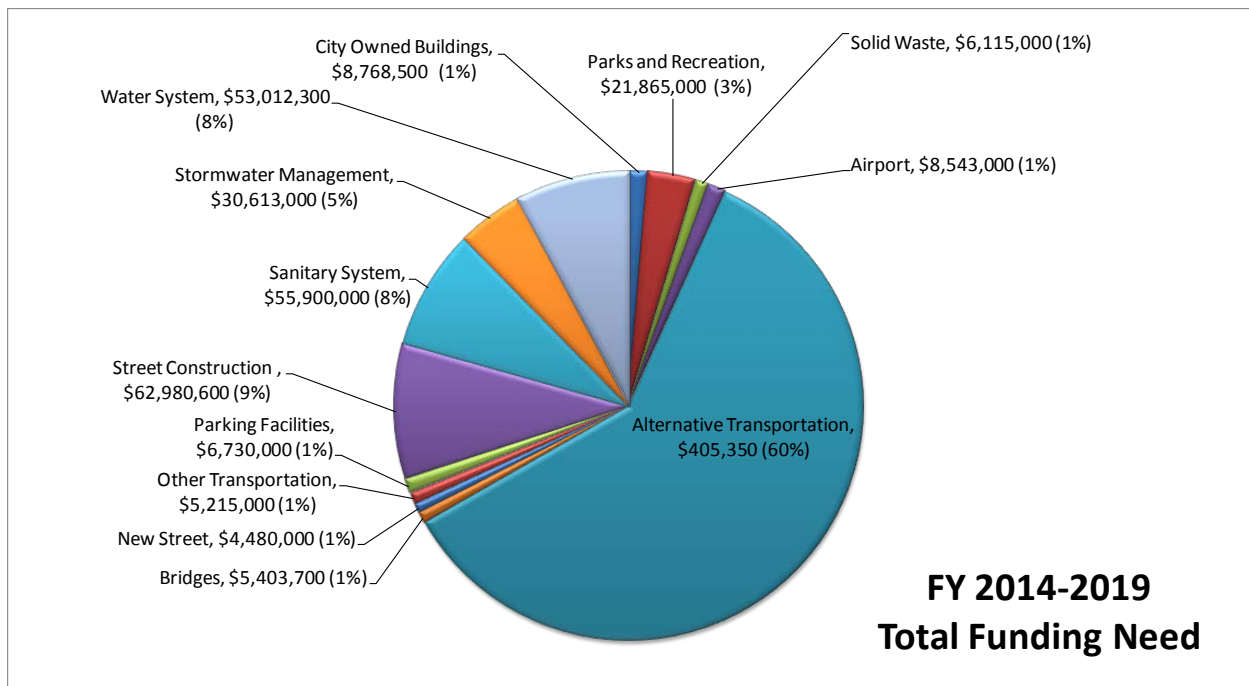


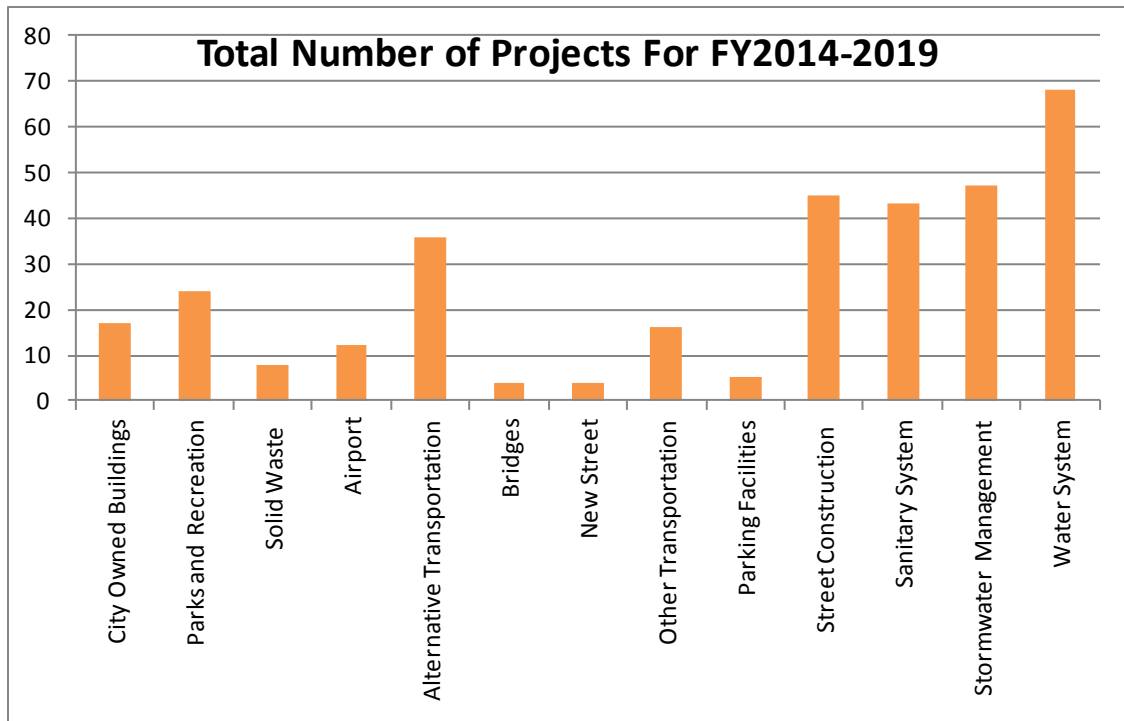
## THE TOTALS

A total of 329 projects are included in this year’s CIP with a six-year funding need for fiscal years FY2014 – 2019 of \$674,976,100. This is a 24.72% decrease from the FY2012-2017 CIP document, which anticipated \$896,643,828 in funding need for fiscal years 2012-2017. The total anticipated funding need for all projects is \$1,010,485,735 which includes project funds spent prior to fiscal year 2014 and required funds needed after fiscal year 2019 for the projects contained in the plan. The charts below indicate the total number of projects for each category, the total costs, the six-year funding need and first-year and second-year expenditures:

### FY2014-2019 CIP SUMMARY FUNDING

Category	Number of Projects	Total Funding All Years (Inc. Prior and 2019+)	FY 2014-2019 Total Funding Need	FY2014-2019 Funded Needs	FY2014-2019 Unfunded Needs
City Owned Buildings	17	\$9,864,680	\$8,768,500	\$8,343,500	\$425,000
Parks and Recreation	24	\$75,203,000	\$21,865,000	\$21,165,000	\$700,000
Solid Waste	8	\$6,771,500	\$6,115,000	1215000	\$4,900,000
Airport	12	\$8,543,000	\$8,543,000	6213000	\$2,330,000
Alternative Transportation	36	\$435,541,000	\$405,350,000	\$10,030,000	\$395,320,000
Bridges	4	\$5,743,700	\$5,403,700	\$2,048,700	\$3,355,000
New Street	4	\$5,980,000	\$4,480,000	\$496,300	\$3,983,700
Other Transportation	16	\$5,490,000	\$5,215,000	\$2,915,000	\$2,300,000
Parking Facilities	5	\$27,355,000	\$6,730,000	\$4,880,000	\$1,850,000
Street Construction	45	\$80,766,800	\$62,980,600	\$57,180,600	\$5,800,000
Sanitary System	43	\$244,690,000	\$55,900,000	\$55,900,000	\$0
Stormwater Management	47	\$42,709,755	\$30,613,000	\$30,613,000	\$0
Water System	68	\$61,827,300	\$53,012,300	\$53,012,300	\$0
<b>Totals:</b>	<b>329</b>	<b>\$1,010,485,735</b>	<b>\$674,976,100</b>	<b>\$254,012,400</b>	<b>\$420,963,700</b>





## FUNDING ISSUES AND SOURCES

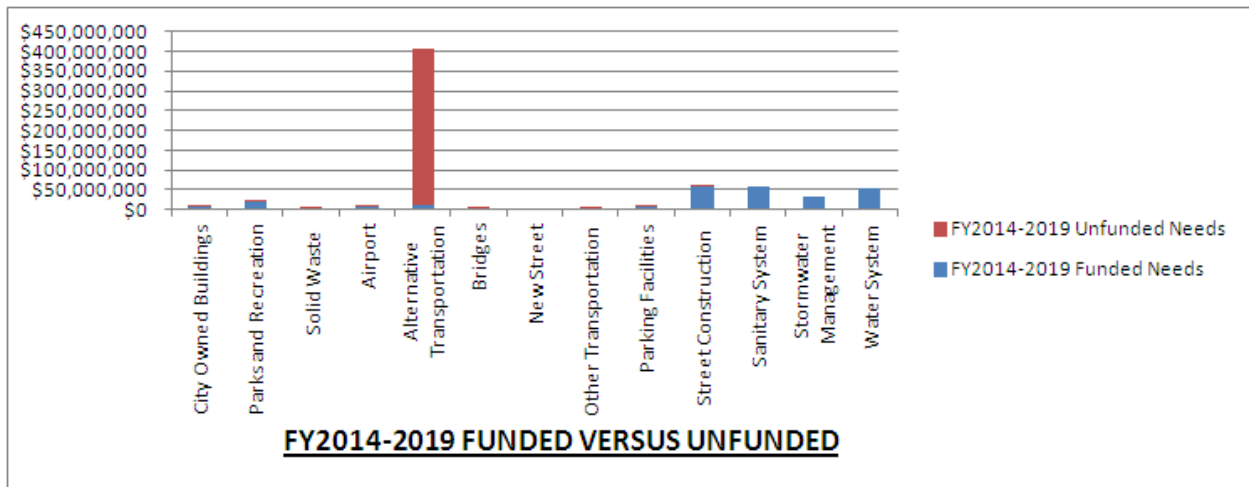
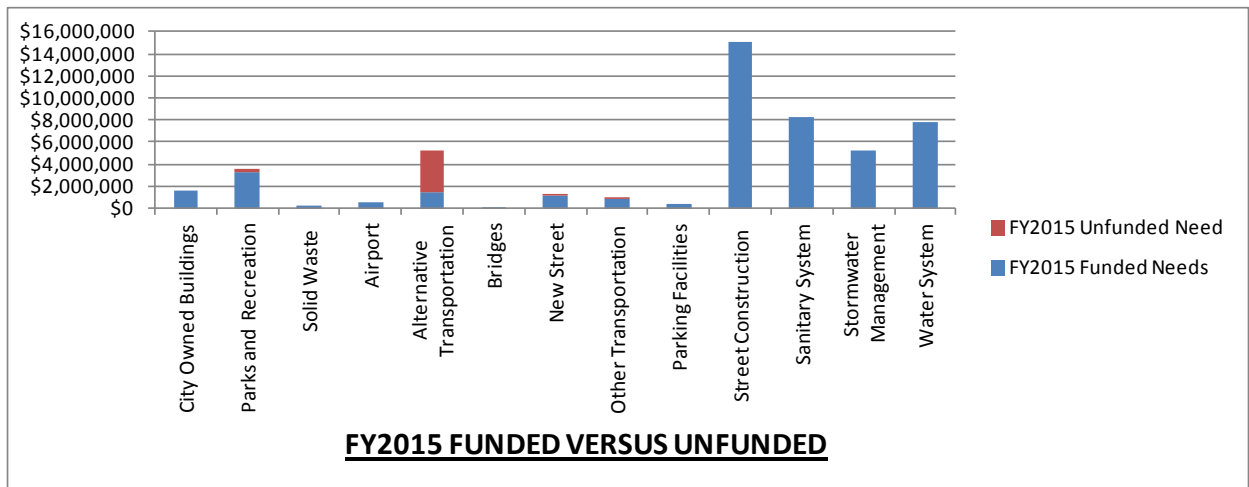
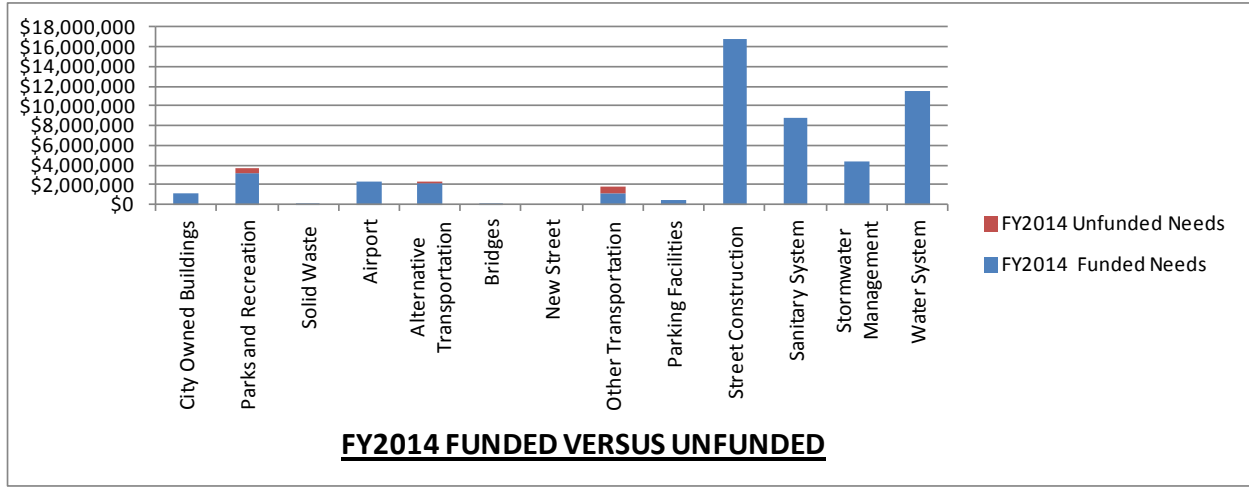
### A. Funded versus Unfunded Projects

As is often the case with governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are projects contained in this CIP that do not have an established, secure source of funding at this time, other than the City’s General Fund. Projects in the first two years of the CIP form the basis for the City’s Capital Budget and generally require secure funding. Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. However, some higher priority unfunded projects (generally anticipated to be funded via grants or outside funding) are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented.

### FY2014-2015 FUNDING

Category	FY2014 Total Funding Needs	FY2014 Funded Needs	FY2014 Unfunded Needs	FY2015 Total Funding Needs	FY2015 Funded Needs	FY2015 Unfunded Need
City Owned Buildings	\$1,113,000	\$1,113,000	\$0	\$1,610,500	\$1,610,500	\$0
Parks and Recreation	\$3,650,000	\$3,250,000	\$400,000	\$3,550,000	\$3,250,000	\$300,000
Solid Waste	\$40,000	\$40,000	\$0	\$240,000	\$240,000	\$0
Airport	\$2,301,000	\$2,301,000	\$0	\$569,000	\$569,000	\$0
Alternative Transportation	\$2,165,000	\$2,125,000	\$40,000	\$5,197,000	\$1,497,000	\$3,700,000
Bridges	\$95,000	\$95,000	\$0	\$95,000	\$95,000	\$0
New Street	\$0	\$0	\$0	\$1,325,000	\$1,125,000	\$200,000
Other Transportation	\$1,735,000	\$1,135,000	\$600,000	\$1,050,000	\$900,000	\$150,000
Parking Facilities	\$430,000	\$430,000	\$0	\$400,000	\$400,000	\$0
Street Construction	\$16,717,100	\$16,717,100	\$0	\$15,063,500	\$15,063,500	\$0
Sanitary System	\$8,765,000	\$8,765,000	\$0	\$8,260,000	\$8,260,000	\$0
Stormwater Management	\$4,400,000	\$4,400,000	\$0	\$5,260,000	\$5,260,000	\$0
Water System	\$11,570,400	\$11,570,400	\$0	\$7,751,200	\$7,751,200	\$0
<b>TOTALS</b>	<b>\$52,981,500</b>	<b>\$51,941,500</b>	<b>\$1,040,000</b>	<b>\$50,371,200</b>	<b>\$46,021,200</b>	<b>\$4,350,000</b>

Funded versus unfunded status is depicted graphically below for FY2014, FY2015, and for the total six-year FY2014-2019 CIP. As is expected, the amount of unfunded needs rise in the latter parts of the CIP, in many cases because efforts to procure grants or other outside funding cannot yet be initiated.



The *Transportation – Alternative Transportation* projects, making up the largest portion of both funded and unfunded needs over the period of the CIP, include several major projects related to the City's Transportation Plan. These projects seek to provide improved transportation systems to serve the city and our growing population and employment base. The largest component of the unfunded needs is related to two prospective commuter rail projects. One is an east-west (Detroit to Ann Arbor) commuter rail project and the other a north-south commuter rail project (the Washtenaw-Livingston, or WALLY system). Another project relates to signature transit connection service linking these rail systems and residents with the downtown, major employment area and other key destinations. Funds are also earmarked for Community-wide improvements to the pedestrian and bicycle mobility system. The large projects are anticipated to be funded in large part by Federal or other outside funds.

#### B. Discretionary Outside Funding

Of the \$694,976,100 needed to fund the total FY2104-2019 CIP program, monies for particular projects (such as the alternative transportation funds mentioned above) may come in part or in whole from discretionary fund sources outside the City. Such dollars are included in totals shown because they are funding improvements to assets which belong to the City, will become so upon project completion, or are part of an intergovernmental or interagency project in which the City is a participant. Discretionary funds are defined here as those which require specific application to obtain or which come from other non-City sources at the discretion of others.

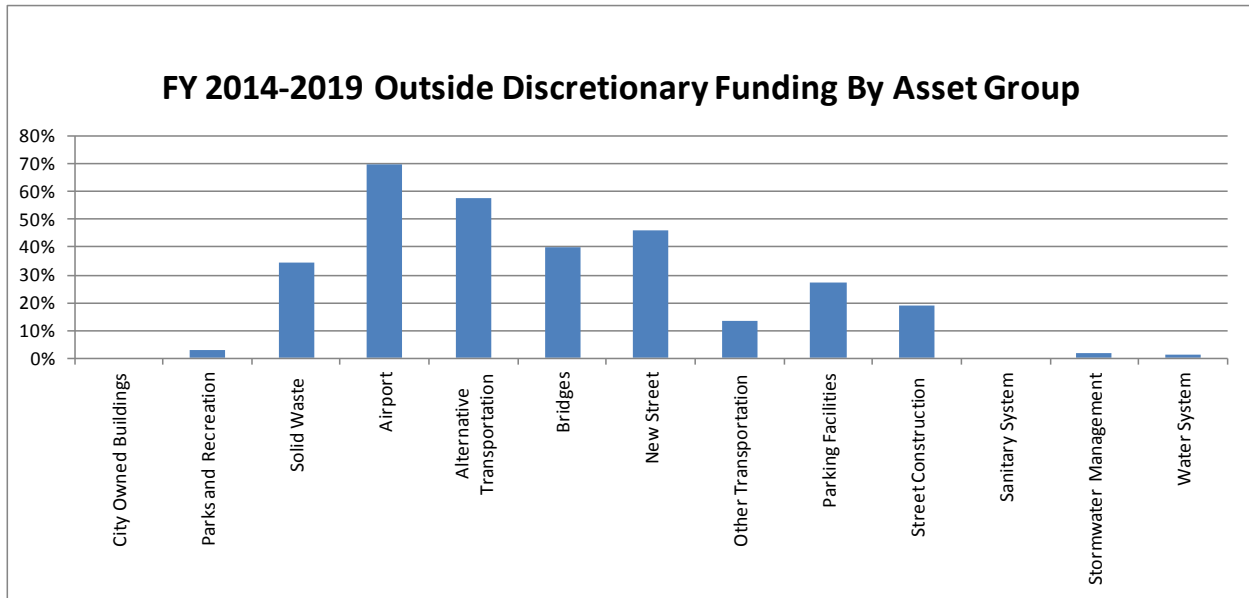
Examples of discretionary outside funds include STPU (Surface Transportation Program – Urban) and CMAQ (Congestion Mitigation and Air Quality Improvement) federal transportation funds, participation in costs by Washtenaw County, AATA, or other governmental or agency entities, developer contributions, and various grant sources such as Airport Improvement Program Grants.

Other projects will receive funding from non-City sources but which the City receives by formula and so are not considered discretionary. Those include Act 51 transportation monies and DDA tax revenues allocated to the City.

Certain projects also utilize special financial funding mechanisms that allow capital improvement costs to be spread over time at favorable interest rates. Examples include SRF funding for stormwater (State Revolving Funds), DWRF funding for water, (Drinking Water Revolving Funds), bond financing, and SAD (Special Assessment District) funding. In some of those cases, there may be elements of loan forgiveness (e.g. for SRF funds) or full or partial repayment by citizens (for SAD). However, for purposes of the chart below, those funding mechanisms are *not* treated as outside discretionary funding even though some may ultimately reduce the City's net outlay on a project. Similarly, non-discretionary outside funds such as Act 51 monies are also not included.

**FY2014-2019 OUTSIDE DISCRETIONARY FUNDS BY ASSET GROUP**

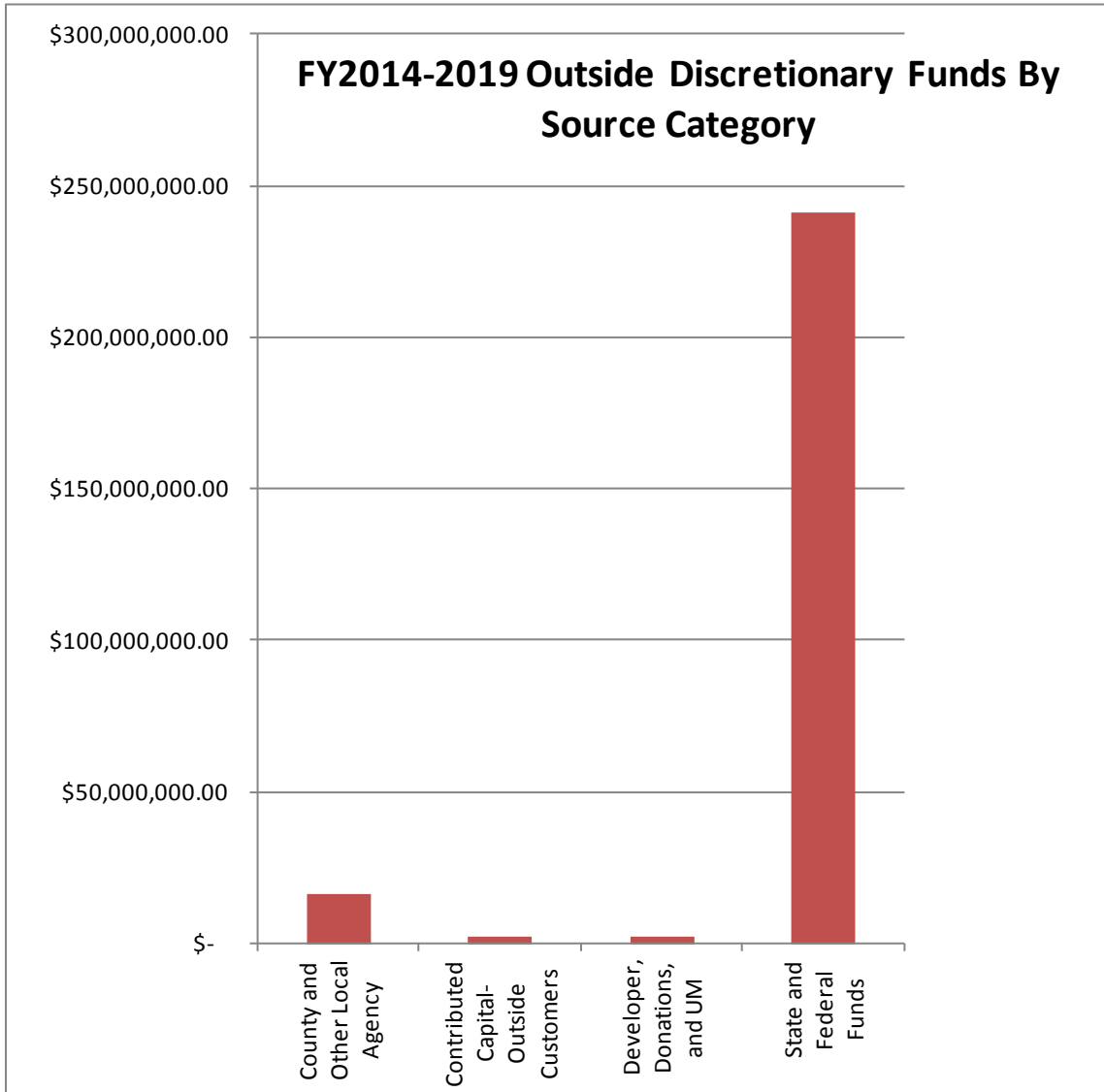
Category	FY 2014-2019 Total Funding Need	FY 2014-2019 Outside Discretionary Funding	Percent Outside Discretionary Funding
City Owned Buildings	\$ 8,768,500.00	\$ -	0%
Parks and Recreation	\$ 21,865,000.00	\$ 700,000.00	3%
Solid Waste	\$ 6,115,000.00	\$ 2,107,500.00	34%
Airport	\$ 8,543,000.00	\$ 5,959,250.00	70%
Alternative Transportation	\$ 405,350,000.00	\$ 233,552,000.00	58%
Bridges	\$ 5,403,700.00	\$ 2,171,400.00	40%
New Street	\$ 4,480,000.00	\$ 2,058,334.00	46%
Other Transportation	\$ 5,215,000.00	\$ 700,000.00	13%
Parking Facilities	\$ 6,730,000.00	\$ 1,850,000.00	27%
Street Construction	\$ 62,980,600.00	\$ 11,942,000.00	19%
Sanitary System	\$ 55,900,000.00	\$ -	0%
Stormwater Management	\$ 30,613,000.00	\$ 535,000.00	2%
Water System	\$ 53,012,300.00	\$ 850,000.00	2%
	\$ 674,976,100.00	\$ 262,425,484.00	39%



Sources of outside discretionary funding are also depicted by type in the table and chart below:

**FY2014-2019 OUTSIDE DISCRETIONARY FUNDS BY SOURCE CATEGORY**

Outside Discretionary Fund Category	FY2014-2019 Total Funding By Outside Discretionary Category	FY2014 Funding By Outside Discretionary Category	FY 2015 Funding By Outside Discretionary Category
County and Other Local Agency	\$ 16,587,500.00	\$ -	\$ -
Contributed Capital-Outside Customers	\$ 2,107,500.00	\$ -	\$ -
Developer, Donations, and UM	\$ 2,358,334.00	\$ -	\$ 1,525,000.00
State and Federal Funds	\$ 241,284,650.00	\$ 7,122,550.00	\$ 6,627,550.00
	\$ 262,337,984.00	\$ 7,122,550.00	\$ 8,152,550.00



**C. General Funded Projects**

The FY2014-2019 CIP includes 25 projects which are funded in whole or in part by general funds. This represents about 7.5% of all projects. The \$20,168,500 needed for general funding for the full six year cycle computes to approximately 3% of the total CIP budget.

Predominant in number in the general funded project group are city owned building projects (such as replacement of the aging primary chiller unit, installation of a back-up secondary chiller, and completion of asbestos abatement at Larcom City Hall) that are necessary for the safe and efficient function of such facilities.

The potential general fund match for a federal grant to construct the proposed Ann Arbor Station in the Alternative Transportation asset group is included in the figures. It is noted that this construction project is, overall, listed in the unfunded category. However, should that project move forward, a general fund match need is a possibility and is so treated.

The chart below summarizes the number and funding needs of such projects for each asset group. Totals are shown both for the total six-year cycle and individually for FY2014 and FY2015.

**GENERAL FUND NEEDS**

Category	Total FY2014-2019 Number of Projects	FY2014-2019 Total General Funds Needed	FY2014 Number of Projects	FY2014 General Funds Needed	FY2015 Number of Projects	FY2015 General Funds Needed
City Owned Buildings	14	\$ 8,648,500.00	5	\$ 1,083,000.00	5	\$ 1,580,500.00
Parks and Recreation	0	\$ -	0	\$ -	0	\$ -
Solid Waste	0	\$ -	0	\$ -	0	\$ -
Airport	0	\$ -	0	\$ -	0	\$ -
Alternative Transportation	6	\$ 9,165,000.00	1	\$ 15,000.00	0	\$ -
Bridges	0	\$ -	0	\$ -	0	\$ -
New Street	1	\$ 880,000.00	0	\$ -	0	\$ -
Other Transportation	2	\$ 350,000.00	1	\$ 150,000.00	2	\$ 200,000.00
Parking Facilities	0	\$ -	0	\$ -	0	\$ -
Street Construction	0	\$ -	0	\$ -	0	\$ -
Sanitary System	0	\$ -	0	\$ -	0	\$ -
Stormwater Management	0	\$ -	0	\$ -	0	\$ -
Water System	2	\$ 1,125,000.00	1	\$ 50,000.00	2	\$ 1,075,000.00
<b>TOTALS</b>	<b>25</b>	<b>\$ 20,168,500.00</b>	<b>8</b>	<b>\$ 1,298,000.00</b>	<b>9</b>	<b>\$ 2,855,500.00</b>

## PROJECTS, PRIORITIZATION, AND PROGRAMMING: “THE THREE P’s”

The initial task for the CIP Category Teams is to generate a list of identified capital needs (the “Projects” step).

The next, and most critical process component, is rating the relative merits of each project (the “Prioritization” step). This crucial step, while constrained by the amount of funding anticipated to be available for capital projects and timing of availability of funds when more than one asset category is involved in a project, nonetheless provides invaluable information in the CIP plan decision-making process. Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital projects even more crucial and difficult. The merits of each identified capital need must be judged against the policies and criteria of the CIP process and the goals of each component of the master plan, as well as against the other competing needs in that particular asset category.

For example, within the limited budget of the water asset group, is the rehabilitation of an aging component at the water treatment plant, or the replacement of a failing water distribution main, or the modification of a treatment process for greater efficiency of greater importance?

While all asset groups utilize a set of twelve common prioritization criteria, a limited number of asset-specific criteria are utilized as well (see chart below). While rating scales for each criterion are the same, each group may assign different relative weights to each. For example, Energy is a criterion of less significance in general in Street Construction than in City Buildings projects.

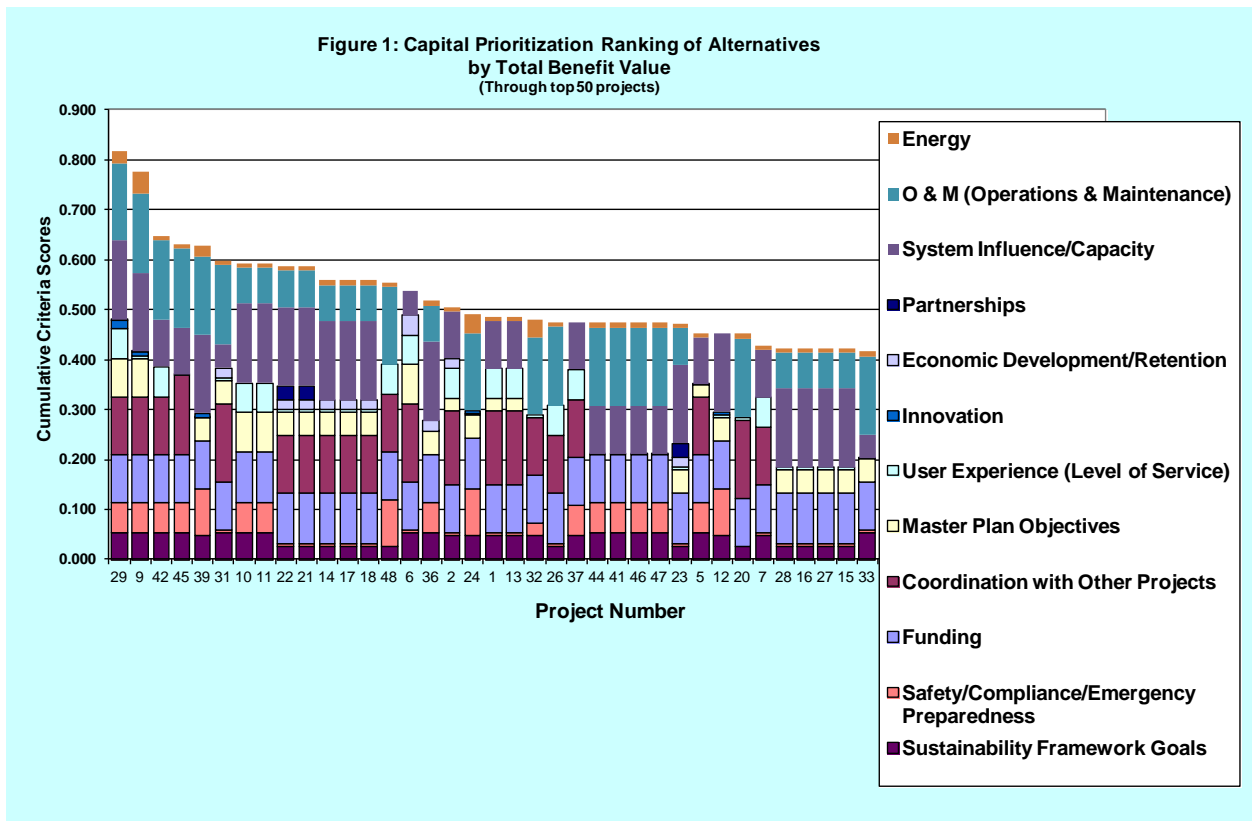
<i>Prioritization Criteria Items</i>
<b>Criteria Common to all Asset Categories:</b>
Sustainability Framework Goals
Safety/Compliance/Emergency Preparedness
Funding
Coordination with Other Projects
Master Plan Objectives
User Experience (Level Of Service)
Innovation
Economic Development/Retention
Partnerships
System Influence/Capacity
O & M (Operation & Maintenance)
Energy
<b>Criteria Specific to Selected Asset Categories Only:</b>
Parks & Recreation Only: SCRA - Social, Cultural, Recreational, and Aesthetic
Bridges Only: Daily Users Carried
Bridges Only: Criticality (e.g. critical to systems operation or a specific site)
Bridges Only: Impacts Other Infrastructure items
New Streets Only: User Demand
New Streets Only: Surface Water Quality
New Streets Only: Natural Features Impacts
Stormwater Management Only: Water Quality
Water System Only: Reliability



Each project is then rated using a scoring scale for each criteria. The scoring scale can be viewed in Section I Capital Improvements Programming. This scoring process takes places with teams of staff members providing broad cross-unit input and involving staff from unit mangers to project managers to field operations personnel. Staff from other entities such as the DDA and NAP also are involved where appropriate.

Upon completion of prioritization of capital projects for each asset category, the prioritization model then produces information (both in graphic and in tabular form) showing the scores for each project. Results for the sanitary sewer asset group are shown below as an example:

### **SAMPLE SANITARY SEWER PRIORITIZATION MODEL GRAPHIC RESULTS**



**SAMPLE SANITARY SEWER PRIORITIZATION MODEL TABULAR RESULTS**

Project Number	Category Type - Department Type	Project Description	Total Benefit
29	WWTP	Residuals Handling Improvements	81.64
9	WWTP	Facilities Renovation	77.78
42	Lateral	Audobon Crosslots Sanitary Sewer Lining	64.75
45	Trunkline/Submain	South State Street Crosslots Sanitary Sewer Lining	63.14
39	Lateral	WWTP Secondary Effluent Pump Replacement	62.80
31	System-Wide	Sanitary Sewer Lining Projects	59.79
10	System-Wide	Footing Drain Disconnection Project (Long Term)	59.37
11	System-Wide	Footing Drain Disconnection Project-2006 (Priority 2A)	59.37
21	Trunkline/Submain	Miller West Park Sanitary - Low Level	58.72
22	Trunkline/Submain	North Main Submain Relief Sanitary Sewer - AARR to M-14	58.72
14	Trunkline/Submain	High Level Relief Sewer	55.88
17	Trunkline/Submain	Liberty-Washington Relief (Phase I)	55.88
18	Trunkline/Submain	Liberty-Washington Relief (Phase II)	55.88
48	System-Wide	Manhole Rehabilitation/Replacement Project	55.43
6	Lateral	Pontiac Trail Sanitary Sewer Extension	53.66
36	System-Wide	System Flow Monitoring in FDD Study Areas	51.75
2	Lateral	2857 Packard Sanitary Extension	50.60
24	Lateral	Lift Station Repair/Replacement Program	49.00
1	Lateral	2780 Packard Sanitary Extension	48.62
13	Lateral	Geddes Sanitary Sewer (2651 to 3053)	48.62
32	Lateral	South Boulevard Lift Station Elimination & Gravity Sewer	48.11
26	Lateral	Pauline Sanitary Sewer Replacement	47.52
37	Lateral	Valhalla Sanitary Sewer Service Extension	47.50
41	Lateral	Pepper Pike Crosslots Sanitary Sewer Lining	47.34
44	Lateral	Foxhunt Crosslots Sanitary Sewer Lining	47.34
46	Lateral	Red Bud Park Crosslots Sanitary Sewer Lining	47.34
47	Lateral	Huntington Woods Crosslots Sewer Lining	47.34
23	Trunkline/Submain	North Main Submain Relief Sanitary Sewer - Bird Road past Warrington	47.19
5	Lateral	Calvin Street Sanitary Sewer	45.39
12	Trunkline/Submain	Glen/Fuller Diversion	45.38
20	Lateral	Miller Avenue Sanitary Repair/Replacement	45.17
7	Lateral	Dover Place/Riverview Sanitary Sewer	42.82
15	Trunkline/Submain	Huron West Park (Phase II)	42.37
16	Trunkline/Submain	Huron West Park (Phase III)	42.37
27	Trunkline/Submain	Pittsfield Valley Submain Relief	42.37
28	Trunkline/Submain	Pittsfield Valley Trunkline Relief Sewer	42.37
33	Trunkline/Submain	Southside Interceptor Rehabilitation	41.65
35	Lateral	Stone School Road Sanitary Extension	40.78
43	Lateral	Packard Street Sanitary Sewer Lining	37.68
19	Lateral	Michigan Stadium Sanitary Sewer Reroute	36.82
34	Lateral	Springbrook Sanitary Sewer Extension	35.47
8	Lateral	2250 Belmont Sanitary Extension	35.32
3	Lateral	Austin Sanitary Sewer Outlet	31.36
40	Lateral	Woodland Drive Sanitary Extension	31.29
4	Lateral	Bluett Sanitary Sewer Service Extension	30.50
38	Lateral	Wagner Road Sanitary Sewer - South	30.50
30	Lateral	Ridgemor-Liberty Sanitary Sewer	28.57
25	Lateral	Rock Creek Sanitary Sewer Extension	20.31

These prioritization scores then become one of the principal tools in establishing the order in which projects are programmed (the “Programming” step). It is noted however, that fund availability and constraints, need to coordinate with projects involving other asset groups, required interactions with other outside agencies, and other similar factors dictate that this scoring alone does not set the programmatic order in which projects are undertaken.

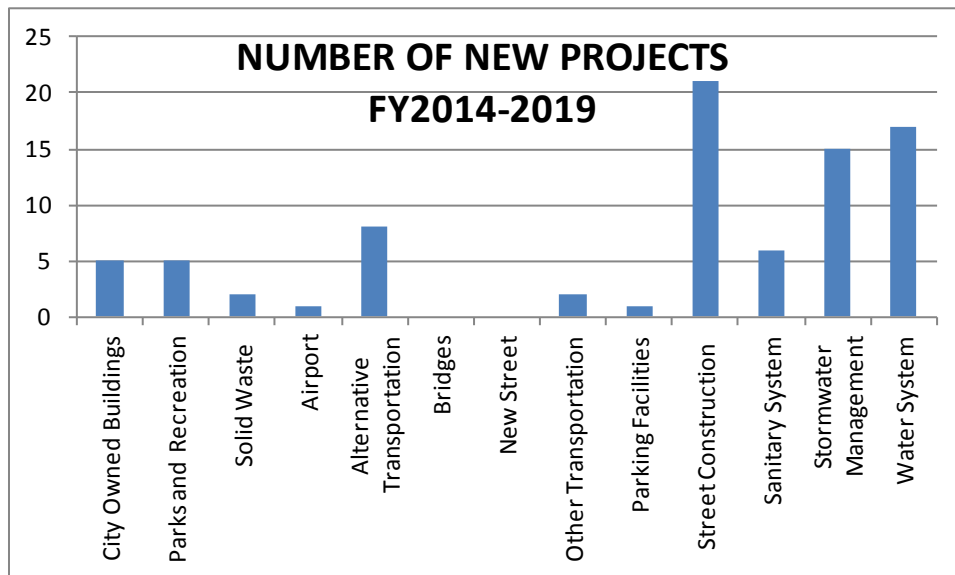
The final result of the “Three P” process was the FY2014-FY2109 presented in tabular form by asset group to the City Planning Commission with prioritizations scores, year programmed, and projected funding needs for each.

## NEW PROJECTS

There are 83 new projects in the FY2014-2019 CIP. The total cost of all new projects is \$108,410,000 representing approximately 16% of all project costs. It is noted that the Ann Arbor Station Project within the Alternative Transportation area, while treated as new, is a revised version of a similarly proposed project that was eliminated. New projects are shaded on the CIP Plan tabular data sheets.

### NEW PROJECTS FY2014- 2019

Category	# of New Projects	FY2014-2019 Funding Needed
City Owned Buildings	5	\$1,485,500
Parks and Recreation	5	\$1,375,000
Solid Waste	2	\$225,000
Airport	1	\$1,138,000
Alternative Transportation	8	\$50,182,000
Bridges	0	\$0
New Street	0	\$0
Other Transportation	2	\$800,000
Parking Facilities	1	\$30,000
Street Construction	21	\$25,633,000
Sanitary System	6	\$7,420,000
Stormwater Management	15	\$9,230,000
Water System	17	\$10,892,300
<b>TOTALS</b>	<b>83</b>	<b>\$108,410,800</b>



## **COMMUNITY INPUT AND INFORMATION SHARING**

During production of the FY 2014-209 Capital Improvement program, community input was elicited in a number of ways.

The Open City Hall forum was utilized to gather general comments concerning the CIP program. Response was modest.

A survey concerning the CIP was launched utilizing the Survey Monkey tool. Responses were received from 221 respondents who provided input on such questions as their satisfaction with City capital asset groups, which asset groups they felt should receive the most fiscal attention in the next two years, ideas for improving the capital systems, and which criteria they thought were appropriate tools for prioritizing projects.

Respondents were also able to provide open-ended feedback concerning the thirteen capital asset groups.

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**CITY OF ANN ARBOR  
Budgeted Capital Improvement Projects  
By Project Type**

**Requested Project Appropriations for FY2014 & FY2015**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule				
		Rank	Score	Prior FYs	Request FY2014	Projected FY2015	FY2016+	Total
<b><u>Municipal Facilities - City Owned Buildings</u></b>								
MF-CB-10-02	Guy C. Larcom Municipal Building: Asbestos Abatement	2	of 16	48.83		600,000	-	600,000
MF-CB-12-05	Guy C. Larcom Municipal Building: 2nd floor/Council Chambers Renovation	3	of 16	47.64			400,000	100,000
MF-CB-10-03	Guy C. Larcom Municipal Building: Secondary Chiller	6	of 16	38.30		175,000	-	175,000
MF-CB-12-03	Fire Station Mechanical Replacements	6	of 16	38.30			38,000	90,000
MF-CB-14-04	Fire Stations 1 and 6 Remodeling Program	8	of 16	34.89		100,000	-	100,000
MF-CB-14-05	415 West Washington Demolition	14	of 16	30.85			300,000	-
					-	875,000	738,000	190,000
								1,803,000
<b><u>Municipal Facilities - Parks and Recreation</u></b>								
MF-PR-08-19	Recreation Facility Updates and Infrastructure Repairs	1	of 27	80.71	500,000	471,386	-	978,614
MF-PR-10-01	Playgrounds and Neighborhood Park Improvements	4	of 27	66.38	564,000	75,000	75,000	300,000
MF-PR-13-01	Gallup Park Boat Launch	8	of 27	57.41	15,000	-	85,000	-
MF-PR-14-03	Leslie Park Golf Course Cart and Other Storage	9	of 27	56.92	-	0	131,327	168,673
MF-PR-08-07	Tennis & Basketball Court Renovations	11	of 27	54.08	600,000	-	150,000	300,000
MF-PR-10-13	Baseball/Softball Field Renovations	12	of 27	54.08	500,000	150,000	-	300,000
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction	15	of 27	49.92	505,000	75,000	150,000	525,000
MF-PR-10-02	Parks Roads & Parking Lots	22	of 27	39.67	650,000	80,000	140,000	750,000
MF-PR-12-06	Historic Park Structures Repair/Restoration	23	of 27	39.29	150,000	-	150,000	300,000
MF-PR-10-08	Exterior Shelter Lighting LED Conversion	24	of 27	37.95	-	20,000	-	25,000
					3,484,000	871,386	881,327	3,647,287
								8,884,000
<b><u>Transportation - Alternative Transportation</u></b>								
TR-AT-10-29	ADA Ramp Replacements (Outside of DDA)	13	of 38	53.47	2,304,000	928,000	700,000	1,464,000
TR-AT-10-09	Non-Motorized Corridor Project: State St (Depot to City Boundary)	22	of 38	43.47	-	50,000	-	-
TR-AT-10-04	Non-Motorized Corridor Project: Liberty (State to City Boundary)	23	of 38	43.12	40,000	138,000	-	-
TR-AT-13-01	Annual Sidewalk Repair Program	26	of 38	42.63	527,000	538,000	538,000	1,076,000
TR-AT-12-04	Ellsworth at Research Park Dr. Pedestrian Crossing	35	of 38	37.74	20,000	85,000	-	-
TR-AT-14-05	Bike Share Program	-	of 38	-	60,000	60,000	-	-
					2,951,000	1,799,000	1,238,000	2,540,000
								8,528,000
<b><u>Transportation - Bridges</u></b>								
TR-BR-10-06	Fuller/Maiden/EMC Bridge Rehab	1	of 4	67.35		317,000	813,000	813,000
								1,943,000
						317,000	813,000	813,000
								1,943,000
<b><u>Transportation - Other</u></b>								
TR-OT-10-07	Ellsworth Road Corridor Transportation Study	17	of 24	26.87			50,000	-
TR-OT-10-08	State Street Corridor Transportation Study	4	of 24	48.80		150,000	150,000	-
TR-OT-10-04	Geddes Rd Sloughing Correction	3	of 24	49.95	35,000	400,000	-	-
					35,000	550,000	200,000	-
								785,000
<b><u>Transportation - Street Construction</u></b>								
TR-SC-09-03	Stadium Blvd. (Hutchins to Kipke)	4	of 39	68.65			281,600	3,000,000
TR-SC-08-01	Fuller Rd/Maiden Lane/East Medical Center Dr Intrsection	5	of 39	76.13	177,102	303,000	463,000	416,000
								3,281,600
								1,359,102

**CITY OF ANN ARBOR  
Budgeted Capital Improvement Projects  
By Project Type**

**Requested Project Appropriations for FY2014 & FY2015**

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule				
		Rank	Score	Prior FYs	Request FY2014	Projected FY2015	FY2016+	Total
TR-SC-08-01	Fuller Rd Resurfacing	5 of 39	76.13			500,000	-	500,000
TR-SC-14-02	Stone School Rd (I-94 to Ellsworth)	5 of 39	68.65	168,251	900,000		-	1,068,251
TR-SC-10-12	AA-Saline (County) - Eisenhower to Oak Valley	6 of 39	66.78	50,000	305,000		-	355,000
TR-SC-10-14	Geddes Avenue (Apple Way to HPW)	7 of 39	65.19		700,000	2,330,000	-	3,030,000
TR-SC-14-03	Pontiac Trail Impr-Skydale to M-14	9 of 39	59.84	247,000	1,728,000		-	1,975,000
TR-SC-14-17	ASRP: State St. (Eisenhower to I-94)	9 of 39	-		845,000		-	845,000
TR-SC-14-16	Forest Ave (S. University to Hill)	10 of 39	57.32		300,000		-	300,000
TR-SC-14-12	Pauline (Stadium to Seventh)	14 of 39	45.13		150,000	1,000,000	-	1,150,000
TR-SC-14-17	Fifth Ave (Kingsley to Catherine)	15 of 39	42.62		100,000	900,000	-	1,000,000
TR-SC-14-08	Packard (Anderson to Eisenhower)	16 of 39	42.18	100,000	640,000		-	740,000
TR-SC-14-09	Scio Church (Main to Seventh)	18 of 39	41.33			50,000	950,000	1,000,000
TR-SC-13-04	S. Maple (Jackson to Stadium) - MDOT	24 of 39	33.53		400,000		-	400,000
TR-SC-13-07	Annual Local Resurfacing	26 of 39	32.85	2,600,000	1,500,000	1,500,000	3,000,000	8,600,000
TR-SC-14-22	Springwater Subdivision	26 of 39	-		785,000	710,000	685,000	2,180,000
TR-SC-12-03	ASRP: Washington (First to Fourth)	28 of 39	31.93		362,000		-	362,000
TR-SC-12-13	ASRP: Division (Madison to Huron)	32 of 39	19.66		883,000		-	883,000
TR-SC-12-05	ASRP: Liberty (First to Main)	34 of 39	19.66		320,000		-	320,000
TR-SC-13-02	ASRP: Newport Rd Resurfacing	39 of 39	15.79		1,000,000		-	1,000,000
TR-SC-N/A	Annual Capital Maintenance Program	- of 39	-		350,000	350,000	1,050,000	1,750,000
				<b>3,342,353</b>	<b>11,571,000</b>	<b>8,084,600</b>	<b>9,101,000</b>	<b>32,098,953</b>
<b>Utilities - Sanitary Sewer</b>								
UT-SN-14-04	WWTP Secondary Effluent Pump Replacement	5 of 48	62.80	250,000	1,100,000	-	-	1,350,000
UT-SN-08-15	Foot Drain Disconnection Priority 2A 2006	5 of 48	59.37	11,050,000	2,500,000		-	13,550,000
UT-SN-14-06	Sanitary Sewer Lining Projects	6 of 48	59.79	-	750,000	1,500,000	1,500,000	3,750,000
UT-SN-02-11	Wet Weather Mitigation (Long Term)	7 of 48	59.37	13,445,000	-	2,500,000	48,000,000	63,945,000
UT-SN-10-05	Manhole Rehabilitation/Replacement Project	14 of 48	55.43	325,000	275,000	-	550,000	1,150,000
UT-SN-14-05	Lift Station Repair/Replacement Program	18 of 48	49.00	-	-	500,000	1,500,000	2,000,000
UT-SN-14-01	Glen/Fuller Diversion	30 of 48	45.38	-	300,000	-	-	300,000
UT-SN-12-03	Stone School Road Sanitary Extensions	38 of 48	40.78	-	80,000	-	250,000	330,000
				<b>25,070,000</b>	<b>5,005,000</b>	<b>4,500,000</b>	<b>51,800,000</b>	<b>86,375,000</b>
<b>Utilities - Storm Sewer</b>								
UT-ST-12-18	Malletts Creek Study - Ellsworth to I-94	3 of 55	63.65	-	300,000	-	-	300,000
UT-ST-14-03	Malletts Streambank Stabilization Phase II	6 of 55	58.97	-	-	2,200,000	-	2,200,000
UT-ST-10-21	Stone School Road Storm Improvements (I-94 to Ellsworth)	7 of 55	55.90	220,000	1,100,000	-	-	1,320,000
UT-ST-10-16	Street Tree Replanting	9 of 55	53.20	675,000	300,000	300,000	300,000	1,575,000
UT-ST-09-04	Stadium Boulevard Storm Sewer Replacement (Hutchins to Kipke)	11 of 55	50.21	-	-	110,000	360,000	470,000
UT-ST-10-04	Springwater Subdivision Storm Sewer Replacement	16 of 55	46.57	-	650,000	500,000	300,000	1,450,000
UT-ST-14-01	Village Oaks-Chaucer Court Stormwater Improvements	21 of 55	41.07	-	1,250,000	-	-	1,250,000
UT-ST-14-04	Pontiac Trail Stormwater Improvements (M-14 to Skydale)	22 of 55	39.95	-	200,000	-	-	200,000
UT-ST-14-07	Storm Sewer Lining Projects	27 of 55	37.00	-	-	600,000	600,000	1,200,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	29 of 55	34.97	100,000	-	100,000	500,000	700,000
UT-ST-10-20	Geddes Avenue Storm Sewer (Arlington to Huron Parkway)	31 of 55	31.61	-	50,000	750,000	-	800,000

**CITY OF ANN ARBOR  
Budgeted Capital Improvement Projects  
By Project Type**

**Requested Project Appropriations for FY2014 & FY2015**

ProjectID	Project Name	CIP Priority	
		Rank	Score
UT-ST-12-22	Stream Bank Stabilization (Future locations)	33 of 55	28.30
UT-ST-14-06	Vinewood Stormwater Improvements	34 of 55	27.30
UT-ST-14-05	Allen Creek Check Valve	42 of 55	22.96
<b>Utilities - Water System</b>			
UT-WS-14-01	Plant 1 Replacement Study	1 of 68	71.86
UT-WS-14-02	Ozone Dielectric Replacement	2 of 68	71.43
UT-WS-08-06	Replace Steere Farm Well Pump Engines	4 of 68	57.39
UT-WS-14-12	Arbor Oaks Phase II Water Mains	6 of 68	53.57
UT-WS-14-19	Pauline (Stadium to Seventh) Water Main Replacement	9 of 68	51.64
UT-WS-08-10	Barton Electrical Upgrades & S Industrial PS	11 of 68	50.63
UT-WS-13-04	Stone School Water Main Replacement (I-94 to Ellsworth)	12 of 68	50.11
UT-WS-14-11	Lawrence Water Main Upsizing	13 of 68	49.53
UT-WS-14-18	Springwater Subdivision Water Main Replacement	13 of 68	49.53
UT-WS-14-10	Yellowstone Watermain Replacement (swapped to FY14)	14 of 68	49.50
UT-WS-12-07	Barton Dam Concrete Repairs - Phase II (50% General Fund)	17 of 68	48.33
UT-WS-12-07	Barton Dam Concrete Repairs - Phase II (50% Water Fund)	17 of 68	48.33
UT-WS-09-03	Raw Water Main (30") Upgrade Stadium (Seventh to Kipke)	19 of 68	46.51
UT-WS-12-04	Duncan Water Main Replacement	20 of 68	44.07
UT-WS-08-30	Downtown Valve Insertion/Replacement	23 of 68	37.69
UT-WS-10-15	Russet, Russell & Redeemer Water Main Replacement	26 of 68	36.77
UT-WS-01-10	Elevated Storage Tanks (West High Service District)	27 of 68	33.95
UT-WS-13-05	Pontiac Trail Water Main Extension	35 of 68	27.77
UT-WS-13-03	Dover Place/Riverview Water Main	36 of 68	27.77
UT-WS-02-19	Manchester Elevated Water Tank Paint Project	40 of 68	26.54
UT-WS-10-01	Barton Dam - Coating Structural Steel	49 of 68	21.36
UT-WS-14-17	Water Meter Replacement Program (50% Water Fund)	63 of 68	16.61
UT-WS-14-17	Water Meter Replacement Program (50% Sewer Fund)	63 of 68	16.61
UT-WS-08-07	Barton Pond Early Warning System	64 of 68	14.36
UT-WS-N/A	Recycle Streams	-	-

Anticipated Spending Schedule				
Prior FYs	Request FY2014	Projected FY2015	FY2016+	Total
-	-	170,000	-	170,000
-	50,000	-	-	50,000
-	-	30,000	-	30,000
995,000	3,900,000	4,760,000	2,060,000	11,715,000
-	100,000	-	-	100,000
-	185,000	-	-	185,000
150,000	150,000	1,250,000	-	1,550,000
-	615,000	-	-	615,000
-	85,000	1,115,000	-	1,200,000
800,000	3,000,000	-	-	3,800,000
-	825,000	-	-	825,000
-	-	200,000	-	200,000
-	490,000	220,000	500,000	1,210,000
-	650,000	-	-	650,000
-	50,000	575,000	-	625,000
-	50,000	575,000	-	625,000
-	-	155,000	1,375,000	1,530,000
-	650,000	-	-	650,000
150,000	-	250,000	-	400,000
100,000	1,300,000	-	-	1,400,000
-	-	225,000	2,300,000	2,525,000
50,000	400,000	-	-	450,000
-	-	200,000	-	200,000
-	100,000	600,000	-	700,000
-	-	400,000	-	400,000
-	-	125,000	500,000	625,000
-	-	125,000	500,000	625,000
-	-	25,000	300,000	325,000
-	1,411,794	-	-	1,411,794
1,250,000	10,061,794	6,040,000	5,475,000	22,826,794
<b>\$ 37,127,353</b>	<b>\$ 34,950,180</b>	<b>\$ 27,254,927</b>	<b>\$ 75,626,287</b>	<b>\$ 174,958,747</b>

**Grand total**



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## Capital Improvement Program: Significant Non-recurring Projects

- There are 94 capital projects in the FY 2014 capital budget totaling \$174,958,747.
- There are 40 projects over \$1,000,000 (43% of the projects). The total for these projects is \$153,667,747 (88% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY 2014 or FY 2015 are listed in this section by project category.
- Of the 40 projects over \$1 million, two are over \$10 million. The total for these projects is \$77,495,000 (44% of total projects).
- Ten of the projects in excess of \$1,000,000 are recurring. The recurring projects over \$1,000,000 are:
  - Recreation Facility Updates and Infrastructure Repairs \$2.0 million;
  - Playgrounds and Neighborhood Park Improvements \$1.0 million;
  - Tennis & Basketball Court Renovations \$1.1 million;
  - Trails & Pathways – Repairs & Reconstruction \$1.3 million;
  - Parks Roads & Parking Lots \$1.6 million;
  - ADA Ramp Replacements (Outside of DDA) \$5.4 million;
  - Annual Sidewalk Repair Program \$2.7 million;
  - Annual Local Street Resurfacing Program \$8.6 million;
  - Annual Capital Maintenance Program \$1.8 million;
  - Street Tree Planting \$1.6 million.

The four largest project categories make up 87% of all capital project dollars:

- |  |                                |
|--|--------------------------------|
| • Utilities – Sanitary Sewer           | \$86,375,000 (49% of projects) |
| • Transportation – Street Construction | \$32,098,953 (18% of projects) |
| • Utilities – Water System             | \$22,826,794 (13% of projects) |
| • Utilities – Storm Sewer              | \$11,715,000 (10% of projects) |
| • All other projects                   | \$21,943,000 (13% of projects) |

**The effect of capital expenditures on future operating budgets** - Two of the 12 common criteria utilized in the Prioritization Model tool for ranking projects in the CIP are 1. Effect on Operations and Maintenance, and 2. Energy. The project scores for these criteria are part of the total calculated prioritization score the project. The O&M and energy scores for each project are included in this section. The 10 point scales for scoring the O&M and energy criteria are:

**0** – Will cause increase in O&M/energy costs

**2** – Has a neutral effect on O&M/energy costs

**5 or 6** – Makes a modest contribution to O&M/energy cost reduction

**8** – Makes a modest contribution to O&M/energy cost reduction and creates opportunities to improve operational flexibility/use of technology, extends asset life, or use of renewable energy

## Capital Improvement Program: Significant Non-recurring Projects

**10** – Makes significant contribution to O&M/energy cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, utilizes materials or techniques that provide lowest overall life-cycle costs, or use of renewable energy

### Municipal Facilities – Parks and Recreation

**MF-PR-08-07 Tennis & Basketball Court Renovations (Annual)** – Renovate two sports courts per project cycle year. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$0 in FY 2014, \$150,000 in FY 2015, and a total of \$1,050,000. The renovations should result in a reduction in maintenance costs. The O&M criteria score is 6, and the Energy criteria score is 2.

**MF-PR-08-19 Recreation Facility Updates and Infrastructure Repairs** – Perform upgrades to facility infrastructure. Projects are to be determined through needs assessment or as identified by staff. The project budget is \$471,386 in FY 2014, \$0 in FY 2015, and a total of \$1,950,000. This renovation should result in reduction in maintenance costs and lower energy costs. The O&M criteria score is 6, and the Energy criteria score is 8.

**MF-PR-10-01 Playgrounds and Neighborhood Park Improvements** - Replaces project MF-PR-08-04 Neighborhood Parks Development. Play equipment and safety surfacing replacement/updates, accessibility upgrades, replace park furniture. Other revisions as identified by community input. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$75,000 in FY 2014, \$75,000 in FY 2015, and a total of \$1,014,000. These renovations should result in a reduction in maintenance costs, along with providing safer infrastructure. The O&M criteria score is 2, and the Energy criteria score is 2.

**MF-PR-10-02 Parks Roads & Parking Lots** - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$80,000 in FY 2014, \$140,000 in FY 2015, and a total of \$1,620,000. These renovations should result in a reduction in maintenance costs. The O&M criteria score is 2, and the Energy criteria score is 2.

**MF-PR-10-06 Trails & Pathways – Repairs & Reconstruction** - Reconstruct and/or develop pathways, trails, boardwalks, and greenway corridors. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$75,000 in FY 2014, \$150,000 in FY 2015, and a total of \$1,255,000. These renovations should result in a reduction in maintenance costs. The O&M criteria score is 2, and the Energy criteria score is 2.

## Capital Improvement Program: Significant Non-recurring Projects

### Transportation – Alternative Transportation

**TR-AT-10-29 ADA Ramp Replacements (Outside of DDA)** – Bring corner ramps on city streets into ADA compliance. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$928,000 in FY 2014, \$700,000 in FY 2015, and a total of \$5,396,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**TR-AT-13-01 Annual Sidewalk Repair Program** – Repair and/or replacement of deficient sidewalks utilizing millage monies per vote of community. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$538,000 in FY 2014, \$538,000 in FY 2015, and a total of \$2,679,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

### Transportation - Bridges

**TR-BR-10-06 Fuller Road/Maiden Lane/East Medical Center Drive Bridges Rehabilitation** – Perform bridge painting, steel repair, expansion joint and pin and hanger replacement, and bridge deck rehabilitation. The project budget is \$317,000 in FY 2014, \$813,000 in FY 2015, and a total of \$1,943,000. This infrastructure replacement should result in significant future operating expenditure reductions. The O&M criteria score is 10, and the Energy criteria score is 0.

### Transportation - Street Construction

**TR-SC-08-01 Fuller Road/Maiden Lane/East Medical Center Drive Intersection** – Potential roundabout w/ signalized pedestrian crossings, non-motorized pathway improvements, relocation of existing stone walls, storm water management component. The project budget is \$303,000 in FY 2014, \$463,000 in FY 2015, and a total of \$1,359,102. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0, and the Energy criteria score is 0.

**TR-SC-09-03 Stadium Blvd. Reconstruction (Hutchins to Kipke)** – Reconstruction of roadway. The project budget is \$0 in FY 2014, \$281,600 in FY 2015, and a total of \$3,281,600. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0, and the Energy criteria score is 2.

**TR-SC-10-14 Geddes Avenue East (Apple Way to Huron Parkway)** – Reconstruction of existing roadway, guardrail, slope failure and non-motorized issues. The project budget is \$700,000 in FY 2014, \$2,330,000 in FY 2015, and a total of \$3,030,000. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 2, and the Energy criteria score is 2.

## Capital Improvement Program: Significant Non-recurring Projects

**TR-SC-13-07 Annual Local Street Resurfacing Program** – Millage funds to resurface/replace existing pavement, curb & gutter and utility surface structure repairs, sidewalk ramp repair/installation. Funds shown here are primarily for local street resurfacing as most other projects are listed individually. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,500,000 in FY 2014, \$1,500,000 in FY 2015, and a total of \$8,600,000. These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 2, and the Energy criteria score is 2.

**TR-SC-14-02 Stone School Road Improvements (I-94 to Ellsworth)** – Reconstruction of roadway, non-motorized improvements, mid-block crossing, sidewalk gaps, stormwater BMPs, possible reforestation, AATA bus turnouts, possible concrete pavement. The project budget is \$900,000 in FY 2014, \$0 in FY 2015, and a total of \$1,068,251. These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 0, and the Energy criteria score is 2.

**TR-SC-14-03 Pontiac Trail Improvements (Skydale to M-14)** – Reconstruction of roadway, non-motorized improvements, mid-block crossing, sidewalk gaps, sanitary gaps, water gaps, stormwater improvements. The project budget is \$1,728,000 in FY 2014, \$0 in FY 2015, and a total of \$1,975,000. These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 0, and the Energy criteria score is 2.

**TR-SC-14-07 Fifth Ave (Kingsley to Catherine)** – Historic brick pavers. Examine possible use of permeable brick pavers, ADA issues, drainage issues, and Detroit Street crossing. Examine utilities under bricks. The project budget is \$100,000 in FY 2014, \$900,000 in FY 2015, and a total of \$1,000,000. These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 2, and the Energy criteria score is 2.

**TR-SC-14-09 Scio Church (Main to Seventh)** – Resurfacing of roadway. Multiple water main breaks, investigate water main upsizing, probable reconstruction. The project budget is \$0 in FY 2014, \$50,000 in FY 2015, and a total of \$1,000,000. These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 0, and the Energy criteria score is 2.

**TR-SC-14-12 Pauline (Stadium to Seventh)** – Resurfacing of roadway. Multiple water main breaks, investigate water main upsizing, probable reconstruction. The project budget is \$150,000 in FY 2014, \$1,000,000 in FY 2015, and a total of \$1,150,000. These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 2, and the Energy criteria score is 2.

**TR-SC-14-22 Springwater Subdivision Street Reconstruction** – Reconstruct roads in coordination with water, sanitary and stormwater projects in the subdivision. The project budget is \$785,000 in FY 2014, \$710,000 in FY 2015, and a total of \$2,180,000.

## Capital Improvement Program: Significant Non-recurring Projects

These renovations will not result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 2, and the Energy criteria score is 2.

**TR-SC-14-N/A Annual Capital Maintenance Program** – To meet annual capital maintenance needs. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$350,000 in FY 2014, \$350,000 in FY 2015, and a total of \$1,750,000. This program will not result in a reduction of annual operation and maintenance expenses.

### Utilities - Sanitary Sewer

**UT-SN-02-11 Wet Weather Mitigation (Long Term)** – Disconnect footing drains and install sewage backup protection for areas outside of the study areas that do not have a history of basement flooding (250 homes per year). The project budget is \$0 in FY 2014, \$2,500,000 in FY 2015, and a total of \$63,945,000. These replacements will increase the peak capacity of the stormwater system, and should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-SN-08-15 Footing Drain Disconnection Project-2006 (Priority 2A)** - Disconnect footing drains and install sewage backup protection in areas within the five study areas that have a history of flooding (300 homes per year). The project budget is \$2,500,000 in FY 2014, \$0 in FY 2015, and a total of \$13,550,000. These replacements will increase the peak capacity of the stormwater system, and should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-SN-10-05 Manhole Rehabilitation/Replacement Project** – Repair replace structures to allow access for maintenance. The project budget is \$275,000 in FY 2014, \$0 in FY 2015, and a total of \$1,150,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 8, and the Energy criteria score is 2.

**UT-SN-14-04 WWTP Secondary Effluent Pump Replacement** – Replace six secondary effluent pumps and VFD's with system integration while maintaining facility operations. The project budget is \$1,100,000 in FY 2014, \$0 in FY 2015, and a total of \$1,350,000. This project will improve efficiency and reduce operation and maintenance expenses. The O&M criteria score is 8, and the Energy criteria score is 5.

**UT-SN-14-05 Lift Station Repair/Replacement Program** – Replace aging lift stations over a 5 year period. The project budget is \$0 in FY 2014, \$500,000 in FY 2015, and a total of \$2,000,000. This project will improve efficiency and reduce operation and maintenance expenses. The O&M criteria score is 8, and the Energy 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 \$750,000 in FY 2014, \$1,500,000

## Capital Improvement Program: Significant Non-recurring Projects

in FY 2015, and a total of \$3,750,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 10, and the Energy criteria score is 2.

### Utilities - Storm Sewer

**UT-ST-10-04 Springwater Subdivision Storm Sewer Replacement** – Replace existing storm sewer in streets slated for reconstruction. The project budget is \$650,000 in FY 2014, \$500,000 in FY 2015, and a total of \$1,450,000. This replacement will not result in a reduction in operation and maintenance expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-ST-10-16 Street Tree Replanting** – Replace trees lost to the emerald ash borer and as a regular planting program to replace trees that have died. The project budget is \$300,000 in FY 2014, \$300,000 in FY 2015, and a total of \$1,575,000. These improvements will not result in a reduction in operation and maintenance expenditures. The O&M criteria score is 0, and the Energy criteria score is 2.

**UT-ST-10-21 Stone School Road Storm Improvements (I-94 to Ellsworth)** – Improve surface drainage, provide detention. The project budget is \$1,100,000 in FY 2014, \$0 in FY 2015, and a total of \$1,320,000. These improvements will not result in a reduction of operation and maintenance expenditures. The O&M criteria score is 0, and the Energy criteria score is 2.

**UT-ST-12-14 Malletts Creek Streambank Stabilization (Phase II)** – Continue Malletts Streambank Stabilization in 4 specified locations. County will run the project. The project budget is \$0 in FY 2014, \$2,200,000 in FY 2015, and a total of \$2,200,000. These improvements should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-ST-12-18 Malletts Creek Study – Ellsworth to I-94** – Water quality retrofit of existing online detention basin facility needed. SRF project plan. Coordinate study with Pittsfield Twp. Project Budget in FY 2013 \$300,000. Total Project Budget \$1,747,000. This study will not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-ST-14-01 Village Oaks-Chaucer Court Stormwater Improvements** – Implement recommendation from Village Oaks-Chaucer Court Stormwater Study. The project budget is \$1,250,000 in FY 2014, \$0 in FY 2015, and a total of \$1,250,000. These improvements will not result in a reduction in operation and maintenance expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-ST-14-07 Storm Sewer Lining Projects** – Address deteriorating stormwater pipes in various locations throughout the City. The project budget is \$0 in FY 2014, \$600,000 in FY 2015, and a total of \$1,200,000. These improvements will result in a reduction of

## Capital Improvement Program: Significant Non-recurring Projects

operation and maintenance expenditures. The O&M criteria score is 10, and the Energy criteria score is 2.

### Utilities - Water System

**UT-WS-01-10 Elevated Storage Tanks (West High Service District)** – Add elevated storage tank and associated piping on the west side of Ann Arbor. The project budget is \$0 in FY 2014, \$225,000 in FY 2015, and a total of \$2,525,000. These improvements should result in savings in future energy savings. The O&M criteria score is 0, and the Energy criteria score is 5.

**UT-WS-08-06 Replace Steere Farm Well Pump Engines** – Replace engines with dual-drive engines capable of operating on electric as well as natural gas. The project budget is \$150,000 in FY 2014, \$1,250,000 in FY 2015, and a total of \$1,550,000. These equipment replacements will result in savings in future operating expenditures. The O&M criteria score is 8, and the Energy criteria score is 8.

**UT-WS-08-10 Barton Electrical Upgrades** – Replace aging/outdated electrical equipment at Barton pump station. The project budget is \$3,000,000 in FY 2014, \$0 in FY 2015, and a total of \$3,800,000. These equipment replacements should result in savings in future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 5.

**UT-WS-09-03 Raw Water Main (30”) Upgrade Stadium (Seventh to Kipke)** – Replace AC pipe, upsize to 30” water main. Coordinate with road project. The project budget is \$0 in FY 2014, \$155,000 in FY 2015, and a total of \$1,530,000. These improvements should result in savings in future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 5.

**UT-WS-14-18 Springwater Subdivision Water Main Replacement** – Replace main with history of water main breaks. Coordinate with road project. The project budget is \$490,000 in FY 2014, \$220,000 in FY 2015, and a total of \$1,210,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

**UT-WS-14-19 Pauline (Stadium to Seventh) Water Main Replacement** – Replace main with history of water main breaks. Coordinate with road project. The project budget is \$85,000 in FY 2014, \$1,115,000 in FY 2015, and a total of \$1,200,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 0, and the Energy criteria score is 0.



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### A

AATA: Ann Arbor Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

### B

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.

Bond Anticipation Notes: short term interest bearing notes issued in anticipation of bonds to be issued at a later date.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Deficit: occurs when a government spends more than it receives in tax revenue.

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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.

### C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$2,500 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

CDBG Recipients: individuals or organizations that receive grants from Community Development funds.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

### D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: the actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

### E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through

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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.

Force Account: construction or maintenance activities performed by a municipality's own personnel, rather than by outside labor.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

### G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit

to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

### I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

### L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

### M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and inventory purchases.

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Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Administrative Services, Information Technology Services, etc.

### N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

### O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds,

insurance, and transfers to other entities.  
Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

### P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Transit Authority (AATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

Priority: a value that ranks goals and objectives in order of importance relative to one another.

Procedure: a method used in carrying out a policy or plan of action.

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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 \$2,500.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

### R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales, Income and Single Business Taxes to local governments.

### S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

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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