



City of Ann Arbor Adopted FY 2011 BUDGET BOOK

"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."





**FY 2011
Adopted Budget**

**John Hieftje
Mayor**

Council Members

**Sandi Smith
Tony Derezinski
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Margie Teall
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City Administrator**



Special Thanks to the
FY 2011
Budget Staff

for their hard work and dedication
in preparing the budget:

Tom Crawford Stephanie Julian
Karen Lancaster Kenneth Bogan Matthew Horning

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

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Office of City Administrator

June 30, 2010

To Mayor Hieftje and Members of City Council:

Attached you will find the Council adopted FY 2011 budget. This budget incorporates all the amendments Council made to the Administrator's proposed budget.

As the country starts to recover from this Great Recession, the State of Michigan and the City of Ann Arbor continue to face challenging times. It is a common understanding that when there are difficult times economically, municipalities are the last to recover because of the lag in property tax revenue increases. It is with this understanding the FY 2011 budget is balanced by not relying on one-time revenues. Without knowing where the bottom of this economic cycle is for the City, it remains imperative for the organization to operate within a balanced financial plan.

FINANCIAL CONDITIONS

As a percentage of the total budget, the City's General Fund reliance on property taxes continues to increase as other forms of revenue (e.g. State-shared revenue) have decreased or been flat. Compounding this increased reliance, property tax revenues are projected to decline year-over-year. Declines are being driven by negative inflation last year, the weakness of the real estate market (resulting in lower taxable values), and the removal of the former Pfizer property from the tax rolls due to its acquisition by the University of Michigan (a tax exempt entity).

State shared revenues, which are based on the State's collection of sales taxes, declined in FY 2010 as the State utilized some of the funds intended for municipalities to help balance its own budget. The FY 2011 budget assumes these revenues will not be decreased below FY 2010 levels.

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

In addition to declining revenues, the City will see increased costs for its retiree benefits (pension & healthcare) due primarily to the financial market declines of last year. While the fund's value has begun the rebound from June 2009 levels, the retirement system's plan will continue to require higher contributions from the City.

As the City adapts to the new economic environment, it is important to remember the many changes City government has already undertaken over the past decade. Virtually every area of the City has been restructured and re-organized. Staffing levels (one of the largest expense items for the City to deliver services) have fallen from 1,005 to 736 FTEs. At the same time the City has made some reductions to the employer costs for benefits through reduced compensation costs for salaried and fire employees. Conversations with the rest of the bargaining units to achieve similar cost reductions are in process.

In FY 2010 a restructuring occurred in Police Services. As the largest component of the General Fund, this restructuring enabled the City to focus on core services at a reduced cost to its citizens. Increased cost sharing for benefits has been in place for salaried employees since 2006. Reductions in the Fire Services were avoided in FY 2010 in part due to the aforementioned compensation concessions from the Fire union (IAFF) in January.

FY 2011

Considering the previous re-organizations and expense reductions over the past years, it's become increasingly difficult to balance the budget through lowering costs without affecting services to residents. The FY 2011 adopted budget seeks to balance the budget through cost reductions in some areas while increasing selected revenues to maintain desired services. Although some selected fees are increased, the adopted budget does not assume an increase in property taxes or consideration of an income tax. Some of the key impacts in the General Fund are listed below:

Community Services

- Eliminate transfer to affordable housing fund (-\$100k)
- Restructure planning & development – includes elimination of 1.0 FTEs (-\$75k)
- Keep Mack pool and the senior center open while incorporating task force recommendations (-\$140k per year versus prior year's operating budget)
- Increase various parks & rec fees (\$60k)
- Increase select planning & development rental housing inspection fees (\$70k)

Public Services

- Eliminate maintenance in 17 parks, except for right-of-way (-\$52k)
- De-energize certain lighting on DTE poles (-\$120k)
- Shift right-of-way tree planting to Storm water fund (-\$142k)
- Eliminate loading zone permit process and remove loading zone permit signs(-\$41k)
- Parking revenues from 415 W. Washington and S. Fifth Ave. surface lots (\$180k)
- Increased facility maintenance/operating expenditures reflecting new Court/Police building (-\$277k)
- Remove plan for installation of new parking meters, except Depot St. (-\$449k)

Financial Services

- Eliminate vacant budget office position (-\$90k)

- Re-allocate accounting position to new financial system project (-\$82k)
- Eliminate professional consulting except auditor, fraud hotline, & labor work (-\$65k)
- Recognize cost savings from installation of new phone system (-\$165k)
- DDA revenue from parking system (\$2.0 mil.)
- State shared revenue assumed flat versus FY 2010 (\$1.0 mil.)

Safety Services

- Eliminate 5 vacancies in Police mid-year 2010
- Reduce 5 FTEs (1 vacant) in Fire (-\$0.5 mil.)
- Restructure parking fines and increase fines for parking in loading zones (\$651k)

City Clerk

- Eliminate publishing costs (-\$24k)
- Eliminate overtime by closing service window on Fridays during elections (-\$17k)

District Court

- Hourly staff workweek reduced to 37.5 hours per week
- Salaries for Magistrate, Court Administrator, Deputy Administrator, & Probation Supervisor reduced by 3%, Financial Manager to \$55k
- Eliminate 3 FTEs (2 vacant) including 1 after move in to new building

In addition to the above actions the City will be implementing a 3% reduction to total compensation for non-union employees and is negotiating with all unions for a similar change.

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

- Issue RFP for private sector management of Huron Hills Golf Course
- Evaluate if Huron Hills Golf can be self-sustaining with privatized management of Huron Hills
- Parks millage resolution – eliminated the provision for automatic 3% increases for NAP (Natural Area Preservation)
- Repurpose an FTE in parks to coordinate citizen volunteers to help keep parks clean
- Re-open discussions with AAPS and County Parks & Recreation about opportunities for collaboration/consolidation
- Optimize parks capital improvements using a guideline to focus on improvements which reduce operating costs
- Re-organized planning & development but will continue to explore outsourcing inspections, plan review, and planning
- Change leaf pick-up service to eliminate on-street pick-up.
- Analyze and recommend in FY 2011 whether solid waste collection can be franchised and privatized
- Outsource compost operations
- After July 1, 2010 talk with Council about revenue options for future years

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

<u>General Fund Expenditures</u>	<u>2011</u>
<i>Recurring Items:</i>	
Police	\$ 26,066,215
Fire	13,786,925
AATA	9,305,019
Courts	3,776,080
Public Services – Fleet & Facilities, Utilities, Admin.	3,779,466
Finance	3,626,979
Parks Forestry & Operations	3,388,811
Parks & Recreation	3,545,819
Planning & Development	2,402,602
City Attorney	1,811,479
Community Development	1,992,831
City Administration - Mayor & Council, Administrator, Clerk, HR	3,172,600
Debt Service/Transfers/Other	<u>1,773,951</u>
<i>Subtotal Recurring items</i>	\$ 78,428,777
<i>Non-recurring Items:</i>	
Moving Costs for new building	\$ 170,000
Loan payment for 1st and Washington	150,000
A/V and security costs for new building	975,000
A2D2 personnel costs	43,529
Mortgage foreclosure prevention program	100,000
Golf Operations Subsidy	519,074
Housing Commission-employee compensation	90,000
Planning & Dev. - master plan update	95,000
Planning & Dev. - corridor design standards	90,000
Planning & Dev. - zoning code revision	65,000
Add'l Parks Funding - Parks & Rec	95,766
Add'l Parks Funding - Park Ops	191,820
Hydropower repairs to Barton Dam	210,000
Removal of loading zone signs	21,000
Larcom upper roof replacement	165,000
A2D2 - Professional consulting	<u>40,000</u>
<i>Subtotal Non-Recurring items</i>	\$ <u>3,021,189</u>
 Total General Fund Expenditures	 \$ 81,449,966
<u>General Fund Revenues</u>	
Taxes	\$ 49,389,214
State-shared Revenue	9,157,140
Charges for Services	6,233,897
Fines & Forfeitures	4,756,999
Other	<u>10,366,002</u>
Total General Fund Revenues	\$ 79,903,252

Net Surplus/(Deficit)	\$	(1,546,714)
Memo: Undesignated Fund Balance as of 06/30/2009	\$	10,674,271

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

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

Respectfully yours,

Roger Fraser
City Administrator

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Summary of Changes – Recommended to Approved Budget

REVENUES

SERVICE AREA	FUND	AMOUNT	DESCRIPTION
NON-DEPARTMENTAL	GENERAL (0010)	\$2,000,000	Increase Transfer from DDA
FINANCIAL AND ADMINISTRATIVE SERVICES	GENERAL (0010)	\$952,000	Increase State Shared Revenue
SAFETY SERVICES	GENERAL (0010)	\$625,000	Increase Parking Fines
NON-DEPARTMENTAL	GENERAL (0010)	\$14,703	Increase Use of Prior Year Fund Balance
COMMUNITY SERVICES	GENERAL (0010)	(\$25,000)	Decrease Parking revenue to eliminate parking in Allmendinger and Frisinger Parks during U of M football games
PUBLIC SERVICES	GENERAL (0010)	(\$20,000)	Decrease permit revenue to reflect the elimination of the Loading Zone Permit requirement
SAFETY SERVICES	GENERAL (0010)	\$25,700	Increase Parking Fines for parking in a loading zone

Summary of Changes – Recommended to Approved Budget

EXPENDITURES

SERVICE AREA	FUND	AMOUNT	DESCRIPTION
DOWNTOWN DEVELOPMENT AUTHORITY	DDA (0063)	\$2,000,000	Increase expenditure budget to transfer funds to the General Fund
SAFETY SERVICES	GENERAL (0010)	(\$62,000)	Decrease the Capital expenditure budget
SAFETY SERVICES	GENERAL (0010)	\$1,585,783	Increase expenditure budget for 15 FTEs in Police Services
SAFETY SERVICES	GENERAL (0010)	\$1,509,620	Increase expenditure budget for 15 FTEs in Fire Services
COMMUNITY SERVICES	GENERAL (0010)	\$260,000	Increase expenditure budget for Human Services
PUBLIC SERVICES	GENERAL (0010)	\$258,000	Increase expenditure budget to restore park mowing and trimming cycles to 19 days
PUBLIC SERVICES	GENERAL (0010)	\$21,000	Increase expenditure budget for removal of the loading zone permit signs

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2011

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2011 for the City of Ann Arbor;

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

Whereas, The Park Maintenance and Capital Improvements Millage is projected to recognize a decrease in annual revenue;

Whereas, The General Fund can no longer support the same level of trimming activity in the Park Systems; and

Whereas, This budget recommendation includes Parks Millage Support of some Parks trimming activity;

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2011 Consolidated Plan, to be funded out of the Community Development budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$333,616,399 are approved; and that \$63,734,402 be appropriated in FY 2011 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 \$1,114,722 be appropriated without regard to fiscal year;

RESOLVED, That a total 735.67 full-time equivalent positions be adopted in the FY 2011 budget;

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

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

RESOLVED, That the City Council approve the proposed FY 2011 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in FY 2011 in a dedicated fund containing \$1,444,750 in revenues and \$1,444,750 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2011;

<u>REVENUES</u>	
CITY ATTORNEY	\$ 118,000
CITY ADMINISTRATOR	
Clerk Services	142,650
COMMUNITY SERVICES	
Planning & Development Services	1,130,150
Office of Community Development	309,430
Parks and Recreation Services	2,413,588
FINANCIAL SERVICES	
Financial and Budget Planning	15,361,568
Procurement	40,000
Treasury	40,406,127
PUBLIC SERVICES	
Field Operations	362,600
Public Services Administration	65,427
Systems Planning	5,200
Water Treatment	325,000
SAFETY SERVICES	
Police	4,524,417
Fire	123,600
DISTRICT COURT	2,075,000
NON-DEPARTMENTAL	14,047,209
TOTAL GENERAL FUND REVENUES	\$81,449,966

EXPENDITURES

MAYOR AND CITY COUNCIL	\$ 354,818
CITY ATTORNEY	1,811,479
CITY ADMINISTRATOR	
City Administrator	533,996
Human Resources	1,296,487
Clerk Services	987,299
COMMUNITY SERVICES	
Planning & Development Services	2,742,602
Office of Community Development	2,092,831
Parks and Recreation	3,641,585
FINANCIAL SERVICES	
Accounting	737,431
Assessor	932,364
Financial and Budget Planning	999,183
Procurement	354,067
Treasury	603,934
PUBLIC SERVICES	
Customer Services	249,423
Field Operations	5,179,341
Fleet & Facilities	1,466,105
Public Services Administration	313,752
Systems Planning	114,106
Water Treatment Services	433,370
SAFETY SERVICES	
Police	26,066,215
Fire	13,786,925
DISTRICT COURT	3,776,080
NON-DEPARTMENTAL	12,976,573
TOTAL GENERAL FUND EXPENDITURES	\$81,449,966

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2011 budget; and

REVENUES

<u>Fund</u>	<u>Fund Name</u>	Amount
0042	WATER SUPPLY SYSTEM	\$ 22,271,893
0043	SEWAGE DISPOSAL SYSTEM	22,205,502
0048	AIRPORT	808,140
0069	STORMWATER SEWER SYSTEM	5,623,989
0011	CENTRAL STORES	1,607,715
0012	FLEET SERVICES	8,065,536
0014	INFORMATION TECHNOLOGY	6,376,902
0056	ART IN PUBLIC PLACES	451,213
0049	PROJECT MANAGEMENT	3,676,238
0057	RISK	27,303,683
0058	WHEELER CENTER	525,584
0055	ELIZABETH R DEAN TRUST	95,063
0071	PARKS MAINT. & CAPITAL IMPROV. MILLAGE	5,206,991
0006	PARKS REPAIR AND RESTORATION MILLAGE	83,803
0017	HOMELAND SECURITY GRANT	500
0021	MAJOR STREET	6,904,884
0022	LOCAL STREET	1,751,741
0036	METRO EXPANSION	635,000
0054	CEMETERY PERPETUAL CARE	6,200
0062	STREET REPAIR MILLAGE	13,798,281
0072	SOLID WASTE FUND	15,491,887
0002	ENERGY PROJECTS	620,614
0070	AFFORDABLE HOUSING	200,811
0024	OPEN SPACE & PARKLAND PRESERVATION	2,434,267
0025	BANDEMER PROPERTY	22,500
0026	CONSTRUCTION CODE FUND	2,170,977
0029	OPEN SPACE AND PARKLAND PRESERVATION	264,873
0041	OPEN SPACE ENDOWMENT	2,932
0046	MARKET	172,923
0038	ANN ARBOR ASSISTANCE	8,000
0045	ECONOMIC DEVELOPMENT	750,000
0047	GOLF ENTERPRISE	1,685,037
0016	COMMUNITY TELEVISION NETWORK	1,607,051
0018	PARKS REHAB & DEVELOPMENT MILLAGE	64,086
0034	PARKS MEMORIALS & CONTRIBUTIONS	41,400
0083	SENIOR CENTER ENDOWMENT	45,245

0027	DRUG ENFORCEMENT	61,200
0028	FEDERAL EQUITABLE SHARING FORFEITURE	106,000
0053	POLICE AND FIRE RELIEF	25,000
0064	MICHIGAN JUSTICE TRAINING	53,000
0073	LOCAL FORFEITURE	21,200
0023	COURT FACILITIES	302,800
0035	GENERAL DEBT SERVICE	10,393,592
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	140,685
0061	ALTERNATIVE TRANSPORTATION	616,173
0082	STORMWATER BOND	4,506,299
0088	SEWER BOND	38,334,103
0089	WATER BOND	5,223,000
0091	SIDEWALK IMPROVEMENT FUND	22,225
00MG	MAJOR GRANTS PROGRAMS FUND	292,372
0052	VEBA TRUST	4,760,778
0059	EMPLOYEES RETIREMENT SYSTEM	34,760,858
0009	SMARTZONE LDFA	1,444,750
0001	DDA/HOUSING FUND	212,000
0003	DOWNTOWN DEVELOPMENT AUTHORITY	5,262,610
0033	DDA PARKING MAINTENANCE	2,666,180
0063	DDA PARKING SYSTEM	19,842,549
	TOTAL ALL OTHER FUNDS	\$ 282,028,835
	GENERAL (PAGE 4)	81,449,966
	TOTAL ALL FUNDS' REVENUES	\$ 363,478,801

EXPENDITURES

<u>Fund</u>	<u>Fund Name</u>	Amount
0042	WATER SUPPLY SYSTEM	\$ 19,752,622
0043	SEWAGE DISPOSAL SYSTEM	19,297,651
0048	AIRPORT	797,196
0069	STORMWATER SEWER SYSTEM	5,246,785
0011	CENTRAL STORES	1,607,225
0012	FLEET SERVICES	8,061,805
0014	INFORMATION TECHNOLOGY	6,299,188
0056	ART IN PUBLIC PLACES	451,213
0049	PROJECT MANAGEMENT	3,643,786
0057	RISK	27,142,951
0058	WHEELER CENTER	525,584
0055	ELIZABETH R DEAN TRUST	95,033
0071	PARKS MAINT. & CAPITAL IMPROV. MILLAGE	5,173,604
0006	PARKS REPAIR AND RESTORATION MILLAGE	83,803
0021	MAJOR STREET	6,891,127
0022	LOCAL STREET	1,751,596
0036	METRO EXPANSION	635,000
0054	CEMETERY PERPETUAL CARE	5,000
0062	STREET REPAIR MILLAGE	13,798,281
0072	SOLID WASTE FUND	15,442,219
0002	ENERGY PROJECTS	180,614
0070	AFFORDABLE HOUSING	190,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,148,312
0025	BANDEMER PROPERTY	22,500
0026	CONSTRUCTION CODE FUND	2,169,140
0046	MARKET	154,355
0038	ANN ARBOR ASSISTANCE	8,000
0045	ECONOMIC DEVELOPMENT	750,000
0047	GOLF ENTERPRISE	1,662,855
0016	COMMUNITY TELEVISION NETWORK	1,607,051
0018	PARKS REHAB & DEVELOPMENT MILLAGE	56,806
0034	PARKS MEMORIALS & CONTRIBUTIONS	36,864
0083	SENIOR CENTER ENDOWMENT	37,500
0027	DRUG ENFORCEMENT	60,000
0028	FEDERAL EQUITABLE SHARING FORFEITURE	100,000
0064	MICHIGAN JUSTICE TRAINING	50,000
0073	LOCAL FORFEITURE	20,000
0023	COURT FACILITIES	292,960

0035	GENERAL DEBT SERVICE	10,335,901
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	140,685
0061	ALTERNATIVE TRANSPORTATION	616,173
0082	STORMWATER BOND	4,506,299
0088	SEWER BOND	38,334,103
0089	WATER BOND	5,223,000
0091	SIDEWALK IMPROVEMENT FUND	19,666
00MG	MAJOR GRANT PROGRAMS FUND	292,372
0052	VEBA TRUST	212,533
0059	EMPLOYEES RETIREMENT SYSTEM	28,641,438
0009	SMARTZONE LDFA	1,444,750
0001	DDA/HOUSING FUND	212,000
0003	DOWNTOWN DEVELOPMENT AUTHORITY	5,262,610
0033	DDA PARKING MAINTENANCE	2,666,180
0063	DDA PARKING SYSTEM	19,842,549
	TOTAL ALL OTHER FUNDS	\$ 263,998,885
0010	GENERAL (PAGE 5)	81,449,966
	TOTAL ALL FUNDS' EXPENDITURES	\$ 345,448,851

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2011:

	PROPOSED
GENERAL OPERATING	6.1682
EMPLOYEE BENEFITS	2.0560
REFUSE COLLECTION	2.4670
AATA	2.0560
STREET REPAIR	1.9944
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS	1.0969
OPEN SPACE & PARKLAND PRESERVATION	0.4779
DEBT SERVICE	<u>0.5000</u>
TOTAL	16.8164

Approved Amendments by City Council on May 17, 2010

Amendment 1 -

Increase the General Fund Revenue Budget and Expenditure Budgets for Police and Fire, and reauthorize 15 Police and 15 Fire FTEs.

Whereas, The DDA Board has authorized a transfer of \$2,000,000 to the City's General Fund for FY 2011 with the understanding a more definitive agreement on the allocation of parking activities will be completed with the City to be effective July 1, 2011; and Whereas, The Michigan State Treasurer presently projects State Shared Revenue for municipalities will remain at existing levels, which is \$952,000 greater than what the City Administrator's recommended budget has included; and

Whereas, City Council has approved changes in parking fine rates, which is estimated to generate an additional \$625,000 in FY 2011; and

Whereas, Fire Services has revised its capital equipment plan, which would generate an annual savings of \$62,000; and

Whereas, The City Administrator's recommended budget included a reduction in Police Services of 15 FTEs totaling \$1,585,783 that Council desires not to reduce; and

Whereas, The City Administrator's recommended budget included a reduction of 20 FTEs in Fire Services totaling \$1,946,815, and Council desires 15 of those FTEs totaling \$1,509,620 be authorized; and

Whereas, The above changes would result in a net recurring surplus of \$543,597.

RESOLVED, That the DDA budget reflect a transfer of \$2,000,000 to the City's General Fund, and the General Fund increase its revenue budget to include the DDA transfer;

RESOLVED, That the General Fund revenue budget reflect an increase of \$952,000 in

State Shared Revenue;

RESOLVED, That the General Fund revenue budget reflect an increase of \$625,000 in parking fines;

RESOLVED, That Fire Services reduce its expenditure budget for capital purchases by \$62,000, in the General Fund;

RESOLVED, That 15 FTEs are added to the City Administrator's recommended budget for Police Services, increasing the General Fund expenditure budget for Police totaling \$1,585,783;

RESOLVED, That 15 FTEs are added to the City Administrator's recommended budget for Fire Services, increasing the General Fund expenditure budget for Fire totaling \$1,509,620;

RESOLVED, That the General Fund's revenue budget line, Use of Fund Balance, be decreased by \$543,597 to balance this amendment, reflecting the recurring surplus created by this amendment.

**Amendment 2 -
Increase the General Fund Expenditure Budget for Human Services funding.**

Whereas, a recurring surplus was approved in Amendment 1; and

Whereas, The City Administrator's recommended budget included a reduction of \$260,000 for Human Services.

RESOLVED, That the \$260,000 for Human Services funding in the General Fund be restored increasing the expenditure budget, with a funding source of Prior Year Fund Balance increasing the revenue budget, and thereby reducing the recurring surplus.

Sponsored by: Mayor Hieftje, Council Members Teall, Rapundalo, Briere and Smith

**Amendment 3 -
Increase the General Fund Expenditure Budget for park mowing and trimming and eliminate football parking at Allmendinger and Frisinger parks.**

Whereas, a recurring surplus was approved in Amendment 1; and

Whereas, The City Administrator's recommended budget included a reduction for park mowing cycle changes and park trimming cycle changes, and the cost of restoring those to the 19 day cycle would be \$138,000 for mowing and \$120,000 for trimming;

Whereas, The City Administrator's recommended budget included revenues of \$25,000 for parking at Allmendinger Park and Frisinger Park during U of M football games.

RESOLVED, That the park mowing and trimming cycles be restored to the 19 day cycle, to be funded by an increase of \$138,000 for mowing and \$120,000 for trimming in the General Fund Public Services Field Operations expenditure budget;

RESOLVED, That the parking at Allmendinger Park and Frisinger Park during U of M football games be eliminated, and reflected in the General Fund budget as a revenue reduction of \$25,000.

RESOLVED, That the General Fund Prior Years Fund Balance revenue budget be increased by \$283,000 to balance this amendment, thereby reducing the recurring surplus.

Sponsored by: Council Members Teall, Higgins, Rapundalo, and Mayor Hieftje

Amendment 4 – (Motion Failed)

Amendment 5 – (Motion Failed)

Amendment 6 – (Motion Failed)

**Amendment 7 -
Eliminate Loading Zone Permit Fees and increase Fines for parking in loading zones.**

Whereas, The Loading Zone Permit program was established in FY 2010 to restrict the use of loading zones for commercial purposes; and

Whereas, The requirement for permits and permit fees resulted in complaints to the DDA and Council related to permit fees; and

Whereas, The City and DDA have a vested interest in encouraging downtown business activity; and

Whereas, The Council desires to eliminate the Loading Zone Permit requirement and associated fees; and

Whereas, \$20,000 was budgeted for Loading Zone Permit Fees in the General Fund revenue budget; and

Whereas, An approved increase to the fine for parking in a loading zone from \$25 to \$45 would raise an estimated additional revenue of \$25,700; and

Whereas, There is a one-time cost of \$21,000 to remove the existing loading zone permit signs and install replacement signs designating commercial loading zones,

RESOLVED, That Council directs the Administration to pursue the elimination of the

Loading Zone Permit requirement, associated fees, and refunding of amounts paid for permits sold in FY2010;

RESOLVED, That the General Fund revenue budget be amended to reflect the elimination of the \$20,000 Loading Zone Permit Fees, and the Parking Fines revenue budget line be increased by the \$25,700 reflecting the increased parking fines;


RESOLVED, That the General Fund Public Services expenditure budget be increased by \$21,000 for the removal of the loading zone permit signs, and the source of funds for this change be an increase in the revenue budget of the General Fund Use of Fund Balance.

Sponsored by: Council Members Smith and Hohnke

Amendment 8 – (Motion Failed)

As Amended, May 17, 2010

I hereby certify that the foregoing resolution was adopted by the Council of the City of Ann Arbor, Michigan, at its regular session of May 17, 2010.



Jacqueline Beaudry, City Clerk

CITY OF ANN ARBOR ORGANIZATIONAL CHART



Information Pages: The Budget Process

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

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

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

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

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

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

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

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

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

Information Pages: The Budget Process

After the budget has been adopted, City Council may amend the budget by a concurring vote of not fewer than eight members of City Council.

For FY 2010 the Council adopted a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. Due to the declining economic environment, a mid-year reduction was requested in FY 2010. For the FY 2011 budget year, the second year of the two-year fiscal plan, the projection was modified for key assumption changes and adopted as the budget. The FY 2011 budget also reflects permanent reductions made mid-year in FY 2010.

Information Pages: The Budget Process - Financial Calendar

Fiscal Year 2011

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

Start of FY11 End of FY11

Planning

Update Long-term Financial Plan

Update Strategic Business Plan

Update Service Area/Unit Goals & Objectives

Council
Goal/Priority
Setting

SBP to Council

SBP Community
Discussions

Capital Improvement Plan FY 2012-16

CIP to Council

Budgeting

Budget preparation FY 2012

Review Upcoming Budget Picture	Review of Fees & Charges	Council Retreat on Priorities	Service Area/Unit Budget Preparation	Consolidated Budget Preparation	Service Area/Unit FY11 Estimates	Administrator Budget to Council	Public Hearing on Budget
	Revenue Estimates Prepared	Targets to Service Units	Council Finance & Labor Committee Review Budget Proposals with Service Units		Community Budget Meetings	Council Budget Deliberations	FY12 Budget Adoption

Financial & Performance Reporting

Summer Tax
Statements
Mailed

Winter Tax
Statements
Mailed

Assessment
Notices Mailed
Assessor Board
of Review

Annual Audit FY10

Preliminary FY10
Est.

FY10 Audit to
Council

FY10 Audit

Performance Measures

Aug 30th
Publish
FY10 Results

Develop
FY12
Goals

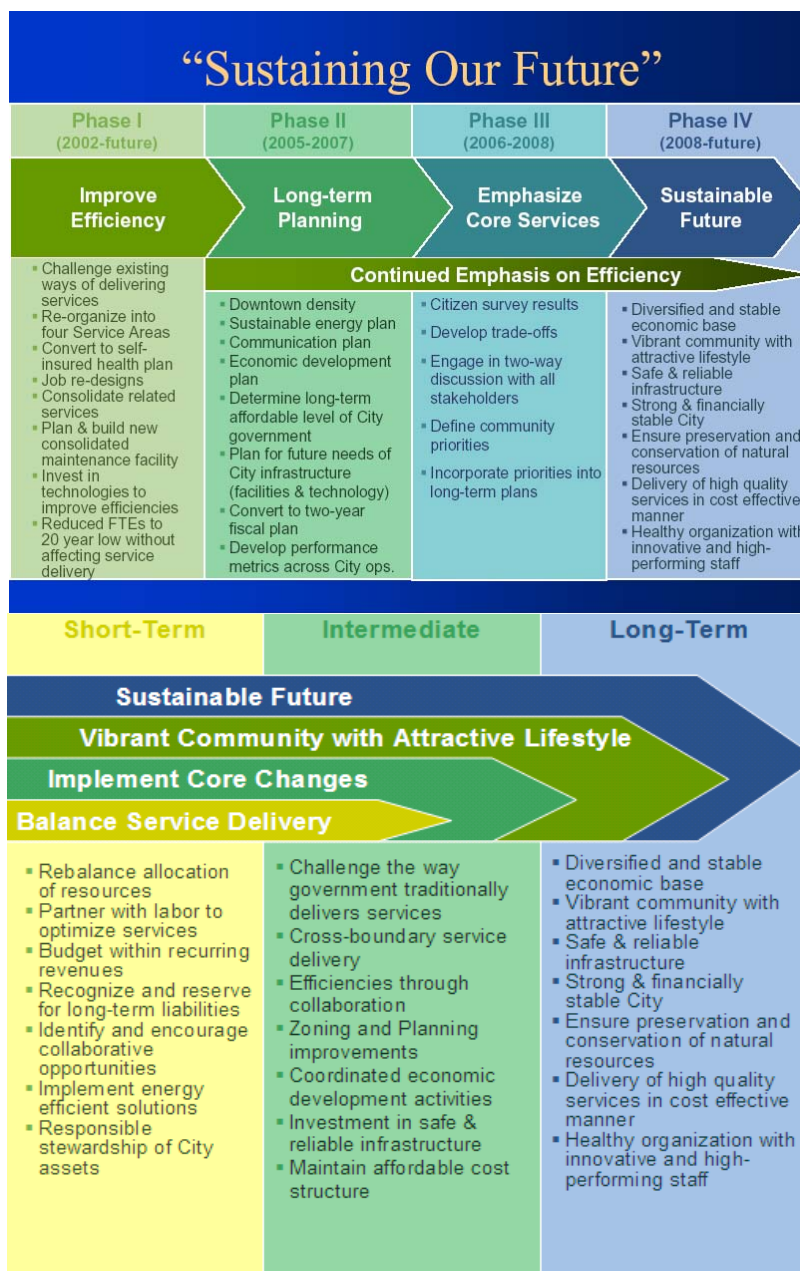
Information Pages: Long Term Financial Plan

Mission

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

Introduction

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



During FY 2011, the City will continue to look at core versus non-core activities when establishing its priorities.

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

Information Pages: Long Term Financial Plan

A summary of the long-term financial plan is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2011 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's financial future.

General Observations and Assessment of Current Conditions

- Property tax revenues are projected to decline due to lower assessed values, the removal of the former Pfizer property from the tax rolls due to its acquisition by the University of Michigan (a tax exempt entity), and lower new construction.
- State-shared revenues have decreased since FY 2002 and are projected to be flat for FY 2011, but there is a risk of decline based on sales tax.
- Retiree health care costs are projected to continue rising in line with national trends. Previous labor contracts restrict changes in benefits for retirees, so a major portion of benefits provided should continue to follow the national trend.
- The City has been pre-funding a VEBA Trust to offset the retiree health care liability.
- The decline in the world's financial markets last year had a major impact on the City's required contributions for employee pension costs. While the fund's value has begun the rebound from June 2009 levels, the retirement system's plan will require higher contributions from the City.
- The City's retirement system liability is funded at 93.6% as of June 30, 2009.
- The number of employees per thousand residents has decreased from 8.8 in FY 2000 to 6.4 in FY 2011 without a significant change in services provided.
- The General Fund unreserved fund balance on June 30, 2009 was at 11.9% of operating expenditures.
- In Fiscal Years 1998-2007, the tax delinquency rate did not exceed 1.7%. In FY 2008, the rate was 2.6%. In FY 2009, the rate increased again to 3.6%. This is likely due to distressed housing and labor markets.

Conclusions

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

Information Pages: Long Term Financial Plan

Financial Management Short-term Goals (FY 2011)

1. **Improve Service Delivery Efficiency** through job redesigns, consolidation of services, investment in technologies and challenging existing ways of delivering services.
2. **Utilize Performance Measures** to achieve critical objectives and encourage individual accountability within the organization.
3. **Improve Cost Efficiency** on an annual basis, FTE vacancies are monitored to determine if the position is needed for the remainder of the fiscal year. All non-personnel expenses are evaluated for necessity.
4. **Support Economic Development Actions** and coordinate activities and incentives with other institutions for maximum benefit.
5. **Revise the City's strategic business plan and related goals, objectives, activities, and performance measures.** The strategic business planning process will continue throughout FY 2011 with an emphasis in defining core versus non-core activities.
6. **Maintain a balance of revenues and expenditures to avoid deficit spending.** Decisions concerning the provision of services should always be within this framework of maintaining this balance.
7. **Maintain an undesignated General Fund fund balance with a minimum range of 8% to 12%;** provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling five-year average.
8. **Continue the development of a long-term financial operating and capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2011 annual budget.
9. **Continue development of strategies to contain escalating health care and pension costs.** The City will continue looking for new and creative ways to rationalize the benefit levels and provide them at a reasonable cost to the City.
10. **Funding investments for capital and infrastructure needs including equipment costs.** The City is in Phase I of refurbishing the Ann Arbor Municipal Center.

Information Pages: Long Term Financial Plan

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

Long-term Goals (FY 2012 and beyond)

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

Information Pages: Debt Management Policy

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

1. **General Debt Policy**

- 1.1 The City shall seek to maintain and, if possible, to improve its current 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 taxpayer equity shall be applied for setting rates in determining net revenues for bond coverage ratios.

Information Pages: Debt Management Policy

3. Uses

- 3.1 Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, attached fixtures or equipment, and movable pieces of equipment, such as fire engines, or other costs as permitted by law. Utility revenue bond proceeds may be used to establish a debt service reserve as allowed by State law. Acceptable uses of bond proceeds can be viewed as items, which can be capitalized. Non-capital furnishings and supplies will not be financed from bond proceeds. Refunding bond issues designed to restructure currently outstanding debt are an acceptable use of bonds proceeds.
- 3.2 The City will not use short-term borrowing to finance operating needs except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast. Recognizing that bond issuance costs add to the total interest costs of financing, bond financing should not be used if the aggregate cost of projects to be financed by the bond issue does not exceed \$1,000,000.

4. Decision Analysis

- 4.1 Whenever the City is contemplating a possible bond issue, information will be developed concerning the following four categories commonly used by rating agencies assessing the City's creditworthiness. The subcategories are representative of the types of items to be considered. The Chief Financial Officer will present this information to the 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
 - Fund balance status and trends in operating and debt funds
 - Financial monitoring systems and capabilities
 - Cash flow projections

Information Pages: Debt Management Policy

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

Information Pages: Debt Management Policy

7. **General Obligation Bonds**

- 7.1 Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project.
- 7.2 Generally, bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed. The City will attempt to keep the average maturity of general obligation bonds at or below 20 years. The City will limit the total of its general obligation debt to 8% of the City's assessed value.
- 7.3 Whenever possible, the City will finance capital projects by using self-supporting revenue bonds. Revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.

8. **Limited Tax General Obligation Debt**

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

Information Pages: Debt Management Policy

9. Revenue Bonded Debt

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

Debt Coverage Example:

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

10. Short Term Financing/Capital Lease Debt

- 10.1 Short-term financing or capital lease debt will be considered to finance certain equipment and rolling stock purchases when the aggregate cost of equipment to be purchased exceeds \$25,000. Adequate funds for the repayment of principal and interest must be included in the requesting service area's approved budget.
- 10.2 The term of short-term financing will be limited to the usual useful life period of the vehicle or equipment, but in no case will exceed ten years.
- 10.3 Service areas requesting capital financing must have an approved budget appropriation. Service areas shall submit documentation for approved purchases to the Financial Services area each year within 60 days after the annual budget is adopted. The Financial Services area will consolidate all requests and may solicit competitive or negotiated proposals for capital financing to ensure the lowest possible interest costs.

Information Pages: Capital Improvement Program Policies

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

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

Information Pages: Capital Improvement Program Policies

- 8) The City may not automatically be able to provide infrastructure to serve private development, as it once did. There are pros and cons of shifting the costs of new infrastructure and public facilities from the public sector to developers and new home buyers. For instance, shifting the allocation of costs too much on the developer may raise the cost of new housing to a point at which it may have exclusionary effects. In approving development sites and plans the City needs to assess the economic impacts of developments more carefully.
- 9) The City needs to take a more active role in inter-jurisdictional planning to formulate coherent infrastructure policies in the area. Many of the systems developed through capital investment (water, sewer, parks, etc.) have the potential to extend beyond the City limits. The City must make every effort to avoid service delivery fragmentation among the City, townships, special districts, and the private sector.
- 10) The capital improvements program must strive to provide for services equally among all residents of the City and to focus on those projects that provide the most benefit to the entire community. Likewise, careful evaluation must be made as to which projects should be paid for in greater measure by those who benefit from them, and which are better spread among all residents.
- 11) Projects that are necessary to protect against a clear and immediate risk to public health or public safety should be regarded as highest priority.
- 12) Unlimited-tax general obligation bond issues should be included in at least two Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

Information Pages: Community Profile

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

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including, the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,088 acres, which includes 153 park sites, 1200 acres of natural areas and 55 miles of pathways. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Employment

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

Housing

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

Information Pages: Community Profile

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

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

Population Characteristics

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

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

* Persons 19 years and under

** Persons 20-64 years old

Education Levels

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

Information Pages: Community Profile

Higher Education

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

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

Medical Facilities

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

Transportation

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

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

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

Corporate and flight training service is provided by the Ann Arbor Municipal Airport, located on the south side of Ann Arbor. Willow Run Airport, 11 miles from Ann Arbor, is a cargo transportation center and airline service is available on major commercial carriers from Detroit Wayne County Metropolitan Airport, 23 miles east of the City.

Information Pages: Community Profile

Utilities

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

Development

During fiscal year 2010, the following residential projects were approved:

- Near North – 40 affordable one-bedroom apartment units with 2,950 s.f. of commercial space and underground parking (North Main near Summit Street)
- City Place – 24 apartment units in two buildings, with a total of 144 bedrooms (South Division near East William)
- Riverview of Ann Arbor (Regency at Bluffs Park) – Renovation of existing nursing home and construction of 16,000 sf, two-story addition. (Huronview near North Main)
- Glacier Hills Retirement Center – New 59,994 square foot skilled memory care building with a total of 80 beds (Earhart near Glazier Way)
- Windsong (Oaks of Ann Arbor) – 32 townhouse units (Stone School Road)

The following non-residential projects were approved:

- Walgreen's Pharmacy – New 13,650 retail building to replace two restaurant buildings (Jackson near Maple)
- CVS Pharmacy – New two-story retail building to replace existing retail building (South State near East Washington)
- Tim Horton's/Gas Station – New 4,512 sf filling station, restaurant and retail building to replace existing station (Washtenaw and Huron Parkway)
- Platt/Ellsworth Commercial – New oil change building to replace existing car wash
- Washtenaw Fuel – Addition of canopy over relocated fuel pumps (Washtenaw near Yost)
- Michigan Islamic Academy – Three-story, 10,500 sf classroom addition (Plymouth Rd)
- Briarwood Lots 12 & 13 – Revised site plan for two hotels (Briarwood Circle)
- Gallup One Stop – 454 sf expansion of existing gas station
- Retail Plaza – New convenience store (Platt and Ellsworth)

The following site plans were extended for two years:

- Mechanical Dynamics – Addition of 22,292 to existing research building (Traverwood and Huron Parkway)
- Malletts Wood 2 – 36 new units in 12 buildings (Cardinal)
- The Gallery PUD – Mixed use development to replace existing church (N. Main)
- Plymouth Road Plaza – New retail building (Plymouth near Nixon)

Information Pages: Miscellaneous Community Statistics

Date of incorporation	1851
Form of government	Council - Administrator
Miles of streets	295
Number of street lights	7,134
Fire protection:	
Number of stations	5
Number of fire hydrants	3,549
Municipal water department:	
Average daily consumption	12.8 Million Gallons per Day
Miles of water mains	490
Sewers:	
Miles of sanitary sewers	407
Miles of storm sewers	388
Culture and recreation:	
Number of parks	153 with 2,088 acres 2 18-hole golf courses 1 enclosed ice arena, 1 with roof 3 outdoor pools, 1 indoor pool 3 historic sites 1 senior center 2 canoe liveries 2 community centers 1 science center
Permanent employees:	736

Area and Population Data:

<u>Year</u>	<u>Population</u>	<u>Area in Square Miles</u>
1950	48,251	7.3
1960	67,340	15.0
1970	100,035	23.3
1980	107,969	23.5
1990	109,592	27.0
2000	109,472	28.5
2005	114,061	28.6

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

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

Summary of Revenues and Expenditures by Service Unit Within Service Area

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

Information Pages: Deciphering the Budget Format

FTE Count

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

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

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

Service Unit Summary Page

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

Summary of Revenues and Expenditures by Category By Service Unit

Revenues

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

Expenditures

Service unit expenditures are listed by category with a three-year history. The new fiscal year information is found in the last column. Detailed expenditure information by fund and descriptions of expenditure categories can be found in the Expenditure section of this document.

Significant Notes and Adjustments

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

Information Pages: Deciphering the Budget Format

Goals and Performance Measures by Service Unit Within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

Information Pages: Fund Descriptions

General Fund

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

Internal Service Funds

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

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

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

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

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

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

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

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

Enterprise Funds

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

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

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

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

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

Special Revenue Funds

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

2007 Parks Maintenance and Capital Improvement Millage - to account for the proceeds of a special millage to provide for certain maintenance, repair costs and capital improvements of the Parks System.

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

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

2004 Open Space and Parkland Preservation - to account for the proceeds of a special millage to preserve and protect open space, natural habitats, parkland and the City's source water inside and outside the City limits.

Information Pages: Fund Descriptions

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

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

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

Art in Public Places – to account for funds provided by capital improvement projects for public art equal to 1% of the construction costs, to a maximum of \$250,000 per project.

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

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

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

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

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

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

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

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

Trust Funds

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

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

Information Pages: Fund Descriptions

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

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

Debt Service Funds

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

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

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

Capital Projects Funds

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

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

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

Component Units

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

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.

Information Pages: Fund Descriptions

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

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

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

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

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Budget Summaries

CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

In fiscal year 2007, the City implemented a new approach to objective setting using performance metrics. The performance metrics are used to track the progress of various programs and services, as well as a basis for future resource allocation. While drafting the FY 2011 Service Area goals and objectives, which are published in the Service Area sections of the budget, the following overall City Guiding Principles and Goals were used as a guide:

City Guiding Principles

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

City Goals

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

City Priorities

- Complete master planning update, A2D2, area height and placement amendments & zoning initiatives
- Revisit the revenue commitment from the DDA's management of the parking system as well as parking fines
- Improve customer service by increasing effectiveness of communicating about service delivery, recognizing modes of communication are changing

Budget Summaries

Citywide Budget Communications

City Council had several work sessions in the beginning of 2010 to confirm priorities, approve financial targets and discuss the big ideas for the upcoming fiscal year and future budget years. During the FY 2011 financial planning process, each area developed a proposal to achieve the objective at the lowest cost. The proposals were presented to Council at the work sessions in January, February and March, 2010. Feedback was received as the City Administrator developed his final proposal, which was presented to the Council on April 5, 2010. On May 17, 2010, the Council adopted the FY 2011 proposed budget.

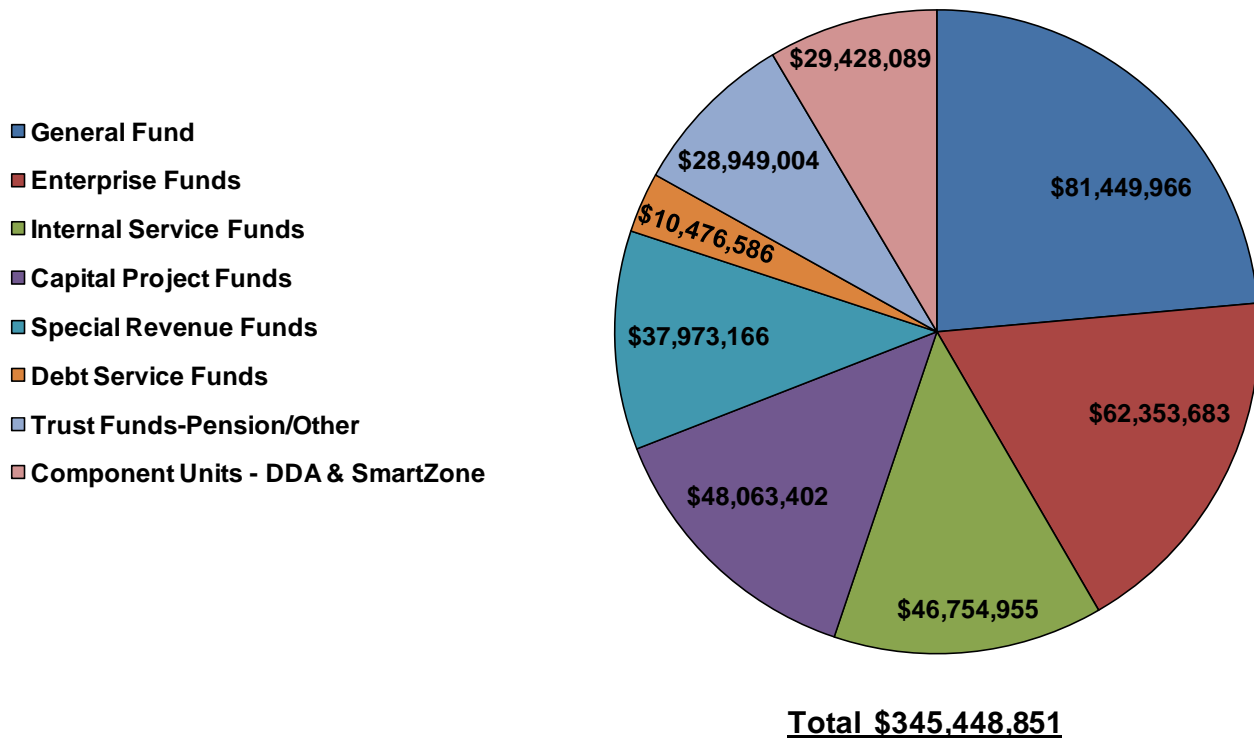
Budget Summaries

OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2011, the City's total expenditure budget is \$345.5 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget.

FY 2011 BUDGETED EXPENDITURES BY FUND TYPE

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



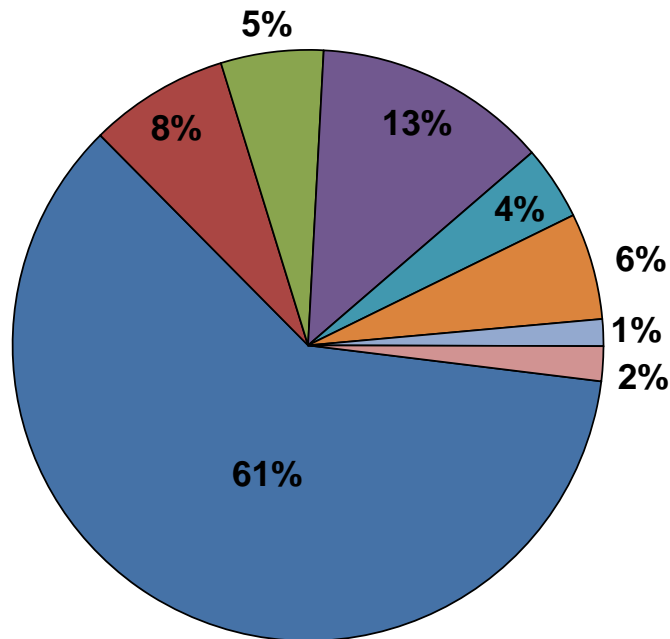
Budget Summaries

GENERAL FUND OVERVIEW

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

The City's General Fund is the largest and most visible of the City's 58 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 2011 GENERAL FUND REVENUES

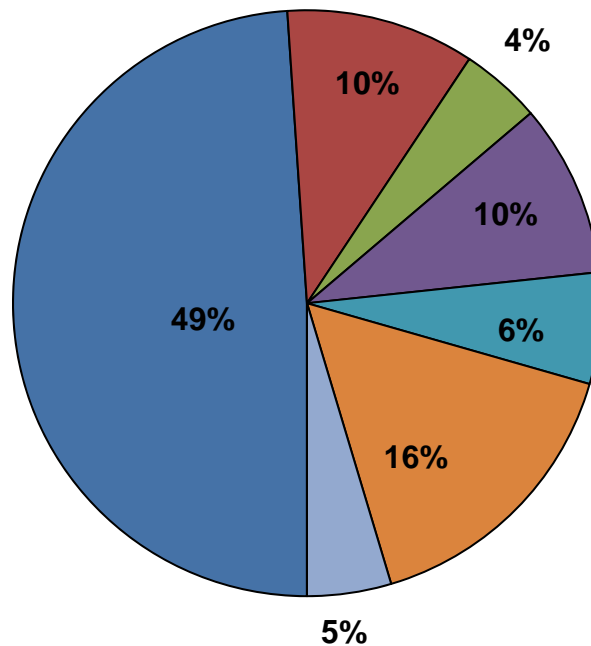


- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration
- Use of Fund Balance

Budget Summaries

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 2011 GENERAL FUND EXPENDITURES



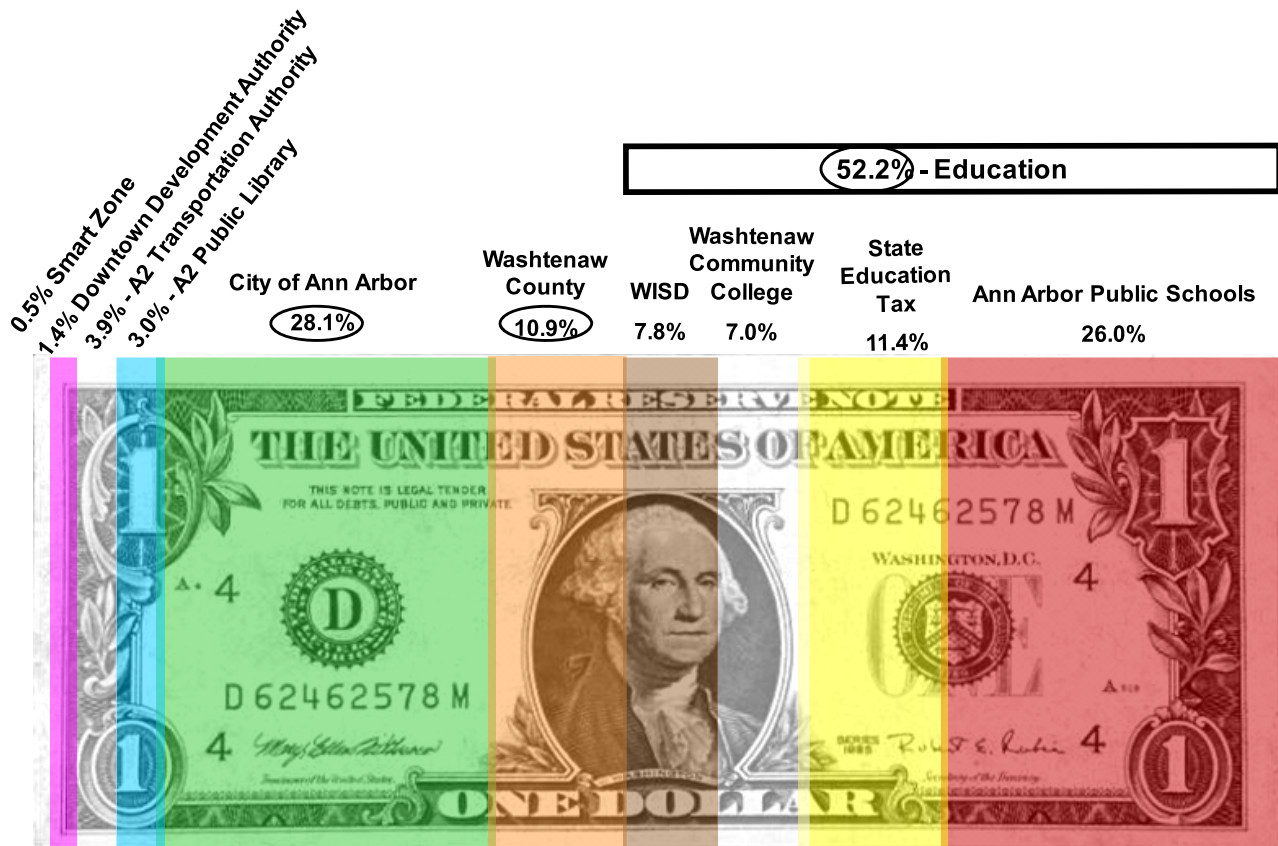
- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AATA and Other transfers
- Fifteenth District Court

Budget Summaries

PROPERTY TAXES

The largest share of our General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$ 0.28 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. Most of the receipts from property taxes are distributed to various education agencies including the Ann Arbor Public Schools, Washtenaw Intermediate Schools, the State of Michigan, and Washtenaw Community College – about \$ 0.52 of every dollar paid. The following chart shows where the City’s property tax dollars go:

Where Your Ann Arbor Property Tax Dollars Go:

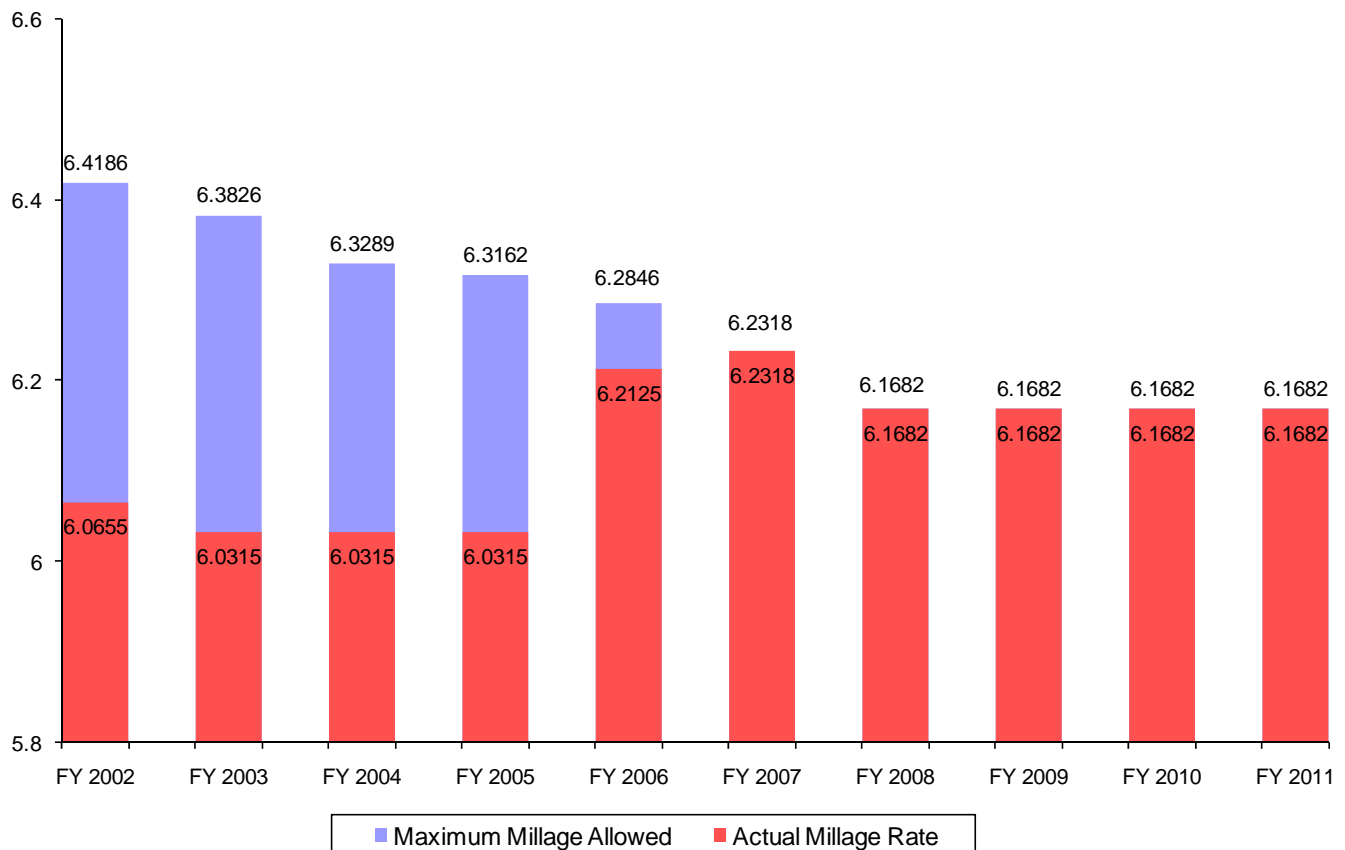


Budget Summaries

TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 31 years, there have been two State of Michigan constitutional amendments – the Headlee Amendment of 1978 and Public Act 415 of 1994 (commonly known as Proposal A) – and other related statutory changes that have impacted property tax revenue for local governments. During the fiscal year 2008, the Headlee rollback started reducing the levy. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

CITY MILLAGE HISTORY MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE



Budget Summaries

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

CITY MILLAGE TRENDS

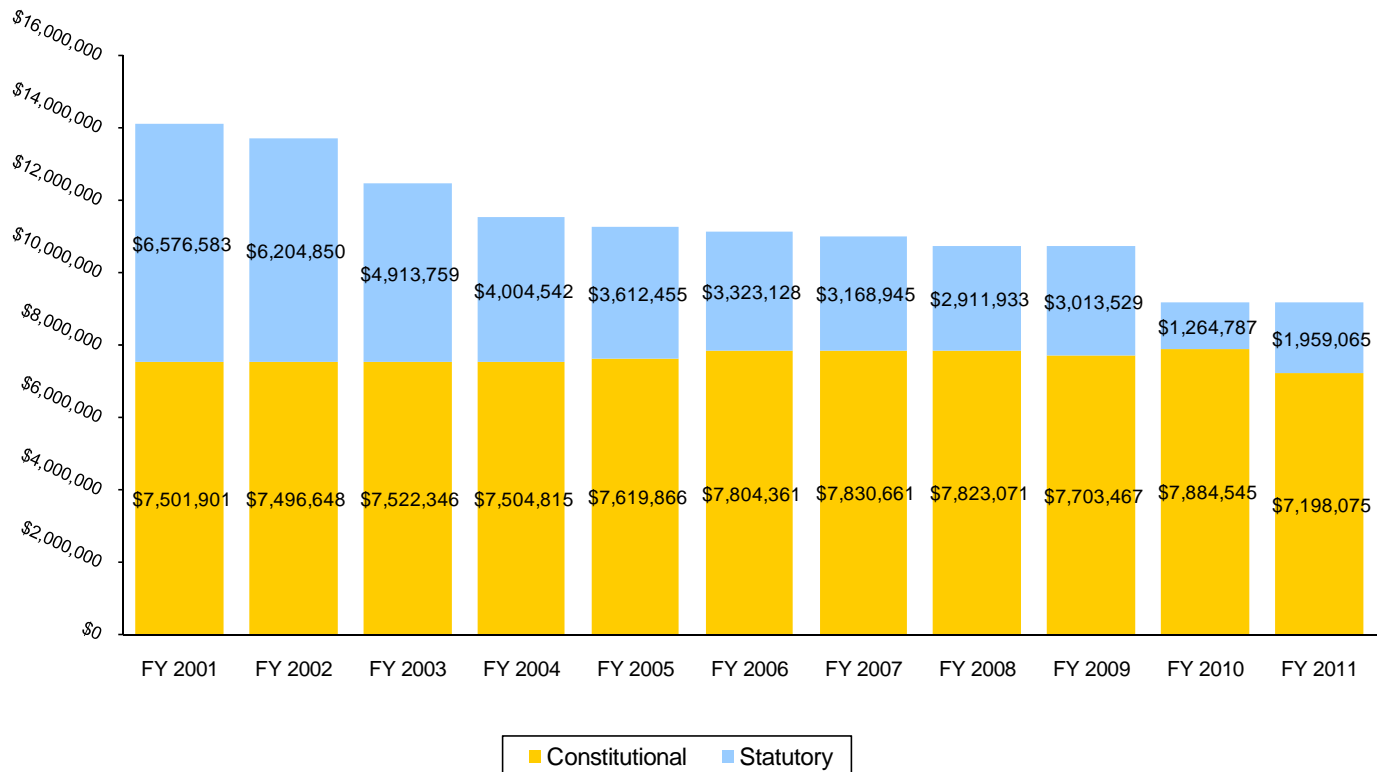
Type	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	Change from Previous Year
General Operating-Actual	6.0315	6.2125	6.2318	6.1682	6.1682	6.1682	6.1682	0.0000
Employee Benefits	2.1054	2.0948	2.0772	2.0560	2.0560	2.0560	2.0560	0.0000
AATA	2.1054	2.0948	2.0772	2.0560	2.0560	2.0560	2.0560	0.0000
Total General Fund	10.2423	10.4021	10.3862	10.2802	10.2802	10.2802	10.2802	0.0000
Street Repair	1.9792	1.9693	1.9527	1.9944	1.9944	1.9944	1.9944	0.0000
Refuse Collection	2.5264	2.5137	2.4925	2.4670	2.4670	2.4670	2.4670	0.0000
Parks (combined)	1.4235	1.4162	1.4042	1.5748	1.5748	1.5748	1.5748	0.0000
Debt Service	0.7300	0.6000	0.5800	0.4661	0.4643	0.4806	0.5000	0.0194
Total City Millage	16.9014	16.9013	16.8156	16.7825	16.7807	16.7970	16.8164	0.0194

Budget Summaries

STATE SHARED REVENUE

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

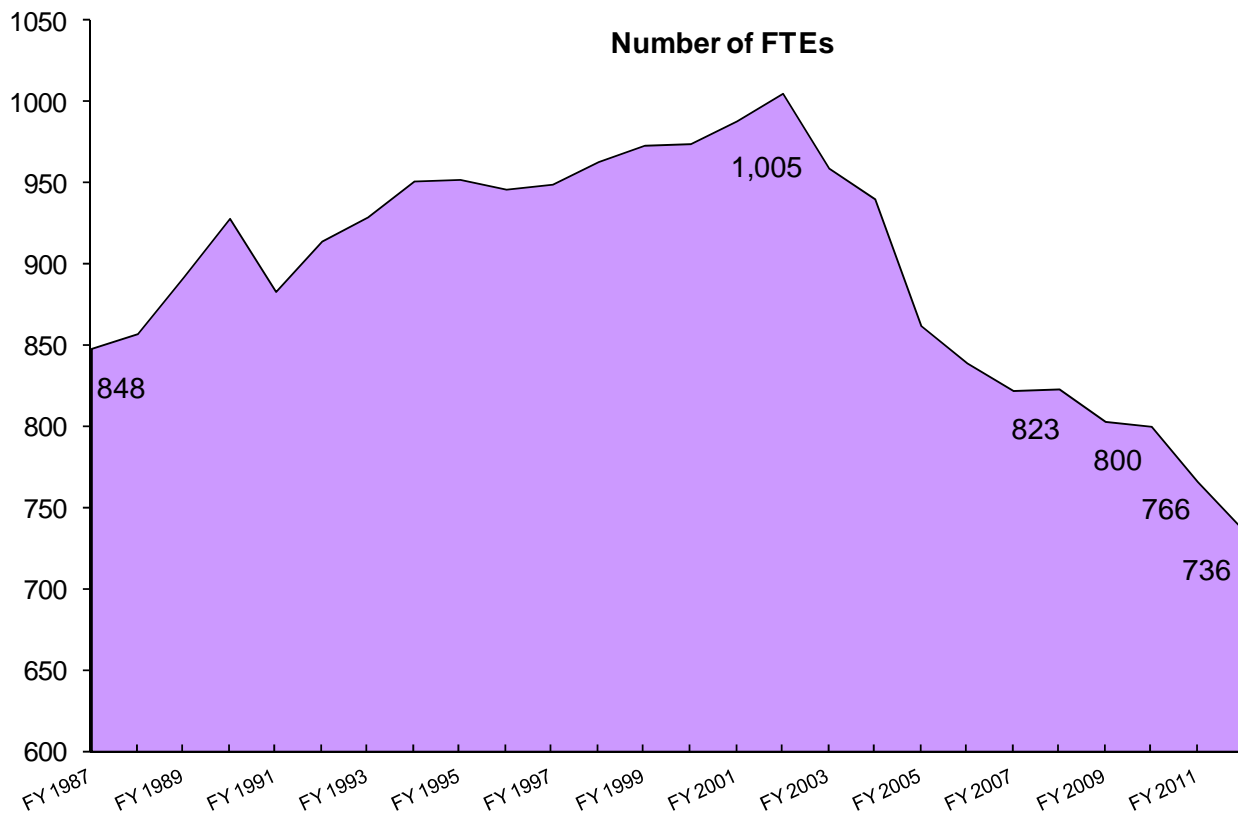
STATE-SHARED REVENUE HISTORY AND PROJECTIONS



Budget Summaries

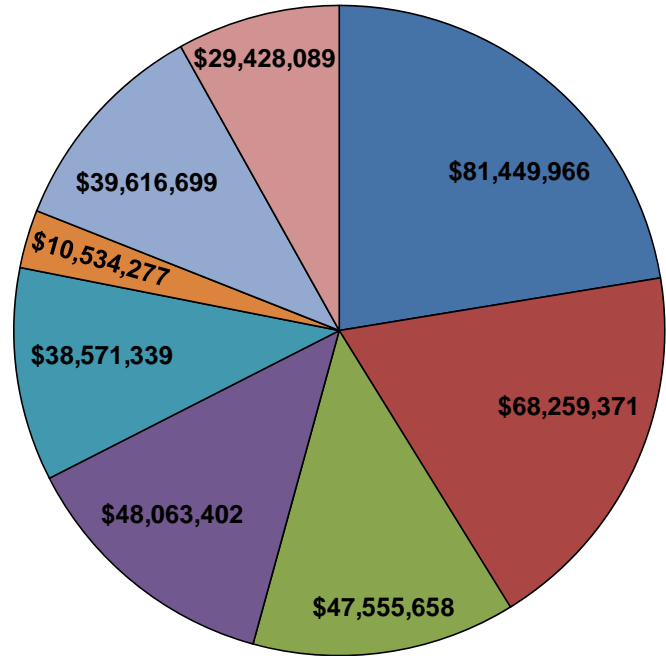
EMPLOYEE SUMMARY

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its full-time equivalent (FTE) employee staffing. Without significantly impacting the level of service provided, the City has been able to achieve the reductions; through a combination of not filling vacancies, strategically deploying existing personnel, early retirement programs offered in fiscal years 2001, 2002 and 2009, and lay-offs. As the graph below illustrates, the City staffing is down to its lowest level in 24 years.



FY 2011 Budgeted Revenues by Fund Type

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

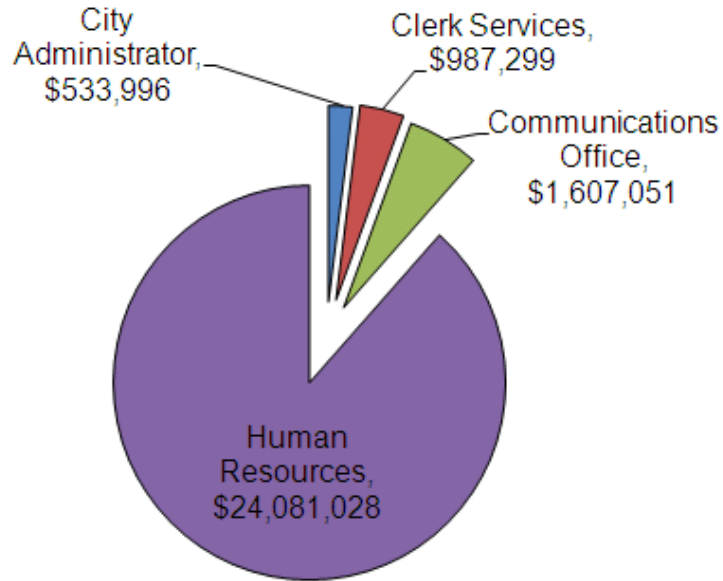


Total \$363,478,801

FY 2011 Expenditures – All Funds

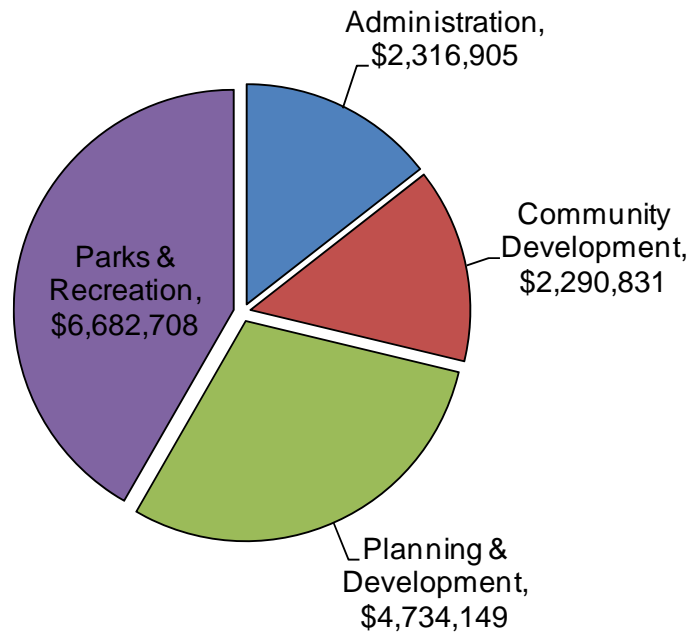
FY 2011 City Administrator Expenditures

Total \$27,209,374



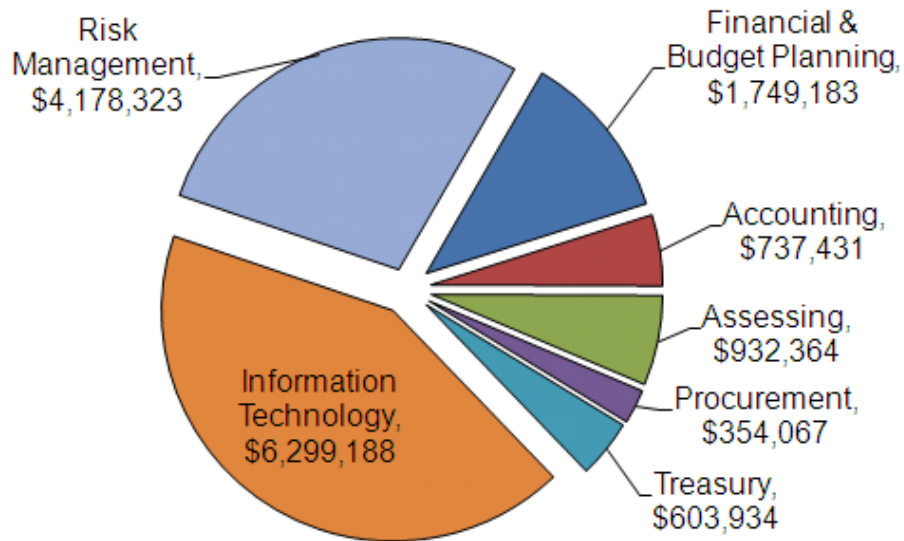
FY 2011 Community Services Expenditures

Total \$16,204,593



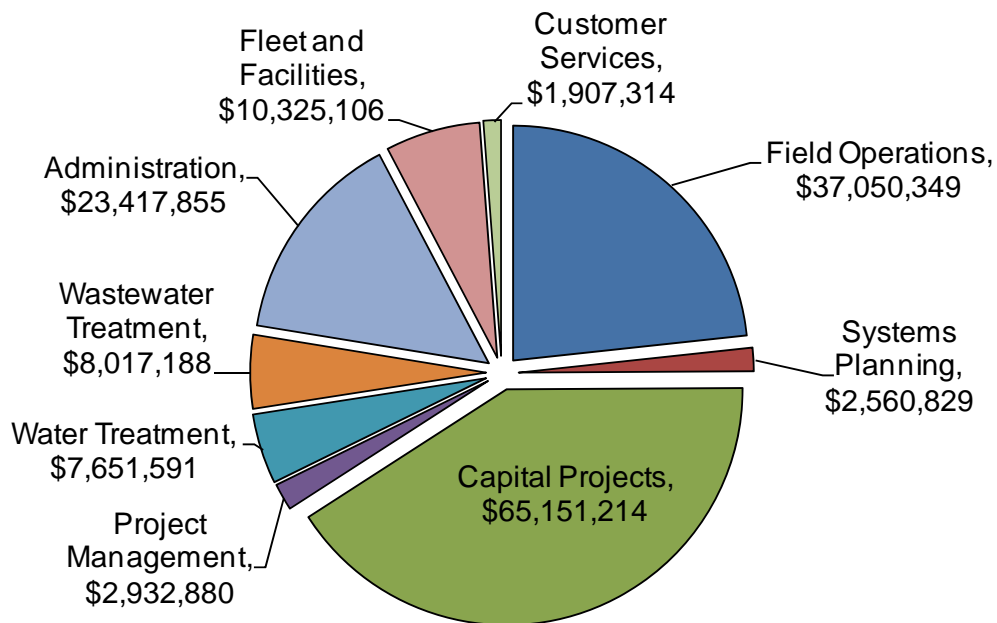
FY 2011 Financial & Administrative Services Expenditures

Total \$14,854,490



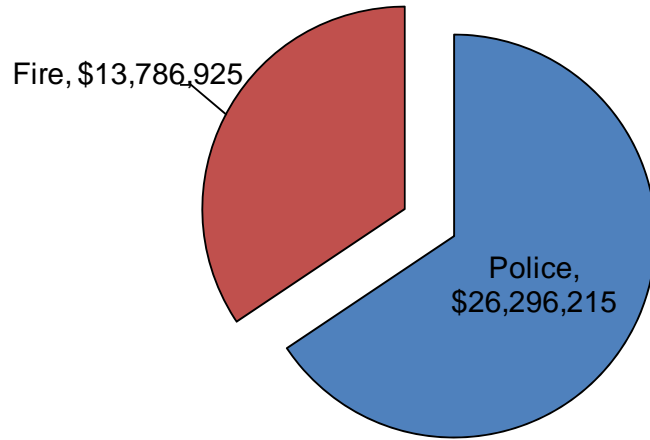
FY 2011 Public Services Expenditures

Total \$159,014,326



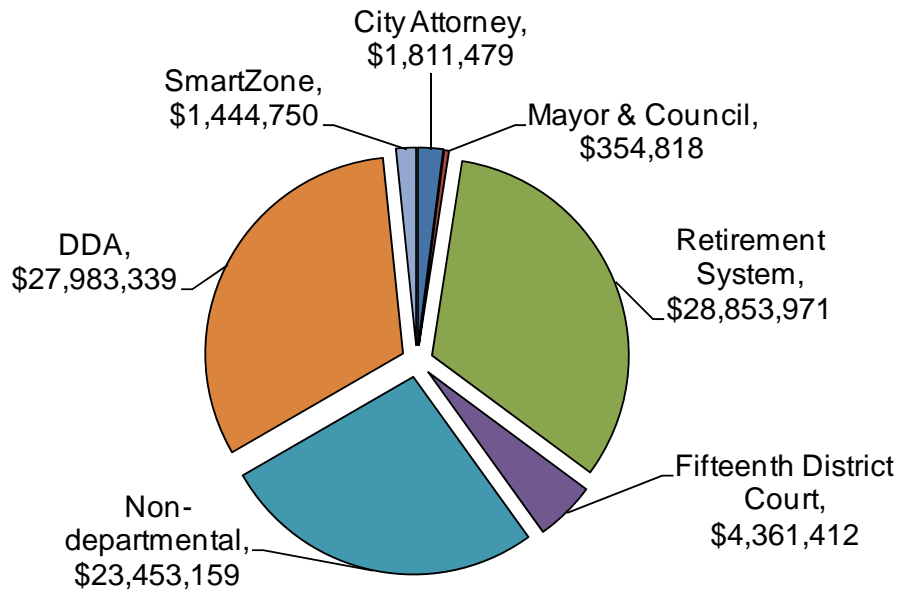
FY 2011 Safety Services Expenditures

Total \$40,083,140



FY 2011 Other Services Expenditures

Total \$88,262,928



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

Fund Balance June 30, 2009	FY 2010 Projected Revenues	FY 2010 Projected Expenditures	Projected Fund Balance June 30, 2010	<u>Fund</u>	FY 2011 Approved Revenues	FY 2011 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2011
11,355,585	80,275,188	82,246,642	9,384,131	<u>General Fund</u>	81,449,966	81,449,966	1,546,714	7,837,417
				<u>Special Revenue Funds</u>				
2,941,400		1,550,007	1,391,393	1995 Parks Rehab. & Development	64,086	56,806		1,398,673
261,045		66,857	194,188	2003 Parks Repair & Restoration Millage	83,803	83,803	76,595	117,593
17,101,129	4,262,513	3,061,440	18,302,202	2004 Open Space and Parkland Preservation	2,434,267	2,148,312		18,588,157
744,721	93,300	364,050	473,971	Affordable Housing	200,811	190,000	158,005	326,777
800,448	295,115	260,145	835,418	Alternative Transportation	616,173	616,173	423,467	411,951
13,613	8,000	21,613		Ann Arbor Assistance	8,000	8,000		
867,907	439,880	421,698	886,089	Art in Public Places	451,213	451,213		886,089
84,910	5,000	2,471	87,439	Bandemer Property	22,500	22,500	16,046	71,393
67,112	1,200	5,000	63,312	Cemetery Perpetual Care	6,200	5,000	5,000	59,512
	590,385	590,385		Community Development Block Grant				
3,367,459	1,827,479	1,585,045	3,609,893	Communications Office	1,607,051	1,607,051		3,609,893
1,180,234	1,982,100	2,637,786	524,548	Construction Code Fund	2,170,977	2,169,140	143,742	382,643
78,214	210,000	205,254	82,960	Court Facilities	302,800	292,960	92,800	
145,892	5,698	30,000	121,590	Drug Enforcement	61,200	60,000	52,500	70,290
1,466,097		525,942	940,155	Economic Development Fund	750,000	750,000	750,000	190,155
712,287	37,774	603,596	146,465	Energy Projects	601,519	180,614	567,370	
192,153	91,147	174,995	108,305	Federal Equitable Sharing Forfeitures	106,000	100,000	100,000	14,305
	48,202	47,702	500	Homeland Security	500			1,000
	336,065	336,065		HOME Program				
47,214	1,200	10,000	38,414	Local Forfeiture	21,200	20,000	20,000	19,614
	168,158	168,158		Local Law Enforcement Block Grant	1,768,889			1,768,889
3,167,276	1,773,889	1,827,350	3,113,815	Local Streets	1,751,741	1,754,741		3,110,815
63	405,950	237,310	168,703	Major Grant Programs	292,372	292,372	70,372	98,331
7,329,105	6,727,019	7,291,021	6,765,103	Major Streets	6,904,884	6,891,127		6,778,860
997,123	355,000	435,000	917,123	Metro Expansion	635,000	635,000	280,000	637,123
112,585	33,000	75,000	70,585	Michigan Justice Training	53,000	50,000	20,000	53,585
146,857	6,500		153,357	Open Space Endowment	2,932			156,289
2,419,347	5,202,687	4,615,777	3,006,257	Parks Maintenance & Capital Improvement	5,206,991	5,173,604	163,534	2,876,110
221,562	30,500	38,091	213,971	Parks Memorials & Contributions	41,400	36,864		218,507
689,239	25,000		714,239	Police and Fire Relief	25,000			739,239
106,957	2,000	5,000	103,957	Senior Center Endowment	45,245	37,500	37,500	74,202
366,236	20,809	20,809	366,236	Sidewalk Improvement	22,225	19,666		368,795
25,407,820	13,919,757	12,000,325	27,327,252	Street Repair Millage	13,798,281	13,798,281	4,071,598	23,255,654
				<u>Trust Funds</u>				
2,316,857	70,060	95,060	2,291,857	Elizabeth R. Dean	95,063	95,033	25,000	2,266,887
321,164,112	27,755,000	27,345,526	321,573,586	Employees' Retirement System	34,760,858	28,641,438		327,693,006
54,058,692	5,542,841	194,285	59,407,248	VEBA Trust	4,760,778	212,533		63,955,493

Fund Balance June 30, 2009	FY 2010 Projected Revenues	FY 2010 Projected Expenditures	Projected Fund Balance June 30, 2010	Fund	FY 2011 Approved Revenues	FY 2011 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2011
112,917	9,210,722	9,260,484	63,155	General Debt Service				
1,134,604	44,000	151,820	1,026,784	General Debt Service	10,393,592	10,335,901		120,846
				Special Assessment General Debt	140,685	140,685	99,685	927,099
				Component Units				
6,617,460	3,737,785	4,912,198	5,443,047	Downtown Development Authority	5,262,610	5,262,610	1,326,820	4,116,227
4,305,123	16,988,573	20,377,799	915,897	DDA Parking System	19,842,549	19,842,549	3,842,633	(2,926,736)
1,580,292	249,456	405,000	1,424,748	DDA Housing	212,000	212,000	84,394	1,340,354
1,852,056	2,148,690	1,001,227	2,999,519	DDA Parking Maintenance	2,666,180	2,666,180	512,585	2,486,934
469,575	1,371,843	1,484,205	357,213	SmartZone LDFA	1,444,750	1,444,750	37,415	319,798
				Capital Projects Funds				
9,640,042	60,000	1,952,334	7,747,708	Open Space Bonds-2005	264,873			8,012,581
420,763			420,763	General Capital Improvements				420,763
1,893,101			1,893,101	Maintenance Facility Construction				1,893,101
32,360,239			32,360,239	Ann Arbor Municipal Center	15,015	15,015	15,015	32,345,224
130,004			130,004	Special Assessments				130,004

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

Net Assets June 30, 2009	FY 2010 Projected Revenues	FY 2010 Projected Expenditures	Projected Fund Equity June 30, 2010	Fund	FY 2011 Approved Revenues	FY 2011 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Equity June 30, 2011
				Intergovernmental Service Funds				
1,653,538	1,564,194	1,564,194	1,653,538	Central Stores	1,607,715	1,607,225		1,654,028
10,295,464	6,715,585	9,282,439	7,728,610	Fleet Services	8,065,536	8,061,805	692,081	7,040,260
5,217,055	6,649,952	6,391,731	5,475,276	Information Technology	6,376,902	6,299,188	101,536	5,451,454
2,586,005	25,762,017	25,251,106	3,096,916	Risk Fund	27,303,683	27,142,951	1,300,000	1,957,648
97,638		97,638		Parks Service Headquarters				
24,633	848,155	843,355	29,433	Wheeler Center	525,584	525,584		29,433
1,565,602	3,794,588	3,671,176	1,689,014	Project Management	3,676,238	3,643,786		1,721,466
				Enterprise Funds				
966,096	761,440	762,681	964,855	Airport	808,140	797,196		975,799
1,816,015	1,565,539	1,681,287	1,700,267	Golf Enterprise	1,685,037	1,662,855		1,722,449
693,125	168,287	149,471	711,941	Market	172,923	154,355		730,509
88,963,870	22,746,722	18,142,751	93,567,841	Sewage Disposal System	22,205,502	19,297,651	250,970	96,224,722
23,844,498	13,887,295	18,619,914	19,111,879	Solid Waste	15,491,887	15,442,219	977,000	18,184,547
12,034,282	5,966,268	5,010,971	12,989,579	Stormwater Sewer System	5,623,989	5,246,785	2,970	13,363,813
55,547,933	22,271,493	20,703,664	57,115,762	Water Supply System	22,271,893	19,752,622	90,554	59,544,479

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

(Per CAFR) Unrestricted/ Undesignated Fund Balance June 30, 2009	FY 2010 Projected Revenues	FY 2010 Projected Expenditures	Projected Unrestricted/ Undesignated Fund Balance June 30, 2010	Fund	FY 2011 Approved Revenues	FY 2011 Approved Expenditures	Approved Use of Fund Balance	Projected Unrestricted/ Undesignated Fund Balance June 30, 2011
				<u>Intergovernmental Service Funds</u>				
1,212,896	1,564,194	1,564,194	1,212,896	Central Stores	1,607,715	1,607,225		1,213,386
7,653,668	6,715,585	9,282,439	5,086,814	Fleet Services	8,065,536	8,061,805	692,081	4,398,464
4,329,640	6,649,952	6,391,731	4,587,861	Information Technology	6,376,902	6,299,188	101,536	4,564,039
5,708,731	25,762,017	25,251,106	6,219,642	Risk Fund	27,303,683	27,142,951	1,300,000	5,080,374
(802)		97,638	(98,440)	Parks Service Headquarters				(98,440)
24,633	848,155	843,355	29,433	Wheeler Center	525,584	525,584		29,433
1,732,999	3,794,588	3,671,176	1,856,411	Project Management	3,676,238	3,643,786		1,888,863
				<u>Enterprise Funds</u>				
349,565	761,440	762,681	348,324	Airport	808,140	797,196		359,268
(496,072)	1,565,539	1,681,287	(611,820)	Golf Enterprise	1,685,037	1,662,855		(589,638)
431,081	168,287	149,471	449,897	Market	172,923	154,355		468,465
71,114,228	22,746,722	18,142,751	75,718,199	Sewage Disposal System	22,205,502	19,297,651	250,970	78,375,080
9,934,551	13,887,295	18,619,914	5,201,932	Solid Waste	15,491,887	15,442,219	977,000	4,274,600
5,884,210	5,966,268	5,010,971	6,839,507	Stormwater Sewer System	5,623,989	5,246,785	2,970	7,213,741
20,608,529	22,271,493	20,703,664	22,176,358	Water Supply System	22,271,893	19,752,622	90,554	24,605,075

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

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Description of Revenue Categories

TAXES

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 23% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year times the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

The major sources of revenue in this category are derived from various permit fees issued for building and trades and represent 1% of the City's revenues. Also included are the various permits and licenses issued through the Clerk's office and fees associated with the services of the Planning and Development Unit. These revenues are projected for the Clerk's office on the basis of the history and any adjustments to fees. The planning fees take into account economic projections and interest expressed in future developments. Building permits are forecasted using information from Planning and Development on planned developments and economic forecasts on new construction.

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

GRANTS

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

Description of Revenue Categories

CHARGES FOR SERVICES

The major sources of revenue in this category represent 21% of City revenues and are described in more detail below.

POLICE & FIRE

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

MUNICIPAL SERVICES

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

Description of Revenue Categories

LANDFILL

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

ENTERPRISE SALES

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

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

INVESTMENT INCOME

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 8% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds times an average of expected investment rates based on the economic outlook.

Description of Revenue Categories

MISCELLANEOUS

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

PRIOR YEAR SURPLUS

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

OPERATING TRANSFERS

The majority of the transfers in this revenue category are reimbursements for fringe benefit costs. The exceptions to this are project and utility credits, which are reimbursements for engineering costs on construction projects. The project credit is based on expected construction activity on City projects. Operating transfers represent 18% 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 13% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

Services provided to other funds, which are directly billed are recorded as revenues. These services include equipment maintenance, central duplicating and office supplies. These numbers are based on the level of service being rendered and the expected cost to provide the service, which determines the expected revenues for the year. This category represents 3% of City revenues.

FY 2011 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0010 GENERAL	\$81,449,966		\$118,000	\$142,650	\$3,853,168	\$55,807,695	\$758,227	\$4,648,017	\$2,075,000	\$14,047,209	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	64,086				64,086						
0006 PARKS REPAIR & RESTORATION MILLAGE	83,803						83,803				
0024 OPEN SPACE & PARKLAND PRESERVATION	2,434,267				2,434,267						
0070 AFFORDABLE HOUSING	200,811				200,811						
0038 ANN ARBOR ASSISTANCE	8,000				8,000						
0061 ALTERNATIVE TRANSPORTATION	616,173						616,173				
0025 BANDEMERE PROPERTY	22,500				22,500						
0054 CEMETERY PERPETUAL CARE	6,200						6,200				
0016 COMMUNITY TELEVISION NETWORK	1,607,051			1,607,051							
0026 CONSTRUCTION CODE FUND	2,170,977				2,170,977						
0023 COURT FACILITIES	302,800								302,800		
0027 DRUG ENFORCEMENT	61,200							61,200			
0045 ECONOMIC DEVELOPMENT	750,000					750,000					
0002 ENERGY PROJECTS	620,614						620,614				
0028 FEDERAL EQUITABLE SHARING	106,000							106,000			
0017 HOMELAND SECURITY	500							500			
0073 LOCAL FORFEITURE	21,200							21,200			
0022 LOCAL STREET	1,751,741						1,751,741				
0021 MAJOR STREET	6,904,884						6,904,884				
0036 METRO EXPANSION	635,000						635,000				
0064 MICHIGAN JUSTICE TRAINING	53,000							53,000			
0041 OPEN SPACE ENDOWMENT	2,932				2,932						
0029 OPEN SPACE & PARKLAND PRESERVATION	264,873				264,873						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,206,991				1,073,288		4,133,703				
0034 PARKS MEMORIALS & CONTRIBUTIONS	41,400				41,400						
0053 POLICE AND FIRE RELIEF	25,000							25,000			
0083 SENIOR CENTER ENDOWMENT	45,245				45,245						
0062 STREET REPAIR MILLAGE	13,798,281						13,798,281				
0055 ELIZABETH R DEAN TRUST	95,063						95,063				

FY 2011 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0059 EMPLOYEES RETIREMENT SYSTEM	34,760,858										34,760,858
0052 VEBA TRUST	4,760,778										4,760,778
0035 GENERAL DEBT SERVICE	10,393,592					1,800				10,391,792	
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	140,685					21,000				119,685	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,262,610										5,262,610
0063 DDA PARKING SYSTEM	19,842,549										19,842,549
0001 DDA/HOUSING FUND	212,000										212,000
0033 DDA PARKING MAINTENANCE	2,666,180										2,666,180
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,444,750										1,444,750
0082 STORMWATER BOND	4,506,299						4,506,299				
0088 SEWER BOND	38,334,103						38,334,103				
0089 WATER BOND	5,223,000						5,223,000				
0091 SIDEWALK IMPROVEMENT	22,225						22,225				
0011 CENTRAL STORES	1,607,715						1,607,715				
0012 FLEET SERVICES	8,065,536						8,065,536				
0014 INFORMATION TECHNOLOGY	6,376,902					6,376,902					
0056 ART IN PUBLIC PLACES	451,213				7,425		443,788				
0057 RISK FUND	27,303,683					27,303,683					
0058 WHEELER CENTER	525,584						525,584				
0049 PROJECT MANAGEMENT	3,676,238						3,676,238				
0048 AIRPORT	808,140						808,140				
0047 GOLF ENTERPRISE	1,685,037				1,685,037						
0046 MARKET	172,923				172,923						
0043 SEWAGE DISPOSAL SYSTEM	22,205,502						22,205,502				
0072 SOLID WASTE FUND	15,491,887						15,491,887				
0069 STORMWATER SEWER SYSTEM	5,623,989						5,623,989				
0042 WATER SUPPLY SYSTEM	22,271,893						22,271,893				
00MG MAJOR GRANT PROGRAMS FUND	292,372								292,372		
	\$363,478,801		\$118,000	\$1,749,701	\$12,046,932	\$90,261,080	\$158,209,588	\$4,914,917	\$2,670,172	\$24,558,686	\$68,949,725

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011	
General	General						
	TAXES	51,151,232	51,139,879	51,492,881	51,760,142	49,389,214	
	LICENSES, PERMITS & REGISTRATION	1,284,688	1,133,848	1,243,020	70,750	1,195,950	
	INTERGOVERNMENTAL REVENUES	11,320,574	11,793,143	12,028,797	10,227,222	10,461,880	
	CHARGES FOR SERVICES	5,834,027	6,042,076	6,833,170	6,263,135	6,233,897	
	FINES & FORFEITS	5,555,722	4,639,674	5,131,420	4,598,418	4,756,999	
	INVESTMENT INCOME	3,040,654	1,554,517	1,725,776	775,598	786,097	
	MISCELLANEOUS REVENUE	941,158	919,837	664,750	501,220	570,181	
	PRIOR YEAR SURPLUS			852,815	213,101	1,546,714	
	OPERATING TRANSFERS	2,220,571	2,580,157	2,905,038	2,856,068	3,208,345	
	CONTRIBUTIONS	55,753	1,000	1,000	1,000	1,000	
	INTRA GOVERNMENTAL SALES	2,778,406	2,819,564	3,221,635	3,221,635	3,299,689	
	Total		\$ 84,182,785	\$ 82,623,695	\$ 86,100,302	\$ 80,488,289	\$ 81,449,966
Debt Service	General Debt Service						
	TAXES	2,181,992	2,168,799	2,275,295	2,151,119	2,144,816	
	INVESTMENT INCOME		(6,318)	7,300	7,300	1,800	
	MISCELLANEOUS REVENUE	69,721	26,610				
	OPERATING TRANSFERS	4,719,022	5,793,862	7,052,610	7,052,303	8,246,976	
Total		\$ 6,970,735	\$ 7,982,953	\$ 9,335,205	\$ 9,210,722	\$ 10,393,592	
	General Debt/Special Assessment						
	TAXES	30,472	22,063	20,000	20,000	20,000	
	CHARGES FOR SERVICES	182,301	77,747				
	INVESTMENT INCOME	76,811	61,000	24,000	24,000	21,000	
	MISCELLANEOUS REVENUE	4,221					
PRIOR YEAR SURPLUS			107,820		99,685		
Total		\$ 293,805	\$ 160,810	\$ 151,820	\$ 44,000	\$ 140,685	
Capital Projects	Sidewalk Improvement						
	CHARGES FOR SERVICES	8,775	1,778	20,809	20,809	22,225	
	INVESTMENT INCOME	16,717	12,174				
	MISCELLANEOUS REVENUE		13,402				
Total		\$ 25,492	\$ 27,354	\$ 20,809	\$ 20,809	\$ 22,225	
Enterprise	Water Supply System						
	TAXES	23,410	18,695	3,000	3,930	3,000	
	CHARGES FOR SERVICES	19,886,328	18,404,090	21,190,821	20,119,774	19,955,970	
	INVESTMENT INCOME	925,624	511,035	523,200	523,200	536,218	
	MISCELLANEOUS REVENUE	387,040	16,024	27,000	20,800	28,000	
	PRIOR YEAR SURPLUS			1,850,438	124,205	90,554	
	OPERATING TRANSFERS	1,519,505	1,568,352	(314,084)	1,603,789	1,658,151	
	CONTRIBUTIONS	86,520	2,185,727				
	Total		\$ 22,828,427	\$ 22,703,923	\$ 23,280,375	\$ 22,395,698	\$ 22,271,893
		Water Bond Pending Series					
	SALE OF BONDS					5,223,000	
	Total		\$ -	\$ -	\$ -	\$ -	\$ 5,223,000
		Sewage Disposal System					
TAXES	43,521	44,499	5,000	7,500	5,000		
CHARGES FOR SERVICES	19,378,157	19,044,447	21,469,103	19,750,134	20,304,856		
INVESTMENT INCOME	2,441,743	2,519,223	900,000	2,585,204	1,241,676		
MISCELLANEOUS REVENUE	113,398	26,914	3,000	3,884	3,000		
PRIOR YEAR SURPLUS			341,652		250,970		
OPERATING TRANSFERS	455,688	455,688	400,000	400,000	400,000		
INTRA GOVERNMENTAL SALES							
Total		\$ 22,432,507	\$ 22,090,771	\$ 23,118,755	\$ 22,746,722	\$ 22,205,502	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Sewer Bond Pending Series					
	SALE OF BONDS					38,334,103
	Total	\$ -	\$ -	\$ -	\$ -	\$ 38,334,103
	Parking System					
	CHARGES FOR SERVICES		(120)			
	INVESTMENT INCOME	34,824	28,831			
	MISCELLANEOUS REVENUE	(110,481)	103,016			
	OPERATING TRANSFERS		317,344			
	Total	\$ (75,657)	\$ 449,071	\$ -	\$ -	\$ -
	Market					
	CHARGES FOR SERVICES	86,441	75,735	103,275	103,275	112,850
	INVESTMENT INCOME	40,511	4,775	3,500	19,500	14,073
	MISCELLANEOUS REVENUE	5,464	8,505	13,000	13,000	13,000
	OPERATING TRANSFERS	30,740	31,662	31,000	32,612	33,000
	Total	\$ 163,156	\$ 120,677	\$ 150,775	\$ 168,387	\$ 172,923
	Golf Courses					
	CHARGES FOR SERVICES	864,661	1,037,898	1,061,231	1,116,619	1,177,679
	INVESTMENT INCOME	(56,571)	(21,683)	375	(5,054)	(11,716)
	MISCELLANEOUS REVENUE	452	(6,266)			
	OPERATING TRANSFERS	1,647,137	24,000	689,583	453,974	519,074
	Total	\$ 2,455,679	\$ 1,033,949	\$ 1,751,189	\$ 1,565,539	\$ 1,685,037
	Airport					
	CHARGES FOR SERVICES	777,710	725,764	856,491	757,440	804,140
	INVESTMENT INCOME	840	25,890			
	MISCELLANEOUS REVENUE	15,415	15,575	3,500	4,000	4,000
	OPERATING TRANSFERS		127,000			
	CONTRIBUTIONS		8,200			
	Total	\$ 793,965	\$ 902,429	\$ 859,991	\$ 761,440	\$ 808,140
	Stormwater Sewer System					
	TAXES	4,762	3,913			
	LICENSES, PERMITS & REGISTRATION	22,454	13,034			
	CHARGES FOR SERVICES	4,863,418	5,302,858	5,507,539	5,448,072	5,497,744
	INVESTMENT INCOME	261,373	197,565	55,000	100,000	118,274
	MISCELLANEOUS REVENUE	20,505	4,323	5,000	418,196	5,000
	PRIOR YEAR SURPLUS			(176,450)		2,971
	CONTRIBUTIONS	4,206	(4,206)			
	Total	\$ 5,176,718	\$ 5,517,487	\$ 5,391,089	\$ 5,966,268	\$ 5,623,989
	Stormwater Bond					
	SALE OF BONDS					4,506,299
	Total	\$ -	\$ -	\$ -	\$ -	\$ 4,506,299
	Solid Waste					
	TAXES	11,550,982	11,529,057	11,679,471	11,700,599	11,165,118
	CHARGES FOR SERVICES	1,405,477	1,044,413	1,929,586	1,388,068	3,028,022
	INVESTMENT INCOME	712,636	651,726	196,493	198,993	307,747
	MISCELLANEOUS REVENUE	138,427	5,513	5,000	17	14,000
	PRIOR YEAR SURPLUS			4,791,070	4,732,619	977,000
	OPERATING TRANSFERS	153,538	125,114		49,618	
	CONTRIBUTIONS			550,000	550,000	
	Total	\$ 13,961,060	\$ 13,355,823	\$ 19,151,620	\$ 18,619,914	\$ 15,491,887

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011	
Internal Service	Central Stores						
	CHARGES FOR SERVICES	43,546	22,554	65,000	65,000	65,000	
	INVESTMENT INCOME	73,351	51,770	36,110	36,110	65,309	
	MISCELLANEOUS REVENUE	2,058		13,817	13,817	5,000	
	OPERATING TRANSFERS	48,751					
	INTRA GOVERNMENTAL SALES	1,280,433	1,199,229	1,449,267	1,449,267	1,472,406	
	Total		\$ 1,448,139	\$ 1,273,553	\$ 1,564,194	\$ 1,564,194	\$ 1,607,715
	Fleet Services						
	INVESTMENT INCOME	292,058	382,094	53,504	53,504	183,888	
	MISCELLANEOUS REVENUE	106,365	110,745	212,500	213,585	120,000	
	PRIOR YEAR SURPLUS			2,333,571		692,081	
	OPERATING TRANSFERS	824,996	700,496	560,174			
	INTRA GOVERNMENTAL SALES	6,291,521	6,966,361	6,425,833	6,448,496	7,069,567	
	Total		\$ 7,514,940	\$ 8,159,696	\$ 9,585,582	\$ 6,715,585	\$ 8,065,536
	Information Technology						
	INVESTMENT INCOME	252,148	201,481	120,420	120,420		
	MISCELLANEOUS REVENUE		41,353				
	PRIOR YEAR SURPLUS			860,000		101,536	
	OPERATING TRANSFERS	6,730,201	6,208,624	6,529,532	6,529,532	6,275,366	
	Total		\$ 6,982,349	\$ 6,451,458	\$ 7,509,952	\$ 6,649,952	\$ 6,376,902
	Park Service Headquarters						
INVESTMENT INCOME	331	(70)					
PRIOR YEAR SURPLUS			20,657				
INTRA GOVERNMENTAL SALES	108						
Total		\$ 439	\$ (70)	\$ 20,657	\$ -	\$ -	
Project Management							
CHARGES FOR SERVICES	2,068,097	2,366,881	3,330,074	3,434,424	3,281,628		
INVESTMENT INCOME	(3,151)	14,329		15,000	20,000		
MISCELLANEOUS REVENUE	8,408	13,984		600			
OPERATING TRANSFERS	567,276	579,384	343,564	343,564	374,610		
INTRA GOVERNMENTAL SALES	1,915	5,725		1,000			
Total		\$ 2,642,545	\$ 2,980,303	\$ 3,673,638	\$ 3,794,588	\$ 3,676,238	
Risk Management							
INVESTMENT INCOME	543,979	402,256	100,000		10,000		
MISCELLANEOUS REVENUE	337,868						
PRIOR YEAR SURPLUS			2,000,000		1,300,000		
OPERATING TRANSFERS	19,544,188	24,734,135	25,618,342	25,603,829	25,903,257		
CONTRIBUTIONS	209,944	322,443	83,069	158,188	90,426		
Total		\$ 20,635,979	\$ 25,458,834	\$ 27,801,411	\$ 25,762,017	\$ 27,303,683	
Wheeler Center							
CHARGES FOR SERVICES			23,400	28,200	14,800		
INVESTMENT INCOME	2,950	1,867					
MISCELLANEOUS REVENUE		9,922					
OPERATING TRANSFERS	450,000	449,988	819,955	819,955	510,784		
Total		\$ 452,950	\$ 461,777	\$ 843,355	\$ 848,155	\$ 525,584	
Fiduciary Trust	Elizabeth Dean Fund						
	INVESTMENT INCOME	161,000	206,764	70,060	70,060	70,063	
	MISCELLANEOUS REVENUE	306	10				
	PRIOR YEAR SURPLUS			25,000	25,000	25,000	
Total		\$ 161,306	\$ 206,774	\$ 95,060	\$ 95,060	\$ 95,063	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
Pension Trust	VEBA Trust					
	INVESTMENT INCOME	(4,569,648)	(11,170,780)	1,054,500	1,054,500	1,160,000
	MISCELLANEOUS REVENUE		18,931			
	OPERATING TRANSFERS	4,556,511	1,563,154	4,442,341	4,442,341	3,550,178
	CONTRIBUTIONS	66,093	85,082	46,000	46,000	50,600
	Total	\$ 52,956	\$ (9,503,613)	\$ 5,542,841	\$ 5,542,841	\$ 4,760,778
	Employees' Retirement System					
	INVESTMENT INCOME	(23,576,385)	(79,474,986)	22,555,000	22,555,000	22,555,000
	MISCELLANEOUS REVENUE	87,558	21,286	82,000	82,000	82,000
	OPERATING TRANSFERS	10,053,857	17,397,545	5,000,000	5,000,000	12,005,858
CONTRIBUTIONS	189,049	143,504	118,000	118,000	118,000	
Total	\$ (13,245,921)	\$ (61,912,651)	\$ 27,755,000	\$ 27,755,000	\$ 34,760,858	
Special Revenue	Energy Projects					
	CHARGES FOR SERVICES	460,000	17,000	12,000	12,000	12,000
	INVESTMENT INCOME	54,390	8,576			19,095
	PRIOR YEAR SURPLUS			630,420	243,984	567,370
	OPERATING TRANSFERS	63,120	16,368	25,774	25,774	22,149
	Total	\$ 577,510	\$ 41,944	\$ 668,194	\$ 281,758	\$ 620,614
	Parks Maintenance & Repair Millage					
	INVESTMENT INCOME					
	MISCELLANEOUS REVENUE					
	Total	\$ -	\$ -	\$ -	\$ -	\$ -
Parks Repair and Restoration Millage						
INVESTMENT INCOME	55,861	(1,829)			7,208	
MISCELLANEOUS REVENUE	3,552	3,838				
PRIOR YEAR SURPLUS			260,286	66,857	76,595	
Total	\$ 59,413	\$ 2,009	\$ 260,286	\$ 66,857	\$ 83,803	
Local Law Enforcement Block Grant						
INTERGOVERNMENTAL REVENUES	24,000	15,345	168,158	168,158		
Total	\$ 24,000	\$ 15,345	\$ 168,158	\$ 168,158	\$ -	
Communications Office						
LICENSES, PERMITS & REGISTRATION	1,613,468	1,714,532	1,510,045	1,691,815	1,567,051	
INVESTMENT INCOME	159,579	162,724	75,000	134,327	40,000	
MISCELLANEOUS REVENUE	994	1,361		1,337		
Total	\$ 1,774,041	\$ 1,878,617	\$ 1,585,045	\$ 1,827,479	\$ 1,607,051	
Homeland Security Grant						
INTERGOVERNMENTAL REVENUES	87,387	6,597	47,702	47,702		
INVESTMENT INCOME			500	500	500	
Total	\$ 87,387	\$ 6,597	\$ 48,202	\$ 48,202	\$ 500	
Parks Rehab & Development Millage						
INVESTMENT INCOME	230,310	147,693			64,086	
MISCELLANEOUS REVENUE	4,784	1,391				
PRIOR YEAR SURPLUS			56,207			
OPERATING TRANSFERS	26,000	178,132				
Total	\$ 261,094	\$ 327,216	\$ 56,207	\$ -	\$ 64,086	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Major Street					
	INTERGOVERNMENTAL REVENUES	5,717,584	5,495,405	5,562,968	5,562,968	5,507,485
	CHARGES FOR SERVICES	213,685	136,680	162,950	165,000	185,500
	INVESTMENT INCOME	425,996	292,458	230,000		152,478
	MISCELLANEOUS REVENUE	93,127	54,648	27,500	66,500	56,500
	PRIOR YEAR SURPLUS			392,947	392,947	
	OPERATING TRANSFERS	628,379	656,577	634,656	652,551	644,757
	INTRA GOVERNMENTAL SALES	363,457	190,604	280,000	280,000	358,164
	Total	\$ 7,442,228	\$ 6,826,372	\$ 7,291,021	\$ 7,119,966	\$ 6,904,884
	Local Street					
	INTERGOVERNMENTAL REVENUES	1,555,271	1,497,025	1,508,889	1,508,889	1,499,491
	INVESTMENT INCOME	162,158	146,065	85,000	85,000	72,000
	MISCELLANEOUS REVENUE	14,436				
	PRIOR YEAR SURPLUS			58,498	58,498	
	OPERATING TRANSFERS	170,206	176,112	175,000	180,000	180,250
	Total	\$ 1,902,071	\$ 1,819,202	\$ 1,827,387	\$ 1,832,387	\$ 1,751,741
	Court Facilities					
	FINES & FORFEITS	226,887	178,431	210,000	210,000	210,000
	INVESTMENT INCOME	78,051	(14,703)			
	PRIOR YEAR SURPLUS			92,800		92,800
	Total	\$ 304,938	\$ 163,728	\$ 302,800	\$ 210,000	\$ 302,800
	Open Space & Parkland Preservation					
	TAXES	2,237,489	2,232,550	2,262,513	2,262,513	2,144,862
	INTERGOVERNMENTAL REVENUES	336,643	681,800			
	INVESTMENT INCOME	440,114	527,469			289,405
	MISCELLANEOUS REVENUE	2,643				
	PRIOR YEAR SURPLUS			36,544		
	OPERATING TRANSFERS	4,357,926	5,215,350	1,952,334	2,000,000	
	Total	\$7,374,815	\$8,657,169	\$4,251,391	\$4,262,513	\$2,434,267
	Bandemer Property					
	INVESTMENT INCOME	11,112	4,069			2,254
	MISCELLANEOUS REVENUE	7,475	6,900	4,200	5,000	4,200
	PRIOR YEAR SURPLUS			22,461		16,046
	Total	\$18,587	\$10,969	\$26,661	\$5,000	\$22,500
	Construction Code Fund					
	LICENSES, PERMITS & REGISTRATION	3,081,596	1,623,031	3,015,680	1,882,100	1,902,600
	INVESTMENT INCOME	100,598	60,357			24,635
	MISCELLANEOUS REVENUE	6,245	9,141			
	PRIOR YEAR SURPLUS					143,742
	OPERATING TRANSFERS	280,078	499,981	100,000	100,000	100,000
	Total	\$3,468,517	\$2,192,510	\$3,115,680	\$1,982,100	\$2,170,977
	Drug Enforcement					
	FINES & FORFEITS	40,000	94,832	7,500	2,601	7,500
	INVESTMENT INCOME	2,195	1,801	1,200	3,097	1,200
	PRIOR YEAR SURPLUS			22,500		52,500
	Total	\$42,195	\$96,633	\$31,200	\$5,698	\$61,200
	Federal Equitable Sharing Forfeiture					
	FINES & FORFEITS	51,812	50,198		80,175	
	INVESTMENT INCOME	5,561	5,832	4,000	10,972	6,000
	PRIOR YEAR SURPLUS			174,995		100,000
	Total	\$ 57,373	\$ 56,030	\$ 178,995	\$ 91,147	\$ 106,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Open Space & Parkland Preservation					
	INVESTMENT INCOME	497,328	287,792	200,000	60,000	264,873
	PRIOR YEAR SURPLUS			1,952,334	1,952,334	
	Total	<u>\$ 497,328</u>	<u>\$ 287,792</u>	<u>\$ 2,152,334</u>	<u>\$ 2,012,334</u>	<u>\$ 264,873</u>
	Parks Memorials & Contributions					
	INVESTMENT INCOME	5,053	5,458			4,400
	OPERATING TRANSFERS		45,504			
	CONTRIBUTIONS	160,520	14,206	64,000	30,500	37,000
	Total	<u>\$ 165,573</u>	<u>\$ 65,168</u>	<u>\$ 64,000</u>	<u>\$ 30,500</u>	<u>\$ 41,400</u>
	Ann Arbor Assistance					
	INVESTMENT INCOME	81	312			
	PRIOR YEAR SURPLUS			13,613		
	CONTRIBUTIONS	7,147	5,657	8,000	8,000	8,000
	Total	<u>\$ 7,228</u>	<u>\$ 5,969</u>	<u>\$ 21,613</u>	<u>\$ 8,000</u>	<u>\$ 8,000</u>
	Open Space Endowment					
	INVESTMENT INCOME	1,538	1,910	1,000	1,500	2,932
	OPERATING TRANSFERS	23,867	23,867		5,000	
	Total	<u>\$ 25,405</u>	<u>\$ 25,777</u>	<u>\$ 1,000</u>	<u>\$ 6,500</u>	<u>\$ 2,932</u>
	Economic Development					
	INVESTMENT INCOME	69,900	80,447			
	PRIOR YEAR SURPLUS			729,742		750,000
	Total	<u>\$ 69,900</u>	<u>\$ 80,447</u>	<u>\$ 729,742</u>	<u>\$ -</u>	<u>\$ 750,000</u>
	Police & Fire Relief					
	INVESTMENT INCOME	38,970	10,476	25,000	25,000	25,000
	Total	<u>\$ 38,970</u>	<u>\$ 10,476</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>	<u>\$ 25,000</u>
	Cemetery Perpetual Care					
	CHARGES FOR SERVICES	4,345	1,300	1,200	1,200	1,200
	INVESTMENT INCOME	2,769	2,198			
	PRIOR YEAR SURPLUS			5,000	5,000	5,000
	Total	<u>\$ 7,114</u>	<u>\$ 3,498</u>	<u>\$ 6,200</u>	<u>\$ 6,200</u>	<u>\$ 6,200</u>
	Art in Public Places					
	INVESTMENT INCOME	1,806	52,764			
	OPERATING TRANSFERS	318,689	530,460	439,880	439,880	451,213
	Total	<u>\$ 320,495</u>	<u>\$ 583,224</u>	<u>\$ 439,880</u>	<u>\$ 439,880</u>	<u>\$ 451,213</u>
	Street Repair Millage					
	TAXES	9,339,373	9,317,864	9,442,050	9,459,231	9,026,231
	INTERGOVERNMENTAL REVENUES	144,007	57,423		646,126	
	CHARGES FOR SERVICES	22,545	20,883			
	INVESTMENT INCOME	1,275,710	1,479,505	550,000	650,000	700,452
	MISCELLANEOUS REVENUE	4,901	9,954			
	PRIOR YEAR SURPLUS			2,208,918	2,113,918	4,071,598
	OPERATING TRANSFERS	2,708,646	221,991	3,086,600	3,164,400	
	CONTRIBUTIONS	14,421	178,345			
	Total	<u>\$ 13,509,603</u>	<u>\$ 11,285,965</u>	<u>\$ 15,287,568</u>	<u>\$ 16,033,675</u>	<u>\$ 13,798,281</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Alternative Transportation					
	INVESTMENT INCOME	50,536	44,184		20,000	21,170
	PRIOR YEAR SURPLUS			408	408	423,467
	OPERATING TRANSFERS	357,228	357,240	275,115	275,115	171,536
	Total	\$ 407,764	\$ 401,424	\$ 275,523	\$ 295,523	\$ 616,173
	Michigan Justice Training					
	INTERGOVERNMENTAL REVENUES	35,482	31,411	30,000	30,000	30,000
	INVESTMENT INCOME	4,997	3,705	3,000	3,000	3,000
	MISCELLANEOUS REVENUE		150			
	PRIOR YEAR SURPLUS			45,000		20,000
	Total	\$ 40,479	\$ 35,266	\$ 78,000	\$ 33,000	\$ 53,000
	Affordable Housing					
	INVESTMENT INCOME	37,178	12,085		25,000	19,506
	MISCELLANEOUS REVENUE	8,287	15,787	8,300	8,300	8,300
	PRIOR YEAR SURPLUS			264,208		158,005
	OPERATING TRANSFERS	189,996	484,996	125,000	25,000	
	CONTRIBUTIONS	15,000	30,000		35,000	15,000
	Total	\$ 250,461	\$ 542,868	\$ 397,508	\$ 93,300	\$ 200,811
	Park Maint. & Capital Improvement					
	TAXES	5,135,809	5,124,736	5,193,033	5,202,393	4,956,068
	CHARGES FOR SERVICES	1,174	1,842		294	
	INVESTMENT INCOME	153,374	198,426			87,389
	MISCELLANEOUS REVENUE	10,441	14,181			
	PRIOR YEAR SURPLUS			122,493	114,699	163,534
	OPERATING TRANSFERS		855,456			
	Total	\$ 5,300,798	\$ 6,194,641	\$ 5,315,526	\$ 5,317,386	\$ 5,206,991
	Local Forfeiture					
	CHARGES FOR SERVICES	(2,837)				
	INVESTMENT INCOME	2,077	1,555	1,200	1,200	1,200
	PRIOR YEAR SURPLUS			46,858		20,000
	Total	\$ (760)	\$ 1,555	\$ 48,058	\$ 1,200	\$ 21,200
	Community Development Block Grant					
	INTERGOVERNMENTAL REVENUES	1,342,398	1,022,766	1,791,726	418,350	
	Total	\$ 1,342,398	\$ 1,022,766	\$ 1,791,726	\$ 418,350	\$ -
	Home Program					
	INTERGOVERNMENTAL REVENUES	1,561,858	1,418,552	558,422	282,694	
	Total	\$ 1,561,858	\$ 1,418,552	\$ 558,422	\$ 282,694	\$ -
	Major Grant Programs Fund					
	INTERGOVERNMENTAL REVENUES	109,551	282,630	450,835	295,368	222,000
	INVESTMENT INCOME				(82)	
	PRIOR YEAR SURPLUS					70,372
	INTRAGOVERNMENTAL SALES	1,567				
	Total	\$ 111,118	\$ 282,630	\$ 450,835	\$ 295,286	\$ 292,372
	Tree Removal & Disposal					
	INVESTMENT INCOME	15,050	8,581			
	OPERATING TRANSFERS	678,000	175,860			
	Total	\$ 693,050	\$ 184,441	\$ -	\$ -	\$ -

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Senior Center Endowment					
	INVESTMENT INCOME		3,524	5,000	2,000	7,745
	PRIOR YEAR SURPLUS			5,000		37,500
	Total	\$ -	\$ 3,524	\$ 10,000	\$ 2,000	\$ 45,245
	Metro Expansion					
	INTERGOVERNMENTAL REVENUES	335,485	337,947	335,000	335,000	335,000
	INVESTMENT INCOME	45,008	7,137	25,000	20,000	20,000
	PRIOR YEAR SURPLUS			360,000	80,000	280,000
	Total	\$ 380,493	\$ 345,084	\$ 720,000	\$ 435,000	\$ 635,000
Component Unit	SmartZone LDFA					
	TAXES	728,730	1,059,965	1,330,000	1,359,970	1,400,000
	INVESTMENT INCOME	33,757	6,763		11,873	7,335
	MISCELLANEOUS REVENUE		30,913			
	PRIOR YEAR SURPLUS			155,000		37,415
	Total	\$ 762,487	\$ 1,097,641	\$ 1,485,000	\$ 1,371,843	\$ 1,444,750
	DDA/Housing Fund					
	INVESTMENT INCOME			49,456	49,456	27,606
	PRIOR YEAR SURPLUS			5,544		84,394
	OPERATING TRANSFERS			200,000	200,000	100,000
	Total	\$ -	\$ -	\$ 255,000	\$ 249,456	\$ 212,000
	DDA Authority					
	TAXES			3,544,929	3,544,929	3,796,929
	INVESTMENT INCOME			162,856	162,856	108,861
	MISCELLANEOUS REVENUE			30,000	30,000	30,000
	PRIOR YEAR SURPLUS			1,174,413		1,326,820
	Total	\$ -	\$ -	\$ 4,912,198	\$ 3,737,785	\$ 5,262,610
	DDA Parking Maintenance					
	INVESTMENT INCOME				55,085	59,990
	PRIOR YEAR SURPLUS					512,585
	OPERATING TRANSFERS				2,093,605	2,093,605
	Total	\$ -	\$ -	\$ -	\$ 2,148,690	\$ 2,666,180
	DDA Parking System					
	CHARGES FOR SERVICES			16,893,433	16,893,433	15,864,315
	INVESTMENT INCOME			95,140	95,140	
	MISCELLANEOUS REVENUE					135,601
	PRIOR YEAR SURPLUS			4,801,074		3,842,633
	Total	\$ -	\$ -	\$ 21,789,647	\$ 16,988,573	\$ 19,842,549
City Totals	Total City Revenues					
	TAXES	82,427,772	82,662,020	87,248,172	87,472,326	84,051,238
	LICENSES, PERMITS & REGISTRATION	6,002,206	4,484,445	5,768,745	3,644,665	4,665,601
	INTERGOVERNMENTAL REVENUES	22,570,240	22,640,044	22,482,497	19,522,477	18,055,856
	CHARGES FOR SERVICES	56,097,850	54,323,826	79,460,082	75,566,877	76,561,826
	FINES & FORFEITS	5,874,421	4,963,135	5,348,920	4,891,194	4,974,499
	INVESTMENT INCOME	(15,367,148)	(80,299,206)	28,938,590	29,549,259	29,119,749
	MISCELLANEOUS REVENUE	2,284,768	1,497,948	1,099,567	1,382,256	1,078,782
	PRIOR YEAR SURPLUS			26,643,836	10,123,570	17,938,887
	OPERATING TRANSFERS	63,324,116	72,094,399	61,092,414	64,348,910	66,449,109
	CONTRIBUTIONS	808,653	2,969,958	870,069	946,688	320,026
	SALE OF BONDS					48,063,402
	INTRA GOVERNMENTAL SALES	10,717,407	11,181,483	11,376,735	11,400,398	12,199,826
	Total*	\$234,740,285	\$176,518,052	\$330,329,627	\$308,848,620	\$363,478,801

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

Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

VEHICLE OPERATING COSTS

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

COMMUNITY DEVELOPMENT RECIPIENTS

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

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FY 2011 All Funds Expenditure Analysis by Service Area

	<u>Total Expenditures</u>	<u>Mayor & Council</u>	<u>City Attorney</u>	<u>City Administrator</u>	<u>Community Services</u>	<u>Financial Services</u>	<u>Public Services</u>	<u>Safety Services</u>	<u>15th District Court</u>	<u>Non-departmental</u>	<u>Other</u>
0010 GENERAL	81,449,966	354,818	1,811,479	2,817,782	8,477,018	3,626,979	7,756,097	39,853,140	3,776,080	12,976,573	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	56,806				56,806						
0006 PARKS REPAIR & RESTORATION MILLAGE	83,803						83,803				
0024 OPEN SPACE & PARKLAND PRESERVATION	2,148,312				2,148,312						
0070 AFFORDABLE HOUSING	190,000				190,000						
0038 ANN ARBOR ASSISTANCE	8,000				8,000						
0061 ALTERNATIVE TRANSPORTATION	616,173				16,685		599,488				
0025 BANDEMER PROPERTY	22,500				22,500						
0054 CEMETERY PERPETUAL CARE	5,000						5,000				
0016 COMMUNITY TELEVISION NETWORK	1,607,051			1,607,051							
0026 CONSTRUCTION CODE FUND	2,169,140				2,169,140						
0023 COURT FACILITIES	292,960								292,960		
0027 DRUG ENFORCEMENT	60,000							60,000			
0045 ECONOMIC DEVELOPMENT	750,000					750,000					
0002 ENERGY PROJECTS	180,614						180,614				
0028 FEDERAL EQUITABLE SHARING	100,000							100,000			
0073 LOCAL FORFEITURE	20,000							20,000			
0022 LOCAL STREET	1,751,596						1,751,596				
0021 MAJOR STREET	6,891,127						6,891,127				
0036 METRO EXPANSION	635,000						635,000				
0064 MICHIGAN JUSTICE TRAINING	50,000							50,000			
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,173,604				1,044,558		4,129,046				
0034 PARKS MEMORIALS & CONTRIBUTIONS	36,864				36,864						
0083 SENIOR CENTER ENDOWMENT	37,500				37,500						
0062 STREET REPAIR MILLAGE	13,798,281						13,798,281				
0055 ELIZABETH R DEAN TRUST	95,033						95,033				

FY 2011 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0059 EMPLOYEES RETIREMENT SYSTEM	28,641,438										28,641,438
0052 VEBA TRUST	212,533										212,533
0035 GENERAL DEBT SERVICE	10,335,901									10,335,901	
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	140,685									140,685	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,262,610										5,262,610
0063 DDA PARKING SYSTEM	19,842,549										19,842,549
0001 DDA/HOUSING FUND	212,000										212,000
0033 DDA PARKING MAINTENANCE	2,666,180										2,666,180
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,444,750										1,444,750
0082 STORMWATER BOND	4,506,299						4,506,299				
0088 SEWER BOND	38,334,103						38,334,103				
0089 WATER BOND	5,223,000						5,223,000				
0091 SIDEWALK IMPROVEMENT	19,666						19,666				
0011 CENTRAL STORES	1,607,225						1,607,225				
0012 FLEET SERVICES	8,061,805						8,061,805				
0014 INFORMATION TECHNOLOGY	6,299,188					6,299,188					
0056 ART IN PUBLIC PLACES	451,213						451,213				
0057 RISK FUND	27,142,951			22,784,541		4,178,323	180,087				
0058 WHEELER CENTER	525,584						525,584				
0049 PROJECT MANAGEMENT	3,643,786						3,643,786				
0048 AIRPORT	797,196						797,196				
0047 GOLF ENTERPRISE	1,662,855				1,662,855						
0046 MARKET	154,355				154,355						
0043 SEWAGE DISPOSAL SYSTEM	19,297,651						19,297,651				
0072 SOLID WASTE FUND	15,442,219						15,442,219				
0069 STORMWATER SEWER SYSTEM	5,246,785						5,246,785				
0042 WATER SUPPLY SYSTEM	19,752,622						19,752,622				
00MG MAJOR GRANT PROGRAMS FUND	292,372								292,372		
	\$345,448,851	\$354,818	\$1,811,479	\$27,209,374	\$16,024,593	\$14,854,490	\$159,014,326	\$40,083,140	\$4,361,412	\$23,453,159	\$58,282,060

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011	
General	General Fund						
	PERSONNEL SERVICES	32,443,442	34,750,173	33,075,737	32,550,213	30,985,116	
	PAYROLL FRINGES/INSURANCE	18,955,319	20,198,485	20,641,960	20,297,232	21,822,466	
	OTHER SERVICES	9,117,013	8,937,214	9,594,533	9,290,381	8,292,633	
	MATERIALS & SUPPLIES	1,073,835	1,095,376	1,101,738	1,065,360	949,137	
	OTHER CHARGES	4,905,908	4,439,480	7,399,446	5,589,436	6,199,744	
	PASS THROUGHGS	12,017,917	13,713,361	11,319,050	10,803,480	11,013,132	
	CAPITAL OUTLAY	410,532	914,370	600,488	676,795	498,750	
	VEHICLE OPERATING COSTS	65,701	48,371	36,560	92,677	32,670	
	COMMUNITY DEVELOPMENT RECIPIENTS	1,348,883	1,306,470	1,275,744	1,275,744	1,275,744	
	EMPLOYEE ALLOWANCES	334,927	411,358	404,156	372,236	380,574	
	Total		<u>\$80,673,477</u>	<u>\$85,814,658</u>	<u>\$85,449,412</u>	<u>\$82,013,554</u>	<u>\$81,449,966</u>
Debt Service	General Debt Service						
	OTHER SERVICES		1,175	2,000	2,000	1,000	
	OTHER CHARGES	7,104,523	8,004,794	9,258,791	9,258,484	10,334,901	
Total		<u>\$7,104,523</u>	<u>\$8,005,969</u>	<u>\$9,260,791</u>	<u>\$9,260,484</u>	<u>\$10,335,901</u>	
	General Debt/Special Assessment						
	OTHER CHARGES	163,848	157,805	151,820	151,820	140,685	
	Total		<u>\$163,848</u>	<u>\$157,805</u>	<u>\$151,820</u>	<u>\$151,820</u>	<u>\$140,685</u>
Capital Projects	Sidewalk Improvement						
	PERSONNEL SERVICES			13,566	13,566		
	PAYROLL FRINGES/INSURANCE	2,376	2,652	7,243	3,784		
	OTHER SERVICES	55,493	4,334		3,369		
	MATERIALS & SUPPLIES	633	53		90		
	OTHER CHARGES					19,666	
	PASS THROUGHGS		24,996				
Total		<u>\$58,502</u>	<u>\$32,035</u>	<u>\$20,809</u>	<u>\$20,809</u>	<u>\$19,666</u>	
Enterprise	Water Supply System						
	PERSONNEL SERVICES	4,185,649	4,222,754	4,036,075	3,956,008	3,889,249	
	PAYROLL FRINGES/INSURANCE	2,378,070	3,716,632	2,543,434	2,528,141	2,686,348	
	OTHER SERVICES	3,271,940	3,185,933	3,489,553	3,142,590	3,113,819	
	MATERIALS & SUPPLIES	1,978,046	2,079,042	2,241,503	2,104,706	2,051,211	
	OTHER CHARGES	6,266,457	6,279,984	7,786,391	7,543,872	6,452,813	
	PASS THROUGHGS	657,943	622,882	1,205,018	1,205,018	1,142,068	
	CAPITAL OUTLAY	-560,958	-704,505	144,200	135,191	270,000	
	VEHICLE OPERATING COSTS	135,729	219,948	69,368	88,138	147,114	
	Total		<u>\$18,312,876</u>	<u>\$19,622,670</u>	<u>\$21,515,542</u>	<u>\$20,703,664</u>	<u>\$19,752,622</u>
		Water Bond Pending Series					
		OTHER CHARGES				12,670,795	5,223,000
	Total				<u>\$12,670,795</u>	<u>\$5,223,000</u>	

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Sewage Disposal System					
	PERSONNEL SERVICES	3,184,156	3,227,043	3,502,649	3,465,786	3,523,063
	PAYROLL FRINGES/INSURANCE	1,831,652	2,827,867	2,194,444	2,190,722	2,373,019
	OTHER SERVICES	2,837,710	2,798,074	3,216,329	3,162,716	3,327,786
	MATERIALS & SUPPLIES	651,794	780,022	816,241	794,372	877,361
	OTHER CHARGES	4,565,803	5,758,226	6,966,118	6,970,047	7,658,535
	PASS THROUGHGS	1,058,719	1,265,596	1,135,382	1,135,382	1,279,287
	CAPITAL OUTLAY	69,866	89,837	363,538	367,268	199,500
	VEHICLE OPERATING COSTS	155,972	148,213	58,800	56,458	59,100
	Total	\$14,355,672	\$16,894,878	\$18,253,501	\$18,142,751	\$19,297,651
	Sewer Bond Pending Series					
	OTHER CHARGES				28,261,759	38,334,103
	Total				\$28,261,759	\$38,334,103
	Parking System					
	OTHER SERVICES	930				
	OTHER CHARGES	1,671,407	1,960,845			
	Total	\$1,672,337	\$1,960,845			
	Market					
	PERSONNEL SERVICES	43,163	37,877	51,936	52,126	56,520
	PAYROLL FRINGES/INSURANCE	18,004	23,951	28,854	28,874	30,803
	OTHER SERVICES	25,972	34,518	25,574	24,947	26,417
	MATERIALS & SUPPLIES	4,637	5,890	5,300	5,000	5,300
	OTHER CHARGES	44,230	42,791	39,111	38,524	35,315
	PASS THROUGHGS		141,671			
	Total	\$136,006	\$286,698	\$150,775	\$149,471	\$154,355
	Golf Enterprise					
	PERSONNEL SERVICES	544,915	531,449	600,902	598,745	588,882
	PAYROLL FRINGES/INSURANCE	161,356	264,126	218,997	217,439	228,974
	OTHER SERVICES	81,894	123,569	149,332	131,776	157,925
	MATERIALS & SUPPLIES	151,838	172,494	211,000	202,670	202,850
	OTHER CHARGES	303,955	334,272	487,354	485,495	439,044
	PASS THROUGHGS	25,895	123,770			
	CAPITAL OUTLAY		366			
	VEHICLE OPERATING COSTS	47,084	38,281	51,462	45,162	45,180
	Total	\$1,316,937	\$1,588,327	\$1,719,047	\$1,681,287	\$1,662,855
	Airport					
	PERSONNEL SERVICES	245,814	241,621	196,566	196,566	214,160
	PAYROLL FRINGES/INSURANCE	155,539	291,167	157,029	157,029	178,471
	OTHER SERVICES	81,065	87,974	104,881	103,381	106,849
	MATERIALS & SUPPLIES	24,393	20,113	26,500	26,500	26,750
	OTHER CHARGES	176,794	178,048	210,013	186,820	195,355
	PASS THROUGHGS	15,376	9,144	9,385	9,385	9,611
	CAPITAL OUTLAY	17,528		100,000	50,000	35,000
	VEHICLE OPERATING COSTS	27,041	27,465	33,000	33,000	31,000
	Total	\$743,550	\$855,532	\$837,374	\$762,681	\$797,196

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Stormwater Sewer System					
	PERSONNEL SERVICES	549,565	813,780	908,551	1,025,590	1,138,927
	PAYROLL FRINGES/INSURANCE	305,582	615,869	531,325	600,549	706,388
	OTHER SERVICES	1,629,707	1,631,957	1,082,276	979,250	815,230
	MATERIALS & SUPPLIES	96,290	151,661	83,752	183,050	124,902
	OTHER CHARGES	525,690	512,672	314,047	1,837,975	1,670,098
	PASS THROUGHGS	946,474	671,563	384,153	384,153	384,440
	CAPITAL OUTLAY	(133,436)	(1,192,519)	361,048	404	385,000
	VEHICLE OPERATING COSTS	65,146	46,457	21,800		21,800
	Total	\$3,985,018	\$3,251,440	\$3,686,952	\$5,010,971	\$5,246,785
	Stormwater Bond					
	OTHER CHARGES				12,222,030	4,506,299
	Total				\$12,222,030	\$4,506,299
	Solid Waste					
	PERSONNEL SERVICES	1,730,857	1,987,655	1,699,492	2,138,293	1,691,032
	PAYROLL FRINGES/INSURANCE	1,180,135	1,613,198	1,169,587	1,314,372	1,311,529
	OTHER SERVICES	5,629,258	6,211,311	7,395,847	7,413,800	7,869,197
	MATERIALS & SUPPLIES	278,349	196,747	289,422	240,131	575,912
	OTHER CHARGES	1,921,564	1,780,305	1,585,400	6,363,222	3,297,067
	PASS THROUGHGS	1,636,634	1,026,020	795,896	795,896	385,369
	VEHICLE OPERATING COSTS	229,151	375,832	352,700	354,200	312,113
	CAPITAL OUTLAY	13,011	-200			
	Total	\$12,618,959	\$13,190,868	\$13,288,344	\$18,619,914	\$15,442,219
Internal Service	Central Stores					
	PERSONNEL SERVICES	205,245	194,495	201,608	212,745	211,825
	PAYROLL FRINGES/INSURANCE	151,140	209,996	151,556	151,656	165,983
	OTHER SERVICES	101,122	110,776	117,622	106,485	115,376
	MATERIALS & SUPPLIES	761,200	702,731	978,350	978,250	975,143
	OTHER CHARGES	33,507	32,866	48,096	48,096	76,616
	PASS THROUGHGS	40,764	41,124	41,962	41,962	42,282
	CAPITAL OUTLAY	5,901		25,000	25,000	20,000
	Total	\$1,298,879	\$1,291,988	\$1,564,194	\$1,564,194	\$1,607,225
	Fleet Services					
	PERSONNEL SERVICES	1,100,286	1,043,496	957,581	957,622	983,423
	PAYROLL FRINGES/INSURANCE	534,363	842,183	599,276	600,888	679,213
	OTHER SERVICES	92,979	97,205	73,915	139,473	159,018
	MATERIALS & SUPPLIES	26,435	37,988	25,350	27,156	25,650
	OTHER CHARGES	1,329,340	1,304,058	442,473	461,200	476,294
	PASS THROUGHGS	746,910	672,357	691,308	691,308	694,769
	CAPITAL OUTLAY	(1)	9,545	5,199,134	4,447,661	2,989,608
	VEHICLE OPERATING COSTS	2,202,016	1,956,085	1,596,995	1,957,131	2,053,830
	Total	\$6,032,328	\$5,962,917	\$9,586,032	\$9,282,439	\$8,061,805

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Information Technology					
	PERSONNEL SERVICES	1,614,045	1,765,521	1,753,888	1,753,888	1,786,192
	PAYROLL FRINGES/INSURANCE	747,459	890,594	916,971	916,971	944,954
	OTHER SERVICES	1,939,466	2,082,657	2,683,375	2,352,741	1,665,854
	MATERIALS & SUPPLIES	21,040	47,310	20,000	20,000	20,000
	OTHER CHARGES	759,395	865,614	1,340,411	1,357,911	1,870,122
	PASS THROUGHGS	8,316	17,266	8,316	8,316	8,316
	CAPITAL OUTLAY	700,526	419,785	162,988	62,988	3,750
	Total	\$5,790,247	\$6,088,747	\$6,885,949	\$6,472,815	\$6,299,188
	Parks Service Headquarters					
	PERSONNEL SERVICES	1,106	1,465			
	PAYROLL FRINGES/INSURANCE	(9)	84			
	OTHER SERVICES	34,320	2,718	12,800		
	MATERIALS & SUPPLIES			500		
	OTHER CHARGES	10,548	6,252	7,357		
	Total	\$45,965	\$10,519	\$20,657		
	Project Management					
	PERSONNEL SERVICES	979,765	927,582	1,880,290	1,887,975	1,801,685
	PAYROLL FRINGES/INSURANCE	619,577	711,007	1,006,791	1,009,706	1,046,526
	OTHER SERVICES	134,552	145,025	239,592	250,851	224,022
	MATERIALS & SUPPLIES	8,369	17,083	13,465	11,300	13,100
	OTHER CHARGES	263,767	267,722	449,288	449,288	476,715
	PASS THROUGHGS	51,288	66,357	34,212	34,212	35,238
	CAPITAL OUTLAY	10,079	766	50,000	27,844	46,500
	VEHICLE OPERATING COSTS		2,230			
	Total	\$2,067,397	\$2,137,772	\$3,673,638	\$3,671,176	\$3,643,786
	Risk Management					
	PERSONNEL SERVICES	240,765	280,231	285,540	199,980	240,528
	PAYROLL FRINGES/INSURANCE	136,605	221,055	176,806	147,338	154,050
	OTHER SERVICES	174,927	519,326	663,127	620,444	671,660
	MATERIALS & SUPPLIES	23,460	20,251	27,500	5,000	27,500
	OTHER CHARGES	19,717,940	18,911,411	18,967,543	18,597,449	19,849,213
	PASS THROUGHGS	1,967,631	7,691,744	7,680,895	5,680,895	6,200,000
	CAPITAL OUTLAY	15,398				
	Total	\$22,276,726	\$27,644,018	\$27,801,411	\$25,251,106	\$27,142,951
	Wheeler Center					
	PERSONNEL SERVICES	24,076	24,882	14,276	25,300	21,312
	PAYROLL FRINGES/INSURANCE	5,851	6,068	5,067	7,611	9,368
	OTHER SERVICES	361,772	386,350	372,966	369,448	376,010
	MATERIALS & SUPPLIES	45,758	23,734	38,000	27,500	24,000
	OTHER CHARGES			413,046	413,046	94,894
	CAPITAL OUTLAY	11,596			450	
	Total	\$449,053	\$441,034	\$843,355	\$843,355	\$525,584

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011	
Fiduciary Trust	Elizabeth Dean Trust						
	PERSONNEL SERVICES	17,049	35,374	46,000	42,055	46,000	
	PAYROLL FRINGES/INSURANCE	3,524	7,071		8,925		
	OTHER SERVICES	18,999	34,522	36,000	30,000	36,000	
	MATERIALS & SUPPLIES	31,964	31,062	13,000	14,000	13,000	
	OTHER CHARGES	1,840	1,557	60	80	33	
	PASS THROUGHGS	1,644	1,812				
	Total	\$75,020	\$111,398	\$95,060	\$95,060	\$95,033	
		VEBA Trust					
	OTHER SERVICES	282,278	230,053	193,850	193,850	211,750	
	MATERIALS & SUPPLIES			250	250	250	
	OTHER CHARGES	72	84	185	185	533	
	Total	\$282,350	\$230,137	\$194,285	\$194,285	\$212,533	
Pension Trust	Employees Retirement System						
	PERSONNEL SERVICES	259,509	274,049	262,380	262,380	260,269	
	PAYROLL FRINGES/INSURANCE	24,083,522	25,129,477	25,432,710	25,432,710	26,664,904	
	OTHER SERVICES	1,441,166	1,206,533	1,062,250	1,062,250	1,079,750	
	MATERIALS & SUPPLIES	4,089	6,008	6,000	6,000	6,000	
	OTHER CHARGES	450,279	717,927	582,186	582,186	630,515	
	CAPITAL OUTLAY	14,515	5,937				
Total	\$26,253,080	\$27,339,931	\$27,345,526	\$27,345,526	\$28,641,438		
Special Revenue	Energy Projects						
	PERSONNEL SERVICES	4,517	1,220	14,500	16,000	14,500	
	PAYROLL FRINGES/INSURANCE	1,076			367		
	OTHER SERVICES	12,068	3,127	2,022	8,455	2,022	
	MATERIALS & SUPPLIES	204,917	148,658	117,760	103,460	21,404	
	OTHER CHARGES	2,436	2,508	50,348	50,348	22,688	
	PASS THROUGHGS			363,564	363,564		
	CAPITAL OUTLAY	3,188	8,280	120,000	126,000	120,000	
	Total	\$228,202	\$163,793	\$668,194	\$668,194	\$180,614	
		Parks Repair and Restoration Millage					
	PERSONNEL SERVICES	(4,865)					
	PAYROLL FRINGES/INSURANCE	590					
	OTHER SERVICES	168,514	65,266	9,177		83,803	
MATERIALS & SUPPLIES	330			55,000			
OTHER CHARGES	44,027	658	138,452	11,857			
PASS THROUGHGS		460,000					
CAPITAL OUTLAY			112,657				
Total	\$208,596	\$525,924	\$260,286	\$66,857	\$83,803		
	Community Television Network						
PERSONNEL SERVICES	574,363	591,206	605,200	605,200	619,912		
PAYROLL FRINGES/INSURANCE	266,417	303,663	337,871	337,871	360,230		
OTHER SERVICES	242,286	228,200	263,645	263,645	258,340		
MATERIALS & SUPPLIES	37,792	22,991	11,500	11,500	11,500		
OTHER CHARGES	161,118	158,834	191,829	191,829	182,069		
CAPITAL OUTLAY	119,760	143,301	175,000	175,000	175,000		
Total	\$1,401,736	\$1,448,195	\$1,585,045	\$1,585,045	\$1,607,051		

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Homeland Security Grant Fund					
	PERSONNEL SERVICES				45,831	
	Total				<u>\$45,831</u>	
	Parks Rehab & Development Millage					
	PERSONNEL SERVICES	36,648	18,630	40,092	29,250	16,980
	PAYROLL FRINGES/INSURANCE	9,015	29,119	20,480	6,092	8,980
	OTHER SERVICES	80,101	52,171		46,750	
	MATERIALS & SUPPLIES	1,740	16			
	OTHER CHARGES	63,814	74,541	146,133	30,094	30,846
	PASS THROUGHGS	678,000		1,005		
	CAPITAL OUTLAY	494,165	384,479	-30,869		
	Total	<u>\$1,363,483</u>	<u>\$558,956</u>	<u>\$176,841</u>	<u>\$112,186</u>	<u>\$56,806</u>
	Major Street					
	PERSONNEL SERVICES	1,692,602	1,795,865	1,659,947	1,872,232	1,838,385
	PAYROLL FRINGES/INSURANCE	1,076,093	1,142,610	1,143,291	1,144,775	1,347,503
	OTHER SERVICES	1,849,928	1,545,965	1,599,304	1,593,846	1,347,278
	MATERIALS & SUPPLIES	630,964	574,251	640,148	564,337	526,776
	OTHER CHARGES	845,609	814,087	925,392	894,910	878,166
	PASS THROUGHGS	1,705,498	1,131,709	1,181,209	1,181,209	943,019
	CAPITAL OUTLAY	662,006	133,370	56,580	38,951	10,000
	VEHICLE OPERATING COSTS	18,438	19,516		761	
	Total	<u>\$8,481,138</u>	<u>\$7,157,373</u>	<u>\$7,205,871</u>	<u>\$7,291,021</u>	<u>\$6,891,127</u>
	Local Street					
	PERSONNEL SERVICES	397,721	471,503	476,675	385,129	437,564
	PAYROLL FRINGES/INSURANCE	181,439	213,586	250,688	249,966	249,111
	OTHER SERVICES	1,018,188	508,143	727,368	828,136	713,783
	MATERIALS & SUPPLIES	170,381	158,907	157,029	148,529	156,975
	OTHER CHARGES	31,884	33,264	47,531	47,531	47,888
	PASS THROUGHGS	184,334	188,724	168,059	168,059	146,275
	Total	<u>\$1,983,947</u>	<u>\$1,574,127</u>	<u>\$1,827,350</u>	<u>\$1,827,350</u>	<u>\$1,751,596</u>
	Court Facilities					
	OTHER SERVICES	3,022				
	OTHER CHARGES	73,644	108,444	77,800	77,000	67,960
	PASS THROUGHGS		1,325,000	225,000	225,000	225,000
	CAPITAL OUTLAY	28,628	9,476			
	Total	<u>\$105,294</u>	<u>\$1,442,920</u>	<u>\$302,800</u>	<u>\$302,000</u>	<u>\$292,960</u>
	Open Space & Parkland Preservation					
	PERSONNEL SERVICES	5,765	12,910	22,308	28,350	27,372
	PAYROLL FRINGES/INSURANCE	4,412	6,687	10,401	14,640	14,338
	OTHER SERVICES	235,272	260,106		215,850	
	MATERIALS & SUPPLIES				100	
	OTHER CHARGES	27,852	44,626	41,168	2,500	802
	PASS THROUGHGS	1,165,950	1,182,550	1,198,175	800,000	1,212,375
	CAPITAL OUTLAY	6,519,246	2,726,098	2,979,339	2,000,000	893,425
	Total	<u>\$7,958,497</u>	<u>\$4,232,977</u>	<u>\$4,251,391</u>	<u>\$3,061,440</u>	<u>\$2,148,312</u>

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Bandemer Property					
	OTHER SERVICES	22	75			
	OTHER CHARGES	660	672	2,471	2,471	2,533
	PASS THROUGHGS		61,781			
	CAPITAL OUTLAY	170,895	7,014	24,190		19,967
	Total	\$171,577	\$69,542	\$26,661	\$2,471	\$22,500
	Construction Code Fund					
	PERSONNEL SERVICES	1,239,604	1,308,876	1,233,266	1,184,725	842,881
	PAYROLL FRINGES/INSURANCE	788,632	867,012	896,415	864,711	712,257
	OTHER SERVICES	237,527	219,974	167,801	112,670	174,419
	MATERIALS & SUPPLIES	17,206	10,436	16,500	2,500	16,500
	OTHER CHARGES	881,404	441,321	441,667	433,180	383,083
	PASS THROUGHGS	30,000	39,996	40,000	40,000	40,000
	VEHICLE OPERATING COSTS	1,005	269			
	Total	\$3,195,378	\$2,887,884	\$2,795,649	\$2,637,786	\$2,169,140
	Drug Enforcement					
	OTHER SERVICES			5,000	5,000	5,000
	MATERIALS & SUPPLIES		60	5,000	5,000	5,000
	CAPITAL OUTLAY		4,500	20,000	20,000	50,000
	Total		\$4,560	\$30,000	\$30,000	\$60,000
	Federal Equitable Sharing Forfeiture					
	OTHER SERVICES			5,500	13,500	
	MATERIALS & SUPPLIES		8,676	45,500	37,500	
	CAPITAL OUTLAY	9,825	8,988	123,995	123,995	100,000
	Total	\$9,825	\$17,664	\$174,995	\$174,995	\$100,000
	Open Space & Parkland Preservation					
	OTHER CHARGES	8,655	4,796			
	PASS THROUGHGS	4,356,793	5,239,217	1,952,334	1,952,334	
	Total	\$4,365,448	\$5,244,013	\$1,952,334	\$1,952,334	
	Parks Memorials & Contributions					
	PERSONNEL SERVICES	1,571	1,419	6,996	6,200	3,996
	PAYROLL FRINGES/INSURANCE	1,541	1,897	3,237	2,756	1,976
	OTHER SERVICES				635	
	MATERIALS & SUPPLIES			8,728	3,500	3,392
	OTHER CHARGES			5,039		
	PASS THROUGHGS	71,504		25,000	25,000	27,500
	CAPITAL OUTLAY			15,000		
	Total	\$74,616	\$3,316	\$64,000	\$38,091	\$36,864
	Metro Expansion					
	PERSONNEL SERVICES	27,030	34,511	29,953	27,370	23,923
	PAYROLL FRINGES/INSURANCE	8,959	11,391	14,563	14,563	12,434
	OTHER SERVICES	120,482	124,622	139,000	129,000	149,792
	MATERIALS & SUPPLIES	35,315	25,152	31,000	259,514	45,824
	OTHER CHARGES	6,852	11,280	485,968	4,553	403,027
	Total	\$198,638	\$206,956	\$700,484	\$435,000	\$635,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Ann Arbor Assistance					
	OTHER SERVICES			21,613	21,613	8,000
	COMMUNITY DEVELOPMENT RECIPIENTS	14,203				
	Total	\$14,203		\$21,613	\$21,613	\$8,000
	Economic Development					
	OTHER SERVICES	380,125	475,625	625,000	421,200	271,350
	OTHER CHARGES		8,500			478,650
	PASS THROUGHGS			104,742	104,742	
	Total	\$380,125	\$484,125	\$729,742	\$525,942	\$750,000
	Police and Fire Relief					
	OTHER SERVICES	680				
	Total	\$680				
	Cemetery Perpetual Care					
	OTHER SERVICES	3,000	3,000	5,000	5,000	5,000
	Total	\$3,000	\$3,000	\$5,000	\$5,000	\$5,000
	Art in Public Places					
	OTHER SERVICES	4,961	29,697	35,249	65,500	36,097
	MATERIALS & SUPPLIES		1,050		600	
	OTHER CHARGES			394,749	355,598	415,116
	Total	\$4,961	\$30,747	\$429,998	\$421,698	\$451,213
	Street Repair Millage					
	PERSONNEL SERVICES	358,594	123,484			
	PAYROLL FRINGES/INSURANCE	73,257	25,888			
	OTHER SERVICES	720,567	534,473	389,884		
	MATERIALS & SUPPLIES	54,970	24,819			
	OTHER CHARGES	1,102,682	498,662	7,208,299	11,817,706	13,601,833
	PASS THROUGHGS	147,577	169,248	182,619	182,619	196,448
	CAPITAL OUTLAY	3,965,647	1,853,301			
	Total	\$6,423,294	\$3,229,875	\$7,780,802	\$12,000,325	\$13,798,281
	Alternative Transportation					
	PERSONNEL SERVICES	73,211	72,665	66,771	58,080	67,155
	PAYROLL FRINGES/INSURANCE	26,819	29,175	31,249	26,062	32,448
	OTHER SERVICES	38,794	39,614	96,357	1,000	2,500
	MATERIALS & SUPPLIES	111	17			
	OTHER CHARGES	59,817	26,023	14,793	173,271	509,030
	PASS THROUGHGS	318,600	9,888	1,732	1,732	5,040
	Total	\$517,352	\$177,382	\$210,902	\$260,145	\$616,173
	Michigan Justice Training					
	PERSONNEL SERVICES	6,324				
	OTHER SERVICES	36,667	24,525	75,000	75,000	50,000
	MATERIALS & SUPPLIES		56			
	Total	\$42,991	\$24,581	\$75,000	\$75,000	\$50,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Affordable Housing					
	PERSONNEL SERVICES	9,541		3,207	7,525	
	PAYROLL FRINGES/INSURANCE	4,400	2,700	1,701	2,125	
	OTHER SERVICES	18,901	110,645	143,100	104,900	80,000
	PASS THROUGHGS	35,000	20,639			
	CAPITAL OUTLAY			25,000	25,000	25,000
	COMMUNITY DEVELOPMENT RECIPIENTS	146,477	335,000	224,500	224,500	85,000
	Total	<u>\$214,319</u>	<u>\$468,984</u>	<u>\$397,508</u>	<u>\$364,050</u>	<u>\$190,000</u>
	Parks Maint. & Capital Improvements					
	PERSONNEL SERVICES	1,359,201	1,449,824	1,519,192	1,600,532	1,380,307
	PAYROLL FRINGES/INSURANCE	596,529	683,103	801,543	890,930	818,091
	OTHER SERVICES	1,059,229	925,929	1,215,781	1,056,655	1,423,549
	MATERIALS & SUPPLIES	352,531	542,415	493,473	444,050	462,009
	OTHER CHARGES	122,102	142,904	895,311	262,781	296,602
	PASS THROUGHGS	8,040	11,099	5,050	6,150	7,425
	CAPITAL OUTLAY	140,453	160,834	512,260	75,009	785,621
	VEHICLE OPERATING COSTS	9,495				
	Total	<u>\$3,647,580</u>	<u>\$3,916,108</u>	<u>\$5,442,610</u>	<u>\$4,336,107</u>	<u>\$5,173,604</u>
	Local Forfeiture					
	OTHER SERVICES			4,000	4,000	
	OTHER CHARGES				1,000	
	CAPITAL OUTLAY			42,858	41,858	20,000
	Total			<u>\$46,858</u>	<u>\$46,858</u>	<u>\$20,000</u>
	Community Development Block Grant					
	PERSONNEL SERVICES	186,873	120,590		8,350	
	PAYROLL FRINGES/INSURANCE	68,202	59,347		3,180	
	OTHER SERVICES	119,529	219,703		4,901	
	MATERIALS & SUPPLIES	6,186	5,147		350	
	OTHER CHARGES	130				
	COMMUNITY DEVELOPMENT RECIPIENTS	961,474	617,977	654,428	573,604	
	Total	<u>\$1,342,394</u>	<u>\$1,022,764</u>	<u>\$654,428</u>	<u>\$590,385</u>	
	Tree Removal and Disposal Fund					
	PERSONNEL SERVICES	43,027				
	PAYROLL FRINGES/INSURANCE	9,540				
	OTHER SERVICES	163,629				
	MATERIALS & SUPPLIES	2,579	34			
	Total	<u>\$218,775</u>	<u>\$34</u>			
	Home Program					
	PERSONNEL SERVICES	52,601	18,847			
	PAYROLL FRINGES/INSURANCE	22,283	16,501			
	OTHER SERVICES	16,536	55,594			
	MATERIALS & SUPPLIES	2,062	3,531			
	COMMUNITY DEVELOPMENT RECIPIENTS	1,468,375	1,324,077	558,422	336,065	
	Total	<u>\$1,561,857</u>	<u>\$1,418,550</u>	<u>\$558,422</u>	<u>\$336,065</u>	

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2008	Actual FY 2009	Budget FY 2010	Forecasted FY 2010	Request FY 2011
	Major Grant Programs Fund					
	PERSONNEL SERVICES	12,944	121,061	223,793	171,300	143,428
	PAYROLL FRINGES/INSURANCE	1,107	25,435	55,330		27,444
	OTHER SERVICES	87,448	61,583	119,000	115,400	121,500
	MATERIALS & SUPPLIES	96	20			
	OTHER CHARGES	1,500	5,000			
	CAPITAL OUTLAY	4,500				
	Total	<u>\$107,595</u>	<u>\$213,099</u>	<u>\$398,123</u>	<u>\$286,700</u>	<u>\$292,372</u>
	Senior Center Endowment					
	PERSONNEL SERVICES			3,800	3,800	
	OTHER SERVICES			500	500	
	MATERIALS & SUPPLIES			700	700	
	PASS THROUGHGS					37,500
	Total			<u>\$5,000</u>	<u>\$5,000</u>	<u>\$37,500</u>
Component Units	Smart Zone LDFA					
	OTHER SERVICES	872,836	806,305	1,484,295	1,483,500	1,444,304
	OTHER CHARGES			705	705	446
	Total	<u>\$872,836</u>	<u>\$806,305</u>	<u>\$1,485,000</u>	<u>\$1,484,205</u>	<u>\$1,444,750</u>
	DDA/Housing Fund					
	OTHER SERVICES			2,500	2,500	2,500
	OTHER CHARGES			2,500	2,500	2,500
	PASS THROUGHGS			250,000	400,000	207,000
	Total			<u>\$255,000</u>	<u>\$405,000</u>	<u>\$212,000</u>
	Downtown Development Authority					
	PERSONNEL SERVICES			106,529	106,529	150,750
	PAYROLL FRINGES/INSURANCE			55,594	55,594	56,405
	OTHER SERVICES			485,750	485,750	370,750
	MATERIALS & SUPPLIES			9,000	9,000	9,000
	OTHER CHARGES			80,000	80,000	65,000
	PASS THROUGHGS			2,967,530	2,967,530	2,577,952
	CAPITAL OUTLAY			1,207,795	1,207,795	2,032,753
	Total			<u>\$4,912,198</u>	<u>\$4,912,198</u>	<u>\$5,262,610</u>
	DDA Parking Maintenance					
	OTHER SERVICES				210,000	326,180
	CAPITAL OUTLAY				791,227	2,340,000
	Total				<u>\$1,001,227</u>	<u>\$2,666,180</u>
	DDA Parking System					
	PERSONNEL SERVICES			145,107		156,232
	PAYROLL FRINGES/INSURANCE			56,989		57,607
	OTHER SERVICES			9,023,543	9,023,542	7,314,382
	MATERIALS & SUPPLIES			7,500	7,500	7,500
	OTHER CHARGES			150,000	150,000	2,051,788
	PASS THROUGHGS			8,383,250	8,383,250	7,317,783
	CAPITAL OUTLAY			4,023,258	2,813,507	2,937,257
	Total			<u>\$21,789,647</u>	<u>\$20,377,799</u>	<u>\$19,842,549</u>

Expenditure Category by Fund

Fund Type	Fund/Category	Actual	Actual	Budget	Forecasted	Request
		FY 2008	FY 2009	FY 2010	FY 2010	FY 2011
City Totals	PERSONNEL SERVICES	53,446,679	56,502,058	55,644,373	55,495,241	53,161,568
	PAYROLL FRINGES/INSURANCE	54,410,376	60,989,596	59,461,402	59,227,579	62,701,820
	OTHER SERVICES	34,802,875	34,125,566	47,161,211	45,678,200	42,440,845
	MATERIALS & SUPPLIES	6,699,310	6,913,801	7,441,709	7,364,475	7,183,946
	OTHER CHARGES	53,651,053	53,932,833	67,749,291	128,079,554	127,421,587
	PASS THROUGHS	27,876,807	35,929,514	40,354,846	37,591,196	34,137,829
	CAPITAL OUTLAY	12,692,870	4,983,023	16,413,459	13,231,943	13,957,131
	VEHICLE OPERATING COSTS	2,956,778	2,882,667	2,220,685	2,627,527	2,702,807
	COMMUNITY DEVELOPMENT RECIPIENTS	3,939,412	3,583,524	2,713,094	2,409,913	1,360,744
	EMPLOYEE ALLOWANCES	334,927	411,358	404,156	372,236	380,574
	Total*	\$ 250,811,087	\$ 260,253,940	\$ 299,564,226	\$ 352,077,864	\$ 345,448,851

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

FTE Count by Service Area/Unit

	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
MAYOR & CITY COUNCIL	1.00	0.75	0.75	0.75	0.75	0.75
Total Mayor & City Council	1.00	0.75	0.75	0.75	0.75	0.75
CITY ATTORNEY	13.50	14.00	14.00	14.00	14.00	13.00
Total City Attorney	13.50	14.00	14.00	14.00	14.00	13.00
CITY ADMINISTRATOR	3.00	3.00	2.50	2.50	2.50	2.50
HUMAN RESOURCES	12.50	12.50	12.50	12.50	11.50	11.50
CLERK SERVICES	0.00	4.76	4.88	5.13	5.50	5.42
COMMUNICATIONS OFFICE	0.00	12.23	11.50	11.50	11.50	11.50
Total City Administrator Service Area	15.50	32.49	31.38	31.63	31.00	30.92
CITY CLERK	4.66	0.00	0.00	0.00	0.00	0.00
COMMUNITY SERVICES ADMINISTRATION	0.00	0.00	0.00	0.00	1.00	0.17
COMMUNICATIONS OFFICE	11.73	0.00	0.00	0.00	0.00	0.00
PLANNING & DEVELOPMENT	32.58	33.27	34.58	34.58	33.99	27.98
NON-DEPARTMENTAL - A2D2	0.00	0.00	0.00	0.00	0.00	0.40
OFFICE OF COMMUNITY DEVELOPMENT	7.13	7.63	7.89	5.89	4.18	4.17
PARKS & RECREATION	23.79	23.23	21.28	21.78	19.54	19.92
Total Community Services Area	79.89	64.13	63.75	62.25	58.71	52.64
ACCOUNTING	7.25	7.50	8.10	8.10	7.60	7.10
ASSESSOR	8.00	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.00	5.00	4.50	4.50	4.50	3.50
INFORMATION TECHNOLOGY	20.00	22.50	22.75	22.75	22.62	22.94
RISK MANAGEMENT	1.00	0.00	0.65	0.65	0.75	0.80
PROCUREMENT	1.00	1.00	1.15	1.15	1.15	1.15
TREASURY	6.00	6.00	5.35	5.35	4.75	4.70
Total Financial Services Area	47.25	50.00	50.50	50.50	49.37	48.19
CAPITAL PROJECTS	17.65	16.35	13.46	13.26	17.17	16.00
CUSTOMER SERVICE CENTER	17.40	13.70	13.75	13.75	13.00	12.35
FIELD OPERATIONS	124.73	122.34	123.01	132.30	135.18	128.60
FLEET & FACILITIES	36.26	33.61	35.94	26.15	23.93	23.67
PROJECT MANAGEMENT	17.78	16.21	17.69	17.69	15.31	15.26
PUBLIC SERVICES ADMINISTRATION	12.19	18.21	12.00	12.00	11.00	10.00
SYSTEMS PLANNING	17.40	15.85	12.70	13.40	13.64	13.69
WASTEWATER TREATMENT	32.15	33.75	35.48	35.48	34.98	34.85
WATER TREATMENT	21.56	23.63	26.22	26.22	26.12	26.00
Total Public Services Area	297.12	293.65	290.25	290.25	290.33	280.42
FIRE	94.00	94.00	94.00	94.00	94.00	89.00
POLICE	226.42	226.00	210.17	209.00	182.00	177.00
Total Safety Services Area	320.42	320.00	304.17	303.00	276.00	266.00
FIFTEENTH DISTRICT COURT	41.00	41.00	41.00	41.00	39.00	37.00
Total Fifteenth District Court	41.00	41.00	41.00	41.00	39.00	37.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	3.00	3.00	3.00	3.00
Total Downtown Development Authority	3.00	3.00	3.00	3.00	3.00	3.00
Grand Total of City FTEs	822.43	822.77	802.55	800.13	765.91	735.67



MAYOR & CITY COUNCIL

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

MAYOR & CITY COUNCIL

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
MISCELLANEOUS REVENUE	1,351	-	-	-	-
Total	\$1,351	\$	\$	\$	\$

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	1,351	-	-	-	-
Total	\$1,351	\$	\$	\$	\$

MAYOR & CITY COUNCIL

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	225,252	235,294	235,788	235,788	235,788
PAYROLL FRINGES/INSURANCE	26,192	26,699	33,356	33,356	33,192
OTHER SERVICES	1,887	6,807	13,288	5,700	7,688
MATERIALS & SUPPLIES	744	726	962	700	912
OTHER CHARGES	69,024	68,734	65,523	65,264	77,238
Total	\$323,099	\$338,260	\$348,917	\$340,808	\$354,818

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	323,099	338,260	348,917	340,808	354,818
Total	\$323,099	\$338,260	\$348,917	\$340,808	\$354,818

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
MAYOR & CITY COUNCIL	0.75	0.75	0.75	0.75
Total	0.75	0.75	0.75	0.75

MAYOR AND CITY COUNCIL

EXPENSES

Other Services – The decrease in costs is due to a reduction in the Conference, Training and Travel budget.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Mayor and City Council would be charged \$291,829 in FY 11.

MAYOR & CITY COUNCIL

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Executive Asst To Mayor	401490	0.75
Total		0.75

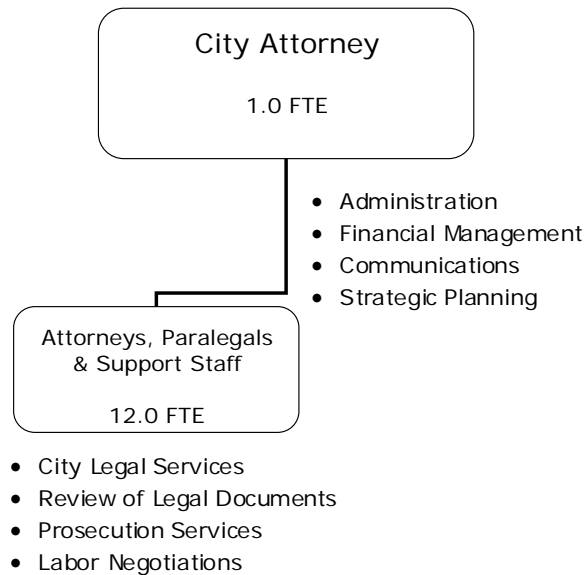
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CITY ATTORNEY

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: performing legal services for the City, legal advice to City officials, preparation and review of legal documents, drafting and review of ordinances, prosecution of persons accused of violating City ordinances, labor negotiations, and representation of the City in lawsuits.

CITY ATTORNEY

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
MISCELLANEOUS REVENUE	160,325	8,500	170,000	-	-
OPERATING TRANSFERS	117,996	117,996	118,000	118,000	118,000
Total	\$278,321	\$126,496	\$288,000	\$118,000	\$118,000

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	278,321	126,496	288,000	118,000	118,000
Total	\$278,321	\$126,496	\$288,000	\$118,000	\$118,000

CITY ATTORNEY

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	996,494	1,080,839	1,103,309	1,120,200	1,019,280
PAYROLL FRINGES/INSURANCE	470,729	542,439	590,661	591,589	566,760
OTHER SERVICES	371,681	249,674	111,162	106,500	21,500
MATERIALS & SUPPLIES	54,401	44,168	55,000	54,000	48,000
OTHER CHARGES	165,521	137,340	170,000	169,570	146,439
CAPITAL OUTLAY	11,958	4,583	11,817	-	9,500
Total	\$2,070,784	\$2,059,043	\$2,041,949	\$2,041,859	\$1,811,479

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	2,070,784	2,059,043	2,041,949	2,041,859	1,811,479
Total	\$2,070,784	\$2,059,043	\$2,041,949	\$2,041,859	\$1,811,479

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
CITY ATTORNEY	14.00	14.00	14.00	13.00
Total	14.00	14.00	14.00	13.00

CITY ATTORNEY

REVENUES

Miscellaneous Revenue – These revenues were contingent only upon further development projects to cover anticipated new outside counsel fees, if necessary. This was never anticipated to be a source of revenue absent any such projects. (Many other revenues actually generated by this office for the City are not listed here, such as collections, which more than offsets this “decrease.”)

EXPENSES

Personnel Services – The decrease is due to the elimination of 1.0 FTE.

Payroll/Fringes – The decrease is due to the elimination of 1.0 FTE.

Other Services – The decrease is due to the reduction of the total operating budget.

Other Charges - The decrease is due to the reduction of the 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 Attorney would be charged \$152,750 in FY 2011.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Assist Financial Services Area in analyzing and reorganizing collection process for increased efficiency and improved collections.	1
B. Complete trial run of new contract management software, OnBase, and help implement system City-wide if proven effective.	2
C. Continue to protect City from liability and risk through proactive attorney services, legal advice, and defense of lawsuits.	3
D. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status.	5
E. Continue to work to reimburse legal and other costs incurred by the City in connection with new developments.	1

Service Unit Measures	Status
A. We have developed some systems for collecting delinquent debts. We are working with Finance and the Treasurer and in the process of making this process more efficient.	In process
B. We are currently working with IT and testing the OnBase system for contract management.	In process
C. This is always our top priority.	Constant
D. We have been consistently working toward this goal. Most City Attorney Office work is stored electronically.	Goal met
E. We have succeeded in this goal. However, due to economic conditions, development has decreased	Goal met

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

See Budget Summaries Section, Page 51, for list of City Goals

CITY ATTORNEY

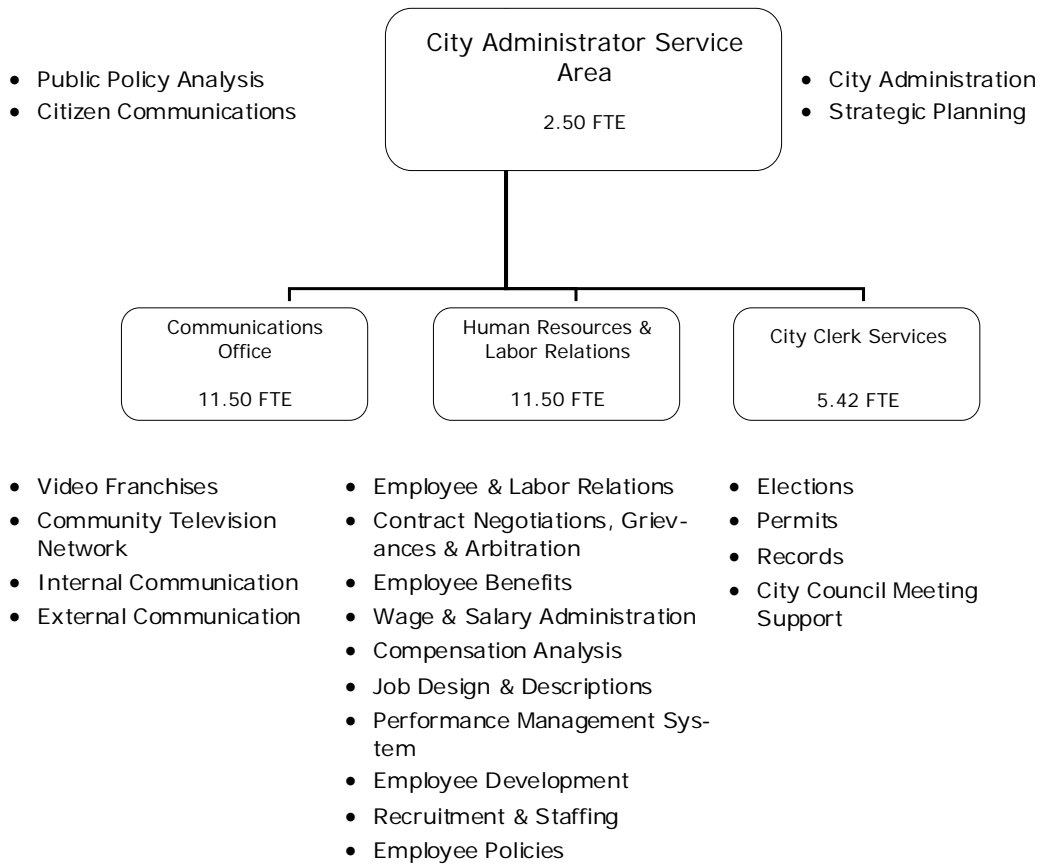
Allocated Positions

Job Description	Job Class	FY2011 FTE's
Assistant City Attorney	403210	1.00
Chief Asst City Attorney	403750	1.00
City Attorney	403280	1.00
Legal Assistant Paralegal	000920	4.00
Legal Support Specialist	000210	1.00
Senior Asst City Attorney	403300	5.00
Total		13.00



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

Service Unit	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
COMMUNICATIONS OFFICE	1,774,041	1,878,617	1,585,045	1,827,479	1,607,051
CITY CLERK SERVICES	300,650	192,529	180,400	147,701	142,650
CITY ADMINISTRATOR	2,726,616	-	-	-	-
Total	\$4,801,307	\$2,071,146	\$1,765,445	\$1,975,180	\$1,749,701

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
COMMUNICATIONS OFFICE (0016)	1,774,041	1,878,617	1,585,045	1,827,479	1,607,051
GENERAL (0010)	3,027,266	192,529	180,400	147,701	142,650
Total	\$4,801,307	\$2,071,146	\$1,765,445	\$1,975,180	\$1,749,701

CITY ADMINISTRATOR SERVICE AREA

Expenses By Service Unit

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
HUMAN RESOURCES	20,574,246	22,785,355	24,004,296	24,086,933	24,081,028
COMMUNICATIONS OFFICE	1,409,114	1,448,195	1,585,045	1,585,045	1,607,051
CITY CLERK SERVICES	905,296	949,118	885,960	779,340	987,299
CITY ADMINISTRATOR	575,209	543,177	634,034	572,944	533,996
Total	\$23,463,865	\$25,725,845	\$27,109,335	\$27,024,262	\$27,209,374

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INSURANCE (0057)	19,249,101	21,393,787	22,666,668	22,786,285	22,784,541
GENERAL (0010)	2,805,650	2,883,863	2,857,622	2,652,932	2,817,782
COMMUNICATIONS OFFICE (0016)	1,409,114	1,448,195	1,585,045	1,585,045	1,607,051
Total	\$23,463,865	\$25,725,845	\$27,109,335	\$27,024,262	\$27,209,374

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50
CITY CLERK SERVICES	4.88	5.13	5.50	5.42
COMMUNICATIONS OFFICE	11.50	11.50	11.50	11.50
HUMAN RESOURCES	12.50	12.50	11.50	11.50
Total	31.38	31.63	31.00	30.92





CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

The City Administrator is the Chief Executive Officer of the City and is appointed by the Mayor and the City Council. The City Administrator's office is responsible for directing and supervising the daily operations of the City. Other responsibilities include organizational development, community relations, intergovernmental relations, public policy analysis, strategic planning, and communications. There are 2.5 FTE employees in the City Administrator's Unit.

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INTRA GOVERNMENTAL SALES	2,726,616	-	-	-	-
Total	\$2,726,616	\$	\$	\$	\$

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	2,726,616	-	-	-	-
Total	\$2,726,616	\$	\$	\$	\$

**CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	249,520	266,688	251,604	252,196	250,404
PAYROLL FRINGES/INSURANCE	147,761	146,303	149,836	149,854	153,510
OTHER SERVICES	140,389	89,658	194,025	135,900	93,225
MATERIALS & SUPPLIES	9,941	13,225	6,375	4,800	4,875
OTHER CHARGES	27,598	27,303	32,194	30,194	31,982
Total	\$575,209	\$543,177	\$634,034	\$572,944	\$533,996

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	575,209	543,177	634,034	572,944	533,996
Total	\$575,209	\$543,177	\$634,034	\$572,944	\$533,996

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50
Total	2.50	2.50	2.50	2.50

CITY ADMINISTRATOR

EXPENSES

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

Other Services – The decrease is due to lower projected costs than originally planned in professional consultant services, contract services, and printing. Conferences and training has been reduced.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Administrator would be charged \$57,591 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

See Budget Summaries Section, Page 51, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY2011 FTE's
City Admin Office Supr	402020	1.00
City Administrator	403120	1.00
Communications Unit Mgr	403530	0.50
Total		2.50



CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

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

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	810,988	865,650	823,860	831,965	773,532
PAYROLL FRINGES/INSURANCE	446,746	543,870	509,163	499,961	502,784
OTHER SERVICES	117,164	131,273	100,730	58,857	66,126
MATERIALS & SUPPLIES	20,439	17,596	27,910	21,000	28,500
OTHER CHARGES	17,211,278	17,334,722	16,859,738	16,992,255	17,808,086
PASS THROUGHGS	1,967,631	3,891,744	5,680,895	5,680,895	4,900,000
CAPITAL OUTLAY	-	500	2,000	2,000	2,000
Total	\$20,574,246	\$22,785,355	\$24,004,296	\$24,086,933	\$24,081,028

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INSURANCE (0057)	19,249,101	21,393,787	22,666,668	22,786,285	22,784,541
GENERAL (0010)	1,325,145	1,391,568	1,337,628	1,300,648	1,296,487
Total	\$20,574,246	\$22,785,355	\$24,004,296	\$24,086,933	\$24,081,028

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
HUMAN RESOURCES	12.50	12.50	11.50	11.50
Total	12.50	12.50	11.50	11.50

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

EXPENSES

Personnel Services – The decrease in costs is associated with changes in personnel.

Other Services – The decrease is due to a decrease in the budgets for Training, Conferences, Training and Travel, and Educational Reimbursement.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$288,803 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Expand HR services to auxiliary city units, such as DDA, 15 th District Court, Housing Commission and AAERS.	1, 2, 3
B. Perform organizational wide training needs assessment to determine priority training and development needs for the organization. Use this information to redesign the training offerings.	1, 4, 5
C. Utilize Interest Based Bargaining principles to gain positive direction on benefits and retirement costs.	1, 2, 4, 5
D. Develop an annual communication and marketing plan for the HR services area utilizing the new UltiPro.net framework, the A2 Central platform and various newsletters.	4, 5
E. Redesign UltiPro benefits site for improved communications with updated information, web links, both vendor and general, forms as needed, plan descriptions, etc. with the overall goals of paperless benefits processes.	1, 5
F. Continue overall objectives re: utilizing existing technology to drive organizational effectiveness and efficiencies; 1. UltiPro – Timekeeping/Staff Scheduler/Talent Management – utilizing web-based technology for performance reviews and training 2. Automate/populate “Retiree Company” 3. Critical upgrades to .net Version 10 and Cognos 8 reporting tool	1, 2, 5
G. HR staff members will utilize eight hours per month in the field learning first hand the work done by their assigned service areas.	4, 5

Service Unit Measure	Status
A – HR has integrated into the auxiliary city units by assigning an HRSP to each of those units.	100%
B – Organization wide survey was done on training needs. Budget cuts have limited training dollars available and manpower necessary for successful execution.	50%
C – Interest Based Bargaining has been introduced and utilized in negotiations and is being utilized. Healthcare changes are being proposed.	100%
D – The HR Marketing Team has created a solid communication plan that utilizes the UltiPro homepage, A2Central and the newly created “In the Know” newsletter series.	100%
E – Progress was delayed by UltiPro .net homepage launch.	10%
F1 - Utilized UltiPro for establishing and tracking objectives. The	50%

module upgrade was delayed by UltiPro .net homepage. The launch is now expected to start in July 2010. Timekeeping/Staff Scheduler became a Police project and they selected the Telestaff software.	
F2 – Established structure for Retirement data within UltiPro and working on populating.	10%
F3 - .net and Cognos 8 reporting upgrades were successfully implemented.	100%
G – Each staff member was assigned the task of one day per month. Progress was impeded by the loss of one staff member.	50%

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

See Budget Summaries Section, Page 51, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
AFSCME President	110500	1.00
Employee Benefits Coordinator	401540	1.00
Employee Benefits Supervisor	401550	1.00
HR & Labor Relations Director	403890	1.00
HR Technology Specialist	401110	0.50
Human Resource Assistant	000250	2.00
Human Resource Services Partner	403110	4.00
Management Assistant	000200	1.00
Total		11.50



CITY ADMINISTRATOR SERVICE AREA

CITY CLERK SERVICES

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

**CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INTERGOVERNMENTAL REVENUES	75,935	75,467	80,000	77,941	78,000
LICENSES, PERMITS & REGISTRATION	67,673	63,579	50,400	69,760	64,650
MISCELLANEOUS REVENUE	157,042	53,483	50,000	-	-
Total	\$300,650	\$192,529	\$180,400	\$147,701	\$142,650

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	300,650	192,529	180,400	147,701	142,650
Total	\$300,650	\$192,529	\$180,400	\$147,701	\$142,650

**CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	358,575	378,786	354,638	338,045	392,260
PAYROLL FRINGES/INSURANCE	234,949	254,967	269,779	263,404	295,183
OTHER SERVICES	218,471	248,168	193,460	120,330	214,095
MATERIALS & SUPPLIES	20,057	27,271	22,500	11,978	33,000
OTHER CHARGES	73,244	39,926	45,583	45,583	52,761
Total	\$905,296	\$949,118	\$885,960	\$779,340	\$987,299

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	905,296	949,118	885,960	779,340	987,299
Total	\$905,296	\$949,118	\$885,960	\$779,340	\$987,299

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
CITY CLERK SERVICES	4.88	5.13	5.50	5.42
Total	4.88	5.13	5.50	5.42

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

REVENUES

Licenses, Permits & Registration – The increase reflects an increase in Liquor License, Dog License, Taxi Driver and Taxi Owner fees based on previous years' experience.

Miscellaneous Revenue – The decrease reflects the elimination of the May School Board special election reimbursement from the Ann Arbor Public Schools due to their change to a November election date.

EXPENSES

Personnel Services – This increase is due to an increase in temporary costs for upcoming elections.

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

Other Services -The change reflects a decrease in special election costs due to the elimination of the May School Board election, as well as an increase in costs as the City Clerk will be conducting a citywide primary and gubernatorial election this year.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Clerk Services Unit would be charged \$181,938 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 – Create CD training program or web-based video training	Ongoing
A2 – Number of pollworker recertifications completed outside classroom environment	Online training in-progress
A3 – Savings of pollworker training budget	In-progress
B1 - Identify and train additional service area users	Complete
B2 - Number of new citizen boards and commissions added to system	3

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	2.00
Admin Support Spec Lvl 5	110054	0.92
City Clerk Services Mgr	404020	1.00
Deputy Clerk	404010	1.00
Election Worker-Recruiter	001270	0.50
Total		5.42



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS OFFICE

The Communications Office has 11.5 FTEs and coordinates communication across the City organization as well as public information to citizens of Ann Arbor through a variety of mediums. The office provides internal communications to City employees and communicates to the public about City issues. This office also supports the Michigan Uniform Video Service Local Franchise agreements, operates Community Television Network, supports the Cable Commission and coordinates City film inquiries and activities.

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INVESTMENT INCOME	159,579	162,724	75,000	134,327	40,000
LICENSES, PERMITS & REGISTRATION	1,613,468	1,714,532	1,510,045	1,691,815	1,567,051
MISCELLANEOUS REVENUE	994	1,361	-	1,337	-
Total	\$1,774,041	\$1,878,617	\$1,585,045	\$1,827,479	\$1,607,051

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
COMMUNICATIONS OFFICE (0016)	1,774,041	1,878,617	1,585,045	1,827,479	1,607,051
Total	\$1,774,041	\$1,878,617	\$1,585,045	\$1,827,479	\$1,607,051

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	581,741	591,206	605,200	605,200	619,912
PAYROLL FRINGES/INSURANCE	266,417	303,663	337,871	337,871	360,230
OTHER SERVICES	242,286	228,200	263,645	263,645	258,340
MATERIALS & SUPPLIES	37,792	22,991	11,500	11,500	11,500
OTHER CHARGES	161,118	158,834	191,829	191,829	182,069
CAPITAL OUTLAY	119,760	143,301	175,000	175,000	175,000
Total	\$1,409,114	\$1,448,195	\$1,585,045	\$1,585,045	\$1,607,051

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
COMMUNICATIONS OFFICE (0016)	1,409,114	1,448,195	1,585,045	1,585,045	1,607,051
Total	\$1,409,114	\$1,448,195	\$1,585,045	\$1,585,045	\$1,607,051

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
COMMUNICATIONS OFFICE	11.50	11.50	11.50	11.50
Total	11.50	11.50	11.50	11.50

**CITY ADMINISTRATOR SERVICES AREA
COMMUNICATIONS OFFICE UNIT**

REVENUE

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

EXPENSES

Personnel Costs – Increase is due to a personnel change.

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

Other Charges – The decrease is primarily a result of a decreased transfer to the Information Technology Fund.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Administration	Area Administrator:	Roger Fraser
Service Unit:	Communication Office	Manager:	Lisa Wondrash

Service Unit Goals	City Goals:
A. Increase by 15 percent (982 total) information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2010 to June 30, 2011.	2
B. Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2010 to June 30, 2011.	2

Service Unit Measures	Status
A - Track the number of information pieces distributed monthly and highlight up to three hot topics via the Communication Office Matrix (information pieces include print/online newsletter, news releases, events, public information meetings, Gov Delivery notifications, CTN programs, social media tools, website page updates/development) by June 30, 2011.	
B - Track status of technology resource project implementations each month. These new resources include A2 Central focus group improvements, integration of new media to promote City information and CTN services, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2011.	
C - Track the number of training participants, clients, and PEG programs (detailed information to include specific training classes, participants, clients using media services in-house as well as checking out equipment, specific government clients served and topics covered in programs each month) via the CTN monthly report and develop a baseline for future growth and development analysis by June 30, 2011.	

See Budget Summaries Section, Page 51, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

Allocated Positions

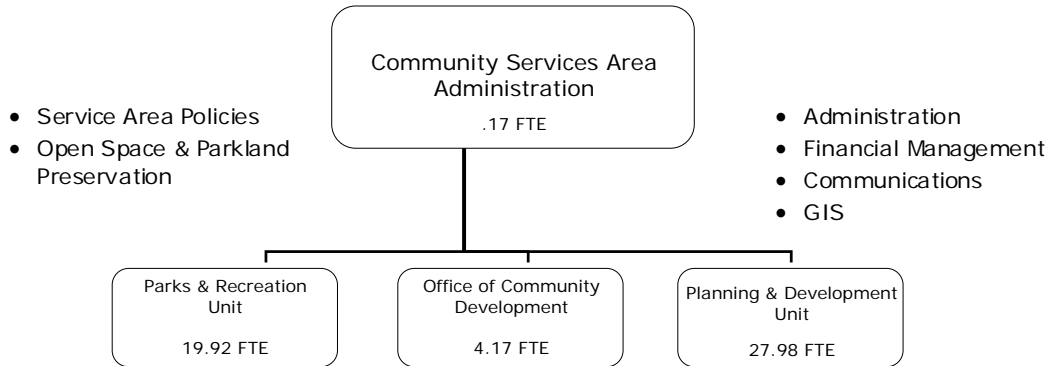
Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 1	110014	1.00
Asst Mgr City Productions	402050	1.00
Asst Mgr Public & Educ Ac	402060	1.00
City Communications Mgr	402040	1.00
Communications Unit Mgr	403530	0.50
CTN Manager	402030	1.00
Producer	110520	3.00
Programmer	110510	2.00
Training & Facility Coord	110530	1.00
Total		11.50

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COMMUNITY SERVICES AREA

Community Services Area Organization Chart



- Service Area Policies
- Open Space & Parkland Preservation

- Administration
- Financial Management
- Communications
- GIS

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

- Housing Support for Low Income Residents
- Human Services for Low Income Residents
- Relocation for Low Income Residents
- Housing Rehabilitation for Low Income Residents
- Housing & Human Services Advisory Board

- Rental Housing Inspections
- Historic Preservation
- Zoning Coordination
- Building Plan Review
- Construction Inspections
- Building, Housing, Zoning & Sign Code Enforcement
- Historic District Commission
- Special Event Permit Coordination
- Appeal Boards staff support
- Development Plan review
- Master Planning
- Planning Commission staff support

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

COMMUNITY SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PARKS & RECREATION SERVICES PLANNING & DEVELOPMENT SERVICES	14,256,548	13,874,630	9,543,270	8,893,691	6,082,702
COMMUNITY SERVICES ADMINISTRATION OFFICE OF COMMUNITY DEVELOPMENT	4,694,922	3,269,239	4,308,650	1,982,100	3,301,127
	-	-	2,404,780	2,262,513	2,144,862
	3,220,776	3,174,367	2,148,576	802,344	518,241
Total	\$22,172,246	\$20,318,236	\$18,405,276	\$13,940,648	\$12,046,932

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	3,361,496	3,361,638	4,027,575	2,057,012	3,853,168
OPEN SPACE & PARKLAND PRESERVATION (0024)	7,374,815	8,657,169	4,251,391	4,262,513	2,434,267
CONSTRUCTION CODE FUND (0026)	3,468,517	2,192,510	3,115,680	1,982,100	2,170,977
GOLF ENTERPRISE (0047)	2,455,679	1,033,949	1,751,189	1,565,539	1,685,037
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	1,214,542	1,235,380	1,038,607	1,040,467	1,073,288
OPEN SPACE & PARKLAND PRESERVATION (0029)	497,328	287,792	2,152,334	2,012,334	264,873
AFFORDABLE HOUSING (0070)	250,461	542,868	397,508	93,300	200,811
MARKET (0046)	163,156	120,677	150,775	168,287	172,923
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	261,094	327,216	56,207	-	64,086
SENIOR CENTER ENDOWMENT (0083)	-	3,524	10,000	2,000	45,245
PARKS MEMORIALS & CONTRIBUTIONS (0034)	165,573	65,168	64,000	30,500	41,400
BANDEMER PROPERTY (0025)	18,587	10,969	26,661	5,000	22,500
ANN ARBOR ASSISTANCE (0038)	7,147	5,657	21,613	8,000	8,000
ART IN PUBLIC PLACES (0056)	-	6,624	6,052	6,052	7,425
OPEN SPACE ENDOWMENT (0041)	25,405	25,777	1,000	6,500	2,932
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,342,398	1,022,766	654,428	418,350	-
HOME PROGRAM (0090)	1,561,858	1,418,552	558,422	282,694	-
PARKS REPAIR AND RESTORATION MILLAGE (0006)	4,190	-	121,834	-	-
Total	\$22,172,246	\$20,318,236	\$18,405,276	\$13,940,648	\$12,046,932

COMMUNITY SERVICES AREA

Expenses By Service Unit

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PARKS & RECREATION SERVICES	19,459,633	16,274,674	11,098,604	11,071,953	6,682,708
PLANNING & DEVELOPMENT					
SERVICES	5,239,761	5,014,441	5,060,934	4,962,766	4,734,149
COMMUNITY SERVICES					
ADMINISTRATION	-	-	2,657,572	270,570	2,316,905
OFFICE OF COMMUNITY					
DEVELOPMENT	5,370,587	5,109,091	4,318,589	3,700,500	2,290,831
Total	\$30,069,981	\$26,398,206	\$23,135,699	\$20,005,789	\$16,024,593

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	7,871,590	8,044,166	9,059,127	8,762,060	8,477,018
CONSTRUCTION CODE FUND (0026)	3,217,983	2,887,884	2,795,649	2,637,786	2,169,140
OPEN SPACE & PARKLAND					
PRESERVATION (0024)	7,945,645	4,227,611	4,251,391	3,061,440	2,148,312
GOLF ENTERPRISE (0047)	1,316,937	1,588,327	1,719,047	1,681,287	1,662,855
PARKS MAINTENANCE & CAPITAL					
IMPROVEMENTS (0071)	361,072	503,357	1,165,691	291,550	1,044,558
AFFORDABLE HOUSING (0070)	214,319	468,984	397,508	364,050	190,000
MARKET (0046)	136,006	286,698	150,775	149,471	154,355
PARKS REHAB & DEVELOPMENT					
MILLAGE (0018)	1,353,705	558,311	176,841	112,186	56,806
SENIOR CENTER ENDOWMENT					
(0083)	-	-	5,000	5,000	37,500
PARKS MEMORIALS &					
CONTRIBUTIONS (0034)	74,616	3,316	64,000	38,091	36,864
BANDEMER PROPERTY (0025)	171,577	69,542	26,661	2,471	22,500
ALTERNATIVE TRANSPORTATION					
(0061)	14,399	14,805	15,378	-	16,685
ANN ARBOR ASSISTANCE (0038)	14,203	-	21,613	21,613	8,000
OPEN SPACE & PARKLAND					
PRESERVATION (0029)	4,356,793	5,239,217	1,952,334	1,952,334	-
COMMUNITY DEVELOPMENT BLOCK					
GRANT (0078)	1,342,394	1,022,764	654,428	590,385	-
HOME PROGRAM (0090)	1,561,857	1,418,550	558,422	336,065	-
PARKS REPAIR AND RESTORATION					
MILLAGE (0006)	116,885	64,674	121,834	-	-
Total	\$30,069,981	\$26,398,206	\$23,135,699	\$20,005,789	\$16,024,593

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
COMMUNITY SERVICES				0.17
ADMINISTRATION	-	-	1.00	
OFFICE OF COMMUNITY				4.17
DEVELOPMENT	7.89	5.89	4.18	
PARKS & RECREATION SERVICES	21.28	20.78	19.54	19.92
PLANNING & DEVELOPMENT				27.98
SERVICES	34.58	34.58	33.99	
Total	63.75	61.25	58.71	52.24





COMMUNITY SERVICES AREA

COMMUNITY SERVICES ADMINISTRATION

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

**COMMUNITY SERVICES AREA
COMMUNITY SERVICES ADMINISTRATION**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PRIOR YEAR SURPLUS	-	-	142,267	-	-
TAXES	-	-	2,262,513	2,262,513	2,144,862
Total	\$	\$	\$2,404,780	\$2,262,513	\$2,144,862

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
OPEN SPACE & PARKLAND PRESERVATION (0024)	-	-	2,299,057	2,262,513	2,144,862
GENERAL (0010)	-	-	105,723	-	-
Total	\$	\$	\$2,404,780	\$2,262,513	\$2,144,862

**COMMUNITY SERVICES AREA
COMMUNITY SERVICES ADMINISTRATION**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	-	-	71,436	21,450	10,260
PAYROLL FRINGES/INSURANCE	-	-	38,465	24,170	5,765
OTHER SERVICES	-	-	269,223	212,450	180,678
MATERIALS & SUPPLIES	-	-	10,500	10,000	11,500
OTHER CHARGES	-	-	42,768	2,500	2,902
PASS THROUGHGS	-	-	1,198,175	-	1,212,375
CAPITAL OUTLAY	-	-	1,027,005	-	893,425
Total	\$	\$	\$2,657,572	\$270,570	\$2,316,905

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
OPEN SPACE & PARKLAND PRESERVATION (0024)	-	-	2,299,057	37,470	2,122,627
GENERAL (0010)	-	-	358,515	233,100	194,278
Total	\$	\$	\$2,657,572	\$270,570	\$2,316,905

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
COMMUNITY SERVICES ADMINISTRATION	-	-	1.00	0.17
Total			1.00	0.17

COMMUNITY SERVICES AREA ADMINISTRATION

EXPENSES

Personnel Services – The decrease is due to a staff member being reallocated to the Parks and Recreation Services, Planning and Development Services, and the Office of Community Development based on work activities.

Payroll Fringes - The decrease is due to a staff member being reallocated to the Parks and Recreation Services, Planning and Development Services, and the Office of Community Development based on work activities.

Other Services – The decrease is due to a decrease in contracted services for special projects.

Other Charges – The decrease is due to a reallocation of expenses to service units within the Community Services Area.

Capital Outlay – The decrease is due to a forecasted decrease in revenue from Open Space and Parkland Preservation millage.

FY 2010 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Administration Services	Manager:	Sumedh Bahl

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

Service Unit Measures/Scoreboards	Status
A1 – Define the parameters that will be needed to provide a faster and more efficient computer application to process GB packets using the GB selection specifications by July 31, 2009.	Completed
A2 – Attend on-line ESRI training and purchase hardcopy reference books to learn how to program the ArcMap software application using Visual Basic for Applications (VBA) by October 1, 2009.	Completed
A3 – Code the ArcMap software to fulfill the GB selection specifications by March 1, 2010.	15% Complete
A4 – Debug the GIS software by February 26, 2010.	Postponed
A5 – Test the GIS software vs. a typical GB manual packet process by May 3, 2010.	Postponed
A6 – Refine the GIS application as needed by June 30, 2010.	Postponed
B1 - Create monthly revenue and expenditure forecasts for Planning and Development Services and the Office of Community Development as a basis for comparing budget to actuals by June 30, 2010.	Completed

C1 - Create Team Charter by July 1, 2009.	Completed
C2 - Establish and coordinate a work group across Service Areas to review Planning and Development processes by August 1, 2009.	Completed The scope of this project was modified to focus on the Planning and Development Services Unit 1) Rental Housing 2) Planning 3) Construction. Work groups were established in each of these three areas.
C3 - Complete cost analysis of current planning and development processes by December 31, 2010.	Completed
C4 - Develop fee recommendations for City Administration for FY 2011 by February 28, 2010.	Completed
D – Track CSA produced information pieces each month via the monthly Communication Office Tracking Report to demonstrate a 15 percent increase by June 30, 2010.	Completed
E - Implement social media tools to enhance Parks & Recreation facility visibility. These new technology resources include the creation of Facebook pages, continued Gov Delivery notifications, and researching podcasting opportunities by June 30, 2010. <ul style="list-style-type: none"> ○ Maintain and update already created Facebook pages for the City of Ann Arbor pools, golf courses, Farmers Market, and the canoe liveries throughout FY 2010. ○ Create Facebook pages for the ice rinks, Cobblestone Farm and City of Ann Arbor Parks & Recreation Services by September 1, 2009, maintain, and update these pages throughout FY 2010. 	Completed

See Budget Summaries Section, Page 51, for list of City Goals

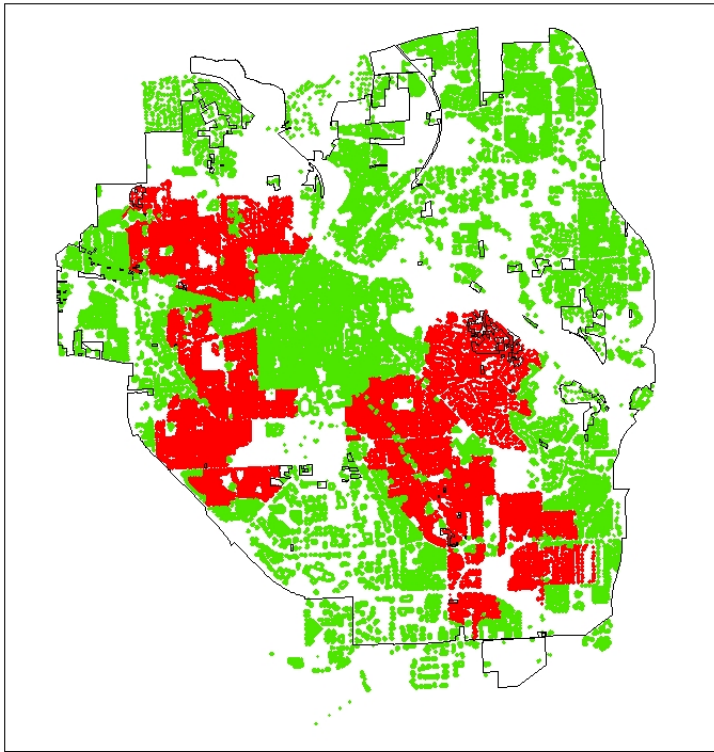
FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Administration	Manager:	Sumedh Bahl

Service Unit Goals	City Goals:
A. Communication - Track the number of information pieces distributed monthly. Information pieces include print/online newsletter, news releases, events, public information meetings, CTN public access and government produced programs, Web site pages, GovDelivery subscribers, etc.	1, 2
B. Financial Management - Complete the transition of current financial processes within the Community Services Area to a new financial system, New World, by June 30, 2011.	1
C. GIS - Complete the update to the City Building Footprint GIS layer by June 30, 2011.	2, 5

Service Unit Measures/Scoreboards	Status
A1. Increase by 7 percent information distributed to internal and external audiences about Ann Arbor municipal news, programs and services from July 1, 2010 to June 30, 2011.	
A2. Once a month feature a parks millage project using our social media tools (Facebook, Twitter, Four Square, and Google Buzz) and include a photo album with before and after images July 1, 2010 to June 30, 2011.	
B1. Develop Standard Operating Procedures for processing financial transactions within the Community Services Area by December 31, 2010.	
B2. Develop strategies for linking existing information systems, GEN, CLASS, and TrackIt to New World by June 20, 2010.	
C1. Complete the update to the City Building Footprint GIS Layer by June 30, 2011.	48%

Complete the update to the City Building Footprint GIS layer by June 30th, 2011



Building Footprints
48% complete
[Red Box] Updating
[Green Box] Completed

See Budget Summaries Section, Page 51, for list of City Goals

COMMUNITY SERVICES AREA
COMMUNITY SERVICES ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 5	110054	0.10
Financial Mgr - Comm Serv	401500	0.02
Senior Application Spec	401050	0.05
Total		0.17



COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

The Planning and Development Services Unit is one of three service units in the Community Services Area. It has 27.98 FTEs and handles rental housing inspections, historic preservation, zoning coordination, construction inspections and permits. It provides enforcement for land use, building, housing and sign codes. It handles master planning, site plan review, and provides support for the Planning Commission, Historic District Commission, and the Sign, Building, Housing and Zoning Boards of Appeal.

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INVESTMENT INCOME	100,598	60,357	-	-	24,635
LICENSES, PERMITS & REGISTRATION	4,298,611	2,690,960	4,208,300	1,882,100	3,032,400
MISCELLANEOUS REVENUE	15,635	17,941	350	-	350
PRIOR YEAR SURPLUS	-	-	-	-	143,742
OPERATING TRANSFERS	280,078	499,981	100,000	100,000	100,000
Total	\$4,694,922	\$3,269,239	\$4,308,650	\$1,982,100	\$3,301,127

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CONSTRUCTION CODE FUND (0026)	3,468,517	2,192,510	3,115,680	1,982,100	2,170,977
GENERAL (0010)	1,226,405	1,076,729	1,192,970	-	1,130,150
Total	\$4,694,922	\$3,269,239	\$4,308,650	\$1,982,100	\$3,301,127

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	2,200,950	2,298,107	2,227,564	2,301,000	1,962,326
PAYROLL FRINGES/INSURANCE	1,407,991	1,510,111	1,560,816	1,526,416	1,514,411
OTHER SERVICES	385,839	423,912	412,409	343,070	498,663
MATERIALS & SUPPLIES	47,421	33,468	25,500	8,500	25,500
OTHER CHARGES	1,065,724	608,582	694,645	643,780	593,249
PASS THROUGHGS	129,996	139,992	140,000	140,000	140,000
CAPITAL OUTLAY	835	-	-	-	-
VEHICLE OPERATING COSTS	1,005	269	-	-	-
Total	\$5,239,761	\$5,014,441	\$5,060,934	\$4,962,766	\$4,734,149

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	2,007,379	2,111,752	2,249,907	2,324,980	2,548,324
CONSTRUCTION CODE FUND (0026)	3,217,983	2,887,884	2,795,649	2,637,786	2,169,140
ALTERNATIVE TRANSPORTATION (0061)	14,399	14,805	15,378	-	16,685
Total	\$5,239,761	\$5,014,441	\$5,060,934	\$4,962,766	\$4,734,149

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
PLANNING & DEVELOPMENT SERVICES	34.58	34.58	33.99	27.98
Total	34.58	34.58	33.99	27.98

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

REVENUES

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

EXPENSES

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

Payroll Fringes - The decrease in FY 2011 is a result of decreased personnel by three full time employees.

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

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units that utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$932,000 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Planning and Development Services	Manager:	Wendy Rampson Lisha Turner Tolbert Ralph Welton

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

B - Conduct initial rental housing inspections within 60 days of service request 90% of the time.	In progress. Now auto-scheduling initial inspection instead of service requests by property owners. Currently scheduling initials 3 months after expiration of C of C
C – Place site plan submittals on City Planning Commission agenda within 8 weeks of submittal from the date application is deemed complete 80% of the time.	Goal met.
D1 – Provide website access to all customers for Projects Under Review by January 30, 2010.	Goal met (June 2009)
D2 – Provide immediate notification of Projects Under Review to all customers requesting service via Really Simple Syndication feed by June 30, 2010.	Goal met (June 2009)
D3 – Update and reorganize Planning and Development Services web pages by June 30, 2010.	In progress.
E – Complete construction plan review within two weeks from date of service request within two weeks from date of submittal.	Goal met.
F1 – Establish scope for Comprehensive Master Plan update and kickoff public workshop by January 31, 2010.	Goal revised. CPC work program amended to focus on corridor plans.
F2 – Create Master Plan outline by June 30, 2010.	Goal revised. CPC work program amended to focus on corridor plans.

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Implement fully automated rental housing program using TrakIt	2, 5
B. Provide all construction inspections within 48 hours of request.	
C. Develop and implement procedures to achieve site plan compliance as part of the construction permit and inspection process	

Service Unit Measures	Status
A1 - Achieve a maximum 30 day out initial scheduling cycle by end of first quarter.	
A2 - Automate inspection rescheduling process by end of second quarter.	
A3 - Revise inspection procedures to have inspectors schedule re-inspection appointments on-site by end of third quarter.	
A4 - Scan inspection reports to PDF and attach in TrakIt to reduce amount of paper filing and provide public access to records by end of FY 2011.	
B1 – Adjust cap to allow for same day returns on minor violations when requested.	
B2 – Enforce re-inspection fees on building permits to assure jobs are ready prior to inspection request.	
B3 – Improve geographical grouping of inspections.	
B4 – Emphasize the grouping of inspections by inspector certification.	
C1 - Establish a “site plan compliance permit” for tracking unit comments and approvals for issuance of permits.	
C2 - Develop and implement a process to monitor construction progress.	
C3 - Develop standard procedures for incorporating site plan compliance into Certificate of Occupancy issuance/final permit approvals.	

See Budget Summaries Section, Page 51, for list of City Goals

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	1.20
Admin Support Spec Lvl 5	110054	3.90
Chief Development Officer	403250	1.00
City Communication Liaiso	401180	0.06
City Planner 4	110444	1.70
City Planner 5	110454	3.00
Comm Services Administrat	403630	0.30
Development Srvs Insp V	110554	12.00
Development Srvs Insp V	110555	2.00
Financial Mgr - Comm Serv	401500	0.36
Management Assistant	000200	0.33
Planning & Dev Prog & Proj Mgr	403240	1.00
Planning Manager	404110	0.90
Senior Application Spec	401050	0.23
<hr/>		
Total		<hr/> 27.98



COMMUNITY SERVICES AREA

OFFICE OF COMMUNITY DEVELOPMENT

The Office of Community Development is one of three service units in the Community Services Area. The office has been merged with its Washtenaw County counterpart, to provide streamlined service delivery within the City of Ann Arbor/Washtenaw County region. It has 4.17 City FTEs and 8 Washtenaw County FTEs that provide housing and human services support for low-income residents. This unit also provides housing rehabilitation for low-income residents and serves as support for the Housing and Human Services Advisory Board.

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CONTRIBUTIONS	22,147	35,657	8,000	43,000	23,000
INTERGOVERNMENTAL REVENUES	2,935,006	2,441,318	1,471,536	701,044	309,430
INVESTMENT INCOME	37,178	12,085	-	25,000	19,506
MISCELLANEOUS REVENUE	36,449	200,311	8,300	8,300	8,300
PRIOR YEAR SURPLUS	-	-	535,740	-	158,005
OPERATING TRANSFERS	189,996	484,996	125,000	25,000	-
Total	\$3,220,776	\$3,174,367	\$2,148,576	\$802,344	\$518,241

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	58,912	184,524	516,605	-	309,430
AFFORDABLE HOUSING (0070)	250,461	542,868	397,508	93,300	200,811
ANN ARBOR ASSISTANCE (0038)	7,147	5,657	21,613	8,000	8,000
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,342,398	1,022,766	654,428	418,350	-
HOME PROGRAM (0090)	1,561,858	1,418,552	558,422	282,694	-
350 S. FIFTH AVE PROJECT (0080)	-	-	-	-	-
Total	\$3,220,776	\$3,174,367	\$2,148,576	\$802,344	\$518,241

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	404,652	287,078	267,444	269,305	263,340
PAYROLL FRINGES/INSURANCE	245,750	231,676	217,481	220,435	233,408
OTHER SERVICES	506,954	417,866	662,145	631,952	332,352
MATERIALS & SUPPLIES	8,513	8,861	-	350	-
OTHER CHARGES	105,310	164,451	433,425	143,545	75,987
PASS THROUGHGS	159,996	415,635	-	-	-
CAPITAL OUTLAY	-	-	25,000	25,000	25,000
COMMUNITY DEVELOPMENT RECIPIENTS	3,939,412	3,583,524	2,713,094	2,409,913	1,360,744
Total	\$5,370,587	\$5,109,091	\$4,318,589	\$3,700,500	\$2,290,831

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	2,237,814	2,198,793	2,686,618	2,388,387	2,092,831
AFFORDABLE HOUSING (0070)	214,319	468,984	397,508	364,050	190,000
ANN ARBOR ASSISTANCE (0038)	14,203	-	21,613	21,613	8,000
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,342,394	1,022,764	654,428	590,385	-
HOME PROGRAM (0090)	1,561,857	1,418,550	558,422	336,065	-
Total	\$5,370,587	\$5,109,091	\$4,318,589	\$3,700,500	\$2,290,831

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
OFFICE OF COMMUNITY DEVELOPMENT	7.89	5.89	4.18	4.17
Total	7.89	5.89	4.18	4.17

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

REVENUES

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

EXPENSES

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

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

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

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

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units that utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$697,327 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Community Development	Manager:	Mary Jo Callan

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

Service Unit Measures	Status
A1. Create a set of system outcomes for homelessness and other human services by October 2009.	100% Complete
A2. Execute a community engagement process to get feedback and buy-in from service providers and other key stakeholders.	50% complete (work is underway)
A3. Gain approval/agreement to utilize common system outcomes from Community Funders by January 31, 2011	50% Complete (work is underway)
A4. Educate local nonprofits about the need for and utilization of common system outcomes to measure community impact of homelessness and other human services by April 1, 2010.	100% complete,
A5. Integrate Common System Outcomes into 2011 Human Services RFP.	50% Complete (work is underway)
B1. Provide ongoing support to Council to select site(s) for the development of 100 units of downtown supportive housing with on-site supports, including utilizing findings from the <i>Affordable Housing Needs Assessment</i> to provide contextual information for placement of these units, including:	Met with Courthouse Square management company and contacted ownership group for meeting. Continuing to explore alternative 60+ unit sites in or near the downtown.
B2. Presenting findings and overview of public	While 60+ unit sites have yet to

<p>input, and information on the three downtown site options to Council; (see status notes)</p>	<p>be identified, units for the intended population have been initiated or completed. Avalon has added 20 units of supportive housing on Pear Street, is moving to convert some or all of the WAHC units on Miller to supportive housing, and has received approval to develop 12 units of supportive housing at Near North.</p>
<p>B3. Creating a project management work team to develop an RFP/RFQ for site development; and</p>	<p>On Hold</p>
<p>B4. Review and evaluate project proposals/responses, and manage execution of project.</p>	<p>On Hold</p>
<p>C1. Complete Single Family rehabilitation projects within eight months from receipt of homeowner application.</p>	<p>Single Family Rehab projects are being completed within 7 ½ months from intake to the close of construction. This WIG will be ongoing goal for OCD.</p>
<p>D1. Execute marketing plan, including at least 20 broad-based activities such as broadcast emails, posts on jurisdictional websites, inclusion in jurisdictional newsletters, information or appearances on CTN, newspaper postings.</p>	<p>An information session on the housing rehabilitation programs was conducted at the Ann Arbor Senior Center in January 2010; a Twitter site was created for OCD; internet streaming advertisements with Ann Arbor Radio for the NSP homeowner acquisition programs have been in place since October 2009; an online advertisement for the housing rehabilitation program has been in place with the Ann Arbor Chronicle since October 2009.</p>

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Community Development	Manager:	Mary Jo Callan

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

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

See Budget Summaries Section, Page 51, for list of City Goals

COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	1.20
City Communication Liaiso	401180	0.05
Comm Services Administrat	403630	0.30
Financial Mgr - Comm Serv	401500	0.25
Housing Rehab Spec I	114051	1.00
Housing Rehab Spec II	114060	1.00
Management Assistant	000200	0.33
Senior Application Spec	401050	0.04
Total		4.17



COMMUNITY SERVICES AREA

PARKS & RECREATION SERVICES

Parks and Recreation Services is one of three service units in the Community Services Area. It has 19.92 FTEs and handles the functions of the parks administration and recreation facilities. Parks and Recreation administration is responsible for the policy development, park planning and improvements, parks and park shelter reservations and the Parks and Recreation Boards and Commissions. Recreation facilities include two golf courses, four pools, two ice rinks, two community centers, two canoe liveries, a senior center, a customer service office and rental facility, a public market, a science and nature education center and a historic farm site. The Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	2,849,622	3,113,403	3,237,314	3,141,887	3,505,657
CONTRIBUTIONS	195,691	14,206	64,000	30,500	37,000
INTERGOVERNMENTAL REVENUES	336,643	681,800	18,949	18,749	42,460
INVESTMENT INCOME	1,169,395	961,007	209,875	77,946	725,441
MISCELLANEOUS REVENUE	36,992	26,145	23,200	24,000	23,200
PRIOR YEAR SURPLUS	-	-	2,162,186	1,952,334	54,846
TAXES	3,452,031	3,467,930	1,038,607	1,040,467	984,599
OPERATING TRANSFERS	6,216,174	5,610,139	2,789,139	2,607,808	709,499
Total	\$14,256,548	\$13,874,630	\$9,543,270	\$8,893,691	\$6,082,702

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	2,076,179	2,100,385	2,212,277	2,057,012	2,413,588
GOLF ENTERPRISE (0047)	2,455,679	1,033,949	1,751,189	1,565,539	1,685,037
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	1,214,542	1,235,380	1,038,607	1,040,467	1,073,288
OPEN SPACE & PARKLAND PRESERVATION (0024)	7,374,815	8,657,169	1,952,334	2,000,000	289,405
OPEN SPACE & PARKLAND PRESERVATION (0029)	497,328	287,792	2,152,334	2,012,334	264,873
MARKET (0046)	163,156	120,677	150,775	168,287	172,923
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	261,094	327,216	56,207	-	64,086
SENIOR CENTER ENDOWMENT (0083)	-	3,524	10,000	2,000	45,245
PARKS MEMORIALS & CONTRIBUTIONS (0034)	165,573	65,168	64,000	30,500	41,400
BANDEMER PROPERTY (0025)	18,587	10,969	26,661	5,000	22,500
ART IN PUBLIC PLACES (0056)	-	6,624	6,052	6,052	7,425
OPEN SPACE ENDOWMENT (0041)	25,405	25,777	1,000	6,500	2,932
PARKS REPAIR AND RESTORATION MILLAGE (0006)	4,190	-	121,834	-	-
Total	\$14,256,548	\$13,874,630	\$9,543,270	\$8,893,691	\$6,082,702

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	2,405,788	2,338,933	2,352,101	2,446,862	2,337,515
PAYROLL FRINGES/INSURANCE	854,412	1,030,378	948,988	923,195	1,027,999
OTHER SERVICES	1,446,201	1,512,591	1,206,875	1,495,332	1,167,871
MATERIALS & SUPPLIES	398,461	420,131	446,568	363,510	406,442
OTHER CHARGES	809,938	886,723	1,560,896	975,974	784,373
PASS THROUGHGS	6,309,818	6,804,753	1,987,014	2,785,459	72,425
CAPITAL OUTLAY	7,184,306	3,236,816	2,535,950	2,032,109	836,053
VEHICLE OPERATING COSTS	50,709	44,349	60,212	49,512	50,030
Total	\$19,459,633	\$16,274,674	\$11,098,604	\$11,071,953	\$6,682,708

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	3,626,397	3,733,621	3,764,087	3,815,593	3,641,585
GOLF ENTERPRISE (0047)	1,316,937	1,588,327	1,719,047	1,681,287	1,662,855
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	361,072	503,357	1,165,691	291,550	1,044,558
MARKET (0046)	136,006	286,698	150,775	149,471	154,355
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	1,353,705	558,311	176,841	112,186	56,806
SENIOR CENTER ENDOWMENT (0083)	-	-	5,000	5,000	37,500
PARKS MEMORIALS & CONTRIBUTIONS (0034)	74,616	3,316	64,000	38,091	36,864
OPEN SPACE & PARKLAND PRESERVATION (0024)	7,945,645	4,227,611	1,952,334	3,023,970	25,685
BANDEMER PROPERTY (0025)	171,577	69,542	26,661	2,471	22,500
OPEN SPACE & PARKLAND PRESERVATION (0029)	4,356,793	5,239,217	1,952,334	1,952,334	-
PARKS REPAIR AND RESTORATION MILLAGE (0006)	116,885	64,674	121,834	-	-
Total	\$19,459,633	\$16,274,674	\$11,098,604	\$11,071,953	\$6,682,708

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
PARKS & RECREATION SERVICES	21.28	20.78	19.54	19.92
Total	21.28	20.78	19.54	19.92

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

REVENUES

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

Charges For Services – The increase is partially due to increases in certain fees at the pools, ice rinks, canoe liveries, athletic fields, and the Senior Center. Increased revenue is also a result of the Task Force recommendations for the Senior Center and Mack Pool.

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

Investment Income – The increase in investment income is due to the fact investment income was previously budgeted in finance; the total investment income for the funds has not changed.

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

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

EXPENSES

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

Other Charges – The decrease in costs for Other Charges is due to a decrease in charges from Information Technology Services Unit.

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

Capital Outlay – The decrease is attributable to a policy change whereas monies appropriated for land acquisitions will be appropriated at the time of Council approval. As purchases of

property and development rights are approved by Council funding will be appropriated as necessary.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City’s administrative and overhead costs to the service units that utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$1,605,827 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A. Use City Works to report and complete 90% of our maintenance needs for FY10.	Goal not met - 60% of maintenance requests done through City Works
B. Increase on-line registration by 10% in FY10 as compared to FY09 on-line registration numbers.	Increase of 5%, increased promotion of on-line registration capability
C. Distribute 3 communications a month on the use of Fund 71 in FY10.	Goal met or exceeded every month
D. Generate an annual total of \$25,000 in scholarship sponsorships in FY10.	Scholarship fund and program established, expect \$20,000 in revenue by end of FY10

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A – Conduct 2 facility wide surveys that focus on customer service, programming and condition of facilities and achieve a 90% or higher average rating.	
B – Update each facility website with new program/service information at least 1 time a month.	
C – Establish one additional communication as compared to FY10 for a total of 4 communications a month on the use of Fund 71 in FY11.	
D – Complete 5 scholarship fundraising/marketing events per year.	

See Budget Summaries Section, Page 51, for list of City Goals

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES**

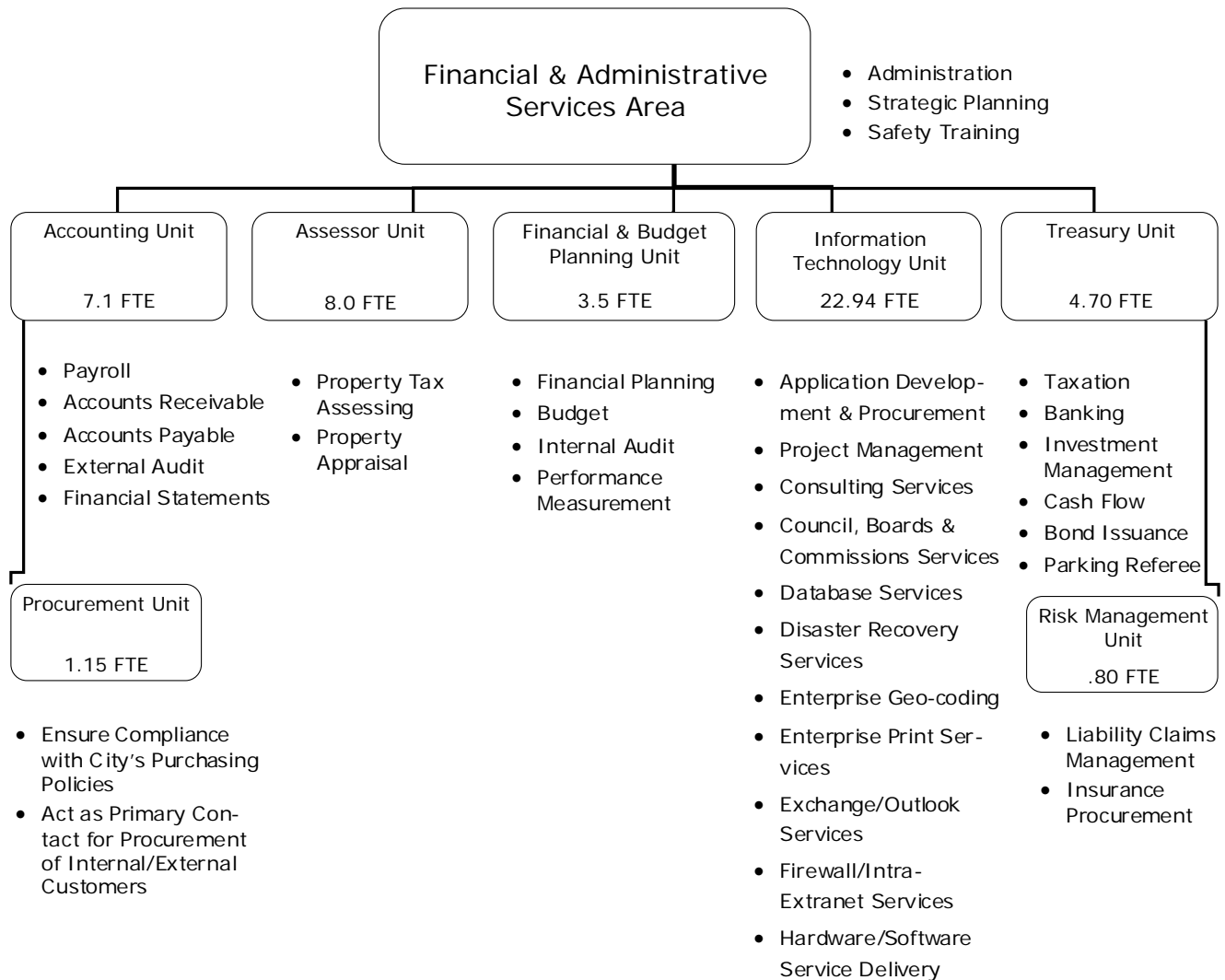
Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	0.60
Admin Support Spec Lvl 5	110054	1.08
City Communication Liaiso	401180	0.89
Comm Services Administrat	403630	0.40
Director of Golf	404120	1.00
Financial Mgr - Comm Serv	401500	0.37
Golf Maint & Ops Spec	117200	2.00
Landscape Architect II	401360	1.00
Management Assistant	000200	0.34
Market Manager	401430	1.00
Parks & Rec Services Mgr	403480	1.00
Parks & Rec Srv Dep Mgr	401270	1.00
Rec Facility Sup II	190124	4.00
Rec Facility Sup III	190134	2.00
Recreation Facility Sup I	190114	2.00
Senior Application Spec	401050	0.24
Volunteer & Outreach Coor	190100	1.00
Total		19.92



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area Organization Chart



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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
TREASURY SERVICES	227,669	41,746,717	42,078,940	42,326,979	40,406,127
RISK MANAGEMENT	20,635,979	25,458,834	27,801,411	25,762,017	27,303,683
FINANCIAL & BUDGET PLANNING	67,065,995	16,714,662	18,824,876	15,406,734	16,134,368
INFORMATION TECHNOLOGY	6,982,349	6,451,458	7,509,952	6,649,952	6,376,902
PROCUREMENT	56,665	50,312	40,000	42,400	40,000
ASSESSOR	4,685	4,392	-	2,529	-
ACCOUNTING	(1,494)	94,377	-	-	-
Total	\$94,971,848	\$90,520,752	\$96,255,179	\$90,190,611	\$90,261,080

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	67,206,809	58,475,331	60,182,774	57,747,342	55,807,695
INSURANCE (0057)	20,635,979	25,458,834	27,801,411	25,762,017	27,303,683
INFORMATION TECHNOLOGY (0014)	6,982,349	6,451,458	7,509,952	6,649,952	6,376,902
ECONOMIC DEVELOPMENT (0045)	69,900	80,447	729,742	-	750,000
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	76,811	61,000	24,000	24,000	21,000
GENERAL DEBT SERVICE (0035)	-	(6,318)	7,300	7,300	1,800
Total	\$94,971,848	\$90,520,752	\$96,255,179	\$90,190,611	\$90,261,080

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses By Service Unit

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INFORMATION TECHNOLOGY	5,790,247	6,088,747	6,885,949	6,472,815	6,299,188
RISK MANAGEMENT	2,852,573	6,104,991	4,955,199	2,464,821	4,178,323
FINANCIAL & BUDGET PLANNING	1,635,653	1,755,294	1,900,741	1,609,582	1,749,183
ASSESSOR	847,847	881,702	934,376	934,376	932,364
ACCOUNTING	777,773	784,820	809,762	809,762	737,431
TREASURY SERVICES	590,819	608,911	605,505	605,505	603,934
PROCUREMENT	651,785	574,430	435,472	435,472	354,067
Total	\$13,146,697	\$16,798,895	\$16,527,004	\$13,332,333	\$14,854,490

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INFORMATION TECHNOLOGY (0014)	5,790,247	6,088,747	6,885,949	6,472,815	6,299,188
INSURANCE (0057)	2,852,573	6,104,991	4,955,199	2,464,821	4,178,323
GENERAL (0010)	4,102,369	4,093,114	3,956,114	3,868,755	3,626,979
ECONOMIC DEVELOPMENT (0045)	380,125	484,125	729,742	525,942	750,000
SEWAGE DISPOSAL SYSTEM (0043)	9,823	15,750	-	-	-
WATER SUPPLY SYSTEM (0042)	1,065	5,863	-	-	-
OPEN SPACE & PARKLAND					
PRESERVATION (0029)	8,655	4,796	-	-	-
ELIZABETH R DEAN TRUST (0055)	1,840	1,509	-	-	-
Total	\$13,146,697	\$16,798,895	\$16,527,004	\$13,332,333	\$14,854,490

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
ACCOUNTING	8.10	8.10	7.60	7.10
ASSESSOR	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	4.50	4.50	3.50
INFORMATION TECHNOLOGY	22.75	22.75	22.62	22.94
PROCUREMENT	1.15	1.15	1.15	1.15
RISK MANAGEMENT	0.65	0.65	0.75	0.80
TREASURY SERVICES	5.35	5.35	4.75	4.70
Total	50.50	50.50	49.37	48.19





FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INVESTMENT INCOME	(1,507)	94,264	-	-	-
MISCELLANEOUS REVENUE	13	113	-	-	-
Total	(\$1,494)	\$94,377	\$	\$	\$

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	(1,494)	94,377	-	-	-
Total	(\$1,494)	\$94,377	\$	\$	\$

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	482,874	490,332	484,754	484,754	434,017
PAYROLL FRINGES/INSURANCE	168,372	186,118	208,411	208,411	196,637
OTHER SERVICES	28,718	26,407	23,605	23,605	8,605
MATERIALS & SUPPLIES	7,322	6,886	6,500	6,500	6,500
OTHER CHARGES	90,073	75,077	86,492	86,492	91,672
CAPITAL OUTLAY	414	-	-	-	-
Total	\$777,773	\$784,820	\$809,762	\$809,762	\$737,431

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	777,773	784,820	809,762	809,762	737,431
Total	\$777,773	\$784,820	\$809,762	\$809,762	\$737,431

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
ACCOUNTING	8.10	8.10	7.60	7.10
Total	8.10	8.10	7.60	7.10

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

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

Payroll Fringes - The FY 2011 increase in costs is associated with a reduction of .50 FTE.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged \$315,744 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 -Request for Proposal development by 7/31/2009	Completed by 7/31/2009
A2 -System selection by 8/30/2009	Completed by 10/31/2009
A3 -Planning Phase & Council Approval by 9/30/2009	Completed by 12/31/2009
A4 -Implementation Phase Completed by 3/31/2010	Completed by 2/28/2010
A5 -Final testing and training completed by 4/30/2010	To be completed by 6/20/10
A6 -Go-live by 5/31/2010	Go live by 7/5/2010
B1 -Complete workpapers by 9/15/2009	Completed
B2 -Complete Fund Statements by 9/30/2009	Completed
B3 -Draft CAFR to Auditors by 10/15/2009	Completed
B4 -Publish CAFR by 10/31/2009	Completed
B5 -Deliver CAFR to City Council by 11/17/2009	Completed
C -Completion of project by 11/01/2009	Project combined with A
D -Completion of project by 6/30/2010	To be completed on time
E -Completion of project by 8/31/2009	Project combined with A
F -Completion of project TBD based on IT	Project combined with A
G -Completion of project by 6/30/2010	To be completed on time

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Implement a new/upgraded enterprise-wide, web-based budget system to provide better functionality, improve customer service and assist in developing potential local government collaboration opportunities.	1, 2, 3
B. Complete the annual audit by November 1, 2010.	1
C. Assist with the implementation of a collection process with respect to Accounts Receivable to improve revenue collection.	1

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

See Budget Summaries Section, Page 51, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Accountant I	401450	1.00
Accountant II	401440	2.00
Accounting Services Mgr	401280	0.35
Admin Support Spec Lvl 5	110054	3.75
Total		7.10



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
MISCELLANEOUS REVENUE	685	3,392	-	529	-
TAXES	4,000	1,000	-	2,000	-
Total	\$4,685	\$4,392	\$	\$2,529	\$

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	4,685	4,392	-	2,529	-
Total	\$4,685	\$4,392	\$	\$2,529	\$

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	522,862	530,305	534,468	534,468	533,216
PAYROLL FRINGES/INSURANCE	212,587	235,752	267,328	267,328	288,904
OTHER SERVICES	31,196	29,463	33,500	33,500	20,500
MATERIALS & SUPPLIES	4,051	2,723	3,300	3,300	3,300
OTHER CHARGES	77,151	83,459	95,780	95,780	86,444
Total	\$847,847	\$881,702	\$934,376	\$934,376	\$932,364

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	847,847	881,702	934,376	934,376	932,364
Total	\$847,847	\$881,702	\$934,376	\$934,376	\$932,364

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
ASSESSOR	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00

**FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT**

EXPENSES

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

Other Services – The decrease is due to a decrease in the budget for Printing and Conferences Training and Travel.

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

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged \$373,952 in FY 11.

FY 2010	
GOALS AND PERFORMANCE MEASURES	

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 3	110034	1.00
Admin Support Spec Lvl 5	110054	1.00
Assessor Services Manager	403220	1.00
Chief Appraiser	403430	1.00
Real Property Appraiser I	119181	3.00
Senior Appraiser	401260	1.00
Total		8.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

The Financial & Budget Planning Service Unit is responsible for strategic financial planning, coordination of the annual budget process, internal audit, supporting economic development initiatives and acting as a resource for Citywide issues related to financial management.

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

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	1,600,833	1,661,648	2,317,361	2,255,369	2,144,142
FINES & FORFEITS	144	168	-	-	-
INTERGOVERNMENTAL REVENUES	10,735,004	10,716,996	10,827,062	9,149,332	9,157,140
INTRA GOVERNMENTAL SALES	-	2,773,752	3,181,635	3,181,635	3,259,689
INVESTMENT INCOME	3,182,064	1,593,715	1,754,076	805,398	808,397
MISCELLANEOUS REVENUE	401,095	(98,246)	15,000	15,000	15,000
PRIOR YEAR SURPLUS	-	-	729,742	-	750,000
TAXES	51,146,855	66,629	-	-	-
Total	\$67,065,995	\$16,714,662	\$18,824,876	\$15,406,734	\$16,134,368

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	66,919,284	16,579,533	18,063,834	15,375,434	15,361,568
ECONOMIC DEVELOPMENT (0045)	69,900	80,447	729,742	-	750,000
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	76,811	61,000	24,000	24,000	21,000
GENERAL DEBT SERVICE (0035)	-	(6,318)	7,300	7,300	1,800
Total	\$67,065,995	\$16,714,662	\$18,824,876	\$15,406,734	\$16,134,368

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

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	368,195	384,283	378,726	279,710	314,760
PAYROLL FRINGES/INSURANCE	581,429	625,751	594,288	594,288	556,829
OTHER SERVICES	507,996	652,818	768,705	564,905	350,055
MATERIALS & SUPPLIES	2,733	2,150	3,200	3,200	3,200
OTHER CHARGES	89,837	90,292	51,080	62,737	524,339
PASS THROUGHGS	-	-	104,742	104,742	-
CAPITAL OUTLAY	85,463	-	-	-	-
Total	\$1,635,653	\$1,755,294	\$1,900,741	\$1,609,582	\$1,749,183

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	1,234,145	1,243,251	1,170,999	1,083,640	999,183
ECONOMIC DEVELOPMENT (0045)	380,125	484,125	729,742	525,942	750,000
SEWAGE DISPOSAL SYSTEM (0043)	9,823	15,750	-	-	-
WATER SUPPLY SYSTEM (0042)	1,065	5,863	-	-	-
OPEN SPACE & PARKLAND					
PRESERVATION (0029)	8,655	4,796	-	-	-
ELIZABETH R DEAN TRUST (0055)	1,840	1,509	-	-	-
Total	\$1,635,653	\$1,755,294	\$1,900,741	\$1,609,582	\$1,749,183

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
FINANCIAL & BUDGET PLANNING	4.50	4.50	4.50	3.50
Total	4.50	4.50	4.50	3.50

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

REVENUES

Intergovernmental revenues – Decrease in FY 2011 is a result of State of Michigan reductions to State Shared Revenues.

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

Investment Income – Decreases in FY 2010 Forecasted and FY 2011 Request are due to a decrease in current and projected market investment rates and lower investable fund balance.

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

Prior Year Surplus – This is all attributable to the Economic Development Fund, which has planned for increased activities in FY 2011.

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

EXPENSES

Personnel Services - The FY 2011 decrease is due to a reduction of one FTE.

Payroll Fringes - The FY 2011 decrease is due to a reduction of one FTE.

Other Services – The decrease in FY 2011 is attributable to the reduction of expenditures for professional and consulting services and shifting Economic Development expenditures from other services to other charges.

Other Charges – The increase in FY 2011 is attributable to shifting Economic Development expenditures from other services to other charges.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Financial and Budget Planning Services Unit would be charged \$327,372 in FY 2011.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - Number of internal control reviews completed.	Completed 3
B - 80% of managers report full year forecasted variances at monthly meetings.	Target met
C1 - 80% of timelines completed within 1 week of due date.	Target met
C2 - Receive the GFOA award.	On target
D - TBD.	Deferred
E - TBD.	Deferred

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - Number of internal control reviews completed.	
B - 80% of managers report full year forecasted variances at monthly meetings.	
C1 - 80% of timelines completed within 1 week of due date.	
C2 - Receive the GFOA award.	
D - TBD.	
E - TBD.	
F - Implementation to be completed by June 30, 2011.	

See Budget Summaries Section, Page 51, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Financial & Admin Area Ad	403520	1.00
Financial Manager	401560	1.00
Risk Spec/Assistant To CFO	401100	0.50
Senior Fin Spec-Forecast	403870	1.00
Total		3.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INVESTMENT INCOME	252,148	201,481	120,420	120,420	-
MISCELLANEOUS REVENUE	-	41,353	-	-	-
PRIOR YEAR SURPLUS	-	-	860,000	-	101,536
OPERATING TRANSFERS	6,730,201	6,208,624	6,529,532	6,529,532	6,275,366
Total	\$6,982,349	\$6,451,458	\$7,509,952	\$6,649,952	\$6,376,902

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INFORMATION TECHNOLOGY (0014)	6,982,349	6,451,458	7,509,952	6,649,952	6,376,902
Total	\$6,982,349	\$6,451,458	\$7,509,952	\$6,649,952	\$6,376,902

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	1,614,045	1,765,521	1,753,888	1,753,888	1,786,192
PAYROLL FRINGES/INSURANCE	747,459	890,594	916,971	916,971	944,954
OTHER SERVICES	1,939,466	2,082,657	2,683,375	2,352,741	1,665,854
MATERIALS & SUPPLIES	21,040	47,310	20,000	20,000	20,000
OTHER CHARGES	759,395	865,614	1,340,411	1,357,911	1,870,122
PASS THROUGHGS	8,316	17,266	8,316	8,316	8,316
CAPITAL OUTLAY	700,526	419,785	162,988	62,988	3,750
Total	\$5,790,247	\$6,088,747	\$6,885,949	\$6,472,815	\$6,299,188

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INFORMATION TECHNOLOGY (0014)	5,790,247	6,088,747	6,885,949	6,472,815	6,299,188
Total	\$5,790,247	\$6,088,747	\$6,885,949	\$6,472,815	\$6,299,188

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
INFORMATION TECHNOLOGY	22.75	22.75	22.62	22.94
Total	22.75	22.75	22.62	22.94

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

REVENUES

The projected revenues to the IT Services Fund for FY 11 are \$6,376,902. Of that amount, \$101,536 is derived from the use of Fund Balance and \$6,275,366 is IT Service Charges reimbursed by City Service Areas, Service Units and Agencies that are supported by the IT Service Unit.

EXPENSES

Personnel Services – The increase is due to the allocation of positions to IT projects.

Payroll Fringes – The FY 2011 costs is associated with increases in pension funding and medical insurance.

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

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 – Draft & finalize City/County Information Technology Plan by July 30, 2009.	Draft Completed
A2 – Complete first two infrastructure collaboration projects with Washtenaw County by June 30, 2010.	Complete
A3 – Develop enterprise strategy and policies around publication of and access to a City Data Catalog by September 30, 2009; Initial release of City Data Catalog by December 30, 2009.	Complete
B1 –Support City’s Web 2.0 strategy by deploying required website enhancements, like RSS, by December 30, 2009.	Complete
B2 – Developing strategy around and deploying Web 2.0 enhancements to A2central by June 30, 2010.	Complete
C1 – Develop and promote online user communities to support the use of Microsoft Office Suite and other enterprise-wide software packages by September 30, 2009.	Complete
C2 – Deliver second release of Business Intelligence and Dashboard applications by June 30, 2010.	Not Started
D1 – Implement processes to manage application licensing by June 30, 2010.	Not Started
E1 – Manage the successful implementation of water utilities wireless security network within scope and budget as agreed to by the City’s Water Superintendent.	On Going
E2 – Develop and Implement an IT Security Policy by June 30, 2010.	On Going
E3 – Upgrade network perimeter and security infrastructure by December 30, 2009.	Not Started
F1 – Leverage enterprise license purchase of Cityworks by delivering line-of-business Cityworks service request/work order business processes by June 30, 2010.	On Going
F2 – Develop business case, RFP, chose vendor and begin implementation of new financial system by June 30, 2010.	Complete
F3 – Complete second phase of Content Management Program by June 30, 2010	On Going
G1 – Partner with city service areas, agencies and local businesses leading improvements in technology procurement, operation, recovery, reuse and recycling practices holding at least one public event before June 30, 2010.	Complete

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011
SERVICE UNIT GOALS AND PERFORMANCE MEASURES

Service Area:	Financial and Administrative	Area Administrator:	Tom Crawford
Service Unit:	Information Technology	Manager:	Dan Rainey

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

Service Unit Measures	Status
A1 – Upgrade Altiris Helpdesk ticketing system or move to the Washtenaw County ticketing system and use of SMS by June 30, 2011.	
A2 – Develop standard services catalog, identifying costs and service levels for common services, and attract at least one local unit of government as a customer by June 30, 2011.	
A3 - Release Version 2.0 of the City’s Data Catalog offering additional data sets by December 31, 2010.	
B1 –Move to one common phone number for City-County Helpdesk by December 30, 2010.	
C1 – Move combined City-County datacenter to new PD/Court/IT Facility by December 15 th 2010.	
C2 – Move IT Staff into new PD/Court/IT Facility by December 15 th 2010.	
C3 - Implement an Audio/Video Court Recording System and an Electronic Docket Display System for the 15 th District Court by March 31, 2011.	
D1 – Implement top three recommended high-value City-County IT projects as defined in joint City-County IT Strategic Plan by June 30, 2011.	
E1 – Manage the successful implementation of water utilities wireless security network within scope and budget as agreed to by the City’s Water Superintendent by October 30, 2010.	
E2 – Upgrade network perimeter and security infrastructure by June 30, 2011.	
F1 - Implementation of New World financial system by July 5, 2010.	
F2 – City-County Helpdesk’s begin to share staff for backup and sustainability purposes by November 30, 2011.	
F3 – Complete Content Management Pilot Program by March 30, 2010	
G1 – Partner with city service areas, agencies and local businesses leading improvements in technology procurement, operation, recovery, reuse and recycling practices holding at least one public event before June 30, 2011.	

See Budget Summaries Section, Page 51, for list of City Goals

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Accounting Services Mgr	401280	0.50
Applications Delivery Mgr	403540	1.00
Database Administrator	403510	1.00
GIS Manager	401240	1.00
Infrastructure Support Ad	401600	4.00
ITSD Director	403700	1.00
Project Delivery Manager	403570	2.00
Senior Application Spec	401050	8.44
Senior Infrastructure Spe	401130	4.00
Total		22.94



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 FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INTRA GOVERNMENTAL SALES	51,790	45,812	40,000	40,000	40,000
MISCELLANEOUS REVENUE	4,875	4,500	-	2,400	-
Total	\$56,665	\$50,312	\$40,000	\$42,400	\$40,000

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	56,665	50,312	40,000	42,400	40,000
Total	\$56,665	\$50,312	\$40,000	\$42,400	\$40,000

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	73,149	74,411	72,921	72,921	74,532
PAYROLL FRINGES/INSURANCE	28,754	32,131	36,345	36,345	40,206
OTHER SERVICES	352,198	299,727	107,000	107,000	99,530
MATERIALS & SUPPLIES	187,916	159,427	209,000	209,000	129,608
OTHER CHARGES	9,768	8,734	10,206	10,206	10,191
Total	\$651,785	\$574,430	\$435,472	\$435,472	\$354,067

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	651,785	574,430	435,472	435,472	354,067
Total	\$651,785	\$574,430	\$435,472	\$435,472	\$354,067

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
PROCUREMENT	1.15	1.15	1.15	1.15
Total	1.15	1.15	1.15	1.15

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

EXPENSES

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

Materials & Supplies – The decrease in costs is associated with reduced postage. Due to the implementation of online vendor payments and better use of email and Internet technology, monthly charges have been reduced significantly for a projected annual savings of \$79,000.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$27,157 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 -Request for Proposal development by 7/31/2009	Completed by 7/31/2009
A2 -System selection awarded by 8/30/2009	Completed by 10/31/2009
B1 - Implementation phase completed by 3/31/2010	Completed by 2/28/2010
B2 - Final testing and training completed by 4/30/2010	To be completed by 6/20/10
B3 - Go live by 5/31/2010	Go live by 7/5/2010
C1 –Completion of project by 6/30/2010	Completed

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 - Completion of project by 6/30/2011	
B1 - Completion of project by 6/30/2011	
C1 - Completion of project by 6/30/2011	

See Budget Summaries Section, Page 51, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Accounting Services Mgr	401280	0.15
Admin Support Spec Lvl 5	110054	1.00
Total		1.15



FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CONTRIBUTIONS	209,944	322,443	83,069	158,188	90,426
INVESTMENT INCOME	543,979	402,256	100,000	-	10,000
MISCELLANEOUS REVENUE	337,868	-	-	-	-
PRIOR YEAR SURPLUS	-	-	2,000,000	-	1,300,000
OPERATING TRANSFERS	19,544,188	24,734,135	25,618,342	25,603,829	25,903,257
Total	\$20,635,979	\$25,458,834	\$27,801,411	\$25,762,017	\$27,303,683

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INSURANCE (0057)	20,635,979	25,458,834	27,801,411	25,762,017	27,303,683
Total	\$20,635,979	\$25,458,834	\$27,801,411	\$25,762,017	\$27,303,683

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	41,853	43,851	52,488	52,488	56,232
PAYROLL FRINGES/INSURANCE	57,551	74,578	73,918	73,918	78,618
OTHER SERVICES	135,529	505,117	609,711	619,444	614,965
MATERIALS & SUPPLIES	-	6	4,000	4,000	4,000
OTHER CHARGES	2,617,640	1,681,439	2,215,082	1,714,971	2,124,508
PASS THROUGHGS	-	3,800,000	2,000,000	-	1,300,000
Total	\$2,852,573	\$6,104,991	\$4,955,199	\$2,464,821	\$4,178,323

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INSURANCE (0057)	2,852,573	6,104,991	4,955,199	2,464,821	4,178,323
Total	\$2,852,573	\$6,104,991	\$4,955,199	\$2,464,821	\$4,178,323

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
RISK MANAGEMENT	0.65	0.65	0.75	0.80
Total	0.65	0.65	0.75	0.80

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

REVENUES

Operating Transfers – The FY 11 increase represents the additional funding needed for projected increases in health insurance premiums, VEBA contributions and retirement contributions.

EXPENSES

Pass Throughs – The FY 11 budget represents the final operating transfer for PD/Court facility funding.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Risk Spec/Asstant To CFO	401100	0.50
Treasury Services Manager	403310	0.30
Total		0.80



FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	-	-	97,321	97,321	93,050
FINES & FORFEITS	215,649	210,380	215,420	215,420	221,882
MISCELLANEOUS REVENUE	12,020	68,379	7,000	7,386	7,000
TAXES	-	41,467,958	41,759,199	42,006,852	40,084,195
Total	\$227,669	\$41,746,717	\$42,078,940	\$42,326,979	\$40,406,127

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	227,669	41,746,717	42,078,940	42,326,979	40,406,127
Total	\$227,669	\$41,746,717	\$42,078,940	\$42,326,979	\$40,406,127

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	346,631	310,318	309,239	309,239	304,636
PAYROLL FRINGES/INSURANCE	128,041	145,505	158,011	158,011	162,225
OTHER SERVICES	44,609	57,456	38,450	38,450	32,150
MATERIALS & SUPPLIES	15,181	25,343	27,700	27,700	28,200
OTHER CHARGES	56,357	70,289	72,105	72,105	76,723
Total	\$590,819	\$608,911	\$605,505	\$605,505	\$603,934

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	590,819	608,911	605,505	605,505	603,934
Total	\$590,819	\$608,911	\$605,505	\$605,505	\$603,934

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
TREASURY SERVICES	5.35	5.35	4.75	4.70
Total	5.35	5.35	4.75	4.70

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Taxes – General Fund property taxes are forecasted to decrease by 4.1% from Fiscal Year 2010 to Fiscal Year 2011.

EXPENSES

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

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 \$252,947 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

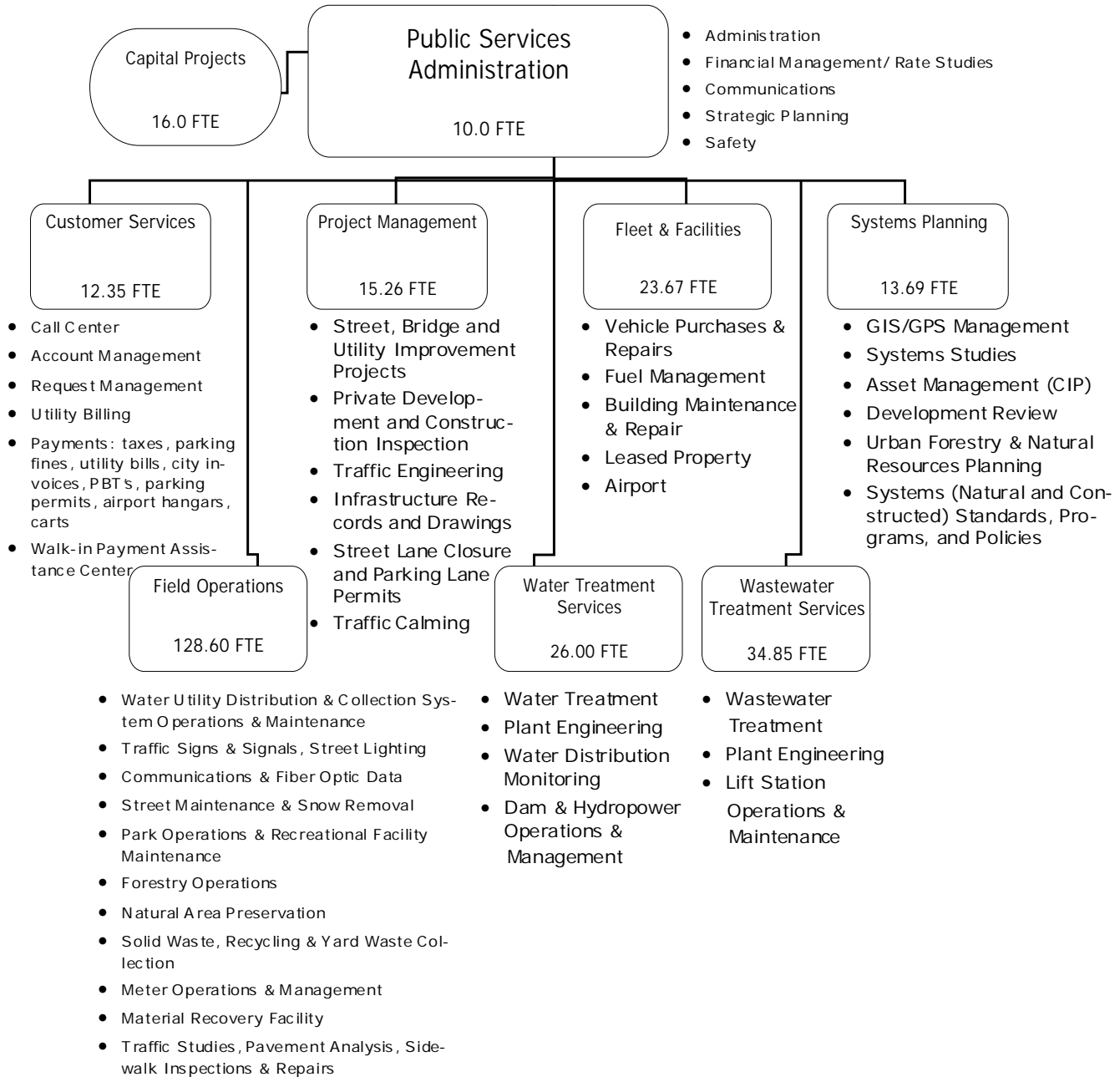
Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 5	110054	1.00
Asst Treasury Srvs Mgr	401090	1.00
Parking Referee	401200	2.00
Treasury Services Manager	403310	0.70
Total		4.70



PUBLIC SERVICES AREA

Public Services Area Organization Chart



The Public Services Area is comprised of eight Service Area Units: Administration, Customer Services, Fleet & Facilities, Project Management, Systems Planning, Field Operations, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: Customer Service Center, City Fleet Vehicles, Solid Waste and Recycling, Material Recovery Facility, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, Traffic Calming and Airport. *Note: Capital Projects is not a Service Unit. It represents the partial FTE allocations to support the design and management of capital projects.

PUBLIC SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CAPITAL PROJECTS	4,843,569	4,281,818	4,146,563	4,441,632	51,456,993
CUSTOMER SERVICES	44,537,407	42,801,912	48,051,463	45,126,030	45,633,570
ADMINISTRATION	29,118,698	28,696,529	29,315,734	31,303,431	31,113,729
FIELD OPERATIONS	16,239,719	14,770,744	18,846,128	17,262,312	17,875,619
FLEET & FACILITIES	8,948,206	9,624,105	10,445,573	7,477,025	8,873,676
PROJECT MANAGEMENT	2,638,756	3,076,668	2,402,025	2,537,975	2,368,076
WATER TREATMENT SERVICES	371,376	536,371	353,352	510,022	334,000
SYSTEMS PLANNING	715,214	152,407	448,116	405,988	300,925
WASTEWATER TREATMENT SERVICES	250,995	251,831	253,000	253,884	253,000
ENVIRONMENTAL COORDINATION	2,188	8,809	-	-	-
Total	\$107,666,128	\$104,201,194	\$114,261,954	\$109,318,299	\$158,209,588

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWER BOND PENDING SERIES (0088)	-	-	-	-	38,334,103
WATER SUPPLY SYSTEM (0042)	22,828,427	22,703,923	23,280,375	22,395,698	22,271,893
SEWAGE DISPOSAL SYSTEM (0043)	22,432,507	22,090,771	23,118,755	22,746,722	22,205,502
SOLID WASTE (0072)	13,961,060	13,355,823	16,795,526	16,263,820	15,491,887
STREET REPAIR MILLAGE (0062)	13,504,702	11,148,483	12,105,968	12,378,094	13,798,281
FLEET SERVICES (0012)	7,514,940	8,159,696	9,585,582	6,715,585	8,065,536
MAJOR STREET (0021)	7,442,228	6,814,912	7,283,071	7,119,966	6,904,884
STORMWATER SEWER SYSTEM (0069)	5,176,718	5,517,487	5,299,089	5,966,268	5,623,989
WATER BOND PENDING SERIES (0089)	-	-	-	-	5,223,000
2005-06 STORMWATER BOND (0082)	-	-	-	-	4,506,299
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	4,086,256	4,103,805	4,276,919	4,276,919	4,133,703
PROJECT MANAGEMENT (0049)	2,642,545	2,980,303	3,673,638	3,794,588	3,676,238
LOCAL STREET (0022)	1,902,071	1,819,202	1,827,387	1,832,387	1,751,741
CENTRAL STORES (0011)	1,448,139	1,273,553	1,564,194	1,564,194	1,607,715
AIRPORT (0048)	793,965	894,229	859,991	761,440	808,140
GENERAL (0010)	803,989	1,074,186	1,394,381	1,019,510	758,227
METRO EXPANSION (0036)	380,493	345,084	720,000	435,000	635,000
ENERGY PROJECTS (0002)	577,510	41,944	668,194	281,758	620,614
ALTERNATIVE TRANSPORTATION (0061)	407,764	401,424	250,523	295,523	616,173
WHEELER CENTER (0058)	452,950	461,777	843,355	848,155	525,584
ART IN PUBLIC PLACES (0056)	313,975	576,600	433,828	433,828	443,788
ELIZABETH R DEAN TRUST (0055)	161,306	206,774	95,060	95,060	95,063
PARKS REPAIR AND RESTORATION MILLAGE (0006)	55,223	2,009	138,452	66,857	83,803
SIDEWALK IMPROVEMENT FUND (0091)	25,492	27,354	20,809	20,809	22,225
CEMETERY PERPETUAL CARE (0054)	7,114	3,498	6,200	6,200	6,200
PARKS SERVICE HEADQUARTERS (0015)	439	(70)	20,657	-	-
TREE REMOVAL AND DISPOSAL FUND (0079)	693,050	184,441	-	-	-
PARKING SYSTEM (0044)	6,061	-	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	47,204	13,986	-	(82)	-
Total	\$107,666,128	\$104,201,194	\$114,261,954	\$109,318,299	\$158,209,588

PUBLIC SERVICES AREA

Expenses By Service Unit

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CAPITAL PROJECTS	11,553,480	4,411,331	7,696,998	72,179,934	65,151,214
FIELD OPERATIONS	31,810,419	34,015,578	37,639,971	37,025,391	37,050,349
ADMINISTRATION	15,955,026	20,473,765	24,896,798	24,044,065	23,417,855
FLEET & FACILITIES	8,748,870	8,661,041	11,728,584	11,334,023	10,325,106
WASTEWATER TREATMENT SERVICES	7,028,875	7,291,126	7,606,614	7,484,548	8,017,188
WATER TREATMENT SERVICES	7,541,383	7,322,153	7,934,367	7,291,732	7,651,591
PROJECT MANAGEMENT	2,462,390	2,602,693	3,016,923	3,038,482	2,932,880
SYSTEMS PLANNING	2,377,536	2,352,078	2,829,011	2,525,170	2,560,829
CUSTOMER SERVICES	1,928,686	1,826,124	2,005,961	1,851,011	1,907,314
ENVIRONMENTAL COORDINATION	2,188	8,809	-	-	-
Total	\$89,408,853	\$88,964,698	\$105,355,227	\$166,774,356	\$159,014,326

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWER BOND PENDING SERIES (0088)	-	-	-	28,261,759	38,334,103
WATER SUPPLY SYSTEM (0042)	18,311,811	19,616,807	21,515,542	20,703,664	19,752,622
SEWAGE DISPOSAL SYSTEM (0043)	14,345,849	16,879,128	18,253,501	18,142,751	19,297,651
SOLID WASTE (0072)	12,551,790	13,162,302	13,288,344	18,619,914	15,442,219
STREET REPAIR MILLAGE (0062)	6,371,700	3,206,886	7,780,802	12,000,325	13,798,281
FLEET SERVICES (0012)	6,032,328	5,962,917	9,586,032	9,282,439	8,061,805
GENERAL (0010)	7,811,265	8,691,107	8,561,631	7,882,611	7,756,097
MAJOR STREET (0021)	8,529,101	7,157,373	7,205,871	7,291,021	6,891,127
STORMWATER SEWER SYSTEM (0069)	3,985,018	3,251,440	3,686,952	5,010,971	5,246,785
WATER BOND PENDING SERIES (0089)	-	-	-	12,670,795	5,223,000
2005-06 STORMWATER BOND (0082)	-	-	-	12,222,030	4,506,299
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	3,277,658	3,397,509	4,276,919	4,044,557	4,129,046
PROJECT MANAGEMENT (0049)	2,067,397	2,137,772	3,673,638	3,671,176	3,643,786
LOCAL STREET (0022)	1,984,105	1,574,127	1,827,350	1,827,350	1,751,596
CENTRAL STORES (0011)	1,298,879	1,291,988	1,564,194	1,564,194	1,607,225
AIRPORT (0048)	743,550	855,532	837,374	762,681	797,196
METRO EXPANSION (0036)	198,638	206,956	700,484	435,000	635,000
ALTERNATIVE TRANSPORTATION (0061)	503,242	162,577	195,524	260,145	599,488
WHEELER CENTER (0058)	449,053	441,034	843,355	843,355	525,584
ART IN PUBLIC PLACES (0056)	4,961	30,747	429,998	421,698	451,213
ENERGY PROJECTS (0002)	228,202	163,793	668,194	668,194	180,614
INSURANCE (0057)	175,052	145,240	179,544	-	180,087
ELIZABETH R DEAN TRUST (0055)	73,180	109,889	95,060	95,060	95,033
PARKS REPAIR AND RESTORATION MILLAGE (0006)	91,698	460,000	138,452	66,857	83,803
SIDEWALK IMPROVEMENT FUND (0091)	58,502	32,035	20,809	20,809	19,666
CEMETERY PERPETUAL CARE (0054)	3,000	3,000	5,000	5,000	5,000
PARKS SERVICE HEADQUARTERS (0015)	45,965	10,519	20,657	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	47,204	13,986	-	-	-
TREE REMOVAL AND DISPOSAL FUND (0079)	218,775	34	-	-	-
PARKING SYSTEM (0044)	930	-	-	-	-
Total	\$89,408,853	\$88,964,698	\$105,355,227	\$166,774,356	\$159,014,326

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
ADMINISTRATION	12.00	12.00	11.00	10.00
CAPITAL PROJECTS	13.46	13.26	17.17	16.00
CUSTOMER SERVICES	13.75	13.75	13.00	12.35
FIELD OPERATIONS	132.80	132.30	135.18	128.60
FLEET & FACILITIES	26.15	26.15	23.93	23.67
PROJECT MANAGEMENT	17.69	17.69	15.31	15.26
SYSTEMS PLANNING	12.70	13.40	13.64	13.69
WASTEWATER TREATMENT SERVICES	35.48	35.48	34.98	34.85
WATER TREATMENT SERVICES	26.22	26.22	26.12	26.00
Total	290.25	290.25	290.33	280.42





PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes \$62 million in capital improvements for roads, water and sewer infrastructure, and the municipal facility improvements. There are 16.0 FTEs allocated to Capital Project management.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	10,243	13,760	1,551,762	1,551,762	1,470,489
CONTRIBUTIONS	90,726	2,226,805	-	-	-
INTERGOVERNMENTAL REVENUES	164,818	57,413	-	154,945	-
INVESTMENT INCOME	1,292,427	1,491,679	-	-	-
MISCELLANEOUS REVENUE	-	7,730	-	-	-
SALE OF BONDS	-	-	-	-	48,063,402
PRIOR YEAR SURPLUS	-	-	4,097,749	2,200,000	1,836,408
OPERATING TRANSFERS	3,285,355	484,431	(1,502,948)	534,925	86,694
Total	\$4,843,569	\$4,281,818	\$4,146,563	\$4,441,632	\$51,456,993

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWER BOND PENDING SERIES (0088)	-	-	-	-	38,334,103
WATER BOND PENDING SERIES (0089)	-	-	-	-	5,223,000
2005-06 STORMWATER BOND (0082)	-	-	-	-	4,506,299
PROJECT MANAGEMENT (0049)	-	-	1,530,953	1,530,953	1,448,264
SOLID WASTE (0072)	-	-	2,200,000	2,200,000	977,000
ALTERNATIVE TRANSPORTATION (0061)	264,540	262,440	149,925	174,925	510,161
ENERGY PROJECTS (0002)	-	-	386,436	-	435,941
SIDEWALK IMPROVEMENT FUND (0091)	25,492	27,354	20,809	20,809	22,225
WHEELER CENTER (0058)	-	-	360,000	360,000	-
STREET REPAIR MILLAGE (0062)	4,129,831	1,811,227	-	154,945	-
ART IN PUBLIC PLACES (0056)	312,169	-	-	-	-
ANN ARBOR MUNICIPAL CENTER (0008)	-	-	-	-	-
MAJOR STREET (0021)	20,811	(724)	-	-	-
WATER SUPPLY SYSTEM (0042)	86,520	2,185,727	(191,640)	-	-
STORMWATER SEWER SYSTEM (0069)	4,206	(4,206)	(309,920)	-	-
Total	\$4,843,569	\$4,281,818	\$4,146,563	\$4,441,632	\$51,456,993

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	504,638	273,472	1,164,116	1,214,325	1,104,730
PAYROLL FRINGES/INSURANCE	265,027	245,294	603,867	596,265	586,966
OTHER SERVICES	2,910,141	1,982,040	632,577	63,369	60,000
MATERIALS & SUPPLIES	121,173	53,409	56,024	90	-
OTHER CHARGES	1,630,925	976,220	4,927,434	69,945,885	63,399,518
PASS THROUGHGS	1,933,346	144,996	360,000	360,000	-
CAPITAL OUTLAY	4,188,230	735,900	(47,020)	-	-
Total	\$11,553,480	\$4,411,331	\$7,696,998	\$72,179,934	\$65,151,214

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWER BOND PENDING SERIES (0088)	-	-	-	28,261,759	38,334,103
STREET REPAIR MILLAGE (0062)	6,057,194	2,890,950	7,266,913	11,486,436	13,435,000
WATER BOND PENDING SERIES (0089)	-	-	-	12,670,795	5,223,000
2005-06 STORMWATER BOND (0082)	-	-	-	12,222,030	4,506,299
PROJECT MANAGEMENT (0049)	124,326	145,056	1,555,953	1,530,953	1,430,641
SOLID WASTE (0072)	572,344	(1)	(775,476)	4,386,074	977,000
ALTERNATIVE TRANSPORTATION (0061)	420,932	65,216	108,572	173,193	509,000
ART IN PUBLIC PLACES (0056)	4,961	-	394,749	355,598	415,116
SEWAGE DISPOSAL SYSTEM (0043)	45,884	40,851	179,141	179,141	177,616
WATER SUPPLY SYSTEM (0042)	637,523	576,608	(198,494)	143,146	143,439
ENERGY PROJECTS (0002)	-	-	390,000	390,000	-
WHEELER CENTER (0058)	-	-	360,000	360,000	-
SIDEWALK IMPROVEMENT FUND (0091)	58,502	32,035	20,809	20,809	-
MAJOR STREET (0021)	2,024,235	486,281	-	-	-
STORMWATER SEWER SYSTEM (0069)	1,607,579	174,335	(1,605,169)	-	-
Total	\$11,553,480	\$4,411,331	\$7,696,998	\$72,179,934	\$65,151,214

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
CAPITAL PROJECTS	13.46	13.26	17.17	16.00
Total	13.46	13.26	17.17	16.00

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

The Water Supply System is requesting capital project funding in the amount of \$5,223,000. Funds will be supplied by Water Revenue bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$38,334,103. 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 \$4,506,299. Funding will be provided by Stormwater bonds.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$13,435,000. All funding will be supplied by the Street Repair Millage and fund balance.

The Alternative Transportation Fund is requesting capital project funding in the amount of \$509,000. Funding will be provided from fund balance.

The Solid Waste Enterprise Fund is requesting capital project funding in the amount of \$977,000. Use of fund balance will supply funding for the requested projects.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Asst WWTP Manager	401010	0.80
Civil Engineer III	403620	1.55
Civil Engineer IV	403840	1.30
Civil Engineer V	401330	1.60
Civil Engineering Spec 3	112014	3.50
Civil Engineering Spec 4	112024	3.15
Civil Engineering Spec 5	112034	0.70
Contract/Project Mgr WWTP	401190	0.15
Engineering Project Manager II	403660	0.80
Field Oper Tech IV - Infr	112834	0.25
Field Oper Tech V - Comm	112744	0.20
Fleet & Facilities Mgr	403200	0.25
Operations Specialist	112110	0.25
Senior Utilities Engineer	404000	0.95
Supervisor - CESs	192050	0.30
WWTP Manager	401300	0.25
Total		16.00



PUBLIC SERVICES AREA

CUSTOMER SERVICES

Customer Services has the primary responsibility of collecting and processing all payments due to the City such as taxes, parking tickets, water payments and invoices. Customer Services is also responsible for all water utility (water, sewer, and stormwater), airport and solid waste billing services. Within the unit a consolidated call center routes City calls and specifically handles Public Services calls to assure we respond in a timely manner to customer inquiries, complaints and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport, Treasury (payment processing), and Water Utilities. Customer Services also provides all types of general information for walk-in customers. Customer Services has 12.35 FTEs.

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	43,986,887	42,666,869	48,039,463	45,121,030	45,620,570
MISCELLANEOUS REVENUE	392,432	(27,071)	12,000	5,000	13,000
TAXES	2,839	(174)	-	-	-
OPERATING TRANSFERS	155,249	162,288	-	-	-
Total	\$44,537,407	\$42,801,912	\$48,051,463	\$45,126,030	\$45,633,570

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWAGE DISPOSAL SYSTEM (0043)	19,362,500	19,018,465	21,422,103	19,644,184	20,257,856
WATER SUPPLY SYSTEM (0042)	20,321,325	18,490,995	21,133,821	20,045,774	19,889,970
STORMWATER SEWER SYSTEM (0069)	4,853,910	5,292,548	5,495,539	5,436,072	5,485,744
SOLID WASTE (0072)	(328)	(96)	-	-	-
Total	\$44,537,407	\$42,801,912	\$48,051,463	\$45,126,030	\$45,633,570

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	537,796	566,159	652,734	644,834	660,411
PAYROLL FRINGES/INSURANCE	471,269	496,534	527,503	521,105	555,554
OTHER SERVICES	340,014	257,041	349,355	252,756	203,228
MATERIALS & SUPPLIES	160,945	15,803	90,000	87,500	77,461
OTHER CHARGES	263,413	328,299	370,369	344,816	410,660
PASS THROUGHGS	155,249	162,288	-	-	-
CAPITAL OUTLAY	-	-	16,000	-	-
Total	\$1,928,686	\$1,826,124	\$2,005,961	\$1,851,011	\$1,907,314

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
WATER SUPPLY SYSTEM (0042)	1,555,363	1,274,443	1,599,456	1,460,849	1,363,572
SOLID WASTE (0072)	109,782	120,974	170,220	172,662	270,884
GENERAL (0010)	336,089	370,431	199,425	199,425	249,423
PROJECT MANAGEMENT (0049)	46,661	48,909	18,075	18,075	18,946
MAJOR STREET (0021)	118,792	104,580	18,785	-	4,489
STORMWATER SEWER SYSTEM (0069)	(202,791)	24,892	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	(35,210)	(118,105)	-	-	-
Total	\$1,928,686	\$1,826,124	\$2,005,961	\$1,851,011	\$1,907,314

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
CUSTOMER SERVICES	13.75	13.75	13.00	12.35
Total	13.75	13.75	13.00	12.35

**PUBLIC SERVICES AREA
CUSTOMER SERVICE**

REVENUES

Charges for Services – The decrease reflects a decrease in metered service sales due to conservation of water as a result of a tiered rate structure.

EXPENSES

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

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

Other Services – Reflects the deferral of the customer satisfaction survey and customization to billing and automated meter reading applications.

Other Charges – Reflects an increase in IT Charges.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Revise and submit "Cross Connection Control Program" to the MDEQ for review and approval by (Deferred from 2008 goals because changes to Code language are required; new target date 2/01/10) (In process; recommended changes to code language will go to Council with other Code changes in June 2010. Draft of Control Program to be completed and forwarded by 9/2010)	3, 5
B. Develop and launch on-line Bill Presentment and ebilling functionality by September 1, 2009 (Completed ahead of schedule)	2, 4
C. Develop rates and processes associated with a monthly utility eBill option for residential and commercial customers (eBill only) by December 31, 2009. (In process; behind orig schedule. Will carryover to 2011 goals)	2, 4
D. Investigate the feasibility of offering "what if" analysis options via the on-line Water Consumption application by January 31, 2010; implement feasible options (TBD based on feasibility and implementation timeline) ("What if" analysis complete. Will be implemented sometime in FY 2011)	2
E. Identify all necessary training and then develop 2 internal Call Center Telephone applications specialists for new Mitel/Prairiefyre system by December 31, 2009 (Aimee Wingle & Wendy Welser have been trained and have been functioning as the internal application specialists)	2, 3, 5
F. Integrate Customer Service webmail into new phone system message queuing functionality by August 31, 2009 (Integration and implementation not as "easy" as vendor indicated. Will be implemented some time in FY 2011)	2
G. Develop processes for handling "web chat" requests and then implement the feature associated with the new telephone system technology by April 30, 2010 (Per "F" above; will be implemented but not until end of FY 11 or possibly FY 12)	2
H. Identify and implement opportunities for utilizing the IVR/data dip features in the new phone techology (i.e. screen pops with call delivery); identify opportunities by March 31, 2010 and create implementation plan by May 31, 2010 (Opportunities identified; a few simple data dips/screen pops will be implemented in FY 11)	2
I. Re-evaluate options for better automation of the summer sewer discount; implement if feasible. Also evaluate opportunities to set the	2

same fixed periods for all eligible customers by October 31, 2009. (Initial analysis indicated this was not feasible. However, recent and planned future enhancements to the billing software have re-established this as an objective. Implementation will depend on timing for feature delivery from vendor – must set period in early winter to make it active for summer billings)	
J. Work with meter data and utility billing vendors to create additional reporting capability, automate rate analysis capabilities, and improve our ability to account for lost water; identify opportunities and create FY plan by October 31, 2009 (minimal additions to reporting capability have been delivered by meter data vendor via upgrade to a newer release of the software)	2, 3, 4

Service Unit Measures	Status
A - Submit revised program/plan documentation to the DEQ by or before stated due date of December 31, 2009	Delayed; in process
B1 – Completed Project Plan no later than July 1, 2009	Completed
B2 – Option available by September 1, 2009 for quarterly billing only	Completed
C1 -- Completed Project Plan no later than August 31, 2009	Delayed
C2 – Option available by December 31, 2009 for monthly billing	Delayed
D – Feasibility study to be completed by January 31, 2010	Completed
E – Training completed and regular maintenance on system being performed by internal staff by December 31, 2009	Completed
F – Webmails being delivered and responded to via the phone queues as documented by the call center reporting system (August 31, 2009)	FY 2011
G1 – Processes documented by December 31, 2009	FY 2011
G2 – Webchat requests being delivered and rsponded to via the phone queues as documented by the call center reporting system (April 30, 2010)	FY 2011
H1 – Project and implementation plan for identified opportunities is created by May 31, 2010	Delayed, but on track
I – Document options or mark “no go” by October 31, 2009; implementation plan/timeline will be created if options can be identified	FY 2011
J – FY plan to be documented by October 31, 2009	Completed

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

and send outbound faxes through the computer (i.e. bill reprints).	
P. Implement OnBase to reduce paper use and physical storage req.	1 & 4
Q. Implement “monthly” billing for e-bill customers.	2 & 4

Service Unit Measures	Status
A - Create and manage project timeline by May-Oct 2011 irrigation season.	
B - Percentage of calls	
C - Monitor programs/changes for which we provide phone support, document and perform regular testing of phone trees by 06/30/2011	
D - Create and manage project timeline by or before 4/30/2011.	
E - Gain agreement with IT Service Unit on how to proceed, create project timeline, and monitor By or before 10/31/10	
F - Create and manage project timeline by or before 12/31/10	
G - Schedule kick-off meeting, create project plan, monitor timeline by or before 5/31/2011.	
H - Create and manage project timeline by or before 6/30/2011.	
I - Create and manage project timeline by or before 6/30/2011.	
J - Create and manage project timeline by 6/30/2011	
K - Create and manage project timeline by 7/15/10	
L - Create and manage project timeline by 1/31/2011	
M – Create checklist of material to be developed and ad deadlines by 7/15/10	
N - Create and manage project timeline by 6/30/2011	
O - Create and manage project timeline by 6/30/11	
P - Create and manage project timeline by 06/30/11	
Q – Create and manage project timeline by 06/30/11	

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
CUSTOMER SERVICES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 1	110014	2.00
Admin Support Spec Lvl 3	110034	3.25
Admin Support Spec Lvl 4	110044	2.35
Admin Support Spec Lvl 5	110054	2.00
Call Center Supervisor	194510	1.00
Customer Serv Manager	401390	1.00
Development Srvs Insp V	110555	0.75
Total		12.35



PUBLIC SERVICES AREA

FIELD OPERATIONS

Field Operations is the field oriented maintenance and operational unit for the City. This unit provides a wide range of essential services that enhance the quality of living in the urban setting. With 128.6 FTE's, Field Operations is the largest civilian unit surpassed only by the Fire and Police Units. Areas of responsibilities include: park maintenance, forestry, and natural area preservation; street lighting, traffic signals, street signs, radio/fiber optic communications, street maintenance, pavement analysis, sidewalk inspections and repairs, and traffic studies; solid waste, material recovery activities, and compost; all water, wastewater, and storm water distribution and collection. Consolidating these operational activities provides for intra-unit cross-training and work task opportunities, improved efficiencies and providing services at the highest possible levels.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	1,364,119	1,158,038	2,905,876	1,739,746	3,075,311
FINES & FORFEITS	-	-	-	-	-
INTERGOVERNMENTAL REVENUES	7,605,017	7,334,312	7,414,457	7,411,357	7,349,576
INTRA GOVERNMENTAL SALES	1,643,998	1,389,833	1,729,267	1,729,267	1,830,570
INVESTMENT INCOME	465,058	468,270	131,170	128,670	162,580
MISCELLANEOUS REVENUE	230,286	116,804	55,317	110,117	195,500
PRIOR YEAR SURPLUS	-	-	1,764,660	1,229,626	548,829
TAXES	3,360,313	3,319,176	4,154,426	4,161,926	3,971,469
OPERATING TRANSFERS	1,570,928	984,311	690,955	751,603	741,784
Total	\$16,239,719	\$14,770,744	\$18,846,128	\$17,262,312	\$17,875,619

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
MAJOR STREET (0021)	6,370,934	5,841,821	6,418,415	6,452,415	6,092,149
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	3,525,302	3,533,625	4,276,919	4,276,919	4,133,703
SOLID WASTE (0072)	1,048,023	700,824	2,276,760	1,652,360	2,577,311
CENTRAL STORES (0011)	1,448,139	1,273,553	1,564,194	1,564,194	1,607,715
LOCAL STREET (0022)	1,569,707	1,497,025	1,533,889	1,533,889	1,499,491
METRO EXPANSION (0036)	335,485	337,947	720,000	435,000	635,000
WHEELER CENTER (0058)	452,950	461,777	483,355	488,155	525,584
GENERAL (0010)	289,672	471,531	910,239	378,463	362,600
SEWAGE DISPOSAL SYSTEM (0043)	186,725	187,995	329,988	230,000	175,000
ELIZABETH R DEAN TRUST (0055)	161,306	206,774	95,060	95,060	95,063
PARKS REPAIR AND RESTORATION MILLAGE (0006)	55,223	2,009	138,452	66,857	83,803
WATER SUPPLY SYSTEM (0042)	85,797	57,684	60,000	70,800	70,000
STORMWATER SEWER SYSTEM (0069)	9,853	10,310	12,000	12,000	12,000
CEMETERY PERPETUAL CARE (0054)	7,114	3,498	6,200	6,200	6,200
PARKS SERVICE HEADQUARTERS (0015)	439	(70)	20,657	-	-
TREE REMOVAL AND DISPOSAL FUND (0079)	693,050	184,441	-	-	-
Total	\$16,239,719	\$14,770,744	\$18,846,128	\$17,262,312	\$17,875,619

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	7,814,753	8,274,915	8,426,672	9,167,992	8,434,304
PAYROLL FRINGES/INSURANCE	4,385,427	4,819,747	5,131,343	5,516,783	5,562,472
OTHER SERVICES	12,133,707	12,441,373	14,667,596	14,878,768	15,225,634
MATERIALS & SUPPLIES	2,576,888	2,677,183	3,195,196	3,507,357	3,303,462
OTHER CHARGES	2,949,052	3,215,342	3,537,280	1,748,193	2,751,311
PASS THROUGHS	1,301,125	2,349,312	1,086,959	791,241	529,818
CAPITAL OUTLAY	36,851	(529,363)	1,090,657	921,009	701,621
VEHICLE OPERATING COSTS	612,616	767,069	504,268	494,048	541,727
Total	\$31,810,419	\$34,015,578	\$37,639,971	\$37,025,391	\$37,050,349

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SOLID WASTE (0072)	9,817,711	10,694,095	10,608,168	10,991,419	11,127,234
GENERAL (0010)	5,104,958	6,033,801	5,565,394	5,470,222	5,179,341
MAJOR STREET (0021)	3,929,183	4,088,545	4,765,197	4,843,841	4,477,120
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	2,977,307	2,908,699	4,276,919	4,044,557	4,129,046
WATER SUPPLY SYSTEM (0042)	2,451,982	2,670,439	3,158,154	3,064,160	2,928,238
STORMWATER SEWER SYSTEM (0069)	1,409,296	1,518,586	2,370,691	2,075,336	2,558,834
SEWAGE DISPOSAL SYSTEM (0043)	1,784,308	2,018,647	2,251,015	2,249,692	2,084,213
LOCAL STREET (0022)	1,960,417	1,559,107	1,642,231	1,641,698	1,621,678
CENTRAL STORES (0011)	1,294,948	1,292,755	1,559,194	1,559,194	1,600,225
METRO EXPANSION (0036)	198,638	206,956	700,484	435,000	635,000
WHEELER CENTER (0058)	449,053	440,506	483,355	483,355	525,584
ELIZABETH R DEAN TRUST (0055)	73,180	109,889	95,060	95,060	95,033
PARKS REPAIR AND RESTORATION MILLAGE (0006)	91,698	460,000	138,452	66,857	83,803
CEMETERY PERPETUAL CARE (0054)	3,000	3,000	5,000	5,000	5,000
PARKS SERVICE HEADQUARTERS (0015)	45,965	10,519	20,657	-	-
TREE REMOVAL AND DISPOSAL FUND (0079)	218,775	34	-	-	-
Total	\$31,810,419	\$34,015,578	\$37,639,971	\$37,025,391	\$37,050,349

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
FIELD OPERATIONS	132.80	132.30	135.18	128.60
Total	132.80	132.30	135.18	128.60

PUBLIC SERVICES AREA FIELD OPERATIONS

REVENUES

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

Prior Year Surplus – The budget reflects a decrease due to change in the commercial recycling program; LED change-out of City owned street lights in the ROW; and the Pfizer move liability.

Solid Waste Fund – The budget reflects an increase due to the change in the Commercial Front Load operations for the contract and tipping fees.

General Fund – The budget reflects a decrease due to lower projections in funds available for Street lights, Park Operations and Forestry.

EXPENSES

Personnel Services – The budget reflects a decrease attributable to the elimination of five vacant positions within Field Operations.

Other Services – The budget reflects an increase in the Commercial Recycling Program and Fleet depreciation across the Unit.

Materials and Supplies – The budget reflects an increase in materials and supplies for Commercial Recycle curbcarts.

Other Charges – The budget reflects a decrease in contingencies and IT charges across the Unit.

Capital Outlay – The budget reflects a decrease in equipment purchases.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - Film over 100,000 lineal feet of storm sewer pipes and Jet over 300,000 lineal feet of storm pipes to clear debris.	Film 34,565 Jet 92,000
B - Treat all city inlets three times between May and October to ensure prevention of the West Nile Virus outbreak.	2 treatments
C - Increase recycling collections by 15% per year.	14%increase
D - Number of parks completed with chips around the trees.	5 of 10 parks
E - Reconstruct and repair over 400 Catch basins or 5% increase over last year.	Reconstruct /repaired 435 catch basins
F - Increase tree species diversity by planting trees that currently represent less than 15% by genus and 5% by species.	Planted 40 under- represented species and 30 Genera
G - Provide one training/development opportunity each year to team leaders and supervisors to improve their leaderships skills.	30% Low % due to budget constraints

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - Plant 1,000 Trees by 06/30/2011	
B - Train one group (2-5 volunteers) of citizen pruners that will be able to trim young trees BY 04/01/2011.	
C - Increase diversification by planting at least 15 species of trees that currently represent less than 5% of the tree population.	
D - Install bioswales, ditches and bore small culvert by June 1, 2011	
E - Complete study and construction design by March 20, 2011	
F - Backlog of Sanitary and Storm repair projects reduced by 50% by June 30, 2011 and contracts utilized to 95-100% of value by same date.	
G - Implement a cross lot inspection/cleaning program decreases overflows by 50%	
H - Record 70% of all sanitary maintenance activities recorded in paperless format	
I1 - Control invasive species and actively restore native ecosystems on 100% of the 425 acres of city parkland.	
I2 - Plan and implement 110 volunteer stewardship workdays in park natural areas.	
J1 - Coordinate and host 50 neighborhood Adopt-A-Park events	
J2 - Officially identify Park Adopters at 43 Parks (48% of adoptable parks)	
K - Number of signs repaired or replaced	
L - Percentage of playgrounds inspected monthly	
M - Remove sediment from 5 ditch locations, improving efficiencies and minimize "standing water."	
N - Train each employee each year on new or updated safety standards	
O - Provide at least one training opportunity for each team leader and supervisor each year	
P - Reduce broken system valves, 70% of the time during a watermain break only 1 City block will be out of service.	
Q - Percentage of city-owned street lights replaced	
R - Number of times all city streets are swept	
S - Increase participation by 20% in by the end of FY11	
T - Complete by December 31, 2010	

See Budget Summaries Section, Page 51, for list of City Goals

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	1.00
Admin Support Spec Lvl 5	110054	4.00
Asst Mgr-Field Oper Serv	401140	1.00
Business Analyst	401210	1.00
Civil Engineer IV	403840	0.50
Comm Standards Officer II	118514	2.00
Facilities Maint Tech IV	110234	0.05
Field Op Tech V - Infra S	112845	5.00
Field Oper Tech I - For/F	112754	2.00
Field Oper Tech I - Infra	112804	5.00
Field Oper Tech II - Comm	112714	2.00
Field Oper Tech II - For/	112764	1.00
Field Oper Tech II - Infr	112814	7.00
Field Oper Tech III - Com	112724	5.00
Field Oper Tech III - For	112774	6.00
Field Oper Tech III -Infr	112824	7.00
Field Oper Tech IV - Comm	112734	2.00
Field Oper Tech IV - For/	112784	8.00
Field Oper Tech IV - Infr	112834	17.75
Field Oper Tech V - Comm	112744	4.80
Field Oper Tech V - For/F	112794	7.00
Field Oper Tech V - Infra	112844	16.00
Field Operations Supv II	192110	3.00
Field Operations Supv III	192120	5.00
Field Operations Supv V	192140	3.00
Field Ops Services Mgr	403450	1.00
Fleet & Fac Supv II	190014	0.05
Fleet & Facilities Mgr	403200	0.15
Forestry Groundsperson I	112831	1.00
GIS Coordinator	401520	1.00
Management Assistant	000200	0.05
Manager - NAP Parks	403320	1.00
NAP Technician	193050	2.00
Operations Specialist	112110	0.75
Recreation Facility Sup I	190114	1.00
Scalemaster	116160	1.00
Tree Trimmer I	112851	1.00
Tree Trimmer II	112861	1.00
Urban Forestry & Nat Res	401620	0.50
Volunteer & Outreach Coor	190100	1.00
Total		128.60



PUBLIC SERVICES AREA

FLEET & FACILITIES

Fleet and Facilities Service Unit is responsible for the maintenance and repair of City buildings and their grounds, 750 vehicles and equipment including vehicle and fuel procurements as well as the operation of the City's airport . There are 23.67 FTEs requested in this budget to accomplish the above described responsibilities of this unit.

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	777,710	725,764	856,491	757,440	804,140
INTRA GOVERNMENTAL SALES	6,291,521	6,966,361	6,425,833	6,448,496	7,069,567
INVESTMENT INCOME	292,898	407,984	53,504	53,504	183,888
MISCELLANEOUS REVENUE	121,780	126,320	216,000	217,585	124,000
PRIOR YEAR SURPLUS	-	-	2,333,571	-	692,081
TAXES	560,954	570,180	-	-	-
OPERATING TRANSFERS	903,343	827,496	560,174	-	-
Total	\$8,948,206	\$9,624,105	\$10,445,573	\$7,477,025	\$8,873,676

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
FLEET SERVICES (0012)	7,514,940	8,159,696	9,585,582	6,715,585	8,065,536
AIRPORT (0048)	793,965	894,229	859,991	761,440	808,140
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	560,954	570,180	-	-	-
GENERAL (0010)	78,347	-	-	-	-
Total	\$8,948,206	\$9,624,105	\$10,445,573	\$7,477,025	\$8,873,676

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	1,784,739	1,688,026	1,477,244	1,447,761	1,513,576
PAYROLL FRINGES/INSURANCE	913,585	1,389,560	989,413	991,025	1,099,737
OTHER SERVICES	1,120,386	1,065,200	719,105	807,305	905,767
MATERIALS & SUPPLIES	227,389	316,479	106,850	98,563	95,450
OTHER CHARGES	1,533,470	1,508,794	722,929	718,463	718,164
PASS THROUGHGS	823,397	694,233	713,114	713,114	717,174
CAPITAL OUTLAY	113,417	13,829	5,369,134	4,567,661	3,189,608
VEHICLE OPERATING COSTS	2,232,487	1,984,920	1,630,795	1,990,131	2,085,630
Total	\$8,748,870	\$8,661,041	\$11,728,584	\$11,334,023	\$10,325,106

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
FLEET SERVICES (0012)	6,032,328	5,962,917	9,586,032	9,282,439	8,061,805
GENERAL (0010)	1,672,641	1,353,254	1,305,178	1,288,903	1,466,105
AIRPORT (0048)	743,550	855,532	837,374	762,681	797,196
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	300,351	488,810	-	-	-
WHEELER CENTER (0058)	-	528	-	-	-
Total	\$8,748,870	\$8,661,041	\$11,728,584	\$11,334,023	\$10,325,106

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
FLEET & FACILITIES	26.15	26.15	23.93	23.67
Total	26.15	26.15	23.93	23.67

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

REVENUES

Charges for Service - The forecast for FY10 reflects both a reduction in leased t-hangars and a partial year of occupancy for the new box hangars from budgeted FY10. The requested FY11 revenue reflects a full year's occupancy of the box hangars while still recognizing the vacancies in leased t-hangars.

Intra Governmental Sales - The increase corresponds to a higher estimated cost of fuel purchases.

Prior Year Surplus - Reflects a reduction of capital purchases in line with the normal ups and downs of the number and types of assets that are replaced yearly. The increase in Intra Governmental Sales corresponds to a higher estimated cost of fuel purchases.

EXPENSES

Personnel Services- Increase is related to contractual increases for front line employees.

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

Other Services - Increase in contracted service is associated with the opening of the new Police and Courts building. In addition, the increase reflects expenses related to moving charges for utilities and maintenance on garage buildings from Wheeler Service Center Maintenance Fund into Fleet Fund and a higher than anticipated cost of water for vehicle wash building.

Capital Outlay - The decrease reflects the deferral of capital improvements to meet the budget target numbers and the normal variation in the type and quantity of vehicles and equipment anticipated to be replaced from year to year.

Vehicle Operating Costs - This increase reflects a 20% increase in the cost of all fuel types along with a 15% increase in the cost of new and recapped tires.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1- Complete the environmental assessment and receive FONSI from the FAA by 7/31/10.	
A2 – Secure project funding, complete engineering and final design and present to Council by 3/31/11.	
B - Attend construction project meetings and keep abreast with all project issues and plans to support the Major Projects Manager in ensuring the construction project is completed timely and in a cost effective manner.	
C – Coordinate project teams to address the various components of the move for the courts, police and IT operations anticipated to occur by 12/31/10.	
D - Attend construction project meetings and keep abreast with all project issues and plans to support the Major Projects Manager in ensuring the construction project is completed timely and in a cost effective manner.	
E1 – Coordinate the temporary relocation of the Clerk's operations in January/February 2011.	
E2 – Coordinate the relocation of Customer Service and Community Standards operations, including the Building operations at 2000 S. Industrial, to the 1 st floor of Larcom by 4/30/11.	

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

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
FLEET & FACILITIES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 3	110034	0.50
Admin Support Spec Lvl 5	110054	1.00
Facilities Maint Tech I	110204	0.67
Facilities Maint Tech IV	110234	2.95
Facilities Maint Tech V	110244	3.00
Fin Analyst FI & Fac Svc	401420	1.00
Fleet & Fac Supv II	190014	1.95
Fleet & Fac Supv III	190024	1.00
Fleet & Facilities Mgr	403200	0.60
Procurement Coordinator	117450	1.00
Vehicle & Equip Tech III	110104	2.00
Vehicle & Equip Tech IV	110114	1.00
Vehicle & Equip Tech IV	110115	2.00
Vehicle & Equip Tech V	110125	5.00
Total		23.67



PUBLIC SERVICES AREA

PROJECT MANAGEMENT

The Project Management Services Unit actively pursues State and Federal grants and partners with internal and external local agencies to complete major improvements to the City's infrastructure. The PMSU is responsible for the City's traffic engineering, review and inspection of private development projects, engineering and management of the City's capital improvement projects, administering construction contracts and contracts for engineering services, and updating and maintaining the City's infrastructure records. The budget includes 15.26 FTEs.

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	2,068,097	2,366,881	1,799,121	1,918,471	1,848,864
INTRA GOVERNMENTAL SALES	1,915	5,725	-	1,000	-
INVESTMENT INCOME	-	-	-	15,000	20,000
LICENSES, PERMITS & REGISTRATION	-	-	-	-	-
MISCELLANEOUS REVENUE	1,468	23,938	-	600	-
PRIOR YEAR SURPLUS	-	-	146,419	146,419	-
OPERATING TRANSFERS	567,276	680,124	456,485	456,485	499,212
Total	\$2,638,756	\$3,076,668	\$2,402,025	\$2,537,975	\$2,368,076

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PROJECT MANAGEMENT (0049)	2,638,756	2,965,974	2,142,685	2,263,635	2,227,974
ART IN PUBLIC PLACES (0056)	-	100,740	112,921	112,921	124,602
MAJOR STREET (0021)	-	-	-	15,000	15,500
STREET REPAIR MILLAGE (0062)	-	9,954	112,921	112,921	-
LOCAL STREET (0022)	-	-	33,498	33,498	-
Total	\$2,638,756	\$3,076,668	\$2,402,025	\$2,537,975	\$2,368,076

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	1,136,996	1,058,336	1,080,557	1,088,633	1,094,047
PAYROLL FRINGES/INSURANCE	563,403	643,924	616,508	620,106	667,073
OTHER SERVICES	201,269	167,626	240,647	249,903	196,240
MATERIALS & SUPPLIES	9,531	17,432	14,315	12,100	13,950
OTHER CHARGES	426,530	436,564	823,065	823,065	683,384
PASS THROUGHGS	114,582	275,815	216,831	216,831	231,686
CAPITAL OUTLAY	10,079	766	25,000	27,844	46,500
VEHICLE OPERATING COSTS	-	2,230	-	-	-
Total	\$2,462,390	\$2,602,693	\$3,016,923	\$3,038,482	\$2,932,880

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PROJECT MANAGEMENT (0049)	1,874,133	1,887,146	2,074,610	2,097,148	2,169,199
MAJOR STREET (0021)	330,992	344,381	372,988	371,476	378,488
STREET REPAIR MILLAGE (0062)	233,577	315,936	513,889	513,889	363,281
LOCAL STREET (0022)	23,688	15,020	55,436	55,969	21,912
GENERAL (0010)	-	40,210	-	-	-
Total	\$2,462,390	\$2,602,693	\$3,016,923	\$3,038,482	\$2,932,880

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
PROJECT MANAGEMENT	17.69	17.69	15.31	15.26
Total	17.69	17.69	15.31	15.26

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT SERVICES UNIT**

REVENUES

The Project Management Services Unit (PMSU) operates as an Internal Service Fund. The Unit receives revenue from the others for providing engineering services, collects fees for private development plan review and construction inspection services, and is reimbursed for managing the City's capital improvement projects. The projected FY 2011 revenue is reflective of the normal fluctuations in demand for services.

EXPENSES

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

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

Other Services – Reflects a decrease in Fleet Charges.

Other Charges – Reflects a decrease in Tax Refunds in the Street Millage Fund.

Capital Outlay – The increase in costs reflects normal fluctuations in equipment replacements necessary to complete job assignments.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures/Scoreboards	Status
A. Utilize grants amount secured for the City's capital improvement projects. Target 100% utilized as required	100%
B - Number of capital improvement projects with extensive public engagement process 28 of 28	26/28
C - Number of the street reconstruction/resurfacing projects meeting their FY 2010 design or construction benchmark 14 of 14	12/14
C - Number of the water Main replacement projects meeting their FY10 benchmark 16 of 16	13/16
C - Number of the storm and sanitary sewer reconstruction projects meeting their FY10 benchmark 21 of 21	15/21
C - Number of transportation/non-motorized projects meeting their FY 2010 benchmark 6 of 6	5/6
D - Number of capital improvement projects with special attention to positive impact on the environment. 19 of 19	17/19
E – 80% of Private Development Construction Plans reviewed within 4 weeks	80%
E – 80% of Right-of-Way Permits reviewed within 3 weeks	80%

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures/Scoreboards	Status
A. Utilize Federal and/or State grants for the City's capital improvement projects (18 projects)	
B - Engage the public in the project planning, design and construction of capital improvement projects (15 projects)	
C – Complete the design or construction of street reconstruction/resurfacing projects (6 projects)	
C – Complete the design or construction of water main replacement projects (7 projects)	
C - Complete the design or construction of sanitary sewer improvement projects (3 projects)	
C – Complete transportation improvement projects (4 projects)	
D – Implement environmentally sustainable engineering solutions (3 projects)	
E –Private Development Construction Plans reviewed within 4 weeks	
E – Right-of-Way Permits reviewed within 3 weeks	

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	0.30
Admin Support Spec Lvl 5	110054	0.85
Civil Engineer III	403620	1.71
Civil Engineer IV	403840	0.20
Civil Engineer V	401330	2.40
Civil Engineering Spec 3	112014	4.50
Civil Engineering Spec 4	112024	2.85
Civil Engineering Spec 5	112034	0.30
Engineering Project Manager II	403660	0.20
Financial Mgr-Public Serv	401070	0.20
Management Assistant	000200	0.05
Project Management Mgr	403140	1.00
Supervisor - CESs	192050	0.70
Total		15.26



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, safety, programming, oversight and communications support. Administration also provides support for the design and management of capital projects. There are 9.5 FTEs assigned to perform these functions in support of the service area.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	670,699	569,513	126,590	270,800	538,138
CONTRIBUTIONS	14,421	(4,421)	-	-	-
INVESTMENT INCOME	5,023,357	4,435,923	2,539,693	4,139,897	3,128,845
LICENSES, PERMITS & REGISTRATION	22,454	13,034	-	-	-
MISCELLANEOUS REVENUE	213,917	72,067	25,000	433,213	34,000
PRIOR YEAR SURPLUS	-	-	2,764,142	2,534,553	4,416,093
TAXES	20,959,209	20,914,220	21,129,521	21,171,285	20,199,349
OPERATING TRANSFERS	2,214,641	2,696,193	2,730,788	2,753,683	2,797,304
Total	\$29,118,698	\$28,696,529	\$29,315,734	\$31,303,431	\$31,113,729

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
STREET REPAIR MILLAGE (0062)	9,374,871	9,327,302	11,993,047	12,110,228	13,798,281
SOLID WASTE (0072)	12,913,365	12,655,095	12,318,766	12,411,460	11,937,576
WATER SUPPLY SYSTEM (0042)	2,325,813	1,961,445	2,269,194	2,270,124	2,302,923
SEWAGE DISPOSAL SYSTEM (0043)	2,632,287	2,632,480	1,095,168	2,618,504	1,519,646
MAJOR STREET (0021)	1,050,483	973,815	864,656	652,551	797,235
ART IN PUBLIC PLACES (0056)	1,806	465,972	317,343	317,343	314,146
LOCAL STREET (0022)	332,364	322,177	260,000	265,000	252,250
STORMWATER SEWER SYSTEM (0069)	308,749	218,835	62,970	518,196	126,245
GENERAL (0010)	73,566	73,758	134,590	140,025	65,427
ALTERNATIVE TRANSPORTATION (0061)	50,536	44,184	-	-	-
PROJECT MANAGEMENT (0049)	3,789	14,329	-	-	-
METRO EXPANSION (0036)	45,008	7,137	-	-	-
PARKING SYSTEM (0044)	6,061	-	-	-	-
Total	\$29,118,698	\$28,696,529	\$29,315,734	\$31,303,431	\$31,113,729

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	928,678	1,067,703	823,101	700,765	696,922
PAYROLL FRINGES/INSURANCE	1,653,805	4,292,293	1,334,517	1,310,546	1,425,456
OTHER SERVICES	524,488	607,798	558,576	715,969	598,769
MATERIALS & SUPPLIES	95,627	90,972	87,402	68,237	90,952
OTHER CHARGES	9,139,525	10,588,896	17,919,281	17,074,627	16,461,170
PASS THROUGHGS	3,593,341	3,825,609	4,173,921	4,173,921	4,144,586
CAPITAL OUTLAY	19,165	-	-	-	-
VEHICLE OPERATING COSTS	397	494	-	-	-
Total	\$15,955,026	\$20,473,765	\$24,896,798	\$24,044,065	\$23,417,855

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWAGE DISPOSAL SYSTEM (0043)	5,178,633	7,201,971	7,794,030	7,812,762	8,579,465
WATER SUPPLY SYSTEM (0042)	5,675,502	7,608,833	8,831,387	8,645,163	7,500,698
SOLID WASTE (0072)	1,817,364	2,086,297	2,954,945	2,878,168	2,846,435
MAJOR STREET (0021)	2,010,093	1,969,244	1,902,485	1,928,494	1,919,720
STORMWATER SEWER SYSTEM (0069)	571,109	986,943	2,145,873	2,166,657	1,881,929
GENERAL (0010)	419,206	388,596	893,602	387,038	313,752
INSURANCE (0057)	175,052	145,240	179,544	-	180,087
LOCAL STREET (0022)	-	-	129,683	129,683	108,006
ART IN PUBLIC PLACES (0056)	-	30,747	35,249	66,100	36,097
PROJECT MANAGEMENT (0049)	22,277	56,661	25,000	25,000	25,000
SIDEWALK IMPROVEMENT FUND (0091)	-	-	-	-	19,666
CENTRAL STORES (0011)	3,931	(767)	5,000	5,000	7,000
STREET REPAIR MILLAGE (0062)	80,929	-	-	-	-
PARKING SYSTEM (0044)	930	-	-	-	-
Total	\$15,955,026	\$20,473,765	\$24,896,798	\$24,044,065	\$23,417,855

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
ADMINISTRATION	12.00	12.00	11.00	10.00
Total	12.00	12.00	11.00	10.00

**PUBLIC SERVICES AREA
ADMINISTRATION**

REVENUES

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

Prior Year Surplus – The increase reflects an increased use of the Street Repair Millage to fund capital projects including the E. Stadium Bridges replacement.

EXPENSES

Personnel Services –The decrease is due to the elimination of one non-union vacant position.

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

Other Charges – The decrease is associated with a decrease in depreciation, interest, and tax refund expenditures in addition to the removal of contingency dollars budgeted for a planned parking meter installations in FY 2010.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - 9/1/09 with annual testing to follow.	25% Complete
B - Minimum of 150 standard operating procedures written by 6/30/2010	27% Complete/Staff Re-assignment
C1 - Radon testing ongoing with test results every six months	100% Complete
C2 - Complete Air and wipe sample every three months	100% Complete
D1 - Develop by 8-1-09 Training completed for Public Service by 10-1-09	Ongoing – software is in the process of being purchased
D2 - Tracking and updates for each unit quarterly	Ongoing
E - 100% completion each quarter	50% Complete due to Staff Vacancy
F – 100 % Percent completion by 06-30-10	Completed

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Increase by 15 percent (854 total) information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards, and services from July 1, 2010 to June 30, 2011.	2
B. Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2010 to June 30, 2011.	2
C. Continue to review and update the Public Service employee progression requirements. This will reduce training costs and result in well-trained and better qualified employees.	1, 5
D. Develop an on-line reporting process that includes injuries, vehicle and property damage incidents and triggers required investigations.	1, 3
E. Train supervisors on proper incident investigations.	3, 5
F. Revise and update the safety shoe program and policy	5
G. Work closely with contractors on renovation of Larcom to address building safety concerns timely.	2, 3
H. Complete the Court/Police addition, ready for move-in.	1,3, & 4
I. Complete the site work and Larcom renovations, ready for move-in	1,3, & 4

Service Unit Measures/Scoreboards	Status
A – Write, edit and produce a variety of Public Services information pieces each month, including communication plans, quarterly <i>WaterMatters</i> newsletter, biannual <i>WasteWatcher</i> newsletter, <i>Green Sheet</i> newsletters, single-stream recycling collateral materials, press releases, <i>Your World</i> annarbor.com blog, etc. by June 30, 2011.	
A1 – Develop and implement education materials, events, and workshops in collaboration with other city units and community partners to support alternative actions to street leaf collection through the use of bagged leaves in carts, leaf mulching into lawns, home composting.	
B - Implement social media tools with the assistance of software training to enhance city services visibility. These new technology resources include continuing Gov Delivery notifications, researching and further implementing/refining social media applications, such as Facebook opportunities, and online bulletin boards, etc., by June 30, 2011.	
B1 – Research, evaluate and implement record-keeping strategies for archiving essential materials via scanning, donations to the Bentley	

Historical Library, identifying storage priorities, etc., in anticipation of PSA moving to City Hall in Spring 2011.	
C – Update FOT – FF progression by 02/2011	
D – In cooperation with Human Resources and Risk Management by 09/2010	
E – Complete by 12/2010	
F – Complete by 8/2010	
G – Zero Fines and citations	
H - 100 % percent completion by 01/01/11	
I - 100 % percent completion by 06/01/11	

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	1.15
Admin Support Spec Lvl 5	110054	0.15
City Communication Liaiso	401180	1.00
Financial Mgr-Public Serv	401070	0.80
Financial Op & Control An	401250	1.00
Management Assistant	000200	1.90
Proc&Docu Spec/Tech Train	401080	1.00
Public Services Area Admi	403410	1.00
Safety Compliance Special	401220	1.00
Safety Manager	401290	1.00
Total		10.00



PUBLIC SERVICES AREA

SYSTEMS PLANNING

The Systems Planning Unit is comprised of 13.69 FTEs. Systems Planning staff brings together diverse experience in solid waste and recycling, soil erosion, natural features, urban forestry, planning, public engagement, project management, transportation, GIS, stormwater and water resources, sanitary sewer and drinking water issues. The unit provides asset management for the Public Services Area including parks, solid waste, transportation, non-motorized transportation, sanitary, storm water and drinking water facilities; development of programs and policies that optimize service levels, environmental benefit and public investment; capital planning and budgeting; and infrastructure standards and specifications for facilities and activities within the Public Services Area. The unit also provides support for the implementation of GIS-based work management systems throughout the service area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	460,000	17,000	12,000	12,150	12,000
INTERGOVERNMENTAL REVENUES	45,016	5,177	-	-	-
INVESTMENT INCOME	54,390	8,576	-	19,918	40,265
MISCELLANEOUS REVENUE	-	598	5,200	-	5,200
PRIOR YEAR SURPLUS	-	-	301,388	244,392	131,429
OPERATING TRANSFERS	155,808	121,056	129,528	129,528	112,031
Total	\$715,214	\$152,407	\$448,116	\$405,988	\$300,925

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
ENERGY PROJECTS (0002)	577,510	41,944	281,758	281,758	184,673
ALTERNATIVE TRANSPORTATION (0061)	92,688	94,800	100,598	120,598	106,012
GENERAL (0010)	-	598	5,200	-	5,200
ART IN PUBLIC PLACES (0056)	-	9,888	3,564	3,564	5,040
SEWAGE DISPOSAL SYSTEM (0043)	-	-	18,496	150	-
STORMWATER SEWER SYSTEM (0069)	-	-	38,500	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	45,016	5,177	-	(82)	-
Total	\$715,214	\$152,407	\$448,116	\$405,988	\$300,925

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	917,872	996,608	1,009,181	908,124	1,055,361
PAYROLL FRINGES/INSURANCE	347,612	413,973	461,406	456,951	507,475
OTHER SERVICES	534,730	526,997	732,280	575,714	511,444
MATERIALS & SUPPLIES	237,858	158,652	143,610	113,438	38,754
OTHER CHARGES	228,640	211,544	340,238	339,647	300,755
PASS THROUGHGS	85,000	23,313	5,296	5,296	5,040
CAPITAL OUTLAY	25,824	20,991	137,000	126,000	142,000
Total	\$2,377,536	\$2,352,078	\$2,829,011	\$2,525,170	\$2,560,829

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
STORMWATER SEWER SYSTEM (0069)	599,825	546,684	775,557	768,978	806,022
WATER SUPPLY SYSTEM (0042)	568,411	514,312	675,980	523,859	598,454
SEWAGE DISPOSAL SYSTEM (0043)	343,459	456,666	422,701	416,608	439,169
SOLID WASTE (0072)	234,589	260,937	330,487	191,591	220,666
ENERGY PROJECTS (0002)	228,202	163,793	278,194	278,194	180,614
GENERAL (0010)	159,918	142,806	112,724	111,778	114,106
MAJOR STREET (0021)	115,806	164,342	146,416	147,210	111,310
ALTERNATIVE TRANSPORTATION (0061)	82,310	97,361	86,952	86,952	90,488
MAJOR GRANT PROGRAMS FUND (00MG)	45,016	5,177	-	-	-
Total	\$2,377,536	\$2,352,078	\$2,829,011	\$2,525,170	\$2,560,829

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
SYSTEMS PLANNING	12.70	13.40	13.64	13.69
Total	12.70	13.40	13.64	13.69

PUBLIC SERVICES AREA SYSTEMS PLANNING

REVENUES

Energy Projects – FY10 included higher than typical revenues from energy grant funds resulting from the Federal ARRA program. As a result, FY11 is anticipated to be at a lower level, though still significant in terms of Energy fund revenue.

EXPENSES

Personnel Services – The increase is related to the transfer of one employee from Community Services, Planning and Development Unit to the Systems Planning Unit of Public Services.

Payroll Fringes - The increase is related to the transfer of one employee from Community Services, Planning and Development Unit to the Systems Planning Unit of Public Service.

Other Services – The decrease is related to the elimination of professional consulting services.

Materials & Supplies – The decrease is related to the deferral of equipment upgrades and replacements.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Complete the Huron River & Impoundments Management Plan (HRIMP)	4
B. Complete the Water Distribution Master Plan	3
C. Develop an Urban Forestry Management Plan	4
D. Continue Developing Policies and Methodology for Management of City's Natural and Physical Infrastructure	3
E. Complete a Vehicle Idling Ordinance	4
F. Complete a Floodplain Management Ordinance	4
G. Begin Process to Convert Stormwater NPDES Permit from Jurisdiction Permit to Watershed Based Permit	4
H. Assist Field Operations in the Coordination and Implementation of the Commercial Waste Franchise	4
Service Unit Measures	Status
A1 - Complete the Final HRIMP by 7/31/09	Completed
A2 - Prepare Prioritized List of Projects by 1/31/10	Completed
B1 - Complete Water Distribution Master Plan by 1/31/10	Completed
B2 - Prepare Prioritized List of Projects by 1/31/10	Completed
C1 - Initiate Urban Forestry Management Plan with Stakeholders Involvement by 7/15/09	Underway
C2 - Complete the Draft Urban Forestry Management Plan and Begin Public Comment Process by 3/31/10	In progress
C3 - Complete the Urban Forestry Management Plan by 6/30/10	In progress
D1 - Identify Asset Area Champions and Team Members. Begin Asset Area meetings by 7/31/09	ID's completed. Meetings in progress
D2 - Develop Asset Management Pilot Programs for 3 Areas by 12/31/09	In progress
E1 - Complete Vehicle Idling Ordinance by 2/28/10	Draft completed
F1 - Complete a Flood Plain Management ordinance by 3/31/10	Draft prepared
G1 - Prepare a Public Participation Plan for Stormwater Activities by 08/31/09	Completed
G2 - Prepare a Stormwater Pollution Prevention Initiative by 2/28/10	Completed
H1 - Complete the Conversion of 50% of the Commercial Solid Waste Customers to the Franchise Program by 6/30/10	Completed

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 – Establish stakeholders group by 9/1/10	
A2 – Complete draft Urban Forestry Management Plan by 6/30/11	
B1 – Develop Asset Management Pilot Programs for 3 Areas by 3/15/11	
B2 - Develop Water Distribution Level of Service Master Plan, including pilot asset management plan by 12/11	
C1 – Complete Feasibility Report for Residential Solid Waste Franchise Model by 12/1/10	
D1 – Complete draft Solid Waste Management Plan Update by 6/30/2011	
E1 – Hold 4 public workshops by 3/1/11	
E2 – Have program established by 6/30/11 (pending enabling legislation by State)	
F1 – Develop implementation methodology by 9/15/10	
F2 – Achieve \$120,000 savings minimum in streetlight costs over FY11 compared to FY10	
G1 - Increase recycling by 10% by June 30, 2011	

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 3	110034	0.25
Admin Support Spec Lvl 4	110044	0.20
City Planner 4	110444	-
City Planner III	401030	1.00
Civil Engineer III	403620	0.74
Civil Engineer V	401330	1.00
Development Srvs Insp V	110554	1.00
Energy Programs Manager	401170	1.00
Environmental Coordinator	401410	1.00
GIS Specialist	401480	1.00
Recycling Coordinator	401230	1.00
Senior Utilities Engineer	404000	1.00
Solid Waste Coordinator	404100	-
Stormwater/Floodplain Co	401630	1.00
Systems Planning Manager	401320	1.00
Transportation Program Mg	404030	1.00
Urban Forestry & Nat Res	401620	0.50
Water Quality Manager	403820	1.00
Total		13.69



PUBLIC SERVICES AREA

WASTEWATER TREATMENT SERVICES

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

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
MISCELLANEOUS REVENUE	999	1,835	3,000	3,884	3,000
OPERATING TRANSFERS	249,996	249,996	250,000	250,000	250,000
Total	\$250,995	\$251,831	\$253,000	\$253,884	\$253,000

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWAGE DISPOSAL SYSTEM (0043)	250,995	251,831	253,000	253,884	253,000
Total	\$250,995	\$251,831	\$253,000	\$253,884	\$253,000

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	2,359,366	2,369,719	2,322,852	2,334,344	2,375,900
PAYROLL FRINGES/INSURANCE	1,253,649	1,418,573	1,480,369	1,480,857	1,638,776
OTHER SERVICES	2,560,669	2,528,575	2,881,107	2,746,061	2,970,057
MATERIALS & SUPPLIES	564,514	680,937	703,770	674,300	785,340
OTHER CHARGES	241,839	234,223	211,016	218,486	235,615
PASS THROUGHGS	-	11,460	-	-	-
CAPITAL OUTLAY	28,249	28,653	7,500	7,500	11,500
VEHICLE OPERATING COSTS	20,589	18,986	-	23,000	-
Total	\$7,028,875	\$7,291,126	\$7,606,614	\$7,484,548	\$8,017,188

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SEWAGE DISPOSAL SYSTEM (0043)	7,028,775	7,291,126	7,606,614	7,484,548	8,017,188
WATER SUPPLY SYSTEM (0042)	100	-	-	-	-
Total	\$7,028,875	\$7,291,126	\$7,606,614	\$7,484,548	\$8,017,188

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
WASTEWATER TREATMENT SERVICES	35.48	35.48	34.98	34.85
Total	35.48	35.48	34.98	34.85

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

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

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

Other Services – The increase in costs for Other Services is due mainly to an anticipated increase in expenses for utilities.

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

Other Charges – The increase in costs for Other Charges is due to an increase in charges from Information Technology Services Unit.

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

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - Indicate monthly level of construction completed based on project schedule and milestones – 50% by 06/30/10	Project construction is 50% complete as of 6/30/10.
B - Create project schedule with appropriate milestones	Design 10% complete – Schedule revised due to complicated application process to request FEMA conditional approval of project. Decision from FEMA expected by 9/30/10.
C – Create project milestones with target dates for completion	Design 90% complete – Ann Arbor Twp approved the preliminary site plan and issued a zoning variance; final site plan approval is contingent upon FEMA approval of Service Unit Goal B.
D - Create project schedule with appropriate	100% complete ahead of schedule

milestones	and 18% under budget. Provided additional site restoration to satisfy citizens' concerns.
E - Meet NPDES permit limits with no significant violations, fines or citations	100% compliance
F1 - Daily review of plant performance relating to phosphorus loading goals	100% compliance
F2 - Take actions to correct phosphorous removal process upsets within one week	All corrective actions were taken within one week of process upsets; site construction activities impeded the ability to consistently meet phosphorus loading goals.
G1 - Provide quarterly updates of capital project websites	100% complete
G2 - Direct contact of neighboring stakeholders at least one week prior to major site activities	100% complete
H - 100% of biosolids processed from May through November land applied, weather and budget permitting	100% complete
I - Complete training of the leadership team on the five critical elements of a stewarded work culture and collaborate to develop the training program for all staff by 12/31/09; train all staff by 6/30/10	Completed leadership team training on five critical elements of a stewarded work culture. Completed Service Unit staff orientation and initial engagement. Schedule for staff training revised due to a staff member's retirement and competing priorities.

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Complete construction of 90% Residuals Handling Improvements Project	1, 2, 3
B. Complete design, award contract, establish construction schedule and complete construction to level identified in schedule for improvements to earthen embankment and floodwall along the plant site perimeter that meet FEMA's flood protection requirements	3
C. Obtain final site plan approval from Ann Arbor Twp, award contract, establish construction schedule and complete construction to level identified in schedule for Facilities Renovation Project - Phase 2	1, 2, 3
D. Treat wastewater to highest achievable water quality standards	4
E. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading	4
F. Inform and update the public of ongoing capital improvements at the WWTP	2
G. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints	1,4
H. Implement a stewarded work culture that aligns with the City's and Public Services Area's strategic direction	5

Service Unit Measures	Status
A - Indicate monthly level of construction completed based on project schedule and milestones – 90% by 06/30/11	
B - Create and meet project schedule and appropriate milestones	
C - Create and meet project milestones with target dates for completion	
D - Meet NPDES permit limits with no significant violations, fines or citations	
E1 - Daily review of plant performance relating to phosphorus loading goals	
E2 - Take actions to correct phosphorous removal process upsets within one week	
F1 - Provide quarterly updates of capital project websites	
F2 - Direct contact of neighboring stakeholders at least one week prior to major site activities	
G - 100% of biosolids processed from May through November land applied, weather and budget permitting	
H - Collaborate to develop the training program for the five critical elements of a stewarded work culture for all Service Unit staff by 03/31/11; train all staff on at least one element by 6/30/11.	

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 3	110034	1.00
Admin Support Spec Lvl 5	110054	1.00
Asst WWTP Manager	401010	0.20
Contract/Project Mgr WWTP	401190	0.85
Elec & Control Tech III	116234	1.00
Elec & Control Tech IV	116244	2.00
Environ Lab Analyst III	110334	2.00
Environ Lab Analyst IV	110344	1.00
Environmental Lab Supv	196930	0.25
Maint Technical Supv	196281	1.00
Process Control Sys Spec	403190	1.00
Senior Utilities Engineer	404000	0.80
Water Utility Supv I	197401	1.00
Water Utility Supv II	197411	1.00
Water Utility Supv III	197420	2.00
Water Utility Supv III	197421	1.00
Water Utility Tech I	117400	2.00
Water Utility Tech I	117401	1.00
Water Utility Tech II	117411	1.00
Water Utility Tech IV	117430	1.00
Water Utility Tech V	117440	3.00
Water Utility Tech V	117441	9.00
WWTP Manager	401300	0.75
Total		34.85



PUBLIC SERVICES AREA

WATER TREATMENT SERVICES

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

**PUBLIC SERVICES AREA
WATER TREATMENT SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	341,376	506,371	334,000	499,000	334,000
MISCELLANEOUS REVENUE	-	-	9,200	870	-
PRIOR YEAR SURPLUS	-	-	10,152	10,152	-
OPERATING TRANSFERS	30,000	30,000	-	-	-
Total	\$371,376	\$536,371	\$353,352	\$510,022	\$334,000

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	362,404	528,299	344,352	501,022	325,000
WATER SUPPLY SYSTEM (0042)	8,972	8,072	9,000	9,000	9,000
Total	\$371,376	\$536,371	\$353,352	\$510,022	\$334,000

**PUBLIC SERVICES AREA
WATER TREATMENT SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	1,855,837	1,930,670	1,819,186	1,890,954	1,831,662
PAYROLL FRINGES/INSURANCE	1,013,919	1,059,985	1,128,263	1,127,549	1,248,527
OTHER SERVICES	2,092,512	2,068,793	2,574,925	2,115,171	2,174,121
MATERIALS & SUPPLIES	1,560,101	1,725,531	1,795,433	1,685,050	1,712,750
OTHER CHARGES	1,019,014	326,025	309,608	278,330	289,531
CAPITAL OUTLAY	-	178,244	306,952	186,800	395,000
VEHICLE OPERATING COSTS	-	32,905	-	7,878	-
Total	\$7,541,383	\$7,322,153	\$7,934,367	\$7,291,732	\$7,651,591

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
WATER SUPPLY SYSTEM (0042)	7,422,930	6,972,172	7,449,059	6,866,487	7,218,221
GENERAL (0010)	118,453	362,009	485,308	425,245	433,370
SEWAGE DISPOSAL SYSTEM (0043)	-	(12,028)	-	-	-
Total	\$7,541,383	\$7,322,153	\$7,934,367	\$7,291,732	\$7,651,591

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
WATER TREATMENT SERVICES	26.22	26.22	26.12	26.00
Total	26.22	26.22	26.12	26.00

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

Charges for Services – Reflects higher than anticipated revenues for FY 2010 due to favorable weather conditions and returns to average anticipated revenue for FY 2011.

EXPENSES

Personnel Services – This increase is due to wages' adjustments.

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

Other Services - The decrease reflects reduction in natural gas and electrical costs due to reduced water demands.

Materials and Supplies – The decrease reflects a reduction in cost of water treatment chemicals, and materials and supplies which includes consumables due to reduced water demands.

Capital Outlay – The increase reflects the funding for concrete repairs at Barton Dam.

FY 2010 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - 100% compliance with drinking water regulations.	100% compliance
B - 80% completion of equipment due maintenance.	82% of equipment due maintenance completed
C - Meet the established schedule of individual priorities/projects.	All projects except lime handling project on schedule
D - Complete development of plan to address color, taste and odor in the water distribution system.	All identified water mains to be replaced to address this are included in CIP
E - Quantify unaccounted water as a percentage or gallons of delivered water by 06/30/10.	Unaccounted for water is about 4%

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor.	2
B. Complete due maintenance of equipment for improved reliability.	3
C. Implement the WTSU priorities for FY11 in the City's CIP.	3
D. Estimate annual unaccounted for water	1

Service Unit Measures	Status
A - 100% compliance with drinking water regulations.	
B - 85% completion of equipment due maintenance.	
C - Meet the established schedule of individual priorities/projects.	
D - Quantify unaccounted water as a percentage or gallons of delivered water by 06/30/11.	

See Budget Summaries Section, Page 51, for list of City Goals

PUBLIC SERVICES AREA
WATER TREATMENT SERVICES

Allocated Positions

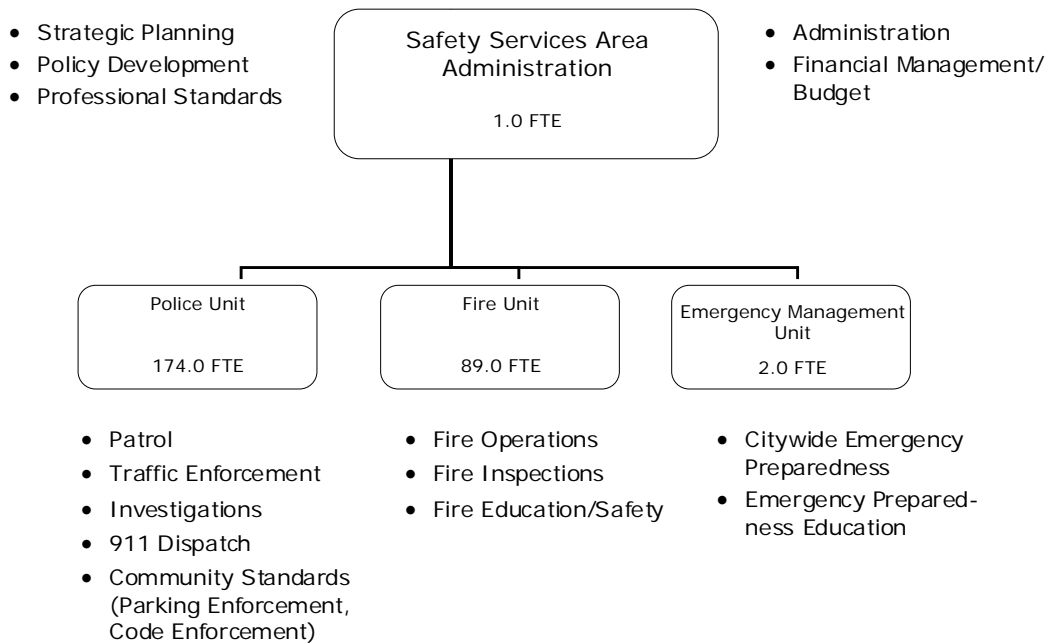
Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 4	110044	1.50
Asst WTP Manager	401020	1.00
Elec & Control Tech IV	116244	2.00
Environ Lab Analyst III	110334	2.00
Environmental Lab Supv	196930	0.25
Process Control Sys Spec	403190	1.00
Procurement Coordinator	117450	1.00
Senior Utilities Engineer	404000	0.25
Water Utility Supv II	197410	1.00
Water Utility Supv II	197411	1.00
Water Utility Supv III	197421	3.00
Water Utility Tech I	117400	2.00
Water Utility Tech III	117420	1.00
Water Utility Tech IV	117430	1.00
Water Utility Tech IV	117431	1.00
Water Utility Tech V	117440	1.00
Water Utility Tech V	117441	5.00
WTP Manager	401310	1.00
Total		26.00

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SAFETY SERVICES AREA

Safety Services Area Organization Chart



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

SAFETY SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
POLICE SERVICES	4,470,271	4,508,307	4,439,337	3,846,485	4,791,317
FIRE SERVICES	97,384	161,063	113,020	122,869	123,600
Total	\$4,567,655	\$4,669,370	\$4,552,357	\$3,969,354	\$4,914,917

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	4,388,026	4,462,610	4,190,604	3,799,441	4,648,017
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	57,373	56,030	178,995	91,147	106,000
DRUG ENFORCEMENT (0027)	42,195	96,633	31,200	5,698	61,200
MICHIGAN JUSTICE TRAINING (0064)	40,479	35,266	78,000	33,000	53,000
POLICE AND FIRE RELIEF (0053)	38,970	10,476	25,000	25,000	25,000
LOCAL FORFEITURE (0073)	(760)	1,555	48,058	1,200	21,200
HOMELAND SECURITY GRANT FUND (0017)	(195)	-	500	500	500
MAJOR GRANT PROGRAMS FUND (00MG)	1,567	6,800	-	13,368	-
Total	\$4,567,655	\$4,669,370	\$4,552,357	\$3,969,354	\$4,914,917

SAFETY SERVICES AREA

Expenses By Service Unit

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
POLICE SERVICES	26,648,194	28,639,268	26,458,296	25,373,778	26,296,215
FIRE SERVICES	13,109,996	13,772,251	14,192,039	14,063,892	13,786,925
Total	\$39,758,190	\$42,411,519	\$40,650,335	\$39,437,670	\$40,083,140

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	39,703,127	42,357,914	40,323,482	39,059,986	39,853,140
FEDERAL EQUITABLE SHARING					
FORFEITURE (0028)	9,825	17,664	174,995	174,995	100,000
DRUG ENFORCEMENT (0027)	-	4,560	30,000	30,000	60,000
MICHIGAN JUSTICE TRAINING (0064)	42,991	24,581	75,000	75,000	50,000
LOCAL FORFEITURE (0073)	-	-	46,858	46,858	20,000
HOMELAND SECURITY GRANT FUND (0017)	-	-	-	45,831	-
MAJOR GRANT PROGRAMS FUND (00MG)	1,567	6,800	-	5,000	-
POLICE AND FIRE RELIEF (0053)	680	-	-	-	-
Total	\$39,758,190	\$42,411,519	\$40,650,335	\$39,437,670	\$40,083,140

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
FIRE SERVICES	94.00	94.00	94.00	89.00
POLICE SERVICES	210.17	209.00	182.00	177.00
Total	304.17	303.00	276.00	266.00





SAFETY SERVICES AREA

FIRE SERVICES

The Fire Services Unit provides a broad range of services to the community including traditional fire and emergency medical services, fire prevention and safety education, rescue and hazardous materials operations and fire inspections. The service unit has 89.0 FTEs.

**SAFETY SERVICES AREA
FIRE SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	83,735	156,584	97,100	121,879	122,100
INTERGOVERNMENTAL REVENUES	4,298	(914)	-	-	-
LICENSES, PERMITS & REGISTRATION	-	2,340	-	990	1,500
MISCELLANEOUS REVENUE	9,351	3,053	-	-	-
PRIOR YEAR SURPLUS	-	-	15,920	-	-
Total	\$97,384	\$161,063	\$113,020	\$122,869	\$123,600

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	97,384	161,063	113,020	122,869	123,600
Total	\$97,384	\$161,063	\$113,020	\$122,869	\$123,600

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	7,255,305	7,391,454	7,562,970	7,542,748	6,882,443
PAYROLL FRINGES/INSURANCE	4,451,531	4,788,770	4,933,594	4,864,068	5,219,402
OTHER SERVICES	761,077	759,513	939,479	910,076	1,006,110
MATERIALS & SUPPLIES	93,389	138,541	95,819	110,891	104,915
OTHER CHARGES	289,522	290,314	383,891	373,668	351,248
PASS THROUGHGS	75,000	165,118	600	600	600
CAPITAL OUTLAY	89,072	57,567	85,920	79,159	41,964
VEHICLE OPERATING COSTS	3,262	8,566	410	11,196	420
EMPLOYEE ALLOWANCES	91,838	172,408	189,356	171,486	179,824
Total	\$13,109,996	\$13,772,251	\$14,192,039	\$14,063,892	\$13,786,926

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	13,109,316	13,772,251	14,192,039	14,063,892	13,786,926
POLICE AND FIRE RELIEF (0053)	680	-	-	-	-
Total	\$13,109,996	\$13,772,251	\$14,192,039	\$14,063,892	\$13,786,926

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
FIRE SERVICES	94.00	94.00	94.00	89.00
Total	94.00	94.00	94.00	89.00

**SAFETY SERVICES AREA
FIRE SERVICES UNIT**

REVENUES

Charges for Services – This category covers revenue from false alarms, fire inspections, fire plan reviews and special permit fees. The increase is due to a change in these fees that went into effect in FY09 and is now being reflected in the budget after reviewing the actual revenue for FY09.

EXPENSES

Personnel Services – The decrease in costs is associated with a reduction of 5.0 FTEs.

Payroll Fringes - The decrease in costs is associated with a reduction of 5.0 FTEs.

Other Services – This reflects an increase in Contracted Services for Fire dispatch services.

Materials & Supplies – This increase is due to an increase in necessary medical supplies.

Other Charges – This reflects a decrease in the Information Technology fund 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 Fire Services Unit would be charged \$665,116 in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Fire Department	Manager:	Ed Dziubinski

Service Unit Goals	City Goals:
A. Meet or exceed NFPA & ISO Standards.	2, 8
B. Develop a list and an annual schedule of required training courses.	2
C. Develop a target occupancy inspection list.	2

Service Unit Measures	Status
A1 First arrival for structure fires within 4 minutes of dispatch by station.	Ongoing
A2 Provide appropriate personal protective equipment (PPE) for all firefighters.	90%
A3 Transition from Medical First Responder (MFR) to delivery of Basic Life Support.	75%
A4 Develop an agreement with Ann Arbor Township to extend resources to annexed city addresses for proper responses, i.e. tanker truck	75%
A5 Develop intergovernmental agreements to allow regional functional fire district response.	50%
B Develop an annual schedule of required training courses. Identify instructors and add to training calendar.	45%
C Develop a target occupancy inspection list and schedule inspections.	5%

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Meet or exceed NFPA & ISO Standards	2
B. Develop a list and an annual schedule of required training courses.	2
C. Develop a target occupancy inspection list.	2

Service Unit Measures	Status
A1 First arrival for structure fires within 4 minutes of dispatch by station.	
A2 Provide appropriate personal protective equipment (PPE) for all firefighters.	
A3 Delivery of Basic Life Support services	
A4 Develop an agreement with Ann Arbor Township to extend resources to annexed city addresses for proper responses, i.e. tanker truck	
A5 Develop intergovernmental agreements to allow regional functional fire district response	
B Develop an annual schedule of required training courses. Identify instructors and add to training calendar.	
C Develop a target occupancy inspection list and schedule inspections.	

See Budget Summaries Section, Page 51, for list of City Goals

SAFETY SERVICES AREA
FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Apparatus Master Mech - A	131731	1.00
Asst Fire Chief - Assoc	131761	1.00
Asst Fire Chief - Bach	131762	1.00
Asst Training Chief/Ems C	131812	1.00
Battalion Chief	131740	1.00
Battalion Chief - Bach	131742	2.00
Driver/Operator	131660	11.00
Driver/Operator - Assoc	131661	5.00
Driver/Operator - Bach	131662	5.00
Fire - Captain	131770	2.00
Fire - Captain - Bach	131772	1.00
Fire Chief	403390	1.00
Fire Inspector - Bach	131722	2.00
Fire Lieutenant	131710	8.00
Fire Lieutenant - Assoc	131711	4.00
Fire Lieutenant - Bach	131712	3.00
Fire Marshal - Bach	131752	1.00
Firefighter	131820	22.00
Firefighter - Assoc	131821	6.00
Firefighter - Bach	131822	9.00
Management Assistant	000200	2.00
Total		89.00



SAFETY SERVICES AREA

POLICE SERVICES

The Police Services Unit is comprised of two divisions: Patrol and Support Services. The divisions provide the organization with a broad array of services such as: uniformed patrol, traffic enforcement, ordinance enforcement, professional standards, parking enforcement, general investigations, specialized investigations, training, recruiting, hiring, data processing, records management, and public safety dispatch. The Police Services Unit employs 175.0 FTEs. The Emergency Management Services Unit has 2.0 FTEs and is responsible for the coordination of Citywide emergency preparedness. The unit also manages overall emergency response and recovery, intergovernmental emergency cooperation, emergency public information, and administers state and federal grants.

**SAFETY SERVICES AREA
POLICE SERVICES**

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	1,696,419	1,288,340	1,184,300	1,186,489	1,129,050
CONTRIBUTIONS	20,582	1,000	1,000	1,000	1,000
FINES & FORFEITS	2,345,473	2,336,914	2,187,900	1,709,374	2,685,367
INTERGOVERNMENTAL REVENUES	311,780	801,416	660,000	793,018	715,000
INTRA GOVERNMENTAL SALES	1,567	-	-	-	-
INVESTMENT INCOME	53,800	23,369	34,900	43,769	36,900
MISCELLANEOUS REVENUE	10,650	27,268	34,000	82,835	1,500
PRIOR YEAR SURPLUS	-	-	307,237	-	192,500
OPERATING TRANSFERS	30,000	30,000	30,000	30,000	30,000
Total	\$4,470,271	\$4,508,307	\$4,439,337	\$3,846,485	\$4,791,317

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	4,290,642	4,301,547	4,077,584	3,676,572	4,524,417
FEDERAL EQUITABLE SHARING					106,000
FORFEITURE (0028)	57,373	56,030	178,995	91,147	
DRUG ENFORCEMENT (0027)	42,195	96,633	31,200	5,698	61,200
MICHIGAN JUSTICE TRAINING (0064)	40,479	35,266	78,000	33,000	53,000
POLICE AND FIRE RELIEF (0053)	38,970	10,476	25,000	25,000	25,000
LOCAL FORFEITURE (0073)	(760)	1,555	48,058	1,200	21,200
HOMELAND SECURITY GRANT FUND (0017)	(195)	-	500	500	500
MAJOR GRANT PROGRAMS FUND (00MG)	1,567	6,800	-	13,368	-
Total	\$4,470,271	\$4,508,307	\$4,439,337	\$3,846,485	\$4,791,317

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	15,256,704	16,611,663	14,560,286	13,703,828	13,504,514
PAYROLL FRINGES/INSURANCE	7,755,312	8,376,467	8,044,279	7,961,704	9,313,874
OTHER SERVICES	1,529,840	1,539,652	1,549,160	1,438,277	1,258,858
MATERIALS & SUPPLIES	136,198	124,865	183,125	166,261	125,725
OTHER CHARGES	1,658,905	1,687,730	1,635,943	1,644,852	1,697,494
CAPITAL OUTLAY	32,433	37,062	245,703	206,344	170,000
VEHICLE OPERATING COSTS	35,713	22,879	25,000	51,762	25,000
EMPLOYEE ALLOWANCES	243,089	238,950	214,800	200,750	200,750
Total	\$26,648,194	\$28,639,268	\$26,458,296	\$25,373,778	\$26,296,215

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	26,593,811	28,585,663	26,131,443	24,996,094	26,066,215
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	9,825	17,664	174,995	174,995	100,000
DRUG ENFORCEMENT (0027)	-	4,560	30,000	30,000	60,000
MICHIGAN JUSTICE TRAINING (0064)	42,991	24,581	75,000	75,000	50,000
LOCAL FORFEITURE (0073)	-	-	46,858	46,858	20,000
HOMELAND SECURITY GRANT FUND (0017)	-	-	-	45,831	-
MAJOR GRANT PROGRAMS FUND (00MG)	1,567	6,800	-	5,000	-
Total	\$26,648,194	\$28,639,268	\$26,458,296	\$25,373,778	\$26,296,215

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
POLICE SERVICES	210.17	209.00	182.00	177.00
Total	210.17	209.00	182.00	177.00

SAFETY SERVICES AREA POLICE SERVICES UNIT

REVENUES

Charges for Services – This decrease reflects a reduction in revenue for fingerprinting services, which are no longer provided by the Police Services Unit and a reduction in anticipated towing revenue.

Fines & Forfeits – This reflects an approved increase in parking fines.

Intergovernmental revenues – This represents an increase in expected Central Dispatch and Wireless 911 revenue based on previous years' experience.

Miscellaneous Revenue – Decrease is due to the unpredictability of receiving miscellaneous revenue.

Prior Year Surplus – Decrease is due to the budgeted use of fund balance in the Non-General Fund Police Funds such as the Federal Forfeiture Fund and the Local Forfeiture Fund.

EXPENSES

Personnel Costs – The decrease in costs is associated with a reduction of 5.0 vacant FTEs.

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

Other Services – The decrease is due to a reduction in the number of total vehicles included in the Police fleet and a use of accumulated fund balance in the fleet fund for replacement of Police vehicles that no longer need to be replaced.

Capital Outlay – This is a decrease in the total Capital Outlay budget for Police. Any unanticipated capital expenditures throughout the year will be addressed at the time the need arises.

Employee Allowances - The decrease in costs is associated with a reduction of 5.0 vacant FTEs.

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

recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$2,805,017 (includes \$701,086 for parking enforcement-patrol division) in FY 11.

FY 2010 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Police	Manager:	Greg Bazick, John Seto

Service Unit Goals	City Goals:
A. Partner with 30 local businesses to improve Emergency Planning and Business Continuity through development of a comprehensive emergency preparedness program to ensure that emergency response to a disaster situation is timely, coordinated, and effective.	2, 5
B. Increase case clearances by arrest, of Part I offenses, by 2% by June 30, 2010.	2, 5
C. Reduce externally generated traffic complaints by 5% by June 30, 2010.	2, 5

Service Unit Measures	Status
A - 30 local business partners committed to program.	50 % Complete. Other Partnerships Established
B – Serve 70% of all warrants obtained for Part I offenses.	Achieved
B2 - Conduct field interviews in area of reported crime for five (5) days if incident is reported within 24 hours of occurrence.	Measure Abandoned- Technical Limitation
B3 - Conduct 8 hours of directed investigation per month in areas of repeat or multiple reported incidents.	Achieved
C – Assign all externally generated traffic complaints within 2 working days of receiving them.	Achieved
C2 –Enforce/monitor all traffic complaints for a minimum of 3 working days, during specified time periods of complaint.	Achieved
C3 – Re-contact all complainants with results within one week of completion.	Achieved

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Police	Manager:	Greg Bazick, John Seto

Service Unit Goals	City Goals:
A. Partner with 30 local businesses to improve Emergency Planning and Business Continuity through development of a comprehensive emergency preparedness program to ensure that emergency response to a disaster situation is timely, coordinated, and effective.	2, 5
B. Increase case clearances by arrest, of Part I offenses, by 2% by June 30, 2010.	2, 5
C. Reduce externally generated traffic complaints by 5% by June 30, 2010.	2, 5

Service Unit Measures	Status
A - 30 local business partners committed to program.	
B – Serve 70% of all warrants obtained for Part I offenses.	
B2 - Conduct 8 hours of directed investigation per month in areas of repeat or multiple reported incidents.	
C – Assign all externally generated traffic complaints within 2 working days of receiving them.	
C2 –Enforce/monitor all traffic complaints for a minimum of 3 working days, during specified time periods of complaint.	
C3 – Re-contact all complainants with results within one week of completion.	

See Budget Summaries Section, Page 51, for list of City Goals

**SAFETY SERVICES AREA
POLICE SERVICES**

Allocated Positions

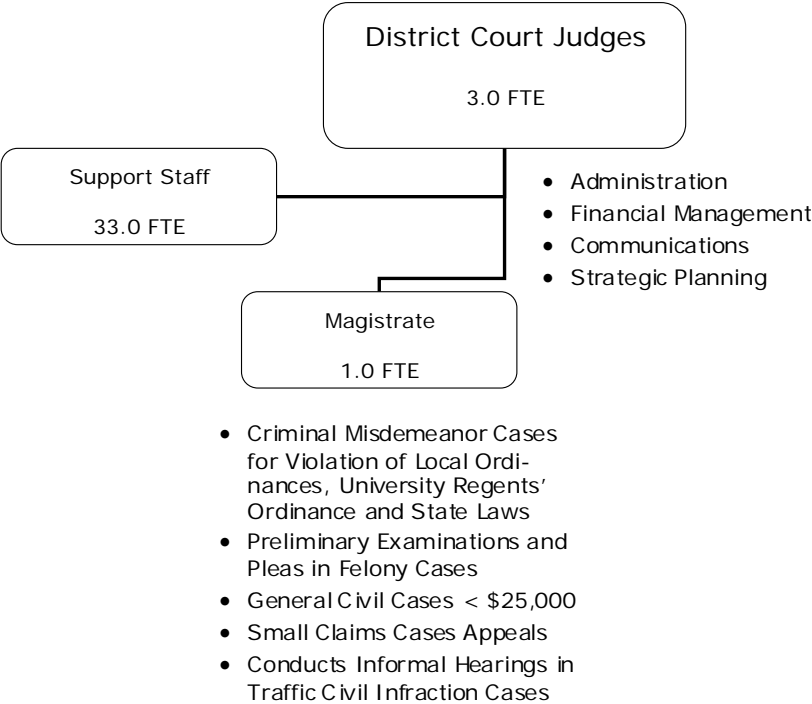
Job Description	Job Class	FY2011 FTE's
Admin Support Spec Lvl 3	110034	1.00
Asst Emergency Mgr	401400	1.00
Comm Standard Officer III	118524	4.00
Comm Standards Officer I	118504	3.00
Comm Standards Officer IV	118534	3.00
Comm Standards Supv III	196724	1.00
Deputy Chief	168810	2.00
Detective II - Bach	148801	1.00
Detective III - Bach	148771	12.00
Lawnet - Bach	148761	1.00
Management Assistant	000200	2.00
Police Lieutenant Degreed	158731	5.00
Police Officer	148700	1.00
Police Officer - Assoc	148702	3.00
Police Officer - Bach	148701	6.00
Police Prof Asst Level 1	180370	2.00
Police Prof Asst Level 2	180380	3.00
Police Prof Asst Level 3	180390	2.00
Police Staff Sgt Degreed	158761	17.00
Professional Service Asst	128561	5.00
Professional Services Ass	128560	1.00
Records And Data Unit Sup	196800	1.00
Safety Serv Dispatch I	148402	3.00
Safety Serv Dispatch III	148420	3.00
Safety Serv Dispatch III	148421	9.00
Safety Serv Dispatch III	148422	1.00
Safety Serv Dispatch IV	148431	1.00
Safety Serv Dispatch V	148440	4.00
Safety Serv Dispatch V	148441	2.00
Safety Services Area Admi	403400	1.00
Senior Officer I	148690	2.00
Senior Officer I - Assoc	148692	13.00
Senior Officer I - Bach	148691	34.00
Senior Officer II	148900	1.00
Senior Officer II - Assoc	148902	3.00
Senior Officer II - Bach	148901	22.00
Telecommunicator - Bach	148511	1.00
Total		177.00



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



The Fifteenth District Court hears cases that involve criminal misdemeanors and felony preliminary exams and pleas, civil cases that involve less than \$25,000, including most landlord-tenant disputes, and certain matters filed in the Family Division of the County Trial Court. The Court’s Magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by State law.

FIFTEENTH DISTRICT COURT

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
FINES & FORFEITS	3,313,155	2,415,673	2,945,600	2,966,400	2,067,250
INTERGOVERNMENTAL REVENUES	239,430	426,775	604,623	509,050	404,250
INVESTMENT INCOME	84,859	(13,036)	3,000	1,500	500
MISCELLANEOUS REVENUE	-	-	-	3,200	35,000
PRIOR YEAR SURPLUS	-	-	92,800	-	163,172
Total	\$3,637,444	\$2,829,412	\$3,646,023	\$3,480,150	\$2,670,172

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	3,273,682	2,473,373	2,945,100	2,988,150	2,075,000
COURT FACILITIES (0023)	304,938	163,728	302,800	210,000	302,800
MAJOR GRANT PROGRAMS FUND (00MG)	58,824	192,311	398,123	282,000	292,372
Total	\$3,637,444	\$2,829,412	\$3,646,023	\$3,480,150	\$2,670,172

FIFTEENTH DISTRICT COURT

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	1,988,463	2,121,450	2,118,385	2,338,900	1,805,840
PAYROLL FRINGES/INSURANCE	1,089,207	1,127,285	1,242,601	956,035	1,120,704
OTHER SERVICES	816,846	844,822	956,150	933,300	824,193
MATERIALS & SUPPLIES	72,257	72,687	66,900	57,900	47,400
OTHER CHARGES	323,748	347,646	312,194	312,411	334,075
PASS THROUGHGS	-	1,325,000	225,000	225,000	225,000
CAPITAL OUTLAY	31,773	11,291	5,800	-	4,200
Total	\$4,322,294	\$5,850,181	\$4,927,030	\$4,823,546	\$4,361,412

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	4,158,176	4,214,948	4,226,107	4,239,846	3,776,080
COURT FACILITIES (0023)	105,294	1,442,920	302,800	302,000	292,960
MAJOR GRANT PROGRAMS FUND (00MG)	58,824	192,313	398,123	281,700	292,372
Total	\$4,322,294	\$5,850,181	\$4,927,030	\$4,823,546	\$4,361,412

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
FIFTEENTH DISTRICT COURT	41.00	41.00	39.00	37.00
Total	41.00	41.00	39.00	37.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUE

Fines and Forfeits – Decrease in revenue is attributable to the forecasted continuing annual decline in the number of filed citations.

Intergovernmental Revenues – Decrease is attributable to an expired Federal Grant Award.

EXPENSES

Personnel Services – The decrease in costs is associated with a reduction of 2.00 FTEs.

Payroll Fringes - The decrease in costs is associated with a reduction of 2.00 FTEs.

FY 2010	
GOALS AND PERFORMANCE MEASURES	

Service Area:	15th Judicial District Court	Area Administrator:	Chief Judge Julie Creal
Service Unit:	15th Judicial District Court	Manager:	Chief Judge Julie Creal

Goals	City Goals:
A. To meet State of Michigan legislative mandates, Michigan Supreme Court mandates and Michigan State Court Administrative Office (SCAO) mandates	N/A – Separate Mandate
B. Enhance public safety via the effective administration of justice	N/A – Separate Mandate
C. To maximize revenue by collecting outstanding delinquent accounts	1
D. To maximize revenue by ordering and collection heretofore uncollectable late fees on delinquent accounts	1

Measures	Status
A - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results	Ongoing
B - Average monthly remittance amounts to the City Treasury	Ongoing

See Budget Summaries Section, Page 51, for list of City Goals

FY 2011 GOALS AND PERFORMANCE MEASURES

Service Area:	15th Judicial District Court	Area Administrator:	Chief Judge Julie Creal
Service Unit:	15th Judicial District Court	Manager:	Chief Judge Julie Creal

Service Unit Goals	City Goals:
A. To meet State of Michigan legislative mandates, Michigan Supreme Court mandates and Michigan State Court Administrative Office (SCAO) mandates	1
B. To enhance public safety via the effective administration of justice	1
C. To maximize revenue by collecting outstanding delinquent accounts	2
D. To maximize revenue by ordering and collection heretofore uncollectable late fees on delinquent accounts	2

Service Unit Measures	Status
A - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results	
B - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results	
C - Average monthly remittance amounts to the City Treasury	
D - Average monthly remittance amounts to the City Treasury	

See Budget Summaries Section, Page 51, for list of City Goals

FIFTEENTH DISTRICT COURT

Allocated Positions

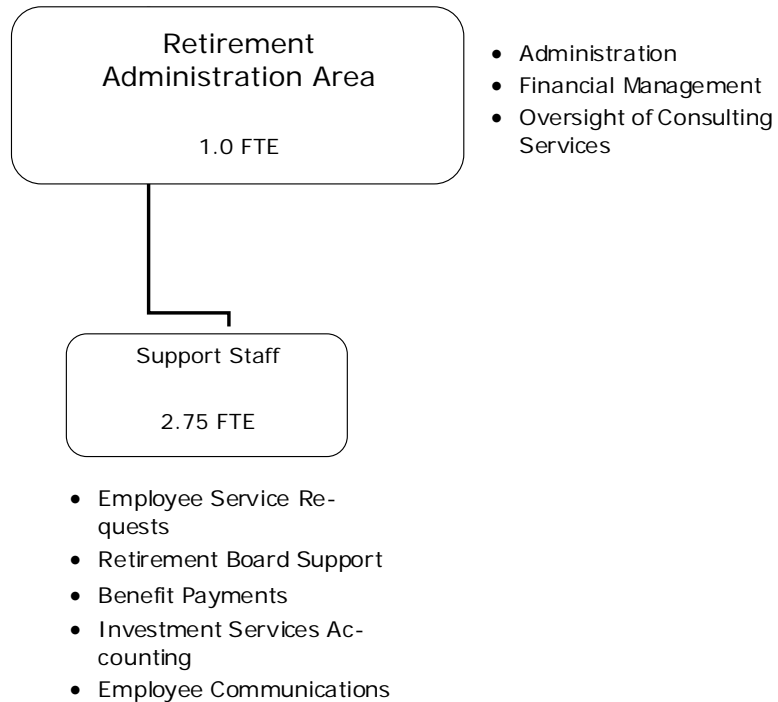
Job Description	Job Class	FY2011 FTE's
Accounting Clerk II- D.C.	001130	1.00
Court Administrator	403420	1.00
Court Bailiff	000850	3.00
Court Clerk II	000930	12.00
Court Clerk III	000940	1.00
Court Recorder	000860	3.00
Deputy Court Admin	403100	1.00
District Court Judge	200030	3.00
Financial Mgr- Dist Court	403440	1.00
Lead Division Deputy Cler	000910	1.00
Magistrate	401880	1.00
Probation Agent	000800	5.00
Probation Supervisor	403150	1.00
Senior Secretary - Courts	000870	3.00
Total		37.00



RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

Retirement System Organization Chart



The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

RETIREMENT SYSTEM

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CONTRIBUTIONS	255,142	228,586	164,000	164,000	168,600
INVESTMENT INCOME	(28,146,033)	(90,645,766)	23,609,500	23,609,500	23,715,000
MISCELLANEOUS REVENUE	87,558	40,217	82,000	82,000	82,000
OPERATING TRANSFERS	14,610,368	18,960,699	9,442,341	9,442,341	15,556,036
Total	(\$13,192,965)	(\$71,416,264)	\$33,297,841	\$33,297,841	\$39,521,636

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
EMPLOYEES RETIREMENT SYSTEM (0059)	(13,245,921)	(61,912,651)	27,755,000	27,755,000	34,760,858
VEBA TRUST (0052)	52,956	(9,503,613)	5,542,841	5,542,841	4,760,778
Total	(\$13,192,965)	(\$71,416,264)	\$33,297,841	\$33,297,841	\$39,521,636

RETIREMENT SYSTEM

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	259,509	274,049	262,380	262,380	260,269
PAYROLL FRINGES/INSURANCE	24,083,522	25,129,477	25,432,710	25,432,710	26,664,904
OTHER SERVICES	1,723,444	1,436,586	1,256,100	1,256,100	1,291,500
MATERIALS & SUPPLIES	4,089	6,008	6,250	6,250	6,250
OTHER CHARGES	450,351	718,011	582,371	582,371	631,048
CAPITAL OUTLAY	14,515	5,937	-	-	-
Total	\$26,535,430	\$27,570,068	\$27,539,811	\$27,539,811	\$28,853,971

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
EMPLOYEES RETIREMENT SYSTEM (0059)	26,253,080	27,339,931	27,345,526	27,345,526	28,641,438
VEBA TRUST (0052)	282,350	230,137	194,285	194,285	212,533
Total	\$26,535,430	\$27,570,068	\$27,539,811	\$27,539,811	\$28,853,971

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
RETIREMENT	3.75	3.75	3.75	3.75
Total	3.75	3.75	3.75	3.75

RETIREMENT SYSTEM

REVENUES

Investment Income - The FY 2011 projected increase is due to expected appreciation in the financial markets.

EXPENSES

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

Other Services and Other Charges - The increase is due to a projected increase in money manager fees for the investment funds.

RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY2011 FTE's
Accountant II	401440	0.75
Exec Dir Pension Admin	403740	1.00
Management Assistant	000200	1.00
Pension Analyst	403650	1.00
Total		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 FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	14,043,683	13,826,337	16,893,433	16,893,433	15,864,315
INVESTMENT INCOME	872,233	471,749	307,452	362,537	196,457
MISCELLANEOUS REVENUE	16,733	1,737,829	30,000	30,000	165,601
PRIOR YEAR SURPLUS	-	-	5,981,031	-	5,766,432
TAXES	3,680,612	3,870,539	3,544,929	3,544,929	3,796,929
OPERATING TRANSFERS	2,525,311	3,241,953	200,000	2,293,605	2,193,605
Total	\$21,138,572	\$23,148,407	\$26,956,845	\$23,124,504	\$27,983,339

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
DDA PARKING SYSTEM (0063)	14,426,762	14,038,106	21,789,647	16,988,573	19,842,549
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	4,038,562	6,433,173	4,912,198	3,737,785	5,262,610
DDA PARKING MAINTENANCE (0033)	2,179,631	2,430,785	-	2,148,690	2,666,180
DDA/HOUSING FUND (0001)	493,617	246,343	255,000	249,456	212,000
Total	\$21,138,572	\$23,148,407	\$26,956,845	\$23,124,504	\$27,983,339

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES			251,636	106,529	306,982
PAYROLL FRINGES/INSURANCE			112,583	55,594	114,012
OTHER SERVICES			9,511,793	9,721,792	8,013,812
MATERIALS & SUPPLIES			16,500	16,500	16,500
OTHER CHARGES			232,500	232,500	2,119,288
PASS THROUGHES			11,600,780	11,750,780	10,102,735
CAPITAL OUTLAY			5,231,053	4,812,529	7,310,010
Total	\$24,314,942	\$21,737,733	\$26,956,845	\$26,696,224	\$27,983,339

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
DDA PARKING SYSTEM (0063)	14,539,558	15,227,726	21,789,647	20,377,799	19,842,549
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	6,604,609	4,228,245	4,912,198	4,912,198	5,262,610
DDA PARKING MAINTENANCE (0033)	2,919,535	2,188,550	-	1,001,227	2,666,180
DDA/HOUSING FUND (0001)	251,240	93,212	255,000	405,000	212,000
Total	\$24,314,942	\$21,737,733	\$26,956,845	\$26,696,224	\$27,983,339

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services – The decrease is for street meters and parking structures revenues.

Investment Income – The decrease is due to a decline in current and projected market investment rates.

EXPENSES

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

Pass Throughs - The decrease represents an operating transfer for the projected debt service payments.

Capital Outlay – The increase is for new parking structures.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY2011 FTE's
DDA Deputy Director	403720	1.00
DDA Exec Director	403290	1.00
Management Assistant	000200	1.00
Total		3.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
INVESTMENT INCOME	33,757	6,763	-	11,873	7,335
MISCELLANEOUS REVENUE	-	30,913	-	-	-
PRIOR YEAR SURPLUS	-	-	155,000	-	37,415
TAXES	728,730	1,059,965	1,330,000	1,359,970	1,400,000
Total	\$762,487	\$1,097,641	\$1,485,000	\$1,371,843	\$1,444,750

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY (0009)	762,487	1,097,641	1,485,000	1,371,843	1,444,750
Total	\$762,487	\$1,097,641	\$1,485,000	\$1,371,843	\$1,444,750

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
OTHER SERVICES	872,836	806,305	1,484,295	1,483,500	1,444,304
OTHER CHARGES	-	-	705	705	446
Total	\$872,836	\$806,305	\$1,485,000	\$1,484,205	\$1,444,750

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY (0009)	872,836	806,305	1,485,000	1,484,205	1,444,750
Total	\$872,836	\$806,305	\$1,485,000	\$1,484,205	\$1,444,750

Ann Arbor/Ypsilanti SmartZone LDFA FY 2011 Budget

	FY 2009 Actual	FY 2010 Amended Budget	FY 2010 Estimated Actual	LDFA Recommended FY2011
REVENUES				
Tax Revenue	\$ 1,059,965	\$ 1,330,000	\$ 1,359,970	\$ 1,400,000
Miscellaneous Revenue	30,913	-	-	-
Investment Income	6,762	-	11,873	7,335
Total Revenue	\$ 1,097,640	\$ 1,330,000	\$ 1,371,843	\$ 1,407,335
EXPENDITURES				
<u>Business Accelerator Support Services</u>				
Business Accelerator Support	\$ 157,000	\$ 280,000	\$ 280,000	\$ 288,400
Phase II - Due Diligence	26,833	25,000	25,599	24,000
Phase III - Intensive Service	217,589	420,000	418,606	400,000
Sub-Total	401,422	725,000	724,205	712,400
Micro Loan Program for Entrepreneurs	-	275,000	275,000	275,000
Angel Investment Group Support	12,500	25,000	25,000	20,000
Business Networking Events	22,083	40,000	40,000	30,000
<u>Entrepreneur Education</u>				
Education Classes	15,200	25,000	25,000	10,000
Bootcamp	39,950	40,000	40,000	56,000
Sub-Total	55,150	65,000	65,000	66,000
Cantillon Web Based Education	35,375	40,000	40,000	5,000
SPARK Central Incubator Operating Exp	153,568	140,000	140,000	160,000
Marketing	50,400	65,000	65,000	65,000
Indirect Services				
SPARK Accounting	43,001	45,000	45,000	46,350
Legal & Admin Support	32,807	65,000	65,000	65,000
LDFA Staff	-	-	-	-
Sub-Total	75,808	110,000	110,000	111,350
Total Operating Expenditures	\$ 806,306	\$ 1,485,000	\$ 1,484,205	\$ 1,444,750
Net Increase/(Decrease)	\$ 291,334	\$ (155,000)	\$ (112,362)	\$ (37,415)
RESERVES				
Est. Beginning Fund Balance		\$ 468,240	\$ 468,240	\$ 355,878
Projected Surplus (deficit)		(155,000)	(112,362)	(37,415)
Projected ending Fund Balance		\$ 313,240	\$ 355,878	\$ 318,463



NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service and debt service levy of the City. Debt service on voted general obligation debt issue is funded through the Debt Service property tax levy; for FY 11, this levy is proposed to be .5 mills.

The levy of outstanding debt is relatively low. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2009 was \$607.7 million. The debt subject to that limit as of June 30, 2009, was \$80.1 million or 1.30% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of TV limit. The total City debt (general obligation and all others) as of June 30, 2009 was \$209.9 million.

NON-DEPARTMENTAL

Revenues By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
CHARGES FOR SERVICES	188,110	79,655	-	-	-
INVESTMENT INCOME	34,824	28,831	-	-	-
MISCELLANEOUS REVENUE	50,983	747,044	354,000	354,000	366,131
PRIOR YEAR SURPLUS	-	-	345,738	-	1,646,399
TAXES	2,212,841	11,795,136	12,028,977	11,922,384	11,469,835
OPERATING TRANSFERS	6,465,999	8,345,018	9,618,478	9,558,171	11,076,321
Total	\$8,952,757	\$20,995,684	\$22,347,193	\$21,834,555	\$24,558,686

Revenues By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	1,841,845	12,457,532	12,891,468	12,611,133	14,047,209
GENERAL DEBT SERVICE (0035)	6,970,735	7,989,271	9,327,905	9,203,422	10,391,792
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	216,994	99,810	127,820	20,000	119,685
PARKING SYSTEM (0044)	(81,718)	449,071	-	-	-
STREET REPAIR MILLAGE (0062)	4,901	-	-	-	-
Total	\$8,952,757	\$20,995,684	\$22,347,193	\$21,834,555	\$24,558,686

NON-DEPARTMENTAL

Expenses By Category

Category	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
PERSONNEL SERVICES	(837,546)	(63,768)	233,645	233,645	266,405
PAYROLL FRINGES/INSURANCE	137,968	7,179	510,758	510,758	15,273
OTHER SERVICES	208,240	127,662	416,758	416,758	124,612
MATERIALS & SUPPLIES	3,243	3,000	-	-	-
OTHER CHARGES	10,107,143	10,756,706	11,472,710	10,780,839	12,498,795
PASS THROUGH	11,220,010	11,882,980	10,853,203	10,635,001	10,548,074
CAPITAL OUTLAY	-	617,161	-	-	-
Total	\$20,839,058	\$23,330,920	\$23,487,074	\$22,577,001	\$23,453,159

Expenses By Fund

Fund	Actual FY2008	Actual FY2009	Budget FY2010	Forecasted FY2010	Request FY2011
GENERAL (0010)	11,827,417	13,132,243	14,074,463	13,164,697	12,976,573
GENERAL DEBT SERVICE (0035)	7,104,523	8,005,969	9,260,791	9,260,484	10,335,901
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	163,848	157,805	151,820	151,820	140,685
PARKING SYSTEM (0044)	1,671,407	1,960,845	-	-	-
SOLID WASTE (0072)	67,169	28,566	-	-	-
STREET REPAIR MILLAGE (0062)	51,594	22,989	-	-	-
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS (0071)	8,850	15,242	-	-	-
OPEN SPACE & PARKLAND PRESERVATION (0024)	12,852	5,366	-	-	-
PARKS REPAIR AND RESTORATION MILLAGE (0006)	13	1,250	-	-	-
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	9,778	645	-	-	-
LOCAL STREET (0022)	(158)	-	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	(289)	-	-	-	-
COMMUNICATIONS OFFICE (0016)	(7,378)	-	-	-	-
CONSTRUCTION CODE FUND (0026)	(22,605)	-	-	-	-
MAJOR STREET (0021)	(47,963)	-	-	-	-
Total	\$20,839,058	\$23,330,920	\$23,487,074	\$22,577,001	\$23,453,159

FTE Count

Category	FY2008	FY2009	FY2010	FY2011
NON-DEPARTMENTAL	-	-	-	0.40
Total				0.40

NON-DEPARTMENTAL

REVENUES

Taxes - In FY 2009, taxes for AATA were moved into Non-Departmental from the Financial and Administrative Services Area. AATA taxes are projected to decrease due to decreased property values.

Prior Year Surplus – This line item is used to balance budgeted expenditures over projected revenues in the General Fund.

Operating Transfers – Debt service transfers increased by \$1.2 million.

EXPENSES

Other Charges – The increase is in debt service payments.

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL

Allocated Positions

Job Description	Job Class	FY2011 FTE's
City Planner 4	110444	0.30
Planning Manager	404110	0.10
Total		0.40

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2009:

Governmental Activities Debt													
FY Ending	General Obligation Portion										Total Governmental Activities Debt		
	Capital Projects Bonds		Special Assessment Bonds		Special Revenue Bonds		Special Assessment Bonds		Other Debt		Principal	Interest	Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2010	\$2,590,000	\$2,509,327	\$80,000	\$22,725	\$550,000	\$941,035	\$125,000	\$25,945		\$136,149	\$3,345,000	\$3,635,181	\$6,980,181
2011	2,625,000	2,399,376	80,000	18,925	585,000	919,360	120,000	19,960		136,149	3,410,000	3,493,770	6,903,770
2012	1,870,000	2,314,925	80,000	15,075	625,000	895,905	90,000	14,893		136,149	2,665,000	3,376,947	6,041,947
2013	1,920,000	2,233,875	80,000	11,175	650,000	871,216	80,000	10,617		136,149	2,730,000	3,263,032	5,993,032
2014	1,350,000	2,166,452	80,000	7,225	685,000	845,366	80,000	6,710	\$3,500,000	68,266	5,695,000	3,094,019	8,789,019
2015	1,405,000	2,112,450	20,000	3,225	720,000	817,914	25,000	2,750			2,170,000	2,936,339	5,106,339
2016	1,465,000	2,056,252	25,000	2,325	755,000	788,835	20,000	1,625			2,265,000	2,849,037	5,114,037
2017	1,530,000	1,997,650	25,000	1,175	795,000	757,953	15,000	705			2,365,000	2,757,483	5,122,483
2018	1,595,000	1,935,782			835,000	725,200					2,430,000	2,660,982	5,090,982
2019	1,660,000	1,869,112			875,000	690,605					2,535,000	2,559,717	5,094,717
2020	1,745,000	1,796,750			915,000	653,534					2,660,000	2,450,284	5,110,284
2021	1,820,000	1,718,225			965,000	614,176					2,785,000	2,332,401	5,117,401
2022	1,900,000	1,636,325			1,010,000	572,470					2,910,000	2,208,795	5,118,795
2023	1,990,000	1,548,750			1,060,000	527,888					3,050,000	2,076,638	5,126,638
2024	2,080,000	1,457,013			800,000	481,938					2,880,000	1,938,951	4,818,951
2025	2,175,000	1,361,125			840,000	446,663					3,015,000	1,807,788	4,822,788
2026	2,275,000	1,260,862			885,000	408,698					3,160,000	1,669,560	4,829,560
2027	2,375,000	1,154,713			930,000	368,503					3,305,000	1,523,216	4,828,216
2028	2,485,000	1,043,563			975,000	326,339					3,460,000	1,369,902	4,829,902
2029	2,600,000	927,262			1,030,000	280,913					3,630,000	1,208,175	4,838,175
2030	2,720,000	800,125			1,080,000	232,875					3,800,000	1,033,000	4,833,000
2031	2,845,000	667,125			1,135,000	182,419					3,980,000	849,544	4,829,544
2032	1,315,000	528,013			1,195,000	129,319					2,510,000	657,332	3,167,332
2033	1,380,000	465,550			1,255,000	73,519					2,635,000	539,069	3,174,069
2034	1,450,000	400,000			1,320,000	14,850					2,770,000	414,850	3,184,850
2035	1,520,000	327,500									1,520,000	327,500	1,847,500
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
	\$55,715,000	\$39,199,351	\$470,000	\$81,850	\$22,470,000	\$13,567,493	\$555,000	\$83,205	\$3,500,000	\$612,862	\$82,710,000	\$53,544,761	\$136,254,761
Interest Ranges		4.000 - 5.000%		4.000 - 5.200%		3.250 - 4.500%		4.000 - 5.700%		3.89%		3.250 - 5.700%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2009:

FY Ending	Enterprise Funds											Component Units		
	Ann Arbor Building Authority Bonds		Water & Sewer Revenue Bonds		Other Debt		Other Bonds		Total Enterprise Debt			Downtown Development Authority		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total	Principal	Interest	Total
2010	\$1,790,000	\$942,261	\$5,640,000	\$3,945,385	\$218,390	\$44,839	\$150,000	\$166,544	\$7,798,390	\$5,099,029	\$12,897,419	\$575,000	\$72,825	\$647,825
2011	1,870,000	864,322	6,075,000	3,728,630	218,390	38,412	155,000	160,544	8,318,390	4,791,908	13,110,298	610,000	50,400	660,400
2012	1,945,000	787,628	6,160,000	3,513,563	126,442	31,907	165,000	154,344	8,396,442	4,487,442	12,883,884	650,000	26,000	676,000
2013	2,025,000	702,591	6,350,000	3,290,755	131,178	28,734	170,000	147,744	8,676,178	4,169,824	12,846,002			
2014	2,095,000	605,364	4,910,000	3,076,502	135,131	25,357	180,000	140,942	7,320,131	3,848,165	11,168,296			
2015	2,160,000	504,086	4,550,000	2,905,672	135,132	21,897	190,000	133,744	7,035,132	3,565,399	10,600,531			
2016	2,130,000	402,701	4,695,000	2,731,837	139,085	18,378	200,000	126,144	7,164,085	3,279,060	10,443,145			
2017	2,195,000	298,064	4,890,000	2,548,400	86,983	15,334	205,000	118,144	7,376,983	2,979,942	10,356,925			
2018	1,665,000	212,510	4,365,000	2,366,512	86,984	13,921	215,000	109,944	6,331,984	2,702,887	9,034,871			
2019	1,710,000	128,890	4,540,000	2,192,561	90,937	12,508	225,000	101,344	6,565,937	2,435,303	9,001,240			
2020	1,070,000	56,950	4,725,000	2,008,819	90,937	11,040	235,000	92,344	6,120,937	2,169,153	8,290,090			
2021	260,000	22,417	4,945,000	1,815,360	90,937	9,562	250,000	82,944	5,545,937	1,930,283	7,476,220			
2022	275,000	9,167	5,130,000	1,608,593	94,891	8,084	260,000	72,942	5,759,891	1,698,786	7,458,677			
2023			5,335,000	1,385,879	94,891	6,553	275,000	62,544	5,704,891	1,454,976	7,159,867			
2024			5,570,000	1,151,917	94,890	5,011	285,000	51,544	5,949,890	1,208,472	7,158,362			
2025			5,000,000	920,597	98,845	3,469	300,000	39,788	5,398,845	963,854	6,362,699			
2026			2,975,000	741,702	98,844	1,874	315,000	27,412	3,388,844	770,988	4,159,832			
2027			3,050,000	599,488		268	330,000	14,025	3,380,000	613,781	3,993,781			
2028			3,125,000	452,932					3,125,000	452,932	3,577,932			
2029			1,450,000	337,250					1,450,000	337,250	1,787,250			
2030			1,500,000	267,188					1,500,000	267,188	1,767,188			
2031			1,550,000	194,750					1,550,000	194,750	1,744,750			
2032			1,625,000	119,344					1,625,000	119,344	1,744,344			
2033			1,700,000	40,375					1,700,000	40,375	1,740,375			
	\$21,190,000	\$5,536,951	\$99,855,000	\$41,944,011	\$2,032,887	\$297,148	\$4,105,000	\$1,802,981	\$127,182,887	\$49,581,091	\$176,763,978	\$1,835,000	\$149,225	\$1,984,225
Interest Ranges		2.700 - 5.500%		2.500 - 5.600%		1.625 - 4.500%		4.000 - 4.250%		1.625 - 5.600%		3.900 - 4.000%		

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Information Technology Annual Master Planning Process

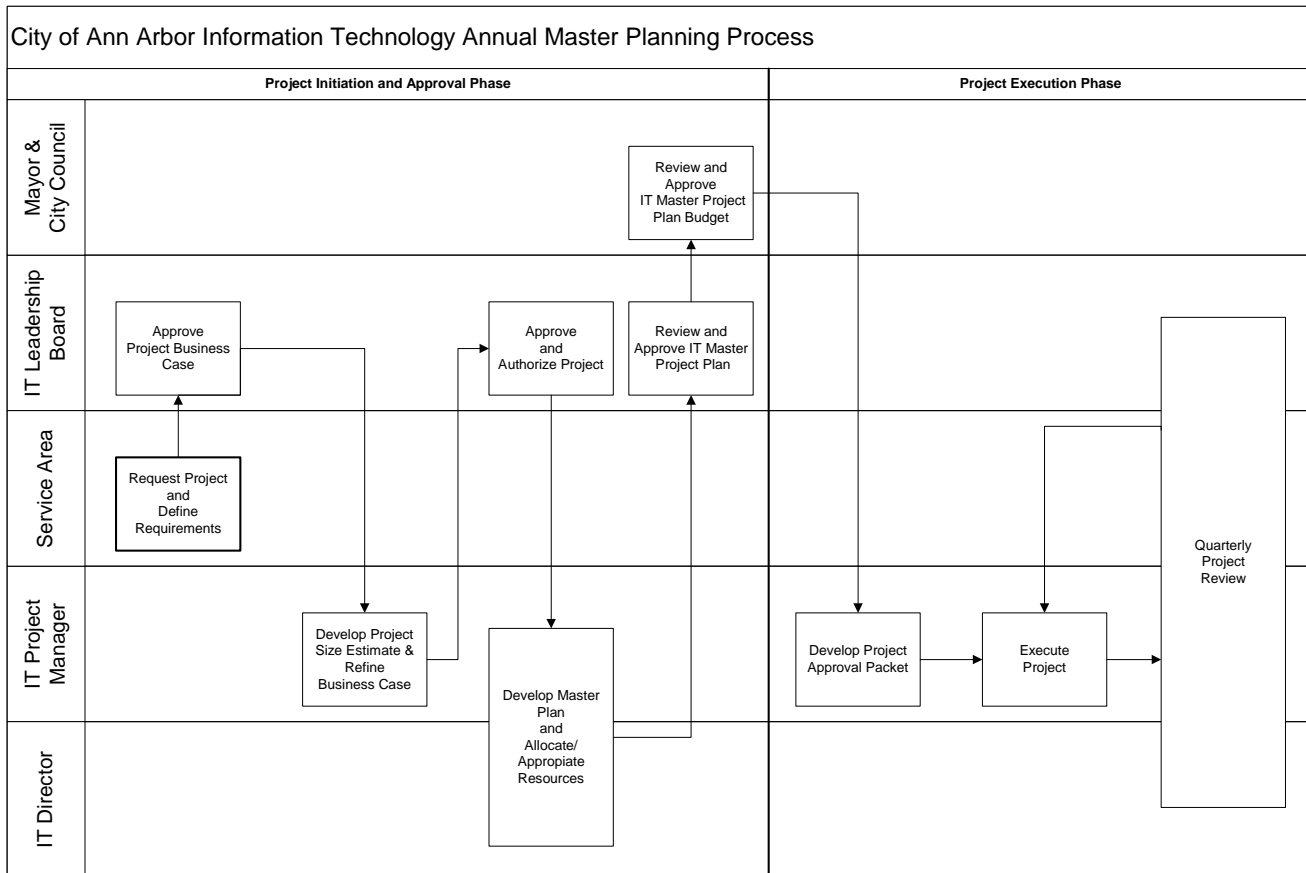
The Information Technology Service Unit (IT) plays an integral role in City operations and effective use of technology remains the primary feasible method of controlling and maintaining the vast amounts of information required to efficiently and effectively operate the City.

The City's IT staff delivers effective business solutions to meet the City's mission, goals, and objectives through the use of an IT Annual Master Plan. The IT Annual Master Planning Process was developed to present a clearer picture of the way the City's Information Technology resources can support the City's short and long-term information needs and to bring accountability to the process.

This annual planning process:

- Assists City Service Units in communicating the direction and priorities of projects.
- Aids the City in allocating appropriate scarce resources to support project requests.
- Provides a framework for IT Steering Committees, the IT Leadership Board and IT management to continually measure and re-evaluate information systems efforts.
- Assists IT in charting strategies and individual project plans to support the service units present and future information needs.

The City's IT Annual Master Planning process is illustrated below.



The IT Annual Master Planning Process consists of the following major activities:

Project Initiation and Approval:

On a regular basis IT meets with each Service Area to prioritize current activities, report on current project statuses and initiate new minor departmental projects. On an annual basis, IT meets with each Service Area to specifically plan the next year's project needs, including planning for multi-year projects.

Projects are initiated through the use of business cases that define high-level goals, objectives, funding sources, approaches and benefits, such as cost savings, cost avoidance and intangibles. Business cases also plan staffing, facilities, assumptions and initial timelines. Completed business cases for major projects are presented to and approved by the IT Leadership Board.

Once a business case is approved by the IT Leadership Board, a detailed project plan is developed by the Project Sponsor with IT and reviewed again by the IT Leadership Board.

As the business cases are developed for each project, IT management uses them to prepare an overall IT Annual Master Plan and Budget for the next year's projects.

The IT Annual Master Plan is then presented to the IT Leadership Board where the projects are prioritized and the IT Annual Master Plan is approved.

During the annual City Budget Approval Meeting, the IT Annual Master Plan Budget is presented to City Council for approval along with the Administrator's Recommended Budget.

Project Execution:

During this phase approved and budgeted projects are executed. Progress against the IT Annual Master Plan is reviewed quarterly with the IT Leadership Board and IT Management.

Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Previously Authorized Multi-Year Budget</u>	FY 2011	
		<u>Expenditure Budget Request</u>	<u>Amended Multi-Year Budget</u>
Replacements			
PC's, High-End PCs, Laptops, Toughbooks, Tablets	242,520	30,000 ¹	272,520
Server Upgrade/Replacement	397,026	421,907 ²	818,933
Network Infrastructure Upgrade	239,869	320,231 ²	560,100
Network Printer/Copier	217,988	47,584 ²	265,572
Enterprise Wide			
Business Intelligence	75,000	25,000	100,000
Point of Sale (Parks & Rec, Police Records, Front Desk)	5,000	5,000	10,000
Multi-Media Installation	5,000	5,000	10,000
GIS - Shared Platform with County	25,000	25,000	50,000
Service Unit Specific			
Financial System Upgrade	1,035,138	200,000 ²	1,235,138
Cityworks	203,233	25,000	228,233
e-Citations & Portable Printers	5,000	5,000	10,000
Barton Canoe Livery IT Infrastructure	5,000	5,000	10,000
Graphics Software			
	\$ 2,455,774	\$ 1,114,722	\$ 3,570,496

¹ Annual appropriation towards yearly replacement of aging equipment.

² Appropriation from previously designated Fund Balance.

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**CITY OF ANN ARBOR
FY2011 – 2016 CAPITAL IMPROVEMENTS PLAN (CIP)
(Adjustments to FY2010 – 2015 CIP)**

Background

The City of Ann Arbor Capital Improvements Plan (CIP) is used as a tool to implement the City Master Plan and assist in the City's financial planning. The CIP outlines a schedule of public expenditures for a six-year period. It does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature that are needed for the functioning of the community, including transportation, parks, utilities, and municipal facilities improvements.

The CIP provides a list of high value capital budget items or projects for inclusion in the proposed Capital Budget or the proposed Operations and Maintenance (O & M) Budget of the City's Annual Budget Document. The City utilizes a 2-year budget cycle process where every two years a detailed two-year budget for both operating and capital expenditures is prepared. By city charter, the City Council can approve a one-year budget. So for the second year of each 2-year budget cycle, the Council reviews and approves adjustments to the second budget year.

As the CIP is coordinated with, and forms the basis for the capital projects portion of the budget, the CIP is handled in a similar manner. Every two years a six-year plan is completed based on the needs of the city and the community, and the available resources to perform the projects necessary to address those needs. This was performed for the FY2010-2015 CIP, which was adopted by the Ann Arbor City Planning Commission on December 16, 2008 and approved by the Ann Arbor City Council on February 1, 2010. This year, the CIP consists of an update to those projects in the plan that will affect the 2011 fiscal year (FY2011). This plan will form the basis of the capital budget which will be presented to the City Council as part of the FY2011 budget adjustments.

Projects

In reviewing the current FY2010-2015 CIP for projects that will affect FY2011, staff was charged with examining the projects in the first year of the plan (FY2010) which we are currently in and those in the second year (FY2011) which will begin on July 1, 2010, determine which projects:

1. ***Have a revised estimated project cost than that in the current plan.*** If the total project costs affecting a particular funding source is adjusted, with either an increased or decrease, it could negatively impact that funding source requiring adjustments within the plan for FY2011. This could require some project schedules to be adjusted to other years, or some projects even being moved to an "unfunded" status.
2. ***Have an adjusted schedule compared to that in the current plan.*** Project schedules can require adjustment for several reasons, such as: delays encountered during earlier

stages of the project; opportunities for outside or improved project funding if projects are advanced or delayed; reduced resources; or, modified priority of the particular project, or of other projects affecting other projects competing for these same project resources.

3. ***Need to be added to, or deleted from the plan.*** The conditions and needs of the city's various capital infrastructure systems are dynamic and change over time, even within the relatively short time of a year. As a result, there are some new needs that were identified between the approval of the FY2010-2015 CIP and the adjustments proposed in this FY2011-2016 CIP which necessitate projects requiring funding in FY2011, or perhaps even in FY2010. Conversely, there may be needs previously identified which may longer be present, or some projects may have already been completed. Thus, some projects in either FY2010 or FY2011 may be deleted. Any new needs that can be deferred until at least FY2012 are not added to the CIP at this time, nor are any projects beyond FY2011 deleted. These items will be reviewed and considered during the next full CIP planning process in the fall of 2010.

There are 336 projects contained in the FY2010-2015 CIP, with 166 of those needing funding in FY2010 and/or FY2011. In addition, there are 34 new projects being added and 19 projects being deleted from the plan for a net total of 181 projects needing funding in FY2010 and/or FY2011. Among these projects, 32 are "unfunded" in that they do not have secured funding sources to perform them as recommended by the plan. However, if funding becomes available they will be able to become "funded" projects as they are already contained in the plan.

Adjustments

The total adjusted funding need for FY2011 is \$187,847,826, with \$160,269,826 or 85.3% of the total, representing funded projects. This total funding need amount is an increase of \$48,963,826 over that included in the FY2010-2015 CIP for FY2011, an increase of 35.3%. This large increase in FY2011 funding need can be attributed to three particular adjustments being made in this plan compared to the approved FY2010-2015 CIP.

1. The *Facilities Renovation and Residuals Handling Improvements* projects in the Sanitary System category of projects are being increased a total of **\$10,000,000** over the values included in the current plan for FY2011. This is due to the progress of these projects which are currently underway and are requiring \$10,000,000 less in funding in FY2010 than anticipated. The total project costs are not being increased.
2. During last year's CIP process it was anticipated that the full funding for the *Library Lane Underground Parking Structure* would be secured by June 30, 2009, which was the end of FY2009. As a result, this project and its funding was not included in the FY2010-2015 CIP. But the project approval did not occur in time for this funding plan, and funding will be secured in FY2010 and FY2011, including **\$21,500,000** in FY2011.
3. The approved FY2010-2015 CIP includes a schedule and funding for the replacement of the *East Stadium Bridges* including design activities at a \$1,500,000 funding level. The condition and level of service for the bridge over South State Street has continued to deteriorate to a point that construction of this project is projected to begin in FY2011.

The cost of this project for FY2011 has been increased by **\$17,500,000** to fund this work.

These three items alone total \$49,000,000, nearly equal to the \$48,963,826 increase for FY2011. If these items are not included in the comparison, the remaining project funding needs for FY2011 would be \$36,174, or 0.03% below that included for the same year in the approved FY2010-2015 CIP.

Other summary data regarding the adjustments being made to both FY2010 and FY2011 include:

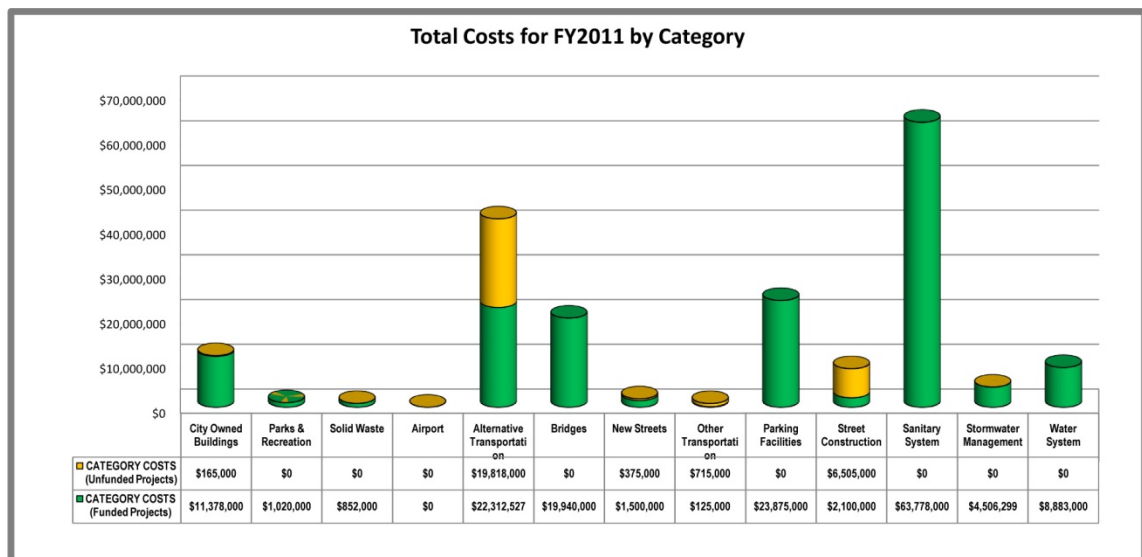
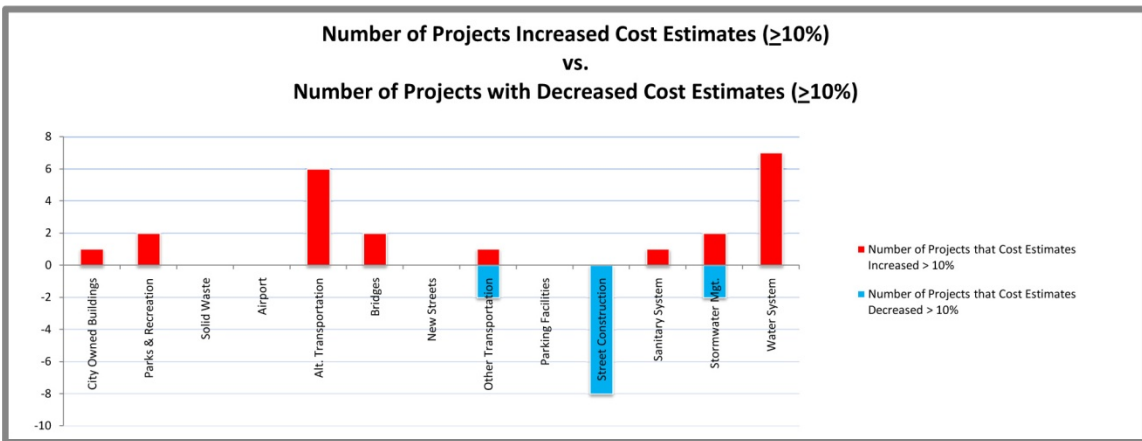
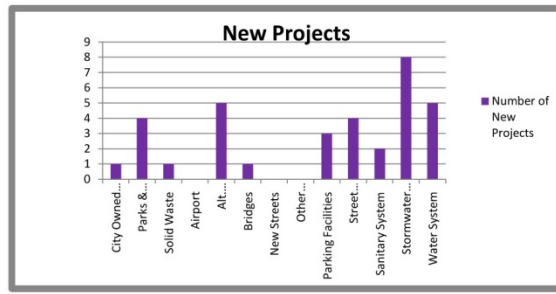
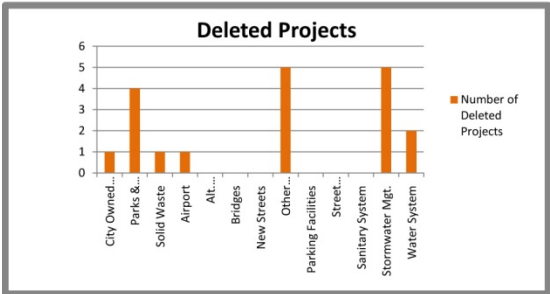
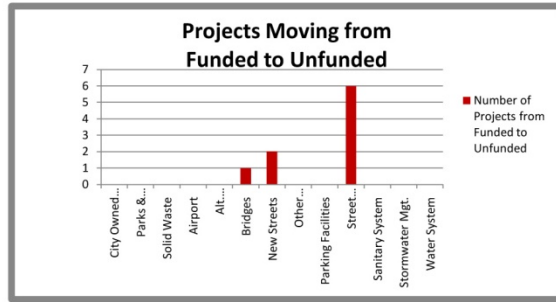
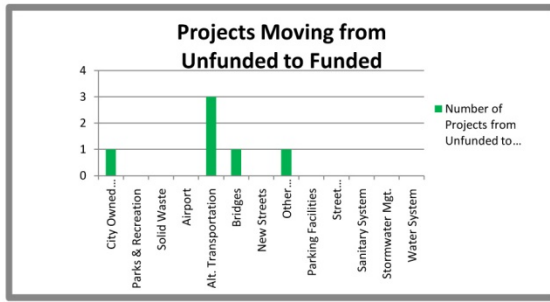
- 6 projects are being moved from *Unfunded* status to *Funded*
- 9 projects are being moved from *Funded* status to *Unfunded*
- 19 projects are being deleted from the plan for FY2010 and/or FY2011
- 34 projects are being added to the plan for FY2010 and/or FY2011
- 22 projects have cost estimates that are being increased by 10% or more
- 24 projects have cost estimates that are being decreased by 10% or more

The following pages contain graphs and charts displaying these and other summary aspects of the CIP adjustments.

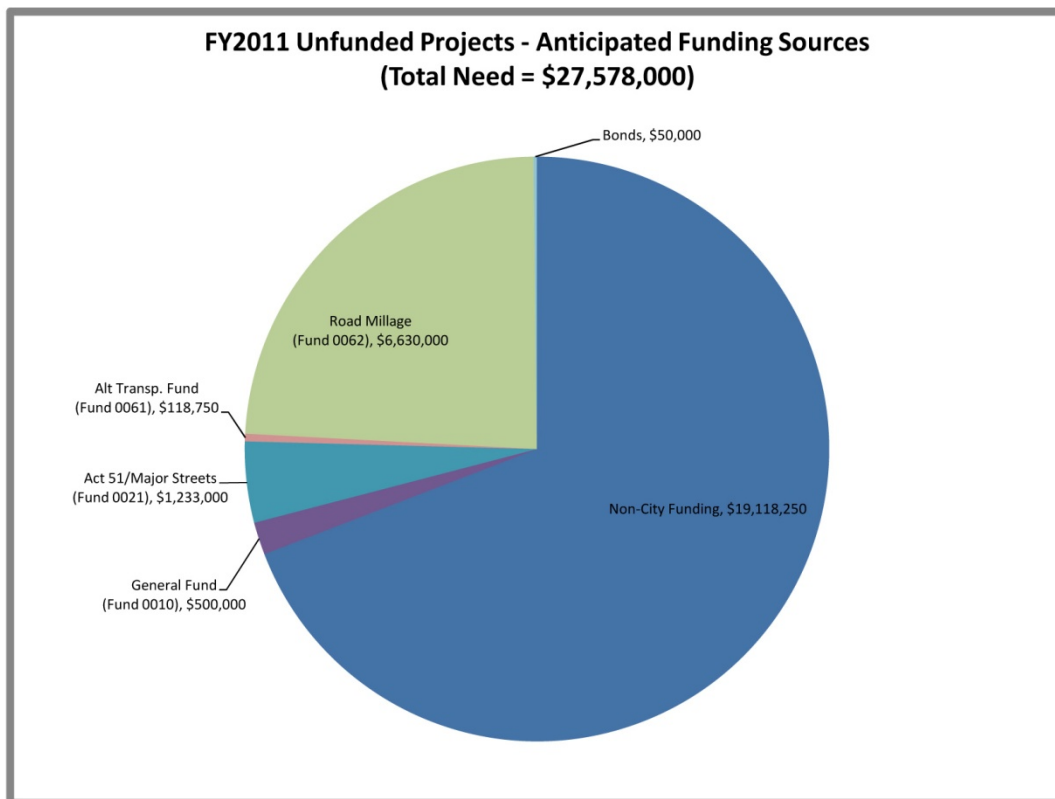
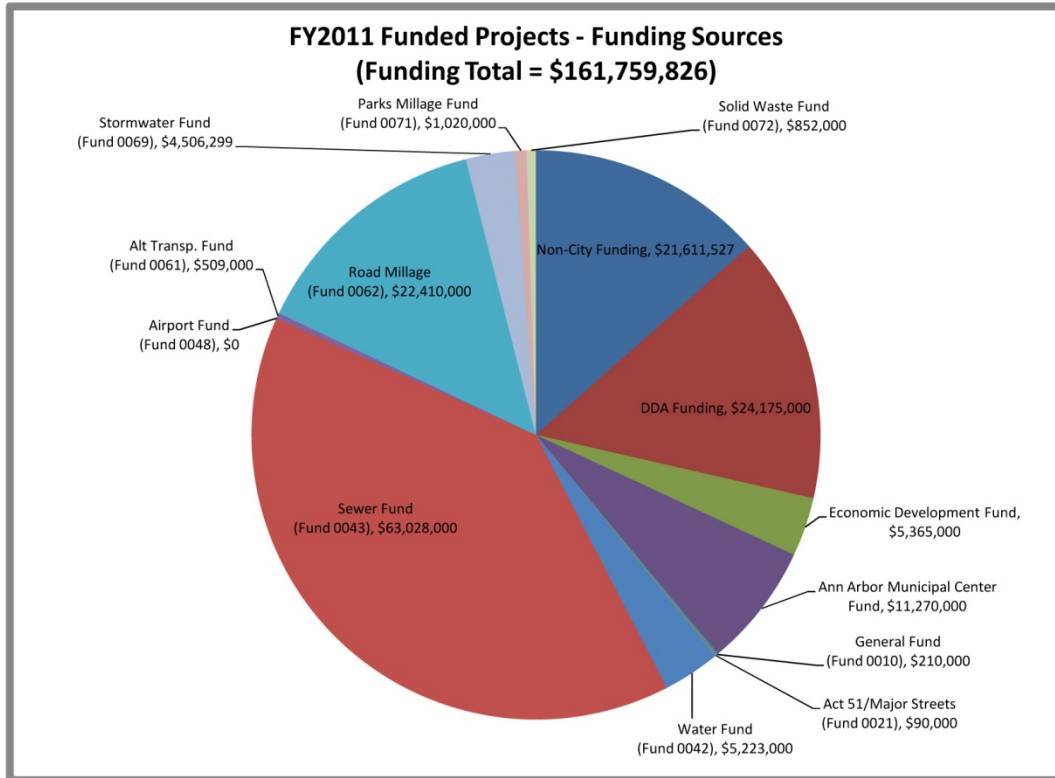
Following those items, are the Prioritized Cost Schedules for the various infrastructure categories contained in the FY2010-2015 Capital Improvements Plan. The projects in FY2010 and FY2011 have been highlighted as they were the subject of the focused review by staff for adjustment in this plan.

Then closing out this document are the adjusted Prioritized Cost Schedules for the FY2011-2016 Capital Improvements Plan. Note the legend at the bottom of each sheet indicating how to determine what items have been adjusted for each project in each category.

FY2011-2016 Capital Improvements Plan Data Summary Graphics



FY2011-2016 Capital Improvements Plan Data Summary Graphics



CITY OF ANN ARBOR
Recommended Budget for Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY 2011

ProjectID	Project Name	Priority	Status	CIP Anticipated Spending for Projects Requesting Appropriation:					Current Project Budget	FY 2011 Appropriation Request		
				Prior FYs	FY2010	FY2011	FY2012+	Total		Previously Planned	Current Request	Change
Municipal Facilities - Parks and Recreation												
MF-PR-08-07	Tennis & Basketball Court Renovations (Annual)	Urgent	In-Progress	150,000	-	150,000	750,000	1,050,000	136,622	-	200,000	200,000
MF-PR-08-19	Recreation Facility Updates and Infrastructure Repairs	Urgent	In-Progress		190,000	-	-	190,000	191,000	-	300,000	300,000
MF-PR-10-01	Playground Improvements (Annual)	Urgent	In-Progress		190,000	270,000	1,080,000	1,540,000	189,799	3,272	150,000	146,728
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction (Annual)	Urgent	Planning		175,000	250,000	1,000,000	1,425,000	174,645	2,149	100,000	97,851
	Previously planned projects									744,624		(744,624)
				150,000	555,000	670,000	2,830,000	4,205,000	692,066	750,045	750,000	(45)
Municipal Facilities - Solid Waste												
MF-SW-06-04	Landfill Groundwater Management	Urgent	In-Progress	181,000	93,000	570,000	-	844,000	180,566	434	570,000	569,566
MF-SW-10-01	Single Stream Recycling - Carts	Important	Planning		125,000	-	-	125,000	-	-	125,000	125,000
MF-SW-10-05	Commercial Recycling Containers	Urgent	In-Progress		204,000	182,000	130,000	516,000	-	46,350	182,000	135,650
MF-SW-11-NEW	Compost Center Stormwater Controls				-	100,000	-	100,000	-	-	100,000	100,000
	Previously planned projects									4,342,886		(4,342,886)
				181,000	422,000	852,000	130,000	1,585,000	180,566	4,389,670	977,000	(3,412,670)
Transportation - Alternative Transportation												
TR-AT-01-16	Washtenaw Avenue Non-Motorized Path	Important	In-Progress			429,000	-	429,000	-	-	429,000	429,000
TR-AT-10-04	Non-Motorized Corridor Project: Liberty (State Street to City Boundary)	Important	Planning			40,000	138,000	178,000	-	138,000	40,000	(98,000)
TR-AT-10-06	Non-Motorized Corridor Project: Packard (Stadium Blvd to Eisenhower)	Important	Planning				40,000	146,000	-	106,000	40,000	(66,000)
TR-AT-10-29	ADA Ramp Replacements (Outside of DDA)	Urgent	In-Progress		560,000	560,000	2,240,000	3,360,000	-	560,000	560,000	-
	Previously planned projects									(76,413)		76,413
				-	560,000	1,069,000	2,484,000	4,113,000	-	727,587	1,069,000	341,413
Transportation - Bridges												
TR-BR-02-03/04	East Stadium Bridges Replacement	Urgent	Planning		3,000,000	19,000,000	-	22,000,000	1,662,000	400,000	5,000,000	4,600,000
TR-BR-11-NEW	Huron Parkway Bridge Painting (settlement)					850,000	-	850,000	-	-	850,000	850,000
	Previously planned projects									-		-
				-	3,000,000	19,850,000	-	22,850,000	1,662,000	400,000	5,850,000	5,450,000
Transportation - Street Construction												
TR-SC-06-02	Annual Local Street Resurfacing Program	Urgent	In-Progress		2,500,000	2,500,000	12,500,000	17,500,000	114,000	2,850,000	1,250,000	(1,600,000)
TR-SC-06-03	Annual Major Street Resurfacing Program	Urgent	In-Progress		3,425,000	3,975,000	8,553,000	15,953,000	500,000	-	2,500,000	2,500,000
TR-SC-10-13	Surface Treatment (Street) Asset Management	Urgent	Planning		150,000	150,000	600,000	900,000	-	150,000	150,000	-
TR-SC-11-NEW	Fuller/East Medical Ctr/Maiden Lane				1,500,000			1,500,000	-	-	450,000	450,000
TR-SC-11-NEW	Plymouth Rd - Green Rd Resurfacing				3,125,000			3,125,000	-	-	925,000	925,000
TR-SC-	Earhart/Geddes Intersection Improvements				733,700	750,000		1,483,700	733,700	-	750,000	750,000
TR-SC-	W Stadium (Suffolk to Hutchins)				5,557,400	1,000,000		6,557,400	5,557,400	-	1,000,000	1,000,000
	Previously planned projects									8,410,000		(8,410,000)
				-	16,991,100	8,375,000	21,653,000	47,019,100	6,905,100	11,410,000	7,025,000	(4,385,000)

CITY OF ANN ARBOR
Recommended Budget for Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY 2011

ProjectID	Project Name	Priority	Status	CIP Anticipated Spending for Projects Requesting Appropriation:					Current Project Budget	FY 2011 Appropriation Request		
				Prior FYs	FY2010	FY2011	FY2012+	Total		Previously Planned	Current Request	Change
Utilities - Sanitary Sewer												
UT-SN-01-03	Austin Sanitary Sewer Outlet	Important	Planning		-	125,000	600,000	725,000	-	125,000	125,000	-
UT-SN-01-09	Facilities Renovation	Urgent	In-Progress	9,300,000	2,000,000	28,700,000	60,800,000	100,800,000	8,040,396	24,900,000	28,700,000	3,800,000
UT-SN-01-27	Residuals Handling Improvements	Urgent	In-Progress	8,803,000	20,000,000	26,000,000		54,803,000	34,800,000	6,515,073	1,306,103	(5,208,970)
UT-SN-01-30	Springbrook Sanitary Sewer Extension	Desirable	Planning		-	20,000	120,000	140,000	-	20,000	20,000	-
UT-SN-02-11	Footing Drain Disconnection Project (Long Term)	Important	Planning	1,500,000	250,000	1,500,000	55,000,000	58,250,000	-	1,500,000	1,500,000	-
UT-SN-03-29	Southside Interceptor Rehabilitation	Important	Planning	1,039,500	1,030,500	100,000	3,850,000	6,020,000	1,187,829	650,000	100,000	(550,000)
UT-SN-06-02	Bluett Sanitary Sewer Service Extension	Desirable	Planning			60,000	80,000	140,000	-	60,000	60,000	-
UT-SN-08-01	Wagner Road Sanitary Sewer - South	Desirable	Planning		100,000	475,000		575,000	100,000	475,000	475,000	-
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	Desirable	Planning			330,000		330,000	-	330,000	330,000	-
UT-SN-08-05	Geddes Sanitary Sewer (2651 to 3053)	Important	Planning		200,000	1,000,000		1,200,000	-	800,000	1,000,000	200,000
UT-SN-08-15	Footing Drain Disconnection Project-2006 (Priority 2A)	Important	In-Progress	9,400,000	1,450,000	200,000		11,050,000	5,000,000	200,000	200,000	-
UT-SN-10-03	North Seventh Street Sanitary Sewer	Urgent	Planning		32,000	353,000		385,000	-	353,000	353,000	-
UT-SN-10-04	Orchard and Abbot Crosstot Sanitary Sewer Replacement	Urgent	Planning		100,000	650,000		750,000	-	-	650,000	650,000
UT-SN-10-07	Pauline Sanitary Sewer Replacement	Urgent	Planning		150,000	400,000		550,000	-	-	400,000	400,000
UT-SN-10-09	WWTP Bridge	Important	Planning			600,000		600,000	-	-	600,000	600,000
UT-SN-10-11	2780 Packard Sanitary Extension	Important	Planning			175,000		175,000	-	175,000	175,000	-
UT-SN-10-12	Woodland Drive Sanitary Extension	Desirable	Planning			565,000		565,000	-	565,000	565,000	-
UT-SN-11-NEW	Fuller Road Station Phase I - Sanitary Interceptor Relocator				50,000	1,700,000		1,750,000	-	-	1,700,000	1,700,000
UT-SN-11-NEW	East Stadium Bridges Replacement Sanitary					75,000		75,000	-	-	75,000	75,000
	Previously planned projects									1,917,000		(1,917,000)
				30,042,500	25,362,500	63,028,000	120,450,000	238,883,000	49,128,225	38,585,073	38,334,103	(250,970)
Utilities - Storm Sewer												
UT-ST-01-08	Storm Asset Identification, GIS Conversion and Model	Important	In-Progress	2,214,000		650,000	400,000	3,264,000	-	650,000	650,000	-
UT-ST-08-07	Mallett's Creek In-System Storage Structures for Large Storm Drains	Important	Planning		75,000	800,000	800,000	1,675,000	250,000	800,000	800,000	-
UT-ST-10-03	Miller Avenue Stormwater Improvements	Important	Planning	30,000	30,000	225,000	333,000	618,000	-	225,000	225,000	-
UT-ST-10-11	Allens Creek Greenway Improvements	Important	Planning			100,000		100,000	-	100,000	100,000	-
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	Desirable	Planning			100,000	400,000	500,000	-	100,000	100,000	-
UT-ST-10-16	Street Tree Replanting	Important	Planning			300,000	600,000	900,000	268,500	300,000	300,000	-
UT-ST-10-18	McKinley/White/Arch Storm Vault	Important	Planning		250,000	250,000	-	500,000	-	-	250,000	250,000
UT-ST-10-19	Storm/Sanitary Conflict Removals	Urgent	Planning			500,000	-	500,000	-	500,000	500,000	-
UT-ST-11-NEW	East Stadium Bridges Replacement Storm					925,300	-	925,300	-	-	925,300	925,300
UT-ST-11-NEW	South State Storm Outlet at Malletts					200,000	-	200,000	-	-	200,000	200,000
UT-ST-11-NEW	Willard Street Permeable Pavement					455,999	-	455,999	-	-	455,999	455,999
	Previously planned projects									1,270,000		(1,270,000)
				2,244,000		4,506,299	2,533,000	9,638,299	518,500	3,945,000	4,506,299	561,299

CITY OF ANN ARBOR
 Recommended Budget for Capital Improvement Projects
 By Project Type

Requested Project Appropriations for FY 2011

ProjectID	Project Name	Priority	Status	CIP Anticipated Spending for Projects Requesting Appropriation:					Current Project Budget	FY 2011 Appropriation Request			
				Prior FYs	FY2010	FY2011	FY2012+	Total		Previously Planned	Current Request	Change	
Utilities - Water System													
UT-WS-08-05	Replace Filter Press Plates	Desirable	Planning		-	350,000		350,000	-	-	350,000	350,000	
UT-WS-08-08	Ozone Residual Monitor Replacement	Important	Planning		-	150,000		150,000	-	150,000	150,000	-	
UT-WS-08-10	Barton Electrical Upgrades	Urgent	Planning		100,000	500,000		600,000	-	500,000	500,000	-	
UT-WS-08-15	Repair Valves Behind Ozone Building	Important	Planning		-	250,000		250,000	-	250,000	250,000	-	
UT-WS-08-22	Collingwood Water Quality Improvements	Important	Planning		-	100,000		100,000	-	100,000	100,000	-	
UT-WS-08-25	South Fifth Avenue Water Main	Important	Planning			220,000		220,000	-	200,000	220,000	20,000	
UT-WS-08-27	Traver Road PRV	Desirable	Planning			100,000		100,000	-	100,000	100,000	-	
UT-WS-08-39	Catherine Street 16" Water Main	Important	In-Progress			500,000		500,000	-	-	500,000	500,000	
UT-WS-10-07	Water Laboratory Information Management System	Important	Planning			200,000		200,000	-	200,000	200,000	-	
UT-WS-10-11	Dover Court Water Main Replacement	Important	Planning			97,000		97,000	-	97,000	97,000	-	
UT-WS-10-13	Taylor Street Water Main	Important	Planning			420,000		420,000	-	420,000	420,000	-	
UT-WS-92-37	West High Service Upgrade	Urgent	Planning			1,000,000		1,000,000	-	-	1,000,000	1,000,000	
UT-WS-11-NEW	East Stadium Bridges Replacement Water Main					916,000		916,000	-	-	916,000	916,000	
UT-WS-11-NEW	Ruthven Place Water Main Replacement					120,000		120,000	-	-	120,000	120,000	
UT-WS-11-NEW	South Fourth Avenue Water Main Replacement (Huron to Washington)					300,000		300,000	-	-	300,000	300,000	
	Previously planned projects									7,129,000		(7,129,000)	
					-	100,000	5,223,000	-	5,323,000	-	9,146,000	5,223,000	(3,923,000)
Grand total					<u>\$ 32,617,500</u>	<u>\$ 47,168,100</u>	<u>\$ 103,573,299</u>	<u>\$ 150,080,000</u>	<u>\$ 333,616,399</u>	<u>\$ 59,086,457</u>	<u>\$ 69,353,375</u>	<u>\$ 63,734,402</u>	<u>\$ (5,618,973)</u>

Capital Improvement Program: Significant Non-recurring Projects

- There are 66 capital projects in the FY 2011 capital budget totaling \$333,616,399.
- There are 21 projects over \$1,000,000 (32% of the projects). The total for these projects is \$315,306,100 (95% of total projects). All projects in excess of \$1,000,000 are considered significant and are listed in this section by project category.
- Of the 21 projects over \$1 million, seven are over \$10 million. The total for these seven projects is \$280,356,000 (84% of total projects).
- All but five of the projects in excess of \$1,000,000 are non-recurring. The recurring projects over \$1,000,000 are: Tennis & Basketball Court Renovations \$1.1 million; Playground Improvements \$1.5 million; Trails & Pathways \$1.4 million; Annual Local Street Resurfacing Program \$17.5 million and Annual Major Street Resurfacing Program \$15.9 million.

The five largest project categories make up 97% of all capital project dollars:

- Transportation – Bridges \$22,850,000 (7% of projects)
- Transportation – Street Construction \$47,019,100 (14% of projects)
- Utilities – Sanitary Sewer \$238,883,000 (72% of projects)
- Utilities – Storm Sewer \$9,638,299 (3% of projects)
- Utilities – Water System \$5,323,000 (2% of projects)
- All other projects \$9,903,000 (3% of projects)

Municipal Facilities – Parks and Recreation

MF-PR-08-07 Tennis & Basketball Court Renovations (Annual) – Renovate two sports courts per project cycle year. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2011 \$336,622. Total Project Budget \$1,050,000.

MF-PR-10-01 Playground Improvements (Annual) - Replaces project MF-PR-08-04 Neighborhood Parks Development. Play equipment and safety surfacing replacement/updates, accessibility upgrades, replace park furniture. Other revisions as identified by community input. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2011 \$339,799. Total Project Budget \$1,540,000.

MF-PR-10-06 Trails & Pathways - Reconstruct and/or develop pathways, trails, boardwalks, and greenway corridors. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2011 \$274,645. Total Project Budget \$1,425,000.

Transportation – Alternative Transportation

TR-AT-10-29 ADA Ramp Replacements (Outside of DDA) – Project Budget through FY 2011 \$560,000. Total Project Budget \$3,360,000.

Transportation – Bridges

TR-BR-02-03/04 East Stadium Bridges Replacement – Replacement of the deteriorating East Stadium bridges over the Ann Arbor Railroad and South State Street. Currently, it is believed that this project will improve the pedestrian facilities within the area, as well as incorporate on-street bike lanes. Project Budget through FY 2011 \$6,662,000. Total Project Budget \$22,000,000.

Transportation - Street Construction

TR-SC-06-02 Annual Local Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2011 \$1,364,000. Total Project Budget \$17,500,000.

TR-SC-06-03 Annual Major Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY 2011 \$3,000,000. Total Project Budget \$15,953,000.

TR-SC-11-NEW Fuller/East Medical Ctr/Maiden Lane – Reconstruction of roadway. Project Budget through FY 2011 \$450,000. Total Project Budget \$1,500,000.

TR-SC-11-NEW Plymouth Rd – Green Rd Resurfacing – Resurfacing of roadway. Project Budget through FY 2011 \$925,000. Total Project Budget \$3,125,000.

TR-SC-11-NEW Earhart/Geddes Intersection Improvements – Reconstruction of intersection. Project Budget through FY 2011 \$1,483,700. Total Project Budget \$1,483,700.

TR-SC-11-NEW West Stadium (Suffolk to Hutchins) – Reconstruction of roadway. Project Budget through FY 2011 \$6,557,400. Total Project Budget \$6,557,400.

Utilities - Sanitary Sewer

UT-SN-01-09 Facilities Renovation, Waste Water Treatment Plant - Develop and implement a plan to replace deteriorating infrastructure and equipment while optimizing plant efficiency and treatment. Project Budget through FY 2011 \$36,740,396. Total Project Budget \$100,800,000.

UT-SN-01-27 Residuals Handling Improvements - Develop and implement a plan to replace deteriorating solids handling equipment and systems while optimizing plant efficiency and treatment. Project Budget through FY 2011 \$36,106,103. Total Project Budget \$54,803,000.

UT-SN-02-11 Footing Drain Disconnection Project (Long Term) - Disconnect footing drains and install sewage backup protection for areas outside of the study areas that do not have a history of basement flooding (250 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY 2011 \$1,500,000. Total Project Budget \$58,250,000.

UT-SN-03-29 Southside Interceptor Rehabilitation - Investigate and install CIPP lining as required to improve life span of the existing pipe and prevent failures that could discharge to the Huron River. Approximately five miles total of various diameter pipes: 24", 36" and 42". Project Budget through FY 2011 \$1,287,829. Total Project Budget \$6,020,000.

UT-SN-08-05 Geddes Sanitary Sewer (2651 to 3053) – Construction of an 8" sanitary sewer to service properties on Geddes Avenue currently on septic systems. Project Budget through FY 2011 \$1,000,000. Total Project Budget \$1,200,000.

UT-SN-08-15 Footing Drain Disconnection Project-2006 (Priority 2A) - Disconnect footing drains and install sewage backup protection in areas within the five study areas that have a history of flooding (300 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY 2011 \$5,200,000. Total Project Budget \$11,050,000.

UT-SN-11-NEW Fuller Road Station Phase I – Sanitary Interceptor Relocation – Relocate sewer lines in conjunction with U of M's Fuller Road Station project. Project Budget through FY 2011 \$1,700,000. Total Project Budget \$1,750,000.

Utilities - Storm Sewer

UT-ST-01-08 Storm Asset Identification, GIS Conversion and Model - Collect storm water records for GIS database and apply this data to building a complete, calibrated stormwater system hydraulic model. Project Budget through FY 2011 \$650,000. Total Project Budget \$3,264,000.

UT-ST-08-07 Mallett's Creek In-System Storage Structures for Large Storm Drains - Project #8 from Mallett's Creek Restoration Plan. Install five (5) in system storage structures to reduce peak flow and delay the peaks for most storms. Project Budget through FY 2011 \$1,050,000. Total Project Budget \$1,675,000.

Utilities - Water System

UT-WS-92-37 West High Service Upgrade – Replace west high service pumps to meet increased demand from Scio Township. Project Budget through FY 2011 \$1,000,000. Total Project Budget \$1,000,000.

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A

AATA: Ann Arbor Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Bond Anticipation Notes: short term interest bearing notes issued in anticipation of bonds to be issued at a later date.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

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C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$2,500 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

CDBG Recipients: individuals or organizations that receive grants from Community Development funds.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: the actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Force Account: construction or maintenance activities performed by a municipality's own personnel, rather than by outside labor.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit

to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and

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inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Administrative Services, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Transit Authority (AATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

Priority: a value that ranks goals and

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objectives in order of importance relative to one another.

Procedure: a method used in carrying out a policy or plan of action.

Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than \$2,500.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales, Income and Single Business Taxes to

local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

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