



**FY 2016
Adopted Budget**

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Mayor**

Council Members

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City Administrator**

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Special Thanks to the
FY 2016
Budget Staff
for their hard work and dedication
in preparing the budget:

Kenneth Bogan	Tom Crawford
Matthew Horning	Karen Lancaster
Marti Praschan	

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Ann Arbor
Michigan**

For the Fiscal Year Beginning

July 1, 2014

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Ann Arbor, Michigan for its annual budget for the fiscal year beginning July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Office of City Administrator

May 18, 2015

To Mayor Taylor and Members of City Council:

I am pleased to submit the City of Ann Arbor's Fiscal Year 2016 Budget and Fiscal Year 2017 Plan. The FY 2016 budget is the first year of the City's two-year fiscal plan for the latest anticipated revenue receipts and includes expenditure strategies to establish an operating fiscal plan that is balanced over the two years. Balanced is defined as a plan that supports a sustainable delivery of services within the projected revenues.

Budget and Fiscal Health

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures and starts with realistic revenue estimates. General Fund revenues are projected to increase by 2.5%. FY 2017 revenues are projected to increase 1.4% from 2016. Property tax receipts are expected to increase approximately 2.7% in FY2016.

The other major source of revenue in the General Fund is state shared revenues. State shared revenue has two components – constitutional and statutory (now called cities, villages, & townships revenue sharing or CVTRS). The recommended budget includes \$10.7 million for revenue sharing, a 4% increase from FY 2015.

Fee changes are recommended to fund the cost of some services, but the budget does not assume an increase in property tax rates.

The city's enterprise funds revenue requirement increases are as follows: Water 4.25%, Sewer 5.19%, and Storm water 6.5%. The Water & Stormwater increases are primarily necessary to fund normal capital replacement of aging collection and distribution systems.

One-time expenditures are funded by use of non-recurring revenues. The budget includes a one-time return of funds by the City's Risk (\$5.1 mil.), Project Management (\$4.5 mil.), and Fleet (\$2.0 mil.) funds to their originating funding sources. The primary recipient funds are the General Fund (\$3.2 mil.), Street Millage fund (\$2.5 mil.), Water Fund (\$1.6 mil.) and the Solid Waste fund (\$1.1 mil.). The General Fund unassigned balance is projected to be 17% of expenditures at the end of FY 2017. While below a 20% level, the fund balance is within the City Council policy minimum as revised and recommended by staff and is reasonable given the improving economic and fiscal condition of the city and state. More importantly, the FY 2017 Plan provides City

Council the flexibility to defer non-recurring items to increase the fund balance if changes occur at the state level or economic conditions change.

Priorities

City Council adopted the Sustainability Framework in 2014. Among the Sustainability Framework theme areas are Climate and Energy, Community, Land Use and Access, and Resource Management.

In December 2014, using the Sustainability Framework as an overarching policy guide, City Council set priorities. The budget for Fiscal Year 2016 and the Plan for 2017 provides funding to move toward accomplishment of City Council's priorities.

Accessory Dwelling Units - The budget includes \$25,000 funding for consulting assistance to prepare zoning ordinance amendments, including community engagement, for accessory dwelling units.

Allen Creek Greenway – The budget includes \$200,000 for a master plan. The funding would be used for consulting services. The amount is reduced from the original request. While the scope of work could be reduced to meet the smaller funding amount, the recommendation is for the City's portion to be supplemented by financial participation from other organizations or sources. Total project costs for the City could be reduced by involving partner organizations, a model successfully used for planning and constructing the Ann Arbor Skate Park.

The master plan would build upon community feedback by including additional stakeholders that require or expect a level of detail not currently available, such as property owners along the route, the Ann Arbor Rail Road, the Michigan Department of Transportation, the University Michigan, city commissions and residents. A master plan would provide analysis of land use, transportation, historic preservation, and economic impacts of a greenway in a floodplain; develop cost estimates for a preferred route and propose funding options for acquisition and construction; and identify trail stewardship, operational budgets, and risk management approaches.

Safe Systems for Autos, Pedestrians, and Bikers – The General Fund budget includes \$60,000 in FY 2016 and \$100,000 in FY 2017 for implementation of recommendations from the Pedestrian Safety Task Force. The amounts are intended to provide City Council and the organization flexibility in addressing the task force's most pressing needs, changes, and recommendations.

In addition, the budget includes street projects that will have non-motorized enhancements, such as Stadium Boulevard. The Geddes Road sidewalk and Morehead-Delaware pedestrian bridge are included in the budget.

The City Council directive to plan for improved street lighting where helpful to pedestrian safety is starting with defining a funding plan for consideration in FY 2017. The FY 2017 budget includes \$400,000 for street light maintenance. This amount is a small portion of what is needed. The city has estimated \$4.3 million is needed for deferred maintenance or replacement of street lights. As future recurring resources are

available, staff will incorporate a recurring capital contribution of \$400,000 for street lights. If \$400,000 is set aside for five to six years, and the \$4.3 million deferred need is funded, the City's street lights will be appropriately maintained. Alternatively, the \$400,000 could be used for emergency or high-priority replacements. Staff will be developing an implementation plan for the recommendations from the street light white paper provided to Council on February 17, 2015. Included in the FY2016 budget is a one-time \$100,000 appropriation to establish funding for a "new street light" program.

Forestry – A rate study for the stormwater system is planned for FY16 to determine whether rates are sufficient to support all of the stormwater fund activities. The study will include rates necessary to maintain trees in the City's rights of way. The study will be completed for consideration in FY 2017.

Streets and Roads - The FY 2016 budget includes modifying the minimum fund balance policy to one half of annual receipts from the street millage. Since the construction season is based on calendar year instead of fiscal year, the one-time additional funds from this modification can be programmed for additional work in CY2016. With the use of projected funds plus the one-time county-wide millage proceeds, staff anticipates 29.2 miles of road repair to occur in CY2015 versus 12.2 miles that was performed in CY2014, an increase of 135%.

In addition to the specific City Council priorities, the City Administrator's proposed budget addresses other needs identified by the community, City Council, and the organization:

Neighborhood Services

The proposed budget creates a Neighborhood Services unit, formally Rental Housing and moves zoning administration to Neighborhood Services. The reorganization will improve the City's response to neighborhood quality of life concerns and specific zoning problems, such as over occupancy. Neighborhood Services will include rental housing inspection and zoning administration. One new FTE is added to implement this reorganization.

Funding of \$50,000 is included for consulting assistance with zoning amendments to implement R4C recommendations.

Affordable housing

The FY2016 budget includes a non-recurring \$25,000 for development and implementation assistance for the Affordable Housing Needs Assessment.

The FY2016 budget also includes \$180,000 from the General fund for the Ann Arbor Housing Commission. In addition, \$100,000 presently being contributed annually to the Affordable Housing Trust Fund is redirected to the Housing Commission for a total increase to the housing commission in FY16 of \$280,000. For FY 2017, the \$100,000 will continue to be redirected to the Housing Commission. City support for the Housing Commission involves significant policy questions that require direction before any decisions regarding recurring financial support should be made. During FY 2016 staff is charged with developing, in cooperation with the Housing Commission, a partnership

agreement that specifies the responsibilities between the City and Housing Commission, the Housing Commission's role in affordable housing, and other policy considerations for City Council. The agreement would help answer the significant public policy questions raised during the work session such as the City's responsibility, if any, to replace the declining federal support for public housing.

Infrastructure

In addition to the significant spending proposed for streets and roads, policy decisions regarding reinvestments in other infrastructure will be examined. In FY 16 a rate study will be undertaken to review level of service and investment in stormwater infrastructure and services. Recent stormwater studies have refined the estimates of capital investments from the stormwater system. Street tree management has been added to the stormwater system's responsibilities since the last rate study. Both the capital investments and the street tree maintenance are beyond the scope of the current rate structure. For FY 17 a rate study is proposed for the drinking water and sewage disposal funds. At that time the planning for the replacement of the drinking water plant number 1 will provide a reasonable construction estimate and project schedule to determine funding needs. Additionally the construction on the wastewater plant should be entering the final months, and knowing the final cost and debt structure for the sewage disposal fund will allow for better rate refinement.

The solid waste fund will be facing a variety of unknowns at the end of this planning period. The long term contract for solid waste disposal at a landfill will be expiring. It is expected that there will be an increase in fees, maybe significant increases. The Material Recovery Facility needs to be evaluated for programmed capital investments as the facility ages. The program for replacement of the drop off station will be fully developed with a schedule and cost estimates.

CTN fund balance will fund IT's development of a \$2.5 million replacement for the city's I-net.

FY 2016 and FY 2017 Budget Impacts

In addition to the proposed changes already highlighted, notable General Fund changes include: (Unless otherwise noted amounts listed are total increases in expenditures.

R=recurring)

Parks

- New programming and increased participation \$150k **R**
- Three outdoor ice rinks \$89,169

Planning – Sign ordinance revision \$75k FY 17

Facilities

- Larcom City Hall Environmental Controls \$90k FY 16
- Larcom City Hall Meeting Chambers Renovation \$140k FY 16
- Larcom City Hall Elevator Replacement \$200k FY 17
- Fire Stations Generators \$230k FY 16 and \$100k FY 17

- Fire Stations Renovations \$221k FY 17
- 415 W Washington Site Stabilization and Environmental Assessment \$133k
- Barton & Superior Dam maintenance \$120k FY 16 and \$250k FY 17

Police

- Contract Washtenaw County for animal sheltering and control \$108k **R**
- Accreditation \$40k FY 16 and \$26k FY 17
- Equipment \$109k FY 16

Fire

- Accreditation \$86k FY 16 and \$72k FY 17
- Equipment \$115k FY 16

Deer Management - \$90k FY 16 and \$20k FY 17

Climate Action - \$80,000 for sustainability efforts and \$85,000 for Community-Facing Climate Action program

Construction Code Fund – Addition of 1 FTE plan examiner to support building official and in response to increase building activity. The Construction Code Fund is funded by permit fees and receives no General Fund support.

Solid Waste Fund – Create a comprehensive organics management plan \$100,000

The proposed budget sets staffing levels at 722 full time employees for FY 2016 and FY 2017.

General Fund Expenditures	2016
Recurring Items:	
Mayor & Council	\$ 376,077
City Attorney	2,010,833
City Administration - Administrator, Clerk, Human Resources, Safety	3,783,274
Planning & Development	1,349,069
Planning	1,123,082
Community Development	3,841,288
Parks & Recreation	5,696,568
Finance	7,392,374
Public Services: Field Operations	4,873,850
Public Services: Public Services All Other	7,065,246
Fire	14,852,447
Police	25,359,776
Fifteenth District Court	4,404,519
AAATA	10,070,668
Debt Service/Transfers/Other	4,273,555
Subtotal Recurring Expenditures	\$ 96,472,626

Non-recurring Expenditures:

City Administrator-Strategic Management Assistance	\$ 50,000
City Administrator-Citizen survey	30,000
City Clerk-presidential primary election	110,000
City Attorney-upgrade CityLaw software	15,000
Housing Commission One-time support	180,000
Community Services-Affordable Housing Workgroup	25,000
Community Services-Human services living wage increase	1,700
Community Services-training on International Property Maintenance	10,000
Community Services-Deer Management	90,000
Community Services-hire consultants for zoning amendments	75,000
Community Services-hire consultant for Allen Creek Greenway Master	200,000
Community Services-3 outdoor ice rinks	89,169
Public Services-Geddes sidewalk	364,285
Public Services-Barton and Superior Dam work	120,000
Public Services-Guy C. Larcom Building Environmental Controls	90,000
Public Services-Council Chambers renovations Phase 2	140,000
Public Services-Fire Station generators (CIP item)	230,000
Public Services-415 West Washington Site Stabilization	133,000
Public Services-Climate action programs	165,000
Public Services-Morehead-Delaware pedestrian bridge	450,000
Public Services-New streetlight funding	100,000
District Court-Document Imaging Project	50,300
District Court-Mental Health Court	15,000
Safety Services-Police-CALEA accreditation	39,297
Safety Services-Police-Body Armor, AEDs for patrol cars, and tasers	108,800
Safety Services-Police-Promotional Process Costs	35,000
Safety Services-Fire-CPSE Accreditation	86,000
Safety Services-Fire-One year support for Fire Dashboard	26,510
Safety Services-Fire-Equipment : KnoxBox, SCBA, thermal imaging	40,656
Safety Services-Fire-Two passenger vehicles for department pool	48,000
Non-departmental-Pedestrian Safety - sidewalk gaps & enforcement	60,000
<i>Subtotal Non-Recurring Expenditures</i>	<u>\$ 3,177,717</u>
Total General Fund Expenditures	\$99,650,343

<i>General Fund Revenues</i>	
<i>Taxes</i>	\$ 53,288,065
<i>State-shared Revenue</i>	10,716,390
<i>Charges for Services</i>	6,174,928
<i>Fines & Forfeitures</i>	4,237,632
<i>Transfers from other funds/AAHC for personnel</i>	11,226,097
<i>Other</i>	15,216,112
<i>Total General Fund Revenues</i>	\$ 101,730,093

Memo: Unassigned Fund Balance as of 06/30/2014 \$ 14,278,680

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

Respectfully yours,


 Steven D. Powers
 City Administrator
 City of Ann Arbor

M E M O R A N D U M

TO: Mayor and Council

FROM: Steve Powers, City Administrator

DATE: May 18, 2015

SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2016

Attached for your review and action is the FY 2016 City Budget that totals \$382 million and is in compliance with the City Charter.

General Fund Activities

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

	<u>FY 2016</u>
Recurring Revenues	\$ 97,673,446
Non-recurring Revenues (includes use of fund balance)	<u>4,056,647</u>
	\$101,730,093
Recurring Expenditures	\$ 96,472,626
Non-recurring Expenditures	<u>3,177,717</u>
Total Expenditures	\$ 99,650,343

General Fund recurring expenditures increased by \$1,135,948 (+1.2%) compared to FY 2015's adopted budget, and recurring revenues increased by \$2,336,768 (+2.5%). Below is a summary of non-recurring expenditures:

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2016</u>
City Administrator-Strategic Management Assistance	\$ 50,000
City Administrator-Citizen survey	30,000
City Clerk-presidential primary election	110,000
City Attorney-upgrade CityLaw software	15,000
Housing Commission One-time support	180,000
Community Services-Affordable Housing Workgroup	25,000
Community Services-Human services living wage increase	1,700
Community Services-training on International Property Maintenance Code	10,000
Community Services-Deer Management	90,000
Community Services-hire consultants for zoning amendments	75,000
Community Services-hire consultant for Allen Creek Greenway Master Plan	200,000
Community Services-3 outdoor ice rinks	89,169
Public Services-Geddes sidewalk	364,285
Public Services-Barton and Superior Dam work	120,000

Public Services-Guy C. Larcom Building Environmental Controls	90,000
Public Services-Council Chambers renovations Phase 2	140,000
Public Services-Fire Station generators (CIP item)	230,000
Public Services-415 West Washington Site Stabilization	133,000
Public Services-Climate action programs	165,000
Public Services-Morehead-Delaware pedestrian bridge	450,000
Public Services-New streetlight funding	100,000
District Court-Document Imaging Project	50,300
District Court-Mental Health Court	15,000
Safety Services-Police-CALEA accreditation	39,297
Safety Services-Police-Body Armor, AEDs for patrol cars, and tasers	108,800
Safety Services-Police-Promotional Process Costs	35,000
Safety Services-Fire-CPSE Accreditation	86,000
Safety Services-Fire-One year support for Fire Dashboard	26,510
Safety Services-Fire-Equipment : KnoxBox, SCBA, thermal imaging	40,656
Safety Services-Fire-Two passenger vehicles for department pool	48,000
Non-departmental-Pedestrian Safety - sidewalk gaps & enforcement	<u>60,000</u>
Total General Fund Non-recurring Expenditures	\$ 3,177,717

FTEs

The City's FTEs are proposed to increase from 720 to 722 in FY 2016 (excluding transfers between Service Areas):

- 1 FTE increase in Community Services, Planning and Development
- 1 FTE increase in Community Services, Housing Commission

Millage Rates

The following millages are the maximum allowable levy after the Headlee rollback multiplier is applied (for FY 2016 the Headlee rollback multiplier is anticipated to be 0.9996):

	PROPOSED FY 2016	ACTUAL FY 2015	DIFFERENCE
GENERAL OPERATING	6.1657	6.1682	0.0025
EMPLOYEE BENEFITS	2.0552	2.0560	0.0008
AAATA	2.0552	2.0560	0.0008
REFUSE COLLECTION	2.4660	2.4670	0.0010
STREET & SIDEWALK RECONSTRUCTION	2.1242	2.1250	0.0008
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0996	1.1000	0.0004
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4777</u>	<u>0.4779</u>	<u>0.0002</u>
TOTAL	16.4436	16.4501	0.0065

Prepared by: Tom Crawford, Chief Financial Officer

Approved by: Steve Powers, City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2016

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2016 for the City of Ann Arbor; and

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

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2016 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$195,998,931 are approved; and that \$49,038,344 be appropriated in FY 2016 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That the dangerous building funding previously appropriated and budgeted in the General Fund (R-12-055) move to the Capital Projects fund (00CP) and costs recovered be appropriated to the 00CP budget at the time of receipt without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$608,768 be appropriated without regard to fiscal year;

RESOLVED, That a total 722 full-time equivalent positions be adopted in the FY 2016 budget;

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

RESOLVED, That the City Council approve the proposed FY 2016 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2016 in a dedicated fund containing \$2,852,929 in revenues and \$2,852,929 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2016;

<u>REVENUES</u>	
CITY ATTORNEY	\$ 194,105
CITY ADMINISTRATOR	
Clerk Services	302,500
COMMUNITY SERVICES	
Community Development	1,700
Planning & Development Services	1,776,200
Planning	264,000
Parks and Recreation Services	4,407,089
FINANCIAL SERVICES	
Financial and Budget Planning	27,320,440
Treasury	43,582,327
Customer Service	80,000
PUBLIC SERVICES	
Public Services Administration	450,000
Environmental Coordination	165,000
Field Operations	190,900
Water Treatment	372,847
SAFETY SERVICES	
Police	2,888,989
Fire	445,000
DISTRICT COURT	2,087,557
NON-DEPARTMENTAL	17,201,439
TOTAL GENERAL FUND REVENUES	<u>\$ 101,730,093</u>

EXPENDITURES

MAYOR AND CITY COUNCIL	\$ 376,077
CITY ATTORNEY	2,025,833
CITY ADMINISTRATOR	
City Administrator	702,474
Human Resources	1,866,526
Clerk Services	1,117,502
Safety	286,772
COMMUNITY SERVICES	
Planning & Development Services	1,524,069
Planning	1,323,082
Community Development	4,047,988
Parks and Recreation	5,785,737
FINANCIAL SERVICES	
Accounting	789,672
Assessor	1,080,906
Customer Service	220,766
Financial and Budget Planning	1,021,056
Information Technology	3,273,808
Procurement	269,106
Risk Management	80,728
Treasury	656,332
PUBLIC SERVICES	
Field Operations	4,873,850
Fleet & Facilities	3,943,647
Project Management	4,190,023
Public Services Administration	155,151
Systems Planning	229,191
Water Treatment Services	339,519
SAFETY SERVICES	
Police	25,542,873
Fire	15,053,613
DISTRICT COURT	4,469,819
NON-DEPARTMENTAL	14,404,223
TOTAL GENERAL FUND EXPENDITURES	<hr/> \$ 99,650,343

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2016 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 302,080
0002	ENERGY PROJECTS	260,796
0003	DOWNTOWN DEVELOPMENT AUTHORITY	5,174,559
0009	SMART ZONE LDFA	2,852,929
0010	GENERAL	101,730,093
0011	CENTRAL STORES	1,390,727
0012	FLEET SERVICES	9,589,075
0014	INFORMATION TECHNOLOGY	7,143,914
0016	COMMUNITY TELEVISION NETWORK	4,592,736
0021	MAJOR STREET	7,779,981
0022	LOCAL STREET	2,061,952
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,445,064
0025	BANDEMER PROPERTY	8,129
0026	CONSTRUCTION CODE FUND	2,928,846
0027	DRUG ENFORCEMENT	130,450
0028	FEDERAL EQUITABLE SHARING	57,500
0033	DDA PARKING MAINTENANCE	5,534,942
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,982
0035	GENERAL DEBT SERVICE	8,933,683
0036	METRO EXPANSION	359,211
0038	ANN ARBOR ASSISTANCE	4,000
0041	OPEN SPACE ENDOWMENT	4,500
0042	WATER SUPPLY SYSTEM	28,606,888
0043	SEWAGE DISPOSAL SYSTEM	26,329,708
0048	AIRPORT	951,609
0049	PROJECT MANAGEMENT	9,336,107
0052	VEBA TRUST	11,453,203
0053	POLICE AND FIRE RELIEF	3,000
0054	CEMETERY PERPETUAL CARE	800
0055	ELIZABETH R DEAN TRUST	55,136
0057	RISK FUND	33,308,932
0058	WHEELER CENTER	455,927
0059	EMPLOYEES RETIREMENT SYSTEM	38,305,411
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	49,475
0061	ALTERNATIVE TRANSPORTATION	314,539
0062	STREET REPAIR MILLAGE	14,012,804

0063	DDA PARKING SYSTEM	22,443,368
0064	MICHIGAN JUSTICE TRAINING	20,000
0069	STORMWATER SEWER SYSTEM	7,714,526
0070	AFFORDABLE HOUSING	13,666
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,722,642
0072	SOLID WASTE FUND	19,749,060
0082	STORMWATER BOND	5,169,000
0088	SEWER BOND	7,895,000
0089	WATER BOND	12,737,000
00CP	GENERAL CAPITAL FUND	3,967,365
		\$ 412,165,315

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 302,080
0002	ENERGY PROJECTS	260,796
0003	DOWNTOWN DEVELOPMENT AUTHORITY	5,174,559
0009	SMART ZONE LDFA	2,852,929
0010	GENERAL	99,650,343
0011	CENTRAL STORES	1,388,655
0012	FLEET SERVICES	9,589,075
0014	INFORMATION TECHNOLOGY	6,922,805
0016	COMMUNITY TELEVISION NETWORK	4,504,507
0021	MAJOR STREET	7,596,502
0022	LOCAL STREET	2,018,178
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,408,875
0025	BANDEMER PROPERTY	716
0026	CONSTRUCTION CODE FUND	2,744,674
0027	DRUG ENFORCEMENT	130,450
0028	FEDERAL EQUITABLE SHARING	57,500
0033	DDA PARKING MAINTENANCE	5,534,942
0034	PARKS MEMORIALS & CONTRIBUTIONS	30,000
0035	GENERAL DEBT SERVICE	8,933,683
0036	METRO EXPANSION	353,724
0038	ANN ARBOR ASSISTANCE	4,000
0042	WATER SUPPLY SYSTEM	20,913,309
0043	SEWAGE DISPOSAL SYSTEM	21,640,962
0048	AIRPORT	927,098
0049	PROJECT MANAGEMENT	9,336,107
0052	VEBA TRUST	660,569
0055	ELIZABETH R DEAN TRUST	55,136

0057	RISK FUND	33,308,932
0058	WHEELER CENTER	452,182
0059	EMPLOYEES RETIREMENT SYSTEM	36,778,463
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	49,475
0061	ALTERNATIVE TRANSPORTATION	307,093
0062	STREET REPAIR MILLAGE	14,012,804
0063	DDA PARKING SYSTEM	22,443,368
0064	MICHIGAN JUSTICE TRAINING	20,000
0069	STORMWATER SEWER SYSTEM	6,426,860
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,642,230
0072	SOLID WASTE FUND	19,749,060
0082	STORMWATER BOND	5,169,000
0088	SEWER BOND	7,895,000
0089	WATER BOND	12,737,000
00CP	GENERAL CAPITAL FUND	3,967,365
		\$ 382,176,006

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2016:

	PROPOSED
GENERAL OPERATING	6.1657
EMPLOYEE BENEFITS	2.0552
AAATA	2.0552
REFUSE COLLECTION	2.4660
STREET & SIDEWALK RECONSTRUCTION	2.1242
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0996
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4777</u>
TOTAL	<u><u>16.4436</u></u>

**BUDGET AMENDMENTS AS APPROVED BY ANN ARBOR CITY COUNCIL
ON MAY 18, 2015**

Amendment 1

Fund three outdoor ice rinks for FY2016 as a one-time pilot

Whereas, Council desires to fund three outdoor ice rinks for FY2016 as a one-time pilot program;

Whereas, The General Fund cost for the ice rinks is \$89,169 per the 4/20/2015 report to Council (File Number 15-0473);

RESOLVED, The General Fund FY2016 parks budget be increased by \$89,169 funded by a one-time use of General Fund fund balance.

Sponsor: Kunselman
Moved by Kunselman, seconded by Briere
Motion to Amend by Grand (withdrawn)
Approved on a Voice Vote

Amendment 2

Increase General Fund budget for Community-Facing Climate Action Programs

Whereas, City Council passed Resolution 14-095 directing staff to draft recommendations on Community Energy Efficiency;

Whereas, City Council received a recommendation from staff on May 5, 2014, detailing the resources necessary to make significant progress on creating and implementing additional community energy efficiency, conservation, and renewable energy programs that further the Climate Action Plan's adopted targets, reduce our community GHG emissions, provide economic benefit to our community and help to preserve our quality of life ("Community-Facing Climate Action Programs");

Whereas, The City of Ann Arbor will not achieve the goals articulated the Climate Action Plan if we do not invest in staffing and Community-Facing Climate Action Programs;

Whereas, In FY2015 \$85,000 was allocated to contract support from the Clean Energy Coalition and Ecology Center to support community energy efficiency and the Ann Arbor Climate Partnership;

Whereas, In FY2015 the City of Ann Arbor further advanced its sustainability goals via a 0.5 FTE sustainability associate, funded \$40,000 from the City of Ann Arbor and \$40,000 from grant funding;

Whereas, The City Administrator has asked staff to prepare a business plan for sustainability for consideration in developing the FY2017 budget to attempt to quantify how the City organization and community benefit from sustainability;

Whereas, A non-recurring amendment of \$85,000 would allow continuation of the current level community energy efficiency programs while the business plan is developed;

Whereas, A non-recurring amendment of \$80,000 would allow continuation of the current sustainability associate effort while the business plan is developed; and

Whereas, Grant funding has not yet been obtained for these programs;

RESOLVED, That the General Fund FY2016 Systems Planning expenditure budget be increased by \$165,000 funded by a one-time use of fund balance to support the effort of a sustainability associate FTE (\$80,000) and Community-Facing Climate Action Programs (\$85,000), while alternative funding is being obtained.

Sponsors: Taylor, Briere
Moved by Briere, seconded by Warpehoski
Approved 9-2 on a Roll Call Vote

Amendment 3

Create a Comprehensive Organics Management Plan

Whereas, There is a strong ethic of conservation and environmental stewardship among the residents of Ann Arbor;

Whereas, Ann Arbor residents put these values into practice, currently recycling and composting roughly half of their solid waste each year;

Whereas, *The Waste Less: Solid Waste Resource Plan* adopted in October 2013 set goals of increasing single family diversion rates from 50% to 60% and total citywide diversion rates from 31% to 40% by 2017;

Whereas, The most recent waste sort conducted by the City of Ann Arbor found that over 40% of the material making its way to the landfill from Ann Arbor was comprised of potentially recoverable organic waste, much of it food and wood waste;

Whereas, The City of Ann Arbor spends hundreds of thousands of dollars each year to send unrecovered materials to a private landfill;

Whereas, Meaningful increases in organics collection will require a host of inter-related strategies in order to maximize the recovery of these materials in a cost-effective and efficient manner;

Whereas, Such strategies might include: year-round organics collection in the residential, commercial and institutional sectors; source reduction education and outreach to reduce the volume of food waste; coordination and support of food rescue programs in the community; home composting demonstration and outreach; urban wood/forestry waste recovery; fats/oils/grease (FOG) management; citizen and business input in the design of collection programs; and a review of best practices in other communities;

Whereas, Ann Arbor City Council views minimization of waste and the conservation of natural resources to be a priority of the community, and therefore desires to create momentum to drive this agenda forward in a thoughtful manner; and

Whereas, the Solid Waste unrestricted fund balance at June 30, 2014 was \$14.2 million, and the Administrator's proposed operating budget shows a \$300,000 surplus in the Solid Waste enterprise fund;

RESOLVED, That \$100,000 be allocated in the 2015/16 Solid Waste operating budget to create a comprehensive organics management plan for City Council to consider, including funding and program recommendations for fiscal 2016/17 and following;

RESOLVED, The Solid Waste fund FY2016 expenditure budget be increased by \$100,000 funded by a one-time use of fund balance; and

RESOLVED, That staff is directed to coordinate this planning process, providing an update to City Council on its progress no later than December 1, 2015; and

RESOLVED, That staff will work with the Environmental Commission in the development and organization of this effort in order to engage the wider community and provide transparency throughout the plan development process.

Sponsors: Grand, Krapohl and Westphal
Moved by Grand, seconded by Krapohl
Approved on a Voice Vote

Amendment 4 - *DEFEATED*

Reduce LDFA expenditure budget and allocate funds to LDFA Fund Balance for future infrastructure development

Sponsors: Kailasapathy, Lumm, Eaton and Anglin

Moved by Kailasapathy, seconded by Lumm

Defeated 4-7 by a Roll Call Vote

Amendment 5

Increase FY16 Budget for Deer Management to \$90,000 and Direct the City Administrator to Present to Council for Consideration a Deer Feeding Ban Ordinance and Prepare for Council a Report Identifying Ongoing Deer Management Funding Requirements

Whereas, In response to citizen concerns particularly in the First and Second Wards regarding growing deer populations and the damage being caused to the natural environment and native species as well as concerns related to public health and safety, City Council commenced a collaborative study process in May 2014 to dimension the severity of the issue and to begin evaluation of alternative deer management strategies and approaches;

Whereas, In August 2014, City Council accepted the Administrator's initial report and authorized \$20,000 to continue the study and evaluation of alternatives;

Whereas, Over the last nine months, the city has conducted a very thorough study and analysis with extensive public engagement including a public survey and three public forums where alternative deer management approaches (lethal and non-lethal) and their relative effectiveness have been reviewed and discussed;

Whereas, The City has issued its final report "Recommendations for Deer Management in Ann Arbor" (dated May 7, 2015) which:

- Indicated that "Many residents from Wards 1 and 2 reported many negative interactions with deer, including significant property damage from deer occupations of backyards"
- Recommended that "The City should set an overall goal of reducing deer-human negative interactions. The first area of focus should be Wards 1 and 2. The recommended process is implementation of a series of annual culls, beginning in the Winter of 2016, on city property in Wards 1 and 2";

Whereas, The City report also recommends the city "Implement a city wide deer feeding ban as soon as possible" which would require adoption by City Council of a city

ordinance and city staff have developed draft ordinance language for council consideration;

Whereas, Additional recommendations of the report include annual surveys and counts to measure progress and monitor trends, city-provided deer management resources and materials (via the website or at City Hall), and developing a process to measure environmental impact on the City's natural areas;

Whereas, Although City Council has not yet determined the course of action and Council will authorize the expenditures when that decision is made, it is fiscally prudent to include in the FY16 budget an adequate provision to cover the costs of the report's recommended actions;

Whereas, A citizen-based group Washtenaw Citizens for Ecological Balance (WC4EB) has extensively researched the deer management alternatives available to the city (and their costs) and has suggested a budget provision of \$90,000 for the first year;

Whereas, \$90,000 is a reasonable first year budget provision given that the city report estimates first year costs of \$58,000 to \$78,000, but excludes the costs for staff time and provisions for unanticipated costs and given that the proposed FY17 Plan provision of \$20,000 is below City and WC4EB projections for ongoing costs;

Whereas, regardless of deer management approach adopted by Council, there will be ongoing costs in FY17 and beyond;

RESOLVED, That the one-time FY16 General Fund expenditure line item for Deer Management be increased from \$40,000 to \$90,000 with the funding for the \$50,000 from a one-time use of General Fund fund balance, potentially reimbursed by University of Michigan or community cost participation; and

RESOLVED, that City Council directs the City Administrator to:

- 1) present to City Council for consideration as soon as possible an ordinance that would ban deer feeding city-wide as recommended in the report, and
- 2) discuss potential cost participation with the University of Michigan, and
- 3) prepare for Council within 30 days after Council's decision on a course of action a report that identifies the ongoing funding required to continue the approach adopted by Council into the future as well as any possible funding sources that may be available beyond the city's General Fund.

As Amended by Ann Arbor City Council on May 18, 2015

Sponsors: Lumm, Kailasapathy, Eaton

Moved by Lumm, seconded by Eaton

Motion to Amend by Warpehoski (with additional changes by Briere and Kunselman)

Approved as Amended on a Voice Vote

Amendment 6

Establish General Fund Account/Fund for New Streetlights with Allocations to the Account/Fund of \$100,000

Whereas, Public safety is a core, essential city service and a service priority highly valued by many community residents and taxpayers; and

Whereas, Adequate street lighting is a significant contributor to the perception of safety in our neighborhoods; and

Whereas, The city has had in place a moratorium on new streetlights since 2006 and no new streetlights have been added except those related to specific development projects; and

Whereas, City Council in February lifted the moratorium on new streetlights and desires that the City adopt an objective process to begin to consider requests for new streetlights; and

Whereas, The proposed FY17 Plan includes a \$400,000 provision for street light maintenance and replacement, but staff has indicated that funding is not intended for new streetlights and there is no funding provided in the FY16 Budget or FY17 Plan for new streetlights; and

Whereas, Staff has indicated they have developed the criteria with which to evaluate the priority of new streetlight requests; and

Whereas, The proposed FY16 General Fund Capital Budget includes \$140,000 for Council Chamber renovations of which \$5,000 is for an ADA-accessible podium and \$8,500 is for demolition, asbestos abatement, and air monitoring/testing; and

Whereas, The proposed FY16 General Fund budget results in a \$2.1 million surplus with a \$1.6 million contingency and over the two-year period (FY16 and FY17), a \$300,000 surplus is projected with \$4.8 million in contingency;

RESOLVED, That the city establish a new, dedicated General Fund account/fund for the purpose of funding new streetlights;

RESOLVED, That within 90 days, the City Administrator presents to Council for approval a proposed process to evaluate and fund new streetlight requests as well as possible sources of ongoing funding for new streetlights;

RESOLVED, That the General Fund FY2016 budget be increased by \$100,000 by a one-time use of General Fund fund balance and these funds be allocated to the "New Streetlight" General Fund account/fund in FY16.

As Amended by Ann Arbor City Council on May 18, 2015

Sponsors: Lumm, Kailasapathy, Eaton

Moved by Lumm, seconded by Eaton

Motion to Amend by Warpehoski, seconded by Briere (Vote Vote Approved)

Motion to Amend by Lumm, seconded by Kailasapathy (Defeated 5-6 on Roll Call Vote)

Approved as Amended on a Voice Vote

Note: Scribner's corrections to title to reflect changes in amended resolution

Amendment 7

Increase General Fund budget to provide the Mental Health Court with additional funding for drug testing

Whereas, The Mental Health Court has been effective in reducing recidivism and providing treatment to residents in need;

Whereas, Drug and alcohol testing is an essential, yet underfunded, component in keeping Mental Health Court participants accountable;

Whereas, The Council desires to provide additional funding to the Mental Health Court for drug and alcohol testing; and

Whereas, The General Fund cost for the additional funding is \$15,000;

RESOLVED, The General Fund FY2016 District Court budget be increased by \$15,000 funded by a one-time use of General Fund fund balance.

Sponsors: Grand, Krapohl

Moved by Grand, seconded by Krapohl

Approved on a Voice Vote

Amendment 8

Amend budget to increase human services funding for living wage increase

Whereas, Council passed a Resolution to Adopt Recommendations Regarding the Application of the City's Living Wage Ordinance (File No. 14-1448) in October 2014;

Whereas, This resolution directed the human services funding to keep up with living wage adjustments in the City's human services allocation;

Whereas, The adjustment amount for the FY2016 has been identified as \$1,700; and

Whereas, The Council desires the County to establish a similar policy of adjustments;

RESOLVED, The General Fund Community Development FY2016 budget be increased by \$1,700 funded by a one-time use of fund balance;

RESOLVED, The \$1,700 amount should only be disbursed subject to the County adopting and funding an equivalent policy.

Sponsors: Briere, Taylor, Warpehoski
Moved by Briere, seconded by Warpehoski
Approved on a Voice Vote

Amendment 9

Add Morehead-Delaware Pedestrian Bridge to FY 2016 capital budget

Whereas, The City owned and maintained a pedestrian bridge in the Lansdowne neighborhood that crossed the Lans Basin from Morehead Court to Delaware Court;

Whereas, The City closed the pedestrian bridge in 2009 due to safety concerns related to structural deficiencies;

Whereas, The City removed the bridge in 2010;

Whereas, On September 6, 2011, the Ann Arbor Council approved an amendment to the FY 2012 budget to allocate \$120,000 to reconstruct the pedestrian bridge in the Lansdowne neighborhood;

Whereas, The replacement of the pedestrian bridge was delayed to accommodate the need to restore weirs owned by adjacent property owners;

Whereas, The property owners completed repairs to the weirs in 2015;

Whereas, The Morehead-Delaware Pedestrian Bridge (CIP R-AT-16-05) was added to the CIP for completion in FY2020; and

Whereas, Council desires to fund this project in FY2016;

RESOLVED, That the Public Services Administration expenditure budget be increased by \$450,000 funded with General Fund fund balance.

RESOLVED, That the General Capital Projects fund revenue and expenditure budgets be increased by \$450,000 funded with a transfer from the General Fund.

Sponsor: Eaton

Moved by Eaton, seconded by Kailasapathy

Approved 7-4 on a Roll Call Vote

Amendment 10 - *DEFEATED*

Increase Police Staffing in the FY16 Budget and FY17 Plan by Two Officers

Sponsors: Lumm, Eaton

Moved by Lumm, seconded by Eaton

Defeated 5-6 on a Roll Call Vote

Amendment 11 - *DEFEATED*

Restore Fall Leaf and Holiday Tree Pickup Services

Sponsors: Lumm, Kailasapathy, Eaton

Moved by Lumm, seconded by Briere

Defeated 4-7 on a Roll Call Vote

Amendment 12 - *WITHDRAWN*

Council Directive Regarding Employee Pension Plan Re-structuring for New Hires

Sponsor: Lumm

Moved by Lumm, seconded by Kailasapathy

Withdrawn by the maker of the motion

Amendment 13

Request DDA budget to address funding of Kerrytown streetlights

Whereas, DDA TIF revenue was \$4.4 million in FY14 and estimated at \$5.1 million in FY15, the parking fund revenue was \$19.9 million in FY14 and estimated at \$21.3 million in FY15;

Whereas, Council desires the DDA to contribute funding for the Kerrytown streetlight replacement project; and

Whereas, Council has identified the \$300k Ambassador program as an area where the expenditure budget could be repurposed to meet this funding need;

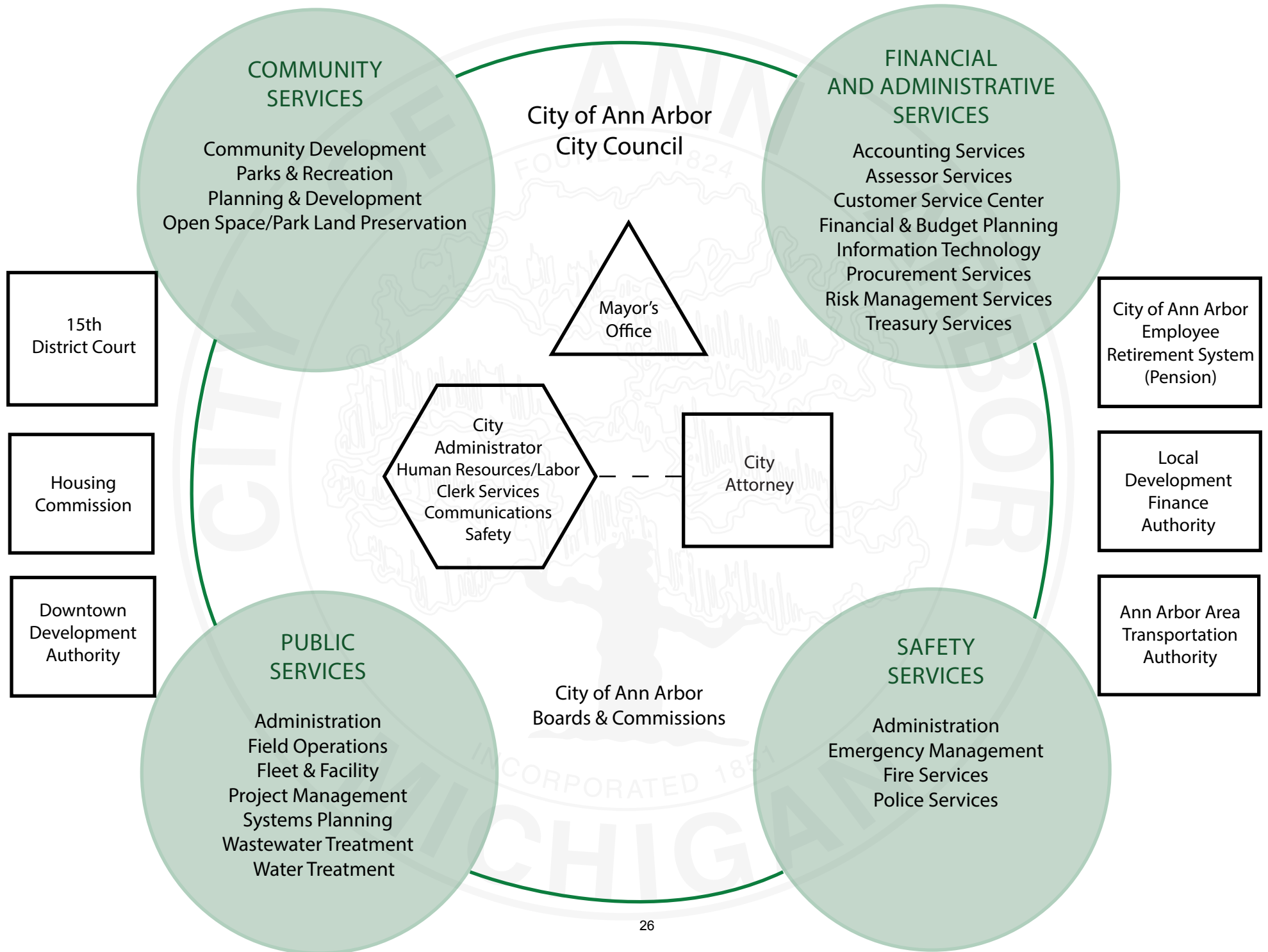
RESOLVED, The Council requests the DDA in FY2016 to set aside and restrict \$300k for the Kerrytown street lights replacement to occur at the appropriate time in coordination with the City's other Kerrytown work.

Sponsors: Kailasapathy, Eaton, Anglin, Lumm and Briere
Moved by Kailasapathy, seconded by Lumm

Approved on a Voice Vote

FY16 Budget as Amended Adopted 11-0 on a Roll Call Vote

CITY OF ANN ARBOR ORGANIZATIONAL CHART



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

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

X-denotes the department participates in the fund

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Information Pages: The Budget Process

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

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

FY2016 is the first year these two policy documents will guide resource allocations through the budget. The actual budget process began in late fall with the City Council formulating some priorities and relating them to the Sustainability Framework.

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

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

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

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

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

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

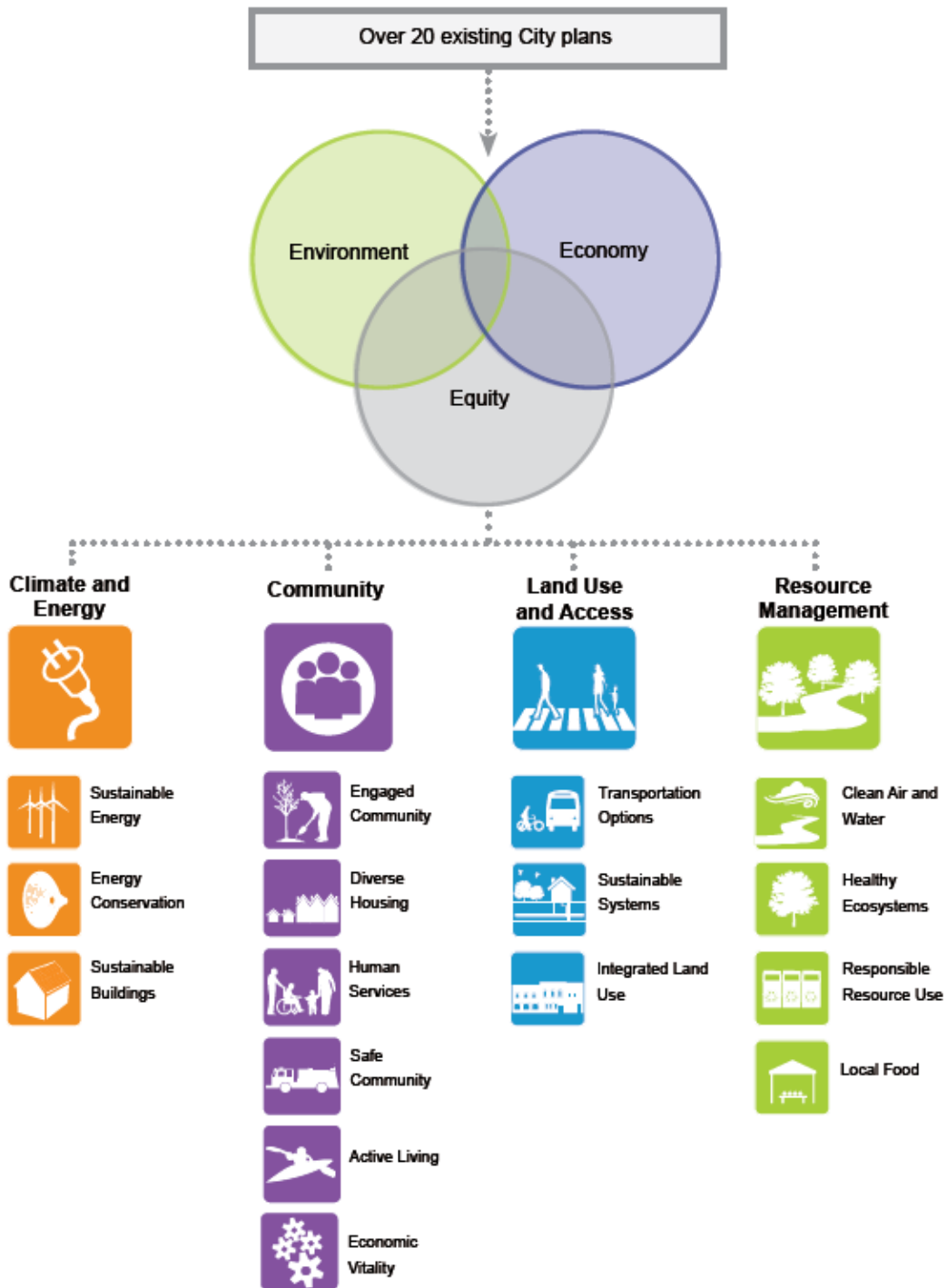
In accordance with the City Charter, the City Administrator's Recommended Budget is

Information Pages: The Budget Process

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

For FY 2016, the Council adopts a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. When preparing the FY 2017 budget, the second year of the two-year fiscal plan, financial projections are modified for key assumption changes. This second year typically only requires minor adjustments and provides the organization time to focus on delivering services.

Information Pages: The Budget Process



Information Pages: The Budget Process

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

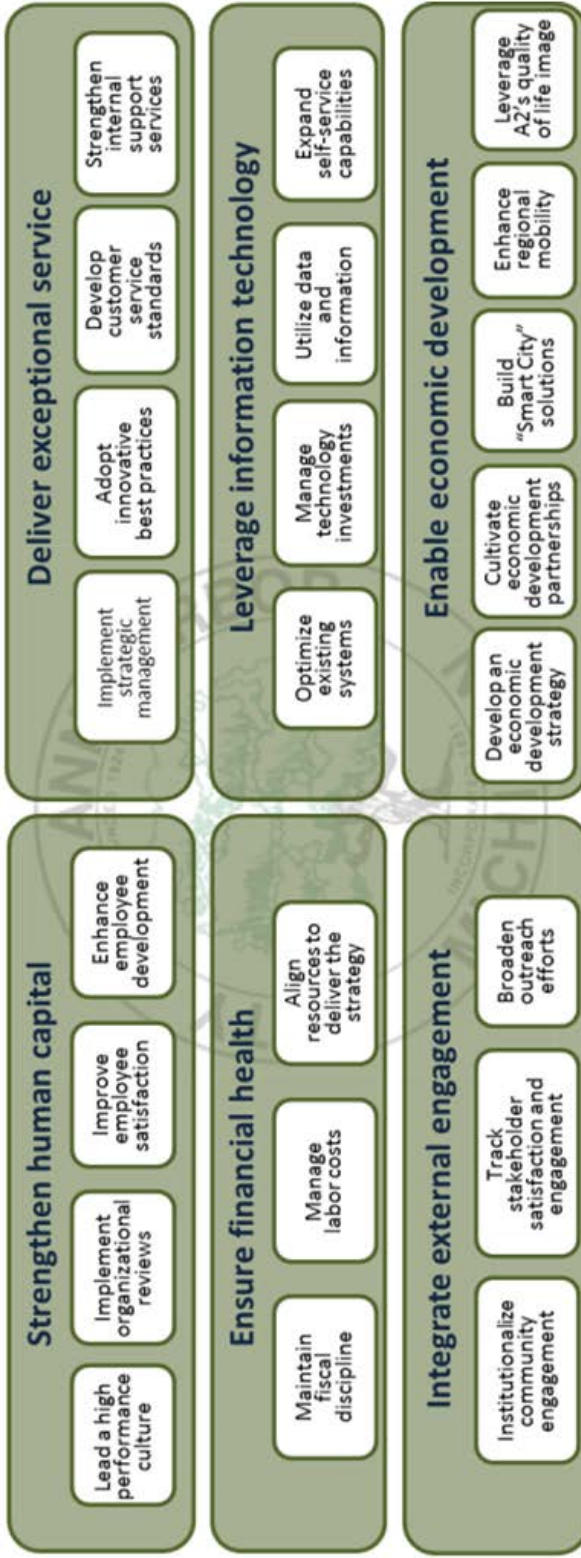
Pursue Our Vision

A unified team, creating and sustaining excellence.

Fulfill Our Mission

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

Accomplish Our Goals & Objectives



Live Our Core Values

Teamwork + Commitment to Excellence + Accountability + Stewardship + Integrity

Information Pages: The Budget Process - Financial Calendar

Fiscal Year 2016

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

Start of FY16 End of FY16

Planning

Long-term Financial Planning

Update Sustainability Framework and Strategic Plan

Update Service Area/Unit Goals & Objectives

Council Goal/Priority Setting

Capital Improvement Plan FY 2016-21

CIP to Council

Budgeting

Budget preparation

Review Upcoming Budget Picture	Prepare Internal Service Fund Draft Budgets	Review of Fees & Charges	Council Retreat on Priorities	Service Area/Unit Budget Preparation	Consolidated Budget Preparation	Service Area/Unit FY15 Estimates	Administrator Budget to Council	Public Hearing on Budget
		Revenue Estimates Prepared	Targets to Service Units	City Council Review Budget Proposals with Service Units		Community Budget Meetings	Council Budget Deliberations	FY16 Budget Adoption

Financial & Performance Reporting

Summer Tax Statements Mailed

Winter Tax Statements Mailed

Assessment Notices Mailed

Assessor Board of Review

Prior FY Financial Audit

Preparation for Present Year Financial Audit

Preliminary Estimates Available

Financial Audit to Council

Council Audit Committee Meetings

FY Audit

Report on Sustainability Framework - Performance Measures

Annual Report for Prior FY

Quarterly Report

Quarterly Report

Quarterly Report

Information Pages: Financial Goals

Mission

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

Introduction

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2016 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's long-term financial stability.

General Observations and Assessment of Current Conditions

- The City is experiencing moderate property tax receipt increases due to increasing taxable values.
- Statutory state-shared revenue has increased over the last three years and is projected to increase slightly in FY16. The State of Michigan established the Economic Vitality Incentive Program (EVIP) in 2012, which requires the City to meet certain goals in order to receive this funding. This program has since been replaced with the City, Village, & Township Revenue Sharing (CVTRS). The City plans to pursue receipt of these funds in FY2016.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures. The City amended the plan to be an "access-only" plan for new hires in 2012.
- The City anticipates 2% increases for employer pension contributions for the foreseeable future in accordance with its funding policy.
- The City's retirement system is funded at 83% as of June 30, 2014, which is generally considered healthy.
- The General Fund unassigned fund balance on June 30, 2014 was at 19% of total General Fund expenditures.

Conclusions

The City of Ann Arbor is starting to see economic improvements in its local economy. The city's unemployment rate is 2.8% as of March 2015, and residential property values are increasing. Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding union step increases, have remained below cumulative inflation over the past 5 years.

Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2% per year but revenues are only projected to increase 1%-2% per year.

Information Pages: Financial Goals

Financial Management Short-term Goals

1. **Continuously improve service delivery efficiency** through consolidation of services, investment in technologies and challenging existing ways of delivering services.
2. **Develop meaningful performance measures** to achieve critical objectives and encourage individual accountability within the organization.
3. **Improve cost efficiency** on an annual basis. FTE vacancies are monitored to determine if the position is needed for the remainder of the fiscal year. All non-personnel expenses are evaluated for necessity.
4. **Support economic development actions** and coordinate activities and incentives with other institutions for maximum benefit.
5. **Revise the City's 2-year fiscal plan and related goals, objectives, activities, and performance measures** based on the Council annual goal setting meeting.
6. **Continue the development of a long-term capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2016 annual budget.

Long-term Goals

1. Monitor the effectiveness of the funding policy changes for Voluntary Employee Beneficiary Association (VEBA) and determine if changes are needed.
2. Monitor the effectiveness of the funding policy changes for pension and determine if changes are needed.
3. Reserve a consistent level for capital outlay. Sustain adequate net revenues to maintain infrastructure, and provide for sufficient debt service coverage ratios.
4. Maintain strong tax collections and monitor tax delinquency.
5. Balance recurring revenues and recurring expenditures to avoid deficit spending. Decisions concerning the provision of services should always be within this framework of maintaining this balance.
6. Ensure a sustainable level of revenues by supporting economic growth and periodically evaluating ways to diversify sources.
7. In the General Fund, there shall be a minimum balance unassigned fund balance

Information Pages: Financial Goals

of 15% to 20% of recurring expenditures (excluding Ann Arbor Area Transportation Authority pass-through & other reimbursed pass-through expenditures); provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling five-year average. Higher balances should be maintained in times of economic uncertainty.

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

Information Pages: Debt Policy

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

1. **General Debt Policy**

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

2. **Taxpayer Equity**

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

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

3. Uses

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

4. Decision Analysis

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

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

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

7. **General Obligation Bonds**

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

8. **Limited Tax General Obligation Debt**

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

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

9. Revenue Bonded Debt

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

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

Debt Coverage Example:

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

10. Short Term Financing/Capital Lease Debt

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

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

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

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

11. Defeasance of Bonds (Refunding)

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

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

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

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

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

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

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

12. Inter-fund Loans

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

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and can result in cost savings for the City.

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

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

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

Policy

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

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

¹ GASB Statement No. 54, ¶ 6

² GASB Statement No. 54, ¶ 8

³ GASB Statement No. 54, ¶10

⁴ GASB Statement No. 54, ¶13

⁵ GASB Statement No. 54, ¶17

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

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

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

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

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

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

Information Pages: Investment Policy

Overview

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

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

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

Policy

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

Scope

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

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

Investment Objectives

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

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

Prudence and Indemnification

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

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

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

Delegation of Authority

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

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

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Investment Procedures

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

Ethics and Conflicts of Interest

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

Selection of Banks

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

Selection of Broker/Dealers

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

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

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

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

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

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

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

Authorized Investments and Transactions

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

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

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

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

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

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

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

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

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

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

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

Collateralization of Deposits

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

Safekeeping and Custody

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

Information Pages: Investment Policy

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

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

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

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

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

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

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

Investment Diversification

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

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

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

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

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

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

Portfolio Maturities and Liquidity

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

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

Competitive Transactions

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

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

Internal Controls

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

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Performance

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

Reporting

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

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

Policy Revisions

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

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Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Investment Policy

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

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

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

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

Market Value: Current market price of a security.

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

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

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

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

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

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

Portfolio: Collection of securities held by an investor.

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

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

Information Pages: Investment Policy

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

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

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

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

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

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

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

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

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

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

Information Pages: Pension Policy

The City of Ann Arbor Employees' Retirement Plan is a single-employer defined benefit plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). CAAERS provides retirement, disability and death benefits to plan members and beneficiaries. Cost of living adjustments are provided to members and beneficiaries per the Ann Arbor City Code Section 1:573 of Chapter 18. Chapter 17.1 of the Ann Arbor City Charter assigns the authority to establish and amend benefit provisions to City Council. The following pension policy should be used to provide the general framework for funding the City's defined benefit pension plan.

1. **General Pension Policy**

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

Information Pages: Pension Policy

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

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

2. **Process**

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

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

1. General OPEB Policy

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

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

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

2. **Process**

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

Information Pages: Capital Improvement Program Policies

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

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

Information Pages: Capital Improvement Program Policies

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

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

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

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

Summary of Revenues and Expenditures by Service Unit within Service Area

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

Information Pages: Deciphering the Budget Format

FTE Count

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

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

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

Service Unit Summary Page

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

Summary of Revenues and Expenditures by Category by Service Unit

Revenues

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

Expenditures

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

Significant Notes and Adjustments

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

Information Pages: Deciphering the Budget Format

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

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

Expenditures

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

Goals and Performance Measures by Service Unit within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

Enterprise Funds

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

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

Golf Enterprise – closed as of June 30, 2013. History is provided.

Market – closed as of June 30, 2014. History is provided.

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.

Information Pages: Fund Descriptions

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

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

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

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

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

Special Revenue Funds

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

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

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

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

Homeland Security Grant Fund - to account for federal Office of Homeland Security grant money. No new grants are budgeted for FY2016. However, there are grants that will continue to be accounted for until they are expended. If new grants are received, a separate budget resolution will be approved by the City Council, if appropriate.

Local Forfeiture – closed as of June 30, 2015. History is provided.

Local Law Enforcement Block Grant - to account for federal grant monies received for fingerprinting equipment and other law enforcement items. No new grants are budgeted for FY2016. However, there are grants that will continue to be accounted for until they are expended. If new grants are received, a separate budget resolution will be approved by the City Council, if appropriate.

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

Major Grant Programs - to account for various grant monies other than community development. No new grants are budgeted for FY2016. However, there are grants that will continue to be accounted for until they are expended. If new grants are received, a separate budget resolution will be approved by the City Council, if appropriate.

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

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

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

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

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

Parks Maintenance and Capital Improvement Millage - to account for the proceeds of a

Information Pages: Fund Descriptions

special millage to provide for certain maintenance, repair costs and capital improvements of the Parks System.

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

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 – closed as of June 30, 2013. History is provided.

Sidewalk Improvement Fund – closed as of June 30, 2015. History is provided.

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

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

Trust Funds

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

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

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

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

Debt Service Funds

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

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

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

Information Pages: Fund Descriptions

assessment projects.

Capital Projects Funds

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

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

Component Units

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

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

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

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

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

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

Information Pages: Community Profile

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

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including, the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,118 acres, which includes 158 park sites, about 1200 acres of natural areas and 57miles of shared-use paths. The City is also home to the largest canoe livery in the State on the Huron River. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Economy

The University of Michigan plays a significant role in the economy of Ann Arbor. It employs approximately 29,000 workers, including about 12,000 in the medical center. Other employers are drawn to the area by the university's research and development, and by its graduates. High tech, health services and biotechnology are other major components of the city's economy; numerous medical offices, laboratories, and associated companies are located in Ann Arbor.

Housing

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

Information Pages: Community Profile

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

Population Characteristics

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

	1980 <u>U.S.</u> <u>Census</u>	1990 <u>U.S.</u> <u>Census</u>	2000 <u>U.S.</u> <u>Census</u>	2010 <u>U.S.</u> <u>Census</u>
Age Distribution				
Percent of persons 17 years & under	19.1%	17.3%	25.2%*	27.4%*
Percent of persons 18-64 years old	75.0	75.5	67.0**	64.2**
Percent of persons 65 years and over	5.9	7.2	7.9	8.6

* Persons 19 years and under

** Persons 20-64 years old

Education Levels

Percent of persons who completed four years of high school or more	90.6%	93.9%	95.7%	96.9%
Percent of persons who completed four years of college or more	56.2%	64.2%	69.3%	71.1%
Median Family Income	\$25,202	\$50,192	\$71,293	\$85,110

Higher Education

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

Information Pages: Community Profile

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

Medical Facilities

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

Transportation

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

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

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

Utilities

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

Information Pages: Miscellaneous Community Statistics

Date of incorporation: 1851
Form of government: Council – Administrator
Permanent employees: 722

Area and Population Data:

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

Public Services (FY 2014):

Number of street lights:	7,194
Traffic signals:	158
Miles of streets:	297
Street resurfacing:	5.4 (miles)



Stadium Bridge Replacement

Information Pages: Miscellaneous Community Statistics

Fire:

Number of stations	5
Emergency responses	6,646
Inspections	1,164

Police:

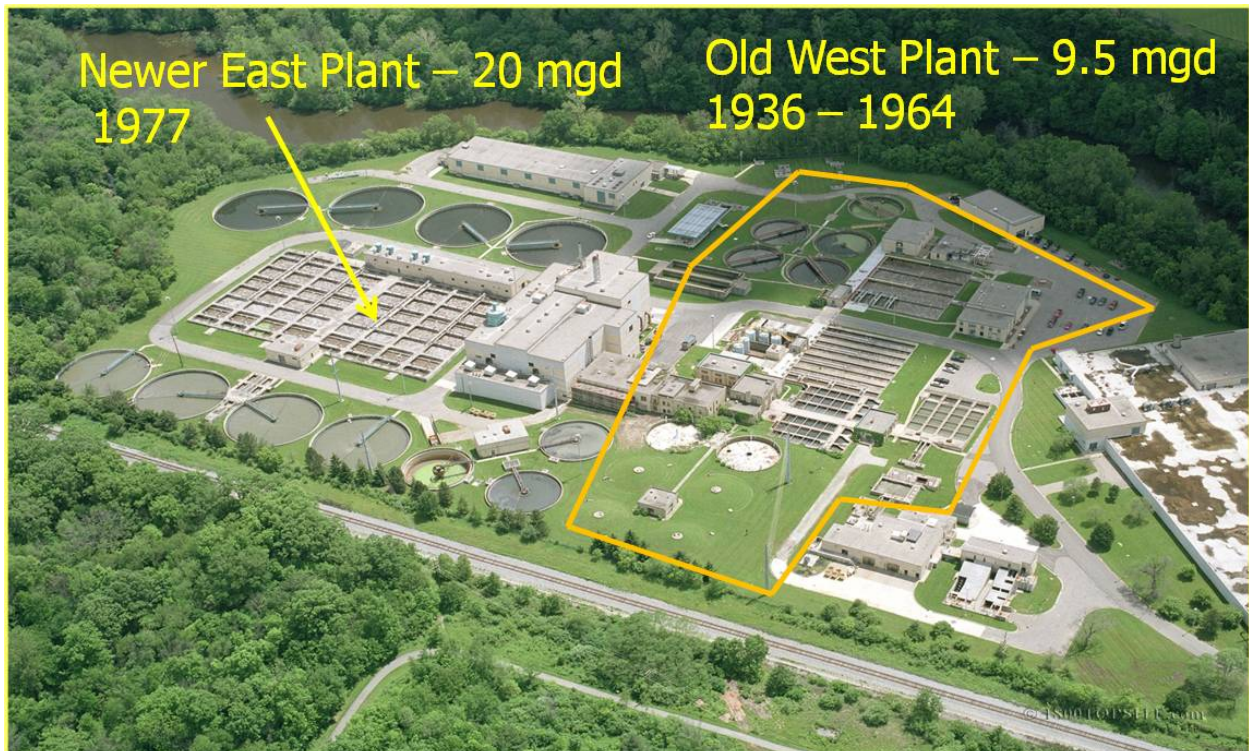
Physical arrests	1,462
Parking violations	92,184
Traffic violations	14,053

Water:

Average daily consumption	14.09 (millions of gallons)
Miles of water mains	490
Storage capacity	19,000 (thousands of gallons)

Wastewater:

Miles of sanitary sewers	362
Miles of storm sewers	264
Treatment capacity	48,000 (thousands of gallons)



Wastewater Treatment Plant Facilities
Renovations Project

Information Pages: Miscellaneous Community Statistics

Culture and recreation:

Number of parks	158
Acres of parkland	2,118
Playgrounds	77
Baseball/softball diamonds	34
Soccer/football fields	24
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Senior center	1
Community centers	2
Science center	1
Farmers market	1
Canoe liveries	2
Skate park	1



Ann Arbor Skate Park

Information Pages: Miscellaneous Community Statistics

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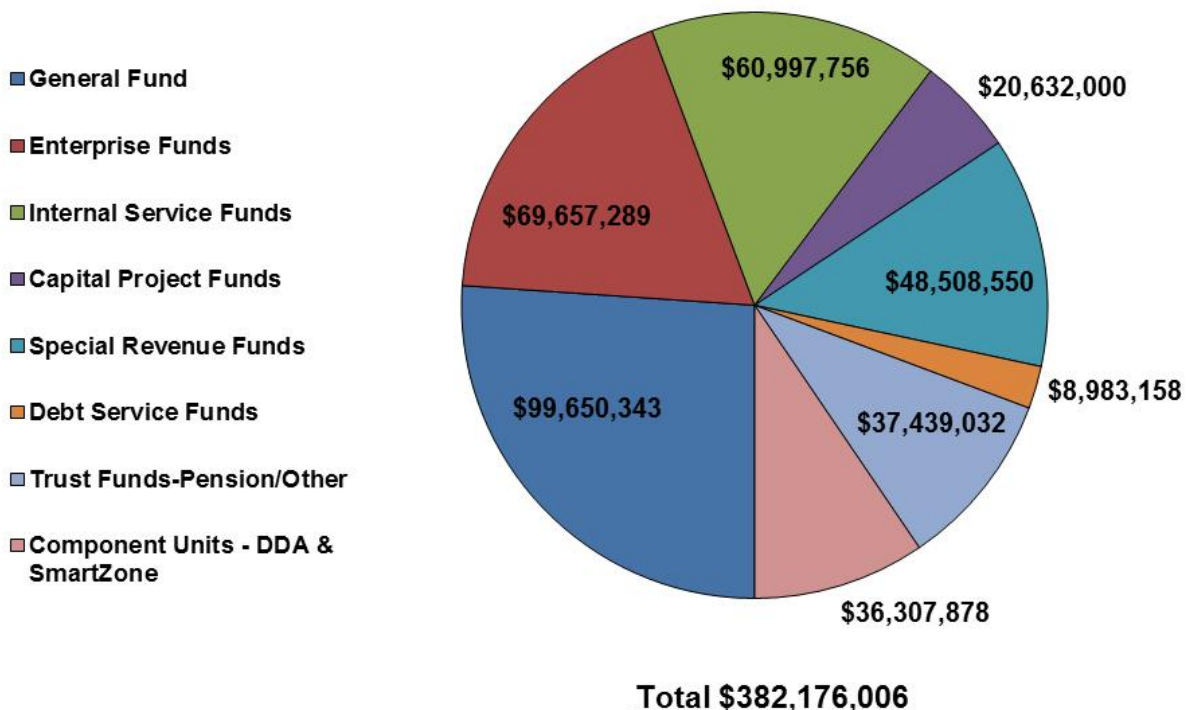
Budget Summaries

OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2016, the City's total expenditure budget is \$382 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget. The City's website has additional details that describe the budget process (www.a2gov.org – search for "Guide to Finance and Budget").

FY 2016 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.



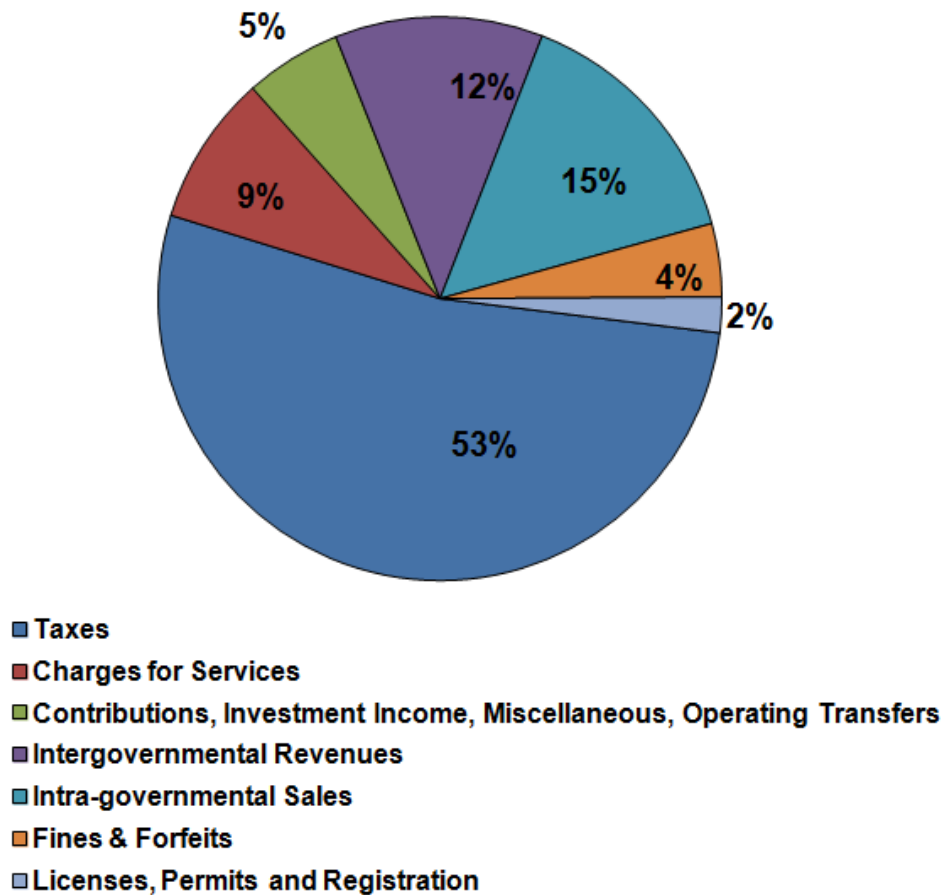
Budget Summaries

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 48 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:

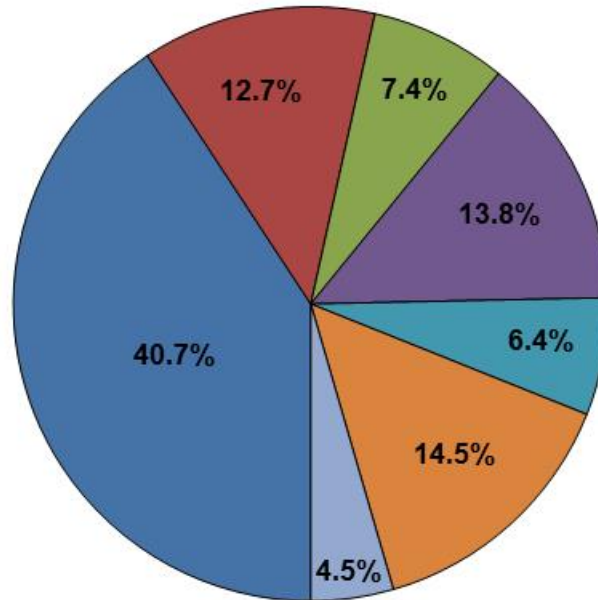
FY 2016 GENERAL FUND REVENUES



Budget Summaries

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

FY 2016 GENERAL FUND EXPENDITURES



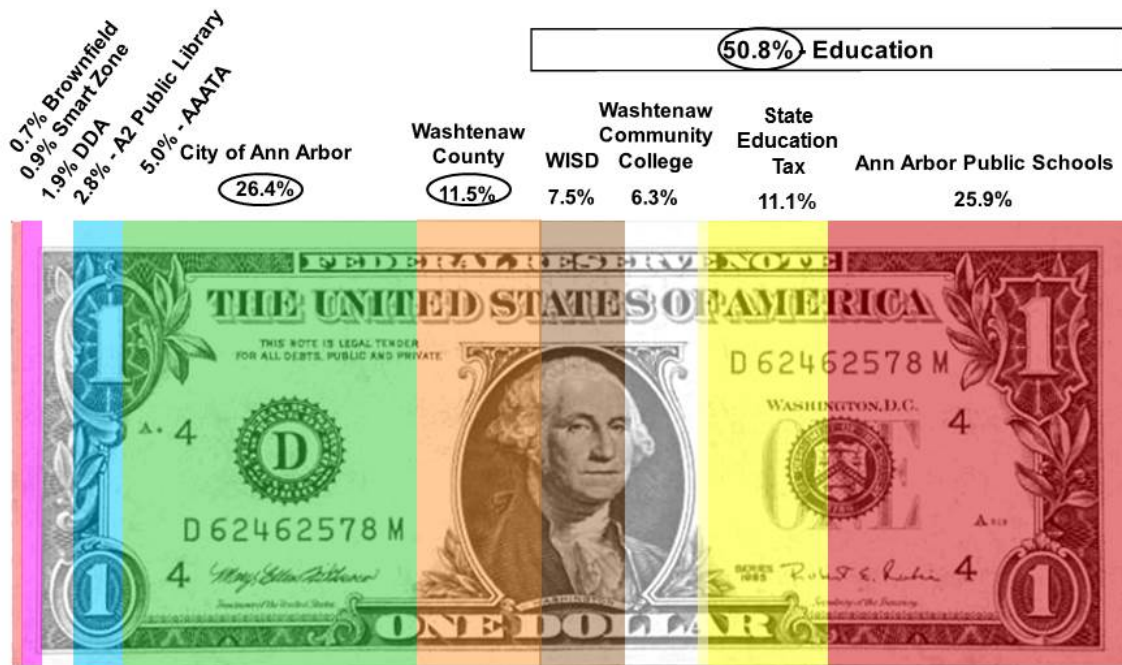
- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAATA and other transfers
- Fifteenth District Court

Budget Summaries

PROPERTY TAXES

The largest share of General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$ 0.26 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 \$ 0.51 of every dollar paid. The following chart shows where the City’s property tax dollars go:

WHERE PROPERTY TAX DOLLARS GO

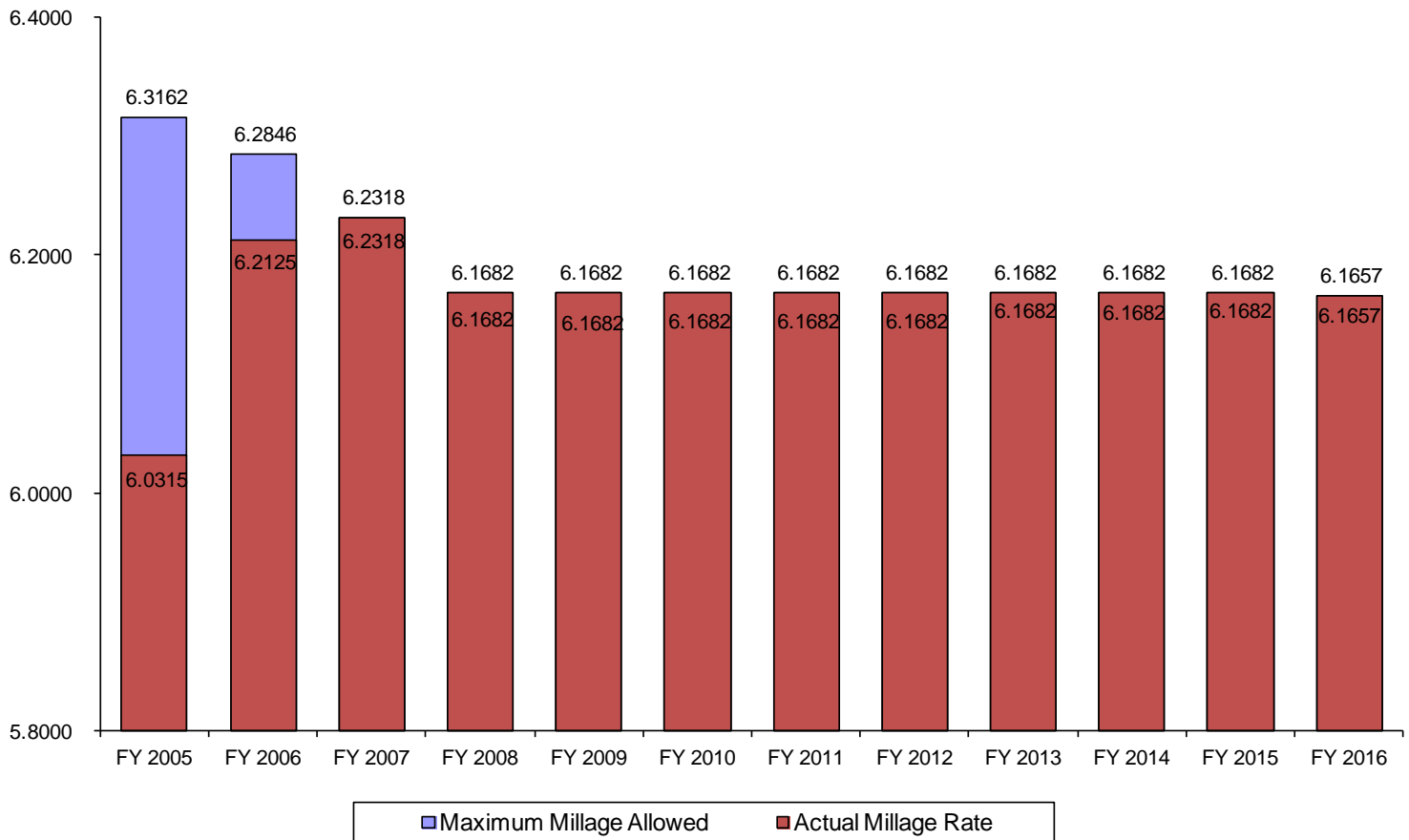


Budget Summaries

TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 37 years, there have been two State of Michigan constitutional amendments – the Headlee Amendment of 1978 and Public Act 415 of 1994 (commonly known as Proposal A) – and other related statutory changes that have impacted property tax revenue for local governments. During the fiscal year 2006, the Headlee rollback started reducing the levy. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

CITY MILLAGE HISTORY MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE



Budget Summaries

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

CITY MILLAGE TRENDS

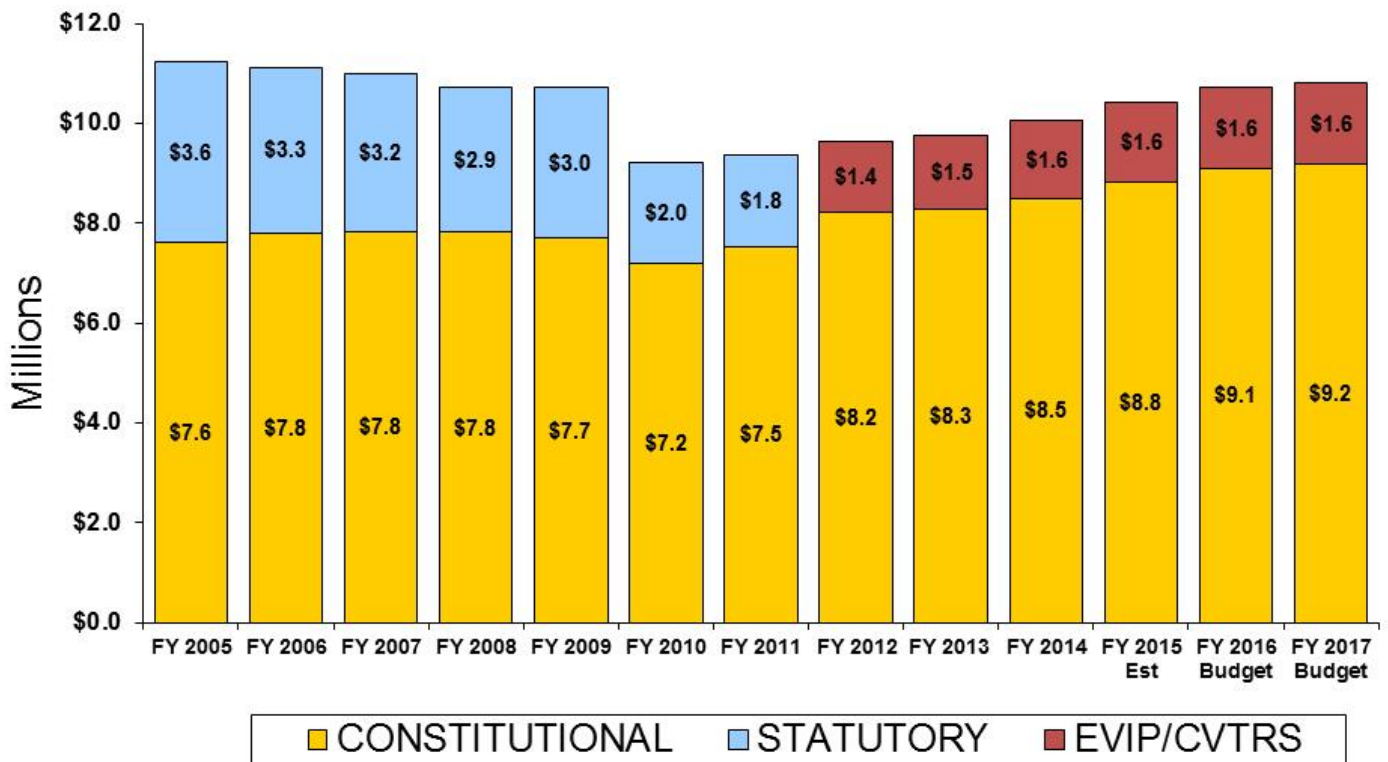
Type	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Change from Previous Year
General Operating	6.1682	6.1682	6.1682	6.1682	6.1682	6.1682	6.1657	(0.0025)
Employee Benefits	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	2.0552	(0.0008)
AAATA	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	2.0552	(0.0008)
Total General Fund	10.2802	10.2802	10.2802	10.2802	10.2802	10.2802	10.2761	(0.0041)
Street & Sidewalk Reconstruction	1.9944	1.9944	1.9944	2.1250	2.1250	2.1250	2.1242	(0.0008)
Refuse Collection	2.4670	2.4670	2.4670	2.4670	2.4670	2.4670	2.4660	(0.0010)
Parks (combined)	1.5748	1.5748	1.5748	1.5748	1.5779	1.5779	1.5773	(0.0006)
Debt Service	0.4806	0.5000	0.1496	0.1250	0.0000	0.0000	0.0000	0.0000
Total City Millage	16.7970	16.8164	16.4660	16.5720	16.4501	16.4501	16.4436	(0.0065)

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.

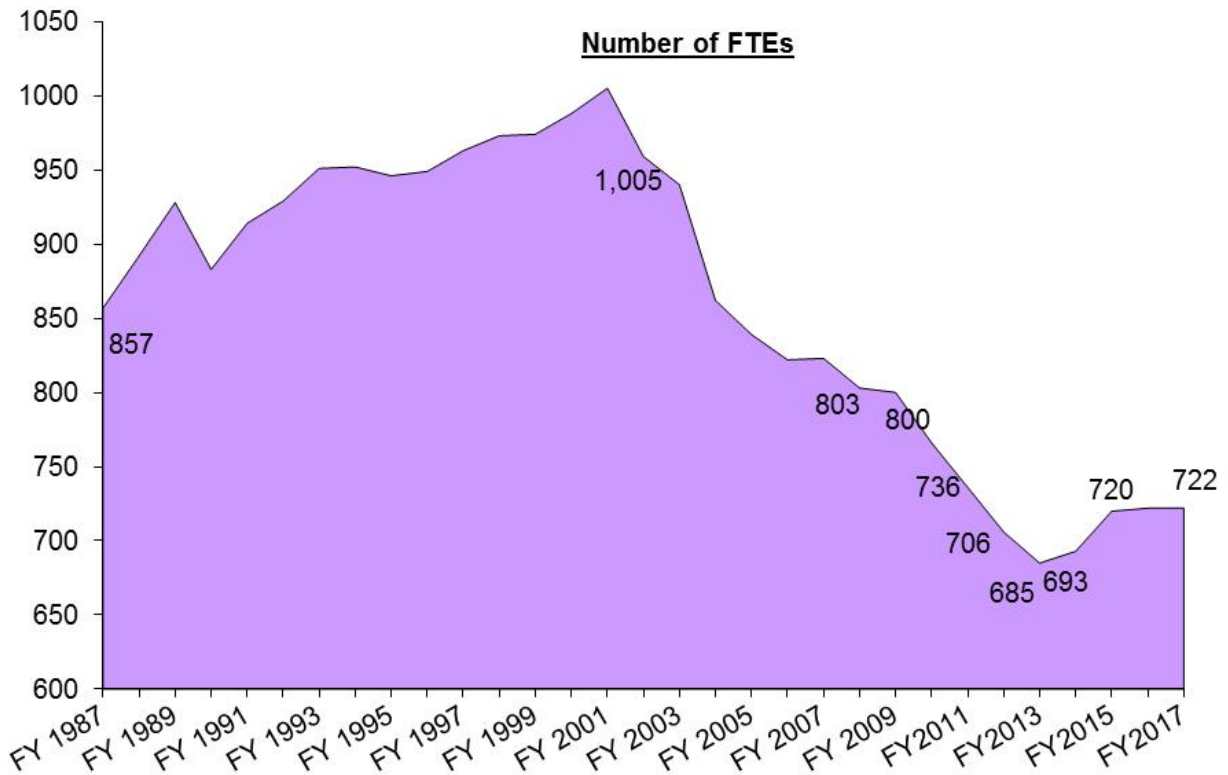
STATE-SHARED REVENUE HISTORY AND PROJECTIONS



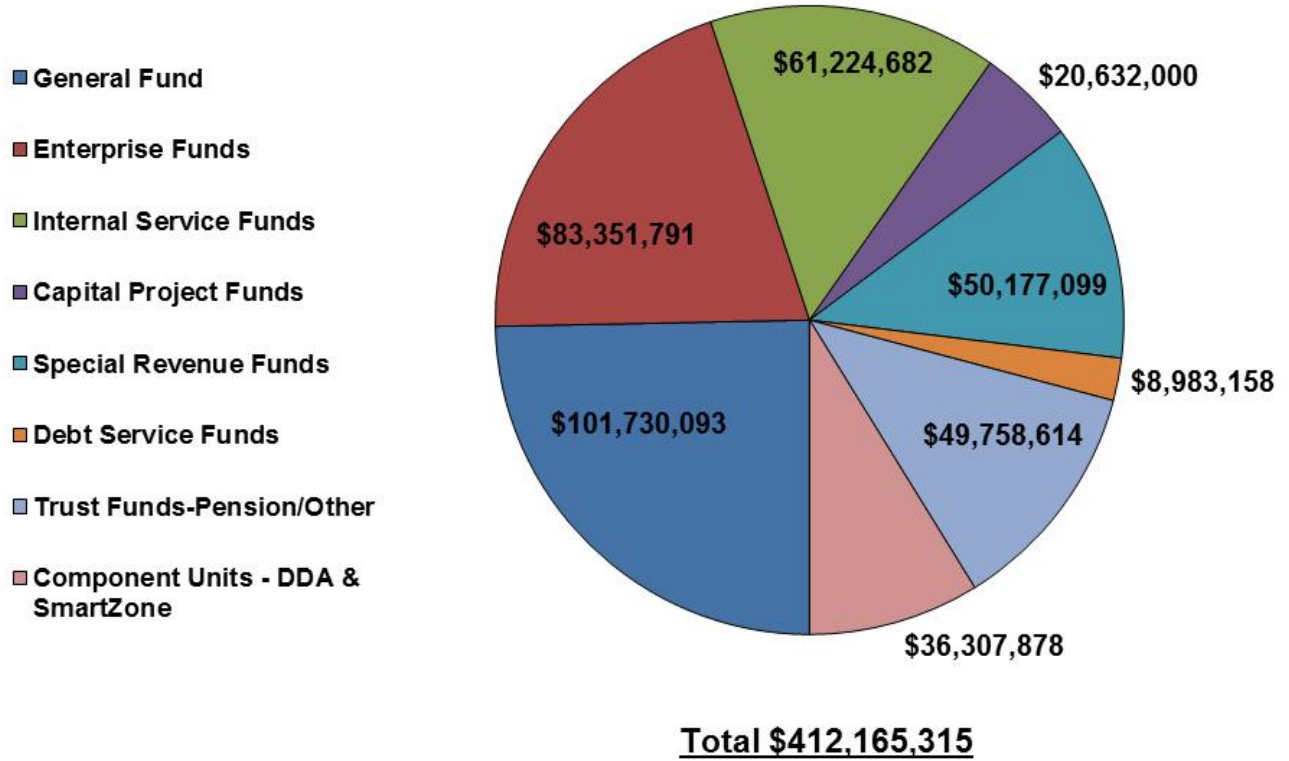
Budget Summaries

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. In FY 2016, FTEs have increased to include 2.0 additional FTEs- 1.0 in Housing Commission and 1.0 in Planning & Development.



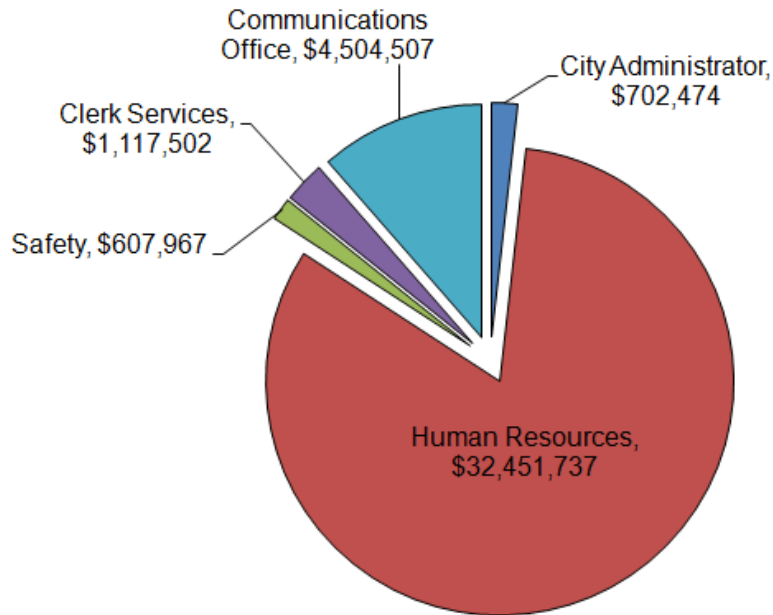
FY 2016 Budgeted Revenues by Fund Type



FY 2016 Expenditures – All Funds

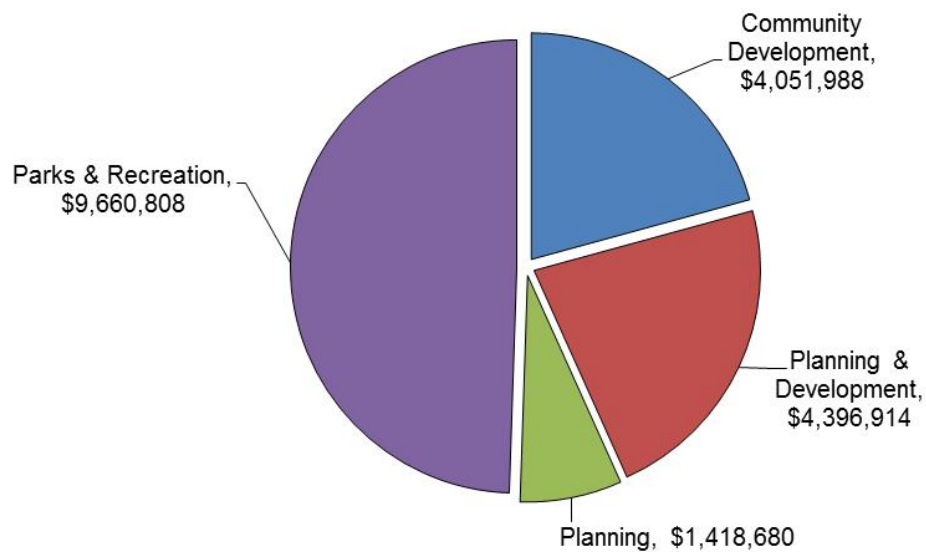
FY 2016 City Administrator Expenditures

Total \$39,384,187



FY 2016 Community Services Expenditures

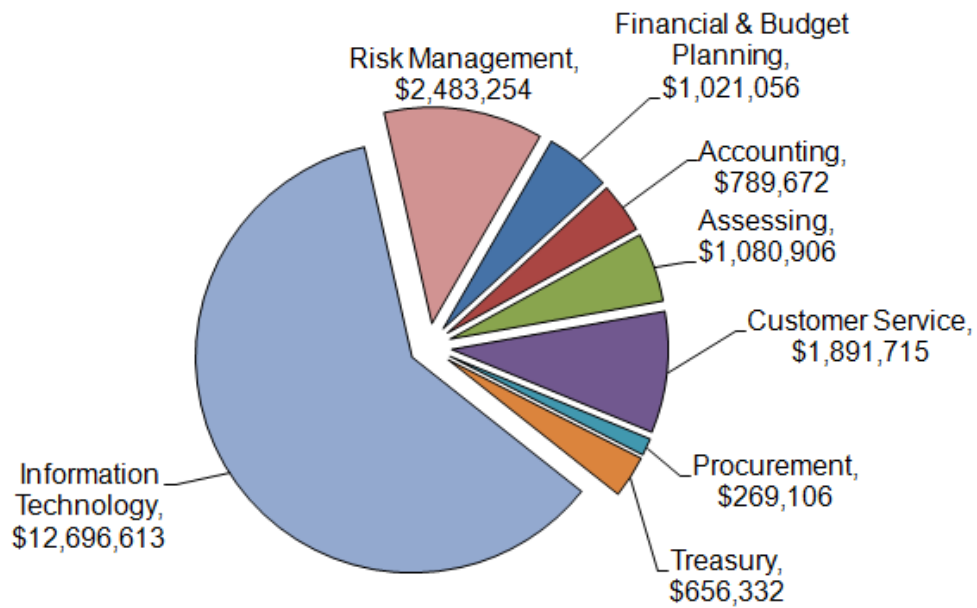
Total \$19,528,390



Budget Summaries

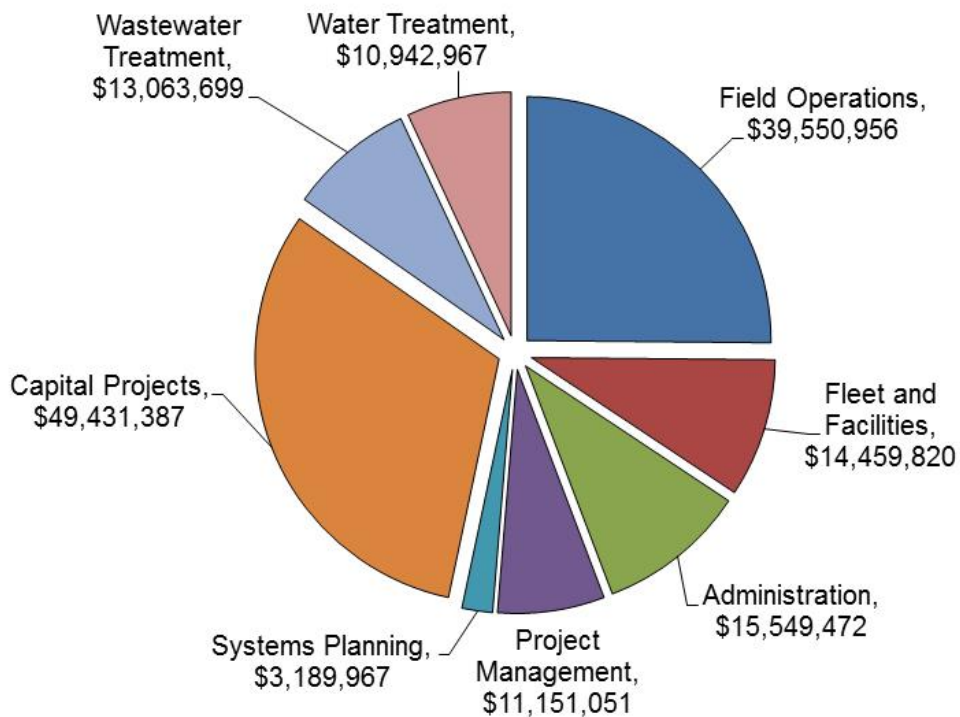
FY 2016 Financial & Administrative Services Expenditures

Total \$20,888,654



FY 2016 Public Services Expenditures

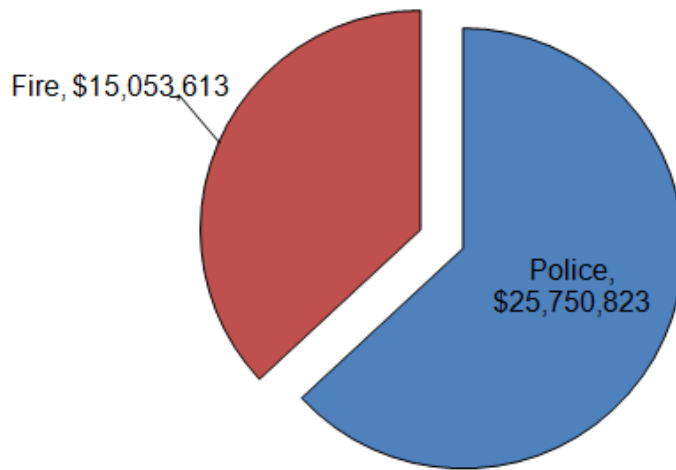
Total \$157,339,319



Budget Summaries

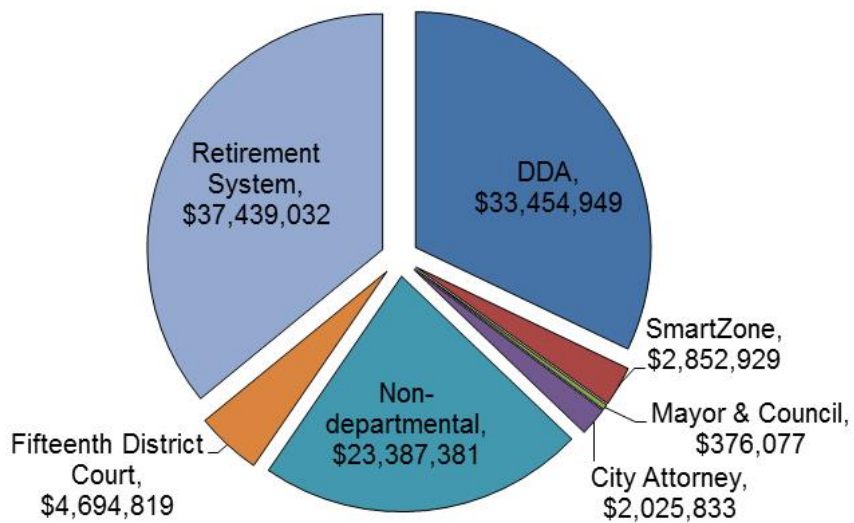
FY 2016 Safety Services Expenditures

Total \$40,804,436



FY 2016 Other Services Expenditures

Total \$104,231,020



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

<u>Fund Balance June 30, 2014</u>	<u>FY 2015 Forecasted Revenues</u>	<u>FY 2015 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2015</u>	<u>Fund</u>	<u>FY 2016 Approved Revenues</u>	<u>FY 2016 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2016</u>
20,398,409	95,387,175	96,723,564	19,062,020	<u>General Fund (major fund)</u>	101,730,093	99,650,343	870,869	20,270,901
				<u>Special Revenue Funds</u>				
2,180,799	109,000	900,000	1,389,799	Affordable Housing	13,666	-	-	1,403,465
204,960	364,673	399,673	169,960	Alternative Transportation	314,539	307,093	-	177,406
117,163	7,932	1,834	123,261	Bandemer Property	8,129	716	-	130,674
79,389	724	-	80,113	Cemetery Perpetual Care	800	-	-	80,913
5,169,237	2,208,728	1,976,091	5,401,874	Community Television Network	4,592,736	4,504,507	2,500,000	2,990,103
2,274,238	2,819,800	2,537,339	2,556,699	Construction Code Fund	2,928,846	2,744,674	-	2,740,871
1,696	225,000	225,000	1,696	Court Facilities	225,000	225,000	-	1,696
167,605	45,450	46,450	166,605	Drug Enforcement	130,450	130,450	130,000	36,605
555,307	91,256	311,633	334,930	Energy Projects	260,796	260,796	166,319	168,611
269,519	229,486	230,486	268,519	Federal Equitable Sharing Forfeitures	57,500	57,500	48,000	220,519
3,694,155	2,095,521	2,373,994	3,415,682	Local Streets	2,061,952	2,018,178	-	3,459,456
11,330,485	7,487,439	9,361,358	9,456,566	Major Streets	7,779,981	7,596,502	-	9,640,045
1,664,513	349,294	263,170	1,750,637	Metro Expansion	359,211	353,724	-	1,756,124
39,529	40,000	-	79,529	Michigan Justice Training	20,000	20,000	-	79,529
9,478,283	2,331,005	1,434,049	10,375,239	Open Space and Parkland Preservation	2,445,064	1,408,875	-	11,411,428
675,191	4,500	10,000	669,691	Open Space Endowment	4,500	-	-	674,191
2,396,171	5,345,895	5,130,809	2,611,257	Parks Maintenance & Capital Improvement	5,722,642	5,642,230	-	2,691,669
882,365	263,470	385,388	760,447	Parks Memorials & Contributions	39,982	30,000	-	770,429
745,419	4,000	-	749,419	Police and Fire Relief	3,000	-	-	752,419
11,413	4,000	15,413	-	Special Assistance	4,000	4,000	-	-
16,019,850	10,513,646	10,937,699	15,595,797	Street Repair Millage (major fund)	14,012,804	14,012,804	546,365	15,049,432
				<u>Trust Funds</u>				
2,158,298	28,416	12,723	2,173,991	Elizabeth R. Dean	55,136	55,136	26,495	2,147,496
469,685,311	34,277,219	34,222,236	469,740,294	Employees' Retirement System	38,305,411	36,778,463	-	471,267,242
127,225,167	14,343,011	347,653	141,220,525	VEBA Trust	11,453,203	660,569	-	152,013,159

<u>Fund Balance</u> <u>June 30, 2014</u>	<u>FY 2015</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2015</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Fund Balance</u> <u>June 30, 2015</u>	<u>Fund</u>	<u>FY 2016</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2016</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund Balance</u>	<u>Projected</u> <u>Fund Balance</u> <u>June 30, 2016</u>
				<u>General Debt Service</u>				
431,546	9,019,900	9,035,906	415,540	General Debt Service	8,933,683	8,933,683	14,000	401,540
710,193	17,742	51,475	676,460	Special Assessment General Debt	49,475	49,475	39,475	636,985
				<u>Component Units</u>				
942,227	5,074,500	4,585,550	1,431,177	Downtown Development Authority	5,174,559	5,174,559	100,000	1,331,177
3,542,565	21,312,178	21,076,453	3,778,290	DDA Parking System	22,443,368	22,443,368	794,311	2,983,979
201,324	202,742	377,000	27,066	DDA Housing	302,080	302,080	1,781	25,285
3,393,873	2,134,540	2,630,577	2,897,836	DDA Parking Maintenance	5,534,942	5,534,942	1,904,575	993,261
905,767	2,344,320	1,976,771	1,273,316	SmartZone LDFA	2,852,929	2,852,929	299,619	973,697
				<u>Capital Projects Funds</u>				
736,618	653,000	-	1,389,618	General Capital Improvements	3,967,365	3,967,365	204,365	1,185,253

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

<u>Net Assets</u> <u>June 30, 2014</u>	<u>FY 2015</u> <u>Forecasted</u> <u>Revenues</u>	<u>FY 2015</u> <u>Forecasted</u> <u>Expenditures</u>	<u>Forecasted</u> <u>Net Assets</u> <u>June 30, 2015</u>	<u>Fund</u>	<u>FY 2016</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2016</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund Balance</u>	<u>Projected</u> <u>Net Assets</u> <u>June 30, 2016</u>
				<u>Intergovernmental Service Funds</u>				
2,187,943	1,412,190	1,412,190	2,187,943	Central Stores	1,390,727	1,388,655	-	2,190,015
15,805,365	7,911,432	9,333,231	14,383,566	Fleet Services	9,589,075	9,589,075	1,459,460	12,924,106
5,782,821	6,324,895	7,095,929	5,011,787	Information Technology	7,143,914	6,922,805	125,791	5,107,105
10,535,866	27,765,245	28,368,115	9,932,996	Risk Fund	33,308,932	33,308,932	6,072,136	3,860,860
309,334	441,295	416,759	333,870	Wheeler Center	455,927	452,182	-	337,615
5,521,500	4,731,772	4,557,772	5,695,500	Project Management	9,336,107	9,336,107	4,423,475	1,272,025
				<u>Enterprise Funds</u>				
1,832,055	888,190	831,362	1,888,883	Airport (major fund)	951,609	927,098	-	1,913,394
118,902,490	24,116,465	20,653,012	122,365,943	Sewage Disposal System (major fund)	26,329,708	21,640,962	-	127,054,689
29,361,416	14,971,962	14,763,815	29,569,563	Solid Waste (major fund)	19,749,060	19,749,060	3,357,308	26,212,255
17,378,986	6,598,246	5,917,491	18,059,741	Stormwater Sewer System (major fund)	7,714,526	6,426,860	-	19,347,407
87,555,997	25,875,114	21,608,513	91,822,598	Water Supply System (major fund)	28,606,888	20,913,309	-	99,516,177

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

Net Operating Funds Available June 30, 2014	FY 2015 Forecasted Revenues	FY 2015 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2015	Fund	FY 2016 Approved Revenues	FY 2016 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2016
<u>Intergovernmental Service Funds</u>								
1,632,213	1,412,190	1,412,190	1,632,213	Central Stores	1,390,727	1,388,655	-	1,634,285
7,298,357	7,911,432	9,333,231	5,876,558	Fleet Services	9,589,075	9,589,075	1,459,460	4,417,098
4,939,990	6,324,895	7,095,929	4,168,956	Information Technology	7,143,914	6,922,805	125,791	4,264,274
12,524,883	27,765,245	28,368,115	11,922,013	Risk Fund	33,308,932	33,308,932	6,072,136	5,849,877
309,334	441,295	416,759	333,870	Wheeler Center	455,927	452,182	-	337,615
5,621,908	4,731,772	4,557,772	5,795,908	Project Management	9,336,107	9,336,107	4,423,475	1,372,433
<u>Enterprise Funds</u>								
596,564	888,190	831,362	653,392	Airport (major fund)	951,609	927,098	-	677,903
33,309,964	24,116,465	20,653,012	36,773,417	Sewage Disposal System (major fund)	26,329,708	21,640,962	-	41,462,163
16,715,620	14,971,962	14,763,815	16,923,767	Solid Waste (major fund)	19,749,060	19,749,060	3,357,308	13,566,459
8,284,156	6,598,246	5,917,491	8,964,911	Stormwater Sewer System (major fund)	7,714,526	6,426,860	-	10,252,577
28,102,231	25,875,114	21,608,513	32,368,832	Water Supply System (major fund)	28,606,888	20,913,309	-	40,062,411

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

NOTES: With respect to variances in the major funds, two funds should be noted. First, the Solid Waste fund is budgeted to spend 15% of its net operating funds on capital improvements. Second, the Water Supply System is accumulating operating funds to prepare for future needs of the water treatment plant.

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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 22% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year multiplied by the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

GRANTS

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

Description of Revenue Categories

CHARGES FOR SERVICES

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

POLICE & FIRE

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

SOLID WASTE

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

ENTERPRISE SALES

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

Description of Revenue Categories

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

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

INVESTMENT INCOME

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

MISCELLANEOUS

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

PRIOR YEAR SURPLUS

Prior Year Surplus represents the use of surplus funds from previous years' budgets and represents 6% of the City's revenues. This is used only to balance one-time expenditure requests. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

Description of Revenue Categories

OPERATING TRANSFERS

The majority of the transfers in this revenue category are payments for debt service. Operating transfers represent 6% 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 6% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

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

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

FY 2016 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	302,080										302,080
0002 ENERGY PROJECTS	260,796						260,796				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,174,559										5,174,559
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	2,852,929										2,852,929
0010 GENERAL	101,730,093		\$194,105	\$302,500	\$6,448,989	\$70,982,767	\$1,178,747	\$3,333,989	\$2,087,557	\$17,201,439	
0011 CENTRAL STORES	1,390,727						1,390,727				
0012 FLEET SERVICES	9,589,075						9,589,075				
0014 INFORMATION TECHNOLOGY	7,143,914					7,143,914					
0016 COMMUNITY TELEVISION NETWORK	4,592,736			4,592,736							
0021 MAJOR STREET	7,779,981						7,779,981				
0022 LOCAL STREET	2,061,952						2,061,952				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,445,064				2,445,064						
0025 BANDEMER PROPERTY	8,129				8,129						
0026 CONSTRUCTION CODE FUND	2,928,846				2,928,846						
0027 DRUG ENFORCEMENT	130,450							130,450			
0028 FEDERAL EQUITABLE SHARING	57,500							57,500			
0033 DDA PARKING MAINTENANCE	5,534,942										5,534,942
0034 PARKS MEMORIALS & CONTRIBUTIONS	39,982				39,982						
0035 GENERAL DEBT SERVICE	8,933,683					2,000				8,931,683	
0036 METRO EXPANSION	359,211						359,211				
0038 SPECIAL ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	4,500				4,500						
0042 WATER SUPPLY SYSTEM	28,606,888					24,927,573	3,679,315				
0043 SEWAGE DISPOSAL SYSTEM	26,329,708					25,122,471	1,207,237				
0048 AIRPORT	951,609						951,609				
0049 PROJECT MANAGEMENT	9,336,107						9,336,107				
0052 VEBA TRUST	11,453,203										11,453,203
0053 POLICE AND FIRE RELIEF	3,000							3,000			
0054 CEMETERY PERPETUAL CARE	800						800				
0055 ELIZABETH R DEAN TRUST	55,136						55,136				
0057 RISK FUND	33,308,932					33,308,932					
0058 WHEELER CENTER	455,927						455,927				
0059 EMPLOYEES RETIREMENT SYSTEM	38,305,411										38,305,411
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	49,475					10,000				39,475	
0061 ALTERNATIVE TRANSPORTATION	314,539						314,539				
0062 STREET & SIDEWALK REPAIR MILLAGE	14,012,804						14,012,804				
0063 DDA PARKING SYSTEM	22,443,368										22,443,368
0064 MICHIGAN JUSTICE TRAINING	20,000							20,000			
0069 STORMWATER SEWER SYSTEM	7,714,526					6,843,263	871,263				
0070 AFFORDABLE HOUSING	13,666				13,666						

FY 2016 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
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,722,642				2,232,772		3,489,870				
0072 SOLID WASTE FUND	19,749,060						19,749,060				
0082 STORMWATER BOND PENDING	5,169,000						5,169,000				
0088 SEWER BOND	7,895,000						7,895,000				
0089 WATER BOND	12,737,000						12,737,000				
00CP GENERAL CAPITAL FUND	3,967,365				204,365	2,500,000	1,263,000				
	\$ 412,165,315		\$194,105	\$4,895,236	\$14,330,313	\$170,840,920	\$103,808,156	\$3,544,939	\$2,312,557	\$26,172,597	\$86,066,492

FY 2017 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	300,290										300,290
0002 ENERGY PROJECTS	259,472						259,472				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,226,940										5,226,940
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	2,763,512										2,763,512
0010 GENERAL	100,844,582		\$195,151	\$192,500	\$6,320,440	\$72,137,745	\$502,173	\$3,338,989	\$2,072,557	\$16,085,027	
0011 CENTRAL STORES	1,398,849						1,398,849				
0012 FLEET SERVICES	8,057,589						8,057,589				
0014 INFORMATION TECHNOLOGY	6,856,841					6,856,841					
0016 COMMUNITY TELEVISION NETWORK	2,034,207			2,034,207							
0021 MAJOR STREET	7,140,158						7,140,158				
0022 LOCAL STREET	1,904,505						1,904,505				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,504,770				2,504,770						
0025 BANDEMER PROPERTY	8,243				8,243						
0026 CONSTRUCTION CODE FUND	2,801,097				2,801,097						
0027 DRUG ENFORCEMENT	450							450			
0028 FEDERAL EQUITABLE SHARING	9,500							9,500			
0033 DDA PARKING MAINTENANCE	2,442,704										2,442,704
0034 PARKS MEMORIALS & CONTRIBUTIONS	40,484				40,484						
0035 GENERAL DEBT SERVICE	8,946,551					2,000				8,944,551	
0036 METRO EXPANSION	354,534						354,534				
0038 SPECIAL ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT	4,500				4,500						
0042 WATER SUPPLY SYSTEM	28,109,214					25,956,716	2,152,498				
0043 SEWAGE DISPOSAL SYSTEM	27,125,253					26,609,262	515,991				
0048 AIRPORT	940,074						940,074				
0049 PROJECT MANAGEMENT	4,957,161						4,957,161				
0052 VEBA TRUST	10,385,837										10,385,837
0053 POLICE AND FIRE RELIEF	3,000							3,000			
0054 CEMETERY PERPETUAL CARE	800						800				
0055 ELIZABETH R DEAN TRUST	59,517						59,517				
0057 RISK FUND	28,653,173					28,653,173					
0058 WHEELER CENTER	465,372						465,372				
0059 EMPLOYEES RETIREMENT SYSTEM	37,688,000										37,688,000
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	42,405					10,000				32,405	
0061 ALTERNATIVE TRANSPORTATION	190,363						190,363				
0062 STREET & SIDEWALK REPAIR MILLAGE	11,882,180						11,882,180				
0063 DDA PARKING SYSTEM	21,642,070										21,642,070
0064 MICHIGAN JUSTICE TRAINING	20,000							20,000			
0069 STORMWATER SEWER SYSTEM	7,502,966					7,287,175	215,791				
0070 AFFORDABLE HOUSING	14,937				14,937						

FY 2017 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
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,564,903				2,281,697		3,283,206				
0072 SOLID WASTE FUND	18,459,086						18,459,086				
0082 STORMWATER BOND PENDING	5,609,000						5,609,000				
0088 SEWER BOND	9,033,000						9,033,000				
0089 WATER BOND	7,887,500						7,887,500				
00CP GENERAL CAPITAL FUND	1,321,000						1,272,333	48,667			
	\$ 381,685,589		\$195,151	\$2,226,707	\$13,980,168	\$167,512,912	\$86,541,152	\$3,420,606	\$2,297,557	\$25,061,983	\$80,449,353

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017	
General	GENERAL							
	CHARGES FOR SERVICES	7,163,448	8,455,409	8,512,214	8,571,704	8,714,733	8,669,637	
	CONTRIBUTIONS	-	11,602	21,496	21,496	1,000	1,000	
	FINES & FORFEITS	4,194,751	4,265,275	4,275,400	4,311,238	4,237,632	4,245,349	
	INTERGOVERNMENTAL REVENUES	11,779,693	11,336,754	11,515,291	11,619,992	12,030,777	12,127,995	
	INTRAGOVERNMENTAL SALES	2,982,036	3,490,714	14,785,418	14,747,634	14,935,918	15,200,171	
	INVESTMENT INCOME	363,449	386,185	282,343	343,030	374,173	374,173	
	LICENSES, PERMITS & REGISTRATIONS	1,300,156	1,767,039	2,056,200	1,999,650	2,055,000	2,055,000	
	MISCELLANEOUS REVENUE	1,080,699	4,946,038	716,108	698,480	783,410	693,878	
	OPERATING TRANSFERS IN	1,148,853	1,623,996	1,192,760	1,185,260	4,438,516	1,155,467	
	PRIOR YEAR SURPLUS	-	-	2,739,469	-	870,869	1,849,264	
	TAXES	49,380,189	50,671,753	51,997,444	51,888,691	53,288,065	54,472,648	
	Total		\$ 79,393,273	\$ 86,954,766	\$ 98,094,143	\$ 95,387,175	\$ 101,730,093	\$ 100,844,582
	Debt Service	GENERAL DEBT SERVICE						
		CHARGES FOR SERVICES	3,700,191	4,219,827	4,337,026	4,268,351	4,280,015	4,286,624
		CONTRIBUTIONS	-	-	-	-	-	-
		INVESTMENT INCOME	5,949	7,739	2,000	2,000	2,000	2,000
MISCELLANEOUS REVENUE		-	217	-	-	-	-	
OPERATING TRANSFERS IN		4,831,969	8,343,900	4,818,016	4,749,549	4,637,668	4,648,928	
PRIOR YEAR SURPLUS		-	-	16,000	-	14,000	8,999	
SALE OF BONDS		-	-	-	-	-	-	
TAXES		569,490	2,129	-	-	-	-	
Total			\$ 9,107,599	\$ 12,573,812	\$ 9,173,042	\$ 9,019,900	\$ 8,933,683	\$ 4,659,927
		GENERAL DEBT/SPECIAL ASSESSMENT						
CHARGES FOR SERVICES		33,380	21,856	-	6,737	-	-	
INVESTMENT INCOME		15,635	12,842	11,000	11,000	10,000	10,000	
PRIOR YEAR SURPLUS	-	-	40,475	-	39,475	32,405		
TAXES	433	349	-	5	-	-		
Total		\$ 49,448	\$ 35,047	\$ 51,475	\$ 17,742	\$ 49,475	\$ 42,405	
Enterprise	WATER SUPPLY SYSTEM							
	CHARGES FOR SERVICES	23,711,876	22,688,186	23,633,590	24,054,237	25,042,073	26,073,666	
	CONTRIBUTIONS	149,621	593,958	-	-	-	-	
	INTERGOVERNMENTAL REVENUES	3,683,584	(130,482)	-	-	-	-	
	INVESTMENT INCOME	446,155	606,691	308,900	340,400	533,252	582,857	
	MISCELLANEOUS REVENUE	49,074	34,412	3,000	53,300	49,800	49,800	
	OPERATING TRANSFERS IN	2,043,820	1,600,983	1,424,477	1,423,477	2,981,763	1,402,891	
	PRIOR YEAR SURPLUS	-	-	855,194	-	-	-	
	TAXES	8,741	7,774	-	3,700	-	-	
	Total		\$ 30,092,871	\$ 25,401,521	\$ 26,225,161	\$ 25,875,114	\$ 28,606,888	\$ 28,109,214
		WATER PENDING BOND SERIES						
	INVESTMENT INCOME	(6,895)	(3,621)	-	-	-	-	
	SALE OF BONDS	-	-	533,317	4,100,000	12,737,000	7,887,500	
	Total		\$ (6,895)	\$ (3,621)	\$ 533,317	\$ 4,100,000	\$ 12,737,000	\$ 7,887,500
		SEWAGE DISPOSAL SYSTEM						
	CHARGES FOR SERVICES	21,440,646	22,486,073	23,889,264	23,731,095	25,125,471	26,612,262	
	INTERGOVERNMENTAL REVENUES	1,088,842	-	-	-	-	-	
	INVESTMENT INCOME	211,768	472,230	126,378	385,370	469,332	512,991	
	MISCELLANEOUS REVENUE	(521,474)	152,216	-	-	-	-	
	OPERATING TRANSFERS IN	-	448,133	-	-	734,905	-	
PRIOR YEAR SURPLUS	-	-	-	-	-	-		
TAXES	580	2,342	-	-	-	-		
Total		\$ 22,220,362	\$ 23,560,994	\$ 24,015,642	\$ 24,116,465	\$ 26,329,708	\$ 27,125,253	
	SEWER BOND PENDING SERIES							
INVESTMENT INCOME	(189)	(201)	-	-	-	-		
SALE OF BONDS	-	-	2,451,252	4,925,000	7,895,000	9,033,000		
Total		\$ (189)	\$ (201)	\$ 2,451,252	\$ 4,925,000	\$ 7,895,000	\$ 9,033,000	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	MARKET FUND						
	CHARGES FOR SERVICES	118,838	121,840	-	-	-	-
	INTERGOVERNMENTAL REVENUES	15,000	63,069	-	-	-	-
	INVESTMENT INCOME	5,912	5,778	-	-	-	-
	MISCELLANEOUS REVENUE	15,104	14,080	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 154,854	\$ 204,767	\$ -	\$ -	\$ -	\$ -
	GOLF ENTERPRISE						
	CHARGES FOR SERVICES	1,146,989	-	-	-	-	-
	INVESTMENT INCOME	(16,339)	-	-	-	-	-
	MISCELLANEOUS REVENUE	2,000	-	-	-	-	-
	OPERATING TRANSFERS IN	489,200	-	-	-	-	-
	Total	\$ 1,621,850	\$ -	\$ -	\$ -	\$ -	\$ -
	AIRPORT						
	CHARGES FOR SERVICES	850,969	862,567	861,340	877,090	919,950	928,550
	INVESTMENT INCOME	5,582	8,178	4,064	3,100	6,884	7,524
	MISCELLANEOUS REVENUE	8,816	20,275	4,000	8,000	4,000	4,000
	OPERATING TRANSFERS IN	-	6,416	-	-	20,775	-
	Total	\$ 865,367	\$ 897,436	\$ 869,404	\$ 888,190	\$ 951,609	\$ 940,074
	STORMWATER SEWER SYSTEM						
	CHARGES FOR SERVICES	5,889,083	6,221,442	6,519,421	6,512,831	6,939,368	7,386,479
	INTERGOVERNMENTAL REVENUES	44,747	1,530,846	10,500	10,500	10,500	10,500
	INVESTMENT INCOME	103,077	119,619	74,915	74,915	96,967	105,987
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-	-
	MISCELLANEOUS REVENUE	22,212	193,612	-	-	-	-
	OPERATING TRANSFERS IN	131,792	(226,627)	1,000,000	-	667,691	-
	PRIOR YEAR SURPLUS	-	-	(185,000)	-	-	-
	SALE OF BONDS	-	-	-	-	-	-
	TAXES	50	1,010	-	-	-	-
	Total	\$ 6,190,962	\$ 7,839,902	\$ 7,419,836	\$ 6,598,246	\$ 7,714,526	\$ 7,502,966
	STORMWATER BOND						
	INVESTMENT INCOME	-	-	-	-	-	-
	OPERATING TRANSFERS IN	(29,351)	-	-	-	-	-
	SALE OF BONDS	-	-	786,862	3,095,700	5,169,000	5,609,000
	Total	\$ (29,351)	\$ -	\$ 786,862	\$ 3,095,700	\$ 5,169,000	\$ 5,609,000
	SOLID WASTE						
	CHARGES FOR SERVICES	2,840,928	3,292,418	2,631,101	2,719,800	2,770,822	2,836,103
	INVESTMENT INCOME	205,297	254,416	165,991	165,991	220,379	240,880
	MISCELLANEOUS REVENUE	100,388	166,181	-	7,600	-	-
	OPERATING TRANSFERS IN	172,890	167,582	230,000	230,000	1,316,729	230,000
	PRIOR YEAR SURPLUS	-	-	117,565	-	3,357,308	2,797,604
	TAXES	11,154,957	11,472,042	11,620,065	11,848,571	12,083,822	12,354,499
	Total	\$ 14,474,460	\$ 15,352,639	\$ 14,764,722	\$ 14,971,962	\$ 19,749,060	\$ 18,459,086
	CENTRAL STORES						
	CHARGES FOR SERVICES	26,515	25,077	25,000	15,000	25,750	26,500
	INTRAGOVERNMENTAL SALES	1,243,900	1,411,295	1,360,977	1,370,977	1,312,538	1,328,109
	INVESTMENT INCOME	18,330	20,279	14,706	14,706	17,441	19,063
	MISCELLANEOUS REVENUE	8,434	17,938	11,507	11,507	13,000	13,390
	OPERATING TRANSFERS IN	-	-	-	-	21,998	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	11,787
	Total	\$ 1,297,178	\$ 1,474,589	\$ 1,412,190	\$ 1,412,190	\$ 1,390,727	\$ 1,398,849
	FLEET SERVICES						
	INTRAGOVERNMENTAL SALES	6,821,340	7,049,631	7,615,509	7,579,600	7,807,128	7,834,167
	INVESTMENT INCOME	127,333	89,942	105,332	105,332	77,969	84,922
	MISCELLANEOUS REVENUE	171,051	249,664	117,460	226,500	148,600	138,500
	OPERATING TRANSFERS IN	238,714	20,000	-	-	95,918	-
	PRIOR YEAR SURPLUS	-	-	-	-	1,459,460	-
	Total	\$ 7,358,438	\$ 7,409,237	\$ 7,838,301	\$ 7,911,432	\$ 9,589,075	\$ 8,057,589

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	INFORMATION TECHNOLOGY						
	CHARGES FOR SERVICES	6,407,344	6,284,179	6,248,474	6,272,895	6,796,274	6,706,841
	INVESTMENT INCOME	64,912	67,767	52,000	52,000	50,000	50,000
	MISCELLANEOUS REVENUE	37,598	40,544	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	171,849	-
	PRIOR YEAR SURPLUS	-	-	1,262,243	-	125,791	100,000
	Total	\$ 6,509,854	\$ 6,392,490	\$ 7,562,717	\$ 6,324,895	\$ 7,143,914	\$ 6,856,841
	PROJECT MANAGEMENT						
	CHARGES FOR SERVICES	3,184,095	2,362,738	4,514,118	4,688,118	4,747,625	4,893,170
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	61,291	70,170	43,654	43,654	58,545	63,991
	MISCELLANEOUS REVENUE	29,401	18,977	-	-	-	-
	OPERATING TRANSFERS IN	113,196	-	-	-	106,462	-
	PRIOR YEAR SURPLUS	-	-	-	-	4,423,475	-
	Total	\$ 3,387,983	\$ 2,451,886	\$ 4,557,772	\$ 4,731,772	\$ 9,336,107	\$ 4,957,161
	RISK FUND						
	CHARGES FOR SERVICES	27,635,860	26,251,233	27,510,325	27,510,245	26,992,523	27,798,736
	CONTRIBUTIONS	453,704	383,600	-	-	-	-
	INVESTMENT INCOME	113,374	206,716	82,417	120,000	109,273	119,437
	MISCELLANEOUS REVENUE	871,406	375,943	189,000	135,000	135,000	135,000
	PRIOR YEAR SURPLUS	-	-	974,127	-	6,072,136	600,000
	Total	\$ 29,074,344	\$ 27,217,492	\$ 28,755,869	\$ 27,765,245	\$ 33,308,932	\$ 28,653,173
	WHEELER CENTER						
	CHARGES FOR SERVICES	518,562	421,586	434,181	438,781	448,142	460,956
	INVESTMENT INCOME	3,897	4,516	2,514	2,514	4,040	4,416
	MISCELLANEOUS REVENUE	622	725	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	3,745	-
	Total	\$ 523,081	\$ 426,828	\$ 436,695	\$ 441,295	\$ 455,927	\$ 465,372
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	INTERGOVERNMENTAL REVENUES	2,795	-	-	-	-	-
	CONTRIBUTIONS	-	500	-	500	-	-
	INVESTMENT INCOME	(7,757)	25,750	27,916	27,916	26,846	29,517
	OPERATING TRANSFERS IN	-	-	-	-	1,795	-
	PRIOR YEAR SURPLUS	-	-	35,000	-	26,495	30,000
	Total	\$ (7,757)	\$ 25,750	\$ 62,916	\$ 27,916	\$ 55,136	\$ 59,517
Pension Trust	VEBA TRUST						
	CHARGES FOR SERVICES	-	11,520	-	-	-	-
	CONTRIBUTIONS	278,307	197,127	285,300	-	-	-
	INVESTMENT INCOME	11,463,595	16,385,380	8,526,500	9,650,000	8,920,000	9,045,000
	MISCELLANEOUS REVENUE	7	-	-	-	-	-
	OPERATING TRANSFERS IN	5,511,779	4,328,990	4,693,011	4,693,011	2,533,203	1,340,837
	Total	\$ 17,253,687	\$ 20,923,017	\$ 13,504,811	\$ 14,343,011	\$ 11,453,203	\$ 10,385,837
	EMPLOYEES' RETIREMENT SYSTEM						
	CHARGES FOR SERVICES	12,317,931	13,901,250	15,489,219	15,427,219	15,534,732	14,865,000
	CONTRIBUTIONS	285,184	274,217	209,000	263,000	263,000	263,000
	INVESTMENT INCOME	49,469,007	61,162,728	10,139,266	18,587,000	21,785,000	22,560,000
	MISCELLANEOUS REVENUE	4,125	1,033	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	722,679	-
	PRIOR YEAR SURPLUS	-	-	9,011,985	-	-	-
	Total	\$ 62,076,247	\$ 75,339,228	\$ 34,849,470	\$ 34,277,219	\$ 38,305,411	\$ 37,688,000
Special Revenue	ENERGY PROJECTS						
	CHARGES FOR SERVICES	2,590	40,225	-	78,110	75,511	72,912
	INVESTMENT INCOME	8,645	27,892	5,750	5,750	5,943	6,495
	MISCELLANEOUS REVENUE	13,731	7,659	-	7,396	6,802	6,802
	OPERATING TRANSFERS IN	102,436	4,954	-	-	6,221	5,913
	PRIOR YEAR SURPLUS	-	-	434,393	-	166,319	167,350
	SALE OF BONDS	560,000	-	-	-	-	-
	Total	\$ 687,402	\$ 80,730	\$ 440,143	\$ 91,256	\$ 260,796	\$ 259,472

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	LOCAL LAW ENFORC BLOCK GRANT						
	INTERGOVERNMENTAL REVENUES	48,131	33,721	21,919	21,919	-	-
	INVESTMENT INCOME	292	(54)	-	-	-	-
	OPERATING TRANSFERS IN	742	-	-	-	-	-
	Total	<u>\$ 49,165</u>	<u>\$ 33,667</u>	<u>\$ 21,919</u>	<u>\$ 21,919</u>	<u>\$ -</u>	<u>\$ -</u>
	COMMUNITY TELEVISION NETWORK						
	INVESTMENT INCOME	49,903	57,121	40,763	44,000	48,679	53,207
	LICENSES, PERMITS & REGISTRATIONS	2,143,579	2,086,979	1,964,000	2,164,728	1,964,000	1,980,000
	MISCELLANEOUS REVENUE	932	1,258	1,000	-	1,000	1,000
	OPERATING TRANSFERS IN	-	-	-	-	79,057	-
	PRIOR YEAR SURPLUS	-	-	-	-	2,500,000	-
	Total	<u>\$ 2,194,414</u>	<u>\$ 2,145,358</u>	<u>\$ 2,005,763</u>	<u>\$ 2,208,728</u>	<u>\$ 4,592,736</u>	<u>\$ 2,034,207</u>
	HOMELAND SECURITY GRANT FUND						
	INTERGOVERNMENTAL REVENUES	62,542	67,992	42,305	-	-	-
	INVESTMENT INCOME	2	-	-	-	-	-
	Total	<u>\$ 62,543</u>	<u>\$ 67,992</u>	<u>\$ 42,305</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
	MAJOR STREET						
	CHARGES FOR SERVICES	921,724	781,823	834,765	799,635	818,875	838,872
	CONTRIBUTIONS	-	-	5,600	-	-	-
	INTERGOVERNMENTAL REVENUES	6,092,681	6,564,840	6,218,989	6,244,330	6,039,500	5,893,351
	INTRAGOVERNMENTAL SALES	157,956	266,970	245,000	230,000	230,000	230,000
	INVESTMENT INCOME	94,380	121,343	76,710	76,710	107,608	117,618
	MISCELLANEOUS REVENUE	577,722	60,910	25,000	21,714	20,000	20,000
	OPERATING TRANSFERS IN	38,401	42,257	117,550	115,050	563,998	40,317
	PRIOR YEAR SURPLUS	-	-	1,982,831	-	-	-
	TAXES	7,913	96	-	-	-	-
	Total	<u>\$ 7,890,778</u>	<u>\$ 7,838,238</u>	<u>\$ 9,506,445</u>	<u>\$ 7,487,439</u>	<u>\$ 7,779,981</u>	<u>\$ 7,140,158</u>
	LOCAL STREET						
	CHARGES FOR SERVICES	182,535	188,627	193,651	190,965	196,694	202,595
	INTERGOVERNMENTAL REVENUES	1,597,407	1,648,280	1,735,253	1,810,023	1,678,951	1,660,000
	INVESTMENT INCOME	39,473	43,180	33,533	33,533	37,429	40,910
	MISCELLANEOUS REVENUE	-	1,654	-	1,000	1,000	1,000
	OPERATING TRANSFERS IN	-	55,000	60,000	60,000	147,878	-
	PRIOR YEAR SURPLUS	-	-	351,557	-	-	-
	Total	<u>\$ 1,819,415</u>	<u>\$ 1,936,741</u>	<u>\$ 2,373,994</u>	<u>\$ 2,095,521</u>	<u>\$ 2,061,952</u>	<u>\$ 1,701,910</u>
	COURT FACILITIES						
	FINES & FORFEITS	146,115	142,129	150,000	150,000	125,000	125,000
	INVESTMENT INCOME	108	202	-	-	-	-
	OPERATING TRANSFERS IN	81,511	80,000	75,000	75,000	100,000	100,000
	Total	<u>\$ 227,734</u>	<u>\$ 222,330</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>	<u>\$ 225,000</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	OPEN SPACE & PARKLAND PRESERVATION						
	CONTRIBUTIONS	5,000	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	396,900	-	-	-	-	-
	INVESTMENT INCOME	108,921	119,028	178,195	80,000	102,004	111,493
	MISCELLANEOUS REVENUE	330	170	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	277,333	-	2,218	-
	TAXES	2,141,370	2,221,908	2,251,005	2,251,005	2,340,842	2,393,277
	Total	\$ 2,652,521	\$ 2,341,106	\$ 2,706,533	\$ 2,331,005	\$ 2,445,064	\$ 2,504,770
	BANDEMER PROPERTY						
	INVESTMENT INCOME	1,278	1,432	1,032	1,032	1,229	1,343
	MISCELLANEOUS REVENUE	6,900	6,900	4,200	6,900	6,900	6,900
	Total	\$ 8,178	\$ 8,332	\$ 5,232	\$ 7,932	\$ 8,129	\$ 8,243
	CONSTRUCTION CODE FUND						
	INVESTMENT INCOME	40,858	52,516	29,000	25,000	39,429	43,097
	LICENSES, PERMITS & REGISTRATIONS	3,093,354	2,829,464	1,938,300	2,794,800	2,758,000	2,758,000
	MISCELLANEOUS REVENUE	3,054	4,281	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	99,996	100,000	-	-	131,417	-
	TAXES	-	10	823,008	-	-	-
	Total	\$ 3,237,262	\$ 2,986,271	\$ 2,790,308	\$ 2,819,800	\$ 2,928,846	\$ 2,801,097
	DRUG ENFORCEMENT						
	CHARGES FOR SERVICES	352	-	-	-	-	-
	FINES & FORFEITS	42,372	49,103	14,337	450	450	450
	INVESTMENT INCOME	3,156	2,925	1,000	-	-	-
	MISCELLANEOUS REVENUE	-	780	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	45,000	45,000	130,000	-
	Total	\$ 45,528	\$ 52,807	\$ 60,337	\$ 45,450	\$ 130,450	\$ 450
	FEDERAL EQUITABLE SHARING FORFEITURE						
	FINES & FORFEITS	56,872	26,976	9,726	9,726	9,500	9,500
	INVESTMENT INCOME	3,408	3,764	1,000	-	-	-
	MISCELLANEOUS REVENUE	42,979	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	219,760	219,760	48,000	-
	Total	\$ 103,258	\$ 30,739	\$ 230,486	\$ 229,486	\$ 57,500	\$ 9,500
	PARKS MEMORIALS & CONTRIBUTIONS						
	CONTRIBUTIONS	31,111	503,873	305,714	255,970	30,000	30,000
	INVESTMENT INCOME	7,189	10,442	6,125	7,500	9,591	10,484
	MISCELLANEOUS REVENUE	23,800	-	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	391	-
	Total	\$ 62,100	\$ 514,315	\$ 311,839	\$ 263,470	\$ 39,982	\$ 40,484
	METRO EXPANSION						
	INTERGOVERNMENTAL REVENUES	353,820	334,722	337,000	337,000	337,000	337,000
	INVESTMENT INCOME	15,742	18,679	12,294	12,294	16,042	17,534
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	6,169	-
	Total	\$ 369,562	\$ 353,401	\$ 349,294	\$ 349,294	\$ 359,211	\$ 354,534
	SPECIAL ASSISTANCE						
	CONTRIBUTIONS	4,653	4,556	4,000	4,000	4,000	4,000
	INVESTMENT INCOME	47	113	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	11,413	-	-	-
	Total	\$ 4,700	\$ 4,669	\$ 15,413	\$ 4,000	\$ 4,000	\$ 4,000
	OPEN SPACE ENDOWMENT						
	INVESTMENT INCOME	6,697	8,253	4,500	4,500	4,500	4,500
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	119,335	23,867	-	-	-	-
	Total	\$ 126,032	\$ 32,120	\$ 10,000	\$ 4,500	\$ 4,500	\$ 4,500

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	POLICE & FIRE RELIEF						
	INVESTMENT INCOME	7,864	8,550	6,600	4,000	3,000	3,000
	Total	\$ 7,864	\$ 8,550	\$ 6,600	\$ 4,000	\$ 3,000	\$ 3,000
	CEMETARY PERPETUAL CARE						
	CHARGES FOR SERVICES	1,900	2,400	-	-	-	-
	INVESTMENT INCOME	887	702	724	724	800	800
	Total	\$ 2,787	\$ 3,102	\$ 724	\$ 724	\$ 800	\$ 800
	ART IN PUBLIC PLACES						
	INTERGOVERNMENTAL REVENUES	7,200	17,900	-	-	-	-
	INVESTMENT INCOME	17,370	15,824	13,333	-	-	-
	OPERATING TRANSFERS IN	314,928	-	40,000	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 339,498	\$ 33,724	\$ 53,333	\$ -	\$ -	\$ -
	ALTERNATIVE TRANSPORTATION						
	CHARGES FOR SERVICES	7,917	16,017	14,537	-	-	-
	CONTRIBUTIONS	-	-	3,828	-	-	-
	INTERGOVERNMENTAL REVENUES	-	21,861	-	-	-	-
	INVESTMENT INCOME	6,280	4,617	3,253	3,253	2,505	2,738
	MISCELLANEOUS REVENUE	-	28,659	-	-	-	-
	OPERATING TRANSFERS IN	169,872	180,710	398,596	361,420	312,034	187,625
	PRIOR YEAR SURPLUS	-	-	35,000	-	-	-
	TAXES	69	240	-	-	-	-
	Total	\$ 184,138	\$ 252,103	\$ 455,214	\$ 364,673	\$ 314,539	\$ 190,363
	STREET REPAIR MILLAGE FUND						
	CHARGES FOR SERVICES	57,248	8,806	-	-	-	-
	CONTRIBUTIONS	31,313	774	2,400,000	-	-	-
	INTERGOVERNMENTAL REVENUES	1,652,978	588,746	-	-	-	-
	INTRAGOVERNMENTAL SALES	1,649	-	-	-	-	-
	INVESTMENT INCOME	303,717	248,938	308,236	308,236	206,137	225,312
	MISCELLANEOUS REVENUE	-	4,045	-	-	-	-
	OPERATING TRANSFERS IN	3,103,826	2,811,547	3,957,148	-	2,851,660	-
	PRIOR YEAR SURPLUS	-	-	620,287	-	546,365	1,015,072
	TAXES	9,623,061	9,899,946	10,009,176	10,205,410	10,408,642	10,641,796
	Total	\$ 14,773,792	\$ 13,562,802	\$ 17,294,847	\$ 10,513,646	\$ 14,012,804	\$ 11,882,180
	MICHIGAN JUSTICE TRAINING						
	INTERGOVERNMENTAL REVENUES	21,034	32,499	20,000	20,000	20,000	20,000
	INVESTMENT INCOME	832	305	700	-	-	-
	PRIOR YEAR SURPLUS	-	-	20,000	20,000	-	-
	Total	\$ 21,866	\$ 32,804	\$ 40,700	\$ 40,000	\$ 20,000	\$ 20,000
	AFFORDABLE HOUSING						
	CONTRIBUTIONS	97,000	-	-	-	-	-
	INVESTMENT INCOME	4,515	12,347	2,200	9,000	13,666	14,937
	MISCELLANEOUS REVENUE	225	1,716,269	-	-	-	-
	OPERATING TRANSFERS IN	90,000	100,000	100,000	100,000	-	-
	PRIOR YEAR SURPLUS	-	-	800,000	-	-	-
	Total	\$ 191,740	\$ 1,828,616	\$ 902,200	\$ 109,000	\$ 13,666	\$ 14,937
	PARK MAINT & CAPITAL IMPROVEMENT						
	CHARGES FOR SERVICES	5,362	199	1,500	1,100	1,100	1,100
	CONTRIBUTIONS	26,212	-	-	45,000	-	-
	INTERGOVERNMENTAL REVENUES	188,659	118,340	-	-	-	-
	INVESTMENT INCOME	65,580	61,875	62,022	62,022	50,419	55,109
	MISCELLANEOUS REVENUE	2,268	-	-	-	-	-
	OPERATING TRANSFERS IN	-	1,414	-	-	283,120	-
	PRIOR YEAR SURPLUS	-	-	108,813	-	-	-
	TAXES	4,978,047	5,114,448	5,166,619	5,237,773	5,388,003	5,508,694
	Total	\$ 5,266,126	\$ 5,296,276	\$ 5,338,954	\$ 5,345,895	\$ 5,722,642	\$ 5,564,903

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	LOCAL FORFEITURE						
	FINES & FORFEITS	-	-	-	-	-	-
	INVESTMENT INCOME	42	31	100	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 42	\$ 31	\$ 100	\$ -	\$ -	\$ -
	COMMUNITY DEV BLOCK GRANT						
	INTERGOVERNMENTAL REVENUES	36,138	-	91,072	-	-	-
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	Total	\$ 36,138	\$ -	\$ 91,072	\$ -	\$ -	\$ -
	SENIOR CENTER ENDOWMENT						
	INVESTMENT INCOME	(204)	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ (204)	\$ -	\$ -	\$ -	\$ -	\$ -
	HOME PROGRAM FUND						
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	SIDEWALK IMPROVEMENT FUND						
	TAXES	2,774	-	-	-	-	-
	CHARGES FOR SERVICES	(1,350)	-	-	-	-	-
	INVESTMENT INCOME	983	879	-	100	-	-
	MISCELLANEOUS REVENUE	2,440	-	-	-	-	-
	Total	\$ 2,073	\$ 879	\$ -	\$ 100	\$ -	\$ -
	MAJOR GRANTS PROGRAMS						
	CHARGES FOR SERVICES	5,000	11,903	-	-	-	-
	CONTRIBUTIONS	100,000	-	28,448	-	-	-
	INTERGOVERNMENTAL REVENUES	985,118	1,615,991	1,041,692	-	-	-
	INVESTMENT INCOME	1,088	2,276	-	-	-	-
	MISCELLANEOUS REVENUE	400,000	-	-	-	-	-
	OPERATING TRANSFERS IN	577,723	590,638	7,256	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 2,068,929	\$ 2,220,808	\$ 1,077,396	\$ -	\$ -	\$ -
Capital Projects	GENERAL CAPITAL FUND						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	INVESTMENT INCOME	1,186	9,853	-	-	-	-
	OPERATING TRANSFERS IN	238,139	1,550,000	653,000	653,000	3,763,000	1,321,000
	PRIOR YEAR SURPLUS	-	-	-	-	204,365	-
	Total	\$ 239,325	\$ 1,559,853	\$ 653,000	\$ 653,000	\$ 3,967,365	\$ 1,321,000
Component Units	SMART ZONE LDFA						
	INVESTMENT INCOME	11,788	17,090	12,940	12,940	15,022	16,419
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	299,619	-
	TAXES	1,546,577	1,964,393	2,058,192	2,331,380	2,538,288	2,747,093
	Total	\$ 1,558,365	\$ 1,981,483	\$ 2,071,132	\$ 2,344,320	\$ 2,852,929	\$ 2,763,512
	DDA/HOUSING FUND						
	CHARGES FOR SERVICES	-	-	-	200,000	300,000	300,000
	INVESTMENT INCOME	-	-	2,742	2,742	299	290
	OPERATING TRANSFERS IN	-	-	200,000	-	-	-
	PRIOR YEAR SURPLUS	-	-	174,258	-	1,781	-
	Total	\$ -	\$ -	\$ 377,000	\$ 2,742	\$ 2,080	\$ 290
	DOWNTOWN DEVELOPMENT AUTHORITY						
	INVESTMENT INCOME	-	-	3,009	3,500	3,500	3,750
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	100,000	-
	TAXES	-	-	4,800,000	5,071,000	5,071,059	5,223,190
	Total	\$ -	\$ -	\$ 4,803,009	\$ 5,074,500	\$ 5,174,559	\$ 5,226,940

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	DDA PARKING MAINTENANCE						
	CHARGES FOR SERVICES	-	-	-	2,118,025	3,615,884	2,437,744
	INVESTMENT INCOME	-	-	16,515	16,515	14,483	4,960
	OPERATING TRANSFERS IN	-	-	2,118,025	-	-	-
	PRIOR YEAR SURPLUS	-	-	937,539	-	1,904,575	-
	Total	\$ -	\$ -	\$ 3,072,079	\$ 16,515	\$ 1,919,058	\$ 4,960
	DDA PARKING SYSTEM						
	CHARGES FOR SERVICES	-	-	19,298,219	21,195,477	21,525,369	21,525,369
	INVESTMENT INCOME	-	-	6,701	6,701	13,688	6,701
	MISCELLANEOUS REVENUE	-	-	110,000	110,000	110,000	110,000
	PRIOR YEAR SURPLUS	-	-	1,497,449	-	794,311	-
	Total	\$ -	\$ -	\$ 20,912,369	\$ 21,312,178	\$ 22,443,368	\$ 21,642,070
	CITY TOTALS						
	CHARGES FOR SERVICES	118,169,935	118,677,201	144,947,945	149,677,415	154,870,911	156,923,116
	CONTRIBUTIONS	1,462,105	1,970,207	3,263,386	589,966	298,000	298,000
	FINES & FORFEITS	4,440,111	4,483,482	4,449,463	4,471,414	4,372,582	4,380,299
	INTERGOVERNMENTAL REVENUES	28,057,268	23,845,078	21,034,021	20,063,764	20,116,728	20,048,846
	INTRAGOVERNMENTAL SALES	11,206,881	12,218,610	24,006,904	23,928,211	24,285,584	24,592,447
	INVESTMENT INCOME	63,455,406	80,753,228	20,798,873	30,648,980	33,458,074	34,553,455
	LICENSES, PERMITS & REGISTRATIONS	6,537,088	6,683,483	5,958,500	6,959,178	6,777,000	6,793,000
	MISCELLANEOUS REVENUE	2,953,842	8,064,439	1,181,275	1,287,397	1,279,512	1,180,270
	PRIOR YEAR SURPLUS	-	-	23,211,199	284,760	23,084,344	6,612,481
	OPERATING TRANSFERS IN	19,589,772	21,853,759	21,084,839	13,645,767	26,702,859	10,432,978
	SALE OF BONDS	560,000	-	3,771,431	12,120,700	25,801,000	22,529,500
	TAXES	79,414,251	81,358,439	87,902,501	88,837,535	91,118,721	93,341,197
	Total*	\$ 335,846,658	\$ 359,907,926	\$ 361,610,337	\$ 352,515,087	\$ 412,165,315	\$ 381,685,589

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

Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

GRANT/LOAN RECIPIENTS

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

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FY 2016 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	302,080										302,080
0002 ENERGY PROJECTS	260,796						260,796				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,174,559										5,174,559
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	2,852,929										2,852,929
0010 GENERAL	99,650,343	376,077	2,025,833	3,973,274	12,680,876	7,392,374	13,731,381	40,596,486	4,469,819	14,404,223	
0011 CENTRAL STORES	1,388,655						1,388,655				
0012 FLEET SERVICES	9,589,075						9,589,075				
0014 INFORMATION TECHNOLOGY	6,922,805					6,922,805					
0016 COMMUNITY TELEVISION NETWORK	4,504,507			4,504,507							
0021 MAJOR STREET	7,596,502					6,497	7,590,005				
0022 LOCAL STREET	2,018,178						2,018,178				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,408,875				1,408,875						
0025 BANDEMER PROPERTY	716				716						
0026 CONSTRUCTION CODE FUND	2,744,674				2,744,674						
0027 DRUG ENFORCEMENT	130,450							130,450			
0028 FEDERAL EQUITABLE SHARING	57,500							57,500			
0033 DDA PARKING MAINTENANCE	5,534,942										5,534,942
0034 PARKS MEMORIALS & CONTRIBUTIONS	30,000				30,000						
0035 GENERAL DEBT SERVICE	8,933,683									8,933,683	
0036 METRO EXPANSION	353,724						353,724				
0038 SPECIAL ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT											
0042 WATER SUPPLY SYSTEM	20,913,309					1,161,173	19,752,136				
0043 SEWAGE DISPOSAL SYSTEM	21,640,962					38,509	21,602,453				
0048 AIRPORT	927,098						927,098				
0049 PROJECT MANAGEMENT	9,336,107					57,798	9,278,309				
0052 VEBA TRUST	660,569										660,569
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	55,136						55,136				
0057 RISK FUND	33,308,932			30,906,406		2,402,526					
0058 WHEELER CENTER	452,182						452,182				
0059 EMPLOYEES RETIREMENT SYSTEM	36,778,463										36,778,463
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	49,475									49,475	
0061 ALTERNATIVE TRANSPORTATION	307,093				19,404		287,689				
0062 STREET & SIDEWALK REPAIR MILLAGE	14,012,804						14,012,804				
0063 DDA PARKING SYSTEM	22,443,368										22,443,368
0064 MICHIGAN JUSTICE TRAINING	20,000							20,000			
0069 STORMWATER SEWER SYSTEM	6,426,860					38,511	6,388,349				
0070 AFFORDABLE HOUSING											
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,642,230				2,435,480		3,206,750				

FY 2016 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
0072 SOLID WASTE FUND	19,749,060					368,461	19,380,599				
0082 STORMWATER BOND PENDING	5,169,000						5,169,000				
0088 SEWER BOND	7,895,000						7,895,000				
0089 WATER BOND	12,737,000						12,737,000				
00CP GENERAL CAPITAL FUND	3,967,365				204,365	2,500,000	1,263,000				
	\$382,176,006	\$376,077	\$2,025,833	\$39,384,187	\$19,528,390	\$20,888,654	\$157,339,319	\$40,804,436	\$4,694,819	\$23,387,381	\$73,746,910

FY 2017 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	102,163										102,163
0002 ENERGY PROJECTS	259,472						259,472				
0003 DOWNTOWN DEVELOPMENT AUTHORITY	5,226,940										5,226,940
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	2,577,809										2,577,809
0010 GENERAL	100,844,582	375,170	2,023,167	3,913,442	12,251,956	7,478,074	12,987,330	40,741,676	4,453,027	16,620,740	
0011 CENTRAL STORES	1,398,849						1,398,849				
0012 FLEET SERVICES	7,249,712						7,249,712				
0014 INFORMATION TECHNOLOGY	6,841,381					6,841,381					
0016 COMMUNITY TELEVISION NETWORK	2,025,041			2,025,041							
0021 MAJOR STREET	7,140,158					6,549	7,133,609				
0022 LOCAL STREET	1,904,505						1,904,505				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,417,131				1,417,131						
0025 BANDEMER PROPERTY	737				737						
0026 CONSTRUCTION CODE FUND	2,779,860				2,779,860						
0027 DRUG ENFORCEMENT											
0028 FEDERAL EQUITABLE SHARING	9,500							9,500			
0033 DDA PARKING MAINTENANCE	2,441,744										2,441,744
0034 PARKS MEMORIALS & CONTRIBUTIONS	30,000				30,000						
0035 GENERAL DEBT SERVICE	8,946,551									8,946,551	
0036 METRO EXPANSION	354,534						354,534				
0038 SPECIAL ASSISTANCE	4,000				4,000						
0041 OPEN SPACE ENDOWMENT											
0042 WATER SUPPLY SYSTEM	20,791,810					1,156,862	19,634,948				
0043 SEWAGE DISPOSAL SYSTEM	22,158,951					38,822	22,120,129				
0048 AIRPORT	933,648						933,648				
0049 PROJECT MANAGEMENT	4,957,161					58,164	4,898,997				
0052 VEBA TRUST	662,319										662,319
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	57,636						57,636				
0057 RISK FUND	28,077,984			25,673,267		2,404,717					
0058 WHEELER CENTER	465,372						465,372				
0059 EMPLOYEES RETIREMENT SYSTEM	37,676,319										37,676,319
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	42,405									42,405	
0061 ALTERNATIVE TRANSPORTATION	190,363				19,714		170,649				
0062 STREET & SIDEWALK REPAIR MILLAGE	11,882,180						11,882,180				
0063 DDA PARKING SYSTEM	21,337,787										21,337,787
0064 MICHIGAN JUSTICE TRAINING	20,000							20,000			
0069 STORMWATER SEWER SYSTEM	6,715,667					38,824	6,676,843				
0070 AFFORDABLE HOUSING											
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,564,903				2,281,697		3,283,206				

FY 2017 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
0072 SOLID WASTE FUND	18,459,086					371,435	18,087,651				
0082 STORMWATER BOND PENDING	5,609,000						5,609,000				
0088 SEWER BOND	9,033,000						9,033,000				
0089 WATER BOND	7,887,500						7,887,500				
00CP GENERAL CAPITAL FUND	871,000						871,000				
	\$355,173,760	\$375,170	\$2,023,167	\$31,611,750	\$18,785,095	\$18,394,828	\$142,899,770	\$40,771,176	\$4,678,027	\$25,609,696	\$70,025,081

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017	
General	GENERAL							
	PERSONNEL SERVICES	28,098,364	29,453,291	38,502,355	38,076,988	38,857,353	39,030,266	
	PAYROLL FRINGES	17,377,655	17,545,925	23,747,012	23,702,773	22,055,808	22,604,091	
	EMPLOYEE ALLOWANCES	605,038	481,038	496,555	514,357	637,341	599,034	
	OTHER SERVICES	8,453,468	9,105,895	9,796,889	9,455,293	10,250,788	9,750,022	
	MATERIALS & SUPPLIES	890,012	1,277,178	1,145,152	1,237,514	1,235,284	1,253,706	
	OTHER CHARGES	9,248,725	9,073,800	9,839,695	9,279,737	12,078,936	13,374,637	
	PASS THROUGHGS	12,055,849	16,357,253	12,989,810	12,954,091	13,000,548	12,919,697	
	CAPITAL OUTLAY	91,817	305,676	166,414	131,414	219,456	-	
	VEHICLE OPERATING COSTS	60,095	59,016	98,050	95,450	68,500	68,500	
	GRANT/LOAN RECIPIENTS	1,246,529	1,244,629	1,285,311	1,275,947	1,246,329	1,244,629	
	Total		\$ 78,127,552	\$ 84,903,702	\$ 98,067,243	\$ 96,723,564	\$ 99,650,343	\$ 100,844,582
	Debt Service	GENERAL DEBT SERVICE						
		OTHER SERVICES	251	60	1,000	1,000	1,000	1,000
		OTHER CHARGES	9,030,170	12,539,457	9,172,042	9,034,906	8,932,683	8,945,551
Total		\$ 9,030,421	\$ 12,539,516	\$ 9,173,042	\$ 9,035,906	\$ 8,933,683	\$ 8,946,551	
	GENERAL DEBT/SPECIAL ASSESSMENT							
	OTHER CHARGES	91,168	87,310	28,000	28,000	21,875	15,955	
	PASS THROUGHGS	91,725	87,675	23,475	23,475	27,600	26,450	
Total		\$ 182,893	\$ 174,985	\$ 51,475	\$ 51,475	\$ 49,475	\$ 42,405	
Enterprise	WATER SUPPLY SYSTEM							
	PERSONNEL SERVICES	3,601,567	3,580,633	4,103,913	4,101,598	3,967,774	3,914,441	
	PAYROLL FRINGES	2,494,039	2,539,094	2,750,707	2,792,544	2,396,335	2,465,754	
	EMPLOYEE ALLOWANCES	19,496	21,778	13,396	17,154	14,145	14,145	
	OTHER SERVICES	2,680,963	3,004,086	3,869,950	3,762,428	3,764,686	3,890,473	
	MATERIALS & SUPPLIES	1,903,270	1,888,720	2,137,805	2,072,195	2,153,729	2,172,262	
	OTHER CHARGES	7,416,739	6,562,383	7,113,132	6,892,299	6,771,332	6,747,568	
	PASS THROUGHGS	1,278,352	1,252,415	1,396,711	1,227,460	1,310,808	1,201,667	
	CAPITAL OUTLAY	(380,456)	(266,927)	1,196,978	742,835	527,500	378,500	
	VEHICLE OPERATING COSTS	119,839	2,835	17,100	-	7,000	7,000	
	Total		\$ 19,133,809	\$ 18,585,016	\$ 22,599,692	\$ 21,608,513	\$ 20,913,309	\$ 20,791,810
		WATER BOND PENDING SERIES						
		PERSONNEL SERVICES	-	-	-	-	-	-
		PAYROLL FRINGES	-	-	-	-	-	-
		OTHER SERVICES	-	-	-	-	-	-
MATERIALS & SUPPLIES		-	-	-	-	-	-	
OTHER CHARGES		-	-	10,277,396	4,100,000	12,737,000	7,887,500	
PASS THROUGHGS		(300,000)	-	-	-	-	-	
CAPITAL OUTLAY	-	-	-	-	-	-		
Total		\$ (300,000)	\$ -	\$ 10,277,396	\$ 4,100,000	\$ 12,737,000	\$ 7,887,500	
	SEWAGE DISPOSAL SYSTEM							
	PERSONNEL SERVICES	3,159,836	3,355,957	3,685,425	3,827,671	3,670,542	3,769,698	
	PAYROLL FRINGES	2,230,283	2,313,818	2,605,914	2,575,295	2,331,421	2,418,555	
	EMPLOYEE ALLOWANCES	19,133	14,451	13,982	14,132	13,430	13,754	
	OTHER SERVICES	2,828,648	3,562,623	4,100,222	3,543,500	3,717,396	3,911,183	
	MATERIALS & SUPPLIES	819,140	809,086	1,127,011	1,151,491	1,016,826	1,052,388	
	OTHER CHARGES	5,921,878	5,895,868	9,710,995	8,822,886	9,952,480	10,121,078	
	PASS THROUGHGS	1,035,517	677,902	708,803	687,837	673,467	688,595	
	CAPITAL OUTLAY	6,607	(776,502)	-	-	244,400	162,700	
	VEHICLE OPERATING COSTS	58,994	26,557	25,500	30,200	21,000	21,000	
Total		\$ 16,080,036	\$ 15,879,760	\$ 21,977,852	\$ 20,653,012	\$ 21,640,962	\$ 22,158,951	
	SEWER BOND PENDING SERIES							
	PERSONNEL SERVICES	-	-	-	-	-	-	
	PAYROLL FRINGES	-	-	-	-	-	-	
	OTHER SERVICES	-	-	-	-	-	-	
	OTHER CHARGES	-	-	32,342,817	4,925,000	7,895,000	9,033,000	
CAPITAL OUTLAY	-	-	-	-	-	-		
Total		\$ -	\$ -	\$ 32,342,817	\$ 4,925,000	\$ 7,895,000	\$ 9,033,000	

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	MARKET FUND						
	PERSONNEL SERVICES	71,126	74,400	-	-	-	-
	PAYROLL FRINGES	50,126	38,058	-	-	-	-
	EMPLOYEE ALLOWANCES	1,506	1,506	-	-	-	-
	OTHER SERVICES	29,140	28,812	-	-	-	-
	MATERIALS & SUPPLIES	8,003	7,469	-	-	-	-
	OTHER CHARGES	41,350	46,503	-	-	-	-
	PASS THROUGHS	-	473,914	-	-	-	-
	GRANT/LOAN RECIPIENTS	32,826	32,387	-	-	-	-
	Total	\$ 234,077	\$ 703,048	\$ -	\$ -	\$ -	\$ -
	GOLF ENTERPRISE						
	PERSONNEL SERVICES	543,302	-	-	-	-	-
	PAYROLL FRINGES	231,146	-	-	-	-	-
	EMPLOYEE ALLOWANCES	4,595	-	-	-	-	-
	OTHER SERVICES	83,657	-	-	-	-	-
	MATERIALS & SUPPLIES	187,746	-	-	-	-	-
	OTHER CHARGES	338,875	-	-	-	-	-
	PASS THROUGHS	125,905	-	-	-	-	-
	VEHICLE OPERATING COSTS	42,361	-	-	-	-	-
	Total	\$ 1,557,586	\$ -	\$ -	\$ -	\$ -	\$ -
	AIRPORT						
	PERSONNEL SERVICES	111,132	139,788	255,810	255,810	265,971	274,223
	PAYROLL FRINGES	73,797	90,360	-	-	-	-
	EMPLOYEE ALLOWANCES	2,468	2,634	-	-	-	-
	OTHER SERVICES	172,371	178,115	186,731	234,175	236,419	213,111
	MATERIALS & SUPPLIES	41,204	29,915	31,200	60,700	59,200	47,300
	OTHER CHARGES	230,655	204,587	216,446	200,566	205,624	202,894
	PASS THROUGHS	10,068	9,709	8,111	8,111	7,884	8,120
	CAPITAL OUTLAY	-	-	100,000	50,000	115,000	150,000
	VEHICLE OPERATING COSTS	39,113	30,829	36,193	22,000	37,000	38,000
	Total	\$ 680,808	\$ 685,938	\$ 834,491	\$ 831,362	\$ 927,098	\$ 933,648
	STORMWATER SEWER SYSTEM						
	PERSONNEL SERVICES	1,264,088	1,177,794	1,329,305	1,302,894	1,425,375	1,397,351
	PAYROLL FRINGES	866,746	842,709	910,759	880,096	885,743	909,622
	EMPLOYEE ALLOWANCES	10,957	8,841	7,899	7,384	11,707	11,707
	OTHER SERVICES	2,222,964	1,630,941	3,155,558	1,520,507	1,452,757	1,422,556
	MATERIALS & SUPPLIES	140,555	161,545	150,670	128,890	160,594	149,470
	OTHER CHARGES	840,700	932,108	2,113,634	1,794,463	2,159,728	2,544,338
	PASS THROUGHS	856,688	2,345,762	2,901,748	283,257	280,356	280,023
	CAPITAL OUTLAY	(367,061)	(490,364)	250,605	-	50,000	-
	VEHICLE OPERATING COSTS	4,053	5,781	600	-	600	600
	Total	\$ 5,839,691	\$ 6,615,117	\$ 10,820,778	\$ 5,917,491	\$ 6,426,860	\$ 6,715,667
	STORMWATER BOND						
	PERSONNEL SERVICES	(905)	-	-	-	-	-
	PAYROLL FRINGES	905	-	-	-	-	-
	OTHER SERVICES	3,417	-	-	-	-	-
	MATERIALS & SUPPLIES	578	-	-	-	-	-
	OTHER CHARGES	-	-	13,073,891	3,095,700	5,169,000	5,609,000
	CAPITAL OUTLAY	(3,995)	-	-	-	-	-
	Total	\$ 0	\$ -	\$ 13,073,891	\$ 3,095,700	\$ 5,169,000	\$ 5,609,000
	SOLID WASTE						
	PERSONNEL SERVICES	1,726,526	1,747,327	1,683,208	1,867,456	1,600,566	1,614,224
	PAYROLL FRINGES	1,110,664	1,140,812	1,198,323	1,227,460	1,093,115	1,124,278
	EMPLOYEE ALLOWANCES	9,035	8,702	7,725	9,373	6,383	6,383
	OTHER SERVICES	7,776,097	8,081,618	9,393,265	9,095,569	9,992,438	9,570,627
	MATERIALS & SUPPLIES	43,846	189,337	139,950	190,545	169,000	169,000
	OTHER CHARGES	3,860,889	1,812,218	3,519,405	1,856,466	6,440,346	5,525,301
	PASS THROUGHS	615,684	444,034	448,763	448,763	441,712	443,773
	CAPITAL OUTLAY	(129,366)	(472)	-	68,183	-	-
	VEHICLE OPERATING COSTS	111,690	688	33,750	-	5,500	5,500
	Total	\$ 15,125,064	\$ 13,424,263	\$ 16,424,389	\$ 14,763,815	\$ 19,749,060	\$ 18,459,086

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
Internal Service	CENTRAL STORES						
	PERSONNEL SERVICES	149,012	155,202	357,760	357,760	301,083	307,681
	PAYROLL FRINGES	119,343	123,560	-	-	-	-
	EMPLOYEE ALLOWANCES	1,033	692	-	-	-	-
	OTHER SERVICES	44,512	48,626	94,697	91,279	51,845	52,567
	MATERIALS & SUPPLIES	734,325	882,848	831,082	831,082	854,150	855,590
	OTHER CHARGES	110,600	89,052	85,470	88,888	133,806	134,838
	PASS THROUGHGS	42,348	42,839	43,181	43,181	47,771	48,173
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 1,201,174	\$ 1,342,819	\$ 1,412,190	\$ 1,412,190	\$ 1,388,655	\$ 1,398,849
	FLEET SERVICES						
	PERSONNEL SERVICES	818,063	849,486	1,456,113	1,459,738	1,452,503	1,476,399
	PAYROLL FRINGES	596,340	596,223	-	-	-	-
	EMPLOYEE ALLOWANCES	5,040	4,618	-	-	-	-
	OTHER SERVICES	94,206	224,576	122,188	178,023	118,402	117,825
	MATERIALS & SUPPLIES	18,425	58,315	22,300	23,575	31,475	21,975
	OTHER CHARGES	1,876,322	2,601,165	451,595	440,980	531,134	563,523
	PASS THROUGHGS	705,055	688,571	696,185	696,185	2,683,713	698,150
	CAPITAL OUTLAY	3,269	(31,829)	2,496,628	4,517,540	2,659,723	2,138,365
	VEHICLE OPERATING COSTS	1,928,305	2,075,909	2,368,215	2,017,190	2,112,125	2,233,475
	Total	\$ 6,045,025	\$ 7,067,035	\$ 7,613,224	\$ 9,333,231	\$ 9,589,075	\$ 7,249,712
	INFORMATION TECHNOLOGY						
	PERSONNEL SERVICES	1,726,756	1,900,406	3,347,910	3,327,007	3,273,808	3,301,453
	PAYROLL FRINGES	1,105,023	1,201,651	-	-	-	-
	EMPLOYEE ALLOWANCES	20,341	22,770	-	-	-	-
	OTHER SERVICES	2,253,284	2,063,930	2,670,101	2,249,137	1,915,562	1,907,995
	MATERIALS & SUPPLIES	429,489	180,674	331,202	161,355	52,342	52,339
	OTHER CHARGES	1,218,794	1,406,217	1,417,052	1,011,052	1,681,093	1,579,594
	PASS THROUGHGS	-	164,485	80,000	80,000	-	-
	CAPITAL OUTLAY	520,938	0	755,358	267,378	-	-
	Total	\$ 7,274,624	\$ 6,940,132	\$ 8,601,623	\$ 7,095,929	\$ 6,922,805	\$ 6,841,381
	PROJECT MANAGEMENT						
	PERSONNEL SERVICES	841,878	863,823	3,698,856	3,676,078	3,882,799	3,929,970
	PAYROLL FRINGES	839,325	921,186	-	-	-	-
	EMPLOYEE ALLOWANCES	25,717	24,892	-	-	-	-
	OTHER SERVICES	110,377	178,227	208,218	234,296	271,685	343,035
	MATERIALS & SUPPLIES	24,005	21,980	20,600	20,300	32,350	25,850
	OTHER CHARGES	519,251	572,374	590,384	587,384	611,218	616,117
	PASS THROUGHGS	28,596	38,774	39,714	39,714	4,538,055	42,189
	CAPITAL OUTLAY	-	-	-	-	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 2,389,149	\$ 2,621,257	\$ 4,557,772	\$ 4,557,772	\$ 9,336,107	\$ 4,957,161
	RISK FUND						
	PERSONNEL SERVICES	218,057	304,337	574,723	574,723	567,340	575,192
	PAYROLL FRINGES	256,843	191,811	-	-	-	-
	EMPLOYEE ALLOWANCES	3,024	1,757	-	-	-	-
	OTHER SERVICES	633,000	576,438	912,057	909,550	911,686	916,300
	MATERIALS & SUPPLIES	8,442	14,074	7,600	9,500	11,000	13,000
	OTHER CHARGES	19,903,979	19,522,289	22,568,478	22,181,331	23,573,696	25,232,655
	PASS THROUGHGS	5,511,779	4,328,990	4,693,011	4,693,011	8,245,210	1,340,837
	Total	\$ 26,535,123	\$ 24,939,697	\$ 28,755,869	\$ 28,368,115	\$ 33,308,932	\$ 28,077,984
	WHEELER CENTER						
	PERSONNEL SERVICES	38,621	25,853	41,240	41,240	56,140	57,791
	PAYROLL FRINGES	20,531	13,083	-	-	-	-
	EMPLOYEE ALLOWANCES	231	219	-	-	-	-
	OTHER SERVICES	315,716	297,957	324,786	302,400	315,028	324,737
	MATERIALS & SUPPLIES	25,151	25,790	25,300	27,750	32,640	33,916
	OTHER CHARGES	47,559	45,723	45,369	45,369	48,374	48,928
	Total	\$ 447,810	\$ 408,626	\$ 436,695	\$ 416,759	\$ 452,182	\$ 465,372

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	PERSONNEL SERVICES	21,288	2,299	27,000	5,168	20,350	21,275
	PAYROLL FRINGES	6,107	591	-	716	-	-
	OTHER SERVICES	13,554	290	28,000	5,234	17,150	17,225
	MATERIALS & SUPPLIES	3,560	10,966	7,836	1,525	17,500	19,000
	OTHER CHARGES	1,401	15,289	80	80	136	136
	Total	\$ 45,910	\$ 29,434	\$ 62,916	\$ 12,723	\$ 55,136	\$ 57,636
Pension Trust	VEBA TRUST						
	OTHER SERVICES	354,544	384,022	459,234	347,653	660,450	662,200
	OTHER CHARGES	338	-	-	-	119	119
	Total	\$ 354,882	\$ 384,022	\$ 459,234	\$ 347,653	\$ 660,569	\$ 662,319
	EMPLOYEES' RETIREMENT SYSTEM						
	PERSONNEL SERVICES	266,029	270,134	267,789	269,840	275,823	275,823
	PAYROLL FRINGES	139,192	152,153	149,594	155,048	184,535	188,925
	OTHER SERVICES	1,013,360	1,027,681	2,077,662	994,107	2,433,900	2,578,400
	MATERIALS & SUPPLIES	6,795	2,476	5,500	2,100	4,600	4,600
	OTHER CHARGES	32,468,659	32,113,129	32,348,925	32,801,141	33,879,605	34,628,571
	Total	\$ 33,894,034	\$ 33,565,574	\$ 34,849,470	\$ 34,222,236	\$ 36,778,463	\$ 37,676,319
Special Revenue	ENERGY PROJECTS						
	PERSONNEL SERVICES	5,568	5,044	30,000	6,200	10,500	11,000
	PAYROLL FRINGES	1,338	552	-	290	-	-
	OTHER SERVICES	12,724	111,069	65,000	50,000	60,000	60,000
	MATERIALS & SUPPLIES	514	47,865	-	-	100,000	100,000
	OTHER CHARGES	21,376	29,318	29,819	29,819	13,853	14,269
	PASS THROUGHES	-	167,423	78,723	78,723	76,443	74,203
	CAPITAL OUTLAY	-	-	120,000	-	-	-
	GRANT/LOAN RECIPIENTS	88,488	313,266	146,601	146,601	-	-
	Total	\$ 130,009	\$ 674,537	\$ 470,143	\$ 311,633	\$ 260,796	\$ 259,472
	LOCAL LAW ENFORC BLOCK GRANT						
	PERSONNEL SERVICES	-	-	-	-	-	-
	OTHER SERVICES	32,227	899	-	-	-	-
	MATERIALS & SUPPLIES	16,641	32,822	21,919	21,919	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 48,868	\$ 33,721	\$ 21,919	\$ 21,919	\$ -	\$ -
	COMMUNITY TELEVISION NETWORK						
	PERSONNEL SERVICES	647,127	634,861	616,468	616,568	634,797	639,225
	PAYROLL FRINGES	483,919	491,761	503,699	504,199	459,581	471,232
	EMPLOYEE ALLOWANCES	777	660	1,158	1,158	660	660
	OTHER SERVICES	238,076	253,969	265,760	270,760	291,350	293,370
	MATERIALS & SUPPLIES	26,813	79,350	92,500	66,000	72,000	72,001
	OTHER CHARGES	189,023	241,286	241,358	241,358	296,119	298,553
	PASS THROUGHES	-	-	-	-	2,500,000	-
	CAPITAL OUTLAY	169,549	133,125	281,648	276,048	250,000	250,000
	Total	\$ 1,755,283	\$ 1,835,013	\$ 2,002,591	\$ 1,976,091	\$ 4,504,507	\$ 2,025,041
	HOMELAND SECURITY GRANT FUND						
	PERSONNEL SERVICES	43,212	64,135	39,833	-	-	-
	OTHER SERVICES	16,727	931	599	-	-	-
	MATERIALS & SUPPLIES	2,602	2,926	1,873	-	-	-
	Total	\$ 62,542	\$ 67,992	\$ 42,305	\$ -	\$ -	\$ -
	MAJOR STREET						
	PERSONNEL SERVICES	1,569,136	1,783,755	1,887,691	1,973,862	1,886,231	1,934,110
	PAYROLL FRINGES	1,081,270	1,187,528	1,294,710	1,282,176	1,183,737	1,216,887
	EMPLOYEE ALLOWANCES	9,072	11,188	8,457	9,991	6,371	6,371
	OTHER SERVICES	1,109,220	1,081,821	3,302,359	3,058,289	1,751,964	1,400,812
	MATERIALS & SUPPLIES	561,466	678,783	956,695	1,012,980	636,350	583,973
	OTHER CHARGES	1,190,202	974,532	1,052,892	959,562	1,072,399	1,083,419
	PASS THROUGHES	627,206	895,804	1,044,998	1,044,998	910,450	914,586
	CAPITAL OUTLAY	11,090	19,681	19,500	19,500	149,000	-
	VEHICLE OPERATING COSTS	10,292	125	-	-	-	-
	Total	\$ 6,168,955	\$ 6,633,217	\$ 9,567,302	\$ 9,361,358	\$ 7,596,502	\$ 7,140,158

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	LOCAL STREET						
	PERSONNEL SERVICES	382,196	468,872	478,111	499,857	453,364	446,071
	PAYROLL FRINGES	318,192	326,177	354,150	360,126	303,407	312,186
	EMPLOYEE ALLOWANCES	-	-	198	-	174	174
	OTHER SERVICES	709,340	734,029	1,066,058	1,014,810	780,531	720,214
	MATERIALS & SUPPLIES	168,559	154,490	240,208	263,932	229,546	216,660
	OTHER CHARGES	45,155	45,872	49,100	49,100	59,505	61,094
	PASS THROUGH	83,660	141,434	186,169	186,169	147,173	148,106
	CAPITAL OUTLAY	-	6,960	-	-	44,478	-
	VEHICLE OPERATING COSTS	55	-	-	-	-	-
	Total	\$ 1,707,157	\$ 1,877,833	\$ 2,373,994	\$ 2,373,994	\$ 2,018,178	\$ 1,904,505
	COURT FACILITIES						
	PASS THROUGH	225,000	225,000	225,000	225,000	225,000	225,000
	Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
	OPEN SPACE & PARKLAND PRESERVATION						
	PERSONNEL SERVICES	25,117	25,153	24,447	24,447	25,270	25,325
	PAYROLL FRINGES	15,096	15,265	16,137	16,107	15,335	15,537
	EMPLOYEE ALLOWANCES	251	121	298	298	198	198
	OTHER SERVICES	119,441	107,981	150,800	150,800	120,800	120,800
	MATERIALS & SUPPLIES	87	-	1,500	1,500	1,500	1,500
	OTHER CHARGES	39,566	170,217	279,655	2,322	3,096	3,096
	PASS THROUGH	1,346,485	1,257,117	1,238,575	1,238,575	1,242,676	1,250,675
	CAPITAL OUTLAY	1,841,223	-	-	-	-	-
	Total	\$ 3,387,265	\$ 1,575,855	\$ 1,711,412	\$ 1,434,049	\$ 1,408,875	\$ 1,417,131
	BANDEMER PROPERTY						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER CHARGES	2,381	1,789	1,834	1,834	716	737
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 2,381	\$ 1,789	\$ 1,834	\$ 1,834	\$ 716	\$ 737
	CONSTRUCTION CODE FUND						
	PERSONNEL SERVICES	1,054,449	1,093,316	1,180,172	1,196,493	1,348,905	1,359,628
	PAYROLL FRINGES	651,278	748,086	845,422	802,233	794,881	814,249
	EMPLOYEE ALLOWANCES	15,595	13,403	7,773	11,782	13,152	13,152
	OTHER SERVICES	100,767	129,054	305,729	112,138	65,913	65,800
	MATERIALS & SUPPLIES	14,624	18,000	16,500	7,933	10,000	10,000
	OTHER CHARGES	470,192	417,972	408,760	406,760	511,823	517,031
	PASS THROUGH	-	-	-	-	-	-
	CAPITAL OUTLAY	-	11,170	-	-	-	-
	VEHICLE OPERATING COSTS	427	-	3,000	-	-	-
	Total	\$ 2,307,331	\$ 2,431,001	\$ 2,767,356	\$ 2,537,339	\$ 2,744,674	\$ 2,779,860
	DRUG ENFORCEMENT						
	OTHER SERVICES	22,752	-	7,337	-	-	-
	MATERIALS & SUPPLIES	47,200	97,587	53,000	46,450	130,450	-
	CAPITAL OUTLAY	-	22,576	-	-	-	-
	Total	\$ 69,952	\$ 120,163	\$ 60,337	\$ 46,450	\$ 130,450	\$ -
	FEDERAL EQUITABLE SHARING FORFEITURE						
	OTHER SERVICES	71,878	59,649	-	-	44,500	-
	MATERIALS & SUPPLIES	11,245	24,902	230,486	230,486	9,000	9,500
	OTHER CHARGES	8,942	954	-	-	4,000	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 92,065	\$ 85,505	\$ 230,486	\$ 230,486	\$ 57,500	\$ 9,500
	PARKS MEMORIALS & CONTRIBUTIONS						
	PERSONNEL SERVICES	4,180	4,301	4,285	600	-	-
	PAYROLL FRINGES	2,622	2,780	3,033	2,074	-	-
	EMPLOYEE ALLOWANCES	186	186	-	16	-	-
	OTHER SERVICES	16,016	8,333	484,474	97,974	7,500	7,500
	MATERIALS & SUPPLIES	12,641	2,814	1,000	2,500	7,500	7,500
	OTHER CHARGES	-	14,923	12,000	85	-	-
	PASS THROUGH	13,065	45,949	99,902	98,902	15,000	15,000
	CAPITAL OUTLAY	41,620	55,038	343,871	183,237	-	-
	Total	\$ 90,330	\$ 134,324	\$ 948,565	\$ 385,388	\$ 30,000	\$ 30,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	METRO EXPANSION						
	PERSONNEL SERVICES	71,192	46,519	29,131	45,205	39,556	39,697
	PAYROLL FRINGES	21,196	18,542	17,550	23,830	12,081	12,394
	EMPLOYEE ALLOWANCES	-	-	75	-	-	-
	OTHER SERVICES	27,188	175,442	178,176	151,317	264,104	264,238
	MATERIALS & SUPPLIES	35,037	5,354	25,243	29,823	30,000	30,000
	OTHER CHARGES	4,399	12,670	12,995	12,995	7,983	8,205
	Total	\$ 159,011	\$ 258,528	\$ 263,170	\$ 263,170	\$ 353,724	\$ 354,534
	SPECIAL ASSISTANCE						
	OTHER SERVICES	-	-	15,413	15,413	4,000	4,000
	Total	\$ -	\$ -	\$ 15,413	\$ 15,413	\$ 4,000	\$ 4,000
	OPEN SPACE ENDOWMENT						
	OTHER SERVICES	-	-	10,000	10,000	-	-
	Total	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ -
	CEMETARY PERPETUAL CARE						
	OTHER SERVICES	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	ART IN PUBLIC PLACES						
	PERSONNEL SERVICES	72	212	-	-	-	-
	PAYROLL FRINGES	6	53	-	-	-	-
	OTHER SERVICES	90,733	59,176	450,455	-	-	-
	MATERIALS & SUPPLIES	610	443	-	-	-	-
	OTHER CHARGES	250	14,050	25,502	-	-	-
	PASS THROUGHGS	-	943,005	-	-	-	-
	Total	\$ 91,671	\$ 1,016,939	\$ 475,957	\$ -	\$ -	\$ -
	ALTERNATIVE TRANSPORTATION						
	PERSONNEL SERVICES	102,559	102,338	93,972	78,357	80,581	80,794
	PAYROLL FRINGES	47,563	50,575	55,976	47,233	44,624	45,449
	EMPLOYEE ALLOWANCES	726	198	792	800	792	792
	OTHER SERVICES	26,308	82,315	304,478	229,974	57,525	37,525
	MATERIALS & SUPPLIES	1,715	218	516	100	50	50
	OTHER CHARGES	124,388	21,880	452,653	43,209	123,521	25,753
	PASS THROUGHGS	(5,040)	-	-	-	-	-
	CAPITAL OUTLAY	18,332	3,095	55,765	-	-	-
	Total	\$ 316,551	\$ 260,619	\$ 964,152	\$ 399,673	\$ 307,093	\$ 190,363
	STREET REPAIR MILLAGE						
	PERSONNEL SERVICES	1,276,136	1,101,222	883,379	-	-	-
	PAYROLL FRINGES	269,907	238,161	122,493	-	-	-
	EMPLOYEE ALLOWANCES	1,910	2,508	-	-	-	-
	OTHER SERVICES	3,092,834	779,673	2,950,363	-	-	-
	MATERIALS & SUPPLIES	251,510	127,618	(35,722)	-	-	-
	OTHER CHARGES	2,518,483	1,906,593	16,355,568	10,844,029	13,943,850	11,811,158
	PASS THROUGHGS	1,190,867	(20,592)	1,019,170	93,670	68,954	71,022
	CAPITAL OUTLAY	12,840,628	11,363,478	17,562,602	-	-	-
	Total	\$ 21,442,274	\$ 15,498,661	\$ 38,857,853	\$ 10,937,699	\$ 14,012,804	\$ 11,882,180
	MICHIGAN JUSTICE TRAINING						
	OTHER SERVICES	40,468	50,425	40,700	-	20,000	20,000
	MATERIALS & SUPPLIES	4,350	375	-	-	-	-
	Total	\$ 44,818	\$ 50,800	\$ 40,700	\$ -	\$ 20,000	\$ 20,000
	AFFORDABLE HOUSING						
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	792	2	-	-	-	-
	OTHER CHARGES	-	159,000	800,000	800,000	-	-
	PASS THROUGHGS	-	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	10,345	13,263	100,000	100,000	-	-
	Total	\$ 11,137	\$ 172,265	\$ 900,000	\$ 900,000	\$ -	\$ -

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
	PARKS MAINT & CAPITAL IMPROVEMENTS						
	PERSONNEL SERVICES	1,421,609	1,441,896	1,836,435	1,508,283	1,836,121	1,868,750
	PAYROLL FRINGES	924,498	924,429	1,057,272	1,008,886	960,466	993,441
	EMPLOYEE ALLOWANCES	15,569	13,034	10,837	14,408	15,362	15,362
	OTHER SERVICES	1,843,412	990,943	1,051,411	1,285,148	941,005	949,828
	MATERIALS & SUPPLIES	350,191	493,370	400,282	404,846	394,381	398,496
	OTHER CHARGES	389,248	355,069	1,309,093	314,629	1,494,895	1,339,026
	PASS THROUGHS	12,660	288,979	38,627	-	-	-
	CAPITAL OUTLAY	991,933	1,557,082	1,170,241	594,609	-	-
	VEHICLE OPERATING COSTS	180	-	-	-	-	-
	Total	\$ 5,949,300	\$ 6,064,803	\$ 6,874,198	\$ 5,130,809	\$ 5,642,230	\$ 5,564,903
	LOCAL FORFEITURE						
	OTHER SERVICES	-	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	100	-	-	-
	OTHER CHARGES	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -
	COMMUNITY DEV BLOCK GRANT						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	253	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	OTHER CHARGES	-	-	91,072	-	-	-
	GRANT/LOAN RECIPIENTS	35,885	-	-	-	-	-
	Total	\$ 36,138	\$ -	\$ 91,072	\$ -	\$ -	\$ -
	SENIOR CENTER ENDOWMENT						
	PASS THROUGHS	37,500	-	-	-	-	-
	Total	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ -
	HOME PROGRAM FUND						
	PERSONNEL SERVICES	-	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	SIDEWALK IMPROVEMENT FUND						
	PERSONNEL SERVICES	5,145	-	-	-	-	-
	PAYROLL FRINGES	(295)	-	-	-	-	-
	OTHER SERVICES	466	-	472,961	-	-	-
	MATERIALS & SUPPLIES	1,884	-	-	-	-	-
	OTHER CHARGES	-	-	-	-	-	-
	PASS THROUGHS	-	-	-	-	-	-
	Total	\$ 7,200	\$ -	\$ 472,961	\$ -	\$ -	\$ -
	MAJOR GRANT PROGRAMS						
	PERSONNEL SERVICES	338,632	380,002	432,050	-	-	-
	PAYROLL FRINGES	110,602	296,687	65,833	-	-	-
	EMPLOYEE ALLOWANCES	5,288	6,530	-	-	-	-
	OTHER SERVICES	368,644	659,184	2,665,396	-	-	-
	MATERIALS & SUPPLIES	145,057	1,263	9,233	-	-	-
	OTHER CHARGES	57,981	(57,775)	607,738	-	-	-
	PASS THROUGHS	100,000	-	-	-	-	-
	CAPITAL OUTLAY	29,300	1,147,604	428,827	-	-	-
	GRANT/LOAN RECIPIENTS	-	-	7,658	-	-	-
	Total	\$ 1,155,504	\$ 2,433,494	\$ 4,216,735	\$ -	\$ -	\$ -

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
Capital Projects	GENERAL CAPITAL FUND						
	PERSONNEL SERVICES	1,588	286	(2,126)	-	-	-
	PAYROLL FRINGES	530	24	554	-	-	-
	OTHER SERVICES	68,330	886,666	439,435	-	204,365	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	OTHER CHARGES	-	-	467,870	-	3,763,000	871,000
	CAPITAL OUTLAY	-	160,923	449,367	-	-	-
	Total	\$ 70,448	\$ 1,047,899	\$ 1,355,100	\$ -	\$ 3,967,365	\$ 871,000
Component Units	SMART ZONE LDFA						
	OTHER SERVICES	1,467,744	1,698,121	1,952,453	1,948,953	2,812,320	2,536,110
	OTHER CHARGES	13,731	27,101	27,818	27,818	40,609	41,699
	Total	\$ 1,481,475	\$ 1,725,222	\$ 1,980,271	\$ 1,976,771	\$ 2,852,929	\$ 2,577,809
	DDA/HOUSING FUND						
	OTHER SERVICES	-	-	-	-	-	-
	OTHER CHARGES	-	-	377,000	377,000	302,080	102,163
	PASS THROUGHS	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ 377,000	\$ 377,000	\$ 302,080	\$ 102,163
	DOWNTOWN DEVELOPMENT AUTHORITY						
	PERSONNEL SERVICES	-	-	186,999	177,689	188,000	218,100
	PAYROLL FRINGES	-	-	100,425	111,631	97,422	99,108
	EMPLOYEE ALLOWANCES	-	-	1,894	-	-	-
	OTHER SERVICES	-	-	494,776	494,776	464,710	481,901
	MATERIALS & SUPPLIES	-	-	25,835	25,835	26,010	26,467
	OTHER CHARGES	-	-	67,070	687,078	1,259,194	1,176,269
	PASS THROUGHS	-	-	2,827,549	2,204,541	2,054,397	2,247,736
	CAPITAL OUTLAY	-	-	884,000	884,000	1,084,826	977,359
	Total	\$ -	\$ -	\$ 4,588,548	\$ 4,585,550	\$ 5,174,559	\$ 5,226,940
	DDA PARKING MAINTENANCE						
	OTHER SERVICES	-	-	172,937	172,937	305,692	232,272
	CAPITAL OUTLAY	-	-	2,899,142	2,457,640	5,229,250	2,209,472
	Total	\$ -	\$ -	\$ 3,072,079	\$ 2,630,577	\$ 5,534,942	\$ 2,441,744
	DDA PARKING SYSTEM						
	PERSONNEL SERVICES	-	-	184,972	175,655	188,000	218,100
	PAYROLL FRINGES	-	-	100,420	111,631	97,421	99,107
	EMPLOYEE ALLOWANCES	-	-	1,894	-	-	-
	OTHER SERVICES	-	-	7,332,324	7,332,324	7,572,240	7,753,093
	MATERIALS & SUPPLIES	-	-	26,896	26,896	27,103	27,916
	OTHER CHARGES	-	-	4,153,959	5,452,568	5,748,470	5,922,740
	PASS THROUGHS	-	-	8,312,404	7,177,879	8,706,527	7,210,116
	CAPITAL OUTLAY	-	-	799,500	799,500	103,607	106,715
	Total	\$ -	\$ -	\$ 20,912,369	\$ 21,076,453	\$ 22,443,368	\$ 21,337,787
	CITY TOTALS						
	PERSONNEL SERVICES	49,602,656	51,052,642	67,237,226	65,447,187	66,308,752	66,786,587
	PAYROLL FRINGES	31,445,786	32,011,655	35,899,983	35,604,348	32,915,912	33,790,815
	EMPLOYEE ALLOWANCES	776,988	641,726	572,933	600,853	719,715	681,732
	OTHER SERVICES	38,559,865	38,263,578	61,579,952	49,319,764	51,879,711	50,626,719
	MATERIALS & SUPPLIES	6,937,293	7,328,553	8,051,272	8,059,722	7,504,580	7,354,459
	OTHER CHARGES	98,243,367	97,854,922	181,738,562	127,436,414	161,468,298	156,087,515
	PASS THROUGHS	25,688,970	30,856,441	39,100,629	33,533,542	47,203,744	29,854,118
	CAPITAL OUTLAY	15,685,428	13,220,315	29,980,446	10,991,884	10,677,240	6,373,111
	VEHICLE OPERATING COSTS	2,375,404	2,201,739	2,582,408	2,164,840	2,251,725	2,374,075
	GRANT/LOAN RECIPIENTS	1,414,073	1,603,545	1,539,570	1,522,548	1,246,329	1,244,629
	Total*	\$ 270,729,831	\$ 275,035,116	\$ 428,282,981	\$ 334,681,102	\$ 382,176,006	\$ 355,173,760

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

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
Mayor & Council	370,951	373,767	391,913	389,273	376,077	375,170
010 Mayor	370,951	373,767	391,913	389,273	376,077	375,170
Personnel Services	36,721	36,377	42,763	42,763	36,293	36,293
Personnel Services-Other	201,570	209,323	219,631	216,991	216,991	216,991
Payroll Fringes	47,553	49,365	41,621	41,621	33,222	34,006
Other Services	1,624	1,305	10,300	10,300	10,300	10,300
Materials & Supplies	566	809	900	900	2,400	900
Other Charges	82,917	76,589	76,698	76,698	76,871	76,680
City Attorney	1,879,367	1,949,794	2,096,973	1,982,510	2,025,833	2,023,167
014 Attorney	1,879,367	1,949,794	2,096,973	1,982,510	2,025,833	2,023,167
Personnel Services	972,936	1,041,580	1,084,178	1,042,389	1,068,777	1,068,777
Personnel Services-Other	26,122	-	71,724	16,604	16,604	16,604
Payroll Fringes	570,219	626,876	670,324	670,324	632,591	644,799
Employee Allowances	8,034	5,916	11,868	11,868	7,236	7,236
Other Services	21,256	43,480	41,554	24,000	34,300	19,300
Materials & Supplies	45,410	39,974	28,800	28,800	32,500	32,500
Other Charges	235,389	191,968	188,525	188,525	233,825	233,951
Capital Outlay	-	-	-	-	-	-
City Administrator Service Area	2,871,007	2,994,100	3,736,193	3,705,781	3,686,502	3,622,830
011 City Administrator	491,853	572,760	867,816	867,816	702,474	626,020
Personnel Services	255,160	257,346	437,895	437,895	276,984	276,984
Personnel Services-Other	-	-	-	-	-	-
Payroll Fringes	111,731	125,111	231,956	231,956	130,558	133,407
Employee Allowances	3,651	3,300	2,478	2,478	3,300	3,300
Other Services	59,432	59,484	66,400	66,400	146,900	66,900
Materials & Supplies	2,400	9,435	1,000	1,000	1,050	1,696
Other Charges	59,479	118,084	128,087	128,087	143,682	143,733
012 Human Resources	1,342,036	1,473,805	1,817,737	1,817,737	1,866,526	1,884,998
Personnel Services	662,174	743,005	930,517	930,517	948,908	951,186
Personnel Services-Other	26,369	25,886	58,500	58,500	52,900	52,900
Payroll Fringes	427,047	459,888	580,391	580,391	570,787	584,675
Employee Allowances	3,600	7,533	2,640	2,640	8,604	8,604
Other Services	56,900	34,971	46,981	46,981	71,436	73,936
Materials & Supplies	4,950	8,379	8,500	8,500	4,750	4,750
Other Charges	160,997	194,143	190,208	190,208	209,141	208,947
015 City Clerk	1,037,118	947,535	1,050,640	1,020,228	1,117,502	1,111,812
Personnel Services	322,728	329,247	351,429	333,582	343,704	347,177

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
Personnel Services-Other	226,672	131,456	172,000	171,638	209,000	205,000
Payroll Fringes	252,689	261,227	281,038	285,801	248,998	256,614
Employee Allowances	2,530	2,640	1,320	2,640	2,640	2,640
Other Services	86,324	86,615	94,935	83,929	111,344	94,862
Materials & Supplies	20,863	11,246	34,100	27,120	25,000	28,000
Other Charges	125,313	125,103	115,818	115,518	176,816	177,519
Community Services Area	8,032,117	9,581,928	12,215,521	12,095,810	12,680,876	12,251,956
002 Community Development	1,827,409	2,045,789	3,946,309	3,890,695	4,047,988	3,868,831
Personnel Services	163,765	45,398	1,048,600	1,044,383	1,087,641	1,094,528
Personnel Services-Other	13,492	2	-	-	-	-
Payroll Fringes	122,011	27,593	939,548	881,063	869,489	882,022
Employee Allowances	1,348	242	8,532	15,360	15,612	14,244
Other Services	153,039	151,668	150,000	150,260	190,000	175,000
Other Charges	127,225	476,258	455,000	455,000	638,917	458,408
Pass Throughs	-	100,000	100,000	100,000	-	-
Grant/Loan Recipients	1,246,529	1,244,629	1,244,629	1,244,629	1,246,329	1,244,629
033 Building	1,445,433	1,278,523	1,486,937	1,486,437	1,524,069	1,485,520
Personnel Services	494,889	493,720	637,106	637,106	641,756	663,567
Personnel Services-Other	61,432	22,185	10,000	10,000	-	-
Payroll Fringes	355,493	337,260	436,009	436,009	423,127	440,640
Employee Allowances	5,958	7,883	6,783	6,783	5,280	5,280
Other Services	150,115	57,492	140,281	139,781	178,967	100,032
Materials & Supplies	10,919	9,804	5,500	5,500	7,320	8,000
Other Charges	266,631	250,178	251,258	251,258	267,619	268,001
Pass Throughs	99,996	100,000	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-
050 Planning	919,981	985,865	1,034,186	1,022,102	1,323,082	1,137,468
Personnel Services	441,790	457,194	469,476	469,526	494,924	502,102
Personnel Services-Other	14,951	26,455	10,000	17,500	8,500	8,500
Payroll Fringes	297,486	318,633	341,997	343,963	334,644	341,309
Employee Allowances	1,254	1,260	1,254	1,254	1,584	1,584
Other Services	18,103	41,690	69,750	51,400	328,350	128,350
Materials & Supplies	866	2,448	4,670	1,420	250	250
Other Charges	145,530	138,186	137,039	137,039	154,830	155,373
060 Parks & Recreation	3,839,294	5,271,751	5,748,089	5,696,576	5,785,737	5,760,137
Personnel Services	826,004	909,156	1,176,222	1,078,226	1,164,383	1,176,880

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
Personnel Services-Other	882,689	1,308,256	1,442,301	1,404,460	1,510,446	1,536,166
Payroll Fringes	629,008	820,451	863,681	928,466	772,855	793,200
Employee Allowances	14,388	18,547	12,028	18,483	22,170	22,170
Other Services	883,329	1,009,791	1,076,093	1,111,093	1,151,688	1,154,733
Materials & Supplies	188,762	414,038	401,675	407,249	408,146	408,346
Other Charges	409,555	523,494	547,137	529,711	689,799	602,392
Pass Throughs	-	150,022	122,470	122,370	-	-
Capital Outlay	-	59,235	-	-	-	-
Vehicle Operating Costs	5,559	58,762	65,800	65,200	66,250	66,250
Grant/Loan Recipients	-	-	40,682	31,318	-	-
Financial & Administrative Services	3,585,786	3,819,541	7,474,921	7,232,473	7,392,374	7,478,074
018 Finance	3,372,304	3,580,389	3,834,128	3,691,271	3,897,800	3,949,696
Personnel Services	1,565,986	1,636,230	1,761,994	1,729,885	1,814,636	1,827,614
Personnel Services-Other	51,408	53,883	116,091	13,835	46,495	52,253
Payroll Fringes	1,029,430	1,124,152	1,245,998	1,244,078	1,203,540	1,233,873
Employee Allowances	18,563	17,804	17,400	10,404	18,804	18,804
Other Services	142,445	199,061	163,280	160,326	202,643	203,643
Materials & Supplies	63,816	76,825	62,858	66,136	67,558	68,108
Other Charges	500,656	472,433	466,507	466,607	544,124	545,401
Capital Outlay	-	-	-	-	-	-
078 Customer Service	213,482	239,152	214,195	214,195	220,766	226,924
Personnel Services	86,090	97,607	106,200	106,200	109,932	112,909
Personnel Services-Other	792	21,840	-	-	-	-
Payroll Fringes	88,242	82,475	73,479	73,479	71,070	73,785
Employee Allowances	-	-	-	-	-	-
Other Services	25	2,013	-	-	100	100
Materials & Supplies	-	2,468	3,500	3,500	-	-
Other Charges	38,333	25,102	25,114	25,114	24,457	24,599
Pass Throughs	-	7,646	5,902	5,902	15,207	15,531
Vehicle Operating Costs	-	-	-	-	-	-
092 Information Technology	-	-	3,426,598	3,327,007	3,273,808	3,301,454
Personnel Services	-	-	2,035,805	1,952,933	1,981,407	1,981,408
Personnel Services-Other	-	-	60,093	52,776	46,505	46,505
Payroll Fringes	-	-	1,319,546	1,305,658	1,225,502	1,253,147
Employee Allowances	-	-	11,154	15,640	20,394	20,394
Other Services	-	-	-	-	-	-
Public Services	5,785,144	7,961,534	13,812,803	13,194,846	13,731,381	12,987,330

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
029 Environmental Coordination Ser	90,362	70,067	210,919	171,101	229,191	64,490
Personnel Services	9,039	20,971	39,281	39,950	28,185	28,185
Personnel Services-Other	21,814	7,242	5,000	3,000	80,200	200
Payroll Fringes	17,474	14,907	21,965	21,965	13,188	13,365
Employee Allowances	124	414	185	300	634	634
Other Services	6,509	7,656	125,200	85,350	86,029	1,101
Materials & Supplies	41	34	200	1,447	200	200
Other Charges	35,360	18,843	19,088	19,089	20,755	20,805
040 Public Services	7,976	307,350	3,814,157	3,556,171	4,190,023	3,435,362
Personnel Services	2,640	12,174	1,878,722	1,878,722	1,978,863	2,000,975
Personnel Services-Other	3,631	6,367	92,625	92,625	93,169	93,728
Payroll Fringes	1,086	3,615	1,295,480	1,295,480	1,285,268	1,322,221
Employee Allowances	-	-	12,512	12,512	18,438	18,438
Other Services	619	50,179	6,818	6,818	-	-
Materials & Supplies	-	15	-	-	-	-
Other Charges	-	-	257,986	-	-	-
Pass Throughs	-	235,000	210,000	210,000	814,285	-
Capital Outlay	-	-	60,014	60,014	-	-
Vehicle Operating Costs	-	-	-	-	-	-
061 Field Operations	3,889,753	4,033,216	5,704,665	5,489,673	4,873,850	4,839,314
Personnel Services	281,187	302,687	652,449	509,553	632,201	642,077
Personnel Services-Other	110,347	140,697	43,117	102,626	55,879	64,177
Payroll Fringes	275,261	310,571	530,442	488,665	474,287	490,584
Employee Allowances	5,020	3,940	3,529	5,807	3,943	3,943
Other Services	2,192,775	2,251,522	2,592,541	2,383,346	2,493,512	2,519,438
Materials & Supplies	73,838	169,938	40,826	176,894	138,650	140,690
Other Charges	586,541	502,638	510,748	493,769	645,174	646,058
Pass Throughs	335,427	327,224	1,329,013	1,329,013	428,204	330,347
Capital Outlay	24,723	24,000	-	-	-	-
Vehicle Operating Costs	4,635	-	2,000	-	2,000	2,000
070 Public Services Administration	154,490	191,523	209,895	105,181	155,151	155,151
Other Services	-	-	40,000	-	30,000	30,000
Other Charges	104,490	116,523	105,181	105,181	125,151	125,151
Pass Throughs	50,000	75,000	64,714	-	-	-
074 Utilities-Water Treatment	119,216	288,859	336,216	335,769	339,519	471,775
Personnel Services	19,309	27,719	53,516	28,584	68,828	69,399
Personnel Services-Other	1,647	5,479	3,026	4,500	6,000	6,000

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
Payroll Fringes	22,739	29,640	41,318	41,318	48,418	49,641
Employee Allowances	-	-	187	187	165	165
Other Services	43,441	96,541	60,700	98,700	62,700	62,700
Materials & Supplies	9,656	13,841	15,000	10,011	13,000	13,242
Other Charges	21,624	10,923	21,469	21,469	20,408	20,628
Pass Throughs	-	-	110,000	110,000	120,000	250,000
Capital Outlay	800	104,716	31,000	21,000	-	-
091 Fleet & Facility Services	1,523,347	3,070,520	3,536,951	3,536,951	3,943,647	4,021,238
Personnel Services	301,431	315,140	1,265,382	1,265,682	1,317,898	1,332,788
Personnel Services-Other	22,237	32,738	61,425	65,625	59,310	60,500
Payroll Fringes	235,964	259,848	1,009,735	1,009,634	974,366	1,001,904
Employee Allowances	8,427	7,273	14,399	14,399	16,974	16,974
Other Services	728,175	975,096	738,178	758,743	797,279	823,655
Materials & Supplies	66,237	84,371	47,264	47,300	50,400	51,500
Other Charges	95,063	85,973	77,034	77,034	91,841	91,898
Pass Throughs	14,184	1,310,081	258,534	258,534	613,579	642,019
Capital Outlay	50,885	-	65,000	40,000	22,000	-
Vehicle Operating Costs	744	-	-	-	-	-
Safety Services	38,166,685	38,951,413	40,489,387	40,621,355	40,596,486	40,741,676
031 Police	24,577,967	24,837,083	25,819,100	25,691,155	25,542,873	25,702,384
Personnel Services	10,133,081	10,449,723	11,116,001	11,116,001	10,728,804	10,864,275
Personnel Services-Other	1,560,835	1,689,534	1,501,857	1,373,912	1,415,587	1,452,409
Payroll Fringes	7,365,180	7,243,010	7,668,531	7,668,531	7,030,364	7,225,535
Employee Allowances	326,573	242,790	197,462	197,462	312,761	277,928
Other Services	2,007,283	2,179,827	2,308,402	2,308,402	2,367,955	2,387,091
Materials & Supplies	93,967	119,047	104,600	104,600	119,446	120,600
Other Charges	3,044,248	2,912,958	2,892,247	2,892,247	3,459,156	3,374,546
Pass Throughs	742	-	-	-	-	-
Capital Outlay	-	-	-	-	108,800	-
Vehicle Operating Costs	46,058	195	30,000	30,000	-	-
032 Fire	13,588,718	14,114,330	14,670,287	14,930,200	15,053,613	15,039,292
Personnel Services	6,081,555	6,311,548	6,424,940	6,680,566	6,505,482	6,485,196
Personnel Services-Other	439,637	471,482	559,061	570,604	677,471	692,744
Payroll Fringes	4,306,817	4,209,875	4,697,598	4,697,598	4,363,562	4,447,924
Employee Allowances	193,942	152,225	185,780	185,780	164,870	162,764
Other Services	958,468	1,037,777	1,075,962	1,075,962	1,205,908	1,169,610
Materials & Supplies	160,919	178,913	198,089	198,089	199,945	203,998

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
Other Charges	1,443,682	1,562,827	1,510,951	1,510,951	1,847,469	1,876,806
Pass Throughs	600	71,900	7,256	-	-	-
Capital Outlay	-	117,725	10,400	10,400	88,656	-
Vehicle Operating Costs	3,099	59	250	250	250	250
District Court	4,338,630	4,217,057	4,564,790	4,378,497	4,469,819	4,453,027
021 District Court	4,338,630	4,217,057	4,564,790	4,378,497	4,469,819	4,453,027
Personnel Services	1,712,802	1,744,874	1,862,793	1,676,243	1,849,141	1,853,343
Personnel Services-Other	63,431	68,771	43,218	55,086	26,400	26,400
Payroll Fringes	1,222,224	1,241,430	1,456,355	1,456,773	1,245,290	1,272,918
Employee Allowances	11,625	9,274	7,044	10,360	11,292	11,292
Other Services	717,528	490,618	557,650	545,156	617,706	565,600
Materials & Supplies	55,592	75,769	58,700	56,048	55,100	58,930
Other Charges	540,018	586,323	579,030	578,831	664,890	664,544
Pass Throughs	-	-	-	-	-	-
Capital Outlay	15,410	-	-	-	-	-
Other	13,097,865	15,054,567	13,284,742	13,123,019	14,690,995	16,911,352
013 Safety	-	-	-	-	286,772	290,612
Personnel Services	-	-	-	-	179,450	179,450
Personnel Services-Other	-	-	-	-	-	-
Payroll Fringes	-	-	-	-	104,682	108,522
Employee Allowances	-	-	-	-	2,640	2,640
019 Non-Departmental	13,097,865	15,054,567	13,284,742	13,123,019	14,404,223	16,620,740
Personnel Services	-	-	-	-	-	-
Personnel Services-Other	-	-	657,417	846,000	1,077,699	1,004,076
Payroll Fringes	-	-	-	-	-	-
Employee Allowances	-	-	-	-	-	-
Other Services	226,079	329,109	431,864	348,346	163,671	163,671
Materials & Supplies	91,213	59,824	128,970	93,000	109,569	111,996
Other Charges	1,225,674	685,254	1,284,570	1,017,401	2,044,011	3,659,197
Pass Throughs	11,554,900	13,980,380	10,781,921	10,818,272	11,009,273	11,681,800
Capital Outlay	-	-	-	-	-	-
Grand Total	\$ 78,127,552	\$ 84,903,702	\$ 98,067,243	\$ 96,723,564	\$ 99,650,343	\$ 100,844,582

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
Mayor & Council	370,951	373,767	391,913	389,273	376,077	375,170
010 Mayor	370,951	373,767	391,913	389,273	376,077	375,170
1000 Administration	-	-	-	-	-	-
1010 Mayor & Council	370,805	373,407	391,913	389,273	376,077	375,170
1000 Administration	1,227,976	1,355,766	1,691,043	1,691,043	1,751,915	1,766,319
1217 Union Business	114,061	118,039	126,694	126,694	114,611	118,679
015 City Clerk	1,037,118	947,535	1,050,640	1,020,228	1,117,502	1,111,812
1000 Administration	1,036,448	947,118	1,026,640	996,228	1,000,502	1,104,812
1522 Elections-Special	669	-	-	-	110,000	-
3172 Animal Control	-	418	24,000	24,000	7,000	7,000
Community Services Area	8,032,117	9,581,928	12,215,521	12,095,810	12,680,876	12,251,956
002 Community Development	1,827,409	2,045,789	3,946,309	3,890,695	4,047,988	3,868,831
1000 Administration	205,849	280,940	284,797	283,195	331,203	316,361
1001 Service Area Overhead/Admin	75,464	-	-	-	-	-
1950 Special Projects	-	-	-	-	-	-
2034 Housing Commission Support	60,000	420,220	2,316,883	2,262,871	2,470,456	2,307,841
2220 Housing Acquisition	-	100,000	100,000	100,000	-	-
2280 Rehab Service Delivery	229,567	-	-	-	-	-
2300 Integrated Funding	-	-	-	-	-	-
2310 Human Serv/Homeless Prevnt	1,256,529	1,244,629	1,244,629	1,244,629	1,246,329	1,244,629
033 Building	1,445,433	1,278,523	1,486,937	1,486,437	1,524,069	1,485,520
1000 Administration	204,759	370,907	490,696	490,196	537,076	469,371
1001 Service Area Overhead/Admin	218,784	-	-	-	-	-
1100 Fringe Benefits	105,792	107,996	-	-	-	-
2034 Housing Commission Support	-	-	-	-	-	-
3310 Nuisance Properties	33,676	-	-	-	-	-
3330 Building - Construction	-	-	26,329	26,329	-	-
3340 Housing Bureau	866,891	774,927	953,417	953,417	912,877	938,909
3361 Master Plan Update	-	-	-	-	-	-
3362 Corridor Design Standards	-	-	-	-	-	-
3363 Zoning Code Revision	-	-	-	-	-	-
3370 Building - Appeals	15,531	24,693	16,495	16,495	74,116	77,240
050 Planning	919,981	985,865	1,034,186	1,022,102	1,323,082	1,137,468
3320 Historic Preservation	73,633	75,815	72,670	72,670	91,619	92,825
3360 Planning	844,221	908,157	960,096	948,012	1,231,463	1,044,643
3370 Building - Appeals	2,127	1,893	1,420	1,420	-	-
3380 Plan Review	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
060 Parks & Recreation	3,839,294	5,271,751	5,748,089	5,696,576	5,785,737	5,760,137
1000 Administration	719,151	806,065	1,111,920	1,029,773	1,223,637	1,136,095
1001 Service Area Overhead/Admin	200,554	-	-	-	-	-
1100 Fringe Benefits	188,288	143,791	-	-	-	-
1646 Farmer's Market	-	128	212,723	205,955	179,265	180,130
6100 Facility Rentals	302,631	312,681	363,137	349,670	351,033	359,162
6190 Cobblestone Farm	-	-	-	-	-	-
6230 Buhr Park Pool and Rink	-	-	-	-	-	-
6231 Buhr Pool	237,499	242,319	252,478	242,895	247,643	250,816
6232 Buhr Rink	185,422	165,376	177,804	179,318	183,252	184,894
6234 Veteran's Pool	249,302	250,271	208,073	198,711	214,156	221,623
6235 Veteran's Ice Arena	452,496	446,019	509,734	475,089	434,702	444,720
6236 Fuller Pool	231,013	274,857	244,823	263,186	244,862	246,316
6237 Mack Pool	201,527	243,877	235,603	251,426	268,069	269,079
6238 Veteran's Fitness Center	2,238	1,288	2,674	1,097	-	-
6242 Argo Livery	258,189	397,803	342,567	436,513	403,106	416,883
6244 Gallup Livery	272,039	272,051	282,261	323,030	321,310	318,705
6260 Bryant Community Center	-	-	-	-	-	-
6315 Senior Center Operations	217,137	233,934	225,101	232,882	231,571	233,779
6403 Community Outreach Services	118,686	118,157	144,050	147,290	147,055	147,332
6503 Huron Golf Course	1,982	438,529	481,773	422,843	512,328	521,228
6504 Leslie Golf Course	1,140	924,606	953,368	936,898	823,748	829,375
Financial & Administrative Services Area	3,585,786	3,819,541	7,474,921	7,232,473	7,392,374	7,478,074
018 Finance	3,372,304	3,580,389	3,834,128	3,691,271	3,897,800	3,949,696
1000 Administration	631,039	732,318	1,008,495	989,915	1,101,784	1,107,205
1100 Fringe Benefits	249,560	250,065	-	-	-	-
1371 Purchasing	93,582	44,716	210,193	201,519	269,106	271,710
1372 Revolving Supply	-	-	-	-	-	-
1820 Accounting	824,745	888,007	859,118	848,266	789,672	805,421
1830 Assessing	960,979	1,030,063	1,101,944	1,095,944	1,080,906	1,095,372
1850 Treasury/Violations Bureau	404,581	421,050	434,498	333,847	436,522	449,100
1860 Parking Referees	207,818	214,169	219,880	221,780	219,810	220,888
078 Customer Service	213,482	239,152	214,195	214,195	220,766	226,924
1000 Administration	-	-	-	-	-	-
4550 Customer Service	-	-	30,541	30,541	29,561	30,108
7011 Call Center	213,482	239,152	183,654	183,654	191,205	196,816
092 Information Technology	-	-	3,426,598	3,327,007	3,273,808	3,301,454

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
1000 Administration	-	-	401,511	304,751	335,827	338,153
1921 Infrastructure	-	-	949,438	951,158	832,985	839,261
1922 Enterprise Applications	-	-	486,229	473,047	535,753	541,109
1926 Help Desk	-	-	492,280	498,771	458,818	463,472
1927 Application Development	-	-	1,097,140	1,099,280	1,110,425	1,119,459
Public Services	5,785,144	7,961,534	13,812,803	13,194,846	13,731,381	12,987,330
029 Environmental Coordination Ser	90,362	70,067	210,919	171,101	229,191	64,490
1000 Administration	90,362	70,067	210,919	171,101	229,191	64,490
7019 Public Engagement	-	-	-	-	-	-
040 Public Services	7,976	307,350	3,814,157	3,556,171	4,190,023	3,435,362
1000 Administration	-	150,000	1,061,452	1,061,452	1,794,648	994,395
4505 Scio Church Sidewalk	3,084	49,961	257,986	-	-	-
4506 Newport Sidewalk Alternatives	4,893	7,527	62,595	62,595	-	-
4507 Barton Sidewalk	-	13,362	-	-	-	-
4508 Waldenwood Sidewalk	-	1,500	15,318	15,318	-	-
4510 Engineer - Private-Of-Way	-	-	76,714	76,714	89,362	90,899
4550 Customer Service	-	-	19,883	19,883	36,554	36,928
4570 Record Maintenance	-	-	35,111	35,111	61,694	62,424
4580 Private Dev. Construction	-	-	288,760	288,760	334,706	338,187
7012 Training	-	-	18,243	18,243	73,279	75,293
9000 Capital Outlay	-	85,000	1,978,095	1,978,095	1,799,780	1,837,236
061 Field Operations	3,889,753	4,033,216	5,704,665	5,489,673	4,873,850	4,839,314
1000 Administration	616,442	553,253	1,722,670	1,690,320	851,341	854,447
1130 Fairview Cemetery	24,176	24,694	32,000	26,050	31,700	31,700
4100 DDA Street Lighting	79,233	153,025	58,948	154,892	112,252	114,341
4101 Street Lighting	1,697,014	1,744,052	1,956,941	1,860,997	1,902,305	1,821,442
4103 Loading Zone Maintenance	-	-	-	-	-	-
4120 Parking Meters	-	-	-	-	-	-
4146 Football/Special Events	29,408	13,608	7,353	13,493	18,573	18,628
4149 Major Traffic Signs	2,796	6,728	-	-	-	-
4930 Systems Maintenance	-	-	142,830	142,830	135,628	139,213
4931 Installs and Repairs	-	-	80,989	80,989	45,209	46,402
6139 Parks	-	-	-	-	-	-
6209 Parks - Mowing	585,867	593,661	946,918	632,771	963,730	992,207
6210 Operations	193,989	175,957	175,263	163,096	173,526	174,688
6222 Snow & Ice Control	303,142	424,445	218,202	368,701	252,990	257,394
6225 Graffiti/Private Property	16,150	1,849	8,347	5,026	5,762	5,838

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
6301 Mowing - Non Parks	-	-	5,409	5,409	15,947	16,521
6307 Field Investigations	-	-	-	-	-	-
6309 General Care - Parks/Forestry	-	-	-	-	-	-
6317 Post Plant Care	-	-	-	-	-	-
6320 Trimming	-	-	-	-	-	-
6324 Storm Damage	-	-	-	-	-	-
6325 Stump Removal	-	-	-	-	-	-
6327 Tree Planting	-	-	-	-	-	-
6328 ROW Maintenance	26,347	20,626	15,845	27,353	28,229	28,376
6329 Tree Removals	-	-	-	-	-	-
6335 Athletic Fields/Game Courts	17,452	23,144	18,250	18,800	21,304	21,484
6340 Adopt-A-Park/Garden	85	320	15,939	185	15,939	15,939
9500 Debt Service	297,651	297,853	298,761	298,761	299,415	300,694
070 Public Services Administration	154,490	191,523	209,895	105,181	155,151	155,151
1000 Administration	50,000	75,000	104,714	-	30,000	30,000
1100 Fringe Benefits	104,490	116,523	105,181	105,181	125,151	125,151
074 Utilities-Water Treatment	119,216	288,859	336,216	335,769	339,519	471,775
1000 Administration	37,605	28,468	45,188	43,199	51,326	51,562
7091 Maintenance - Hydropower	81,611	260,391	291,028	289,570	285,193	417,213
7099 Recreational Dams	-	-	-	3,000	3,000	3,000
091 Fleet & Facility Services	1,523,347	3,070,520	3,536,951	3,536,951	3,943,647	4,021,238
1000 Administration	223,239	234,588	830,634	830,189	948,850	825,003
1381 Municipal Center	1,246,865	2,630,529	1,176,139	1,152,040	1,379,814	1,347,061
1383 Community Dental Center	24,750	9,397	7,600	10,200	10,354	10,400
1385 City Center Building	-	-	-	-	-	-
1950 Special Projects	-	-	-	-	-	-
3231 Fire Station #1	28,493	196,006	322,100	344,044	407,551	617,246
3236 Fire Station #6	-	-	-	-	-	-
4912 Materials & Supplies	-	-	2,105	2,105	2,076	2,094
4914 Repairs	-	-	971,855	971,855	965,067	982,299
4918 Garage Maintenance	-	-	9,691	9,691	9,029	9,201
7048 City Services	-	-	-	-	-	-
7060 Outstations	-	-	170,490	170,490	176,118	182,962
9091 Vehicle Purchases	-	-	46,337	46,337	44,788	44,972
Safety Services	38,166,685	38,951,413	40,489,387	40,621,355	40,596,486	40,741,676
031 Police	24,577,967	24,837,083	25,819,100	25,691,155	25,542,873	25,702,384
1000 Administration	1,166,653	1,689,346	3,924,422	3,924,422	2,915,393	2,911,244

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
1100 Fringe Benefits	1,696,946	1,672,474	-	-	-	-
1221 Recruiting & Hiring	55,064	45,808	19,806	19,806	9,500	9,500
3111 Professional Standards	41,441	708	3,679	3,679	3,500	3,500
3114 AAATA	267,404	170,347	271,757	271,757	12,300	12,600
3115 DEA Officer	138,607	53,056	25,901	25,901	20,304	20,069
3120 Grants Coordination	-	-	-	-	-	-
3121 Administrative Services	407,210	377,441	525,478	476,269	572,502	430,344
3122 Budget & Payroll	-	-	1,000	1,000	-	-
3123 Communications	967,635	968,101	962,063	962,063	951,581	957,355
3125 Management Info Syst	1,322,112	1,218,752	1,218,752	1,218,752	1,386,925	1,313,385
3126 Property	169,132	140,090	155,514	155,514	144,945	145,991
3127 Records	513,243	627,327	661,523	661,523	638,515	647,938
3128 Alarm Enforcement	10,565	-	-	-	-	-
3130 Charity Golf Outing	-	-	-	-	-	-
3131 Adopt-A-Family	-	-	-	-	-	-
3135 Hostage Negotiations	3,242	2,496	1,000	1,000	2,200	2,200
3141 Crime Prevention	2,080	853	250	250	-	-
3142 School Liaison	144,439	-	-	-	-	-
3143 Crime Strategy	-	-	500	500	-	-
3144 District Detectives	2,954,776	3,499,647	3,498,198	3,484,717	3,683,091	3,686,177
3145 Special Victims Unit	-	-	-	-	-	-
3146 Firearms	30,711	27,716	30,000	30,000	35,000	35,000
3147 L.A.W.N.E.T.	247,488	160,525	178,290	178,290	167,094	168,356
3148 Special Investigations Unit	360	-	-	-	-	-
3149 Special Tactics	30,868	24,933	23,711	23,711	22,830	22,869
3150 Patrol	11,652,544	11,323,379	11,184,947	11,128,137	12,049,466	12,517,917
3151 Downtown Patrol	-	-	-	-	-	-
3152 Special Services	923,376	1,008,740	978,216	978,216	878,347	733,879
3154 Dedicated Neighborhood Patrol	-	-	-	-	-	-
3155 Community Affairs	-	-	-	-	-	-
3156 Crossing Guards	106,993	110,243	114,500	114,500	121,500	122,693
3157 Fingerprinting	37	32	-	-	-	-
3158 Mountain Bikes	660	1,300	150	150	3,000	3,000
3159 K-9	342,250	263,689	360,138	360,138	351,516	355,538
3160 Motorcycle Unit	17,670	16,848	15,461	15,461	7,416	7,758
3162 Community Standards	1,254,222	1,325,523	1,393,933	1,385,488	1,263,717	1,295,156
3172 Animal Control	-	26,690	130,000	130,000	167,570	167,570

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
3235 Emergency Management	110,236	81,016	139,911	139,911	134,661	132,345
032 Fire	13,588,718	14,114,330	14,670,287	14,930,200	15,053,613	15,039,292
1000 Administration	1,243,618	1,384,555	3,771,951	4,031,864	3,164,021	3,075,608
1100 Fringe Benefits	1,106,261	1,156,413	-	-	-	-
3035 Public Safety Grants	-	-	-	-	-	-
3220 Fire Prevention	-	-	705,017	705,017	1,012,411	1,023,289
3221 Fire Inspections	742,198	780,132	-	-	-	-
3230 Fire Operations	766,034	824,617	63,395	63,395	574,537	572,366
3231 Fire Station #1	3,954,503	4,063,101	4,015,400	4,015,400	3,634,155	3,674,410
3232 Fire Station #2	-	-	7,400	7,400	9,124	9,183
3233 Fire Station #3	1,490,135	1,469,328	1,500,327	1,500,327	1,576,716	1,589,768
3234 Fire Station #4	1,405,280	1,529,143	1,523,079	1,523,079	1,450,865	1,439,186
3236 Fire Station #6	1,082,254	1,093,677	978,058	978,058	1,661,742	1,646,423
3237 Fire Station #5	1,436,481	1,370,706	1,361,677	1,361,677	1,266,339	1,300,368
3240 Repairs & Maintenance	147,435	148,454	393,096	393,096	323,454	325,997
3250 Fire Training	214,520	294,206	350,887	350,887	380,249	382,694
9000 Capital Outlay	-	-	-	-	-	-
District Court	4,338,630	4,217,057	4,564,790	4,378,497	4,469,819	4,453,027
021 District Court	4,338,630	4,217,057	4,564,790	4,378,497	4,469,819	4,453,027
1000 Administration	1,208,375	1,210,098	1,363,452	1,188,669	1,267,158	1,221,828
5120 Judicial & Direct Support	1,242,593	1,216,433	1,353,859	1,350,008	1,260,556	1,270,862
5140 Case Processing	1,229,380	1,132,549	1,120,816	1,138,967	1,142,888	1,153,764
5160 Probation/Post Judgmt Sup	658,283	657,978	726,663	700,853	799,217	806,573
Other	13,097,865	15,054,567	13,284,742	13,123,019	14,690,995	16,911,352
013 Safety	-	-	-	-	286,772	290,612
1000 Administration	-	-	-	-	286,772	290,612
019 Non-Departmental	13,097,865	15,054,567	13,284,742	13,123,019	14,404,223	16,620,740
0000 Revenue	-	-	-	-	-	-
1000 Administration	1,665,110	370,616	2,001,254	1,803,180	3,067,108	4,460,104
1023 Community Events	43,778	-	-	-	-	-
1047 Hospitality Committee	-	-	-	-	-	-
1120 Administrator Discretion Fund	-	-	-	-	-	-
1810 Tax Refunds	609,711	463,597	200,000	200,000	200,000	200,000
1920 City Wide Memberships	125,172	125,595	127,135	127,135	127,135	127,135
1959 Pension Contribution	-	-	-	-	-	598,738
2034 Housing Commission Support	232,277	(2,715)	-	-	-	-
2070 Hous/Human Serv Conting	121,521	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
2410 Economic Development	-	-	-	-	-	-
9000 Capital Outlay	57,511	101,033	151,455	151,455	-	-
9500 Debt Service	1,009,029	4,502,020	1,007,187	939,112	939,312	938,512
9573 City Share Special Assess	-	-	-	-	-	-
9800 Pass Throughs	9,233,757	9,494,422	9,797,711	9,902,137	10,070,668	10,296,251
Grand Total	\$ 78,127,552	\$ 84,903,702	\$ 98,067,243	\$ 96,723,564	\$ 99,650,343	\$ 100,844,582

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Approved FY2016	Projected FY2017
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FTE Count by Service Area/Unit

	FY 2013	FY 2014	FY 2015	3+A1	FY 2017
MAYOR & CITY COUNCIL	0.75	0.75	0.88	0.75	0.75
Total Mayor & City Council	0.75	0.75	0.88	0.75	0.75
CITY ATTORNEY	12.20	12.00	12.00	12.00	12.00
Total City Attorney	12.20	12.00	12.00	12.00	12.00
CITY ADMINISTRATOR	2.50	4.50	5.00	2.50	2.50
HUMAN RESOURCES	11.75	12.00	12.63	13.13	13.13
SAFETY				2.50	2.50
CLERK SERVICES	5.50	5.75	5.75	5.75	5.75
COMMUNICATIONS OFFICE	11.50	11.50	10.50	10.50	10.50
Total City Administrator Service Area	31.25	33.75	33.88	34.38	34.38
PLANNING & DEVELOPMENT	21.59	26.09	27.09	28.02	28.02
PLANNING	7.00	7.00	7.00	7.25	7.25
COMMUNITY DEVELOPMENT	2.79	0.64	22.64	23.55	23.55
PARKS & RECREATION	20.17	23.82	23.82	23.73	23.73
Total Community Services Area	51.55	57.55	80.55	82.55	82.55
ACCOUNTING	6.75	7.42	6.81	6.75	6.75
ASSESSOR	8.00	8.00	8.00	8.00	8.00
CUSTOMER SERVICE	11.60	11.60	12.46	11.60	11.60
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.25	3.50	3.50
INFORMATION TECHNOLOGY	23.45	24.45	24.45	24.45	24.45
PROCUREMENT	1.00	1.00	1.50	2.00	2.00
RISK MANAGEMENT	0.80	0.80	0.80	0.65	0.65
TREASURY	4.70	4.70	3.84	4.35	4.35
Total Financial Services Area	59.80	61.47	61.11	61.30	61.30
CAPITAL PROJECTS	17.64	19.17	19.97	17.75	17.75
FIELD OPERATIONS	123.96	119.99	119.99	116.79	116.79
FLEET & FACILITIES	21.20	20.20	20.20	21.45	21.45
PROJECT MANAGEMENT	12.85	12.21	12.41	15.75	15.75
PUBLIC SERVICES ADMINISTRATION	9.35	6.35	5.35	5.35	5.35
SYSTEMS PLANNING	14.65	15.32	15.32	15.50	15.50
WASTEWATER TREATMENT	35.17	35.17	35.17	34.85	34.85
WATER TREATMENT	25.63	25.74	25.74	25.71	25.71
Total Public Services Area	260.45	254.15	254.15	253.15	253.15
FIRE	82.00	86.00	87.00	87.00	87.00
POLICE	146.00	146.00	149.00	149.00	149.00
Total Safety Services Area	228.00	232.00	236.00	236.00	236.00
FIFTEENTH DISTRICT COURT	34.00	34.00	34.00	34.00	34.00
Total Fifteenth District Court	34.00	34.00	34.00	34.00	34.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	4.00	4.00	4.00
Total Downtown Development Authority	4.00	4.00	4.00	4.00	4.00
Grand Total of City FTEs	685.75	693.42	720.32	721.88	721.88

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

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MAYOR & CITY COUNCIL

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

MAYOR & COUNCIL

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	530	1,000	-	-	-	-
Total	\$530	\$1,000	-	-	-	-

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	530	1,000	-	-	-	-
Total	\$530	\$1,000	-	-	-	-

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	238,291	245,700	262,394	259,754	253,284	253,284
PAYROLL FRINGES	47,553	49,365	41,621	41,621	33,222	34,006
OTHER SERVICES	1,624	1,306	10,300	10,300	10,300	10,300
MATERIALS & SUPPLIES	566	809	900	900	2,400	900
OTHER CHARGES	82,917	76,589	76,698	76,698	76,871	76,680
Total	\$370,951	\$373,769	\$391,913	\$389,273	\$376,077	\$375,170

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	370,951	373,769	391,913	389,273	376,077	375,170
Total	\$370,951	\$373,769	\$391,913	\$389,273	\$376,077	\$375,170

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
MAYOR & COUNCIL	0.75	0.75	0.88	0.75	0.75
Total	0.75	0.75	0.88	0.75	0.75

MAYOR AND CITY COUNCIL

EXPENSES

Personnel Services – This reflects a decrease in FTE % for the Executive Assistant to the Mayor position to represent the scheduled hours assigned for that position.

Payroll Fringes – This reflects the decrease in pension and health care 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 Mayor and City Council would be charged \$183,461 in FY 2016.

MAYOR & COUNCIL

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
EXECUTIVE ASST TO MAYOR	401490	0.75	0.75
Total		0.75	0.75

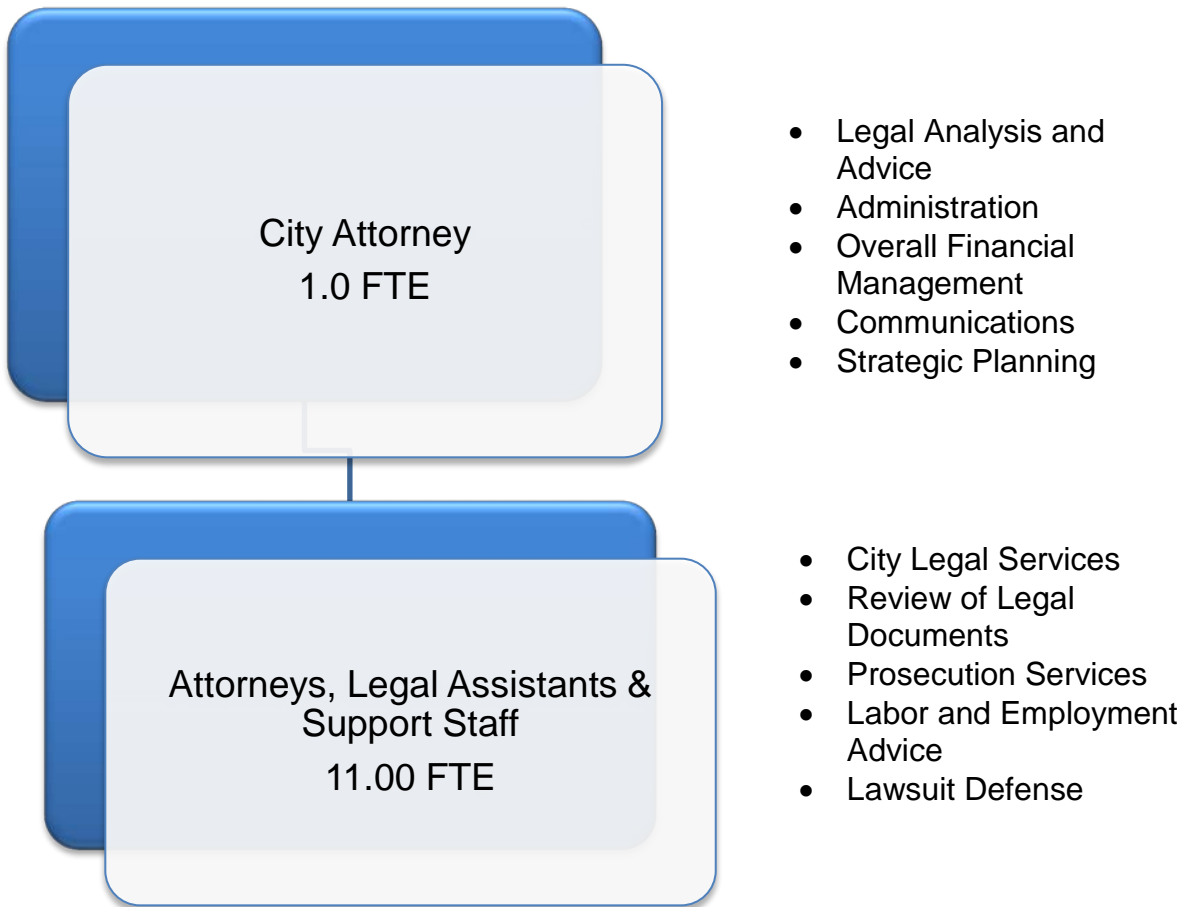
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CITY ATTORNEY

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

City Attorney's Area Organization Chart



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

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
FINES & FORFEITS	-	17,064	-	-	-	-
OPERATING TRANSFERS IN	150,000	150,000	150,000	150,000	194,105	195,151
Total	\$150,000	\$167,064	\$150,000	\$150,000	\$194,105	\$195,151

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	150,000	167,064	150,000	150,000	194,105	195,151
Total	\$150,000	\$167,064	\$150,000	\$150,000	\$194,105	\$195,151

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	999,060	1,041,580	1,155,902	1,058,993	1,085,381	1,085,381
PAYROLL FRINGES	570,219	626,875	670,324	670,324	632,591	644,799
OTHER SERVICES	21,256	43,480	41,554	24,000	34,300	19,300
MATERIALS & SUPPLIES	45,410	39,973	28,800	28,800	32,500	32,500
OTHER CHARGES	235,389	191,968	188,525	188,525	233,825	233,951
EMPLOYEE ALLOWANCES	8,034	5,916	11,868	11,868	7,236	7,236
Total	\$1,879,368	\$1,949,792	\$2,096,973	\$1,982,510	\$2,025,833	\$2,023,167

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,879,368	1,949,792	2,096,973	1,982,510	2,025,833	2,023,167
Total	\$1,879,368	\$1,949,792	\$2,096,973	\$1,982,510	\$2,025,833	\$2,023,167

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CITY ATTORNEY	12.20	12.00	12.00	12.00	12.00
Total	12.20	12.00	12.00	12.00	12.00

CITY ATTORNEY

REVENUES

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

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Attorney would be charged \$200,529 in FY 2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

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

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

FY 2015 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	Council Priorities
A. Provide proactive legal advice to service areas.	1-6
B. Assist in revision of zoning ordinances.	1,2
C. Continue to protect City from liability and risk through proactive attorney services, legal advice, and defense of lawsuits.	1,5
D. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status.	1
E. Continue to work to reimburse legal and other costs incurred by the City in connection with new developments.	1,5
F. Continue to cross-train in relevant areas to anticipate succession planning.	1-6

Service Unit Measures	Status

**FY 2016
GOALS AND PERFORMANCE MEASURES**

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

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Provide proactive legal advice to all service areas.	1.1; 1.2; 1.4; 2.1; 2.2; 2.4; 3.1	Legal supports all activities of the City including all activities related to the Sustainability Framework #1-16 that have legal support issues.
B. Assist in revision of zoning ordinances.	2.1; 5.1	
C. Continue to protect the City from liability and risk through proactive attorney services, legal advice, and defense of lawsuits.	1.1; 1.2; 2.1; 2.2; 2.4; 3.1; 3.2	
D. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status. Develop additional and utilize new legal technology.	1.3; 1.4; 4.1; 4.2; 4.3; 4.4;	
E. Continue to work to reimburse legal and other costs incurred by the City in connection with new developments.	3.1	
F. Continue to cross-train in relevant areas to anticipate succession planning.	1.3; 1.4; 2.2; 2.4	

Service Unit Measures	Status
A. Completion of all legal requests.	
B. Completion of Zoro project – June 2015.	
C. Completion of all legal requests and litigation activities.	
D. Storage of documents and development of additional capabilities.	
E. Reimbursement of development fees.	
F. Continue of cross-training with staff.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

CITY ATTORNEY

Allocated Positions

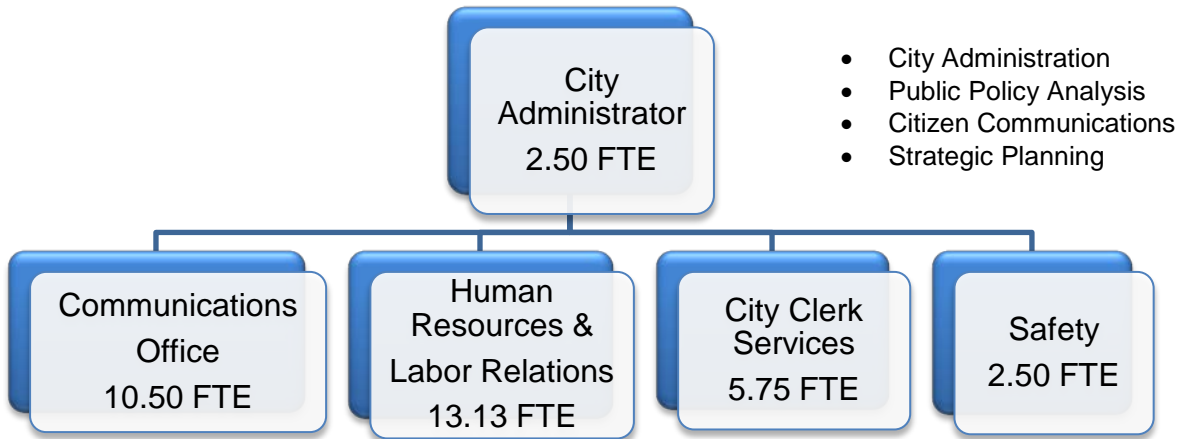
Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ASSISTANT CITY ATTORNEY	403210	1.00	1.00
CHIEF ASST CITY ATTORNEY	403750	1.00	1.00
CITY ATTORNEY	403280	1.00	1.00
LEGAL ASSISTANT PARALEGAL	000920	3.00	3.00
LEGAL SUPPORT SPECIALIST	000210	1.00	1.00
SENIOR ASST CITY ATTORNEY	403300	5.00	5.00
Total		12.00	12.00

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CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area Organization Chart



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

- Video Franchises
- Community Television Network
- Internal Communication
- External Communication

- Employee & Labor Relations
- Contract Negotiations, Grievances & Arbitration
- Employee Benefits
- Wage & Salary Administration
- Compensation Analysis
- Job Design & Descriptions
- Performance Management
- Employee Development
- Recruitment & Staffing
- Employee Policies

- Elections
- Permits
- Records
- City Council Meeting Support

- Occupational Safety
- Hazard Analysis
- Safety and Health Programs & Policies
- Train, Advise, Recommend & Communicate Safety
- Analyze Accidents
- Develop Safety Guidelines
- Inspect Facilities & Worksites
- Statutory Authorities Communications
- Risk Analysis

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

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CLERK SERVICES	169,758	231,061	225,000	191,950	302,500	192,500
COMMUNICATIONS OFFICE	2,194,414	2,145,359	2,005,763	2,208,728	4,592,736	2,034,207
HUMAN RESOURCES	80,318	-	-	-	-	-
Total	\$2,444,490	\$2,376,420	\$2,230,763	\$2,400,678	\$4,895,236	\$2,226,707

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	169,758	231,061	225,000	191,950	302,500	192,500
COMMUNITY TELEVISION NETWORK (0016)	2,194,414	2,145,359	2,005,763	2,208,728	4,592,736	2,034,207
RISK FUND (0057)	80,318	-	-	-	-	-
Total	\$2,444,490	\$2,376,420	\$2,230,763	\$2,400,678	\$4,895,236	\$2,226,707

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CITY ADMINISTRATOR	492,360	771,532	1,159,146	1,162,446	702,474	626,020
CLERK SERVICES	1,037,120	947,539	1,050,640	1,020,228	1,117,502	1,111,812
COMMUNICATIONS OFFICE	1,755,283	1,835,013	2,002,591	1,976,091	4,504,507	2,025,041
HUMAN RESOURCES	24,810,141	24,115,015	27,493,230	27,486,866	32,451,737	27,228,113
SAFETY	-	-	-	-	607,967	620,764
Total	\$28,094,904	\$27,669,099	\$31,705,607	\$31,645,631	\$39,384,187	\$31,611,750

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	2,871,011	2,994,106	3,736,193	3,705,781	3,973,274	3,913,442
COMMUNITY TELEVISION NETWORK (0016)	1,755,283	1,835,013	2,002,591	1,976,091	4,504,507	2,025,041
RISK FUND (0057)	23,468,610	22,839,980	25,966,823	25,963,759	30,906,406	25,673,267
Total	\$28,094,904	\$27,669,099	\$31,705,607	\$31,645,631	\$39,384,187	\$31,611,750

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CITY ADMINISTRATOR	2.50	4.50	5.00	2.50	2.50
HUMAN RESOURCES	11.75	12.00	12.63	13.13	13.13
CLERK SERVICES	5.50	5.75	5.75	5.75	5.75
COMMUNICATIONS	11.50	11.50	10.50	10.50	10.50
SAFETY	-	-	-	2.50	2.50
Total	31.25	33.75	33.88	34.38	34.38



CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

The City Administrator is the Chief Operating 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.

**CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	255,161	354,231	701,058	701,058	276,984	276,984
PAYROLL FRINGES	111,732	195,842	231,956	231,956	130,558	133,407
OTHER SERVICES	59,937	66,368	80,730	84,030	146,900	66,900
MATERIALS & SUPPLIES	2,400	21,589	7,000	7,000	1,050	1,696
OTHER CHARGES	59,479	128,445	135,924	135,924	143,682	143,733
EMPLOYEE ALLOWANCES	3,651	5,057	2,478	2,478	3,300	3,300
Total	\$492,360	\$771,532	\$1,159,146	\$1,162,446	\$702,474	\$626,020

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	491,855	572,761	867,816	867,816	702,474	626,020
RISK FUND (0057)	505	198,771	291,330	294,630	-	-
Total	\$492,360	\$771,532	\$1,159,146	\$1,162,446	\$702,474	\$626,020

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CITY ADMINISTRATOR	2.50	4.50	5.00	2.50	2.50
Total	2.50	4.50	5.00	2.50	2.50

CITY ADMINISTRATOR

EXPENSES

Personnel Services- The decrease is due to the change in how the City budgets for Safety personnel. The 2.5 FTEs in Safety were moved to their own service unit and are displayed as the Safety Service Unit in the City Administrator Service Area.

Payroll Fringes- The decrease is due to the change in how the City budgets for Safety personnel. The 2.5 FTEs in Safety were moved to their own service unit and are displayed as the Safety Service Unit in the City Administrator Service Area.

Other Services- The increase in FY 2016 is for strategic management assistance and a citizen survey.

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 \$65,627 in FY 2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steven D. Powers
Service Unit:	Administrator's Office	Manager:	Steven D. Powers

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

Service Unit Measures	Status
A – FY15 budget adopted by Council on May 19	
B – Ongoing	
C – Ongoing	
D – Ongoing citizen engagement and other dialogue efforts	

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steven D. Powers
Service Unit:	Administrator's Office	Manager:	Steven D. Powers

Service Unit Goals	Council Priorities
A. Successful continuation of implementation of high impact two year (FY2014 & 2015) budget	1
B. Assist Council and Staff on citizen engagement over service strategies	2
C. Successful continuation of implementation of Council Priorities over two year (FY2014 & 2015) budget	1,2,3,4,5,6
D. Increase effectiveness of dialogue with the community about the status of the City and the challenges it faces	2
E. Safety Unit – Increase employee awareness of job related safety and further develop City Administrator – Safety Unit in the organization	2
F. Safety Unit – Reduce occupational accidents while decreasing expenditures associated with worker compensation claims.	2

Service Unit Measures	Status
A1. Adoption of FY15 budget by May 31, 2014	Completed
A2. New two-year budget recommended to Council April 20, 2015	Completed
B. Report at least quarterly to City Council the status of projects associated with Council's priority areas.	Completed
C. Explore alternative ways to engage the community with staff and Council by June 30, 2015	Ongoing
D. Achieve reductions by June 2015	Ongoing
E. Achieve reductions by June 2015	Ongoing
F. Achieve reductions by June 2015	Ongoing

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steven D. Powers
Service Unit:	Administrator's Office	Manager:	Sara Higgins

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Successful completion of implementation of FY16 and FY17 budgets	5	
B. Successful continuation of implementation of Council Priorities over FY16 and FY17 budgets	3	1-16
C. Successful implementation of organizational strategic plan	1,2,3,4,5,6	

Service Unit Measures	Status
A. FY16-17 budgets approved and implemented.	
B. Continued reporting and implementation of priorities.	
C. Successful rollout and implementation and reporting on organizational strategic plan.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ASST TO CITY ADMINISTRATOR	402080	1.00	1.00
CITY ADMINISTRATOR	403120	1.00	1.00
COMMUNICATIONS UNIT MGR	403530	0.50	0.50
Total		2.50	2.50

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CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

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

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
MISCELLANEOUS REVENUE	80,318	-	-	-	-	-
Total	\$80,318	-	-	-	-	-

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
RISK FUND (0057)	80,318	-	-	-	-	-
Total	\$80,318	-	-	-	-	-

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	780,481	915,301	1,201,413	1,201,413	1,221,930	1,226,534
PAYROLL FRINGES	601,625	543,118	580,391	580,391	570,787	584,675
OTHER SERVICES	241,637	198,760	247,581	239,317	261,486	263,986
MATERIALS & SUPPLIES	6,490	10,301	10,100	12,000	7,750	7,750
OTHER CHARGES	17,664,529	18,111,012	20,758,094	20,758,094	22,135,970	23,795,727
PASS THROUGHS	5,511,779	4,328,990	4,693,011	4,693,011	8,245,210	1,340,837
EMPLOYEE ALLOWANCES	3,600	7,533	2,640	2,640	8,604	8,604
Total	\$24,810,141	\$24,115,015	\$27,493,230	\$27,486,866	\$32,451,737	\$27,228,113

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,342,036	1,473,806	1,817,737	1,817,737	1,866,526	1,884,998
RISK FUND (0057)	23,468,105	22,641,209	25,675,493	25,669,129	30,585,211	25,343,115
Total	\$24,810,141	\$24,115,015	\$27,493,230	\$27,486,866	\$32,451,737	\$27,228,113

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
HUMAN RESOURCES	11.75	12.00	12.63	13.13	13.13
Total	11.75	12.00	12.63	13.13	13.13

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

EXPENSES

Other Charges - The change is associated with an increase in City-wide health care costs and prescription premiums in the Risk Fund.

Pass Throughs- The change is due to a one-time transfer to the operating funds to rebate excess benefit revenue collected over the past several fiscal years.

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 \$193,581 in FY 2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steve Powers
Service Unit:	Human Resources	Manager:	Robyn Wilkerson

Service Unit Goals	City Goals:
A. Complete RFP and vendor evaluation process for HRIS.	1, 3
B. Implement new HRIS product or additional modules of existing HRIS product.	1, 3
C. Participate in complete revision of Retiree Healthcare City Ordinance and successful implementation with labor groups.	1, 3
D. Successfully negotiate and implement labor agreements with AAPOA, COAM, AFSCME, Police Professionals, Deputy Chiefs, Police Service Specialists and Teamster Civilian Supervisors.	1, 3
E. Complete transition of all labor agreements to calendar year cycle.	1, 3
F. Analyze legislation and advise organization in regards to the Affordable Care Act and other Federal/State healthcare legislation. This includes cost estimates and operational impacts.	1, 3
G. Assist in development of alternative retirement program options and propose labor strategy around implementation.	1, 3
H. Develop and implement organizational diversity recruiting strategy.	3, 5

Service Unit Measures	Status
A - Completion of RFP by April 2013; vendor evaluation completed by July 2013.	100%
B - Implementation of major HRIS functional areas by July 2014.	0%
C - Revision of Retiree Healthcare Ordinance; Union presentations and legal review completed by January 2014.	50%
D - All labor agreements completed, approved by City Council and implemented by September 2013.	100%
E – Completed by September 2013.	100%
F - Analysis and organizational recommendations completed by August 2013.	100%
G – Analysis completed by January 2014; labor strategy completed by July 2014	25%
H – Strategy completed by August 2013.	0%

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steve Powers
Service Unit:	Human Resources	Manager:	Robyn Wilkerson

Service Unit Goals	Council Priorities
A. Implement new Human Resource Management System (HRMS) product - develop communication and training plans for all organizational levels and locations	1
B. Successfully negotiate and implement labor agreements with AAPOA, COAM, Police Professionals, Deputy Chiefs and Teamster Civilian Supervisors by End of Year (EOY) 2014	1
C. Assist in development of alternative retirement program options and propose labor strategy around implementation	1
D. Implement Employer Group Waiver Program (EGWP) program for Medicare eligible retirees; estimated savings of \$300k per year	1
E. Implement City Wellness Incentive program for IAFF (Fire)	1
F. Develop an RFP for a new background check vendor that will improve the quality and scope of checks while maintaining costs	1

Service Unit Measures	Status
A. City Council resolution by July 2014; implementation completed by December 2014	Delayed to July 2015
B. All Contracts negotiated, signed and approved by City Council by December 2014	Completed in April 2015
C. Alternative retirement program labor proposals developed by August 2014	In progress
D. Implement Employer Group Waiver Program (EGWP) by January 2015	Cancelled
E. Implement by July 2014	Cancelled
F. Select vendor by July 2014	Cancelled

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steve Powers
Service Unit:	Human Resources	Manager:	Robin Wilkerson

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Fully implement NuView HR and Payroll modules	1	
B. Fully implement third party Applicant Tracking System (ATS)	1	
C. Develop data tools to comply with upcoming Obamacare reporting requirements	1	
D. Develop and implement a recruiting diversity strategy	1	
E. Negotiate upcoming labor agreements	1	
F. Assist in the development and implementation of potential alternative retirement options	1	

Service Unit Measures	Status
A. Target Go Live date – June 2015	
B. Target Go Live date – June 2015	
C. Reporting required as of December 2015	
D. Plan development completed by September 2015	
E. New labor agreement tentatively agreed to by October 2015	
F. Alternative plan options chosen by City Council – April 2015	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
COMPENSATION & HR SUPV	401680	1.00	1.00
AFSCME PRESIDENT	110500	1.00	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00	1.00
EMPLOYEE BENEFITS COORD	401540	1.00	1.00
HR & LABOR RELATIONS DIR	403890	1.00	1.00
HR SERVICES PARTNER	403110	4.00	4.00
HR TECHNOLOGY SPECIALIST	401110	0.63	0.63
HUMAN RESOURCES COORD	000250	1.00	1.00
PAYROLL ANALYST	403490	0.50	0.50
RECRUITING COORDINATOR	000270	1.00	1.00
RECRUITING SUPERVISOR	401570	1.00	1.00
Total		13.13	13.13



CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

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

**CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	2,297	1,635	2,000	500	1,000	1,000
INTERGOVERNMENTAL REVENUES	99,977	102,263	100,000	125,000	125,000	125,000
LICENSES, PERMITS & REGISTRATIONS	64,784	52,284	119,000	62,450	62,500	62,500
MISCELLANEOUS REVENUE	2,700	74,879	4,000	4,000	114,000	4,000
Total	\$169,758	\$231,061	\$225,000	\$191,950	\$302,500	\$192,500

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	169,758	231,061	225,000	191,950	302,500	192,500
Total	\$169,758	\$231,061	\$225,000	\$191,950	\$302,500	\$192,500

**CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	549,398	460,705	523,429	505,220	552,704	552,177
PAYROLL FRINGES	252,689	261,228	281,038	285,801	248,998	256,614
OTHER SERVICES	86,327	86,616	94,935	83,929	111,344	94,862
MATERIALS & SUPPLIES	20,863	11,247	34,100	27,120	25,000	28,000
OTHER CHARGES	125,313	125,103	115,818	115,518	176,816	177,519
EMPLOYEE ALLOWANCES	2,530	2,640	1,320	2,640	2,640	2,640
Total	\$1,037,120	\$947,539	\$1,050,640	\$1,020,228	\$1,117,502	\$1,111,812

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,037,120	947,539	1,050,640	1,020,228	1,117,502	1,111,812
Total	\$1,037,120	\$947,539	\$1,050,640	\$1,020,228	\$1,117,502	\$1,111,812

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CLERK SERVICES	5.50	5.75	5.75	5.75	5.75
Total	5.50	5.75	5.75	5.75	5.75

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

REVENUES

Intergovernmental Revenues- The increase is due to higher than anticipated liquor license renewals.

Licenses, Permits & Registrations- The decrease is due to lower than expected dog license renewals as part of a City campaign to increase awareness of the importance of licensing your dog.

Miscellaneous Revenue- This one-time increase is due to a reimbursement for the Presidential primary to be held in March of 2016.

EXPENSES

Personnel Services- The increase is due to temporary staff needed for the presidential primary election expenses in FY2016.

Payroll Fringes - This reflects the decrease in pension and health care costs.

Other Services- This reflects the increase in printing for elections. In odd year elections, the City pays for the ballot printing.

Other Charges- The increase is due to higher retiree health care costs and increased information technology 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, City Clerk Services Unit would be charged \$262,246 in FY 2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administration	Area Administrator:	Steven D. Powers
Service Unit:	City Clerk	Manager:	Jacqueline Beaudry

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

Service Unit Measures	Status
A1 – Adjust boundary lines for 5-4 and 5-5 to balance voter registration.	100%
A2 – Review all ward-precincts for voter registration, voter turnout, 2012 lines and recommend boundary changes/new precincts where appropriate.	Ongoing
A3 – Secure additional electronic pollbooks and voting booths as necessary and available.	N/A
B1 – 100% signed agreements for long-term polling place use.	75%
C1 – Signed agreement with University that reflects rates negotiated with other City leases.	100%
D1 – Number of Service Areas and Boards and Commissions using the system.	Ongoing
E1 – 100% of responses meet FOIA timelines.	100%
E2 – 100% of responses provide all records within the parameters of the City FOIA policy and the Michigan FOIA.	100% with 3 of 7 appeals overturned

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administration	Area Administrator:	Steven D. Powers
Service Unit:	City Clerk	Manager:	Jacqueline Beaudry

Service Unit Goals	Council Priorities
A. Improve Election Day processes and create efficiencies to ensure compliance with new federal guideline of 30 minute maximum wait time for all voters	1, 2
B. Process all Freedom of Information Act requests in accordance with the provisions of the Michigan Freedom of Information Act and increase transparency in the process wherever possible	2
C. Review implementation of Legistar system for efficiency and accuracy improvements, transparency and consider next steps in citywide agenda management	1, 2

Service Unit Measures	Status
A1 – Volunteer Ann Arbor to “pilot” the State of Michigan toolkit for election day line management, process improvements.	Complete
A2 – Evaluate voter registration numbers and voter turnout in 2014 and 2105 and consider new maximum precinct registration numbers for city precincts to improve wait times in high volume elections.	Ongoing
A3 – Split precincts and continue collocation of polling places to allow for cost savings in small elections.	Ongoing
B1 – 100% of responses are timely and in compliance with Michigan FOIA and City policy.	100%
B2 – Reduce FOIA requests for publicly available data and/or previously requested information or FOIA lists.	Ongoing
B3 – Publicize the FOIA request list.	Complete
C1 – Conduct market search analysis of other available solutions.	Complete
C2 – Conduct internal focus groups to review process.	Complete

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area: City Administration	Area Administrator: Steven D. Powers
Service Unit: City Clerk	Manager: Jacqueline Beaudry

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Improve Election Day processes and create efficiencies to ensure compliance with federal guideline of 30-minute maximum wait time for all voters.	2, 3, 5	4
B. Implement new Freedom of Information Act Policy for the City and ensure compliance with changes to Michigan law, including increased transparency.	2, 3, 4, 5	4
C. Issue RFP for new agenda management and boards and commissions management software and make selection/determination of new solution that improves efficiency in meeting management and compliance with Open Meetings Act.	2, 3, 4, 5	4

Service Unit Measures	Status
A1. Continue evaluation of voter registration and turnout numbers and make recommendations for precinct splits for Presidential Election 2016.	
B1. Implementation of new policy in compliance with changes to the Michigan FOIA law and City Council directive.	
B2. Reduce FOIA requests through the availability of online data.	
C1. Review of RFP responses by October 2015.	
C2. Acceptance of software solution for Boards and Commissions and agenda management by June 2016.	
C3. Creation of a new position to coordinate City's boards and commissions management.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
CITY CLERK	404090	1.00	1.00
ADMIN ASSISTANT LVL 1	110014	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
DEPUTY CLERK	404010	1.00	1.00
ELECTION WORKER-RECRUITER	001270	0.75	0.75
Total		5.75	5.75



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

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

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
INVESTMENT INCOME	49,903	57,121	40,763	44,000	48,679	53,207
LICENSES, PERMITS & REGISTRATIONS	2,143,579	2,086,980	1,964,000	2,164,728	1,964,000	1,980,000
MISCELLANEOUS REVENUE	932	1,258	1,000	-	1,000	1,000
OPERATING TRANSFERS IN	-	-	-	-	79,057	-
PRIOR YEAR SURPLUS	-	-	-	-	2,500,000	-
Total	\$2,194,414	\$2,145,359	\$2,005,763	\$2,208,728	\$4,592,736	\$2,034,207

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
COMMUNITY TELEVISION NETWORK (0016)	2,194,414	2,145,359	2,005,763	2,208,728	4,592,736	2,034,207
Total	\$2,194,414	\$2,145,359	\$2,005,763	\$2,208,728	\$4,592,736	\$2,034,207

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	647,127	634,863	616,468	616,568	634,797	639,225
PAYROLL FRINGES	483,919	491,760	503,699	504,199	459,581	471,232
OTHER SERVICES	238,075	253,968	265,760	270,760	291,350	293,370
MATERIALS & SUPPLIES	26,813	79,351	92,500	66,000	72,000	72,001
OTHER CHARGES	189,023	241,286	241,358	241,358	296,119	298,553
PASS THROUGHS	-	-	-	-	2,500,000	-
CAPITAL OUTLAY	169,549	133,125	281,648	276,048	250,000	250,000
EMPLOYEE ALLOWANCES	777	660	1,158	1,158	660	660
Total	\$1,755,283	\$1,835,013	\$2,002,591	\$1,976,091	\$4,504,507	\$2,025,041

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
COMMUNITY TELEVISION NETWORK (0016)	1,755,283	1,835,013	2,002,591	1,976,091	4,504,507	2,025,041
Total	\$1,755,283	\$1,835,013	\$2,002,591	\$1,976,091	\$4,504,507	\$2,025,041

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNICATIONS	11.50	11.50	10.50	10.50	10.50
Total	11.50	11.50	10.50	10.50	10.50

**CITY ADMINISTRATOR SERVICES AREA
COMMUNICATIONS OFFICE UNIT**

REVENUES

Operating Transfers In- This reflects a one-time refund from the Risk Fund for excess benefit contributions over the past several years.

Prior Year Surplus – This line item is used to balance budgeted expenditures over projected revenues. In FY 2016 CTN fund balance, which is derived from cable franchise fees and has accumulated over the past several years, is being utilized to fund the replacement of the City’s institutional fiber network.

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Services- This reflects increases in professional and contracted services based on anticipated needs.

Materials & Supplies- This reflects a reduction in equipment needed for FY2016.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Pass Throughs- In FY 2016, CTN fund balance, which is derived from cable franchise fees and has accumulated over the past several years, is being utilized to fund the replacement of the City’s institutional fiber network.

Capital Outlay- This reflects fewer capital expenditures planned for FY2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Administration	Area Administrator:	Steve Powers
Service Unit:	Communication Office	Manager:	Lisa Wondrash

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

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

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Administration	Area Administrator:	Steve Powers
Service Unit:	Communication Office	Manager:	Lisa Wondrash

Service Unit Goals	Council Priorities
A. Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, policies and programs, awards and services from July 1, 2014 to June 30, 2015.	2
B. Develop and assist in the implementation of improved technology resources, including social media guidelines and usage and website architecture and design project and upgraded audio and video Council Chambers equipment, to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2014 to June 30, 2015.	2

Service Unit Measures	Status
A. Track public information distribution and community outreach activities via the monthly Communication Office Matrix and Dashboard (track news releases, communication plans, newsletter/brochures, public meeting/event support, social media activity, Gov Delivery notifications, CTN programs/workshops, and website updates/development) by June 30, 2015.	Completed
B. Track status of technology resource project implementations each month. These new resources include A2 Open City Hall, integration of new media to promote City information and CTN services, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click-throughs, Survey Monkey, VOD views) by June 30, 2015.	Completed

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Administration	Area Administrator:	Stephen Powers
Service Unit:	Communications	Manager:	Lisa Wondrash

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Broaden city outreach efforts through the continued usage of the community engagement toolkit, most especially for key city projects and initiatives from July 1, 2015 to June 30, 2016.	5	4
B. Develop and assist IT in the implementation of improved technology resources, including architecture and redesign of the city's Intranet A2 Central; implementation of web editor training for employees; and continued assessment of equipment upgrades necessary to improve CTN services from July 1, 2015 to June 30, 2016.	2, 4, 5	4
C. Develop, assess and execute communication plan to support city's Strategic Planning initiatives from July 1, 2015 to June 30, 2016.	1,2,3,4,5,6	4
D. Conduct National Citizen Survey in early fall 2015 to assess current resident satisfaction with city services and compare to previous results.	2, 5	4

Service Unit Measures	Status
A. Track public information distribution and community engagement outreach activities via the monthly Communication Office Matrix and Dashboard (track news releases, communication plans, newsletter/brochures, public meeting/event support, social media activity, Gov Delivery notifications, CTN programs/workshops, and website updates/development) by June 30, 2016.	
B. Track status of technology resource project implementations each month via IT, CTN and ITLB project meetings by June 30, 2015.	
C. Continue to service on the strategic plan core team and attend meetings, as needed, with strategic plan project managers and consultant from July 1, 2015 to June 30, 2016.	
D. Assess National Citizen Survey results to determine current resident satisfaction and compare to results from previous years as well as national norms.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ASST MGR COMM ENG & EDU	402090	1.00	1.00
CITY COMMUNICATIONS MGR	402040	1.00	1.00
COMMUNICATIONS UNIT MGR	403530	0.50	0.50
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	3.00	3.00
PROGRAMMER	110510	2.00	2.00
TRAINING & FACILITY COORD	110530	2.00	2.00
Total		10.50	10.50



CITY ADMINISTRATOR SERVICE AREA

SAFETY

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

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	-	-	-	-	447,562	452,512
PAYROLL FRINGES	-	-	-	-	104,682	108,522
OTHER SERVICES	-	-	-	-	19,246	21,253
MATERIALS & SUPPLIES	-	-	-	-	8,000	10,000
OTHER CHARGES	-	-	-	-	25,837	25,837
EMPLOYEE ALLOWANCES	-	-	-	-	2,640	2,640
Total	-	-	-	-	\$607,967	\$620,764

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	-	-	-	-	286,772	290,612
RISK FUND (0057)	-	-	-	-	321,195	330,152
Total	-	-	-	-	\$607,967	\$620,764

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
SAFETY	-	-	-	2.50	2.50
Total	-	-	-	2.50	2.50

SAFETY

EXPENSES

Personnel Services- The increase is due to the change in how the City budgets for Safety personnel. The 2.5 FTEs in Safety were moved to their own service unit and are displayed here as the Safety Service Unit in the City Administrator Service Area.

Payroll Fringes- The increase is due to the change in how the City budgets for Safety personnel. The 2.5 FTEs in Safety were moved to their own service unit and are displayed here as the Safety Service Unit in the City Administrator Service Area.

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	Area Administrator:	Steven D. Powers
Service Unit:	Safety	Manager:	Steve Schantz

Service Unit Goals	Council Priorities
A. Safety Unit – Reduce the organization’s OSHA recordable injuries by 10%	2
B. Safety Unit – Achieve a 10% reduction in light vehicle accidents	2
C. Safety Unit – Reduce recordable slip, trip and fall injuries by 20%	2

Service Unit Measures	Status
A. Achieve reductions by June 2015	Will be Achieved
B. Achieve reductions by June 2015	Will be Achieved
C. Achieve reductions by June 2015	Will be Achieved

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Administration	Area Administrator:	Steve Powers
Service Unit:	Safety	Manager:	Steve Schantz

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Improve workplace safety and health through compliance assistance and enforcement of occupational safety and health regulations within each unit of the City	1	
B. Promote a safety and health culture through increased safety training of front-line supervisors.	1	
C. Develop and implement all required safety programs or plans as mandatory by MIOSHA and OSHA and train and educate employees on the requirements of each program.	1	

Service Unit Measures	Status
A. Total Reduction in Recordable Accidents by 15%	
B. Complete Job Hazard Analysis for 25% of identified jobs or tasks	
C. Develop and implement a contractor safety program	
D. Create and implement a front-line supervisor safety training program by training 80% of front-line supervisors within each unit.	
E. Develop and implement MIOSHA safety plans and programs by end of FY16	
F. Train 100% of employees with direct or indirect involvement with all required MIOSHA safety plans	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Allocated Positions

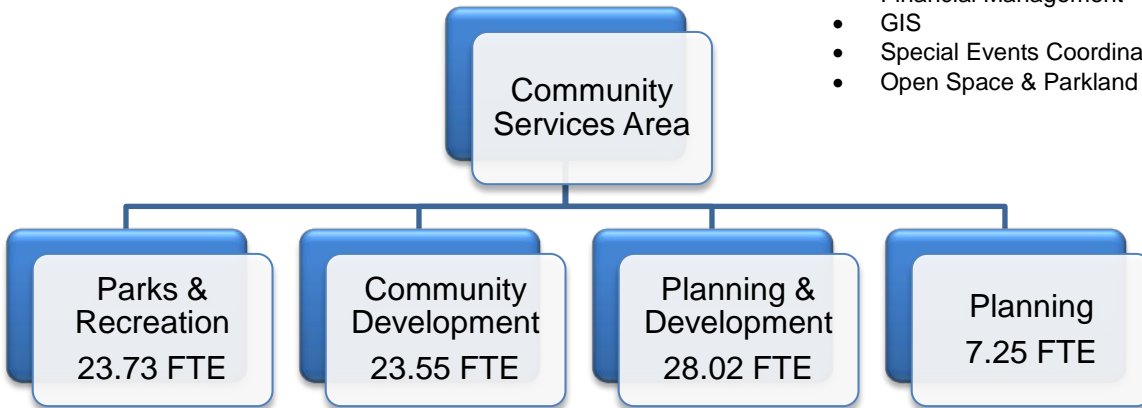
Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
SAFETY ASSISTANT	401221	0.50	0.50
SAFETY COMP SPECIALIST	401220	1.00	1.00
SAFETY MANAGER	401290	1.00	1.00
Total		2.50	2.50



COMMUNITY SERVICES AREA

Community Services Area Organization Chart

- Service Area Policies
- Financial Management
- GIS
- Special Events Coordination
- Open Space & Parkland Preservation



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

- Housing & Human Services
- Project Planning for Grants
- Urban County Executive Committee
- Housing & Human Services Advisory Board
- Single Family Rehab & Weatherization
- Ann Arbor Housing Commission personnel costs

- Rental Housing Inspections
- Building Plan Review
- Construction Inspections
- Support to Appeal Boards
- Zoning Administration

- Historic Preservation
- Master Planning
- Support to Planning Commission

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

COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
COMMUNITY DEVELOPMENT	445,291	1,833,285	1,160,084	113,000	19,366	18,937
PARKS & RECREATION	9,203,313	10,496,682	9,372,319	8,848,824	9,137,536	9,169,934
PLANNING	331,964	360,409	304,000	304,000	264,000	264,000
PLANNING & DEVELOPMENT SERVICES	4,142,828	4,335,360	4,436,508	4,446,000	4,909,411	4,527,297
Total	\$14,123,396	\$17,025,736	\$15,272,911	\$13,711,824	\$14,330,313	\$13,980,168

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	4,020,896	6,164,745	6,312,239	6,108,255	6,448,989	6,320,440
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,652,521	2,341,106	2,706,533	2,331,005	2,445,064	2,504,770
BANDEMER PROPERTY (0025)	8,178	8,332	5,232	7,932	8,129	8,243
CONSTRUCTION CODE FUND (0026)	3,237,264	2,986,272	2,790,308	2,819,800	2,928,846	2,801,097
PARKS MEMORIALS & CONTRIBUTIONS (0034)	62,100	514,315	311,839	263,470	39,982	40,484
SPECIAL ASSISTANCE (0038)	4,700	4,669	15,413	4,000	4,000	4,000
OPEN SPACE ENDOWMENT (0041)	126,032	32,120	10,000	4,500	4,500	4,500
MARKET FUND (0046)	154,854	204,767	-	-	-	-
GOLF COURSES FUND (0047)	1,621,850	-	-	-	-	-
ART IN PUBLIC PLACES (0056)	19,860	17,900	-	-	-	-
AFFORDABLE HOUSING (0070)	191,740	1,828,616	902,200	109,000	13,666	14,937
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,458,909	2,227,141	2,128,075	2,063,862	2,232,772	2,281,697
COMMUNITY DEV BLOCK GRANT (0078)	36,137	-	91,072	-	-	-
SENIOR CENTER ENDOWMENT (0083)	(204)	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	204,365	-
MAJOR GRANTS PROGRAMS (00MG)	528,559	695,753	-	-	-	-
Total	\$14,123,396	\$17,025,736	\$15,272,911	\$13,711,824	\$14,330,313	\$13,980,168

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
COMMUNITY DEVELOPMENT	1,874,684	2,218,053	4,952,794	4,806,108	4,051,988	3,872,831
PARKS & RECREATION	11,502,348	11,804,884	12,224,317	9,506,828	9,660,808	9,489,702
PLANNING	1,009,679	1,076,649	1,133,822	1,121,735	1,418,680	1,234,631
PLANNING & DEVELOPMENT SERVICES	3,681,636	3,637,667	4,174,496	3,943,979	4,396,914	4,187,931
Total	\$18,068,347	\$18,737,253	\$22,485,429	\$19,378,650	\$19,528,390	\$18,785,095

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	8,032,130	9,581,943	12,215,521	12,095,810	12,680,876	12,251,956
OPEN SPACE & PARK ACQ MILLAGE (0024)	3,387,264	1,575,857	1,711,412	1,434,049	1,408,875	1,417,131
BANDEMER PROPERTY (0025)	2,381	1,789	1,834	1,834	716	737
CONSTRUCTION CODE FUND (0026)	2,307,337	2,430,997	2,767,356	2,537,339	2,744,674	2,779,860
PARKS MEMORIALS & CONTRIBUTIONS (0034)	90,330	134,324	948,565	385,388	30,000	30,000
SPECIAL ASSISTANCE (0038)	-	-	15,413	15,413	4,000	4,000
OPEN SPACE ENDOWMENT (0041)	-	-	10,000	10,000	-	-
MARKET FUND (0046)	234,079	703,049	-	-	-	-
GOLF COURSES FUND (0047)	1,557,587	-	-	-	-	-
ART IN PUBLIC PLACES (0056)	8,911	1,414	27,177	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	18,561	18,930	19,839	19,836	19,404	19,714
AFFORDABLE HOUSING (0070)	11,137	172,265	900,000	900,000	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,287,875	3,056,205	3,670,525	1,978,981	2,435,480	2,281,697
COMMUNITY DEV BLOCK GRANT (0078)	36,138	-	91,072	-	-	-
SENIOR CENTER ENDOWMENT (0083)	37,500	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	204,365	-
MAJOR GRANTS PROGRAMS (00MG)	57,117	1,060,480	106,715	-	-	-
Total	\$18,068,347	\$18,737,253	\$22,485,429	\$19,378,650	\$19,528,390	\$18,785,095

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PLANNING & DEVELOPMENT SERVICES	21.59	26.09	27.09	28.02	28.02
PLANNING	7.00	7.00	7.00	7.25	7.25
COMMUNITY DEVELOPMENT	2.79	0.64	22.64	23.55	23.55
PARKS & RECREATION	20.17	23.82	23.82	23.73	23.73
Total	51.55	57.55	80.55	82.55	82.55



COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

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

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
INVESTMENT INCOME	40,858	52,516	29,000	25,000	39,429	43,097
LICENSES, PERMITS & REGISTRATIONS	3,998,617	4,177,448	3,564,500	4,421,000	4,484,200	4,484,200
MISCELLANEOUS REVENUE	3,357	5,386	-	-	-	-
OPERATING TRANSFERS IN	99,996	100,000	-	-	131,417	-
PRIOR YEAR SURPLUS	-	-	843,008	-	254,365	-
TAXES	-	10	-	-	-	-
Total	\$4,142,828	\$4,335,360	\$4,436,508	\$4,446,000	\$4,909,411	\$4,527,297

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	905,564	1,349,088	1,646,200	1,626,200	1,776,200	1,726,200
CONSTRUCTION CODE FUND (0026)	3,237,264	2,986,272	2,790,308	2,819,800	2,928,846	2,801,097
GENERAL CAPITAL FUND (00CP)	-	-	-	-	204,365	-
Total	\$4,142,828	\$4,335,360	\$4,436,508	\$4,446,000	\$4,909,411	\$4,527,297

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	1,568,019	1,566,803	1,783,612	1,799,933	1,945,171	1,977,027
PAYROLL FRINGES	978,458	1,055,971	1,250,441	1,207,252	1,187,370	1,223,674
OTHER SERVICES	250,883	186,544	440,935	246,844	449,245	165,832
MATERIALS & SUPPLIES	25,543	27,803	22,000	13,433	17,320	18,000
OTHER CHARGES	736,823	668,150	660,018	658,018	779,442	785,032
PASS THROUGHS	99,996	100,000	-	-	-	-
CAPITAL OUTLAY	-	11,170	-	-	-	-
VEHICLE OPERATING COSTS	427	-	3,000	-	-	-
EMPLOYEE ALLOWANCES	21,487	21,226	14,490	18,499	18,366	18,366
Total	\$3,681,636	\$3,637,667	\$4,174,496	\$3,943,979	\$4,396,914	\$4,187,931

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,445,436	1,278,521	1,486,937	1,486,437	1,524,069	1,485,520
CONSTRUCTION CODE FUND (0026)	2,236,200	2,359,146	2,687,559	2,457,542	2,668,480	2,702,411
GENERAL CAPITAL FUND (00CP)	-	-	-	-	204,365	-
Total	\$3,681,636	\$3,637,667	\$4,174,496	\$3,943,979	\$4,396,914	\$4,187,931

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PLANNING & DEVELOPMENT SERVICES	21.59	26.09	27.09	28.02	28.02
Total	21.59	26.09	27.09	28.02	28.02

**COMMUNITY SERVICES AREA
PLANNING AND DEVELOPMENT SERVICES**

REVENUES

Licenses, Permits & Registrations – This reflects an increase for building and trade permits in the Construction Code Fund based on present and anticipated level of activity.

Operating Transfers In- This reflects a one-time refund from the Risk Fund for excess benefit contributions over the past several years.

Prior Year Surplus- The decrease reflects there is no need to use fund balance in the Construction Code Fund in FY2016 as construction revenues cover all the fund's expenditures.

EXPENSES

Personnel Services- This reflects an increase of 1.0 FTE for a Plan Reviewer in the Construction Code Fund, and increased overtime and temporary pay in the Construction Code Fund.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$524,188 in FY 2016.

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	204,759	370,907	490,696	490,196	537,076	469,371
1001 SERVICE AREA OVERHEAD/ADMIN	218,784	-	-	-	-	-
1100 FRINGE BENEFITS	105,792	107,996	-	-	-	-
3310 NUISANCE PROPERTIES	33,676	-	-	-	-	-
3330 BUILDING - CONSTRUCTION	-	-	26,329	26,329	-	-
3340 HOUSING BUREAU	866,891	774,927	953,417	953,417	912,877	938,909
3370 BUILDING - APPEALS	15,531	24,693	16,495	16,495	74,116	77,240
Total	\$1,445,433	\$1,278,523	\$1,486,937	\$1,486,437	\$1,524,069	\$1,485,520

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	503,522	578,248	568,411	568,411	634,211	640,369
1001 SERVICE AREA OVERHEAD/ADMIN	115,693	-	-	-	-	-
3330 BUILDING - CONSTRUCTION	1,606,563	1,770,847	2,106,653	1,876,636	2,004,484	2,031,286
3370 BUILDING - APPEALS	10,418	10,055	12,495	12,495	29,785	30,756
Total	\$2,236,196	\$2,359,150	\$2,687,559	\$2,457,542	\$2,668,480	\$2,702,411

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
9000 CAPITAL OUTLAY	-	-	-	-	204,365	-
Total	-	-	-	-	\$204,365	-

FY 2014 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1. Administrative Hearings Bureau in place by June 30, 2014	Not started
A2. Develop enforcement process	Not started
B1. Sort and purge Construction paper documents	65% complete
B2. Sort and purge Rental Housing paper documents	60% complete
C. All Construction inspections requested completed within 48-72 hours	80% of inspections completed in this timeframe
D. Quarterly inspection targets met for Rental Housing	80% complete

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Planning & Development	Managers:	Lisha Turner-Tolbert

Service Unit Goals	Council Priorities
A. Develop a process and proposal for Administrative Hearings Bureau.	1,3
B. Identify and explore opportunities to expand online permit services for Community Services.	2
C. Complete digital archiving project for Planning and Development Documentation.	1,2
D. Identify a digital solution to complete Rental Housing inspections in the field.	3

Service Unit Measures	Status
A1. Develop and document enforcement process and objectives for stakeholders to review and agree upon by October 1 st .	15%
A2. Initial process for Council approval.	0%
B. Present code amendment process to Council for approval by January 1, 2015.	Code amendments deferred to 1 st Qtr FY16
C1. Complete the sort and purge process for construction and rental housing documentation by March 1, 2015.	Completed Sorting Purging 60% Complete
C2. Archive construction and rental housing documents in TRAKiT or Onbase resources by June 30, 2015.	Construction Documents 70% Complete Rental Documents 60% Complete
D. Identify handheld electronic devices that can be used to complete the entire inspection process in the field by July 30, 2014. Implement in the field by March 1, 2015.	Identified the appropriate tool. Implementation of new program has been moved to 3 rd Qtr FY16

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Planning & Development	Managers:	Lisha Turner-Tolbert

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Launch Administrative Hearings Bureau.	6	5
B. Identify and explore opportunities to expand online permit services for Community Services.	4	
C. Implement Digital solution for Rental Housing Inspections	4	7
D. Update City's Housing code	2	7

Service Unit Measures	Status
A1. Develop workflow for Administrative Hearings Bureau	
A2. Train staff	
B1. Review online payment options for Construction Services	
B2. Identify best method to accomplish online application submittal	
C1. Purchase iPads and Software identified for digital data collection and resulting in the field for Rental Housing	
C2. Document work flow process for Rental Housing inspections	
D1. Develop ordinance text amendments	
D2. Council approval of updated housing code ordinance	
D3. Implement updated housing code	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
CHIEF DEVELOPMENT OFFICER	403250	1.00	1.00
COMM SERVICES AREA ADMIN	403630	0.40	0.40
COMMUNICATIONS SPECIALIST	401590	0.07	0.07
DEVELOPMENT SRVS INSP III	110534	8.00	8.00
DEVELOPMENT SRVS INSP IV	110544	1.00	1.00
DEVELOPMENT SRVS INSP V	110554	6.00	6.00
DEVELOPMENT SRVS INSP V	110555	3.00	3.00
MANAGEMENT ASSISTANT	000200	0.40	0.40
PLAN REVIEWER	409998	1.00	1.00
PROGRAMS & PROJECT MGR	403270	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
ZONING COORDINATOR	409999	1.00	1.00
Total		28.02	28.02

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COMMUNITY SERVICES AREA

PLANNING

The Planning Services Unit is one of four service units in the Community Services Area. It is responsible for master planning and development review, and provides staff support to the Planning Commission, Historic District Commission, Zoning Board of Appeals, Design Review Board and Brownfield Review Committee. It administers and enforces the City's historic preservation, zoning and land use codes.

**COMMUNITY SERVICES AREA
PLANNING**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	3,200	6,700	3,000	3,000	3,000	3,000
LICENSES, PERMITS & REGISTRATIONS	328,764	353,709	301,000	301,000	261,000	261,000
Total	\$331,964	\$360,409	\$304,000	\$304,000	\$264,000	\$264,000

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	331,964	360,409	304,000	304,000	264,000	264,000
Total	\$331,964	\$360,409	\$304,000	\$304,000	\$264,000	\$264,000

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	510,554	537,205	534,453	542,003	560,360	568,329
PAYROLL FRINGES	333,303	355,798	381,515	383,478	373,240	380,679
OTHER SERVICES	18,106	41,691	74,825	56,475	328,350	128,350
MATERIALS & SUPPLIES	866	2,448	4,670	1,420	250	250
OTHER CHARGES	145,530	138,186	137,039	137,039	154,830	155,373
EMPLOYEE ALLOWANCES	1,320	1,321	1,320	1,320	1,650	1,650
Total	\$1,009,679	\$1,076,649	\$1,133,822	\$1,121,735	\$1,418,680	\$1,234,631

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	919,981	985,868	1,034,186	1,022,102	1,323,082	1,137,468
CONSTRUCTION CODE FUND (0026)	71,137	71,851	79,797	79,797	76,194	77,449
ALTERNATIVE TRANSPORTATION (0061)	18,561	18,930	19,839	19,836	19,404	19,714
Total	\$1,009,679	\$1,076,649	\$1,133,822	\$1,121,735	\$1,418,680	\$1,234,631

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PLANNING	7.00	7.00	7.00	7.25	7.25
Total	7.00	7.00	7.00	7.25	7.25

COMMUNITY SERVICES AREA PLANNING SERVICES

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Services – The increase is for consultants for zoning amendments to the accessory dwelling ordinance and R4C, and for the Allen Creek Greenway Master Plan.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$335,460 in FY 2016.

COMMUNITY SERVICES AREA
PLANNING

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3320 HISTORIC PRESERVATION	73,633	75,815	72,670	72,670	91,619	92,825
3360 PLANNING	844,221	908,157	960,096	948,012	1,231,463	1,044,643
3370 BUILDING - APPEALS	2,127	1,893	1,420	1,420	-	-
Total	\$919,981	\$985,865	\$1,034,186	\$1,022,102	\$1,323,082	\$1,137,468

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3360 PLANNING	71,135	71,850	79,797	79,797	76,194	77,449
Total	\$71,135	\$71,850	\$79,797	\$79,797	\$76,194	\$77,449

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3360 PLANNING	18,562	18,931	19,839	19,836	19,404	19,714
Total	\$18,562	\$18,931	\$19,839	\$19,836	\$19,404	\$19,714

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area: Community Services	Area Administrator: Sumedh Bahl
Service Unit: Planning	Manager: Wendy Rampson

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

Service Unit Measures	Status
A1 – Administrative Hearings Bureau in place by June 30, 2014.	Not started
A2 – Develop enforcement process	Not started
B1 – Confirm scope of review with Planning Commission and City Council	Completed in 1 st quarter
B2 – Identify evaluation methodology and public input process	Completed in 1 st quarter
B3 – Conduct evaluation and develop recommendations for changes to the City Master Plan, zoning ordinance and development review process	Completed in 2 nd quarter
C1 – Submit application to the State Boundary Commission for initial list of parcels	Targeted for end of 4 th quarter
C2 – Lead inter-departmental committee efforts to respond to issues raised in state review process	Ongoing

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Planning	Manager:	Wendy Rampson

Service Unit Goals	Council Priorities
A. Implement the downtown zoning amendment recommendations (Council Resolution R-14-025, Sustainability Action Plan-Integrated Land Use Goal)	2, 5, 6
B. Improve the citizen participation process for review of development petitions (Planning Commission Work Program, Sustainability Action Plan-Engaged Community Goal)	2
C. Remove barriers to desirable development by providing clear, fair and consistent development review processes (Sustainability Action Plan-Economic Vitality Goal)	2, 5

Service Unit Measures	Status
A1. Develop zoning text amendments to revise premiums in the D1 and D2 districts, including changes to promote affordable housing by October 20, 2014	In progress
A2. Evaluate potential downzoning of D1 properties located in edge areas of the downtown and rezone if warranted by October 20, 2014	Not started
B1. Create postcard templates and meeting guides to support petitioner compliance with the Citizen Participation Ordinance requirements	Complete
B2. Contact and update all registered neighborhood associations	In progress
B3. Identify and implement communication tools to better engage existing neighborhood associations.	Not started
C1. Expand eTrakit on-line services to include Historic District Commission, Zoning Board of Appeals, Design Review Board	In progress
C2. Implement recommendations from MEDC Redevelopment Ready Audit by June 30, 2015	In progress

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Planning	Manager:	Wendy Rampson

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Implement the downtown zoning amendment recommendations	6	12
B. Implement R4C recommendations		5
C. Implement the recommendations of the Reimagine Washtenaw right-of-way study	6	12
D. Certify the City of Ann Arbor as a Redevelopment Ready Community through the Michigan Economic Development Authority	6	9
E. Develop Allen Creek Greenway Master Plan		4,7,10, 11
F. Expand Accessory Dwelling Unit options		3,4,5,10,12

Service Unit Measures	Status
A1. Develop zoning text amendments to revise premiums in the D1 and D2 districts, including changes to promote affordable housing.	
A2. Evaluate potential downzoning of D1 properties located in edge areas of the downtown and rezone if warranted.	
B1. Develop zoning text amendments	
C1. Incorporate ROW study data into City GIS	
C2. Develop zoning text amendments to formalize the proposed future ROW line along the Washtenaw Avenue corridor	
D1. Develop amendments to Chapter 57 to revise development review thresholds for Planning Commission and City Council	
D2. Coordinate the development of a city economic development strategy	
D3. Coordinate the development of a city marketing strategy	
F1. Develop zoning text amendments	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CITY PLANNER 5	110454	5.00	5.00
PLANNING MANAGER	404110	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.25	0.25
Total		7.25	7.25

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COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

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

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

Washtenaw County's Office of Community and Economic Development (OCED) partners with local nonprofit and public agencies to ensure streamlined service delivery within the City of Ann Arbor/Washtenaw County region for housing and human services support for low-income residents. OCED provides policy advisement, coordination, and direct services to improve the safety and quality of life for area residents. Direct housing services include weatherization, critical repairs, and rehabilitation for local homeowners. OCED also provides support for the housing and human services advisory board.

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CONTRIBUTIONS	101,653	4,556	4,000	4,000	4,000	4,000
INTERGOVERNMENTAL REVENUES	248,851	-	91,072	-	-	-
INVESTMENT INCOME	4,562	12,460	2,200	9,000	13,666	14,937
MISCELLANEOUS REVENUE	225	1,716,269	-	-	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	90,000 -	100,000 -	100,000 962,812	100,000 -	- 1,700	- -
Total	\$445,291	\$1,833,285	\$1,160,084	\$113,000	\$19,366	\$18,937

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	212,714	-	151,399	-	1,700	-
SPECIAL ASSISTANCE (0038)	4,700	4,669	15,413	4,000	4,000	4,000
AFFORDABLE HOUSING (0070)	191,740	1,828,616	902,200	109,000	13,666	14,937
COMMUNITY DEV BLOCK GRANT (0078)	36,137	-	91,072	-	-	-
Total	\$445,291	\$1,833,285	\$1,160,084	\$113,000	\$19,366	\$18,937

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GRANT/LOAN RECIPIENTS	1,292,759	1,257,892	1,344,629	1,344,629	1,246,329	1,244,629
PERSONNEL SERVICES	177,256	45,399	1,048,600	1,044,383	1,087,641	1,094,528
PAYROLL FRINGES	122,012	27,592	939,548	881,063	869,489	882,022
OTHER SERVICES	154,084	151,670	165,413	165,673	194,000	179,000
OTHER CHARGES	127,225	635,258	1,346,072	1,255,000	638,917	458,408
PASS THROUGHS	-	100,000	100,000	100,000	-	-
EMPLOYEE ALLOWANCES	1,348	242	8,532	15,360	15,612	14,244
Total	\$1,874,684	\$2,218,053	\$4,952,794	\$4,806,108	\$4,051,988	\$3,872,831

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,827,409	2,045,788	3,946,309	3,890,695	4,047,988	3,868,831
SPECIAL ASSISTANCE (0038)	-	-	15,413	15,413	4,000	4,000
AFFORDABLE HOUSING (0070)	11,137	172,265	900,000	900,000	-	-
COMMUNITY DEV BLOCK GRANT (0078)	36,138	-	91,072	-	-	-
Total	\$1,874,684	\$2,218,053	\$4,952,794	\$4,806,108	\$4,051,988	\$3,872,831

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
COMMUNITY DEVELOPMENT	2.79	0.64	22.64	23.55	23.55
Total	2.79	0.64	22.64	23.55	23.55

COMMUNITY SERVICES AREA COMMUNITY DEVELOPMENT

EXPENSES

Grant/Loan recipients– The decrease reflects the reduction of expenditures in the Affordable Housing Fund. This fund is no longer receiving a transfer from the General Fund as those funds are now being made available directly to the Ann Arbor Housing Commission.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – The decrease in FY2016 reflects the one-time budget adjustments made in FY2015 for Housing Commission support.

Pass Throughs – The decrease reflects the General Fund contributions previously made to the Affordable Housing Fund are now being made to the Ann Arbor Housing Commission.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$156,330 in FY 2016.

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

Vendor	Actual FY 2012	Actual FY 2013	Actual FY 2014	Approved Budget FY 2015	Approved Budget FY 2016
Avalon Housing, Inc.	\$ 144,028	\$ 144,028	\$ 144,028	\$ 85,500	\$ 85,500
Barrier Busters Action Group	20,000	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw	102,294	102,294	102,294	-	-
Child Care Network	-	-	-	90,786	90,786
Community Action Network	105,809	105,809	105,809	164,660	164,660
Domestic Violence Project, Inc.	-	-	-	54,168	54,168
Food Gatherers	95,955	95,955	95,955	102,156	102,156
HIV/AIDS Resource Center	4,599	4,499	4,599	-	-
Home of New Vision	63,942	63,942	63,942	-	-
Interfaith Hospitality Network of Washtenaw Co.	92,400	92,400	92,400	-	-
Legal Services of South Central Michigan	178,510	178,510	178,510	207,480	207,480
Ozone House, Inc.	-	-	-	35,069	35,069
Peace Neighborhood Center	-	-	-	30,000	30,000
Perry Nursery School of Ann Arbor	110,756	112,756	110,756	-	-
Planned Parenthood Mid and South Michigan	14,400	14,400	14,400	-	-
Regents of the University of Michigan	-	-	-	56,396	56,396
Salvation Army of Washtenaw County	-	-	-	115,558	115,558
Shelter Association of Washtenaw County	247,551	247,551	247,551	160,761	160,761
UM Ann Arbor Meals on Wheels	23,914	23,914	23,914	-	-
The Women's Center of Southeastern Michigan	27,594	27,594	27,594	-	-
Washtenaw Association for Community Advocacy	12,877	12,877	12,877	-	-
Washtenaw Community Health Organization - Agency	-	-	-	122,095	122,095
Contingency for Living Wage	-	-	-	-	1,700
TOTAL	\$ 1,244,629	\$ 1,246,529	\$ 1,244,629	\$ 1,244,629	\$ 1,246,329

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	205,849	280,940	284,797	283,195	331,203	316,361
1001 SERVICE AREA OVERHEAD/ADMIN	75,464	-	-	-	-	-
2034 HOUSING COMMISSION SUPPORT	60,000	420,220	2,316,883	2,262,871	2,470,456	2,307,841
2220 HOUSING ACQUISITION	-	100,000	100,000	100,000	-	-
2280 REHAB SERVICE DELIVERY	229,567	-	-	-	-	-
2310 HUMAN SERV/HOMELESS PREVNT	1,256,529	1,244,629	1,244,629	1,244,629	1,246,329	1,244,629
Total	\$1,827,409	\$2,045,789	\$3,946,309	\$3,890,695	\$4,047,988	\$3,868,831

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
2290 ASSISTANCE TO PROGRAMS	-	-	15,413	15,413	4,000	4,000
Total	-	-	\$15,413	\$15,413	\$4,000	\$4,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	792	2	-	-	-	-
2034 HOUSING COMMISSION SUPPORT	-	159,000	800,000	800,000	-	-
2220 HOUSING ACQUISITION	10,345	13,263	100,000	100,000	-	-
Total	\$11,137	\$172,265	\$900,000	\$900,000	-	-

Expenses by Activity (0078 COMMUNITY DEV BLOCK GRANT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	253	-	91,072	-	-	-
2245 RENTAL REHABILITATION	35,885	-	-	-	-	-
Total	\$36,138	-	\$91,072	-	-	-

FY 2014 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Use outcomes data to measuring the impact of Coordinated Funding on basic human services needs in our community.	2,6
B. Assess the need for affordable housing units, by location, income range, and unit type.	6

Service Unit Measures	Status
<p>A. In order to continue to improve our understanding of the community impacts that result from City investments in human services (specifically through the Public-Private <i>Coordinated Funding</i> process), analyze outcome data to measure impact from baseline in the following priority areas: Housing/homelessness; Aging; School-aged Youth; Pre-school Children; and Safety Net Health.</p> <p><u>Key Milestones:</u></p> <ol style="list-style-type: none"> 1. Work with Planning and Coordinating entities in each of the six Coordinated Funding priority areas to refine outcomes based on best practices, lessons learned and the first two years of data. 2. Collect reporting data on outcomes from funded nonprofits at six and twelve months after 3rd year of funding commences – January 2014 & June 2015. 3. Report out to City Council and other local policy-makers with an analysis of impact in six human service needs priority areas. This report will review data collected to date in Coordinated Funding pilot. 	<p>Community level outcomes have been developed, along with implementation strategies and appropriate outcome measurement.</p> <p>All agencies have reported the outcomes through December of 2013.</p> <p>Program outcomes data presented to Council in 2013. See attached. Additional reporting will be presented after the completion of the pilot period.</p>

B. The greater Ann Arbor area continues to experience a shortage of affordable housing. A report issued in 2007 examined affordable housing in the County, as well as the factors that affect this housing, and presented recommendations to address gaps in housing affordability. Given the changes in market conditions over the past several years, updates to the 2007 report are needed.

Key Milestones:

1. Identify resources to fund updates to the 2007 report.

2. Determine scope of updates needed, and prepare RFP to engage consultant.

3. Hire consultant to complete updates to the assessment report.

4. Publish and present updated report.

Resources identified to fund updates.

Proposals were received and consultant has been selected.

Contract extension is in progress.

Work will be conducted through 2014, report completion in December 2014, publication in early 2015.

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Office of Community Development	Manager:	Mary Jo Callan Jennifer Hall

Service Unit Goals	Council Priorities
A. Redevelop 281 units of public housing.	6
B. Secure funding and site plan approval to redevelop 27 units of public housing.	6
C. Increase services for residents at public housing properties	6
D. Assess the need for affordable housing units, by location, income ranges, and unit type, include housing and transportation cost analysis, and provide related policy recommendations to advance affordable housing in the urban core.	2,6
E. Use Coordinated Funding assessment & outcomes data to measure the health & impact of human service nonprofits working in five priority areas.	2

Service Unit Measures	Status
A. Number of units converted to project based vouchers. Number of units rehab complete.	251 converted & 105 units renovated
B1. Site plan approval of 2 properties.	Site plan approval 2 properties totalling 78 units
B2. Amount of funding secured.	\$39 million
C. Number of new contracts with service providers and new funding.	\$519,000
D. The greater Ann Arbor area continues to experience a shortage of affordable housing. A report issued in 2007 examined affordable housing in the County, as well as the factors that affect this housing, and presented recommendations to address gaps in housing affordability. Given the changes in market conditions over the past several years, updates to the 2007 report are needed. Key Milestones: 1. Engage qualified consultant to conduct assessment and report 2. Work with consultant to engage key stakeholders in assessment of housing stock, local market, and related factors 3. Publish updated report 4. Present findings and recommendations	Analysis completed in January 2015; Recommend development of additional 2,797 affordable units in City by 2020; Pursuing

<p>5. Provide staff support and needed research to Council to explore and implement policy recommendations</p>	<p>zoning, resource, and policy strategies toward goal</p>
<p>E. In order to continue to improve our understanding of the community impacts that result from City investments in human services (specifically through the Public-Private <i>Coordinated Funding</i> process), analyze nonprofit agency governance and finances and program outcome data to measure the health & of human service nonprofits working in the priority areas of: Housing/homelessness; Aging; School-aged Youth; Early Childhood; and Safety Net Health.</p> <p><u>Key Milestones:</u></p> <ol style="list-style-type: none"> 4. Conduct analysis of governance and financial documents provided by nonprofits as part of the Coordinated Funding Program Operating application process. 5. Prepare a report based on aggregate and specific findings, as appropriate. 6. Collect reporting data on outcomes from funded nonprofits at six and twelve months after 3rd year of funding commences – January 2015 & June 2015. 7. Report out to City Council and other local policy-makers with an analysis of impact priority areas. 	<p>Based on evaluation, work progressing on refining outcomes; Planning and Coordinating Councils will convene in summer 2015</p>

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Community Services	Area Administrator:	Sumedh Bahl
Service Unit:	Housing Commission	Executive Director:	Jennifer Hall

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Renovate Housing Commission properties	2, 3, 6	5
B. Increase energy efficiency in AAHC properties	2, 3, 6	1, 2, 3
C. Demolition and new construction N. Maple Estates	2, 3, 6	5, 12
D. Green and energy efficient construction N. Maple	2, 3, 6	1, 2, 3
E. Provide support services to AAHC residents	2, 5	4, 6, 8
F. Comparable wages & progressions for staff	1	9
G. Increase voucher usage in the City of Ann Arbor	2, 5	5

Service Unit Measures	Status
A. Number of CO's issued on renovated apartments	
B. Energy usage decreased post renovation	
C. Demolition & building permits issued, demolition completed	
D. Number and types of material and construction techniques used	
E. Number of contracts and MOU's signed with service providers	
F. Executed AFSCME & Teamster MOU	
G. Number of vouchers in Ann Arbor compared to previous years	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ACCOUNTING CLERK	114130	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	0.15	0.15
COMM SERVICES AREA ADMIN	403630	0.20	0.20
FACILITIES& PROP MGR	404160	1.00	1.00
FINANCIAL ANALYST	403370	1.00	1.00
FISCAL & ADMIN MANAGER	403610	1.00	1.00
FSS & SUPPORT SVC COORD	000390	2.00	2.00
HOUSING PROGRAM MGR SEC 8	196081	1.00	1.00
MAINTENANCE WORKER	114150	4.00	4.00
MANAGEMENT ASSISTANT	000200	0.20	0.20
OCCUPANCY SPEC WPH	114140	2.00	2.00
OCCUPANCY SPECIALIST	114160	5.00	5.00
PROGRAM ASSISTANT	114110	2.00	2.00
PUBLIC HOUSING RESIDENCY	196091	2.00	2.00
RECEPTIONIST	114100	1.00	1.00
Total		23.55	23.55



COMMUNITY SERVICES AREA

PARKS & RECREATION

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

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	3,601,693	3,878,784	3,908,110	3,955,542	4,101,585	4,113,905
CONTRIBUTIONS	162,323	503,873	305,714	300,970	30,000	30,000
INTERGOVERNMENTAL REVENUES	637,548	472,800	43,142	2,678	-	-
INVESTMENT INCOME	113,454	142,355	189,852	93,032	117,324	127,820
MISCELLANEOUS REVENUE	546,150	147,674	108,735	123,835	124,335	124,335
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	756,756	1,022,100	104,000	104,000	102,609	100,000
TAXES	-	-	443,999	-	89,169	-
	3,385,389	4,329,096	4,268,767	4,268,767	4,572,514	4,673,874
Total	\$9,203,313	\$10,496,682	\$9,372,319	\$8,848,824	\$9,137,536	\$9,169,934

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	2,570,654	4,455,248	4,210,640	4,178,055	4,407,089	4,330,240
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,652,521	2,341,106	2,706,533	2,331,005	2,445,064	2,504,770
BANDEMER PROPERTY (0025)	8,178	8,332	5,232	7,932	8,129	8,243
PARKS MEMORIALS & CONTRIBUTIONS (0034)	62,100	514,315	311,839	263,470	39,982	40,484
OPEN SPACE ENDOWMENT (0041)	126,032	32,120	10,000	4,500	4,500	4,500
MARKET FUND (0046)	154,854	204,767	-	-	-	-
GOLF COURSES FUND (0047)	1,621,850	-	-	-	-	-
ART IN PUBLIC PLACES (0056)	19,860	17,900	-	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,458,909	2,227,141	2,128,075	2,063,862	2,232,772	2,281,697
SENIOR CENTER ENDOWMENT (0083)	(204)	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	528,559	695,753	-	-	-	-
Total	\$9,203,313	\$10,496,682	\$9,372,319	\$8,848,824	\$9,137,536	\$9,169,934

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GRANT/LOAN RECIPIENTS	32,826	32,387	40,682	31,318	-	-
PERSONNEL SERVICES	2,581,188	2,912,071	3,347,775	3,178,970	3,415,484	3,473,158
PAYROLL FRINGES	1,046,787	1,165,091	1,164,925	1,257,501	1,051,923	1,081,838
OTHER SERVICES	2,186,327	1,419,958	2,073,127	1,635,800	1,408,954	1,381,839
MATERIALS & SUPPLIES	428,775	496,568	477,962	461,149	477,618	482,815
OTHER CHARGES	863,570	858,675	1,937,579	636,033	1,952,057	1,707,281
PASS THROUGHGS	1,535,615	2,217,395	1,499,574	1,459,847	1,257,676	1,265,675
CAPITAL OUTLAY	2,754,844	2,617,222	1,600,320	753,570	-	-
VEHICLE OPERATING COSTS	47,920	58,763	65,800	65,200	66,250	66,250
EMPLOYEE ALLOWANCES	24,496	26,754	16,573	27,440	30,846	30,846
Total	\$11,502,348	\$11,804,884	\$12,224,317	\$9,506,828	\$9,660,808	\$9,489,702

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	3,839,304	5,271,766	5,748,089	5,696,576	5,785,737	5,760,137
OPEN SPACE & PARK ACQ MILLAGE (0024)	3,387,264	1,575,857	1,711,412	1,434,049	1,408,875	1,417,131
BANDEMER PROPERTY (0025)	2,381	1,789	1,834	1,834	716	737
PARKS MEMORIALS & CONTRIBUTIONS (0034)	90,330	134,324	948,565	385,388	30,000	30,000
OPEN SPACE ENDOWMENT (0041)	-	-	10,000	10,000	-	-
MARKET FUND (0046)	234,079	703,049	-	-	-	-
GOLF COURSES FUND (0047)	1,557,587	-	-	-	-	-
ART IN PUBLIC PLACES (0056)	8,911	1,414	27,177	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,287,875	3,056,205	3,670,525	1,978,981	2,435,480	2,281,697
SENIOR CENTER ENDOWMENT (0083)	37,500	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	57,117	1,060,480	106,715	-	-	-
Total	\$11,502,348	\$11,804,884	\$12,224,317	\$9,506,828	\$9,660,808	\$9,489,702

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PARKS & RECREATION	20.17	23.82	23.82	23.73	23.73
Total	20.17	23.82	23.82	23.73	23.73

**COMMUNITY SERVICES AREA
PARKS AND RECREATION SERVICES**

REVENUES

Charges for Services-The FY2016 increase reflects fee increases, new programming and increased participation in existing offerings.

Contributions – This reflects one-time contributions related an endowment received in FY2015.

Intergovernmental Revenues- This reflects the decrease in State grants for various park projects.

Prior Year Surplus – This decrease reflects the use of the Parks Maintenance and Capital Improvements Millage fund balance for Capital Projects in FY2015.

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Services – The decrease is due to a reduction in contracted services related to capital projects in the Parks Memorials & Contributions Fund.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$1,304,885 in FY 2016.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	155,740	166,452	173,347	152,462	241,131	151,962
1646 FARMER'S MARKET	-	473,914	205,223	150,724	150,685	150,685
6100 FACILITY RENTALS	386,010	395,467	380,000	371,368	371,400	371,400
6231 BUHR POOL	174,684	165,304	186,400	166,100	183,300	183,300
6232 BUHR RINK	146,028	130,553	135,500	130,348	130,550	130,550
6234 VETERAN'S POOL	122,167	136,832	139,900	120,450	131,700	133,350
6235 VETERAN'S ICE ARENA	438,928	461,029	465,900	475,855	479,250	486,190
6236 FULLER POOL	270,900	265,616	260,365	271,573	275,573	275,573
6237 MACK POOL	123,221	159,049	149,000	159,000	159,000	160,000
6238 VETERAN'S FITNESS CENTER	2,750	1,713	3,000	250	-	-
6242 ARGO LIVERY	346,547	524,549	369,000	555,500	567,500	567,500
6244 GALLUP LIVERY	300,255	353,304	350,625	368,575	365,500	365,500
6315 SENIOR CENTER OPERATIONS	103,373	85,844	75,380	78,375	77,500	78,500
6503 HURON GOLF COURSE	49	348,928	381,000	352,475	393,000	393,000
6504 LESLIE GOLF COURSE	-	786,688	936,000	825,000	881,000	882,730
Total	\$2,570,652	\$4,455,242	\$4,210,640	\$4,178,055	\$4,407,089	\$4,330,240

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

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	108,921	119,028	80,000	80,000	-	-
9024 PARK LAND ACQUISITION	2,543,600	2,222,078	2,626,533	2,251,005	2,445,064	2,504,770
Total	\$2,652,521	\$2,341,106	\$2,706,533	\$2,331,005	\$2,445,064	\$2,504,770

Revenues by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	1,278	1,432	1,032	1,032	1,229	1,343
1000 ADMINISTRATION	6,900	6,900	4,200	6,900	6,900	6,900
Total	\$8,178	\$8,332	\$5,232	\$7,932	\$8,129	\$8,243

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	7,189	10,442	6,125	7,500	9,591	10,484
1000 ADMINISTRATION	46,801	23,757	92,500	22,500	30,391	30,000
6315 SENIOR CENTER OPERATIONS	4,000	4,000	4,000	4,000	-	-
6915 PARK PLAN - MEMORIALS	4,110	-	-	-	-	-
9000 CAPITAL OUTLAY	-	476,116	209,214	229,470	-	-
Total	\$62,100	\$514,315	\$311,839	\$263,470	\$39,982	\$40,484

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	6,697	8,253	4,500	4,500	4,500	4,500
9024 PARK LAND ACQUISITION	119,335	23,867	5,500	-	-	-
Total	\$126,032	\$32,120	\$10,000	\$4,500	\$4,500	\$4,500

Revenues by Activity (0046 MARKET FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	5,912	5,778	-	-	-	-
1646 FARMER'S MARKET	148,942	198,989	-	-	-	-
Total	\$154,854	\$204,767	-	-	-	-

Revenues by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	(945)	-	-	-	-	-
6503 HURON GOLF COURSE	821,669	-	-	-	-	-
6504 LESLIE GOLF COURSE	801,126	-	-	-	-	-
Total	\$1,621,850	-	-	-	-	-

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	7,200	17,900	-	-	-	-
1000 ADMINISTRATION	12,660	-	-	-	-	-
Total	\$19,860	\$17,900	-	-	-	-

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

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	(1,054)	771,121	824,496	824,096	826,100	826,100
1000 ADMINISTRATION	26,212	1,414	-	45,000	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	181,661	118,340	-	-	-	-
9000 CAPITAL OUTLAY	1,252,090	1,336,266	1,303,579	1,194,766	1,406,672	1,455,597
Total	\$1,458,909	\$2,227,141	\$2,128,075	\$2,063,862	\$2,232,772	\$2,281,697

Revenues by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	(204)	-	-	-	-	-
Total	(\$204)	-	-	-	-	-

Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
0000 REVENUE	528,559	695,753	-	-	-	-
Total	\$528,559	\$695,753	-	-	-	-

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	719,151	806,065	1,111,920	1,029,773	1,223,637	1,136,095
1001 SERVICE AREA OVERHEAD/ADMIN	200,554	-	-	-	-	-
1100 FRINGE BENEFITS	188,288	143,791	-	-	-	-
1646 FARMER'S MARKET	-	128	212,723	205,955	179,265	180,130
6100 FACILITY RENTALS	302,631	312,681	363,137	349,670	351,033	359,162
6231 BUHR POOL	237,499	242,319	252,478	242,895	247,643	250,816
6232 BUHR RINK	185,422	165,376	177,804	179,318	183,252	184,894
6234 VETERAN'S POOL	249,302	250,271	208,073	198,711	214,156	221,623
6235 VETERAN'S ICE ARENA	452,496	446,019	509,734	475,089	434,702	444,720
6236 FULLER POOL	231,013	274,857	244,823	263,186	244,862	246,316
6237 MACK POOL	201,527	243,877	235,603	251,426	268,069	269,079
6238 VETERAN'S FITNESS CENTER	2,238	1,288	2,674	1,097	-	-
6242 ARGO LIVERY	258,189	397,803	342,567	436,513	403,106	416,883
6244 GALLUP LIVERY	272,039	272,051	282,261	323,030	321,310	318,705
6315 SENIOR CENTER OPERATIONS	217,137	233,934	225,101	232,882	231,571	233,779
6403 COMMUNITY OUTREACH SERVICES	118,686	118,157	144,050	147,290	147,055	147,332
6503 HURON GOLF COURSE	1,982	438,529	481,773	422,843	512,328	521,228
6504 LESLIE GOLF COURSE	1,140	924,606	953,368	936,898	823,748	829,375
Total	\$3,839,294	\$5,271,752	\$5,748,089	\$5,696,576	\$5,785,737	\$5,760,137

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

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1810 TAX REFUNDS	28,278	18,499	-	-	-	-
9024 PARK LAND ACQUISITION	2,130,228	321,956	472,837	195,474	166,199	166,456
9500 DEBT SERVICE	1,227,150	1,233,250	1,238,575	1,238,575	1,242,676	1,250,675
9541 BAD DEBTS	1,610	2,150	-	-	-	-
Total	\$3,387,266	\$1,575,855	\$1,711,412	\$1,434,049	\$1,408,875	\$1,417,131

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
9018 PARK REHAB & DEVELOP MIL 95	2,381	1,789	1,834	1,834	716	737
Total	\$2,381	\$1,789	\$1,834	\$1,834	\$716	\$737

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	11,850	13,047	16,000	18,000	30,000	30,000
6315 SENIOR CENTER OPERATIONS	1,815	2,185	9,000	4,000	-	-
6402 SCHOLARSHIPS	6,988	7,267	7,318	2,690	-	-
6915 PARK PLAN - MEMORIALS	17,009	89,993	11,399	3,767	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	-	6,150	96,992	7,500	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	-	-	33,891	-	-	-
9000 CAPITAL OUTLAY	52,668	15,682	761,965	349,431	-	-
9024 PARK LAND ACQUISITION	-	-	12,000	-	-	-
Total	\$90,330	\$134,324	\$948,565	\$385,388	\$30,000	\$30,000

Expenses by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
9024 PARK LAND ACQUISITION	-	-	10,000	10,000	-	-
Total	-	-	\$10,000	\$10,000	-	-

Expenses by Activity (0046 MARKET FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	2,616	(5)	-	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	7,620	-	-	-	-	-
1646 FARMER'S MARKET	223,842	703,053	-	-	-	-
Total	\$234,078	\$703,048	-	-	-	-

Expenses by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	(79,488)	-	-	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	13,458	-	-	-	-	-
6503 HURON GOLF COURSE	533,563	-	-	-	-	-
6504 LESLIE GOLF COURSE	1,090,053	-	-	-	-	-
Total	\$1,557,586	-	-	-	-	-

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	-	1,414	6,177	-	-	-
4601 ALLMENDINGER PARK MURAL	8,912	-	-	-	-	-
9000 CAPITAL OUTLAY	-	-	21,000	-	-	-
Total	\$8,912	\$1,414	\$27,177	-	-	-

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

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	406,083	739,276	487,386	446,182	451,672	455,597
1001 SERVICE AREA OVERHEAD/ADMIN	11,302	-	-	-	-	-
6126 ISLAND PARK	32,500	-	-	-	-	-
6145 LSNC RAPTOR PATH	136,749	3,715	-	-	-	-
6146 PLACID WAY PARK	29,200	-	-	-	-	-
6148 BLUFFS PARK ACCESS	46,238	-	26,105	20,000	-	-
6149 WINDEMERE TENNIS COURT	-	83,802	66,198	73,150	-	-
6210 OPERATIONS	10,743	275,567	257,324	266,431	287,893	259,265
6287 ECOLOGICAL RESTORATION	7,921	213,116	199,302	199,685	211,000	218,653
6288 ECOLOGICAL ASSESS & MONITORING	1,364	52,254	116,478	117,095	117,406	121,157
6289 OUTREACH VOLUNTEER COORDINATION	8,469	133,223	168,870	158,750	151,371	162,192
6340 ADOPT-A-PARK/GARDEN	832	28,328	30,687	46,883	58,430	64,833
6920 PARK PLAN - NEIGHBORHOOD PARKS	-	49,650	68,660	68,660	-	-
6925 PARK PLAN - BIKE FACIL/GREENWAYS	8,780	-	-	-	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	508,162	473,424	177,691	77,500	-	-
6931 BRYANT COMMUNITY CENTER DESIGN	9,919	-	5,500	5,500	-	-

6932 VET'S STRUCT ANALYSIS/ROOF REPL	45,270	557,500	-	20,000	-	-
6933 ESCH PARK	11,223	40,539	-	-	-	-
6934 CLINTON PARK	4,747	79,044	50,543	50,543	-	-
6935 POOL LINER REPLACEMENTS	-	5,873	209,182	204,127	-	-
6960 PARK PLAN - MAJOR DEV/RENOVATION	867,515	38,199	-	25,000	-	-
6970 PARK PLAN - ACTIVE RECREATION	140,342	227,821	426,834	35,000	-	-
9000 CAPITAL OUTLAY	513	54,871	1,379,765	164,475	1,157,708	1,000,000
Total	\$2,287,872	\$3,056,202	\$3,670,525	\$1,978,981	\$2,435,480	\$2,281,697

Expenses by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
6315 SENIOR CENTER OPERATIONS	37,500	-	-	-	-	-
Total	\$37,500	-	-	-	-	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
9000 CAPITAL OUTLAY	57,117	1,060,480	106,715	-	-	-
Total	\$57,117	\$1,060,480	\$106,715	-	-	-

FY 2014 GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A. Track total volunteer hours donated on a monthly basis.	74% of goal reached as of 5/30/14
B. Monthly progress updates delivered to Parks & Recreations Services Manager.	On hold
C. Track friends/fans/followers using HootSuite.	Twitter followers up 67%, Facebook 14%, FourSquare 24%, implemented Instagram
D. Monthly tracking of net cost of each recreation facility and explanations for variances.	On course
E. Total sales recorded.	As of 5/30/14 EBT/SNAP at 85% of goal, on target. Senior Fresh: at 105% of goal. DUFB: at 88% of goal, on target.
F. Monthly progress updates delivered to Parks & Recreations Services Manager.	In process

**FY 2015
GOALS AND PERFORMANCE MEASURES**

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

Service Unit Goals	Council Priorities
A. Conduct safety inspections of eight recreation facilities and begin implementation of corrective action plan at each one.	3, 4
B. Leverage Social Media sites such as Facebook, Twitter, and Foursquare to promote Parks and minimal cost and increase exposure.	1, 2
C. Manage Recreation Facility Budgets so that the budgeted net effect to the General Fund is achieved.	1, 2
D1. Increase the monthly average token purchase amount (in dollars) per customer for SNAP and Double Up by 10%.	1, 2
D2. Maintain redemption of the available Washtenaw County funds for Senior Market Fresh and WIC Project Fresh dollars at 50% and 35% respectively	1, 2
E. Achieve Audubon Certification for Huron Hills Golf Course.	2
F. Conduct needs assessment and inventory for all City volunteer opportunities and programs.	2, 4

Service Unit Measures	Status
A. Track progress of completed inspections and implemented corrective action plans.	7 inspections complete, 8 will be done by end of FY 2015. Corrective actions on-going.
B. Track friends/fans/followers using HootSuite	Twitter followers up 18%, Facebook 2%, Market Facebook 12%, Four Square 10%, Instagram 53%, GovDelivery subscribers up 27%, and almost 600,000 parks web page views fiscal YTD.
C. Monthly tracking and explanation of variances.	On course.
D1. Monthly tracking.	DUFB has exceeded 10% growth in every month it is available. SNAP has exceeded 10% growth 20% of the time.
D2. Track program redemption percentage.	As of April 30 th 63.3% of the available Senior Fresh Coupons and 31.3% of the available WIC Fresh Coupons are redeemed.
E. Monthly progress reports delivered to Parks & Recreation Services Manager	Site assessment complete, stage two in process and will continue in FY 2016.
F. Monthly progress updates delivered to Parks & Recreation Services Manager.	In process.

FY 2016	
GOALS AND PERFORMANCE MEASURES	

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

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Increase total annual buying power for market customers utilizing food assistance by 5% each year.	2, 6	4, 6, 9, 16
B. Continue process to achieve Audubon Certification for Huron Hills Golf Course.	2, 5	4, 7, 13, 14
C. Broaden Ann Arbor Parks & Recreation communications outreach efforts through the continued usage of social media (Facebook, Twitter, Instagram, FourSquare, Pinterest, GovDelivery notifications, CTN) and through marketing materials such as our website, news releases, advertisements, posters, and brochures.	2, 4, 5, 6	4, 8, 9
D. Manage Recreation Facility Budgets so that the budgeted net effect to the General Fund is achieved.	3	9
E. Update Parks & Recreation Open Space Plan.	2, 5, 6	4
F. Expand volunteerism opportunities with the goal of 16,640 volunteer hours.	2,5	4, 8, 11, 14

Service Unit Measures	Status
A. Monthly tracking.	
B. Monthly progress reports delivered to Parks & Recreation Manager.	
C. Track information distribution and community engagement outreach activities via the monthly Communication Office Matrix and Dashboard.	
D. Monthly tracking and explanation of variances.	
E. Monthly progress reports delivered to Parks & Recreation Manager.	
F. Quarterly tracking.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Allocated Positions

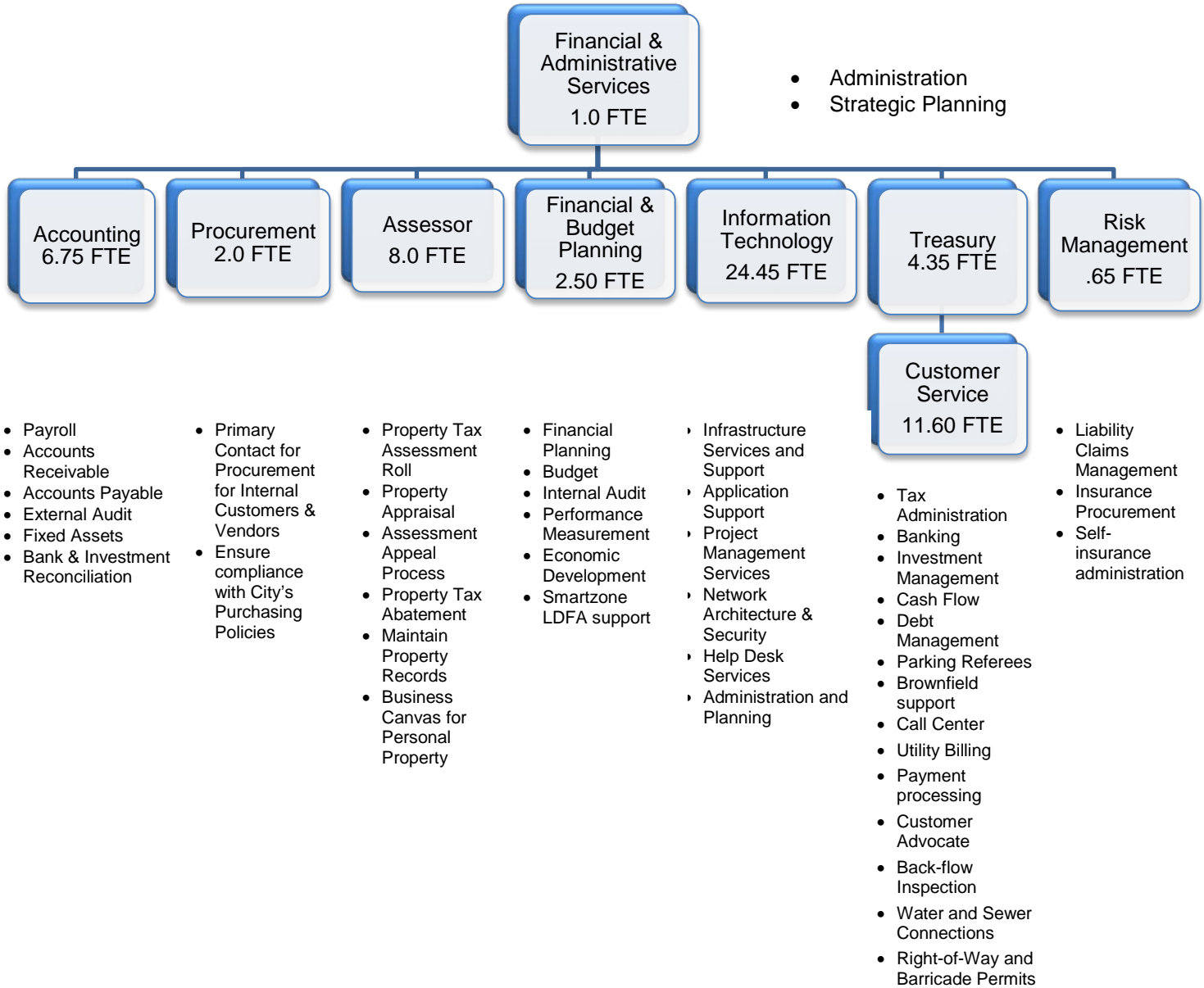
Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
REC SUPERVISOR 1	190201	2.00	2.00
REC SUPERVISOR 2	190211	4.00	4.00
ADMIN ASSISTANT LVL 4	110044	0.85	0.85
COMM SERVICES AREA ADMIN	403630	0.40	0.40
COMMUNICATIONS SPECIALIST	401590	0.93	0.93
GOLF MAINT & OPS SPEC	117200	1.00	1.00
GOLF MAINTENANCE SUPERINT	404200	1.00	1.00
LANDSCAPE ARCHITECT IV	401380	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.40	1.40
MARKET MANAGER	401430	1.00	1.00
P&R DEPUTY MGR-NAP/VOL	401640	1.00	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00	1.00
PARKS & REC SERVICES MGR	403480	1.00	1.00
PARKS & REC SRV DEP MGR	401270	1.00	1.00
RECREATION SUP III	190221	2.00	2.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
STEWARDSHIP SPECIALIST	193060	2.00	2.00
VOLUNTEER & OUTREACH COOR	190110	2.00	2.00
Total		23.73	23.73

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area Organization Chart



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ACCOUNTING SERVICES	(235)	-	-	-	-	-
ASSESSOR SERVICES	1,108	266	-	-	-	-
CUSTOMER SERVICE	51,064,606	51,293,242	53,989,775	54,165,553	56,973,307	59,933,153
FINANCIAL & BUDGET PLANNING	15,222,702	15,104,231	26,662,197	26,665,365	27,332,440	27,518,445
INFORMATION TECHNOLOGY	6,509,854	6,392,491	7,562,717	6,324,895	9,643,914	6,856,841
PROCUREMENT	2,591	2,955	-	-	-	-
RISK MANAGEMENT	28,994,021	27,217,491	28,755,869	27,765,245	33,308,932	28,653,173
TREASURY SERVICES	40,008,394	41,449,865	42,554,195	42,438,993	43,582,327	44,551,300
Total	\$141,803,041	\$141,460,541	\$159,524,753	\$157,360,051	\$170,840,920	\$167,512,912

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	55,305,994	56,622,564	69,263,392	69,171,358	70,982,767	72,137,745
INFORMATION TECHNOLOGY (0014)	6,509,854	6,392,491	7,562,717	6,324,895	7,143,914	6,856,841
GENERAL DEBT SERVICE (0035)	5,949	7,739	2,000	2,000	2,000	2,000
WATER SUPPLY SYSTEM (0042)	23,735,955	22,573,529	23,625,590	23,939,737	24,927,573	25,956,716
SEWAGE DISPOSAL SYSTEM (0043)	21,431,828	22,478,670	23,877,764	23,719,395	25,122,471	26,609,262
RISK FUND (0057)	28,994,021	27,217,491	28,755,869	27,765,245	33,308,932	28,653,173
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	15,635	12,842	11,000	11,000	10,000	10,000
STORMWATER SEWER SYSTEM FUND (0069)	5,803,805	6,155,215	6,426,421	6,426,421	6,843,263	7,287,175
GENERAL CAPITAL FUND (00CP)	-	-	-	-	2,500,000	-
Total	\$141,803,041	\$141,460,541	\$159,524,753	\$157,360,051	\$170,840,920	\$167,512,912

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ACCOUNTING SERVICES	824,744	888,006	859,118	848,266	789,672	805,421
ASSESSOR SERVICES	960,979	1,030,063	1,101,944	1,095,944	1,080,906	1,095,372
CUSTOMER SERVICE	1,632,963	1,717,597	2,035,981	2,034,454	1,891,715	1,897,580
FINANCIAL & BUDGET PLANNING	880,600	1,011,224	907,417	888,837	1,021,056	1,025,796
INFORMATION TECHNOLOGY	7,274,630	6,940,132	12,028,221	10,422,936	12,696,613	10,142,835
PROCUREMENT	93,579	44,716	210,193	201,519	269,106	271,710
RISK MANAGEMENT	2,926,569	2,099,718	2,890,124	2,505,434	2,483,254	2,486,126
TREASURY SERVICES	612,401	635,219	654,378	555,627	656,332	669,988
Total	\$15,206,465	\$14,366,675	\$20,687,376	\$18,553,017	\$20,888,654	\$18,394,828

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	3,585,787	3,819,540	7,474,921	7,232,473	7,392,374	7,478,074
INFORMATION TECHNOLOGY (0014)	7,274,630	6,940,132	8,601,623	7,095,929	6,922,805	6,841,381
MAJOR STREET (0021)	9,419	7,184	7,430	7,430	6,497	6,549
WATER SUPPLY SYSTEM (0042)	1,093,042	1,082,962	1,289,714	1,288,187	1,161,173	1,156,862
SEWAGE DISPOSAL SYSTEM (0043)	-	-	38,856	38,856	38,509	38,822
PROJECT MANAGEMENT (0049)	37,347	53,538	53,966	53,966	57,798	58,164
RISK FUND (0057)	2,926,569	2,099,718	2,789,046	2,404,356	2,402,526	2,404,717
STORMWATER SEWER SYSTEM FUND (0069)	-	-	38,858	38,858	38,511	38,824
SOLID WASTE (0072)	279,671	334,762	392,962	392,962	368,461	371,435
FIRST & WASH CAPITAL IMP BONDS (0080)	-	28,839	-	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	2,500,000	-
Total	\$15,206,465	\$14,366,675	\$20,687,376	\$18,553,017	\$20,888,654	\$18,394,828

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ACCOUNTING SERVICES	6.75	7.42	6.81	6.75	6.75
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
CUSTOMER SERVICE	11.60	11.60	12.46	11.60	11.60
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.25	3.50	3.50
INFORMATION TECHNOLOGY	23.45	24.45	24.45	24.45	24.45
PROCUREMENT	1.00	1.00	1.50	2.00	2.00
RISK MANAGEMENT	0.80	0.80	0.80	0.65	0.65
TREASURY SERVICES	4.70	4.70	3.84	4.35	4.35
Total	59.80	61.47	61.11	61.30	61.30



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
MISCELLANEOUS REVENUE	(235)	-	-	-	-	-
Total	(\$235)	-	-	-	-	-

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	(235)	-	-	-	-	-
Total	(\$235)	-	-	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	464,399	489,626	463,496	452,775	423,984	430,546
PAYROLL FRINGES	259,594	310,889	323,774	320,423	291,309	300,221
OTHER SERVICES	5,674	14,931	6,850	8,570	13,050	13,050
MATERIALS & SUPPLIES	9,324	13,878	6,500	8,000	8,000	8,000
OTHER CHARGES	85,069	57,998	57,814	57,814	52,645	52,920
EMPLOYEE ALLOWANCES	684	684	684	684	684	684
Total	\$824,744	\$888,006	\$859,118	\$848,266	\$789,672	\$805,421

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	824,744	888,006	859,118	848,266	789,672	805,421
Total	\$824,744	\$888,006	\$859,118	\$848,266	\$789,672	\$805,421

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ACCOUNTING SERVICES	6.75	7.42	6.81	6.75	6.75
Total	6.75	7.42	6.81	6.75	6.75

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

Personnel Costs – The decrease represents a reduction in position costs for staff accountants.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged \$263,675 in FY 2016.

**FY 2014
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. Complete the annual audit by November 1 st	1
B. Lead the budget cycle for the FY15 budget	1, 2, 3
C. Support the procurement function until a permanent replacement is found	1
D. Lead financial policy benchmarking effort via GFOA best practices	1
E. Begin succession planning for Accounting Services Manager	1

Service Unit Measures	Status
A1 -Complete work papers by September 15 th	Achieved
A2 -Complete Fund Statements by September 30 th	Achieved
A3 -Draft CAFR to Auditors by October 15 th	Achieved
A4 -Publish CAFR by October 31 st	Published on 11/12/2013
A5 -Deliver CAFR to City Council by mid-November	Delivered in December
B1 – Kick-off by August 31 st	Achieved
B2 – Complete policy revisions for GASB #68 by August 31st	Completed
B3 – Financial targets distributed by Dec. 31st	N/A
B4 – Submit City Administrator’s draft budget by April 1st	Submitted to Council on 4/21/2014
C - tbd	Transition to new manager in March of 2014
D1 - By July 1 determine team composition and set-up timeline for project completion	Deferred until FY2016
D2 – Complete preliminary results and recommendations by Sept. 30th	Deferred until FY2016
E - tbd	Planning has begun on this goal

FY 2015 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	Council Priorities
A. Complete the annual audit by November 1 st	
B. Lead the budget cycle for the FY16/FY17 two year budget cycle	
C. Support the procurement function improvements efforts for templates and website re-design	
D. Kickoff financial policy benchmarking effort via GFOA best practices	
E. Implement succession planning for Accounting Services Manager through training and development of staff accountants	
F. Assist Information Technology in developing disaster recovery for LOGOS	

Service Unit Measures	Status
A1 – Complete work papers by September 1 st	Completed on time
A2 – Complete Fund Statements by September 15 th	Completed on time
A3 – Draft CAFR to Auditors by October 1 st	Completed on time
A4 – Publish CAFR by December due to pension changes	Completed on time
A5 – Deliver CAFR to City Council by mid-December	Completed on time
B1 – Kick-off by August 31 st	Completed on time
B2 – Financial targets distributed by Dec. 31 st	Completed on time
B3 – Submit City Administrator’s draft budget by April 1 st	Delivered on April 20 th
C1 – Update the website with new documents by November 30 th .	Moved to Procurement and IT service units
D1 – By June 1 st , determine team composition and set-up timeline for project completion	Completed on time
D2 – Complete preliminary results and recommendations by Sept. 30 th	On track for Sept 2015
E1 – Staff accountants complete 40 hours of continuing education by December 31 st	In process
E2 – Train staff accountants on audit workpapers and financial statement preparation by October 1 st	In process
F – tbd	Completed in March 2015

FY 2016 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Complete the annual audit by November 1st	3.1	
B. Lead the FY17 budget development cycle	3.1	
C. Complete financial policy benchmarking to GFOA best practices	3.1; 2.2	
D. Continue training and development of staff accountants	1.4	
E. Conduct financial system disaster recovery exercise with Information Technology	4.1	

Service Unit Measures	Status
A1. Complete work papers by September 1 st	
A2. Complete fund statements by September 15th	
A3. Draft CAFR to the auditors by September 22nd	
A4. Publish CAFR by November 30 th with GASB #68 implementation	
A5. Deliver CAFR to Council by mid-December	
B1. Kickoff by August 31st	
B2. Submit the City Administrator draft budget by April 1st	
C1. Complete project by June 15, 2016.	
D1. Continue training of staff through the FY2015 audit process on audit workpaper preparation and financial statement writing	
D2. Identify training classes for staff to attend to expand knowledge of governmental finance.	
E1. Conduct exercise by March 31, 2016	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ACCOUNTANT I	401450	1.00	1.00
ACCOUNTANT II	401440	1.00	1.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.75	1.75
FINANCE DIRECTOR	403460	1.00	1.00
Total		6.75	6.75



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
MISCELLANEOUS REVENUE	108	266	-	-	-	-
TAXES	1,000	-	-	-	-	-
Total	\$1,108	\$266	-	-	-	-

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,108	266	-	-	-	-
Total	\$1,108	\$266	-	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	485,657	517,510	556,839	556,839	559,923	564,353
PAYROLL FRINGES	348,232	374,982	418,923	418,923	393,631	403,711
OTHER SERVICES	25,263	30,755	15,800	15,800	24,200	24,200
MATERIALS & SUPPLIES	17,400	12,941	18,000	18,000	20,000	20,000
OTHER CHARGES	70,027	78,075	77,982	77,982	66,352	66,308
EMPLOYEE ALLOWANCES	14,400	15,800	14,400	8,400	16,800	16,800
Total	\$960,979	\$1,030,063	\$1,101,944	\$1,095,944	\$1,080,906	\$1,095,372

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	960,979	1,030,063	1,101,944	1,095,944	1,080,906	1,095,372
Total	\$960,979	\$1,030,063	\$1,101,944	\$1,095,944	\$1,080,906	\$1,095,372

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00	8.00

**FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT**

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care 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 Assessor Services Unit would be charged \$418,677 in FY 2016.

FY 2014 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 1 st week in March	1
B. Update online property sketches and images by March 1 st	2
C. Pursue greater digital record storage	1

Service Unit Measures	Status
A1 - ECF's set by December 1 st	completed
A2 – Annexations processed by first week of December	completed
A3 – Splits and combinations processed by first week of December	completed
A4 – Conduct street survey by third week of December	completed
A5 – Personal property statements mailed by December 31 st	completed
A6 – Poverty applications mailed by January 15 th	completed
A7 – New construction appraised by January 15 th	completed
A8 – Name and address changes processed by third week of February	completed
A9 – Principal resident affidavits processed by third week of February	completed
A10 – Property transfer affidavits processed by third week of February	completed
A11 – Personal property statements processed by third week of February	completed
A12 – Perform audit checks by March 1 st	completed
A13 – Assessment change notices mailed by March 5 th	completed
B1 – Create online images and sketches export by third week of February	completed
B2 – Send export to BS&A by third week of February	completed
B3 – Verify website update by third week of February	completed
C – Scan 100% of Principal Residence Exemptions (PRE) and Property Transfer Affidavits (PTA).	25%

FY 2015 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	Council Priorities
A. Inventory all property and value all taxable property by 1 st week in March	1
B. Update online property sketches and images by March 1 st	2
C. Pursue greater digital record storage	1

Service Unit Measures	Status
A1 – ECF's set by December 1 st	completed
A2 – Annexations processed by first week of December	completed
A3 – Splits and combinations processed by first week of December	completed
A4 – Conduct street survey by third week of December	completed
A5 – Personal property statements mailed by December 31 st	completed
A6 – Poverty applications mailed by January 15 th	completed
A7 – New construction appraised by January 15 th	completed
A8 – Name and address changes processed by third week of February	completed
A9 – Principal resident affidavits processed by third week of February	completed
A10 – Property transfer affidavits processed by third week of February	completed
A11 – Personal property statements processed by third week of February	completed
A12 – Perform audit checks by March 1 st	completed
A13 – Assessment change notices mailed by March 5 th	completed
B1 – Create online images and sketches export by third week of February	completed
B2 – Send export to BS&A by third week of February	completed
B3 – Verify website update by third week of February	completed
C1 – Scan 100% of Principal Residence Exemptions (PRE) and Property Transfer Affidavits (PTA).	30%

FY 2016 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Inventory all property and value all taxable property by 1 st week in March	3.1	
B. Pursue greater digital record storage	4.1	

Service Unit Measures	Status
A1. Economic Condition Factors (ECF's) set by December 1 st	
A2. Annexations processed by first week of December	
A3. Splits and combinations processed by first week of December	
A4. Conduct street survey by third week of December	
A5. Personal property statements mailed by December 31 st	
A6. Poverty applications mailed by January 15 th	
A7. New construction appraised by January 15 th	
A8. Name and address changes processed by third week of February	
A9. Principal resident affidavits processed by third week of February	
A10. Property transfer affidavits processed by third week of February	
A11. Personal property statements processed by third week of February	
A12. Perform audit checks by March 1 st	
A13. Assessment change notices mailed by March 5 th	
B1. Scan 100% of Principal Residence Exemptions (PRE) and Property Transfer Affidavits (PTA).	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ASSESSOR SERVICES MANAGER	403220	1.00	1.00
DEPUTY ASSESSOR	403430	1.00	1.00
REAL PROPERTY APPRAISER I	119181	4.00	4.00
SENIOR APPRAISER	401260	1.00	1.00
Total		8.00	8.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

CUSTOMER SERVICE

Customer Service has primary responsibility for collecting and processing all payments due to the City for items such as taxes, parking tickets, water, solid waste, and miscellaneous invoices. Customer Service is also responsible for all water, sewer, storm water, airport, and solid waste billing services. Within the unit, a call center application routes calls to trained agents on a priority basis, to assure a timely response to customer inquiries, complaints, and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport, Treasury, and Water and Sewer Utilities. Customer Service also conducts backflow prevention inspection and reporting, issues right-of-way and barricade permits, provides general information for walk-in customers, and manages citizen service requests.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
CUSTOMER SERVICE**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	51,087,331	51,289,843	53,986,775	54,163,553	56,971,307	59,931,153
MISCELLANEOUS REVENUE	(24,164)	2,112	3,000	2,000	2,000	2,000
TAXES	1,439	1,287	-	-	-	-
Total	\$51,064,606	\$51,293,242	\$53,989,775	\$54,165,553	\$56,973,307	\$59,933,153

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	93,018	85,828	60,000	80,000	80,000	80,000
WATER SUPPLY SYSTEM (0042)	23,735,955	22,573,529	23,625,590	23,939,737	24,927,573	25,956,716
SEWAGE DISPOSAL SYSTEM (0043)	21,431,828	22,478,670	23,877,764	23,719,395	25,122,471	26,609,262
STORMWATER SEWER SYSTEM FUND (0069)	5,803,805	6,155,215	6,426,421	6,426,421	6,843,263	7,287,175
Total	\$51,064,606	\$51,293,242	\$53,989,775	\$54,165,553	\$56,973,307	\$59,933,153

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
CUSTOMER SERVICE**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	529,262	520,542	732,489	731,712	693,109	689,809
PAYROLL FRINGES	471,135	436,784	542,664	544,164	470,843	484,565
OTHER SERVICES	48,377	51,124	87,395	85,145	65,109	65,174
MATERIALS & SUPPLIES	60,359	187,015	147,240	147,240	71,850	62,750
OTHER CHARGES	513,402	406,885	411,358	411,358	463,438	469,606
PASS THROUGHS	10,428	115,247	114,835	114,835	127,366	125,676
Total	\$1,632,963	\$1,717,597	\$2,035,981	\$2,034,454	\$1,891,715	\$1,897,580

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	213,484	239,151	214,195	214,195	220,766	226,924
MAJOR STREET (0021)	9,419	7,184	7,430	7,430	6,497	6,549
WATER SUPPLY SYSTEM (0042)	1,093,042	1,082,962	1,289,714	1,288,187	1,161,173	1,156,862
SEWAGE DISPOSAL SYSTEM (0043)	-	-	38,856	38,856	38,509	38,822
PROJECT MANAGEMENT (0049)	37,347	53,538	53,966	53,966	57,798	58,164
STORMWATER SEWER SYSTEM FUND (0069)	-	-	38,858	38,858	38,511	38,824
SOLID WASTE (0072)	279,671	334,762	392,962	392,962	368,461	371,435
Total	\$1,632,963	\$1,717,597	\$2,035,981	\$2,034,454	\$1,891,715	\$1,897,580

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CUSTOMER SERVICE	11.60	11.60	12.46	11.60	11.60
Total	11.60	11.60	12.46	11.60	11.60

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
CUSTOMER SERVICE**

REVENUES

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

EXPENSES

Personnel Services- This reflects the reduction of the allocation of the City Treasurer position.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Materials & Supplies-The decrease reflects the meter purchases being moved from Customer Service to Field Operations.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

FY 2014 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Maintain average rate of “Abandoned phone calls” at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain “service level” for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	2
B. Continue project plan created in FY 2012 for Upgrading the Meter Reading Network (DCUs to DCU 2s); must be completed before 1/2014	5
C. Develop strategic plan for phase-in/replacement of one way transmitters in the meter reading network	1, 2, 3 & 5
D. Identifying potential cross-connections for existing businesses that are not currently in the database or being inspected.	2 & 3
E. Update the Cogsdale Billing Template to Template 24 and make presentation changes	2 & 5
F. Modify template to eliminate 2 page water bills	2 & 4
G. Improve consumption analysis to identify unusual usage patterns and potential leaks for customers more timely	2 & 4

Service Unit Measures	Status
A - Review phone system reports both real-time and monthly	Ongoing
B - Network upgrades completed by January 2014 (per Verizon all digital network upgrade schedule)	Completed
C - Develop strategic plan and project timeline by 6/30/14.	TBD by Craig Hupy
D - Addition of missing backflow device information to the database and inspect as documented by the Annual Report to the MDEQ due in March	Ongoing
E - Work with IT and Vendor to re-write template and implement in production by 6/30/14	On track for completion
F - Work with IT to re-write template and implement in production by 7/23/13	On track for completion
G - Work with IT and Vendors for potential solutions and implement new software or customer service processes by 6/30/14	Carry forward

FY 2015 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	Council Priorities
A. Maintain average rate of abandoned phone calls at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain service level for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	2
B. Explore opportunities to unify the front counter at Larcom, and integrate Customer Service and Planning & Development customer interactions.	1,2
C. Develop strategic plan for phase-in/replacement of one way transmitters in the meter reading network	1,2,4
D. Identifying potential cross-connections for existing businesses that are not currently in the backflow prevention database or being inspected.	2,3,4
E. Evaluate and improve processes for issuance of demolition permits.	2,3
F. Evaluate the process of plumbing permit issuance with regard to water shut off. Improve process and procedure as necessary.	2,3
G. Improve consumption analysis to identify unusual usage patterns and potential leaks for customers more timely	2
H. Investigate feasibility of upgrading to improved Residential Parking Permit software.	1,2,4

Service Unit Measures/Scoreboards	Status
A. Review phone system reports both real-time and monthly	Complete
B. TBD	In Process
C. Develop strategic plan and project timeline by 6/30/14.	In Process
D. Addition of missing backflow device information to the database and inspect as documented by the Annual Report to the MDEQ due in March	Complete
E. TBD	In Process
F. TBD	In Process
G. Work with IT to determine potential in-house and external solutions and implement solutions, if feasible.	In Process
H. TBD	Complete

**FY 2016
GOALS AND PERFORMANCE MEASURES**

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

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Maintain average rate of abandoned phone calls at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain service level for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	2,4	4,7,9
B. Explore opportunities to make front counter operations consistent across Customer Service and Planning & Development.	1,2,3,4	9
C. Streamline ROW & Barricade permit process.	2,4	9
D. Identifying potential cross-connections for existing businesses that are not currently in the backflow prevention database or being inspected.	2	6,7,13,14
E. Eliminate backlog of backflow inspections.	2	6,7,13,14
F. Evaluate and improve processes for issuance of demolition permits.	2,4,6	9
G. Evaluate the process of plumbing permit issuance with regard to water shut off. Improve process and procedure as necessary.	2,4,6	9
H. Research feasibility of providing information-only copies of utility bills to property owners with bill-to tenants.	2,3,4	9
I. Research utility billing software options.	2,3,4	9
J. Comprehensive technology review and update for customer service unit.	1,2,3,4	9

Service Unit Measures	Status
A. Review phone system reports both real-time and monthly.	
B. TBD	
C. Reduced reliance on engineering staff and better defined processes.	
D. Addition of missing backflow device information to the database and inspect as documented by the Annual Report to the MDEQ due in March.	
E. Backlog of inspections eliminated by 3/1/16.	
F. Able to issue demolition permits with streamlined processes.	

G. Able to issue plumbing permits with streamlined processes.	
H. TBD	
I. TBD	
J. Hardware, software, and network evaluated and upgraded where appropriate. Slip receipt printers phased out in favor of network printers.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

FINANCIAL & ADMINISTRATIVE SERVICES AREA
CUSTOMER SERVICE

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
TREASURY SERVICES MGR	403470	0.50	0.50
ADMIN ASSISTANT LVL 1	110014	2.50	2.50
ADMIN ASSISTANT LVL 2	110024	3.00	3.00
ADMIN ASSISTANT LVL 3	110034	0.75	0.75
ADMIN ASSISTANT LVL 4	110044	1.10	1.10
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CALL CENTER SUPERVISOR	194510	1.00	1.00
DEVELOPMENT SRVS INSP V	110555	0.75	0.75
FINANCIAL OP & CONTROL AN	401250	1.00	1.00
Total		11.60	11.60

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	263,641	194,937	460,297	296,364	336,649	166,183
FINES & FORFEITS	54	66	-	100	-	-
INTERGOVERNMENTAL REVENUES	11,207,384	10,993,448	11,106,589	11,250,582	11,659,045	11,751,263
INTRAGOVERNMENTAL SALES	2,981,055	3,489,559	14,785,418	14,747,634	14,935,918	15,200,171
INVESTMENT INCOME	384,613	409,018	294,893	355,685	385,828	385,828
MISCELLANEOUS REVENUE	28,329	17,145	15,000	15,000	15,000	15,000
TAXES	357,626	58	-	-	-	-
Total	\$15,222,702	\$15,104,231	\$26,662,197	\$26,665,365	\$27,332,440	\$27,518,445

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	15,201,118	15,083,650	26,649,197	26,652,365	27,320,440	27,506,445
GENERAL DEBT SERVICE (0035)	5,949	7,739	2,000	2,000	2,000	2,000
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	15,635	12,842	11,000	11,000	10,000	10,000
Total	\$15,222,702	\$15,104,231	\$26,662,197	\$26,665,365	\$27,332,440	\$27,518,445

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	308,864	353,794	322,599	307,507	344,122	344,122
PAYROLL FRINGES	190,564	206,444	207,707	203,487	196,883	200,800
OTHER SERVICES	91,791	132,326	100,423	100,423	100,423	100,423
MATERIALS & SUPPLIES	1,162	6,971	550	2,278	1,050	1,050
OTHER CHARGES	284,740	281,530	273,822	273,822	377,258	378,081
PASS THROUGHS	-	28,839	-	-	-	-
EMPLOYEE ALLOWANCES	3,479	1,320	2,316	1,320	1,320	1,320
Total	\$880,600	\$1,011,224	\$907,417	\$888,837	\$1,021,056	\$1,025,796

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	880,600	982,385	907,417	888,837	1,021,056	1,025,796
FIRST & WASH CAPITAL IMP BONDS (0080)	-	28,839	-	-	-	-
Total	\$880,600	\$1,011,224	\$907,417	\$888,837	\$1,021,056	\$1,025,796

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FINANCIAL & BUDGET PLANNING	3.50	3.50	3.25	3.50	3.50
Total	3.50	3.50	3.25	3.50	3.50

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

REVENUES

Charges for Services – A reduction in bonds issued caused a reduction in bond user fees.

Intergovernmental Revenues – This reflects the increase in the Constitutional portion of State Shared Revenue.

Intragovernmental Sales- The increase is due to the change in how the City budgets for personnel in internal service funds and the Ann Arbor Housing Commission (AAHC). Personnel are budgeted in the General Fund and reimbursed from other funds and the AAHC. As personnel costs increase, the related revenue increases.

EXPENSES

Personnel Services- This reflects an increase in FTE of 0.25.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – The increase is due to increased retiree health care costs and increased information technology 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 \$303,423 in FY 2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Admin. Services	Area Administrator:	Tom Crawford
Service Unit:	Finance & Budget	Manager:	Tom Crawford

Service Unit Goals	City Goals:
A. Perform five internal control reviews by June 2014.	1
B. Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close.	1
C. Prepare 2 nd year of two-year budget (FY2015) which meets the GFOA standards of excellence by June 30, 2014.	1
D. Support organizational plan to deal with the implementation of GASB 68 effective FY2015.	1
E. Support Council discussions about employee benefits	1,2,5

Service Unit Measures	Status
A - Number of internal control reviews completed.	goal met 7 completed
B - 80% of managers report full year forecasted variances at monthly meetings.	goal met
C1 - 80% of timelines completed within 1 week of due date.	goal met 92%
C2 - Receive the GFOA award.	received FY2014 award
D - Bond ratings remain unchanged	completed
E - Deliver any council resolutions/ordinance changes for full Council consideration by December 2013.	completed

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Finance & Budget	Manager:	Tom Crawford

Service Unit Goals	Council Priorities
A. Perform five internal control reviews by June 2014	
B. Forecast fiscal year results within 1% of year-end actual for the General Fund based on April's monthly close	
C. Prepare new two-year budget (FY2016 & 2017) which meets the GFOA standards of excellence by June 30, 2015	
D. Support Council's evaluation of ways to reduce the city's unfunded pension liability	1
E. Support city-wide strategic plan initiative	1
F. Plan and implement, where appropriate, a succession plan to insure continuity of staff expertise	

Service Unit Measures	Status
A. Number of internal control reviews completed	In progress
B. 80% of managers report full year forecasted variance at monthly meetings	In progress
C. Receive GFOA award	Achieved
D. Provide support as needed	Achieved
E. Provide support as needed	Achieved
F. Implement as appropriate	Partial success. Still have gaps to fill.

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Admin. Services	Area Administrator:	Tom Crawford
Service Unit:	Finance & Budget	Manager:	Tom Crawford

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Perform five internal control reviews by June 2016	3.1	
B. Forecast fiscal year results within 1% of year-end actual for the General Fund based on April's forecast	3.1	
C. Prepare 2 nd year of two-year budget (FY2017) which meets the GFOA standards of excellence by June 30	3.1 3.3	
D. Supports efforts to ensure the pension system is financially sustainable in the long-term and affordable	3.2	
E. Plan & implement, where appropriate, a succession plan to insure continuity of staff expertise	1.1	
F. Review and document internal cost allocation procedures for overhead calculations	3.1.	
G. Support development of a fiber optic network	6.1	9

Service Unit Measures	Status
A. Number of internal control reviews completed	
B. 80% of managers report full year forecasted variance at meetings	
C. Receive GFOA award	
D. Provide support as needed	
E. Implement as appropriate	
F. Complete in Q1 of FY2016	
G. Develop proposal for consideration and seek opportunities to implement	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
FINANCIAL & ADMIN AREA AD	403520	1.00	1.00
FINANCIAL MANAGER	401560	1.00	1.00
RISK SPEC/ASST TO CFO	401100	0.50	0.50
SENIOR FIN SPEC-FORCAST	403870	1.00	1.00
Total		3.50	3.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	6,407,344	6,284,180	6,248,474	6,272,895	6,796,274	6,706,841
INVESTMENT INCOME	64,912	67,767	52,000	52,000	50,000	50,000
MISCELLANEOUS REVENUE	37,598	40,544	-	-	-	-
OPERATING TRANSFERS IN	-	-	-	-	2,671,849	-
PRIOR YEAR SURPLUS	-	-	1,262,243	-	125,791	100,000
Total	\$6,509,854	\$6,392,491	\$7,562,717	\$6,324,895	\$9,643,914	\$6,856,841

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
INFORMATION TECHNOLOGY (0014)	6,509,854	6,392,491	7,562,717	6,324,895	7,143,914	6,856,841
GENERAL CAPITAL FUND (00CP)	-	-	-	-	2,500,000	-
Total	\$6,509,854	\$6,392,491	\$7,562,717	\$6,324,895	\$9,643,914	\$6,856,841

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	1,726,757	1,900,408	5,443,808	5,332,716	5,301,720	5,329,366
PAYROLL FRINGES	1,105,025	1,201,649	1,319,546	1,305,658	1,225,502	1,253,147
OTHER SERVICES	2,253,286	2,063,930	2,670,101	2,249,137	1,915,562	1,907,995
MATERIALS & SUPPLIES	429,488	180,673	331,202	161,355	52,342	52,339
OTHER CHARGES	1,218,794	1,406,217	1,417,052	1,011,052	4,181,093	1,579,594
PASS THROUGHGS	-	164,485	80,000	80,000	-	-
CAPITAL OUTLAY	520,939	-	755,358	267,378	-	-
EMPLOYEE ALLOWANCES	20,341	22,770	11,154	15,640	20,394	20,394
Total	\$7,274,630	\$6,940,132	\$12,028,221	\$10,422,936	\$12,696,613	\$10,142,835

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	-	-	3,426,598	3,327,007	3,273,808	3,301,454
INFORMATION TECHNOLOGY (0014)	7,274,630	6,940,132	8,601,623	7,095,929	6,922,805	6,841,381
GENERAL CAPITAL FUND (00CP)	-	-	-	-	2,500,000	-
Total	\$7,274,630	\$6,940,132	\$12,028,221	\$10,422,936	\$12,696,613	\$10,142,835

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
INFORMATION TECHNOLOGY	23.45	24.45	24.45	24.45	24.45
Total	23.45	24.45	24.45	24.45	24.45

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

REVENUES

Charges for Services- In FY2015, \$400K of fund balance was rebated or used to reduce charges to the departments. In FY2016, only \$100K of fund balance is being used as a rebate. In addition, two departments significantly increased their IT usage due to increased equipment and special projects.

Operating Transfers In- This reflects a one-time refund from the Risk Fund for excess benefit contributions over the past several years as well as the addition of a transfer from CTN fund balance. This CTN transfer is being utilized to fund the replacement of the City's institutional fiber network.

Prior Year Surplus- The decrease in prior year surplus is due to fewer planned projects for FY2016.

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Services – Contracted Services decreased due to project budget decreases as projects are completed as well as decreased software maintenance.

Materials & Supplies – The decreased budgets relates to a decrease in equipment purchases.

Other Charges – The increase is due to increased retiree health care costs and the addition of a \$2.5 million project to replace the City's fiber network. This is funded by an operating transfer from CTN fund balance, which is derived from cable franchise fees and has accumulated over the past several years.

Pass Throughs- This decrease is due to the transfer budgeted for FY2015 to the Local Streets fund to help maintain fiber related to the City's network infrastructure. This project will be charged directly to the IT fund in FY2016.

Capital Outlay – There are no planned capital outlay projects for FY 2016. All project funds are in the Other Charges category.

Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Prior FY Budget</u>	<u>FY 2016 Request</u>	<u>FY 2017 Request</u>
Replacements¹			
PC's, High-End PCs, Laptops, Toughbooks, Tablets	75,000	186,890	218,612
Server Replacements Plus Storage	100,000	100,000	100,000
Network Replacements & Facility Access System	280,000	75,000	75,000
Network Printers/Copiers	-	25,791	-
Enterprise Wide			
Disk Array/Disaster Recovery	50,000	-	-
Access Control	-	50,000	50,000
Service Area/Unit Specific			
Field Operations			
Automated Vehicle Locator for Solid Waste trucks	-	54,100	-
Police			
In-Car Video Equipment	-	116,987	43,084
Human Resources			
HR Upgrade	185,000	-	-
	<u>\$ 690,000</u>	<u>\$ 608,768</u>	<u>\$ 486,696</u>

¹ Annual appropriation towards yearly replacement of aging equipment.

FY 2014 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. Enterprise Disaster Recovery Program - Complete installation of core infrastructure of the City/County/AATA Enterprise Disaster Recovery program.	1,2,3
B. Enterprise Network Enhancements - Core network switches to be upgraded, redundant internet connections, fiber inventory, access control program.	2,3
C. Enterprise Desktop Improvements - Windows 7 desktop, Office 365 including cloud based Exchange and Lync.	2,3
D. Enterprise Security Program - Password policy, screen lock, security policy expansion, training and next steps.	1,2,3
E. Enterprise Web - Modernize the City's website information architecture and look-and-feel, and an upgrade to SharePoint 2013.	2,3,4
F. Enterprise Content Management - Continue to expand the City's Enterprise Content Management platform by upgrading OnBase, Strategic plans for SharePoint, Enterprise Calendaring and OnBase	2,3,4
G. Enterprise GIS - Progress toward a common City-County GIS infrastructure creating a strategic plan for Enterprise GIS.	2,3
H. Enterprise Asset Management - Progress towards a single enterprise asset management system.	2,3
I. Line of Business Applications Support - Provide support to service areas line of business specific applications. Improve business processes. Leverage enterprise applications and integrations across multiple service units where possible.	2,3,4
J. Enterprise Shared Storage and Server Virtualization Enhancements - Promote a sustained server and shared storage infrastructures by implementing planned upgrades, installing disaster recovery storage and planning for replacements.	2,3
K. Think Green - Implement actions to promote energy conservation and minimize environmental impacts including optimizing enterprise print services, and attending the Mayor's Annual Green Fair.	4

Service Unit Measures	Status
A1 – Complete the procurement, configuration and installation of shared firewall services at the City's secondary data center by June 30, 2014.	Delayed to FY2015
A2 – Install a VM-Ware farm for partial virtual server redundancy, at the City's secondary data center, by April 1, 2014.	Delayed to FY2015

A3 – Conduct disaster recovery table top exercise on an annual basis beginning June 30, 2014.	Complete
B1 – Establish a secondary internet connection for network service redundancy by December 31, 2013.	Complete
B2 – Establish core network services redundancy (DHCP and active directory federation services) by April 1, 2014.	Complete
B3 – Establish video surveillance system redundancy by installing failover servers at the City's secondary data center by December 31, 2013.	Complete
B4 – Replace 5 edge and 1 core network switches that are nearing end of lifecycle by June 30, 2014.	Complete
B5 - Implement the fiber optic network management software, including an asset inventory, by June 30, 2014.	25% Complete
C1 – Implement Microsoft Lync instant messaging software, provide training, and establish integration between the City and County by December 31, 2013.	Complete
C2 – Deploy Office 365 to all end users by June 30, 2014.	75% Complete
C3 – Replace 85% of desktops by June 30 th , 2014	80% Achieved to-date
C4 – Deploy Windows 7 to 85% of Desktops by June 30 th , 2014	80% to-date
D1 – Develop a cyber-security awareness program, including communication of MS-ISAC security bulletins, and establish staff training plan by June 30, 2014.	50% Complete Continuing FY2015 – 2016
D2 – Develop an interagency agreement between the City and Washtenaw County for administering and maintaining the County security surveillance system by October 1, 2013.	Complete
D3 – Establish an annual security audit program using a third-party provider (e.g., MS-ISAC) to assess and identify security risks by December 31, 2013.	Moved to FY2015
D4 – Replace current virus scan software with MS System Center Endpoint Protection by December 31, 2013.	Moved to FY2015
D5 – Improve the efficiency and effectiveness of enterprise access control program by re-implementing Facility Commander software by December 31, 2013.	Complete
E1 – Launch a redesigned City website with enhanced information architecture and search by June 30, 2014.	Delayed to July 30
E2 – Launch a redesigned City intranet by June 30, 2014.	Delayed to FY2015
F1 – Deploy an enhanced security control mechanism for internet and intranet by June 30, 2014	Internet Delayed to July 30, Intranet

	Moved to FY2015
F2 – Consolidate calendar information for better overall information visibility and governance by fully implementing an enterprise calendaring system by June 30, 2014	Delayed to July 30
G1 – Implement ESRI GIS Ver. 10.x server and client side products by June 30, 2014	Complete
G2 – Deliver a strategic plan for GIS by June 30, 2014	In progress, deliver in FY2015
H1 - Upgrade CityWorks to version 2013 by June 2014	Complete
H2 – Move 80% of CityWorks clients to CityWorks Server by December 31, 2013	Complete
I1 – Deploy a digital plan review and intake solution for Planning and Development by January 1, 2014.	Complete
I2 - Upgrade Logos Financial Service to 8.0 Software release by June 30, 2014.	Complete
I3 - Implement Logos Dashboards by June 30, 2014	Cost/Benefit analysis led to project being cancelled
I4 - Establish detailed documentation for all supported applications by June 30, 2014	80% Complete
I5 - Implement new parking application by June 30, 2014	Complete
I6 - Install state required Field Manager upgrade by June 30, 2014	80% Complete
J1 – Upgrade VM-Ware server farm hardware by June 30, 2014.	
J2 – Complete Shared Storage SAN replacement assessment for AATA/City/County data storage by June 30, 2014.	Complete
J3 – Upgrade SQL Server database servers to new server hardware by June 30, 2014.	Complete
K1 – Conduct enterprise printer assessment and develop a plan for optimizing and reducing the City’s use of paper and printers by June 30, 2014.	Complete
K2 – Attend the Mayor’s Green Fair and present community with Green IT story	Not able to attend this year

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Information Technology	Manager:	Tom Sewchuk

Service Unit Goals	Council Priorities
A. Enterprise Disaster Recovery Program - Develop and test a disaster recovery plan for the City's LOGOS system	
B. Enterprise Network Enhancements - Upgrade network switches as required, complete fiber inventory, and complete re-work of the access control system	5
C. Enterprise Desktop Improvements - Roll-out Office 365 including cloud based Exchange, Lync, SCCM, and SCSM to improve management of desktop systems, Implement IE Upgrade	
D. Enterprise Security Program - Evaluate screen locking, expansion of the security policy, and organization-wide awareness training	
E. Enterprise Web - Roll-out revised architecture and new website look and feel to the rest of the organization.	2
F. Enterprise Content Management - Continue to expand the City's Enterprise Content Management platform by acquiring/developing staff for OnBase and developing a strategic plan for OnBase & Sharepoint	2,5
G. Enterprise GIS - Create a strategic plan for GIS	
H. Enterprise Asset Management - Seek and exploit opportunities to move towards single enterprise asset management system	
I. Line of Business Applications Support - Provide support to service area line of business specific applications. Evaluate mobile customer service solution and expand where appropriate. Implement business process changes supporting a Cityworks/LOGOS integration. Support HRIS/Payroll Implementation. Review IT internal service level agreements, and initiate strategy to implement a single internal application support location.	
J. Enterprise Shared Storage and Server Virtualization Enhancements - Promote a sustained server and shared storage infrastructure by implementing planned upgrades, installing disaster recovery storage and planning for replacements.	
K. Think Green - Implement actions to promote energy conservation and minimize environmental impacts including optimizing enterprise print services.	

Service Unit Measures	Status
A. Complete plan and test by June 30, 2015	Complete

B. Complete replacements, inventory, and control system by June 30, 2015	Complete
C. Complete roll-outs by June 30, 2015	In-Progress
D. Complete evaluation of implementation of screen locking and expansion of security policy by Dec. 31, 2015. Complete organization wide security awareness training by June 30, 2015	First half complete, second half in progress
E. Complete roll-out by June 30, 2015	Complete
F. Complete and implement by March 2015	Complete
G. Complete by June 30, 2015	Complete
H. Ongoing	I
I. Complete by June 30, 2015	On-Going
J. Complete all initiatives by June 30, 2015	In-Progress
K. Ongoing	On-going

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Information Technology	Manager:	Tom Shewchuk

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Implement the new Storage Area Network – In collaboration with Washtenaw County replace our current SAN. Current SAN is at maximum capacity.	4.1.2	
B. Design and Implement new Service Management/Help Desk software - IT's existing service management system is outdated. In lieu of upgrading and maintaining this system it will be replaced with Microsoft's Service Management software, which IT already owns.	4.2.5	
C. Exchange 2010 – Upgrade all City users to a more current version.	4.1.2	
D. VMWare Host servers – Our current hosts are at their end-of life and need replacing.	4.1.2	2
E. Enterprise GIS Strategic Plan and Governance – Plan has been developed and needs to be rolled out. Establish a GIS governance committee.	4.2.4	
F. Line of Business Applications Support – Provide support to service area line of business specific applications.		4
G. ITSD Strategic Plan – Revisit and update the current strategic plan that was developed in 2006.	4.2.1	
H. IT Security Training – Develop an annual on- going IT Security training for all city users.	4.4.2	
I. Collaboration – Continue to look for new collaboration opportunities with existing and new partners to reduce costs and increase efficiency and productivity.	4.4.2	
J. I-Net Replacement – The current institutional network (fiber network) that connects many City of Ann Arbor locations and was implemented by Comcast and part of our franchise agreement expires in August 2017. IT will work with Public Services to replace this fiber.	4.1.2	11
K. Green Computing – Promote and practice Green IT practices by purchasing eco-friendly hardware,	4.4.2	11

minimize electricity consumption through the energy conserving hardware and software configuration and features, and disposal of hardware in an eco-friendly manner.		
L. Fiber Inventory – Assess and document a complete inventory of all City fiber optic assets.	4.1.2	
M. Intranet redesign – Roll-out revised architecture and new intranet look and feel.	4.1.2	4
N. Enterprise Content Management – Continue to expand the City’s Enterprise Content Management platform by acquiring/developing staff for OnBase and developing a strategic plan for OnBase & SharePoint	4.1.2	11,13,15
O. Forms – Develop a standard for on-line forms.	4.1.2	11,13,15
P. On-Line Payments – Develop a standard.	4.1.2	

Service Unit Measures	Status
A. Implementation planning has begun and goal is to complete by September 2015.	
B. Complete phase 1 implementation by 12/31/15.	
C. Complete upgrade by 12/31/15.	
D. Complete installation by September 2015.	
E. Complete rollout by August 2015.	
F. On going.	
G. Complete by August 2015.	
H. Complete by November 2015.	
I. On going.	
J. Complete by August 2017.	
K. On going.	
L. Complete by September 2015.	
M. Complete by August 2015.	
N. On going.	
O. Complete by June 2015.	
P. Complete by June 2015.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
APPLICATIONS SPECIALIST	401690	1.00	1.00
APPLICATIONS DELIVERY MGR	403540	1.00	1.00
APPS SUPPORT ANALYST	401610	2.00	2.00
DATABASE ADMINISTRATOR	403510	1.00	1.00
GIS MANAGER	401240	1.00	1.00
INFRASTRUCTURE SUPPORT AD	401600	1.00	1.00
ITSD DIRECTOR	403700	1.00	1.00
SENIOR APPLICATION SPEC	401050	9.45	9.45
SENIOR INFRASTRUCTURE SPE	401130	4.00	4.00
SERVICE DELIVERY MANAGER	403550	2.00	2.00
TECHNOLOGY & CHANGE MGR	403590	1.00	1.00
Total		24.45	24.45

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
INTRAGOVERNMENTAL SALES	649	1,155	-	-	-	-
MISCELLANEOUS REVENUE	1,942	1,800	-	-	-	-
Total	\$2,591	\$2,955	-	-	-	-

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	2,591	2,955	-	-	-	-
Total	\$2,591	\$2,955	-	-	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	50,145	5,883	112,873	112,873	140,008	140,008
PAYROLL FRINGES	24,952	17,366	62,475	62,475	76,455	79,015
OTHER SERVICES	1,664	1,821	16,757	8,083	35,920	35,920
MATERIALS & SUPPLIES	7,696	11,429	9,608	9,608	9,608	9,608
OTHER CHARGES	9,122	8,217	8,480	8,480	7,115	7,159
Total	\$93,579	\$44,716	\$210,193	\$201,519	\$269,106	\$271,710

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	93,579	44,716	210,193	201,519	269,106	271,710
Total	\$93,579	\$44,716	\$210,193	\$201,519	\$269,106	\$271,710

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PROCUREMENT	1.00	1.00	1.50	2.00	2.00
Total	1.00	1.00	1.50	2.00	2.00

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

EXPENSES

Personnel Services- The increase reflects the hiring of an additional procurement 0.5 FTE that assumes more responsibility for procurement accomplishments across the organization.

Payroll Fringes- The increase reflects the hiring of an additional procurement 0.5 FTE.

Other Services- The increase reflects the addition of the cell tower consultant contract.

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 \$15,977 in FY 2016.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial and Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Procurement Unit	Manager:	Mark Berryman

Service Unit Goals	City Goals:
A. Implement standard bid templates for Invitation To Bid (ITB) and Request for Proposal (RFP) as a procurement tools for city staff.	1, 2
B. Analyze and revise procurement policies and roll-out to city staff.	1, 2
C. Analyze citywide spending for combined spending opportunities to reduce costs.	1

Service Unit Measures	Status
A1 –Complete by 12/31/13.	In process
B1 –Have draft revised polices by 9/30/13.	Completed
B2 –Complete roll-out to staff by 12/31/13.	Completed
C1 –Complete by 4/30/14.	Deferred to FY2015

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Procurement	Manager:	Mark Berryman

Service Unit Goals	Council Priorities
A. Review and update standard template for ITBs, RFPs, & contracts	
B. Update internal procurement website to streamline purchasing processes	
C. Initiate review of existing policies compared with best practices	

Service Unit Measures	Status
A. Completed review of templates by September 30 th .	On Going
B. Launch new internal site by November 30 th	On Going
C. Join and research best practices by June 30th	On Going

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Administrative Services	Area Administrator:	Tom Crawford
Service Unit:	Procurement	Manager:	Mark Berryman

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Revise Purchasing & Cell Phone Policies and roll out to city Staff	2.4	
B. Upgrade the Purchasing Intranet site	2.4	
C. Continue to analyze citywide spending to optimize cost savings	2.2	
D. Expand level of customer service by reaching out and participating in more meetings and project related activities.	2.3	

Service Unit Measures	Status
A1. To be completed by July 30, 2015 or sooner. (AP 204, 205, 206, 401)	
B1 To be substantially completed by July 30, 2015 or sooner.	
C1. Ongoing	
D1 Ongoing	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
PROCUREMENT SPECIALIST	404171	1.00	1.00
PURCHASING MANAGER	404210	1.00	1.00
Total		2.00	2.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	27,635,856	26,251,233	27,510,325	27,510,245	26,992,523	27,798,736
CONTRIBUTIONS	453,703	383,600	-	-	-	-
INVESTMENT INCOME	113,374	206,716	82,417	120,000	109,273	119,437
MISCELLANEOUS REVENUE	791,088	375,942	189,000	135,000	135,000	135,000
PRIOR YEAR SURPLUS	-	-	974,127	-	6,072,136	600,000
Total	\$28,994,021	\$27,217,491	\$28,755,869	\$27,765,245	\$33,308,932	\$28,653,173

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
RISK FUND (0057)	28,994,021	27,217,491	28,755,869	27,765,245	33,308,932	28,653,173
Total	\$28,994,021	\$27,217,491	\$28,755,869	\$27,765,245	\$33,308,932	\$28,653,173

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	57,797	61,043	156,816	156,816	126,062	126,638
PAYROLL FRINGES	37,480	37,850	43,426	43,426	33,772	34,453
OTHER SERVICES	439,180	405,766	697,127	699,584	702,390	704,997
MATERIALS & SUPPLIES	99	-	-	-	-	-
OTHER CHARGES	2,392,013	1,595,059	1,992,755	1,605,608	1,621,030	1,620,038
Total	\$2,926,569	\$2,099,718	\$2,890,124	\$2,505,434	\$2,483,254	\$2,486,126

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	-	-	101,078	101,078	80,728	81,409
RISK FUND (0057)	2,926,569	2,099,718	2,789,046	2,404,356	2,402,526	2,404,717
Total	\$2,926,569	\$2,099,718	\$2,890,124	\$2,505,434	\$2,483,254	\$2,486,126

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
RISK MANAGEMENT	0.80	0.80	0.80	0.65	0.65
Total	0.80	0.80	0.80	0.65	0.65

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

REVENUES

Charges for Services – The revenue decrease is generated from lower charge to departments for active health care.

Miscellaneous Revenue- The decrease is due to the elimination of reimbursement for prescriptions from the federal government.

Prior Year Surplus-The increase is due to excess fund balance that is budgeted to be refunded to the contributing operating funds.

EXPENSES

Other Charges- The decrease is due to a reduction in the amount needed for the self-insurance loss fund.



FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	93,492	96,062	97,731	97,731	100,707	102,963
FINES & FORFEITS	234,815	238,873	249,731	249,731	257,223	264,940
MISCELLANEOUS REVENUE	2,808	2,747	7,000	7,000	7,000	7,000
TAXES	39,677,279	41,112,183	42,199,733	42,084,531	43,217,397	44,176,397
Total	\$40,008,394	\$41,449,865	\$42,554,195	\$42,438,993	\$43,582,327	\$44,551,300

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	40,008,394	41,449,865	42,554,195	42,438,993	43,582,327	44,551,300
Total	\$40,008,394	\$41,449,865	\$42,554,195	\$42,438,993	\$43,582,327	\$44,551,300

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	308,330	323,299	364,626	256,074	346,138	353,882
PAYROLL FRINGES	206,086	214,471	189,693	195,344	211,490	215,673
OTHER SERVICES	18,053	19,229	23,450	27,450	29,050	30,050
MATERIALS & SUPPLIES	28,234	31,606	28,200	28,250	28,900	29,450
OTHER CHARGES	51,698	46,614	48,409	48,509	40,754	40,933
Total	\$612,401	\$635,219	\$654,378	\$555,627	\$656,332	\$669,988

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	612,401	635,219	654,378	555,627	656,332	669,988
Total	\$612,401	\$635,219	\$654,378	\$555,627	\$656,332	\$669,988

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
TREASURY SERVICES	4.70	4.70	3.84	4.35	4.35
Total	4.70	4.70	3.84	4.35	4.35

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Taxes – General Fund property taxes are projected to increase by 2.72% in FY 2016.

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 \$104,385 in FY 2016.

FY 2014 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. Collect & disburse taxes with 100% accuracy and according to state law.	1,2,3
B. Continue internal control audit function and report findings to managers and administrators.	1,3
C. Perform post-issuance compliance audit for all outstanding bond issues.	1
D. Support efforts of the Energy Office in administering a Property Assessed Clean Energy program.	2,4
E. Maintain parking appeal workload such that appeals are handled within one week of receipt.	2
F. Monitor risk metrics and report quarterly.	1,3
G. Manage policy renewal/marketing processes to achieve highest level of coverage and minimum cost.	1,3
H. Complete RFP and transition requirements for third party parking management system implementation.	1,2,3
I. Support the efforts of the City Council with regard to Brownfield Redevelopment analysis and reporting.	1,3,4

Service Unit Measures	Status
A – Adherence to tax procedure calendar/checklist	Complete
B – Perform and report one audit per month at minimum	In process
C – Perform and report annual audit by 9/13/13	Complete
D – Establishment and operation of clean energy assessment program	Complete
E – Monitor compliance on a weekly basis	Complete
F - Generation of quarterly report	Complete
G - TBD	Complete
H – Contract in place by July 2013, transition complete by November 15, 2013	Complete
I - TBD	Complete

FY 2015 GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	Council Priorities
A. Collect & disburse taxes with 100% accuracy and according to state law.	1,2,3,4,5
B. Invest public funds in a manner which will provide the highest investment return with maximum security while meeting the daily cash flow demands of the City and conforming to State Law.	1,2,3,4,5
C. Continue internal control audit function and report findings to managers and administrators.	1,5
D. Perform post-issuance compliance audit for all outstanding bond issues.	1,5
E. Assess, bill, collect, and reconcile outstanding balances and payments associated with Improvement Charges, Special Assessments, and PACE loans.	1,2,5
F. Maintain parking appeal workload such that appeals are handled within one week of receipt.	2
G. Monitor risk metrics and report quarterly.	1,3
H. Manage policy renewal/marketing processes to achieve highest level of coverage and minimum cost.	1,3
I. Support the efforts of the City Council with regard to Brownfield Redevelopment analysis and reporting.	1,2,3
J. Establish and implement a plan to address outstanding default citations.	1
K. Create receipting interface between Cogsdale and Logos for Airport.	1
L. Migrate ETF debit accounts to Payconnexions for Airport.	1
M. Research feasibility of migrating low volume payment types to an on-line payment process.	1,2
N. Establish City-wide cash handling training program	1

Service Unit Measures	Status
A – Adherence to tax procedure calendar/checklist	Complete
B – Perform and report one audit per month at minimum	Complete
C – Monitor conformance with policy and law, and report performance to Council quarterly.	Complete
D – Perform and report annual audit	Complete
E – Billing, collection, and reconciliation of transactions related to installment payment programs	Complete
F – Monitor compliance on a weekly basis	Complete

G - Generation of quarterly report	Complete
H - TBD	Complete
I - TBD	Complete
J - TBD	In Process
K - TBD	In Process
L - TBD	In Process
M - TBD	Complete
N - TBD	Complete

**FY 2016
GOALS AND PERFORMANCE MEASURES**

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

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Collect & disburse taxes with 100% accuracy and according to state law.	3,4	9
B. Invest public funds in a manner which will provide the highest investment return with maximum security while meeting the daily cash flow demands of the City and conforming to State Law.	3	9
C. Continue internal control audit function and report findings to managers and administrators.	3,4	9
D. Assess, bill, collect, and reconcile outstanding balances and payments associated with Improvement Charges, Special Assessments, and PACE loans.	3	9
E. Maintain parking appeal workload such that appeals are handled within one week of receipt.	2,4	4
F. Monitor risk metrics and report quarterly.	2,3,4	9
G. Manage policy renewal/marketing processes to achieve highest level of coverage and minimum cost.	3	9
H. Support the efforts of the City Council with regard to Brownfield Redevelopment analysis and reporting.	3,6	3,5,9,12
I. Establish and implement a plan to address outstanding default citations.	2,4	9
J. Migrate Airport EFT customers and associated debit accounts to current online utility billing system.	2,3,4	9
K. Establish City-wide cash handling procedures.	3	9

Service Unit Measures	Status
A – Adhere to tax procedure calendar/checklist	
B - Monitor conformance with policy and law, and report performance to Council quarterly.	
C – Perform and report one audit per month at minimum	
D – Billing, collection, and reconciliation of transactions related to installment payment programs	
E – Monitor compliance on a weekly basis	
F - Generation of quarterly report	
G – Potential gaps in coverage evaluated and addressed. Total premiums stable.	

H – TBD (dependent upon real estate development climate)	
I - TBD	
J - Airport and Utility databases merged. Airport payables live in on-line payment system.	
K – Procedures established and adopted at all cash handling locations.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

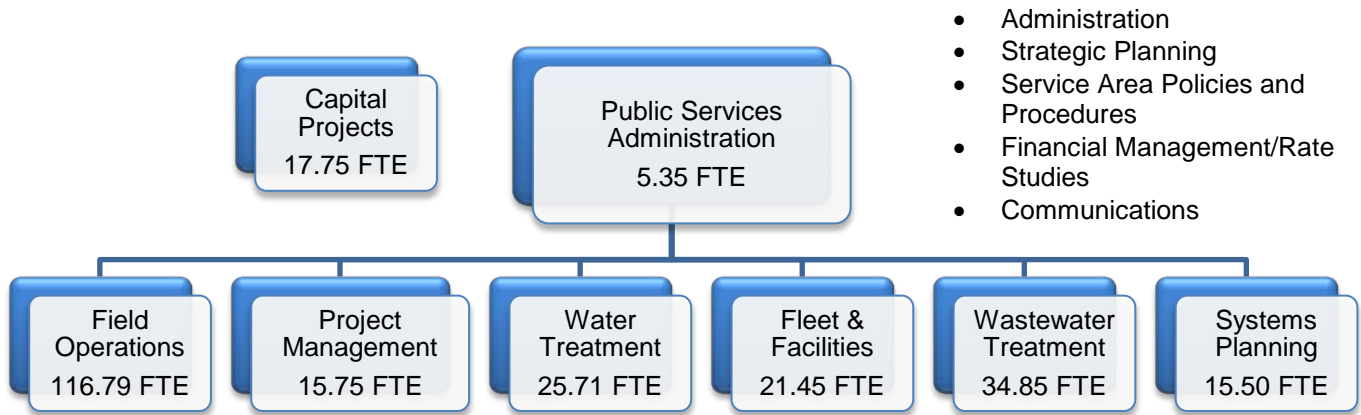
Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
TREASURY SERVICES MGR	403470	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST TREASURY SRVS MGR	401090	0.95	0.95
PARKING REFEREE	401200	2.00	2.00
Total		4.35	4.35



PUBLIC SERVICES AREA

Public Services Area Organization Chart



- Administration
- Strategic Planning
- Service Area Policies and Procedures
- Financial Management/Rate Studies
- Communications

- Wastewater and Stormwater Collection System, Operations and Maintenance
- Water Distribution and Water Meter Repair & Maintenance
- Traffic Signs & Signals
- Street Lighting
- Street Maintenance
- Park Maintenance
- Pedestrian Crosswalk and Path Maintenance
- Street Tree Maintenance
- Solid Waste, Recycling & Yard Waste Collection

- Street, Bridge and Utility Improvement Projects
- Sidewalk Repair Program
- Private Development and Plan Review
- Construction Inspection
- Traffic Engineering
- Infrastructure Records and Drawings
- Street Lane Closure and Parking Lane Permits
- Right-of-Way Inspection
- Traffic Calming
- Pavement Markings
- Traffic Studies & Analysis

- Water Treatment
- Plant Engineering
- Water Distribution Monitoring
- Dam & Hydropower Operations & Management
- Environmental Laboratory Services (Water, Wastewater & Storm Sewer)
- Water Quality and Pressure Inquiries
- After hours Call Center
- Storage Tank and Pump Station Operation and Maintenance

- Vehicle Purchases & Repairs
- Fuel Management
- Building Maintenance & Repair
- Airport Operations & Maintenance
- Construction Project Management

- Wastewater Treatment
- Plant Engineering
- Lift Station Operations & Maintenance
- Industrial Pre-treatment Program
- Laboratory Services

- GIS Management
- CIP/ Asset Management
- Development Review
- Urban Forestry & Natural Resources Planning
- Systems (Natural and Constructed) Standards, Studies, Programs, Planning, & Policies
- Utilities Systems Modeling
- Solid Waste, Recycling & Compost Programs
- Alternative Transportation Programs
- Energy Programs & Planning
- Environmental & Sustainability Planning
- Community Engagement

The Public Services Area is comprised of seven Service Area Units: Administration, 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: City Fleet Vehicles, Solid Waste and Recycling, Material Recovery Facility, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, Traffic Calming and Airport. *Note: Capital Projects is not a Service Unit. It represents the partial FTE allocations to support the design and management of capital projects.

PUBLIC SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ADMINISTRATION	30,822,421	28,434,067	26,439,177	26,183,332	37,910,927	31,367,287
CAPITAL PROJECTS	791,478	310,703	9,517,158	14,593,089	29,224,280	25,999,569
FIELD OPERATIONS	17,194,421	17,476,904	19,414,576	16,834,718	16,826,350	16,455,540
FLEET & FACILITY	8,223,275	9,623,896	9,021,641	9,039,522	10,533,800	8,990,139
PROJECT MANAGEMENT	3,633,795	2,468,081	2,770,128	2,613,043	7,956,313	2,712,734
SYSTEMS PLANNING	1,400,386	652,628	980,063	593,876	973,639	594,610
WASTEWATER TREATMENT	(181,428)	-	-	-	-	-
WATER TREATMENT	419,266	579,487	336,000	310,000	382,847	421,273
Total	\$62,303,614	\$59,545,766	\$68,478,743	\$70,167,580	\$103,808,156	\$86,541,152

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ENERGY PROJECTS (0002)	687,401	80,731	440,143	91,256	260,796	259,472
GENERAL (0010)	628,400	757,524	926,513	469,665	1,178,747	502,173
CENTRAL STORES (0011)	1,297,181	1,474,590	1,412,190	1,412,190	1,390,727	1,398,849
FLEET SERVICES (0012)	7,358,439	7,409,239	7,838,301	7,911,432	9,589,075	8,057,589
MAJOR STREET (0021)	7,698,587	7,782,176	9,420,858	7,487,439	7,779,981	7,140,158
LOCAL STREET (0022)	1,819,415	1,936,741	2,373,994	2,095,521	2,061,952	1,904,505
METRO EXPANSION (0036)	369,562	353,401	349,294	349,294	359,211	354,534
WATER SUPPLY SYSTEM (0042)	6,207,296	2,234,032	2,599,571	1,935,377	3,679,315	2,152,498
SEWAGE DISPOSAL SYSTEM (0043)	788,534	1,082,324	137,878	397,070	1,207,237	515,991
AIRPORT (0048)	865,368	897,435	869,404	888,190	951,609	940,074
PROJECT MANAGEMENT (0049)	3,387,983	2,451,885	4,557,772	4,731,772	9,336,107	4,957,161
CEMETERY PERPETUAL CARE (0054)	2,787	3,102	724	724	800	800
ELIZABETH R. DEAN TRUST FUND (0055)	(4,962)	26,250	62,916	28,416	55,136	59,517
ART IN PUBLIC PLACES (0056)	319,638	15,824	13,333	-	-	-
WHEELER CENTER (0058)	523,081	426,827	436,695	441,295	455,927	465,372
ALTERNATIVE TRANSPORTATION (0061)	176,221	185,567	399,673	364,673	314,539	190,363
STREET MILLAGE FUND (0062)	10,089,143	10,372,270	10,937,699	10,513,646	14,012,804	11,882,180
STORMWATER SEWER SYSTEM FUND (0069)	255,365	1,752,578	1,178,415	171,825	871,263	215,791
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,807,217	3,069,135	3,210,879	3,282,033	3,489,870	3,283,206
SOLID WASTE (0072)	14,474,461	15,352,639	14,764,722	14,971,962	19,749,060	18,459,086
SEWER BOND SERIES XIX 2004 (0076)	330,198	-	-	-	-	-
STORM SEWER REVENUE BONDS (0082)	-	-	3,060,200	3,095,700	5,169,000	5,609,000
SEWER BOND PENDING SERIES (0088)	-	-	2,451,252	4,925,000	7,895,000	9,033,000
WATER PENDING BOND SERIES (0089)	-	-	533,317	4,100,000	12,737,000	7,887,500
SIDEWALK IMPROVEMENT FUND (0091)	983	879	-	100	-	-
GENERAL CAPITAL FUND (00CP)	188,139	1,325,000	503,000	503,000	1,263,000	1,272,333
MAJOR GRANTS PROGRAMS (00MG)	1,033,177	555,617	-	-	-	-
Total	\$62,303,614	\$59,545,766	\$68,478,743	\$70,167,580	\$103,808,156	\$86,541,152

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ADMINISTRATION	15,181,289	12,403,226	16,196,818	15,278,814	15,549,472	15,636,703
CAPITAL PROJECTS	612,214	1,597,897	68,536,536	27,274,971	49,431,387	42,719,693
FIELD OPERATIONS	34,250,562	34,632,168	43,913,348	42,429,704	39,550,956	39,116,807
FLEET & FACILITY	8,229,983	11,849,923	12,509,033	13,701,544	14,459,820	12,204,598
PROJECT MANAGEMENT	3,533,852	3,257,791	5,035,713	4,792,302	11,151,051	5,521,829
SYSTEMS PLANNING	2,894,614	3,085,000	3,553,588	3,315,009	3,189,967	2,959,525
WASTEWATER TREATMENT	9,691,959	9,626,429	12,260,597	12,260,597	13,063,699	13,522,320
WATER TREATMENT	9,690,204	9,790,693	10,821,863	10,728,733	10,942,967	11,218,295
Total	\$84,084,677	\$86,243,127	\$172,827,496	\$129,781,674	\$157,339,319	\$142,899,770

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ENERGY PROJECTS (0002)	130,008	674,535	470,143	311,633	260,796	259,472
GENERAL (0010)	5,785,149	7,961,534	13,812,803	13,194,846	13,731,381	12,987,330
CENTRAL STORES (0011)	1,201,169	1,342,818	1,412,190	1,412,190	1,388,655	1,398,849
FLEET SERVICES (0012)	6,045,034	7,067,034	7,613,224	9,333,231	9,589,075	7,249,712
MAJOR STREET (0021)	5,978,144	6,486,978	9,353,928	9,353,928	7,590,005	7,133,609
LOCAL STREET (0022)	1,707,163	1,877,834	2,373,994	2,373,994	2,018,178	1,904,505
METRO EXPANSION (0036)	159,009	258,530	263,170	263,170	353,724	354,534
WATER SUPPLY SYSTEM (0042)	18,057,465	17,447,336	20,318,799	20,320,326	19,752,136	19,634,948
SEWAGE DISPOSAL SYSTEM (0043)	15,783,042	15,879,768	21,370,105	20,614,156	21,602,453	22,120,129
AIRPORT (0048)	662,212	668,737	834,491	831,362	927,098	933,648
PROJECT MANAGEMENT (0049)	2,351,803	2,567,716	4,503,806	4,503,806	9,278,309	4,898,997
ELIZABETH R. DEAN TRUST FUND (0055)	45,912	29,435	62,916	12,723	55,136	57,636
ART IN PUBLIC PLACES (0056)	66,059	844,679	19,325	-	-	-
RISK FUND (0057)	139,944	-	-	-	-	-
WHEELER CENTER (0058)	447,810	408,629	436,695	416,759	452,182	465,372
ALTERNATIVE TRANSPORTATION (0061)	157,173	130,020	506,216	379,837	287,689	170,649
STREET MILLAGE FUND (0062)	1,306,919	482,481	5,519,655	10,937,699	14,012,804	11,882,180
STORMWATER SEWER SYSTEM FUND (0069)	5,029,697	4,576,682	7,105,884	5,878,633	6,388,349	6,676,843
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,661,433	3,008,605	3,203,673	3,151,828	3,206,750	3,283,206
SOLID WASTE (0072)	14,831,834	13,089,495	15,219,741	14,370,853	19,380,599	18,087,651
STORM SEWER REVENUE BONDS (0082)	-	-	12,260,840	3,095,700	5,169,000	5,609,000
SEWER BOND PENDING SERIES (0088)	-	-	32,342,817	4,925,000	7,895,000	9,033,000
WATER PENDING BOND SERIES (0089)	-	-	10,277,396	4,100,000	12,737,000	7,887,500
GENERAL CAPITAL FUND (00CP)	-	1,043,633	980,100	-	1,263,000	871,000
MAJOR GRANTS PROGRAMS (00MG)	537,698	396,648	2,565,585	-	-	-
Total	\$84,084,677	\$86,243,127	\$172,827,496	\$129,781,674	\$157,339,319	\$142,899,770

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ADMINISTRATION	9.35	6.35	5.35	5.35	5.35
CAPITAL PROJECTS	17.64	19.17	19.97	17.75	17.75
FIELD OPERATIONS	123.96	119.99	119.99	116.79	116.79
FLEET & FACILITY	21.20	20.20	20.20	21.45	21.45
PROJECT MANAGEMENT	12.85	12.21	12.41	15.75	15.75
SYSTEMS PLANNING	14.65	15.32	15.32	15.50	15.50
WASTEWATER TREATMENT	35.17	35.17	35.17	34.85	34.85
WATER TREATMENT	25.63	25.74	25.74	25.71	25.71
Total	260.45	254.15	254.15	253.15	253.15



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, programming, oversight and communications support. Administration also provides support for the design and management of capital projects.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	1,310,661	1,367,075	1,480,337	1,363,125	1,388,269	1,414,167
INTERGOVERNMENTAL REVENUES	4,772,426	1,369,652	-	-	-	-
INVESTMENT INCOME	1,328,045	1,755,142	1,022,490	1,298,785	1,556,182	1,700,941
MISCELLANEOUS REVENUE	23,937	202,151	-	5,214	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	2,593,474	2,358,198	1,459,527	1,458,527	8,670,339	1,443,208
TAXES	-	-	847,582	-	3,803,673	3,812,676
	20,793,878	21,381,849	21,629,241	22,057,681	22,492,464	22,996,295
Total	\$30,822,421	\$28,434,067	\$26,439,177	\$26,183,332	\$37,910,927	\$31,367,287

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	15	31	24,714	-	-	-
CENTRAL STORES (0011)	18,330	20,279	14,706	14,706	17,441	19,063
MAJOR STREET (0021)	759,768	801,704	909,104	760,634	1,338,181	844,507
LOCAL STREET (0022)	222,008	231,807	266,815	224,498	382,001	243,505
METRO EXPANSION (0036)	15,742	18,679	12,294	12,294	16,042	17,534
WATER SUPPLY SYSTEM (0042)	6,187,619	2,092,135	1,733,377	1,771,077	3,515,015	1,985,748
SEWAGE DISPOSAL SYSTEM (0043)	1,312,900	1,071,926	126,378	385,370	1,204,237	512,991
AIRPORT (0048)	5,582	8,178	4,064	3,100	6,884	7,524
PROJECT MANAGEMENT (0049)	61,291	70,170	43,654	43,654	58,545	63,991
ART IN PUBLIC PLACES (0056)	202,170	15,824	13,333	-	-	-
WHEELER CENTER (0058)	3,897	4,516	2,514	2,514	4,040	4,416
ALTERNATIVE TRANSPORTATION (0061)	6,280	4,617	3,253	3,253	2,505	2,738
STREET MILLAGE FUND (0062)	9,929,118	10,368,225	10,937,699	10,513,646	13,648,519	11,882,180
STORMWATER SEWER SYSTEM FUND (0069)	103,127	1,678,245	74,915	74,915	764,658	105,987
SOLID WASTE (0072)	11,663,393	12,046,852	12,272,357	12,373,571	16,952,859	15,677,103
SEWER BOND SERIES XIX 2004 (0076)	330,198	-	-	-	-	-
SIDEWALK IMPROVEMENT FUND (0091)	983	879	-	100	-	-
Total	\$30,822,421	\$28,434,067	\$26,439,177	\$26,183,332	\$37,910,927	\$31,367,287

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	661,096	474,875	564,001	443,556	443,993	444,785
PAYROLL FRINGES	407,859	315,133	261,602	261,602	248,816	252,851
OTHER SERVICES	335,650	689,986	418,685	616,260	767,075	737,075
MATERIALS & SUPPLIES	36,865	28,603	47,700	46,425	38,050	38,050
OTHER CHARGES	10,290,826	7,636,903	11,173,012	10,243,167	10,497,399	10,695,679
PASS THROUGHS	3,737,255	3,580,756	3,730,306	3,665,592	3,551,631	3,465,755
CAPITAL OUTLAY	(294,034)	(324,966)	-	-	-	-
EMPLOYEE ALLOWANCES	5,772	1,936	1,512	2,212	2,508	2,508
Total	\$15,181,289	\$12,403,226	\$16,196,818	\$15,278,814	\$15,549,472	\$15,636,703

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	154,490	191,523	209,895	105,181	155,151	155,151
CENTRAL STORES (0011)	880	(615)	-	-	-	-
MAJOR STREET (0021)	1,471,113	1,558,143	1,712,967	1,712,967	1,703,225	1,714,259
LOCAL STREET (0022)	35,038	105,033	146,438	146,438	117,297	119,447
WATER SUPPLY SYSTEM (0042)	4,570,169	3,480,449	4,232,795	4,177,900	3,901,300	3,660,935
SEWAGE DISPOSAL SYSTEM (0043)	3,870,993	3,944,185	5,921,829	5,239,992	5,308,766	5,266,424
PROJECT MANAGEMENT (0049)	-	(29,483)	15,000	-	-	-
ART IN PUBLIC PLACES (0056)	29,641	46,223	-	-	-	-
RISK FUND (0057)	139,944	-	-	-	-	-
STREET MILLAGE FUND (0062)	124,956	90,642	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	798,349	1,000,461	1,811,981	1,811,981	2,203,764	2,546,232
SOLID WASTE (0072)	3,985,716	2,016,665	2,145,913	2,084,355	2,159,969	2,174,255
Total	\$15,181,289	\$12,403,226	\$16,196,818	\$15,278,814	\$15,549,472	\$15,636,703

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
ADMINISTRATION	9.35	6.35	5.35	5.35	5.35
Total	9.35	6.35	5.35	5.35	5.35

PUBLIC SERVICES AREA ADMINISTRATION

REVENUES

Investment Income-The FY2016 increase reflects a higher investable fund balance in the Water and Sewer funds.

Operating Transfers In-The FY2016 budget reflects a one-time rebate of Fleet fund balance, Risk fund balance and Project Management fund balance to the participating funds.

Prior Year Surplus – FY 2016 reflects a use of the Solid Waste accumulated fund balance associated with various capital project requests such as a Container Storage Building, Methane Gas Recovery, and landfill plume remediation.

EXPENSES

Personnel Services – This is reflective of a decrease in temporary services and a re-allocation of accrued leave budgets to the appropriate service unit budget.

Other Services- This reflects an increase in professional services for stormwater drain maintenance and a stormwater cost-of-service update.

Other Charges – This reflects a reduction in debt service costs for the Water and Sewer funds.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Administration	Manager:	Craig Hupy

Service Unit Goals	City Goals:
A. Review and update the Improvement Charge methodology	1,3
B. Enhance the project closure process to assist in capital strategic and financial planning.	1,2
C. Improve efficiency, accuracy, and reporting of financial processes in Field Operations	1,2

Service Unit Measures	Status
A – Complete review and update by 06/30/14	Ongoing
B - Revise/utilize project cost form to reflect requested financial information by 09/30/13	Completed 9/30/13
C – Complete appropriate staff training 06/30/14	Ongoing

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Administration	Manager:	Craig Hupy

Service Unit Goals	Council Priorities
A. Lead review and potential opportunities for the standardization of overhead/burden calculations.	1
B. Review and update the Improvement Charge methodology.	1 & 4
C. Develop a Public Art transition plan.	2

Service Unit Measures	Status
A. Complete the review by 06/30/15	Ongoing
B. Complete the review and recommendation for FY 2016 Budget Preparation.	06/30/15
C. Complete recommendation by 03/31/15.	Ongoing

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Administration	Manager:	Craig Hupy

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Review with the community the acceptable level of service funded by Stormwater rates.	2,3,5	4,11,13,14
B. Continue developing the Public Art transition plan	2,5,6	4,8,9,12
C. Implement the Improvement Charge recommendations.	2,3,5,6	4,9,11

Service Unit Measures	Status
A. Complete the review by 06/30/16.	
B. Prepare recommendation for the FY 2017 budget preparation.	
C. Integrate recommendations in the FY 2017 budget preparation.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ADMIN ASSISTANT LVL 4	110044	1.30	1.30
ADMIN ASSISTANT LVL 5	110054	0.15	0.15
COMMUNICATIONS SPECIALIST	401590	1.00	1.00
FINANCIAL MGR-PUBLIC SERV	401070	0.90	0.90
MANAGEMENT ASSISTANT	000200	1.00	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00	1.00
Total		5.35	5.35



PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes capital improvements for roads, city facility capital maintenance, non-motorized transportation improvements, water, storm water and sewer infrastructure.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	-	-	2,212,389	2,212,389	2,160,280	2,197,736
INTERGOVERNMENTAL REVENUES	(25,574)	310,703	-	-	-	-
OPERATING TRANSFERS IN	817,052	-	1,260,000	260,000	1,263,000	1,272,333
SALE OF BONDS	-	-	6,044,769	12,120,700	25,801,000	22,529,500
Total	\$791,478	\$310,703	\$9,517,158	\$14,593,089	\$29,224,280	\$25,999,569

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PROJECT MANAGEMENT (0049)	-	-	2,212,389	2,212,389	2,160,280	2,197,736
ALTERNATIVE TRANSPORTATION (0061)	35,604	-	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	-	-	1,000,000	-	-	-
STORM SEWER REVENUE BONDS (0082)	-	-	3,060,200	3,095,700	5,169,000	5,609,000
SEWER BOND PENDING SERIES (0088)	-	-	2,451,252	4,925,000	7,895,000	9,033,000
WATER PENDING BOND SERIES (0089)	-	-	533,317	4,100,000	12,737,000	7,887,500
GENERAL CAPITAL FUND (00CP)	188,139	-	260,000	260,000	1,263,000	1,272,333
MAJOR GRANTS PROGRAMS (00MG)	567,735	310,703	-	-	-	-
Total	\$791,478	\$310,703	\$9,517,158	\$14,593,089	\$29,224,280	\$25,999,569

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	10,021	13,693	3,634,412	3,634,412	3,430,743	3,487,138
PAYROLL FRINGES	455,319	507,116	941,371	941,371	807,209	831,950
OTHER SERVICES	38,140	336,407	1,819,376	-	-	-
OTHER CHARGES	108,734	(57,775)	62,131,304	22,689,115	45,180,636	38,387,806
PASS THROUGHS	-	798,456	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	10,073	10,073	12,799	12,799
Total	\$612,214	\$1,597,897	\$68,536,536	\$27,274,971	\$49,431,387	\$42,719,693

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	-	-	1,918,095	1,918,095	1,799,780	1,837,236
WATER SUPPLY SYSTEM (0042)	22,855	38,414	192,739	192,739	112,903	113,687
SEWAGE DISPOSAL SYSTEM (0043)	40,915	45,562	196,427	196,427	177,788	183,228
PROJECT MANAGEMENT (0049)	388,810	419,896	2,278,595	2,278,595	2,160,280	2,197,736
ART IN PUBLIC PLACES (0056)	36,418	798,456	19,325	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	50,959	-	229,124	32,815	114,081	16,056
STREET MILLAGE FUND (0062)	-	-	5,117,556	10,535,600	13,622,555	11,480,250
SOLID WASTE (0072)	-	-	847,981	-	4,380,000	3,491,000
STORM SEWER REVENUE BONDS (0082)	-	-	12,260,840	3,095,700	5,169,000	5,609,000
SEWER BOND PENDING SERIES (0088)	-	-	32,342,817	4,925,000	7,895,000	9,033,000
WATER PENDING BOND SERIES (0089)	-	-	10,277,396	4,100,000	12,737,000	7,887,500
GENERAL CAPITAL FUND (00CP)	-	-	455,733	-	1,263,000	871,000
MAJOR GRANTS PROGRAMS (00MG)	72,257	295,569	2,399,908	-	-	-
Total	\$612,214	\$1,597,897	\$68,536,536	\$27,274,971	\$49,431,387	\$42,719,693

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
CAPITAL PROJECTS	17.64	19.17	19.97	17.75	17.75
Total	17.64	19.17	19.97	17.75	17.75

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

The Alternative Transportation Fund is requesting capital project funding in the amount of \$114,081. Funding will be provided from fund balance.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$13,622,555 for FY2016. Funding will be supplied by the Street Repair Millage and fund balance, and a contribution from the General Fund for the Geddes sidewalk project.

The Solid Waste Fund is requesting capital project funding in the amount of \$4,380,000. Funding will be provided from fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$5,169,000 for FY2016. Funds will be provided by Stormwater bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$7,895,000 for FY2016. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Water Supply System is requesting capital project funding in the amount of \$12,737,000 for FY2016. Funds will be supplied by Water Revenue bonds and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$1,263,000. Funding will be provided from the General Fund.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
CIVIL ENGINEER 2	403640	1.05	1.05
ASST WWTP MANAGER	401010	0.10	0.10
CIVIL ENGINEER III	403620	2.45	2.45
CIVIL ENGINEER IV	403840	1.35	1.35
CIVIL ENGINEER V	401330	1.35	1.35
CIVIL ENGINEERING SPEC 3	112014	1.70	1.70
CIVIL ENGINEERING SPEC 4	112024	3.80	3.80
CIVIL ENGINEERING SPEC 5	112034	2.75	2.75
FIELD OPER TECH III - COM	112724	0.25	0.25
FIELD OPER TECH IV - COMM	112734	0.60	0.60
OFFICE TECHNICIAN	119999	0.55	0.55
PROCESS CONTROL SYS SPEC	403190	0.05	0.05
SENIOR UTILITIES ENGINEER	404000	1.50	1.50
WWTP MANAGER	401300	0.25	0.25
Total		17.75	17.75

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PUBLIC SERVICES AREA

FIELD OPERATIONS

Field Operations is responsible for routine maintenance of the majority of the City's above and below ground infrastructure including: streets, street lights, traffic signs and signals, fiber optic lines, water meters, water distribution, sanitary and stormwater collection systems, parks, street trees and pedestrian paths and crosswalks. Field Operations also provides essential public services to the City including solid waste, recycling and compost collection.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	3,262,412	3,443,342	2,729,601	2,922,566	2,990,804	3,071,040
CONTRIBUTIONS	-	500	-	500	-	-
INTERGOVERNMENTAL REVENUES	7,907,029	8,495,242	8,226,715	8,403,313	8,067,411	7,902,311
INTRAGOVERNMENTAL SALES	1,401,858	1,678,266	1,605,977	1,600,977	1,542,538	1,558,109
INVESTMENT INCOME	264,006	342,743	256,653	256,653	298,444	326,306
MISCELLANEOUS REVENUE	452,198	377,498	52,207	120,698	97,500	97,890
OPERATING TRANSFERS IN	172,890	132,053	310,000	310,000	546,827	230,000
PRIOR YEAR SURPLUS	-	-	3,084,566	-	126,495	41,787
TAXES	3,734,028	3,007,260	3,148,857	3,220,011	3,156,331	3,228,097
Total	\$17,194,421	\$17,476,904	\$19,414,576	\$16,834,718	\$16,826,350	\$16,455,540

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	109,192	190,798	90,900	109,651	190,900	90,900
CENTRAL STORES (0011)	1,278,851	1,454,311	1,397,484	1,397,484	1,373,286	1,379,786
MAJOR STREET (0021)	6,914,030	6,953,391	8,494,254	6,709,505	6,424,500	6,278,351
LOCAL STREET (0022)	1,597,407	1,649,934	1,992,179	1,811,023	1,679,951	1,661,000
METRO EXPANSION (0036)	353,820	334,722	337,000	337,000	343,169	337,000
WATER SUPPLY SYSTEM (0042)	80,664	47,781	855,194	72,800	72,800	72,800
SEWAGE DISPOSAL SYSTEM (0043)	(355,818)	8,683	1,500	10,500	1,500	1,500
CEMETERY PERPETUAL CARE (0054)	2,787	3,102	724	724	800	800
ELIZABETH R. DEAN TRUST FUND (0055)	(4,962)	26,250	62,916	28,416	55,136	59,517
WHEELER CENTER (0058)	519,184	422,311	434,181	438,781	451,887	460,956
STORMWATER SEWER SYSTEM FUND (0069)	75,981	10,699	45,000	38,410	46,350	47,741
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,807,217	3,069,135	3,210,879	3,282,033	3,489,870	3,283,206
SOLID WASTE (0072)	2,811,068	3,305,787	2,492,365	2,598,391	2,696,201	2,781,983
MAJOR GRANTS PROGRAMS (00MG)	5,000	-	-	-	-	-
Total	\$17,194,421	\$17,476,904	\$19,414,576	\$16,834,718	\$16,826,350	\$16,455,540

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	7,281,267	7,419,904	8,297,779	8,185,249	8,258,872	8,353,347
PAYROLL FRINGES	5,124,683	5,188,706	5,744,824	5,636,326	5,239,537	5,400,408
OTHER SERVICES	14,699,855	14,900,169	21,188,220	19,627,545	17,923,817	17,830,803
MATERIALS & SUPPLIES	2,486,895	2,891,444	3,018,447	3,279,038	2,898,739	2,831,276
OTHER CHARGES	3,648,982	3,280,125	3,398,537	3,376,895	3,872,414	3,888,333
PASS THROUGHGS	760,656	478,082	1,488,985	1,488,985	592,956	495,873
CAPITAL OUTLAY	(87,101)	398,098	672,335	764,794	694,378	246,200
VEHICLE OPERATING COSTS	287,955	35,986	68,950	30,200	36,100	36,100
EMPLOYEE ALLOWANCES	47,370	39,654	35,271	40,672	34,143	34,467
Total	\$34,250,562	\$34,632,168	\$43,913,348	\$42,429,704	\$39,550,956	\$39,116,807

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	3,889,752	4,033,219	5,704,665	5,489,673	4,873,850	4,839,314
CENTRAL STORES (0011)	1,200,289	1,343,433	1,412,190	1,412,190	1,388,655	1,398,849
MAJOR STREET (0021)	4,025,327	4,439,260	7,121,559	7,108,481	4,703,347	4,570,978
LOCAL STREET (0022)	1,670,885	1,758,196	2,092,406	2,091,406	1,742,483	1,703,968
METRO EXPANSION (0036)	159,009	258,530	263,170	263,170	353,724	354,534
WATER SUPPLY SYSTEM (0042)	3,318,548	3,823,150	4,695,296	4,844,401	4,418,515	4,376,621
SEWAGE DISPOSAL SYSTEM (0043)	1,745,957	1,800,719	2,444,718	2,370,606	2,561,559	2,642,796
ELIZABETH R. DEAN TRUST FUND (0055)	45,912	29,435	62,916	12,723	55,136	57,636
WHEELER CENTER (0058)	447,810	408,629	436,695	416,759	452,182	465,372
ALTERNATIVE TRANSPORTATION (0061)	-	8,852	37,812	40,000	-	-
STORMWATER SEWER SYSTEM FUND (0069)	3,402,830	2,839,967	4,483,949	3,256,698	3,311,065	3,259,598
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,661,433	3,008,605	3,203,673	3,151,828	3,206,750	3,283,206
SOLID WASTE (0072)	10,677,810	10,880,173	11,954,299	11,971,769	12,483,690	12,163,935
MAJOR GRANTS PROGRAMS (00MG)	5,000	-	-	-	-	-
Total	\$34,250,562	\$34,632,168	\$43,913,348	\$42,429,704	\$39,550,956	\$39,116,807

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FIELD OPERATIONS	123.96	119.99	119.99	116.79	116.79
Total	123.96	119.99	119.99	116.79	116.79

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

REVENUES

Intergovernmental Revenue- FY2015 includes one-time road funding from the State of Michigan.

Operating Transfers In- The FY2016 budget reflects a one-time rebate of Fleet fund balance and Risk fund balance to various operating funds.

Prior Year Surplus- The decrease reflects the FY2015 use of fund balance in the Major Streets and Local Streets Funds for harsh winter conditions that is not predicted in FY2016.

EXPENSES

Other Services- FY2015 include increased contracted road repairs due to severity of previous winter. In addition, the Stormwater fund includes \$1,000,000 in FY15 for tree plantings.

Other Charges – This is due to increased retiree health care costs and increased information technology charges.

Pass Throughs- The decrease reflects a one-time transfer in FY2015 from the General Fund to the Stormwater Fund for street trees of \$1,000,000.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	616,442	553,253	1,722,670	1,690,320	851,341	854,447
1130 FAIRVIEW CEMETERY	24,176	24,694	32,000	26,050	31,700	31,700
4100 DDA STREET LIGHTING	79,233	153,025	58,948	154,892	112,252	114,341
4101 STREET LIGHTING	1,697,014	1,744,052	1,956,941	1,860,997	1,902,305	1,821,442
4146 FOOTBALL/SPECIAL EVENTS	29,408	13,608	7,353	13,493	18,573	18,628
4149 MAJOR TRAFFIC SIGNS	2,796	6,728	-	-	-	-
4930 SYSTEMS MAINTENANCE	-	-	142,830	142,830	135,628	139,213
4931 INSTALLS AND REPAIRS	-	-	80,989	80,989	45,209	46,402
6209 PARKS - MOWING	585,867	593,661	946,918	632,771	963,730	992,207
6210 OPERATIONS	193,989	175,957	175,263	163,096	173,526	174,688
6222 SNOW & ICE CONTROL	303,142	424,445	218,202	368,701	252,990	257,394
6225 GRAFFITI/PRIVATE PROPERTY	16,150	1,849	8,347	5,026	5,762	5,838
6301 MOWING - NON PARKS	-	-	5,409	5,409	15,947	16,521
6328 ROW MAINTENANCE	26,347	20,626	15,845	27,353	28,229	28,376
6335 ATHLETIC FIELDS/GAME COURTS	17,452	23,144	18,250	18,800	21,304	21,484
6340 ADOPT-A-PARK/GARDEN	85	320	15,939	185	15,939	15,939
9500 DEBT SERVICE	297,651	297,853	298,761	298,761	299,415	300,694
Total	\$3,889,752	\$4,033,215	\$5,704,665	\$5,489,673	\$4,873,850	\$4,839,314

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	259,909	248,544	276,992	278,110	307,535	310,789
4912 MATERIALS & SUPPLIES	710,823	851,003	792,000	792,000	819,250	820,000
4930 SYSTEMS MAINTENANCE	156,465	141,314	232,877	230,759	189,311	193,568
4931 INSTALLS AND REPAIRS	73,097	102,572	110,321	111,321	72,559	74,492
Total	\$1,200,294	\$1,343,433	\$1,412,190	\$1,412,190	\$1,388,655	\$1,398,849

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	1,377,252	1,446,784	1,438,613	1,488,542	1,665,800	1,716,977
4123 SIGNAL INSTALLATION/REBUILD	80,888	71,157	419,855	192,422	264,839	271,872
4124 TRAFFIC SIGNAL MAINTENANCE	255,524	188,518	308,029	311,714	290,713	294,326
4125 SIGNAL PREVENT MAINT	48,789	32,755	74,672	94,127	51,701	52,600
4126 SIGNAL EMERGENCY REPAIR	152,683	147,736	158,362	180,133	136,147	132,138
4127 SIGNAL SYSTEM CONTROL	223,885	316,122	506,143	575,906	279,054	253,527
4128 SIGNAL SHOP WORK	21,586	19,844	31,990	31,835	17,278	17,557
4129 GRID EXPANSION/MAINTENANCE	10,577	3,031	6,778	1,763	-	-
4135 SIGN SHOP WORK	9,817	12,726	17,702	17,483	14,428	14,662
4136 SIGN, WORK FOR OTHERS	41,292	44,320	31,537	42,103	44,141	44,735
4142 MAJOR SIGN MANUFACTURE	22,322	25,615	22,495	31,579	31,577	32,114
4146 FOOTBALL/SPECIAL EVENTS	56,030	101,085	56,843	104,454	75,974	74,198
4147 MAJOR ST PAVEMENT MARKING	147,738	98,481	140,662	139,507	-	-
4149 MAJOR TRAFFIC SIGNS	101,608	139,564	193,636	215,813	117,526	111,231
4183 TRUNKLINE CONSTRUCTION	2,761	5,643	8,079	2,269	2,756	2,796
4184 TRUNKLINE SIGNAL INSTALL	21,002	6,075	8,479	15,611	6,259	6,319
4185 TRUNKLINE PREV MAINT	18,091	18,140	17,151	15,952	6,864	6,965
4186 TRUCKLINE EMERG REPAIR	39,139	19,847	27,476	36,877	24,319	24,477
4187 TRUNKLINE SYSTEM CONTROL	3,183	5,652	7,079	5,697	4,160	4,219
4222 POTHOLE REPAIR	345,643	392,726	247,272	318,258	244,000	249,167
4227 PAVEMENT EVALUATION	36,368	61,602	159,531	158,609	-	-
4229 RIGHT-OF-WAY STUDIES/MAINT	134,921	120,584	127,081	125,760	-	-
4231 BR 23 SWEEPING	272	299	1,117	1,117	976	985

4232 BR 23 POTHOLE REPAIR	2,587	8,052	5,451	5,415	4,872	4,924
4235 BR 23 WINTER MAINTENANCE	10,280	16,770	14,127	15,627	15,109	15,459
4239 BR 23 TRAFFIC SIGNS	691	1,556	6,454	4,123	4,205	4,355
4240 MAJOR BASE REPAIR/OVERLAY	93,411	180,708	296,554	329,564	420,642	254,412
4245 MAJOR SALTING/PLOWING	278,221	456,274	557,663	362,012	678,666	662,363
4248 MAJOR SURFACE TREATMENT	4,117	119,745	1,869,080	1,868,856	-	-
4251 STREET SWEEPING	297,355	166,954	180,313	202,458	180,453	196,813
4252 BRIDGE MAINTENANCE & REPAIR	1,416	3,123	5,753	5,714	5,687	5,823
4253 SHOULDER MAINTENANCE	23,265	28,402	17,857	25,119	24,235	24,540
4254 MISC CONCRETE REPAIRS	2,238	34,901	27,605	27,883	22,700	22,700
4255 SIDEWALK RAMPS	11,385	13,514	65,974	65,907	-	-
4256 SHOP WORK	1,250	909	3,400	3,379	3,391	3,489
4258 WORK FOR OTHERS	3,111	31,988	5,029	5,002	4,942	4,998
4940 BR 94 BASE REPAIR	34,041	16,828	6,676	4,467	3,946	3,964
4941 BR 94 SWEEPING	1,443	311	1,177	1,767	1,146	1,164
4942 BR 94 POTHOLE REPAIR	10,471	14,119	4,029	5,029	3,942	3,998
4943 BR 94 SHOULDER MAINTENANCE	43,724	6,650	9,000	28,000	25,000	25,000
4945 BR 94 WINTER MAINTENANCE	51,636	55,727	27,781	36,200	23,321	23,495
4949 BR 94 TRAFFIC SIGNS	3,309	4,422	7,054	4,428	2,578	2,616
Total	\$4,025,322	\$4,439,259	\$7,121,559	\$7,108,481	\$4,703,347	\$4,570,978

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	5,862	375	2,490	2,490	2,850	2,850
4112 LOCAL SIGN MANUFACTURE	39,340	33,456	57,394	42,088	41,355	42,043
4117 LOCAL ST PAVEMENT MARKING	16,996	28,851	29,982	22,658	-	-
4119 LOCAL TRAFFIC SIGNS	100,185	119,802	131,440	153,370	122,950	124,278
4209 LOCAL GRADING	151,902	161,390	157,622	158,015	175,867	181,833
4210 LOCAL BASE REPAIR/OVERLAY	465,614	190,694	489,266	489,975	462,745	471,968
4211 LOCAL STREET SWEEPING	251,124	104,125	384,962	260,773	328,719	335,687
4212 LOCAL POTHOLE REPAIR	97,157	73,274	89,512	128,397	114,220	116,119
4215 LOCAL SALTING/PLOWING	373,214	850,134	181,053	255,348	219,235	224,125
4217 LOCAL PAVEMENT EVALUATION	27,901	32,442	72,964	45,849	-	-
4218 LOCAL SURFACE TREATMENT	2,920	2,020	295,274	337,507	172,911	103,062
4219 LOCAL ROW STUDY/MAINT	6,415	10,661	57,203	48,653	-	-
4253 SHOULDER MAINTENANCE	6,131	1,339	201	2,758	1,700	1,700
4254 MISC CONCRETE REPAIRS	-	5,045	12,700	13,182	12,950	12,950
4255 SIDEWALK RAMPS	39,650	58,060	43,552	43,552	-	-
9500 DEBT SERVICE	86,469	86,527	86,791	86,791	86,981	87,353
Total	\$1,670,880	\$1,758,195	\$2,092,406	\$2,091,406	\$1,742,483	\$1,703,968

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
4261 RIGHT-OF-WAY/MAINTENANCE & REP	56,700	16,062	12,995	14,901	7,983	8,205
4263 RIGHT OF WAY MAINT - ENGINEERING	12,306	42	-	-	-	-
6222 SNOW & ICE CONTROL	18,291	198,522	105,520	89,904	130,126	131,997
6328 ROW MAINTENANCE	71,714	43,902	144,655	158,365	215,615	214,332
Total	\$159,011	\$258,528	\$263,170	\$263,170	\$353,724	\$354,534

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	331,542	352,840	379,370	364,779	351,155	351,896
1100 FRINGE BENEFITS	189,696	131,138	126,684	126,684	173,286	173,286

1372 REVOLVING SUPPLY	164,739	1,905	-	40,000	-	-
4500 ENGINEERING - OTHERS	32,778	42,085	52,924	50,169	47,159	47,671
6210 OPERATIONS	308,176	213,542	440,108	384,745	476,023	482,037
7010 CUSTOMER SERVICE	339,306	293,709	246,607	304,412	349,620	355,039
7031 REVOLVING EQUIPMENT	7,598	19,135	89,056	48,056	174,694	177,341
7033 DCU MAINTENANCE	7,844	41,719	1,256	11,017	29,641	30,128
7060 OUTSTATIONS	65	-	-	-	-	-
7061 SOUTH INDUSTRIAL SITE	9,174	18,391	19,120	15,750	19,810	19,810
7064 MISS DIG	91,434	104,120	62,500	118,188	77,780	78,544
7067 MERCHANDISING & JOBBING	10,035	1,329	-	3,085	500	500
7092 MAINTENANCE - MAINS	880,203	1,079,668	1,370,282	1,462,052	1,183,068	1,258,130
7093 MAINTENANCE - HYDRANTS	226,977	282,111	342,816	298,406	343,692	354,334
7094 MAINTENANCE - SERVICE	195,802	512,359	374,004	356,196	327,945	334,300
9000 CAPITAL OUTLAY	521,168	661,123	1,140,069	1,140,069	766,850	615,406
9070 CAPITAL OUTLAY - SERVICE	2,014	6,865	500	1,500	-	-
9071 CAPITAL OUTLAY - VALVES	-	1,125	17,000	39,000	25,500	25,500
9072 CAPITAL OUTLAY - MAINS	-	12,398	-	2,938	-	-
9073 CAPITAL OUTLAY - HYDRANTS	-	18,614	21,000	27,315	15,000	15,000
9074 CAPITAL OUTLAY - CONTR DUG SER	-	22,862	-	5,760	-	-
9076 CAPITAL OUTLAY - RENEWAL SERVICE	-	6,108	12,000	44,280	56,792	57,699
Total	\$3,318,551	\$3,823,146	\$4,695,296	\$4,844,401	\$4,418,515	\$4,376,621

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	226,990	255,329	302,157	313,714	248,877	252,084
1100 FRINGE BENEFITS	36,480	107,996	96,876	96,876	125,151	125,151
1372 REVOLVING SUPPLY	(1,792)	10,826	5,000	13,000	5,000	5,000
4500 ENGINEERING - OTHERS	23,943	26,752	55,924	55,124	48,359	47,671
4917 MAINTENANCE - FACILITY	6,726	-	-	-	-	-
6210 OPERATIONS	164,017	226,414	432,464	438,053	393,824	397,803
7010 CUSTOMER SERVICE	107,694	42,574	55,536	70,454	50,000	50,400
7031 REVOLVING EQUIPMENT	(16,357)	(4,270)	56,972	82,071	90,809	91,935
7060 OUTSTATIONS	(750)	-	261	261	-	-
7061 SOUTH INDUSTRIAL SITE	-	-	5,000	5,000	5,000	5,000
7064 MISS DIG	51,421	48,223	54,800	57,519	55,280	56,044
7067 MERCHANDISING & JOBBING	9,293	3,299	-	5,406	-	-
7072 RODDING	225,808	188,917	234,357	229,569	224,331	250,993
7074 TELEVISION COLLECTION SYSTEM	184,985	229,007	140,903	217,678	192,592	230,502
7076 SEWER MONITORING	-	6,410	-	4,100	-	-
7077 MAINTENANCE - MANHOLE	212,821	167,291	304,928	189,623	223,294	232,665
7083 JETTING	223,809	293,402	263,834	277,592	336,798	353,675
7092 MAINTENANCE - MAINS	94,782	142,760	231,210	130,551	125,489	134,076
9000 CAPITAL OUTLAY	193,867	54,907	204,496	183,496	436,755	409,797
9072 CAPITAL OUTLAY - MAINS	1,906	-	-	116	-	-
9083 CAPTIAL OUTLAY - TAPS	318	884	-	403	-	-
Total	\$1,745,961	\$1,800,721	\$2,444,718	\$2,370,606	\$2,561,559	\$2,642,796

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

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	1,413	15,289	80	80	136	136
6317 POST PLANT CARE	26,834	1,309	18,700	4,391	11,000	11,500
6320 TRIMMING	8,332	805	10,500	4,565	11,000	11,500
6325 STUMP REMOVAL	2,522	904	2,000	1,022	1,650	1,725
6327 TREE PLANTING	809	11,058	20,136	2,665	22,000	23,000
6329 TREE REMOVALS	6,000	69	11,500	-	9,350	9,775
Total	\$45,910	\$29,434	\$62,916	\$12,723	\$55,136	\$57,636

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	438,262	397,272	422,096	404,160	419,063	430,620
6222 SNOW & ICE CONTROL	3,242	3,415	5,692	5,592	15,572	16,431
6301 MOWING - NON PARKS	6,305	7,939	8,907	7,007	17,547	18,321
Total	\$447,809	\$408,626	\$436,695	\$416,759	\$452,182	\$465,372

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
4147 MAJOR ST PAVEMENT MARKING	-	8,852	37,812	40,000	-	-
Total	-	\$8,852	\$37,812	\$40,000	-	-

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	517,412	547,907	580,181	555,819	656,991	627,990
1100 FRINGE BENEFITS	21,888	15,428	14,904	14,904	19,254	19,254
4146 FOOTBALL/SPECIAL EVENTS	-	108	-	-	-	1
4251 STREET SWEEPING	90,383	176,855	221,228	212,231	247,487	198,583
4500 ENGINEERING - OTHERS	35,072	30,271	26,464	23,463	23,581	23,838
6210 OPERATIONS	286,129	261,891	301,508	300,144	308,305	313,764
6309 GENERAL CARE	-	-	-	-	-	-
PARKS/FORESTRY	52,965	12,034	54,286	13,892	34,680	35,087
6317 POST PLANT CARE	-	1,126	15,707	2,141	14,971	16,170
6320 TRIMMING	124,710	127,122	170,805	176,407	181,253	186,035
6324 STORM DAMAGE	273,156	82,268	73,119	127,237	130,211	157,010
6325 STUMP REMOVAL	74,177	46,499	58,834	52,787	59,304	65,164
6327 TREE PLANTING	36,413	96,691	132,781	98,555	75,762	76,639
6329 TREE REMOVALS	254,385	196,253	105,000	125,162	126,346	149,553
7010 CUSTOMER SERVICE	7,330	-	-	-	-	-
7031 REVOLVING EQUIPMENT	(53,980)	(65,974)	213,307	213,407	284,827	238,985
7061 SOUTH INDUSTRIAL SITE	5,304	2,274	3,000	1,200	3,000	3,000
7064 MISS DIG	25,712	24,765	28,348	27,894	27,690	28,073
7072 RODDING	28,221	44,101	58,598	46,200	2,286	2,325
7074 TELEVISION COLLECTION SYSTEM	21,102	20,471	30,898	17,571	41,675	30,159
7077 MAINTENANCE - MANHOLE	16,201	23,140	10,000	36,980	64,872	65,787
7080 STORM DAMAGE RESTORATION	2,125	-	-	-	-	-
7081 DITCH MAINTENANCE	123,743	68,956	147,530	78,171	121,394	124,903
7082 CATCHBASIN MAINTENANCE	324,424	313,367	279,189	301,326	209,687	214,142
7083 JETTING	293,732	268,169	271,875	357,909	214,323	217,682
7084 ILLICIT DISCHARGE ELIMINATION	10,445	14,807	30,400	9,365	20,602	20,945
7085 CULVERT MAINTENANCE	18,050	3,943	15,750	8,614	18,065	18,295
7090 BEST MANAGEMENT PRACTICES	28,787	47,602	-	36,764	18,665	19,237
7092 MAINTENANCE - MAINS	101,975	83,598	139,237	85,681	105,334	106,477
9000 CAPITAL OUTLAY	676,114	334,881	1,500,000	330,000	300,000	300,000
9072 CAPITAL OUTLAY - MAINS	3,993	61,413	1,000	2,874	500	500
9077 CAPITAL OUTLAY - MANHOLE	2,861	-	-	-	-	-
Total	\$3,402,829	\$2,839,966	\$4,483,949	\$3,256,698	\$3,311,065	\$3,259,598

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

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1646 FARMER'S MARKET	-	16,905	3,380	11,587	15,126	15,429

1810 TAX REFUNDS	64,826	42,480	-	(4,332)	-	-
4500 ENGINEERING - OTHERS	11,323	2,965	-	2,297	-	-
6100 FACILITY RENTALS	49,366	104,033	43,415	49,309	50,904	51,386
6121 LESLIE SCIENCE CENTER	27,499	52,034	15,177	22,594	26,972	27,311
6123 KEMPF HOUSE	4,819	4,507	8,441	1,983	4,223	4,240
6209 PARKS - MOWING	4,621	110,735	124,351	157,024	142,886	143,738
6210 OPERATIONS	771,877	505,614	527,200	509,145	545,376	550,402
6231 BUHR POOL	12,747	28,882	44,182	33,159	35,033	35,272
6232 BUHR RINK	32,285	24,380	33,457	22,308	12,042	12,145
6234 VETERAN'S POOL	48,425	38,078	40,075	37,482	39,299	39,688
6235 VETERAN'S ICE ARENA	94,225	68,820	37,115	100,840	39,359	39,546
6236 FULLER POOL	46,273	155,154	32,615	43,264	47,835	48,693
6237 MACK POOL	28,414	70,621	20,157	116,577	43,299	43,688
6242 ARGO LIVERY	52,711	59,481	31,657	26,041	30,392	30,529
6244 GALLUP LIVERY	28,579	56,199	13,407	45,730	20,808	21,254
6250 NORTHSIDE COMMUNITY CENTER	5,723	4,117	6,180	3,860	6,121	6,174
6255 SKATE PARK	-	-	-	3,578	-	-
6260 BRYANT COMMUNITY CENTER	12,379	23,229	8,080	9,202	8,993	9,062
6287 ECOLOGICAL RESTORATION	237,105	-	-	-	-	-
6288 ECOLOGICAL ASSESS & MONITORING	122,423	-	-	-	-	-
6289 OUTREACH VOLUNTEER COORDINATION	122,790	-	-	-	-	-
6291 SWIFT RUN DOG PARK	-	-	-	-	15,000	15,000
6309 GENERAL CARE - PARKS/FORESTRY	877,557	646,791	800,743	711,597	638,377	727,252
6315 SENIOR CENTER OPERATIONS	5,753	4,563	9,980	103,857	19,384	19,812
6317 POST PLANT CARE	40,901	6,733	63,873	11,531	54,833	55,460
6320 TRIMMING	206,386	135,446	274,329	184,900	304,074	309,726
6324 STORM DAMAGE	29,255	14,031	5,572	21,243	37,021	37,737
6325 STUMP REMOVAL	28,122	23,549	70,975	27,276	36,823	37,608
6327 TREE PLANTING	103,283	116,233	227,026	156,873	129,204	131,474
6329 TREE REMOVALS	67,052	135,633	293,370	161,178	313,551	318,325
6335 ATHLETIC FIELDS/GAME COURTS	313,290	303,041	357,750	429,023	340,215	349,625
6340 ADOPT-A-PARK/GARDEN	36,410	21,925	1,935	-	1,935	1,935
6420 CULTURAL ARTS BUILDING	-	4,849	-	2,540	-	-
6503 HURON GOLF COURSE	-	38,647	3,580	22,594	12,012	12,424
6504 LESLIE GOLF COURSE	-	36,381	3,581	15,275	12,015	12,427
7017 CONSTRUCTION	85,668	20,623	1,397	-	-	-
7099 RECREATIONAL DAMS	85,613	126,968	100,673	112,293	223,638	175,844
9541 BAD DEBTS	3,730	4,951	-	-	-	-
Total	\$3,661,430	\$3,008,598	\$3,203,673	\$3,151,828	\$3,206,750	\$3,283,206

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	227,910	214,045	330,159	229,978	359,243	324,675
1401 ART FAIR	2,575	7,081	2,400	8,460	2,000	2,000
1810 TAX REFUNDS	145,969	95,493	-	-	-	-
3162 COMMUNITY STANDARDS	30,000	30,000	30,000	30,000	30,000	30,000
4203 LEAF PICKUP	325,826	367,546	369,428	-	-	-
4721 REAR-LOAD COMMER COLLECT	378,205	394,125	443,886	414,249	460,344	467,616
4722 SPECIAL COLLECTION	4,388	5,606	20,096	8,505	19,417	19,467
4724 RESIDENTIAL COLLECTION	1,957,321	2,016,303	2,685,399	2,661,905	2,534,309	2,544,764
4725 FRONT-LOAD COMMER COLLECT	2,370,185	2,556,862	2,734,674	2,724,019	2,747,444	2,811,530
4726 DDA REFUSE CANS COLLECTION	32,299	32,375	31,696	37,811	31,549	31,640
4727 CARTS RPR/D/DIST	24,429	25,549	28,554	46,089	28,288	28,449
4729 STUDENT MOVE IN/OUT	25,493	41,301	20,513	44,586	20,483	20,500
4730 DROP OFF STATION STAFFED	4,845	9,604	6,500	8,797	6,500	6,500
4732 SINGLE FAMILY RECYCLING	1,370,022	1,764,842	1,580,081	1,766,274	1,812,617	1,850,603
4733 MULTI FAMILY RECYCLING	745,167	405,252	908,437	627,020	636,540	655,637
4734 COMMERCIAL RECYCLING	886,473	741,229	604,029	636,999	647,349	657,011
4747 CHRISTMAS TREES	8,060	12,866	-	60	-	-
4749 YARDWASTE COLLECTION	809,886	609,133	627,026	1,091,935	860,543	873,475
4764 RECYCLING PROCESSING	455,495	776,448	819,637	880,489	1,566,624	1,113,916
4919 MAINTENANCE - LANDFILL	541,652	382,426	342,280	375,356	400,512	401,973

6210 OPERATIONS	154,418	217,004	251,622	203,561	246,361	250,095
6362 PARK REFUSE	127,267	111,308	81,094	147,047	68,567	69,084
7060 OUTSTATIONS	36,098	52,675	36,788	28,629	5,000	5,000
9541 BAD DEBTS	13,829	11,107	-	-	-	-
Total	\$10,677,812	\$10,880,180	\$11,954,299	\$11,971,769	\$12,483,690	\$12,163,935

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
9000 CAPITAL OUTLAY	-	-	-	-	100,000	-
Total	-	-	-	-	\$100,000	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
6327 TREE PLANTING	5,000	-	-	-	-	-
Total	\$5,000	-	-	-	-	-

Street Maintenance and Traffic Control

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	1,499,495	1,906,756	2,124,662	2,175,309	2,268,966	2,323,330
1100 FRINGE BENEFITS	804,323	626,151	611,801	611,801	657,946	665,518
1935 GIS	-	-	-	4,000	4,000	4,000
4112 LOCAL SIGN MANUFACTURE	39,340	33,456	57,394	42,088	41,355	42,043
4117 LOCAL ST PAVEMENT MARKING	16,996	28,851	29,982	22,658	32,366	32,471
4119 LOCAL TRAFFIC SIGNS	100,185	119,802	131,440	153,370	122,950	124,278
4123 SIGNAL INSTALLATION/REBUILD	80,888	71,157	419,855	192,422	264,839	271,872
4124 TRAFFIC SIGNAL MAINTENANCE	258,150	188,518	308,029	311,714	290,713	294,326
4125 SIGNAL PREVENT MAINT	48,789	32,755	74,672	94,127	51,701	52,600
4126 SIGNAL EMERGENCY REPAIR	152,683	147,736	158,362	180,133	136,147	132,138
4127 SIGNAL SYSTEM CONTROL	223,885	316,122	506,143	575,906	279,054	253,527
4128 SIGNAL SHOP WORK	21,586	19,844	31,990	31,835	17,278	17,557
4129 GRID EXPANSION/MAINTENANCE	10,577	3,031	6,778	1,763	-	-
4135 SIGN SHOP WORK	9,817	12,726	17,702	17,483	14,428	14,662
4136 SIGN, WORK FOR OTHERS	41,292	44,320	31,537	42,103	44,141	44,735
4137 TRAFFIC CALMING	1,239	14,606	135,150	135,150	29,020	29,059
4142 MAJOR SIGN MANUFACTURE	22,322	25,615	22,495	31,579	31,577	32,114
4146 FOOTBALL/SPECIAL EVENTS	56,030	101,085	56,843	104,454	75,974	74,198
4147 MAJOR ST PAVEMENT MARKING	147,738	98,481	140,662	139,507	267,576	142,970
4149 MAJOR TRAFFIC SIGNS	101,608	139,564	193,636	215,813	117,526	111,231
4183 TRUNKLINE CONSTRUCTION	2,761	5,643	8,079	2,269	2,756	2,796
4184 TRUNKLINE SIGNAL INSTALL	21,002	6,075	8,479	15,611	6,259	6,319
4185 TRUNKLINE PREV MAINT	18,091	18,140	17,151	15,952	6,864	6,965
4186 TRUCKLINE EMERG REPAIR	39,139	19,847	27,476	36,877	24,319	24,477
4187 TRUNKLINE SYSTEM CONTROL	3,183	5,652	7,079	5,697	4,160	4,219
4209 LOCAL GRADING	151,902	161,390	157,622	158,015	175,867	181,833
4210 LOCAL BASE REPAIR/OVERLAY	465,614	190,694	489,266	489,975	462,745	471,968
4211 LOCAL STREET SWEEPING	251,124	104,125	384,962	260,773	328,719	335,687
4212 LOCAL POTHOLE REPAIR	97,157	73,274	89,512	128,397	114,220	116,119
4215 LOCAL SALTING/PLOWING	373,214	850,134	181,053	255,348	219,235	224,125
4217 LOCAL PAVEMENT EVALUATION	27,901	32,442	72,964	45,849	11,296	11,378
4218 LOCAL SURFACE TREATMENT	2,920	2,020	295,274	337,507	172,911	103,062
4219 LOCAL ROW STUDY/MAINT	6,415	10,661	57,203	48,653	84,716	7,182
4222 POTHOLE REPAIR	345,643	392,726	247,272	318,258	244,000	249,167
4227 PAVEMENT EVALUATION	36,368	61,602	159,531	158,609	14,293	14,401
4229 RIGHT-OF-WAY STUDIES/MAINT	134,921	120,584	127,081	125,760	92,339	93,077
4231 BR 23 SWEEPING	272	299	1,117	1,117	976	985
4232 BR 23 POTHOLE REPAIR	2,587	8,052	5,451	5,415	4,872	4,924
4235 BR 23 WINTER MAINTENANCE	10,280	16,770	14,127	15,627	15,109	15,459
4239 BR 23 TRAFFIC SIGNS	691	1,556	6,454	4,123	4,205	4,355
4240 MAJOR BASE REPAIR/OVERLAY	93,411	180,708	296,554	329,564	420,642	254,412
4245 MAJOR SALTING/PLOWING	278,221	456,274	557,663	362,012	678,666	662,363
4248 MAJOR SURFACE TREATMENT	4,117	119,745	1,869,080	1,868,856	302,648	93,677
4251 STREET SWEEPING	297,355	166,954	180,313	202,458	180,453	196,813
4252 BRIDGE MAINTENANCE & REPAIR	1,416	3,123	5,753	5,714	5,687	5,823
4253 SHOULDER MAINTENANCE	29,396	29,741	18,058	27,877	25,935	26,240
4254 MISC CONCRETE REPAIRS	2,238	39,946	40,305	41,065	35,650	35,650
4255 SIDEWALK RAMPS	51,036	71,574	109,526	109,459	-	-
4256 SHOP WORK	1,250	909	3,400	3,379	3,391	3,489
4257 ENG SERVICES/INSPECTIONS	66,528	46,007	58,703	54,118	68,114	68,916
4258 WORK FOR OTHERS	3,111	31,988	5,029	5,002	4,942	4,998
4261 RIGHT-OF-WAY/MAINTENANCE & REP	56,700	16,062	12,995	14,901	7,983	8,205
4263 RIGHT OF WAY MAINT - ENGINEERING	12,306	42	-	-	-	-
4520 TRAFFIC OPERATIONS	312,536	320,690	333,488	337,648	305,162	302,381
4530 DESIGN - DRAFTING	4,071	-	-	-	-	-
4531 DESIGN - ENGINEERING	14,451	-	-	-	-	-
4536 CONSTRUCTION - ENGINEERING	42	-	-	-	-	-
4538 CONSTRUCTION - OTHER	14,304	4,441	10,040	-	-	-
4542 ENGINEERING - ROADS	-	-	21,753	-	-	-
4940 BR 94 BASE REPAIR	34,041	16,828	6,676	4,467	3,946	3,964
4941 BR 94 SWEEPING	1,443	311	1,177	1,767	1,146	1,164
4942 BR 94 POTHOLE REPAIR	10,471	14,119	4,029	5,029	3,942	3,998
4943 BR 94 SHOULDER MAINTENANCE	43,724	6,650	9,000	28,000	25,000	25,000
4945 BR 94 WINTER MAINITENANCE	51,636	55,727	27,781	36,200	23,321	23,495

4949 BR 94 TRAFFIC SIGNS	3,309	4,422	7,054	4,428	2,578	2,616
6222 SNOW & ICE CONTROL	18,291	198,522	105,520	89,904	130,126	131,997
6328 ROW MAINTENANCE	71,714	43,902	144,655	158,365	215,615	214,332
7011 CALL CENTER	9,420	7,183	7,430	7,430	6,497	6,549
7015 STUDY/PLANNING	81,534	73,402	78,665	-	-	-
7016 DESIGN	2,194	897	2,600	-	-	-
7017 CONSTRUCTION	1,619	-	583	-	-	-
7018 FIELD OPS CHARGES	-	-	1,703	-	-	-
7019 PUBLIC ENGAGEMENT	-	10,863	-	9,785	-	-
9000 CAPITAL OUTLAY	60,557	60,312	90,600	-	-	-
9500 DEBT SERVICE	774,553	775,974	778,047	778,047	779,542	781,988
Total	\$8,035,123	\$8,769,578	\$12,204,466	\$11,998,522	\$9,968,404	\$9,399,197

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area: Public Services	Area Administrator: Craig Hupy
Service Unit: Field Operations	Manager: Jody Caldwell

Service Unit Goals	City Goals:
A. Rebuild traffic signal at Brockman & Stadium	2,3,5
B. Rebuild traffic signal at Pinevalley and Packard	2,3,5
C. Sweep all City streets, to reduce sedimentation in drainage system and watersheds	2,3,4
D. Reduce the area effected by watermain breaks	2,3
E. Establish a maintenance program to sand blast and repaint City fire hydrants	2,3
F. Implement sanitary sewer cross lot easement maintenance program that will allow access for maintenance	2
G. Reduce back log of sanitary repairs	2,5
H. Reduce the risk of surcharging and backups in the stormwater system	2,3
I. Coordinate and implement City IDEP plan to improve storm water quality and aid in meeting storm water permit requirements	2,3,4,5
J. Replace the roof of Mack Pool	2,3
K. Replace Farmer's Market doors.	2,3
L. Develop program for scheduled routine trimming in City named parks	2,4
M. Divert landfill materials/waste by promoting the composting of food waste	1,2
N. Divert landfill materials/waste by promoting recycling	2,4
O. Plant 1,000 street trees	4,5

Service Unit Measures	Status
A - Complete project by June 30, 2014	30%
B - Complete project by June 30, 2014	40%
C - Complete two rounds of street sweeping	100%
D - Reduce the area effected by watermain breaks from 10 city blocks to two city blocks (per break)	No net gain currently
E - Complete maintenance on 10% of all City fire hydrants	40%
F - Reduce the number of sanitary sewer overflows by 15%	No net gain currently
G - Currently a back log of 7 repairs, Reduce to 2 or less	60%
H - Increase the linear feet of stormwater pipe jetted annually by 10%	No net gain currently
I - Sample outfalls from 2 creek sheds, document data electronically and successfully eliminate any determined illicit connections	50%
J - Complete project by June 30, 2014	95%
K - Complete project by June 30, 2014	100%

L – Place 25% of City named parks into a scheduled trimming program	38%
M - Increase the sale of compost carts by 10%	7%
N - Place 15 new recycle dumpsters	100%
O - Number of street trees planted as a percentage of goal of 1,000 trees per year	42%

FY 2015	
GOALS AND PERFORMANCE MEASURES	

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Field Operations	Manager:	Molly Maciejewski

Service Unit Goals	Council Priorities
A. Extend useful life of utility infrastructure with a first class preventative maintenance program.	2,3,4
B. Improve level of service related to compost, solid waste and recycling collection.	1,2,4,3
C. Improve surface water quality.	2,3,4
D. Extend traffic control signal useful life and reduce sight distance safety hazards throughout transportation network.	2,3,4
E. Reduce energy associated with illuminating park facility parking areas.	1,2,3
F. Improve the tree canopy health and coverage.	2,3,4

Service Unit Measures	Status
A1. Eliminate the back log of sanitary sewer repairs.	Complete-Backlog has been eliminated
A2. Exercise and inspect 50% of water main valves greater than or equal to 12" and 25% of valves less than 12".	Work plan was adjusted to exercise all large valves this FY and complete a percentage of the small valves in FY 16
A3. Sand blast and repaint 10% of fire hydrants.	The City elected to power wash in lieu of sand blasting. 10%-complete
B1. Reduce the number of complaints related to un-serviced compost collection by 10 percent from FY2014.	The overall number of complaints has increased from FY14. This is likely attributable to launch the A2 Fix-It application.
B2. Improve safety and access for the city and Recycle Ann Arbor by improving service to 5 problem areas.	Seven problem areas were identified and improved.
C1. Coordinate and implement city outfall sampling to help detect potential threats to Huron River. Collect samples	Outfalls have been sampled in the Swift

from two (2) water sheds, document data electronically and eliminate any determined illicit connections.	Run watershed.
C2. Remove sediment and debris from 1,000 LF of open ditch.	Complete
C3. Increase the number of peak stage recorders in sanitary sewer system by 14 units.	Complete
C4. Sweep all city streets twice per year.	Complete –City streets were swept 3 times
D1. Rebuild traffic signals at Jewett/Packard & Pontiac Trail/Barton.	Signal work at Pontiac Trail and Barton is complete. The Jewett/Packard signals are expected to be complete by the end of the construction season.
D2. To improve site distances and pedestrian/bicycle navigation, clear 8,000 LF of overgrowth in the road shoulder.	Complete-over 10,000 LF of overgrowth has been removed from targeted areas.
E1. Install L.E.D. lighting at the Fuller Pool & Leslie Science center parking lots.	Project on hold
F1. Plant 1,000 trees within the public road right-of-way.	Complete
F2. Perform routine tree trimming at 40 city named parks.	Tree Trimming occurred when necessary. Trees removed in Parks that NAP identified as a priority for removal.

**FY 2016
GOALS AND PERFORMANCE MEASURES**

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Field Operations	Manager:	Molly Maciejewski

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Incorporate technology to gain efficiency	4	16
B. Exemplify a commitment to safety	1, 2	7
C. A work environment that supports, empowers and develops a high quality workforce	1	9
D. Fiscally sound operation and maintenance of the City's above and below ground infrastructure	2, 3	11
E. A sustainable Urban Forest	2	14
F. Improved water quality	2	13
G. Enhance quality of life for residents and visitors by providing safe, efficient delivery of essential goods and services.	5	4

Service Unit Measures	Status
1. Utilize Cityworks in all work areas (Goal A)	
2. Install and utilize AVL in solid waste & street sweeping vehicles (Goal A)	
3. Reduce vehicular and occupational accidents by 20% (Goal B)	
4. Complete a succession plan for signs and signals and street maintenance and other areas as necessary (Goal C)	
5. Proficiency of all solid waste employees in driving all solid waste vehicles (Goal C)	
6. Initiate cross training of Miss Dig responders (Goal C, D)	
7. Secure service contracts for third party preventative maintenance activities in Park Facilities (Goal D)	
8. Establish work orders and meet deadlines for completing routine inspection and maintenance activities (Goal D)	
9. Eliminate backlog of tree removals (Goal E)	
10. Obtain cross lot sewer & stormwater drainage system access and perform routine maintenance of these systems (Goal F, G)	
11. Complete a streetlight outage survey on major roads twice per year (Goal D, G)	
12. Complete street sweeping of entire city twice per year (Goal D, G)	
13. Decrease customer calls for missed trash pickup (Goals A, C D and G) by 20%	
14. Increase leaf tonnage pickup (reduce street sweeping debris) (Goals A, C, D and G)	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ADMIN ASSISTANT LVL 4	110044	2.00	2.00
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
CIVIL ENGINEER IV	403840	1.05	1.05
ELEC & CONTROL TECH V	116254	0.05	0.05
FIELD OP ASST MANAGER	401140	2.00	2.00
FIELD OP OFFICE MANAGER	402015	1.00	1.00
FIELD OP TECH V - INFRA S	112845	2.00	2.00
FIELD OPER TECH I - INFRA	112804	5.00	6.00
FIELD OPER TECH I-FOR/FAC	112754	9.00	9.00
FIELD OPER TECH I-INFRA	112804	1.00	0.00
FIELD OPER TECH II - FOR/	112764	1.00	1.00
FIELD OPER TECH II - INFR	112814	10.00	10.00
FIELD OPER TECH III - COM	112724	4.75	4.75
FIELD OPER TECH III - FOR	112774	4.00	4.00
FIELD OPER TECH III -INFR	112824	8.00	8.00
FIELD OPER TECH III-INFRA	112824	1.00	1.00
FIELD OPER TECH IV - COMM	112734	3.40	3.40
FIELD OPER TECH IV - FOR/	112784	6.00	6.00
FIELD OPER TECH IV - INFR	112834	13.00	13.00
FIELD OPER TECH IV- INFR	112844	5.00	5.00
FIELD OPER TECH V - COMM	112744	4.00	4.00
FIELD OPER TECH V - FOR/F	112794	2.00	2.00
FIELD OPER TECH V - INFRA	112844	14.00	14.00
FIELD OPERATIONS MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV I	192100	3.00	3.00
FIELD OPERATIONS SUPV II	192110	1.00	1.00
FIELD OPERATIONS SUPV IV	192130	3.00	3.00
FIELD OPERATIONS SUPV IV	192131	1.00	1.00
FIELD OPERATIONS SUPV V	192140	1.00	1.00
FINANCIAL ANALYST	401580	1.00	1.00
FLEET & FAC SUPV II	190014	0.05	0.05
GIS COORDINATOR	401520	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.13	0.13
TREE TRIMMER I	112851	1.00	1.00
TREE TRIMMER II	112861	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
WATER UTILITY TECH I	117400	0.05	0.05
WATER UTILITY TECH I	117401	0.14	0.14
WATER UTILITY TECH II	117410	0.05	0.05
WATER UTILITY TECH III	117420	0.05	0.05
WATER UTILITY TECH IV	117431	0.05	0.05
WATER UTILITY TECH V	117441	0.55	0.55
Total		116.79	116.79



PUBLIC SERVICES AREA

FLEET & FACILITIES

The Fleet and Facilities Service Unit is responsible for the maintenance and repair of City owned buildings and their grounds, as well as project oversight for these facilities. The unit is also responsible for maintenance and repair to 650 vehicles and pieces of equipment, including vehicle and fuel procurement. The operation of the Ann Arbor Airport is also handled by this Unit.

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	850,970	862,566	861,340	877,090	919,950	928,550
INTRAGOVERNMENTAL SALES	6,821,342	7,049,633	7,615,509	7,579,600	7,807,128	7,834,167
INVESTMENT INCOME	127,333	89,942	105,332	105,332	77,969	84,922
MISCELLANEOUS REVENUE	184,916	270,339	121,460	234,500	152,600	142,500
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	238,714 -	1,351,416 -	243,000 75,000	243,000 -	116,693 1,459,460	- -
Total	\$8,223,275	\$9,623,896	\$9,021,641	\$9,039,522	\$10,533,800	\$8,990,139

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	5,050	400	75,000	-	-	-
FLEET SERVICES (0012)	7,358,439	7,409,239	7,838,301	7,911,432	9,589,075	8,057,589
AIRPORT (0048)	859,786	889,257	865,340	885,090	944,725	932,550
GENERAL CAPITAL FUND (00CP)	-	1,325,000	243,000	243,000	-	-
Total	\$8,223,275	\$9,623,896	\$9,021,641	\$9,039,522	\$10,533,800	\$8,990,139

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	1,252,246	1,337,153	3,038,730	3,046,855	3,095,682	3,143,910
PAYROLL FRINGES	906,105	946,431	1,009,735	1,009,634	974,366	1,001,904
OTHER SERVICES	994,755	2,260,497	1,122,097	1,170,941	1,152,100	1,154,591
MATERIALS & SUPPLIES	125,840	172,600	100,764	131,575	141,075	120,775
OTHER CHARGES	2,183,472	2,874,524	745,075	718,580	828,599	858,315
PASS THROUGHS	729,308	2,008,361	962,830	962,830	3,305,176	1,348,289
CAPITAL OUTLAY	54,155	129,095	3,110,995	4,607,540	2,796,723	2,288,365
VEHICLE OPERATING COSTS	1,968,166	2,106,738	2,404,408	2,039,190	2,149,125	2,271,475
EMPLOYEE ALLOWANCES	15,936	14,524	14,399	14,399	16,974	16,974
Total	\$8,229,983	\$11,849,923	\$12,509,033	\$13,701,544	\$14,459,820	\$12,204,598

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	1,523,352	3,070,519	3,536,951	3,536,951	3,943,647	4,021,238
FLEET SERVICES (0012)	6,045,034	7,067,034	7,613,224	9,333,231	9,589,075	7,249,712
AIRPORT (0048)	661,597	668,737	834,491	831,362	927,098	933,648
GENERAL CAPITAL FUND (00CP)	-	1,043,633	524,367	-	-	-
Total	\$8,229,983	\$11,849,923	\$12,509,033	\$13,701,544	\$14,459,820	\$12,204,598

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FLEET & FACILITY	21.20	20.20	20.20	21.45	21.45
Total	21.20	20.20	20.20	21.45	21.45

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

REVENUES

Operating Transfers In- This decrease reflects one-time monies for capital projects for FY2015 related to improvements in the Larcom building and various other municipal buildings.

Prior Year Surplus-The increase is due to the Fleet Fund rebating excess fund balance to the participating funds.

EXPENSES

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Pass Throughs – The increase is due to the Fleet Fund rebating excess fund balance to the participating funds.

Capital Outlay - This decrease reflects one-time monies for capital projects for FY2015 related to improvements in the Larcom building and various other municipal buildings.

Vehicle Operating Costs- This reflects a decrease in future fuel and repair cost estimates.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Fleet & Facilities	Manager:	Matthew Kulhanek

Service Unit Goals	City Goals:
A. Complete the bathroom renovation/construction project in City Hall.	2, 3
B. Coordinate and facilitate staff relocations and asbestos abatement on the 3, 4, & 5 floors of City Hall if project funding is approved.	3
C. Complete the removal of building contents at 721 N. Main.	3
D. Replace furnace and air conditioning at Dental Clinic building.	2, 3
E. Upgrade the City's fuel management system if project funding is approved.	3
F. Coordinate planning and construction of an airport improvement project if approved.	2, 3
G. Design and install secondary chiller unit in City Hall if project funding is approved.	2, 3

Service Unit Measures/Scoreboards	Status
A - Complete the work by 12/31/13.	Done
B1 - Prepare bid specifications for abatement and create a relocation plan by 12/31/13.	Done
B2 - Award demolition and abatement bids by 3/31/14.	Done
B3 - Complete abatement work and return units to operating locations by 8/31/14.	Ongoing
C - Complete the work by 6/30/14.	Ongoing
D - Complete the work by 12/1/13.	Done
E1 - Review fuel management technology options by 12/31/13.	Done
E2 - Complete upgrade of fleet to new technology by 6/30/14.	Ongoing
F1 - Determine project based on capital program needs by 12/31/13.	Done
F2 - Secure funding and develop specifications by 3/31/14.	Done
F3 - Award bids and initiate construction by 6/1/14.	Done
G1 - Initiate design detail and bid specifications by 12/31/13.	Done
G2 - Bidding and award of project by 3/31/14.	Done
G3 - Complete installation by 6/30/14 (depending on unit lead time).	Ongoing

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Fleet & Facilities	Manager:	Matthew Kulhanek

Service Unit Goals	Council Priorities
A. Coordinate and oversee the asbestos abatement project for the 2 nd floor of the Larcom City Hall.	3, 4
B. Coordinate and oversee the restroom renovation projects for Fire Station #3 and Fire Station #4.	3, 4
C. Coordinate planning and construction of an airport improvement project if funding is approved.	3, 4, 5
D. Review the fleet fund to compare allocations and future needs with the current fund balance.	1, 5

Service Unit Measures	Status
A1. Prepare abatement specifications, relocation plan, and award the demolition and abatement bids by 9/30/14.	Complete
A2. Complete abatement and restoration work and return the floor to operations by 1/31/15.	Complete
B1. Complete the work in the first fire station by 9/30/14.	Complete
B2. Complete the work in the second fire station by 12/31/14.	Complete
C1. Determine project based on capital program needs by 12/31/14.	Complete
C2. Secure funding and develop specifications by 3/31/15.	Complete
C3. Award bids and initiate construction by 6/1/15.	Complete
D. Complete the work by 1/31/15.	Complete

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Fleet & Facilities	Manager:	Matthew Kulhanek

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Coordinate and oversee the renovations to the City Council Chambers to improve security and meet ADA compliance.	2,4,5	4,6,7,11
B. Coordinate and oversee the replacement of the freight elevator in the Guy C. Larcom building.	2	2,3,11
C. Coordinate planning and construction of an Airport Capital Improvement Program project if funding is approved.	2,6	7,9,10,11
D. Replace or upgrade the Fleet fuel management system.	2,4	11
E. Coordinate and oversee the installation of CNG fueling facilities at the Wheeler Service Center.	2,3	2,11,13

Service Unit Measures	Status
A1. Prepare renovation specifications, sequencing plan, and award the renovation bid by August 31, 2015.	
A2. Complete renovation work and return the chambers fully functional by December 31, 2015.	
B1. Hire engineering consultant and prepare bid specifications by December 31, 2015.	
B2. Award replacement bids by March 31, 2016.	
B3. Complete installation and receive operational certification by June 30, 2016.	
C1. Determine project based on capital program needs by December 31, 2015.	
C2. Secure funding and develop specifications by March 31, 2016.	
C3. Award bids and initiate construction by June 30, 2016.	
D1. Prepare a Request for Proposals, complete evaluation of system options and award of project by September 30, 2015.	
D2. Complete installation of new system, update all fleet vehicles and certify operation by March 31, 2016.	
E1. Prepare a Request for Proposals, complete evaluation of system options and award of project by April 1, 2016.	
E2. Complete installation of new system and certify operation by June 30, 2016.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**PUBLIC SERVICES AREA
FLEET & FACILITY**

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ADMIN ASSISTANT LVL 1	110014	0.50	0.50
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
FACILITIES MAINT TECH II	110214	1.00	1.00
FACILITIES MAINT TECH II	110224	2.00	2.00
FACILITIES MAINT TECH IV	110234	2.00	2.00
FACILITIES MAINT TECH V	110244	1.00	1.00
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FAC SUPV II	190014	1.95	1.95
FLEET & FACILITIES MGR	403200	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
VEHICLE & EQUIP TECH IV	110114	3.00	3.00
VEHICLE & EQUIP TECH IV	110115	2.00	2.00
VEHICLE & EQUIP TECH V	110125	3.00	3.00
VEHICLE EQUIPMENT INSTALL	110600	1.00	1.00
Total		21.45	21.45



PUBLIC SERVICES AREA

PROJECT MANAGEMENT

The Project Management Services Unit is responsible for the engineering and construction management of many of the City's capital improvement projects; traffic engineering; review and inspection of private development projects; administration of construction contracts and engineering service contracts; and updating and maintaining the City's infrastructure records. Project Management also actively pursues State and Federal grants, and partners with other City departments as well as external agencies to complete major improvements to the City's infrastructure.

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	3,258,599	2,376,718	2,358,747	2,532,547	2,604,645	2,712,734
CONTRIBUTIONS	-	-	20,496	20,496	-	-
INTERGOVERNMENTAL REVENUES	-	10,500	-	-	-	-
MISCELLANEOUS REVENUE	29,401	25,623	-	-	-	-
OPERATING TRANSFERS IN	345,726	55,000	67,500	60,000	478,193	-
PRIOR YEAR SURPLUS	-	-	323,385	-	4,873,475	-
TAXES	69	240	-	-	-	-
Total	\$3,633,795	\$2,468,081	\$2,770,128	\$2,613,043	\$7,956,313	\$2,712,734

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	-	-	335,899	60,014	450,000	-
MAJOR STREET (0021)	24,501	27,081	17,500	17,300	17,300	17,300
LOCAL STREET (0022)	-	55,000	115,000	60,000	-	-
PROJECT MANAGEMENT (0049)	3,326,692	2,381,715	2,301,729	2,475,729	7,117,282	2,695,434
ART IN PUBLIC PLACES (0056)	122,508	-	-	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	69	240	-	-	7,446	-
STREET MILLAGE FUND (0062)	160,025	4,045	-	-	364,285	-
Total	\$3,633,795	\$2,468,081	\$2,770,128	\$2,613,043	\$7,956,313	\$2,712,734

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	1,028,414	1,072,057	2,415,787	2,421,765	2,934,326	2,951,421
PAYROLL FRINGES	567,580	627,460	656,986	659,332	749,675	768,794
OTHER SERVICES	132,576	232,395	364,534	373,835	1,059,382	694,297
MATERIALS & SUPPLIES	24,504	22,623	21,550	21,500	33,700	26,800
OTHER CHARGES	704,255	894,147	1,178,068	917,082	959,579	973,909
PASS THROUGHGS	1,049,014	352,041	330,552	330,552	5,404,489	96,708
CAPITAL OUTLAY	-	29,483	60,014	60,014	-	-
EMPLOYEE ALLOWANCES	27,509	27,585	8,222	8,222	9,900	9,900
Total	\$3,533,852	\$3,257,791	\$5,035,713	\$4,792,302	\$11,151,051	\$5,521,829

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	7,976	307,347	1,896,062	1,638,076	2,390,243	1,598,126
MAJOR STREET (0021)	379,065	366,697	392,191	391,766	1,050,132	715,422
LOCAL STREET (0022)	1,240	14,605	135,150	135,150	157,398	80,090
AIRPORT (0048)	615	-	-	-	-	-
PROJECT MANAGEMENT (0049)	1,962,993	2,177,303	2,210,211	2,225,211	7,118,029	2,701,261
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	45,000	25,000
STREET MILLAGE FUND (0062)	1,181,963	391,839	402,099	402,099	390,249	401,930
Total	\$3,533,852	\$3,257,791	\$5,035,713	\$4,792,302	\$11,151,051	\$5,521,829

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
PROJECT MANAGEMENT	12.85	12.21	12.41	15.75	15.75
Total	12.85	12.21	12.41	15.75	15.75

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT SERVICES UNIT**

REVENUES

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

Operating Transfers In- This reflects a one-time refund from the Risk Fund for excess benefit contributions over the past several years.

Prior Year Surplus- The increase in FY2016 is due to a one-time rebate of Project Management fund balance to the participating funds.

EXPENSES

Personnel Services- The increase is due to the re-allocation of 3.0 FTEs for right-of-way maintenance.

Payroll Fringes – The increase is due to the re-allocation of 3.0 FTEs for right-of-way maintenance.

Other Services- The increase is due to the re-allocation of right-of-way maintenance activities to Project Management.

Pass Throughs – The increase in FY2016 is due to a one-time rebate of Project Management fund balance to the participating funds.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area: Public Services	Area Administrator: Craig Hupy
Service Unit: Project Management	Interim Manager: Nick Hutchinson

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, 3
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	Status
A - Utilize Federal and/or State grants for the City's capital improvement projects (7)	70%
B - Engage the public in the project planning, design and construction of capital improvement projects (15)	100%
C1 – Complete the design and/or construction of street reconstruction/resurfacing projects (16)	80%
C2 – Complete the design and/or construction of water main replacement projects (8)	75%
C3 - Complete the design and/or construction of sanitary sewer and storm water improvement projects (7)	70%
C4 – Complete pedestrian improvement/non-motorized improvement projects (7)	85%
C5 – Inspect and repair 45% of City sidewalks (% since inception of the Sidewalk Millage in 2012.)	40%
D – Implement environmentally sustainable engineering solutions (4)	75%
E –Private Development Construction Plans reviewed within 4 weeks	80%
E – Right-of-Way Permits reviewed within 3 weeks	90%

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Project Management	Unit Manager:	Nick Hutchinson

Service Unit Goals	Council Priorities
A. Engage the public in the planning, design and construction of the capital improvement projects.	2
B. Rebuild the City's Infrastructure (Streets, Water Mains, Storm & Sanitary Sewer)	4
C. Encourage and implement environmentally sustainable engineering practices	2

Service Unit Measures/Scoreboards	Status
A- Engage the public in the project planning, design and construction of capital improvement projects (14 projects)	100% completed
B1 – Complete the design and/or construction of street reconstruction/resurfacing projects (15 streets)**	100%+ completed
B2 – Complete the design and/or construction of water main replacement projects (5 projects)*	80% completed
B3 - Complete the design and/or construction of sanitary sewer and storm water improvement projects (5 projects)*	80% completed
B4 – Complete pedestrian improvement/non-motorized improvement projects (4 projects)	100% completed
B5 – Inspect and repair sidewalks throughout the City (70% of sidewalks in the City since inception of Sidewalk Millage in 2012)	80% completed
C – Implement Green Streets Policy where applicable (2 projects)*	50% completed

*one project postponed until 2016

** number of streets was increased to 23 as a result of the passage of the County millage

FY15 Federal Aid Projects:

1. Fuller/East Medical Center Bridge Rehab (SRF)
2. Safety Projects/RFB's
3. Other Non-Motorized/Sidewalk Gap project (SRF)

FY 15 Road Projects:

1. Stone School Road
2. Springwater 2
3. Duncan
4. Geddes Ave
5. Depot Street
6. Liberty (1st to Main)
7. State Street (Eisenhower to I-94)
8. Other Locals (8?)

FY 15 Water Main Projects:

1. Duncan
2. Devonshire/Belmont/Londonderry
3. Springwater II
4. Lawrence Water Main
5. Geddes Ave.

FY 15 Storm/Sanitary Projects:

1. Springwater
2. Geddes Ave.
3. Liberty-Ridgemoor Sanitary Sewer
4. 2015 Sewer Lining
5. McKinley/White/Arch Storm Vault

FY 15 Ped Improvement/Safety/Non-Motorized Projects:

1. FY15 Safety Projects
2. Traffic Calming Program
3. Geddes Ave.
4. SW Gap Project??

FY 15 Sustainable Engineering Projects:

1. Geddes Ave.
2. Springwater

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Project Management	Manager:	Nick Hutchinson

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Engage the public in the planning, design, and construction of capital improvement projects	2, 5	4
B. Rebuild the City's Infrastructure (Streets, Sidewalks, Water Mains, Storm & Sanitary Sewer)	2, 3	7, 10
C. Encourage and implement environmentally sustainable engineering practices	2	11, 13, 14
D. Review plans & inspect construction for private development project in a timely manner to ensure compliance with City standards	2	7, 10

Service Unit Measures	Status
A. Communicate and engage with the public during all phases of our capital improvement projects (14 Projects)	
B1. Complete design and/or construction of road improvement projects (+/-20 Streets)	
B2. Complete design and/or construction of water main replacement projects (4 Projects)	
B3. Complete design and/or construction of sanitary and storm sewer projects (7 Projects)	
B4. Complete pedestrian/non-motorized improvements (6 Projects)	
B5. Inspect and repair sidewalks throughout the City (90% of sidewalks in the City since the inception of the Sidewalk Millage in 2012)	
C. Implement Green Street Policy where applicable (3 Streets)	
D. Private Development Construction Plans reviewed within 4 weeks	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
CIVIL ENGINEER 1	000990	1.00	1.00
CIVIL ENGINEER 2	403640	0.95	0.95
ADMIN ASSISTANT LVL 4	110044	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	0.85	0.85
CITY ENGINEER	403160	1.00	1.00
CIVIL ENGINEER III	403620	1.00	1.00
CIVIL ENGINEER IV	403840	2.60	2.60
CIVIL ENGINEER V	401330	1.65	1.65
CIVIL ENGINEERING SPEC 3	112014	2.30	2.30
CIVIL ENGINEERING SPEC 4	112024	1.20	1.20
CIVIL ENGINEERING SPEC 5	112034	1.25	1.25
FINANCIAL MGR-PUBLIC SERV	401070	0.10	0.10
OFFICE TECHNICIAN	119999	0.45	0.45
SUPERVISOR - CESS	192050	1.00	1.00
Total		15.75	15.75

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PUBLIC SERVICES AREA

SYSTEMS PLANNING

Systems Planning staff bring together diverse backgrounds and experience in: energy management; environmental planning and programming; solid waste and recycling; soil erosion and sedimentation control; natural features; urban forestry; urban and regional planning; community engagement; transportation planning; geographic information systems (GIS); regulatory compliance; municipal engineering; stormwater and water resources; sanitary sewer; and, drinking water. These extensive skills and expertise are utilized in several programs, processes and projects, including: sustainability planning; utility system modeling; spatial data management; support for the implementation of GIS-based work management systems throughout the service area; support for community engagement efforts to units throughout the organization; programs and policy development to optimize service levels, environmental benefit, and public investment; capital planning and budgeting; asset management programming for multiple areas across the organization; and, maintaining infrastructure standards and specifications for facilities and activities within the Public Services Area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	105,491	196,501	68,500	219,310	218,766	220,425
INTERGOVERNMENTAL REVENUES	460,442	88,585	-	-	-	-
INVESTMENT INCOME	8,644	27,892	5,750	5,750	5,943	6,495
MISCELLANEOUS REVENUE	34,145	9,560	-	7,396	6,802	6,802
OPERATING TRANSFERS IN	231,664	330,090	361,420	361,420	310,809	193,538
PRIOR YEAR SURPLUS	-	-	544,393	-	431,319	167,350
SALE OF BONDS	560,000	-	-	-	-	-
Total	\$1,400,386	\$652,628	\$980,063	\$593,876	\$973,639	\$594,610

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ENERGY PROJECTS (0002)	687,401	80,731	440,143	91,256	260,796	259,472
GENERAL (0010)	54	99	75,000	-	165,000	-
MAJOR STREET (0021)	288	-	-	-	-	-
WATER SUPPLY SYSTEM (0042)	33,836	80,825	-	81,500	81,500	83,950
SEWAGE DISPOSAL SYSTEM (0043)	12,880	1,715	10,000	1,200	1,500	1,500
ART IN PUBLIC PLACES (0056)	(5,040)	-	-	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	134,268	180,710	396,420	361,420	304,588	187,625
STORMWATER SEWER SYSTEM FUND (0069)	76,257	63,634	58,500	58,500	60,255	62,063
SOLID WASTE (0072)	-	-	-	-	100,000	-
MAJOR GRANTS PROGRAMS (00MG)	460,442	244,914	-	-	-	-
Total	\$1,400,386	\$652,628	\$980,063	\$593,876	\$973,639	\$594,610

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GRANT/LOAN RECIPIENTS	88,488	313,266	146,601	146,601	-	-
PERSONNEL SERVICES	1,165,454	1,150,513	1,490,410	1,348,004	1,366,869	1,322,309
PAYROLL FRINGES	666,339	697,009	760,133	752,610	709,720	722,444
OTHER SERVICES	367,974	373,937	588,161	630,562	599,242	400,809
MATERIALS & SUPPLIES	141,210	57,146	11,559	21,097	116,188	116,966
OTHER CHARGES	324,088	306,996	347,277	325,411	301,637	302,926
PASS THROUGHGS	94,960	167,423	78,723	78,723	76,443	74,203
CAPITAL OUTLAY	29,300	-	120,000	-	-	-
EMPLOYEE ALLOWANCES	16,801	18,710	10,724	12,001	19,868	19,868
Total	\$2,894,614	\$3,085,000	\$3,553,588	\$3,315,009	\$3,189,967	\$2,959,525

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
ENERGY PROJECTS (0002)	130,008	674,535	470,143	311,633	260,796	259,472
GENERAL (0010)	90,363	70,067	210,919	171,101	229,191	64,490
MAJOR STREET (0021)	102,639	122,878	127,211	140,714	133,301	132,950
LOCAL STREET (0022)	-	-	-	1,000	1,000	1,000
WATER SUPPLY SYSTEM (0042)	580,665	608,192	716,024	716,024	737,505	759,630
SEWAGE DISPOSAL SYSTEM (0043)	433,218	462,873	546,534	546,534	490,641	505,361
ALTERNATIVE TRANSPORTATION (0061)	106,214	121,168	239,280	307,022	128,608	129,593
STORMWATER SEWER SYSTEM FUND (0069)	822,758	731,551	806,252	806,252	851,985	848,568
SOLID WASTE (0072)	168,308	192,657	271,548	314,729	356,940	258,461
MAJOR GRANTS PROGRAMS (00MG)	460,441	101,079	165,677	-	-	-
Total	\$2,894,614	\$3,085,000	\$3,553,588	\$3,315,009	\$3,189,967	\$2,959,525

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
SYSTEMS PLANNING	14.65	15.32	15.32	15.50	15.50
Total	14.65	15.32	15.32	15.50	15.50

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

REVENUES

Prior Year Surplus – The budget reflects a decrease associated with a reduction in planned energy efficiency projects.

EXPENSES

Grant/Loan Recipients- The budget reflects a decrease in planned energy efficiency projects associated with PACE.

Materials & Supplies- The increase is associated with a reclassification of equipment needed in the Energy Fund and shows a corresponding decrease in Capital Outlay.

Other Charges – The decrease is due to lower information technology charges, and lower transfers to others for energy rebates.

Capital Outlay- The decrease is associated with a reclassification of equipment needed in the Energy Fund and shows a corresponding increase in Materials & Supplies.

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Systems Planning	Manager:	Cresson Slotten

Service Unit Goals	City Goals:
A. Develop an Urban & Community Forest Management Plan	4 & 5
B. Begin implementation of the Urban & Community Forest Management Plan	3, 4 & 5
C. Develop comprehensive, detailed stormwater system model	3
D. Evaluate the effectiveness of the FDD Program	3
E. Advance Flood Mitigation Plan Implementation	3
F. Incorporate Recommendations from Drinking Water LOS (Level of Service) Study into Asset Management Program/CIP Process	3 & 5
G. Complete NEPA Environmental Study for Ann Arbor Station	3 & 4
H. Develop a community-acceptable strategy to “green” rental housing	4 & 6
I. Integrate Sustainability Action Plan into existing City processes (e.g., CIP, budget, etc.)	4
J. Expand food waste composting from vegetative only to include all plate scrapings	4 & 5

Service Unit Measures	Status
A.1 - Staff completion of final plan document after public review by 9/15/2013	In progress. Plan out for public review
A.2 - Review of plan and recommendation for City Council adoption by Park Advisory Commission and Environmental Commission by 10/31/2013	In progress. Scheduled to attend PAC and EC at the end of April for action.
A.3 - Urban & Community Forest Management Plan adoption by City Council by 1/15/2014	In progress. Staff plans to present resolution to Council at 6/2/14 meeting.
B.1 - Develop a routine street tree pruning cycle program by 06/30/2014, where a minimum of 5800 city street trees are pruned each year	Not started. Waiting for adoption of UCFMP by Council.
C.1 - Complete final model calibration/validation by 3/1/2014	In progress. Anticipated completion by 6/1/14.
D.1 - Complete sanitary sewer flow monitoring by 10/31/2013	Complete
D.2 - Complete review of effectiveness of FDD Program by 4/1/2014	In progress
D.3 - Recommendations for reducing and eliminating wet weather impacts to sanitary system by 9/1/2014	In progress

E.1 - Remove two structures in floodway at 721 North Main Street by 9/1/2013	Complete
E.2 - Council adoption of Floodplain Management Ordinance by 6/1/2014	In progress. Unlikely to be completed before the end of 2014.
F.1 - Complete recommendations by 12/1/2013	In progress. Anticipated completion by 7/1/14.
F.2 - Incorporate recommendations into CIP process by 8/15/2014	In progress. On schedule
G.1 - Federal Railroad Administration final determination on Ann Arbor Station environmental report by 8/15/2014	In progress. Draft document anticipated for FRA review by end of 2014.
H.1 - HUD Green Rental Housing Pilot Projects underway by 10/1/2013	In Progress. Smart thermostats installed in Baker Commons; voluntary energy data being gathered with housing inspections; revolving loan fund for small landlords being formed.
I.1 - Integrate Sustainability Action Plan into budget process by 12/15/2013	In progress. Action plan to be completed by 9/14 for use in FY16 budget process.
J.1 - Provide expanded food waste composting service to all curbside collection routes by 7/31/2013	Beginning 4/1/14
J.2 - Distribute at least 5,000 kitchen composters by 6/30/2014	Beginning 4/1/14

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Systems Planning	Manager:	Cresson Slotten

Service Unit Goals	Council Priorities
A. Begin implementation of the Urban & Community Forest Management Plan	2, 4
B. Begin Implementation of recommendations of Sanitary Sewer Wet Weather Evaluation for reducing and eliminating wet weather impacts to sanitary system	2, 4
C. Complete NEPA Environmental Study and Preliminary Engineering for Ann Arbor Station	2, 4, 5
D. Support effort of the Pedestrian Safety Task Force	2, 3, 4

Service Unit Measures	Status
A.1 Develop a routine street tree pruning cycle program by 6/30/2015, where a minimum of 6000 city street trees are pruned each year	Pending, Forestry activities focused on reducing backlog
A.2 Strengthen young tree maintenance programs by increasing the number of Citizen Pruner workdays to six by 06/30/2015	In process. 5 Work days have been hosted to-date
B.1 Develop steps for implementing recommendations of SSWWE project by 12/1/2014	Completed
C.1 Receive Federal Railroad Administration final determination on Ann Arbor Station environmental report by 3/1/2015	Delayed
C.2 Complete preliminary engineering by 8/1/2015	Deferred
D.1 Submit task force report to Council by 10/1/2015	In process

**FY 2016
GOALS AND PERFORMANCE MEASURES**

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Systems Planning	Manager:	Cresson Slotten

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Complete Pavement Asset Management Plan	2, 3	10, 11
B. Lead Floodplain Management Overlay Ordinance through the public approval process	6	7, 11, 12
C. Broaden Community Outreach Efforts	1, 2, 5	4
D. Complete Pedestrian Safety & Access Task Force process	5, 6	4, 7, 10, 12, 13
E. Continue implementation of the Urban & Community Forest Management Plan	2, 6	2, 4, 11, 13, 14
F. Evaluate updated rate structure associated with City's stormwater system capital and operations programming	2, 3, 5	11
G. Complete NEPA Environmental Study and Preliminary Engineering for Ann Arbor Station	5, 6	2, 4, 9, 10, 11, 13
H. Update and publish Sustainability Action Plan	5	ALL
I. Establish Modified Developer Offset Mitigation (DOM) Program	2, 5, 6	4, 7, 9, 11, 13

Service Unit Measures	Status
A. Produce State of the Street Report by 7/15/2015	
A.2 Determine Level of Service for roads by 3/30/2016	
A.3 Produce Asset Management Plan for roads by 6/30/ 2016	
B. Present proposed floodplain ordinance for first reading by 1/30/2016	
C.1 Provide staff training in the usage of the Community Engagement Toolkit by 3/31/2016	
C.2 Formalize an internal community engagement resource team to support the launch of new policies, projects and programs by 6/30/2016	
C.3 Expand usage of A2 Open City Hall and other online engagement tools by 12/31/2015	
D.1 Document Pedestrian Safety & Task Force Recommendations and deliver to City Council by Fall 2015	
E.1 Develop a strategy by 06/30/2016 to implement a 7-year routine street tree pruning cycle program	
E.2 Eliminate backlog of Priority #1 and Priority #2 tree removals by 06/30/2016 (Recommendation #1 UCFMP)	

F.1	Completed Level of Service and Rate Analysis by 3/30/2016	
G.1	Receive Federal Railroad Administration final determination on Ann Arbor Station environmental report by 9/15/2015	
G.2	Complete preliminary engineering by 3/31/2016	
H.1	Complete and publish Sustainability Action Plan updates by 5/1/2016	
I.1	Seek Council Approval of Modified Program by 11/5/2015	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ENERGY PROGRAM ANALYST	401660	1.00	1.00
SOLID WASTE & REC COORD	403170	1.00	1.00
SYSTEMS PLAN ANALYST	401370	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	0.25	0.25
ADMIN ASSISTANT LVL 4	110044	0.20	0.20
CITY PLANNER III	401030	1.00	1.00
CIVIL ENGINEER III	403620	0.55	0.55
DEVELOPMENT SRVS INSP III	110534	0.00	1.00
DEVELOPMENT SRVS INSP V	110554	1.00	0.00
ENVIRONMENTAL COORDINATOR	401410	1.00	1.00
GIS ANALYST	000950	1.00	1.00
GIS SPECIALIST	401480	1.00	1.00
STORMWATER/FLOODPLAIN CO	401630	1.00	1.00
SYSTEMS PLANNING ENG IV	403830	2.00	2.00
SYSTEMS PLANNING MANAGER	401320	1.00	1.00
TRANSPORTATION PROGRAM MG	404030	1.00	1.00
URBAN FORESTRY & NAT RES	401620	0.50	0.50
WATER QUALITY MANAGER	403820	1.00	1.00
Total		15.50	15.50



PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Wastewater Treatment Services is responsible for the effective pumping, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. Wastewater Treatment Services operates and maintains the City's Wastewater Treatment Plant and eight sewage lift stations located around the City. In addition, Wastewater Treatment Services manages the Industrial Pretreatment Program to assure that wastewater discharged to the sanitary sewer system will not be harmful to the public, employees, environment or equipment.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
MISCELLANEOUS REVENUE	(181,428)	-	-	-	-	-
Total	(\$181,428)	-	-	-	-	-

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
SEWAGE DISPOSAL SYSTEM (0043)	(181,428)	-	-	-	-	-
Total	(\$181,428)	-	-	-	-	-

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	2,261,714	2,295,298	2,448,773	2,685,147	2,472,414	2,541,629
PAYROLL FRINGES	1,547,825	1,570,754	1,708,934	1,710,950	1,509,807	1,573,550
OTHER SERVICES	2,381,578	2,286,790	3,179,699	2,930,369	3,200,773	3,321,159
MATERIALS & SUPPLIES	726,517	742,228	1,060,091	1,063,600	954,500	989,830
OTHER CHARGES	2,754,406	2,706,705	3,858,007	3,864,938	4,864,706	5,078,153
PASS THROUGHS	(3,755)	7,312	-	-	-	-
CAPITAL OUTLAY	6,607	9,750	-	-	58,500	15,000
VEHICLE OPERATING COSTS	6,075	-	-	-	-	-
EMPLOYEE ALLOWANCES	10,992	7,592	5,093	5,593	2,999	2,999
Total	\$9,691,959	\$9,626,429	\$12,260,597	\$12,260,597	\$13,063,699	\$13,522,320

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
SEWAGE DISPOSAL SYSTEM (0043)	9,691,959	9,626,429	12,260,597	12,260,597	13,063,699	13,522,320
Total	\$9,691,959	\$9,626,429	\$12,260,597	\$12,260,597	\$13,063,699	\$13,522,320

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WASTEWATER TREATMENT	35.17	35.17	35.17	34.85	34.85
Total	35.17	35.17	35.17	34.85	34.85

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – The increase is due to increased retiree health care costs and depreciation for the plant as the new building comes into service.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	824,771	883,732	988,076	955,461	912,382	878,117
1100 FRINGE BENEFITS	294,532	317,857	309,080	320,559	419,334	420,334
7031 REVOLVING EQUIPMENT	2,915	30,222	19,408	29,456	36,069	38,297
7043 PLANT	6,936,185	6,868,644	8,471,403	8,777,180	9,506,879	9,894,058
7051 STATION	40,565	26,307	44,125	45,840	48,975	49,725
7053 LAB	375,788	350,481	409,264	416,411	395,432	363,701
7055 SOLIDS	1,203,859	1,112,464	1,953,801	1,649,750	1,691,150	1,824,430
7057 INDUSTRIAL PRETREAT	8,407	24,459	25,150	25,650	26,150	26,150
7060 OUTSTATIONS	4,930	12,258	40,290	40,290	27,328	27,508
Total	\$9,691,952	\$9,626,424	\$12,260,597	\$12,260,597	\$13,063,699	\$13,522,320

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Wastewater Treatment	Manager:	Earl J. Kenzie

Service Unit Goals	City Goals:
A. Satisfy requirements of the State Revolving Fund loan for the Facilities Renovations Project including timely submittal of disbursement requests and support documents.	1,2,3
B. Complete construction of the Facilities Renovations Project to the level identified in the construction schedule. Secure a letter of map revision by the date established in the project schedule.	1,2,3
C. Treat wastewater to highest achievable water quality standards.	4,5
D. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	4,5
E. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	4,5
F. Update the Sewer Use Ordinance to incorporate Industrial Pretreatment Program regulatory changes by 06/30/14.	3,4,5
G. Inform and update the public of ongoing capital improvements at the WWTP.	2
H. Complete design for Replacement of the Secondary Effluent Pumps by 12/31/13.	1,2,3
I. Award construction contract for Replacement of Secondary Effluent Pumps and begin construction by 06/30/14.	1,2,3
J. Continue implementation of a steward work culture that aligns with the City's Public Services Area's strategic direction.	5

Service Unit Measures	Status
A - Receipt of monthly State Revolving Fund loan disbursements.	On schedule and receiving monthly disbursements from the MDEQ.
B1 - Indicate monthly level of construction completed based on project schedule, invoicing and milestones.	Overall project schedule is on target. Implementing action plan to recover lost workdays due to extreme winter weather.
B2 - Obtain Letter of Map Revision without impacting the project or construction schedule.	LOMR was issued on 11/20/13 and did not impact the project schedule.
C - Meet NPDES permit limits with no significant violations, fines or citations.	100% complete
D1 - Daily review of plant performance relating to phosphorus loading goals.	100% complete

D2 - Take actions to correct phosphorous removal process upsets within one week.	100% complete
E - 100% of biosolids processed from May through November land applied, weather and budget permitting.	100% complete
F - Receive MDEQ response by 12/31/13 and draft changes to the Sewer Use Ordinance by 6/30/14. Obtain Council approval during FY 15.	Still awaiting MDEQ response as of 3/7/14. Subsequent actions are precluded until MDEQ responds.
G1 - Provide quarterly updates of capital project websites.	Website was not updated during first two quarters. Third quarter update is being prepared.
G2 - Direct contact of neighboring stakeholders at least one week prior to major site activities.	No major site activities occurred that impacted plant neighbors.
H - Receive Council approval of design contract during April 2013 and initiate design during May 2013. Verify design is on schedule and establish an action plan if there is more than a two week slippage.	Design was completed on schedule.
I - Receive Council approval of construction contract during April 2014 and initiate construction during June 2014. Verify construction is on schedule and establish an action plan if there is more than a two week slippage.	Project was separated into two phases (purchase, construction) due to a long delivery time for the pumps. Purchase phase contract will be awarded by 6/30/14. Construction phase bids will be reviewed by 6/30/14.
J - Leadership Team demonstrates work behaviors consistent with desired work culture. Provide training on all five critical elements of desired work culture to staff by 6/30/14.	Steward work culture continues to become more consistent among the Leadership Team. Engagement of all staff is ongoing.

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Wastewater Treatment	Manager:	Earl J. Kenzie

Service Unit Goals	Council Priorities
A. Complete construction of the Facilities Renovations Project to the level identified in the construction schedule, including timely submittal of disbursement requests and support documents to the MDEQ for the State Revolving Fund loan. Complete construction of replacement of the secondary effluent pumps by 12/31/15.	2,4
B. Treat wastewater to highest achievable water quality standards. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	2
C. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	2
D. Update the Sewer Use Ordinance including incorporation of Industrial Pretreatment Program regulatory changes by 6/30/15.	2,4
E. Inform and update the public of ongoing WWTP capital improvements.	2
F. Continue implementation of a steward work culture that aligns with the City's and the Public Services Area's strategic plans.	2

Service Unit Measures	Status
A. Indicate monthly level of construction completed based on project schedule, invoicing and milestones. Receipt of monthly State Revolving Fund loan disbursements. Initiate secondary effluent pump replacement during March 2015 and complete installation of the first two of six pumps by 6/30/15. Verify construction is on schedule and establish an action plan if there is more than a two week slippage.	Facilities Renovation Project is 65% complete as of 3/31/15. State Revolving Fund disbursement requests have been made monthly. All six secondary effluent pumps will be delivered by 7/3/15 and installed by 9/30/15.
B. Meet NPDES permit limits with no significant violations, fines or citations. Daily review of plant performance relating to phosphorus loading goals. Take actions to correct phosphorous removal process upsets within one week.	100% complete
C. 100% of biosolids processed from May through November land applied, weather and budget permitting.	100% complete

<p>D. Receive MDEQ response by 12/31/14 and draft changes to the Sewer Use Ordinance by 6/30/15. Obtain Council approval during FY 16.</p>	<p>MDEQ provided a response during 10/14. Received draft ordinance changes proposed by consultant during 3/15. Deferring this goal to FY 16 to enable technical & attorney staff reviews, MDEQ and City public notices and Council approval.</p>
<p>E. Provide quarterly updates of capital project websites. Direct contact of neighboring stakeholders at least one week prior to major site activities.</p>	<p>100% complete</p>
<p>F. Leadership Team demonstrates work behaviors consistent with desired work culture. Provide training on all five critical elements of desired work culture to staff by 3/31/15.</p>	<p>Training on all five critical elements of desired work culture was presented to staff by 4/30/15. Work behaviors of Leadership Team continue to be more consistent with the stewardship work culture.</p>

**FY 2016
GOALS AND PERFORMANCE MEASURES**

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	WWTSU	Manager:	Earl J. Kenzie

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Continue construction of the Facilities Renovations Project to the level identified in the construction schedule, including timely submittal of disbursement requests and support documents to the MDEQ for the State Revolving Fund loan. Complete construction of the replacement secondary effluent pumps by 9/30/15.	2	11
B. Treat wastewater to highest achievable water quality standards. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	2	13
C. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	2	13
D. Enact an updated Sewer Use Ordinance including incorporation of Industrial Pretreatment Program regulatory changes by 6/30/16.	2	13
E. Inform and update the public of ongoing capital improvements at the WWTP.	5	4
F. Continue implementation of a steward work culture that aligns with the City's and the Public Services Area's strategic plans.	1	9

Service Unit Measures	Status
A. Indicate monthly level of construction completed based on project schedule, invoicing and milestones. Receipt of monthly State Revolving Fund loan disbursements. Initiate secondary effluent pump replacement during July 2015 and complete installation of all six pumps by 9/30/15. Verify construction is on schedule and establish an action plan if there is more than a two week slippage.	
B. Meet NPDES permit limits with no significant violations, fines or citations. Daily review of plant performance relating to phosphorus loading goals. Take actions to correct phosphorous removal process upsets within one week.	
C. 100% of biosolids processed from May through November land applied, weather and budget permitting.	
D. Perform technical review by City staff and consultants of draft	

changes to the Sewer Use Ordinance by 10/31/15. Perform attorney review, if necessary, by 12/31/15. Obtain MDEQ approval by 2/29/16. Obtain Council approval by 6/20/16.	
E. Provide quarterly updates of capital project websites. Direct contact of neighboring stakeholders at least one week prior to major site activities.	
F. Leadership Team demonstrates work behaviors consistent with desired work culture. Aligning with City Strategic plan.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT**

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
WATER UTIL MAINT SUPV 1	197430	1.00	1.00
WATER UTIL TECH 3	117421	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	0.90	0.90
ELEC & CONTROL TECH IV	116244	3.00	3.00
ENVIRON LAB ANALYST III	110334	2.50	2.50
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	0.95	0.95
PROCUREMENT COORDINATOR	117450	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.25	0.25
WATER UTILITY SUPV II	197411	1.00	1.00
WATER UTILITY SUPV III	197420	1.00	1.00
WATER UTILITY SUPV III	197421	3.00	3.00
WATER UTILITY TECH II	117410	5.00	5.00
WATER UTILITY TECH II	117411	3.00	3.00
WATER UTILITY TECH III	117420	1.00	1.00
WATER UTILITY TECH IV	117430	1.00	1.00
WATER UTILITY TECH IV	117431	1.00	1.00
WATER UTILITY TECH V	117440	1.00	1.00
WATER UTILITY TECH V	117441	4.00	4.00
WWTP MANAGER	401300	0.75	0.75
Total		34.85	34.85



PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the supply and treatment of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Townships. Water Treatment Services operates and maintains the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and storm water customers. The Water Treatment Service Unit serves as the afterhours Customer Service Call Center.

PUBLIC SERVICES AREA
WATER TREATMENT

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	422,768	577,281	336,000	310,000	382,847	421,273
MISCELLANEOUS REVENUE	(3,502)	2,206	-	-	-	-
Total	\$419,266	\$579,487	\$336,000	\$310,000	\$382,847	\$421,273

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	514,089	566,196	325,000	300,000	372,847	411,273
WATER SUPPLY SYSTEM (0042)	(94,823)	13,291	11,000	10,000	10,000	10,000
Total	\$419,266	\$579,487	\$336,000	\$310,000	\$382,847	\$421,273

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	1,732,960	1,881,936	1,943,008	1,924,996	1,957,082	1,873,719
PAYROLL FRINGES	1,150,303	1,203,345	1,291,097	1,293,825	1,095,862	1,132,344
OTHER SERVICES	1,936,468	2,032,062	2,376,885	2,389,316	2,366,091	2,430,236
MATERIALS & SUPPLIES	1,524,251	1,451,905	1,719,115	1,698,511	1,805,467	1,829,646
OTHER CHARGES	3,114,775	3,083,178	3,196,126	3,196,453	3,335,116	3,421,501
PASS THROUGHS	-	-	110,000	110,000	120,000	250,000
CAPITAL OUTLAY	208,612	131,788	171,000	111,000	262,500	280,000
VEHICLE OPERATING COSTS	15,709	-	10,000	-	-	-
EMPLOYEE ALLOWANCES	7,126	6,479	4,632	4,632	849	849
Total	\$9,690,204	\$9,790,693	\$10,821,863	\$10,728,733	\$10,942,967	\$11,218,295

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	119,216	288,859	336,216	335,769	339,519	471,775
WATER SUPPLY SYSTEM (0042)	9,565,228	9,497,131	10,481,945	10,389,262	10,581,913	10,724,075
STORMWATER SEWER SYSTEM FUND (0069)	5,760	4,703	3,702	3,702	21,535	22,445
Total	\$9,690,204	\$9,790,693	\$10,821,863	\$10,728,733	\$10,942,967	\$11,218,295

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
WATER TREATMENT	25.63	25.74	25.74	25.71	25.71
Total	25.63	25.74	25.74	25.71	25.71

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

Charges for Services – This reflects the volatile nature of the hydroelectric revenue, which is dependent on water flow.

EXPENSES

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – This is due to increased retiree health care costs and depreciation.

Capital Outlay – FY 2016 reflects an increase in capital needs for Barton Pump Station in the Water Fund.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	37,605	28,468	45,188	43,199	51,326	51,562
7091 MAINTENANCE - HYDROPOWER	81,611	260,391	291,028	289,570	285,193	417,213
7099 RECREATIONAL DAMS	-	-	-	3,000	3,000	3,000
Total	\$119,216	\$288,859	\$336,216	\$335,769	\$339,519	\$471,775

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	862,925	1,046,376	1,084,997	1,185,860	1,157,288	1,058,978
7031 REVOLVING EQUIPMENT	6,387	22,481	19,547	19,547	42,274	43,552
7035 DWRF 7319 ADMINISTRATION	1,011	520	-	-	-	-
7037 DWRF 7333 ADMINISTRATION	676	97	-	-	-	-
7038 DWRF 7362 ADMINISTRATION	1,579	157	-	-	-	-
7039 DWRF 7375 ADMINISTRATION	854	689	-	-	-	-
7043 PLANT	7,174,496	7,087,672	7,528,460	7,548,189	7,477,534	7,803,971
7044 PROCESS LAB	51,245	30,063	46,655	50,095	53,095	55,095
7048 CITY SERVICES	1,745	-	-	-	-	-
7053 LAB	212,879	214,378	256,431	224,135	273,849	276,160
7055 SOLIDS	453,345	314,533	456,084	378,849	416,380	443,265
7060 OUTSTATIONS	798,079	780,163	1,089,771	982,587	1,161,493	1,043,054
Total	\$9,565,221	\$9,497,129	\$10,481,945	\$10,389,262	\$10,581,913	\$10,724,075

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
7053 LAB	5,760	4,703	3,702	3,702	21,535	22,445
Total	\$5,760	\$4,703	\$3,702	\$3,702	\$21,535	\$22,445

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Water Treatment	Manager:	Molly Robinson

Service Unit Goals	City Goals:
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city's two wholesale customer supplies	2
B. Complete due maintenance of equipment for improved reliability	3
C. Implement the WTSU priorities for FY14 in the City's CIP	3
D. Provide an annual estimate for unaccounted water	1
E. Ensure safe and reliable operation and maintenance of the City's dams and hydroelectric facilities	3

Service Unit Measures	Status
A - 100% compliance with drinking water regulations	100% compliance is anticipated in FY14
B - 85% completion of equipment due maintenance	The Water Plant has been restructured to include a dedicated maintenance supervisor. This supervisor has completed over 100 backlogged work orders in the two months he has been in the position. We have completed 57% of due maintenance so far this FY and are on target to complete 85%.
C - Meet the established schedule of individual priorities/projects	Funds for two water plant projects planned for FY14 are being reallocated for a necessary but unplanned repair project. All other projects planned in FY14 are on schedule. Projects were evaluated and reprioritized as part of the annual CIP review and the two projects deferred in FY14 are now scheduled for FY15 and FY16. A project has been added to replace a broken gate at Geddes dam. Funds are available in the Parks Capital budget
D - Quantify the annual unaccounted water as a percentage or gallons of delivered	A calendar year 2013 water audit is still being compiled. Preliminary numbers indicate the loss to be 5-7%. This is well below the national average.
E - Complete required state and federal inspections at the City's dams and develop executable plan for implementing recommendations by 06/30/14	All required inspections were completed in the summer and fall of 2013, ahead of schedule. Reports with recommendations have been completed and submitted to FERC. Staff is working to develop a plan for implementation.

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Public Service Area	Area Administrator:	Craig Hupy
Service Unit:	WTSU	Manager:	Brian Steglitz

Service Unit Goals	Council Priorities
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city's two customer supplies	2, 3, 4
B. Manage Water Treatment, Hydroelectric and Recreational dams budgets within targets.	1
C. Raise Public Awareness of Drinking Water	1,2,4
D. Succession planning	4
E. Outreach to potential new laboratory customers	1

Service Unit Measures	Status
A1. Maintain 100% compliance with drinking water regulations	100% compliance is anticipated in FY15.
A2. Complete Drinking Water Plant Alternatives Analysis by March 1, 2015	Alternatives Analysis is complete.
B. Monthly review of budgets and meetings with staff to realign as needed.	Budget is reviewed at least monthly, and meetings with staff occur as needed.
C1. Schedule and hold at least one facility tour or open house during FY	The WTSU has conducted 8 tours for non-school groups and 40 tours for the City of Ann Arbor Public School program (conducted by AAPS staff). An open house is scheduled for May 9 to celebrate Drinking Water Week.
C2. Complete and publish Annual Water Quality Report by June 1, 2015	The City has completed and published its Annual Water Quality Report.
D1. Complete SWOT analysis for WTSU by December 1, 2014.	The SWOT analysis has been put on hold because of the temporary shift in workload and management at WTSU and Field Operations.
D2. Identify three most critical positions and develop short and long term succession plan for each by January 1, 2015	The WTSU has identified three critical positions and has developed and successfully implemented a succession plan for one of them. The WTSU

	continues to work on plans for the second two positions.
D3. All new Water Utility Technicians complete at least 2 days of off-site training.	The WTSU has initiated development of training guidelines for Water Utility Technicians and will begin implementation next FY.
E. Number of bacteriological tests performed for new lab services customers	The WTSU is developing a potential customer list for consideration for outreach .

**FY 2016
GOALS AND PERFORMANCE MEASURES**

Service Area:	Public Services	Area Administrator:	Craig Hupy
Service Unit:	Water Treatment	Manager:	Brian Steglitz

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the City's two customer supplies	2	13
B. Manage Water Treatment, Hydroelectric and Recreational dams budgets within targets	3	1,11
C. Raise Public Awareness of Drinking Water	5	4
D. Ensure Water Treatment Services Staff Have Sufficient Training and Skills to Meet Performance Expectations of their Positions and Teams	1	11
E. Improve environmental and process laboratory services for existing and future customers	2,5	11,13
F. Assess Infrastructure Needs and Develop a Sustainable Capital Improvement Plan for Water Treatment System Assets	2,4	11,13
G. Maintain a safe work environment for staff and those who work on or around water treatment system facilities.	1	7
H. Improve efficiency of WTSU maintenance operations	2,3,4	11,13

Service Unit Measures	Status
A1. Maintain 100% compliance with drinking water regulations.	
A2. Complete Drinking Water Plant Alternatives Analysis Preliminary Design and Cost Estimate June 30, 2016.	
A3. Implement recommendations for 2014 wellhead protection plan update.	
B1. Monthly review of budgets and meetings with staff to realign as needed.	
C1. Schedule and hold at least one open house and accompanying facility tour during FY.	
C2. Complete and publish Annual Water Quality Report by June 1, 2016.	
C3. Partner with public schools and universities to provide tours for students.	
D1. Identify two critical positions and develop short and long term succession plans for each by December 31, 2015.	
D2. Develop a list of training and employee development needs for the entire WTSU staff by December 31, 2015.	

D3. 25% of staff shall attend one of the training or development needs identified in D2 by the end of the FY.	
D4. Develop specific performance goals and metrics for all employees as part of their annual reviews.	
D5. Review progressions for WUT, WUS, and ELA positions and update by June 30, 2016.	
E1. Develop strategic plan for WTSU laboratories by June 30, 2016.	
E2. Develop performance goals for number of bacteriological tests performed for new lab services customers by December 31, 2015.	
E3. Develop performance metrics for the environmental lab by December 31, 2015.	
F1. Review and update asset inventory for HVAC equipment and WTSU facilities (with the exception of process equipment) and assess condition and expected life of assets by June 30, 2016.	
F2. Assess and prioritize information collected in F1 and program into Water System CIP by December 31, 2016.	
F3. Develop an asset inventory for WTSU SCADA equipment by and program into Water System CIP by December 31, 2015.	
F4. Evaluate opportunities for integrating the WTSU CMMS and SCADA systems. This process enhancement will allow process data and condition monitoring software to communicate with the City's maintenance management software.	
G1. Track loss of work days with a goal of zero injuries for employees.	
G2. Zero accidents for contractors working at water treatment facilities.	
G3. Implement short term dam safety recommendations from FERC Part 12 Safety Inspection by June 30, 2015.	
G4. Complete all MIOSHA required safety trainings for relevant WTSU staff.	
H1. Evaluate maintenance metrics that were developed in FY15 and develop performance targets by December 1, 2015.	
H2. Implement process improvements to reach maintenance goals identified in H1.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

PUBLIC SERVICES AREA
WATER TREATMENT

Allocated Positions

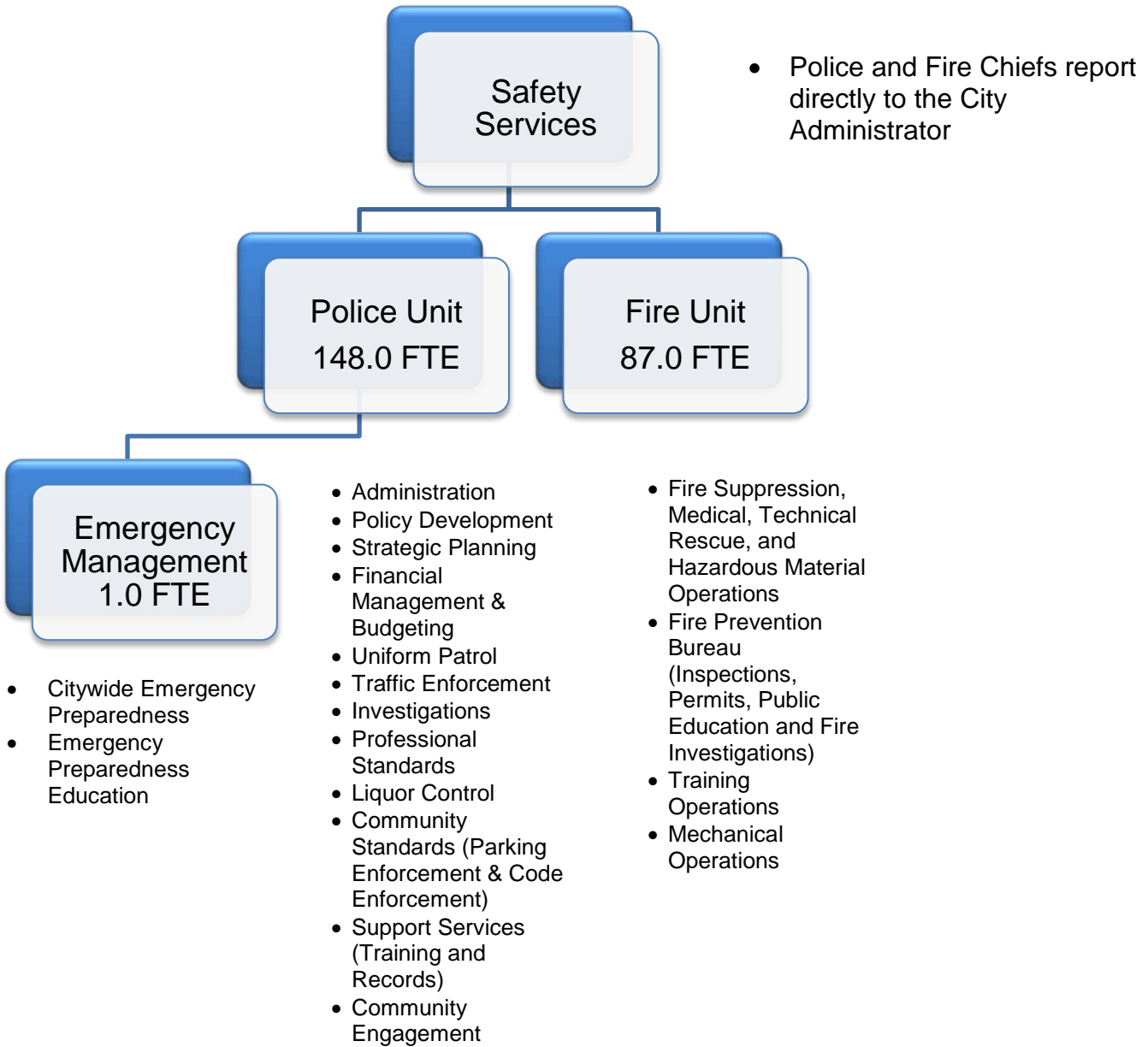
Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
WATER UTIL MAINT SUPV 1	197430	1.00	1.00
ADMIN ASSISTANT LEVEL 5	110054	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	0.50	0.50
ASST WTP MANAGER	401020	1.00	1.00
ELEC & CONTROL TECH IV	116244	1.00	1.00
ELEC & CONTROL TECH V	116254	0.95	0.95
ENVIRON LAB ANALYST III	110334	1.50	1.50
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.13	0.13
WATER UTILITY SUPV I	197401	2.00	2.00
WATER UTILITY SUPV II	197411	2.00	2.00
WATER UTILITY SUPV III	197420	1.00	1.00
WATER UTILITY TECH I	117400	0.96	0.96
WATER UTILITY TECH I	117401	2.87	2.87
WATER UTILITY TECH II	117410	0.95	0.95
WATER UTILITY TECH III	117420	0.95	0.95
WATER UTILITY TECH IV	117430	1.00	1.00
WATER UTILITY TECH IV	117431	0.95	0.95
WATER UTILITY TECH V	117440	1.00	1.00
WATER UTILITY TECH V	117441	1.45	1.45
WTP MANAGER	401310	1.00	1.00
Total		25.71	25.71

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SAFETY SERVICES AREA

Safety Services Area Organization Chart



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

SAFETY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
FIRE SERVICES	659,378	941,877	918,986	415,000	445,000	487,367
POLICE SERVICES	3,616,807	3,416,552	3,309,776	3,469,614	3,099,939	2,933,239
Total	\$4,276,185	\$4,358,429	\$4,228,762	\$3,884,614	\$3,544,939	\$3,420,606

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	49,165	33,667	21,919	21,919	-	-
GENERAL (0010)	3,774,025	3,594,977	3,415,221	3,543,759	3,333,989	3,338,989
HOMELAND SECURITY GRANT FUND (0017)	62,544	67,992	42,305	-	-	-
DRUG ENFORCEMENT (0027)	45,880	52,808	60,337	45,450	130,450	450
FEDERAL EQUITABLE SHARING FORFEI (0028)	103,259	30,740	230,486	229,486	57,500	9,500
POLICE & FIRE RELIEF (0053)	7,864	8,550	6,600	4,000	3,000	3,000
MICHIGAN JUSTICE TRAINING (0064)	21,866	32,804	40,700	40,000	20,000	20,000
LOCAL FORFEITURE (0073)	42	31	100	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	-	48,667
MAJOR GRANTS PROGRAMS (00MG)	211,540	536,860	411,094	-	-	-
Total	\$4,276,185	\$4,358,429	\$4,228,762	\$3,884,614	\$3,544,939	\$3,420,606

SAFETY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
FIRE SERVICES	13,790,933	14,645,458	15,081,495	14,930,200	15,053,613	15,039,292
POLICE SERVICES	24,905,551	25,200,988	26,233,287	25,990,010	25,750,823	25,731,884
Total	\$38,696,484	\$39,846,446	\$41,314,782	\$40,920,210	\$40,804,436	\$40,771,176

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	48,868	33,721	21,919	21,919	-	-
GENERAL (0010)	38,166,697	38,951,406	40,489,387	40,621,355	40,596,486	40,741,676
HOMELAND SECURITY GRANT FUND (0017)	62,542	67,992	42,305	-	-	-
DRUG ENFORCEMENT (0027)	69,952	120,164	60,337	46,450	130,450	-
FEDERAL EQUITABLE SHARING FORFEI (0028)	92,065	85,503	230,486	230,486	57,500	9,500
MICHIGAN JUSTICE TRAINING (0064)	44,818	50,800	40,700	-	20,000	20,000
LOCAL FORFEITURE (0073)	-	-	100	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	211,542	536,860	429,548	-	-	-
Total	\$38,696,484	\$39,846,446	\$41,314,782	\$40,920,210	\$40,804,436	\$40,771,176

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES	82.00	86.00	87.00	87.00	87.00
POLICE SERVICES	146.00	146.00	149.00	149.00	149.00
Total	228.00	232.00	236.00	236.00	236.00



FIRE SERVICES

The Fire Services Unit provides a broad range of emergency services to the community including fire suppression, vehicle accident extrication, medical assistance; citizen assists, water and ice rescue, as well as playing a large part in Washtenaw County Hazardous Material and Technical Rescue teams. This unit also includes fire prevention services dedicated to keeping the City safer by conducting fire safety inspections, overseeing fire-related permits, public education and investigating fires.

**SAFETY SERVICES AREA
FIRE SERVICES**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	427,293	371,581	508,976	405,000	427,000	427,000
CONTRIBUTIONS	-	-	28,448	-	-	-
INTERGOVERNMENTAL REVENUES	202,211	509,227	357,050	-	-	-
LICENSES, PERMITS & REGISTRATIONS	1,348	13,064	10,000	10,000	5,300	5,300
MISCELLANEOUS REVENUE	28,526	26,105	-	-	12,700	12,700
OPERATING TRANSFERS IN	-	21,900	7,256	-	-	42,367
PRIOR YEAR SURPLUS	-	-	7,256	-	-	-
Total	\$659,378	\$941,877	\$918,986	\$415,000	\$445,000	\$487,367

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	457,167	410,750	526,232	415,000	445,000	445,000
GENERAL CAPITAL FUND (00CP)	-	-	-	-	-	42,367
MAJOR GRANTS PROGRAMS (00MG)	202,211	531,127	392,754	-	-	-
Total	\$659,378	\$941,877	\$918,986	\$415,000	\$445,000	\$487,367

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	6,678,507	6,964,737	7,002,455	7,251,170	7,182,953	7,177,940
PAYROLL FRINGES	4,346,236	4,444,567	4,697,598	4,697,598	4,363,562	4,447,924
OTHER SERVICES	958,514	1,037,906	1,126,097	1,075,962	1,205,908	1,169,610
MATERIALS & SUPPLIES	160,920	178,912	198,089	198,089	199,945	203,998
OTHER CHARGES	1,443,682	1,562,827	1,510,951	1,510,951	1,847,469	1,876,806
PASS THROUGHS	600	71,900	7,256	-	-	-
CAPITAL OUTLAY	-	227,225	353,019	10,400	88,656	-
VEHICLE OPERATING COSTS	3,099	59	250	250	250	250
EMPLOYEE ALLOWANCES	199,375	157,325	185,780	185,780	164,870	162,764
Total	\$13,790,933	\$14,645,458	\$15,081,495	\$14,930,200	\$15,053,613	\$15,039,292

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	13,588,720	14,114,331	14,670,287	14,930,200	15,053,613	15,039,292
MAJOR GRANTS PROGRAMS (00MG)	202,213	531,127	411,208	-	-	-
Total	\$13,790,933	\$14,645,458	\$15,081,495	\$14,930,200	\$15,053,613	\$15,039,292

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
FIRE SERVICES	82.00	86.00	87.00	87.00	87.00
Total	82.00	86.00	87.00	87.00	87.00

**SAFETY SERVICES AREA
FIRE SERVICES UNIT**

REVENUES

Charges for Services –The decrease is associated with a reduction in the projected number of fire inspections to be completed each year.

EXPENSES

Personnel Services- The increase is due to raises given in the union contracts.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Services – This reflects increased fleet charges due to the higher replacement costs.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Capital Outlay – The decrease reflects a one-time grant-funded purchase in FY15. In FY16, the amount represents equipment replacements, and two new Assistant Fire Chief vehicles.

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 \$823,964 in FY 2015.

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	1,243,618	1,384,555	3,771,951	4,031,864	3,164,021	3,075,608
1100 FRINGE BENEFITS	1,106,261	1,156,413	-	-	-	-
3220 FIRE PREVENTION	-	-	705,017	705,017	1,012,411	1,023,289
3221 FIRE INSPECTIONS	742,198	780,132	-	-	-	-
3230 FIRE OPERATIONS	766,034	824,617	63,395	63,395	574,537	572,366
3231 FIRE STATION #1	3,954,503	4,063,101	4,015,400	4,015,400	3,634,155	3,674,410
3232 FIRE STATION #2	-	-	7,400	7,400	9,124	9,183
3233 FIRE STATION #3	1,490,135	1,469,328	1,500,327	1,500,327	1,576,716	1,589,768
3234 FIRE STATION #4	1,405,280	1,529,143	1,523,079	1,523,079	1,450,865	1,439,186
3236 FIRE STATION #6	1,082,254	1,093,677	978,058	978,058	1,661,742	1,646,423
3237 FIRE STATION #5	1,436,481	1,370,706	1,361,677	1,361,677	1,266,339	1,300,368
3240 REPAIRS & MAINTENANCE	147,435	148,454	393,096	393,096	323,454	325,997
3250 FIRE TRAINING	214,520	294,206	350,887	350,887	380,249	382,694
Total	\$13,588,719	\$14,114,332	\$14,670,287	\$14,930,200	\$15,053,613	\$15,039,292

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3035 PUBLIC SAFETY GRANTS	202,211	531,127	411,208	-	-	-
Total	\$202,211	\$531,127	\$411,208	-	-	-

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	John Seto
Service Unit:	Fire	Manager:	John Seto

Service Unit Goals	City Goals:
A. Meet or exceed NFPA, ISO and OSHA standards	2
B. Implement an improved training initiative	2
C. Implement a new direction for fire prevention division	2

Service Unit Measures	Status
A1 First arrival for structure fires within four minutes with four people and 13 people within eight minutes	15%
A2 Deliver of basic life support services	100%
A3 Develop intergovernmental agreements to allow for regional functional fire district response	0%
A4 Maintain and revise the box alarm system for better coverage	100%
B1 Build a new training facility to allow for a central location for training	0%
B2 Revise current testing procedures	On going
B3 Implement a physical fitness initiative	On going
C1 Maintain a consistent professional approach to the growth of the department and to achieve its goals	On going

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	John Seto
Service Unit:	Fire	Manager:	Larry Collins

Service Unit Goals	Council Priorities
A. Comply or exceed to the newly enacted MIOSHA Part 74 training requirements.	3
B. Improve regional fire fighting relationships within Washtenaw County.	3
C. Complete the Fire Prevention fire safety inspection initiative.	3
D. Evaluate the Box Alarm System to improve on the efficiency of fire ground operations.	3

Service Unit Measures	Status
A1. Assure that the required MIOSHA Part 74 annual training list by Fire Department title/position is completed and recorded.	95%
A2. Improve the hourly ratio of training hours per firefighter.	100%
B1. Implement at least two training programs with neighboring Fire Department(s).	100%
B2. Develop AAFD's response run cards by geographic location for the state recognized MABAS system.	100%
C1. Accomplish fire safety inspections on 95% of all City businesses.	100%
D1. Participate in four meetings with participating agencies.	100%

**FY 2016
GOALS AND PERFORMANCE MEASURES**

Service Area:	Fire	Area Administrator:	Chief Larry Collins
Service Unit:	Fire	Manager:	Chief Larry Collins

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Develop and implement a strategic plan for the department that complements the City's Strategic Plan	1,2,3,4,5,6,	7
B. Begin the formal Fire Department accreditation process through the Center for Public Safety Excellence.	1,2,6	7
C. Provide Fire Ground Command training for all department fire officers to improve scene management and safety.	1,2,4	7
D. Continue to work with area fire departments to jointly strengthen and improve the region's MABAS (Mutual Aid) plan.	2,5	7
E. Identify technology to improve efficiency and effectiveness of fire inspectors.	2,4	7

Service Unit Measures	Status
A1. Align fire personnel in strategic areas to manage plan needs.	
B1. Identify accreditation coordinator.	
B2. Register with CPSE to become part of the accreditation process.	
B3. Evaluate data needs in preparation of fire accreditation.	
C1. Activate Blue Card simulation lab to certify personnel in the Blue Card System and improve fire ground tactics and command along with established consistent expectations.	
C2. Procure Blue Card instructor services to certify officers in the system.	
D1. Implement means of communications required by State MABAS guidelines	
D2. Create procedures / training for MABAS strike team activation.	
E1. Procure a field software package and hardware solution for the Fire Prevention Division.	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

SAFETY SERVICES AREA
FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
APPARATUS MASTER MECH - A	131731	1.00	1.00
ASST FIRE CHIEF - BACH	131762	2.00	2.00
ASST MECHANIC	131700	1.00	1.00
ASST TRAINING CHIEF/EMS C	131812	1.00	1.00
BATTALION CHIEF	131740	2.00	2.00
BATTALION CHIEF - ASSOC	131741	1.00	1.00
BATTALION CHIEF - BACH	131742	1.00	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00	1.00
DRIVER/OPERATOR	131660	8.00	8.00
DRIVER/OPERATOR - ASSOC	131661	5.00	5.00
DRIVER/OPERATOR - BACH	131662	5.00	5.00
FIRE - CAPTAIN	131770	1.00	1.00
FIRE - CAPTAIN - BACH	131772	1.00	1.00
FIRE CHIEF	403390	1.00	1.00
FIRE INSPECTOR	131720	3.00	3.00
FIRE INSPECTOR - ASSOC	131721	1.00	1.00
FIRE INSPECTOR - BACH	131722	2.00	2.00
FIRE LIEUTENANT	131710	6.00	6.00
FIRE LIEUTENANT - ASSOC	131711	5.00	5.00
FIRE LIEUTENANT - BACH	131712	3.00	3.00
FIRE MARSHAL - BACH	131752	1.00	1.00
FIRE-CAPTAIN	131770	1.00	1.00
FIREFIGHTER	131820	16.00	16.00
FIREFIGHTER - ASSOC	131821	4.00	4.00
FIREFIGHTER - BACH	131822	5.00	5.00
FIREFIGHTER-070112	131823	8.00	8.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		87.00	87.00

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POLICE SERVICES

The Police Services Unit provides the organization with a broad array of services such as: uniformed patrol, traffic enforcement, ordinance enforcement, professional standards, parking enforcement, general investigations, specialized investigations, K-9 Unit, training, recruiting, hiring, data processing, and records management. In addition to responding to calls for service and follow-up investigations, the Police Services Unit is committed to proactive policing and community engagement. The Emergency Management Services Unit is responsible for the coordination of citywide emergency preparedness. The unit also manages overall emergency response and recovery, intergovernmental emergency cooperation, emergency public information, and administers state and federal grants.

**SAFETY SERVICES AREA
POLICE SERVICES**

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	1,031,318	889,358	696,500	848,272	691,500	691,500
CONTRIBUTIONS	-	11,602	1,000	1,000	1,000	1,000
FINES & FORFEITS	2,167,165	2,201,623	2,085,032	2,152,143	2,070,919	2,070,919
INTERGOVERNMENTAL REVENUES	243,911	223,695	190,064	129,419	112,500	117,500
INVESTMENT INCOME	15,596	15,521	9,400	4,000	3,000	3,000
MISCELLANEOUS REVENUE	128,075	44,753	13,020	20,020	13,020	13,020
OPERATING TRANSFERS IN	30,742	30,000	30,000	30,000	30,000	36,300
PRIOR YEAR SURPLUS	-	-	284,760	284,760	178,000	-
Total	\$3,616,807	\$3,416,552	\$3,309,776	\$3,469,614	\$3,099,939	\$2,933,239

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	49,165	33,667	21,919	21,919	-	-
GENERAL (0010)	3,316,858	3,184,227	2,888,989	3,128,759	2,888,989	2,893,989
HOMELAND SECURITY GRANT FUND (0017)	62,544	67,992	42,305	-	-	-
DRUG ENFORCEMENT (0027)	45,880	52,808	60,337	45,450	130,450	450
FEDERAL EQUITABLE SHARING FORFEI (0028)	103,259	30,740	230,486	229,486	57,500	9,500
POLICE & FIRE RELIEF (0053)	7,864	8,550	6,600	4,000	3,000	3,000
MICHIGAN JUSTICE TRAINING (0064)	21,866	32,804	40,700	40,000	20,000	20,000
LOCAL FORFEITURE (0073)	42	31	100	-	-	-
GENERAL CAPITAL FUND (00CP)	-	-	-	-	-	6,300
MAJOR GRANTS PROGRAMS (00MG)	9,329	5,733	18,340	-	-	-
Total	\$3,616,807	\$3,416,552	\$3,309,776	\$3,469,614	\$3,099,939	\$2,933,239

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GRANT/LOAN RECIPIENTS	-	-	7,658	-	-	-
PERSONNEL SERVICES	11,744,925	12,209,121	12,657,691	12,489,913	12,144,391	12,316,684
PAYROLL FRINGES	7,365,181	7,243,011	7,668,531	7,668,531	7,030,364	7,225,535
OTHER SERVICES	2,191,340	2,291,725	2,366,251	2,308,402	2,432,455	2,407,091
MATERIALS & SUPPLIES	177,542	277,659	413,447	403,455	258,896	130,100
OTHER CHARGES	3,053,190	2,913,912	2,892,247	2,892,247	3,463,156	3,374,546
PASS THROUGHGS	742	-	-	-	-	-
CAPITAL OUTLAY	-	22,576	-	-	108,800	-
VEHICLE OPERATING COSTS	46,058	195	30,000	30,000	-	-
EMPLOYEE ALLOWANCES	326,573	242,789	197,462	197,462	312,761	277,928
Total	\$24,905,551	\$25,200,988	\$26,233,287	\$25,990,010	\$25,750,823	\$25,731,884

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
LOCAL LAW ENFORC BLOCK GRANT (0007)	48,868	33,721	21,919	21,919	-	-
GENERAL (0010)	24,577,977	24,837,075	25,819,100	25,691,155	25,542,873	25,702,384
HOMELAND SECURITY GRANT FUND (0017)	62,542	67,992	42,305	-	-	-
DRUG ENFORCEMENT (0027)	69,952	120,164	60,337	46,450	130,450	-
FEDERAL EQUITABLE SHARING FORFEI (0028)	92,065	85,503	230,486	230,486	57,500	9,500
MICHIGAN JUSTICE TRAINING (0064)	44,818	50,800	40,700	-	20,000	20,000
LOCAL FORFEITURE (0073)	-	-	100	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	9,329	5,733	18,340	-	-	-
Total	\$24,905,551	\$25,200,988	\$26,233,287	\$25,990,010	\$25,750,823	\$25,731,884

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
POLICE SERVICES	146.00	146.00	149.00	149.00	149.00
Total	146.00	146.00	149.00	149.00	149.00

**SAFETY SERVICES AREA
POLICE SERVICES UNIT**

REVENUES

Prior Year Surplus – The decrease is primarily due to a reduction in planned expenditures that require the use of prior year fund balance in the non-General Fund Police Funds.

EXPENSES

Personnel Services- In FY2015, the personnel services budget includes the contingency for contract settlements. The FY2016 and FY2017 contract contingency is not included in the Police budget but still held centrally in Non-Departmental. The contingency will be distributed after July 1st. The fluctuation shown here is a timing issue only. This category is expected to increase in FY2016 and FY2017.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Charges – The increase is due to increased retiree health care costs and increased information technology charges.

Capital Outlay – The increase is for replacement body armor, AEDs for patrol cars, and tasers.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$3,752,762 (includes \$752,091 for parking enforcement-patrol division) in FY 2016.

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3035 PUBLIC SAFETY GRANTS	48,868	33,721	21,919	21,919	-	-
Total	\$48,868	\$33,721	\$21,919	\$21,919	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	1,166,653	1,689,346	3,924,422	3,924,422	2,915,393	2,911,244
1100 FRINGE BENEFITS	1,696,946	1,672,474	-	-	-	-
1221 RECRUITING & HIRING	55,064	45,808	19,806	19,806	9,500	9,500
3111 PROFESSIONAL STANDARDS	41,441	708	3,679	3,679	3,500	3,500
3114 AAATA	267,404	170,347	271,757	271,757	12,300	12,600
3115 DEA OFFICER	138,607	53,056	25,901	25,901	20,304	20,069
3121 ADMINSTRATIVE SERVICES	407,210	377,441	525,478	476,269	572,502	430,344
3122 BUDGET & PAYROLL	-	-	1,000	1,000	-	-
3123 COMMUNICATIONS	967,635	968,101	962,063	962,063	951,581	957,355
3125 MANAGEMENT INFO SYST	1,322,112	1,218,752	1,218,752	1,218,752	1,386,925	1,313,385
3126 PROPERTY	169,132	140,090	155,514	155,514	144,945	145,991
3127 RECORDS	513,243	627,327	661,523	661,523	638,515	647,938
3128 ALARM ENFORCEMENT	10,565	-	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	3,242	2,496	1,000	1,000	2,200	2,200
3141 CRIME PREVENTION	2,080	853	250	250	-	-
3142 SCHOOL LIAISON	144,439	-	-	-	-	-
3143 CRIME STRATEGY	-	-	500	500	-	-
3144 DISTRICT DETECTIVES	2,954,776	3,499,647	3,498,198	3,484,717	3,683,091	3,686,177
3146 FIREARMS	30,711	27,716	30,000	30,000	35,000	35,000
3147 L.A.W.N.E.T.	247,488	160,525	178,290	178,290	167,094	168,356
3148 SPECIAL INVESTIGATIONS UNIT	360	-	-	-	-	-
3149 SPECIAL TACTICS	30,868	24,933	23,711	23,711	22,830	22,869
3150 PATROL	11,652,544	11,323,379	11,184,947	11,128,137	12,049,466	12,517,917
3152 SPECIAL SERVICES	923,376	1,008,740	978,216	978,216	878,347	733,879
3156 CROSSING GUARDS	106,993	110,243	114,500	114,500	121,500	122,693
3157 FINGERPRINTING	37	32	-	-	-	-
3158 MOUNTAIN BIKES	660	1,300	150	150	3,000	3,000
3159 K-9	342,250	263,689	360,138	360,138	351,516	355,538
3160 MOTORCYCLE UNIT	17,670	16,848	15,461	15,461	7,416	7,758
3162 COMMUNITY STANDARDS	1,254,222	1,325,523	1,393,933	1,385,488	1,263,717	1,295,156
3172 ANIMAL CONTROL	-	26,690	130,000	130,000	167,570	167,570
3235 EMERGENCY MANAGEMENT	110,236	81,016	139,911	139,911	134,661	132,345
Total	\$24,577,964	\$24,837,080	\$25,819,100	\$25,691,155	\$25,542,873	\$25,702,384

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3035 PUBLIC SAFETY GRANTS	62,542	67,992	42,305	-	-	-
Total	\$62,542	\$67,992	\$42,305	-	-	-

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	8,000	-	-	-	-	-

3126 PROPERTY	4,167	24,546	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	1,600	-	-	-	-	-
3144 DISTRICT DETECTIVES	-	15,207	-	-	18,000	-
3146 FIREARMS	2,860	36,933	46,250	46,250	47,500	-
3147 L.A.W.N.E.T.	800	-	-	-	-	-
3149 SPECIAL TACTICS	12,762	11,072	-	-	-	-
3150 PATROL	18,728	32,406	14,087	200	64,950	-
3152 SPECIAL SERVICES	2,333	-	-	-	-	-
3159 K-9	18,702	-	-	-	-	-
Total	\$69,952	\$120,164	\$60,337	\$46,450	\$130,450	-

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	43,648	2,855	-	-	4,000	-
1221 RECRUITING & HIRING	27,340	34,300	-	-	26,500	-
3121 ADMINISTRATIVE SERVICES	-	709	-	-	-	-
3126 PROPERTY	175	31	-	-	-	-
3127 RECORDS	-	444	-	-	-	-
3144 DISTRICT DETECTIVES	12,635	33,680	-	-	18,000	-
3146 FIREARMS	-	2,282	-	-	-	-
3150 PATROL	8,267	10,872	230,486	230,486	9,000	9,500
3152 SPECIAL SERVICES	-	331	-	-	-	-
Total	\$92,065	\$85,504	\$230,486	\$230,486	\$57,500	\$9,500

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	-	150	40,700	-	20,000	20,000
1221 RECRUITING & HIRING	605	375	-	-	-	-
3111 PROFESSIONAL STANDARDS	1,455	540	-	-	-	-
3135 HOSTAGE NEGOTIATIONS	2,153	2,230	-	-	-	-
3144 DISTRICT DETECTIVES	6,295	11,020	-	-	-	-
3146 FIREARMS	3,929	3,496	-	-	-	-
3149 SPECIAL TACTICS	2,625	3,000	-	-	-	-
3150 PATROL	16,509	26,009	-	-	-	-
3152 SPECIAL SERVICES	10,347	2,085	-	-	-	-
3159 K-9	400	400	-	-	-	-
3160 MOTORCYCLE UNIT	500	1,495	-	-	-	-
Total	\$44,818	\$50,800	\$40,700	-	\$20,000	\$20,000

Expenses by Activity (0073 LOCAL FORFEITURE)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	-	-	100	-	-	-
Total	-	-	\$100	-	-	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
3035 PUBLIC SAFETY GRANTS	9,329	5,733	13,045	-	-	-
3144 DISTRICT DETECTIVES	-	-	5,295	-	-	-
Total	\$9,329	\$5,733	\$18,340	-	-	-

FY 2014 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	John Seto
Service Unit:	Police Services	Manager:	Greg Bazick

Service Unit Goals	City Goals:
A. The City's reported total Part I Crimes are among the lowest 20% of all communities in the country in the same population group.	2
B. Provide the means to the community to rate their perception of safety through the use of surveys.	2
C. Improve community relations and outreach.	2

Service Unit Measures	Status
A1. Reported part I violent crimes among lowest 20% (per FBI CIUS Publication CY2012)	Goal met 14.7%
A2. Reported part I property crimes among lowest 20% (per FBI CIUS Publication CY2012)	Goal met 15.6%
A3. Reported total part I crimes among lowest 20% (per FBI CIUS Publication CY2012)	Goal met 13.2%
B1. Implement an online survey that is available to the public to provide their perspective on how safe they feel in their neighborhood, Downtown, etc.	Goal met Online traffic questionnaire
B2. Be part of a comprehensive survey of all City services.	Goal met
C1. Hold 4 general meetings or workshops to improve communications with Neighborhood Watch groups.	In Progress Expected to be met on June 12th
C2. 10% of uniformed patrol officers' time is dedicated for community engagement activities.	Goal not met 4.7% measure was too narrowly defined

FY 2015 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	Chief Seto
Service Unit:	Police Services	Manager:	DC Bazick DC Baird

Service Unit Goals	Council Priorities
A. The City's reported total Part 1 Crimes are among the lowest 20% of all communities nationwide in the same population group.	2,3
B. Proactively seek out feedback from citizenry regarding perceptions of safety and other areas of concern related to policing and community standards issues.	2,3
C. Increase community outreach and improve community relations.	2,3
D. Continue to explore and expand upon countywide collaborative efforts with other law enforcement agencies.	2,3
E. Work to improve traffic safety in the city.	2,3

Service Unit Measures	Status
A1 – Reported Part 1 violent crimes among the lowest 20% as measured by FBI Uniform Crime Reporting statistics.	Goal Met 15%
A2 – Reported Part 1 property crimes among the lowest 20% as measured by FBI Uniform Crime Reporting statistics.	Goal Met 16%
B1 – Launch an ongoing online survey for 12 months to measure perceptions of safety.	Launched Feb. 2015
B2 – Launch an ongoing online survey for 12 months to measure satisfaction of services provided by the police department and community standards.	Launched Feb. 2015
C1 – 15% of road patrol officers' time is used for dedicated proactive policing and community engagement.	Ongoing - 21% as of 5/2/15
C2 – Average one (1) community interaction per month with a specific community stakeholder group (i.e. business associations, faith communities, neighborhood watch/associations, etc.)	Goal Met 5 Avg.
D1 – Participate as a primary stakeholder agency in the implementation of 2 countywide collaborative initiatives.	Ongoing
E1 – Increase the number of alcohol/drug related driving arrests by 10%	Ongoing +7.6% as of 4/30/15
E2 – Reduce the number of injury crashes by 5% overall at or near the ten intersections in the City with the highest incidence of crashes.	Goal Met -49% as of 4/30/15

FY 2016 GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	Area Administrator:	Chief Seto
Service Unit:	Police	Manager:	DC Baird DC Bazick

Service Unit Goals	Strategic Plan Goal #	Sustainability Framework #
A. Provide informational messages covering seasonal or hazard specific preparedness during FY2016 through partnership with the City Communications Office.	5	4,7
B. Increase community outreach and improve community relations	5	4,7
C. Increase case clearance rates by 2%	2	7
D. Improve traffic safety in the city	2	7,10

Service Unit Measures	Status
A1 - Release at least four (4) hazard preparedness press releases and informational bulletins from the MSP/EMHSD (Flood Awareness, Extreme Heat, Winter Preparedness, etc.) to the public via social media, CTN, and eGov Delivery.	
A2 - Release two (2) specific local preparedness information messages (local weather related, snow condition codes, heat wave activation levels, siren testing, CodeRED marketing, etc.) via social media, CTN, and eGov Delivery.	
B1 - Increase business contacts in FY16 by day shift road patrol officers by 10% compared to FY15	
B2 - Maintain the number of community contacts in FY16 by the community engagement units at the same level as FY15.	
C1 - Provide case status refresher training for all patrol personnel and detectives by end of second quarter of FY16.	
C2 - Complete certification training for one forensic specialist by the first quarter of FY16	
D1 - Reduce the number of injury crashes by 5% overall at or near the ten intersections in the City with the highest average incidences of crashes during CY12 through CY14.	
D2 - Increase drunk/impaired driving arrests during FY16 by 10% compared to FY15	

See Budget Summaries Section, Pages 31-33 for list of Strategic Goals and Sustainability Framework

**SAFETY SERVICES AREA
POLICE SERVICES**

Allocated Positions

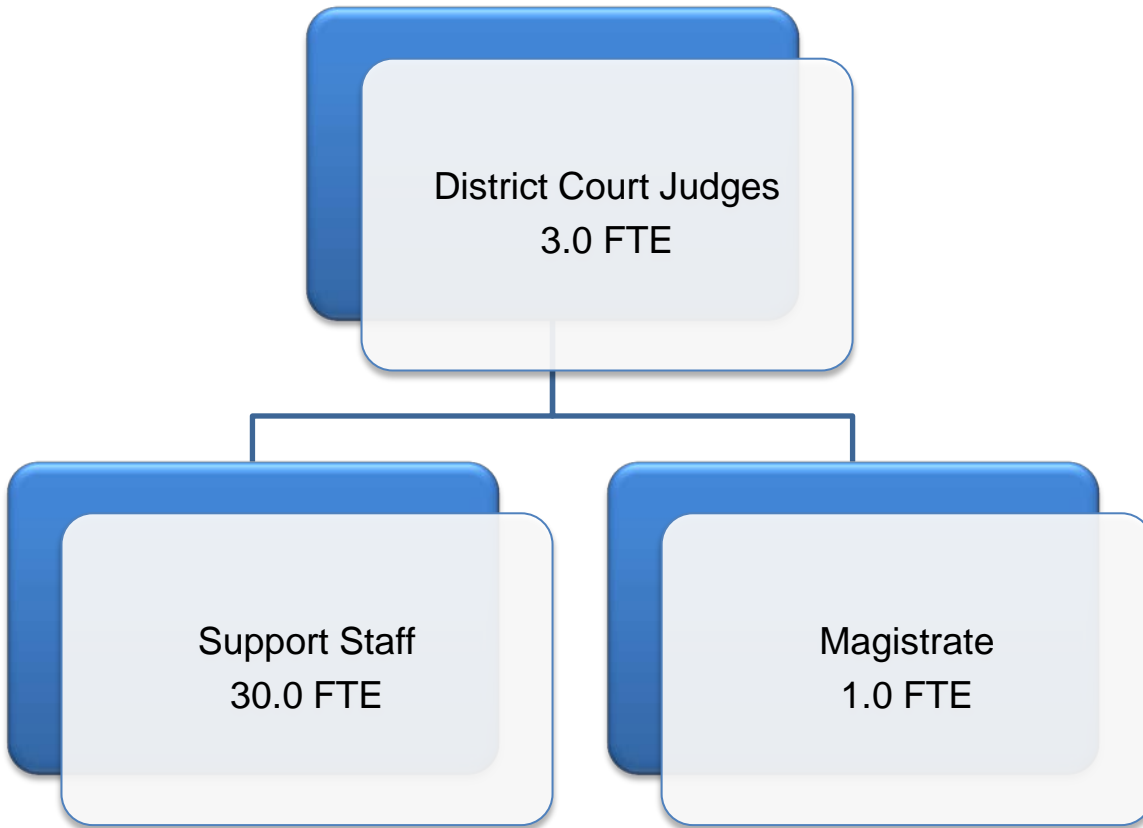
Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
MANAGEMENT ASSISTANT	000200	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
COMM STANDARD OFFICER I	118504	3.00	3.00
COMM STANDARD OFFICER III	118524	1.00	1.00
COMM STANDARDS OFFICER I	118504	1.00	1.00
COMM STANDARDS OFFICER IV	118534	3.00	3.00
COMM STANDARDS OFFICER V	118544	2.00	2.00
COMM STANDARDS SUPV III	196724	1.00	1.00
DEPUTY CHIEF	168810	2.00	2.00
DETECTIVE I - BACH	148711	1.00	1.00
DETECTIVE I-BACH	148711	5.00	5.00
DETECTIVE II - BACH	148801	3.00	3.00
DETECTIVE III - BACH	148771	10.00	10.00
EMERGENCY MGR	401470	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
POLICE LIEUTENANT DEGREED	158731	6.00	6.00
POLICE OFFICER	148700	11.00	11.00
POLICE OFFICER - ASSOC	148702	5.00	5.00
POLICE OFFICER - BACH	148701	5.00	5.00
POLICE OFFICER-BACH	148701	5.00	5.00
POLICE PROF ASST LEVEL 1	180370	1.00	1.00
POLICE PROF ASST LEVEL 2	180380	1.00	1.00
POLICE PROF ASST LEVEL 3	180390	3.00	3.00
POLICE SERVICE SPECIALIST	128560	2.00	2.00
POLICE SERVICE SPECIALIST	128561	4.00	4.00
POLICE STAFF SGT DEGREED	158761	16.00	16.00
RECORDS AND DATA UNIT SUP	196800	1.00	1.00
SAFETY SERVICES AREA ADMI	403400	1.00	1.00
SENIOR OFFICER I - ASSOC	148692	3.00	3.00
SENIOR OFFICER I - BACH	148691	7.00	7.00
SENIOR OFFICER II	148900	3.00	3.00
SENIOR OFFICER II - ASSOC	148902	8.00	8.00
SENIOR OFFICER II - BACH	148901	31.00	31.00
Total		149.00	149.00



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 hear appeals from small claims cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law.

Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases < \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases ≤ \$5,500
- Criminal & Traffic Misdemeanors punishable by less than 1 year in jail
- Arrest Warrant and Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents Violations
- Felony Preliminary Examinations

The Fifteenth District Court hears cases that involve civil cases where the disputed amount is less than \$25,000, landlord/tenant proceedings, small claims cases where the disputed amount is \$5,500 or less, criminal and traffic misdemeanors punishable by less than one year in jail, arrest warrant and search warrant issuance, City of Ann Arbor ordinance violations, traffic and state civil infractions, University of Michigan Regents violations and felony preliminary exams.

15TH DISTRICT COURT

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
FINES & FORFEITS	2,038,077	2,025,858	2,114,700	2,069,440	2,044,440	2,044,440
INTERGOVERNMENTAL REVENUES	488,931	518,357	792,902	152,772	152,772	152,772
INVESTMENT INCOME	527	529	450	345	345	345
MISCELLANEOUS REVENUE	27,039	1,875	18,000	-	-	-
OPERATING TRANSFERS IN	81,511	80,000	75,000	75,000	100,000	100,000
PRIOR YEAR SURPLUS	-	-	-	-	15,000	-
Total	\$2,636,085	\$2,626,619	\$3,001,052	\$2,297,557	\$2,312,557	\$2,297,557

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	2,071,809	2,039,605	2,159,750	2,072,557	2,087,557	2,072,557
COURT FACILITIES (0023)	227,734	222,331	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	336,542	364,683	616,302	-	-	-
Total	\$2,636,085	\$2,626,619	\$3,001,052	\$2,297,557	\$2,312,557	\$2,297,557

15TH DISTRICT COURT

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	1,875,674	1,927,557	2,172,207	1,731,329	1,875,541	1,879,743
PAYROLL FRINGES	1,269,698	1,279,711	1,523,169	1,456,773	1,245,290	1,272,918
OTHER SERVICES	891,169	711,124	1,242,016	545,156	617,706	565,600
MATERIALS & SUPPLIES	55,927	76,573	66,905	56,048	55,100	58,930
OTHER CHARGES	540,018	586,323	579,030	578,831	664,890	664,544
PASS THROUGHS	225,000	225,000	225,000	225,000	225,000	225,000
CAPITAL OUTLAY	15,410	-	-	-	-	-
EMPLOYEE ALLOWANCES	11,479	10,704	7,044	10,360	11,292	11,292
Total	\$4,884,375	\$4,816,992	\$5,815,371	\$4,603,497	\$4,694,819	\$4,678,027

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	4,338,636	4,217,060	4,564,790	4,378,497	4,469,819	4,453,027
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	320,739	374,932	1,025,581	-	-	-
Total	\$4,884,375	\$4,816,992	\$5,815,371	\$4,603,497	\$4,694,819	\$4,678,027

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
15TH DISTRICT COURT	34.00	34.00	34.00	34.00	34.00
Total	34.00	34.00	34.00	34.00	34.00

FIFTEENTH JUDICIAL DISTRICT COURT

EXPENSES

Personnel Services – The FY2015 amount is attributable to the U.S. Department of Justice Domestic Violence Grant, Mental Health Court grant and Veteran’s Court grant. The unexpended grant allocation will carry forward to FY2016.

Payroll Fringes – This reflects the decrease in pension and health care costs.

Other Services - The FY2015 amount is attributable to the U.S. Department of Justice Domestic Violence Grant, Mental Health Court grant and Veteran’s Court grant. The unexpended grant allocation will carry forward to FY2016.

Other Charges – The increase is due to increased retiree health care costs and increased information technology 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 Fifteenth District Court would be charged \$1,710,473 in FY 2016.

15TH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	1,208,375	1,210,098	1,363,452	1,188,669	1,267,158	1,221,828
5120 JUDICIAL & DIRECT SUPPORT	1,242,593	1,216,433	1,353,859	1,350,008	1,260,556	1,270,862
5140 CASE PROCESSING	1,229,380	1,132,549	1,120,816	1,138,967	1,142,888	1,153,764
5160 PROBATION/POST JUDGMNT SUP	658,283	657,978	726,663	700,853	799,217	806,573
Total	\$4,338,631	\$4,217,058	\$4,564,790	\$4,378,497	\$4,469,819	\$4,453,027

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	225,000	225,000	-	-	-	-
9500 DEBT SERVICE	-	-	225,000	225,000	225,000	225,000
Total	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
1000 ADMINISTRATION	71,907	24,696	525,844	-	-	-
3035 PUBLIC SAFETY GRANTS	248,831	350,235	499,737	-	-	-
Total	\$320,738	\$374,931	\$1,025,581	-	-	-

15TH DISTRICT COURT

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ACCOUNTING CLERK II- D.C.	001130	1.00	1.00
COURT ADMINISTRATOR	403420	1.00	1.00
COURT BAILIFF	000850	3.00	3.00
COURT CLERK II	000930	9.00	9.00
COURT CLERK III	000940	2.00	2.00
COURT RECORDER	000860	3.00	3.00
DISTRICT COURT JUDGE	200030	3.00	3.00
FINANCIAL MGR- DIST COURT	403440	1.00	1.00
JUDICIAL COORDINATOR	000880	3.00	3.00
LEAD DIVISION DEPUTY CLER	000910	1.00	1.00
MAGISTRATE	401880	1.00	1.00
PROBATION AGENT	000800	5.00	5.00
PROBATION SUPERVISOR	403150	1.00	1.00
Total		34.00	34.00

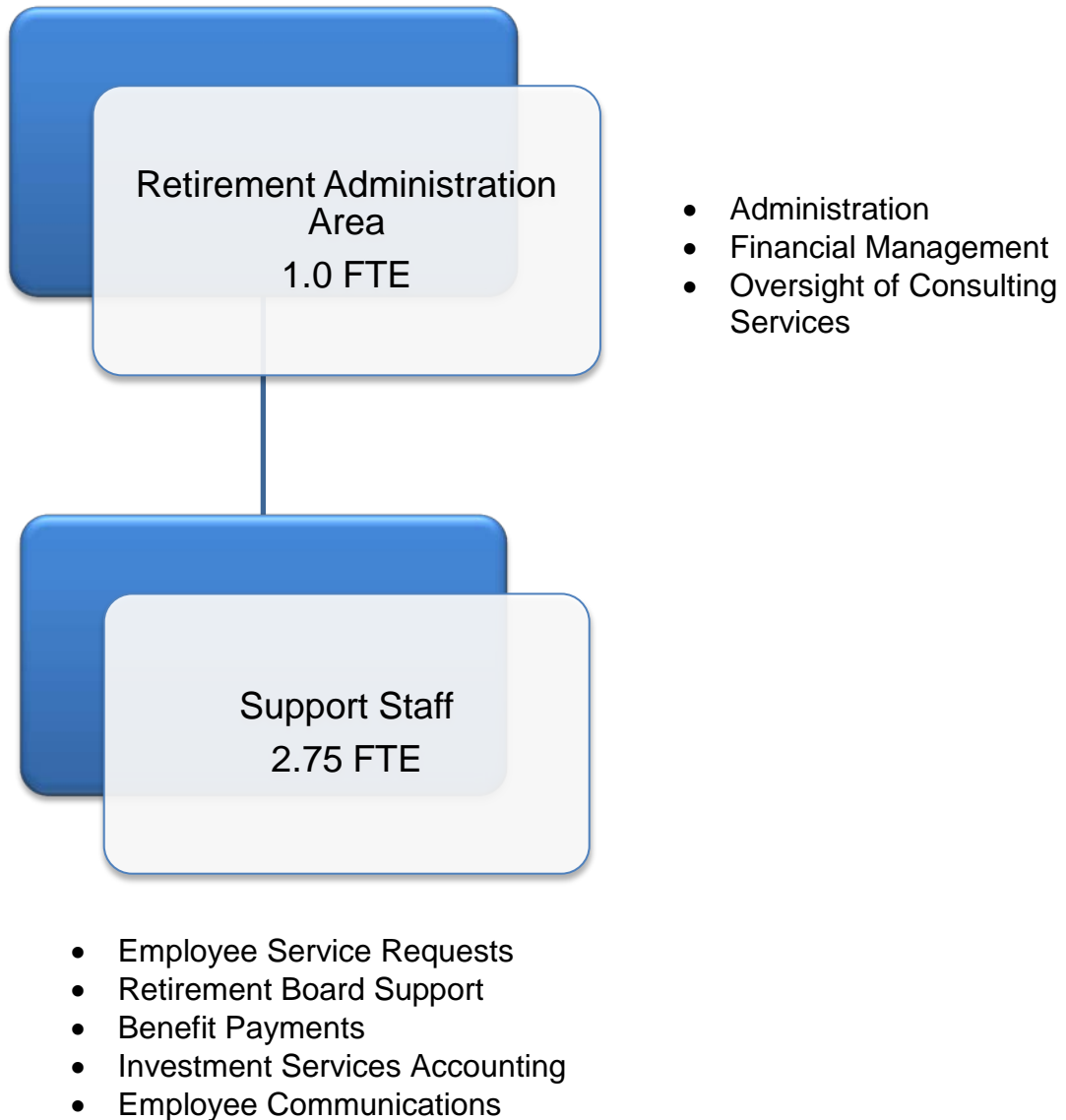
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RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code. The Retirement System shall be construed and enforced under the laws of the State of Michigan and any applicable federal law, rule or regulation, and all of the provisions of the City Ordinance shall be administered in accordance with such laws and regulations as well as any applicable collective bargaining agreements with the City.

Retirement System Organization Chart



The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code. The Retirement System shall be construed and enforced under the laws of the State of Michigan and any applicable federal law, rule or regulation, and all of the provisions of the City Ordinance shall be administered in accordance with such laws and regulations as well as any applicable collective bargaining agreements with the City.

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	12,317,931	13,912,770	15,489,219	15,427,219	15,534,732	14,865,000
CONTRIBUTIONS	563,491	471,344	494,300	263,000	263,000	263,000
INVESTMENT INCOME	60,932,601	77,548,106	18,665,766	28,237,000	30,705,000	31,605,000
MISCELLANEOUS REVENUE	4,133	1,032	-	-	-	-
OPERATING TRANSFERS IN	5,511,779	4,328,990	4,693,011	4,693,011	3,255,882	1,340,837
PRIOR YEAR SURPLUS	-	-	9,011,985	-	-	-
Total	\$79,329,935	\$96,262,242	\$48,354,281	\$48,620,230	\$49,758,614	\$48,073,837

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
VEBA TRUST (0052)	17,253,687	20,923,015	13,504,811	14,343,011	11,453,203	10,385,837
PENSION TRUST FUND (0059)	62,076,248	75,339,227	34,849,470	34,277,219	38,305,411	37,688,000
Total	\$79,329,935	\$96,262,242	\$48,354,281	\$48,620,230	\$49,758,614	\$48,073,837

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	266,029	270,135	267,789	269,840	275,823	275,823
PAYROLL FRINGES	139,193	152,153	149,594	155,048	184,535	188,925
OTHER SERVICES	1,367,910	1,411,700	2,536,896	1,341,760	3,094,350	3,240,600
MATERIALS & SUPPLIES	6,795	2,476	5,500	2,100	4,600	4,600
OTHER CHARGES	32,468,997	32,113,130	32,348,925	32,801,141	33,879,724	34,628,690
Total	\$34,248,924	\$33,949,594	\$35,308,704	\$34,569,889	\$37,439,032	\$38,338,638

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
VEBA TRUST (0052)	354,883	384,020	459,234	347,653	660,569	662,319
PENSION TRUST FUND (0059)	33,894,041	33,565,574	34,849,470	34,222,236	36,778,463	37,676,319
Total	\$34,248,924	\$33,949,594	\$35,308,704	\$34,569,889	\$37,439,032	\$38,338,638

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total	3.75	3.75	3.75	3.75	3.75

RETIREMENT SYSTEM

REVENUES

Operating Transfers In- The FY2016 budget includes an decrease in the transfer of excess contributions into the VEBA trust fund, which is derived from the ARC less amounts paid for health care for current retirees. As the actual cost of retiree health care increases, the transfer of the excess contributions declines.

Investment Income- This reflects anticipated income for FY2016 and FY2017 based on anticipated asset performance.

EXPENSES

Other Services-The increase is due to higher investment manager consulting fees.

Other Charges-The increase is due to higher retirement payments to pensioners.

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
ACCOUNTANT II	401440	0.75	0.75
EXECUTIVE DIRECTOR-RET SY	403740	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PENSION ANALYST	403650	1.00	1.00
Total		3.75	3.75



DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a vital agent in the rejuvenation of an evolving and diverse downtown, and a significant catalyst encouraging new private investment. Some of the more important DDA projects include increasing and improving parking facilities, support for transportation and housing, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	19,086,835	19,692,876	19,298,219	21,195,477	21,525,369	21,525,369
INVESTMENT INCOME	1,698	54,977	28,967	29,458	31,970	15,701
MISCELLANEOUS REVENUE	1,528,489	207,433	110,000	110,000	110,000	110,000
OPERATING TRANSFERS IN	750,000	4,921,244	2,318,025	2,318,025	3,915,884	2,737,744
PRIOR YEAR SURPLUS	-	-	2,609,246	-	2,800,667	-
SALE OF BONDS	8,666,075	-	-	-	-	-
TAXES	3,738,160	4,371,289	4,800,000	5,071,000	5,071,059	5,223,190
Total	\$33,771,257	\$29,247,819	\$29,164,457	\$28,723,960	\$33,454,949	\$29,612,004

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
DDA HOUSING FUND (0001)	8,739	406,457	377,000	202,742	302,080	300,290
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	3,801,283	4,524,621	4,803,009	5,074,500	5,174,559	5,226,940
DDA PARKING MAINTENANCE (0033)	752,535	4,406,343	3,072,079	2,134,540	5,534,942	2,442,704
DDA PARKING FUND (0063)	20,542,625	19,910,398	20,912,369	21,312,178	22,443,368	21,642,070
FIRST & WASH CAPITAL IMP BONDS (0080)	8,666,075	-	-	-	-	-
Total	\$33,771,257	\$29,247,819	\$29,164,457	\$28,723,960	\$33,454,949	\$29,612,004

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	299,792	319,000	371,971	353,344	376,000	436,200
PAYROLL FRINGES	170,816	177,610	200,845	223,262	194,843	198,215
OTHER SERVICES	6,633,089	6,792,283	8,000,037	8,000,037	8,342,642	8,467,266
MATERIALS & SUPPLIES	17,290	24,175	52,731	52,731	53,113	54,383
OTHER CHARGES	5,419,475	6,271,052	4,598,029	6,516,646	7,309,744	7,201,172
PASS THROUGHGS	7,538,288	11,738,319	11,139,953	9,382,420	10,760,924	9,457,852
CAPITAL OUTLAY	14,030,606	3,955,736	4,582,642	4,141,140	6,417,683	3,293,546
EMPLOYEE ALLOWANCES	3,788	-	3,788	-	-	-
Total	\$34,133,144	\$29,279,075	\$28,949,996	\$28,669,580	\$33,454,949	\$29,108,634

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
DDA HOUSING FUND (0001)	398,572	902,556	377,000	377,000	302,080	102,163
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	5,497,402	5,549,488	4,588,548	4,585,550	5,174,559	5,226,940
DDA PARKING MAINTENANCE (0033)	1,217,971	2,161,965	3,072,079	2,630,577	5,534,942	2,441,744
DDA PARKING FUND (0063)	18,361,963	20,665,066	20,912,369	21,076,453	22,443,368	21,337,787
FIRST & WASH CAPITAL IMP BONDS (0080)	8,637,236	-	-	-	-	-
Total	\$34,133,144	\$29,279,075	\$28,949,996	\$28,669,580	\$33,454,949	\$29,108,634

FTE Count

Category	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00	4.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services – Higher parking system revenues are anticipated in FY2016.

Operating Transfers In – The FY2016 increase is additional transfers to the Parking Maintenance Fund from the Parking Fund to cover additional capital maintenance needs.

Prior Year Surplus – The FY2016 increase primarily represents the use of prior year fund balance for the Parking Maintenance Fund to cover additional capital maintenance needs.

EXPENSES

Personnel Services – The increase in FY2017 is to cover personnel replacement overlap, as two DDA employees are eligible to retire near the end of FY 2017.

Personnel Fringes – This reflects the decrease in pension and health care costs.

Other Services – The increase is primarily increased contracted services.

Pass Throughs – The FY2016 increase is additional transfers to the Parking Maintenance Fund from the Parking Fund to cover additional capital maintenance needs.

Capital Outlay – The FY2016 increase is the Parking Maintenance Fund to cover additional capital maintenance needs.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2016 FTE's	FY 2017 FTE's
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
DDA PLANNING SPECIALIST	404190	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		4.00	4.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
INVESTMENT INCOME	11,788	17,090	12,940	12,940	15,022	16,419
PRIOR YEAR SURPLUS	-	-	-	-	299,619	-
TAXES	1,546,577	1,964,393	2,058,192	2,331,380	2,538,288	2,747,093
Total	\$1,558,365	\$1,981,483	\$2,071,132	\$2,344,320	\$2,852,929	\$2,763,512

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
SMART ZONE LDFA (0009)	1,558,365	1,981,483	2,071,132	2,344,320	2,852,929	2,763,512
Total	\$1,558,365	\$1,981,483	\$2,071,132	\$2,344,320	\$2,852,929	\$2,763,512

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
OTHER SERVICES	1,467,744	1,698,121	1,952,453	1,948,953	2,812,320	2,536,110
OTHER CHARGES	13,731	27,101	27,818	27,818	40,609	41,699
Total	\$1,481,475	\$1,725,222	\$1,980,271	\$1,976,771	\$2,852,929	\$2,577,809

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
SMART ZONE LDFA (0009)	1,481,475	1,725,222	1,980,271	1,976,771	2,852,929	2,577,809
Total	\$1,481,475	\$1,725,222	\$1,980,271	\$1,976,771	\$2,852,929	\$2,577,809

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

REVENUES

Taxes - The increase is due to higher projected tax capture for the authority.

Prior Year Surplus – This line item is used to balance budgeted expenditures over projected revenues.

EXPENSES

Other Services – Reflects increases for the SPARK Business Accelerator direct staffing, the Micro Loan Program for Entrepreneurs, the Internship Support & Talent Training program, a one-time expenditure for incubator expansion, and 10% of the TIF capture for funding of the Ypsilanti portion of the SmartZone. The Ypsilanti funding is pending the approval of the Amended TIF Agreement.

Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2013	Actual FY2014	Budget FY2015	Forecasted FY2015	Request FY2016	Projected FY2017
REVENUES						
Tax Revenue	\$ 1,546,577	\$ 1,964,393	\$ 2,058,192	\$ 2,331,380	\$ 2,538,288	\$ 2,747,093
Investment Income	(4,359)	17,090	12,940	12,940	15,022	16,419
Total Revenue	\$ 1,542,218	\$ 1,981,483	\$ 2,071,132	\$ 2,344,320	\$ 2,553,310	\$ 2,763,512
EXPENDITURES						
<u>Business Accelerator Support Services</u>						
SPARK Business Accelerator Direct Staffing	\$ 337,000	\$ 400,000	\$ 420,000	\$ 420,000	\$ 546,000	\$ 562,400
Phase II - Due Diligence	16,891	8,935	25,000	25,000	25,000	25,000
Phase III - Intensive Service	541,958	524,262	550,000	550,000	550,000	550,000
Phase IV - Accelerating Opportunities	82,044	30,426	75,000	60,000	75,000	75,000
Sub-Total	977,893	963,623	1,070,000	1,055,000	1,196,000	1,212,400
Micro Loan Program for Entrepreneurs	-	-	-	-	100,000	100,000
Business Networking Events	47,090	38,892	40,000	44,000	45,000	45,000
<u>Entrepreneur Education</u>						
Education Classes	29,870	33,115	62,500	50,000	60,000	62,500
Bootcamp	39,000	41,000	50,000	50,000	50,000	50,000
Sub-Total	68,870	74,115	112,500	100,000	110,000	112,500
Internship Support & Talent Training	55,851	114,012	200,000	250,000	300,000	300,000
Business Software Access for Clients	7,330	16,497	20,000	20,000	20,000	20,000
SPARK Central Incubator Operating Exp	165,892	190,113	200,000	180,000	185,400	191,000
Incubator Expansion (a)		131,412	30,000	40,000	300,000	-
Ypsilanti (b)	-	-	-	-	253,829	274,709
<u>SPARK Indirect Services</u>						
SPARK Accounting	65,086	67,000	68,500	68,500	95,000	97,900
Marketing	64,433	72,127	150,000	130,000	150,000	150,000
Sub-Total	129,519	139,127	218,500	198,500	245,000	247,900
<u>City of Ann Arbor Indirect Services</u>						
Legal & Admin Support	29,030	57,431	89,271	89,271	97,700	74,300
Total Operating Expenditures	\$ 1,481,475	\$ 1,725,222	\$ 1,980,271	\$ 1,976,771	\$ 2,852,929	\$ 2,577,809
Net Increase (Use) of Fund Balance	\$ 60,743	\$ 256,261	\$ 90,861	\$ 367,549	\$ (299,619)	\$ 185,703

Notes:

(a) Incubator Expansion - Expenditure is subject to approval in contract.

(b) Ypsilanti - Pending the approval of the Amended TIF Agreement.

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NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AAATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2014 was \$548 million. The debt subject to that limit as of June 30, 2014, was \$119.6 million or 2.2% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2014 was \$274 million.

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
CHARGES FOR SERVICES	6,074,734	6,651,048	6,675,868	6,746,565	6,807,820	6,886,797
INTRAGOVERNMENTAL SALES	332	-	-	-	-	-
MISCELLANEOUS REVENUE	752,812	4,536,114	538,853	502,734	488,555	509,023
OPERATING TRANSFERS IN	5,665,263	9,215,388	5,719,276	5,650,809	8,752,079	5,479,244
PRIOR YEAR SURPLUS	-	-	2,121,837	-	53,475	1,890,668
TAXES	9,914,192	9,561,959	9,797,711	9,804,165	10,070,668	10,296,251
Total	\$22,407,333	\$29,964,509	\$24,853,545	\$22,704,273	\$26,172,597	\$25,061,983

Revenues by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	13,271,868	17,376,232	15,642,028	13,679,631	17,201,439	16,085,027
GENERAL DEBT SERVICE (0035)	9,101,652	12,566,072	9,171,042	9,017,900	8,931,683	8,944,551
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	33,813	22,205	40,475	6,742	39,475	32,405
Total	\$22,407,333	\$29,964,509	\$24,853,545	\$22,704,273	\$26,172,597	\$25,061,983

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
PERSONNEL SERVICES	-	-	657,417	846,000	1,077,699	1,004,076
OTHER SERVICES	226,331	329,169	432,864	349,346	164,671	164,671
MATERIALS & SUPPLIES	91,213	59,824	128,970	93,000	109,569	111,996
OTHER CHARGES	10,347,012	13,312,021	10,484,612	10,080,307	10,998,569	12,620,703
PASS THROUGHS	11,646,625	14,068,055	10,805,396	10,841,747	11,036,873	11,708,250
Total	\$22,311,181	\$27,769,069	\$22,509,259	\$22,210,400	\$23,387,381	\$25,609,696

Expenses by Fund

Fund	Actual FY 2013	Actual FY 2014	Budget FY 2015	Forecasted FY 2015	Request FY 2016	Projected FY 2017
GENERAL (0010)	13,097,867	15,054,567	13,284,742	13,123,019	14,404,223	16,620,740
GENERAL DEBT SERVICE (0035)	9,030,421	12,539,517	9,173,042	9,035,906	8,933,683	8,946,551
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	182,893	174,985	51,475	51,475	49,475	42,405
Total	\$22,311,181	\$27,769,069	\$22,509,259	\$22,210,400	\$23,387,381	\$25,609,696

NON-DEPARTMENTAL

REVENUES

Operating Transfers In- This reflects a one-time refund from the Risk Fund for excess benefit contributions over the past several years.

Prior Year Surplus – This line item is used to balance budgeted expenditures over projected revenues. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational, items only. No use of fund balance was necessary for the General Fund in the FY 2016 budget. The General Debt Service - Special Assessment Fund uses fund balance to pay remaining special assessment debt which continues to exist after special assessments have been collected.

EXPENSES

Personnel Services – The increase is attributable to higher anticipated severances for FY2016.

Other Services – The FY 2015 budgeted amount reflects a non-recurring budgeted amount for the demolition of unsafe buildings.

Other Charges – The increase is primarily comprised of contingencies within the General Fund.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2014:

Governmental Activities Debt													
FY Ending	General Obligation Portion						Special Assessment Bonds		PACE Bonds		Total Governmental Activities Debt		
	Capital Projects Bonds Principal	Capital Projects Bonds Interest	Special Assessment Bonds Principal	Special Assessment Bonds Interest	Special Revenue Bonds Principal	Special Revenue Bonds Interest	Special Assessment Bonds Principal	Special Assessment Bonds Interest	PACE Bonds Principal	PACE Bonds Interest	Total Governmental Activities Debt Principal	Total Governmental Activities Debt Interest	Total
2015	\$ 3,165,000	\$ 4,045,052	\$ 20,000	\$ 3,225	\$ 740,000	\$ 769,722	\$ 25,000	\$ 2,750	\$ 56,000	\$ 22,473	\$ 4,006,000	\$ 4,843,222	\$ 8,849,222
2016	3,280,000	3,946,880	25,000	2,325	770,000	743,963	20,000	1,625	56,000	20,443	4,151,000	4,715,236	8,866,236
2017	3,400,000	3,841,436	25,000	1,175	805,000	716,955	15,000	705	56,000	18,203	4,301,000	4,578,474	8,879,474
2018	3,535,000	3,730,043			840,000	688,647			56,000	15,798	4,431,000	4,434,488	8,865,488
2019	3,665,000	3,606,897			870,000	659,047			56,000	13,367	4,591,000	4,279,311	8,870,311
2020	3,830,000	3,474,758			905,000	627,624			56,000	10,937	4,791,000	4,113,319	8,904,319
2021	3,985,000	3,334,073			945,000	594,461			56,000	8,506	4,986,000	3,937,040	8,923,040
2022	4,150,000	3,184,982			990,000	559,160			56,000	6,076	5,196,000	3,750,218	8,946,218
2023	4,340,000	3,025,783			1,030,000	521,453			56,000	3,645	5,426,000	3,550,881	8,976,881
2024	4,530,000	2,857,104			800,000	481,938			56,000	1,215	5,386,000	3,340,257	8,726,257
2025	4,730,000	2,678,646			840,000	446,663					5,570,000	3,125,309	8,695,309
2026	4,950,000	2,488,077			885,000	408,698					5,835,000	2,896,775	8,731,775
2027	5,170,000	2,286,651			930,000	368,503					6,100,000	2,655,154	8,755,154
2028	5,405,000	2,074,116			975,000	326,339					6,380,000	2,400,455	8,780,455
2029	5,645,000	1,848,106			1,030,000	280,913					6,675,000	2,129,019	8,804,019
2030	5,900,000	1,606,508			1,080,000	232,875					6,980,000	1,839,383	8,819,383
2031	6,175,000	1,350,722			1,135,000	182,419					7,310,000	1,533,141	8,843,141
2032	4,805,000	1,075,788			1,195,000	129,319					6,000,000	1,205,107	7,205,107
2033	4,430,000	870,940			1,255,000	73,519					5,685,000	944,459	6,629,459
2034	4,645,000	676,526			1,320,000	14,850					5,965,000	691,376	6,656,376
2035	4,870,000	469,038									4,870,000	469,038	5,339,038
2036	1,595,000	251,500									1,595,000	251,500	1,846,500
2037	1,675,000	171,750									1,675,000	171,750	1,846,750
2038	1,760,000	88,000									1,760,000	88,000	1,848,000
	\$99,635,000	\$52,983,376	\$70,000	\$6,725	\$19,340,000	\$8,827,068	\$60,000	\$5,080	\$560,000	\$120,663	\$119,665,000	\$61,942,912	\$181,607,912
Interest Ranges		3.500 - 6.500%		4.400 - 5.200%		2.000 - 4.500%		4.400 - 4.700%		3.500 - 4.340%		2.000 - 6.500%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2014:

Enterprise Funds											
FY Ending	Ann Arbor Building Authority Bonds		Water & Sewer Revenue Bonds		Other Debt		Other Bonds		Total Enterprise Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2015	\$ 1,960,000	\$ 401,222	\$ 4,635,000	\$ 2,512,575	\$ 1,657,989	\$ 1,407,175	\$ 400,000	\$ 167,619	\$ 8,652,989	\$ 4,488,591	\$ 13,141,580
2016	1,910,000	316,568	5,025,000	2,322,361	1,722,502	1,371,623	415,000	157,369	9,072,502	4,167,921	13,240,423
2017	1,960,000	228,371	5,165,000	2,186,028	2,899,676	1,323,284	425,000	145,044	10,449,676	3,882,727	14,332,403
2018	1,440,000	154,300	4,600,000	2,048,886	2,961,846	1,253,392	440,000	132,419	9,441,846	3,588,997	13,030,844
2019	1,470,000	81,800	4,735,000	1,913,220	3,201,987	1,343,417	455,000	119,294	9,861,987	3,457,731	13,319,718
2020	820,000	21,867	4,615,000	1,775,587	3,283,903	1,273,111	470,000	105,669	9,188,903	3,176,234	12,365,137
2021			4,745,000	1,626,666	3,356,172	1,201,281	490,000	91,544	8,591,172	2,919,491	11,510,663
2022			4,895,000	1,459,979	3,425,769	1,127,731	510,000	76,692	8,830,769	2,664,402	11,495,171
2023			5,050,000	1,281,891	3,505,271	1,052,597	275,000	62,544	8,830,271	2,397,032	11,227,303
2024			5,220,000	1,095,850	3,598,041	975,436	285,000	51,544	9,103,041	2,122,830	11,225,872
2025			4,730,000	905,585	3,610,726	896,446	300,000	39,788	8,640,726	1,841,819	10,482,544
2026			2,975,000	741,702	3,640,774	816,167	315,000	27,412	6,930,774	1,585,281	8,516,055
2027			3,050,000	599,488	3,677,226	735,203	330,000	14,025	7,057,226	1,348,716	8,405,941
2028			3,125,000	452,932	3,704,223	652,964			6,829,223	1,105,896	7,935,119
2029			1,450,000	337,250	3,633,066	569,732			5,083,066	906,982	5,990,048
2030			1,500,000	267,188	3,637,526	473,924			5,137,526	741,112	5,878,638
2031			1,550,000	194,750	3,581,940	406,671			5,131,940	601,421	5,733,361
2032			1,625,000	119,344	3,166,129	326,989			4,791,129	446,333	5,237,463
2033			1,700,000	40,375	2,650,534	258,665			4,350,534	299,040	4,649,574
2034					2,587,485	225,585			2,587,485	225,585	2,813,070
2035					2,097,316	205,814			2,097,316	205,814	2,303,130
2036					2,117,599	194,057			2,117,599	194,057	2,311,656
2037					231,636	231,636			231,636	231,636	463,273
2038					236,468	236,468			236,468	236,468	472,936
	<u>\$9,560,000</u>	<u>\$1,204,128</u>	<u>\$70,390,000</u>	<u>\$21,881,657</u>	<u>\$68,185,805</u>	<u>\$18,559,368</u>	<u>\$5,110,000</u>	<u>\$1,190,963</u>	<u>\$153,245,805</u>	<u>\$42,836,116</u>	<u>\$196,081,921</u>
Interest Ranges		3.000 - 5.000%		2.000 - 4.750%		1.625 - 4.200%		1.000 - 4.250%		1.625 - 4.750%	

FY2016-2021 CIP SUMMARY

OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2016–2021). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

To qualify for inclusion into the CIP, a project must:

- Constitute permanent, physical or system improvements greater than or equal to (GTE) \$100,000; or
- A “program” of projects whose total is GTE \$100,000 (e.g. Playgrounds and Neighborhood Parks); or
- Significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or
- A study of at least \$50,000 that will lead to such projects;
- Add to the value or capacity of the infrastructure of the City.

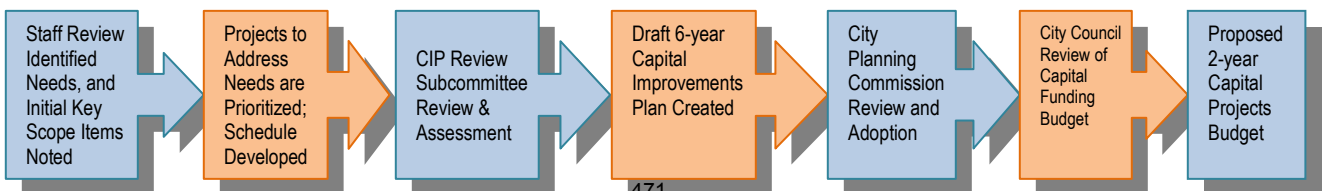
Projects that are considered operational or routine maintenance are excluded.

Preparation of the Capital Improvements Plan is done under the authority of the Municipal Planning Commission Act (Act 33 of the Public Acts of 2008). It is the City Planning Commission’s goal that the CIP be used as a tool to implement the City Master Plan and assist in the City’s financial planning.

The Capital Improvements Plan proposes project funding relative to the anticipated availability of fiscal resources and the choice of specific improvements to be achieved throughout the six-year plan. The first two years of the Capital Improvements Plan serve as the basis for establishing the City’s Capital Projects Budget (CPB), programming the implementation of the planned projects for the upcoming two fiscal years. The CIP and CPB make up the City’s Capital Improvements Program.

THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

The Capital Improvements Program process begins with a review of identified system needs and concludes with the proposed CPB as outlined below:



THE TOTALS

A total of 349 projects are included in this year's CIP with a six-year funding need for fiscal years FY2016–FY2021 of \$901,207,000. This is a 33.52% increase from the FY2014–2019 CIP document, which anticipated \$674,976,100 in funding need for fiscal years 2014-2019.

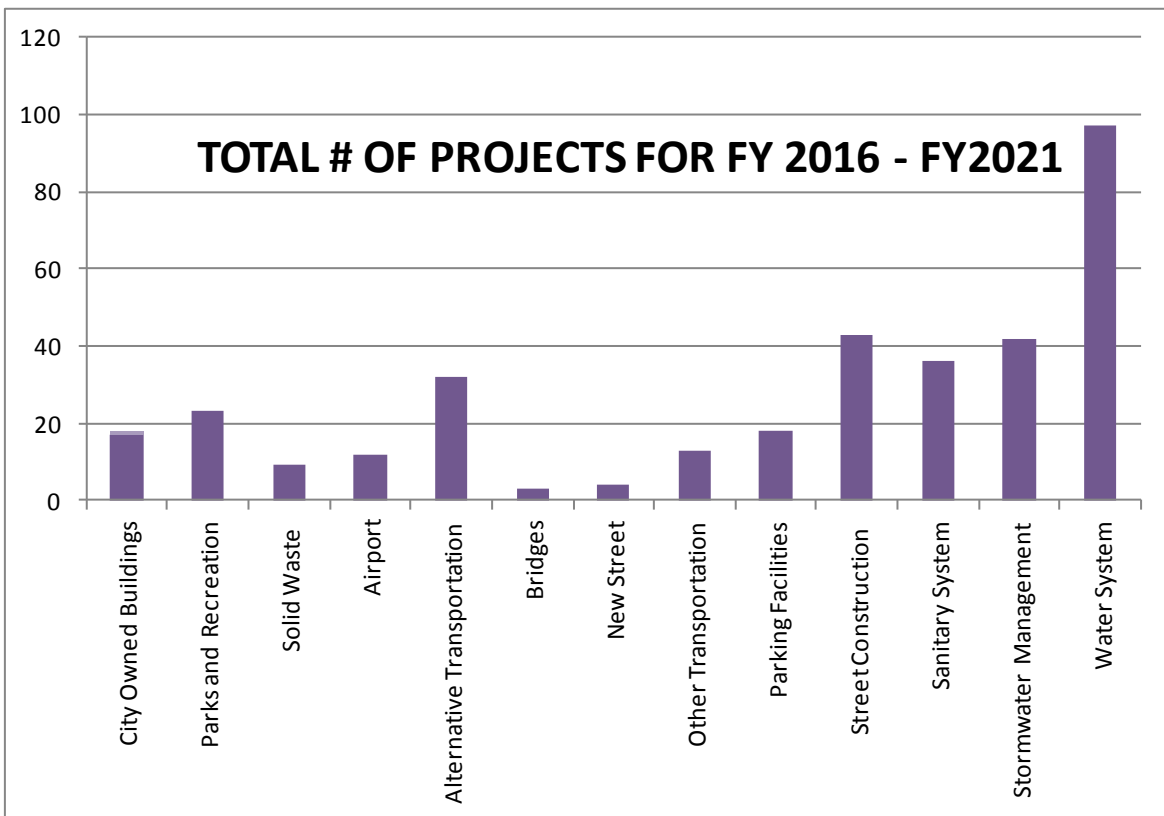
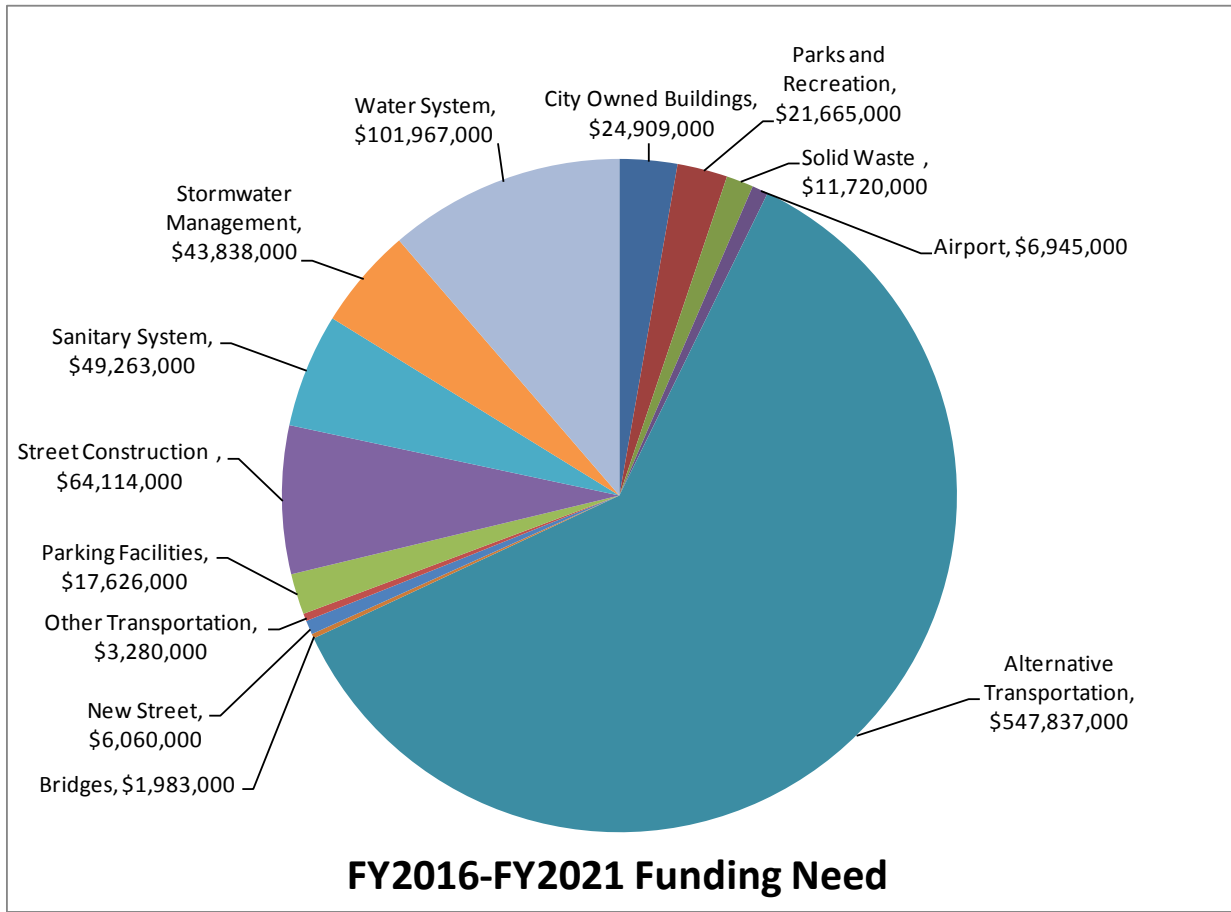
It is noted that the latter period (FY2014–FY2017) had in turn represented a decrease of 24.72% from the FY2012–FY2017 period, making the present FY2016–FY2021 a net increase of only 8.8% over the last two CIP full cycles.

The total anticipated funding need for all projects is \$1,179,528,000 which includes project funds spent prior to fiscal year 2016 and required funds needed after fiscal year 2021 for the projects contained in the plan.

The charts below indicate the total number of projects for each category, the total costs by asset category, the six-year funding need, and first-year and second-year funding needs (i.e. the two years of the next capital budget cycle).

FY2016-2021 CIP SUMMARY FUNDING

Category	Number of Projects	Total Funding All Years (Inc. Prior and 2021+)	FY 2016-2021 Total Funding Need	FY2016 Total Funding Need	FY17 Total Funding Need
City Owned Buildings	17	\$ 25,039,000	\$ 24,909,000.00	\$ 13,676,000.00	\$ 9,653,000.00
Parks and Recreation	23	\$ 75,842,000	\$ 21,665,000.00	\$ 4,065,000.00	\$ 3,925,000.00
Solid Waste	9	\$ 11,795,000	\$ 11,720,000.00	\$ 3,315,000.00	\$ 3,495,000.00
Airport	12	\$ 9,961,000	\$ 6,945,000.00	\$ 3,328,000.00	\$ 356,000.00
Alternative Transportation	32	\$ 575,096,000	\$ 547,837,000.00	\$ 4,735,000.00	\$ 7,220,000.00
Bridges	3	\$ 2,513,000	\$ 1,983,000.00	\$ 95,000.00	\$ 395,000.00
New Street	4	\$ 6,060,000	\$ 6,060,000.00	\$ 1,740,000.00	\$ 1,365,000.00
Other Transportation	13	\$ 3,637,000	\$ 3,280,000.00	\$ 50,000.00	\$ -
Parking Facilities	18	\$ 20,201,000	\$ 17,626,000.00	\$ 6,232,000.00	\$ 1,756,000.00
Street Construction	43	\$ 76,902,000	\$ 64,114,000.00	\$ 13,131,000.00	\$ 10,560,000.00
Sanitary System	36	\$ 194,743,000	\$ 49,263,000.00	\$ 12,443,000.00	\$ 8,395,000.00
Stormwater Management	42	\$ 55,695,000	\$ 43,838,000.00	\$ 5,619,000.00	\$ 6,059,000.00
Water System	97	\$ 122,044,000	\$ 101,967,000	\$ 13,634,000.00	\$ 7,900,000.00
Totals:	349	\$1,179,528,000	\$901,207,000	\$82,063,000	\$61,079,000



FUNDING ISSUES AND SOURCES

A. Funded versus Unfunded Projects for the Two-Year Capital Budget Period of FY2016-FY2017

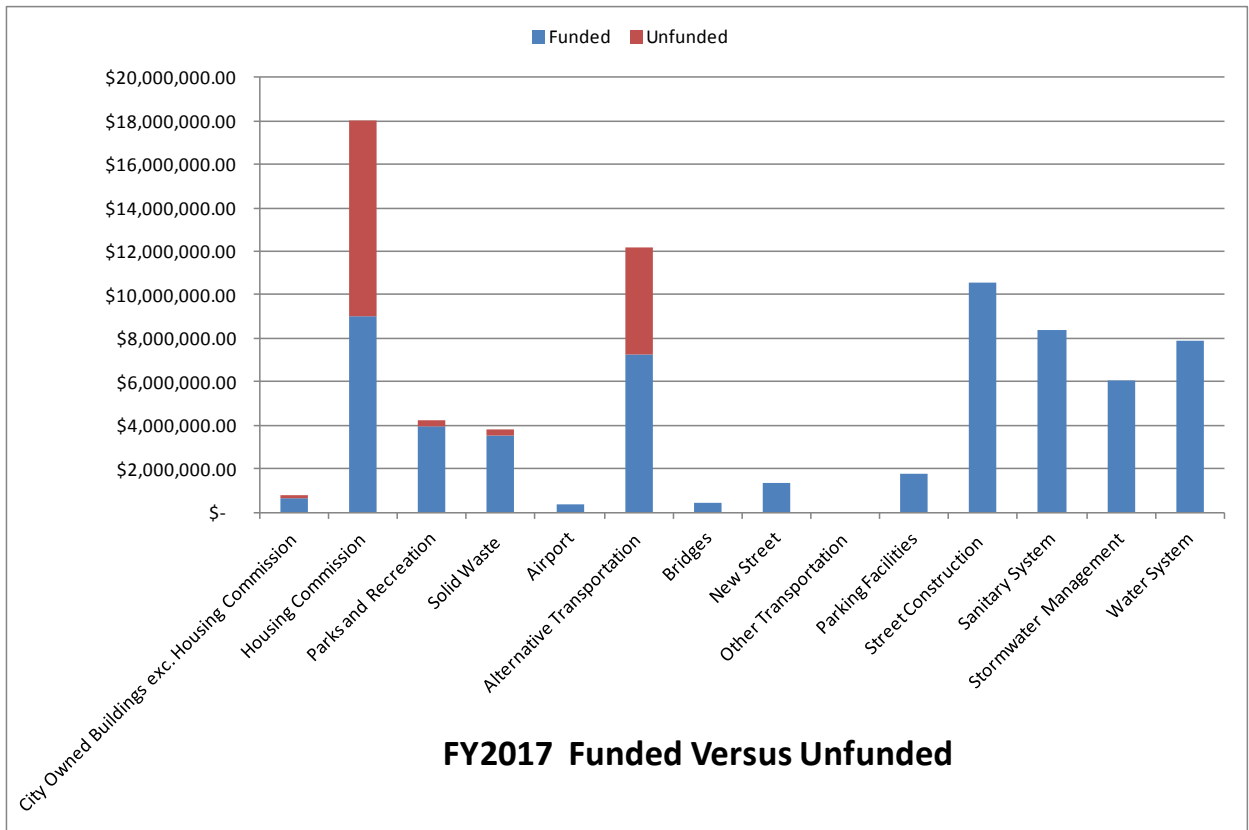
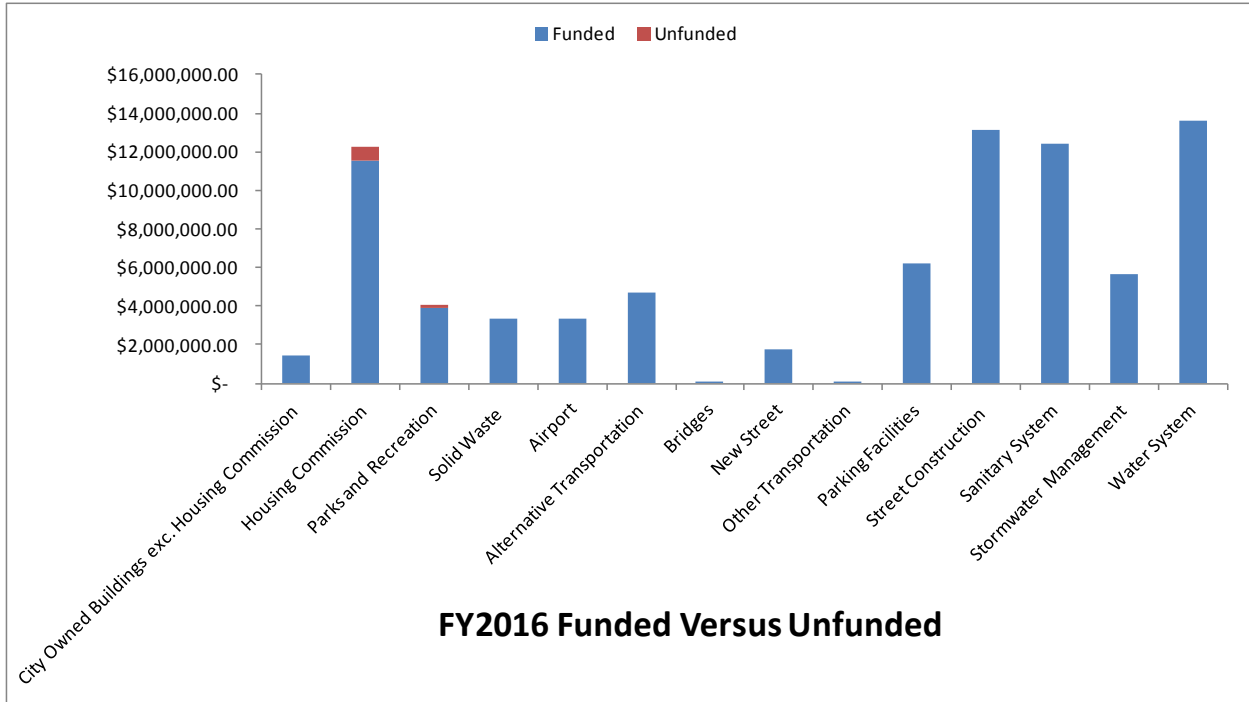
As is often the case with governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are projects contained in this CIP that do not have an established, secure source of funding at this time. Projects in the first two years of the CIP form the basis for the City’s Capital Budget and generally require secure funding. That funding may include specific limited General Fund requests (see Section C. below). Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. However, some higher priority unfunded projects (generally anticipated to be funded via grants or outside funding) are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented. For example, the 721 N Main Demolition Project in FY2017 in the City Owned Buildings category is contingent upon receipt of an anticipated \$117,000 in FEMA grant funding with associated local matching from internal fund sources.

For purposes of the “FY2016-FY2017 Funding” chart below, Housing Commission projects have been extracted out from the City Owned Buildings category totals and will be discussed in the Discretionary Outside Funding section B following.

FY2016-FY2017 FUNDING

Category	FY2016 Total Funding Need	FY2016 Funded Needs	FY2016 Unfunded Needs	FY17 Total Funding Need	FY2017 Funded Needs	FY2017 Unfunded Needs
City Owned Buildings exc. Housing Commission	\$ 1,426,000.00	\$ 1,426,000.00	\$ -	\$ 653,000.00	\$ 536,000.00	\$ 117,000.00
Housing Commission	\$ 12,250,000.00	\$ 11,520,000.00	\$ 730,000.00	\$ 9,000,000.00		\$ 9,000,000.00
Parks and Recreation	\$ 4,065,000.00	\$ 3,895,000.00	\$ 170,000.00	\$ 3,925,000.00	\$ 3,625,000.00	\$ 300,000.00
Solid Waste	\$ 3,315,000.00	\$ 3,315,000.00	\$ -	\$ 3,495,000.00	\$ 3,201,000.00	\$ 294,000.00
Airport	\$ 3,328,000.00	\$ 3,328,000.00	\$ -	\$ 356,000.00	\$ 356,000.00	\$ -
Alternative Transportation	\$ 4,735,000.00	\$ 4,735,000.00	\$ -	\$ 7,220,000.00	\$ 2,290,000.00	\$ 4,930,000.00
Bridges	\$ 95,000.00	\$ 95,000.00	\$ -	\$ 395,000.00	\$ 395,000.00	\$ -
New Street	\$ 1,740,000.00	\$ 1,740,000.00	\$ -	\$ 1,365,000.00	\$ 1,365,000.00	\$ -
Other Transportation	\$ 50,000.00	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
Parking Facilities	\$ 6,232,000.00	\$ 6,232,000.00	\$ -	\$ 1,756,000.00	\$ 1,756,000.00	\$ -
Street Construction	\$ 13,131,000.00	\$ 13,131,000.00	\$ -	\$ 10,560,000.00	\$ 10,560,000.00	\$ -
Sanitary System	\$ 12,443,000.00	\$ 12,443,000.00	\$ -	\$ 8,395,000.00	\$ 8,395,000.00	\$ -
Stormwater Management	\$ 5,619,000.00	\$ 5,619,000.00	\$ -	\$ 6,059,000.00	\$ 6,059,000.00	\$ -
Water System	\$ 13,634,000.00	\$ 13,634,000.00	\$ -	\$ 7,900,000.00	\$ 7,900,000.00	\$ -
Totals:	\$82,063,000	\$81,163,000	\$900,000	\$61,079,000	\$46,438,000	\$14,641,000

Funded versus unfunded status is also depicted graphically in the following charts for FY2016 and FY2017.



B. Discretionary Outside Funding

Of the \$901,207,000 needed to fund the total FY2016–2021 CIP program, monies for particular projects (such as the alternative transportation funds mentioned above) may come in part or in whole from discretionary fund sources outside the City. Such dollars are included in totals shown because they fund improvements to assets which belong to the City, will become so upon project completion, or are part of an intergovernmental or interagency project in which the City is a participant. Discretionary funds are defined here as those which require specific application to obtain or which come from other non-City sources at the discretion of others.

Examples of discretionary outside funds include STP-U (Surface Transportation Program – Urban) and CMAQ (Congestion Mitigation and Air Quality Improvement) federal transportation funds, participation in costs by Washtenaw County, AATA, or other governmental or agency entities, developer contributions, and various grant sources such as Airport Improvement Program Grants, FEMA, and MDNR.

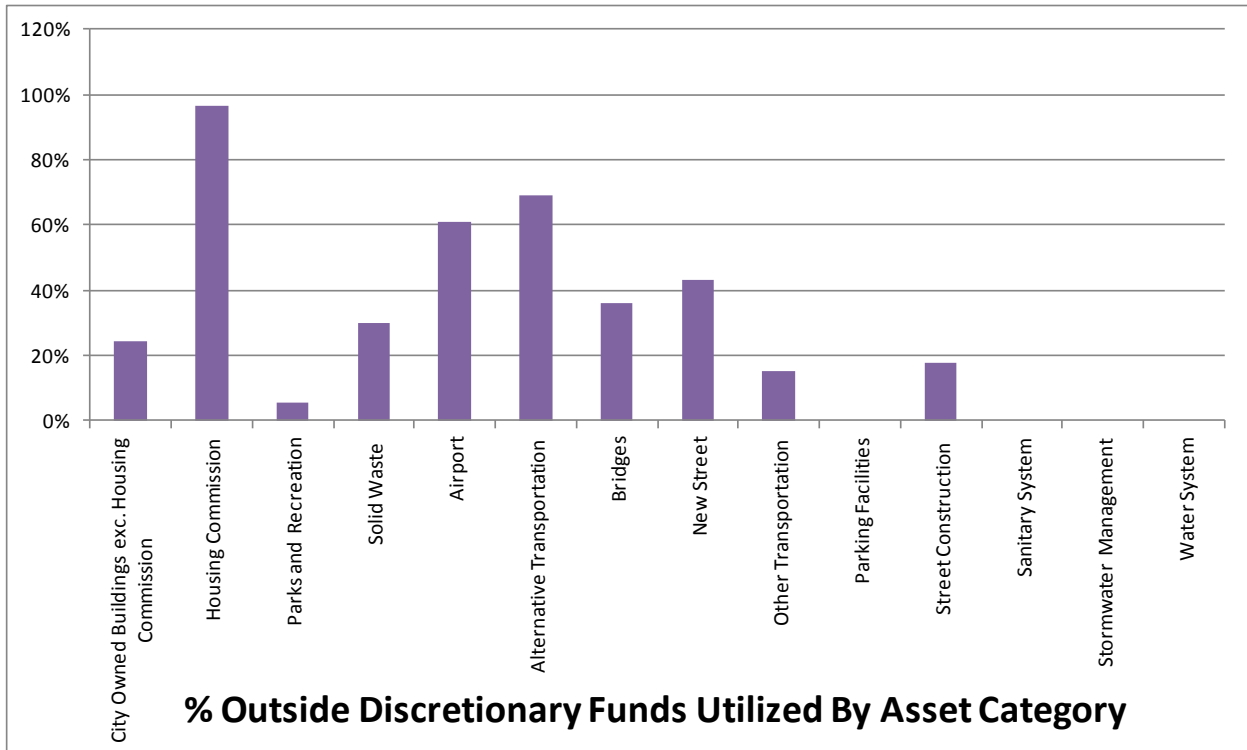
Certain projects may receive funding from non-City sources which the City receives by formula and so are not considered discretionary. Those include Act 51 transportation monies and DDA tax revenues allocated to the City.

Certain projects also utilize special financial funding mechanisms that allow capital improvement costs to be spread over time at favorable interest rates. Examples include SRF funding for stormwater (State Revolving Funds), DWRF funding for water, (Drinking Water Revolving Funds), bond financing, and SAD (Special Assessment District) funding. In some of those cases, there may be elements of loan forgiveness (e.g. for SRF funds) or full or partial repayment by citizens (for SAD). However, for purposes of the chart below, those funding mechanisms are *not* treated as outside discretionary funding even though some may ultimately reduce the City’s net outlay on a project. Similarly, non-discretionary outside funds such as Act 51 monies and DDA funds are also not included. Because the Housing Commission receives funds from a variety of state and federal sources, such funds are treated as discretionary, but are extracted out from the remainder of the City Owned Buildings category for clarity.

Per the chart below, Housing Commission, Airport, and Alternative Transportation capital improvement projects most heavily utilize outside discretionary funding. Due to the inclusion of three major projects related to the City’s Transportation Plan, the Alternative Transportation category’s outside discretionary funding accounts for nearly 90% of all such funding. Those projects seek to provide improved transportation systems to serve the city and our growing population and employment base. Two are prospective commuter rail projects, being the east-west (Detroit to Ann Arbor) project and the north-south Washtenaw-Livingston (or “WALLY” system) project. The third is a signature transit connection service linking these rail systems and residents with the downtown, major employment areas, and other key destinations. Funds are also earmarked for community-wide improvements to the pedestrian and bicycle mobility system. These large projects are anticipated to be funded in large part by Federal or other State funds.

FY2016–2021 OUTSIDE DISCRETIONARY FUNDS BY ASSET GROUP

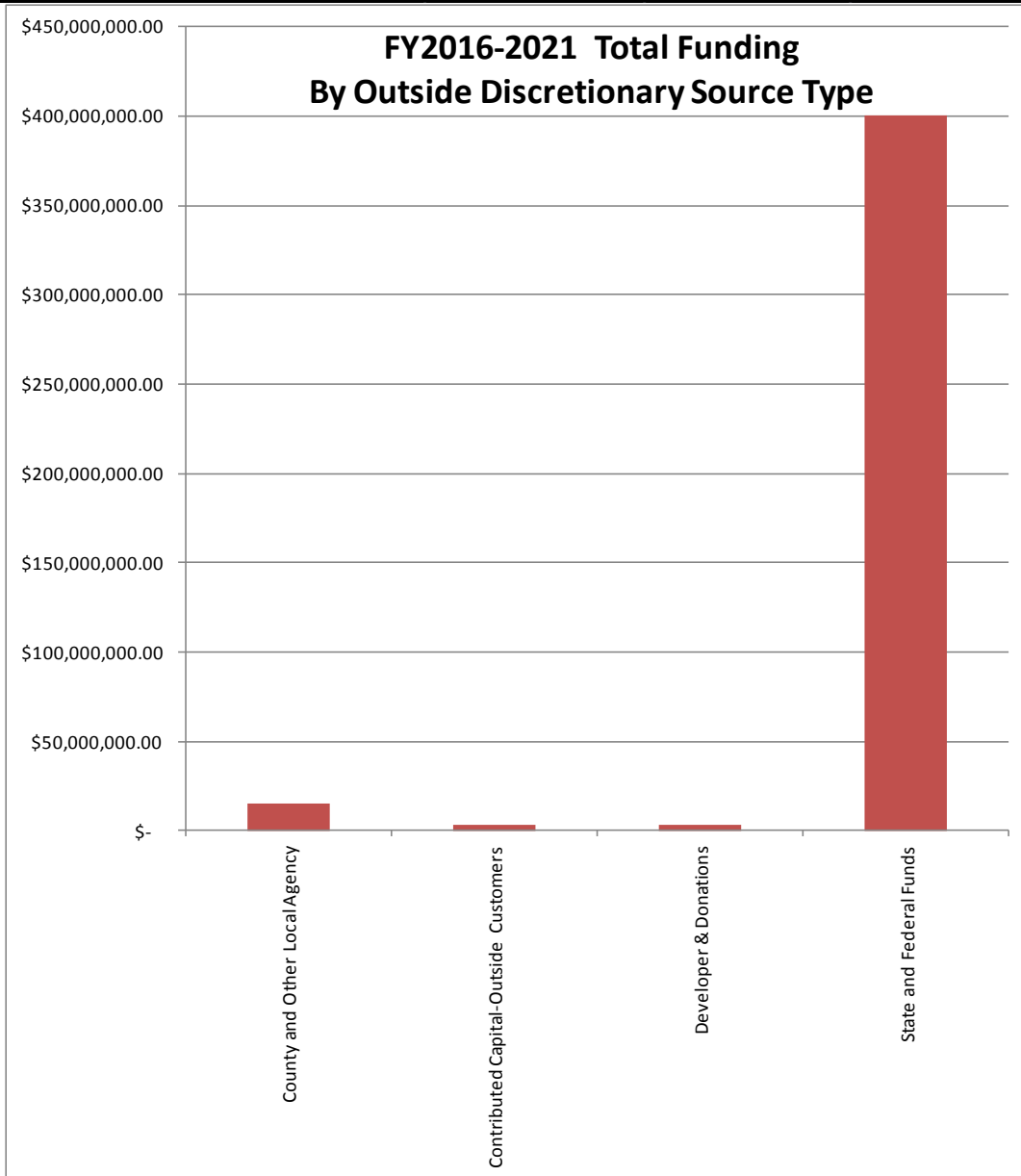
Category	FY 2016-2021 Total Funding Need	Outside Discretionary Funding	% Discretionary Funds
City Owned Buildings exc. Housing Commission	\$ 3,659,000	\$ 917,000.00	25%
Housing Commission	\$ 21,250,000	\$ 20,520,000.00	97%
Parks and Recreation	\$ 21,665,000.00	\$ 1,170,000.00	5%
Solid Waste	\$ 11,720,000.00	\$ 3,534,000.00	30%
Airport	\$ 6,945,000.00	\$ 4,245,000.00	61%
Alternative Transportation	\$ 547,837,000.00	\$ 376,243,000.00	69%
Bridges	\$ 1,983,000.00	\$ 713,000.00	36%
New Street	\$ 6,060,000.00	\$ 2,625,000.00	43%
Other Transportation	\$ 3,280,000.00	\$ 500,000.00	15%
Parking Facilities	\$ 17,626,000.00	\$ -	0%
Street Construction	\$ 64,114,000.00	\$ 11,359,000.00	18%
Sanitary System	\$ 49,263,000.00	\$ -	0%
Stormwater Management	\$ 43,838,000.00	\$ -	0%
Water System	\$ 101,967,000	\$ -	0%
Totals:	\$ 901,207,000.00	\$ 421,826,000.00	47%



Sources of outside discretionary funding are also depicted by type in the table and chart below:

FY2016-FY 2021 OUTSIDE DISCRETIONARY FUNDS BY SOURCE CATEGORY

Outside Discretionary Fund Category	FY2016-2021 Total Funding By Outside Discretionary Category	FY2016 Funding By Outside Discretionary Category	FY 2017 Funding By Outside Discretionary Category
County and Other Local Agency	\$ 15,200,000.00	\$ -	\$ -
Contributed Capital-Outside Customers	\$ 3,534,000.00	\$ -	\$ 294,000
Developer & Donations	\$ 3,025,000.00	\$ 1,900,000.00	\$ 1,125,000.00
State and Federal Funds	\$ 400,067,000.00	\$ 16,829,000.00	\$ 15,485,000.00
	\$ 421,826,000.00	\$ 18,729,000.00	\$ 16,904,000.00



C. General Funded Projects

The FY2016-FY2021 CIP includes 23 projects which are anticipated to be funded in whole or in part by general funds. This represents about 6.5% of all projects and about 6.9% of all funding needed. However, per discussions of discretionary funding above, if grant or other outside funding is obtained for any or all of the major alternative transportation projects, significant matching general funds might be needed. General fund matches for such projects are not included in the table below given the discretionary nature of the funding itself.

For example, the potential general fund match for a federal grant to construct the proposed Ann Arbor Station in the Alternative Transportation asset group is not included in the figures. It is covered as a “discretionary funded” project in Section B. above.

Predominant in number in the general funded project group are city owned building projects (such as replacement of the aging freight elevator and environmental controls at Larcom City Hall, and installation of generators for emergency back-up power at City fire stations) that are necessary for the safe and efficient function of such facilities.

The chart below summarizes the number and funding needs of such projects for each asset group. Totals are shown both for the total six-year cycle and individually for FY2016 and FY2017.

GENERAL FUND NEEDS

Category	Total FY2016-2021 Number of Projects	FY2016-2021 Total General Funds Needed*	FY2016 Number of Projects	FY2016 General Funds Needed	FY2017 Number of Projects	FY2017 General Funds Needed
City Owned Buildings	13	\$ 2,443,500.00	7	\$ 1,371,000.00	2	\$ 272,500.00
Parks and Recreation	0	\$ -	0	\$ -	0	\$ -
Solid Waste	0	\$ -	0	\$ -	0	\$ -
Airport	0	\$ -	0	\$ -	0	\$ -
Alternative Transportation	3	\$ 1,093,000.00	1	\$ 423,000.00	2	\$ 670,000.00
Bridges	0	\$ -	0	\$ -	0	\$ -
New Street	0	\$ -	0	\$ -	0	\$ -
Other Transportation	3	\$ 450,000.00	1	\$ 50,000.00	0	\$ -
Parking Facilities	0	\$ -	0	\$ -	0	\$ -
Street Construction	0	\$ -	0	\$ -	0	\$ -
Sanitary System	0	\$ -	0	\$ -	0	\$ -
Stormwater Management	0	\$ -	0	\$ -	0	\$ -
Water System	4	\$ 1,650,000.00	0	\$ -	1	\$ 50,000.00
TOTALS	23	\$ 5,636,500.00	9	\$ 1,844,000.00	5	\$ 992,500.00

PROJECTS, PRIORITIZATION, AND PROGRAMMING: “THE THREE P’s”

The initial task for the CIP Category Teams is to generate a list of identified capital needs (the “Projects” step).

The next, and most critical process component, is rating the relative merits of each project (the “Prioritization” step). This crucial step, while constrained by the amount of funding anticipated to be available for capital projects and timing of availability of funds when more than one asset category is involved in a project, nonetheless provides invaluable information in the CIP decision-making process. Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital projects even more crucial and difficult. The merits of each identified capital need must be judged against the policies and criteria of the CIP process and the goals of each component of the master plan, as well as against the other competing needs in that particular asset category.

For example, within the limited budget of the water asset group, is the rehabilitation of an aging component at the water treatment plant, or the replacement of a failing water distribution main, or the modification of a treatment process for greater efficiency of greater importance?

While asset groups utilize a set of common prioritization criteria, a limited number of asset-specific criteria are utilized as well (see chart below). While rating scales for each criterion are the same, each group may assign different relative weights to each. For example, Energy is a criterion of less significance in general in Street Construction than in City Owned Buildings projects.

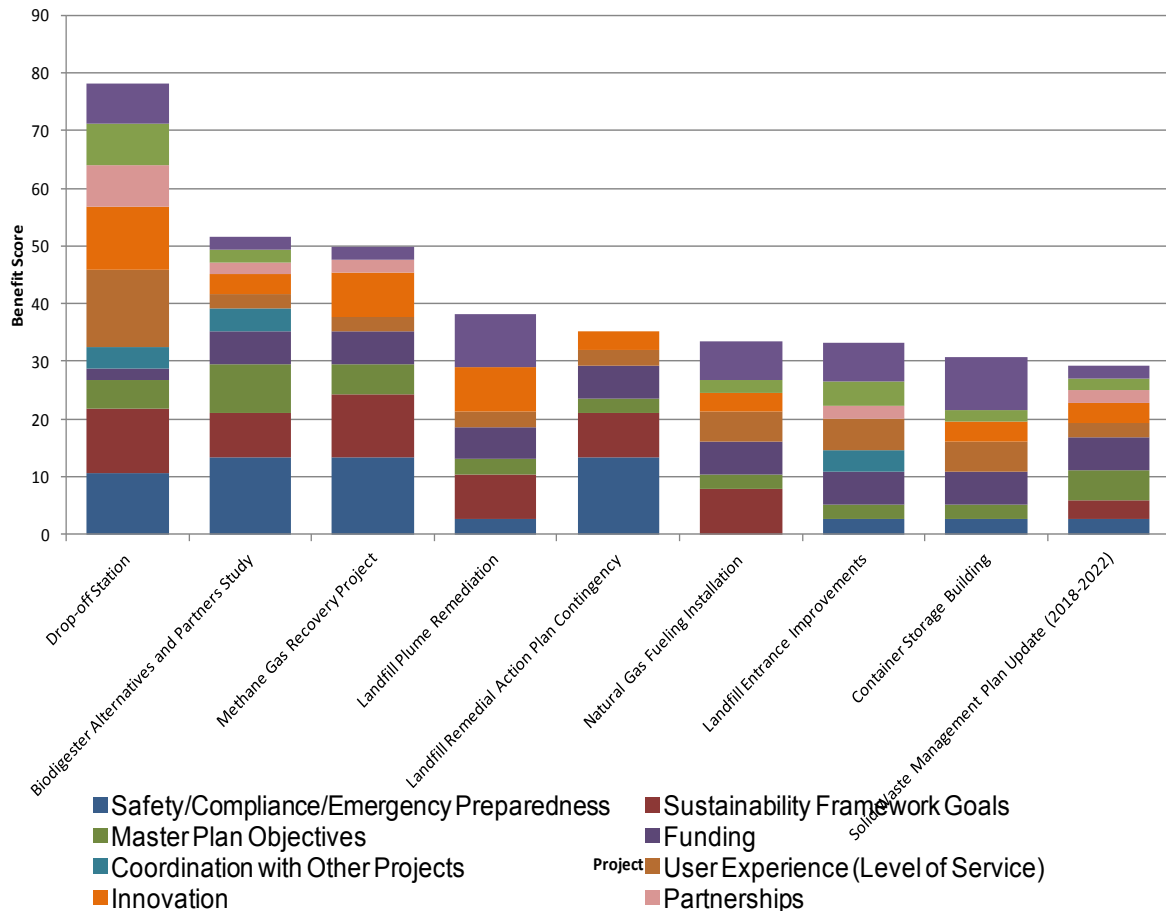
<i>Prioritization Criteria Items</i>
Criteria Common to Most Asset Categories:
Sustainability Framework Goals
Safety/Compliance/Emergency Preparedness
Funding
Coordination with Other Projects
Master Plan Objectives
User Experience (Level Of Service)
Innovation
Economic Development/Retention
Partnerships
System Influence/Capacity
O & M (Operation & Maintenance)
Energy
Criteria Specific to Selected Asset Categories Only:
Parks & Recreation Only: SCRA - Social, Cultural, Recreational, and Aesthetic
Bridges Only: Daily Users Carried
Bridges Only: Criticality (e.g. critical to systems operation or a specific site)
Bridges Only: Impacts Other Infrastructure items
New Streets Only: User Demand
New Streets Only: Surface Water Quality
New Streets Only: Natural Features Impacts
Stormwater Management Only: Water Quality
Water System Only: Reliability

Each project is then rated using a scoring scale for each criteria. This scoring process takes place with teams of staff members providing broad cross-unit input and involving staff from unit managers to project managers to field operations personnel. Staff from other entities such as the DDA and the Washtenaw County Water Resources Commissioner’s Office (WCWRC) are also involved where appropriate.

Upon completion of Prioritization of capital projects for each asset category, the prioritization model then produces information (both in graphic and in tabular form) showing the scores for each project. Results for the Solid Waste asset group are shown below as an example:

SAMPLE SOLID WASTE PRIORITIZATION MODEL GRAPHIC RESULTS

FIGURE 1
Benefit Score by Criteria Weight Composition



SAMPLE SOLID WASTE PRIORITIZATION MODEL TABULAR RESULTS

Project Number	Project Description	Total Benefit Score
1	Drop-off Station	78.03
7	Biodigester Alternatives and Partners Study	51.62
4	Methane Gas Recovery Project	49.93
8	Landfill Plume Remediation	38.07
5	Landfill Remedial Action Plan Contingency	35.16
9	Natural Gas Fueling Installation	33.55
3	Landfill Entrance Improvements	33.28
2	Container Storage Building	30.69
6	Solid Waste Management Plan Update (2018-2022)	29.32

These prioritization scores then become one of the principal tools in establishing the order in which projects are programmed (the “Programming” step). It is noted however, that fund availability and constraints, the need to coordinate with projects involving other asset groups, required interactions with other outside agencies, and other similar factors dictate that this scoring alone does not set the programmatic order in which projects are undertaken.

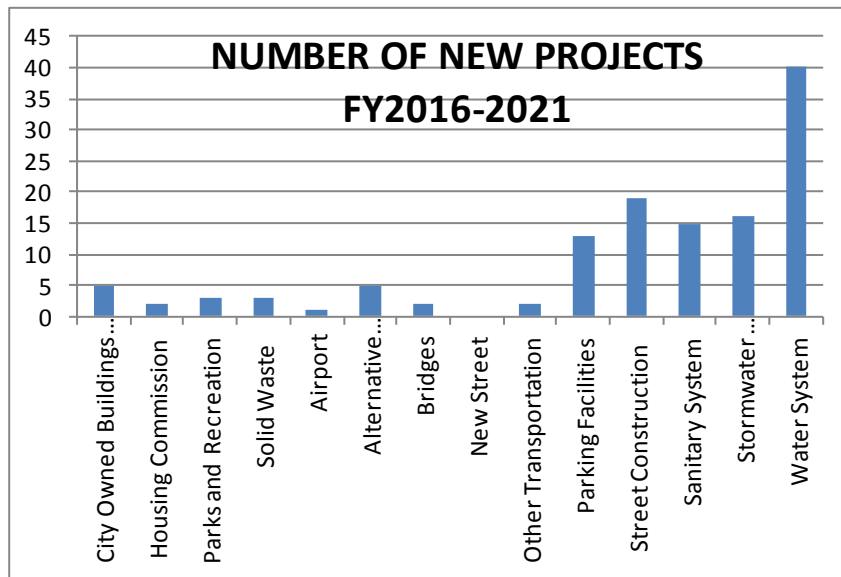
The final result of the “Three P” process was the FY2016-FY2021 plan presented in tabular form by asset group to the City Planning Commission with prioritizations scores, year programmed, and projected funding needs for each.

NEW PROJECTS

There are 126 new projects in the FY2016-FY2021 CIP. The total cost of all new projects is \$152,535,290 representing approximately 17% of all project costs. New projects are shaded on the CIP Plan tabular data sheets.

NEW PROJECTS FY2016- FY2021

Category	# of New Projects	FY2016-2021 Funding Needed
City Owned Buildings Exc. Housing Comm.	5	\$ 1,930,000.00
Housing Commission	2	\$ 21,250,000.00
Parks and Recreation	3	\$ 925,000.00
Solid Waste	3	\$ 1,810,000.00
Airport	1	\$ 170,000.00
Alternative Transportation	5	\$ 2,195,050.00
Bridges	2	\$ 1,412,500.00
New Street	0	\$ -
Other Transportation	2	\$ 400,000.00
Parking Facilities	13	\$ 11,570,740.00
Street Construction	19	\$ 10,606,000.00
Sanitary System	15	\$ 8,157,500.00
Stormwater Management	16	\$ 23,723,000.00
Water System	40	\$ 68,385,500.00
TOTALS	126	\$ 152,535,290.00



COMMUNITY INPUT AND INFORMATION SHARING

As the City's focus on community engagement efforts is increasingly embedded into the fabric of interaction with the community, many new capital improvement projects are being generated from such interactions.

The City, in the past three years, engaged in several intensive infrastructure related planning and evaluative studies that have involved citizen advisory groups and/or community-wide engagement efforts. The results of such studies have begun to generate capital improvement projects which were heavily driven by such citizen input.

As an example, the Sanitary Sewer Wet Weather Evaluation study integrated a citizen advisory committee into the study process. That study resulted in the generation of five new capital improvement projects in the sanitary sewer asset group.

Similarly, the Upper Mallets Creek Drainage Study, conducted under the WCWRC direction, involved intensive community engagement and resulted in the creation of three stormwater basin projects.

Resident requests on specific topics have also generated a number of capital improvement projects. For example, 7th Street residents asked the City to evaluate possible measures related to transportation issues on that route. After extensive engagement, those efforts resulted in the creation of the 7th Street Transportation Project in the CIP.

Examples of other projects which were added to the FY2016-FY2021 CIP based in whole or in part upon community input include the Allen Creek Greenway Master Plan, a new Dog Park, the Rotary Centennial Playground (to create a playground that is barrier-free), the Non-Motorized Connection under East Medical Center Drive, Federal Boulevard Pedestrian Improvements, a Nixon Corridor Traffic Study, and Sister Lakes Stormwater Improvements.

Local streets which are slated for resurfacing under the CIP's Annual Local Street Resurfacing often result from placement on an initial candidate list based on direct resident request for evaluation.

One final new opportunity for gathering community input, which can lead to inclusion of new capital improvement projects in the CIP, has come about due to the highly successful launch (in 2014) of the City's new *A2 Fix It* system. This system permits community members to report on issues related to the City's capital assets as well as its operations. The primary purpose of the system focuses on addressing issues such as pothole repair or a missed trash pick-up which can be addressed in the short term. However, the system is also beginning to generate requests which would require longer-term capital improvement project creation to properly address.

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2016 and FY2017

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2016	Projected FY2017	FY2018+	Total	
<u>Municipal Facilities - City Owned Buildings</u>									
MF-CB-14-04	Fire Stations 1 and 6 Rehabilitation Program	1	of 9	47.54		221,000	-	221,000	
MF-CB-12-04	Guy C. Larcom Building Freight Elevator Replacement	2	of 9	43.73		200,000	-	200,000	
MF-CB-16-06	Allen Creek Greenway Master Plan	4	of 9	41.69		200,000	-	200,000	
MF-CB-10-04	Guy C. Larcom Building Environmental Controls (for HVAC)	5	of 9	36.02		90,000	-	90,000	
MF-CB-14-05	415 West Washington Site Stabilization	6	of 9	34.85		133,000	-	133,000	
MF-CB-16-02	721 N. Main Demolition & Site Stabilization	7	of 9	32.21			50,000	50,000	
MF-CB-16-01	Fire Station Generators	8	of 9	30.78		230,000	100,000	200,000	
MF-CB-14-06	Fire Stations 3 and 4 Rehabilitation Program	9	of 9	30.10			100,000	100,000	
n/a	Guy C. Larcom Building Council Chambers renovations phase 2	-	of 9	-		140,000	-	140,000	
n/a	City I-Net replacement	-	of 9	-		2,500,000	-	2,500,000	
n/a	New streetlights	-	of 9	-		100,000	-	100,000	
					-	3,393,000	671,000	200,000	4,264,000
<u>Municipal Facilities - Parks and Recreation</u>									
MF-PR-08-19	Bryant Community Center	1	of 23	72.27		150,000	-	150,000	
MF-PR-08-19	Cobblestone siding	1	of 23	72.27		75,000	-	75,000	
MF-PR-08-19	Pool and rink mechanical infrastructure	1	of 23	72.27		407,708	-	407,708	
MF-PR-08-19	Recreational Facilities	1	of 23	72.27	1,205,000		200,000	1,250,000	
MF-PR-14-02	Leslie Science & Nature Cener Infrastructure	2	of 23	64.32		150,000	50,000	200,000	
MF-PR-10-01	Playgrounds/Paths/Restrooms	4	of 23	56.90		225,000	-	225,000	
MF-PR-14-03	Leslie Park Golf Course Cart and Other Storage	8	of 23	52.19		150,000	-	150,000	
MF-PR-10-06	Pathways	14	of 23	44.11	1,180,000		100,000	800,000	
MF-PR-16-03	Dog Park	16	of 23	39.12			75,000	75,000	
MF-PR-13-03	Recreational Dams	17	of 23	36.89			500,000	250,000	
MF-PR-10-02	Parks Roads, Bridges & Parking Lots	20	of 23	34.88	870,000		125,000	825,000	
					3,255,000	1,157,708	1,000,000	3,175,000	8,587,708
<u>Municipal Facilities - Solid Waste</u>									
MF-SW-06-03	Drop-Off Station	1	of 9	78.03			196,000	1,964,000	
MF-SW-16-01	Biodigester Alternatives and Partners Study	2	of 9	30.78		60,000	-	60,000	
MF-SW-10-03	Methane Gas Recovery Project	3	of 9	49.93		1,500,000	-	1,500,000	
MF-SW-16-02	Landfill Plume Remediation	4	of 9	38.07		250,000	1,250,000	1,500,000	
MF-SW-14-01	Landfill Remedial Action Plan Contingency	5	of 9	35.16		80,000	450,000	530,000	
MF-SW-16-03	Natural Gas Fueling Installation	6	of 9	33.55		250,000	-	250,000	
MF-SW-12-01	Landfill Entrance Improvements	7	of 9	33.28			1,280,000	1,280,000	
MF-SW-10-04	Container Storage Building	8	of 9	36.02	75,000	1,175,000	-	1,250,000	
MF-SW-14-02	Solid Waste Management Plan Update	9	of 9	49.93			25,000	25,000	
					75,000	3,315,000	3,201,000	1,964,000	8,555,000
<u>Transportation - Alternative Transportation</u>									
TR-AT-16-02	Wheeler Center Area Sidewalks	7	of 9	57.93		825,000	-	825,000	
TR-AT-10-20	Major Mid-Block Crossings	9	of 32	58.68		50,000	50,000	100,000	
TR-AT-10-29	2016 Curb Ramp Replacements	12	of 32	53.64		1,340,000	-	1,340,000	
TR-AT-10-29	2017 Curb Ramp Replacements	12	of 32	53.64			500,000	500,000	

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2016 and FY2017

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2016	Projected FY2017	FY2018+	Total	
TR-AT-16-01	AA-Saline Road Pedestrian Crossings	19	of 32	37.02	35,000	65,000	-	100,000	
TR-AT-13-01	2016 Sidewalk Repl/Repairs	25	of 32	40.45		1,200,000	-	1,200,000	
TR-AT-13-01	2017 Sidewalk Repl/Repairs	25	of 32	40.45		800,000	-	800,000	
TR-AT-13-01	Asphalt Sidewalk Replacement & Maint	25	of 32	40.45	150,000	150,000	-	450,000	
TR-AT-16-05	Morehead-Delaware Pedestrian Bridge	32	of 32	18.16		450,000	-	450,000	
n/a	Clague school Safe Routes	-	of 32	-	49,804	46,000	-	95,804	
n/a	Non-motorized Corridor Impr	-	of 32	-			6,056	16,717	
n/a	Non-motorized Corridor - Liberty	-	of 32	-	19,000	8,081	-	27,081	
n/a	Non-motorized Ed & Outreach	-	of 32	-	28,756	10,000	10,000	30,000	
n/a	RRFB Installations-STPU Matching Funds	-	of 32	-		50,000	-	50,000	
n/a	Geddes sidewalk-E Huron Pkwy&Platt to Gallup Park (General Fund)	-	of 32	-		364,285	-	364,285	
Transportation - Bridges									
n/a	Island Drive Bridge Rehab	-	of 4	-			270,000	-	
								270,000	
Transportation - New Streets									
TR-NS-10-06	Termination of Public Dead End Streets	2	of 4	34.51		240,000	240,000	480,000	
								960,000	
Transportation - Street Construction									
TR-SC-09-03	Stadium Blvd. (Hutchins to Kipke)	2	of 43	65.16	431,602	550,000	1,650,000	-	
TR-SC-10-09	Geddes Avenue (Apple Way to HPW)	6	of 43	56.50	1,642,480	2,384,270	1,463,250	-	
TR-SC-14-22	Springwater Subdivision	9	of 43	48.56	864,262	815,000	790,000	-	
TR-SC-12-05	Liberty (First to Main)*	20	of 43	33.30			600,000	-	
TR-SC-12-01	Zina Pitcher/Catherine (Ann to Glen)	21	of 43	33.20		220,000	-	220,000	
TR-SC-13-07	Annual Local Resurfacing (ASRP)	22	of 43	32.37	2,700,000	2,500,000	2,500,000	10,000,000	
TR-SC-16-17	Huron River Drive Sloughing Correction	25	of 43	31.75		350,000	-	350,000	
TR-SC-12-13	Division (Madison to Huron)*	30	of 43	27.63		890,000	-	890,000	
TR-SC-16-05	Arlington (Devonshire to Geddes)	32	of 43	26.60		230,000	-	230,000	
TR-SC-16-04	Arlington (Washtenaw to Heatherway)	33	of 43	26.60		975,000	-	975,000	
TR-SC-16-08	Church Street (Geddes to S. University)	34	of 43	21.86			242,000	-	
TR-SC-14-10	Green Rd (Nixon to Burbank)	39	of 43	21.24			1,565,000	-	
TR-SC-12-16	Observatory (Geddes to Ann)*	40	of 43	21.24		475,000	-	475,000	
TR-SC-16-03	Hill Street (Onondaga to Geddes)	41	of 43	20.00			400,000	-	
TR-SC-15-02	Annual Capital Street Maintenance Program	-	of 43	-		350,000	500,000	3,500,000	
n/a	Geddes Guardrail	-	of 43	-	35,160	30,000	-	65,160	
n/a	Russell, Russett, Redeemer, Hewett*	-	of 43	-		684,000	-	684,000	
					5,673,504	10,453,270	9,710,250	13,500,000	39,337,024
Utilities - Sanitary Sewer									
UT-SN-16-05	High Level/State & Hoover SSWWEP Project Area C	2	of 36	65.28		100,000	-	100,000	
UT-SN-16-04	High Level/1st Street Sanitary SSWWEP Project Area B	3	of 36	62.38		100,000	-	100,000	
UT-SN-14-06	Sanitary Sewer Lining Projects	4	of 36	62.17	2,250,000	1,500,000	1,500,000	6,000,000	
UT-SN-16-12	Sanitary Manhole Lid and Casting Sealing Program	6	of 36	53.02		300,000	300,000	-	
								600,000	

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2016 and FY2017

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule				
		Rank	Score	Prior FYs	Request FY2016	Projected FY2017	FY2018+	Total
UT-SN-16-07	Glen Leven Sanitary SSWWEP Project Area E	7 of 36	52.26		20,000		-	20,000
UT-SN-16-06	Pittsfield Valley Sanitary SSWWEP Project Area D	8 of 36	51.46		100,000		-	100,000
UT-SN-02-11	Wet Weather Mitigation (Long Term)	9 of 36	49.70		1,300,000	3,500,000	8,500,000	13,300,000
UT-SN-03-29	Southside Interceptor Rehab	10 of 36	58.77	5,370,000	2,000,000	1,600,000	3,200,000	12,170,000
UT-SN-10-05	Manhole Rehabilitation/Replacement Project	11 of 36	47.80	600,000	275,000	-	550,000	1,425,000
UT-SN-16-15	WWTP Asset Mgmt Plan	12 of 36	47.80		400,000		-	400,000
UT-SN-16-11	Sanitary Sewer Collections System Asset Mgmt Plan	14 of 36	45.76		400,000	400,000	400,000	1,200,000
UT-SN-16-03	Huron/West Park Sanitary SSWWEP Project Area A	15 of 36	45.35		100,000		-	100,000
UT-SN-14-05	Lift Station Repair/Replacement Program	17 of 36	44.40	-	700,000	500,000	1,000,000	2,200,000
UT-SN-10-11	2780 Packard Sanitary Extension	18 of 36	43.92			320,000	-	320,000
UT-SN-10-13	2857 Packard Sanitary Extension	19 of 36	43.92			175,000	-	175,000
UT-SN-16-10	WWTP Bridge	23 of 36	40.83		475,000		-	475,000
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	26 of 36	38.54			500,000	-	500,000
UT-SN-16-16	Sanitary Sewer Cost of Service Study	35 of 36	22.40			113,000	-	113,000
UT-WS-14-17	Water Meter Replacement Program - 50% H2O Obligation	95 of 36	12.19	125,000	125,000	125,000	250,000	625,000
				8,345,000	7,895,000	9,033,000	19,900,000	45,173,000
Utilities - Storm Sewer								
UT-ST-16-02	Allen Creek Railroad Berm Opening	1 of 42	58.83		110,000		732,000	842,000
UT-ST-14-03	Mallets Streambank Stabilization Phase II	3 of 42	57.27	-		2,770,000	-	2,770,000
UT-ST-16-14	Street Tree Planting (FY2016-FY 2020)	5 of 42	49.99		414,000	414,000	1,242,000	2,070,000
UT-ST-09-04	Stadium Boulevard Storm Sewer Replacement (Hutchins to Kipke)	6 of 42	49.93	110,000	2,390,000		-	2,500,000
UT-ST-16-06	Stormwater Asset Management Plan	12 of 42	46.39		300,000	300,000	300,000	900,000
UT-ST-16-03	Miller Creek Channel Modification-Reach D	14 of 42	43.67			400,000	1,100,000	1,500,000
UT-ST-16-11	Sister Lakes Stormwater Improvements	15 of 42	43.13		25,000	225,000	-	250,000
UT-ST-16-13	Liberty (First to Main) Stormwater Improvements	17 of 42	42.99			450,000	-	450,000
UT-ST-10-04	Springwater Subdivision Storm Sewer Replacement	19 of 42	41.02	902,000	810,000	780,000	-	2,492,000
UT-ST-14-07	Storm Sewer Lining Projects	25 of 42	36.46	-	600,000		1,200,000	1,800,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	32 of 42	32.85	200,000	100,000	100,000	400,000	800,000
UT-ST-12-22	Stream Bank Stabilization (Future locations)	33 of 42	28.91	170,000		170,000	-	340,000
UT-ST-16-07	Ferdon to Wells Crosslot Storm Pipe Relocation	41 of 42	19.32	30,000	420,000		-	450,000
				1,412,000	5,169,000	5,609,000	4,974,000	17,164,000
Utilities - Water System								
UT-WS-16-17	WTP Plant 1 Replacement Project	1 of 97	12.19		1,000,000	1,000,000	31,000,000	33,000,000
UT-WS-16-26	Barton Dam Embankment Rehabilitation (Water Fund)	3 of 97	67.24			50,000	750,000	800,000
UT-WS-16-26	Barton Dam Embankment Rehabilitation (General Fund)	3 of 97	67.24			50,000	750,000	800,000
UT-WS-08-06	Replace Steere Farm Well Pump Engines	4 of 97	60.00	300,000	1,250,000	250,000	-	1,800,000
UT-WS-16-18	WTP Residuals Handling Project	6 of 97	32.57			500,000	1,500,000	2,000,000
UT-WS-16-19	WTP Programmable Logic Controllers Replacement Proj	7 of 97	35.72			250,000	1,750,000	2,000,000
UT-WS-16-20	WTP HVAC Improvements	8 of 97	55.62		50,000	700,000	-	750,000
UT-WS-16-25	WTP East High Service Pump Variable Frequency Dr. Repl	9 of 97	53.33		150,000		-	150,000
UT-WS-16-27	Liberty (318 W Liberty to Main St.) Water Main Repl	12 of 97	51.81			400,000	-	400,000
MF-CB-14-02	2000 S Industrial Site Evaluation	14 of 97	21.78		25,000	50,000	-	75,000
UT-WS-16-36	Water System Cost of Service	20 of 97	48.57			112,500	-	112,500

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2016 and FY2017

ProjectID	Project Name	CIP Priority		Anticipated Spending Schedule					
		Rank	Score	Prior FYs	Request FY2016	Projected FY2017	FY2018+	Total	
UT-WS-08-10	Barton Electrical Upgrades & S Industrial PS	22	of 97	48.00	3,300,000	500,000	-	-	3,800,000
UT-WS-09-03	Raw Water Main (30") Upgrade Stadium (Seventh to Kipke)	34	of 97	41.90	155,000	2,290,000	-	-	2,445,000
UT-WS-16-38	Division Ave (Jefferson to William) Water Main Impr	35	of 97	41.81		50,000	-	-	50,000
UT-WS-08-30	Downtown Valve Insertion/Replacement	40	of 97	38.47	150,000	250,000	-	-	400,000
UT-WS-10-15	Russet, Russell & Redeemer Water Main Replacement	42	of 97	37.05	120,000	1,351,000	-	-	1,471,000
UT-WS-01-10	Elevated Storage Tanks (West High Service District)	43	of 97	36.00	225,000	2,300,000	-	-	2,525,000
UT-WS-14-07	W Liberty 12" Steel Watermain Repl	47	of 97	35.05			489,000	-	489,000
UT-WS-12-06	Crest/Buena Vista/West Washington Water Main Repl	48	of 97	34.67			1,500,000	-	1,500,000
UT-WS-14-18	Springwater Subdivision Water Main Replacement	50	of 97	32.57	490,000	492,000	221,000	-	1,203,000
UT-WS-08-15	Repair Valves Behind Ozone Bldg	53	of 97	30.28			300,000	-	300,000
UT-WS-13-03	Dover Place/Riverview Water Main	58	of 97	28.48	-		200,000	-	200,000
UT-WS-08-14	Repair Roof of South Industrial Tank	60	of 97	28.38		50,000	500,000	-	550,000
UT-WS-14-14	Orchard Hills Water Main Extension	63	of 97	27.33			265,000	-	265,000
UT-WS-10-12	Stadium Blvd Water Main Repl (Hutchins to Kipke)	64	of 97	26.48		429,000	-	-	429,000
UT-WS-08-04	Structural Repairs Project - Phase 2	76	of 97	21.33	25,000	1,725,000		1,750,000	3,500,000
UT-WS-06-08	Gravity and West High Boundary Valve Replacement	81	of 97	19.81			400,000	-	400,000
UT-WS-92-35	Well Booster Station	83	of 97	19.43			350,000	1,150,000	1,500,000
UT-WS-08-07	Barton Pond Early Warning System	89	of 97	16.19	-		25,000	300,000	325,000
UT-WS-08-05	Replace Filter Press Plates	90	of 97	16.00			200,000	200,000	400,000
UT-WS-14-17	Water Meter Replacement Program - 50% Sewer Obligation	95	of 97	12.19	125,000	125,000	125,000	250,000	625,000
UT-WS-16-39	Observatory (Geddes to Ann) 12" Water Main	97	of 97	-		700,000	-	-	700,000
n/a	Barton and Superior Dam Work (General Fund)	-	of 97	-		120,000	200,000	-	320,000
Grand total					4,890,000	12,857,000	8,137,500	39,400,000	65,284,500
Grand total					\$ 23,933,064	\$ 49,038,344	\$ 39,387,806	\$ 83,639,717	\$ 195,998,931

Capital Improvement Program: Significant Non-recurring Projects

- There are 130 capital projects in the FY2016 capital budget totaling \$195,998,931.
- There are 40 projects over \$1,000,000 (31% of the projects). The total for these projects is \$162,411,864 (83% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2016 or FY2017 are listed in this section by project category.
- Of the 40 projects over \$1 million, five are over \$10 million. The total for these projects is \$87,420,000 (45% of total projects).
- Eight of the projects in excess of \$1,000,000 are recurring. The recurring projects over \$1,000,000 are:
 - Recreational Facilities \$2.7 million;
 - Pathways \$2.1 million;
 - Parks Roads, Bridges & Parking Lots \$1.8 million;
 - Annual Sidewalk Repair Program \$2.5 million;
 - Annual Local Street Resurfacing Program \$17.7 million;
 - Annual Capital Maintenance Program \$4.4 million;
 - Sanitary Sewer Lining Projects \$11.3 million;
 - Storm Sewer Lining Projects \$1.8 million.

The three largest project categories make up 76% of all capital project dollars:

- | | |
|--|--------------------------------|
| • Transportation – Street Construction | \$39,337,024 (20% of projects) |
| • Utilities – Sanitary Sewer | \$45,173,000 (23% of projects) |
| • Utilities – Water System | \$65,284,500 (33% of projects) |
| • All other projects | \$46,204,407 (24% of projects) |

The effect of capital expenditures on future operating budgets - One of the 12 common criteria utilized in the Prioritization Model tool for ranking projects in the CIP is the effect on operations and maintenance. The project scores for this criteria are part of the total calculated prioritization score the project. The O&M score for each project is included in this section. The 10 point scale for scoring the O&M criteria is as follows:

0 – Will cause increase in O&M costs.

2 – Has a neutral effect on O&M costs.

5 or 6 – Makes a modest contribution to O&M cost reduction.

8 – Makes a modest contribution to O&M cost reduction and creates opportunities to improve operational flexibility/use of technology, and/or extends asset life.

10 – Makes significant contribution to O&M cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, and/or utilizes materials or techniques that provide lowest overall life-cycle costs.

Capital Improvement Program: Significant Non-recurring Projects

Municipal Facilities – City Owned Buildings

N/A City I-Net Replacement – Replacement of intranet infrastructure, currently owned by Comcast, connecting multiple City and other municipal facilities, with a City owned intranet infrastructure. The project budget is \$2,500,000 in FY2016, \$0 in FY2017, and a total of \$2,500,000. The renovations may generate revenue in excess of maintenance costs. There is no O&M or Energy criteria score for this project as it was not part of the CIP process.

Municipal Facilities – Parks and Recreation

MF-PR-08-19 Recreation Facilities (Updates and Infrastructure Repairs) – Perform upgrades to facility infrastructure. Projects are to be determined through needs assessment or as identified by staff on an annual basis. The project budget is \$0 in FY2016, \$200,000 in FY2017, and a total of \$2,655,000. Additional FY2016 appropriations were made for Bryant Community Center \$150,000, Cobblestone siding \$75,000, and Pool and Rink Mechanical Infrastructure \$407,708. All three of these projects were included as part of the planning process for Recreation Facilities Updates and Infrastructure Repairs. This renovation should result in reduction in maintenance costs. The O&M criteria score is 6.

MF-PR-10-02 Parks Roads, Bridges & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$0 in FY2016, \$125,000 in FY2017, and a total of \$1,820,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

MF-PR-10-06 Pathways – Repair and reconstruct pathways as needed. Tentative projects include replacing existing path at entrance to Riverside Park (DTE easement and forestry components), reconfiguring walks at Gallup Park. Evaluate Furstenberg, Riverside and Argo boardwalks. Staff to evaluate needs on an annual basis. New projects to be scheduled each year per condition assessment. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$0 In FY2016, \$100,000 in FY2017, and a total of \$2,080,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

Municipal Facilities – Solid Waste

MF-SW-06-03 Drop-off Station – Relocation and upgrading of recycling and solid waste drop-off station for public use; existing facility is badly deteriorating. The project budget is \$0 in FY2016, \$196,000 in FY2017, and a total of \$2,160,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 6.

Capital Improvement Program: Significant Non-recurring Projects

MF-SW-10-03 Methane Gas Recovery Project – Make productive use of landfill methane after existing operator (LES) pulls out. The project budget is \$1,500,000 in FY2016, \$0 in FY2017, and a total of \$1,500,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

MF-SW-16-02 Landfill Plume Remediation – Remediate vinyl chloride and 1,4 dioxane. The project budget is \$250,000 in FY2016, \$1,250,000 in FY2017, and a total of \$1,500,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 8.

MF-SW-12-01 Landfill Entrance Improvements – Security improvements to reduce illegal dumping and facilitate flow and capture of load weights. In addition, there are portions of concrete road that require replacement. The project budget is \$0 in FY2016, \$1,280,000 in FY2017, and a total of \$1,280,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 6.

MF-SW-10-04 Container Storage Building – Storage building for refuse, recycling, and compost carts currently stored at 721 North Main Street site and other locations. The project budget is \$1,175,000 in FY2016, \$0 in FY2017, and a total of \$1,250,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 8.

Transportation – Alternative Transportation

TR-AT-10-29 2016 Curb Ramp Replacements – Bring corner ramps on city streets into ADA compliance. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,354,000 in FY2016, \$0 in FY2017, and a total of \$1,340,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2.

TR-AT-13-01 Annual Sidewalk Repair Program – Repair and/or replacement of deficient sidewalks. Includes repair of asphalt R/W sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,350,000 in FY2016, \$950,000 in FY2017, and a total of \$2,450,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2.

Transportation - Street Construction

TR-SC-09-03 Stadium Blvd. Reconstruction (Hutchins to Kipke) – Reconstruction of roadway. The project budget is \$550,000 in FY2016, \$1,650,000 in FY2017, and a total of \$2,631,602. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 0.

Capital Improvement Program: Significant Non-recurring Projects

TR-SC-10-14 Geddes Avenue East (Apple Way to Huron Parkway) – Reconstruction of existing roadway, guardrail, slope failure and non-motorized issues. The project budget is \$2,384,270 in FY2016, \$1,463,250 in FY2017, and a total of \$5,490,000. This infrastructure replacement will not result in significant future operating expenditure reductions. The O&M criteria score is 2.

TR-SC-13-07 Annual Local Street Resurfacing Program (ASRP) – Millage funds to resurface/replace existing pavement, curb & gutter and utility surface structure repairs, sidewalk ramp repair/installation. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$2,500,000 in FY2016, \$2,500,000 in FY2017, and a total of \$17,700,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 2.

TR-SC-14-10 Green Rd (Nixon to Burbank) – Resurfacing of roadway. HMA path issue. Multiple water main breaks, investigate water main upsizing, probable reconstruction. The project budget is \$0 in FY2016, \$1,565,000 in FY2017, and a total of \$1,565,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 2.

TR-SC-14-22 Springwater Subdivision Street Reconstruction – Reconstruct roads in coordination with water, sanitary and stormwater projects in the subdivision. The project budget is \$815,000 in FY2016, \$790,000 in FY2017, and a total of \$2,469,262. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 0.

TR-SC-15-02 Annual Capital Street Maintenance Program – To meet annual street maintenance capital needs to extend street life. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$350,000 in FY2016, \$500,000 in FY2017, and a total of \$4,350,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 0.

Utilities - Sanitary Sewer

UT-SN-02-11 Wet Weather Mitigation (Long Term) – Reduce flow in sanitary sewers during storm events, per Sanitary Sewer Wet Weather Evaluation Project. The project budget is \$1,300,000 in FY2016, \$3,500,000 in FY2017, and a total of \$13,300,000. These renovations should not result in significant additional future operating expenditures. The O&M criteria score is 0.

UT-SN-14-05 Lift Station Repair/Replacement Program – Replace aging lift stations. The project budget is \$700,000 in FY2016, \$500,000 in FY2017, and a total of \$2,200,000. This project will improve efficiency and reduce operation and maintenance expenses. The O&M criteria score is 8.

Capital Improvement Program: Significant Non-recurring Projects

UT-SN-14-06 Sanitary Sewer Lining Projects – Future sewer lining projects, locations to be identified as determined. The project budget is \$1,500,000 in FY2016, \$1,500,000 in FY2017, and a total of \$11,250,000. This is a recurring project, but significant enough in size to warrant inclusion on this list. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

UT-SN-03-29 Southside Interceptor Rehab – Investigate and install CIPP lining as required to improve life span of existing pipe and prevent failures that could discharge to the Huron River. The project budget is \$2,000,000 in FY2016, \$1,600,000 in FY2017, and a total of \$12,170,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

UT-SN-10-05 Manhole Rehabilitation/Replacement Project – Repair/replace structures to allow access for maintenance. The project budget is \$275,000 in FY2016, \$0 in FY2017, and a total of \$1,425,000. This project will reduce operation and maintenance expenses. The O&M criteria score is 8.

UT-SN-16-11 Sanitary Sewer Collections System Asset Mgmt Plan – Comprehensive Asset Management and Maintenance Plan for Sanitary Sewer system necessary. The project budget is \$400,000 in FY2016, \$400,000 in FY2017, and a total of \$1,200,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

Utilities - Storm Sewer

UT-ST-10-04 Springwater Subdivision Storm Sewer Replacement – Replace existing storm sewer in streets slated for reconstruction. The project budget is \$810,000 in FY2016, \$780,000 in FY2017, and a total of \$2,492,000. This replacement will not reduce operation and maintenance expenditures. The O&M criteria score is 2.

UT-ST-16-14 Street Tree Planting (FY2016-FY2020) – Implement UCFMP and 2013 SRF Street Tree Planting Program. The project budget is \$414,000 in FY2016, \$414,000 in FY2017, and a total of \$2,070,000. These improvements will not reduce operation and maintenance expenditures. The O&M criteria score is 2.

UT-ST-14-07 Storm Sewer Lining Projects – Address deteriorating stormwater pipes in various locations throughout the City. The project budget is \$600,000 in FY2016, \$0 in FY2017, and a total of \$1,800,000. This is a recurring project, but significant enough in size to warrant inclusion on this list. These improvements will reduce of operation and maintenance expenditures. The O&M criteria score is 10.

UT-ST-14-03 Mallets Streambank Stabilization Phase II – Continue Mallets Streambank Stabilization in 4 specified locations. The project budget is \$0 in FY2016, \$2,770,000 in FY2017, and a total of \$2,770,000. This replacement will reduce operation and maintenance expenditures. The O&M criteria score is 6.

Capital Improvement Program: Significant Non-recurring Projects

UT-ST-09-04 Stadium Boulevard Storm Sewer Replacement (Hutchins to Kipke) – Provide storm sewer upgrades and in-line detention. The project budget is \$2,390,000 in FY2016, \$0 in FY2017, and a total of \$2,500,000. This replacement will not reduce operation and maintenance expenditures. The O&M criteria score is 0.

UT-ST-16-03 Miller Creek Channel Modifications-Reach D – Top priority sediment load reduction project identified in the Management of Millers Creek Sediment Accumulation Study. The project budget is \$0 in FY2016, \$400,000 in FY2017, and a total of \$1,500,000. This replacement will reduce operation and maintenance expenditures. The O&M criteria score is 6.

Utilities - Water System

UT-WS-01-10 Elevated Storage Tanks (West High Service District) – Add elevated storage tank and associated piping on the west side of Ann Arbor. The project budget is \$2,300,000 in FY2015, \$0 in FY2017, and a total of \$2,525,000. This renovation should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-08-06 Replace Steere Farm Well Pump Engines – Replace engines with dual-drive engines capable of operating on electric as well as natural gas. The project budget is \$1,250,000 in FY2016, \$250,000 in FY2017, and a total of \$1,800,000. These equipment replacements will result in savings in future operating expenditures. The O&M criteria score is 8.

UT-WS-09-03 Raw Water Main (30") Upgrade Stadium (Seventh to Kipke) – Replace AC pipe, upsize to 30" water main. Coordinate with road project. The project budget is \$2,290,000 in FY2016, \$0 in FY2017, and a total of \$2,445,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

UT-WS-14-18 Springwater Subdivision Water Main Replacement – Replace main with history of water main breaks. The project budget is \$492,000 in FY2016, \$221,000 in FY2017, and a total of \$1,203,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 6.

UT-WS-16-17 WTP Plant 1 Replacement Project – Replacing 1938 treatment basins with more efficient technology that meets Ten States Standards for Water Treatment. The project budget is \$1,000,000 in FY2016, \$1,000,000 in FY2017, and a total of \$33,000,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 8.

UT-WS-08-05 Barton Electrical Upgrades & S Industrial PS – Replace switchgear and transformers at Barton Pump Station and S Industrial Pump Station. The project budget is \$500,000 in FY2016, \$0 in FY2017, and a total of \$3,800,000. These

Capital Improvement Program: Significant Non-recurring Projects

replacements will not result in savings in future operating expenditures. The O&M criteria score is 2.

UT-WS-16-18 WTP Residuals Handling Project – Implementation of recommendations from WTP Alternatives Analysis Project. Remove solids from residuals pond. Implement filter press improvement recommendations. The project budget is \$0 in FY2016, \$500,000 in FY2017, and a total of \$2,000,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 2.

UT-WS-16-19 WTP Programmable Logic Controllers Replacement Project – Replace programmable logic controllers and Supervisory Control and Data Acquisition equipment at the WTP. Existing equipment is nearly 20 years old and exceeded its life expectancy. The project budget is \$0 in FY2016, \$250,000 in FY2017, and a total of \$2,000,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 6.

UT-WS-10-15 Russet, Russell & Redeemer Water Main Replacement – Replace main with break history. The project budget is \$1,351,000 in FY2016, \$0 in FY2017, and a total of \$1,471,000. These replacements will result in savings in future operating expenditures. The O&M criteria score is 6.

UT-WS-12-06 Crest/Buena Vista/West Washington Water Main Repl – DTE needs to replace mains on Buena Vista. Appears main in Crest btw Buena Vista & W Liberty was replaced in 90s. Still need to abandon old 6" in this stretch and move any leads. The project budget is \$0 in FY2016, \$1,500,000 in FY2017, and a total of \$1,500,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 2.

UT-WS-08-04 Structural Repairs Project – Phase 2 – Repair deteriorating concrete and brick at WTP. The project budget is \$1,725,000 in FY2016, \$0 in FY2017, and a total of \$3,500,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 2.

UT-WS-92-35 Well Booster Station – Add booster pumping station to well water line. The project budget is \$0 in FY2016, \$350,000 in FY2017, and a total of \$1,500,000. These replacements will not result in savings in future operating expenditures. The O&M criteria score is 0.

Capital Improvement Program: Significant Non-recurring Projects

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A

AAATA: Ann Arbor Area Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Balanced Budget: a budget with revenues equal to expenditures, and neither a budget deficit nor a budget surplus.

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Deficit: occurs when a government spends more than it receives in revenue.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

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C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$5,000 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

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.

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

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funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are

made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

Grant/Loan Recipients: individuals or organizations that receive grants or loans from grants/loans.

I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and inventory purchases.

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

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administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Area

Transit Authority (AAATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

Priority: a value that ranks goals and objectives in order of importance relative to one another.

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 \$5,000.

Purchase Order: an authorization and

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incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales and Income Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

Structural Deficit: Permanent budget deficit that exists due to an underlying imbalance in government revenues and expenditures.

Structurally Balanced Budget: one that supports financial sustainability for multiple years into the future.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

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