

City of Ann Arbor, Michigan



Adopted FY 2009 Budget





**FY 2009
Adopted Budget**

**John Hieftje
Mayor**

Council Members

**Ronald Suarez
Joan Lowenstein
Stephen Kunselman
Margie Teall
Mike Anglin**

**Sabra Briere
Stephen Rapundalo
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Chris Easthope**

**Roger Fraser
City Administrator**



Special Thanks to the
FY 2009
Budget Staff
for their hard work and dedication
in preparing the budget:

Tom Crawford Karen Lancaster
Sandi Bird Stephanie Sharpe Kenneth Bogan

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Ann Arbor

Michigan

For the Fiscal Year Beginning

July 1, 2007

Charles S. Cox

President

Jeffrey R. Enow

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, 2007. 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

July 2, 2008

To Mayor Hieftje and Members of City Council:

I am pleased to provide the adopted budget for fiscal year 2009. This budget is based on the two-year fiscal plan you approved last year, with adjustments to reflect new information. The two-year fiscal plan projects the anticipated revenue receipts over two years and includes expenditure reduction strategies to establish an operating fiscal plan that is balanced with the projected revenues.

New Facility

FY 2009 looks to be an eventful year for the City. In the fall of 2008, we anticipate construction beginning on the long-delayed Courthouse/Police facility. The construction will help improve services to our citizens and address long-standing and serious concerns with the housing and safety of the Courts as well as Police Services.

Typically communities have difficulty supporting a major investment in facilities for services with which they rarely interact, unlike other areas such as parks, recreation, street maintenance, etc. The Ann Arbor community has struggled with this dilemma for many years. However, the City has the rare opportunity to make a prudent long-term investment and discontinue leasing inferior and expensive space.

The opportunity is rare because the City is operating within a balanced two-year operating plan, it has a separate and sustainable funding plan to pay for the new building, and it has a healthy General Fund reserve. In addition, interest rates for debt issuance are very low as are recent construction bids on projects in light of the overall weak economy. The combination of these factors presents the City with the option of making a fiscally prudent, long-term investment in a new facility.

Golf Courses

This adopted budget includes additional funding to implement the Golf Courses Advisory Task Force recommendations related to the operating, maintenance and capital improvements at both Huron Hills and Leslie golf courses. Council approved the use of \$1.6 million General Fund reserves to pay-off the Golf Fund's accumulated cash deficit in FY 2008.

Other Items

In 2008 Council approved the use of General Fund reserves for supplemental funding of Parks & Recreation for \$287,520 in FY 2008 & FY 2009.

Council approved \$250,000 for integrated human services funding as part of a county initiative to eliminate homelessness and improve services. This use of fund balance is the first of two anticipated annual installments for supportive services.

Additional funding of \$22,765 to the Human Services budget was approved to support local non-profit agencies.

Due to the severe winter season, Council approved \$267,000 additional funding to repair the damage to the roads.

Developing the Budget

During the past several years, the City has gone through a major re-organization centered on managing more efficiently with fewer resources, focusing on customer service, effective and efficient service delivery and enhancing employee and organizational accountability. We have focused on performance management as a priority for our supervisory and managerial staff. With specific training and support teams to follow up on performance expectations, we hope to set clear expectations about our performance goals, connect employee performance standards to the goals of each work unit and, in the end, be able to demonstrate to Council and the community the good results of our efforts.

During the two years of this financial plan, the City's budget has been balanced using a combination of personnel reductions, expense cuts and modest increases in revenues. As decisions to balance the budget have become more difficult, we've engaged Council and our citizens earlier in the process to explain the magnitude of the difficulties facing our community. Since we have been successful in managing our costs without significant decreases in our services, it may seem the City has found a way to resolve its budgetary problems each year without significant, negative community impacts. Thoughtful leadership and hard work by our dedicated employees have made that possible.

For FY 2009, 2.42 FTE reductions are anticipated in the General Fund operations; 2 FTE reductions in the Office of Community Development unit, due to the sharing of personnel costs with Washtenaw County, .50 FTE increase in Parks and Recreation Service unit (1 FTE increase in golf staffing and .50 FTE decrease in recreation facilities staffing) and 1 FTE civilian position in the Police Services unit. The FTE reductions since FY 2007 total (22.64) FTEs.


Despite our efforts to contain and reduce expenditures, the City is still facing a structural deficit. Although revenue projections are largely in line with forecasts made last year, the general weakness of the economy as well as the disposition of the Pfizer site remain areas of concern. For the foreseeable future we will continue to experience 1-3% revenue shortfalls with each annual budget.

A summary of the Adopted Expenditure Budget allocations is as follows:

	<u>Fiscal Year Budget</u>	
	<u>2008</u>	<u>2009</u>
<u>General Fund</u>		
<i>Recurring Items:</i>		
Police	\$ 26,318,005	\$ 27,195,233
Fire	13,188,302	13,928,987
AATA	9,552,757	9,839,888
Courts	4,241,375	4,507,684
Public Services – Fleet & Facilities, Utilities, Admin.	4,361,569	4,174,036
Finance	4,418,448	4,143,302
Parks Forestry & Operations	3,642,575	4,033,281
Parks & Recreation	3,661,072	3,749,138
Planning & Development	1,987,454	2,104,163
City Attorney	1,906,524	2,082,710
Community Development	1,858,653	1,804,215
Debt Service/Transfers/Other	<u>5,377,717</u>	<u>6,186,223</u>
<i>Subtotal Recurring items</i>	80,514,451	83,748,860
<i>Non-recurring Items:</i>		
Police/Court Facility Investment	-0-	4,800,000
Pay-off of Golf Fund's Accumulated Cash Deficit	1,647,137	-0-
Capital Investments	960,154	90,515
Other One-time Items	<u>740,445</u>	<u>575,285</u>
 Total General Fund	 \$ <u>83,862,187</u>	 \$ <u>89,214,660</u>

I look forward to working with you and our citizens through these challenging times. I thank all the members of the staff and City Council for their hard work in preparation and consideration of this budget.

Respectfully Yours,



Roger Fraser
City Administrator

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Summary of Changes – Recommended to Approved Budget

REVENUES

SERVICE AREA	FUND	AMOUNT	DESCRIPTION
PUBLIC SERVICE – MAJOR STREET	MAJOR STREET (0021)	\$217,000	Increase Use of Prior Year Fund Balance for increase in funding of severe winter road damage repairs
PUBLIC SERVICE – LOCAL STREET	LOCAL STREET (0022)	\$50,000	Increase Use of Prior Year Fund Balance for increase in funding of severe winter road damage repairs
SMARTZONE LDFA	SMARTZONE LDFA (0009)	\$155,092	Increase revenue budget for the FY 2009 projected tax increment financing revenue level
NON-DEPARTMENTAL – COMMUNITY EVENTS	GENERAL (0010)	\$15,000	Increase Use of Prior Year Fund Balance for increase in funding of Ann Arbor Summer Festival
PUBLIC SERVICE – STORMWATER SYSTEM	STORMWATER (0069)	\$85,000	Increase Use of Prior Year Fund Balance for increase in funding of public education on stormwater issues
COMMUNITY SERVICE - COMMUNITY DEVELOPMENT	GENERAL (0010)	\$22,765	Increase Use of Prior Year Fund Balance for increase in funding of Human Service budget
ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT (0045)	\$600,000	Increase Use of Prior Year Fund Balance to fund Google parking
NON-DEPARTMENTAL - ADMINISTRATIVE	GENERAL (0010)	(\$1,647,137)	Decrease Use of Prior Year Fund Balance to remove the pay-off of the Golf Fund's accumulated cash deficit (write-off in FY 2008)
COMMUNITY SERVICE - PARKS & RECREATION	GOLF FUND (0047)	(\$1,647,137)	Decrease revenue to remove the General Fund transfer in (transfer in FY 2008)
COMMUNITY SERVICE - PARKS & RECREATION	GOLF FUND (0047)	\$689,583	Increase Use of Prior Year Fund Balance to fund FY 2009 deficit

Summary of Changes – Recommended to Approved Budget

COMMUNITY SERVICE - PARKS & RECREATION	GOLF FUND (0047)	(\$50,000)	Decrease Use of Prior Year Fund Balance to remove funding for the assessment for alternative uses of the Huron Hills Golf Course
COMMUNITY SERVICE - PARKS & RECREATION	PARKS MAINTENANCE & CAPITAL IMPROVEMENT MILLAGE (0071)	\$230,000	Increase Use of Prior Year Fund Balance to fund the Golf Task Force recommendations related to the operating, maintenance and capital improvements at the golf courses

Summary of Changes – Recommended to Approved Budget

EXPENDITURES

SERVICE AREA	FUND	AMOUNT	DESCRIPTION
PUBLIC SERVICE – MAJOR STREET	MAJOR STREET (0021)	\$217,000	Increase expenditure budget for repair of severe winter road damage
PUBLIC SERVICE – LOCAL STREET	LOCAL STREET (0022)	\$50,000	Increase expenditure budget for repair of severe winter road damage
SMARTZONE LDFA	SMARTZONE LDFA (0009)	\$139,220	Increase expenditure budget for the FY 2009 projected funding levels
COMMUNITY SERVICE – PARKS & RECREATION	GENERAL (0010)	(\$7,000)	Decrease the Commission for Art in Public Places expenditure budget to reallocate funding to the Civic Band budget
COMMUNITY SERVICE – PARKS & RECREATION	GENERAL (0010)	\$7,000	Increase the Civic Band expenditure budget from funding reallocated by the Art in Public Places budget
PUBLIC SERVICE – ART IN PUBLIC PLACES	ART IN PUBLIC PLACES (0056)	(\$42,437)	Decrease the capital investments expenditure budget by 8% to reallocate funding to the operating budget within the fund
PUBLIC SERVICE – ART IN PUBLIC PLACES	ART IN PUBLIC PLACES (0056)	\$42,437	Increase the operating budget for the program start up expenditures and administrative costs from funding reallocated by the capital investments expenditure budget within the fund
NON-DEPARTMENTAL – COMMUNITY EVENTS	GENERAL (0010)	\$15,000	Increase expenditure budget for increase in funding of Ann Arbor Summer Festival
PUBLIC SERVICE – STORMWATER SYSTEM	STORMWATER (0069)	\$85,000	Increase expenditure budget for increase in funding of public education on stormwater issues
COMMUNITY SERVICE - COMMUNITY DEVELOPMENT	GENERAL (0010)	\$22,765	Increase expenditure budget for increase in funding of Human Service budget

Summary of Changes – Recommended to Approved Budget

ECONOMIC DEVELOPMENT	ECONOMIC DEVELOPMENT (0045)	\$600,000	Increase expenditure budget to fund Google parking
NON-DEPARTMENTAL - ADMINISTRATIVE	GENERAL (0010)	(\$1,647,137)	Decrease expenditure budget to remove the pay-off of the Golf Fund's accumulated cash deficit (write-off in FY 2008)
COMMUNITY SERVICE - PARKS & RECREATION	GOLF FUND (0047)	(\$50,000)	Decrease expenditure budget to remove funding for the assessment for alternative uses of the Huron Hills Golf Course
COMMUNITY SERVICE - PARKS & RECREATION	PARKS MAINTENANCE & CAPITAL IMPROVEMENT MILLAGE (0071)	\$230,000	Increase expenditure budget to fund the Golf Task Force recommendations related to the operating, maintenance and capital improvements at the golf courses

**RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2009**

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2009 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.

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2009 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$395,087,718 are approved; and that \$102,160,580 be appropriated in FY 2009 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

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

RESOLVED, That the Technology Improvement projects in the amount of \$1,451,140 be appropriated without regard to fiscal year;

RESOLVED, That a total 800.13 full-time equivalent positions be adopted in the FY 2009 budget;

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

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

RESOLVED, That the City Council approve the proposed FY 2009 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2009 in a dedicated Fund containing \$795,400 in revenues and \$795,400 in expenditures.

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2009;

<u>REVENUES</u>	
CITY ATTORNEY	\$ 288,000
CITY ADMINISTRATOR	
Clerk Services	165,682
COMMUNITY SERVICES	
Planning & Development Services	1,152,382
Office of Community Development	272,765
Parks and Recreation Services	2,280,998
FINANCIAL SERVICES	
Assessor	1,000
Financial and Budget Planning	19,094,447
Procurement	40,000
Treasury	39,569,875
PUBLIC SERVICES	
Field Operations	241,420
Public Services Administration	291,719
Systems Planning	5,200
Water Treatment	383,000
SAFETY SERVICES	
Police	4,532,200
Fire	89,000
DISTRICT COURT	3,409,100
NON-DEPARTMENTAL	17,397,872
TOTAL GENERAL FUND REVENUES	\$89,214,660

Memo: Revenues Included Above From Use of Fund Balance Reserves for One-time items:

Non-Dept. – Courthouse/Police Facility Investment	1,800,000
Non-Dept. – Community Events Ann Arbor Summer Festival	15,000
Non-Dept. – IT Capital Investment for Fire Services	90,515
Community Development – Integrated Human Services Funding	250,000
Community Development – Human Svces. Homeless Prevention	22,765
Parks & Recreation Services – Additional Parks Funding	95,700
Field Operations – Additional Parks Funding	191,820
Total Revenues From Use of Fund Balance Reserves	\$2,465,800

EXPENDITURES

MAYOR AND CITY COUNCIL	\$343,502
CITY ATTORNEY	2,082,710
CITY ADMINISTRATOR	
City Administrator	639,695
Human Resources	1,457,209
Clerk Services	924,882
COMMUNITY SERVICES	
Planning & Development Services	2,104,163
Office of Community Development	2,076,980
Parks and Recreation	3,844,838
FINANCIAL SERVICES	
Accounting	808,616
Assessor	905,789
Financial and Budget Planning	1,206,997
Procurement	597,687
Treasury	624,213
PUBLIC SERVICES	
Customer Services	371,628
Field Operations	4,225,101
Fleet & Facilities	1,287,695
Public Services Administration	2,179,171
Systems Planning	142,326
Water Treatment Services	193,216
SAFETY SERVICES	
Police	27,195,233
Fire	13,928,987
DISTRICT COURT	4,507,684
NON-DEPARTMENTAL	17,566,338
TOTAL GENERAL FUND EXPENDITURES	\$89,214,660

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2009 budget; and

REVENUES

<u>Fund</u>	<u>Fund Name</u>	<u>Amount</u>
0042	WATER SUPPLY SYSTEM	\$ 23,057,689
0043	SEWAGE DISPOSAL SYSTEM	23,234,691
0048	AIRPORT	833,919
0069	STORMWATER SEWER SYSTEM	9,173,600
0011	CENTRAL STORES	1,406,087
0012	FLEET SERVICES	7,997,045
0014	INFORMATION TECHNOLOGY	7,443,830
0015	PARKS SERVICE HEADQUARTERS	43,508
0056	ART IN PUBLIC PLACES	530,457
0049	PROJECT MANAGEMENT	3,311,766
0057	RISK	29,075,723
0058	WHEELER CENTER	450,000
0055	ELIZABETH R DEAN TRUST	86,853
0071	PARKS MAINT. & CAPITAL IMPROV. MILLAGE	5,501,666
0006	PARKS REPAIR AND RESTORATION MILLAGE	177,331
0021	MAJOR STREET	7,703,111
0022	LOCAL STREET	1,899,114
0079	TREE REMOVAL AND DISPOSAL	175,860
0036	METRO EXPANSION	345,000
0054	CEMETERY PERPETUAL CARE	3,000
0062	STREET REPAIR MILLAGE	10,389,616
0072	SOLID WASTE FUND	16,056,330
0002	ENERGY PROJECTS	164,361
0070	AFFORDABLE HOUSING	177,718
0024	OPEN SPACE & PARKLAND PRESERVATION	2,243,201
0025	BANDEMER PROPERTY	4,372
0026	CONSTRUCTION CODE FUND	3,298,508
0046	MARKET	143,150
0038	ANN ARBOR ASSISTANCE	6,000
0045	ECONOMIC DEVELOPMENT FUND	600,000
0047	GOLF ENTERPRISE	1,711,480
0016	COMMUNITY TELEVISION NETWORK	1,482,887
0018	PARKS REHAB & DEVELOPMENT MILLAGE	679,885
0034	PARKS MEMORIALS & CONTRIBUTIONS	114,000
0078	COMMUNITY DEVELOPMENT BLOCK GRANT	1,132,954

0090	HOME PROGRAM	927,104
0027	DRUG ENFORCEMENT	7,500
0053	POLICE AND FIRE RELIEF	25,000
0064	MICHIGAN JUSTICE TRAINING	30,000
0023	COURT FACILITIES	1,551,444
0035	GENERAL DEBT SERVICE	8,324,116
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	157,805
0061	ALTERNATIVE TRANSPORTATION	367,119
00MG	MAJOR GRANT PROGRAMS FUND	200,000
0008	CIVIC CENTER	38,812,000
0088	SEWER BOND	36,841,775
0089	WATER BOND	8,847,418
0091	SIDEWALK IMPROVEMENT FUND	488,567
0052	VEBA TRUST	8,296,631
0059	EMPLOYEES RETIREMENT SYSTEM	30,100,000
0009	SMARTZONE LDFA	950,492
0001	DDA/HOUSING FUND	240,431
0003	DOWNTOWN DEVELOPMENT AUTHORITY	4,275,000
0033	DDA PARKING MAINTENANCE	2,158,055
0063	DDA PARKING SYSTEM	15,691,615
	TOTAL ALL OTHER FUNDS	\$ 318,946,784
	GENERAL (PAGE 10)	89,214,660
	TOTAL ALL FUNDS' REVENUES	\$ 408,161,444

EXPENDITURES

<u>Fund</u>	<u>Fund Name</u>	<u>Amount</u>
0042	WATER SUPPLY SYSTEM	\$ 20,783,740
0043	SEWAGE DISPOSAL SYSTEM	19,449,535
0048	AIRPORT	798,757
0069	STORMWATER SEWER SYSTEM	9,172,652
0011	CENTRAL STORES	1,406,087
0012	FLEET SERVICES	7,078,181
0014	INFORMATION TECHNOLOGY	7,997,045
0015	PARKS SERVICE HEADQUARTERS	43,508
0056	ART IN PUBLIC PLACES	530,457
0049	PROJECT MANAGEMENT	3,311,766
0057	RISK	29,075,723
0058	WHEELER CENTER	450,000
0055	ELIZABETH R DEAN TRUST	79,031
0071	PARKS MAINT. & CAPITAL IMPROV. MILLAGE	5,501,666
0006	PARKS REPAIR AND RESTORATION MILLAGE	177,331
0021	MAJOR STREET	7,702,403
0022	LOCAL STREET	1,899,114
0079	TREE REMOVAL AND DISPOSAL	175,860
0036	METRO EXPANSION	345,000
0054	CEMETERY PERPETUAL CARE	3,000
0062	STREET REPAIR MILLAGE	10,389,616
0072	SOLID WASTE FUND	16,004,559
0002	ENERGY PROJECTS	157,979
0070	AFFORDABLE HOUSING	151,646
0024	OPEN SPACE & PARKLAND PRESERVATION	2,238,746
0025	BANDEMER PROPERTY	1,646
0026	CONSTRUCTION CODE FUND	3,298,170
0046	MARKET	136,845
0038	ANN ARBOR ASSISTANCE	6,000
0045	ECONOMIC DEVELOPMENT FUND	600,000
0047	GOLF ENTERPRISE	1,711,480
0016	COMMUNITY TELEVISION NETWORK	1,482,887
0018	PARKS REHAB & DEVELOPMENT MILLAGE	679,885
0034	PARKS MEMORIALS & CONTRIBUTIONS	99,918
0078	COMMUNITY DEVELOPMENT BLOCK GRANT	1,132,954
0090	HOME PROGRAM	927,104
0027	DRUG ENFORCEMENT	7,500

0064	MICHIGAN JUSTICE TRAINING	24,800
0023	COURT FACILITIES	1,551,444
0035	GENERAL DEBT SERVICE	8,324,116
0060	GENERAL DEBT/SPECIAL ASSESSMENTS	157,805
0061	ALTERNATIVE TRANSPORTATION	367,119
00MG	MAJOR GRANT PROGRAMS	117,000
0008	CIVIC CENTER	38,812,000
0088	SEWER BOND	36,841,775
0089	WATER BOND	8,847,418
0091	SIDEWALK IMPROVEMENT FUND	488,567
0052	VEBA TRUST	245,279
0059	EMPLOYEES RETIREMENT SYSTEM	28,480,845
0009	SMARTZONE LDFA	934,620
0001	DDA/HOUSING FUND	26,326
0003	DOWNTOWN DEVELOPMENT AUTHORITY	4,207,349
0033	DDA PARKING MAINTENANCE	1,931,527
0063	DDA PARKING SYSTEM	15,691,615
	TOTAL ALL OTHER FUNDS	\$ 302,057,396
0010	GENERAL (PAGE 12)	89,214,660
	TOTAL ALL FUNDS' EXPENDITURES	\$ 391,272,056

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2009:

	PROPOSED
GENERAL OPERATING	6.1682
EMPLOYEE BENEFITS	2.0560
REFUSE COLLECTION	2.4670
AATA	2.0560
STREET REPAIR	1.9944
PARKS MAINT. & CAPITAL IMPROV	1.0969
PARKS ACQUISITION	0.4779
DEBT SERVICE	<u>0.4643</u>
TOTAL	16.7807

Budget Amendments:

Amendment 1 –

Increase Funding for Major and Local Street Funds for Repair of Severe Winter Road Damage.

Whereas, The Major and Local Street Funds are budgeted based on a normal or average winter; however, due to the severe winter season, we do not have adequate funds budgeted for FY09 to complete all of the road restoration work necessary to recover from this winter;

Resolved, That the Major Street Fund expenditure budget be increased by \$217,000 and the Local Street Fund expenditure budget be increased by \$50,000 in order to provide the additional funding required to repair the damage to the roads caused by the severe winter season experienced this winter, with a revenue source of Major and Local Street Prior Year Fund Balances.

Amendment 2 –

Increase Revenue and Funding for the SmartZone Local Development Finance Authority Fund, Proposed by the SmartZone LDFA Board.

Whereas, The City Administrator's recommended FY 2009 budget includes the SmartZone Local Development Financing Authority Fund, a component unit of the City's, with a revenues and expenditures budget of \$795,400, representing the accepted second year of the FY 2008-2009 two-year fiscal plan,

Whereas, The SmartZone LDFA Board voted on May 1, 2008 to forward their recommended budget to the City of Ann Arbor Council, based on current projected FY 2009 TIF revenues and funding levels;

Resolved, That the SmartZone Local Development Financing Authority revenue budget be increased by \$155,092 to \$950,492, and the expenditure budget be increased by \$139,220 to \$934,620, which represents the current FY 2009 projected tax increment financing revenues while retaining existing reserve levels.

**Amendment 3 –
Reallocation of \$7,000 General Fund Parks and Recreation Budget from the
Commission for Art in Public Places and to the Civic Band.**

Whereas, The \$7,000 in funding for the Commission for Art in Public Places is included in the proposed FY 2009 General Fund Parks and Recreation budget,

Whereas, The Commission for Art in Public Places will now operate as the Ann Arbor Public Art Commission and have an independent funding source via the Art in Public Places Ordinance;

Resolved, That the \$7,000 in the General Fund Parks and Recreation budget identified for the Commission for Art in Public Places be eliminated and be reallocated to the Civic Band.

**Amendment 4 –
Reallocation of Art in Public Places Funding to Establish an Operating Budget.**

Whereas, The recommended budget includes an appropriation for Art in Public Places capital investments,

Whereas, An operating budget will be necessary for the start up expenditures and administrative costs of the newly created Commission for Art in Public Places;

Resolved, In anticipation of the needs of the Commission, 8% (\$42,437) of the \$530,457 allocated for capital investments is to be reallocated within the fund for establishment of an operating budget for administrative costs associated with art in public places program.

**Amendment 5 –
Increase the Funding for General Fund Community Events Budget to Support the
Ann Arbor Summer Festival.**

Whereas, The City Council desires to provide more funding to the Ann Arbor Summer Festival through the Community Events Budget;

Resolved, That the FY 2009 General Fund Community Events expenditure budget be increased by \$15,000 to fund the Ann Arbor Summer Festival, with a revenue source of General Fund Prior Year Fund Balance to balance the fund.

**Amendment 6 –
Increase the Funding for Public Services Stormwater System Fund for Public Education on Stormwater Issues.**

Whereas, Community Services Area Parks and Recreation provides approximately \$85,000 services for Stormwater educational opportunities to the public, which requires reimbursement from the Public Services Stormwater System Fund;

Resolved, That the FY 2009 Public Services Stormwater Fund Operations & Maintenance expenditure budget be increased by \$85,000, with a revenue source of Stormwater System Fund Prior Year Fund Balance, to fund Community Services Parks and Recreation services provided for public education on Stormwater issues.

**Amendment 7-
Increase the General Fund Human Service Budget by \$22,765.**

Whereas, the City of Ann Arbor in FY 2008 provided over \$1,300,000 from the General Fund to support local non-profit human service agencies, in addition to funding the City provides to local non-profit human service agencies through the Community Development Block Grant program, HOME funds program, and Affordable Housing Trust Fund,

Whereas, the proposed FY 2009 General Fund Budget would cut funding to local non-profit human service agencies by 1.7%,

Whereas, local non-profit human service agencies face significant challenges due to the economic recession and reductions in aid from the State and federal governments,

Whereas, the proposed 1.7% reduction in General Fund human service funding would be completely restored with an additional appropriation of \$22,765;

Resolved, that the FY 2009 General Fund Human Service Budget is amended to increase funding by \$22,765, with a revenue source of the General Fund Reserve.

**Amendment 8 –
Appropriate Funds for the Economic Development Fund.**

Whereas, The City Council authorized the establishment of an Economic Development Fund in FY 2007 for the purpose of funding economic development incentives within the Ann Arbor community,

Whereas, The City has committed to pay for up to 400 parking spaces for up to four years (December 2010) for Google employee parking at approximately \$2,029,017;

Resolved, The City Council appropriate \$600,000 in FY09 in the Economic Development Fund to pay for Google parking, and that the source of funding for those expenditures be use of Economic Development fund balance.

Amendment 9 –

Decrease the Expenditure Transfer Out for the General Fund and Decrease the Revenue Transfer In for the Golf Enterprise Fund for the Pay-off of the Golf Fund's Accumulated Cash Deficit to be Appropriated in FY 2008 (8 Vote).

Whereas, The FY 2009 recommended budget includes the transfer of \$1,647,137 from the General Fund to the Golf Enterprise Fund to pay-off the Golf Fund's Accumulated Cash Deficit,

Whereas, Council has been advised by Staff that the write-off should occur in FY 2008;

Resolved, That the FY 2008 General fund Non-Departmental Service Unit expenditure budget be increased by \$1,647,137, with a corresponding increase in the Use of General Fund Balance.

Resolved, That the FY 2009 General Fund Non-Departmental Service Unit expenditure budget be decreased by \$1,647,137, with a corresponding decrease in the Use of General Fund Balance.

Resolved, That the Golf Enterprise Fund revenue budget be decreased by \$1,647,137 to remove the General Fund transfer and to increase the Golf Fund's Use of Fund Balance by \$689,583 to fund FY 2009 deficit.

Amendment 10 –

Decrease the Funding for the Golf Enterprise Fund for the Assessment for Alternative Uses of the Huron Hills Golf Course.

Whereas, The Council at this time does not desire to conduct an alternative use study of the Huron Hills property;

Resolved, That the Golf Enterprise Fund expenditure budget be decreased by \$50,000, with a corresponding revenue decrease from the Golf Enterprise Fund Balance.

Amendment 12 –

Implement the Golf Task Force Recommendations.

Whereas, Council received recommendations from the Golf Courses Advisory Task Force and staff,

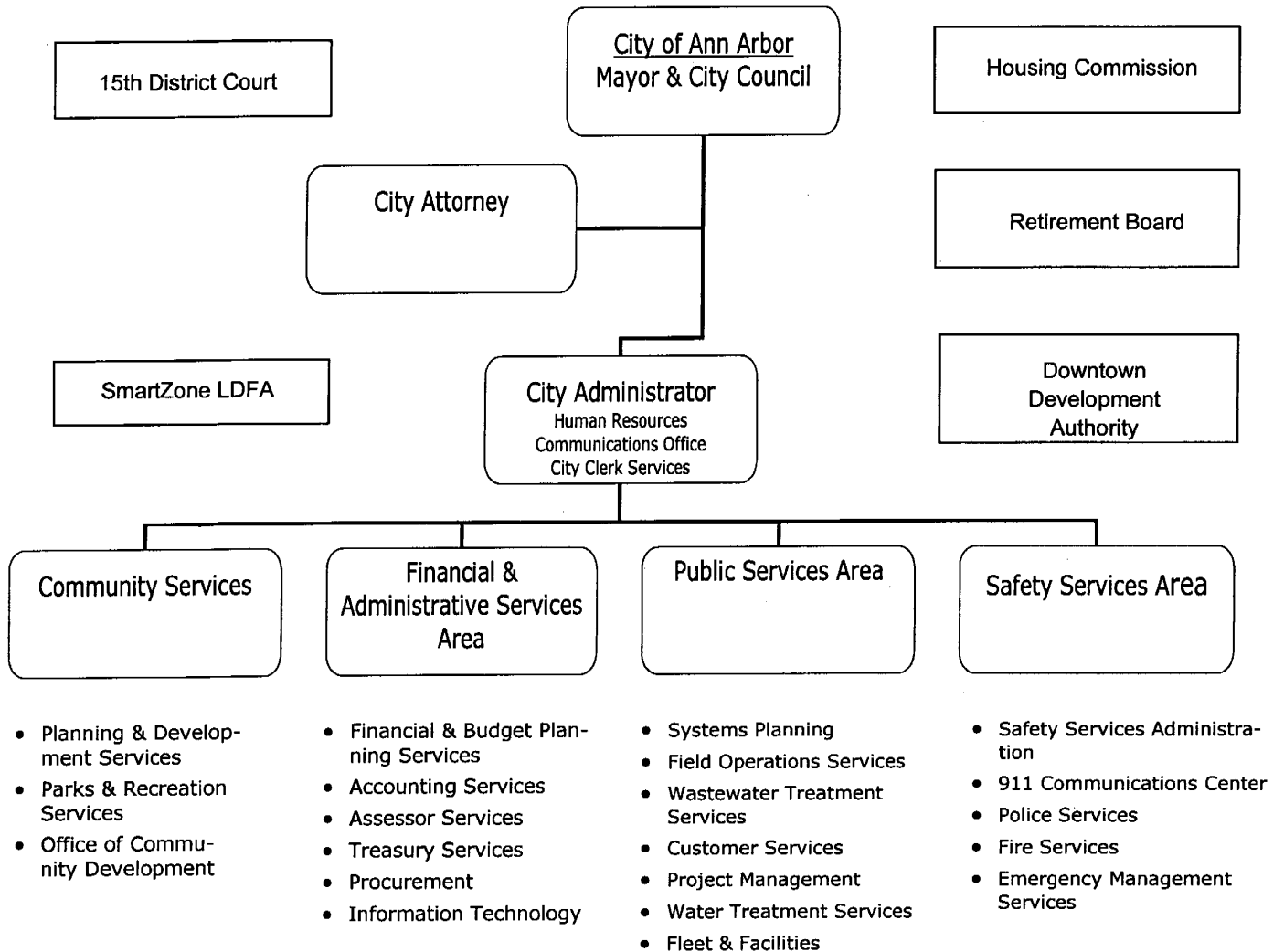
Resolved, Council directs staff to implement the Golf Courses Advisory Task Force recommendations related to the operating, maintenance and capital improvements at the golf courses.

Resolved, The funding sources shall remain as recommended by the City Administrator, with the following amount changes reflecting the Task Force recommendations:

- \$718,500 from Fund 0071-Parks Maintenance & Capital Improvements Millage with \$308,500 allocated from the capital portion of Fund 0071, \$180,000 re-allocated from the FY09 operating budget for Parks security. In addition, \$230,000 shall be appropriated from the fund balance (the unused FY08 Parks security line item) to be appropriated without regard to fiscal year.

As Amended, May 19, 2008

City of Ann Arbor Organization Chart Fiscal Year 2009



The Mayor and City Council appoint the City Attorney and the City Administrator. The City is organized into four service areas including Community Services, Financial & Administrative Services, Public Services and Safety Services. Detailed organizational functions and activities for these service areas may be found in the budget in each service area section.

Information Pages: The Budget Process

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

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

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

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

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

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

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

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

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

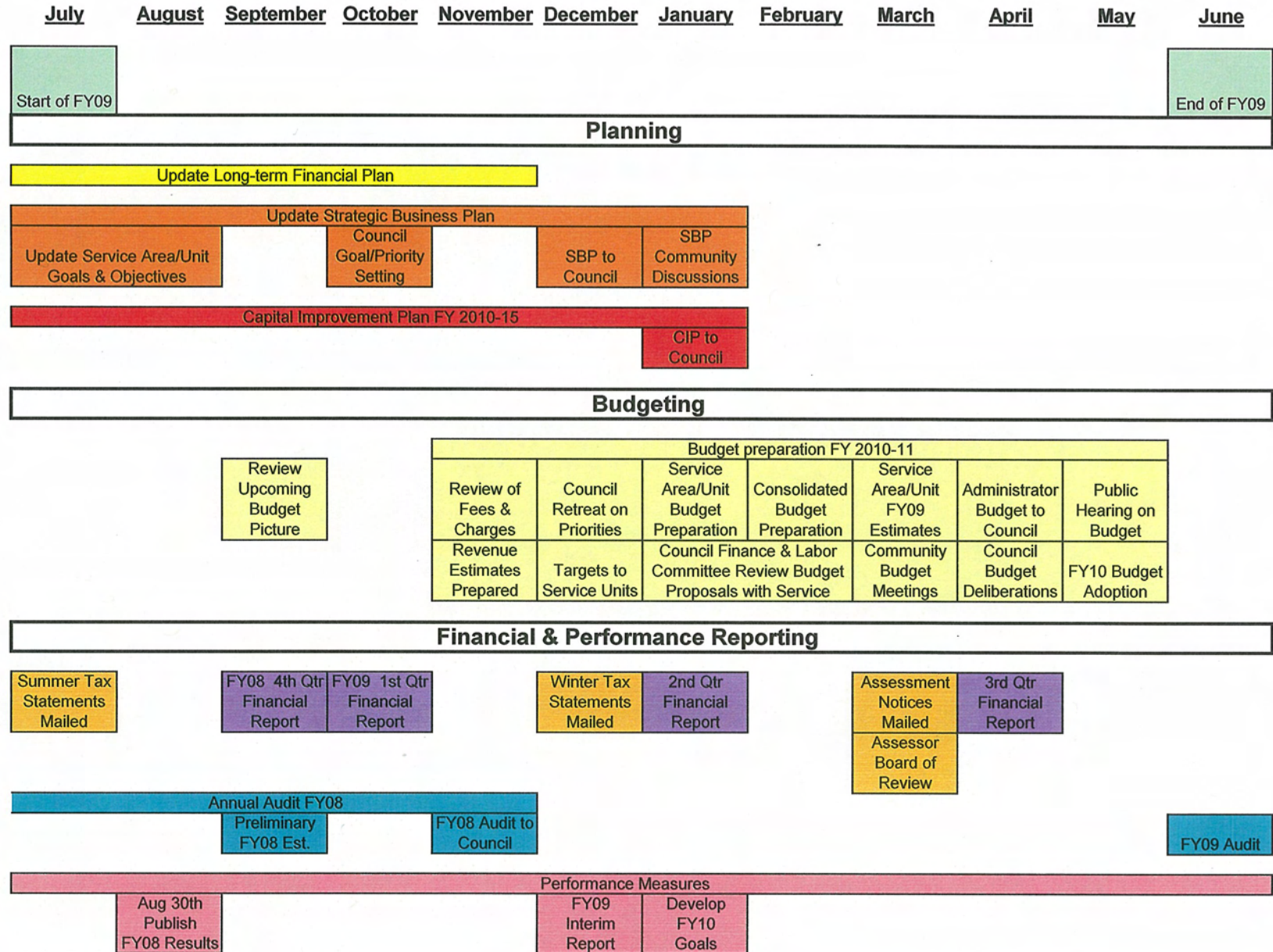
Information Pages: The Budget Process

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

For the FY 2008 budget the Council adopted a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. For the FY 2009 budget year, the second year of the two-year fiscal plan, the projection was modified for key assumption changes and adopted as the budget. The two-year plan required only minor changes for the second year and provided the organization time to examine strategic planning in greater detail.

Information Pages: The Budget Process-Financial Calendar

Fiscal Year 2009



Information Pages: Long Term Financial Plan

Mission

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

Introduction

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



During FY 2009, the City will continue to look at core versus non-core activities when establishing its priorities. The City will continue the implementation of performance based goal setting to build on the efforts already started. The performance measures will be aligned with the core activities and be incorporated again in future planning documents.

Information Pages: Long Term Financial Plan

A summary of the long-term financial plan is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2009 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's financial future.

General Observations and Assessment of Current Conditions

- Property Tax revenue increases slightly exceeded the inflation rates used by the State for Headlee purposes for the past four years; however, revenue has increased slower than the rate of increase for Headlee in FY 2008.
- Tax base growth from new construction and annexations has led inflation rates for the past six years.
- State-shared revenues have decreased since FY 2002 and are projected to be flat for FY 2009.
- Retiree health care costs are projected to continue rising in line with national trends. Previous labor contracts restrict changes in benefits, so a major portion of benefits provided should continue to follow the national trend.
- The City has been pre-funding a VEBA Trust to offset the retiree health care liability.
- The City's Retirement System liability is funded at 100.1% as of June 30, 2007.
- The City is fully funding FY 2009 retiree health care benefits plan and the employee's retirement system per the actuarial requirements as of June 30, 2007.
- The number of employees per thousand residents has decreased from 8.8 in FY 2000 to 7.0 in FY 2009 without a significant change in services provided.
- The General Fund unreserved fund balance on June 30, 2007 was at 22.3% of operating expenditures.
- Delinquent taxes have not exceeded 1.7% for the past ten years, except in FY 2008, 2.6%, which is likely due to the distressed housing market.
- A funding plan of \$47.4 million for Courthouse/Police facility renovations includes \$27.8 million issuance of debt, \$8.4 million Municipal Center Fund reserves, \$4.0 million Risk Fund reserves, \$3.0 million proceeds from the sale of 1st & Washington property, \$1.8 million General Fund reserves, \$1.1 million Court Facility Fund reserves, and \$1.3 million earnings on construction funds.

Conclusions

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

Information Pages: Long Term Financial Plan

Financial Management Short-term Goals (FY 2009)

1. **Improve Service Delivery Efficiency** through job redesigns, consolidation of services, investment in technologies and challenging existing ways of delivering services.
2. **Utilize Performance Measures** to achieve critical objectives and encourage individual accountability within the organization.
3. **Improve Cost Efficiency** on an annual basis, FTE vacancies are monitored to determine if the position is needed for the remainder of the fiscal year. All non-personnel expenses are evaluated for necessity.
4. **Support Economic Development Actions** and coordinate activities and incentives with other institutions for maximum benefit.
5. **Revise the City's strategic business plan and related goals, objectives, activities, and performance measures.** The strategic business planning process will continue throughout FY 2009 with an emphasis in defining core versus non-core activities. Changes and updates to the FY 2008 plan will be made as needed and as appropriate.
6. **Maintain a balance of revenues and expenditures to avoid deficit spending.** Decisions concerning the provision of services should always be within this framework of maintaining this balance.
7. **Maintain an undesignated General Fund fund balance with a minimum range of 8% to 12%;** provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling five-year average.
8. **Continue the development of a long-term financial operating and capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2009 annual budget.
9. **Continue development of strategies to contain escalating health care and pension costs.** The City will continue looking for new and creative ways to rationalize the benefit levels and provide them at a reasonable cost to the City.
10. **Funding investments for capital and infrastructure needs including equipment costs.** The City is in the preliminary stages of refurbishing the Civic Center and replacing its antiquated phone system.

Information Pages: Long Term Financial Plan

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

Long-term Goals (FY 2010 and beyond)

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

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Information Pages: Debt Management Policy

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

1. General Debt Policy

- 1.1 The City shall seek to maintain and, if possible, to improve its current Aa3/AA bond rating so borrowing costs are minimized and access to credit is preserved. It is imperative that the City demonstrates to rating agencies, investment bankers, creditors, and taxpayers that City officials are following a prescribed financial plan. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform them of the City's financial condition.
- 1.2 Every future bond issue proposal will be accompanied by an analysis provided by the proposing service area, demonstrating conformity to the debt policies adopted by City Council. The Financial Services Area Administrator will review and comment on each bond issue proposal regarding conformance with existing debt and financial policies, and specific aspects of the proposed financing package and its impact on the City's creditworthiness.
- 1.3 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. City officials must conduct themselves in a manner consistent with the best interests of the City and taxpayers. Elected and appointed City officials should avoid even the appearance of linkages between politics and public finance that can erode the confidence of taxpayers, ratepayers, and voters. This includes avoiding gratuities, and political contributions of more than nominal value from service providers and the disclosure of all possible conflicts of interest shall be provided in writing and filed with the City Clerk.
- 1.4 Bonds will be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

2. Taxpayer Equity

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

Information Pages: Debt Management Policy

3. Uses

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

4. Decision Analysis

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

Information Pages: Debt Management Policy

4.1.c Governmental and Administrative Analysis

- Government organization structure
- Location of financial responsibilities and degree of control
- Adequacy of basic service provision
- Intergovernmental cooperation/conflict and extent of duplication
- Overall city planning efforts

4.1.d Economic Analysis

- Geographic and location advantages
- Population and demographic characteristics
- Wealth indicators
- Housing characteristics
- Level of new construction
- Types of employment, industry, and occupation
- Evidences of industrial decline
- Trend of the economy

4.2 The City may use the services of qualified internal staff and outside advisors to assist in the analysis, evaluation, and decision process, including bond counsel and financial advisors. Recognizing the importance and value to the City's creditworthiness and marketability of the City's bonds, this policy is intended to ensure that potential debt complies with all laws and regulations, as well as sound financial principles.

5. **Debt Planning**

- 5.1 Unlimited-tax general obligation bond borrowing should be planned and the details of the plan must be incorporated in the Ann Arbor Capital Improvement Plan.
- 5.2 Unlimited-tax general obligation bond issues should be included in at least two Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

6. **Communication and Disclosure**

- 6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.
- 6.2 The City should attempt to develop coordinated communication processes concerning collective plans for future debt issues with all other jurisdictions with which it shares a common property tax base. Reciprocally, shared information on debt plans including amounts, purposes, timing, and types of debt would aid each jurisdiction in its debt planning decisions.

Information Pages: Debt Management Policy

7. General Obligation Bonds

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

8. Limited Tax General Obligation Debt

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

Information Pages: Debt Management Policy

9. Revenue Bonded Debt

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

Debt Coverage Example:

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

10. Short Term Financing/Capital Lease Debt

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

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Information Pages: Capital Improvement Program Policies

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

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

Information Pages: Capital Improvement Program Policies

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

Information Pages: Community Profile

The City of Ann Arbor is located in the approximate center of Washtenaw County in the southeastern section of Michigan's lower peninsula. The City is approximately 28 square miles in area and serves as the county seat. It is the home of the University of Michigan, which currently employs over 29,165 people.

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including, the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,069 acres, which includes 153 park sites, 1200 acres of natural areas and 55 miles of pathways. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

EMPLOYMENT

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

HOUSING

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

Information Pages: Community Profile

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

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

POPULATION CHARACTERISTICS

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

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

* Persons 19 years and under

** Persons 20-64 years old

Education Levels

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

* Persons 25 years and older

Information Pages: Community Profile

HIGHER EDUCATION

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top ten universities by the American Council of Education, the University enrolls over 39,000 students in 19 schools and colleges. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

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

MEDICAL FACILITIES

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

TRANSPORTATION

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

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

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

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

UTILITIES

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

Information Pages: Community Profile

DEVELOPMENT

During the fiscal year 2008, the following residential projects were approved:

- Burton Commons – 120 multiple-family dwelling units in five buildings at 2559-2805 Burton Road, all proposed to be affordable to households earning 55 percent of the area median income or less.
- Barton Green -- 260 townhome and stacked residential units on the west side of Pontiac Trail, north of Skydale.
- A mixed-use development for Zaragon Place was approved, which consists of a ten-story, mixed use building containing 66 dwelling units, ground floor retail space, and 40 underground parking spaces.

Non-residential projects that were approved included:

- A new Rite Aid pharmacy at 3050 Platt Road.
- The Malletts View Office Center at 385 East Eisenhower Parkway for a two-story, 10,021-square foot medical office building.
- A new medical office building at 2207 Jackson Road.
- The Georgetown Commons project consisting of a 91,700-square foot retail complex, replacing the existing Georgetown Mall which will be demolished.
- Two additions to the Gift of Life building at 3861 Research Park Drive.
- Packard Marketplace – a new 8,265-square foot retail building at 3111 Packard Road.
- The McKinley Towne Centre at 515 East Liberty Street, consisting of demolition of the existing bank and a portion of the existing Liberty Square building and the construction of a three-story addition to the Liberty Square building.

Information Pages: Miscellaneous Community Statistics

Date of incorporation	1851
Form of government	Council - Administrator
Miles of streets	295
Number of street lights	7,134
Fire protection:	
Number of stations	5
Number of fire hydrants	3,510
Municipal water department:	
Average daily consumption	11.95 Million Gallons per Day
Miles of water mains	481
Sewers:	
Miles of sanitary sewers	402
Miles of storm sewers	368
Culture and recreation:	
Number of parks	153 with 2,069 acres
	2 18-hole golf courses
	1 enclosed ice arena, 1 with roof
	3 outdoor pools, 1 indoor pool
	3 historic sites
	1 senior center
	2 canoe liveries
	2 community centers
	1 science center
Permanent employees:	800

Area and Population Data:

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

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

SERVICE AREA PAGE

The page shows the name of the service area.

SERVICE AREA ORGANIZATIONAL STRUCTURE

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

Information Pages: Deciphering the Budget Format

SUMMARY OF REVENUES AND EXPENDITURES BY SERVICE UNIT WITHIN SERVICE AREA

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

FTE COUNT

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

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

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

SERVICE UNIT SUMMARY PAGE

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

SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY BY SERVICE UNIT

Revenues

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

Information Pages: Deciphering the Budget Format

SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY BY SERVICE UNIT (continued)

Expenditures

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

SIGNIFICANT NOTES AND ADJUSTMENTS

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

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. Unit managers were trained in a program in which they learned to focus their organization's efforts by setting a few high leverage goals, and by creating measures for those goals. The City's goals are included in order to show how the unit's goals are aligned with the overall entity's goals.

POSITION SUMMARY

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

Information Pages: Fund Descriptions

GENERAL FUND

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

INTERNAL SERVICE FUNDS

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

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

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

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

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

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

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

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

ENTERPRISE FUNDS

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

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

Information Pages: Fund Descriptions

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

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

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

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

Sewer Bond 2008 Series - to account for the proceeds of 2008 Series bonds and construction of infrastructure related to the City's Sewage Disposal System.

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

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

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

Water Bonds 2008 Series - to account for the proceeds of 2008 Series bonds and construction of infrastructure related to the City's Water Supply System.

SPECIAL REVENUE FUNDS

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

TRUST FUNDS

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

Information Pages: Fund Descriptions

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

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

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

DEBT SERVICE FUNDS

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

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

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

CAPITAL PROJECTS FUNDS

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

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

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

COMPONENT UNITS

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

Information Pages: Fund Descriptions

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.

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

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

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Budget Summaries

CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

In fiscal year 2007, the City implemented a new approach to objective setting using performance measures. The performance measures are used to track the progress of various programs and services, as well as a basis for future resource allocation. While drafting the FY 2009 Service Area goals and objectives, which are published in the Service Area sections of the budget, the following overall City Guiding Principles and Goals were used as a guide:

City Guiding Principles

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

City Goals

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

Citywide Budget Communications

As a part of the budget development process, the City Council's Finance/Labor Committee holds a public meeting to hear the projections and recommendations from each of the Service Areas within the City. The City Administrator then prepares his budget and presents it in a "Town Hall" meeting with the community. In the past three years, the budget process has been expanded to provide greater transparency and opportunity for input.

During the FY 2008-2009 financial plan process, each area developed a proposal to achieve the objective at the lowest cost. The proposals were presented to Council's Finance/Labor Committee in February and March, 2007. Feedback was received as the City Administrator developed his final proposal, which was presented to the Council on April 16, 2007. City Council then met in December, 2007 to confirm priorities and review the FY 2009 plan, the second year of the FY 2008-2009 two-year financial plan.

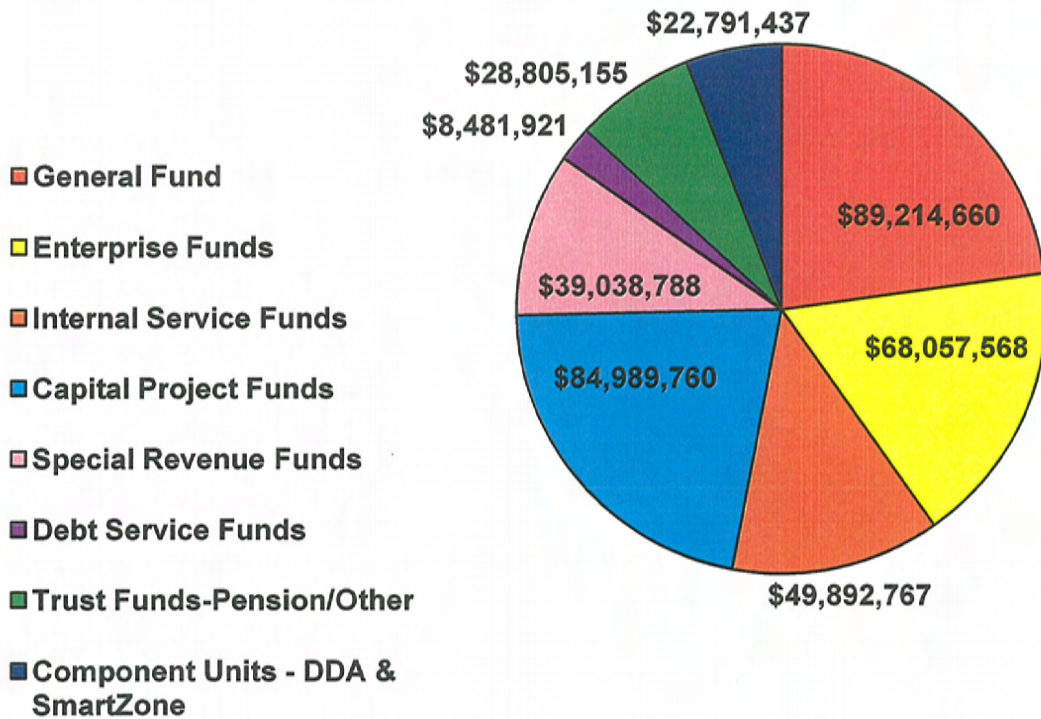
Budget Summaries

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 2009, the City's total expenditure budget is \$391.3 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget.

FY 2009 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.



Total \$391,272,056

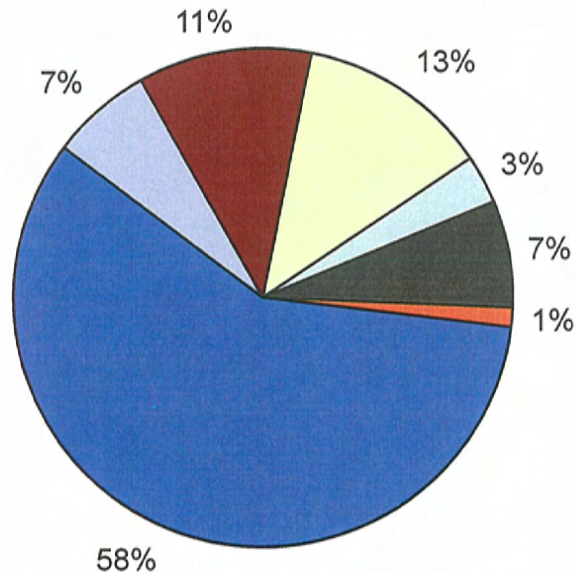
Budget Summaries

GENERAL FUND OVERVIEW

The City has been concentrating their efforts on financial planning to resolve projected revenue shortfalls in the upcoming fiscal years. The proposed fiscal year 2009 budget is balanced. 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 55 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 2009 GENERAL FUND REVENUES

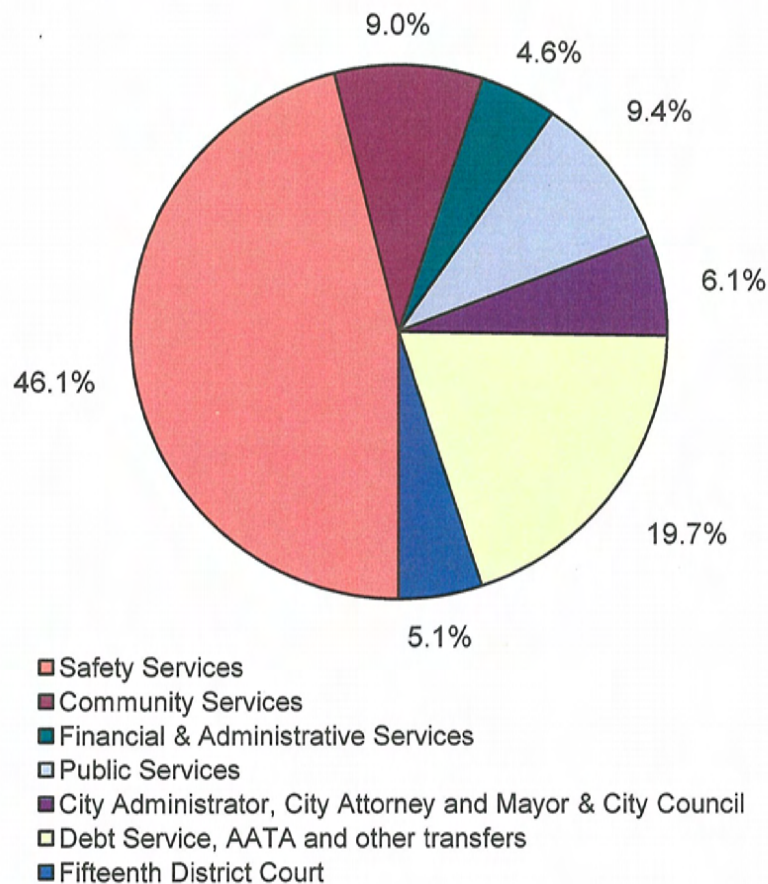


- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers, Use of Fund Balance
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration

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 2009 GENERAL FUND EXPENDITURES



Budget Summaries

PROPERTY TAXES

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

Where Your Ann Arbor Property Tax Dollars Go:

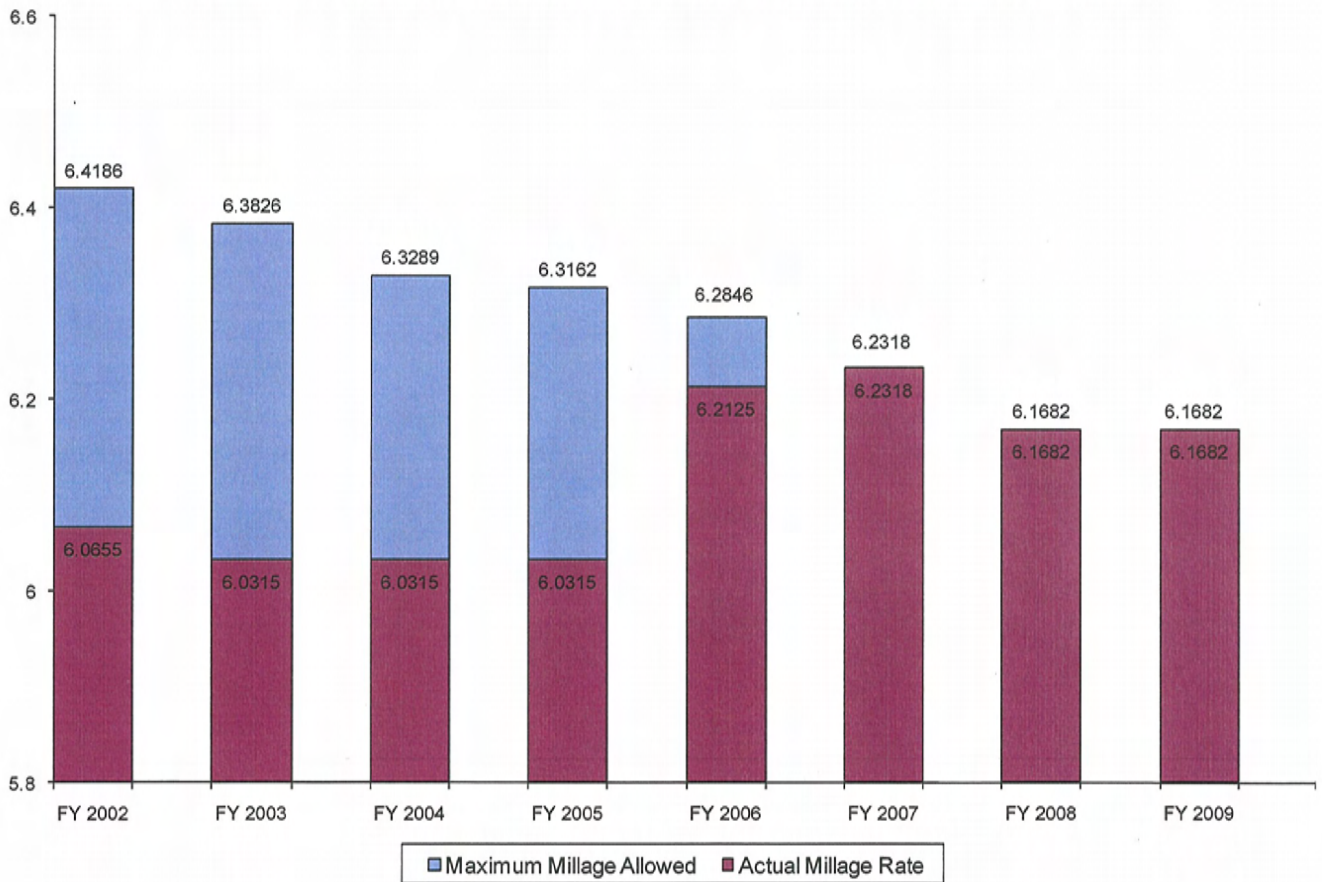


Budget Summaries

TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 29 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 maximum millage rate available for levy was reduced due to Headlee rollback. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

CITY MILLAGE HISTORY MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE



Budget Summaries

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

CITY MILLAGE TRENDS

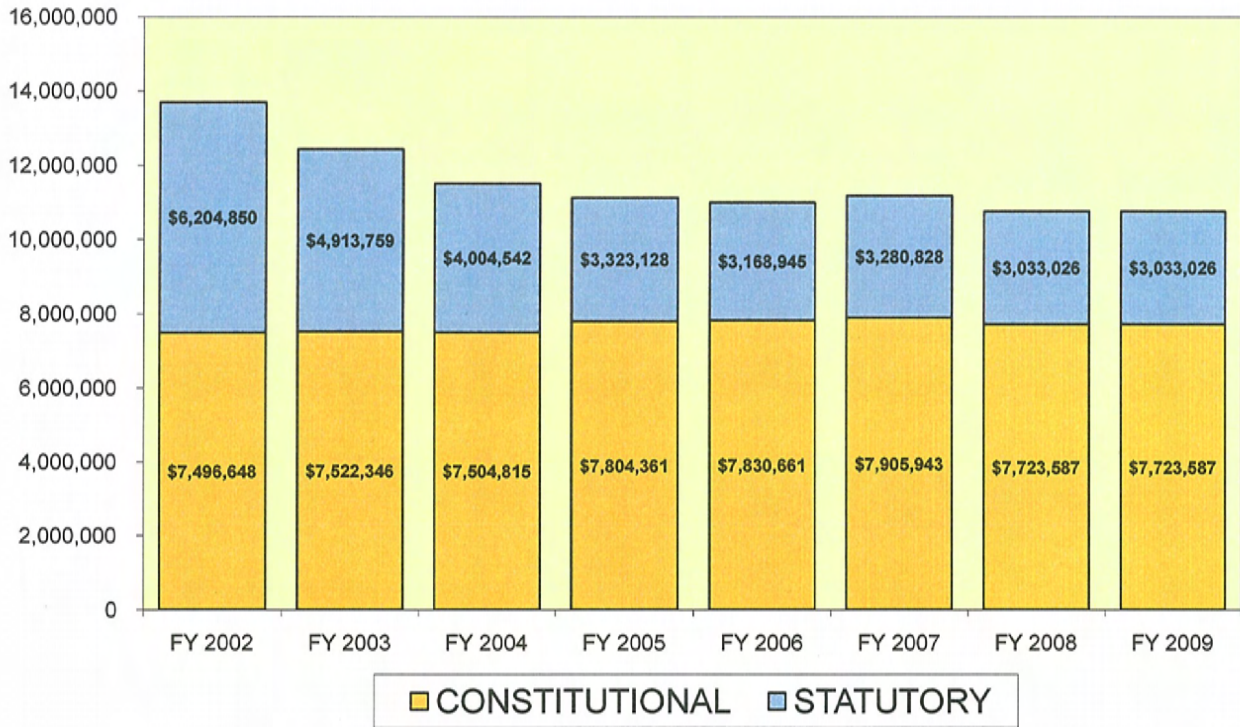
Type	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	Change from Previous Year
General Operating-Actual	6.0315	6.0315	6.0315	6.2125	6.2318	6.1682	6.1682	(0.0000)
Employee Benefits	2.1275	2.1085	2.1054	2.0948	2.0772	2.0560	2.0560	(0.0000)
AATA	2.1275	2.1085	2.1054	2.0948	2.0772	2.0560	2.0560	(0.0000)
Total General Fund	10.2865	10.2485	10.2423	10.4021	10.3862	10.2802	10.2802	(0.0000)
Street Repair	1.9786	1.9822	1.9792	1.9693	1.9527	1.9944	1.9944	(0.0000)
Refuse Collection	2.5530	2.5302	2.5264	2.5137	2.4925	2.4670	2.4670	(0.0000)
Parks (combined)	1.4295	1.4259	1.4235	1.4162	1.4042	1.5748	1.5748	(0.0000)
Debt Service	0.7549	0.6916	0.7300	0.6000	0.5800	0.4661	0.4643	(0.0018)
Total City Millage	17.0025	16.8784	16.9014	16.9013	16.8156	16.7825	16.7807	(0.0018)

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.

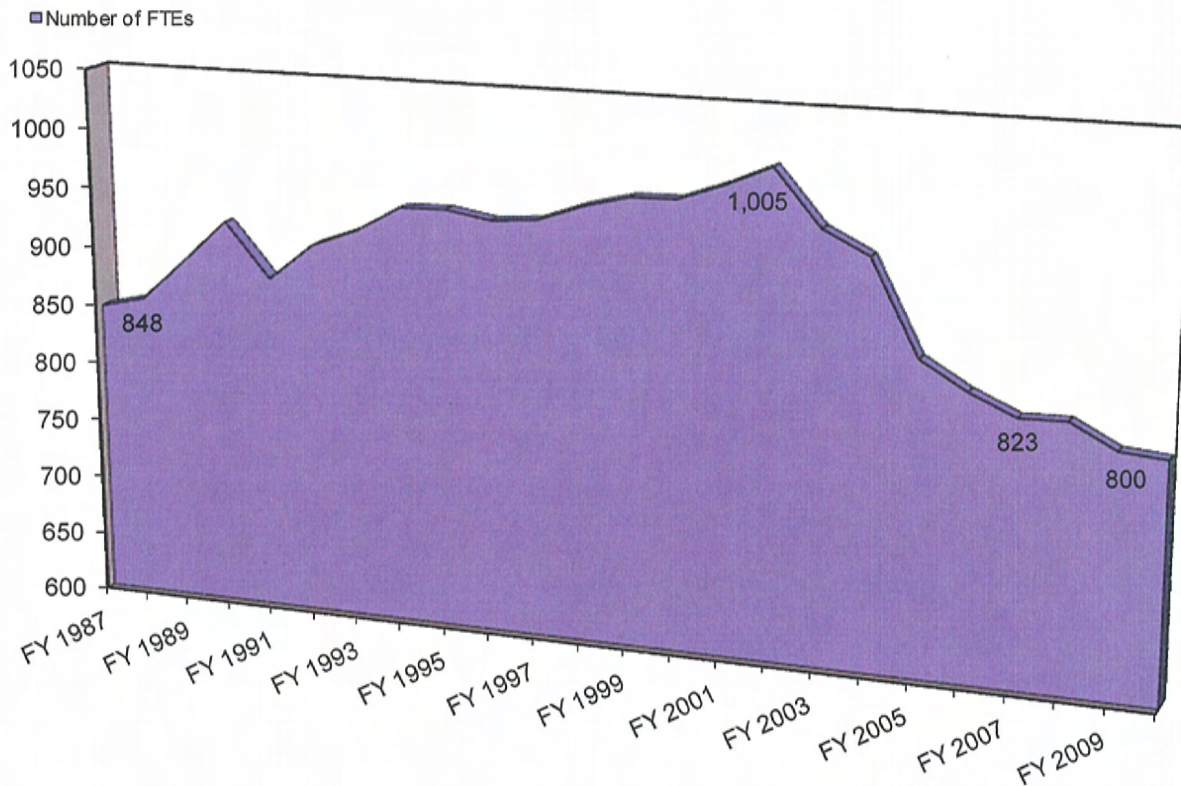
STATE-SHARED REVENUE HISTORY AND PROJECTIONS



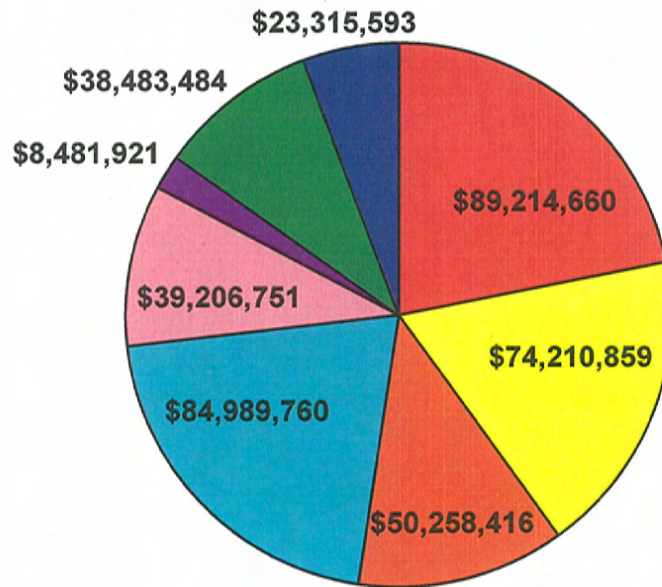
Budget Summaries

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, an early retirement program offered in fiscal year 2001 and 2002 and lay-offs primarily in police services in fiscal year 2008. As the graph below illustrates, the City staffing is down to its lowest level in 20 years. It is unlikely additional reductions can be made without additional significant reductions in services.



FY 2009 Budgeted Revenues by Fund Type

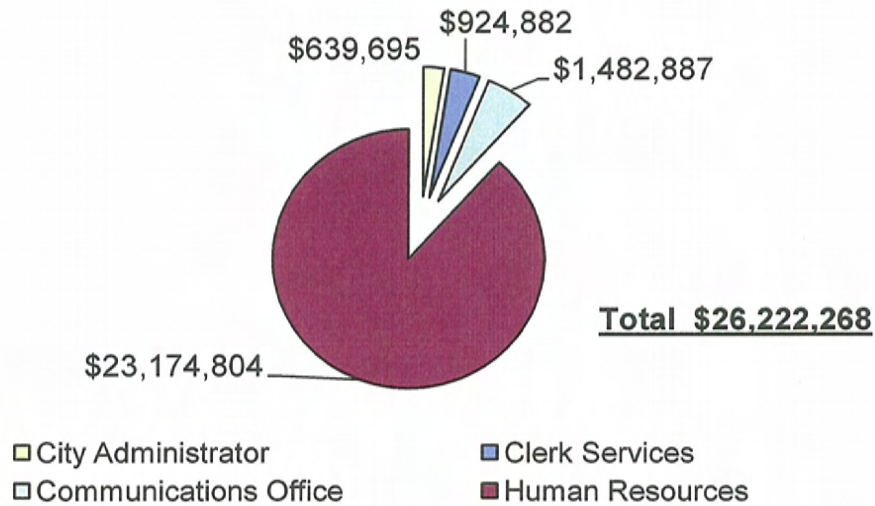


- General Fund
- Enterprise Funds
- Internal Service Funds
- Capital Project Funds
- Special Revenue Funds
- Debt Service Funds
- Trust Funds-Pension/Other
- Component Units - DDA & SmartZone

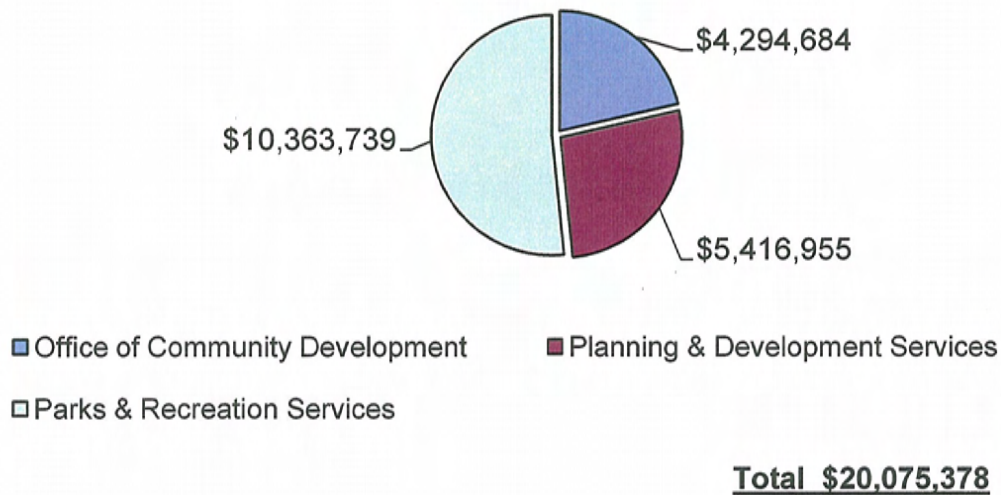
Total \$408,161,444

FY 2009 Expenditures – All Funds

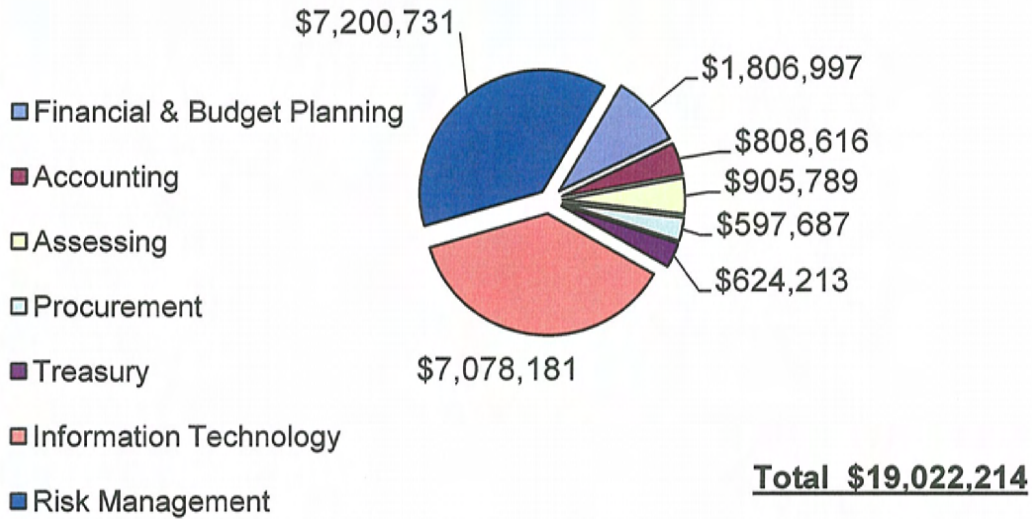
FY 2009 City Administrator Expenditures



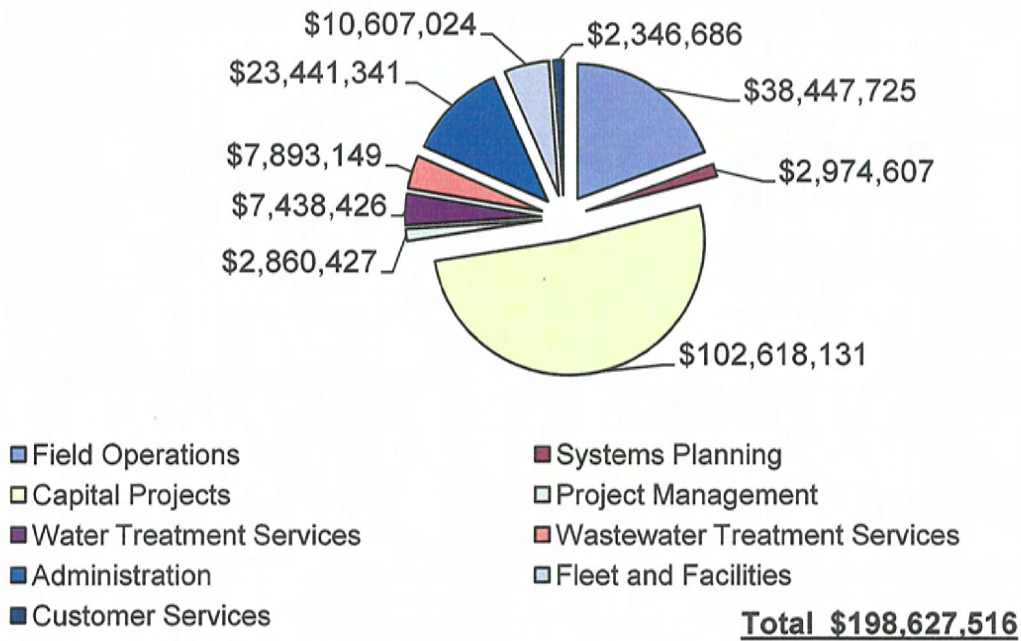
FY 2009 Community Services Expenditures



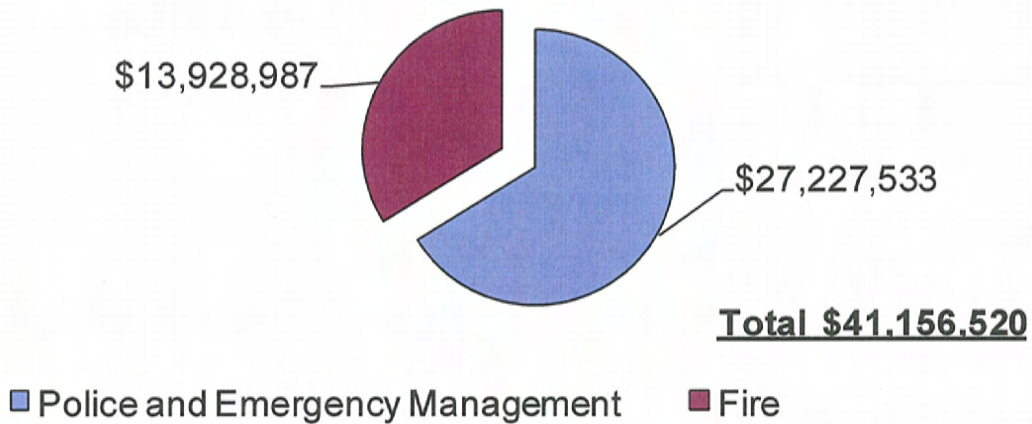
FY 2009 Financial & Administrative Services Expenditures



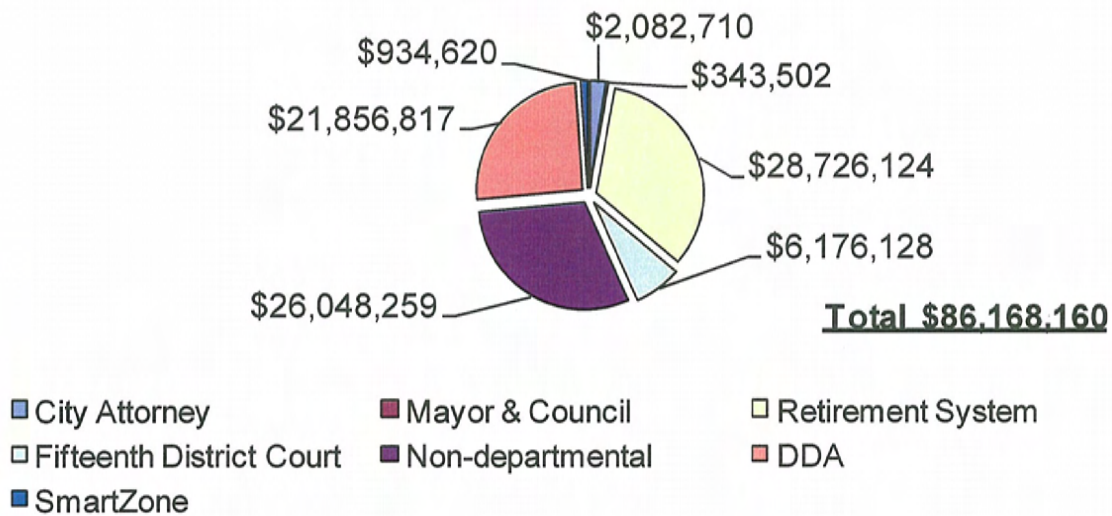
FY 2009 Public Services Expenditures



FY 2009 Safety Services Expenditures



FY 2009 Other Services Expenditures



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

Fund Balance June 30, 2007	FY 2008 Projected Revenues	FY 2008 Projected Expenditures	Projected Fund Balance June 30, 2008	Fund	FY 2009 Approved Revenues	FY 2009 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2009
16,396,459	85,660,451	83,630,250	18,426,660	General Fund	89,214,660	89,214,660	3,044,809	15,381,851
				Special Revenue Funds				
4,946,933	1,976,991	1,976,991	4,946,933	1995 Parks Rehab. & Development	679,885	679,885	679,885	4,267,048
934,143	756,772	756,772	934,143	2003 Parks Maintenance & Repair	177,331	177,331	177,331	756,812
4,151,566	2,220,776	2,211,964	4,160,378	2004 Open Space and Parkland Preservation	2,243,201	2,238,746		4,164,833
634,693	744,693	721,096	658,290	Affordable Housing	177,718	151,646	7,718	676,644
740,750	357,237	357,236	740,751	Alternative Transportation	367,119	367,119	9,882	730,869
14,620	20,203	20,203	14,620	Ann Arbor Assistance	6,000	6,000		14,620
296,473	275,700	275,619	296,554	Art in Public Places	530,457	530,457		
62,500	3,000	3,000	62,500	Bandemer Property	4,372	1,646		299,280
	1,021,263	1,021,263		Cemetary Perpetual Care	3,000	3,000		62,500
2,564,727	1,563,435	1,524,365	2,603,797	Community Development Block Grant	1,132,954	1,132,954		
1,602,469	3,277,582	3,143,560	1,736,491	Communications Office	1,482,887	1,482,887		2,603,797
1,157,761	275,725	94,042	1,339,444	Construction Code Fund	3,298,508	3,298,170	507,203	1,229,626
11,623	7,500	7,500	11,623	Court Facilities	1,551,444	1,551,444	1,339,444	(0)
2,180,000	600,000	600,000	2,180,000	Drug Enforcement	7,500	7,500		11,623
484,827	369,157	325,137	528,847	Economic Development Fund	600,000	600,000	600,000	1,580,000
106,239			106,239	Energy Projects	164,361	157,979	140,000	395,229
	845,858	845,858		Federal Equitable Sharing Forfeitures				106,239
46,418				HOME Program	927,104	927,104		
3,004,081	1,835,408	1,835,408	3,004,081	Local Forfeiture				
62	200,000	114,000	86,062	Local Streets	1,899,114	1,899,114	50,000	2,954,081
9,271,034	7,516,954	7,516,954	9,271,034	Major Grant Programs	200,000	117,000		169,062
677,140	345,000	345,000	677,140	Major Streets	7,703,111	7,702,403	217,000	9,054,742
104,441	30,000	24,800	109,641	Metro Expansion	345,000	345,000		677,140
95,676			95,676	Michigan Justice Training	30,000	24,800		114,841
	5,097,492	4,860,865	236,627	Open Space Endowment				95,676
71,050	148,500	119,447	100,103	Parks Maintenance & Capital Improvement	5,501,666	5,501,666	236,627	
640,473	25,000		665,473	Parks Memorials & Contributions	114,000	99,918		114,185
17,581,617	10,556,257	10,556,257	17,581,617	Police and Fire Relief	25,000			690,473
26,979	678,005	678,005	26,979	Street Repair Millage	10,389,616	10,389,616	100,737	17,480,880
				Tree Removal & Disposal	175,860	175,860		26,979
				Trust Funds				
2,135,197	86,799	86,799	2,135,197	Elizabeth R. Dean	86,853	79,031		2,143,019
449,915,690	28,650,000	27,180,269	451,385,421	Employees' Retirement System	30,100,000	28,480,845		453,004,576
64,021,836	5,113,818	227,900	68,907,754	VEBA Trust	8,296,631	245,279		76,959,106
				General Debt Service				
269,718	7,196,520	7,196,519	269,719	General Debt Service	8,324,116	8,324,116	21,605	248,114
1,001,642	163,647	163,647	1,001,642	Special Assessment General Debt	157,805	157,805	88,305	913,337

<u>Fund Balance</u> <u>June 30, 2007</u>	<u>FY 2008</u> <u>Projected</u> <u>Revenues</u>	<u>FY 2008</u> <u>Projected</u> <u>Expenditures</u>	<u>Projected</u> <u>Fund</u> <u>Balance</u> <u>June 30, 2008</u>	<u>Fund</u>	<u>FY 2009</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2009</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund</u> <u>Balance</u>	<u>Projected</u> <u>Fund</u> <u>Balance</u> <u>June 30, 2009</u>
6,112,034	3,710,000	3,665,880	6,156,154	<u>Component Units</u>				
5,037,837	14,412,462	14,412,462	5,037,837	Downtown Development Authority	4,275,000	4,207,349	520,000	5,703,805
1,288,456	236,000	73,076	1,451,380	DDA Parking System	15,691,615	15,691,615	2,450,840	2,586,997
2,349,723	2,355,000	2,355,000	2,349,723	DDA Housing	240,431	26,326		1,665,485
732,152	435,000	435,000	732,152	DDA Parking Maintenance	2,158,055	1,931,527		2,576,251
288,589	1,067,000	1,067,000	288,589	DDA Sidewalk & Streetscapes				732,152
				LDFA SmartZone	950,492	934,620		304,461
				<u>Capital Projects Funds</u>				
444,937			444,937	Environmental Bonds				444,937
13,533,161			13,533,161	Open Space Bonds-2005				13,533,161
637,958			637,958	General Capital Improvements				637,958
403,926	487,713	487,713	403,926	Sidewalk Improvement	488,567	488,567	213,567	190,359
2,665,525			2,665,525	Maintenance Facility Construction				2,665,525
8,199,704			8,199,704	Civic Center	38,812,000	38,812,000	1,400,000	6,799,704
122,172			122,172	Special Assessments				122,172

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

<u>Net</u> <u>Assets</u> <u>June 30, 2007</u>	<u>FY 2008</u> <u>Projected</u> <u>Revenues</u>	<u>FY 2008</u> <u>Projected</u> <u>Expenditures</u>	<u>Projected</u> <u>Fund</u> <u>Equity</u> <u>June 30, 2008</u>	<u>Fund</u>	<u>FY 2009</u> <u>Approved</u> <u>Revenues</u>	<u>FY 2009</u> <u>Approved</u> <u>Expenditures</u>	<u>Approved</u> <u>Use of</u> <u>Fund</u> <u>Balance</u>	<u>Projected</u> <u>Fund</u> <u>Equity</u> <u>June 30, 2009</u>
1,522,711	1,415,104	1,415,103	1,522,712	<u>Intergovernmental Service Funds</u>				
6,466,186	7,046,846	5,821,546	7,691,486	Central Stores	1,406,087	1,406,087		1,522,712
4,282,913	7,023,673	7,023,673	4,282,913	Fleet Services	7,997,045	7,997,045	415,440	7,276,046
6,703,663	23,069,699	23,069,699	6,703,663	Information Technology	7,443,830	7,078,181	930,863	3,717,699
153,754	46,543	46,543	153,754	Risk Fund	29,075,723	29,075,723	4,425,130	2,278,533
				Parks Service Headquarters	43,508	43,508	43,508	110,246
147,922	3,140,481	3,140,481	147,922	Wheeler Center	450,000	450,000		
				Project Management	3,311,766	3,311,766		147,922
				<u>Enterprise Funds</u>				
868,773	2,412,506	2,347,171	934,108	Airport	833,919	798,757		969,270
56,520	2,554,621	1,283,382	1,327,759	Golf Enterprise	1,711,480	1,711,480	639,583	688,176
831,992	142,704	133,598	841,098	Market	143,150	136,845		847,403
21,536,480			21,536,480	Parking System				21,536,480
70,469,429	22,604,928	18,310,206	74,764,151	Sewage Disposal System	23,234,691	19,449,535	293,188	78,256,119
21,377,897	14,676,324	13,666,381	22,387,840	Solid Waste	16,056,330	16,004,559	2,892,500	19,547,111
8,929,610	5,183,718	5,123,718	8,989,610	Stormwater Sewer System	9,173,600	9,172,652	3,544,250	5,446,308
57,438,140	22,554,975	20,884,774	59,108,341	Water Supply System	23,057,689	20,783,740	88,473	61,293,817

ANALYSIS OF NET OPERATING FUNDS AVAILABLE

Net Operating Funds Available* June 30, 2007	FY 2008 Projected Revenues	FY 2008 Projected Expenditures	Projected Net Operating Funds Available* June 30, 2008	Fund	FY 2009 Approved Revenues	FY 2009 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available* June 30, 2009
				<u>Intergovernmental Service Funds</u>				
1,068,457	1,415,104	1,415,103	1,068,458	Central Stores	1,406,087	1,406,087		1,068,458
3,676,020	7,046,846	5,821,546	4,901,320	Fleet Services	7,997,045	7,997,045	415,440	4,485,880
3,717,618	7,023,673	7,023,673	3,717,618	Information Technology	7,443,830	7,078,181	930,863	3,152,404
6,767,715	23,069,699	23,069,699	6,767,715	Risk Fund	29,075,723	29,075,723	4,425,130	2,342,585
59,432	46,543	46,543	59,432	Parks Service Headquarters	43,508	43,508	43,508	15,924
173,021	3,140,481	3,140,481	173,021	Project Management	3,311,766	3,311,766		173,021
				<u>Enterprise Funds</u>				
34,966	2,412,506	2,347,171	100,301	Airport	833,919	798,757		135,463
(1,669,148)	2,554,621	1,283,382	(397,909)	Golf Enterprise	1,711,480	1,711,480	639,583	(1,037,492)
554,794	142,704	133,598	563,900	Market	143,150	136,845		570,205
(3,014,519)			(3,014,519)	Parking System				(3,014,519)
40,937,874	22,604,928	18,310,206	45,232,596	Sewage Disposal System	23,234,691	19,449,535	293,188	48,724,564
8,080,596	14,676,324	13,666,381	9,090,539	Solid Waste	16,056,330	16,004,559	2,892,500	6,249,810
4,894,890	5,183,718	5,123,718	4,954,890	Stormwater Sewer System	9,173,600	9,172,652	3,544,250	1,411,588
16,916,565	22,554,975	20,884,774	18,586,766	Water Supply System	23,057,689	20,783,740	88,473	20,772,242

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

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 21% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year times the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

GRANTS

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

Description of Revenue Categories

CHARGES FOR SERVICES

The major sources of revenue in this category represent 18% of City revenues and are described in more detail below.

POLICE & FIRE

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

MUNICIPAL SERVICES

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

Description of Revenue Categories

LANDFILL

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

ENTERPRISE SALES

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

Fines associated with the enforcement of parking regulations constitute nearly half of this revenue source. The rest of this revenue category is collected through various fines assessed by the Fifteenth District Court. Much of this revenue comes from moving traffic violations, delinquent parking tickets and other City ordinance violations. This represents about 2% 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 2% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds times an average of expected investment rates based on the economic outlook.

Description of Revenue Categories

MISCELLANEOUS

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

PRIOR YEAR SURPLUS

Prior Year Surplus represents the use of surplus funds from previous years' budgets and represents 13% of the City's revenues. This is used only during times in which revenue growth temporarily increases at a rate less than expenditures to avoid a reduction in services. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

OPERATING TRANSFERS

The majority of the transfers in this revenue category are reimbursements for fringe benefit costs. The exceptions to this are project and utility credits, which are reimbursements for engineering costs on construction projects. The project credit is based on expected construction activity on City projects. Operating transfers represent 16% 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 10% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

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

FY 2009 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0010 GENERAL	\$89,214,660		\$288,000	\$165,682	\$3,706,145	\$58,705,322	\$921,339	\$4,621,200	\$3,409,100	\$17,397,872	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	679,885				679,885						
0006 PARKS REPAIR & RESTORATION MILLAGE	177,331				177,331						
0024 OPEN SPACE & PARKLAND PRESERVATION	2,243,201				2,243,201						
0070 AFFORDABLE HOUSING	177,718				177,718						
0038 ANN ARBOR ASSISTANCE	6,000				6,000						
0061 ALTERNATIVE TRANSPORTATION	367,119						367,119				
0025 BANDEMER PROPERTY	4,372				4,372						
0054 CEMETERY PERPETUAL CARE	3,000						3,000				
0078 COMMUNITY DEVELOPMENT BLOCK GRANT	1,132,954				1,132,954						
0016 COMMUNITY TELEVISION NETWORK	1,482,887			1,482,887							
0026 CONSTRUCTION CODE FUND	3,298,508				3,298,508						
0023 COURT FACILITIES	1,551,444							1,551,444			
0027 DRUG ENFORCEMENT	7,500							7,500			
0045 ECONOMIC DEVELOPMENT FUND	600,000					600,000					
0002 ENERGY PROJECTS	164,361						164,361				
0090 HOME PROGRAM	927,104				927,104						
0022 LOCAL STREET	1,899,114						1,899,114				
0021 MAJOR STREET	7,703,111						7,703,111				
0036 METRO EXPANSION	345,000						345,000				
0064 MICHIGAN JUSTICE TRAINING	30,000							30,000			
0079 TREE REMOVAL AND DISPOSAL	175,860						175,860				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,501,666				1,473,619		4,028,047				
0034 PARKS MEMORIALS & CONTRIBUTIONS	114,000				114,000						
0053 POLICE AND FIRE RELIEF	25,000							25,000			
0062 STREET REPAIR MILLAGE	10,389,616						10,389,616				
0055 ELIZABETH R DEAN TRUST	86,853						86,853				
0059 EMPLOYEES RETIREMENT SYSTEM	30,100,000										30,100,000
0052 VEBA TRUST	8,296,631										8,296,631
0035 GENERAL DEBT SERVICE	8,324,116					4,700				8,319,416	
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	157,805					29,500				128,305	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	4,275,000										4,275,000
0063 DDA PARKING SYSTEM	15,691,615										15,691,615

FY 2009 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	240,431										240,431
0033 DDA PARKING MAINTENANCE	2,158,055										2,158,055
0030 DDA-SIDEWALK & STREETSCAPES											
0009 MI EDC SMART ZONE GRANT	950,492										950,492
0008 CIVIC CENTER	38,812,000						38,812,000				
0088 SEWER BOND PENDING	36,841,775						36,841,775				
0089 WATER BOND PENDING	8,847,418						8,847,418				
0091 SIDEWALK IMPROVEMENT	488,567						488,567				
0011 CENTRAL STORES	1,406,087						1,406,087				
0012 FLEET SERVICES	7,997,045						7,997,045				
0014 INFORMATION TECHNOLOGY	7,443,830					7,443,830					
00MG MAJOR GRANT PROGRAMS FUND	200,000								200,000		
0015 PARKS SERVICE HEADQUARTERS	43,508						43,508				
0056 ART IN PUBLIC PLACES	530,457				6,627		523,830				
0057 RISK FUND	29,075,723					29,075,723					
0058 WHEELER CENTER	450,000						450,000				
0049 PROJECT MANAGEMENT	3,311,766						3,311,766				
0048 AIRPORT	833,919						833,919				
0047 GOLF ENTERPRISE	1,711,480				1,711,480						
0046 MARKET	143,150				143,150						
0043 SEWAGE DISPOSAL SYSTEM	23,234,691						23,234,691				
0072 SOLID WASTE FUND	16,056,330						16,056,330				
0069 STORMWATER SEWER SYSTEM	9,173,600						9,173,600				
0042 WATER SUPPLY SYSTEM	23,057,689						23,057,689				
	\$408,161,444		\$288,000	\$1,648,569	\$15,802,094	\$95,859,075	\$197,161,645	\$4,683,700	\$5,160,544	\$25,845,593	\$61,712,224

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009	
General	General						
	TAXES	45,587,059	48,243,639	50,574,626	51,041,903	52,076,573	
	LICENSES, PERMITS & REGISTRATION	1,099,664	1,210,632	1,152,928	1,164,828	1,189,282	
	INTERGOVERNMENTAL REVENUES	11,530,897	11,533,514	11,028,526	11,193,509	11,133,113	
	CHARGES FOR SERVICES	5,260,669	7,338,986	5,507,405	5,816,303	5,866,021	
	FINES & FORFEITS	5,604,673	5,653,836	5,852,365	5,802,365	6,182,365	
	INVESTMENT INCOME	1,432,514	2,178,650	1,539,491	1,708,109	1,135,800	
	MISCELLANEOUS REVENUE	217,825	813,659	697,801	589,147	3,621,874	
	PRIOR YEAR SURPLUS			1,508,845	3,265,655	3,044,809	
	OPERATING TRANSFERS	1,662,122	2,131,979	2,284,534	2,259,641	2,121,068	
	CONTRIBUTIONS	73,393	71,966	52,408	52,408	30,000	
	INTRA GOVERNMENTAL SALES	3,725,031	4,034,112	2,766,583	2,766,583	2,813,755	
	Total		\$ 76,193,847	\$ 83,210,973	\$ 82,965,512	\$ 85,660,451	\$ 89,214,660
Debt Service	General Debt Service						
	TAXES	2,419,990	2,424,513	2,186,840	2,186,840	2,223,783	
	INVESTMENT INCOME	1,737	14,951	7,300	7,300	4,700	
	MISCELLANEOUS REVENUE	444	1,717				
	PRIOR YEAR SURPLUS			112,736	112,736	21,605	
	OPERATING TRANSFERS	2,445,999	4,470,202	4,889,644	4,889,644	6,074,028	
	Total		\$ 4,868,170	\$ 6,911,383	\$ 7,196,520	\$ 7,196,520	\$ 8,324,116
	Special Assessment/Debt Service						
	TAXES	39,894	36,552	40,000	40,000	40,000	
	CHARGES FOR SERVICES	122,148	107,478				
INVESTMENT INCOME	52,612	59,023	33,000	33,000	29,500		
PRIOR YEAR SURPLUS			90,647	90,647	88,305		
OPERATING TRANSFERS	124,091						
Total		\$ 338,745	\$ 203,053	\$ 163,647	\$ 163,647	\$ 157,805	
Capital Projects	Sidewalk Improvement						
	CHARGES FOR SERVICES		73,623	333,280	333,280	275,000	
	INVESTMENT INCOME		12,381				
	PRIOR YEAR SURPLUS			154,433	154,433	213,567	
	OPERATING TRANSFERS		650,000				
	Total		\$ -	\$ 736,004	\$ 487,713	\$ 487,713	\$ 488,567
	Civic Center						
	INVESTMENT INCOME					1,300,000	
	PRIOR YEAR SURPLUS					1,400,000	
	OPERATING TRANSFERS					9,300,000	
SALE OF BONDS					26,812,000		
Total		\$ -	\$ -	\$ -	\$ -	\$ 38,812,000	
Enterprise	Water Supply System						
	TAXES	17,815	23,254	8,000	8,000	8,000	
	INTERGOVERNMENTAL REVENUES		23,100				
	CHARGES FOR SERVICES	18,514,552	18,384,119	20,207,972	19,912,972	20,505,000	
	INVESTMENT INCOME	379,069	765,819	400,000	600,000	500,000	
	MISCELLANEOUS REVENUE	259,395	561,684	30,200	30,830	30,200	
	PRIOR YEAR SURPLUS			131,906	131,906	88,473	
	OPERATING TRANSFERS	1,938,028	1,498,120	1,519,513	1,517,432	1,568,333	
	INTRA GOVERNMENTAL SALES	12,406	106,566	353,835	353,835	357,683	
	Total		\$ 21,121,265	\$ 21,362,662	\$ 22,651,426	\$ 22,554,975	\$ 23,057,689
	Water Bond Pending Series						
	SALE OF BONDS					8,847,418	
	Total		\$ -	\$ -	\$ -	\$ -	\$ 8,847,418

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Sewage Disposal System					
	TAXES	35,200	38,437	10,000	10,034	10,000
	CHARGES FOR SERVICES	19,585,362	18,762,099	20,506,486	20,506,486	21,117,995
	INVESTMENT INCOME	791,030	1,800,311	1,200,000	1,200,000	1,000,000
	MISCELLANEOUS REVENUE	101,735	(1,431,360)	3,200	26,200	5,000
	PRIOR YEAR SURPLUS			56,053	55,200	293,188
	OPERATING TRANSFERS	634,114	478,396	455,688	455,688	455,688
	INTRA GOVERNMENTAL SALES	10,308		351,320	351,320	352,820
	Total	\$ 21,157,749	\$ 19,647,883	\$ 22,582,747	\$ 22,604,928	\$ 23,234,691
	Sewer Bond Pending Series					
	PRIOR YEAR SURPLUS					30,000,000
	SALE OF BONDS					6,841,775
	Total	\$ -	\$ -	\$ -	\$ -	\$ 36,841,775
	Parking System					
	CHARGES FOR SERVICES	(120)				
	INVESTMENT INCOME	1,894	2,829			
	MISCELLANEOUS REVENUE	11,850				
	Total	\$ 13,624	\$ 2,829	\$ -	\$ -	\$ -
	Market					
	CHARGES FOR SERVICES	89,031	85,716	91,704	91,704	93,700
	INVESTMENT INCOME	17,212	20,031	6,450	8,000	6,450
	MISCELLANEOUS REVENUE	7,341	12,287	14,000	14,000	14,000
	OPERATING TRANSFERS	28,975	28,975	29,000	29,000	29,000
	Total	\$ 142,559	\$ 147,009	\$ 141,154	\$ 142,704	\$ 143,150
	Golf Courses					
	CHARGES FOR SERVICES	998,218	869,616	1,341,335	915,360	1,071,147
	INVESTMENT INCOME	(17,605)	(45,013)	750	(7,864)	750
	MISCELLANEOUS REVENUE		951		(12)	
	PRIOR YEAR SURPLUS					639,583
	OPERATING TRANSFERS	354,621			1,647,137	
	Total	\$ 1,335,234	\$ 825,554	\$ 1,342,085	\$ 2,554,621	\$ 1,711,480
	Airport					
	CHARGES FOR SERVICES	711,728	773,827	733,127	759,056	829,419
	INVESTMENT INCOME	2,921	(207)		(2,000)	1,000
	MISCELLANEOUS REVENUE	8,113	61	3,500	3,450	3,500
	SALE OF BONDS			1,652,000	1,652,000	
	Total	\$ 722,762	\$ 773,681	\$ 2,388,627	\$ 2,412,506	\$ 833,919
	Stormwater Sewer System					
	TAXES	823	1,079			
	LICENSES, PERMITS & REGISTRATION	55,673	29,718	60,000	60,000	60,000
	CHARGES FOR SERVICES	3,673,465	4,175,230	4,731,115	4,731,115	5,255,545
	INVESTMENT INCOME	79,033	190,015	80,000	125,000	60,000
	MISCELLANEOUS REVENUE	29,102	168,901	10,200	25,200	10,200
	PRIOR YEAR SURPLUS			112,454		3,544,250
	OPERATING TRANSFERS	300,000	91,815			
	INTRA GOVERNMENTAL SALES			242,403	242,403	243,605
	Total	\$ 4,138,096	\$ 4,656,758	\$ 5,236,172	\$ 5,183,718	\$ 9,173,600
	Solid Waste Fund					
	TAXES	10,399,700	10,998,459	11,462,568	11,574,514	11,581,630
	CHARGES FOR SERVICES	773,546	720,347	793,000	873,000	1,122,200
	INVESTMENT INCOME	249,164	595,135	400,000	452,000	300,000
	MISCELLANEOUS REVENUE	40,596	8,999	20,000	20,000	20,000
	PRIOR YEAR SURPLUS			1,923,514	1,616,810	2,892,500
	OPERATING TRANSFERS	281,090	284,567	140,000	140,000	140,000
	Total	\$ 11,744,096	\$ 12,607,507	\$ 14,739,082	\$ 14,676,324	\$ 16,056,330

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
Internal Service	Central Stores					
	CHARGES FOR SERVICES	26,417	47,390	40,000	40,000	40,000
	INVESTMENT INCOME	21,196	38,937	10,313	10,313	36,069
	MISCELLANEOUS REVENUE		1,499			
	OPERATING TRANSFERS			48,751		
	INTRA GOVERNMENTAL SALES	1,175,952	1,034,835	1,364,791	1,364,791	1,330,018
	Total	\$ 1,223,565	\$ 1,122,661	\$ 1,463,855	\$ 1,415,104	\$ 1,406,087
	Fleet Services					
	INVESTMENT INCOME	45,233	193,152	18,000	18,000	18,000
	MISCELLANEOUS REVENUE	92,142	105,792	200,000	200,000	123,000
	PRIOR YEAR SURPLUS			133,527	133,527	415,440
	OPERATING TRANSFERS	255,702	250,000	625,000	625,000	625,000
	INTRA GOVERNMENTAL SALES	5,220,971	5,620,731	6,070,319	6,070,319	6,815,605
	Total	\$ 5,614,048	\$ 6,169,675	\$ 7,046,846	\$ 7,046,846	\$ 7,997,045
	Information Technology					
	INVESTMENT INCOME	38,252	172,871			
	MISCELLANEOUS REVENUE	549	12,003			
	PRIOR YEAR SURPLUS			248,830	248,830	930,863
	OPERATING TRANSFERS	5,156,038	5,926,693	6,774,843	6,774,843	6,512,967
Total	\$ 5,194,839	\$ 6,111,567	\$ 7,023,673	\$ 7,023,673	\$ 7,443,830	
Park Service Headquarters						
INVESTMENT INCOME	145	1,506				
PRIOR YEAR SURPLUS			46,543	46,543	43,508	
INTRA GOVERNMENTAL SALES	141,408	156,913				
Total	\$ 141,553	\$ 158,419	\$ 46,543	\$ 46,543	\$ 43,508	
Project Management						
CHARGES FOR SERVICES	1,866,338	1,710,819	2,573,213	2,573,213	2,731,506	
INVESTMENT INCOME	(17,581)	(1,361)				
MISCELLANEOUS REVENUE	9,944	5,203				
OPERATING TRANSFERS	425,939	447,055	567,268	567,268	580,260	
INTRA GOVERNMENTAL SALES	1,463	2,125				
Total	\$ 2,286,103	\$ 2,163,841	\$ 3,140,481	\$ 3,140,481	\$ 3,311,766	
Risk Management						
INVESTMENT INCOME	257,141	330,774	275,000	275,000	40,000	
MISCELLANEOUS REVENUE	47,855	450,397				
PRIOR YEAR SURPLUS			509,880	509,880	4,425,130	
OPERATING TRANSFERS	16,651,085	19,760,055	22,284,819	22,284,819	24,610,593	
CONTRIBUTIONS	196,768	248,288				
Total	\$ 17,152,849	\$ 20,789,514	\$ 23,069,699	\$ 23,069,699	\$ 29,075,723	
Wheeler Center						
OPERATING TRANSFERS			450,000		450,000	
Total	\$ -	\$ -	\$ 450,000	\$ -	\$ 450,000	
Fiduciary Trust	Elizabeth Dean Fund					
	INVESTMENT INCOME	36,846	111,297	86,799	86,799	86,853
	CONTRIBUTIONS	120				
Total	\$ 36,966	\$ 111,297	\$ 86,799	\$ 86,799	\$ 86,853	
Pension Trust	VEBA					
	INVESTMENT INCOME	3,798,280	8,588,742	2,450,000	2,450,000	2,450,000
	MISCELLANEOUS REVENUE	21,429		26,000	26,000	27,000
	OPERATING TRANSFERS	7,024,737		2,637,818	2,637,818	5,819,631
	CONTRIBUTIONS	41,177				
Total	\$ 10,885,623	\$ 8,588,742	\$ 5,113,818	\$ 5,113,818	\$ 8,296,631	

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Employees' Retirement System					
	INVESTMENT INCOME	41,705,352	66,615,928	25,590,000	25,590,000	26,990,000
	MISCELLANEOUS REVENUE	144,213	195,012	125,000	125,000	125,000
	OPERATING TRANSFERS	5,704,578	7,634,890	2,850,000	2,850,000	2,900,000
	CONTRIBUTIONS	143,875	121,825	85,000	85,000	85,000
	Total	\$ 47,698,018	\$ 74,567,655	\$ 28,650,000	\$ 28,650,000	\$ 30,100,000
Special Revenue	Energy Projects					
	CHARGES FOR SERVICES			627,219	167,219	
	INVESTMENT INCOME	17,146	19,007			
	MISCELLANEOUS REVENUE			8,000	8,000	8,000
	PRIOR YEAR SURPLUS			140,000	140,000	140,000
	OPERATING TRANSFERS	53,645	50,215	53,938	53,938	16,361
	CONTRIBUTIONS	9,632	9,632			
	Total	\$ 80,423	\$ 78,854	\$ 829,157	\$ 369,157	\$ 164,361
	Parks Maintenance & Repair Millage					
	INVESTMENT INCOME	1,265	45			
	MISCELLANEOUS REVENUE	1,513	700			
	Total	\$ 2,778	\$ 745	\$ -	\$ -	\$ -
	Parks Repair And Restoration Millage					
	TAXES	1,940,582	2,051,967			
	CHARGES FOR SERVICES	13,806	3,710			
	INVESTMENT INCOME	41,246	74,489			
	MISCELLANEOUS REVENUE	(744)	2,115			
	PRIOR YEAR SURPLUS			756,772	756,772	177,331
	Total	\$ 1,994,890	\$ 2,132,281	\$ 756,772	\$ 756,772	\$ 177,331
	Local Law Enforcement Block Grant					
	INTERGOVERNMENTAL REVENUES	36,307	23,209			
	INVESTMENT INCOME	317				
	OPERATING TRANSFERS	3,583				
	Total	\$ 40,207	\$ 23,209	\$ -	\$ -	\$ -
	Communications Office					
	LICENSES, PERMITS & REGISTRATION	1,386,148	1,398,716	1,388,065	1,388,065	1,401,945
	INVESTMENT INCOME	63,604	130,181	70,300	109,370	79,942
	MISCELLANEOUS REVENUE	2,186	63,489	1,000	1,000	1,000
	PRIOR YEAR SURPLUS			65,000	65,000	
	Total	\$ 1,451,938	\$ 1,592,386	\$ 1,524,365	\$ 1,563,435	\$ 1,482,887
	Homeland Security Grant					
	INTERGOVERNMENTAL REVENUES	659,574	267,250			
	Total	\$ 659,574	\$ 267,250	\$ -	\$ -	\$ -
	Parks Rehab & Development Millage					
	TAXES	1,903,448	2,012,845			
	INTERGOVERNMENTAL REVENUES	38,000				
	INVESTMENT INCOME	97,836	264,350			
	MISCELLANEOUS REVENUE	504	4,316			
	PRIOR YEAR SURPLUS			1,950,991	1,950,991	679,885
	OPERATING TRANSFERS			26,000	26,000	
	Total	\$ 2,039,788	\$ 2,281,511	\$ 1,976,991	\$ 1,976,991	\$ 679,885

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Major Street					
	TAXES		(1,108)			
	INTERGOVERNMENTAL REVENUES	5,760,306	5,768,895	5,819,058	5,819,058	5,797,426
	CHARGES FOR SERVICES	922	838,054	120,829	120,829	135,000
	INVESTMENT INCOME	182,352	394,773	250,000	250,000	315,000
	MISCELLANEOUS REVENUE	21,454	64,273	25,500	25,500	25,500
	PRIOR YEAR SURPLUS			672,134	537,124	217,000
	OPERATING TRANSFERS	735,540	1,311,979	614,443	614,443	631,990
	CONTRIBUTIONS		4,389			
	INTRA GOVERNMENTAL SALES	157,849	535,050	150,000	150,000	581,195
	Total	\$ 6,858,423	\$ 8,916,305	\$ 7,651,964	\$ 7,516,954	\$ 7,703,111
	Local Street					
	INTERGOVERNMENTAL REVENUES	1,599,145	1,580,617	1,610,158	1,610,158	1,619,214
	INVESTMENT INCOME	51,230	133,761	70,000	70,000	70,000
	MISCELLANEOUS REVENUE		5,505	250	250	250
	PRIOR YEAR SURPLUS					50,000
	OPERATING TRANSFERS	173,207	153,315	155,000	155,000	159,650
	Total	\$ 1,823,582	\$ 1,873,198	\$ 1,835,408	\$ 1,835,408	\$ 1,899,114
	Court Facilities					
	FINES & FORFEITS	201,336	227,807	212,000	217,925	212,000
	INVESTMENT INCOME	32,465	40,587			
	PRIOR YEAR SURPLUS				57,800	1,339,444
	Total	\$ 233,801	\$ 268,394	\$ 212,000	\$ 275,725	\$ 1,551,444
	Open Space & Parkland Preservation					
	TAXES	2,014,851	2,130,654	2,220,776	2,220,776	2,243,201
	INTERGOVERNMENTAL REVENUES	190,642	1,257,400	335,000		
	INVESTMENT INCOME	207,392	419,833			
	MISCELLANEOUS REVENUE	318	3,392			
	OPERATING TRANSFERS	2,791,935	4,911,458	5,637,375		
	Total	\$5,205,138	\$8,722,737	\$8,193,151	\$2,220,776	\$2,243,201
	Bandemer Property					
	CHARGES FOR SERVICES			4,200	4,200	4,200
	INVESTMENT INCOME	9,006	10,929	1,500	1,500	172
	MISCELLANEOUS REVENUE	6,000	5,650			
	PRIOR YEAR SURPLUS			275,000	270,000	
	Total	\$15,006	\$16,579	\$280,700	\$275,700	\$4,372
	Construction Code Fund					
	LICENSES, PERMITS & REGISTRATION	2,129,668	2,292,803	2,361,000	2,469,000	2,503,643
	INVESTMENT INCOME	30,240	81,286			
	MISCELLANEOUS REVENUE		174			
	PRIOR YEAR SURPLUS			528,500	528,500	507,203
	OPERATING TRANSFERS	250,000	100,000	280,082	280,082	287,662
	Total	\$2,409,908	\$2,474,263	\$3,169,582	\$3,277,582	\$3,298,508
	Drug Enforcement					
	FINES & FORFEITS	6,872	10,137	7,500	7,500	7,500
	INVESTMENT INCOME	343	354			
	Total	\$7,215	\$10,491	\$7,500	\$7,500	\$7,500
	Federal Equitable Sharing For					
	CHARGES FOR SERVICES	182,120				
	FINES & FORFEITS		2,795			
	INVESTMENT INCOME	2,772	4,391			
	Total	\$ 184,892	\$ 7,186	\$ -	\$ -	\$ -

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Open Space & Parkland Preservation					
	INVESTMENT INCOME	565,101	771,033			
	PRIOR YEAR SURPLUS			25,000		
	SALE OF BONDS	20,108,066				
	Total	\$ 20,673,167	\$ 771,033	\$ 25,000	\$ -	\$ -
	Parks Memorials & Contributions					
	INVESTMENT INCOME	54	2,164			
	MISCELLANEOUS REVENUE			50,000	5,000	50,000
	PRIOR YEAR SURPLUS			26,000	26,000	
	CONTRIBUTIONS	37,430	44,597	65,000	117,500	64,000
	Total	\$ 37,484	\$ 46,761	\$ 141,000	\$ 148,500	\$ 114,000
	Ann Arbor Assistance					
	INVESTMENT INCOME	201	245	50	50	50
	PRIOR YEAR SURPLUS			14,203	14,203	
	CONTRIBUTIONS	4,778	5,180	5,950	5,950	5,950
	Total	\$ 4,979	\$ 5,425	\$ 20,203	\$ 20,203	\$ 6,000
	Open Space Endowment					
	INVESTMENT INCOME		209			
	OPERATING TRANSFERS		95,467			
	Total	\$ -	\$ 95,676	\$ -	\$ -	\$ -
	Economic Development					
	PRIOR YEAR SURPLUS			600,000	600,000	600,000
	OPERATING TRANSFERS		2,180,000			
	Total	\$ -	\$ 2,180,000	\$ 600,000	\$ 600,000	\$ 600,000
	Police & Fire Relief					
	INVESTMENT INCOME	22,804	24,468	25,000	25,000	25,000
	Total	\$ 22,804	\$ 24,468	\$ 25,000	\$ 25,000	\$ 25,000
	Cemetery Perpetual Care					
	CHARGES FOR SERVICES	2,900	2,735	3,000	3,000	3,000
	INVESTMENT INCOME	1,637	2,358			
	Total	\$ 4,537	\$ 5,093	\$ 3,000	\$ 3,000	\$ 3,000
	Art in Public Places					
	OPERATING TRANSFERS					530,457
	Total	\$ -	\$ -	\$ -	\$ -	\$ 530,457
	Street Repair Millage					
	TAXES	8,147,440	8,616,655	9,066,437	9,066,437	9,388,879
	INTERGOVERNMENTAL REVENUES		80,152			
	CHARGES FOR SERVICES	205,026	11,923			
	INVESTMENT INCOME	446,026	1,075,320	500,000	500,000	900,000
	MISCELLANEOUS REVENUE	26,323	4,814			
	PRIOR YEAR SURPLUS			817,992	817,992	100,737
	OPERATING TRANSFERS	491,532	873,114	1,231,428	171,828	
	CONTRIBUTIONS		26,584			
	Total	\$ 9,316,347	\$ 10,688,562	\$ 11,615,857	\$ 10,556,257	\$ 10,389,616
	Alternative Transportation					
	INVESTMENT INCOME	10,475	36,943			
	PRIOR YEAR SURPLUS					9,882
	OPERATING TRANSFERS	375,677	383,191	357,237	357,237	357,237
	Total	\$ 386,152	\$ 420,134	\$ 357,237	\$ 357,237	\$ 367,119

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Michigan Justice Training					
	INTERGOVERNMENTAL REVENUES	36,561	35,318	30,000	30,000	30,000
	INVESTMENT INCOME	2,755	4,204			
	Total	\$ 39,316	\$ 39,522	\$ 30,000	\$ 30,000	\$ 30,000
	Affordable Housing					
	INTERGOVERNMENTAL REVENUES		3,336			
	INVESTMENT INCOME	19,929	24,144	5,000	5,000	
	MISCELLANEOUS REVENUE	108,320	42,961	5,000	5,000	5,000
	PRIOR YEAR SURPLUS			498,917	634,693	7,718
	OPERATING TRANSFERS	100,000	100,000	100,000	100,000	165,000
	CONTRIBUTIONS	1,000	50,000			
	Total	\$ 229,249	\$ 220,441	\$ 608,917	\$ 744,693	\$ 177,718
	Park Maint. & Capital Improvement					
	TAXES			5,088,192	5,088,192	5,255,739
	CHARGES FOR SERVICES			1,300	1,300	1,300
	MISCELLANEOUS REVENUE			8,000	8,000	8,000
	PRIOR YEAR SURPLUS					236,627
	Total	\$ -	\$ -	\$ 5,097,492	\$ 5,097,492	\$ 5,501,666
	Comm Develop Block Grant					
	INTERGOVERNMENTAL REVENUES	1,288,754	1,523,086	1,868,884	1,021,263	1,132,954
	Total	\$ 1,288,754	\$ 1,523,086	\$ 1,868,884	\$ 1,021,263	\$ 1,132,954
	Home Program					
	INTERGOVERNMENTAL REVENUES	1,320,423	1,081,677	2,631,678	845,858	927,104
	MISCELLANEOUS REVENUE					
	Total	\$ 1,320,423	\$ 1,081,677	\$ 2,631,678	\$ 845,858	\$ 927,104
	Major Grant Programs Fund					
	INTERGOVERNMENTAL REVENUES	543,814	367,972	210,000	200,000	200,000
	INVESTMENT INCOME		(6,865)			
	OPERATING TRANSFERS	31,779	26,800			
	CONTRIBUTIONS	3,002				
	INTRAGOVERNMENTAL SALES	86,271	76,573			
	Total	\$ 664,866	\$ 464,480	\$ 210,000	\$ 200,000	\$ 200,000
	Tree Removal & Disposal					
	INVESTMENT INCOME	26,109	5,539			
	OPERATING TRANSFERS	2,144,178	139,956	678,005	678,005	175,860
	Total	\$ 2,170,287	\$ 145,495	\$ 678,005	\$ 678,005	\$ 175,860
	Metro Expansion					
	LICENSES, PERMITS & REGISTRATION	500				
	INTERGOVERNMENTAL REVENUES	687,058	328,568	345,000	345,000	345,000
	INVESTMENT INCOME	8,685	18,961			
	Total	\$ 696,243	\$ 347,529	\$ 345,000	\$ 345,000	\$ 345,000
Component Unit	SmartZone LDFA					
	TAXES	313,790	525,114	770,000	770,000	950,492
	INVESTMENT INCOME	6,626	17,762			
	PRIOR YEAR SURPLUS			297,000	297,000	
	Total	\$ 320,416	\$ 542,876	\$ 1,067,000	\$ 1,067,000	\$ 950,492
	DDA/Housing Fund					
	INVESTMENT INCOME	(59)		36,000	36,000	40,431
	OPERATING TRANSFERS			200,000	200,000	200,000
	Total	\$ (59)	\$ -	\$ 236,000	\$ 236,000	\$ 240,431

Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Downtown Development Authority					
	TAXES			3,475,000	3,475,000	3,545,000
	INVESTMENT INCOME			210,000	210,000	210,000
	MISCELLANEOUS REVENUE	22,750		25,000	25,000	
	PRIOR YEAR SURPLUS					520,000
	Total	\$ 22,750	\$ -	\$ 3,710,000	\$ 3,710,000	\$ 4,275,000
	DDA Sidewalk & Streetscapes					
	INVESTMENT INCOME			15,000	15,000	
	OPERATING TRANSFERS			420,000	420,000	
	Total	\$ -	\$ -	\$ 435,000	\$ 435,000	\$ -
	DDA Parking Maintenance					
	INVESTMENT INCOME			60,000	60,000	64,450
	PRIOR YEAR SURPLUS			201,395	201,395	
	OPERATING TRANSFERS			2,093,605	2,093,605	2,093,605
	Total	\$ -	\$ -	\$ 2,355,000	\$ 2,355,000	\$ 2,158,055
	DDA Parking System					
	CHARGES FOR SERVICES			13,017,077	13,017,077	13,107,077
	INVESTMENT INCOME			210,000	210,000	132,698
	MISCELLANEOUS REVENUE	17,357		1,000	1,000	1,000
	PRIOR YEAR SURPLUS			1,184,385	1,184,385	2,450,840
	Total	\$ 17,357	\$ -	\$ 14,412,462	\$ 14,412,462	\$ 15,691,615
City Totals	Total City Revenues					
	TAXES	72,820,592	77,102,060	84,902,439	85,481,696	87,323,297
	LICENSES, PERMITS & REGISTRATION	4,671,653	4,931,869	4,961,993	5,081,893	5,154,870
	INTERGOVERNMENTAL REVENUES	23,691,481	23,874,094	23,878,304	21,064,846	21,184,811
	CHARGES FOR SERVICES	52,026,128	53,905,672	70,632,262	69,866,114	72,158,110
	FINES & FORFEITS	5,812,881	5,894,575	6,071,865	6,027,790	6,401,865
	INVESTMENT INCOME	50,722,002	85,196,242	33,549,953	34,103,377	35,796,865
	MISCELLANEOUS REVENUE	1,198,514	1,104,194	1,253,651	1,138,565	4,078,524
	PRIOR YEAR SURPLUS			13,082,657	14,390,222	55,077,888
	OPERATING TRANSFERS	50,138,195	53,978,242	57,403,991	51,828,428	65,804,390
	CONTRIBUTIONS	511,175	582,461	208,358	260,858	184,950
	SALE OF BONDS	20,108,066		1,652,000	1,652,000	42,501,193
	INTRA GOVERNMENTAL SALES	10,531,659	11,566,905	11,299,251	11,299,251	12,494,681
	Total	\$292,232,346	\$318,136,314	\$308,896,724	\$302,195,040	\$408,161,444

Changes in Key Assumptions

FY 2009

Revenue Growth

Taxes	2.0%
Licenses, permits & registrations	0.0%
State shared revenues	0.0%
Charges for services	2.0%

Expenditure Growth

Regular wages	TBD - Subject to collective bargaining
Active health insurance	7.2%
Pension contribution	2.0%
Retiree health insurance	10.4%

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Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

This category includes consumable items costing less than \$2,500 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 \$2,500 of a capital nature. Vehicles and heavy equipment are excellent examples of normal expenditures in this category.

VEHICLE OPERATING COSTS

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

COMMUNITY DEVELOPMENT RECIPIENTS

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

FY 2009 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
0010 GENERAL	89,214,660	343,502	2,082,710	3,021,786	8,025,413	4,143,302	8,399,705	41,124,220	4,507,684	17,566,338	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	679,885				679,885						
0006 PARKS REPAIR & RESTORATION MILLAGE	177,331				177,331						
0024 OPEN SPACE & PARKLAND PRESERVATION	2,238,746				2,238,746						
0070 AFFORDABLE HOUSING	151,646				151,646						
0038 ANN ARBOR ASSISTANCE	6,000				6,000						
0061 ALTERNATIVE TRANSPORTATION	367,119				14,621		352,498				
0025 BANDEMER PROPERTY	1,646				1,646						
0054 CEMETERY PERPETUAL CARE	3,000						3,000				
0078 COMMUNITY DEVELOPMENT BLOCK GRANT	1,132,954				1,132,954						
0016 COMMUNITY TELEVISION NETWORK	1,482,887			1,482,887							
0026 CONSTRUCTION CODE FUND	3,298,170				3,298,170						
0023 COURT FACILITIES	1,551,444								1,551,444		
0027 DRUG ENFORCEMENT	7,500							7,500			
0045 ECONOMIC DEVELOPMENT FUND	600,000					600,000					
0002 ENERGY PROJECTS	157,979						157,979				
0090 HOME PROGRAM	927,104				927,104						
0022 LOCAL STREET	1,899,114						1,899,114				
0021 MAJOR STREET	7,702,403						7,702,403				
0036 METRO EXPANSION	345,000						345,000				
0064 MICHIGAN JUSTICE TRAINING	24,800							24,800			
0079 TREE REMOVAL AND DISPOSAL	175,860						175,860				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,501,666				1,473,619		4,028,047				
0034 PARKS MEMORIALS & CONTRIBUTIONS	99,918				99,918						
0062 STREET REPAIR MILLAGE	10,389,616						10,389,616				
0055 ELIZABETH R DEAN TRUST	79,031						79,031				
0059 EMPLOYEES RETIREMENT SYSTEM	28,480,845										28,480,845
0052 VEBA TRUST	245,279										245,279
0035 GENERAL DEBT SERVICE	8,324,116									8,324,116	

FY 2009 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
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	157,805									157,805	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	4,207,349										4,207,349
0063 DDA PARKING SYSTEM	15,691,615										15,691,615
0001 DDA/HOUSING FUND	26,326										26,326
0033 DDA PARKING MAINTENANCE	1,931,527										1,931,527
0009 MI EDC SMART ZONE GRANT	934,620										934,620
0008 CIVIC CENTER	38,812,000						38,812,000				
0088 SEWER BOND PENDING	36,841,775						36,841,775				
0089 WATER BOND PENDING	8,847,418						8,847,418				
0091 SIDEWALK IMPROVEMENT	488,567						488,567				
0011 CENTRAL STORES	1,406,087						1,406,087				
0012 FLEET SERVICES	7,997,045						7,997,045				
0014 INFORMATION TECHNOLOGY	7,078,181					7,078,181					
00MG MAJOR GRANT PROGRAMS FUND	117,000								117,000		
0015 PARKS SERVICE HEADQUARTERS	43,508						43,508				
0056 ART IN PUBLIC PLACES	530,457						530,457				
0057 RISK FUND	29,075,723			21,717,595		7,200,731	157,397				
0058 WHEELER CENTER	450,000						450,000				
0049 PROJECT MANAGEMENT	3,311,766						3,311,766				
0048 AIRPORT	798,757						798,757				
0047 GOLF ENTERPRISE	1,711,480				1,711,480						
0046 MARKET	136,845				136,845						
0043 SEWAGE DISPOSAL SYSTEM	19,449,535						19,449,535				
0072 SOLID WASTE FUND	16,004,559						16,004,559				
0069 STORMWATER SEWER SYSTEM	9,172,652						9,172,652				
0042 WATER SUPPLY SYSTEM	20,783,740						20,783,740				
	\$391,272,056	\$343,502	\$2,082,710	\$26,222,268	\$20,075,378	\$19,022,214	\$198,627,516	\$41,156,520	\$6,176,128	\$26,048,259	\$51,517,561

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Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
General	General					
	PERSONNEL SERVICES	35,181,556	34,302,281	32,905,170	33,037,270	33,962,816
	PAYROLL FRINGES/INSURANCE	13,530,003	15,855,850	19,161,579	19,164,940	20,503,703
	OTHER SERVICES	8,633,304	9,581,850	10,043,742	10,140,949	9,880,767
	MATERIALS & SUPPLIES	1,197,195	1,218,349	1,148,297	1,156,334	1,196,138
	OTHER CHARGES	3,766,941	4,309,526	5,685,786	5,712,791	6,132,426
	PASS THROUGHs	10,347,551	11,945,582	10,259,397	11,948,221	15,692,898
	CAPITAL OUTLAY	158,004	195,985	701,629	701,629	116,362
	VEHICLE OPERATING COSTS	29,432	34,032	20,080	20,080	20,135
	COMMUNITY DEVELOPMENT RECIPIENTS	1,413,636	1,365,620	1,331,864	1,331,864	1,275,744
EMPLOYEE ALLOWANCES	441,578	452,940	416,172	416,172	433,671	
	Total	\$74,699,200	\$79,262,015	\$81,673,716	\$83,630,250	\$89,214,660
Debt Service	General Debt Service					
	OTHER SERVICES	1,850		2,000	2,000	2,000
	OTHER CHARGES	4,802,025	6,806,070	7,194,519	7,194,519	8,322,116
	Total	\$4,803,875	\$6,806,070	\$7,196,519	\$7,196,519	\$8,324,116
	Special Assessments					
OTHER CHARGES	438,478	412,418	163,647	163,647	157,805	
PASS THROUGHs	210,820					
Total	\$649,298	\$412,418	\$163,647	\$163,647	\$157,805	
Capital Projects	Sidewalk Improvement					
	PERSONNEL SERVICES			42,007	42,007	42,148
	PAYROLL FRINGES/INSURANCE			5,706	5,706	6,406
	OTHER SERVICES		332,078	440,000	440,000	415,013
	PASS THROUGHs					25,000
	Total		\$332,078	\$487,713	\$487,713	\$488,567
	Civic Center					
	OTHER CHARGES					38,812,000
	Total					\$38,812,000
	Enterprise	Water Supply System				
PERSONNEL SERVICES		4,230,156	3,951,438	4,025,581	4,025,581	4,153,353
PAYROLL FRINGES/INSURANCE		1,725,623	1,920,788	2,379,626	2,379,626	2,482,579
OTHER SERVICES		3,741,185	3,181,243	4,114,830	4,109,806	3,935,801
MATERIALS & SUPPLIES		1,684,212	2,054,950	2,114,124	2,117,067	2,153,422
OTHER CHARGES		5,427,421	5,607,199	6,474,723	6,474,723	6,805,558
PASS THROUGHs		3,820,651	820,349	448,220	448,220	599,015
CAPITAL OUTLAY		(437,745)	(421,801)	1,113,951	1,113,951	435,712
VEHICLE OPERATING COSTS		108,554	188,516	215,800	215,800	218,300
Total		\$20,300,057	\$17,302,682	\$20,886,855	\$20,884,774	\$20,783,740
Water Bond Pending Series						
OTHER CHARGES						8,847,418
Total						\$8,847,418

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Sewage Disposal System					
	PERSONNEL SERVICES	3,154,922	3,051,792	3,539,005	3,539,005	3,486,513
	PAYROLL FRINGES/INSURANCE	1,300,902	1,455,344	1,931,771	1,931,771	2,085,349
	OTHER SERVICES	2,448,058	2,854,389	3,855,524	3,851,864	3,775,013
	MATERIALS & SUPPLIES	675,216	761,880	819,313	822,120	866,240
	OTHER CHARGES	5,670,960	5,639,967	6,311,016	6,311,016	7,484,046
	PASS THROUGHGS	5,380,837	1,543,470	939,999	939,999	1,251,760
	CAPITAL OUTLAY	(23,043)	(97,357)	750,731	750,731	333,414
	VEHICLE OPERATING COSTS	107,972	81,497	163,700	163,700	167,200
	Total	\$18,715,824	\$15,290,982	\$18,311,059	\$18,310,206	\$19,449,535
	Sewer Bond Pending Series					
	OTHER CHARGES					36,841,775
	Total					\$36,841,775
	Parking System					
	OTHER SERVICES	4,780				
	OTHER CHARGES	1,636,350	1,620,477			
	Total	\$1,641,130	\$1,620,477			
	Market					
	PERSONNEL SERVICES	50,058	46,744	38,100	38,000	40,752
	PAYROLL FRINGES/INSURANCE	13,163	18,697	18,492	18,492	19,562
	OTHER SERVICES	20,431	16,534	25,662	25,610	27,099
	MATERIALS & SUPPLIES	3,383	4,814	7,498	7,550	7,550
	OTHER CHARGES	37,719	37,847	43,946	43,946	41,882
	Total	\$124,754	\$124,636	\$133,698	\$133,598	\$136,845
	Golf Enterprise					
	PERSONNEL SERVICES	450,483	400,146	523,692	462,602	540,472
	PAYROLL FRINGES/INSURANCE	111,276	129,209	158,043	154,307	166,457
	OTHER SERVICES	56,638	48,151	101,367	68,697	105,376
	MATERIALS & SUPPLIES	140,345	141,465	186,794	129,653	201,794
	OTHER CHARGES	287,205	276,814	300,698	298,698	657,526
	PASS THROUGHGS	124,920	123,020	27,780	127,425	
	VEHICLE OPERATING COSTS	39,188	45,741	39,855	42,000	39,855
	Total	\$1,210,055	\$1,164,546	\$1,338,229	\$1,283,382	\$1,711,480
	Airport					
	PERSONNEL SERVICES	281,049	250,200	188,046	188,046	197,367
	PAYROLL FRINGES/INSURANCE	141,538	147,977	146,438	146,438	156,575
	OTHER SERVICES	224,489	123,139	92,143	91,981	146,788
	MATERIALS & SUPPLIES	29,047	33,122	26,788	26,206	53,018
	OTHER CHARGES	208,195	250,479	1,808,141	1,808,141	154,015
	PASS THROUGHGS	9,218	8,786	8,859	8,859	9,144
	CAPITAL OUTLAY			60,000	60,000	60,000
	VEHICLE OPERATING COSTS	20,195	37,504	17,500	17,500	21,850
	Total	\$913,731	\$851,207	\$2,347,915	\$2,347,171	\$798,757

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Stormwater Sewer System					
	PERSONNEL SERVICES	644,012	923,174	770,976	770,976	881,810
	PAYROLL FRINGES/INSURANCE	200,705	245,108	302,407	302,407	383,776
	OTHER SERVICES	424,677	1,140,071	973,427	1,057,748	935,494
	MATERIALS & SUPPLIES	45,961	54,070	103,450	103,450	93,550
	OTHER CHARGES	337,592	424,204	756,166	756,845	4,208,591
	PASS THROUGHGS	524,478	826,718	499,268	414,268	545,590
	CAPITAL OUTLAY	(107,624)	(186,310)	1,800,742	1,688,288	2,094,105
	VEHICLE OPERATING COSTS	10,915	22,176	29,736	29,736	29,736
	Total	\$2,080,716	\$3,449,211	\$5,236,172	\$5,123,718	\$9,172,652
	Solid Waste Fund					
	PERSONNEL SERVICES	2,042,805	2,109,767	2,046,330	2,046,330	2,014,467
	PAYROLL FRINGES/INSURANCE	911,258	999,914	1,183,562	1,183,562	1,178,858
	OTHER SERVICES	4,824,719	5,145,823	5,800,158	5,824,935	6,287,142
	MATERIALS & SUPPLIES	86,464	126,681	261,130	263,160	264,360
	OTHER CHARGES	2,031,626	1,867,255	2,560,152	2,533,345	4,766,083
	PASS THROUGHGS	669,981	1,091,647	1,567,426	1,340,722	1,024,513
	CAPITAL OUTLAY	(26,358)	(9,748)	150,000	150,000	138,000
	VEHICLE OPERATING COSTS	162,081	242,599	324,327	324,327	331,136
	Total	\$10,702,576	\$11,573,938	\$13,893,085	\$13,666,381	\$16,004,559
Internal Service	Central Stores					
	PERSONNEL SERVICES	135,932	204,511	221,947	221,947	229,180
	PAYROLL FRINGES/INSURANCE	75,878	100,343	155,720	155,720	149,449
	OTHER SERVICES	112,597	117,439	139,038	138,859	130,478
	MATERIALS & SUPPLIES	621,166	505,834	861,522	812,950	819,962
	OTHER CHARGES	51,890	42,701	38,707	38,707	35,896
	PASS THROUGHGS	5,835	6,127	46,920	46,920	41,122
	Total	\$1,003,298	\$976,955	\$1,463,854	\$1,415,103	\$1,406,087
	Fleet Services					
	PERSONNEL SERVICES	1,002,687	991,538	970,329	996,479	1,054,263
	PAYROLL FRINGES/INSURANCE	398,582	437,496	536,438	536,438	600,110
	OTHER SERVICES	88,095	88,051	42,244	46,020	53,937
	MATERIALS & SUPPLIES	20,329	25,588	14,651	20,535	42,860
	OTHER CHARGES	1,157,014	1,128,284	422,537	230,005	395,043
	PASS THROUGHGS	1,738,106	651,048	668,522	852,898	672,314
	CAPITAL OUTLAY	3,092	(37,594)	2,563,949	1,290,188	3,233,563
	VEHICLE OPERATING COSTS	1,388,628	1,488,737	1,580,088	1,848,983	1,944,955
	Total	\$5,796,533	\$4,773,148	\$6,798,758	\$5,821,546	\$7,997,045
	Information Technology					
	PERSONNEL SERVICES	1,096,433	1,491,050	1,677,031	1,677,031	1,736,388
	PAYROLL FRINGES/INSURANCE	388,208	558,964	772,056	772,056	861,632
	OTHER SERVICES	861,709	1,679,464	1,960,767	1,995,478	1,562,545
	MATERIALS & SUPPLIES	19,659	18,566	13,862	15,000	20,000
	OTHER CHARGES	561,804	1,056,562	1,496,790	1,805,790	2,116,344
	PASS THROUGHGS			8,316	8,316	8,316
	CAPITAL OUTLAY	171,603	140,806	1,094,851	750,002	772,956
	Total	\$3,099,416	\$4,945,412	\$7,023,673	\$7,023,673	\$7,078,181

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Park Service Headquarters					
	PERSONNEL SERVICES	31,751	14,067			
	PAYROLL FRINGES/INSURANCE	10,480	8,110			
	OTHER SERVICES	67,833	55,863	35,500	35,500	36,760
	MATERIALS & SUPPLIES	8,521	7,867	500	500	500
	OTHER CHARGES	13,031	14,494	10,543	10,543	6,248
	Total	\$131,616	\$100,401	\$46,543	\$46,543	\$43,508
	Project Management					
	PERSONNEL SERVICES	1,009,988	1,090,992	1,804,200	1,804,200	1,885,294
	PAYROLL FRINGES/INSURANCE	328,968	470,892	801,959	801,959	884,018
	OTHER SERVICES	85,824	37,877	172,666	170,948	173,149
	MATERIALS & SUPPLIES	8,763	14,280	9,432	11,150	10,911
	OTHER CHARGES	532,314	611,283	295,938	295,938	300,461
	PASS THROUGHES	48,042	50,444	51,286	51,286	52,933
	CAPITAL OUTLAY	5,631	803	5,000	5,000	5,000
	VEHICLE OPERATING COSTS	1,738	4,186			
	Total	\$2,021,268	\$2,280,757	\$3,140,481	\$3,140,481	\$3,311,766
	Risk Management					
	PERSONNEL SERVICES	135,267	263,049	257,930	257,930	279,848
	PAYROLL FRINGES/INSURANCE	57,968	107,022	136,509	136,509	166,324
	OTHER SERVICES	1,184,190	384,911	752,734	752,551	723,794
	MATERIALS & SUPPLIES	3,822	16,654	33,067	33,250	33,117
	OTHER CHARGES	14,109,413	18,191,213	19,316,237	19,316,237	19,968,362
	PASS THROUGHES	664,178		2,573,222	2,573,222	7,904,278
	Total	\$16,154,838	\$18,962,849	\$23,069,699	\$23,069,699	\$29,075,723
	Wheeler Center					
	PERSONNEL SERVICES			80,000		80,000
	OTHER SERVICES			295,000		295,000
	MATERIALS & SUPPLIES			75,000		75,000
	Total			\$450,000		\$450,000
Fiduciary Trust	Elizabeth R Dean Trust					
	PERSONNEL SERVICES	12,989	25,517	50,882	50,882	42,722
	PAYROLL FRINGES/INSURANCE	8,201	9,811	6,665	6,665	8,253
	OTHER SERVICES	8,719	14,459	12,898	12,885	10,895
	MATERIALS & SUPPLIES	11,149	27,816	14,555	14,568	15,308
	OTHER CHARGES	7,130	1,993	44	44	46
	PASS THROUGHES			1,755	1,755	1,807
	Total	\$48,188	\$79,596	\$86,799	\$86,799	\$79,031
	VEBA Trust					
	OTHER SERVICES	187,938	227,775	227,575	227,575	244,950
	MATERIALS & SUPPLIES			250	250	250
	OTHER CHARGES	72	84	75	75	79
	Total	\$188,010	\$227,859	\$227,900	\$227,900	\$245,279

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
Pension Trust	Employees Retirement System					
	PERSONNEL SERVICES	251,506	265,474	257,529	257,529	265,922
	PAYROLL FRINGES/INSURANCE	22,632,734	24,593,525	24,116,261	24,116,261	25,325,748
	OTHER SERVICES	1,888,430	1,968,970	1,719,638	1,719,450	1,812,438
	MATERIALS & SUPPLIES	2,713	2,952	5,812	6,000	5,872
	OTHER CHARGES	671,589	1,090,875	1,079,029	1,079,029	1,068,865
	PASS THROUGHGS	6,997,668				
	CAPITAL OUTLAY	2,207	939	2,000	2,000	2,000
	Total	\$32,446,847	\$27,922,735	\$27,180,269	\$27,180,269	\$28,480,845
Special Revenue	Energy Projects					
	PERSONNEL SERVICES	14,240	18,428	14,477	14,477	14,477
	PAYROLL FRINGES/INSURANCE	1,131	1,487			
	OTHER SERVICES	605	950	1,030	1,000	1,000
	MATERIALS & SUPPLIES			459,970		
	OTHER CHARGES	950	132	2,441	2,441	2,502
	PASS THROUGHGS		10,000			
	CAPITAL OUTLAY	100,999	4,051	307,219	307,219	140,000
	Total	\$117,925	\$35,048	\$785,137	\$325,137	\$157,979
	Parks Maintenance & Repair Millage					
	OTHER SERVICES					
	PASS THROUGHGS		68,000			
	Total		\$68,000			
	Parks Repair And Restoration Millage					
	PERSONNEL SERVICES	754,587	685,679			
	PAYROLL FRINGES/INSURANCE	182,399	232,187			
	OTHER SERVICES	438,525	506,697	722,772	722,772	
	MATERIALS & SUPPLIES	170,124	179,657			
	OTHER CHARGES	38,545	119,554	34,000	34,000	177,331
	PASS THROUGHGS	500,000	46,586			
	CAPITAL OUTLAY		4,345			
	VEHICLE OPERATING COSTS	14,514				
	Total	\$2,098,694	\$1,774,705	\$756,772	\$756,772	\$177,331
	Local Law Enforcement Block Grant					
	OTHER SERVICES	2,645	895			
	CAPITAL OUTLAY	37,562	22,314			
	Total	\$40,207	\$23,209			
	Community Television Network					
	PERSONNEL SERVICES	529,653	582,354	622,384	622,384	623,485
	PAYROLL FRINGES/INSURANCE	183,344	232,511	274,372	274,372	298,791
	OTHER SERVICES	167,366	141,590	233,060	232,485	210,990
	MATERIALS & SUPPLIES	18,820	13,220	32,125	32,700	17,700
	OTHER CHARGES	118,294	194,375	187,424	187,424	176,921
	PASS THROUGHGS	40,000	10,000			
	CAPITAL OUTLAY	148,868	51,873	175,000	175,000	155,000
	Total	\$1,206,345	\$1,225,923	\$1,524,365	\$1,524,365	\$1,482,887

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Homeland Security Grant Fund					
	PERSONNEL SERVICES	74,552	79,595			
	PAYROLL FRINGES/INSURANCE	3,018	2,179			
	OTHER SERVICES	169,131	15,486			
	MATERIALS & SUPPLIES	36	9,843			
	OTHER CHARGES	100,000	63,945			
	CAPITAL OUTLAY	312,837	96,201			
	Total	659,574	267,249			
	Parks Rehab & Development Millage					
	PERSONNEL SERVICES	118,836	92,425	500	500	
	PAYROLL FRINGES/INSURANCE	46,278	46,985			
	OTHER SERVICES	55,447	59,622	2,700	2,700	
	MATERIALS & SUPPLIES	3,633	1,621			
	OTHER CHARGES	66,937	95,087	604,951	644,951	504,025
	PASS THROUGHGS			678,005	678,005	175,860
	CAPITAL OUTLAY	608,631	935,918	690,835	650,835	
	Total	\$899,762	\$1,231,658	\$1,976,991	\$1,976,991	\$679,885
	Major Street					
	PERSONNEL SERVICES	1,729,099	1,622,173	1,698,372	1,662,822	1,761,432
	PAYROLL FRINGES/INSURANCE	887,658	970,118	1,030,104	1,030,654	1,116,450
	OTHER SERVICES	1,259,964	2,051,166	1,903,030	1,856,270	2,292,225
	MATERIALS & SUPPLIES	757,077	419,976	651,313	649,811	592,768
	OTHER CHARGES	536,682	1,013,202	1,168,792	1,153,444	805,197
	PASS THROUGHGS	1,505,225	1,759,864	1,167,853	1,131,453	1,119,331
	CAPITAL OUTLAY	16,549	19,079	32,500	32,500	15,000
	VEHICLE OPERATING COSTS		13,371			
	Total	\$6,692,254	\$7,868,949	\$7,651,964	\$7,516,954	\$7,702,403
	Local Street					
	PERSONNEL SERVICES	435,776	364,093	507,289	507,289	533,556
	PAYROLL FRINGES/INSURANCE	134,299	139,743	199,189	199,189	223,564
	OTHER SERVICES	512,482	433,899	493,680	493,139	499,057
	MATERIALS & SUPPLIES	162,749	111,633	200,339	200,880	216,380
	OTHER CHARGES	57,840	56,220	247,218	247,218	237,843
	PASS THROUGHGS	129,592	195,351	187,693	187,693	188,714
	CAPITAL OUTLAY	6,374				
	Total	\$1,439,112	\$1,300,939	\$1,835,408	\$1,835,408	\$1,899,114
	Court Facilities					
	OTHER SERVICES	75,630	1,100	41,400	3,000	15,000
	OTHER CHARGES	160,000		123,642	73,642	208,444
	PASS THROUGHGS					1,325,000
	CAPITAL OUTLAY	63,060		39,000	17,400	3,000
	Total	\$298,690	\$1,100	\$204,042	\$94,042	\$1,551,444
	Open Space & Parkland Preservation					
	PERSONNEL SERVICES	11,305	16,877	15,516	15,516	16,236
	PAYROLL FRINGES/INSURANCE	3,569	5,837	7,296	7,296	8,008
	OTHER SERVICES	276,117	196,319	288,000	288,000	288,388
	MATERIALS & SUPPLIES	84		500	500	500
	OTHER CHARGES	15,538	7,294	40,218	15,218	23,861
	PASS THROUGHGS	620,468	1,158,125	1,162,525	1,162,525	1,178,825
	CAPITAL OUTLAY	4,702,362	3,806,812	6,670,284	722,909	722,928
	Total	\$5,629,443	\$5,191,264	\$8,184,339	\$2,211,964	\$2,238,746

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Bandemer Property					
	PERSONNEL SERVICES			2,000	2,000	
	OTHER SERVICES	260	12	3,460	2,460	471
	MATERIALS & SUPPLIES			500	500	500
	OTHER CHARGES	2,563	840	659	659	675
	CAPITAL OUTLAY			270,000	270,000	
	Total	\$2,823	\$852	\$276,619	\$275,619	\$1,646
	Construction Code Fund					
	PERSONNEL SERVICES	1,127,630	1,069,816	1,193,897	1,193,897	1,307,787
	PAYROLL FRINGES/INSURANCE	449,156	480,567	800,452	800,452	860,633
	OTHER SERVICES	163,742	203,140	109,310	109,310	151,142
	MATERIALS & SUPPLIES	11,159	12,626	6,500	6,500	4,500
	OTHER CHARGES	448,245	435,590	1,003,401	1,003,401	934,108
	PASS THROUGHGS	17,097	17,769	30,000	30,000	40,000
	Total	\$2,217,029	\$2,219,508	\$3,143,560	\$3,143,560	\$3,298,170
	Drug Enforcement					
	OTHER SERVICES	5,869	120	7,500	7,500	7,500
	MATERIALS & SUPPLIES	2,837	1,967			
	CAPITAL OUTLAY	385				
	Total	\$9,091	\$2,087	\$7,500	\$7,500	\$7,500
	Federal Equitable Sharing For					
	MATERIALS & SUPPLIES	5,775				
	CAPITAL OUTLAY	116,452	3,467			
	Total	\$122,227	\$3,467			
	Open Space & Parkland Preservation					
	OTHER SERVICES	87,865				
	OTHER CHARGES	11,964	12,351			
	PASS THROUGHGS	2,791,935	5,006,924	25,000		
	Total	\$2,891,764	\$5,019,275	\$25,000		
	Parks Memorials & Contributions					
	PERSONNEL SERVICES			5,643	5,643	7,179
	PAYROLL FRINGES/INSURANCE			2,240	2,240	3,174
	OTHER SERVICES	5,606	4,600	5,000	5,000	5,065
	MATERIALS & SUPPLIES	32	2,957	25,000	25,000	27,000
	OTHER CHARGES			12,064	64	
	PASS THROUGHGS			71,500	71,500	45,500
	CAPITAL OUTLAY			10,000	10,000	12,000
	Total	\$5,638	\$7,557	\$131,447	\$119,447	\$99,918
	Metro Expansion					
	PERSONNEL SERVICES	59,960	90,018	91,019	91,019	92,018
	PAYROLL FRINGES/INSURANCE	10,005	13,907	5,641	5,641	6,329
	OTHER SERVICES	74,252	41,436	89,296	89,283	85,382
	MATERIALS & SUPPLIES	2,452	34,647	25,487	25,500	25,500
	OTHER CHARGES			133,557	133,557	135,771
	PASS THROUGHGS		39,956			
	Total	\$146,669	\$219,964	\$345,000	\$345,000	\$345,000

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Ann Arbor Assistance					
	COMMUNITY DEVELOPMENT RECIPIENTS			20,203	20,203	6,000
	Total			<u>\$20,203</u>	<u>\$20,203</u>	<u>\$6,000</u>
	Economic Development					
	OTHER SERVICES			600,000	600,000	600,000
	Total			<u>\$600,000</u>	<u>\$600,000</u>	<u>\$600,000</u>
	Police & Fire Relief					
	PAYROLL FRINGES/INSURANCE		50,000			
	OTHER SERVICES	7,062				
	Total	<u>\$7,062</u>	<u>\$50,000</u>			
	Cemetery Perpetual Care					
	OTHER SERVICES			3,000	3,000	3,000
	Total			<u>\$3,000</u>	<u>\$3,000</u>	<u>\$3,000</u>
	Art in Public Places					
	OTHER CHARGES					530,457
	Total					<u>\$530,457</u>
	Street Repair Millage					
	PERSONNEL SERVICES	625,952	518,858	569,575	643,175	
	PAYROLL FRINGES/INSURANCE	159,960	120,907	26,154	26,154	
	OTHER SERVICES	574,983	1,302,693	1,589,171	302,454	
	MATERIALS & SUPPLIES	73,853	63,781	10,357	11,102	
	OTHER CHARGES	1,283,336	1,242,207	4,040,501	1,243,273	10,220,369
	PASS THROUGHGS	517,291	649,708	66,647	66,647	169,247
	CAPITAL OUTLAY	5,106,323	4,605,197	5,313,452	8,263,452	
	VEHICLE OPERATING COSTS	2,699				
	Total	<u>\$8,344,397</u>	<u>\$8,503,351</u>	<u>\$11,615,857</u>	<u>\$10,556,257</u>	<u>\$10,389,616</u>
	Alternative Transportation					
	PERSONNEL SERVICES	20,531	94,351	62,721	62,721	66,774
	PAYROLL FRINGES/INSURANCE	5,329	26,034	24,543	24,543	27,828
	OTHER SERVICES	16,417	47,909	38		116
	MATERIALS & SUPPLIES	29	516			
	OTHER CHARGES	12,264	189,712	255,559	269,972	262,519
	PASS THROUGHGS		14,375	14,375		9,882
	CAPITAL OUTLAY	28,978				
	Total	<u>\$83,548</u>	<u>\$372,897</u>	<u>\$357,236</u>	<u>\$357,236</u>	<u>\$367,119</u>
	Michigan Justice Training					
	OTHER SERVICES	17,057	34,689	24,800	24,800	24,800
	MATERIALS & SUPPLIES		349			
	Total	<u>\$17,057</u>	<u>\$35,038</u>	<u>\$24,800</u>	<u>\$24,800</u>	<u>\$24,800</u>

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Affordable Housing					
	PERSONNEL SERVICES	345	2,639	12,258	12,258	13,026
	PAYROLL FRINGES/INSURANCE	103	800	5,580	5,580	6,291
	OTHER SERVICES	2,500	67,718			25,305
	MATERIALS & SUPPLIES		520			
	OTHER CHARGES			304	304	65,000
	PASS THROUGHS	68,075	68,075	68,261	68,261	42,024
	COMMUNITY DEVELOPMENT RECIPIENTS	76,130	109,526	514,795	634,693	
	Total	\$147,153	\$249,278	\$601,198	\$721,096	\$151,646
	Parks Maint. & Capital Improvement					
	PERSONNEL SERVICES			1,596,543	1,601,003	1,674,888
	PAYROLL FRINGES/INSURANCE			617,607	615,407	712,514
	OTHER SERVICES			1,236,414	1,188,313	1,198,094
	MATERIALS & SUPPLIES			461,506	463,589	440,122
	OTHER CHARGES			431,405	968,652	1,466,463
	PASS THROUGHS					6,627
	CAPITAL OUTLAY			252,626	23,904	2,958
	Total			\$4,596,101	\$4,860,868	\$5,501,666
	Comm Develop Block Grant					
	PERSONNEL SERVICES	209,253	181,362	196,602	79,998	161,135
	PAYROLL FRINGES/INSURANCE	57,240	59,548	83,249	83,249	66,277
	OTHER SERVICES	123,667	130,614	130,912	105,350	183,950
	MATERIALS & SUPPLIES	5,028	4,336	6,011	6,011	2,593
	OTHER CHARGES	1,028	4,972	128,678	3,678	75,135
	CAPITAL OUTLAY			5,000	5,000	4,500
	VEHICLE OPERATING COSTS	532	486	1,000	1,000	1,000
	COMMUNITY DEVELOPMENT RECIPIENTS	892,007	1,141,768	1,317,431	736,977	638,364
	Total	\$1,288,755	\$1,523,086	\$1,868,883	\$1,021,263	\$1,132,954
	Tree Removal and Disposal					
	PERSONNEL SERVICES	455,412	154,150			
	PAYROLL FRINGES/INSURANCE	111,424	51,695			
	OTHER SERVICES	1,106,422	347,897	678,005	678,005	
	MATERIALS & SUPPLIES	48,408	9,632			37,000
	OTHER CHARGES					138,860
	VEHICLE OPERATING COSTS	3,767				
	Total	\$1,725,433	\$563,374	\$678,005	\$678,005	\$175,860
	Home Program					
	PERSONNEL SERVICES	76,955	97,738	60,339	57,717	57,030
	PAYROLL FRINGES/INSURANCE	23,855	28,199	27,592	27,592	27,074
	OTHER SERVICES	1,517	686	1,752	1,752	7,077
	MATERIALS & SUPPLIES	755	894	575	575	529
	OTHER CHARGES		1,656	11,347	11,347	10,000
	COMMUNITY DEVELOPMENT RECIPIENTS	1,217,343	952,504	253,007	746,875	825,394
	Total	\$1,320,425	\$1,081,677	\$2,631,678	\$845,858	\$927,104

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
	Major Grant Programs Fund					
	PERSONNEL SERVICES	146,894	67,793		74,000	76,000
	PAYROLL FRINGES/INSURANCE	18,302	13,812			
	OTHER SERVICES	75,364	272,383	105,200	40,000	41,000
	MATERIALS & SUPPLIES	5,712	804	3,000		
	OTHER CHARGES	131,448	32,552	101,800		
	CAPITAL OUTLAY	287,146	84,000			
	Total	\$664,866	\$471,344	\$210,000	\$114,000	\$117,000
Component Unit	SmartZone LDFA					
	OTHER SERVICES	254,000	353,936	1,067,000	1,067,000	934,620
	OTHER CHARGES		4,611			
	Total	\$254,000	\$358,547	\$1,067,000	\$1,067,000	\$934,620
	DDA/Housing Fund					
	OTHER SERVICES			2,500	2,500	2,500
	OTHER CHARGES			2,500	2,500	3,000
	PASS THROUGHs			68,076	68,076	20,826
	Total			\$73,076	\$73,076	\$26,326
	Downtown Development Authority					
	PERSONNEL SERVICES	(3,889)		104,657	104,657	80,109
	PAYROLL FRINGES/INSURANCE	849		48,295	48,295	89,209
	OTHER SERVICES			418,959	418,809	528,874
	MATERIALS & SUPPLIES			5,450	5,600	9,100
	OTHER CHARGES	(1,166)		90,000	90,000	75,000
	PASS THROUGHs			2,483,519	2,483,519	2,578,057
	CAPITAL OUTLAY			515,000	515,000	847,000
	Total	(\$4,206)		\$3,665,880	\$3,665,880	\$4,207,349
	DDA-Sidewalks & Streetscapes					
	OTHER SERVICES			200,000	200,000	
	CAPITAL OUTLAY			235,000	235,000	
	Total			\$435,000	\$435,000	
	DDA Parking Maintenance					
	OTHER SERVICES			455,000	455,000	630,000
	CAPITAL OUTLAY			1,900,000	1,900,000	1,301,527
	Total			\$2,355,000	\$2,355,000	\$1,931,527
	DDA Parking System					
	PERSONNEL SERVICES			138,166	138,166	177,326
	PAYROLL FRINGES/INSURANCE	6,588		44,740	44,740	14,817
	OTHER SERVICES			8,319,873	8,319,873	9,751,109
	MATERIALS & SUPPLIES			5,600	5,600	5,825
	OTHER CHARGES	(7,095)		115,000	115,000	130,000
	PASS THROUGHs			5,774,083	5,774,083	5,595,538
	CAPITAL OUTLAY			15,000	15,000	17,000
	Total	(\$507)		\$14,412,462	\$14,412,462	\$15,691,615

Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2006	Actual FY 2007	Budget FY 2008	Forecasted FY 2008	Request FY 2009
City Totals	PERSONNEL SERVICES	56,098,685	55,120,089	56,290,713	56,305,057	57,555,773
	PAYROLL FRINGES/INSURANCE	44,119,994	49,535,566	55,010,286	55,008,261	58,439,758
	OTHER SERVICES	30,339,961	33,213,644	49,539,775	47,932,631	48,083,541
	MATERIALS & SUPPLIES	5,826,508	5,883,867	7,590,278	6,973,611	7,239,869
	OTHER CHARGES	44,726,142	52,864,045	62,694,155	60,274,784	163,263,629
	PASS THROUGHGS	36,731,968	26,111,924	28,898,507	30,483,873	40,324,121
	CAPITAL OUTLAY	11,282,293	9,218,980	24,673,769	19,655,008	10,412,025
	VEHICLE OPERATING COSTS	1,890,215	2,158,845	2,392,086	2,663,126	2,774,167
	COMMUNITY DEVELOPMENT RECIPIENTS	3,599,116	3,569,418	5,714,366	3,470,612	2,745,502
	EMPLOYEE ALLOWANCES	441,578	452,940	416,172	416,172	433,671
Total		<u>\$235,056,460</u>	<u>\$238,129,318</u>	<u>\$293,220,107</u>	<u>\$283,183,135</u>	<u>\$391,272,056</u>

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FTE Count by Service Area/Unit

	Planned						Projected
	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2009
MAYOR & CITY COUNCIL	1.00	1.00	1.00	0.75	0.75	0.75	0.75
Total Mayor & City Council	1.00	1.00	1.00	0.75	0.75	0.75	0.75
CITY ATTORNEY	12.50	14.00	13.50	14.00	14.00	14.00	14.00
Total City Attorney	12.50	14.00	13.50	14.00	14.00	14.00	14.00
CITY ADMINISTRATOR	4.80	3.80	3.00	3.00	2.50	2.50	2.50
ENVIRONMENTAL COORDINATION	3.00	2.00	0.00	0.00	0.00	0.00	0.00
HUMAN RESOURCES	11.80	12.00	12.50	12.50	12.50	12.50	12.50
CLERK SERVICES				4.76	4.88	5.13	5.13
COMMUNICATIONS OFFICE				12.23	11.50	11.50	11.50
Total City Administrator Service Area	19.60	17.80	15.50	32.49	31.38	31.63	31.63
CITY CLERK	4.88	5.12	4.66				
COMMUNITY SERVICES ADMINISTRATION	-	17.45	0.00				
COMMUNICATIONS OFFICE	12.00	12.00	11.73				
PLANNING & DEVELOPMENT	29.00	22.00	32.58	33.27	34.58	34.58	34.58
OFFICE OF COMMUNITY DEVELOPMENT	9.00	8.13	7.13	7.63	7.89	7.89	5.89
MASTER PLANNING	9.75	2.21	0.00	0.00	0.00	0.00	0.00
PARKS & RECREATION	22.99	18.02	23.79	23.23	21.28	20.78	21.78
Total Community Services Area	87.62	84.93	79.89	64.13	63.75	63.25	62.25
ACCOUNTING	11.50	10.00	7.25	7.50	8.10	8.10	8.10
ASSESSOR	8.00	8.00	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.00	4.00	4.00	5.00	4.50	4.50	4.50
INFORMATION TECHNOLOGY	17.00	16.75	20.00	22.50	22.75	22.75	22.75
RISK MANAGEMENT	3.00	1.00	1.00	0.00	0.65	0.65	0.65
PROCUREMENT			1.00	1.00	1.15	1.15	1.15
TREASURY	11.00	9.00	6.00	6.00	5.35	5.35	5.35
Total Financial Services Area	53.50	48.75	47.25	50.00	50.50	50.50	50.50
CAPITAL PROJECTS	-	16.75	17.65	16.35	13.46	13.26	13.26
CUSTOMER SERVICE CENTER	14.00	15.70	17.40	13.70	13.75	13.75	13.75
FIELD OPERATIONS	154.66	145.55	124.73	122.34	123.01	123.01	132.30
FLEET & FACILITY	23.00	21.00	36.26	33.61	35.94	35.94	26.15
PROJECT MANAGEMENT	34.00	18.89	17.78	16.21	17.69	17.69	17.69
PUBLIC SERVICES ADMINISTRATION	13.35	14.27	12.19	18.21	12.00	12.00	12.00
SYSTEMS PLANNING	-	6.21	17.40	15.85	12.70	12.90	13.40
WASTEWATER TREATMENT	36.00	35.06	32.15	33.75	35.48	35.48	35.48
WATER TREATMENT	28.00	24.34	21.56	23.63	26.22	26.22	26.22
Total Public Services Area	303.01	297.77	297.12	293.65	290.25	290.25	290.25
FIRE	100.08	102.00	94.00	94.00	94.00	94.00	94.00
POLICE	236.33	224.84	226.42	226.00	210.17	209.00	209.00
Total Safety Services Area	336.41	326.84	320.42	320.00	304.17	303.00	303.00
FIFTEENTH DISTRICT COURT	41.00	41.00	41.00	41.00	41.00	41.00	41.00
Total Fifteenth District Court	41.00	41.00	41.00	41.00	41.00	41.00	41.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	3.20	3.20	3.00	3.00	3.00	3.00	3.00
Total Downtown Development Authority	3.20	3.20	3.00	3.00	3.00	3.00	3.00
Grand total of City FTEs	861.59	839.04	822.43	822.77	802.55	801.13	800.13

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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 & CITY COUNCIL

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	221,304	223,977	222,348	222,348	230,136
PAYROLL FRINGES/INSURANCE	26,301	28,229	33,140	33,140	30,512
OTHER SERVICES	6,418	6,424	13,288	12,700	13,288
MATERIALS & SUPPLIES	2,183	1,150	962	1,550	962
OTHER CHARGES	20,408	5,496	69,026	69,026	68,604
Total	\$276,614	\$265,276	\$338,764	\$338,764	\$343,502

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	276,614	265,276	338,764	338,764	343,502
Total	\$276,614	\$265,276	\$338,764	\$338,764	\$343,502

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
MAYOR & CITY COUNCIL	1.00	0.75	0.75	0.75
Total	1.00	0.75	0.75	0.75

MAYOR AND CITY COUNCIL

EXPENSES

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Mayor and City Council would be charged \$101,063 in FY 09.

MAYOR & CITY COUNCIL

Allocated Positions

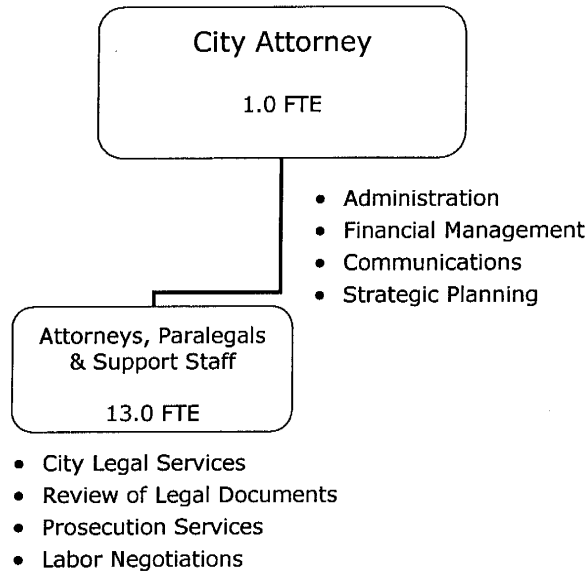
		FY2009
Job Description	Job Class	FTE's
Executive Asst To Mayor	401490	0.75
Total		0.75



CITY ATTORNEY

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

City Attorney's Area Organization Chart



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

CITY ATTORNEY

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
MISCELLANEOUS REVENUE	-	149,326	295,875	120,000	170,000
OPERATING TRANSFERS	118,000	118,000	118,000	118,000	118,000
Total	\$118,000	\$267,326	\$413,875	\$238,000	\$288,000

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	118,000	267,326	413,875	238,000	288,000
Total	\$118,000	\$267,326	\$413,875	\$238,000	\$288,000

CITY ATTORNEY

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,008,444	1,047,650	1,066,800	1,066,800	1,137,024
PAYROLL FRINGES/INSURANCE	315,155	377,808	497,677	497,677	547,906
OTHER SERVICES	149,275	254,958	287,537	110,000	186,963
MATERIALS & SUPPLIES	49,083	54,703	53,338	55,000	56,238
OTHER CHARGES	117,822	135,772	169,047	169,047	141,580
CAPITAL OUTLAY	9,041	14,742	8,000	8,000	13,000
Total	\$1,648,820	\$1,885,633	\$2,082,399	\$1,906,524	\$2,082,710

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	1,648,820	1,885,633	2,082,399	1,906,524	2,082,710
Total	\$1,648,820	\$1,885,633	\$2,082,399	\$1,906,524	\$2,082,710

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
CITY ATTORNEY	13.50	14.00	14.00	14.00
Total	13.50	14.00	14.00	14.00

CITY ATTORNEY

EXPENSES

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Attorney would be charged \$132,822 in FY 09.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

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

Service Unit Goals	City Goals:
A. Assist Financial Services Area in analyzing and reorganizing the collection process for increased efficiency and improved collections.	1
B. Complete trial run of new contract management software and help implement system City-wide if proven effective. If not effective, obtain alternate system.	2
C. Continue to protect City from liability and risk through proactive attorney services, legal advice and defense of lawsuits.	3
D. Continue efforts to electronically store documents and other information in CityLaw and to use CityLaw as a tool for recording assignment status.	5
E. Continue to work to receive reimbursement for legal and other costs incurred buy the City in connection with new developments.	1

Service Unit Measures/Scoreboards	Status

See Budget Summaries Section, Page 55 for list of City Goals

CITY ATTORNEY

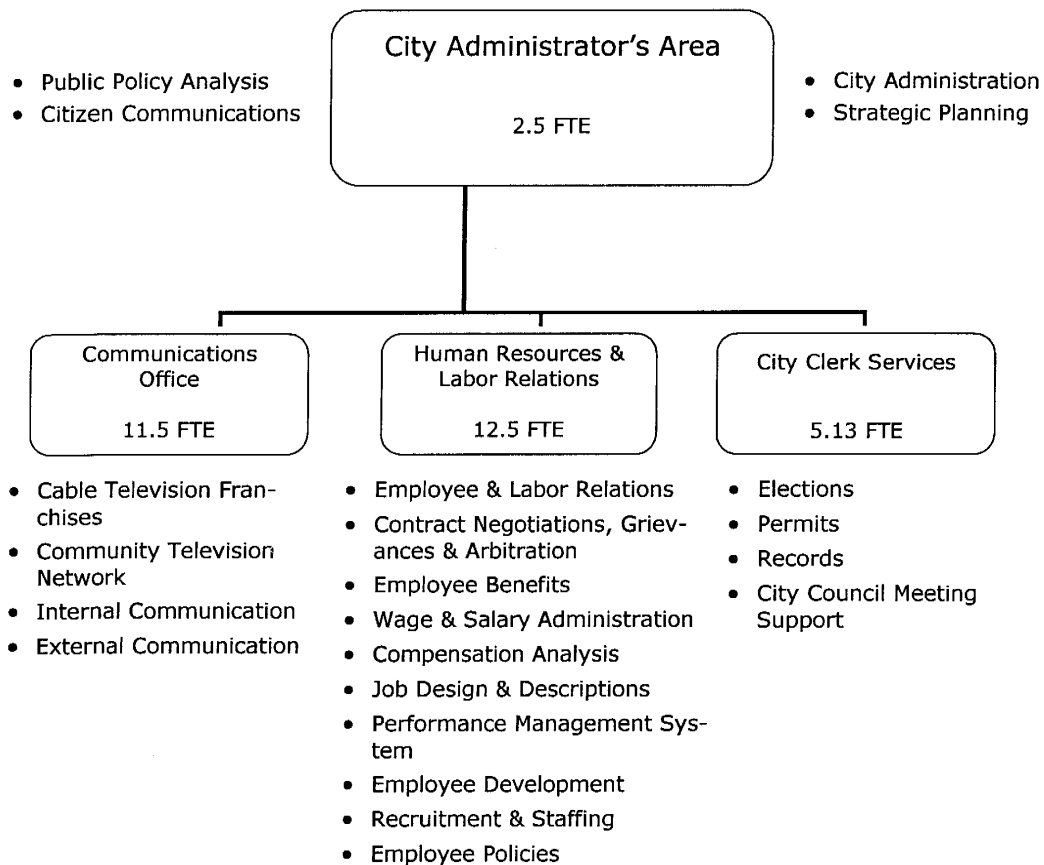
Allocated Positions		FY2009
Job Description	Job Class	FTE's
Chief Asst City Attorney	403750	1.00
City Attorney	403280	1.00
Legal Assistant Paralegal	000920	4.00
Legal Support Specialist	000210	1.00
Office Manager Legal Dept	402010	1.00
Senior Asst City Attorney	403300	6.00
Total		14.00

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CITY ADMINISTRATOR SERVICE AREA

City Administrator's Area Organization Chart



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

CITY ADMINISTRATOR SERVICE AREA

Revenues By Service Unit

Service Unit	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
COMMUNICATIONS OFFICE	1,451,938	1,592,386	1,524,365	1,563,435	1,482,887
CITY CLERK SERVICES	124,288	208,437	162,232	234,132	165,682
CITY ADMINISTRATOR	3,768,941	3,975,718	2,726,583	2,726,583	-
Total	\$5,345,167	\$5,776,541	\$4,413,180	\$4,524,150	\$1,648,569

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
COMMUNICATIONS OFFICE (0016)	1,451,938	1,592,386	1,524,365	1,563,435	1,482,887
GENERAL (0010)	3,802,781	4,170,153	2,888,815	2,960,715	165,682
MAJOR GRANT PROGRAMS FUND (00MG)	90,448	14,002	-	-	-
Total	\$5,345,167	\$5,776,541	\$4,413,180	\$4,524,150	\$1,648,569

CITY ADMINISTRATOR SERVICE AREA

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
HUMAN RESOURCES	16,880,456	18,632,006	21,118,735	21,073,735	23,174,804
COMMUNICATIONS OFFICE	1,203,832	1,227,656	1,524,365	1,524,365	1,482,887
CITY CLERK SERVICES	671,290	795,411	766,136	826,136	924,882
CITY ADMINISTRATOR	649,001	606,704	645,949	645,949	639,695
Total	\$19,404,579	\$21,261,777	\$24,055,185	\$24,070,185	\$26,222,268

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INSURANCE (0057)	15,664,951	17,328,263	19,778,834	19,778,834	21,717,595
GENERAL (0010)	2,445,348	2,691,856	2,751,986	2,766,986	3,021,786
COMMUNICATIONS OFFICE (0016)	1,203,832	1,227,656	1,524,365	1,524,365	1,482,887
MAJOR GRANT PROGRAMS FUND (00MG)	90,448	14,002	-	-	-
Total	\$19,404,579	\$21,261,777	\$24,055,185	\$24,070,185	\$26,222,268

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
CITY ADMINISTRATOR	3.00	3.00	2.50	2.50
CITY CLERK SERVICES	4.66	4.76	4.88	5.13
COMMUNICATIONS OFFICE	11.73	12.23	11.50	11.50
HUMAN RESOURCES	12.50	12.50	12.50	12.50
Total	31.89	32.49	31.38	31.63





CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

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

CITY ADMINISTRATOR

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INTERGOVERNMENTAL REVENUES	90,448	9,552	-	-	-
INTRA GOVERNMENTAL SALES	3,678,493	3,966,084	2,726,583	2,726,583	-
MISCELLANEOUS REVENUE	-	82	-	-	-
Total	\$3,768,941	\$3,975,718	\$2,726,583	\$2,726,583	-

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	3,678,493	3,966,166	2,726,583	2,726,583	-
MAJOR GRANT PROGRAMS FUND (00MG)	90,448	9,552	-	-	-
Total	\$3,768,941	\$3,975,718	\$2,726,583	\$2,726,583	-

CITY ADMINISTRATOR

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	280,372	311,484	250,347	250,347	258,340
PAYROLL FRINGES/INSURANCE	117,338	130,531	148,130	148,130	147,164
OTHER SERVICES	123,428	119,987	211,125	211,000	197,725
MATERIALS & SUPPLIES	8,443	2,971	5,975	6,100	6,375
OTHER CHARGES	119,420	41,731	30,372	30,372	30,091
Total	\$649,001	\$606,704	\$645,949	\$645,949	\$639,695

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	558,553	597,152	645,949	645,949	639,695
MAJOR GRANT PROGRAMS FUND (00MG)	90,448	9,552	-	-	-
Total	\$649,001	\$606,704	\$645,949	\$645,949	\$639,695

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
CITY ADMINISTRATOR	3.00	3.00	2.50	2.50
Total	3.00	3.00	2.50	2.50

CITY ADMINISTRATOR

REVENUES

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

EXPENSES

Other Services – The decrease is due to lower projected costs than originally planned in professional consultant services.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Administrator would be charged \$47,947 in FY 09.

CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY2009 FTE's
City Admin Office Supr	402020	1.00
City Administrator	403120	1.00
Communications Unit Mgr	403530	0.50
Total		2.50



CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

Human Resources is responsible for employee/labor relations, contract negotiations, employee benefits, compensation, performance management, staffing and training/development, and human resources policies and procedures. There are 12.5 FTE employees in the Human Resources Unit.

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	771,703	852,545	792,270	792,270	861,113
PAYROLL FRINGES/INSURANCE	315,208	371,689	453,267	453,267	499,870
OTHER SERVICES	120,446	104,176	127,479	107,254	146,003
MATERIALS & SUPPLIES	46,499	35,098	67,625	42,850	65,425
OTHER CHARGES	15,626,276	17,267,153	17,104,212	17,104,212	17,680,817
PASS THROUGHES	-	-	2,573,222	2,573,222	3,904,278
CAPITAL OUTLAY	324	1,345	660	660	17,298
Total	\$16,880,456	\$18,632,006	\$21,118,735	\$21,073,735	\$23,174,804

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INSURANCE (0057)	15,664,951	17,328,263	19,778,834	19,778,834	21,717,595
GENERAL (0010)	1,215,505	1,303,743	1,339,901	1,294,901	1,457,209
Total	\$16,880,456	\$18,632,006	\$21,118,735	\$21,073,735	\$23,174,804

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
HUMAN RESOURCES	12.50	12.50	12.50	12.50
Total	12.50	12.50	12.50	12.50

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

Service Area:	City Administrator	Area Administrator:	Roger Fraser
Service Unit:	Human Resources	Manager:	Carol Schuler

Service Unit Goals	City Goals:
A. Implement Phase II of Ultimate (HRMS) in order to gain efficiencies and realize at least a 30% reduction in processing time throughout the City by June 30, 2009 utilizing the following modules: timekeeping and scheduling, employee benefits self service enrollment, and talent management.	1, 2
B. Re-negotiate five new labor agreements by June 30, 2009: Teamster Supervisors, PSA, IAFF, COAM and AAPOA.	1
C. Facilitate the education and integration of the revised Common Performance Behaviors amongst all employees and throughout our City operations by October 1, 2008.	5
D. Expand our employee development offerings by introducing competency-tracks designed specifically to support our strategic human resources planning efforts.	5
E. Redesign performance evaluation tools and processes for AFSCME and Teamsters bargaining units' employees and implement by January 1, 2009.	5

Service Unit Measures	Status

See Budget Summaries Section, Page 55 for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY2009 FTE's
AFSCME President	110500	1.00
Emp/Labor Relations Mgr	401150	1.00
Empl Development Spec	401120	1.00
Employee Benefits Analyst	401530	1.00
Employee Benefits Manager	403690	1.00
Employment Services Spec	401040	1.00
HR & Labor Relations Dir	403890	1.00
HR Operations Manager	404070	1.00
HRMS Consultant	401110	0.50
Human Resource Assistant	000250	2.00
Human Resources Reception	000260	1.00
Management Assistant	000200	1.00
Total		12.50



CITY ADMINISTRATOR SERVICE AREA

CITY CLERK SERVICES

The City Clerk is the Clerk of Council and is responsible for keeping a public record of all proceedings of the Council, including the certification of all ordinances and resolutions. The City Clerk is the official custodian of the City Seal and other documents and records pertaining to the City. The City Clerk's Office is responsible for the administration of City elections, with the City Clerk serving as Chief Elections Officer of the City. This unit also issues a number of permits and licenses, including dog and bike licenses, domestic partnerships, and banner permits. There are 5.13 FTEs in the City Clerk unit.

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INTERGOVERNMENTAL REVENUES	80,398	78,626	80,000	80,000	80,000
LICENSES, PERMITS & REGISTRATION	43,890	51,362	34,750	46,650	37,250
MISCELLANEOUS REVENUE	-	78,449	47,482	107,482	48,432
Total	\$124,288	\$208,437	\$162,232	\$234,132	\$165,682

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	124,288	203,987	162,232	234,132	165,682
MAJOR GRANT PROGRAMS FUND (00MG)	-	4,450	-	-	-
Total	\$124,288	\$208,437	\$162,232	\$234,132	\$165,682

**CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	301,724	338,226	295,764	295,764	376,716
PAYROLL FRINGES/INSURANCE	183,044	204,241	226,582	226,582	247,734
OTHER SERVICES	127,933	185,149	155,587	215,243	243,382
MATERIALS & SUPPLIES	15,752	15,858	15,129	15,473	17,145
OTHER CHARGES	42,837	51,937	73,074	73,074	39,905
Total	\$671,290	\$795,411	\$766,136	\$826,136	\$924,882

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	671,290	790,961	766,136	826,136	924,882
MAJOR GRANT PROGRAMS FUND (00MG)	-	4,450	-	-	-
Total	\$671,290	\$795,411	\$766,136	\$826,136	\$924,882

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
CITY CLERK SERVICES	4.66	4.76	4.88	5.13
Total	4.66	4.76	4.88	5.13

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

EXPENSES

Personnel Services – This is the result of an election worker increasing from .25 FTE to .50 FTE and an increase in temporary costs, which are both due to the presidential election.

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

Other Services -The increase reflects an increase in costs that will be incurred, as the Clerk will be conducting a presidential election this budget year.

Materials & Supplies – The increase is a result of increased postage costs.

Other Charges - The decrease is the Information Technology Fund transfer, which included new software in the previous year.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Clerk Services Unit would be charged \$164,349 in FY 09.

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	1.00
Admin Support Spec Lvl 4	110044	1.00
Admin Support Spec Lvl 5	110054	1.00
City Clerk Services Mgr	404020	1.00
Clerk Typist I	110100	0.63
Election Worker-Recruiter	001270	0.50
Total		5.13

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

EXPENSES

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

Other Services - Increase in Professional/Consulting services is due to increased number of arbitration fees and labor relation costs.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$315,590 in FY 09.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

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

Service Unit Goals	City Goals:
A. Implement election process improvements to ensure successful administration of the 2008 Presidential Election cycle.	2
B. Identify emergency election day procedures, including alternate polling locations and ballot security measures.	2
C. Continue citywide implementation of Legistar, including the addition of citizen boards and commissions to the system, to increase public access to city government and improve records management.	2

Service Unit Measures	Status
A1 - Create and conduct specialized pollworker training program.	
A2 - Percentage of precincts staffed and organized to ensure wait times under 1 hour.	
A3 - Percentage of precincts determined to be recountable following election night closing.	
A4 - Percentage of precincts with assigned "greeters" and "closing supervisors".	
A5 - Staff training and voter education efforts.	
B1 - Review and update draft plan from Emergency Management Office.	
B2 - Identify and secure an alternate polling locations and Clerk's Office for emergency.	
B3 - Train precinct chairperson on emergency procedures.	
C1 - Identify and train additional service area users.	
C2 - Number of new citizen boards and commissions added to system.	

See Budget Summaries Section, Page 55 for list of City Goals



CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

The Communications Office has 11.5 FTEs and coordinates communication across the City organization as well as public information to citizens of Ann Arbor through a variety of mediums. This office also supports the cable television franchises, operates Community Television Network on Comcast Channels 16, 17, 18 and 19, and supports the Cable Commission. The office provides internal communications to City employees and communicates to the public about City issues.

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INVESTMENT INCOME	63,604	130,181	70,300	109,370	79,942
LICENSES, PERMITS & REGISTRATION	1,386,148	1,398,716	1,388,065	1,388,065	1,401,945
MISCELLANEOUS REVENUE	2,186	63,489	1,000	1,000	1,000
PRIOR YEAR SURPLUS	-	-	65,000	65,000	-
Total	\$1,451,938	\$1,592,386	\$1,524,365	\$1,563,435	\$1,482,887

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
COMMUNICATIONS OFFICE (0016)	1,451,938	1,592,386	1,524,365	1,563,435	1,482,887
Total	\$1,451,938	\$1,592,386	\$1,524,365	\$1,563,435	\$1,482,887

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	527,140	584,087	622,384	622,384	623,485
PAYROLL FRINGES/INSURANCE	183,344	232,511	274,372	274,372	298,791
OTHER SERVICES	167,366	141,590	233,060	232,485	210,990
MATERIALS & SUPPLIES	18,820	13,220	32,125	32,700	17,700
OTHER CHARGES	118,294	194,375	187,424	187,424	176,921
PASS THROUGHS	40,000	10,000	-	-	-
CAPITAL OUTLAY	148,868	51,873	175,000	175,000	155,000
Total	\$1,203,832	\$1,227,656	\$1,524,365	\$1,524,365	\$1,482,887

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
COMMUNICATIONS OFFICE (0016)	1,203,832	1,227,656	1,524,365	1,524,365	1,482,887
Total	\$1,203,832	\$1,227,656	\$1,524,365	\$1,524,365	\$1,482,887

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
COMMUNICATIONS OFFICE	11.73	12.23	11.50	11.50
Total	11.73	12.23	11.50	11.50

**CITY ADMINISTRATOR SERVICES AREA
COMMUNICATIONS OFFICE UNIT**

REVENUE

The decrease is due to a budgeted use of fund balance in FY 2008 for the grid expansion that is not anticipated in FY 2009.

EXPENSES

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

Other Services – The decrease is due to the grid expansion costs that occurred in FY 2008 and are not anticipated in FY 2009.

Materials & Supplies - The decrease is due to the grid expansion costs that occurred in FY 2008 and are not anticipated in FY 2009.

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

Capital Outlay - The decrease is due to the changing needs for capital equipment from year to year.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

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

Service Unit Goals	City Goals:
A. Increase by 5 percent (743 total) information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2008 to June 30, 2009.	2
B. Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2008 to June 30, 2009.	2

Service Unit Measures/Scoreboards	Status
A - Track the number of information pieces distributed monthly (information pieces include print/online newsletter, news releases, events, public information meetings, CTN public access and government produced programs, website pages, etc.	
B - Track status of technology resource projects and implementation completion each month. These new resources include MOSS Intranet and integrating new media ideas into CTN's production delivery services.	

See Budget Summaries Section, Page 55 for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE

Allocated Positions

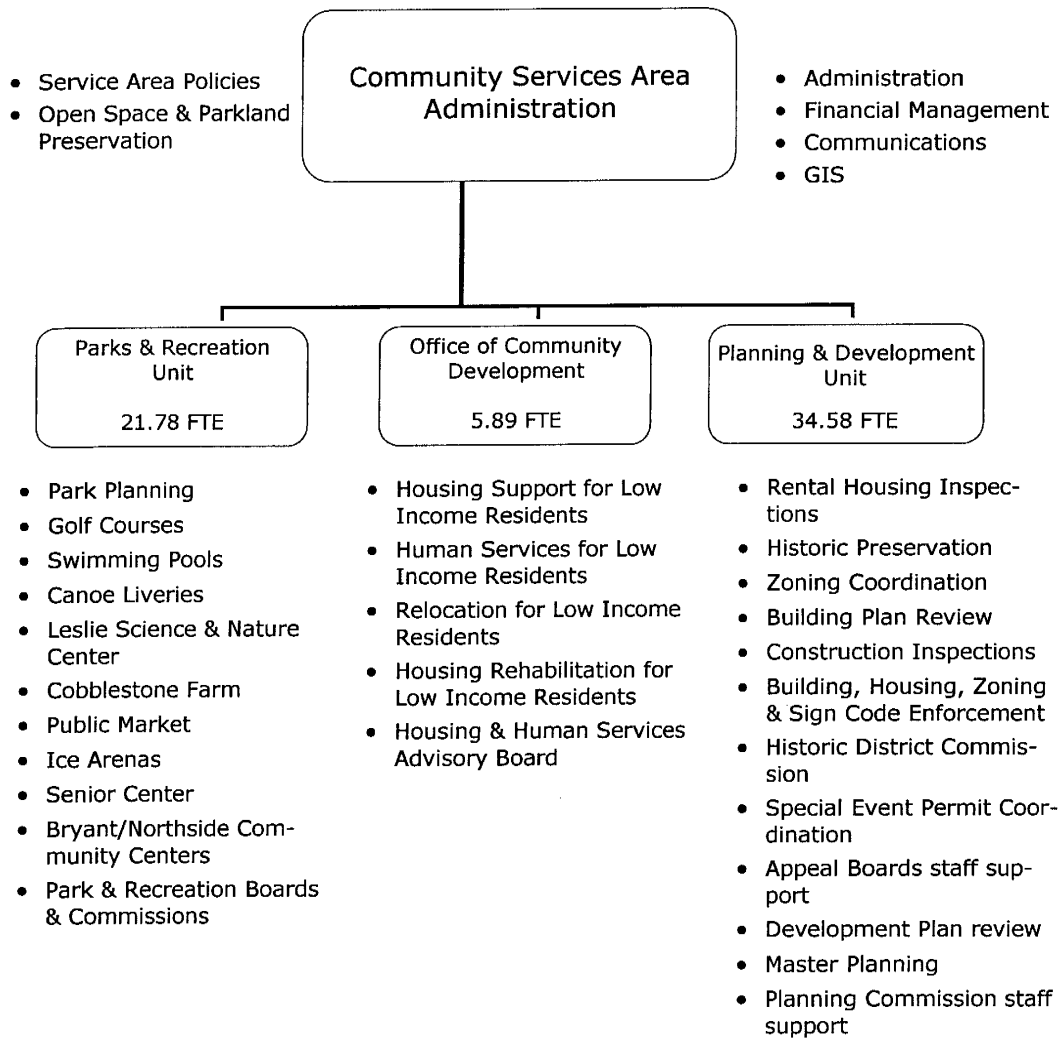
Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 5	110054	1.00
Asst Mgr City Productions	402050	1.00
Asst Mgr Public & Educ Ac	402060	1.00
City Communications Mgr	402040	1.00
Communications Unit Mgr	403530	0.50
CTN Manager	402030	1.00
Producer	110520	3.00
Programmer	110510	2.00
Training & Facility Coord	110530	1.00
Total		11.50

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COMMUNITY SERVICES AREA

Community Services Area Organization Chart



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

COMMUNITY SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PARKS & RECREATION SERVICES PLANNING & DEVELOPMENT	31,665,156	15,160,347	15,724,905	10,911,945	8,834,663
SERVICES	3,468,429	3,673,848	4,288,110	4,396,110	4,450,890
OFFICE OF COMMUNITY DEVELOPMENT	2,946,480	2,999,585	5,479,682	2,960,047	2,516,541
Total	\$38,080,065	\$21,833,780	\$25,492,697	\$18,268,102	\$15,802,094

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	3,375,555	3,625,614	3,741,937	3,687,796	3,706,145
CONSTRUCTION CODE FUND (0026)	2,409,908	2,474,263	3,169,582	3,277,582	3,298,508
OPEN SPACE & PARKLAND PRESERVATION (0024)	5,205,138	8,721,019	8,193,151	2,220,776	2,243,201
GOLF ENTERPRISE (0047)	1,335,234	825,554	1,342,085	2,554,621	1,711,480
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	1,201,443	1,201,443	1,473,619
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,288,754	1,523,086	1,868,884	1,021,263	1,132,954
HOME PROGRAM (0090)	1,320,423	1,081,677	2,631,678	845,858	927,104
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	2,039,788	2,279,888	1,926,591	1,926,591	679,885
AFFORDABLE HOUSING (0070)	229,249	220,441	608,917	744,693	177,718
PARKS REPAIR AND RESTORATION MILLAGE (0006)	20	-	200,372	200,372	177,331
MARKET (0046)	142,559	147,009	141,154	142,704	143,150
PARKS MEMORIALS & CONTRIBUTIONS (0034)	37,484	46,761	141,000	148,500	114,000
ART IN PUBLIC PLACES (0056)	-	-	-	-	6,627
ANN ARBOR ASSISTANCE (0038)	4,778	5,180	20,203	20,203	6,000
BANDEMER PROPERTY (0025)	15,006	16,579	280,700	275,700	4,372
OPEN SPACE & PARKLAND PRESERVATION (0029)	20,673,167	771,033	25,000	-	-
OPEN SPACE ENDOWMENT (0041)	-	95,676	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	3,002	-	-	-	-
Total	\$38,080,065	\$21,833,780	\$25,492,697	\$18,268,102	\$15,802,094

COMMUNITY SERVICES AREA

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PARKS & RECREATION SERVICES PLANNING & DEVELOPMENT SERVICES	14,694,068	16,719,281	16,716,485	10,934,088	10,363,739
OFFICE OF COMMUNITY DEVELOPMENT	4,410,890	4,291,262	5,144,419	5,134,819	5,416,955
	5,237,474	5,194,158	7,330,615	4,784,779	4,294,684
Total	\$24,342,432	\$26,204,701	\$29,191,519	\$20,853,686	\$20,075,378

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	8,293,540	8,206,488	8,037,942	7,952,206	8,025,413
CONSTRUCTION CODE FUND (0026)	2,217,029	2,196,903	3,143,560	3,143,560	3,298,170
OPEN SPACE & PARKLAND PRESERVATION (0024)	5,624,471	5,189,166	8,159,339	2,211,964	2,238,746
GOLF ENTERPRISE (0047)	1,210,055	1,164,546	1,338,229	1,283,382	1,711,480
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	720,354	985,121	1,473,619
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,288,755	1,523,086	1,868,883	1,021,263	1,132,954
HOME PROGRAM (0090)	1,320,425	1,081,677	2,631,678	845,858	927,104
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	892,145	1,198,298	1,926,591	1,926,591	679,885
PARKS REPAIR AND RESTORATION MILLAGE (0006)	332,842	255,290	200,372	200,372	177,331
AFFORDABLE HOUSING (0070)	147,153	249,278	601,198	721,096	151,646
MARKET (0046)	124,754	124,636	133,698	133,598	136,845
PARKS MEMORIALS & CONTRIBUTIONS (0034)	5,638	7,557	119,447	119,447	99,918
ALTERNATIVE TRANSPORTATION (0061)	-	-	13,406	13,406	14,621
ANN ARBOR ASSISTANCE (0038)	-	-	20,203	20,203	6,000
BANDEMER PROPERTY (0025)	2,823	852	276,619	275,619	1,646
OPEN SPACE & PARKLAND PRESERVATION (0029)	2,879,800	5,006,924	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	3,002	-	-	-	-
Total	\$24,342,432	\$26,204,701	\$29,191,519	\$20,853,686	\$20,075,378

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
OFFICE OF COMMUNITY DEVELOPMENT	7.13	7.63	7.89	5.89
PARKS & RECREATION SERVICES PLANNING & DEVELOPMENT SERVICES	23.79	23.23	21.28	21.78
	32.58	33.27	34.58	34.58
Total	63.50	64.13	63.75	62.25

CITY of ANN ARBOR SERVICE UNIT GOALS AND PERFORMANCE MEASURES for the fiscal year ending June 30, 2009

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Administration	Manager:	Damon Thompson

Service Unit Goals	City Goals:
A. Create a financial forecasting model to be used by CSA managers for monitoring trends in revenues and expenditures by April 30, 2009.	1

Service Unit Measures/Scoreboards	Status
A1 – Quarterly financial reviews completed within two weeks of month end close.	
A2 – Forecast for the General Fund within 5% of budget based on March month end close.	

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Administration - GIS	Manager:	Scott Harrod

Service Unit Goals	City Goals:
A. For Planning and Development staff - provide a workflow model for the collection of up to date Land Use data using existing City field staff by June 30 th , 2009.	1, 2

Service Unit Measures/Scoreboards	Status
A1 – Define the level of detail and workflow process that is needed to update the Land Use data and how often it needs to be done.	
A2 – Define which City groups conduct field analysis and to what extent they collect data at the Parcel level.	
A3 – Review with Planners the options that are available using City sources to update the Land Use data and how this fits with the Master Plan project.	
A4 – Present the agreed upon plan to CSA Admin for discussion, feedback and refinement as needed.	
A5 – CSA Admin to work with affected group's managers to define roles and responsibilities between all parties.	
A6 – Refine the selected workflow process for Land Use data collection with affected City field staff.	
A7 – Conduct field training between Planners and affected field staff and implement.	

See Budget Summaries Section, Page 55 for list of City Goals





COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

The Planning and Development Services Unit is one of three service units in the Community Services Area. It has 34.58 FTEs and handles rental housing inspections, historic preservation, zoning coordination, construction inspections and permits. It provides enforcement for land use, building, housing and sign codes. It handles master planning, site plan review, and provides support for the Planning Commission, Historic District Commission, and the Sign, Building, Housing and Zoning Boards of Appeal.

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INVESTMENT INCOME	30,240	81,286	-	-	-
LICENSES, PERMITS & REGISTRATION	3,185,442	3,452,073	3,479,178	3,587,178	3,655,675
MISCELLANEOUS REVENUE	2,747	40,489	350	350	350
PRIOR YEAR SURPLUS	-	-	528,500	528,500	507,203
OPERATING TRANSFERS	250,000	100,000	280,082	280,082	287,662
Total	\$3,468,429	\$3,673,848	\$4,288,110	\$4,396,110	\$4,450,890

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CONSTRUCTION CODE FUND (0026)	2,409,908	2,474,263	3,169,582	3,277,582	3,298,508
GENERAL (0010)	1,058,521	1,199,585	1,118,528	1,118,528	1,152,382
Total	\$3,468,429	\$3,673,848	\$4,288,110	\$4,396,110	\$4,450,890

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	2,193,623	2,063,207	2,092,945	2,092,945	2,290,971
PAYROLL FRINGES/INSURANCE	964,545	1,086,741	1,410,437	1,410,437	1,514,079
OTHER SERVICES	370,053	381,122	295,819	284,439	344,466
MATERIALS & SUPPLIES	34,635	41,615	24,970	26,742	24,788
OTHER CHARGES	580,937	600,808	1,190,248	1,190,256	1,102,651
PASS THROUGHGS	267,097	117,769	130,000	130,000	140,000
Total	\$4,410,890	\$4,291,262	\$5,144,419	\$5,134,819	\$5,416,955

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CONSTRUCTION CODE FUND (0026)	2,217,029	2,196,903	3,143,560	3,143,560	3,298,170
GENERAL (0010)	2,193,861	2,094,359	1,987,453	1,977,853	2,104,163
ALTERNATIVE TRANSPORTATION (0061)	-	-	13,406	13,406	14,621
Total	\$4,410,890	\$4,291,262	\$5,144,419	\$5,134,819	\$5,416,955

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
PLANNING & DEVELOPMENT SERVICES	32.58	33.27	34.58	34.58
Total	32.58	33.27	34.58	34.58

**COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES**

REVENUES

The increase in the General Fund and Construction Code Fund is the result of a budgeted 3% fee increase.

EXPENSES

Personnel Services – The increase is a result of changes in FTE allocations to the Construction Code Fund.

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

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

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

Pass Throughs – The increase is a result of increased personnel costs associated with site plan reviews conducted by Public Services.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$886,687 in FY 09.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Planning and Development Services	Manager:	Mark Lloyd

Service Unit Goals	City Goals:
A. Improve inspection services by reducing the time between requests for service and conducting the inspection.	2, 3, 6
B. Improve the development review process by reducing the time between submittal of site plans and placement on a City Planning Commission agenda.	2
C. Utilize new development process software (CRW) to track and document all service unit goals.	2, 3, 5
D. Improve plan review services by reducing the time between the date of submittal and completion of the construction plan review.	2

Service Unit Measures	Status
A - Conduct 90% of construction inspection service requests within two business days of request.	
A1 - Conduct 90% of rental housing inspection service requests within 60 days of request.	
B - Conduct 80% of development site plan review service requests within 8 weeks from the date application is deemed complete.	
C - Begin to track and report on utilization of new software by January 2009 through remainder of year.	
D - Conduct 80% of plan reviews for construction plans within two weeks of service request.	

See Budget Summaries Section, Page 55 for list of City Goals

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Allocated Positions		FY2009
Job Description	Job Class	FTE's
Admin Support Spec Lvl 1	110014	1.00
Admin Support Spec Lvl 3	110034	1.00
Admin Support Spec Lvl 4	110044	2.60
Admin Support Spec Lvl 5	110054	2.00
Building Official	403260	1.00
City Communication Liaiso	401180	0.28
City Planner 4	110444	3.00
City Planner 5	110454	2.00
Comm Services Administrat	403630	0.33
Development Srvs Insp V	110554	15.00
Development Srvs Insp V	110555	1.00
Financial Mgr - Comm Serv	401500	0.30
GIS Coordinator	401520	0.60
GIS Specialist	401480	0.55
Inspection Supervisor	192831	1.00
Management Assistant	000200	0.92
Plan & Dev Serv Unit Mgr	401510	1.00
Senior City Planner	404110	1.00
Total		34.58



COMMUNITY SERVICES AREA

OFFICE OF COMMUNITY DEVELOPMENT

The Office of Community Development is one of three service units in the Community Services Area. The office has been merged with its Washtenaw County counterpart, to provide streamlined service delivery within the City of Ann Arbor/Washtenaw County region. It has 5.89 City FTEs and provides housing and human services support for low-income residents. This unit also provides relocation and housing rehabilitation for low-income residents and serves as support for the Housing and Human Services Advisory Board.

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CONTRIBUTIONS	5,778	55,180	5,950	5,950	5,950
INTERGOVERNMENTAL REVENUES	2,609,177	2,615,599	4,500,562	1,897,871	2,060,058
INVESTMENT INCOME	19,929	24,144	5,050	5,050	50
MISCELLANEOUS REVENUE	211,596	204,662	5,000	32,280	5,000
PRIOR YEAR SURPLUS	-	-	863,120	918,896	280,483
OPERATING TRANSFERS	100,000	100,000	100,000	100,000	165,000
Total	\$2,946,480	\$2,999,585	\$5,479,682	\$2,960,047	\$2,516,541

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
COMMUNITY DEVELOPMENT BLOCK					
GRANT (0078)	1,288,754	1,523,086	1,868,884	1,021,263	1,132,954
HOME PROGRAM (0090)	1,320,423	1,081,677	2,631,678	845,858	927,104
GENERAL (0010)	103,276	169,201	350,000	328,030	272,765
AFFORDABLE HOUSING (0070)	229,249	220,441	608,917	744,693	177,718
ANN ARBOR ASSISTANCE (0038)	4,778	5,180	20,203	20,203	6,000
Total	\$2,946,480	\$2,999,585	\$5,479,682	\$2,960,047	\$2,516,541

COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	403,906	402,352	424,947	305,721	373,524
PAYROLL FRINGES/INSURANCE	175,890	191,283	271,289	271,289	249,435
OTHER SERVICES	766,516	740,761	493,628	435,352	270,928
MATERIALS & SUPPLIES	6,412	6,827	6,616	7,036	3,252
OTHER CHARGES	117,027	114,956	245,508	120,508	504,519
PASS THROUGHGS	168,075	168,075	168,261	168,261	142,024
CAPITAL OUTLAY	-	-	5,000	5,000	4,500
VEHICLE OPERATING COSTS	532	486	1,000	1,000	1,000
COMMUNITY DEVELOPMENT RECIPIENTS	3,599,116	3,569,418	5,714,366	3,470,612	2,745,502
Total	\$5,237,474	\$5,194,158	\$7,330,615	\$4,784,779	\$4,294,684

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	2,481,141	2,340,117	2,208,653	2,176,359	2,076,980
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,288,755	1,523,086	1,868,883	1,021,263	1,132,954
HOME PROGRAM (0090)	1,320,425	1,081,677	2,631,678	845,858	927,104
AFFORDABLE HOUSING (0070)	147,153	249,278	601,198	721,096	151,646
ANN ARBOR ASSISTANCE (0038)	-	-	20,203	20,203	6,000
Total	\$5,237,474	\$5,194,158	\$7,330,615	\$4,784,779	\$4,294,684

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
OFFICE OF COMMUNITY DEVELOPMENT	7.13	7.63	7.89	5.89
Total	7.13	7.63	7.89	5.89

**COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT**

REVENUES

The decrease in revenue is attributable to the completion of the relocation assistance program for eligible YMCA tenants under the Uniform Relocation Act and related funding in FY 2008. Also, it is anticipated that the residual funding and fund balance in all funds for Community Development projects will be fully expended in the current year and therefore will not be available for appropriation in the next budget cycle.

EXPENSES

Personnel Services – The reduction is due to re-allocating staff costs based on work activities between the City of Ann Arbor and Washtenaw County, and maximizing federal administrative funding. The personnel costs for 2.0 FTE positions will be shared between both organizations per the Partnership Agreement for the Office of Community Development and are budgeted in contractual services.

Payroll Fringes - The decrease is associated with a reduction in retiree contributions and projected employee benefit costs associated with the re-allocating of staff between the City of Ann Arbor and Washtenaw County.

Other Services - The decrease is attributable to YMCA/Tuscan Creek activities.

Other Charges – The increase is attributable to the addition of expenditures related to the Integrated Funding Initiative for supportive services.

Community Development Recipients – The decrease is a result of the anticipated use of residual funding in the Affordable Housing Trust Fund in FY 2008.

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 \$576,387 in FY 09.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Community Development	Manager:	Mary Jo Callan

Service Unit Goals	City Goals:
A. Improve the timeliness in project execution to homeowners accessing single family rehabilitation assistance by decreasing the amount of time it takes to execute single family rehab projects by 20%, by June 30, 2009.	2, 4
B. Streamline funding to nonprofits to improve consistency and ease of access by consolidating Human Service and CHDO RFP's by March 2009.	2, 6

Service Unit Measures	Status
A1 - Create a flowchart of the processing steps for the Single-Family Rehabilitation Program to identify gaps in service.	
A2 - Create programmatic agreements for approval by City and County Administrators to delegate authority for procurement of projects to the Office of Community Development.	
A3 - Revise program guidelines focusing on the following areas: manufactured homes, subordinations, emergencies.	
A4 - Create new rehabilitation program forms for use by staff.	
A5 - Evaluate waiting list criteria (set time standards for the length of time a potential client should be on the City/County waiting list)	
A6 - Develop a marketing program for outreach to all jurisdictions by using print, web, and television media.	
B - Create one form and one set of policies and procedures to be used by the City and County agencies that receive Human Services funding (i.e. requests for reimbursement and reporting).	

See Budget Summaries Section, Page 55 for list of City Goals

COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	0.50
Admin Support Spec Lvl 4	110044	0.15
Admin Support Spec Lvl 5	110054	1.00
City Communication Liaiso	401180	0.10
Comm Services Administrat	403630	0.33
Financial Mgr - Comm Serv	401500	0.30
GIS Coordinator	401520	0.05
GIS Specialist	401480	0.05
Housing Program Coor	404080	1.00
Housing Rehab Spec I	114051	1.00
Housing Rehab Spec II	114060	1.00
Management Assistant	000200	0.41
Total		5.89



COMMUNITY SERVICES AREA

PARKS & RECREATION SERVICES

Parks and Recreation Services is one of three service units in the Community Services Area. It has 21.78 FTEs and handles the functions of the parks administration and recreation facilities. Parks and Recreation administration is responsible for the policy development, park planning and improvements, parks and park shelter reservations and the Parks and Recreation Boards and Commissions. Recreation facilities include two golf courses, four pools, two ice rinks, two community centers, two canoe liveries, a senior center, a public market, a science and nature education center and a historic farm site. The Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	3,134,098	2,995,550	3,395,224	2,957,203	3,218,345
CONTRIBUTIONS	74,717	81,768	75,500	128,000	64,000
INTERGOVERNMENTAL REVENUES	228,642	1,257,400	335,000	-	-
INVESTMENT INCOME	878,996	1,443,536	8,700	1,636	7,372
MISCELLANEOUS REVENUE	116,807	172,694	142,658	77,587	69,500
SALE OF BONDS	20,108,066	-	-	-	-
PRIOR YEAR SURPLUS	-	-	2,522,729	2,492,663	1,829,126
TAXES	3,918,299	4,143,499	3,422,219	3,422,219	3,480,193
OPERATING TRANSFERS	3,205,531	5,065,900	5,822,875	1,832,637	166,127
Total	\$31,665,156	\$15,160,347	\$15,724,905	\$10,911,945	\$8,834,663

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	2,213,758	2,256,828	2,273,409	2,241,238	2,280,998
OPEN SPACE & PARKLAND PRESERVATION (0024)	5,205,138	8,721,019	8,193,151	2,220,776	2,243,201
GOLF ENTERPRISE (0047)	1,335,234	825,554	1,342,085	2,554,621	1,711,480
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	1,201,443	1,201,443	1,473,619
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	2,039,788	2,279,888	1,926,591	1,926,591	679,885
PARKS REPAIR AND RESTORATION MILLAGE (0006)	20	-	200,372	200,372	177,331
MARKET (0046)	142,559	147,009	141,154	142,704	143,150
PARKS MEMORIALS & CONTRIBUTIONS (0034)	37,484	46,761	141,000	148,500	114,000
ART IN PUBLIC PLACES (0056)	-	-	-	-	6,627
BANDEMER PROPERTY (0025)	15,006	16,579	280,700	275,700	4,372
OPEN SPACE & PARKLAND PRESERVATION (0029)	20,673,167	771,033	25,000	-	-
OPEN SPACE ENDOWMENT (0041)	-	95,676	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	3,002	-	-	-	-
Total	\$31,665,156	\$15,160,347	\$15,724,905	\$10,911,945	\$8,834,663

**COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	2,560,644	2,500,452	2,465,419	2,363,697	2,449,160
PAYROLL FRINGES/INSURANCE	699,624	775,561	905,379	902,804	946,014
OTHER SERVICES	1,325,319	1,235,572	1,605,016	1,620,583	1,531,504
MATERIALS & SUPPLIES	436,116	407,167	438,750	388,402	449,369
OTHER CHARGES	761,744	740,291	1,490,090	1,961,078	2,794,672
PASS THROUGHGS	3,544,816	6,291,694	1,943,435	2,043,080	1,410,437
CAPITAL OUTLAY	5,307,665	4,720,874	7,820,741	1,604,644	734,928
VEHICLE OPERATING COSTS	58,140	47,670	47,655	49,800	47,655
Total	\$14,694,068	\$16,719,281	\$16,716,485	\$10,934,088	\$10,363,739

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	3,618,538	3,772,012	3,841,836	3,797,994	3,844,270
OPEN SPACE & PARKLAND PRESERVATION (0024)	5,624,471	5,189,166	8,159,339	2,211,964	2,238,746
GOLF ENTERPRISE (0047)	1,210,055	1,164,546	1,338,229	1,283,382	1,711,480
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	720,354	985,121	1,473,619
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	892,145	1,198,298	1,926,591	1,926,591	679,885
PARKS REPAIR AND RESTORATION MILLAGE (0006)	332,842	255,290	200,372	200,372	177,331
MARKET (0046)	124,754	124,636	133,698	133,598	136,845
PARKS MEMORIALS & CONTRIBUTIONS (0034)	5,638	7,557	119,447	119,447	99,918
BANDEMER PROPERTY (0025)	2,823	852	276,619	275,619	1,646
OPEN SPACE & PARKLAND PRESERVATION (0029)	2,879,800	5,006,924	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	3,002	-	-	-	-
Total	\$14,694,068	\$16,719,281	\$16,716,485	\$10,934,088	\$10,363,739

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
PARKS & RECREATION SERVICES	23.79	23.23	21.28	21.78
Total	23.79	23.23	21.28	21.78

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

REVENUES

Revenue reflects anticipated millage funding available for land acquisition. In FY 09, as purchases of property and development rights are approved by Council additional funding will be appropriated as necessary.

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

Prior Year Surplus – The FY 2009 net decrease is a result of decreased budgeted use of fund balance in the expiring Parks Rehab & Development Millage (Fund 0018) and expiring Parks Repair and Restoration Millage (Fund 0006). An increase of \$639,583 in the Golf Enterprise Fund (0047) is to fund FY 2009 deficit.

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

EXPENSES

Personnel Services – The net decrease is attributable to a 1.0 FTE increase in golf staffing, a decrease of .50 FTE in recreation facilities staffing and other miscellaneous staff reallocations.

Payroll Fringes – The increase is primarily attributable to VEBA funding.

Other Services – The decrease is primarily attributable to a decrease in funding for recreation facility maintenance, marketing of programs, customer service staffing, and recreation facility equipment.

Materials & Supplies – The increase is attributable to a reduction in Chemical and Materials & Supplies costs.

Other Charges – The increase reflects the use of prior year fund balance and funding from the expired millage to complete Park capital improvement projects.

Pass Throughs – The reduction reflects use of prior year fund balance in FY 08 from the expiring millage to complete Park capital improvement projects.

Capital Outlay – The decrease is attributable to a policy change whereas monies appropriated for land acquisitions will be appropriated at the time of Council approval. In FY 09, as purchases of property and development rights are approved by Council funding will be appropriated as necessary.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units 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 \$1,592,443 in FY 09.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Parks and Recreation Services	Manager:	Colin Smith

Service Unit Goals	City Goals:
A. Enhance the Recreation Facility and Equipment maintenance practices.	1, 2, 3
B. Create a FAQ web page by July 1, 2008 to post citizens questions or concerns and follow up actions from city staff to these questions or concerns.	2
C. Implement the Parks and Recreation Services Gift Program.	1, 2, 3, 4
D. Submit recreation facility, overall maintenance and park planning updates to the parks and recreation services manager and to the Parks Advisory Commission during FY09.	1, 3

Service Unit Measures	Status
A - Use City Works to report and complete 90% of our maintenance needs for FY09.	
B - Update web page two to five times monthly during the fiscal year.	
C - Receive ten gifts by the end of FY09.	
D - Monthly updates.	

See Budget Summaries Section, Page 55 for list of City Goals

COMMUNITY SERVICES AREA
PARKS & RECREATION SERVICES

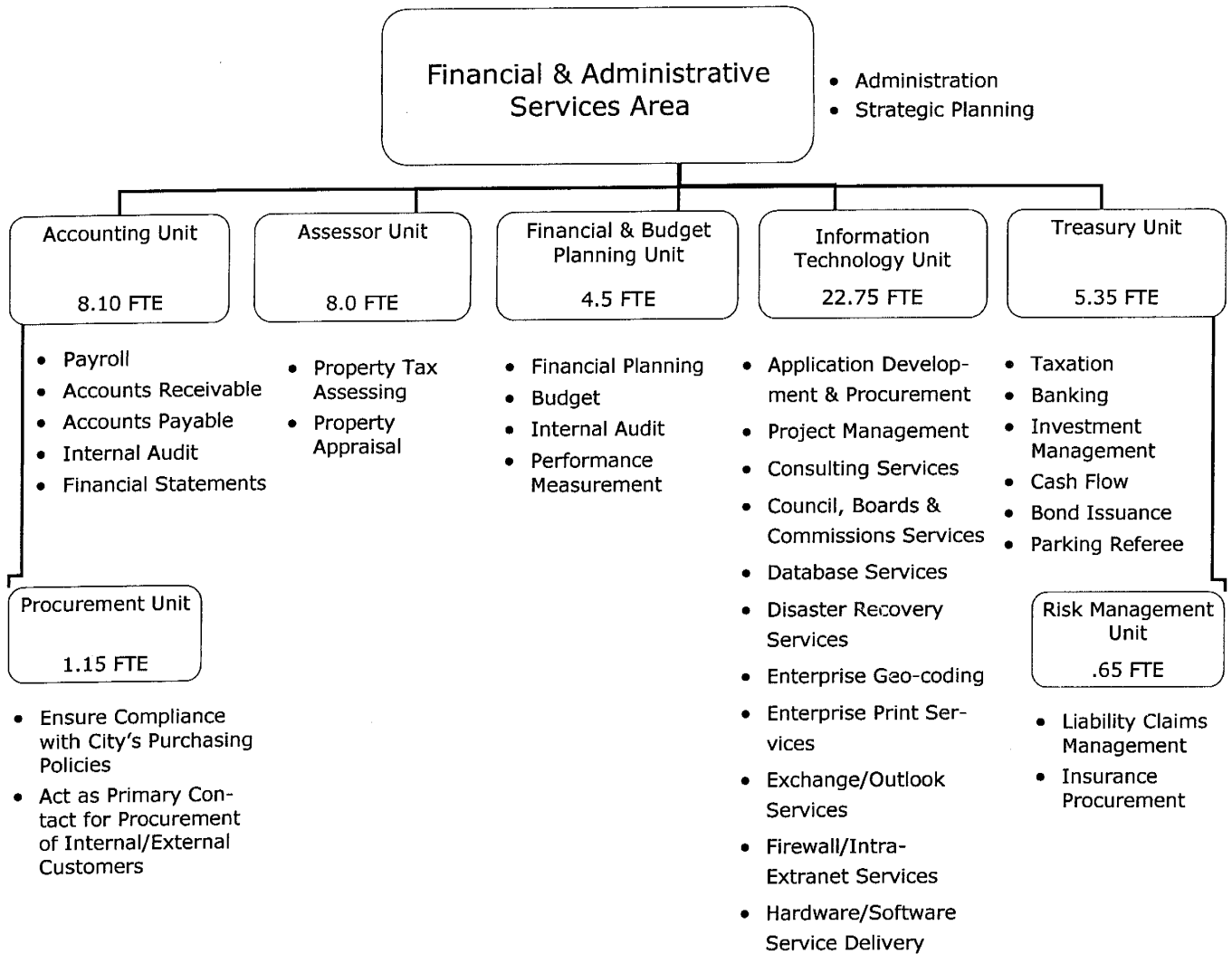
Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 4	110044	1.25
Admin Support Spec Lvl 5	110054	1.00
City Communication Liaiso	401180	0.62
Comm Services Administrat	403630	0.34
Financial Mgr - Comm Serv	401500	0.40
GIS Coordinator	401520	0.35
GIS Specialist	401480	0.40
Grounds Specialist Cp	117201	2.00
Landscape Architect II	401360	2.00
Management Assistant	000200	0.42
Market Manager	401430	1.00
Ops Mgr Parks & Rec Serv	401270	1.00
Parks & Rec Services Mgr	403480	1.00
Rec Facility Sup II	190124	4.00
Rec Facility Sup III	190134	2.00
Recreation Facility Sup I	190114	4.00
Total		21.78



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area Organization Chart



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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
TREASURY SERVICES	201,785	205,711	209,365	209,365	39,569,875
RISK MANAGEMENT	17,152,849	20,789,514	23,019,699	23,019,699	29,075,723
FINANCIAL & BUDGET PLANNING	58,685,105	67,331,065	55,494,946	56,492,565	19,728,647
INFORMATION TECHNOLOGY	5,194,839	6,111,567	7,023,673	7,023,673	7,443,830
PROCUREMENT	51,386	70,685	40,000	40,000	40,000
ASSESSOR	6,896	718	1,000	1,000	1,000
ACCOUNTING	10,077	2,242	-	-	-
Total	\$81,302,937	\$94,511,502	\$85,788,683	\$86,786,302	\$95,859,075

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	58,586,666	64,832,181	55,105,011	56,102,630	58,705,322
INSURANCE (0057)	17,152,849	20,789,514	23,019,699	23,019,699	29,075,723
INFORMATION TECHNOLOGY (0014)	5,194,839	6,111,567	7,023,673	7,023,673	7,443,830
ECONOMIC DEVELOPMENT (0045)	-	2,180,000	600,000	600,000	600,000
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	52,612	59,023	33,000	33,000	29,500
GENERAL DEBT SERVICE (0035)	2,181	14,103	7,300	7,300	4,700
MI EDC SMART ZONE GRANT (0009)	313,790	525,114	-	-	-
Total	\$81,302,937	\$94,511,502	\$85,788,683	\$86,786,302	\$95,859,075

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
RISK MANAGEMENT	(174,291)	1,503,197	3,089,299	3,089,299	7,200,731
INFORMATION TECHNOLOGY	3,099,416	4,945,412	6,004,539	6,523,673	7,078,181
FINANCIAL & BUDGET PLANNING	921,643	1,228,373	2,335,505	2,335,505	1,806,997
ASSESSOR	774,591	823,361	849,624	849,624	905,789
ACCOUNTING	788,450	770,371	765,872	765,872	808,616
TREASURY SERVICES	510,836	561,004	575,027	575,027	624,213
PROCUREMENT	581,470	598,661	579,970	579,970	597,687
Total	\$6,502,115	\$10,430,379	\$14,199,836	\$14,718,970	\$19,022,214

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INSURANCE (0057)	(174,291)	1,566,421	3,089,299	3,089,299	7,200,731
INFORMATION TECHNOLOGY (0014)	3,099,416	4,945,412	6,004,539	6,523,673	7,078,181
GENERAL (0010)	3,576,990	3,868,546	4,505,998	4,505,998	4,143,302
ECONOMIC DEVELOPMENT (0045)	-	-	600,000	600,000	600,000
POLICE AND FIRE RELIEF (0053)	-	50,000	-	-	-
Total	\$6,502,115	\$10,430,379	\$14,199,836	\$14,718,970	\$19,022,214

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
ACCOUNTING	7.25	7.50	8.10	8.10
ASSESSOR	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.00	5.00	4.50	4.50
INFORMATION TECHNOLOGY	20.00	22.50	22.75	22.75
PROCUREMENT	1.00	1.00	1.15	1.15
RISK MANAGEMENT	1.00	-	0.65	0.65
TREASURY SERVICES	6.00	6.00	5.35	5.35
Total	47.25	50.00	50.50	50.50





FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INVESTMENT INCOME	10,077	2,242	-	-	-
Total	\$10,077	\$2,242	-	-	-

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	10,077	2,242	-	-	-
Total	\$10,077	\$2,242	-	-	-

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	518,770	477,260	473,372	473,372	507,507
PAYROLL FRINGES/INSURANCE	106,766	126,007	174,027	174,027	196,500
OTHER SERVICES	23,337	34,995	22,419	22,014	23,605
MATERIALS & SUPPLIES	6,864	7,370	6,595	7,000	6,595
OTHER CHARGES	132,713	124,739	89,459	89,459	74,409
Total	\$788,450	\$770,371	\$765,872	\$765,872	\$808,616

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	788,450	755,761	765,872	765,872	808,616
INSURANCE (0057)	-	14,610	-	-	-
Total	\$788,450	\$770,371	\$765,872	\$765,872	\$808,616

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
ACCOUNTING	7.25	7.50	8.10	8.10
Total	7.25	7.50	8.10	8.10

**FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT**

EXPENSES

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

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged \$330,701 in FY 09.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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. Integrate the building and permitting system (Trak-It) into the City's financial system.	1
B. Implement a new/upgraded enterprise-wide, web-based financial system.	1
C. Complete the annual audit by November 1, 2008.	1
D. Implement Electronic Funds Transfer (EFT) for the City's Accounts Payable process.	1

Service Unit Measures	Status
A1 -Update customer tables and data in both systems by 8/31/2008.	
A2 -Generate invoices from Trak-It via the financial system by 10/31/2008.	
B1 -Needs assessment completion by 11/30/2008.	
B2 -Request for Proposal development by 3/31/2009.	
B3 -System selection by 6/30/2009.	
B4 -Planning Phase & Council approval by 8/31/2009.	
C1 -Complete workpapers by 9/15/2008.	
C2 -Complete Fund Statements by 9/30/2008.	
C3 -Draft CAFR to auditors by 10/15/2008.	
C4 -Publish CAFR by 10/31/2008.	
C5 -Deliver CAFR to City Council by 11/17/2008.	
D1 -Analyze and update vendor database for email and account information by 7/31/2008.	
D2 -Implement EFT process by 9/30/2008.	

See Budget Summaries Section, Page 55 for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Accountant I	401450	1.00
Accountant II	401440	2.00
Accounting Services Mgr	401280	0.85
Admin Support Spec Lvl 4	110044	0.50
Admin Support Spec Lvl 5	110054	3.75
Total		8.10



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
MISCELLANEOUS REVENUE	96	795	-	-	-
TAXES	6,800	(77)	1,000	1,000	1,000
Total	\$6,896	\$718	\$1,000	\$1,000	\$1,000

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	6,896	718	1,000	1,000	1,000
Total	\$6,896	\$718	\$1,000	\$1,000	\$1,000

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	481,019	500,624	503,174	503,174	538,753
PAYROLL FRINGES/INSURANCE	139,001	170,852	212,178	212,178	237,902
OTHER SERVICES	74,995	47,131	44,800	44,400	35,900
MATERIALS & SUPPLIES	3,799	3,156	2,950	3,350	3,350
OTHER CHARGES	75,777	101,598	86,522	86,522	89,884
Total	\$774,591	\$823,361	\$849,624	\$849,624	\$905,789

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	774,591	823,361	849,624	849,624	905,789
Total	\$774,591	\$823,361	\$849,624	\$849,624	\$905,789

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
ASSESSOR	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00

**FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT**

EXPENSES

Personnel Services – The increase is due to an increase in temporary services for annexation processing.

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

Other Services – The decrease reflects BSA software costs transferred to Other Charges – IT charges.

Other Charges - The increase reflects the BSA software costs transferred from Other Services for IT charges.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged \$389,391 in FY 09.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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

Service Unit Goals	City Goals:
A. Inventory all property and value all taxable property by March 2, 2009.	1
B. Update online property sketches and images by March 1, 2009.	2

Service Unit Measures	Status
A1 – Economic Condition Factors’s set by November 21, 2008.	
A2 – Annexations processed by December 4, 2008.	
A3 – Splits and combinations processed by December 4, 2008.	
A4 – Conduct street survey by December 8, 2008.	
A5 – Personal property statements mailed by December 31, 2008.	
A6 – New construction appraised by January 30, 2009.	
A7 – Poverty applications mailed by January 12, 2009.	
A8 – Name and address changes processed by February 16, 2009.	
A9 – Principal resident affidavits processed by February 16, 2009.	
A10 – Property transfer affidavits processed by February 16, 2009.	
A11 – Personal property statements processed by February 23, 2009.	
A12 – Perform audit checks by February 27, 2009.	
A13 – Assessment change notices mailed by March 2, 2009.	
B1 – Create online images and sketches export by February 23, 2009.	
B2 – Send export to BS&A by February 26, 2009.	
B3 – Verify website update by February 28, 2009.	

See Budget Summaries Section, Page 55 for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	1.00
Admin Support Spec Lvl 5	110054	1.00
Assessor Services Manager	403220	1.00
Chief Appraiser	403430	1.00
Real Property Appraiser I	119181	3.00
Senior Appraiser	401260	1.00
Total		8.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

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

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

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	247,943	3,089,337	1,352,020	1,672,964	1,540,504
FINES & FORFEITS	102	114	-	-	-
INTERGOVERNMENTAL REVENUES	11,127,489	10,999,606	10,622,380	10,756,613	10,756,613
INTRA GOVERNMENTAL SALES	-	-	-	-	2,773,755
INVESTMENT INCOME	1,473,764	2,245,583	1,577,391	1,746,009	1,167,600
MISCELLANEOUS REVENUE	(58,242)	47,595	234,736	234,736	15,000
PRIOR YEAR SURPLUS	-	-	687,550	687,550	600,000
TAXES	45,894,049	48,768,830	41,020,869	41,394,693	2,875,175
OPERATING TRANSFERS	-	2,180,000	-	-	-
Total	\$58,685,105	\$67,331,065	\$55,494,946	\$56,492,565	\$19,728,647

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	58,316,522	64,552,825	54,854,646	55,852,265	19,094,447
ECONOMIC DEVELOPMENT (0045)	-	2,180,000	600,000	600,000	600,000
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	52,612	59,023	33,000	33,000	29,500
GENERAL DEBT SERVICE (0035)	2,181	14,103	7,300	7,300	4,700
MI EDC SMART ZONE GRANT (0009)	313,790	525,114	-	-	-
Total	\$58,685,105	\$67,331,065	\$55,494,946	\$56,492,565	\$19,728,647

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

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	308,449	389,027	355,332	355,332	378,678
PAYROLL FRINGES/INSURANCE	439,123	560,849	584,224	584,224	627,568
OTHER SERVICES	131,440	202,340	1,237,825	1,237,600	746,429
MATERIALS & SUPPLIES	3,058	2,822	2,975	3,200	3,200
OTHER CHARGES	37,533	72,958	67,599	67,599	51,122
CAPITAL OUTLAY	2,040	377	87,550	87,550	-
Total	\$921,643	\$1,228,373	\$2,335,505	\$2,335,505	\$1,806,997

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	921,643	1,129,759	1,735,505	1,735,505	1,206,997
ECONOMIC DEVELOPMENT (0045)	-	-	600,000	600,000	600,000
POLICE AND FIRE RELIEF (0053)	-	50,000	-	-	-
INSURANCE (0057)	-	48,614	-	-	-
Total	\$921,643	\$1,228,373	\$2,335,505	\$2,335,505	\$1,806,997

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
FINANCIAL & BUDGET PLANNING	4.00	5.00	4.50	4.50
Total	4.00	5.00	4.50	4.50

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

REVENUES

Charges for Services – Increase is due to higher bond user fees from estimated future bond issues.

Intra-governmental Sales – An accounting transfer was made in FY 2009, moving the Municipal Service Charge revenue from the City Administrator Service Area to the Financial & Administrative Services Area. It represents the Municipal Service Charge revenue from the cost allocation of administration and overhead costs to the service units utilizing the General Fund administrative services and facilities.

Investment Income – Decrease is due to a decline in current and projected market investment rates.

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

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

EXPENSES

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

Other Services – The decrease in FY 2009 is attributable to the reduction of expenditures related to anticipated economic development.

Other Charges – FY 2009 reflects a decrease in IT charges resulting from reduced charges for pass through personnel allocations.

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 \$176,916 in FY 09.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

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

Service Unit Goals	City Goals:
A. Perform five internal control reviews by June 30, 2009.	1
B. Forecast fiscal year results within 1% of budget for the General Fund based on April's monthly close.	1
C. Develop a two-year (FY 2010 & 2011) budget, which meets the Government Finance Officers Association's standards of excellence by June 30, 2009.	1
D. Create financing plan for building and maintaining PD/Court facility by August 31, 2008.	1, 3
E. Create a financing plan for improvements to City Hall by June 30, 2009.	1, 3

Service Unit Measures	Status
A - Number of internal control reviews done and submitted to audit committee.	
B - 80% of managers report full year forecasted variances at monthly meetings.	
C1 - 80% of timelines completed within one week of due date.	
C2 - Receive the GFOA award.	
D1 - Create task list for plans with due dates.	
D2 - Percentage of tasks completed within one week of due date.	
E1 - Create task list for plans with due dates.	
E2 - Percentage of tasks completed within one week of due date.	

See Budget Summaries Section, Page 55 for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Financial & Admin Area Ad	403520	1.00
Financial Analyst -Budget	403340	1.00
Risk Spec/Asstant To CFO	401100	0.50
Senior Fin Spec-Budget&PI	403730	1.00
Senior Fin Spec-Forecast	403870	1.00
Total		4.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INVESTMENT INCOME	38,252	172,871	-	-	-
MISCELLANEOUS REVENUE	549	12,003	-	-	-
PRIOR YEAR SURPLUS	-	-	248,830	248,830	930,863
OPERATING TRANSFERS	5,156,038	5,926,693	6,774,843	6,774,843	6,512,967
Total	\$5,194,839	\$6,111,567	\$7,023,673	\$7,023,673	\$7,443,830

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INFORMATION TECHNOLOGY (0014)	5,194,839	6,111,567	7,023,673	7,023,673	7,443,830
Total	\$5,194,839	\$6,111,567	\$7,023,673	\$7,023,673	\$7,443,830

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,096,433	1,491,050	1,677,031	1,677,031	1,736,388
PAYROLL FRINGES/INSURANCE	388,208	558,964	772,056	772,056	861,632
OTHER SERVICES	861,709	1,679,464	1,765,767	1,545,478	1,562,545
MATERIALS & SUPPLIES	19,659	18,566	13,862	15,000	20,000
OTHER CHARGES	561,804	1,056,562	679,656	1,755,790	2,116,344
PASS THROUGHGS	-	-	8,316	8,316	8,316
CAPITAL OUTLAY	171,603	140,806	1,087,851	750,002	772,956
Total	\$3,099,416	\$4,945,412	\$6,004,539	\$6,523,673	\$7,078,181

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INFORMATION TECHNOLOGY (0014)	3,099,416	4,945,412	6,004,539	6,523,673	7,078,181
Total	\$3,099,416	\$4,945,412	\$6,004,539	\$6,523,673	\$7,078,181

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
INFORMATION TECHNOLOGY	20.00	22.50	22.75	22.75
Total	20.00	22.50	22.75	22.75

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

REVENUES

The projected revenues to the IT Services Unit for FY09 are \$7,443,830. Of that amount, \$930,863 is derived from the use of fund balance and \$6,512,967 is IT Service Charges reimbursed by City Service Areas, Service Units and Agencies that are supported by the IT Service Unit.

EXPENSES

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

Other Services, Other Charges and Capital Outlay – The increase is due to centralized software maintenance costs and overall current year project expenditures. These areas are combined because budget appropriations are set up and then moved between these three areas based on projects planned vs. projects in progress.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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

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

G. Think Green Implement actions to promote energy conservation and minimize environmental impacts.	4
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Service Unit Measures	Status
A1 - Draft and finalize city/county data center consolidation plan by July 15, 2008.	
A2 - Implement co-location phase of city/county data center consolidation plan by November 15, 2008.	
A3 - Implement phase 2 of intranet improvements by January 31, 2009.	
B1 - Complete replacement of city-wide telecommunications platform by January 31, 2009.	
B2 - Develop strategic e-Government plan including governance processes by January 31, 2009.	
C1 - Improve the collaborative environment within ITSU by developing and initiating a formal collaboration process within the service unit by December 31, 2008.	
C2 - Update data backup and recovery hardware, software & procedures aligning them with the needs of our customers by May 30, 2009.	
C3 - Deliver initial release of Business Intelligence and Dashboard applications by June 30, 2009.	
D - Implement processes to manage application licensing by June 30, 2009.	
E1 - Manage the successful implementation of water utilities wireless security network within scope and budget as agreed to by the City's Water Superintendent.	
E2 - Deploy wireless network services for Waste Water Treatment Plant re-construction project by September 2008.	
E3 - Upgrade network perimeter and security infrastructure by June 30, 2009.	
F1 - Develop consolidation of server and storage infrastructure plan by November 30, 2008.	
F2 - Complete consolidation of mobile communications platforms by March 30, 2009.	
F3 - Complete first phase of Content Management Program by June 30, 2009.	
G - Partner with city service areas, agencies and local businesses leading improvements in technology procurement, operation, recovery, reuse and recycling practices holding at least one public event before June 30, 2009.	

See Budget Summaries Section, Page 55 for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions		FY2009
Job Description	Job Class	FTE's
Applications Delivery Mgr	403540	1.00
Apps Support Analyst	401610	1.00
Architecture Manager	403500	1.00
GIS Manager	401240	1.00
Infrastructure Support Ad	401600	4.00
ITSD Director	403700	1.00
Project Delivery Manager	403570	2.00
Senior Application Spec	401050	7.00
Senior Infrastructure Spe	401130	3.00
Service Delivery Manager	403550	1.00
Telecommunications Spec	000310	0.75
Total		22.75



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 FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INTRA GOVERNMENTAL SALES	46,886	66,680	40,000	40,000	40,000
MISCELLANEOUS REVENUE	4,500	4,005	-	-	-
Total	\$51,386	\$70,685	\$40,000	\$40,000	\$40,000

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	51,386	70,685	40,000	40,000	40,000
Total	\$51,386	\$70,685	\$40,000	\$40,000	\$40,000

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	51,754	54,606	69,162	69,162	74,120
PAYROLL FRINGES/INSURANCE	16,650	19,734	28,693	28,693	32,374
OTHER SERVICES	316,734	310,447	272,058	272,000	272,058
MATERIALS & SUPPLIES	186,858	204,229	199,942	200,000	209,942
OTHER CHARGES	9,474	9,645	10,115	10,115	9,193
Total	\$581,470	\$598,661	\$579,970	\$579,970	\$597,687

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	581,470	598,661	579,970	579,970	597,687
Total	\$581,470	\$598,661	\$579,970	\$579,970	\$597,687

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
PROCUREMENT	1.00	1.00	1.15	1.15
Total	1.00	1.00	1.15	1.15

**FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT**

EXPENSES

Personnel Services -The increase reflects an increase in wages due to contract settlement.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$20,751 in FY 09.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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

Service Unit Goals	City Goals:
A. Develop Intranet website using MOSS technology with work aids for City employees involved in procurement.	1
B. Assist with the procurement of a new/upgraded enterprise-wide, web-based financial system.	1
C. Improve vendor database to provide better service to customers.	1

Service Unit Measures	Status
A - Configure website with work aids such as sample proposals, contracts and Council resolutions within two months of MOSS going live.	
B1 -Request for Proposal development by 3/31/2009.	
B2 -System selection awarded by 6/30/2009.	
C - Analyze and update vendor database for account information by 7/31/2008.	

See Budget Summaries Section, Page 55 for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Accounting Services Mgr	401280	0.15
Admin Support Spec Lvl 5	110054	1.00
Total		1.15



FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CONTRIBUTIONS	196,768	248,288	-	-	-
INVESTMENT INCOME	257,141	330,774	275,000	275,000	40,000
MISCELLANEOUS REVENUE	47,855	450,397	-	-	-
PRIOR YEAR SURPLUS	-	-	459,880	459,880	4,425,130
OPERATING TRANSFERS	16,651,085	19,760,055	22,284,819	22,284,819	24,610,593
Total	\$17,152,849	\$20,789,514	\$23,019,699	\$23,019,699	\$29,075,723

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INSURANCE (0057)	17,152,849	20,789,514	23,019,699	23,019,699	29,075,723
Total	\$17,152,849	\$20,789,514	\$23,019,699	\$23,019,699	\$29,075,723

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	-	-	40,506	40,506	43,236
PAYROLL FRINGES/INSURANCE	26,448	36,771	57,669	57,669	74,872
OTHER SERVICES	1,180,747	374,653	667,922	667,889	690,047
MATERIALS & SUPPLIES	3,603	2,219	4,467	4,500	4,467
OTHER CHARGES	(1,385,089)	1,089,554	2,318,735	2,318,735	2,388,109
PASS THROUGH	-	-	-	-	4,000,000
Total	(\$174,291)	\$1,503,197	\$3,089,299	\$3,089,299	\$7,200,731

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INSURANCE (0057)	(174,291)	1,503,197	3,089,299	3,089,299	7,200,731
Total	(\$174,291)	\$1,503,197	\$3,089,299	\$3,089,299	\$7,200,731

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
RISK MANAGEMENT	1.00	-	0.65	0.65
Total	1.00		0.65	0.65

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

REVENUES

Prior Year Surplus – The \$4.0 million increase represents the use of prior year fund balance for the projected PD/Court facility funding operating transfer.

Operating Transfers – The FY 09 increase represents the additional funding needed for projected increases in health insurance premiums.

EXPENSES

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

Other Services – The FY 09 increase represents an increase in the projected contracted services costs.

Other Charges – The FY 09 increase represents anticipated increase in health care costs.

Pass Throughs – The FY 09 increase represents a \$4.0 million operating transfer for the projected PD/Court facility funding.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Risk Spec/Asstant To CFO	401100	0.50
Treasury Services Manager	403310	0.15
Total		0.65



FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
FINES & FORFEITS	193,567	196,471	202,365	202,365	202,365
MISCELLANEOUS REVENUE	8,218	9,240	7,000	7,000	7,000
TAXES	-	-	-	-	39,360,510
Total	\$201,785	\$205,711	\$209,365	\$209,365	\$39,569,875

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	201,785	205,711	209,365	209,365	39,569,875
Total	\$201,785	\$205,711	\$209,365	\$209,365	\$39,569,875

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	299,054	319,355	323,258	323,258	341,848
PAYROLL FRINGES/INSURANCE	79,594	105,081	134,219	134,219	150,494
OTHER SERVICES	44,221	71,970	56,718	56,450	57,318
MATERIALS & SUPPLIES	5,269	3,124	4,332	4,600	4,332
OTHER CHARGES	82,269	61,474	56,500	56,500	70,221
CAPITAL OUTLAY	429	-	-	-	-
Total	\$510,836	\$561,004	\$575,027	\$575,027	\$624,213

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	510,836	561,004	575,027	575,027	624,213
Total	\$510,836	\$561,004	\$575,027	\$575,027	\$624,213

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
TREASURY SERVICES	6.00	6.00	5.35	5.35
Total	6.00	6.00	5.35	5.35

**FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT**

REVENUES

Taxes – An accounting transfer was made in FY 2009, moving General Fund property taxes from Financial & Budget Planning Services Unit to the Treasury Services Unit

EXPENSES

Personnel Services – The increase reflects the addition of 0.5 FTE to support the banking function.

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

Other Charges – The increase in IT charges is the addition of charges associated with the 0.5 FTE.

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 \$220,338 in FY 09.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

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

Service Unit Goals	City Goals:
Restructure investment portfolio in accordance with revised investment policy.	1
Collect and disburse taxes with 100% accuracy and according to state law.	1
Issue, evaluate and execute parking ticket processing RFP.	1, 2
Maintain written parking appeal aging within 14-days.	2
Explore opportunities to improve insurance coverage, reduce costs, and utilize loss data to mitigate risk.	3
Explore legal and practical feasibility of electronic tax bill in lieu of mail.	4
Develop "Finance for non-financial Managers" Course.	5

Service Unit Measures	Status
A - Increased allocation to Instrumentalities versus Treasuries measured against July 1, 2007 and July 1, 2008 portfolio allocations.	
B - Adherence to tax procedure calendar/checklist.	
C - Signed contract in place as of November 14, 2008.	
D - Maintain graph of aging in days.	
E - TBD	
F - TBD	
G - Course in place as of February 28, 2009.	

See Budget Summaries Section, Page 55 for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Allocated Positions

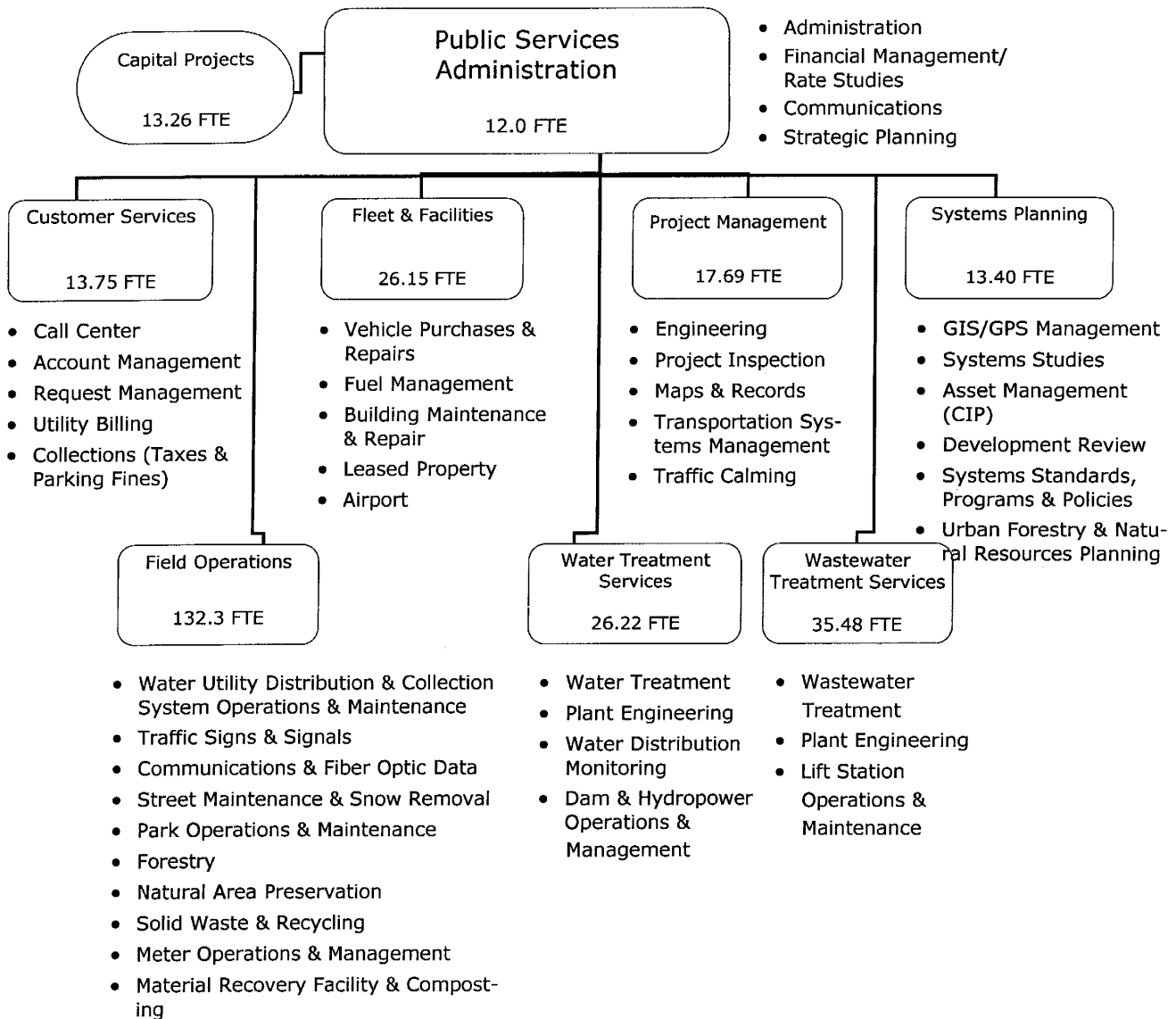
Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 4	110044	0.50
Admin Support Spec Lvl 5	110054	1.00
Asst Treasury Srvs Mgr	401090	1.00
Parking Referee	401200	2.00
Treasury Services Manager	403310	0.85
Total		5.35

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PUBLIC SERVICES AREA

Public Services Area Organization Chart



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

PUBLIC SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CAPITAL PROJECTS	-	-	26,833,061	-	91,818,581
CUSTOMER SERVICES	41,900,945	41,300,303	45,549,663	45,271,648	46,903,820
ADMINISTRATION	23,737,045	25,755,482	27,400,122	27,334,102	28,889,937
FIELD OPERATIONS	15,221,471	13,917,858	16,983,793	17,094,408	16,761,180
FLEET & FACILITIES	6,483,919	7,183,529	8,765,430	8,789,309	9,396,546
PROJECT MANAGEMENT	2,456,024	2,212,025	2,123,530	2,123,530	2,411,862
SYSTEMS PLANNING	187,826	188,831	942,647	482,647	384,719
WATER TREATMENT SERVICES	261,152	472,734	605,000	605,630	340,000
WASTEWATER TREATMENT SERVICES	338,456	255,899	253,200	254,200	255,000
ENVIRONMENTAL COORDINATION	2,298	6,060	-	-	-
Total	\$90,589,136	\$91,292,721	\$129,456,446	\$101,955,474	\$197,161,645

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CIVIC CENTER (0008)	-	-	-	-	38,812,000
SEWER BOND PENDING SERIES (0088)	-	-	11,959,914	-	36,841,775
SEWAGE DISPOSAL SYSTEM (0043)	21,157,749	19,647,883	22,582,747	22,604,928	23,234,691
WATER SUPPLY SYSTEM (0042)	20,818,868	21,482,695	22,651,426	22,554,975	23,057,689
SOLID WASTE (0072)	11,744,096	12,605,621	14,617,914	14,249,514	16,056,330
STREET REPAIR MILLAGE (0062)	8,265,295	8,614,524	11,615,857	9,566,437	10,389,616
STORMWATER SEWER SYSTEM (0069)	3,838,096	4,564,943	5,236,172	5,183,718	9,173,600
WATER BOND PENDING SERIES (0089)	-	-	8,695,160	-	8,847,418
FLEET SERVICES (0012)	5,614,048	6,173,575	7,046,846	7,046,846	7,997,045
MAJOR STREET (0021)	6,858,423	8,131,430	7,114,840	6,979,830	7,703,111
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	3,896,049	3,896,049	4,028,047
PROJECT MANAGEMENT (0049)	2,286,103	2,163,841	3,140,481	2,123,530	3,311,766
LOCAL STREET (0022)	1,823,582	1,873,198	1,835,408	1,835,408	1,899,114
CENTRAL STORES (0011)	1,223,565	1,122,661	1,463,855	1,415,104	1,406,087
GENERAL (0010)	951,545	990,536	1,321,296	1,511,035	921,339
AIRPORT (0048)	722,762	773,681	2,388,627	760,506	833,919
ART IN PUBLIC PLACES (0056)	-	-	-	-	523,830
SIDEWALK IMPROVEMENT FUND (0091)	-	-	487,713	-	488,567
WHEELER CENTER (0058)	-	-	450,000	-	450,000
ALTERNATIVE TRANSPORTATION (0061)	22,740	49,821	357,237	92,690	367,119
METRO EXPANSION (0036)	696,243	347,529	345,000	345,000	345,000
TREE REMOVAL AND DISPOSAL FUND (0079)	2,170,287	145,495	678,005	678,005	175,860
ENERGY PROJECTS (0002)	80,423	78,854	829,157	369,157	164,361
ELIZABETH R DEAN TRUST (0055)	36,966	111,297	86,799	86,799	86,853
PARKS SERVICE HEADQUARTERS (0015)	141,553	158,419	46,543	46,543	43,508
CEMETERY PERPETUAL CARE (0054)	4,537	5,093	3,000	3,000	3,000
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,994,870	2,130,722	556,400	556,400	-
INSURANCE (0057)	-	-	50,000	50,000	-
MAJOR GRANT PROGRAMS FUND (00MG)	123,323	120,252	-	-	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	2,332	651	-	-	-
PARKING SYSTEM (0044)	11,730	-	-	-	-
Total	\$90,589,136	\$91,292,721	\$129,456,446	\$101,955,474	\$197,161,645

PUBLIC SERVICES AREA

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CAPITAL PROJECTS	-	-	33,326,433	-	102,618,131
FIELD OPERATIONS	28,449,826	28,129,752	37,755,574	37,786,267	38,447,725
ADMINISTRATION	24,432,477	17,138,151	21,340,984	20,988,456	23,441,341
FLEET & FACILITIES	7,978,434	6,960,853	9,706,215	8,728,259	10,607,024
WASTEWATER TREATMENT SERVICES	6,001,364	6,824,765	7,696,359	7,696,359	7,893,149
WATER TREATMENT SERVICES	6,741,159	7,247,853	7,980,799	7,980,949	7,438,426
SYSTEMS PLANNING	2,317,895	1,694,885	3,430,983	2,970,983	2,974,607
PROJECT MANAGEMENT	3,026,921	2,600,060	3,623,850	3,623,885	2,860,427
CUSTOMER SERVICES	1,730,121	1,979,157	2,247,778	2,242,528	2,346,686
ENVIRONMENTAL COORDINATION	2,297	6,061	-	-	-
Total	\$80,680,494	\$72,581,537	\$127,108,975	\$92,017,686	\$198,627,516

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CIVIC CENTER (0008)	-	-	-	-	38,812,000
SEWER BOND PENDING SERIES (0088)	-	-	11,959,914	-	36,841,775
WATER SUPPLY SYSTEM (0042)	19,649,293	16,700,878	20,886,855	20,726,271	20,783,740
SEWAGE DISPOSAL SYSTEM (0043)	18,448,482	15,037,429	18,311,059	18,211,416	19,449,535
SOLID WASTE (0072)	10,663,464	11,045,856	13,771,917	13,239,571	16,004,559
STREET REPAIR MILLAGE (0062)	725,256	81,484	9,566,437	1,182,521	10,389,616
STORMWATER SEWER SYSTEM (0069)	1,899,274	2,454,019	5,236,172	5,123,718	9,172,652
WATER BOND PENDING SERIES (0089)	-	-	8,695,160	-	8,847,418
GENERAL (0010)	7,825,689	7,786,856	8,312,975	8,502,714	8,399,705
FLEET SERVICES (0012)	5,796,533	4,773,148	6,798,758	5,821,546	7,997,045
MAJOR STREET (0021)	6,220,121	6,576,752	6,922,330	6,929,830	7,702,403
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	3,875,747	3,875,747	4,028,047
PROJECT MANAGEMENT (0049)	2,021,268	2,210,353	3,140,481	2,123,530	3,311,766
LOCAL STREET (0022)	1,439,165	1,300,939	1,835,408	1,835,408	1,899,114
CENTRAL STORES (0011)	1,003,298	976,955	1,463,854	1,415,103	1,406,087
AIRPORT (0048)	913,731	843,127	2,347,915	695,171	798,757
ART IN PUBLIC PLACES (0056)	-	-	-	-	530,457
SIDEWALK IMPROVEMENT FUND (0091)	-	-	487,713	-	488,567
WHEELER CENTER (0058)	-	-	450,000	-	450,000
ALTERNATIVE TRANSPORTATION (0061)	12,264	8,304	343,830	92,690	352,498
METRO EXPANSION (0036)	146,669	219,964	345,000	345,000	345,000
TREE REMOVAL AND DISPOSAL FUND (0079)	1,725,433	563,374	678,005	678,005	175,860
ENERGY PROJECTS (0002)	117,925	35,048	785,137	325,137	157,979
INSURANCE (0057)	-	68,165	201,566	201,566	157,397
ELIZABETH R DEAN TRUST (0055)	48,503	77,651	86,799	86,799	79,031
PARKS SERVICE HEADQUARTERS (0015)	131,616	100,401	46,543	46,543	43,508
CEMETERY PERPETUAL CARE (0054)	-	-	3,000	3,000	3,000
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,764,405	1,525,716	556,400	556,400	-
MAJOR GRANT PROGRAMS FUND (00MG)	123,325	127,118	-	-	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	-	68,000	-	-	-
PARKING SYSTEM (0044)	4,780	-	-	-	-
Total	\$80,680,494	\$72,581,537	\$127,108,975	\$92,017,686	\$198,627,516

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
ADMINISTRATION	12.19	18.21	12.00	12.00
CAPITAL PROJECTS	17.65	16.35	13.46	13.26
CUSTOMER SERVICES	18.80	13.70	13.75	13.75
ENVIRONMENTAL COORDINATION	-	-	-	-
FIELD OPERATIONS	134.97	131.37	132.80	132.30
FLEET & FACILITIES	24.62	24.58	26.15	26.15
PROJECT MANAGEMENT	17.78	16.21	17.69	17.69
SYSTEMS PLANNING	17.40	15.85	12.70	13.40
WASTEWATER TREATMENT SERVICES	32.15	33.75	35.48	35.48
WATER TREATMENT SERVICES	21.56	23.63	26.22	26.22
Total	297.12	293.65	290.25	290.25





PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes \$102 million in capital improvements for roads, water and sewer infrastructure, and the municipal facility improvements. There are 13.26 FTEs allocated to Capital Project management.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	-	-	1,350,231	-	1,376,378
CONTRIBUTIONS	-	-	-	-	-
INTERGOVERNMENTAL REVENUES	-	-	-	-	-
INVESTMENT INCOME	-	-	-	-	1,300,000
MISCELLANEOUS REVENUE	-	-	-	-	-
SALE OF BONDS	-	-	22,307,074	-	42,501,193
PRIOR YEAR SURPLUS	-	-	1,679,781	-	37,078,567
OPERATING TRANSFERS	-	-	1,495,975	-	9,562,443
Total	-	-	\$26,833,061	-	\$91,818,581

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CIVIC CENTER (0008)	-	-	-	-	38,812,000
SEWER BOND PENDING SERIES (0088)	-	-	11,959,914	-	36,841,775
WATER BOND PENDING SERIES (0089)	-	-	8,695,160	-	8,847,418
STORMWATER SEWER SYSTEM (0069)	-	-	-	-	3,425,000
SOLID WASTE (0072)	-	-	572,346	-	2,040,000
PROJECT MANAGEMENT (0049)	-	-	1,016,951	-	1,101,378
SIDEWALK IMPROVEMENT FUND (0091)	-	-	487,713	-	488,567
ALTERNATIVE TRANSPORTATION (0061)	-	-	264,547	-	262,443
AIRPORT (0048)	-	-	1,652,000	-	-
STREET REPAIR MILLAGE (0062)	-	-	2,049,420	-	-
MAJOR STREET (0021)	-	-	135,010	-	-
WATER SUPPLY SYSTEM (0042)	-	-	-	-	-
Total	-	-	\$26,833,061	-	\$91,818,581

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	-	-	1,259,687	-	987,225
PAYROLL FRINGES/INSURANCE	-	-	395,749	-	409,924
OTHER SERVICES	-	-	1,925,871	-	415,013
MATERIALS & SUPPLIES	-	-	23,167	-	-
OTHER CHARGES	-	-	26,585,386	-	100,780,969
PASS THROUGHGS	-	-	623,121	-	25,000
CAPITAL OUTLAY	-	-	2,513,452	-	-
VEHICLE OPERATING COSTS	-	-	-	-	-
Total	-	-	\$33,326,433	-	\$102,618,131

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CIVIC CENTER (0008)	-	-	-	-	38,812,000
SEWER BOND PENDING SERIES (0088)	-	-	11,959,914	-	36,841,775
STREET REPAIR MILLAGE (0062)	-	-	8,383,916	-	10,073,678
WATER BOND PENDING SERIES (0089)	-	-	8,695,160	-	8,847,418
STORMWATER SEWER SYSTEM (0069)	-	-	-	-	3,425,000
SOLID WASTE (0072)	-	-	572,346	-	2,040,000
PROJECT MANAGEMENT (0049)	-	-	1,016,951	-	1,101,378
SIDEWALK IMPROVEMENT FUND (0091)	-	-	487,713	-	488,567
ART IN PUBLIC PLACES (0056)	-	-	-	-	488,020
ALTERNATIVE TRANSPORTATION (0061)	-	-	251,140	-	248,478
WATER SUPPLY SYSTEM (0042)	-	-	158,503	-	145,472
SEWAGE DISPOSAL SYSTEM (0043)	-	-	98,790	-	106,345
AIRPORT (0048)	-	-	1,652,000	-	-
MAJOR STREET (0021)	-	-	50,000	-	-
Total	-	-	\$33,326,433	-	\$102,618,131

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
CAPITAL PROJECTS			13.46	13.26
Total			13.46	13.26

PUBLIC SERVICES AREA CAPITAL PROJECTS

The Civic Center Fund is requesting capital funding in the amount of \$38,812,000 for police and court facility expansion.

The Water Supply System is requesting capital project funding in the amount of \$8,847,418. All funds will be supplied by Water Revenue bonds.

The Sewage Disposal System is requesting capital project funding in the amount of \$36,841,775. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$3,425,000. Funding will be provided by rates.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$10,073,678. All funding will be supplied by the Street Repair Millage

The Sidewalk Improvement Fund is requesting capital funding in the amount of \$488,567. Funding will be provided by sidewalk repair cost recovery.

The Alternative Transportation Fund is requesting capital project funding in the amount of \$248,478. Funding will be provided from the Weight and Gas Tax revenues.

The Solid Waste Enterprise Fund is requesting capital project funding in the amount of \$2,040,000. Use of fund balance will supply funding for the requested projects.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Asst WTP Manager	401020	0.20
Asst WWTP Manager	401010	0.05
Civil Engineer III	403620	1.50
Civil Engineer IV	403840	0.65
Civil Engineer V	401330	1.43
Civil Engineering Spec 3	112014	2.44
Civil Engineering Spec 4	112024	3.30
Contract/Project Mgr WWTP	401190	0.05
Engineering Tech IV	112040	0.69
Field Oper Tech II - Comm	112714	0.30
Field Oper Tech IV - Comm	112734	0.40
Field Oper Tech V - Comm	112744	0.05
Operations Specialist	112110	0.25
Senior Utilities Engineer	404000	1.50
Technician Supervisor	192050	0.20
WTP Manager	401310	0.15
WWTP Manager	401300	0.10
Total		13.26



PUBLIC SERVICES AREA

CUSTOMER SERVICES

Customer Services has the primary responsibility of collecting and processing all payments due to the City such as taxes, parking tickets, water payments and invoices. Customer Services is also responsible for all water utility (water, sewer, and stormwater), airport and solid waste billing services. Within the unit a consolidated call center routes City calls and specifically handles Public Services calls to assure we respond in a timely manner to customer inquiries, complaints and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport, Treasury (payment processing), and Water Utilities. Customer Services also provides all types of general information for walk-in customers. Customer Services has 13.75 FTEs.

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	41,654,843	41,205,075	45,309,573	45,014,573	46,741,540
MISCELLANEOUS REVENUE	-	62,020	-	22,000	-
PRIOR YEAR SURPLUS	-	-	84,840	81,906	-
TAXES	35,282	33,208	-	-	-
OPERATING TRANSFERS	210,820	-	155,250	153,169	162,280
Total	\$41,900,945	\$41,300,303	\$45,549,663	\$45,271,648	\$46,903,820

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
SEWAGE DISPOSAL SYSTEM (0043)	19,705,500	18,738,063	20,453,339	20,474,486	21,062,995
WATER SUPPLY SYSTEM (0042)	18,526,697	18,405,568	20,375,128	20,078,047	20,597,280
STORMWATER SEWER SYSTEM (0069)	3,668,748	4,156,672	4,719,115	4,719,115	5,243,545
GENERAL (0010)	-	-	2,081	-	-
SOLID WASTE (0072)	-	-	-	-	-
Total	\$41,900,945	\$41,300,303	\$45,549,663	\$45,271,648	\$46,903,820

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	817,773	868,103	678,264	678,264	712,577
PAYROLL FRINGES/INSURANCE	391,374	418,645	491,001	491,001	532,409
OTHER SERVICES	342,808	386,905	550,678	547,057	490,704
MATERIALS & SUPPLIES	(4,434)	89,084	81,680	81,680	90,400
OTHER CHARGES	167,406	214,989	291,367	291,367	358,516
PASS THROUGHES	-	-	155,240	153,159	162,080
CAPITAL OUTLAY	15,194	1,400	-	-	-
VEHICLE OPERATING COSTS	-	31	-	-	-
Total	\$1,730,121	\$1,979,157	\$2,248,230	\$2,242,528	\$2,346,686

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
WATER SUPPLY SYSTEM (0042)	1,321,059	1,461,263	1,631,342	1,628,894	1,679,969
GENERAL (0010)	194,976	227,957	291,092	288,861	371,628
MAJOR STREET (0021)	85,202	89,865	121,247	121,197	130,420
SOLID WASTE (0072)	97,360	82,563	158,841	158,756	115,645
PROJECT MANAGEMENT (0049)	63,844	68,338	44,855	44,820	49,024
SEWAGE DISPOSAL SYSTEM (0043)	11,005	(79,404)	853	-	-
STORMWATER SEWER SYSTEM (0069)	(43,325)	128,575	-	-	-
Total	\$1,730,121	\$1,979,157	\$2,248,230	\$2,242,528	\$2,346,686

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
CUSTOMER SERVICES	18.80	13.70	13.75	13.75
Total	18.80	13.70	13.75	13.75

**PUBLIC SERVICES AREA
CUSTOMER SERVICES**

REVENUES

Charges for Services – This increase reflects a requested increase in rates for the Water Supply System, Sewage Disposal System and Stormwater System.

EXPENSES

Personnel Services –The increase is contractual increases for front line employees.

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

Other Services – The decrease in FY 2009 is due to two projects budgeted for FY 2008 for a customer satisfaction survey and development of electronic utility bill presentment for the Internet.

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

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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

Service Unit Goals	City Goals:
A. Develop new "Customer Service" web page that serves as the point of entry for the 80% of reasons that citizens/customers use the web to do business with us as an organization (not just Customer Service Center related tasks) by August 31, 2008.	2
B. Revise and submit "Cross Connection Control Program" to the MDEQ for review and approval by September 1, 2008.	3, 5
C. Evaluate options and implement a Customer Web option (electronic bill presentment and bill payment options) by March 31, 2009.	2, 5
D. Complete AMR Project: 1) proactively address potential failure issues on all MAG meters; 2) repair all AMR installs which are not correctly reporting; 3) install AMR technology in meter pits; 4) address private curb box issues; and 5) complete the remaining 324 meters that have not been converted to AMR technology by June 30, 2009.	3, 5
E. Make final revisions/additions and move Backflow Prevention Device data to CityWorks by July 31, 2008.	1, 3, 5
F. Evaluate options for better automation of the summer sewer discount; implement if feasible. Also evaluate opportunities to set the same fixed periods for all eligible customers by October 31, 2008.	1, 2
G. Maintain average rate of "Abandoned phone calls" at 4% or lower overall and work towards 5% or lower for each individual call.	2
H. Split shared phone tree tables in current BCM phone system so that each inbound number receives its own custom treatment (may suspend based on timing of new phone system implementation for Customer Service) – TBD based on new system.	1, 2
I. Implement new phone system technology to replace existing BCM phone system for the Customer Service and PSA Admin areas – TBD based on schedule.	1, 2, 5
J. Evaluate and implement options for formally collecting customer feedback/input (i.e. formal customer survey; "Suggestions Box" in the Service Center and at City Hall; on-line "We're Listening" option; comment cards) by June 30, 2009.	1, 2, 5
K. Evaluate pros/cons of moving to version 10 of the Cogsdale Billing application; make decision to implement OR wait for version 11 by January 1, 2009.	1, 5
L. Finalize "automation" improvements for moving delinquent utility bills to taxroll and revise code to support going to both Summer and Winter taxroll.	1, 5

Service Unit Measures	Status
A – Post new “self-service options” screen to the Web by stated due date.	25% complete
B – Submit revised program/plan documentation to the DEQ by or before stated due date.	40% complete
C1 – Submit Business Plan to IT no later than April 30, 2008.	
C2 – Completed Project Plan no later than June 30, 2008.	
C3 – On-line options available to customers on or before stated due date.	
D – Create task lists for #'s 1, 3 and 4 and create/run monthly reports in SMARTList for 2 and 5.	10% complete
E – Create task list and project timeline to ensure completion by or before stated due date.	50% complete
F1 – Schedule follow-up review meeting.	
F2 – Create task list and project timeline to ensure completion by or before stated due date.	20% complete
G – Create/update monthly graph reports and post in Customer Service Center staff area.	50% complete
H – Create flow diagrams and create timeline based on install of replacement system (can also be used in implementing new system); complete by or before stated due date on timeline.	
I – Create task list and project timeline to ensure completion by or before project due date.	
J – Create task list and project timeline to ensure completion by or before stated due date.	
K – Install Version 10 in test and identify actual benefits of implementing in Production; if “go” decision is made, create a project plan to implement in Production by or before stated due date.	
L – Work with Treasury to create task list and project timeline to ensure completion by or before stated due date.	25% complete

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
CUSTOMER SERVICES

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 1	110014	1.00
Admin Support Spec Lvl 2	110024	1.00
Admin Support Spec Lvl 3	110034	3.65
Admin Support Spec Lvl 4	110044	5.10
Call Center Supervisor	194510	1.00
Customer Serv Manager	401390	1.00
Tech Systems Spec - CSC	403760	1.00
Total		13.75



PUBLIC SERVICES AREA

FIELD OPERATIONS

Field Operations is the field oriented maintenance and operational unit for the City. There are 132.30 FTEs. Field Operations is responsible for park maintenance, forestry, natural area preservation, street lighting, traffic signals, street signs, radio/fiber optic communications, street maintenance, pavement analysis, sidewalk inspections and repairs, traffic studies, solid waste and material recovery activities, and all water, wastewater compost and storm water distribution and collection. Consolidating these operational activities into one service unit is resulting in significant coordination, cross-training opportunities and improved efficiencies.

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	821,275	1,444,131	836,629	916,629	1,186,019
CONTRIBUTIONS	120	-	-	-	-
INTERGOVERNMENTAL REVENUES	8,050,016	7,716,517	7,787,816	7,787,816	7,775,240
INTRA GOVERNMENTAL SALES	1,497,923	1,833,364	1,868,626	1,868,626	2,268,896
INVESTMENT INCOME	129,567	234,849	97,112	97,112	122,922
LICENSES, PERMITS & REGISTRATION	500	-	-	-	-
MISCELLANEOUS REVENUE	124,453	99,740	55,750	55,750	55,750
PRIOR YEAR SURPLUS	-	-	1,905,397	1,984,763	1,352,328
TAXES	1,940,582	2,051,967	3,334,707	3,334,707	3,453,165
OPERATING TRANSFERS	2,657,035	537,290	1,097,756	1,049,005	546,860
Total	\$15,221,471	\$13,917,858	\$16,983,793	\$17,094,408	\$16,761,180

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
MAJOR STREET (0021)	6,059,987	7,206,272	6,115,387	6,115,387	6,756,121
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	3,344,007	3,344,007	3,462,465
SOLID WASTE (0072)	689,266	563,167	1,678,000	1,758,000	1,670,000
LOCAL STREET (0022)	1,599,145	1,586,122	1,610,408	1,610,408	1,669,464
CENTRAL STORES (0011)	1,223,565	1,122,661	1,463,855	1,415,104	1,406,087
GENERAL (0010)	268,420	222,204	238,100	429,920	533,139
WATER SUPPLY SYSTEM (0042)	104,198	151,509	463,835	463,835	417,683
METRO EXPANSION (0036)	687,558	328,568	345,000	345,000	345,000
SEWAGE DISPOSAL SYSTEM (0043)	206,614	167,120	230,000	230,000	180,000
TREE REMOVAL AND DISPOSAL FUND (0079)	2,170,287	145,495	678,005	678,005	175,860
ELIZABETH R DEAN TRUST (0055)	36,966	111,297	86,799	86,799	86,853
PARKS SERVICE HEADQUARTERS (0015)	141,553	158,419	46,543	46,543	43,508
STORMWATER SEWER SYSTEM (0069)	32,173	18,558	124,454	12,000	12,000
CEMETERY PERPETUAL CARE (0054)	4,537	5,093	3,000	3,000	3,000
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,994,870	2,130,722	556,400	556,400	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	2,332	651	-	-	-
Total	\$15,221,471	\$13,917,858	\$16,983,793	\$17,094,408	\$16,761,180

**PUBLIC SERVICES AREA
FIELD OPERATIONS**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	8,442,893	7,774,094	8,579,228	8,579,228	8,751,085
PAYROLL FRINGES/INSURANCE	3,212,619	3,531,968	4,400,713	4,400,713	4,788,809
OTHER SERVICES	10,992,210	11,457,076	14,033,142	14,242,726	14,296,075
MATERIALS & SUPPLIES	2,317,467	1,916,854	3,009,702	2,981,930	3,007,865
OTHER CHARGES	2,283,593	2,506,380	2,707,363	2,665,208	3,081,478
PASS THROUGHGS	1,319,126	779,208	1,275,335	1,275,335	1,254,440
CAPITAL OUTLAY	(501,795)	(444,369)	2,978,088	2,865,634	2,519,666
VEHICLE OPERATING COSTS	405,165	552,726	735,493	735,493	748,307
Total	\$28,471,278	\$28,073,937	\$37,719,064	\$37,746,267	\$38,447,725

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
SOLID WASTE (0072)	8,402,014	8,940,090	9,768,376	9,766,709	10,449,126
GENERAL (0010)	5,590,307	5,493,400	5,348,782	5,540,602	6,016,235
MAJOR STREET (0021)	3,778,689	3,926,635	4,247,156	4,247,234	4,951,773
STORMWATER SEWER SYSTEM (0069)	952,821	1,201,761	3,520,482	3,407,583	3,904,655
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	3,323,705	3,323,705	3,504,520
WATER SUPPLY SYSTEM (0042)	2,102,703	2,299,065	3,571,714	3,570,994	3,153,376
SEWAGE DISPOSAL SYSTEM (0043)	1,478,906	1,493,275	3,057,006	3,056,348	2,619,460
LOCAL STREET (0022)	1,320,571	1,217,352	1,727,242	1,727,242	1,826,094
CENTRAL STORES (0011)	1,028,641	947,253	1,438,854	1,390,103	1,376,087
METRO EXPANSION (0036)	146,669	219,964	345,000	345,000	345,000
TREE REMOVAL AND DISPOSAL FUND (0079)	1,725,433	563,374	678,005	678,005	175,860
ELIZABETH R DEAN TRUST (0055)	48,503	77,651	86,799	86,799	79,031
PARKS SERVICE HEADQUARTERS (0015)	131,616	100,401	46,543	46,543	43,508
CEMETERY PERPETUAL CARE (0054)	-	-	3,000	3,000	3,000
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,764,405	1,525,716	556,400	556,400	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	-	68,000	-	-	-
Total	\$28,471,278	\$28,073,937	\$37,719,064	\$37,746,267	\$38,447,725

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
FIELD OPERATIONS	134.97	131.37	132.80	132.30
Total	134.97	131.37	132.80	132.30

PUBLIC SERVICES AREA FIELD OPERATIONS

Expenses

Personnel Services – The FY 09 budget reflects contractual increases for employees and reallocation of FTE's within the Field Operations Unit.

- Stormwater Sewer System Fund (0069) reflects an increase in staff allocations from Sewage Disposal System Fund (0043).

Other Services –

- Park Operations Fund (0010) reflects an increase in Contracted Services for maintenance of athletic fields and an increase in fleet maintenance and repair charges.
- Water Supply System Fund (0042) reflects a decrease in Rent City Vehicles Costs, which is now being reported as depreciation in Administration.
- Water Supply System Fund (0042) reflects a decrease in Contracted Services.
- Sewage Disposal System Fund (0043) reflects a decrease in Rent City Vehicles, which is now being reported as depreciation in Administration.
- Solid Waste Fund (0072) reflects an increase in fleet maintenance and repair and fuel charges.
- Major Street Fund (0021) reflects an increase in Contracted Services for increase in funding of severe winter road damage repairs.

Other Charges –

- Water Supply System Fund (0042), Sewage Disposal System Fund (0043), and Stormwater Sewer System Fund (0069) reflect increases in IT charges for expansion of CityWorks system.

Capital Outlay –

- Water Supply System Fund (0042), Sewage Disposal System Fund (0043) , and Stormwater Sewer System Fund (0069) reflect a decrease in equipment purchases.
- Stormwater Sewer System (0069) reflects an increase in Construction projects.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Field Operations	Manager:	Karla Henderson

Service Unit Goals	City Goals:
A. Add illuminated street name signs at various intersections to increase visibility while providing proper guidance levels.	2
B. Replace incandescent pedestrian signals with LED signals to reduce maintenance and energy costs.	2
C. Replace downtown area globe streetlights with LED street lights to reduce maintenance and energy costs.	2
D. Renovate athletic fields to be at competitive play level and improve quality standards and develop a maintenance plan to maintain the fields.	2
E. Maintain and repair water, sewage and storm sewer systems with higher than normal quality standards to ensure high quality of life.	2
F. Re-establish canopy cover through various options, including cooperative programs and partnerships with community groups by each year planting 6-8% of trees removed due to EAB infestation and 15-20% of the trees that die of natural causes.	3
G. Provide mowing cycles of 14-days to maintain high-level park aesthetics.	3
H. Review street signage on an annual rotation to reduce sign clutter while providing proper guidance levels.	3
I. Continue street sweeping efforts to prevent higher than normal level dust and sand on residential street, or debris into storm drains.	3
J. Enhance the commercial recycling program by adding more dumpsters and increase commercial recyclables.	3
K. Expand the use of Cityworks to include one major area each year, i.e., water preventative maintenance, traffic control orders, street sign inventory on GIS layer; urban forest maintenance including tree removal and replanting efforts.	3
L. Implement safety standards that include safety training and exercises.	3
M. Continue to train team leaders and supervisors to improve their leadership skills.	3

Service Unit Measures	Status
A - Number of illuminated street name signs added each year – 81 units.	
B - Percentage of the incandescent pedestrian signals replaced with LED signals each year – 33%.	
C - Percentage of the downtown globe streetlights replaced with LED lights each year – 50%.	
D - Renovate two fields per year.	
E - Complete 90% of preventative maintenance projects and 100% of emergency repairs.	
F1 - Percentage of trees planted each year: 6-8% of trees removed due to EAB infestation.	
F2 - Percentage of trees planted each year: 15-20% of trees that die of natural causes.	
G - Percentage of parks mowed within the 14-day cycle.	
H - Review 10% of street signs each year.	
I - Sweep residential streets two times each year.	
J - Increase the businesses participating each year.	
K - Complete one additional major project each year.	
L - Train each employee each year on new or updated safety standards.	
M - Provide at least one training opportunity for each team leader and supervisor each year.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
FIELD OPERATIONS

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 5	110054	4.00
Asst Mgr-Field Oper Serv	401140	1.00
Business Analyst	401210	1.00
Civil Engineer IV	403840	0.50
Field Op Tech V - Infra S	112845	5.00
Field Oper Tech I - For/F	112754	3.00
Field Oper Tech I - Infra	112804	5.00
Field Oper Tech II - Comm	112714	2.70
Field Oper Tech II - For/	112764	4.00
Field Oper Tech II - Infr	112814	14.00
Field Oper Tech III - Com	112724	4.00
Field Oper Tech III -Infr	112824	4.00
Field Oper Tech IV - Comm	112734	3.60
Field Oper Tech IV - For/	112784	9.00
Field Oper Tech IV - Infr	112834	22.00
Field Oper Tech V - Comm	112744	2.95
Field Oper Tech V - For/F	112794	10.00
Field Oper Tech V - Infra	112844	13.00
Field Operations Supv I	192100	2.00
Field Operations Supv II	192110	1.00
Field Operations Supv III	192120	6.00
Field Operations Supv IV	192130	1.00
Field Operations Supv V	192140	2.00
Field Ops Services Mgr	403450	1.00
Fleet & Facility Serv Mgr	403200	0.25
Forestry Groundsperson I	112831	1.00
GIS Coordinator	401520	1.00
Management Assistant	000200	0.05
Manager - NAP Parks	403320	1.00
NAP Technician	193050	2.00
Operations Specialist	112110	0.75
Scalemaster	116160	1.00
Tree Trimmer I	112851	1.00
Tree Trimmer II	112861	1.00
Urban Forestry & Natural Reso	401620	0.50
Volunteer & Outreach Coor	190100	1.00
Total		132.30



PUBLIC SERVICES AREA

FLEET & FACILITIES

Fleet and Facilities Service Unit is responsible for the maintenance and repair of the City's 19 buildings and grounds, 800 vehicles and equipment including vehicle and fuel procurements as well as the operation of the City's airport. There are 26.15 FTEs requested in this budget to accomplish the above described responsibilities of this unit.

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	711,728	773,827	733,127	759,056	829,419
INTRA GOVERNMENTAL SALES	5,220,971	5,620,731	6,070,319	6,070,319	6,815,605
INVESTMENT INCOME	48,154	192,945	18,000	16,000	19,000
MISCELLANEOUS REVENUE	100,255	106,544	203,500	203,450	126,500
PRIOR YEAR SURPLUS	-	-	440,278	440,278	415,440
TAXES	-	-	552,042	552,042	565,582
OPERATING TRANSFERS	402,811	485,582	748,164	748,164	625,000
Total	\$6,483,919	\$7,179,629	\$8,765,430	\$8,789,309	\$9,396,546

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
FLEET SERVICES (0012)	5,614,048	6,169,675	7,046,846	7,046,846	7,997,045
AIRPORT (0048)	722,762	773,681	736,627	760,506	833,919
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	552,042	552,042	565,582
GENERAL (0010)	147,109	236,273	429,915	429,915	-
Total	\$6,483,919	\$7,179,629	\$8,765,430	\$8,789,309	\$9,396,546

**PUBLIC SERVICES AREA
FLEET & FACILITIES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,624,498	1,529,837	1,539,134	1,565,284	1,649,606
PAYROLL FRINGES/INSURANCE	661,055	765,213	918,511	918,511	1,013,664
OTHER SERVICES	974,212	997,764	1,245,534	1,297,552	973,739
MATERIALS & SUPPLIES	133,548	114,259	236,755	242,404	295,390
OTHER CHARGES	1,394,269	1,404,299	641,485	448,953	612,081
PASS THROUGH	1,766,799	660,834	738,498	874,123	694,189
CAPITAL OUTLAY	11,283	(37,594)	2,788,710	1,514,949	3,401,550
VEHICLE OPERATING COSTS	1,412,770	1,526,241	1,597,588	1,866,483	1,966,805
Total	\$7,978,434	\$6,960,853	\$9,706,215	\$8,728,259	\$10,607,024

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
FLEET SERVICES (0012)	5,796,533	4,773,148	6,798,758	5,821,546	7,997,045
GENERAL (0010)	1,258,341	1,329,526	1,659,500	1,659,500	1,287,695
AIRPORT (0048)	923,560	858,179	695,915	695,171	798,757
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	552,042	552,042	523,527
Total	\$7,978,434	\$6,960,853	\$9,706,215	\$8,728,259	\$10,607,024

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
FLEET & FACILITIES	24.62	24.58	26.15	26.15
Total	24.62	24.58	26.15	26.15

PUBLIC SERVICES AREA FLEET & FACILITIES

Parks Maintenance & Capital Improvements (all object classes) – Facilities will have the primary responsibility for maintenance of parks facilities in an effort to improve the level of facility maintenance. Funding for this work will come from Fund 71 (Park Maintenance and Capital Improvement Millage).

REVENUES

Charges for Service:

Airport: The increase reflects additional lease revenue from the proposed box hangar project.

Fleet: Increase includes moneys from fund balance to cover cost of capital purchases and an increase in maintenance charges to cover increased cost of fuels.

Facility: The decrease reflects the discontinuation of a transfer from Fleet Fund for utilities and maintenance charges. The cost will now be maintained in the Fleet Fund and the Wheeler Service Center Maintenance Fund.

EXPENSES

Personnel Services:

Airport: This increase is related to contractual increases for front line employees.

Fleet: This increase is related to the contractual increase for front line employees and an increase in overtime cost.

Other Services:

Facility: The decrease is related to moving charges for utilities and maintenance on garage buildings from General Fund to the Fleet Fund and Wheeler Service Center Maintenance Fund.

Other Charges:

Fleet: This increase is related to the transfer of funds into the Wheeler Service Center Maintenance Fund for utility charges related to the garage buildings.

Pass Through:

Fleet: The decrease is related to the discontinuing of the transfer of funds to the General Fund for utilities and maintenance charges associated with Fleet operated buildings.

Capital Outlay:

Airport: The increase reflects planned projects at the Airport for the new Snow Removal Equipment building and box hangars.

Fleet: This increase reflects the normal variation in the type and quantity of vehicles and equipment anticipated to be replaced from year to year.

Vehicle Operating Costs:

Fleet: This increase reflects the 23% increase in the cost of fuel.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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

Service Unit Goals	City Goals:
A. Complete development of the Snow Removal Equipment building at the municipal airport.	3
B. Complete development of new corporate box hangars at the municipal airport.	3
C. Upgrade the City parks and recreational facilities to improve operations and reduce maintenance expenses of these facilities.	3
D. Redevelop the Fleet & Facility website to provide a more useful and informative connection to City customers.	5
E. Implement the City Works software to provide computerized maintenance management and work order tracking for City maintained facilities.	5
F. Utilize the new, larger compost facility to increase merchant operations to maximize use and operation of the facility while lowering per unit costs to the City.	1
G. Continue to review the appropriate size of the City fleet and promote the use of energy efficient vehicles.	1

Service Unit Measures	Status
A1 – Award project bids by 7/1/08.	
A2 – Complete construction by 6/30/09.	
B1 – Award project bids by 7/1/08.	
B2 – Complete construction by 6/30/09.	
C1 – Implement the use of Cityworks software by parks & recreation facility staff by 9/30/08.	
C2 – Implement the use of Cityworks software by facility maintenance staff by 1/1/09.	
D1 – Complete the Airport portion of the website by 7/1/08.	
D2 – Complete the Fleet portion of the website by 10/1/08.	
D3 – Complete the Facilities portion of the website by 1/1/09.	
E1 – Upgrade facility maintenance computers by 7/1/08.	
E2 – Train facility maintenance staff on Cityworks software by 1/1/09.	
E3 – Work with IT to provide access and training for other City staff positions to enter work orders into software by 6/30/09.	

F1 – Increase the marketing effort to sell the City’s finished compost product by 9/1/08.	
F2 – Solicit additional incoming product to maximize the efficiency of the larger compost yard by 12/1/08.	
F3 – Provide training and review operational efficiencies by 6/30/09.	
G1 – Complete fleet utilization study by 12/1/08.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
FLEET & FACILITIES

Allocated Positions		FY2009
Job Description	Job Class	FTE's
Admin Support Spec Lvl 3	110034	0.30
Admin Support Spec Lvl 5	110054	1.00
Facilities Maint Tech III	110224	2.00
Facilities Maint Tech IV	110234	2.00
Facilities Maint Tech V	110244	4.00
Fin Analyst FI & Fac Svc	401420	1.00
Fleet & Fac Supv II	190014	2.00
Fleet & Fac Supv III	190024	1.00
Fleet & Facility Serv Mgr	403200	0.75
Mgr Fund & Rate Analysis	401060	0.10
Procurement Coordinator	117450	1.00
Vehicle & Equip Tech III	110104	1.00
Vehicle & Equip Tech IV	110114	1.00
Vehicle & Equip Tech IV	110115	3.00
Vehicle & Equip Tech V	110125	6.00
Total		26.15



PUBLIC SERVICES AREA

PROJECT MANAGEMENT

The Project Management unit provides a wide range of engineering services including design and construction management, construction inspection, and traffic and transportation engineering. The unit focuses on timely completion of the City's capital improvement projects, traffic engineering services, private development construction services, infrastructure records maintenance, and securing outside funds and grants for the City's capital improvement projects. The budget includes 17.69 FTEs.

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	2,006,761	1,743,416	1,556,262	1,556,262	1,630,128
INTRA GOVERNMENTAL SALES	1,115	3,473	-	-	-
MISCELLANEOUS REVENUE	9,944	5,203	-	-	-
PRIOR YEAR SURPLUS	-	-	-	-	100,737
OPERATING TRANSFERS	438,204	459,933	567,268	567,268	680,997
Total	\$2,456,024	\$2,212,025	\$2,123,530	\$2,123,530	\$2,411,862

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PROJECT MANAGEMENT (0049)	2,303,684	2,165,202	2,123,530	2,123,530	2,210,388
STREET REPAIR MILLAGE (0062)	-	-	-	-	100,737
ART IN PUBLIC PLACES (0056)	-	-	-	-	100,737
GENERAL (0010)	140,075	33,945	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	12,265	12,878	-	-	-
Total	\$2,456,024	\$2,212,025	\$2,123,530	\$2,123,530	\$2,411,862

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,153,716	1,224,693	1,256,525	1,256,525	1,303,538
PAYROLL FRINGES/INSURANCE	374,331	454,108	582,219	582,219	635,770
OTHER SERVICES	175,225	100,578	215,424	213,580	212,263
MATERIALS & SUPPLIES	12,733	15,073	10,601	12,480	12,241
OTHER CHARGES	752,890	818,353	1,436,148	1,436,148	469,435
PASS THROUGHGS	550,657	(17,734)	117,933	117,933	222,180
CAPITAL OUTLAY	5,631	803	5,000	5,000	5,000
VEHICLE OPERATING COSTS	1,738	4,186	-	-	-
Total	\$3,026,921	\$2,600,060	\$3,623,850	\$3,623,885	\$2,860,427

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PROJECT MANAGEMENT (0049)	1,943,704	2,100,850	2,063,675	2,063,710	2,145,364
MAJOR STREET (0021)	278,315	323,185	327,654	327,654	347,546
STREET REPAIR MILLAGE (0062)	534,961	81,484	1,182,521	1,182,521	315,938
LOCAL STREET (0022)	118,594	83,587	50,000	50,000	51,579
ALTERNATIVE TRANSPORTATION (0061)	12,264	8,304	-	-	-
GENERAL (0010)	139,083	2,650	-	-	-
Total	\$3,026,921	\$2,600,060	\$3,623,850	\$3,623,885	\$2,860,427

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
PROJECT MANAGEMENT	17.78	16.21	17.69	17.69
Total	17.78	16.21	17.69	17.69

**PUBLIC SERVICES AREA
PROJECT MANAGEMENT SERVICES UNIT**

REVENUES

Project Credits – The Project Management Services Unit (PMSU) has been operating as an Internal Service Fund since FY06. The Internal Service Fund receives credits from the capital projects for project management services, receives credits for reviewing private development plans and construction inspection services, and receives pro-rated credits from other funds that are directly benefiting from the PMSU services.

EXPENSES

Personnel Services – This increase is related to contractual increases for front line employees. The PMSU staff are primarily assigned to capital projects, private development construction, traffic engineering, private utilities street cut inspection, As-Built record maintenance and customer services. PMSU is staffed at its near historical low to meet demands for services. To ensure readiness and timely response to demands for services during high peak periods, PMSU depends on services from private engineering consultants.

Payroll Fringes – The increase in costs is related to increases in VEBA funding and medical insurance.

Other Charges – The decrease is a result of previously uncommitted Street Millage Revenue being allocated to identified street capital projects.

CITY of ANN ARBOR SERVICE UNIT GOALS AND PERFORMANCE MEASURES for the fiscal year ending June 30, 2009

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

Service Unit Goals	City Goals:
A. Improve City Infrastructure (Streets, Water Mains, Storm & Sanitary Sewer).	3
B. Focus on delivery of customer service by incorporating extensive public engagement processes in the planning, design and construction of the capital improvement projects.	2
C. Encourage and implement environmentally sustainable practices.	4
D. Provide timely Private Development Construction Plan reviews to encourage new developments in the City.	5

Service Unit Measures	Status
A1 – Number of Street Resurfacing/Reconstruction project benchmarks met in FY09.	1 of 4
A2 – Number of Water Main project benchmarks met in FY09.	3 of 11
A3 – Number of Storm and Sanitary Sewer project benchmarks met in FY09.	4 of 13
C1 – Install bicycle lanes on City streets whenever feasible.	
D1 – 80% of Private Development Construction Plans reviewed within four weeks.	
D1 – 80% of Right-of-Way Permits reviewed within three weeks.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	0.30
Admin Support Spec Lvl 5	110054	0.85
Civil Engineer III	403620	2.00
Civil Engineer IV	403840	0.35
Civil Engineer V	401330	2.57
Civil Engineering Spec 3	112014	4.56
Civil Engineering Spec 4	112024	4.70
Engineering Tech IV	112040	0.31
Financial Mgr-Public Serv	401070	0.20
Management Assistant	000200	0.05
Project Management Mgr	403140	1.00
Technician Supervisor	192050	0.80
Total		17.69



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, safety programming and oversight and communications support. Administration also provides support for the design and management of capital projects. There are 12.0 FTEs assigned to perform these functions in support of the service area.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	374,306	409,485	420,000	420,000	520,200
CONTRIBUTIONS	-	-	-	-	-
INTRA GOVERNMENTAL SALES	-	-	593,723	593,723	596,425
INVESTMENT INCOME	1,732,334	3,933,679	2,900,000	3,197,000	3,145,000
LICENSES, PERMITS & REGISTRATION	55,673	29,718	60,000	60,000	60,000
MISCELLANEOUS REVENUE	303,311	(767,329)	50,000	65,000	50,000
PRIOR YEAR SURPLUS	-	-	190,000	150,000	413,211
TAXES	18,565,696	19,643,568	20,547,005	20,658,985	20,988,509
OPERATING TRANSFERS	2,705,725	2,506,361	2,639,394	2,189,394	3,116,592
Total	\$23,737,045	\$25,755,482	\$27,400,122	\$27,334,102	\$28,889,937

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
SOLID WASTE (0072)	11,054,830	12,042,454	12,367,568	12,491,514	12,346,330
STREET REPAIR MILLAGE (0062)	8,265,295	8,614,524	9,566,437	9,566,437	10,288,879
WATER SUPPLY SYSTEM (0042)	2,181,555	2,893,512	1,797,263	1,997,263	2,027,526
SEWAGE DISPOSAL SYSTEM (0043)	907,179	486,801	1,641,008	1,641,042	1,731,496
MAJOR STREET (0021)	798,436	925,158	864,443	864,443	946,990
WHEELER CENTER (0058)	-	-	450,000	-	450,000
ART IN PUBLIC PLACES (0056)	-	-	-	-	413,211
STORMWATER SEWER SYSTEM (0069)	137,175	389,713	387,403	447,403	402,855
LOCAL STREET (0022)	224,437	287,076	225,000	225,000	229,650
GENERAL (0010)	154,829	61,701	51,000	51,000	53,000
INSURANCE (0057)	-	-	50,000	50,000	-
ALTERNATIVE TRANSPORTATION (0061)	10,475	36,943	-	-	-
METRO EXPANSION (0036)	8,685	18,961	-	-	-
PARKING SYSTEM (0044)	11,730	-	-	-	-
HYDROPOWER OPERATING FUND (0019)	-	-	-	-	-
PROJECT MANAGEMENT (0049)	(17,581)	(1,361)	-	-	-
Total	\$23,737,045	\$25,755,482	\$27,400,122	\$27,334,102	\$28,889,937

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,042,172	1,099,402	1,009,454	929,454	1,062,703
PAYROLL FRINGES/INSURANCE	1,354,928	1,462,632	1,651,617	1,651,617	1,618,444
OTHER SERVICES	407,536	575,861	1,115,312	877,211	1,144,143
MATERIALS & SUPPLIES	38,149	81,402	164,322	97,152	175,002
OTHER CHARGES	10,456,481	10,413,510	14,257,724	14,258,403	15,648,116
PASS THROUGHS	11,104,329	3,553,239	3,167,119	3,207,119	3,792,933
CAPITAL OUTLAY	7,430	7,528	7,500	7,500	-
VEHICLE OPERATING COSTS	-	392	-	-	-
Total	\$24,411,025	\$17,193,966	\$21,373,048	\$21,028,456	\$23,441,341

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
SEWAGE DISPOSAL SYSTEM (0043)	10,420,229	6,543,986	6,847,699	6,850,444	8,194,517
WATER SUPPLY SYSTEM (0042)	8,803,032	5,402,170	7,373,845	7,376,448	7,783,804
SOLID WASTE (0072)	1,949,474	1,801,249	2,983,183	3,025,128	3,106,118
MAJOR STREET (0021)	1,930,899	2,094,810	2,012,819	2,070,291	2,110,079
STORMWATER SEWER SYSTEM (0069)	765,548	853,629	987,412	988,055	1,140,943
WHEELER CENTER (0058)	-	-	450,000	-	450,000
GENERAL (0010)	368,220	374,142	418,358	418,358	388,605
INSURANCE (0057)	-	68,165	201,566	201,566	157,397
ART IN PUBLIC PLACES (0056)	-	-	-	-	42,437
CENTRAL STORES (0011)	(25,343)	29,702	25,000	25,000	30,000
LOCAL STREET (0022)	-	-	58,166	58,166	21,441
PROJECT MANAGEMENT (0049)	13,720	41,165	15,000	15,000	16,000
STREET REPAIR MILLAGE (0062)	190,295	-	-	-	-
PARKING SYSTEM (0044)	4,780	-	-	-	-
AIRPORT (0048)	(9,829)	(15,052)	-	-	-
Total	\$24,411,025	\$17,193,966	\$21,373,048	\$21,028,456	\$23,441,341

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
ADMINISTRATION	12.19	18.21	12.00	12.00
Total	12.19	18.21	12.00	12.00

**PUBLIC SERVICES AREA
ADMINISTRATION**

REVENUES

Prior Year Surplus – The increase reflects funding for newly created Art In Public Places Fund for 1% of capital expenditures in Water, Sewer, Stormwater and Solid Waste Funds.

Operating Transfers – The increase reflects funding for newly created Art In Public Places Fund for 1% of capital expenditures in Street Construction and Parks & Recreation. Also reflected is a newly created administration fund for common expenses at the Wheeler Service Center. Funding is transferred to administration from the different units/funds that use the Wheeler Center.

EXPENSES

Personnel Services – The increase is related to employee wage increases.

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

Other Charges – Water, Sewer & Stormwater reflect anticipated FY 2009 debt payments, depreciation and increased insurance premiums. The Sewer fund depreciation increase is related to the major infrastructure improvements planned in FY 2009.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Safety/Training and Development	Manager:	Bob Cariano

Service Unit Goals	City Goals:
A. Review and update the Public Services employee progression requirements by unit and remove tasks that are no longer performed and add new tasks where required. This will reduce training costs and result in well-trained and qualified employees.	1, 5
B. Complete redesign of Employee Injury Reporting form. This form will include a complete investigation that will identify deficiencies in training and equipment usage. This process will reduce employees' time off work and worker compensation cost. (City-wide)	1, 3
C. Redesign the Equipment Accident reporting form. This form will also have a complete investigation process that will identify employee retraining requirements and equipment deficiencies. This process will reduce worker compensation and equipment repair costs. (City-wide)	3, 5
D. Review of Managed Clothing Program.	5
E. Develop a working relationship with other Public agencies for Safety Training requirements.	2, 3

Service Unit Measures	Status
A – Current progression requirements are being reviewed by each Service Unit and are in different phases of completion.	50%
B1 – Form complete and ready for print April 1 st .	100%
B2 – Roll out and training on form to begin April 21 st .	80%
C – Form complete by July 1, 2008.	
D – Program in place by June 30, 2008.	40%
E – Reduce overall training costs.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	0.45
Admin Support Spec Lvl 4	110044	0.70
Admin Support Spec Lvl 5	110054	0.15
City Communication Liaiso	401180	1.00
Financial Mgr-Public Serv	401070	0.80
Financial Op & Control An	401250	1.00
Management Assistant	000200	1.90
Mgr Fund & Rate Analysis	401060	0.90
Proc&Docu Spec/Tech Train	401080	1.00
Public Services Area Admi	403410	1.00
Public Svcs – Major Proj	403780	1.00
Safety Compliance Special	401220	1.00
Safety Manager	401290	1.00
Solid Waste Coordinator	404100	0.10
Total		12.00



PUBLIC SERVICES AREA

SYSTEMS PLANNING

The Systems Planning Unit is comprised of 13.4 FTEs in FY 2009. Systems Planning staff brings together diverse experience in solid waste and recycling, soil erosion, natural features, planning, public engagement, project management, transportation, GIS, stormwater and water resources, sanitary sewer and drinking water issues. The unit provides asset management for the Public Services Area including parks, solid waste, transportation, non-motorized transportation, sanitary, storm water and drinking water facilities; development of programs and policies that optimize service levels, environmental benefit and public investment; capital planning and budgeting; and infrastructure standards and specifications for facilities and activities within the Public Services Area. The unit also provides support for the implementation of GIS-based work management systems throughout the service area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	-	-	627,219	167,219	-
CONTRIBUTIONS	9,632	9,632	-	-	-
INTERGOVERNMENTAL REVENUES	107,343	106,842	-	-	-
INVESTMENT INCOME	17,146	12,142	-	-	-
MISCELLANEOUS REVENUE	60	-	23,600	23,600	23,600
PRIOR YEAR SURPLUS	-	-	145,200	145,200	240,082
OPERATING TRANSFERS	53,645	60,215	146,628	146,628	121,037
Total	\$187,826	\$188,831	\$942,647	\$482,647	\$384,719

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
ENERGY PROJECTS (0002)	80,423	78,854	829,157	369,157	164,361
ALTERNATIVE TRANSPORTATION (0061)	-	-	92,690	92,690	104,676
STORMWATER SEWER SYSTEM (0069)	-	-	5,200	5,200	90,200
ART IN PUBLIC PLACES (0056)	-	-	-	-	9,882
GENERAL (0010)	60	-	5,200	5,200	5,200
SEWAGE DISPOSAL SYSTEM (0043)	-	-	5,200	5,200	5,200
WATER SUPPLY SYSTEM (0042)	-	-	5,200	5,200	5,200
MAJOR GRANT PROGRAMS FUND (00MG)	107,343	109,977	-	-	-
Total	\$187,826	\$188,831	\$942,647	\$482,647	\$384,719

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,253,646	864,077	1,180,181	1,180,181	1,281,804
PAYROLL FRINGES/INSURANCE	295,418	236,944	364,815	364,815	429,853
OTHER SERVICES	335,195	324,128	721,501	805,400	851,489
MATERIALS & SUPPLIES	87,458	18,219	477,273	17,450	17,392
OTHER CHARGES	231,990	214,437	252,388	252,418	227,787
PASS THROUGHS	-	10,000	85,000	-	9,882
CAPITAL OUTLAY	114,188	27,080	350,719	350,719	156,400
Total	\$2,317,895	\$1,694,885	\$3,431,877	\$2,970,983	\$2,974,607

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
WATER SUPPLY SYSTEM (0042)	820,661	460,034	625,257	625,017	784,413
STORMWATER SEWER SYSTEM (0069)	224,230	270,054	728,278	728,080	702,054
SEWAGE DISPOSAL SYSTEM (0043)	536,978	259,612	608,528	608,265	627,560
SOLID WASTE (0072)	214,616	221,954	289,171	288,978	293,670
MAJOR STREET (0021)	147,016	142,257	163,454	163,454	162,585
ENERGY PROJECTS (0002)	117,925	35,048	785,137	325,137	157,979
GENERAL (0010)	149,124	189,086	139,362	139,362	142,326
ALTERNATIVE TRANSPORTATION (0061)	-	-	92,690	92,690	104,020
MAJOR GRANT PROGRAMS FUND (00MG)	107,345	116,840	-	-	-
Total	\$2,317,895	\$1,694,885	\$3,431,877	\$2,970,983	\$2,974,607

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
SYSTEMS PLANNING	17.40	15.85	12.70	13.40
Total	17.40	15.85	12.70	13.40

PUBLIC SERVICES SYSTEMS PLANNING

REVENUES

Charges for Services – FY 2008 reflects a one-time funding from the DDA that is being used to purchase LED lights for the downtown street lights

EXPENSES

Personnel Services – Reflects wage increases to employees and the addition of the Urban Forester and Natural Resource Planning position.

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

Other Services - Fund 0042 includes an increase in Contracted Services.

Capital Outlay - Fund 0002 reflects a decrease returning to historical levels after a large LED purchase in FY 2008.

FTE - An FTE increase is the result of a portion of the Urban Forester and Natural Resource Planning position being reallocated to Systems Planning from Field Operations.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Systems Planning	Manager:	Craig Hupy

Service Unit Goals	City Goals:
A. Complete the Huron River Impoundment Mgmt Plan (HRIMP).	3
B. Complete Phase I and II of the Stormwater Asset Inventory and Basic Model.	4
C. Substantially complete the Water Distribution Master Plan.	3
D. Develop an Urban Forestry Management Plan.	4
E. Establish policies for the management of the City's natural and physical infrastructures.	4

Service Unit Measures	Status
A1 – Complete draft HRIMP by 09/30/08.	
A2 – Engage in Public Review & Discussion by 12/01/08.	
A3 – Complete the final HRIMP by 12/31/08.	
A4 – Prepare prioritized list of projects by 06/30/09.	
B1 – Complete physical inventory & inlet assessment by 09/30/08.	
B2 – Construct model by 12/31/08.	
B3 – Complete basic calibration of model by 03/31/08.	
B4 – Determine areas/basins for more detailed monitoring by 06/30/09.	
C1 – Complete draft water distribution master plan by 06/30/09.	
C2 – Prepare prioritized list of projects by 06/30/09.	
D1 – Complete a draft forestry management plan by 12/31/08.	
D2 – Engage public review and discussion by 03/30/08.	
D3 – Present final forestry management plan for acceptance by 06/30/09.	
E – Compile assessments of asset inventories (system used, responsible staff, need to enhance or upgrade, etc.) for each of the 27 asset subareas contained in the Systems Planning Unit Asset Management program by 06/30/09.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	0.30
Admin Support Spec Lvl 4	110044	0.20
City Planner III	401030	1.00
Civil Engineer III	403620	0.50
Civil Engineer V	401330	1.00
Energy Coordinator	401170	1.00
Environmental Coordinator	401410	1.00
Nat Res & Envir Plan Coor	403580	1.00
Recycling Coordinator	401230	1.00
Senior GIS Specialist	401340	1.00
Senior Utilities Engineer	404000	1.00
Solid Waste Coordinator	404100	0.90
Systems Planning Manager	401320	1.00
Transportation Program Mg	404030	1.00
Urban Forestry & Natural Reso	401620	0.50
Water Quality Manager	403820	1.00
Total		13.40



PUBLIC SERVICES AREA

WASTEWATER TREATMENT SERVICES

Wastewater Treatment Services is responsible for the effective collection, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. There are 35.48 FTEs assigned to Wastewater Treatment Services who are responsible for the operation and maintenance of the City's Wastewater Treatment Plant and eight sewage lift stations located around the City.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
MISCELLANEOUS REVENUE	88,456	5,903	3,200	4,200	5,000
OPERATING TRANSFERS	250,000	249,996	250,000	250,000	250,000
Total	\$338,456	\$255,899	\$253,200	\$254,200	\$255,000

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
SEWAGE DISPOSAL SYSTEM (0043)	338,456	255,899	253,200	254,200	255,000
Total	\$338,456	\$255,899	\$253,200	\$254,200	\$255,000

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	2,117,537	2,280,291	2,390,947	2,390,947	2,378,166
PAYROLL FRINGES/INSURANCE	874,009	1,033,231	1,282,351	1,282,351	1,429,202
OTHER SERVICES	2,138,849	2,312,975	3,003,085	3,001,261	3,041,320
MATERIALS & SUPPLIES	580,331	692,511	690,840	690,840	730,950
OTHER CHARGES	282,925	459,199	232,920	232,920	268,811
PASS THROUGHS	-	16,525	-	-	-
CAPITAL OUTLAY	7,713	28,372	98,040	98,040	44,700
VEHICLE OPERATING COSTS	-	1,661	-	-	-
Total	\$6,001,364	\$6,824,765	\$7,698,183	\$7,696,359	\$7,893,149

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
SEWAGE DISPOSAL SYSTEM (0043)	6,001,364	6,824,765	7,698,183	7,696,359	7,893,149
Total	\$6,001,364	\$6,824,765	\$7,698,183	\$7,696,359	\$7,893,149

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
WASTEWATER TREATMENT SERVICES	32.15	33.75	35.48	35.48
Total	32.15	33.75	35.48	35.48

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT**

EXPENSES

Personnel Services – The decrease in costs for Personnel Services is due to an increase in FTE allocations to capital projects, which results in a decrease of these costs in the operations and maintenance budget.

Payroll Fringes - The increase is due to increases in VEBA funding and medical insurance.

Other Services – The slight increase in costs for Other Services is due to increases in costs for Contracted Services.

Materials & Supplies – The increase in costs for Materials & Supplies is due mainly to increased unit costs for Chemicals.

Other Charges – The increase in costs for Other Charges is due to an increase in Contingency costs to fund severance pay for a potential retiring Water Utility Supervisor.

Capital Outlay – The decrease in costs for Capital Outlay reflects the difference in cost for capital purchases and projects between these fiscal years. Capital outlay expenses are for items necessary to maintain treatment process integrity and vary from one fiscal year to the next.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Wastewater Treatment	Manager:	Earl J. Kenzie

Service Unit Goals	City Goals:
A. Complete construction of 50% Residuals Handling Improvements Project.	1, 2, 3
B. Complete Phase 1 of Facilities Renovations Project.	1, 2, 3
C. Contract for Phase 2 of the Facilities Renovation Project.	1, 2, 3
D. Install standby generator at the Arbor Landing lift station.	2, 3
E. Treat wastewater to highest achievable water quality standards.	4
F. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	4
G. Inform and update the public of ongoing capital improvements at the WWTP.	2
H. Maximize the beneficial reuse of biosolids through the land application program.	4
I. Assess appropriate opportunities to implement energy efficient technologies in ongoing capital improvements.	1, 4

Service Unit Measures	Status
A - Indicate monthly level of construction completed based on project schedule milestones.	
B - Indicate monthly level of construction completed based on project schedule milestones.	
C - Create project task list with due dates.	
D - Create project task list with due dates.	
E - Meet all NPDES permit limits without significant violations and zero fines and citations.	
F1 - Daily review of plant performance in relation to phosphorus loading goals.	
F2 - Take actions to correct phosphorous removal process upsets within one week.	
G1 - Provide quarterly updates of capital project websites.	
G2 - Direct contact of neighboring stakeholders at least one week prior to major site activities.	
H - 100% of biosolids processed from May through November land applied, weather permitting.	
I - Create list of applicable technologies with due dates for consultants' recommendations.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 3	110034	1.00
Admin Support Spec Lvl 5	110054	1.00
Asst WWTP Manager	401010	0.95
Contract/Project Mgr WWTP	401190	0.95
Elec & Control Tech III	116234	2.00
Elec & Control Tech IV	116244	1.00
Environ Lab Analyst III	110334	3.00
Environmental Lab Supv	196930	0.38
Maint Technical Supv	196281	1.00
Process Control Sys Spec	403190	1.00
Senior Utilities Engineer	404000	0.30
Water Utility Supv II	197411	1.00
Water Utility Supv III	197420	1.00
Water Utility Supv III	197421	3.00
Water Utility Tech I	117401	5.00
Water Utility Tech II	117410	1.00
Water Utility Tech III	117420	1.00
Water Utility Tech V	117440	1.00
Water Utility Tech V	117441	9.00
WWTP Manager	401300	0.90
Total		35.48



PUBLIC SERVICES AREA

WATER TREATMENT SERVICES

Water Treatment Services is primarily responsible for processing and supplying safe drinking water for the citizens of Ann Arbor by operation of the treatment plant and associated facilities. The Water Treatment Plant has 26.22 FTEs responsible for the operation of the treatment plant; six remote pumping stations; nineteen million gallons of storage capacity; four dams; source water facilities and two hydro-electric plants.

PUBLIC SERVICES AREA
WATER TREATMENT SERVICES

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	217,290	414,219	310,000	310,000	310,000
INTERGOVERNMENTAL REVENUES	-	23,100	-	-	-
INTRA GOVERNMENTAL SALES	13,682	4,215	-	-	-
MISCELLANEOUS REVENUE	180	1,200	-	630	-
PRIOR YEAR SURPLUS	-	-	265,000	265,000	-
OPERATING TRANSFERS	30,000	30,000	30,000	30,000	30,000
Total	\$261,152	\$472,734	\$605,000	\$605,630	\$340,000

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	241,052	436,413	595,000	595,000	330,000
WATER SUPPLY SYSTEM (0042)	6,418	32,106	10,000	10,630	10,000
MAJOR GRANT PROGRAMS FUND (00MG)	13,682	4,215	-	-	-
HYDROPOWER OPERATING FUND (0019)	-	-	-	-	-
Total	\$261,152	\$472,734	\$605,000	\$605,630	\$340,000

**PUBLIC SERVICES AREA
WATER TREATMENT SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,694,198	1,759,986	1,781,672	1,781,672	1,832,068
PAYROLL FRINGES/INSURANCE	702,572	842,822	1,003,680	1,003,680	1,041,243
OTHER SERVICES	1,904,070	1,950,283	2,297,783	2,296,472	2,420,667
MATERIALS & SUPPLIES	1,319,610	1,606,643	1,594,300	1,594,485	1,621,837
OTHER CHARGES	977,501	1,054,337	281,940	281,940	260,111
PASS THROUGHGS	10,495	11,374	-	-	-
CAPITAL OUTLAY	132,713	22,408	1,022,700	1,022,700	262,500
Total	\$6,741,159	\$7,247,853	\$7,982,075	\$7,980,949	\$7,438,426

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
WATER SUPPLY SYSTEM (0042)	6,601,838	7,078,346	7,526,194	7,524,918	7,236,706
GENERAL (0010)	125,638	170,095	455,881	456,031	193,216
SEWAGE DISPOSAL SYSTEM (0043)	-	(4,805)	-	-	8,504
MAJOR GRANT PROGRAMS FUND (00MG)	13,683	4,217	-	-	-
Total	\$6,741,159	\$7,247,853	\$7,982,075	\$7,980,949	\$7,438,426

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
WATER TREATMENT SERVICES	21.56	23.63	26.22	26.22
Total	21.56	23.63	26.22	26.22

**PUBLIC SERVICES
WATER TREATMENT SERVICES**

REVENUES

Prior Year Surplus – The decrease is due to a FY 08 capital investment not anticipated for FY 09.

EXPENSES

Personnel Services - The increase is due to salary adjustments.

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

Other Services - The increase reflects the increase in natural gas, electrical and sludge hauling costs.

Materials and Supplies - The increase reflects the rising cost of water treatment chemicals and materials and supplies, which includes spares for equipment and consumables.

Capital Outlay - The decrease reflects no new capital improvements will be initiated in FY09 and the efforts will continue on the capital improvements initiated in FY08.

CITY of ANN ARBOR SERVICE UNIT GOALS AND PERFORMANCE MEASURES for the fiscal year ending June 30, 2009

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Water Treatment Plant	Manager:	Sumedh Bahl

Service Unit Goals	City Goals:
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor.	2
B. Completing due maintenance of equipment for improved reliability.	3
C. Implementing the priorities for the 2 nd year in the Capital Improvements Plan for the Water Treatment Facilities Master Plan.	3
D. Estimate unaccounted for water.	1
E. Comprehensive assessment of water quality challenges related to color, taste and odor in the water distribution system.	2

Service Unit Measures	Status
A - 100% compliance with drinking water regulations.	
B - 80% completion of due equipment maintenance.	
C - Meet the established schedule of individual priorities/projects.	
D - Quantify unaccounted for water as a percentage or gallons of delivered water by 6/30/09.	
E - Complete mapping in Cityworks/GIS of all water quality problems received to date by 6/30/09.	

See Budget Summaries Section, Page 55 for list of City Goals

PUBLIC SERVICES AREA
WATER TREATMENT SERVICES

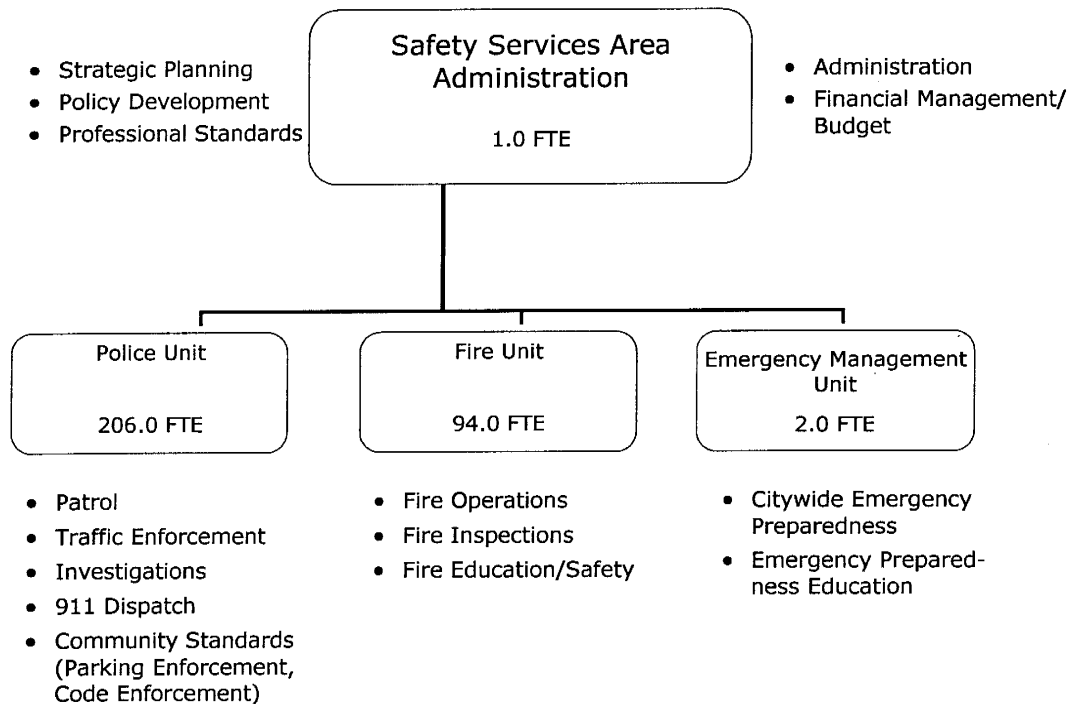
Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Support Spec Lvl 4	110044	1.50
Asst WTP Manager	401020	0.80
Civil Engineer IV	403840	0.50
Elec & Control Tech IV	116244	2.00
Environ Lab Analyst III	110334	2.00
Environmental Lab Supv	196930	0.37
Process Control Sys Spec	403190	1.00
Procurement Coordinator	117450	1.00
Senior Utilities Engineer	404000	0.20
Water Utility Supv II	197410	1.00
Water Utility Supv II	197411	1.00
Water Utility Supv III	197421	3.00
Water Utility Tech I	117400	2.00
Water Utility Tech I	117401	1.00
Water Utility Tech III	117420	2.00
Water Utility Tech IV	117431	1.00
Water Utility Tech V	117441	5.00
WTP Manager	401310	0.85
Total		26.22



SAFETY SERVICES AREA

Safety Services Area Organization Chart



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

SAFETY SERVICES AREA

Revenues By Service Unit

Service Unit	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
POLICE SERVICES	5,635,733	4,721,828	4,647,502	4,597,502	4,594,700
FIRE SERVICES	1,090,967	120,488	86,400	86,400	89,000
Total	\$6,726,700	\$4,842,316	\$4,733,902	\$4,683,902	\$4,683,700

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	5,417,643	4,452,026	4,671,402	4,621,402	4,621,200
MICHIGAN JUSTICE TRAINING (0064)	39,316	39,522	30,000	30,000	30,000
POLICE AND FIRE RELIEF (0053)	22,804	24,468	25,000	25,000	25,000
DRUG ENFORCEMENT (0027)	7,215	10,491	7,500	7,500	7,500
HOMELAND SECURITY GRANT FUND (0017)	659,574	236,542	-	-	-
LOCAL FORFEITURE (0073)	3,150	43,268	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	40,207	23,209	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	184,892	7,186	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	351,899	5,604	-	-	-
Total	\$6,726,700	\$4,842,316	\$4,733,902	\$4,683,902	\$4,683,700

SAFETY SERVICES AREA

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
POLICE SERVICES	25,677,365	26,108,165	26,375,507	26,609,553	27,227,533
FIRE SERVICES	12,435,293	12,656,890	13,368,369	13,228,377	13,928,987
Total	\$38,112,658	\$38,765,055	\$39,743,876	\$39,837,930	\$41,156,520

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	36,905,543	38,459,110	39,711,576	39,805,630	41,124,220
MICHIGAN JUSTICE TRAINING (0064)	17,057	35,038	24,800	24,800	24,800
DRUG ENFORCEMENT (0027)	9,091	2,087	7,500	7,500	7,500
HOMELAND SECURITY GRANT FUND (0017)	659,574	236,541	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	40,207	23,209	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	351,897	5,603	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	122,227	3,467	-	-	-
POLICE AND FIRE RELIEF (0053)	7,062	-	-	-	-
Total	\$38,112,658	\$38,765,055	\$39,743,876	\$39,837,930	\$41,156,520

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
FIRE SERVICES	94.00	94.00	94.00	94.00
POLICE SERVICES	226.42	226.00	210.17	209.00
Total	320.42	320.00	304.17	303.00





SAFETY SERVICES AREA

FIRE SERVICES

The Fire Services Unit provides a broad range of services to the community including traditional fire and emergency medical services, fire prevention and safety education, rescue and hazardous materials operations and fire inspections. The service unit has 94.0 FTEs.

**SAFETY SERVICES AREA
FIRE SERVICES**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	772,799	101,570	86,400	86,400	89,000
CONTRIBUTIONS	5,000	200	-	-	-
INTERGOVERNMENTAL REVENUES	242,254	-	-	-	-
INTRA GOVERNMENTAL SALES	36,122	-	-	-	-
MISCELLANEOUS REVENUE	3,013	18,718	-	-	-
OPERATING TRANSFERS	31,779	-	-	-	-
Total	\$1,090,967	\$120,488	\$86,400	\$86,400	\$89,000

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	780,812	120,488	86,400	86,400	89,000
MAJOR GRANT PROGRAMS FUND (00MG)	310,155	-	-	-	-
Total	\$1,090,967	\$120,488	\$86,400	\$86,400	\$89,000

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	7,440,834	7,372,276	7,382,736	7,262,744	7,536,905
PAYROLL FRINGES/INSURANCE	3,065,037	3,598,349	4,484,061	4,484,061	4,819,233
OTHER SERVICES	804,753	834,493	811,794	787,094	845,886
MATERIALS & SUPPLIES	110,966	163,192	135,600	140,300	142,750
OTHER CHARGES	410,614	394,917	288,698	288,698	301,091
PASS THROUGHGS	58,806	16,800	-	-	600
CAPITAL OUTLAY	360,070	84,929	95,658	95,658	90,000
VEHICLE OPERATING COSTS	159	-	350	350	400
EMPLOYEE ALLOWANCES	184,054	191,934	169,472	169,472	192,122
Total	\$12,435,293	\$12,656,890	\$13,368,369	\$13,228,377	\$13,928,987

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	12,118,079	12,656,890	13,368,369	13,228,377	13,928,987
MAJOR GRANT PROGRAMS FUND (00MG)	310,152	-	-	-	-
POLICE AND FIRE RELIEF (0053)	7,062	-	-	-	-
Total	\$12,435,293	\$12,656,890	\$13,368,369	\$13,228,377	\$13,928,987

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
FIRE SERVICES	94.00	94.00	94.00	94.00
Total	94.00	94.00	94.00	94.00

**SAFETY SERVICES AREA
FIRE SERVICES UNIT**

EXPENSES

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

Other Services – The increase is due to increases in professional/consulting, telecommunications, fleet fuel, and conferences, training and travel.

Materials & Supplies – Anticipated increase in uniform and material costs.

Other Charges – This reflects an increase in the IT fund pass-through due to requested IT projects.

Employee Allowances – Contractual increase in uniform allowance.

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 \$701,255 in FY 09.

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2009

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

Service Unit Goals	City Goals:
A. Meet or exceed NFPA & ISO Standards.	2
B. Develop a list and an annual schedule of required training courses.	2, 5
C. Develop a target occupancy inspection list.	2

Service Unit Measures	Status
A1 - First arrival for structure fires within four minutes of dispatch by station.	Ongoing
A2 - Provide appropriate personal protective equipment (PPE) for all firefighters.	50%
A3 - Transition from Medical First Responder (MFR) to delivery of Basic Life Support.	5%
A4 - Develop an agreement with Ann Arbor Township to extend resources to annexed city addresses for proper responses, i.e. tanker truck.	75%
A5 - Develop intergovernmental agreements to allow regional functional fire district response.	20%
B - Develop an annual schedule of required training courses. Identify instructors and add to training calendar.	20%
C - Develop a target occupancy inspection list and schedule inspections.	5%

See Budget Summaries Section, Page 55 for list of City Goals

SAFETY SERVICES AREA
FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Apparatus Master Mech - A	131731	1.00
Asst Fire Chief - Assoc	131761	1.00
Asst Fire Chief - Bach	131762	1.00
Asst Training Chief/Ems C	131812	1.00
Battalion Chief	131740	1.00
Battalion Chief - Bach	131742	2.00
Battalion Chief/Trng - Ba	131852	1.00
Driver/Operator	131660	10.00
Driver/Operator - Assoc	131661	5.00
Driver/Operator - Bach	131662	5.00
Fire - Captain	131770	1.00
Fire - Captain - Assoc	131771	1.00
Fire - Captain - Bach	131772	1.00
Fire Chief	403390	1.00
Fire Inspector - Assoc	131721	1.00
Fire Inspector - Bach	131722	2.00
Fire Lieutenant	131710	8.00
Fire Lieutenant - Assoc	131711	5.00
Fire Lieutenant - Bach	131712	2.00
Fire Marshal - Bach	131752	1.00
Firefighter	131820	26.00
Firefighter - Assoc	131821	6.00
Firefighter - Bach	131822	9.00
Management Assistant	000200	2.00
Total		94.00



SAFETY SERVICES AREA

POLICE SERVICES

The Police Services Unit is comprised of two divisions: Patrol and Support Services. The divisions provide the organization with a broad array of services such as: uniformed patrol, traffic enforcement, animal control, ordinance enforcement, community affairs, professional standards, parking enforcement, general investigations, specialized investigations, training, recruiting, hiring, data processing, records management, and public safety dispatch. The Police service unit employs 207.0 FTEs. The Emergency Management Services Unit has 2.0 FTEs and is responsible for the coordination of Citywide emergency preparedness. The unit also manages overall emergency response and recovery, intergovernmental emergency cooperation, emergency public information, and administers state and federal grants.

**SAFETY SERVICES AREA
POLICE SERVICES**

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	1,761,061	1,577,577	1,638,500	1,638,500	1,609,500
CONTRIBUTIONS	34,108	34,595	41,908	41,908	30,000
FINES & FORFEITS	2,877,527	2,565,443	2,742,500	2,692,500	2,742,500
INTERGOVERNMENTAL REVENUES	858,945	465,284	149,800	149,800	151,200
INTRA GOVERNMENTAL SALES	36,467	5,158	-	-	-
INVESTMENT INCOME	28,991	35,146	25,000	25,000	25,000
MISCELLANEOUS REVENUE	5,051	8,625	6,500	6,500	6,500
PRIOR YEAR SURPLUS	-	-	13,294	13,294	-
OPERATING TRANSFERS	33,583	30,000	30,000	30,000	30,000
Total	\$5,635,733	\$4,721,828	\$4,647,502	\$4,597,502	\$4,594,700

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	4,636,831	4,331,538	4,585,002	4,535,002	4,532,200
MICHIGAN JUSTICE TRAINING (0064)	39,316	39,522	30,000	30,000	30,000
POLICE AND FIRE RELIEF (0053)	22,804	24,468	25,000	25,000	25,000
DRUG ENFORCEMENT (0027)	7,215	10,491	7,500	7,500	7,500
HOMELAND SECURITY GRANT FUND (0017)	659,574	236,542	-	-	-
LOCAL FORFEITURE (0073)	3,150	43,268	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	40,207	23,209	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	184,892	7,186	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	41,744	5,604	-	-	-
Total	\$5,635,733	\$4,721,828	\$4,647,502	\$4,597,502	\$4,594,700

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	16,334,711	15,710,613	14,598,222	14,832,268	14,918,821
PAYROLL FRINGES/INSURANCE	5,385,987	6,455,778	7,868,562	7,868,562	8,430,008
OTHER SERVICES	1,521,381	1,437,902	1,722,850	1,711,908	1,726,149
MATERIALS & SUPPLIES	173,853	203,306	163,843	174,785	157,505
OTHER CHARGES	1,469,172	1,849,714	1,703,330	1,703,330	1,681,500
PASS THROUGHGS	3,583	-	-	-	-
CAPITAL OUTLAY	522,142	164,394	62,000	62,000	62,000
VEHICLE OPERATING COSTS	9,012	25,452	10,000	10,000	10,000
EMPLOYEE ALLOWANCES	257,524	261,006	246,700	246,700	241,550
Total	\$25,677,365	\$26,108,165	\$26,375,507	\$26,609,553	\$27,227,533

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	24,787,464	25,802,220	26,343,207	26,577,253	27,195,233
MICHIGAN JUSTICE TRAINING (0064)	17,057	35,038	24,800	24,800	24,800
DRUG ENFORCEMENT (0027)	9,091	2,087	7,500	7,500	7,500
HOMELAND SECURITY GRANT FUND (0017)	659,574	236,541	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	40,207	23,209	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	41,745	5,603	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	122,227	3,467	-	-	-
Total	\$25,677,365	\$26,108,165	\$26,375,507	\$26,609,553	\$27,227,533

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
POLICE SERVICES	226.42	226.00	210.17	209.00
Total	226.42	226.00	210.17	209.00

**SAFETY SERVICES AREA
POLICE SERVICES UNIT**

REVENUES

Charges for Services – Decrease reflects the revenue budgeted for University of Michigan football games. There were nine games in FY 08 and there are eight homes games anticipated in FY 09.

Contributions – Decrease is due to one-time donations budgeted in the previous fiscal year.

EXPENSES

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

Other Charges – The decrease is due to a reduction in Information Technology 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 Police Services Unit would be charged \$2,576,729 (includes \$587,896 for parking enforcement-patrol division) in FY 09.

CITY of ANN ARBOR SERVICE UNIT GOALS AND PERFORMANCE MEASURES for the fiscal year ending June 30, 2009

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Police	Manager:	Greg Bazick, John Seto

Service Unit Goals	City Goals:
A. Partner with 30 local businesses to improve Emergency Planning and Business Continuity through development of a comprehensive emergency preparedness program to ensure that emergency response to a disaster situation is timely, coordinated, and effective.	2, 5
B. Increase case clearances by arrest by 2% by June 30, 2009.	2, 5
C. Reduce crashes by 5% on one selected corridor that has a high crash rate per volume of traffic.	2, 5

Service Unit Measures	Status
A – Achieve 30 local business partners committed to program.	
B - Run an analytic check for similar reported cases through CLEMIS for all reported incidents where a suspect description and method of operation are known.	
B2 - Conduct field interviews in area of reported crime for five days if incident is reported within 24 hours of occurrence.	
B3 - Conduct eight hours of directed investigation per month in areas of repeat or multiple reported incidents.	
C - Dedicate ten hours per month to enforcement along this corridor.	

See Budget Summaries Section, Page 55 for list of City Goals

SAFETY SERVICES AREA
POLICE SERVICES

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Admin Speicalist II	181120	1.00
Admin Support Spec Lvl 3	110034	1.00
Administrative Specialist	180330	1.00
Assistant Emergency Mgr	401400	1.00
Comm Standard Officer III	118524	3.00
Comm Standards Officer I	118504	2.00
Comm Standards Officer II	118514	4.00
Comm Standards Officer IV	118534	3.00
Comm Standards Supv I	196704	1.00
Comm Standards Supv III	196724	1.00
Community Serv Specialist	128550	1.00
Community Serv Specialist	128551	3.00
Data Entry Specialist	180360	1.00
Deputy Chief	168810	2.00
Detective I - Bach	148711	1.00
Detective II - Bach	148801	1.00
Detective III	148770	1.00
Detective III - Bach	148771	15.00
Fire/Parking Dispatcher	148510	1.00
Lawnet - Bach	148601	1.00
Lawnet - Bach	148761	1.00
Management Assistant	000200	1.00
Payroll Coordinator	180350	1.00
Police Lieutenant Degreed	158731	10.00
Police Officer	148700	1.00
Police Officer - Assoc	148702	6.00
Police Officer - Bach	148701	11.00
Police Staff Sergeant	158760	1.00
Police Staff Sgt Degreed	158761	21.00
Professional Service Asst	128561	3.00
Property Management Assis	180320	2.00
Records And Data Unit Sup	196800	1.00
Records Management Assist	180310	2.00
Safety Serv Dispatch I -	148401	3.00
Safety Serv Dispatch III	148420	4.00
Safety Serv Dispatch III	148421	7.00
Safety Serv Dispatch IV -	148431	1.00
Safety Serv Dispatch V -	148441	3.00
Safety Serv Dispatcher V	148440	5.00
Safety Services Area Admi	403400	1.00
Senior Officer I	148690	1.00
Senior Officer I - Assoc	148692	16.00
Senior Officer I - Bach	148691	44.00
Senior Officer II	148900	2.00
Senior Officer II - Assoc	148902	2.00
Senior Officer II - Bach	148901	12.00
SIU	148750	1.00
Telecommunicator - Bach	148511	1.00
Total		209.00

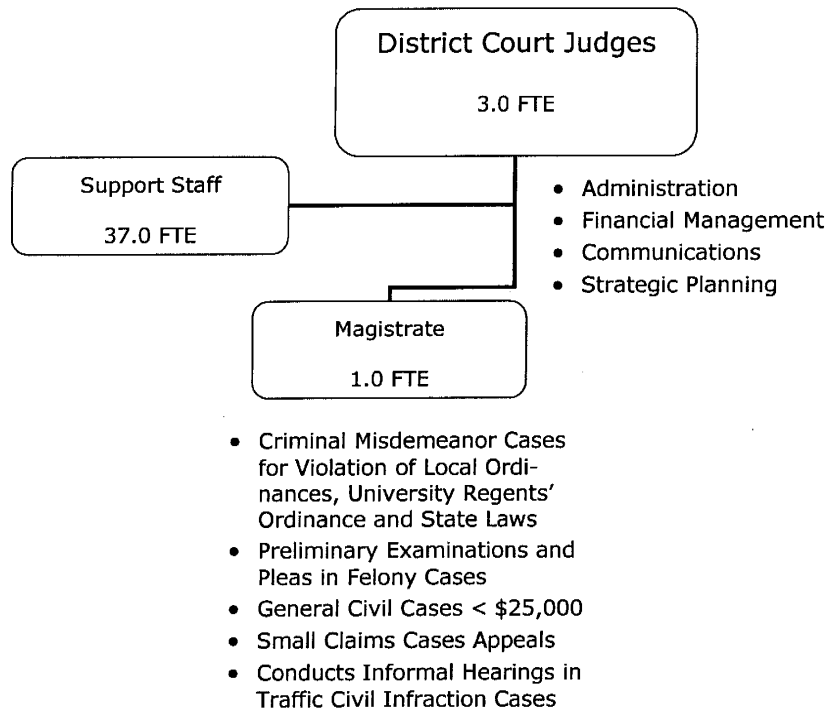
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FIFTEENTH DISTRICT COURT

The 15th District Court is responsible for adjudicating criminal misdemeanor cases filed for violation of local ordinances, the University of Michigan Regents' Ordinance and state laws. Judges conduct preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord tenant cases and certain matters filed in the Family Division of the County Trial Court, and hear appeals from small claims cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law.

Fifteenth District Court Organization Chart



The Fifteenth District Court hears cases that involve criminal misdemeanors and felony preliminary exams and pleas, civil cases that involve less than \$25,000, including most landlord-tenant disputes, and certain matters filed in the Family Division of the County Trial Court. The Court's Magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by State law.

FIFTEENTH DISTRICT COURT

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
FINES & FORFEITS	2,741,685	3,132,547	3,127,000	3,132,925	3,457,000
INTERGOVERNMENTAL REVENUES	294,471	501,345	192,746	392,746	361,700
INVESTMENT INCOME	35,487	45,386	2,400	60,200	2,400
MISCELLANEOUS REVENUE	-	2,769	-	-	-
PRIOR YEAR SURPLUS	-	-	-	-	1,339,444
Total	\$3,071,643	\$3,682,047	\$3,322,146	\$3,585,871	\$5,160,544

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	2,741,648	3,156,334	3,110,146	3,110,146	3,409,100
COURT FACILITIES (0023)	233,801	268,394	212,000	275,725	1,551,444
MAJOR GRANT PROGRAMS FUND (00MG)	96,194	257,319	-	200,000	200,000
Total	\$3,071,643	\$3,682,047	\$3,322,146	\$3,585,871	\$5,160,544

FIFTEENTH DISTRICT COURT

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	1,926,667	1,989,452	2,064,730	2,120,949	2,247,240
PAYROLL FRINGES/INSURANCE	770,435	893,765	1,174,372	1,174,372	1,198,578
OTHER SERVICES	872,960	1,056,972	751,528	767,248	880,290
MATERIALS & SUPPLIES	77,194	79,326	69,870	72,050	74,350
OTHER CHARGES	309,777	130,809	374,962	325,137	445,670
PASS THROUGHGS	-	-	-	-	1,325,000
CAPITAL OUTLAY	72,951	20,190	41,000	19,400	5,000
Total	\$4,029,984	\$4,170,514	\$4,476,462	\$4,479,156	\$6,176,128

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	3,635,100	3,912,096	4,272,420	4,271,114	4,507,684
COURT FACILITIES (0023)	298,690	1,100	204,042	94,042	1,551,444
MAJOR GRANT PROGRAMS FUND (00MG)	96,194	257,318	-	114,000	117,000
Total	\$4,029,984	\$4,170,514	\$4,476,462	\$4,479,156	\$6,176,128

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
FIFTEENTH DISTRICT COURT	41.00	41.00	41.00	41.00
Total	41.00	41.00	41.00	41.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUE

Fines & Forfeitures – Increase is due to the estimated 11% increase in revenues attributable to the implementation of a periodic billing and collection program for delinquent fines, costs and fees, enabled by the Court's transition to a new case management system.

Intergovernmental Revenues – Increase is due to a Federal Grant Award.

Prior Year Surplus – The \$1.1 million increase represents the use of prior year fund balance for the projected PD/Court facility funding operating transfer.

EXPENSES

Personnel – Overtime paid, permanent – the increase is attributable to the continuing transition to a new case management system and to cover unfilled permanent positions. The increase in temporary pay is attributable to the employment of temporary staff to cover vacant permanent positions in the Probation Department.

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

Other Services – The increase is attributable to contracted services associated with transferring records to electronic format.

Pass Throughs – The \$1.1 million increase represents an operating transfer for the projected PD/Court facility funding.

CITY of ANN ARBOR SERVICE UNIT GOALS AND PERFORMANCE MEASURES for the fiscal year ending June 30, 2009

Service Area:	15th Judicial District Court	Area Administrator:	Chief Judge Julie Creal
Service Unit:		Manager:	

Service Unit Goals	City Goals:
A. To meet State of Michigan legislative mandates, Michigan Supreme Court mandates and Michigan State Court Administrative Office (SCAO) mandates.	N/A – Separate Mandate
B. Enhance public safety via the effective administration of justice.	
C. To maximize revenue by collecting outstanding delinquent accounts.	
D. To maximize revenue by ordering and collection heretofore uncollectable late fees on delinquent accounts.	

Service Unit Measures	Status
A - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results.	Met and exceeded
B - Comparative performance per Michigan State Court Administrative audit results and periodic Michigan SCAO caseload database results.	Continuing
C - Average monthly remittance amounts to the City Treasury.	Increasing and Continuing
D - Average monthly remittance amounts to the City Treasury.	Increasing and continuing

See Budget Summaries Section, Page 55 for list of City Goals

FIFTEENTH DISTRICT COURT

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Accounting Clerk II- D.C.	001130	1.00
Court Administrator	403420	1.00
Court Bailiff	000850	3.00
Court Clerk II	000930	11.00
Court Clerk III	000940	4.00
Court Recorder	000860	3.00
Financial Mgr- Dist Court	403440	1.00
Judge	200030	3.00
Lead Division Deputy Cler	000910	2.00
Magistrate	401880	1.00
Probation Agent	000800	6.00
Probation Supervisor	403150	1.00
Senior Secretary - Courts	000870	4.00
Total		41.00

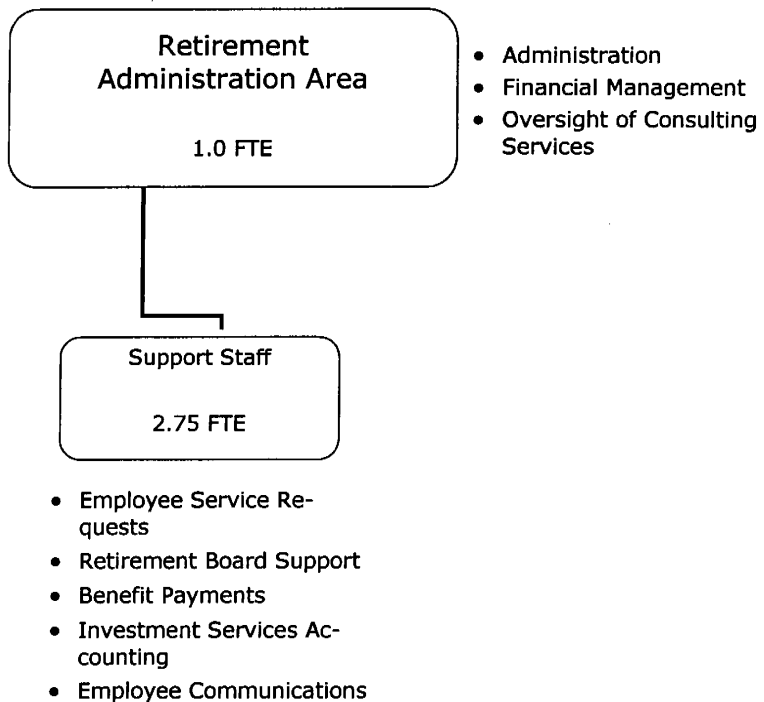
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RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

Retirement System Organization Chart



The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

RETIREMENT SYSTEM

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CONTRIBUTIONS	185,052	121,825	85,000	85,000	85,000
INVESTMENT INCOME	45,503,632	75,204,670	28,040,000	28,040,000	29,440,000
MISCELLANEOUS REVENUE	165,642	195,012	151,000	151,000	152,000
OPERATING TRANSFERS	12,729,315	7,634,890	5,487,818	5,487,818	8,719,631
Total	\$58,583,641	\$83,156,397	\$33,763,818	\$33,763,818	\$38,396,631

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
EMPLOYEES RETIREMENT SYSTEM (0059)	47,698,018	74,567,655	28,650,000	28,650,000	30,100,000
VEBA TRUST (0052)	10,885,623	8,588,742	5,113,818	5,113,818	8,296,631
Total	\$58,583,641	\$83,156,397	\$33,763,818	\$33,763,818	\$38,396,631

RETIREMENT SYSTEM

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	251,506	265,474	257,529	257,529	265,922
PAYROLL FRINGES/INSURANCE	22,632,734	24,593,525	24,116,261	24,116,261	25,325,748
OTHER SERVICES	2,076,368	2,196,745	1,947,213	1,947,025	2,057,388
MATERIALS & SUPPLIES	2,713	2,952	6,062	6,250	6,122
OTHER CHARGES	671,661	1,090,959	1,079,104	1,079,104	1,068,944
PASS THROUGH	6,997,668	-	-	-	-
CAPITAL OUTLAY	2,207	939	2,000	2,000	2,000
Total	\$32,634,857	\$28,150,594	\$27,408,169	\$27,408,169	\$28,726,124

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
EMPLOYEES RETIREMENT SYSTEM (0059)	32,446,847	27,922,735	27,180,269	27,180,269	28,480,845
VEBA TRUST (0052)	188,010	227,859	227,900	227,900	245,279
Total	\$32,634,857	\$28,150,594	\$27,408,169	\$27,408,169	\$28,726,124

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
RETIREMENT	3.75	3.75	3.75	3.75
Total	3.75	3.75	3.75	3.75

RETIREMENT SYSTEM

EXPENSES

Payroll Fringes – The \$1.2 million increase is associated with an increase in VEBA funding and medical insurance.

Other Services – This is an increase in professional consulting services for the anticipated increase in money manager fees of the investment funds.

Other Charges – The decrease reflects the decreased costs associated with the use of Information Technology resources.

RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY2009 FTE's
Accountant II	401440	0.75
Exec Dir Pension Admin	403740	1.00
Management Assistant	000200	1.00
Pension Analyst	403650	1.00
Total		3.75



DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a key agent in the rejuvenation of what is now a very active downtown. Some of the more important DDA projects include increasing and improving parking facilities, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	-	-	13,017,077	13,017,077	13,107,077
INVESTMENT INCOME	(59)	-	531,000	531,000	447,579
MISCELLANEOUS REVENUE	40,107	-	26,000	26,000	1,000
PRIOR YEAR SURPLUS	-	-	1,385,780	1,385,780	2,970,840
TAXES	-	-	3,475,000	3,475,000	3,545,000
OPERATING TRANSFERS	-	-	2,713,605	2,713,605	2,293,605
Total	\$40,048	\$	\$21,148,462	\$21,148,462	\$22,365,101

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
DDA PARKING SYSTEM (0063)	17,357	-	14,412,462	14,412,462	15,691,615
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	22,750	-	3,710,000	3,710,000	4,275,000
DDA PARKING MAINTENANCE (0033)	-	-	2,355,000	2,355,000	2,158,055
DDA/HOUSING FUND (0001)	(59)	-	236,000	236,000	240,431
DDA-SIDEWALK & STREETSCAPES (0030)	-	-	435,000	435,000	-
Total	\$40,048	\$	\$21,148,462	\$21,148,462	\$22,365,101

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	(3,889)	-	242,823	242,823	257,435
PAYROLL FRINGES/INSURANCE	7,437	-	93,035	93,035	104,026
OTHER SERVICES	-	-	9,396,332	9,396,182	10,912,483
MATERIALS & SUPPLIES	-	-	11,050	11,200	14,925
OTHER CHARGES	(8,261)	-	207,500	207,500	208,000
PASS THROUGHGS	-	-	8,325,678	8,325,678	8,194,421
CAPITAL OUTLAY	-	-	2,665,000	2,665,000	2,165,527
Total	(\$4,713)	\$	\$20,941,418	\$20,941,418	\$21,856,817

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
DDA PARKING SYSTEM (0063)	(507)	-	14,412,462	14,412,462	15,691,615
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	(4,206)	-	3,665,880	3,665,880	4,207,349
DDA PARKING MAINTENANCE (0033)	-	-	2,355,000	2,355,000	1,931,527
DDA/HOUSING FUND (0001)	-	-	73,076	73,076	26,326
DDA-SIDEWALK & STREETSCAPES (0030)	-	-	435,000	435,000	-
Total	(\$4,713)	\$	\$20,941,418	\$20,941,418	\$21,856,817

FTE Count

Category	FY2006	FY2007	FY2008	FY2009
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Investment Income – The decrease is due to a decline in current and projected market investment rates.

Prior Year Surplus – The \$520,000 increase represents the use of prior year fund balance for the projected PD/Court facility debt service operating transfer.

Operating Transfers – The decrease reflects revised cost estimates for parking maintenance.

EXPENSES

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

Other Services – The increase reflects a parking structure addition.

Pass Throughs - The \$520,000 increase represents an operating transfer for the projected PD/Court facility debt service payment.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY2009 FTE's
DDA Deputy Director	403720	1.00
DDA Exec Director	403290	1.00
Management Assistant	000200	1.00
Total		3.00

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SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
INVESTMENT INCOME	6,626	17,762	-	-	-
PRIOR YEAR SURPLUS	-	-	297,000	297,000	-
TAXES	-	-	770,000	770,000	950,492
Total	\$6,626	\$17,762	\$1,067,000	\$1,067,000	\$950,492

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
MI EDC SMART ZONE GRANT (0009)	6,626	17,762	1,067,000	1,067,000	950,492
Total	\$6,626	\$17,762	\$1,067,000	\$1,067,000	\$950,492

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
OTHER SERVICES	254,000	353,936	1,067,000	1,067,000	934,620
OTHER CHARGES	-	4,611	-	-	-
Total	\$254,000	\$358,547	\$1,067,000	\$1,067,000	\$934,620

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
MI EDC SMART ZONE GRANT (0009)	254,000	358,547	1,067,000	1,067,000	934,620
Total	\$254,000	\$358,547	\$1,067,000	\$1,067,000	\$934,620

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NON-DEPARTMENTAL

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service and debt service levy of the City. Debt service on voted general obligation debt issue is funded through the Debt Service property tax levy; for FY 09, this levy is proposed to be .4643 mills.

The levy of outstanding debt is relatively low. State law does not allow the City to issue general obligation debt in excess of 10% of Taxable Value (TV); the debt limit as of June 30, 2007 was \$448.2 million. The debt subject to that limit as of June 30, 2007, was \$61.0 million or 1.40% of the total TV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of TV limit. The total City debt (general obligation and all others) as of June 30, 2007 was \$176.0 million.

NON-DEPARTMENTAL

Revenues By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
CHARGES FOR SERVICES	122,148	107,478	-	-	-
INVESTMENT INCOME	1,894	2,829	-	-	-
MISCELLANEOUS REVENUE	21,730	132,563	-	-	3,341,892
PRIOR YEAR SURPLUS	-	-	591,786	2,238,923	2,594,434
TAXES	2,459,884	2,461,065	11,779,597	11,873,050	12,103,671
OPERATING TRANSFERS	3,748,815	6,070,832	6,661,514	6,636,621	7,805,596
Total	\$6,354,471	\$8,774,767	\$19,032,897	\$20,748,594	\$25,845,593

Revenues By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	1,200,009	1,716,803	11,713,030	13,428,727	17,397,872
GENERAL DEBT SERVICE (0035)	4,865,989	6,897,280	7,189,220	7,189,220	8,319,416
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	286,133	144,030	130,647	130,647	128,305
STREET REPAIR MILLAGE (0062)	-	6,945	-	-	-
PARKING SYSTEM (0044)	1,894	2,829	-	-	-
SOLID WASTE (0072)	-	1,886	-	-	-
OPEN SPACE & PARKLAND PRESERVATION (0024)	-	1,718	-	-	-
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	-	1,623	-	-	-
PARKS REPAIR AND RESTORATION MILLAGE (0006)	-	1,559	-	-	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	446	94	-	-	-
Total	\$6,354,471	\$8,774,767	\$19,032,897	\$20,748,594	\$25,845,593

NON-DEPARTMENTAL

Expenses By Category

Category	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
PERSONNEL SERVICES	249,367	30,503	100,000	180,819	149,679
PAYROLL FRINGES/INSURANCE	29,815	(616)	-	-	-
OTHER SERVICES	107,437	76,952	145,612	114,706	348,161
MATERIALS & SUPPLIES	-	-	26,000	26,000	-
OTHER CHARGES	7,176,423	9,126,075	8,925,861	9,056,950	10,512,078
PASS THROUGHS	10,336,592	11,682,760	9,562,349	11,302,005	15,038,341
Total	\$17,899,634	\$20,915,674	\$18,759,822	\$20,680,480	\$26,048,259

Expenses By Fund

Fund	Actual FY2006	Actual FY2007	Budget FY2008	Forecasted FY2008	Request FY2009
GENERAL (0010)	10,091,556	12,029,774	11,399,656	13,320,314	17,566,338
GENERAL DEBT SERVICE (0035)	4,803,875	6,806,070	7,196,519	7,196,519	8,324,116
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	649,298	412,418	163,647	163,647	157,805
PARKING SYSTEM (0044)	1,636,350	1,620,477	-	-	-
CONSTRUCTION CODE FUND (0026)	-	22,605	-	-	-
SOLID WASTE (0072)	30,272	9,962	-	-	-
MAJOR STREET (0021)	(6,549)	8,162	-	-	-
STREET REPAIR MILLAGE (0062)	19,718	7,568	-	-	-
WATER SUPPLY SYSTEM (0042)	-	4,266	-	-	-
OPEN SPACE & PARKLAND PRESERVATION (0024)	4,972	2,098	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	-	289	-	-	-
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	3,545	19	-	-	-
INSURANCE (0057)	664,178	-	-	-	-
LOCAL STREET (0022)	(53)	-	-	-	-
ELIZABETH R DEAN TRUST (0055)	(1,488)	-	-	-	-
COMMUNICATIONS OFFICE (0016)	2,513	(1,733)	-	-	-
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,447	(6,301)	-	-	-
Total	\$17,899,634	\$20,915,674	\$18,759,822	\$20,680,480	\$26,048,259

NON-DEPARTMENTAL

REVENUES

Taxes - An accounting transfer was made in FY 08, moving AATA taxes in from Financial and Administrative Services Area. AATA taxes are projected to increase 2.01% in FY 2009 due to increased property values and inflation.

Miscellaneous Revenues – An increase of \$3.0 million dollars reflects the proceeds from the sale of City-owned property, located at First and Washington Streets.

Operating Transfers – An increase of \$520,000 reflects an increase from DDA for the Police/Court facility debt service payment.

EXPENSES

Other Charges and Pass Throughs – An increase of \$4.8 million dollars in pass throughs is for PD/Court Facility funding. An increase of \$414,990 in other charges is due to the provision of tax refunds for the anticipated increase in tribunal appeals. The increase is a pass-through of AATA millage and reflects an increase of taxes received.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2007:

FY Ending	Governmental Activities Debt												
	Capital Projects Bonds						General Obligation Portion						Total Governmental Activities Debt
	Principal	Interest	Special Assessment Bonds	Special Revenue Bonds	Special Assessment Bonds	Other Debt	Principal	Interest	Principal	Interest	Principal	Interest	
2008	\$2,500,000	\$1,431,607	\$75,000	\$29,570	\$475,000	\$978,802	\$125,000	\$37,771	\$136,522	\$3,175,000	\$2,614,272	\$5,789,272	
2009	2,560,000	1,321,820	75,000	26,190	510,000	960,795	125,000	31,930	\$68,261	6,770,000	2,408,996	9,178,996	
2010	2,590,000	1,211,507	80,000	22,725	550,000	941,035	125,000	25,945		3,345,000	2,201,212	5,546,212	
2011	2,625,000	1,101,556	80,000	18,925	585,000	919,360	120,000	19,960		3,410,000	2,059,801	5,469,801	
2012	1,315,000	1,017,105	80,000	15,075	625,000	895,905	90,000	14,893		2,110,000	1,942,978	4,052,978	
2013	1,345,000	958,255	80,000	11,175	650,000	871,216	80,000	10,617		2,155,000	1,851,263	4,006,263	
2014	750,000	913,832	80,000	7,225	685,000	845,366	80,000	6,710		1,595,000	1,773,133	3,368,133	
2015	785,000	883,830	20,000	3,225	720,000	817,914	25,000	2,750		1,550,000	1,707,719	3,257,719	
2016	820,000	852,432	25,000	2,325	755,000	788,835	20,000	1,625		1,620,000	1,645,217	3,265,217	
2017	860,000	819,630	25,000	1,175	795,000	757,953	15,000	705		1,695,000	1,579,463	3,274,463	
2018	895,000	785,232			835,000	725,200				1,730,000	1,510,432	3,240,432	
2019	935,000	748,312			875,000	690,605				1,810,000	1,438,917	3,248,917	
2020	980,000	708,575			915,000	653,534				1,895,000	1,362,109	3,257,109	
2021	1,025,000	664,475			965,000	614,176				1,990,000	1,278,651	3,268,651	
2022	1,070,000	618,350			1,010,000	572,470				2,080,000	1,190,820	3,270,820	
2023	1,115,000	570,200			1,060,000	527,888				2,175,000	1,098,088	3,273,088	
2024	1,165,000	520,025			1,060,000	481,938				1,965,000	1,001,963	2,966,963	
2025	1,220,000	467,600			840,000	446,663				2,060,000	914,263	2,974,263	
2026	1,275,000	412,700			885,000	408,698				2,160,000	821,398	2,981,398	
2027	1,330,000	354,050			930,000	368,503				2,260,000	722,553	2,982,553	
2028	1,390,000	292,538			975,000	326,339				2,365,000	618,877	2,983,877	
2029	1,455,000	228,250			1,030,000	280,913				2,485,000	509,163	2,994,163	
2030	1,520,000	155,500			1,080,000	232,875				2,600,000	388,375	2,988,375	
2031	1,590,000	79,500			1,135,000	182,419				2,725,000	261,919	2,986,919	
2032					1,195,000	129,319				1,795,000	129,319	1,324,319	
2033					1,255,000	73,519				1,255,000	73,519	1,328,519	
2034					1,320,000	14,850				1,320,000	14,850	1,334,850	
	\$33,115,000	\$17,116,881	\$620,000	\$137,610	\$23,455,000	\$15,507,090	\$805,000	\$152,906	\$204,763	\$61,495,000	\$33,119,270	\$94,614,270	
Interest Ranges		4.00 - 5.50%		3.70 - 5.20%		2.75 - 4.50%		3.70 - 5.70%	3.89%		2.75 - 5.70%		

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2007:

FY Ending	Enterprise Funds										Component Units		
	Ann Arbor Building Authority	Water, Sewer & Storm Revenue Bonds	Other Debt		Other Bonds		Total Enterprise Debt		Downtown Development Authority	Total	Principal	Interest	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2008	\$1,810,000	\$1,095,959	\$4,805,000	\$2,327,408	\$243,592	\$61,114	\$352,054	\$175,303	\$7,210,646	\$3,659,784	\$10,870,430	\$1,157,946	\$154,672
2009	1,710,000	1,021,862	4,905,000	2,140,761	287,446	56,699	505,056	176,900	7,407,502	3,395,222	10,803,724	1,199,944	107,213
2010	1,790,000	942,261	4,940,000	1,942,997	218,389	44,839	150,000	166,544	7,098,389	3,095,641	10,195,030	575,000	72,825
2011	1,870,000	864,322	5,150,000	1,750,555	218,390	38,412	155,000	160,544	7,393,399	2,813,833	10,207,223	610,000	50,400
2012	1,945,000	787,628	5,110,000	1,564,925	126,442	31,907	165,000	154,344	7,346,442	2,538,804	9,885,246	650,000	26,000
2013	2,025,000	702,591	5,250,000	1,375,023	131,178	28,734	170,000	147,744	7,576,178	2,254,092	9,830,270	650,000	26,000
2014	2,095,000	605,364	3,310,000	1,205,719	135,131	25,357	180,000	140,942	5,720,131	1,977,382	7,697,513	650,000	26,000
2015	2,160,000	504,086	2,750,000	1,097,670	135,132	21,897	190,000	133,744	5,235,132	1,757,397	6,992,529	650,000	26,000
2016	2,130,000	402,701	2,820,000	992,574	139,085	18,378	200,000	126,144	5,289,085	1,539,797	6,828,882	650,000	26,000
2017	2,195,000	298,064	2,915,000	882,095	86,983	15,334	205,000	118,144	5,401,983	1,313,637	6,715,620	650,000	26,000
2018	1,665,000	212,510	2,290,000	779,042	86,984	13,921	215,000	109,944	4,256,984	1,115,417	5,372,401	650,000	26,000
2019	1,710,000	128,890	2,365,000	889,923	90,937	12,508	225,000	101,344	4,390,937	932,665	5,323,602	650,000	26,000
2020	1,070,000	56,950	2,465,000	594,681	90,937	11,040	235,000	92,344	3,860,937	755,015	4,615,952	650,000	26,000
2021	260,000	22,417	2,570,000	493,706	90,937	9,562	250,000	82,944	3,170,937	608,629	3,779,566	650,000	26,000
2022	275,000	9,167	2,665,000	386,574	94,891	8,084	260,000	72,942	3,294,891	476,767	3,771,658	650,000	26,000
2023			2,760,000	272,567	94,891	6,553	275,000	62,544	3,129,891	341,664	3,471,555	650,000	26,000
2024			2,845,000	153,496	94,890	5,011	285,000	51,544	3,224,890	210,051	3,434,941	650,000	26,000
2025			2,125,000	45,156	98,845	3,469	300,000	39,788	2,523,845	88,413	2,612,258	650,000	26,000
2026					98,844	1,874	315,000	27,412	413,844	29,286	443,130	650,000	26,000
2027						268	330,000	14,025	330,000	14,293	344,293	650,000	26,000
2028													
2029													
2030													
2031													
2032													
2033													
2034													
Interest Ranges													
				2.10 - 5.50%				4.00 - 4.25%					3.50 - 5.00%
				2.25 - 5.75%				1.625 - 6.800%					1.625 - 6.800%
				\$18,694,872	\$4,119,924	\$4,119,924	\$4,962,110	\$2,155,184	\$94,276,034	\$28,919,789	\$123,195,823	\$4,192,890	\$411,110
				\$62,040,000	\$18,694,872	\$2,563,924	\$4,119,924	\$2,155,184	\$94,276,034	\$28,919,789	\$123,195,823	\$4,192,890	\$411,110

Information Technology Annual Master Planning Process

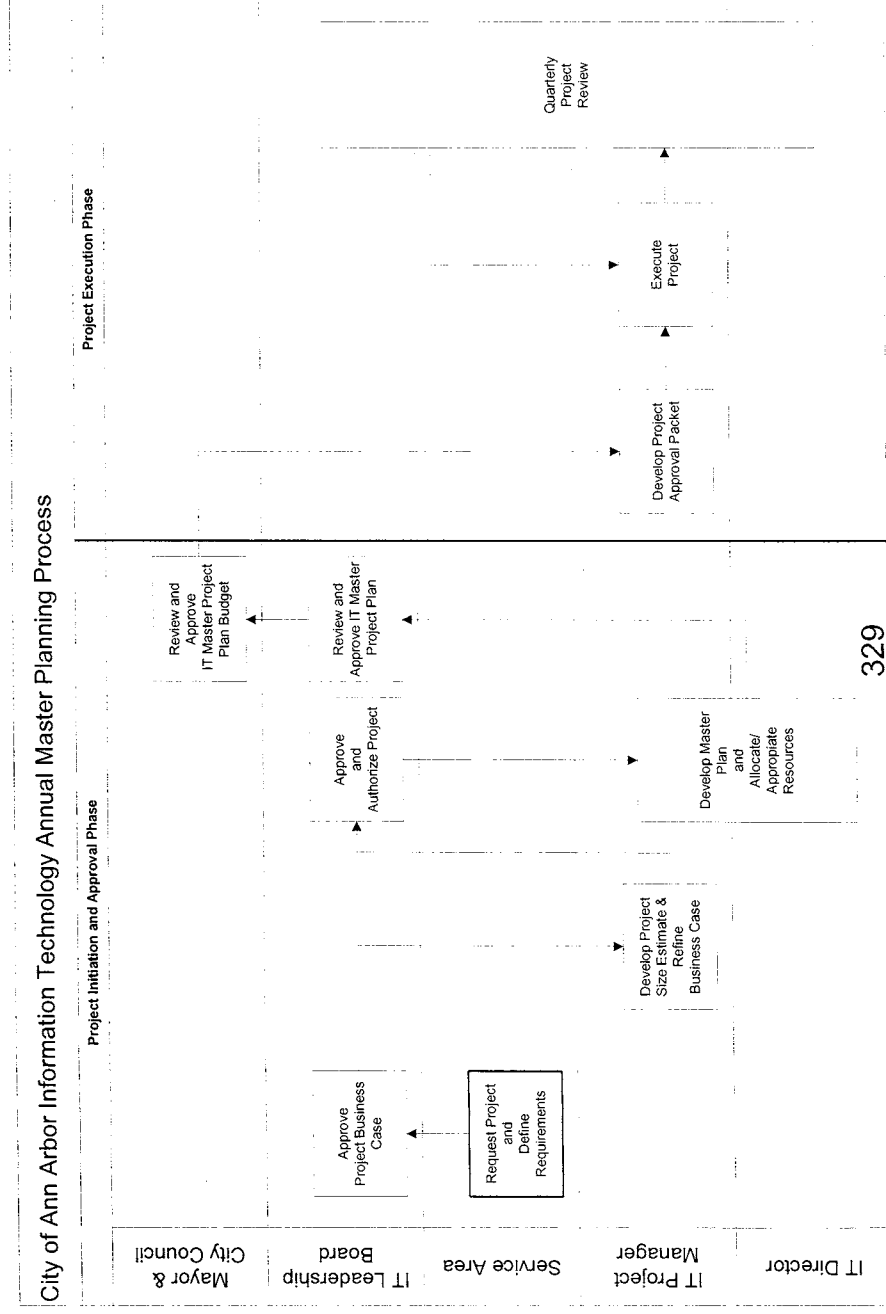
The Information Technology Service Unit (IT) plays an integral role in City operations and effective use of technology remains the primary feasible method of controlling and maintaining the vast amounts of information required to efficiently and effectively operate the City.

The City's IT staff delivers effective business solutions to meet the City's mission, goals, and objectives through the use of an IT Annual Master Plan. The IT Annual Master Planning Process was developed to present a clearer picture of the way the City's Information Technology resources can support the City's short and long-term information needs and to bring accountability to the process.

This annual planning process:

- Assists City Service Units in communicating the direction and priorities of projects.
- Aids the City in allocating appropriate scarce resources to support project requests.
- Provides a framework for IT Steering Committees, the IT Leadership Board and IT management to continually measure and re-evaluate information systems efforts.
- Assists IT in charting strategies and individual project plans to support the service units present and future information needs.

The City's IT Annual Master Planning process is illustrated below.



The IT Annual Master Planning Process consists of the following major activities:

Project Initiation and Approval:

On a regular basis IT meets with each Service Area to prioritize current activities, report on current project statuses and initiate new minor departmental projects. On an annual basis, IT meets with each Service Area to specifically plan the next year's project needs, including planning for multi-year projects.

Projects are initiated through the use of business cases that define high-level goals, objectives, funding sources, approaches and benefits, such as cost savings, cost avoidance and intangibles. Business cases also plan staffing, facilities, assumptions and initial timelines. Completed business cases for major projects are presented to and approved by the IT Leadership Board.

Once a business case is approved by the IT Leadership Board, a detailed project plan is developed by the Project Sponsor with IT and reviewed again by the IT Leadership Board.

As the business cases are developed for each project, IT management uses them to prepare an overall IT Annual Master Plan and Budget for the next year's projects.

The IT Annual Master Plan is then presented to the IT Leadership Board where the projects are prioritized and the IT Annual Master Plan is approved.

During the annual City Budget Approval Meeting, the IT Annual Master Plan Budget is presented to City Council for approval along with the Administrator's Recommended Budget.

Project Execution:

During this phase approved and budgeted projects are executed. Progress against the IT Annual Master Plan is reviewed quarterly with the IT Leadership Board and IT Management.

Information Technology Projects Summary

	FY 09
Previously Authorized Multi-Year Budget	Expenditure Budget Request Amended Multi-Year Budget
PROJECTS REQUESTING APPROPRIATION	
Enterprise Wide	
Document Management	150,000 520,230
Wireless LAN Citywide	50,000 75,000
Intrusion Prevention	50,000 75,000
Perimeter Upgrade	50,000 75,000
Business Intelligence	50,000 50,000
Secure Website Infrastructure	100,000 100,000
Service Unit Specific	
Identity Management	50,000 100,000
GIS	40,000 40,000
GPS Tracking of Vehicles	200,000 200,000
Firehouse Software RMS Upgrade	13,625 13,625
ADASHI First Response & Command Post	43,540 43,540
ID Entry Card Readers at Substations	25,000 25,000
Onsite ERT	21,975 21,975
CRW	500,000 1,054,000
IVR for Parks and Planning & Development	17,000 17,000
JIS	118,566 158,566
Contract Tracking Software (Attorney's)	18,000 68,000
	\$ 1,451,140 \$ 2,636,936
	<u>\$ 1,185,796</u>

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EXECUTIVE SUMMARY

OVERVIEW

The City of Ann Arbor Capital Improvements Plan (CIP) is used as a tool to implement the City Master Plan and assist in the City's financial planning. The CIP outlines a schedule of public expenditures for a six-year period. It does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature that are needed for the functioning of the community, including transportation, parks, utilities, and municipal facilities improvements.

The CIP provides a list of high value capital budget items or projects for inclusion in the proposed Capital Budget or the proposed Operations and Maintenance (O & M) Budget of the City's Annual Budget Document. The City utilizes a two-year budget cycle process where every two years a detailed two-year budget for both operating and capital expenditures is prepared. By city charter, the City Council can approve a one year budget, so for the second year of each two-year budget cycle the Council reviews and approves adjustments to the second budget year.

As the CIP is coordinated with, and forms the basis for the capital projects portion of the budget, the CIP is handled in a similar manner. Every two years the complete six-year plan is reviewed, modified and updated. This was performed for the FY2008-2013 CIP which was adopted by the Ann Arbor City Planning Commission on January 18, 2007 and approved by the Ann Arbor City Council on February 20, 2007. This year, the CIP consists of an update to those projects in the plan that will affect the 2009 fiscal year (FY2009). This plan will form the basis of the capital budget which will be presented to the City Council as part of the FY2009 budget adjustments.

To qualify for inclusion into the CIP, a project must meet the following standards:

- Be consistent with 1) an adopted or anticipated component of the City master plan, 2) a state or federal requirement, or 3) a City Council approved policy; and
- Constitute permanent, physical or system improvements in excess of \$100,000; or significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or a study of at least \$100,000 that will lead to such projects; and
- Add to the value or capacity of the infrastructure of the City.

Projects that are considered operational, maintenance or recurring are excluded.

THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

The Capital Improvements Program process begins with a review of identified system needs by the City's service units and concludes with the proposed Capital Projects Budget (CPB) as outlined below:



ORGANIZATION

The Capital Improvements Program is divided into three sections:

Section I – Capital Improvements Programming

- Introduction
- Program Summary
- Program Goals and Policies
- Program Funding

Section II – Project Summary Reports

Section III – FY2008-2013 Capital Improvements Plan

The plan lists individual capital projects categorized by capital program. The following information is included on each project page:

- Project Name
- Project Identification Number
- Project Type
- Submitting Service Area/Unit
- Planning Area
- CIP Review Subcommittee Priority
- Total Cost

- Project Description
- Project Justification Score
- Beneficial Impacts
- Initiating Plan/Study/Resolution
- Schedule
- Schedule Justification
- Expenditures

PROJECT PRIORITIZATION

The CIP Review Subcommittee assesses all capital needs and gives each project a priority rating. The rating indicates that a project is one of the following:

- ▶ Urgent
 - Corrects an emergency or condition dangerous to public health, safety or welfare;
 - Complies with federal or state requirement(s) whose implementation time frame is too short to allow for longer range planning; or
 - Is vital to the economic stability of the city

- ▶ Important
 - Prevents an emergency or condition dangerous to the public health, safety, or welfare;
 - Is consistent with an adopted or anticipated element of the City Master Plan, a federal or state requirement whose implementation time frame allows longer range planning, or a council approved policy;
 - Is required to complete a major public improvement (this criterion is more important if the major improvement cannot function without the project being completed, and is less important if the project is not key to the functioning of another project); or
 - Provides for a critically needed community program

- ▶ Desirable
 - Needed to correct an inequitable distribution of past public improvements and that would benefit the community;
 - Worthwhile if funding becomes available;
 - Can be postponed without detriment to present services; or
 - Validity of planning and validity of timing have been established

THE PROJECTS

Of the 242 projects contained in the FY2008-2013 CIP, 164 of them require funding in FY2008 and/or FY2009. Among these projects, 69 of them are already completed or are anticipated to be completed such that they will not require appropriation of funds following the end of FY2008. It is expected that these projects will be removed from the plan during the next full CIP planning process. These projects are including in a summary table at the beginning of the document and are highlighted in yellow in the CIP project category tables in the document.

Thirteen projects have been added to the plan during this adjustment process; however, only two of these are truly new projects - - the *Compost Operations Expansion* (MF-SW-09-01) and the *Residuals Pond Improvements* (UT-WS-09-04) projects. Of the other 11 projects, nine are projects along Stadium Boulevard between Pauline Boulevard and Kipke Drive replacing the Stadium projects contained in the FY2008-2013 CIP due to alterations in the phasing of the projects. The final two new projects - - *Newport Creek Culvert Crossing* (UT-ST-09-01) and *WDSMP – Asset Management* (UT-WS-09-05) are projects separated out from two “parent projects” for project management purposes. These parent projects from the FY2008-2013 CIP are the *State Street & Newport Road Culvert Crossings* (UT-ST-08-02) and the *Water Distribution System Evaluation – Master Plan Update* (UT-WS-08-24) projects.

THE ADJUSTMENTS

The projects contained in this CIP adjustment plan have total project costs equaling \$559,401,089. From this total, only 132 projects totaling \$395,087,718 were submitted for the capital budget. This sum is approximately 71% of the total project costs contained in the entire FY2009-2014 CIP. There are various reasons for the differences between the full CIP and the capital budget, for example: some projects require no additional funding, some projects are completed or nearing completion, and some projects have no available funding sources from which to construct the project.

THE TOTALS

A total of 246 projects were included in this year's CIP with a six-year funding need of \$487,659,089. This is a 6.7% increase from the previous CIP, which anticipated \$456,793,000 in funding needed for fiscal years 2006-2013. The total anticipated cost for all projects is \$559,401,089, which includes project funds spent prior to fiscal year 2008 and anticipated funds needed after fiscal year 2013. The chart below indicates the total number of projects for each category, the total costs, the six-year funding need and first-year and second-year expenditures:

Category	Number of Projects	Total Project Costs*	Six-Year Funding Need	Prior Years Expenditures	FY09 Expenditures
Municipal Facilities - City Owned Buildings	1	\$45,000,000	\$45,000,000	\$9,000,000	\$15,000,000
Municipal Facilities - Parks and Recreation	34	\$35,213,100	\$35,213,100	\$18,796,700	\$4,817,200
Municipal Facilities - Solid Waste	6	\$7,775,000	\$7,775,000	\$2,875,000	\$1,000,000
Transportation – Airport	3	\$2,405,000	\$2,405,000	\$1,105,000	\$1,000,000
Transportation - Alternative Transportation	8	\$3,909,000	\$3,909,000	\$1,345,000	\$1,859,000
Transportation – Bridges	4	\$13,490,100	\$13,490,100	\$2,486,100	\$5,755,000
Transportation - New Street	1	\$2,000,000	\$2,000,000	\$0	\$0
Transportation - Other	11	\$3,464,975	\$3,464,975	\$854,975	\$430,000
Transportation - Parking Facilities	1	\$6,660,000	\$6,660,000	\$2,220,000	\$2,220,000
Transportation - Street Construction	19	\$91,005,000	\$91,005,000	\$31,135,000	\$12,535,000
Utilities - Sanitary Sewer	44	\$242,187,914	\$179,034,914	\$33,404,914	\$47,575,000
Utilities - Storm Sewer	29	\$12,708,000	\$12,708,000	\$4,431,500	\$2,692,500
Utilities - Water System	85	\$93,583,000	\$84,994,000	\$20,749,500	18,962,500
TOTALS	246	\$559,401,089	\$487,659,089	\$128,403,689	\$113,866,200

*Includes project funds spent prior to FY2008 and anticipated funds needed after FY2013

MAJOR PROJECTS

Below is a list of the top ten project expenditures during fiscal years 2009-2014, including their project priority. Based on the total cost of all projects (\$559,401,089), the top ten projects constitute approximately 60% of the total funding need.

Project Name	Total Cost	Priority
Facilities Renovation	\$72,700,000	Urgent
Footing Drain Disconnection Project (Long Term)	\$63,500,000	Important
Police Department/District Court Facility	\$45,000,000	Urgent
Residuals Handling Improvements	\$42,643,000	Urgent
Annual Major Street Resurfacing Program	\$34,550,000	Important
Annual Local Street Resurfacing Program	\$21,030,000	Important
Open Space and Park Acquisitions	\$20,000,000	Important
DDA Water Main Upsizing	\$13,500,000	Important
Sanitary Sewer Service Extensions	\$12,454,000	Important
Water Main Service Extensions	\$11,632,000	Important
TOTAL	\$337,009,000	

FUNDING ISSUES

As is often the case with many governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are three types of projects contained in this CIP where the funding need exceeds the available funding:

1. *Partially Funded*– These projects may already be initially budgeted, or are able to be initially budgeted as part of the upcoming CPB, but additional funding resources need to be identified and/or budgeted in order to complete the project.
2. *Identified Funding Not Secured* – For these projects, an established funding source is identified, but the specific dollars from those funding sources is not yet secured or committed at this time. An example of this are the projects where grant funds are anticipated but not yet awarded.
3. *No Established Funding Source* – These projects are truly unfunded projects as they do not have an established, secure source of funding at this time, other than the City's General Fund.

The *Transportation – Parking Facilities* projects, making up the largest portion of the unfunded need, include bond funds that have not yet been committed. The *Transportation – Bridges* and the *Transportation – Street Construction* projects call for participating funding from the Michigan Department of Transportation (MDOT), which have not yet been committed.

The final category of projects to note is the *Utilities – Storm Sewer* projects. During the preparation of this year's CIP the City was working on "cost of service" study to ascertain the community's desired level of service for the stormwater system. The study will establish the stormwater utility rate structure to properly fund this desired level of service, including the capital improvements. As a result, until the completion of this study enables the stormwater utility to be updated, many storm improvement projects will remain unfunded.

JUSTIFICATION SCORE

The City Service Area/Unit assigned justification scores to each project it submitted. The assigned score indicates the degree to which the project helps to achieve the following value statements:

- A. Protects health, safety and/or lives of citizens
- B. Meets new, or maintains existing, regulatory compliance
- C. Provides a net savings in operations and/or maintenance costs
- D. Enhances social, cultural, recreational or aesthetic opportunities
- E. Improves customer service, convenience for citizens
- F. Maintains or improves existing public infrastructure, facilities
- G. Reduces energy consumption, impacts on the environment

-1 = Negative Impact; 0 = No Impact; 1 = Minimal Positive Impact;
2 = Some Positive Impact; 3 = Positive Impact; 4 = High Positive Impact

The maximum total justification score for a project is twenty-eight (28), which would indicate that the project is viewed by the submitting service area/unit as having “high positive impact” in all seven criteria.

The intent of the justification score is to guide City staff in assigning priorities (desirable, important or urgent) to projects within each category. The Capital Improvements Review Subcommittee continues to review the use of the justification score as a more extensive tool to evaluate projects within individual categories and projects of similar priority from different categories. The use of a scoring system also may help prioritize the allocation of funding when projects compete for the same funding source.

GEOGRAPHIC DISTRIBUTION

The anticipated geographic project distribution is quite equitable in the four city planning areas (central, south, west and northeast). The number of projects in the central area is lower due to the fact that the central area is 25 – 40% of the land area of each of the other planning areas. In terms of the project cost distribution, the west area contains the lowest percentage of the total project costs, but it has the greatest number of individual projects. In contrast to this trend, the south area has the fewest number of projects yet has the greatest percentage of project costs, with some of the very costly projects including the Field Operations and Maintenance Facility and the two East Stadium Bridge Replacement projects.

**CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type**

Requested Project Appropriations for FY 2009

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule		Total	Current Project Budget	Current Request	FY 2009 Previously Planned	Change	Memo: Expended thru 3/6/08
				FY2008	FY2010-14*						
Municipal Facilities - City Owned Building											
MF-CB-01-01	Police Department/District Court Facility	Urgent	Planning	9,000,000	38,400,000	47,400,000	8,588,000	38,812,000	9,531,925	29,280,075	1,133,835
	Sub-total			9,000,000	38,400,000	47,400,000	8,588,000	38,812,000	9,531,925	29,280,075	1,133,835
Municipal Facilities - Parks and Recreation											
MF-PR-01-07	Farmers Market Addition	Important	In-Progress	110,100	-	110,100	110,100	-	-	-	-
MF-PR-08-01	West Park Planning & Improvements	Urgent	Planning	46,200	128,678	174,878	46,200	128,678	157,678	(29,000)	-
MF-PR-08-02	Buir Park Pool	Urgent	Planning	92,400	-	92,400	92,400	-	-	-	344
MF-PR-08-04	Neighborhood Parks Development	Important	Planning	-	1,385,000	1,385,000	-	165,000	-	165,000	-
MF-PR-08-05	Pathways, Trails, and Greenways	Important	Planning	119,887	115,000	1,234,887	119,887	115,000	150,000	(35,000)	301
MF-PR-08-06	Repair and Restoration of Park Bridges/Boardwalks	Urgent	Planning	154,000	1,000,000	289,000	154,000	115,000	150,000	(35,000)	-
MF-PR-08-07	Sport Court Renovations	Important	Planning	136,622	-	318,822	136,622	178,000	220,000	(42,000)	200
MF-PR-08-08	Fuller Park Improvements	Important	Planning	115,000	76,000	427,000	115,000	76,000	100,000	(24,000)	-
MF-PR-08-19	Recreation Facility Improvements	Important	Planning	678,005	430,126	430,126	678,005	430,126	447,881	(17,755)	-
not in CIP	Main & Oper Facil Repl Study			-	175,860	853,865	-	175,860	175,860	-	508,500
not in CIP	Transfer for EAB			-	-	-	-	-	-	-	-
	Sub-total			1,452,014	1,385,664	2,816,000	1,452,014	1,383,664	1,401,419	(17,755)	509,345
Municipal Facilities - Solid Waste											
MF-SW-06-04	Landfill Groundwater Pretreatment	Urgent	Planning	-	1,010,000	1,010,000	880,000	130,000	-	130,000	42,244
not in CIP	Leachate Outbreak	Important	Planning	-	150,000	150,000	-	150,000	-	150,000	-
not in CIP	Landfill Closure	Important	Planning	-	100,000	100,000	-	100,000	-	100,000	-
not in CIP	Off-site Plume Remediation	Important	Planning	-	360,000	360,000	-	360,000	-	360,000	-
not in CIP	Drop-off Station (Property acquisition)	Important	Planning	-	850,000	850,000	-	850,000	-	850,000	-
not in CIP	Compost Expansion Property Acquisition	Important	Planning	-	350,000	350,000	-	350,000	-	350,000	-
	Sub-total			-	2,820,000	2,820,000	880,000	2,040,000	-	2,040,000	42,244
Transportation - Airport											
TR-AP-08-01	Box Hangers	Important	Planning	1,200,000	-	1,200,000	14,500	1,185,500	-	1,185,500	8,248
TR-AP-08-02	New Corporate Hangar	Important	Planning	70,000	396,500	466,500	1,652,000	466,500	-	466,500	-
	Prior year's remaining unallocated appropriation			-	-	-	-	(1,652,000)	-	(1,652,000)	-
	Sub-total			1,270,000	396,500	1,666,500	1,666,500	-	-	-	8,248
Transportation - Alternative Transportation											
TR-AT-01-16	Washienaw Avenue Non-Motorized Path	Important	In-Progress	276,140	-	276,140	25,000	251,140	-	251,140	99,056
TR-AT-08-02	Northeast Area Non-Motorized Trail	Important	Planning	-	50,000	100,000	-	50,000	50,000	-	-
TR-AT-08-06	Geoides Ave. Non-Motorized Path (Gallup Park to Hi)	Important	Planning	100,000	250,000	450,000	244,629	105,371	105,371	-	-
not in CIP	non-allocated alternative transportation projects			-	93,107	93,107	-	93,107	93,107	-	-
not in CIP	Sidewalk improvement projects			1,137,713	488,567	1,626,280	1,137,713	488,567	488,567	(251,140)	349,154
not in CIP	Prior year's remaining unallocated appropriation			-	-	-	251,140	(251,140)	-	-	-
	Sub-total			1,513,853	881,674	2,895,527	1,658,482	737,045	737,045	-	448,210
Transportation - Bridges											
TR-BR-02-03/04	East Stadium Bridges Replacement	Important	Planning	1,662,000	-	1,662,000	1,662,000	-	-	-	713,507
	Sub-total			1,662,000	-	1,662,000	1,662,000	-	-	-	713,507
Transportation - Other											
TR-OT-08-02	Safety Projects	Important	Planning	50,000	-	50,000	50,000	-	50,000	(50,000)	-
	Sub-total			50,000	-	50,000	50,000	-	50,000	(50,000)	-

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY 2009

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule		Total	Current Project Budget	Current Request	FY 2009 Previously Planned	Change	Memo: Expended thru 3/30/08
				Pre-FY2009	FY2010-14+						
Transportation - Street Construction											
TR-SC-02-05	East Stadium Reconstruction	Important	In-Progress	57,000	-	57,000	1,487,300	-	159,372	(159,372)	1,520
TR-SC-06-02	Annual Local Street Resurfacing Program	Important	In-Progress	2,730,000	11,630,000	17,060,000	2,730,000	2,730,000	2,730,000	-	184,659
TR-SC-06-03	Annual Major Street Resurfacing Program	Important	In-Progress	4,550,000	19,850,000	26,121,000	4,550,000	2,221,681	4,550,000	(2,328,319)	1,696
TR-SC-08-01	Detroit Street Brick Pavement Reconstruction	Important	Planning	-	920,000	920,000	-	-	-	(920,000)	-
TR-SC-08-01	Fuller/East Medical Center/Malden Lane Intersector	Important	In-Progress	292,828	700,000	992,828	292,828	-	700,000	(700,000)	47,311
TR-SC-08-03	Huron River Drive Improvements	Urgent	In-Progress	1,123,366	-	1,123,366	1,123,366	-	1,123,366	-	204,414
TR-SC-08-04	Huron Parkway/Nixon Road Intersection Improvements	Important	Planning	552,626	-	552,626	552,626	-	552,626	-	200,534
TR-SC-08-05	West Stadium Reconstruction (Pauline to South Mal)	Important	Planning	300,000	-	300,000	300,000	-	300,000	-	9,177
TR-SC-08-08	Huron Street Improvements	Important	Planning	-	3,050,000	3,050,000	-	-	500,000	(500,000)	-
TR-SC-09-01	West Stadium Reconstruction (Pauline to 7th)	Important	Planning	-	1,500,000	1,500,000	-	-	-	-	-
TR-SC-09-02	West Stadium Reconstruction (Pauline to 7th)	Important	Planning	-	680,000	680,000	-	-	-	-	-
TR-SC-09-03	East Stadium Reconstruction (7th to Kipke)	Important	Planning	-	465,000	465,000	-	-	-	-	-
TR-SC-09-04	Stadium Ramp Settlement	Important	Planning	-	2,730,000	2,730,000	-	-	-	-	-
TR-SC-09-05	Prior year's remaining unallocated appropriation	Important	Planning	803,916	-	803,916	803,916	-	-	-	-
	Sub-total			9,605,818	41,015,000	60,694,436	11,840,034	10,073,678	8,789,372	1,284,306	649,311
Utilities - Sanitary Sewer											
UT-SN-03-23	Northside Sanitary Submain (Phase I)	Urgent	Planning	700,000	-	700,000	700,000	-	-	-	-
UT-SN-01-02	Sanitary Sewer Service Extensions	Important	Planning	61,000	-	61,000	61,000	-	-	-	-
UT-SN-01-03	Austin Sanitary Sewer Outlet	Important	Planning	160,000	-	160,000	160,000	-	-	-	-
UT-SN-01-05	Bird Road Sanitary Sewer (Phase II)	Desirable	Planning	450,000	-	450,000	450,000	-	-	-	-
UT-SN-01-08	Facilities Renovation	Important	Planning	8,040,396	58,800,000	66,840,396	8,040,396	375,000	375,000	-	31,223
UT-SN-01-19	Liberty-Washington Relief (Phase I)	Urgent	In-Progress	250,000	1,750,000	2,000,000	250,000	1,259,604	1,259,604	(1,750,000)	266
UT-SN-01-27	Residuals Handling Improvements	Urgent	In-Progress	5,843,000	2,500,000	8,343,000	5,843,000	31,000,000	31,000,000	(2,940,560)	-
UT-SN-02-11	Footing Drain Disconnection Project (Long Term)	Important	Planning	1,187,829	60,000,000	61,500,000	1,187,829	1,500,000	3,500,000	(2,000,000)	-
UT-SN-03-28	Southside Interceptor Rehabilitation	Urgent	Planning	727,914	4,700,000	5,427,914	1,187,829	1,132,171	1,132,171	-	40,571
UT-SN-06-01	WWTP Sewage Lift Pumps Repair - Phase 2	Urgent	Planning	425,000	-	425,000	425,000	-	-	-	708,689
UT-SN-08-01	Vahalla Sanitary Sewer Service Extension	Important	Planning	100,000	875,000	975,000	100,000	475,000	475,000	(375,000)	333
UT-SN-08-04	Swift Street Sanitary Sewer - South	Important	Planning	110,000	375,000	485,000	110,000	110,000	110,000	-	-
UT-SN-08-05	Wayne Street Sanitary Sewer	Important	Planning	1,000,000	1,000,000	2,000,000	-	-	-	-	-
UT-SN-08-06	Gardes Sanitary Sewer (2851 to 3053)	Important	Planning	225,000	-	225,000	225,000	-	-	-	-
UT-SN-08-07	Felch Street Private Sewer Removal	Important	Planning	40,000	100,000	140,000	-	-	-	-	-
UT-SN-08-08	Ridgemoor-Liberty Sanitary Sewer	Important	Planning	150,000	-	150,000	-	-	-	-	-
UT-SN-08-09	Aerial Sewer Linings (Malletts Creek X-ing; Arboretum)	Important	Planning	250,000	-	250,000	250,000	40,000	75,000	(35,000)	-
UT-SN-08-10	Parkwood/Fernwood Crosslots Sanitary Lining/Repa	Urgent	Planning	230,000	-	230,000	250,000	150,000	150,000	-	-
UT-SN-08-12	High Level Relief Sewer	Urgent	Planning	100,000	850,000	950,000	230,000	-	-	-	-
UT-SN-08-14	Wagner Road Sanitary Sewer - North	Desirable	In-Progress	198,000	-	198,000	198,000	-	-	-	2,308
UT-SN-08-15	Footing Drain Disconnection Project-2008 (Priority 2)	Urgent	In-Progress	8,200,000	-	8,200,000	8,200,000	-	-	-	112,422
UT-SN-08-16	North Main Submain Relief Sanitary Sewer - AARR1	Important	Planning	250,000	2,500,000	2,750,000	2,000,000	1,200,000	1,200,000	-	-
UT-SN-08-17	West Stadium Sanitary Sewer - M-14	Important	Planning	2,000,000	-	2,000,000	2,000,000	250,000	250,000	-	2,255,237
UT-SN-08-18	West Stadium Sanitary Sewer Repairs - Pauline to S	Important	Planning	75,000	-	75,000	-	-	-	-	-
UT-SN-09-01	Deater Ave Sanitary Sewer	Urgent	Planning	-	300,000	300,000	-	-	-	-	-
UT-SN-09-02	Stone School Road Sanitary Sewer Extension	Urgent	Planning	-	150,000	150,000	-	-	-	-	-
	Prior year's remaining unallocated appropriation			-	-	-	-	(450,000)	-	-	-
	Sub-total			28,948,139	37,291,775	146,283,000	29,226,053	36,841,775	41,451,775	(4,160,000)	10,527,990
Utilities - Storm Sewer											
UT-ST-01-08	Storm Asset Identification, GIS Conversion and Mod	Important	Planning	1,232,185	-	1,232,185	1,500,000	-	600,000	(600,000)	788,007
UT-ST-04-02	Awka Outlet Storm Water Pipe Repair	Important	Planning	375,000	-	375,000	-	-	100,000	-	-
UT-ST-08-03	Ferry Street/Westover Avenue/Jackson Road Drain	Important	Planning	85,000	275,000	360,000	-	-	475,000	175,000	-
UT-ST-08-06	Demonstration Rain Gardens	Desirable	Planning	-	10,000	10,000	-	-	-	-	-
UT-ST-08-07	Malletts Creek In-System Storage Structures for Lan	Important	Planning	-	75,000	75,000	-	-	-	-	-
UT-ST-08-08	Foxcroft (Hunting Valley No. 2) Storm Outlet/Pond R	Important	Planning	-	599,000	599,000	-	-	-	-	-
UT-ST-08-09	Oakwood/Edgewood Stormwater Repair/Replaceme	Important	Planning	-	110,000	110,000	-	-	-	-	-
UT-ST-08-10	Harvard Drain in Nichols Arboretum	Important	Planning	-	200,000	200,000	-	-	-	-	-
UT-ST-08-12	North Main Street/Railroad Storm Sewer Outlet Relo	Important	Planning	-	75,000	75,000	-	-	-	-	-
UT-ST-08-14	Wagner Street/Drainage Improvements	Important	Planning	-	165,000	165,000	-	-	-	-	-
UT-ST-08-16	Deater Avenue Stormwater Improvements	Important	Planning	-	115,000	115,000	-	-	-	-	-
UT-ST-08-22	Stine School Road Stormwater Improvements	Important	Planning	-	250,000	250,000	-	-	-	-	-
UT-ST-09-03	Miller Avenue Stormwater Improvements	Important	Planning	-	300,000	300,000	-	-	-	-	-
UT-ST-09-04	Newport Creek Culvert Crossing at Newport Road	Important	Planning	-	250,000	250,000	-	-	-	-	-
UT-ST-09-05	West Stadium Storm Sewer Replacement - Pauline	Important	Planning	-	625,000	625,000	-	-	-	-	-
UT-ST-09-06	West Stadium Storm Sewer Replacement - Pauline	Important	Planning	-	140,000	140,000	-	-	-	-	-
	Sub-total			1,317,185	3,340,000	994,000	1,500,000	3,425,000	1,350,000	2,075,000	793,709

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY 2009

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule		Total	FY 2009			Memo: Expended thru 3/8/08
				Pre-FY2009	FY2009		Current Project Budget	Current Request	Previously Planned	
Utilities - Water System										
UT-WS-92-27	Distribution System Monitoring and Security	Urgent	In-Progress	2,000,000	-	2,000,000	2,000,000	-	-	26,976
UT-WS-01-02	Water Main Service Extensions	Important	Planning	61,000	11,571,000	11,632,000	61,000	-	-	-
UT-WS-01-10	Elevated Storage Tank (West High Service District)	Important	Planning	-	2,500,000	2,500,000	179,500	-	-	394
UT-WS-01-36	Well Field Water Main Replacement	Important	Planning	-	-	-	-	500,000	1,000,000	-
UT-WS-04-20/22/32	Solo Pipes, I, II, & III	Important	Planning	240,000	1,500,000	1,740,000	-	-	-	-
UT-WS-06-01	Austin, Hillcrest and Card Water Main Replacement	Important	Planning	45,000	155,000	200,000	240,000	-	-	-
UT-WS-06-04	Water Treatment Plant Sludge Handling Project	Urgent	In-Progress	577,000	-	577,000	45,000	-	-	11,379
UT-WS-06-05	Structural Repair and Painting Basin #5 at Water Treatment Plant	Urgent	Planning	-	260,000	260,000	577,000	-	-	450,582
UT-WS-06-07	Replace Linebreakers at Water Treatment Plant	Urgent	Planning	1,320,000	-	1,320,000	183,000	-	-	-
UT-WS-06-08	Geddes and South East District Control Valve	Important	Planning	-	200,000	200,000	1,320,000	-	-	3,341
UT-WS-06-09	Downtown Line Stop Isolation Valves	Urgent	In-Progress	110,000	200,000	310,000	-	-	-	-
UT-WS-06-11	Hawthorn and Loyola Water Main Replacement	Important	Planning	80,000	180,000	260,000	110,000	-	-	356
UT-WS-06-14	Washienaw Water Main Replacement	Important	Planning	490,000	80,000	570,000	80,000	-	-	515
UT-WS-06-15	Plymouth Road Water Main Replacement	Important	Planning	185,000	375,000	560,000	490,000	-	-	235
UT-WS-06-17	Leak Detection Survey	Important	Planning	-	350,000	350,000	185,000	-	-	287
UT-WS-06-18	Stadium/Iroquois Water Main Replacement	Important	Planning	175,000	1,625,000	1,800,000	175,000	-	-	-
UT-WS-06-19	Glendloch Circle Water Main Replacement	Important	Planning	180,000	50,000	230,000	-	-	-	-
UT-WS-08-01	AARR Water Main Crossing Replacements (S. Ashli)	Urgent	Planning	900,000	382,418	1,282,418	180,000	-	-	-
UT-WS-08-02	Water Treatment Plant Residuals Disposal Study	Important	Planning	450,000	310,000	760,000	900,000	-	-	94,591
UT-WS-08-03	Water Treatment Plant Stormwater Handling Improv	Urgent	Planning	-	450,000	450,000	450,000	-	-	-
UT-WS-08-05	Replace Filter Press Plates	Important	Planning	450,000	-	450,000	-	-	-	-
UT-WS-08-10	HVAC Improvements at the Water Treatment Plant	Urgent	In-Progress	-	250,000	250,000	250,000	-	-	-
UT-WS-08-15	Resist Valves Behind Ozone Building	Important	Planning	-	350,000	350,000	-	-	-	-
UT-WS-08-16	Sludge Storage Repairs	Important	Planning	-	382,418	382,418	-	-	-	-
UT-WS-08-17	West Stadium Water Main Replacement - Pauline Ir	Urgent	Planning	-	310,000	310,000	900,000	-	-	-
UT-WS-08-18	Apone/Wesbury Court Water Main	Important	Planning	-	450,000	450,000	450,000	-	-	-
UT-WS-08-24	Water Distribution System Evaluation - Master Plan	Desirable	Planning	-	300,000	300,000	-	-	-	-
UT-WS-08-25	South Fifth Avenue Water Main	Important	Planning	250,000	230,000	480,000	250,000	-	-	-
UT-WS-08-26	Exmoor Looping Water Main & Londonderry Water Main	Important	Planning	200,000	-	200,000	220,000	-	-	-
UT-WS-08-28	Wayne Street Water Main	Important	Planning	175,000	-	175,000	200,000	-	-	-
UT-WS-08-29	Downtown Valve Insertion/Replacement - Phase II	Important	Planning	-	55,000	55,000	175,000	-	-	14,730
UT-WS-08-31	Nob Hill Water Mains Replacements	Important	Planning	-	400,000	400,000	-	-	-	-
UT-WS-08-33	DDA Water Mains Upsizing	Important	Planning	-	240,000	240,000	-	-	-	-
UT-WS-08-36	Water Treatment Plant Concrete and Masonry Repairs	Urgent	In-Progress	1,475,000	450,000	1,925,000	1,475,000	-	-	-
UT-WS-08-37	Arbor Oaks Subdivision Water Mains Replacement	Urgent	Planning	-	1,800,000	1,800,000	1,475,000	-	-	-
UT-WS-08-38	Superior Dam - Coat Sluice Gate	Urgent	Planning	500,000	-	500,000	500,000	-	-	-
UT-WS-08-39	Catherine Street 16" Water Main	Urgent	Planning	-	250,000	250,000	-	-	-	-
UT-WS-08-40	Arpo Dam Toe Drain Repair	Urgent	Planning	-	600,000	600,000	-	-	-	261
UT-WS-08-41	Residuals Pond Improvements	Urgent	Planning	-	600,000	600,000	600,000	-	-	-
UT-WS-08-42	Dexter Ave Water Main Replacement	Urgent	Planning	-	600,000	600,000	-	-	-	-
UT-WS-08-43	Miller Avenue Water Main Replacement	Urgent	Planning	-	500,000	500,000	-	-	-	-
UT-WS-08-44	West Stadium Water Main Replacement - Pauline Ir	Urgent	Planning	-	100,000	100,000	100,000	-	-	-
UT-WS-08-45	West Stadium Water Main Replacement - Pauline Ir	Urgent	Planning	-	1,020,000	1,020,000	1,020,000	-	-	-
UT-WS-08-46	West/East Stadium Water Main Replacement - Sewer	Urgent	Planning	-	310,000	310,000	-	-	-	-
UT-WS-08-47	Raw Water Main (30") Upgrade - Seventh Eastern	Urgent	Planning	-	230,000	230,000	230,000	-	-	-
not in CIP	WDSMP - Asset Management	Urgent	Planning	-	125,000	125,000	125,000	-	-	-
	Prior year's remaining unallocated appropriation			-	-	-	(1,310,000)	-	-	-
	Sub-total			9,633,000	10,157,418	22,891,000	10,245,500	9,656,265	603,636	
	Grand Total			64,452,009	105,648,625	225,781,000	68,769,563	102,160,580	72,967,801	15,430,035
										29,642,779

Capital Improvement Program: Significant Non-recurring Projects

- There are 132 capital projects in the FY09 capital budget totaling \$395,087,718.
- There are 38 projects over \$1,000,000 (29% of the projects). The total for these projects is \$363,983,878 (92% of total projects). All projects in excess of \$1,000,000 are considered significant and are listed in this section by project category.
- Of the 38 projects over \$1 million, nine are over \$10 million. The total for these ten projects is \$296,784,691 (75% of total projects).
- All but five of the projects in excess of \$1,000,000 are non-recurring. The recurring projects over \$1,000,000 are: Neighborhood Parks Development \$1.4 million; Pathways, Trails and Greenways \$1.2 million; Sidewalk Improvements Projects \$1.6 million; Annual Local Street Resurfacing Program \$17.1 million and Annual Major Street Resurfacing Program \$26.1 million.

Four categories make up 92% of all capital project dollars:

- Municipal Facilities – City Owned Buildings \$47,400,000 (12% of projects)
- Transportation – Street Construction \$60,694,496 (16% of projects)
- Utilities – Sanitary Sewer \$212,532,914 (54% of projects)
- Utilities – Water System \$42,681,418 (11% of projects)
- All other projects \$31,778,890 (7% of projects)

Municipal Facilities – City Owned Buildings

MF-CB-01-01 Police Department/District Court Facility - Construction of a new facility to accommodate space needs of the returning 15th District Court as well as the Police Department, total gross square footage approximately 100,000 SF. Project Budget through FY09 \$47,400,000. Total Project Budget \$47,400,000.

Municipal Facilities – Parks and Recreation

MF-PR-08-04 Neighborhood Parks Development - Play equipment and safety surfacing replacement/updates, accessibility upgrades, replace park furniture. Other revisions as identified by community input. Roughly four neighborhood park sites per year will be improved. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY09 \$165,000. Total Project Budget \$1,365,000.

MF-PR-08-05 Pathways, Trails, and Greenways - Reconstruct and/or develop pathways, trails, boardwalks, and greenway corridors. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY09 \$234,687. Total Project Budget \$1,234,687.

Municipal Facilities – Solid Waste

MF-SW-06-04 Landfill Groundwater Pretreatment – Pre-treat landfill groundwater and eliminate sanitary sewer discharge. Project Budget through FY09 \$1,010,000. Total Project Budget \$1,010,000.

Transportation - Airport

TR-AP-08-01 Box Hangers – Construction of five new box hangers, to provide additional revenue and expand airport capacity. Project Budget through FY09 \$1,200,000. Total Project Budget \$1,200,000.

Transportation – Alternative Transportation

TR-AT-09-new Sidewalk Improvement Projects – The construction of sidewalks as identified in the City's Non-Motorized Plan and as identified by field investigations. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY09 \$1,626,280. Total Project Budget \$1,626,280.

Transportation - Bridges

TR-BR-02-03/04 East Stadium Bridges Replacement – Replacement of the deteriorating East Stadium bridges over the Ann Arbor Railroad and South State Street. Currently, it is believed that this project will improve the pedestrian facilities within the area, as well as incorporate on-street bike lanes. Project Budget through FY09 \$1,662,000. Total Project Budget \$13,144,000.

Transportation - Street Construction

TR-SC-06-02 Annual Local Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY09 \$5, 460, 000. Total Project Budget \$17,090,000.

TR-SC-06-03 Annual Major Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY09 \$6,771,691. Total Project Budget \$26,121,691.

TR-SC-08-03 Huron River Drive Improvements - Evaluation and possible rehabilitation of the road corridor. Project Budget through FY09 \$2,885,353. Total Project Budget \$2,885,353.

TR-SC-08-05 West Stadium Reconstruction (Pauline to South Main) - Reconstruction of roadway. Project Budget through FY09 \$300,000. Total Project Budget \$3,350,000.

TR-SC-08-08 Huron Street Improvements - Streetscape and pedestrian improvements, including lighted and textured crosswalks, refuge islands and medians, planter boxes and pedestrian level streetlights, benches, banners and light columns. Project Budget through FY09 \$0. Total Project Budget \$1,500,000.

TR-SC-09-02 West Stadium Reconstruction (Pauline to Seventh) - Reconstruction of roadway. Project Budget through FY09 \$2,700,000. Total Project Budget \$3,155,000.

TR-SC-09-new West Stadium Reconstruction (Seventh to Kipke) - Reconstruction of roadway. Project Budget through FY09 \$0. Total Project Budget \$2,730,000.

Utilities - Sanitary Sewer

UT-SN-01-02 Sanitary Sewer Service Extensions - Extension of sanitary sewer main to areas to be serviced by Ann Arbor Water Utilities under agreement with Ann Arbor, Pittsfield and Scio Townships. Final decision on implementation/timing will be made by City Council. Project Budget through FY09 \$61,000. Total Project Budget \$12,454,000.

UT-SN-01-09 Facilities Renovation, Waste Water Treatment Plant - Develop and implement a plan to replace deteriorating infrastructure and equipment. This will optimize plant efficiency and improve treatment capabilities. Project Budget through FY09 \$9,300,000. Total Project Budget \$68,100,000.

UT-SN-01-19 Liberty-Washington Relief (Phase I) - Construct approximately 2800 feet of relief sewer between Washington and Miller Streets, including the relief of the existing siphon on Miller Street near the Ann Arbor Railroad bridge. Project Budget through FY09 \$250,000. Total Project Budget \$2,000,000.

UT-SN-01-27 Residuals Handling Improvements - Develop and implement a plan to replace deteriorating solids handling equipment and systems while optimizing plant efficiency and treatment. Project Budget through FY09 \$36,843,000. Total Project Budget \$39,343,000.

UT-SN-02-11 Footing Drain Disconnection Project (Long Term) - Disconnect footing drains and install sewage backup protection for areas outside of the study areas that do not have a history of basement flooding (250 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY09 \$1,500,000. Total Project Budget \$61,500,000.

UT-SN-03-29 Southside Interceptor Rehabilitation - Investigate and install CIPP lining as required to improve life span of the existing pipe and prevent failures that could discharge to the Huron River. Approximately five miles total of various diameter pipes: 24", 36" and 42". Project Budget through FY09 \$2,320,000. Total Project Budget \$7,020,000.

UT-SN-06-01 Valhalla Sanitary Sewer Service Extension - Install approximately 2500 feet of 8" sanitary sewer connecting to city sewer vicinity Golfview to the south. Project Budget through FY09 \$425,000. Total Project Budget \$1,300,000.

UT-SN-08-05 Geddes Sanitary Sewer (2651 to 3053) – Construction of an 8" sanitary sewer to service properties on Geddes Avenue currently on septic systems. Project Budget through FY09 \$0. Total Project Budget \$1,000,000.

UT-SN-08-15 Footing Drain Disconnection Project-2006 (Priority 2A) - Disconnect footing drains and install sewage backup protection in areas within the five study areas that have a history of flooding (300 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY09 \$9,400,000. Total Project Budget \$9,400,000.

UT-SN-08-16 North Main Submain Relief Sanitary Sewer - AARR to M-14 - Relief of approximately 5,000 feet of 15" sanitary sewer. Project Budget through FY09 \$250,000. Total Project Budget \$2,750,000.

UT-SN-08-17 North Main Submain Relief Sanitary Sewer - M-14 to Bird Rd. - Relief of approximately 5,250 feet of 15" sanitary sewer. Project Budget through FY09 \$2,000,000. Total Project Budget \$2,000,000.

Utilities - Storm Sewer

UT-ST-01-08 Storm Asset Identification, GIS Conversion and Model - Collect storm water records for GIS database and apply this data to building a complete, calibrated stormwater system hydraulic model. Project Budget through FY09 \$1,232,185. Total Project Budget \$1,232,185.

Utilities - Water System

UT-WS-92-27 Distribution System Monitoring and Security - The PICS distribution project is the last phase of the Process Control and Data Management project. This project will add instrumentation, monitoring and controls for the water distribution system. Project Budget through FY09 \$2,000,000. Total Project Budget \$2,000,000.

UT-WS-01-02 Water Main Service Extensions - Extension of water main to areas to be serviced by Ann Arbor Water Utilities under agreement with Ann Arbor, Pittsfield and Scio Townships. Final decision on implementation/timing will be made by City Council. Project Budget through FY09 \$61,000. Total Project Budget \$11,632,000.

UT-WS-01-10 Elevated Storage Tank (West High Service District) - Construct elevated storage in West High Service District to improve pressure control and reliability of water service. Project Budget through FY09 \$0. Total Project Budget \$2,500,000.

UT-WS-01-36 Well Field Water Main Replacement - Replacement of water main and valves within Steere Farm Well Field. Include study of power source for well drives in scope of work. Project Budget through FY09 \$1,500,000. Total Project Budget \$1,500,000.

UT-WS-06-05 Replace Limeslakers at Water Treatment Plant - Replace two limeslakers at Water Treatment Plant. Project Budget through FY09 \$2,750,000. Total Project Budget \$2,750,000.

UT-WS-06-14 Washtenaw Water Main Replacement - Replace approximately 2500 feet of 12" water main. Project Budget through FY09 \$490,000. Total Project Budget \$1,470,000.

UT-WS-06-18 Stadium/Iroquois Water Main Replacement - Replace approximately 3350 feet of 4" and 6" water main. Project Budget through FY09 \$1,800,000. Total Project Budget \$1,800,000.

UT-WS-08-03 Water Treatment Plant Stormwater handling Improvements – Bring site into compliance with current City stormwater management code. Project Budget through FY09 \$1,282,418. Total Project Budget \$1,282,418.

UT-WS-08-36 Water Treatment Plant Concrete and Masonry Repairs - Phase 1 - Repair deteriorating concrete and masonry at the Water Treatment Plant. Project Budget through FY09 \$1,475,000. Total Project Budget \$1,475,000.

UT-WS-08-37 Arbor Oaks Subdivision Water Mains Replacement - Replacement of the cast iron water mains in this low-mod neighborhood due to increasing frequency and number of water main breaks. Project Budget through FY09 \$450,000. Total Project Budget \$2,250,000.

UT-WS-09-05 West Stadium Water Main Replacement (Pauline to South Seventh) - Replacement of water mains. Project Budget through FY09 \$1,020,000. Total Project Budget \$1,020,000.

UT-WS-09-07 Raw Water Main (30") Upgrade Seventh Easterly - Replacement of water mains, with capacity increase. Project Budget through FY09 \$230,000. Total Project Budget \$1,530,000.

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Recommend to City Council a master plan and schematic design for the PD/Court facility by October 22, 2007; and lead the initiative to issue a construction bid by June 2008.	3

Service Unit Measures/Scoreboards	Status
<p>A - The first part of the goal was met. The Master Plan was presented to Council on August 20, public meetings were held on July 24 and September 25, and the Schematic Design was presented to Council on October 22. However, the cost estimate associated with the Schematic Design exceeded the budget. Council was informed that although concepts and designs related to actual workspaces were close to final, the exterior design, landscaping, connections between buildings, and entryways would be redesigned to meet budget limitations. Also, consideration would be given to material alternatives in various locations to explore additional cost reductions.</p> <p>The revised Schematic Design, meeting the program and budget requirements, was completed in February, 2008. The Construction Manager (retained in April) is expected to provide the guaranteed maximum price in October, 2008, followed shortly by actual construction bids. Construction should begin in February, 2009 and continue for about 24 months.</p>	Partially Completed

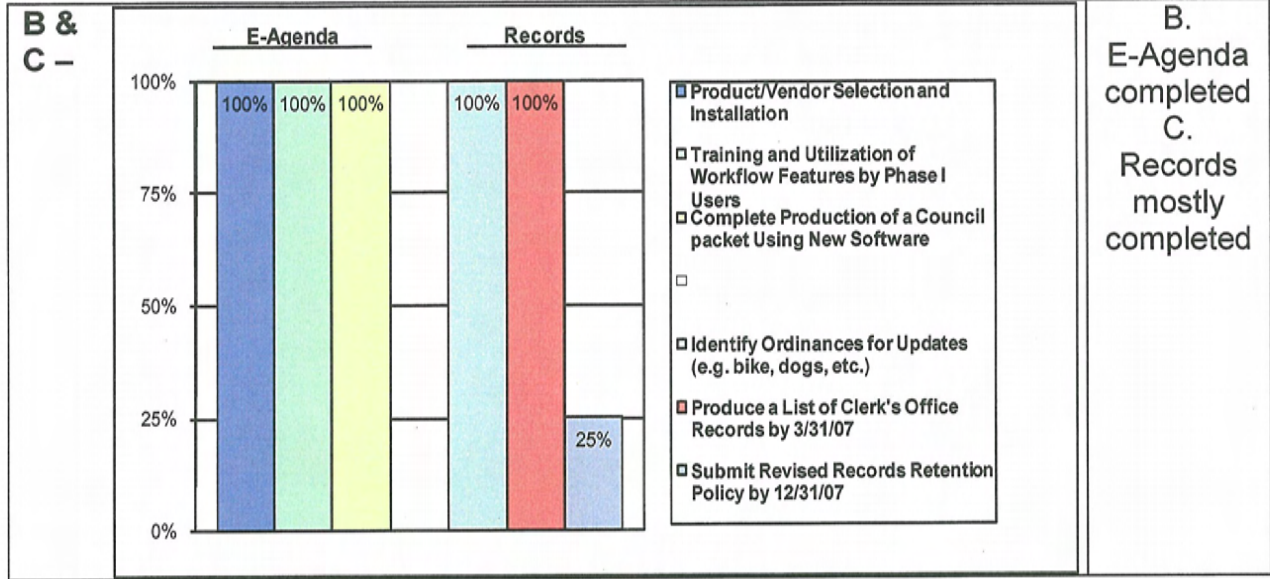
See Budget Summaries Section, Page 55 for list of City Goals

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008

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

Service Unit Goals	City Goals:
A. Conduct successful FY08 elections.	2
B. Launch an electronic agenda software product for council agenda workflow and packet creation by June 30, 2007.	2
C. Identify City Clerk's office records and update record retention policy by December 31, 2007.	2

Service Unit Measures	Status
<p>A -</p> <p style="text-align: center;">Conduct Successful FY08 Elections</p> <p style="text-align: center;"> ■ 100% Recountable ■ Open by 7:00 a.m. ■ 3 Inspectors/Precinct ■ 1 Booth/300 Voters ■ 10% Improved Access </p>	
A1 - Percentage of precincts determined to be recountable	98.6%
A2 - Polls open by 7:00 a.m.	99.3%
A3 - Three inspectors per precinct.	100.0%
A4 - One booth per 300 voters.	100.0%
A5 - Improve physical accessibility at 10% of polling locations.	Exceeded goal



See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Increase by 5 % (708 total) information distributed to internal and external audiences about Ann Arbor municipal news, programs and services from July 1, 2007 to June 30, 2008.	2
B. Identify and obtain new leased space for CTN by June 30, 2008.	3

Service Unit Measures/Scoreboards	Status															
<p>A -</p> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">Communication Information Distributed and Workshop Attendance WIG as of 3/31/08</p> <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <thead> <tr> <th>Metric</th> <th>Target</th> <th>Actual</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Workshop Attendance</td> <td>100</td> <td>218</td> <td>218%</td> </tr> <tr> <td>Information Pieces Distributed</td> <td>708</td> <td>686</td> <td>97%</td> </tr> </tbody> </table> </div>	Metric	Target	Actual	Percentage	Workshop Attendance	100	218	218%	Information Pieces Distributed	708	686	97%	Workshop attendee goal 218% of target and Information distribution goal 97% met with 3 months remaining.			
Metric	Target	Actual	Percentage													
Workshop Attendance	100	218	218%													
Information Pieces Distributed	708	686	97%													
<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #d9ead3;"> <th style="text-align: left;">B - Deadline</th> <th style="text-align: left;">Task</th> <th style="text-align: left;">Status</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d9ead3;">September 2006</td> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <input type="checkbox"/> Identify CTN site selection criteria <input type="checkbox"/> Cable Commission subcommittee formation </td> <td style="background-color: #d9ead3;">Completed</td> </tr> <tr> <td style="background-color: #d9ead3;">October 2006</td> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <input type="checkbox"/> Select Commercial Realtor <input type="checkbox"/> Begin site option identification <input type="checkbox"/> Site visits with City limits of Ann Arbor </td> <td style="background-color: #d9ead3;">Completed</td> </tr> <tr> <td style="background-color: #d9ead3;">February/March 2007</td> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <input type="checkbox"/> Discuss 13 scouted sites with CCC and select top site <input type="checkbox"/> Top site selection visit by CCC <input type="checkbox"/> Request cost estimate for I-Net connection for top site from Public Services </td> <td style="background-color: #d9ead3;">Completed</td> </tr> <tr> <td style="background-color: #d9ead3;">April 2007</td> <td style="background-color: #d9ead3;"> <ul style="list-style-type: none"> <input type="checkbox"/> Prepare and distribute RFP <input type="checkbox"/> Inform IT Steering Committee of CTN move. Added to project list re: computer, phone, network </td> <td style="background-color: #d9ead3;">Completed</td> </tr> </tbody> </table>	B - Deadline	Task	Status	September 2006	<ul style="list-style-type: none"> <input type="checkbox"/> Identify CTN site selection criteria <input type="checkbox"/> Cable Commission subcommittee formation 	Completed	October 2006	<ul style="list-style-type: none"> <input type="checkbox"/> Select Commercial Realtor <input type="checkbox"/> Begin site option identification <input type="checkbox"/> Site visits with City limits of Ann Arbor 	Completed	February/March 2007	<ul style="list-style-type: none"> <input type="checkbox"/> Discuss 13 scouted sites with CCC and select top site <input type="checkbox"/> Top site selection visit by CCC <input type="checkbox"/> Request cost estimate for I-Net connection for top site from Public Services 	Completed	April 2007	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare and distribute RFP <input type="checkbox"/> Inform IT Steering Committee of CTN move. Added to project list re: computer, phone, network 	Completed	Completed
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April 2007	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare and distribute RFP <input type="checkbox"/> Inform IT Steering Committee of CTN move. Added to project list re: computer, phone, network 	Completed														

May 2007	<ul style="list-style-type: none"> □ Form CTN Lease Negotiation Team □ Meet with top site architect/realtor to discuss space needs—assists with RFP completion □ Meet with top site contractor to discuss specific electrical/technical needs for RFP completion □ Outline relocation cost estimates (costs to include moving, technical project management, Fiber connection, misc. office expenses) 	Completed
June 2007	<ul style="list-style-type: none"> □ Meet with CTN Lease Negotiation Team to review completed RFP's □ Per Lease Team direction, Collier to submit counter to RFP from top site □ Prepare and distribute mover bid to complete move estimates. □ Submit lease template from Landlord to City Attorney's office for review. 	Completed
July 30, 2007	<ul style="list-style-type: none"> □ Finalize mutually agreeable lease terms and landlord concessions with Lease Team □ Finalize Council memo and resolution. □ Prepare and Submit Lease Approval Resolution to Attorney's Office for Aug. 20 Council Agenda 	Completed
August 2007	<ul style="list-style-type: none"> □ Select Mover from bid process □ Lease Approval Resolution and fund balance transfer for fiber connection costs approved by Council August 20 	Completed
Sept./Oct./Nov. 07	<ul style="list-style-type: none"> □ Execute lease agreement □ Site architect, design and construction work begins □ CTN staff complete weekly DVD conversion work □ Finalize electric and computer drops with architect on site 	Completed

	plans	
	<ul style="list-style-type: none"> □ Submit formal letter to DTE informing of March 31, 2007 move-out date □ Staff begin major "house cleaning" at 425 S. Main □ Request from Landlord HVAC tech specs, history of maintenance and sign over any warranties □ Develop sign design. Submit to Landlord and needs City approval □ Develop Marketing Plan to announce CTN's new location to clients, nonprofits and general public □ Hold Fiber Connection meeting with CTN staff, IT and Signs and Signals 	
January 2008	<ul style="list-style-type: none"> □ HVAC Maintenance Agreement needed by 3/1 □ Prepare move-out requirements by DTE. Schedule final cleaning. □ Preparation begins for phone and computer install 	Completed
February 2008	<ul style="list-style-type: none"> □ Design and construction work in progress. □ Order break-room furniture, signage, window blinds. □ Begin packing CTN offices and equipment 	Completed
March 2008	<ul style="list-style-type: none"> □ CTN move completed □ 30-day punch list submitted to landlord for any necessary building fixes 	Completed

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Administration	Area Administrator:	Roger Fraser
Service Unit:	Human Resources	Manager:	Carol Schuler

Service Unit Goals	City Goals:
A. Fully implement Ultimate's Workforce Management solution by June 30, 2009.	1, 2

Service Unit Measures/Scoreboards	Status
A1 - The UltiPro Workforce Management solution went live October 2007 for Phase I Conversion and Implementation as follows: <ul style="list-style-type: none"> • UltiPro Web Based HR System, Employee and Manager Self Service • UltiPro Time and Attendance • UltiPro Recruitment 	100% Completed
A2 - Phase II roll-out by June 30, 2009 includes: <ul style="list-style-type: none"> • UltiPro Benefits Open Enrollment: May 2008 • UltiPro Performance Management and Learning Management: August 2008 - April 2009 • UltiPro Salary Management: May 2009 through June 2009 	Open enrollment completed

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Administration - GIS	Manager:	Scott Harrod

Service Unit Goals	City Goals:
A. Implement a digital asset management system for Recreation Facility assets by June 30, 2008.	1, 3

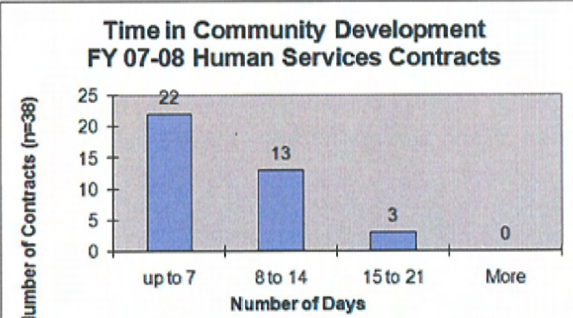
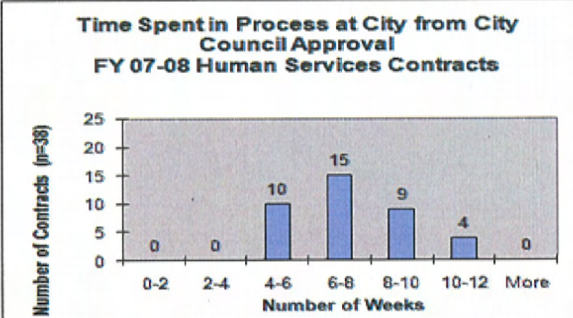
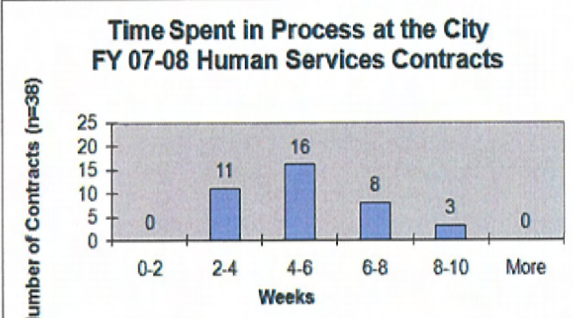
Service Unit Measures/Scoreboards	Status
<p>WIG #3: For Recreation Facility Supervisors and supporting maintenance staff implement a digital asset management system for the Recreation Facility assets</p> <p align="center">Convert from existing manual system to the Cityworks automated digital system</p> <p>86% Compl.</p> <p>86 % complete as of April 30th, 2008 331 days of work complete / 384 total days</p> <p>A-</p>	<p>By June 30th 2008</p>

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Community Development	Manager:	Mary Jo Callan

Service Unit Goals	City Goals:
A. Reduce the length of time by 20% from the time applicants apply to our office for funding and the time they will be either denied funding or approved funding and funding is made available.	2

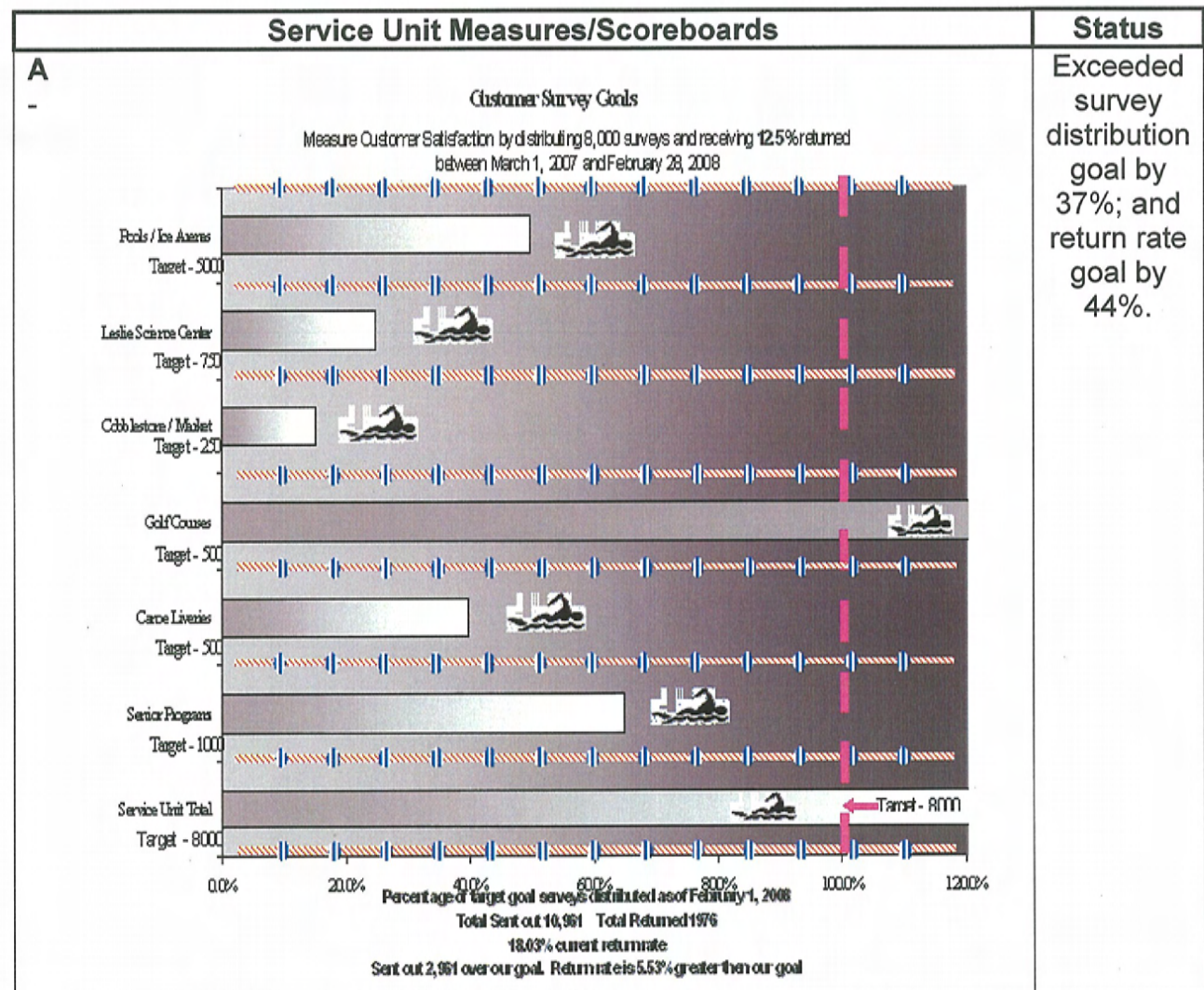
Service Unit Measures/Scoreboards	Status																																								
<p>A -</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 10px;"> <p>Time in Community Development FY 07-08 Human Services Contracts</p>  <table border="1"> <caption>Time in Community Development FY 07-08 Human Services Contracts</caption> <thead> <tr> <th>Number of Days</th> <th>Number of Contracts</th> </tr> </thead> <tbody> <tr> <td>up to 7</td> <td>22</td> </tr> <tr> <td>8 to 14</td> <td>13</td> </tr> <tr> <td>15 to 21</td> <td>3</td> </tr> <tr> <td>More</td> <td>0</td> </tr> </tbody> </table> </div> <div style="margin-bottom: 10px;"> <p>Time Spent in Process at City from City Council Approval FY 07-08 Human Services Contracts</p>  <table border="1"> <caption>Time Spent in Process at City from City Council Approval FY 07-08 Human Services Contracts</caption> <thead> <tr> <th>Number of Weeks</th> <th>Number of Contracts</th> </tr> </thead> <tbody> <tr> <td>0-2</td> <td>0</td> </tr> <tr> <td>2-4</td> <td>0</td> </tr> <tr> <td>4-6</td> <td>10</td> </tr> <tr> <td>6-8</td> <td>15</td> </tr> <tr> <td>8-10</td> <td>9</td> </tr> <tr> <td>10-12</td> <td>4</td> </tr> <tr> <td>More</td> <td>0</td> </tr> </tbody> </table> </div> <div> <p>Time Spent in Process at the City FY 07-08 Human Services Contracts</p>  <table border="1"> <caption>Time Spent in Process at the City FY 07-08 Human Services Contracts</caption> <thead> <tr> <th>Weeks</th> <th>Number of Contracts</th> </tr> </thead> <tbody> <tr> <td>0-2</td> <td>0</td> </tr> <tr> <td>2-4</td> <td>11</td> </tr> <tr> <td>4-6</td> <td>16</td> </tr> <tr> <td>6-8</td> <td>8</td> </tr> <tr> <td>8-10</td> <td>3</td> </tr> <tr> <td>More</td> <td>0</td> </tr> </tbody> </table> </div> </div>	Number of Days	Number of Contracts	up to 7	22	8 to 14	13	15 to 21	3	More	0	Number of Weeks	Number of Contracts	0-2	0	2-4	0	4-6	10	6-8	15	8-10	9	10-12	4	More	0	Weeks	Number of Contracts	0-2	0	2-4	11	4-6	16	6-8	8	8-10	3	More	0	<p>Reduced contract processing time from 103 days to 53 days. A 49% improvement.</p>
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See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Parks & Recreation Svces.	Manager:	Colin Smith

Service Unit Goals	City Goals:
A. Measure customer satisfaction by distributing 8,000 surveys to our customers, having 12.5% returned then recording and sharing the results by April 1, 2008.	2



See Budget Summaries Section, Page 55 for list of City Goals

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008

Service Area:	Community Services	Area Administrator:	Jayne Miller
Service Unit:	Planning and Development Services	Manager:	Mark Lloyd

Service Unit Goals	City Goals:
A. Streamline the development process: Convert from existing BS&A and HIMS Software - Automate current development review process .	2

Service Unit Measures/Scoreboards												Status	
Streamlining the Development Process - Development Process Software												92% complete	
<small>Convert from existing BS&A and HIMS Software - Automate current development review process</small>													
	June	July	August	September	October	November	December	January	February	March	April		May
Purchase Software (7 days) <i>CRW - 70 Licenses</i>	■												
Install Software (21 days) <i>Work with IT and CRW to install program</i>			■										
Software implementation (270 days)			■	■	■	■	■	■	■	■			
Data Collection (60 days) <i>Process workbooks distributed and collected</i>				■	■	■	■						
Data Conversion (90 days) <i>Provide source data to CRW</i>					■	■	■	■	■				
System Configuration (120 days) <i>CRW configures system according to workbooks and data provided</i>					■	■	■	■	■	■	■		
System Delivery (7 days) <i>CRW delivers configured system</i>								■					
Testing (90 days) <i>System acceptance testing</i>							■	■	■	■	■		
System Acceptance Training (7 days) <i>System Acceptance Users (8)</i>							■						
System Administrator Training (7 days) <i>System Administrators (6)</i>									■				
End User Training (45 days) <i>End Users (50)</i>											■	■	
Go Live!												■	
<small>Blue = Tasks Completed Green = Tasks Remaining</small>													
344 work days total / 315 days of work complete 92% complete A -													

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Implement new payroll and timekeeping system by October 1, 2007.	1
B. Complete the annual audit by December 1, 2007.	1

Service Unit Measures/Scoreboards	Status																														
<p>A -</p> <p align="center">Human Resources & Payroll Implementation 2007</p> <table border="1"> <caption>Human Resources & Payroll Implementation 2007 - Completion Data</caption> <thead> <tr> <th>Stage</th> <th>Completion Date</th> <th>Completion Status</th> </tr> </thead> <tbody> <tr> <td>Production</td> <td>10/01/07</td> <td>100%</td> </tr> <tr> <td>Training</td> <td>09/30/07</td> <td>100%</td> </tr> <tr> <td>Testing</td> <td>08/31/07</td> <td>100%</td> </tr> <tr> <td>Conversion</td> <td>04/30/07</td> <td>100%</td> </tr> <tr> <td>Analysis</td> <td>03/31/07</td> <td>100%</td> </tr> <tr> <td>Planning</td> <td>03/15/07</td> <td>100%</td> </tr> </tbody> </table>	Stage	Completion Date	Completion Status	Production	10/01/07	100%	Training	09/30/07	100%	Testing	08/31/07	100%	Conversion	04/30/07	100%	Analysis	03/31/07	100%	Planning	03/15/07	100%	Complete									
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Planning	03/15/07	100%																													
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Forward prior year working papers	-	Completed																													
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See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Inventory all property & value all taxable property by March 2, 2008.	1

Service Unit Measures/Scoreboards			Status
A - Task	<u>Target date</u>	<u>Completed date</u>	Completed on time
ECF's set	Nov. 22	Nov. 22	
Splits & combinations processed	Dec. 4	Dec. 4	
Annexations processed	Dec. 4	Dec. 4	
Conduct Personal Property survey	Dec. 8	Dec. 8	
Personal Property statements mailed	Dec. 31	Dec. 31	
Poverty applications mailed	Jan. 12	Jan. 12	
New construction appraised	Jan. 31	Feb. 15	
Name,PRE,PTA processed	Feb. 16	Feb. 16	
PP statements processed	Feb. 23	Feb. 27	
Perform audit checks	Feb. 28	Feb. 29	
Assessment change notices mailed	Mar. 2	Mar. 6	

See Budget Summaries Section, Page 55 for list of City Goals

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008

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

Service Unit Goals	City Goals:
A. Improve financial process so the April full year forecast is within 10% of fiscal year end actuals.	1
B. Coordinate the development of a Council approved two-year budget that meets the GFOA standards of excellence by June 30, 2008.	1

Service Unit Measures/Scoreboards	Status																																							
<p>A -</p> <div style="text-align: center;"> <p>Percentage of Managers Reporting Year-end Financial Variances</p> <table border="1"> <caption>Percentage of Managers Reporting Year-end Financial Variances</caption> <thead> <tr> <th>Month</th> <th>% Reporting</th> <th>Target</th> </tr> </thead> <tbody> <tr><td>July</td><td>65%</td><td>80%</td></tr> <tr><td>August</td><td>65%</td><td>80%</td></tr> <tr><td>September</td><td>65%</td><td>80%</td></tr> <tr><td>October</td><td>65%</td><td>80%</td></tr> <tr><td>November</td><td>65%</td><td>80%</td></tr> <tr><td>December</td><td>65%</td><td>80%</td></tr> <tr><td>January</td><td>65%</td><td>80%</td></tr> <tr><td>February</td><td>85%</td><td>80%</td></tr> <tr><td>March</td><td>65%</td><td>80%</td></tr> <tr><td>April</td><td>100%</td><td>80%</td></tr> <tr><td>May</td><td>-</td><td>80%</td></tr> <tr><td>June</td><td>-</td><td>80%</td></tr> </tbody> </table> </div>	Month	% Reporting	Target	July	65%	80%	August	65%	80%	September	65%	80%	October	65%	80%	November	65%	80%	December	65%	80%	January	65%	80%	February	85%	80%	March	65%	80%	April	100%	80%	May	-	80%	June	-	80%	<p>FY07 target met: Forecasted change in fund balance within 6.3% of actual change in fund balance. On track to meet this year's goal.</p>
Month	% Reporting	Target																																						
July	65%	80%																																						
August	65%	80%																																						
September	65%	80%																																						
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March	65%	80%																																						
April	100%	80%																																						
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<p>B -</p> <div style="text-align: center;"> <p>Budget Task Completion</p> <table border="1"> <caption>Budget Task Completion</caption> <thead> <tr> <th>Category</th> <th>Completed</th> <th>by due date</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Milestones</td> <td>82%</td> <td>93%</td> <td>100%</td> </tr> <tr> <td>Tasks</td> <td>92%</td> <td>83%</td> <td>100%</td> </tr> </tbody> </table> </div>	Category	Completed	by due date	Target	Milestones	82%	93%	100%	Tasks	92%	83%	100%	<p>Received GFOA Budget award for FY07 budget; on track to meet this year's goal.</p>																											
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See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Move the City of Ann Arbor workstation and mobile devices into a managed environment by June 30, 2008.	3

Service Unit Measures/Scoreboards	Status
A - <ul style="list-style-type: none"> • Complete a managed environment Proof-of-concept by 7/03/07. 100% COMPLETE • Complete deployment of new desktops/laptops for 15D into a Pilot of the new managed environment by 7/31/07. 100% COMPLETE • Replace 350 machines by 06/15/08. 85% COMPLETE • Deploy and manage remaining devices by 06/30/08. 95% COMPLETE 	95% Complete

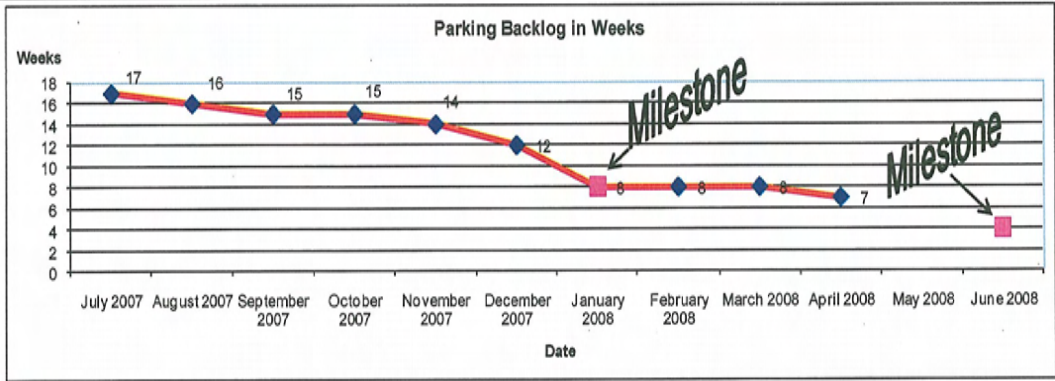
See Budget Summaries Section, Page 55 for list of City Goals

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008

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

Service Unit Goals	City Goals:
A. Execute tax collection and disbursement with 100% accuracy and according to Michigan state law.	1
B. Respond to parking appeals within 30 days during fiscal year 2008.	2

Service Unit Measures/Scoreboards	Status																																																																																																																																																																				
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Parking backlog reduced by 10 weeks.

B2 -

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Safety/Training and Development	Manager:	Bob Cariano

Service Unit Goals	City Goals:
A. Develop Level 2 & 3 training plans for Field Operations by January 1, 2009	1,5
B. Train all employees to be successful in meeting the regulatory safety training requirements by June 30, 2008.	1,5

Service Unit Measures/Scoreboards	Status																																																																																																		
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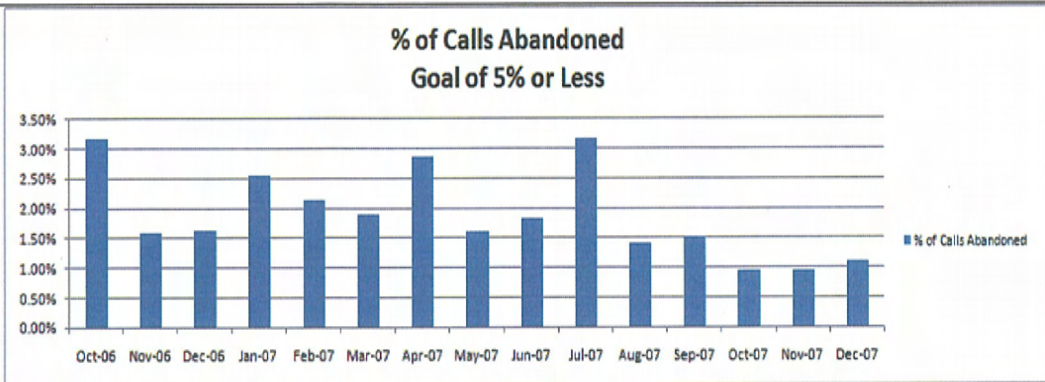
**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Bring cross-connect/backflow prevention program into compliance and move data/process to Cityworks by June 30, 2008.	2, 3
B. Maintain level of abandoned calls at 5% or less.	2

Service Unit Measures/Scoreboards							Status																																																																																																																																																																
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14	Develop tracking report to display % complete vs. % in need of certification/inspection	WELSER	02/01/07	06/30/08		W																																																																																																																																																																	
15	Complete Advanced Backflow Prevention training course offered by the MDEQ	WELSER	03/14/07	09/05/07	09/05/07	G		Bahl, Higgs, Kokoski, Pearson & Welser are registered to attend																																																																																																																																																															
16	Admin. Support Specialist Cross-Training on revised Backflow Prevention Program/process	WELSER	03/26/07	06/30/08		W		2nd admin is in training																																																																																																																																																															
17	Transfer interim database to CityWorks	WELSER	01/01/08	06/30/08		W	in process																																																																																																																																																																
18	Identify missing categories/businesses in device database	WELSER	01/01/08	03/31/08	02/26/08	W																																																																																																																																																																	

A -



Averaged less than 1.6% of calls abandoned for 1st 6 months of FY08.

B -

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Field Operations	Manager:	Karla Henderson

Service Unit Goals	City Goals:
A. Increase Field Operations Infrastructure's quarterly "employee satisfaction survey" overall score by 3% by December 2007.	3, 5
B. Define, develop and implement safety programs by December 2008.	3

Service Unit Measures/Scoreboards	Status																																				
<p>A - Increase Field Operations Infrastructure's quarterly "employee satisfaction survey" overall score by 3% by December 2007</p> <table border="1"> <thead> <tr> <th>Dates for surveys to be given to employees</th> <th>Projected dates for surveys to be returned to supervisors</th> <th>Projected dates for compiling the survey results</th> <th>Compile the results. January 07' is the bench mark</th> </tr> </thead> <tbody> <tr> <td>JANUARY 12, 2007</td> <td>JANUARY 12, 2007</td> <td>JANUARY 17, 2007</td> <td>JANUARY 19, 2007</td> </tr> <tr> <td>completed</td> <td>completed</td> <td>completed</td> <td>completed</td> </tr> <tr> <td>APRIL 12, 2007</td> <td>APRIL 12, 2007</td> <td>APRIL 16, 2007</td> <td>APRIL 20, 2007</td> </tr> <tr> <td>completed</td> <td>completed</td> <td>completed</td> <td>completed</td> </tr> <tr> <td>AUGUST 9, 2007</td> <td>AUGUST 9, 2007</td> <td>AUGUST 13, 2007</td> <td>AUGUST 17, 2007</td> </tr> <tr> <td>completed</td> <td>completed</td> <td>completed</td> <td>completed</td> </tr> <tr> <td>NOVEMBER 8, 2007</td> <td>NOVEMBER 8, 2007</td> <td>NOVEMBER 13, 2007</td> <td>NOVEMBER 16, 2007</td> </tr> <tr> <td>completed</td> <td>completed</td> <td>completed</td> <td>completed</td> </tr> </tbody> </table>	Dates for surveys to be given to employees	Projected dates for surveys to be returned to supervisors	Projected dates for compiling the survey results	Compile the results. January 07' is the bench mark	JANUARY 12, 2007	JANUARY 12, 2007	JANUARY 17, 2007	JANUARY 19, 2007	completed	completed	completed	completed	APRIL 12, 2007	APRIL 12, 2007	APRIL 16, 2007	APRIL 20, 2007	completed	completed	completed	completed	AUGUST 9, 2007	AUGUST 9, 2007	AUGUST 13, 2007	AUGUST 17, 2007	completed	completed	completed	completed	NOVEMBER 8, 2007	NOVEMBER 8, 2007	NOVEMBER 13, 2007	NOVEMBER 16, 2007	completed	completed	completed	completed	<p>Surveys completed, employee satisfaction increased by X.X%.</p>
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<p>B -</p> <div align="center"> <p>%Currently Trained</p> <table border="1"> <caption>% Currently Trained Data</caption> <thead> <tr> <th>Program</th> <th>% Currently Trained</th> </tr> </thead> <tbody> <tr> <td>Crane Rigging</td> <td>80%</td> </tr> <tr> <td>Aerial Lift</td> <td>60%</td> </tr> <tr> <td>Work Zone Safety</td> <td>80%</td> </tr> <tr> <td>Trench & Confined Spaces</td> <td>0%</td> </tr> <tr> <td>Traffic Safety</td> <td>5%</td> </tr> <tr> <td>Line Clearance</td> <td>40%</td> </tr> <tr> <td>Hazmat</td> <td>20%</td> </tr> <tr> <td>Electrical Safety</td> <td>45%</td> </tr> <tr> <td>First Aid</td> <td>80%</td> </tr> <tr> <td>CPR</td> <td>70%</td> </tr> </tbody> </table> </div>	Program	% Currently Trained	Crane Rigging	80%	Aerial Lift	60%	Work Zone Safety	80%	Trench & Confined Spaces	0%	Traffic Safety	5%	Line Clearance	40%	Hazmat	20%	Electrical Safety	45%	First Aid	80%	CPR	70%	<p>51% trained</p>														
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See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals	City Goals:
A. Reduce the subsidy from the solid waste fund for compost operations by 40 percent from the FY07 level (multiyear WIG).	1
B. Complete development of box hangars and SRE building at the Airport by December 31, 2008.	3

Service Unit Measures/Scoreboards	Status
A – <ul style="list-style-type: none"> • Develop FY07 baseline for comparison purposes (Jan 08) • Created marketing committee to develop additional markets for finished product (Feb. 08) • Assigned personnel (intern) to assist in market development (Mar. 08) • Completed market rate analysis (finished product) and received Council approval to change rate structure to be more competitive in marketplace (Apr 08) • Contact local yard waste haulers to market compost center for drop-off of incoming materials (Aug 08) • Complete market rate analysis (incoming product) to determine adequacy of pricing structure (Dec 08) • Complete modification of equipment to improve operational efficiencies at compost center (Mar 09) • Improve training opportunities for operations personnel (Jun 09) 	In progress
B – <ul style="list-style-type: none"> • Completed final design and bid specifications of both structures (Jan. 08) • Opened competitive bids on project (Feb. 08) • State grant funding approved by Michigan Aeronautics Commission (Mar. 08) • Opened bids on Installment Purchase Agreement (Act 99) financing for box hangars (Apr. 08) • Council action (scheduled for 5/5/08 agenda) approving: 1) state grant agreement 2) award Installment Purchase Agreement financing 3) award construction contract (May 08) • Start construction of both buildings (Jun. 08) • Complete construction and initial occupancy (Nov. 08) 	Partially completed

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

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

Service Unit Goals		City Goals:
A. Reduce by five percent the average number of staff review days per construction project* during fy 07/08.		5

Service Unit Measures/Scoreboards							Status																																													
RESULTS (as of 4/21/08): THE PD TEAM EXPERIENCED A 25% REDUCTION IN THE AVERAGE NUMBER OF STAFF REVIEW DAYS PER CONSTRUCTION PROJECT* DURING FY 07/08.							25% reduction in the average staff review days per construction project.																																													
*Staff review days measures the number of business days construction plans are in the office waiting for review until the review is complete. The average number of days for plan review is determined by the total number of staff review days divided by the total number of projects approved in that fiscal year.																																																				
<table border="1"> <tr> <td colspan="3"></td> <td align="center" colspan="2">TOTAL</td> <td align="center" colspan="2">TOTAL</td> <td align="center" colspan="2">*Color Codes*</td> </tr> <tr> <td colspan="3"></td> <td align="center" colspan="2">11</td> <td align="center" colspan="2">11</td> <td align="center">G</td> <td>Green - Task Completed on Time</td> </tr> <tr> <td colspan="3"></td> <td colspan="2"></td> <td colspan="2"></td> <td align="center">Y</td> <td>Yellow - Task May Be Late</td> </tr> <tr> <td colspan="3"></td> <td colspan="2"></td> <td colspan="2"></td> <td align="center">R</td> <td>Red - Task is Late</td> </tr> <tr> <td colspan="3"></td> <td colspan="2"></td> <td colspan="2"></td> <td align="center">W</td> <td>No Color - Task on Track</td> </tr> </table>											TOTAL		TOTAL		*Color Codes*					11		11		G	Green - Task Completed on Time								Y	Yellow - Task May Be Late								R	Red - Task is Late								W	No Color - Task on Track
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ITEM	ACTION ITEM	ACTION LEADER	DATE OPENED	TARGET CLOSE DATE	ACTUAL CLOSE DATE	STATUS		COMMENTS/RESULTS																																												
1	Determine the average number of days for the 2006 calendar year for a construction plan to reach final approval	HEATLEY & BAUGHMAN	11/13/06	02/01/07	01/29/07	G		The average number of review days was calculated to be 44 days*.																																												
2	Establish a new construction plan review procedure to be used with subsequent initial plan submittals	HEATLEY & BAUGHMAN	11/13/06	05/24/07	12/10/07	R																																														
	Brainstorm list of ideas for improving the effectiveness and efficiency of the current plan review process.		11/13/06	02/16/07	04/13/07	R	Brainstorm list has been converted into action items																																													
	-Determine criteria for requiring a pre-submission meeting with consulting engineer		04/13/07	05/02/07	12/10/07	R																																														
	-Identify other methods (as opposed to formal review letter) of efficient communication of plan review comments to the consultant.		04/13/07	05/01/07	04/26/07	G	-Meet with consultant to discuss comments. -Return marked-up plans to consultant. -Scan and email marked-up plans to consultant. -Send comments via email or phone.																																													
	-Require consultants to submit a response letter addressing review comments and other plan changes with the revised plan submittal.		04/13/07	05/24/07	05/24/07	G	revise review letter template to include this requirement add this item to plan review checklist																																													
	-Convert formal review letter template to an email template		04/13/07	05/24/07	05/25/07	R	-reduces front staff time (i.e. cc's are distributed by email) -electronic signatures, letterhead, etc.																																													
	-Identify resources (equipment) to improve efficiency in plan reviews		04/13/07	05/01/07	04/26/07	G	-laptop -upgrade to ArcGIS -internal DVD player in workstation -wireless internet capabilities on laptop																																													
	-Identify tasks that are currently performed by PMSU that could be performed by consultants.		04/13/07	05/01/07	04/26/07	G	-MDEQ permit applications on pre-filled form -inspection/as-built fee worksheets																																													
	-Identify improvement opportunities on un-related tasks to improve overall efficiency of PMSU staff		04/13/07	05/01/07	04/26/07	G	-Improve review system for licensing agreements for occupancy such as monitoring wells, tie-backs, and temporary and permanent earth retention systems. -RDIV permit application review process																																													
3	Complete a review and update of the Private Development website for materials made available to consultants to assist with construction plan preparation	HEATLEY & BAUGHMAN	11/13/06	06/09/07	12/10/07	R																																														
	Provide as-built and inspection fee worksheets for consultant's use.		04/13/07	05/24/07	05/18/07	G	Added only 06-07 fees. Will update to 07-08 fees by July 1.																																													
	Provide pre-filled MDEQ permit applications with the City's information for consultants to prepare.		04/13/07	05/24/07	05/18/07	G																																														
	Modify and post the plan preparation checklist for external (consultant's) use.		04/13/07	05/24/07	12/10/07	R																																														
	Improve navigation of PSDSS on the website.		04/20/07	05/24/07	05/18/07	G																																														
	Update right-of-way handout package		04/20/07	05/24/07	12/10/07	R																																														
4	Contract with consultant to assist with PD activities (eg. plan reviews)	HEATLEY & BAUGHMAN	01/15/07	08/30/07	06/04/07	G																																														
	Complete an RFP for contracting with consultant		01/15/07	01/31/07	01/31/07	G																																														
	Select consultants from RFP and interviews		02/23/07	04/06/07	04/03/07	G																																														
	Obtain council approval to hire selected consultants		04/03/07	06/20/07	06/04/07	G																																														
5	Train 1 CES's to effectively review plans and communicate comments to PM and/or consultant.		04/13/07	04/30/08	04/21/08	G	LT began working w/PD team on 7/16/07																																													

A -

See Budget Summaries Section, Page 55 for list of City Goals

CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Systems Planning	Manager:	Craig Hupy

Service Unit Goals	City Goals:
A. Develop an Asset Management (AM) policy and strategy for the Public Services Area.	3,4

Service Unit Measures/Scoreboards	Status																																																																																																																																																																																																																																																																																																																																														
<p style="text-align: center;">SYSTEMS PLANNING UNIT WILDLY IMPORTANT GOAL (W.I.G.) Develop an Asset Management (AM) policy and strategy for the Public Services Area</p> <table border="1"> <thead> <tr> <th rowspan="2">Task</th> <th colspan="4">Percentage Complete</th> <th rowspan="2">Progress/Completion Date</th> </tr> <tr> <th>25%</th> <th>50%</th> <th>75%</th> <th>100%</th> </tr> </thead> <tbody> <tr> <td>1. Identify asset categories & subcategories by May 1, 2007</td> <td></td> <td></td> <td></td> <td></td> <td>4/16/2007</td> </tr> <tr> <td>2. Establish initial guiding principles & goals for overall AM Plan by May 1, 2007</td> <td></td> <td></td> <td></td> <td></td> <td>4/16/2007</td> </tr> <tr> <td>3. Educate/engage service units with asset management responsibility regarding SPAM by November 1, 2007</td> <td></td> <td></td> <td></td> <td></td> <td>4/30/2008</td> </tr> <tr> <td>4. Scoping of existing AM policies, components, data and responsibilities by January 1, 2008</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>5/21/2008</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>5/28/2008</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>5/27/2008</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>5. Establish information system for AM planning process by January 1, 2008</td> <td></td> <td></td> <td></td> <td></td> <td>9/12/2008</td> </tr> <tr> <td>6. Revise/update/establish AM policies supporting the principles & goals by April 1, 2008</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>12/1/2008</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>12/1/2008</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>12/1/2008</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>7. 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Recommend assignment of AM responsibilities and relationships for each asset area by August 1, 2008</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>5/1/2009</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>5/1/2009</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>5/1/2009</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>9. Recommend how AM should integrate in the city organization's business practices and procedures for each asset area by November 1, 2010</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>7/1/2009</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>7/1/2009</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>7/1/2009</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>10. 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Determine the organization's future vision of AM for each asset area by June 1, 2009</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>3/1/2010</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>3/1/2010</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>3/1/2010</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>12. Determine requirements for AM practices to achieve future vision for each asset area by October 1, 2009</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>7/1/2010</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>7/1/2010</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>7/1/2010</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>13. Identify gap between current and required AM practices ("gap analysis") for each asset area by December 1, 2009</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>12/1/2010</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>12/1/2010</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>12/1/2010</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>14. Identify strategies and actions to close the gaps, including resource requirements and timeframes for each asset area by June 1, 2010</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Water</td> <td></td> <td></td> <td></td> <td></td> <td>5/1/2011</td> </tr> <tr> <td>Transportation</td> <td></td> <td></td> <td></td> <td></td> <td>5/1/2011</td> </tr> <tr> <td>Waste/Resource Management</td> <td></td> <td></td> <td></td> <td></td> <td>5/1/2011</td> </tr> <tr> <td>Land/Personal Property*</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Task	Percentage Complete				Progress/Completion Date	25%	50%	75%	100%	1. Identify asset categories & subcategories by May 1, 2007					4/16/2007	2. Establish initial guiding principles & goals for overall AM Plan by May 1, 2007					4/16/2007	3. Educate/engage service units with asset management responsibility regarding SPAM by November 1, 2007					4/30/2008	4. Scoping of existing AM policies, components, data and responsibilities by January 1, 2008						Water					5/21/2008	Transportation					5/28/2008	Waste/Resource Management					5/27/2008	Land/Personal Property*						5. Establish information system for AM planning process by January 1, 2008					9/12/2008	6. Revise/update/establish AM policies supporting the principles & goals by April 1, 2008						Water					12/1/2008	Transportation					12/1/2008	Waste/Resource Management					12/1/2008	Land/Personal Property*						7. Establish performance measures for policies, including broad timeframes (e.g. frequency of AM Plan reviews/updates, timing of community engagement, etc.) by						Water					3/1/2009	Transportation					3/1/2009	Waste/Resource Management					3/1/2009	Land/Personal Property*						8. Recommend assignment of AM responsibilities and relationships for each asset area by August 1, 2008						Water					5/1/2009	Transportation					5/1/2009	Waste/Resource Management					5/1/2009	Land/Personal Property*						9. Recommend how AM should integrate in the city organization's business practices and procedures for each asset area by November 1, 2010						Water					7/1/2009	Transportation					7/1/2009	Waste/Resource Management					7/1/2009	Land/Personal Property*						10. Establish audit and review procedures for each asset area's policies by February 1, 2011						Water					9/1/2009	Transportation					9/1/2009	Waste/Resource Management					9/1/2009	Land/Personal Property*						11. Determine the organization's future vision of AM for each asset area by June 1, 2009						Water					3/1/2010	Transportation					3/1/2010	Waste/Resource Management					3/1/2010	Land/Personal Property*						12. 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A -

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Wastewater Treatment	Manager:	Earl J. Kenzie

Service Unit Goals		City Goals:
A.	Complete preventive maintenance for Mainsaver Phase II implementation by June 30, 2008.	4
B.	Complete industrial pretreatment local limits assessment by June 30, 2008.	4

Service Unit Measures/Scoreboards						Status					
A -						In Progress					
ID	Task Name	Duration	Start	Finish							
					December Dec	January Jan	February Feb	March Mar	April Apr	May May	
1	Preventive Maintenance for Mainsaver Phase II	216 days?	Mon 7/9/07	Mon 5/5/08							
2											
3	Link Draft PM with Mainsaver	141 days	Mon 7/9/07	Mon 1/21/08							
4	✓ Decide best method of linking PM and Mainsaver	60 days	Mon 7/9/07	Fri 9/26/07							
5	✓ Link PM and Mainsaver	60 days	Mon 9/3/07	Fri 11/23/07							
6	Review CMS and Mainsaver re: PM	14 days	Wed 1/2/08	Mon 1/21/08							
7	Generate PM	0 days	Mon 1/21/08	Mon 1/21/08							
8	PM the three additional pieces of equipment ID in Phase I	60 days?	Tue 1/22/08	Mon 4/14/08							
9	Safety: Write PM for Eye wash in Generator Room	45 days?	Tue 1/22/08	Mon 3/24/08							
10	Assign to Staff	1 day	Tue 1/22/08	Tue 1/22/08							
11	Write PM using Template	30 days?	Wed 1/23/08	Tue 3/4/08							
12	Admin Support Specialist: Type PM into Template	14 days?	Wed 3/5/08	Mon 3/24/08							
13	WUT: HVAC Filter PM	58.5 days?	Tue 1/22/08	Tue 4/1/08							
14	✓ Assign to Staff	1 day?	Tue 1/22/08	Tue 1/22/08							
15	Write PM using Template	45 days	Wed 1/23/08	Tue 3/25/08							
16	Admin Support Specialist: Type PM into Template	14 days?	Wed 3/5/08	Tue 4/1/08							
17	✓ ECST: Generator Battery PM	60 days?	Tue 1/22/08	Mon 4/14/08							
18	✓ Assign to Staff	1 day?	Tue 1/22/08	Tue 1/22/08							
19	✓ Write PM using Template	45 days	Wed 1/23/08	Tue 3/25/08							
20	✓ Admin Support Specialist: Type PM into Template	14 days?	Wed 3/26/08	Mon 4/14/08							
21	Three Additional PM Complete	0 days	Mon 4/14/08	Mon 4/14/08							
22	Enter PM into Main Saver	15 days?	Mon 3/10/08	Fri 3/28/08							
23	WUS: Review PM Procedure	14 days?	Mon 3/10/08	Thu 3/27/08							
24	WUS: Enter PM in Main Saver	1 day?	Fri 3/28/08	Fri 3/28/08							
25	Three Additional PM Entered in Mainsaver	0 days	Fri 3/28/08	Fri 3/28/08							
26	Verify Phase I, Auto Generation	45 days?	Tue 1/22/08	Mon 3/24/08							
27	Correct Phase I Errors	45 days?	Tue 1/22/08	Mon 3/24/08							
28	If NO Generation Errors, re-issue PM	30 days?	Tue 1/22/08	Mon 3/3/08							
29	Review Phase I and Phase II	30 days	Tue 3/25/08	Mon 5/5/08							
30	Involve staff in review of PM process	30 days	Tue 3/25/08	Mon 5/5/08							
31											
32	Implement PM procedure as a plant process	0 days	Mon 6/30/08	Mon 6/30/08							

B –						In Progress											
D	Task Name	Duration	Start	Finish													
					January	February	March	April	May	June	July	August	September				
0					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep				
1	Industrial Pretreatment Local Limits Assessment	126 days	Mon 1/7/08	Mon 6/30/08	[Gantt bar from Jan 7 to Jun 30]												
2	✓ Sampling Plan Completed and Submitted to MDEQ	20 days	Mon 1/7/08	Fri 2/1/08	[Gantt bar from Jan 7 to Feb 1]												
3	Collection of Current Data	21 days	Wed 2/27/08	Wed 3/26/08	[Gantt bar from Feb 27 to Mar 26]												
4	Complete Required Sampling	21 days	Mon 2/4/08	Mon 3/3/08	[Gantt bar from Feb 4 to Mar 3]												
5	Submit All Data to Consultant	20 days	Tue 3/4/08	Mon 3/31/08	[Gantt bar from Mar 4 to Mar 31]												
6	Consultant Complete Assessment and Recommendations	65 days	Tue 4/1/08	Mon 6/30/08	[Gantt bar from Apr 1 to Jun 30]												

See Budget Summaries Section, Page 55 for list of City Goals

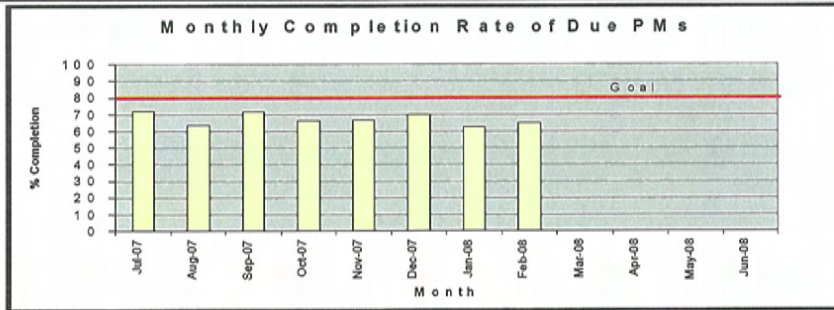
CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008

Service Area:	Public Services	Area Administrator:	Sue McCormick
Service Unit:	Water Treatment Plant	Manager:	Sumedh Bahl

Service Unit Goals	City Goals:
A. 100% compliance with federal and state regulations for drinking water, dams and hydros.	2
B. Increase the completion rate of preventative maintenance by 10%.	3
C. Meet projected schedules of implemented recommendations in the Master Plan.	3

Service Unit Measures/Scoreboards	Status
<p>A</p> <div style="display: flex; flex-direction: column; align-items: center;"> <div style="margin-bottom: 10px;"> <p style="text-align: center;">Drinking Water Tier 1</p> </div> <div style="margin-bottom: 10px;"> <p style="text-align: center;">Drinking Water Tier 3 Compliance</p> </div> <div style="margin-bottom: 10px;"> <p style="text-align: center;">Drinking Water Tier 2 Compliance</p> </div> <div> <p style="text-align: center;">Dams & Hydros</p> </div> </div>	<p>Goal met.</p>

B -



In progress

ID	Implemented/Recommended	Percent Complete	2007												2008											
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep			
1	Water Treatment Plant Projects	63%	[Gantt chart bars for 2007 and 2008]																							
2	Analysis And Long-term Design Construction	30%	[Gantt chart bar]																							
3	Recycle Hole Pij	0%	[Gantt chart bar]																							
4	Commissioning Concrete and Masonry Repairs Project	95%	[Gantt chart bar]																							
5	Sludge Handling Project Construction	100%	[Gantt chart bar]																							
6	HVAC Improvements	47%	[Gantt chart bar]																							
7	Study	100%	[Gantt chart bar]																							
8	Design	90%	[Gantt chart bar]																							
9	Construction	0%	[Gantt chart bar]																							
10	Leak System Improvements	31%	[Gantt chart bar]																							
11	Study	33%	[Gantt chart bar]																							
12	Design	0%	[Gantt chart bar]																							
13	Construction	0%	[Gantt chart bar]																							
14	Stormwater Handling Improvements	90%	[Gantt chart bar]																							
15	Diesel Tank Containment	100%	[Gantt chart bar]																							
16	Fit 'n' show Installation at Out-vertices	100%	[Gantt chart bar]																							
17	Sludge Pond Improvements	30%	[Gantt chart bar]																							
18	Reservoir Dam Improvements	54%	[Gantt chart bar]																							
19	Velocity Baseline at Manchester Tank	24%	[Gantt chart bar]																							
20	Dams and Reservoir Part II Inspections	0%	[Gantt chart bar]																							
21	Argo Dam Improvements (on hold)	0%	[Gantt chart bar]																							
22	Field Operations Project:	33%	[Gantt chart bar]																							
23	AMR	20%	[Gantt chart bar]																							
24	Leaking Stormwater Wall	40%	[Gantt chart bar]																							
25	Wastewater Improvements	64%	[Gantt chart bar]																							
26	Re-evaluate Valve Tuning Program	0%	[Gantt chart bar]																							
27	Evaluate Purchase of Intensive Equipment	0%	[Gantt chart bar]																							
28	Churchill Abbot Sanitary Sewer Lining	20%	[Gantt chart bar]																							
29	Hard Projects - Misc.	10%	[Gantt chart bar]																							

In progress

C -

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Fire Department	Manager:	Sam Hopkins

Service Unit Goals		City Goals:
A. Reduce the number of civilian injury, firefighter injury, and property loss as a result of fires. (As stated in the NFPA 1710 fire standards)		2

Service Unit Measures/Scoreboards		Status																
A1 – First arrival within 4 minutes of dispatch 90% of time.	Average Response Time Trend (fire calls) Jan 07- Apr 07 & Jan 08-Mar 08	Goal met																
	<table border="1"> <caption>Average Response Time Trend (fire calls)</caption> <thead> <tr> <th>Month/Year</th> <th>Time (in minutes & seconds)</th> </tr> </thead> <tbody> <tr><td>Jan-07</td><td>04:00</td></tr> <tr><td>Feb-07</td><td>04:00</td></tr> <tr><td>Mar-07</td><td>05:00</td></tr> <tr><td>Apr-07</td><td>03:45</td></tr> <tr><td>Jan-08</td><td>03:30</td></tr> <tr><td>Feb-08</td><td>04:00</td></tr> <tr><td>Mar-08</td><td>06:45</td></tr> <tr><td>Apr-08</td><td>04:00</td></tr> </tbody> </table>		Month/Year	Time (in minutes & seconds)	Jan-07	04:00	Feb-07	04:00	Mar-07	05:00	Apr-07	03:45	Jan-08	03:30	Feb-08	04:00	Mar-08	06:45
Month/Year	Time (in minutes & seconds)																	
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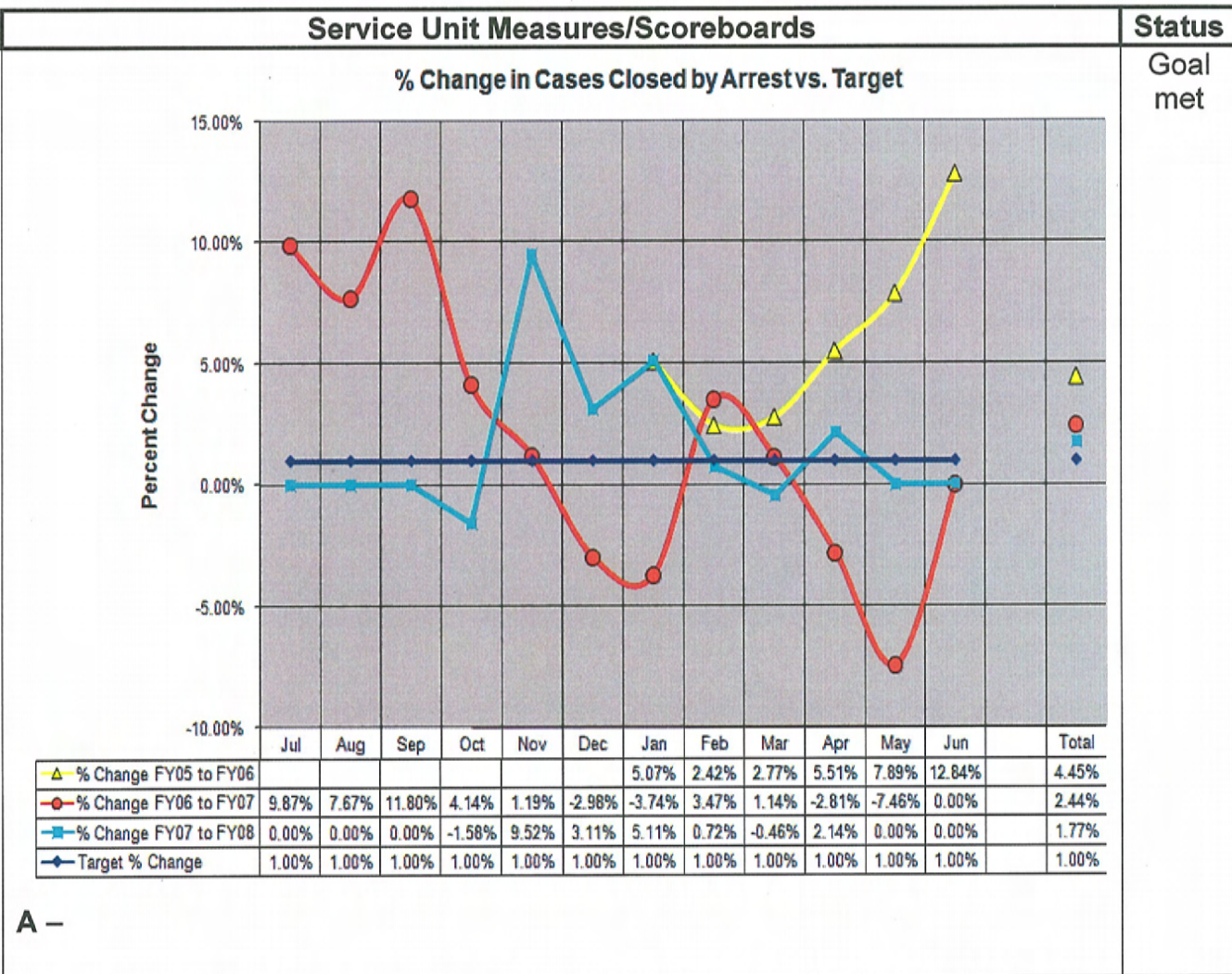
A2 –	Goal:	Establish tracking mechanism to determine injuries and property loss to show whether or not we are meeting the goals	In progress																		
		<table border="1"> <thead> <tr> <th>Steps</th> <th>Person Assigned</th> <th>% Complete (25% increments)</th> <th>Due Date</th> <th>Completion Date</th> </tr> </thead> <tbody> <tr> <td>1. Assign person and establish tracking mechanism</td> <td>AC Hollingsworth/ Matthew Hughes</td> <td align="center">0%</td> <td align="center">1/1/08</td> <td align="center">Tracked as of 12/12/07</td> </tr> <tr> <td>2. Compare results against call time increase/decrease</td> <td>AC Hollingsworth</td> <td align="center">0%</td> <td align="center">3/1/08</td> <td></td> </tr> <tr> <td>3. Publish results</td> <td>AC Hollingsworth</td> <td align="center">0%</td> <td align="center">3/1/08</td> <td></td> </tr> </tbody> </table>		Steps	Person Assigned	% Complete (25% increments)	Due Date	Completion Date	1. Assign person and establish tracking mechanism	AC Hollingsworth/ Matthew Hughes	0%	1/1/08	Tracked as of 12/12/07	2. Compare results against call time increase/decrease	AC Hollingsworth	0%	3/1/08		3. Publish results	AC Hollingsworth	0%
Steps	Person Assigned	% Complete (25% increments)	Due Date	Completion Date																	
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3. Publish results	AC Hollingsworth	0%	3/1/08																		

See Budget Summaries Section, Page 55 for list of City Goals

**CITY of ANN ARBOR
SERVICE UNIT GOALS AND PERFORMANCE MEASURES
for the fiscal year ending June 30, 2008**

Service Area:	Safety Services	Area Administrator:	Barnett Jones
Service Unit:	Police	Manager:	G. Bazick, J. Seto

Service Unit Goals	City Goals:
A. Increase case clearances by arrest by 1% by June 30, 2008.	2,5



See Budget Summaries Section, Page 55 for list of City Goals

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A

AATA: Ann Arbor Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Bond Anticipation Notes: short term interest bearing notes issued in anticipation of bonds to be issued at a later date.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

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C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$2,500 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

CDBG Recipients: individuals or organizations that receive grants from Community Development funds.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: the actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Force Account: construction or maintenance activities performed by a municipality's own personnel, rather than by outside labor.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit

to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and

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inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Administrative Services, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal

regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Transit Authority (AATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

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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 \$2,500.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales,

Income and Single Business Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.