



**FY 2022
Adopted Budget**

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Mayor**

Council Members

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**Tom Crawford
City Administrator**

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Special Thanks to the
FY 2022
Budget Staff
for their hard work and dedication
in preparing the budget:

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Bella Haugen
Marti Praschan

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Ann Arbor

Michigan

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director

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Office of City Administrator

May 17, 2021

To Mayor Taylor and Members of City Council:

Attached is the Fiscal Year 2022 Budget adopted by City Council on May 17, 2021. The FY 2022 budget is the first year of the City's two-year fiscal plan adjusted for the latest anticipated revenue receipts and incorporates strategies to reduce expenditures.

The FY 2022 budget has a \$2.1 million structural (recurring) deficit. To pay for this deficit, the City will need to reduce its supplemental contributions that reduce the city's unfunded liability in its retiree healthcare plans plus utilize money from its fund balance (savings). The deficit resulted from the economic impact of the pandemic and is not projected to improve despite a moderate rebound in the next few years. Unless the local economic recovery occurs faster than anticipated, reductions in services or new sources of revenue will be needed for long-term stability. At the time this budget was drafted, the amount of American Rescue Plan funds is unknown, but they are by definition one-time in nature while the city's deficit is recurring.

For one-time expenditures, this budget utilizes one-time sources of revenues plus a portion of the City's unassigned fund balance.

Budget and Fiscal Health

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures, and it starts with realistic revenue estimates. This recommended budget has reasonable revenue assumptions. FY 2022 General Fund recurring revenues were projected to increase by 0.9%, approximately \$1M higher than FY 2021 budgeted revenues, reflecting some improvement from the worst of the pandemic. The primary source of General Fund revenue is property tax receipts, which are expected to increase approximately 2.6% in FY 2022. The growth in property tax revenue is comprised of 1.4% growth from CPI and the remainder from new construction and investments in personal property.

The other major source of revenue in the General Fund is state shared revenues. State shared revenue has two components – constitutional and statutory (City, Village, & Township Revenue Sharing, or CVTRS). The recommended budget includes \$12 million for revenue sharing, a 1.8% increase from FY 2021. Consistent with recent practice, a total of \$466,500 of this revenue is considered non-recurring in FY 2022 to reflect the uncertainty of state funding of the statutory component.

Under the County Public Safety and Community Mental Health millage (County millage), the City will be receiving a rebate of approximately \$2.5 million because it maintains its own police force. These funds have been programmed for affordable housing (40%), climate action (40%), and pedestrian safety (20%).

Fee changes for Public Services and Community Services are recommended. No other fee changes are contemplated.

As of June 30, 2021, General Fund unassigned balance is projected to be 24% of expenditures excluding passthrough items (or at 18% of total expenditures).

Water and Stormwater utility rates will increase 6.5% and 5.0%, respectively. Sewage disposal rates are unchanged.

Street repair and resurfacing funds are budgeted each year to utilize all available funds above the minimum fund balance requirement. FY 2022 is anticipated to result in excess funds being available in FY 2023 due to construction timing.

Priorities

The FY 2022 budget includes \$18.4M in funding for the following Council and community priorities:

Safe Drinking Water/Water & Sewer Infrastructure: A supplemental amount of \$448K is allocated to address General Fund obligations for Barton and Superior Dams, including \$250K for Superior Dam Steel Repairs.

Community Mental Health: In addition to current funding of mental health initiatives through Washtenaw County and the District Court, the City is dedicating an additional \$300K for community mental health initiatives in the Ann Arbor Housing Commission.

Additional Street Resurfacing and Repair: The City is planning for a significant 2021 construction season with nearly 8.6 miles of resurfacing/restoration projects, some with utility improvements included, as well as 6.4 miles of capital preventative maintenance work. All of the road projects for 2021 are listed online at <https://www.a2gov.org/departments/engineering/Pages/Construction-Projects.aspx>. Resurfacing and road repair projects will utilize significant State revenue allocated for road repair and local funding, which includes the Street, Bridge, and Sidewalk Millage, Act 51 and County road millage monies. These efforts are consistent with the City's Road Asset Management Plan and in achieving the goal of 80% of streets being in good or better condition by the end of 2026.

Affordable Housing: The City is funding an additional \$9.0M toward achieving its affordable housing goals. Of this amount, \$6.3M is from the new Affordable Housing Millage and will be spent on pre-development activities, supportive housing projects and updating fire sprinkler systems.

Climate Action Programs: The FY 2022 budget includes \$4.9M in funding for climate action programs. The funding is distributed to meet the City’s carbon neutrality goal (for the Ann Arbor community to achieve carbon neutrality by 2030), 100% Clean and Renewable Energy for Municipal Operations, community electrification, efficiency, and renewable energy initiatives, Net Zero Affordable Housing, neighborhood resilience, and continued support for the Sustaining Ann Arbor Together micro-grant program.

Pedestrian Safety Projects: The City has designated \$560K in funding to improve pedestrian safety, including \$135K for lighting upgrades at major street uncontrolled crosswalks, \$100K for an analysis of traffic calming on major streets, \$150K for curb extensions and \$75K for pedestrian safety education and outreach in support of its Vision Zero initiative. This amount is in addition to crosswalk improvements that will be incorporated into existing capital projects, and \$550K in crosswalk and path upgrades funded separately in the Street, Bridge, and Sidewalk Millage. In addition, \$2M in funding is planned for Sidewalk Gap Installations. Separately, \$530K of City resources (\$298K from the General Fund and \$100K from the County millage) is being designated for the replacement of streetlights in accordance with the City’s asset management plan.

The distribution and designation of funds in the County Mental Health Millage as recurring or one-time (non-recurring) items is displayed in the table below:

	County Millage		Total
	Recurring	Non-Recurring	
Affordable Housing	1,000,000	-	1,000,000
Climate Action	1,000,000	-	1,000,000
Pedestrian Safety Projects	500,000	-	500,000
	<u>\$ 2,500,000</u>	<u>\$ -</u>	<u>\$ 2,500,000</u>

FY 2022 Budget Impacts

The FY 2022 budget includes the following changes from FY 2021:

GENERAL FUND ONE-TIME REQUESTS

City Administrator - National Citizen Survey	\$ 30,000
City Administrator - Sustainability - Professional Services Reduction	(14,500)
City Administrator - Sustainability - Electrify City fleet vehicles	400,000
City Administrator - Sustainability - Energy concierge	50,000
City Administrator - Sustainability - Software, sensors & 10,000 trees application	70,000
City Administrator - Sustainability - Training for building code & green rental efficiency	25,000
City Administrator - Sustainability - Electrification & energy improvements, EV charging infrastructure, etc.	1,825,000
City Administrator - Clerk - Reduce overtime	(15,000)
City Administrator - Clerk - Reduce telecommunications	(1,000)
City Administrator - Clerk - Reduce contracted services	(7,329)
City Administrator - Fleet & Facilities - Reduce temporary staff	(5,000)
City Administrator - Fleet & Facilities - Reduce contracted services for building improvements	(75,000)
City Administrator - Fleet & Facilities - City Hall shell energy improvement study	50,000
City Administrator - Fleet & Facilities - Fire Station #1 fire alarm replacement	75,000
City Attorney - Succession planning	75,000
Community Development - Housing Commission - Reduce General Fund support	(70,000)
Community Services - Parks & Rec - Parks Fairness Funding	76,690
Community Services - Planning - Matching funds to support Historic District Study Committee Analysis	2,500
Community Services - Planning - Professional services for Historic District Study Committee Analysis	2,990
Community Services - Planning - Contract for community conversation on zoning land use/pre-Master Plan	100,000
District Court - Reduction in conference, training & travel	(4,000)
District Court - FTE vacancy for 3 months	(37,246)
District Court - Reduce bailiff working hours by 5 hours per pay period	(10,753)
Public Services - Administration - Reduce resources to support Public Art efforts	(6,332)
Public Services - Engineering - Reduce annual streetlight replacement allocation	(126,732)
Public Services - Engineering - Pedestrian safety communications	60,000
Public Services - Systems Planning - Center of the City	40,000
Public Services - WTP - Superior Dam coating & steel repairs	250,000
Non-Departmental - Marijuana Excise Tax Revenue (expenditure)	276,000
Safety Services - Police - Electric bikes	2,500
Total General Fund Non-recurring Expenditures	<u>\$ 3,037,788</u>

GENERAL FUND RECURRING REQUESTS

City Attorney-FTE adjustments resulting in a net increase of 0.25 FTE	41,170
City Attorney-decrease professional services for outside counsel	(50,000)
City Administrator-1.0 FTE increase for DEI Coordinator	145,929
City Administrator-Human Resources-allocate employees to Risk Fund	(101,221)
City Administrator-Sustainability-3.0 FTE increase	305,629
Community Services-AAHC-5.0 FTEs	435,111
Community Services-Building-Allocate employees to Construction Fund	(25,652)
Community Services-Parks-allocate employees to Parks Millage	(104,152)
Community Services-Planning-increase professional services for Planning support	99,094
Police-6.0 FTE reduction (4 Police Officers, 1 PSS, 1 CSO)	(584,245)
Fire-1.0 FTE reduction for vacant Fire Inspector Position	(196,302)
District Court-decrease for temporary pay	(14,440)
District Court-decrease in professional services	(36,000)

The recommended budget sets staffing levels at 785 for FY 2022, an increase of 14 FTEs over FY2021. The General Fund portion of this increase is 8.25 FTEs. This General Fund increase includes 10 FTEs for the Housing Commission for which the City is fully reimbursed.

General Fund FTE Changes

- 1.00 Communications - Public Information Officer
- 5.00 Police - Police Officer reductions
- 1.00 Police - Police Service Specialist reduction
- 1.00 Police - Community Standards Officer reduction
- 1.00 Fire - Fire Inspector reduction
- 1.00 City Administrator - DEI Coordinator
- 2.00 Sustainability & Innovations - Sustainability Analyst
- 1.00 Sustainability & Innovations - Senior Sustainability Analyst
- 0.25 City Attorney - FTE re-allocations
- 1.00 Public Services - Community Engagement Specialist

- 1.75 *Subtotal General Fund FTE Changes*

- 1.00 AAHC - Residency Voucher Manager II
- 1.00 AAHC - Occupancy Specialist I
- 1.00 AAHC - Administrative Assistant I
- 2.00 AAHC - Facilities Maintenance Technician I
- 2.00 AAHC - Occupancy Specialist I +
- 1.00 AAHC - Administrative Assistant I +
- 2.00 AAHC - Facilities Maintenance Technician I +

- 10.00 *Subtotal Reimbursable General Fund FTE Additions*

8.25 Total General Fund FTE Changes

+ Approved mid-year during FY 2021

The rest of the increased FTEs are funded by a variety of other funds and revenues sources (3 FTEs in the Affordable Housing Millage, 0.8 FTE in various Enterprise Funds, and 2 FTEs in the Construction Fund). As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 785 FTEs by 10 on a temporary basis.

The recommended General Fund budget has a recurring deficit of \$2.1 million; however, in order to temporarily offset this deficit, a \$1.5 million reduction in supplemental contributions to retiree healthcare was adopted. This reduction, which is approximately 50% of the supplemental amount required by Council policy, results in a net deficit of \$333K. The City will still meet or exceed the required minimum contributions determined by the Retirement System’s independent actuaries. One-time expenditures exceed one-time revenues by \$2.5M, resulting in a \$2.8M net use of fund balance.

<u>General Fund Expenditures</u>	<u>2022</u>		<u>Total</u>
	<u>Recurring</u>	<u>Non-recurring</u>	
Mayor & Council	\$ 526,751	-	526,751
City Attorney	2,588,918	75,000	2,663,918
City Administration	10,584,439	2,407,171	12,991,610
Building & Rental Services	1,140,200	-	1,140,200
Planning	1,579,820	105,490	1,685,310
Community Development	6,046,769	(70,000)	5,976,769
Parks & Recreation	8,920,133	76,690	8,996,823
Finance	8,261,528	-	8,261,528
Public Services	5,584,489	216,936	5,801,425
Fire	17,296,870	-	17,296,870
Police	31,242,444	2,500	31,244,944
Fifteenth District Court	5,013,102	(51,999)	4,961,103
AAATA	12,155,060	-	12,155,060
Debt Service/Transfers/Other	4,182,010	276,000	4,458,010
<i>Total General Fund Expenditures</i>	<i>\$115,122,533</i>	<i>3,037,788</i>	<i>118,160,321</i>

<u>General Fund Revenues</u>	<u>Recurring</u>	<u>Non-recurring</u>	<u>Total</u>
Taxes	\$ 64,654,605	-	\$ 64,654,605
State-shared Revenue	10,757,993	1,466,500	\$ 12,224,493
Charges for Services	9,536,735	-	\$ 9,536,735
Fines & Forfeitures	3,968,247	-	\$ 3,968,247
Transfers from other funds/AAHC for personnel	13,027,032	-	\$ 13,027,032
Other	11,937,506	-	\$ 11,937,506
<i>Subtotal</i>	<i>113,882,118</i>	<i>1,466,500</i>	<i>115,348,618</i>
Use of Fund Balance	333,180	2,478,526	\$ 2,811,706
Total General Fund Revenues	\$114,215,298	\$ 3,945,026	\$ 118,160,324

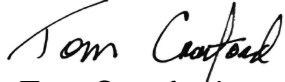
Memo: Operating Surplus (Deficit) \$ (333,180) \$ (2,478,526) \$ (2,811,706)

Memo: Projected Unassigned Fund Balance as of 06/30/2021 \$21,159,787

City employees and City Council over the past decade have relied on solid financial policies for budgeting purposes. This foundation has been essential to the City providing the award-winning services expected by Ann Arbor's taxpayers, residents, and businesses and resulted in the City entering the pandemic in a sound financial position. However, the City is now in an uncomfortable and vulnerable financial position as a result of the pandemic. At the time this budget was prepared, the amount of American Rescue Plan funds was unknown. These important additional funds, when received, will provide support in the coming years as the local economy seeks to recover.

A special thank you goes to all the staff members for their hard work in preparation and delivery of this budget and to City Council for their time and thoughtful consideration.

Respectfully yours,

A handwritten signature in black ink that reads "Tom Crawford". The signature is written in a cursive, slightly slanted style.

Tom Crawford
City Administrator

M E M O R A N D U M

TO: Mayor and Council
FROM: Tom Crawford, City Administrator
DATE: May 17, 2021
SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2022

Attached for your review and action is the proposed FY 2022 City Budget that totals \$510 million in revenue and \$470 million in expenditures and is in compliance with the City Charter. This budget resolution reflects the recommended budget delivered to you on April 19, 2021.

General Fund Activities

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

	<u>FY 2022</u>
Recurring Revenues	\$ 113,606,118
Non-recurring Revenues	<u>4,554,206</u>
Total Revenues	\$ 118,160,324
Recurring Expenditures	\$ 115,122,533
Non-recurring Expenditures	<u>3,037,788</u>
Total Expenditures	\$ 118,160,321

General Fund recurring expenditures increased by \$3,070,938 (+2.7%) compared to FY 2021's adopted budget, and recurring revenues increased by \$1,020,690 (0.9%). Below is a summary of non-recurring expenditures:

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2022</u>
City Administrator - National Citizen Survey	\$ 30,000
City Administrator - Sustainability - Professional Services Reduction	(14,500)
City Administrator - Sustainability - Electrify City fleet vehicles	400,000
City Administrator - Sustainability - Energy concierge	50,000
City Administrator - Sustainability - Software, sensors & 10,000 trees application	70,000
City Administrator - Sustainability - Training for building code & green rental efficiency	25,000
City Administrator - Sustainability - Electrification & energy improvements, EV charging infrastructure, etc.	1,825,000
City Administrator - Clerk - Reduce overtime	(15,000)
City Administrator - Clerk - Reduce telecommunications	(1,000)
City Administrator - Clerk - Reduce contracted services	(7,329)
City Administrator - Fleet & Facilities - Reduce temporary staff	(5,000)
City Administrator - Fleet & Facilities - Reduce contracted services for building improvements	(75,000)
City Administrator - Fleet & Facilities - City Hall shell energy improvement study	50,000
City Administrator - Fleet & Facilities - Fire Station #1 fire alarm replacement	75,000
City Attorney - Succession planning	75,000
Community Development - Housing Commission - Reduce General Fund support	(70,000)
Community Services - Parks & Rec - Parks Fairness Funding	76,690
Community Services - Planning - Matching funds to support Historic District Study Committee Analysis	2,500
Community Services - Planning - Professional services for Historic District Study Committee Analysis	2,990
Community Services - Planning - Contract for community conversation on zoning land use/pre-Master Plan	100,000
District Court - Reduction in conference, training & travel	(4,000)
District Court - FTE vacancy for 3 months	(37,246)
District Court - Reduce bailiff working hours by 5 hours per pay period	(10,753)
Public Services - Administration - Reduce resources to support Public Art efforts	(6,332)
Public Services - Engineering - Reduce annual streetlight replacement allocation	(126,732)
Public Services - Engineering - Pedestrian safety communications	60,000
Public Services - Systems Planning - Center of the City	40,000
Public Services - WTP - Superior Dam coating & steel repairs	250,000
Non-Departmental - Marijuana Excise Tax Revenue (expenditure)	276,000
Safety Services - Police - Electric bikes	2,500
Total General Fund Non-recurring Expenditures	<u>\$ 3,037,788</u>

FTEs

The City's FTEs are proposed to increase from 776, as amended during FY 2021, to 785 in FY 2022 (excluding transfers between Service Areas and net of incidental changes):

- 5.0 FTE increase in Community Services, Housing Commission (amended during FY 2021)
- 8.0 FTE increase in Community Services, Housing Commission
- 2.0 FTE increase in Community Services, Building & Rental
- 1.0 FTE increase in City Administrator
- 3.0 FTE increase in City Administrator, Sustainability
- 1.0 FTE increase in City Administrator, Communications
- 1.0 FTE increase in Public Services, Systems Planning
- 1.0 FTE increase in Public Services, Solid Waste
- 0.25 FTE increase in City Attorney
- 7.0 FTE decrease in Safety Services, Police
- 1.0 FTE decrease in Safety Services, Fire

As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 785 FTEs by 10 on a temporary basis.

Millage Rates

The following millages are the maximum allowable levy after the Headlee rollback multiplier is applied (for FY 2022 the Headlee rollback multiplier is anticipated to be 1.0000):

	PROPOSED FY 2022	ACTUAL FY 2021	CHANGE
GENERAL OPERATING	5.8365	5.8365	-
EMPLOYEE BENEFITS	1.9454	1.9454	-
AAATA	1.9454	1.9454	-
REFUSE COLLECTION	2.3341	2.3341	-
STREET, BRIDGE & SIDEWALK MILLAGE	2.0291	2.0291	-
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0807	1.0807	-
OPEN SPACE & PARKLAND PRESERVATION	0.4519	0.4519	-
SIDEWALK CONSTRUCTION MILLAGE	0.2000	-	0.2000
AFFORDABLE HOUSING MILLAGE	1.0000	-	1.0000
TOTAL	<u>16.8231</u>	<u>15.6231</u>	<u>1.2000</u>

Prepared by: Marti Praschan, Chief Financial Officer

Approved by: Tom Crawford, City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2022

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2022 for the City of Ann Arbor, which was submitted on April 19, 2021 in accordance with Charter Section 8.2; and

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

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2022 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That City Council approve a temporary waiver of the portions of sections 1.3 and 2.2 of the Other Post-Employment Benefits (OPEB) Funding Policy for FY 2022 that provide for contributions in excess of (a) the Actuarial Determined Contribution for FY 2022, and (b) funds provided under the City of Ann Arbor Employee Benefits millage, for the purpose of providing relief to the City's operating funds due to the COVID-19 pandemic;

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$283,043,817 are approved; and that \$65,236,817 be appropriated in FY 2022 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$1,183,370 be appropriated without regard to fiscal year;

RESOLVED, That a total 785 full-time equivalent positions be adopted in the FY 2022 budget;

RESOLVED, That as part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 785 FTEs by 10 on a temporary basis;

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

RESOLVED, That any unspent FY 2021 Workforce Planning Program funding the General Fund Non-Departmental budget carry forward to FY 2022;

RESOLVED, That any unspent FY 2021 Annexation Funding in the General Fund Planning service unit budget carry forward to FY 2022;

RESOLVED, That any unspent FY 2021 Residential Sidewalk Gap funding in the General Fund Engineering service unit budget carry forward to FY 2022 and that these funds are then transferred to the FY 2022 Sidewalk Construction Millage fund budget and that the amount transferred is appropriated in the revenue and expenditure budget of the FY 2022 Sidewalk Construction Millage fund;

RESOLVED, That any unspent DDA Grants included in the FY 2021 budget and approved by the DDA Board may be carried forward without regard to fiscal year;

RESOLVED, That the City Council approve the proposed FY 2022 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2022 in a dedicated fund containing \$7,809,308 in revenues and \$7,809,308 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2022;

REVENUES

CITY ATTORNEY	\$ 274,598
CITY ADMINISTRATOR	
City Administrator	72,965
Human Resources	420,931
Safety	371,103
Clerk Services	331,014
Fleet & Facilities	1,733,120
Communications	357,927
COMMUNITY SERVICES	
Community Development	3,972,353
Building & Rental Services	1,476,200
Planning	491,184
Parks and Recreation Services	5,014,505
FINANCIAL SERVICES	
Financial and Budget Planning	19,670,722
Treasury	52,932,503
Information Technology	4,150,192
PUBLIC SERVICES	
Engineering	2,282,800
Public Works	63,816
Public Services Administration	100,225
Water Treatment	425,000
SAFETY SERVICES	
Police	3,415,000
Fire	682,405
DISTRICT COURT	1,508,281
NON-DEPARTMENTAL	18,413,480
TOTAL GENERAL FUND REVENUES	\$ 118,160,324

EXPENDITURES

MAYOR AND CITY COUNCIL	\$ 526,751
CITY ATTORNEY	2,663,918
CITY ADMINISTRATOR	
City Administrator	1,273,493
Human Resources	2,283,989
Clerk Services	1,206,766
Police Commission	155,000
Safety	363,900
Sustainability & Innovation	3,486,781
Fleet & Facilities	3,554,438
Communications Office	667,243
COMMUNITY SERVICES	
Building & Rental Services	1,140,200
Planning	1,685,310
Community Development	5,976,769
Parks and Recreation	8,996,823
FINANCIAL SERVICES	
Accounting	884,945
Assessor	1,144,660
Financial and Budget Planning	997,290
Information Technology	4,070,931
Procurement	156,584
Risk Management	120,840
Treasury	886,278
PUBLIC SERVICES	
Public Works	60,451
Engineering	4,630,127
Public Services Administration	100,038
Systems Planning	162,509
Water Treatment Services	848,300
SAFETY SERVICES	
Police	31,244,944
Fire	17,296,870
DISTRICT COURT	4,961,103
NON-DEPARTMENTAL	16,613,070
TOTAL GENERAL FUND EXPENDITURES	\$ 118,160,321

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2022 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 721,300
0002	ENERGY PROJECTS	104,461
0003	DOWNTOWN DEVELOPMENT AUTHORITY	12,285,917
0009	SMART ZONE LDFA	7,809,308
0010	GENERAL	118,160,324
0011	CENTRAL STORES	1,316,075
0012	FLEET SERVICES	10,015,824
0014	INFORMATION TECHNOLOGY	10,575,765
0016	COMMUNITY TELEVISION NETWORK	2,003,692
0021	MAJOR STREET	12,860,813
0022	LOCAL STREET	3,427,224
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,958,724
0025	BANDEMER PROPERTY	8,427
0026	CONSTRUCTION CODE FUND	5,221,372
0027	DRUG ENFORCEMENT	3,860
0028	FEDERAL EQUITABLE SHARING	55,291
0033	DDA PARKING MAINTENANCE	2,613,000
0034	PARKS MEMORIALS & CONTRIBUTIONS	221,021
0035	GENERAL DEBT SERVICE	10,015,389
0036	METRO EXPANSION	499,177
0038	ANN ARBOR ASSISTANCE	15,144
0041	OPEN SPACE ENDOWMENT	23,360
0042	WATER SUPPLY SYSTEM	31,414,189
0043	SEWAGE DISPOSAL SYSTEM	34,559,156
0048	AIRPORT	1,645,626
0049	PROJECT MANAGEMENT	5,937,426
0052	VEBA TRUST	13,235,739
0053	POLICE AND FIRE RELIEF	50,026
0054	CEMETERY PERPETUAL CARE	4,035
0055	ELIZABETH R DEAN TRUST	61,403
0057	RISK FUND	35,607,170
0058	WHEELER CENTER	679,426
0059	EMPLOYEES RETIREMENT SYSTEM	53,684,432
0061	ALTERNATIVE TRANSPORTATION	657,157
0062	STREET, BRIDGE & SIDEWALK MILLAGE	15,878,076
0063	DDA PARKING SYSTEM	17,599,936
0064	MICHIGAN JUSTICE TRAINING	33,119
0069	STORMWATER SEWER SYSTEM	13,792,093
0070	AFFORDABLE HOUSING	7,752
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	7,253,384
0072	SOLID WASTE FUND	19,695,959
0082	STORMWATER BOND	9,205,000
0084	DEVELOPER OFFSET MITIGATION	1,018,035
0088	SEWER BOND	18,274,000
0089	WATER BOND	14,516,000
0100	COUNTY MENTAL HEALTH MILLAGE	2,742,857
0101	CAPITAL SINKING FUND	403,042
00CP	GENERAL CAPITAL FUND	4,188,268
00MG	MAJOR GRANTS PROGRAMS	7,000
0102	SIDEWALK CONSTRUCTION MILLAGE	2,183,050
0103	AFFORDABLE HOUSING MILLAGE	6,305,250
		\$ 511,779,074

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 721,300
0002	ENERGY PROJECTS	104,461
0003	DOWNTOWN DEVELOPMENT AUTHORITY	12,285,917
0009	SMART ZONE LDFA	7,809,308
0010	GENERAL	118,160,321
0011	CENTRAL STORES	1,316,075
0012	FLEET SERVICES	10,015,824
0014	INFORMATION TECHNOLOGY	10,382,884
0016	COMMUNITY TELEVISION NETWORK	1,981,295
0021	MAJOR STREET	12,860,813
0022	LOCAL STREET	3,427,224
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,428,340
0025	BANDEMER PROPERTY	7,000
0026	CONSTRUCTION CODE FUND	5,221,372
0027	DRUG ENFORCEMENT	3,417
0028	FEDERAL EQUITABLE SHARING	53,082
0033	DDA PARKING MAINTENANCE	2,613,000
0034	PARKS MEMORIALS & CONTRIBUTIONS	150,000
0035	GENERAL DEBT SERVICE	10,015,389
0036	METRO EXPANSION	499,177
0038	ANN ARBOR ASSISTANCE	15,000
0041	OPEN SPACE ENDOWMENT	15,000
0042	WATER SUPPLY SYSTEM	24,037,115
0043	SEWAGE DISPOSAL SYSTEM	29,097,927
0048	AIRPORT	1,645,626
0049	PROJECT MANAGEMENT	5,887,869
0052	VEBA TRUST	1,021,850
0053	POLICE & FIRE RELIEF	50,000
0055	ELIZABETH R DEAN TRUST	61,403
0057	RISK FUND	35,607,170
0058	WHEELER CENTER	489,577
0059	EMPLOYEES RETIREMENT SYSTEM	46,448,633
0061	ALTERNATIVE TRANSPORTATION	510,373
0062	STREET, BRIDGE & SIDEWALK MILLAGE	14,455,248
0063	DDA PARKING SYSTEM	17,599,936
0064	MICHIGAN JUSTICE TRAINING	33,000
0069	STORMWATER SEWER SYSTEM	9,758,896
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	7,142,215
0072	SOLID WASTE FUND	19,695,959
0082	STORMWATER BOND	9,205,000
0088	SEWER BOND	18,274,000
0089	WATER BOND	14,516,000
0100	COUNTY MENTAL HEALTH MILLAGE	2,738,655
0101	CAPITAL SINKING FUND	400,000
00CP	GENERAL CAPITAL FUND	4,188,268
00MG	MAJOR GRANTS PROGRAMS	7,000
0102	SIDEWALK CONSTRUCTION MILLAGE	1,993,000
0103	AFFORDABLE HOUSING MILLAGE	6,305,250
		<u>\$ 470,481,169</u>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2022:

	PROPOSED
GENERAL OPERATING	5.8365
EMPLOYEE BENEFITS	1.9454
AAATA	1.9454
REFUSE COLLECTION	2.3341
STREET, BRIDGE & SIDEWALK MILLAGE	2.0291
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0807
OPEN SPACE & PARKLAND PRESERVATION	0.4519
SIDEWALK CONSTRUCTION MILLAGE	0.2000
AFFORDABLE HOUSING MILLAGE	<u>1.0000</u>
TOTAL	16.8231

Prepared by: Marti Praschan, Chief Financial Officer

Approved by: Tom Crawford, City Administrator

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Summary of Budget Changes from Proposed FY22 to Adopted FY22 Budget

		Revenues	Expenditures
		Proposed Budget \$ 510,858,904	\$ (469,560,999)
Amendment #	Amendment Description		
1	Increase FY22 Expenditures For Succession Planning in the City Attorney Office	-	(75,000)
2	Increase Funding for Healthy Streets Deployment		(353,973)
3	Remove Deer Cull Funding	-	120,000
4	Reduce Deer Cull Funding and Increase Funding for the Center of the City (Defeated)	-	-
5	Reduce Deer Cull Funding, Reduce Sustainability & Innovations Funding and Add a Diversity, Equity & Inclusion Position	72,965	(92,965)
6	Reduce Funding for Single Family Zoning & Increase Funding for Center of the City	-	(40,000)
7	Remove 2.0 FTE Sustainability Analyst Positions from the FY22 Office of Sustainability Budget (Defeated)	-	-
8	Increase Funding for Legal Services	-	(200,000)
9	Reallocate Streetlight Replacement Funds	-	(60,000)
10	Amend the Major Street Fund Budget for Transportation Plan Implementation and Three Quick Build Safety Projects	-	(300,000)
11	Remove 1.0 FTE Chief Strategy Executive Position from the FY22 Safety Services Police Budget	-	158,458
12	Recognition of Parks Fairness Resolution with Budget Amendments	-	(76,690)
	Use of Fund Balance Due to Amendments	847,205	-
	Total Changes	<u>\$ 920,170</u>	<u>\$ (920,170)</u>
		Adopted Budget \$ 511,779,074	\$ (470,481,169)

**BUDGET AMENDMENTS AS AMENDED AND APPROVED
BY ANN ARBOR CITY COUNCIL
ON MAY 17, 2021**

Amendment 1 – Approved on a Voice Vote with Councilmember Hayner voting in opposition.

Amendment to Increase FY22 Expenditures by \$75,000 For Succession Planning in the City Attorney Office

Whereas, The City Attorney has provided significant notice of his intent to retire after 19 years in the position;

Whereas, A search process will be developed by the Council Administration Committee and approved by the Council;

Whereas, A consultant to assist in the search will be part of this process and will be brought to the Council for approval;

Whereas, The cost of such a search is approximately \$25,000;

Whereas, The City Attorney’s Office will also likely need to fill one position in the ranks of Senior Assistant City Attorney in FY22;

Whereas, The overhire program has been very successful in the City Attorney office and is necessary to the efficient transfer of responsibilities in this position;

Whereas, This overhire is not currently in the proposed budget;

Whereas, The cost of this overhire is \$50,000; and

RESOLVED, That The City Attorney’s General Fund Expenditure and Revenue budget be increased by \$75,000 as non-recurring for FY 2022 with the source of funding being the use of General Fund Unassigned Fund Balance.

Sponsors: Grand and Taylor

Amendment 2 – Approved on a 7-4 Roll Call Vote.

Amendment to Increase Funding for Healthy Streets Deployment

Whereas, R-21-024 directed to staff to proceed with the preliminary design and cost estimation of a Healthy Streets deployment;

Whereas, Delivery of increased opportunities to walk and bike as a form of transportation is consistent with the City's A2Zero Carbon Neutrality Plan and Non-Motorized Transportation Plan;

Whereas, Public engagement was solicited on the installation from March 5, 2021 to April 2, 2021 and modifications to the program were made based on the input received;

Whereas, The coronavirus pandemic is expected to continue to be present in the community throughout 2021;

Whereas, The FY 22 projected fund balances of the Major and Local Street Funds are in excess of fund balance requirements per City policy;

RESOLVED, That the FY22 Major Street Fund expenditure budget be increased by \$320,830 for deployment of the 2021 Healthy Streets program, which includes the reconfiguration of three major streets; funded by a corresponding use of the Major Street Fund fund balance; and

RESOLVED, That the FY22 Local Street Fund expenditure budget be increased by \$33,143 for deployment of the 2021 Healthy Streets program, including neighborhood slow streets; funded by a corresponding use of the Local Street Fund fund balance.

Sponsors: Taylor and Briggs

Amendment 3 – Approved on a 6-5 Roll Call Vote.

Amendment to Remove Deer Cull Funding

Whereas, Funding for the deer cull in the amount of \$120,000 is included in the FY22 recommended General Fund Budget;

Whereas, The FY22 General Fund recommended budget has a structural deficit;

RESOLVED, That City Council reduce the amount of funding for the deer cull in the FY22 General Fund budget to \$0 on a recurring basis.

Amendment 4 – DEFEATED as Amended on a 2-9 Roll Call Vote.

Amendment to Reduce Deer Cull Funding and Increase Funding for the Center of the City

Amendment 5 – Approved on a Voice Vote.

Amendment to Reduce Deer Cull Funding, Reduce Sustainability & Innovations Funding and Add a Diversity, Equity & Inclusion Position

Whereas, Funding for the deer cull is \$120,000 in FY22 as part of the FY22 recommended budget;

Whereas, The City recognizes the importance of continuing the work started on diversity, equity and inclusion programs;

Whereas, Staff has determined that an annual salary of \$100,000 for a Diversity, Equity & Inclusion position would have a total cost of \$145,929 with benefits and taxes;

Whereas, Staff has determined that other funds will be able to reimburse the General Fund for fifty percent (50%) of the cost of this position as appropriate and that the amount per fund would be non-material to that fund;

Whereas, Sustainability and Innovations staff recognize the importance of a Diversity, Equity, and Inclusion position to the execution of their work and identified additional resources to partially assist in funding the creation of this position;

RESOLVED, That the Diversity, Equity & Inclusion position shall be budgeted in the General Fund and that all other funds shall reimburse the General Fund as appropriate for the position; and

RESOLVED, That City Council reduce the amount of funding for the deer cull in the FY22 General Fund budget by \$20,000 recurring and reduce the Sustainability & Innovations FY22 General Fund budget by \$52,964 recurring (\$26,482 reduction for professional development and \$26,482 reduction for materials & supplies) and increase the FY22 General Fund Human Resources miscellaneous revenue budget by \$72,965 recurring for the reimbursement from other funds as appropriate and increase the City Administrator's General Fund budget for the Diversity, Equity & Inclusion position by \$145,929 recurring in FY22; and

RESOLVED, That City Council approves the addition of 1.0 FTE's to the City Administrator's FY 22 budget.

Sponsors: Radina, Song, and Taylor

Amendment 6 – Approved as Amended on a 8-3 Roll Call Vote.

Amendment to Reduce Funding for Single Family Zoning & Increase Funding for Center of the City

Whereas, In November 2018 Ann Arbor voters approved Proposal A, which amended the City Charter by adding a Charter Amendment for the City-Owned Public Land Bounded by Fifth Avenue, William, Division, and Liberty Streets to be Designated, in Perpetuity, as an Urban Park and Civic Center Commons to be Known as the "Center of the City", and

Whereas, In April 2019, Ann Arbor City Council established the Center of the City Task Force with the charge "to engage citizens in visioning, long term planning, and immediate and intermittent uses, building toward the final vision for the Center of the City on the Library Block", and

Whereas, On May 4, 2020 Ann Arbor City Council voted 11-0 to accept the Center of the City Task Force Final Report, which included recommendations, goals and action steps to advance the development of a central park and civic center commons on the three public spaces: Library Lot, Liberty Plaza, and Library Lane, and

Whereas, Recommendation five of the Center of the City Task Force report is to "Authorize initial planning for the development of the public spaces on the Center of the City Block" and Action Step number one is to "create a conceptual/ preliminary physical plan for the Center of the City's public spaces that meets the vision and goals of the Center of the City Task Force's Final Report", and

Whereas, Funding for Center of the City allocated from the General Fund shall be transferred to the General Capital Fund so that the funding may be used without regard to fiscal year;

RESOLVED, City Council directs the City Administrator to allocate \$40,000 in the FY22 General Fund budget one-time in FY22 for the planning and design of a physical plan for the Center of the City's public spaces that meets the vision and goals of the Center of the City Task Force's Final Report by utilizing \$40,000 from the General Fund fund balance and that the \$40,000 allocated in the General Fund for Center of the City be transferred to the General Capital Fund in FY22 and that the Systems Planning General Capital Fund FY22 revenue and expense budget be increased by \$40,000, and

RESOLVED, City Council supports utilizing additional funding from private and philanthropic sources to complement this effort, and

RESOLVED, That the Council of the Commons will serve as the advisory committee, if needed, for the development of any plan, and

RESOLVED, City Council directs that the City Administrator, or designee, shall administer and serve as project lead for the planning, development, and construction of improvements to the Center of the City.

Sponsor: Briggs and Griswold

Amendment 7 – DEFEATED on a 1-10 Roll Call Vote.

Amendment to Remove 2.0 FTE Sustainability Analyst Positions from the FY22 Office of Sustainability Budget

Amendment 8 – Approved on a 8-3 Roll Call Vote.

Amendment to Increase Funding for Legal Services

Whereas, Funding for legal services included in the FY 22 recommended budget did not include funding for expert witness services; and

Whereas, The City is currently actively engaged in litigation, which involves the use of expert witnesses;

RESOLVED, That City Council increase the amount budgeted for legal services in the FY22 Public Services Area Water Supply System, Sewage Disposal System and Stormwater Sewer System Funds by \$74,000.00, \$76,000.00, and \$50,000.00 respectively; and

RESOLVED, That the amounts authorized herein may be used without regard to fiscal year.

Sponsor: Grand

Amendment 9 – Approved as Amended on a 7-4 Roll Call Vote.

Amendment to Reallocate Streetlight Replacement Funds

Whereas, On October 5, 2015 Ann Arbor City Council unanimously affirmed the Vision Zero goal of zero traffic fatalities in Ann Arbor by 2025; and

Whereas, According to the draft Comprehensive Transportation Plan, 70% of all crashes that resulted in a fatality or serious injury between 2014-2018 involved one or more of the

following dangerous behaviors: speeding, failure to yield, impaired driving, disregarded traffic signs/signals, or reckless/careless driving; and

Whereas, On April 20, 2021 the Planning Commission and Transportation Commission unanimously recommended City Council adopt the Ann Arbor Moving Together Towards Vision Zero – City of Ann Arbor Comprehensive Transportation Plan as an element of the City of Ann Arbor Master Plan; and

Whereas, The Comprehensive Transportation Plan details 22 key strategies and recommends tangible short-term steps the City should pursue to address our mobility challenges in a sustained, systemic way; and

Whereas, On April 20, 2021 the Transportation Commission received, but did not take action on, the proposed Transportation FY22 Budget following questions about alignment of the budget with the draft Comprehensive Plan key strategies; and

Whereas, The proposed FY22 budget recommends utilizing the \$500,000 of County Mental Health Millage rebate funds dedicated to improving safety as follows: \$135,000 for uncontrolled crosswalk lighting needs, \$232,000 for existing street light replacements, and \$133,000 for pedestrian safety outreach and education; and

Whereas, The draft Comprehensive Plan identifies the following targets to address dangerous behaviors and improve pedestrian safety: 1) adopt a major street traffic calming program within two years, 2) install 10 curb extensions per year, 3) install 5 centerline hardening/slow turn wedge treatments per year, but funding for these initiatives/projects wasn't incorporated into the draft FY22 budget; and

RESOLVED, City Council directs the City Administrator to allocate the \$500,000 of County Mental Health rebate proceeds directed to pedestrian safety as follows:

- \$135,000 for uncontrolled crosswalk lighting needs
- \$100,000 for traffic calming on major streets analysis (TR-AT-22-24 in CIP FY22)
- \$150,000 for curb extensions and centerline hardening/slow turn wedge treatments
- \$100,000 for existing street light replacements
- \$15,000 for communications explaining pedestrian safety related infrastructure projects

RESOLVED, That \$60,000 from the General Fund fund balance be allocated for additional communications funding;

RESOLVED, That Public Services Area Engineering Unit County Mental Health Millage transfer for Streetlight replacements be reduced by \$131,732 to be reallocated to major street traffic calming and curb extension and centerline hardening/slow turn wedge treatments and that corresponding revenue and expenditure budgets in the General Capital Fund Budget (00CP-040) be reduced by the same amount.

Sponsor: Briggs

Amendment 10 – Approved on a 7-4 Roll Call Vote.

Amendment to Amend the Major Street Fund Budget for Transportation Plan Implementation and Three Quick Build Safety Projects

Whereas, On June 1, 2020 Ann Arbor City Council unanimously adopted the A2Zero Carbon Neutrality Living Carbon Neutrality Plan (A2 Zero Plan), and

Whereas, Strategy Four of the A2 Zero Plan calls for a 50% reduction in vehicle miles traveled by 2030; and

Whereas, On October 5, 2015 Ann Arbor City Council unanimously affirmed the Vision Zero goal of zero traffic fatalities in Ann Arbor by 2025; and

Whereas, 70% of all crashes that resulted in a fatality or serious injury between 2014-2018 involved one or more of the following dangerous behaviors: speeding, failure to yield, impaired driving, disregarded traffic signs/signals, or reckless/careless driving; and

Whereas, On April 20, 2021 the Planning Commission and Transportation Commission unanimously recommended City Council adopt the Ann Arbor Moving Together Towards Vision Zero – City of Ann Arbor Comprehensive Transportation Plan as an element of the City of Ann Arbor Master Plan; and

Whereas, The Comprehensive Transportation Plan details 22 key strategies and recommends tangible short-term steps the City should pursue to address our mobility challenges in a sustained, systemic way; and

Whereas, In January 2021 the Planning Commission approved the FY2022-FY2027 Capital Improvements Plan which included \$150,000 in FY22 for developing a Transportation Plan Update Implementation Strategy (TR-AT-22-21) and the Comprehensive Transportation Plan sets a short-term strategy target “to develop plans for safety improvements on all Tier 1 corridors and intersections within 1 year”, however funding for this target was not incorporated into the proposed FY22 budget; and

Whereas, The Comprehensive Transportation Plan recommends a short-term strategy of developing a quick-build improvement program and a target of installing “at least three quick-build safety projects per year, prioritizing focus corridors and intersections”, however funding for this target was not incorporated into the proposed FY22 budget; and

Whereas, On April 20, 2021 the Transportation Commission received, but didn’t take action on, the proposed Transportation FY22 Budget following questions about alignment of the budget with the draft Comprehensive Plan key strategies; and

Whereas, The FY 22 projected fund balances of the Major Street Funds are in excess of fund balance requirements per City policy;

RESOLVED, That the FY22 Major Street Fund expenditure budget be increased by \$300,000 for development of the Transportation Plan Implementation Strategy and three quick-build safety projects on major streets; funded by a corresponding use of the Major Street Fund balance; and

RESOLVED, That the budget authorized herein may be used without regarding to fiscal year.

Sponsor: Briggs

Amendment 11 – Approved on a 8-3 Roll Call Vote.

Amendment to Remove 1.0 FTE Chief Strategy Executive Position from the FY22 Safety Services Police Budget

Whereas, The FY22 budget proposes the addition of 1.0 FTE for the Chief Strategy Executive position within the Police Department;

Whereas, The FY22 General Fund budget has a structural deficit;

Whereas, A reduction of the Chief Strategy Executive position in the FY22 Police Department is recommended;

Whereas, The 1.0 FTE Chief Strategy Executive position is a new position for FY22 and therefore is vacant and no layoffs would result from the removal of this position from the budget; and

RESOLVED, That the General Fund Safety Services Area Police Department FY22 General Fund budget be reduced by 1.0 FTE for the Chief Strategy Executive position in the amount of \$158,458 on a recurring basis; and

RESOLVED, That City Council authorizes the 1.0 FTE decrease in the Safety Services Area Police Department FY22 budget.

Sponsors: Radina and Briggs

Amendment 12 – Approved as Amended on a Voice Vote.

Recognition of Parks Fairness Resolution with Budget Amendments

Whereas, On May 17, 2010, Council passed a resolution (R-10-150) adopting policy guidance for the administration of the Parks Maintenance and Capital Improvements Millage that, among other things, that the General Fund Parks & Recreation budget be increased at the same percentage as the average General Fund overall budget percentage increase;

Whereas, On May 16, 2011, Council passed resolution R-11-186 amending the policy guidance; and

Whereas, On August 9, 2012, Council reaffirmed via resolution R-12-382, their intent to administer the Parks Maintenance and Capital Improvements Millage policy adopted per resolution R-11-186 for the duration of the current millage;

Whereas, The Parks General Fund budget should be increased \$389,168.00 to ensure compliance with the 2010, 2011 and 2012 resolutions;

Whereas, Parks Fairness was waived in the FY21 budget as a cost saving measure due to the COVID-19 pandemic;

RESOLVED, That the General Fund Parks FY22 expenditure budget be amended to increase \$76,690 to be funded as a one-time expenditure from the General Fund fund balance.

Sponsor: Grand and Hayner

Information Pages: Community Profile

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

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,188 acres, which includes 163 park sites, about 1200 acres of natural areas and 70 miles of shared-use paths. The City is also home to the largest canoe livery in the State on the Huron River. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Housing

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

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

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

Information Pages: Community Profile

Economy

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

<u>Employers</u>	<u>2020</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Top City Employers</u>
University of Michigan	34,495	1	64.27%
Trinity Health System (formerly St. Joseph's Health System)	7,585	2	14.13%
U.S. Government	3,062	3	5.71%
Ann Arbor Public Schools	2,225	4	4.15%
Integrated Health Associates, Inc.	1,576	5	2.94%
Washtenaw County	1,322	6	2.46%
Thompson-Reuters	1,155	7	2.15%
Domino's Pizza	812	8	1.51%
NSF International	722	9	1.35%
City of Ann Arbor	715	10	1.33%
Total	<u>53,669</u>		<u>100.00%</u>

<u>Taxpayer</u>	<u>Type of Business</u>	<u>2020</u>		
		<u>Taxable Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Value</u>
Briarwood Shopping Complex	Shopping Center	\$42,437,419	1	0.69%
BVK HSRE Ann Arbor, LLC	Apartments	41,998,000	2	0.69%
CPI Foundry, LLC	Apartments	40,845,790	3	0.67%
Brixmor (formerly AMCAP) Arborland LLC	Shopping Center	39,865,651	4	0.65%
Campus Investors 601 Forest	Apartments	33,315,389	5	0.54%
DTE Electric Company	Utility	28,622,700	6	0.47%
Packard Square, LLC	Apartments	28,040,646	7	0.46%
CCSHP Ann Arbor Two, LLC (Six11)	Apartments	27,181,527	8	0.44%
CCSHP Ann Arbor I, LLC (The Yard)	Apartments	26,705,378	9	0.44%
Orion North Star, LLC (Winwood)	Apartments	25,545,523	10	0.42%
Total		<u>\$ 334,558,023</u>		<u>5.46%</u>

Information Pages: Community Profile

Higher Education

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top five public universities by the U.S. News and World Report, the University enrolls approximately 48,000 students. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

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

Medical Facilities

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

Population Characteristics

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

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

Information Pages: Community Profile

Transportation

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

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

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

Utilities

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

Information Pages: Community Profile

Places of Interest



Distance from Ann Arbor

- Ann Arbor Hands-On Museum – 0.1 Miles
- Michigan Theater – 0.3 Miles
- Michigan Stadium – 1.2 Miles
- University of Michigan Museum of Art – 0.6 Miles
- University of Michigan Museum of Natural History – 0.8 Miles
- Matthaei Botanical Gardens – 6 Miles
- The Henry Ford Museum – 38 Miles
- Detroit – 43 Miles
- Detroit Institute of Arts – 41 Miles
- Ford Field – 42 Miles
- Lansing – 65 Miles
- Grand Rapids – 132 Miles
- Traverse City – 239 Miles
- Mackinac Bridge – 273 Miles
- Marquette – 439 Miles

Information Pages: Miscellaneous Community Statistics

Date of incorporation: 1851
 Form of government: Council – Administrator
 Permanent employees: 785

Area and Population Data:

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

Public Services (FY 2021):

Number of street lights: 7,809
 Traffic signals: 163
 Miles of streets: 298.2
 Pavement Treatments: 131.63 (lane miles)



Astor Valve Vault Project



Temporary Ultraviolet Disinfection Project at the Water Treatment Plant

Information Pages: Miscellaneous Community Statistics

Fire:

Number of stations	5
Emergency responses	8,293
Inspections	767

Police:

Physical arrests	1,178
Parking violations	69,605
Traffic violations	7,889

Stormwater:

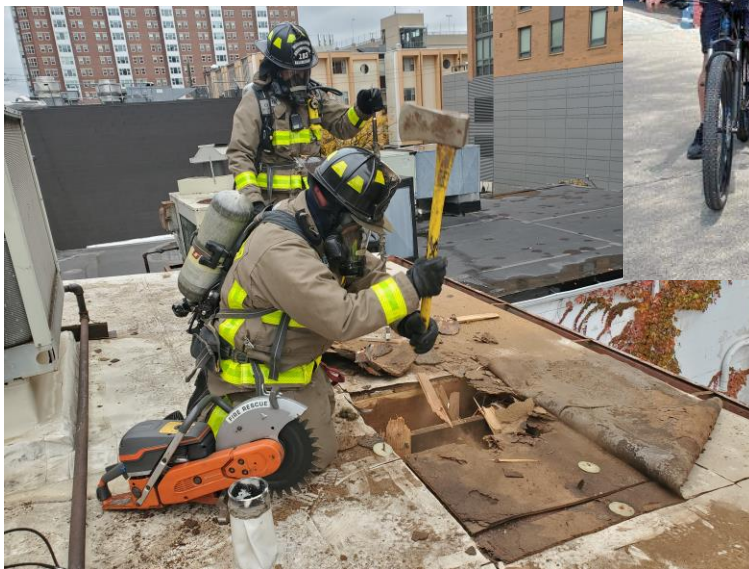
Miles of storm sewers	290
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Water:

Average daily consumption	12.48 (millions of gallons)
Miles of water mains	462
Storage capacity	19,000 (thousands of gallons)

Wastewater:

Miles of sanitary sewers	365
Treatment capacity	48,000 (thousands of gallons)



Fire Department
Vertical Ventilation Training



Police Department - Officers on
Bicycle Patrol in Downtown

Information Pages: Miscellaneous Community Statistics

Culture and recreation:

Number of parks	163
Acres of parkland	2,188
Playgrounds	80
Baseball/softball diamonds	34
Soccer/football fields	24
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Senior center	1
Community centers	2
Science center	1
Farmers market	1
Canoe liveries	2
Skate park	1

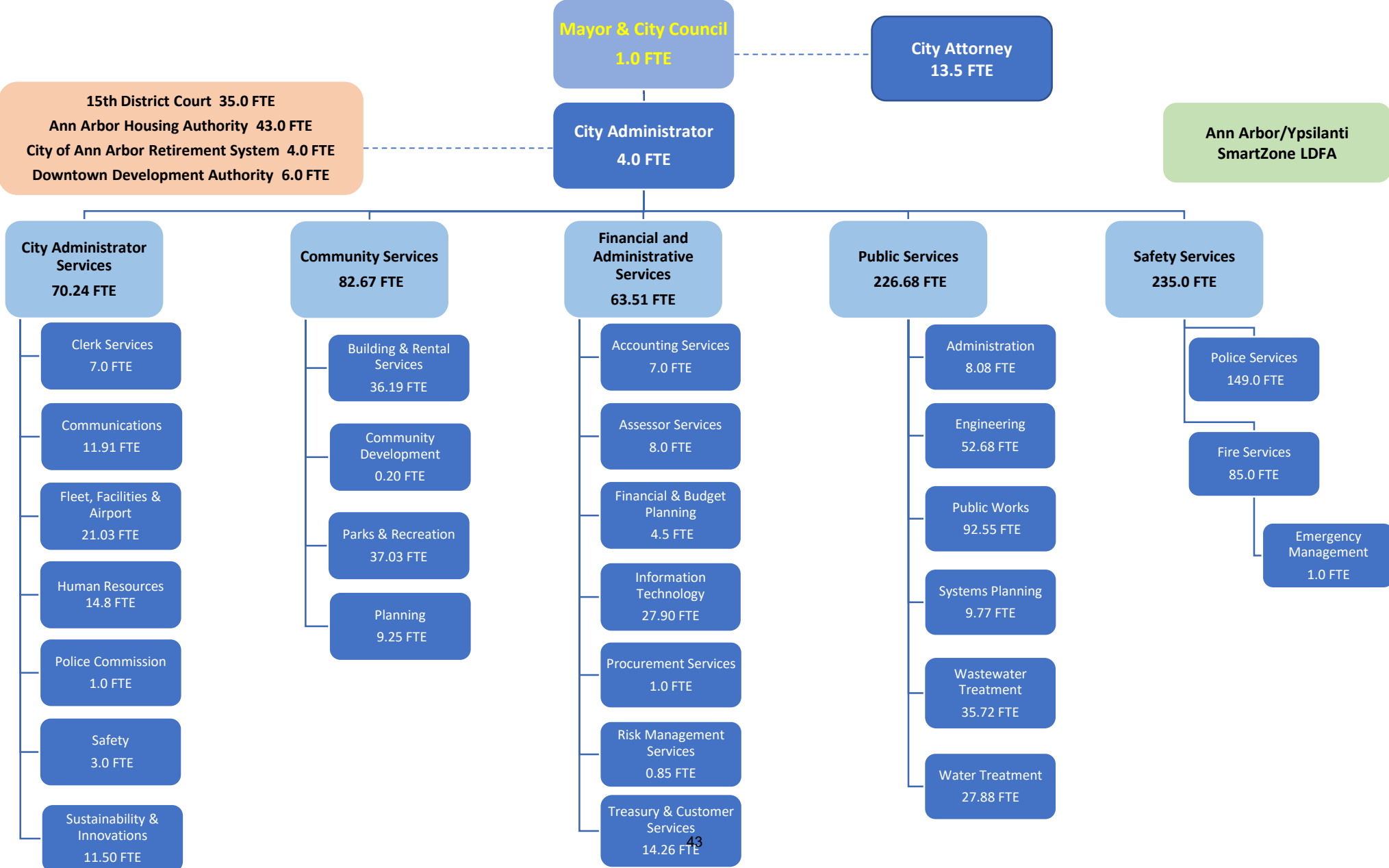


Ann Arbor Farmers Market



Gallup Park Loop Trail Resurfacing Project

CITY OF ANN ARBOR ORGANIZATIONAL CHART



Information Pages: The Budget Process

The Annual Operating Budget is the mechanism for implementing the City’s services and addressing the community priorities. The City incorporated several guiding documents (organizational strategic plan, sustainability framework, and resident survey) into a Priority Matrix illustrated below. This matrix was utilized to implement Priority Based Budgeting. The budget process involves determining the nature and level of services provided at a detailed programmatic level. Each service is then rated by cross-functional teams for how they contribute towards the City’s Priority Matrix. This process results in all services being bundled into quartiles in relation to their contribution towards City goals. In addition, cross functional teams brainstormed ideas to reduce costs, reallocate resources, or increase revenues. Each of these ideas were vetted and considered for incorporation into a final budget recommendation.

The Priority Matrix incorporates internal and external goals, while the City’s Organizational Strategic Plan (OSP) primarily focuses on internal needs. The Organizational Strategic Plan is incorporated into the City’s overall Priority Matrix shown below:

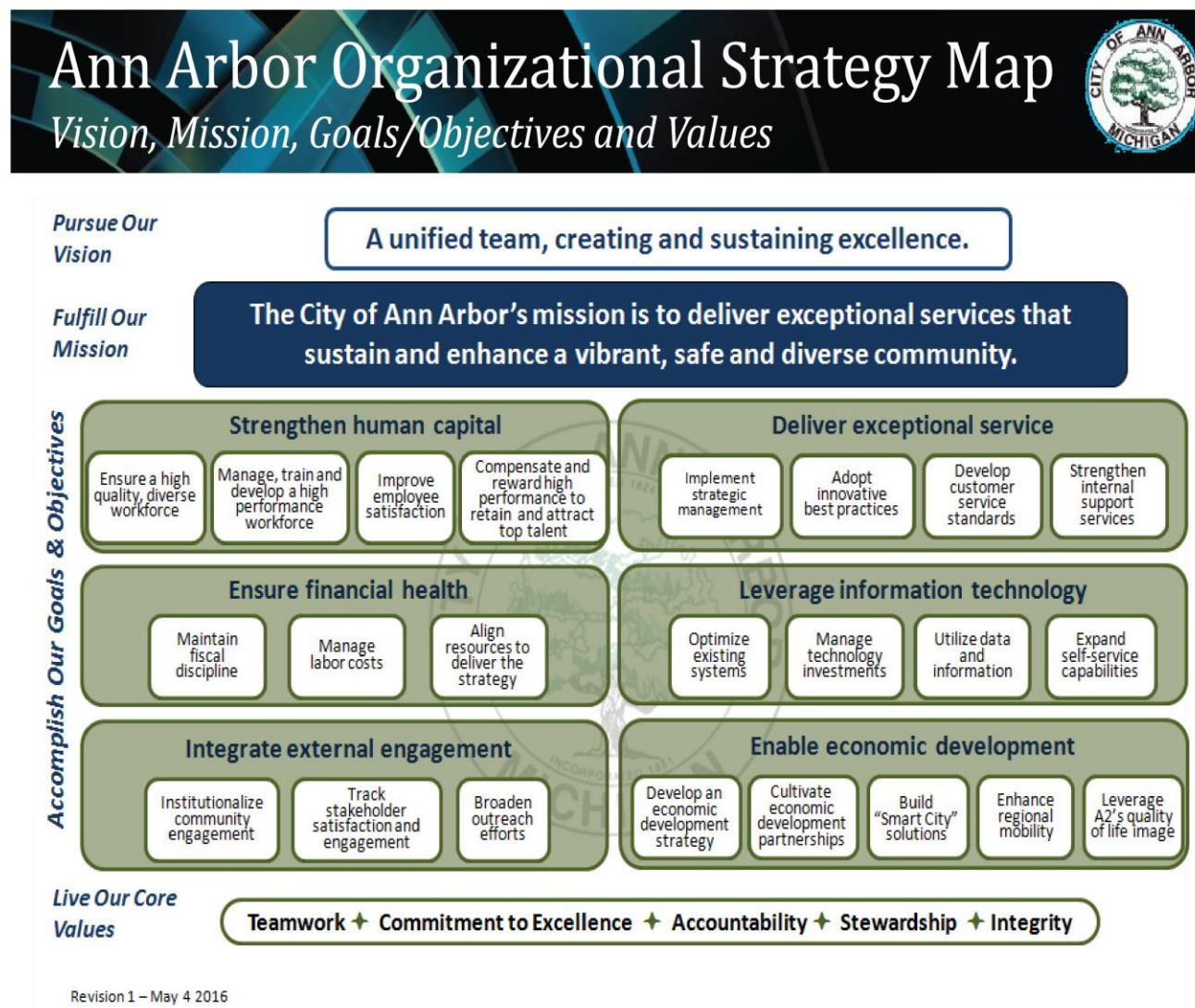
Safe, Engaged, Vibrant Community & Strong Neighborhoods	Diversity, Equity, Inclusion	Environmental Stewards	Well Maintained and Sustainable Infrastructure	Healthy and Sustainable Economy	Responsible and Responsive Government/ Good Governance
Improve quality of life by providing diverse cultural, recreational, and educational opportunities for all members of our community.	Provide high quality, safe, efficient, and inclusionary housing choices to meet the current and future needs of our community, particularly for homeless and low-income households.	Improve access to and increase use of renewable energy by all members of our community.	Improve the quality of the transportation and utility infrastructure across the city and region.	Develop a prosperous, resilient local economy that provides opportunity by creating jobs, retaining and attracting talent, supporting a diversity of businesses across all sectors, and rewarding investment in our community.	Deliver exceptional service in a transparent manner to the public.
Minimize risk to public health and property from manmade and natural hazards.	Provide services that meet basic human needs of impoverished and disenfranchised residents to maximize the health and well-being of the community.	Reduce energy consumption, carbon emissions, and reduce reliance upon fossil fuels to achieve goal of city-wide carbon neutrality.	Provides for a well-maintained transportation network that supports and encourages safe, comfortable, and efficient movement of people and goods throughout the city and region.	Support an Economic Development Strategy that contributes a return on successful investments to the city.	Strengthen human capital by recruiting, developing, and retaining exceptional City staff.
Encourage a pattern of diverse development that maintains our unique sense of place, preserves our natural systems, and strengthens our neighborhoods, corridors, and downtown.	Ensure our community is strongly connected through outreach, opportunities for engagement and stewardship.	Manage pollutants in our air and water and threats to our ecological balance to ensure resilient systems including safe drinking water and healthy natural areas.	Plan for and manage constructed and natural infrastructure systems to meet the current and future needs of our community.	Cultivate economic development partnerships.	Ensure the financial health of the City and an equitable sharing of that responsibility among all residents and stakeholders.
Establish and sufficiently enforce laws and regulations to ensure the community is safe, clean, engaged and healthy.	Instill a sense of shared responsibility for personal safety and focus on involving and engaging the community in identifying and addressing concerns.	Conserve, protect, enhance, and restore our natural area resources and aquatic and terrestrial ecosystems.	Reduce new and existing buildings' energy use, carbon impact, and construction waste, while respecting community context.	Support a culture of innovation, including "Smart City" Solutions.	Integrate external engagement into City processes.

LEGEND:

	from Community Priority Based on Resident Survey
	from Council Approved Sustainability Framework
	from City Organizational Strategic Plan
	from both the Resident Survey and Sustainability Framework
	from PBB consultant/staff.

Information Pages: The Budget Process

The OSP establishes the organization’s vision, mission, goals, and core values, as presented below:



The actual budget process began in late fall with the City Council formulating some priorities and relating them to the strategic goals and values.

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

In recent years, the City has used the “Target Based” budgeting technique because of limited revenue growth. This technique has proven to be successful for maintaining a balanced-budget of recurring expenses not exceeding recurring revenues. Under this system, the City Council decides the highest priorities. City staff then develops funding

Information Pages: The Budget Process

levels for each service unit by working with the service area administrators to match funding needs with available revenue. Budget targets are established based on anticipated revenues and growth in expenditures while incorporating the strategic goals and objectives identified earlier in the budget process. The goals and objectives assist in determining where more resources are needed.

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

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

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

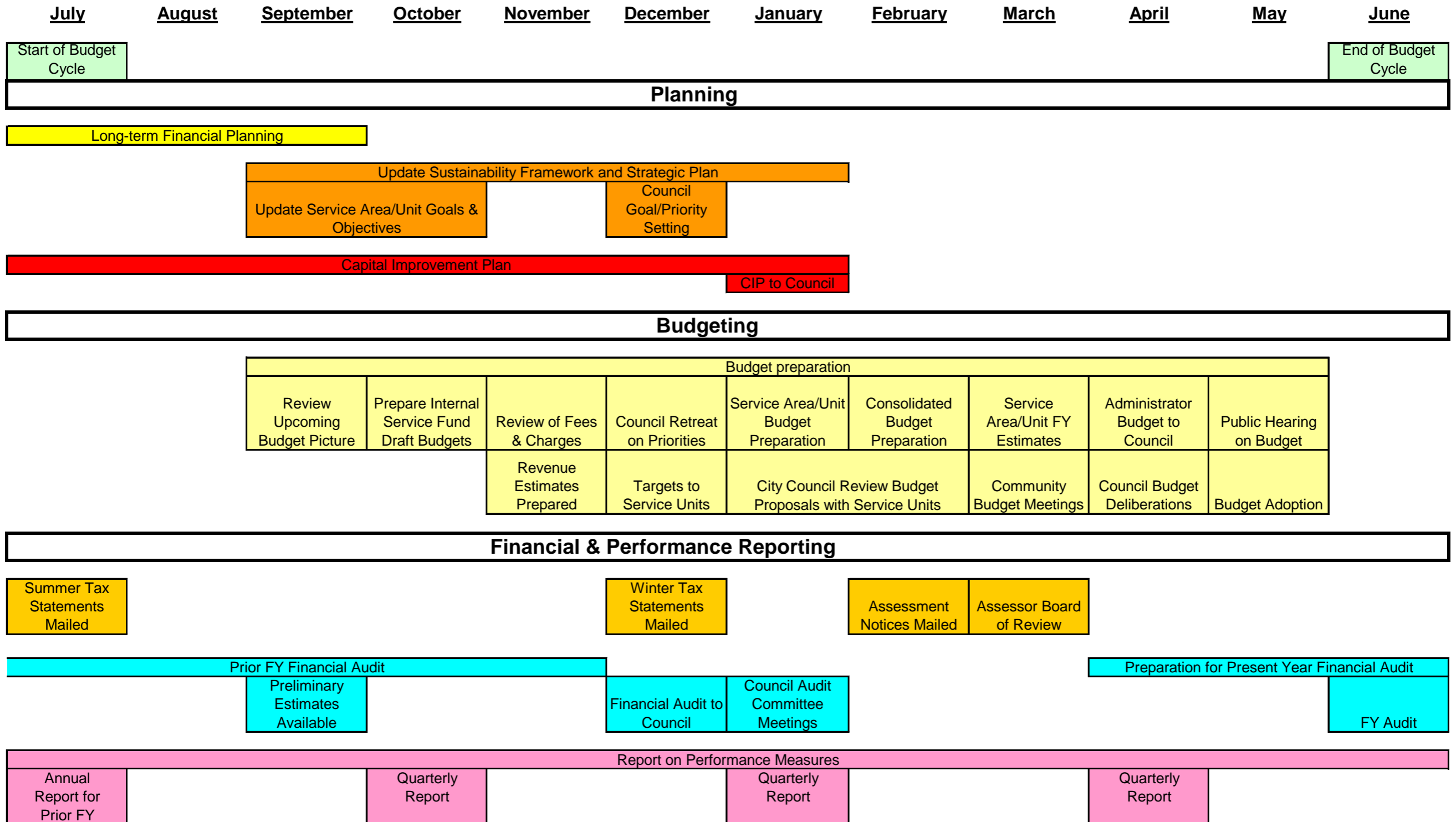
The service units then determine the best way to allocate funds among expenses to remain within the target while meeting the assigned goals. By allowing the service units the ability to determine how funds are spent within the unit, the operating units have greater ownership in how they provide services. They are also able to consider ideas generated by the Priority Based Budgeting brainstorming sessions.

Public input is also sought throughout the budget process. Information regarding the budget including key dates are posted on the City’s website as well as budget questions from Council and the draft budget. Citizens can provide their feedback via email to staff and/or City Council. Citizens are also able to provide input during the public hearing regarding the upcoming budget which is held during the first City Council meeting in May of each year.

In accordance with the City Charter, the City Administrator's Recommended Budget is submitted to City Council at its second meeting in April. The City Council, with at least seven affirmative votes, adopts 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 annual budget, the City Administrator's Recommended Budget will automatically take effect as submitted. After the budget has been adopted, City Council may amend the budget by a concurring vote of not fewer than eight members of City Council.

For FY 2022, the Council has received a two-year fiscal plan. The first year will be adopted as the budget and the second year as a projection. When preparing the FY 2023 budget, the second year of the two-year fiscal plan, financial projections will be modified for key assumption changes. This second year typically only requires minor adjustments and provides the organization time to focus on delivering services.

Information Pages: The Budget Process - Financial Calendar



Information Pages: Financial Goals

Mission

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

Introduction

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2022 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's long-term financial stability.

General Observations and Assessment of Current Conditions

- The City is experiencing steady property tax receipt increases primarily due to new construction and increase in the Consumer Price Index (CPI).
- Statutory state-shared revenue is not expected to increase in FY 2022. The State of Michigan has changed the method for the City to be eligible to receive these funds over the past several years. The City plans to pursue receipt of these funds in FY 2022.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures above the FY 2021 level, which had been reduced due to the global pandemic. However, the additional amount remains below previous funding levels and City Council has waived sections 1.3 and 2.2 of the Other Post-Employment Benefits (OPEB) policy for FY 2022. The City amended the plan to be an "access-only" plan for new hires in 2012.
- The City's retirement system is funded at 84% as of June 30, 2020, which is generally considered healthy but is less than the desired 100% funded level.
- The General Fund unassigned fund balance on June 30, 2020 was at 17.8% of total General Fund expenditures.

Conclusions

The City of Ann Arbor has seen economic improvement in the local economy. The local area unemployment rate is 10.75% as of June 2020 (most likely due to the COVID-19 pandemic), and residential property values are increasing in most neighborhoods. Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding union step increases, are increasing modestly.

Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2%-3% per year but recurring revenues are only projected to increase 1.5%-2.0% per year. The effects of the global pandemic will continue to exert short-term pressures during FY 2022.

Information Pages: Financial Goals

Financial Management Short-term Goals

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

Long-term Goals

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

Information Pages: Financial Goals

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

Information Pages: Legal Debt Limit

Overview

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2020 was \$822 million. The debt subject to that limit as of June 30, 2020, was \$113 million or 1.4% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2020 was \$290 million (including premiums and discounts).

CITY OF ANN ARBOR
Financial Policy Summary

Financial Policy	Legislation	Purpose	Compliance
General Debt Policy	11-0749	The Debt Management Policy adopted by City Council on 6/20/2011 provides the general framework for planning and reviewing debt proposals.	x
Fund Balance Classifications	11-0749	The Fund Balance Policy adopted by City Council on 6/20/2011 specifies the size and composition of the City's desired fund balance (net assets for enterprise funds) and to identifies certain requirements for classifying fund balance in accordance with GASB 54.	x
Investment Policy	16-1332	The Investment Policy adopted by City Council on 10/17/2016 provides guidance on investing public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the City and conforming to Michigan public Act 20 of 1943.	x
General Pension Policy	18-0608	The Pension Policy adopted by City Council on 5/21/2018 provides the general framework for funding the City's defined benefit pension plan.	x
General OPEB Policy	18-0608	The Pension Policy adopted by City Council on 5/21/2018 provides the general framework for funding the City's OPEB plan.	x
Capital Financing Policy	18-0609	The Capital Financing Policy adopted by City Council on 5/21/2018 provides a basis for funding future capital repair/replacement of existing assets.	x
Enterprise Fund Capital Financing Policy	18-0609	The Enterprise Fund Capital Financing Policy adopted by City Council on 5/21/2018 ensures that financial resources are properly managed to meet the present and future enterprise fund capital repair/replacement of existing assets in enterprise funds.	x

Information Pages: Debt Policy

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

1. General Debt Policy

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

2. Taxpayer Equity

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

Information Pages: Debt Policy

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

3. Uses

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

4. Decision Analysis

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

Information Pages: Debt Policy

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

Information Pages: Debt Policy

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.

7. **General Obligation Bonds**

7.1 Every project proposed for financing through general obligation debt should be accompanied by a full analysis of the future operating and maintenance costs associated with the project.

7.2 Generally, bonds cannot be issued for a longer maturity schedule than a conservative estimate of the useful life of the asset to be financed. The City will attempt to keep the average maturity of general obligation bonds at or below 20 years. The City will limit the total of its general obligation debt to a level consistent with Michigan law.

7.3 Whenever possible, the City will finance capital projects by using self-supporting revenue bonds. Revenue bonds assure the greatest degree of equity because those who benefit from a project and those who pay for a project are most closely matched.

8. **Limited Tax General Obligation Debt**

8.1 Limited tax general obligation bonds should be considered when constraints preclude the practice of voter approved general obligation bonds. As a precondition to the issuance of limited tax general obligation bonds, all alternative methods of financing should have been investigated. Consideration should always be given to provide a pledge of facility revenue to accompany the basic pledge of limited tax revenues.

8.2 Limited tax general obligation bonds should be issued under certain conditions:

8.2.a A project to be financed will generate positive net revenues, i.e., additional revenues generated by the project will be greater than the debt service requirements. The net revenues should be positive over the life of the bonds, and be positive each year if possible. The City recognizes that net revenues may not be positive in the early years of certain projects, but should be positive within a reasonable time period of five to seven years. These calculations will be made on a conservative basis so that the potential for a long-term net decrease in general fund revenues is minimized.

8.2.b Matching fund monies are available which may be lost if not applied for in a timely manner.

Information Pages: Debt Policy

8.2.c Catastrophic conditions.

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

9. **Revenue Bonded Debt**

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

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

Debt Coverage Example:

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

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

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

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

Information Pages: Debt Policy

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.

11. Defeasance of Bonds (Refunding)

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

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

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

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

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

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

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

Information Pages: Debt Policy

12. Inter-fund Loans

- 12.1 The City will consider loans to individual funds from the pool of invested funds as an alternative to installment loans and/or bond issuance when conditions warrant. There are situations when such loans are both prudent and appropriate, and can result in cost savings for the City.
- 12.2 When evaluating inter-fund borrowing, the criteria outlined in **4. Decision Analysis**, above, shall be considered. In addition, it is important to note that the funding is backed by the General Fund. Thus, these loans should only be approved if the credit-worthiness of the fund is deemed high.
- 12.3 Inter-fund loans should only be approved when the interest rate charged to the borrowing fund exceeds the Annual Portfolio Yield Net of Fees for the previous year and is less than the market rate that could otherwise be realized.

CITY OF ANN ARBOR

Debt Listing

Bond	Year of Issue	Years	Bond Rating	Principal	Interest	Total	Purpose of Bond
2004 Drinking Water Program 7146-01	2004	20	Not Rated	\$ 557,950	\$ 112,275	\$ 670,225	Various Water System Improvements
Strategic Water Quality Initiatives Fund Project 3002-01	2004	20	Not Rated	\$ 874,672	\$ 149,493	\$ 1,024,165	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3002-02	2005	20	Not Rated	\$ 879,382	\$ 150,846	\$ 1,030,228	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3002-03	2006	20	Not Rated	\$ 889,903	\$ 153,396	\$ 1,043,299	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3002-04	2007	20	Not Rated	\$ 964,976	\$ 167,208	\$ 1,132,184	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3002-05	2008	20	Not Rated	\$ 900,000	\$ 248,665	\$ 1,148,665	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3010-01	2009	20	Not Rated	\$ 1,310,000	\$ 345,944	\$ 1,655,944	Foot Drain Disconnection Program Steere Farm Well Field Raw Water Main Project, Water Treatment Plant Lime Feed System Improvements, WTP Structural Rapiar & Painting of Clarifiers 4 & 5, W. Stadium Blvd Reconstruction
2010 Drinking Water Program 7319-01	2010	21	Not Rated	\$ 4,575,000	\$ 1,217,170	\$ 5,792,170	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3010-02	2010	20	Not Rated	\$ 1,320,000	\$ 347,334	\$ 1,667,334	Various Water Main Replacement Projects
2011 Drinking Water Program 7325-01	2011	20	Not Rated	\$ 588,021	\$ 145,165	\$ 733,186	Catherine, Collingwood, Arbor Oaks Water Main Replacements, Barton Dam Concrete Repairs, WTP Security Enhancements
2011 Drinking Water Program 7333-01	2011	20	Not Rated	\$ 4,874,854	\$ 1,357,021	\$ 6,231,875	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3010-03	2011	21	Not Rated	\$ 1,364,760	\$ 385,979	\$ 1,750,739	Broadway Bridge Improvements
2012 MTF Refunding Bonds	2012	12	AAA	\$ 2,670,000	\$ 365,959	\$ 3,035,959	4th & Williams Parking
2012 Parking Refunding Bonds	2012	10	AA+	\$ 2,230,000	\$ 245,338	\$ 2,475,338	Waste Water Treatment Plant Facilities Renovation - Part I
2012 Clean Water Project SRF 5441-01	2012	24	Not Rated	\$ 34,407,832	\$ 11,655,846	\$ 46,063,678	West High Service Pump Replacement
2012 Drinking Water Program 7362-01	2012	22	Not Rated	\$ 8,687,116	\$ 2,425,248	\$ 11,112,364	Foot Drain Disconnection Program
Strategic Water Quality Initiatives Fund Project 3010-04	2012	20	Not Rated	\$ 891,703	\$ 228,582	\$ 1,120,285	Various Water Distribution System Improvements
2012 Water Supply System Revenue Refunding Bonds	2012	12	Not Rated	\$ 10,450,000	\$ 1,293,068	\$ 11,743,068	1st & Washington Parking - non-taxable
2013 Tax-exempt Cap Improvement Bonds	2013	20	AA+	\$ 4,480,000	\$ 1,292,784	\$ 5,772,784	Energy Efficiencies
2013 Property Assessed Clean Energy Bonds	2013	11	Not Rated	\$ 536,000	\$ 139,277	\$ 675,277	1st & Washington Parking
2013 Parking Facility Taxable Capital Improvement Bonds	2013	20	AA+	\$ 4,045,000	\$ 1,393,624	\$ 5,438,624	Waste Water Treatment Plant Facilities Renovation - Part II
2013 Clean Water Project SRF 5441-02	2013	24	Not Rated	\$ 73,305,000	\$ 19,001,936	\$ 92,306,936	Barton Pump Station Electrical Improvements
2013 Drinking Water Program 7375-01	2013	22	Not Rated	\$ 3,025,000	\$ 588,269	\$ 3,613,269	Various Sewage Disposal System Improvements
2013 Sewage Disposal Refunding Bonds	2013	11	AA+	\$ 17,985,000	\$ 3,013,626	\$ 20,998,626	Wheeler Maintenance Facility Construction
2015 Maintenance Facility Refunding Bonds	2015	14	AA+	\$ 17,710,000	\$ 3,502,457	\$ 21,212,457	Purchase of Open Space Land
2015 Open Space Preservation Refunding Bonds	2015	19	AA+	\$ 16,235,000	\$ 5,042,880	\$ 21,277,880	4th & Washington Parking Refunding
2015 General Obligation Limited Tax Refunding Bonds	2015	5	AA+	\$ 6,335,000	\$ 442,359	\$ 6,777,359	4th & William Parking Refunding
2016 Parking Facility Refunding Bonds	2016	11	AA+	\$ 2,790,000	\$ 351,495	\$ 3,141,495	Various Sewage Disposal System Improvements
2016 Sewage Disposal Refunding Bonds	2016	15	AA+	\$ 19,280,000	\$ 3,486,228	\$ 22,766,228	Various Water Distribution System Improvements
2016 Water Supply System Revenue Refunding Bonds	2016	11	AA	\$ 16,285,000	\$ 2,108,734	\$ 18,393,734	City Hall Improvements for new Court & Police Building
2017 Court/Police Refunding Bonds	2017	18	AA+	\$ 24,030,000	\$ 7,882,578	\$ 31,912,578	Purchase of land at old YMCA lot
2018 YMCA Bonds	2018	15	Not Rated	\$ 5,350,000	\$ 1,462,626	\$ 6,812,626	Library Lane/5th & Division Parking Structure
2019 Capital Improve Refund Bonds	2019	16	AA+	\$ 37,175,000	\$ 12,212,354	\$ 49,387,354	5th Ave improvements/streetscape & design
2019 A-Capital Improvement Bonds	2019	14	AA+	\$ 14,780,000	\$ 4,004,494	\$ 18,784,494	Water Treatment Plant UV Disinfection System
2020 Drinking Water Revolving Fund Project 7472-01	2020	20	Not Rated	\$ 3,400,000	\$ 640,003	\$ 4,040,003	
				\$ 345,182,169	\$ 87,560,261	\$ 432,742,430	

Information Pages: Fund Balance Policy

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

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

Policy

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

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

¹ GASB Statement No. 54, ¶ 6

² GASB Statement No. 54, ¶ 8

³ GASB Statement No. 54, ¶10

⁴ GASB Statement No. 54, ¶13

⁵ GASB Statement No. 54, ¶17

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

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

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

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

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

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

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Overview

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

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

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

Policy

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

Scope

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

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

Investment Objectives

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

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

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

Prudence and Indemnification

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

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

Delegation of Authority

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

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

Investment Procedures

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

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Ethics and Conflicts of Interest

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

Selection of Banks

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

Selection of Broker/Dealers

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

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

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

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

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

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

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

Authorized Investments and Transactions

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

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

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

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

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

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

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

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

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

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

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

Collateralization of Deposits

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

Safekeeping and Custody

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

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Investment Policy.

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

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

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

Investment Diversification

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

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

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

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

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

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

Portfolio Maturities and Liquidity

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

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

Competitive Transactions

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

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

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

Internal Controls

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

Performance

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

Reporting

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

Information Pages: Investment Policy

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

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

Policy Revisions

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

(Updates approved by Council 10/17/2016)

Information Pages: Investment Policy

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Investment Policy

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

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

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

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

Market Value: Current market price of a security.

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

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

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

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

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

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

Portfolio: Collection of securities held by an investor.

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

Information Pages: Investment Policy

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

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

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

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

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

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

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

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

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

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

Information Pages: Pension Policy

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

1. **General Pension Policy**

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

Information Pages: Pension Policy

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

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

2. **Process**

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

(Updates approved by Council 5/21/18)

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

1. General OPEB Policy

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

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

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

2. Process

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

(Updates approved by Council 5/21/18)

Information Pages: Capital Improvement Program Policies

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

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

Information Pages: Capital Improvement Program Policies

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

Information Pages: Capital Financing Policy

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

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

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

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

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

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

Policy

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

Information Pages: Capital Financing Policy

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

(Approved by Council 5/21/18)

Information Pages: Enterprise Fund Capital Financing Policy

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

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

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

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

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

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

Policy

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

(Approved by Council on 5/21/18)

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

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

Summary of Revenues and Expenditures by Service Unit within Service Area

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

Information Pages: Deciphering the Budget Format

FTE Count

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

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

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

Service Unit Summary Page

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

Summary of Revenues and Expenditures by Category by Service Unit

Revenues

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

Expenditures

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

Significant Notes and Adjustments

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

Information Pages: Deciphering the Budget Format

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

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

Expenditures

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

Goals and Performance Measures by Service Unit within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

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

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

X-denotes the department participates in the fund

Information Pages: Fund Descriptions

General Fund

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

Internal Service Funds

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

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

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

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

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

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

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

Enterprise Funds

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

Special Revenue Funds

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

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

Affordable Housing Millage - to account for proceeds of a special millage to provide for the construction, acquisition, and maintenance of affordable housing units within the City.

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

Art in Public Places – to account for funds provided by capital improvement projects for public art. This ordinance was changed during FY 2014 and the fund is now closed.

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

Indigent Defense Fund - to account for grant monies in the Fifteenth District Court related to indigent defense.

Local Law Enforcement Block Grant - to account for federal grant monies received for fingerprinting equipment and other law enforcement items. No new grants are budgeted for this fiscal year. However, there are grants that will continue to be accounted for until they are expended. If new grants are received, a separate budget resolution will be approved by the City Council, if appropriate. This fund closed in FY 2017.

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

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

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

Sidewalk Construction Millage - to account for proceeds of a special millage to provide for the construction of new sidewalks within the City.

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

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

Trust Funds

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

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

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

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

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

Debt Service Funds

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

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

Special Assessment General Debt - to accumulate operating transfers for payment of principal and interest on general obligation bonds sold to finance the City's share of special assessment projects. This fund closed in FY 2018.

Information Pages: Fund Descriptions

Capital Projects Funds

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

2019-A Capital Improvement Bonds - to account for constructions costs of bonded projects within the DDA that are funded by tax-increment financing (TIF) revenues.

Capital Sinking Fund - to account for capital project expenditures for various improvements to City-owned facilities that are funded by the General Fund.

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

Component Units

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

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

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

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

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

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

Information Pages: Fund Descriptions

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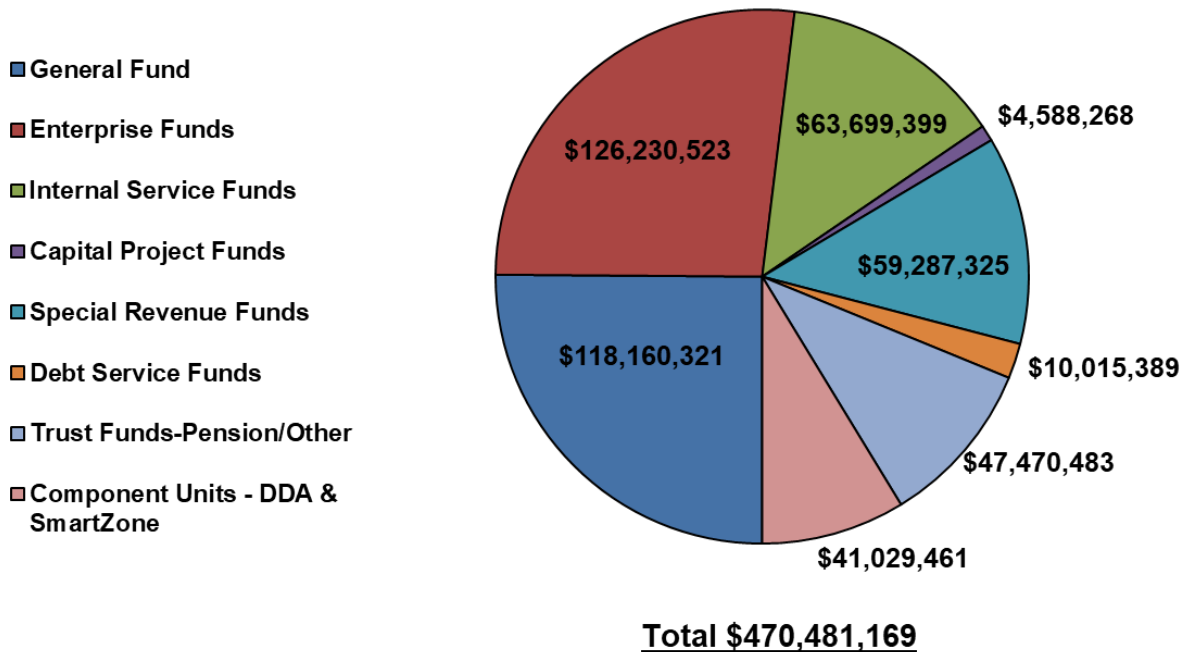
Budget Summaries

OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2022, the City's total expenditure budget is \$470 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the “Revenues” and “Expenditures” tabs of the proposed budget. The City’s website has additional details that describe the budget process (www.a2gov.org – search for “Guide to Finance and Budget”).

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

FY 2022 BUDGETED EXPENDITURES BY FUND TYPE



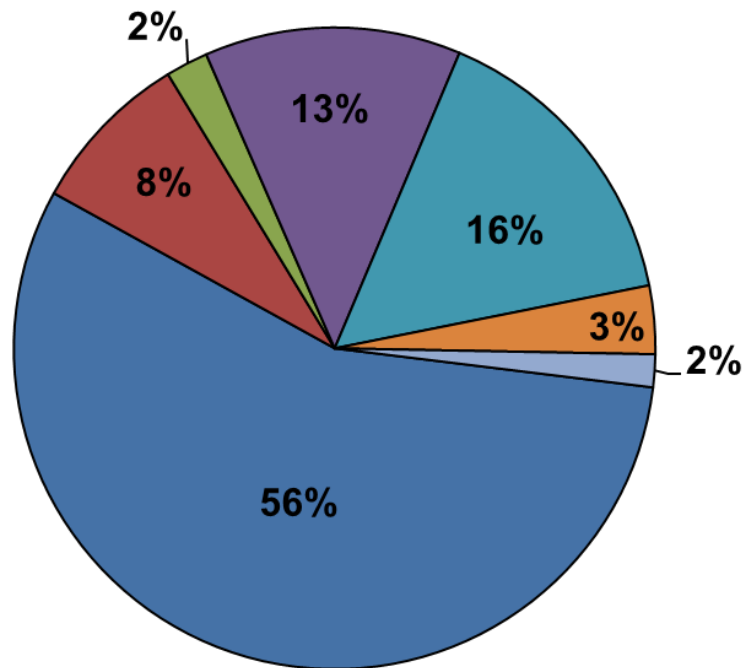
Budget Summaries

GENERAL FUND OVERVIEW

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

The City's General Fund is the largest and most visible of the City's 50 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 2022 GENERAL FUND REVENUES

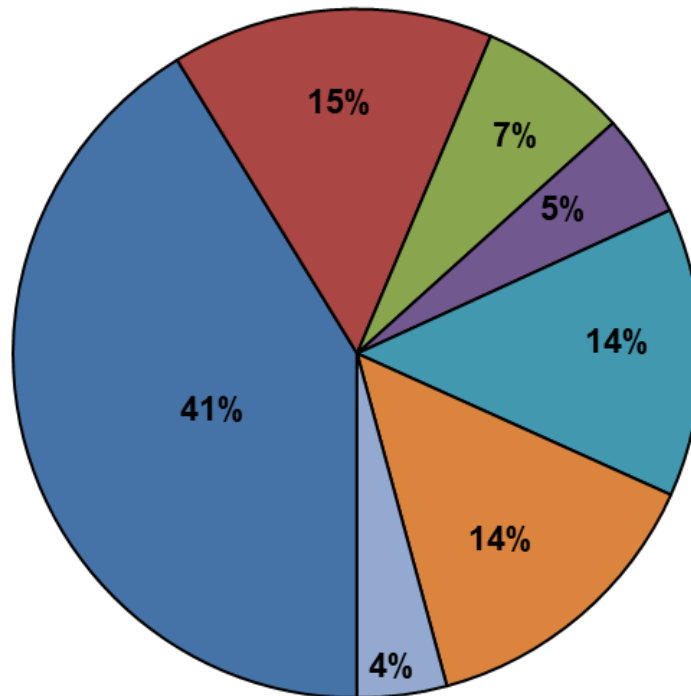


- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration

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

FY 2022 GENERAL FUND EXPENDITURES



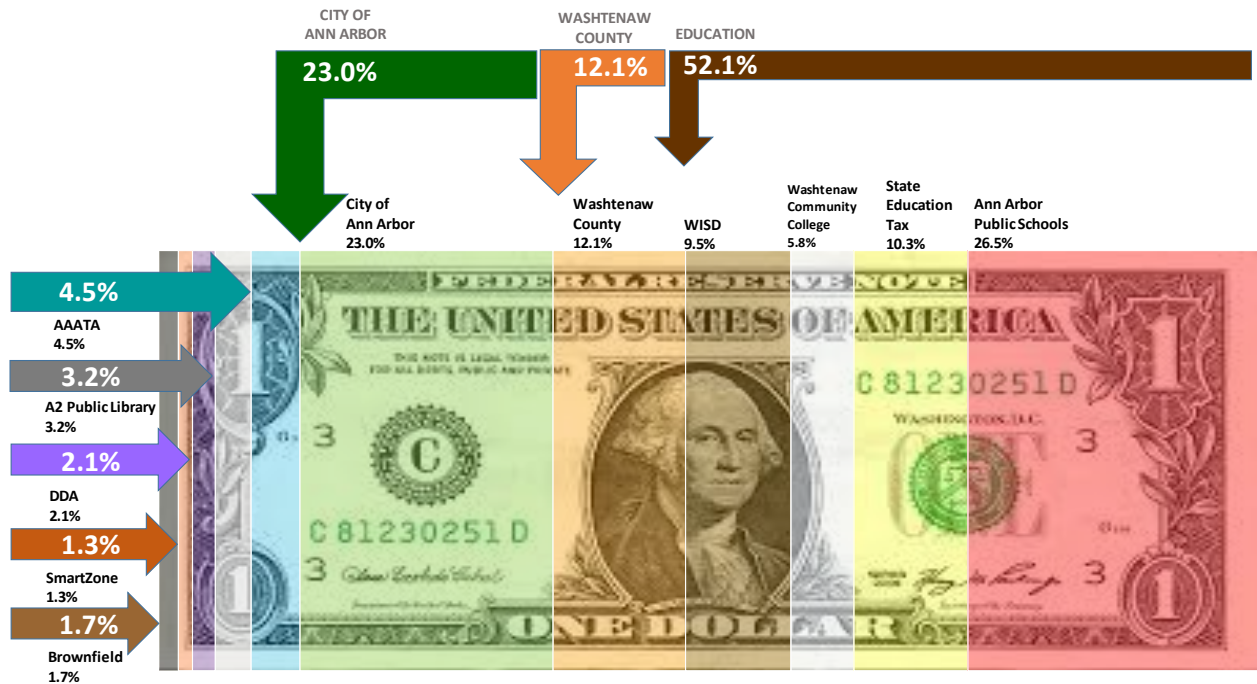
- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAATA and other transfers
- Fifteenth District Court

Budget Summaries

PROPERTY TAXES

The largest share of General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$0.23 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. This is equivalent to approximately \$58 per week for a recently sold \$380,000 home to support all City services. Most of the receipts from property taxes are distributed to various education agencies including the Ann Arbor Public Schools, Washtenaw Intermediate Schools, the State of Michigan, and Washtenaw Community College – about \$0.52 of every dollar paid. The following chart shows where the City’s property tax dollars go:

YOUR ANN ARBOR PROPERTY TAX DOLLARS AT WORK



Budget Summaries

TAX REVENUES

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

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

CITY MILLAGE TRENDS

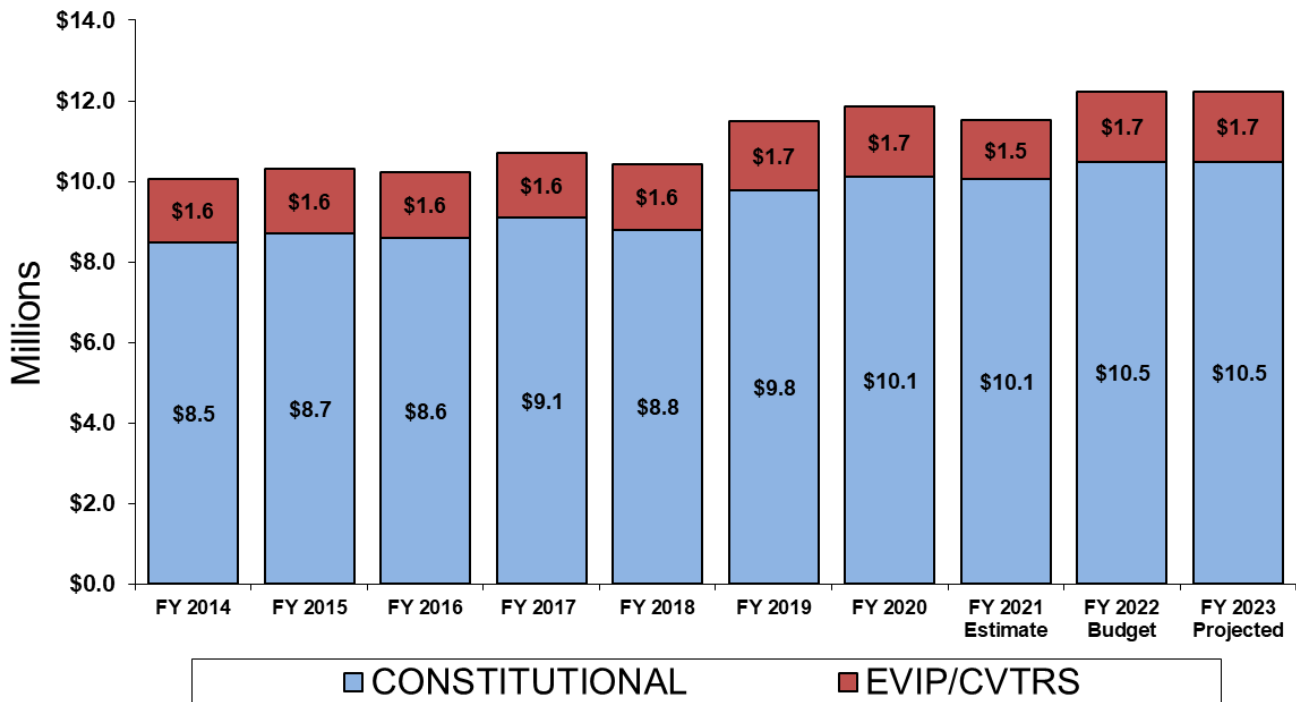
Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Change from Previous Year
General Operating	6.1657	6.1120	6.0343	5.9407	5.8884	5.8365	5.8365	0.0000
Employee Benefits	2.0552	2.0373	2.0114	1.9802	1.9627	1.9454	1.9454	0.0000
AAATA	2.0552	2.0373	2.0114	1.9802	1.9627	1.9454	1.9454	0.0000
Total General Fund	10.2761	10.1866	10.0571	9.9011	9.8138	9.7273	9.7273	0.0000
Street, Bridge & Sidewalk Reconstruction	2.1242	2.1057	2.1250	2.0920	1.9981	2.0291	2.0291	0.0000
Refuse Collection	2.4660	2.4445	2.4134	2.3759	2.3549	2.3341	2.3341	0.0000
Parks Maintenance & Capital Improvement	1.0996	1.0900	1.0761	1.0594	1.0903	1.0807	1.0807	0.0000
Open Space & Parkland Acquisition	0.4777	0.4735	0.4674	0.4601	0.4560	0.4519	0.4519	0.0000
Sidewalk Construction Millage	N/A	N/A	N/A	N/A	N/A	N/A	0.2000	0.2000
Affordable Housing Millage	N/A	N/A	N/A	N/A	N/A	N/A	1.0000	1.0000
Total City Millage	16.4436	16.3003	16.1390	15.8885	15.7131	15.6231	16.8231	1.2000

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 City receives a portion of their revenue from a constitutional provision and a separate appropriation of revenue annually from the State legislature (EVIP/CVTRS). The chart shows the City's recent experience with State-Shared revenue.

STATE-SHARED REVENUE HISTORY AND PROJECTIONS



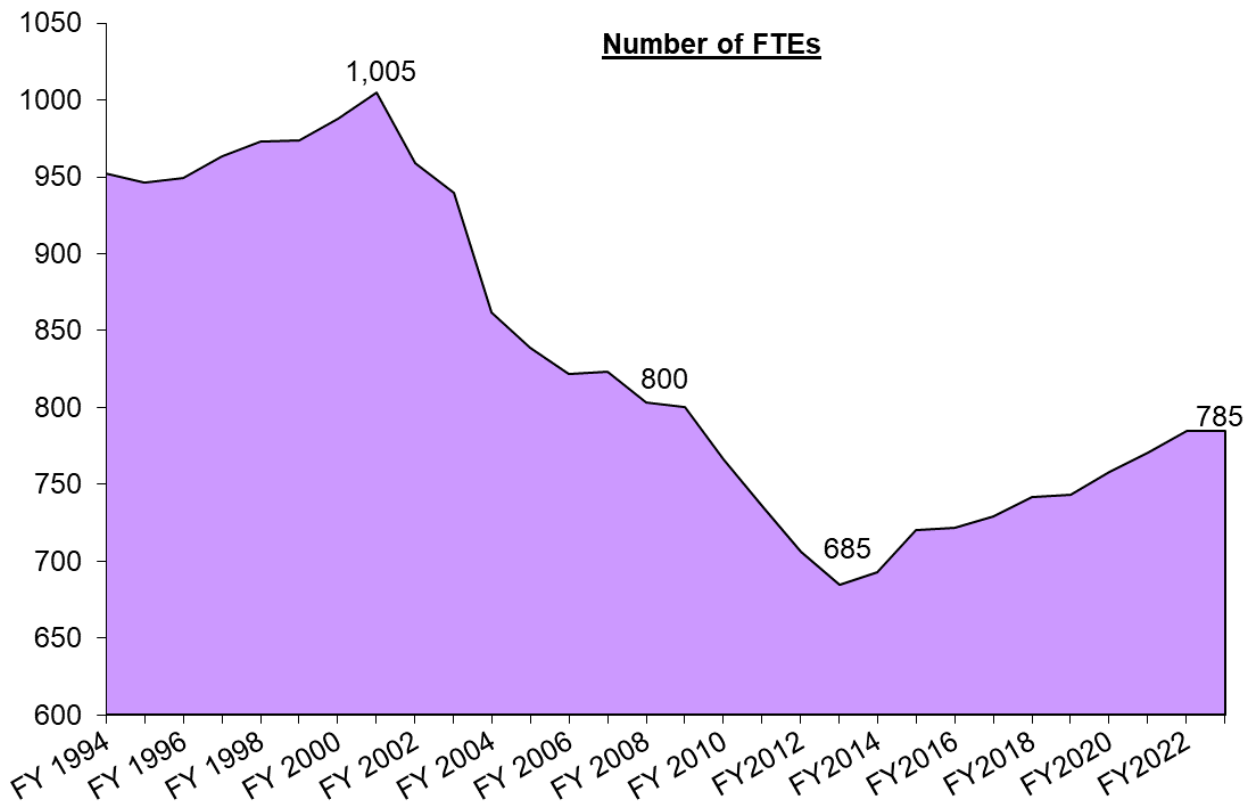
Budget Summaries

EMPLOYEE SUMMARY

Since employees and related expenses represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its staffing levels, reflected by the full-time equivalents (FTE). These reductions were made through a combination of attrition, early retirement programs, improvements in service provision, adoption of technologies and best practices, consolidation of services with other entities, and some layoffs. The rebound in staffing from a low of 685 in FY13 to the 785 in FY 2022 includes the addition of 27 FTEs in the Ann Arbor Housing Commission in FY 2015.

In general, the City government has become a more efficient organization and maintained high levels of service and responsiveness to the public. In FY 2022, a net increase of 14.05 FTEs is provided. It should also be noted that 5.0 FTEs were added to the FY 2021 budget in the Housing Commission through a mid-year amendment.

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



Budget Summaries

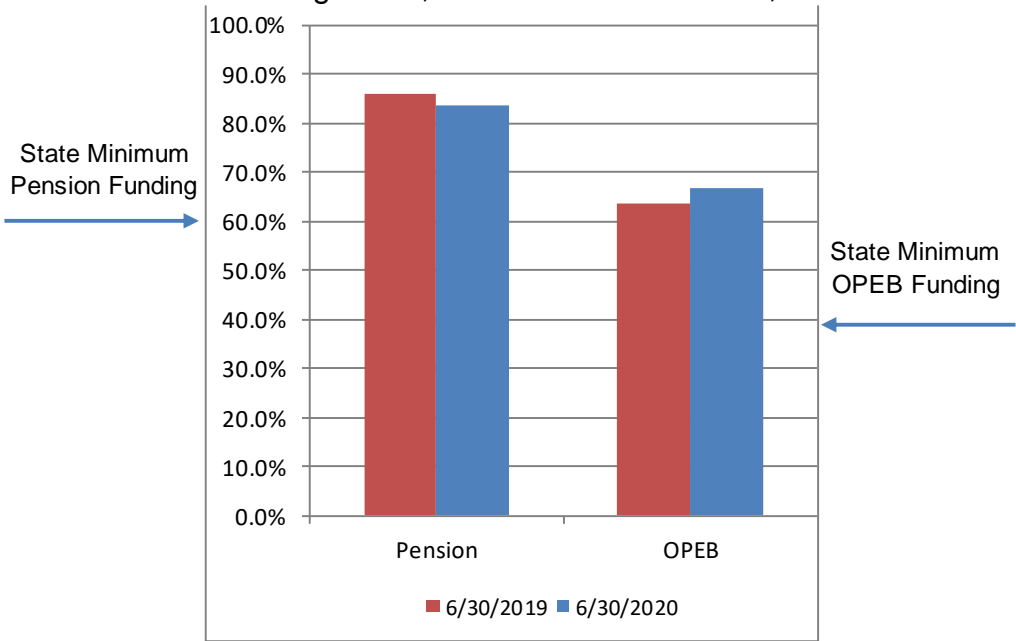
PENSION & OPEB OBLIGATIONS

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

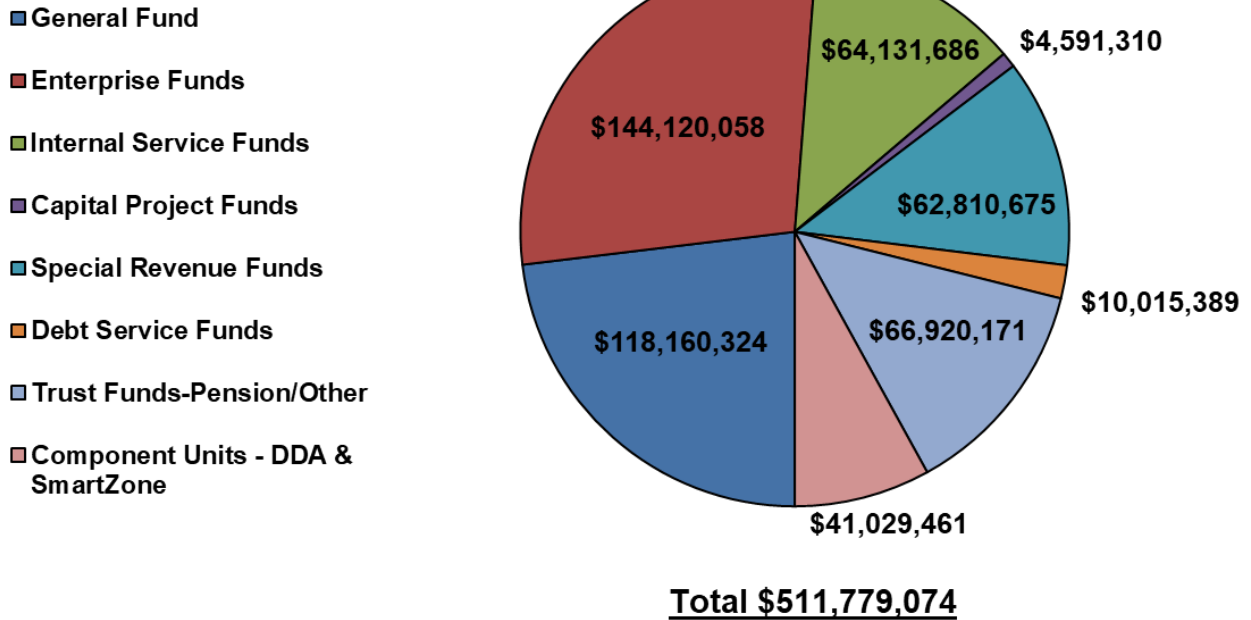
The City of Ann Arbor Retiree Health Care Benefits Plan is a single-employer defined benefit healthcare plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). The plan provides certain health care and life insurance benefits, otherwise known as other postemployment benefits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

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

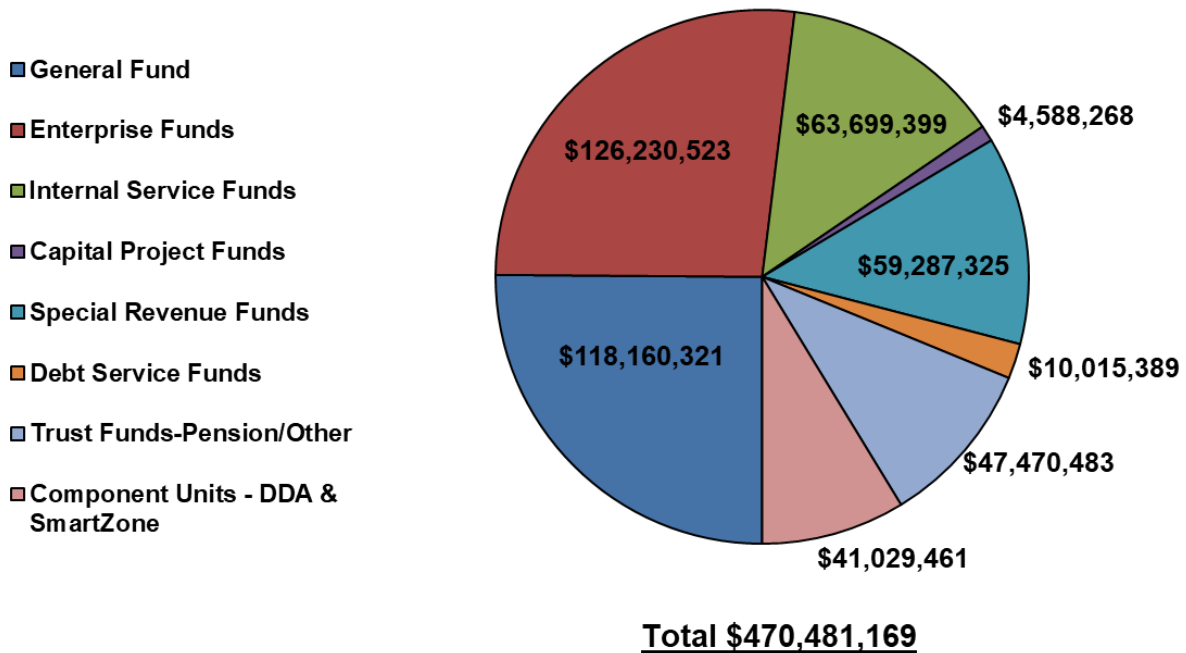
The State of Michigan passed Public Act 202 of 2017 outlining acceptable levels of funding to avoid triggering an underfunded status designation. For pension plans, the percent funded should be at least 60% and the ADC should not be more than 10% of governmental fund revenues. For OPEB plans, the percent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



FY 2022 Budgeted Revenues by Fund Type



FY 2022 Budgeted Expenditures by Fund Type

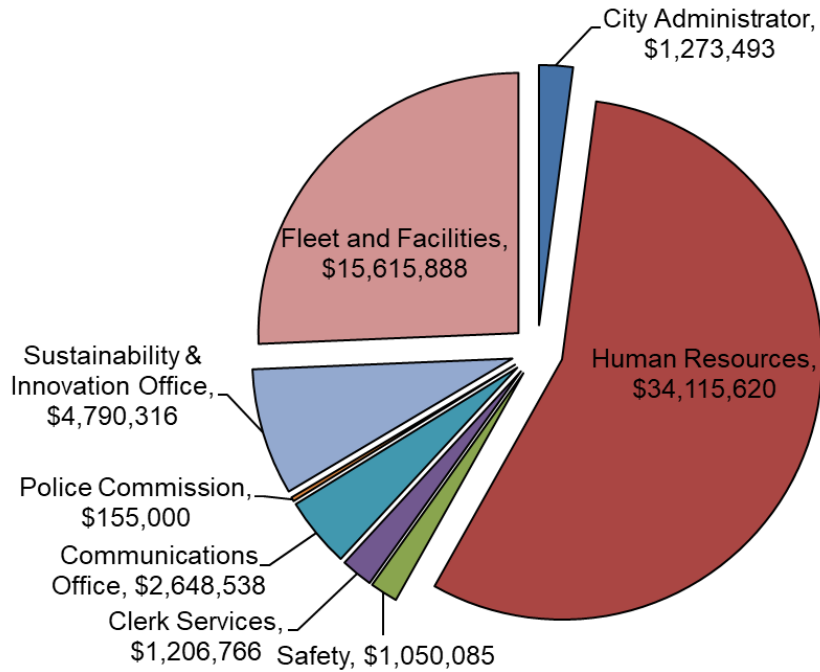


Total revenue exceeds total expenditures due to enterprise and trust funds saving for future needs.

FY 2022 Expenditures – All Funds by Service Area

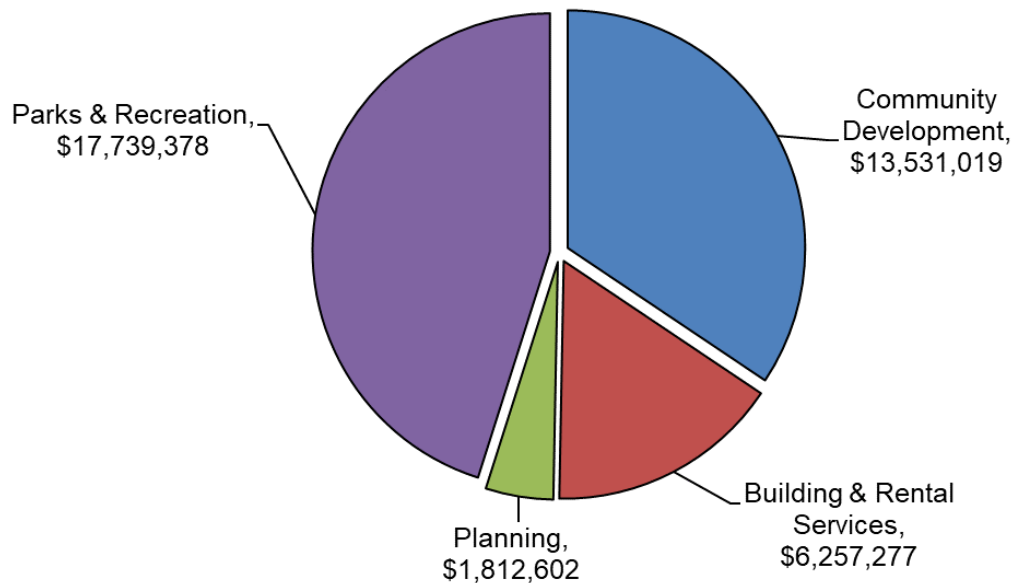
FY 2022 City Administrator Expenditures

Total \$60,855,706

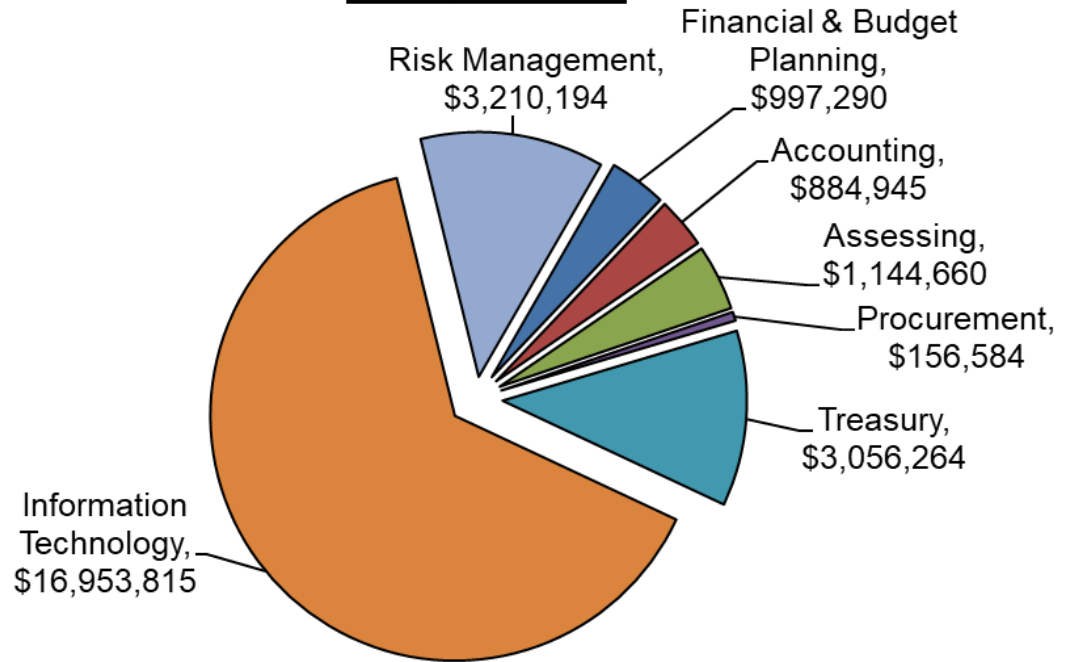


FY 2022 Community Services Expenditures

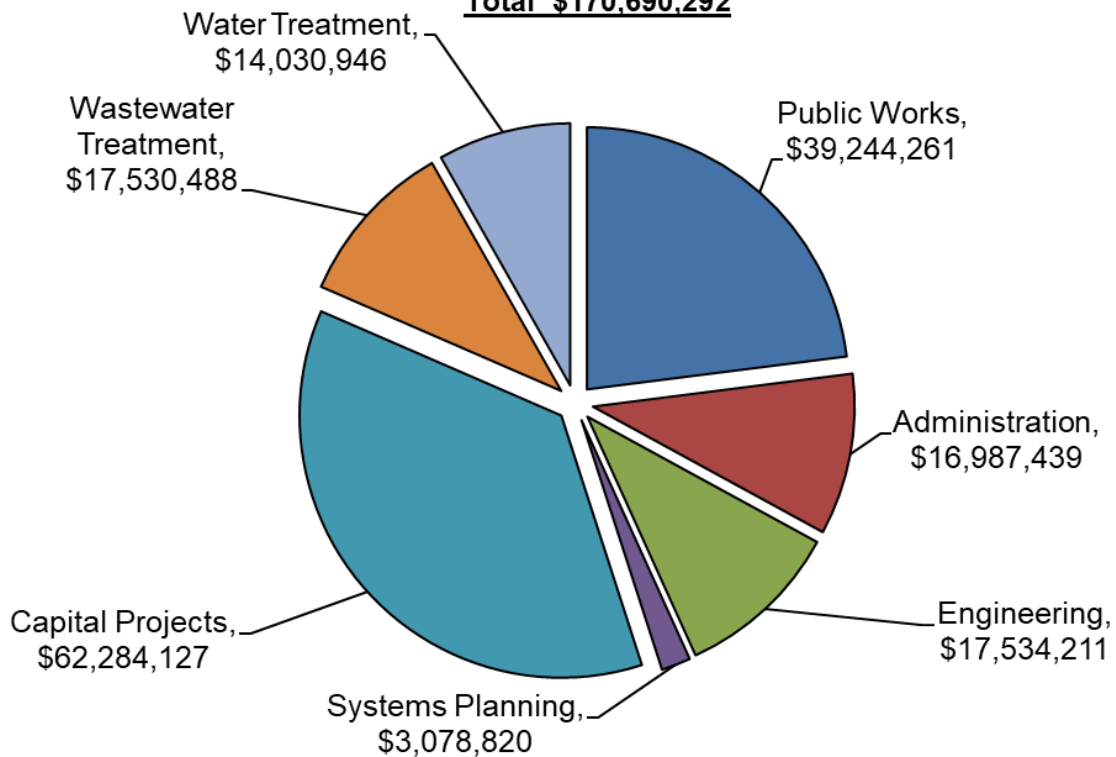
Total \$39,340,276



FY 2022 Financial & Administrative Services Expenditures
Total \$26,403,752

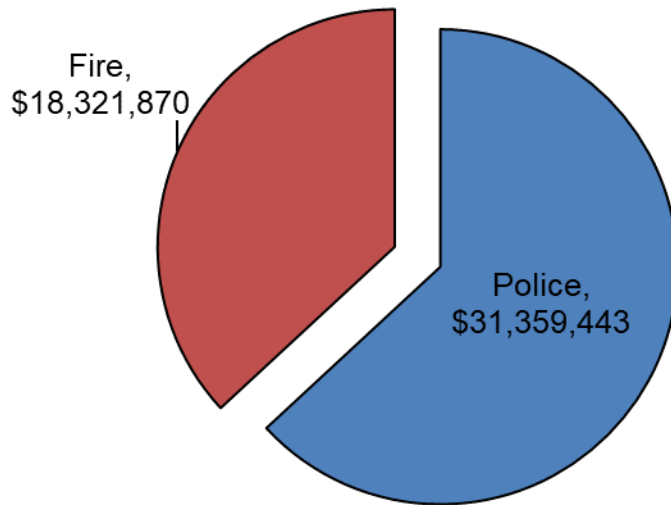


FY 2022 Public Services Expenditures
Total \$170,690,292



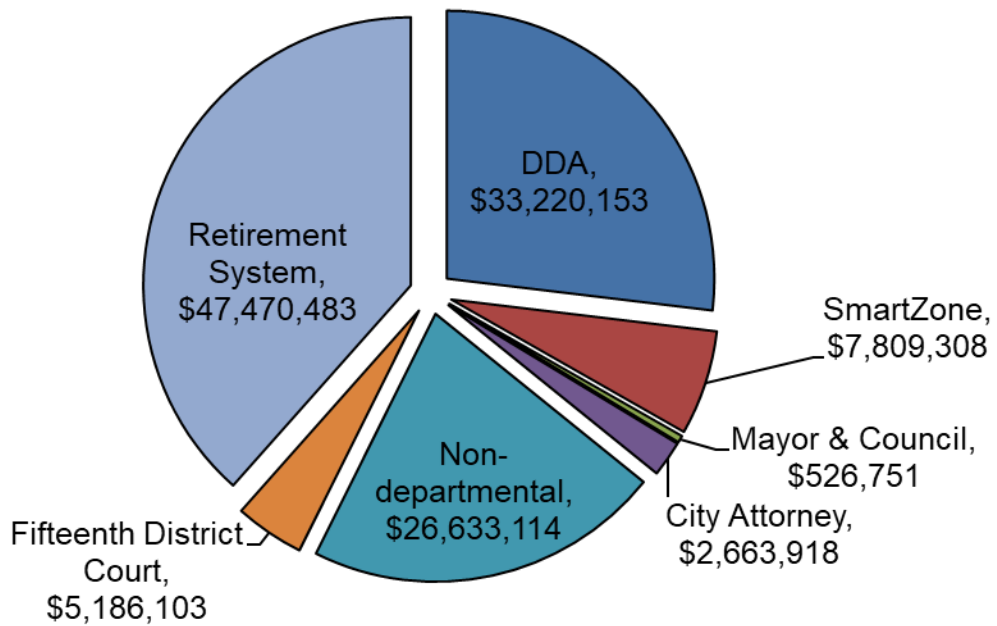
FY 2022 Safety Services Expenditures

Total \$49,681,313



FY 2022 Other Services Expenditures

Total \$123,509,830



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

<u>Fund Balance June 30, 2020</u>	<u>FY 2021 Forecasted Revenues</u>	<u>FY 2021 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2021</u>	<u>Fund</u>	<u>FY 2022 Approved Revenues</u>	<u>FY 2022 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2022</u>
26,871,429	110,494,487	106,745,105	30,620,811	<u>General Fund (major fund)</u>	118,160,324	118,160,321	2,811,706	27,809,108
				<u>Special Revenue Funds</u>				
760,164	17,298	721,406	56,056	Affordable Housing	7,752	-	-	63,808
-	-	-	-	Affordable Housing Millage	6,305,250	6,305,250	-	-
663,413	1,670,595	2,275,915	58,093	Alternative Transportation	657,157	510,373	-	204,877
88,800	7,650	6,290	90,160	Bandemer Property	8,427	7,000	-	91,587
119,620	5,418	660	124,378	Cemetery Perpetual Care	4,035	-	-	128,413
4,626,954	1,823,268	1,758,470	4,691,752	Community Television Network	2,003,692	1,981,295	-	4,714,149
6,354,630	4,150,945	4,822,083	5,683,492	Construction Code Fund	5,221,372	5,221,372	850,364	4,833,128
1,908,743	2,369,725	3,673,406	605,062	County Mental Health Millage	2,742,857	2,738,655	234,000	375,264
8,504	225,175	225,000	8,679	Court Facilities	225,000	225,000	-	8,679
49,652	12,058	52,549	9,161	Drug Enforcement	3,860	3,417	2,917	6,687
360,945	75,674	160,213	276,406	Energy Projects	104,461	104,461	52,130	224,276
208,961	20,808	184,024	45,745	Federal Equitable Sharing Forfeitures	55,291	53,082	43,082	4,872
145,310	48,192	71,562	121,940	Indigent Defense Fund	-	-	-	121,940
5,347,606	3,126,377	4,812,833	3,661,150	Local Streets	3,427,224	3,427,224	299,338	3,361,812
17,442,391	12,779,185	17,657,437	12,564,139	Major Streets	12,860,813	12,860,813	1,354,853	11,209,286
3,013,962	459,500	445,129	3,028,333	Metro Expansion	499,177	499,177	54,380	2,973,953
18,773	13,470	10,493	21,750	Michigan Justice Training	33,119	33,000	18,000	3,869
11,512,387	2,965,717	1,656,105	12,821,999	Open Space and Parkland Preservation	2,958,724	1,428,340	-	14,352,383
922,252	17,836	15,000	925,088	Open Space Endowment	23,360	15,000	15,000	918,448
5,424,192	8,622,252	9,028,429	5,018,015	Parks Maintenance & Capital Improvement	7,253,384	7,142,215	-	5,129,184
1,227,429	255,705	1,087,560	395,574	Parks Memorials & Contributions	221,021	150,000	-	466,595
12,047	17,000	17,000	12,047	Special Assistance	15,144	15,000	-	12,191
-	-	-	-	Sidewalk Construction Millage	2,183,050	1,993,000	-	190,050
7,550,159	21,498,491	21,725,256	7,323,394	Street Repair Millage (major fund)	15,878,076	14,455,248	-	8,746,222
				<u>Trust Funds</u>				
2,265,215	83,781	61,274	2,287,722	Elizabeth R. Dean	61,403	61,403	1,782	2,285,940
514,295,522	51,786,773	43,121,907	522,960,388	Employees' Retirement System	53,684,432	46,448,633	-	530,196,187
690,353	16,012	25,000	681,365	Police and Fire Relief	50,026	50,000	50,000	631,391
193,649,479	14,507,603	3,327,060	204,830,022	VEBA Trust	13,235,739	1,021,850	-	217,043,911

<u>Fund Balance June 30, 2020</u>	<u>FY 2021 Forecasted Revenues</u>	<u>FY 2021 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2021</u>	<u>Fund</u>	<u>FY 2022 Approved Revenues</u>	<u>FY 2022 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2022</u>
553,755	10,007,655	10,006,764	554,646	<u>General Debt Service</u>				
				General Debt Service	10,015,389	10,015,389	-	554,646
				<u>Component Units</u>				
8,331,862	7,434,700	7,724,200	8,042,362	Downtown Development Authority	12,285,917	12,285,917	4,634,017	3,408,345
11,192,434	12,314,900	17,095,080	6,412,254	DDA Parking System	17,599,936	17,599,936	2,836,936	3,575,318
799,177	756,100	1,134,400	420,877	DDA Housing	721,300	721,300	357,500	63,377
1,820,155	4,710,000	4,088,000	2,442,155	DDA Parking Maintenance	2,613,000	2,613,000	3,000	2,439,155
4,246,125	4,762,900	5,685,125	3,323,900	SmartZone LDFA	7,809,308	7,809,308	2,786,058	537,842
				<u>Capital Projects Funds</u>				
8,262,521	8,005,557	8,981,527	7,286,551	2019-A Capital Improvement Bonds	-	-	-	7,286,551
498,352	105,000	583,256	20,096	Capital Sinking Fund	403,042	400,000	-	23,138
1,270,089	3,113,742	4,149,817	234,014	General Capital Improvements	4,188,268	4,188,268	-	234,014

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

<u>Net Assets June 30, 2020</u>	<u>FY 2021 Forecasted Revenues</u>	<u>FY 2021 Forecasted Expenditures</u>	<u>Forecasted Net Assets June 30, 2021</u>	<u>Fund</u>	<u>FY 2022 Approved Revenues</u>	<u>FY 2022 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Net Assets June 30, 2022</u>
				<u>Intergovernmental Service Funds</u>				
2,690,218	1,137,599	1,121,819	2,705,998	Central Stores	1,316,075	1,316,075	-	2,705,998
26,642,909	7,098,679	9,857,887	23,883,701	Fleet Services	10,015,824	10,015,824	1,790,969	22,092,732
4,903,987	8,459,712	8,763,509	4,600,190	Information Technology	10,575,765	10,382,884	155,491	4,637,580
9,707,054	30,257,816	30,225,364	9,739,506	Risk Fund	35,607,170	35,607,170	1,791,280	7,948,226
404,376	591,765	434,314	561,827	Wheeler Center	679,426	489,577	-	751,676
2,586,614	5,388,855	5,388,855	2,586,614	Project Management	5,937,426	5,887,869	131,790	2,504,381
				<u>Enterprise Funds</u>				
3,321,956	1,050,065	1,023,589	3,348,432	Airport (major fund)	1,645,626	1,645,626	683,181	2,665,251
155,901,303	33,845,707	26,286,484	163,460,526	Sewage Disposal System (major fund)	34,559,156	29,097,927	76,000	168,845,755
21,196,192	17,952,154	20,460,384	18,687,962	Solid Waste (major fund)	19,695,959	19,695,959	1,710,096	16,977,866
20,333,895	16,278,187	15,051,225	21,560,857	Stormwater Sewer System (major fund)	13,792,093	9,758,896	50,000	25,544,054
123,536,341	29,918,671	23,525,377	129,929,635	Water Supply System (major fund)	31,414,189	24,037,115	74,000	137,232,709

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

Net Operating Funds Available June 30, 2020	FY 2021 Forecasted Revenues	FY 2021 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2021	Fund	FY 2022 Approved Revenues	FY 2022 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2022
Intergovernmental Service Funds								
2,016,631	1,137,599	1,121,819	2,032,411	Central Stores	1,316,075	1,316,075	-	2,032,411
26,045,346	7,098,679	9,857,887	23,286,138	Fleet Services	10,015,824	10,015,824	1,790,969	21,495,169
4,569,272	8,459,712	8,763,509	4,265,475	Information Technology	10,575,765	10,382,884	155,491	4,302,865
8,580,389	30,257,816	30,225,364	8,612,841	Risk Fund	35,607,170	35,607,170	1,791,280	6,821,561
355,013	591,765	434,314	512,464	Wheeler Center	679,426	489,577	-	702,313
1,855,405	5,388,855	5,388,855	1,855,405	Project Management	5,937,426	5,887,869	131,790	1,773,172
Enterprise Funds								
3,202,054	1,050,065	1,023,589	3,228,530	Airport (major fund)	1,645,626	1,645,626	683,181	2,545,349
145,234,452	33,845,707	26,286,484	152,793,675	Sewage Disposal System (major fund)	34,559,156	29,097,927	76,000	158,178,904
19,411,396	17,952,154	20,460,384	16,903,166	Solid Waste (major fund)	19,695,959	19,695,959	1,710,096	15,193,070
17,750,512	16,278,187	15,051,225	18,977,474	Stormwater Sewer System (major fund)	13,792,093	9,758,896	50,000	22,960,671
114,381,030	29,918,671	23,525,377	120,774,324	Water Supply System (major fund)	31,414,189	24,037,115	74,000	128,077,398

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

NOTES: The following major and nonmajor funds are projected to have a change in fund balance over ±10% during Fiscal Year 2021:

Fund	Variance	Reason for Variance
Affordable Housing	+14%	Planned use of fund balance for specific projects or items
Alternative Transportation	+253%	Planned use of fund balance for specific projects or items
Construction Code Fund	-15%	Planned use of fund balance for specific projects or items
County Mental Health Millage	-38%	Planned use of fund balance for specific projects or items
Drug Enforcement	-27%	Planned use of fund balance for specific projects or items
Energy Projects	-19%	Planned use of fund balance for specific projects or items
Federal Equitable Sharing Forfeitures	-89%	Planned use of fund balance for specific projects or items
Major Streets	-11%	Planned use of fund balance for specific projects or items
Michigan Justice Training	-82%	Planned use of fund balance for specific projects or items
Open Space and Parkland Preservation	+12%	Throughout the year, budget amendments are done for land purchases. This is not typically planned for in the adopted budget.
Parks Memorials & Contributions	+18%	Planned accumulation of fund balance
Street Repair Millage (major fund)	+19%	Planned accumulation of fund balance to ensure fund balance meets policy minimums
Downtown Development Authority	-58%	Planned use of fund balance for specific projects or items
DDA Parking System	-44%	Planned use of fund balance for specific projects or items
DDA Housing	-85%	Planned use of fund balance for specific projects or items
SmartZone LDFA	-84%	Planned use of fund balance for specific projects or items
Capital Sinking Fund	+15%	Planned use of fund balance for specific projects or items
Risk Fund	-18%	Planned use of fund balance for specific projects or items
Wheeler Center	+34%	Planned accumulation of fund balance
Airport (major fund)	-20%	Planned use of fund balance for specific projects or items
Stormwater Sewer System (major fund)	+18%	Planned accumulation of fund balance

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Description of Revenue Categories

TAXES

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 24% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year multiplied by the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

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 37% of City revenues and are described in more detail below.

POLICE & FIRE

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

SOLID WASTE

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

ENTERPRISE SALES

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

Description of Revenue Categories

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

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

INVESTMENT INCOME

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 9% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds multiplied by an average of expected investment rates based on the economic outlook.

MISCELLANEOUS

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

PRIOR YEAR SURPLUS

Prior Year Surplus represents the use of surplus funds from previous years' budgets and represents 4% of the City's revenues. This is used only to balance one-time expenditure requests. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

Description of Revenue Categories

OPERATING TRANSFERS

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

CONTRIBUTIONS

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

SALE OF BONDS

This represents revenues received from bond proceeds for capital projects and represents 8% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

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

Generally, these numbers are based on the level of service being rendered and the expected cost to provide the service, which determines the expected revenues for the year. This category represents 5% of City revenues.

FY 2022 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	721,300										721,300
0002 ENERGY PROJECTS	104,461			104,461							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	12,285,917										12,285,917
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHOR	7,809,308										7,809,308
0010 GENERAL	118,160,324		\$274,598	\$3,287,060	\$10,954,242	\$76,753,417	\$2,871,841	\$4,097,405	\$1,508,281	\$18,413,480	
0011 CENTRAL STORES	1,316,075						1,316,075				
0012 FLEET SERVICES	10,015,824			10,015,824							
0014 INFORMATION TECHNOLOGY	10,575,765					10,575,765					
0016 COMMUNITY TELEVISION NETWORK	2,003,692			2,003,692							
0021 MAJOR STREET	12,860,813						12,860,813				
0022 LOCAL STREET	3,427,224						3,427,224				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,958,724				2,958,724						
0025 BANDEMER PROPERTY	8,427				8,427						
0026 CONSTRUCTION CODE FUND	5,221,372				5,221,372						
0027 DRUG ENFORCEMENT	3,860							3,860			
0028 FEDERAL EQUITABLE SHARING	55,291							55,291			
0033 DDA PARKING MAINTENANCE	2,613,000										2,613,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	221,021				221,021						
0035 GENERAL DEBT SERVICE	10,015,389									10,015,389	
0036 METRO EXPANSION	499,177						499,177				
0038 SPECIAL ASSISTANCE	15,144				15,144						
0041 OPEN SPACE ENDOWMENT	23,360				23,360						
0042 WATER SUPPLY SYSTEM	31,414,189						31,414,189				
0043 SEWAGE DISPOSAL SYSTEM	34,559,156						34,559,156				
0048 AIRPORT	1,645,626			1,645,626							
0049 PROJECT MANAGEMENT	5,937,426						5,937,426				
0052 VEBA TRUST	13,235,739										13,235,739
0053 POLICE AND FIRE RELIEF	50,026							50,026			
0054 CEMETERY PERPETUAL CARE	4,035			4,035							
0055 ELIZABETH R DEAN TRUST	61,403						61,403				
0057 RISK FUND	35,607,170					35,607,170					
0058 WHEELER CENTER	679,426						679,426				
0059 EMPLOYEES RETIREMENT SYSTEM	53,684,432										53,684,432
0061 ALTERNATIVE TRANSPORTATION	657,157						657,157				
0062 STREET & SIDEWALK REPAIR MILLAGE	15,878,076						15,878,076				
0063 DDA PARKING SYSTEM	17,599,936										17,599,936
0064 MICHIGAN JUSTICE TRAINING	33,119							33,119			
0069 STORMWATER SEWER SYSTEM	13,792,093						13,792,093				

FY 2022 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
0070 AFFORDABLE HOUSING	7,752				7,752						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	7,253,384				7,253,384						
0072 SOLID WASTE FUND	19,695,959						19,695,959				
0082 STORMWATER BOND PENDING	9,205,000						9,205,000				
0084 DEVELOPER OFFSET MITIGATION	1,018,035						1,018,035				
0088 SEWER BOND	18,274,000						18,274,000				
0089 WATER BOND	14,516,000						14,516,000				
00CP GENERAL CAPITAL FUND	4,188,268					2,500,000	688,268	1,000,000			
00MG MAJOR GRANTS PROGRAM	7,000			7,000							
0100 COUNTY MENTAL HEALTH MILLAGE	2,742,857			1,000,000	1,234,000	8,857	500,000				
0101 CAPITAL SINKING FUND	403,042			400,000		3,042					
0102 SIDEWALK CONSTRUCTION FUND	2,183,050						2,183,050				
0103 AFFORDABLE HOUSING MILLAGE	6,305,250				6,305,250						
	\$ 511,779,074	\$ -	\$ 274,598	\$ 18,467,698	\$ 34,202,676	\$ 125,448,251	\$ 190,034,368	\$ 5,239,701	\$ 1,733,281	\$ 28,428,869	\$ 107,949,632

FY 2023 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	391,300										391,300
0002 ENERGY PROJECTS	102,799			102,799							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	7,918,200										7,918,200
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	5,208,326										5,208,326
0010 GENERAL	121,415,048		\$277,510	\$3,344,872	\$11,141,634	\$78,347,477	\$3,057,259	\$4,462,357	\$1,508,281	\$19,275,658	
0011 CENTRAL STORES	1,336,697						1,336,697				
0012 FLEET SERVICES	11,731,488			11,731,488							
0014 INFORMATION TECHNOLOGY	10,592,000					10,592,000					
0016 COMMUNITY TELEVISION NETWORK	1,993,066			1,993,066							
0021 MAJOR STREET	13,031,053						13,031,053				
0022 LOCAL STREET	3,361,677						3,361,677				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	3,000,264				3,000,264						
0025 BANDEMER PROPERTY	8,205				8,205						
0026 CONSTRUCTION CODE FUND	5,232,429				5,232,429						
0027 DRUG ENFORCEMENT	816							816			
0028 FEDERAL EQUITABLE SHARING	11,578							11,578			
0033 DDA PARKING MAINTENANCE	2,613,000										2,613,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	817,872				817,872						
0035 GENERAL DEBT SERVICE	10,469,638									10,469,638	
0036 METRO EXPANSION	503,883						503,883				
0038 SPECIAL ASSISTANCE	15,103				15,103						
0041 OPEN SPACE ENDOWMENT	20,971				20,971						
0042 WATER SUPPLY SYSTEM	33,015,224						33,015,224				
0043 SEWAGE DISPOSAL SYSTEM	35,176,617						35,176,617				
0048 AIRPORT	963,172			963,172							
0049 PROJECT MANAGEMENT	6,036,391						6,036,391				
0052 VEBA TRUST	13,889,539										13,889,539
0053 POLICE AND FIRE RELIEF	50,018							50,018			
0054 CEMETERY PERPETUAL CARE	3,739			3,739							
0055 ELIZABETH R DEAN TRUST	61,409						61,409				
0057 RISK FUND	36,661,718					36,661,718					
0058 WHEELER CENTER	687,875						687,875				
0059 EMPLOYEES RETIREMENT SYSTEM	53,683,010										53,683,010
0061 ALTERNATIVE TRANSPORTATION	804,886						804,886				
0062 STREET & SIDEWALK REPAIR MILLAGE	17,102,182						17,102,182				
0063 DDA PARKING SYSTEM	18,732,066										18,732,066
0064 MICHIGAN JUSTICE TRAINING	15,085							15,085			
0069 STORMWATER SEWER SYSTEM	14,225,945						14,225,945				

FY 2023 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
0070 AFFORDABLE HOUSING	5,537				5,537						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	7,709,013				7,709,013						
0072 SOLID WASTE FUND	20,307,351						20,307,351				
0082 STORMWATER BOND PENDING	6,864,000						6,864,000				
0084 DEVELOPER OFFSET MITIGATION	865,739						865,739				
0088 SEWER BOND	16,477,000						16,477,000				
0089 WATER BOND	21,128,000						21,128,000				
00CP GENERAL CAPITAL FUND	1,940,000						940,000	1,000,000			
0100 COUNTY MENTAL HEALTH MILLAGE	2,656,326			1,060,000	1,060,000	6,326	530,000				
0101 CAPITAL SINKING FUND	402,173			400,000		2,173					
0102 SIDEWALK CONSTRUCTION FUND	1,793,837						1,793,837				
0103 AFFORDABLE HOUSING MILLAGE	6,469,187				6,469,187						
	\$ 517,727,452	\$ -	\$ 277,510	\$ 19,599,136	\$ 35,480,215	\$ 125,609,694	\$ 197,307,025	\$ 5,539,854	\$ 1,733,281	\$ 29,745,296	\$ 102,435,441

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023	
General	GENERAL							
	CHARGES FOR SERVICES	10,593,311	8,691,173	10,497,284	6,097,313	9,536,735	10,217,947	
	CONTRIBUTIONS	29,075	-	-	-	-	-	
	FINES & FORFEITS	4,437,460	3,561,661	4,858,380	3,237,352	3,968,247	4,327,461	
	INTERGOVERNMENTAL REVENUES	12,760,116	14,472,329	14,202,658	14,185,035	14,894,367	14,894,367	
	INTRAGOVERNMENTAL SALES	14,412,402	15,082,585	16,916,114	16,338,624	17,855,742	18,575,865	
	INVESTMENT INCOME	1,594,533	1,704,334	933,355	550,309	459,474	378,109	
	LICENSES, PERMITS & REGISTRATIONS	2,075,642	1,666,428	1,811,007	1,284,292	1,899,586	1,899,586	
	MISCELLANEOUS REVENUE	1,087,250	1,564,930	823,601	1,495,036	980,465	981,658	
	OPERATING TRANSFERS IN	945,310	3,234,165	1,541,262	4,065,676	1,099,397	1,120,035	
	SALE OF BONDS	5,350,000	-	-	-	-	-	
	PRIOR YEAR SURPLUS	-	-	883,149	33,135	2,811,706	2,686,333	
	SPECIAL ASSESSMENTS	-	(2,774)	-	-	-	-	
	TAXES	58,071,685	60,987,539	63,018,033	63,207,715	64,654,605	66,333,687	
	Total		\$ 111,356,782	\$ 110,962,369	\$ 115,484,843	\$ 110,494,487	\$ 118,160,324	\$ 121,415,048
	Debt Service	GENERAL DEBT SERVICE						
		CHARGES FOR SERVICES	4,181,335	5,402,027	5,567,967	5,567,967	5,582,300	6,033,676
INVESTMENT INCOME		9,861	38,961	1,200	2,091	1,200	1,200	
MISCELLANEOUS REVENUE		69	19	-	-	-	-	
OPERATING TRANSFERS IN		4,432,666	4,442,566	4,437,597	4,437,597	4,431,889	4,434,762	
SALE OF BONDS		39,206,297	-	-	-	-	-	
TAXES		2,117	2,133	-	-	-	-	
Total			\$ 47,832,346	\$ 9,885,706	\$ 10,006,764	\$ 10,007,655	\$ 10,015,389	\$ 10,469,638
Enterprise	WATER SUPPLY SYSTEM							
	CHARGES FOR SERVICES	26,289,647	25,375,006	28,417,144	26,060,923	28,892,067	30,594,222	
	INTERGOVERNMENTAL REVENUES	402,576	432,518	500,000	418,185	-	-	
	INVESTMENT INCOME	1,546,121	2,265,396	725,179	446,848	300,763	214,831	
	LICENSES, PERMITS & REGISTRATIONS	170,128	67,745	120,000	124,500	120,000	120,000	
	MISCELLANEOUS REVENUE	162,661	453,643	16,200	834,720	16,200	16,200	
	OPERATING TRANSFERS IN	1,444,368	2,293,675	2,033,495	2,033,495	2,011,159	2,069,971	
	PRIOR YEAR SURPLUS	-	-	73,450	-	74,000	-	
	TAXES	5,180	3,144	-	-	-	-	
	Total		\$ 30,020,681	\$ 30,891,127	\$ 31,885,468	\$ 29,918,671	\$ 31,414,189	\$ 33,015,224
		WATER PENDING BOND SERIES (0089)						
INVESTMENT INCOME	63	75	-	-	-	-		
SALE OF BONDS	-	-	18,104,000	16,016,247	14,516,000	21,128,000		
Total		\$ 63	\$ 75	\$ 18,104,000	\$ 16,016,247	\$ 14,516,000	\$ 21,128,000	
	WATER PENDING BOND SERIES (0096)							
INTERGOVERNMENTAL REVENUES	-	-	457,880	-	-	-		
INVESTMENT INCOME	(170,817)	(332,755)	-	-	-	-		
OPERATING TRANSFERS IN	1,953,421	1,239,412	2,215,994	-	-	-		
Total		\$ 1,782,604	\$ 906,657	\$ 2,673,874	\$ -	\$ -	\$ -	
	SEWAGE DISPOSAL SYSTEM							
CHARGES FOR SERVICES	29,816,439	31,156,005	33,877,691	33,198,377	34,072,605	34,883,366		
INTERGOVERNMENTAL REVENUES	853,152	98,207	-	15,545	-	-		
INVESTMENT INCOME	1,849,166	2,095,152	867,013	609,961	410,551	293,251		
LICENSES, PERMITS & REGISTRATIONS	-	-	-	4,620	-	-		
MISCELLANEOUS REVENUE	10,052	43,107	1,050	17,204	-	-		
OPERATING TRANSFERS IN	(63,458)	357,315	-	-	-	-		
PRIOR YEAR SURPLUS	-	-	1,224,793	-	76,000	-		
Total		\$ 32,465,351	\$ 33,749,786	\$ 35,970,547	\$ 33,845,707	\$ 34,559,156	\$ 35,176,617	
	SEWER BOND PENDING SERIES							
INVESTMENT INCOME	4	4	-	-	-	-		
SALE OF BONDS	-	-	16,125,750	19,365,774	18,274,000	16,477,000		
Total		\$ 4	\$ 4	\$ 16,125,750	\$ 19,365,774	\$ 18,274,000	\$ 16,477,000	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	AIRPORT						
	CHARGES FOR SERVICES	937,856	933,545	934,740	933,475	945,740	951,240
	INTERGOVERNMENTAL REVENUES	118,425	-	69,000	95,519	-	-
	INVESTMENT INCOME	47,188	65,939	29,434	21,071	16,705	11,932
	MISCELLANEOUS REVENUE	199,819	(478)	-	-	-	-
	OPERATING TRANSFERS IN	-	17,746	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	683,181	-
	Total	\$ 1,303,289	\$ 1,016,752	\$ 1,033,174	\$ 1,050,065	\$ 1,645,626	\$ 963,172
	STORMWATER SEWER SYSTEM						
	CHARGES FOR SERVICES	10,840,364	11,959,200	12,939,774	13,018,623	13,579,879	14,108,078
	INTERGOVERNMENTAL REVENUES	655,167	523,986	4,500	349,988	4,500	4,500
	INVESTMENT INCOME	476,664	666,624	278,335	230,604	155,214	110,867
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-	-
	MISCELLANEOUS REVENUE	9,828	2,297	2,500	3,222	2,500	2,500
	OPERATING TRANSFERS IN	1,192	476,170	2,700,471	2,675,750	-	-
	PRIOR YEAR SURPLUS	-	-	217,955	-	50,000	-
	Total	\$ 11,983,216	\$ 13,628,277	\$ 16,143,535	\$ 16,278,187	\$ 13,792,093	\$ 14,225,945
	STORMWATER BOND						
	INVESTMENT INCOME	84	100	-	-	-	-
	SALE OF BONDS	-	-	4,845,000	9,098,344	9,205,000	6,864,000
	Total	\$ 84	\$ 100	\$ 4,845,000	\$ 9,098,344	\$ 9,205,000	\$ 6,864,000
	SOLID WASTE						
	CHARGES FOR SERVICES	3,913,342	3,708,199	3,800,850	3,253,630	3,047,000	3,047,000
	INVESTMENT INCOME	907,934	1,002,257	606,466	332,000	274,050	195,750
	MISCELLANEOUS REVENUE	9,851	6,081	2,500	300	-	-
	OPERATING TRANSFERS IN	-	162,738	31,988	23,625	-	-
	PRIOR YEAR SURPLUS	-	-	754,440	-	1,710,096	2,018,502
	TAXES	13,059,949	13,725,346	14,214,131	14,342,599	14,664,813	15,046,099
	Total	\$ 17,891,076	\$ 18,604,621	\$ 19,410,375	\$ 17,952,154	\$ 19,695,959	\$ 20,307,351
	DEVELOPER OFFSET MITIGATION						
	CHARGES FOR SERVICES	1,878,000	687,000	3,700,000	850,000	996,000	850,000
	INVESTMENT INCOME	43,825	85,243	-	-	22,035	15,739
	Total	\$ 1,921,825	\$ 772,243	\$ 3,700,000	\$ 850,000	\$ 1,018,035	\$ 865,739
Internal Service	CENTRAL STORES						
	CHARGES FOR SERVICES	-	-	-	-	75,000	75,000
	INTRAGOVERNMENTAL SALES	834,854	977,538	1,181,014	1,109,014	1,219,826	1,231,150
	INVESTMENT INCOME	68,440	76,586	48,661	28,585	19,249	13,749
	MISCELLANEOUS REVENUE	3,049	-	-	-	2,000	16,798
	OPERATING TRANSFERS IN	-	12,645	-	-	-	-
	Total	\$ 906,343	\$ 1,066,769	\$ 1,229,675	\$ 1,137,599	\$ 1,316,075	\$ 1,336,697
	FLEET SERVICES						
	CONTRIBUTIONS	400,737	498,873	-	168,090	-	-
	INTRAGOVERNMENTAL SALES	8,239,890	8,227,696	7,032,566	6,720,221	8,094,467	7,468,537
	INVESTMENT INCOME	393,174	526,097	241,703	194,430	130,388	93,134
	MISCELLANEOUS REVENUE	323,394	4,402	-	15,938	-	-
	OPERATING TRANSFERS IN	-	72,819	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	3,128,625	-	1,790,969	4,169,817
	Total	\$ 9,357,195	\$ 9,329,887	\$ 10,402,894	\$ 7,098,679	\$ 10,015,824	\$ 11,731,488
	INFORMATION TECHNOLOGY						
	CHARGES FOR SERVICES	7,844,089	8,335,563	8,291,593	8,300,064	10,377,704	10,491,593
	CONTRIBUTIONS	26,820	-	-	-	-	-
	INVESTMENT INCOME	132,043	172,702	89,405	65,373	42,570	30,407
	MISCELLANEOUS REVENUE	54,737	43,936	94,275	94,275	-	-
	OPERATING TRANSFERS IN	-	168,866	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	2,346,340	-	155,491	70,000
	Total	\$ 8,057,689	\$ 8,721,068	\$ 10,821,613	\$ 8,459,712	\$ 10,575,765	\$ 10,592,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	PROJECT MANAGEMENT						
	CHARGES FOR SERVICES	3,415,629	3,304,568	5,302,168	5,352,951	5,781,470	5,854,905
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	74,704	103,049	50,373	35,904	24,166	17,262
	MISCELLANEOUS REVENUE	1,869	1,104	2,379	-	-	-
	OPERATING TRANSFERS IN	-	72,187	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	168,834	-	131,790	164,224
	Total	\$ 3,492,202	\$ 3,480,907	\$ 5,523,754	\$ 5,388,855	\$ 5,937,426	\$ 6,036,391
	RISK FUND						
	CHARGES FOR SERVICES	28,998,864	28,531,031	31,664,411	25,659,871	31,942,771	34,245,032
	CONTRIBUTIONS	2,009,065	2,147,121	1,200,000	1,710,704	1,460,000	1,460,000
	INVESTMENT INCOME	447,664	472,728	311,544	181,796	113,119	80,799
	MISCELLANEOUS REVENUE	408,395	492,902	400,000	305,445	300,000	300,000
	OPERATING TRANSFERS IN	-	-	5,237,824	2,400,000	-	-
	PRIOR YEAR SURPLUS	-	-	956,786	-	1,791,280	575,887
	Total	\$ 31,863,988	\$ 31,643,781	\$ 39,770,565	\$ 30,257,816	\$ 35,607,170	\$ 36,661,718
	WHEELER CENTER						
	CHARGES FOR SERVICES	435,200	607,094	591,765	591,765	676,044	685,459
	INVESTMENT INCOME	8,453	15,515	4,942	-	3,382	2,416
	MISCELLANEOUS REVENUE	-	9	-	-	-	-
	OPERATING TRANSFERS IN	-	2,068	-	-	-	-
	Total	\$ 443,653	\$ 624,686	\$ 596,707	\$ 591,765	\$ 679,426	\$ 687,875
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	CONTRIBUTIONS	-	-	-	-	-	-
	INVESTMENT INCOME	90,240	100,316	61,274	83,781	59,621	59,095
	OPERATING TRANSFERS IN	-	1,480	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	1,782	2,314
	Total	\$ 90,240	\$ 101,796	\$ 61,274	\$ 83,781	\$ 61,403	\$ 61,409
	POLICE & FIRE RELIEF						
	INVESTMENT INCOME	18,842	11,258	16,097	16,012	26	18
	PRIOR YEAR SURPLUS	-	-	50,000	-	50,000	50,000
	Total	\$ 18,842	\$ 11,258	\$ 66,097	\$ 16,012	\$ 50,026	\$ 50,018
Pension Trust	VEBA TRUST						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	CONTRIBUTIONS	120,363	111,561	190,000	241,652	190,000	190,000
	INVESTMENT INCOME	12,044,111	6,930,122	13,257,580	13,300,000	12,200,380	12,200,271
	MISCELLANEOUS REVENUE	620	-	-	-	-	-
	OPERATING TRANSFERS IN	2,696,180	661,361	965,951	965,951	845,359	1,499,268
	PRIOR YEAR SURPLUS	-	-	5,237,824	-	-	-
	Total	\$ 14,861,274	\$ 7,703,044	\$ 19,651,355	\$ 14,507,603	\$ 13,235,739	\$ 13,889,539
	EMPLOYEES' RETIREMENT SYSTEM						
	CHARGES FOR SERVICES	17,068,323	17,734,893	18,927,318	18,957,318	20,250,000	20,250,000
	CONTRIBUTIONS	334,757	289,780	339,455	339,455	339,455	339,455
	INVESTMENT INCOME	31,210,342	23,733,473	32,390,761	32,470,000	33,074,977	33,073,555
	MISCELLANEOUS REVENUE	12,021	16,588	15,000	20,000	20,000	20,000
	OPERATING TRANSFERS IN	-	26,647	-	-	-	-
	Total	\$ 48,625,443	\$ 41,801,382	\$ 51,672,534	\$ 51,786,773	\$ 53,684,432	\$ 53,683,010
Special Revenue	ENERGY PROJECTS						
	INVESTMENT INCOME	19,224	20,377	6,077	6,077	2,879	2,056
	MISCELLANEOUS REVENUE	11,291	9,133	18,000	18,000	-	-
	OPERATING TRANSFERS IN	5,916	99,996	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	85,166	-	52,130	53,436
	SPECIAL ASSESSMENTS	86,069	(12,421)	51,597	51,597	49,452	47,307
	Total	\$ 122,500	\$ 117,086	\$ 160,840	\$ 75,674	\$ 104,461	\$ 102,799

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	COMMUNITY TELEVISION NETWORK						
	INVESTMENT INCOME	123,012	149,870	85,499	58,548	37,192	26,566
	LICENSES, PERMITS & REGISTRATIONS	1,991,113	1,877,218	2,055,000	1,764,585	1,966,500	1,966,500
	MISCELLANEOUS REVENUE	300	5,765	-	135	-	-
	OPERATING TRANSFERS IN	-	68,133	-	-	-	-
	Total	\$ 2,114,425	\$ 2,100,986	\$ 2,140,499	\$ 1,823,268	\$ 2,003,692	\$ 1,993,066
	HOMELAND SECURITY GRANT FUND						
	INTERGOVERNMENTAL REVENUES	41,222	44,478	44,609	44,609	-	-
	INVESTMENT INCOME	(14)	68	-	-	-	-
	Total	\$ 41,208	\$ 44,546	\$ 44,609	\$ 44,609	\$ -	\$ -
	MAJOR STREET						
	CHARGES FOR SERVICES	813,661	781,281	773,310	822,321	778,012	791,988
	CONTRIBUTIONS	723,619	2,991	184	184	-	-
	INTERGOVERNMENTAL REVENUES	10,301,232	9,945,725	10,309,335	10,309,335	10,277,682	10,277,682
	INTRAGOVERNMENTAL SALES	359,778	267,765	265,000	17,598	212,500	212,500
	INVESTMENT INCOME	456,995	612,764	324,251	195,000	145,537	103,955
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	82,200	50,000	50,000
	MISCELLANEOUS REVENUE	96,685	59,371	15,150	38,675	10,000	10,000
	OPERATING TRANSFERS IN	41,016	560,881	1,547,441	1,313,872	32,229	32,202
	PRIOR YEAR SURPLUS	-	-	3,552,518	-	1,354,853	1,552,726
	Total	\$ 12,792,986	\$ 12,230,778	\$ 16,787,189	\$ 12,779,185	\$ 12,860,813	\$ 13,031,053
	LOCAL STREET						
	CHARGES FOR SERVICES	192,422	194,737	202,160	202,160	206,203	210,327
	CONTRIBUTIONS	-	5,163	-	-	-	-
	INTERGOVERNMENTAL REVENUES	3,302,514	2,718,333	2,852,042	2,852,042	2,856,525	2,856,525
	INVESTMENT INCOME	222,812	214,093	124,744	65,000	58,400	41,714
	MISCELLANEOUS REVENUE	242	949	-	413	-	-
	OPERATING TRANSFERS IN	-	43,683	6,762	6,762	6,758	6,752
	PRIOR YEAR SURPLUS	-	-	306,000	-	299,338	246,359
	Total	\$ 3,717,989	\$ 3,176,959	\$ 3,491,708	\$ 3,126,377	\$ 3,427,224	\$ 3,361,677
	COURT FACILITIES						
	FINES & FORFEITS	63,739	52,573	90,000	90,000	90,000	90,000
	INVESTMENT INCOME	348	1,027	-	175	-	-
	OPERATING TRANSFERS IN	160,900	171,000	135,000	135,000	135,000	135,000
	Total	\$ 224,987	\$ 224,599	\$ 225,000	\$ 225,175	\$ 225,000	\$ 225,000
	OPEN SPACE & PARKLAND PRESERVATION						
	CONTRIBUTIONS	-	4,000	-	-	-	-
	INTERGOVERNMENTAL REVENUES	141,120	511,070	-	213,750	-	-
	INVESTMENT INCOME	384,465	437,783	262,738	-	113,523	81,088
	MISCELLANEOUS REVENUE	4,305	879	-	-	-	-
	OPERATING TRANSFERS IN	-	1,991	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	779,008	-	-	-
	TAXES	2,528,887	2,660,735	2,751,967	2,751,967	2,845,201	2,919,176
	Total	\$ 3,058,777	\$ 3,616,458	\$ 3,793,713	\$ 2,965,717	\$ 2,958,724	\$ 3,000,264
	BANDEMER PROPERTY						
	CHARGES FOR SERVICES	1,170	870	-	-	-	-
	INVESTMENT INCOME	2,432	3,177	1,565	-	777	555
	MISCELLANEOUS REVENUE	7,650	5,700	7,650	7,650	7,650	7,650
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 10,082	\$ 8,877	\$ 9,215	\$ 7,650	\$ 8,427	\$ 8,205
	CONSTRUCTION CODE FUND						
	INVESTMENT INCOME	230,320	250,197	135,290	-	66,558	47,541
	LICENSES, PERMITS & REGISTRATIONS	4,471,999	3,955,148	4,093,850	4,150,855	4,303,250	4,181,250
	MISCELLANEOUS REVENUE	1,426	7,663	1,200	90	1,200	1,200
	OPERATING TRANSFERS IN	-	100,790	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,243,023	-	850,364	1,002,438
	Total	\$ 4,703,745	\$ 4,313,798	\$ 5,473,363	\$ 4,150,945	\$ 5,221,372	\$ 5,232,429

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	DRUG ENFORCEMENT						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	FINES & FORFEITS	21,915	7,616	10,262	10,262	500	500
	INVESTMENT INCOME	1,610	1,801	1,796	1,796	443	316
	MISCELLANEOUS REVENUE	1,390	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	46,735	-	2,917	-
	Total	\$ 24,915	\$ 9,417	\$ 58,793	\$ 12,058	\$ 3,860	\$ 816
	FEDERAL EQUITABLE SHARING FORFEITURE						
	FINES & FORFEITS	88,662	148,296	21,892	18,145	10,000	10,000
	INVESTMENT INCOME	4,375	8,765	2,663	2,663	2,209	1,578
	PRIOR YEAR SURPLUS	-	-	165,879	-	43,082	-
	Total	\$ 93,037	\$ 157,061	\$ 190,434	\$ 20,808	\$ 55,291	\$ 11,578
	PARKS MEMORIALS & CONTRIBUTIONS						
	CHARGES FOR SERVICES	62,809	57,247	75,000	75,000	75,000	75,000
	CONTRIBUTIONS	314,150	117,220	177,125	180,705	135,000	735,000
	INVESTMENT INCOME	34,375	44,614	18,287	-	11,021	7,872
	OPERATING TRANSFERS IN	-	21	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	50,000	-	-	-
	Total	\$ 411,334	\$ 219,102	\$ 320,412	\$ 255,705	\$ 221,021	\$ 817,872
	METRO EXPANSION						
	INTERGOVERNMENTAL REVENUES	398,388	440,749	390,000	420,000	420,000	420,000
	INVESTMENT INCOME	79,172	104,894	50,984	39,500	24,797	17,712
	MISCELLANEOUS REVENUE	-	14,786	-	-	-	-
	OPERATING TRANSFERS IN	-	3,570	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	54,380	66,171
	Total	\$ 477,560	\$ 563,999	\$ 440,984	\$ 459,500	\$ 499,177	\$ 503,883
	SPECIAL ASSISTANCE						
	CONTRIBUTIONS	5,232	11,091	5,000	5,000	15,000	15,000
	INVESTMENT INCOME	424	523	227	-	144	103
	PRIOR YEAR SURPLUS	-	-	12,000	12,000	-	-
	Total	\$ 5,656	\$ 11,614	\$ 17,227	\$ 17,000	\$ 15,144	\$ 15,103
	OPEN SPACE ENDOWMENT						
	INVESTMENT INCOME	26,896	33,672	17,836	17,836	8,360	5,971
	OPERATING TRANSFERS IN	95,468	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	15,000	-	15,000	15,000
	Total	\$ 122,364	\$ 33,672	\$ 32,836	\$ 17,836	\$ 23,360	\$ 20,971
	CEMETARY PERPETUAL CARE						
	CHARGES FOR SERVICES	1,500	10,650	3,000	3,075	3,000	3,000
	INVESTMENT INCOME	1,810	1,907	2,343	2,343	1,035	739
	Total	\$ 3,310	\$ 12,557	\$ 5,343	\$ 5,418	\$ 4,035	\$ 3,739
	ART IN PUBLIC PLACES						
	INVESTMENT INCOME	2,731	-	-	-	-	-
	Total	\$ 2,731	\$ -	\$ -	\$ -	\$ -	\$ -
	ALTERNATIVE TRANSPORTATION						
	INTERGOVERNMENTAL REVENUES	-	-	-	300,000	-	-
	INVESTMENT INCOME	25,967	31,758	14,150	14,150	7,947	5,676
	MISCELLANEOUS REVENUE	75	-	-	-	-	-
	OPERATING TRANSFERS IN	565,344	635,641	756,445	1,356,445	649,210	799,210
	SPECIAL ASSESSMENTS	5,375	4,409	-	-	-	-
	Total	\$ 596,762	\$ 671,808	\$ 770,595	\$ 1,670,595	\$ 657,157	\$ 804,886

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	STREET, BRIDGE & SIDEWALK MILLAGE						
	CHARGES FOR SERVICES	1,737,599	237,725	292,479	-	-	-
	CONTRIBUTIONS	974,333	504,374	4,315,000	4,753,330	2,667,000	3,138,000
	INTERGOVERNMENTAL REVENUES	-	102,281	25,000	-	-	-
	INVESTMENT INCOME	318,571	411,439	262,902	200,500	103,551	73,965
	MISCELLANEOUS REVENUE	32,096	78,273	-	101,423	-	-
	OPERATING TRANSFERS IN	3,216,865	6,512,346	4,547,661	3,769,628	285,000	-
	PRIOR YEAR SURPLUS	-	-	120,000	-	-	734,307
	SPECIAL ASSESSMENTS	44,783	74,263	217,287	176,022	-	-
	TAXES	11,527,693	11,672,374	12,356,751	12,497,588	12,822,525	13,155,910
	Total	\$ 17,851,940	\$ 19,593,076	\$ 22,137,080	\$ 21,498,491	\$ 15,878,076	\$ 17,102,182
	MICHIGAN JUSTICE TRAINING						
	INTERGOVERNMENTAL REVENUES	20,135	19,013	21,000	13,320	15,000	15,000
	INVESTMENT INCOME	228	208	298	150	119	85
	PRIOR YEAR SURPLUS	-	-	-	-	18,000	-
	Total	\$ 20,362	\$ 19,222	\$ 21,298	\$ 13,470	\$ 33,119	\$ 15,085
	AFFORDABLE HOUSING						
	INVESTMENT INCOME	18,947	29,506	17,298	17,298	7,752	5,537
	OPERATING TRANSFERS IN	-	660,000	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	721,406	-	-	-
	Total	\$ 18,947	\$ 689,506	\$ 738,704	\$ 17,298	\$ 7,752	\$ 5,537
	PARK MAINT & CAPITAL IMPROVEMENT						
	INTERGOVERNMENTAL REVENUES	96,196	-	-	88,352	-	-
	INVESTMENT INCOME	215,576	246,762	133,209	-	74,364	53,117
	MISCELLANEOUS REVENUE	19,708	3,541	1,100	1,730	301,100	1,100
	OPERATING TRANSFERS IN	66,751	404,190	50,000	50,000	75,000	675,000
	PRIOR YEAR SURPLUS	-	-	24,830	-	-	-
	TAXES	5,823,064	6,358,642	6,581,214	8,482,170	6,802,920	6,979,796
	Total	\$ 6,221,294	\$ 7,013,134	\$ 6,790,353	\$ 8,622,252	\$ 7,253,384	\$ 7,709,013
	MAJOR GRANTS PROGRAMS						
	CONTRIBUTIONS	-	-	100,000	100,000	-	-
	INTERGOVERNMENTAL REVENUES	596,238	244,667	7,317,891	7,321,879	-	-
	INVESTMENT INCOME	6,261	4,812	-	(12,542)	-	-
	MISCELLANEOUS REVENUE	46,132	13,004	63,877	63,877	7,000	-
	OPERATING TRANSFERS IN	140,797	672,246	609,230	609,230	-	-
	Total	\$ 789,428	\$ 934,729	\$ 8,090,998	\$ 8,082,444	\$ 7,000	\$ -
	COUNTY MENTAL HEALTH MILLAGE						
	INVESTMENT INCOME	-	50,437	-	12,000	8,857	6,326
	MISCELLANEOUS REVENUE	-	-	-	7,725	-	-
	OPERATING TRANSFERS IN	-	20,000	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,323,406	-	234,000	-
	TAXES	2,198,572	2,342,624	2,350,000	2,350,000	2,500,000	2,650,000
	Total	\$ 2,198,572	\$ 2,413,061	\$ 3,673,406	\$ 2,369,725	\$ 2,742,857	\$ 2,656,326
	SIDEWALK CONSTRUCTION MILLAGE						
	CONTRIBUTIONS	-	-	-	-	922,000	500,000
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	TAXES	-	-	-	-	1,261,050	1,293,837
	Total	\$ -	\$ -	\$ -	\$ -	\$ 2,183,050	\$ 1,793,837
	AFFORDABLE HOUSING MILLAGE						
	TAXES	-	-	-	-	6,305,250	6,469,187
	Total	\$ -	\$ -	\$ -	\$ -	\$ 6,305,250	\$ 6,469,187

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	INDIGENT DEFENSE FUND						
	INTERGOVERNMENTAL REVENUES	146,932	75,664	244,789	46,756	-	-
	INVESTMENT INCOME	-	5,040	-	1,436	-	-
	OPERATING TRANSFERS IN	-	206,507	-	-	-	-
	Total	\$ 146,932	\$ 287,210	\$ 244,789	\$ 48,192	\$ -	\$ -
Capital Projects	GENERAL CAPITAL FUND						
	CHARGES FOR SERVICES	49,032	40,812	1,959,188	1,959,188	2,500,000	-
	INTERGOVERNMENTAL REVENUES	-	-	50,000	50,000	-	-
	INVESTMENT INCOME	72,925	66,709	-	14,530	-	-
	MISCELLANEOUS REVENUE	1,598	-	-	-	-	-
	OPERATING TRANSFERS IN	946,960	1,076,976	1,090,121	1,090,024	1,688,268	1,940,000
	Total	\$ 1,070,515	\$ 1,184,497	\$ 3,099,309	\$ 3,113,742	\$ 4,188,268	\$ 1,940,000
	CAPITAL SINKING FUND						
	INVESTMENT INCOME	-	15,096	-	5,000	3,042	2,173
	OPERATING TRANSFERS IN	-	532,860	100,000	100,000	400,000	400,000
	Total	\$ -	\$ 547,956	\$ 100,000	\$ 105,000	\$ 403,042	\$ 402,173
	2019-A CAPITAL IMPROVEMENT BONDS						
	CONTRIBUTIONS	393,383	895,452	-	424,457	-	-
	INVESTMENT INCOME	146,115	207,315	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,915,000	-	-	-
	SALE OF BONDS	15,537,735	-	2,144,200	7,581,100	-	-
	Total	\$ 16,077,233	\$ 1,102,766	\$ 4,059,200	\$ 8,005,557	\$ -	\$ -
Component Units	SMART ZONE LDFA						
	INVESTMENT INCOME	153,860	180,966	95,000	95,000	80,000	80,000
	MISCELLANEOUS REVENUE	25,538	19,533	-	9,004	-	-
	PRIOR YEAR SURPLUS	-	-	1,410,125	-	2,786,058	-
	TAXES	3,899,557	4,417,262	4,580,000	4,658,896	4,943,250	5,128,326
	Total	\$ 4,078,955	\$ 4,617,761	\$ 6,085,125	\$ 4,762,900	\$ 7,809,308	\$ 5,208,326
	DDA/HOUSING FUND						
	CHARGES FOR SERVICES	-	-	536,100	536,100	363,000	375,700
	INVESTMENT INCOME	-	-	1,000	4,000	800	800
	MISCELLANEOUS REVENUE	-	-	-	216,000	-	-
	PRIOR YEAR SURPLUS	-	-	764,400	-	357,500	14,800
	Total	\$ -	\$ -	\$ 1,301,500	\$ 756,100	\$ 721,300	\$ 391,300
	DOWNTOWN DEVELOPMENT AUTHORITY						
	INVESTMENT INCOME	-	-	120,000	80,000	40,000	40,000
	MISCELLANEOUS REVENUE	-	-	8,600	4,000	4,000	4,000
	PRIOR YEAR SURPLUS	-	-	2,523,400	-	4,634,017	-
	TAXES	-	-	7,263,400	7,350,700	7,607,900	7,874,200
	Total	\$ -	\$ -	\$ 9,915,400	\$ 7,434,700	\$ 12,285,917	\$ 7,918,200
	DDA PARKING MAINTENANCE						
	CHARGES FOR SERVICES	-	-	10,592,000	4,700,000	2,600,000	2,600,000
	INVESTMENT INCOME	-	-	80,000	10,000	10,000	10,000
	PRIOR YEAR SURPLUS	-	-	21,000	-	3,000	3,000
	Total	\$ -	\$ -	\$ 10,693,000	\$ 4,710,000	\$ 2,613,000	\$ 2,613,000
	DDA PARKING SYSTEM						
	CHARGES FOR SERVICES	-	-	25,006,600	12,042,100	14,548,000	17,864,000
	INVESTMENT INCOME	-	-	80,000	80,800	25,000	20,000
	MISCELLANEOUS REVENUE	-	-	190,000	192,000	190,000	190,000
	PRIOR YEAR SURPLUS	-	-	5,841,800	-	2,836,936	658,066
	Total	\$ -	\$ -	\$ 31,118,400	\$ 12,314,900	\$ 17,599,936	\$ 18,732,066

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	CITY TOTALS						
	CHARGES FOR SERVICES	149,070,594	147,748,626	203,952,542	168,182,221	186,828,530	194,207,533
	CONTRIBUTIONS	5,331,534	4,587,626	6,326,764	7,923,577	5,728,455	6,377,455
	FINES & FORFEITS	4,611,776	3,770,146	4,980,534	3,355,759	4,068,747	4,427,961
	INTERGOVERNMENTAL REVENUES	29,833,412	29,629,021	36,488,704	36,724,315	28,468,074	28,468,074
	INTRAGOVERNMENTAL SALES	23,846,924	24,555,584	25,394,694	24,185,457	27,382,535	27,488,052
	INVESTMENT INCOME	53,342,078	42,868,755	51,751,479	49,480,025	48,142,177	47,427,830
	LICENSES, PERMITS & REGISTRATIONS	8,708,882	7,566,538	8,079,857	7,411,052	8,339,336	8,217,336
	MISCELLANEOUS REVENUE	2,532,051	2,847,139	1,663,082	3,446,862	1,842,115	1,551,106
	PRIOR YEAR SURPLUS	-	-	35,962,892	45,135	22,867,870	14,083,380
	OPERATING TRANSFERS IN	16,649,696	25,012,690	28,007,242	25,033,055	11,659,269	13,112,200
	SALE OF BONDS	60,094,033	-	41,218,950	52,061,465	41,995,000	44,469,000
	SPECIAL ASSESSMENTS	136,228	63,477	268,884	227,619	49,452	47,307
	TAXES	97,116,702	102,169,798	113,115,496	115,641,635	124,407,514	127,850,218
	Total*	<u>\$ 451,273,908</u>	<u>\$ 390,819,401</u>	<u>\$ 557,211,120</u>	<u>\$ 493,718,177</u>	<u>\$ 511,779,074</u>	<u>\$ 517,727,452</u>

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

Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

GRANT/LOAN RECIPIENTS

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

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FY 2022 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	721,300										721,300
0002 ENERGY PROJECTS	104,461			104,461							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	12,285,917										12,285,917
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	7,809,308										7,809,308
0010 GENERAL	118,160,321	526,751	2,663,918	12,991,610	17,799,102	8,261,528	5,801,425	48,541,814	4,961,103	16,613,070	
0011 CENTRAL STORES	1,316,075						1,316,075				
0012 FLEET SERVICES	10,015,824			10,015,824							
0014 INFORMATION TECHNOLOGY	10,382,884					10,382,884					
0016 COMMUNITY TELEVISION NETWORK	1,981,295			1,981,295							
0021 MAJOR STREET	12,860,813					11,510	12,849,303				
0022 LOCAL STREET	3,427,224						3,427,224				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,428,340				1,428,340						
0025 BANDEMER PROPERTY	7,000				7,000						
0026 CONSTRUCTION CODE FUND	5,221,372				5,221,372						
0027 DRUG ENFORCEMENT	3,417							3,417			
0028 FEDERAL EQUITABLE SHARING	53,082							53,082			
0033 DDA PARKING MAINTENANCE	2,613,000										2,613,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	150,000				150,000						
0035 GENERAL DEBT SERVICE	10,015,389									10,015,389	
0036 METRO EXPANSION	499,177						499,177				
0038 SPECIAL ASSISTANCE	15,000				15,000						
0041 OPEN SPACE ENDOWMENT	15,000				15,000						
0042 WATER SUPPLY SYSTEM	24,037,115			56,732		726,909	23,253,474				
0043 SEWAGE DISPOSAL SYSTEM	29,097,927			42,335		685,786	28,369,806				
0048 AIRPORT	1,645,626			1,645,626							
0049 PROJECT MANAGEMENT	5,887,869					74,346	5,813,523				
0052 VEBA TRUST	1,021,850										1,021,850
0053 POLICE AND FIRE RELIEF	50,000							50,000			
0055 ELIZABETH R DEAN TRUST	61,403						61,403				
0057 RISK FUND	35,607,170			32,517,816		3,089,354					
0058 WHEELER CENTER	489,577						489,577				
0059 EMPLOYEES RETIREMENT SYSTEM	46,448,633										46,448,633
0061 ALTERNATIVE TRANSPORTATION	510,373				22,997		487,376				
0062 STREET & SIDEWALK REPAIR MILLAGE	14,455,248						14,455,248				
0063 DDA PARKING SYSTEM	17,599,936										17,599,936
0064 MICHIGAN JUSTICE TRAINING	33,000							33,000			
0069 STORMWATER SEWER SYSTEM	9,758,896			44,865		344,262	9,369,769				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	7,142,215				7,142,215						
0072 SOLID WASTE FUND	19,695,959			48,142		327,173	19,320,644				

FY 2022 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0082 STORMWATER BOND PENDING	9,205,000						9,205,000				
0088 SEWER BOND	18,274,000						18,274,000				
0089 WATER BOND	14,516,000						14,516,000				
00CP GENERAL CAPITAL FUND	4,188,268					2,500,000	688,268	1,000,000			
00MG MAJOR GRANTS PROGRAM	7,000			7,000							
0100 COUNTY MENTAL HEALTH MILLAGE	2,738,655			1,000,000	1,234,000		500,000			4,655	
0101 CAPITAL SINKING FUND	400,000			400,000							
0102 SIDEWALK CONSTRUCTION FUND	1,993,000						1,993,000				
0103 AFFORDABLE HOUSING MILLAGE	6,305,250				6,305,250						
	\$470,481,169	\$526,751	\$2,663,918	\$60,855,706	\$39,340,276	\$26,403,752	\$170,690,292	\$49,681,313	\$5,186,103	\$26,633,114	\$88,499,944

FY 2023 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0001 DDA/HOUSING FUND	391,300										391,300
0002 ENERGY PROJECTS	102,799			102,799							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	7,386,429										7,386,429
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	4,813,421										4,813,421
0010 GENERAL	121,415,047	529,622	2,641,164	11,533,984	18,813,632	8,462,728	6,031,325	50,551,964	5,067,421	17,783,207	
0011 CENTRAL STORES	1,336,697						1,336,697				
0012 FLEET SERVICES	11,731,488			11,731,488							
0014 INFORMATION TECHNOLOGY	10,506,205					10,506,205					
0016 COMMUNITY TELEVISION NETWORK	1,983,066			1,983,066							
0021 MAJOR STREET	13,031,053					11,729	13,019,324				
0022 LOCAL STREET	3,361,677						3,361,677				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,427,684				1,427,684						
0025 BANDEMER PROPERTY	7,000				7,000						
0026 CONSTRUCTION CODE FUND	5,232,429				5,232,429						
0027 DRUG ENFORCEMENT	500							500			
0028 FEDERAL EQUITABLE SHARING	10,000							10,000			
0033 DDA PARKING MAINTENANCE	2,613,000										2,613,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	750,000				750,000						
0035 GENERAL DEBT SERVICE	10,469,638									10,469,638	
0036 METRO EXPANSION	503,883						503,883				
0038 SPECIAL ASSISTANCE	15,000				15,000						
0041 OPEN SPACE ENDOWMENT	15,000				15,000						
0042 WATER SUPPLY SYSTEM	24,149,756			57,411		749,517	23,342,828				
0043 SEWAGE DISPOSAL SYSTEM	27,340,949			42,778		708,643	26,589,528				
0048 AIRPORT	958,784			958,784							
0049 PROJECT MANAGEMENT	6,011,532					77,947	5,933,585				
0052 VEBA TRUST	1,021,930										1,021,930
0053 POLICE AND FIRE RELIEF	50,000							50,000			
0055 ELIZABETH R DEAN TRUST	61,409						61,409				
0057 RISK FUND	36,661,718			33,542,211		3,119,507					
0058 WHEELER CENTER	501,354						501,354				
0059 EMPLOYEES RETIREMENT SYSTEM	48,151,736										48,151,736
0061 ALTERNATIVE TRANSPORTATION	722,204				23,409		698,795				
0062 STREET & SIDEWALK REPAIR MILLAGE	17,102,182						17,102,182				
0063 DDA PARKING SYSTEM	18,732,066										18,732,066
0064 MICHIGAN JUSTICE TRAINING	15,000							15,000			
0069 STORMWATER SEWER SYSTEM	9,618,412			45,494		358,666	9,214,252				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	7,637,501				7,637,501						

FY 2023 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0072 SOLID WASTE FUND	20,307,351			48,344		339,441	19,919,566				
0082 STORMWATER BOND PENDING	6,864,000						6,864,000				
0088 SEWER BOND	16,477,000						16,477,000				
0089 WATER BOND	21,128,000						21,128,000				
00CP GENERAL CAPITAL FUND	1,940,000						940,000	1,000,000			
0100 COUNTY MENTAL HEALTH MILLAGE	2,654,748			1,060,000	1,060,000		530,000			4,748	
0101 CAPITAL SINKING FUND	400,000			400,000							
0102 SIDEWALK CONSTRUCTION FUND	1,681,000						1,681,000				
0103 AFFORDABLE HOUSING MILLAGE	6,469,187				6,469,187						
	\$473,986,135	\$529,622	\$2,641,164	\$61,506,359	\$41,450,842	\$24,334,383	\$175,236,405	\$51,627,464	\$5,292,421	\$28,257,593	\$83,109,882

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023	
General	GENERAL							
	PERSONNEL SERVICES	42,047,742	42,435,126	45,730,593	43,518,965	44,911,163	46,520,810	
	PAYROLL FRINGES	23,581,028	23,805,279	26,046,757	25,107,505	27,263,827	28,813,204	
	EMPLOYEE ALLOWANCES	533,030	528,338	513,910	534,213	522,221	523,129	
	OTHER SERVICES	10,902,118	11,163,785	10,981,510	10,267,901	11,350,058	11,585,697	
	MATERIALS & SUPPLIES	1,321,020	1,332,442	1,510,192	1,266,387	1,462,016	1,484,166	
	OTHER CHARGES	11,506,015	12,613,730	13,838,288	10,337,252	13,487,934	14,508,654	
	PASS THROUGHGS	13,149,679	16,263,421	14,230,215	14,137,461	15,383,535	15,826,240	
	CAPITAL OUTLAY	104,474	270,599	142,460	167,380	2,408,238	781,818	
	VEHICLE OPERATING COSTS	36,796	32,400	45,000	31,712	45,000	45,000	
	GRANT/LOAN RECIPIENTS	1,319,529	1,569,529	1,376,329	1,376,329	1,326,329	1,326,329	
	Total		\$ 104,501,431	\$ 110,014,648	\$ 114,415,254	\$ 106,745,105	\$ 118,160,321	\$ 121,415,047
	Debt Service	GENERAL DEBT SERVICE						
		OTHER SERVICES	261,109	-	200	200	200	200
		OTHER CHARGES	47,414,697	9,960,601	10,006,564	10,006,564	10,015,189	10,469,438
Total		\$ 47,675,806	\$ 9,960,601	\$ 10,006,764	\$ 10,006,764	\$ 10,015,389	\$ 10,469,638	
Enterprise	WATER SUPPLY SYSTEM							
	PERSONNEL SERVICES	8,632,388	4,977,591	5,440,951	5,297,943	5,407,731	5,313,373	
	PAYROLL FRINGES	2,607,402	2,492,188	2,864,129	2,853,725	2,860,024	2,985,323	
	EMPLOYEE ALLOWANCES	21,370	20,849	12,887	20,915	11,974	11,943	
	OTHER SERVICES	3,079,685	3,142,786	3,817,879	3,922,162	3,894,666	3,732,418	
	MATERIALS & SUPPLIES	2,807,100	2,036,574	2,759,911	2,293,362	2,615,782	2,587,575	
	OTHER CHARGES	7,222,734	7,391,867	7,532,748	8,109,824	8,111,940	8,310,590	
	PASS THROUGHGS	814,363	768,159	838,467	838,467	817,670	832,101	
	CAPITAL OUTLAY	(1,702)	41,317	280,000	186,579	308,328	367,433	
	VEHICLE OPERATING COSTS	3,036	9,401	2,000	2,400	9,000	9,000	
	Total	\$ 25,186,378	\$ 20,880,732	\$ 23,548,972	\$ 23,525,377	\$ 24,037,115	\$ 24,149,756	
		WATER BOND PENDING SERIES						
	OTHER CHARGES	-	-	9,657,643	15,982,761	14,516,000	21,128,000	
	Total	\$ -	\$ -	\$ 9,657,643	\$ 15,982,761	\$ 14,516,000	\$ 21,128,000	
		SEWAGE DISPOSAL SYSTEM						
PERSONNEL SERVICES	6,203,455	4,040,864	4,805,248	4,059,581	4,555,257	4,480,608		
PAYROLL FRINGES	2,192,349	2,107,785	2,474,262	2,434,173	2,427,797	2,504,548		
EMPLOYEE ALLOWANCES	11,507	11,358	6,177	11,209	6,441	6,472		
OTHER SERVICES	4,196,781	3,837,659	7,599,253	5,441,487	6,657,000	4,393,125		
MATERIALS & SUPPLIES	773,139	723,713	907,086	787,870	852,408	860,175		
OTHER CHARGES	9,128,447	12,417,475	11,615,658	12,432,021	13,464,103	13,816,291		
PASS THROUGHGS	686,028	942,761	1,005,604	980,604	1,003,157	1,032,544		
CAPITAL OUTLAY	(1,038,284)	(64,484)	2,469,117	107,539	107,264	222,686		
VEHICLE OPERATING COSTS	26,679	28,309	28,000	32,000	24,500	24,500		
Total	\$ 22,180,100	\$ 24,045,440	\$ 30,910,405	\$ 26,286,484	\$ 29,097,927	\$ 27,340,949		
	SEWER BOND PENDING SERIES							
OTHER CHARGES	-	-	20,279,628	19,365,774	18,274,000	16,477,000		
Total	\$ -	\$ -	\$ 20,279,628	\$ 19,365,774	\$ 18,274,000	\$ 16,477,000		
	AIRPORT							
PERSONNEL SERVICES	246,675	247,725	270,736	262,943	279,197	292,174		
OTHER SERVICES	431,499	356,384	427,739	475,104	371,624	362,433		
MATERIALS & SUPPLIES	27,238	20,447	38,000	38,000	27,000	28,000		
OTHER CHARGES	223,342	222,132	237,735	219,688	232,501	240,534		
PASS THROUGHGS	7,092	8,664	9,450	9,450	11,304	11,643		
CAPITAL OUTLAY	-	-	-	-	700,000	-		
VEHICLE OPERATING COSTS	6,266	9,625	24,500	18,404	24,000	24,000		
Total	\$ 942,112	\$ 864,977	\$ 1,008,160	\$ 1,023,589	\$ 1,645,626	\$ 958,784		

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	STORMWATER SEWER SYSTEM						
	PERSONNEL SERVICES	4,513,515	1,857,997	2,443,978	1,975,476	2,161,551	2,121,474
	PAYROLL FRINGES	1,064,090	1,040,833	1,186,985	1,168,984	1,097,251	1,150,373
	EMPLOYEE ALLOWANCES	8,095	7,041	6,004	7,528	6,021	6,037
	OTHER SERVICES	2,854,050	3,204,389	4,893,822	4,336,506	3,771,351	3,524,620
	MATERIALS & SUPPLIES	119,592	175,160	159,265	172,645	115,101	109,900
	OTHER CHARGES	1,772,997	1,636,901	2,257,638	2,094,132	2,245,943	2,262,235
	PASS THROUGHGS	1,936,178	2,480,737	3,124,945	700,318	328,434	335,486
	CAPITAL OUTLAY	(455,843)	(839,057)	7,991,273	4,585,636	29,164	104,207
	VEHICLE OPERATING COSTS	477	5,209	-	10,000	4,080	4,080
	Total	\$ 11,813,151	\$ 9,569,210	\$ 22,063,910	\$ 15,051,225	\$ 9,758,896	\$ 9,618,412
	STORMWATER BOND						
	OTHER CHARGES	-	-	1,393,185	5,993,934	9,205,000	6,864,000
	Total	\$ -	\$ -	\$ 1,393,185	\$ 5,993,934	\$ 9,205,000	\$ 6,864,000
	SOLID WASTE						
	PERSONNEL SERVICES	3,827,664	2,175,702	1,906,998	2,003,647	1,989,774	1,986,790
	PAYROLL FRINGES	1,155,124	1,061,854	1,226,541	1,291,154	1,169,271	1,222,939
	EMPLOYEE ALLOWANCES	3,532	4,037	1,132	1,501	2,162	2,162
	OTHER SERVICES	11,451,264	11,590,143	12,886,329	11,746,455	11,979,786	12,261,699
	MATERIALS & SUPPLIES	114,408	260,637	246,250	184,729	164,350	164,350
	OTHER CHARGES	2,181,860	2,912,123	4,627,348	3,025,781	3,905,909	4,148,051
	PASS THROUGHGS	439,791	485,731	462,932	462,932	484,707	492,195
	CAPITAL OUTLAY	(112,943)	(59,006)	481,706	1,744,185	-	29,165
	VEHICLE OPERATING COSTS	-	-	160,920	-	-	-
	Total	\$ 19,060,701	\$ 18,431,221	\$ 22,000,156	\$ 20,460,384	\$ 19,695,959	\$ 20,307,351
Internal Service	CENTRAL STORES						
	PERSONNEL SERVICES	145,915	127,284	169,117	169,117	189,700	197,562
	OTHER SERVICES	36,238	26,101	35,790	28,479	34,060	34,164
	MATERIALS & SUPPLIES	491,873	634,218	871,115	772,470	943,850	949,900
	OTHER CHARGES	90,106	108,854	106,110	104,210	102,746	109,183
	PASS THROUGHGS	43,656	46,848	47,543	47,543	45,719	45,888
	Total	\$ 807,788	\$ 943,305	\$ 1,229,675	\$ 1,121,819	\$ 1,316,075	\$ 1,336,697
	FLEET SERVICES						
	PERSONNEL SERVICES	1,372,513	1,364,884	1,583,489	1,467,923	1,451,999	1,462,561
	OTHER SERVICES	336,819	299,258	233,137	257,342	262,442	1,019,320
	MATERIALS & SUPPLIES	86,243	49,028	83,305	83,305	64,925	344,890
	OTHER CHARGES	2,632,126	2,800,664	2,962,522	2,899,943	2,927,692	2,958,556
	PASS THROUGHGS	680,618	691,744	697,039	697,039	647,455	647,526
	CAPITAL OUTLAY	(0)	17,476	3,005,009	3,035,695	3,015,316	3,619,805
	VEHICLE OPERATING COSTS	1,693,472	1,305,093	1,813,460	1,416,640	1,645,995	1,678,830
	Total	\$ 6,801,791	\$ 6,528,147	\$ 10,377,961	\$ 9,857,887	\$ 10,015,824	\$ 11,731,488
	INFORMATION TECHNOLOGY						
	PERSONNEL SERVICES	3,594,138	3,804,383	4,183,636	4,030,542	4,176,663	4,324,253
	PAYROLL FRINGES	17,271	12,342	16,966	13,973	16,023	16,868
	OTHER SERVICES	2,443,489	2,651,151	3,539,057	2,975,336	3,522,806	3,477,536
	MATERIALS & SUPPLIES	370,320	385,138	2,211,419	110,933	906,900	881,900
	OTHER CHARGES	1,321,399	1,501,880	1,348,789	1,469,689	1,562,613	1,605,832
	PASS THROUGHGS	-	80,793	41,643	41,643	-	-
	CAPITAL OUTLAY	-	-	239,395	121,393	197,879	199,816
	Total	\$ 7,746,618	\$ 8,435,687	\$ 11,580,905	\$ 8,763,509	\$ 10,382,884	\$ 10,506,205
	PROJECT MANAGEMENT						
	PERSONNEL SERVICES	1,635,109	1,712,715	3,334,585	3,333,751	3,369,124	3,556,086
	PAYROLL FRINGES	378,954	333,870	776,522	776,522	818,707	857,115
	EMPLOYEE ALLOWANCES	-	-	9,594	9,594	9,154	9,154
	OTHER SERVICES	528,208	405,219	470,651	331,462	588,712	519,283
	MATERIALS & SUPPLIES	27,371	32,212	39,850	39,099	43,350	43,350
	OTHER CHARGES	781,709	773,788	782,639	785,398	859,904	899,766
	PASS THROUGHGS	40,320	56,004	60,058	60,058	66,958	68,924
	CAPITAL OUTLAY	-	-	49,855	52,971	131,960	57,854
	Total	\$ 3,391,671	\$ 3,313,808	\$ 5,523,754	\$ 5,388,855	\$ 5,887,869	\$ 6,011,532

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	RISK FUND						
	PERSONNEL SERVICES	706,331	719,691	789,804	769,915	915,649	948,275
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	988,593	919,347	1,169,205	1,163,578	1,096,544	1,026,591
	MATERIALS & SUPPLIES	69,556	65,113	67,028	61,760	51,000	51,000
	OTHER CHARGES	25,505,775	26,901,819	30,744,140	27,210,760	32,698,618	33,136,584
	PASS THROUGHGS	2,696,180	4,753,034	1,019,351	1,019,351	845,359	1,499,268
	Total	\$ 29,966,435	\$ 33,359,003	\$ 33,789,528	\$ 30,225,364	\$ 35,607,170	\$ 36,661,718
	WHEELER CENTER						
	PERSONNEL SERVICES	41,643	43,214	49,211	60,045	63,816	68,154
	OTHER SERVICES	285,017	314,377	298,851	310,903	304,895	306,965
	MATERIALS & SUPPLIES	38,088	16,805	35,550	10,164	23,050	26,550
	OTHER CHARGES	44,025	52,527	51,607	53,202	97,816	99,685
	CAPITAL OUTLAY	-	22,542	-	-	-	-
	Total	\$ 408,774	\$ 449,464	\$ 435,219	\$ 434,314	\$ 489,577	\$ 501,354
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	PERSONNEL SERVICES	9,067	457	-	-	-	-
	PAYROLL FRINGES	3,369	98	-	-	-	-
	OTHER SERVICES	4,694	19,158	60,000	57,763	60,000	60,000
	MATERIALS & SUPPLIES	8,108	728	-	2,237	-	-
	OTHER CHARGES	1,304	1,484	1,274	1,274	1,403	1,409
	Total	\$ 26,542	\$ 21,926	\$ 61,274	\$ 61,274	\$ 61,403	\$ 61,409
	POLICE & FIRE RELIEF						
	OTHER CHARGES	100,000	-	50,000	25,000	50,000	50,000
	Total	\$ 100,000	\$ -	\$ 50,000	\$ 25,000	\$ 50,000	\$ 50,000
Pension Trust	VEBA TRUST						
	PERSONNEL SERVICES	28,610	28,423	-	-	-	-
	PAYROLL FRINGES	9,074	8,718	-	-	-	-
	OTHER SERVICES	271,694	281,010	811,300	804,970	894,360	894,360
	MATERIALS & SUPPLIES	520	405	1,000	300	930	930
	OTHER CHARGES	27,165	66,572	115,219	121,790	126,560	126,640
	PASS THROUGHGS	-	-	5,237,824	2,400,000	-	-
	Total	\$ 337,064	\$ 385,127	\$ 6,165,343	\$ 3,327,060	\$ 1,021,850	\$ 1,021,930
	EMPLOYEES' RETIREMENT SYSTEM						
	PERSONNEL SERVICES	632,506	321,289	296,021	296,021	296,621	296,621
	PAYROLL FRINGES	147,059	146,959	162,093	154,567	173,023	180,976
	OTHER SERVICES	707,186	715,391	2,536,500	2,396,606	2,543,550	2,543,550
	MATERIALS & SUPPLIES	2,277	2,185	3,500	2,300	5,000	5,000
	OTHER CHARGES	37,756,465	39,746,337	43,292,604	40,272,413	43,430,439	45,125,589
	Total	\$ 39,245,494	\$ 40,932,161	\$ 46,290,718	\$ 43,121,907	\$ 46,448,633	\$ 48,151,736
Special Revenue	ENERGY PROJECTS						
	PERSONNEL SERVICES	66	17,635	19,831	19,231	19,430	19,430
	PAYROLL FRINGES	20	6,507	8,299	8,899	9,640	10,002
	EMPLOYEE ALLOWANCES	-	139	224	224	74	74
	OTHER SERVICES	57,694	19,552	25,000	25,000	-	-
	MATERIALS & SUPPLIES	990	950	3,000	3,000	-	-
	OTHER CHARGES	4,584	16,812	41,243	41,243	16,023	16,299
	PASS THROUGHGS	65,738	63,438	62,616	62,616	59,294	56,994
	Total	\$ 129,092	\$ 125,033	\$ 160,213	\$ 160,213	\$ 104,461	\$ 102,799
	COMMUNITY TELEVISION NETWORK						
	PERSONNEL SERVICES	721,589	467,264	541,776	431,087	509,028	510,212
	PAYROLL FRINGES	537,829	371,933	390,090	345,516	417,522	436,620
	EMPLOYEE ALLOWANCES	780	-	-	-	-	-
	OTHER SERVICES	306,246	258,569	316,925	271,644	293,701	267,878
	MATERIALS & SUPPLIES	33,671	10,547	41,500	22,932	36,000	31,000
	OTHER CHARGES	312,416	296,166	301,131	278,291	317,117	333,222
	PASS THROUGHGS	-	346,724	334,000	334,000	357,927	364,134
	CAPITAL OUTLAY	108,239	-	75,000	75,000	50,000	40,000
	Total	\$ 2,020,770	\$ 1,751,203	\$ 2,000,422	\$ 1,758,470	\$ 1,981,295	\$ 1,983,066

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
HOMELAND SECURITY GRANT FUND							
	PERSONNEL SERVICES	41,222	44,478	44,609	44,609	-	-
	Total	\$ 41,222	\$ 44,478	\$ 44,609	\$ 44,609	\$ -	\$ -
MAJOR STREET							
	PERSONNEL SERVICES	2,041,533	2,045,212	2,289,240	1,862,517	2,360,115	2,281,103
	PAYROLL FRINGES	1,232,297	1,206,439	1,377,369	1,283,290	1,402,356	1,463,705
	EMPLOYEE ALLOWANCES	10,011	9,512	6,868	7,122	6,663	6,639
	OTHER SERVICES	2,366,827	2,954,485	5,837,222	5,511,622	3,623,454	5,046,090
	MATERIALS & SUPPLIES	725,446	691,044	1,193,304	894,781	942,475	941,575
	OTHER CHARGES	1,144,019	1,316,909	3,624,913	3,650,726	2,844,677	1,737,440
	PASS THROUGHGS	1,276,301	3,165,038	3,456,975	3,300,718	1,320,822	1,473,512
	CAPITAL OUTLAY	38,923	376,061	1,446,661	1,146,661	360,251	80,989
	VEHICLE OPERATING COSTS	931	290	-	-	-	-
	Total	\$ 8,836,288	\$ 11,764,990	\$ 19,232,552	\$ 17,657,437	\$ 12,860,813	\$ 13,031,053
LOCAL STREET							
	PERSONNEL SERVICES	450,627	430,306	527,870	480,393	557,485	564,286
	PAYROLL FRINGES	317,671	276,660	358,903	339,546	362,163	380,382
	EMPLOYEE ALLOWANCES	-	6	394	172	444	467
	OTHER SERVICES	1,145,744	1,022,127	1,001,438	883,194	1,842,061	1,765,360
	MATERIALS & SUPPLIES	115,337	164,454	210,800	209,100	271,600	287,100
	OTHER CHARGES	52,872	85,188	150,988	87,318	124,444	93,876
	PASS THROUGHGS	227,141	3,390,103	3,037,122	2,605,110	269,027	270,206
	CAPITAL OUTLAY	124,740	10,326	238,330	208,000	-	-
	Total	\$ 2,434,133	\$ 5,379,169	\$ 5,525,845	\$ 4,812,833	\$ 3,427,224	\$ 3,361,677
COURT FACILITIES							
	PASS THROUGHGS	225,000	225,000	225,000	225,000	225,000	225,000
	Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
OPEN SPACE & PARKLAND PRESERVATION							
	PERSONNEL SERVICES	28,527	28,900	27,335	27,335	28,447	28,582
	PAYROLL FRINGES	15,959	15,997	15,235	15,235	16,704	17,535
	EMPLOYEE ALLOWANCES	78	94	117	117	117	117
	OTHER SERVICES	174,732	181,781	260,376	208,500	208,500	208,500
	MATERIALS & SUPPLIES	3	83	750	750	750	750
	OTHER CHARGES	475,990	1,217,660	192,365	5,865	7,059	7,200
	PASS THROUGHGS	1,259,131	1,168,363	1,167,713	1,167,713	1,166,763	1,165,000
	CAPITAL OUTLAY	400,167	957,314	407,090	230,590	-	-
	Total	\$ 2,354,586	\$ 3,570,192	\$ 2,070,981	\$ 1,656,105	\$ 1,428,340	\$ 1,427,684
BANDEMER PROPERTY							
	OTHER SERVICES	45	(83)	-	-	-	-
	OTHER CHARGES	1,836	1,284	1,326	1,326	1,366	1,407
	CAPITAL OUTLAY	-	-	4,964	4,964	5,634	5,593
	Total	\$ 1,881	\$ 1,202	\$ 6,290	\$ 6,290	\$ 7,000	\$ 7,000
CONSTRUCTION CODE FUND							
	PERSONNEL SERVICES	1,699,457	1,788,370	2,129,733	1,956,779	2,336,838	2,321,732
	PAYROLL FRINGES	907,713	947,803	1,125,462	1,040,493	1,327,054	1,364,596
	EMPLOYEE ALLOWANCES	9,251	6,166	13,518	12,619	8,721	7,941
	OTHER SERVICES	561,430	1,220,906	1,181,999	982,344	648,967	597,741
	MATERIALS & SUPPLIES	21,224	41,233	58,400	36,868	36,900	35,400
	OTHER CHARGES	674,788	668,742	816,967	645,696	862,692	904,819
	CAPITAL OUTLAY	-	38,620	147,084	147,084	-	-
	VEHICLE OPERATING COSTS	-	61	200	200	200	200
	Total	\$ 3,873,862	\$ 4,711,902	\$ 5,473,363	\$ 4,822,083	\$ 5,221,372	\$ 5,232,429
DRUG ENFORCEMENT							
	OTHER SERVICES	1,050	6,500	-	-	-	-
	MATERIALS & SUPPLIES	18,249	-	56,997	52,549	3,417	500
	Total	\$ 19,299	\$ 6,500	\$ 56,997	\$ 52,549	\$ 3,417	\$ 500

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	FEDERAL EQUITABLE SHARING FORFEITURE						
	OTHER SERVICES	15,875	-	1,995	1,995	-	-
	MATERIALS & SUPPLIES	18,036	83,973	180,882	177,135	53,082	10,000
	OTHER CHARGES	(4,838)	-	-	-	-	-
	CAPITAL OUTLAY	-	30,007	4,894	4,894	-	-
	Total	\$ 29,073	\$ 113,980	\$ 187,771	\$ 184,024	\$ 53,082	\$ 10,000
	PARKS MEMORIALS & CONTRIBUTIONS						
	OTHER SERVICES	8,033	27,725	606,283	606,183	35,000	35,000
	MATERIALS & SUPPLIES	3,039	5,184	100,312	100,312	25,000	25,000
	OTHER CHARGES	85	85	12,000	12,100	-	-
	PASS THROUGHS	104,245	-	65,000	65,000	90,000	690,000
	CAPITAL OUTLAY	-	14,085	303,965	303,965	-	-
	Total	\$ 115,402	\$ 47,079	\$ 1,087,560	\$ 1,087,560	\$ 150,000	\$ 750,000
	METRO EXPANSION						
	PERSONNEL SERVICES	74,422	91,654	73,122	152,268	115,267	115,438
	PAYROLL FRINGES	30,967	27,942	33,550	64,604	64,319	67,007
	EMPLOYEE ALLOWANCES	-	-	70	-	412	412
	OTHER SERVICES	82,899	112,729	277,471	186,971	248,619	249,751
	MATERIALS & SUPPLIES	17,413	1,013	35,500	20,015	46,000	46,000
	OTHER CHARGES	13,452	20,688	21,271	21,271	22,881	23,545
	PASS THROUGHS	-	-	-	-	1,679	1,730
	Total	\$ 219,153	\$ 254,027	\$ 440,984	\$ 445,129	\$ 499,177	\$ 503,883
	SPECIAL ASSISTANCE						
	OTHER SERVICES	2,862	14,246	17,000	17,000	15,000	15,000
	Total	\$ 2,862	\$ 14,246	\$ 17,000	\$ 17,000	\$ 15,000	\$ 15,000
	OPEN SPACE ENDOWMENT						
	PERSONNEL SERVICES	-	-	-	400	-	-
	PAYROLL FRINGES	-	-	-	50	-	-
	OTHER SERVICES	-	-	15,000	14,550	15,000	15,000
	Total	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
	CEMETARY PERPETUAL CARE						
	OTHER CHARGES	-	-	-	660	-	-
	Total	\$ -	\$ -	\$ -	\$ 660	\$ -	\$ -
	ART IN PUBLIC PLACES						
	MATERIALS & SUPPLIES	9,211	-	-	-	-	-
	PASS THROUGHS	30,339	124,392	-	-	-	-
	Total	\$ 39,550	\$ 124,392	\$ -	\$ -	\$ -	\$ -
	ALTERNATIVE TRANSPORTATION						
	PERSONNEL SERVICES	122,559	145,625	140,214	192,987	200,424	163,753
	PAYROLL FRINGES	67,026	71,382	73,156	90,412	103,436	107,510
	EMPLOYEE ALLOWANCES	825	895	811	1,221	960	960
	OTHER SERVICES	220,636	303,607	179,711	105,045	128,418	281,634
	MATERIALS & SUPPLIES	3,069	186	42,655	2,785	43,000	43,650
	OTHER CHARGES	23,124	45,213	1,089,388	1,703,163	34,135	124,697
	PASS THROUGHS	-	-	173,000	180,302	-	-
	CAPITAL OUTLAY	-	168,259	-	-	-	-
	Total	\$ 437,240	\$ 735,166	\$ 1,698,935	\$ 2,275,915	\$ 510,373	\$ 722,204

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	STREET, BRIDGE & SIDEWALK MILLAGE						
	PERSONNEL SERVICES	844,641	747,376	45,374	10,500	24,598	18,498
	PAYROLL FRINGES	192,254	155,532	4,514	4,624	10,486	10,990
	EMPLOYEE ALLOWANCES	-	5	62	-	156	156
	OTHER SERVICES	1,672,762	4,520,002	778,962	72,990	-	-
	MATERIALS & SUPPLIES	32,004	81,708	279	-	-	-
	OTHER CHARGES	1,305,136	1,224,619	16,471,766	18,808,960	14,237,039	16,884,080
	PASS THROUGHS	1,937,711	1,822,081	3,642,972	2,821,081	182,969	188,458
	CAPITAL OUTLAY	11,246,670	9,566,391	13,348,003	7,101	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 17,231,177	\$ 18,117,715	\$ 34,291,932	\$ 21,725,256	\$ 14,455,248	\$ 17,102,182
	MICHIGAN JUSTICE TRAINING						
	OTHER SERVICES	21,000	16,605	21,000	10,493	33,000	15,000
	Total	\$ 21,000	\$ 16,605	\$ 21,000	\$ 10,493	\$ 33,000	\$ 15,000
	AFFORDABLE HOUSING						
	OTHER SERVICES	-	96,163	-	-	-	-
	OTHER CHARGES	542,000	8,000	-	-	-	-
	GRANT/LOAN RECIPIENTS	15,298	37,028	721,406	721,406	-	-
	Total	\$ 557,298	\$ 141,190	\$ 721,406	\$ 721,406	\$ -	\$ -
	PARKS MAINT & CAPITAL IMPROVEMENTS						
	PERSONNEL SERVICES	1,516,952	1,691,961	1,803,799	1,810,971	1,926,910	1,927,491
	PAYROLL FRINGES	718,863	789,388	846,735	872,084	933,992	976,232
	EMPLOYEE ALLOWANCES	8,969	9,896	8,435	9,887	8,813	8,790
	OTHER SERVICES	1,190,096	1,416,398	2,885,111	2,984,284	1,897,062	1,773,159
	MATERIALS & SUPPLIES	350,241	350,292	339,400	369,774	307,900	307,900
	OTHER CHARGES	301,816	407,405	603,771	616,071	2,067,538	2,643,929
	PASS THROUGHS	11,463	31,549	-	-	-	-
	CAPITAL OUTLAY	518,231	1,653,315	2,645,573	2,365,358	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 4,616,630	\$ 6,350,203	\$ 9,132,824	\$ 9,028,429	\$ 7,142,215	\$ 7,637,501
	MAJOR GRANT PROGRAMS						
	PERSONNEL SERVICES	172,639	124,500	306,887	317,154	6,500	-
	PAYROLL FRINGES	11,946	11,694	9,514	10,431	-	-
	OTHER SERVICES	672,344	615,551	3,859,017	3,852,053	-	-
	MATERIALS & SUPPLIES	18,787	1,220	4,082	4,009	500	-
	OTHER CHARGES	-	-	62,320	62,161	-	-
	PASS THROUGHS	-	-	2,956,682	2,956,682	-	-
	CAPITAL OUTLAY	247,277	2,295,885	170,000	170,000	-	-
	GRANT/LOAN RECIPIENTS	34,000	3,888	94,987	94,987	-	-
	Total	\$ 1,156,992	\$ 3,052,738	\$ 7,463,489	\$ 7,467,477	\$ 7,000	\$ -
	COUNTY MENTAL HEALTH MILLAGE						
	PERSONNEL SERVICES	49,064	67,606	199,869	216,204	175,002	175,002
	PAYROLL FRINGES	10,349	9,428	102,903	110,736	106,176	110,683
	OTHER SERVICES	42,586	574,176	849,497	817,802	1,054,973	988,894
	MATERIALS & SUPPLIES	168,037	93,569	50,000	54,350	12,000	12,000
	OTHER CHARGES	-	328,919	1,399,531	1,379,876	1,120,504	863,218
	PASS THROUGHS	305,000	864,996	950,600	973,432	100,000	231,732
	CAPITAL OUTLAY	46,509	142,650	121,006	121,006	170,000	273,219
	Total	\$ 621,545	\$ 2,081,344	\$ 3,673,406	\$ 3,673,406	\$ 2,738,655	\$ 2,654,748
	SIDEWALK CONSTRUCTION MILLAGE						
	OTHER CHARGES	-	-	-	-	1,758,000	1,681,000
	PASS THROUGHS	-	-	-	-	235,000	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ 1,993,000	\$ 1,681,000
	AFFORDABLE HOUSING MILLAGE						
	PERSONNEL SERVICES	-	-	-	-	214,210	216,103
	PAYROLL FRINGES	-	-	-	-	115,605	120,883
	EMPLOYEE ALLOWANCES	-	-	-	-	780	780
	OTHER CHARGES	-	-	-	-	5,974,655	6,131,421
	Total	\$ -	\$ -	\$ -	\$ -	\$ 6,305,250	\$ 6,469,187

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	INDIGENT DEFENSE FUND						
	OTHER SERVICES	-	282,739	484,920	484,920	-	-
	MATERIALS & SUPPLIES	-	6,093	14,024	14,024	-	-
	Total	\$ -	\$ 288,832	\$ 498,944	\$ 498,944	\$ -	\$ -
Capital Projects	GENERAL CAPITAL FUND						
	PERSONNEL SERVICES	24,760	26,870	-	19,300	-	-
	PAYROLL FRINGES	6,900	7,256	-	6,708	-	-
	OTHER SERVICES	821,400	750,717	3,136,855	2,801,204	-	-
	MATERIALS & SUPPLIES	14,437	98,258	-	-	-	-
	OTHER CHARGES	976	-	420,351	642,042	4,188,268	1,940,000
	PASS THROUGHGS	14,530	165,976	-	-	-	-
	CAPITAL OUTLAY	414,028	683,215	682,278	680,563	-	-
	Total	\$ 1,297,031	\$ 1,732,292	\$ 4,239,484	\$ 4,149,817	\$ 4,188,268	\$ 1,940,000
	CAPITAL SINKING FUND						
	OTHER SERVICES	-	33,716	294,455	240,345	-	-
	OTHER CHARGES	-	-	270,890	325,000	400,000	400,000
	CAPITAL OUTLAY	-	15,888	17,911	17,911	-	-
	Total	\$ -	\$ 49,604	\$ 583,256	\$ 583,256	\$ 400,000	\$ 400,000
	2019-A CAPITAL IMPROVEMENT BONDS						
	OTHER SERVICES	104,059	-	2,845	1,000,927	-	-
	OTHER CHARGES	67,710	153,476	383,690	-	-	-
	CAPITAL OUTLAY	2,622,553	5,969,679	13,085,316	7,980,600	-	-
	Total	\$ 2,794,322	\$ 6,123,155	\$ 13,471,851	\$ 8,981,527	\$ -	\$ -
Component Units	SMART ZONE LDFA						
	OTHER SERVICES	3,351,375	3,775,878	6,009,064	5,609,064	7,713,686	4,715,232
	OTHER CHARGES	46,476	74,208	76,061	76,061	95,622	98,189
	Total	\$ 3,397,851	\$ 3,850,086	\$ 6,085,125	\$ 5,685,125	\$ 7,809,308	\$ 4,813,421
	DDA/HOUSING FUND						
	OTHER CHARGES	-	-	1,500	1,500	500	500
	OTHER SERVICES	-	-	-	2,500	800	800
	GRANT/LOAN RECIPIENTS	-	-	1,300,000	1,130,400	720,000	390,000
	Total	\$ -	\$ -	\$ 1,301,500	\$ 1,134,400	\$ 721,300	\$ 391,300
	DOWNTOWN DEVELOPMENT AUTHORITY						
	PERSONNEL SERVICES	2,141	2,083	466,116	486,116	407,280	406,928
	PAYROLL FRINGES	470	537	151,514	151,514	159,491	166,203
	EMPLOYEE ALLOWANCES	-	-	1,170	1,170	2,340	2,340
	OTHER SERVICES	-	-	979,600	789,300	885,000	893,200
	MATERIALS & SUPPLIES	-	-	28,500	26,300	45,400	45,400
	OTHER CHARGES	-	-	118,000	86,000	108,606	110,558
	PASS THROUGHGS	-	-	3,278,600	3,276,600	3,155,600	3,517,288
	CAPITAL OUTLAY	-	-	4,270,000	2,023,000	6,522,200	1,244,512
	GRANT/LOAN RECIPIENTS	-	-	621,900	884,200	1,000,000	1,000,000
	Total	\$ 2,610	\$ 2,621	\$ 9,915,400	\$ 7,724,200	\$ 12,285,917	\$ 7,386,429
	DDA PARKING MAINTENANCE						
	OTHER SERVICES	-	-	735,000	370,000	350,000	350,000
	OTHER CHARGES	-	-	2,013,000	5,000	13,000	13,000
	CAPITAL OUTLAY	-	-	7,945,000	3,713,000	2,250,000	2,250,000
	Total	\$ -	\$ -	\$ 10,693,000	\$ 4,088,000	\$ 2,613,000	\$ 2,613,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
	DDA PARKING SYSTEM						
	PERSONNEL SERVICES	-	-	466,118	486,118	386,108	385,756
	PAYROLL FRINGES	-	-	151,512	151,512	159,482	166,201
	EMPLOYEE ALLOWANCES	-	-	1,170	1,170	2,340	2,340
	OTHER SERVICES	-	-	14,391,200	7,776,480	9,911,666	10,445,977
	MATERIALS & SUPPLIES	-	-	77,400	37,300	45,400	45,400
	OTHER CHARGES	-	-	1,656,000	705,600	990,240	1,159,304
	PASS THROUGHGS	-	-	13,320,900	7,421,900	5,389,700	5,492,088
	CAPITAL OUTLAY	-	-	175,000	145,000	150,000	150,000
	GRANT/LOAN RECIPIENTS	-	-	879,100	370,000	565,000	885,000
	Total	\$ -	\$ -	\$ 31,118,400	\$ 17,095,080	\$ 17,599,936	\$ 18,732,066
	CITY TOTALS						
	PERSONNEL SERVICES	81,427,469	71,577,184	80,086,260	75,759,838	79,035,887	80,703,055
	PAYROLL FRINGES	35,205,984	34,908,424	39,403,011	38,296,257	41,014,349	43,129,895
	EMPLOYEE ALLOWANCES	607,450	598,337	582,543	618,662	589,793	589,913
	OTHER SERVICES	51,598,142	57,130,248	93,909,169	80,142,664	76,236,961	73,406,177
	MATERIALS & SUPPLIES	7,806,047	7,364,610	11,371,256	7,851,545	9,145,086	9,369,361
	OTHER CHARGES	152,672,609	124,974,127	190,629,811	189,667,340	210,500,676	217,505,741
	PASS THROUGHGS	25,950,502	37,945,554	59,446,251	46,785,020	32,188,079	34,467,957
	CAPITAL OUTLAY	14,263,038	21,311,082	59,746,890	29,346,075	16,406,234	9,427,097
	VEHICLE OPERATING COSTS	1,767,657	1,390,389	2,074,080	1,511,356	1,752,775	1,785,610
	GRANT/LOAN RECIPIENTS	1,368,827	1,610,445	4,993,722	4,577,322	3,611,329	3,601,329
	Total*	\$ 372,667,725	\$ 358,810,401	\$ 542,242,993	\$ 474,556,079	\$ 470,481,169	\$ 473,986,135

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

**General Fund
Expenditures by Agency - Category**

Agency - Category	Values			Forecasted		Projected
	Actual FY2019	Actual FY2020	Budget FY2021	FY2021	Request FY2022	FY2023
Mayor & Council	364,442	410,008	492,262	492,283	526,751	529,622
010 Mayor	364,442	410,008	492,262	492,283	526,751	529,622
Personnel Services	42,177	44,222	56,936	45,449	56,936	56,936
Personnel Services-Other	210,125	214,973	299,167	282,361	306,497	306,497
Payroll Fringes	57,013	64,109	53,437	72,900	57,302	59,613
Other Services	3,799	5,100	16,265	13,806	11,765	11,765
Materials & Supplies	4,386	9,810	875	1,020	875	875
Other Charges	46,942	71,794	65,582	76,747	93,376	93,936
City Attorney	2,775,662	2,453,749	2,624,430	2,502,947	2,663,918	2,641,164
014 Attorney	2,775,662	2,453,749	2,624,430	2,502,947	2,663,918	2,641,164
Personnel Services	1,466,703	1,311,152	1,401,494	1,356,818	1,395,729	1,395,729
Personnel Services-Other	114,845	129,761	4,889	108,725	-	-
Payroll Fringes	708,387	635,085	722,261	703,713	724,071	753,303
Employee Allowances	4,715	3,185	3,120	3,313	3,120	3,120
Other Services	191,604	71,213	144,925	71,976	98,425	73,425
Materials & Supplies	22,124	11,912	28,301	15,931	25,801	25,801
Other Charges	267,286	291,442	319,440	242,471	416,772	389,786
Capital Outlay	-	-	-	-	-	-
City Administrator Service Area	8,571,800	9,342,911	10,507,588	10,020,038	12,991,610	11,533,984
011 City Administrator	922,069	1,164,659	1,139,164	1,036,345	1,273,493	1,305,603
Personnel Services	473,226	465,374	462,854	447,010	567,955	567,955
Personnel Services-Other	-	277,255	80,000	80,000	-	-
Payroll Fringes	190,596	181,331	241,765	205,414	281,135	333,713
Employee Allowances	2,210	2,340	2,340	2,340	2,340	2,340
Other Services	97,699	87,123	85,700	77,136	98,700	68,700
Materials & Supplies	3,412	743	2,150	2,150	2,150	2,150
Other Charges	154,927	150,493	264,355	222,295	321,213	330,745
012 Human Resources	2,104,067	1,990,600	2,214,265	2,045,428	2,283,989	2,335,246
Personnel Services	1,089,512	1,021,454	1,190,807	1,109,242	1,196,796	1,198,627
Personnel Services-Other	123,319	27,973	35,500	34,604	35,500	35,500
Payroll Fringes	623,047	607,787	675,035	636,590	719,525	751,248
Employee Allowances	5,206	3,270	3,900	5,460	6,240	6,240
Other Services	40,707	91,210	56,792	72,571	56,792	56,792
Materials & Supplies	6,188	1,671	6,360	6,360	6,360	6,360
Other Charges	216,088	237,235	245,871	180,601	262,776	280,479

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
013 Safety	342,932	333,605	351,820	350,808	363,900	369,525
Personnel Services	211,932	220,254	217,483	224,337	220,772	220,772
Personnel Services-Other	5,521	-	15,000	7,134	15,000	15,000
Payroll Fringes	122,980	110,811	116,997	116,997	125,788	131,413
Employee Allowances	2,440	2,540	2,340	2,340	2,340	2,340
Other Services	59	-	-	-	-	-
015 City Clerk	1,330,861	1,489,017	2,057,380	2,070,873	1,206,766	1,577,733
Personnel Services	461,227	491,742	477,871	444,361	463,134	465,130
Personnel Services-Other	224,229	270,567	542,516	611,155	15,626	300,479
Payroll Fringes	313,843	313,169	340,841	336,222	319,664	334,258
Employee Allowances	4,585	4,645	3,605	4,125	3,120	3,120
Other Services	82,790	78,714	167,318	167,890	100,104	131,298
Materials & Supplies	58,751	89,271	138,251	161,043	32,531	55,408
Other Charges	185,435	240,910	252,118	211,217	272,587	288,040
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	-	134,860	134,860	-	-
016 Police Commission	-	81,815	150,000	126,978	155,000	155,000
Personnel Services	-	53,323	55,000	47,312	55,000	55,000
Personnel Services-Other	-	173	-	397	-	-
Payroll Fringes	-	17,838	32,380	17,113	34,054	35,531
Employee Allowances	-	-	-	-	-	-
Other Services	-	421	53,355	52,182	55,047	53,488
Materials & Supplies	-	1,054	400	1,054	400	400
Other Charges	-	9,005	8,865	8,920	10,499	10,581
029 Sustainability & Innovation	340,203	519,519	585,112	570,808	3,486,781	1,640,581
Personnel Services	204,561	141,328	245,715	241,447	436,649	436,931
Personnel Services-Other	1,836	1,753	-	(1,396)	-	-
Payroll Fringes	74,176	68,914	110,387	112,898	238,037	247,816
Employee Allowances	1,567	963	1,602	750	515	515
Other Services	19,931	228,218	135,650	128,065	375,758	340,758
Materials & Supplies	15,348	10,716	13,100	14,550	16,018	16,018
Other Charges	22,784	67,628	78,658	74,494	194,804	198,543
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	-	-	-	2,225,000	400,000

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
091 Fleet & Facility Services	3,531,669	3,313,697	3,542,726	3,356,151	3,554,438	3,472,684
Personnel Services	1,208,491	1,164,457	1,364,403	1,224,443	1,349,043	1,361,399
Personnel Services-Other	155,766	187,704	86,758	86,833	126,529	84,287
Payroll Fringes	888,486	864,955	966,574	898,838	926,675	969,269
Employee Allowances	13,052	13,532	10,702	13,532	10,702	10,702
Other Services	873,150	871,446	913,172	957,432	926,367	799,037
Materials & Supplies	58,037	65,052	56,300	55,950	56,300	56,300
Other Charges	120,365	125,923	122,328	96,634	153,290	163,306
Pass Throughs	196,412	20,628	22,489	22,489	5,532	5,698
Capital Outlay	17,911	-	-	-	-	22,686
Vehicle Operating Costs	-	-	-	-	-	-
094 Communications Office	-	449,999	467,121	462,647	667,243	677,612
Personnel Services	-	258,960	258,513	258,510	363,086	363,086
Payroll Fringes	-	167,341	184,605	180,134	245,387	255,407
Employee Allowances	-	780	780	780	780	780
Other Services	-	5,150	6,850	6,850	20,000	20,000
Materials & Supplies	-	2,072	928	928	-	-
Other Charges	-	15,696	15,445	15,445	37,990	38,339
Community Services Area	16,459,168	17,802,551	17,233,439	15,382,436	17,799,102	18,813,632
002 Community Development	4,707,671	5,802,051	5,374,558	5,088,737	5,976,769	6,188,515
Personnel Services	1,423,642	1,506,923	1,920,652	1,687,314	2,135,700	2,179,542
Personnel Services-Other	177,887	61,774	191,111	204,735	194,324	195,883
Payroll Fringes	991,029	980,946	1,166,385	1,146,215	1,559,560	1,641,601
Employee Allowances	13,564	18,654	16,779	19,509	24,459	25,359
Other Services	186,860	465,098	165,000	165,000	165,000	165,000
Materials & Supplies	-	153	-	-	-	-
Other Charges	595,159	934,834	530,702	482,035	571,397	654,801
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	264,141	7,600	7,600	-	-
Grant/Loan Recipients	1,319,529	1,569,529	1,376,329	1,376,329	1,326,329	1,326,329

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
033 Building & Rental Services	1,649,831	1,472,679	1,399,755	1,252,626	1,140,200	1,316,663
Personnel Services	580,876	480,107	472,927	468,028	420,257	488,091
Personnel Services-Other	45,791	29,796	7,500	54,554	7,725	7,834
Payroll Fringes	374,871	275,494	280,795	264,542	256,201	304,470
Employee Allowances	5,897	5,795	2,901	3,093	2,238	2,238
Other Services	242,704	248,960	207,081	130,319	71,067	71,247
Materials & Supplies	24,671	17,870	21,000	11,400	21,000	21,000
Other Charges	375,022	414,657	407,551	320,690	361,712	385,017
Capital Outlay	-	-	-	-	-	36,766
Vehicle Operating Costs	-	-	-	-	-	-
050 Planning	1,426,595	1,513,980	1,484,837	1,230,813	1,685,310	2,315,946
Personnel Services	669,731	682,360	671,334	553,937	682,125	684,967
Personnel Services-Other	6,951	4,630	50,000	7,273	23,150	23,223
Payroll Fringes	418,275	409,285	444,051	437,980	479,065	500,014
Employee Allowances	2,151	2,258	1,599	2,374	1,599	1,599
Other Services	64,779	184,048	99,945	64,102	257,446	851,956
Materials & Supplies	14,319	10,014	17,725	6,700	17,644	17,786
Other Charges	250,391	201,385	200,183	158,447	224,281	236,401
Pass Throughs	-	20,000	-	-	-	-
060 Parks & Recreation	8,675,071	9,013,842	8,974,289	7,810,260	8,996,823	8,992,508
Personnel Services	1,459,787	1,447,978	1,485,886	1,390,886	1,432,276	1,438,303
Personnel Services-Other	1,907,757	1,784,950	2,036,966	1,747,018	2,033,312	2,034,196
Payroll Fringes	1,143,133	997,707	964,639	991,585	989,788	1,032,985
Employee Allowances	13,970	12,984	12,672	13,608	11,376	11,376
Other Services	1,893,303	2,362,759	2,161,838	1,967,998	2,105,876	2,004,449
Materials & Supplies	487,981	432,755	531,688	357,046	543,688	543,688
Other Charges	1,385,161	1,370,509	1,444,658	1,019,465	1,544,726	1,569,294
Pass Throughs	290,906	571,799	290,942	290,942	290,781	290,531
Capital Outlay	56,624	-	-	-	-	22,686
Vehicle Operating Costs	36,448	32,400	45,000	31,712	45,000	45,000
Grant/Loan Recipients	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
Financial & Administrative Services	7,646,246	7,847,151	8,442,337	7,927,172	8,261,528	8,462,728
018 Finance	4,076,531	4,060,993	4,366,507	3,926,460	4,190,597	4,326,458
Personnel Services	1,794,120	1,756,329	2,026,339	1,900,831	1,998,573	2,009,269
Personnel Services-Other	29,889	94,735	8,293	18,958	8,374	8,413
Payroll Fringes	1,226,263	1,099,980	1,267,283	1,125,846	1,234,948	1,289,023
Employee Allowances	13,925	9,543	18,750	18,750	18,750	18,750
Other Services	244,956	291,862	211,113	209,094	199,646	221,116
Materials & Supplies	67,856	65,292	66,289	68,918	63,756	63,756
Other Charges	641,489	681,727	705,643	521,266	658,917	708,498
Pass Throughs	58,032	61,524	62,797	62,797	7,633	7,633
Capital Outlay	-	-	-	-	-	-
078 Customer Service	-	-	-	-	-	-
Personnel Services	-	-	-	-	-	-
Personnel Services-Other	-	-	-	-	-	-
Payroll Fringes	-	-	-	-	-	-
Other Services	-	-	-	-	-	-
Materials & Supplies	-	-	-	-	-	-
Other Charges	-	-	-	-	-	-
Pass Throughs	-	-	-	-	-	-
092 Information Technology	3,569,715	3,786,159	4,075,830	4,000,712	4,070,931	4,136,270
Personnel Services	2,192,994	2,335,306	2,436,516	2,365,298	2,465,316	2,465,316
Personnel Services-Other	75,941	149,765	189,186	189,186	76,599	76,599
Payroll Fringes	1,285,050	1,284,756	1,434,177	1,430,277	1,512,285	1,577,624
Employee Allowances	15,730	16,331	15,951	15,951	16,731	16,731
Other Services	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
Public Services	4,888,874	6,819,276	5,790,709	4,998,387	5,801,425	6,031,325
040 Engineering	4,022,090	4,660,499	4,948,517	4,201,046	4,630,127	4,722,445
Personnel Services	1,071,892	1,183,207	1,197,890	1,036,055	1,242,682	1,249,486
Personnel Services-Other	37,199	48,205	267,673	81,529	166,287	207,238
Payroll Fringes	700,087	715,744	775,618	783,200	870,570	907,693
Employee Allowances	33,554	32,079	7,289	22,553	7,120	7,120
Other Services	1,523,892	1,708,578	1,859,300	1,700,584	1,803,544	1,806,646
Materials & Supplies	43,479	81,842	105,750	61,758	109,118	110,749
Other Charges	3,117	102,822	177,589	50,713	111,939	114,028
Pass Throughs	608,532	788,023	557,408	464,654	318,867	319,485
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	338	-	-	-	-	-
046 Systems Planning	-	105,349	60,000	58,527	162,509	124,269
Personnel Services	-	16,338	-	1,250	78,889	78,889
Personnel Services-Other	-	207	-	-	-	-
Payroll Fringes	-	4,743	-	277	43,542	45,302
Employee Allowances	-	-	-	-	78	78
Other Services	-	9,062	-	-	-	-
Materials & Supplies	-	-	-	-	-	-
Other Charges	-	-	20,000	17,000	-	-
Pass Throughs	-	75,000	40,000	40,000	40,000	-
061 Public Works	40,492	43,226	49,091	49,091	60,451	61,500
Personnel Services	17,684	24,633	28,938	19,963	35,395	35,395
Personnel Services-Other	6,964	4,180	-	13,917	-	-
Payroll Fringes	15,602	14,164	19,903	14,946	24,806	25,855
Employee Allowances	229	237	250	265	250	250
Other Services	4	12	-	-	-	-
Materials & Supplies	9	-	-	-	-	-
Other Charges	-	-	-	-	-	-
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
070 Public Services Administration	309,649	1,347,092	225,261	225,261	100,038	112,164
Personnel Services	13,925	31,348	-	18,200	3,633	3,633
Personnel Services-Other	1,712	1,479	-	300	-	-
Payroll Fringes	3,624	7,713	-	3,749	2,307	2,418
Employee Allowances	-	-	-	-	39	39
Other Services	162,041	153,288	133,679	111,370	20,435	20,435
Materials & Supplies	5	446	-	60	-	-
Other Charges	128,342	107,418	91,582	91,582	73,624	85,639
Pass Throughs	-	1,045,400	-	-	-	-
074 Utilities-Water Treatment	516,644	663,110	507,840	464,462	848,300	1,010,947
Personnel Services	82,720	84,028	152,534	156,018	139,048	141,052
Personnel Services-Other	3,722	3,480	3,300	3,300	3,332	3,347
Payroll Fringes	63,692	61,408	104,846	102,725	81,180	85,742
Employee Allowances	880	880	970	970	874	882
Other Services	166,262	316,371	164,352	119,611	316,694	312,123
Materials & Supplies	9,119	10,350	11,250	11,250	11,250	11,250
Other Charges	13,988	20,616	20,588	20,588	45,922	46,551
Pass Throughs	176,260	165,976	50,000	50,000	250,000	410,000
Safety Services	46,279,975	46,218,992	49,372,463	46,244,540	48,541,814	50,551,964
031 Police	28,994,960	29,435,690	31,548,166	29,510,738	31,244,944	32,189,601
Personnel Services	11,824,886	12,273,754	12,998,961	12,375,226	12,620,211	12,796,584
Personnel Services-Other	2,228,815	1,897,812	1,876,582	2,097,029	1,652,891	1,673,940
Payroll Fringes	7,911,907	8,026,987	9,308,387	8,910,981	9,402,888	9,947,494
Employee Allowances	258,923	260,114	262,300	262,300	274,780	274,780
Other Services	2,726,247	2,564,157	2,571,502	2,665,260	2,642,106	2,544,314
Materials & Supplies	163,828	249,443	155,237	157,543	212,837	210,337
Other Charges	3,880,344	4,156,965	4,375,197	3,017,479	4,318,974	4,708,169
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	6,458	-	24,920	120,257	33,983
Vehicle Operating Costs	10	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
032 Fire	17,285,015	16,783,303	17,824,297	16,733,802	17,296,870	18,362,363
Personnel Services	7,520,929	7,240,783	7,426,709	7,125,929	7,064,286	7,275,588
Personnel Services-Other	865,105	915,980	929,058	1,306,520	694,610	704,421
Payroll Fringes	5,087,827	5,152,711	5,508,762	5,319,129	5,745,432	6,132,222
Employee Allowances	137,545	135,808	142,820	139,800	133,630	133,630
Other Services	1,305,795	940,406	945,201	922,515	1,153,969	1,162,817
Materials & Supplies	238,360	179,853	229,137	228,682	229,137	229,137
Other Charges	2,113,009	2,081,761	2,306,610	1,355,227	2,212,825	2,458,851
Pass Throughs	-	136,000	336,000	336,000	-	-
Capital Outlay	16,444	-	-	-	62,981	265,697
Vehicle Operating Costs	-	-	-	-	-	-
District Court	4,743,686	4,681,852	4,977,589	4,720,513	4,961,103	5,067,421
021 District Court	4,743,686	4,681,852	4,977,589	4,720,513	4,961,103	5,067,421
Personnel Services	1,908,153	1,955,926	2,039,657	1,950,638	2,004,020	2,015,828
Personnel Services-Other	105,201	136,690	92,321	97,463	72,560	62,812
Payroll Fringes	1,310,765	1,242,300	1,327,629	1,295,234	1,389,617	1,449,190
Employee Allowances	2,890	2,400	3,240	2,400	1,140	1,140
Other Services	591,166	249,859	603,821	390,330	338,849	339,388
Materials & Supplies	73,839	66,576	60,950	76,616	82,650	82,650
Other Charges	738,178	821,594	849,971	907,832	1,072,267	1,116,413
Pass Throughs	-	206,507	-	-	-	-
Capital Outlay	13,495	-	-	-	-	-
Other	12,771,577	14,438,158	14,974,437	14,456,789	16,613,070	17,783,207
019 Non-Departmental	12,771,577	14,438,158	14,974,437	14,456,789	16,613,070	17,783,207
Personnel Services	-	-	-	-	-	-
Personnel Services-Other	-	-	425,354	38,868	1,051,336	1,797,633
Payroll Fringes	70,376	500,000	-	-	-	-
Other Services	484,369	230,730	278,651	273,810	532,468	530,943
Materials & Supplies	29,309	25,548	64,501	27,428	30,501	30,501
Other Charges	367,988	509,316	1,335,352	1,246,104	528,043	631,237
Pass Throughs	11,819,536	13,172,564	12,870,579	12,870,579	14,470,722	14,792,893
Capital Outlay	-	-	-	-	-	-
Grand Total	\$ 104,501,431	\$ 110,014,648	\$ 114,415,254	\$ 106,745,105	\$ 118,160,321	\$ 121,415,047

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
Mayor & Council	364,442	410,008	492,262	492,283	526,751	529,622
010 Mayor	364,442	410,008	492,262	492,283	526,751	529,622
1010 Mayor & Council	364,442	410,008	492,262	492,283	526,751	529,622
City Administrator Service Area	8,571,800	9,342,911	10,507,588	10,020,038	12,991,610	11,533,984
011 City Administrator	922,069	1,164,659	1,139,164	1,036,345	1,273,493	1,305,603
1000 Administration	922,069	1,164,659	1,139,164	1,036,345	1,273,493	1,305,603
1140 Communications	-	-	-	-	-	-
012 Human Resources	2,104,067	1,990,600	2,214,265	2,045,428	2,283,989	2,335,246
1000 Administration	1,974,964	1,861,684	2,074,288	1,937,235	2,148,610	2,194,825
1217 Union Business	129,102	128,916	139,977	108,193	135,379	140,421
013 Safety	342,932	333,605	351,820	350,808	363,900	369,525
1000 Administration	342,932	333,605	351,820	350,808	363,900	369,525
015 City Clerk	1,330,861	1,489,017	2,057,380	2,070,873	1,206,766	1,577,733
1000 Administration	1,312,243	1,488,237	2,032,080	2,044,558	1,181,466	1,552,433
1130 Fairview Cemetery	18,618	780	25,300	26,315	25,300	25,300
1522 Elections-Special	-	-	-	-	-	-
3172 Animal Control	-	-	-	-	-	-
016 Police Commission	-	81,815	150,000	126,978	155,000	155,000
1000 Administration	-	81,815	150,000	126,978	155,000	155,000
029 Sustainability & Innovation	340,203	519,519	585,112	570,808	3,486,781	1,640,581
1000 Administration	159,219	195,815	241,605	230,745	757,891	754,438
7019 Public Engagement	1,316	104,945	135,602	135,148	151,530	153,626
7021 Partnerships	11,614	69	-	-	-	-
7023 Program Management	147,261	(4,227)	74,510	74,953	2,475,850	605,850
7024 Asset Management	20,794	222,917	133,395	129,962	101,510	126,667

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
091 Fleet & Facility Services	3,531,669	3,313,697	3,542,726	3,356,151	3,554,438	3,472,684
1000 Administration	1,011,369	1,005,923	818,289	802,664	858,065	826,708
1381 Municipal Center	1,301,472	1,233,526	1,345,803	1,355,282	1,336,233	1,249,695
1383 Community Dental Center	2,523	400	-	1,000	1,000	1,000
2000 COVID 19	-	-	-	-	-	-
3231 Fire Station #1	148,210	166,875	171,526	165,128	168,822	171,176
4912 Materials & Supplies	582	7,767	1,901	912	7,625	7,798
4914 Repairs	856,877	696,808	941,446	797,176	934,168	958,778
4918 Garage Maintenance	9,055	2,914	8,465	10,689	13,325	13,669
7060 Outstations	189,137	189,066	210,137	210,138	210,836	218,950
9091 Vehicle Purchases	12,443	10,417	45,159	13,162	24,364	24,910
094 Communications Office	-	449,999	467,121	462,647	667,243	677,612
1000 Administration	-	7,222	7,778	7,778	-	-
1140 Communications	-	442,777	459,343	454,869	667,243	677,612
City Attorney	2,775,662	2,453,749	2,624,430	2,502,947	2,663,918	2,641,164
014 Attorney	2,775,662	2,453,749	2,624,430	2,502,947	2,663,918	2,641,164
1000 Administration	2,775,662	2,453,749	2,624,430	2,502,947	2,663,918	2,641,164
Community Services Area	16,459,168	17,802,551	17,233,439	15,382,436	17,799,102	18,813,632
002 Community Development	4,707,671	5,802,051	5,374,558	5,088,737	5,976,769	6,188,515
1000 Administration	269,145	544,091	281,017	238,125	262,671	274,079
2034 Housing Commission Support	3,118,997	3,388,431	3,717,212	3,474,283	4,387,769	4,588,107
2220 Housing Acquisition	-	-	-	-	-	-
2310 Human Serv/Homeless Prevnt	1,319,529	1,569,529	1,376,329	1,376,329	1,326,329	1,326,329
3112 Community Mental Health	-	300,000	-	-	-	-
033 Building & Rental Services	1,649,831	1,472,679	1,399,755	1,252,626	1,140,200	1,316,663
1000 Administration	454,763	545,176	637,926	464,091	461,530	486,801
3311 Deer Management	201,609	142,784	-	1,202	-	-
3340 Housing Bureau	926,533	723,610	684,922	707,218	607,404	756,314
3370 Building - Appeals	66,927	61,109	76,907	80,115	71,266	73,548
050 Planning	1,426,595	1,513,980	1,484,837	1,230,813	1,685,310	2,315,946
3320 Historic Preservation	108,427	109,717	101,555	89,771	115,952	111,864
3360 Planning	1,200,797	1,368,550	1,336,367	1,094,071	1,569,358	2,204,082
3364 Neighborhood Partnership Program	80,000	20,000	-	-	-	-
3365 Annexations	37,371	15,713	46,915	46,971	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
060 Parks & Recreation	8,675,071	9,013,842	8,974,289	7,810,260	8,996,823	8,992,508
1000 Administration	1,937,926	2,455,592	1,941,660	1,509,754	1,816,848	1,876,064
1646 Farmer's Market	166,554	179,549	176,445	167,807	191,511	193,447
4146 Football/Special Events	16,419	6,972	10,437	6,437	10,570	10,635
6001 Outdoor Ice Rinks	50,994	9,740	-	1,322	-	-
6100 Facility Rentals	338,008	333,947	362,275	338,383	346,715	353,271
6209 Parks - Mowing	548,215	614,871	737,302	648,718	728,134	636,422
6210 Operations	441,406	381,542	562,658	564,165	680,701	698,201
6211 Encampment Clean-up	-	-	-	-	-	-
6222 Snow & Ice Control	182,525	194,058	160,560	147,242	198,882	158,933
6231 Buhr Pool	328,248	276,777	290,006	233,281	296,351	302,230
6232 Buhr Rink	166,054	191,251	165,663	157,589	164,376	166,941
6234 Veteran's Pool	309,913	227,310	294,717	219,466	272,060	276,433
6235 Veteran's Ice Arena	458,034	438,039	459,409	334,820	447,772	450,488
6236 Fuller Pool	411,810	364,862	347,464	356,515	372,940	378,553
6237 Mack Pool	343,579	370,205	323,620	252,776	326,949	329,342
6242 Argo Livery	461,070	434,281	521,933	486,838	520,192	522,293
6244 Gallup Livery	357,058	322,814	377,416	316,699	372,731	374,188
6315 Senior Center Operations	196,703	187,514	237,384	184,834	224,971	227,287
6328 ROW Maintenance	12,098	3,715	14,500	5,620	12,509	12,513
6335 Athletic Fields/Game Courts	18,371	19,657	22,177	20,400	18,471	18,841
6365 Playground Maintenance	114,444	100,562	40,712	99,145	40,966	40,997
6403 Community Outreach Services	149,581	183,679	172,156	100,762	177,464	182,672
6503 Huron Golf Course	451,456	488,175	505,056	460,568	514,845	517,353
6504 Leslie Golf Course	923,700	937,806	959,797	906,177	970,084	974,873
9500 Debt Service	290,906	290,924	290,942	290,942	290,781	290,531
Financial & Administrative Services Area	7,646,246	7,847,151	8,442,337	7,927,172	8,261,528	8,462,728
018 Finance	4,076,531	4,060,993	4,366,507	3,926,460	4,190,597	4,326,458
1000 Administration	1,090,064	1,173,294	1,233,545	974,292	1,118,130	1,194,868
1371 Purchasing	149,169	150,628	161,023	159,836	156,584	159,088
1820 Accounting	856,537	831,621	869,661	798,547	884,945	901,533
1830 Assessing	1,015,201	1,001,434	1,124,066	1,035,480	1,144,660	1,168,254
1850 Treasury/Violations Bureau	399,468	372,239	410,090	391,284	436,853	443,373
1860 Parking Referees	262,922	254,685	268,387	268,947	261,476	265,622
4550 Customer Service	34,433	27,961	32,535	32,460	72,415	75,070
7011 Call Center	268,737	249,131	267,200	265,614	115,534	118,650
078 Customer Service	-	-	-	-	-	-
4550 Customer Service	-	-	-	-	-	-
7011 Call Center	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
092 Information Technology	3,569,715	3,786,159	4,075,830	4,000,712	4,070,931	4,136,270
1000 Administration	196,524	200,467	319,037	319,037	210,056	213,311
1921 Infrastructure	967,449	999,804	1,103,861	1,123,861	1,131,426	1,149,419
1922 Enterprise Applications	737,909	786,985	881,964	894,964	818,426	831,986
1925 Technical Services	-	-	-	-	-	-
1926 Help Desk	503,332	490,262	536,861	503,861	633,811	643,530
1927 Application Development	1,164,501	1,308,641	1,234,107	1,158,989	1,277,212	1,298,024
Public Services	4,888,874	6,819,276	5,790,709	4,998,387	5,801,425	6,031,325
040 Engineering	4,022,090	4,660,499	4,948,517	4,201,046	4,630,127	4,722,445
1000 Administration	1,303,783	1,206,511	1,400,131	1,124,862	1,376,037	1,441,329
4100 DDA Street Lighting	67,196	111,284	98,441	86,450	112,476	114,896
4101 Street Lighting	2,042,465	2,272,408	2,305,716	2,271,150	2,326,746	2,396,724
4149 Major Traffic Signs	2,009	3,832	-	-	-	-
4507 Barton Sidewalk	-	-	-	-	-	-
4509 Maple/Miller Sidewalk	-	-	-	-	-	-
4510 Engineer - Private-Of-Way	119,379	138,193	73,572	124,111	177,795	180,641
4511 Hollywood Dr Paving	3,470	109,634	86,897	60	-	-
4512 Healthy Streets	-	-	40,000	-	-	-
4550 Customer Service	36,286	33,817	50,954	41,762	75,378	77,314
4560 Resident Sidewalk Gap Program	-	530	249,470	-	-	-
4570 Record Maintenance	29,933	23,553	38,205	27,470	30,228	30,395
4580 Private Dev. Construction	328,689	338,848	455,577	410,864	358,960	364,556
4930 Systems Maintenance	63,920	46,289	74,827	61,959	79,532	82,463
4931 Installs and Repairs	12,954	12,822	24,942	16,811	26,511	27,489
7012 Training	12,009	12,004	30,730	16,492	6,464	6,638
7019 Public Engagement	-	-	-	-	60,000	-
9000 Capital Outlay	-	350,771	19,055	19,055	-	-
046 Systems Planning	-	105,349	60,000	58,527	162,509	124,269
1000 Administration	-	28,868	20,000	18,527	11,621	11,784
3360 Planning	-	-	-	-	-	-
7016 Design	-	1,481	-	-	-	-
7019 Public Engagement	-	75,000	40,000	40,000	150,888	112,485
7021 Partnerships	-	-	-	-	-	-
7022 Development Process	-	-	-	-	-	-
7023 Program Management	-	-	-	-	-	-
7024 Asset Management	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
061 Public Works	40,492	43,226	49,091	49,091	60,451	61,500
1000 Administration	28,442	31,773	11,001	22,190	19,855	20,194
1130 Fairview Cemetery	-	-	-	-	-	-
4100 DDA Street Lighting	-	-	-	-	-	-
4101 Street Lighting	-	-	-	-	-	-
4146 Football/Special Events	-	-	-	-	-	-
4149 Major Traffic Signs	-	-	-	-	-	-
4930 Systems Maintenance	-	-	-	-	-	-
4931 Installs and Repairs	-	-	-	-	-	-
6209 Parks - Mowing	-	-	-	-	-	-
6210 Operations	-	-	-	-	-	-
6211 Encampment Clean-up	-	-	-	-	-	-
6222 Snow & Ice Control	7,722	4,496	19,045	10,895	20,298	20,653
6225 Graffiti/Private Property	-	-	-	-	-	-
6301 Mowing - Non Parks	4,328	6,957	19,045	16,006	20,298	20,653
6309 General Care	-	-	-	-	-	-
6328 ROW Maintenance	-	-	-	-	-	-
6335 Athletic Fields/Game Courts	-	-	-	-	-	-
6340 Adopt-A-Park/Garden	-	-	-	-	-	-
6365 Playground Maintenance	-	-	-	-	-	-
9500 Debt Service	-	-	-	-	-	-
070 Public Services Administration	309,649	1,347,092	225,261	225,261	100,038	112,164
1000 Administration	14,983	1,060,844	26,767	26,767	26,414	26,525
1100 Fringe Benefits	128,292	104,863	91,582	91,582	73,624	85,639
7015 Study/Planning	67,071	126,718	64,148	64,148	-	-
7019 Public Engagement	99,302	54,667	42,764	42,764	-	-
074 Utilities-Water Treatment	516,644	663,110	507,840	464,462	848,300	1,010,947
1000 Administration	69,247	27,637	64,339	64,339	91,868	254,123
4160 Barton Dam	245,782	350,690	98,122	98,122	198,938	442,680
4162 Superior Dam	76,876	157,715	130,193	131,657	394,264	148,647
4164 Water Quality/PFAS	-	4,109	46,213	-	15,000	15,000
7020 Cell Tower Administration	110,929	112,188	156,923	158,294	135,776	137,794
7091 Maintenance - Hydropower	-	-	-	-	-	-
7099 Recreational Dams	13,809	10,771	12,050	12,050	12,454	12,703

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
Safety Services	46,279,975	46,218,992	49,372,463	46,244,540	48,541,814	50,551,964
031 Police	28,994,960	29,435,690	31,548,166	29,510,738	31,244,944	32,189,601
1000 Administration	3,468,573	3,490,030	3,923,015	2,556,538	3,627,535	4,018,264
1221 Recruiting & Hiring	3,524	8,009	9,550	11,133	9,550	9,550
2000 COVID 19	-	20,114	-	4,916	-	-
3111 Professional Standards	2,324	1,914	1,500	1,498	1,500	1,500
3112 Community Mental Health	-	-	-	-	-	-
3114 AAATA	-	-	-	-	-	-
3115 DEA Officer	2,424	9,676	14,577	14,577	-	-
3121 Administrative Services	1,479,565	1,679,488	1,829,262	1,824,999	1,863,242	1,914,829
3123 Communications	891,998	891,230	891,372	891,372	895,845	897,559
3125 Management Info Syst	1,414,732	1,564,280	1,552,413	1,557,956	1,797,892	1,810,381
3126 Property	157,600	163,111	185,127	190,844	194,473	198,578
3127 Records	710,794	687,105	708,112	710,896	747,546	770,243
3135 Hostage Negotiations	4,092	3,722	2,200	2,150	2,200	2,200
3144 District Detectives	4,581,588	4,450,835	4,043,277	4,091,517	3,811,009	3,920,101
3146 Firearms	52,185	41,342	35,000	35,004	35,000	35,000
3147 L.A.W.N.E.T.	165,285	174,928	167,339	157,835	181,128	186,618
3149 Special Tactics	26,921	34,950	16,493	16,493	14,691	14,830
3150 Patrol	12,436,178	12,923,407	14,665,703	14,177,657	15,189,291	15,498,389
3152 Special Services	1,241,114	1,049,127	1,015,322	1,085,206	494,165	503,213
3156 Crossing Guards	212,082	214,492	208,672	82,500	208,672	208,672
3158 Mountain Bikes	1,094	1,147	1,750	1,750	4,250	1,750
3159 K-9	390,059	365,739	368,141	372,738	397,411	408,769
3160 Motorcycle Unit	46,026	19,377	11,998	14,095	12,631	11,198
3162 Community Standards	1,571,233	1,498,651	1,746,873	1,573,494	1,621,343	1,642,387
3165 2020 Presidential Debate	-	7,449	14,900	-	-	-
3172 Animal Control	135,570	135,570	135,570	135,570	135,570	135,570
3235 Emergency Management	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2019	Actual FY2020	Budget FY2021	Forecasted FY2021	Request FY2022	Projected FY2023
032 Fire	17,285,015	16,783,303	17,824,297	16,733,802	17,296,870	18,362,363
1000 Administration	3,274,578	3,326,889	3,794,214	2,802,805	3,404,745	3,917,628
2000 COVID 19	-	4,320	-	-	-	-
3220 Fire Prevention	1,235,896	993,046	982,579	949,836	803,496	828,033
3224 Sirens	13,555	2,231	45,076	45,076	28,756	28,807
3230 Fire Operations	720,480	333,178	366,842	389,531	645,449	600,321
3231 Fire Station #1	4,769,675	5,157,682	5,217,637	5,104,316	4,547,653	4,763,053
3232 Fire Station #2	10,246	9,170	9,628	9,012	10,227	10,458
3233 Fire Station #3	1,778,819	1,832,688	1,671,778	1,688,375	2,196,592	2,301,716
3234 Fire Station #4	1,408,636	1,295,755	1,718,745	1,703,852	1,462,978	1,527,945
3235 Emergency Management	148,251	195,776	218,279	258,910	216,819	219,087
3236 Fire Station #6	1,802,516	1,676,578	1,830,082	1,785,640	1,577,063	1,619,488
3237 Fire Station #5	1,371,696	1,319,142	1,295,279	1,254,335	1,526,525	1,588,090
3240 Repairs & Maintenance	309,793	219,035	232,214	228,662	252,782	312,488
3250 Fire Training	440,874	417,814	441,944	513,452	623,785	645,249
District Court	4,743,686	4,681,852	4,977,589	4,720,513	4,961,103	5,067,421
021 District Court	4,743,686	4,681,852	4,977,589	4,720,513	4,961,103	5,067,421
1000 Administration	1,334,211	1,373,456	1,467,092	1,304,663	1,483,439	1,536,732
5120 Judicial & Direct Support	1,204,986	1,215,742	1,173,337	1,161,386	1,194,011	1,213,638
5140 Case Processing	1,160,593	1,152,198	1,365,479	1,378,050	1,278,650	1,294,981
5141 Court Appointed Attorney	184,801	15,138	-	-	-	-
5160 Probation/Post Judgmt Sup	859,095	925,318	971,681	876,414	1,005,003	1,022,070
Other	12,771,577	14,438,158	14,974,437	14,456,789	16,613,070	17,783,207
019 Non-Departmental	12,771,577	14,438,158	14,974,437	14,456,789	16,613,070	17,783,207
1000 Administration	692,486	822,260	1,135,549	617,901	2,769,305	3,514,077
1810 Tax Refunds	118,901	282,546	100,000	100,000	100,000	100,000
1920 City Wide Memberships	121,887	112,607	137,135	137,135	137,135	137,135
1959 Pension/OPEB Contribution	70,376	593,744	847,704	847,704	149,358	249,391
2034 Housing Commission Support	49	18	-	-	-	-
9000 Capital Outlay	-	-	-	-	-	-
9500 Debt Service	903,111	910,411	907,012	907,012	902,212	911,512
9541 Bad Debts	-	-	-	-	-	-
9800 Pass Throughs	10,864,768	11,716,572	11,847,037	11,847,037	12,555,060	12,871,092
Grand Total	\$ 104,501,431	\$ 110,014,648	\$ 114,415,254	\$ 106,745,105	\$ 118,160,321	\$ 121,415,047

FTE Count by Service Area/Unit

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
MAYOR & CITY COUNCIL	0.75	1.00	1.00	1.00	1.00
Total Mayor & City Council	0.75	1.00	1.00	1.00	1.00
CITY ATTORNEY	12.50	12.50	13.25	13.50	13.50
Total City Attorney	12.50	12.50	13.25	13.50	13.50
CITY ADMINISTRATOR	3.00	3.00	3.00	4.00	4.00
HUMAN RESOURCES	13.63	14.63	14.80	14.80	14.80
CLERK SERVICES	7.00	7.00	7.00	7.00	7.00
COMMUNICATIONS OFFICE	11.00	11.91	10.91	11.91	11.91
SAFETY	3.00	3.00	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	4.00	5.00	8.50	11.50	11.50
FLEET & FACILITIES	21.00	21.00	21.00	21.03	21.03
POLICE COMMISSION		1.00	1.00	1.00	1.00
Total City Administrator Service Area	62.63	66.54	69.21	74.24	74.24
BUILDING & RENTAL SERVICES	30.72	33.69	34.19	36.19	36.19
PLANNING	9.25	9.10	9.25	9.25	9.25
COMMUNITY DEVELOPMENT	27.20	28.20	30.20	43.20	43.20
PARKS & RECREATION	37.04	37.08	37.41	37.03	37.00
Total Community Services Area	104.21	108.07	111.05	125.67	125.64
ACCOUNTING	6.75	7.00	7.00	7.00	7.00
ASSESSOR	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	4.50	4.50	4.50	4.50
INFORMATION TECHNOLOGY	25.95	25.95	27.95	27.90	27.90
PROCUREMENT	1.00	1.00	1.00	1.00	1.00
RISK MANAGEMENT	0.85	0.85	0.85	0.85	0.85
TREASURY	14.45	14.35	14.35	14.26	14.26
Total Financial Services Area	61.50	61.65	63.65	63.51	63.51
CAPITAL PROJECTS	18.01	16.80	17.52	18.79	18.39
PUBLIC WORKS	89.67	92.60	92.01	92.55	92.55
ENGINEERING	29.70	32.13	33.79	33.89	33.89
PUBLIC SERVICES ADMINISTRATION	7.35	7.45	7.50	8.08	8.08
SYSTEMS PLANNING	11.23	10.85	9.89	9.77	9.87
WASTEWATER TREATMENT	35.72	35.94	35.72	35.72	36.02
WATER TREATMENT	27.31	27.76	27.96	27.88	27.91
Total Public Services Area	218.99	223.53	224.39	226.68	226.71
FIRE	87.00	87.00	87.00	86.00	86.00
POLICE	150.00	154.00	156.00	149.00	149.00
Total Safety Services Area	237.00	241.00	243.00	235.00	235.00
FIFTEENTH DISTRICT COURT	35.00	35.00	35.00	35.00	35.00
Total Fifteenth District Court	35.00	35.00	35.00	35.00	35.00
RETIREMENT SYSTEM	4.00	4.00	4.00	4.00	4.00
Total Retirement System	4.00	4.00	4.00	4.00	4.00
DOWNTOWN DEVELOPMENT AUTHORITY	6.00	6.00	6.00	6.00	6.00
Total Downtown Development Authority	6.00	6.00	6.00	6.00	6.00
Grand Total of City FTEs	742.58	759.29	770.55	784.60	784.60

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



MAYOR & CITY COUNCIL

Composed of the Mayor and ten Council members, two from each of five wards, the City Council is the governing body for the City of Ann Arbor. The role of the Mayor and City Council is to determine policy for the City.

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	252,303	259,196	356,103	327,810	363,433	363,433
PAYROLL FRINGES	57,012	64,109	53,437	72,900	57,302	59,613
OTHER SERVICES	3,800	5,100	16,265	13,806	11,765	11,765
MATERIALS & SUPPLIES	4,386	9,810	875	1,020	875	875
OTHER CHARGES	46,942	71,794	65,582	76,747	93,376	93,936
Total	\$364,443	\$410,009	\$492,262	\$492,283	\$526,751	\$529,622

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	364,443	410,009	492,262	492,283	526,751	529,622
Total	\$364,443	\$410,009	\$492,262	\$492,283	\$526,751	\$529,622

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
MAYOR & COUNCIL	0.75	1.00	1.00	1.00	1.00
Total	0.75	1.00	1.00	1.00	1.00

MAYOR AND CITY COUNCIL

EXPENSES

Other Services - This reflects the reduction of conference training & travel and telecommunications in FY 2022.

Other Charges – The increase is due to higher IT costs for FY 2022.

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 \$280,719 in FY 2022.

MAYOR & COUNCIL

Allocated Positions

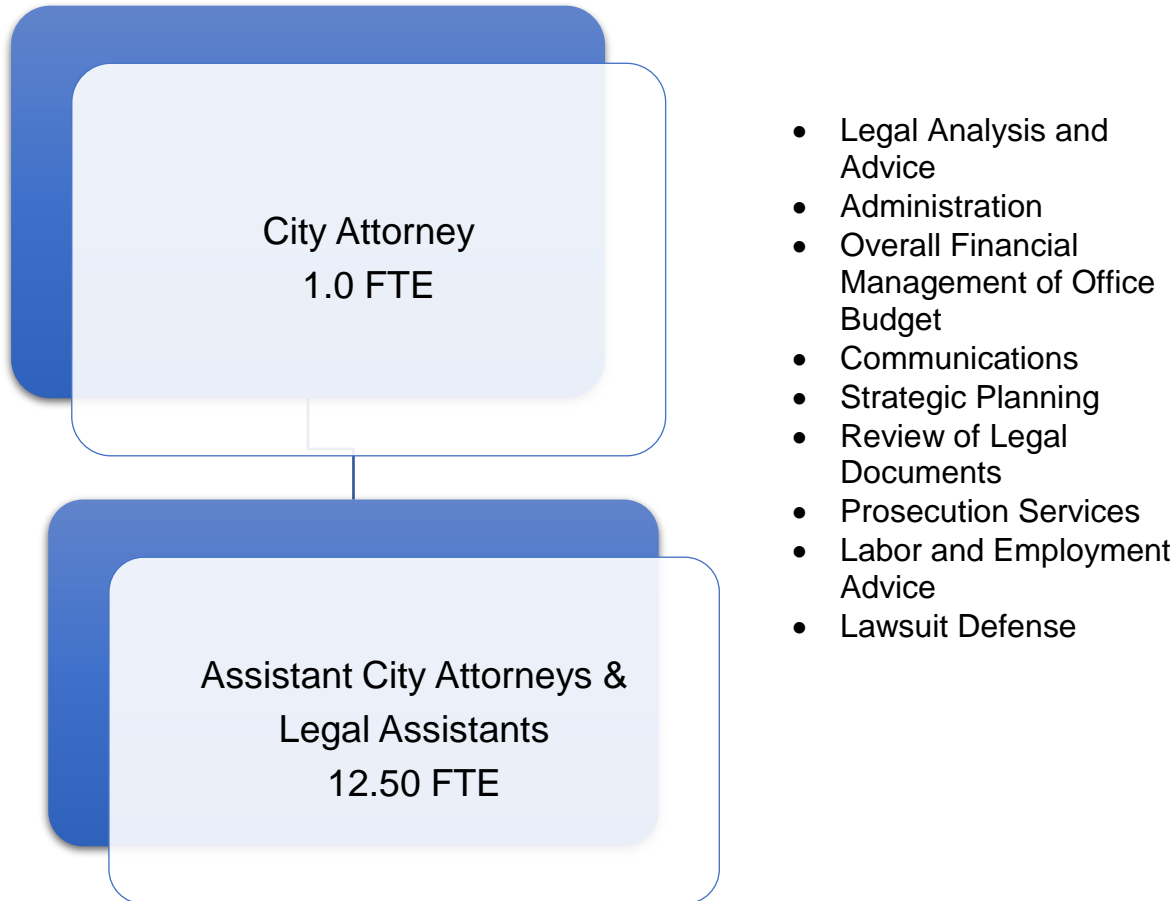
Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
EXECUTIVE ASSISTANT	000820	1.00	1.00
Total		1.00	1.00



CITY ATTORNEY

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

City Attorney's Area Organization Chart



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

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
FINES & FORFEITS	17,580	16,115	17,366	17,366	17,092	17,092
MISCELLANEOUS REVENUE	12	-	-	-	-	-
OPERATING TRANSFERS IN	260,400	200,004	266,000	266,000	257,506	260,418
PRIOR YEAR SURPLUS	-	-	5,375	-	-	-
Total	\$277,992	\$216,119	\$288,741	\$283,366	\$274,598	\$277,510

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	277,992	216,119	288,741	283,366	274,598	277,510
Total	\$277,992	\$216,119	\$288,741	\$283,366	\$274,598	\$277,510

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	1,581,547	1,440,912	1,406,383	1,465,543	1,395,729	1,395,729
PAYROLL FRINGES	708,387	635,085	722,261	703,713	724,071	753,303
OTHER SERVICES	191,605	71,213	144,925	71,976	98,425	73,425
MATERIALS & SUPPLIES	22,124	11,912	28,301	15,931	25,801	25,801
OTHER CHARGES	267,286	291,442	319,440	242,471	416,772	389,786
EMPLOYEE ALLOWANCES	4,715	3,185	3,120	3,313	3,120	3,120
Total	\$2,775,664	\$2,453,749	\$2,624,430	\$2,502,947	\$2,663,918	\$2,641,164

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	2,775,664	2,453,749	2,624,430	2,502,947	2,663,918	2,641,164
Total	\$2,775,664	\$2,453,749	\$2,624,430	\$2,502,947	\$2,663,918	\$2,641,164

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
CITY ATTORNEY	12.50	12.50	13.25	13.50	13.50
Total	12.50	12.50	13.25	13.50	13.50

CITY ATTORNEY

REVENUES

Prior Year Surplus - The decrease reflects a one-time use of fund balance in FY 2021 for childcare reimbursement.

EXPENSES

Personnel Services - The decrease relates to staff turnover in FY 2021.

Other Services - The decrease relates to professional services for outside counsel.

Other Charges - The increase is due to increases in IT costs, insurance premiums and retiree medical insurance in FY 2022 and additional one-time funding in FY22 for succession planning.

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 \$377,724 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Attorney

Area Administrator: N/A

Service Unit: City Attorney

Service Unit Manager: Stephen Postema

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provides legal advice to all Council, City Administration and Service Area Administrators and related employees - City Charter 5.2(1).	●	●	●	●	●	●	Assist in achieving City goals that are the subject of our advice.	Continuous	✓	✓	✓	✓
Prosecutes ordinance violations and represent the City before Courts and Tribunals - City Charter 5.2(2).	●	●	●	●	●	●	Assist in achieving City goals that are the subject of our advice.	Continuous	✓	✓	✓	✓
Prepares and reviews legality of all ordinances, contracts and all other legal instruments - City Charter 5.2(3).	●	●	●	●	●	●	Provided ordinances, contracts and legal documents that protect the City's interest and achieve City goals.	Continuous	✓	✓	✓	✓

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ATTORNEY

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ASSISTANT CITY ATTORNEY	403210	2.00	2.00
CITY ATTORNEY	403280	1.00	1.00
DEPUTY CITY ATTORNY	404570	1.00	1.00
LEGAL & DOCKET MGMT ASST	000240	1.00	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.70	2.70
SENIOR ASST CITY ATTORNEY	403300	5.80	5.80
Total		13.50	13.50

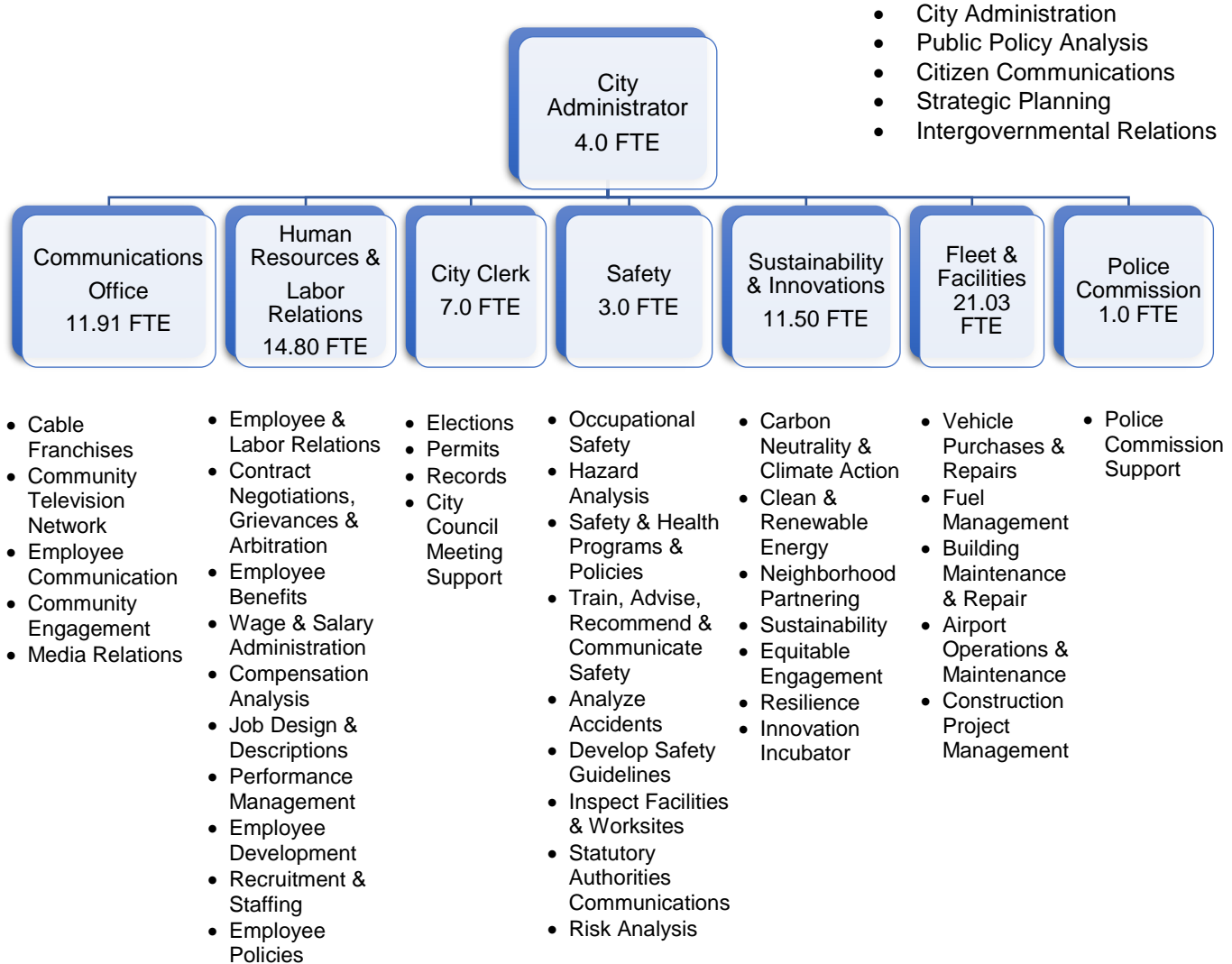
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CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area

Organization Chart



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

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CITY ADMINISTRATOR	-	-	10,000	-	72,965	72,965
CITY CLERK	320,855	684,110	1,116,932	1,125,399	335,049	334,753
COMMUNICATIONS OFFICE	2,114,426	2,454,932	2,482,277	2,163,268	2,361,619	2,357,200
FLEET & FACILITIES	10,836,274	12,267,252	13,160,218	9,749,536	13,794,570	14,851,320
HUMAN RESOURCES	-	278,959	312,927	298,817	420,931	435,953
SAFETY	-	333,605	358,839	350,808	371,103	384,146
SUSTAINABILITY & INNOVATIONS OFFICE	1,023,497	1,086,149	1,345,665	1,218,507	1,111,461	1,162,799
Total	\$14,295,052	\$17,105,007	\$18,786,858	\$14,906,335	\$18,467,698	\$19,599,136

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ENERGY PROJECTS (0002)	122,500	117,085	160,840	75,674	104,461	102,799
GENERAL (0010)	328,572	3,264,366	3,463,082	3,285,561	3,287,060	3,344,872
FLEET SERVICES (0012)	9,357,195	9,329,886	10,402,894	7,098,679	10,015,824	11,731,488
COMMUNITY TELEVISION NETWORK (0016)	2,114,426	2,100,986	2,140,499	1,823,268	2,003,692	1,993,066
AIRPORT (0048)	1,303,288	1,016,751	1,033,174	1,050,065	1,645,626	963,172
CEMETERY PERPETUAL CARE (0054)	1,810	1,907	5,343	5,343	4,035	3,739
GENERAL CAPITAL FUND (00CP)	175,700	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	12,132	9,116	620,020	620,020	7,000	-
COUNTY MENTAL HEALTH MILLAGE (0100)	879,429	957,050	961,006	947,725	1,000,000	1,060,000
CAPITAL SINKING FUND (0101)	-	307,860	-	-	400,000	400,000
Total	\$14,295,052	\$17,105,007	\$18,786,858	\$14,906,335	\$18,467,698	\$19,599,136

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CITY ADMINISTRATOR	922,071	1,164,660	1,139,164	1,036,345	1,273,493	1,305,603
CITY CLERK	1,343,699	1,489,016	2,489,648	2,503,141	1,206,766	1,577,733
COMMUNICATIONS OFFICE	2,020,771	2,201,204	2,467,543	2,221,117	2,648,538	2,660,678
FLEET & FACILITIES	11,639,630	11,335,040	15,217,568	14,526,348	15,615,888	16,562,956
HUMAN RESOURCES	29,315,045	32,249,472	32,422,976	28,708,438	34,115,620	35,247,864
POLICE COMMISSION	-	81,814	150,000	126,978	155,000	155,000
SAFETY	905,236	911,760	1,040,923	1,027,265	1,050,085	999,118
SUSTAINABILITY & INNOVATIONS OFFICE	662,140	1,592,690	2,107,405	2,092,831	4,790,316	2,997,407
Total	\$46,808,592	\$51,025,656	\$57,035,227	\$52,242,463	\$60,855,706	\$61,506,359

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ENERGY PROJECTS (0002)	129,093	125,034	160,213	160,213	104,461	102,799
GENERAL (0010)	8,571,806	9,342,911	10,507,588	10,020,038	12,991,610	11,533,984
FLEET SERVICES (0012)	6,801,793	6,528,145	10,377,961	9,857,887	10,015,824	11,731,488
COMMUNITY TELEVISION NETWORK (0016)	2,020,771	1,751,203	2,000,422	1,758,470	1,981,295	1,983,066
WATER SUPPLY SYSTEM (0042)	39,194	57,785	65,281	65,181	56,732	57,411
SEWAGE DISPOSAL SYSTEM (0043)	14,394	41,845	48,581	48,486	42,335	42,778
AIRPORT (0048)	942,110	864,978	1,008,160	1,023,589	1,645,626	958,784
RISK FUND (0057)	27,773,281	30,837,030	30,897,814	27,339,467	32,517,816	33,542,211
STORMWATER SEWER SYSTEM FUND (0069)	31,440	38,286	53,411	53,336	44,865	45,494
SOLID WASTE (0072)	29,863	39,140	46,086	46,086	48,142	48,344
GENERAL CAPITAL FUND (00CP)	376,890	578,614	30,465	30,465	-	-
MAJOR GRANTS PROGRAMS (00MG)	12,133	9,152	619,983	619,983	7,000	-
COUNTY MENTAL HEALTH MILLAGE (0100)	65,824	761,929	961,006	961,006	1,000,000	1,060,000
CAPITAL SINKING FUND (0101)	-	49,604	258,256	258,256	400,000	400,000
Total	\$46,808,592	\$51,025,656	\$57,035,227	\$52,242,463	\$60,855,706	\$61,506,359

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
CITY ADMINISTRATOR	3.00	3.00	3.00	4.00	4.00
HUMAN RESOURCES	13.63	14.63	14.80	14.80	14.80
CITY CLERK	7.00	7.00	7.00	7.00	7.00
COMMUNICATIONS	11.00	11.91	10.91	11.91	11.91
SAFETY	3.00	3.00	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	4.00	5.00	8.50	11.50	11.50
FLEET & FACILITIES	21.00	21.00	21.00	21.03	21.03
POLICE COMMISSION	-	1.00	1.00	1.00	1.00
Total	62.63	66.54	69.21	74.24	74.24



CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

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

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
MISCELLANEOUS REVENUE	-	-	-	-	72,965	72,965
PRIOR YEAR SURPLUS	-	-	10,000	-	-	-
Total	-	-	\$10,000	-	\$72,965	\$72,965

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	-	10,000	-	72,965	72,965
Total	-	-	\$10,000	-	\$72,965	\$72,965

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	473,227	742,629	542,854	527,010	567,955	567,955
PAYROLL FRINGES	190,596	181,331	241,765	205,414	281,135	333,713
OTHER SERVICES	97,699	87,124	85,700	77,136	98,700	68,700
MATERIALS & SUPPLIES	3,412	743	2,150	2,150	2,150	2,150
OTHER CHARGES	154,927	150,493	264,355	222,295	321,213	330,745
EMPLOYEE ALLOWANCES	2,210	2,340	2,340	2,340	2,340	2,340
Total	\$922,071	\$1,164,660	\$1,139,164	\$1,036,345	\$1,273,493	\$1,305,603

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	922,071	1,164,660	1,139,164	1,036,345	1,273,493	1,305,603
Total	\$922,071	\$1,164,660	\$1,139,164	\$1,036,345	\$1,273,493	\$1,305,603

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
CITY ADMINISTRATOR	3.00	3.00	3.00	4.00	4.00
Total	3.00	3.00	3.00	4.00	4.00

CITY ADMINISTRATOR

REVENUES

Miscellaneous Revenue - The increase is due to the addition of 1.0 FTE for a Diversity, Equity and Inclusion Coordinator that will be reimbursed from other City funds as appropriate.

Prior Year Surplus - The decrease is due to the one-time budget for the Citizen's Survey in FY 2021.

EXPENSES

Personnel Services - The increase is due to the addition of 1.0 FTE for a Diversity, Equity and Inclusion Coordinator.

Other Services - The increase is due to the addition of 1.0 FTE for a Diversity, Equity and Inclusion Coordinator.

Other Charges - The increase is due to increases in IT costs and insurance premiums in FY 2022 as well as an increase in contingency that is used at City Administrator discretion for unbudgeted needs throughout the fiscal 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 Administrator would be charged \$113,608 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: City Administrator

Service Unit Manager: Tom Crawford

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURES	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide organizational leadership in the delivery of services to the community.	●	●	●	●	●	●	Percentage of performance measures with a Green status.	Annually	N/A	N/A	N/A	No Standard
							Recommended recurring General Fund budget surplus/(deficit).	Annually	N/A	N/A	N/A	\$0
							Workplace fatalities and major injuries.	Annually	N/A	N/A	N/A	0
Support Council operations and initiatives.	●	●		●			Percentage of directives from Council resolutions completed within desired timeframe.	Annually	N/A	N/A	N/A	100%
							Average days to respond to Council inquiries (RFIs).	Annually	N/A	N/A	N/A	7
Responsibly manage the financial resources of the City.	●		●				Unaudited General Fund expenditures versus budget (surplus/(deficit)).	Monthly	N/A	N/A	N/A	\$0
Provide annual reporting.	●		●			●	Prepare an Annual Report focusing on the delivery of core services and key projects and initiatives.	Annually	√	November	November	September
Support the development and oversee the execution of the City's legislative policy agenda.	●	●	●	●			Annual Legislative Policy Agenda adopted by Council.	Annually	√	√	November	January
							Percentage of policy items approved at the end of the fiscal year (City can only influence the State with this metric)	Annually	N/A	N/A	100%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ASST CITY ADMINISTRATOR	404510	1.00	1.00
CITY ADMINISTRATOR	403120	1.00	1.00
DEI COORDINATOR	409999	1.00	1.00
STRATEGIC PLAN PROJECT CO	404410	1.00	1.00
Total		4.00	4.00



CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

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

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
INTRAGOVERNMENTAL SALES	-	278,959	310,307	298,817	420,931	435,953
PRIOR YEAR SURPLUS	-	-	2,620	-	-	-
Total	-	\$278,959	\$312,927	\$298,817	\$420,931	\$435,953

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	278,959	312,927	298,817	420,931	435,953
Total	-	\$278,959	\$312,927	\$298,817	\$420,931	\$435,953

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	1,455,711	1,328,384	1,536,614	1,448,100	1,653,227	1,670,080
PAYROLL FRINGES	623,048	607,788	675,035	636,590	719,525	751,248
OTHER SERVICES	316,842	309,599	317,487	333,266	335,037	335,037
MATERIALS & SUPPLIES	8,858	3,832	15,360	15,360	15,360	15,360
OTHER CHARGES	24,209,200	25,264,859	28,908,629	25,303,711	30,540,872	30,970,631
PASS THROUGHS	2,696,180	4,731,740	965,951	965,951	845,359	1,499,268
EMPLOYEE ALLOWANCES	5,206	3,270	3,900	5,460	6,240	6,240
Total	\$29,315,045	\$32,249,472	\$32,422,976	\$28,708,438	\$34,115,620	\$35,247,864

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	2,104,068	1,990,598	2,214,265	2,045,428	2,283,989	2,335,246
RISK FUND (0057)	27,210,977	30,258,874	30,208,711	26,663,010	31,831,631	32,912,618
Total	\$29,315,045	\$32,249,472	\$32,422,976	\$28,708,438	\$34,115,620	\$35,247,864

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
HUMAN RESOURCES	13.63	14.63	14.80	14.80	14.80
Total	13.63	14.63	14.80	14.80	14.80

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES SERVICE UNIT

REVENUES

Intragovernmental Sales – This reflects an increase in personnel reimbursements from the Risk Fund to the General Fund.

EXPENSES

Personnel Services – This reflects an increase in personnel reimbursements from the Risk Fund to the General Fund.

Payroll Fringes – The increase relates to increased retirement contribution and healthcare costs in FY 2022.

Other Charges – The increase reflects the anticipated increase in prescriptions and healthcare costs for FY 2022.

Pass Throughs – The decrease is due to a reduction in the excess contribution for retiree healthcare from the Risk Fund.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$233,425 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Human Resources

Service Unit Manager: Tom Guajardo

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
The compliant and cost effective administration of active and retiree benefits.	●		●		●	●	Health Care Benefits (Active Employees) - Year to year cost - at or below State average, reported by calendar year.	6/30/2022	End of FY 2019 \$9,328,585 / 9.7% to trend	CY 2019 Data: \$9,098,001 / -2.4% to trend	N/A	N/A
							Health Care Benefits (Retirees) - Year to year cost - at or below State average, reported by calendar year.	6/30/2022	End of FY 2019 \$13,241,579 / -15.1% to trend	Data: \$12,473,997 / -15.3% to trend	N/A	N/A
							Number of wellness program events organized and scheduled by the Benefits & Wellness Team.	Quarterly	N/A	N/A	38	20
							Number of Benefit & Wellness education communications distributed to all employees.	Quarterly	N/A	N/A	15	12
							Percentage of employees who participate in the wellness program, reported by calendar year.	12/31/2021	48.20%	49.30%	52.10%	50.00%
							Wellness satisfaction survey, reported annually.	12/31/2021	73.00%	73.00%	73.00%	70.00%
The effective recruitment and retention of a high quality, diverse workforce.	●				●	●	Time that it takes to fill a non-Safety Services position from application date to start date.	Quarterly	86.01 days	90.83 days	56 days	55 days
							Time that it takes to fill a Safety Services position from application date to start date.	Quarterly	131.22 days	144.88 days	100 days	125 days
							Number of diverse applicants by gender.	Quarterly	Male - 50.86% Female - 49.14%	Male - 57.95% Female - 42.12%	Male - 58.80% Female - 41.20%	Male - 40.00% Female - 60.00%
							Number of diverse applicants by race.	Quarterly	39.03%	31.10%	25.42%	40.00%
							New hire satisfaction survey.	Quarterly	N/A	4.4	4.6	4.0
							Hiring manager satisfaction survey.	Quarterly	N/A	3.8	3.2	4.0
The efficient and timely negotiation and administration of the city's labor agreements.	●		●			●	Number of policies created or reviewed/updated.	Quarterly	7	8	9	12
							Negotiations completed within the timeline of the current contract vs. the start date of the proposed contract.	Quarterly	100%	66%	100%	100%
Diversity, equity and inclusion within the City.	●			●	●	●	Municipal Quality Index score.	12/31/2021	105	105	105	100
The efficient and error-free administration of the city's compensation programs.	●		●		●	●	Number of errors with data entry into HRIS system.	Quarterly	97.36% Accuracy	97.05% Accuracy	98.08% Accuracy	95.00% Accuracy
							Training Effectiveness Survey.	Quarterly	N/A	N/A	N/A	4
Support the training of a qualified workforce.	●				●	●	Number of progressions completed.	Quarterly	72.25%	82.00%	90.00%	95.00%
							Number of progressions in development.	Quarterly	20.83%	50.38%	50.00%	50.00%
							Success rate for lead level progression interviews.	Quarterly	100%	100%	50%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
COMPENSATION & HR SUPV	401680	1.00	1.00
AFSCME PRESIDENT	110500	1.00	1.00
EMP BENEFIT & WELLNESS SP	401730	1.00	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00	1.00
EMPLOYEE BENEFITS COORDIN	000840	1.00	1.00
HR & LABOR RELATIONS DIR	403890	1.00	1.00
HR SERVICES PARTNER	403110	4.00	4.00
HR TECHNOLOGY SPECIALIST	401110	0.80	0.80
MANAGEMENT ASSISTANT	000200	1.00	1.00
RECRUITER	401750	2.00	2.00
RECRUITING SUPERVISOR	401570	1.00	1.00
Total		14.80	14.80



CITY ADMINISTRATOR SERVICE AREA

CITY CLERK

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

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	11,898	16,893	11,077	8,549	14,647	14,647
INTERGOVERNMENTAL REVENUES	139,759	118,376	546,131	550,340	119,434	119,434
INVESTMENT INCOME	1,810	1,907	2,343	2,343	1,035	739
LICENSES, PERMITS & REGISTRATIONS	163,388	234,430	119,113	127,779	195,813	195,813
MISCELLANEOUS REVENUE	4,000	312,504	4,000	4,120	4,120	4,120
OPERATING TRANSFERS IN	-	-	432,268	432,268	-	-
PRIOR YEAR SURPLUS	-	-	2,000	-	-	-
Total	\$320,855	\$684,110	\$1,116,932	\$1,125,399	\$335,049	\$334,753

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	319,045	682,203	679,321	687,788	331,014	331,014
CEMETERY PERPETUAL CARE (0054)	1,810	1,907	5,343	5,343	4,035	3,739
MAJOR GRANTS PROGRAMS (00MG)	-	-	432,268	432,268	-	-
Total	\$320,855	\$684,110	\$1,116,932	\$1,125,399	\$335,049	\$334,753

**CITY ADMINISTRATOR SERVICE AREA
CITY CLERK**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	685,457	762,310	1,020,387	1,055,516	478,760	765,609
PAYROLL FRINGES	313,842	313,169	340,841	336,222	319,664	334,258
OTHER SERVICES	82,790	78,712	167,318	167,890	100,104	131,298
MATERIALS & SUPPLIES	71,590	89,270	138,251	161,043	32,531	55,408
OTHER CHARGES	185,435	240,910	252,118	211,217	272,587	288,040
PASS THROUGHS	-	-	432,268	432,268	-	-
CAPITAL OUTLAY	-	-	134,860	134,860	-	-
EMPLOYEE ALLOWANCES	4,585	4,645	3,605	4,125	3,120	3,120
Total	\$1,343,699	\$1,489,016	\$2,489,648	\$2,503,141	\$1,206,766	\$1,577,733

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	1,330,861	1,489,016	2,057,380	2,070,873	1,206,766	1,577,733
GENERAL CAPITAL FUND (00CP)	12,838	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	-	432,268	432,268	-	-
Total	\$1,343,699	\$1,489,016	\$2,489,648	\$2,503,141	\$1,206,766	\$1,577,733

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
CITY CLERK	7.00	7.00	7.00	7.00	7.00
Total	7.00	7.00	7.00	7.00	7.00

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK SERVICES UNIT

REVENUES

Intergovernmental Revenues - This decrease reflects a grant award for the City's Safe Voting Plan during the November 2020 election in FY 2021. Grants are budgeted upon grant award and/or Council approval.

Licenses, Permits & Registrations – This reflects the anticipated increase in scooter fees and Medical Marijuana license revenue in FY 2022.

Operating Transfers In - This reflects a one-time grant received for the City's Safe Voting Plan during the November 2020 election in FY 2021.

EXPENSES

Personnel Services - The decrease reflects the additional temporary staff and over time for the presidential election in FY 2021.

Other Services - The decrease is due to one-time costs for the creation of a satellite office for Voter Registration and printing expenses in FY 2021.

Materials and Supplies - This decrease is due to the one-time purchase of election support equipment and an increase in postage costs for the presidential election in FY 2021.

Other Charges - The increase is due to higher IT costs for FY 2022.

Pass Throughs - This reflects a one-time transfer in FY 2021 from the Major Grants Programs for the presidential election related approved expenses.

Capital Outlay - This reflects the purchases of high-speed vote tabulator and ballot processing equipment for the presidential election in FY 2021.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, City Clerk Services Unit would be charged \$259,346 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: City Clerk

Service Unit Manager: Jackie Beaudry

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide support to City Council by creating agendas, attending all Council meetings, posting meeting notices, preparing minutes, and participating in the City Council orientation and training program.	●	●		●	●	●	<5% of corrections required on publications.	Quarterly	0%	0%	0%	0%
							<5% of minutes requiring correction on approval.	Quarterly	0%	0%	0%	0%
							>4500 external unique page views of Legistar calendar per quarter.	Quarterly	N/A	5,694	5,000	6,000
Provide elections administration, including recruiting and training new and existing inspectors, registering new voters, issuing absentee ballots, testing ballots and voting equipment, and managing election-day setup and functioning of equipment and supplies.	●	●		●	●		>95% of target recruitment	Every election	100%	100%	100%	100%
							<5% absenteeism/cancellation of election inspectors.	Every election	2.14%	3.48%	3.30%	2.50%
							Number of same-day registrations.	Every election	N/A	1,151	728	N/A
							>25% of ballots cast by "no reason" absentee ballot.	Every election	N/A	29.04%	80.66%	N/A
							<30 minute voter wait time per precinct.	Every election	5.5 min	6 min	<5 min	N/A
Provide records management activities including contract routing and filing; records retention; and management of the City's Freedom Of Information Act (FOIA) process including logging, tracking, and responding to all FOIA requests received for City Hall and Fire Department.		●		●			>80% of FOIA requests within 5 days.	Quarterly	86.38%	90.44%	90%	90%
							>99% of FOIA responses in compliance with law.	Quarterly	100%	100%	100%	100%
							100% compliance with Opening Meetings Act.	Quarterly	100%	99.75%	100%	100%
Support City Boards and Commissions (B&C) through management of the Citywide roster of members; tracking of vacancies; and training and support of other City departments with agenda, meeting notices, and minutes.		●		●	●	●	25% attendance of new B&C Members to orientation.	Bi-annually (June/December)	N/A	28%	No Data	25%
							<10% of board vacancies.	Quarterly	6.84%	7.37%	9.00%	7.00%
							>10% of Community Academy graduates actively engaged in the City of Ann Arbor for two consecutive years via one or more of the following: volunteer opportunities, board/commission appointments, hold local office, seasonal employment, part-time employment, or full-time employment.	Quarterly	N/A	18%	10%	15%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
CITY CLERK

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
BOARD & COMMISSIONS COORD	000230	1.00	1.00
CITY CLERK	404240	1.00	1.00
DEPUTY CLERK ELECTIONS	404280	1.00	1.00
DEPUTY CLERK FOIA	404270	1.00	1.00
Total		7.00	7.00



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

The Communications Office coordinates and supports outreach and communication efforts across the organization as well as public information to the Ann Arbor community and media through a variety of platforms. The office provides internal communications to employees and communicates to the public about city initiatives and services. This office also supports Cable Franchise agreements, operates Community Television Network and supports the Cable Commission.

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
INTERGOVERNMENTAL REVENUES	-	7,222	7,778	6,000	-	-
INVESTMENT INCOME	123,012	149,870	85,499	58,548	37,192	26,566
LICENSES, PERMITS & REGISTRATIONS	1,991,113	1,877,218	2,055,000	1,764,585	1,966,500	1,966,500
MISCELLANEOUS REVENUE	301	5,765	-	135	-	-
OPERATING TRANSFERS IN	-	414,857	334,000	334,000	357,927	364,134
Total	\$2,114,426	\$2,454,932	\$2,482,277	\$2,163,268	\$2,361,619	\$2,357,200

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	353,946	341,778	340,000	357,927	364,134
COMMUNITY TELEVISION NETWORK (0016)	2,114,426	2,100,986	2,140,499	1,823,268	2,003,692	1,993,066
Total	\$2,114,426	\$2,454,932	\$2,482,277	\$2,163,268	\$2,361,619	\$2,357,200

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	721,589	726,224	800,289	689,597	872,114	873,298
PAYROLL FRINGES	537,829	539,274	574,695	525,650	662,909	692,027
OTHER SERVICES	306,247	263,721	323,775	278,494	313,701	287,878
MATERIALS & SUPPLIES	33,671	12,619	42,428	23,860	36,000	31,000
OTHER CHARGES	312,416	311,862	316,576	293,736	355,107	371,561
PASS THROUGHS	-	346,724	334,000	334,000	357,927	364,134
CAPITAL OUTLAY	108,239	-	75,000	75,000	50,000	40,000
EMPLOYEE ALLOWANCES	780	780	780	780	780	780
Total	\$2,020,771	\$2,201,204	\$2,467,543	\$2,221,117	\$2,648,538	\$2,660,678

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	450,001	467,121	462,647	667,243	677,612
COMMUNITY TELEVISION NETWORK (0016)	2,020,771	1,751,203	2,000,422	1,758,470	1,981,295	1,983,066
Total	\$2,020,771	\$2,201,204	\$2,467,543	\$2,221,117	\$2,648,538	\$2,660,678

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
COMMUNICATIONS	11.00	11.91	10.91	11.91	11.91
Total	11.00	11.91	10.91	11.91	11.91

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE UNIT**

REVENUES

Intergovernmental Revenue - The decrease reflects one-time revenue from the 2020 Census Grant in FY 2021.

Investment Income - The decrease reflects a lower rate of return on investments.

Licenses, Permits & Registrations - The decrease reflects lower CATV Fee revenue.

EXPENSES

Personnel Services - This reflects an increase due to a 1.0 FTE increase for a Public Information Officer.

Payroll Fringes - This reflects an increase due to a 1.0 FTE increase for a Public Information Officer as well as increased pension and health care costs.

Other Services - The decrease is due to a reduction in maintenance costs.

Materials and Supplies - The decrease is due to a reduction in materials & supplies usage.

Other Charges - The increase is due to increases in IT costs and insurance premiums in FY 2022.

Capital Outlay - The decrease is due to a reduction in equipment purchases by the Communications Office.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Communications

Service Unit Manager: Lisa Wondrash

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide internal employee communications.	●			●	●	●	Ensure timely, accurate and relevant content. Conduct annual staff communication office survey.	26 issues annually	100%	100%	100%	26 issues
							Ensure timely, accurate and relevant content. Implement A2 Central Strategic Plan via the Communications/IT steering team quarterly meetings. Conduct annual staff communication office survey.	Quarterly	100%	100%	100%	100%
							Adjust content of communication vehicles and/or frequency with feedback from the Annual Communication Office Survey and monthly office report.	Monthly	X	X	X	x
Support external communications and external reputation management.	●	●		●	●		Adjust web content on a periodic basis using Google Analytics Metrics. Support redesign project spring/summer 2020.	Quarterly	X	X	X	X
							Track number of releases distributed and report monthly via Communication Office Report.	Weekly	100%	100%	100%	100%
							Prepare and distribute two monthly newsletters by the first of the month. 24 issues annually as well as other collateral requests.	First of every month	24	24	24	24
							National Citizen's Survey final reports to be completed by Dec. 1, 2022.	Final reports to be completed by 12/1/2022	N/A	X	N/A	X
Support crisis communications.	●		●	●	●		Staff the EOC as required	When activated	X	X	X	X
							Ensure annual completion of the Emergency Action Plan (EAP).	Annually	100%	100%	100%	100%
Manage and provide community interest programming on Community Television Network.	●			●	●		Provide Quarterly CTN Programming Report to Cable Commission.	Quarterly	4	4	4	4
							Close caption Commission on Disability Issues, City Council and Planning Commission regular meetings. Programming provided via cable and on demand online viewing.	Monthly	X	X	X	X
Support City-wide community engagement.	●			●	●		Integrate diversity and equity emphasis into community engagement process.	Fourth Quarter	100%	100%	100%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ASST MGR COMM ENG & EDU	402090	1.00	1.00
CITY COMMUNICATIONS MGR	402040	1.00	1.00
COMMUNICATIONS SPECIALIST	401590	0.91	0.91
COMMUNICATIONS UNIT MGR	403530	1.00	1.00
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	4.00	4.00
PROGRAMMER	110510	1.00	1.00
PUBLIC INFORMATION OFFICER	409999	1.00	1.00
TRAINING & FACILITY COORD	110530	1.00	1.00
Total		11.91	11.91



CITY ADMINISTRATOR SERVICE AREA

SAFETY

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

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
INTRAGOVERNMENTAL SALES	-	333,605	358,839	350,808	371,103	384,146
Total	-	\$333,605	\$358,839	\$350,808	\$371,103	\$384,146

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	333,605	358,839	350,808	371,103	384,146
Total	-	\$333,605	\$358,839	\$350,808	\$371,103	\$384,146

**CITY ADMINISTRATOR SERVICE AREA
SAFETY**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	560,326	553,860	591,322	582,279	606,875	619,918
PAYROLL FRINGES	122,980	110,809	116,997	116,997	125,788	131,413
OTHER SERVICES	111,199	102,123	160,442	154,827	202,660	132,707
MATERIALS & SUPPLIES	66,886	62,952	58,028	52,760	42,000	42,000
OTHER CHARGES	41,405	58,182	58,394	64,662	70,422	70,740
PASS THROUGHS	-	21,294	53,400	53,400	-	-
EMPLOYEE ALLOWANCES	2,440	2,540	2,340	2,340	2,340	2,340
Total	\$905,236	\$911,760	\$1,040,923	\$1,027,265	\$1,050,085	\$999,118

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	342,932	333,604	351,820	350,808	363,900	369,525
RISK FUND (0057)	562,304	578,156	689,103	676,457	686,185	629,593
Total	\$905,236	\$911,760	\$1,040,923	\$1,027,265	\$1,050,085	\$999,118

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
SAFETY	3.00	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00	3.00

CITY ADMINISTRATOR SERVICE AREA
SAFETY UNIT

REVENUE

Intragovernmental Sales - This reflects an increase in personnel reimbursements from the Risk Fund to the General Fund.

EXPENSES

Payroll Fringes - The increase relates to increased retirement contribution and healthcare costs in FY 2022.

Other Services - The increase is primarily due to the one-time contracted services for City Hall duct cleaning in FY 2022.

Materials & Supplies - This decrease reflects the one-time purchase of AED kits and supplies in FY 2021.

Other Charges – The increase reflects the addition of a contingency for safety-related items in FY 2022.

Pass Throughs - The amount for FY 2021 represents the use of funds carried forward from FY 2020 for engineering services to sample and test wet basements in high risk areas and a rent payment for Safety's share of the square footage of City Hall.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Safety

Service Unit Manager: Doug Forsyth

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Develop, implement, and maintain a comprehensive safety training program that includes all service areas and is relevant for all employees.	●		●		●	●	Ensure all safety training required to address workplace hazards is identified and assigned to employees. Safety Unit will report safety training status to the organization quarterly.	6/30/2022	100%	100%	100%	100%
								6/30/2022	100%	100%	100%	100%
Develop and implement a Citywide workplace safety hazard analysis program.	●		●		●	●	Develop and Implement the program city wide. Complete analysis of 10% of field work tasks.	6/30/2022	50%	50%	75%	85%
								6/30/2022	N/A	50%	75%	100%
Maintain an incident/accident tracking and reporting program that includes the requirements for managers and supervisors to complete incident reports and investigations.	●				●	●	Ensure incidents are investigated within 24-hours at the manager and supervisor levels and/or within 2-hours at the Safety Unit level for severe incidents.	6/30/2022	100%	100%	100%	100%
Develop strategies and work plans to identify and prioritize hazards and risks that City employees encounter during required work activities.	●		●		●	●	Develop and Implement the program city wide. Safety Unit will report status of prioritization and risk reduction efforts quarterly.	6/30/2022	50%	75%	85%	100%
								6/30/2022	N/A	50%	100%	100%
Develop internal and external safety engagement programs that improve communications and support partnering efforts with outside agencies, including but not limited to the Michigan Occupational Safety and Health Administration (MIOSHA) and peer organizations.	●			●	●	●	Complete (1) annual safety culture survey with the intent to improve the internal safety culture when compared to previous year survey results. Hold 50 safety committee meetings per year.	6/30/2022	100%	100%	100%	100%
							Ensure >99% of required OSHA and MIOSHA reporting requirements pertaining to recordable injuries are properly reported and communicated to the city workforce.	6/30/2022	>99%	>99%	>99%	>99%
Provide medical surveillance testing services for required employees and units	●		●		●	●	Administer the program city-wide.	6/30/2022	100%	72%	100%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
SAFETY MANAGER	401290	1.00	1.00
SAFETY SPECIALIST	000290	1.00	1.00
SR SAFETY COMPLIANCE SPEC	404460	1.00	1.00
Total		3.00	3.00



CITY ADMINISTRATOR SERVICE AREA

SUSTAINABILITY & INNOVATIONS OFFICE

The City of Ann Arbor Office of Sustainability and Innovations helps the City, residents, businesses, nonprofits, and others within the City and broader region works towards a just transition to community-wide carbon neutrality by generating, evaluating, and implementing environmentally responsible, climate-smart, and socially just opportunities that reduce our local environmental impact, preserve resources, and show sustainability in action.

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

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CONTRIBUTIONS	-	-	100,000	100,000	-	-
INTERGOVERNMENTAL REVENUES	-	-	70,000	70,000	-	-
INVESTMENT INCOME	19,224	20,377	6,077	6,077	2,879	2,056
MISCELLANEOUS REVENUE	32,859	21,147	35,752	50,833	7,000	-
OPERATING TRANSFERS IN	5,916	119,996	-	-	-	-
PRIOR YEAR SURPLUS	-	-	142,239	-	52,130	53,436
SPECIAL ASSESSMENTS	86,069	(12,421)	51,597	51,597	49,452	47,307
TAXES	879,429	937,050	940,000	940,000	1,000,000	1,060,000
Total	\$1,023,497	\$1,086,149	\$1,345,665	\$1,218,507	\$1,111,461	\$1,162,799

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ENERGY PROJECTS (0002)	122,500	117,085	160,840	75,674	104,461	102,799
GENERAL (0010)	9,436	2,898	36,067	7,356	-	-
MAJOR GRANTS PROGRAMS (00MG)	12,132	9,116	187,752	187,752	7,000	-
COUNTY MENTAL HEALTH MILLAGE (0100)	879,429	957,050	961,006	947,725	1,000,000	1,060,000
Total	\$1,023,497	\$1,086,149	\$1,345,665	\$1,218,507	\$1,111,461	\$1,162,799

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

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	297,249	341,421	630,029	619,209	765,545	759,046
PAYROLL FRINGES	129,360	132,012	285,755	289,402	416,991	433,873
OTHER SERVICES	77,626	379,095	316,847	313,012	783,058	798,758
MATERIALS & SUPPLIES	16,338	18,575	66,600	68,050	28,518	28,018
OTHER CHARGES	27,368	413,359	451,432	447,268	340,349	245,938
PASS THROUGHS	65,738	163,434	62,616	62,616	59,294	56,994
CAPITAL OUTLAY	46,509	142,650	291,006	291,006	2,395,000	673,219
EMPLOYEE ALLOWANCES	1,952	2,144	3,120	2,268	1,561	1,561
Total	\$662,140	\$1,592,690	\$2,107,405	\$2,092,831	\$4,790,316	\$2,997,407

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ENERGY PROJECTS (0002)	129,093	125,034	160,213	160,213	104,461	102,799
GENERAL (0010)	340,199	519,519	585,112	570,808	3,486,781	1,640,581
WATER SUPPLY SYSTEM (0042)	39,194	57,785	65,281	65,181	56,732	57,411
SEWAGE DISPOSAL SYSTEM (0043)	14,394	41,845	48,581	48,486	42,335	42,778
STORMWATER SEWER SYSTEM FUND (0069)	31,440	38,286	53,411	53,336	44,865	45,494
SOLID WASTE (0072)	29,863	39,140	46,086	46,086	48,142	48,344
MAJOR GRANTS PROGRAMS (00MG)	12,133	9,152	187,715	187,715	7,000	-
COUNTY MENTAL HEALTH MILLAGE (0100)	65,824	761,929	961,006	961,006	1,000,000	1,060,000
Total	\$662,140	\$1,592,690	\$2,107,405	\$2,092,831	\$4,790,316	\$2,997,407

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
SUSTAINABILITY & INNOVATIONS OFFICE	4.00	5.00	8.50	11.50	11.50
Total	4.00	5.00	8.50	11.50	11.50

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

REVENUES

Contributions - This reflects one-time revenue from the DTE Charging Forward grant in FY 2021.

Intergovernmental Revenue - This reflects one-time revenue from the Michigan Energy Office grant in FY 2021.

Miscellaneous Revenue - This reflects a planned decrease in miscellaneous revenue in the Energy Fund in FY 2022.

Prior Year Surplus - The decrease is due to one-time projects in FY 2021 including net zero affordable housing, resiliency hubs, and a municipal clean and renewable energy strategy.

Taxes - This reflects a projected increase in taxes within the County Mental Health Millage.

EXPENSES

Personnel Services - This reflects a planned increase for 3.0 full-time sustainability analyst positions.

Payroll Fringes - The increase is due to increased healthcare costs, retirement contribution costs and additional costs related to 3.0 full-time sustainability analyst positions.

Other Services - The increase is due to additional professional and contracted services, software and training budgeted in the General Fund and County Mental Health Millage Fund.

Materials & Supplies - This reflects a planned decrease in materials & supplies for outreach and marketing efforts.

Other Charges - This reflects a planned reduction in contingency in the Energy Fund and transfers from the County Mental Health Millage.

Capital Outlay - The increase is due to one-time cost for building electrification & energy improvements, EV charging infrastructure, non-motorized plan & resilience hubs in FY 2022.

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 Sustainability & Innovations Office would be charged \$68,526 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Tom Crawford

Service Unit: Sustainability & Innovations

Service Unit Manager: Missy Stults

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Support Carbon Neutrality for the City of Ann Arbor operations.	●	●	●	●	●	●	100% of City operations are powered with clean and renewable energy by 2025.	2025	27%	31%	31%	35%
	●	●	●	●	●	●	90% of light duty trucks and sedans are electric by 2025.	2025	4 (-1%)	5 (-2.5%)	25 (-12%)	20%
	●	●	●	●	●	●	50% reduction in emissions from heavy equipment by 2028 (based on 2020 emissions).	2028	5%	10%	21%	25%
	●	●	●	●	●	●	10% reduction in GHG emissions associated with employee commutes by 2028 (based on pre-COVID levels).	2028	N/A	N/A	Launch survey	5%
	●	●	●	●	●	●	90% reduction in natural gas usage in City buildings by 2030 (based on 2020 usage).	2030	N/A	N/A	Initiative	5%
	●	●	●	●	●	●	All new city buildings and major renovations are net zero energy starting in 2022.	Ongoing	N/A	N/A	N/A	Create Policy
	●	●	●	●	●	●	City operations and systems are prepared for short and long-term changes in climate. Conduct a climate vulnerability assessment at least every five years.	Every 5 years	N/A	N/A	Update MHMP	Conduct Vuln. Assess
Support Carbon Neutrality where the City is a regulator.	●	●	●	●	●	●	Bi-annual reviews on the UDC and its alignment with sustainability goals and carbon neutrality.	Ongoing	N/A	Drafted Rubric	2 Reviews	2 Reviews
	●	●	●	●	●	●	80% of all covered buildings report energy usage on time by 2025.	2025	N/A	N/A	Launch ordinance	10
	●	●	●	●	●	●	80% of all rental units are in compliance with efficiency standard by 2025.	2025	N/A	N/A	Launch ordinance	Initiate ordinance
Support Carbon Neutrality where the City is an influencer.	●	●	●	●	●	●	Number of state policies changed that allow carbon neutrality goals to be advanced.	Ongoing	N/A	1	1	2
	●	●	●	●	●	●	Residential GHG emissions (20% reduction from 2020 levels by 2030).	Ongoing	465,457	430,399	Not yet available	416,196
	●	●	●	●	●	●	Amount of residential renewable energy installed (goal of 1MW per year).	Ongoing	N/A	800KW	1 MW	1.5 MW
	●	●	●	●	●	●	Commercial GHG emissions.	Ongoing	436,526	348,805	Not yet available	325,784
	●	●	●	●	●	●	Amount of commercial and institutional renewable energy installed.	Ongoing	N/A	N/A	200 KW	500 KW
	●	●	●	●	●	●	100 new EV chargers located throughout the City by 2022.	Ongoing	31	75	150	450
Provide Neighborhood Engagement.	●	●	●	●	●	●	Number of grants awarded through SA2T.	Ongoing	11	13	5	10
	●	●	●	●	●	●	Dollars granted and leveraged through SA2T.	Ongoing	\$538,000	\$201,000	\$300,000	\$200,000
	●	●	●	●	●	●	Number of community engagement events.	Ongoing	34	90	50	60
	●	●	●	●	●	●	Youth engagement in activities.	Ongoing	2	7	12	20
	●	●	●	●	●	●	Number of neighborhood ambassadors.	Ongoing	N/A	N/A	21	40
Provide equity.	●	●	●	●	●	●	Number of non-traditional stakeholders engaged in OSI work.	Ongoing	N/A	6	25	50
	●	●	●	●	●	●	Number of residents that are energy burdened.	Ongoing	8,400	8,400	8,400	7,560
Provide transparency and reporting.	●	●	●	●	●	●	Annual Sustainability report is released.	Annually	N/A	Yes	Yes	Yes
	●	●	●	●	●	●	Number of website hits.	Quarterly	21,053	18,025	21,000	25,000
Provide resiliency enhancement.	●	●	●	●	●	●	Number of resiliency hubs created.	Ongoing	N/A	1	0	0
	●	●	●	●	●	●	Number of households with emergency response kits.	Ongoing	N/A	N/A	50	75
	●	●	●	●	●	●	Number of trees planted through 10,000 Trees campaign.	Ongoing	N/A	N/A	1,000	3,000
	●	●	●	●	●	●	Score in the Community Rating System Program.	Ongoing	7	6	6	6
Support national field building.	●	●	●	●	●	●	Number of state and national level committees, boards, or groups OSI team members serve on.	Ongoing	5	6	6	8
	●	●	●	●	●	●	Number of inquiries from peers around the nation and world.	Ongoing	12	25	30	40

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ENERGY ANALYST	000330	1.00	1.00
SENIOR SUSTAIN. ANALYST	409999	1.00	1.00
SUST & INNOV COM ENER MGR	404610	1.00	1.00
SUST & INNOV ENGAGE SPEC	404600	1.00	1.00
SUST AND INNOV ANALYST	404590	1.00	1.00
SUST AND INNOV ENERGY COO	404580	1.00	1.00
SUST AND INOV ENGAGE SPE	404600	0.50	0.50
SUSTAIN AND INNOVAT MGR	401900	1.00	1.00
SUSTAINABILITY ANALYST	000330	3.00	3.00
SUSTAINABILITYCOORDINATOR	401410	1.00	1.00
Total		11.50	11.50



CITY ADMINISTRATOR SERVICE AREA

FLEET & FACILITIES

The Fleet and Facilities Service Unit is responsible for the maintenance and repair of City owned buildings and their grounds, as well as project oversight for these facilities. The unit is also responsible for maintenance and repair to 700 vehicles and pieces of City owned equipment. Procurement of new vehicles, including electrification of the City's fleet, and fueling/charging infrastructure operations are also handled by the Unit. The operation and maintenance of the Ann Arbor Municipal Airport is an additional responsibility of Fleet and Facilities Services.

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	937,856	933,544	934,740	933,475	945,740	951,240
CONTRIBUTIONS	400,737	498,873	-	168,090	-	-
INTERGOVERNMENTAL REVENUES	118,425	-	69,000	95,519	-	-
INTRAGOVERNMENTAL SALES	8,239,889	9,840,304	8,754,791	8,319,088	9,825,662	9,223,272
INVESTMENT INCOME	440,362	592,036	271,137	215,501	147,093	105,066
MISCELLANEOUS REVENUE	523,305	4,070	1,925	17,863	1,925	1,925
OPERATING TRANSFERS IN	175,700	398,425	-	-	400,000	400,000
PRIOR YEAR SURPLUS	-	-	3,128,625	-	2,474,150	4,169,817
Total	\$10,836,274	\$12,267,252	\$13,160,218	\$9,749,536	\$13,794,570	\$14,851,320

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	91	1,612,755	1,724,150	1,600,792	1,733,120	1,756,660
FLEET SERVICES (0012)	9,357,195	9,329,886	10,402,894	7,098,679	10,015,824	11,731,488
AIRPORT (0048)	1,303,288	1,016,751	1,033,174	1,050,065	1,645,626	963,172
GENERAL CAPITAL FUND (00CP)	175,700	-	-	-	-	-
CAPITAL SINKING FUND (0101)	-	307,860	-	-	400,000	400,000
Total	\$10,836,274	\$12,267,252	\$13,160,218	\$9,749,536	\$13,794,570	\$14,851,320

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	2,983,442	2,964,767	3,305,386	3,042,142	3,206,768	3,200,421
PAYROLL FRINGES	888,488	864,956	966,574	898,838	926,675	969,269
OTHER SERVICES	1,687,284	1,565,634	1,816,788	1,934,013	1,560,433	2,180,790
MATERIALS & SUPPLIES	171,519	134,527	177,605	177,255	148,225	429,190
OTHER CHARGES	2,975,833	3,148,719	3,322,585	3,216,265	3,713,483	3,762,396
PASS THROUGHS	884,122	721,036	728,978	728,978	664,291	664,867
CAPITAL OUTLAY	336,149	607,150	3,050,990	3,080,281	3,715,316	3,642,491
VEHICLE OPERATING COSTS	1,699,738	1,314,718	1,837,960	1,435,044	1,669,995	1,702,830
EMPLOYEE ALLOWANCES	13,055	13,533	10,702	13,532	10,702	10,702
Total	\$11,639,630	\$11,335,040	\$15,217,568	\$14,526,348	\$15,615,888	\$16,562,956

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	3,531,675	3,313,699	3,542,726	3,356,151	3,554,438	3,472,684
FLEET SERVICES (0012)	6,801,793	6,528,145	10,377,961	9,857,887	10,015,824	11,731,488
AIRPORT (0048)	942,110	864,978	1,008,160	1,023,589	1,645,626	958,784
GENERAL CAPITAL FUND (00CP)	364,052	578,614	30,465	30,465	-	-
CAPITAL SINKING FUND (0101)	-	49,604	258,256	258,256	400,000	400,000
Total	\$11,639,630	\$11,335,040	\$15,217,568	\$14,526,348	\$15,615,888	\$16,562,956

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
FLEET & FACILITIES	21.00	21.00	21.00	21.03	21.03
Total	21.00	21.00	21.00	21.03	21.03

CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES

REVENUES

Intergovernmental Revenues - This reflects the Airport Cares Act grant received in FY 2021.

Intragovernmental Sales - The increase is reflective of increased fleet replacement and operating costs in FY 2022.

Investment Income - The decrease reflects a lower rate of return on investments.

Operating Transfers In - This reflects the addition of money into the Capital Sinking Fund for capital projects in FY 2022.

Prior Year Surplus - The decrease is due to the planned use of Fleet Fund balance in FY 2021, which is carried forward from FY 2020 for replacement vehicle purchases.

EXPENSES

Personnel Services - The decrease is due to the severance pay in the Fleet Fund for planned retirements in FY 2021.

Other Services - The decrease is due to the multi-year project budgets carried forward from FY 2020 to FY 2021 in the Capital Sinking Fund.

Other Charges - The increase is due to the funding for the Capital Sinking Fund which is budgeted as a contingency in Other Charges. Once the project budgets are established, the budget and actual amounts will reflect appropriately in Capital Outlay.

Capital Outlay - The increase is due to the planned construction of heated aircraft hangars at the airport in FY 2022.

Vehicle Operating Costs - This reflects the anticipated decrease in purchases of gas, compressed natural gas and recapped tires in FY 2022.

**CITY ADMINISTRATOR SERVICES AREA
FLEET & FACILITIES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,011,369	1,005,923	818,289	802,664	858,065	826,708
1381 MUNICIPAL CENTER	1,301,472	1,233,526	1,345,803	1,355,282	1,336,233	1,249,695
1383 COMMUNITY DENTAL CENTER	2,523	400	-	1,000	1,000	1,000
3231 FIRE STATION #1	148,210	166,875	171,526	165,128	168,822	171,176
4912 MATERIALS & SUPPLIES	582	7,767	1,901	912	7,625	7,798
4914 REPAIRS	856,877	696,808	941,446	797,176	934,168	958,778
4918 GARAGE MAINTENANCE	9,055	2,914	8,465	10,689	13,325	13,669
7060 OUTSTATIONS	189,137	189,066	210,137	210,138	210,836	218,950
9091 VEHICLE PURCHASES	12,443	10,417	45,159	13,162	24,364	24,910
Total	\$3,531,668	\$3,313,696	\$3,542,726	\$3,356,151	\$3,554,438	\$3,472,684

Expenses by Activity (0012 FLEET SERVICES)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	(773,662)	(3,089,208)	1,223,936	1,183,312	1,139,110	1,142,675
4912 MATERIALS & SUPPLIES	955,969	780,502	1,155,315	916,626	900,297	912,661
4914 REPAIRS	1,559,066	1,274,047	1,673,775	1,518,922	1,640,204	1,975,598
4916 OUTSIDE REPAIRS	255,023	211,836	249,125	189,935	218,935	974,350
4918 GARAGE MAINTENANCE	241,256	165,879	160,921	166,450	200,161	204,227
9091 VEHICLE PURCHASES	3,936,321	6,557,235	5,287,494	5,255,247	5,290,069	5,895,470
9500 DEBT SERVICE	627,818	627,856	627,395	627,395	627,048	626,507
Total	\$6,801,791	\$6,528,147	\$10,377,961	\$9,857,887	\$10,015,824	\$11,731,488

Expenses by Activity (0048 AIRPORT)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	467,839	291,907	330,157	336,713	334,188	345,042
4822 GROUNDS	60,451	59,843	99,666	98,413	47,680	47,270
7060 OUTSTATIONS	413,821	513,228	578,337	588,463	1,263,758	566,472
Total	\$942,111	\$864,978	\$1,008,160	\$1,023,589	\$1,645,626	\$958,784

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9000 CAPITAL OUTLAY	364,051	578,613	30,465	30,465	-	-
Total	\$364,051	\$578,613	\$30,465	\$30,465	-	-

Expenses by Activity (0101 CAPITAL SINKING FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1381 MUNICIPAL CENTER	-	24,800	-	-	-	-
1390 JUSTICE CENTER	-	15,888	44,755	44,755	-	-
3233 FIRE STATION #3	-	8,916	30,107	30,107	-	-
9000 CAPITAL OUTLAY	-	-	183,394	183,394	400,000	400,000
Total	-	\$49,604	\$258,256	\$258,256	\$400,000	\$400,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: John Fournier

Service Unit: Fleet & Facilities

Service Unit Manager: Matthew Kulhanek

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Estimate	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide fleet maintenance and repair services.	●		●	●	●		95% PMSC - Preventive maintenance schedule compliance.	Quarterly	98%	96%	95%	95%
							100% Police vehicle replacement availability.	Quarterly	92%	100%	80%	100%
Provide fleet replacement (cycling) management.	●		●	●	●		Increase % of plug-in electric vehicles (PEV) in the City's Fleet consistent with the goals of the Green Fleet Policy (Light Vehicles).	Quarterly	N/A	2.84%	10.05%	>10.05%
							Increase % of plug-in electric vehicles (PEV) in the City's Fleet consistent with the goals of the Green Fleet Policy (Heavy Vehicles).	Quarterly	N/A	2.94%	2.98%	>2.98%
							90% Fleet utilization per year.	12/31/2021	N/A	88%	88%	90%
Provide safe and comprehensive aviation transportation services.	●	●	●	●			Order 90% of V/E in the FY in which the asset was qualified for replacement.	6/30/2022	100%	100%	100%	90%
							Maintain a stable financial condition so the airport is self-sufficient for all operating and capital needs.	6/30/2022	✓	✓	✓	✓
							Maintain airport runways/taxiways to a Runway Condition Code "3" within four hours of the completion of the weather event 95% of the time.	Quarterly	85%	100%	95%	95%
Provide well maintained and munctional City facilities.	●		●		●	●	Runway/taxiway accidents and incidents rate of less than .005% of aircraft operations (reviewed quarterly).	6/30/2022	0%	0%	0%	<.005%
							Close 80% of facility work orders within 5 business days.	Quarterly	86%	79%	80%	80%
							Develop and complete an internal (City staff) Customer Service survey of Facilities Maintenance operations by the end of FY22.	6/30/2022	N/A	N/A	N/A	✓
							Facilities maintenance staff initiates 20% of facility work orders.	Quarterly	14%	3%	10%	20%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 5	110054	0.08	0.08
FACILITIES MAINT TECH II	110214	1.00	1.00
FACILITIES MAINT TECH III	110224	1.00	1.00
FACILITIES MAINT TECH IV	110234	3.00	3.00
FACILITIES MAINT TECH V	110244	1.00	1.00
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FAC SUPV I	190004	1.00	1.00
FLEET & FAC SUPV II	190014	0.95	0.95
FLEET & FACILITIES MGR	403200	1.00	1.00
INVENTORY CONTROL ACCOUNT	110700	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
VEHICLE & EQUIP TECH III	110104	2.00	2.00
VEHICLE & EQUIP TECH IV	110114	5.00	5.00
VEHICLE & EQUIP TECH IV	110115	1.00	1.00
VEHICLE&EQUIP INSTALL II	110620	1.00	1.00
Total		21.03	21.03

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CITY ADMINISTRATOR SERVICE AREA

POLICE COMMISSION

This unit provides support to the Independent Community Police Oversight Commission, which provides review of police operating procedures and citizen concerns.

CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	-	53,497	55,000	47,709	55,000	55,000
PAYROLL FRINGES	-	17,837	32,380	17,113	34,054	35,531
OTHER SERVICES	-	421	53,355	52,182	55,047	53,488
MATERIALS & SUPPLIES	-	1,054	400	1,054	400	400
OTHER CHARGES	-	9,005	8,865	8,920	10,499	10,581
Total	-	\$81,814	\$150,000	\$126,978	\$155,000	\$155,000

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	81,814	150,000	126,978	155,000	155,000
Total	-	\$81,814	\$150,000	\$126,978	\$155,000	\$155,000

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
POLICE COMMISSION	-	1.00	1.00	1.00	1.00
Total	-	1.00	1.00	1.00	1.00

**CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION**

EXPENSES

Other Services – FY 2022 includes a \$5,000 increase for training.

CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		1.00	1.00



COMMUNITY SERVICES AREA

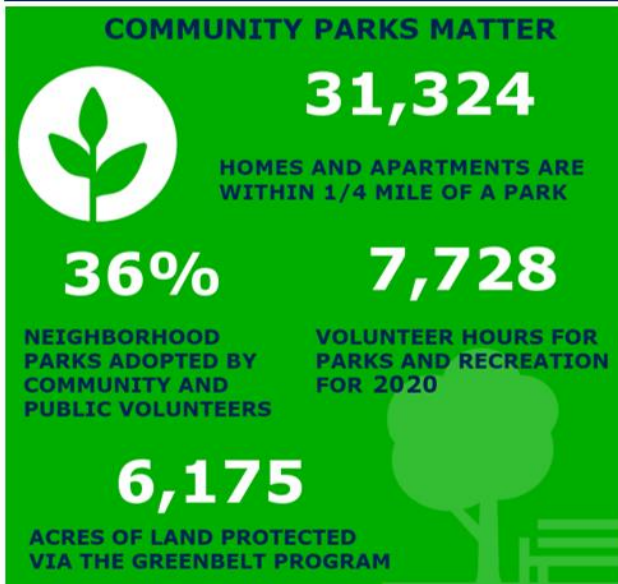
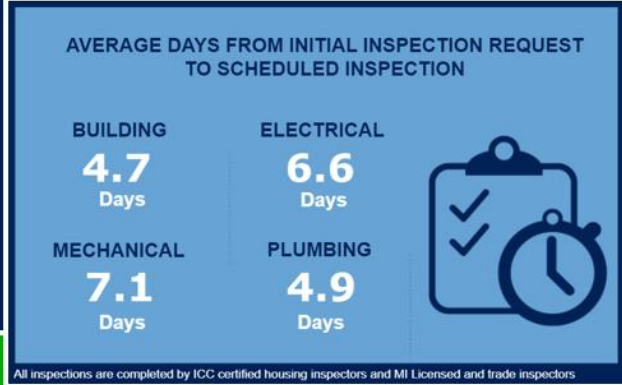
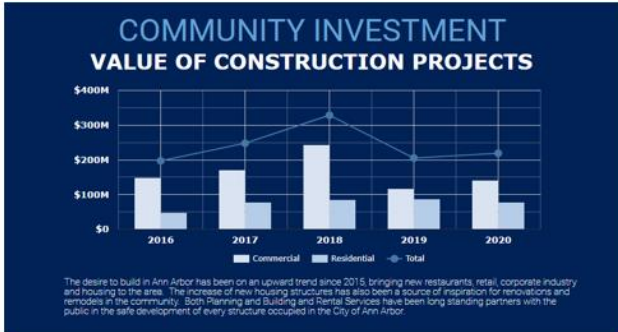
Community Services Area Organization Chart



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

Community Services Area Dashboard

2020



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COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
BUILDING & RENTAL SERVICES	6,213,518	5,473,926	6,828,221	4,997,269	6,697,572	6,711,129
COMMUNITY DEVELOPMENT	1,104,032	4,158,154	5,342,936	4,009,371	11,534,499	11,705,369
PARKS & RECREATION	14,661,387	14,734,433	16,191,697	15,181,664	15,479,421	16,572,533
PLANNING	429,385	397,172	532,917	342,824	491,184	491,184
Total	\$22,408,322	\$24,763,685	\$28,895,771	\$24,531,128	\$34,202,676	\$35,480,215

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	6,814,513	7,915,714	10,133,823	7,190,600	10,954,242	11,141,634
OPEN SPACE & PARK ACQ MILLAGE (0024)	3,058,777	3,616,458	3,793,713	2,965,717	2,958,724	3,000,264
BANDEMER PROPERTY (0025)	11,252	9,747	9,215	7,650	8,427	8,205
CONSTRUCTION CODE FUND (0026)	4,703,744	4,313,799	5,473,363	4,150,945	5,221,372	5,232,429
PARKS MEMORIALS & CONTRIBUTIONS (0034)	411,334	219,102	320,412	255,705	221,021	817,872
SPECIAL ASSISTANCE (0038)	5,656	11,614	17,227	17,000	15,144	15,103
OPEN SPACE ENDOWMENT (0041)	122,364	33,672	32,836	17,836	23,360	20,971
AFFORDABLE HOUSING (0070)	18,947	689,506	738,704	17,298	7,752	5,537
PARK MAINT & CAPITAL IMP MILLAGE (0071)	6,221,294	7,013,135	6,790,353	8,622,252	7,253,384	7,709,013
GENERAL CAPITAL FUND (00CP)	1,598	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	159,414	3,888	346,125	346,125	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	879,429	937,050	1,240,000	940,000	1,234,000	1,060,000
AFFORDABLE HOUSING MILLAGE (0103)	-	-	-	-	6,305,250	6,469,187
Total	\$22,408,322	\$24,763,685	\$28,895,771	\$24,531,128	\$34,202,676	\$35,480,215

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
BUILDING & RENTAL SERVICES	5,438,937	6,128,775	6,910,425	6,112,016	6,257,277	6,442,490
COMMUNITY DEVELOPMENT	5,467,829	6,837,490	7,352,964	7,067,143	13,531,019	13,732,702
PARKS & RECREATION	16,058,869	18,986,397	21,815,473	19,998,631	17,739,378	18,829,693
PLANNING	1,522,192	1,578,266	1,606,997	1,352,973	1,812,602	2,445,957
Total	\$28,487,827	\$33,530,928	\$37,685,859	\$34,530,763	\$39,340,276	\$41,450,842

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	16,459,191	17,802,562	17,233,439	15,382,436	17,799,102	18,813,632
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,354,586	3,570,194	2,204,523	1,656,105	1,428,340	1,427,684
BANDEMER PROPERTY (0025)	1,881	1,201	6,290	6,290	7,000	7,000
CONSTRUCTION CODE FUND (0026)	3,873,864	4,711,903	5,473,363	4,822,083	5,221,372	5,232,429
PARKS MEMORIALS & CONTRIBUTIONS (0034)	115,401	47,079	1,087,560	1,087,560	150,000	750,000
SPECIAL ASSISTANCE (0038)	2,862	14,246	17,000	17,000	15,000	15,000
OPEN SPACE ENDOWMENT (0041)	-	-	15,000	15,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	891	-	-	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	8,996	8,707	22,142	22,142	22,997	23,409
AFFORDABLE HOUSING (0070)	557,298	141,191	721,406	721,406	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,616,636	6,350,193	9,132,824	9,028,429	7,142,215	7,637,501
GENERAL CAPITAL FUND (00CP)	1,834	(236)	137,325	137,325	-	-
MAJOR GRANTS PROGRAMS (00MG)	294,387	3,888	394,987	394,987	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	200,000	880,000	1,240,000	1,240,000	1,234,000	1,060,000
AFFORDABLE HOUSING MILLAGE (0103)	-	-	-	-	6,305,250	6,469,187
Total	\$28,487,827	\$33,530,928	\$37,685,859	\$34,530,763	\$39,340,276	\$41,450,842

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
BUILDING & RENTAL SERVICES	30.72	33.69	34.19	36.19	36.19
PLANNING	9.25	9.10	9.25	9.25	9.25
COMMUNITY DEVELOPMENT	27.20	28.20	30.20	43.20	43.20
PARKS & RECREATION	37.04	37.08	37.41	37.03	37.00
Total	104.21	108.07	111.05	125.67	125.64



COMMUNITY SERVICES AREA

BUILDING & RENTAL SERVICES

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

Building and Rental Services works closely with other departments on all construction related activity within the City. Building and Rental staff partner with other units to ensure over 40,000 structures and 55,000 rental units meet the City's requirements for occupancy, zoning, fire and public safety. Department staff serve as the primary liaison for the City's Building Board of Appeals and Housing Board of Appeals.

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	-	-	-	-	257,500	260,000
CONTRIBUTIONS	27,500	-	-	-	-	-
INVESTMENT INCOME	230,320	250,197	135,290	-	66,558	47,541
LICENSES, PERMITS & REGISTRATIONS	5,952,605	5,115,276	5,312,550	4,964,044	5,521,950	5,399,950
MISCELLANEOUS REVENUE	3,093	7,663	1,200	90	1,200	1,200
OPERATING TRANSFERS IN	-	100,790	-	-	-	-
PRIOR YEAR SURPLUS	-	-	1,379,181	33,135	850,364	1,002,438
Total	\$6,213,518	\$5,473,926	\$6,828,221	\$4,997,269	\$6,697,572	\$6,711,129

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	1,508,176	1,160,127	1,354,858	846,324	1,476,200	1,478,700
CONSTRUCTION CODE FUND (0026)	4,703,744	4,313,799	5,473,363	4,150,945	5,221,372	5,232,429
GENERAL CAPITAL FUND (00CP)	1,598	-	-	-	-	-
Total	\$6,213,518	\$5,473,926	\$6,828,221	\$4,997,269	\$6,697,572	\$6,711,129

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	2,275,969	2,271,893	2,550,729	2,419,930	2,704,410	2,756,885
PAYROLL FRINGES	1,246,366	1,194,368	1,365,876	1,264,709	1,539,576	1,623,442
OTHER SERVICES	805,970	1,469,632	1,526,355	1,249,988	719,984	668,938
MATERIALS & SUPPLIES	45,895	59,102	79,400	48,268	57,900	56,400
OTHER CHARGES	1,049,810	1,083,399	1,224,518	966,386	1,224,404	1,289,836
CAPITAL OUTLAY	-	38,620	147,084	147,084	-	36,766
VEHICLE OPERATING COSTS	-	61	200	200	200	200
EMPLOYEE ALLOWANCES	14,927	11,700	16,263	15,451	10,803	10,023
Total	\$5,438,937	\$6,128,775	\$6,910,425	\$6,112,016	\$6,257,277	\$6,442,490

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	1,649,834	1,472,683	1,399,755	1,252,626	1,140,200	1,316,663
CONSTRUCTION CODE FUND (0026)	3,787,269	4,656,328	5,373,345	4,722,065	5,117,077	5,125,827
GENERAL CAPITAL FUND (00CP)	1,834	(236)	137,325	137,325	-	-
Total	\$5,438,937	\$6,128,775	\$6,910,425	\$6,112,016	\$6,257,277	\$6,442,490

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
BUILDING & RENTAL SERVICES	30.72	33.69	34.19	36.19	36.19
Total	30.72	33.69	34.19	36.19	36.19

COMMUNITY SERVICES AREA
BUILDING AND RENTAL SERVICES

REVENUES

Charges for Services - The increase reflects the collection of Short-Term Rental Registration Fees.

Investment Income - The decrease reflects a lower rate of return on investments.

Licenses, Permits & Registrations - This reflects an increase for permits revenue in the Construction Fund based on present and anticipated levels of activity.

Prior Year Surplus - The decrease reflects the carryforward of the Construction Fund fund balance in FY 2021 for digital scanning services and a Permitting, Licensing, Plan Review, Land Management Replacement Software and Electric Vehicle Purchase.

EXPENSES

Personnel Services - This reflects an increase of 2.0 FTEs in the Construction Fund in FY 2022.

Payroll Fringes - This reflects an increase in pension and health care costs as well as increase from an additional 2.0 FTEs in the Construction Fund.

Other Services - The decrease reflects the one-time use of professional and contracted services in FY 2021 for digital scanning services and a Permitting, Licensing, Plan Review and Land Management Replacement Software in the General Fund and the Construction Fund.

Capital Outlay - This reflects the one-time purchase of 13 electric vehicles and charging stations by the Construction Fund in FY 2021.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Building and Rental Services Unit would be charged \$707,443 in FY 2022.

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	454,763	545,176	637,926	464,091	461,530	486,801
3311 DEER MANAGEMENT	201,609	142,784	-	1,202	-	-
3340 HOUSING BUREAU	926,533	723,610	684,922	707,218	607,404	756,314
3370 BUILDING - APPEALS	66,927	61,109	76,907	80,115	71,266	73,548
Total	\$1,649,832	\$1,472,679	\$1,399,755	\$1,252,626	\$1,140,200	\$1,316,663

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	834,105	847,981	994,722	830,745	702,600	743,719
3330 BUILDING - CONSTRUCTION	2,939,476	3,808,348	4,377,623	3,890,820	4,402,586	4,369,826
3370 BUILDING - APPEALS	13,686	-	1,000	500	11,891	12,282
Total	\$3,787,267	\$4,656,329	\$5,373,345	\$4,722,065	\$5,117,077	\$5,125,827

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9000 CAPITAL OUTLAY	1,834	(236)	137,325	137,325	-	-
Total	\$1,834	(\$236)	\$137,325	\$137,325	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Building and Rental Services

Service Unit Manager: Lisha Turner-Tolbert

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Perform building and trade inspections.	●	●		●	●		Average wait time for an (MEP) Trade Inspection - measured in days.	6/30/2022	5	5	4	2
							Average wait time for a Building Inspection - measured in days.	6/30/2022	2	2	2	1
Complete building and trade plan reviews.	●	●		●	●		Percent of plans reviewed within 10 business days of receiving application.	6/30/2022	80%	90%	94%	100%
							Average number of days to process and review building permits that require plan review.	6/30/2022	12	21	21	2
Provide building and trade permit issuance.	●	●		●			Percent of permits issued or processed by front counter staff within 24-48 hours of receipt.	6/30/2022	81%	80%	52%	90%
							Average number of days submitted application remain unanswered.	6/30/2022	N/A	3	7	2
Provide rental housing inspections and certifications.	●	●		●	●		Percent of available inspection slots filled.	6/30/2022	96%	93%	87%	98%
							Percent of properties scheduled for inspection prior to certificate expiration.	6/30/2022	10%	12%	8%	20%
							Percent of properties passing initial inspection.	6/30/2022	15%	17%	21%	40%
							Number of days from initial inspection to Compliance Certificate issuance.	6/30/2022	130	115	125	60

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 1	110014	3.00	3.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
BLDG & RENT SERV MGR	404500	1.00	1.00
BUILDING OFFICIAL	403230	1.00	1.00
COMM SERVICES AREA ADMIN	403630	0.70	0.70
COMMUNICATIONS SPECIALIST	401590	0.04	0.04
DEPUTY BUILDING OFFICIAL	404290	2.00	2.00
DEVELOPMENT SRVS INSP III	110534	7.00	7.00
DEVELOPMENT SRVS INSP IV	110544	1.00	1.00
DEVELOPMENT SRVS INSP V	110554	1.00	1.00
DEVELOPMENT SRVS INSP V	110555	12.00	12.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
OFFICE MANAGER	403180	0.80	0.80
PLAN REVIEWER	409998	1.00	1.00
PROGRAMS & PROJECT MGR	403270	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
SUST AND INOV ENGAGE SPE	404600	0.50	0.50
Total		36.19	36.19

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COMMUNITY SERVICES AREA

PLANNING

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

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

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

COMMUNITY SERVICES AREA
PLANNING

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	3,300	6,300	8,055	3,000	7,350	7,350
LICENSES, PERMITS & REGISTRATIONS	421,548	265,872	471,955	339,824	483,834	483,834
MISCELLANEOUS REVENUE	4,537	125,000	-	-	-	-
PRIOR YEAR SURPLUS	-	-	52,907	-	-	-
Total	\$429,385	\$397,172	\$532,917	\$342,824	\$491,184	\$491,184

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	429,385	397,172	532,917	342,824	491,184	491,184
Total	\$429,385	\$397,172	\$532,917	\$342,824	\$491,184	\$491,184

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	729,835	716,155	793,533	633,409	778,576	781,853
PAYROLL FRINGES	460,470	444,119	493,806	487,680	532,850	556,156
OTHER SERVICES	64,781	184,050	99,995	64,102	257,496	852,006
MATERIALS & SUPPLIES	14,319	10,015	17,725	6,700	17,644	17,786
OTHER CHARGES	250,391	201,385	200,183	158,447	224,281	236,401
PASS THROUGHES	-	20,000	-	-	-	-
EMPLOYEE ALLOWANCES	2,396	2,542	1,755	2,635	1,755	1,755
Total	\$1,522,192	\$1,578,266	\$1,606,997	\$1,352,973	\$1,812,602	\$2,445,957

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	1,426,601	1,513,984	1,484,837	1,230,813	1,685,310	2,315,946
CONSTRUCTION CODE FUND (0026)	86,595	55,575	100,018	100,018	104,295	106,602
ALTERNATIVE TRANSPORTATION (0061)	8,996	8,707	22,142	22,142	22,997	23,409
Total	\$1,522,192	\$1,578,266	\$1,606,997	\$1,352,973	\$1,812,602	\$2,445,957

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
PLANNING	9.25	9.10	9.25	9.25	9.25
Total	9.25	9.10	9.25	9.25	9.25

COMMUNITY SERVICES AREA
PLANNING SERVICES

REVENUES

Licenses, Permits & Registrations - This increase reflects projected Brownfield Plan Review revenue in FY 2022.

Prior Year Surplus - The decrease reflects the use of fund balance in FY 2021 for annexations.

EXPENSES

Payroll Fringes - This reflects an increase in pension and health care costs.

Other Services - This increase is due to the professional services for planning support in FY 2022.

Other Charges - This is due to an increase in IT 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 Planning Services Unit would be charged \$306,480 in FY 2022.

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3320 HISTORIC PRESERVATION	108,427	109,717	101,555	89,771	115,952	111,864
3360 PLANNING	1,200,797	1,368,550	1,336,367	1,094,071	1,569,358	2,204,082
3364 NEIGHBORHOOD PARTNERSHIP PROGRAM	80,000	20,000	-	-	-	-
3365 ANNEXATIONS	37,371	15,713	46,915	46,971	-	-
Total	\$1,426,595	\$1,513,980	\$1,484,837	\$1,230,813	\$1,685,310	\$2,315,946

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3360 PLANNING	86,596	55,573	100,018	100,018	104,295	106,602
Total	\$86,596	\$55,573	\$100,018	\$100,018	\$104,295	\$106,602

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3360 PLANNING	8,995	8,706	22,142	22,142	22,997	23,409
Total	\$8,995	\$8,706	\$22,142	\$22,142	\$22,997	\$23,409

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Planning

Service Unit Manager: Brett Lenart

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Conducting review of building permits, site plans, and other submissions to ensure compliance with applicable City codes and policies.	●	●	●	●	●		Number of days between submitted application and Planning Commission determination.	Ongoing	143	257	225	75
							Number of days between submitted application and City Council approval.	Ongoing	348	323	360	175
							Number of days between submitted plans and completed plan review and response to applicant.	Ongoing	15 (91% Complete)	13 (94% Complete)	12 (94% Complete)	14
Reviewing Historic District Work Permits Administrative and through the Historic District Commission to ensure compliance of work with City codes.	●	●	●	●	●		Number of work permits reviewed by staff.	Ongoing	193	163	170	175
							Number of work permits reviewed by HDC.	Ongoing	29	41	48	45
							Percent of Administrative determinations completed within one week.	Ongoing	76%	89%	90%	90%
Conducting review and analysis, initiated by City Council, Planning Commission or staff, to update provisions of City Code to achieve community goals.		●	●	●			Various amendments.	5 UDC Amendments by 6/30/2022	5	6	10	5
Review and updates of the City Master Plan to articulate current, implementable policy goals for land use in the City.		●	●	●	●		Master Plan Amendments Completed.	2 Master Plan Amendments by 6/30/2022	0	0	1	1

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
CITY PLANNER 5	110454	5.00	5.00
PLANNING MANAGER	404110	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.25	0.25
ZONING COORDINATOR V	117490	1.00	1.00
Total		9.25	9.25

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COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

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

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

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

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CONTRIBUTIONS	5,232	11,091	5,000	5,000	15,000	15,000
INTRAGOVERNMENTAL SALES	-	2,519,984	3,289,405	3,035,073	3,931,598	4,114,697
INVESTMENT INCOME	19,371	30,029	17,525	17,298	7,896	5,640
MISCELLANEOUS REVENUE	-	-	-	-	40,755	40,845
OPERATING TRANSFERS IN	200,000	660,000	-	-	-	-
PRIOR YEAR SURPLUS	-	-	1,091,006	12,000	234,000	-
TAXES	879,429	937,050	940,000	940,000	7,305,250	7,529,187
Total	\$1,104,032	\$4,158,154	\$5,342,936	\$4,009,371	\$11,534,499	\$11,705,369

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	200,000	2,519,984	3,347,005	3,035,073	3,972,353	4,155,542
SPECIAL ASSISTANCE (0038)	5,656	11,614	17,227	17,000	15,144	15,103
AFFORDABLE HOUSING (0070)	18,947	689,506	738,704	17,298	7,752	5,537
COUNTY MENTAL HEALTH MILLAGE (0100)	879,429	937,050	1,240,000	940,000	1,234,000	1,060,000
AFFORDABLE HOUSING MILLAGE (0103)	-	-	-	-	6,305,250	6,469,187
Total	\$1,104,032	\$4,158,154	\$5,342,936	\$4,009,371	\$11,534,499	\$11,705,369

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GRANT/LOAN RECIPIENTS	1,334,827	1,606,557	2,097,735	2,097,735	1,326,329	1,326,329
PERSONNEL SERVICES	1,601,530	1,568,697	2,111,763	1,892,049	2,544,234	2,591,528
PAYROLL FRINGES	991,026	980,947	1,166,385	1,146,215	1,675,165	1,762,484
OTHER SERVICES	189,723	795,507	417,000	417,000	430,000	445,000
MATERIALS & SUPPLIES	-	153	-	-	-	-
OTHER CHARGES	1,137,159	942,834	1,535,702	1,487,035	7,530,052	7,581,222
PASS THROUGHS	200,000	660,000	-	-	-	-
CAPITAL OUTLAY	-	264,141	7,600	7,600	-	-
EMPLOYEE ALLOWANCES	13,564	18,654	16,779	19,509	25,239	26,139
Total	\$5,467,829	\$6,837,490	\$7,352,964	\$7,067,143	\$13,531,019	\$13,732,702

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,707,669	5,802,053	5,374,558	5,088,737	5,976,769	6,188,515
SPECIAL ASSISTANCE (0038)	2,862	14,246	17,000	17,000	15,000	15,000
AFFORDABLE HOUSING (0070)	557,298	141,191	721,406	721,406	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	200,000	880,000	1,240,000	1,240,000	1,234,000	1,060,000
AFFORDABLE HOUSING MILLAGE (0103)	-	-	-	-	6,305,250	6,469,187
Total	\$5,467,829	\$6,837,490	\$7,352,964	\$7,067,143	\$13,531,019	\$13,732,702

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
COMMUNITY DEVELOPMENT	27.20	28.20	30.20	43.20	43.20
Total	27.20	28.20	30.20	43.20	43.20

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

REVENUES

Contributions - Donations to the Special Assistance Fund are projected to increase in FY 2022.

Intragovernmental Sales - This increase is due to an 8.0 FTE increase in the Ann Arbor Housing Commission, 5.0 FTEs whose costs are reimbursable to the General Fund.

Investment Income - The decrease reflects a lower rate of return on investments.

Miscellaneous Revenue - The increase is due to the IT charges for the additional 5.0 FTEs, which are reimbursable to the General Fund.

Prior Year Surplus - This primarily reflects the one-time use of fund balance in the Affordable Housing Fund and County Mental Health Millage Fund for one-time projects.

Taxes - The increase reflects the newly approved Affordable Housing Millage in November 2020 that will begin in FY 2022.

EXPENSES

Grant/Loan Recipients - This reflects a decrease in the use of funds from the Affordable Housing Fund.

Personnel Services - The increase is due to the addition of 8.0 FTEs in the Ann Arbor Housing Commission.

Payroll Fringes - The increase relates to increased healthcare and retirement contribution costs from the addition of 8.0 FTEs in the Ann Arbor Housing Commission.

Other Charges - The increase is due to the projected housing developments and new constructions as well as pre-development activities in the Affordable Housing Millage Fund in FY 2022.

Capital Outlay - The amount for FY 2021 represents capital outlay carried forward from FY 2020 for projects on 1146 South Maple Road.

Employee Allowances - The increase is due to the addition of 8.0 FTEs in the Ann Arbor Housing Commission.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$224,654 in FY 2022.

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

Vendor	Actual FY 2019	Actual FY 2020	Approved Budget FY 2021	Approved Budget FY 2022
Aid in Milan	-	-	-	1,246
Ann Arbor YMCA	-	-	-	27,407
Avalon Housing, Inc.	\$ 193,247	\$ 193,247	\$ 193,247	\$ 140,617
Barrier Busters Action Group	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw	-	-	-	32,888
Child Care Network	-	-	-	89,938
Community Action Network	119,965	119,965	119,965	48,126
Community Resource Center, Inc.	-	-	-	2,483
Corner Health Center	-	-	-	87,389
Faith In Action	-	-	-	1,311
Food Gatherers	245,386	260,386	260,386	93,215
Foundations Preschool of Washtenaw County	-	-	-	51,244
Growing Hope	-	-	-	1,605
Home of New Vision	80,070	80,070	80,070	30,675
Jewish Family Services of Washtenaw County	91,080	91,080	91,080	40,007
Michigan Ability Partners	-	-	-	32,829
Michigan Advocacy Program	-	-	-	56,661
Ozone House, Inc.	115,568	122,073	122,073	79,909
Packard Health, Inc.	-	-	-	22,605
Peace Neighborhood Center	23,750	23,750	23,750	3,057
Salvation Army of Washtenaw County	105,000	105,000	105,000	38,885
Shelter Association of Washtenaw County*	202,284	452,284	202,284	117,121
SOS Community Services	-	-	-	63,436
Student Advocacy Center of Michigan	-	-	-	69,110
UM Ann Arbor Meals on Wheels	11,674	11,674	11,674	2,416
Washtenaw Area Council for Children	-	-	-	959
Washtenaw Community College Foundation	-	-	-	22,677
Washtenaw County Community Mental Health	90,000	90,000	90,000	-
Washtenaw Intermediate School District	-	-	-	30,651
Washtenaw Literacy	-	-	-	1,060
Ypsilanti Meals on Wheels	-	-	-	3,735
Contingency for Living Wage	-	-	6,800	-
Other	21,505	-	-	113,067
TOTAL	\$ 1,319,529	\$ 1,569,529	\$ 1,326,329	\$ 1,326,329

*Includes an additional \$72,000 passed in the FY2018, FY2019, FY2020, FY2021 and FY2022 budget.

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	269,145	544,091	281,017	238,125	262,671	274,079
2034 HOUSING COMMISSION SUPPORT	3,118,997	3,388,431	3,717,212	3,474,283	4,387,769	4,588,107
2310 HUMAN SERV/HOMELESS PREVNT	1,319,529	1,569,529	1,376,329	1,376,329	1,326,329	1,326,329
3112 COMMUNITY MENTAL HEALTH	-	300,000	-	-	-	-
Total	\$4,707,671	\$5,802,051	\$5,374,558	\$5,088,737	\$5,976,769	\$6,188,515

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
2290 ASSISTANCE TO PROGRAMS	2,862	14,246	17,000	17,000	15,000	15,000
Total	\$2,862	\$14,246	\$17,000	\$17,000	\$15,000	\$15,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
2034 HOUSING COMMISSION SUPPORT	542,000	8,000	-	-	-	-
2220 HOUSING ACQUISITION	15,298	133,190	721,406	721,406	-	-
Total	\$557,298	\$141,190	\$721,406	\$721,406	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
2034 HOUSING COMMISSION SUPPORT	200,000	880,000	940,000	940,000	1,000,000	1,060,000
3112 COMMUNITY MENTAL HEALTH	-	-	300,000	300,000	234,000	-
Total	\$200,000	\$880,000	\$1,240,000	\$1,240,000	\$1,234,000	\$1,060,000

Expenses by Activity (0103 AFFORDABLE HOUSING MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	-	-	-	6,305,250	6,469,187
Total	-	-	-	-	\$6,305,250	\$6,469,187

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Jennifer Hall

Service Unit: Ann Arbor Housing Commission

Service Unit Manager:

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
The AAHC administers 5 HUD-funded voucher programs, that provide rental subsidies to low-income households (Housing Choice Vouchers, Non-Elderly Disabled Vouchers, Veteran's Administration Supportive Housing, Continuum of Care Vouchers and Family Unification Program Vouchers).	●	●	●	●		●	HUD Section Eight Management Assessment Program (SEMAP) score (15 indicators) of at least a standard performer with the goal of high performer.	6/30/2022	100% SEMAP Score, High Performer	N/A due to COVID	100% SEMAP Score, High Performer	100% SEMAP Score, High Performer
The Affordable Housing program is the entire housing portfolio that the AAHC owns and manages.	●	●	●	●	●	●	Greater than 95% occupancy. Occupancy is impacted by how long it takes to physically turn a unit when a tenant moves out as well as how quickly a new tenant is income-qualified and moves in.	Quarterly	97%	97%	97%	97%
The AAHC is an affordable housing developer. After the AAHC is done redeveloping all of its public housing, it will be developing additional affordable housing properties either through acquisition and rehabilitation or through new construction.	●	●	●	●	●	●	Number of income-restricted below market rate rental housing added to the market place.	Ongoing. Multiple projects will be at various development stages at the same time.	0	2 properties redeveloped	1 property acquired	1 new development
The Family Self Sufficiency Program is a HUD-funded program to help families become economically self-sufficient, who live in AAHC apartments or receive a voucher from the AAHC.	●	●	●	●		●	At least 100 households are participating in the program and at least 30 participants are escrowing funds to reach goal of economic self-sufficiency.	Quarterly	96/113	86/102	85/100	85/100
The AAHC's administrative and financial staff manage operations through a HUD-designated cost center called the "Central Office." The Central Office is funded through management fees paid by other AAHC programs and properties.			●				1.15 debt coverage ratio for tax credit properties and no audit findings.	Quarterly. Audit completed by 4th quarter - June 2022.	Exceeded 1.15 DCR, clean audit	Exceeded 1.15 DCR, clean audit	Exceed 1.15 DCR, clean audit	Exceed 1.15 DCR, clean audit

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ACCOUNTING SPECIALIST II	114131	2.00	2.00
ADMIN ASSISTANT LEVEL 5	110054	0.15	0.15
ADMIN ASSISTANT LVL 1	110014	5.00	5.00
COMM SERVICES AREA ADMIN	403630	0.05	0.05
CONSTRUCTION PROJECT MGR	409999	1.00	1.00
DIRECTOR OF OPERATIONS-HC	404470	1.00	1.00
DIRECTOR OF OPS-AAHC	404470	1.00	1.00
DIRECTOR OF REAL ESTATE	409999	1.00	1.00
FACILITIES& PROP MGR	404160	1.00	1.00
FINANCE MANAGER-AAHC	403770	1.00	1.00
FINANCIAL ANALYST	403370	1.00	1.00
FMT-AAHC I	114500	7.00	7.00
FMT-AAHC I	114520	1.00	1.00
FSS & SUPPORT SVC COORD	000390	2.00	2.00
OCCUPANCY SPEC I	114550	5.00	5.00
OCCUPANCY SPEC II	114560	1.00	1.00
OCCUPANCY SPECIALIST III	114570	8.00	8.00
OCCUPANCY SPECIALIST IV	114580	2.00	2.00
RESIDENCY VOUCHER MGR II	190003	2.00	2.00
RESIDENCY VOUCHER MGR III	190013	1.00	1.00
Total		43.20	43.20

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COMMUNITY SERVICES AREA

PARKS & RECREATION

Parks and Recreation Services is one of four service units in the Community Services Area. It handles the functions of the parks administration, park maintenance, park forestry, programming, operation of recreation facilities, volunteerism, and natural area management and preservation. Parks and Recreation administration is responsible for policy development, park planning and capital improvements, parks and park shelter reservations and the Parks and Recreation Boards and Commissions. Recreation facilities include two golf courses, four pools, two ice rinks, two community centers, two canoe liveries, a senior center, a customer service office and rental facility, a public market, three dog parks, a skatepark, a science and nature education center and a historic farm site. The park system is comprised of more than 160 parks, ranging from neighborhood parks to nature preserves. The Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	4,460,922	3,281,156	4,606,461	2,757,640	4,819,359	4,819,959
CONTRIBUTIONS	314,150	121,220	177,125	180,705	135,000	735,000
INTERGOVERNMENTAL REVENUES	362,730	885,721	300,000	602,102	-	-
INVESTMENT INCOME	663,744	766,008	433,635	17,836	208,045	148,603
MISCELLANEOUS REVENUE	256,676	169,753	195,825	239,244	478,896	179,999
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	251,215 -	491,198 -	150,000 995,470	150,000 -	175,000 15,000	775,000 15,000
TAXES	8,351,950	9,019,377	9,333,181	11,234,137	9,648,121	9,898,972
Total	\$14,661,387	\$14,734,433	\$16,191,697	\$15,181,664	\$15,479,421	\$16,572,533

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,676,952	3,838,431	4,899,043	2,966,379	5,014,505	5,016,208
OPEN SPACE & PARK ACQ MILLAGE (0024)	3,058,777	3,616,458	3,793,713	2,965,717	2,958,724	3,000,264
BANDEMER PROPERTY (0025)	11,252	9,747	9,215	7,650	8,427	8,205
PARKS MEMORIALS & CONTRIBUTIONS (0034)	411,334	219,102	320,412	255,705	221,021	817,872
OPEN SPACE ENDOWMENT (0041)	122,364	33,672	32,836	17,836	23,360	20,971
PARK MAINT & CAPITAL IMP MILLAGE (0071)	6,221,294	7,013,135	6,790,353	8,622,252	7,253,384	7,709,013
MAJOR GRANTS PROGRAMS (00MG)	159,414	3,888	346,125	346,125	-	-
Total	\$14,661,387	\$14,734,433	\$16,191,697	\$15,181,664	\$15,479,421	\$16,572,533

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GRANT/LOAN RECIPIENTS	34,000	3,888	94,987	94,987	-	-
PERSONNEL SERVICES	4,913,027	4,953,787	5,353,986	4,976,610	5,420,945	5,428,572
PAYROLL FRINGES	1,877,965	1,803,084	1,826,609	1,878,954	1,940,484	2,026,752
OTHER SERVICES	3,279,324	3,988,579	6,245,908	6,081,515	4,261,438	4,036,108
MATERIALS & SUPPLIES	842,153	788,312	972,150	827,882	877,338	877,338
OTHER CHARGES	2,164,887	2,996,944	2,346,495	1,654,827	3,620,689	4,221,830
PASS THROUGHS	1,665,744	1,771,711	1,547,522	1,523,655	1,547,544	2,145,531
CAPITAL OUTLAY	1,222,300	2,624,713	3,361,592	2,904,877	5,634	28,279
VEHICLE OPERATING COSTS	36,449	32,400	45,000	31,712	45,000	45,000
EMPLOYEE ALLOWANCES	23,020	22,979	21,224	23,612	20,306	20,283
Total	\$16,058,869	\$18,986,397	\$21,815,473	\$19,998,631	\$17,739,378	\$18,829,693

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	8,675,087	9,013,842	8,974,289	7,810,260	8,996,823	8,992,508
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,354,586	3,570,194	2,204,523	1,656,105	1,428,340	1,427,684
BANDEMER PROPERTY (0025)	1,881	1,201	6,290	6,290	7,000	7,000
PARKS MEMORIALS & CONTRIBUTIONS (0034)	115,401	47,079	1,087,560	1,087,560	150,000	750,000
OPEN SPACE ENDOWMENT (0041)	-	-	15,000	15,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	891	-	-	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,616,636	6,350,193	9,132,824	9,028,429	7,142,215	7,637,501
MAJOR GRANTS PROGRAMS (00MG)	294,387	3,888	394,987	394,987	-	-
Total	\$16,058,869	\$18,986,397	\$21,815,473	\$19,998,631	\$17,739,378	\$18,829,693

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
PARKS & RECREATION	37.04	37.08	37.41	37.03	37.00
Total	37.04	37.08	37.41	37.03	37.00

COMMUNITY SERVICES AREA
PARKS AND RECREATION SERVICES

REVENUES

Charges for Services - This increase reflects projected revenue from service fee adjustments.

Contributions - This decrease reflects the Parks Memorials & Contributions Fund receiving one-time developer contributions in FY 2021.

Intergovernmental Revenues - This reflects the receipt of Federal and State grants in FY 2021. Grants are budgeted upon grant award and/or Council approval.

Investment Income - The decrease reflects a lower rate of return on investments.

Miscellaneous Revenue - This increase reflects the one-time budget in the Open Space and Park Acquisition Millage Fund for an MDNR Trust Fund Grant in FY 2022. Grants are budgeted upon grant award and/or Council approval.

Prior Year Surplus - This decrease reflects the use of Open Space and Park Acquisition Millage Fund fund balance for the purchase of development rights of farmland property in FY 2021 as part of the City's Greenbelt Program as well as the use of the Park Maintenance & Capital Improvement Millage Fund fund balance for various capital and maintenance projects, and the use of General Fund fund balance for the Leslie Science Center testing and remediation.

Taxes - The increase reflects a normal adjustment due to inflation.

EXPENSES

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

Personnel Services - This reflects an increase in wages.

Payroll Fringes - This reflects an increase in pension and health care costs.

Other Services - This decrease reflects one-time projects in FY 2021 for Leslie Science Nature Center testing and remediation, tree care, and engineering services.

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

Pass Throughs - This increase reflects transfer from the General Fund and the Parks Memorials & Contributions Fund to the Park Maintenance & Capital Improvement Millage Fund for Gallup Bridge and Skate Park.

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

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$2,972,051 in FY 2022.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	55,482	7,052	32,653	14,776	48,978	48,978
1000 ADMINISTRATION	152,708	553,426	279,634	196,541	162,845	163,948
1646 FARMER'S MARKET	155,622	35,106	151,039	132,499	165,593	166,193
6100 FACILITY RENTALS	356,137	139,923	382,543	81,343	407,543	407,543
6231 BUHR POOL	219,285	57,205	220,509	69,530	237,667	237,667
6232 BUHR RINK	127,941	116,602	130,794	28,771	128,357	128,357
6234 VETERAN'S POOL	160,828	69,816	149,850	84,030	169,686	169,686
6235 VETERAN'S ICE ARENA	485,746	410,851	498,422	51,115	501,518	501,518
6236 FULLER POOL	379,902	144,331	373,790	273,120	406,010	406,010
6237 MACK POOL	171,094	159,563	152,993	43,020	174,590	174,590
6238 VETERAN'S MEETING ROOM	11,186	4,080	4,601	2,040	4,601	4,601
6242 ARGO LIVERY	687,379	622,451	763,620	342,112	770,834	770,834
6244 GALLUP LIVERY	484,271	300,957	548,595	295,928	560,070	560,070
6315 SENIOR CENTER OPERATIONS	81,503	55,276	80,981	17,786	84,822	84,822
6503 HURON GOLF COURSE	327,747	381,668	338,145	395,003	365,241	365,241
6504 LESLIE GOLF COURSE	820,115	780,119	790,874	938,765	826,150	826,150
Total	\$4,676,946	\$3,838,426	\$4,899,043	\$2,966,379	\$5,014,505	\$5,016,208

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

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	384,465	437,783	262,738	-	113,523	81,088
9024 PARK LAND ACQUISITION	2,674,312	3,178,675	3,530,975	2,965,717	2,845,201	2,919,176
Total	\$3,058,777	\$3,616,458	\$3,793,713	\$2,965,717	\$2,958,724	\$3,000,264

Revenues by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	2,432	3,177	1,565	-	777	555
1000 ADMINISTRATION	8,820	6,570	7,650	7,650	7,650	7,650
Total	\$11,252	\$9,747	\$9,215	\$7,650	\$8,427	\$8,205

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	34,375	44,614	18,287	-	11,021	7,872
1000 ADMINISTRATION	70,259	15,621	152,500	102,500	210,000	810,000
6970 PARK PLAN - ACTIVE RECREATION	-	57,247	-	-	-	-
9000 CAPITAL OUTLAY	306,700	101,620	149,625	153,205	-	-
Total	\$411,334	\$219,102	\$320,412	\$255,705	\$221,021	\$817,872

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	26,896	33,672	17,836	17,836	8,360	5,971
9024 PARK LAND ACQUISITION	95,468	-	15,000	-	15,000	15,000
Total	\$122,364	\$33,672	\$32,836	\$17,836	\$23,360	\$20,971

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

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	4,518,488	5,184,155	4,895,079	6,640,496	4,973,566	5,079,670
1000 ADMINISTRATION	703	1,529	2,500	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	66,751	-	-	-	-	-
9000 CAPITAL OUTLAY	1,635,352	1,827,451	1,892,774	1,981,756	2,279,818	2,629,343
Total	\$6,221,294	\$7,013,135	\$6,790,353	\$8,622,252	\$7,253,384	\$7,709,013

Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
0000 REVENUE	159,414	3,888	46,125	46,125	-	-
6242 ARGO LIVERY	-	-	300,000	300,000	-	-
Total	\$159,414	\$3,888	\$346,125	\$346,125	-	-

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,937,926	2,455,592	1,941,660	1,509,754	1,816,848	1,876,064
1646 FARMER'S MARKET	166,554	179,549	176,445	167,807	191,511	193,447
4146 FOOTBALL/SPECIAL EVENTS	16,419	6,972	10,437	6,437	10,570	10,635
6001 OUTDOOR ICE RINKS	50,994	9,740	-	1,322	-	-
6100 FACILITY RENTALS	338,008	333,947	362,275	338,383	346,715	353,271
6209 PARKS - MOWING	548,215	614,871	737,302	648,718	728,134	636,422
6210 OPERATIONS	441,406	381,542	562,658	564,165	680,701	698,201
6222 SNOW & ICE CONTROL	182,525	194,058	160,560	147,242	198,882	158,933
6231 BUHR POOL	328,248	276,777	290,006	233,281	296,351	302,230
6232 BUHR RINK	166,054	191,251	165,663	157,589	164,376	166,941
6234 VETERAN'S POOL	309,913	227,310	294,717	219,466	272,060	276,433
6235 VETERAN'S ICE ARENA	458,034	438,039	459,409	334,820	447,772	450,488
6236 FULLER POOL	411,810	364,862	347,464	356,515	372,940	378,553
6237 MACK POOL	343,579	370,205	323,620	252,776	326,949	329,342
6242 ARGO LIVERY	461,070	434,281	521,933	486,838	520,192	522,293
6244 GALLUP LIVERY	357,058	322,814	377,416	316,699	372,731	374,188
6315 SENIOR CENTER OPERATIONS	196,703	187,514	237,384	184,834	224,971	227,287
6328 ROW MAINTENANCE	12,098	3,715	14,500	5,620	12,509	12,513
6335 ATHLETIC FIELDS/GAME COURTS	18,371	19,657	22,177	20,400	18,471	18,841
6365 PLAYGROUND MAINTENANCE	114,444	100,562	40,712	99,145	40,966	40,997
6403 COMMUNITY OUTREACH SERVICES	149,581	183,679	172,156	100,762	177,464	182,672
6503 HURON GOLF COURSE	451,456	488,175	505,056	460,568	514,845	517,353
6504 LESLIE GOLF COURSE	923,700	937,806	959,797	906,177	970,084	974,873
9500 DEBT SERVICE	290,906	290,924	290,942	290,942	290,781	290,531
Total	\$8,675,072	\$9,013,842	\$8,974,289	\$7,810,260	\$8,996,823	\$8,992,508

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

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9024 PARK LAND ACQUISITION	1,190,923	2,401,830	1,036,810	488,392	261,577	262,684
9500 DEBT SERVICE	1,163,663	1,168,363	1,167,713	1,167,713	1,166,763	1,165,000
Total	\$2,354,586	\$3,570,193	\$2,204,523	\$1,656,105	\$1,428,340	\$1,427,684

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	45	(83)	-	-	-	-
9018 PARK REHAB & DEVELOP MIL 95	1,836	1,284	6,290	6,290	7,000	7,000
Total	\$1,881	\$1,201	\$6,290	\$6,290	\$7,000	\$7,000

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	7,039	5,184	100,787	100,787	150,000	750,000
6915 PARK PLAN - MEMORIALS	-	7,725	-	-	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	28,176	14,085	8,076	8,076	-	-
6970 PARK PLAN - ACTIVE RECREATION	66,751	-	-	-	-	-
9000 CAPITAL OUTLAY	13,436	20,085	966,697	966,697	-	-
9024 PARK LAND ACQUISITION	-	-	12,000	12,000	-	-
Total	\$115,402	\$47,079	\$1,087,560	\$1,087,560	\$150,000	\$750,000

Expenses by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9024 PARK LAND ACQUISITION	-	-	15,000	15,000	15,000	15,000
Total	-	-	\$15,000	\$15,000	\$15,000	\$15,000

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9000 CAPITAL OUTLAY	891	-	-	-	-	-
Total	\$891	-	-	-	-	-

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

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	408,883	539,502	713,266	711,766	689,693	693,721
1646 FARMER'S MARKET	37,882	35,330	18,000	18,000	18,000	18,000
6100 FACILITY RENTALS	134,917	54,623	120,000	120,000	110,000	110,000
6121 LESLIE SCIENCE CENTER	72,932	34,105	50,000	50,000	50,000	50,000
6123 KEMPF HOUSE	5,586	2,467	8,000	8,000	8,000	8,000
6210 OPERATIONS	733,312	781,817	889,828	889,828	837,528	872,661
6231 BUHR POOL	27,991	31,681	40,000	22,533	45,579	45,771
6232 BUHR RINK	40,742	25,883	27,500	44,967	33,079	33,272
6234 VETERAN'S POOL	36,807	35,375	40,000	40,000	46,093	46,162
6235 VETERAN'S ICE ARENA	50,705	83,844	118,000	118,000	114,092	114,161
6236 FULLER POOL	151,078	57,741	65,000	65,000	68,600	68,753
6237 MACK POOL	25,961	36,706	55,000	55,000	63,601	63,754
6242 ARGO LIVERY	5,647	19,934	35,000	35,000	43,792	43,946
6244 GALLUP LIVERY	40,067	77,709	55,000	55,000	63,792	63,947
6250 NORTHSIDE COMMUNITY CENTER	6,471	10,445	10,000	10,000	10,000	10,000
6255 SKATE PARK	17,669	2,579	12,500	12,500	12,500	12,500
6260 BRYANT COMMUNITY CENTER	135,286	21,073	20,000	20,000	20,000	20,000
6286 NAP VOLUNTEER OFFICE	12,944	5,704	7,500	7,470	7,500	7,500
6287 ECOLOGICAL RESTORATION	227,472	232,422	241,415	241,415	254,917	259,918
6288 ECOLOGICAL ASSESS & MONITORING	139,956	145,661	149,437	149,437	155,173	159,832
6289 OUTREACH VOLUNTEER COORDINATION	180,234	193,374	204,923	204,923	210,977	213,274
6291 SWIFT RUN DOG PARK	11,435	-	15,000	15,030	15,000	15,000
6309 GENERAL CARE	826,534	1,323,725	1,790,319	1,790,319	1,729,936	1,746,010
6315 SENIOR CENTER OPERATIONS	33,511	36,656	35,000	35,000	49,028	49,280
6320 TRIMMING	15,589	-	-	-	-	-
6335 ATHLETIC FIELDS/GAME COURTS	396,507	388,938	343,697	343,697	347,525	350,450
6340 ADOPT-A-PARK/GARDEN	60,797	79,986	83,828	83,828	85,469	86,565
6503 HURON GOLF COURSE	25,484	41,208	30,000	30,000	37,991	38,136
6504 LESLIE GOLF COURSE	25,115	25,947	35,000	35,000	42,991	43,137
6930 PARK PLAN - REC FAC RENOVATIONS	129,326	-	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	70,743	833,969	396,205	396,205	-	-
7017 CONSTRUCTION	-	-	12,000	-	-	-
7099 RECREATIONAL DAMS	102,507	100,746	167,899	167,899	271,359	143,751
9000 CAPITAL OUTLAY	426,541	1,091,052	3,343,507	3,252,612	1,700,000	2,250,000
Total	\$4,616,631	\$6,350,202	\$9,132,824	\$9,028,429	\$7,142,215	\$7,637,501

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1646 FARMER'S MARKET	34,000	3,888	94,987	94,987	-	-
6242 ARGO LIVERY	-	-	300,000	300,000	-	-
9000 CAPITAL OUTLAY	260,387	-	-	-	-	-
Total	\$294,387	\$3,888	\$394,987	\$394,987	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Parks

Service Unit Manager: Colin Smith

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide high quality, affordable programming opportunities, such as day camps and swim lessons.	●	●	●	●			Percentage capacity of day camp spaces filled.	6/30/2022	98%	97%	75%	98%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction program survey.	6/30/2022	96%	91%	75%	90%
							Percentage capacity of group swim lessons spaces filled (Goal of 60%).	6/30/2022	62%	63%	60%	60%
Protect and restore Ann Arbor's natural areas and foster an environmental ethic among the community.	●	●	●	●			Percentage capacity of the equivalent of 4.5 FTE's captured through volunteer hours.	6/30/2022	97%	75%	60%	100%
							Number of plant and animal surveys performed annually.	6/30/2022	12	16	16	16
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey.	6/30/2022	100%	100%	90%	90%
							Percentage of 100 acres of prescribed burns annually.	6/30/2022	110%	15%	100%	125%
							Percentage of 6.5 tons of invasive species removed annually.	6/30/2022	102%	76%	75%	125%
Engage volunteers and make improvements and enhancements to the Park system.	●	●	●	●			Percentage of parks that have been adopted (Goal of 50%).	6/30/2022	42%	36%	40%	50%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey.	6/30/2022	100%	100%	90%	90%
							Percentage capacity of the equivalent of 3 FTE's captured through volunteer hours.	6/30/2022	142%	88%	40%	100%
Provide a diverse number of active and passive recreation opportunities across the Parks system.	●	●	●	●			Number of admissions to each recreation facility.	6/30/2022	1,138,541	852,071	850,000	1,000,000
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction membership survey.	6/30/2022	96%	95%	90%	90%
Provide park planning & administrative support to effectively provide a Parks system reflective of community desires and values.	●	●	●	●			>90% satisfied with City parks as reported on National Citizen Survey.	Completed in conjunction with City wide survey.	N/A	N/A	N/A	90%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

COMMUNITY SERVICES AREA
PARKS & RECREATION

Allocated Positions

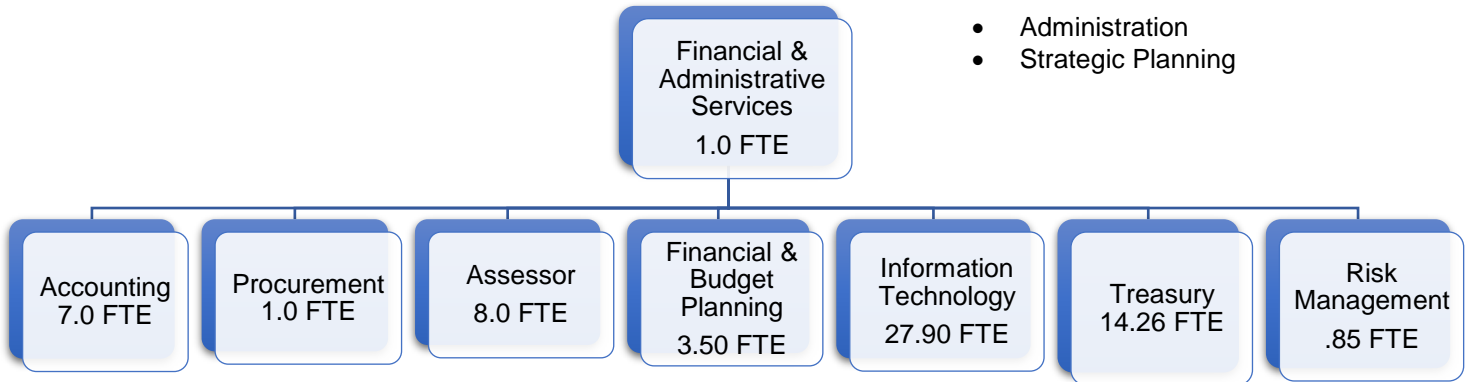
Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
REC SUPERVISOR 1	190201	1.00	1.00
REC SUPERVISOR 2	190211	4.00	4.00
ADMIN ASSISTANT LEVEL 5	110054	0.85	0.85
APPLICATION SPECIALIST	401760	0.04	0.04
CIVIL ENGINEER V	401330	0.03	0.00
COMM SERVICES AREA ADMIN	403630	0.25	0.25
COMMUNICATIONS SPECIALIST	401590	0.05	0.05
CSPPSMS V	192144	1.00	1.00
CST PPSM II	112910	2.00	2.00
CST PPSM III	112920	3.00	3.00
CST PPSM IV	112930	3.00	3.00
CST PPSM V	112940	5.00	5.00
ELEC & CONTROL TECH III	116234	0.01	0.01
ELEC & CONTROL TECH V	116254	0.01	0.01
GOLF MAINTENANCE SUPERINT	404200	1.00	1.00
LANDSCAPE ARCHITECT IV	401380	2.00	2.00
MARKET MANAGER	401430	1.00	1.00
NAP SUPERVISOR IV	193200	3.00	3.00
OFFICE MANAGER	403180	0.20	0.20
P&R DEPUTY MGR-NAP/VOL	401640	1.00	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00	1.00
PARKS & REC SERVICES MGR	403480	1.00	1.00
PARKS & REC SRV DEP MGR	401270	1.00	1.00
PARKS & REC SRV DEP MGR	401800	1.00	1.00
PPSM SUPERVISOR III	192124	1.00	1.00
PROCUREMENT COORDINATOR	117450	0.01	0.01
RECREATION SUP III	190221	3.00	3.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
WATER UT MAIN SUPV IV	197470	0.01	0.01
WATER UTILITY TECH II	117410	0.02	0.02
WATER UTILITY TECH III	117420	0.04	0.04
WATER UTILITY TECH IV	117430	0.32	0.32
WATER UTILITY TECH V	117441	0.02	0.02
WTP MANAGER	401310	0.02	0.02
Total		37.03	37.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area

Organization Chart



- Administration
- Strategic Planning

- Payroll
- Accounts Receivable
- Accounts Payable
- External Audit
- Fixed Assets
- Bank & Investment Reconciliation

- Primary Contact for Procurement for Internal Customers & Vendors
- Ensure compliance with City's Purchasing Policies

- Property Tax Assessment Roll
- Property Appraisal
- Assessment Appeal Process
- Property Tax Abatement
- Maintain Property Records
- Business Canvas for Personal Property
- Levy Special Assessment Fees

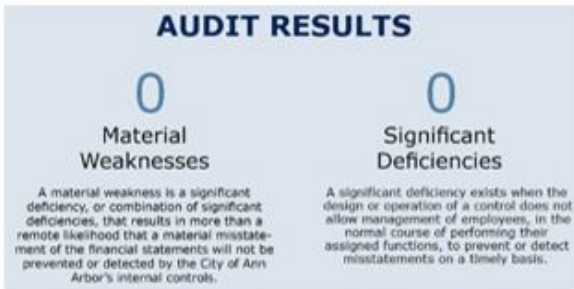
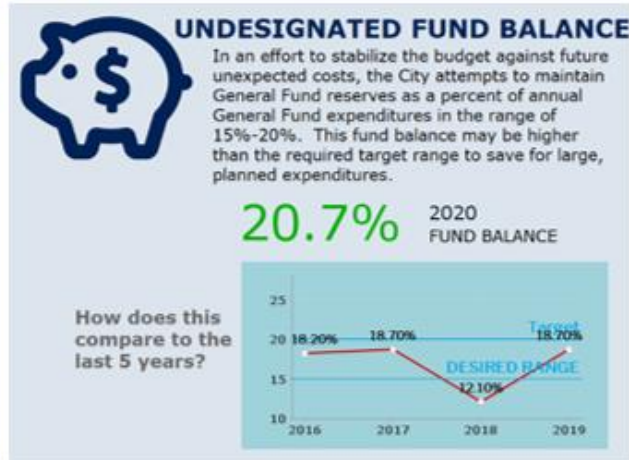
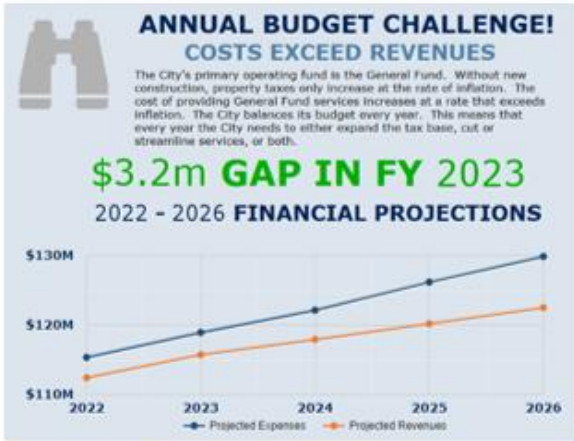
- Financial Planning
- Budget
- Internal Audit
- Performance Measurement
- Economic Development
- Smartzone LDFA support

- Infrastructure Services & Support
- Application Support
- Project Management Services
- Network Architecture Security
- Help Desk Services
- Administration & Planning

- Tax Administration
- Banking
- Investment Management
- Cash Flow
- Debt Management
- Parking Referees & Brownfield support
- Call Center
- Utility Billing
- Payment processing
- Customer Advocate
- Water and Sewer Connections
- Street & Sidewalk Related Permits

- Liability Claims Management
- Insurance Procurement
- Self-insurance administration

Financial & Administrative Services Area Dashboard 2020



OUR BONDS WERE RATED HIGHLY BY STANDARD AND POOR'S

The city pays an independent third party (Standard & Poor's) to evaluate the credit quality of the city and publish its findings to potential investors. The rating firm considers many aspects of the city including its financial status, financial trends, management oversight, liquidity, etc. A higher credit rating results in a lower cost to the city for debt. The ratings from highest down are AAA, AA+, AA, AA-, A+, etc.



FUNDING OF RETIREMENT PLANS

The city contributes funds to retirement plans so that when an employee retires from providing services to the city, adequate funds are available to pay for their retirement benefit. A trust is utilized to invest all employer and employee contributions. When the value of the investments in the trust are less than the value of the cost of the benefits, the fund is less than 100% funded.

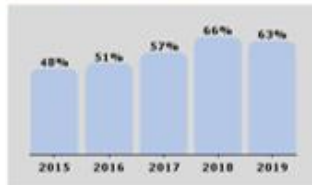
PENSION

The City has funded **83.7%** of current pension liability.

HEALTH CARE

The City has funded **66.9%** of its retiree health care liability.

How does this compare to the last 5 years?



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FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ASSESSOR SERVICES	95	1,362	-	93,123	-	-
FINANCIAL & BUDGET PLANNING	28,539,872	20,484,468	19,757,442	18,843,490	19,682,621	19,750,880
INFORMATION TECHNOLOGY	8,057,689	12,548,038	16,934,970	14,419,612	17,225,957	14,889,169
RISK MANAGEMENT	31,863,989	31,643,780	39,770,565	30,257,816	35,607,170	36,661,718
TREASURY SERVICES	47,579,471	49,979,161	51,589,549	51,589,549	52,932,503	54,307,927
Total	\$116,041,116	\$114,656,809	\$128,052,526	\$115,203,590	\$125,448,251	\$125,609,694

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	76,113,177	74,180,805	75,501,160	74,522,416	76,753,417	78,347,477
INFORMATION TECHNOLOGY (0014)	8,057,689	8,721,067	10,821,613	8,459,712	10,575,765	10,592,000
RISK FUND (0057)	31,863,989	31,643,780	39,770,565	30,257,816	35,607,170	36,661,718
GENERAL CAPITAL FUND (00CP)	-	40,812	1,959,188	1,959,188	2,500,000	-
MAJOR GRANTS PROGRAMS (00MG)	6,261	4,812	-	(12,542)	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	50,437	-	12,000	8,857	6,326
CAPITAL SINKING FUND (0101)	-	15,096	-	5,000	3,042	2,173
Total	\$116,041,116	\$114,656,809	\$128,052,526	\$115,203,590	\$125,448,251	\$125,609,694

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ACCOUNTING SERVICES	856,539	831,626	869,661	798,547	884,945	901,533
ASSESSOR SERVICES	1,015,199	1,001,433	1,124,066	1,035,480	1,144,660	1,168,254
FINANCIAL & BUDGET PLANNING	969,368	1,066,167	1,115,166	860,130	997,290	1,071,997
INFORMATION TECHNOLOGY	11,316,334	12,262,657	17,615,923	14,723,409	16,953,815	14,642,475
PROCUREMENT	149,170	150,625	161,023	159,836	156,584	159,088
RISK MANAGEMENT	2,313,852	2,629,104	3,010,093	3,000,059	3,210,194	3,242,378
TREASURY SERVICES	2,554,638	3,466,574	3,591,020	3,635,787	3,056,264	3,148,658
Total	\$19,175,100	\$21,408,186	\$27,486,952	\$24,213,248	\$26,403,752	\$24,334,383

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	7,646,250	7,847,156	8,442,337	7,927,172	8,261,528	8,462,728
INFORMATION TECHNOLOGY (0014)	7,746,617	8,435,689	11,580,905	8,763,509	10,382,884	10,506,205
MAJOR STREET (0021)	5,954	8,552	8,960	8,960	11,510	11,729
WATER SUPPLY SYSTEM (0042)	1,161,169	1,184,004	1,192,051	1,240,391	726,909	749,517
SEWAGE DISPOSAL SYSTEM (0043)	51,120	769,082	762,561	778,413	685,786	708,643
PROJECT MANAGEMENT (0049)	45,353	44,353	70,630	70,630	74,346	77,947
RISK FUND (0057)	2,193,155	2,521,974	2,891,714	2,885,897	3,089,354	3,119,507
STORMWATER SEWER SYSTEM FUND (0069)	42,720	251,038	253,031	253,031	344,262	358,666
SOLID WASTE (0072)	282,762	305,526	325,575	326,057	327,173	339,441
GENERAL CAPITAL FUND (00CP)	-	40,812	1,959,188	1,959,188	2,500,000	-
Total	\$19,175,100	\$21,408,186	\$27,486,952	\$24,213,248	\$26,403,752	\$24,334,383

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ACCOUNTING SERVICES	6.75	7.00	7.00	7.00	7.00
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	4.50	4.50	4.50	4.50
INFORMATION TECHNOLOGY	25.95	25.95	27.95	27.90	27.90
PROCUREMENT	1.00	1.00	1.00	1.00	1.00
RISK MANAGEMENT	0.85	0.85	0.85	0.85	0.85
TREASURY SERVICES	14.45	14.35	14.35	14.26	14.26
Total	61.50	61.65	63.65	63.51	63.51



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	466,819	454,178	468,241	434,513	475,540	477,934
PAYROLL FRINGES	321,497	287,933	310,762	277,680	310,104	323,653
OTHER SERVICES	10,250	12,214	13,050	8,515	8,050	8,050
MATERIALS & SUPPLIES	6,604	5,570	6,734	6,910	6,234	6,234
OTHER CHARGES	51,009	71,581	70,874	70,929	85,017	85,662
EMPLOYEE ALLOWANCES	360	150	-	-	-	-
Total	\$856,539	\$831,626	\$869,661	\$798,547	\$884,945	\$901,533

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	856,539	831,626	869,661	798,547	884,945	901,533
Total	\$856,539	\$831,626	\$869,661	\$798,547	\$884,945	\$901,533

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ACCOUNTING SERVICES	6.75	7.00	7.00	7.00	7.00
Total	6.75	7.00	7.00	7.00	7.00

FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT

EXPENSES

Other Charges - The increase is due to an increase in IT costs in FY 2022.

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 \$226,877 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Marti Praschan

Service Unit: Accounting

Service Unit Manager: Karleen Kudej

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Ensure compliance and timely filing of the annual audit and Comprehensive Annual Financial Report (CAFR).			●		●	●	Receive GFOA award for excellence.	6/30/2022	Yes	Yes	Yes	Yes
							No internal control deficiencies.	6/30/2022	None	None	1	None
							No compliance issues.	6/30/2022	None	None	None	None
							100% completion of staff training in new audit areas each year as part of succession planning.	6/30/2022	95%	100%	100%	100%
Process payroll and tax reporting accurately and timely.	●		●		●	●	Compliance filings are timely and accurate.	6/30/2022	100%	100%	100%	100%
							No compliance issues.	6/30/2022	None	None	None	None
							No errors in payroll processing	6/30/2022	0 errors	1	0 errors	0 errors
Manage accounts payable and vendor maintenance accurately and timely.							Staff is trained as part of succession planning and redundancy as measured by completion of AFSCME progression.	6/30/2022	Ongoing	Ongoing	Ongoing	Ongoing
	●		●		●		No compliance issues with IRS.	6/30/2022	None	None	None	None
							No errors in check/EFT processing as measured by voided checks.	6/30/2022	0 errors	0 errors	1	0 errors
							Payments disbursed within 30 days of entry into the financial system.	6/30/2022	Yes	Yes	Yes	Yes
Maintain and analyze the general ledger, ensuring compliance with policy.			●		●		<1% compliance issues with purchasing cards.	6/30/2022	0.98%	1.38%	1.00%	<1%
							Reconciliations prepared within 30 days of month-end/quarter-end.	6/30/2022	97%	90%	90%	100%
							100% Completion of staff training in identified areas as part of succession planning and redundancy.	6/30/2022	98%	100%	100%	100%
						Update existing procedures annually as needed.	6/30/2022	Ongoing	Ongoing	Ongoing	Ongoing	

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ACCOUNTANT I	000830	1.00	1.00
ACCOUNTANT III	401670	1.00	1.00
ACCOUNTING SERVICES MGR	403800	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	2.00	2.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
PAYROLL SPECIALIST V	114620	1.00	1.00
Total		7.00	7.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

The Assessing Service Unit establishes market values on an annual basis and is responsible for tax assessing and property appraisals for all taxable property within the City. Other duties include maintaining current owner name and property addresses within the assessing database, reviewing and approving Principal Residence Exemptions, processing personal property statements, review and processing of land splits and combinations, reviewing and processing exemption applications, calculating Payments in Lieu of Taxes, establishing special assessment districts and apportioning the special assessment within that special assessment district, defending Assessed and Taxable Values before the Michigan Tax Tribunal and assisting other service areas and service units within the City with valuation, real estate and property taxation issues.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	-	1,362	-	235	-	-
MISCELLANEOUS REVENUE	95	-	-	-	-	-
TAXES	-	-	-	92,888	-	-
Total	\$95	\$1,362	-	\$93,123	-	-

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	95	1,362	-	93,123	-	-
Total	\$95	\$1,362	-	\$93,123	-	-

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	421,167	456,248	557,317	507,634	549,379	554,908
PAYROLL FRINGES	329,209	294,976	338,724	300,022	356,454	372,975
OTHER SERVICES	110,741	91,686	60,241	59,425	57,741	57,741
MATERIALS & SUPPLIES	22,730	19,339	21,162	21,162	21,162	21,162
OTHER CHARGES	118,957	131,384	129,822	130,437	143,124	144,668
EMPLOYEE ALLOWANCES	12,395	7,800	16,800	16,800	16,800	16,800
Total	\$1,015,199	\$1,001,433	\$1,124,066	\$1,035,480	\$1,144,660	\$1,168,254

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	1,015,199	1,001,433	1,124,066	1,035,480	1,144,660	1,168,254
Total	\$1,015,199	\$1,001,433	\$1,124,066	\$1,035,480	\$1,144,660	\$1,168,254

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00	8.00

FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT

EXPENSES

Personnel Services - The decrease is due to staff turnover in FY 2021 in the Assessor Services Unit.

Payroll Fringes – The increase in payroll fringes relates to increased healthcare costs and retirement contribution costs in FY 2022.

Other Charges - The increase is due to an increase in IT costs in FY 2022.

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 \$327,409 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Marti Praschan

Service Unit: Assessing

Service Unit Manager: Jerry Markey

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Appraise all real & personal property annually.			●		●		10% of properties reviewed annually. 6/30/2022	8%	10%	10%	10%	
							Equalization factor of 1.00 (see below for definition). April 2022 County Equalization & May 2022 State Equalization	1.00	1.00	1.00	1.00	
Preparation and defense of assessment appeals, Board of Review, Michigan Tax Tribunal, and State Tax Commission proceedings.			●				Board of Review Appeals Heard / Processed at MBOR, JBOR & DBOR; Board of Review Decisions Mailed Within Two Weeks of the End of Board of Review. 3/31/2022	100%	100%	100%	100%	
							Small Claims Tribunal appeals answered within 28 days of notification. 6/30/2022	100%	100%	100%	100%	
							Full Tribunal Appeals answered within 28 days of notification. 6/30/2022	100%	100%	100%	100%	
							All valuation disclosures are filed 21 days or greater from hearing date. 6/30/2022	100%	100%	100%	100%	
Analyze and review property sales, ownership data and legal descriptions.					●		Process All Sales Data, Change of Ownership, Principal Residence Exemptions, Legal Description Adjustments Within 45 days of Notification. 6/30/2022	Daily & within 30 days from county receipt	Daily & within 30 days from county receipt	Daily & within 30 days from county receipt	Daily & within 30 days from county receipt	
Handle customer inquiries and information requests.	●				●		Online data updated daily. 6/30/2022	Yes	Yes	Yes	Yes	
							Answer customer requests within 1 business day. 6/30/2022	90%	100%	100%	100%	
							Adhoc requests performed within 3 business days. 6/30/2022	90%	100%	100%	100%	

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

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ASSESSOR SERVICES MANAGER	403220	1.00	1.00
DEPUTY ASSESSOR	403430	1.00	1.00
REAL PROPERTY APPRAISER I	119180	1.00	1.00
REAL PROPERTY APPRAISER I	119181	3.00	3.00
SENIOR APPRAISER	401260	1.00	1.00
Total		8.00	8.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	67,710	153,476	-	-	-	-
FINES & FORFEITS	735	252	-	-	-	-
INTERGOVERNMENTAL REVENUES	12,469,714	13,822,138	13,928,745	13,432,669	14,148,249	14,148,249
INTRAGOVERNMENTAL SALES	14,359,559	4,686,628	4,862,480	4,836,492	5,025,247	5,178,271
INVESTMENT INCOME	1,600,264	1,774,364	933,033	554,639	471,051	386,286
MISCELLANEOUS REVENUE	41,542	47,262	19,690	19,690	38,074	38,074
PRIOR YEAR SURPLUS	-	-	13,494	-	-	-
TAXES	348	348	-	-	-	-
Total	\$28,539,872	\$20,484,468	\$19,757,442	\$18,843,490	\$19,682,621	\$19,750,880

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	28,533,611	20,414,123	19,757,442	18,839,032	19,670,722	19,742,381
MAJOR GRANTS PROGRAMS (00MG)	6,261	4,812	-	(12,542)	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	50,437	-	12,000	8,857	6,326
CAPITAL SINKING FUND (0101)	-	15,096	-	5,000	3,042	2,173
Total	\$28,539,872	\$20,484,468	\$19,757,442	\$18,843,490	\$19,682,621	\$19,750,880

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	319,625	341,909	381,311	352,037	373,591	373,591
PAYROLL FRINGES	172,929	166,270	212,982	170,740	172,595	179,252
OTHER SERVICES	93,857	162,671	101,192	101,557	100,692	122,162
MATERIALS & SUPPLIES	1,868	2,339	1,090	2,252	1,590	1,590
OTHER CHARGES	380,309	391,678	417,031	231,984	347,262	393,842
EMPLOYEE ALLOWANCES	780	1,300	1,560	1,560	1,560	1,560
Total	\$969,368	\$1,066,167	\$1,115,166	\$860,130	\$997,290	\$1,071,997

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	969,368	1,066,167	1,115,166	860,130	997,290	1,071,997
Total	\$969,368	\$1,066,167	\$1,115,166	\$860,130	\$997,290	\$1,071,997

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
FINANCIAL & BUDGET PLANNING	4.50	4.50	4.50	4.50	4.50
Total	4.50	4.50	4.50	4.50	4.50

FINANCIAL & ADMINISTRATIVE SERVICES
FINANCIAL & BUDGET PLANNING SERVICES UNIT

REVENUES

Intragovernmental Sales - This reflects an increase in Municipal Service Charges paid by other funds to the General Fund.

Investment Income - The decrease reflects a lower rate of return on investments.

Prior Year Surplus - The reduction in FY 2022 reflects one-time monies for childcare reimbursement FY 2021.

EXPENSES

Payroll Fringes - The decrease is due to staff turnover in FY 2021.

Other Charges - The decrease is due to a reduction in the excess contribution to retiree healthcare.

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 \$416,232 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Marti Praschan

Service Unit: Budget & Administration

Service Unit Manager:

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Lead the Development of the City-wide Budget (2 year plan).	●	●	●	●	●	●	Receive GFOA award.	12/31/2021	Yes	Yes	Yes	Yes
							Fund balances meet policy requirements.	6/30/2022	Yes	Yes	Yes	Yes
							Recurring revenues offset recurring costs.	6/30/2022	Yes	Yes	Yes	Yes
Accurately Forecast the Year-end Financial Performance.			●		●		April forecast for year-end audit is within 1% of year-end actual results.	6/30/2022	-1.9%	-3.3%	1.0%	1.0%
							100% of service units participate.	6/30/2022	100%	100%	100%	100%
Support the Operating Units with Expert Financial Analysis and Reporting.			●			●	Operating documents are prepared for quarterly financial reviews.	6/30/2022	Yes	Yes	Yes	Yes
							Finance participation in labor negotiations.	6/30/2022	Limited	Limited	Limited	Limited
							Review 5% of GFOA best practices annually.	6/30/2022	4.0%	6.4%	5.8%	5.0%
Ensure Internal Policies and Procedures are Followed.	●	●	●	●			Perform three internal audits annually.	6/30/2022	0	0	0	3

Please refer to the Information Pages: The Budget Process section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
BUDGET & FINANCE SUPERVIS	404530	1.00	1.00
BUDGET ANALYST	000400	2.00	2.00
FINANCIAL & ADMIN AREA AD	403520	1.00	1.00
RISK SPEC/ASST TO CFO	000320	0.50	0.50
Total		4.50	4.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	7,844,089	8,376,375	10,250,781	10,259,252	12,877,704	10,491,593
CONTRIBUTIONS	26,820	-	-	-	-	-
INTRAGOVERNMENTAL SALES	-	3,786,159	4,154,169	4,000,712	4,150,192	4,297,169
INVESTMENT INCOME	132,043	172,702	89,405	65,373	42,570	30,407
MISCELLANEOUS REVENUE	54,737	43,936	94,275	94,275	-	-
OPERATING TRANSFERS IN	-	168,866	-	-	-	-
PRIOR YEAR SURPLUS	-	-	2,346,340	-	155,491	70,000
Total	\$8,057,689	\$12,548,038	\$16,934,970	\$14,419,612	\$17,225,957	\$14,889,169

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	3,786,159	4,154,169	4,000,712	4,150,192	4,297,169
INFORMATION TECHNOLOGY (0014)	8,057,689	8,721,067	10,821,613	8,459,712	10,575,765	10,592,000
GENERAL CAPITAL FUND (00CP)	-	40,812	1,959,188	1,959,188	2,500,000	-
Total	\$8,057,689	\$12,548,038	\$16,934,970	\$14,419,612	\$17,225,957	\$14,889,169

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	5,863,075	6,289,454	6,809,338	6,585,026	6,718,578	6,866,168
PAYROLL FRINGES	1,302,322	1,297,095	1,451,143	1,444,250	1,528,308	1,594,492
OTHER SERVICES	2,443,489	2,691,965	5,498,245	4,934,524	3,522,806	3,477,536
MATERIALS & SUPPLIES	370,319	385,139	2,211,419	110,933	906,900	881,900
OTHER CHARGES	1,321,399	1,501,880	1,348,789	1,469,689	4,062,613	1,605,832
PASS THROUGHES	-	80,793	41,643	41,643	-	-
CAPITAL OUTLAY	-	-	239,395	121,393	197,879	199,816
EMPLOYEE ALLOWANCES	15,730	16,331	15,951	15,951	16,731	16,731
Total	\$11,316,334	\$12,262,657	\$17,615,923	\$14,723,409	\$16,953,815	\$14,642,475

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	3,569,717	3,786,156	4,075,830	4,000,712	4,070,931	4,136,270
INFORMATION TECHNOLOGY (0014)	7,746,617	8,435,689	11,580,905	8,763,509	10,382,884	10,506,205
GENERAL CAPITAL FUND (00CP)	-	40,812	1,959,188	1,959,188	2,500,000	-
Total	\$11,316,334	\$12,262,657	\$17,615,923	\$14,723,409	\$16,953,815	\$14,642,475

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
INFORMATION TECHNOLOGY	25.95	25.95	27.95	27.90	27.90
Total	25.95	25.95	27.95	27.90	27.90

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY SERVICES UNIT

REVENUES

Charges for Services - This reflects the additional charges for the Technology Park Fiber project and an increase in IT charges to customers in FY 2022.

Investment Income - The decrease reflects a lower rate of return on investments.

Miscellaneous Revenue - This relates to a reimbursement from Washtenaw County for adding the second Uninterruptable Power Supply into the Data Center in FY 2021.

Prior Year Surplus - The decrease is due to the use of the Information Technology Fund balance in FY 2021 for replacement projects for servers, computers, police in-car video equipment and copiers.

EXPENSES

Personnel Services - This reflects a decrease in the planned pay contingency and staff turnover in FY 2021.

Payroll Fringes - The increase relates to increased healthcare and retirement contribution costs in FY 2022.

Other Services - The funding for the Technology Park Fiber Project is budgeted as a contingency in Other Charges. Once the project budgets are established, the budget and actual amounts will reflect in the appropriate category.

Materials & Supplies - The amount for FY 2021 represents non-capital equipment purchases for projects carried forward from FY 2020 including Network, Server, PC, Printer and Copier replacements. Any project amount leftover from FY 2021 will be rolled over to FY 2022.

Other Charges - The funding for the Technology Park Fiber Project is budgeted as a contingency in Other Charges. Once the project budgets are established, the budget and actual amounts will reflect in the appropriate category.

Pass Throughs - The decrease is due to a one-time use of funds for 5th Ave and Detroit Street project in FY 2021.

Capital Outlay - The amount for FY 2021 represents capital outlay for projects carried forward from FY 2020 including network, server, and multi-function copier replacements. Any project amount leftover from FY 2021 will be rolled over to FY 2022.

Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Prior FY Budget</u>	<u>FY 2022 Request</u>	<u>FY 2023 Request</u>
Replacements¹			
PC's, High-End PCs, Laptops, Toughbooks, Tablets	320,120	150,000	150,000
Server Replacements Plus Storage	830,985	400,000	400,000
Network Replacements & Facility Access System	75,000	180,000	180,000
Network Printers/Copiers	70,000	70,000	70,000
Wireless Replacement	105,000	20,000	20,000
Enterprise Wide			
Kiosks-Parks, Cust Service, City Hall digital signage, conference rooms	-	5,000	5,000
Enterprise Telecommunication	-	25,000	25,000
Enterprise Information Portal (EIP)	-	85,491	-
I-Net Fiber Network Capital Projects	239,163	197,879	199,816
Financial System Upgrade	-	25,000	25,000
Service Area/Unit Specific			
Police Parking Enforcement	-	25,000	25,000
	<u>\$ 1,640,268</u>	<u>\$ 1,183,370</u>	<u>\$ 1,099,816</u>

¹ Annual appropriation towards yearly replacement of aging equipment.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Marti Praschan

Service Unit: Information Technology

Service Unit Manager: Tom Shewchuk

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Application Delivery & Enterprise Applications Team provides software support and maintenance for city departments, develops and maintains integrations between applications, performs project management, business process engineering, and administers our business intelligence platform.	●	●	●	●	●	●	Systems Meets Business Needs >90% (Project Survey).	6/30/2022	100%	100%	100%	100%
							Number of SOP's documented. Increase 1 per quarter.	6/30/2022	13	2	4	4
							Number of users that login to the City's main enterprise applications on a quarterly basis.	6/30/2022	N/A	N/A	N/A	N/A
							Number of shadow systems eliminated in the quarter.	6/30/2022	4	3	7	5
							New self-service applications implemented. 5 or greater every other quarter.	6/30/2022	5	5	2	3
							Customer Satisfaction >90% (Project Closure Survey).	6/30/2022	97.65%	97.58%	98%	98%
							Total number of transactions for self-service applications.	6/30/2022	163,517	186,186	210,000	210,000
Help Desk Services Team provides hardware and software triage, troubleshooting, and repair for all city departments for all Help Desk requests.	●	●		●			Customer Satisfaction >90% (Annual Survey).	6/30/2022	96.20%	96.20%	90%	90.00%
Infrastructure Services & Network Services designs, implements, maintains and supports all servers, backup/restore, data storage, security, IP Phones, network fiber, network switches, firewall, and Microsoft operations systems and productivity applications.		●		●	●	●	95% Network Up-Time of total available up-time. Excludes Scheduled Maintenance.	6/30/2022	99.67%	99.26%	99%	95.00%
							96% Server Up - Time of total available up-time. Excludes Scheduled Maintenance Time.	6/30/2022	99.59%	99.63%	99%	96.00%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
APPLICATIONS SPECIALIST	401690	2.00	2.00
APPLICATIONS DELIVERY MGR	403540	1.00	1.00
APPS SPEC/BUSINESSANALYST	401610	1.00	1.00
FIELD OPER TECH III - COM	112724	0.45	0.45
HELP DESK SUPPORT SPEC	000900	4.00	4.00
INFRASSTR & CYVER SEC MGR	404680	1.00	1.00
INFRASTRUCTURE SPEC	404420	1.00	1.00
INFRASTRUCTURE SPECIALIST	404420	1.00	1.00
ITSD DIRECTOR	403700	1.00	1.00
NETWORK MAANGER	404690	1.00	1.00
SENIOR APPLICATION SPEC	401050	6.45	6.45
SENIOR INFRASTRUCTURE SPE	401130	4.00	4.00
SERVICE DELIVERY MANAGER	403550	1.00	1.00
SR APPLICATION SPEC LEAD	404670	2.00	2.00
TECHNOLOGY & CHANGE MGR	403590	1.00	1.00
Total		27.90	27.90

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	86,573	89,717	89,035	89,035	89,035	89,035
PAYROLL FRINGES	43,568	42,788	46,673	45,343	50,357	52,822
OTHER SERVICES	3,600	2,391	7,855	7,907	7,855	7,855
MATERIALS & SUPPLIES	7,832	6,104	7,914	8,005	5,914	5,914
OTHER CHARGES	7,597	9,625	9,546	9,546	3,423	3,462
Total	\$149,170	\$150,625	\$161,023	\$159,836	\$156,584	\$159,088

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	149,170	150,625	161,023	159,836	156,584	159,088
Total	\$149,170	\$150,625	\$161,023	\$159,836	\$156,584	\$159,088

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
PROCUREMENT	1.00	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00	1.00

FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT

EXPENSES

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$38,851 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Marti Praschan

Service Unit: Procurement

Service Unit Manager: Colin Spencer

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Maintaining internal purchasing compliance through adherence to established policies and procedures.	●		●		●		100% of Required Forms collected.	Quarterly	100%	100%	100%	100%
							PO's processed or updated with the department within 24 hrs.	Quarterly	100%	100%	100%	100%
							<5% of the number of change orders that exceed original approved contract value and must return to Council.	Quarterly	3.10%	4.64%	4.75%	<5%
Managing the City's formal solicitation process.	●		●	●	●		No formal protests of solicitations.	Quarterly	1	4	2	0
							Average response rate of 3 or more vendors per solicitation per fiscal year.	Quarterly	3.5	3.66	3.75	>3
Serving as the initial point of contact for potential vendors and service providers.	●			●	●		100% on time (or better) FOIA responses.	Quarterly	100%	100%	100%	100%
							Participation and representation of City at industry events.	Quarterly	100%	100%	100%	100%
Administration of the City's "before purchase" Purchasing Card (P-Card) process.	●		●		●		Submission/entry of P-Card applications into Chase system within 24 hrs.	Quarterly	100%	100%	100%	100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
PURCHASING MANAGER	404210	1.00	1.00
Total		1.00	1.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	28,998,865	28,531,030	31,664,411	25,659,871	31,942,771	34,245,032
CONTRIBUTIONS	2,009,065	2,147,120	1,200,000	1,710,704	1,460,000	1,460,000
INVESTMENT INCOME	447,664	472,728	311,544	181,796	113,119	80,799
MISCELLANEOUS REVENUE	408,395	492,902	400,000	305,445	300,000	300,000
OPERATING TRANSFERS IN	-	-	5,237,824	2,400,000	-	-
PRIOR YEAR SURPLUS	-	-	956,786	-	1,791,280	575,887
Total	\$31,863,989	\$31,643,780	\$39,770,565	\$30,257,816	\$35,607,170	\$36,661,718

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
RISK FUND (0057)	31,863,989	31,643,780	39,770,565	30,257,816	35,607,170	36,661,718
Total	\$31,863,989	\$31,643,780	\$39,770,565	\$30,257,816	\$35,607,170	\$36,661,718

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	192,225	171,772	192,034	183,799	194,491	199,052
PAYROLL FRINGES	48,971	42,424	46,925	45,138	49,886	51,917
OTHER SERVICES	601,320	598,836	748,068	748,056	615,639	615,639
OTHER CHARGES	1,471,258	1,816,013	2,022,988	2,022,988	2,350,100	2,375,692
EMPLOYEE ALLOWANCES	78	59	78	78	78	78
Total	\$2,313,852	\$2,629,104	\$3,010,093	\$3,000,059	\$3,210,194	\$3,242,378

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	120,697	107,130	118,379	114,162	120,840	122,871
RISK FUND (0057)	2,193,155	2,521,974	2,891,714	2,885,897	3,089,354	3,119,507
Total	\$2,313,852	\$2,629,104	\$3,010,093	\$3,000,059	\$3,210,194	\$3,242,378

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
RISK MANAGEMENT	0.85	0.85	0.85	0.85	0.85
Total	0.85	0.85	0.85	0.85	0.85

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

REVENUES

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

Contributions - The increase reflects additional prescription reimbursements.

Investment Income - The decrease reflects a lower rate of return on investments.

Miscellaneous Revenue - The decrease reflects lower anticipated reimbursements from Medicare Part D.

Operating Transfers In - This reflects a one-time transfer from the VEBA Trust in FY 2021.

Prior Year Surplus - The increase is due to a planned use of fund balance in FY 2022.

EXPENSES

Other Services - This relates to a decrease in workers comp payments expected in FY 2022.

Other Charges - This relates to an increase in the Municipal Service Charge and an increase in property insurance premiums.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
TREASURY SERVICES MGR	403470	0.10	0.10
ASST TREASURY SRVS MGR	401090	0.25	0.25
RISK SPEC/ASST TO CFO	000320	0.50	0.50
Total		0.85	0.85

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

The Treasury Services 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 portfolio management, cash flow management, bond issuance, risk management, and adjudicating contested parking tickets. Additionally, this unit manages the City's Customer Service function. Customer Service processes payments, performs utility billing, answers all general calls to the City, issues various permits, and manages citizen service requests.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	109,242	114,163	115,935	115,935	121,551	124,711
FINES & FORFEITS	277,912	263,343	298,192	298,192	307,138	316,352
MISCELLANEOUS REVENUE	2,483	2,715	4,426	4,426	4,269	4,269
TAXES	47,189,834	49,598,940	51,170,996	51,170,996	52,499,545	53,862,595
Total	\$47,579,471	\$49,979,161	\$51,589,549	\$51,589,549	\$52,932,503	\$54,307,927

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	47,579,471	49,979,161	51,589,549	51,589,549	52,932,503	54,307,927
Total	\$47,579,471	\$49,979,161	\$51,589,549	\$51,589,549	\$52,932,503	\$54,307,927

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	955,239	983,715	1,014,049	1,009,721	1,044,629	1,057,510
PAYROLL FRINGES	658,322	560,442	649,335	625,041	676,788	708,606
OTHER SERVICES	107,869	144,767	103,424	178,613	100,666	100,709
MATERIALS & SUPPLIES	67,566	73,777	92,889	91,089	84,356	84,856
OTHER CHARGES	622,728	652,350	648,677	648,677	682,037	716,699
PASS THROUGHS	142,212	1,050,996	1,081,944	1,081,944	467,087	479,576
EMPLOYEE ALLOWANCES	702	527	702	702	701	702
Total	\$2,554,638	\$3,466,574	\$3,591,020	\$3,635,787	\$3,056,264	\$3,148,658

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	965,560	904,019	978,212	958,305	886,278	902,715
MAJOR STREET (0021)	5,954	8,552	8,960	8,960	11,510	11,729
WATER SUPPLY SYSTEM (0042)	1,161,169	1,184,004	1,192,051	1,240,391	726,909	749,517
SEWAGE DISPOSAL SYSTEM (0043)	51,120	769,082	762,561	778,413	685,786	708,643
PROJECT MANAGEMENT (0049)	45,353	44,353	70,630	70,630	74,346	77,947
STORMWATER SEWER SYSTEM FUND (0069)	42,720	251,038	253,031	253,031	344,262	358,666
SOLID WASTE (0072)	282,762	305,526	325,575	326,057	327,173	339,441
Total	\$2,554,638	\$3,466,574	\$3,591,020	\$3,635,787	\$3,056,264	\$3,148,658

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
TREASURY SERVICES	14.45	14.35	14.35	14.26	14.26
Total	14.45	14.35	14.35	14.26	14.26

FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT

REVENUES

Taxes - General Fund property taxes are projected to increase in FY 2022.

EXPENSES

Payroll Fringes - This reflects increased pension and healthcare costs.

Other Charges - This reflects increased IT costs.

Pass Throughs - This reflects an accounting change to the costs that were being passed-through as a reimbursement to other funds. The other funds will be directly charged in FY 2022.

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 \$154,737 in FY 2022.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Marti Praschan

Service Unit: Treasury, Risk Management, & Customer Service

Service Unit Manager: Michael Pettigrew

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Our employees interact with our customers and provide excellent customer service.	●		●	●	●		The number of telephone calls handled by agents.	6/30/2022	51,720	42,795	50,092	50,375
							The number of transactions processed.	6/30/2022	284,268	252,254	250,840	262,454
							Customer Satisfaction is >90%.	6/30/2022	N/A	80%	85%	90%
							Water utility billing volume.	6/30/2022	N/A	N/A	125,930	126,000
							Percentage of water utility bills adjusted.	6/30/2022	N/A	N/A	0.01%	0.01%
							Percentage of water utility bills estimated.	6/30/2022	N/A	N/A	2.08%	2.1%
							Percentage of work requests initiated through A2FixIt, rather than manually.	6/30/2022	75.0%	75.0%	75.0%	75.0%
Collect payments for tax, parking citations, utilities, and invoices.	●	●	●	●	●		Less than 15% of all collections are manual over-the-counter transactions.	6/30/2022	12.1%	12.0%	11.0%	12.0%
							Parking appeal time to resolution is under seven days.	6/30/2022	100%	100%	100%	100%
							Cash collection locations are audited for internal control compliance at least once every two years (50% annually).	6/30/2022	100%	89%	89%	100%
Manage cash to ensure sufficient liquidity and maximize investment returns.	●		●		●		Cash flow forecasting accuracy is within 1% as compared to actual results. The goal is to maintain sufficient liquidity to pay the bills while maximizing the amount of money that can be invested.	6/30/2022	0.19%	0.54%	0.07%	1.00%
							Investment portfolio performance exceeds our benchmark, which is the 12-month trailing 2-year T-Note.	6/30/2022	-32BPs	+61BPs	+77BPs	+10BPs
Manage risk to minimize cost, promote safety, and handle claims efficiently.	●		●		●		Workers Comp expenditures per \$100 of salary are less than \$1.37.	6/30/2022	\$ 0.87	\$ 1.16	\$ 0.60	\$ 1.37
							Claim volume is less than 1.2 claims per 10,000 of population.	6/30/2022	0.99	0.66	1.44	1.20
							Claim expense is less than \$0.91 per capita.	6/30/2022	\$ 0.01	\$ 0.66	\$ 0.08	\$ 0.91
							Claims that proceed to litigation are less than 4.4% per quarter.	6/30/2022	1.7%	8.96%	98.0%	4.4%
Issue and manage debt to provide funding for capital projects, minimize costs, comply with covenants and law, and maintain excellent credit.	●	●	●		●		Debt per capita is below \$3,000 and comparable to peer cities.	6/30/2022	\$ 2,675	\$ 2,675	\$ 2,675	\$ 2,675
							City general obligation bond rating is at or above AA+.	6/30/2022	AA+	AA+	AA+	AA+

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Allocated Positions

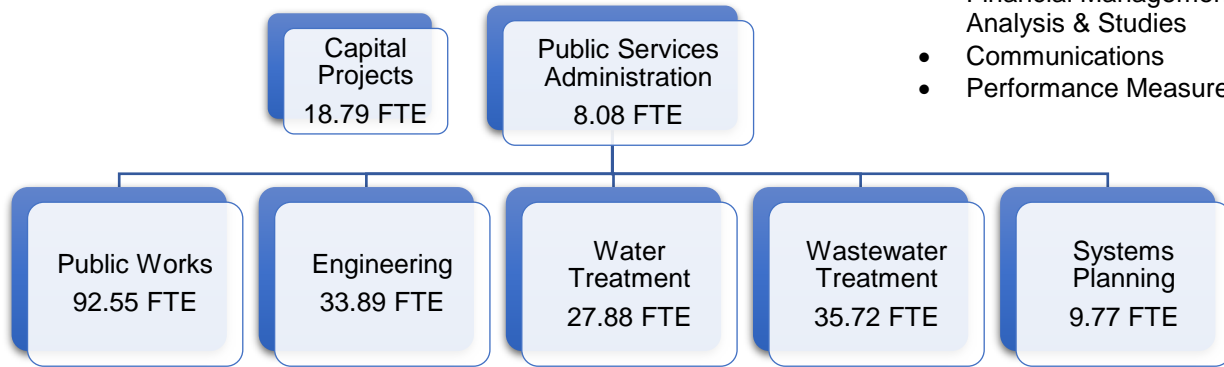
Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
TREASURY SERVICES MGR	403470	0.90	0.90
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	2.00	2.00
ADMIN ASSISTANT LVL 5	110054	4.61	4.61
ASST TREASURY SRVS MGR	401090	0.75	0.75
ASST. TREASURER/CUSTO III	195100	1.00	1.00
FINANCIAL OP & CONTROL AN	401250	1.00	1.00
PARKING REFEREE	401200	2.00	2.00
Total		14.26	14.26



PUBLIC SERVICES AREA

Public Services Area Organization Chart

- Administration
- Strategic Planning
- Service Area Policies and Procedures
- Financial Management/Rate Analysis & Studies
- Communications
- Performance Measurement



- Wastewater & Stormwater Collection System Maintenance
- Water Distribution & Meter Maintenance
- Street Maintenance
- Street Tree Maintenance
- Solid Waste, Recycling & Compost Collection and Program Management
- Urban Forestry & Natural Resources Planning

- Street, Bridge & Utility Improvement Projects
- Sidewalk Repair Program
- Private Development & Plan Review
- Construction Inspection
- Transportation Engineering
- Infrastructure Records & Drawings
- Street Lane Closure & Parking Lane Permits
- Right-of-Way Inspection
- Transportation Planning
- Pavement Markings
- Traffic Signs & Signals Operation & Maintenance
- Street Light Maintenance

- Water Treatment
- Plant Engineering
- Water System Operation & Monitoring
- Dam & Hydropower Operations & Management
- Environmental Laboratory Services (Water, Wastewater & Storm Sewer)
- Water Quality & Pressure Inquiries
- After hours Call Center
- Storage Tank & Pump Station Operation & Maintenance
- Tele-comm Infrastructure Management

- Wastewater Treatment
- Plant Engineering
- Lift Station Operations & Maintenance
- Industrial Pre-treatment Program
- Laboratory Services

- GIS Management
- Capital Improvement Plan Programming
- Asset Management
- Development Review
- Soil Erosion & Sedimentation Control
- Floodplain, Creekshed & Water Resources Programs, Planning & Policies
- Systems (Natural & Constructed) Standards & Studies, Programs, Planning, & Policies
- Utility Systems Modeling
- Community Engagement

The Public Services Area is comprised of six Service Area Units: Administration, Engineering, Systems Planning, Public Works, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: Solid Waste and Recycling, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, and Transportation Planning. *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 Dashboard 2020

IMPROVING OUR ROADS

29%
OF OUR ROADS ARE RATED GOOD TO EXCELLENT CONDITION

LOOKING AHEAD
BY 2025, WE WANT 80% OF OUR ROADS TO BE RATED GOOD TO EXCELLENT CONDITION

66.4 miles
LANE MILES OF OUR ROADS WERE FIXED OR MAINTAINED IN 2020. THAT'S 10% OF ALL OUR ROADS.

GETTING AROUND ANN ARBOR

Percentage of people satisfied based on National Citizen Survey (goal: 90% or better)

OVERALL QUALITY OF THE TRANSPORTATION SYSTEM *	49%
EASE OF TRAVEL BY BIKE *	87%
EASE OF WALKING **	85%
EASE OF TRAVEL BY CAR *	80%
EASE OF TRAVEL BY PUBLIC TRANSPORTATION *	61%

* Similar to the national benchmark ** Higher than the national benchmark

THE CITY HAS **436 MILES** OF SIDEWALKS. IN 2020 WE INSPECTED **97 MILES** AND MADE REPAIRS WHERE NEEDED

27 SEVERE INJURY CRASHES IN 2019 (8 OF WHICH INVOLVED PEDESTRIANS)

OUR GOAL = 0 SEVERE INJURY CRASHES BY 2025 (PER 2020 ANNUAL CRASH REVIEW)

TAKING CARE OF OUR TRASH

Diversion Rate Since FY 2019

SINCE FY 2019, WE KEPT 34% OF OUR TRASH FROM GOING TO THE LANDFILL

RECYCLED	COMPOSTED
31,775 TONS	32,130 TONS

* Recycling has residuals (nonhazardous industrial waste) removed which are currently estimated around 11-12% of total tonnage.
** Trash tonnage has residuals added to it

WATERSHED HEALTH SCORE

28.8 / 100

SANITARY SEWAGE SPILLS

5 in 2020 (3 IN 2019)

OUR DRINKING WATER QUALITY

82% Citizens were satisfied by water quality. **LOOKING AHEAD**, our goal is a score of 90%.

Ann Arbor water meets all safe drinking water levels/standards.

CARING FOR OUR URBAN FOREST

The City's urban forest provides many environmental, economic, and social benefits to the community, including reducing stormwater runoff, improving water and air quality, moderating summer temperatures, lowering utility costs, improving quality of life, and beautifying the City.

Trees pruned on a routine basis develop proper form and structure leading to a variety of benefits including an aesthetically pleasing streetscape, reduced maintenance costs, and healthier, stronger trees that live longer and are more resilient to environmental stressors. The City's goal to plant 1,000 trees each year reflects its commitment to sustaining a healthy and abundant forest.

4,516	931
TREES PRUNED IN FY 2020	TREES PLANTED IN FY 2020

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PUBLIC SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ADMINISTRATION	103,447,596	106,599,196	112,227,064	106,772,448	111,989,315	116,227,109
CAPITAL PROJECTS	110,000	200,000	42,639,954	47,496,369	45,120,370	47,609,656
ENGINEERING	5,519,197	7,429,524	12,122,666	8,187,875	12,040,435	12,240,633
PUBLIC WORKS	19,348,273	18,293,328	21,126,331	18,445,804	20,262,833	20,607,270
SYSTEMS PLANNING	254,781	199,777	190,050	180,830	165,000	165,000
WASTEWATER TREATMENT	342	43,107	1,050	26,175	-	-
WATER TREATMENT	712,435	1,316,609	1,607,652	1,756,740	456,415	457,357
Total	\$129,392,624	\$134,081,541	\$189,914,767	\$182,866,241	\$190,034,368	\$197,307,025

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
MAINTENANCE FACILITY (0004)	55,136	36,218	-	10,000	-	-
GENERAL (0010)	419,713	2,543,053	3,275,912	2,879,585	2,871,841	3,057,259
CENTRAL STORES (0011)	906,343	1,066,769	1,229,675	1,137,599	1,316,075	1,336,697
MAJOR STREET (0021)	12,051,990	11,838,896	15,271,811	11,439,965	12,860,813	13,031,053
LOCAL STREET (0022)	3,717,990	3,176,958	3,491,708	3,126,377	3,427,224	3,361,677
METRO EXPANSION (0036)	477,560	563,999	440,984	459,500	499,177	503,883
WATER SUPPLY SYSTEM (0042)	30,020,679	30,891,129	31,885,468	29,918,671	31,414,189	33,015,224
SEWAGE DISPOSAL SYSTEM (0043)	32,450,947	33,749,785	35,839,408	33,845,707	34,559,156	35,176,617
PROJECT MANAGEMENT (0049)	3,492,202	3,480,907	5,523,754	5,388,855	5,937,426	6,036,391
CEMETERY PERPETUAL CARE (0054)	1,500	10,650	-	75	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	90,240	101,796	61,274	83,781	61,403	61,409
ART IN PUBLIC PLACES (0056)	2,731	-	-	-	-	-
WHEELER CENTER (0058)	443,653	624,686	596,707	591,765	679,426	687,875
ALTERNATIVE TRANSPORTATION (0061)	596,761	671,807	770,595	1,370,595	657,157	804,886
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	12,173,820	12,742,704	16,338,446	14,513,881	15,878,076	17,102,182
STORMWATER SEWER SYSTEM FUND (0069)	11,980,096	13,258,525	13,443,064	13,602,437	13,792,093	14,225,945
SOLID WASTE (0072)	17,891,078	18,604,621	19,378,387	17,928,529	19,695,959	20,307,351
SEWER REVENUE BONDS (0075)	(66,339)	(193,164)	-	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	65,194	-	-	-	-	-
STORM SEWER REVENUE BONDS (0081)	(10,567)	(27,520)	-	-	-	-
STORM SEWER REVENUE BONDS (0082)	84	100	4,845,000	9,098,344	9,205,000	6,864,000
DEVELOPER OFFSET MITIGATION (0084)	1,921,825	772,243	600,000	850,000	1,018,035	865,739
2012 SRF WWTP RENOVATIONS (0087)	(210,301)	-	-	-	-	-
SEWER BOND PENDING SERIES (0088)	4	4	16,125,750	19,365,774	18,274,000	16,477,000
WATER PENDING BOND SERIES (0089)	63	75	18,104,000	16,016,247	14,516,000	21,128,000
WATER PLANT FINANCING (0092)	(326)	(888)	-	-	-	-
WATER REVENUE BONDS (0093)	(95,418)	(128,295)	-	-	-	-
WATER BOND FUTURE 2019 SERIES (0095)	(79,888)	(535,996)	-	-	-	-
WATER PENDING BOND SERIES (0096)	(170,817)	(207,755)	549,200	-	-	-
GENERAL CAPITAL FUND (00CP)	716,957	571,709	754,024	768,554	688,268	940,000
MAJOR GRANTS PROGRAMS (00MG)	110,000	-	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	439,714	468,525	1,389,600	470,000	500,000	530,000
SIDEWALK CONSTRUCTION MILLAGE (0102)	-	-	-	-	2,183,050	1,793,837
Total	\$129,392,624	\$134,081,541	\$189,914,767	\$182,866,241	\$190,034,368	\$197,307,025

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
ADMINISTRATION	26,159,639	16,450,983	15,217,134	15,402,240	16,987,439	16,209,937
CAPITAL PROJECTS	747,010	687,373	43,467,685	50,869,029	62,284,127	66,386,110
ENGINEERING	12,521,330	14,888,531	15,956,934	14,176,199	17,534,211	18,857,262
PUBLIC WORKS	30,830,268	31,740,345	39,127,766	36,864,115	39,244,261	38,086,447
SYSTEMS PLANNING	2,580,712	2,548,741	3,288,090	3,061,958	3,078,820	3,375,899
WASTEWATER TREATMENT	12,029,624	15,808,247	16,566,049	16,780,550	17,530,488	17,832,560
WATER TREATMENT	12,050,106	11,952,948	13,611,260	13,968,669	14,030,946	14,488,190
Total	\$96,918,689	\$94,077,168	\$147,234,918	\$151,122,760	\$170,690,292	\$175,236,405

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,888,882	6,819,275	5,790,709	4,998,387	5,801,425	6,031,325
CENTRAL STORES (0011)	807,790	943,305	1,229,675	1,121,819	1,316,075	1,336,697
MAJOR STREET (0021)	8,250,258	9,562,744	11,386,732	10,034,724	12,849,303	13,019,324
LOCAL STREET (0022)	2,434,135	2,241,423	2,747,638	2,466,638	3,427,224	3,361,677
METRO EXPANSION (0036)	219,155	254,028	440,984	445,129	499,177	503,883
WATER SUPPLY SYSTEM (0042)	23,959,642	19,608,917	22,268,154	22,196,319	23,253,474	23,342,828
SEWAGE DISPOSAL SYSTEM (0043)	22,052,081	23,183,749	25,715,523	25,459,585	28,369,806	26,589,528
PROJECT MANAGEMENT (0049)	3,346,321	3,269,455	5,453,124	5,318,225	5,813,523	5,933,585
CEMETERY PERPETUAL CARE (0054)	-	-	-	660	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	26,542	21,925	61,274	61,274	61,403	61,409
ART IN PUBLIC PLACES (0056)	-	124,392	-	-	-	-
WHEELER CENTER (0058)	408,775	449,465	435,219	434,314	489,577	501,354
ALTERNATIVE TRANSPORTATION (0061)	228,858	445,362	447,707	405,588	487,376	698,795
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	479,671	850,722	10,498,167	5,169,829	14,455,248	17,102,182
STORMWATER SEWER SYSTEM FUND (0069)	10,132,672	7,142,389	10,054,516	9,524,698	9,369,769	9,214,252
SOLID WASTE (0072)	18,726,320	18,041,444	18,993,275	18,124,593	19,320,644	19,919,566
STORM SEWER REVENUE BONDS (0082)	-	-	724,384	5,993,934	9,205,000	6,864,000
DEVELOPER OFFSET MITIGATION (0084)	2,250	(2,250)	-	-	-	-
SEWER BOND PENDING SERIES (0088)	-	-	20,279,628	19,365,774	18,274,000	16,477,000
WATER PENDING BOND SERIES (0089)	-	-	6,476,778	15,982,761	14,516,000	21,128,000
WATER PENDING BOND SERIES (0096)	-	(1)	123,352	-	-	-
GENERAL CAPITAL FUND (00CP)	254,227	668,777	1,362,555	1,272,985	688,268	940,000
MAJOR GRANTS PROGRAMS (00MG)	345,389	12,631	1,355,924	1,355,924	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	355,721	439,416	1,389,600	1,389,600	500,000	530,000
SIDEWALK CONSTRUCTION MILLAGE (0102)	-	-	-	-	1,993,000	1,681,000
Total	\$96,918,689	\$94,077,168	\$147,234,918	\$151,122,760	\$170,690,292	\$175,236,405

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ADMINISTRATION	7.35	7.45	7.50	8.08	8.08
CAPITAL PROJECTS	18.01	16.80	17.52	18.79	18.39
ENGINEERING	29.70	32.13	33.79	33.89	33.89
PUBLIC WORKS	89.67	92.61	92.01	92.55	92.55
SYSTEMS PLANNING	11.23	10.85	9.89	9.77	9.87
WASTEWATER TREATMENT	35.72	35.94	35.72	35.72	36.02
WATER TREATMENT	27.31	27.76	27.96	27.88	27.91
Total	218.99	223.53	224.39	226.68	226.71



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, utility rate and fee development, programming, oversight, performance measurement administration, and communications support. Administration also provides support for the design and management of capital projects.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	70,212,144	70,248,397	76,904,027	74,241,498	78,414,791	81,328,006
CONTRIBUTIONS	-	-	2,648,000	745,000	2,667,000	3,138,000
INTERGOVERNMENTAL REVENUES	1,506,688	613,657	-	361,033	-	-
INVESTMENT INCOME	5,641,304	6,569,256	3,358,000	2,222,582	1,549,642	1,106,887
MISCELLANEOUS REVENUE	(5,443)	21,450	1,200	1,500	1,200	1,200
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	1,512,255	3,890,169	2,360,648	2,360,648	1,669,344	1,716,700
SPECIAL ASSESSMENTS	(12,173)	(144,597)	-	-	200,000	734,307
TAXES	24,592,821	25,400,864	26,570,882	26,840,187	27,487,338	28,202,009
Total	\$103,447,596	\$106,599,196	\$112,227,064	\$106,772,448	\$111,989,315	\$116,227,109

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
MAINTENANCE FACILITY (0004)	55,136	36,218	-	10,000	-	-
GENERAL (0010)	100,704	111,070	178,560	100,000	100,225	100,225
CENTRAL STORES (0011)	68,440	76,586	48,661	28,585	19,249	13,749
MAJOR STREET (0021)	1,146,640	1,453,945	1,141,608	912,357	876,578	848,945
LOCAL STREET (0022)	415,234	452,513	333,666	273,922	271,361	258,793
METRO EXPANSION (0036)	79,172	104,894	50,984	39,500	24,797	17,712
WATER SUPPLY SYSTEM (0042)	29,220,429	29,775,997	31,142,362	28,412,428	30,832,387	32,421,999
SEWAGE DISPOSAL SYSTEM (0043)	32,430,123	33,699,267	34,820,499	33,810,623	34,556,156	35,173,617
PROJECT MANAGEMENT (0049)	74,704	103,049	50,373	35,904	24,166	17,262
ART IN PUBLIC PLACES (0056)	2,731	-	-	-	-	-
WHEELER CENTER (0058)	8,453	15,515	4,942	-	3,382	2,416
ALTERNATIVE TRANSPORTATION (0061)	25,967	31,757	14,150	14,150	7,947	5,676
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	12,172,536	12,742,704	15,613,053	13,788,488	15,593,076	17,102,182
STORMWATER SEWER SYSTEM FUND (0069)	11,799,649	13,142,972	13,207,609	13,507,062	13,723,093	14,156,945
SOLID WASTE (0072)	14,421,239	15,232,196	15,020,597	14,974,899	14,938,863	15,241,849
SEWER REVENUE BONDS (0075)	(66,339)	(193,164)	-	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	65,194	-	-	-	-	-
STORM SEWER REVENUE BONDS (0081)	(10,567)	(27,520)	-	-	-	-
STORM SEWER REVENUE BONDS (0082)	84	100	-	-	-	-
DEVELOPER OFFSET MITIGATION (0084)	1,921,825	772,243	600,000	850,000	1,018,035	865,739
2012 SRF WWTP RENOVATIONS (0087)	(210,301)	-	-	-	-	-
SEWER BOND PENDING SERIES (0088)	4	4	-	-	-	-
WATER PENDING BOND SERIES (0089)	63	75	-	-	-	-
WATER PLANT FINANCING (0092)	(326)	(888)	-	-	-	-
WATER REVENUE BONDS (0093)	(95,418)	(128,295)	-	-	-	-
WATER BOND FUTURE 2019 SERIES (0095)	(79,888)	(535,996)	-	-	-	-
WATER PENDING BOND SERIES (0096)	(170,817)	(332,755)	-	-	-	-
GENERAL CAPITAL FUND (00CP)	72,925	66,709	-	14,530	-	-
Total	\$103,447,596	\$106,599,196	\$112,227,064	\$106,772,448	\$111,989,315	\$116,227,109

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	13,059,969	2,584,530	2,523,580	1,964,241	2,300,463	2,202,463
PAYROLL FRINGES	338,585	375,909	398,577	408,755	463,199	482,550
OTHER SERVICES	578,347	444,680	727,979	531,700	1,113,935	314,135
MATERIALS & SUPPLIES	10,099	10,764	3,500	5,210	6,000	6,000
OTHER CHARGES	8,809,342	9,291,440	8,520,770	9,658,092	9,883,912	9,796,420
PASS THROUGHS	3,446,974	3,956,784	3,040,028	2,940,028	3,217,191	3,405,630
CAPITAL OUTLAY	(85,691)	(215,779)	-	(108,486)	-	-
EMPLOYEE ALLOWANCES	2,014	2,655	2,700	2,700	2,739	2,739
Total	\$26,159,639	\$16,450,983	\$15,217,134	\$15,402,240	\$16,987,439	\$16,209,937

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	309,650	1,347,090	225,261	225,261	100,038	112,164
MAJOR STREET (0021)	2,006,716	2,156,578	2,418,860	2,298,522	2,374,243	2,602,886
LOCAL STREET (0022)	195,504	253,032	261,713	261,713	275,629	279,456
METRO EXPANSION (0036)	-	-	-	-	1,679	1,730
WATER SUPPLY SYSTEM (0042)	7,616,766	3,835,665	4,126,784	3,985,652	4,540,155	4,090,200
SEWAGE DISPOSAL SYSTEM (0043)	7,550,214	4,543,832	4,582,432	4,369,667	5,009,770	4,573,189
PROJECT MANAGEMENT (0049)	-	(66,178)	-	-	-	-
ART IN PUBLIC PLACES (0056)	-	124,392	-	-	-	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	24,734	2,260	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	4,099,989	826,711	1,370,252	1,091,916	1,340,571	1,142,503
SOLID WASTE (0072)	4,353,816	3,429,851	2,231,832	3,169,509	3,345,354	3,407,809
DEVELOPER OFFSET MITIGATION (0084)	2,250	(2,250)	-	-	-	-
Total	\$26,159,639	\$16,450,983	\$15,217,134	\$15,402,240	\$16,987,439	\$16,209,937

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ADMINISTRATION	7.35	7.45	7.50	8.08	8.08
Total	7.35	7.45	7.50	8.08	8.08

**PUBLIC SERVICES AREA
ADMINISTRATION**

REVENUES

Charges for Services - FY 2022 reflects increased utility rate revenue, and Developer Offset Mitigation revenue.

Investment Income - The decrease in investment income is reflective of decreased rate of return assumptions and decreased fund balances.

Operating Transfers In - This reflects reduced contributions for one-time capital improvement contributions and the reallocation of billing/metering costs to direct fund charges.

Prior Year Surplus - The decrease is reflective of one-time uses of fund balance for project support in FY 2021.

Taxes - This reflects an increase in taxable value.

EXPENSES

Personnel Services - The FY 2022 reduction is reflective of a decrease in the estimated change in accrued pension liability.

Payroll Fringes - FY 2022 reflects increased medical insurance and retirement contribution costs.

Other Services - FY 2022 reflects an increase in outside legal services.

Other Charges - This reflects an increase in debt service payments, IT rates and insurance premiums.

Pass Throughs - The FY 2022 increase is related to allocated one-time increases for severance and additional internal supplemental legal support.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	14,983	1,060,844	26,767	26,767	26,414	26,525
1100 FRINGE BENEFITS	128,292	104,863	91,582	91,582	73,624	85,639
7015 STUDY/PLANNING	67,071	126,718	64,148	64,148	-	-
7019 PUBLIC ENGAGEMENT	99,302	54,667	42,764	42,764	-	-
Total	\$309,648	\$1,347,092	\$225,261	\$225,261	\$100,038	\$112,164

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	661,956	686,493	887,481	767,143	877,578	1,035,032
1100 FRINGE BENEFITS	668,436	793,637	854,606	854,606	815,851	888,351
9500 DEBT SERVICE	676,323	676,448	676,773	676,773	680,814	679,503
Total	\$2,006,715	\$2,156,578	\$2,418,860	\$2,298,522	\$2,374,243	\$2,602,886

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	142,632	167,844	174,395	174,395	184,554	185,806
1100 FRINGE BENEFITS	52,872	85,188	87,318	87,318	91,075	93,650
Total	\$195,504	\$253,032	\$261,713	\$261,713	\$275,629	\$279,456

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	-	-	-	1,679	1,730
Total	-	-	-	-	\$1,679	\$1,730

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	5,625,781	1,743,405	1,872,801	1,658,865	2,139,916	1,842,895
1001 SERVICE AREA OVERHEAD/ADMIN	1,016,251	1,176,425	1,364,054	1,358,071	1,430,036	1,351,805
1100 FRINGE BENEFITS	32,076	31,460	34,343	34,343	13,361	15,839
7013 CUST RELATIONS/PUBLIC ED	12,143	10,186	-	7,250	32,500	32,700
9500 DEBT SERVICE	930,516	874,188	855,586	927,123	924,342	846,961
Total	\$7,616,767	\$3,835,664	\$4,126,784	\$3,985,652	\$4,540,155	\$4,090,200

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	4,535,511	1,626,137	1,856,991	1,506,091	2,323,781	2,077,326
9500 DEBT SERVICE	3,014,702	2,917,694	2,725,441	2,863,576	2,685,989	2,495,863
Total	\$7,550,213	\$4,543,831	\$4,582,432	\$4,369,667	\$5,009,770	\$4,573,189

Expenses by Activity (0049 PROJECT MANAGEMENT)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	(66,178)	-	-	-	-
Total	-	(\$66,178)	-	-	-	-

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	124,392	-	-	-	-
Total	-	\$124,392	-	-	-	-

Expenses by Activity (0062 STREET, BRIDGE & SIDEWALK MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	24,734	2,260	-	-	-	-
Total	\$24,734	\$2,260	-	-	-	-

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	4,099,989	826,707	1,370,252	1,091,916	1,340,571	1,142,503
Total	\$4,099,989	\$826,707	\$1,370,252	\$1,091,916	\$1,340,571	\$1,142,503

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	4,041,068	3,098,542	1,924,906	2,849,583	2,992,050	3,054,694
4710 PROMOTION/INFO/EDUC	93,350	111,898	87,500	100,500	134,000	134,000
9500 DEBT SERVICE	219,399	219,412	219,426	219,426	219,304	219,115
Total	\$4,353,817	\$3,429,852	\$2,231,832	\$3,169,509	\$3,345,354	\$3,407,809

Expenses by Activity (0084 DEVELOPER OFFSET MITIGATION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	2,250	(2,250)	-	-	-	-
Total	\$2,250	(\$2,250)	-	-	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services **Area Administrator: Craig Hupy**

Service Unit: Administration **Service Unit Manager: N/A**

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Estimated	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide organizational leadership to the Public Services Area in the delivery of services to the community.						●	100% completion of Service Area Assigned Safety Training.	6/30/2022	100%	100%	100%	100%
Responsibly manage the Public Service Area Funding Sources.	●		●				Reliability of Utility Revenue Projections- 90% of Budget. Maintain Sufficient Utility Debt Coverage Ratio - 1.25.	6/30/2022	99%	90%	90%	90%
Provide strategic management of utility, road, and solid waste infrastructure and programs.	●		●	●	●		Achieve above the 75th percentile in AWWA Organizational Best Practice Index.	6/30/2022	66.7%	75%	75%	75%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 1	110014	0.50	0.50
ADMIN ASSISTANT LVL 4	110044	1.38	1.38
ADMIN ASSISTANT LVL 5	110054	0.15	0.15
BUDGET & FINANCE SUPERVIS	404530	2.00	2.00
CHIEF OF STAFF	404520	1.00	1.00
COMMUNICATIONS SPECIALIST	401590	1.00	1.00
OFFICE MANAGER	403180	1.00	1.00
PUBLIC SERVICES AREA ADM I	403410	1.00	1.00
SYSTEMS PLAN ANALYST II	401870	0.05	0.05
Total		8.08	8.08



PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes capital maintenance and improvements for roads, non-motorized transportation and pedestrian improvements, solid waste, water supply, storm water and sewer infrastructure.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	-	-	2,066,587	2,066,587	2,152,102	2,200,656
CONTRIBUTIONS	-	-	500,000	500,000	-	-
INTERGOVERNMENTAL REVENUES	-	-	50,000	50,000	-	-
OPERATING TRANSFERS IN	110,000	200,000	837,645	288,445	973,268	940,000
SALE OF BONDS	-	-	39,074,750	44,480,365	41,995,000	44,469,000
SPECIAL ASSESSMENTS	-	-	110,972	110,972	-	-
Total	\$110,000	\$200,000	\$42,639,954	\$47,496,369	\$45,120,370	\$47,609,656

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PROJECT MANAGEMENT (0049)	-	-	2,066,587	2,066,587	2,152,102	2,200,656
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	-	725,393	725,393	285,000	-
STORM SEWER REVENUE BONDS (0082)	-	-	4,845,000	9,098,344	9,205,000	6,864,000
SEWER BOND PENDING SERIES (0088)	-	-	16,125,750	19,365,774	18,274,000	16,477,000
WATER PENDING BOND SERIES (0089)	-	-	18,104,000	16,016,247	14,516,000	21,128,000
WATER PENDING BOND SERIES (0096)	-	125,000	549,200	-	-	-
GENERAL CAPITAL FUND (00CP)	-	75,000	224,024	224,024	688,268	940,000
MAJOR GRANTS PROGRAMS (00MG)	110,000	-	-	-	-	-
Total	\$110,000	\$200,000	\$42,639,954	\$47,496,369	\$45,120,370	\$47,609,656

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	21,592	77,673	1,364,846	1,292,596	1,486,136	1,458,346
PAYROLL FRINGES	407,970	366,896	820,501	802,158	915,607	934,509
OTHER SERVICES	340,507	76,106	1,377,716	1,351,658	-	-
MATERIALS & SUPPLIES	18	130	-	-	-	-
OTHER CHARGES	-	64,872	39,014,533	47,413,023	59,636,817	63,983,000
PASS THROUGHS	-	-	-	-	235,000	-
CAPITAL OUTLAY	(23,077)	101,696	879,801	-	-	-
EMPLOYEE ALLOWANCES	-	-	10,288	9,594	10,567	10,255
Total	\$747,010	\$687,373	\$43,467,685	\$50,869,029	\$62,284,127	\$66,386,110

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
MAJOR STREET (0021)	-	-	1,034,350	1,140,750	1,113,000	245,000
WATER SUPPLY SYSTEM (0042)	13,243	12,477	85,197	14,050	215,202	202,454
SEWAGE DISPOSAL SYSTEM (0043)	9,424	1,879	43,851	7,241	45,006	-
PROJECT MANAGEMENT (0049)	378,954	333,870	2,066,587	2,066,587	2,152,102	2,200,656
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	-	90,000
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	277,504	9,974,136	4,641,996	13,842,549	16,478,000
SOLID WASTE (0072)	-	-	1,003,486	-	240,000	80,000
STORM SEWER REVENUE BONDS (0082)	-	-	724,384	5,993,934	9,205,000	6,864,000
SEWER BOND PENDING SERIES (0088)	-	-	20,279,628	19,365,774	18,274,000	16,477,000
WATER PENDING BOND SERIES (0089)	-	-	6,476,778	15,982,761	14,516,000	21,128,000
WATER PENDING BOND SERIES (0096)	-	(1)	123,352	-	-	-
GENERAL CAPITAL FUND (00CP)	-	49,013	300,012	300,012	688,268	940,000
MAJOR GRANTS PROGRAMS (00MG)	345,389	12,631	1,355,924	1,355,924	-	-
SIDEWALK CONSTRUCTION MILLAGE (0102)	-	-	-	-	1,993,000	1,681,000
Total	\$747,010	\$687,373	\$43,467,685	\$50,869,029	\$62,284,127	\$66,386,110

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
CAPITAL PROJECTS	18.01	16.80	17.52	18.79	18.39
Total	18.01	16.80	17.52	18.79	18.39

PUBLIC SERVICES AREA
CAPITAL PROJECTS

The Major Street Fund is requesting capital project funding in the amount of \$1,113,000 for FY 2022. Funds will be supplied by the Major Street Fund.

The Street, Bridge, Sidewalk Repair Millage Fund is requesting capital project funding in the amount of \$13,842,549 for FY 2022. Funding will be supplied by the Street, Bridge & Sidewalk Repair Millage.

The Solid Waste Fund is requesting capital project funding in the amount of \$240,000 for FY 2022. Funding will be provided from the Solid Waste fund.

The Stormwater Sewer System Fund is requesting capital project funding in the amount of \$9,205,000 for FY 2022. Funds will be provided by Stormwater rate revenue and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$18,274,000 for FY 2022. Funds will be supplied by Sewage Disposal System rate revenue and fund balance.

The Water Supply System is requesting capital project funding in the amount of \$14,516,000 for FY 2022. Funds will be supplied by Water rate revenue and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$688,268 for FY 2022. Funding will be provided from the General Fund and other one-time funding.

The Sidewalk Construction Millage Fund is requesting capital project funding in the amount of \$1,993,000 for FY 2022. Funding will be provided by the Sidewalk Construction Millage.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
CIVIL ENGINEER 2	403640	0.78	0.78
CIVIL ENGINEER III	403620	0.80	0.80
CIVIL ENGINEER IV	403840	3.95	3.95
CIVIL ENGINEER V	401330	2.42	2.12
CIVIL ENGINEERING SPEC 3	112014	2.50	2.50
CIVIL ENGINEERING SPEC 4	112024	0.42	0.42
CIVIL ENGINEERING SPEC 5	112034	4.19	4.19
FIELD OPER TECH III - COM	112724	0.96	0.96
FIELD OPER TECH IV - COMM	112734	0.25	0.25
FIELD OPER TECH V - COMM	112744	0.39	0.39
LAND SURVEYOR	404050	0.81	0.81
PROCESS CONTROL SYS SPEC	403190	0.17	0.17
PROJECT MGMT ANALYST	000970	0.43	0.43
SYSTEMS PLAN ANALYST II	401870	0.40	0.40
SYSTEMS PLANNING ENG IV	403830	0.30	0.20
WTP MANAGER	401310	0.02	0.02
Total		18.79	18.39

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PUBLIC SERVICES AREA

ENGINEERING

Engineering is responsible for the engineering design and construction management of many of the City's capital improvement projects, transportation engineering and planning, maintenance of the City's traffic signs and signals, review and inspection of private development projects, administration of construction contracts and engineering service contracts, and updating and maintaining the City's infrastructure records. Engineering also actively pursues State and Federal grants, and partners with other City departments as well as external agencies and the public to complete major improvements to the City's infrastructure.

**PUBLIC SERVICES AREA
ENGINEERING**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	3,576,233	3,484,816	3,380,506	3,428,606	3,851,728	3,876,609
CONTRIBUTIONS	26,139	-	-	-	922,000	500,000
INTRAGOVERNMENTAL SALES	758,717	2,613,395	2,976,992	2,776,158	2,955,486	3,147,890
LICENSES, PERMITS & REGISTRATIONS	-	-	-	82,200	50,000	50,000
MISCELLANEOUS REVENUE	138,520	145,089	70,549	74,466	64,980	79,778
OPERATING TRANSFERS IN	579,874	720,473	656,445	1,356,445	649,210	799,210
PRIOR YEAR SURPLUS	-	-	4,568,174	-	1,785,981	1,963,309
SPECIAL ASSESSMENTS	-	(2,774)	-	-	-	-
TAXES	439,714	468,525	470,000	470,000	1,761,050	1,823,837
Total	\$5,519,197	\$7,429,524	\$12,122,666	\$8,187,875	\$12,040,435	\$12,240,633

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	74,263	1,984,730	2,574,795	2,266,661	2,282,800	2,463,880
CENTRAL STORES (0011)	504,502	611,059	592,514	592,514	708,326	734,448
MAJOR STREET (0021)	516,350	350,762	3,770,718	215,675	1,656,553	1,854,426
LOCAL STREET (0022)	242	949	306,000	216	299,338	246,359
PROJECT MANAGEMENT (0049)	3,417,498	3,377,858	3,406,794	3,286,364	3,761,158	3,818,473
ALTERNATIVE TRANSPORTATION (0061)	565,344	635,641	656,445	1,356,445	649,210	799,210
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	1,284	-	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	439,714	468,525	815,400	470,000	500,000	530,000
SIDEWALK CONSTRUCTION MILLAGE (0102)	-	-	-	-	2,183,050	1,793,837
Total	\$5,519,197	\$7,429,524	\$12,122,666	\$8,187,875	\$12,040,435	\$12,240,633

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	4,101,040	4,413,369	5,198,809	4,575,918	5,180,722	5,324,315
PAYROLL FRINGES	1,422,247	1,445,918	1,641,346	1,578,449	1,762,166	1,839,324
OTHER SERVICES	3,592,587	5,010,899	4,516,154	4,017,232	6,405,559	7,636,760
MATERIALS & SUPPLIES	1,070,054	956,835	1,261,190	955,262	1,183,793	1,190,574
OTHER CHARGES	1,511,267	1,678,399	1,801,252	1,598,407	2,143,695	1,883,844
PASS THROUGHS	871,618	1,106,131	1,236,586	1,160,164	713,089	853,063
CAPITAL OUTLAY	(88,405)	238,588	288,185	260,971	131,961	116,157
VEHICLE OPERATING COSTS	1,015	-	-	-	-	-
EMPLOYEE ALLOWANCES	39,907	38,392	13,412	29,796	13,226	13,225
Total	\$12,521,330	\$14,888,531	\$15,956,934	\$14,176,199	\$17,534,211	\$18,857,262

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,022,092	4,660,500	4,948,517	4,201,046	4,630,127	4,722,445
CENTRAL STORES (0011)	585,982	564,544	641,175	621,099	727,575	748,197
MAJOR STREET (0021)	3,596,312	4,584,888	4,515,833	3,719,214	5,680,979	6,839,127
LOCAL STREET (0022)	308,842	600,743	776,291	718,758	1,317,279	1,285,937
METRO EXPANSION (0036)	19,223	95,282	63,270	77,603	125,027	127,319
PROJECT MANAGEMENT (0049)	2,967,367	3,001,763	3,386,537	3,251,638	3,661,421	3,732,929
ALTERNATIVE TRANSPORTATION (0061)	196,324	370,437	285,880	243,608	279,104	247,126
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	454,937	570,958	524,031	527,833	612,699	624,182
GENERAL CAPITAL FUND (00CP)	14,530	-	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	355,721	439,416	815,400	815,400	500,000	530,000
Total	\$12,521,330	\$14,888,531	\$15,956,934	\$14,176,199	\$17,534,211	\$18,857,262

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ENGINEERING	29.70	32.13	33.79	33.89	33.89
Total	29.70	32.13	33.79	33.89	33.89

PUBLIC SERVICES AREA
ENGINEERING SERVICES UNIT

REVENUES

Charges for Services - The increase is due to increased burden on labor efforts that are in support of capital projects and the reallocation of streetlight expenses to Central Stores inventory account.

Contributions - This increase reflects a timing difference for reimbursement of construction projects that receive funding by the Washtenaw County Road Commission Millage.

Prior Year Surplus - This decrease reflects a planned one-time use of fund balance in FY 2021 for road improvements.

Taxes - This increase reflects the new Sidewalk Construction Millage that was passed on the November 2020 general election ballot.

EXPENSES

Payroll Fringes - The FY 2022 increase is reflective of increased medical, retiree healthcare and pension contributions.

Other Services - The increase is reflective of one-time increases in FY 2022 for road improvements.

Materials & Supplies - The FY 2022 reduction is due to a one-time increase in FY 2021 for traffic control supplies related to pedestrian safety and improved traffic flow.

Pass Throughs - The decrease in FY 2022 is due to the reallocation of sidewalk expenses to the new capital Sidewalk Construction Millage and a reduction in the General Fund transfer for the annual Street Light replacement.

Capital Outlay - The decrease is due to fewer planned capital purchases in FY 2022.

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,303,783	1,206,511	1,400,131	1,124,862	1,376,037	1,441,329
4100 DDA STREET LIGHTING	67,196	111,284	98,441	86,450	112,476	114,896
4101 STREET LIGHTING	2,042,465	2,272,408	2,305,716	2,271,150	2,326,746	2,396,724
4149 MAJOR TRAFFIC SIGNS	2,009	3,832	-	-	-	-
4510 ENGINEER - PRIVATE-OF-WAY	119,379	138,193	73,572	124,111	177,795	180,641
4511 HOLLYWOOD DR PAVING	3,470	109,634	86,897	60	-	-
4512 HEALTHY STREETS	-	-	40,000	-	-	-
4550 CUSTOMER SERVICE	36,286	33,817	50,954	41,762	75,378	77,314
4560 RESIDENT SIDEWALK GAP PROGRAM	-	530	249,470	-	-	-
4570 RECORD MAINTENANCE	29,933	23,553	38,205	27,470	30,228	30,395
4580 PRIVATE DEV. CONSTRUCTION	328,689	338,848	455,577	410,864	358,960	364,556
4930 SYSTEMS MAINTENANCE	63,920	46,289	74,827	61,959	79,532	82,463
4931 INSTALLS AND REPAIRS	12,954	12,822	24,942	16,811	26,511	27,489
7012 TRAINING	12,009	12,004	30,730	16,492	6,464	6,638
7019 PUBLIC ENGAGEMENT	-	-	-	-	60,000	-
9000 CAPITAL OUTLAY	-	350,771	19,055	19,055	-	-
Total	\$4,022,093	\$4,660,496	\$4,948,517	\$4,201,046	\$4,630,127	\$4,722,445

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	203,139	224,912	226,426	223,051	234,174	243,487
4912 MATERIALS & SUPPLIES	261,247	250,092	260,000	260,000	345,500	351,500
4930 SYSTEMS MAINTENANCE	102,560	71,852	114,987	105,606	115,721	119,738
4931 INSTALLS AND REPAIRS	19,034	17,687	39,762	32,442	32,180	33,472
Total	\$585,980	\$564,543	\$641,175	\$621,099	\$727,575	\$748,197

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	708,915	840,275	783,336	739,430	791,264	767,259
3360 PLANNING	37,277	37,824	73,723	46,343	99,259	76,913
4122 RRFB						
INSTALLATION/MAINTENANCE	40,656	93,068	67,135	67,162	88,585	88,955
4123 SIGNAL INSTALLATION/REBUILD	62,324	94,479	194,129	385,996	546,892	529,011
4124 TRAFFIC SIGNAL MAINTENANCE	242,978	210,090	485,719	143,540	373,250	161,716
4125 SIGNAL PREVENT MAINT	54,947	40,962	45,545	41,786	42,889	43,704
4126 SIGNAL EMERGENCY REPAIR	150,895	126,686	188,642	136,028	129,151	130,508
4127 SIGNAL SYSTEM CONTROL	368,842	435,450	483,715	283,486	296,565	299,529
4128 SIGNAL SHOP WORK	26,851	17,557	27,568	25,276	33,359	34,171
4135 SIGN SHOP WORK	4,728	1,736	7,428	5,144	15,162	15,680
4136 SIGN, WORK FOR OTHERS	23,132	21,352	35,266	21,899	54,228	55,574
4142 MAJOR SIGN MANUFACTURE	34,044	50,349	26,700	32,536	40,374	41,910
4146 FOOTBALL/SPECIAL EVENTS	95,731	84,384	92,718	8,839	100,424	100,954
4147 MAJOR ST PAVEMENT MARKING	280,631	388,020	364,137	355,215	383,573	384,096
4149 MAJOR TRAFFIC SIGNS	112,428	97,726	136,112	104,137	126,182	128,897
4150 SCHOOL ZONE SAFETY-TRAFFIC ENGIN	11,621	5,077	60,678	7,188	57,339	58,185
4151 PEDESTRIAN SAFETY-TRAFFIC ENGINE	19,299	8,213	60,677	12,593	57,337	62,384
4152 SCHOOL ZONE SFTY PVMT MARK MAJOR	834	-	26,500	-	-	-

4154 SCHOOL ZONE SFTY SIGN INST MAJOR	4,579	3,149	12,335	3,501	14,071	14,389
4156 PEDS SAFETY SIGN INSTALL - MAJOR	40,053	109,779	26,837	36,497	40,955	41,383
4159 PEDS SFTY PVMT MARK-MAJOR	-	-	50,000	22,032	-	-
4170 QUICK-BUILD SAFETY PROJECTS	-	-	-	-	300,000	-
4183 TRUNKLINE CONSTRUCTION	188	85	929	340	1,892	1,957
4184 TRUNKLINE SIGNAL INSTALL	2,584	10,851	2,429	4,806	4,394	4,457
4185 TRUNKLINE PREV MAINT	18,627	18,919	14,282	19,057	18,345	18,774
4186 TRUCKLINE EMERG REPAIR	81,267	25,472	23,933	30,302	18,845	18,991
4187 TRUNKLINE SYSTEM CONTROL	2,602	1,111	5,716	2,650	10,463	10,736
4227 PAVEMENT EVALUATION	329	5,095	21,524	16,424	21,000	2,600
4229 TRAFFIC COUNTS	1,764	11,641	52,275	63,432	64,549	81,179
4239 BR 23 TRAFFIC SIGNS	610	501	1,462	908	225	225
4248 MAJOR SURFACE TREATMENT	338,336	746,748	13,423	13,423	759,644	3,003,891
4255 SIDEWALK RAMPS	45,539	54,079	51,500	51,500	55,000	55,000
4257 ENG SERVICES/INSPECTIONS	59,282	92,878	142,068	105,538	129,386	147,907
4259 MISC. ROW MAINTENANCE	207,114	204,108	56,514	53,064	-	-
4512 HEALTHY STREETS	-	-	-	-	320,830	-
4520 TRAFFIC OPERATIONS	513,522	744,334	877,904	875,683	683,278	455,893
4949 BR 94 TRAFFIC SIGNS	3,791	2,886	2,974	3,459	2,269	2,299
Total	\$3,596,320	\$4,584,884	\$4,515,833	\$3,719,214	\$5,680,979	\$6,839,127

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
4112 LOCAL SIGN MANUFACTURE	39,974	45,589	37,405	45,428	36,878	37,461
4117 LOCAL ST PAVEMENT MARKING	110,917	41,706	50,659	70,297	61,795	61,916
4119 LOCAL TRAFFIC SIGNS	75,365	68,374	94,143	95,424	67,946	69,010
4137 TRAFFIC CALMING	26,055	101,197	124,061	183,813	138,601	143,469
4153 PEDESTRIAN SFTY PVMT MARK LOCAL	(784)	3,500	3,500	-	-	-
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	1,510	565	3,737	2,593	2,459	2,473
4157 PEDS SAFETY SIGN INSTALL - LOCAL	204	337	1,753	1,376	25,987	26,001
4158 SCHOOL ZONE SFTY PVT MARK-LOCAL	4,824	-	15,000	-	-	-
4217 LOCAL PAVEMENT EVALUATION	78	9,160	1,424	5,364	6,500	1,500
4218 LOCAL SURFACE TREATMENT	-	249,687	-	-	853,970	854,107
4219 LOCAL TRAFFIC COUNTS	1,350	3,744	30,694	30,694	30,000	30,000
4255 SIDEWALK RAMPS	43,470	56,514	56,650	57,493	60,000	60,000
4259 MISC. ROW MAINTENANCE	5,879	20,372	357,265	226,276	-	-
4512 HEALTHY STREETS	-	-	-	-	33,143	-
Total	\$308,842	\$600,745	\$776,291	\$718,758	\$1,317,279	\$1,285,937

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3380 PLAN REVIEW	5,239	14,703	35,962	21,596	48,632	49,403
4537 CONSTRUCTION - INSPECTION	12,409	39,644	4,376	45,661	70,390	71,854
4573 UNDERGROUND UTILITY LOCATION	1,575	8,499	20,012	5,995	-	-
4575 WIRELESS ANTENNA	-	32,437	2,920	4,351	6,005	6,062
Total	\$19,223	\$95,283	\$63,270	\$77,603	\$125,027	\$127,319

Expenses by Activity (0049 PROJECT MANAGEMENT)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,884,589	2,044,220	2,336,806	2,238,214	2,533,327	2,647,852
4510 ENGINEER - PRIVATE-OF-WAY	143,290	147,877	74,613	81,673	188,462	194,173
4550 CUSTOMER SERVICE	36,286	33,817	51,140	51,140	76,139	79,170
4570 RECORD MAINTENANCE	29,933	23,609	38,443	38,443	31,040	32,046
4580 PRIVATE DEV. CONSTRUCTION	859,096	739,342	854,746	811,379	824,906	771,851
7012 TRAINING	14,171	12,898	30,789	30,789	7,547	7,837
Total	\$2,967,365	\$3,001,763	\$3,386,537	\$3,251,638	\$3,661,421	\$3,732,929

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	17,772	67,653	71,282	79,952	105,565	71,442
3360 PLANNING	97,211	52,220	70,977	64,977	36,627	37,592
4147 MAJOR ST PAVEMENT MARKING	44,953	182,112	72,000	30,000	45,000	45,000
4242 NON-MOTORIZED ROW MAINTENANCE	-	-	10,000	6,500	10,000	10,000
7021 PARTNERSHIPS	16,726	25,121	27,986	27,986	26,458	26,841
7023 PROGRAM MANAGEMENT	19,657	40,172	18,974	18,974	47,896	48,583
7024 ASSET MANAGEMENT	-	3,159	14,661	15,219	7,558	7,668
Total	\$196,319	\$370,437	\$285,880	\$243,608	\$279,104	\$247,126

Expenses by Activity (0062 STREET, BRIDGE & SIDEWALK MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	6,976	22,318	11,322	15,124	42,540	36,944
9042 STREET RESURF CONTINGENCY	447,960	548,643	512,709	512,709	570,159	587,238
Total	\$454,936	\$570,961	\$524,031	\$527,833	\$612,699	\$624,182

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	14,530	-	-	-	-	-
Total	\$14,530	-	-	-	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
4101 STREET LIGHTING	190,200	331,492	270,000	270,000	237,327	399,106
9000 CAPITAL OUTLAY	165,520	107,923	545,400	545,400	262,673	130,894
Total	\$355,720	\$439,415	\$815,400	\$815,400	\$500,000	\$530,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Engineering

Service Unit Manager: Nick Hutchinson

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Projected	FY2021 Estimated	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
The Engineering Unit maintains and replaces City infrastructure.	●	●	●	●			Complete 90% of CIP Programmed Project on-time.	6/30/2022	85%	75%	90%	90%
							Ensure final road patching by private contractors is completed within 30 days.	6/30/2022	N/A	80%	90%	90%
							Improve PASER* rating of road system to good or better for 80% of streets by 2026.	6/30/2026	Not measured	37% (local)/ 44% (major)	37% (local)/ 44% (major)	51% (local)/ 56% (major)
The Transportation Group within Engineering provides transportation engineering and planning services.	●	●	●	●			Complete 100% of traffic reviews for private development on time.	6/30/2022	N/A	80%	100%	100%
							Process 100% TCO and RPP requests within one month of receipt (including installation).	6/30/2022	N/A	55%	100%	100%
							Respond to 100% of A2FixIt Requests within the quarter.	6/30/2022	N/A	90%	100%	100%
							Complete Traffic Calming Petitions within one year of receipt (up to 3 per year) as budget permits.	6/30/2022	66%	75%	100%	100%
Engineering provides services for private development projects.	●	●	●				Complete review of 85% of construction plans within 4 weeks.	6/30/2022	74%	60%	75%	85%
							Complete over 90% of ROW permits within 3 weeks.	6/30/2022	89%	90%	90%	90%
The Signs & Signals group within Engineering installs and maintains traffic signs, signals and streetlights.	●	●	●	●			100% of city streetlight outages repaired within 72 hours of receipt of Miss Dig clearance.	6/30/2022	80%	100%	100%	100%
							Migrate Signs, Signals and Streetlights workflow management systems from current paper-based system to CityWorks.	6/30/2022	50%	65%	100%	100%

*PASER is the system used by most municipalities in Michigan to evaluate pavement condition. It operates on a 1 to 10 scale; with 1 being the worst and 10 being the best.

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

**PUBLIC SERVICES AREA
ENGINEERING**

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
CIVIL ENGINEER 2	403640	0.22	0.22
PROGRAM ADMINISTRATOR	403199	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	0.53	0.53
ADMIN ASSISTANT LVL 5	110054	1.04	1.04
APPLICATION SPECIALIST	401760	0.06	0.06
CITY ENGINEER	403160	1.00	1.00
CIVIL ENGINEER III	403620	0.98	0.98
CIVIL ENGINEER IV	403840	4.82	4.82
CIVIL ENGINEER V	401330	0.50	0.50
CIVIL ENGINEERING SPEC 3	112014	1.50	1.50
CIVIL ENGINEERING SPEC 4	112024	0.58	0.58
CIVIL ENGINEERING SPEC 5	112034	2.81	2.81
FIELD OPER TECH III - COM	112724	5.59	5.59
FIELD OPER TECH IV - COMM	112734	1.75	1.75
FIELD OPER TECH V - COMM	112744	3.61	3.61
GIS ANALYST	401710	0.10	0.10
LAND SURVEYOR	404050	0.19	0.19
PRIVATE DEVELOPMENT COORD	403880	0.76	0.76
PROJECT MGMT ANALYST	000970	0.57	0.57
SIGNS/SIGNAL SUPV V	192170	1.00	1.00
SUPERVISOR - CESS	192050	1.00	1.00
SYSTEMS PLAN ANALYST II	401870	0.05	0.05
SYSTEMS PLANNING ENG IV	403830	0.23	0.23
TRANSPORTATION ENG II	403600	2.00	2.00
TRANSPORTATION MANAGER	404560	1.00	1.00
TRANSPORTATION PROGRAM MG	404030	1.00	1.00
Total		33.89	33.89

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PUBLIC SERVICES AREA

PUBLIC WORKS

Public Works is responsible for routine maintenance of the majority of the City's above and below ground infrastructure including: streets, the drinking water distribution system, water meters, sanitary and stormwater collection systems and street trees. Public Works is also responsible for management of the City's urban forest and all solid waste programs and services including trash, compost and recycling collection.

PUBLIC SERVICES AREA
PUBLIC WORKS

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	4,168,415	4,080,715	4,253,615	3,653,305	3,809,044	3,818,459
CONTRIBUTIONS	22,208	5,163	-	-	-	-
INTERGOVERNMENTAL REVENUES	13,943,225	13,113,344	13,555,877	13,585,877	13,558,707	13,558,707
INTRAGOVERNMENTAL SALES	435,940	487,161	687,711	568,309	702,316	706,654
INVESTMENT INCOME	90,240	100,316	61,274	83,781	59,621	59,095
MISCELLANEOUS REVENUE	93,245	69,511	20,000	24,532	17,500	17,500
OPERATING TRANSFERS IN	595,000	437,118	630,000	530,000	349,387	359,868
PRIOR YEAR SURPLUS	-	-	1,917,854	-	1,766,258	2,086,987
Total	\$19,348,273	\$18,293,328	\$21,126,331	\$18,445,804	\$20,262,833	\$20,607,270

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	71,989	43,214	49,211	49,211	63,816	68,154
CENTRAL STORES (0011)	333,401	379,124	588,500	516,500	588,500	588,500
MAJOR STREET (0021)	10,388,850	10,034,189	10,359,335	10,311,933	10,327,682	10,327,682
LOCAL STREET (0022)	3,302,514	2,723,496	2,852,042	2,852,239	2,856,525	2,856,525
METRO EXPANSION (0036)	398,388	459,105	390,000	420,000	474,380	486,171
WATER SUPPLY SYSTEM (0042)	71,746	66,982	57,000	86,266	429,387	439,868
SEWAGE DISPOSAL SYSTEM (0043)	16,982	5,713	1,004,659	3,029	3,000	3,000
CEMETERY PERPETUAL CARE (0054)	1,500	10,650	-	75	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	90,240	101,796	61,274	83,781	61,403	61,409
WHEELER CENTER (0058)	435,200	609,171	591,765	591,765	676,044	685,459
ALTERNATIVE TRANSPORTATION (0061)	-	-	100,000	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	123,592	57,463	184,755	47,375	25,000	25,000
SOLID WASTE (0072)	3,469,839	3,372,425	4,357,790	2,953,630	4,757,096	5,065,502
GENERAL CAPITAL FUND (00CP)	644,032	430,000	530,000	530,000	-	-
Total	\$19,348,273	\$18,293,328	\$21,126,331	\$18,445,804	\$20,262,833	\$20,607,270

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	5,903,546	5,893,336	6,614,331	6,350,796	6,875,524	6,838,391
PAYROLL FRINGES	3,913,309	3,758,293	4,370,310	4,385,400	4,246,765	4,439,131
OTHER SERVICES	16,238,846	16,878,409	20,703,002	20,414,115	21,011,964	19,412,336
MATERIALS & SUPPLIES	1,459,467	1,546,500	2,448,371	1,878,928	2,066,191	2,047,630
OTHER CHARGES	2,817,073	2,924,396	3,068,602	2,984,497	3,975,530	4,421,033
PASS THROUGHS	114,509	84,514	84,520	84,520	433,860	444,268
CAPITAL OUTLAY	329,329	589,831	1,637,461	704,492	585,006	434,237
VEHICLE OPERATING COSTS	30,446	43,209	190,920	44,400	37,580	37,580
EMPLOYEE ALLOWANCES	23,743	21,857	10,249	16,967	11,841	11,841
Total	\$30,830,268	\$31,740,345	\$39,127,766	\$36,864,115	\$39,244,261	\$38,086,447

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	40,493	43,227	49,091	49,091	60,451	61,500
CENTRAL STORES (0011)	221,808	378,761	588,500	500,720	588,500	588,500
MAJOR STREET (0021)	2,544,662	2,702,492	3,284,278	2,761,055	3,545,475	3,197,766
LOCAL STREET (0022)	1,911,179	1,368,734	1,690,066	1,461,798	1,807,506	1,772,840
METRO EXPANSION (0036)	199,932	158,746	377,714	367,526	372,471	374,834
WATER SUPPLY SYSTEM (0042)	4,173,886	3,883,395	4,941,861	4,695,824	4,769,499	4,764,054
SEWAGE DISPOSAL SYSTEM (0043)	1,908,185	2,434,905	4,104,179	3,915,401	5,446,016	3,838,660
CEMETERY PERPETUAL CARE (0054)	-	-	-	660	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	26,542	21,925	61,274	61,274	61,403	61,409
WHEELER CENTER (0058)	408,775	449,465	435,219	434,314	489,577	501,354
ALTERNATIVE TRANSPORTATION (0061)	-	34,089	122,305	101,940	150,000	304,500
STORMWATER SEWER SYSTEM FUND (0069)	4,831,202	5,070,636	6,708,927	6,625,001	6,242,948	6,213,251
SOLID WASTE (0072)	14,323,907	14,574,206	15,701,809	14,916,538	15,710,415	16,407,779
GENERAL CAPITAL FUND (00CP)	239,697	619,764	1,062,543	972,973	-	-
Total	\$30,830,268	\$31,740,345	\$39,127,766	\$36,864,115	\$39,244,261	\$38,086,447

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
PUBLIC WORKS	89.67	92.61	92.01	92.55	92.55
Total	89.67	92.61	92.01	92.55	92.55

PUBLIC SERVICES AREA

PUBLIC WORKS

REVENUES

Charges for Services - The FY 2022 decrease is associated with the expected reduction in Solid Waste revenue associated with the impact of the COVID-19 pandemic.

Operating Transfers In - The FY 2022 reduction is reflective of the re-allocation of operating transfers associated with capital maintenance activities.

EXPENSES

Personnel Services - The FY 2022 increase reflects increased staff levels.

Payroll Fringes - The FY 2022 decrease is due to a reduction in the excess contribution to retiree healthcare.

Other Services - The FY 2022 increase is attributable to an increase in televising, and cleaning sewage disposal mains and manhole inspections per administrative consent order requirements, increased depreciation expense associated with the replacement of aged vehicles and increasing solid waste contract costs.

Materials & Supplies - The reduction in FY 2022 is reflective of one-time impacts in FY 2021 for new water service installs.

Other Charges - The FY 2022 increase is associated with solid waste impacts to improve services guided by the Solid Waste Resource Management Plan, the implementation of the Solid Waste Recycling contract, an increase in depreciation expense associated with capital improvements, increases in IT charges and insurance premiums, and an increase in the transfer to the maintenance facility for one-time capital improvements at the Wheeler Service Center.

Pass Throughs - The FY 2022 increase is reflective of the re-allocation of passthroughs associated with meter shop customer service activities.

Capital Outlay - The FY 2022 reduction is associated with the re-allocation of capital to the capital budget.

Vehicle Operating Costs - This decrease reflects increased vehicle repair costs associated with aged recycle trucks in FY 2021.

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	28,442	31,773	11,001	22,190	19,855	20,194
6222 SNOW & ICE CONTROL	7,722	4,496	19,045	10,895	20,298	20,653
6301 MOWING - NON PARKS	4,328	6,957	19,045	16,006	20,298	20,653
Total	\$40,492	\$43,226	\$49,091	\$49,091	\$60,451	\$61,500

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
4912 MATERIALS & SUPPLIES	221,807	378,761	588,500	500,720	588,500	588,500
Total	\$221,807	\$378,761	\$588,500	\$500,720	\$588,500	\$588,500

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	981,503	1,067,641	840,421	1,027,064	1,055,662	1,053,724
4127 SIGNAL SYSTEM CONTROL	90	-	-	-	-	-
4136 SIGN, WORK FOR OTHERS	-	137	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	100,471	60,863	69,619	2,091	65,792	65,793
4222 POTHOLE REPAIR	244,266	279,212	452,139	333,580	391,704	399,660
4231 BR 23 SWEEPING	1,610	2,693	1	4,478	1	1
4232 BR 23 POTHOLE REPAIR	4,346	656	1,379	1,945	1,430	1,440
4235 BR 23 WINTER MAINTENANCE	7,871	6,129	6,378	7,605	7,429	7,439
4240 MAJOR BASE REPAIR/OVERLAY	59,864	59,739	438,265	142,764	452,750	153,803
4245 MAJOR SALTING/PLOWING	758,855	835,501	976,399	829,382	1,094,231	1,034,591
4251 STREET SWEEPING	288,521	303,681	341,809	278,598	331,866	335,952
4252 BRIDGE MAINTENANCE & REPAIR	42,032	25,951	45,236	34,840	30,287	30,771
4253 SHOULDER MAINTENANCE	3,281	3,859	17,282	6,051	2,325	2,355
4254 MISC CONCRETE REPAIRS	-	2,218	20,200	15,200	5,200	5,200
4256 SHOP WORK	3,813	1,913	2,369	3,029	2,436	2,478
4258 WORK FOR OTHERS	1,014	-	1	-	-	-
4259 MISC. ROW MAINTENANCE	-	-	-	-	25,000	25,000
4940 BR 94 BASE REPAIR	707	-	5,879	11,623	6,810	6,824
4941 BR 94 SWEEPING	1,313	78	879	4,654	3,310	3,324
4942 BR 94 POTHOLE REPAIR	1,635	1,728	3,131	2,281	2,937	2,979
4943 BR 94 SHOULDER MAINTENANCE	1,631	13,518	25,000	15,000	25,000	25,000
4945 BR 94 WINTER MAINITENANCE	41,834	36,979	37,891	40,870	41,305	41,432
Total	\$2,544,657	\$2,702,496	\$3,284,278	\$2,761,055	\$3,545,475	\$3,197,766

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	233	-	201	-	-	-
4209 LOCAL GRADING	201,866	133,285	119,050	164,137	131,678	138,428
4210 LOCAL BASE REPAIR/OVERLAY	112,253	143,369	283,610	209,310	254,637	264,039
4211 LOCAL STREET SWEEPING	301,007	368,230	520,219	355,012	546,105	474,306
4212 LOCAL POTHOLE REPAIR	281,977	256,937	312,366	274,562	371,034	381,910
4215 LOCAL SALTING/PLOWING	344,545	382,401	350,898	364,257	395,079	403,257
4218 LOCAL SURFACE TREATMENT	584,556	-	-	-	-	-
4253 SHOULDER MAINTENANCE	-	-	1	-	-	-
4254 MISC CONCRETE REPAIRS	231	-	19,201	10,000	10,000	12,000
4259 MISC. ROW MAINTENANCE	-	-	-	-	14,500	14,500
9500 DEBT SERVICE	84,509	84,514	84,520	84,520	84,473	84,400
Total	\$1,911,177	\$1,368,736	\$1,690,066	\$1,461,798	\$1,807,506	\$1,772,840

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
4261 RIGHT-OF-WAY/MAINTENANCE & REP	37,236	21,066	114,592	61,674	106,940	107,676
4263 RIGHT OF WAY MAINT - ENGINEERING	-	-	-	4,800	-	-
6222 SNOW & ICE CONTROL	57,266	40,231	108,180	62,064	59,735	60,009
6328 ROW MAINTENANCE	67,580	79,700	118,211	119,093	115,060	115,132
6330 ROW VEGETATION/BRUSH CLEARANCE	37,847	17,748	36,731	119,895	90,736	92,017
Total	\$199,929	\$158,745	\$377,714	\$367,526	\$372,471	\$374,834

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	385,125	347,906	367,559	362,743	447,407	453,605
1100 FRINGE BENEFITS	192,444	199,243	191,816	223,230	138,074	163,666
1372 REVOLVING SUPPLY	150,885	(102,021)	-	-	-	-
4500 ENGINEERING - OTHERS	31,738	21,038	59,335	26,292	56,562	57,157
6210 OPERATIONS	310,372	345,536	529,989	542,037	616,353	590,110
7010 CUSTOMER SERVICE	483,773	410,925	539,595	413,430	463,125	472,906
7031 REVOLVING EQUIPMENT	(26,116)	29,638	137,803	185,524	161,907	163,228
7033 DCU MAINTENANCE	1,521	1,137	1,001	2,921	1,701	1,701
7034 INSPECTIONS	46,660	101,563	86,853	112,913	102,872	132,416
7047 SERVICE LINE REPLACEMENT	3,077	19,830	100,000	75,996	50,001	1
7061 SOUTH INDUSTRIAL SITE	21,168	21,054	53,914	28,300	23,499	24,177
7064 MISS DIG	107,390	76,651	72,285	81,016	58,717	59,164
7092 MAINTENANCE - MAINS	1,094,084	1,102,494	1,355,199	1,250,428	1,256,583	1,221,703
7093 MAINTENANCE - HYDRANTS	386,523	332,937	370,893	340,286	340,387	346,764
7094 MAINTENANCE - SERVICE	469,920	438,432	518,674	493,763	478,658	486,594
9000 CAPITAL OUTLAY	515,313	537,034	556,945	556,945	573,653	590,862
Total	\$4,173,877	\$3,883,397	\$4,941,861	\$4,695,824	\$4,769,499	\$4,764,054

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	257,176	248,323	268,427	251,578	329,741	331,069
1100 FRINGE BENEFITS	171,060	162,536	183,164	183,164	177,794	204,920
1372 REVOLVING SUPPLY	(27,164)	(4,953)	-	-	-	-
4500 ENGINEERING - OTHERS	39,948	98,998	141,464	99,970	91,482	92,077
6210 OPERATIONS	348,914	328,504	352,516	395,738	417,743	407,441
7010 CUSTOMER SERVICE	-	-	-	-	349,387	359,868
7031 REVOLVING EQUIPMENT	3,425	(5,491)	69,141	73,657	104,935	271,756
7061 SOUTH INDUSTRIAL SITE	-	-	5,000	-	2,500	2,500
7064 MISS DIG	52,185	48,951	57,785	55,111	57,626	58,073
7072 RODDING	117,575	-	-	-	-	-
7074 TELEVISION COLLECTION SYSTEM	162,415	240,230	1,787,613	1,796,167	1,611,423	834,992
7077 MAINTENANCE - MANHOLE	279,788	243,462	156,599	186,158	950,560	224,160
7083 JETTING	296,091	397,888	586,191	456,099	912,703	697,852
7092 MAINTENANCE - MAINS	177,949	247,923	332,427	288,430	376,292	290,122
9000 CAPITAL OUTLAY	28,827	428,538	163,852	129,329	63,830	63,830
Total	\$1,908,189	\$2,434,909	\$4,104,179	\$3,915,401	\$5,446,016	\$3,838,660

Expenses by Activity (0054 CEMETERY PERPETUAL CARE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1130 FAIRVIEW CEMETERY	-	-	-	660	-	-
Total	-	-	-	\$660	-	-

Expenses by Activity (0055 ELIZABETH R. DEAN TRUST FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,304	1,484	1,274	1,274	1,403	1,409
6309 GENERAL CARE	1,288	-	-	-	-	-
6317 POST PLANT CARE	6,697	1,201	12,000	12,000	8,000	8,000
6320 TRIMMING	1,189	-	12,000	12,000	5,000	5,000
6325 STUMP REMOVAL	635	-	1,800	1,800	5,000	5,000
6327 TREE PLANTING	15,429	19,241	34,200	34,200	37,000	37,000
6329 TREE REMOVALS	-	-	-	-	5,000	5,000
Total	\$26,542	\$21,926	\$61,274	\$61,274	\$61,403	\$61,409

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	393,916	430,572	393,629	410,669	443,573	454,106
6222 SNOW & ICE CONTROL	8,448	10,136	20,045	11,645	23,061	23,689
6301 MOWING - NON PARKS	6,410	8,756	21,545	12,000	22,943	23,559
Total	\$408,774	\$449,464	\$435,219	\$434,314	\$489,577	\$501,354

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
4242 NON-MOTORIZED ROW MAINTENANCE	-	34,090	122,305	101,940	150,000	304,500
Total	-	\$34,090	\$122,305	\$101,940	\$150,000	\$304,500

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,102,895	1,157,889	1,416,267	1,346,404	1,612,308	1,517,734
1100 FRINGE BENEFITS	21,384	31,460	34,343	-	32,392	40,612
4146 FOOTBALL/SPECIAL EVENTS	151	-	-	-	-	-
4251 STREET SWEEPING	136,752	229,283	239,412	325,026	235,108	237,457
4500 ENGINEERING - OTHERS	17,828	84,149	41,929	25,364	70,280	70,570
6210 OPERATIONS	548,178	590,963	665,593	663,115	661,452	659,995
6309 GENERAL CARE	55,468	66,725	16,137	43,813	32,754	59,955
6317 POST PLANT CARE	16,351	15,657	19,805	14,714	19,196	18,449
6320 TRIMMING	945,247	846,126	1,085,449	990,049	1,036,185	1,093,050
6324 STORM DAMAGE	74,746	71,888	89,023	82,114	70,143	72,236
6325 STUMP REMOVAL	105,867	74,159	103,383	97,811	97,523	100,510
6327 TREE PLANTING	78,352	83,982	78,941	60,667	44,035	45,150
6329 TREE REMOVALS	353,621	401,822	528,282	537,674	500,916	512,612
7031 REVOLVING EQUIPMENT	68,133	44,200	141,762	141,762	203,789	145,201
7061 SOUTH INDUSTRIAL SITE	473	694	600	800	806	838
7064 MISS DIG	26,093	25,784	28,645	29,380	29,909	30,131
7074 TELEVISION COLLECTION SYSTEM	19,982	32,822	672,934	699,825	628,263	627,473
7077 MAINTENANCE - MANHOLE	41,502	41,553	50,471	62,390	51,145	52,217
7081 DITCH MAINTENANCE	16,206	10,498	29,756	42,382	13,201	13,411
7082 CATCHBASIN MAINTENANCE	325,492	444,049	322,846	324,818	317,083	322,182
7083 JETTING	134,694	194,728	204,252	204,244	192,913	195,505
7084 ILLICIT DISCHARGE ELIMINATION	36,548	9,441	57,000	24,641	37,565	37,590
7085 CULVERT MAINTENANCE	42,954	17,857	123,834	99,883	109,041	109,773
7090 BEST MGMT PRACTICES/GREEN INFRA	47,063	16,407	71,459	97,780	59,954	60,227
7092 MAINTENANCE - MAINS	213,224	221,562	186,804	210,345	186,987	190,373
9000 CAPITAL OUTLAY	401,993	356,936	500,000	500,000	-	-
Total	\$4,831,197	\$5,070,634	\$6,708,927	\$6,625,001	\$6,242,948	\$6,213,251

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	919,135	837,660	1,010,113	987,430	1,380,859	1,418,871
1401 ART FAIR/SPECIAL EVENTS	491	2,395	23,000	-	6,000	6,000
3162 COMMUNITY STANDARDS	30,000	12,328	100,078	18,696	72,168	73,537
4721 REAR-LOAD COMMER COLLECT	339,941	351,463	292,828	314,372	327,524	334,042
4722 SPECIAL COLLECTION	15,636	12,480	12,963	12,483	-	-
4724 RESIDENTIAL COLLECTION	2,214,639	2,084,224	2,355,870	2,226,150	2,305,726	2,348,111
4725 FRONT-LOAD COMMER COLLECT	2,962,971	2,928,773	3,185,819	2,962,981	2,998,205	3,079,865
4726 DDA REFUSE CANS COLLECTION	92,139	138,740	93,903	74,889	51,788	52,520
4727 CARTS RPR/D\DIST	36,793	25,618	12,347	18,735	34,652	35,403
4729 STUDENT MOVE IN/OUT	35,118	39,936	50,400	85,660	50,400	50,400
4730 DROP OFF STATION STAFFED	10,731	30,541	20,500	13,150	13,300	13,300
4732 SINGLE FAMILY RECYCLING	1,891,593	1,902,718	1,840,098	1,931,850	2,061,718	2,121,160
4733 MULTI FAMILY RECYCLING	683,481	887,378	790,777	975,000	975,000	1,005,000
4734 COMMERCIAL RECYCLING	681,034	853,839	627,524	888,691	720,719	722,521
4749 YARDWASTE COLLECTION	1,103,786	1,244,166	1,925,689	998,521	1,185,792	1,211,689
4764 RECYCLING PROCESSING	2,548,509	2,367,347	2,479,873	2,426,059	2,481,512	2,554,226
4919 MAINTENANCE - LANDFILL	335,465	374,452	516,575	438,333	435,400	435,638
6210 OPERATIONS	311,282	317,032	269,680	266,364	478,784	812,812
6362 PARK REFUSE	110,255	162,770	92,922	276,774	130,868	132,684
7060 OUTSTATIONS	910	342	850	400	-	-
Total	\$14,323,909	\$14,574,202	\$15,701,809	\$14,916,538	\$15,710,415	\$16,407,779

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9000 CAPITAL OUTLAY	239,698	619,764	1,062,543	972,973	-	-
Total	\$239,698	\$619,764	\$1,062,543	\$972,973	-	-

Street Maintenance and Traffic Control

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	2,506,748	2,792,032	2,708,783	2,730,981	2,944,177	3,078,775
1100 FRINGE BENEFITS	721,308	878,825	941,924	941,924	906,926	982,001
1935 GIS	3,210	3,541	11,290	4,762	4,769	4,895
3360 PLANNING	37,334	37,882	73,723	46,343	99,259	76,913
3380 PLAN REVIEW	5,239	14,703	35,962	21,596	48,632	49,403
4112 LOCAL SIGN MANUFACTURE	39,974	45,589	37,405	45,428	36,878	37,461
4117 LOCAL ST PAVEMENT MARKING	110,917	41,706	50,659	70,297	61,795	61,916
4119 LOCAL TRAFFIC SIGNS	75,365	68,374	94,143	95,424	67,946	69,010
4122 RRFB						
INSTALLATION/MAINTENANCE	40,656	93,068	67,135	67,162	88,585	88,955
4123 SIGNAL INSTALLATION/REBUILD	62,324	94,479	194,129	385,996	546,892	529,011
4124 TRAFFIC SIGNAL MAINTENANCE	242,978	210,090	485,719	143,540	373,250	161,716
4125 SIGNAL PREVENT MAINT	54,947	40,962	45,545	41,786	42,889	43,704
4126 SIGNAL EMERGENCY REPAIR	150,895	126,686	188,642	136,028	129,151	130,508
4127 SIGNAL SYSTEM CONTROL	368,932	435,450	483,715	283,486	296,565	299,529
4128 SIGNAL SHOP WORK	26,851	17,557	27,568	25,276	33,359	34,171
4135 SIGN SHOP WORK	4,728	1,736	7,428	5,144	15,162	15,680
4136 SIGN, WORK FOR OTHERS	23,132	21,489	35,266	21,899	54,228	55,574
4137 TRAFFIC CALMING	26,055	101,197	124,061	183,813	138,601	143,469
4142 MAJOR SIGN MANUFACTURE	34,044	50,349	26,700	32,536	40,374	41,910
4146 FOOTBALL/SPECIAL EVENTS	196,202	145,247	162,337	10,930	166,216	166,747
4147 MAJOR ST PAVEMENT MARKING	280,631	388,020	364,137	355,215	383,573	384,096
4149 MAJOR TRAFFIC SIGNS	112,428	97,726	136,112	104,137	126,182	128,897
4150 SCHOOL ZONE SAFETY-TRAFFIC ENGIN	11,621	5,077	60,678	7,188	57,339	58,185
4151 PEDESTRIAN SAFETY-TRAFFIC ENGINE	19,299	8,213	60,677	12,593	57,337	62,384
4152 SCHOOL ZONE SFTY PVMT MARK MAJOR	834	-	26,500	-	-	-
4153 PEDESTRIAN SFTY PVMT MARK LOCAL	(784)	3,500	3,500	-	-	-
4154 SCHOOL ZONE SFTY SIGN INST MAJOR	4,579	3,149	12,335	3,501	14,071	14,389
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	1,510	565	3,737	2,593	2,459	2,473
4156 PEDS SAFETY SIGN INSTALL - MAJOR	40,053	109,779	26,837	36,497	40,955	41,383
4157 PEDS SAFETY SIGN INSTALL - LOCAL	204	337	1,753	1,376	25,987	26,001
4158 SCHOOL ZONE SFTY PVT MARK-LOCAL	4,824	-	15,000	-	-	-
4159 PEDS SFTY PVMT MARK-MAJOR	-	-	50,000	22,032	-	-
4170 QUICK-BUILD SAFETY PROJECTS	-	-	-	-	300,000	-
4183 TRUNKLINE CONSTRUCTION	188	85	929	340	1,892	1,957
4184 TRUNKLINE SIGNAL INSTALL	2,584	10,851	2,429	4,806	4,394	4,457
4185 TRUNKLINE PREV MAINT	18,627	18,919	14,282	19,057	18,345	18,774
4186 TRUCKLINE EMERG REPAIR	81,267	25,472	23,933	30,302	18,845	18,991
4187 TRUNKLINE SYSTEM CONTROL	2,602	1,111	5,716	2,650	10,463	10,736
4209 LOCAL GRADING	201,866	133,285	119,050	164,137	131,678	138,428
4210 LOCAL BASE REPAIR/OVERLAY	112,253	143,369	283,610	209,310	254,637	264,039
4211 LOCAL STREET SWEEPING	301,007	368,230	520,219	355,012	546,105	474,306
4212 LOCAL POTHOLE REPAIR	281,977	256,937	312,366	274,562	371,034	381,910
4215 LOCAL SALTING/PLOWING	344,545	382,401	350,898	364,257	395,079	403,257
4217 LOCAL PAVEMENT EVALUATION	78	9,160	1,424	5,364	6,500	1,500
4218 LOCAL SURFACE TREATMENT	584,556	249,687	-	-	853,970	854,107
4219 LOCAL TRAFFIC COUNTS	1,350	3,744	30,694	30,694	30,000	30,000
4222 POTHOLE REPAIR	244,266	279,212	452,139	333,580	391,704	399,660
4227 PAVEMENT EVALUATION	329	5,095	21,524	16,424	21,000	2,600
4229 TRAFFIC COUNTS	1,764	11,641	52,275	63,432	64,549	81,179
4231 BR 23 SWEEPING	1,610	2,693	1	4,478	1	1
4232 BR 23 POTHOLE REPAIR	4,346	656	1,379	1,945	1,430	1,440
4235 BR 23 WINTER MAINTENANCE	7,871	6,129	6,378	7,605	7,429	7,439
4239 BR 23 TRAFFIC SIGNS	610	501	1,462	908	225	225
4240 MAJOR BASE REPAIR/OVERLAY	59,864	59,739	438,265	142,764	452,750	153,803
4245 MAJOR SALTING/PLOWING	758,855	835,501	976,399	829,382	1,094,231	1,034,591
4248 MAJOR SURFACE TREATMENT	338,336	746,748	13,423	13,423	759,644	3,003,891

4251 STREET SWEEPING	288,521	303,681	341,809	278,598	331,866	335,952
4252 BRIDGE MAINTENANCE & REPAIR	42,032	25,951	45,236	34,840	30,287	30,771
4253 SHOULDER MAINTENANCE	3,281	3,859	17,283	6,051	2,325	2,355
4254 MISC CONCRETE REPAIRS	231	2,218	39,401	25,200	15,200	17,200
4255 SIDEWALK RAMPS	89,010	110,593	108,150	108,993	115,000	115,000
4256 SHOP WORK	3,813	1,913	2,369	3,029	2,436	2,478
4257 ENG SERVICES/INSPECTIONS	59,282	92,878	142,068	105,538	129,386	147,907
4258 WORK FOR OTHERS	1,014	-	1	-	-	-
4259 MISC. ROW MAINTENANCE	212,993	224,480	413,779	279,340	39,500	39,500
4261 RIGHT-OF-WAY/MAINTENANCE & REP	37,236	21,066	114,592	61,674	106,940	107,676
4263 RIGHT OF WAY MAINT - ENGINEERING	-	-	-	4,800	-	-
4512 HEALTHY STREETS	-	-	-	-	353,973	-
4520 TRAFFIC OPERATIONS	513,522	744,334	877,904	875,683	683,278	455,893
4537 CONSTRUCTION - INSPECTION	12,409	39,644	4,376	45,661	70,390	71,854
4542 ENGINEERING - ROADS	-	-	12,179	-	-	-
4573 UNDERGROUND UTILITY LOCATION	1,575	8,499	20,012	5,995	-	-
4575 WIRELESS ANTENNA	-	32,437	2,920	4,351	6,005	6,062
4940 BR 94 BASE REPAIR	707	-	5,879	11,623	6,810	6,824
4941 BR 94 SWEEPING	1,313	78	879	4,654	3,310	3,324
4942 BR 94 POTHOLE REPAIR	1,635	1,728	3,131	2,281	2,937	2,979
4943 BR 94 SHOULDER MAINTENANCE	1,631	13,518	25,000	15,000	25,000	25,000
4945 BR 94 WINTER MAINITENANCE	41,834	36,979	37,891	40,870	41,305	41,432
4949 BR 94 TRAFFIC SIGNS	3,791	2,886	2,974	3,459	2,269	2,299
6222 SNOW & ICE CONTROL	57,266	40,231	108,180	62,064	59,735	60,009
6328 ROW MAINTENANCE	67,580	79,700	118,211	119,093	115,060	115,132
6329 TREE REMOVALS	24	-	-	-	-	-
6330 ROW VEGETATION/BRUSH CLEARANCE	37,847	17,748	36,731	119,895	90,736	92,017
7011 CALL CENTER	5,955	8,553	8,960	8,960	11,510	11,729
7015 STUDY/PLANNING	77,753	56,553	103,740	92,340	-	-
7016 DESIGN	71,913	53,982	17,758	17,758	-	-
7017 CONSTRUCTION	308,528	167,933	5,397,901	5,338,733	-	-
7018 FIELD OPS CHARGES	2,992	1,322	45,000	45,000	-	-
7019 PUBLIC ENGAGEMENT	34,962	45,851	66,319	50,565	61,950	62,354
7021 PARTNERSHIPS	4,909	71	-	-	-	-
7022 DEVELOPMENT PROCESS	4,207	1,983	1,460	1,896	1,502	1,516
7024 ASSET MANAGEMENT	62,321	56,451	50,961	59,380	60,755	54,000
9000 CAPITAL OUTLAY	118,865	5,051,612	6,072,839	5,606,867	1,113,000	245,000
9500 DEBT SERVICE	760,833	760,963	761,293	761,293	765,287	763,903
Total	\$11,489,574	\$17,398,189	\$25,199,381	\$22,915,399	\$16,787,214	\$16,896,613

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Public Works

Service Unit Manager: Molly Maciejewski

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Maintain streets to maximize asset life and ensure safe vehicular travel.	●		●	●	●		Sweep bike lanes monthly. 6/30/2022	N/A; partial year	100%	100%	100%	
							Complete 2 fall street sweeping cycles. 6/30/2022	No	Yes	Yes	Yes	
							90% of citizen reported potholes patched within 72 hours. 6/30/2022	76%	93%	94%	90%	
Maintain systems to maximize asset life, protect water quality and minimize disruption in service.	●		●	●	●		No more than 13 sanitary sewer blockages causing backups and/or SSOs annually. 6/30/2022	17	19	23	13	
							Replace 40 water valves. 6/30/2022	N/A	N/A	N/A	40	
							Clean 20% (49 Miles) of the City's 24" and smaller stormwater pipe and all swirl concentrators. 6/30/2022	21%	20%	18%	20%	
							Complete acoustic inspections at 50% of crosslots. 6/30/2022	15%	56%	52%	50%	
Collect trash, recycling and compost in a safe, efficient and timely manner.	●		●	●	●		Increase commercial recycling by 5% each year. 6/30/2022	N/A	N/A	N/A	5%	
							99% of residential trash and compost routes completed on scheduled collection day. 6/30/2022	N/A	95%	99%	99%	
							Decrease percentage landfilled relative to the entire waste stream. 6/30/2022	67.3%	66.6%	64.0%	<64%	
Maintain and improve the health of the urban forest.	●		●	●	●		Prune 10% of the City's street trees. 6/30/2022	8%	10.7%	10%	10%	
							Plant 100% of the planned 1000 street trees. 6/30/2022	103%	93%	64%	100%	
							Remove tree stumps within 2 weeks of tree removal. 6/30/2022	N/A	N/A	58%	100%	

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
PUBLIC WORKS

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
SOLID WASTE & REC COORD	403170	1.00	1.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
APPLICATION SPECIALIST	401760	0.90	0.90
BUDGET ANALYST	000400	1.60	1.60
COMM STANDARD OFFICER I	118504	1.00	1.00
FIELD OP ASST MANAGER	401140	2.00	2.00
FIELD OPER TECH I - FOR/F	112754	1.00	1.00
FIELD OPER TECH I - INFRA	112804	15.00	15.00
FIELD OPER TECH I-FOR/PA	112854	2.00	2.00
FIELD OPER TECH II - INFR	112814	9.00	9.00
FIELD OPER TECH III -INFR	112824	5.00	5.00
FIELD OPER TECH III-FOR/P	112874	1.00	1.00
FIELD OPER TECH IV - INFR	112834	22.00	22.00
FIELD OPER TECH IV-FOR/PA	112884	3.00	3.00
FIELD OPER TECH V - INFRA	112844	10.00	10.00
FIELD OPER TECH V-FOR/PA	112894	2.00	2.00
FIELD OPERATIONS MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV IV	192130	1.00	1.00
FLEET & FAC SUPV II	190014	0.05	0.05
INVENTORY CONTROL ACCOUNT	110700	1.00	1.00
OFFICE MANAGER	403180	1.00	1.00
PUBLIC WORKS ENGINEER	404650	1.00	1.00
PUBLIC WORKS SUPV I	192101	1.00	1.00
PUBLIC WORKS SUPV II	192111	1.00	1.00
PUBLIC WORKS SUPV III	192120	2.00	2.00
PUBLIC WORKS SUPV V	192141	1.00	1.00
PW SUPV I	192101	1.00	1.00
RESOURCE RECOVERY MANAGER	402000	1.00	1.00
SW COMPLIANCE SPECIALIST	000500	1.00	1.00
URBAN FORESTRY & NAT RES	401620	1.00	1.00
Total		92.55	92.55



PUBLIC SERVICES AREA

SYSTEMS PLANNING

Systems Planning staff bring together diverse backgrounds and experience in: urban and regional planning, community engagement, geographic information systems (GIS), regulatory compliance, municipal engineering, sanitary sewer, drinking water, stormwater and water resources, floodplain and watershed management, soil erosion and sedimentation control, and natural features management. These varied skills and expertise are utilized in several programs, processes and projects, including: utility system modeling, spatial data management, support for the implementation of GIS-based work management systems throughout the service area, community engagement efforts to support units throughout the organization, program and policy development to optimize service levels, environmental benefit, public investment, capital planning, asset management programming and implementation support for multiple areas across the organization, and maintaining infrastructure standards and specifications for facilities and activities within the Public Services Area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	77,793	130,123	43,500	54,210	45,000	45,000
LICENSES, PERMITS & REGISTRATIONS	170,128	65,245	120,000	126,620	120,000	120,000
MISCELLANEOUS REVENUE	1,485	-	150	-	-	-
PRIOR YEAR SURPLUS	-	-	26,400	-	-	-
SPECIAL ASSESSMENTS	5,375	4,409	-	-	-	-
Total	\$254,781	\$199,777	\$190,050	\$180,830	\$165,000	\$165,000

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
MAJOR STREET (0021)	150	-	150	-	-	-
WATER SUPPLY SYSTEM (0042)	188,826	135,580	126,000	126,950	121,000	121,000
SEWAGE DISPOSAL SYSTEM (0043)	3,500	1,698	13,200	5,880	-	-
ALTERNATIVE TRANSPORTATION (0061)	5,450	4,409	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	56,855	58,090	50,700	48,000	44,000	44,000
Total	\$254,781	\$199,777	\$190,050	\$180,830	\$165,000	\$165,000

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	807,261	866,303	891,236	808,185	923,782	876,318
PAYROLL FRINGES	509,882	446,222	486,878	466,584	481,875	509,704
OTHER SERVICES	923,055	785,123	1,472,170	1,357,517	1,172,150	1,486,979
MATERIALS & SUPPLIES	5,092	17,423	19,250	13,800	26,550	26,550
OTHER CHARGES	327,272	265,986	286,217	282,986	342,863	354,630
PASS THROUGHS	-	159,996	125,000	125,000	125,000	85,000
CAPITAL OUTLAY	-	-	-	-	-	30,041
EMPLOYEE ALLOWANCES	8,150	7,688	7,339	7,886	6,600	6,677
Total	\$2,580,712	\$2,548,741	\$3,288,090	\$3,061,958	\$3,078,820	\$3,375,899

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	-	105,350	60,000	58,527	162,509	124,269
MAJOR STREET (0021)	102,568	118,786	133,411	115,183	135,606	134,545
LOCAL STREET (0022)	18,610	18,914	19,568	24,369	26,810	23,444
WATER SUPPLY SYSTEM (0042)	631,058	592,103	600,158	574,433	548,718	811,659
SEWAGE DISPOSAL SYSTEM (0043)	554,634	394,886	419,012	386,726	338,526	345,119
ALTERNATIVE TRANSPORTATION (0061)	32,534	40,836	39,522	60,040	58,272	57,169
STORMWATER SEWER SYSTEM FUND (0069)	1,192,711	1,240,479	1,960,271	1,804,134	1,783,504	1,855,716
SOLID WASTE (0072)	48,597	37,387	56,148	38,546	24,875	23,978
Total	\$2,580,712	\$2,548,741	\$3,288,090	\$3,061,958	\$3,078,820	\$3,375,899

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
SYSTEMS PLANNING	11.23	10.85	9.89	9.77	9.87
Total	11.23	10.85	9.89	9.77	9.87

PUBLIC SERVICES AREA
SYSTEMS PLANNING

REVENUES

Prior Year Surplus - The decrease is due to the completion of a one-time study in FY 2021.

EXPENSES

Personnel Services - The FY 2022 increase is reflective of the addition of 1.0 FTE to support increased community engagement efforts.

Payroll Fringes - The FY 2022 decrease is reflective of the re-allocation of tenured staff efforts to other service units, including capital project allocations.

Other Services - The decrease is attributable to the re-allocation of software costs and reduction of services associated with one-time projects.

Other Charges - The FY 2022 increase is associated with increased IT rates.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	28,868	20,000	18,527	11,621	11,784
7016 DESIGN	-	1,481	-	-	-	-
7019 PUBLIC ENGAGEMENT	-	75,000	40,000	40,000	150,888	112,485
Total	-	\$105,349	\$60,000	\$58,527	\$162,509	\$124,269

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	11,509	29,779	22,949	22,949	33,440	35,224
1935 GIS	1,639	1,869	4,464	1,907	924	943
3360 PLANNING	57	59	-	-	-	-
7019 PUBLIC ENGAGEMENT	34,962	45,814	66,319	50,565	61,950	62,354
7021 PARTNERSHIPS	4,909	71	-	-	-	-
7022 DEVELOPMENT PROCESS	4,207	1,983	1,460	1,896	1,502	1,516
7024 ASSET MANAGEMENT	45,283	39,210	38,219	37,866	37,790	34,508
Total	\$102,566	\$118,785	\$133,411	\$115,183	\$135,606	\$134,545

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1935 GIS	1,571	1,672	6,826	2,855	3,845	3,952
7024 ASSET MANAGEMENT	17,039	17,241	12,742	21,514	22,965	19,492
Total	\$18,610	\$18,913	\$19,568	\$24,369	\$26,810	\$23,444

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	225,557	180,572	110,313	114,612	127,289	133,525
3360 PLANNING	20,631	7,431	19,201	8,079	-	-
7019 PUBLIC ENGAGEMENT	12,918	16,301	34,488	17,831	36,877	36,668
7021 PARTNERSHIPS	34,628	19,041	44,323	27,713	7,411	7,593
7022 DEVELOPMENT PROCESS	146,306	156,812	138,300	173,666	151,423	154,524
7023 PROGRAM MANAGEMENT	5,341	2,265	4,987	2,815	1,784	1,838
7024 ASSET MANAGEMENT	185,676	209,678	248,546	229,717	223,934	477,511
Total	\$631,057	\$592,100	\$600,158	\$574,433	\$548,718	\$811,659

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	163,871	105,627	58,140	57,262	116,278	117,593
3360 PLANNING	33,519	5,169	19,204	7,501	-	-
7019 PUBLIC ENGAGEMENT	20,257	13,180	26,153	15,172	35,840	35,610
7021 PARTNERSHIPS	31,242	11,330	40,768	30,574	4,150	4,275
7022 DEVELOPMENT PROCESS	8,953	6,521	16,045	6,420	4,502	4,546
7023 PROGRAM MANAGEMENT	4,528	2,970	6,568	2,770	1,785	1,838
7024 ASSET MANAGEMENT	292,262	250,090	252,134	267,027	175,971	181,257
Total	\$554,632	\$394,887	\$419,012	\$386,726	\$338,526	\$345,119

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3360 PLANNING	57	59	-	-	-	-
7019 PUBLIC ENGAGEMENT	23,482	24,448	27,529	42,335	35,927	36,331
7024 ASSET MANAGEMENT	8,995	16,328	11,993	17,705	22,345	20,838
Total	\$32,534	\$40,835	\$39,522	\$60,040	\$58,272	\$57,169

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	100,169	132,645	110,126	101,358	91,771	94,712
3360 PLANNING	29,716	31,206	34,615	41,599	31,526	32,099
7019 PUBLIC ENGAGEMENT	110,165	296,498	301,506	275,736	301,688	301,895
7021 PARTNERSHIPS	501,969	440,177	670,457	663,047	580,613	689,842
7022 DEVELOPMENT PROCESS	65,514	84,436	96,182	91,044	88,748	121,187
7023 PROGRAM MANAGEMENT	97,264	73,406	100,541	93,525	270,418	233,846
7024 ASSET MANAGEMENT	272,917	176,775	301,844	192,825	223,740	187,135
7090 BEST MGMT PRACTICES/GREEN INFRASTRUCTURE	15,000	5,337	345,000	345,000	195,000	195,000
Total	\$1,192,714	\$1,240,480	\$1,960,271	\$1,804,134	\$1,783,504	\$1,855,716

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	7,198	10,010	9,815	9,815	-	-
3360 PLANNING	241	59	-	-	-	-
7019 PUBLIC ENGAGEMENT	32,543	19,365	36,100	18,157	13,309	12,719
7021 PARTNERSHIPS	230	-	-	-	-	-
7023 PROGRAM MANAGEMENT	421	-	-	-	-	-
7024 ASSET MANAGEMENT	7,963	7,947	10,233	10,574	11,566	11,259
Total	\$48,596	\$37,381	\$56,148	\$38,546	\$24,875	\$23,978

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Systems Planning

Service Unit Manager: Marti Praschan

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide program management.	●			●			Increase volume of stormwater infiltration by continued installation of Green Infrastructure.	6/30/2022	N/A	59.1 Mil Gal.	59.6 Mil Gal	61 Mil gal
Support public engagement of City projects and initiatives.	●			●	●		Increase diversity in Community-wide Public Engagement initiatives.	6/30/2022	N/A	N/A	4% Age Diversity 1% Race Diversity	20% Age Diversity 5% Race Diversity
Manage City's Asset Management Plans/Efforts.	●	●			●		Establish a decreasing trend in the number of Sanitary Sewer Systems overflows.	6/30/2022	4	5	4	4 (AMP Target)
							Establish a decreasing trend in the volume of Sanitary Sewer Systems overflows.	6/30/2022	227,475 gallons	102,500 gallons	11,400 gallons	~20,000 gallons
							Establish an improving trend in overall average risk/PAN score for the Water Distribution System. (lower score is better) (scale of 100 to 1)	6/30/2022	10.74	10.08	10.00	9.96
							Establish an improving trend in overall average risk score for the Sanitary Sewer Collection System. (lower score is better) (scale of 100 to 1)	6/30/2022	10.1	10.1	8.1	8
							Establish an improving trend in overall average risk score for the Stormwater System. (lower score is better) (scale of 100 to 1)	6/30/2022	14.2	14.2	16.1	16
Support private development efforts within the City.	●	●					Complete review of 80% of site plans within 2 weeks.	6/30/2022	87%*	75%	80%	80%
							Complete 90% of grading reviews within one week.	6/30/2022	90%	92%	90%	90%

*Previous goal was 3 weeks

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 4	110044	0.09	0.09
ADMIN ASSISTANT LVL 5	110054	0.12	0.12
CIVIL ENGINEER III	403620	0.22	0.22
CIVIL ENGINEER IV	403840	0.23	0.23
GIS ANALYST	401710	0.90	0.90
GIS SPECIALIST	000960	1.00	1.00
LAND DEV COORDINATOR IV	114310	1.00	1.00
PRIVATE DEVELOPMENT COORD	403880	0.24	0.24
STORMWATER/FLOODPLAIN CO	401630	1.00	1.00
SYSTEMS PLAN ANALYST II	401870	2.50	2.50
SYSTEMS PLANNING ENG IV	403830	1.47	1.57
WATER QUALITY MANAGER	403820	1.00	1.00
Total		9.77	9.87



PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Wastewater Treatment Services is responsible for the effective pumping, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. Wastewater Treatment Services operates and maintains the City's Wastewater Treatment Plant and eight sewage lift stations located around the City. In addition, Wastewater Treatment Services manages the Industrial Pretreatment Program to assure that wastewater discharged to the sanitary sewer system will not be harmful to the public, employees, environment or equipment.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	-	-	-	9,000	-	-
MISCELLANEOUS REVENUE	342	43,107	1,050	17,175	-	-
Total	\$342	\$43,107	\$1,050	\$26,175	-	-

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
SEWAGE DISPOSAL SYSTEM (0043)	342	43,107	1,050	26,175	-	-
Total	\$342	\$43,107	\$1,050	\$26,175	-	-

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	2,435,621	2,583,933	2,948,263	2,850,877	2,733,941	2,693,581
PAYROLL FRINGES	1,561,178	1,498,286	1,748,563	1,746,021	1,623,554	1,680,514
OTHER SERVICES	2,539,474	2,718,572	3,724,799	3,134,717	3,302,819	3,100,135
MATERIALS & SUPPLIES	742,961	684,952	830,400	729,600	793,350	805,600
OTHER CHARGES	4,739,540	8,221,832	7,253,942	8,248,263	9,042,583	9,517,313
PASS THROUGHS	3,468	58,277	57,256	57,256	31,415	32,357
CAPITAL OUTLAY	-	34,958	-	7,040	-	-
EMPLOYEE ALLOWANCES	7,382	7,437	2,826	6,776	2,826	3,060
Total	\$12,029,624	\$15,808,247	\$16,566,049	\$16,780,550	\$17,530,488	\$17,832,560

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
SEWAGE DISPOSAL SYSTEM (0043)	12,029,624	15,808,247	16,566,049	16,780,550	17,530,488	17,832,560
Total	\$12,029,624	\$15,808,247	\$16,566,049	\$16,780,550	\$17,530,488	\$17,832,560

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
WASTEWATER TREATMENT	35.72	35.94	35.72	35.72	36.02
Total	35.72	35.94	35.72	35.72	36.02

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT

EXPENSES

Personnel Services - The FY 2022 decrease is reflective of decreased severance costs for retiring staff and reduced overtime costs.

Payroll Fringes - The FY 2022 decrease is reflective of a decrease in pension contributions.

Other Services - The FY 2022 decrease is attributable to a decrease in anticipated contracted services associated with sludge hauling and land application of bio-solids.

Other Charges - The FY 2022 increase is due to increased depreciation costs associated with the plant renovation and other capital work in progress and increased IT costs.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,088,255	1,162,884	1,691,906	1,264,804	1,406,671	1,372,415
1100 FRINGE BENEFITS	495,726	538,796	575,939	575,939	482,879	554,261
4164 WATER QUALITY/PFAS	-	260	-	-	-	-
7024 ASSET MANAGEMENT	-	4,224	-	250,000	150,000	-
7031 REVOLVING EQUIPMENT	51,837	57,294	36,833	36,332	80,873	65,508
7043 PLANT	8,686,150	12,358,785	11,789,898	12,596,344	13,428,607	13,844,878
7051 STATION	124,970	37,588	45,000	40,095	46,900	47,400
7053 LAB	284,237	403,827	460,576	477,181	403,558	412,098
7055 SOLIDS	1,254,085	1,165,496	1,927,800	1,505,300	1,531,000	1,536,000
7057 INDUSTRIAL PRETREAT	22,375	20,740	26,150	26,150	-	-
7060 OUTSTATIONS	21,983	58,347	11,947	8,405	-	-
Total	\$12,029,618	\$15,808,241	\$16,566,049	\$16,780,550	\$17,530,488	\$17,832,560

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Wastewater Treatment Services

Service Unit Manager: Earl Kenzie

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Operate and maintain the WWTP to ensure continuous treatment of sanitary and industrial wastewater that meets or exceeds regulatory standards before discharge to the Huron River.	●						99% compliance with daily NPDES permit limits.	6/30/2022	>99%	96%	100%	>99%
							No bypass of untreated wastewater to the Huron River or backups from lift stations to private property or the environment due to equipment failures.	6/30/2022	1 SSO	1 SSO	0 SSO	0 SSO
							Complete >90% of monthly preventive and corrective maintenance work orders on time.	6/30/2022	93%	92%	96%	>90%
Manage the reuse and disposal of biosolids in an environmentally sustainable manner.	●						Land apply all biosolids from May through November, weather permitting.	6/30/2022	100%	100%	100%	100%
Raise public awareness of wastewater treatment.				●			>150 attendees of annual open house.	6/30/2022	221	164	0 - COVID	>150
							>250 people attending tours annually.	6/30/2022	141	111	0 - COVID	>250
Ensure that all staff have sufficient technical and safety training and skills to meet performance expectations of their positions and teams.						●	100% of staff have up to date safety training.	6/30/2022	100%	100%	100%	100%
							WWTP staff annually create a career development plan (training/continuing education, leadership topics).	6/30/2022	100%	100%	100%	100%
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in two-year budget cycle.	●	●					Create asset management plan & use as the basis for capital improvement plan.	6/30/2022	N/A	Schedule - six months over Budget - 100%	Schedule - 100% Budget - 100%	Schedule - 100% Budget - 100%
							Maintain project schedule and budget for capital projects (lift station replacements, headworks improvements, clearwell wall replacement, access bridge replacement, centrate treatment, effluent flow meter replacement, piping replacement, thickened sludge pump relocation).	6/30/2022	Schedule - 100% Budget - 100%	Schedule - 50% to 60% Budget - 100%	Schedule - 65% to 75% Budget - 100%	Schedule - 100% Budget - 100%

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	1.00	1.00
CIVIL ENGINEER V	401330	0.70	1.00
ELEC & CONTROL TECH III	116234	2.00	2.00
ELEC & CONTROL TECH IV	116244	1.00	1.00
ENVIRON LAB ANALYST III	110334	1.89	1.89
ENVIRON LAB ANALYST IV	110344	0.63	0.63
ENVIRON LAB SUPV III	196931	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
WATER UT MAIN SUPV IV	197470	1.00	1.00
WATER UTIL SUPV III	197500	2.00	2.00
WATER UTILITY SUPV IV	197510	3.00	3.00
WATER UTILITY TECH I	117400	1.00	1.00
WATER UTILITY TECH I	117401	1.00	1.00
WATER UTILITY TECH II	117411	2.00	2.00
WATER UTILITY TECH III	117420	5.00	5.00
WATER UTILITY TECH IV	117430	3.00	3.00
WATER UTILITY TECH IV	117431	1.00	1.00
WATER UTILITY TECH V	117440	1.00	1.00
WATER UTILITY TECH V	117441	3.00	3.00
WWTP MANAGER	401300	1.00	1.00
Total		35.72	36.02

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PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the treatment and supply of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Townships. Water Treatment Services also works collaboratively with local partners and state agencies to advocate for the protection of the City's source water supplies. Water Treatment Services operates and maintains the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and stormwater customers. The Water Treatment Service Unit serves as the afterhours Customer Service Call Center.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	177,252	404,597	425,000	427,650	425,000	425,000
INTERGOVERNMENTAL REVENUES	402,576	432,518	500,000	418,185	-	-
LICENSES, PERMITS & REGISTRATIONS	7,000	7,500	-	5,000	-	-
MISCELLANEOUS REVENUE	125,607	412,300	-	812,436	-	-
OPERATING TRANSFERS IN	-	59,694	93,469	93,469	31,415	32,357
PRIOR YEAR SURPLUS	-	-	589,183	-	-	-
Total	\$712,435	\$1,316,609	\$1,607,652	\$1,756,740	\$456,415	\$457,357

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	172,757	404,039	473,346	463,713	425,000	425,000
WATER SUPPLY SYSTEM (0042)	539,678	912,570	560,106	1,293,027	31,415	32,357
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	574,200	-	-	-
Total	\$712,435	\$1,316,609	\$1,607,652	\$1,756,740	\$456,415	\$457,357

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	2,058,831	2,059,822	2,393,220	2,395,233	2,426,582	2,446,005
PAYROLL FRINGES	1,261,946	1,173,123	1,397,836	1,420,344	1,390,569	1,455,078
OTHER SERVICES	2,155,964	2,342,280	2,484,922	2,532,894	2,589,583	2,554,461
MATERIALS & SUPPLIES	2,131,761	1,695,468	1,979,896	1,766,200	2,049,950	2,049,770
OTHER CHARGES	4,192,629	4,409,847	4,521,176	4,994,651	5,100,674	5,287,365
PASS THROUGHS	176,260	165,976	550,200	556,700	250,000	410,000
CAPITAL OUTLAY	64,696	98,908	280,000	295,000	220,000	281,899
EMPLOYEE ALLOWANCES	8,019	7,524	4,010	7,647	3,588	3,612
Total	\$12,050,106	\$11,952,948	\$13,611,260	\$13,968,669	\$14,030,946	\$14,488,190

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	516,647	663,108	507,840	464,462	848,300	1,010,947
WATER SUPPLY SYSTEM (0042)	11,524,689	11,285,277	12,514,154	12,926,360	13,179,900	13,474,461
STORMWATER SEWER SYSTEM FUND (0069)	8,770	4,563	15,066	3,647	2,746	2,782
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	574,200	574,200	-	-
Total	\$12,050,106	\$11,952,948	\$13,611,260	\$13,968,669	\$14,030,946	\$14,488,190

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
WATER TREATMENT	27.31	27.76	27.96	27.88	27.91
Total	27.31	27.76	27.96	27.88	27.91

PUBLIC SERVICES
WATER TREATMENT SERVICES

REVENUES

Intergovernmental Revenues - The FY 2022 decrease is attributable to a one-time State of Michigan Department of Environment, Great Lakes and Energy Grant that was received in FY 2021.

Operating Transfers In - The decrease is reflective of one-time refund from the Risk Fund in FY 2021.

Prior Year Surplus - The decreased budget reflects the FY 2021 use of County Mental Health Millage funds intended for the Barton Dam embankment project.

EXPENSES

Personnel Services - The increase is reflective of slightly increased staffing levels and severance for retirement of eligible employees.

Other Services - The increase is related to increased contracted services associated with dam maintenance.

Materials & Supplies - The increase is reflective of the anticipated increase in chemical costs related to market conditions.

Other Charges - The FY 2022 increase is reflective of increased IT and depreciation costs associated with plant equipment and capital work in progress.

Pass Throughs - The decrease is due to reduced one-time transfers related to dam capital maintenance projects.

Capital Outlay - The FY 2022 budget reflects a decrease in one-time capital outlay.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	69,247	27,637	64,339	64,339	91,868	254,123
4160 BARTON DAM	245,782	350,690	98,122	98,122	198,938	442,680
4162 SUPERIOR DAM	76,876	157,715	130,193	131,657	394,264	148,647
4164 WATER QUALITY/PFAS	-	4,109	46,213	-	15,000	15,000
7020 CELL TOWER ADMINISTRATION	110,929	112,188	156,923	158,294	135,776	137,794
7099 RECREATIONAL DAMS	13,809	10,771	12,050	12,050	12,454	12,703
Total	\$516,643	\$663,110	\$507,840	\$464,462	\$848,300	\$1,010,947

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,299,342	1,297,279	1,659,584	1,593,693	1,490,596	1,554,483
4160 BARTON DAM	77,796	60,942	56,188	65,384	170,200	171,990
4161 STEERE FARM WELL-FIELD	111,454	87,236	88,000	80,380	98,000	113,000
4163 SURFACE WATER SUPPLY	381,414	432,480	399,813	410,934	499,279	479,737
4164 WATER QUALITY/PFAS	23,963	100,863	146,911	157,706	239,252	190,554
7013 CUST RELATIONS/PUBLIC ED	11,559	23,592	36,194	22,161	24,508	24,624
7031 REVOLVING EQUIPMENT	54,882	61,803	57,084	52,683	61,239	57,873
7043 PLANT	8,597,996	8,302,944	8,923,475	9,279,479	9,575,534	9,776,802
7044 PROCESS LAB	52,596	54,005	50,500	59,047	55,400	55,400
7045 WRF TAILORED COLLABORATION	90,511	19,946	30,000	11,554	-	-
7048 CITY SERVICES	-	58	-	-	-	-
7053 LAB	283,953	246,408	287,451	285,867	294,735	334,751
7055 SOLIDS	304,837	395,843	430,799	511,563	425,774	428,781
7060 OUTSTATIONS	234,383	201,868	348,155	395,909	245,383	286,466
Total	\$11,524,686	\$11,285,267	\$12,514,154	\$12,926,360	\$13,179,900	\$13,474,461

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
7053 LAB	8,769	4,564	15,066	3,647	2,746	2,782
Total	\$8,769	\$4,564	\$15,066	\$3,647	\$2,746	\$2,782

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
4160 BARTON DAM	-	-	574,200	574,200	-	-
Total	-	-	\$574,200	\$574,200	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Water Treatment Services

Service Unit Manager: Brian Steglitz

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Estimate	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide continuous supply of safe drinking water to citizens of Ann Arbor and neighboring townships.	●	●		●		●	Reduce water quality complaints < 38/qtr.	6/30/2022	49/qtr	36/qtr	<50	<38
							Total coliform detection - 0/qtr.	6/30/2022	0.25/qtr	0.25/qtr	0/qtr	0/qtr
							E. Coli detection - 0/qtr.	6/30/2022	0/qtr	0/qtr	0/qtr	0/qtr
							Maintain individual filter water quality (turbidity) < 0.1 NTU 95% of the time.	6/30/2022	96.1%	95.8%	>95%	>95%
							Maintain quarterly avg PFOS+PFOA < 10 ppt.	6/30/2022	4.6 ppt	0.2 ppt	<10 ppt	<10 ppt
Raise public awareness of drinking water.				●	●		Engagement with > 400 people/qtr.	6/30/2022	402/qtr	80/qtr	80/qtr	>400/qtr
Provide laboratory services for existing and future customers.	●			●	●		Achieve 24-hour turnaround time (TAT) for all wastewater sample analyses except for biological oxygen demand (5 day TAT).	6/30/2022	N/A	N/A	N/A	>95%
Ensure WTSU staff have sufficient training and skills to meet performance expectations of their positions and teams.	●					●	> 6 hrs of technical training/employee/qtr.	6/30/2022	5.6/qtr	3.5/qtr	3.5/qtr	6/qtr
Maintenance of WTSU equipment and facilities.	●		●		●	●	Maintain the ratio of preventive maintenance hours to corrective maintenance hours above 1.1.	6/30/2022	1.63	1.1	0.9	>1.1
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in the two-year budget cycle.	●	●	●		●		Maintain Ratio of Total Capital Expenditures/Budgeted Capital Expenditures between 0.85 and 1.0.	6/30/2022	0.79	0.7	0.75	0.9

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

PUBLIC SERVICES AREA
WATER TREATMENT

Allocated Positions

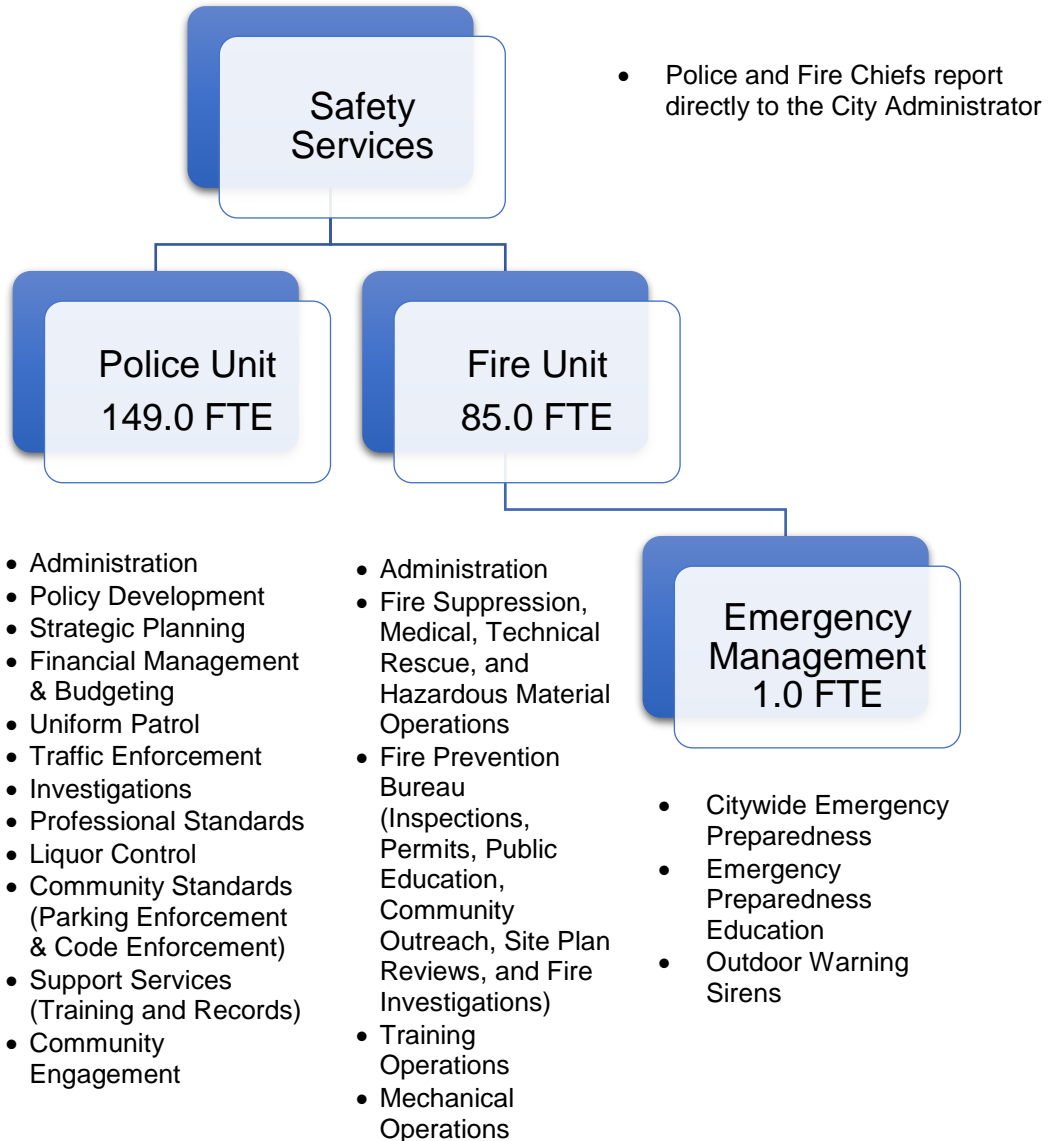
Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 4	110044	0.80	0.80
ASST WTP MANAGER	401020	1.00	1.00
BUDGET ANALYST	000400	0.40	0.40
CELLULAR INFRASTR MANAGER	404430	1.00	1.00
CIVIL ENGINEER V	401330	0.35	0.38
DRINKING WATER QUALITY MG	401000	1.00	1.00
ELEC & CONTROL TECH III	116234	0.99	0.99
ELEC & CONTROL TECH V	116254	0.99	0.99
ENVIRON LAB ANALYST III	110334	1.11	1.11
ENVIRON LAB ANALYST IV	110344	0.37	0.37
ENVIRON LAB SUPV III	196931	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	0.83	0.83
PROCUREMENT COORDINATOR	117450	0.99	0.99
WATER UT MAIN SUPV IV	197470	0.99	0.99
WATER UTILITY SUPV III	197420	1.00	1.00
WATER UTILITY SUPV III	197421	1.00	1.00
WATER UTILITY SUPV IV	197510	3.00	3.00
WATER UTILITY TECH II	117410	1.98	1.98
WATER UTILITY TECH III	117420	3.96	3.96
WATER UTILITY TECH IV	117430	2.68	2.68
WATER UTILITY TECH V	117441	1.98	1.98
WTP MANAGER	401310	0.96	0.96
Total		27.88	27.91

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SAFETY SERVICES AREA

Safety Services Area Organization Chart

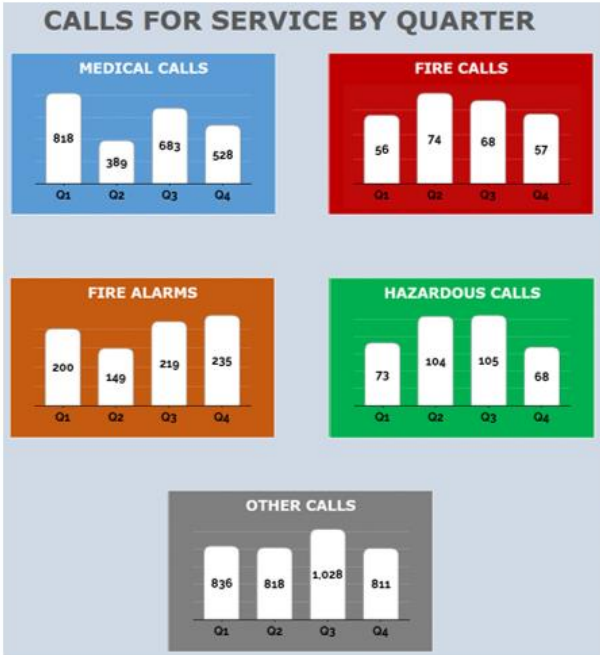


The Safety Services Area is comprised of two Service Units: Police Services and Fire Services. These service units provide the citizens with a broad array of services such as: Citywide emergency preparedness and education, fire operations and inspections, fire safety, police patrol, traffic enforcement,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

Safety Services Area

Fire Services Unit Dashboard

2020



Safety Services Area

Police Services Unit Dashboard

2020



HOW DO ANN ARBOR CITIZENS THINK WE'RE DOING? (BASED ON CITIZEN SURVEY)



HOW DOES ANN ARBOR COMPARE TO SIMILAR CITIES?



CITY	POPULATION	# CRIMES	CRIMES/1,000 RESIDENTS
Ann Arbor	119,980	6,136	51.6
Grand Rapids	201,013	15,465	76.9
Lansing	118,210	9,740	82.5
Sterling Heights	132,438	4,660	35.3
Warren	133,943	8,801	66.2

Source: Michigan Incident Crime Reporting (MICR) 2019 Quality Assurance Report

2020 PART 1 CRIMES BY TYPE

	Q1	Q2	Q3	Q4	TOTAL
Assault Offenses					
Aggravated Assault	42	48	41	56	187
Simple Assault	146	118	142	110	516
Intimidation	23	17	27	22	89
Total	211	183	210	188	792
Arson	0	3	0	1	4
Burglary/Breaking & Entering	37	30	58	38	163
Destruction/Damage/Vandalism of Property	77	60	111	112	360
Homicide Offenses					
Murder/Nonnegligent Manslaughter	1	0	0	0	1
Negligent Manslaughter	0	0	0	0	0
Total	1	0	0	0	1
Larceny/Theft Offenses	362	263	397	375	1,397
Motor Vehicle Theft	17	23	16	24	80
Robbery	11	9	7	11	38
Sex Offenses	21	13	22	16	72
Weapon Law Violations	10	7	9	4	30
TOTAL	747	591	830	769	2,937

SAFETY SERVICES

Revenues by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
FIRE SERVICES	866,965	821,688	2,350,267	3,016,119	1,682,405	1,683,672
POLICE SERVICES	4,302,915	3,429,893	6,450,076	5,738,940	3,557,296	3,856,182
Total	\$5,169,880	\$4,251,581	\$8,800,343	\$8,755,059	\$5,239,701	\$5,539,854

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,950,639	3,628,460	4,650,877	5,478,700	4,097,405	4,462,357
HOMELAND SECURITY GRANT FUND (0017)	41,208	44,546	44,609	44,609	-	-
DRUG ENFORCEMENT (0027)	24,915	9,417	58,793	12,058	3,860	816
FEDERAL EQUITABLE SHARING FORFEI (0028)	93,037	157,061	190,434	20,808	55,291	11,578
POLICE & FIRE RELIEF (0053)	18,843	11,258	66,097	16,012	50,026	50,018
MICHIGAN JUSTICE TRAINING (0064)	20,363	19,221	21,298	13,470	33,119	15,085
GENERAL CAPITAL FUND (00CP)	-	136,000	336,097	336,000	1,000,000	1,000,000
MAJOR GRANTS PROGRAMS (00MG)	20,875	20,618	3,282,338	2,733,402	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	49,800	-	-	-
CAPITAL SINKING FUND (0101)	-	225,000	100,000	100,000	-	-
Total	\$5,169,880	\$4,251,581	\$8,800,343	\$8,755,059	\$5,239,701	\$5,539,854

SAFETY SERVICES

Expenses by Service Unit

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
FIRE SERVICES	17,351,238	16,854,096	19,845,329	18,557,343	18,321,870	19,387,363
POLICE SERVICES	29,160,207	29,593,398	33,990,436	31,557,764	31,359,443	32,240,101
Total	\$46,511,445	\$46,447,494	\$53,835,765	\$50,115,107	\$49,681,313	\$51,627,464

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	46,279,977	46,219,002	49,372,463	46,244,540	48,541,814	50,551,964
HOMELAND SECURITY GRANT FUND (0017)	41,222	44,478	44,609	44,609	-	-
DRUG ENFORCEMENT (0027)	19,299	6,500	56,997	52,549	3,417	500
FEDERAL EQUITABLE SHARING FORFEI (0028)	29,072	113,980	187,771	184,024	53,082	10,000
POLICE & FIRE RELIEF (0053)	100,000	-	50,000	25,000	50,000	50,000
MICHIGAN JUSTICE TRAINING (0064)	21,000	16,605	21,000	10,493	33,000	15,000
GENERAL CAPITAL FUND (00CP)	-	26,310	445,787	445,690	1,000,000	1,000,000
MAJOR GRANTS PROGRAMS (00MG)	20,875	20,619	3,282,338	2,733,402	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	49,800	49,800	-	-
CAPITAL SINKING FUND (0101)	-	-	325,000	325,000	-	-
Total	\$46,511,445	\$46,447,494	\$53,835,765	\$50,115,107	\$49,681,313	\$51,627,464

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
FIRE SERVICES	87.00	87.00	87.00	86.00	86.00
POLICE SERVICES	150.00	154.00	156.00	149.00	149.00
Total	237.00	241.00	243.00	235.00	235.00



FIRE SERVICES

The Fire Services Unit protects the lives and property of Ann Arbor residents and visitors through planning, training, and response to all hazardous incidents including fires, medical emergencies, technical rescues, hazardous materials, automatic alarms, utility failures, citizen assists, and large events. This unit also includes fire prevention services dedicated to reducing and eliminating harm via fire safety inspections, overseeing fire-related permits, educating the public, reviewing construction site plans, and investigating fires. The Emergency Management Services Unit is responsible for the planning, training, exercising, and coordination of citywide emergency preparedness. The unit also manages mass notification for emerging or ongoing threats to public welfare, management of tornado warning sirens, coordination of emergency response and recovery, liaisons with local, regional, state, and federal partner agencies, and administers state and federal grants.

**SAFETY SERVICES
FIRE SERVICES**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	692,110	384,350	665,741	477,010	668,466	669,733
INTERGOVERNMENTAL REVENUES	41,222	44,478	1,225,245	1,027,851	-	-
INTRAGOVERNMENTAL SALES	52,817	9,390	-	-	-	-
LICENSES, PERMITS & REGISTRATIONS	3,100	1,000	1,239	1,000	1,239	1,239
MISCELLANEOUS REVENUE	77,716	21,470	12,700	173,016	12,700	12,700
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	361,000	436,097	1,337,242	1,000,000	1,000,000
	-	-	9,245	-	-	-
Total	\$866,965	\$821,688	\$2,350,267	\$3,016,119	\$1,682,405	\$1,683,672

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	825,743	416,210	688,925	1,552,268	682,405	683,672
HOMELAND SECURITY GRANT FUND (0017)	41,222	44,478	44,609	44,609	-	-
GENERAL CAPITAL FUND (00CP)	-	136,000	336,097	336,000	1,000,000	1,000,000
MAJOR GRANTS PROGRAMS (00MG)	-	-	1,180,636	983,242	-	-
CAPITAL SINKING FUND (0101)	-	225,000	100,000	100,000	-	-
Total	\$866,965	\$821,688	\$2,350,267	\$3,016,119	\$1,682,405	\$1,683,672

**SAFETY SERVICES
FIRE SERVICES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	8,427,255	8,201,246	8,482,376	8,559,058	7,758,896	7,980,009
PAYROLL FRINGES	5,087,830	5,152,708	5,508,762	5,319,129	5,745,432	6,132,222
OTHER SERVICES	1,305,795	966,720	1,396,301	1,032,205	1,153,969	1,162,817
MATERIALS & SUPPLIES	238,360	179,853	229,137	228,682	229,137	229,137
OTHER CHARGES	2,138,009	2,081,761	2,602,500	1,992,430	3,237,825	3,483,851
PASS THROUGHS	-	136,000	1,434,636	1,237,242	-	-
CAPITAL OUTLAY	16,444	-	48,797	48,797	62,981	265,697
EMPLOYEE ALLOWANCES	137,545	135,808	142,820	139,800	133,630	133,630
Total	\$17,351,238	\$16,854,096	\$19,845,329	\$18,557,343	\$18,321,870	\$19,387,363

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	17,285,016	16,783,308	17,824,297	16,733,802	17,296,870	18,362,363
HOMELAND SECURITY GRANT FUND (0017)	41,222	44,478	44,609	44,609	-	-
POLICE & FIRE RELIEF (0053)	25,000	-	25,000	25,000	25,000	25,000
GENERAL CAPITAL FUND (00CP)	-	26,310	445,787	445,690	1,000,000	1,000,000
MAJOR GRANTS PROGRAMS (00MG)	-	-	1,180,636	983,242	-	-
CAPITAL SINKING FUND (0101)	-	-	325,000	325,000	-	-
Total	\$17,351,238	\$16,854,096	\$19,845,329	\$18,557,343	\$18,321,870	\$19,387,363

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
FIRE SERVICES	87.00	87.00	87.00	86.00	86.00
Total	87.00	87.00	87.00	86.00	86.00

SAFETY SERVICES AREA
FIRE SERVICES UNIT

REVENUES

Intergovernmental Revenues - This reflects one-time grant money received in FY 2021 for a Homeland Security Grant for wage reimbursement for the Emergency Manager position as well as one-time grant money from the CARES Act related to the COVID-19 pandemic.

Operating Transfers In - This increase reflects one-time revenue for capital projects in FY 2022.

Prior Year Surplus - The reduction in FY 2022 reflects one-time monies for childcare reimbursement FY 2021.

EXPENSES

Personnel Services - The decrease reflects planned retirement payout expenses in FY 2021, a reduction in payroll costs due to retirements and the reduction of 1.0 FTE in the Fire Department.

Payroll Fringes - The increase in payroll fringes relates to increased healthcare costs and retirement contribution costs for the Fire Department.

Other Services - The increase relates to additional fleet replacement costs in FY 2022.

Other Charges - The increase is related to one-time capital funding in FY 2022 for replacement of a fire station.

Pass Throughs - The decrease is related to one-time CARES Act funding in FY 2021 that was received due to the COVID-19 pandemic as well as one-time funding in FY 2021 for capital projects.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fire Services Unit would be charged \$930,613 in FY 2022.

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	3,274,578	3,326,889	3,794,214	2,802,805	3,404,745	3,917,628
2000 COVID 19	-	4,320	-	-	-	-
3220 FIRE PREVENTION	1,235,896	993,046	982,579	949,836	803,496	828,033
3224 SIRENS	13,555	2,231	45,076	45,076	28,756	28,807
3230 FIRE OPERATIONS	720,480	333,178	366,842	389,531	645,449	600,321
3231 FIRE STATION #1	4,769,675	5,157,682	5,217,637	5,104,316	4,547,653	4,763,053
3232 FIRE STATION #2	10,246	9,170	9,628	9,012	10,227	10,458
3233 FIRE STATION #3	1,778,819	1,832,688	1,671,778	1,688,375	2,196,592	2,301,716
3234 FIRE STATION #4	1,408,636	1,295,755	1,718,745	1,703,852	1,462,978	1,527,945
3235 EMERGENCY MANAGEMENT	148,251	195,776	218,279	258,910	216,819	219,087
3236 FIRE STATION #6	1,802,516	1,676,578	1,830,082	1,785,640	1,577,063	1,619,488
3237 FIRE STATION #5	1,371,696	1,319,142	1,295,279	1,254,335	1,526,525	1,588,090
3240 REPAIRS & MAINTENANCE	309,793	219,035	232,214	228,662	252,782	312,488
3250 FIRE TRAINING	440,874	417,814	441,944	513,452	623,785	645,249
Total	\$17,285,015	\$16,783,304	\$17,824,297	\$16,733,802	\$17,296,870	\$18,362,363

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3035 PUBLIC SAFETY GRANTS	41,222	44,478	44,609	44,609	-	-
Total	\$41,222	\$44,478	\$44,609	\$44,609	-	-

Expenses by Activity (0053 POLICE & FIRE RELIEF)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	25,000	-	25,000	25,000	25,000	25,000
Total	\$25,000	-	\$25,000	\$25,000	\$25,000	\$25,000

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9000 CAPITAL OUTLAY	-	26,310	445,787	445,690	1,000,000	1,000,000
Total	-	\$26,310	\$445,787	\$445,690	\$1,000,000	\$1,000,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	-	1,180,636	983,242	-	-
Total	-	-	\$1,180,636	\$983,242	-	-

Expenses by Activity (0101 CAPITAL SINKING FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9000 CAPITAL OUTLAY	-	-	325,000	325,000	-	-
Total	-	-	\$325,000	\$325,000	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Fire

Service Unit Manager: Mike Kennedy

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exception/AI Service	ENABLE Economic Development	Ensure FIN/Ancl Health	Integrate Extern/AI Engagement	Leverage Information Technology	Strengthen Human Capital						
Fire leadership provides oversight and management while ensuring that personnel are provided with proper tools and equipment to perform their job.	●	●	●	●	●	●	Fire Station #4 - Architectural plans.	12/31/2021	N/A	N/A	Contract awarded	Build plans complete
	●	●	●	●	●	●	Move Fire Prevention to Station 1.	4/1/2022	N/A	N/A	Contract awarded	Move complete
	●	●	●	●	●	●	Update fire station master plan.	6/30/2022	Complete	N/A	N/A	Update complete
	●	●	●	●	●	●	Work on new fire dispatch contract with EHP or other vendor.	6/30/2022	Hired consultant	Contract with EHP	Contract with EHP	New vendor or revised contract
Fire operations protects life and property through a commitment to the health, safety, training, and operational readiness of assigned personnel.	●	●				●	Citywide department response: turnout and travel.	6/30/2022	AVG: 5:10 MED: 4:49	AVG: 5:27 MED: 5:04	AVG: 5:47 MED: 5:27	AVG: <6 MED: <6
	●	●				●	Training, policies, and equipment for high-rise operations.	12/31/2021	N/A	N/A	Training completed	Project complete
	●	●				●	EMS continuing education to maintain personal and agency licensure.	6/30/2022	N/A	N/A	960	960
	●	●				●	Vocational training, professional development, and Safety Unit training to meet MIOSHA and ISO requirements.	6/30/2022	N/A	N/A	4752	4752
Fire prevention preserves life and property through community safety education, fire inspections, fire plan review, and fire investigation.	●	●	●	●	●		Fire inspector efficiency and accountability.	6/30/2022	31%	33%	27%	30%
	●	●	●	●	●		Cost recovery from fire inspections.	6/30/2022	\$484,113	\$218,107	\$220,960	\$230,000
Emergency management provides for the planning, mitigation and coordination of response and recovery from natural and human made emergencies and disasters.	●			●	●		Continue quarterly exercises to include one testing Emergency Response Plan.	6/30/2022	4 of 4	4 of 4	2 of 4	4 of 4
	●			●	●		Ensure operation of outdoor sirens.	6/30/2022	22 of 22	22 of 22	22 of 22	22 of 22
	●			●	●		City Emergency Response Plan.	6/30/2022	N/A	N/A	N/A	Update complete
	●			●	●		Hazard Mitigation Grant renewal.	6/30/2022	N/A	N/A	Grant submitted	Contract awarded

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

**SAFETY SERVICES
FIRE SERVICES**

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ASST FIRE CHIEF	170000	2.00	2.00
ASST TRAINING OFFICER	131813	1.00	1.00
BATTALION CHIEF	131740	3.00	3.00
BATTALION CHIEF/TRNG - BA	131852	1.00	1.00
DRIVER/OP-70112	131663	3.00	3.00
DRIVER/OPERATOR	131623	2.00	2.00
DRIVER/OPERATOR	131660	10.00	10.00
DRIVER/OPERATOR - ASSOC	131661	2.00	2.00
DRIVER/OPERATOR - BACH	131662	3.00	3.00
DRIVER/OPERATOR-BACH	131662	1.00	1.00
EMERGENCY MGR	401470	1.00	1.00
FIRE - CAPTAIN - BACH	131772	2.00	2.00
FIRE CHIEF	403680	1.00	1.00
FIRE INSPECTOR - BACH	131722	1.00	1.00
FIRE INSPECTOR I	131790	1.00	1.00
FIRE INSPECTOR I-070112	131793	1.00	1.00
FIRE LIEUTENANT	131710	7.00	7.00
FIRE LIEUTENANT - ASSOC	131711	6.00	6.00
FIRE LIEUTENANT - BACH	131712	2.00	2.00
FIRE MARSHAL	131750	1.00	1.00
FIRE RECRUIT	000100	1.00	1.00
FIRE-CAPTAIN	131770	1.00	1.00
FIREFIGHTER-070112	131823	30.00	30.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
MASTER MECHANIC-BACH	131732	1.00	1.00
OFFICE MANAGER	403180	1.00	1.00
Total		86.00	86.00

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POLICE SERVICES

The Police Services Unit provides the organization with a broad array of law enforcement services such as: uniformed patrol, traffic enforcement, traffic crash investigation, ordinance enforcement, parking enforcement, general criminal investigations, specialized investigations and records management. In addition to responding to calls for service and follow-up investigations, the Police Services Unit is committed to partnering with the community through various engagement methods to ensure superior service delivery.

**SAFETY SERVICES
POLICE SERVICES**

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	1,302,273	1,195,179	989,536	429,562	1,087,477	1,101,162
CONTRIBUTIONS	1,575	-	-	-	-	-
FINES & FORFEITS	2,849,947	2,105,587	2,929,041	1,597,260	2,297,242	2,647,242
INTERGOVERNMENTAL REVENUES	41,010	39,631	2,122,702	1,763,480	15,000	15,000
INVESTMENT INCOME	25,042	22,100	20,854	20,621	2,797	1,997
MISCELLANEOUS REVENUE	53,068	67,396	45,945	304,845	40,781	40,781
OPERATING TRANSFERS IN	30,000	-	-	1,623,172	-	-
PRIOR YEAR SURPLUS	-	-	341,998	-	113,999	50,000
Total	\$4,302,915	\$3,429,893	\$6,450,076	\$5,738,940	\$3,557,296	\$3,856,182

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,124,896	3,212,250	3,961,952	3,926,432	3,415,000	3,778,685
HOMELAND SECURITY GRANT FUND (0017)	(14)	68	-	-	-	-
DRUG ENFORCEMENT (0027)	24,915	9,417	58,793	12,058	3,860	816
FEDERAL EQUITABLE SHARING FORFEI (0028)	93,037	157,061	190,434	20,808	55,291	11,578
POLICE & FIRE RELIEF (0053)	18,843	11,258	66,097	16,012	50,026	50,018
MICHIGAN JUSTICE TRAINING (0064)	20,363	19,221	21,298	13,470	33,119	15,085
MAJOR GRANTS PROGRAMS (00MG)	20,875	20,618	2,101,702	1,750,160	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	49,800	-	-	-
Total	\$4,302,915	\$3,429,893	\$6,450,076	\$5,738,940	\$3,557,296	\$3,856,182

**SAFETY SERVICES
POLICE SERVICES**

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	14,056,641	14,189,976	14,998,543	14,599,243	14,273,102	14,470,524
PAYROLL FRINGES	7,911,906	8,029,197	9,308,387	8,910,981	9,402,888	9,947,494
OTHER SERVICES	2,764,180	2,587,263	2,644,297	2,727,548	2,675,106	2,559,314
MATERIALS & SUPPLIES	218,042	333,417	393,116	387,227	269,336	220,837
OTHER CHARGES	3,950,506	4,156,965	4,400,197	3,017,479	4,343,974	4,733,169
PASS THROUGHES	-	-	1,978,702	1,623,172	-	-
CAPITAL OUTLAY	-	36,465	4,894	29,814	120,257	33,983
VEHICLE OPERATING COSTS	10	-	-	-	-	-
EMPLOYEE ALLOWANCES	258,922	260,115	262,300	262,300	274,780	274,780
Total	\$29,160,207	\$29,593,398	\$33,990,436	\$31,557,764	\$31,359,443	\$32,240,101

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	28,994,961	29,435,694	31,548,166	29,510,738	31,244,944	32,189,601
DRUG ENFORCEMENT (0027)	19,299	6,500	56,997	52,549	3,417	500
FEDERAL EQUITABLE SHARING FORFEI (0028)	29,072	113,980	187,771	184,024	53,082	10,000
POLICE & FIRE RELIEF (0053)	75,000	-	25,000	-	25,000	25,000
MICHIGAN JUSTICE TRAINING (0064)	21,000	16,605	21,000	10,493	33,000	15,000
MAJOR GRANTS PROGRAMS (00MG)	20,875	20,619	2,101,702	1,750,160	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	49,800	49,800	-	-
Total	\$29,160,207	\$29,593,398	\$33,990,436	\$31,557,764	\$31,359,443	\$32,240,101

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
POLICE SERVICES	150.00	154.00	156.00	149.00	149.00
Total	150.00	154.00	156.00	149.00	149.00

SAFETY SERVICES AREA

POLICE SERVICES UNIT

REVENUES

Charges for Services - The increase relates to an increase in reimbursements from U of M based on the expected number of athletic games in FY 2022.

Fines & Forfeits - The decrease in FY 2022 relates to an expected reduction in parking tickets due to the ongoing effects of the COVID-19 pandemic.

Intergovernmental Revenues - The decrease relates to one-time grant money from the CARES Act related to the COVID-19 pandemic that was received in FY 2021.

Investment Income - The decrease reflects a lower rate of return on investments.

Prior Year Surplus - The decrease reflects a planned use of fund balance in FY 2022 for special project requests.

EXPENSES

Personnel Services - The decrease reflects planned retirement payout expenses in FY 2021 and one-time hazard payments to sworn officers due to the COVID-19 pandemic in FY 2021 as well as an overall reduction of 7.0 FTEs in the Police Department.

Payroll Fringes - The increase in payroll fringes relates to increased healthcare costs and retirement contribution costs for the Police Department.

Materials & Supplies - The decrease relates to one-time expenditures in FY 2021 for bicycles as well as one-time purchases in FY 2021.

Other Charges - The decrease is due to a reduction in the excess contribution to retiree healthcare.

Pass Throughs - The decrease is related to one-time CARES Act funding in FY 2021 that was received due to the COVID-19 pandemic.

Capital Outlay - The increase reflects additional funding for hybrid or electric vehicles slated to replace existing gas vehicles in FY 2022.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$3,736,561 (includes \$793,380 for parking enforcement-patrol division) in FY 2022.

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	3,468,573	3,490,030	3,923,015	2,556,538	3,627,535	4,018,264
1221 RECRUITING & HIRING	3,524	8,009	9,550	11,133	9,550	9,550
2000 COVID 19	-	20,114	-	4,916	-	-
3111 PROFESSIONAL STANDARDS	2,324	1,914	1,500	1,498	1,500	1,500
3115 DEA OFFICER	2,424	9,676	14,577	14,577	-	-
3121 ADMINISTRATIVE SERVICES	1,479,565	1,679,488	1,829,262	1,824,999	1,863,242	1,914,829
3123 COMMUNICATIONS	891,998	891,230	891,372	891,372	895,845	897,559
3125 MANAGEMENT INFO SYST	1,414,732	1,564,280	1,552,413	1,557,956	1,797,892	1,810,381
3126 PROPERTY	157,600	163,111	185,127	190,844	194,473	198,578
3127 RECORDS	710,794	687,105	708,112	710,896	747,546	770,243
3135 HOSTAGE NEGOTIATIONS	4,092	3,722	2,200	2,150	2,200	2,200
3144 DISTRICT DETECTIVES	4,581,588	4,450,835	4,043,277	4,091,517	3,811,009	3,920,101
3146 FIREARMS	52,185	41,342	35,000	35,000	35,000	35,000
3147 L.A.W.N.E.T.	165,285	174,928	167,339	157,835	181,128	186,618
3149 SPECIAL TACTICS	26,921	34,950	16,493	16,493	14,691	14,830
3150 PATROL	12,436,178	12,923,407	14,665,703	14,177,657	15,189,291	15,498,389
3152 SPECIAL SERVICES	1,241,114	1,049,127	1,015,322	1,085,206	494,165	503,213
3156 CROSSING GUARDS	212,082	214,492	208,672	82,500	208,672	208,672
3158 MOUNTAIN BIKES	1,094	1,147	1,750	1,750	4,250	1,750
3159 K-9	390,059	365,739	368,141	372,738	397,411	408,769
3160 MOTORCYCLE UNIT	46,026	19,377	11,998	14,095	12,631	11,198
3162 COMMUNITY STANDARDS	1,571,233	1,498,651	1,746,873	1,573,494	1,621,343	1,642,387
3165 2020 PRESIDENTIAL DEBATE	-	7,449	14,900	-	-	-
3172 ANIMAL CONTROL	135,570	135,570	135,570	135,570	135,570	135,570
Total	\$28,994,961	\$29,435,693	\$31,548,166	\$29,510,738	\$31,244,944	\$32,189,601

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3149 SPECIAL TACTICS	11,860	-	-	-	-	-
3150 PATROL	7,439	6,500	56,997	52,549	3,417	500
Total	\$19,299	\$6,500	\$56,997	\$52,549	\$3,417	\$500

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	12,475	-	-	-	-	-
3144 DISTRICT DETECTIVES	6,425	-	-	-	-	-
3146 FIREARMS	-	-	67,200	67,200	-	-
3150 PATROL	(3,419)	83,973	112,426	104,950	53,082	10,000
3152 SPECIAL SERVICES	-	30,007	8,145	11,874	-	-
3158 MOUNTAIN BIKES	13,591	-	-	-	-	-
Total	\$29,072	\$113,980	\$187,771	\$184,024	\$53,082	\$10,000

Expenses by Activity (0053 POLICE & FIRE RELIEF)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	75,000	-	25,000	-	25,000	25,000
Total	\$75,000	-	\$25,000	-	\$25,000	\$25,000

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3111 PROFESSIONAL STANDARDS	-	-	-	199	-	-
3121 ADMINISTRATIVE SERVICES	1,170	199	-	294	-	-
3135 HOSTAGE NEGOTIATIONS	-	750	-	-	-	-
3144 DISTRICT DETECTIVES	4,770	785	6,000	2,000	10,000	6,000
3149 SPECIAL TACTICS	-	1,598	-	-	-	-
3150 PATROL	13,050	10,718	15,000	8,000	23,000	9,000
3152 SPECIAL SERVICES	1,210	1,180	-	-	-	-
3159 K-9	800	1,375	-	-	-	-
Total	\$21,000	\$16,605	\$21,000	\$10,493	\$33,000	\$15,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	-	-	2,101,702	1,746,172	-	-
3035 PUBLIC SAFETY GRANTS	20,875	20,618	-	3,988	-	-
Total	\$20,875	\$20,618	\$2,101,702	\$1,750,160	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
3112 COMMUNITY MENTAL HEALTH	-	-	49,800	49,800	-	-
Total	-	-	\$49,800	\$49,800	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Police

Service Unit Manager: Michael Cox

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Provide uniform police response to the community.	●	●			●		Response time is less than or equal to 5 minutes.	6/30/2022	3.5 minutes	3.55 minutes	3.5 minutes	3.5 minutes
							Increase visibility and address emerging crime through community centered operational plans.	6/30/2022	In Progress	Met	Yes	Yes
							Respond to all public safety calls.	6/30/2022	Met	Met	Yes	Yes
Provide follow up detective and criminal investigation services to the community.	●	●			●		Felony cases with a solvability factor are assigned to a detective 100% of the time.	6/30/2022	Yes	Yes	Yes	Yes
							Reduce Violent Crime.	6/30/2022	280	269	269	<250
							Reduce Property Crime.	6/30/2022	2151	1864	1864	<2000
Provide traffic safety services to the community.	●	●		●	●		>99% of crossing guard locations are staffed.	6/30/2022	Met	Met	Yes	Yes
							School zones related complaints are evaluated within three days of receipt.	6/30/2022	Not Met	N/A	Yes	Yes
							>70% community satisfaction with traffic safety as measured by survey.	6/30/2022	N/A	N/A	Yes	N/A
							All traffic complaints are evaluated within one week of receipt.	6/30/2022	In Progress	In Progress	Yes	Yes
Enhance the department's engagement with the community.	●			●	●		Increase the public educational services offered to community members.	6/30/2022	Met	Met	Yes	Yes
							>90% good or excellent ratings in surveys.	6/30/2022	Not Met	Not Met	Yes	Yes
							100% of citizen complaints are investigated.	6/30/2022	Met	Met	Yes	Yes
							Create positive interactions with diverse segments of AA community.	6/30/2022	In Progress	In Progress	Yes	Yes
							Conduct Citizen's Academy Annually with 25 person enrollment.	5/31/2022	20	N/A-COVID	Yes	Yes
Provide parking and community standards enforcement for the community.	●	●			●		100% of complaints are assigned.	6/30/2022	Met	Met	Yes	Yes
							Reduce Code Violations.	6/30/2022	406	380	380	380
							Provide parking enforcement staffing for routine and special events 100% of the time.	6/30/2022	Met	Met	Yes	Yes
Provide the direction and planning for the organization	●	●	●	●	●	●	Review and enhance data systems to increase transparency and communications.	6/30/2022	In Progress	In Progress	Yes	Yes
							Adopt National best practices.	6/30/2022	In Progress	In Progress	In progress	Yes
							Create data driven approach to management of resources.	6/30/2022	In Progress	In Progress	Yes	Yes

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

**SAFETY SERVICES
POLICE SERVICES**

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00	1.00
COMM STANDARD OFFICER I	118504	1.00	1.00
COMM STANDARD OFFICER III	118524	2.00	2.00
COMM STANDARDS OFFICER IV	118534	3.00	3.00
COMM STANDARDS OFFICER V	118544	2.00	2.00
COMM STANDARDS SUPV III	196724	1.00	1.00
COMMUNITY STANDARDS OFFIC	118534	1.00	1.00
DATA ANALYST	409999	1.00	1.00
DEPUTY CHIEF	168810	2.00	2.00
DETECTIVE	148762	1.00	1.00
DETECTIVE I - BACH	148711	2.00	2.00
DETECTIVE I-BACH	148711	2.00	2.00
DETECTIVE II - BACH	148801	2.00	2.00
DETECTIVE II-ASSOC	148802	1.00	1.00
DETECTIVE III	148770	1.00	1.00
DETECTIVE III - BACH	148771	10.00	10.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
OFFICE MANAGER	403180	1.00	1.00
POLICE CHIEF	403710	1.00	1.00
POLICE LIEUTENANT DEGREED	158731	7.00	7.00
POLICE OFFICER	148700	1.00	1.00
POLICE OFFICER - ASSOC	148702	14.00	14.00
POLICE OFFICER - BACH	148701	35.00	35.00
POLICE OFFICER-BACH	148701	5.00	5.00
POLICE PROFESSIONAL ASST	180000	6.00	6.00
POLICE SERVICE SPECIALIST	128560	2.00	2.00
POLICE SERVICE SPECIALIST	128561	2.00	2.00
POLICE SRVS SPEC CADET	128559	2.00	2.00
POLICE STAFF SGT DEGREED	158761	18.00	18.00
RECORDS AND DATA UNIT SUP	196800	1.00	1.00
SENIOR OFFICER I - ASSOC	148692	1.00	1.00
SENIOR OFFICER I - BACH	148691	1.00	1.00
SENIOR OFFICER II - ASSOC	148902	2.00	2.00
SENIOR OFFICER II - BACH	148901	16.00	16.00
Total		149.00	149.00

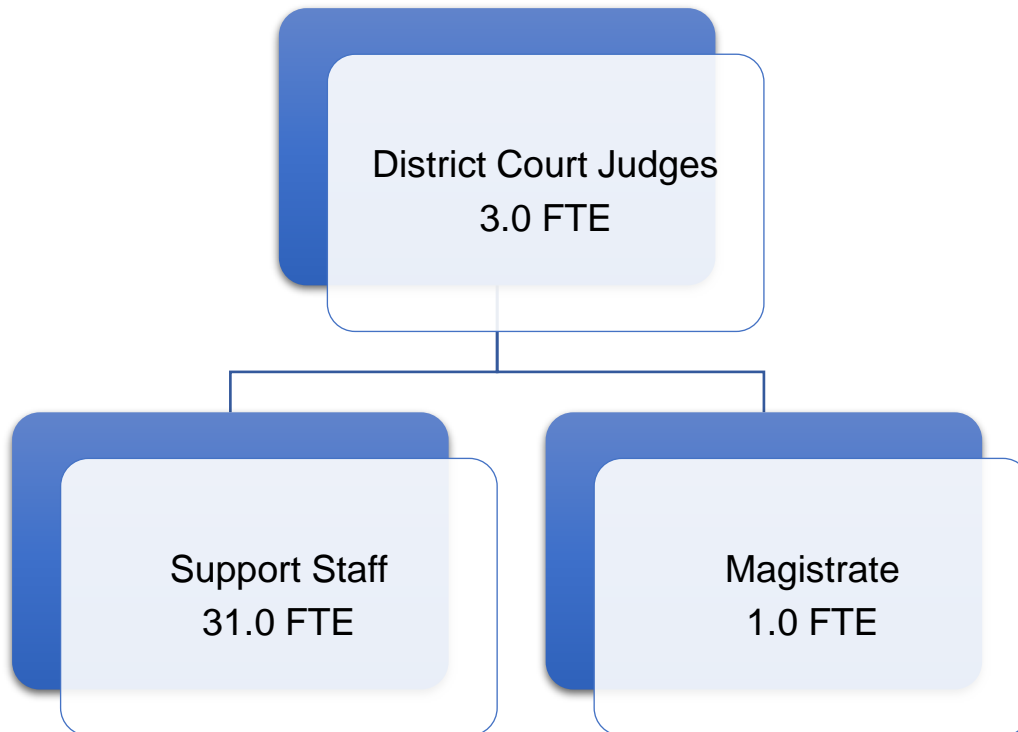
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FIFTEENTH DISTRICT COURT

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 arraignments, probable cause conferences and preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord/tenant cases, hear appeals from small claims cases, and conduct formal hearings in civil infraction cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law. The Court operates four specialized problem-solving programs: a dedicated Domestic Violence docket, Mental Health Court, Sobriety Court, and Veterans Treatment Court.

Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases ≤ \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases ≤ \$6,500
- Criminal & Traffic Misdemeanors punishable by 1 year or less in jail
- Arrest Warrant & Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents' Ordinance Violations
- Felony Arraignments, Probable Cause Conferences & Preliminary Examinations
- Specialized Problem-solving Programs

15TH DISTRICT COURT

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
FINES & FORFEITS	1,465,602	1,384,850	1,735,935	1,442,941	1,447,275	1,447,275
INTERGOVERNMENTAL REVENUES	655,131	542,048	1,004,927	806,894	150,684	150,684
INVESTMENT INCOME	878	1,341	322	303	322	322
OPERATING TRANSFERS IN	160,900	377,507	135,000	135,000	135,000	135,000
PRIOR YEAR SURPLUS	-	-	2,000	-	-	-
Total	\$2,282,511	\$2,305,746	\$2,878,184	\$2,385,138	\$1,733,281	\$1,733,281

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	1,553,036	1,482,535	1,800,529	1,505,341	1,508,281	1,508,281
COURT FACILITIES (0023)	224,987	224,600	225,000	225,175	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	357,556	316,440	607,866	607,866	-	-
INDIGENT DEFENSE FUND (0260)	146,932	282,171	244,789	46,756	-	-
Total	\$2,282,511	\$2,305,746	\$2,878,184	\$2,385,138	\$1,733,281	\$1,733,281

15TH DISTRICT COURT

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	2,139,279	2,158,664	2,217,150	2,138,473	2,076,580	2,078,640
PAYROLL FRINGES	1,314,675	1,246,280	1,337,143	1,304,939	1,389,617	1,449,190
OTHER SERVICES	821,531	779,372	1,634,840	1,002,673	338,849	339,388
MATERIALS & SUPPLIES	74,664	73,333	78,556	80,125	82,650	82,650
OTHER CHARGES	738,178	821,594	849,971	907,832	1,072,267	1,116,413
PASS THROUGHGS	225,000	431,507	225,000	225,000	225,000	225,000
CAPITAL OUTLAY	13,495	-	-	-	-	-
EMPLOYEE ALLOWANCES	2,890	2,400	3,240	2,400	1,140	1,140
Total	\$5,329,712	\$5,513,150	\$6,345,900	\$5,661,442	\$5,186,103	\$5,292,421

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	4,743,688	4,681,854	4,977,589	4,720,513	4,961,103	5,067,421
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	361,024	317,464	644,367	644,367	-	-
INDIGENT DEFENSE FUND (0260)	-	288,832	498,944	71,562	-	-
Total	\$5,329,712	\$5,513,150	\$6,345,900	\$5,661,442	\$5,186,103	\$5,292,421

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
15TH DISTRICT COURT	35.00	35.00	35.00	35.00	35.00
Total	35.00	35.00	35.00	35.00	35.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUES

Fines & Forfeits - This reflects the anticipated decrease in ordinance fines revenue for FY 2022.

Intergovernmental Revenues - The FY 2021 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2022.

EXPENSES

Personnel Services - The reduction reflects staff turnover in FY 2021 within the 15th District Court as well as the planned reduction in temporary pay costs in FY 2022.

Payroll Fringes - The increase relates to increased healthcare and retirement contribution costs in FY 2022.

Other Services - The FY 2021 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2022.

Other Charges - This increase is due to the higher insurance premiums and retiree medical insurance in FY 2022.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fifteenth District Court would be charged \$1,635,399 in FY 2022.

15TH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	1,334,211	1,373,456	1,467,092	1,304,663	1,483,439	1,536,732
5120 JUDICIAL & DIRECT SUPPORT	1,204,986	1,215,742	1,173,337	1,161,386	1,194,011	1,213,638
5140 CASE PROCESSING	1,160,593	1,152,198	1,365,479	1,378,050	1,278,650	1,294,981
5141 COURT APPOINTED ATTORNEY	184,801	15,138	-	-	-	-
5160 PROBATION/POST JUDGMNT SUP	859,095	925,318	971,681	876,414	1,005,003	1,022,070
Total	\$4,743,686	\$4,681,852	\$4,977,589	\$4,720,513	\$4,961,103	\$5,067,421

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
9500 DEBT SERVICE	225,000	225,000	225,000	225,000	225,000	225,000
Total	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
1000 ADMINISTRATION	3,507	1,027	36,505	36,505	-	-
3035 PUBLIC SAFETY GRANTS	357,515	316,441	607,862	607,862	-	-
Total	\$361,022	\$317,468	\$644,367	\$644,367	-	-

Expenses by Activity (0260 INDIGENT DEFENSE FUND)

Activity	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
2026 LOCAL SHARE FOR INDIGENT DEFENSE	-	187,296	19,210	19,210	-	-
3035 PUBLIC SAFETY GRANTS	-	101,535	479,734	52,352	-	-
Total	-	\$288,831	\$498,944	\$71,562	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: NA

Area Administrator: NA

Service Unit: District Court

Service Unit Manager: Shryl Samborn

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	TIMEFRAME FOR COMPLETION	FY2019 Actual	FY2020 Actual	FY2021 Projected	FY2022 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital						
Administration is responsible for managing all non-judicial functions of the court, including: personnel; budget; finances; and, compliance with state law, State Court Administrative Office directives and state reporting.	●		●		●	●	Ensure 100% compliance with State Court Administrative Office (SCAO) reporting requirements.	Monthly	100%	100%	100%	100%
Judicial officers are responsible for providing timely and impartial resolution of disputes to ensure the rule of law and protection of individual rights. Judicial officers and support staff are responsible for creating an official record of court proceedings and maintaining decorum in the courtrooms.	●		●	●	●	Clearance Rate of 100%.	Annually	93%	84%	90%	100%	
						Case handled fairly. Local results > or = Most Recent Statewide Average.	Annually	94%	N/A-COVID	N/A-COVID	94%	
						Understands what happened in court case. Local results > or = Most Recent Statewide Average.	Annually	97%	N/A-COVID	N/A-COVID	97%	
						1 or less complaints filed annually against court recorders with the State Board of Review.	Annually	0	0	0	0	
Case Processing is responsible for performing clerical functions essential to the proper functioning of the court, such as case file creation, maintenance and destruction; customer service; event scheduling; notification of parties of court events; and, accepting payments.	●		●	●	●	Abstract Timeliness of 99%.	Quarterly	99%	N/A	N/A	99%	
						Court users treated with courtesy and respect by staff. Local results > or = Most Recent Statewide Average.	Annually	99%	N/A-COVID	N/A-COVID	99%	
						> or = to 97% of payments processed accurately.	Quarterly	97%	97%	97%	97%	
Probation investigates offenders' histories (personal and criminal) prior to sentencing in order to make sentencing recommendations to the court. Post-sentence, Probation monitors offenders' compliance with court orders, and links clients to ancillary services based upon individual needs.	●		●	●	●	>75% of clients who successfully complete probation.	Quarterly	89%	94%	90%	90%	
						Number of in-person, phone and Zoom meetings held with probationers (pre-sentence investigations & reviews).	Quarterly	N/A	4,395	3,500	3,500	
						Sobriety Court graduates only recidivism rate for any new conviction < or = to statewide graduates only recidivism rate.	Annually	N/A	N/A	3%	3%	

Please refer to the *Information Pages: The Budget Process* section for details regarding the strategic goals listed within the above performance metrics.

15TH DISTRICT COURT

Allocated Positions

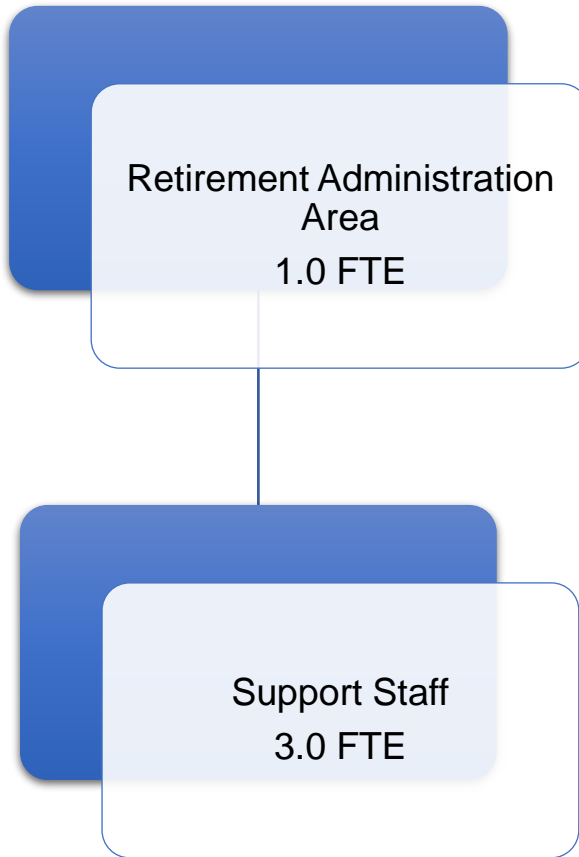
Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
COURT ADMINISTRATOR	404450	1.00	1.00
COURT BAILIFF	000850	3.00	3.00
COURT CLERK II	000930	8.00	8.00
COURT CLERK III	000940	1.00	1.00
COURT REC/SPEC	000895	1.00	1.00
COURT RECORDER	000860	3.00	3.00
DISTRICT COURT JUDGE	200030	3.00	3.00
FISCAL & ADMIN MANAGER	403610	1.00	1.00
JUDICIAL COORDINATOR	000880	3.00	3.00
LEAD COURT CLERK	000890	1.00	1.00
LEAD DIVISION DEPUTY CLER	000910	1.00	1.00
MAGISTRATE	401880	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PROBATION AGENT	000800	6.00	6.00
PROBATION SUPERVISOR	403150	1.00	1.00
Total		35.00	35.00



RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code. The Retirement System shall be construed and enforced under the laws of the State of Michigan and any applicable federal law, rule or regulation, and all of the provisions of the City Ordinance shall be administered in accordance with such laws and regulations as well as any applicable collective bargaining agreements with the City.

Retirement System Organization Chart



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services Accounting
- Employee Communications

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	17,068,324	17,734,894	18,927,318	18,957,318	20,250,000	20,250,000
CONTRIBUTIONS	455,120	401,341	529,455	581,107	529,455	529,455
INVESTMENT INCOME	43,254,454	30,663,600	45,648,341	45,770,000	45,275,357	45,273,826
MISCELLANEOUS REVENUE	12,641	16,588	15,000	20,000	20,000	20,000
OPERATING TRANSFERS IN	2,696,180	688,008	965,951	965,951	845,359	1,499,268
PRIOR YEAR SURPLUS	-	-	5,237,824	-	-	-
Total	\$63,486,719	\$49,504,431	\$71,323,889	\$66,294,376	\$66,920,171	\$67,572,549

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
VEBA TRUST (0052)	14,861,274	7,703,048	19,651,355	14,507,603	13,235,739	13,889,539
PENSION TRUST FUND (0059)	48,625,445	41,801,383	51,672,534	51,786,773	53,684,432	53,683,010
Total	\$63,486,719	\$49,504,431	\$71,323,889	\$66,294,376	\$66,920,171	\$67,572,549

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	661,116	349,710	296,021	296,021	296,621	296,621
PAYROLL FRINGES	156,131	155,680	162,093	154,567	173,023	180,976
OTHER SERVICES	978,886	996,394	3,347,800	3,201,576	3,437,910	3,437,910
MATERIALS & SUPPLIES	2,798	2,590	4,500	2,600	5,930	5,930
OTHER CHARGES	37,783,631	39,812,907	43,407,823	40,394,203	43,556,999	45,252,229
PASS THROUGHs	-	-	5,237,824	2,400,000	-	-
Total	\$39,582,562	\$41,317,281	\$52,456,061	\$46,448,967	\$47,470,483	\$49,173,666

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
VEBA TRUST (0052)	337,062	385,121	6,165,343	3,327,060	1,021,850	1,021,930
PENSION TRUST FUND (0059)	39,245,500	40,932,160	46,290,718	43,121,907	46,448,633	48,151,736
Total	\$39,582,562	\$41,317,281	\$52,456,061	\$46,448,967	\$47,470,483	\$49,173,666

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
RETIREMENT SYSTEM	4.00	4.00	4.00	4.00	4.00
Total	4.00	4.00	4.00	4.00	4.00

RETIREMENT SYSTEM

REVENUES

Charges for Services - This reflects an increase in retirement contributions.

Investment Income - This reflects anticipated income for FY 2022 based on anticipated investment performance.

Operating Transfers In - This reflects a decrease in the transfer of excess contributions into the VEBA Trust Fund, which is derived from the actuarial defined contribution less amounts paid for health care for current retirees.

Prior Year Surplus - This reflects a use of fund balance for a one-time transfer from the VEBA Trust in FY 2021 to the Risk Fund.

EXPENSES

Other Services - This reflects an increase in fees with investment managers.

Other Charges - This reflects an increase in anticipated retirement payments.

Pass Throughs - This reflects a one-time transfer from the VEBA Trust in FY 2021 to the Risk Fund.

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
ACCOUNTANT II-RET SYSTEM	401770	1.00	1.00
EXECUTIVE DIRECTOR-RET SY	403740	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PENSION ANALYST	403650	1.00	1.00
Total		4.00	4.00



DOWNTOWN DEVELOPMENT AUTHORITY

The Downtown Development Authority was created by City Council in 1982 as a vehicle for urban revitalization. Since its creation, the DDA has been a vital agent in the rejuvenation of an evolving and diverse downtown, and a significant catalyst encouraging new private investment. Some of the more important DDA initiatives include management of the public parking system, support for downtown transportation and affordable housing, and street and other right-of-way improvements aimed at making downtown safer and more comfortable for pedestrians and other users.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	22,787,368	19,172,371	25,006,600	12,042,100	14,458,000	17,864,000
CONTRIBUTIONS	-	-	-	424,457	-	-
INVESTMENT INCOME	675,678	438,336	281,000	174,800	75,800	70,800
MISCELLANEOUS REVENUE	221,489	38,311	198,600	412,000	194,000	194,000
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	3,871,368	1,339,526	11,128,100	5,236,100	2,963,000	2,975,700
SALE OF BONDS	-	-	11,104,800	-	7,831,453	675,866
TAXES	2,229,170	7,017,309	7,581,100	7,581,100	-	-
	6,837,590	5,074,228	7,263,400	7,350,700	7,607,900	7,874,200
Total	\$36,662,663	\$33,080,081	\$62,563,600	\$33,221,257	\$33,220,153	\$29,654,566

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
DDA HOUSING FUND (0001)	342,541	346,808	1,301,500	756,100	721,300	391,300
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	7,170,108	7,184,947	9,915,400	7,434,700	12,285,917	7,918,200
DDA PARKING MAINTENANCE (0033)	1,907,679	66,341	11,246,700	4,710,000	2,613,000	2,613,000
DDA PARKING FUND (0063)	23,223,165	19,398,096	31,118,400	12,314,900	17,599,936	18,732,066
2019-A CAPITAL IMPROVEMENT BONDS (0086)	3,979,170	6,083,889	8,981,600	8,005,557	-	-
Total	\$36,662,663	\$33,080,081	\$62,563,600	\$33,221,257	\$33,220,153	\$29,654,566

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GRANT/LOAN RECIPIENTS	1,757,583	1,532,638	2,801,000	2,384,600	2,285,000	2,275,000
PERSONNEL SERVICES	551,832	627,266	932,234	972,234	793,388	792,684
PAYROLL FRINGES	308,102	314,542	303,026	303,026	318,973	332,404
OTHER SERVICES	14,188,580	12,450,975	16,105,800	9,939,207	11,147,466	11,689,977
MATERIALS & SUPPLIES	30,970	75,751	105,900	63,600	90,800	90,800
OTHER CHARGES	1,263,195	1,132,527	3,788,500	798,100	1,112,346	1,283,362
PASS THROUGHS	9,540,783	7,504,045	16,599,500	10,698,500	8,545,300	9,009,376
CAPITAL OUTLAY	4,510,194	7,493,757	21,925,300	13,861,600	8,922,200	3,644,512
EMPLOYEE ALLOWANCES	2,470	4,810	2,340	2,340	4,680	4,680
Total	\$32,153,709	\$31,136,311	\$62,563,600	\$39,023,207	\$33,220,153	\$29,122,795

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	264,076	487,216	1,301,500	1,134,400	721,300	391,300
DDA PARKING MAINTENANCE (0033)	7,090,487	6,342,328	9,915,400	7,724,200	12,285,917	7,386,429
DDA PARKING FUND (0063)	2,083,799	1,962,786	11,246,700	4,088,000	2,613,000	2,613,000
2019-A CAPITAL IMPROVEMENT BONDS (0086)	20,692,808	16,326,301	31,118,400	17,095,080	17,599,936	18,732,066
	2,022,539	6,017,680	8,981,600	8,981,527	-	-
Total	\$32,153,709	\$31,136,311	\$62,563,600	\$39,023,207	\$33,220,153	\$29,122,795

FTE Count

Category	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
DOWNTOWN DEVELOPMENT AUTHORITY	6.00	6.00	6.00	6.00	6.00
Total	6.00	6.00	6.00	6.00	6.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services - This category accounts primarily for parking fees. The FY 2022 decrease is due to the reduction in parking demand caused by the COVID-19 pandemic.

Investment Income - Both the Parking Fund and the DDA General Fund are planning spend downs of fund balance. The reduction in investment income is reflective of both this and the uncertainty of interest rates.

Prior Year Surplus - This reflects a planned use of fund balance in FY 2022 for capital projects and a use of fund balance due to the loss of parking revenues.

Sale of Bonds - This category accounts for bond reimbursements for the 2019-A Capital Improvement Bond Issue.

Taxes - The FY 2022 tax revenues are budgeted at an increase of 3.5% based on the increase cap implemented by City Ordinance.

EXPENSES

Grant/Loan Recipients - This category accounts for grants issued by the DDA. The FY 2022 grants are primarily for affordable housing, alternative transportation, and City Hall/Police facility support.

Personnel Services - The FY22 decrease is due to a one-time payout of retirement severance in FY 2021. FTE's remain the same.

Other Services - This category accounts for operating expenses of the parking system, including meter rent paid to the City. Parking system costs were reduced in response to revenue losses due to the pandemic. Administration costs are also accounted for here.

Other Charges - Credit card fees, investment services, and City insurance payments are the primary expenses recorded as Other Charges. Reductions for FY 2022 are related to COVID-19 pandemic effects on parking revenues.

Pass Throughs - Debt service and interfund transfers out are accounted for in this category. The FY 2022 decrease is related to a reduced level of parking facility maintenance necessitated by parking revenue losses.

Capital Outlay - Capital projects of the Parking CIP Fund, the TIF Fund, and the TIF Construction Fund are accounted for in this category. These are primarily one-time expenditures with variability from year to year.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2022 FTE's	FY 2023 FTE's
DDA CAPITAL & PRIVATE PRJ	404490	1.00	1.00
DDA COMMUNICATIONS MGR	404540	1.00	1.00
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
DDA PARKING SERVICES MGR	404480	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		6.00	6.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The SmartZone activities are funded from a tax increment financing (TIF) mechanism with the State.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
INVESTMENT INCOME	153,860	180,966	95,000	95,000	80,000	80,000
MISCELLANEOUS REVENUE	25,538	19,533	-	9,004	-	-
PRIOR YEAR SURPLUS	-	-	1,410,125	-	2,786,058	-
TAXES	3,899,557	4,417,262	4,580,000	4,658,896	4,943,250	5,128,326
Total	\$4,078,955	\$4,617,761	\$6,085,125	\$4,762,900	\$7,809,308	\$5,208,326

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
SMART ZONE LDFA (0009)	4,078,955	4,617,761	6,085,125	4,762,900	7,809,308	5,208,326
Total	\$4,078,955	\$4,617,761	\$6,085,125	\$4,762,900	\$7,809,308	\$5,208,326

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
OTHER SERVICES	3,351,375	3,775,878	6,009,064	5,609,064	7,713,686	4,715,232
OTHER CHARGES	46,476	74,208	76,061	76,061	95,622	98,189
Total	\$3,397,851	\$3,850,086	\$6,085,125	\$5,685,125	\$7,809,308	\$4,813,421

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
SMART ZONE LDFA (0009)	3,397,851	3,850,086	6,085,125	5,685,125	7,809,308	4,813,421
Total	\$3,397,851	\$3,850,086	\$6,085,125	\$5,685,125	\$7,809,308	\$4,813,421

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

REVENUES

Investment Income - The decrease reflects a lower anticipated rate of return on investments.

Prior Year Surplus - The increase is due to a planned use of fund balance in FY 2022.

Taxes - The increase is due to higher projected tax capture for the authority.

EXPENSES

Other Services - This reflects increased programming for various activities of the LDFA.

Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2020	Amended Budget FY2021	Forecast FY2021	Request FY2022	Projection FY2023
REVENUES					
Tax Revenue	\$ 4,417,262	\$ 4,580,000	\$ 4,658,896	\$ 4,943,250	5,128,326
Miscellaneous Revenue	19,533	-	9,004	-	-
Microloan Repayments	-	-	-	-	-
Prior Year Fund Balance	-	1,410,125	-	2,786,058	-
Investment Income	180,966	95,000	95,000	80,000	80,000
Total Revenue	\$ 4,617,761	\$ 6,085,125	\$ 4,762,900	\$ 7,809,308	\$ 5,208,326
EXPENDITURES					
<u>Business Accelerator Support Services</u>					
SPARK Business Accelerator Direct Staffing	\$ 799,000	\$ 832,970	\$ 832,970	\$ 839,388	839,388
Phase II - Due Diligence	-	-	-	-	-
Phase III - Intensive Service	847,273	775,000	775,000	825,000	825,000
Phase IV - Accelerating Opportunities	-	-	-	-	-
Sub-Total	1,646,273	1,607,970	1,607,970	1,664,388	1,664,388
<u>Entrepreneurial Development & Education Programs</u>					
Education & Development Programs	-	-	-	-	-
Business Networking Events/Sponsorships	73,659	-	-	-	-
Bootcamp	45,000	50,000	50,000	50,000	50,000
Sub-Total	118,659	50,000	50,000	50,000	50,000
Mobility Support	139,951	246,500	246,500	250,000	250,000
Major Events: Tech Trek & NAIAS	38,907	335,000	335,000	335,000	335,000
Internship Support & Talent Training	605,220	590,000	590,000	640,000	640,000
Sponsorships/Partnered Events/Trade Show	43,328	100,000	100,000	100,000	100,000
Business Software Access for Clients	26,123	43,000	43,000	43,000	43,000
SPARK Central Incubator Operating Exp	303,788	300,000	300,000	300,000	300,000
Incubator Expansion	13,854	-	-	-	-
<u>Ypsilanti</u>					
SPARK East Operating Expense	149,884	150,000	150,000	150,000	150,000
SPARK Services (acceptable uses)	241,268	175,000	175,000	219,325	237,833
Youth Talent Development Program	-	-	-	125,000	125,000
SPARK East Capital	11,000	-	-	-	-
Other	47,848	125,000	125,000	-	-
Sub-Total	450,000	450,000	450,000	494,325	512,833
<u>SPARK Indirect Services</u>					
SPARK Accounting	127,000	143,500	143,500	147,200	147,200
Marketing	214,308	225,000	225,000	250,000	250,000
Sub-Total	341,308	368,500	368,500	397,200	397,200
Spark Total	3,727,411	4,090,970	4,090,970	4,273,913	4,292,421
Strategic Initiatives (Grants)	-	400,000	-	400,000	400,000
Tech Park Fiber Grant	-	1,500,000	1,500,000	3,000,000	-
<u>City of Ann Arbor Indirect Services</u>					
Legal & Admin Support	95,320	83,300	83,300	105,840	110,000
Professional Services	19,500	3,000	3,000	21,700	3,000
Contracted Services	2,855	2,855	2,855	2,855	3,000
Software Maintenance	5,000	5,000	5,000	5,000	5,000
Total Operating Expenditures	\$ 3,850,086	\$ 6,085,125	\$ 5,685,125	\$ 7,809,308	\$ 4,813,421
Net Increase (Use) of Fund Balance	\$ 767,675	\$ -	\$ (922,225)	\$ -	\$ 394,905

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NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AAATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2020 was \$822 million. The debt subject to that limit as of June 30, 2020, was \$113 million or 1.4% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2020 was \$290 million (including premiums and discounts).

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
CHARGES FOR SERVICES	7,854,196	8,424,287	9,178,073	7,363,907	7,627,300	8,738,676
INTERGOVERNMENTAL REVENUES	-	-	-	476,022	476,000	476,000
INVESTMENT INCOME	9,861	38,961	1,200	2,091	1,200	1,200
MISCELLANEOUS REVENUE	643,473	722,507	540,795	760,344	541,750	541,750
OPERATING TRANSFERS IN	4,784,051	7,040,897	4,810,378	4,810,378	4,815,853	4,830,245
PRIOR YEAR SURPLUS	-	-	33,000	-	2,811,706	2,686,333
SALE OF BONDS	44,556,297	-	-	-	-	-
TAXES	10,883,620	11,390,384	11,847,037	11,943,831	12,155,060	12,471,092
Total	\$68,731,498	\$27,617,036	\$26,410,483	\$25,356,573	\$28,428,869	\$29,745,296

Revenues by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	20,899,152	17,731,330	16,370,719	15,348,918	18,413,480	19,275,658
GENERAL DEBT SERVICE (0035)	47,832,346	9,885,706	10,006,764	10,007,655	10,015,389	10,469,638
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	33,000	-	-	-
Total	\$68,731,498	\$27,617,036	\$26,410,483	\$25,356,573	\$28,428,869	\$29,745,296

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
PERSONNEL SERVICES	-	-	425,354	38,868	1,051,336	1,797,633
PAYROLL FRINGES	70,376	500,000	-	-	-	-
OTHER SERVICES	745,477	230,730	278,851	274,010	532,668	531,143
MATERIALS & SUPPLIES	29,309	25,548	64,501	27,428	30,501	30,501
OTHER CHARGES	47,782,685	10,469,917	11,374,916	11,285,668	10,547,887	11,105,423
PASS THROUGHS	11,819,537	13,172,564	12,870,579	12,870,579	14,470,722	14,792,893
Total	\$60,447,384	\$24,398,759	\$25,014,201	\$24,496,553	\$26,633,114	\$28,257,593

Expenses by Fund

Fund	Actual FY 2019	Actual FY 2020	Budget FY 2021	Forecasted FY 2021	Request FY 2022	Projected FY 2023
GENERAL (0010)	12,771,578	14,438,158	14,974,437	14,456,789	16,613,070	17,783,207
GENERAL DEBT SERVICE (0035)	47,675,806	9,960,601	10,006,764	10,006,764	10,015,389	10,469,638
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	33,000	33,000	4,655	4,748
Total	\$60,447,384	\$24,398,759	\$25,014,201	\$24,496,553	\$26,633,114	\$28,257,593

NON-DEPARTMENTAL

REVENUES

Charges for Services - This reflects a decrease in anticipated parking revenue from the DDA for FY 2022 due to the effects of the COVID-19 pandemic.

Intergovernmental Revenues - This reflects revenue from the State of Michigan for Marijuana Excise Tax that is expected to be received by the City.

Prior Year Surplus - This line item is used to balance budgeted expenditures over projected revenues. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational items only.

Taxes - General Fund property taxes are projected to increase by 2.6% in FY 2022 for the Ann Arbor Area Transportation Authority tax levy.

EXPENSES

Personnel Services - This reflects an increase in pay contingency for unsettled contracts that are forecasted to not be settled by fiscal year end and non-union wage increases.

Other Services - This increase reflects expenditure of the Marijuana Excise Tax revenue per Council direction.

Materials & Supplies - This reflects a decrease in postage and materials and supplies.
Other Charges - This decrease reflects one-time pension and OPEB contributions budgeted in FY 2021.

Pass Throughs - This increase reflects the restoration of the transfer from the General Fund to the Capital Sinking Fund in FY 2022 as well as a one-time transfer to the General Capital Fund for fire station replacement.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2020:

Governmental Activities Debt									
FY Ending	General Obligation Portion				PACE Bonds		Total Governmental Activities Debt		
	Capital Projects Bonds Principal	Interest	Special Revenue Bonds Principal	Interest	Principal	Interest	Principal	Interest	Total
2021	5,595,000	2,903,051	1,045,000	394,914	54,000	8,116	6,694,000	3,306,081	10,000,081
2022	5,745,000	2,761,684	1,070,000	373,208	53,000	5,794	6,868,000	3,140,686	10,008,686
2023	6,350,000	2,615,961	1,090,000	350,440	53,000	3,494	7,493,000	2,969,895	10,462,895
2024	6,530,000	2,453,072	840,000	323,188	54,000	1,172	7,424,000	2,777,432	10,201,432
2025	6,730,000	2,267,564	870,000	297,538			7,600,000	2,565,102	10,165,102
2026	6,910,000	2,075,619	895,000	271,063			7,805,000	2,346,682	10,151,682
2027	7,140,000	1,870,631	920,000	243,838			8,060,000	2,114,469	10,174,469
2028	7,375,000	1,657,030	950,000	215,788			8,325,000	1,872,818	10,197,818
2029	7,610,000	1,435,794	975,000	186,913			8,585,000	1,622,707	10,207,707
2030	6,235,000	1,207,494	1,010,000	157,138			7,245,000	1,364,632	8,609,632
2031	6,450,000	1,019,806	1,040,000	125,738			7,490,000	1,145,544	8,635,544
2032	6,670,000	825,630	1,075,000	92,019			7,745,000	917,649	8,662,649
2033	6,290,000	585,280	1,110,000	56,513			7,400,000	641,793	8,041,793
2034	4,665,000	355,012	1,140,000	19,238			5,805,000	374,250	6,179,250
2035	4,860,000	181,200					4,860,000	181,200	5,041,200
2036									
2037									
2038									
	\$95,155,000	\$24,214,828	\$14,030,000	\$3,107,536	\$214,000	\$18,576	\$109,399,000	\$27,340,940	\$136,739,940
Interest Ranges		1.750-3.75%		2.000 - 3.375%		4.340%		1.750-3.75%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2020:

Enterprise Funds

FY Ending	Water & Sewer Revenue Bonds		Storm Debt		CWRFS & DWRFS & SWQIFS		Other Bonds		Total Enterprise Debt		
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2021	5,415,000	843,200	939,619	344,425	6,268,867	2,497,140	500,000	46,667	13,123,485	3,731,433	16,854,918
2022	5,530,000	713,791	960,395	322,346	6,403,290	2,378,072	520,000	36,550	13,413,685	3,450,759	16,864,444
2023	5,640,000	580,785	980,200	299,631	6,538,290	2,235,893	280,000	27,333	13,438,490	3,143,641	16,582,131
2024	5,760,000	444,502	1,008,647	276,038	6,680,336	2,090,660	285,000	21,700	13,733,983	2,832,899	16,566,883
2025	5,215,000	307,565	1,037,601	251,868	6,752,096	1,942,199	290,000	15,967	13,294,697	2,517,599	15,812,296
2026	3,405,000	239,582	1,062,122	226,286	6,852,041	1,791,404	300,000	10,100	11,619,163	2,267,373	13,886,536
2027	3,405,000	171,190	1,095,585	200,418	6,951,538	1,638,201	305,000	4,067	11,757,123	2,013,876	13,770,998
2028	1,620,000	117,732	1,116,345	173,787	7,041,562	1,482,431			9,777,907	1,773,950	11,551,857
2029	1,695,000	81,712	1,040,694	147,064	7,140,986	1,324,181			9,876,680	1,552,957	11,429,637
2030	1,715,000	43,124	1,065,499	120,897	7,214,257	1,142,929			9,994,756	1,306,950	11,301,705
2031	1,725,000		1,065,841	93,982	7,260,410	995,345			10,051,250	1,089,327	11,140,577
2032			880,998	68,452	7,130,195	708,027			8,011,194	776,479	8,787,673
2033			722,121	45,643	6,891,536	679,910			7,613,657	725,553	8,339,209
2034			661,156	27,498	6,981,977	527,379			7,643,133	554,877	8,198,010
2035			370,103	12,165	6,575,203	376,670			6,945,306	388,835	7,334,141
2036			208,202	4,242	6,548,105	233,933			6,756,307	238,175	6,994,482
2037			212,925	(1,342)	4,483,105	104,405			4,696,030	103,063	4,799,093
2038			34,699	(3,779)	4,577,529	6,052			4,612,227	2,273	4,614,500
2039			15,595	(981)					15,595	(981)	14,614
	\$41,125,000	\$3,543,183	\$14,478,344	\$2,608,639	\$118,291,323	\$22,154,831	\$2,480,000	\$162,384	\$176,374,668	\$28,469,037	\$204,843,705
Interest Ranges		2.000 - 3.25%		1.625 - 3.5				2.000 - 3.00%		1.625 - 3.25%	

FY2022-2027 CIP SUMMARY

OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2022–2025). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

To qualify for inclusion into the CIP, a project must:

- Constitute permanent, physical or system improvements greater than or equal to (GTE) \$100,000; or
- A “program” of projects whose total is GTE \$100,000 (e.g. Playgrounds and Neighborhood Parks); or
- Significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or
- A study of at least \$50,000 that will lead to such projects;
- Add to the value or capacity of the infrastructure of the City.

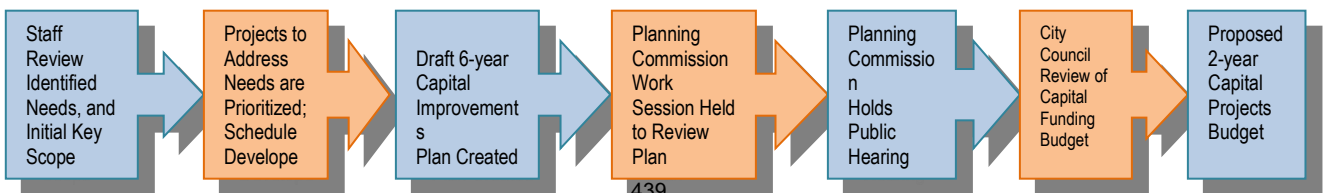
Projects that are considered operational or routine maintenance are excluded.

Preparation of the Capital Improvements Plan is done under the authority of the Michigan Planning Enabling Act (Act 33 of the Public Acts of 2008). It is the City Planning Commission’s goal that the CIP be used as a tool to implement the City Master Plan and assist in the City’s financial planning.

The Capital Improvements Plan proposes project funding relative to the anticipated availability of fiscal resources and the choice of specific improvements to be achieved throughout the six-year plan. The first two years of the Capital Improvements Plan serve as the basis for establishing the City’s Capital Projects Budget (CPB), programming the implementation of the planned projects for the upcoming two fiscal years. The CIP and CPB make up the City’s Capital Improvements Program.

THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

The Capital Improvements Program process begins with a review of identified system needs and concludes with the proposed CPB as outlined below:



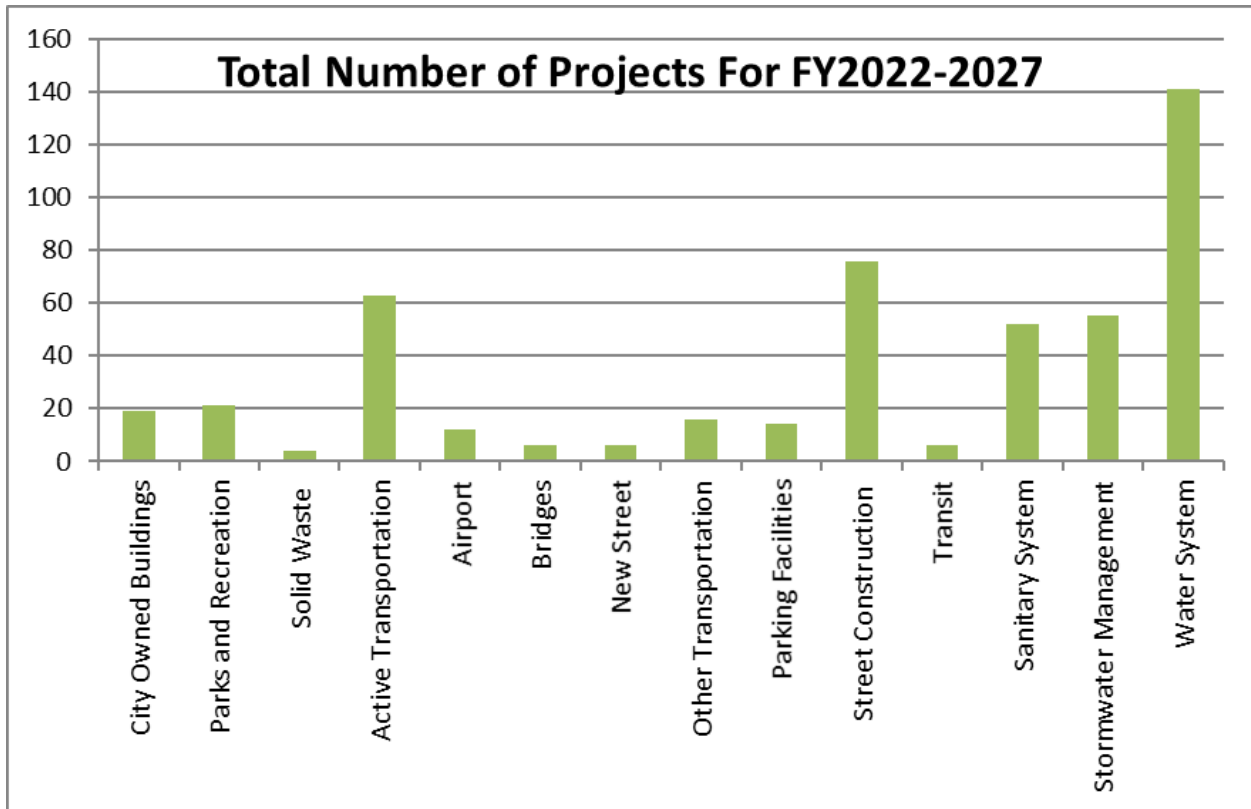
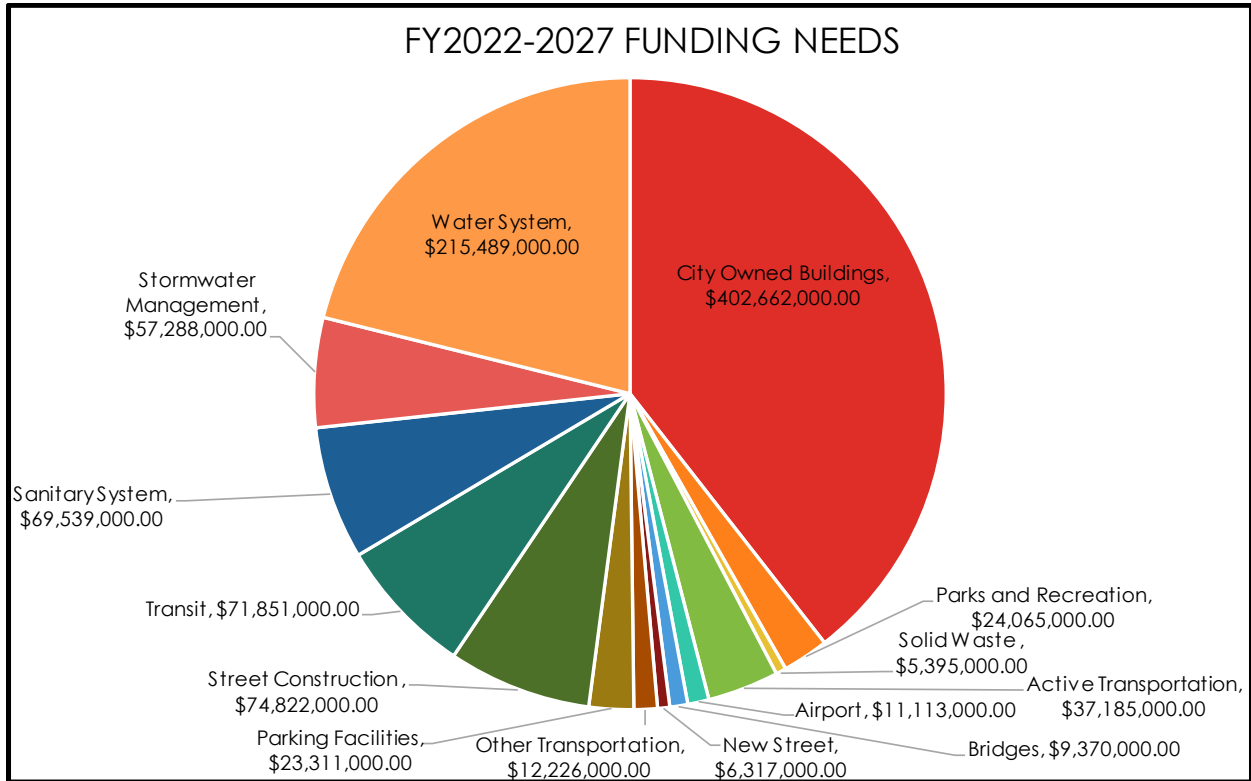
THE TOTALS

A total of 491 projects are included in this year’s CIP with a six-year funding need for fiscal years FY2022–FY2027 of \$1,020,633,000. This is a 54.1% increase from the FY2020–2025 CIP document, which anticipated \$662,036,000 in funding need for fiscal years 2020-2025. This significant increase was driven heavily by the inclusion of approximately \$397,000,000 of new proposed Affordable Housing Commission projects.

The total anticipated funding need for all projects is \$1,385,211,000. This total includes project funds spent prior to fiscal year 2022 and required funds needed after fiscal year 2027 for the projects contained in the plan. This is a 39% increase over the previous plan, again heavily due to the addition of the significant Affordable Housing Commission projects. The charts below indicate the total number of projects for each category, the total costs by asset category, and graphs of the six-year funding need as well as the first-year and second-year funding needs (i.e. the two years of the next capital budget cycle)

FY2022-2027 CIP SUMMARY FUNDING

Category	Number of Projects	Total Funding All Years (Inc. Prior and 2027+)	FY 2022-2027 Total Funding Need	FY2022 Total Funding Need	FY2023 Total Funding Need
City Owned Buildings	19	\$ 414,287,000	\$ 402,662,000.00	\$ 8,542,000.00	\$ 22,441,000.00
Parks and Recreation	21	\$ 86,134,000	\$ 24,065,000.00	\$ 4,000,000.00	\$ 4,250,000.00
Solid Waste	4	\$ 5,624,000	\$ 5,395,000.00	\$ 240,000.00	\$ 80,000.00
Airport	12	\$ 11,113,000	\$ 11,113,000.00	\$ 569,000.00	\$ 4,829,000.00
Active Transportation	63	\$ 47,216,000	\$ 37,185,000.00	\$ 5,467,000.00	\$ 4,461,000.00
Bridges	6	\$ 11,280,000	\$ 9,370,000.00	\$ 2,087,000.00	\$ 2,595,000.00
New Street	6	\$ 7,489,000	\$ 6,317,000.00	\$ 1,676,000.00	\$ 310,000.00
Other Transportation	16	\$ 19,241,000	\$ 12,226,000.00	\$ 3,398,000.00	\$ 3,859,000.00
Parking Facilities	14	\$ 43,098,000	\$ 23,311,000.00	\$ 4,390,000.00	\$ 4,590,000.00
Street Construction	76	\$ 137,528,000	\$ 74,822,000.00	\$ 12,008,000.00	\$ 14,917,000.00
Transit	6	\$ 109,054,000	\$ 71,851,000.00	\$ -	\$ 4,510,000.00
Sanitary System	52	\$ 88,944,000	\$ 69,539,000.00	\$ 16,612,000.00	\$ 16,427,000.00
Stormwater Manageme	55	\$ 79,803,000	\$ 57,288,000.00	\$ 7,712,000.00	\$ 6,864,000.00
Water System	141	\$ 324,400,000	\$ 215,489,000.00	\$ 17,932,000.00	\$ 21,254,000.00
Totals:	491	\$ 1,385,211,000.00	\$ 1,020,633,000.00	\$ 84,633,000.00	\$ 111,387,000.00



FUNDING ISSUES AND SOURCES

A. Funded versus Unfunded Projects for the Two-Year Capital Budget Period of FY2022-FY2023

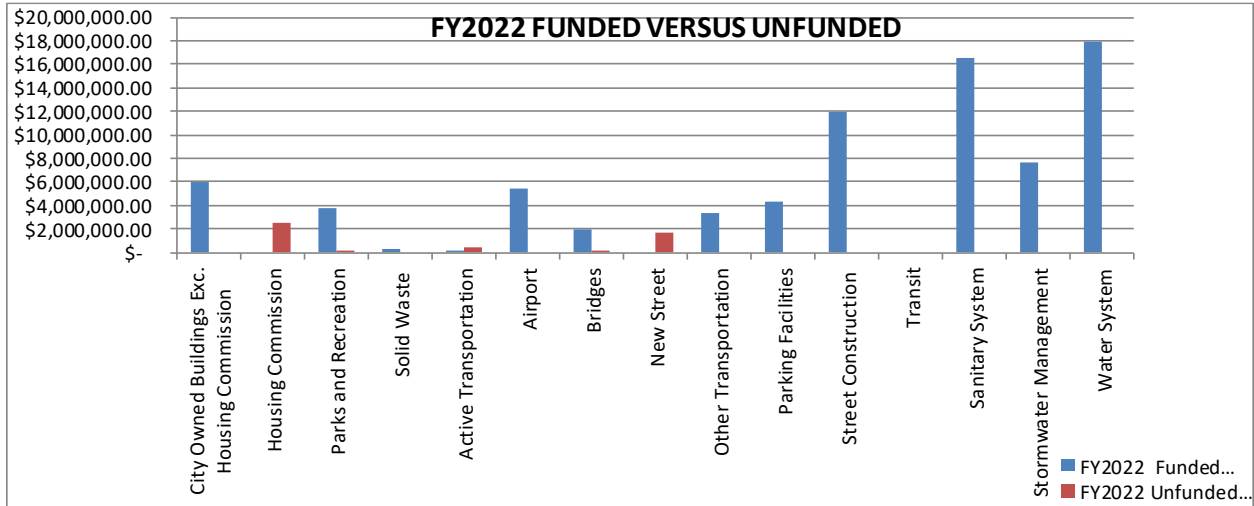
As is often the case with governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are projects contained in this CIP that do not have an established, secure source of funding at this time. Projects in the first two years of the CIP form the basis for the City’s Capital Budget and generally require secure funding. That funding may include specific limited General Fund requests (see Section C. below). Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. However, some higher priority unfunded projects (generally anticipated to be funded via grants or outside funding) are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented. For example, The New Street monies needed in FY2022 are dependent upon a developer proceeding with a site development project and the significant Housing Commission funds needed in FY23 are contingent upon successful grant applications and other outside investments.

For purposes of the “FY2022-FY2023 Funding” chart below, Housing Commission projects have been extracted out from the City Owned Buildings category totals and will be discussed in the Discretionary Outside Funding Section B following. General Funded projects are discussed in Section C and needed general funds are not included in the chart below. For projects that use outside discretionary funds that are already approved (such as Surface Transportation Program funds), same are treated as funded below.

FY2022-FY2023 FUNDING

Category	FY2022 Total Funding Need	FY2022 Funded Need	FY2022 Unfunded Need	FY2023 Total Funding Need	FY2023 Funded Need	FY2023 Unfunded Need
City Owned Buildings						
Exc. Housing Commission	\$ 5,974,000.00	\$ 5,974,000.00	\$0	\$ 3,150,000.00	\$ 3,150,000.00	\$0
Housing Commission	\$ 2,568,000.00	\$0	\$ 2,568,000.00	\$ 19,291,000.00	\$0	\$19,292,000.00
Parks and Recreation	\$ 4,000,000.00	\$3,800,000	\$ 200,000.00	\$ 4,250,000.00	\$3,650,000	\$600,000
Solid Waste	\$ 240,000.00	\$ 240,000.00	\$0	\$ 80,000.00	\$ 80,000.00	\$0
Airport	\$ 569,000.00	\$63,000	\$506,000	\$ 4,829,000.00	\$462,000	\$4,367,000
Active Transportation	\$ 5,467,000.00	\$5,467,000	\$0	\$ 4,461,000.00	\$4,461,000	\$0
Bridges	\$ 2,087,000.00	\$1,912,000	\$175,000	\$ 2,595,000.00	\$1,345,000	\$1,250,000
New Street	\$ 1,676,000.00	\$0	\$ 1,676,000.00	\$ 310,000.00	\$0	\$ 310,000.00
Other Transportation	\$ 3,398,000.00	\$3,398,000	\$0	\$ 3,859,000.00	\$3,859,000	\$0
Parking Facilities	\$ 4,390,000.00	\$ 4,390,000.00	\$0	\$ 4,590,000.00	\$ 4,590,000.00	\$0
Street Construction	\$ 12,008,000.00	\$ 12,008,000.00	\$0	\$ 14,917,000.00	\$ 14,917,000.00	\$0
Transit	\$ -	\$ -	\$0	\$ 4,510,000.00	\$982,000	\$3,528,000
Sanitary System	\$ 16,612,000.00	\$ 16,612,000.00	\$0	\$ 16,427,000.00	\$ 16,427,000.00	\$3,672,000
Stormwater Manageme	\$ 7,712,000.00	\$ 7,712,000.00	\$0	\$ 6,864,000.00	\$ 6,864,000.00	\$0
Water System	\$ 17,932,000.00	\$ 17,932,000.00	\$0	\$ 21,254,000.00	\$ 21,254,000.00	\$0
TOTALS	\$ 84,633,000.00	\$79,508,000	\$5,125,000	\$111,387,000	\$82,041,000	\$33,019,000

Funded versus unfunded status is also depicted graphically in the following chart for FY2022.



B. Outside Funding

Of the \$1,020,633,000 needed to fund the total FY2022–2027 CIP program, monies for particular projects may come in part or in whole from fund sources outside the City. Such dollars are included in totals shown because they fund improvements to assets which belong to the City, will become so upon project completion, or are part of an intergovernmental or interagency project in which the City is a participant.

Discretionary outside funds are defined here as those which require specific application to obtain or which come from other non-City sources at the discretion of others. Examples of discretionary outside funds include STP-U (Surface Transportation Program – Urban) and CMAQ (Congestion Mitigation and Air Quality Improvement) federal transportation funds, participation in costs by Washtenaw County excluding road millage referenced below, AATA, or other governmental or agency entities, developer contributions, donations and memorials, and various grant sources such as Airport Improvement Program Grants, FEMA, and MDNR.

Projects may also receive funding from non-City sources which the City receives by formula. These are outside funds but are not considered discretionary. At present, those include Act 51 transportation monies used for capital projects. They are noted as non-discretionary in the tables and charts below.

We note that DDA funded projects utilize City tax revenues and so are not considered outside funds. Similarly, monies generated by the Washtenaw County Road and Non-Motorized Path millage are generally treated as internal funds as they are paid directly by City taxpayers. Only the portion of that millage earmarked for non-motorized trails throughout the County are treated as discretionary as there is no guarantee the City will receive any portion of such funds.

Certain projects also utilize special financial funding mechanisms that allow capital improvement costs to be spread over time at favorable interest rates. Examples include SRF funding for

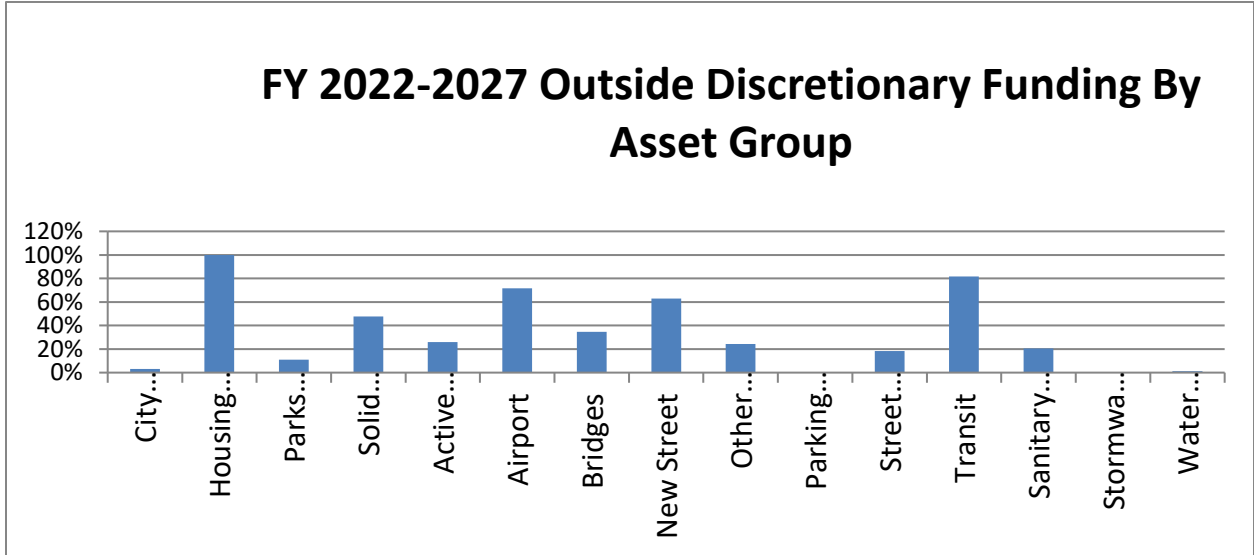
stormwater (State Revolving Funds), DWRP funding for water, (Drinking Water Revolving Funds), bond financing, and SAD (Special Assessment District) funding.

In some of those cases, there may be elements of loan forgiveness (e.g. for SRF funds) or full or partial repayment by citizens (for SAD). However, for purposes of the chart below, those funding mechanisms are *not* treated as outside discretionary funding even though some may ultimately reduce the City’s net outlay on a project. Because the Housing Commission receives funds from a variety of state and federal sources, such funds are treated as discretionary, but are extracted out from the remainder of the City Owned Buildings category for clarity.

Per the chart below, Housing Commission, Airport, and Transit capital improvement projects most heavily utilize outside discretionary funding. It should be noted that the Housing Commission need for outside funds will be reduced by the amount of the local affordable housing millage proceeds as they begin to be collected.

FY2022–2027 OUTSIDE FUNDS BY ASSET GROUP

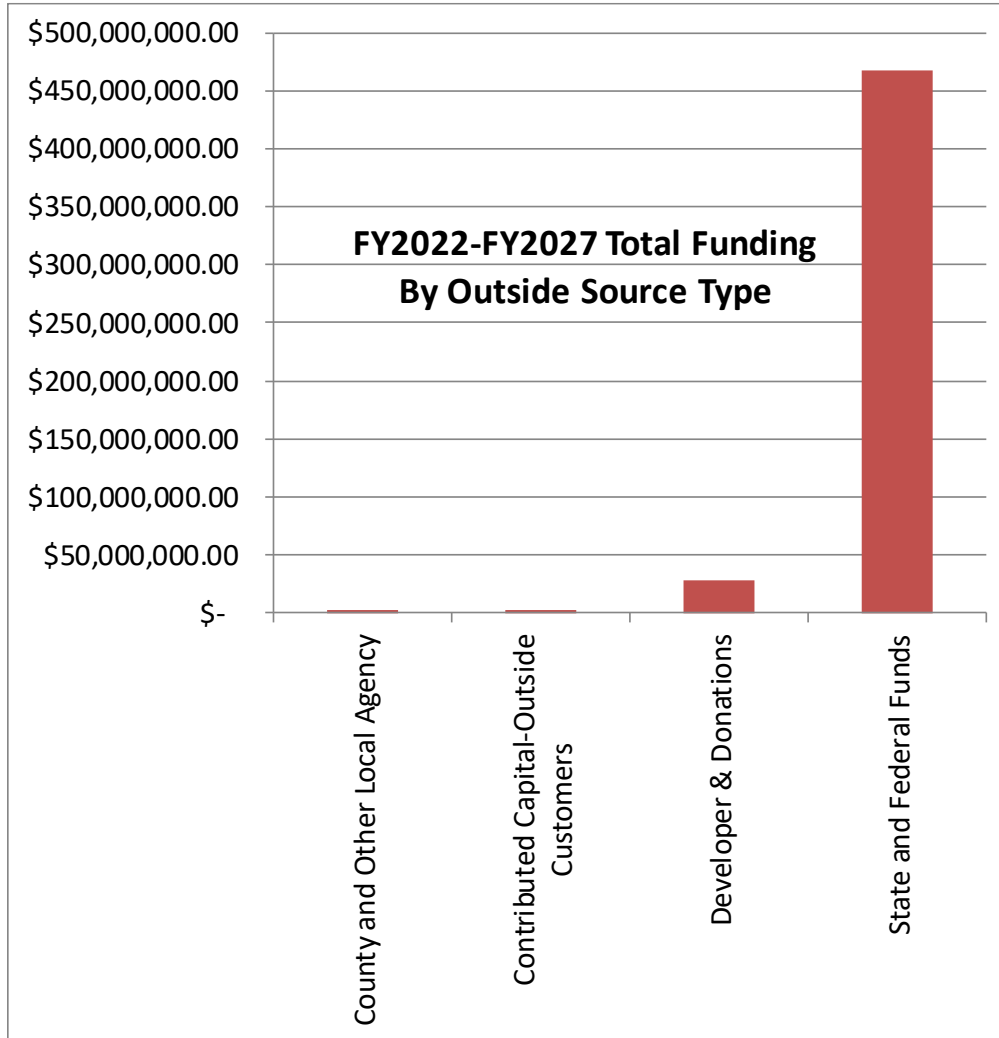
Category	FY 2022-2027 Total Funding Need	Outside Discretionary Funding	Outside Non-Discretionary	% Outside Discretionary Funding
City Owned Buildings Exc Housing Commission	\$ 16,533,000.00	\$ 500,000.00	\$ -	3%
Housing Commission	\$ 386,129,000.00	\$ 386,129,000.00	\$ -	100%
Parks and Recreation	\$ 24,065,000.00	\$ 2,620,000.00	\$ -	11%
Solid Waste	\$ 5,395,000.00	\$ 2,567,000.00	\$ -	48%
Active Transportation	\$ 37,185,000.00	\$ 9,474,000.00	\$ 200,000.00	26%
Airport	\$ 11,113,000.00	\$ 7,968,000.00	\$ -	72%
Bridges	\$ 9,370,000.00	\$ 2,675,000.00	\$ 577,000.00	35%
New Street	\$ 6,317,000.00	\$ 3,975,000.00	\$ -	63%
Other Transportation	\$ 12,226,000.00	\$ 1,829,000.00	\$ 1,154,000.00	24%
Parking Facilities	\$ 23,311,000.00	\$ -	\$ -	0%
Street Construction	\$ 74,822,000.00	\$ 7,922,000.00	\$ 5,700,000.00	18%
Transit	\$ 71,851,000.00	\$ 58,636,000.00	\$ -	82%
Sanitary System	\$ 69,539,000.00	\$ 14,350,000.00	\$ -	21%
Stormwater Management	\$ 57,288,000.00	\$ -	\$ -	0%
Water System	\$ 215,489,000.00	\$ 2,508,000.00	\$ -	1%
Totals:	\$ 1,020,633,000.00	\$ 501,153,000.00	\$ 7,631,000.00	49%



Sources of outside discretionary funding are depicted by type in the table and chart below:

FY2022-FY2027 OUTSIDE DISCRETIONARY FUNDS BY SOURCE CATEGORY

Outside Discretionary Fund Category	FY2022-2027 Total Funding By Outside Category	FY2022 Total Funding By Outside Category	FY 2023 Total Funding By Outside Category
County and Other Local Agency	\$ 2,750,000.00	\$ 200,000.00	\$ -
Contributed Capital-Outside Customers	\$ 2,567,000.00	\$ -	\$ -
Developer & Donations	\$ 28,270,000.00	\$ 4,853,000.00	\$ 5,597,000.00
State and Federal Funds	\$ 467,566,000.00	\$ 9,146,000.00	\$ 31,894,000.00
	\$ 501,153,000.00	\$ 14,199,000.00	\$ 37,491,000.00



C. General Funded Projects

The FY2022-FY2027 CIP includes 30 projects that are anticipated to be funded in whole or in part by general funds. Projects proposed beyond 2027 are not included in this statistic. This represents about 6.1% of all projects and about 2.8% of all funding needed. However, per discussions of discretionary funding above, if grants or other outside funding are obtained for any significant project such as the Anna Arbor Train Station, then matching general funds might be needed. General fund matches for such projects are not included in the table below given the discretionary nature of the funding itself.

Predominant in number in the general funded project group are 1) City Owned Building projects such as projects to rehabilitate or replace the City’s aging fire stations that are necessary for the safe and efficient function of such facilities; 2) Water group projects at the City’s dams; and 3) Active Transportation projects including studies that help shape the path of safety and multi-modal transportation efforts.

The chart below summarizes the number and funding needs of such projects for each asset group. Totals are shown both for the total six-year cycle and individually for FY2022 and FY2023.

**GENERAL FUND NEEDS EXCLUSIVE OF MATCHES TO
DISCRETIONARY FUNDS**

Category	Total FY2022-2027 Number of Projects Requiring General Funds	FY2022-2027 Total General Funds Needed*	FY2022 Number of Projects Requiring General Funds	FY2022 General Funds Needed	FY2023 Number of Projects Requiring General Funds	FY2023 General Funds Needed
City Owned Buildings exc. Housing	7	\$ 16,118,000.00	4	\$ 2,318,000.00	2	\$ 2,500,000.00
Parks and Recreation	0	\$ -	0	\$ -	0	\$ -
Solid Waste	0	\$ -	0	\$ -	0	\$ -
Airport	0	\$ -	\$ -	\$ -	0	\$ -
Active Transportation	8	\$ 2,190,000.00	2	\$ 250,000.00	1	\$ 100,000.00
Bridges	1	\$ 570,000.00	1	\$ 95,000.00	1	\$ 95,000.00
New Street**	1	\$ 87,000.00	0	\$ -	0	\$ -
Other Transportation	5	\$ 3,944,000.00	2	\$ 789,000.00	2	\$ 789,000.00
Parking Facilities	0	\$ -	0	\$ -	0	\$ -
Street Construction	0	\$ -	0	\$ -	0	\$ -
Transit	1	\$ 25,000.00	0	\$ -	1	\$ 25,000.00
Sanitary System	0	\$ -	0	\$ -	0	\$ -
Stormwater Management	0	\$ -	0	\$ -	0	\$ -
Water System	7	\$ 5,835,000.00	3	\$ 460,000.00	1	\$ 125,000.00
TOTALS	30	\$28,769,000.00	12	\$ 3,912,000.00	8	\$ 3,634,000.00

PLAN CREATION: PROJECTS, PRIORITIZATION, AND PROGRAMMING

Development of the Capital Improvements Plan requires a complex process involving input by over 70 staff members, the City Planning Commission, citizens, the University of Michigan, DDA, and other City and local commissions and agencies.

Development of the CIP is handled through Asset Category Teams for each of the 14 asset groups as set forth in the data tables above. The initial task for each Team is to generate a list of identified capital needs (the “Projects” step).

The next, and most critical, process component is rating the relative merits of each project (the “Prioritization” step). This crucial step, while constrained by the amount of funding anticipated to be available for capital projects and timing of availability of funds when more than one asset category is involved in a project, nonetheless provides invaluable information in the CIP decision-making process. Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital projects even more crucial and difficult. The merits of each identified capital need must be judged against the policies and criteria of the CIP process and the goals of each component of the Master Plan, as well as against the other competing needs in that particular asset category.

For many years, all asset groups utilized a set of common prioritization criteria, and a limited number of asset-specific criteria as well (see chart below). While rating scales for each criterion were the same, each group could assign different relative weights to each.

<i>Prioritization Criteria Items</i>
Criteria Common to Most Asset Categories:
Sustainability Framework Goals
Safety/Compliance/Emergency Preparedness
Funding
Coordination with Other Projects and Agencies
Master Plan Objectives
User Experience (Level Of Service)
System Influence/Capacity
O & M (Operation & Maintenance)
Criteria Specific to Selected Asset Categories Only:
Parks & Recreation Only: SCRA - Social, Cultural, Recreational, and Aesthetic
Bridges Only: Daily Users Carried
Bridges Only: Criticality (e.g. critical to systems operation or a specific site)
Bridges Only: Impacts Other Infrastructure items
Stormwater Management Only: Water Quality
Water System Only: Reliability

These criteria continue to be used for the smaller asset groups. Each project is rated using a scoring scale for each of the above criteria. This scoring process takes place with teams of staff members providing broad cross-unit input and involving staff from unit managers to project managers to public works personnel. Staff from other entities such as the DDA, UM, and the Washtenaw County Water Resources Commissioner’s Office (WCWRC) are also involved where appropriate.

In 2020, the City made the transition to a new CIP software called Allovance. In addition to moving the project data to a new web-based platform, the Allovance decision making process was utilized to update prioritization criteria for the City’s largest asset groups (Parks and Recreation, Active Transportation, Streets, Sanitary, Stormwater, and Water). These groups were all ones that had completed or updated strategic asset management plans in the last few years. The prioritization criteria update allowed for incorporation of goals from those plans into the capital decision making process. It also provided the opportunity to incorporate goals from other City strategic documents such as the A2Zero plan. The remaining smaller asset groups will undergo prioritization criteria revision prior to the next full CIP plan update in Fall 2022. See Appendix A for the long-standing scoring criteria still used by the smaller asset groups as well as the new Allovance-derived criteria now framed as “strategic values.” Both systems result in a single prioritization score for each project.

These prioritization scores then become one of the principal tools in establishing the order in which projects are programmed (the “Programming” step). It is noted however, that fund availability and constraints, the need to coordinate with projects involving other asset groups, required interactions with other outside agencies, and other similar factors dictate that this scoring alone does not set the programmatic order in which projects are undertaken.

The final result of the “Three P” process was the FY2022-FY2027 plan presented in tabular form by asset group to the City Planning Commission with prioritization scores, year programmed, and projected funding needs for each.

NEW PROJECTS

There are 100 new projects in the FY2022-FY2027 CIP. The total cost of all new projects is \$472,727,000 representing approximately 34% of all project costs. This figure is dominated by the new Housing Commission projects.

Asset groups proposing the greatest numbers of new projects include Streets, Water, Sanitary, Active Transportation, and City Owned Buildings. Many of these new projects reflect the results of long-term asset management, planning, and study efforts that resulted in the identification of new capital projects.

In the Streets category, the City’s commitment to its Pavement Asset Management Plan continues to be reflected in increased funding directed to capital preventative maintenance (consistent with the Plan’s “right fix at the right time” goal) as well as to increased resurfacing and rehabilitation efforts in the City’s Local street system. New prioritization criteria give added weight in streets capital planning to projects that also contribute to the advancement of the City’s safety and sustainability goals.

For the Water asset group, new projects continue to arise from a variety of needs identified through long-term asset management planning. These include replacement of mains with water quality issues or history of breaks, consolidation of parallel mains to decrease operations and maintenance costs, replacement of old small mains with larger ones to service present needs, as well as significant needed capital improvements at the City’s Water Treatment Plant. New prioritization criteria provide more direct emphasis on risk, safety, and sustainability.

In the Sanitary asset category, several new projects are proposed at the Wastewater Treatment Plant as well as capital maintenance projects in the City’s sanitary sewer collection system. Prioritization criteria reflect increased emphasis on regulatory compliance and safety and risk.

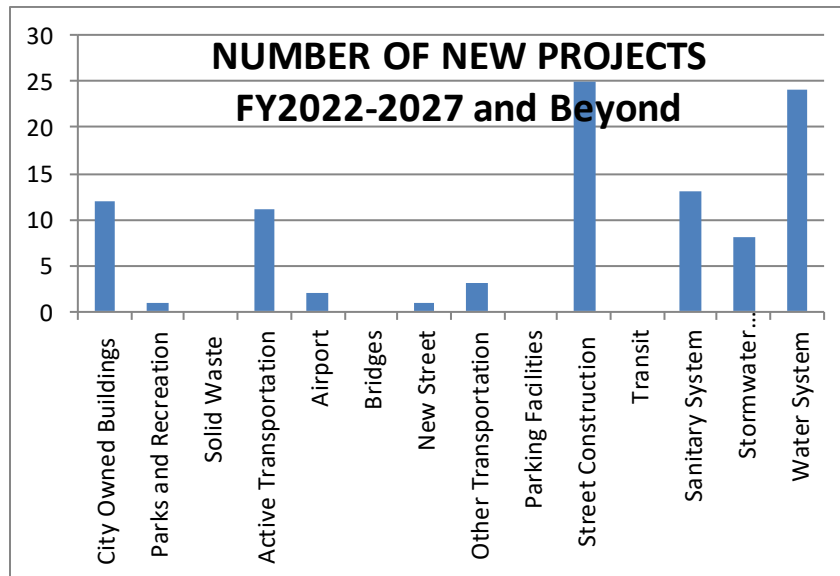
In the Active Transportation category, the recent passage of the New Sidewalk Millage has allowed for inclusion into the Plan of several new sidewalk-gap filling projects as well as advancement of several such projects already in the plan. Other new projects focus on the City’s goal of encouraging multi-modal transportation. Updated prioritization criteria reflect the latter goal by placing strong emphasis on Access and Mobility and Physical Safety as a means to encourage active transportation.

The City Owned Buildings category reflects several new Housing Commission projects which have arisen as a result of the City’s efforts to evaluate City properties for potential use as affordable housing sites. Passage of a successful affordable housing millage in November 2020 will also contribute to the successful advancement of these projects.

The chart and graph following depict number of new projects and total funding needed for such projects for each asset group.

NEW PROJECTS FY2022- FY2027

Category	# of New Projects	FY2022-2027 And Beyond New Funding Needed
City Owned Buildings	12	\$ 400,336,000.00
Parks and Recreation	1	\$ 3,000,000.00
Solid Waste	0	\$ -
Active Transportation	11	\$ 6,169,000.00
Airport	2	\$ 617,000.00
Bridges	0	\$ -
New Street	1	\$ 500,000.00
Other Transportation	3	\$ 2,010,000.00
Parking Facilities	0	\$ -
Street Construction	25	\$ 21,000,000.00
Transit	0	\$ -
Sanitary System	13	\$ 12,085,000.00
Stormwater Management	8	\$ 5,150,000.00
Water System	24	\$ 21,860,000.00
TOTALS	100	\$ 472,727,000.00



COMMUNITY INPUT AND INFORMATION SHARING

As the City's focus on community engagement efforts is increasingly embedded into the fabric of interaction with the community, many new capital improvement projects are being generated from such interactions. Such engagement occurs through direct interaction with citizens as well as through commissions and boards with strong citizen representation.

The City has engaged in several intensive infrastructure related planning and evaluative studies that have involved citizen advisory groups and/or community-wide engagement efforts. The results of such studies have generated capital improvement projects that were heavily driven by such citizen input.

As examples, the State Street Transportation Corridor Study (Ellsworth to Oakbrook) and Nixon Corridor Design projects, both of which involved significant public engagement, resulted in creating future CIP projects as well as development of planning level cost estimates and project phasing for Complete Streets projects in these corridors.

Resident requests concerning specific locations have also generated a number of capital improvement projects. For example, citizen requests to fill the sidewalk gap on the south side of Jackson from Wagner to Park Lake contributed to inclusion of a project to meet that need.

Requests are also received from the University of Michigan (UM), local interest organizations such as the Washtenaw Biking and Walking Coalition, etc.

Examples of other projects that were added to the FY2022-FY2027 CIP based in whole or in part upon community input include the Bicycle Network Gaps and Low Stress Bicycle Network Signage projects, Hollywood (Maple to Allison) Paving, and the Accessible Pedestrian Signal project.

One final new opportunity for gathering community input, which can lead to inclusion of new capital improvement projects in the CIP, has come about due to the highly successful launch in 2014 of the City's new *A2 Fix It* system. This system permits community members to report on issues related to the City's capital assets as well as its operations. The primary purpose of the system focuses on addressing issues such as pothole repair or a missed trash pick-up which can be addressed in the short term. However, the system is also beginning to generate requests which would require longer-term capital improvement project creation to properly address and a website to permit such long-term input is in the beta stages of testing.

Current Standard Prioritization Criteria for Smaller Asset Groups

1	Sustainability Framework Goals	0 Contributes to meeting 1 or less of the City's Sustainability Framework Goals	3 Modestly contributes to meeting two to three of the City's Sustainability Framework goals	7 Significantly contributes to meeting two or three of the City's Sustainability Framework goals OR modestly contributes to meeting four of more of the City's Sustainability Framework goals	10 Significantly contributes to meeting 4 or more of the City's Sustainability Framework goals	
2	Safety/Compliance/Emergency Preparedness	0 Does not address safety, compliance, or emergency preparedness considerations	2 Modestly contributes to reducing a public health or safety hazard, but is not required for compliance	5 Will assist in ability to continue governmental services during emergencies OR will eliminate a low risk public health or safety hazard	8 Necessary to meet recommended regulatory compliance OR will reduce exposure to a high risk public health or safety exposure	10 Contributes to mandatory regulatory compliance OR will eliminate exposure to a high risk public health or safety hazard OR is necessary to assure continuance of governmental services during emergencies
3	Funding	0 Has no potential funding	2 Has uncertain funding source(s) (e.g., Special Assessment, General Fund) OR has anticipated funding from low-interest loan source (e.g., DWRP, SRF, Energy Fund) with no loan forgiveness	6 Funding available from standard City funding sources (e.g., utility rates, road millage, etc.) OR has anticipated funding from low-interest loan source (e.g., DWRP, SRF, Energy Fund) with high potential for loan forgiveness	8 Has anticipated partial project funding (<50%) from outside non-loan source(s)	10 Has anticipated substantial project funding (>50%) from outside non-loan sources (e.g., STP, grant funding, developer, Township financed)
4	Coordination with Other Projects or Agencies	0 There are no other planned projects that should be coordinated with this Project AND project does not provide partnership opportunities	3 Promotes regional or interagency planning and coordination OR public/private partnership	5 Costs can be modestly reduced (< 20%) by aligning project with another project (e.g. street reconstruction with utility replacement) OR no cost savings will be realized but aligning with another project minimizes disruption to the public	8 Costs can be significantly reduced (>20%) by aligning project with another project (e.g. street reconstruction with utility replacement)	10 Schedule is driven by other high-priority improvements that must be completed within the next two fiscal years
5	Master Plan Objectives	0 Does not contribute to meeting any of the City's master plan or other strategic planning document goals	3 Modestly contributes to meeting one of the City's master plan or other strategic planning document goals	6 Significantly contributes to meeting one of the City's master plan or other strategic planning document goals OR modestly contributes to meeting two or more of the City's master plan or other strategic planning document goals	10 Significantly contributes to meeting two or more of the City's master plan or other strategic planning document goals	
6	User Experience (Level of Service)	0 Will not affect Level of Service	4 Modestly Improves existing Level of Service	7 Provides a new service requested by and that benefits a small segment of the community	10 Significantly Improves existing Level of Service OR provides a new service which is requested by and benefits a large segment of the community	
7	System Influence/Capacity	0 Does not contribute to larger system network or user demand	3 Meets future user demand	6 Addresses immediate user demand that benefits a small segment of the user population	10 Addresses immediate user demand that benefits a large segment of the user population	
8	O&M (Operations & Maintenance)	0 Will cause increase OR have a neutral effect on O&M costs	3 Makes modest contribution to O&M cost reduction	7 Makes modest contribution to O&M cost reduction AND creates opportunities to improve operational flexibility, use of technology, or extends asset life	10 Makes significant contribution to O&M cost reduction AND creates opportunities to maximize operational flexibility, use of technology, or extends asset life, or utilizes materials or techniques that provide lowest overall life-cycle costs	

Strategic Value Scorecard – Parks & Recreation





QUANTIFY

PRIORITY: SUSTAINABILITY

OBJECTIVE: CONTRIBUTES TO A2ZERO GOALS

Set the criteria for each level of the scale for *Contribute to A2Zero Goals*

Low Desirability

B *I* ~~S~~ {} U Normal

- Project does not contribute to an A2Zero Strategy* AND
- Project does not contribute to the City's interconnected non-motorized transportation network. AND
- Does not play a role in the production of local food. AND
- Energy sources from the project come from the existing power grid

*Power Our Electrical Grid with 100% Renewable Energy; Switch our Appliances...from Gasoline, Diesel, Propane, Coal, and Natural Gas to Electric; Significantly Improve the Energy Efficiency in our... Recreational Sites and Government Facilities; Reduce the Miles we Travel in our Vehicles by at least 50%; Change the Way We Use, Reuse, and Dispose of Materials; Enhance the Resilience of Our People and Our Place

Medium Desirability

B *I* ~~S~~ {} U Normal

- Project contributes to **at least one** of the A2Zero Resilience Strategies as outlined above AND/OR
- Project improves and enhances the City's interconnected non-motorized transportation network. AND/OR
- Improves or expands existing local food production projects AND/OR
- Project operates with partial renewable energy sources (less than 50%) or does not require power.

High Desirability

B *I* ~~S~~ {} U Normal

- Project contributes to **two or more** of the A2Zero Resilience Strategies as outlined above AND/OR
- Project extends the City's interconnected non-motorized transportation network. (Another level - Extending the City's interconnected non-motorized transportation network to underserved communities) AND/OR
- Generates opportunities to add to the City's local food production programs. AND/OR
- Project operates with partial renewable energy sources (greater than 50%) or generates a surplus of energy that can be used to offset energy demands elsewhere in the Park System.





QUANTIFY

PRIORITY: SUSTAINABILITY

OBJECTIVE: *PROTECT NATURAL SYSTEMS*

Set the criteria for each level of the scale for *Protect Natural Systems*

Low Desirability



- Project meets rules and regulations regarding stormwater runoff. OR
- Project links together one or more high quality natural areas. OR
- Project has minimal positive impact on existing natural system and biodiversity. OR
- Project has minimal positive impact on natural resources.

Medium Desirability



Meets at least 2 of the 4 following objectives:

- Project exceeds rules and regulations on stormwater runoff by reducing volume of stormwater and improving quality of stormwater runoff. AND/OR
- Project links together two or more high quality natural areas. AND/OR
- Project creates natural systems which increases the biodiversity of an area. AND/OR
- Project has a positive impact on natural resources.

High Desirability



Meets at least 3 or 4 of the 4 following objectives:

- Project exceeds rules and regulations on stormwater runoff by reducing volume of stormwater and improving quality of stormwater runoff. AND/OR
- Project links together two or more high quality natural areas. AND/OR
- Project creates natural systems which increases the biodiversity of an area. AND/OR
- Project has a positive impact on natural resources.

Resulting scale for *Protect Natural Systems*





QUANTIFY

PRIORITY: PARK SYSTEM INFRASTRUCTURE

OBJECTIVE: MEET OR EXCEED REGULATORY COMPLIANCE & INDUSTRY STANDARDS

Set the criteria for each level of the scale for *Meet or exceed Regulatory Compliance & Industry Standards*

Low Desirability

B *I* ~~S~~ {} U | | | | | | Normal | | |

- Results in meeting minimal current industry standards

Medium Desirability

B *I* ~~S~~ {} U | | | | | | Normal | | |

- Results in meeting all current industry standards

High Desirability

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- Results in exceeding all current standards and adopts recommended practices that are not required

Resulting scale for *Meet or exceed Regulatory Compliance & Industry Standards*





QUANTIFY

PRIORITY: PARK SYSTEM INFRASTRUCTURE

OBJECTIVE: MAINTAIN INFRASTRUCTURE CONDITION

Set the criteria for each level of the scale for *Maintain Infrastructure Condition*

Low Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Unlink Icon] Normal [Dropdown Arrow] [Undo] [Redo]

- Provides minimal infrastructure condition improvement

Medium Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Unlink Icon] Normal [Dropdown Arrow] [Undo] [Redo]

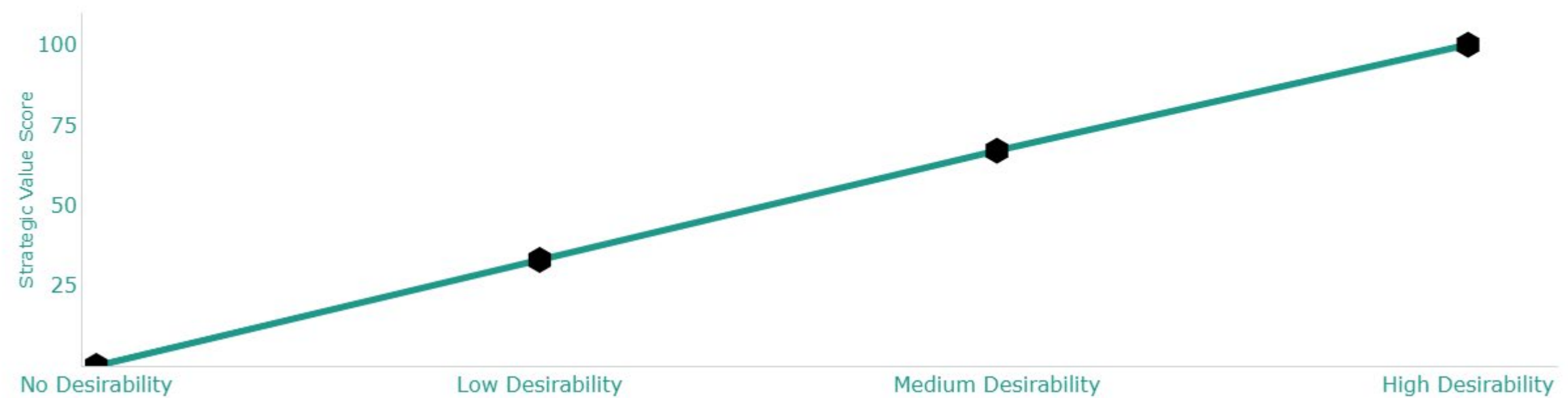
- Provides moderate infrastructure condition improvement

High Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Unlink Icon] Normal [Dropdown Arrow] [Undo] [Redo]

- Provides substantial infrastructure condition improvement

Resulting scale for *Maintain Infrastructure Condition*





QUANTIFY

PRIORITY: QUALITY OF LIFE

OBJECTIVE: *CREATES EXCELLENT PARKS & SPACES*

Set the criteria for each level of the scale for *Creates Excellent Parks & Spaces*

Low Desirability



- Provides a respite from Built Environment AND/OR
- Provides a connection to natural world

Medium Desirability



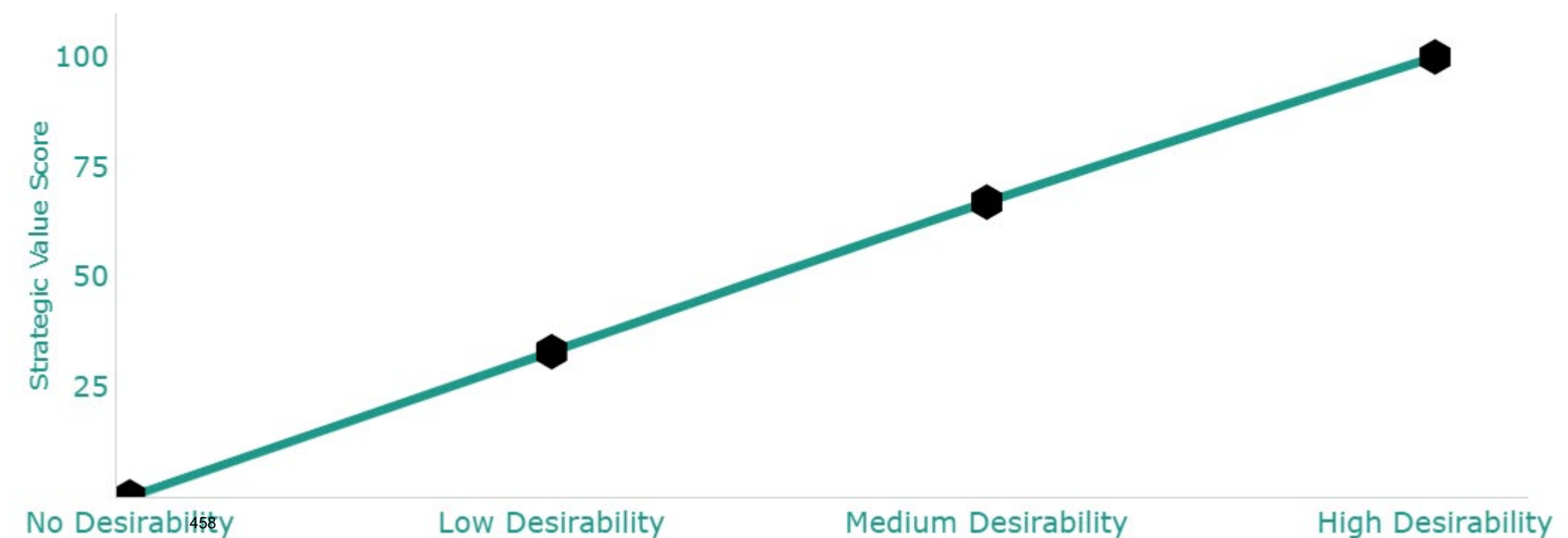
- Meets Low Desirability PLUS
- Helps to enhance human connection, gatherings and events AND/OR
- Aesthetic/Place Making

High Desirability



- Meets Medium Desirability PLUS
- Helps support Innovation AND/OR
- Stewardship of cultural resources

Resulting scale for *Creates Excellent Parks & Spaces*





QUANTIFY

PRIORITY: QUALITY OF LIFE

OBJECTIVE: PROVIDES ACCESS

Set the criteria for each level of the scale for *Provides Access*

Low Desirability

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- Provides ADA access AND/OR
- Provides amenities not easily found within 1 mile radius from the project location

Medium Desirability

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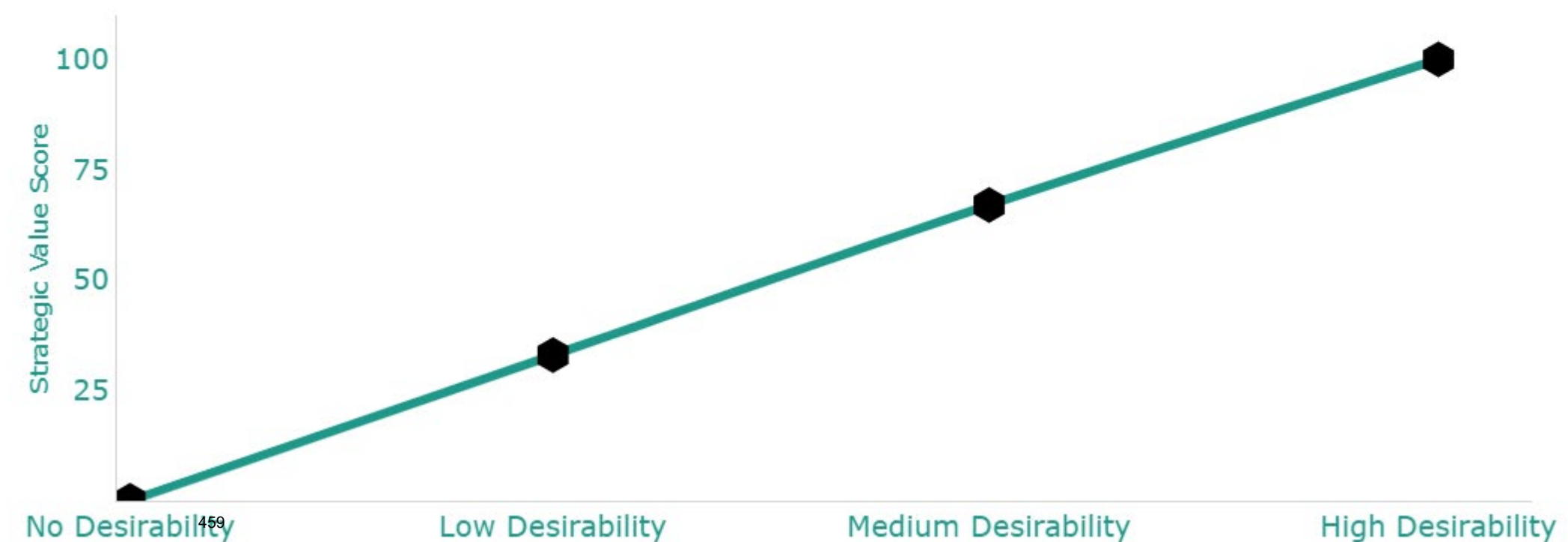
- Provides ADA access plus limited Universal access AND/OR
- Provides amenities not easily found within 1/2 mile radius from the project location

High Desirability

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- Provides full Universal access AND/OR
- Provides amenities not easily found within 1/4 mile radius from the project location AND/OR
- Provides an amenity in an underserved (hardship) area

Resulting scale for *Provides Access*





QUANTIFY

PRIORITY: QUALITY OF LIFE

OBJECTIVE: ENHANCES CUSTOMER EXPERIENCE AND SATISFACTION

Set the criteria for each level of the scale for *Enhances Customer Experience and Satisfaction*

Low Desirability

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🔗 🌀
Normal
⬇ ⬆ ⬇

- Response to a **localized need**

Medium Desirability

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Normal
⬇ ⬆ ⬇

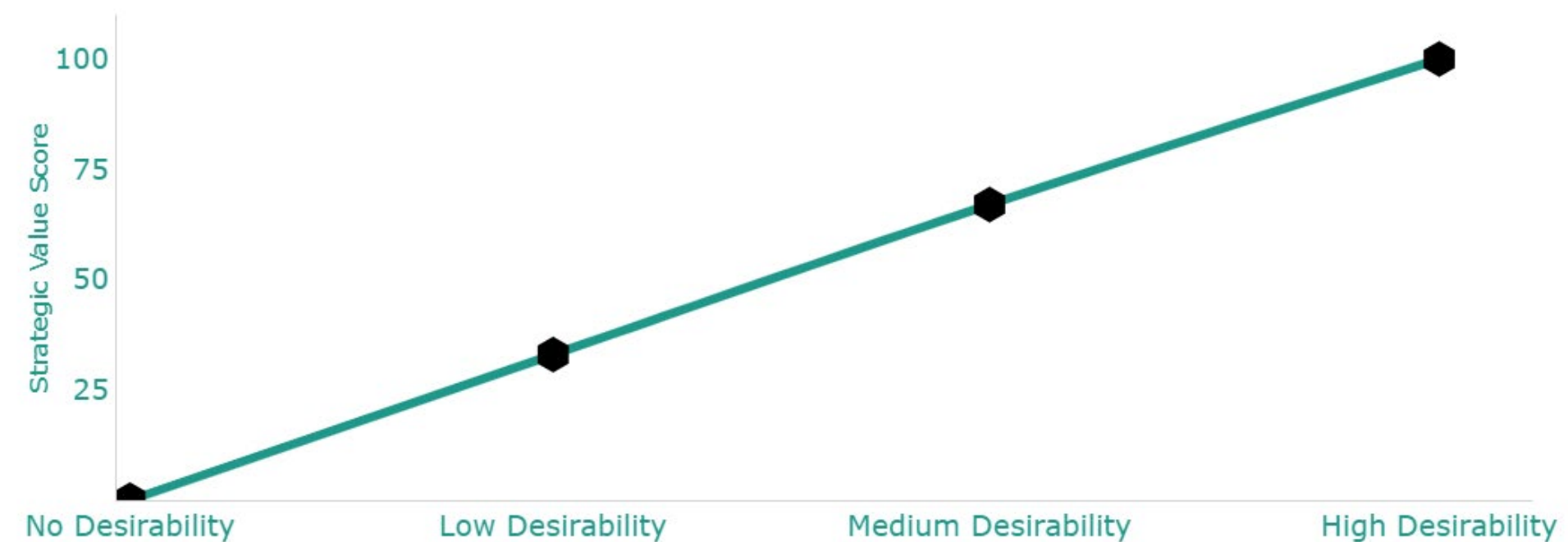
- Provides a **larger area** opportunity for play and learning AND/OR
- Enhances the visitor Experience (comfort / cleanliness / enjoyment) AND/OR
- Improves overall customer Satisfaction

High Desirability

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🔗 🌀
Normal
⬇ ⬆ ⬇

- Creates diverse Recreation Opportunities and Experiences AND/OR
- Provides new recreation opportunities or experiences

Resulting scale for *Enhances Customer Experience and Satisfaction*





QUANTIFY

PRIORITY: FINANCIAL HEALTH

Set the criteria for each level of the scale for *Financial Health*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Down] [Up] [Left] [Right]

- Partnerships & Grants: City assumes all capital costs. OR
- Impacts Operating Budget: Project increases operating budget expenditures, generates no additional revenue. (example – a new boardwalk in a nature area)

Medium Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Down] [Up] [Left] [Right]

- Partnerships & Grants: Partnerships and/or grant funding cover less than 50% of the capital project cost. OR
- Impacts Operating Budget: Project decreases operating budget expenditures with little or no impact on revenue (example – mechanical upgrades to Vets Pool that reduce utility and chemical costs – revenue might increase slightly if there is less pool down time), OR increased operating expenditures as a result of the project are offset by new revenues for a net zero effect.

High Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Down] [Up] [Left] [Right]

- Partnerships & Grants: Partnerships and/or grant funding cover more than 50% of the capital project cost. OR
- Impacts Operating Budget: Project generates new revenues that exceed new expenditures (example, Argo Cascades).

Save



Strategic Value Scorecard – Active Transportation

STRATEGIC VALUE SCORECARD

Insert Decision Model Goal

Edit

Strategic
Priorities

13%

Funding

18%

Regulatory/Policy Compliance

12%

Coordination with other Projects &
Agencies

31%

Physical Safety

26%

Access & Mobility

Strategic
Objectives

45%

User Experience

55%

Equity



QUANTIFY

PRIORITY: FUNDING

Set the criteria for each level of the scale for *Funding*

Low Desirability

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Funding is identified from uncertain sources (i.e. General fund, special assessments, competitive grant that are not yet awarded)

Medium Desirability

B **I** **S** **{}** **U** **≡** **≡** **”** **∞** **∞** Normal ↕ ↶ ↷

Funding available from standard City funding sources (i.e. Act 51, city or county Street Millage).

High Desirability

B **I** **S** **{}** **U** **≡** **≡** **”** **∞** **∞** Normal ↕ ↶ ↷

Has anticipated substantial project funding (>33%) from certain outside sources (i.e. TAP, STP-U, HSIP, U of M, Developers, other grants, etc.)

Resulting scale for *Funding*





PRIORITY: REGULATORY/POLICY COMPLIANCE

Set the criteria for each level of the scale for *Regulatory/Policy Compliance*

Low Desirability

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Project maintains or refreshes existing active transportation system regulatory marketing requirements (ex: pavement marking visibility, sign retro-reflectivity, curb ramps etc.)

Medium Desirability

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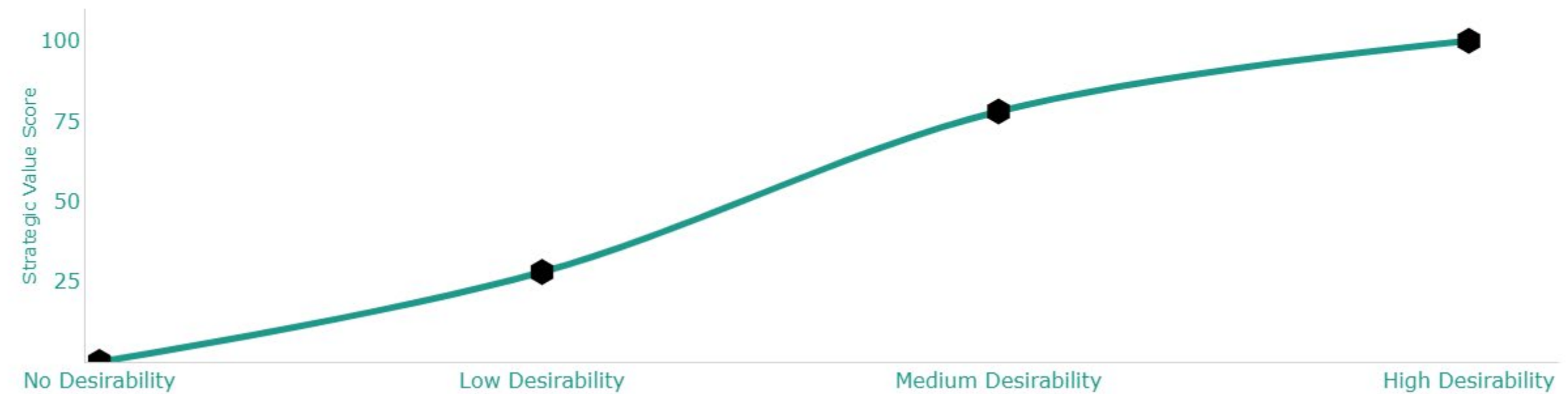
Project enhances or updates systems towards regulatory or policy compliance (ex: Countdown X-walk heads, RRFB, new curb ramps, etc.)

High Desirability

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Project addresses significant regulatory or policy compliance issues (ex: MMUTCD, eliminating stairs in a right of way, etc.)

Resulting scale for *Regulatory/Policy Compliance*





PRIORITY: COORDINATION WITH OTHER PROJECTS & AGENCIES

Set the criteria for each level of the scale for *Coordination with other Projects & Agencies*

Low Desirability

B *I* ~~S~~ {} U Normal

A project that has minimal interaction with other asset groups

Medium Desirability

B *I* ~~S~~ {} U Normal

- A project that is coordinated with other asset groups resulting Modest in cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary

High Desirability

B *I* ~~S~~ {} U Normal

- A project that is coordinated with other asset groups resulting in Significant cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary

Resulting scale for *Coordination with other Projects & Agencies*





PRIORITY: PHYSICAL SAFETY

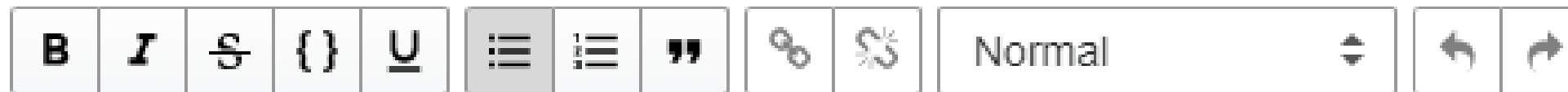
Set the criteria for each level of the scale for *Physical Safety*

Low Desirability



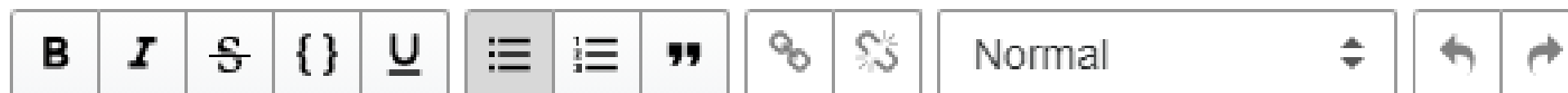
- Includes minor improvements that may improve transportation safety

Medium Desirability



- Includes project elements that have a significant positive impact to transportation safety OR
- Is a Tier 2 improvement in the draft Transportation plan

High Desirability



- Project is being driven by a transportation safety need OR
- Is a Tier 1 improvement in the draft Transportation plan

Resulting scale for *Physical Safety*





QUANTIFY

PRIORITY: ACCESS AND MOBILITY

OBJECTIVE: *USER EXPERIENCE*

Set the criteria for each level of the scale for *User Experience*

Low Desirability

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Normal
⬇ ⬆ ⬇

- A sidewalk gap identified as mid-low in the city’s sidewalk prioritization metrics OR
- Crosswalk that is a community request OR
- Adding a new bike lane in an area not identified in the transportation plan

Medium Desirability

B I S {} U
☰ ☷ ”
🔗 🔗
Normal
⬇ ⬆ ⬇

- A sidewalk gap identified as mid-high in the city’s sidewalk prioritization metrics OR
- A crosswalks identified as a minor mid-block crossing in the draft transportation plan OR
- A bicycle network identified as **non-critical** in the draft transportation plan

High Desirability

B I S {} U
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🔗 🔗
Normal
⬇ ⬆ ⬇

- A critical sidewalk gap identified as high or highest in the city’s sidewalk prioritization metrics or identified in the draft transportation plan OR
- A crosswalk identified as a **major mid-block crossing** in the draft transportation plan OR
- A bicycle network identified as **critical** in the draft transportation plan

Resulting scale for *User Experience*





QUANTIFY

PRIORITY: ACCESS AND MOBILITY

OBJECTIVE: EQUITY

Set the criteria for each level of the scale for *Equity*

Low Desirability

Rich text editor toolbar with icons for Bold, Italic, Strikethrough, Link, Unlink, Bulleted List, Numbered List, Quote, Undo, Redo, and a dropdown menu set to 'Normal'.

Project occurs in a neighborhood with a low percentage of households in poverty (less than 5%) per [Neighborhoods at Risk](#)

Medium Desirability

Rich text editor toolbar with icons for Bold, Italic, Strikethrough, Link, Unlink, Bulleted List, Numbered List, Quote, Undo, Redo, and a dropdown menu set to 'Normal'.

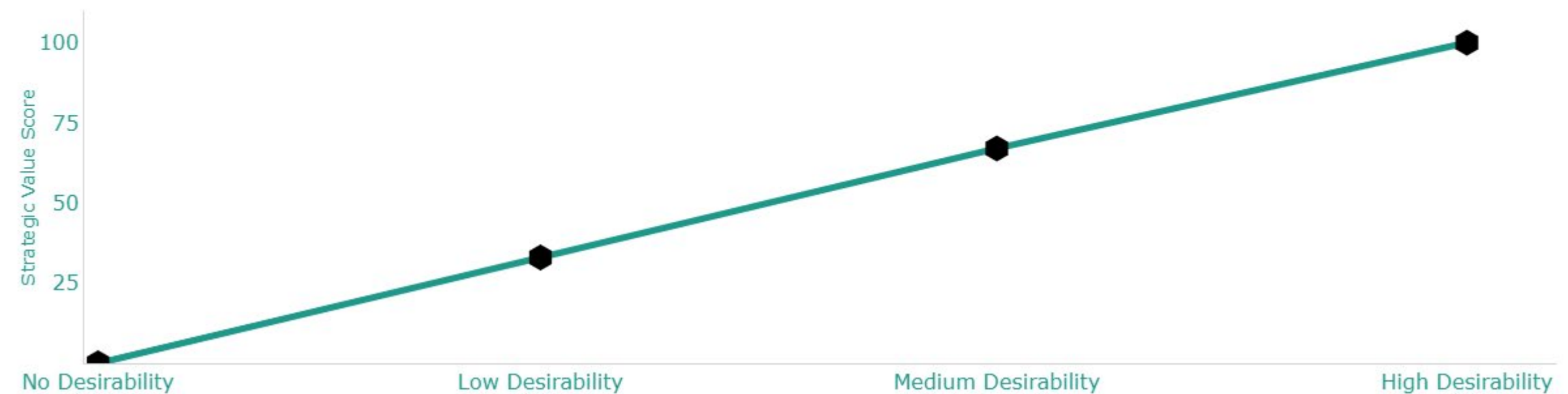
- Project occurs in a neighborhood with a moderate percentage of households in poverty (5- less than 10%) per [Neighborhoods at Risk](#)

High Desirability

Rich text editor toolbar with icons for Bold, Italic, Strikethrough, Link, Unlink, Bulleted List, Numbered List, Quote, Undo, Redo, and a dropdown menu set to 'Normal'.

- Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%) per [Neighborhoods at Risk](#)

Resulting scale for *Equity*



Strategic Value Scorecard - Sanitary

STRATEGIC VALUE SCORECARD

Insert Decision Model Goal

Edit

Strategic
Priorities

24%

Regulatory Compliance /
Safety

12%

Customer Experience

12%

O&M

9%

Outside Funding

10%

Coordination with Other
Projects & Agencies

8%

Sustainability

24%

Risk



QUANTIFY

PRIORITY: REGULATORY COMPLIANCE /SAFETY

Set the criteria for each level of the scale for *Regulatory Compliance/Safety*

Low Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Unlink Icon] Normal [Dropdown Arrow] [Undo] [Redo]

- Modestly contributes to reducing a public health or safety hazard, but is not required for regulatory compliance (i.e sewer extensions, plant improvement)

Medium Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Unlink Icon] Normal [Dropdown Arrow] [Undo] [Redo]

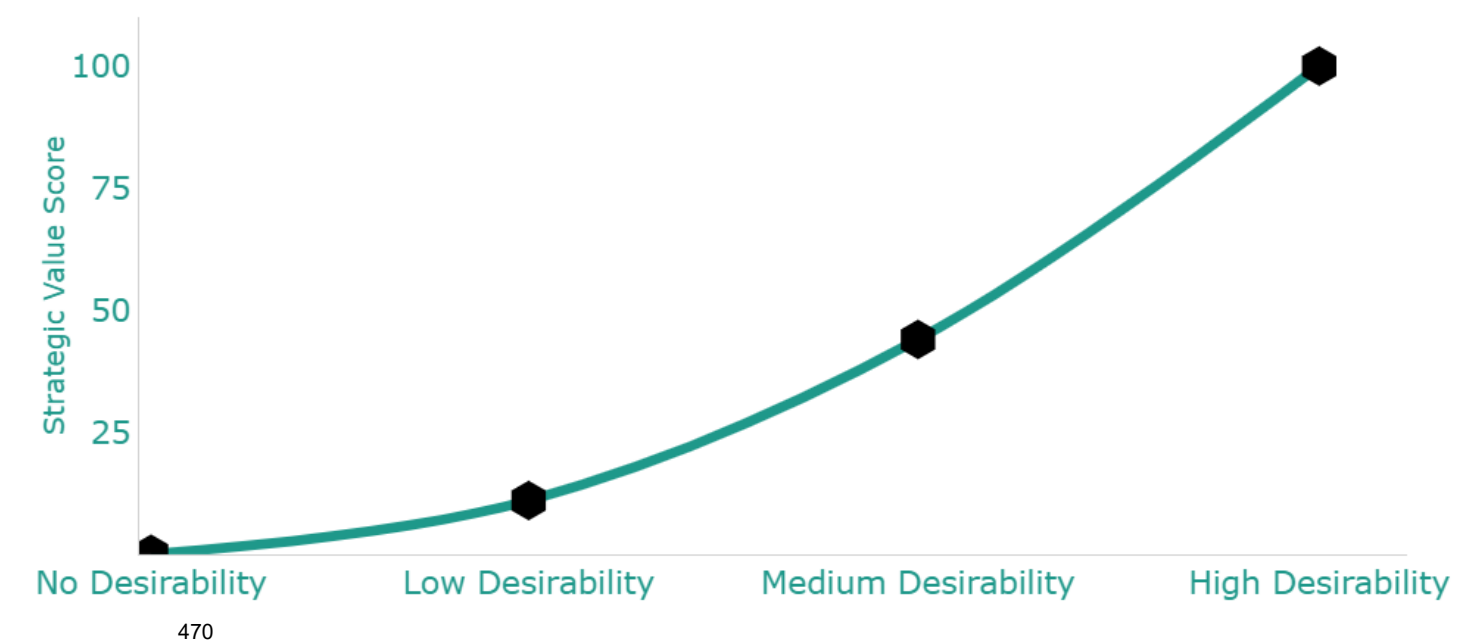
- Contributes to continued regulatory compliance (NPDES or identified area with known SSO issues)

High Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Unlink Icon] Normal [Dropdown Arrow] [Undo] [Redo]

- Contributes to mandatory regulatory compliance (new NPDES requirement or identified area with known SSO issues) OR
- Will eliminate exposure to a high risk public health or safety hazard

Resulting scale for *Regulatory Compliance/Safety*





QUANTIFY

PRIORITY: CUSTOMER EXPERIENCE

Set the criteria for each level of the scale for *Customer Experience*

Low Desirability

B I S {} U
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🔗 🔄
Normal

- N/A

Medium Desirability

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☰ ☷ ”
🔗 🔄
Normal

Collection: Project lines or replaces pipe with known callouts

Plant: N/A

High Desirability

B I S {} U
☰ ☷ ”
🔗 🔄
Normal

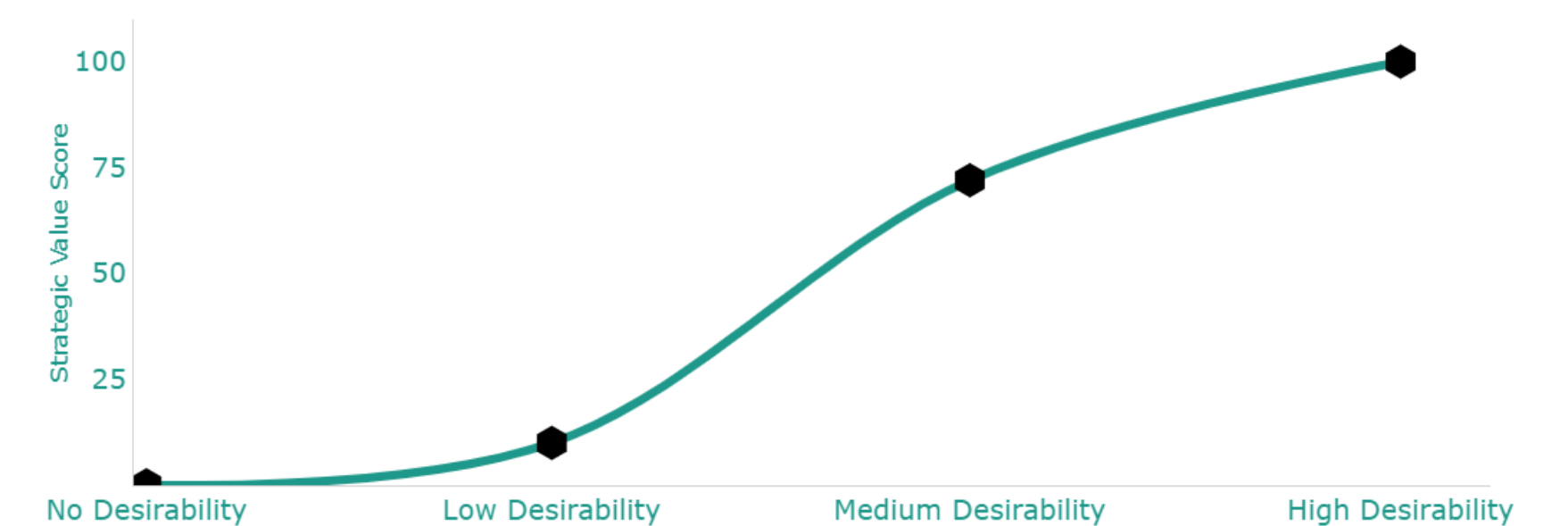
Collection:

- Projects identified in wet weather planning documents (SSWWEP) OR
- Adds new requested service (extensions) OR
- Reduces odor issues

Plant:

- Reduces odor issues

Resulting scale for *Customer Experience*





QUANTIFY

PRIORITY: O&M

Set the criteria for each level of the scale for *O&M*

Low Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 ⚙️ Normal ⏪ ⏩

Makes modest contribution to O&M cost reduction

Medium Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 ⚙️ Normal ⏪ ⏩

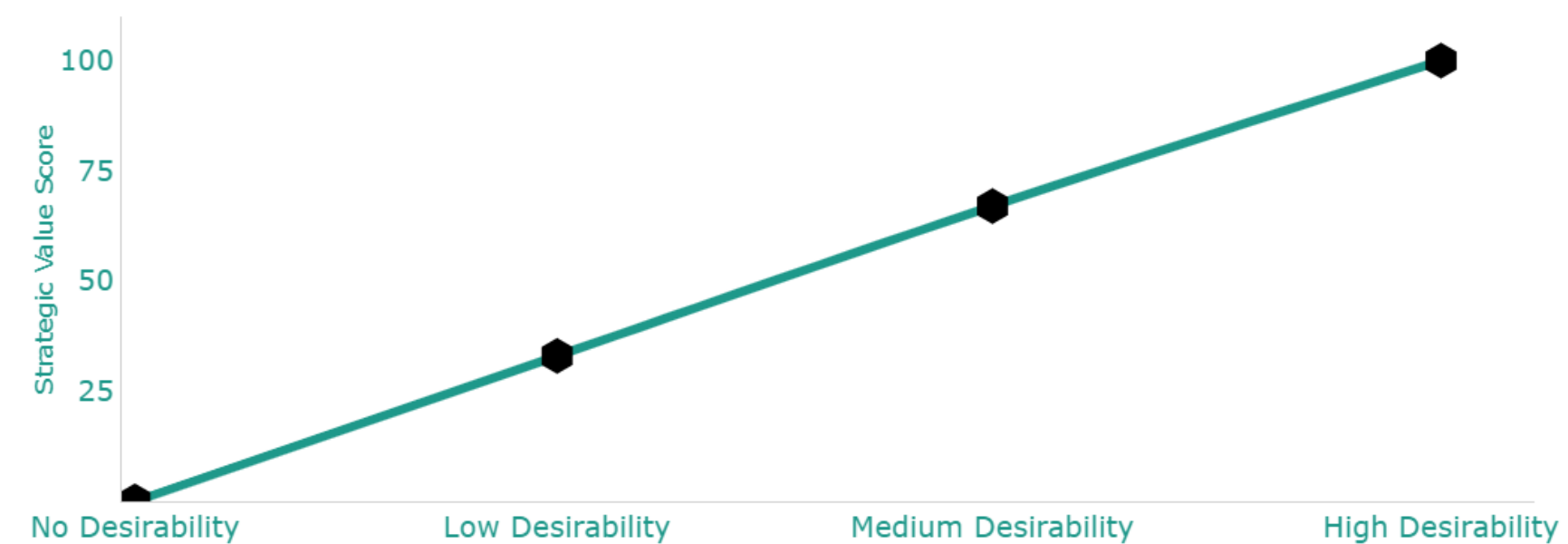
- Makes modest contribution to O&M cost reduction, AND
- Creates opportunities to improve operational flexibility, use of technology, or extends asset life

High Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 ⚙️ Normal ⏪ ⏩

- Makes significant contribution to O&M cost reduction, AND
- Creates opportunities to maximize operational flexibility, use of technology, extends asset life, or utilizes materials or techniques that provide lowest overall life-cycle costs

Resulting scale for *O&M*





QUANTIFY

PRIORITY: OUTSIDE FUNDING

Set the criteria for each level of the scale for *Outside Funding*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Image] Normal [Dropdown] [Undo] [Redo]

- Has internal funding only OR
- Competitive outside grant funding source with uncertain outcome

Medium Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Image] Normal [Dropdown] [Undo] [Redo]

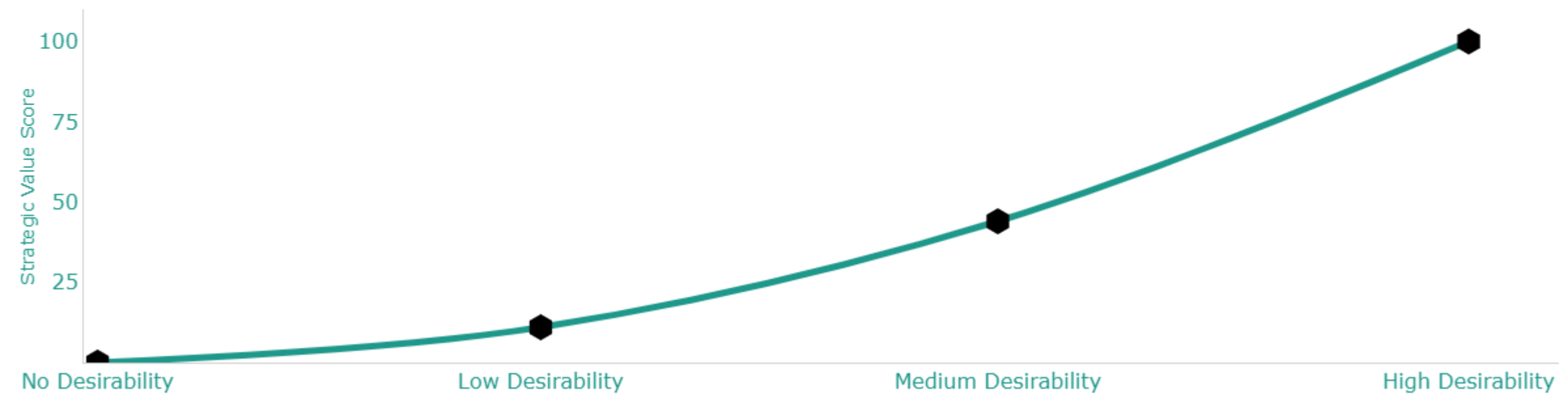
- Anticipated non-competitive outside funding (<50%) (ex: UM cost-share, grant, stimulus, private developers, DOM) OR
- Low interest loans with high potential for loan forgiveness

High Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Image] Normal [Dropdown] [Undo] [Redo]

- Anticipated non-competitive outside funding (>50%) (ex: UM cost-share, grant, stimulus, private developers, DOM)

Resulting scale for *Outside Funding*





QUANTIFY

PRIORITY: COORDINATION WITH OTHER PROJECTS & AGENCIES

Set the criteria for each level of the scale for *Coordination with Other Projects & Agencies*

Low Desirability

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- Inter-agency coordination

Medium Desirability

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 Normal
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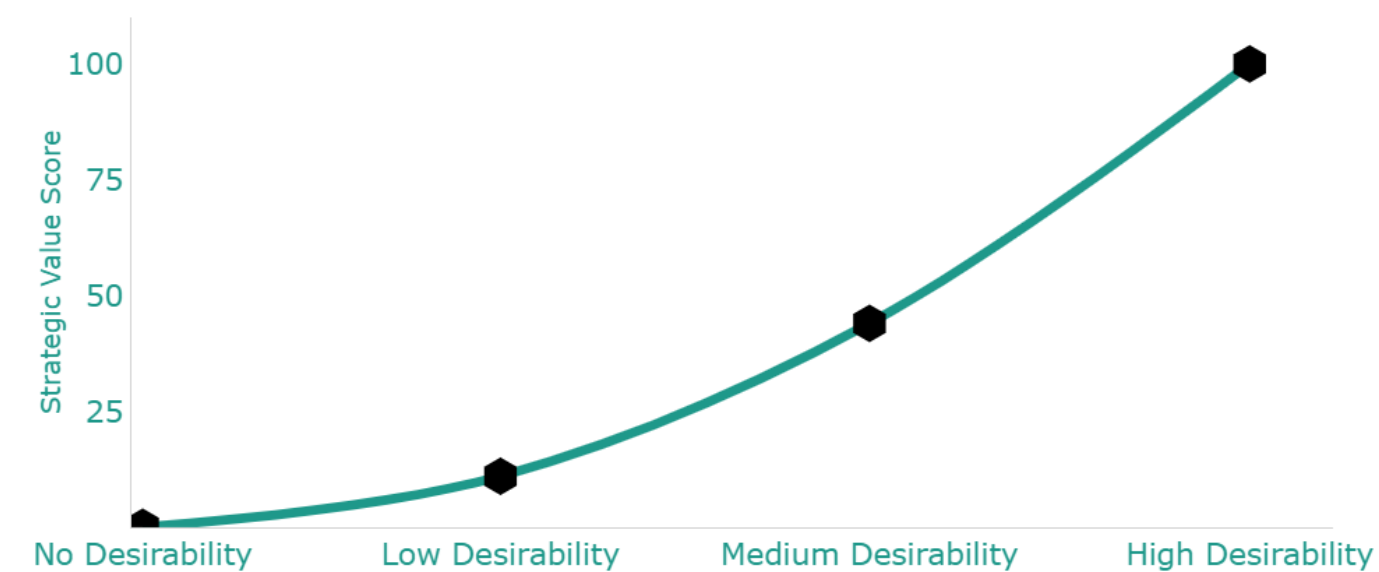
- Align project schedules to minimize disruption and save costs, OR
- Inter-agency project implementation (eg. Townships, MDOT, UM)

High Desirability

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 Normal
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- Align project schedules to minimize disruption and save costs AND
- Inter-agency partnership (eg. Townships, MDOT, UM)

Resulting scale for *Coordination with Other Projects & Agencies*





QUANTIFY

PRIORITY: SUSTAINABILITY

Set the criteria for each level of the scale for *Sustainability*

Low Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🌀** Normal **↶** **↷**

Medium Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🌀** Normal **↶** **↷**

- Addresses areas with known SSO issue (contributes to clean air and water) OR
- Provides moderate electrical savings (1-2%)

High Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🌀** Normal **↶** **↷**

- Plant: Project reduces greenhouse gases OR
- Collection: Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%) per [Neighborhoods at Risk](#) OR
- Plant: Provides significant electrical savings (2-5%)

Resulting scale for *Sustainability*





QUANTIFY

PRIORITY: RISK

Set the criteria for each level of the scale for *Risk*

Low Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔄** Normal **⬇** **⬅** **➡**

- Collection: SCREAM pipe Risk grade 1-2, OR
- PLANT: Maintains or replaces low risk process equipment

Medium Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔄** Normal **⬇** **⬅** **➡**

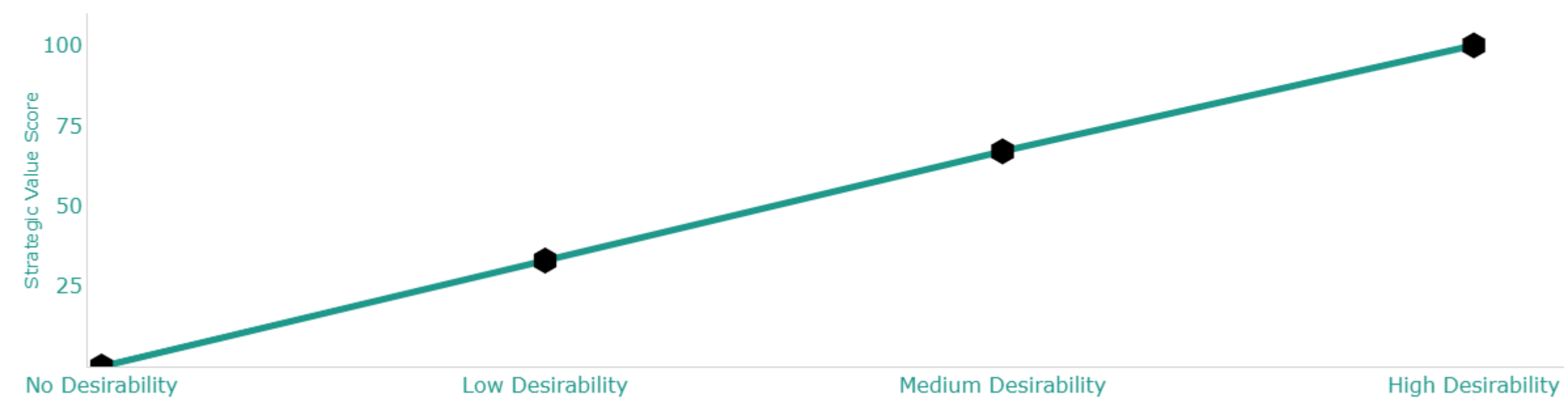
- Collection: SCREAM pipe Risk grade 3, OR
- PLANT: Maintains or replaces moderate risk process equipment OR Reduces risk to add redundancy

High Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔄** Normal **⬇** **⬅** **➡**

- Collection: SCREAM pipe Risk grade 4-5, OR
- PLANT: Maintains or replaces high risk process equipment

Resulting scale for *Risk*

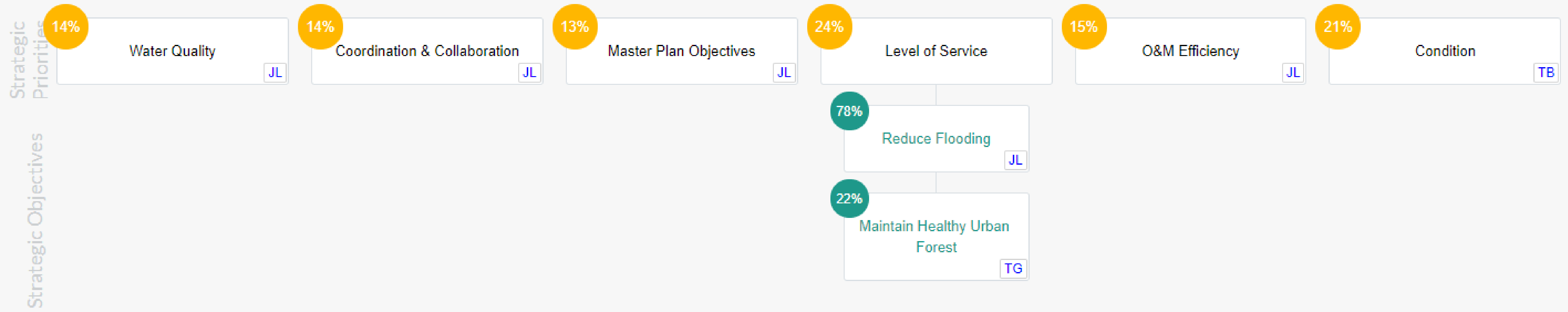


Strategic Value Scorecard - Stormwater

STRATEGIC VALUE SCORECARD

The City of Ann Arbor's ultimate goal is to ensure the reliability and sustainability of its stormwater infrastructure by becoming a leading asset management (AM) organization, which strives to continually improve its services and practices.

Edit





QUANTIFY

SP: WATER QUALITY

Set the criteria for each level of the scale for *Water Quality*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

- Replace and repave around catch basins, OR
- Detention of storm water

Medium Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

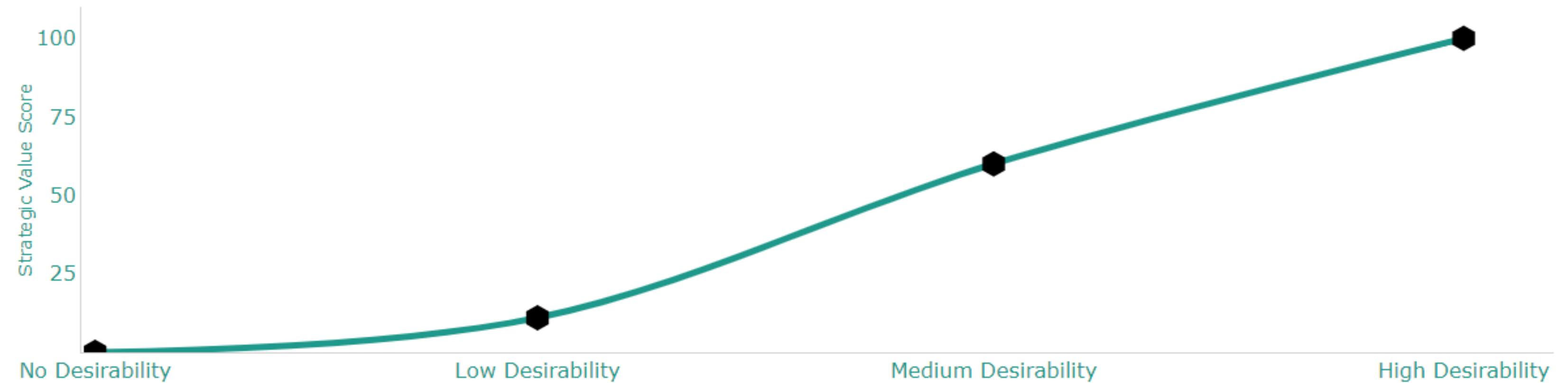
- Non-green infiltration, OR
- Non-measurable reduction in TMDLs, OR
- Non TMDL pollutant removal

High Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

- Green infrastructure, OR
- Stream bank stabilization, OR
- Measurable reduction of TMDLs

Resulting scale for *Water Quality*





QUANTIFY

SP: COORDINATION & COLLABORATION

Set the criteria for each level of the scale for *Coordination & Collaboration*

Low Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 ⚙️ Normal ↕️ ⬅️ ➡️

- Inter-agency coordination

Medium Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 ⚙️ Normal ↕️ ⬅️ ➡️

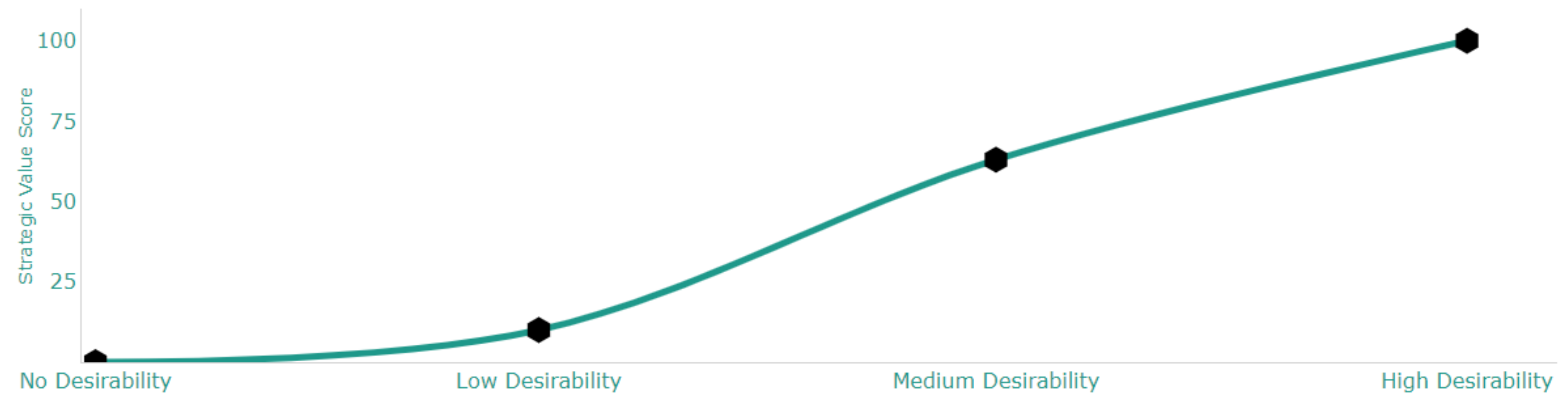
- Align project schedules to minimize disruption and save costs, OR
- Inter-agency project implementation (SRF)

High Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 ⚙️ Normal ↕️ ⬅️ ➡️

- Align project schedules to minimize disruption and save costs AND
- Inter-agency partnership (eg. UM, WCWRC)

Resulting scale for *Coordination & Collaboration*





QUANTIFY

SP: MASTER PLAN OBJECTIVES

Set the criteria for each level of the scale for *Master Plan Objectives*

Low Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 🔗 Normal ↶ ↷

Modestly contributes to meeting one of the City's master plan or other strategic planning document goals

Medium Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 🔗 Normal ↶ ↷

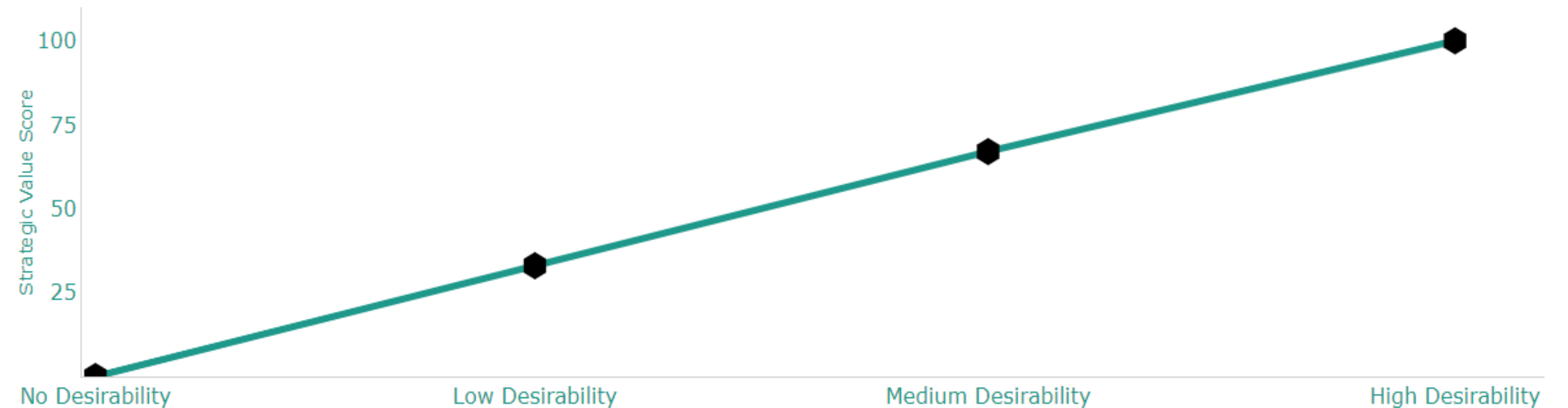
- Significantly contributes to meeting one of the City's master plan or other strategic planning document goals, OR
- Modestly contributes to meeting two or more of the City's master plan or other strategic planning document goals

High Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 🔗 Normal ↶ ↷

Significantly contributes to meeting two or more of the City's master plan or other strategic planning document goals

Resulting scale for *Master Plan Objectives*





QUANTIFY

SP: LEVEL OF SERVICE

SO: REDUCE FLOODING

Set the criteria for each level of the scale for *Reduce Flooding*

Low Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 🔄 Normal ↶ ↷

Improves Conveyance (eg. culvert and headwall projects)

Medium Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 🔄 Normal ↶ ↷

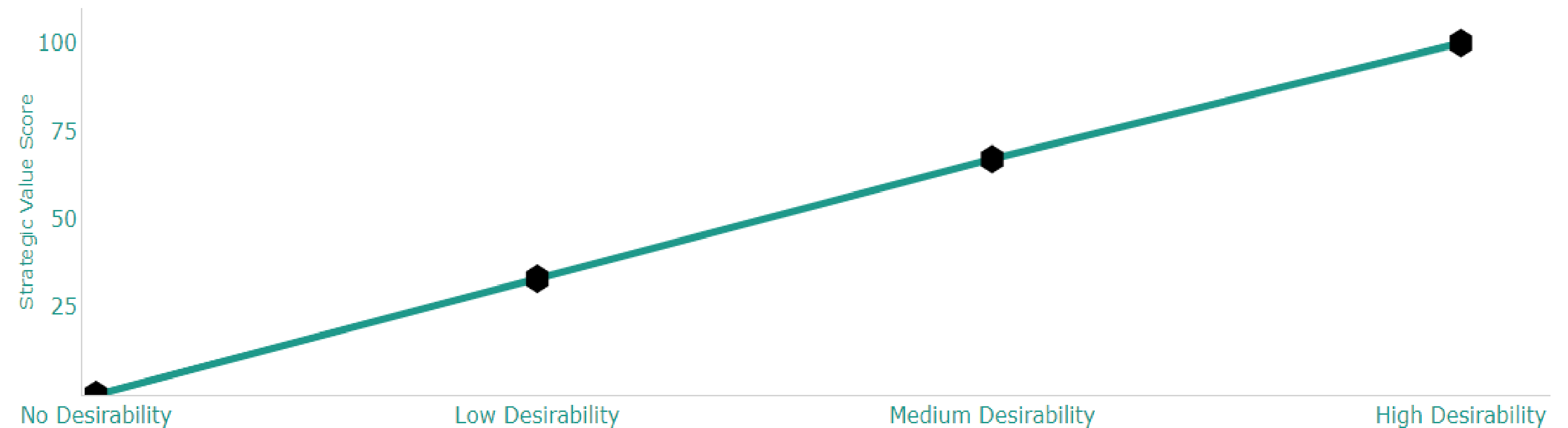
- Reduces flooding in a localized area
- # of parcels ≤ 3

High Desirability

B *I* ~~S~~ {} U ☰ ☷ ” 🔗 🔄 Normal ↶ ↷

- Reduces flooding in a regional area
- # of parcels > 3

Resulting scale for *Reduce Flooding*





QUANTIFY

SP: LEVEL OF SERVICE

SO: MAINTAIN HEALTHY URBAN FOREST

Set the criteria for each level of the scale for *Maintain Healthy Urban Forest*

Low Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔄** Normal **↶** **↷**

Adds 0-10 new trees

Medium Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔄** Normal **↶** **↷**

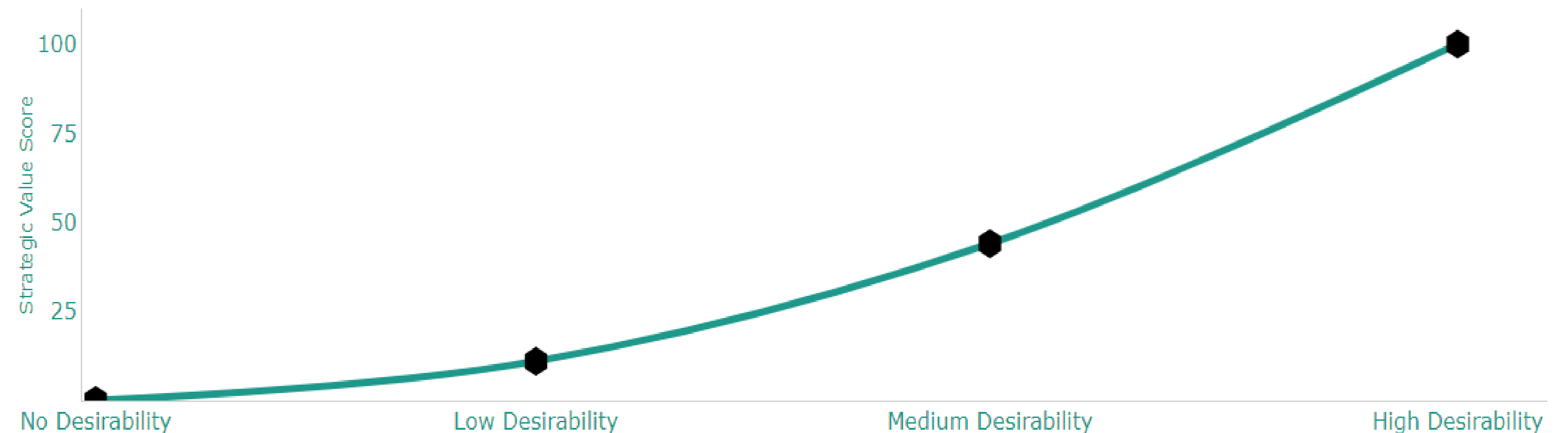
Adds 11-50 new trees

High Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔄** Normal **↶** **↷**

Adds >50 new trees

Resulting scale for *Maintain Healthy Urban Forest*





QUANTIFY

SP: O&M EFFICIENCY

Set the criteria for each level of the scale for *O&M Efficiency*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

Makes modest contribution to O&M cost reduction

Medium Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

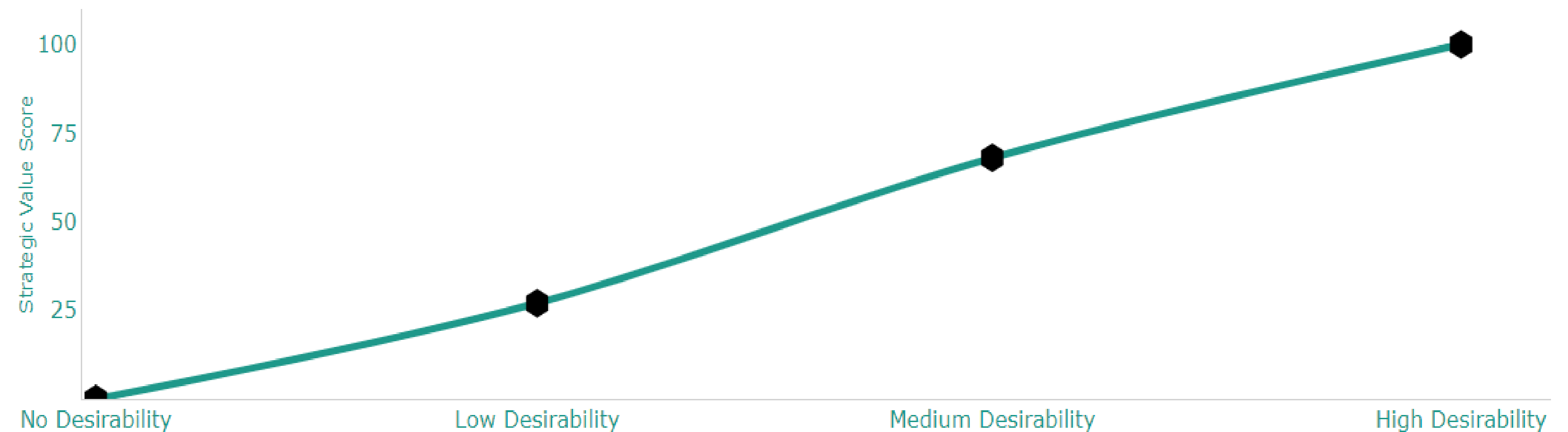
- Makes modest contribution to O&M cost reduction, AND
- Creates opportunities to improve operational flexibility, use of technology, or extends asset life

High Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

- Makes significant contribution to O&M cost reduction, AND
- Creates opportunities to maximize operational flexibility, use of technology, extends asset life, or utilizes materials or techniques that provide lowest overall life-cycle costs

Resulting scale for *O&M Efficiency*





QUANTIFY

CONDITION

Set the criteria for each level of the scale for *Condition*

Low Desirability

B *I* ~~S~~ {} U Normal

- SCREAM pipe Risk grade 1-2, OR
- Slightly restores natural or built function

Medium Desirability

B *I* ~~S~~ {} U Normal

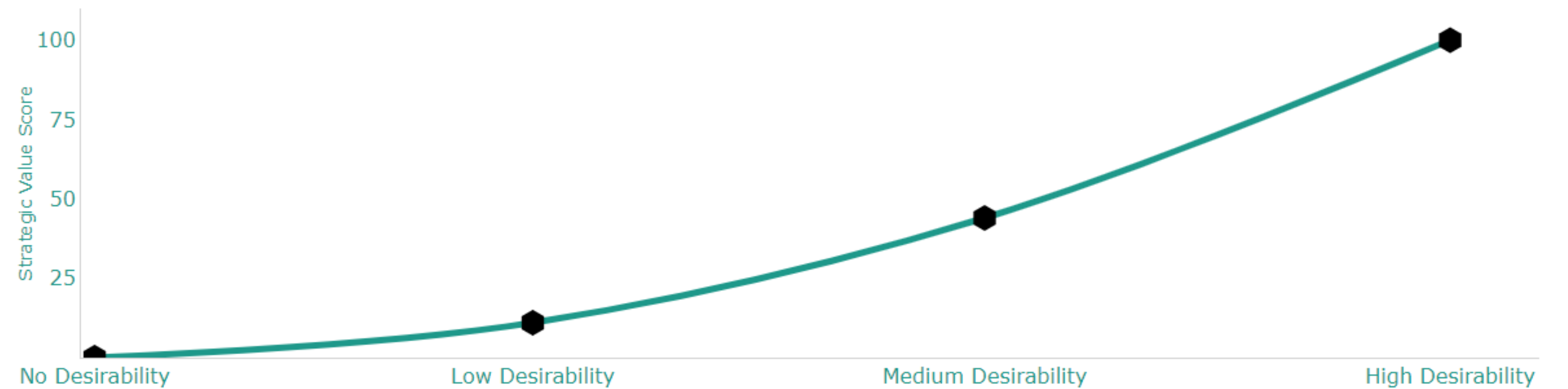
- SCREAM pipe Risk grade 3, OR
- Moderately restores natural or built function

High Desirability

B *I* ~~S~~ {} U Normal

- SCREAM pipe Risk grade 4-5, OR
- Significantly restores natural or built function

Resulting scale for *Condition*

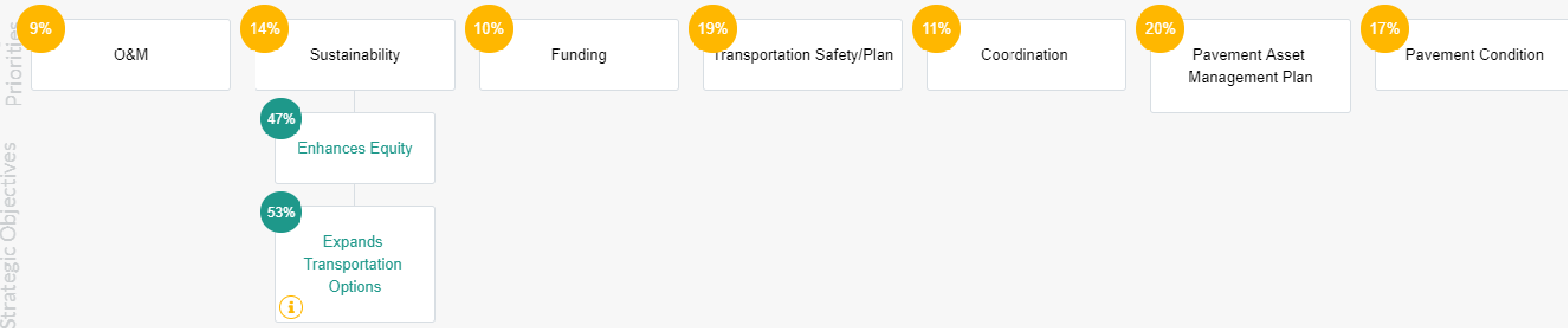


Strategic Value Scorecard - Streets

STRATEGIC VALUE SCORECARD

Insert Decision Model Goal

Edit





QUANTIFY

PRIORITY: O&M

Set the criteria for each level of the scale for *O&M*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

- Has a net increase (i.e. adds facilities) in O&M

Medium Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

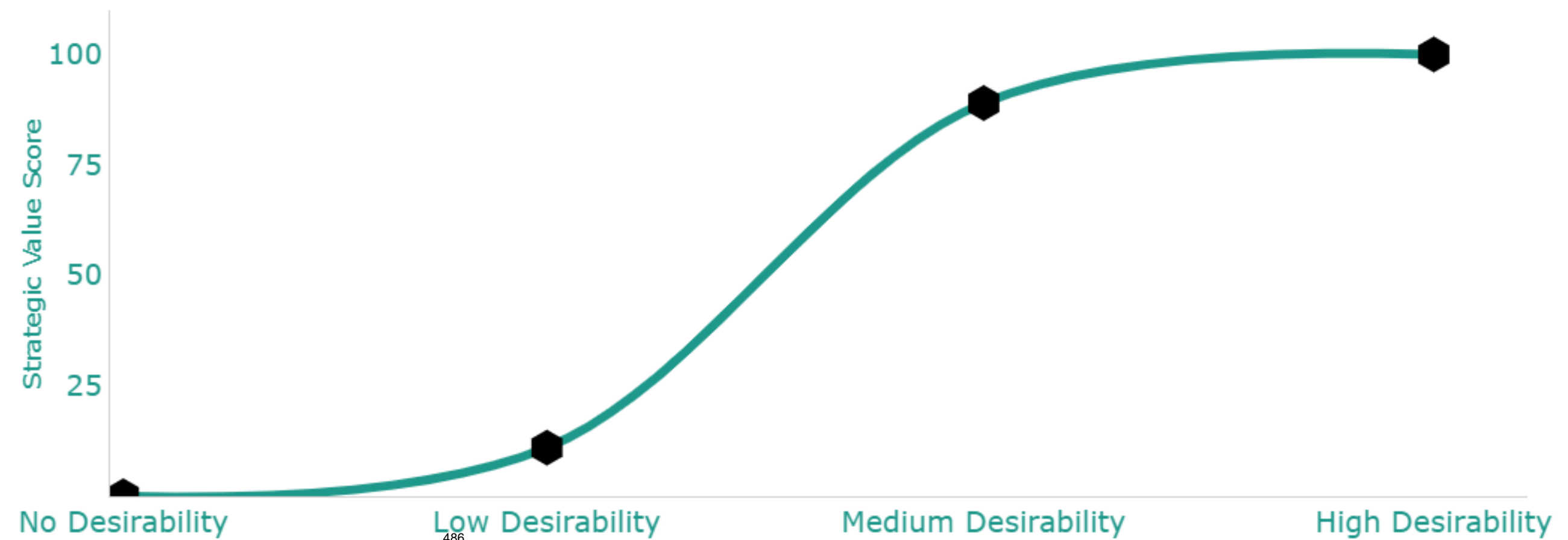
- A modest contribution to O&M cost reduction (i.e. nonstructural improvements)

High Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

- A significant contribution to O&M cost reduction (i.e. structural improvements)

Resulting scale for *O&M*





QUANTIFY

PRIORITY: SUSTAINABILITY

OBJECTIVE: ENHANCES EQUITY

Set the criteria for each level of the scale for *Enhances Equity*

Low Desirability

B I S {} U
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Normal
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Project occurs in a neighborhood with a low percentage of households in poverty (less than 5%)

Medium Desirability

B I S {} U
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Project occurs in a neighborhood with a moderate percentage of households in poverty (5- less than 10%)

High Desirability

B I S {} U
☰ ☷ ”
🔗 🔄
Normal
⬇
↶ ↷

Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%)

<https://headwaterseconomics.org/tools/neighborhoods-at-risk/>





QUANTIFY

PRIORITY: SUSTAINABILITY

OBJECTIVE: EXPANDS TRANSPORTATION OPTIONS

Set the criteria for each level of the scale for *Expands Transportation Options*

Low Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Refresh Icon] Normal [Dropdown Arrow] [Undo] [Redo]

- Maintains or improves existing active transportation and/or transit features

Medium Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Refresh Icon] Normal [Dropdown Arrow] [Undo] [Redo]

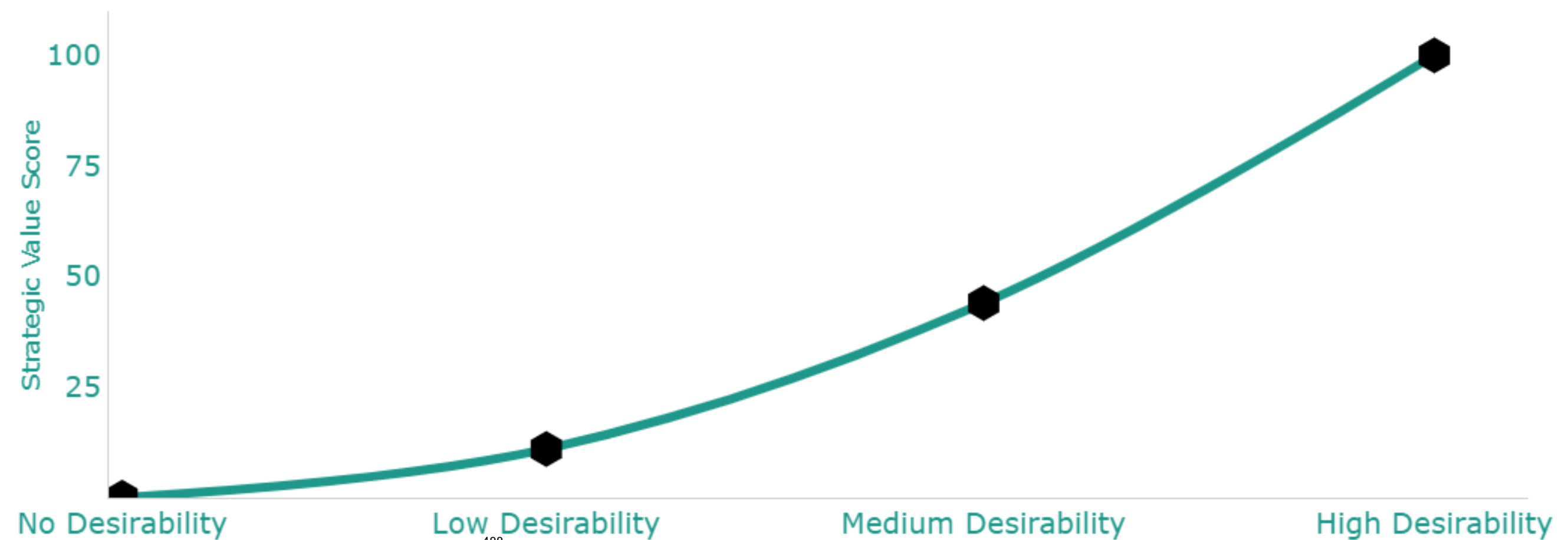
- Adds active transportation and/or transit features

High Desirability

B *I* ~~S~~ {} U [List Icons] [Quote Icon] [Link Icon] [Refresh Icon] Normal [Dropdown Arrow] [Undo] [Redo]

- Prioritizes active transportation and transit

Resulting scale for *Expands Transportation Options*





QUANTIFY

PRIORITY: FUNDING

Set the criteria for each level of the scale for *Funding*

Low Desirability



- Funding is identified from unstable/unreliable sources (i.e. General Fund, Special Assessments, Competitive Grants that are not yet awarded)

Medium Desirability



- Funding available from standard City funding sources (i.e. Act 51, Street Millage, County Millage).

High Desirability



- Has anticipated substantial project funding (>33%) from outside non-loan sources (i.e. STP, U of M, Developers, Grants, etc.)

Resulting scale for *Funding*





PRIORITY: TRANSPORTATION SAFETY/PLAN

Set the criteria for each level of the scale for *Transportation Safety/Plan*

Low Desirability

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- Includes minor improvements that may improve transportation safety

Medium Desirability

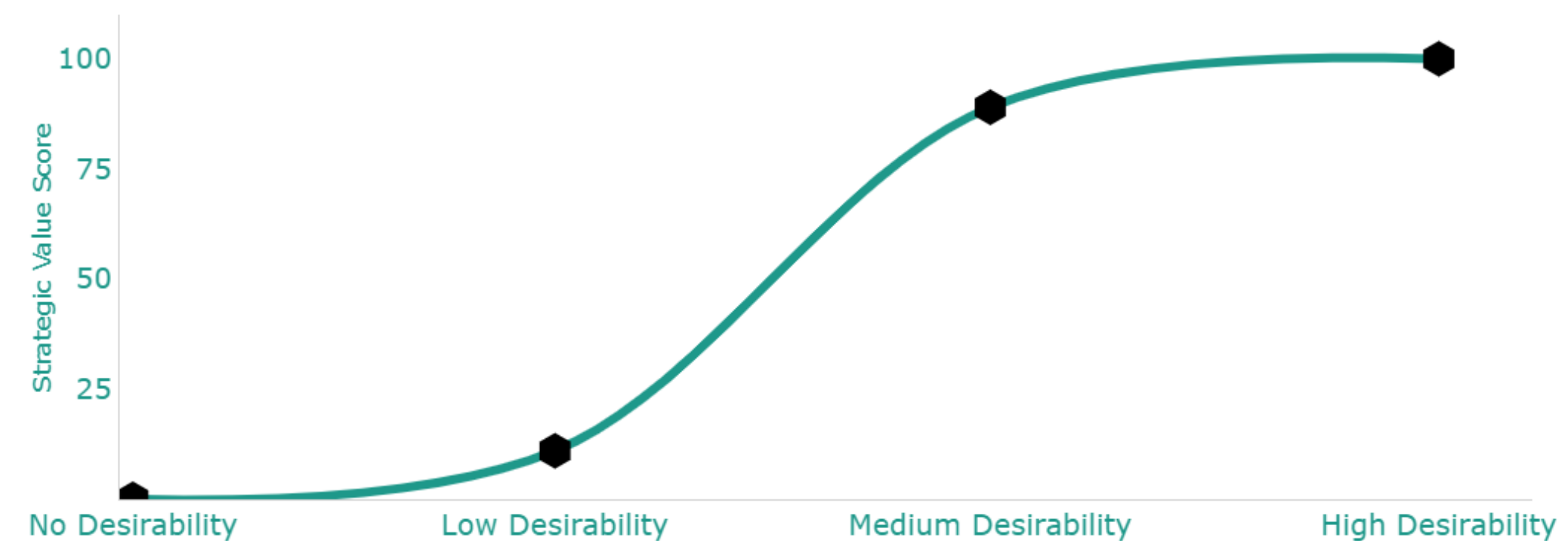
B *I* ~~S~~ {} U Normal

- Includes project elements that have a significant positive impact to transportation safety OR
- Is a Tier 2 improvement in the draft Transportation Plan

High Desirability

B *I* ~~S~~ {} U Normal

- Project is being driven by a transportation safety need OR
- Is a Tier 1 improvement in the draft Transportation Plan





QUANTIFY

PRIORITY: COORDINATION

Set the criteria for each level of the scale for *Coordination*

Low Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🌀** Normal **↶** **↷**

- A project that has minimal interaction with other asset groups

Medium Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🌀** Normal **↶** **↷**

- A project that is coordinated with other asset groups resulting Modest in cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary

High Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🌀** Normal **↶** **↷**

- A project that is coordinated with other asset groups resulting in Significant cost savings and minimizes disruption to the public OR
- Has partnership with external agencies that minimize disruption to the public AND/OR provides opportunity to increase consistency across jurisdictional boundary





PRIORITY: PAVEMENT ASSET MANAGEMENT PLAN

Set the criteria for each level of the scale for *Pavement Asset Management Plan*

Low Desirability

B *I* ~~S~~ {} U ☰ ☷ “ 🔗 🔄 Normal ↕ ⬅️ ➡️

No significant contribution to the plan

Medium Desirability

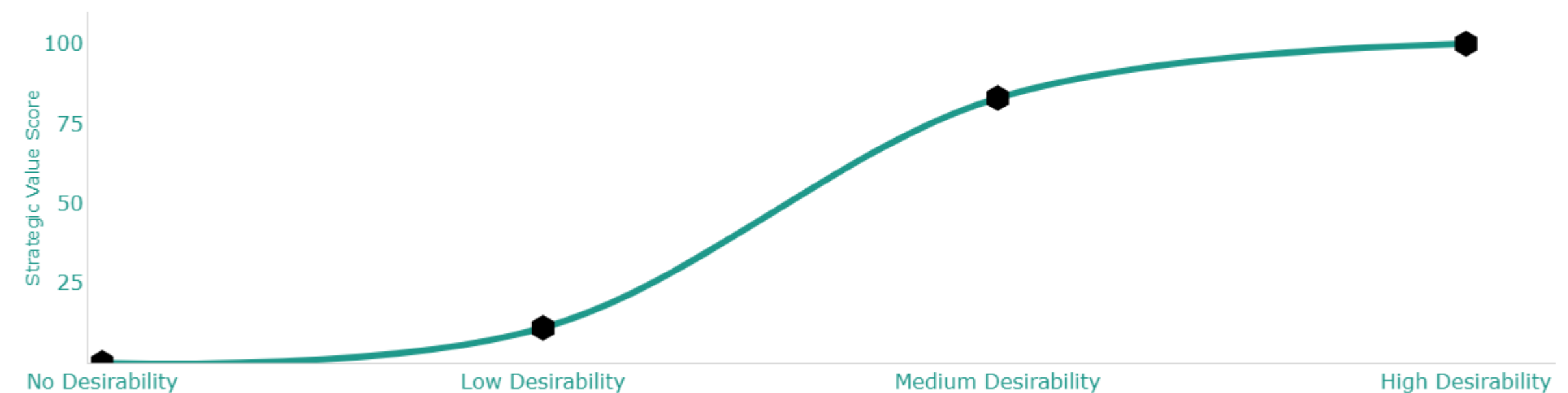
B *I* ~~S~~ {} U ☰ ☷ “ 🔗 🔄 Normal ↕ ⬅️ ➡️

Modestly aligns with plan (utility driven projects that require higher treatment level than what the plan specifies)

High Desirability

B *I* ~~S~~ {} U ☰ ☷ “ 🔗 🔄 Normal ↕ ⬅️ ➡️

Significantly aligns with plan (matches recommended annual investment level)





QUANTIFY

PRIORITY: PAVEMENT CONDITIONS

Set the criteria for each level of the scale for *Pavement Condition*

Low Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔗** Normal **↕** **↶** **↷**

- PASER score 9+

Medium Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔗** Normal **↕** **↶** **↷**

- PASER score 5

High Desirability

B **I** **S** **{}** **U** **☰** **☷** **”** **🔗** **🔗** Normal **↕** **↶** **↷**

- PASER score 1

Resulting scale for *Pavement Condition*



Strategic Value Scorecard - Water

STRATEGIC VALUE SCORECARD

Insert Decision Model Goal

Edit

Strategic
Priorities

18%

Risk

11%

Operations & Maintenance

16%

Customer Experience

23%

Regulatory Compliance /
Safety

11%

Funding

14%

Coordination with Other
Projects or Agencies

7%

Sustainability



QUANTIFY

PRIORITY: RISK

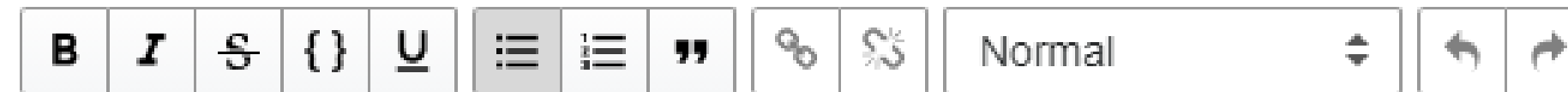
Set the criteria for each level of the scale for *Risk*

Low Desirability



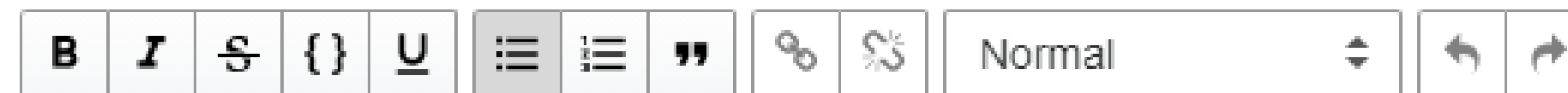
- Distribution: PAN risk category color of Green OR
- Plant: Reliability score of 1-2

Medium Desirability



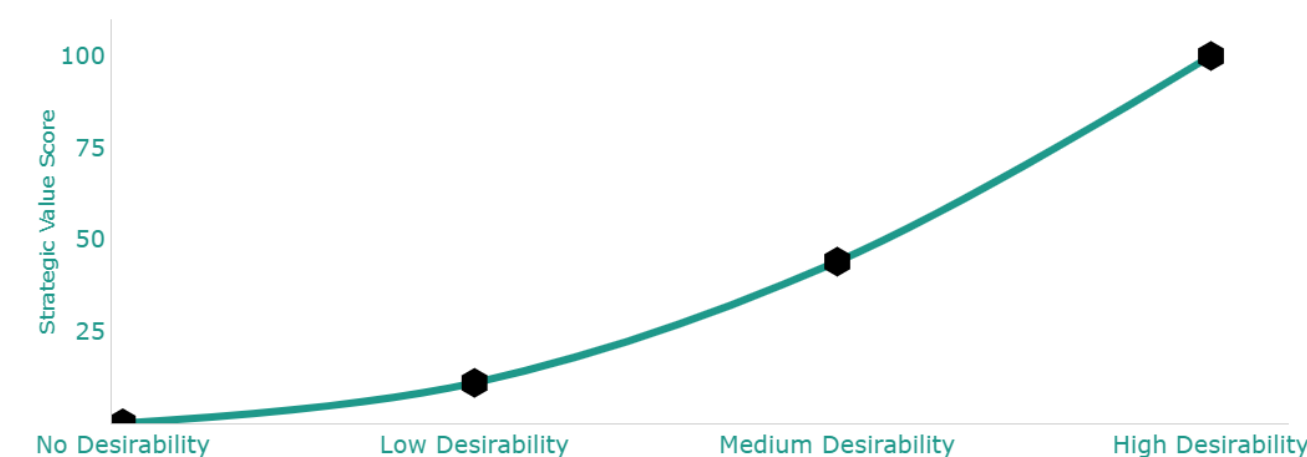
- Distribution: PAN risk category color of Yellow/Orange OR
- Plant: Reliability score of 3-8

High Desirability



- Distribution: PAN risk category color of Red OR
- Plant: Reliability score of 9 or greater

Resulting scale for *RISK*





QUANTIFY

PRIORITY: OPERATIONS & MAINTENANCE

Set the criteria for each level of the scale for *Operations & Maintenance*

Low Desirability

B *I* ~~S~~ {} U Normal

- Makes modest contribution to O&M cost reduction

Medium Desirability

B *I* ~~S~~ {} U Normal

- Makes modest contribution to O&M cost reduction AND creates opportunities to improve operational flexibility, use of technology, or extends asset life

High Desirability

B *I* ~~S~~ {} U Normal

- Makes significant contribution to O&M cost reduction AND
- Creates opportunities to maximize operational flexibility, use of technology, or extends asset life, or utilizes materials or techniques that provide lowest overall lifecycle costs

Resulting scale for *Operations & Maintenance*





QUANTIFY

PRIORITY: CUSTOMER EXPERIENCE

Set the criteria for each level of the scale for *Customer Experience*

Low Desirability



- Distribution Project: Minimally improves existing Level of Service (ex: ordinary replacement with main size same or one size greater) OR
- Plant: Minimally improves water quality, water pressure, or water flow (i.e. system capacity)

Medium Desirability



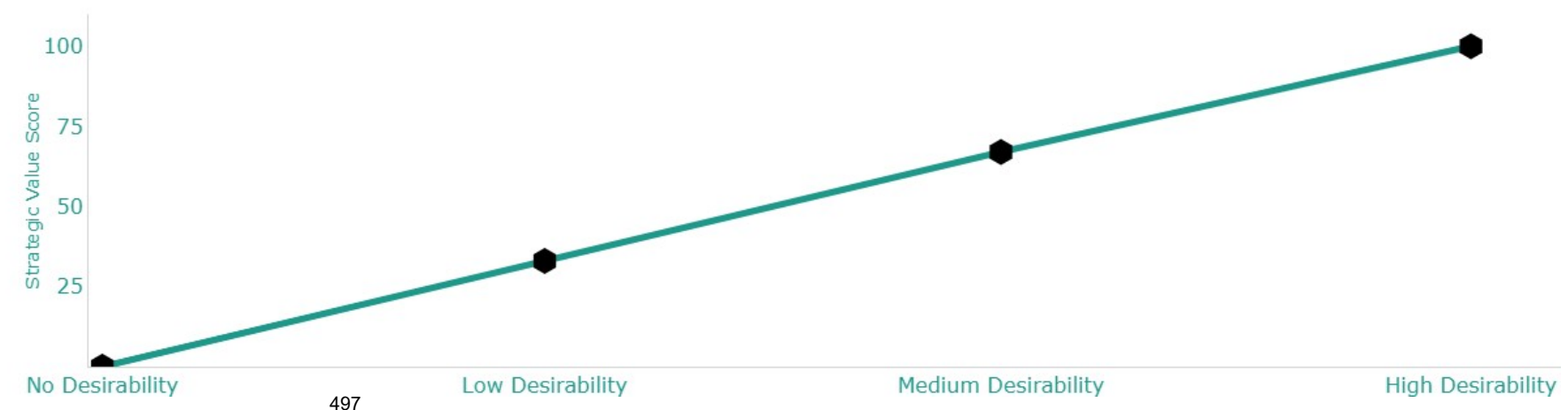
- Distribution Project: Modestly improves existing Level of Service (ex: project that adds redundancy, upsizes main by greater than one size, creates looping, or is in an area with a modest number of complaints) OR
- Provides a new service (extension projects) OR
- Plant: Moderately improves water quality, water pressure, or water flow (i.e. system capacity)

High Desirability



- Distribution Project: Significantly improves existing Level of Service (ex: in area with high number of complaints or in an area with filters) OR
- Provides a new service which is requested by abutting owners OR
- Plant: Significantly improves water quality, water pressure, or water flow (i.e. system capacity)

Resulting scale for *Customer Experience*





QUANTIFY

PRIORITY: REGULATORY COMPLIANCE / SAFETY

Set the criteria for each level of the scale for *Regulatory Compliance / Safety*

Low Desirability



- Modestly contributes to reducing a public health or safety hazard, but is not required for regulatory compliance (e.g. ordinary pipe replacement)

Medium Desirability



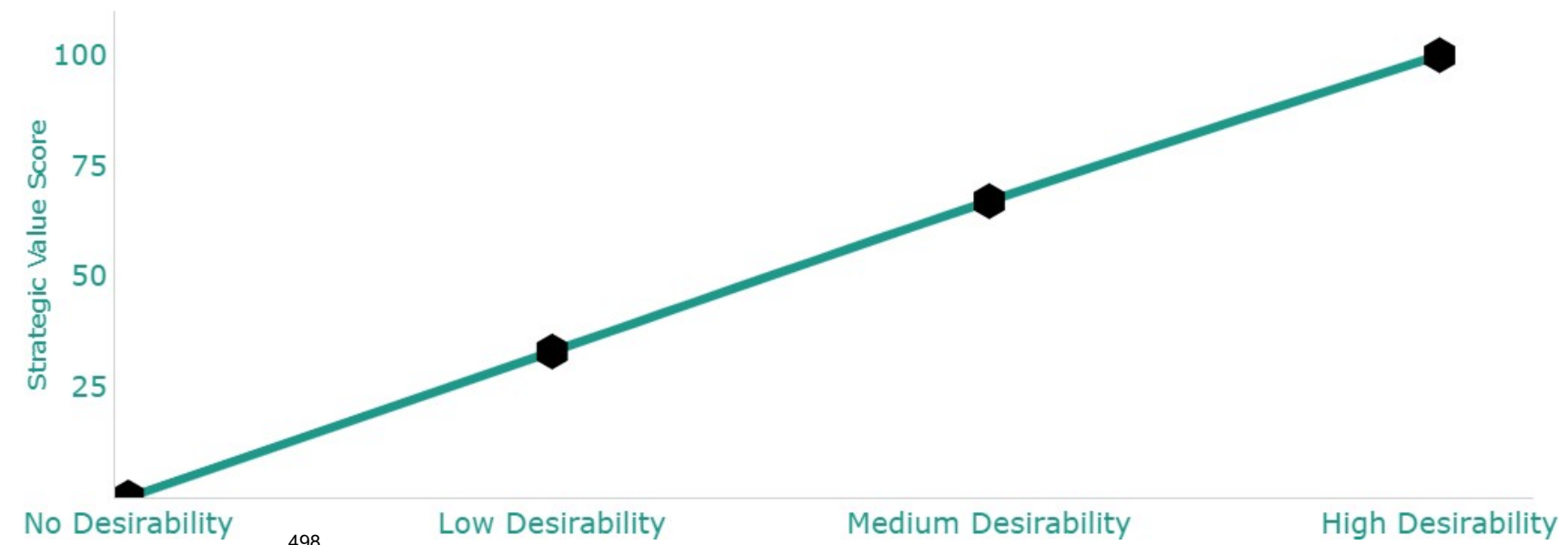
- Project results in improvement to fire flow (ordinary upsizing, looping) OR
- Project creates desirable redundancy OR
- Contributes to non-urgent regulatory compliance

High Desirability



- Addresses known fire flow issues OR
- New service extensions OR
- Contributes to urgent mandatory regulatory compliance OR
- Will eliminate exposure to a high risk public health or safety hazard

Resulting scale for *Regulatory Compliance / Safety*





QUANTIFY

PRIORITY: FUNDING

Set the criteria for each level of the scale for *Funding*

Low Desirability

B *I* ~~S~~ {} U | | | | | | Normal | | |

- Has internal funding only OR
- Competitive outside grant funding source with uncertain outcome

Medium Desirability

B *I* ~~S~~ {} U | | | | | | Normal | | |

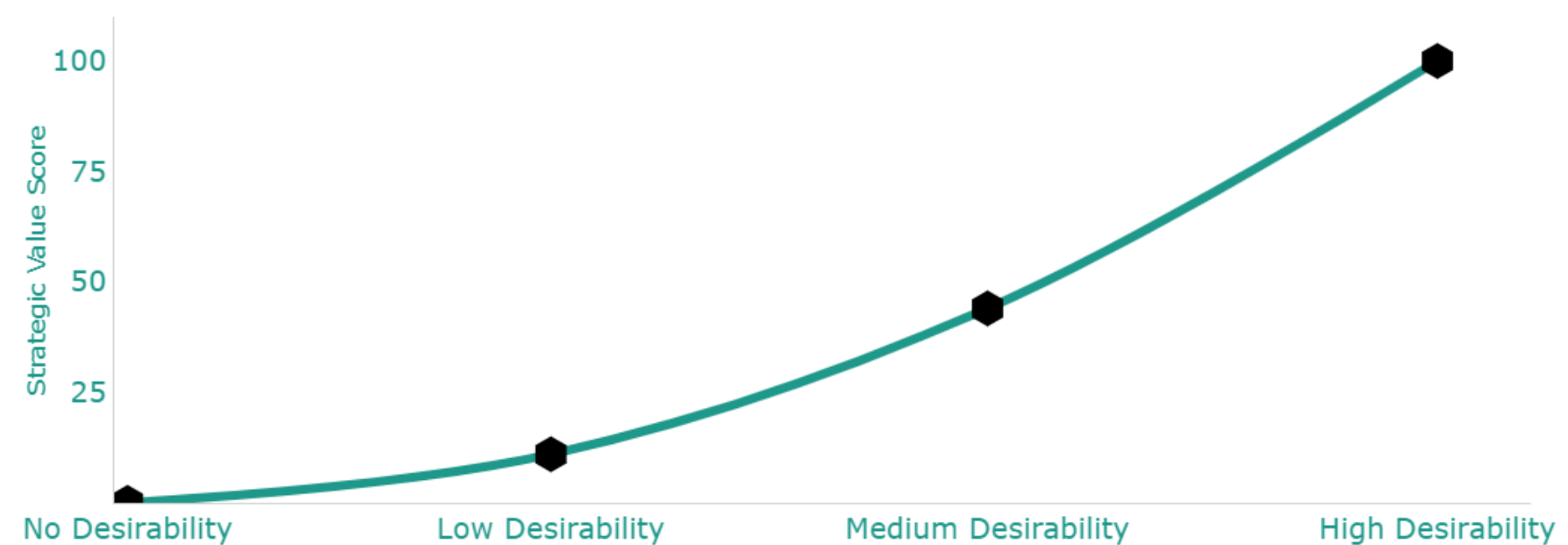
- Anticipated non-competitive outside funding (<50%) (ex: UM cost-share, grant, stimulus, private developers) OR
- Low interest loans with moderate potential for forgiveness (DWRP)

High Desirability

B *I* ~~S~~ {} U | | | | | | Normal | | |

- Anticipated non-competitive outside funding (>50%) (ex: UM cost-share, grant, stimulus, private developers) OR
- Low interest loans with high potential for forgiveness (DWRP)

Resulting scale for *Funding*





QUANTIFY

PRIORITY: COORDINATION WITH OTHER PROJECTS OR AGENCIES

Set the criteria for each level of the scale for *Coordination with Other Projects or Agencies*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Unlink] Normal [Dropdown] [Undo] [Redo]

- Inter-agency coordination

Medium Desirability

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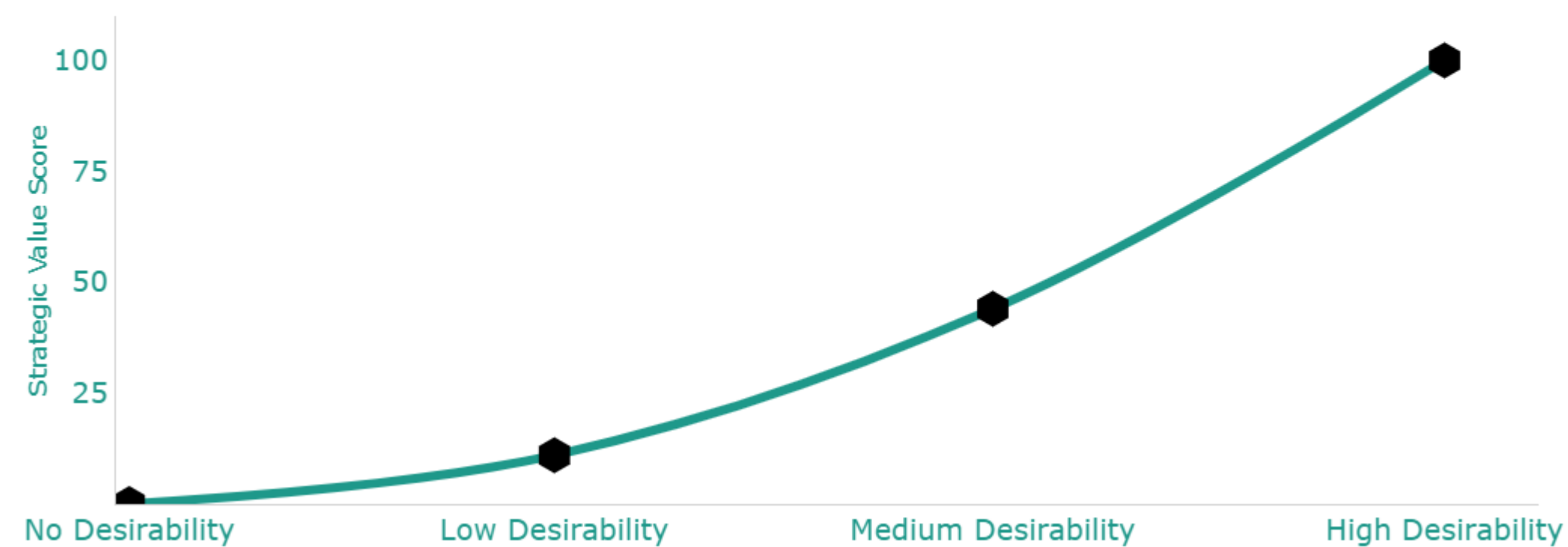
- Align project schedules to minimize disruption and save costs, OR
- Inter-agency project implementation (eg. UM, Townships, MDOT, FERC)

High Desirability

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- Align project schedules to minimize disruption and save costs AND
- Inter-agency partnership (eg. UM, Townships, MDOT, FERC)

Resulting scale for *Coordination with Other Projects or Agencies*





QUANTIFY

PRIORITY: SUSTAINABILITY

Set the criteria for each level of the scale for *Sustainability*

Low Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Image] Normal [Dropdown] [Undo] [Redo]

- Distribution: Project occurs in a neighborhood with a low percentage of households in poverty (less than 1%) per [Neighborhoods at Risk](#)
- Plant: Minimally reduces energy load

Medium Desirability

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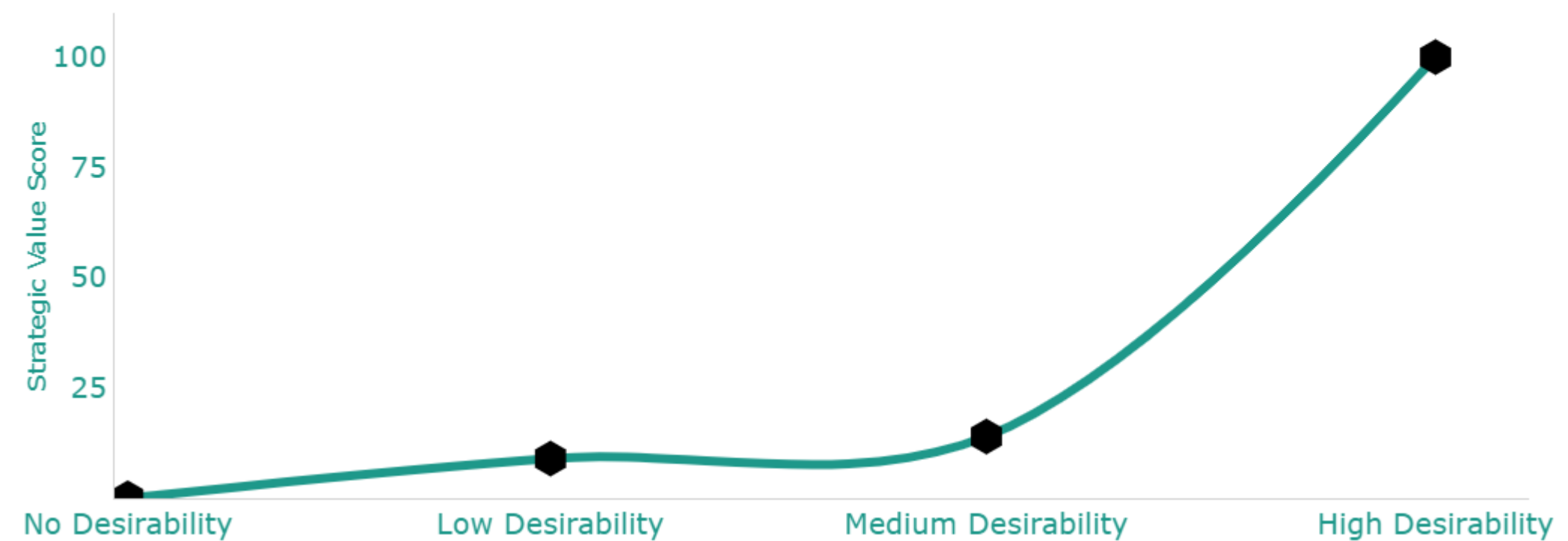
- Distribution: Project occurs in a neighborhood with a moderate percentage of households in poverty (1-9%) per [Neighborhoods at Risk](#)
- Plant: Moderately reduces energy load

High Desirability

B *I* ~~S~~ {} U [List] [List] [Quote] [Link] [Image] Normal [Dropdown] [Undo] [Redo]

- Distribution: Project occurs in a neighborhood with a high percentage of households in poverty (greater than 10%) per [Neighborhoods at Risk](#)
- Plant: Significantly reduces energy load OR utilizes alternative energy sources

Resulting scale for *Sustainability*



CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2022

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2022</u>	<u>Request FY2023</u>	<u>FY2024+</u>	<u>Total FY2022-FY2024+</u>
<u>Municipal Facilities - Parks and Recreation</u>					
MF-PR-21-01	Dams: Argo Gate Repair & Coating	-	800,000	-	800,000
MF-PR_22-01	Gallup Vehicle Bridge & Border to Border Alignment	-	600,000	2,400,000	3,000,000
MF-PR-12-06	Historic Park Structures Repair/Restoration	150,000	-	150,000	300,000
MF-PR-14-02	Leslie Science & Nature Center Master Plan Implementation	200,000	-	-	200,000
MF-PR-10-02	Park's Roads, Bridges and Parking Lots	300,000	150,000	550,000	1,000,000
MF-PR-10-09	Picnic Shelters	100,000	-	100,000	200,000
MF-PR-10-01	Playgrounds & Neighborhood Park Improvements	150,000	100,000	350,000	600,000
MF-PR-08-21	Recreation Facility Updates & Infrastructure Repairs	400,000	250,000	800,000	1,450,000
MF-PR-08-07	Tennis & Basketball Court Renovations	-	150,000	150,000	300,000
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction	350,000	200,000	900,000	1,450,000
MF-PR-21-02	Veteran's Park Skatepark Lighting	50,000	-	-	50,000
		1,700,000	2,250,000	5,400,000	9,350,000
<u>Municipal Facilities - Solid Waste</u>					
MF-SW-18-01	Northside Methane Collection System Upgrades	-	-	-	-
MF-SW-20-01	Compost Pad Replacement	200,000	-	-	200,000
MF-SW-20-02	Termination of Public Street Dead Ends (Solid Waste)	40,000	80,000	-	120,000
		240,000	80,000	-	320,000
<u>Transportation - Alternative Transportation</u>					
TR-AT-22-19	Elmwood Ave Bicycle Blvd	-	40,000	60,000	100,000
TR-AT-20-04	Bicycle Network Gaps	-	50,000	50,000	100,000
TR-AT-20-03	Low Stress Bicycle Network Signage	-	-	400,000	400,000
TR-AT-22-20	Road Reconfiguration Projects	100,000	100,000	-	200,000
TR-AT-13-01	Sidewalk Repair Program	900,000	900,000	3,600,000	5,400,000
TR-AT-13-01	Asphalt Sidewalk Replacement & Maintenance	300,000	300,000	1,200,000	1,800,000
TR-AT-18-12	Newport (Sunset to Downup Cir.)	100,000	100,000	-	200,000
TR-AT-18-13	Sunset (Brooks to Newport)	-	100,000	200,000	300,000
TR-AT-18-09	Ellsworth (State to Stone School)	871,000	-	-	871,000
TR-AT-18-14	Brooks (Mixtwood to Sunset) Sidewalk Gaps	-	500,000	-	500,000
TR-AT-22-28	2021 Sidewalk Gap Program	347,000	-	-	347,000
TR-AT-22-29	2022 Sidewalk Gap Program	306,000	611,000	-	917,000
Various	Future Sidewalk Gap Programs	-	110,000	1,360,000	1,470,000
N/A	Crosswalk Improvements	250,000	250,000	1,000,000	1,500,000
		3,174,000	3,061,000	7,870,000	14,105,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2022

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2022</u>	<u>Request FY2023</u>	<u>Request FY2024+</u>	<u>Total FY2022-FY2024+</u>
<u>Transportation - Other</u>					
TR-OT-22-01	Communication Expansion & System Improvement for Arterial Traffic Operations (SCOOT)	120,000	-	-	120,000
TR-OT-22-02	Accessible Pedestrian Signals	100,000	50,000	200,000	350,000
TR-OT-18-S1	Intelligent Transportation System (ITS) Master Plan	75,000	-	-	75,000
TR-OT-01-07	Plymouth Road/Commonwealth Signal	-	-	243,000	243,000
TR-OT-22-03	Hill (8th to Washtenaw) Safety Improvements	21,000	-	-	21,000
		316,000	50,000	443,000	809,000
<u>Transportation - Bridges</u>					
TR-BR-21-01	Broadway and Fuller Rd Bridge Capital Maintenance	577,000	-	-	577,000
TR-BR-10-01	Biennial Bridge Inspection Program	120,000	95,000	-	215,000
TR-BR-16-02	EMC Drive Bridge Painting & Rehab	175,000	1,250,000	1,250,000	2,675,000
TR-BR-16-01	2020 Bridge CPM Repairs	314,000	-	-	314,000
TR-BR-18-02	9473 Huron Parkway Bridge Maintenance	666,445	-	-	666,445
		1,852,445	1,345,000	1,250,000	4,447,445
<u>Transportation - Street Construction</u>					
TR-SC-15-02	Annual Capital Street Maintenance Program (Street, Bridge & Sidewalk Millage)	670,000	1,000,000	4,000,000	5,670,000
TR-SC-08-01	9706 Fuller/Maiden/E Medical Intersection	54,104	100,000	200,000	354,104
TR-SC-14-21	9475 S. Seventh (Scio Church to Greenview)	1,224,000	2,146,000	-	3,370,000
TR-SC-18-06	9416 Scio Church Rd (7th to Maple)	400,000	-	-	400,000
TR-SC-16-14	Moore/Pontiac/Swift/Wright	-	243,000	327,000	570,000
TR-SC-16-11	S. Main (Huron to William)	75,000	260,000	521,000	856,000
TR-SC-16-10	9476 Broadway (Plymouth to Plymouth)	614,000	1,066,000	-	1,680,000
TR-SC-16-16	Ann (First to Fifth Ave)	-	154,000	247,000	401,000
TR-SC-18-17	Brooks (Miller to Sunset) Resurfacing	-	460,000	770,000	1,230,000
TR-SC-18-15	Platt Road (HPW to Packard)-9584	177,000	373,000	-	550,000
TR-SC-14-06	State St. (Huron to William)-9499	171,000	304,000	-	475,000
TR-SC-18-08	State St. (S. University to Granger)-9499	67,000	345,000	555,000	967,000
TR-SC-18-10	9429 S. Industrial (Stimpson to Eisenhower)	300,000	-	-	300,000
N/A	Huron Parkway (Geddes to Plymouth); Glazier (Green to Earhart)	330,000	-	-	330,000
TR-SC-14-04	Geddes Ave (Observatory to Highland)	1,000,000	-	-	1,000,000
TR-SC-18-18	Huron Pkwy/Tuebingen (Nixon to Traver)	700,000	750,000	-	1,450,000
TR-SC-18-13	Earhart Road (Greenhills to US-23)	-	1,730,000	-	1,730,000
TR-SC-18-12	Earhart Road (Geddes to Greenhills)-9584	253,000	347,000	-	600,000
TR-SC-20-43	Ashley/Kingsley Resurfacing (with DDA project)	105,000	-	-	105,000
TR-SC-13-07	Annual Street Resurfacing	3,900,000	3,300,000	14,100,000	21,300,000
TR-SC-16-10	Broadway (Plymouth to Plymouth)	80,000	160,000	-	240,000
TR-SC-18-06	Scio Church (Landmark to Winsted)	54,000	-	-	54,000
TR-SC-18-18	Tuebingen (Lancashire to Traver)	-	100,000	-	100,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2022

ProjectID	Project Name	Request FY2022	Request FY2023	FY2024+	Total FY2022-FY2024+
UT-WS-18-01	Dunmore/Waverly/Weldon/Harford	780,000	-	-	780,000
UT-WS-14-07	2021 Misc. Utilities Project (Liberty/Crest)	117,000	-	-	117,000
Various	Resurfacing on Local Watermain Projects	-	1,200,000	3,300,000	4,500,000
N/A	Miscellaneous Road Projects/Maintenance	300,000	-	300,000	600,000
		11,371,104	14,038,000	24,320,000	49,729,104
<u>Utilities - Sanitary Sewer</u>					
UT-SN-01-03	Austin Sanitary Sewer Outlet Study	-	50,000	-	50,000
UT-SN-22-11	High Level Trunkline Sanitary Sewer Rehabilitation Ph 2	753,000	1,347,000	-	2,100,000
UT-SN-19-01	Huron/West Park Sanitary SSWWEP Improvements (DOM)	2,325,000	2,325,000	-	4,650,000
UT-SN-18-07	Pittsfield Village Sanitary Sewers	-	200,000	2,676,000	2,876,000
UT-SN-22-09	Sanitary Manhole Raising Project	267,000	483,000	-	750,000
UT-SN-21-03	Sanitary Sewer Lining Calendar 2020	1,002,000	-	-	1,002,000
UT-SN-21-04	Sanitary Sewer Lining Calendar 2021	2,683,000	-	-	2,683,000
UT-SN-21-05	Sanitary Sewer Lining Calendar 2022	533,000	967,000	-	1,500,000
UT-SN-21-06	Sanitary Sewer Lining Calendar 2023	-	533,000	967,000	1,500,000
UT-SN-20-02	Sanitary Sewer Repair Under US-23 at Washtenaw	223,000	377,000	-	600,000
UT-SN-10-05	Sanitary Sewer System Public Works Capital Maintenance	400,000	400,000	1,600,000	2,400,000
UT-SN-21-07	Southside Interceptor Rehabilitation Phase 5	2,800,000	-	-	2,800,000
UT-SN-21-08	Southside Interceptor Rehabilitation Phase 7	-	540,000	960,000	1,500,000
UT-SN-20-04	Trader Joe's Sanitary Sewer Repair	250,000	-	-	250,000
UT-SN-20-07	WWTP: Access Bridge Replacement	200,000	2,000,000	3,500,000	5,700,000
UT-SN-16-15	WWTP: Asset Management Plan	140,000	-	-	140,000
UT-SN-22-03	WWTP: Centrifuge Centrate Treatment	125,000	1,300,000	-	1,425,000
UT-SN-22-02	WWTP: Effluent Flow Meter Replacement	50,000	180,000	-	230,000
UT-SN-14-05	WWTP: Lift Station Repair/Replacement Program	1,800,000	500,000	-	2,300,000
UT-SN-22-06	WWTP: Retention and Tertiary Piping Replacement	25,000	75,000	300,000	400,000
UT-SN-20-06	WWTP: Screening and Grit System Replacement	3,450,000	4,500,000	-	7,950,000
UT-SN-20-05	WWTP: Tertiary Clear Well Wall Replacement	1,000,000	150,000	-	1,150,000
UT-SN-22-04	WWTP: Thickened Sludge Pump Relocation	225,000	-	-	225,000
UT-SN-22-01	WWTP: Ultraviolet (UV) Disinfection Replacement	-	250,000	1,700,000	1,950,000
UT-SN-08-01	Wagner Road Sanitary Sewer - South	23,000	300,000	278,000	601,000
		18,274,000	16,477,000	11,981,000	46,732,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2022

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2022</u>	<u>Request FY2023</u>	<u>FY2024+</u>	<u>Total FY2022-FY2024+</u>
Utilities - Storm Sewer					
UT-ST-18-17	1250 N Main Area Storm Main Relocation	498,000	-	-	498,000
UT-ST-16-14	Annual Street Tree Planting	414,000	414,000	1,656,000	2,484,000
UT-ST-14-24	Briarwood Mall Ponds	457,000	743,000	-	1,200,000
UT-ST-22-05	Brooks (Miller to Sunset) Stormwater Improvements (AC)	-	300,000	300,000	600,000
UT-ST-11-03	Capital Reconstruction of Structures/Resurfacing	500,000	500,000	2,000,000	3,000,000
UT-ST-16-08	Churchill Park/Eisenhower ROW Basin	3,200,000	-	-	3,200,000
UT-ST-20-05	Detention Basin Restoration/Reconstruction	-	475,000	-	475,000
UT-ST-22-06	E University Stormwater Improvements (AC)	-	300,000	300,000	600,000
UT-ST-18-01	Edgewood/Snyder SWMM Area Stormwater	150,000	618,000	7,687,000	8,455,000
UT-ST-21-01	First and Ashley Stormwater Improvements (Lower Allen Creek)	630,000	-	-	630,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	150,000	150,000	600,000	900,000
UT-ST-16-19	Geddes Ave (Observatory to Highland) Stormwater Improvements	83,000	167,000	-	250,000
UT-ST-22-04	Hiscock St Storm Sewer Relocation	113,000	187,000	-	300,000
UT-ST-18-04	Mulholland Ave. SWMM Area Stormwater Improvements	-	720,000	1,180,000	1,900,000
UT-ST-22-02	Pittsfield Village Stormwater Improvements	-	380,000	620,000	1,000,000
UT-ST-18-11	Scio Church (Maple to 7th) Stormwater Improvements	210,000	-	-	210,000
UT-ST-14-22	Seventh (Scio Church to Greenview) Stormwater Improvements	250,000	400,000	-	650,000
UT-ST-14-07	Storm Sewer Rehabilitation and Lining Projects	800,000	800,000	2,400,000	4,000,000
UT-ST-12-16	Swift Run MDOT Stormwater Management Improvements	-	710,000	-	710,000
UT-ST-18-19	Tuebingen Culvert Rehabilitation	250,000	-	-	250,000
N/A	2020 Storm Lining	500,000	-	-	500,000
UT-ST-16-02	Allen Creek Berm	1,000,000	-	-	1,000,000
		9,205,000	6,864,000	16,743,000	32,812,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2022

ProjectID	Project Name	Request FY2022	Request FY2023	FY2024+	Total FY2022-FY2024+
Utilities - Water System					
UT-WS-18-47	8th St (Liberty to Jefferson) Water Main	228,000	372,000	-	600,000
UT-WS-16-34	Ann (First to Main) Water Main Upsizing	-	190,000	310,000	500,000
UT-WS-16-32	Broadway (Baits to Jones) Water Main Replacement	-	1,303,000	-	1,303,000
UT-WS-18-11	Brooks & Mixtwood Water Main Replacement	-	567,000	933,000	1,500,000
UT-WS-22-23	Carmel (Towner to Easy St) Water Man Upsizing	-	273,000	447,000	720,000
UT-WS-18-24	Creal Crescent, Creal Ct., and Helen St Water Main Replacement	-	950,000	1,550,000	2,500,000
UT-WS-16-27	Dams: Barton Dam Embankment Rehabilitation-General Fund Share	50,000	125,000	-	175,000
UT-WS-14-05	Dicken Drive Looping Water Main	131,000	161,000	-	292,000
UT-WS-18-59	Dunmore, Waverly, Weldon, Hartford PI Water Main Replacement	1,490,000	-	-	1,490,000
UT-WS-16-37	E University (619 E University to Monroe) Water Main Upsizing	-	113,000	187,000	300,000
UT-WS-20-20	Federal Blvd (Stadium to Commerce) Water Main Upsize	228,000	372,000	-	600,000
UT-WS-20-14	Galvanized Water Services Replacements	1,000,000	1,000,000	4,000,000	6,000,000
UT-WS-20-25	Geddes Road (Windy Crest to 500' West of Earhart) Water Main Replacement	1,480,000	-	-	1,480,000
UT-WS-22-20	Large Water Meter Replacement Project	1,100,000	1,100,000	-	2,200,000
UT-WS-14-07	Liberty (Crest to Seventh) Water Main Replacements	1,249,000	-	-	1,249,000
UT-WS-18-48	Madison (Soule to end) and Madison PI Water Main Replacement	-	533,000	867,000	1,400,000
UT-WS-14-06	Madison Place Looping Water Main	-	250,000	-	250,000
UT-WS-16-33	Main St (William to Huron) Water Main Replacement	206,000	837,000	1,254,000	2,297,000
UT-WS-16-05	Mosely (Main to 3rd), 3rd (Mosley to Madison) & Wilder PI Water Main Upsizing	358,000	1,242,000	-	1,600,000
UT-WS-20-09	Pittsfield Village Water Main Improvements and Easy Street (Towner to Dead End)	-	400,000	5,300,000	5,700,000
UT-WS-18-09	Platt (S of Oakwood to S of Williamsburg) Water Main Replacement	800,000	1,100,000	-	1,900,000
UT-WS-16-10	Pontiac and Swift New Mains and Wright (Kellogg to Dead-end) Main Replacement	-	453,000	747,000	1,200,000
UT-WS-16-40	Seventh (Scio Church to Greenview) & Greenview (7th to Scio Church) Water Main Replacement	567,000	933,000	-	1,500,000
UT-WS-18-29	Soule (Liberty to Eberwhite School) Water Main Replacement	-	413,000	687,000	1,100,000
UT-WS-22-25	South Blvd Water Looping	325,000	-	-	325,000
UT-WS-18-28	Stadium Service Drive Water Main Replacement	303,000	497,000	-	800,000
UT-WS-18-56	State St (S University to Hill and Dewey to Granger) Water Main Consolidation	-	190,000	310,000	500,000
UT-WS-22-24	State St (Washington to William) Water Main Replacement	218,000	437,000	-	655,000
UT-WS-16-14	Sunrise Ct Water Main Replacement	113,000	187,000	-	300,000
UT-WS-18-31	WTP: Architectural and Structural Improvements Ph 3	900,000	-	-	900,000
UT-WS-18-18	WTP: Barton Pump Station 20" Raw Water Suction Piping Replacement	40,000	-	11,525,000	11,565,000
UT-WS-20-04	WTP: Barton Pump Station Valve Replacement	50,000	2,000,000	1,100,000	3,150,000
UT-WS-20-19	WTP: Barton to WTP Raw Water Main Condition Analysis	20,000	-	-	20,000
UT-WS-06-07	WTP: Geddes and South East District Control Valve	-	50,000	200,000	250,000
UT-WS-06-08	WTP: Gravity and West High Boundary Valve Replacement	-	50,000	350,000	400,000
UT-WS-16-20	WTP: HVAC Improvements	150,000	1,000,000	-	1,150,000
UT-WS-20-18	WTP: LIMS Software	500,000	-	-	500,000
UT-WS-18-32	WTP: Metering of Pressure Districts	-	200,000	1,000,000	1,200,000
UT-WS-22-02	WTP: Ozone Generator Improvements	75,000	-	2,000,000	2,075,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2022

<u>ProjectID</u>	<u>Project Name</u>	<u>Request FY2022</u>	<u>Request FY2023</u>	<u>Request FY2024+</u>	<u>Total FY2022-FY2024+</u>
UT-WS-16-17	WTP: Plant 1 Replacement Project	200,000	900,000	44,250,000	45,350,000
UT-WS-16-19	WTP: Programmable Logic Controllers Replace. & Dam Security Upgrades	1,060,000	230,000	-	1,290,000
UT-WS-16-18	WTP: Residuals Handling Project	-	50,000	3,500,000	3,550,000
UT-WS-22-19	WTP: Sentinel Well Project	50,000	500,000	-	550,000
UT-WS-22-01	WTP: Valve Replacement Project (Phase 1)	125,000	850,000	650,000	1,625,000
UT-WS-16-03	Washtenaw Ave (Wayne St to North End of Tappen School) Water Main	650,000	1,050,000	-	1,700,000
UT-WS-18-23	Water Main Distribution System Valve Replacements	500,000	-	1,000,000	1,500,000
UT-WS-20-S1	Water Model Update	200,000	-	-	200,000
UT-WS-22-22	Winchell (Brockman to Hall Ave & Frieze (Brockman to St. Francis Entrance)	150,000	250,000	-	400,000
		14,516,000	21,128,000	82,167,000	117,811,000
CIP Grand total		\$ 60,648,549	\$ 65,293,000	\$ 150,174,000	\$ 276,115,549
<u>Non-CIP / Operations & Maintenance Capital</u>					
N/A	Streetlight Replacements	398,268	530,000	-	928,268
N/A	Fire Station Replacement	1,000,000	1,000,000	-	2,000,000
N/A	Tech Park Fiber	2,500,000	-	-	2,500,000
N/A	Center of the City	40,000	-	-	40,000
N/A	Barton Dam Embankment Rehab Design	-	250,000	-	250,000
N/A	U.S. Geological Gauging Station upstream of Barton Pond	-	160,000	-	160,000
N/A	Superior Dam Coating & Steel Repairs-Construction	250,000	-	-	250,000
N/A	Capital Sinking Fund	400,000	400,000	-	800,000
		4,588,268	2,340,000	-	6,928,268
Grand total		\$ 65,236,817	\$ 67,633,000	\$ 150,174,000	\$ 283,043,817

Capital Improvement Program: Significant Non-recurring Projects

- There are 149 capital projects in the FY2022 capital budget totaling \$283,043,817. This is an 11% increase over the FY2021 capital budget total of \$250,542,050.
- There are 51 projects over \$1,000,000 (34.2% of the number of projects). The total for these projects is \$240,474,000 (85% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2022 are listed in this section by project category.
- Of the 51 projects over \$1 million, three projects are over \$10 million. The total for this project is \$78,215,000 (28% of the total dollar value of projects).
- Forty of the projects in excess of \$1,000,000 are recurring. The recurring projects are:
 - Recreational Facilities \$1.45 million;
 - Pathways \$4.4 million;
 - Annual Sidewalk Repair & Curb Ramp Program \$8.4 million;
 - Annual Local Street Resurfacing Program \$21.3 million;
 - Annual Capital Street Maintenance Program \$5.7;
 - Sanitary Sewer Lining Projects \$6.7 million;
 - Storm Sewer Rehabilitation and Lining Projects \$4.0 million
 - Water Main Projects \$23.2 million
 - Water Treatment Plant Projects \$68.5 million
 - Waste Water Treatment Plant Projects \$7.7 million
 - Street Tree Planting \$2.5 million

The three largest project categories make up 82.6% of all capital project dollars:

- | | |
|--|-----------------------------------|
| • Transportation – Street Construction | \$49,729,104 (17.6% of projects) |
| • Utilities – Sanitary Sewer | \$46,732,000 (16.5% of projects) |
| • Utilities – Water System | \$117,811,000 (41.6% of projects) |
| • All other projects | \$68,771,713 (24.3% of projects) |

The effect of capital expenditures on future operating budgets – The City has migrated to a new capital improvement plan software. The operations and maintenance (O&M) component of scoring CIP projects are now part of the overall Strategic Value score given to each project. For Water System, Sanitary Sewer, Storm Sewer and Street Construction projects operations and maintenance components are rated as low, medium or high regarding their contribution towards reducing O&M costs. For all other areas, operations and maintenance is no longer an explicit scoring measure.

Capital Improvement Program: Significant Non-recurring Projects

Municipal Facilities – Parks and Recreation

MF-PR-08-21 Recreational Facility Updates & Infrastructure Repairs – Perform upgrades to facility infrastructure. Projects are to be determined through needs assessment or as identified by staff on an annual basis. The project budget is \$400,000 in FY2022, and a total of \$1,450,000.

MF-PR-10-02 Parks Roads, Bridges, Dams, Sidewalks & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$300,000 in FY2022, and a total of \$1,000,000.

MF-PR-10-06 Trails & Pathways – Repair and reconstruct pathways as needed. Tentative projects include Gallup Park, Fuller Park, golf cart paths, an evaluation of Furstenberg and other boardwalks, making Barton Nature Area trail ADA accessible, the Barton Dam path and Plymouth Parkway path. Staff evaluate needs on an annual basis. New projects will be scheduled each year per condition assessment. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$350,000 in FY2022, and a total of \$1,450,000.

Transportation – Alternative Transportation

TR-AT-13-01 Sidewalk Replacement Program – Repair and/or replacement of deficient sidewalks. Includes repair of asphalt R/W sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,200,000 in FY2022, and a total of \$7,200,000.

Transportation - Street Construction

TR-SC-13-07 Annual Local Street Resurfacing Program (ASRP) – Millage funds to resurface/replace existing pavement, curb & gutter and utility surface structure repairs, sidewalk ramp repair/installation. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$3,900,000 in FY2022, and a total of \$21,300,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

TR-SC-15-02 Annual Capital Street Maintenance Program – Utilize techniques other than resurfacing and reconstruction to maintain city street systems; integrate in pavement asset management system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$670,000 in FY2022, and a total of \$5,670,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

Capital Improvement Program: Significant Non-recurring Projects

TR-SC-16-10 Broadway (Plymouth to Plymouth) – This project will resurface Broadway from Plymouth Road to Plymouth Road. The project budget is \$614,000 in FY2022, and a total of \$1,680,000. These renovations will make a modest to significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium-high.

TR-SC-14-21 9475 S. Seventh (Scio Church to Greenview) – This project will repair pavement and make storm water improvements. The project budget is \$1,224,000 in FY2022, and a total of \$3,370,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

TR-SC-18-18 Huron Parkway/Tuebingen (Nixon to Traver) – This project will resurface the road and coordinate with the sidewalk gap program. The project budget is \$700,000 in FY2022, and a total of \$1,450,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

Utilities - Sanitary Sewer

UT-SN-14-05 Lift Station Repair/Replacement Program – Replacement or repair of aging lift stations throughout the City. The project budget is \$1,800,000 in FY2022, and a total of \$2,300,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

UT-SN-19-01 Huron/West Park Sanitary SSWEP Improvements – This project will upsize existing 12” and 18” sewers to 21” from Arbana to Dexter Ave. The project budget is \$2,325,000 in FY 2022, and a total of \$4,650,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

UT-SN-20-05 WWTP: Tertiary Clear Well Wall Replacement – This project will replace baffle walls and diffusers in two locations. The project budget is \$1,000,000 in FY2022, and a total of \$1,150,000. These renovations will make a modest to significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium-high.

UT-SN-20-06 WWTP: Screening and Grit System Replacement – This project will replace the screening and grit system at the Waste Water Treatment Plant. The project budget is \$3,450,000 in FY2022, and a total of \$7,950,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

Capital Improvement Program: Significant Non-recurring Projects

UT-SN-21-07 Southside Interceptor Rehabilitation Phase 5 – This project will install CIPP lining to improve the life span of existing pipes and prevent failures that could discharge to the Huron River. The project budget is \$2,800,000 in FY 2022. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as low.

UT-SN-22-03 WWTP: Centrifuge Centrate Treatment – This project will identify and construct a system to remove phosphorus from centrifuge centrate being recycled to the plant. The project budget is \$125,000 in FY2022, and a total of \$1,300,000. These renovations will make a modest to significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium-high.

UT-SN-22-11 High Level Trunkline Sanitary Sewer Rehabilitation Phase 2 – This project will line aging sanitary sewer pipes. The project budget is \$753,000 in FY2022, and a total of \$2,100,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

Utilities - Storm Sewer

UT-ST-14-07 Storm Sewer Rehabilitation and Lining Projects – This project consists of lining storm pipes in various locations throughout the City as a way to address deteriorating stormwater pipes. The project budget is \$800,000 in FY2022, and a total of \$4,000,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

UT-ST-14-24 Briarwood Mall Ponds – This project will provide regional stormwater storage. The project budget is \$457,000, and a total of \$1,200,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance.

UT-ST-16-02 Allen Creek Railroad Berm Opening – This project consists of two phases. Phase 1 includes preliminary engineering, easement acquisition, and grant applications. Phase 2 consists of construction plans installation. The project budget is \$1,000,000 in FY2022, and a total of \$1,000,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance.

UT-ST-16-08 Churchill Park/Eisenhower ROW Basin – This project will create a stormwater basin and provide flood mitigation and water quality improvements. The project budget is \$3,200,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance.

Capital Improvement Program: Significant Non-recurring Projects

Utilities - Water System

UT-WS-14-07 Liberty (Crest to Seventh) Water Main Replacements – This project will replace 12” steel water main in Liberty and Crest, upsize 6” to 8” in Crest from Buena Vista to Liberty and upsize 6” to 8” in Liberty from Crest to Seventh. These renovations will make a modest to significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium-high.

UT-WS-16-03 Washtenaw Ave (Wayne St to North End of Tappen School) Water Main – This project will replace existing aging 6” and upsize to 12” water mains. The project budget is \$650,000 in FY2022, and a total of \$1,700,000. These renovations will make a modest to significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium-high.

UT-WS-16-05 Mosely (Main to 3rd), 3rd (Mosley to Madison) & Wilder Pl Water Main Upsizing – This project will upsize to 12” water main to First on Mosley, upsize to 8” for remainder of Mosley/Third and add 8” water main on Wilder Place. The project budget is \$358,000, and a total of \$1,600,000. These renovations will extend the life of these water mains. O&M cost reductions for this project were rated as low.

UT-WS-16-19 WTP: Programmable Logic Controllers Replacement & Dam Security Upgrades – This project will replace existing programmable logic controllers and other equipment at the Water Treatment Plant. The project budget is \$1,060,000 in FY2022, and a total of \$1,290,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

UT-WS-16-20 WTP: HVAC Improvements – This project will replace the HVAC system to address temperature control problems as well as address ventilation issues. The project budget is \$150,000 in FY2022, and a total of \$1,150,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

UT-WS-16-40 Seventh (Scio Church to Greenview) & Greenview (7th to Scio Church) Water Main Replacement – This project will replace 1100 linear feet of 12” water main on each street. The project budget is \$567,000 in FY2022, and a total of \$1,500,000. These renovations will extend the life of these water mains. O&M cost reductions for this project were rated as low.

Capital Improvement Program: Significant Non-recurring Projects

UT-WS-18-09 Platt (S of Oakwood to S of Williamsburg) Water Main Replacement

– This project will replace 8” water main and 12” water main experiencing frequent breaks and remove 3” water main in the alley at the SE corner of Packard and Platt. The project budget is \$800,000 in FY2022, and a total of \$1,900,000. These renovations will make a modest to significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium-high.

UT-WS-18-18 WTP: Barton Pump Station 20" Raw Water Suction Piping Replacement

– This project will upsize 20” suction pipe to increase flow to the Barton Pump Station. This is a long-term project, but significant enough in size to warrant inclusion on this list. The project budget is \$40,000 in FY2022, and a total of \$11,565,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

UT-WS-18-59 Dunmore, Waverly, Weldon, Hartford Place Water Main Replacement

– This project will replace 1950s era 6” mains with 8” mains to address water quality and flow issues. The project budget is \$1,490,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

UT-WS-20-04 WTP: Barton Pump Station Valve Replacement – This project will replace aging valves. The project budget is \$50,000 in FY2022, and a total of \$3,150,000. These renovations will make a significant reduction in annual operation and maintenance expenses. O&M cost reductions for this project were rated as high.

UT-WS-20-14 Galvanized Water Services Replacements – This project will conduct an inventory of private galvanized water leads and start replacement of the leads in 2021. The project budget is \$1,000,000 in FY2022, and a total of \$6,000,000. These renovations should have little to no impact on maintenance costs.

UT-WS-20-25 Geddes Road (Windy Crest to 500' West of Earhart) Water Main Replacement

– This project will replace aging water mains. The project budget is \$1,480,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

UT-WS-22-20 Large Water Meter Replacement Project – This project will evaluate the condition of existing MTUs and meters larger than 2” and replace them as needed. The project budget is \$1,100,000, and a total of \$2,200,000. These renovations will make a modest reduction to annual operation and maintenance expenses. O&M cost reductions for this project were rated as medium.

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A

AAATA: Ann Arbor Area Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

ACT 51: weight and gasoline tax collected in the State of Michigan that is then passed on to municipalities.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental

resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Balanced Budget: a budget with revenues equal to expenditures, and neither a budget deficit nor a budget surplus.

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Deficit: occurs when a government spends more than it receives in revenue.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the

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budget document.

C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$5,000 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

CVTRS: City, Village, and Township Revenue Sharing - a State of Michigan program that provides funding based on fulfillment of certain transparency criteria. It has replaced traditional statutory state-

shared revenue.

CWRFS: Clean Water Revolving Fund – a federal-state partnership that provides communities with low-cost financing for water quality infrastructure projects.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Depreciation: systematic and rational allocation of the cost of a capital asset over its estimated useful life.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

DWRFS: Drinking Water Revolving Fund – a federal-state partnership to help ensure safe drinking water.

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

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obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

GASB: Governmental Accounting Standards Board – an independent, private sector organization that establishes accounting and financial reporting standards for U.S. state and local governments that follow Generally

Accepted Accounting Principles.

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.

GFOA: Government Finance Officers Association - an association that represents public finance officials with a mission to further excellence in public financial management.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Governmental Funds: funds generally used to account for tax-supported activities.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

Grant/Loan Recipients: individuals or organizations that receive grants or loans from grants/loans.

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I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

LDFA: Local Development Finance Authority – provides capital needed for the facilitation of the commercialization of research products being developed at the University of Michigan and Eastern Michigan University and the development of private high technology enterprises.

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

M

Major Fund: Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements.

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds

outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

PACE Program: Property Assessed Clean Energy Program – a program for financing energy efficiency and renewable energy improvements on private property.

Pass-Throughs: money that passes

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through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Area Transit Authority (AAATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

Priority: a value that ranks goals and objectives in order of importance relative to one another.

Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than \$5,000.

Purchase Order: an authorization and incurrence of debt for the delivery of

specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales and Income Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

Structural Deficit: Permanent budget deficit that exists due to an underlying imbalance in government revenues and expenditures.

Structurally Balanced Budget: one that

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supports financial sustainability for multiple years into the future.

SWQIFS: – Strategic Water Quality Initiatives Fund – provides low-interest loans for water pollution control projects involving the on-site upgrade or replacement of failing septic systems or for the removal of groundwater or storm water from sanitary or combined sewer leads on private property.

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.

Information Pages: Website Links

Citizen Guide to Finance and Budget:

<https://www.a2gov.org/departments/finance-admin-services/financial-reporting/budget-guide/Pages/default.aspx>

Finance and Administrative Services

<https://www.a2gov.org/departments/finance-admin-services/Pages/Home.aspx>

Financial Reporting

<https://www.a2gov.org/departments/finance-admin-services/financial-reporting/Pages/default.aspx>

Facebook Page

<https://www.facebook.com/TheCityOfAnnArbor>

YouTube Page

<https://www.youtube.com/user/ctnannarbor>