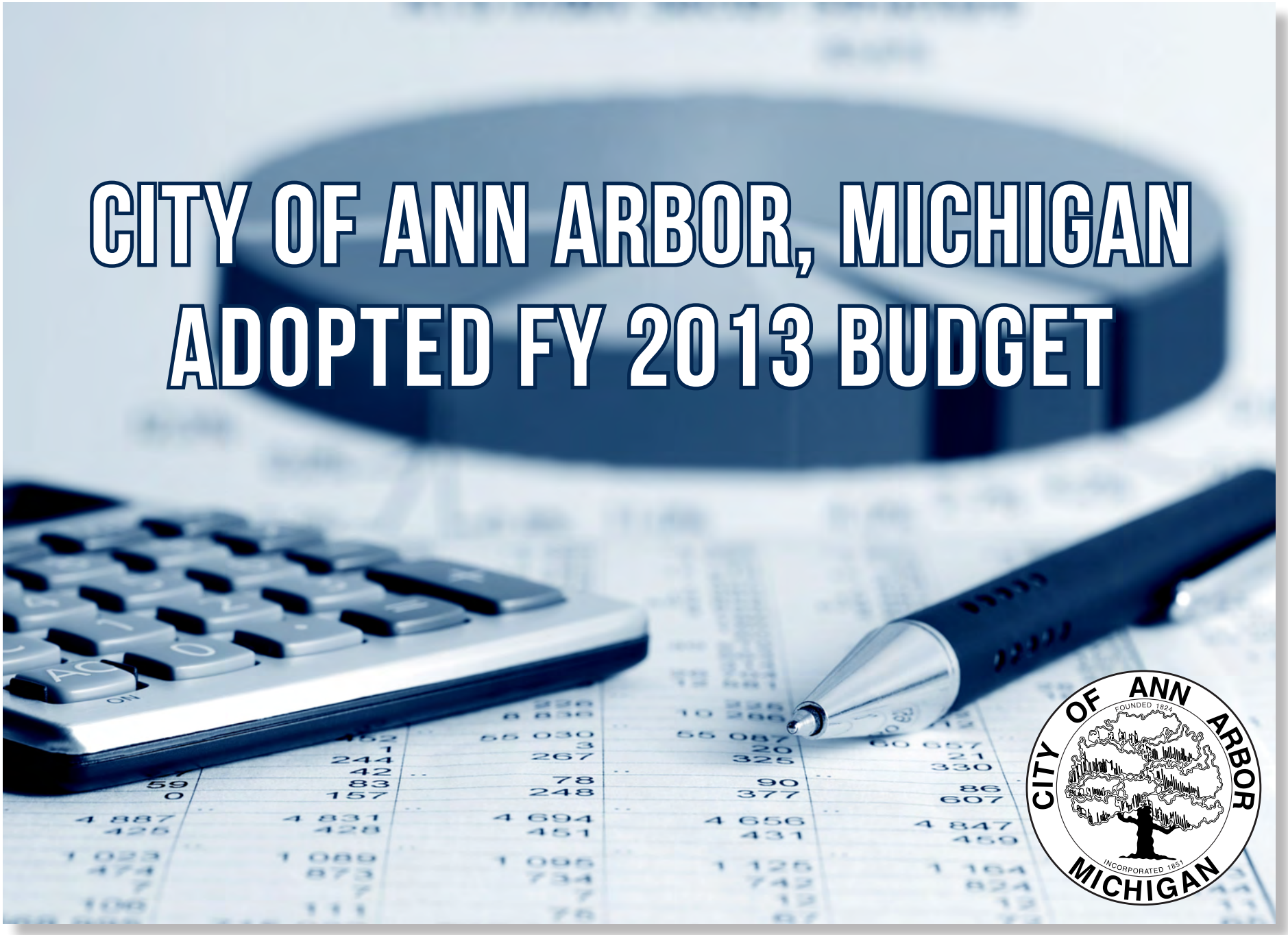
CITY OF ANN ARBOR, MICHIGAN
ADOPTED FY 2013 BUDGET



FY 2013
Adopted Budget

John Hieftje
Mayor

Council Members

Sandi Smith
Tony Derezinski
Christopher Taylor
Margie Teall
Carsten Hohnke
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Jane Lumm
Stephen Kunselman
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Mike Anglin

Steve Powers
City Administrator

Special Thanks to the
FY 2013
Budget Staff
for their hard work and dedication
in preparing the budget:

Tom Crawford
Karen Lancaster
Stephanie Julian
Kenneth Bogan

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

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Ann Arbor, Michigan for its annual budget for the fiscal year beginning July 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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Office of City Administrator

June 25, 2012

To Mayor Hieftje and Members of City Council:

As the country continues to recover from the Great Recession, the City of Ann Arbor is starting to see economic improvements take traction in its local economy. The local area unemployment rate has declined to 5.4% as of February 2012, receipts from sales taxes are increasing modestly, and residential property values are increasing in some neighborhoods. In addition, the City has settled all of its labor contracts and is achieving significant reductions in the cost to provide services to the community. Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding step increases, have remained flat over the past several years. Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2%-3% per year but revenues are only projected to increase 1% per year. Until the system for funding local governments is fixed or the City experiences a more substantial economic rebound, the near-term budget stability remains uncertain. It is within this context the second year of this two-year fiscal plan was developed.

This budget seeks to respond to community concerns and link to City Council priorities. Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures. This budget continues to meet this standard with a combination of reductions in recurring expenditures and the recognition of increased recurring revenues. FY2013 recurring expenses are projected to decrease by $424k while recurring revenues are projected to increase $1.2 mil. With a modest surplus expected in the short-term, this budget eliminated the proposed reductions in police and fire staffing and adds a police recruit program to supplement and address public safety questions in the downtown area. It also increases the frequency of maintenance in the parks system. In addition this budget includes a record amount of spending on the street maintenance program. These significant investments in city infrastructure and the organization are being done without compromising the City's financial policies. City Council provided the discipline to manage through a very difficult economic environment. The same fiscal discipline will serve the community well in FY2013.

FINANCIAL CONDITIONS

The City's General Fund relies heavily on property taxes to pay for services like Police, Fire, Courts and Parks & Recreation. Property tax receipts are expected to increase approximately 0.8% in FY2013. State law in Michigan limits the amount of property tax revenues which can be collected. Whenever the real estate market improves, State law limits the increase in property taxes a community can receive. As revenues fall communities need to make permanent reductions in how they spend their monies. As revenues increase, communities are limited to the lower of 5% or the rate of inflation.

The other major source of revenue in the City's General Fund is State shared revenues, which are based on the State's collection of sales taxes. The City's receipts of these revenues are expected to be the same in FY2013 as they were in FY2011. The State changed the method of allocation of these funds by creating an Economic Vitality Incentive Program (EVIP). This program requires the city to perform three groups of actions in order to obtain the previously available funds. The three areas include transparency, collaboration, and employee benefits. The FY2013 Budget assumes the City will qualify for all three components of EVIP.

The City's costs for retiree health care are projected to decline significantly reflecting extraordinary investment returns in the VEBA, lower healthcare claims, and increased employee healthcare contributions for future retirees. The VEBA is only 34% funded and has a $9-$12 million liability related to the city's settlement with the IRS which is increasing at 7% per year. This budget starts paying down the liability instead of just paying the interest on it. Paying down this liability will reduce future cost increases and may provide stability in the FY2014 & FY2015 budget.

Over the past decade every service area of the City has been restructured and re-organized. The goals of restructuring were to reduce costs and maintain services. Staffing levels (one of the largest expense items necessary for the City to deliver services) have been reduced from 1,005 in FY2001 to a proposed 686 FTEs in FY 2013. Employee wages and benefits were adjusted to help balance the budget. Core services were maintained.

The magnitude of the organizational restructuring changes leaves limited opportunities for future expense reductions without impacting services should another economic downturn arise. Consequently, non-recurring surpluses are recommended to increase in the General Fund. Increasing unassigned reserves to the 15-20% of expenditures range is recommended to give the organization and community some buffer if the economy weakens again.

FY2013

The FY2013 budget seeks to balance the budget through selected cost reductions and revenue increases. As the second year of the two-year plan, this budget includes the following changes versus what was planned for the General Fund:

Community Services

- Restore funding to non-profits that provide Human Services to the FY2012 level (-$134k)
- Reduce staff expense for work now supported by Washtenaw Urban County (+$18k)
- Reduce 1.0 FTE in Community Development (+$86k)
- Revenue increases due to increased efficiency in rental housing inspections (+$50k)
- One-time increase in funding to the Housing Commission for retiree healthcare costs (-$78k)

Public Services

- Increased street lighting expense - rate increases and DTE streetlight audit (-$335k)

Financial Services

- Revise tax revenue estimates (+$557k)
- Revise State-shared revenue projection (+$733k)
- Decrease bond user fee projections (-$155k)

Safety Services

- Avoid planned reduction of 9 Police officers plus add 1 new officer (-$1,038,167)
- Establish Police recruit program to supplement patrol (-$150k)
- Contract with County for dispatch services – 911 revenue reduction (-$612k)
- Contract with County for dispatch services – expenditure savings due to elimination of 19.0 dispatch FTEs (+$1,238,297)
- AAPOA/COAM labor contract settlement savings (+$477k)
- Avoid planned reduction of 5 firefighter FTEs (-$584k)
- Increase Fire revenues (primarily inspections) to fund 5 FTEs and administrative assistant temp (+$657)
- IAFF (Fire) contract settlement cost (-$229k)
- Increase Fire excess comp time budget to reflect actual expenses (-$66k)

City Attorney

- Increase revenue from the Water Fund recognizing cost of legal services (+$32k)
- Miscellaneous expense adjustments (-$32k)

District Court

- Reduce 1.0 FTE (transfer authorization but not funding to IT) (+$66k)
- Additional temp costs and personnel adjustments (-$66k)
- Increase FTEs by one for a Senior Secretary position (-$76k)

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

General Fund Expenditures		2013
Recurring Items:		
Mayor & Council	$	375,710
City Attorney		1,884,968
City Administration - Administrator, Clerk, Human Resources		2,850,801
Planning & Development		2,282,293
Community Development		1,785,341
Parks & Recreation		3,637,332
Finance		3,353,179
Public Services: Parks Forestry & Operations		2,256,299
Public Services: Public Services All Other		4,302,228
Fire		13,913,103
Police		24,401,485
Fifteenth District Court		4,068,565
AATA		9,317,684
Debt Service/Transfers/Other		3,467,954
Subtotal Recurring Expenditures	$	77,896,942
Non-recurring Expenditures:		
Golf Operations Subsidy	$	272,220
Building Settlement Funding		100,000
Housing Commission Subsidy		$232,000
Court Facilities Fund Transfer		65,000
Police Recruit Program		150,000
High Speed intercity Rail Grant Match		307,781
Human Services Funding		46,899
Subtotal Non-Recurring Expenditures	$	1,173,900,
Total General Fund Expenditures	$	79,070,842
General Fund Revenues		
Taxes	$	49,431,784
State-shared Revenue		9,265,416
Charges for Services		5,722,493
Fines & Forfeitures		4,501,601
Other		10,271,818
Total General Fund Revenues	$	79,193,112
Memo: Unassigned Fund Balance as of 06/30/2011	$	10,525,445

The extraordinary work of City employees, the management leadership team, and City Council over the past decade has built a solid financial foundation. This foundation has been essential to the City providing the services expected by Ann Arbor's residents, education & non-profit organizations, and businesses. Ann Arbor has continued to be an award-winning organization and community during a weak and volatile economy. While Ann Arbor's financial foundation is solid, economic and legislative conditions may worsen in FY2014 and FY2015. Continued spending restraint and prudent use of reserves is recommended in FY2013.

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

Respectfully yours,

Steven D. Powers
City Administrator

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RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2013

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2013 for the City of Ann Arbor; and

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

Whereas, City Council, with the adoption of the FY2009 budget, Council directed staff to implement a five-year plan that provides supplemental funding from the General Fund fund balance to subsidize the golf courses in Fund 0047 while significant operational and capital investments are made to improve operations;

Whereas, Housing Commission has requested additional funding for FY 2012 and 2013 in the amount of $154,000 for hiring additional staff to develop and implement a property maintenance program;

Whereas, The High Speed Intercity Rail project (in funds 00CP and 00MG) anticipates receipt of up to $307,781 by June 30, 2012 but may conclude the fiscal year with a fund deficit if the funds are not received, and the City has included sufficient funding in the FY2013 budget to remedy the deficit should it materialize;

RESOLVED, That if the High Speed Intercity Rail project ends fiscal year 2012 with a deficit, the City's approved deficit elimination plan (under MCL 141.921) would be the transfer of up to $307,781 from the General Fund as provided for in the FY2013 budget;

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2013 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of $347,033,962 are approved; and that $103,797,909 be appropriated in FY 2013 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

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

RESOLVED, That the Technology Improvement projects in the amount of $870,000 be appropriated without regard to fiscal year;

RESOLVED, That a total 686 full-time equivalent positions be adopted in the FY 2013 budget;

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

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

RESOLVED, That the City Council approve the proposed FY 2013 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2013 in a dedicated Fund containing $1,658,749 in revenues and $1,658,749 in expenditures;

RESOLVED, That the City Council continue one more year of providing a General fund subsidy to the Golf Courses in FY2013 to fulfill the original five year commitment discussed in 2009;

RESOLVED, That the City Council include the additional Housing Commission funding in the amount of $154,000 for FY2013 with the expectation that the Housing Commission will procure separate funding by FY2014;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2013;

REVENUES

CITY ATTORNEY	$ 150,000
CITY ADMINISTRATOR	
Clerk Services	176,900
COMMUNITY SERVICES	
Planning & Development Services	1,125,950
Planning	198,250
Office of Community Development	220,471
Parks and Recreation Services	2,471,912
FINANCIAL SERVICES	
Financial and Budget Planning	14,639,918
Treasury	40,448,611
PUBLIC SERVICES	
Field Operations	388,449
Customer Service	60,000
Water Treatment	325,000
SAFETY SERVICES	
Police	3,542,776
Fire	743,976
DISTRICT COURT	2,218,978
NON-DEPARTMENTAL	12,481,921
TOTAL GENERAL FUND REVENUES	**$79,193,112**

EXPENDITURES

MAYOR AND CITY COUNCIL	$375,710
CITY ATTORNEY	1,884,968
CITY ADMINISTRATOR	
City Administrator	477,240
Human Resources	1,345,748
Clerk Services	1,027,813
COMMUNITY SERVICES	
Planning & Development Services	1,433,737
Planning	948,556
Office of Community Development	1,832,240
Parks and Recreation	3,637,332
FINANCIAL SERVICES	
Accounting	770,270
Assessor	975,512
Financial and Budget Planning	869,924
Procurement	122,954
Treasury	614,519
PUBLIC SERVICES	
Customer Services	249,305
Field Operations	4,190,801
Fleet & Facilities	1,728,846
Public Services Administration	104,490
Systems Planning	105,773
Water Treatment Services	179,312
SAFETY SERVICES	
Police	24,551,485
Fire	13,913,103
DISTRICT COURT	4,068,565
NON-DEPARTMENTAL	13,662,639
TOTAL GENERAL FUND EXPENDITURES	**$79,070,842**

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2013 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	802,000
0002	ENERGY PROJECTS	202,286
0003	DOWNTOWN DEVELOPMENT AUTHORITY	4,614,727
0009	SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,658,749
0010	GENERAL	79,193,112
0011	CENTRAL STORES	1,572,902
0012	FLEET SERVICES	7,244,905
0014	INFORMATION TECHNOLOGY	6,597,508
0016	COMMUNITY TELEVISION NETWORK	1,805,068
0021	MAJOR STREET	6,801,850
0022	LOCAL STREET	1,726,877
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,305,023
0025	BANDEMER PROPERTY	4,258
0026	CONSTRUCTION CODE FUND	2,512,228
0027	DRUG ENFORCEMENT	146,000
0028	FEDERAL EQUITABLE SHARING	151,000
0033	DDA PARKING MAINTENANCE	2,026,350
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,776
0035	GENERAL DEBT SERVICE	9,027,018
0036	METRO EXPANSION	347,993
0038	ANN ARBOR ASSISTANCE	8,000
0042	WATER SUPPLY SYSTEM	23,892,574
0043	SEWAGE DISPOSAL SYSTEM	22,769,671
0046	MARKET	179,035
0047	GOLF ENTERPRISE	1,590,714
0048	AIRPORT	849,595
0049	PROJECT MANAGEMENT	4,247,060
0052	VEBA TRUST	2,110,818
0053	POLICE AND FIRE RELIEF	10,000
0054	CEMETERY PERPETUAL CARE	1,200
0055	ELIZABETH R DEAN TRUST	79,817
0056	ART IN PUBLIC PLACES	333,549
0057	RISK FUND	27,819,736
0058	WHEELER CENTER	515,391
0059	EMPLOYEES RETIREMENT SYSTEM	44,432,212
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	182,893
0061	ALTERNATIVE TRANSPORTATION	448,265

0062	STREET RECONSTRUCTION MILLAGE	16,298,302
0063	DDA PARKING SYSTEM	18,108,214
0064	MICHIGAN JUSTICE TRAINING	71,000
0069	STORMWATER SEWER SYSTEM	5,999,435
0070	AFFORDABLE HOUSING	46,641
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,482,430
0072	SOLID WASTE FUND	13,909,549
0073	LOCAL FORFEITURE	300
0082	STORMWATER BOND	3,345,000
0083	SENIOR CENTER ENDOWMENT	37,500
0088	SEWER BOND	75,645,000
0089	WATER BOND	7,174,000
00CP	GENERAL CAPITAL FUND	264,472
00MG	MAJOR GRANT PROGRAMS FUND	43,309
		$404,900,312

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	802,000
0002	ENERGY PROJECTS	202,286
0003	DOWNTOWN DEVELOPMENT AUTHORITY	4,614,727
0009	SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,658,749
0010	GENERAL	79,070,842
0011	CENTRAL STORES	1,572,902
0012	FLEET SERVICES	7,244,905
0014	INFORMATION TECHNOLOGY	6,597,508
0016	COMMUNITY TELEVISION NETWORK	1,805,068
0021	MAJOR STREET	6,801,850
0022	LOCAL STREET	1,726,877
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,305,023
0025	BANDEMER PROPERTY	4,258
0026	CONSTRUCTION CODE FUND	2,371,572
0027	DRUG ENFORCEMENT	146,000
0028	FEDERAL EQUITABLE SHARING	151,000
0033	DDA PARKING MAINTENANCE	2,026,350
0034	PARKS MEMORIALS & CONTRIBUTIONS	34,298
0035	GENERAL DEBT SERVICE	9,027,018
0036	METRO EXPANSION	347,993
0038	ANN ARBOR ASSISTANCE	8,000
0042	WATER SUPPLY SYSTEM	20,031,646
0043	SEWAGE DISPOSAL SYSTEM	19,423,975
0046	MARKET	179,035
0047	GOLF ENTERPRISE	1,590,714
0048	AIRPORT	795,594
0049	PROJECT MANAGEMENT	4,247,060
0052	VEBA TRUST	423,158
0055	ELIZABETH R DEAN TRUST	79,817
0056	ART IN PUBLIC PLACES	320,837
0057	RISK FUND	27,819,736
0058	WHEELER CENTER	515,391
0059	EMPLOYEES RETIREMENT SYSTEM	32,758,275
0060	GENERAL DEBT/SPECIAL ASSESSMENTS	182,893
0061	ALTERNATIVE TRANSPORTATION	448,265
0062	STREET RECONSTRUCTION MILLAGE	16,298,302
0063	DDA PARKING SYSTEM	17,158,615
0064	MICHIGAN JUSTICE TRAINING	70,000
0069	STORMWATER SEWER SYSTEM	5,940,877
0070	AFFORDABLE HOUSING	46,641
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,461,220

0072	SOLID WASTE FUND	13,592,309
0073	LOCAL FORFEITURE	300
0082	STORMWATER BOND	3,345,000
0083	SENIOR CENTER ENDOWMENT	37,500
0088	SEWER BOND	75,645,000
0089	WATER BOND	7,174,000
00MG	MAJOR GRANT PROGRAMS FUND	43,309
		$382,373,695

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2013:

	PROPOSED
GENERAL OPERATING	6.1682
EMPLOYEE BENEFITS	2.0560
REFUSE COLLECTION	2.4670
AATA	2.0560
STREET RECONSTRUCTION	2.1250
PARKS MAINTENANCE & CAPITAL IMPROVEMENTS	1.0969
OPEN SPACE & PARKLAND PRESERVATION	0.4779
DEBT SERVICE	0.1250
TOTAL	**16.5720**

Approved Amendments by City Council on May 21, 2012

Amendment 1 –
Increase the General Fund Expenditure Budget for District Court Personnel

Whereas, the FY2013 plan approved last year for the Fifteenth District Court included three Senior Secretary-Courts positions; and

Whereas, the FY2013 recommended budget was reduced by one Senior Secretary-Court position, corresponding to the vacant judge positions that wasn't sure to be filled; and

Whereas, the third judge position was recently filled and the judge will require a Senior Secretary-Courts position;

RESOLVED, the City increase the General Fund Fifteenth District Court FTEs by one, and funding for the position totaling $76,193 be added to the adopted budget, funded by a reduction in the FY2013 planned General Fund surplus.

Sponsored by: Councilmember Taylor

Amendment 2 –
Increase the General Fund Expenditure Budget for Fire Personnel

Whereas, the FY2012 adopted budget reduced the budgeted number of Fire Services FTEs (six fighter fighters and one management assistant) from 89 to 82; and

Whereas, the FY2013 plan approved with the FY2012 budget further reduced the budgeted number of Fire Services FTEs from 82 to 77; and

Whereas, the FY2013 recommended budget reinstated the number of FTEs to the FY2012 level of 82; and

Whereas, the City is pursuing additional Fire Protection funding from the State as well as grants for funding Firefighters and anticipates some of this revenue will come to fruition during FY2013; and

Whereas, the City Council wishes to restore the budgeted sworn Fire Services personnel FTEs to 88 when recurring funding is available;

RESOLVED, that Council directs the City Administrator to monitor the receipt of additional funding from grants and from the State's Fire Protection funds; and

RESOLVED, that if additional funding is received during FY2013 that the City Administrator immediately present Council with a mid-year budget amendment appropriating the funds to hire additional firefighters up to 88FTEs.

Sponsored by: Councilmembers Teall, Taylor, Lumm and Mayor Hieftje

Amendment 3 – (Defeated)

Amendment 4 – (Defeated)

Amendment 5 –
Amendment to Increase FY13 Human Services Funding to FY12 Budget Levels

Whereas, The City of Ann Arbor, the Ann Arbor Area Community Foundation Board of Directors, the United Way of Washtenaw County Board of Directors, the Washtenaw County Board of Commissioners, and the Washtenaw Urban County Executive Committee approved a Coordinated Funding process in the fall of 2010 for FY 2012 and FY 2013 human services funding;

Whereas, The City of Ann Arbor, the United Way of Washtenaw County, Washtenaw County, and the Washtenaw Urban County released a joint Request for Qualifications in December 2010 to determine applicants' financial and organizational capacity;

Whereas, The City of Ann Arbor, the United Way of Washtenaw County, Washtenaw County, and the Washtenaw Urban County released a joint Request for Proposals in January 2011 to eligible agencies for human services program operations applications;

Whereas, A Coordinated Funding Review Committee has reviewed all eligible applications and in April 2011 recommended the allocation of $1,244,629 in City General Funds, $1,677,000 in United Way Funds, $1,015,000 in Washtenaw County General Funds, and $348,460 in Washtenaw Urban County CDBG & Washtenaw County General Funds to local nonprofit human services agencies as a part of this RFP process for FY12;

Whereas, The City of Ann Arbor, the Ann Arbor Area Community Foundation Board of Directors, the United Way of Washtenaw County Board of Directors, the Washtenaw County Board of Commissioners, and the Washtenaw Urban County Executive Committee approved the recommended human services funding allocations to 40 agencies for the delivery of 65 programs between April and June 2011;

Whereas, The City of Ann Arbor, the Ann Arbor Area Community Foundation Board of Directors, the United Way of Washtenaw County Board of Directors, the Washtenaw

County Board of Commissioners, and the Washtenaw Urban County Executive Committee retain the authority to approve their own allocations;

Whereas, The City of Ann Arbor, the Ann Arbor Area Community Foundation Board of Directors, the United Way of Washtenaw County Board of Directors, the Washtenaw County Board of Commissioners, and the Washtenaw Urban County Executive Committee have committed to approving allocations in partnership with each other;

Whereas, The City of Ann Arbor approved general fund allocations to nonprofit entities for FY 12 in R-11-205, and increased the total dollar amount included in the human services budget for FY12 by $85,600 in R-11-209 to a total of $1,244,629;

Whereas, the proposed FY13 budget includes a $46,899 decrease in funding available for human services nonprofit entities;

Whereas, the Ann Arbor Area Community Foundation Board of Directors, the United Way of Washtenaw County Board of Directors, the Washtenaw County Board of Commissioners, and the Washtenaw Urban County Executive Committee have committed to awarding human services allocations in FY 13 based upon the approved allocations in FY 12;

Whereas, The City of Ann Arbor has awarded funding to human service nonprofits on a two-year cycle since FY08 and has ensured level-funding in year two of each cycle since then;

RESOLVED, the FY13 General Fund Community and Economic Development budget be increased by $46,899 for human services funding through the General Fund fund balance.

Sponsored by: Councilmembers Lumm and Smith

Amendment 6 –
Supplemental Funding for Housing Commission for the Change in Methodology of Allocating Retiree Healthcare Expenditures

Whereas, the City Administrator's recommended budget revises the city's method of allocating retiree healthcare costs in such a way that the cost of retiree healthcare is allocated to the organizations where the liability is created; and

Whereas, the Housing Commission's expenditure for retiree healthcare is increasing by $78,000 in FY2013 as a result of this change in methodology; and

Whereas, the Housing Commission is seeking to find an offset for this cost in FY2014 but has not identified an offset for FY2013; and

Whereas, without an offset in FY2013, the Housing Commission will be unable to hire critical staff for its operations.

RESOLVED, that General Fund Non-departmental expenditure budget be increased by $78,000 for a one-time transfer of funds from the General Fund fund balance to the Housing Commission in order to allow the commission a year to find an offsetting efficiency in future budgets.

Sponsored by: Councilmembers Teall and Smith

Amendment 7 –
Eliminate the Recycle Bank Program

Whereas, Recycle Bank program has not produced the desired outcome of significantly increasing participation in recycling; and

Whereas, the cost of eliminating the Recycle Bank program is $107,200, which includes $90,000 in an equipment purchase settlement per the contract and $17,200 for 60 days of contractual notice; and

Whereas, the Solid Waste Fund expenditure budget includes $103,500 for the Recycle Bank contract;

RESOLVED, the Recycle Bank program be discontinued effective July 1, 2012 with no change to the Solid Waste Fund FY13 expenditure budget.

Sponsored by: Councilmembers Briere, Higgins, Hohnke, Kunselman and Lumm

Amendment 8 – (Defeated)

Amendment 9 – (Defeated)

Amendment 10 – (Defeated)

Amendment 11 - Recognition of Parks Fairness Resolution with Budget Amendments

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

Whereas, the budget amendments adopted by Council for the FY13 budget increase the General Fund expenditure budget by $619,506;

Whereas, the Parks budget should be increased $49,379 to ensure compliance with the 2006 resolution;

Whereas, the General Fund supports the Parks System budget with a transfer to the Golf Course fund annually;

Whereas, the Golf Course transfer has not previously been included in the calculation of support;

Whereas, the transfer budgeted for FY13 is $272,220 in the General Fund Non-Departmental budget;

RESOLVED, the transfer to the golf course be recognized as providing additional assistance to Parks satisfying the additional funding requirement.

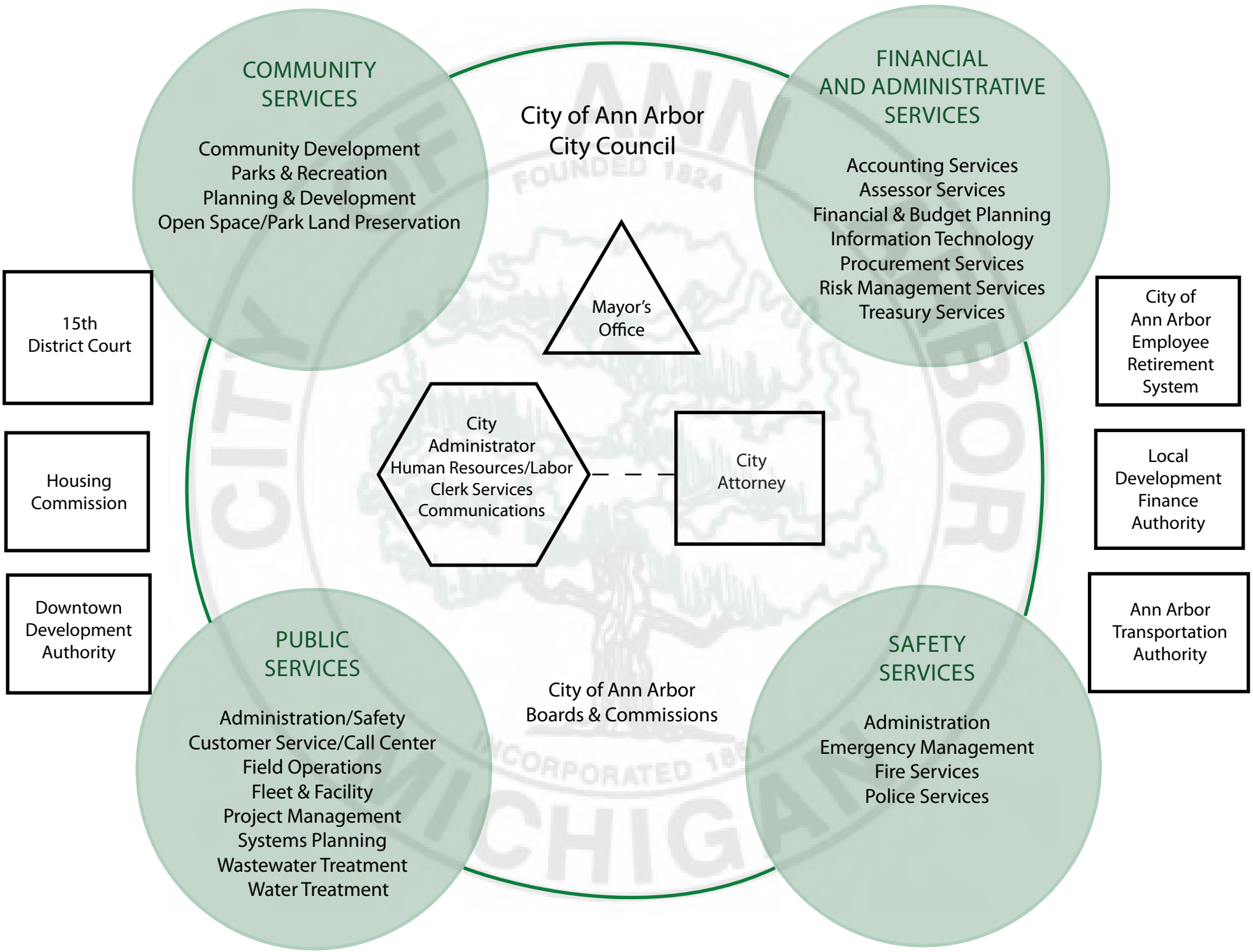
Sponsored by: Councilmember Hohnke

As Amended by City Council on May 21, 2012

I hereby certify that the foregoing resolution was adopted by the Council of the City of Ann Arbor, Michigan, at its regular session on May 21, 2012.

Jacqueline Beaudry, City Clerk

CITY OF ANN ARBOR ORGANIZATIONAL CHART



Information Pages: The Budget Process

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

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

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

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

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

New Budget = Prior Budget x (1 + Economic Assumptions) – Fixed %

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

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

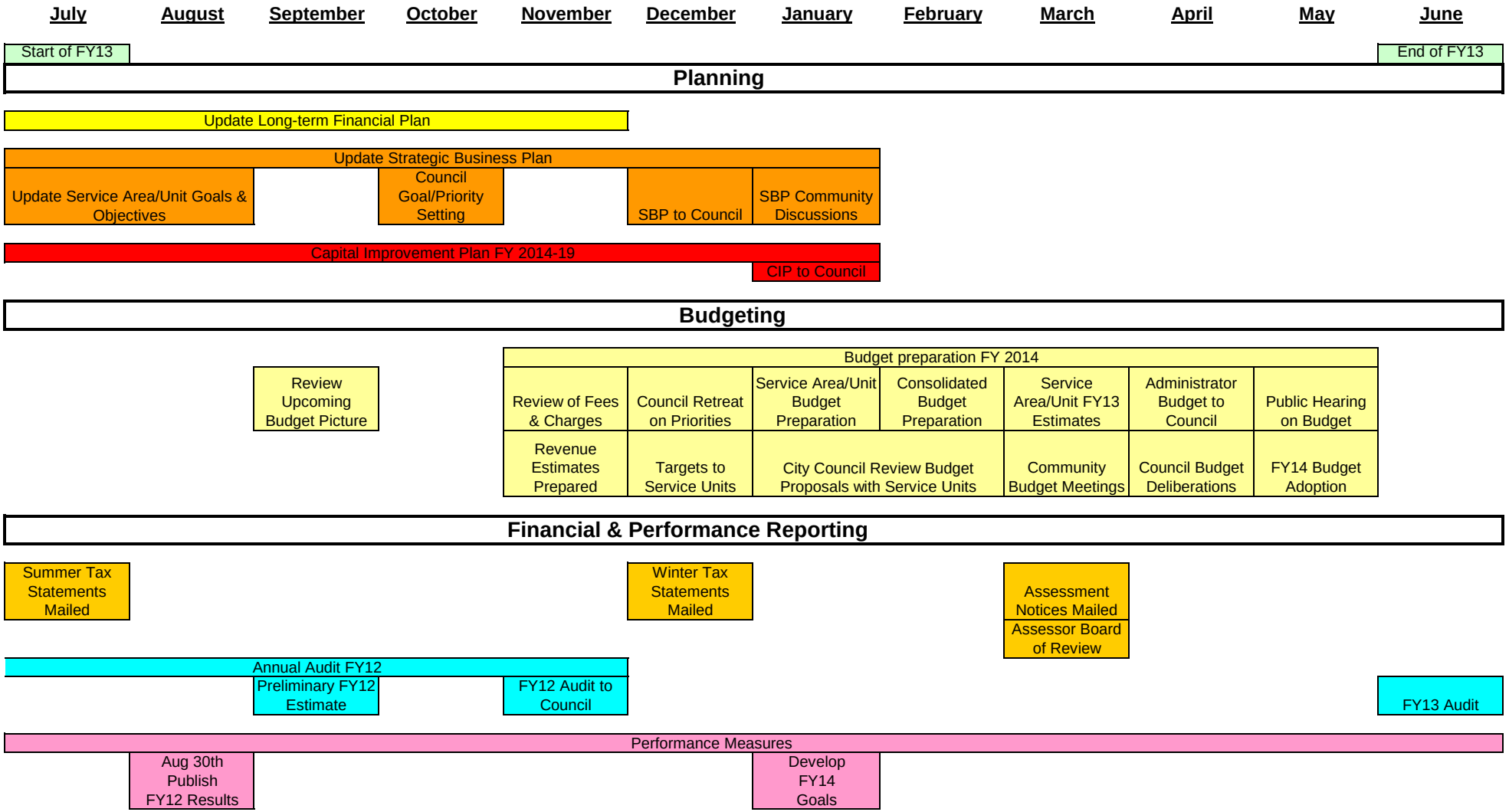
In accordance with the City Charter, the City Administrator's Recommended Budget is submitted to City Council on or before April 15th. The City Council, with at least seven affirmative votes, must adopt the budget no later than the end of its second meeting in May. According to the City Charter, should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

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 2012 the Council adopted a two-year fiscal plan. The first year was adopted as the budget and the second year as a projection. For the FY 2013 budget year, the second year of the two-year fiscal plan, the projection was modified for key assumption changes and adopted as the budget. The two-year plan requires only minor changes for the second year and provides the organization time to examine strategic planning in greater detail.

Information Pages: The Budget Process - Financial Calendar

Fiscal Year 2013



Information Pages: Financial Goals

Mission

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

Introduction

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2013 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

- Statutory state-shared revenue has decreased in nine of the last ten years and remains an unpredictable source of revenue. Recently the State of Michigan established the Economic Vitality Incentive Program (EVIP), which requires the City to meet certain goals in order to receive this funding. The City plans to pursue receipt of these funds in FY2013.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures. The City amended the plan to be an "access-only" plan for new hires.
- Past years' declines in the financial markets had a major impact on the City's required contributions for employee pension costs. While the fund's value has begun the rebound from June 2009 levels, the retirement system's plan will require higher contributions from the City. The financial markets affect the city's pension funding level. Swings in market values are amortized over 5 years, so the City will be digesting the market declines from the last recession through FY2014. These market declines result in an increased pension expense in the City's operating funds.
- The City's retirement system is funded at 88.0% as of June 30, 2011, which is generally considered healthy.
- The General Fund unassigned fund balance on June 30, 2011 was at 13% of total General Fund expenditures.
- In this economic downturn, the City has experienced a larger number of tax appeals, which will impact the City as the appeals are resolved.

Conclusions

As the country continues to recover from the Great Recession, the City of Ann Arbor is starting to see economic improvements take traction in its local economy. The local area unemployment rate has declined to 5.4% as of February 2012, receipts from sales taxes are increasing modestly, and residential property values are increasing in some neighborhoods. In addition, the City has settled all of its labor contracts and is achieving significant reductions in the cost to provide services to the community.

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

Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2%-3% per year but revenues are only projected to increase 1% per year. Until the system for funding local governments is fixed or the City experiences a more substantial economic rebound, the near-term budget stability remains uncertain.

Financial Management Short-term Goals

1. **Continuously improve service delivery efficiency** through consolidation of services, investment in technologies and challenging existing ways of delivering services.

2. **Develop meaningful performance measures** to achieve critical objectives and encourage individual accountability within the organization.

3. **Improve cost efficiency** on an annual basis. FTE vacancies are monitored to determine if the position is needed for the remainder of the fiscal year. All non-personnel expenses are evaluated for necessity.

4. **Support economic development actions** and coordinate activities and incentives with other institutions for maximum benefit.

5. **Revise the City's 2-year fiscal plan and related goals, objectives, activities, and performance measures** based on the Council annual goal setting meeting.

6. **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.

7. **In the General Fund, there shall be a minimum balance (assigned and unassigned fund balance) of 8% to 12%;** provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling five-year average**.** In consideration of the existing economic climate, Council's present goal is 15% - 20%.

8. **Continue the development of a long-term capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2013 annual budget.

Information Pages: Financial Goals

Long-term Goals

1. Maintain strategies for Voluntary Employee Beneficiary Association (VEBA) funding according to the adopted policy.

2. Maintain strategies for pension funding according to the adopted policy.

3. Monitor volatility and diversification of revenue sources.

4. Reserve a consistent level for capital outlay. Sustain adequate net revenues to maintain infrastructure, and provide for sufficient debt service coverage ratios.

5. Maintain strong tax collections and monitor tax delinquency.

Information Pages: Debt Policy

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

1. **General Debt Policy**

1.1 The City shall seek to maintain and, if possible, to improve its current AA2/AA+ bond rating so borrowing costs are minimized and access to credit is preserved. It is imperative that the City demonstrates to rating agencies, investment bankers, creditors, and taxpayers that City officials are following a prescribed financial plan. The City will follow a policy of full disclosure by communicating with bond rating agencies to inform them of the City's financial condition.

1.2 Every future bond issue proposal will be accompanied by an analysis provided by the proposing service area, demonstrating conformity to the debt policies adopted by City Council. The Financial Services Area Administrator will review and comment on each bond issue proposal regarding conformance with existing debt and financial policies, and specific aspects of the proposed financing package and its impact on the City's creditworthiness.

1.3 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the issuance of City debt, not only avoid the reality of a conflict of interest, but the appearance thereof as well. City officials must conduct themselves in a manner consistent with the best interests of the City and taxpayers. Elected and appointed City officials should avoid even the appearance of linkages between politics and public finance that can erode the confidence of taxpayers, ratepayers, and voters. This includes avoiding gratuities, and political contributions of more than nominal value from service providers and the disclosure of all possible conflicts of interest shall be provided in writing and filed with the City Clerk.

1.4 Bonds will be sold on a competitive basis unless it is in the best interest of the City to conduct a negotiated sale. Competitive sales will be the preferred method. Negotiated sales may occur when selling bonds for a defeasance of existing debt, for current or advanced refunding of debt, or for other appropriate reasons.

2. **Taxpayer Equity**

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

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

3. **Uses**

3.1 Bond proceeds should be limited to financing the costs of planning, design, land acquisition, buildings, permanent structures, attached fixtures or equipment, and movable pieces of equipment, such as fire engines, or other costs as permitted by law. Utility revenue bond proceeds may be used to establish a debt service reserve as allowed by State law. Acceptable uses of bond proceeds can be viewed as items, which can be capitalized. Non-capital furnishings and supplies will not be financed from bond proceeds. Refunding bond issues designed to restructure currently outstanding debt are an acceptable use of bonds proceeds.

3.2 The City will not use short-term borrowing to finance operating needs except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast. Recognizing that bond issuance costs add to the total interest costs of financing, the City shall perform due diligence to ensure that installment agreement or other legally appropriate debt is considered whenever applicable.

4. **Decision Analysis**

4.1 Whenever the City is contemplating a possible bond issue, information will be developed concerning the following four categories commonly used by rating agencies assessing the City's creditworthiness. The subcategories are representative of the types of items to be considered. The Chief Financial Officer will present this information to the Budget Committee for its review and recommendation to the City Administrator.

4.1.a Debt Analysis
- Debt capacity analysis
- Purpose for which debt is issued
- Debt structure
- Debt burden
- Debt history and trends
- Adequacy of debt and capital planning
- Obsolescence of capital plant

4.1.b Financial Analysis
- Stability, diversity, and growth rates of tax or other revenue sources
- Trend in assessed valuation and collections
- Current budget trends
- Appraisal of past revenue and expenditure trends
- History and long-term trends of revenues and expenditures
- Evidences of financial planning
- Adherence to generally accepted accounting principles

- Audit results
- Fund balance status and trends in operating and debt funds
- Financial monitoring systems and capabilities
- Cash flow projections

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

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

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

5. **Debt Planning**

5.1 General obligation bond borrowing should be planned and the details of the plan must be incorporated in the Ann Arbor Capital Improvement Plan.

5.2 General obligation bond issues should be included in at least one Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

6. **Communication and Disclosure**

6.1 Significant financial reports affecting or commenting on the City will be forwarded to the rating agencies. Each bond prospectus will follow the disclosure guidelines of the Government Finance Officers Association of the U.S. & Canada.

6.2 The City should attempt to develop coordinated communication processes concerning collective plans for future debt issues with all other jurisdictions with which it shares a common property tax base. Reciprocally, shared information on debt plans including amounts, purposes, timing, and types of debt would aid each jurisdiction in its debt planning decisions.

7. General Obligation Bonds

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

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

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

8. Limited Tax General Obligation Debt

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

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

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

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

8.2.c Catastrophic conditions.

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

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

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

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

10.3 Service areas requesting capital financing must have an approved budget appropriation. Service areas shall submit documentation for approved purchases to the Financial Services area each year within 60 days after the annual budget is adopted. The Financial Services area will consolidate all requests and may solicit competitive or negotiated proposals for capital financing to ensure the lowest possible interest costs.

11. Defeasance of Bonds (Refunding)

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

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

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

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

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

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

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

12. Inter-fund Loans

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

12.2 When evaluating inter-fund borrowing, the criteria outlined in **4. Decision Analysis**, above, shall be considered. In addition, it is important to note that the funding is backed by the General Fund. Thus, these loans should only be approved if the credit-worthiness of the fund is deemed high.

12.3 Inter-fund loans should only be approved when the interest rate charged to the borrowing fund exceeds the Annual Portfolio Yield Net of Fees for the previous year and is less than the market rate that could otherwise be realized.

Information Pages: Fund Balance Policy

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

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

Policy

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

Classification		Definition	Examples
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]	• 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: a. Externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments; or b. Imposed by law through constitutional provisions or enabling legislation."[2]	• 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]	• 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]	• 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

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

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

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

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

require frequent renewals from voters. This single year coverage would permit either an extended renewal or a smoother tail-off of funding from street repairs were renewal not approved at exactly the five year timeframe. In addition, the fund balance provides for the matching funds required to capture state and federal aid projects. The fiscal year end (June 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
    v. Golf - working capital, and asset replacement
f. **Internal Service Funds**- Internal Service funds, by nature, are designed to operate on a break-even basis for operations, while, if applicable, accruing additional funds to finance future capital costs or potential liabilities.
    i. **Fleet Services, Central Stores (Radio) and Information Technology funds**- Funding is provided in an amount to fund the replacement of assets (i.e. vehicles, computers, software) at a level consistent with a depreciation-based methodology. Funding shall be designated to maintain the condition of assets at a desirable service level without shifting the costs disproportionately to future taxpayers.
    ii. **Insurance Fund**- Funding is provided in an amount to fund the costs of employee benefits, worker's compensation, insurance

claims and premiums, and safety. This fund calculates a reserve for IBNR (incurred but not reported) claims as determined by an actuarial calculation.

3. **Replenishment of the General Fund Minimum Requirements** Should the minimum balance (assigned and unassigned fund balance as a percentage of total expenditures) fall below the 8% threshold for the General Fund, the City Council must approve and adopt a plan to restore this balance to the target level within a specific period of time. When developing a restoration plan, the following items should be considered in establishing the appropriate time horizon:
    a. The budgetary reasons behind the fund balance targets
    b. Recovery from an extreme event
    c. Financial planning time horizon
    d. Long-term forecasts and economic conditions
    e. Milestones for gradual replenishment
    f. External financing expectations

4. **Order of Resource Use** In general, restricted funds are used first when an expenditure is incurred for the purposes for which both restricted and unrestricted fund balance is available. In addition, for unrestricted fund balance, the order of use of fund balance shall generally be: 1) committed; 2) assigned; and 3) unassigned.

Information Pages: Investment Policy

Overview

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

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

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

Policy

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

Scope

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

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

Investment Objectives

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

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

Prudence and Indemnification

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

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

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

Delegation of Authority

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

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

Investment Procedures

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

Ethics and Conflicts of Interest

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

Selection of Banks

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

Selection of Broker/Dealers

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

1. Be recognized as a Primary Dealer by the Federal Reserve Bank of New York or have a primary dealer within their holding company structure; or

2. Report voluntarily to the Federal Reserve Bank of New York; or

3. Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

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

Broker/dealers will be selected on the basis of their expertise in public cash management and their ability to provide services for the City's account. Approved broker/dealers and firms they represent must be licensed to do business in the State of Michigan and as such are subject to the provisions of Michigan Statutes relating to the investment of public funds. Per Section 129.96 of Michigan's Act 20 of 1943, before an order to purchase or trade the funds of the City, a financial intermediary, broker, or dealer shall be provided with a copy of this investment policy and shall do both of the following:

A. Acknowledge receipt of the investment policy.

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

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

Authorized Investments and Transactions

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

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

1. U.S. Treasury Obligations: United States Treasury Bills, Treasury Notes, Treasury Bonds, and Treasury Strips with maturities not exceeding fifteen years from the date of trade settlement. There is no limit on the percentage of the portfolio that may be invested in these obligations.

2. Federal Agency Securities: Debentures and mortgage-backed securities with a stated final maturity not exceeding ten years from the date of trade settlement. Investments in Federal Agency Securities shall not exceed 10% of the City's investment portfolio.

3. Federal Instrumentality Securities: Debentures, discount notes, step-up and callable securities with a final maturity not exceeding ten years from the date of trade settlement. Investments in Federal Instrumentality Securities shall not exceed 65% of the City's investment portfolio, and no more than 30% of the City's investment portfolio may be invested in any one issuer of federal instrumentality securities.

4. Time Certificates of Deposit with a maturity not exceeding five years, and issued by state or federally chartered banks or savings banks as defined in M.C.L. 129.16, "Depositories for Public Money", that are eligible to be a depository of funds for the State of Michigan, and Certificates of Deposit that are purchased in accordance with M.C.L. 129.91 guidelines. Time Certificates of Deposit may be purchased only from banks that have maintained an average Highline Banking Data Services Rating of 30 or better on a scale of zero to 99, with 99 being the highest quality, for the four most recent reporting quarters. Investments in certificates of deposit shall not exceed 20% of the City's investment portfolio and no more than 5% of the City's investment portfolio may be invested in any one issuer.

5. Obligations of the State of Michigan or any of its political subdivisions with a final maturity not exceeding ten years from the date of trade settlement, that are rated at least AA or the equivalent by at least one NRSRO, and not less by any. Investments in such obligations shall not exceed 10% of the City's investment portfolio and no more than 3% of the City's investment portfolio may be invested in any one issuer. Diversification and credit criteria described for obligations of the State of Michigan are not applicable to issues of the City of Ann Arbor.

6. Prime Commercial Paper with an original maturity of 270 days or less which is rated A-1 or the equivalent at the time of purchase by not less than two NRSROs. If the commercial paper issuer has senior debt outstanding, the senior debt must be rated A+ or the equivalent by not less than two of those rating services. Investments in commercial paper shall not exceed 25% of the City's investment portfolio and no more than 5% of the City's investment portfolio may be invested in any one issuer.

7. Repurchase Agreements with a termination date of 90 days or less collateralized by U.S. Treasury Obligations or Federal Instrumentality Securities listed in 1 and 3 above with maturities not exceeding ten years.

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

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

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

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

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

9. Investment Pools organized under Act 367 of 1982, MCL 129.111 to MCL 129.118, Surplus Funds Investment Pool Act, that are "no-load"; have a constant daily net asset value per share of $1.00; limit assets of the fund to securities authorized in M.C.L. 129.91 as legal investments for a public corporation; and have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940. Investments in investment pools shall not exceed 10% of the City's investment portfolio.

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

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

Collateralization of Deposits

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

Safekeeping and Custody

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

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

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

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

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

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

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

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

Investment Diversification

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

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

No more than 25% of the total portfolio shall be invested in securities with maturities exceeding seven years. No more than 12.5% of the total portfolio shall be invested in securities with maturities exceeding eleven years.
Other investments shall not exceed the following limits in each of the categories listed below as a percentage of the total portfolio.

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

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

Portfolio Maturities and Liquidity

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

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

Competitive Transactions

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

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

Internal Controls

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

Performance

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

Reporting

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

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

Policy Revisions

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

Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Market Value: Current market price of a security.

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

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

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

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

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

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

Portfolio: Collection of securities held by an investor.

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Pension Policy

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

1. **General Pension Policy**

1.1 The City relies on the Trustees of the CAAERS to perform periodic actuarial valuations and provide the City with an appropriate Annual Required Contribution (ARC). The systematic and disciplined funding of the system is imperative to demonstrate to rating agencies, investment bankers, creditors, the State of Michigan and taxpayers that City officials are appropriately funding this financial obligation of the City.

1.2 The ARC is based on a set of assumptions set forth by the Employees' Retirement System Board. The key assumptions are as follows:

- The actuarial cost method used (i.e. entry-age)
- The rate of return on investments
- The projected salary increases
- The amortization period of the unfunded liability
- The amortization method of the unfunded liability (i.e. open or closed)

1.3 The City of Ann Arbor will strive to achieve 100% funding of the City of Ann Arbor Employees' Retirement Plan. To the extent that 100% funding has been achieved, the City will continue to fund at a minimum the Normal Cost as defined by an outside actuary. To the extent that a fully funded plan has not been achieved, the City shall budget each fiscal year the higher of the ARC or the existing level of funding in the current budget year adjusted annually for the change in the General Fund budgeted revenues. In some years this may result in an excess contribution to the Pension Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases.

1.4 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the Employees' Retirement System, avoid conflict of interests as well as the appearance of conflicts. City officials and all others associated with the Employees' Retirement System must conduct themselves in a manner consistent with the best interests of the City and taxpayers. City officials and all others associated with the Employees' Retirement System must function within all applicable laws and regulations, Federal and State, both statutory and regulatory, as well as within the City's own policies and procedures. A City official and all others associated with the

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

1.5 The City of Ann Arbor will not issue debt to fund any liability associated with funding the ARC or the remaining unfunded liability. The City will not use short-term borrowing to finance this cost except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast.

1.6 The City may use the services of qualified City staff, consultants, outside legal counsel and/or outside actuaries (other than the actuary used by the CAAERS Board) to assist in the analysis, evaluation, and decision process of benefit changes to union contracts, personnel policies, retirement windows or other changes as needed.

2. **Process**

2.1 The City will apportion the ARC to each fund and agency (service unit) based on the number of employees they have budgeted for the upcoming fiscal year that are participating in the system as well as the cost.

2.2 Each service unit will be charged 1/12 of the budgeted cost each month regardless of the actual employees participating in the system. This is necessary to ensure the City meets its obligation for the ARC.

2.3 For the General Fund, the ARC is partially funded by the Employee Benefits millage. Funds are disbursed to the Pension Fund as collected throughout the tax collection process. For other funds, the funds are remitted monthly to the Pension Fund. For the Downtown Development Authority and Housing Commission, the City will bill each organization for their payroll on a monthly basis. The amounts they owe for Pension will be credited to Pension monthly.

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

1. **General OPEB Policy**

1.1 The City relies on the Trustees of the CAAERS to perform periodic actuarial valuations and provide the City with an appropriate Annual Required Contribution (ARC). The systematic and disciplined funding of the system is imperative that the City demonstrates to rating agencies, investment bankers, creditors, the State of Michigan and taxpayers that City officials are appropriately funding this financial obligation of the City.

1.2 The ARC is based on a set of assumptions set forth by the Employees' Retirement System Board. The assumptions are as follows:

- The actuarial cost method used (i.e. entry-age)
- The rate of return on investments
- The projected health care cost increases
- The amortization period of the unfunded liability
- The amortization method of the unfunded liability (i.e. open or closed)

1.3 The City of Ann Arbor will strive to achieve 100% funding of the City of Ann Arbor Retiree Health Care Benefits Plan. To the extent that 100% funding has been achieved, the City will continue to fund, at a minimum, the Normal Cost as defined by the outside actuary. To the extent that a fully funded plan has not been achieved, the City shall budget each fiscal year the higher of the ARC or the existing level of funding in the current budget year adjusted annually for the change in the General Fund budgeted revenues. In some years this may result in an excess contribution to the Voluntary Employee Benefits Trust (VEBA) Fund, which will serve to both pay down the unfunded actuarial accrued liability and reduce future city cost increases. To the extent that the City incurs a liability related to the underfunding of the ARC in any fiscal year, the City Council will strive to set aside additional funding to pay off this liability within five years of the occurrence.

1.4 The City recognizes that it is of the utmost importance that elected and appointed City officials, and all others associated with the Employees' Retirement System, avoid conflict of interests as well as the appearance of conflicts. City officials and all others associated with the Employees' Retirement System must conduct themselves in a manner consistent with the best interests of the City and taxpayers. City officials and all others associated with the Employees' Retirement

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

1.5 The City of Ann Arbor will not issue debt to fund any liability associated with funding the ARC or the remaining unfunded liability. The City will not use short-term borrowing to finance this cost except in the case of an extreme financial emergency, which is beyond its control or reasonable ability to forecast.

1.6 The City may use the services of qualified City staff, consultants, outside legal counsel and/or outside actuaries (other than the actuary used by the CAAERS Board) to assist in the analysis, evaluation, and decision process of benefit changes to union contracts, personnel policies, retirement windows or other changes as needed.

2. **Process**

2.1 The City will apportion the ARC to each fund and agency (service unit) based on the number of employees they have budgeted for the upcoming fiscal year that are participating in the system as well as the cost .

2.2 Each service unit will be charged 1/12 of the budgeted cost each month regardless of the actual employees participating in the system. This is necessary to ensure the City meets its obligation for the ARC.

2.3 For all funds, the ARC collected each month will be credited to the Risk Fund, as the Risk Fund pays for the retiree health care premiums. At fiscal year end, the amount collected from service unit budgets less the retiree health care premiums paid will be remitted to the VEBA Fund. For the Downtown Development Authority and Housing Commission, the City will bill each organization for their payroll on a monthly basis. The amounts they owe for OPEB will be credited to VEBA Fund monthly.

Information Pages: Capital Improvement Program Policies

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

1) The Capital Improvements Plan plays an increasingly significant role in the implementation of the master plan, providing the link between planning and budgeting for capital projects. Nearly all of the capital improvement project requests will evolve, over time, from a component of the master plan. All City service areas will be asked to take a more active role in the planning process so that master plan components more consistently contain objectives and policies for capital improvements.

2) The capital improvements program will continue to develop by adding features each year to gradually improve its quality and sophistication. Greater attention will be devoted to more detailed information about individual project requests, program planning, fiscal analysis, fiscal policies, and developing debt strategy.

3) Projects first will be evaluated in relation to each other before consideration is given to available financing. Projects will be prioritized as a matter of implementing the goals and objectives of adopted plans and policies, not as a matter of available funds.

4) Capital projects that encourage private economic investment in the City will be considered in components of the master plan.

5) Projects that maintain the existing infrastructure normally will take precedence over projects that create or expand facilities.

6) The City must develop sources of revenue to pay for capital expenditures that do not use, or compete for, resources from the General Fund.

7) A successful capital improvements program cannot be achieved without the understanding and support of the taxpayers and voters. A more comprehensive effort to involve the public in the process will evolve to ensure that their concerns, preferences, and priorities are considered.

8) The City may not automatically be able to provide infrastructure to serve private development, as it once did. There are pros and cons of shifting the costs of new infrastructure and public facilities from the public sector to developers and new home buyers. For instance, shifting the allocation of costs too much on the developer may raise the cost of new housing to a point at which it may have exclusionary effects. In approving development sites and plans the City needs to assess the economic impacts of developments more carefully.

9) The City needs to take a more active role in inter-jurisdictional planning to formulate coherent infrastructure policies in the area. Many of the systems developed through capital investment (water, sewer, parks, etc.) have the potential to extend beyond the City limits. The City must make every effort to avoid service delivery fragmentation among the City, townships, special districts, and the private sector.

10) The capital improvements program must strive to provide for services equally among all residents of the City and to focus on those projects that provide the most benefit to the entire community. Likewise, careful evaluation must be made as to which projects should be paid for in greater measure by those who benefit from them, and which are better spread among all residents.

11) Projects that are necessary to protect against a clear and immediate risk to public health or public safety should be regarded as highest priority.

12) Unlimited-tax general obligation bond issues should be included in at least two Capital Improvement Plans preceding the year of the bond sale. The first inclusion should contain a general description of the project, its timing, and financial limits; subsequent inclusions should become increasingly specific.

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

1) A Service Area page;

2) The Service Area's organizational structure and summary;

3) Summary of Revenues and Expenditures by Service Unit within Service Area;

4) An FTE count by Service Unit within Service Area;

5) A Service Unit summary page;

6) Summary of Revenues and Expenditures by Category by Service Unit;

7) Significant Notes and Adjustments;

8) Summary of Revenues and Expenditures by Activity by Service Unit (only certain Service Units display this level of detail);

9) Goals and Performance Measures for the Service Area by Service Unit;

10) A Position Summary.

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

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

Summary of Revenues and Expenditures by Service Unit within Service Area

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

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:

	FTE
Administration	.60
Maintenance	.40
Total	1.00

Service Unit Summary Page

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

Summary of Revenues and Expenditures by Category by Service Unit

Revenues

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

Expenditures

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

Significant Notes and Adjustments

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

Information Pages: Deciphering the Budget Format

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

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

Expenditures

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

Goals and Performance Measures by Service Unit within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

b. Revenues from special assessments are budgeted on the basis of when the assessments are due.

c. Principal and interest payments on outstanding debt are budgeted on the basis of when they are due and payable. Principal is not budgeted for Enterprise and Internal Service Funds.

d. Payments for the acquisition of materials and supplies inventories and fixed assets are budgeted on the basis of when the obligation is incurred.

e. Depreciation is budgeted for Enterprise Funds.

f. All other expenditures are budgeted on the basis of when the expenditure is incurred and payable.

Information Pages: Fund Descriptions

General Fund

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

Internal Service Funds

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

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

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

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

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

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

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

Enterprise Funds

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

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

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

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

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

Sewage Disposal System - to account for the collection and treatment of the sewage of the

City and some township residents.

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

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

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

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

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

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

Special Revenue Funds

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Local Streets - to account for repairs, maintenance and construction on the City's local

streets. The revenues consist primarily of State-Shared gasoline and weight tax collections.

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

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

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

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

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

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

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

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

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

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

Trust Funds

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

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

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

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

Debt Service Funds

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

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

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

Capital Projects Funds

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

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

Component Units

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

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

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

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

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

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

Information Pages: Community Profile

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

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

There are a number of cultural and recreational attractions available to Ann Arbor residents including, the Professional Theater Program at the University of Michigan, Ann Arbor Civic Theater, Ann Arbor Symphony Orchestra, University Musical Society presentations, and a number of museums and galleries. There are several public and private golf courses, and the City park system encompasses 2,089 acres, which includes 157 park sites, 1200 acres of natural areas and 55 miles of pathways. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Employment

Residents of the City are well educated. According to the 2010 U.S. Census, 71% of its residents over 25 years of age had completed a bachelor’s degree or higher. The University of Michigan shapes Ann Arbor's economy significantly. It employs about 30,000 workers, including about 12,000 in the medical center. Other employers are drawn to the area by the university's research and development, and by its graduates. High tech, health services and biotechnology are other major components of the city's economy; numerous medical offices, laboratories, and associated companies are located in the city.

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:

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

Population Characteristics

The residents of the City have an above average education and enjoy a stable, fairly high income.

	1980 U.S. Census	1990 U.S. Census	2000 U.S. Census	2010 U.S. Census
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
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

* Persons 19 years and under
** Persons 20-64 years old

Higher Education

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

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

Medical Facilities

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

Transportation

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

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

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

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

Utilities

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

Development

During FY12, the following annexations were approved:

- Andres (335 Pinewood St.)
- Ellis (3313 Dexter Road)
- French (3225 Dexter Road)
- Hofmann (1643 S. State St)
- Mill Creek (3050 Birch Hollow)
- Morris (427 Barber Road)

- Skelley (545 Alison Drive)
- Zummer (3249 Dexter Road)

During FY12, the following residential projects were approved:

- 3645 Waldenwood Accessory Apartment (special exception use)
- Ann Arbor City Apartments – 201 S. First St. (amended plan)
- Burton Commons Apartments – 2805 Burton Rd. (amended plan)
- The Varsity Apartments – 425 E. Washington (site plan)
- City Place Apartments – 415 S. Fifth Ave. (amended plan)
- Society of Les Voyageurs - 411 Longshore (planned unit development)

During FY12, the following non-residential projects were approved:

- Center of Light Christian Spiritual School – 200 Huron View (special exception use)
- City Pets Veterinary Clinic – 1723 Plymouth Rd. (special exception use)
- Phantom Fireworks – 1950 South Industrial (special exception use)
- University Bank – 2015 Washtenaw Ave (planned unit development)
- Community Day Care – 1611 Westminster (administrative amendment)
- Gallup One Stop Gas Station – 2955 Packard Rd (administrative amendment)
- Arbor Hills Crossing Retail Center – 3000 Washtenaw Ave. (site plan)
- Pittsfield Retail Center – 3590 Washtenaw Ave (site plan)
- McDonald's Restaurant – 2310 W. Stadium (administrative amendment)
- Verizon Temporary Wireless Facility – 400 E. Stadium (site plan)
- UM Credit Union – 340 E. Huron (administrative amendment)
- Traver Village Retail Center – 2601 Plymouth (site plan)
- Noodles Restaurant – 2161 W. Stadium (site plan)
- Bill's Beer Garden - 326 S. Ashley (administrative amendment)
- DTE Buckler Substation – 984 Broadway (site plan)
- Allen Creek Preschool – 2350 Miller Rd (site plan)
- Wintermeyer Office Parking – 2144 S. State St (site plan)
- Michcon Site Remediation – 841 Broadway (site plan)
- Glacier Hills Enrichment Center – 1200 Earhart (administrative amendment)
- Tim Horton's Restaurant – 3975 S. State St (site plan)

The following site plans were extended for two years:

- The Gallery mixed use
- North Sky residential
- Malletts View office
- Plymouth Road Plaza commercial

Information Pages: Community Profile

The following projects started construction:

- Hilton Garden Inn & Town Place Suites Hotels (1301 & 1401 Briarwood Circle)
- City Place Apartments (415 S. Fifth Ave)
- Lake Trust Credit Union (2180 W. Stadium)
- Zahn Medical Office (W. Huron St)
- Ann Arbor City Apartments (201 S. First)
- Gallup One Stop (2955 Packard)
- The Varsity Apartments (425 E. Washington)
- Sigma Phi Epsilon Fraternity (730 Tappan)
- McDonald's Restaurant (2310 W. Stadium)
- UM Credit Union (340 E. Huron)
- 1500 Pauline Townhomes (1500 Pauline)
- Summers-Knoll (2203 Platt)
- Bill's Beer Garden (326 S. Ashley)
- Traver Village (2601 Plymouth)

Information Pages: Miscellaneous Community Statistics

Date of incorporation	1851
Form of government	Council - Administrator
Miles of streets	295
Number of street lights	7,134
Fire:	
Number of stations	5
Number of fire hydrants	2,909
Police:	
Physical arrests	2,630
Parking violations	86,780
Water:	
Average daily consumption	13.8 millions of gallons per day
Miles of water mains	472
Wastewater:	
Miles of sanitary sewers	364
Miles of storm sewers	320
Culture and recreation:	
Number of parks	157
Acres of parkland	2,089
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Historic sites	2
Senior center	1
Canoe liveries	2
Community centers	2
Science center	1
Farmer's market	1
Permanent employees:	686

Area and Population Data:

Year	Population	Area in Square Miles
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

CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES

The goals and objectives outlined in the City budget are used to track the progress of various programs and services, as well as a basis for future resource allocation. While drafting the FY 2013 Service Area goals and objectives, which are published in the Service Area sections of the budget, the following overall City Guiding Principles and Goals were used as a guide:

City Guiding Principles

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

City Goals

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

Citywide Budget Communications

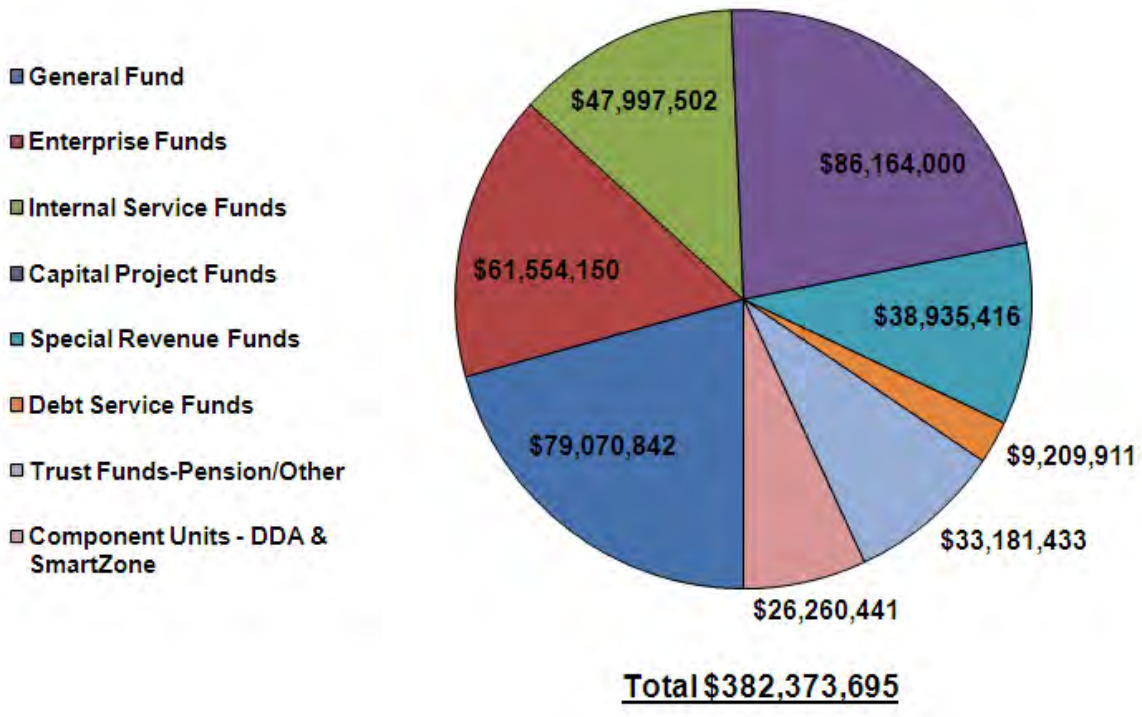
During the FY 2013 financial planning process, each area developed a proposal to achieve the objective at the lowest cost. The proposals were presented to Council in February and March, 2012. Feedback was received as the City Administrator developed his final proposal presented to the Council on April 16, 2012.

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 2013, the City's total expenditure budget is $382 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget.

FY 2013 BUDGETED EXPENDITURES BY FUND TYPE

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



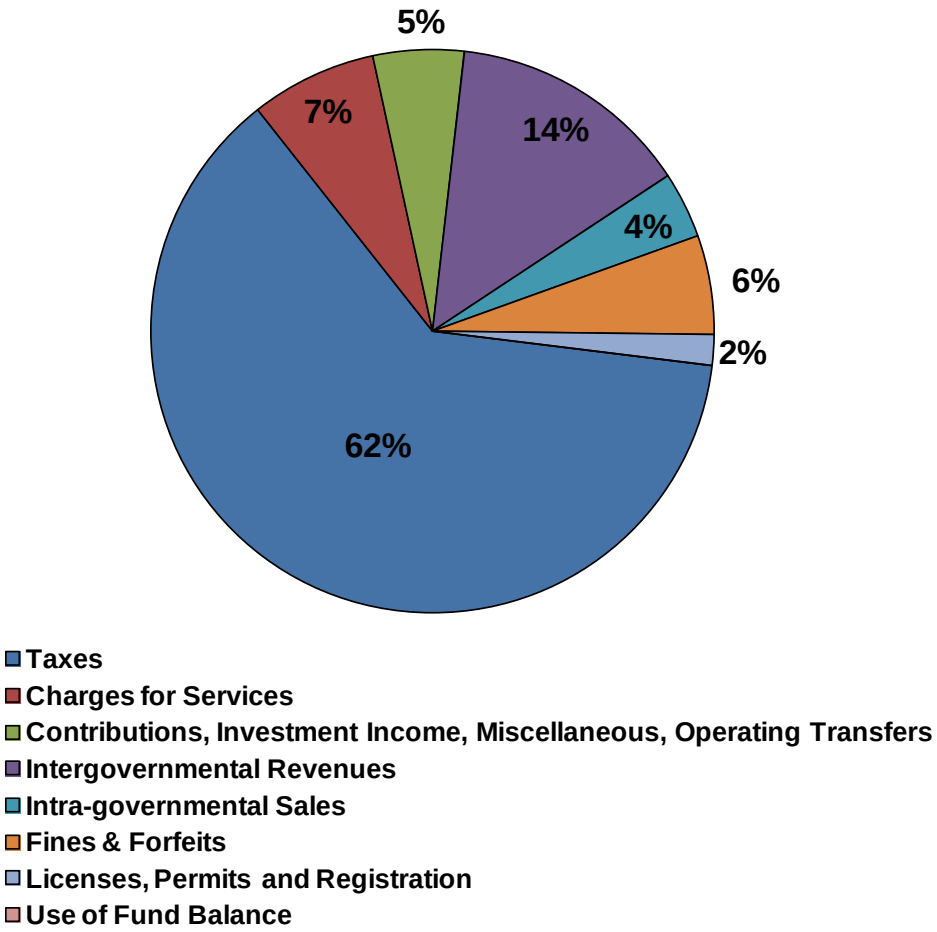
Total $382,373,695

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.

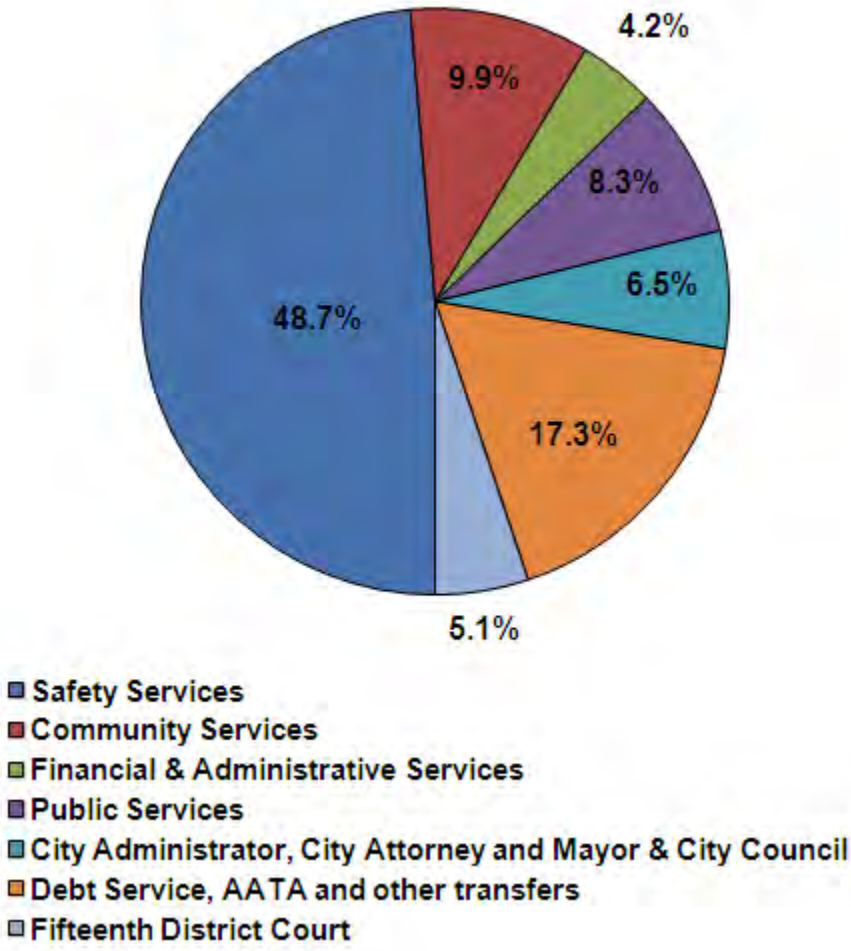
The City's General Fund is the largest and most visible of the City's 52 budgeted funds established for the financial administration of the City. Monies going into the General Fund come from a variety of sources such as the City's share of the property tax, intergovernmental revenues (primarily revenues from the State of Michigan), charges for services, and various other sources as indicated in the chart below:

FY 2013 GENERAL FUND REVENUES



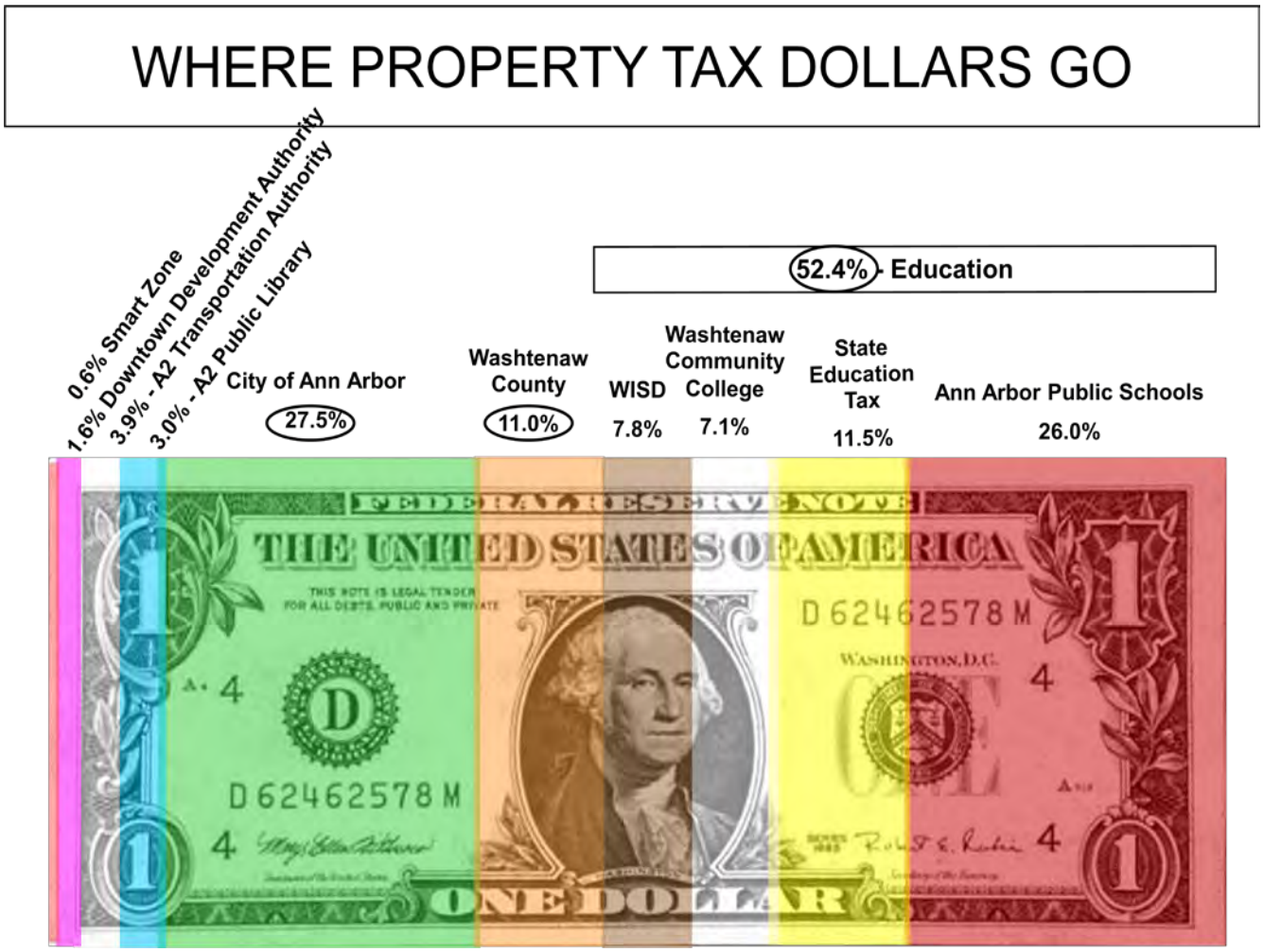
Expenditures from the General Fund go to services such as public safety (police, fire, and emergency management); recreation programs; development and planning; community development services; the City's legal and general government administration; housing and human services programs; Fifteenth District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

FY 2013 GENERAL FUND EXPENDITURES



PROPERTY TAXES

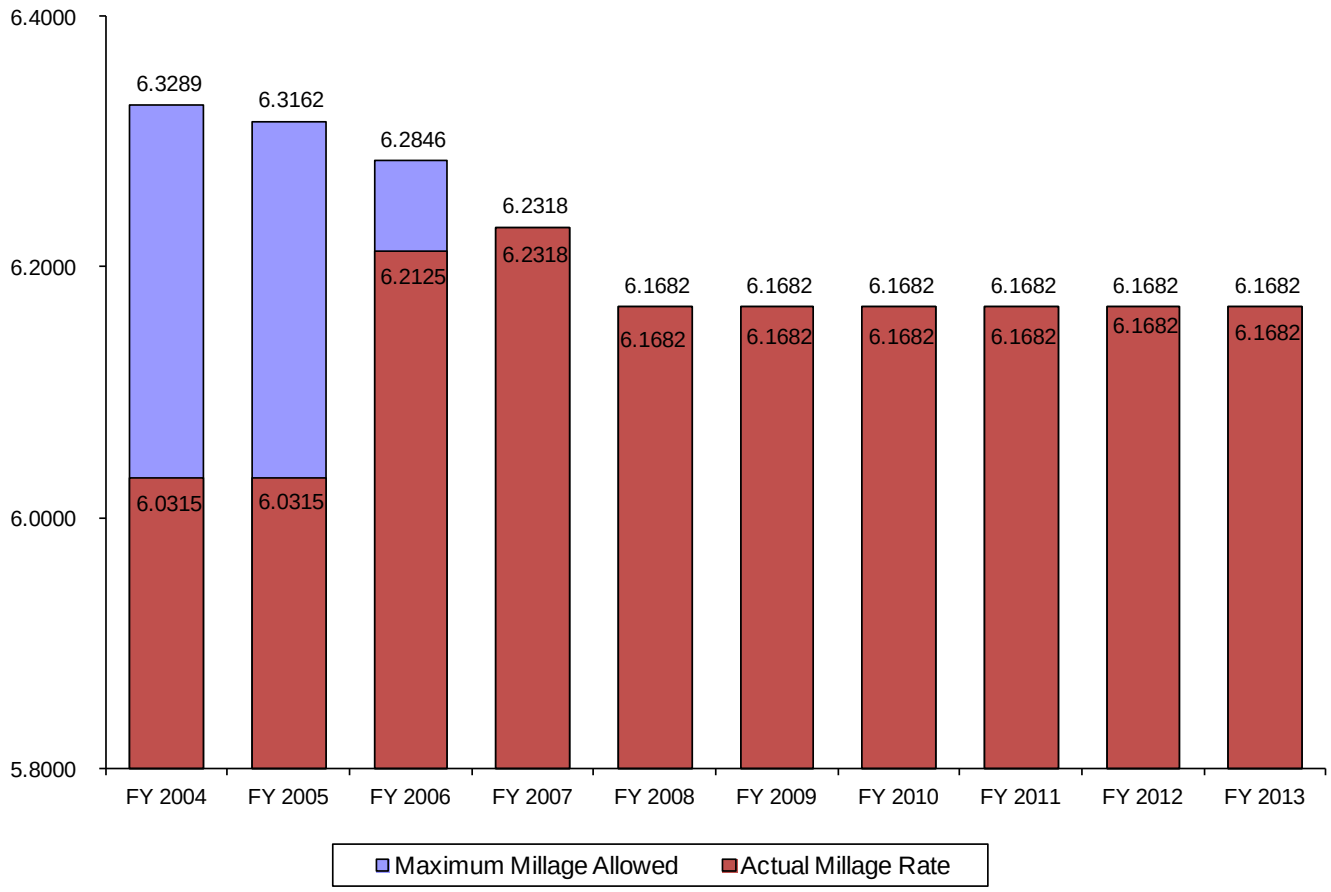
The largest share of our General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about $ 0.28 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. Most of the receipts from property taxes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



TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 34 years, there have been two State of Michigan constitutional amendments – the Headlee Amendment of 1978 and Public Act 415 of 1994 (commonly known as Proposal A) – and other related statutory changes that have impacted property tax revenue for local governments. During the fiscal year 2006, the Headlee rollback started reducing the levy. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

CITY MILLAGE HISTORY
MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE



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

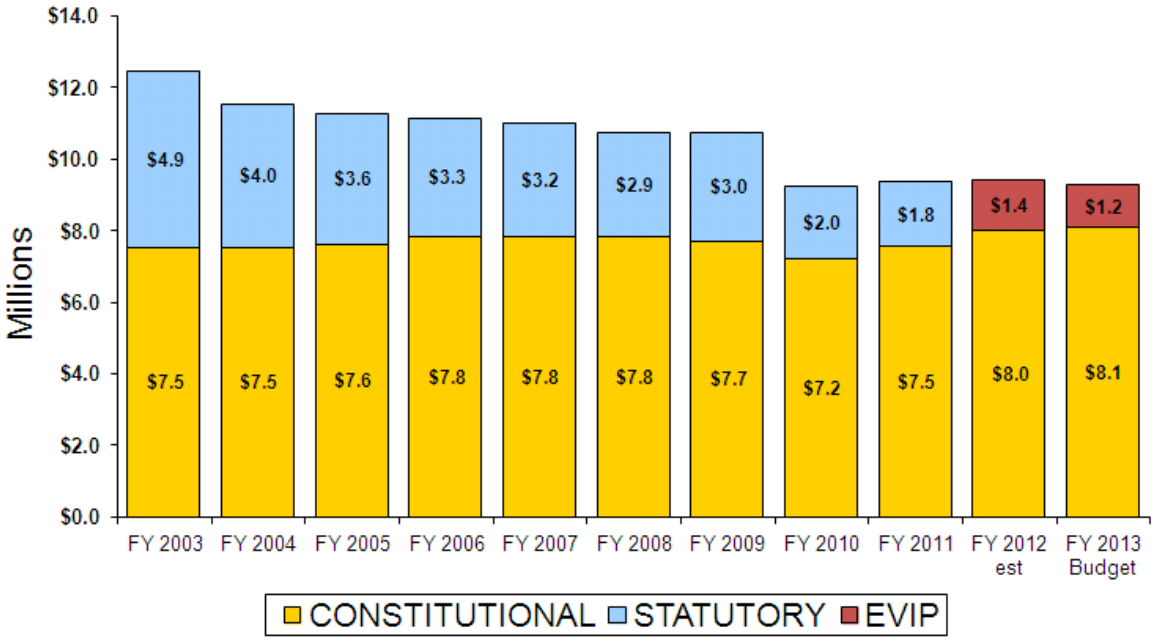
CITY MILLAGE TRENDS

Type	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	Change from Previous Year
General Operating-Actual	6.2318	6.1682	6.1682	6.1682	6.1682	6.1682	6.1682	**0.0000**
Employee Benefits	2.0772	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	**0.0000**
AATA	2.0772	2.0560	2.0560	2.0560	2.0560	2.0560	2.0560	**0.0000**
Total General Fund	**10.3862**	**10.2802**	**10.2802**	**10.2802**	**10.2802**	**10.2802**	**10.2802**	**0.0000**
Street Reconstruction	1.9527	1.9944	1.9944	1.9944	1.9944	1.9944	2.1250	**0.1306**
Refuse Collection	2.4925	2.4670	2.4670	2.4670	2.4670	2.4670	2.4670	**0.0000**
Parks (combined)	1.4042	1.5748	1.5748	1.5748	1.5748	1.5748	1.5748	**0.0000**
Debt Service	0.5800	0.4661	0.4643	0.4806	0.5000	0.1496	0.1250	**(0.0246)**
Total City Millage	**16.8156**	**16.7825**	**16.7807**	**16.7970**	**16.8164**	**16.4660**	**16.5720**	**0.1060**

STATE SHARED REVENUE

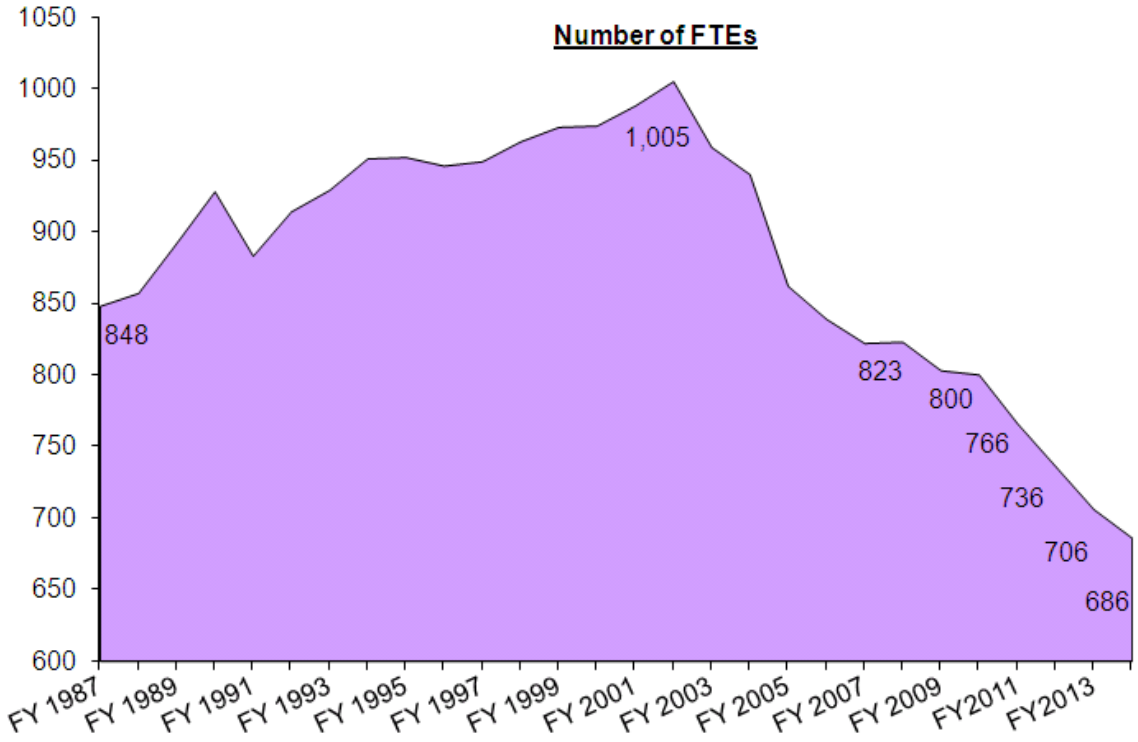
Another major source of revenue for the City's General Fund is State-Shared revenue. This revenue sharing arrangement was created when the aforementioned Headlee Amendment removed the ability of municipalities to institute certain taxes on its residents (i.e. sales tax). To compensate communities for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

STATE-SHARED REVENUE
HISTORY AND PROJECTIONS

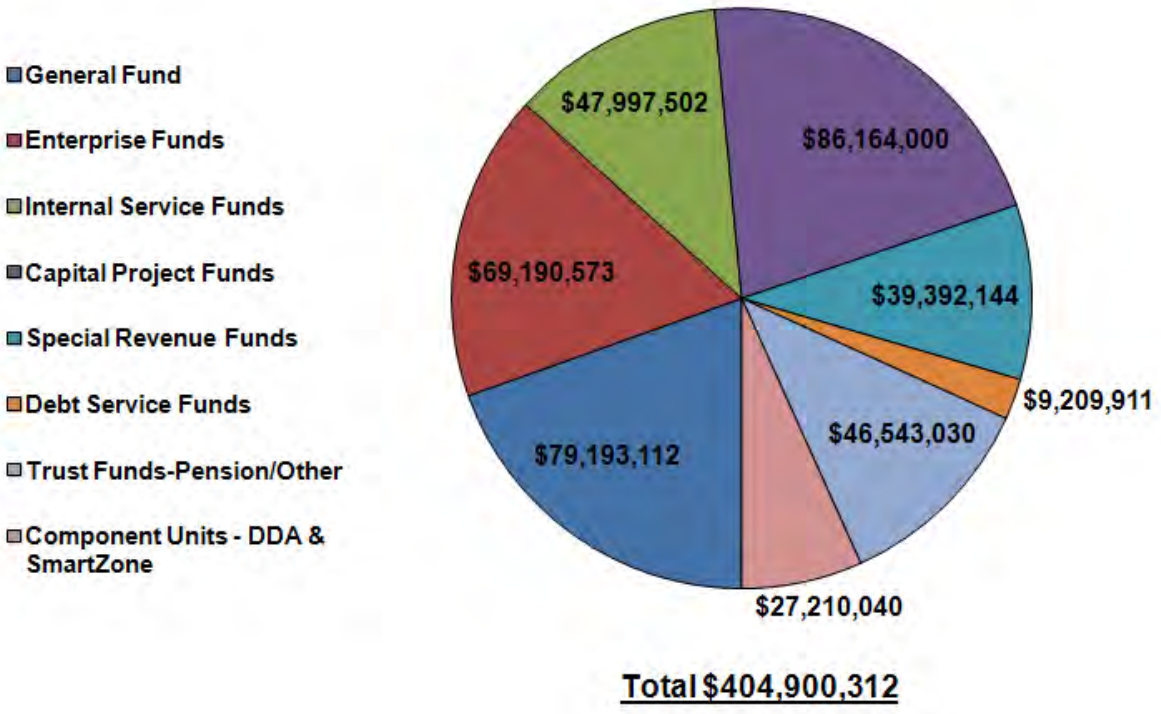


EMPLOYEE SUMMARY

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its full-time equivalent (FTE) employee staffing. Without significantly impacting the level of service provided, the City has been able to achieve the reductions; through a combination of not filling vacancies, strategically deploying existing personnel, early retirement programs offered in fiscal years 2001, 2002 and 2009, and lay-offs. As the graph below illustrates, the City staffing is down to its lowest level in 25 years.



FY 2013 Budgeted Revenues by Fund Type

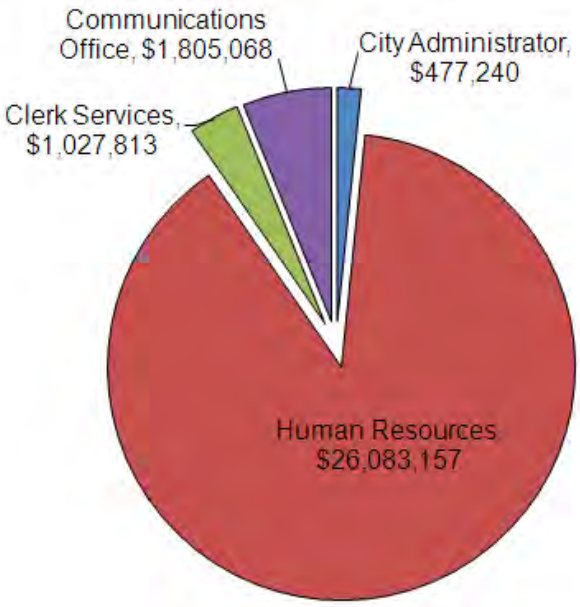


Total $404,900,312

FY 2013 Expenditures – All Funds

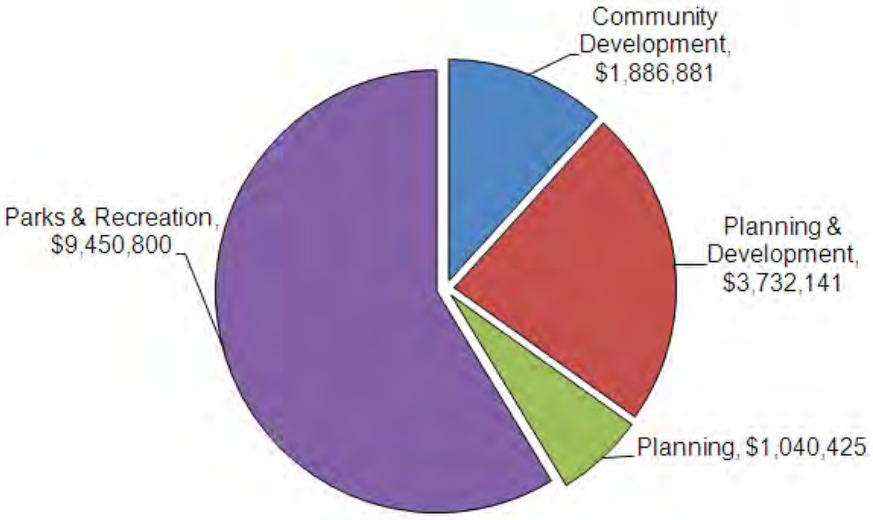
FY 2013 City Administrator Expenditures

Total $29,393,278



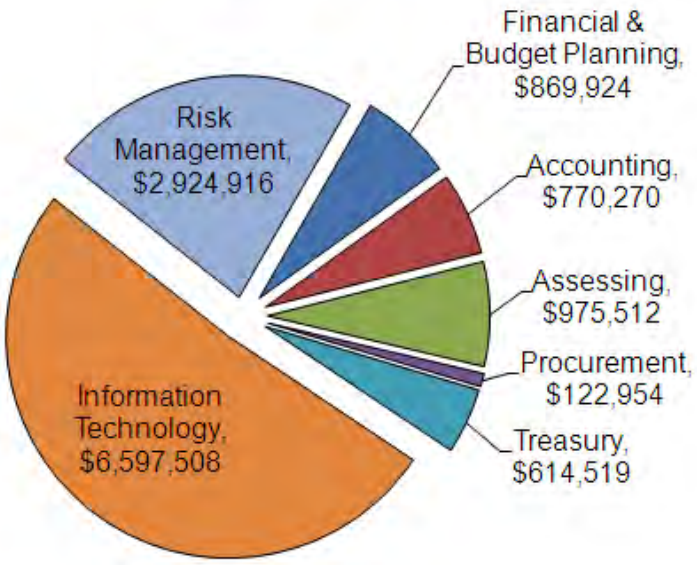
FY 2013 Community Services Expenditures

Total $16,110,247



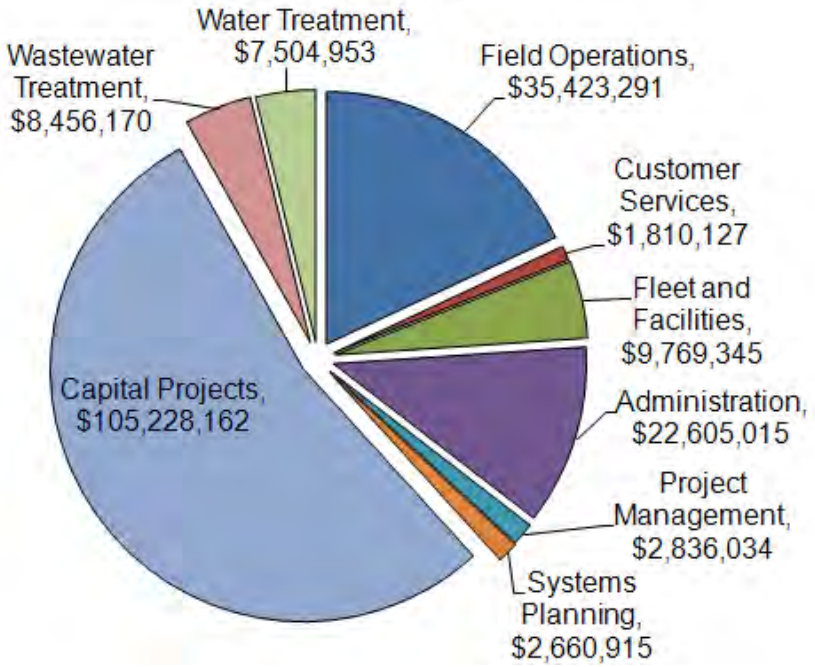
FY 2013 Financial & Administrative Services Expenditures

Total $12,875,603



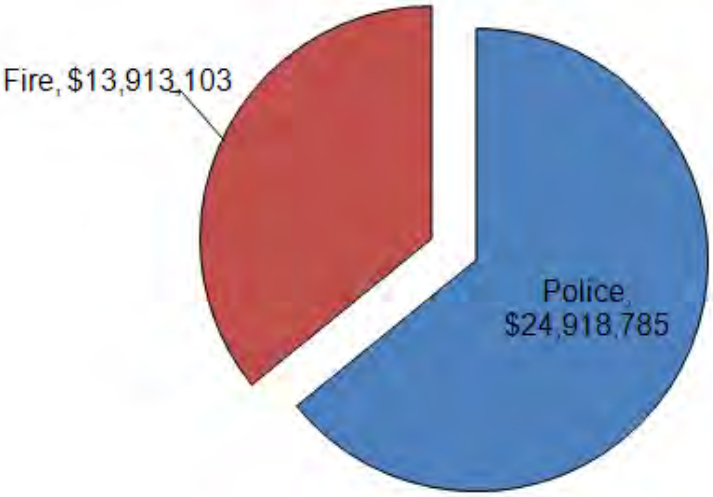
FY 2013 Public Services Expenditures

Total $196,294,012



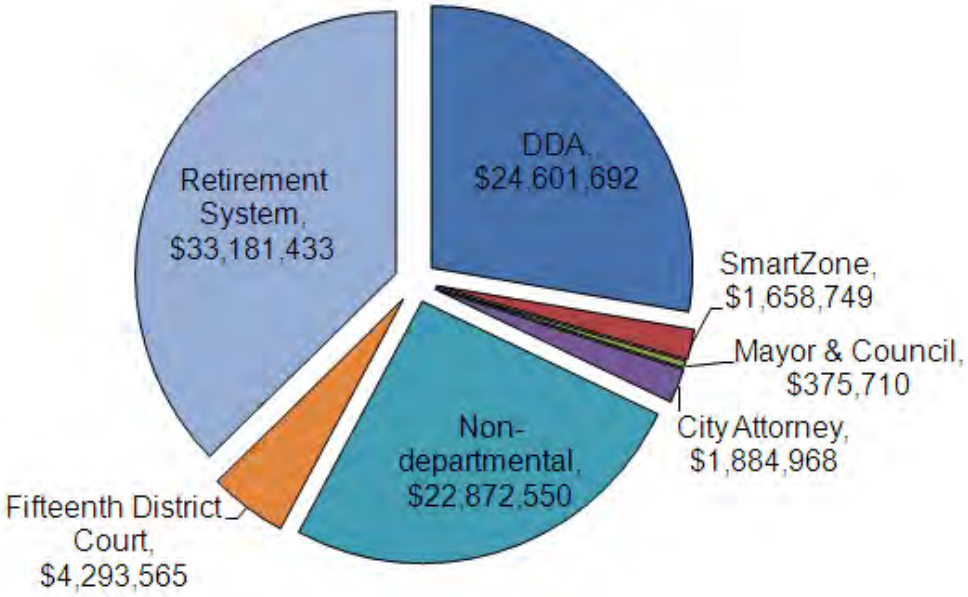
FY 2013 Safety Services Expenditures

Total $38,831,888



FY 2013 Other Services Expenditures

Total $88,868,667



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GENERAL GOVERNMENTAL FUND TYPES
ANALYSIS OF FUND BALANCES

Fund Balance June 30, 2011	FY 2012 Forecasted Revenues	FY 2012 Forecasted Expenditures	Forecasted Fund Balance June 30, 2012	Fund	FY 2013 Approved Revenues	FY 2013 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2013
13,582,444	78,821,066	78,708,465	13,695,045	**General Fund**	79,193,112	79,070,842	-	13,817,315
				Special Revenue Funds				
535,064	23,336	558,400	-	1995 Parks Rehab. & Development	-	-	-	-
67,027	600	-	67,627	2003 Parks Repair & Restoration Millage	-	-	-	67,627
10,096,392	2,336,586	2,330,461	10,102,517	2004 Open Space and Parkland Preservation	2,305,023	2,305,023	-	10,102,517
357,316	40,300	255,607	142,009	Affordable Housing	46,641	46,641	6,341	135,668
516,919	181,861	121,075	577,705	Alternative Transportation	448,265	448,265	268,907	308,798
5,283	8,049	8,000	5,332	Ann Arbor Assistance	8,000	8,000	-	5,332
1,406,827	334,660	334,660	1,406,827	Art in Public Places	333,549	320,837	-	1,419,539
98,797	5,511	4,200	100,108	Bandemer Property	4,258	4,258	-	100,108
71,734	1,200	-	72,934	Cemetary Perpetual Care	1,200	-	-	74,134
-	548,129	548,129	-	Community Development Block Grant	-	-	-	-
4,250,122	1,745,685	1,863,345	4,132,462	Community Television Network	1,805,068	1,805,068	-	4,132,462
1,789,518	2,443,939	2,248,353	1,985,104	Construction Code Fund	2,512,228	2,371,572	469,428	1,656,332
-	225,000	225,000	-	Court Facilities	225,000	225,000	-	-
270,109	16,876	67,600	219,385	Drug Enforcement	146,000	146,000	145,000	74,385
555,054	40,609	158,462	437,201	Energy Projects	202,286	202,286	179,761	257,440
174,721	58,010	78,146	154,585	Federal Equitable Sharing Forfeitures	151,000	151,000	150,000	4,585
-	96,216	96,216	-	Homeland Security	-	-	-	-
-	1,668	1,668	-	HOME Program	-	-	-	-
27,397	300	26,538	1,159	Local Forfeiture	300	300	-	1,159
-	62,540	62,540	-	Local Law Enforcement Block Grant	-	-	-	-
3,185,879	1,710,662	1,710,662	3,185,879	Local Streets	1,726,877	1,726,877	-	3,185,879
127,278	1,883,595	2,010,873	-	Major Grant Programs	43,309	43,309	-	-
7,440,430	6,969,905	6,728,042	7,682,293	Major Streets	6,801,850	6,801,850	50,000	7,632,293
1,359,139	335,422	335,422	1,359,139	Metro Expansion	347,993	347,993	-	1,359,139
96,494	20,572	30,000	87,066	Michigan Justice Training	71,000	70,000	50,000	38,066
445,536	1,541	-	447,077	Open Space Endowment	-	-	-	447,077
4,427,634	5,000,730	6,820,394	2,607,970	Parks Maintenance & Capital Improvement	5,482,430	5,461,220	453,912	2,175,268
327,184	148,686	401,284	74,586	Parks Memorials & Contributions	39,776	34,298	-	80,064
727,273	10,000	-	737,273	Police and Fire Relief	10,000	-	-	747,273
75,406	700	37,500	38,606	Senior Center Endowment	37,500	37,500	36,225	2,381
269,439	-	269,439	-	Sidewalk Improvement	-	-	-	-
29,207,631	9,414,772	14,914,060	23,708,343	Street Reconstruction Millage	16,298,302	16,298,302	6,908,560	16,799,783
				Trust Funds				
2,266,611	50,000	84,715	2,231,896	Elizabeth R. Dean	79,817	79,817	29,817	2,202,079
415,196,526	41,440,262	32,135,473	424,501,315	Employees' Retirement System	44,432,212	32,758,275	-	436,175,252
86,491,615	2,269,524	409,022	88,352,117	VEBA Trust	2,110,818	423,158	-	90,039,777

Fund Balance June 30, 2011	FY 2012 Forecasted Revenues	FY 2012 Forecasted Expenditures	Forecasted Fund Balance June 30, 2012	Fund	FY 2013 Approved Revenues	FY 2013 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2013
				General Debt Service				
457,635	10,027,741	10,051,133	434,243	General Debt Service	9,027,018	9,027,018	111,276	322,967
1,058,558	40,000	105,443	993,115	Special Assessment General Debt	182,893	182,893	145,893	847,222
				Component Units				
5,045,542	3,928,906	5,428,185	3,546,263	Downtown Development Authority	4,614,727	4,614,727	648,325	2,897,938
104,821	16,376,985	16,481,806	-	DDA Parking System	18,108,214	17,158,615	-	949,599
1,071,718	10,899	502,000	580,617	DDA Housing	802,000	802,000	794,992	(214,375)
1,841,689	2,016,044	1,881,900	1,975,833	DDA Parking Maintenance	2,026,350	2,026,350	1,510,018	465,815
591,264	1,426,458	1,533,789	483,933	SmartZone LDFA	1,658,749	1,658,749	83,373	400,560
				Capital Projects Funds				
16,735	-	16,735	-	General Capital Improvements	264,472	-	-	264,472

ENTERPRISE AND INTERNAL SERVICE FUND TYPES
ANALYSIS OF FUND EQUITY

Net Assets June 30, 2011	FY 2012 Forecasted Revenues	FY 2012 Forecasted Expenditures	Forecasted Net Assets June 30, 2012	Fund	FY 2013 Approved Revenues	FY 2013 Approved Expenditures	Approved Use of Fund Balance	Projected Net Assets June 30, 2013
				Intergovernmental Service Funds				
1,843,178	1,564,296	1,563,815	1,843,659	Central Stores	1,572,902	1,572,902	-	1,843,659
12,934,313	10,303,879	10,303,879	12,934,313	Fleet Services	7,244,905	7,244,905	151,100	12,783,213
6,942,731	6,503,546	8,530,843	4,915,434	Information Technology	6,597,508	6,597,508	140,220	4,775,214
1,419,246	27,623,816	25,909,722	3,133,340	Risk Fund	27,819,736	27,819,736	-	3,133,340
123,014	502,960	502,960	123,014	Wheeler Center	515,391	515,391	-	123,014
2,666,972	4,390,702	4,364,457	2,693,217	Project Management	4,247,060	4,247,060	-	2,693,217
				Enterprise Funds				
1,181,385	830,619	902,195	1,109,809	Airport	849,595	795,594	-	1,163,810
1,754,513	1,757,087	1,540,015	1,971,585	Golf Enterprise	1,590,714	1,590,714	-	1,971,585
706,861	167,732	165,118	709,475	Market	179,035	179,035	-	709,475
98,936,909	21,875,045	18,896,176	101,915,778	Sewage Disposal System	22,769,671	19,423,975	101,750	105,159,724
25,112,591	14,736,287	15,165,212	24,683,666	Solid Waste	13,909,549	13,592,309	82,500	24,918,406
16,483,068	6,889,667	5,536,623	17,836,112	Stormwater Sewer System	5,999,435	5,940,877	22,400	17,872,270
67,250,531	23,146,542	19,534,986	70,862,087	Water Supply System	23,892,574	20,031,646	60,649	74,662,366

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

Net Operating Funds Available June 30, 2011	FY 2012 Forecasted Revenues	FY 2012 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2012	Fund	FY 2013 Approved Revenues	FY 2013 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2013
				Intergovernmental Service Funds				
1,445,520	1,564,296	1,563,815	1,446,001	Central Stores	1,572,902	1,572,902	-	1,446,001
8,817,516	10,303,879	10,303,879	8,817,516	Fleet Services	7,244,905	7,244,905	151,100	8,666,416
4,707,522	6,503,546	8,530,843	2,680,225	Information Technology	6,597,508	6,597,508	140,220	2,540,005
1,444,638	27,623,816	25,909,722	3,158,732	Risk Fund	27,819,736	27,819,736	-	3,158,732
123,014	502,960	502,960	123,014	Wheeler Center	515,391	515,391	-	123,014
2,877,694	4,390,702	4,364,457	2,903,939	Project Management	4,247,060	4,247,060	-	2,903,939
				Enterprise Funds				
223,453	830,619	902,195	151,877	Airport	849,595	795,594	-	205,878
(496,364)	1,757,087	1,540,015	(279,292)	Golf Enterprise	1,590,714	1,590,714	-	(279,292)
464,852	167,732	165,118	467,466	Market	179,035	179,035	-	467,466
33,313,627	21,875,045	18,896,176	36,292,496	Sewage Disposal System	22,769,671	19,423,975	101,750	39,536,442
9,128,118	14,736,287	15,165,212	8,699,193	Solid Waste	13,909,549	13,592,309	82,500	8,933,933
6,437,924	6,889,667	5,536,623	7,790,968	Stormwater Sewer System	5,999,435	5,940,877	22,400	7,827,126
16,425,897	23,146,542	19,534,986	20,037,453	Water Supply System	23,892,574	20,031,646	60,649	23,837,732

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

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Description of Revenue Categories

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 20% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year times the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

GRANTS

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

Description of Revenue Categories

CHARGES FOR SERVICES

The major sources of revenue in this category represent 32% of City revenues and are described in more detail below.

POLICE & FIRE

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

MUNICIPAL SERVICES

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

Description of Revenue Categories

LANDFILL

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

ENTERPRISE SALES

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

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

INVESTMENT INCOME

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

MISCELLANEOUS

This category accounts for revenues, which do not fit into other categories and includes rentals, sale of property and equipment and other miscellaneous revenues. These

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 3% of the City's revenues. This is used only during times in which revenue growth temporarily increases at a rate less than expenditures to avoid a reduction in services. At other times, fund balances are increased so that specific projects can be paid for in the future without having to borrow the funds.

OPERATING TRANSFERS

The majority of the transfers in this revenue category are reimbursements for fringe benefit costs. The exceptions to this are project and utility credits, which are reimbursements for engineering costs on construction projects. The project credit is based on expected construction activity on City projects. Operating transfers represent 4% of the City's revenues.

CONTRIBUTIONS

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

SALE OF BONDS

This represents revenues received from bond proceeds for capital projects and represents 21% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

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

FY 2013 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	802,000										802,000
0002	ENERGY PROJECTS	202,286						202,286				
0003	DOWNTOWN DEVELOPMENT AUTHORITY	4,614,727										4,614,727
0009	SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORIT'	1,658,749										1,658,749
0010	GENERAL	79,193,112	-	150,000	176,900	4,016,583	55,088,529	773,449	4,286,752	2,218,978	12,481,921	
0011	CENTRAL STORES	1,572,902						1,572,902				
0012	FLEET SERVICES	7,244,905						7,244,905				
0014	INFORMATION TECHNOLOGY	6,597,508					6,597,508					
0016	COMMUNITY TELEVISION NETWORK	1,805,068			1,805,068							
0021	MAJOR STREET	6,801,850						6,801,850				
0022	LOCAL STREET	1,726,877						1,726,877				
0023	COURT FACILITIES	225,000								225,000		
0024	OPEN SPACE & PARKLAND PRESERVATION	2,305,023				2,305,023						
0025	BANDEMER PROPERTY	4,258				4,258						
0026	CONSTRUCTION CODE FUND	2,512,228				2,512,228						
0027	DRUG ENFORCEMENT	146,000							146,000			
0028	FEDERAL EQUITABLE SHARING	151,000							151,000			
0033	DDA PARKING MAINTENANCE	2,026,350										2,026,350
0034	PARKS MEMORIALS & CONTRIBUTIONS	39,776				39,776						
0035	GENERAL DEBT SERVICE	9,027,018					1,000				9,026,018	
0036	METRO EXPANSION	347,993						347,993				
0038	ANN ARBOR ASSISTANCE	8,000				8,000						
0042	WATER SUPPLY SYSTEM	23,892,574						23,892,574				
0043	SEWAGE DISPOSAL SYSTEM	22,769,671						22,769,671				
0046	MARKET	179,035				179,035						
0047	GOLF ENTERPRISE	1,590,714				1,590,714						
0048	AIRPORT	849,595						849,595				
0049	PROJECT MANAGEMENT	4,247,060						4,247,060				
0052	VEBA TRUST	2,110,818										2,110,818
0053	POLICE AND FIRE RELIEF	10,000							10,000			
0054	CEMETERY PERPETUAL CARE	1,200						1,200				
0055	ELIZABETH R DEAN TRUST	79,817						79,817				
0056	ART IN PUBLIC PLACES	333,549				12,660		320,889				
0057	RISK FUND	27,819,736					27,819,736					
0058	WHEELER CENTER	515,391						515,391				
0059	EMPLOYEES RETIREMENT SYSTEM	44,432,212										44,432,212
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	182,893					19,000				163,893	

FY 2013 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
0061	ALTERNATIVE TRANSPORTATION	448,265						448,265				
0062	STREET REPAIR MILLAGE	16,298,302						16,298,302				
0063	DDA PARKING SYSTEM	18,108,214										18,108,214
0064	MICHIGAN JUSTICE TRAINING	71,000							71,000			
0069	STORMWATER SEWER SYSTEM	5,999,435						5,999,435				
0070	AFFORDABLE HOUSING	46,641				46,641						
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,482,430				1,672,203		3,810,227				
0072	SOLID WASTE FUND	13,909,549						13,909,549				
0073	LOCAL FORFEITURE	300							300			
0082	STORMWATER BOND	3,345,000						3,345,000				
0083	SENIOR CENTER ENDOWMENT	37,500				37,500						
0088	SEWER BOND	75,645,000						75,645,000				
0089	WATER BOND	7,174,000						7,174,000				
00CP	GENERAL CAPITAL FUND	264,472						264,472				
00MG	MAJOR GRANT PROGRAMS FUND	43,309						43,309				
		$ 404,900,312		**$150,000**	**$1,981,968**	**$12,424,621**	**$89,525,773**	**$198,284,018**	**$4,665,052**	**$2,443,978**	**$21,671,832**	**$73,753,070**

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
General	**GENERAL**						
	CHARGES FOR SERVICES	5,250,133	5,198,468	5,441,362	5,343,521	5,722,493	5,722,493
	CONTRIBUTIONS	1,000	200	1,000	-	1,000	1,000
	FINES & FORFEITS	3,857,401	4,537,164	4,462,745	4,492,413	4,501,601	4,501,601
	INTERGOVERNMENTAL REVENUES	11,367,868	11,798,439	10,923,423	11,742,234	11,003,865	11,003,865
	INTRAGOVERNMENTAL SALES	3,215,235	3,275,123	2,963,821	2,963,821	3,007,920	3,007,920
	INVESTMENT INCOME	(138,080)	676,318	335,343	335,343	335,843	335,843
	LICENSES, PERMITS & REGISTRATIONS	1,268,435	1,438,744	1,309,350	1,384,912	1,390,350	1,390,350
	MISCELLANEOUS REVENUE	628,417	1,288,220	721,612	744,621	736,561	736,561
	OPERATING TRANSFERS IN	3,073,026	3,156,499	2,808,396	2,793,396	3,061,695	3,061,695
	PRIOR YEAR SURPLUS	65	-	1,654,628	-	-	-
	TAXES	51,711,457	49,530,937	49,020,805	49,020,805	49,431,784	49,431,784
	Total	$ 80,234,958	$ 80,900,112	$ 79,642,485	$ 78,821,066	$ 79,193,112	$ 79,193,112
Debt Service	**GENERAL DEBT SERVICE**						
	CONTRIBUTIONS	-	-	-	-	-	-
	INVESTMENT INCOME	(23,990)	4,430	1,000	1,000	1,000	1,000
	OPERATING TRANSFERS IN	7,052,919	7,133,602	9,353,708	9,353,708	8,351,120	8,351,120
	PRIOR YEAR SURPLUS	-	-	-	-	111,276	111,276
	TAXES	2,274,782	2,265,030	695,830	673,033	563,622	563,622
	Total	$ 9,303,711	$ 9,403,062	$ 10,050,538	$ 10,027,741	$ 9,027,018	$ 9,027,018
	GENERAL DEBT/SPECIAL ASSESSMENT						
	CHARGES FOR SERVICES	49,648	115,532	-	-	-	-
	INVESTMENT INCOME	(9,258)	26,807	21,000	21,000	19,000	19,000
	PRIOR YEAR SURPLUS	-	-	65,443	-	145,893	145,893
	TAXES	18,445	4,132	19,000	19,000	18,000	18,000
	Total	$ 58,835	$ 146,471	$ 105,443	$ 40,000	$ 182,893	$ 182,893
Enterprise	**WATER SUPPLY SYSTEM**						
	CHARGES FOR SERVICES	19,832,103	20,962,111	20,566,516	21,436,930	22,112,938	22,112,938
	CONTRIBUTIONS	2,204,638	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	925,264	-	-	-	-
	INVESTMENT INCOME	114,218	333,421	191,765	191,765	153,004	153,004
	MISCELLANEOUS REVENUE	(7,476)	97,478	13,000	18,000	13,000	13,000
	OPERATING TRANSFERS IN	1,789,382	2,535,964	1,499,847	1,499,847	1,552,983	1,552,983
	PRIOR YEAR SURPLUS	-	-	43,910	-	60,649	60,649
	TAXES	17,397	3,035	-	-	-	-
	Total	$ 23,950,263	$ 24,857,272	$ 22,315,038	$ 23,146,542	$ 23,892,574	$ 23,892,574
	WATER PENDING BOND SERIES						
	INVESTMENT INCOME	(8,773)	(4,826)	-	-	-	-
	SALE OF BONDS	-	-	623,434	4,341,000	7,174,000	7,174,000
	Total	$ (8,773)	$ (4,826)	$ 623,434	$ 4,341,000	$ 7,174,000	$ 7,174,000
	SEWAGE DISPOSAL SYSTEM						
	CHARGES FOR SERVICES	19,250,670	20,331,895	20,821,785	20,807,585	21,740,790	21,740,790
	INVESTMENT INCOME	(95,686)	296,072	660,670	660,670	527,131	527,131
	MISCELLANEOUS REVENUE	4,463	2,268	-	4,990	-	-
	OPERATING TRANSFERS IN	399,996	-	400,000	400,000	400,000	400,000
	PRIOR YEAR SURPLUS	-	-	496,136	-	101,750	101,750
	TAXES	38,266	1,966	-	1,800	-	-
	Total	$ 19,597,709	$ 20,632,202	$ 22,378,591	$ 21,875,045	$ 22,769,671	$ 22,769,671
	SEWER BOND PENDING SERIES						
	INVESTMENT INCOME	(4)	(261)	-	-	-	-
	SALE OF BONDS	-	-	(14,733,250)	9,733,000	75,645,000	75,645,000
	Total	$ (4)	$ (261)	$ (14,733,250)	$ 9,733,000	$ 75,645,000	$ 75,645,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	MARKET FUND						
	CHARGES FOR SERVICES	107,183	108,646	118,050	118,050	121,700	121,700
	INTERGOVERNMENTAL REVENUES	-	1,418	20,500	-	-	-
	INVESTMENT INCOME	16,671	9,857	8,084	8,084	14,699	14,699
	MISCELLANEOUS REVENUE	4,797	5,032	7,000	7,000	7,000	7,000
	OPERATING TRANSFERS IN	32,612	33,590	34,598	34,598	35,636	35,636
	Total	$ 161,262	$ 158,543	$ 188,232	$ 167,732	$ 179,035	$ 179,035
	GOLF ENTERPRISE						
	CHARGES FOR SERVICES	1,161,451	1,171,724	1,306,694	1,242,500	1,318,494	1,318,494
	INVESTMENT INCOME	(23,686)	(19,038)	-	-	-	-
	MISCELLANEOUS REVENUE	(15,585)	52	-	-	-	-
	OPERATING TRANSFERS IN	453,974	504,043	382,526	514,587	272,220	272,220
	Total	$ 1,576,153	$ 1,656,781	$ 1,689,220	$ 1,757,087	$ 1,590,714	$ 1,590,714
	AIRPORT						
	CHARGES FOR SERVICES	763,325	829,282	822,540	822,540	842,340	842,340
	INVESTMENT INCOME	10,859	6,311	4,079	4,079	3,255	3,255
	MISCELLANEOUS REVENUE	17,672	18,444	4,000	4,000	4,000	4,000
	Total	$ 791,856	$ 854,038	$ 830,619	$ 830,619	$ 849,595	$ 849,595
	STORMWATER SEWER SYSTEM						
	CHARGES FOR SERVICES	5,500,904	5,483,723	5,720,834	5,741,486	5,919,623	5,919,623
	INTERGOVERNMENTAL REVENUES	20,000	-	8,000	8,000	8,000	8,000
	INVESTMENT INCOME	29,248	86,425	55,663	55,663	44,412	44,412
	LICENSES, PERMITS & REGISTRATIONS	-	(1,716)	-	-	-	-
	MISCELLANEOUS REVENUE	425,693	2,030,415	5,000	1,084,367	5,000	5,000
	OPERATING TRANSFERS IN	160,000	867,790	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	167,196	-	22,400	22,400
	SALE OF BONDS	-	-	(75,000)	-	-	-
	TAXES	3,436	115	-	151	-	-
	Total	$ 6,139,282	$ 8,466,752	$ 5,881,693	$ 6,889,667	$ 5,999,435	$ 5,999,435
	STORMWATER BOND						
	OPERATING TRANSFERS IN	-	-	126,000	-	-	-
	SALE OF BONDS	-	-	(720,146)	1,925,000	3,345,000	3,345,000
	Total	$ -	$ -	$ (594,146)	$ 1,925,000	$ 3,345,000	$ 3,345,000
	SOLID WASTE						
	CHARGES FOR SERVICES	1,513,897	2,840,370	2,425,250	2,990,375	2,610,658	2,610,658
	INVESTMENT INCOME	72,110	233,712	198,228	198,228	158,161	158,161
	MISCELLANEOUS REVENUE	(7,477)	296,461	689,000	446,428	5,000	5,000
	OPERATING TRANSFERS IN	92,253	230,364	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,046,800	-	82,500	82,500
	TAXES	11,677,513	11,171,676	11,006,490	11,101,256	11,053,230	11,053,230
	Total	$ 13,348,295	$ 14,772,584	$ 15,365,768	$ 14,736,287	$ 13,909,549	$ 13,909,549
	CENTRAL STORES						
	CHARGES FOR SERVICES	16,320	23,580	65,000	65,000	65,000	65,000
	INTRAGOVERNMENTAL SALES	1,059,700	1,275,481	1,476,762	1,476,762	1,488,076	1,488,076
	INVESTMENT INCOME	(6,314)	24,309	17,534	17,534	13,990	13,990
	MISCELLANEOUS REVENUE	5,465	927	12,132	5,000	5,836	5,836
	Total	$ 1,075,172	$ 1,324,298	$ 1,571,428	$ 1,564,296	$ 1,572,902	$ 1,572,902
	FLEET SERVICES						
	INTRAGOVERNMENTAL SALES	6,307,868	6,765,642	6,888,358	7,003,518	6,902,649	6,902,649
	INVESTMENT INCOME	70,944	155,155	114,248	114,250	91,156	91,156
	MISCELLANEOUS REVENUE	114,080	139,641	100,000	100,000	100,000	100,000
	OPERATING TRANSFERS IN	560,174	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	3,103,134	3,086,111	151,100	151,100
	Total	$ 7,053,066	$ 7,060,438	$ 10,205,740	$ 10,303,879	$ 7,244,905	$ 7,244,905

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	INFORMATION TECHNOLOGY						
	CHARGES FOR SERVICES	6,568,113	6,297,246	6,503,546	6,503,546	6,457,288	6,457,288
	INVESTMENT INCOME	21,624	90,256	-	-	-	-
	MISCELLANEOUS REVENUE	(295,052)	32,682	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	140,220	140,220
	Total	$ 6,294,684	$ 6,420,184	$ 6,503,546	$ 6,503,546	$ 6,597,508	$ 6,597,508
	PROJECT MANAGEMENT						
	CHARGES FOR SERVICES	2,233,179	2,555,950	4,151,695	4,271,695	4,112,489	4,112,489
	INTRAGOVERNMENTAL SALES	925	-	-	-	-	-
	INVESTMENT INCOME	50,208	34,974	26,815	26,815	21,395	21,395
	MISCELLANEOUS REVENUE	15,950	47,114	-	-	-	-
	OPERATING TRANSFERS IN	405,994	374,603	92,192	92,192	113,176	113,176
	PRIOR YEAR SURPLUS	-	-	138,062	-	-	-
	Total	$ 2,706,256	$ 3,012,641	$ 4,408,764	$ 4,390,702	$ 4,247,060	$ 4,247,060
	RISK FUND						
	CHARGES FOR SERVICES	24,886,966	25,851,043	27,543,953	27,543,953	27,819,736	27,819,736
	CONTRIBUTIONS	325,181	416,170	-	-	-	-
	INVESTMENT INCOME	60,541	116,936	-	79,863	-	-
	MISCELLANEOUS REVENUE	-	1,199,486	-	-	-	-
	Total	$ 25,272,689	$ 27,583,635	$ 27,543,953	$ 27,623,816	$ 27,819,736	$ 27,819,736
	WHEELER CENTER						
	CHARGES FOR SERVICES	471,149	515,378	509,251	501,751	514,426	514,426
	INVESTMENT INCOME	2,169	2,535	1,209	1,209	965	965
	MISCELLANEOUS REVENUE	774	214	-	-	-	-
	Total	$ 474,091	$ 518,127	$ 510,460	$ 502,960	$ 515,391	$ 515,391
Fiduciary Trust	**ELIZABETH R. DEAN TRUST FUND**						
	INVESTMENT INCOME	62,997	31,717	50,000	50,000	50,000	50,000
	PRIOR YEAR SURPLUS	-	-	35,000	-	29,817	29,817
	Total	$ 62,997	$ 31,717	$ 85,000	$ 50,000	$ 79,817	$ 79,817
Pension Trust	**VEBA TRUST**						
	CHARGES FOR SERVICES	805,857	3,265,821	1,835,995	1,835,995	1,665,552	1,665,552
	CONTRIBUTIONS	121,560	127,049	23,529	23,529	21,266	21,266
	INVESTMENT INCOME	8,707,342	18,660,179	410,000	410,000	424,000	424,000
	MISCELLANEOUS REVENUE	4,924	23	-	-	-	-
	OPERATING TRANSFERS IN	-	1,446,789	-	-	-	-
	Total	$ 9,639,683	$ 23,499,861	$ 2,269,524	$ 2,269,524	$ 2,110,818	$ 2,110,818
	EMPLOYEES' RETIREMENT SYSTEM						
	CHARGES FOR SERVICES	15,530,535	14,858,495	9,440,262	9,440,262	10,432,212	10,432,212
	CONTRIBUTIONS	156,086	233,782	-	-	-	-
	INVESTMENT INCOME	41,019,620	81,500,189	32,000,000	32,000,000	34,000,000	34,000,000
	MISCELLANEOUS REVENUE	34,127	7,758	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	Total	$ 56,740,368	$ 96,600,224	$ 41,440,262	$ 41,440,262	$ 44,432,212	$ 44,432,212
Special Revenue	**ENERGY PROJECTS**						
	CHARGES FOR SERVICES	12,000	12,000	12,000	12,000	12,000	12,000
	INVESTMENT INCOME	22,442	10,982	10,141	7,000	8,091	8,091
	OPERATING TRANSFERS IN	29,468	22,152	21,609	21,609	2,434	2,434
	PRIOR YEAR SURPLUS	-	-	114,712	-	179,761	179,761
	Total	$ 63,910	$ 45,134	$ 158,462	$ 40,609	$ 202,286	$ 202,286

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	PARKS REPAIR & RESTORATION MILLAGE						
	INVESTMENT INCOME	7,527	1,933	-	600	-	-
	MISCELLANEOUS REVENUE	960	41	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	64,000	-	-	-
	TAXES	-	52	-	-	-	-
	Total	$ 8,487	$ 2,026	$ 64,000	$ 600	$ -	$ -
	LOCAL LAW ENFORC BLOCK GRANT						
	INTERGOVERNMENTAL REVENUES	47,164	143,397	90,536	62,540	-	-
	INVESTMENT INCOME	0	-	-	-	-	-
	Total	$ 47,164	$ 143,397	$ 90,536	$ 62,540	$ -	$ -
	COMMUNITY TELEVISION NETWORK						
	INVESTMENT INCOME	40,967	65,492	47,023	47,023	37,518	37,518
	LICENSES, PERMITS & REGISTRATIONS	1,798,026	1,910,877	1,697,662	1,697,662	1,766,550	1,766,550
	MISCELLANEOUS REVENUE	1,509	1,843	1,000	1,000	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	117,660	-	-	-
	Total	$ 1,840,502	$ 1,978,212	$ 1,863,345	$ 1,745,685	$ 1,805,068	$ 1,805,068
	HOMELAND SECURITY GRANT FUND						
	INTERGOVERNMENTAL REVENUES	29,893	25,505	139,482	96,216	-	-
	INVESTMENT INCOME	-	-	-	-	-	-
	Total	$ 29,893	$ 25,505	$ 139,482	$ 96,216	$ -	$ -
	PARKS REHAB & DEVELOPMENT MILLAGE						
	INVESTMENT INCOME	(25,094)	20,270	23,336	23,336	-	-
	MISCELLANEOUS REVENUE	(576)	41	-	-	-	-
	OPERATING TRANSFERS IN	683,434	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	553,022	-	-	-
	TAXES	-	51	-	-	-	-
	Total	$ 657,764	$ 20,362	$ 576,358	$ 23,336	$ -	$ -
	MAJOR STREET						
	CHARGES FOR SERVICES	317,472	267,760	276,500	442,500	229,613	229,613
	INTERGOVERNMENTAL REVENUES	5,481,922	5,506,367	5,453,889	5,453,889	5,473,889	5,473,889
	INTRAGOVERNMENTAL SALES	283,593	345,839	315,000	310,000	302,894	302,894
	INVESTMENT INCOME	42,340	108,632	89,360	89,360	71,298	71,298
	MISCELLANEOUS REVENUE	67,929	240,393	29,500	29,500	29,500	29,500
	OPERATING TRANSFERS IN	650,969	766,853	644,656	644,656	644,656	644,656
	PRIOR YEAR SURPLUS	-	-	201,000	-	50,000	50,000
	Total	$ 6,844,226	$ 7,235,845	$ 7,009,905	$ 6,969,905	$ 6,801,850	$ 6,801,850
	LOCAL STREET						
	INTERGOVERNMENTAL REVENUES	1,471,384	1,495,321	1,486,504	1,486,504	1,511,645	1,511,645
	INVESTMENT INCOME	17,202	53,615	44,158	44,158	35,232	35,232
	MISCELLANEOUS REVENUE	-	295	-	-	-	-
	OPERATING TRANSFERS IN	176,112	173,670	180,000	180,000	180,000	180,000
	Total	$ 1,664,698	$ 1,722,901	$ 1,710,662	$ 1,710,662	$ 1,726,877	$ 1,726,877
	COURT FACILITIES						
	FINES & FORFEITS	152,939	184,648	160,000	160,000	160,000	160,000
	INVESTMENT INCOME	1,666	872	-	-	-	-
	OPERATING TRANSFERS IN	-	-	65,000	65,000	65,000	65,000
	Total	$ 154,605	$ 185,520	$ 225,000	$ 225,000	$ 225,000	$ 225,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	OPEN SPACE & PARKLAND PRESERVATION						
	CONTRIBUTIONS	3,500	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	1,030,500	2,797,009	-	-	-	-
	INVESTMENT INCOME	174,167	233,614	204,441	204,441	139,205	139,205
	MISCELLANEOUS REVENUE	-	17,576	-	-	-	-
	OPERATING TRANSFERS IN	3,339,921	1,299,745	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	834,348	-	-	-
	TAXES	2,262,001	2,163,390	2,132,145	2,132,145	2,165,818	2,165,818
	Total	$ 6,810,089	$ 6,511,334	$ 3,170,934	$ 2,336,586	$ 2,305,023	$ 2,305,023
	BANDEMER PROPERTY						
	INVESTMENT INCOME	2,313	1,683	1,311	1,311	58	58
	MISCELLANEOUS REVENUE	6,975	6,900	4,200	4,200	4,200	4,200
	Total	$ 9,288	$ 8,583	$ 5,511	$ 5,511	$ 4,258	$ 4,258
	CONSTRUCTION CODE FUND						
	INVESTMENT INCOME	(3,990)	25,833	4,000	38,908	4,000	4,000
	LICENSES, PERMITS & REGISTRATIONS	2,041,948	2,776,218	1,878,800	2,294,031	1,938,800	1,938,800
	MISCELLANEOUS REVENUE	1,002	40,648	-	11,000	-	-
	OPERATING TRANSFERS IN	116,662	99,996	100,000	100,000	100,000	100,000
	PRIOR YEAR SURPLUS	-	-	257,553	-	469,428	469,428
	Total	$ 2,155,622	$ 2,942,696	$ 2,240,353	$ 2,443,939	$ 2,512,228	$ 2,512,228
	DRUG ENFORCEMENT						
	FINES & FORFEITS	2,600	140,427	2,500	15,676	-	-
	INVESTMENT INCOME	4,072	2,779	1,200	1,200	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	115,973	-	145,000	145,000
	Total	$ 6,672	$ 143,206	$ 119,673	$ 16,876	$ 146,000	$ 146,000
	FEDERAL EQUITABLE SHARING FORFEITURE						
	FINES & FORFEITS	125,341	(1,915)	-	56,110	-	-
	INVESTMENT INCOME	6,448	4,421	1,900	1,900	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	176,246	-	150,000	150,000
	Total	$ 131,789	$ 2,506	$ 178,146	$ 58,010	$ 151,000	$ 151,000
	PARKS MEMORIALS & CONTRIBUTIONS						
	CONTRIBUTIONS	27,610	146,567	145,833	145,833	37,500	37,500
	INVESTMENT INCOME	5,500	4,610	2,853	2,853	2,276	2,276
	MISCELLANEOUS REVENUE	5,427	6,184	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	252,598	-	-	-
	Total	$ 38,537	$ 157,361	$ 401,284	$ 148,686	$ 39,776	$ 39,776
	METRO EXPANSION						
	INTERGOVERNMENTAL REVENUES	346,654	318,959	345,000	320,000	335,688	335,688
	INVESTMENT INCOME	38,519	21,471	15,422	15,422	12,305	12,305
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	$ 385,173	$ 340,430	$ 360,422	$ 335,422	$ 347,993	$ 347,993
	ANN ARBOR ASSISTANCE						
	CONTRIBUTIONS	5,065	4,911	8,000	8,000	8,000	8,000
	INVESTMENT INCOME	328	44	49	49	-	-
	Total	$ 5,394	$ 4,955	$ 8,049	$ 8,049	$ 8,000	$ 8,000
	OPEN SPACE ENDOWMENT						
	INVESTMENT INCOME	2,310	5,437	1,541	1,541	-	-
	OPERATING TRANSFERS IN	-	287,670	-	-	-	-
	Total	$ 2,310	$ 293,107	$ 1,541	$ 1,541	$ -	$ -

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	POLICE & FIRE RELIEF						
	INVESTMENT INCOME	19,250	11,709	10,000	10,000	10,000	10,000
	Total	$ 19,250	$ 11,709	$ 10,000	$ 10,000	$ 10,000	$ 10,000
	CEMETARY PERPETUAL CARE						
	CHARGES FOR SERVICES	-	1,160	1,200	1,200	1,200	1,200
	INVESTMENT INCOME	2,056	1,248	-	-	-	-
	Total	$ 2,056	$ 2,408	$ 1,200	$ 1,200	$ 1,200	$ 1,200
	ART IN PUBLIC PLACES						
	INVESTMENT INCOME	9,218	23,710	17,033	17,033	13,590	13,590
	OPERATING TRANSFERS IN	505,178	451,230	317,627	317,627	319,959	319,959
	Total	$ 514,396	$ 474,940	$ 334,660	$ 334,660	$ 333,549	$ 333,549
	ALTERNATIVE TRANSPORTATION						
	CHARGES FOR SERVICES	-	9,704	100	100	-	-
	INVESTMENT INCOME	(8,079)	14,047	11,888	11,888	9,485	9,485
	OPERATING TRANSFERS IN	303,701	171,528	169,873	169,873	169,873	169,873
	PRIOR YEAR SURPLUS	-	-	-	-	268,907	268,907
	Total	$ 295,622	$ 195,279	$ 181,861	$ 181,861	$ 448,265	$ 448,265
	STREET REPAIR MILLAGE FUND						
	CHARGES FOR SERVICES	32,353	25,995	18,591	-	-	-
	CONTRIBUTIONS	14,566	75,000	-	-	-	-
	INTERGOVERNMENTAL REVENUES	187,121	5,773	-	-	-	-
	INVESTMENT INCOME	159,568	575,257	440,203	440,203	351,226	351,226
	MISCELLANEOUS REVENUE	4,377	-	-	-	-	-
	OPERATING TRANSFERS IN	3,181,600	120,000	3,843,718	-	-	-
	PRIOR YEAR SURPLUS	-	-	5,575,866	-	6,908,560	6,908,560
	TAXES	9,441,017	9,031,561	8,897,991	8,974,569	9,038,516	9,038,516
	Total	$ 13,020,602	$ 9,833,585	$ 18,776,369	$ 9,414,772	$ 16,298,302	$ 16,298,302
	MICHIGAN JUSTICE TRAINING						
	INTERGOVERNMENTAL REVENUES	28,504	24,775	20,000	20,000	20,000	20,000
	INVESTMENT INCOME	3,208	1,681	1,000	572	1,000	1,000
	PRIOR YEAR SURPLUS	-	-	91,010	-	50,000	50,000
	Total	$ 31,712	$ 26,456	$ 112,010	$ 20,572	$ 71,000	$ 71,000
	AFFORDABLE HOUSING						
	CONTRIBUTIONS	28,012	54,293	30,000	30,000	30,000	30,000
	INVESTMENT INCOME	22,469	10,995	2,000	2,000	2,000	2,000
	MISCELLANEOUS REVENUE	8,287	8,287	8,300	8,300	8,300	8,300
	OPERATING TRANSFERS IN	24,996	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	215,307	-	6,341	6,341
	Total	$ 83,764	$ 73,575	$ 255,607	$ 40,300	$ 46,641	$ 46,641
	PARK MAINT & CAPITAL IMPROVEMENT						
	CHARGES FOR SERVICES	1,031	3,310	-	-	-	-
	INVESTMENT INCOME	31,823	108,665	71,397	71,397	56,965	56,965
	MISCELLANEOUS REVENUE	8,448	840	-	-	-	-
	OPERATING TRANSFERS IN	-	-	477,405	-	-	-
	PRIOR YEAR SURPLUS	-	-	2,178,397	-	453,912	453,912
	TAXES	5,192,129	4,967,622	4,929,333	4,929,333	4,971,553	4,971,553
	Total	$ 5,233,431	$ 5,080,436	$ 7,656,532	$ 5,000,730	$ 5,482,430	$ 5,482,430

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	LOCAL FORFEITURE						
	FINES & FORFEITS	-	1,000	-	-	-	-
	INVESTMENT INCOME	1,399	689	300	300	300	300
	PRIOR YEAR SURPLUS	-	-	26,238	-	-	-
	Total	$ 1,399	$ 1,689	$ 26,538	$ 300	$ 300	$ 300
	COMMUNITY DEV BLOCK GRANT						
	INTERGOVERNMENTAL REVENUES	801,181	735,143	548,129	547,717	-	-
	MISCELLANEOUS REVENUE	-	19,385	-	-	-	-
	Total	$ 801,181	$ 754,528	$ 548,129	$ 547,717	$ -	$ -
	SENIOR CENTER ENDOWMENT						
	INVESTMENT INCOME	3,282	1,651	1,597	700	1,275	1,275
	PRIOR YEAR SURPLUS	-	-	35,903	-	36,225	36,225
	Total	$ 3,282	$ 1,651	$ 37,500	$ 700	$ 37,500	$ 37,500
	HOME PROGRAM FUND						
	INTERGOVERNMENTAL REVENUES	354,223	335,881	2,310	1,668	-	-
	Total	$ 354,223	$ 335,881	$ 2,310	$ 1,668	$ -	$ -
	SIDEWALK IMPROVEMENT FUND						
	CHARGES FOR SERVICES	450	34,425	-	-	-	-
	INVESTMENT INCOME	10,870	5,368	-	-	-	-
	MISCELLANEOUS REVENUE	461	-	-	-	-	-
	Total	$ 11,781	$ 39,793	$ -	$ -	$ -	$ -
	MAJOR GRANTS PROGRAMS						
	INTERGOVERNMENTAL REVENUES	385,070	1,011,734	2,159,267	1,396,283	-	-
	OPERATING TRANSFERS IN	122,379	71,701	-	-	43,309	43,309
	Total	$ 507,449	$ 1,083,434	$ 2,159,267	$ 1,396,283	$ 43,309	$ 43,309
Capital Projects	**GENERAL CAPITAL FUND**						
	CHARGES FOR SERVICES	377,611	-	-	-	-	-
	INVESTMENT INCOME	16,806	826	-	-	-	-
	OPERATING TRANSFERS IN	213,984	111,228	-	-	264,472	264,472
	Total	$ 608,401	$ 112,054	$ -	$ -	$ 264,472	$ 264,472
Component Units	**SMART ZONE LDFA**						
	INVESTMENT INCOME	10,011	14,723	12,357	12,267	12,357	12,357
	MISCELLANEOUS REVENUE	-	-	68,750	-	-	-
	PRIOR YEAR SURPLUS	-	-	81,903	-	83,373	83,373
	TAXES	1,347,497	1,475,504	1,545,181	1,414,191	1,563,019	1,563,019
	Total	$ 1,357,509	$ 1,490,227	$ 1,708,191	$ 1,426,458	$ 1,658,749	$ 1,658,749
	DDA/HOUSING FUND						
	INVESTMENT INCOME	-	-	10,899	10,899	7,008	7,008
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	491,101	-	794,992	794,992
	Total	$ -	$ -	$ 502,000	$ 10,899	$ 802,000	$ 802,000
	DOWNTOWN DEVELOPMENT AUTHORITY						
	INVESTMENT INCOME	-	-	34,963	34,963	9,390	9,390
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	1,499,279	-	648,325	648,325
	TAXES	-	-	3,893,943	3,893,943	3,957,012	3,957,012
	Total	$ -	$ -	$ 5,428,185	$ 3,928,906	$ 4,614,727	$ 4,614,727

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	DDA PARKING MAINTENANCE						
	INVESTMENT INCOME	-	-	16,044	16,044	16,332	16,332
	OPERATING TRANSFERS IN	-	-	2,000,000	2,000,000	500,000	500,000
	PRIOR YEAR SURPLUS	-	-	-	-	1,510,018	1,510,018
	Total	$ -	$ -	$ 2,016,044	$ 2,016,044	$ 2,026,350	$ 2,026,350
	DDA PARKING SYSTEM						
	CHARGES FOR SERVICES	-	-	16,162,752	16,162,752	17,653,437	17,653,437
	INVESTMENT INCOME	-	-	-	-	3,298	3,298
	MISCELLANEOUS REVENUE	-	-	-	-	451,479	451,479
	PRIOR YEAR SURPLUS	-	-	319,054	-	-	-
	Total	$ -	$ -	$ 16,481,806	$ 16,162,752	$ 18,108,214	$ 18,108,214
	CITY TOTALS						
	CHARGES FOR SERVICES	104,682,351	110,763,618	123,743,876	125,283,741	129,351,989	129,351,989
	CONTRIBUTIONS	2,887,219	1,057,971	208,362	207,362	97,766	97,766
	FINES & FORFEITS	4,138,282	4,861,325	4,625,245	4,724,199	4,661,601	4,661,601
	INTERGOVERNMENTAL REVENUES	21,551,484	25,124,986	21,197,040	21,135,051	18,353,087	18,353,087
	INTRAGOVERNMENTAL SALES	10,867,320	11,662,086	11,643,941	11,754,101	11,701,539	11,701,539
	INVESTMENT INCOME	50,551,359	103,597,733	35,172,054	35,282,871	36,664,220	36,664,220
	LICENSES, PERMITS & REGISTRATIONS	5,108,409	6,124,123	4,885,812	5,376,605	5,095,700	5,095,700
	MISCELLANEOUS REVENUE	1,035,574	5,508,648	1,663,494	2,468,406	1,370,876	1,370,876
	PRIOR YEAR SURPLUS	65	-	19,951,479	3,086,111	12,600,447	12,600,447
	OPERATING TRANSFERS IN	23,368,733	19,859,018	22,517,155	18,187,093	16,076,533	16,076,533
	SALE OF BONDS	-	-	(14,904,962)	15,999,000	86,164,000	86,164,000
	TAXES	83,983,940	80,615,071	82,140,718	82,160,226	82,762,554	82,762,554
	Total*	$ 308,174,737	$ 369,174,579	$ 312,844,214	$ 325,664,766	$ 404,900,312	$ 404,900,312

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

Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

VEHICLE OPERATING COSTS

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

COMMUNITY DEVELOPMENT RECIPIENTS

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

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FY 2013 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	802,000										802,000
0002	ENERGY PROJECTS	202,286						202,286				
0003	DOWNTOWN DEVELOPMENT AUTHORITY	4,614,727										4,614,727
0009	SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	1,658,749										1,658,749
0010	GENERAL	79,070,842	375,710	1,884,968	2,850,801	7,851,865	3,353,179	6,558,527	38,464,588	4,068,565	13,662,639	
0011	CENTRAL STORES	1,572,902						1,572,902				
0012	FLEET SERVICES	7,244,905						7,244,905				
0014	INFORMATION TECHNOLOGY	6,597,508					6,597,508					
0016	COMMUNITY TELEVISION NETWORK	1,805,068			1,805,068							
0021	MAJOR STREET	6,801,850						6,801,850				
0022	LOCAL STREET	1,726,877						1,726,877				
0023	COURT FACILITIES	225,000								225,000		
0024	OPEN SPACE & PARKLAND PRESERVATION	2,305,023				2,305,023						
0025	BANDEMER PROPERTY	4,258				4,258						
0026	CONSTRUCTION CODE FUND	2,371,572				2,371,572						
0027	DRUG ENFORCEMENT	146,000							146,000			
0028	FEDERAL EQUITABLE SHARING	151,000							151,000			
0033	DDA PARKING MAINTENANCE	2,026,350										2,026,350
0034	PARKS MEMORIALS & CONTRIBUTIONS	34,298				34,298						
0035	GENERAL DEBT SERVICE	9,027,018									9,027,018	
0036	METRO EXPANSION	347,993						347,993				
0038	ANN ARBOR ASSISTANCE	8,000				8,000						
0042	WATER SUPPLY SYSTEM	20,031,646						20,031,646				
0043	SEWAGE DISPOSAL SYSTEM	19,423,975						19,423,975				
0046	MARKET	179,035				179,035						
0047	GOLF ENTERPRISE	1,590,714				1,590,714						
0048	AIRPORT	795,594						795,594				
0049	PROJECT MANAGEMENT	4,247,060						4,247,060				
0052	VEBA TRUST	423,158										423,158
0053	POLICE AND FIRE RELIEF											
0054	CEMETERY PERPETUAL CARE											
0055	ELIZABETH R DEAN TRUST	79,817						79,817				
0056	ART IN PUBLIC PLACES	320,837				11,647		309,190				
0057	RISK FUND	27,819,736			24,737,409		2,924,916	157,411				
0058	WHEELER CENTER	515,391						515,391				
0059	EMPLOYEES RETIREMENT SYSTEM	32,758,275										32,758,275
0060	GENERAL DEBT/SPECIAL ASSESSMENTS	182,893									182,893	

FY 2013 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
0061	ALTERNATIVE TRANSPORTATION	448,265				18,701		429,564				
0062	STREET REPAIR MILLAGE	16,298,302						16,298,302				
0063	DDA PARKING SYSTEM	17,158,615										17,158,615
0064	MICHIGAN JUSTICE TRAINING	70,000							70,000			
0069	STORMWATER SEWER SYSTEM	5,940,877						5,940,877				
0070	AFFORDABLE HOUSING	46,641				46,641						
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,461,220				1,650,993		3,810,227				
0072	SOLID WASTE FUND	13,592,309						13,592,309				
0073	LOCAL FORFEITURE	300							300			
0082	STORMWATER BOND	3,345,000						3,345,000				
0083	SENIOR CENTER ENDOWMENT	37,500				37,500						
0088	SEWER BOND	75,645,000						75,645,000				
0089	WATER BOND	7,174,000						7,174,000				
00CP	GENERAL CAPITAL FUND											
00MG	MAJOR GRANT PROGRAMS FUND	43,309						43,309				
		$382,373,695	**$375,710**	**$1,884,968**	**$29,393,278**	**$16,110,247**	**$12,875,603**	**$196,294,012**	**$38,831,888**	**$4,293,565**	**$22,872,550**	**$59,441,874**

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
General	**GENERAL**						
	PERSONNEL SERVICES	31,388,561	31,250,465	29,432,814	29,150,759	28,895,025	28,940,878
	PAYROLL FRINGES	14,472,256	14,736,961	15,559,176	15,230,886	17,639,887	17,670,227
	EMPLOYEE ALLOWANCES	373,040	368,512	488,916	484,147	433,813	433,813
	OTHER SERVICES	8,482,956	8,044,773	7,475,934	7,603,441	8,619,432	8,619,432
	MATERIALS & SUPPLIES	1,023,581	1,122,081	892,903	861,486	850,607	850,607
	OTHER CHARGES	10,612,929	11,439,719	12,703,238	12,244,368	9,623,054	9,701,054
	PASS THROUGHS	11,185,852	11,152,699	11,516,375	11,583,135	11,328,910	11,328,910
	CAPITAL OUTLAY	230,418	1,484,903	263,880	267,130	247,672	247,672
	VEHICLE OPERATING COSTS	75,354	49,971	39,620	38,484	33,620	33,620
	CDBG RECIPIENTS	1,315,819	1,288,044	1,269,629	1,244,629	1,197,730	1,244,629
	Total	$ 79,160,767	$ 80,938,126	$ 79,642,485	$ 78,708,465	$ 78,869,750	$ 79,070,842
Debt Service	**GENERAL DEBT SERVICE**						
	OTHER SERVICES	1,092	129	1,000	1,000	1,000	1,000
	OTHER CHARGES	9,116,123	9,232,294	10,043,133	10,050,133	9,026,018	9,026,018
	Total	$ 9,117,215	$ 9,232,423	$ 10,044,133	$ 10,051,133	$ 9,027,018	$ 9,027,018
	GENERAL DEBT/SPECIAL ASSESSMENT						
	OTHER CHARGES	151,820	140,673	105,443	105,443	91,168	91,168
	PASS THROUGHS	-	-	-	-	91,725	91,725
	Total	$ 151,820	$ 140,673	$ 105,443	$ 105,443	$ 182,893	$ 182,893
Enterprise	**WATER SUPPLY SYSTEM**						
	PERSONNEL SERVICES	3,601,449	3,821,684	3,951,501	4,010,085	4,017,471	4,017,471
	PAYROLL FRINGES	1,840,371	1,933,284	2,114,593	2,033,009	2,614,084	2,614,084
	EMPLOYEE ALLOWANCES	-	-	18,247	18,247	18,469	18,469
	OTHER SERVICES	2,553,732	2,828,612	3,182,126	3,015,178	3,064,541	3,064,541
	MATERIALS & SUPPLIES	2,106,270	2,077,021	1,883,780	1,939,398	1,934,704	1,934,704
	OTHER CHARGES	6,985,686	6,825,720	7,237,159	6,910,116	6,774,088	6,774,088
	PASS THROUGHS	1,301,911	1,187,006	1,142,027	1,187,573	1,278,349	1,278,349
	CAPITAL OUTLAY	(350,525)	(758,466)	1,335,674	421,280	329,840	329,840
	VEHICLE OPERATING COSTS	128,815	129,103	100	100	100	100
	Total	$ 18,167,709	$ 18,043,964	$ 20,865,207	$ 19,534,986	$ 20,031,646	$ 20,031,646
	WATER BOND PENDING SERIES						
	PERSONNEL SERVICES	(13,881)	-	-	-	-	-
	PAYROLL FRINGES	(2,970)	-	-	-	-	-
	OTHER SERVICES	(191,325)	-	-	-	-	-
	MATERIALS & SUPPLIES	(586)	-	-	-	-	-
	OTHER CHARGES	(10,159)	-	14,937,958	4,341,000	7,174,000	7,174,000
	PASS THROUGHS	-	-	300,000	-	-	-
	CAPITAL OUTLAY	218,921	-	-	-	-	-
	Total	$ -	$ -	$ 15,237,958	$ 4,341,000	$ 7,174,000	$ 7,174,000
	SEWAGE DISPOSAL SYSTEM						
	PERSONNEL SERVICES	3,386,173	3,109,441	3,727,326	3,682,787	3,478,578	3,478,578
	PAYROLL FRINGES	1,611,682	1,763,702	2,018,071	2,016,531	2,314,001	2,314,001
	EMPLOYEE ALLOWANCES	-	-	13,248	13,298	10,467	10,467
	OTHER SERVICES	2,772,504	2,562,143	3,538,368	3,168,556	3,382,326	3,382,326
	MATERIALS & SUPPLIES	737,982	686,652	927,375	912,055	981,454	981,454
	OTHER CHARGES	6,009,760	6,195,554	8,781,290	7,396,396	8,136,881	8,136,881
	PASS THROUGHS	1,348,594	1,395,542	924,393	984,393	1,031,768	1,031,768
	CAPITAL OUTLAY	(586)	-	770,783	615,806	73,000	73,000
	VEHICLE OPERATING COSTS	124,752	126,436	10,500	106,354	15,500	15,500
	Total	$ 15,990,860	$ 15,839,469	$ 20,711,354	$ 18,896,176	$ 19,423,975	$ 19,423,975
	SEWER BOND PENDING SERIES						
	PERSONNEL SERVICES	470	212	600	-	-	-
	PAYROLL FRINGES	106	46	142	-	-	-
	OTHER SERVICES	760	-	11,272	-	-	-
	OTHER CHARGES	-	116	25,618,206	9,733,000	75,645,000	75,645,000
	CAPITAL OUTLAY	(1,336)	(373)	-	-	-	-
	Total	$ -	$ -	$ 25,630,220	$ 9,733,000	$ 75,645,000	$ 75,645,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	MARKET FUND						
	PERSONNEL SERVICES	56,259	56,383	58,801	58,801	59,762	59,762
	PAYROLL FRINGES	29,213	30,567	35,080	35,080	48,121	48,121
	EMPLOYEE ALLOWANCES	-	-	870	870	186	186
	OTHER SERVICES	23,971	24,848	26,559	26,559	24,704	24,704
	MATERIALS & SUPPLIES	6,181	7,425	4,300	4,300	6,300	6,300
	OTHER CHARGES	40,369	36,835	39,508	39,508	39,962	39,962
	Total	$ 155,993	$ 156,058	$ 165,118	$ 165,118	$ 179,035	$ 179,035
	GOLF ENTERPRISE						
	PERSONNEL SERVICES	625,977	631,922	596,811	591,409	625,824	625,824
	PAYROLL FRINGES	156,747	172,894	184,756	184,756	189,428	189,428
	EMPLOYEE ALLOWANCES	-	-	3,294	3,294	1,926	1,926
	OTHER SERVICES	108,007	106,236	160,653	139,453	160,406	160,406
	MATERIALS & SUPPLIES	245,652	205,272	202,250	188,550	205,750	205,750
	OTHER CHARGES	445,322	447,751	383,268	383,268	357,095	357,095
	PASS THROUGHS	21,153	18,085	-	-	-	-
	VEHICLE OPERATING COSTS	42,851	67,154	49,285	49,285	50,285	50,285
	Total	$ 1,645,709	$ 1,649,316	$ 1,580,317	$ 1,540,015	$ 1,590,714	$ 1,590,714
	AIRPORT						
	PERSONNEL SERVICES	251,227	227,330	190,197	190,197	165,066	165,066
	PAYROLL FRINGES	106,143	132,211	108,957	108,957	104,234	104,234
	EMPLOYEE ALLOWANCES	-	-	-	-	900	900
	OTHER SERVICES	88,773	97,480	114,618	114,618	117,113	117,113
	MATERIALS & SUPPLIES	29,201	22,769	25,960	25,960	27,160	27,160
	OTHER CHARGES	218,976	221,232	266,341	266,341	268,054	268,054
	PASS THROUGHS	10,986	9,612	9,827	9,827	10,067	10,067
	CAPITAL OUTLAY	(49,012)	-	144,295	144,295	60,000	60,000
	VEHICLE OPERATING COSTS	25,427	43,605	42,000	42,000	43,000	43,000
	Total	$ 681,721	$ 754,240	$ 902,195	$ 902,195	$ 795,594	$ 795,594
	STORMWATER SEWER SYSTEM						
	PERSONNEL SERVICES	998,936	1,074,320	1,487,083	1,311,003	1,309,562	1,309,562
	PAYROLL FRINGES	468,586	590,268	773,387	761,286	895,123	895,123
	EMPLOYEE ALLOWANCES	-	-	8,866	8,866	7,242	7,242
	OTHER SERVICES	1,607,356	1,433,008	1,458,604	1,018,898	1,009,630	1,009,630
	MATERIALS & SUPPLIES	139,394	158,167	138,113	137,011	132,841	132,841
	OTHER CHARGES	622,213	613,731	3,262,831	1,658,484	1,644,021	1,644,021
	PASS THROUGHS	2,048,830	1,246,685	283,269	330,075	341,957	341,957
	CAPITAL OUTLAY	(805,166)	35,302	1,233,971	311,000	600,001	600,001
	VEHICLE OPERATING COSTS	-	-	500	-	500	500
	Total	$ 5,080,148	$ 5,151,479	$ 8,646,624	$ 5,536,623	$ 5,940,877	$ 5,940,877
	STORMWATER BOND						
	PERSONNEL SERVICES	-	9,640	41,296	-	-	-
	PAYROLL FRINGES	-	2,753	62	-	-	-
	OTHER SERVICES	-	9,310	32,791	-	-	-
	MATERIALS & SUPPLIES	-	134	1,181	-	-	-
	OTHER CHARGES	-	18,581	12,375,706	1,925,000	3,345,000	3,345,000
	CAPITAL OUTLAY	-	-	372,660	-	-	-
	Total	$ -	$ 40,418	$ 12,823,696	$ 1,925,000	$ 3,345,000	$ 3,345,000
	SOLID WASTE						
	PERSONNEL SERVICES	2,006,858	1,734,082	1,773,868	1,702,541	1,591,615	1,591,615
	PAYROLL FRINGES	924,215	960,690	992,724	992,706	1,117,012	1,117,012
	EMPLOYEE ALLOWANCES	-	-	3,032	3,032	5,541	5,541
	OTHER SERVICES	6,467,501	8,169,494	8,668,522	8,311,297	7,936,187	7,936,187
	MATERIALS & SUPPLIES	170,493	1,759,358	309,895	303,138	135,820	135,820
	OTHER CHARGES	2,180,315	2,286,892	5,236,816	3,300,228	2,311,723	2,311,723
	PASS THROUGHS	822,310	382,172	377,650	377,650	376,972	376,972
	CAPITAL OUTLAY	(53,260)	(1,126,716)	572,418	-	-	-
	VEHICLE OPERATING COSTS	166,893	171,093	174,620	174,620	117,439	117,439
	Total	$ 12,685,325	$ 14,337,066	$ 18,109,545	$ 15,165,212	$ 13,592,309	$ 13,592,309

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
Internal Service	**CENTRAL STORES**						
	PERSONNEL SERVICES	191,410	176,771	202,260	173,423	200,675	200,675
	PAYROLL FRINGES	96,362	104,996	122,433	112,158	140,359	140,359
	EMPLOYEE ALLOWANCES	-	-	510	510	848	848
	OTHER SERVICES	56,361	61,453	91,998	94,247	92,188	92,188
	MATERIALS & SUPPLIES	521,749	724,875	971,850	981,100	981,850	981,850
	OTHER CHARGES	92,295	114,094	120,252	120,252	104,633	104,633
	PASS THROUGHS	49,012	42,288	42,125	42,125	42,349	42,349
	CAPITAL OUTLAY	-	-	20,000	40,000	10,000	10,000
	Total	$ 1,007,189	$ 1,224,476	$ 1,571,428	$ 1,563,815	$ 1,572,902	$ 1,572,902
	FLEET SERVICES						
	PERSONNEL SERVICES	965,748	1,081,734	855,359	885,274	848,290	848,290
	PAYROLL FRINGES	479,188	537,237	511,652	511,652	617,551	617,551
	EMPLOYEE ALLOWANCES	-	-	7,501	7,501	4,117	4,117
	OTHER SERVICES	97,705	151,593	107,144	120,948	111,154	111,154
	MATERIALS & SUPPLIES	45,896	18,794	11,141	19,160	11,176	11,176
	OTHER CHARGES	1,651,754	1,767,131	574,307	519,208	532,997	532,997
	PASS THROUGHS	700,514	694,771	695,197	695,152	697,751	697,751
	CAPITAL OUTLAY	-	(502,312)	5,461,024	5,461,024	2,164,944	2,164,944
	VEHICLE OPERATING COSTS	1,756,244	1,839,453	1,982,405	2,083,960	2,256,925	2,256,925
	Total	$ 5,697,050	$ 5,588,400	$ 10,205,730	$ 10,303,879	$ 7,244,905	$ 7,244,905
	INFORMATION TECHNOLOGY						
	PERSONNEL SERVICES	1,967,093	1,617,436	1,799,867	1,799,867	1,894,416	1,894,416
	PAYROLL FRINGES	786,825	827,657	881,368	881,368	1,148,580	1,148,580
	EMPLOYEE ALLOWANCES	-	-	8,514	8,514	10,518	10,518
	OTHER SERVICES	2,134,891	2,395,158	3,323,209	3,318,209	2,068,387	2,068,387
	MATERIALS & SUPPLIES	157,494	610,995	556,201	561,201	190,000	190,000
	OTHER CHARGES	1,093,864	1,048,978	1,610,853	1,610,853	1,085,607	1,085,607
	PASS THROUGHS	9,702	8,316	-	-	-	-
	CAPITAL OUTLAY	(801,811)	(754,514)	350,831	350,831	200,000	200,000
	Total	$ 5,348,058	$ 5,754,025	$ 8,530,843	$ 8,530,843	$ 6,597,508	$ 6,597,508
	PROJECT MANAGEMENT						
	PERSONNEL SERVICES	830,383	993,800	2,342,436	2,318,346	2,228,417	2,228,417
	PAYROLL FRINGES	637,707	663,997	1,080,449	1,058,153	1,171,018	1,171,018
	EMPLOYEE ALLOWANCES	-	-	10,896	10,896	8,085	8,085
	OTHER SERVICES	101,366	117,696	179,377	181,456	185,668	185,668
	MATERIALS & SUPPLIES	15,465	21,309	36,200	36,200	36,200	36,200
	OTHER CHARGES	532,361	581,064	711,642	711,642	569,075	569,075
	PASS THROUGHS	40,086	35,244	27,764	27,764	28,597	28,597
	CAPITAL OUTLAY	-	-	20,000	20,000	20,000	20,000
	VEHICLE OPERATING COSTS	3,140	8,901	-	-	-	-
	Total	$ 2,160,508	$ 2,422,011	$ 4,408,764	$ 4,364,457	$ 4,247,060	$ 4,247,060
	RISK FUND						
	PERSONNEL SERVICES	262,355	237,552	240,533	240,533	240,897	240,897
	PAYROLL FRINGES	121,559	119,636	141,148	141,148	180,496	180,496
	EMPLOYEE ALLOWANCES	-	-	5,232	5,232	5,232	5,232
	OTHER SERVICES	612,949	1,066,505	658,185	659,547	669,880	669,880
	MATERIALS & SUPPLIES	12,278	33,054	6,150	14,563	6,150	6,150
	OTHER CHARGES	18,180,249	20,902,263	21,742,937	20,098,931	22,921,381	22,921,381
	PASS THROUGHS	6,954,484	5,586,663	4,749,768	4,749,768	3,795,700	3,795,700
	Total	$ 26,143,874	$ 27,945,673	$ 27,543,953	$ 25,909,722	$ 27,819,736	$ 27,819,736
	WHEELER CENTER						
	PERSONNEL SERVICES	25,916	24,894	30,304	30,304	27,107	27,107
	PAYROLL FRINGES	9,334	11,320	16,050	16,050	16,614	16,614
	EMPLOYEE ALLOWANCES	-	-	556	556	556	556
	OTHER SERVICES	311,950	320,008	384,989	381,755	393,564	393,564
	MATERIALS & SUPPLIES	35,932	49,273	26,150	29,000	29,991	29,991
	OTHER CHARGES	53,052	53,688	45,295	45,295	47,559	47,559
	Total	$ 436,183	$ 459,184	$ 503,344	$ 502,960	$ 515,391	$ 515,391

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
Fiduciary Trust	**ELIZABETH R. DEAN TRUST FUND**						
	PERSONNEL SERVICES	34,099	27,849	47,911	47,911	45,928	45,928
	PAYROLL FRINGES	7,478	7,474	1,517	1,517	-	-
	OTHER SERVICES	26,145	28,971	24,000	24,000	22,500	22,500
	MATERIALS & SUPPLIES	6,229	5,731	11,250	11,250	11,350	11,350
	OTHER CHARGES	1,561	1,565	37	37	39	39
	Total	$ 75,513	$ 71,589	$ 84,715	$ 84,715	$ 79,817	$ 79,817
Pension Trust	**VEBA TRUST**						
	OTHER SERVICES	331,184	374,956	408,700	408,700	422,820	422,820
	OTHER CHARGES	180	300	322	322	338	338
	Total	$ 331,364	$ 375,256	$ 409,022	$ 409,022	$ 423,158	$ 423,158
	EMPLOYEES' RETIREMENT SYSTEM						
	PERSONNEL SERVICES	338,257	180,605	258,700	258,700	251,800	251,800
	PAYROLL FRINGES	109,486	98,124	110,430	110,430	137,600	137,600
	OTHER SERVICES	1,206,441	1,183,355	1,356,000	1,356,000	1,256,750	1,256,750
	MATERIALS & SUPPLIES	5,553	5,868	8,000	8,000	6,000	6,000
	OTHER CHARGES	27,634,184	28,546,304	30,402,343	30,402,343	31,106,125	31,106,125
	Total	$ 29,293,921	$ 30,014,256	$ 32,135,473	$ 32,135,473	$ 32,758,275	$ 32,758,275
Special Revenue	**ENERGY PROJECTS**						
	PERSONNEL SERVICES	5,874	8,684	11,544	11,544	25,852	25,852
	PAYROLL FRINGES	1,220	766	964	964	-	-
	OTHER SERVICES	9,431	66,013	38,010	38,010	5,000	5,000
	MATERIALS & SUPPLIES	48,169	81,478	-	-	-	-
	OTHER CHARGES	20,352	23,703	20,954	20,954	51,434	51,434
	PASS THROUGHS	3,564	-	-	-	-	-
	CAPITAL OUTLAY	-	-	86,990	86,990	120,000	120,000
	Total	$ 88,609	$ 180,643	$ 158,462	$ 158,462	$ 202,286	$ 202,286
	PARKS REPAIR & RESTORATION MILLAGE						
	PERSONNEL SERVICES	-	9,193	-	-	-	-
	PAYROLL FRINGES	-	2,809	-	-	-	-
	OTHER SERVICES	5,277	20,866	-	-	-	-
	MATERIALS & SUPPLIES	24,085	40,277	-	-	-	-
	OTHER CHARGES	1,436	3,862	-	-	-	-
	PASS THROUGHS	-	-	64,000	-	-	-
	CAPITAL OUTLAY	97,900	-	-	-	-	-
	Total	$ 128,698	$ 77,008	$ 64,000	$ -	$ -	$ -
	LOCAL LAW ENFORC BLOCK GRANT						
	PERSONNEL SERVICES	4,673	-	3,000	-	-	-
	OTHER SERVICES	36,031	-	33,039	36,539	-	-
	MATERIALS & SUPPLIES	6,460	143,397	54,497	26,001	-	-
	Total	$ 47,164	$ 143,397	$ 90,536	$ 62,540	$ -	$ -
	COMMUNITY TELEVISION NETWORK						
	PERSONNEL SERVICES	641,349	592,906	637,723	637,723	627,324	627,324
	PAYROLL FRINGES	314,701	329,910	382,703	382,703	483,590	483,590
	EMPLOYEE ALLOWANCES	-	-	1,632	1,632	816	816
	OTHER SERVICES	216,651	254,579	257,624	257,624	263,202	263,202
	MATERIALS & SUPPLIES	61,260	85,697	40,500	40,500	41,002	41,002
	OTHER CHARGES	202,461	178,637	196,318	196,318	191,379	191,379
	CAPITAL OUTLAY	51,799	45,842	346,845	346,845	197,755	197,755
	Total	$ 1,488,221	$ 1,487,570	$ 1,863,345	$ 1,863,345	$ 1,805,068	$ 1,805,068
	HOMELAND SECURITY GRANT FUND						
	PERSONNEL SERVICES	28,022	25,505	109,692	75,996	-	-
	OTHER SERVICES	-	-	20,005	17,698	-	-
	MATERIALS & SUPPLIES	1,871	-	9,785	2,522	-	-
	Total	$ 29,893	$ 25,505	$ 139,482	$ 96,216	$ -	$ -

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	PARKS REHAB & DEVELOPMENT MILLAGE						
	PERSONNEL SERVICES	29,979	26,398	21,979	21,979	-	-
	PAYROLL FRINGES	15,553	11,281	9,860	9,860	-	-
	EMPLOYEE ALLOWANCES	-	-	171	171	-	-
	OTHER SERVICES	62,139	44,319	35,000	35,000	-	-
	MATERIALS & SUPPLIES	3,644	12,752	-	-	-	-
	OTHER CHARGES	31,508	34,651	95,943	295,105	-	-
	PASS THROUGHS	256	877,791	413,405	-	-	-
	CAPITAL OUTLAY	1,511,060	436,305	-	196,285	-	-
	Total	$ 1,654,139	$ 1,443,497	$ 576,358	$ 558,400	$ -	$ -
	MAJOR STREET						
	PERSONNEL SERVICES	1,711,249	1,918,637	1,960,896	1,759,943	1,715,774	1,715,774
	PAYROLL FRINGES	795,538	924,092	1,018,956	972,595	1,137,886	1,137,886
	EMPLOYEE ALLOWANCES	-	-	4,125	4,125	6,114	6,114
	OTHER SERVICES	1,299,162	1,202,474	1,734,501	1,333,670	1,392,306	1,392,306
	MATERIALS & SUPPLIES	585,922	741,977	557,803	476,329	470,046	470,046
	OTHER CHARGES	1,185,723	1,236,004	1,162,837	1,266,571	1,161,947	1,161,947
	PASS THROUGHS	1,291,719	940,347	933,984	914,809	915,777	915,777
	CAPITAL OUTLAY	16,024	211,921	79,169	-	-	-
	VEHICLE OPERATING COSTS	(88)	6,483	2,000	-	2,000	2,000
	Total	$ 6,885,250	$ 7,181,935	$ 7,454,271	$ 6,728,042	$ 6,801,850	$ 6,801,850
	LOCAL STREET						
	PERSONNEL SERVICES	382,972	478,485	495,995	495,995	479,204	479,204
	PAYROLL FRINGES	223,206	251,066	304,913	304,913	357,594	357,594
	OTHER SERVICES	590,884	756,581	576,756	598,839	640,037	640,037
	MATERIALS & SUPPLIES	144,744	163,765	123,141	123,141	60,447	60,447
	OTHER CHARGES	47,532	48,017	44,163	44,163	45,280	45,280
	PASS THROUGHS	178,084	146,277	165,694	143,611	144,315	144,315
	Total	$ 1,567,422	$ 1,844,192	$ 1,710,662	$ 1,710,662	$ 1,726,877	$ 1,726,877
	COURT FACILITIES						
	PASS THROUGHS	225,000	193,340	225,000	225,000	225,000	225,000
	Total	$ 225,000	$ 193,340	$ 225,000	$ 225,000	$ 225,000	$ 225,000
	OPEN SPACE & PARKLAND PRESERVATION						
	PERSONNEL SERVICES	29,545	24,777	30,926	30,926	25,466	25,466
	PAYROLL FRINGES	11,026	13,308	17,059	17,059	15,708	15,708
	EMPLOYEE ALLOWANCES	-	-	426	426	426	426
	OTHER SERVICES	218,410	206,555	211,700	208,550	208,550	208,550
	MATERIALS & SUPPLIES	62	504	1,000	1,000	1,000	1,000
	OTHER CHARGES	14,313	37,808	21,330	21,330	21,288	21,288
	PASS THROUGHS	1,197,950	1,499,820	1,296,976	1,225,375	1,227,375	1,227,375
	CAPITAL OUTLAY	3,628,267	8,916,915	1,585,392	825,795	805,210	805,210
	Total	$ 5,099,573	$ 10,699,687	$ 3,164,809	$ 2,330,461	$ 2,305,023	$ 2,305,023
	BANDEMER PROPERTY						
	OTHER CHARGES	2,472	2,532	2,323	2,323	2,381	2,381
	CAPITAL OUTLAY	-	-	1,877	1,877	1,877	1,877
	Total	$ 2,472	$ 2,532	$ 4,200	$ 4,200	$ 4,258	$ 4,258
	CONSTRUCTION CODE FUND						
	PERSONNEL SERVICES	1,029,935	842,881	998,665	1,006,665	971,694	971,694
	PAYROLL FRINGES	535,875	438,105	550,263	550,263	626,907	626,907
	EMPLOYEE ALLOWANCES	-	-	10,204	10,204	7,574	7,574
	OTHER SERVICES	99,816	92,842	97,139	97,139	291,122	291,122
	MATERIALS & SUPPLIES	2,448	11,514	16,500	16,500	16,500	16,500
	OTHER CHARGES	714,601	638,311	564,582	564,582	454,775	454,775
	PASS THROUGHS	46,662	39,996	-	-	-	-
	VEHICLE OPERATING COSTS	-	1,601	3,000	3,000	3,000	3,000
	Total	$ 2,429,337	$ 2,065,250	$ 2,240,353	$ 2,248,353	$ 2,371,572	$ 2,371,572

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	DRUG ENFORCEMENT						
	OTHER SERVICES	-	2,134	10,000	-	-	-
	MATERIALS & SUPPLIES	-	636	109,673	67,600	146,000	146,000
	CAPITAL OUTLAY	-	24,576	-	-	-	-
	Total	$ -	$ 27,346	$ 119,673	$ 67,600	$ 146,000	$ 146,000
	FEDERAL EQUITABLE SHARING FORFEITURE						
	OTHER SERVICES	13,500	8,600	-	-	-	-
	MATERIALS & SUPPLIES	44,841	87,519	178,146	78,146	151,000	151,000
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	$ 58,341	$ 96,119	$ 178,146	$ 78,146	$ 151,000	$ 151,000
	PARKS MEMORIALS & CONTRIBUTIONS						
	PERSONNEL SERVICES	4,805	4,017	4,000	4,000	4,000	4,000
	PAYROLL FRINGES	2,490	1,978	2,175	2,175	2,612	2,612
	EMPLOYEE ALLOWANCES	-	-	186	186	186	186
	OTHER SERVICES	603	1,736	61,000	50,000	-	-
	MATERIALS & SUPPLIES	2,069	5,835	-	15,000	-	-
	OTHER CHARGES	-	-	12,000	135,333	-	-
	PASS THROUGHS	19,444	11,117	42,500	27,500	27,500	27,500
	CAPITAL OUTLAY	43,379	-	264,423	167,090	-	-
	Total	$ 72,790	$ 24,682	$ 386,284	$ 401,284	$ 34,298	$ 34,298
	METRO EXPANSION						
	PERSONNEL SERVICES	22,322	152,639	83,356	165,529	62,348	62,348
	PAYROLL FRINGES	11,675	31,665	18,645	32,408	11,210	11,210
	OTHER SERVICES	56,297	31,082	159,236	91,700	185,230	185,230
	MATERIALS & SUPPLIES	26,309	35,439	88,150	41,500	83,997	83,997
	OTHER CHARGES	4,560	4,644	11,035	4,285	5,208	5,208
	Total	$ 121,163	$ 255,469	$ 360,422	$ 335,422	$ 347,993	$ 347,993
	ANN ARBOR ASSISTANCE						
	OTHER SERVICES	13,613	5,065	8,000	8,000	8,000	8,000
	Total	$ 13,613	$ 5,065	$ 8,000	$ 8,000	$ 8,000	$ 8,000
	CEMETARY PERPETUAL CARE						
	OTHER SERVICES	-	599	-	-	-	-
	Total	$ -	$ 599	$ -	$ -	$ -	$ -
	ART IN PUBLIC PLACES						
	OTHER SERVICES	44,437	343,417	45,442	41,843	26,475	26,475
	MATERIALS & SUPPLIES	712	841	-	500	-	-
	OTHER CHARGES	50	-	1,564,276	292,317	294,362	294,362
	Total	$ 45,199	$ 344,257	$ 1,609,718	$ 334,660	$ 320,837	$ 320,837
	ALTERNATIVE TRANSPORTATION						
	PERSONNEL SERVICES	106,119	142,160	93,964	68,672	80,873	80,873
	PAYROLL FRINGES	39,877	49,890	42,399	30,175	41,163	41,163
	EMPLOYEE ALLOWANCES	-	-	792	792	792	792
	OTHER SERVICES	76,002	104,736	61,274	11,400	11,400	11,400
	MATERIALS & SUPPLIES	1,872	5,402	12,150	-	-	-
	OTHER CHARGES	28,110	96,810	335,741	10,036	314,037	314,037
	PASS THROUGHS	45,573	5,040	-	-	-	-
	CAPITAL OUTLAY	-	53,528	179,255	-	-	-
	Total	$ 297,554	$ 457,567	$ 725,575	$ 121,075	$ 448,265	$ 448,265

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	STREET REPAIR MILLAGE						
	PERSONNEL SERVICES	634,431	813,328	1,224,761	-	-	-
	PAYROLL FRINGES	146,347	169,611	65,937	-	-	-
	OTHER SERVICES	2,187,751	1,618,300	1,449,928	-	-	-
	MATERIALS & SUPPLIES	80,041	143,040	34,479	-	-	-
	OTHER CHARGES	1,666,918	1,069,863	24,719,306	14,693,934	16,098,951	16,098,951
	PASS THROUGHS	625,358	380,039	746,126	220,126	199,351	199,351
	CAPITAL OUTLAY	5,354,083	4,547,884	15,272,591	-	-	-
	Total	$ 10,694,928	$ 8,742,065	$ 43,513,128	$ 14,914,060	$ 16,298,302	$ 16,298,302
	MICHIGAN JUSTICE TRAINING						
	OTHER SERVICES	35,287	31,812	112,010	30,000	70,000	70,000
	MATERIALS & SUPPLIES	-	8,181	-	-	-	-
	Total	$ 35,287	$ 39,993	$ 112,010	$ 30,000	$ 70,000	$ 70,000
	AFFORDABLE HOUSING						
	PAYROLL FRINGES	817	-	-	-	-	-
	OTHER SERVICES	109,638	172,528	76,853	76,853	-	-
	OTHER CHARGES	-	138,000	-	-	-	-
	PASS THROUGHS	-	1,420	-	-	-	-
	CDBG RECIPIENTS	64,500	64,500	178,754	178,754	46,641	46,641
	Total	$ 174,954	$ 376,448	$ 255,607	$ 255,607	$ 46,641	$ 46,641
	PARKS MAINT & CAPITAL IMPROVEMENTS						
	PERSONNEL SERVICES	1,297,442	1,461,585	1,698,724	1,711,675	1,654,333	1,654,333
	PAYROLL FRINGES	709,339	707,699	866,625	869,829	1,032,680	1,032,680
	EMPLOYEE ALLOWANCES	-	-	10,544	10,544	9,828	9,828
	OTHER SERVICES	814,978	821,930	3,019,470	1,042,381	875,267	875,267
	MATERIALS & SUPPLIES	368,501	509,183	296,700	330,828	290,350	290,350
	OTHER CHARGES	213,047	277,916	96,494	1,029,609	320,145	320,145
	PASS THROUGHS	7,030	7,428	12,733	12,733	12,659	12,659
	CAPITAL OUTLAY	887,886	289,079	1,694,049	1,812,795	1,265,958	1,265,958
	VEHICLE OPERATING COSTS	-	95	-	-	-	-
	Total	$ 4,298,221	$ 4,074,915	$ 7,695,339	$ 6,820,394	$ 5,461,220	$ 5,461,220
	LOCAL FORFEITURE						
	OTHER SERVICES	(1,213)	6,128	-	-	-	-
	MATERIALS & SUPPLIES	4,787	12,203	26,538	26,538	300	300
	OTHER CHARGES	1,000	-	-	-	-	-
	Total	$ 4,575	$ 18,331	$ 26,538	$ 26,538	$ 300	$ 300
	COMMUNITY DEV BLOCK GRANT						
	PERSONNEL SERVICES	61,777	812	-	-	-	-
	PAYROLL FRINGES	1,995	93	-	-	-	-
	OTHER SERVICES	32,907	82,080	4,898	4,898	-	-
	MATERIALS & SUPPLIES	214	-	-	-	-	-
	CDBG RECIPIENTS	704,287	671,542	543,231	543,231	-	-
	Total	$ 801,181	$ 754,528	$ 548,129	$ 548,129	$ -	$ -
	SENIOR CENTER ENDOWMENT						
	PASS THROUGHS	6,250	37,500	37,500	37,500	37,500	37,500
	Total	$ 6,250	$ 37,500	$ 37,500	$ 37,500	$ 37,500	$ 37,500
	HOME PROGRAM FUND						
	PERSONNEL SERVICES	829	-	-	-	-	-
	CDBG RECIPIENTS	353,394	335,881	2,310	1,668	-	-
	Total	$ 354,223	$ 335,881	$ 2,310	$ 1,668	$ -	$ -

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	SIDEWALK IMPROVEMENT FUND						
	PAYROLL FRINGES	3,336	-	-	-	-	-
	OTHER SERVICES	8,389	95,148	768,622	768,622	-	-
	MATERIALS & SUPPLIES	90	-	-	-	-	-
	OTHER CHARGES	-	19,668	-	-	-	-
	PASS THROUGHS	24,996	-	-	-	-	-
	Total	$ 36,811	$ 114,816	$ 768,622	$ 768,622	$ -	$ -
	MAJOR GRANT PROGRAMS						
	PERSONNEL SERVICES	92,127	118,201	528,632	373,336	-	-
	PAYROLL FRINGES	18,293	22,669	72,110	9,710	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	243,055	292,229	789,558	722,182	-	-
	MATERIALS & SUPPLIES	326	661,524	213,917	29,486	-	-
	OTHER CHARGES	-	15,245	383,880	525,550	43,309	43,309
	CAPITAL OUTLAY	47,288	(47,288)	257,839	350,609	-	-
	Total	$ 401,088	$ 1,062,580	$ 2,245,936	$ 2,010,873	$ 43,309	$ 43,309
Capital Projects	**GENERAL CAPITAL FUND**						
	PERSONNEL SERVICES	59,910	47,161	-	-	-	-
	PAYROLL FRINGES	14,651	11,312	-	-	-	-
	OTHER SERVICES	668,341	260,485	-	-	-	-
	MATERIALS & SUPPLIES	45,845	16,778	-	-	-	-
	OTHER CHARGES	-	-	40,315	40,315	-	-
	Total	$ 788,747	$ 335,736	$ 40,315	$ 40,315	$ -	$ -
Component Units	**SMART ZONE LDFA**						
	OTHER SERVICES	1,348,427	1,385,639	1,707,623	1,533,221	1,658,153	1,658,153
	OTHER CHARGES	708	444	568	568	596	596
	Total	$ 1,349,135	$ 1,386,083	$ 1,708,191	$ 1,533,789	$ 1,658,749	$ 1,658,749
	DDA/HOUSING FUND						
	OTHER SERVICES	-	-	-	-	-	-
	OTHER CHARGES	-	-	2,000	2,000	2,000	2,000
	PASS THROUGHS	-	-	500,000	500,000	800,000	800,000
	Total	$ -	$ -	$ 502,000	$ 502,000	$ 802,000	$ 802,000
	DOWNTOWN DEVELOPMENT AUTHORITY						
	PERSONNEL SERVICES	-	-	137,364	137,364	143,843	143,843
	PAYROLL FRINGES	-	-	71,391	71,391	90,335	90,335
	EMPLOYEE ALLOWANCES	-	-	1,894	1,894	1,894	1,894
	OTHER SERVICES	-	-	364,758	364,758	394,619	394,619
	MATERIALS & SUPPLIES	-	-	17,500	17,500	17,500	17,500
	OTHER CHARGES	-	-	90,033	90,033	76,032	76,032
	PASS THROUGHS	-	-	3,727,398	3,727,398	3,690,504	3,690,504
	CAPITAL OUTLAY	-	-	1,017,847	1,017,847	200,000	200,000
	Total	$ -	$ -	$ 5,428,185	$ 5,428,185	$ 4,614,727	$ 4,614,727
	DDA PARKING MAINTENANCE						
	OTHER SERVICES	-	-	330,000	330,000	330,000	330,000
	CAPITAL OUTLAY	-	-	1,551,900	1,551,900	1,696,350	1,696,350
	Total	$ -	$ -	$ 1,881,900	$ 1,881,900	$ 2,026,350	$ 2,026,350
	DDA PARKING SYSTEM						
	PERSONNEL SERVICES	-	-	137,363	137,363	143,842	143,842
	PAYROLL FRINGES	-	-	71,387	71,387	90,334	90,334
	EMPLOYEE ALLOWANCES	-	-	1,894	1,894	1,894	1,894
	OTHER SERVICES	-	-	6,071,996	6,071,996	6,342,429	6,342,429
	MATERIALS & SUPPLIES	-	-	23,500	23,500	24,000	24,000
	OTHER CHARGES	-	-	3,756,997	3,756,997	3,937,346	3,937,346
	PASS THROUGHS	-	-	5,490,766	5,490,766	4,703,819	4,703,819
	CAPITAL OUTLAY	-	-	927,903	927,903	1,914,951	1,914,951
	Total	$ -	$ -	$ 16,481,806	$ 16,481,806	$ 17,158,615	$ 17,158,615

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013	Adopted FY 2013
	CITY TOTALS						
	PERSONNEL SERVICES	53,060,649	52,923,488	55,216,251	53,090,650	51,814,986	51,860,839
	PAYROLL FRINGES	24,700,226	25,660,070	28,147,382	27,521,119	32,224,127	32,254,467
	EMPLOYEE ALLOWANCES	373,040	368,512	601,550	596,831	537,424	537,424
	OTHER SERVICES	34,984,132	36,883,609	49,248,491	43,714,785	42,240,040	42,240,040
	MATERIALS & SUPPLIES	6,713,035	10,276,718	7,816,678	7,348,963	6,849,495	6,849,495
	OTHER CHARGES	89,747,645	94,300,595	189,319,980	134,854,491	203,824,288	203,902,288
	PASS THROUGHS	28,165,319	25,899,196	33,724,477	32,512,280	31,007,945	31,007,945
	CAPITAL OUTLAY	10,025,330	12,856,587	33,811,616	14,917,302	9,907,558	9,907,558
	VEHICLE OPERATING COSTS	2,323,390	2,443,895	2,304,030	2,497,803	2,522,369	2,522,369
	COMMUNITY DEVELOPMENT RECIPIENTS	2,438,000	2,359,968	1,993,924	1,968,282	1,244,371	1,291,270
	Total*	$ 252,530,764	$ 263,972,638	$ 402,184,379	$ 319,022,506	$ 382,172,603	$ 382,373,695

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

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
Mayor & Council	**339,129**	**348,469**	**362,496**	**360,596**	**375,710**
010 Mayor	**339,129**	**348,469**	**362,496**	**360,596**	**375,710**
Personnel Services	238,595	237,996	34,210	235,766	34,210
Personnel Services-Other	(396)	(571)	201,556	-	219,502
Payroll Fringes	34,034	33,669	40,907	40,907	29,091
Other Services	483	(379)	2,500	1,000	9,000
Materials & Supplies	405	737	900	500	900
Other Charges	66,007	77,016	82,423	82,423	83,007
City Attorney	**2,040,668**	**1,758,335**	**1,864,303**	**1,795,232**	**1,884,968**
014 Attorney	**2,040,668**	**1,758,335**	**1,864,303**	**1,795,232**	**1,884,968**
Personnel Services	1,049,419	949,593	993,048	950,000	998,837
Personnel Services-Other	86,260	43,905	-	10,340	-
Payroll Fringes	488,062	455,769	511,715	476,361	595,175
Employee Allowances	-	-	9,864	6,000	11,772
Other Services	130,807	35,554	21,000	27,920	21,000
Materials & Supplies	33,370	39,279	30,723	30,587	24,520
Other Charges	252,750	234,235	292,453	294,024	233,007
Capital Outlay	-	-	5,500	-	657
City Administrator Service Area	**2,552,729**	**2,783,670**	**2,785,561**	**2,785,310**	**2,850,801**
011 City Administrator	**514,548**	**540,325**	**567,659**	**536,037**	**477,240**
Personnel Services	261,529	229,568	250,404	218,783	250,850
Personnel Services-Other	33	59,470	31,622	31,621	-
Payroll Fringes	102,190	103,195	124,274	124,274	98,697
Employee Allowances	-	-	6,432	6,432	3,084
Other Services	72,811	66,001	77,000	77,000	63,500
Materials & Supplies	1,302	1,052	1,500	1,500	1,000
Other Charges	76,683	81,038	76,427	76,427	60,109

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
012 Human Resources	**1,287,046**	**1,285,549**	**1,321,567**	**1,352,938**	**1,345,748**
Personnel Services	680,256	679,082	642,096	652,220	662,873
Personnel Services-Other	7,152	12,920	32,224	32,223	7,844
Payroll Fringes	315,788	332,670	345,036	366,284	427,597
Employee Allowances	-	-	1,352	1,352	4,056
Other Services	48,898	42,157	49,856	49,856	58,056
Materials & Supplies	18,336	8,014	19,998	19,998	24,500
Other Charges	216,617	210,706	231,005	231,005	160,822
015 City Clerk	**751,136**	**957,796**	**896,335**	**896,335**	**1,027,813**
Personnel Services	314,093	308,518	301,623	301,623	323,165
Personnel Services-Other	13,693	218,496	119,293	119,293	237,608
Payroll Fringes	157,317	185,395	200,282	200,282	239,940
Employee Allowances	-	-	-	-	1,320
Other Services	94,259	65,982	80,824	80,824	76,381
Materials & Supplies	19,542	14,837	21,500	21,500	24,000
Other Charges	152,232	164,568	172,813	172,813	125,399
Community Services Area	**8,436,200**	**8,033,734**	**8,126,304**	**7,990,447**	**7,851,865**
002 Community Development	**2,244,805**	**2,014,708**	**2,038,654**	**1,944,219**	**1,832,240**
Personnel Services	202,633	254,852	241,439	193,683	181,607
Personnel Services-Other	25,309	9,881	-	-	-
Payroll Fringes	129,515	144,126	148,679	129,050	128,509
Employee Allowances	-	-	2,765	2,492	2,765
Other Services	393,083	154,869	217,389	215,612	157,505
Materials & Supplies	90	-	-	-	-
Other Charges	178,356	162,936	158,753	158,753	117,225
CDBG Recipients	1,315,819	1,288,044	1,269,629	1,244,629	1,244,629

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
033 Building	**2,041,537**	**1,799,454**	**1,570,337**	**1,536,513**	**1,433,737**
Personnel Services	743,632	636,676	596,776	596,776	535,108
Personnel Services-Other	91,424	92,649	43,824	10,000	10,000
Payroll Fringes	341,668	358,740	353,291	353,291	369,671
Employee Allowances	-	-	4,636	4,636	2,480
Other Services	316,856	60,039	130,104	130,104	133,542
Materials & Supplies	16,413	35,573	17,400	17,400	18,000
Other Charges	414,882	515,782	324,306	324,306	264,936
Pass Throughs	116,662	99,996	100,000	100,000	100,000
050 Planning	**661,761**	**667,338**	**919,413**	**919,413**	**948,556**
Personnel Services	418,515	420,306	438,284	438,284	442,029
Personnel Services-Other	1,949	16,021	7,100	7,100	7,100
Payroll Fringes	200,085	214,302	253,249	253,249	300,733
Employee Allowances	-	-	1,304	1,304	1,254
Other Services	36,180	10,669	30,450	30,450	46,930
Materials & Supplies	1,088	3,118	4,250	4,250	4,250
Other Charges	3,943	2,921	184,776	184,776	146,260
060 Parks & Recreation	**3,488,097**	**3,552,234**	**3,597,900**	**3,590,302**	**3,637,332**
Personnel Services	775,509	793,060	807,905	807,905	807,236
Personnel Services-Other	722,855	743,129	727,036	719,438	798,091
Payroll Fringes	456,959	502,439	541,839	541,839	572,774
Employee Allowances	-	-	11,767	11,767	11,313
Other Services	811,393	856,432	831,450	831,450	843,033
Materials & Supplies	169,204	209,604	165,843	165,843	189,490
Other Charges	522,554	414,789	505,860	505,860	409,195
Pass Throughs	3,624	-	-	-	-
Capital Outlay	22,109	24,998	-	-	-
Vehicle Operating Costs	3,889	7,784	6,200	6,200	6,200

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
Financial & Administrative Services Area	**3,896,309**	**3,575,973**	**3,422,768**	**3,315,732**	**3,353,179**
018 Finance	**3,896,309**	**3,575,973**	**3,422,768**	**3,315,732**	**3,353,179**
Personnel Services	1,707,775	1,599,487	1,656,311	1,521,442	1,610,031
Personnel Services-Other	19,224	141,801	29,798	63,417	6,998
Payroll Fringes	822,689	812,344	895,220	862,720	1,053,070
Employee Allowances	-	-	19,476	19,476	19,476
Other Services	432,769	157,434	115,065	139,178	118,627
Materials & Supplies	185,226	147,615	47,258	49,704	48,008
Other Charges	728,626	717,292	659,640	659,795	496,969
Public Services Area	**6,979,200**	**7,567,852**	**7,054,401**	**7,019,873**	**6,558,527**
029 Environmental Coordination Ser	**113,013**	**112,836**	**110,349**	**90,651**	**105,773**
Personnel Services	35,646	28,851	31,972	20,000	31,964
Personnel Services-Other	5,598	19,607	14,238	14,238	14,622
Payroll Fringes	17,222	17,035	19,617	14,950	22,996
Employee Allowances	-	-	659	400	131
Other Services	8,013	8,668	2,900	400	1,400
Materials & Supplies	107	1,255	450	550	250
Other Charges	46,428	37,420	40,513	40,113	34,410
040 Public Services	**7**	**-**	**-**	**-**	**-**
Other Services	7	-	-	-	-
061 Field Operations	**4,971,202**	**4,795,247**	**4,143,320**	**4,128,390**	**4,190,801**
Personnel Services	784,093	589,692	494,036	494,036	411,550
Personnel Services-Other	97,658	118,054	47,515	32,585	30,907
Payroll Fringes	477,283	421,968	328,335	328,335	324,374
Employee Allowances	-	-	1,163	1,163	2,526
Other Services	2,238,602	2,457,081	2,020,297	2,020,136	2,439,852
Materials & Supplies	133,480	89,951	70,743	70,904	51,146
Other Charges	694,975	751,286	839,330	839,330	587,515
Pass Throughs	358,384	351,669	333,901	333,901	335,431
Capital Outlay	162,949	-	-	-	5,500
Vehicle Operating Costs	23,779	15,546	8,000	8,000	2,000

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
070 Public Services Administration	**330,883**	**446,359**	**296,811**	**296,911**	**104,490**
Personnel Services	4,301	-	-	-	-
Payroll Fringes	200	-	-	-	-
Other Services	19,338	132,607	3,055	3,055	-
Other Charges	307,044	313,752	293,756	293,856	104,490
074 Utilities-Water Treatment	**248,716**	**510,325**	**537,639**	**537,639**	**179,312**
Personnel Services	41,456	87,523	38,792	38,792	39,105
Personnel Services-Other	4,387	2,660	4,273	4,273	4,338
Payroll Fringes	30,416	36,748	23,058	23,058	27,968
Employee Allowances	-	-	132	132	132
Other Services	77,384	93,005	55,790	55,790	57,395
Materials & Supplies	43,709	29,212	18,750	18,750	18,750
Other Charges	21,852	21,996	30,594	30,594	31,624
Pass Throughs	-	210,000	366,250	366,250	-
Capital Outlay	29,511	29,181	-	-	-
078 Customer Service	**201,397**	**257,649**	**265,206**	**265,206**	**249,305**
Personnel Services	125,978	137,651	131,531	131,531	109,538
Personnel Services-Other	-	-	-	-	-
Payroll Fringes	74,593	85,872	94,343	94,343	101,377
Other Services	-	250	-	-	-
Materials & Supplies	-	-	732	732	57
Other Charges	576	33,876	38,600	38,600	38,333
Vehicle Operating Costs	250	-	-	-	-

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
091 Fleet & Facility Services	**1,113,982**	**1,445,435**	**1,701,076**	**1,701,076**	**1,728,846**
Personnel Services	271,850	253,608	297,154	297,154	307,422
Personnel Services-Other	21,050	27,986	9,950	9,950	11,075
Payroll Fringes	159,982	166,998	197,345	197,345	239,414
Employee Allowances	-	-	6,514	6,514	7,414
Other Services	491,126	638,341	816,488	816,488	839,095
Materials & Supplies	51,886	54,565	43,000	43,000	50,180
Other Charges	103,536	108,822	136,855	136,855	95,063
Pass Throughs	14,552	12,792	13,770	13,770	14,183
Capital Outlay	-	182,324	180,000	180,000	165,000
Safety Services	**38,537,466**	**39,554,210**	**39,373,700**	**38,737,935**	**38,464,588**
031 Police	**24,761,356**	**25,715,057**	**25,749,568**	**25,386,772**	**24,551,485**
Personnel Services	12,111,490	12,170,278	11,666,418	10,765,828	10,386,113
Personnel Services-Other	1,424,987	1,544,325	1,229,605	1,756,549	1,211,836
Payroll Fringes	6,105,079	6,637,469	7,001,685	6,781,289	7,461,840
Employee Allowances	200,750	200,004	225,020	225,020	211,016
Other Services	1,269,650	1,097,202	1,403,812	1,670,574	2,134,120
Materials & Supplies	135,283	114,769	134,977	102,567	84,202
Other Charges	3,470,101	3,924,523	4,063,051	4,061,454	3,037,358
Vehicle Operating Costs	44,017	26,486	25,000	23,491	25,000
032 Fire	**13,776,110**	**13,839,153**	**13,624,132**	**13,351,163**	**13,913,103**
Personnel Services	6,557,434	6,158,586	5,858,884	5,858,884	6,081,782
Personnel Services-Other	761,012	967,312	638,703	488,505	627,510
Payroll Fringes	3,193,104	3,374,430	3,506,570	3,469,578	4,395,327
Employee Allowances	172,290	168,508	191,244	190,871	149,758
Other Services	847,087	937,317	996,495	903,606	995,559
Materials & Supplies	159,082	136,731	146,879	145,701	146,279
Other Charges	2,048,003	2,090,073	2,205,957	2,205,495	1,439,353
Pass Throughs	18,829	60	600	600	600
Capital Outlay	15,849	5,982	78,380	87,130	76,515
Vehicle Operating Costs	3,419	155	420	793	420

General Fund
Expenditures by Agency - Category

Agency - Category	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
District Court	**4,093,516**	**3,925,064**	**3,799,926**	**3,799,926**	**4,068,565**
021 District Court	**4,093,516**	**3,925,064**	**3,799,926**	**3,799,926**	**4,068,565**
Personnel Services	1,722,868	1,618,829	1,691,490	1,691,490	1,708,935
Personnel Services-Other	25,524	52,129	23,704	23,704	48,861
Payroll Fringes	852,300	839,119	973,731	973,731	1,281,674
Employee Allowances	-	-	6,588	6,588	5,316
Other Services	770,229	620,030	386,765	386,765	432,146
Materials & Supplies	54,951	200,262	51,000	51,000	51,000
Other Charges	563,395	594,695	666,648	666,648	540,633
Pass Throughs	104,250	-	-	-	-
Other	**12,285,549**	**13,390,819**	**12,853,026**	**12,903,414**	**13,662,639**
019 Non-Departmental	**12,285,549**	**13,390,819**	**12,853,026**	**12,903,414**	**13,662,639**
Personnel Services	11,648	26,439	-	-	-
Personnel Services-Other	22,122	95	100,000	613,326	782,231
Payroll Fringes	513,770	14,670	-	-	-
Other Services	423,980	611,514	234,694	163,233	192,291
Materials & Supplies	108	35,507	117,000	117,000	114,075
Other Charges	744,370	981,994	1,699,478	1,241,241	1,695,346
Pass Throughs	10,569,551	10,478,182	10,701,854	10,768,614	10,878,696
Capital Outlay	-	1,242,418	-	-	-
Grand Total	**$ 79,160,767**	**$ 80,938,126**	**$ 79,642,485**	**$ 78,708,465**	**$ 79,070,842**

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
Mayor & Council	**339,129**	**348,469**	**362,496**	**360,596**	**375,710**
010 Mayor	**339,129**	**348,469**	**362,496**	**360,596**	**375,710**
1000 Administration	316	375	-	-	-
1010 Mayor & Council	338,099	347,974	362,357	360,457	375,564
1031 Travel: Mayor - Hieftje	450	-	-	-	-
1100 Fringe Benefits	264	120	139	139	146
City Attorney	**2,040,668**	**1,758,335**	**1,864,303**	**1,795,232**	**1,884,968**
014 Attorney	**2,040,668**	**1,758,335**	**1,864,303**	**1,795,232**	**1,884,968**
1000 Administration	1,956,032	1,670,687	1,731,081	1,662,010	1,811,261
1100 Fringe Benefits	84,636	87,648	133,222	133,222	73,707
City Administrator Service Area	**2,552,729**	**2,783,670**	**2,785,561**	**2,785,310**	**2,850,801**
011 City Administrator	**514,548**	**540,325**	**567,659**	**536,037**	**477,240**
1000 Administration	514,548	540,325	567,659	536,037	477,240
012 Human Resources	**1,287,046**	**1,285,549**	**1,321,567**	**1,352,938**	**1,345,748**
1000 Administration	1,189,281	1,178,560	1,264,628	1,239,060	1,234,275
1217 Union Business	97,764	106,990	56,939	113,878	111,473
015 City Clerk	**751,136**	**957,796**	**896,335**	**896,335**	**1,027,813**
1000 Administration	750,580	955,381	896,335	896,335	1,027,813
1522 Elections-Special	555	2,415	-	-	-
Community Services Area	**8,436,200**	**8,033,734**	**8,126,304**	**7,990,447**	**7,851,865**
002 Community Development	**2,244,805**	**2,014,708**	**2,038,654**	**1,944,219**	**1,832,240**
1000 Administration	332,940	282,933	323,819	289,040	206,505
1001 Service Area Overhead/Admin	137,572	128,105	99,034	69,740	88,490
1950 Special Projects	53,437	54,481	70,001	70,001	-
2034 Housing Commission Support	-	60,000	60,000	60,000	60,000
2280 Rehab Service Delivery	127,111	201,144	216,171	210,809	232,616
2300 Integrated Funding	217,921	-	-	-	-
2310 Human Serv/Homeless Prevnt	1,375,825	1,288,044	1,269,629	1,244,629	1,244,629

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
033 Building	**2,041,537**	**1,799,454**	**1,570,337**	**1,536,513**	**1,433,737**
1000 Administration	472,982	302,096	212,105	212,105	209,707
1001 Service Area Overhead/Admin	264,147	189,508	263,829	252,917	196,008
1100 Fringe Benefits	166,140	218,352	165,638	165,638	105,792
2034 Housing Commission Support	187,348	94,620	-	-	-
3310 Nuisance Properties	46,947	-	-	-	-
3340 Housing Bureau	873,270	936,139	913,522	890,610	905,701
3361 Master Plan Update	1,884	24,742	-	-	-
3362 Corridor Design Standards	-	13,706	-	-	-
3363 Zoning Code Revision	-	7,515	-	-	-
3370 Building - Appeals	28,820	12,776	15,243	15,243	16,529
050 Planning	**661,761**	**667,338**	**919,413**	**919,413**	**948,556**
3320 Historic Preservation	52,919	65,657	65,050	65,050	70,423
3360 Planning	597,958	601,680	853,563	854,363	878,133
3370 Building - Appeals	-	-	800	-	-
3380 Plan Review	10,884	-	-	-	-
060 Parks & Recreation	**3,488,097**	**3,552,234**	**3,597,900**	**3,590,302**	**3,637,332**
1000 Administration	543,840	541,819	384,475	384,475	452,655
1001 Service Area Overhead/Admin	190,247	210,133	245,422	245,422	193,942
1100 Fringe Benefits	213,588	208,848	280,302	280,302	188,288
1646 Farmer's Market	-	-	-	-	-
6100 Facility Rentals	310,809	316,692	344,967	337,369	358,362
6121 Leslie Science Center	29,213	-	-	-	-
6190 Cobblestone Farm	250	-	-	-	-
6231 Buhr Pool	218,017	228,352	233,468	233,468	242,122
6232 Buhr Rink	106,151	158,280	171,401	171,401	178,829

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
6234 Veteran's Pool	223,954	283,505	233,776	233,776	240,976
6235 Veteran's Ice Arena	495,871	453,415	485,645	485,645	504,775
6236 Fuller Pool	229,908	220,497	252,658	252,658	210,045
6237 Mack Pool	202,593	202,230	204,635	204,635	259,618
6238 Veteran's Fitness Center	1,903	3,687	4,605	4,605	2,828
6242 Argo Livery	194,555	205,773	218,935	218,935	224,021
6244 Gallup Livery	172,366	187,662	224,050	224,050	259,633
6315 Senior Center Operations	200,853	213,600	197,930	197,930	205,254
6403 Community Outreach Services	153,978	117,741	115,631	115,631	115,984
Financial & Administrative Services Area	**3,896,309**	**3,575,973**	**3,422,768**	**3,315,732**	**3,353,179**
018 Finance	**3,896,309**	**3,575,973**	**3,422,768**	**3,315,732**	**3,353,179**
1000 Administration	645,336	537,040	581,871	564,413	620,364
1100 Fringe Benefits	418,464	411,240	412,206	412,206	249,560
1371 Purchasing	499,724	289,132	119,391	91,771	122,954
1372 Revolving Supply	20	42	-	-	-
1820 Accounting	804,275	775,401	798,089	784,842	770,270
1830 Assessing	928,781	954,709	923,567	873,699	975,512
1850 Treasury/Violations Bureau	417,258	432,405	390,725	390,957	408,642
1860 Parking Referees	182,451	176,004	196,919	197,844	205,877
Public Services Area	**6,979,200**	**7,567,852**	**7,054,401**	**7,019,873**	**6,558,527**
029 Environmental Coordination Ser	**113,013**	**112,836**	**110,349**	**90,651**	**105,773**
1000 Administration	113,013	112,836	110,349	90,651	105,773
040 Public Services	**7**	**-**	**-**	**-**	**-**
1000 Administration	7	-	-	-	-

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
061 Field Operations	**4,971,202**	**4,795,247**	**4,143,320**	**4,128,390**	**4,190,801**
1000 Administration	867,300	850,451	888,127	873,197	623,189
1130 Fairview Cemetery	28,109	26,319	34,835	34,835	35,198
4100 DDA Street Lighting	29,068	65,036	59,884	59,884	61,431
4101 Street Lighting	1,598,170	1,593,912	1,503,898	1,503,898	1,873,071
4103 Loading Zone Maintenance	6,956	-	-	-	-
4120 Parking Meters	41,616	14,893	161	-	-
4146 Football/Special Events	2,028	13,480	6,640	6,640	6,092
4149 Major Traffic Signs	11,100	13,708	1,000	1,000	-
6209 Parks - Mowing	915,785	585,944	919,466	919,466	880,616
6210 Operations	205,276	221,545	184,910	184,910	180,360
6222 Snow & Ice Control	225,315	247,937	194,887	194,887	186,203
6225 Graffiti/Private Property	1,205	264	4,771	4,771	5,069
6301 Mowing - Non Parks	51,020	38,420	-	-	-
6307 Field Investigations	16,913	7,043	-	-	-
6309 General Care - Parks/Forestry	3,079	14,648	-	-	-
6317 Post Plant Care	2,496	907	-	-	-
6320 Trimming	203,850	217,748	-	-	-
6324 Storm Damage	60,146	110,503	-	-	-
6325 Stump Removal	44,253	9,217	-	-	-
6327 Tree Planting	48,792	51,320	-	-	-
6328 ROW Maintenance	4,163	30,335	10,059	10,059	10,231
6329 Tree Removals	292,888	380,509	-	-	-
6335 Athletic Fields/Game Courts	14,927	4,531	15,751	15,751	15,751
6340 Adopt-A-Park/Garden	-	-	21,710	21,871	15,939
7061 South Industrial Site	1,029	-	-	-	-
9500 Debt Service	295,718	296,577	297,221	297,221	297,651

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
070 Public Services Administration	**330,883**	**446,359**	**296,811**	**296,911**	**104,490**
1000 Administration	19,338	132,607	3,055	3,055	-
1100 Fringe Benefits	311,545	313,752	293,756	293,856	104,490
074 Utilities-Water Treatment	**248,716**	**510,325**	**537,639**	**537,639**	**179,312**
1000 Administration	29,713	32,324	36,701	36,701	38,506
7048 City Services	59	-	-	-	-
7091 Maintenance - Hydropower	218,944	478,001	500,938	500,938	140,806
078 Customer Service	**201,397**	**257,649**	**265,206**	**265,206**	**249,305**
1000 Administration	-	-	-	-	-
7011 Call Center	201,397	257,649	265,206	265,206	249,305
091 Fleet & Facility Services	**1,113,982**	**1,445,435**	**1,701,076**	**1,701,076**	**1,728,846**
1000 Administration	204,175	208,320	248,106	248,106	235,310
1381 Municipal Center	785,464	1,030,179	1,412,473	1,412,473	1,451,855
1383 Community Dental Center	8,825	7,869	7,500	7,500	7,600
1385 City Center Building	62,675	57,152	-	-	-
1950 Special Projects	-	43,635	-	-	-
3231 Fire Station #1	42,980	94,141	32,997	32,997	34,081
7048 City Services	9,864	4,139	-	-	-
Safety Services	**38,537,466**	**39,554,210**	**39,373,700**	**38,737,935**	**38,464,588**
031 Police	**24,761,356**	**25,715,057**	**25,749,568**	**25,386,772**	**24,551,485**
1000 Administration	829,760	751,932	810,435	-	837,305
1100 Fringe Benefits	2,273,100	2,633,628	2,718,418	2,718,418	1,696,946
1221 Recruiting & Hiring	127,234	133,344	128,476	-	134,824
3111 Professional Standards	134,895	138,287	151,284	-	156,761
3114 AATA	96,281	139,070	120,147	-	253,596
3115 DEA Officer	129,145	133,512	164,835	-	174,224
3120 Grants Coordination	-	150	-	-	-

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
3121 Adminstrative Services	268,405	284,361	300,573	-	310,452
3122 Budget & Payroll	84,744	85,867	93,038	-	3,700
3123 Communications	2,231,653	2,345,346	2,287,750	204,655	968,403
3124 Data Processing	60,284	-	-	-	-
3125 Management Info Syst	1,181,238	1,280,628	1,325,933	-	1,322,112
3126 Property	217,968	230,380	236,776	-	253,080
3127 Records	256,444	328,193	265,907	-	293,904
3128 Alarm Enforcement	70,939	23,378	-	-	-
3130 Charity Golf Outing	7,831	17,735	-	-	-
3131 Adopt-A-Family	29,597	1,375	-	-	-
3135 Hostage Negotiations	2,053	1,779	1,000	-	1,000
3141 Crime Prevention	282	1,540	-	-	-
3142 School Liaison	414,568	406,607	438,699	-	465,698
3143 Crime Strategy	7,787	5,281	-	-	-
3144 District Detectives	2,466,783	2,925,841	3,001,719	-	2,764,525
3145 Special Victims Unit	353,443	49,379	-	-	-
3146 Firearms	15,037	32,251	47,900	-	39,900
3147 L.A.W.N.E.T.	242,005	247,562	142,010	-	150,836
3148 Special Investigations Unit	178,306	9,809	-	-	-
3149 Special Tactics	17,196	16,986	43,627	-	38,603
3150 Patrol	10,219,894	10,984,166	11,054,087	22,451,132	12,066,827
3151 Downtown Patrol	24,614	-	-	-	-
3152 Special Services	1,188,703	999,633	755,552	-	787,789
3154 Dedicated Neighborhood Patrol	197,815	92,541	-	-	-
3155 Community Affairs	41,574	1,007	-	-	-

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
3156 Crossing Guards	113,708	112,014	112,068	-	112,068
3157 Fingerprinting	58	23	-	-	-
3158 Mountain Bikes	468	716	-	-	-
3159 K-9	264,560	281,424	312,380	-	327,817
3160 Motorcycle Unit	242	2,594	14,612	-	14,847
3162 Community Standards	864,278	961,827	1,092,811	12,567	1,223,607
3172 Animal Control	96	92	-	-	-
3235 Emergency Management	148,370	54,798	129,531	-	152,661
032 Fire	**13,776,110**	**13,839,153**	**13,624,132**	**13,351,163**	**13,913,103**
1000 Administration	1,041,412	940,812	994,586	327,880	1,362,822
1100 Fringe Benefits	1,728,612	1,788,036	1,874,677	1,874,677	1,106,261
3221 Fire Inspections	267,231	272,032	390,711	-	398,773
3230 Fire Operations	945,978	619,194	937,589	-	1,093,721
3231 Fire Station #1	5,274,813	5,680,028	4,912,966	11,148,606	4,803,239
3233 Fire Station #3	818,528	753,316	703,736	-	1,433,592
3234 Fire Station #4	1,035,898	1,061,235	1,050,551	-	1,032,018
3236 Fire Station #6	1,176,140	1,175,390	1,280,273	-	1,229,143
3237 Fire Station #5	1,182,880	1,204,505	1,318,853	-	1,283,750
3240 Repairs & Maintenance	138,043	299,171	123,485	-	133,079
3250 Fire Training	166,576	45,434	36,705	-	36,705
District Court	**4,093,516**	**3,925,064**	**3,799,926**	**3,799,926**	**4,068,565**
021 District Court	**4,093,516**	**3,925,064**	**3,799,926**	**3,799,926**	**4,068,565**
1000 Administration	1,335,533	1,391,027	1,084,813	1,084,813	1,068,660
5120 Judicial & Direct Support	1,045,636	1,009,525	1,141,432	1,141,432	1,253,258
5140 Case Processing	1,072,625	987,123	1,034,767	1,034,767	1,037,961
5160 Probation/Post Judgmnt Sup	639,722	537,389	538,914	538,914	708,686

General Fund
Expenditures by Agency - Activity

Agency - Activity	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
Other	**12,285,549**	**13,390,819**	**12,853,026**	**12,903,414**	**13,662,639**
019 Non-Departmental	**12,285,549**	**13,390,819**	**12,853,026**	**12,903,414**	**13,662,639**
1000 Administration	1,109,258	1,028,470	1,247,521	1,407,146	2,305,112
1023 Community Events	46,781	47,133	49,000	49,000	49,000
1047 Hospitality Committee	4,196	150	4,000	1,000	1,000
1120 Administrator Discretion Fund	39,603	102,159	-	-	-
1810 Tax Refunds	249,459	582,393	606,237	500,000	500,000
1920 City Wide Memberships	128,745	124,972	127,135	127,135	127,135
1959 Pension Contribution	-	-	196,932	196,932	-
2034 Housing Commission Support	24	-	154,000	154,000	232,000
2070 Hous/Human Serv Conting	210,132	128,904	121,780	121,780	121,521
2410 Economic Development	-	217,677	-	-	-
9000 Capital Outlay	162,799	1,091,211	-	-	-
9500 Debt Service	422,075	605,839	1,011,387	1,011,387	1,009,187
9541 Bad Debts	121,462	-	-	-	-
9573 City Share Special Assess	108,218	99,200	95,625	95,625	-
9800 Pass Throughs	9,682,798	9,362,712	9,239,409	9,239,409	9,317,684
Grand Total	**$ 79,160,767**	**$ 80,938,126**	**$ 79,642,485**	**$ 78,708,465**	**$ 79,070,842**

FTE Count by Service Area/Unit

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
MAYOR & CITY COUNCIL	0.75	0.75	0.75	0.75	0.75
Total Mayor & City Council	0.75	0.75	0.75	0.75	0.75
CITY ATTORNEY	14.00	14.00	13.00	12.60	12.20
Total City Attorney	14.00	14.00	13.00	12.60	12.20
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50	2.50
HUMAN RESOURCES	12.50	11.50	11.50	11.00	11.75
CLERK SERVICES	5.13	5.50	5.42	5.42	5.50
COMMUNICATIONS OFFICE	11.50	11.50	11.50	11.50	11.50
Total City Administrator Service Area	31.63	31.00	30.92	30.42	31.25
COMMUNITY SERVICES ADMINISTRATION		1.00	0.17		
PLANNING & DEVELOPMENT	34.58	33.99	27.98	22.44	21.59
PLANNING				7.05	7.00
NON-DEPARTMENTAL - A2D2			0.40		
OFFICE OF COMMUNITY DEVELOPMENT	5.89	4.18	4.17	3.89	2.79
PARKS & RECREATION	21.78	19.54	19.92	20.25	20.17
Total Community Services Area	62.25	58.71	52.64	53.63	51.55
ACCOUNTING	8.10	7.60	7.10	6.90	6.75
ASSESSOR	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	4.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	22.75	22.62	22.94	20.45	23.45
RISK MANAGEMENT	0.65	0.75	0.80	0.80	0.80
PROCUREMENT	1.15	1.15	1.15	1.10	1.00
TREASURY	5.35	4.75	4.70	4.70	4.70
Total Financial Services Area	50.50	49.37	48.19	45.45	48.20
CAPITAL PROJECTS	13.26	17.17	16.00	17.89	17.64
CUSTOMER SERVICE CENTER	13.75	13.00	12.35	12.10	11.60
FIELD OPERATIONS	132.30	135.18	128.60	125.96	123.96
FLEET & FACILITIES	26.15	23.93	23.67	21.05	21.20
PROJECT MANAGEMENT	17.69	15.31	15.26	12.85	12.85
PUBLIC SERVICES ADMINISTRATION	12.00	11.00	10.00	9.35	9.35
SYSTEMS PLANNING	13.40	13.64	13.69	13.65	14.65
WASTEWATER TREATMENT	35.48	34.98	34.85	35.05	35.17
WATER TREATMENT	26.22	26.12	26.00	25.51	25.63
Total Public Services Area	290.25	290.33	280.42	273.41	272.05
FIRE	94.00	94.00	89.00	82.00	82.00
POLICE	209.00	182.00	177.00	164.00	146.00
Total Safety Services Area	303.00	276.00	266.00	246.00	228.00
FIFTEENTH DISTRICT COURT	41.00	39.00	37.00	36.00	34.00
Total Fifteenth District Court	41.00	39.00	37.00	36.00	34.00
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75	3.75
Total Retirement System	3.75	3.75	3.75	3.75	3.75
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	3.00	4.00	4.00
Total Downtown Development Authority	3.00	3.00	3.00	4.00	4.00
Grand Total of City FTEs	800.13	765.91	735.67	706.01	685.75

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

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MAYOR & CITY COUNCIL

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

MAYOR & COUNCIL

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	3,763	1,432	-	-	-
Total	$3,763	$1,432	-	-	-

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	3,763	1,432	-	-	-
Total	$3,763	$1,432	-	-	-

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	238,199	237,425	235,766	235,766	253,712
PAYROLL FRINGES	34,034	33,669	40,907	40,907	29,091
OTHER SERVICES	168	(754)	2,500	1,000	9,000
MATERIALS & SUPPLIES	405	737	900	500	900
OTHER CHARGES	65,557	77,016	82,423	82,423	83,007
Total	$338,363	$348,093	$362,496	$360,596	$375,710

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	338,363	348,094	362,496	360,596	375,710
Total	$338,363	$348,094	$362,496	$360,596	$375,710

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
MAYOR & COUNCIL	0.75	0.75	0.75	0.75
Total	0.75	0.75	0.75	0.75

MAYOR AND CITY COUNCIL

EXPENSES

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

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

Other Services – This is an increase in Conferences, Training and Travel.

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 $275,195 in FY 2013.

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
EXECUTIVE ASST TO MAYOR	401490	0.75
Total		0.75

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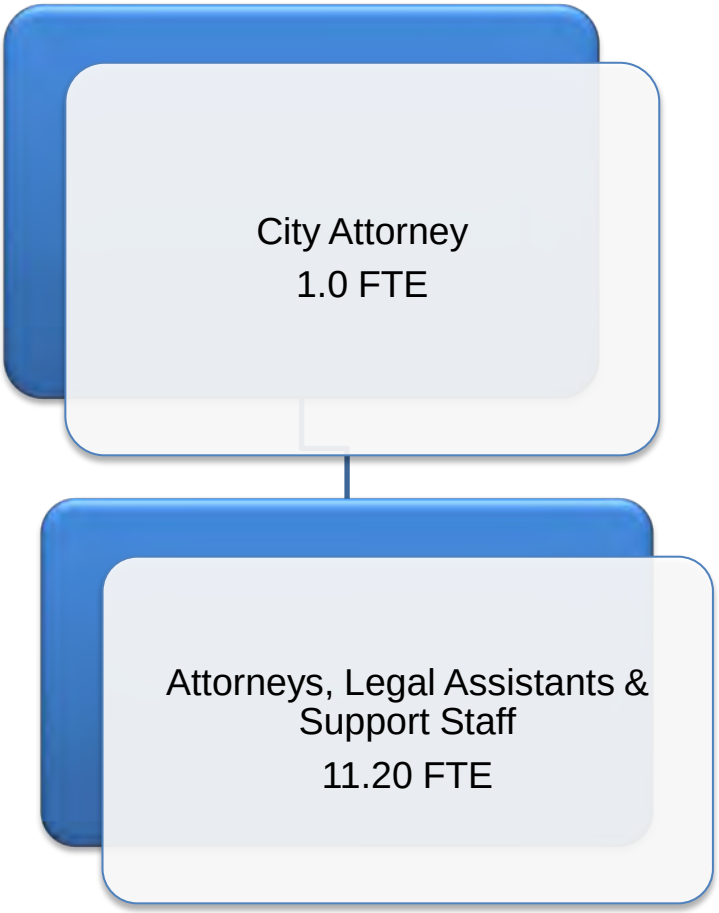
CITY ATTORNEY

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

City Attorney's Area Organization Chart



- Legal Analysis and Advice
- Administration
- Overall Financial Management
- Communications
- Strategic Planning

- City Legal Services
- Review of Legal Documents
- Prosecution Services
- Labor and Employment Advice
- Lawsuit Defense

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

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
MISCELLANEOUS REVENUE	-	272	-	-	-
OPERATING TRANSFERS IN	137,674	117,996	118,000	118,000	150,000
Total	$137,674	$118,268	$118,000	$118,000	$150,000

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	137,674	118,268	118,000	118,000	150,000
Total	$137,674	$118,268	$118,000	$118,000	$150,000

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,135,679	993,498	993,048	960,340	998,837
PAYROLL FRINGES	488,062	455,769	511,715	476,361	595,175
OTHER SERVICES	130,807	35,554	21,000	27,920	21,000
MATERIALS & SUPPLIES	33,370	39,279	30,723	30,587	24,520
OTHER CHARGES	252,750	234,235	292,453	294,024	233,007
CAPITAL OUTLAY	-	-	5,500	-	657
EMPLOYEE ALLOWANCES	-	-	9,864	6,000	11,772
Total	$2,040,668	$1,758,335	$1,864,303	$1,795,232	$1,884,968

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	2,040,668	1,758,335	1,864,303	1,795,232	1,884,968
Total	$2,040,668	$1,758,335	$1,864,303	$1,795,232	$1,884,968

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
CITY ATTORNEY	14.00	13.00	12.60	12.20
Total	14.00	13.00	12.60	12.20

CITY ATTORNEY

EXPENSES

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

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

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 theses costs. Adjustment s 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 $142,157 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A - Has been set up but continuing to tweak before roll-out.	
B - Has been fully met—eliminated millions of dollars of alleged legal exposure. Significant victories in very high profile cases. Recognition by third party administrator of the high level of success in litigation by the office and the important role of the office in managing risk issues.	
C – Fully met.	
D – Successful recovery of attorney fees on 1st and Washington a significant development that is being built.	
E – Continued efforts for cross-training in this area are ongoing. Transferred responsibilities in connection with staff turnover.	
F -	

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status

See Budget Summaries Section, Page 71, for list of City Goals

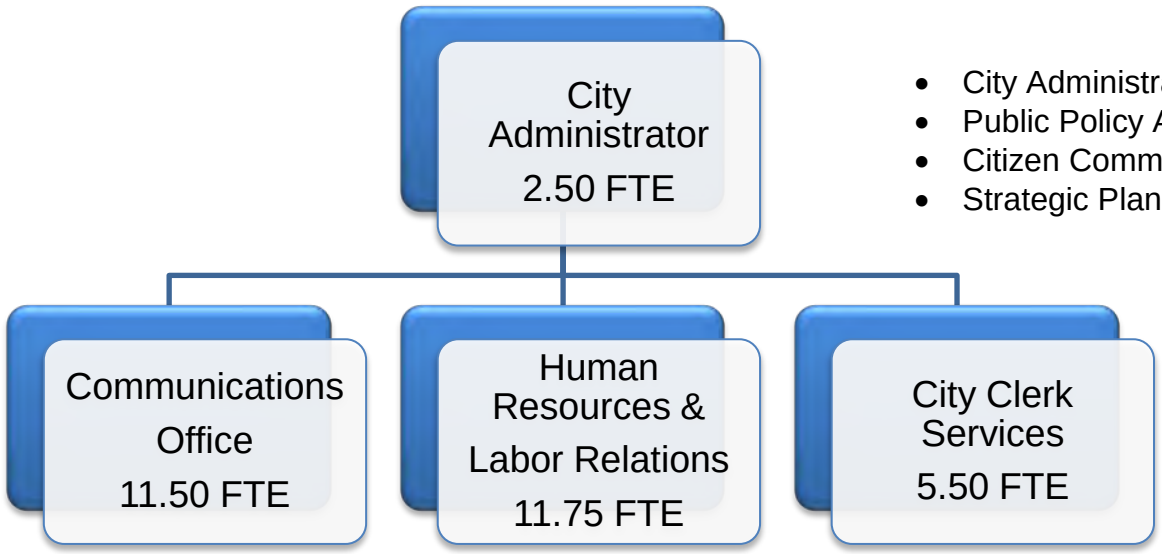
CITY ATTORNEY

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ASSISTANT CITY ATTORNEY	403210	1.00
CHIEF ASST CITY ATTORNEY	403750	1.00
CITY ATTORNEY	403280	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.20
LEGAL SUPPORT SPECIALIST	000210	1.00
OFFICE MANAGER LEGAL DEPT	402010	1.00
SENIOR ASST CITY ATTORNEY	403300	5.00
Total		12.20

CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area
Organization Chart



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

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

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

- Elections
- Permits
- Records
- City Council Meeting Support

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

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CLERK SERVICES	174,531	231,098	169,400	188,726	176,900
COMMUNICATIONS OFFICE	1,840,502	1,978,212	1,863,345	1,745,685	1,805,068
Total	$2,015,033	$2,209,310	$2,032,745	$1,934,411	$1,981,968

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	174,531	231,098	156,900	176,226	176,900
COMMUNITY TELEVISION NETWORK (0016)	1,840,502	1,978,212	1,863,345	1,745,685	1,805,068
MAJOR GRANTS PROGRAMS (00MG)	-	-	12,500	12,500	-
Total	$2,015,033	$2,209,310	$2,032,745	$1,934,411	$1,981,968

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CITY ADMINISTRATOR	514,548	540,325	536,037	536,037	477,240
CLERK SERVICES	751,136	957,796	908,835	908,835	1,027,813
COMMUNICATIONS OFFICE	1,488,221	1,487,570	1,863,345	1,863,345	1,805,068
HUMAN RESOURCES	24,243,461	25,097,079	25,878,142	24,472,765	26,083,157
Total	$26,997,366	$28,082,770	$29,186,359	$27,780,982	$29,393,278

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	2,552,729	2,783,670	2,728,371	2,785,310	2,850,801
COMMUNITY TELEVISION NETWORK (0016)	1,488,221	1,487,570	1,863,345	1,863,345	1,805,068
INSURANCE FUND (0057)	22,956,416	23,811,530	24,582,143	23,119,827	24,737,409
MAJOR GRANTS PROGRAMS (00MG)	-	-	12,500	12,500	-
Total	$26,997,366	$28,082,770	$29,186,359	$27,780,982	$29,393,278

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50
HUMAN RESOURCES	11.50	11.50	11.00	11.75
CLERK SERVICES	5.50	5.42	5.42	5.50
COMMUNICATIONS	11.50	11.50	11.50	11.50
Total	31.00	30.92	30.42	31.25

CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

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

CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	261,562	289,038	250,404	250,404	250,850
PAYROLL FRINGES	102,190	103,195	124,274	124,274	98,697
OTHER SERVICES	72,811	66,001	77,000	77,000	63,500
MATERIALS & SUPPLIES	1,302	1,052	1,500	1,500	1,000
OTHER CHARGES	76,683	81,038	76,427	76,427	60,109
EMPLOYEE ALLOWANCES	-	-	6,432	6,432	3,084
Total	$514,548	$540,324	$536,037	$536,037	$477,240

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	514,548	540,325	536,037	536,037	477,240
Total	$514,548	$540,325	$536,037	$536,037	$477,240

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
CITY ADMINISTRATOR	2.50	2.50	2.50	2.50
Total	2.50	2.50	2.50	2.50

CITY ADMINISTRATOR

EXPENSES

Payroll Fringes – The decrease is a reduction in pension funding, due to the City Administrator not participating in the City's retirement system.

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

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 $54,308 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	City Administrator	**Area Administrator:**	Steven D. Powers
Service Unit:	Admin. Office	**Manager:**	

Service Unit Goals	City Goals:
A. Successful implementation of high impact budget	**1**
B. Assist Council and staff on citizen engagement over service strategies	**2**
C. Assure initiation of reconstruction on Stadium bridge	**3**
D. Complete agreement with developer for Library Lot	**3**
E. Facilitate agreements resulting in lowered employee benefit costs	

Service Unit Measures	Status
A – FY13 budget adopted by Council on May 21, 2012	Completed
B – Organizational priority on customer service	Ongoing
C – Project started	On Schedule
D – Project nearing completion	On Schedule
E – Continuing negotiations. Collective Bargaining Agreements.	Completed

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

See Budget Summaries Section, Page 71, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
CITY ADMIN OFFICE SUPR	402020	1.00
CITY ADMINISTRATOR	403120	1.00
COMMUNICATIONS UNIT MGR	403530	0.50
Total		2.50

CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

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

CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	820,296	787,195	747,786	783,477	769,751
PAYROLL FRINGES	388,027	396,982	408,967	430,215	514,758
OTHER SERVICES	49,069	365,624	54,356	55,718	62,556
MATERIALS & SUPPLIES	18,561	9,025	25,998	25,998	30,500
OTHER CHARGES	17,313,024	18,451,590	19,889,915	18,426,237	20,905,836
PASS THROUGHS	5,654,484	5,086,663	4,749,768	4,749,768	3,795,700
EMPLOYEE ALLOWANCES	-	-	1,352	1,352	4,056
Total	$24,243,461	$25,097,079	$25,878,142	$24,472,765	$26,083,157

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	1,287,046	1,285,549	1,295,999	1,352,938	1,345,748
INSURANCE FUND (0057)	22,956,416	23,811,530	24,582,143	23,119,827	24,737,409
Total	$24,243,462	$25,097,079	$25,878,142	$24,472,765	$26,083,157

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
HUMAN RESOURCES	11.50	11.50	11.00	11.75
Total	11.50	11.50	11.00	11.75

CITY ADMINISTRATOR SERVICES AREA
HUMAN RESOURCES SERVICES UNIT

EXPENSES

Personnel Services- The increase is because the planned reduction of .5 FTE in FY 2012 did not occur.

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

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged $272,341 in FY 2013.

FY2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Fully utilize Ultipro e-Recruit to increase the efficiency and reduce cycle time of temporary hiring process across the City	**1, 2, 3, 5**
B. Implement necessary Health Care reform mandates with minimal financial impact to the City	**1, 2, 4, 5**
C. Successfully complete AFSCME negotiations to achieve cost savings	**1, 2, 3, 5**
D. Increase participation in wellness incentives and broaden wellness offerings	**1, 2, 4, 5**
E. Complete launch of Manager Central self service website.	**1, 2, 5**
F. Successfully complete negotiations with AAPOA, IAFF and COAM to achieve cost savings.	**1, 2, 3, 4, 5**
G. Successfully negotiate wage and benefit re-opener for Teamster Police Professionals and Deputy Chiefs to achieve cost savings.	**4, 5**
H. Participate in complete revision of Retiree Healthcare City Ordinance and successful implementation with labor groups.	**1, 2, 3, 4, 5**
I. Develop and offer an updated version of Ann Arbor Leadership Program (AALP)	**1, 2, 3, 4, 5**

Service Unit Measures	Status
A1. Fully implemented Temp Hiring process by July 1, 2011.	100%
A.2. Validate process with End of Season Temp Hiring Process Survey sent to hiring managers by November 1, 2011.	100%
B. Administer all required Health Care reform mandates for July 1st new plan year.	100%
C1. Complete negotiations with AFSCME by August 1, 2011.	100% on 8/29/11
C2. Implement all AFSCME contract changes by December 31, 2011.	100%
D1. Change employee composition of wellness team membership by July 1, 2011.	100%
D2. Update wellness program offerings by October 1st	100%
E1. Develop and administer Manager Central satisfaction survey by September 30, 2011.	0%
E2. Implement suggested changes from Manager Central satisfaction survey by December 31, 2011.	0%
F. Complete negotiations/arbitration process with AAPOA, IAFF and COAM by June 30, 2012	100%
G Complete negotiations with Teamster Police Professionals and Deputy Chiefs by August 1, 2011.	75%

H. Complete Retiree Healthcare City Ordinance and obtain City Council approval by June 30, 2012.	10%
I. Develop AALP course outlines by August 1, 2011.	0%
I2 Complete course content by December 31, 2011.	0%
I3. Begin offering AALP courses by February 1, 2012.	0%

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Complete a thorough assessment of current HRIS product, participate in development of business case and RFP, if required.	**1, 2, 3, 5**
B. Participate in complete revision of Retiree Healthcare City Ordinance and successful implementation with labor groups.	**1, 3**
C. Develop comprehensive short and long term labor strategy as basis for future labor negotiations.	**1, 3**
D. Analyze current healthcare plan performance against state hard cap limits per PA152. Make any necessary plan design changes to ensure ongoing compliance.	**1, 3**
E. Develop and implement a plan to migrate City employees to a calendar year health care plan year; run short plan year from July-December and hold additional open enrollment for CY '13.	**1, 3**
F. Successfully negotiate with DC, Police Professionals and Teamster Civilian Supervisors.	**1, 3**
G. Develop and rollout updated Harassment training to all City employees.	**1, 2, 3, 5**
Service Unit Measures	**Status**
A - Completion of business case by project team; fully informed and supported decision on vendor by October 2012.	
B - Revision of Retiree Healthcare Ordinance; Union presentations and legal review completed by January 2013.	
C - Presentation of labor strategy options to Labor Committee by July 2012.	
D - Complete annual healthcare plan review; compare illustrative rates to state hard cap mandates and develop plan design changes to ensure ongoing compliance by November 2012.	
E – Hold open enrollment for short plan year by May 2012; hold open enrollment for new plan year of January 1, 2013 to December 31, 2013 by November 2012.	
F- Implement short and long term labor strategy elements in negotiations with DC, Police Professionals and Teamster Civilian Supervisors. Complete negotiations by July 2012.	
G1– Complete revisions to City Harassment policy by July 2012.	
G2 – Pilot Harassment training module by September 2012.	
G3 - Complete Harassment training for all city employees by July 2013.	

See Budget Summaries Section, Page 71, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN COORD HR & LR	401350	0.00
AFSCME PRESIDENT	110500	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00
EMPLOYEE BENEFITS COORD	401540	1.00
HR & LABOR RELATIONS DIR	403890	1.00
HR SERVICES PARTNER	403110	4.00
HR TECHNOLOGY SPECIALIST	401110	0.75
HUMAN RESOURCES ANALYST	401460	1.00
HUMAN RESOURCES ASSISTANT	000260	1.00
HUMAN RESOURCES COORD	000250	1.00
Total		11.75

CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

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

CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	-	2,152	2,000	2,000	2,000
INTERGOVERNMENTAL REVENUES	90,536	101,820	92,500	118,826	100,000
LICENSES, PERMITS & REGISTRATIONS	80,159	73,606	65,200	65,200	65,200
MISCELLANEOUS REVENUE	3,836	53,520	2,700	2,700	9,700
Total	$174,531	$231,098	$162,400	$188,726	$176,900

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	174,531	231,098	156,900	176,226	176,900
MAJOR GRANTS PROGRAMS (00MG)	-	-	12,500	12,500	-
Total	$174,531	$231,098	$169,400	$188,726	$176,900

CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	327,786	527,014	420,916	420,916	560,773
PAYROLL FRINGES	157,317	185,395	200,282	200,282	239,940
OTHER SERVICES	94,259	65,982	93,324	93,324	76,381
MATERIALS & SUPPLIES	19,542	14,837	21,500	21,500	24,000
OTHER CHARGES	152,232	164,568	172,813	172,813	125,399
EMPLOYEE ALLOWANCES	-	-	-	-	1,320
Total	$751,136	$957,796	$908,835	$908,835	$1,027,813

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	751,136	957,796	896,335	896,335	1,027,813
MAJOR GRANTS PROGRAMS (00MG)	-	-	12,500	12,500	-
Total	$751,136	$957,796	$908,835	$908,835	$1,027,813

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
CLERK SERVICES	5.50	5.42	5.42	5.50
Total	5.50	5.42	5.42	5.50

CITY ADMINISTRATOR SERVICES AREA
CITY CLERK SERVICES UNIT

REVENUES

Intergovernmental Revenues – The increase reflects additional liquor license renewal fees passed through from the State of Michigan.

EXPENSES

Personnel Services- The increase in FY 2013 is due to the additional election expenses for the Presidential election.

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

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

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 $171,568 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Finalize ADA compliant improvements to City polling places, using federal HAVA grant funds, to ensure accessibility for all City voters.	**1, 2**
B. Secure long-term polling place agreements with the Ann Arbor Public Schools, University of Michigan and all other entities providing city polling locations, per the Michigan Bureau of Elections.	**2**
C. Implement election process improvements for Absent Voter Counting Board to ensure future successful use of counting boards.	**2**
D. Scan and index paper annexation records into OnBase Records Management system.	**2**
E. Process all Freedom of Information Act requests in accordance with the provisions of the Michigan Freedom of Information Act.	**2**

Service Unit Measures	Status
A1 – Award from the Michigan Bureau of Elections for HAVA grant funds.	Complete
A2 – Completion of ADA improvements at Northwood Family Housing (2-1) and Ann Arbor Community Center (1-4).	In progress
B1 – 100% signed agreements for long-term polling place use.	Ongoing
C1 – Percentage of AVCBs that are recountable.	100%
C2 – Election night closing timeframe comparable to in-person precincts.	100%
D1 – Number of files converted to electronic system.	Ongoing
E1 – 100% of responses meet FOIA timelines.	100%

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 71, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
ADMIN ASSISTANT LVL III	110034	1.00
CITY CLERK SERVICES MGR	404020	1.00
DEPUTY CLERK	404010	1.00
ELECTION COORDINATOR	404010	0.00
ELECTION WORKER-RECRUITER	001270	0.50
Total		5.50

CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

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

CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INVESTMENT INCOME	40,967	65,492	47,023	47,023	37,518
LICENSES, PERMITS & REGISTRATIONS	1,798,026	1,910,877	1,697,662	1,697,662	1,766,550
MISCELLANEOUS REVENUE	1,509	1,843	1,000	1,000	1,000
Total	$1,840,502	$1,978,212	$1,745,685	$1,745,685	$1,805,068

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
COMMUNITY TELEVISION NETWORK (0016)	1,840,502	1,978,212	1,863,345	1,745,685	1,805,068
Total	$1,840,502	$1,978,212	$1,863,345	$1,745,685	$1,805,068

CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	641,349	592,906	637,723	637,723	627,324
PAYROLL FRINGES	314,701	329,910	382,703	382,703	483,590
OTHER SERVICES	216,651	254,579	257,624	257,624	263,202
MATERIALS & SUPPLIES	61,260	85,697	40,500	40,500	41,002
OTHER CHARGES	202,461	178,637	196,318	196,318	191,379
CAPITAL OUTLAY	51,799	45,842	346,845	346,845	197,755
EMPLOYEE ALLOWANCES	-	-	1,632	1,632	816
Total	$1,488,221	$1,487,571	$1,863,345	$1,863,345	$1,805,068

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
COMMUNITY TELEVISION NETWORK (0016)	1,488,221	1,487,570	1,863,345	1,863,345	1,805,068
Total	$1,488,221	$1,487,570	$1,863,345	$1,863,345	$1,805,068

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNICATIONS	11.50	11.50	11.50	11.50
Total	11.50	11.50	11.50	11.50

CITY ADMINISTRATOR SERVICES AREA
COMMUNICATIONS OFFICE UNIT

REVENUE

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

EXPENSES

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

Capital Outlay – The decrease is due to additional costs in FY 2012 to convert equipment to digital format.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2011 to June 30, 2012.	**2**
B. Develop and assist in the implementation of new technology resources to improve communications to citizens and employees and enhance understanding of city services and initiatives from July 1, 2011 to June 30, 2012.	**2**

Service Unit Measures	Status
A - Track the number of information pieces distributed monthly and highlight up to three hot topics via the Communication Office Matrix (information pieces include print/online newsletter, news releases, events, public information meetings, Gov Delivery notifications, CTN programs, social media tools, website page updates/development) by June 30, 2012.	Achieved
B - Track status of technology resource project implementations each month. New resources include A2 Central improvements, City website navigation enhancements, MOSS 2010 upgrade and enhancement of new media (such as Twitter feeds, scrolling pictures, monthly Podcasts), to promote City information and CTN services, also monitoring of applications to evaluate communication effectiveness (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2012.	Achieved
C - Increase the number of CTN training participants and clients with second trainer position, as well as increase acquired PEG programs and develop a baseline for future growth and outreach opportunities by June 30, 2012.	Achieved

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 71, for list of City Goals

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ASST MGR CITY PRODUCTIONS	402050	1.00
ASST MGR PUBLIC & EDUC AC	402060	1.00
CITY COMMUNICATIONS MGR	402040	1.00
COMMUNICATIONS UNIT MGR	403530	0.50
CTN MANAGER	402030	1.00
PRODUCER	110520	3.00
PROGRAMMER	110510	2.00
TRAINING & FACILITY COORD	110530	2.00
Total		11.50

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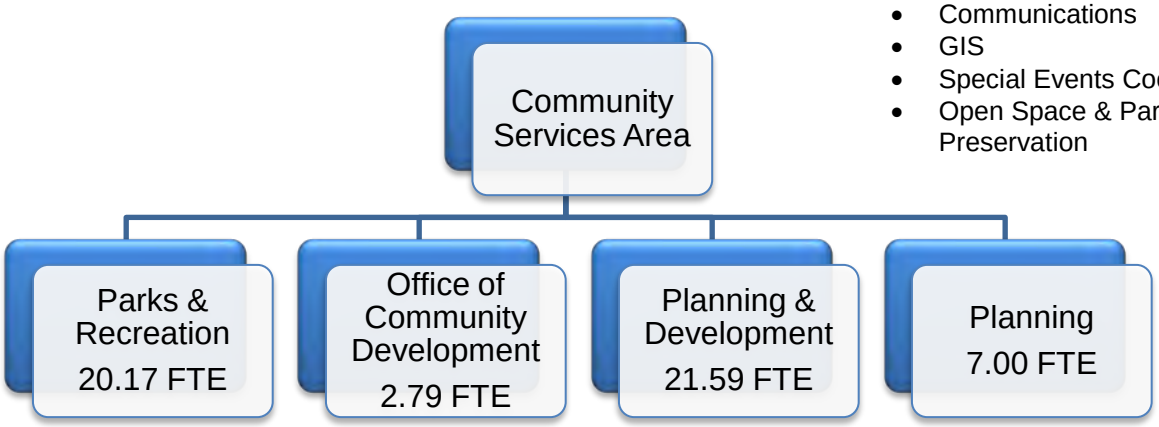
COMMUNITY SERVICES AREA

Community Services Area
Organization Chart

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



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

- Homeless Services
- Project Planning for Grants
- Public Facilities & Improvements
- Housing Services
- Public/Human Services
- Urban County Executive Committee
- Housing & Human Services Advisory Board

- Rental Housing Inspections
- Building Plan Review
- Construction Inspections
- Appeal Boards Support

- Historic Preservation
- Master Planning
- Support to Planning Commission
- Zoning Coordination

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

COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
COMMUNITY DEVELOPMENT	1,118,529	1,344,257	1,167,290	812,730	275,112
PARKS & RECREATION	9,505,489	11,866,437	11,189,709	8,049,071	8,313,081
PLANNING	144,593	199,594	167,250	181,294	198,250
PLANNING & DEVELOPMENT SERVICES	3,178,456	4,093,536	3,311,303	3,580,212	3,638,178
Total	$13,947,067	$17,503,824	$15,835,552	$12,623,307	$12,424,621

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	3,382,824	3,877,852	4,021,637	3,898,729	4,016,583
PARKS REHAB & DEVELOP MILLAGE (0018)	(24,297)	20,362	576,358	23,336	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	4,540,116	6,523,319	3,170,934	2,336,586	2,305,023
BANDEMER PROPERTY (0025)	9,288	8,583	5,511	5,511	4,258
CONSTRUCTION CODE FUND (0026)	2,155,622	2,942,696	2,240,353	2,443,939	2,512,228
PARKS MEMORIALS & CONTRIBUTIONS (0034)	38,537	157,361	401,284	148,686	39,776
SPECIAL ASSISTANCE (0038)	5,394	4,955	8,049	8,049	8,000
OPEN SPACE ENDOWMENT (0041)	2,310	5,437	1,541	1,541	-
MARKET FUND (0046)	161,262	158,543	167,732	167,732	179,035
GOLF COURSES FUND (0047)	1,595,121	1,656,781	1,689,220	1,757,087	1,590,714
ART IN PUBLIC PLACES (0056)	7,286	7,428	12,733	12,733	12,660
AFFORDABLE HOUSING (0070)	83,764	73,575	213,617	40,300	46,641
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,038,429	993,801	2,739,056	1,228,993	1,672,203
COMMUNITY DEV BLOCK GRANT (0078)	743,304	753,073	547,717	547,717	-
SENIOR CENTER ENDOWMENT (0083)	3,282	1,651	37,500	700	37,500
HOME PROGRAM FUND (0090)	204,826	318,408	2,310	1,668	-
Total	$13,947,068	$17,503,825	$15,835,552	$12,623,307	$12,424,621

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
COMMUNITY DEVELOPMENT	2,776,696	2,785,873	2,852,700	2,757,623	1,886,881
FIELD OPERATIONS	1,436	3,862	-	-	-
PARKS & RECREATION	11,529,871	17,052,735	11,439,760	11,759,046	9,450,800
PLANNING	737,273	738,998	1,003,795	987,017	1,040,425
PLANNING & DEVELOPMENT SERVICES	4,057,478	3,668,478	3,709,262	3,717,262	3,732,141
Total	$19,102,754	$24,249,946	$19,005,517	$19,220,948	$16,110,247

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	1,436	3,862	-	-	-
GENERAL (0010)	7,872,590	7,815,858	8,084,082	7,990,447	7,851,865
PARKS REHAB & DEVELOP MILLAGE (0018)	694,253	407,056	162,953	558,400	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	5,093,358	10,695,587	3,164,809	2,330,461	2,305,023
BANDEMER PROPERTY (0025)	2,472	2,532	4,200	4,200	4,258
CONSTRUCTION CODE FUND (0026)	2,322,718	2,065,250	2,240,353	2,248,353	2,371,572
PARKS MEMORIALS & CONTRIBUTIONS (0034)	59,073	17,897	386,284	401,284	34,298
SPECIAL ASSISTANCE (0038)	13,613	5,065	8,000	8,000	8,000
MARKET FUND (0046)	155,993	156,058	165,118	165,118	179,035
GOLF COURSES FUND (0047)	1,630,394	1,645,962	1,580,317	1,540,015	1,590,714
ART IN PUBLIC PLACES (0056)	9,804	5,664	22,654	11,714	11,647
ALTERNATIVE TRANSPORTATION (0061)	15,798	16,016	17,578	-	18,701
AFFORDABLE HOUSING (0070)	159,756	225,961	255,607	255,607	46,641
PARK MAINT & CAPITAL IMP MILLAGE (0071)	428,800	549,538	2,325,623	3,120,052	1,650,993
COMMUNITY DEV BLOCK GRANT (0078)	598,674	513,897	548,129	548,129	-
SENIOR CENTER ENDOWMENT (0083)	6,250	37,500	37,500	37,500	37,500
HOME PROGRAM FUND (0090)	37,774	86,242	2,310	1,668	-
Total	$19,102,756	$24,249,945	$19,005,517	$19,220,948	$16,110,247

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
PLANNING & DEVELOPMENT SERVICES	33.99	27.98	22.44	21.59
PLANNING	-	-	7.05	7.00
COMMUNITY DEVELOPMENT	4.18	4.17	3.89	2.79
PARKS & RECREATION	19.54	19.92	20.25	20.17
Total	57.71	52.07	53.63	51.55

COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

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

COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INVESTMENT INCOME	(3,990)	25,833	4,000	38,908	4,000
LICENSES, PERMITS & REGISTRATIONS	3,062,519	3,924,042	2,949,200	3,428,929	3,064,200
MISCELLANEOUS REVENUE	3,260	43,665	550	12,375	550
OPERATING TRANSFERS IN	116,662	99,996	100,000	100,000	100,000
PRIOR YEAR SURPLUS	5	-	257,553	-	469,428
Total	$3,178,456	$4,093,536	$3,311,303	$3,580,212	$3,638,178

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	1,025,222	1,150,633	1,070,950	1,136,273	1,125,950
CONSTRUCTION CODE FUND (0026)	2,153,234	2,942,904	2,240,353	2,443,939	2,512,228
Total	$3,178,456	$4,093,537	$3,311,303	$3,580,212	$3,638,178

COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,744,045	1,503,549	1,563,056	1,571,056	1,473,599
PAYROLL FRINGES	821,172	763,961	879,476	879,476	967,754
OTHER SERVICES	180,595	148,195	226,168	226,168	423,589
MATERIALS & SUPPLIES	18,860	47,087	33,900	33,900	34,500
OTHER CHARGES	1,129,483	1,064,093	888,888	888,888	719,711
PASS THROUGHS	163,324	139,992	100,000	100,000	100,000
VEHICLE OPERATING COSTS	-	1,601	3,000	3,000	3,000
EMPLOYEE ALLOWANCES	-	-	14,774	14,774	9,988
Total	$4,057,479	$3,668,478	$3,709,262	$3,717,262	$3,732,141

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	1,805,359	1,658,871	1,536,513	1,536,513	1,433,737
CONSTRUCTION CODE FUND (0026)	2,252,120	2,009,606	2,172,749	2,180,749	2,298,404
Total	$4,057,479	$3,668,477	$3,709,262	$3,717,262	$3,732,141

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
PLANNING & DEVELOPMENT SERVICES	33.99	27.98	22.44	21.59
Total	33.99	27.98	22.44	21.59

EXPENSES

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

Other Services – The FY 2013 increase is attributable to a planned expenditure for software in the Construction Code Fund.

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

Employee Allowances – This is the employee cell phone stipend, which was previously included as part of other services.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged $878,876 in FY 2013.

COMMUNITY SERVICES AREA

PLANNING & DEVELOPMENT SERVICES

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	472,982	302,096	212,105	212,105	209,707
1001 SERVICE AREA OVERHEAD/ADMIN	264,147	189,508	252,917	252,917	196,008
1100 FRINGE BENEFITS	166,140	218,352	165,638	165,638	105,792
3340 HOUSING BUREAU	873,270	936,139	890,610	890,610	905,701
3370 BUILDING - APPEALS	28,820	12,776	15,243	15,243	16,529
Total	$1,805,359	$1,658,871	$1,536,513	$1,536,513	$1,433,737

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	857,523	680,188	565,269	565,269	454,275
1001 SERVICE AREA OVERHEAD/ADMIN	107,267	114,687	139,410	139,410	143,254
3330 BUILDING - CONSTRUCTION	1,230,605	1,205,746	1,457,076	1,465,076	1,689,023
3370 BUILDING - APPEALS	56,725	8,985	10,994	10,994	11,852
Total	$2,252,120	$2,009,606	$2,172,749	$2,180,749	$2,298,404

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Establish an Administrative Hearings Bureau for expedited resolution of nuisance properties.	**3,5**
B. Institute electronic plan reviews to improve customer service and alleviate need for hard copy storage.	**2,3,4,5**
C. Update Chapter 105: Housing Code.	**1,3,4,5**
D. Create a streamlined approach to revenue collection for the Planning and Development Service Unit to improve customer service and improve cash flow.	**1, 5**

Service Unit Measures	Status
A - Administrative Hearings Bureau established by June 30, 2012.	20%
B - Allow customers the ability to submit plans electronically for review.	70%
C1 - Adopt various articles of the State Property Maintenance Code to gain consistence with state regulations.	90%
C2 - Develop alignment with the Building Code on articles that cross both residential and construction.	70%
C3 - Incorporate point of sale inspection standards.	20%
C4 - Identify opportunities for combining boards of appeal.	60%
C5 - Incorporate energy efficiency items to promote Michigan's energy efficiency goals.	30%
D1 - Change the billing process to bill within 60 days of providing services for rental housing and construction services.	100%
D2 - Allow customers online options for making payments.	25%

See Budget Summaries Section, Page 71, for list of City Goals

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

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

Service Unit Measures	Status
A – All inspectors equipped with appropriate mobile technology by June 30, 2013.	
B– Administrative hearing bureau in place by June 30, 2013.	
C – Allow customers the ability to submit plans electronically and staff's ability for digital review by June 30, 2013.	
D1 – Develop alignment with Building Code on articles that cross both residential and construction areas.	
D2 – Incorporate point of sale inspection standards.	
D3 – Incorporate energy efficiency items to promote Michigan's energy efficiency goals.	
E1 – Revise inspection procedures to have inspectors schedule reinspections on site in conjunction with property manager.	
E2 – Explore opportunities for interactive registration services online.	
E3 – Explore online bill pay options.	
F – Complete digitizing all records by March 31, 2013.	
G – Complete feasibility study by June 30, 2013.	

See Budget Summaries Section, Page 71, for list of City Goals

COMMUNITY SERVICES AREA
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 3	110034	2.00
ADMIN ASSISTANT LVL 4	110044	0.00
ADMIN ASSISTANT LVL 5	110054	3.00
CHIEF DEVELOPMENT OFFICER	403250	1.00
CITY COMMUNICATION LIAISO	401180	0.06
COMM SERVICES AREA ADMIN	403630	0.40
DEVELOPMENT SRVS INSP IV	110544	2.00
DEVELOPMENT SRVS INSP IV	110554	1.00
DEVELOPMENT SRVS INSP V	110554	7.00
DEVELOPMENT SRVS INSP V	110555	3.00
FINANCIAL MGR - COMM SERV	401500	0.50
MANAGEMENT ASSISTANT	000200	0.40
P&D PROGRAMS/PROJECT MGR.	403240	1.00
SENIOR APPLICATION SPEC	401050	0.23
Total		21.59

COMMUNITY SERVICES AREA

PLANNING

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

COMMUNITY SERVICES AREA

PLANNING

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	-	1,580	-	500	-
LICENSES, PERMITS & REGISTRATIONS	144,593	198,014	167,250	180,794	198,250
Total	$144,593	$199,594	$167,250	$181,294	$198,250

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	142,205	199,802	167,250	181,294	198,250
CONSTRUCTION CODE FUND (0026)	2,388	(208)	-	-	-
Total	$144,593	$199,594	$167,250	$181,294	$198,250

COMMUNITY SERVICES AREA

PLANNING

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	470,700	482,532	498,787	487,769	503,395
PAYROLL FRINGES	225,385	239,691	283,887	277,327	337,195
OTHER SERVICES	36,157	10,735	30,825	31,525	48,005
MATERIALS & SUPPLIES	1,088	3,118	4,150	4,250	4,250
OTHER CHARGES	3,943	2,921	184,776	184,776	146,260
EMPLOYEE ALLOWANCES	-	-	1,370	1,370	1,320
Total	$737,273	$738,997	$1,003,795	$987,017	$1,040,425

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	650,877	667,338	918,613	919,413	948,556
CONSTRUCTION CODE FUND (0026)	70,598	55,644	67,604	67,604	73,168
ALTERNATIVE TRANSPORTATION (0061)	15,798	16,016	17,578	-	18,701
Total	$737,273	$738,998	$1,003,795	$987,017	$1,040,425

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
PLANNING	-	-	7.05	7.00
Total	-	-	7.05	7.00

COMMUNITY SERVICES AREA
PLANNING SERVICES

REVENUES

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

EXPENSES

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

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

Employee Allowances - This is the employee cell phone stipend, which was previously included as part of other services.

COMMUNITY SERVICES AREA

PLANNING

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3320 HISTORIC PRESERVATION	52,919	65,657	65,050	65,050	70,423
3360 PLANNING	597,958	601,680	853,563	854,363	878,133
Total	$650,877	$667,337	$918,613	$919,413	$948,556

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3360 PLANNING	70,598	55,644	67,604	67,604	73,168
Total	$70,598	$55,644	$67,604	$67,604	$73,168

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3360 PLANNING	15,798	16,016	17,578	-	18,701
Total	$15,798	$16,016	$17,578	-	$18,701

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Amend the master plan to incorporate land use, transportation, and design recommendations for the Washtenaw Avenue corridor.	**1,2,4,6**
B. Update the LandTrak database in TRAKiT to ensure CSA provided data – Zoning, Flood, Historic District, is up-to-date and that all multi-address sites have been linked, the 900 parcels, to their correct GIS Parcel in LandTrak.	**1, 2**

Service Unit Measures	Status
A1 - Complete study of existing conditions within the Washtenaw corridor.	100%
A2 - Engage citizens in visioning process for Washtenaw corridor.	25%
A3 - Create consistent land use and zoning approaches for the Washtenaw corridor with adjoining jurisdictions.	25%
A4 - Amend the Master Plan to incorporate Washtenaw corridor recommendations.	Not started.
B1 - Complete export of all Land Trak database listing into Excel.	100%
B2 - Complete linkage of Excel list to the TRAKiT database, to confirm linkages have been made.	100%
B3 - Complete update of the LandTrak records with the needed information - Zoning, Flood, and Historic District.	100%
B4 - Complete linkage of unlinked LandTrak records to parcel records.	100%

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A1 - Complete study of existing conditions within the Washtenaw corridor.	
A2 - Engage citizens in visioning process for Washtenaw corridor.	
A3 - Create consistent land use and zoning approaches for the Washtenaw corridor with adjoining jurisdictions.	
A4 - Amend the Master Plan to incorporate Washtenaw corridor recommendations.	

See Budget Summaries Section, Page 71, for list of City Goals

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00
CITY PLANNER 4	110444	2.00
CITY PLANNER 5	110454	3.00
DEVELOPMENT SRVS INSP V	110554	0.00
PLANNING MANAGER	404110	1.00
Total		7.00

COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

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

COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CONTRIBUTIONS	33,077	59,204	38,000	38,000	38,000
INTERGOVERNMENTAL REVENUES	1,029,372	1,246,342	765,023	764,381	220,471
INVESTMENT INCOME	22,797	11,039	2,049	2,049	2,000
MISCELLANEOUS REVENUE	8,287	27,672	8,300	8,300	8,300
OPERATING TRANSFERS IN	24,996	-	-	-	-
PRIOR YEAR SURPLUS	-	-	353,918	-	6,341
Total	$1,118,529	$1,344,257	$1,167,290	$812,730	$275,112

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	81,242	194,246	395,597	214,996	220,471
SPECIAL ASSISTANCE (0038)	5,394	4,955	8,049	8,049	8,000
AFFORDABLE HOUSING (0070)	83,764	73,575	213,617	40,300	46,641
COMMUNITY DEV BLOCK GRANT (0078)	743,304	753,073	547,717	547,717	-
HOME PROGRAM FUND (0090)	204,826	318,408	2,310	1,668	-
Total	$1,118,530	$1,344,257	$1,167,290	$812,730	$275,112

COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CDBG RECIPIENTS	1,933,106	1,869,697	1,993,924	1,968,282	1,291,270
PERSONNEL SERVICES	278,123	265,545	241,439	193,683	181,607
PAYROLL FRINGES	131,245	144,220	148,679	129,050	128,509
OTHER SERVICES	315,775	402,055	307,140	305,363	165,505
MATERIALS & SUPPLIES	90	-	-	-	-
OTHER CHARGES	118,356	102,936	158,753	158,753	117,225
PASS THROUGHS	-	1,420	-	-	-
EMPLOYEE ALLOWANCES	-	-	2,765	2,492	2,765
Total	$2,776,695	$2,785,873	$2,852,700	$2,757,623	$1,886,881

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	1,966,878	1,954,708	2,038,654	1,944,219	1,832,240
SPECIAL ASSISTANCE (0038)	13,613	5,065	8,000	8,000	8,000
AFFORDABLE HOUSING (0070)	159,756	225,961	255,607	255,607	46,641
COMMUNITY DEV BLOCK GRANT (0078)	598,674	513,897	548,129	548,129	-
HOME PROGRAM FUND (0090)	37,774	86,242	2,310	1,668	-
Total	$2,776,695	$2,785,873	$2,852,700	$2,757,623	$1,886,881

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
COMMUNITY DEVELOPMENT	4.18	4.17	3.89	2.79
Total	4.18	4.17	3.89	2.79

COMMUNITY SERVICES AREA
OFFICE OF COMMUNITY DEVELOPMENT

REVENUES

Intergovernmental Revenues – This decrease is due to the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

EXPENSES

Other Services – This decrease is a result of the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

Other Charges – This decrease is a result of the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

Community Development Recipients – This decrease is a result of the Community Development Block Grant and HOME Program Funds flowing directly through Washtenaw County.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units 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 $657,580 in FY 2013.

General Fund
Allocations to Non-Profit Entities for Human Services

Vendor	Actual FY 2010	Actual FY 2011	Approved Budget FY 2012	Approved Budget FY 2013
Ann Arbor Center for Independent Living, Inc.	$ 25,131	$ 25,500	$ -	$ -
Ann Arbor YMCA	5,850	5,850	-	-
Avalon Housing, Inc.	80,750	80,750	144,028	144,028
Barrier Busters Action Group	-	-	20,000	20,000
Big Brothers Big Sisters of Washtenaw County	9,000	9,000	-	-
Catholic Social Services of Washtenaw	117,950	117,950	102,294	102,294
Child Care Network	210,000	210,000	-	-
Community Action Network	52,700	52,700	105,809	105,809
Community Family Health Center	-	16,250	-	-
Community Housing Alternatives	8,500	8,500	-	-
COPE	19,295	19,295	-	-
Domestic Violence Project, Inc.	38,250	38,250	-	-
Fair Housing Center of Southeaster Michigan	5,100	-	-	-
Family Learning Institute	26,076	26,076	-	-
Food Gatherers	123,200	123,200	95,955	95,955
HIV/AIDS Resource Center	18,200	18,200	4,599	4,599
Home of New Vision	25,000	25,000	63,942	63,942
Housing Bureau for Seniors	-	24,000	-	-
Interfaith Hospitality Network of Washtenaw Co.	38,500	38,500	92,400	92,400
Jewish Family Services of Washtenaw County	10,000	10,000	-	-
Legal Services of South Central Michigan	73,000	73,000	178,510	178,510
Michigan Ability Partners	52,121	52,121	-	-
Packard Health Inc.	38,250	38,250	-	-
Perry Nursery School of Ann Arbor	-	-	110,756	110,756
Planned Parenthood Mid and South Michigan	15,000	15,000	14,400	14,400
Regents of the University of Michigan	-	-	23,914	23,914
Shelter Association of Washtenaw County	30,500	-	247,551	247,551
UM Ann Arbor Meals on Wheels	26,000	26,000	-	-
UM Nurse Managed Centers/Maple Meadows	16,250	-	-	-
UM Housing Bureau for Seniors	24,000	-	-	-
The Student Advocacy Center of Michigan	19,500	19,500	-	-
The Women's Center of Southeastern Michigan	30,000	30,000	27,594	27,594
Washtenaw Association for Community Advocacy	-	-	12,877	12,877
Washtenaw County CSTS/Project Outreach (PORT)	137,700	-	-	-
Washtenaw County	-	137,700	-	-
Washtenaw Housing Alliance	12,496	19,583	-	-
Washtenaw Literacy	27,500	27,500	-	-
TOTAL	**$ 1,315,819**	**$ 1,287,675**	**$ 1,244,629**	**$ 1,244,629**

COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	332,940	282,933	323,819	289,040	206,505
1001 SERVICE AREA OVERHEAD/ADMIN	137,572	128,105	99,034	69,740	88,490
1950 SPECIAL PROJECTS	53,437	54,481	70,001	70,001	-
2034 HOUSING COMMISSION SUPPORT	-	-	60,000	60,000	60,000
2280 REHAB SERVICE DELIVERY	127,111	201,144	216,171	210,809	232,616
2310 HUMAN SERV/HOMELESS PREVNT	1,315,819	1,288,044	1,269,629	1,244,629	1,244,629
Total	$1,966,879	$1,954,707	$2,038,654	$1,944,219	$1,832,240

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
2290 ASSISTANCE TO PROGRAMS	13,613	5,065	8,000	8,000	8,000
Total	$13,613	$5,065	$8,000	$8,000	$8,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1950 SPECIAL PROJECTS	55,000	147,534	41,990	41,990	-
2130 TECHNICAL ASSISTANCE	25,388	8,250	-	-	-
2210 SINGLE FAMILY REHABILITATION	14,868	5,676	164,863	164,863	-
2220 HOUSING ACQUISITION	64,500	64,500	48,754	48,754	46,641
Total	$159,756	$225,960	$255,607	$255,607	$46,641

Expenses by Activity (0078 COMMUNITY DEV BLOCK GRANT)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	31,197	81,986	4,698	4,898	-
2201 HOME BUYER EDUCATION	450	700	650	650	-
2202 HOME BUYER PURCHASE REHAB	145,000	51,524	43,476	43,476	-
2203 DEMOLITION	152	25,135	40,081	39,881	-
2210 SINGLE FAMILY REHABILITATION	169,662	169,172	29,095	29,095	-
2220 HOUSING ACQUISITION	-	111,602	11,220	11,220	-
2230 HOUSING SUBGRANT & CHDO	198,250	25,000	-	-	-
2245 RENTAL REHABILITATION	-	48,778	325,600	325,600	-
2280 REHAB SERVICE DELIVERY	53,964	-	93,309	93,309	-
Total	$598,675	$513,897	$548,129	$548,129	-

Expenses by Activity (0090 HOME PROGRAM FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
2210 SINGLE FAMILY REHABILITATION	37,774	86,242	2,310	1,668	-
Total	$37,774	$86,242	$2,310	$1,668	-

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Improve housing safety, energy efficiency, and overall affordability for low-income homeowners by consolidating the Single Family Rehabilitation Program and the Weatherization Program. Single Family Rehab and Weatherization both focus on providing area homeowners with funding and project management to make improvements to their homes. These improvements range from addressing serious health and safety concerns, code violations, and various energy improvements to increase the local stock of decent, affordable housing. Currently, Single Family Rehab and Weatherization are two separate programs, delivered by two separate departments within the City and Washtenaw County, resulting in a fragmented and less effective service to the community.	**2,4,6**
B. Implement a common set of outcomes for measuring the impact of basic needs human services in our community. In an effort to improve our understanding of the community impacts that result from City investments in human services, Community Development partnered with local nonprofit group to create shared service outcomes for: Housing/homelessness; Aging; School-aged Youth; Pre-school Children; and Safety Net Health. These outcomes will be incorporated into the human service funding process, and required for nonprofits receiving Coordinated Funding.	**2,6**

Service Unit Measures	Status
A1 - Convene Single Family Rehab & Weatherization program staff in service consolidation process beginning July 1, 2011.	Complete
A2 - Examine regulatory requirements for use of funds associated with each program by August 1, 2011, to ensure appropriate utilization and accounting for these federal funds.	Complete
A3 - Create centralized intake portal and process, so that residents in need experience improved ease and access to services by August 1, 2011.	Complete
A4 - Build on centralized intake process, including adoption of shared management information system for Single Family and Weatherization projects by November 1, 2011.	In Process
A5 - Create and execute marketing plan for centralized intake and	In

consolidated service by December 1, 2011.	Process
A6 - Ensure that Single Family Rehab and Weatherization staff receives necessary cross-training and applicable certification by December 1, 2011.	Delayed
A7 - Eligible low-income homeowners begin to receive streamlined access by January 1, 2012 to the full range of improvements needed to make their homes safe, energy efficient, and affordable.	Complete
B1 -Incorporate shared outcomes into contract agreements with nonprofits funded through the Coordinated Funding process beginning July 1, 2011	Complete
B2 - Collect information on outcomes achieved from funded nonprofits at six and twelve months after funding commences – January 1, 2012 and June 1, 2012.	Complete
B3 - Analyze information on outcomes to measure community impact in five priority areas and prepare a report for City Council and other local policy-makers by June 30, 2012.	In Process

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Improve housing safety, energy efficiency, and overall affordability for low-income homeowners by consolidating the Single Family Rehabilitation Program and the Weatherization Program. This is a continuation goal from FY2012. Single Family Rehab and Weatherization both focus on providing area homeowners with funding and project management to make improvements to their homes. These improvements range from addressing serious health and safety concerns, code violations, and various energy improvements to increase the local stock of decent, affordable housing. Historically, Single Family Rehab and Weatherization were two separate programs, delivered by two separate departments within the City and Washtenaw County, resulting in a fragmented and less effective service to the community. Beginning in July 2011, staff commenced work to consolidate these programs to make access easier for residents in need. Regulatory barriers have made the full consolidation of these programs very difficult, and staff continues to work to overcome or eliminate these barriers, where possible.	**2,4,6**

B. Use outcomes data to measuring the impact of Coordinated Funding on basic human services needs in our community. In order to continue to improve our understanding of the community impacts that result from City investments in human services (specifically through the Public-Private *Coordinated Funding* process), analyze outcome data to measure impact from baseline in the following priority areas: Housing/homelessness; Aging; School-aged Youth; Pre-school Children; and Safety Net Health.	**2,6**

Service Unit Measures	Status
A1 - Beginning July 1, 2012, based on examination of regulatory requirements for use of funds associated with each program, gain approval from State and Federal regulators to braid funding and/or advocate with policy-makers to allow full consolidation of these programs.	
A2 - Adopt shared management information system for Single Family and Weatherization projects by November 1, 2012.	
A3 - Ensure that Single Family Rehab and Weatherization staff receives necessary cross-training and applicable certification by December 1, 2012.	
A4 - Eligible low-income homeowners begin to receive streamlined access by January 1, 2013 to the full range of improvements needed to make their homes safe, energy efficient, and affordable.	
B1 - Prepare a baseline data report for City Council and other local policy-makers at the beginning of FY13.	
B2 - Continue to collect reporting data on outcomes from funded nonprofits at six and twelve months after 2nd year of funding commences – January 2013 & June 2013.	
B3 - Report out to City Council and other local policy-makers with an analysis of impact in six human service needs priority areas. This report will compare 2nd year of shared outcome data to baseline data established in FY12.	

See Budget Summaries Section, Page 71, for list of City Goals

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.15
CITY COMMUNICATION LIAISO	401180	0.05
COMM SERVICES AREA ADMIN	403630	0.20
FINANCIAL MGR - COMM SERV	401500	0.15
HOUSING REHAB SPEC I	114051	1.00
HOUSING REHAB SPEC II	114060	1.00
MANAGEMENT ASSISTANT	000200	0.20
SENIOR APPLICATION SPEC	401050	0.04
Total		2.79

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

COMMUNITY SERVICES AREA

PARKS & RECREATION

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	3,244,660	3,462,370	3,634,810	3,567,716	3,753,106
CONTRIBUTIONS	27,610	146,567	145,833	145,833	37,500
INTERGOVERNMENTAL REVENUES	1,049,294	2,800,887	2,000	2,000	2,000
INVESTMENT INCOME	155,462	258,084	243,163	242,266	157,513
MISCELLANEOUS REVENUE	35,693	50,883	18,200	18,200	18,200
OPERATING TRANSFERS IN	3,958,829	1,978,419	594,857	711,918	470,516
PRIOR YEAR SURPLUS	-	-	3,189,708	-	490,137
TAXES	1,033,942	3,169,227	3,361,138	3,361,138	3,384,109
Total	$9,505,490	$11,866,437	$11,189,709	$8,049,071	$8,313,081

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	2,134,155	2,333,172	2,387,840	2,366,166	2,471,912
PARKS REHAB & DEVELOP MILLAGE (0018)	(24,297)	20,362	576,358	23,336	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	4,540,116	6,523,319	3,170,934	2,336,586	2,305,023
BANDEMER PROPERTY (0025)	9,288	8,583	5,511	5,511	4,258
PARKS MEMORIALS & CONTRIBUTIONS (0034)	38,537	157,361	401,284	148,686	39,776
OPEN SPACE ENDOWMENT (0041)	2,310	5,437	1,541	1,541	-
MARKET FUND (0046)	161,262	158,543	167,732	167,732	179,035
GOLF COURSES FUND (0047)	1,595,121	1,656,781	1,689,220	1,757,087	1,590,714
ART IN PUBLIC PLACES (0056)	7,286	7,428	12,733	12,733	12,660
PARK MAINT & CAPITAL IMP MILLAGE (0071)	1,038,429	993,801	2,739,056	1,228,993	1,672,203
SENIOR CENTER ENDOWMENT (0083)	3,282	1,651	37,500	700	37,500
Total	$9,505,489	$11,866,438	$11,189,709	$8,049,071	$8,313,081

COMMUNITY SERVICES AREA

PARKS & RECREATION

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	2,267,342	2,369,718	2,437,340	2,431,938	2,509,816
PAYROLL FRINGES	687,259	788,381	871,510	871,510	940,073
OTHER SERVICES	1,287,690	1,256,076	1,573,946	1,527,597	1,260,873
MATERIALS & SUPPLIES	436,641	464,116	386,793	388,093	415,440
OTHER CHARGES	1,102,691	998,340	1,269,616	2,158,647	873,944
PASS THROUGHS	1,255,707	1,573,950	1,389,709	1,303,108	1,305,034
CAPITAL OUTLAY	4,445,814	9,527,217	3,436,535	3,003,842	2,073,045
VEHICLE OPERATING COSTS	46,726	74,938	55,485	55,485	56,485
EMPLOYEE ALLOWANCES	-	-	18,826	18,826	16,090
Total	$11,529,870	$17,052,736	$11,439,760	$11,759,046	$9,450,800

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	3,449,476	3,534,941	3,590,302	3,590,302	3,637,332
PARKS REHAB & DEVELOP MILLAGE (0018)	694,253	407,056	162,953	558,400	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	5,093,358	10,695,587	3,164,809	2,330,461	2,305,023
BANDEMER PROPERTY (0025)	2,472	2,532	4,200	4,200	4,258
PARKS MEMORIALS & CONTRIBUTIONS (0034)	59,073	17,897	386,284	401,284	34,298
MARKET FUND (0046)	155,993	156,058	165,118	165,118	179,035
GOLF COURSES FUND (0047)	1,630,394	1,645,962	1,580,317	1,540,015	1,590,714
ART IN PUBLIC PLACES (0056)	9,804	5,664	22,654	11,714	11,647
PARK MAINT & CAPITAL IMP MILLAGE (0071)	428,800	549,538	2,325,623	3,120,052	1,650,993
SENIOR CENTER ENDOWMENT (0083)	6,250	37,500	37,500	37,500	37,500
Total	$11,529,873	$17,052,735	$11,439,760	$11,759,046	$9,450,800

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
PARKS & RECREATION	19.54	19.92	20.25	20.17
Total	19.54	19.92	20.25	20.17

COMMUNITY SERVICES AREA
PARKS AND RECREATION SERVICES

REVENUES

Charges for Services – The increase is due to a combination of higher participation, new programs, and increases in revenue resulting from fee increases adopted in FY 2011. Increased revenue is projected for FY 2013 because of the Argo Millrace Reconstruction which will allow for new programs and greater accessibility, resulting in higher participation. Daily fees at the swimming pools are also proposed for an increase in FY 2013, resulting in increased revenue.

Contributions – The FY 2013 decrease is due to a lower forecast for developer contributions.

Intergovernmental Revenues – In FY 2011 Federal Farm and Ranch Land Protection funding was appropriated by City Council upon receipt of grant funds for specific properties in the Open Space and Parkland Preservation Program.

Operating Transfer In - In FY 2010 & 2011, transfers were made from the Open Space and Parkland Acquisition Bond fund to the Millage fund. The Bond has now been spent down so transfers are complete. Remaining transfers are primarily for the Golf Fund.

Prior Year Surplus – The amount is the use of the Parks Maintenance and Capital Improvements Millage fund balance for Capital Projects.

EXPENSES

Payroll Fringes - The increase is a result of higher expenses for medical insurance, pension and VEBA funding.

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

Other Charges – The decrease is due to expenses for capital projects being budgeted here in FY 2012, rather than Capital Outlay as in FY 2013.

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to

more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged $1,514,295 in FY 2013.

COMMUNITY SERVICES AREA

PARKS & RECREATION

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	168,410	150,235	159,171	159,171	159,117
6100 FACILITY RENTALS	309,782	309,338	322,000	322,000	322,000
6231 BUHR POOL	150,794	171,068	157,700	157,700	170,100
6232 BUHR RINK	76,491	139,248	133,100	133,100	133,750
6234 VETERAN'S POOL	112,607	137,076	119,400	119,400	131,500
6235 VETERAN'S ICE ARENA	465,495	452,093	488,900	488,900	489,400
6236 FULLER POOL	226,709	254,410	246,095	246,095	264,295
6237 MACK POOL	109,778	115,674	133,000	133,000	135,500
6238 VETERAN'S FITNESS CENTER	4,962	3,812	5,500	5,500	5,500
6242 ARGO LIVERY	213,968	219,489	212,900	195,000	258,750
6244 GALLUP LIVERY	223,145	253,526	280,700	280,700	289,400
6315 SENIOR CENTER OPERATIONS	72,017	127,201	129,374	125,600	112,600
Total	$2,134,158	$2,333,170	$2,387,840	$2,366,166	$2,471,912

Revenues by Activity (0018 PARKS REHAB & DEVELOP MILLAGE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	(24,297)	20,310	23,336	23,336	-
9018 PARK REHAB & DEVELOP MIL 95	-	51	553,022	-	-
Total	-	$20,361	$576,358	$23,336	-

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

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	174,167	234,190	204,441	204,441	139,205
9024 PARK LAND ACQUISITION	4,365,949	6,289,128	2,966,493	2,132,145	2,165,818
Total	$4,540,116	$6,523,318	$3,170,934	$2,336,586	$2,305,023

Revenues by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	2,313	1,683	1,311	1,311	58
1000 ADMINISTRATION	6,975	6,900	4,200	4,200	4,200
Total	$9,288	$8,583	$5,511	$5,511	$4,258

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	5,500	4,610	2,853	2,853	2,276
1000 ADMINISTRATION	33,037	137,750	290,098	37,500	37,500
6315 SENIOR CENTER OPERATIONS	-	15,000	-	-	-
6915 PARK PLAN - MEMORIALS	-	-	108,333	108,333	-
Total	$38,537	$157,360	$401,284	$148,686	$39,776

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	2,310	5,437	1,541	1,541	-
Total	$2,310	$5,437	$1,541	$1,541	-

Revenues by Activity (0046 MARKET FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	16,671	9,857	8,084	8,084	14,699
1646 FARMER'S MARKET	144,591	148,686	159,648	159,648	164,336
Total	$161,262	$158,543	$167,732	$167,732	$179,035

Revenues by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	(7,743)	(2,867)	-	-	-
6503 HURON GOLF COURSE	762,386	833,854	767,901	886,587	668,270
6504 LESLIE GOLF COURSE	840,478	825,794	921,319	870,500	922,444
Total	$1,595,121	$1,656,781	$1,689,220	$1,757,087	$1,590,714

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	7,286	7,428	12,733	12,733	12,660
Total	$7,286	$7,428	$12,733	$12,733	$12,660

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

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	15	-	1,124,229	-	62,015
9000 CAPITAL OUTLAY	1,038,414	993,801	1,614,827	1,228,993	1,610,188
Total	$1,038,429	$993,801	$2,739,056	$1,228,993	$1,672,203

Revenues by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
0000 REVENUE	3,282	1,651	1,597	700	1,275
6315 SENIOR CENTER OPERATIONS	-	-	35,903	-	36,225
Total	$3,282	$1,651	$37,500	$700	$37,500

COMMUNITY SERVICES AREA

PARKS & RECREATION

Expenses by Activity (0006 PARKS REPAIR & RESTOR MILLAGE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1810 TAX REFUNDS	1,436	3,862	-	-	-
Total	$1,436	$3,862	-	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	543,840	541,819	384,475	384,475	452,655
1001 SERVICE AREA OVERHEAD/ADMIN	190,247	210,133	245,422	245,422	193,942
1100 FRINGE BENEFITS	213,588	208,848	280,302	280,302	188,288
6100 FACILITY RENTALS	310,809	316,692	337,369	337,369	358,362
6231 BUHR POOL	218,017	228,352	233,468	233,468	242,122
6232 BUHR RINK	104,728	158,280	171,401	171,401	178,829
6234 VETERAN'S POOL	223,631	283,505	233,776	233,776	240,976
6235 VETERAN'S ICE ARENA	491,285	453,415	485,645	485,645	504,775
6236 FULLER POOL	229,908	220,497	252,658	252,658	210,045
6237 MACK POOL	200,178	185,129	204,635	204,635	259,618
6238 VETERAN'S FITNESS CENTER	1,903	3,687	4,605	4,605	2,828
6242 ARGO LIVERY	194,555	205,773	218,935	218,935	224,021
6244 GALLUP LIVERY	172,366	187,662	224,050	224,050	259,633
6315 SENIOR CENTER OPERATIONS	200,443	213,408	197,930	197,930	205,254
6403 COMMUNITY OUTREACH SERVICES	153,978	117,741	115,631	115,631	115,984
Total	$3,449,476	$3,534,941	$3,590,302	$3,590,302	$3,637,332

Expenses by Activity (0018 PARKS REHAB & DEVELOP MILLAGE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	18,212	21,776	27,010	27,010	-
1810 TAX REFUNDS	1,412	3,799	-	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	7,732	204,333	67,651	266,813	-
6930 PARK PLAN - REC FAC RENOVATIONS	166,260	111,852	-	186,136	-
9000 CAPITAL OUTLAY	-	-	40,000	40,000	-
9018 PARK REHAB & DEVELOP MIL 95	500,637	65,294	28,292	38,441	-
Total	$694,253	$407,054	$162,953	$558,400	-

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

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1001 SERVICE AREA OVERHEAD/ADMIN	32,721	26,921	7,597	7,597	-
1810 TAX REFUNDS	11,087	26,762	-	-	-
9024 PARK LAND ACQUISITION	3,851,599	9,429,754	1,931,837	1,097,489	1,077,648
9500 DEBT SERVICE	1,197,950	1,212,150	1,225,375	1,225,375	1,227,375
Total	$5,093,357	$10,695,587	$3,164,809	$2,330,461	$2,305,023

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
9018 PARK REHAB & DEVELOP MIL 95	2,472	2,532	4,200	4,200	4,258
Total	$2,472	$2,532	$4,200	$4,200	$4,258

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	14,860	-	27,500	27,500	27,500
6315 SENIOR CENTER OPERATIONS	-	-	15,000	30,000	-
6402 SCHOLARSHIPS	10,606	17,297	6,361	6,361	6,798
6915 PARK PLAN - MEMORIALS	-	-	108,333	108,333	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	27,498	600	133,199	133,199	-
6930 PARK PLAN - REC FAC RENOVATIONS	6,109	-	33,891	33,891	-
9000 CAPITAL OUTLAY	-	-	50,000	50,000	-
9024 PARK LAND ACQUISITION	-	-	12,000	12,000	-
Total	$59,073	$17,897	$386,284	$401,284	$34,298

Expenses by Activity (0046 MARKET FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	345	1,792	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	2,004	3,631	7,048	7,048	7,836
1646 FARMER'S MARKET	153,644	150,636	158,070	158,070	171,199
Total	$155,993	$156,059	$165,118	$165,118	$179,035

Expenses by Activity (0047 GOLF COURSES FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	23,638	10,981	-	-	-
1001 SERVICE AREA OVERHEAD/ADMIN	7,307	9,566	12,157	12,157	13,664
6503 HURON GOLF COURSE	558,084	559,775	548,580	536,978	556,301
6504 LESLIE GOLF COURSE	1,041,364	1,065,640	1,019,580	990,880	1,020,749
Total	$1,630,393	$1,645,962	$1,580,317	$1,540,015	$1,590,714

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	-	-	19,655	11,714	11,647
4600 WEST PARK	9,804	5,664	(1)	-	-
4601 ALLMENDINGER PARK MURAL	-	-	3,000	-	-
Total	$9,804	$5,664	$22,654	$11,714	$11,647

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

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	128,068	217,996	328,252	328,252	370,425
1001 SERVICE AREA OVERHEAD/ADMIN	6,804	9,304	13,213	13,213	14,610
6126 ISLAND PARK	-	-	150,000	150,000	-
6141 BECKLEY PLAYGROUND IMPROVEMENTS	-	-	78,000	78,000	-
6142 WINEWOOD THALER PLAYGROUND IMPR	-	-	98,000	98,000	-
6143 WEST PARK TENNIS COURTS	-	-	200,000	200,000	-
6144 FAIRVIEW NON-MOTORIZED PATH	-	-	11,500	11,500	-
6145 LSNC RAPTOR PATH	-	-	56,000	56,000	-
6146 PLACID WAY PARK	-	-	100,000	100,000	-
6147 ARGO PEDESTRIAN BRIDGE	-	-	8,000	-	-
6190 COBBLESTONE FARM	-	-	25,000	25,000	-
6341 SENIOR CENTER RESTROOMS	-	-	32,000	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	9,202	52,128	148,885	473,362	175,000
6925 PARK PLAN - BIKE FACIL/GREENWAYS	13,504	139,430	19,044	77,044	415,958
6930 PARK PLAN - REC FAC RENOVATIONS	29,064	22,553	762,164	964,116	175,000
6960 PARK PLAN - MAJOR DEV/RENOVATION	232,657	99,704	128,565	378,565	-
6970 PARK PLAN - ACTIVE RECREATION	8,215	995	-	-	500,000
9000 CAPITAL OUTLAY	1,286	7,428	167,000	167,000	-
Total	$428,800	$549,538	$2,325,623	$3,120,052	$1,650,993

Expenses by Activity (0083 SENIOR CENTER ENDOWMENT)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
6315 SENIOR CENTER OPERATIONS	6,250	37,500	37,500	37,500	37,500
Total	$6,250	$37,500	$37,500	$37,500	$37,500

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Develop GIVE 365 Volunteer Program with the goal of 2,080 volunteer hours for FY12.	**1, 2, 3**
B. Evaluate all recreation facilities through surveys and utilize feedback to enhance programs and services**.**	**1, 2, 3**
C. Manage facility budgets so that the budgeted net effect to the General Fund is achieved or improved upon.	**1, 2, 3**
D. Increase online information by leveraging social media sites such as Facebook, Twitter, and FourSquare to promote our services at no cost.	**1, 2**
E. Develop a mobile phone application for Parks & Recreation Services together with IT to improve communication for increased participation. (Application may be Web based site initially)	**1, 2**

Service Unit Measures	Status
A - Track total volunteer hours donated on a monthly basis.	Completed. We have a total of 3,392 volunteer hours donated for FY12.
B - Track as a three step process: develop and perform survey, analyze data, implement enhancements based on data.	Not completed. Some facilities have conducted surveys but not all facilities have completed this goal.
C - Monthly tracking of net cost of each recreation facility.	Completed. Monthly tracking has been done and budget is currently on track to meet budgeted net.
D - Track friends/fans/followers using HootSuite and push messages that are only on social media sites to gauge responses from users.	Completed. Increased Twitter followers by 577 (35%), increased Facebook friends by 1,347 (34%) and increased Foursquare fans by 3,287 (990%)
E - Use Google analytics to track and measure usage.	Not completed. We were approached by the state's Department of Natural Resources to partner with them on creating a mobile phone application. We have provided the state with all of the requested information but are still waiting on the state to complete the project.

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures	Status
A. Track total volunteer hours donated on a monthly basis.	
B. Monthly tracking of net cost of each recreation facility and explanations for variances.	
C. Track friends/fans/followers using HootSuite.	
D. Monthly progress updates delivered to CSA Adminstrator and November ballot result.	
E. Produce monthly activity reports for different programs..	
F. Meet the established schedule of individual projects.	

See Budget Summaries Section, Page 71, for list of City Goals

COMMUNITY SERVICES AREA
PARKS & RECREATION

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.85
ADMIN ASSISTANT LVL 5	110054	1.00
CITY COMMUNICATION LIAISO	401180	0.89
COMM SERVICES AREA ADMIN	403630	0.40
FINANCIAL MGR - COMM SERV	401500	0.35
GOLF MAINT & OPS SPEC	117200	2.00
LANDSCAPE ARCHITECT II	401360	1.00
MANAGEMENT ASSISTANT	000200	0.40
MARKET MANAGER	401430	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00
PARKS & REC SERVICES MGR	403480	1.00
PARKS & REC SRV DEP MGR	401270	1.00
REC FACILITY SUP II	190124	5.00
REC FACILITY SUP III	190134	2.00
RECREATION FACILITY SUP I	190114	1.00
SENIOR APPLICATION SPEC	401050	0.28
VOLUNTEER & OUTREACH COOR	190110	1.00
Total		20.17

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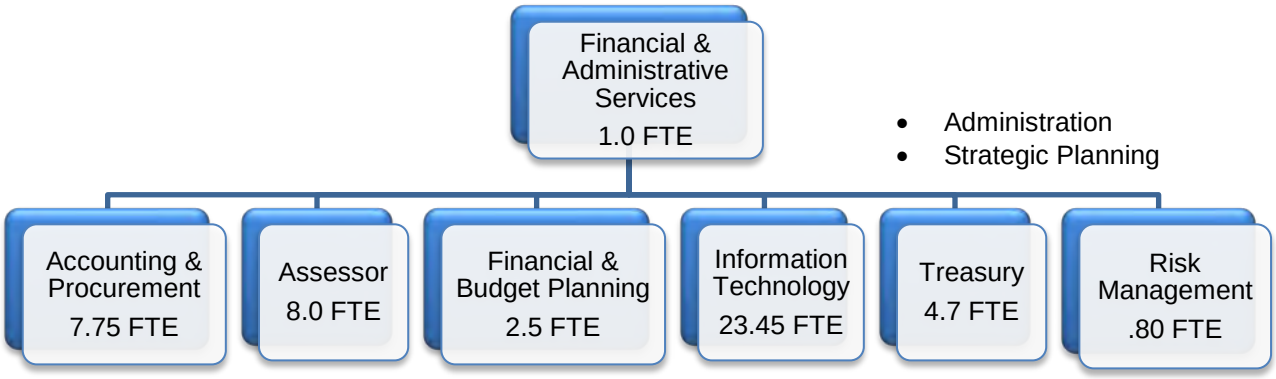
FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area Organization Chart



- 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

- Financial Planning
- Budget
- Internal Audit
- Performance Measurement
- Economic Development
- Smartzone LDFA support

- Infrastructure Services and Support
- Application Support
- Project Management & Delivery Services
- Network Architecture and Security
- Help Desk Services
- Administration and Planning

- Tax Collection
- Banking
- Investment Managemen
- Cash Flow
- Bond Issuance
- Parking Referees

- Liability Claims Management
- Insurance Procurement

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ACCOUNTING SERVICES	(1,551)	(1,055)	-	-	-
ASSESSOR SERVICES	2,785	1,359	-	-	-
FINANCIAL & BUDGET PLANNING	15,004,401	15,931,601	14,514,068	14,891,165	14,659,918
INFORMATION TECHNOLOGY	6,589,737	6,420,002	6,503,546	6,503,546	6,597,508
PROCUREMENT	36,730	18,020	-	-	-
RISK MANAGEMENT	24,947,507	18,384,798	27,543,953	27,623,816	27,819,736
TREASURY SERVICES	41,741,479	40,525,948	40,109,329	40,109,329	40,448,611
Total	$88,321,088	$81,280,673	$88,670,896	$89,127,856	$89,525,773

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	56,817,093	56,444,637	54,601,397	54,978,494	55,088,529
INFORMATION TECHNOLOGY (0014)	6,589,737	6,420,002	6,503,546	6,503,546	6,597,508
GENERAL DEBT SERVICE (0035)	(23,990)	4,430	1,000	1,000	1,000
INSURANCE FUND (0057)	24,947,507	18,384,798	27,543,953	27,623,816	27,819,736
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	(9,258)	26,807	21,000	21,000	19,000
Total	$88,321,089	$81,280,674	$88,670,896	$89,127,856	$89,525,773

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ACCOUNTING SERVICES	804,265	769,020	798,089	784,842	770,270
ASSESSOR SERVICES	928,781	954,709	923,567	873,699	975,512
FINANCIAL & BUDGET PLANNING	1,063,800	948,280	994,077	976,619	869,924
INFORMATION TECHNOLOGY	5,156,732	5,425,374	8,530,843	8,530,843	6,597,508
PROCUREMENT	499,724	289,132	119,391	91,771	122,954
RISK MANAGEMENT	3,051,250	3,949,630	2,812,812	2,640,897	2,924,916
TREASURY SERVICES	599,709	608,409	587,644	588,801	614,519
Total	$12,104,261	$12,944,554	$14,766,423	$14,487,472	$12,875,603

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	3,896,279	3,569,550	3,422,768	3,315,732	3,353,179
INFORMATION TECHNOLOGY (0014)	5,156,732	5,425,374	8,530,843	8,530,843	6,597,508
INSURANCE FUND (0057)	3,051,250	3,949,630	2,812,812	2,640,897	2,924,916
Total	$12,104,261	$12,944,554	$14,766,423	$14,487,472	$12,875,603

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
ACCOUNTING SERVICES	7.60	7.10	6.90	6.75
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.50	3.50	3.50	3.50
INFORMATION TECHNOLOGY	22.62	22.94	20.45	23.45
PROCUREMENT	1.15	1.15	1.10	1.00
RISK MANAGEMENT	0.75	0.80	0.80	0.80
TREASURY SERVICES	4.75	4.70	4.70	4.70
Total	49.37	48.19	45.45	48.20

FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INVESTMENT INCOME	(1,551)	(1,063)	-	-	-
MISCELLANEOUS REVENUE	-	9	-	-	-
Total	(1,551)	(1,054)	-	-	-

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	(1,551)	(1,055)	-	-	-
Total	(1,551)	(1,055)	-	-	-

FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	477,369	465,588	479,942	464,777	429,081
PAYROLL FRINGES	205,242	195,020	224,278	216,507	246,099
OTHER SERVICES	27,258	10,565	4,205	13,220	5,205
MATERIALS & SUPPLIES	7,305	6,474	6,500	7,174	6,500
OTHER CHARGES	87,092	91,372	82,548	82,548	82,701
EMPLOYEE ALLOWANCES	-	-	616	616	684
Total	$804,266	$769,019	$798,089	$784,842	$770,270

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	804,265	769,020	798,089	784,842	770,270
Total	$804,265	$769,020	$798,089	$784,842	$770,270

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
ACCOUNTING SERVICES	7.60	7.10	6.90	6.75
Total	7.60	7.10	6.90	6.75

FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT

EXPENSES

Personnel Costs – The decrease represents a reduction in Accounting staff FTE's.

Payroll Fringes - The increase is from higher pension, VEBA and medical insurance costs.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged $297,746 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Implement a new citizen portal where citizens can view the City's financial records via the web and the City can improve transparency and communication.	**1, 2, 3**
B. Complete the annual audit by November 1, 2010.	**1**
C. Prepare for upgrade to payroll system to .NET.	**1, 2, 3**
D. Prepare Request for Proposal for the City's audit.	**1, 2, 3**
E. Facilitate budget training for staff.	**1, 2, 3**
F. Continue implementing additional features and integration with the City's financial system.	**1, 2, 3**
G. Explore changing the current project accounting methodology.	**1, 2, 3**

Service Unit Measures	Status
A1 – Design Phase Completed by 7/1/2011	Completed
A2 - Final testing and communication completed by 07/31/2011	Completed in August of 2011
A3 - Go-live by 08/01/2011	Completed in September of 2011
B1-Complete workpapers by 9/15/2011	Completed by 9/30/11
B2 -Complete Fund Statements by 9/30/2011	Completed by 10/15/2011
B3 -Draft CAFR to Auditors by 10/15/2011	Completed by 10/31/2011
B4 -Publish CAFR by 10/31/2011	Published in December of 2011
B5 -Deliver CAFR to City Council by 11/17/2011	Delivered in December of 2011
C- Completion of project by 6/30/2012	Project cancelled
D- Completion of selection by 4/30/2012.	Completed in April of 2012
E- Completion of the FY13 budget cycle	Completed
F- Completion of several individual projects by June 30, 2012.	Completed enhancements to labor model and upgrades to LOGOS allowing real time interfaces and automatic imports from other systems
G- Completion of project by June 30, 2012.	Project deferred

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

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

See Budget Summaries Section, Page 71, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ACCOUNTANT I	401450	0.00
ACCOUNTANT II	401440	2.00
ACCOUNTING SERVICES MGR	401280	1.00
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 5	110054	2.75
Total		6.75

FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
MISCELLANEOUS REVENUE	785	(2,239)	-	-	-
TAXES	2,000	3,598	-	-	-
Total	$2,785	$1,359	-	-	-

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	2,785	1,359	-	-	-
Total	$2,785	$1,359	-	-	-

FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	536,304	536,288	515,326	475,078	509,062
PAYROLL FRINGES	265,807	288,742	310,614	292,862	369,098
OTHER SERVICES	27,049	27,694	12,200	18,560	12,200
MATERIALS & SUPPLIES	6,036	18,548	3,000	4,772	3,000
OTHER CHARGES	93,585	83,437	69,467	69,467	69,192
EMPLOYEE ALLOWANCES	-	-	12,960	12,960	12,960
Total	$928,781	$954,709	$923,567	$873,699	$975,512

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	928,781	954,709	923,567	873,699	975,512
Total	$928,781	$954,709	$923,567	$873,699	$975,512

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
ASSESSOR SERVICES	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00

FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT

EXPENSES

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

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged $352,637 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Inventory all property and value all taxable property by March 2, 2012	**1**
B. Update online property sketches and images by March 1, 2012	**2**
C. Review property tax abatement policy	**1**
D. Pursue greater digital record storage	**1**

Service Unit Measures	Status
A1 - ECF's set by November 21, 2011	completed
A2 – Annexations processed by December 4, 2011	completed
A3 – Splits and combinations processed by December 4, 2011	completed
A4 – Conduct street survey by December 15, 2011	completed
A5 – Personal property statements mailed by December 31, 2011	completed
A6 – Poverty applications mailed by January 12, 2012	completed
A7 – New construction appraised by January 15, 2012	completed
A8 – Name and address changes processed by February 16, 2012	completed
A9 – Principal resident affidavits processed by February 16, 2012	completed
A10 – Property transfer affidavits processed by February 16, 2012	completed
A11 – Personal property statements processed by February 20, 2012	completed
A12 – Perform audit checks by February 27, 2012	completed
A13 – Assessment change notices mailed by March 4, 2012	completed
B1 – Create online images and sketches export by February 23, 2012	completed
B2 – Send export to BS&A by February 26, 2012	completed
B3 – Verify website update by February 28, 2012	completed
C1 – Abatement policy reviewed by August 15, 2011	completed

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Inventory all property and value all taxable property by 1st week in March	**1**
B. Update online property sketches and images by March 1st	**2**
C. Pursue greater digital record storage	**1**

Service Unit Measures	Status
A1 - ECF's set by December 1st	
A2 – Annexations processed by first week of December	
A3 – Splits and combinations processed by first week of December	
A4 – Conduct street survey by third week of December	
A5 – Personal property statements mailed by December 31st	
A6 – Poverty applications mailed by January 15th	
A7 – New construction appraised by January 15th	
A8 – Name and address changes processed by third week of February	
A9 – Principal resident affidavits processed by third week of February	
A10 – Property transfer affidavits processed by third week of February	
A11 – Personal property statements processed by third week of February	
A12 – Perform audit checks by March 1st	
A13 – Assessment change notices mailed by March 5th	
B1 – Create online images and sketches export by third week of February	
B2 – Send export to BS&A by third week of February	
B3 – Verify website update by third week of February	

See Budget Summaries Section, Page 71, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 1	110014	1.00
ADMIN ASSISTANT LVL 3	110034	1.00
ASSESSOR SERVICES MANAGER	403220	1.00
DEPUTY ASSESSOR	403430	1.00
REAL PROPERTY APPRAISER I	119181	3.00
SENIOR APPRAISER	401260	1.00
Total		8.00

FINANCIAL & BUDGET PLANNING

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	1,068,089	922,832	1,436,652	1,085,088	956,739
FINES & FORFEITS	96	12	-	-	-
INTERGOVERNMENTAL REVENUES	10,376,786	10,534,573	9,782,252	10,510,913	10,365,416
INTRAGOVERNMENTAL SALES	3,180,132	3,259,716	2,923,821	2,923,821	2,967,920
INVESTMENT INCOME	(170,619)	708,203	356,343	356,343	354,843
MISCELLANEOUS REVENUE	65,079	500,806	15,000	15,000	15,000
TAXES	484,838	5,460	-	-	-
Total	$15,004,401	$15,931,602	$14,514,068	$14,891,165	$14,659,918

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	15,037,650	15,900,365	14,492,068	14,869,165	14,639,918
GENERAL DEBT SERVICE (0035)	(23,990)	4,430	1,000	1,000	1,000
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	(9,258)	26,807	21,000	21,000	19,000
Total	$15,004,402	$15,931,602	$14,514,068	$14,891,165	$14,659,918

FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	315,860	287,473	314,764	297,264	314,764
PAYROLL FRINGES	157,976	130,999	151,609	147,732	191,090
OTHER SERVICES	122,973	72,843	73,810	77,729	72,963
MATERIALS & SUPPLIES	478	653	800	800	550
OTHER CHARGES	466,513	456,313	447,262	447,262	284,725
EMPLOYEE ALLOWANCES	-	-	5,832	5,832	5,832
Total	$1,063,800	$948,281	$994,077	$976,619	$869,924

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	1,063,800	948,280	994,077	976,619	869,924
Total	$1,063,800	$948,280	$994,077	$976,619	$869,924

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
FINANCIAL & BUDGET PLANNING	4.50	3.50	3.50	3.50
Total	4.50	3.50	3.50	3.50

FINANCIAL & ADMINISTRATIVE SERVICES
FINANCIAL & BUDGET PLANNING SERVICES UNIT

REVENUES

Charges for Services – A reduction in bonds issued causes a reduction in bond user fees.

Intergovernmental Revenues – The increase is attributable to projected increases in the Constitutional portion of State Shared Revenue.

EXPENSES

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

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

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 $308,712 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Admin. Services	**Area Administrator:**	Tom Crawford
Service Unit:	Finance & Budget	**Manager:**	Tom Crawford

Service Unit Goals	City Goals:
A. Perform five internal control reviews by June 2012.	**1**
B. Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close.	**1**
C. Revise the 2 year (FY 2012 & 2013) fiscal plan for FY 2013 budget, which meets the GFOA standards of excellence by June 30, 2012.	**1**
D. Champion cross-organizational effort to update VEBA ordinance	**1,3,4**
E. Champion the redevelopment of the First & Washington site on behalf of City, with the objective to close on the sale of the property by fall 2011.	**1**
F. Collaborate with county to centralize public towing responsibility by June 2012.	**1**

Service Unit Measures	Status
A - Number of internal control reviews completed.	2
B - Variance of forecast versus actual result at year-end	tbd
C1 - 80% of timelines completed within 1 week of due date.	88%
C2 - Receive the GFOA award.	On track
D – Have adopted ordinance by Council by June 2012.	Delayed
E – Close on sale of property by October 2012.	Closed March 2012
F – Have Council approved collaboration agreement with county in place by June 2012.	In process but delayed to Dec. 2012

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Financial & Admin. Services	**Area Administrator:**	Tom Crawford
Service Unit:	Finance & Budget	**Manager:**	Tom Crawford

Service Unit Goals	City Goals:
A. Perform five internal control reviews by June 2013.	**1**
B. Forecast fiscal year results within 1% of year-end actuals for the General Fund based on April's monthly close.	**1**
C. Prepare new two-year budget (FY2014 & FY2015) which meets the GFOA standards of excellence by June 30, 2013.	**1**
D. Champion cross-organizational effort to update VEBA ordinance	**1,3,4**
E. Collaborate with county to centralize public towing administration responsibility by January 2013.	**1**

Service Unit Measures	Status
A - Number of internal control reviews completed.	
B - 80% of managers report full year forecasted variances at monthly meetings.	
C1 - 80% of timelines completed within 1 week of due date.	
C2 - Receive the GFOA award.	
D – Have adopted ordinance by Council by July 2012.	
E – Have Council approved collaboration agreement with county in place by January 2013.	

See Budget Summaries Section, Page 71, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
FINANCIAL & ADMIN AREA AD	403520	1.00
FINANCIAL MANAGER	401560	1.00
RISK SPEC/ASSTANT TO CFO	401100	0.50
SENIOR FIN SPEC-FORECAST	403870	1.00
Total		3.50

FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	6,568,113	6,297,246	6,503,546	6,503,546	6,457,288
INVESTMENT INCOME	21,624	90,256	-	-	-
MISCELLANEOUS REVENUE	-	32,500	-	-	-
PRIOR YEAR SURPLUS	-	-	-	-	140,220
Total	$6,589,737	$6,420,002	$6,503,546	$6,503,546	$6,597,508

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INFORMATION TECHNOLOGY (0014)	6,589,737	6,420,002	6,503,546	6,503,546	6,597,508
Total	$6,589,737	$6,420,002	$6,503,546	$6,503,546	$6,597,508

FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,924,808	1,617,436	1,799,867	1,799,867	1,894,416
PAYROLL FRINGES	775,439	827,687	881,368	881,368	1,148,580
OTHER SERVICES	1,922,666	2,385,090	3,323,209	3,318,209	2,068,387
MATERIALS & SUPPLIES	124,156	304,108	556,201	561,201	190,000
OTHER CHARGES	1,093,858	1,048,978	1,610,853	1,610,853	1,085,607
PASS THROUGHS	9,702	8,316	-	-	-
CAPITAL OUTLAY	(693,896)	(766,240)	350,831	350,831	200,000
EMPLOYEE ALLOWANCES	-	-	8,514	8,514	10,518
Total	$5,156,733	$5,425,375	$8,530,843	$8,530,843	$6,597,508

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INFORMATION TECHNOLOGY (0014)	5,156,732	5,425,374	8,530,843	8,530,843	6,597,508
Total	$5,156,732	$5,425,374	$8,530,843	$8,530,843	$6,597,508

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
INFORMATION TECHNOLOGY	22.62	22.94	20.45	23.45
Total	22.62	22.94	20.45	23.45

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY SERVICES UNIT

EXPENSES

Personnel Services - The increase in costs is associated with replacing contracted workers with employees.

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

Other Services – Contracted Services decreased due to replacing contracted workers with employees.

Materials & Supplies – Decreased budget for equipment purchases.

Other Charges – Decreased budget for system implementation projects.

Capital Outlay – Less money is included in the current budget request for capital replacements.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
Enterprise Storage Improvements Complete the consolidation of the City's disparate storage platforms and implement the initial phase of the City/County Enterprise Disaster Recovery program.	**2,3**
Network Enhancements Expand network connectivity to include wireless local area access for both the public and employees at the Municipal Center, Justice Center and Wheeler Service Center and provide public access at high use parks facilities.	**2,3**
Desktop Improvements Replace the current service desk software suite and identify and implement best practices around service desk management and delivery in order to improve customer experience and overall management of the City's personal computer fleet.	**2,3**
Enterprise Content Management Continue to expand the City's Enterprise Content Management platform by implementing one ECM integration project, five "backfile" scan and index projects and an upgrade to the City Intranet platform.	**2,3,4**
Enterprise GIS Progress toward a common City-County GIS infrastructure by migrating the City and County to ESRI Version 10.	**2,3**
Enterprise Asset Management Expand the use of the City's Enterprise Asset Platform by implementing 3 additional subject areas.	**2,3**
Think Green Implement actions to promote energy conservation and minimize environmental impacts including attending the Mayor's Annual Green Fair.	**4**

Service Unit Measures	Status
A1 – Enter into a Enterprise Storage Agreement with Washtenaw County for the City's centralized data storage and migrate the City's current Storage Area Network data to the new environment by September 30, 2011.	Complete
A2 – Enter into a Enterprise Data Backup Agreement with Washtenaw County for the backup of the City's centralized data storage and migrate the City's servers to the new environment by December 30, 2011.	Complete
A3 - Upgrade and reinstall the 80KVA Liebert UPS located at the Wheeler Service Center by October 31, 2011.	Complete
B1 – Install managed wireless LAN access in the JC by July 30, 2011, in the MC floors 1 and 6 by August 30, 2011 and in floors 2,3,4 and 5 by September 30, 2011.	Complete
B2 – Install managed public wireless LAN access in two City park locations by July 1, 2011.	Complete
C1 – Implement new service desk, software distribution and asset management solution by May 30, 2012.	On Going
C2 – Design and initiate service desk best practice processes by August 30, 2011.	Complete
D1 – Implement Legistar/OnBase integration by December 30, 2011.	On Going
D2 – Implement five OnBase "backfile" projects by June 30, 2012.	Complete
D3 – Upgrade SharePoint from 2007 to 2010 by November 30, 2011.	Not Started
E1 – Upgrade ESRI to version 10 by April 30, 2012.	Not Started
F1 - Implementation 3 additional subject areas within CityWorks by June 30, 2012.	On Going
G1 – Attend the 2011 Mayor's Annual Green Fair and develop promotional materials describing what the City and County IT departments are doing to promote technology "greening".	Complete

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
C. Enterprise Storage Improvements Implement the initial phase of the City/County Enterprise Disaster Recovery program.	**2,3**
D. Enterprise Network Enhancements Expand network connectivity to include new sites required by Water System Critical Infrastructure Upgrade and US DOT/UMTRI Pilot Safety Project.	**2,3**
E. Enterprise Desktop Improvements Implement Windows 7 desktop, Office 365, including hosted Exchange, and some form of virtual desktop technology.	**2,3**
F. Enterprise Web and Enterprise Content Management Continue to expand the City's Enterprise Content Management platform by implementing one ECM integration project, five "backfile" scan and index projects, an uplift to the City's website information architecture and look-and-feel, and an upgrade to SharePoint 2010.	**2,3,4**
G. Enterprise GIS Progress toward a common City-County GIS infrastructure by migrating the City and County to ESRI Version 10 and upgrading GeoCortex.	**2,3**
H. Enterprise Asset Management Expand the use of the City's Enterprise Asset Platform by implementing 3 additional subject areas.	**2,3**
I. Think Green Implement actions to promote energy conservation and minimize environmental impacts including attending the Mayor's Annual Green Fair.	**4**

Service Unit Measures	Status
A1 – Develop enterprise disaster recovery plan and architecture requirements by December 31, 2012.	
A2 – Replacement of EMC Centera by January 1, 2013.	
A3 - Acquire secondary storage for use at disaster recovery site by March 30, 2013.	
A4 - Execute tabletop disaster recovery exercise by June 30, 2013.	
B1 – Install and configure 21 managed network switch locations in support of DOT/UMTRI's Safety Pilot Project by July 15, 2012.	
B2 – Install and configure 12 new network switch locations in support of WTP Critical Infrastructure Upgrade project by July 15, 2012.	
B2 – Install and configure 53 new surveillance cameras and 7 new Network Digital Video Recorders in support of WTP Critical Infrastructure Upgrade project by August 30, 2012.	

C1 – Replace 65% of City computers by June 30, 2013.	
C2 – Implement Windows 7 desktop as new standard on 75% of City computers by June 30, 2013.	
C3 – Choose and implement a pilot for virtual desktop standard by September 30, 2012.	
C4 – Implement Microsoft Office upgrade, including Exchange 2010 by October 30, 2012.	
D1 – Implement Legistar/OnBase integration by December 30, 2012.	
D2 – Implement five OnBase “backfile” projects by June 30, 2013.	
D3 – Upgrade SharePoint from 2007 to 2010 by August 30, 2012.	
E1 – Upgrade ESRI to version 10 by June 30, 2013.	
F1 - Implementation 2 additional subject areas within CityWorks by June 30, 2013.	
G1 – Attend the 2012 Mayor’s Annual Green Fair and develop promotional materials describing what the City and County IT departments are doing to promote technology “greening”.	

See Budget Summaries Section, Page 71, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
APPLICATIONS DELIVERY MGR	403540	2.00
DATABASE ADMINISTRATOR	403510	1.00
GIS MANAGER	401240	1.00
INFRASTRUCTURE SUPPORT AD	401600	3.00
ITSD DIRECTOR	403700	1.00
PROJECT DELIVERY MANAGER	403570	1.00
SENIOR APP SPECIALIST	401050	1.00
SENIOR APPLICATION SPEC	401050	7.45
SENIOR INFRASTRUCTURE SPE	401130	4.00
SERVICE DELIVERY MANAGER	403550	2.00
Total		23.45

FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

The Procurement Unit is responsible for ensuring the City's procurement policies and procedures are being followed. The Unit also provides general and administrative support in the preparation, reconciliation, and reporting of the City's procurement of goods and services.

FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INTRAGOVERNMENTAL SALES	35,103	16,220	-	-	-
MISCELLANEOUS REVENUE	1,628	1,800	-	-	-
Total	$36,731	$18,020	-	-	-

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	36,730	18,020	-	-	-
Total	$36,730	$18,020	-	-	-

FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	76,877	110,558	68,460	40,123	65,125
PAYROLL FRINGES	36,253	42,159	28,646	24,621	35,614
OTHER SERVICES	230,561	30,125	4,000	8,587	4,000
MATERIALS & SUPPLIES	146,430	96,548	9,608	9,608	9,608
OTHER CHARGES	9,604	9,742	8,609	8,764	8,607
EMPLOYEE ALLOWANCES	-	-	68	68	-
Total	$499,725	$289,132	$119,391	$91,771	$122,954

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	499,724	289,132	119,391	91,771	122,954
Total	$499,724	$289,132	$119,391	$91,771	$122,954

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
PROCUREMENT	1.15	1.15	1.10	1.00
Total	1.15	1.15	1.10	1.00

FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT

REVENUES

Intragovernmental Sales – The decrease in FY 2012 reflects the central postage charges being moved to non-departmental.

EXPENSES

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

Other Services – The decrease in FY 2012 reflects the allocation of telecommunications to the service units that incur the cost.

Materials & Supplies – The decrease in FY 2012 reflects the central postage charges being moved to non-departmental.

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 $25,609 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Financial and Administrative Services	**Area Administrator:**	Tom Crawford
Service Unit:	Procurement Unit	**Manager:**	Linda Newton

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

Service Unit Measures	Status
A1- Implementation phase completed by 6/30/2012	complete
B1 –Completion of project by 6/30/2012	complete

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
C. Implement online tool for vendors to directly download PO's to reduce city paper and postage expense.	**1**
D. Implement standard bid templates for Invitation To Bid (ITB) and Request for Proposal (RFP) as a procurement tools for city staff.	**1, 2**
E. Analyze and revise procurement policies and roll-out to city staff.	**1, 2**
F. Analyze citywide spending for combined spending opportunities to reduce costs.	**1**

Service Unit Measures	Status
A1- Implementation by 9/30/12.	
B1 –Complete by 12/31/12.	
C1 –Have draft revised polices by 9/30/12.	
C2 –Complete roll-out to staff by 12/31/12.	
D1 –Complete by 4/30/13.	

See Budget Summaries Section, Page 71, for list of City Goals

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
PROCUREMENT OFFICIAL	404170	1.00
ACCOUNTING SERVICES MGR	401280	0.00
ADMIN ASSISTANT LVL 5	110054	0.00
Total		1.00

FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	24,886,966	17,068,376	27,543,953	27,543,953	27,819,736
INVESTMENT INCOME	60,541	116,936	-	79,863	-
MISCELLANEOUS REVENUE	-	1,199,486	-	-	-
Total	$24,947,507	$18,384,798	$27,543,953	$27,623,816	$27,819,736

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INSURANCE FUND (0057)	24,947,507	18,384,798	27,543,953	27,623,816	27,819,736
Total	$24,947,507	$18,384,798	$27,543,953	$27,623,816	$27,819,736

FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	43,879	56,444	56,239	56,239	56,603
PAYROLL FRINGES	17,935	13,653	31,705	31,705	39,537
OTHER SERVICES	605,814	718,919	649,050	649,050	660,616
MATERIALS & SUPPLIES	-	128	150	8,563	150
OTHER CHARGES	1,083,622	2,660,485	2,075,668	1,895,340	2,168,010
PASS THROUGHS	1,300,000	500,000	-	-	-
Total	$3,051,250	$3,949,629	$2,812,812	$2,640,897	$2,924,916

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INSURANCE FUND (0057)	3,051,250	3,949,630	2,812,812	2,640,897	2,924,916
Total	$3,051,250	$3,949,630	$2,812,812	$2,640,897	$2,924,916

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
RISK MANAGEMENT	0.75	0.80	0.80	0.80
Total	0.75	0.80	0.80	0.80

FINANCIAL & ADMINISTRATIVE SERVICES
RISK MANAGMENT SERVICES UNIT

REVENUES

Charges for Services – The increase represents the additional funding needed for projected increases in health insurance costs.

EXPENSES

Other Services – Reflects the increased cost of contractual services and claim services.

Other Charges – The FY 2013 increases reflect increases to insurance premiums and an increase to the municipal service charge.

Pass Throughs – The FY 2011 budget represents the final operating transfer for PD/Court facility funding.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
RISK SPEC/ASSTANT TO CFO	401100	0.50
TREASURY SERVICES MANAGER	403310	0.30
Total		0.80

FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	-	93,612	92,394	92,394	92,116
FINES & FORFEITS	215,420	221,882	228,539	228,539	235,395
MISCELLANEOUS REVENUE	20,349	2,499	7,000	7,000	7,000
TAXES	41,505,711	40,207,954	39,781,396	39,781,396	40,114,100
Total	$41,741,480	$40,525,947	$40,109,329	$40,109,329	$40,448,611

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	41,741,479	40,525,948	40,109,329	40,109,329	40,448,611
Total	$41,741,479	$40,525,948	$40,109,329	$40,109,329	$40,448,611

FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	320,590	341,381	307,617	307,617	298,997
PAYROLL FRINGES	157,411	155,424	180,073	180,998	211,169
OTHER SERVICES	24,929	11,840	20,850	21,082	24,259
MATERIALS & SUPPLIES	24,946	23,336	27,350	27,350	28,350
OTHER CHARGES	71,832	76,429	51,754	51,754	51,744
Total	$599,708	$608,410	$587,644	$588,801	$614,519

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	599,709	608,409	587,644	588,801	614,519
Total	$599,709	$608,409	$587,644	$588,801	$614,519

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
TREASURY SERVICES	4.75	4.70	4.70	4.70
Total	4.75	4.70	4.70	4.70

FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT

REVENUES

Taxes – General Fund property taxes are projected to increase by 0.8% in FY 2013

EXPENSES

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

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Treasury Services Unit would be charged $238,529 in FY 2013.

FY 2012
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
A. Build real-time integration of New World point-of sale and operational software systems	**2,4**
B. Collect & disburse taxes with 100% accuracy and according to state law	**1,2,3**
C. Implement and manage comprehensive collections process for all City receivables	**1**
D. Support efforts of the Energy Office in establishing a Property Assessed Clean Energy program	**2,4**
E. Consolidate cash-out processes across relocated departments and facilitate cross-training efforts	**2**
F. Support organizational efforts for restructured revenue initiatives	**1,3,4**
G. Reduce parking citation appeal back-log	**2**
H. Revise investment policy to allow for extended maturity horizons on core portfolio assets	**1**
I. Implement on-line parking appeals management system	**2,4**
J. Install and set-up Claim Zone risk management solution. Align business processes to leverage software functionality.	**1,2,4**

Service Unit Measures	Status
A – Operational by 12/31/2011	A – Done.
B – Adherence to tax procedure calendar/checklist	**B** – Done. County settlement completed 6 weeks earlier than FY11. No material changes to reconcile.
C – Systemic monitoring and reporting of aging for delinquent personal property tax, accounts receivable	**C** – Delinquent PPT at all time low. We currently have fewer than 500 parcels totaling $936k over 14 years including FY12 taxes. Down from $2.5 million in FY10. All tax roll eligible obligations placed on tax rolls twice annually. Police elected to defer placement of their receivables until December 2012. Utilized liquor license renewal process to collect delinquent PPT and delinquent AR.
D – Establishment of clean energy assessment program	**D** – Ongoing support of activities given as needed.
E – Complete by 9/30/2011	**E** – Done.
F – TBD	**F** – Ongoing support of activities given as needed.
G - Maximum aging of 6 weeks	**G** - All appeals are handled as they are received,

by 12/31/2011	typical resolution is done within two days of receipt.
H - Investment policy adopted by Council by 8/31/2011	**H** - Done.
I - New system in place and operational by 7/31/2011	**I** - Due to limitations in the proposed system, this project has been postponed until software upgrades render the adoption of the technology as advantageous.
J - TBD	**J** - External forms have been created, tested, and put into production. Internal forms are in process. Notification and reporting are in process.

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

Service Unit Goals	City Goals:
K. Collect & disburse taxes with 100% accuracy and according to state law.	**1,2,3**
L. Continue internal control audit function and report findings to managers and administrators.	**1,3**
M. Perform post-issuance compliance audit for all outstanding bond issues.	**1**
N. Support efforts of the Energy Office in administering a Property Assessed Clean Energy program.	**2,4**
O. Maintain parking appeal workload such that appeals are handled within one week of receipt.	**2**
P. Write, issue, and manage an RFP for parking citation management services.	**1**
Q. Establish and monitor risk metrics, and report quarterly.	**1,3**
R. Manage policy renewal/marketing processes to achieve highest level of coverage and minimum cost.	**1,3**
S. Write, issue, and manage an RFP for third party administrator services.	**1,2**
T. Optimize Claim Zone risk management solution. Align business processes to leverage software functionality.	**1,2,4**

Service Unit Measures	Status
A – Adherence to tax procedure calendar/checklist	
B – Perform and report one audit per month at minimum	
C – Perform and report annual audit by 9/30/2012	
D – Establishment and operation of clean energy assessment program	
E – Monitor compliance on a weekly basis	
F – RFP issued by 7/1/2012, Council approval by 10/15/2012	
G - Generation of quarterly report	
H - TBD	
I - RFP issued by 2/1/2013, Council approval by 5/20/2013	
J - TBD	

See Budget Summaries Section, Page 71, for list of City Goals

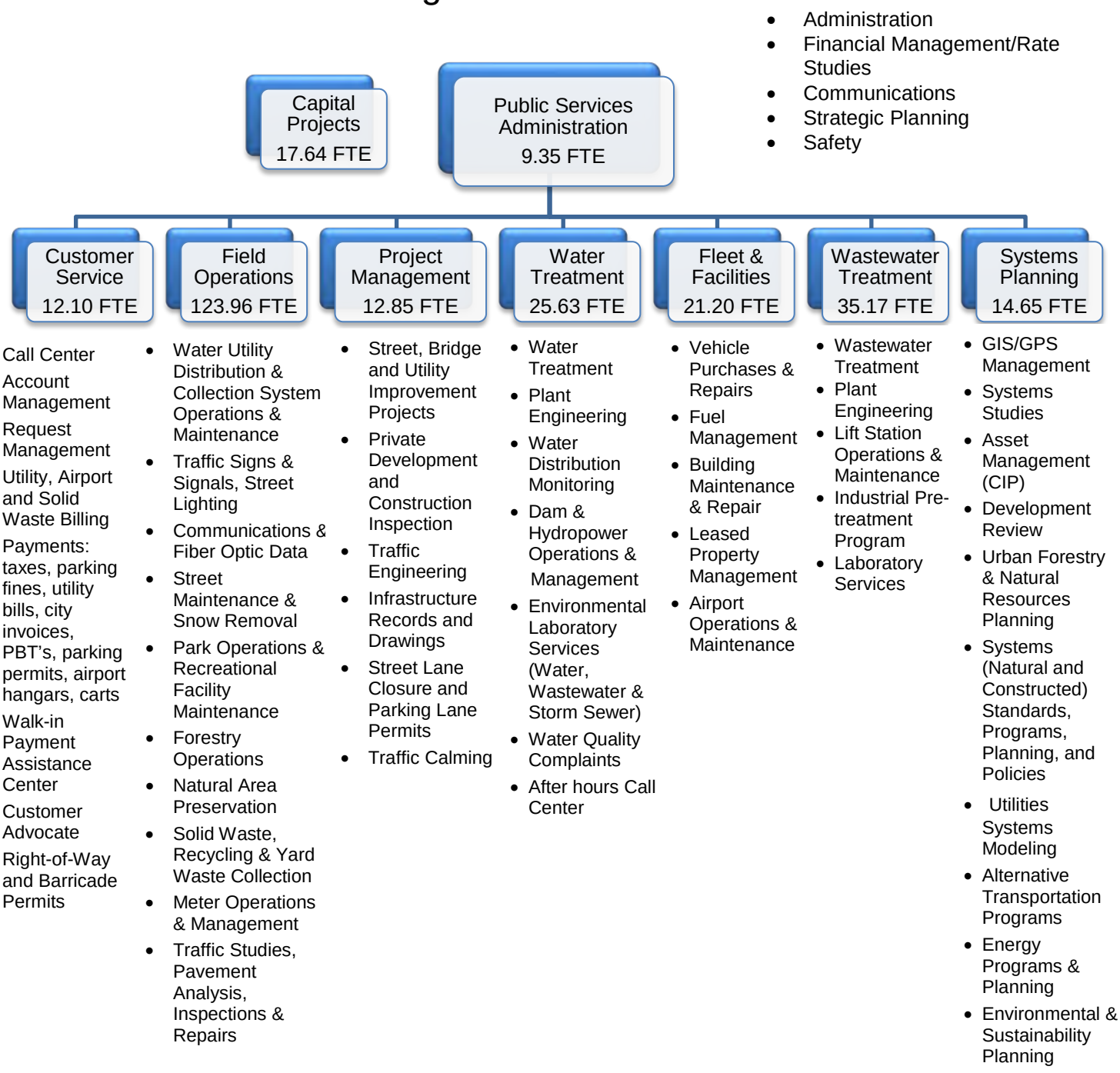
FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 5	110054	1.00
ASST TREASURY SRVS MGR	401090	1.00
PARKING REFEREE	401200	2.00
TREASURY SERVICES MANAGER	403310	0.70
Total		4.70

PUBLIC SERVICES AREA

Public Services Area Organization Chart



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

PUBLIC SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ADMINISTRATION	27,589,276	26,840,117	30,557,434	26,477,685	31,771,236
CAPITAL PROJECTS	646,099	111,332	18,925,784	18,184,784	88,949,617
CUSTOMER SERVICE	44,351,630	46,590,675	47,008,885	47,877,251	49,673,476
FIELD OPERATIONS	15,571,038	16,992,457	18,329,367	16,886,144	16,496,349
FLEET & FACILITY	7,834,232	7,908,165	11,032,280	11,130,419	8,091,245
PROJECT MANAGEMENT	2,815,121	3,165,766	2,396,569	2,378,507	2,302,344
SYSTEMS PLANNING	313,129	861,798	1,681,807	1,212,534	404,751
WASTEWATER TREATMENT	245,229	381	250,000	252,240	250,000
WATER TREATMENT	419,746	304,083	701,250	350,000	345,000
Total	$99,785,500	$102,774,774	$130,883,376	$124,749,564	$198,284,018

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ENERGY PROJECTS (0002)	63,910	45,134	158,462	40,609	202,286
PARKS REPAIR & RESTOR MILLAGE (0006)	7,527	1,933	-	600	-
GENERAL (0010)	692,224	771,935	1,234,929	774,820	773,449
CENTRAL STORES (0011)	1,075,172	1,324,298	1,571,428	1,564,296	1,572,902
FLEET SERVICES (0012)	7,053,066	7,060,438	10,205,740	10,303,879	7,244,905
MAJOR STREET (0021)	6,769,472	7,100,866	6,808,905	6,969,905	6,801,850
LOCAL STREET (0022)	1,664,698	1,722,901	1,710,662	1,710,662	1,726,877
METRO EXPANSION (0036)	385,173	340,430	360,422	335,422	347,993
WATER SUPPLY SYSTEM (0042)	24,000,843	23,979,373	22,315,038	23,146,542	23,892,574
SEWAGE DISPOSAL SYSTEM (0043)	19,608,675	20,629,232	22,378,591	21,875,045	22,769,671
AIRPORT (0048)	791,856	854,038	830,619	830,619	849,595
PROJECT MANAGEMENT (0049)	2,706,256	3,012,641	4,408,764	4,390,702	4,247,060
CEMETARY PERPETUAL CARE (0054)	2,056	2,408	1,200	1,200	1,200
ELIZABETH R. DEAN TRUST FUND (0055)	62,997	31,717	85,000	50,000	79,817
ART IN PUBLIC PLACES (0056)	507,110	467,512	321,927	321,927	320,889
WHEELER CENTER (0058)	474,091	518,127	510,460	502,960	515,391
ALTERNATIVE TRANSPORTATION (0061)	106,249	100,219	181,861	181,861	448,265
STREET MILLAGE FUND (0062)	9,638,050	9,628,134	14,914,060	9,414,772	16,298,302
STORMWATER SEWER SYSTEM FUND (0069)	5,895,645	5,570,276	5,803,497	6,889,667	5,999,435
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,195,002	4,086,635	4,440,071	3,771,737	3,810,227
SOLID WASTE (0072)	13,348,295	14,772,584	15,365,768	14,736,287	13,909,549
STORM SEWER REVENUE BONDS-2005 (0082)	-	-	1,925,000	1,925,000	3,345,000
SEWER BOND PENDING SERIES (0088)	-	-	9,733,000	9,733,000	75,645,000
WATER PENDING BOND SERIES (0089)	-	-	4,341,000	4,341,000	7,174,000
GENERAL CAPITAL FUND (00CP)	591,595	111,228	-	-	264,472
MAJOR GRANTS PROGRAMS (00MG)	145,537	642,716	1,276,972	937,052	43,309
Total	$99,785,499	$102,774,775	$130,883,376	$124,749,564	$198,284,018

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ADMINISTRATION	15,513,480	14,588,495	23,156,710	21,770,045	22,605,015
CAPITAL PROJECTS	687,596	1,078,514	30,623,614	34,087,351	105,228,162
CUSTOMER SERVICE	1,733,433	1,885,492	1,819,956	1,846,282	1,810,127
FIELD OPERATIONS	30,796,653	32,537,230	36,256,416	35,820,520	35,423,291
FLEET & FACILITY	7,409,708	9,395,579	12,731,122	12,822,855	9,769,345
PROJECT MANAGEMENT	2,536,113	2,809,750	2,944,731	2,950,424	2,836,034
SYSTEMS PLANNING	2,330,591	2,904,677	3,851,929	3,816,886	2,660,915
WASTEWATER TREATMENT	8,921,002	9,318,143	8,312,793	8,312,793	8,456,170
WATER TREATMENT	9,296,424	9,985,641	7,862,322	7,799,736	7,504,953
Total	$79,225,000	$84,503,521	$127,559,593	$129,226,892	$196,294,012

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ENERGY PROJECTS (0002)	88,609	180,643	158,462	158,462	202,286
PARKS REPAIR & RESTOR MILLAGE (0006)	1,436	77,008	-	-	-
GENERAL (0010)	6,153,069	6,603,534	7,039,471	7,019,873	6,558,527
CENTRAL STORES (0011)	1,007,189	1,224,476	1,571,428	1,563,815	1,572,902
FLEET SERVICES (0012)	5,697,050	7,230,809	10,205,730	10,303,879	7,244,905
MAJOR STREET (0021)	6,569,521	6,897,456	6,770,205	6,728,042	6,801,850
LOCAL STREET (0022)	1,567,422	1,844,192	1,710,662	1,710,662	1,726,877
METRO EXPANSION (0036)	121,163	255,469	360,422	335,422	347,993
WATER SUPPLY SYSTEM (0042)	18,047,526	17,960,957	19,524,948	19,534,986	20,031,646
SEWAGE DISPOSAL SYSTEM (0043)	15,837,221	16,032,497	20,199,691	18,896,176	19,423,975
AIRPORT (0048)	681,719	711,342	817,900	817,900	795,594
PROJECT MANAGEMENT (0049)	2,160,508	2,422,011	4,408,764	4,364,457	4,247,060
CEMETARY PERPETUAL CARE (0054)	-	599	-	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	75,513	71,462	84,715	84,715	79,817
ART IN PUBLIC PLACES (0056)	35,395	338,594	1,587,064	322,946	309,190
INSURANCE FUND (0057)	136,208	180,257	148,998	148,998	157,411
WHEELER CENTER (0058)	436,183	459,184	503,344	502,960	515,391
ALTERNATIVE TRANSPORTATION (0061)	180,145	116,506	201,129	121,075	429,564
STREET MILLAGE FUND (0062)	414,661	539,166	10,115,687	14,914,060	16,298,302
STORMWATER SEWER SYSTEM FUND (0069)	3,433,396	4,021,177	5,659,428	5,536,623	5,940,877
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,596,141	3,496,667	3,810,544	3,700,342	3,810,227
SOLID WASTE (0072)	12,615,869	12,926,546	15,364,714	15,165,212	13,592,309
STORM SEWER REVENUE BONDS-2005 (0082)	-	-	1,925,000	1,925,000	3,345,000
SEWER BOND PENDING SERIES (0088)	-	-	9,733,000	9,733,000	75,645,000
WATER PENDING BOND SERIES (0089)	-	-	4,341,000	4,341,000	7,174,000
SIDEWALK IMPROVEMENT FUND (0091)	-	19,668	-	-	-
GENERAL CAPITAL FUND (00CP)	223,519	250,584	40,315	40,315	-
MAJOR GRANTS PROGRAMS (00MG)	145,537	642,716	1,276,972	1,256,972	43,309
Total	$79,225,000	$84,503,520	$127,559,593	$129,226,892	$196,294,012

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
ADMINISTRATION	12.00	11.00	10.00	9.35
CAPITAL PROJECTS	17.17	16.00	17.89	17.64
CUSTOMER SERVICE	13.00	12.35	12.10	11.60
FIELD OPERATIONS	135.18	128.60	125.96	123.96
FLEET & FACILITY	23.93	23.67	21.05	21.20
PROJECT MANAGEMENT	15.31	15.26	12.85	12.85
SYSTEMS PLANNING	13.64	13.69	13.65	14.65
WASTEWATER TREATMENT	35.98	34.85	35.05	35.17
WATER TREATMENT	26.12	26.00	25.51	25.63
Total	292.33	281.42	274.06	272.05

PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, safety, programming, oversight and communications support. Administration also provides support for the design and management of capital projects.

PUBLIC SERVICES AREA

ADMINISTRATION

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	428,172	1,279,244	721,000	1,248,000	756,405
CONTRIBUTIONS	2,124,737	-	-	-	-
INTERGOVERNMENTAL REVENUES	-	925,264	-	-	-
INVESTMENT INCOME	363,470	1,580,779	1,575,799	1,575,799	1,257,288
LICENSES, PERMITS & REGISTRATIONS	-	(1,716)	-	-	-
MISCELLANEOUS REVENUE	472,997	69,591	10,000	1,092,117	10,000
OPERATING TRANSFERS IN	3,076,751	2,782,807	2,483,993	2,483,993	2,562,438
PRIOR YEAR SURPLUS	-	-	5,862,161	-	7,093,359
TAXES	21,177,654	20,204,253	19,904,481	20,077,776	20,091,746
Total	$27,643,781	$26,840,222	$30,557,434	$26,477,685	$31,771,236

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	76,203	33,194	3,055	-	-
CENTRAL STORES (0011)	(6,314)	24,309	17,534	17,534	13,990
MAJOR STREET (0021)	693,309	786,506	734,016	734,016	715,954
LOCAL STREET (0022)	193,314	227,286	224,158	224,158	215,232
METRO EXPANSION (0036)	38,519	21,471	15,422	15,422	12,305
WATER SUPPLY SYSTEM (0042)	4,191,523	2,926,131	1,735,522	1,691,612	1,766,636
SEWAGE DISPOSAL SYSTEM (0043)	(58,923)	296,964	758,000	665,220	628,881
AIRPORT (0048)	10,859	6,311	4,079	4,079	3,255
PROJECT MANAGEMENT (0049)	50,208	34,974	26,815	26,815	21,395
ART IN PUBLIC PLACES (0056)	378,906	337,864	176,523	176,523	198,389
WHEELER CENTER (0058)	2,169	2,535	1,209	1,209	965
ALTERNATIVE TRANSPORTATION (0061)	(8,079)	14,047	11,888	11,888	9,485
STREET MILLAGE FUND (0062)	9,638,050	9,628,134	14,914,060	9,414,772	16,298,302
STORMWATER SEWER SYSTEM FUND (0069)	453,589	86,503	74,663	1,140,181	71,812
SOLID WASTE (0072)	11,990,448	12,413,993	11,860,490	12,354,256	11,814,635
Total	$27,643,781	$26,840,222	$30,557,434	$26,477,685	$31,771,236

PUBLIC SERVICES AREA

ADMINISTRATION

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	582,677	671,724	813,521	836,595	795,568
PAYROLL FRINGES	337,066	284,207	375,821	337,597	450,237
OTHER SERVICES	695,942	782,806	522,278	521,392	443,486
MATERIALS & SUPPLIES	102,988	90,880	71,602	68,150	62,602
OTHER CHARGES	9,334,129	8,889,993	17,609,931	16,197,158	16,892,178
PASS THROUGHS	4,669,565	4,183,650	3,753,093	3,798,639	3,949,160
CAPITAL OUTLAY	-	(203,452)	-	-	-
EMPLOYEE ALLOWANCES	-	-	10,464	10,514	11,784
Total	$15,722,367	$14,699,808	$23,156,710	$21,770,045	$22,605,015

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	330,883	446,359	296,811	296,911	104,490
MAJOR STREET (0021)	1,995,307	1,862,692	1,850,972	1,889,672	1,808,250
LOCAL STREET (0022)	139,709	108,012	101,305	101,305	103,001
WATER SUPPLY SYSTEM (0042)	4,863,186	4,553,065	7,344,748	7,391,354	7,530,597
SEWAGE DISPOSAL SYSTEM (0043)	4,723,539	4,226,456	8,710,550	7,352,305	8,414,417
PROJECT MANAGEMENT (0049)	-	-	50,000	-	50,000
ART IN PUBLIC PLACES (0056)	35,395	6,980	42,443	42,443	26,475
INSURANCE FUND (0057)	136,208	180,257	148,998	148,998	157,411
STREET MILLAGE FUND (0062)	208,887	111,314	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	658,295	871,862	1,802,307	1,740,481	1,769,291
SOLID WASTE (0072)	2,630,957	2,313,143	2,806,576	2,806,576	2,641,083
SIDEWALK IMPROVEMENT FUND (0091)	-	19,668	-	-	-
Total	$15,722,366	$14,699,808	$23,154,710	$21,770,045	$22,605,015

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
ADMINISTRATION	12.00	11.00	10.00	9.35
Total	12.00	11.00	10.00	9.35

PUBLIC SERVICES AREA
ADMINISTRATION

REVENUES

Charges for Services – The FY 2012 Forecasted amount reflects an increase of Recycle Processing Revenue because of a favorable recycle market.

Investment Income – Decreases are due to lower projected market investment rates.

Prior Year Surplus – Reflects an increase in the use of the Street Millage accumulated fund balance associated with securing alternative funding for the E. Stadium Bridges project.

EXPENSES

Payroll Fringes - The increase is attributable to employee medical insurance, pension and VEBA funding.

Other Services – Reflects a decrease in contracted services and the removal of rental costs for Administrative space in FY 2012.

Other Charges – Reflects decreases on debt interest and the retiree medical insurance allocation.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Administration/Safety	**Manager:**	Craig Hupy

Service Unit Goals	City Goals:
A. Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2011 to June 30, 2012.	**2**
B. Develop and assist in the implementation of new technology resources to engage citizens and employees and enhance understanding of city services and initiatives from July 1, 2011 to June 30, 2012.	**2**
C. Assist with the development and implementation of strategies to support new and ongoing city and PSA initiatives from July 1, 2011 to June 30, 2012.	**2**
D. Work with all Public Service Units to continue writing Standard Operating Procedures for each operation (Task).	**2, 3, & 5**
E. Continue annual testing in Larcom Building for Radon, Air Quality, Mold and Mildew.	**1,3, & 5**
F. Implement new electronic incident reporting program	**1, 3, & 5**
G. Start development of city wide Safety Manual working in conjunction with City wide Safety Committee. (2/3 year process)	**1, 2, 3, 4, &5**
H. Develop a training matrix for required regulatory training for each Service area starting with Public Service.	**1, 2, 3, 4, & 5**

Service Unit Measures	Status
A - Write, edit and produce a variety of Public Services information pieces each month, including communications plans, quarterly WaterMatters newsletter, biannual WasteWatcher newsletter, millage renewal fact sheets, program collateral materials, press release, etc., by June 30, 2012.	Biannual, quarterly deadlines met; Millage materials created; other projects ongoing.
B - With the Communications Office, track status of technology resource project implementations each month. These new resources include integration of new media, such as Podcasts and live web streaming of city meetings to promote City information, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2012.	Provided monthly updates on communications efforts.
C – Track number of communication plans andimplementation steps for	Communication

campaigns, including road and sidewalk millage public awareness, the transistion to contracted compost center operations, collection route changes, PACE grants (with Communications Office), Recyclebank, etc., by June 30, 2012.	plans are tracked in monthly Communications Office report
D – Develop a miniumum of 5 each month.	Completed
E – Have tests completed every six months by a qualified testing firm with results posted on the first floor.	Completed
F – Rough draft to be completed by 06/30/2012.	Completed
H– Public Service Matrix to be completed by 03/01/2012 and Community Services in draft form by 06/30/2012.	Completed

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Administration/Safety	**Manager:**	Craig Hupy

Service Unit Goals	City Goals:
A. Increase by 15 percent information distributed to internal and external audiences about Ann Arbor municipal news, innovative programs, awards and services from July 1, 2012 to June 30, 2013	**2**
B. Develop and assist in the implementation of new technology resources to engage citizens and employees and enhance understanding of city services and initiatives from July 1, 2012 to June 30, 2013.	**2**
C. Assist with the development and implementation of strategies to support new and ongoing city and Public Service initiatives form July 1, 2012 to June 30, 2013.	**2**
D. Work with all Public service Units to continue writing Standard Operating Procedures for each operational task. (ongoing**)**	**2,3,& 5**
E. Continue annual testing in Larcom Building for Radon, Air Quality, Mold and Mildew.	**1,3,& 5**
F. Monitor and revise new electronic incident reporting program as needed for the first year.	**1,3,& 5**
G. Continue development of city Wide Safety Manual working in conjunction with City wide Safety Committee. (2/3 year process.)	**1,2,3,4,& 5**
H. Develop a Training matrix for required regulatory training for each Service area starting with Public Service.	**1,2,3,4,&5**

Service Unit Measures	Status
A - Write, edit and produce a variety of Public Services information pieces each month, including communications plans, quarterly WaterMatters newsletter, biannual WasteWatcher newsletter, program collateral materials, press release, etc., by June 30, 2013.	
B - With the Communications Office, track status of technology resource project implementations each month. These new resources include integration of new media, such as Podcasts and live web streaming of city meetings to promote City information, Webinar options to help support commercial recycling success and community education, applications to monitor effectiveness of communication messages/vehicles (Google Analytics, GovDelivery subscribers and click throughs, A2C report, Survey Monkey, VOD views) by June 30, 2013.	
C- Track number of communication plans and implementation steps for campaigns, including the citywide commercial recycling implementation,	

street and sidewalk millage public awareness, the Solid Waste Plan Update, water projects, PACE grants (with Communications Office), Sustainability efforts, LEED building signs, Recyclebank, city events, etc., by June 30, 2013.	
D - Develop a minimum of 5 each month.	
E - Have tests completed every six months by a qualified testing firm with results posted on the first floor.	
F – Complete by 03/31/2013	
G – Complete by 06/30/2014	
H – Complete by 06/30/2014	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
SAFETY COMP SPECIALIST	401220	1.00
ADMIN ASSISTANT LVL 4	110044	1.30
ADMIN ASSISTANT LVL 5	110054	0.15
CITY COMMUNICATION LIAISO	401180	1.00
FINANCIAL MGR-PUBLIC SERV	401070	0.90
FINANCIAL OP & CONTROL AN	401250	1.00
MANAGEMENT ASSISTANT	000200	1.00
PRO & DOCU SPECIALIST	401080	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00
SAFETY MANAGER	401290	1.00
Total		9.35

PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes capital improvements for roads, water, storm water and sewer infrastructure.

PUBLIC SERVICES AREA

CAPITAL PROJECTS

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	377,611	-	2,175,784	2,175,784	2,090,821
OPERATING TRANSFERS IN	213,984	111,228	10,000	10,000	343,389
PRIOR YEAR SURPLUS	-	-	741,000	-	351,407
SALE OF BONDS	-	-	15,999,000	15,999,000	86,164,000
Total	$591,595	$111,228	$18,925,784	$18,184,784	$88,949,617

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PROJECT MANAGEMENT (0049)	-	-	2,175,784	2,175,784	2,090,821
ALTERNATIVE TRANSPORTATION (0061)	-	-	10,000	10,000	304,515
SOLID WASTE (0072)	-	-	741,000	-	82,500
STORM SEWER REVENUE BONDS-2005 (0082)	-	-	1,925,000	1,925,000	3,345,000
SEWER BOND PENDING SERIES (0088)	-	-	9,733,000	9,733,000	75,645,000
WATER PENDING BOND SERIES (0089)	-	-	4,341,000	4,341,000	7,174,000
GENERAL CAPITAL FUND (00CP)	591,595	111,228	-	-	264,472
MAJOR GRANTS PROGRAMS (00MG)	-	-	-	-	43,309
Total	$591,595	$111,228	$18,925,784	$18,184,784	$88,949,617

PUBLIC SERVICES AREA

CAPITAL PROJECTS

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	26,133	19,492	1,750,681	1,750,681	1,545,492
PAYROLL FRINGES	303,477	298,328	763,006	763,006	817,006
OTHER SERVICES	80,091	537,582	-	-	-
MATERIALS & SUPPLIES	500	570	-	-	-
OTHER CHARGES	13,888	-	28,116,685	31,570,886	102,857,975
PASS THROUGHS	54,621	111,228	-	-	-
EMPLOYEE ALLOWANCES	-	-	2,778	2,778	7,689
Total	$478,710	$967,200	$30,633,150	$34,087,351	$105,228,162

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ENERGY PROJECTS (0002)	-	-	-	-	30,000
WATER SUPPLY SYSTEM (0042)	24,036	24,888	96,122	96,122	102,375
SEWAGE DISPOSAL SYSTEM (0043)	30,648	78,416	244,559	244,559	176,991
PROJECT MANAGEMENT (0049)	242,436	242,434	2,175,784	2,175,784	2,090,821
ART IN PUBLIC PLACES (0056)	-	331,614	1,544,621	280,503	282,715
ALTERNATIVE TRANSPORTATION (0061)	102,389	24,946	90,054	10,000	314,000
STREET MILLAGE FUND (0062)	28	64,564	9,742,010	14,540,383	15,941,451
SOLID WASTE (0072)	-	-	741,000	741,000	82,500
STORM SEWER REVENUE BONDS-2005 (0082)	-	-	1,925,000	1,925,000	3,345,000
SEWER BOND PENDING SERIES (0088)	-	-	9,733,000	9,733,000	75,645,000
WATER PENDING BOND SERIES (0089)	-	-	4,341,000	4,341,000	7,174,000
GENERAL CAPITAL FUND (00CP)	79,173	200,338	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	-	-	-	-	43,309
Total	$478,710	$967,200	$30,633,150	$34,087,351	$105,228,162

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
CAPITAL PROJECTS	17.17	16.00	17.89	17.64
Total	17.17	16.00	17.89	17.64

PUBLIC SERVICES AREA
CAPITAL PROJECTS

The Water Supply System is requesting capital project funding in the amount of $7,174,000. Funds will be supplied by Water Revenue bonds and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of $75,645,000. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of $3,345,000. Funding will be provided by Stormwater bonds.

The Street Repair Millage Fund is requesting capital project funding in the amount of $15,941,451. All funding will be supplied by the Street Repair Millage and fund balance.

The Alternative Transportation Fund is requesting capital project funding in the amount of $314,000. Funding will be provided from fund balance.

The Solid Waste Enterprise Fund is requesting capital project funding in the amount of $82,500. Use of fund balance will supply funding for the requested projects.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ASST WWTP MANAGER	401010	0.10
CIVIL ENGINEER III	403620	2.85
CIVIL ENGINEER IV	403840	0.75
CIVIL ENGINEER V	401330	1.75
CIVIL ENGINEERING SPEC 3	112014	4.30
CIVIL ENGINEERING SPEC 4	112024	3.05
CIVIL ENGINEERING SPEC 5	112034	0.80
CONTRACT/PROJECT MGR WWTP	401190	0.10
ENG PROJECT MANAGER II	403660	0.85
FIELD OPER TECH V - COMM	112744	0.25
FLEET & FACILITIES MGR	403200	0.00
LEGAL ASSISTANT PARALEGAL	000920	0.30
OPERATIONS SPECIALIST	112110	0.24
PROCESS CONTROL SYS SPEC	403190	0.05
SENIOR UTILITIES ENGINEER	404000	1.55
SUPERVISOR - CESS	192050	0.45
WWTP MANAGER	401300	0.25
Total		17.64

PUBLIC SERVICES AREA

CUSTOMER SERVICE

Customer Service has primary responsibility for collecting and processing all payments due to the City such as taxes, parking tickets, water and solid waste payments, and miscellaneous invoices. Customer Service is also responsible for all utility (water, sewer, and storm water), airport and solid waste billing services. Within the unit, a call center application routes a variety of City and Public Service related calls to trained agents on a priority basis, to assure a timely response to customer inquiries, complaints and requests for service. These calls are associated with Project Management, Solid Waste, Street Maintenance, Traffic Control, Airport services, tax bill payment processing and questions, and Water Utilities. Customer Service also provides Backflow Prevention Inspection and Reporting services, all types of general information for walk-in customers, and support for service requests that are generated from the web via the CRS (Citizen Request System).

PUBLIC SERVICES AREA

CUSTOMER SERVICE

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	44,347,214	46,574,861	46,995,885	47,864,251	49,660,476
MISCELLANEOUS REVENUE	4,416	11,714	13,000	13,000	13,000
TAXES	-	4,100	-	-	-
Total	$44,351,630	$46,590,675	$47,008,885	$47,877,251	$49,673,476

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	-	53,061	60,000	60,000	60,000
WATER SUPPLY SYSTEM (0042)	19,752,339	20,813,306	20,557,716	21,408,430	22,091,438
SEWAGE DISPOSAL SYSTEM (0043)	19,175,948	20,310,622	20,782,585	20,782,585	21,715,790
STORMWATER SEWER SYSTEM FUND (0069)	5,423,343	5,413,686	5,608,584	5,626,236	5,806,248
Total	$44,351,630	$46,590,675	$47,008,885	$47,877,251	$49,673,476

PUBLIC SERVICES AREA

CUSTOMER SERVICE

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	664,032	682,840	671,406	682,326	645,734
PAYROLL FRINGES	358,242	393,673	430,971	433,177	520,297
OTHER SERVICES	173,839	175,936	94,317	100,222	94,403
MATERIALS & SUPPLIES	48,385	86,024	63,233	70,528	75,058
OTHER CHARGES	488,685	547,020	549,601	549,601	464,207
PASS THROUGHS	-	-	10,428	10,428	10,428
VEHICLE OPERATING COSTS	250	-	-	-	-
Total	$1,733,433	$1,885,493	$1,819,956	$1,846,282	$1,810,127

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	201,397	257,649	265,206	265,206	249,305
MAJOR STREET (0021)	17,595	5,268	9,023	9,023	9,513
WATER SUPPLY SYSTEM (0042)	1,300,852	1,329,427	1,236,129	1,262,455	1,216,940
PROJECT MANAGEMENT (0049)	20,163	18,902	36,988	36,988	40,143
SOLID WASTE (0072)	193,427	274,246	272,610	272,610	294,226
Total	$1,733,434	$1,885,492	$1,819,956	$1,846,282	$1,810,127

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
CUSTOMER SERVICE	13.00	12.35	12.10	11.60
Total	13.00	12.35	12.10	11.60

PUBLIC SERVICES AREA
CUSTOMER SERVICE

REVENUES

Charges for Services – Reflects increase metered service revenues due to proposed rate increases.

EXPENSES

Payroll Fringes - The increase is associated with higher medical insurance, pension and VEBA funding.

Other Charges – The decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Customer Service	**Manager:**	Wendy Welser

Service Unit Goals	City Goals:
A. Maintain average rate of "Abandoned phone calls" at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain "service level" for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	**2**
B. Maintain and update as needed, call center software application (IQ) and associated phone trees.	**2 & 3**
C. Implement phone system feature for emails to "Customer Service" to queue up like incoming phone calls to ensure priority handling.	**2**
D. Work with AMR vendor, Aclara, to develop MDM functionality (Meter Data Mgt) for water consumption data (currently only provided for gas and electric utilities) to enhance analysis and rate design capabilities.	**1 & 2**
E. Implement OnBase to reduce paper use and physical storage req.	**1 & 4**
F. Implement "monthly" billing option for customers who agree to ebilling and epayment arrangements once new billing template is tested	**2 & 4**
G. Assume responsibility for ROW Permit processing; document and look for opportunities to improve the current associated processes	**1 & 2**
H. Cross train agents and share responsibility with Planning and Development for answering the Building Services general phone queue to improve current call handling statistics and achieve or exceed the standards outlined in "A." above.	**1 & 2**
I. Implement plan to standardize/fix the base period for summer sewer discount for all residential customers and edit billing periods to provide better equity for the discounted bills.	**2 & 5**
J. Cross train agents and share responsibility with Planning and Development for building permit application intake to improve quality of applications submitted and reduce processing/follow-up time	**1 & 2**
K. Review the backflow inspection process from "cradle to grave" for the purposes of identifying opportunities for improvement in efficiency, effectiveness and completeness including process steps, correspondence, work orders, inspections and violation tracking	**2 & 5**
L. Strategic phase-in of two-way technology for the existing automated meter reading (AMR) technology	**1, 2 & 3**

Service Unit Measures	Status
A – Review phone system reports both real-time and monthly	On Going; perf better than set goal

B – Use customer feedback and monitor programs for which we provide phone support; document and perform regular testing of phone trees	On Going; soft upgrade completed 4/2012
C – Create and manage project timeline by 06/30/2012	On-hold
D – Strategy meetings with Aclara; create project plan, monitor timeline if feasible	On-going analysis and troubleshooting of existing DCU2 upgrade; plan to install 2nd DCU2 to test hypothesis late June 2012
E – Work with IT to create and manage project timeline to 06/30/2012.	On-hold w/ IT
F – Create and manage project timeline by 12/30/2011.	Project timeline created; pending software upgrade; on-hold for IT
G – Track number of permits processed, average time to complete, and establish a performance standard by 06/30/2012.	Completed
H – Review phone system reports both real-time and monthly	On hold; ROW and Lane Closure permits were migrated from P&D to Cust Serv
I – Follow existing project timeline; implement changes by 12/30/2011 and monitor	Completed
J – Create job aids; train; track average time to process permits	On hold
K – Review existing process front to back; identify improvement opportunities; create timeline for completion; implement changes by 06/30/2012.	On-going process improv; annual report was submitted to MDEQ 3/26/12

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Customer Service	**Area Administrator:**	Craig Hupy
Service Unit:	Public Services	**Manager:**	Wendy Welser

Service Unit Goals	City Goals:
A. Maintain average rate of "Abandoned phone calls" at 4% or lower overall, as well as 4% or lower for each individual queue. Maintain "service level" for all calls in all queues at 80% overall (80% of the calls are answered in 20 seconds or less), as well as 80% or better for each individual queue.	**2**
B. Maintain and update as needed, call center software application (IQ) and associated phone trees.	**2 & 5**
C. Continue project plan created in FY 2012 for Upgrading the Meter Reading Network (DCUs to DCU 2s); must be completed before 1/2014	**5**
D. Identifying potential cross-connections for existing businesses that are not currently in the database or being inspected.	**2 & 3**
E. Implement "out-of-office hours" quarterly staff meetings.	**2**
F. Assume responsibility for Sidewalk Occupancy Permits	**2**
G. Evaluate and update current web links used between Customer Service and Planning and Development.	**2**
H. Cross-train agents to support Planning and Development during peak periods or during staffing shortages	**2**
I. Continue to work with AMR vendor, Aclara, to develop MDM functionality (Meter Data Mgt) for water consumption data to enhance analysis, assist in rate design, and provide additional benefits to stakeholders.	**1, 2 & 5**
J. Develop strategic plan for phase-in/replacement of one-way transmitters with newer, two-way transmitters in the meter reading network.	**1, 2 & 3**
K. Upgrade current version of the Cogsdale utility billing software which is no longer supported via patches, updates or enhancements, to Version 29	**1, 2 & 5**
L. Upgrade billing platform for Cogsdale (Great Plains) to Version 11	**1, 2 & 5**
M. Move to the current Cogsdale billing template (from template #8 to #24)	**2 & 5**
N. Service Order Integration Adjustments between Cityworks & Cogsdale	**2 & 5**
O. Implement "final bill" enhancement to billing application to accelerate the dunning process on final bills so landlords can make informed decisions when returning security deposits to tenants responsible for water bills	**2**
P. Add capability for landlords to be able to look at water bills for all of their rental properties at a glance	**2**

Q. Call Center Phone System Software Upgrade (Prairie Fyre)	**2 & 5**
R. Add capability to send duplicate copies of bills to landlord/property owners	**2**
S. Review e-payment website for possible enhancements	**2**

Service Unit Measures	Status
A - Review phone system reports both real-time and monthly	
B - Use customer feedback and monitor programs for which we provide phone support; document and perform regular testing of phone trees	
C – Network upgrades completed by January 2014 (per Verizon all digital network upgrade schedule)	
D – Addition of missing backflow device information the database and inspect as documented by the Annual Report to the MDEQ due in March	
E – Improved communication, awareness and knowledge	
F – Processing of Sidewalk Occupancy Permits	
G – Less duplication and ease of use; customer feedback	
H – Decreased wait times at the counter and in the P & D phone queues	
I – Meetings, develop project plan, implementation of new capabilities	
J – Meetings, development of strategic plan and project timeline, installation of new MTUs to replace existing units	
K– Meetings, develop strategic plan and project timeline, agent training on new/revised features; software implementation	
L – Meetings, develop strategic plan and project timeline, install Great Plains 11; no noticeable impact to end users	
M– Complete coding in the system, install and put into use	
N– Meetings, project timeline, incremental progress until all changes are made	
O– Receive and test enhancement from Cogsdale, install; customer feedback	
P– Meetings, project timeline,test, install; customer feedback	
Q– Meetings, project timeline, review changes, train agents, upgrade software, monitor	
R– Meetings, project timeline, test, install, monitor	
S– Meetings, develop strategic plan and project timeline, installation of enhancements; customer feedback	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
CUSTOMER SERVICE

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 1	110014	0.50
ADMIN ASSISTANT LVL 2	110024	1.00
ADMIN ASSISTANT LVL 3	110034	1.75
ADMIN ASSISTANT LVL 4	110044	3.60
ADMIN ASSISTANT LVL 5	110054	2.00
CALL CENTER SUPERVISOR	194510	1.00
CUSTOMER SERV MANAGER	401390	1.00
DEVELOPMENT SRVS INSP V	110555	0.75
Total		11.60

PUBLIC SERVICES AREA

FIELD OPERATIONS

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

PUBLIC SERVICES AREA

FIELD OPERATIONS

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	2,225,465	2,640,776	2,694,451	2,896,076	2,806,367
INTERGOVERNMENTAL REVENUES	7,227,562	7,337,583	7,297,893	7,272,893	7,333,722
INTRAGOVERNMENTAL SALES	1,343,293	1,621,321	1,791,762	1,786,762	1,790,970
INVESTMENT INCOME	176,513	377,276	319,625	320,225	265,126
MISCELLANEOUS REVENUE	110,208	715,106	910,552	665,848	223,085
OPERATING TRANSFERS IN	334,283	326,575	244,000	244,000	244,000
PRIOR YEAR SURPLUS	-	-	1,370,744	-	79,817
TAXES	4,153,715	3,973,821	3,700,340	3,700,340	3,753,262
Total	$15,571,039	$16,992,458	$18,329,367	$16,886,144	$16,496,349

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	7,527	1,933	-	600	-
GENERAL (0010)	202,418	506,253	475,424	384,620	388,449
CENTRAL STORES (0011)	1,081,486	1,299,989	1,553,894	1,546,762	1,558,912
MAJOR STREET (0021)	6,050,778	6,246,873	6,028,389	6,189,389	6,040,896
LOCAL STREET (0022)	1,471,384	1,495,616	1,486,504	1,486,504	1,511,645
METRO EXPANSION (0036)	346,654	318,959	345,000	320,000	335,688
WATER SUPPLY SYSTEM (0042)	53,800	88,386	-	7,000	-
SEWAGE DISPOSAL SYSTEM (0043)	249,223	10,763	573,806	175,000	175,000
CEMETARY PERPETUAL CARE (0054)	2,056	2,408	1,200	1,200	1,200
ELIZABETH R. DEAN TRUST FUND (0055)	62,997	31,717	85,000	50,000	79,817
WHEELER CENTER (0058)	471,923	515,592	509,251	501,751	514,426
STORMWATER SEWER SYSTEM FUND (0069)	17,943	28,742	66,550	69,550	67,675
PARK MAINT & CAPITAL IMP MILLAGE (0071)	4,195,002	4,086,635	4,440,071	3,771,737	3,810,227
SOLID WASTE (0072)	1,357,847	2,358,591	2,764,278	2,382,031	2,012,414
Total	$15,571,038	$16,992,457	$18,329,367	$16,886,144	$16,496,349

PUBLIC SERVICES AREA

FIELD OPERATIONS

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	7,823,472	8,114,008	8,451,983	8,385,845	7,976,046
PAYROLL FRINGES	3,970,857	4,207,404	4,798,358	4,715,535	5,456,137
OTHER SERVICES	12,195,175	13,405,248	14,865,239	14,820,291	15,348,063
MATERIALS & SUPPLIES	2,454,652	3,163,730	2,659,658	2,754,776	2,469,458
OTHER CHARGES	2,724,501	3,238,475	3,409,712	3,131,484	2,557,520
PASS THROUGHS	1,111,479	529,830	524,245	505,070	507,330
CAPITAL OUTLAY	100,768	(528,919)	1,328,508	1,220,806	940,501
VEHICLE OPERATING COSTS	415,749	407,454	195,720	263,720	137,539
EMPLOYEE ALLOWANCES	-	-	22,993	22,993	30,697
Total	$30,796,653	$32,537,230	$36,256,416	$35,820,520	$35,423,291

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	1,436	77,008	-	-	-
GENERAL (0010)	4,207,813	3,931,717	4,128,390	4,128,390	4,190,801
CENTRAL STORES (0011)	1,005,396	1,232,903	1,569,428	1,563,815	1,572,902
MAJOR STREET (0021)	4,059,473	4,530,060	4,399,760	4,318,897	4,478,921
LOCAL STREET (0022)	1,371,660	1,720,126	1,587,957	1,587,957	1,603,726
METRO EXPANSION (0036)	121,163	255,469	360,422	335,422	347,993
WATER SUPPLY SYSTEM (0042)	2,306,630	2,126,145	2,928,188	2,928,188	3,199,790
SEWAGE DISPOSAL SYSTEM (0043)	1,748,255	2,037,458	2,482,999	2,537,729	1,881,724
CEMETARY PERPETUAL CARE (0054)	-	599	-	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	75,513	71,462	84,715	84,715	79,817
WHEELER CENTER (0058)	436,183	459,184	503,344	502,960	515,391
STORMWATER SEWER SYSTEM FUND (0069)	2,116,843	2,389,617	3,033,652	2,971,865	3,361,780
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,596,141	3,496,667	3,810,544	3,700,342	3,810,227
SOLID WASTE (0072)	9,605,802	10,158,569	11,326,702	11,119,925	10,380,219
GENERAL CAPITAL FUND (00CP)	144,346	50,246	40,315	40,315	-
Total	$30,796,654	$32,537,230	$36,256,416	$35,820,520	$35,423,291

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
FIELD OPERATIONS	135.18	128.60	125.96	123.96
Total	135.18	128.60	125.96	123.96

PUBLIC SERVICES AREA
FIELD OPERATIONS

REVENUES

Miscellaneous Revenue – The FY2012 budget reflects a one-time revenue from the sale of Compost Center related equipment.

Prior Year Surplus – The budget reflects a decrease associated with the completion of multi-year projects.

EXPENSES

Personnel Services – The budget reflects a decrease in the number of FTE's in the service unit.

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

Other Services – The budget reflects an increase in electricity costs for street lighting.

Vehicle Operating Costs – The budget reflects the removal of Compost Center equipment costs.

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units; and a reduction in budgeted contingency.

PUBLIC SERVICES AREA

FIELD OPERATIONS

Expenses by Activity (0006 PARKS REPAIR & RESTOR MILLAGE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1810 TAX REFUNDS	1,436	3,862	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	-	73,146	-	-	-
Total	$1,436	$77,008	-	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	867,300	850,451	873,197	873,197	623,189
1130 FAIRVIEW CEMENTERY	28,109	26,319	34,835	34,835	35,198
4100 DDA STREET LIGHTING	29,068	65,036	59,884	59,884	61,431
4101 STREET LIGHTING	1,598,170	1,593,912	1,503,898	1,503,898	1,873,071
4120 PARKING METERS	41,616	14,893	161	-	-
4146 FOOTBALL/SPECIAL EVENTS	2,028	12,842	6,640	6,640	6,092
4149 MAJOR TRAFFIC SIGNS	11,100	13,708	1,000	1,000	-
6209 PARKS - MOWING	915,785	585,944	919,466	919,466	880,616
6210 OPERATIONS	173,309	188,967	184,910	184,910	180,360
6222 SNOW & ICE CONTROL	225,315	247,937	194,887	194,887	186,203
6225 GRAFFITI/PRIVATE PROPERTY	1,205	264	4,771	4,771	5,069
6328 ROW MAINTENANCE	4,163	30,335	10,059	10,059	10,231
6335 ATHLETIC FIELDS/GAME COURTS	14,927	4,531	15,751	15,751	15,751
6340 ADOPT-A-PARK/GARDEN	-	-	21,710	21,871	15,939
9500 DEBT SERVICE	295,718	296,577	297,221	297,221	297,651
Total	$4,207,813	$3,931,716	$4,128,390	$4,128,390	$4,190,801

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	265,310	278,548	294,495	280,321	287,006
4912 MATERIALS & SUPPLIES	487,823	693,729	932,000	932,000	932,000
4930 SYSTEMS MAINTENANCE	150,963	181,722	224,952	248,673	233,789
4931 INSTALLS AND REPAIRS	101,300	78,906	117,981	102,821	120,107
Total	$1,005,396	$1,232,905	$1,569,428	$1,563,815	$1,572,902

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	1,286,202	1,166,018	1,311,188	1,264,668	1,334,824
4123 SIGNAL INSTALLAION/REBUILD	147,633	182,796	317,506	301,427	434,993
4124 TRAFFIC SIGNAL MAINTENANCE	122,831	215,998	254,815	250,620	221,767
4125 SIGNAL PREVENT MAINT	36,507	47,963	61,818	61,818	66,599
4126 SIGNAL EMERGENCY REPAIR	159,747	141,694	123,157	123,057	128,389
4127 SIGNAL SYSTEM CONTROL	185,192	195,832	254,362	196,852	197,592
4128 SIGNAL SHOP WORK	24,968	22,092	27,975	27,975	30,227
4129 GRID EXPANSION/MAINTENANCE	25,176	8,379	6,573	6,573	7,024
4135 SIGN SHOP WORK	12,455	11,067	14,961	14,961	16,469
4136 SIGN, WORK FOR OTHERS	52,084	57,854	27,120	27,120	28,425
4142 MAJOR SIGN MANUFACTURE	42,627	33,183	54,979	54,979	27,824
4146 FOOTBALL/SPECIAL EVENTS	81,248	47,816	31,582	31,582	31,802
4147 MAJOR ST PAVEMENT MARKING	220,372	272,604	112,667	112,667	122,640
4149 MAJOR TRAFFIC SIGNS	102,136	84,798	94,227	94,227	92,311
4183 TRUNKLINE CONSTRUCTION	1,686	10,192	10,156	10,156	10,526
4184 TRUNKLINE SIGNAL INSTALL	12,408	3,390	6,956	6,956	7,426
4185 TRUNKLINE PREV MAINT	19,218	15,609	7,956	7,956	8,426
4186 TRUCKLINE EMERG REPAIR	33,411	31,613	15,956	15,956	16,426
4187 TRUNKLINE SYSTEM CONTROL	2,060	5,715	6,806	6,806	7,275
4222 POTHOLE REPAIR	351,739	431,285	223,104	223,104	224,289
4227 PAVEMENT EVALUATION	32,446	16,920	13,925	13,955	14,360
4229 RIGHT-OF-WAY STUDIES/MAINT	110,769	86,860	121,482	121,482	128,666
4231 BR 23 SWEEPING	351	529	1,099	1,099	1,195
4232 BR 23 POTHOLE REPAIR	1,140	2,369	5,043	5,043	5,519
4235 BR 23 WINTER MAINTENANCE	8,326	16,426	12,879	12,879	10,968
4239 BR 23 TRAFFIC SIGNS	816	962	5,671	5,671	4,708
4240 MAJOR BASE REPAIR/OVERLAY	140,200	206,016	248,006	248,006	232,800
4245 MAJOR SALTING/PLOWING	400,061	604,507	519,280	562,791	507,863
4248 MAJOR SURFACE TREATMENT	2,205	1,767	86,575	86,575	120,336
4251 STREET SWEEPING	303,412	353,455	270,399	270,399	271,086
4252 BRIDGE MAINTENANCE & REPAIR	4,826	1,499	4,926	4,926	5,436
4253 SHOULDER MAINTENANCE	28,578	15,341	15,671	15,671	16,955
4254 MISC CONCRETE REPAIRS	32,809	19,902	38,425	38,425	25,427
4255 SIDEWALK RAMPS	-	47,977	33,291	33,291	58,291
4256 SHOP WORK	120	8,140	2,875	2,875	3,213
4258 WORK FOR OTHERS	1,583	35,168	4,575	4,575	4,833
4940 BR 94 BASE REPAIR	20,572	19,152	6,524	6,524	6,610
4941 BR 94 SWEEPING	3,359	1,273	1,025	1,025	1,111
4942 BR 94 BASE REPAIR	4,772	7,488	3,575	3,575	3,833
4943 BR 94 SHOULDER MAINTENANCE	8,455	48,852	9,000	9,000	9,000
4945 BR 94 WINTER MAINITENANCE	27,313	45,827	25,429	25,429	26,199
4949 BR 94 TRAFFIC SIGNS	7,659	3,730	6,221	6,221	5,258
Total	$4,059,472	$4,530,058	$4,399,760	$4,318,897	$4,478,921

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	5,944	6,629	6,884	6,884	6,970
4112 LOCAL SIGN MANUFACTURE	35,559	34,728	54,565	54,565	48,593
4117 LOCAL ST PAVEMENT MARKING	31,663	59,101	29,685	29,685	29,590
4119 LOCAL TRAFFIC SIGNS	80,844	73,132	86,248	86,248	78,716
4209 LOCAL GRADING	99,348	95,866	152,493	152,493	152,341
4210 LOCAL BASE REPAIR/OVERLAY	259,821	240,725	465,522	465,522	490,349
4211 LOCAL STREET SWEEPING	253,341	297,469	347,296	347,296	376,425
4212 LOCAL POTHOLE REPAIR	118,105	89,085	73,108	73,108	72,800
4215 LOCAL SALTING/PLOWING	350,957	621,603	230,521	230,521	209,880
4217 LOCAL PAVEMENT EVALUATION	13,142	14,249	10,702	10,702	11,569
4218 LOCAL SURFACE TREATMENT	5,867	894	16,017	16,017	11,452
4219 LOCAL ROW STUDY/MAINT	1,725	213	2,783	2,783	2,783
4253 SHOULDER MAINTENANCE	863	1,277	1,185	1,185	1,185
4254 MISC CONCRETE REPAIRS	28,573	98,999	9,052	9,052	9,052
4255 SIDEWALK RAMPS	-	-	15,552	15,552	15,552
9500 DEBT SERVICE	85,907	86,157	86,344	86,344	86,469
Total	$1,371,659	$1,720,127	$1,587,957	$1,587,957	$1,603,726

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
4261 RIGHT-OF-WAY/MAINTENANCE & REP	121,163	255,469	155,685	256,144	111,501
6222 SNOW & ICE CONTROL	-	-	58,070	20,123	90,007
6328 ROW MAINTENANCE	-	-	146,667	59,155	146,485
Total	$121,163	$255,469	$360,422	$335,422	$347,993

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	450,421	351,017	360,788	363,538	342,446
1100 FRINGE BENEFITS	118,668	124,200	137,810	137,810	189,696
1372 REVOLVING SUPPLY	155,254	30,349	115,000	115,000	115,000
4500 ENGINEERING - OTHERS	15,220	22,500	43,925	31,179	47,800
6210 OPERATIONS	-	130	271,931	128,345	293,119
7010 CUSTOMER SERVICE	177,560	312,801	273,320	305,238	294,495
7031 REVOLVING EQUIPMENT	(5,605)	(61,703)	92,443	17,442	95,729
7033 DCU MAINTENANCE	1,314	1,287	250	12,325	250
7060 OUTSTATIONS	193,041	135,184	-	-	-
7061 SOUTH INDUSTRIAL SITE	17,465	13,520	18,140	18,390	19,120
7064 MISS DIG	78,717	71,004	60,675	67,142	64,583
7067 MERCHANDISING & JOBBING	19,793	15,521	24,488	21,988	27,170
7092 MAINTENANCE - MAINS	713,318	843,406	649,198	554,007	688,348
7093 MAINTENANCE - HYDRANTS	121,101	71,910	119,498	133,498	138,922
7094 MAINTENANCE - SERVICE	139,082	138,377	112,203	135,760	128,164
9000 CAPITAL OUTLAY	11,533	32,550	203,000	203,000	142,000
9070 CAPITAL OUTLAY - SERVICE	-	-	2,000	27,490	2,000
9071 CAPITAL OUTLAY - VALVES	99,712	24,090	94,802	192,424	122,852
9072 CAPITAL OUTLAY - MAINS	-	-	152,792	238,952	240,364
9073 CAPITAL OUTLAY - HYDRANTS	-	-	163,295	163,295	212,797
9074 CAPITAL OUTLAY - CONTR DUG SER	-	-	11,015	15,870	12,168
9075 CAPITAL OUTLAY - 4 IN + SERVICE	-	-	650	650	650
9076 CAPITAL OUTLAY - RENEWAL SERVICE	-	-	20,965	44,845	22,117
9083 CAPTIAL OUTLAY - TAPS	36	-	-	-	-
Total	$2,306,630	$2,126,143	$2,928,188	$2,928,188	$3,199,790

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	359,985	302,290	298,019	298,019	269,020
1100 FRINGE BENEFITS	118,668	124,200	137,810	137,810	36,480
1372 REVOLVING SUPPLY	5,924	(3,021)	5,000	5,000	5,000
4500 ENGINEERING - OTHERS	15,625	13,000	46,925	74,675	50,800
4917 MAINTENANCE - FACILITY	35,490	42,003	23,274	23,274	25,780
6210 OPERATIONS	-	130	225,250	216,356	249,718
7010 CUSTOMER SERVICE	106,709	204,087	118,100	130,700	147,618
7031 REVOLVING EQUIPMENT	(2,417)	(33,009)	26,167	(1,833)	26,767
7032 BILLING	82	-	-	-	-
7060 OUTSTATIONS	3,372	75,250	-	-	-
7061 SOUTH INDUSTRIAL SITE	1,935	924	5,093	5,093	5,000
7064 MISS DIG	54,930	52,015	48,375	48,575	52,383
7067 MERCHANDISING & JOBBING	2,885	4,347	4,403	6,734	5,381
7072 RODDING	234,098	172,889	242,986	240,067	234,553
7074 TELEVISING COLLECTION SYSTEM	202,720	217,917	183,048	178,398	112,653
7077 MAINTENANCE - MANHOLE	153,149	215,432	264,324	260,192	337,334
7083 JETTING	316,611	268,840	185,870	233,547	183,099
7092 MAINTENANCE - MAINS	58,203	108,344	48,469	61,236	45,255
9000 CAPITAL OUTLAY	80,285	271,821	619,886	619,886	94,883
Total	$1,748,254	$2,037,459	$2,482,999	$2,537,729	$1,881,724

Expenses by Activity (0054 CEMETARY PERPETUAL CARE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1130 FAIRVIEW CEMENTERY	-	599	-	-	-
Total	-	$599	-	-	-

Expenses by Activity (0055 ELIZABETH R. DEAN TRUST FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	1,561	1,660	37	37	39
6312 TREE NURSERY	197	-	-	-	-
6317 POST PLANT CARE	18,748	15,133	18,473	18,473	17,573
6320 TRIMMING	25,124	10,919	22,985	22,985	19,985
6325 STUMP REMOVAL	1,600	1,980	1,500	1,500	1,500
6327 TREE PLANTING	28,284	33,801	25,235	25,235	24,235
6329 TREE REMOVALS	-	7,969	16,485	16,485	16,485
Total	$75,514	$71,462	$84,715	$84,715	$79,817

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	436,183	432,123	482,030	478,746	495,604
6222 SNOW & ICE CONTROL	-	20,730	7,862	10,762	9,710
6301 MOWING - NON PARKS	-	6,331	13,452	13,452	10,077
Total	$436,183	$459,184	$503,344	$502,960	$515,391

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	645,810	429,253	286,889	287,519	274,735
1100 FRINGE BENEFITS	59,340	62,100	68,905	68,905	21,888
4146 FOOTBALL/SPECIAL EVENTS	-	-	-	236	150
4251 STREET SWEEPING	41,739	85,601	161,963	161,963	168,087
4500 ENGINEERING - OTHERS	16,460	22,623	21,962	21,962	23,900
6210 OPERATIONS	-	65	279,312	214,228	328,594
6309 GENERAL CARE - PARKS/FORESTRY	-	-	37,744	37,744	40,915
6317 POST PLANT CARE	-	-	9,055	26,902	9,067
6320 TRIMMING	-	13,368	165,840	165,073	177,249
6324 STORM DAMAGE	-	-	71,644	71,409	65,254
6325 STUMP REMOVAL	-	-	96,672	99,422	80,943
6327 TREE PLANTING	-	30	90,476	81,764	95,990
6329 TREE REMOVALS	-	-	214,373	243,471	230,031
7010 CUSTOMER SERVICE	32,791	17,806	30,304	29,304	32,777
7031 REVOLVING EQUIPMENT	(14,391)	(163,086)	179,540	179,540	213,484
7060 OUTSTATIONS	46,458	190,639	-	-	-
7061 SOUTH INDUSTRIAL SITE	5,821	3,599	2,700	3,300	3,000
7064 MISS DIG	29,318	28,853	24,436	13,936	26,392
7067 MERCHANDISING & JOBBING	3,926	1,860	-	-	-
7072 RODDING	1,458	249	-	-	-
7074 TELEVISING COLLECTION SYSTEM	31,284	29,060	23,490	23,490	29,277
7077 MAINTENANCE - MANHOLE	37,606	44,654	12,000	14,000	12,000
7078 TREE PLANTING & MANAGEMENT	168,450	302,227	-	-	-
7079 STORM - STUMP REMOVAL	35,214	48,580	-	-	-
7080 STORM DAMAGE RESTORATION	86,432	208,050	20,500	19,426	-
7081 DITCH MAINTENANCE	160,823	117,971	158,194	146,694	172,739
7082 CATCHBASIN MAINTENANCE	319,621	276,022	339,543	281,175	345,194
7083 JETTING	260,698	268,238	207,116	205,616	216,866
7084 ILLICIT DISCHARGE ELIMINATION	2,999	8,404	4,900	15,150	4,900
7085 CULVERT MAINTENANCE	8,226	77,651	51,950	50,900	51,950
7090 MAINTENANCE	10,353	16,426	24,740	24,740	27,683
7092 MAINTENANCE - MAINS	54,682	225,544	122,908	157,500	92,043
9000 CAPITAL OUTLAY	66,505	72,066	311,000	311,000	600,001
9072 CAPITAL OUTLAY - MAINS	1,932	-	-	-	-
9077 CAPITAL OUTLAY - MANHOLE	3,287	1,764	15,496	15,496	16,671
Total	$2,116,842	$2,389,617	$3,033,652	$2,971,865	$3,361,780

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

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	591	(75)	-	-	-
1810 TAX REFUNDS	24,209	52,192	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	-	95	-	-	-
6100 FACILITY RENTALS	41,678	74,405	41,588	41,585	41,803
6121 LESLIE SCIENCE CENTER	16,753	13,681	10,715	10,715	10,824
6123 KEMPF HOUSE	8,417	12,767	8,149	8,143	8,271
6209 PARKS - MOWING	33	43,201	72,435	72,435	69,567
6210 OPERATIONS	440,575	528,347	869,139	757,501	800,414
6223 SHELTERS/RESTROOMS	211,687	9,309	-	-	-
6231 BUHR POOL	51,393	46,300	40,683	40,683	41,886
6232 BUHR RINK	41,682	28,606	32,105	32,105	32,714
6234 VETERAN'S POOL	55,310	41,754	47,683	47,683	49,507
6235 VETERAN'S ICE ARENA	45,444	66,999	22,388	60,113	23,603
6236 FULLER POOL	54,912	33,870	29,688	29,688	30,903
6237 MACK POOL	20,259	30,996	18,695	18,695	19,304
6242 ARGO LIVERY	29,109	43,823	18,195	39,195	18,804
6244 GALLUP LIVERY	30,139	37,391	12,045	10,519	12,854
6250 NORTHSIDE COMMUNITY CENTER	7,714	11,060	8,495	7,595	8,904
6260 BRYANT COMMUNITY CENTER	8,073	12,259	10,795	6,678	11,404
6287 ECOLOGICAL RESTORATION	240,856	213,218	165,284	165,284	178,579
6288 ECOLOGICAL ASSESS & MONITORING	118,812	111,429	127,004	127,004	135,524
6289 OUTREACH VOLUNTEER COORDINATION	123,617	124,212	136,882	136,882	138,068
6307 FIELD INVESTIGATIONS	1,392	1,008	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	666,755	1,010,778	699,161	826,367	718,495
6315 SENIOR CENTER OPERATIONS	17,361	55,026	11,498	23,198	12,100
6317 POST PLANT CARE	27,432	47,615	49,215	66,715	50,459
6320 TRIMMING	150,522	150,820	187,806	182,686	187,715
6324 STORM DAMAGE	3,100	4,739	12,653	16,140	13,313
6325 STUMP REMOVAL	13,024	11,959	82,072	76,289	89,796
6327 TREE PLANTING	210,540	170,905	122,442	363,372	227,427
6329 TREE REMOVALS	115,918	144,795	300,989	106,551	304,473
6335 ATHLETIC FIELDS/GAME COURTS	765,262	316,377	532,640	286,421	423,293
6340 ADOPT-A-PARK/GARDEN	50,238	46,016	49,999	49,999	49,007
7099 RECREATIONAL DAMS	-	-	90,101	90,101	101,216
9541 BAD DEBTS	3,334	789	-	-	-
Total	$3,596,141	$3,496,666	$3,810,544	$3,700,342	$3,810,227

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	782,626	459,021	412,284	412,266	253,398
1401 ART FAIR	3,600	448	2,400	2,400	2,400
1810 TAX REFUNDS	56,718	136,984	-	-	-
3162 COMMUNITY STANDARDS	35,000	30,000	30,000	30,000	30,000
4203 LEAF PICKUP	489,906	206,082	318,358	318,358	287,425
4721 REAR-LOAD COMMER COLLECT	202,436	239,960	426,287	426,287	417,080
4722 SPECIAL COLLECTION	15,836	13,664	16,282	16,282	16,347
4724 RESIDENTIAL COLLECTION	1,859,800	2,029,233	2,273,355	2,144,428	2,521,197
4725 FRONT-LOAD COMMER COLLECT	1,003,384	1,643,869	2,496,557	2,485,484	2,418,975
4726 DDA REFUSE CANS COLLECTION	53,950	58,062	55,435	48,160	34,055
4727 CARTS RPR/D\DIST	11,446	6,666	9,737	9,737	15,034
4729 STUDENT MOVE IN/OUT	34,234	4,519	35,187	25,187	23,714
4730 DROP OFF STATION STAFFED	23,098	2,582	-	-	-
4732 SINGLE FAMILY RECYCLING	1,315,499	1,311,422	1,514,174	1,514,174	1,500,329
4733 MULTI FAMILY RECYCLING	786,137	828,760	858,775	858,775	789,683
4734 COMMERCIAL RECYCLING	992,670	705,447	1,028,161	828,160	516,798
4747 CHRISTMAS TREES	10,435	-	-	-	-
4749 YARDWASTE COLLECTION	302,123	655,876	607,940	758,458	397,919
4764 RECYCLING PROCESSING	381,110	584,233	428,343	428,343	334,779
4919 MAINTENANCE - LANDFILL	340,440	377,255	424,681	424,680	392,012
6210 OPERATIONS	-	45	246,961	246,961	262,374
6362 PARK REFUSE	89,155	104,812	97,077	97,077	98,034
7060 OUTSTATIONS	810,423	759,407	44,708	44,708	68,666
9541 BAD DEBTS	5,776	225	-	-	-
Total	$9,605,802	$10,158,572	$11,326,702	$11,119,925	$10,380,219

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
6325 STUMP REMOVAL	3,598	(1,575)	-	-	-
6327 TREE PLANTING	140,748	51,821	40,315	40,315	-
Total	$144,346	$50,246	$40,315	$40,315	-

Street Maintenance and Traffic Control

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	2,003,238	1,642,900	1,773,225	1,765,405	1,848,867
1100 FRINGE BENEFITS	859,296	904,752	890,949	890,949	804,323
4112 LOCAL SIGN MANUFACTURE	35,559	34,728	54,565	54,565	48,593
4117 LOCAL ST PAVEMENT MARKING	31,663	59,101	29,685	29,685	29,590
4119 LOCAL TRAFFIC SIGNS	80,844	73,132	86,248	86,248	78,716
4123 SIGNAL INSTALLAION/REBUILD	147,633	182,796	317,506	301,427	434,993
4124 TRAFFIC SIGNAL MAINTENANCE	139,074	216,825	316,211	250,620	221,767
4125 SIGNAL PREVENT MAINT	36,507	47,963	61,818	61,818	66,599
4126 SIGNAL EMERGENCY REPAIR	159,747	141,694	123,157	123,057	128,389
4127 SIGNAL SYSTEM CONTROL	185,192	195,832	254,362	196,852	197,592
4128 SIGNAL SHOP WORK	24,968	22,092	27,975	27,975	30,227
4129 GRID EXPANSION/MAINTENANCE	25,176	8,379	6,573	6,573	7,024
4135 SIGN SHOP WORK	12,455	11,067	14,961	14,961	16,469
4136 SIGN, WORK FOR OTHERS	52,084	57,854	27,120	27,120	28,425
4137 TRAFFIC CALMING	56,054	16,054	21,400	21,400	20,150
4142 MAJOR SIGN MANUFACTURE	42,627	33,183	54,979	54,979	27,824
4146 FOOTBALL/SPECIAL EVENTS	81,248	47,816	31,582	31,582	31,802
4147 MAJOR ST PAVEMENT MARKING	220,372	272,604	112,667	112,667	122,640
4149 MAJOR TRAFFIC SIGNS	102,136	84,798	94,227	94,227	92,311
4183 TRUNKLINE CONSTRUCTION	1,686	10,192	10,156	10,156	10,526
4184 TRUNKLINE SIGNAL INSTALL	12,408	3,390	6,956	6,956	7,426
4185 TRUNKLINE PREV MAINT	19,218	15,609	7,956	7,956	8,426
4186 TRUCKLINE EMERG REPAIR	33,411	31,613	15,956	15,956	16,426
4187 TRUNKLINE SYSTEM CONTROL	2,060	5,715	6,806	6,806	7,275
4209 LOCAL GRADING	99,348	95,866	152,493	152,493	152,341
4210 LOCAL BASE REPAIR/OVERLAY	259,821	240,725	465,522	465,522	490,349
4211 LOCAL STREET SWEEPING	253,341	297,469	347,296	347,296	376,425
4212 LOCAL POTHOLE REPAIR	118,105	89,085	73,108	73,108	72,800
4215 LOCAL SALTING/PLOWING	350,957	621,603	230,521	230,521	209,880
4217 LOCAL PAVEMENT EVALUATION	13,142	14,249	10,702	10,702	11,569
4218 LOCAL SURFACE TREATMENT	5,867	894	16,017	16,017	11,452
4219 LOCAL ROW STUDY/MAINT	1,725	213	2,783	2,783	2,783
4222 POTHOLE REPAIR	351,739	431,285	223,104	223,104	224,289
4227 PAVEMENT EVALUATION	32,446	16,920	13,925	13,955	14,360
4229 RIGHT-OF-WAY STUDIES/MAINT	110,769	86,860	121,482	121,482	128,666
4231 BR 23 SWEEPING	351	529	1,099	1,099	1,195
4232 BR 23 POTHOLE REPAIR	1,140	2,369	5,043	5,043	5,519
4235 BR 23 WINTER MAINTENANCE	8,326	16,426	12,879	12,879	10,968
4239 BR 23 TRAFFIC SIGNS	816	962	5,671	5,671	4,708
4240 MAJOR BASE REPAIR/OVERLAY	140,200	206,016	248,006	248,006	232,800
4245 MAJOR SALTING/PLOWING	400,061	604,507	519,280	562,791	507,863
4248 MAJOR SURFACE TREATMENT	2,205	1,767	86,575	86,575	120,336
4251 STREET SWEEPING	303,412	353,455	270,399	270,399	271,086
4252 BRIDGE MAINTENANCE & REPAIR	4,826	1,499	4,926	4,926	5,436
4253 SHOULDER MAINTENANCE	29,441	16,618	16,856	16,856	18,140
4254 MISC CONCRETE REPAIRS	61,382	118,901	47,477	47,477	34,479
4255 SIDEWALK RAMPS	-	47,977	48,843	48,843	73,843
4256 SHOP WORK	120	8,140	2,875	2,875	3,213
4257 ENG SERVICES/INSPECTIONS	77,617	114,895	127,576	127,576	100,839
4258 WORK FOR OTHERS	1,583	35,168	4,575	4,575	4,833
4261 RIGHT-OF-WAY/MAINTENANCE & REP	121,163	255,469	155,685	256,144	111,501
4520 TRAFFIC OPERATIONS	276,627	272,045	276,086	276,086	292,098
4530 DESIGN - DRAFTING	900	473	330	-	-
4531 DESIGN - ENGINEERING	9,761	49,948	95,897	-	-
4532 DESIGN - TECHNICIAN	34	34	49,970	-	-
4533 DESIGN - SURVEY	-	-	6,395	-	-
4534 CONSTRUCTION - DRAFTING	-	-	-	-	-
4535 CONSTRUCTION - SURVEY	2,393	19	-	-	-
4536 CONSTRUCTION - ENGINEERING	5,198	10,069	13,129	-	-
4537 CONSTRUCTION - INSPECTION	5,529	176	-	-	-
4538 CONSTRUCTION - OTHER	193,308	222,932	330,902	-	-
4542 ENGINEERING - ROADS	-	-	23,540	-	-
4940 BR 94 BASE REPAIR	20,572	19,152	6,524	6,524	6,610
4941 BR 94 SWEEPING	3,359	1,273	1,025	1,025	1,111
4942 BR 94 BASE REPAIR	4,772	7,488	3,575	3,575	3,833

4943 BR 94 SHOULDER MAINTENANCE	8,455	48,852	9,000	9,000	9,000
4945 BR 94 WINTER MAINITENANCE	27,313	45,827	25,429	25,429	26,199
4949 BR 94 TRAFFIC SIGNS	7,659	3,730	6,221	6,221	5,258
6222 SNOW & ICE CONTROL	-	-	58,070	20,123	90,007
6328 ROW MAINTENANCE	-	-	146,667	59,155	146,485
7011 CALL CENTER	17,595	5,268	9,023	9,023	9,513
7017 CONSTRUCTION	-	-	81,000	-	-
9500 DEBT SERVICE	793,437	794,352	799,307	799,307	798,553
Total	$8,491,471	$9,281,594	$9,489,971	$8,774,126	$8,876,720

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Field Operations	**Manager:**	Matt Warba

Service Unit Goals	City Goals:
A. Establish an Adopt an Island Program.	**5**
B. Monthly Inspections of Playgrounds.	**2**
C. Rebuild and or renovate baseball/softball fields.	**5**
D. Increase the utilization of CityWorks for Street Maintenance.	**2, 3**
E. Sweep all city streets two times per year.	**1, 2, 3, 4**
F. Update curb ramps to current standards.	**1, 2, 3**
G. Perform spot pavement repairs to reduce frequency and expense of capital pavement replacement program.	**1, 3**
H. Perform roadside vegetation management on 3,000 linear feet of shoulder to improve or maintain road user safety	**3, 4**
I. Conduct pavement condition evaluations on 45 centerline miles of local roads and 35 centerline miles of major roads.	**1**
J. Protect, conserve, and restore park natural areas	**3**
K. Coordinate and host 50 neighborhood Adopt-A-Park and Adopt-A-Median Program events to increase public participation.	**3**
L. Implement a citizen pruner program to help young trees develop good structure.	**2**
M. Complete narrow banding the VHF radio system. This includes Fire, MOSCAD, and Civil Defense Sirens? This is an FCC requirement.	**2**
N. Convert the remaining City owned street lights to LED's	**1, 2, 5**
O. Set up the 800MHz radio system for non-public safety users to ensure that the system is setup in a way that the system stays up and running efficiently during normal operation and during catastrophic events.	**2**
P. Decrease the number of sanitary sewer overflows.	**2**
Q. Track all sanitary main line cleaning and televising electronically	**5**
R. Track all storm main line cleaning & maintenance electronically	**5**
S. Identify and repair potential storm problem areas before they become an emergency issue.	**3**
T. Identify and clear open ditch locations that need sediment removal to improve infrastructure	**3**
U. Repair and maintain the storm sewer system with high quality standards to ensure a safe and reliable infrastructure.	**3**
V. Decrease the number of customers that have services interrupted by 25%	**3**
W. Plant 1000 street trees per year	**4**
X. Plant 100 park trees during FY12	**4**

Service Unit Measures	Status
A – Adopted ten (10) islands	Adopted 11
B- Percent of playgrounds inspected monthly	8% fully inpected
C – Rebuild or renovate ten (10) baseball/softball fields	Scheduled for FY13
D- Inspect and prioritize or resolve 80% of maintenance requests within 48hrs of receipt.	Met goal
E- Number of times all city streets are swept	Swept 3 times
F- Update 100 curb ramps to current standards	151 to ytd
G- Sq ft replaced per year	24,800 sq ft
H- Total of lineal feet maintained.	2,300 ytd
I- Percentage of centerline miles inspected and evaluated in each category-Accuracy of evaluation confirmed @ 95%	Local- 146% Major- 94%
J- Percentage of acres of invasive species controlled; and actively restore native ecosystems on 425 acres of city parkland	75%
K- Number of neighborhood program events thar are coordinated as a percentage of the goal (50).	94%
L- Train one group (5-10 volunteers) of citizen pruners per year that will be able to trim young trees.	21 trained ytd
M - Complete project by June 30, 2012	95% Complete
N - Complete conversion of remaining city owned streetlights to LED by December 1, 2011	89% Complete
O - Complete set-up by June 20, 2012	Complete
P- Continue our cross lot inspection/cleaning program decreasing overflows by 50%	Met goal
Q - Record 80% of all sanitary maintenance activities in paperless format	Met goal
R- Record 70% of all storm maintenance activities now in paper format	Met goal
S- Reduce backlog of sanitary and storm repair projects by 50% by January 1, 2012 and contracts utilized to 95-100% of value by same date	Reduced backlog by 75% ytd; Contracts utilized at 95% of value ytd
T- Remove sediment from 1,000 linear feet of ditch, improving efficiencies and minimize “standing water.”	Met goal
U- Reconstruct and or repair 450 catch basins or 5% increase over last year.	Met goal
V- Perform maintenance to replace broken water system valves	15% ytd
W - Number of street trees planted as a percentage of goal of 1,000 per year	1060 trees thru May; Met goal
X- Number of park trees planted as a percentage of goal of 100 trees	112 trees; Met goal

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Field Operations	**Manager:**	Matt Warba

Service Unit Goals	City Goals:
A. Rebuild Eisenhower and Packard traffic signal	**2, 5**
B. Rebuild Hubbard and Huron Pkwy Traffic signal	**2, 5**
C. Renovate and/or rebuild baseball/softball fields	**2, 5**
D. Increase the mowing frequency from 19 to 14 days	**2, 5**
E. Continue to provide additional mowing of active recreation park space	**2, 5**
F. Decrease the number of sanitary sewer over flows by 15%	**2**
G. Track all sanitary main line cleaning and televising electronically	**2**
H. Reduce backlog of sanitary repair projects	**2, 5**
I. Plant 1,000 street trees	**4, 5**
J. Promote establishment of new trees planted in 2011 and 2012 by providing water and mulch.	**4, 5**
K. Actively work to restore 400 acres of native ecosystems in City natural areas with combined staff and volunteer effort.	**2, 3, 5**
L. Empower volunteers to actively monitor wildlife populations in 30 parks.	**3, 4**
M. Expand Park Steward program to include 65 active, dedicated volunteers working in park natural areas.	**2, 3, 4, 5**
N. Increase citizen engagement in caring for parks by expanding Adopt-A-Park Program to include 44 sites	**2, 3, 4, 5**
O. Increase citizen engagement in caring for street medians by expanding Adopt-A-Median Program to include 15 medians	**2, 3, 4, 5**
P. Continue helping young trees develop good structure by expanding Citizen Pruner Program so 170 trees can be pruned by volunteers.	**2, 3, 4, 5**
Q. Video inspect storm sewer mains to reduce main line failures and reduce emergency situations	**2, 5**
R. Identify and implement a maintenance program for all city-owned ditches and contributing outfalls to reduce downstream sedimentation	**2, 3, 5**

Service Unit Measures	Status
A - Complete project by November 1, 2012	
B - Complete project by June 30, 2013	
C - Renovate or rebuild six (6) baseball/softball fields	
D – Number of days for the cycle	
E - Increase the number of inspections and maintenance by 25%	
F - Implement a sanitary sewer cross lot easement maintenance program that will decrease the sanitary sewer overflows by 15%	

G - Electronically track 90% of all sanitary maintenance activities in paperless format	
H - Reduce backlog of sanitary repair projects by 50% by June 30, 2013	
I – Number of street trees planted as a percentage of goal of 1,000 trees per year	
J - Inspect trees, and provide water and mulch five times during the growing season.	
K - Number of acres where native ecosystems are being actively restored by staff and volunteers.	
L - Number of parks where volunteers are actively monitoring wildlife	
M - Number of Park Stewards	
N - Number of Adopt-A-Park sites	
O - Number of Adopt-A-Median sites	
P - Number of trees pruned by volunteers in Citizen Pruner Program	
Q – Increase video inspections by 20% to identify storm mains that need lining	
R - Increase repairs to eroding locations by 10%	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
FIELD OPERATIONS

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00
ADMIN ASSISTANT LVL 5	110054	3.00
BUSINESS ANALYST	401210	1.00
CIVIL ENGINEER IV	403840	1.00
ELEC & CONTROL TECH IV	116244	0.05
ELEC & CONTROL TECH V	116254	0.05
FIELD OP ASST MANAGER	401140	1.00
FIELD OP TECH V - INFRA S	112845	2.00
FIELD OPER TECH I - INFRA	112804	5.00
FIELD OPER TECH I-FOR/FAC	112754	9.00
FIELD OPER TECH I-INFRA	112804	2.00
FIELD OPER TECH II - FOR/	112764	1.00
FIELD OPER TECH II - INFR	112814	13.00
FIELD OPER TECH III - COM	112724	5.00
FIELD OPER TECH III - FOR	112774	5.00
FIELD OPER TECH III -INFR	112824	7.00
FIELD OPER TECH III-INFRA	112824	2.00
FIELD OPER TECH IV - COMM	112734	2.00
FIELD OPER TECH IV - FOR/	112784	6.00
FIELD OPER TECH IV - INFR	112834	16.00
FIELD OPER TECH V - COMM	112744	4.75
FIELD OPER TECH V - FOR/F	112794	4.00
FIELD OPER TECH V - INFRA	112844	12.00
FIELD OPERATIONS MANAGER	403450	1.00
FIELD OPERATIONS SUPV II	192110	3.00
FIELD OPERATIONS SUPV III	192120	5.00
FIELD OPERATIONS SUPV V	192140	1.00
FIELD OPERATIONS TECH III	112724	2.00
FLEET & FAC SUPV II	190014	0.05
FLEET & FACILITIES MGR	403200	0.25
GIS COORDINATOR	401520	1.00
MANAGEMENT ASSISTANT	000200	1.00
MANAGER - NAP PARKS	403320	1.00
NAP TECHNICIAN	193050	2.00
OPERATIONS SPECIALIST	112110	0.76
TREE TRIMMER I	112851	1.00
URBAN FORESTRY & NAT RES	401620	0.50
VOLUNTEER & OUTREACH COOR	190100	1.00
WATER UTILITY TECH I	117400	0.05
WATER UTILITY TECH II	117410	0.05
WATER UTILITY TECH III	117420	0.05
WATER UTILITY TECH IV	117430	0.05
WATER UTILITY TECH IV	117431	0.05
WATER UTILITY TECH V	117440	0.05
WATER UTILITY TECH V	117441	0.25
Total		123.96

PUBLIC SERVICES AREA

FLEET & FACILITY SERVICES

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 equipment, including vehicle and fuel procurement. The operation of the Ann Arbor Airport is also handled by this Unit.

PUBLIC SERVICES AREA

FLEET & FACILITY

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	763,325	829,282	822,540	822,540	842,340
INTRAGOVERNMENTAL SALES	6,307,868	6,765,642	6,888,358	7,003,518	6,902,649
INVESTMENT INCOME	70,944	155,155	114,248	114,250	91,156
MISCELLANEOUS REVENUE	131,922	158,085	104,000	104,000	104,000
OPERATING TRANSFERS IN	560,174	-	-	-	-
PRIOR YEAR SURPLUS	-	-	3,103,134	3,086,111	151,100
Total	$7,834,233	$7,908,164	$11,032,280	$11,130,419	$8,091,245

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	169	-	-	-	-
FLEET SERVICES (0012)	7,053,066	7,060,438	10,205,740	10,303,879	7,244,905
AIRPORT (0048)	780,997	847,726	826,540	826,540	846,340
Total	$7,834,232	$7,908,164	$11,032,280	$11,130,419	$8,091,245

PUBLIC SERVICES AREA

FLEET & FACILITY

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,488,721	1,699,437	1,352,660	1,382,575	1,331,853
PAYROLL FRINGES	745,095	836,446	817,954	817,954	961,199
OTHER SERVICES	614,379	786,627	1,038,250	1,052,054	1,067,362
MATERIALS & SUPPLIES	124,823	96,129	80,101	88,120	88,516
OTHER CHARGES	1,928,967	2,054,286	977,503	922,404	896,114
PASS THROUGHS	726,052	717,175	718,794	718,749	722,001
CAPITAL OUTLAY	-	1,322,420	5,701,024	5,701,024	2,389,944
VEHICLE OPERATING COSTS	1,781,671	1,883,059	2,024,405	2,125,960	2,299,925
EMPLOYEE ALLOWANCES	-	-	14,015	14,015	12,431
Total	$7,409,708	$9,395,579	$12,724,706	$12,822,855	$9,769,345

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	1,051,307	1,344,648	1,701,076	1,701,076	1,728,846
FLEET SERVICES (0012)	5,697,050	7,230,809	10,205,730	10,303,879	7,244,905
AIRPORT (0048)	661,351	820,122	817,900	817,900	795,594
Total	$7,409,708	$9,395,579	$12,724,706	$12,822,855	$9,769,345

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
FLEET & FACILITY	23.93	23.67	21.05	21.20
Total	23.93	23.67	21.05	21.20

PUBLIC SERVICES AREA
FLEET & FACILITY

REVENUES

Prior Year Surplus – The decrease reflects the normal variation in the type and quantity of vehicles and equipment anticipated to be replaced yearly.

EXPENSES

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

Capital Outlay - The decrease reflects the normal variation in the type and quantity of vehicles and equipment anticipated to be replaced yearly.

Vehicle Operating Costs – The increase in reflects an increase in the cost of all fuel types with usage remaining constant.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Fleet & Facilities	**Manager:**	Matt Kulhanek

Service Unit Goals	City Goals:
A. Complete construction/renovations of the Municipal Center project including site work.	**3**
B. Coordinate the installation of artwork at the Municpal Center.	**3**
C. Municipal Center project closeout.	**3**
D. Coordinate final planning and construction of the Airport runway safety extension project if approved.	**2, 3**
E. Initiate and oversee the bathroom renovation/construction project (first year phase) in the Larcom building.	**2, 3**
F. Review staff scheduling for all aspects of the Service Unit to determine if utilization is appropriate for operational needs.	**1, 2**
G. Work with Systems Planning to ensure compliance of public-private partnerships at the compost center, MRF and transfer station.	**2, 3**
H. Finalize the Wheeler Center Construction Project.	**1, 3**

Service Unit Measures	Status
A - Attend construction project meetings and keep abreast with all project issues and plans to ensure the construction project is completed timely and in a cost effective manner.	complete
B - Attend meetings and address project issues with Quinn Evans Architect and Clark Construction to complete installation of the Dreistl artwork at the Municpal Center.	ongoing
C1 – Ensure punchlist items are completed by the contractor.	ongoing
C2 – Coordinate the training obligations between City staff and contractor representatives for new building systems.	complete
C3 – Attend meetings and ensure that all closeout documentation, including LEED certification application, is provided and submitted.	ongoing
C4 – Work with City finance staff to closeout project budget upon completion of all obligations.	ongoing
D – Work with the State and FAA to secure project funding, complete final design work, bid and build project. Project timing depends on approvals and construction season/operational challenges.	n/a
E1 – Finalize construction priority and project scope of work, complete asbestos abatement work by 09/30/2011.	complete
E2 – Finalize plans, bid project and begin renovations by 01/31/2012.	ongoing
F – Work with staff and supervisors to look at current work schedules and see if they maximize the effectiveness of the Unit. If changes are necessary, work with staff and HR to implement any recommended	complete

changes.	
G1 – Complete regular inspections of these facilities to ensure that the public-private partners are complying with their contractual obligations.	complete
G2 – Complete regular inspections of City owned rolling stock utilized by public-private partners to ensure they are complying with accepted vehicle/equipment maintenance standards.	complete
H – Process a final closure of project by 06/30/2012.	ongoing

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Fleet & Facility	**Manager:**	Matt Kulhanek

Service Unit Goals	City Goals:
A. Complete closeout of the Municipal Center Project.	**3**
B. Work with the Art Administrator to coordinate the installation of artwork in the Justice Center lobby.	**3**
C. Evaluate the City's fuel management system.	**3**
D. Coordinate final planning and construction of the Airport runway safety extension project if approved.	**2, 3**
E. Initiate and oversee the bathroom renovation/construction project (second year phase) in the Larcom building.	**2, 3**
F. Initiate the final disposition of the contents at 721 N. Main.	**3**
G. Finalize the Wheeler Center Construction Project.	**1, 3**

Service Unit Measures	Status
A1 – Work with contractor to complete outstanding punch list items.	
A2 – Review final closeout documentation, including LEED certification application, and insure all training is provided.	
A3 - Work with City finance staff to closeout project budget upon completion of all obligations.	
B - Attend meetings and address project issues with the City's Public Art Administrator and the artist, Mr. Carpenter, to complete installation of "Radius" in the Justice Center lobby.	
C1 – Review existing fuel management technology for reliability, support and usefulness.	
C2 – Compare current fuel management technologies to determine if a change is warranted, and if so, prepare the appropriate business case to justify the change.	
D – Work with the State and FAA to secure project funding, complete final design work, bid and build project. Project timing depends on approvals and construction season/operational challenges.	
E1 – Complete bathroom renovation design by 9/30/12.	
E2 – Finalize plans, bid project and begin renovations by 01/31/2013.	
F1 – Work with service units to find permanent locations for items that they were storing at 721 and wish to keep.	
F2 – Separate items of value from damaged, destroyed or obsolete items which can be disposed (recycled).	
F3 – If enough items of value, then either auction them off or find a permanent storage location for them.	
G1 – Work with Field Operations to remove the farmhouse, barn and	

outbuildings along Ellsworth Road and construct any required berming/landscaping.	
G2 – Work with Field Operations and Pittsfield Township to determine any remaining PUD obligations and how they may be installed/funded.	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
FLEET & FACILITY

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.50
ADMIN ASSISTANT LVL 5	110054	1.00
FACILITIES MAINT TECH II	110224	0.00
FACILITIES MAINT TECH IV	110234	4.00
FACILITIES MAINT TECH V	110244	2.00
FIN ANALYST FL & FAC SVC	401420	1.00
FLEET & FAC SUPV II	190014	1.95
FLEET & FAC SUPV III	190024	0.00
FLEET & FAC SUPV III	190025	1.00
FLEET & FACILITIES MGR	403200	0.75
PROCUREMENT COORDINATOR	117450	1.00
VEHICLE & EQUIP TECH III	110104	1.00
VEHICLE & EQUIP TECH IV	110114	1.00
VEHICLE & EQUIP TECH IV	110115	2.00
VEHICLE & EQUIP TECH V	110125	4.00
Total		21.20

PUBLIC SERVICES AREA

PROJECT MANAGEMENT

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

PUBLIC SERVICES AREA

PROJECT MANAGEMENT

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	2,258,564	2,617,581	2,020,911	2,140,911	2,066,668
CONTRIBUTIONS	-	-	-	-	-
INTRAGOVERNMENTAL SALES	925	-	-	-	-
MISCELLANEOUS REVENUE	15,950	48,974	-	-	-
OPERATING TRANSFERS IN	539,682	499,211	237,596	237,596	235,676
TAXES	-	-	-	-	-
Total	$2,815,121	$3,165,766	$2,258,507	$2,378,507	$2,302,344

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
MAJOR STREET (0021)	25,385	63,492	45,000	45,000	45,000
PROJECT MANAGEMENT (0049)	2,656,048	2,977,666	2,206,165	2,188,103	2,134,844
ART IN PUBLIC PLACES (0056)	133,688	124,608	145,404	145,404	122,500
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	-
STREET MILLAGE FUND (0062)	-	-	-	-	-
Total	$2,815,121	$3,165,766	$2,396,569	$2,378,507	$2,302,344

PUBLIC SERVICES AREA

PROJECT MANAGEMENT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,050,223	1,097,762	973,914	999,824	986,628
PAYROLL FRINGES	488,271	527,865	515,265	492,969	581,102
OTHER SERVICES	(20,004)	133,595	196,109	220,271	223,718
MATERIALS & SUPPLIES	18,142	22,555	37,200	37,200	37,200
OTHER CHARGES	740,897	787,376	920,006	920,006	754,387
PASS THROUGHS	255,444	231,696	269,973	247,890	227,948
CAPITAL OUTLAY	-	-	20,000	20,000	20,000
VEHICLE OPERATING COSTS	3,140	8,901	-	-	-
EMPLOYEE ALLOWANCES	-	-	12,264	12,264	5,051
Total	$2,536,113	$2,809,750	$2,944,731	$2,950,424	$2,836,034

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CENTRAL STORES (0011)	1,793	(8,427)	-	-	-
MAJOR STREET (0021)	354,244	386,940	403,662	403,662	392,937
LOCAL STREET (0022)	56,054	16,054	21,400	21,400	20,150
AIRPORT (0048)	20,368	(108,780)	-	-	-
PROJECT MANAGEMENT (0049)	1,897,908	2,160,675	2,145,992	2,151,685	2,066,096
STREET MILLAGE FUND (0062)	205,746	363,288	373,677	373,677	356,851
Total	$2,536,113	$2,809,750	$2,944,731	$2,950,424	$2,836,034

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
PROJECT MANAGEMENT	15.31	15.26	12.85	12.85
Total	15.31	15.26	12.85	12.85

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

REVENUES

Charges for Services – The Project Management Fund is an Internal Service Fund. The Fund receives credits from capital projects for engineering and project management services, and charges the private developments for reviewing their construction plans for work in the Public ROW and construction inspection. The revenue is reflective of the normal fluctuations in demand for services.

Operating Transfers In – These are revenue received from the other funds which require the PMSU's services. The revenue is reflective of the normal fluctuations in demand for services.

EXPENSES

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

Other Charges – Reflects a decrease in contingency for severances.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Project Management	**Manager:**	Homayoon Pirooz

Service Unit Goals	City Goals:
A. Secure State and Federal Grants to fund the City's infrastructure improvement projects.	**1**
B. Engage the public in the planning, design and construction of the capital improvement projects.	**2**
C. Prepare the Public for an informed decision in Fall 2011, for a new Street Reconstruction Millage	**3**
D. Rebuild the City's Infrastructure (Streets, Water Mains, Storm & Sanitary Sewer)	**3**
E. Encourage and implement environmentally sustainable engineering solutions	**4**
F. Encourage new developments by providing timely construction plan review and assisting the developers	**5**

Service Unit Measures/Scoreboards	Status
A. Utilize Federal and/or State grants for the City's capital improvement projects (7 projects)	**86%**
B - Engage the public in the project planning, design and construction of capital improvement projects (15 projects)	**93%**
C – Prepare Communication Plan, Resolution in August 2011 for the November 2011 Ballot, Present Information to Public	**100%**
D – Complete the design and/or construction of street reconstruction/resurfacing projects (4 projects)	**75%**
D – Complete the design and/or construction of water main replacement projects (5 projects)	**75%**
D - Complete the design and/or construction of sanitary sewer improvement projects (5 projects)	**50%**
D – Complete transportation improvement projects (6 projects)	**50%**
E – Implement environmentally sustainable engineering solutions (2 projects)	**50%**
F –Private Development Construction Plans reviewed within 4 weeks	**63%**
F – Right-of-Way Permits reviewed within 3 weeks	**90%**

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

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

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

Service Unit Measures/Scoreboards	Status
A. Utilize Federal and/or State grants for the City's capital improvement projects (10)	
B- Engage the public in the project planning, design and construction of capital improvement projects (18)	
C1 – Complete the design and/or construction of street reconstruction/resurfacing projects (23)	
C2 – Complete the design and/or construction of water main replacement projects (8)	
C3 - Complete the design and/or construction of sanitary sewer or storm water improvement projects (9)	
C4 – Complete transportation improvement projects (4)	
C5 – Implement environmentally sustainable engineering solutions (4)	
E –Private Development Construction Plans reviewed within 4 weeks	
E – Right-of-Way Permits reviewed within 3 weeks	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	0.40
ADMIN ASSISTANT LVL 5	110054	0.85
CIVIL ENGINEER III	403620	1.45
CIVIL ENGINEER IV	403840	0.25
CIVIL ENGINEER V	401330	2.25
CIVIL ENGINEERING SPEC 3	112014	3.70
CIVIL ENGINEERING SPEC 4	112024	1.95
CIVIL ENGINEERING SPEC 5	112034	0.20
ENG PROJECT MANAGER II	403660	0.15
FINANCIAL MGR-PUBLIC SERV	401070	0.10
PROJECT MANAGEMENT MGR	403140	1.00
SUPERVISOR - CESS	192050	0.55
Total		12.85

PUBLIC SERVICES AREA

SYSTEMS PLANNING

Systems Planning staff bring together diverse background and experience in energy management, environmental planning and programming, solid waste and recycling, soil erosion, natural features, urban forestry, planning, public engagement, project management, transportation, geographic information systems (GIS), storm water and water resources, sanitary sewer and drinking water. The unit provides asset management for the Public Services Area including parks, solid waste, urban forest, transportation, non-motorized transportation, sanitary, storm water and drinking water facilities; sustainability planning; utility system modeling; development of programs and policies that optimize service levels, environmental benefit and public investment; capital planning and budgeting; and infrastructure standards and specifications for facilities and activities within the Public Services Area. The unit also provides support for the implementation of GIS-based work management systems throughout the service area.

PUBLIC SERVICES AREA

SYSTEMS PLANNING

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	13,150	77,664	93,300	81,800	80,200
INTERGOVERNMENTAL REVENUES	145,537	642,716	1,276,972	937,052	-
INVESTMENT INCOME	-	-	10,141	-	8,091
MISCELLANEOUS REVENUE	(6,313)	18,404	5,200	5,200	-
OPERATING TRANSFERS IN	138,312	112,032	181,482	181,482	136,699
PRIOR YEAR SURPLUS	-	-	114,712	-	179,761
Total	$290,686	$850,816	$1,681,807	$1,205,534	$404,751

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ENERGY PROJECTS (0002)	41,468	34,152	158,462	33,609	202,286
GENERAL (0010)	24	18,404	5,200	5,200	-
MAJOR STREET (0021)	-	3,996	1,500	1,500	-
WATER SUPPLY SYSTEM (0042)	(3,155)	8,489	11,800	14,500	14,500
SEWAGE DISPOSAL SYSTEM (0043)	(2,802)	10,502	14,200	-	-
ART IN PUBLIC PLACES (0056)	(5,484)	5,040	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	114,328	86,172	159,973	159,973	134,265
STORMWATER SEWER SYSTEM FUND (0069)	770	41,345	53,700	53,700	53,700
MAJOR GRANTS PROGRAMS (00MG)	145,537	642,716	1,276,972	937,052	-
Total	$290,686	$850,816	$1,681,807	$1,205,534	$404,751

PUBLIC SERVICES AREA

SYSTEMS PLANNING

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	923,354	1,140,457	1,331,326	1,297,052	1,263,653
PAYROLL FRINGES	433,252	505,566	570,554	586,434	677,871
OTHER SERVICES	539,169	309,846	864,899	845,754	253,243
MATERIALS & SUPPLIES	53,724	670,403	225,924	33,254	13,750
OTHER CHARGES	339,288	320,653	750,659	856,434	322,504
PASS THROUGHS	(5,484)	5,040	-	-	-
CAPITAL OUTLAY	47,288	(47,288)	86,990	179,760	120,000
EMPLOYEE ALLOWANCES	-	-	18,457	18,198	9,894
Total	$2,330,591	$2,904,677	$3,848,809	$3,816,886	$2,660,915

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
ENERGY PROJECTS (0002)	88,609	180,643	158,462	158,462	172,286
GENERAL (0010)	113,013	112,836	110,349	90,651	105,773
MAJOR STREET (0021)	142,902	112,496	106,788	106,788	112,229
WATER SUPPLY SYSTEM (0042)	505,054	456,160	600,455	600,455	660,728
SEWAGE DISPOSAL SYSTEM (0043)	413,777	372,024	448,790	448,790	494,673
ALTERNATIVE TRANSPORTATION (0061)	77,757	91,560	111,075	111,075	115,564
STORMWATER SEWER SYSTEM FUND (0069)	658,259	755,654	818,092	818,592	805,381
SOLID WASTE (0072)	185,683	180,588	217,826	225,101	194,281
MAJOR GRANTS PROGRAMS (00MG)	145,537	642,716	1,276,972	1,256,972	-
Total	$2,330,591	$2,904,677	$3,848,809	$3,816,886	$2,660,915

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
SYSTEMS PLANNING	13.64	13.69	13.65	14.65
Total	13.64	13.69	13.65	14.65

PUBLIC SERVICES AREA
SYSTEMS PLANNING

REVENUES

Intergovernmental Revenues – The FY2012 Forecasted amount reflects US Department of Energy and Michigan Energy Office grants.

Operating Transfers In - The FY 2012 revenue is reflective of the normal fluctuations in demand for services.

EXPENSES

Personnel Services – The decrease is a reduction in temporary employees.

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

Other Services – The decrease is a reduction of Contractual Services.

Other Charges – The decrease is a reduction of energy rebate transfers.

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Systems Planning	**Manager:**	Cresson Slotten

Service Unit Goals	City Goals:
A. Develop an Urban Forestry Management Plan	**4**
B. Update Solid Waste Management Plan	**5**
C. Establish Energy Efficiency Finance Program	**4**
D. Continue expansion of the commercial recycling program by utilizing increased education and marketing efforts as well as ground level recruitment	**4**
E. Establish policies and programs for the management of the City's natural and physical infrastructure assets	**2**
F. Continue development of the Alternative Transportation Network through private investments and integration in all city transportation projects, including maintenance and reconstruction	**2**
G. Complete Sustainability Framework Plan under Home Depot Foundation Grant	**3**
H. Initiate the completion of the comprehensive detailed stormwater system model	**2**

Service Unit Measures	Status
A - Complete draft Urban Forestry Management Plan by 03/30/2012	In progress- anticipated draft completion by 05/31/2012
B - Complete draft Solid Waste Management Plan Update by 12/31/2011	In progress- anticipated draft completion by 7/31/12
C1 - Hold public hearing on program by 11/1/2011	Completed in October, 2011
C2 - Have program established by 03/01/2012	Completed in October, 2011
D1 - Increase recycling by 20% from 07/01/10 levels by 06/30/2012	Increased 25% to date in FY 12
E1 - Complete 3 initial Asset Management Pilot Programs by 12/31/2011	On hold pending backfill of SPU Engineer
E2 – Complete draft Water Distribution Level of Service Master Plan, including pilot asset management plan by 06/30/2012	In progress – anticipated draft completion by 09/30/2012
F - Increase percent cycling as reported by US Census from 2% to 6% by 06/30/2012	3.5% in 2005-09 American Community Survey (ACS)
G1 – Complete draft Sustainability Framework Plan by 01/31/2012	In progress – anticipated draft completion by June, 2012
G2 – Complete Sustainability Action Plan by 07/31/2012	In progress – anticipated draft completion by June, 2012

H1 – Enter into PSA with consultant by 12/01/2011	In progress – anticipated PSA award by 6/18/12
H2 - Gather comprehensive monitoring data and calibrate model by 12/01/2012	Monitoring data anticipated completion by 6/30/2014; Model calibration completion anticipated by 6/30/15

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Systems Planning	**Manager:**	Cresson Slotten

Service Unit Goals	City Goals:
A. Develop an Urban & Community Forest Management Plan	**4**
B. Update Solid Waste Management Plan	**5**
C. Establish Green Community Housing Partnership (HUD Grant)	**4**
D. Integrate Sustainability Action Plan into existing City processes (e.g., CIP, budget, etc.)	**4**
E. Complete 3-year update of Impervious Surface GIS data to support Stormwater Utility	**3**
F. Advance Flood Mitigation Plan Implementation	**3**
G. Develop comprehensive, detailed stormwater system model	**3**
H. Continue development of the Alternative Transportation Network through public and private investments and integration in all city transportation projects, including maintenance and reconstruction	**2**

Service Unit Measures	Status
A1 - Urban & Community Forest Management Plan completed and adopted by City Council by 06/30/2013	
B1 - Complete draft Solid Waste Management Plan Update by 7/31/2011	
C1 - Develop GCHP work plan by 12/1/2012	
C2 – Submit implementation recommendations to GCHP by 6/1/2013	
D1 - Integrate Sustainability Action Plan into CIP process 9/1/2012	
D2 - Integrate Sustainability Action Plan into budget by 5/1/2013	
F1 – Remove structure at 219 West Kingsley by 8/1/2012	
F2 – Complete Allen Creek Railroad Berm Study by 12/1/2012	
F3 – Council adoption of Floodplain Management Ordinance by 1/1/2013	
G1 - Develop & implement comprehensive flow monitoring plan by 03/01/2013	
H1 - Increase percent cycling as reported by US Census from 3.5% to 6% by 07/31/2013	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 3	110034	0.25
ADMIN ASSISTANT LVL 4	110044	0.20
CITY PLANNER III	401030	1.00
CIVIL ENGINEER III	403620	0.70
CIVIL ENGINEER V	401330	1.00
DEVELOPMENT SRVS INSP V	110554	1.00
ENERGY PROGRAMS MANAGER	401170	1.00
ENVIRONMENTAL COORDINATOR	401410	1.00
GIS ANALYST	000950	1.00
GIS SPECIALIST	401480	1.00
RECYCLING COORDINATOR	401230	1.00
STORMWATER/FLOODPLAIN CO	401630	1.00
SYSTEMS PLANNING ENG IV	403830	1.00
SYSTEMS PLANNING MANAGER	401320	1.00
TRANSPORTATION PROGRAM MG	404030	1.00
URBAN FORESTRY & NAT RES	401620	0.50
WATER QUALITY MANAGER	403820	1.00
Total		14.65

PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Wastewater Treatment Services is responsible for the effective collection, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. Wastewater Treatment Services is responsible for the operation and maintenance of 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 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
MISCELLANEOUS REVENUE	(4,767)	381	-	2,240	-
OPERATING TRANSFERS IN	249,996	-	250,000	250,000	250,000
Total	$245,229	$381	$250,000	$252,240	$250,000

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
SEWAGE DISPOSAL SYSTEM (0043)	245,229	381	250,000	252,240	250,000
Total	$245,229	$381	$250,000	$252,240	$250,000

PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	2,374,994	2,519,975	2,424,433	2,448,134	2,360,255
PAYROLL FRINGES	1,087,495	1,240,615	1,332,089	1,332,089	1,568,886
OTHER SERVICES	2,419,485	2,261,550	2,911,960	2,881,905	3,027,739
MATERIALS & SUPPLIES	627,013	540,232	880,305	861,305	915,884
OTHER CHARGES	2,398,501	2,724,512	743,774	743,774	578,313
PASS THROUGHS	-	9,600	-	-	-
CAPITAL OUTLAY	-	-	15,000	15,000	-
VEHICLE OPERATING COSTS	13,515	21,659	-	25,354	-
EMPLOYEE ALLOWANCES	-	-	5,232	5,232	5,093
Total	$8,921,003	$9,318,143	$8,312,793	$8,312,793	$8,456,170

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
SEWAGE DISPOSAL SYSTEM (0043)	8,921,002	9,318,143	8,312,793	8,312,793	8,456,170
Total	$8,921,002	$9,318,143	$8,312,793	$8,312,793	$8,456,170

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
WASTEWATER TREATMENT	35.98	34.85	35.05	35.17
Total	35.98	34.85	35.05	35.17

EXPENSES

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

Other Services – The increase is due to higher electricity costs.

Materials & Supplies – The increase is due to expected higher expenses for chemicals used in the treatment process.

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	715,364	811,897	828,000	834,000	893,835
1100 FRINGE BENEFITS	422,263	442,854	473,785	473,785	294,544
7031 REVOLVING EQUIPMENT	(536)	15,536	15,763	15,763	16,111
7043 PLANT	5,954,206	6,749,503	4,891,821	4,851,766	5,091,287
7051 STATION	36,752	27,970	37,824	37,824	39,275
7053 LAB	373,257	425,423	402,574	411,275	394,649
7055 SOLIDS	1,412,653	1,177,437	1,635,100	1,635,100	1,701,179
7057 INDUSTRIAL PRETREAT	-	23,808	24,150	24,150	21,150
7060 OUTSTATIONS	7,044	(356,285)	3,776	29,130	4,140
Total	$8,921,003	$9,318,143	$8,312,793	$8,312,793	$8,456,170

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Wastewater Treatment	**Manager:**	Earl J. Kenzie

Service Unit Goals	City Goals:
A. Complete construction of the Residuals Handling Improvements Project by 12/31/11 and close out project by 6/30/12.	**1, 2, 3**
B. Submit the application and supporting information to MDEQ for State Revolving Fund consideration of the Facilities Renovations Project Phase 2.	**1, 2, 3**
C. Obtain necessary permits from Ann Arbor Township, award contract, establish construction schedule and complete construction to level identified in schedule for Facilities Renovations Project – Phase 2, including improvements to the earthen embankment and floodwall along the plant site perimeter that meet FEMA's flood protection requirements.	**1, 2, 3**
D. Treat wastewater to highest achievable water quality standards.	**4**
E. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	**4**
F. Inform and update the public of ongoing capital improvements at the WWTP.	**2**
G. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	**1,4**
H. Implement a stewarded work culture that aligns with the City's and Public Services Area's strategic direction.	**5**
I. Update the Sewer Use Ordinance to incorporate Industrial Pretreatment Program regulatory changes by 06/30/12.	**3,4**
J. Address failing condition of the Secondary Effluent Pumps.	**1,3**
K. Collaborate with Scio Township staff to develop the plan for replacement of Liberty Lift Station.	**2,3**

Service Unit Measures	Status
A - Indicate monthly level of construction completed based on project schedule and milestones – 100% by 12/31/2011.	Six months were added to the project schedule due to changes requested by the City. Project construction completed by 6/15/12.
B - Submit Project Plan to MDEQ by 7/5/11; conduct public meeting by 08/01/2011; publish project advertisement by 09/23/2011.	State Reveolving Fund loan of $110,285,000 applied for and approved. All deadlines met per MDEQ requirements. Loan closed on 4/10/12.
C - Create project milestones with target dates for completion.	Permits were obtained, contract was awarded and project is on schedule.
D - Meet NPDES permit limits with no	100% complete

significant violations, fines or citations.	
E1 - Daily review of plant performance relating to phosphorus loading goals.	100% complete
E2 - Take actions to correct phosphorous removal process upsets within one week.	100% complete
F1 - Provide quarterly updates of capital project websites.	Completed as scheduled
F2 - Direct contact of neighboring stakeholders at least one week prior to major site activities.	Completed as needed
G - 100% of biosolids processed from May through November land applied, weather and budget permitting.	100% complete
H - Evaluate Leadership Team's alignment of work behaviors with the desired work culture and ensure five critical elements are implemented by 12/31/11; train all staff on at least one element by 06/30/2012.	Evaluation of Leadership Team's work behaviors is complete. Five critical elements of desired work culture were developed and are being refined for Leadership Team implementation and subsequent staff training.
I1 - Follow through with MDEQ on their review and approval of the local limits assessment submitted in September 2008.	Routinely contacted the MDEQ throughout the fiscal year with no response.
I2 - Draft changes to the Sewer Use Ordinance by 03/01/2012 and obtain Council approval by the meeting on 06/18/2012.	Changes to the Sewer Use Ordinance are contingent upon receiving a response from the MDEQ.
J1 - Review engineering recommendations and decide on the project scope by 09/30/2011.	Engineer's final report was delayed due to discrepancy between manufacturer's data and record data. Review was completed by 12/06/11.
J2 - Secure project funding, award contract and initiate work by 6/30/12.	Decision on funding source required investigation of State Revolving Fund eligibility under the Facilities Renovations Project and impacted the project scope. Scope was established by 6/30/12.
K1 - Determine the project cost sharing allocation between the City and Scio Township by 09/30/2011.	The project cost sharing allocation was established on schedule.
K2 - Initiate the engineering study to identify replacement options by 08/11/2011; identify recommended option for replacement by 03/01/2012.	Scio Township assumed the lead on the engineering study and the schedule for its completion.

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Wastewater Treatment	**Manager:**	Earl J. Kenzie

Service Unit Goals	City Goals:
A. Close out Residuals Handling Improvements Project by 12/31/12.	**1, 2, 3**
B. Satisfy requirements of the State Revolving Fund loan for the Facilities Renovations Project including timely submittal of disbursement requests and support documents.	**1, 2, 3**
C. Complete construction of the Facilities Renovations Project to the level identified in the construction schedule. Complete improvements to the earthen embankment and floodwall along the plant site perimeter that meet FEMA's flood protection requirements and secure a Letter of Map Revision by the date established in the project schedule.	**1, 2, 3**
D. Treat wastewater to highest achievable water quality standards.	**4**
E. Maintain voluntary compliance with the Middle Huron Initiative's phosphorus loading.	**4**
F. Inform and update the public of ongoing capital improvements at the WWTP.	**2**
G. Maximize the beneficial reuse of biosolids through the land application program within budgetary constraints.	**1, 4**
H. Implement a stewarded work culture that aligns with the City's and Public Services Area's strategic direction.	**5**
I. Update the Sewer Use Ordinance to incorporate Industrial Pretreatment Program regulatory changes by 12/31/2013.	**3, 4**
J. Replace failing Secondary Effluent Pumps and upgrade the control systems.	**1, 2, 5**
K. Develop and implement an electrical energy management plan for the Solids Handling Building equipment and systems.	**1, 5**
L. Replace the roadway at Lakewood Lift Station to achieve safer access and facility maintenance.	**1, 2, 5**

Service Unit Measures	Status
A - Create project milestones with target dates for completion.	
B - Receipt of monthly State Revolving Fund loan disbursements.	
C1 - Indicate monthly level of construction completed based on project schedule, invoicing and milestones.	
C2 - Obtain Letter of Map Revision without impacting the project or construction schedule.	
D - Meet NPDES permit limits with no significant violations, fines or citations.	
E1 - Daily review of plant performance relating to phosphorus loading goals.	

E2 - Take actions to correct phosphorous removal process upsets within one week.	
F1 - Provide quarterly updates of capital project websites.	
F2 - Direct contact of neighboring stakeholders at least one week prior to major site activities.	
G - 100% of biosolids processed from May through November land applied, weather and budget permitting.	
H - Refine the five critical elements of the Leadership Team's desired work culture by 10/01/12; train all staff on at least three of the elements by 06/30/13.	
I - Receive MDEQ response by 12/31/12 and draft changes to the Sewer Use Ordinance by 6/30/13. Obtain Council approval during FY 13.	
J1 - Initiate pump system replacement within 30 days of approval of construction contract documents.	
J2 - Replace a minimum of one pump and upgrade the associated control system by 06/30/13.	
K1 - Identify opportunities to reduce electrical energy consumption through management practices by 08/01/12.	
K2 - Achieve 10% reduction in electrical energy consumption in at least one identified area by 06/30/13.	
L1 - Complete engineering design and advertise for bids to construct driveway improvements by 07/01/12.	
L2 - Complete construction of driveway improvements by 10/31/12.	

See Budget Summaries Section, Page 71, for list of City Goals

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00
ADMIN ASSISTANT LVL 5	110054	1.00
ASST WWTP MANAGER	401010	0.90
CONTRACT/PROJECT MGR WWTP	401190	0.90
ELEC & CONTROL TECH IV	116244	3.00
ENVIRON LAB ANALYST III	110334	2.97
ENVIRON LAB ANALYST IV	110344	0.00
ENVIRONMENTAL LAB SUPV	196930	0.50
MAINT TECHNICAL SUPV	196281	0.00
PROCESS CONTROL SYS SPEC	403190	0.95
PROCUREMENT COORDINATOR	117450	1.00
SENIOR UTILITIES ENGINEER	404000	0.20
WATER UTILITY SUPV II	197411	1.00
WATER UTILITY SUPV III	197420	3.00
WATER UTILITY SUPV III	197421	1.00
WATER UTILITY TECH I	117400	1.00
WATER UTILITY TECH I	117401	3.00
WATER UTILITY TECH II	117410	2.00
WATER UTILITY TECH III	117420	1.00
WATER UTILITY TECH V	117440	2.00
WATER UTILITY TECH V	117441	8.00
WWTP MANAGER	401300	0.75
Total		35.17

PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the supply and treatment of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Townships. Water Treatment Services operates and maintains the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and storm water customers.

PUBLIC SERVICES AREA

WATER TREATMENT

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	419,746	273,056	335,000	350,000	345,000
MISCELLANEOUS REVENUE	-	31,027	-	-	-
Total	$419,746	$304,083	$335,000	$350,000	$345,000

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	413,410	161,022	691,250	325,000	325,000
WATER SUPPLY SYSTEM (0042)	6,336	143,061	10,000	25,000	20,000
Total	$419,746	$304,083	$701,250	$350,000	$345,000

PUBLIC SERVICES AREA

WATER TREATMENT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,774,400	1,837,273	1,877,023	1,831,755	1,871,145
PAYROLL FRINGES	817,010	904,703	996,372	976,654	1,188,653
OTHER SERVICES	1,931,130	2,028,523	2,297,945	2,301,345	2,310,898
MATERIALS & SUPPLIES	1,592,948	1,737,733	1,593,977	1,592,977	1,632,401
OTHER CHARGES	3,133,878	3,152,009	574,773	574,773	420,314
PASS THROUGHS	-	210,000	366,250	366,250	-
CAPITAL OUTLAY	34,138	96,223	152,280	152,280	77,840
VEHICLE OPERATING COSTS	12,921	19,176	-	-	-
EMPLOYEE ALLOWANCES	-	-	3,702	3,702	3,702
Total	$9,296,425	$9,985,640	$7,862,322	$7,799,736	$7,504,953

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	248,657	510,325	537,639	537,639	179,312
WATER SUPPLY SYSTEM (0042)	9,047,768	9,471,271	7,319,306	7,256,412	7,321,216
STORMWATER SEWER SYSTEM FUND (0069)	-	4,045	5,377	5,685	4,425
Total	$9,296,425	$9,985,641	$7,862,322	$7,799,736	$7,504,953

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
WATER TREATMENT	26.12	26.00	25.51	25.63
Total	26.12	26.00	25.51	25.63

PUBLIC SERVICES
WATER TREATMENT

REVENUES

Charges for Services - Reflects lower than anticipated revenues for FY 2011 because the Superior hydroelectric facility has been out of service longer than anticipated for its 10-year scheduled major maintenance.

EXPENSES

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

Other Charges – The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

Pass Throughs – The FY 2011 & 2012 transfers were for dam projects which are not planned to include additional funding in FY 2013.

Capital Outlay – The decrease is due to fewer capitalized equipment purchases and fewer major construction projects planned.

PUBLIC SERVICES AREA

WATER TREATMENT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	29,713	32,324	36,701	36,701	38,506
7091 MAINTENANCE - HYDROPOWER	218,944	478,001	500,938	500,938	140,806
Total	$248,657	$510,325	$537,639	$537,639	$179,312

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	971,668	948,431	1,068,968	964,773	945,055
7031 REVOLVING EQUIPMENT	13,856	28,819	14,995	14,995	15,572
7035 DWRF 7319 ADMINISTRATION	-	3,307	-	2,697	-
7036 DWRF 7325 ADMINISTRATION	-	822	-	1,665	-
7037 DWRF 7333 ADMINISTRATION	-	2,058	-	4,663	-
7038 DWRF 7362 ADMINISTRATION	-	-	-	1,426	-
7043 PLANT	6,572,127	6,967,132	4,484,438	4,507,358	4,624,549
7044 PROCESS LAB	-	-	44,400	44,400	44,400
7048 CITY SERVICES	8,372	6,643	1,500	4,241	1,500
7053 LAB	326,928	331,681	313,878	323,592	298,789
7055 SOLIDS	373,788	370,698	400,092	398,682	416,996
7060 OUTSTATIONS	781,028	811,679	991,035	987,920	974,355
Total	$9,047,767	$9,471,270	$7,319,306	$7,256,412	$7,321,216

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
7053 LAB	-	4,045	5,377	5,685	4,425
Total	-	$4,045	$5,377	$5,685	$4,425

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Service	**Area Administrator:**	Craig Hupy
Service Unit:	Water Treatment	**Manager:**	Molly Wade

Service Unit Goals	City Goals:
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city's two wholesale customer supplies	**2**
B. Complete due maintenance of equipment for improved reliability	**3**
C. Implement the WTSU priorities for FY12 in the City's CIP	**3**
D. Provide an annual estimate for unaccounted water	**1**
E. Provide Laboratory services to internal and external customers to help meet the City's stormwater program requirements and goals	**2**

Service Unit Measures	Status
A - 100% compliance with drinking water regulations	100% compliance
B - 85% completion of equipment due maintenance	92.5% of scheduled preventative maintenance completed
C - Meet the established schedule of individual priorities/projects	All drinking water projects were prioritized. Two lower priority projects were deferred until later fiscal years to balance workload.
D - Quantify the unaccounted water as a percentage or gallons of delivered water by 06/30/2012.	Calendar year 2011 unaccounted for water = 5%
E – Provide lab services for the Pioneer HS stormwater detention basin project, compost site stormwater management study and the Huron River Watershed Council's Middle Huron Initiative grant project	Lab services provided in a timely manner

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Public Services	**Area Administrator:**	Craig Hupy
Service Unit:	Water Treatment	**Manager:**	Molly Wade

Service Unit Goals	City Goals:
A. Provide a continuous supply of safe drinking water to the citizens of Ann Arbor and the city's two wholesale customer supplies	**2**
B. Complete due maintenance of equipment for improved reliability	**3**
C. Implement the WTSU priorities for FY13 in the City's CIP	**3**
D. Provide an annual estimate for unaccounted water	**1**
E. Provide exemplary laboratory services to internal and external customers	**2**

Service Unit Measures	Status
A - 100% compliance with drinking water regulations	
B - 85% completion of equipment due maintenance	
C - Meet the established schedule of individual priorities/projects	
D - Quantify the unaccounted water as a percentage or gallons of delivered water by 06/30/2013.	
E – Provide lab services for the water, wastewater stormwater systems and to external customers including the Huron River Watershed Council	

See Budget Summaries Section, Page 71, for list of City Goals

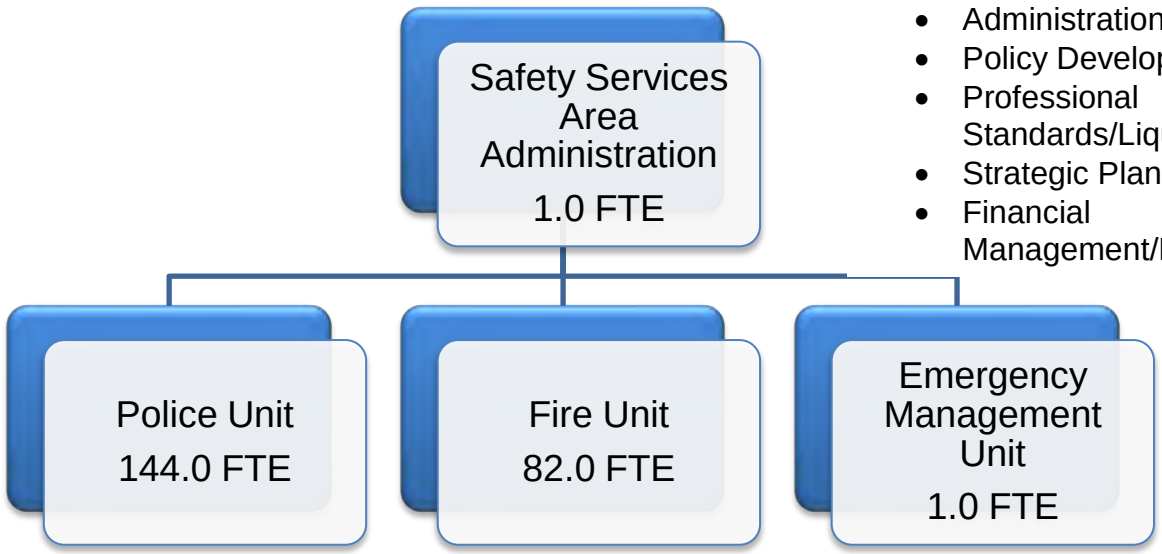
PUBLIC SERVICES AREA
WATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ADMIN ASSISTANT LVL 4	110044	1.50
ASST WTP MANAGER	401020	1.00
ELEC & CONTROL TECH IV	116244	0.95
ELEC & CONTROL TECH V	116254	0.95
ENVIRON LAB ANALYST III	110334	1.03
ENVIRON LAB ANALYST IV	110344	1.00
ENVIRONMENTAL LAB SUPV	196930	0.50
PROCESS CONTROL SYS SPEC	403190	1.00
PROCUREMENT COORDINATOR	117450	1.00
SENIOR UTILITIES ENGINEER	404000	0.25
WATER UTILITY SUPV II	197410	1.00
WATER UTILITY SUPV II	197411	1.00
WATER UTILITY SUPV III	197421	3.00
WATER UTILITY TECH I	117400	0.95
WATER UTILITY TECH II	117410	0.95
WATER UTILITY TECH III	117420	0.95
WATER UTILITY TECH IV	117430	0.95
WATER UTILITY TECH IV	117431	0.95
WATER UTILITY TECH V	117440	0.95
WATER UTILITY TECH V	117441	4.75
WTP MANAGER	401310	1.00
Total		25.63

SAFETY SERVICES AREA

Safety Services Area
Organization Chart



- Administration
- Policy Development
- Professional Standards/Liquor Control
- Strategic Planning
- Financial Management/Budget

- Patrol
- Traffic Enforcement
- Investigations
- Community Standards (Parking Enforcement & Code Enforcement)

- Operations/Response
- Fire Investigations
- Inspections
- Education/Safety

- Citywide Emergency Preparedness
- Emergency Preparedness Education

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

SAFETY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
FIRE SERVICES	185,641	254,077	86,500	332,205	743,976
POLICE SERVICES	4,061,742	4,728,709	4,789,961	4,567,243	3,921,076
Total	$4,247,383	$4,982,786	$4,876,461	$4,899,448	$4,665,052

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	6,283	143,397	62,540	62,540	-
GENERAL (0010)	3,993,165	4,552,855	4,241,756	4,615,075	4,286,752
HOMELAND SECURITY GRANT FUND (0017)	29,893	25,505	110,680	96,216	-
DRUG ENFORCEMENT (0027)	6,672	143,206	119,673	16,876	146,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	131,789	2,506	178,146	58,010	151,000
POLICE & FIRE RELIEF (0053)	19,250	11,709	10,000	10,000	10,000
MICHIGAN JUSTICE TRAINING (0064)	31,712	26,456	112,010	20,572	71,000
LOCAL FORFEITURE (0073)	1,399	1,689	26,538	300	300
MAJOR GRANTS PROGRAMS (00MG)	27,219	75,463	15,118	19,859	-
Total	$4,247,382	$4,982,786	$4,876,461	$4,899,448	$4,665,052

SAFETY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
FIRE SERVICES	13,649,399	13,927,096	13,381,132	13,351,163	13,913,103
POLICE SERVICES	24,660,894	26,047,678	26,245,485	25,750,197	24,918,785
Total	$38,310,293	$39,974,774	$39,626,617	$39,101,360	$38,831,888

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	6,283	143,397	90,536	62,540	-
GENERAL (0010)	38,167,340	39,530,490	38,973,916	38,737,935	38,464,588
HOMELAND SECURITY GRANT FUND (0017)	29,893	25,505	110,680	96,216	-
DRUG ENFORCEMENT (0027)	-	27,346	119,673	67,600	146,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	58,341	96,119	178,146	78,146	151,000
MICHIGAN JUSTICE TRAINING (0064)	34,771	39,993	112,010	30,000	70,000
LOCAL FORFEITURE (0073)	4,575	18,331	26,538	26,538	300
MAJOR GRANTS PROGRAMS (00MG)	9,090	93,592	15,118	2,385	-
Total	$38,310,293	$39,974,773	$39,626,617	$39,101,360	$38,831,888

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES	94.00	89.00	82.00	82.00
POLICE SERVICES	182.00	177.00	164.00	146.00
Total	276.00	266.00	246.00	228.00

SAFETY SERVICES AREA

FIRE SERVICES

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

SAFETY SERVICES AREA

FIRE SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	162,166	129,826	85,000	326,363	742,476
INTERGOVERNMENTAL REVENUES	-	70,354	-	-	-
LICENSES, PERMITS & REGISTRATIONS	4,530	19,300	1,500	4,020	1,500
MISCELLANEOUS REVENUE	816	35,136	-	1,822	-
OPERATING TRANSFERS IN	18,129	(540)	-	-	-
Total	$185,641	$254,076	$86,500	$332,205	$743,976

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	167,512	184,263	86,500	332,205	743,976
MAJOR GRANTS PROGRAMS (00MG)	18,129	69,814	-	-	-
Total	$185,641	$254,077	$86,500	$332,205	$743,976

SAFETY SERVICES AREA

FIRE SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	7,318,446	7,125,898	6,254,587	6,347,389	6,709,292
PAYROLL FRINGES	3,066,408	3,374,430	3,506,570	3,469,578	4,395,327
OTHER SERVICES	847,087	937,317	996,495	903,606	995,559
MATERIALS & SUPPLIES	159,067	224,674	146,879	145,701	146,279
OTHER CHARGES	2,048,003	2,090,073	2,205,957	2,205,495	1,439,353
PASS THROUGHS	18,829	60	600	600	600
CAPITAL OUTLAY	15,849	5,982	78,380	87,130	76,515
VEHICLE OPERATING COSTS	3,419	155	420	793	420
EMPLOYEE ALLOWANCES	172,290	168,508	191,244	190,871	149,758
Total	$13,649,398	$13,927,097	$13,381,132	$13,351,163	$13,913,103

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	13,649,399	13,839,153	13,381,132	13,351,163	13,913,103
MAJOR GRANTS PROGRAMS (00MG)	-	87,943	-	-	-
Total	$13,649,399	$13,927,096	$13,381,132	$13,351,163	$13,913,103

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
FIRE SERVICES	94.00	89.00	82.00	82.00
Total	94.00	89.00	82.00	82.00

SAFETY SERVICES AREA
FIRE SERVICES

REVENUES

Charges for Services –The increase is associated with an increase in the projected number of fire inspections to be completed each year.

EXPENSES

Personnel Services – The increase in costs is associated with a change in the work schedule of 24-hr personnel, which includes scheduled overtime, and a contractual pay increase.

Payroll Fringes - The increases are from higher pension and VEBA costs.

Employee Allowances – The decrease is a result of contractual changes to food allowances.

Other Charges – The decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

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 $627,205 in FY 2013.

SAFETY SERVICES AREA

FIRE SERVICES

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	1,041,412	940,812	994,586	327,880	1,362,822
1100 FRINGE BENEFITS	1,728,612	1,788,036	1,874,677	1,874,677	1,106,261
3221 FIRE INSPECTIONS	267,231	272,032	248,911	-	398,773
3230 FIRE OPERATIONS	945,978	619,194	937,589	-	1,093,721
3231 FIRE STATION #1	5,218,341	5,680,028	4,912,966	11,148,606	4,803,239
3233 FIRE STATION #3	794,300	753,316	703,736	-	1,433,592
3234 FIRE STATION #4	1,035,898	1,061,235	1,050,551	-	1,032,018
3236 FIRE STATION #6	1,176,140	1,175,390	1,179,073	-	1,229,143
3237 FIRE STATION #5	1,158,796	1,204,505	1,318,853	-	1,283,750
3240 REPAIRS & MAINTENANCE	138,043	299,171	123,485	-	133,079
3250 FIRE TRAINING	144,649	45,434	36,705	-	36,705
Total	$13,649,400	$13,839,153	$13,381,132	$13,351,163	$13,913,103

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3035 PUBLIC SAFETY GRANTS	-	87,943	-	-	-
Total	-	$87,943	-	-	-

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	**Area Administrator:**	Interim Chief Seto
Service Unit:	Fire Department	**Manager:**	Chief Hubbard

Service Unit Goals	City Goals:
J. Meet or exceed NFPA & ISO Standards	**2**
K. Develop a list and an annual schedule of required training courses.	**2**
L. Develop a target occupancy inspection list.	**2**

Service Unit Measures	Status
A1 First arrival for structure fires within 4 minutes of dispatch by station.	15%
A2 Provide appropriate personal protective equipment (PPE) for all firefighters.	90%
A3 Delivery of Basic Life Support services	100%
A4 Provide Safety Services Director monthly reports of department services to community	100%
A5 Complete real time tie-in of computer aided dispatch records to departmental records management system	Ongoing
A6 Complete deployment of upgraded hardened mobile vehicle computers and response management software	Ongoing
A7 Develop intergovernmental agreement and resolution to allow for adoption of the Michigan Box Alarm System allowing a more precise mutual aid response	100%
A8 Deploy grant purchased fire fighting nozzles to all companies providing modern uniform fire fighting equipment department wide	100%
B Contine to refine annual schedule of required training courses. Identify instructors and add to training calendar	85%
C Refine target occupancy inspection list, refine site inspections schedule to reflect changes in fire prevention division staffing	100%

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	**Area Administrator:**	Interim Chief Seto
Service Unit:	Fire	**Manager:**	Chief Hubbard

Service Unit Goals	City Goals:
A. Meet or exceed NFPA, ISO and OSHA standards	**2**
B. Implement an improved training initiative	**2**
C. Implement a new direction for fire prevention division	**2**

Service Unit Measures	Status
A1 First arrival for structure fires within four minutes with four people and 13 people within eight minutes	
A2 Deliver of basic life support services	
A3 Develop intergovernmental agreements to allow for regional functional fire district response	
A4 Maintain and revise the box alarm system for better coverage	
B1 Build a new training facility to allow for a central location for training	
B2 Revise current testing procedures	
B3 Implement a physical fitness initiative	
C1 Maintain a consistent professional approach to the growth of the department and to achieve its goals	

See Budget Summaries Section, Page 71, for list of City Goals

SAFETY SERVICES AREA
FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
APPARATUS MASTER MECH - A	131731	1.00
ASST FIRE CHIEF - ASSOC	131761	1.00
ASST TRAINING CHIEF/EMS C	131812	1.00
BATTALION CHIEF	131740	2.00
BATTALION CHIEF - BACH	131742	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00
DRIVER/OPERATOR	131660	10.00
DRIVER/OPERATOR - ASSOC	131661	4.00
DRIVER/OPERATOR - BACH	131662	5.00
DRIVER/OPERATOR-BACH	131662	1.00
FIRE - CAPTAIN	131770	0.00
FIRE - CAPTAIN - ASSOC	131771	0.00
FIRE - CAPTAIN - BACH	131772	1.00
FIRE CHIEF	403390	1.00
FIRE INSPECTOR - BACH	131722	2.00
FIRE LIEUTENANT	131710	7.00
FIRE LIEUTENANT - ASSOC	131711	4.00
FIRE LIEUTENANT - BACH	131712	3.00
FIRE MARSHAL - BACH	131752	1.00
FIRE-CAPTAIN	131770	2.00
FIREFIGHTER	131820	20.00
FIREFIGHTER - ASSOC	131821	5.00
FIREFIGHTER - BACH	131822	7.00
FIREFIGHTER-ASSOC	131821	1.00
MANAGEMENT ASSISTANT	000200	1.00
Total		82.00

SAFETY SERVICES AREA

POLICE SERVICES

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

SAFETY SERVICES AREA

POLICE SERVICES

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	1,406,865	1,386,324	1,129,050	1,143,810	1,129,050
CONTRIBUTIONS	1,000	200	1,000	-	1,000
FINES & FORFEITS	1,835,299	2,342,281	2,311,206	2,410,160	2,308,706
INTERGOVERNMENTAL REVENUES	677,909	926,174	893,338	947,439	80,000
INTRAGOVERNMENTAL SALES	-	(813)	-	-	-
INVESTMENT INCOME	34,378	21,278	14,400	13,972	13,300
MISCELLANEOUS REVENUE	71,230	23,265	1,500	21,862	14,020
OPERATING TRANSFERS IN	35,000	30,000	30,000	30,000	30,000
PRIOR YEAR SURPLUS	60	-	409,467	-	345,000
Total	$4,061,741	$4,728,709	$4,789,961	$4,567,243	$3,921,076

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	6,283	143,397	62,540	62,540	-
GENERAL (0010)	3,825,653	4,368,592	4,155,256	4,282,870	3,542,776
HOMELAND SECURITY GRANT FUND (0017)	29,893	25,505	110,680	96,216	-
DRUG ENFORCEMENT (0027)	6,672	143,206	119,673	16,876	146,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	131,789	2,506	178,146	58,010	151,000
POLICE & FIRE RELIEF (0053)	19,250	11,709	10,000	10,000	10,000
MICHIGAN JUSTICE TRAINING (0064)	31,712	26,456	112,010	20,572	71,000
LOCAL FORFEITURE (0073)	1,399	1,689	26,538	300	300
MAJOR GRANTS PROGRAMS (00MG)	9,090	5,649	15,118	19,859	-
Total	$4,061,741	$4,728,709	$4,789,961	$4,567,243	$3,921,076

SAFETY SERVICES AREA

POLICE SERVICES

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	13,389,662	13,732,351	12,823,129	12,598,373	11,597,949
PAYROLL FRINGES	6,046,023	6,621,848	7,001,685	6,781,289	7,461,840
OTHER SERVICES	1,317,436	1,151,791	1,593,984	1,757,196	2,204,120
MATERIALS & SUPPLIES	192,755	366,099	513,616	303,374	381,502
OTHER CHARGES	3,471,101	3,924,523	4,063,051	4,061,454	3,037,358
CAPITAL OUTLAY	-	24,576	-	-	-
VEHICLE OPERATING COSTS	44,017	26,486	25,000	23,491	25,000
EMPLOYEE ALLOWANCES	199,900	200,004	225,020	225,020	211,016
Total	$24,660,894	$26,047,678	$26,245,485	$25,750,197	$24,918,785

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
LOCAL LAW ENFORC BLOCK GRANT (0007)	6,283	143,397	90,536	62,540	-
GENERAL (0010)	24,517,941	25,691,337	25,592,784	25,386,772	24,551,485
HOMELAND SECURITY GRANT FUND (0017)	29,893	25,505	110,680	96,216	-
DRUG ENFORCEMENT (0027)	-	27,346	119,673	67,600	146,000
FEDERAL EQUITABLE SHARING FORFEI (0028)	58,341	96,119	178,146	78,146	151,000
MICHIGAN JUSTICE TRAINING (0064)	34,771	39,993	112,010	30,000	70,000
LOCAL FORFEITURE (0073)	4,575	18,331	26,538	26,538	300
MAJOR GRANTS PROGRAMS (00MG)	9,090	5,649	15,118	2,385	-
Total	$24,660,894	$26,047,677	$26,245,485	$25,750,197	$24,918,785

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
POLICE SERVICES	182.00	177.00	164.00	146.00
Total	182.00	177.00	164.00	146.00

SAFETY SERVICES AREA
POLICE SERVICES

REVENUES

Intergovernmental Revenues – The decrease is a result of transitioning dispatch services to Washtenaw County.

EXPENSES

Personnel Costs – The decrease in costs is associated with a reduction of 18.0 FTEs, as a result of transitioning dispatch services to Washtenaw County.

Payroll Fringes – The increase is attributable to higher pension and VEBA costs.

Other Services – The increase in contracted services is a result of transitioning dispatch services to Washtenaw County.

Other Charges – The decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

Municipal Service Charge (MSC) – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged $2,645,131 (includes $661,124 for parking enforcement-patrol division) in FY 2013.

SAFETY SERVICES AREA

POLICE SERVICES

Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3035 PUBLIC SAFETY GRANTS	6,283	143,397	90,536	62,540	-
Total	$6,283	$143,397	$90,536	$62,540	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	786,964	751,932	810,435	-	837,305
1100 FRINGE BENEFITS	2,273,100	2,633,628	2,718,418	2,718,418	1,696,946
1221 RECRUITING & HIRING	127,234	133,344	128,476	-	134,824
3111 PROFESSIONAL STANDARDS	134,895	138,287	151,284	-	156,761
3114 AATA	96,281	139,070	120,147	-	253,596
3115 DEA OFFICER	129,145	133,512	164,835	-	174,224
3121 ADMINSTRATIVE SERVICES	268,405	284,361	300,573	-	310,452
3122 BUDGET & PAYROLL	84,744	85,867	93,038	-	3,700
3123 COMMUNICATIONS	2,231,653	2,345,346	2,287,750	204,655	968,403
3125 MANAGEMENT INFO SYST	1,181,238	1,280,628	1,325,933	-	1,322,112
3126 PROPERTY	217,657	230,380	236,776	-	253,080
3127 RECORDS	256,444	328,193	265,907	-	293,904
3130 CHARITY GOLF OUTING	7,831	17,735	-	-	-
3131 ADOPT-A-FAMILY	29,597	1,375	-	-	-
3135 HOSTAGE NEGOTIATIONS	2,053	1,779	1,000	-	1,000
3141 CRIME PREVENTION	282	1,540	-	-	-
3142 SCHOOL LIAISON	414,568	406,607	438,699	-	465,698
3143 CRIME STRATEGY	7,297	5,281	-	-	-
3144 DISTRICT DETECTIVES	2,412,203	2,925,759	3,001,719	-	2,764,525
3145 SPECIAL VICTIMS UNIT	350,024	49,379	-	-	-
3146 FIREARMS	15,037	32,251	47,900	-	39,900
3147 L.A.W.N.E.T.	235,325	247,498	142,010	-	150,836
3148 SPECIAL INVESTIGATIONS UNIT	174,408	9,809	-	-	-
3149 SPECIAL TACTICS	17,196	16,986	43,627	-	38,603
3150 PATROL	10,219,894	10,984,166	10,897,303	22,451,132	12,066,827
3151 DOWNTOWN PATROL	24,614	-	-	-	-
3152 SPECIAL SERVICES	1,188,684	999,587	755,552	-	787,789
3154 DEDICATED NEIGHBORHOOD PATROL	197,815	92,541	-	-	-
3155 COMMUNITY AFFAIRS	41,574	1,007	-	-	-
3156 CROSSING GUARDS	113,708	112,014	112,068	-	112,068
3157 FINGERPRINTING	58	23	-	-	-
3158 MOUNTAIN BIKES	468	716	-	-	-
3159 K-9	264,560	281,424	312,380	-	327,817
3160 MOTORCYCLE UNIT	242	2,594	14,612	-	14,847
3162 COMMUNITY STANDARDS	864,278	961,827	1,092,811	12,567	1,223,607
3172 ANIMAL CONTROL	96	92	-	-	-
3235 EMERGENCY MANAGEMENT	148,370	54,798	129,531	-	152,661
Total	$24,517,942	$25,691,336	$25,592,784	$25,386,772	$24,551,485

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3035 PUBLIC SAFETY GRANTS	29,893	25,505	110,680	96,216	-
Total	$29,893	$25,505	$110,680	$96,216	-

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3126 PROPERTY	-	17,281	10,000	-	-
3146 FIREARMS	-	-	109,673	67,600	146,000
3148 SPECIAL INVESTIGATIONS UNIT	-	7,295	-	-	-
3149 SPECIAL TACTICS	-	2,770	-	-	-
Total	-	$27,346	$119,673	$67,600	$146,000

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	-	16,824	-	-	-
3144 DISTRICT DETECTIVES	-	1,855	-	-	-
3146 FIREARMS	11,750	22,670	-	-	-
3149 SPECIAL TACTICS	2,609	-	-	-	-
3150 PATROL	43,982	54,770	178,146	78,146	151,000
Total	$58,341	$96,119	$178,146	$78,146	$151,000

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	-	2,703	112,010	30,000	70,000
1221 RECRUITING & HIRING	10,950	18,871	-	-	-
3111 PROFESSIONAL STANDARDS	1,768	-	-	-	-
3123 COMMUNICATIONS	1,070	-	-	-	-
3126 PROPERTY	1,405	385	-	-	-
3135 HOSTAGE NEGOTIATIONS	588	1,170	-	-	-
3144 DISTRICT DETECTIVES	4,670	2,647	-	-	-
3146 FIREARMS	1,430	1,076	-	-	-
3149 SPECIAL TACTICS	3,188	2,540	-	-	-
3150 PATROL	8,197	4,734	-	-	-
3152 SPECIAL SERVICES	1,505	2,113	-	-	-
3159 K-9	-	766	-	-	-
3160 MOTORCYCLE UNIT	-	2,990	-	-	-
Total	$34,771	$39,995	$112,010	$30,000	$70,000

Expenses by Activity (0073 LOCAL FORFEITURE)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	-	11,848	26,538	26,538	300
3144 DISTRICT DETECTIVES	1,000	-	-	-	-
3149 SPECIAL TACTICS	(1,400)	-	-	-	-
3150 PATROL	4,975	584	-	-	-
3235 EMERGENCY MANAGEMENT	-	5,899	-	-	-
Total	$4,575	$18,331	$26,538	$26,538	$300

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
3035 PUBLIC SAFETY GRANTS	9,090	5,649	15,118	2,385	-
Total	$9,090	$5,649	$15,118	$2,385	-

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	**Area Administrator:**	Interim Chief Seto
Service Unit:	Police Services	**Manager:**	Greg Bazick

Service Unit Goals	City Goals:
A. Meet or exceed the average percent of Part I crimes cleared by arrest or exceptional means for cities in the same population group as published annually by the FBI Crime in the United States (CIUS) publication. This goal is based on figures published in the final 2009 report.	**2**
B. Implement a functional on-line reporting system that will allow citizens to report some crimes that are: not in progress, where no one is injured, where no weapons are involved, and no information can be provided about who may have committed the offense.	**2**
C. Develop and implement customer surveys to begin gathering data regarding citizen's perspectives on police service delivery.	**2, 5**

Service Unit Measures	Status
A1-Clearances for murder or negligent manslaughter category>= 44.5%	None Reported
A2-Clearances for forcible rape category >=38.9%	9.3%
A3-Clearances for robbery category >=28.2%	26.3%
A4-Clearances for aggravated assault category >=54.4%	32.5%
A5-Clearances for burglary category >=11.3%	7.0%
A6-Clearances for larceny-theft category >=21.2%	10.0%
A7-Clearances for motor vehicle theft category >=10.2%	8.5%
A8-Clearances for arson category >=17.2%	18.8%
B-Go live by January 1, 2012 with an on-line reporting application for reports in categories of theft, lost property, malicious destruction of property, and "information only" reports that meet the criteria as stated above in goal "B".	Completed
C1-Each month, beginning September 1, 2011, randomly survey 10% of calls for service where citizens have initiated the request for service.	Task abandoned for this FY
C2-Beginning September 1, 2011, provide a self-serve survey form and drop-box or electronic kiosk on floor 2 of the police/courts building where citizens can provide feedback of their experience at the complaint desk, police records, police property, or gun registrations.	Completed in January 2012

See Budget Summaries Section, Page 71, for list of City Goals

FY 2013
GOALS AND PERFORMANCE MEASURES

Service Area:	Safety Services	**Area Administrator:**	Interim Chief Seto
Service Unit:	Police Services	**Manager:**	Greg Bazick

Service Unit Goals	City Goals:
A. Meet or exceed the average percent of Part I crimes cleared by arrest or exceptional means for cities in the same population group as published annually by the FBI Crime in the United States (CIUS) publication. This goal is based on figures published in the final 2010 report.	**2**
B. Implement a functional law enforcement information dashboard.	**2**
C. Improve community relations and outreach through Neighborhood Watch.	**2**

Service Unit Measures	Status
A1-Clearances for murder or negligent manslaughter category>= 62.5%	
A2-Clearances for forcible rape category >=36.6%	
A3-Clearances for robbery category >=27.6%	
A4-Clearances for aggravated assault category >=54.0%	
A5-Clearances for burglary category >=11.0%	
A6-Clearances for larceny-theft category >=20.9%	
A7-Clearances for motor vehicle theft category >=10.0%	
A8-Clearances for arson category >=16.6%	
B1-Implement a law enforcement information dashboard before the end of the fiscal year. The (LEID) is a project funded in part by a Justice Assistance Grant and in part by federal equitable forfeiture funds. The dashboard will graphically identify “hot-spot” areas of reported criminal activity based on various factors. This will in turn assist in determining optimal resource deployment to assist in the likelihood of achieving the clearances stated in goal “A”.	
C1-Hold 4 general meetings or workshops to improve communications with Neighborhood Watch groups.	

See Budget Summaries Section, Page 71, for list of City Goals

SAFETY SERVICES AREA
POLICE SERVICES

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
MANAGEMENT ASSISTANT	000200	1.00
ADMIN ASSISTANT LVL 4	110044	1.00
ASST EMERGENCY MGR	401400	1.00
COMM STANDARD OFFICER I	118504	0.00
COMM STANDARD OFFICER III	118524	3.00
COMM STANDARDS OFFICER I	118504	1.00
COMM STANDARDS OFFICER II	118514	1.00
COMM STANDARDS OFFICER IV	118534	4.00
COMM STANDARDS SUPV III	196724	1.00
COMMUNITY STANDARDS OFFIC	118534	1.00
DEPUTY CHIEF	168810	2.00
DETECTIVE I-BACH	148711	1.00
DETECTIVE II - BACH	148801	1.00
DETECTIVE III - BACH	148771	12.00
LAWNET - ASSOC	148602	1.00
MANAGEMENT ASSISTANT	000200	1.00
POLICE LIEUTENANT DEGREED	158731	5.00
POLICE OFFICER	148700	1.00
POLICE OFFICER - ASSOC	148702	1.00
POLICE OFFICER - BACH	148701	8.00
POLICE OFFICER-BACH	148701	2.00
POLICE PROF ASST LEVEL 1	180370	1.00
POLICE PROF ASST LEVEL 2	180380	3.00
POLICE PROF ASST LEVEL 3	180390	1.00
POLICE SERVICE SPECIALIST	128560	1.00
POLICE SERVICE SPECIALIST	128561	5.00
POLICE STAFF SGT DEGREED	158761	17.00
RECORDS AND DATA UNIT SUP	196800	1.00
SAFETY SERV DISPATCH III	148420	0.00
SAFETY SERV DISPATCH III	148421	0.00
SAFETY SERV DISPATCH III	148422	0.00
SAFETY SERV DISPATCH IV	148431	0.00
SAFETY SERV DISPATCH V	148440	0.00
SAFETY SERV DISPATCH V	148441	0.00
SAFETY SERVICES AREA ADMI	403400	1.00
SENIOR OFFICER I	148690	1.00
SENIOR OFFICER I - ASSOC	148692	9.00
SENIOR OFFICER I - BACH	148691	22.00
SENIOR OFFICER II	148900	2.00
SENIOR OFFICER II - ASSOC	148902	4.00
SENIOR OFFICER II - BACH	148901	27.00
SENIOR OFFICER II-BACH	148901	2.00
Total		146.00

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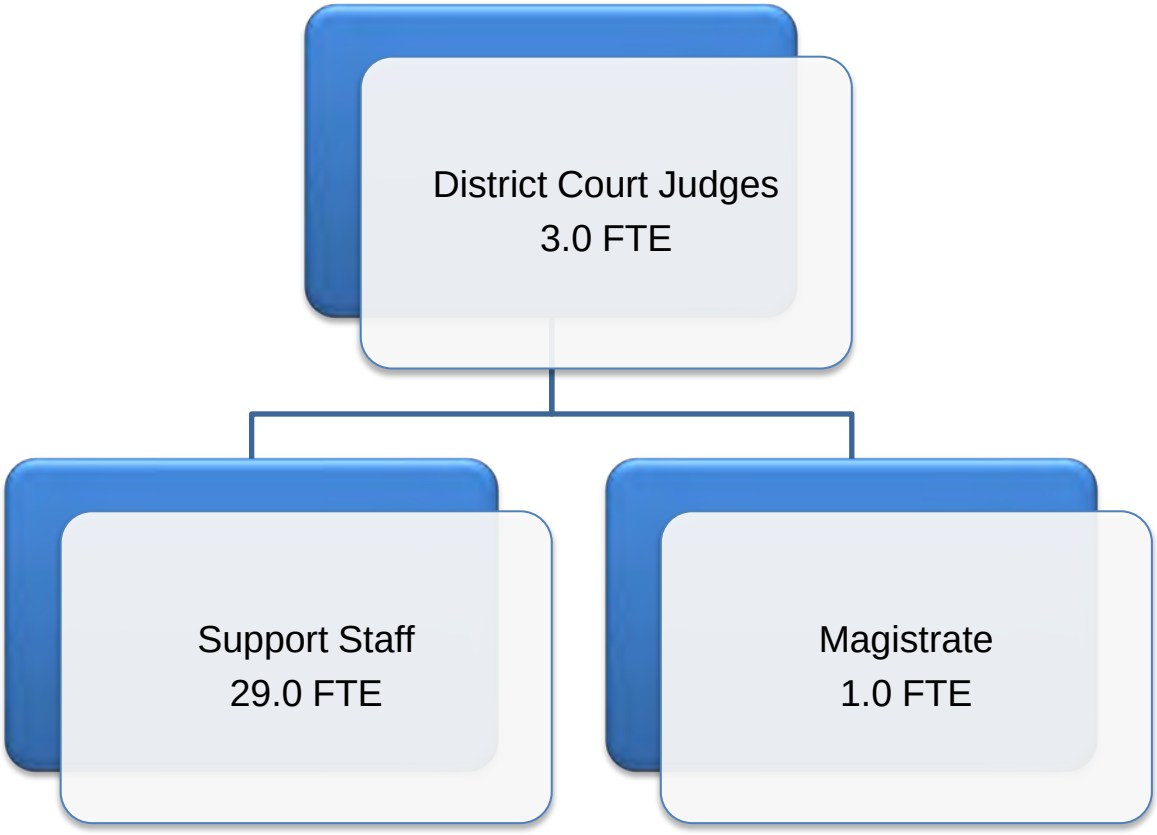
FIFTEENTH DISTRICT COURT

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

Fifteenth District Court
Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases < $25,000
- Landlord/Tenant Proceedings
- Small Claims Cases < $3,000
- Criminal & Traffic Misdemeanors punishable by less than 1 year in jail
- Arrest Warrant and Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents Violations
- Felony Preliminary Exams

The Fifteenth District Court hears cases that involve civil cases where the disputed amount is less than $25,000, landlord/tenant proceedings, small claims cases where the disputed amount is less than $3,000, criminal and traffic misdemeanors punishable by less than 1 year in jail, arrest warrant and search warrant issuance, City of Ann Arbor ordinance violations, traffic and state civil infractions, University of Michigan Regents violations and felony preliminary exams.

FIFTEENTH DISTRICT COURT

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
FINES & FORFEITS	2,087,468	2,297,149	2,085,500	2,085,500	2,117,500
INTERGOVERNMENTAL REVENUES	374,803	398,041	924,732	369,907	251,478
INVESTMENT INCOME	2,507	1,286	1,000	1,000	1,000
MISCELLANEOUS REVENUE	2,389	10,104	9,000	9,000	9,000
OPERATING TRANSFERS IN	-	-	65,000	65,000	65,000
Total	$2,467,167	$2,706,580	$3,085,232	$2,530,407	$2,443,978

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	2,092,946	2,233,128	2,090,175	2,090,175	2,218,978
COURT FACILITIES (0023)	154,605	185,520	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	219,615	287,932	770,057	215,232	-
Total	$2,467,166	$2,706,580	$3,085,232	$2,530,407	$2,443,978

FIFTEENTH DISTRICT COURT

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	1,835,489	1,745,631	2,119,605	1,964,309	1,757,796
PAYROLL FRINGES	870,593	858,003	1,036,131	973,731	1,281,674
OTHER SERVICES	900,472	845,968	776,680	594,478	432,146
MATERIALS & SUPPLIES	54,951	200,262	51,000	51,000	51,000
OTHER CHARGES	563,395	594,695	666,648	666,648	540,633
PASS THROUGHS	273,200	193,340	225,000	225,000	225,000
EMPLOYEE ALLOWANCES	-	-	6,588	6,588	5,316
Total	$4,498,100	$4,437,899	$4,881,652	$4,481,754	$4,293,565

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	4,037,466	3,925,064	3,799,926	3,799,926	4,068,565
COURT FACILITIES (0023)	225,000	193,340	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	235,633	319,495	856,726	456,828	-
Total	$4,498,099	$4,437,899	$4,881,652	$4,481,754	$4,293,565

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
15TH DISTRICT COURT	39.00	37.00	36.00	34.00
Total	39.00	37.00	36.00	34.00

FIFTEENTH DISTRICT COURT

REVENUE

Intergovernmental Revenues – The decrease reflects a reduction in grants budgeted outside the General Fund.

EXPENSES

Personnel Services – The decrease is attributable to a reduction in FTEs.

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

Other Services - The decrease in costs is lower contracted services cost, and rent eliminated after FY 2011.

Materials & Supplies – The FY 2011 actual reflected additional costs of moving into a new facility.

Other Charges - The FY 2013 decrease is due to a methodology change in how funding for retiree medical insurance is allocated to City service units.

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 $241,124 in FY 2013.

FIFTEENTH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	1,279,483	1,391,027	1,084,813	1,084,813	1,068,660
5120 JUDICIAL & DIRECT SUPPORT	1,045,636	1,009,525	1,141,432	1,141,432	1,253,258
5140 CASE PROCESSING	1,072,625	987,123	1,034,767	1,034,767	1,037,961
5160 PROBATION/POST JUDGMNT SUP	639,722	537,389	538,914	538,914	708,686
Total	$4,037,466	$3,925,064	$3,799,926	$3,799,926	$4,068,565

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	225,000	193,340	-	-	-
9500 DEBT SERVICE	-	-	225,000	225,000	225,000
Total	$225,000	$193,340	$225,000	$225,000	$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
1000 ADMINISTRATION	68,892	144,731	207,713	207,713	-
3035 PUBLIC SAFETY GRANTS	166,741	174,763	649,013	249,115	-
Total	$235,633	$319,494	$856,726	$456,828	-

FY 2012
GOALS AND PERFORMANCE MEASURES

Service Area:	15th District Court	**Area Administrator:**	Keith Zeisloft
Service Unit:	15th District Court	**Manager:**	Keith Zeisloft

Service Unit Goals	City Goals:
A. Full compliance with all laws pertaining to the operation of Michigan courts.	**1, 2**
B. Full compliance with Michigan Court Rules and State Court Administrative Office directives and guidelines, including all case timelines and financial management practices.	**1, 2**
C. Establishment of a public, web-based "dashboard" relating court performance metrics per State Court Administrative Office directives.	**2**
D. Continuation of specialty court dockets (e.g., Sobriety Court, Street Outreach Court, Domestic Violence Docket)**.**	**2**
E. Sustain federal and state grant support.	**1**

See Budget Summaries Section, Page 71, for list of City Goals

FY2013
GOALS AND PERFORMANCE MEASURES

Service Area:	15th District Court	**Area Administrator:**	Keith Zeisloft
Service Unit:	15th District Court	**Manager:**	Keith Zeisloft

Service Unit Goals	City Goals:
A. Full compliance with all laws pertaining to the operation of Michigan courts.	**1, 2**
B. Full compliance with Michigan Court Rules and State Court Administrative Office directives and guidelines, including all case timelines and financial management practices.	**1, 2**
C. Establishment of a public, web-based "dashboard" relating court performance metrics per State Court Administrative Office directives.	**2**
D. Continuation of specialty court dockets (e.g., Sobriety Court, Street Outreach Court, Domestic Violence Docket)**.**	**2**
E. Sustain federal and state grant support.	**1**
F. Establishment of a Veterans' Court.	**2**

See Budget Summaries Section, Page 71, for list of City Goals

FIFTEENTH DISTRICT COURT

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ACCOUNTING CLERK II- D.C.	001130	1.00
COURT ADMINISTRATOR	403420	1.00
COURT BAILIFF	000850	3.00
COURT CLERK II	000930	8.00
COURT CLERK III	000940	2.00
COURT RECORDER	000860	3.00
DEPUTY COURT ADMIN	403100	1.00
DISTRICT COURT JUDGE	200030	3.00
FINANCIAL MGR- DIST COURT	403440	1.00
LEAD DIVISION DEPUTY CLER	000910	1.00
MAGISTRATE	401880	1.00
PROBATION AGENT	000800	5.00
PROBATION SUPERVISOR	403150	1.00
SENIOR SECRETARY - COURTS	000870	2.00
SENIOR SECRETARY-COURTS	000870	1.00
Total		34.00

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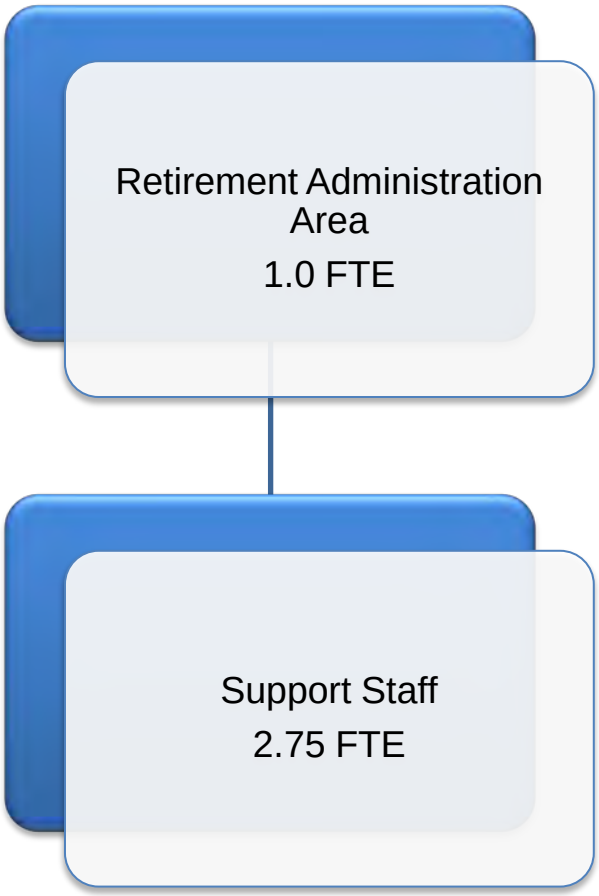
RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

Retirement System Organization Chart



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services Accounting
- Employee Communications

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code, and the State of Michigan Public Employee Retirement System Investment Act.

RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	16,336,392	18,124,316	11,276,257	11,276,257	12,097,764
CONTRIBUTIONS	277,646	360,830	23,529	23,529	21,266
INVESTMENT INCOME	49,726,962	100,160,368	32,410,000	32,410,000	34,424,000
MISCELLANEOUS REVENUE	39,052	7,781	-	-	-
OPERATING TRANSFERS IN	-	1,446,789	-	-	-
Total	$66,380,052	$120,100,084	$43,709,786	$43,709,786	$46,543,030

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
VEBA TRUST (0052)	9,639,683	23,499,861	2,269,524	2,269,524	2,110,818
PENSION TRUST FUND (0059)	56,740,368	96,600,224	41,440,262	41,440,262	44,432,212
Total	$66,380,051	$120,100,085	$43,709,786	$43,709,786	$46,543,030

RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	338,257	180,605	258,700	258,700	251,800
PAYROLL FRINGES	109,486	98,124	110,430	110,430	137,600
OTHER SERVICES	1,537,624	1,558,312	1,764,700	1,764,700	1,679,570
MATERIALS & SUPPLIES	5,553	5,868	8,000	8,000	6,000
OTHER CHARGES	27,634,364	28,546,604	30,402,665	30,402,665	31,106,463
Total	$29,625,284	$30,389,513	$32,544,495	$32,544,495	$33,181,433

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
VEBA TRUST (0052)	331,364	375,256	409,022	409,022	423,158
PENSION TRUST FUND (0059)	29,293,921	30,014,256	32,135,473	32,135,473	32,758,275
Total	$29,625,285	$30,389,512	$32,544,495	$32,544,495	$33,181,433

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
RETIREMENT SYSTEM	3.75	3.75	3.75	3.75
Total	3.75	3.75	3.75	3.75

RETIREMENT SYSTEM

REVENUES

Charges for Services – The FY 2013 increase reflects the higher level of contribution as determined by the actuary.

Investment Income - The FY 2013 projected increase is due to expected appreciation in the financial markets.

EXPENSES

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

Other Charges – The increase is due to higher levels of retirement payments.

RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
ACCOUNTANT II	401440	0.75
EXECUTIVE DIRECTOR-RET SY	403740	1.00
MANAGEMENT ASSISTANT	000200	1.00
PENSION ANALYST	403650	1.00
Total		3.75

DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a key agent in the rejuvenation of what is now a very active downtown. Some of the more important DDA projects include increasing and improving parking facilities, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	14,605,142	15,222,698	16,162,752	16,162,752	17,653,437
INVESTMENT INCOME	159,606	37,723	61,906	61,906	36,028
MISCELLANEOUS REVENUE	180,926	13,145	-	-	451,479
OPERATING TRANSFERS IN	2,293,605	100,000	2,000,000	2,000,000	500,000
PRIOR YEAR SURPLUS	4,255,096	2,722,171	2,309,434	-	2,953,335
TAXES	3,537,939	3,419,042	3,893,943	3,893,943	3,957,012
Total	25,032,314	21,514,779	$24,428,035	$22,118,601	$25,551,291

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
DDA HOUSING FUND (0001)	424,315	427,474	502,000	10,899	802,000
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	4,405,867	4,387,185	5,428,185	3,928,906	4,614,727
DDA PARKING MAINTENANCE (0033)	2,141,695	701,556	2,016,044	2,016,044	2,026,350
DDA PARKING FUND (0063)	18,060,437	15,998,564	16,481,806	16,162,752	18,108,214
Total	25,032,314	21,514,779	$24,428,035	$22,118,601	$25,551,291

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	272,816	307,461	274,727	274,727	287,685
PAYROLL FRINGES	111,516	141,751	142,778	142,778	180,669
OTHER SERVICES	6,637,535	6,629,420	6,766,754	6,766,754	7,067,048
MATERIALS & SUPPLIES	34,603	18,465	41,000	41,000	41,500
OTHER CHARGES	1,925,349	1,513,581	3,849,030	3,849,030	4,015,378
PASS THROUGHS	10,536,701	8,755,740	9,718,164	9,718,164	9,194,323
CAPITAL OUTLAY	4,820,614	4,144,558	3,497,650	3,497,650	3,811,301
EMPLOYEE ALLOWANCES	3,788	3,788	3,788	3,788	3,788
Total	24,342,922	21,514,764	$24,293,891	$24,293,891	$24,601,692

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
DDA HOUSING FUND (0001)	424,315	427,474	502,000	502,000	802,000
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	4,405,868	4,387,185	5,428,185	5,428,185	4,614,727
DDA PARKING MAINTENANCE (0033)	1,452,302	701,556	1,881,900	1,881,900	2,026,350
DDA PARKING FUND (0063)	18,060,437	15,998,549	16,481,806	16,481,806	17,158,615
Total	24,342,922	21,514,764	$24,293,891	$24,293,891	$24,601,692

FTE Count

Category	FY 2010	FY 2011	FY 2012	FY 2013
DOWNTOWN DEVELOPMENT AUTHORITY	3.00	3.00	4.00	4.00
Total	3.00	3.00	4.00	4.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services – The FY 2013 increase is for street meters and parking structures revenues.

Investment Income – The decrease is due to lower investable balances.

Prior Year Surplus – The FY 2013 amount represents the use of prior year fund balance for a portion of the capital costs related to the new parking structure.

EXPENSES

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

Other Services – The reduction was due to higher Parking Contract costs.

Pass Throughs - The increase represents a higher operating transfer for the projected debt service payments.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2013 FTE's
PLANNING & RESEARCH SPE	404150	1.00
DDA DEPUTY DIRECTOR	403720	1.00
DDA EXEC DIRECTOR	403290	1.00
MANAGEMENT ASSISTANT	000200	1.00
Total		4.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The Local Development Finance Authority provides local financing for the Ann Arbor/Ypsilanti SmartZone through a tax capture mechanism.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
INVESTMENT INCOME	10,011	14,723	12,357	12,267	12,357
PRIOR YEAR SURPLUS	-	-	81,903	-	83,373
TAXES	1,347,497	1,475,504	1,545,181	1,414,191	1,563,019
Total	$1,357,508	$1,490,227	$1,639,441	$1,426,458	$1,658,749

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
SMART ZONE LDFA (0009)	1,357,509	1,490,227	1,708,191	1,426,458	1,658,749
Total	$1,357,509	$1,490,227	$1,708,191	$1,426,458	$1,658,749

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
OTHER SERVICES	1,348,427	1,385,639	1,707,623	1,533,221	1,658,153
OTHER CHARGES	708	444	568	568	596
Total	$1,349,135	$1,386,083	$1,708,191	$1,533,789	$1,658,749

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
SMART ZONE LDFA (0009)	1,349,135	1,386,083	1,708,191	1,533,789	1,658,749
Total	$1,349,135	$1,386,083	$1,708,191	$1,533,789	$1,658,749

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

EXPENSES

Other Services – The FY 2012 budget reflected the beginning of repayments of the LDFA Micro-Loan program, which was shown in the budget on a cash basis. However, the forecasted FY 2012 and FY 2013 budget do not reflect those repayments as those are repayments to the Smartzone LDFA's vendor, not the Smartzone LDFA itself.

Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2010	Actual FY2011	Budget FY2012	Forecasted FY2012	Request FY2013
REVENUES					
Tax Revenue	$1,347,498	$1,475,504	$1,545,181	$ 1,414,191	$1,563,019
Miscellaneous Revenue	-	-	-	-	-
Microloan Repayments	-	-	68,750	-	-
Investment Income	10,012	14,723	12,357	12,267	12,357
Total Revenue	**$1,357,510**	**$1,490,227**	**$1,626,288**	**$ 1,426,458**	**$1,575,376**
EXPENDITURES					
Business Accelerator Support Services					
SPARK Business Accelerator Direct Staffing	$ 280,004	$ 288,400	$ 300,000	$ 300,000	337,000
Phase II - Due Diligence	20,699	5,775	50,000	24,188	25,000
Phase III - Intensive Service	361,245	281,441	400,000	320,160	400,000
Phase IV - Accelerating Opportunities	-	-	120,000	120,000	100,000
Sub-Total	**661,948**	**575,616**	**870,000**	**764,348**	**862,000**
Micro Loan Program for Entrepreneurs	**275,000**	**400,000**	**343,750**	**275,000**	**150,000**
Angel Investment Group Support	**24,987**	**12,490**	**30,000**	**30,000**	**-**
Business Networking Events	**23,060**	**30,885**	**30,000**	**30,000**	**50,000**
Entreprenuer Education					
Education Classes	42,000	12,681	40,000	40,000	75,000
Bootcamp	10,000	40,000	40,000	40,000	45,000
Sub-Total	**52,000**	**52,681**	**80,000**	**80,000**	**120,000**
Cantillon Web Based Education	**27,925**	**2,400**	**5,000**	**5,000**	**-**
Internship Support & Talent Training					**100,000**
Business Software Access for Clients					**20,000**
SPARK Central Incubator Operating Exp	**137,950**	**154,773**	**168,000**	**168,000**	**170,000**
SPARK Indirect Services					
SPARK Accounting	53,120	52,770	63,191	63,191	65,086
Marketing	65,000	71,940	68,250	68,250	71,663
Sub-Total	**118,120**	**124,710**	**131,441**	**131,441**	**136,749**
City of Ann Arbor Indirect Services					
Legal & Admin Support	28,146	32,529	50,000	50,000	50,000
Total Operating Expenditures	**$1,349,136**	**$1,386,084**	**$1,708,191**	**$ 1,533,789**	**$1,658,749**
Net Increase (Use) of Fund Balance	**$ 8,374**	**$ 104,143**	**$ (81,903)**	**$ (107,331)**	**$ (83,373)**

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NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service and debt service levy of the City. Debt service on voted general obligation debt issue is funded through the Debt Service property tax levy; for FY13, this levy is proposed to be 0.1200mills. 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, 2011 was $549.5 million. The debt subject to that limit as of June 30, 2011, was $120.9 million or 2.2% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2011 was $246.8 million.

NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
CHARGES FOR SERVICES	49,648	118,074	-	-	-
INTRAGOVERNMENTAL SALES	-	-	40,000	40,000	40,000
MISCELLANEOUS REVENUE	402,500	420,234	488,742	488,742	486,542
OPERATING TRANSFERS IN	9,736,204	9,913,702	11,755,104	11,755,104	10,988,815
PRIOR YEAR SURPLUS	-	-	1,068,587	-	257,169
TAXES	12,066,528	11,582,623	9,954,239	9,931,442	9,899,306
Total	$22,254,880	$22,034,633	$23,306,672	$22,215,288	$21,671,832

Revenues by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
GENERAL (0010)	12,803,785	12,516,183	13,172,691	12,169,547	12,481,921
PARKS REHAB & DEVELOP MILLAGE (0018)	797	41	-	-	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	-	576	-	-	-
GENERAL DEBT SERVICE (0035)	9,327,701	9,398,632	10,049,538	10,026,741	9,026,018
WATER SUPPLY SYSTEM (0042)	14,617	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	36,235	-	-	-	-
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	68,093	119,095	84,443	19,000	163,893
STREET MILLAGE FUND (0062)	449	104	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	3,203	-	-	-	-
Total	$22,254,880	$22,034,631	$23,306,672	$22,215,288	$21,671,832

NON-DEPARTMENTAL AND DEBT SERVICE

Expenses by Category

Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PERSONNEL SERVICES	21,170	-	613,326	613,326	782,231
PAYROLL FRINGES	510,730	-	-	-	-
OTHER SERVICES	249,718	398,526	235,694	164,233	193,291
MATERIALS & SUPPLIES	-	35,497	117,000	117,000	114,075
OTHER CHARGES	10,141,623	10,684,741	11,716,293	11,396,817	10,812,532
PASS THROUGHS	10,569,551	10,478,182	10,833,615	10,768,614	10,970,421
CAPITAL OUTLAY	-	(2,033,713)	-	-	-
EMPLOYEE ALLOWANCES	-	-	-	-	-
Total	$21,492,792	$19,563,233	$23,515,928	$23,059,990	$22,872,550

Expenses by Fund

Fund	Actual FY 2010	Actual FY 2011	Budget FY 2012	Forecasted FY 2012	Request FY 2013
PARKS REPAIR & RESTOR MILLAGE (0006)	1,436	3,862	-	-	-
GENERAL (0010)	11,910,897	11,940,056	13,366,352	12,903,414	13,662,639
FLEET SERVICES (0012)	-	(1,642,409)	-	-	-
INFORMATION TECHNOLOGY (0014)	-	(239,986)	-	-	-
PARKS REHAB & DEVELOP MILLAGE (0018)	1,412	3,799	-	-	-
OPEN SPACE & PARK ACQ MILLAGE (0024)	11,087	26,762	-	-	-
GENERAL DEBT SERVICE (0035)	9,117,215	9,232,423	10,044,133	10,051,133	9,027,018
WATER SUPPLY SYSTEM (0042)	-	(102,652)	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	-	(87,500)	-	-	-
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	151,820	140,673	105,443	105,443	182,893
STREET MILLAGE FUND (0062)	208,887	111,314	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	-	(13,300)	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	27,543	52,982	-	-	-
SOLID WASTE (0072)	62,494	137,208	-	-	-
Total	$21,492,791	$19,563,232	$23,515,928	$23,059,990	$22,872,550

NON-DEPARTMENTAL AND DEBT SERVICE

REVENUES

Taxes - AATA taxes are projected to increase 0.8% in FY 2013 due to increased property values. The Debt Service levy decreased due to lower debt payments on tax supported debt.

Prior Year Surplus – This line item is used to balance budgeted expenditures over projected revenues in the General Debt Service Fund and the Special Assessments Debt Service Fund.

Operating Transfers – Decreases are attributable to Debt service transfers.

EXPENSES

Personnel Services – The increase is attributable to budgeted severances.

Other Services – The budgeted decrease represents reductions of contracted services for special projects/initiatives previously budgeted under non-departmental.

Other Charges – The decrease represents reductions of interest payments in the General Debt Service Fund.

Pass Throughs – The increase represents a transfer from the General Fund for the Fuller Intermodal Transportation Project, which is partially offset by reductions of transfers to the General Debt Service Fund.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2011:

	Governmental Activities Debt												
	General Obligation Portion												
FY	Capital Projects Bonds		Special Assessment Bonds		Special Revenue Bonds		Special Assessment Bonds		Other Debt		Total Governmental Activities Debt		
Ending	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total
2012	$2,525,000	$4,102,465	$80,000	$15,075	$625,000	$895,905	$90,000	$14,893		$136,149	$3,320,000	$5,164,487	$8,484,487
2013	3,225,000	4,010,771	80,000	11,175	650,000	871,216	80,000	10,617		136,149	4,035,000	5,039,928	9,074,928
2014	2,705,000	3,918,750	80,000	7,225	685,000	845,366	80,000	6,710	$3,500,000	68,266	7,050,000	4,846,317	11,896,317
2015	2,800,000	3,833,920	20,000	3,225	720,000	817,914	25,000	2,750			3,565,000	4,657,809	8,222,809
2016	2,910,000	3,742,586	25,000	2,325	755,000	788,835	20,000	1,625			3,710,000	4,535,371	8,245,371
2017	3,025,000	3,644,066	25,000	1,175	795,000	757,953	15,000	705			3,860,000	4,403,899	8,263,899
2018	3,150,000	3,539,684			835,000	725,200					3,985,000	4,264,884	8,249,884
2019	3,275,000	3,423,740			875,000	690,605					4,150,000	4,114,345	8,264,345
2020	3,425,000	3,298,888			915,000	653,534					4,340,000	3,952,422	8,292,422
2021	3,570,000	3,165,766			965,000	614,176					4,535,000	3,779,942	8,314,942
2022	3,725,000	3,024,716			1,010,000	572,470					4,735,000	3,597,186	8,332,186
2023	3,905,000	2,874,268			1,060,000	527,888					4,965,000	3,402,156	8,367,156
2024	4,080,000	2,715,314			800,000	481,938					4,880,000	3,197,252	8,077,252
2025	4,270,000	2,547,926			840,000	446,663					5,110,000	2,994,589	8,104,589
2026	4,470,000	2,369,364			885,000	408,698					5,355,000	2,778,062	8,133,062
2027	4,675,000	2,181,176			930,000	368,503					5,605,000	2,549,679	8,154,679
2028	4,895,000	1,984,066			975,000	326,339					5,870,000	2,310,405	8,180,405
2029	5,120,000	1,774,556			1,030,000	280,913					6,150,000	2,055,469	8,205,469
2030	5,360,000	1,549,958			1,080,000	232,875					6,440,000	1,782,833	8,222,833
2031	5,615,000	1,312,284			1,135,000	182,419					6,750,000	1,494,703	8,244,703
2032	4,220,000	1,056,138			1,195,000	129,319					5,415,000	1,185,457	6,600,457
2033	4,430,000	870,940			1,255,000	73,519					5,685,000	944,459	6,629,459
2034	4,645,000	676,526			1,320,000	14,850					5,965,000	691,376	6,656,376
2035	4,870,000	469,038									4,870,000	469,038	5,339,038
2036	1,595,000	251,500									1,595,000	251,500	1,846,500
2037	1,675,000	171,750									1,675,000	171,750	1,846,750
2038	1,760,000	88,000									1,760,000	88,000	1,848,000
	$99,920,000	$62,598,156	$310,000	$40,200	$21,335,000	$11,707,098	$310,000	$37,300	$3,500,000	$340,564	$125,375,000	$74,723,318	$200,098,318
Interest Ranges		2.500 - 6.500%		4.200 - 5.200%		3.500 - 4.500%		4.200 - 5.200%		3.89%		2.500 - 6.500%	

Below is a summary of business-type activity and component unit debt (with various issue dates) and annual debt service requirements as of June 30, 2011:

	Enterprise Funds											Component Units		
FY	Ann Arbor Building Authority Bonds		Water & Sewer Revenue Bonds		Other Debt		Other Bonds		Total Enterprise Debt			Downtown Development Authority		
Ending	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Total	Principal	Interest	Total
2012	$1,960,000	$748,445	$6,160,000	$3,513,563	$126,442	$31,907	$165,000	$154,344	$8,411,442	$4,448,259	$12,859,701	$650,000	$26,000	$676,000
2013	2,035,000	672,073	6,350,000	3,290,755	131,178	28,734	170,000	147,744	8,686,178	4,139,306	12,825,484			
2014	2,095,000	582,212	4,910,000	3,076,502	135,131	25,357	180,000	140,942	7,320,131	3,825,013	11,145,144			
2015	2,155,000	488,860	4,550,000	2,905,672	135,132	21,897	190,000	133,744	7,030,132	3,550,173	10,580,305			
2016	2,115,000	395,014	4,695,000	2,731,837	139,085	18,378	200,000	126,144	7,149,085	3,271,373	10,420,458			
2017	2,175,000	296,989	4,890,000	2,548,400	86,983	15,334	205,000	118,144	7,356,983	2,978,867	10,335,850			
2018	1,665,000	212,510	4,365,000	2,366,512	86,984	13,921	215,000	109,944	6,331,984	2,702,887	9,034,871			
2019	1,710,000	128,890	4,540,000	2,192,561	90,937	12,508	225,000	101,344	6,565,937	2,435,303	9,001,240			
2020	1,070,000	56,950	4,725,000	2,008,819	90,937	11,040	235,000	92,344	6,120,937	2,169,153	8,290,090			
2021	260,000	22,417	4,945,000	1,815,360	90,937	9,562	250,000	82,944	5,545,937	1,930,283	7,476,220			
2022	275,000	9,167	5,130,000	1,608,593	94,891	8,084	260,000	72,942	5,759,891	1,698,786	7,458,677			
2023			5,335,000	1,385,879	94,891	6,553	275,000	62,544	5,704,891	1,454,976	7,159,867			
2024			5,570,000	1,151,917	94,890	5,011	285,000	51,544	5,949,890	1,208,472	7,158,362			
2025			5,000,000	920,597	98,845	3,469	300,000	39,788	5,398,845	963,854	6,362,699			
2026			2,975,000	741,702	98,844	1,874	315,000	27,412	3,388,844	770,988	4,159,832			
2027			3,050,000	599,488		268	330,000	14,025	3,380,000	613,781	3,993,781			
2028			3,125,000	452,932					3,125,000	452,932	3,577,932			
2029			1,450,000	337,250					1,450,000	337,250	1,787,250			
2030			1,500,000	267,188					1,500,000	267,188	1,767,188			
2031			1,550,000	194,750					1,550,000	194,750	1,744,750			
2032			1,625,000	119,344					1,625,000	119,344	1,744,344			
2033			1,700,000	40,375					1,700,000	40,375	1,740,375			
2034														
2035														
2036														
2037														
2038														
	$17,515,000	$3,613,527	$88,140,000	$34,269,996	$1,596,107	$213,897	$3,800,000	$1,475,893	$111,051,107	$39,573,313	$150,624,420	$650,000	$26,000	$676,000
Interest Ranges		2.500 - 5.000%		3.000 - 5.600%		1.625 - 4.200%		4.000 - 4.250%		1.625 - 5.600%			4.000%	

Information Technology Annual Master Planning Process

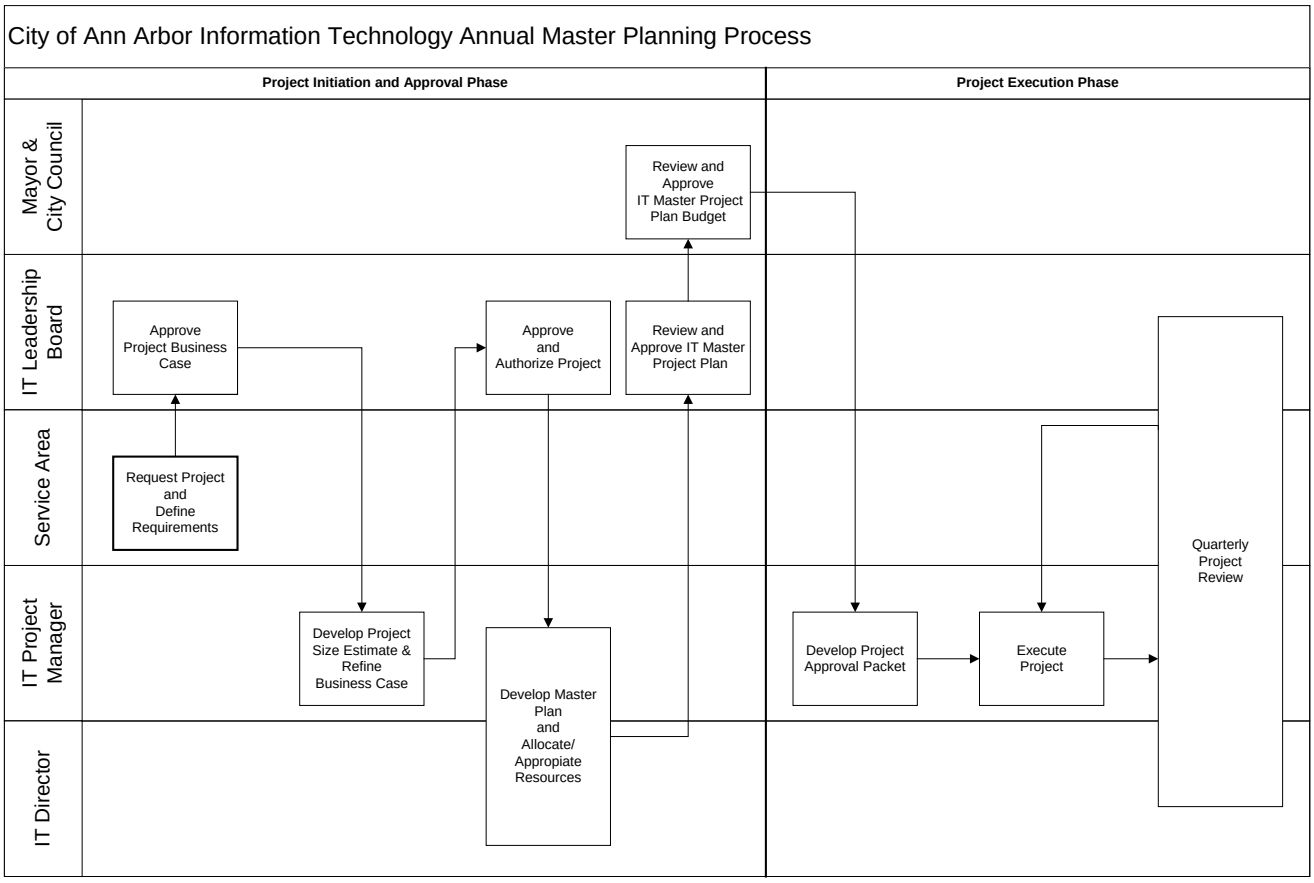
The Information Technology Service Unit (IT) plays an integral role in City operations and effective use of technology remains the primary feasible method of controlling and maintaining the vast amounts of information required to efficiently and effectively operate the City.

The City's IT staff delivers effective business solutions to meet the City's mission, goals, and objectives through the use of an IT Annual Master Plan. The IT Annual Master Planning Process was developed to present a clearer picture of the way the City's Information Technology resources can support the City's short and long-term information needs and to bring accountability to the process.

This annual planning process:

- Assists City Service Units in communicating the direction and priorities of projects.
- Aids the City in allocating appropriate scarce resources to support project requests.
- Provides a framework for IT Steering Committees, the IT Leadership Board and IT management to continually measure and re-evaluate information systems efforts.
- Assists IT in charting strategies and individual project plans to support the service units present and future information needs.

The City's IT Annual Master Planning process is illustrated below.



Information Technology Annual Master Planning Process

The IT Annual Master Planning Process consists of the following major activities:

Project Initiation and Approval:

On a regular basis IT meets with each Service Area to prioritize current activities, report on current project statuses and initiate new minor departmental projects. On an annual basis, IT meets with each Service Area to specifically plan the next year's project needs, including planning for multi-year projects.

Projects are initiated through the use of business cases that define high-level goals, objectives, funding sources, approaches and benefits, such as cost savings, cost avoidance and intangibles. Business cases also plan staffing, facilities, assumptions and initial timelines. Completed business cases for major projects are presented to and approved by the IT Leadership Board.

Once a business case is approved by the IT Leadership Board, a detailed project plan is developed by the Project Sponsor with IT and reviewed again by the IT Leadership Board.

As the business cases are developed for each project, IT management uses them to prepare an overall IT Annual Master Plan and Budget for the next year's projects.

The IT Annual Master Plan is then presented to the IT Leadership Board where the projects are prioritized and the IT Annual Master Plan is approved.

During the annual City Budget Approval Meeting, the IT Annual Master Plan Budget is presented to City Council for approval along with the Administrator's Recommended Budget.

Project Execution:

During this phase approved and budgeted projects are executed. Progress against the IT Annual Master Plan is reviewed quarterly with the IT Leadership Board and IT Management.

Information Technology Projects Summary

PROJECTS REQUESTING APPROPRIATION	Previously Authorized Multi-Year Budget	FY 2013 Expenditure Budget Request	FY 2013 Amended Multi-Year Budget	Memo: FY 2013 Projected
Replacements[1]				
FY 11 PC's, High-End PCs, Laptops, Toughbooks, Tablets	547,520	150,000	697,520	150,000
Server Replacements Plus Storage	177,500	150,000	327,500	150,000
Network Replacements	200,000	150,000	350,000	150,000
FY 11 Network Printer/Copier Replacements	128,000	50,000	178,000	50,000
Enterprise Wide				
Document Management	845,230	160,000	1,005,230	160,000
Disk Array/Disaster Recovery	-	150,000	150,000	150,000
Service Unit Specific				
BS& A Tax and Assessing Upgrade	-	60,000	60,000	60,000
	$ 1,898,250	**$ 870,000**	**$ 2,768,250**	**$ 870,000**

[1] Annual appropriation towards yearly replacement of aging equipment.

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CITY OF ANN ARBOR
FY2013 – 2018 CAPITAL IMPROVEMENTS PLAN (CIP)
(Adjustments to FY2012 – 2017 CIP)

Background

The City of Ann Arbor Capital Improvements Plan (CIP) is used as a tool to implement the City Master Plan and assist in the City's financial planning. The CIP outlines a schedule of public expenditures for a six-year period. It does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature that are needed for the functioning of the community, including transportation, parks, utilities, and municipal facilities improvements.

The CIP provides a list of high value capital budget items or projects for inclusion in the proposed Capital Budget or the proposed Operations and Maintenance (O & M) Budget of the City's Annual Budget Document. The City utilizes a 2-year budget cycle process where every two years a detailed two-year budget for both operating and capital expenditures is prepared. By city charter, the City Council can approve a one-year budge. So for the second year of each 2-year budget cycle, the Council reviews and approves adjustments to the second budget year.

As the CIP is coordinated with, and forms the basis for the capital projects portion of the budget, the CIP is handled in a similar manner. Every two years a six-year plan is completed based on the needs of the city and the community, and the available resources to perform the projects necessary to address those needs. This was performed for the FY2012-2017 CIP, which was approved by the Ann Arbor City Planning Commission on January 4, 2011 and adopted by the Ann Arbor City Council as the basis for the capital budget on February 7, 2011, with the exception of the Airport Runway Safety Extension Project which was excluded brom the FY2012 Capital Budget. This year, the CIP consists of an update to those projects in the plan that will affect the 2013 fiscal year (FY2013).

Projects

In reviewing the current FY2012-2017 CIP for projects that will affect FY2013, staff was charged with examining the projects in the first year of the plan (FY2012) which we are currently in and those in the second year (FY2013) which will begin on July 1, 2012, and to determine which projects:

1. ***Have a revised estimated project cost than that in the current plan.*** If the total project costs affecting a particular funding source is adjusted, with either an increased or decrease, it could impact that funding source requiring adjustments within the plan for FY2013. This could require some project schedules to be adjusted to other years, or some projects even being moved to an "unfunded" status.

2. ***Have an adjusted schedule compared to that in the current plan.*** Project schedules can require adjustment for several reasons, such as: delays encountered during earlier stages of the project; opportunities for outside or improved project funding if projects are advanced or delayed; reduced resources; or, modified priority of the particular project, or of other projects affecting other projects competing for these same project resources.
3. ***Need to be added to, or deleted from the plan.*** The conditions and needs of the city's various capital infrastructure systems are dynamic and change over time, even within the relatively short time of a year. As a result, there are some new needs that were identified between the approval of the FY2012-2017 CIP and the adjustments proposed in this FY2013-2018 CIP which necessitate projects requiring funding in FY2013, or perhaps even in FY2012. Conversely, there may be needs previously identified which may longer be present, or some projects may have already been completed. Thus, some projects in either FY2012 or FY2013 may be deleted. Any new needs that can be deferred until at least FY2014 are not added to the CIP at this time, nor are any projects beyond FY2013 deleted. These items will be reviewed and considered during the next full CIP planning process in the fall of 2012.

There are 345 projects/needs contained in the FY2012-2017 CIP, with 131 of those needing funding in FY2012 and/or FY2013. In addition, there are 20 new projects being added and 17 projects being deleted from the plan for a net total of 134 projects needing funding in FY2010 and/or FY2011.

Adjustments

The total adjusted funding need for FY2013 is $108,038,780, with $92,110,480 or 85.3% of the total, representing funded projects. This total funding need amount is approximately $16,637,000 over that included in the FY2012-2017 CIP for FY2013, an increase of 18.2%. Some of the key contributors to this increase in FY2013 funding need compared to the approved FY2012-2017 CIP include:

1. Adjusting project schedules in City Owned Buildings and Airport from FY12 to FY 13 (approximately $2.3 million shifted from FY12 to FY13)

2. Washtenaw Avenue/US-23 Underpass Shared Use Path delayed by MDOT to FY13 ($2.8 million)

3. Some New Streets projects related to private development were shifted from FY12 to FY 13 ($1.5 million)

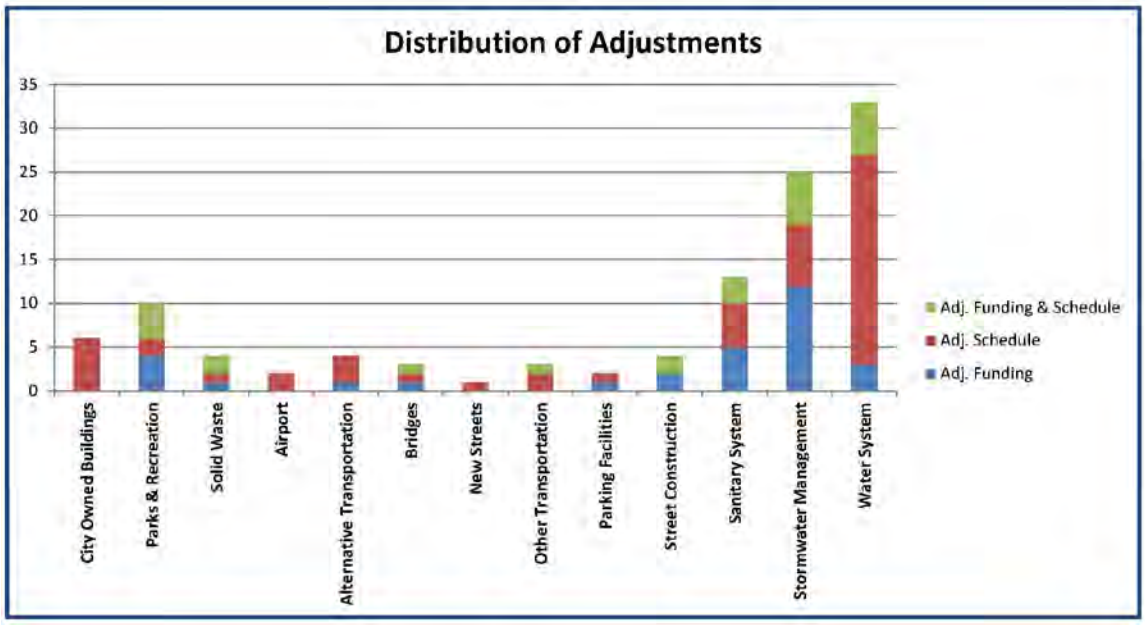
4. Adjusted schedule for the Ann Arbor-Saline Road (Eisenhower to City Limits) Resurfacing/Reconstruction ($1.05 million) and a new project for the South State Street/Ellsworth Intersection Roundabout ($1 million)

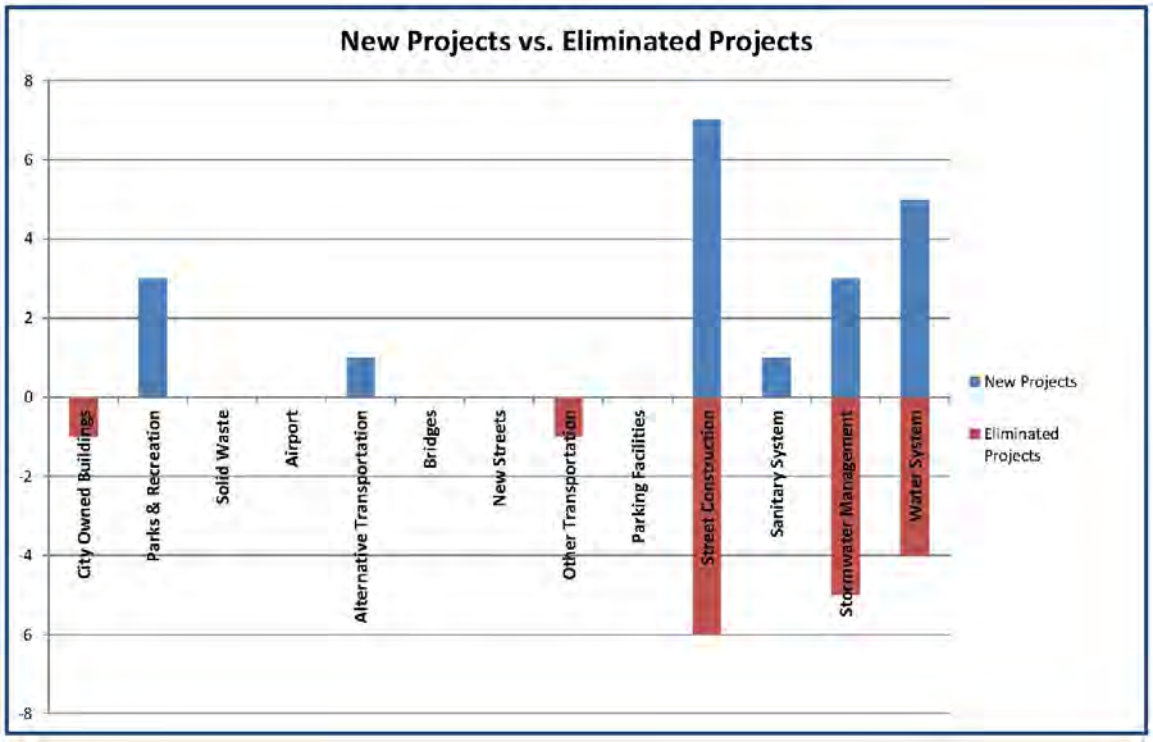
5. Adjusted funding schedule for the Facilities Renovation at the Wastewater Treatment Plant (approximately $4 million)

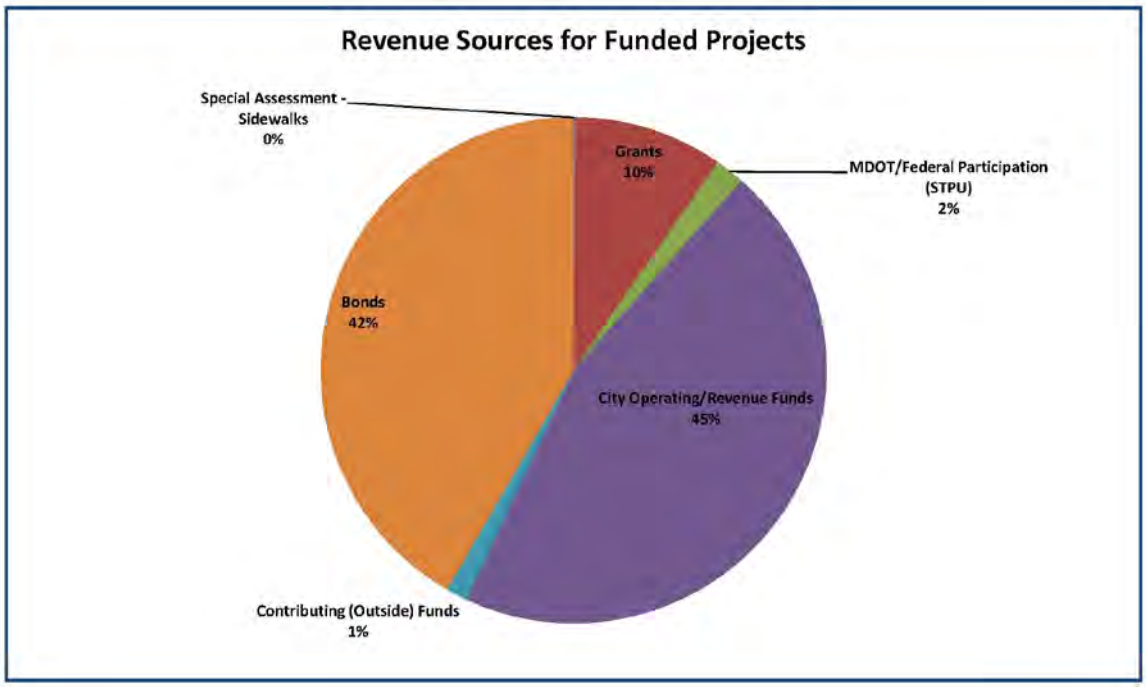
Other summary data regarding the adjustments being made to both FY2010 and FY2011 include:

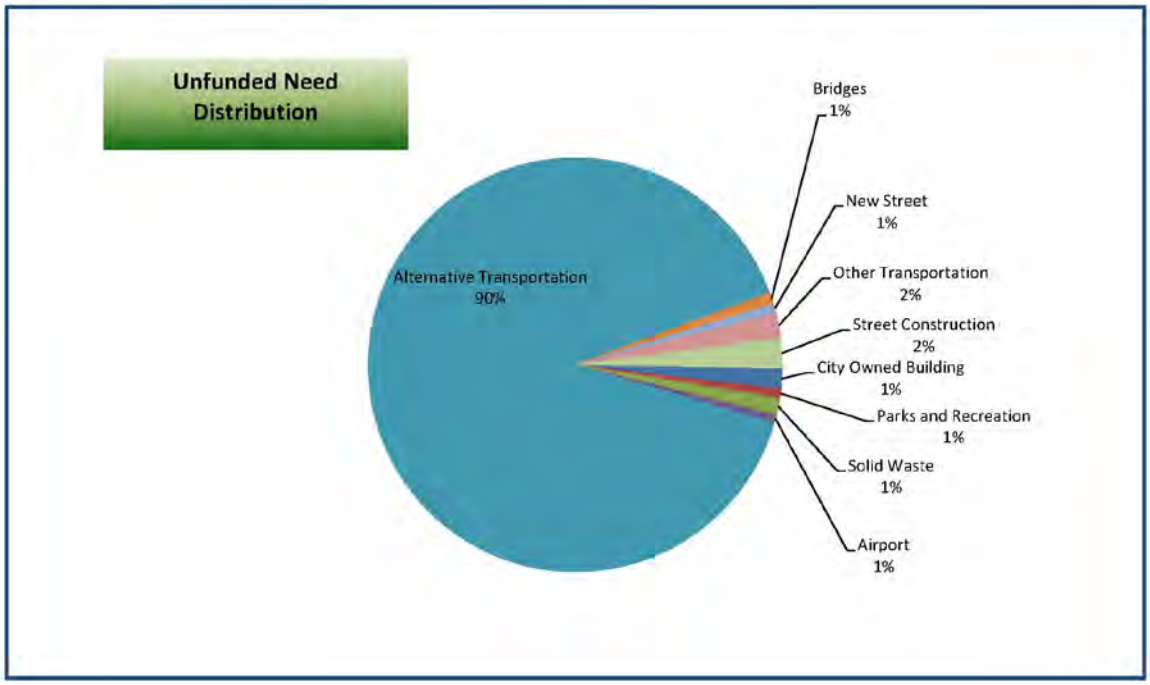
- 30 projects had funding adjustments
- 55 projects had schedule adjustments
- 25 projects had funding and schedule adjustments
- 20 projects are being added to the plan for FY2012 and/or FY2013
- 8 projects were eliminated as the need no longer exists
- 2 projects were eliminated, but incorporated into existing needs/projects
- 7 projects were eliminated, but incorporated into new needs/projects

The following pages contain graphs and charts displaying these and other summary aspects of the CIP adjustments.




New Projects vs. Eliminated Projects
8
6
4
2
0
-2
-4
6
-8
City Owned Buildings
Parks & Recreation
Solid Waste
Airport
Alternative Transportation
Bridges
New Streets
Other Transportation
Parking Facilities
Street Construction
Sanitary System
Stormwater Management
Water System
New Projects
Eliminated Projects


Revenue Sources for Funded Projects
Special Assessment - Sidewalks 0%
Grants 10%
MDOT/Federal Participation (STPU) 2%
Bonds 42%
City Operating/Revenue Funds 45%
Contributing (Outside) Funds 1%


Unfunded Need Distribution
Bridges 1%
New Street 1%
Other Transportation 2%
Street Construction 2%
City Owned Building 1%
Parks and Recreation 1%
Solid Waste 1%
Airport 1%
Alternative Transportation 90%

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CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority Rank	CIP Priority Score	Status	Anticipated Spending Schedule: Prior FYs	Budgeted FY2012	Budget Request FY2013	FY2014+	Total
Municipal Facilities - City Owned Buildings									
MF-CB-10-09	Facility Assessments - Energy Audits and Improvements	11 of 13	32.24	Programmed	-	-	**30,000**	120,000	150,000
					-	-	**30,000**	120,000	150,000
Municipal Facilities - Parks and Recreation									
MF-PR-08-07	Tennis & Basketball Court Renovations	14 of 25	43.59	Active	300,000	-	**150,000**	750,000	1,200,000
MF-PR-08-19	Veteran's Pool Locker Rooms (Recreation Facility Updates)	3 of 25	76.54	Active	-	250,000		800,000	1,050,000
MF-PR-10-01	Neighborhood Playgrounds (Playground Improvements)	5 of 25	62.22	Active	207,000		**215,958**	612,042	1,035,000
MF-PR-10-02	Parks Roads & Parking Lots	18 of 25	39.67	Active	250,000	325,000	**250,000**	675,000	1,500,000
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction (Annual)	12 of 25	44.77	Programmed	505,000		**200,000**	820,000	1,525,000
MF-PR-10-09	Veteran's Shelter (Picnic Shelters)	8 of 25	49.42	Programmed	-	148,362		-	148,362
MF-PR-10-09	Shelter Renovations (Picnic Shelters)	8 of 25	49.42	Programmed	-		**200,000**	-	200,000
MF-PR-10-10	Gallup Canoe Livery	4 of 25	73.67	Programmed	56,000	300,000		170,000	526,000
MF-PR-10-13	Softball/Baseball Field Renovations	11 of 25	45.16	Programmed	-	250,000	**250,000**	500,000	1,000,000
					1,318,000	1,273,362	**1,265,958**	4,327,042	8,184,362
Municipal Facilities - Solid Waste									
MF-SW-06-04	Landfill Groundwater Management	6 of 9	50.63	Active	30,000	63,000		603,000	696,000
MF-SW-08-01	Solid Waste Mangement Plan Update	8 of 9	37.52	Programmed	-	25,000		-	25,000
MF-SW-10-04	Equipment and Container Storage Building	3 of 9	56.01	Programmed	-	200,000		-	200,000
MF-SW-10-03	Methane Gas Recovery							150,000	150,000
MF-SW-10-05	Commercial Recycling Containers	2 of 9	80.25	Active	386,000	88,000	**82,500**	-	556,500
MF-SW-11-01	Compost Center Stormwater Controls	4 of 9	55.62	Active	-	100,000		-	100,000
MF-SW-12-01	Landfill Entrance Improvements							400,000	400,000
N/A	Compost Center Stormwater Controls	N/A	N/A	N/A	-	140,000	**-**	-	140,000
					416,000	616,000	**82,500**	1,153,000	2,267,500
Transportation - Alternative Transportation									
TR-AT-06-01	Geddes Ave Non-Motorized Path Repair/Repl							300,000	300,000
TR-AT-10-03	Non-Motorized Corridor Project: AA-Saline (South maint to I-94)							193,000	193,000
TR-AT-10-04	Non-Motorized Corridor Project: Liberty (State to City Boundary)						**138,000**	-	138,000
TR-AT-10-05	Non-Motorized Corridor Project Main St. (Eisenhower to M-14)							397,000	397,000
TR-AT-10-06	Non-Motorized Corridor Project: Packard (Stadium Blvd. To Eisenhower)						**106,000**	-	106,000
TR-AT-10-07	Non-Motorized Corridor Project: Plymouth Rd (Broadway Br-City Boundary)	33 of 39	38.28	Programmed	-	-	**30,000**	63,000	93,000
TR-AT-10-08	Non-Motorized Corrior Project: Stadium (Maple to Washtenaw)	34 of 39	38.28	Programmed	-	-	**40,000**	157,000	197,000
TR-AT-10-09	Non-Motorized Corridor Project: State St (Depot to City Boundary)							50,000	50,000
TR-AT-10-29	ADA Ramp Replacements (Outside of DDA)	17 of 39	50.26	Active	375,000	560,000	**560,000**	2,240,000	3,735,000
TR-AT-10-32	Annual City Shared Use Pathway Resurfacing & Repl							750,000	750,000
TR-AT-11-04	ANN ARBOR Saline road/I-94 Non-Motorized Impr							1,125,000	1,125,000
TR-AT-12-03	Washtenaw Ave - US 23 Underpass Shared Use Path	1 of 39	68.82	Active	-	10,000		-	10,000
					375,000	570,000	**874,000**	5,275,000	7,094,000
Transportation - Bridges									
TR-BR-12-01	WWTP Bridge	4	60.26	Programmed				850,000	850,000
TR-BR-12-02	Stadium Bridges (ESB)	1 of 5	94.48	Active	1,628,000	3,670,000	**1,400,000**	-	6,698,000
N/A	Huron Parkway Bridge Painting Project	N/A	N/A	N/A	854,023		**100,000**	-	954,023
					2,482,023	3,670,000	**1,500,000**	850,000	8,502,023
Transportation - Street Construction									
TR-SC-06-02	Annual Local Street Resurfacing Program	15 of 36	40.41	Active	-	1,400,000		8,000,000	9,400,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority Rank		CIP Priority Score	Status	Anticipated Spending Schedule: Prior FYs	Budgeted FY2012	Budget Request FY2013	FY2014+	Total
TR-SC-06-03	Annual Major Street Resurfacing Program	9	of 36	48.88	Active	2,659,720	5,000,000		28,000,000	35,659,720
TR-SC-08-01	Fuller - E. Medical Center Dr. - Maiden Lane	5	of 36	72.51	Active	253,333	500,000	**400,000**	41,548	1,194,881
TR-SC-10-05	Miller Avenue Improvements (Newport to Maple)	4	of 36	75.20	Programmed	107,788	200,000	**800,000**	3,000,000	4,107,788
TR-SC-10-10	Stone School Rd., Ellsworth Rd. - I94					100,000		**200,000**	200,000	500,000
TR-SC-12-10	Fuller Rd. Resurfacing							**200,000**	800,000	1,000,000
TR-SC-12-21	Dexter Ave (Huron to Maple)	3	of 36	77.39	Active	200,000	800,000	**800,000**	-	1,800,000
N/A	Citywide Guardrails/Retaining Walls Installations	N/A		N/A	N/A	-	200,000	**150,000**	650,000	1,000,000
N/A	Citywide Street Resurfacing - 2011 STPU	N/A		N/A	N/A	100,000	1,000,000	**7,343,451**	-	8,443,451
N/A	Earhart/Geddes Intersection Improvements	N/A		N/A	N/A	467,044	270,383	**-**	-	737,427
N/A	E. Stadium, Packard-Washtenaw Resurfacing	N/A		N/A	N/A	200,000		**1,500,000**	-	1,700,000
N/A	Fuller Rd Station	N/A		N/A	N/A	-	650,000		-	650,000
N/A	Huron River Drive	N/A		N/A	N/A	-	10,000	**-**	-	10,000
N/A	Newport Street Resurfacing	N/A		N/A	N/A	100,000		**300,000**	1,000,000	1,400,000
N/A	Packard/Hill Resurfacing	N/A		N/A	N/A	522,196		**850,000**	100,000	1,472,196
N/A	Plymouth Rd. Resurfacing	N/A		N/A	N/A	877,624		**100,000**	-	977,624
N/A	Ruthven St.	N/A		N/A	N/A	-	230,000	**-**	-	230,000
N/A	Sidewalk Replacement Program	N/A		N/A	N/A			**538,000**	2,690,000	3,228,000
N/A	S. State St.-Ellsworth Intersection	N/A		N/A	N/A	50,000		**200,000**	200,000	450,000
N/A	Stadium (W) - Pauline Intersection	N/A		N/A	N/A	-	50,000	**-**	-	50,000
N/A	Wayne Street Resurfacing	N/A		N/A	N/A			**500,000**	100,000	600,000
						5,637,705	10,310,383	**13,881,451**	44,781,548	74,611,087
Utilities - Sanitary Sewer										
UT-SN-87-07	Calvin Street Sanitary Sewer	28		45.12	Programmed				850,000	850,000
UT-SN-91-15	Huron West Park (Phase II)	31		42.37	Programmed				1,225,000	1,225,000
UT-SN-91-16	Huron West Park (Phase III)	31		42.37	Programmed				745,000	745,000
UT-SN-93-26	Pittsfield Valley Trunkline Relief Sewer	31		42.37	Programmed				2,000,000	2,000,000
UT-SN-01-03	Austin Sanitary Sewer Outlet	40	of 47	31.36	Programmed	125,000	-	**600,000**	-	725,000
UT-SN-01-09	Facilities Renovation	2	of 48	77.51	Active	37,800,000		**63,000,000**	-	100,800,000
UT-SN-01-19	Liberty-Washtenaw Relief Phase I	9		55.88	Programmed				475,000	475,000
UT-SN-01-20	Liberty-Washtenaw Relief Phase II	9		55.88	Programmed				460,000	460,000
UT-SN-01-21	Miller West Park Sanitary - Low Level	7		58.72	Programmed				300,000	300,000
UT-SN-01-25	Pittsfield Valley Submain Relief	31			Programmed				410,000	410,000
UT-SN-01-28	S. Blvd Lift Station Elimination $ Gravity Sewer	25		45.85	Programmed				325,000	325,000
UT-SN-01-30	Springbrook Sanitary Sewer Ext	41		30.64	Programmed				260,000	260,000
UT-SN-02-11	Footing Drain Disconnection Project (Long Term)	5	of 47	59.10	Programmed	4,150,000	6,020,000	**2,775,000**	10,000,000	22,945,000
UT-SN-03-29	Southside Interceptor Rehabilitation	35	of 47	41.38	Active	2,570,000	1,200,000	**1,600,000**	3,150,000	8,520,000
UT-SN-06-02	Bluett Sanitary Service Extension	45		25.67	Programmed				170,000	170,000
UT-SN-08-01	Wagner Rd. Sanitary Sewer-South	45		25.67	Programmed				475,000	475,000
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	36	of 47	37.99	Programmed	-	-	**500,000**	-	500,000
UT-SN-08-05	Geddes Sanitary Sewer (2651 to 3053)					120,000		**1,285,000**	-	1,405,000
UT-SN-08-06	Wayne Street Sanitary Sewer	42	of 47	26.47	Active	106,000	19,000		-	125,000
UT-SN-08-06	Wayne Street Sanitary Sewer - Resurfacing	42	of 47	26.47	Active	42,000	14,000		-	56,000
UT-SN-08-08	Ridgemore-liberty Sanitary Sewer	44		25.99	Programmed				200,000	200,000
UT-SN-08-12	High Level Relief Sewer	9		55.88	Programmed				950,000	950,000
UT-SN-08-16	North Main Submain Relief Sanitary Sewer - AARR to M-14	7	of 47	58.72	Programmed	-	250,000	**2,500,000**	-	2,750,000
UT-SN-08-19	North Main Submain Relief Sanitary Sewer - Part II	17		47.19	Programmed				1,300,000	1,300,000
UT-SN-10-01	Dexter Avenue Sanitary Sewer Replacement	24	of 47	46.07	Active	60,000	240,000	**-**	-	300,000
UT-SN-10-05	Manhole Rehabilitation/Replacement Project	12	of 47	52.85	Active	-	250,000	**-**	-	250,000
UT-SN-10-06	Michigan Stadium Sanitary Sewer Reroute	37		36.82	Programmed				700,000	700,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority Rank	CIP Priority Score	Status	Anticipated Spending Schedule: Prior FYs	Budgeted FY2012	Budget Request FY2013	FY2014+	Total
UT-SN-10-11	2780 Packard Sanitary Extension	22 of 47	46.37	Programmed	-	320,000	**320,000**	-	640,000
UT-SN-10-12	Woodland Drive Sanitary Extension	43	26.46	Programmed				725,000	725,000
UT-SN-11-01	Model for Mobility (Ann Arbor-Detoit) FRS	26 of 47	45.80	Active	1,750,000	350,000	**85,000**	-	2,185,000
UT-SN-12-01	Miller Ave Sanitary Repair/Replacement	30 of 47	42.59	Programmed	25,000	25,000	**300,000**	-	350,000
UT-SN-12-03	Stone School Rd Sanitary Extension	38	35.95	Programmed				325,000	325,000
UT-SN-12-05	Pepper Pike Crosslot Sewer Lining	18 of 47	47.07	Programmed	-	225,000	**-**	-	225,000
UT-SN-12-06	Audubon Crosslot Sanitary Sewer Lining	3 of 47	64.49	Programmed	-	-	**180,000**	-	180,000
UT-SN-12-08	Packard Street Sewer Lining	39	32.31	Programmed				180,000	180,000
UT-SN-12-10	South State Street Crosslot Sewer Lining	4 of 47	62.87	Programmed	-	560,000	**-**	-	560,000
UT-SN-12-12	Huntington Woods Crosslots Sewer Lining	18 of 47	47.07	Programmed	-	260,000	**-**	-	260,000
UT-SN-13-01	Pontiac Trail Sewer Replacement	N/A	N/A	N/A			**2,500,000**	-	2,500,000
					46,748,000	9,733,000	**75,645,000**	25,225,000	157,351,000
Utilities - Storm Sewer									
UT-ST-88-05	Evergreen Subdivision Storm Water (Phase II)	49 of 57	27.18	Programmed	-	50,000		50,000	100,000
UT-ST-01-04	Eberwhite Woods Drain Study							200,000	200,000
UT-ST-01-08	Storm Asset Identification, GIS Conversion and Model	18 of 57	45.47	Active	1,882,000		**250,000**	217,990	2,349,990
UT-ST-04-01	Allen Creek Improvements Re-Study							250,000	250,000
UT-ST-04-02	Awixa Outlet Storm Wate Pipe Repair							375,000	375,000
UT-ST-08-04	Huron Parkway Median Bio-Swales							838,500	838,500
UT-ST-08-05	Miller Creek Drainage District Creation							300,000	300,000
UT-ST-08-07	Esch Park SWM							4,985,000	4,985,000
UT-ST-08-11	Marlborough Storm Sewer Replacement							150,000	150,000
UT-ST-08-12	N. Main St. Railroad Storm Sewer Outlet Reloc							165,000	165,000
UT-ST-09-04	Stadium Blvd. Storm Sewer Repl (Hutchins to Kipke)							945,000	945,000
UT-ST-10-03	Miller Avenue Stormwater Improvements	2 of 57	58.78	Programmed	323,000	-	**255,000**	-	578,000
UT-ST-10-04	Springwater Sub Storm Sewer Replacement							1,650,000	1,650,000
UT-ST-10-10	Michigan Stadium Storm Sewer Re-Route							942,000	942,000
UT-ST-10-11	Allens Creek Greenway Improvements	13 of 57	49.70	Programmed	100,000	100,000		-	200,000
UT-ST-10-12	Railroad Berm	17 of 57	46.43	Programmed	-	50,000	**300,000**	-	350,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	39 of 57	34.97	Programmed	-	100,000	**100,000**	400,000	600,000
UT-ST-10-18	McKinley/Whtie/Arch Storm Vault				250,000		**250,000**	25,000	525,000
UT-ST-10-20	Geddes Avenue Storm Sewer	40 of 57	34.79	Programmed	-	-	**30,000**	270,000	300,000
UT-ST-10-21	Stone School Rd Storm Impr						**20,000**	1,100,000	1,120,000
UT-ST-11-02	Arbor Oaks	42 of 57	34.02	Programmed	80,000	310,000		-	390,000
UT-ST-12-03	Detroit Street Brick Pavement							2,100,000	2,100,000
UT-ST-12-06	N. State Brick Pvmt							300,000	300,000
UT-ST-12-08	Millers Creek Sediment Management Study	38 of 57	38.65	Programmed	-	60,000	**-**	-	60,000
UT-ST-12-09	Redbud park Storm Sewer Replacement	55 of 57	21.76	Programmed	-	150,000	**-**	-	150,000
UT-ST-12-10	Compost Ponds Construction	14 of 57	49.50	Programmed	-	125,000	**-**	-	125,000
UT-ST-12-12	Burns Park Area Porous Alley	6 of 57	55.18	Programmed	-	50,000	**-**	-	50,000
UT-ST-12-12	Burns Park Area Porous Alley - SRF	6 of 57	55.18	Programmed	-	200,000	**-**	-	200,000
UT-ST-12-14	Miller Creek Streambank Stabilization (Phase 2)	29 of 57	42.93	Programmed	-	-	**300,000**	1,447,000	1,747,000
UT-ST-12-15	County Farm Park Drain Inline Detention/Swirl Unit							1,775,000	1,775,000
UT-ST-12-16	Swift Run Stormwater Mgmt Impr						**70,000**	640,000	710,000
UT-ST-12-17	State Street Stormwater Mgmt Impr						**70,000**	600,000	670,000
UT-ST-12-18	Mallets-Ellsworth Basin Improvements Study							300,000	300,000
UT-ST-12-19	Cistern Install/Tree Planting	23 of 57	38.00	Programmed		505,000	**300,000**	300,000	1,105,000
UT-ST-12-22	Stream Bank Stabilization (Future Locations)	45 of 57	31.75	Programmed	-	20,000	**-**	150,000	170,000
UT-ST-12-22	Veterans Memorial Park Water Quality Impr							5,500,000	5,500,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority Rank	CIP Priority Score	Status	Anticipated Spending Schedule: Prior FYs	Budgeted FY2012	Budget Request FY2013	FY2014+	Total
UT-ST-12-24	Traver Creek Outfall @LPCG							180,000	180,000
UT-ST-12-23	Chalmers Sanitary/Storm Creek Crossing	53 of 57	23.80	Programmed	-	20,000		-	20,000
UT-ST-12-26	Dexter Ave Stormwater Improvements	7 of 57	54.56	Active	1,090,000	310,000	-	-	1,400,000
UT-ST-13-02	Plymouth Rd Wetland Restoration	N/A	N/A	N/A	25,000		**400,000**	-	425,000
UT-ST-13-03	Traver Creek Streambnak Stabilization @ Leslie Golf Course						**1,000,000**	-	1,000,000
					3,750,000	2,050,000	**3,345,000**	26,155,490	35,300,490
Utilities - Water System									
UT-WS-92-28	Plant #2 Hydraulic Corrections							725,000	725,000
UT-WS-92-35	Well Booster Station							1,500,000	1,500,000
UT-WS-92-37	West High Service Pump & Electrical Upgrades	N/A	N/A	Programmed			**2,750,000**	2,750,000	5,500,000
UT-WS-01-06	Calvin Street Water Extension							625,000	625,000
UT-WS-01-08	Eisenhower Parkway Water Main	60 of 68	16.98	Programmed	-	75,000		275,000	350,000
UT-WS-01-10	Elevated Storage Tanks	28 of 68	29.12	Programmed	-	-	-	2,525,000	2,525,000
UT-WS-01-26	Pauline/WHS Return Loop Water Main							2,400,000	2,400,000
UT-WS-01-30	South Boulevard Water Main							160,000	160,000
UT-WS-01-31	State Street Raw Water - Reconstruct Interconnection							225,000	225,000
UT-WS-02-19	Manchester Elevated Water Tank Paint Project	33 of 68	26.54	Programmed	-	-	-	700,000	700,000
UT-WS-03-01	Ann Arbor Railroad Water Main Bore							160,000	160,000
UT-WS-04-07	Cedar Bend Water Main Replacement							175,000	175,000
UT-WS-06-07	Geddes and South East District Control Valve							200,000	200,000
UT-WS-06-08	Gravity & WH Boundary Valve Replacement							400,000	400,000
UT-WS-06-17	Leak Detection Survey							350,000	350,000
UT-WS-08-02	Water Treatment Plant Residual Disposal Study							250,000	250,000
UT-WS-08-04	Structural Repairs Project - Phase II							1,750,000	1,750,000
UT-WS-08-05	Replace Filter Press Plates	54 of 68	18.14	Programmed	350,000	-	-	400,000	750,000
UT-WS-08-06	Replace Steere Farm Well Pump Engines	2 of 68	57.39	Programmed	-	150,000	**150,000**	1,400,000	1,700,000
UT-WS-08-06	Replace Section of Well Transmission Pipe (Steere Farm)	N/A	N/A	Programmed			**300,000**	-	300,000
UT-WS-08-07	Barton Pond Early Warning System	61 of 68	16.61	Programmed	-	-	-	300,000	300,000
UT-WS-08-10	Barton Electrical Upgrades	10 of 68	45.81	Active	-	1,500,000	**300,000**	3,000,000	4,800,000
UT-WS-08-12	New Well at Steere Farm	65 of 68	12.69	Programmed	-	-	-	1,900,000	1,900,000
UT-WS-08-14	Repair Roof of South Industrial Tank	63 of 68	15.82	Programmed	-	450,000		500,000	950,000
UT-WS-08-13	Replace Section of Well Transmission Pipe (Steere Farm)							6,400,000	6,400,000
UT-WS-08-15	Repair Valves Behind Ozone Building							300,000	300,000
UT-WS-08-20	Devonshire/Belmont/Londonderry Water Quaility Impr							1,200,000	1,200,000
UT-WS-08-27	Traver Rd PRV							100,000	100,000
UT-WS-08-28	Wayne Street Water Main	3 of 68	51.10	Active	130,000	38,000	-	-	168,000
UT-WS-08-28	Wayne Street Water Main - Resurfacing	3 of 68	51.10	Active	89,000	29,000	-	-	118,000
UT-WS-08-30	Downtown Valve Insertion/Replacement	24 of 68	32.86	Programmed	-	150,000	-	250,000	400,000
UT-WS-08-35	North State Street Water Main Replacement							235,000	235,000
UT-WS-09-03	Raw Water Main (30") Upgrade (Seventh Easterly)	14 of 68	41.69	Programmed	-	-		1,530,000	1,530,000
UT-WS-10-01	Barton Dam - Coating Structural Steel							400,000	400,000
UT-WS-10-04	Sodium Hydroxide Feed System Expansion	52 of 68	19.50	Programmed	-	-	-	3,000,000	3,000,000
UT-WS-10-06	Washtenaw Water Main Upgrade (South University to Hill)							560,000	560,000
UT-WS-10-10	Dexter Avenue Water Main Replacement	32 of 68	26.89	Active	60,000	540,000	-	-	600,000
UT-WS-10-12	Stadium Blvd Water Main Replacement (Hutchins to Kipke)							310,000	310,000
UT-WS-10-14	Valhalla Drive Water Main	8 of 68	47.96	Active	-	325,000	-	-	325,000
UT-WS-10-15	Russet, Russell & Redeemer Water main Replacement	N/A	N/A	Programmed			**100,000**	1,300,000	1,400,000
UT-WS-10-16	Miller Avenue Water Main Replacement	7 of 68	48.08	Programmed	60,000	100,000	**1,009,000**	-	1,169,000
UT-WS-10-17	North University Court Water Main							235,000	235,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type

Requested Project Appropriations for FY2012 & FY2013

ProjectID	Project Name	CIP Priority Rank	CIP Priority Score	Status	Anticipated Spending Schedule: Prior FYs	Budgeted FY2012	Budget Request FY2013	FY2014+	Total
UT-WS-11-06	E. Stadium Bridges Raw Water Main Replacement	N/A	N/A	Programmed			**50,000**	-	50,000
UT-WS-12-01	E. Stadium Blvd-Packard to Brockman	N/A	N/A	Programmed			**2,100,000**	-	2,100,000
UT-WS-12-02	Greenview Water Main Replacement							400,000	400,000
UT-WS-12-03	Provincial Water Main Repl (Arlington to Fairlane)							155,000	155,000
UT-WS-12-06	Crest/Buena Vista/West Washington Water Main Replacement							1,200,000	1,200,000
UT-WS-12-07	Barton Dam Concrete Repairs	N/A		Programmed				625,000	625,000
UT-WS-12-09	Model for Mobility - Fuller Road Station	13 of 68	41.78	Active	102,000	84,000	**15,000**	-	201,000
UT-WS-13-05	Pontiac Trail Water Main Replacement	N/A	N/A	Programmed			**400,000**	-	400,000
UT-WS-08-34	Detroit Street Water Main Replacement							490,000	490,000
UT-WS-12-04	Duncan Water Main Replacement	N/A		Programmed				650,000	650,000
UT-WS-13-02	Raw Water Main (30") S. 7th (pauline to Madison)							1,500,000	1,500,000
UT-WS-13-03	Dover Place/Riverview Water Main							200,000	200,000
UT-WS-13-04	Stone School Water Main Replacement	N/A	N/A	Programmed				825,000	825,000
N/A	Packard Water Main Replacement	N/A	N/A	Programmed	100,000	900,000	**-**	-	1,000,000
					891,000	4,341,000	**7,174,000**	44,535,000	56,941,000
	Grand total				$ 61,617,728	$ 32,563,745	**$ 103,797,909**	$ 152,422,080	$ 350,401,462

Capital Improvement Program: Significant Non-recurring Projects

- There are 189 capital projects in the FY 2013 capital budget totaling $350,401,462.

- There are 61 projects over $1,000,000 (37% of the projects). The total for these projects is $303,060,026 (86% of total projects). All projects in excess of $1,000,000 are considered significant. The significant projects for which appropriations were requested in FY 2012 or FY 2013 are listed in this section by project category.

- Of the 61 projects over $1 million, four are over $10 million. The total for these projects is $168,804,720 (48% of total projects).

- All but nine of the projects in excess of $1,000,000 are non-recurring. The recurring projects over $1,000,000 are:
    - Tennis & Basketball Court Renovations $1.2 million;
    - Neighborhood Playgrounds (Playground Improvements) $1.0 million;
    - Parks Roads & Parking Lots $1.5 million;
    - Trails & Pathways $1.5 million;
    - Softball/Baseball Field Renovations $1.0 million;
    - ADA Ramp Replacements (Outside of DDA) $3.7 million;
    - Annual Local Street Resurfacing Program $9.4 million;
    - Annual Major Street Resurfacing Program $35.7 million;
    - Sidewalk Replacement Program $3.2 million.

The four largest project categories make up 93% of all capital project dollars:

- Utilities – Sanitary Sewer $157,351,000 (45% of projects)
- Transportation – Street Construction $ 74,611,087 (21% of projects)
- Utilities – Water System $ 56,941,000 (16% of projects)
- Utilities – Storm Sewer $ 35,300,490 (10% of projects)
- All other projects $ 26,197,885 (7% of projects)

The effect of capital expenditures on future operating budgets - Two of the 12 common criteria utilized in the Prioritization Model tool for all of the projects in the CIP are the effect of the project on Operations and Maintenance and energy. The individual project scores for these two criteria are part of the total calculated prioritization score for each project. The O&M and energy scores for each significant non-recurring project are included in this section. The 10 point scales for scoring the O&M and energy criteria are:

0 – Will cause increase in O&M/energy costs
2 – Has a neutral effect on O&M/energy costs
5 or 6 – Makes a modest contribution to O&M/energy cost reduction

8 – Makes a modest contribution to O&M/energy cost reduction and creates opportunities to improve operational flexibility/use of technology, extends asset life, or use of renewable energy
10 – Makes significant contribution to O&M/energy cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, utilizes materials or techniques that provide lowest overall life-cycle costs, or use of renewable energy

Municipal Facilities – Parks and Recreation

MF-PR-08-07 Tennis & Basketball Court Renovations (Annual) – Renovate two sports courts per project cycle year. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $150,000. Total Project Budget $1,200,000. The renovations should result in a reduction in maintenance costs. The O&M criteria score is 2, and the Energy criteria score is 2.

MF-PR-08-19 Veteran's Pool Locker Rooms (Recreation Facility Updates) – Perform upgrades to facility infrastructure. Projects to be determined through needs assessment or as identified by staff. Project Budget in FY 2013 $0. Total Project Budget $1,050,000. This renovation should result in reduction in maintenance costs and lower energy costs. The O&M criteria score is 6, and the Energy criteria score is 8.

MF-PR-10-01 Neighborhood Playgrounds (Playground Improvements) (Annual) - Replaces project MF-PR-08-04 Neighborhood Parks Development. Play equipment and safety surfacing replacement/updates, accessibility upgrades, replace park furniture. Other revisions as identified by community input. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $215,958. Total Project Budget $1,035,000. These renovations should result in a reduction in maintenance costs, along with providing safer infrastructure. The O&M criteria score is 2, and the Energy criteria score is 2.

MF-PR-10-02 Parks Roads & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $250,000. Total Project Budget $1,500,000. These renovations should result in a reduction in maintenance costs. The O&M criteria score is 2, and the Energy criteria score is 2.

MF-PR-10-06 Trails & Pathways - Reconstruct and/or develop pathways, trails, boardwalks, and greenway corridors. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $200,000. Total Project Budget $1,525,000. These renovations should result in a reduction in maintenance costs. The O&M criteria score is 2, and the Energy criteria score is 2.

MF-PR-10-13 Softball/Baseball Field Renovations – Renovate softball/baseball fields. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $250,000. Total Project Budget $1,000,000. These renovations should result in a reduction in maintenance costs. Additional revenue is likely to be captured as the renovations will result in better playing conditions, encouraging more teams to rent the fields. The O&M criteria score is 6, and the Energy criteria score is 2.

Transportation – Alternative Transportation

TR-AT-10-29 ADA Ramp Replacements (Outside of DDA) – Bring corner ramps on city streets into ADA compliance. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $560,000. Total Project Budget $3,735,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

Transportation - Bridges

TR-BR-12-02 Stadium Bridges – Replacement of the deteriorating East Stadium bridges over the Ann Arbor Railroad and South State Street. Currently, it is believed that this project will improve the pedestrian facilities within the area, as well as incorporate on-street bike lanes. Project Budget in FY 2013 $3,670,000. Total Project Budget $5,298,000. This infrastructure replacement should result in significant future operating expenditure reductions. The O&M criteria score is 10, and the Energy criteria score is 0.

Transportation - Street Construction

TR-SC-06-02 Annual Local Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $0. Total Project Budget $9,400,000. These renovations will result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 6, and the Energy criteria score is 0.

TR-SC-06-03 Annual Major Street Resurfacing Program - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $0. Total Project Budget $35,659,720. These renovations will result in a reduction of annual operation and maintenance expenses. The O&M criteria score is 6, and the Energy criteria score is 0.

TR-SC-08-01 Fuller Rd/Maiden Ln/East Medical Center Dr. **–** Preliminary engineering and design of an intersection improvement. Proposed improvements that are currently being studied for consideration are a multi-lane modern roundabout and a traditional signalized intersection, Project Budget in FY 2013 $400,000. Total Project Budget $1,194,881. These infrastructure improvements should not result in significant additional future operating expenditures. The O&M criteria score is 6, and the Energy criteria score is 0.

TR-SC-10-05 Miller Avenue Improvements (Newport to Maple) – Improvements include reconstructing the roadway, improving bicycle lanes and pedestrian crossings, installation of new sidewalks, and storm water improvements (such as stormwater detention, bio-swales, rain gardens, etc.). Project Budget in FY 2013 $800,000. Total Project Budget $4,107,788. These infrastructure improvements should not result in significant additional future operating expenditures. The O&M criteria score is 8, and the Energy criteria score is 0.

TR-SC-12-21 Dexter Ave (Huron to Maple) – Reconstruction of existing roadway and replacement of existing Water Main. Project Budget in FY 2013 $800,000. Total Project Budget $1,800,000. Renovation will result in a reduction in operation and maintenance expenses. The O&M criteria score is 8, and the Energy criteria score is 0.

TR-SC-12-N/A Citywide Guardrails/Retaining Walls Installations – Installation of guardrails and retaining walls. Project Budget in FY 2013 $150,000. Total Project Budget $1,000,000. These infrastructure improvements should not result in significant additional future operating expenditures.

TR-SC-12-N/A Citywide Street Resurfacing – 2011 STPU – Resurfacing of roadway. Project Budget in FY 2013 $7,343,451. Total Project Budget $8,443,451. Renovations will result in a reduction of annual operation and maintenance expense.

TR-SC-13-N/A E. Stadium, Packard-Washtenaw Resurfacing – Resurfacing of roadway. Project Budget in FY 2013 $1,500,000. Total Project Budget $1,700,000. Renovation will result in a decrease in operation and maintenance expenses.

TR-SC-13-N/A Fuller Rd. Resurfacing – Resurfacing of roadway. Project Budget in FY 2013 $200,000. Total Project Budget $1,000,000. Renovation will result in a decrease in operation and maintenance expenses.

TR-SC-13-N/A Newport Street Resurfacing – Resurfacing of roadway. Project Budget in FY 2013 $300,000. Total Project Budget $1,400,000. Renovation will result in a reduction in operation and maintenance expenses.

TR-SC-13-N/A Packard/Hill Resurfacing – Resurfacing of roadway. Project Budget in FY 2013 $850,000. Total Project Budget $1,472,196. Renovation will result in a reduction in operation and maintenance expenses.

TR-SC-13-N/A Sidewalk Replacement Program – Replacement of deteriorating existing sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget in FY 2013 $538,000. Total Project Budget $3,228,000. This infrastructure replacement program will result in a reduction of annual operation and maintenance expenses.

Utilities - Sanitary Sewer

UT-SN-01-09 Facilities Renovation, Waste Water Treatment Plant - Develop and implement a plan to replace deteriorating infrastructure and equipment while optimizing plant efficiency and treatment. Project Budget through FY 2013 $63,000,000. Total Project Budget $100,800,000. Renovation will improve efficiencies and reduce operation and maintenance expenses. The O&M criteria score is 10, and the Energy criteria score is 10.

UT-SN-02-11 Footing Drain Disconnection Project (Long Term) - Disconnect footing drains and install 6-inch pipe within five study areas (250 homes per year). This will prevent backups of sewage into residents' basements. Project Budget in FY 2013 $2,775,000. Total Project Budget $22,945,000. These replacements will increase the peak capacity of the stormwater system, and should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

UT-SN-03-29 Southside Interceptor Rehabilitation - Investigate and install CIPP lining as required to improve life span of the existing pipe and prevent failures that could discharge to the Huron River. Approximately five miles total of various diameter pipes: 24", 36" and 42". Project Budget in FY 2013 $1,600,000. Total Project Budget $8,520,000. These renovations will result in a reduction in operation and maintenance expenses. The O&M criteria score is 10, and the Energy criteria score is 2.

UT-SN-08-05 Geddes Sanitary Sewer (2651 to 3053) – Construction of an 8" sanitary sewer to service properties on Geddes Avenue currently on septic systems. Project Budget through FY 2013 $1,285,000. Total Project Budget $1,405,000. This expansion will increase future operating expenditures. The O&M criteria score is 0, and the Energy criteria score is 2.

UT-SN-08-16 North Main Submain Relief Sanitary Sewer – AARR to M-14 – Relief of approximately 5,000 feet of 15" sanitary sewer. Project Budget in FY 2013 $2,500,000. Total Project Budget $2,750,000. These renovations should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

UT-SN-11-01 Model for Mobility (Ann Arbor-Detroit) FRS – Relocate sewer lines in conjunction with U of M's Fuller Road Station project. Project Budget in FY 2013

$85,000. Total Project Budget $2,185,000. These renovations should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

UT-SN-13-01 Pontiac Trail Sewer Replacement – Replace sewer lines. Project Budget in FY 2013 $2,500,000. Total Project Budget $2,500,000. These renovations will result in a reduction in operation and maintenance expenses

Utilities - Storm Sewer

UT-ST-01-08 Storm Asset Identification, GIS Conversion and Model - Collect storm water records for GIS database and apply this data to building a complete, calibrated stormwater system hydraulic model. Project Budget in FY 2013 $250,000. Total Project Budget $2,349,990. Completion of this model should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

UT-ST-10-21 Stone School Road Storm Improvements – Improve surface drainage, provide detention. Project Budget in FY 2013 $20,000. Total Project Budget $1,120,000. These improvements will not result in a reduction of operation and maintenance expenditures. The O&M criteria score is 0, and the Energy criteria score is 2.

UT-ST-12-14 Miller Creek Streambank Stabilization (Phase 2) – Infrastructure improvements identified in Miller Creek Watershed Improvement Plan. Project Budget in FY 2013 $300,000. Total Project Budget $1,747,000. These improvements should not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

UT-ST-12-19 Cistern Install/Tree Planting – Tree planting in public right-of-way in Swift Run Drain, Traver Creek, Malletts Cree and Allen Creek creeksheds. Project Budget in FY 2013 $300,000. Total Project Budget $1,105,000. These improvements may result in additional future operating expenditures, with reduction of capital needs to address demands of the stormwater system. The O&M criteria score is 0, and the Energy criteria score is 2.

UT-ST-12-26 Dexter Ave Stormwater Improvements – Stormwater improvements in Allens Creek watershed. Project Budget in FY 2013 $0. Total Project Budget $1,400,000. These improvements will not result in a reduction in operation and maintenance expenditures. The O&M criteria score is 0, and the Energy criteria score is 2.

UT-ST-13-03 Traver Creek Streambank Stabilization @ Leslie Golf Course – Halt the erosion of the banks and resulting sediment loading into the creek. Project Budget in FY 2013 $1,000,000. Total Project Budget $1,000,000. These improvements should

not result in significant additional future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 2.

Utilities - Water System

UT-WS-92-37 West High Service Upgrade – Replace west high service pumps to meet increased demand from Scio Township. Project Budget through FY 2013 $2,750,000. Total Project Budget $5,500,000. These equipment replacements will result in a reduction in future operation and maintenance expenses. The O&M criteria score is 5, and the Energy criteria score is 2.

UT-WS-08-06 Replace Steere Farm Well Pump Engines – Replace engines with dual-drive engines capable of operating on electric as well as natural gas. Provide capability for remote start/stop. Project Budget in FY 2013 $150,000. Total Project Budget $1,700,000. These equipment replacements will result in savings in future operating expenditures. The O&M criteria score is 8, and the Energy criteria score is 8.

UT-WS-08-10 Barton Electrical Upgrades – Replace aging/outdated electrical equipment at Barton pump station. Project Budget in FY 2013 $300,000. Total Project Budget $4,800,000. These equipment replacements should result in savings in future operating expenditures. The O&M criteria score is 2, and the Energy criteria score is 5.

UT-WS-10-15 Russet, Russell & Redeemer Water Main Replacement – Fire protection and water quality/pressure improvements. Project Budget in FY 2013 $100,000. Total Project Budget $1,400,000. These improvements will result in a reduction in future operation and maintenance expenses. The O&M criteria score is 6, and the Energy criteria score is 2.

UT-WS-10-16 Miller Avenue Water Main Replacement – Replace water main from Maple to Newport that is past its useful life in coordination with road project. Project Budget in FY 2013 $1,009,000. Total Project Budget $1,169,000. This renovation will result in a reduction in future operation and maintenance expense. The O&M criteria score is 8, and the Energy criteria score is 2.

UT-WS-12-11 E. Stadium Blvd-Packard to Brockman – Replace 6” water mains on both sides of Stadium Blvd. Project Budget in FY 2013 $2,100,000. Total Project Budget $2,100,000. This renovation will result in a reduction in future operation and maintenance expenses. The O&M criteria score is 6, and the Energy criteria score is 2.

UT-WS-12-N/A Packard Water Main Replacement – Replace water main past useful life in coordination with road project. Project Budget in FY 2013 $0. Total Project Budget $1,000,000. This renovation will result in a reduction in future operation and maintenance expenses.

A

AATA: Ann Arbor Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Bond Anticipation Notes: short term interest bearing notes issued in anticipation of bonds to be issued at a later date.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

C

Capital Budget: a plan of proposed capital

expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over $2,500 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

CDBG Recipients: individuals or organizations that receive grants from Community Development funds.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: the actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Force Account: construction or maintenance activities performed by a municipality's own personnel, rather than by outside labor.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they

become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Administrative Services, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Transit Authority (AATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

Priority: a value that ranks goals and objectives in order of importance relative to one another.

Procedure: a method used in carrying out a policy or plan of action.

Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than $2,500.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales, Income and Single Business Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

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