



**FY 2020
Adopted Budget**

**Christopher Taylor
Mayor**

Council Members

**Zachary Ackerman
Jack Eaton
Kathy Griswold
Jane Lumm
Ali Ramlawi**

**Anne Bannister
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Elizabeth Nelson
Chip Smith**

**Howard Lazarus
City Administrator**

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Special Thanks to the
FY 2020
Budget Staff
for their hard work and dedication
in preparing the budget:

Kim Buselmeier
Matthew Horning
Marti Praschan

Tom Crawford
Karen Lancaster

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Ann Arbor
Michigan**

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morrill

Executive Director

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Office of City Administrator

May 20, 2019

To Mayor Taylor and Members of City Council:

I am pleased to submit the City of Ann Arbor's Recommended Fiscal Year 2020 Budget. The FY 2020 budget is the first year of the City's two-year fiscal plan adjusted for the latest anticipated revenue receipts and includes expenditure strategies to establish an operating fiscal plan that is balanced on a recurring basis. Balanced is defined as a plan that supports the sustainable delivery of services within the projected revenues. For non-recurring expenditures, this budget utilizes one-time sources of revenues plus a portion of the City's unassigned fund balance (or savings).

Budget and Fiscal Health

Fundamental to a fiscally responsible budget is balancing the amount of recurring revenues with recurring expenditures and starts with realistic revenue estimates. FY 2020 General Fund recurring revenues are projected to increase by 5.0%. Property tax receipts are expected to increase approximately 4.50% in FY 2020. The growth in property tax revenue is comprised of 2.4% growth from CPI and the remainder from new construction and the completion of capture of Brownfield parcels.

The other major source of revenue in the General Fund is state shared revenues. State shared revenue has two components – constitutional and statutory (City, Village, & Township Revenue Sharing, or CVTRS). The recommended budget includes \$11.9 million for revenue sharing, an 8.0% increase from FY 2019. A total of \$150,000 of this revenue is moved incrementally to non-recurring each year to reflect the uncertainty of state funding of the statutory component.

Under the County Public Safety and Community Mental Health millage (County millage), the City will be receiving a rebate of approximately \$2.2 million for maintaining its own police force. City Council has established that these revenues will be dedicated 40% to climate action programs, 40% to affordable housing efforts, and 20% to pedestrian safety projects. These funds have been programmed into the FY20 budget for the priorities discussed in subsequent paragraphs.

Fee changes for Public Services, Planning and Parks & Recreation are recommended. No other fee changes are contemplated. The budget assumes a decrease in property tax millage rates of 0.9% under State law (due to the Headlee Amendment).

One-time expenditures are funded by use of non-recurring revenues. The General Fund unassigned balance is projected to be stable at 17.0% from FY19 to FY20.

Priorities

The FY20 budget includes \$4.45M in new funding for the following Council and community priorities:

Safe Drinking Water/Water & Sewer Infrastructure: A total \$574K is being reserved to address General Fund obligations for repairs to the Barton and Superior Dams. Work is anticipated to begin in FY22.

Community Mental Health: In addition to current funding of mental health initiatives through Washtenaw County and the District Court, the City is dedicating an additional \$350K for community mental health initiatives in the Ann Arbor Housing Commission and the Ann Arbor Police Department.

Additional Street Resurfacing and Repair: The City faces increased costs in its initiative to raise the overall asset condition of its pavements. An additional \$345K in General Fund monies are being used to support the goal of 80% of streets being in good or better condition by the end of 2025.

Affordable Housing: The City is committing an additional \$880K toward achieving its affordable housing goals. Based upon the recommendations from the Health and Human Services Advisory Board, 25% is being dedicated to providing services and 75% is being placed in the Affordable Housing Fund to support the delivery of additional affordable units.

Additional Police Funding: The city is dedicating an additional \$636K for police funding. The new monies will be used to support the newly formed Independent Community Police Oversight Commission, the addition of 2.0 FTEs for Police Officers, implementation of a Police Cadet program, and the procurement of new body camera technology.

Climate Action Programs: The FY20 budget features \$880K in funding for climate action programs. The funding is distributed to meet the City's commitment to 100% Clean and Renewable Energy for Municipal Operations, Community Renewable Energy, Net Zero Affordable Housing, and the Sustaining Ann Arbor Together microgrant program.

Pedestrian Safety Projects: The City has designated \$750K in additional funding to improve pedestrian safety, specifically improving markings, signage, signals, and lighting at crosswalks in support of its Vision Zero initiative.

In addition to funding the above priorities, \$33K has been set aside for other initiatives in the Non-Departmental area.

The above commitments reflect the values expressed through Council resolution and multiple community surveys. The distribution and designation of these funds as recurring or non-recurring requests is displayed in the table below:

	General Fund	County Millage	Street Millage	Total
Safe Drinking Water/Water & Sewer Infrastructure	\$ 574,200	\$ -	\$ -	\$ 574,200
Community Mental Health	349,800	-	-	349,800
Street Resurfacing and Repair	345,400	-	-	345,400
Affordable Housing	-	880,000	-	880,000
Additional Police Funding	635,983	-	-	635,983
Climate Action	-	880,000	-	880,000
Pedestrian Safety Projects	170,000	440,000	140,000	750,000
Other	33,000	-	-	33,000
	\$ 2,108,383	\$ 2,200,000	\$ 140,000	\$ 4,448,383

FY 2020 Budget Impacts

The recommended FY 2020 budget includes the following changes from FY 2019:

GENERAL FUND ONE-TIME REQUESTS

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2020</u>
Mayor-Mayoral coin design	\$ 500
Mayor-Sister City anniversary	1,000
Mayor-City University dinner	3,500
Mayor-Copier and badge reader for Council office	11,000
City Attorney-Temporary pay for planned leave of absence	24,000
City Attorney-Citylaw data conversion	48,000
City Administrator-Intern/Job Corps Program	25,000
City Administrator-Citizen Survey	30,000
City Administrator-Fleet & Facilities-ADA accessibility improvements	25,000
Community Services-Parks & Recreation-Outdoor ice rinks	40,000
Community Services-Parks & Recreation-Parks Fairness Resolution	389,168
Community Services-Planning-Consultant to coordinate Master Plan update	500,000
Community Services-Planning-AirBnB study	25,000
Finance-Digital scanning of paper Assessing records	8,320
Finance-Priority based budgeting start-up costs	40,000
Public Services-Systems Planning-Treeline Trail staffing allocation	40,000
Public Services-Barton Dam hydro hoist repair	6,000
Public Services-Barton Dam supporting technical information update	16,000
Public Services-Barton Dam stability analysis	20,000
Public Services-Barton Dam funding for survey results	306,000
Public Services-Barton Dam embankment rehabilitation	125,000
Public Services-Superior Dam technical information update	14,000
Public Services-Superior Dam repair to concrete	35,000
Public Services-Street repairs	700,000
Police - Bullet proof vests	25,000
Police-Tasers	19,700
Police-Microphones for motorcycle helmets	8,910
Police-Vehicle crash forensic mapping system	33,700
Police-Body cameras	21,529
Fire-Tornado siren maintenance and repair	46,400
Non-Departmental-Inclusion contract	59,000
Non-Departmental-Staff training	58,000
Non-Departmental-workforce planning program	100,000
Non-Departmental-Active transportation	170,000
Non-Departmental-Center of the City initiative	175,000
Total General Fund Non-recurring Expenditures	\$ 3,149,727

GENERAL FUND RECURRING REQUESTS

General Fund Recurring Requests:

Mayor-Increase FTE from 0.75 to 1.0	18,000
City Attorney-Outside legal counsel	100,000
City Administrator-Human Resources-1.0 FTE for Benefits Analyst	68,000
City Administrator-Clerk-Medical marijuana permit fee revenue	80,000
City Administrator-Fleet & Facilities-Capital Sinking Fund	307,856
Community Services-Parks & Recreation-Various fee increases	79,000
Community Services-Planning-Various fee increases	50,000
Finance-Priority based budgeting ongoing costs	20,000
Fire-1.0 FTE reduction for a Fire Inspector	(195,000)
Fire-1.0 FTE for a Fire Cadet	70,000
Fire-Fire station master plan projects	300,000
Police-2.0 FTEs for Police Officers	191,144
Police Commission	150,000
Non-Departmental-Increased pension contribution	500,000

The proposed budget sets staffing levels at 759 for FY 2020. As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 759 FTEs by 10 on a temporary basis.

<u>General Fund Expenditures</u>	<u>2020</u>
<i>Recurring Expenditures:</i>	
Mayor & Council	\$ 422,005
City Attorney	2,398,898
City Administration	9,338,133
Building & Rental Services	1,494,606
Planning	1,342,973
Community Development	4,987,754
Parks & Recreation	8,750,320
Finance	8,098,944
Public Services	5,224,423
Fire	16,834,162
Police	29,542,743
Fifteenth District Court	4,881,186
AAATA	11,415,788
Debt Service/Transfers/Other	<u>3,847,104</u>
<i>Subtotal Recurring Expenditures</i>	<u>\$108,579,039</u>

<i>Non-recurring Expenditures:</i>	
Mayor-Mayoral coin design	\$ 500
Mayor-Sister City anniversary	1,000
Mayor-City University dinner	3,500
Mayor-Copier and badge reader for Council office	11,000
City Attorney-Temporary pay for planned leave of absence	24,000
City Attorney-Citylaw data conversion	48,000
City Administrator-Intern/Job Corps Program	25,000
City Administrator-Citizen Survey	30,000
City Administrator-Fleet & Facilities-ADA accessibility improvements	25,000
Community Services-Parks & Recreation-Outdoor ice rinks	40,000
Community Services-Parks & Recreation-Parks Fairness Resolution	389,168
Community Services-Planning-Consultant to coordinate Master Plan update	500,000
Community Services-Planning-AirBnB study	25,000
Finance-Digital scanning of paper Assessing records	8,320
Finance-Priority based budgeting start-up costs	40,000
Public Services-Systems Planning-Treeline Trail staffing allocation	40,000
Public Services-Barton Dam hydro hoist repair	6,000
Public Services-Barton Dam supporting technical information update	16,000
Public Services-Barton Dam stability analysis	20,000
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Public Services-Barton Dam embankment rehabilitation	125,000
Public Services-Superior Dam technical information update	14,000
Public Services-Superior Dam repair to concrete	35,000
Public Services-Street repairs	700,000
Police - Bullet proof vests	25,000
Police-Tasers	19,700
Police-Microphones for motorcycle helmets	8,910
Police-Vehicle crash forensic mapping system	33,700
Police-Body cameras	21,529
Fire-Tornado siren maintenance and repair	46,400
Non-Departmental-Inclusion contract	59,000
Non-Departmental-Staff training	58,000
Non-Departmental-workforce planning program	100,000
Non-Departmental-Active transportation	170,000
Non-Departmental-Center of the City initiative	175,000
<i>Subtotal Non-Recurring Expenditures</i>	<u>3,149,727</u>
Total General Fund Expenditures	\$111,728,766

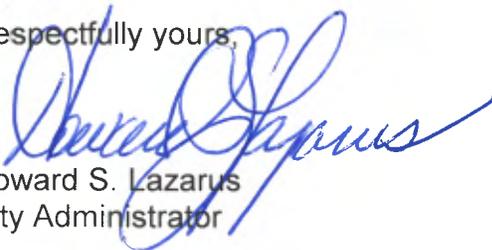
General Fund Revenues

Taxes	\$ 60,419,774
State-shared Revenue	11,907,981
Charges for Services	10,391,987
Fines & Forfeitures	4,849,695
Transfers from other funds/AAHC for personnel	10,833,302
Other	12,612,641
Use of Fund Balance	713,386
Total General Fund Revenues	<u>\$111,728,766</u>

Memo: Projected Unassigned Fund Balance as of 06/30/2019 \$ 17,952,242

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

Respectfully yours,



Howard S. Lazarus
City Administrator

MEMORANDUM

TO: Mayor and Council
FROM: Howard Lazarus, City Administrator
DATE: May 20, 2019
SUBJECT: Resolution to Adopt Ann Arbor City Budget and Related Property Tax Millage Rates for fiscal year 2020

Attached for your review and action is the proposed FY 2020 City Budget that totals \$465 million in revenue and \$434 million in expenditures and is in compliance with the City Charter. This budget resolution reflects the recommended budget delivered to you on April 15, 2019.

General Fund Activities

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

	<u>FY 2020</u>
Recurring Revenues	\$ 108,675,380
Non-recurring Revenues	<u>3,053,386</u>
Total Revenues	\$ 111,728,766
Recurring Expenditures	\$ 108,579,039
Non-recurring Expenditures	<u>3,149,727</u>
Total Expenditures	\$ 111,728,766

General Fund recurring expenditures increased by \$5,035,538 (+4.9%) compared to FY 2019's adopted budget, and recurring revenues increased by \$5,131,879 (5.0%). Below is a summary of non-recurring expenditures:

<u>General Fund Non-recurring Expenditures</u>	<u>FY 2020</u>
Mayor-Mayoral coin design	\$ 500
Mayor-Sister City anniversary	1,000
Mayor-City University dinner	3,500
Mayor-Copier and badge reader for Council office	11,000
City Attorney-Temporary pay for planned leave of	24,000
City Attorney-Citylaw data conversion	48,000
City Administrator-Intern/Job Corps Program	25,000
City Administrator-Citizen Survey	30,000
City Administrator-Fleet & Facilities-ADA access	25,000
Community Services-Parks & Recreation-Outdoc	40,000
Community Services-Parks & Recreation-Parks I	389,168
Community Services-Planning-Consultant to coor	500,000
Community Services-Planning-AirBnB study	25,000
Finance-Digital scanning of paper Assessing rec	8,320
Finance-Priority based budgeting start-up costs	40,000
Public Services-Systems Planning-Treeline Trail :	40,000
Public Services-Barton Dam hydro hoist repair	6,000
Public Services-Barton Dam supporting technica	16,000
Public Services-Barton Dam stability analysis	20,000
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Public Services-Barton Dam embankment rehabi	125,000
Public Services-Superior Dam technical informat	14,000
Public Services-Superior Dam repair to concrete	35,000
Public Services-Street repairs	700,000
Police - Bullet proof vests	25,000
Police-Tasers	19,700
Police-Microphones for motorcycle helmets	8,910
Police-Vehicle crash forensic mapping system	33,700
Police-Body cameras	21,529
Fire-Tornado siren maintenance and repair	46,400
Non-Departmental-Inclusion contract	59,000
Non-Departmental-Staff training	58,000
Non-Departmental-workforce planning program	100,000
Non-Departmental-Active transportation	170,000
Non-Departmental-Center of the City initiative	175,000
Total General Fund Non-recurring Expenditures	<u>\$ 3,149,727</u>

FTEs

The City's FTEs are proposed to increase from 745, as amended during FY19, to 759 in FY 2020 (excluding transfers between Service Areas and net of incidental changes):

- 1.0 FTE increase in Community Services, Housing Commission (amended during FY 2019)
- 1.0 FTE increase in City Administrator, Police Commission (amended during FY 2019)

- 1.0 FTE increase in City Administrator, Human Resources
- 4.0 FTE increase in Safety Services, Police
- 0.25 FTE increase in Mayor's Office
- 3.0 FTE increase in Community Services, Building
- 1.0 FTE increase in Community Services, Parks & Recreation
- 4.0 FTE increase in Public Services

As part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 759 FTEs by 10 on a temporary basis.

Millage Rates

The following millages are the maximum allowable levy after the Headlee rollback multiplier is applied (for FY 2020 the Headlee rollback multiplier is anticipated to be 0.9912):

	PROPOSED FY 2020	ACTUAL FY 2019	CHANGE
GENERAL OPERATING	5.8884	5.9407	(0.0523)
EMPLOYEE BENEFITS	1.9627	1.9802	(0.0175)
AAATA	1.9627	1.9802	(0.0175)
REFUSE COLLECTION	2.3549	2.3759	(0.0210)
STREET, BRIDGE & SIDEWALK MILLAGE	1.9981	2.0920	(0.0939)
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0903	1.0594	0.0309
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4560</u>	<u>0.4601</u>	<u>(0.0041)</u>
TOTAL	15.7131	15.8885	(0.1754)

Prepared by: Tom Crawford, Chief Financial Officer

Approved by: Howard Lazarus, City Administrator

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET
AND RELATED PROPERTY TAX MILLAGE RATES
FOR FISCAL YEAR 2020

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2020 for the City of Ann Arbor, which was submitted on April 15, 2019 in accordance with Charter Section 8.2; and

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

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2020 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$250,539,125 are approved; and that \$41,600,875 be appropriated in FY 2020 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$636,058 be appropriated without regard to fiscal year;

RESOLVED, That a total 759 full-time equivalent positions be adopted in the FY 2020 budget;

RESOLVED, That as part of the workforce planning initiative, Council is authorizing staff to exceed the authorized 759 FTEs by 10 on a temporary basis;

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

RESOLVED, that any unspent FY19 Sustaining Ann Arbor Together grant program funds in the General Fund Planning budget carry forward to FY20 to transfer to the County millage fund Sustainability FY20 budget to be spent without regard to fiscal year;

RESOLVED, that any unspent FY19 Special Event Funding in the General Fund Building & Rental service unit budget carry forward to FY20;

RESOLVED, that any unspent FY19 Annexation Funding in the General Fund Planning service unit budget carry forward to FY20;

RESOLVED, that the Council waives the Other Postemployment Benefits Funding Policy, Section 1.3, for FY20 in order to rebate excess active healthcare funds back to all participating funds;

RESOLVED, That the City Council approve the proposed FY 2020 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2020 in a dedicated fund containing \$4,894,000 in revenues and \$4,894,000 in expenditures;

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2020;

<u>REVENUES</u>	
CITY ATTORNEY	\$ 217,366
CITY ADMINISTRATOR	
Human Resources	297,861
Safety	349,381
Clerk Services	335,053
Fleet & Facilities	1,728,271
Communications	328,000
COMMUNITY SERVICES	
Community Development	2,635,118
Building & Rental Services	1,218,700
Planning	480,010
Parks and Recreation Services	5,160,379
FINANCIAL SERVICES	
Financial and Budget Planning	18,378,420
Treasury	49,410,476
Information Technology	3,761,312
PUBLIC SERVICES	
Engineering	1,987,662
Public Works	30,374
Public Services Administration	86,648
Water Treatment	425,000
SAFETY SERVICES	
Police	3,917,468
Fire	679,680
DISTRICT COURT	1,874,116
NON-DEPARTMENTAL	18,427,471
TOTAL GENERAL FUND REVENUES	\$ 111,728,766

EXPENDITURES

MAYOR AND CITY COUNCIL	\$ 438,005
CITY ATTORNEY	2,470,898
CITY ADMINISTRATOR	
City Administrator	1,124,400
Human Resources	2,170,619
Clerk Services	1,295,559
Police Commission	150,000
Safety	342,533
Sustainability & Innovation	408,924
Fleet & Facilities	3,481,700
Communications Office	444,398
COMMUNITY SERVICES	
Building & Rental Services	1,494,606
Planning	1,867,973
Community Development	4,987,754
Parks and Recreation	9,179,488
FINANCIAL SERVICES	
Accounting	887,072
Assessor	1,193,551
Financial and Budget Planning	1,133,114
Information Technology	3,688,287
Procurement	158,539
Risk Management	121,076
Treasury	965,625
PUBLIC SERVICES	
Public Works	30,238
Engineering	4,221,651
Public Services Administration	1,186,564
Systems Planning	40,000
Water Treatment Services	1,007,970
SAFETY SERVICES	
Police	29,651,582
Fire	16,880,562
DISTRICT COURT	4,881,186
NON-DEPARTMENTAL	15,824,892
TOTAL GENERAL FUND EXPENDITURES	\$ 111,728,766

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2020 budget; and

REVENUES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 720,880
0002	ENERGY PROJECTS	312,071
0003	DOWNTOWN DEVELOPMENT AUTHORITY	8,836,572
0009	SMART ZONE LDFA	4,894,000
0010	GENERAL	111,728,766
0011	CENTRAL STORES	1,237,789
0012	FLEET SERVICES	10,392,385
0014	INFORMATION TECHNOLOGY	8,877,583
0016	COMMUNITY TELEVISION NETWORK	2,199,958
0021	MAJOR STREET	13,045,242
0022	LOCAL STREET	5,595,839
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	2,870,994
0025	BANDEMER PROPERTY	9,056
0026	CONSTRUCTION CODE FUND	4,844,328
0027	DRUG ENFORCEMENT	25,839
0028	FEDERAL EQUITABLE SHARING	77,396
0033	DDA PARKING MAINTENANCE	3,575,000
0034	PARKS MEMORIALS & CONTRIBUTIONS	218,952
0035	GENERAL DEBT SERVICE	10,603,827
0036	METRO EXPANSION	439,382
0038	ANN ARBOR ASSISTANCE	16,204
0041	OPEN SPACE ENDOWMENT	31,026
0042	WATER SUPPLY SYSTEM	30,625,949
0043	SEWAGE DISPOSAL SYSTEM	30,985,531
0048	AIRPORT	979,534
0049	PROJECT MANAGEMENT	5,092,213
0052	VEBA TRUST	12,909,555
0053	POLICE AND FIRE RELIEF	14,464
0054	CEMETERY PERPETUAL CARE	5,106
0055	ELIZABETH R DEAN TRUST	28,620
0056	ART IN PUBLIC PLACES	130,000
0057	RISK FUND	37,368,988
0058	WHEELER CENTER	607,214
0059	EMPLOYEES RETIREMENT SYSTEM	49,362,507
0061	ALTERNATIVE TRANSPORTATION	948,179
0062	STREET, BRIDGE & SIDEWALK MILLAGE	15,811,185
0063	DDA PARKING SYSTEM	23,387,772
0064	MICHIGAN JUSTICE TRAINING	21,268
0069	STORMWATER SEWER SYSTEM	12,703,444
0070	AFFORDABLE HOUSING	675,543
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,677,743
0072	SOLID WASTE FUND	18,103,464
0082	STORMWATER BOND	3,709,135
0088	SEWER BOND	7,882,600
0089	WATER BOND	12,375,140
0100	COUNTY MENTAL HEALTH MILLAGE	2,200,000
0101	CAPITAL SINKING FUND	700,000
0260	INDIGENT DEFENSE FUND	197,123
00CP	GENERAL CAPITAL FUND	1,576,000
		<u>\$ 465,856,366</u>

EXPENDITURES

Fund #	Fund Name	Amount
0001	DDA/HOUSING FUND	\$ 720,880
0002	ENERGY PROJECTS	312,071
0003	DOWNTOWN DEVELOPMENT AUTHORITY	8,836,572
0009	SMART ZONE LDFA	4,894,000
0010	GENERAL	111,728,766
0011	CENTRAL STORES	1,225,154
0012	FLEET SERVICES	10,392,385
0014	INFORMATION TECHNOLOGY	8,214,723
0016	COMMUNITY TELEVISION NETWORK	2,127,793
0021	MAJOR STREET	13,045,242
0022	LOCAL STREET	5,595,839
0023	COURT FACILITIES	225,000
0024	OPEN SPACE & PARKLAND PRESERVATION	1,427,219
0025	BANDEMER PROPERTY	6,131
0026	CONSTRUCTION CODE FUND	4,844,328
0027	DRUG ENFORCEMENT	24,225
0028	FEDERAL EQUITABLE SHARING	75,003
0033	DDA PARKING MAINTENANCE	3,267,536
0034	PARKS MEMORIALS & CONTRIBUTIONS	148,931
0035	GENERAL DEBT SERVICE	10,603,827
0036	METRO EXPANSION	436,495
0038	ANN ARBOR ASSISTANCE	16,000
0041	OPEN SPACE ENDOWMENT	15,000
0042	WATER SUPPLY SYSTEM	24,287,195
0043	SEWAGE DISPOSAL SYSTEM	25,840,864
0048	AIRPORT	783,170
0049	PROJECT MANAGEMENT	5,092,213
0052	VEBA TRUST	699,819
0055	ELIZABETH R DEAN TRUST	28,620
0056	ART IN PUBLIC PLACES	130,000
0057	RISK FUND	36,600,918
0058	WHEELER CENTER	564,224
0059	EMPLOYEES RETIREMENT SYSTEM	48,994,430
0061	ALTERNATIVE TRANSPORTATION	948,179
0062	STREET, BRIDGE & SIDEWALK MILLAGE	14,286,356
0063	DDA PARKING SYSTEM	23,387,772
0064	MICHIGAN JUSTICE TRAINING	21,000
0069	STORMWATER SEWER SYSTEM	9,931,351
0070	AFFORDABLE HOUSING	660,000
0071	PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,592,771
0072	SOLID WASTE FUND	18,103,464
0082	STORMWATER BOND	3,709,135
0088	SEWER BOND	7,882,600
0089	WATER BOND	12,375,140
0100	COUNTY MENTAL HEALTH MILLAGE	2,200,000
0101	CAPITAL SINKING FUND	700,000
0260	INDIGENT DEFENSE FUND	197,123
00CP	GENERAL CAPITAL FUND	1,576,000
		<u>\$ 433,775,464</u>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2020:

	PROPOSED
GENERAL OPERATING	5.8884
EMPLOYEE BENEFITS	1.9627
AAATA	1.9627
REFUSE COLLECTION	2.3549
STREET, BRIDGE & SIDEWALK MILLAGE	1.9981
PARK MAINTENANCE & CAPITAL IMPROVEMENTS	1.0903
OPEN SPACE & PARKLAND PRESERVATION	<u>0.4560</u>
TOTAL	15.7131

Prepared by: Tom Crawford, Chief Financial Office

Approved by: Howard Lazarus, City Administrator

**BUDGET AMENDMENTS AS APPROVED BY ANN ARBOR CITY COUNCIL ON
MAY 20, 2019**

Amendment 1 – Approved on a Voice Vote

Amendment to Increase FY20 Expenditures for Street Resurfacing, Repair and Capital Preventative Maintenance by \$3 million with Funding Provided by the Local Street Fund (\$2 million) and the Major Street Fund (\$1 million)

Whereas, The poor condition of Ann Arbor streets is a continuing source of concern for Ann Arbor residents and “fixing the roads” is a priority frequently and passionately expressed by residents;

Whereas, The Budget Priority Survey conducted in October and November 2018 asked residents if the city should spend more, less or the same in 57 budget categories and, of the categories residents indicated the City should spend more, the “fixing the roads” categories rated #1, #2, and #4;

Whereas, Respondents to the March 2019 County Millage Usage survey rated “additional funding for street resurfacing/repair” as the 2nd highest usage category slightly behind mental health services;

Whereas, The City has adopted the Pavement Surface Evaluation & Rating (PASER) scale to measure street condition and the City’s goal is that 80% of streets are rated at 7 (good) or higher by 2025;

Whereas, The State of Michigan classifies streets as either “Major Streets” or “Local Streets” and roughly 2/3’s of the Ann Arbor street system are Local Streets;

Whereas, In April of 2014 and again in June 2017, a consultant was engaged to rate all city streets; and over the three-year period from 2014 to June 2017, the ratings for Major Streets were essentially the same, but the ratings for Local Streets deteriorated;

Whereas, For Local Streets, 43% were rated “failed, very poor or poor” in 2017 compared with 30% in 2014, and just 29% of Local Streets were achieving the target level of a 7 rating or higher;

Whereas, For Major Streets, the ratings are higher than for Local Streets, but just half (49%) are at the target level of 7 or higher;

Whereas, The City’s current policy regarding fund balance for Local and Major Street funds is that “a one year’s collection of the weight and gas tax revenues are held in fund balance”,

Whereas, In an April 26th response to a budget question, Public Services staff indicated that the projected FY20 budget as proposed by the City Administrator “forecast

approximately \$3 million (\$1M Major Streets; \$2M Local Streets) in excess of fund balance policy requirements; and

Whereas, City Council believes “fixing the roads” and achieving the City’s Goal remain top City priorities and that the full amount of available funding in FY20 should be allocated for that purpose;

RESOLVED, That City Council re-affirms its commitment to achieving the goal of having 80% of city streets rated at 7 (good) or higher by 2025;

RESOLVED, That the FY20 Major Street Fund (fund code 0021) expenditure budget be increased by \$1.0 million for road improvements (capital preventative maintenance, repair, or re-surfacing) funded by a corresponding use of the Major Street Fund fund balance which is consistent with the current policy on end of year fund balance equal to one year of revenue; and

RESOLVED, That the FY20 Local Street Fund (fund code 0022) expenditure budget be increased by \$2.0 million for road improvements (capital maintenance, repair, or re-surfacing) funded by a corresponding use of the Local Street Fund fund balance which is consistent with the current policy on end of year fund balance equal to one year of revenue.

Sponsors: Councilmembers Lumm, Eaton, Hayner, Ackerman, Ramlawi, Grand, Griswold, Bannister and Mayor Taylor

Amendment 2 – Approved as Amended on a Voice Vote

Amendment to Accelerate the Nixon Corridor Improvement Projects in the CIP and to Include \$2,020,000.00 for the Phase 1 Improvements (Huron Parkway to Bluett - Project ID TR-SC-20-14) in the FY21 Capital Budget

Whereas, City Council approved the Nixon Farms (North and South) residential development in December 2015 adding approximately 475 new residential units to the Nixon Corridor and in September 2016, City Council approved the Woodbury Club residential development adding an additional 275 units;

Whereas, These 750 new residential units will exacerbate the already problematic traffic flow and congestion conditions along the Nixon Corridor and the Nixon Farms traffic study projected that future turning movements at several locations along Nixon will operate at an unacceptable Level of Service (LOS) E and F during both AM and PM peak hours;

Whereas, During discussions of the residential developments, City Council acknowledged that traffic flow improvements along the corridor were necessary and the Mayor stated “This is an area that will need to be fixed” and that the new tax revenues from the development will help pay for those fixes;

Whereas, The Nixon Corridor Traffic Study was completed in early 2017 and \$1.2M was included in the FY18 budget to complete the design phase of the Nixon Corridor Improvement Project;

Whereas, The design phase of the project is ongoing including a public engagement component (neighborhood meetings; surveys) and design completion is expected later this Summer;

Whereas, The City's FY20-FY25 Capital Improvements Plan (CIP) reflects the following schedule and costs for construction of the Nixon Corridor Improvements Project:

- FY2025 – \$2,020,000.00 for Phase 1 (Huron Parkway to Bluett)
- FY2026 (or later) - \$3,494,000.00 for Phase 2 (Bluett to DhuVarren)
- FY2026 (or later) - \$2,000,000.00 for Phase 3 (Dhu Varren to M14)

Whereas, The Nixon Corridor Improvement Project ranked highly in the CIP's Prioritization Model rankings of street construction projects (#12 of 39) and it is City Council's intention to proceed with Nixon Corridor improvements and Council's desire that the improvements commence as soon as possible and practical;

Whereas, It is not expected that finalizing a consensus design and the pre-construction bidding process can be completed in time to enable construction in FY20, but there is adequate time for construction to begin in FY21;

RESOLVED, That it is City Council's expectation that Phase 1 of the Nixon Corridor Improvement Project (Plymouth to Bluett) will be included in the FY21 Capital Budget; and

RESOLVED, That City Council directs the City Administrator to present to Council a report on the status of the project including the final design for Phase 1, updated cost estimates, and a recommendation on the specific funding source by February 29, 2020 and the start of the FY21 budget process; and

RESOLVED, That City Council requests that city staff and the Planning Commission consider accelerating Phase 2 (Bluett to Dhu Varren) and Phase 3 (DhuVarren to M14) of the Nixon Corridor Improvement Project in the review and adoption of the FY21-FY26 Capital Improvements Plan (CIP).

Sponsor: Councilmember Lumm

Amendment 3 – DEFEATED ON ROLL CALL 3-8

Amendment to Restore Fall Leaf and Holiday Tree Pickup Services

Amendment 4 – Approved as Amended on Roll Call 9-2

Amendment to Increase Police Staffing in the FY20 Budget by Two Officers with Consideration to Enhance Unassigned Proactive Patrolling (Free Patrol) in Neighborhoods

Whereas, Public safety is a core, essential city service and 93% of respondents to the Budget Priority Survey conducted in October-November 2018 indicated that “being a safe community” was essential or very important to community quality; and

Whereas, Over the last fifteen years, the number of sworn officers in the AAPD has been reduced by 47 officers, or 27%, from 171 in FY03 to 124 in FY20;

Whereas, The Community Policing Unit had 23 FTE at its peak (lieutenant, sergeant, 14 officers, and community service assistants) and currently the Community Engagement Unit consists of 3 FTE;

Whereas, Over the last five years, the number of hours of unassigned proactive patrolling (free patrol) decreased 34% from 42,434 hours in 2013 to 27,941 hours in 2018 and over the same five-year period, the percentage of time spent on unassigned proactive patrolling has fallen from 38% to 27%;

Whereas, The Hillard Heintz study commissioned by the City made two primary recommendations in November 2017 to improve police-community relationships/build trust (1) establish a community policing (oversight) committee and (2) re-invigorate the City’s community policing effort and operationalize a community policing strategy;

Whereas, The City has established the Independent Community Police Oversight Commission (ICPOC) and has included funding in the FY20 budget to support the Commission, but the FY20 budget proposal does not include resources to meaningfully re-invigorate the community policing effort;

Whereas, The FY20 budget proposal for the Police Department adds two police cadet positions and their addition will free-up some time for existing officers, but additional staffing is necessary for Ann Arbor to make real, substantive progress in community policing and proactive patrolling;

Whereas, Increased proactive patrolling and enhanced traffic enforcement likely would improve real and perceived neighborhood safety as well as pedestrian safety at schools,, both of which are priorities shared by many residents and neighborhoods;

Whereas, Ann Arbor voters supported the Washtenaw County “Mental Health and Public Safety Millage in November 2017, and it is reasonable to conclude many of those voters believed the millage would result in improved public safety in Ann Arbor;

Whereas, When asked how they would allocate the new funding, respondents to the March 2019 County Millage Usage survey allocated more dollars to “additional public

safety funding” than to climate action programs and pedestrian safety improvements, but allocated \$50,000.00 less than to affordable housing;

Whereas, The proposed FY20 budget includes new funding of \$880,000.00 for climate action programs, \$880,000.00 for affordable housing, \$750,000.00 for pedestrian safety, but only \$445,000.00 (\$220,000.00 recurring) of additional police funding which is inconsistent with the community preferences indicated in the survey;

Whereas, The annual cost of two additional officers is \$191,144.00 (including salaries and benefits) which represents 9% of the \$2.2 million in new city revenue generated from the millage;

Whereas, In previous year discussions regarding adding to AAPD staffing, the challenges of hiring new officers and the timing for on-boarding, coupled with the large number of AAPD officers eligible for retirement (currently 45), have been cited as reasons for not increasing budgeted staffing levels; and

Whereas, The City’s enhanced recruitment efforts and new Cadet Program are intended to help address these challenges, and other cities have adopted programs such as Deferred Retirement Option Plans (DROP) which, by allowing an employee to “retire” from the Pension Plan, but remain employed, have been effective tools in keeping employees from retiring early and mitigating the challenges of maintaining and/or increasing police officer staffing levels;

RESOLVED, That the recommended FY20 budget be amended to increase the budgeted FTE’s in the Police Department by two (152 FTE to 154 FTE) and that FY20 Police General Fund expenditures be increased by \$191,144 funded with corresponding reductions to the General Fund expenditures in the proposed FY20 budget as follows:

- \$99,000 – eliminate new FTE for Contract Administrator
- \$92,144 – reduce capital sinking fund from \$400K to \$307,856;

RESOLVED, That City Council requests AAPD to consider adding the officers to the Community Engagement Unit and deploying the additional officers and resources in unassigned proactive patrol (free patrol) to improve neighborhood/school safety; and

RESOLVED, That City Council directs the City Administrator to evaluate alternatives and tools (such as the DROP program) and deliver to Council by November 30, 2019 recommendations on programs/tools to improve the City’s hiring, on-boarding, and retention processes for Police Officers.

Sponsors: Councilmembers Lumm and Eaton

Amendment 5 – Approved on a Voice Vote

Amendment to Include \$100,000 in One-Time Funding in FY20 for Potential New Streetlights at Locations other than Crosswalks

Whereas, Neighborhood safety is priority of many community residents and adequate street lighting is a significant contributor to safety and the perception of safety both in our neighborhoods and at or near Ann Arbor schools;

Whereas, In February 2015, City Council lifted the moratorium on new streetlights in place since 2006 and in May 2015, Council adopted a FY16 budget amendment that established a new, dedicated General Fund account/fund for the purpose of funding new streetlights and directed the City Administrator to develop a process to evaluate new streetlight requests;

Whereas, The FY16 through FY19 Budgets have included the following funding amounts for new streetlights:

- FY16 \$100,000.00
- FY17 \$100,000.00
- FY18 \$150,000.00
- FY19 \$115,000.00

Whereas, The March 22nd staff response to a budget question indicated that at June 30, 2019, all previous funding for new streetlights will have been spent or designated for specific locations;

Whereas, The Administrator's proposed FY20 budget includes \$135,000.00 in funding for new streetlights but it was indicated in an April 26th staff response to a budget question that the \$135,000.00 is earmarked for lighting upgrades and additions at crosswalks and that "no funding is proposed for new street light installations that are not associated with crosswalk improvements";

Whereas, The April 26th staff response also indicated that it likely will take 3-4 years to complete the identified lighting upgrades at crosswalks;

Whereas, City Council believes the lighting upgrades/additions at crosswalks must continue unimpeded, but Council also believes the experience over the last four years has demonstrated that there is a need for funding for new streetlights other than at crosswalk locations; and

Whereas, An additional \$65,000.00 in funding for streetlight replacement (not new streetlights) was added to the General Fund in the proposed FY20 budget bringing the General Fund total for streetlight replacement to \$425,000.00;

RESOLVED, That in FY20 only, \$100,000.00 of the \$425,000.00 in the FY20 General Fund recurring expenditure budget for streetlight replacement be allocated to fund new

streetlights at locations other than crosswalks;

RESOLVED, That the Administrator may present to Council for consideration other sources of one-time funding to substitute for the source identified above; and

RESOLVED, That by December 31, 2019 and the start of the FY21 budget process, the City Administrator will present to Council recommendations for ongoing, recurring funding (amounts and sources) that would complete the crosswalk lighting upgrades/additions and establish adequate provisions for new streetlights at non-crosswalk locations as well as streetlight replacement.

Sponsors: Councilmembers Lumm and Eaton

Amendment 6 – DEFEATED ON ROLL CALL 2-9

Amendment to end Deer Culling operations in FY 2020

Amendment 7- WITHDRAWN

Amendment to Increase Recurring Annual Contributions to Fund the Pension Liability for FY 2020 from all New Sources of Revenue

Amendment 8 – Approved on a Voice Vote

Prioritization of Oakbrook Asphalt Path

Whereas, The multi-modal asphalt paths on West Oakbrook Drive have been in very poor repair for some years and are currently on schedule for repair in 2021; and

Whereas, The multi-unit developments on West Oakbrook such as Cranbrook Towers and Brookhaven Manor include many elderly residents in immediate need of safe, pedestrian access to bus stops and area retail businesses;

Whereas, The multi-unit developments on West Oakbrook will soon grow by 146 units at Balfour, defining an area of high population with relatively few driveways;

Whereas, Multi-modal asphalt paths are the most effective means of maintaining safety for both pedestrians and cyclists in areas like West Oakbrook, with relatively few driveways;

Whereas, The planned FY20 asphalt path project is S. Main and the FY21 project is Oakbrook;

Whereas, The FY20/FY21 City Administrator's recommended budget/fiscal plan includes \$300,000.00 in each year for asphalt path repair in the Streets, Bridges and Sidewalks millage fund; and

Whereas, Both projects could be completed in FY20 if FY21 funding is moved forward into FY20;

RESOLVED, That the Council directs the south side of the Oakbrook asphalt path project be moved from the FY21 plan to the FY20 plan; and

RESOLVED, That the FY20 Streets, Bridges and Sidewalks Millage fund budget be increased by \$300,000.00 funded with a use of fund balance for the purpose of these two projects.

Sponsors: Councilmembers Nelson and Eaton

Amendment 9 – Approved on a Voice Vote

Amendment to Change the Millage Rate for the Streets, Bridges and Sidewalks Millage

Whereas, The voters approved a millage rate of 2.125 mills in November of 2016 for the Streets, Bridges and Sidewalks Millage;

Whereas, The July 2017 levy did not accurately reflect the millage reduction fraction due to Headlee;

Whereas, State law provides for corrective action under MCL 211.34(d)(13) which is to reflect the corrected millage rate for the July 2019 levy;

Whereas, The FY20 revenue reduction to the Streets, Bridges and Sidewalks Millage is approximately \$300,000.00;

Whereas, The FY20 City Administrator recommended budget included \$345,400.00 from the General Fund to address the results of the citizen survey;

RESOLVED, That the Streets, Bridges and Sidewalks Millage be decreased to 1.9981; and

RESOLVED, That the dollar impact of the millage rate reduction is offset by additional revenue expected from the General Fund in the amount of \$300,000.00.

Sponsor: Mayor Taylor

Amendment 10 – Approved as Amended on a Voice Vote

Recognition of Parks Fairness Resolution with Budget Amendments

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

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

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

Whereas, The Parks General Fund budget did not increase for budget amendments for FY19 approved by City Council; and

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

RESOLVED, That the General Fund Parks FY19 expenditure budget be amended to increase \$389,168.00 to be funded as a one-time expenditure from the General Fund fund balance.

Sponsors: Councilmembers Grand and Hayner

As Amended and Approved by Ann Arbor City Council on May 20, 2019

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 2,110 acres, which includes 159 park sites, about 1200 acres of natural areas and 70 miles of shared-use paths. The City is also home to the largest canoe livery in the State on the Huron River. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

Housing

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

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

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

Information Pages: Community Profile

Economy

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

<u>Employers</u>	<u>2019</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Top City Employers</u>
University of Michigan	33,225	1	63.83%
Trinity Health System (formerly St. Joseph's Health System)	7,435	2	14.28%
U.S. Government	3,060	3	5.88%
Ann Arbor Public Schools	2,225	4	4.27%
Integrated Health Associates, Inc.	1,442	5	2.77%
Washtenaw County	1,264	6	2.43%
Thompson-Reuters	1,155	7	2.22%
Domino's Pizza	812	8	1.56%
City of Ann Arbor	742	9	1.43%
NSF International	693	10	1.33%
Total	52,053		100.00%

<u>Taxpayer</u>	<u>Type of Business</u>	<u>Taxable Value</u>	<u>Rank</u>	<u>Percentage of Total City Taxable Value</u>
Briarwood Shopping Complex	Shopping Center	40,590,681	1	0.74%
CPI Foundry, LLC	Apartments	38,623,200	2	0.70%
Campus Investors 601 Forest	Apartments	31,865,387	3	0.58%
Brixmor Arborland LLC	Shopping Center	30,677,483	4	0.56%
Ann Arbor Campus Housing, LLC	Apartments	28,919,003	5	0.53%
DTE Electric Company	Utility	28,359,600	6	0.52%
HUB Eisenhower Property (Transwestern)	Office Building	25,350,900	7	0.46%
Orion North Star, LLC (Winwood)	Apartments	19,375,720	8	0.35%
Varsity at Ann Arbor, LLC	Apartments	19,283,199	9	0.35%
DTE Gas Company	Utility	17,270,700	10	0.31%
Total		\$280,315,873		5.10%

Information Pages: Community Profile

Higher Education

The University of Michigan has a reputation for academic excellence and is one of Ann Arbor's greatest assets. Rated among the top five public universities by the U.S. News and World Report, the University enrolls over 45,000 students. The school is well equipped to provide instruction and research opportunities in a wide variety of fields.

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

Medical Facilities

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

Population Characteristics

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

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

Information Pages: Community Profile

Transportation

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

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

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

Utilities

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

Information Pages: Miscellaneous Community Statistics

Date of incorporation: 1851
Form of government: Council – Administrator
Permanent employees: 758

Area and Population Data:

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

Public Services (FY 2018):

Number of street lights:	7,579
Traffic signals:	160
Miles of streets:	297.65
Pavement Treatments:	85.3 (lane miles)



Detroit Street and Fifth Avenue
Construction Project in Kerrytown

Information Pages: Miscellaneous Community Statistics

Fire:

Number of stations	5
Emergency responses	7,696
Inspections	1,257

Police:

Physical arrests	2,372
Parking violations	143,972
Traffic violations	9,513

Stormwater:

Miles of storm sewers	295
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Water:

Average daily consumption	14.14 (millions of gallons)
Miles of water mains	460
Storage capacity	19,000 (thousands of gallons)

Wastewater:

Miles of sanitary sewers	367
Treatment capacity	48,000 (thousands of gallons)



Water Valve Installation
Huron Parkway and Heritage Drive

Information Pages: Miscellaneous Community Statistics

Culture and recreation:

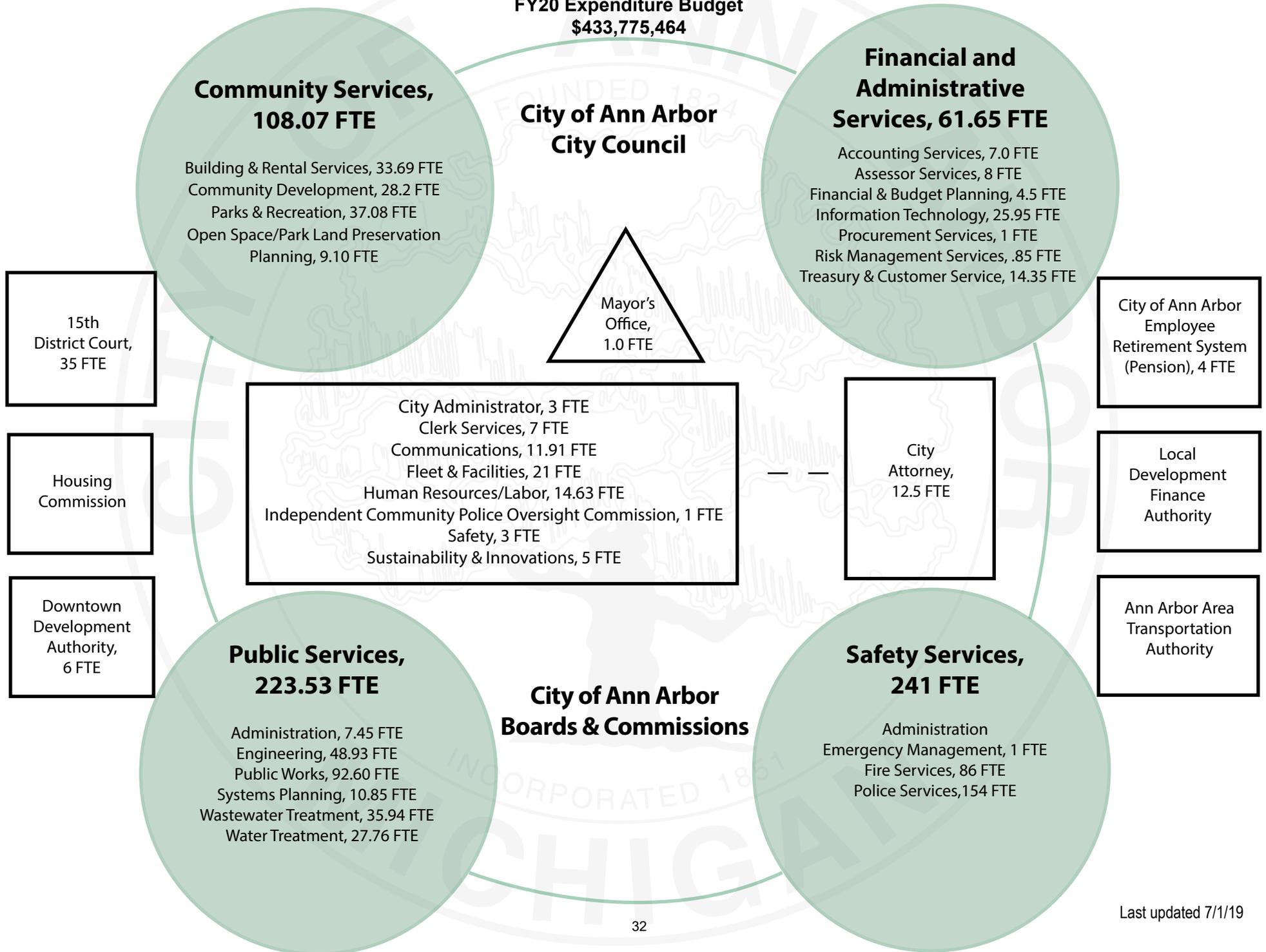
Number of parks	159
Acres of parkland	2,110
Playgrounds	79
Baseball/softball diamonds	34
Soccer/football fields	24
18-hole golf courses	2
Ice arenas	1 enclosed, 1 outdoor with roof
Pools	1 indoor, 3 outdoor
Senior center	1
Community centers	2
Science center	1
Farmers market	1
Canoe liveries	2
Skate park	1



Leslie Park Golf Course

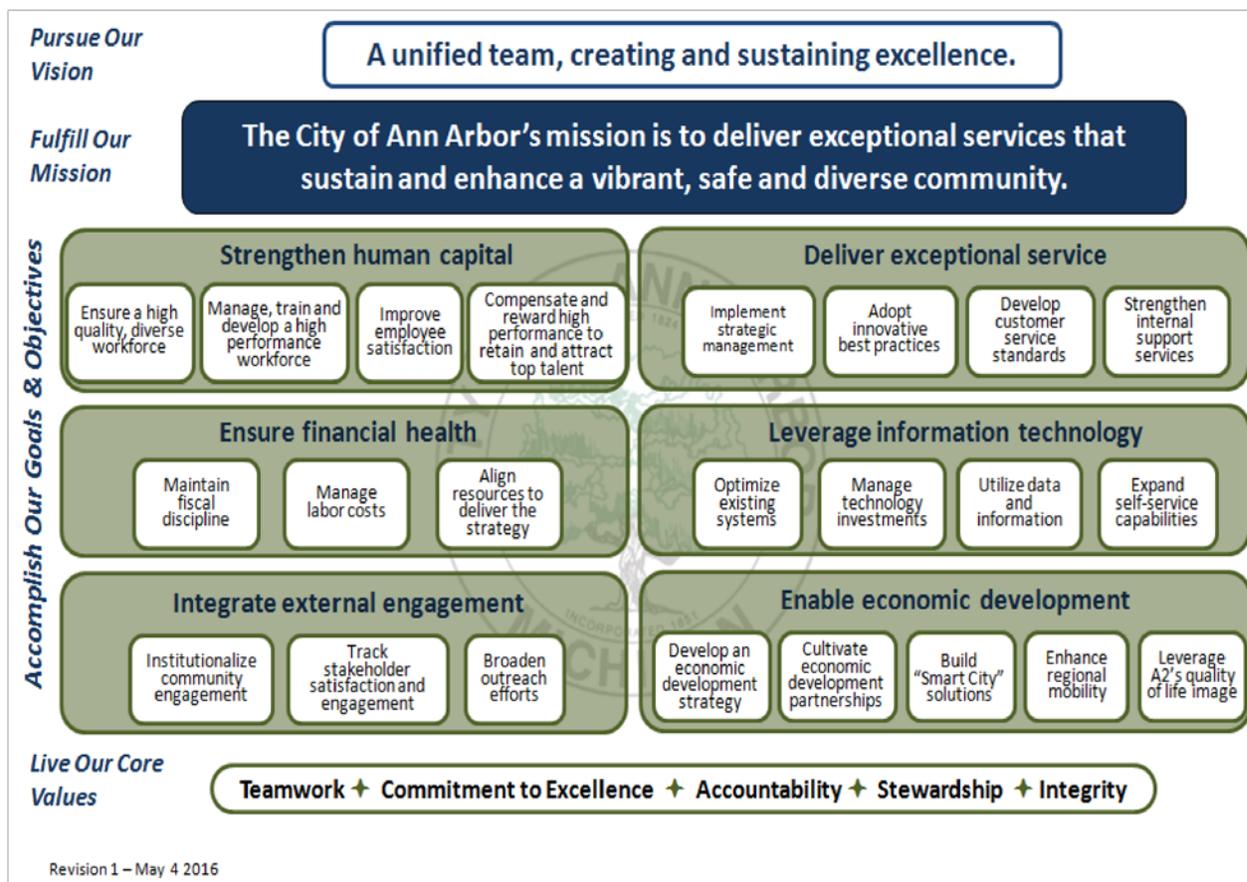
CITY OF ANN ARBOR ORGANIZATIONAL CHART

FY20 Expenditure Budget
\$433,775,464



Information Pages: The Budget Process

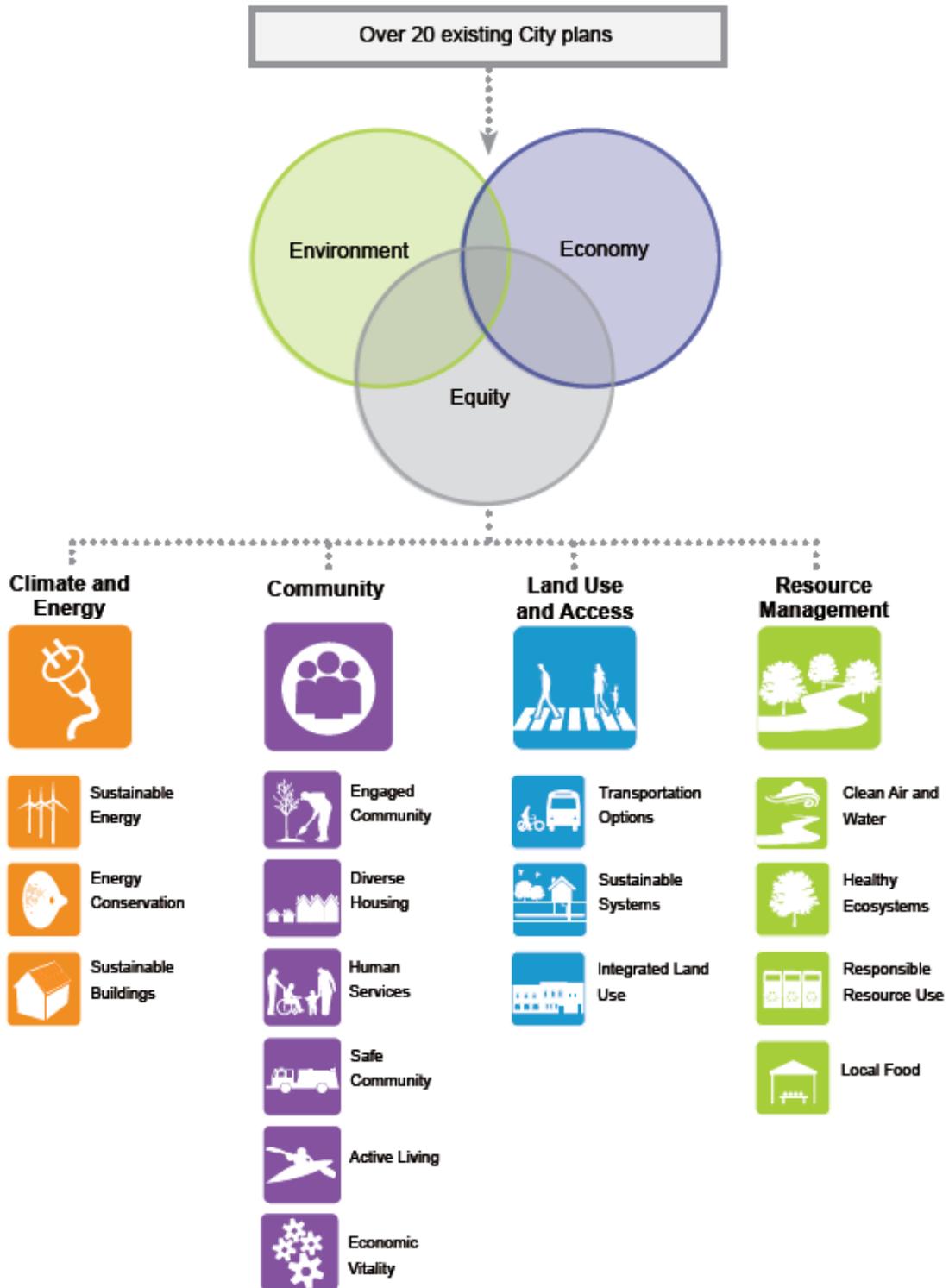
The Annual Operating Budget is the mechanism for implementing the City’s Organizational Strategic Plan (OSP) and achieving the objectives of its Sustainability Framework. The budget process involves determining the nature and level of services provided to the public according to the direction established within these documents and aligned with the priorities established collaboratively by the City Council and the City Administrator. The OSP establishes the City’s vision, mission, goals, and core values, as presented below:



The Sustainability Framework (shown on the following page), is the primary policy document approved by Council. This framework encapsulates and draws alignment from over 20 existing City Plans that address the complementary values of environment, economy, and equity.

Information Pages: The Budget Process

SUSTAINABILITY FRAMEWORK



Information Pages: The Budget Process

The translation of the OSP and the Sustainability Framework into action has guided staff's development of "SMART" measures that are tied to the goals of the strategic plan and drive performance in a sustainable and efficient manner. "SMART" measures are defined as Specific, Measurable, Achievable, Relevant, and Timely. Each organizational unit presented in the budget document has developed a suite of measures, and these are reviewed quarterly along with revenue and expenditure balances to ensure value is achieved through the application of public resources. Beginning in FY 2020, these measures will be used externally to engage public feedback on the quality of services provided. An example of an external reporting template is provided to the right.

FY 2020 is the fifth year the OSP and the Sustainability framework are guiding resource allocations through the budget. The actual budget process began in late fall with the City Council formulating some priorities and relating them to the strategic goals and values.

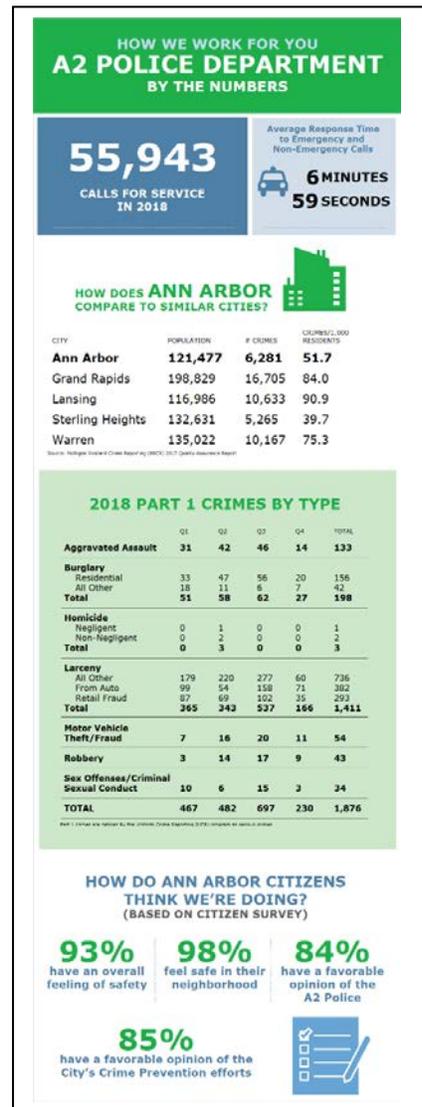
Individual service units began the budget process by formulating service unit goals and objectives that reflect the policy documents. Once the goals and objectives were developed, the service units prepared financial budget requests, which were submitted in January.

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

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

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

If after economic assumptions are applied reductions are needed, a fixed percentage is



Information Pages: The Budget Process

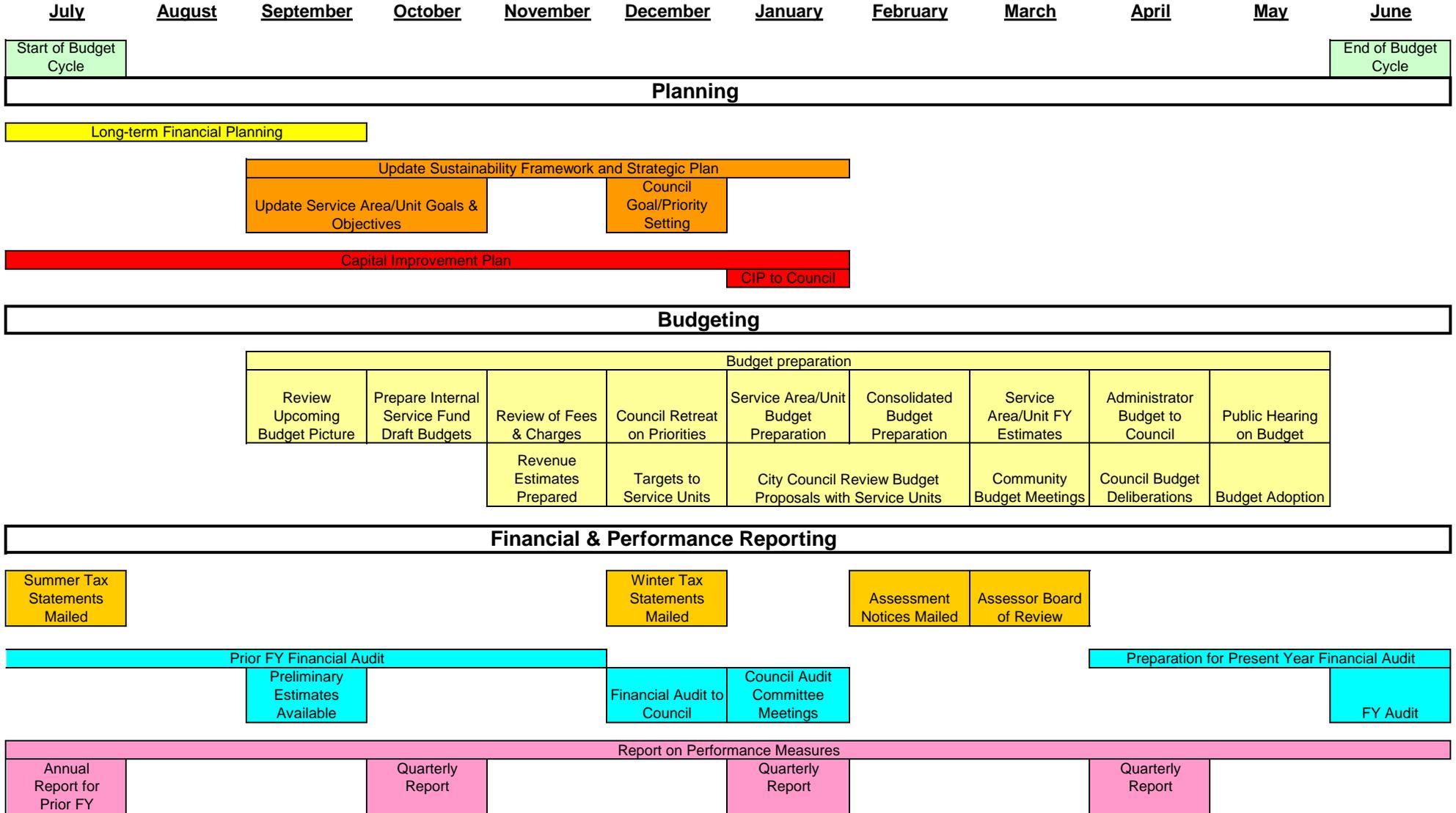
applied equally to all service units' budgets in determining the target levels.

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

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

For FY 2020, the Council has received a two-year fiscal plan. The first year will be adopted as the budget and the second year as a projection. When preparing the FY 2021 budget, the second year of the two-year fiscal plan, financial projections will be modified for key assumption changes. This second year typically only requires minor adjustments and provides the organization time to focus on delivering services.

Information Pages: The Budget Process - Financial Calendar



Information Pages: Financial Goals

Mission

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

Introduction

A summary of the financial goals is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2020 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's long-term financial stability.

General Observations and Assessment of Current Conditions

- The City is experiencing robust property tax receipt increases primarily due to new construction.
- Statutory state-shared revenue has increased over the last several years and is projected to increase 8% in FY2020. The State of Michigan has changed the method for the City to be eligible to receive these funds over the past several years. The City plans to pursue receipt of these funds in FY2020.
- The City is increasing its contributions to the VEBA Trust to pay for future retiree health care expenditures by 2% per year. The City amended the plan to be an "access-only" plan for new hires in 2012.
- The City's retirement system is funded at 86% as of June 30, 2018, which is generally considered healthy but is less than the desired 100% funded level.
- The General Fund unassigned fund balance on June 30, 2018 was at 11.9% of total General Fund expenditures, which is outside of our policy range, due to a land purchase with a use of fund balance that decreased fund balance below the minimum policy level. However, at the beginning of fiscal year 2019, a bond was sold to finance the purchase of the land and restore fund balance to be within the policy range.

Conclusions

The City of Ann Arbor has seen economic improvement in the local economy. The local area unemployment rate is 3.6% as of June 2018, and residential property values are increasing in most neighborhoods. Retiree health care costs are substantially lower than previously planned, employees are contributing more towards their benefits, and wage levels, excluding union step increases, are increasing modestly.

Despite these beneficial factors, the funding mechanisms in place to support local governments have not been addressed at the State level. As the City looks ahead, its costs are projected to increase at a modest 2%-3% per year but recurring revenues are only projected to increase 1.5%-2.0% per year.

Information Pages: Financial Goals

Financial Management Short-term Goals

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

Long-term Goals

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

Information Pages: Financial Goals

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

Information Pages: Legal Debt Limit

Overview

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2018 was \$713 million. The debt subject to that limit as of June 30, 2018, was \$103 million or 1.4% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2018 was \$305 million (including premiums and discounts).

Information Pages: Debt Policy

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

1. **General Debt Policy**

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

2. **Taxpayer Equity**

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

Information Pages: Debt Policy

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

3. Uses

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

4. Decision Analysis

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

Information Pages: Debt Policy

- 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

Information Pages: Debt Policy

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.

Information Pages: Debt Policy

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

9. Revenue Bonded Debt

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

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

Debt Coverage Example:

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

10. Short Term Financing/Capital Lease Debt

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

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

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

Information Pages: Debt Policy

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.

Information Pages: Debt Policy

- 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. This policy has been adopted by resolution of the City Council of Ann Arbor, Michigan and replaces all previous fund balance policies or resolutions.

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

Policy

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

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

¹ GASB Statement No. 54, ¶ 6

² GASB Statement No. 54, ¶ 8

³ GASB Statement No. 54, ¶10

⁴ GASB Statement No. 54, ¶13

⁵ GASB Statement No. 54, ¶17

Information Pages: Fund Balance Policy

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

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

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

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

Information Pages: Fund Balance Policy

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

Information Pages: Fund Balance Policy

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

Information Pages: Investment Policy

Overview

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

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

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

Policy

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

Scope

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

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

Investment Objectives

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

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

Information Pages: Investment Policy

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

Prudence and Indemnification

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

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

Delegation of Authority

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

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

Investment Procedures

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

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Ethics and Conflicts of Interest

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

Selection of Banks

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

Selection of Broker/Dealers

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

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

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

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

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

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

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

Authorized Investments and Transactions

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

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

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

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

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

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

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

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

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

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

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

Collateralization of Deposits

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

Safekeeping and Custody

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

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Investment Policy.

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

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

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

Investment Diversification

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

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

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

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

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

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

Portfolio Maturities and Liquidity

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

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

Competitive Transactions

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

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

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

Internal Controls

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

Performance

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

Reporting

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

Information Pages: Investment Policy

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

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

Policy Revisions

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

(Updates approved by Council 10/17/2016)

Information Pages: Investment Policy

GLOSSARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Investment Policy

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

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

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

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

Market Value: Current market price of a security.

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

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

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

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

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

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

Portfolio: Collection of securities held by an investor.

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Pension Policy

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

1. **General Pension Policy**

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

Information Pages: Pension Policy

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

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

2. **Process**

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

(Updates approved by Council 5/21/18)

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

1. General OPEB Policy

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

Information Pages: Other Postemployment Benefits (OPEB) Funding Policy

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

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

2. Process

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

(Updates approved by Council 5/21/18)

Information Pages: Capital Improvement Program Policies

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

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

Information Pages: Capital Improvement Program Policies

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

Information Pages: Capital Financing Policy

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

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

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

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

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

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

Policy

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

Information Pages: Capital Financing Policy

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

(Approved by Council 5/21/18)

Information Pages: Enterprise Fund Capital Financing Policy

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

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

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

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

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

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

Policy

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

(Approved by Council on 5/21/18)

Information Pages: Deciphering the Budget Format

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

Service Area Page

The page shows the name of the service area.

Service Area Organizational Structure

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

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

Summary of Revenues and Expenditures by Service Unit within Service Area

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

Information Pages: Deciphering the Budget Format

FTE Count

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

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

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

Service Unit Summary Page

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

Summary of Revenues and Expenditures by Category by Service Unit

Revenues

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

Expenditures

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

Significant Notes and Adjustments

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

Information Pages: Deciphering the Budget Format

Summary of Revenues and Expenditures by Activity by Service Unit

Revenues

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

Expenditures

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

Goals and Performance Measures by Service Unit within Service Area

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

Position Summary

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

Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

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

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

X-denotes the department participates in the fund

Information Pages: Fund Descriptions

General Fund

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

Internal Service Funds

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

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

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

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

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

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

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

Enterprise Funds

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

Special Revenue Funds

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

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

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

Art in Public Places – to account for funds provided by capital improvement projects for public art. This ordinance was changed during FY 2014. There are a few remaining projects that will continue to be accounted for in this fund until they are completed. This fund is closing during FY 2020.

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

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

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

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

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

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

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

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

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

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

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

Information Pages: Fund Descriptions

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

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

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

Trust Funds

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

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

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

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

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

Debt Service Funds

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

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

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

Information Pages: Fund Descriptions

Capital Projects Funds

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

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

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

Component Units

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

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

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

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

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

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

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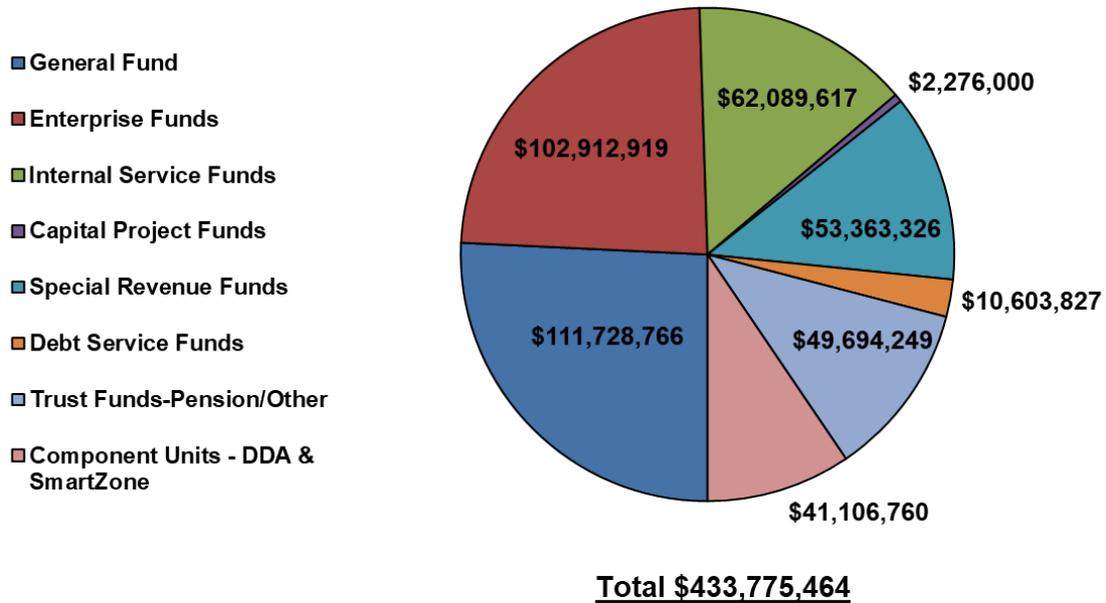
Budget Summaries

OVERVIEW OF CITY BUDGET

The City offers many services and utilizes separate funds for large areas or specialized purposes. The funds fall into three broad categories: General Fund, Enterprise Funds, and other funds dedicated for various purposes. For fiscal year 2020, the City's total expenditure budget is \$434 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the “Revenues” and “Expenditures” tabs of the proposed budget. The City's website has additional details that describe the budget process (www.a2gov.org – search for “Guide to Finance and Budget”).

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

FY 2020 BUDGETED EXPENDITURES BY FUND TYPE



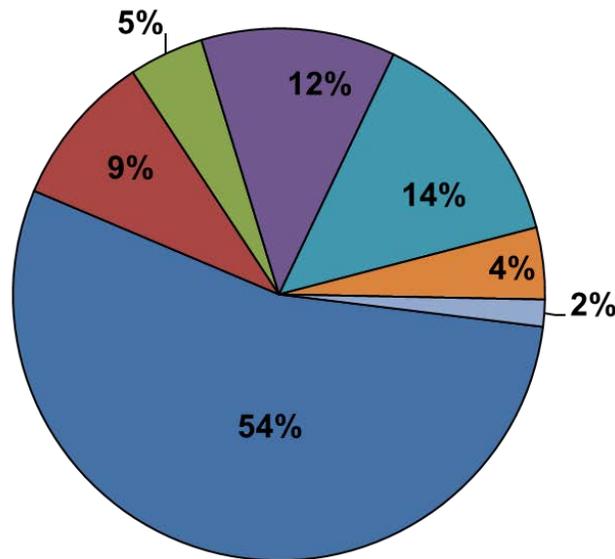
Budget Summaries

GENERAL FUND OVERVIEW

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

The City's General Fund is the largest and most visible of the City's 50 budgeted funds established for the financial administration of the City. Monies going into the General Fund come from a variety of sources such as the City's share of the property tax, intergovernmental revenues (primarily revenues from the State of Michigan), charges for services, and various other sources as indicated in the chart below:

FY 2020 GENERAL FUND REVENUES

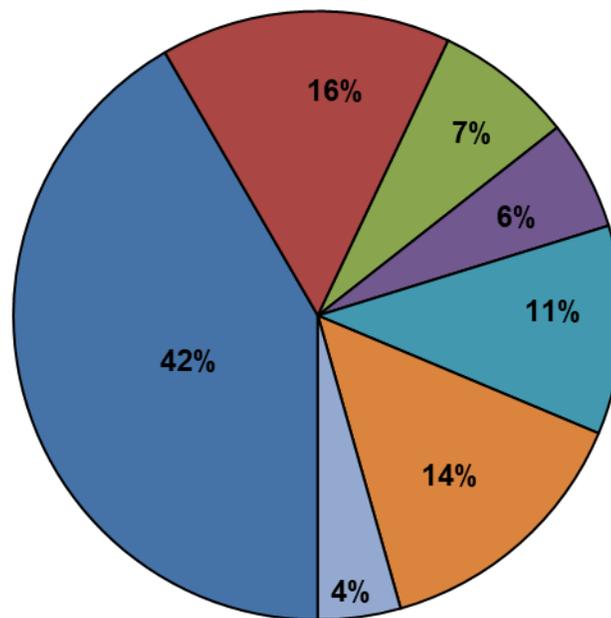


- Taxes
- Charges for Services
- Contributions, Investment Income, Miscellaneous, Operating Transfers
- Intergovernmental Revenues
- Intra-governmental Sales
- Fines & Forfeits
- Licenses, Permits and Registration

Budget Summaries

Expenditures from the General Fund go to services such as public safety (police, fire, and emergency management); recreation programs; development and planning; community development services; the City's legal and general government administration; housing and human services programs; Fifteenth District Court; and a variety of other services and programs provided by the four main Service Areas. Approximately 21% of the expenditures are "pass throughs" which show as expenditures but have an offsetting revenue.

FY 2020 GENERAL FUND EXPENDITURES

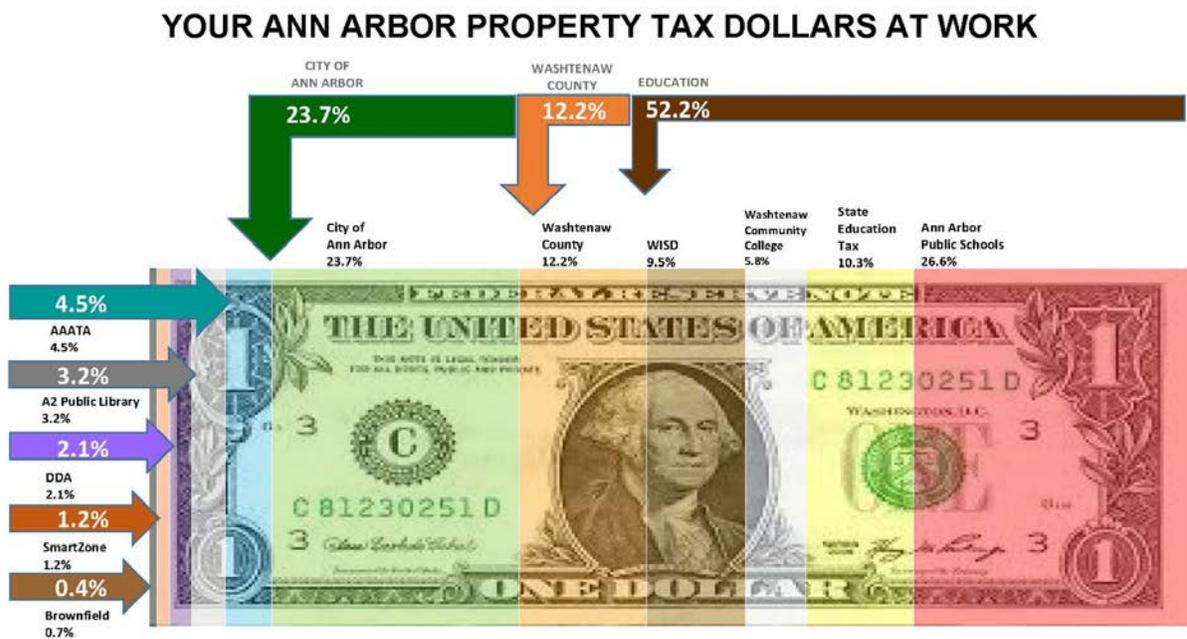


- Safety Services
- Community Services
- Financial & Administrative Services
- Public Services
- City Administrator, City Attorney and Mayor & City Council
- Debt Service, AAATA and other transfers
- Fifteenth District Court

Budget Summaries

PROPERTY TAXES

The largest share of General Fund revenues comes from the property taxes. Many Ann Arbor taxpayers are surprised to learn that only about \$0.24 of every dollar paid in property taxes goes to the City of Ann Arbor to fund vital services such as public safety. This is equivalent to approximately \$58 per week for a recently sold \$380,000 home to support all City services. Most of the receipts from property taxes are distributed to various education agencies including the Ann Arbor Public Schools, Washtenaw Intermediate Schools, the State of Michigan, and Washtenaw Community College – about \$0.52 of every dollar paid. The following chart shows where the City's property tax dollars go:



Budget Summaries

TAX REVENUES

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

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

CITY MILLAGE TRENDS

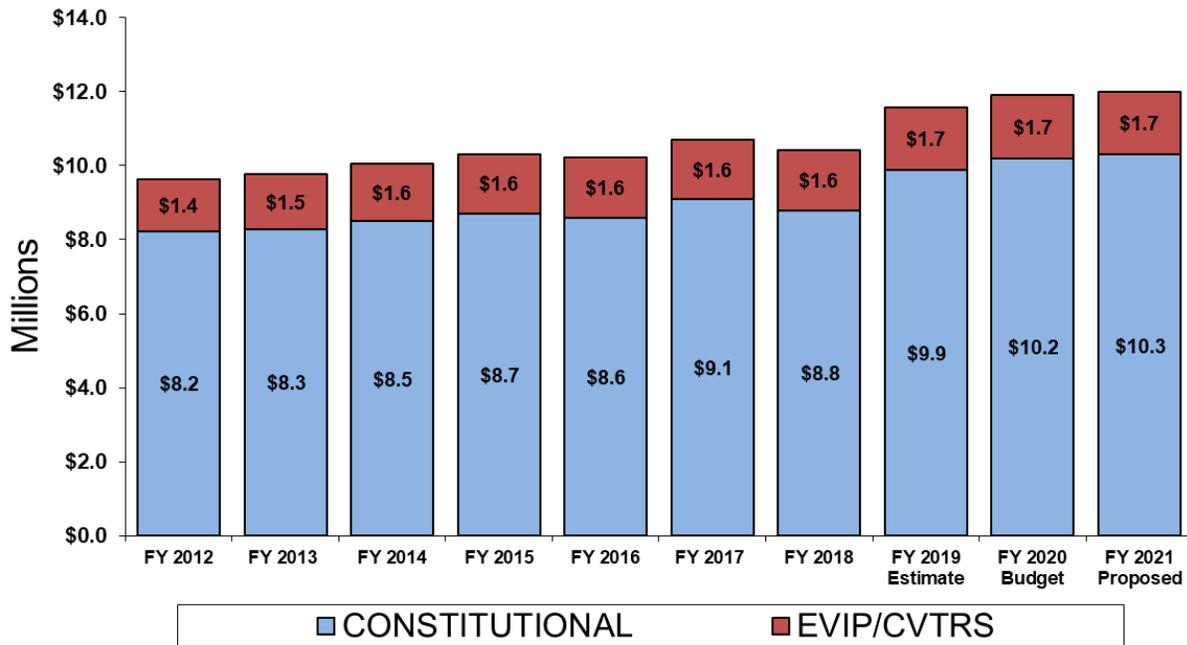
Type	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	Change from Previous Year
General Operating	6.1682	6.1682	6.1657	6.1120	6.0343	5.9407	5.8884	(0.0523)
Employee Benefits	2.0560	2.0560	2.0552	2.0373	2.0114	1.9802	1.9627	(0.0175)
AAATA	2.0560	2.0560	2.0552	2.0373	2.0114	1.9802	1.9627	(0.0175)
Total General Fund	10.2802	10.2802	10.2761	10.1866	10.0571	9.9011	9.8138	(0.0873)
Street, Bridge & Sidewalk Reconstruction	2.1250	2.1250	2.1242	2.1057	2.1250	2.0920	1.9981	(0.0939)
Refuse Collection	2.4670	2.4670	2.4660	2.4445	2.4134	2.3759	2.3549	(0.0210)
Parks Maintenance & Capital Improvement	1.1000	1.1000	1.0996	1.0900	1.0761	1.0594	1.0903	0.0309
Open Space & Parkland Acquisition	0.4779	0.4779	0.4777	0.4735	0.4674	0.4601	0.4560	(0.0041)
Total City Millage	16.4501	16.4501	16.4436	16.3003	16.1390	15.8885	15.7131	(0.1754)

Budget Summaries

STATE SHARED REVENUE

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

STATE-SHARED REVENUE HISTORY AND PROJECTIONS



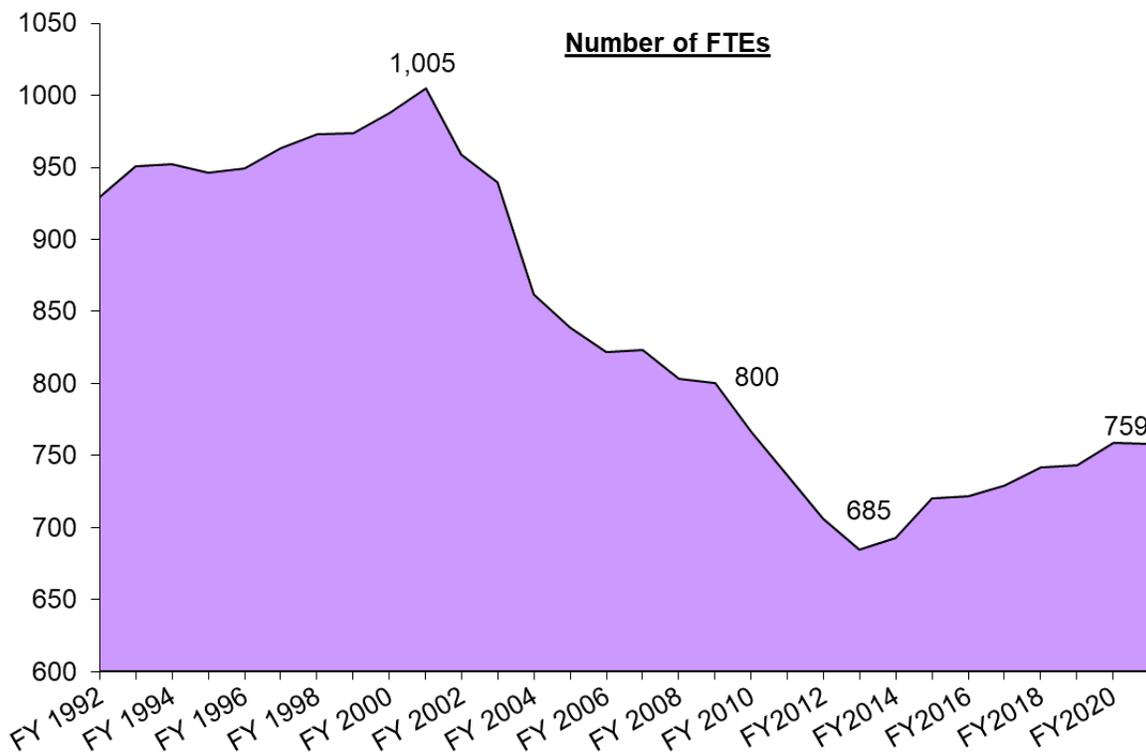
Budget Summaries

EMPLOYEE SUMMARY

Since employees and related expenses represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its staffing levels, reflected by the full-time equivalents (FTE). These reductions were made through a combination of attrition, early retirement programs, improvements in service provision, adoption of technologies and best practices, consolidation of services with other entities, and some layoffs. The rebound in staffing from a low of 685 in FY13 to the 759 in FY 2020 includes the addition of 27 FTE in the Ann Arbor Housing Commission in FY 2015.

In general, the City government has become a more efficient organization and maintained high levels of service and responsiveness to the public. In FY 2020, a net increase of 16.0 FTE is provided. It should also be noted that 2.0 FTE were added to the FY 2019 budget in the Housing Commission (1.0 FTE) and the Police Commission (1.0 FTE) through a mid-year amendment.

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



Budget Summaries

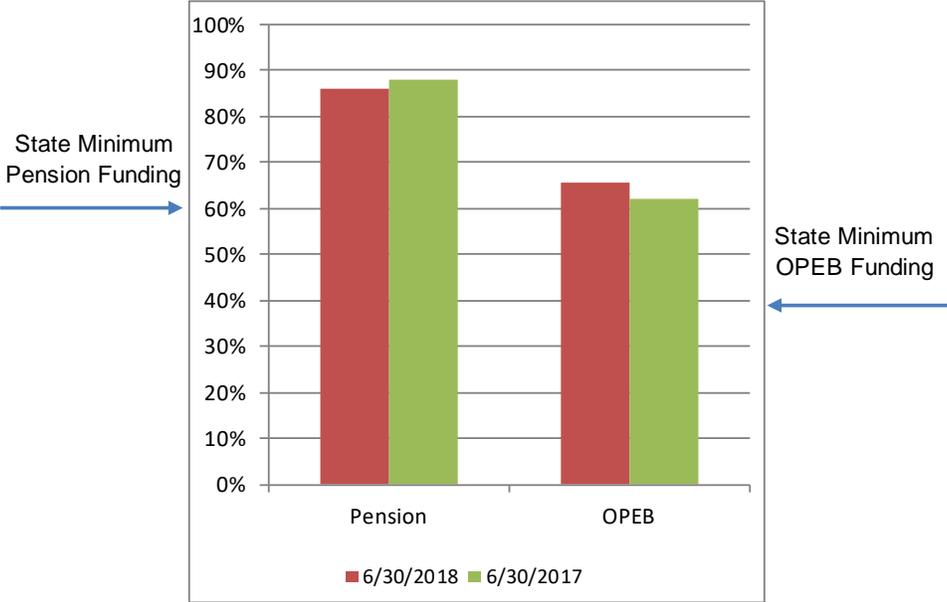
PENSION & OPEB OBLIGATIONS

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

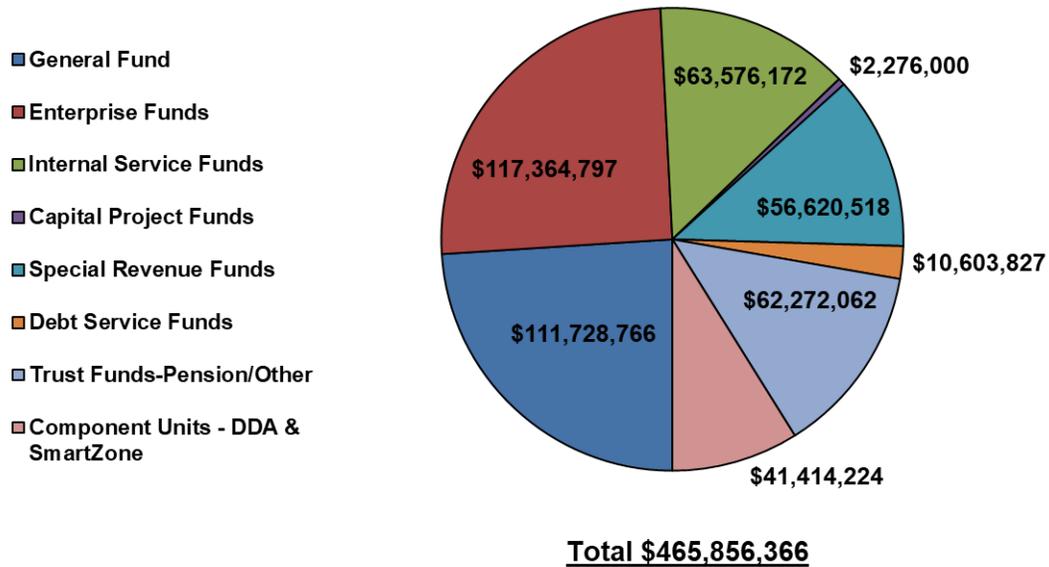
The City of Ann Arbor Retiree Health Care Benefits Plan is a single-employer defined benefit healthcare plan administered by the City of Ann Arbor Employees' Retirement System (CAAERS). The plan provides certain health care and life insurance benefits, otherwise known as other postemployment benefits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

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

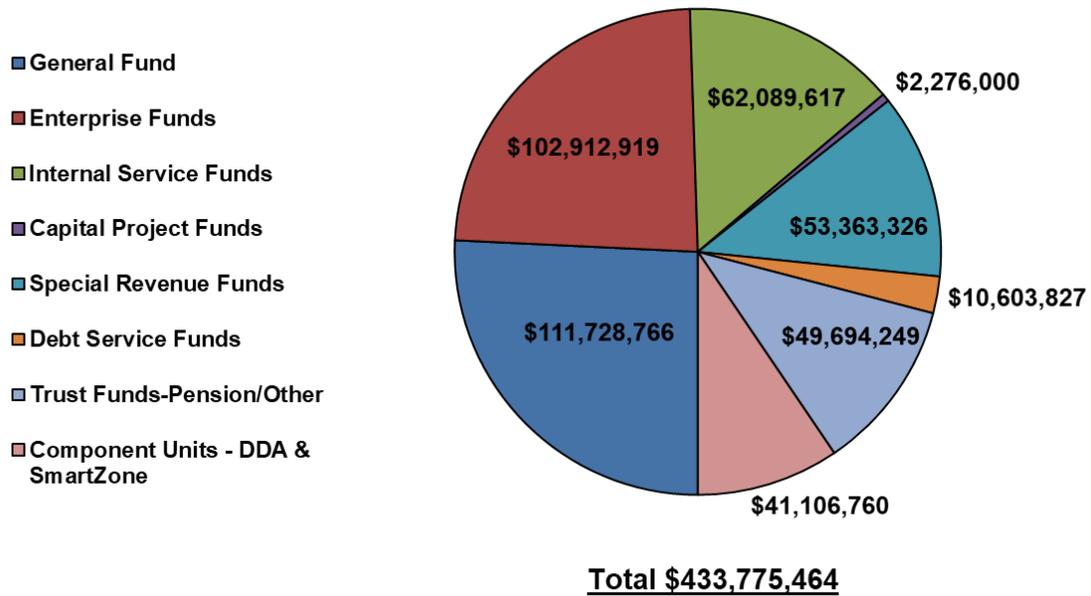
The State of Michigan passed Public Act 202 of 2017 outlining acceptable levels of funding to avoid triggering an underfunded status designation. For pension plans, the percent funded should be at least 60% and the ADC should not be more than 10% of governmental fund revenues. For OPEB plans, the percent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



FY 2020 Budgeted Revenues by Fund Type



FY 2020 Budgeted Expenditures by Fund Type

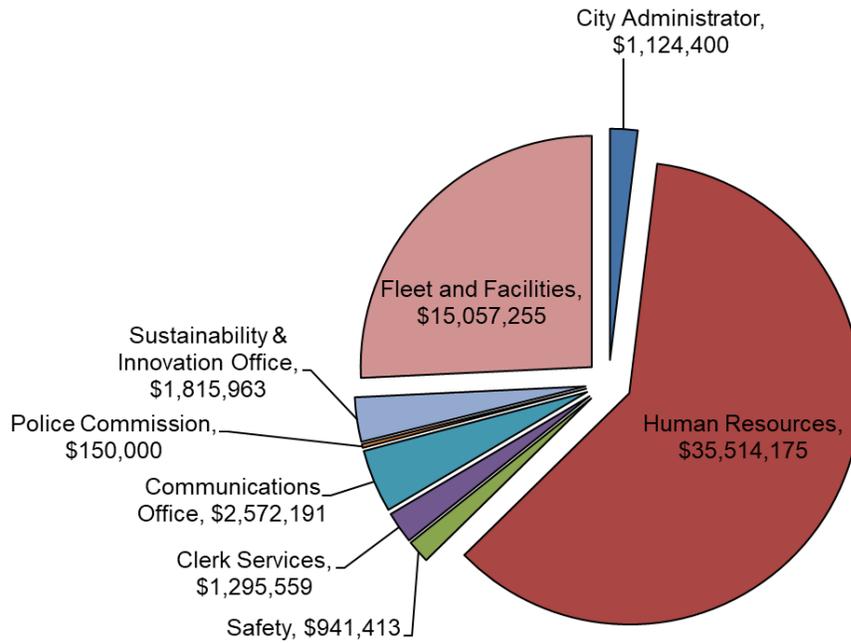


Total revenue exceeds total expenditures due to enterprise and trust funds saving for future needs.

FY 2020 Expenditures – All Funds by Service Area

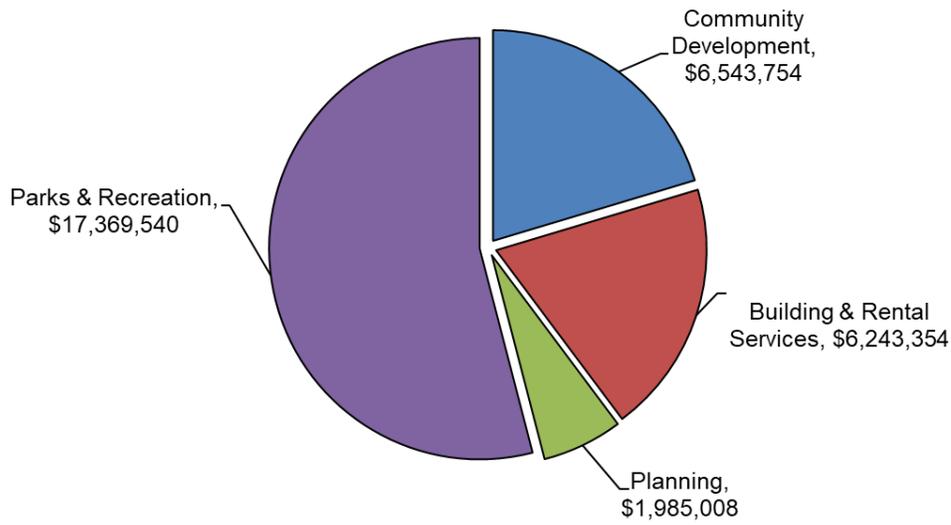
FY 2020 City Administrator Expenditures

Total \$58,470,956



FY 2020 Community Services Expenditures

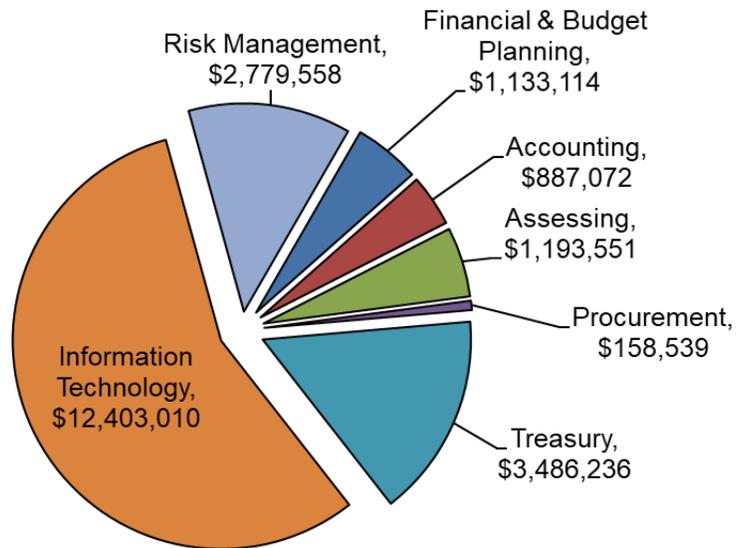
Total \$32,141,656



Budget Summaries

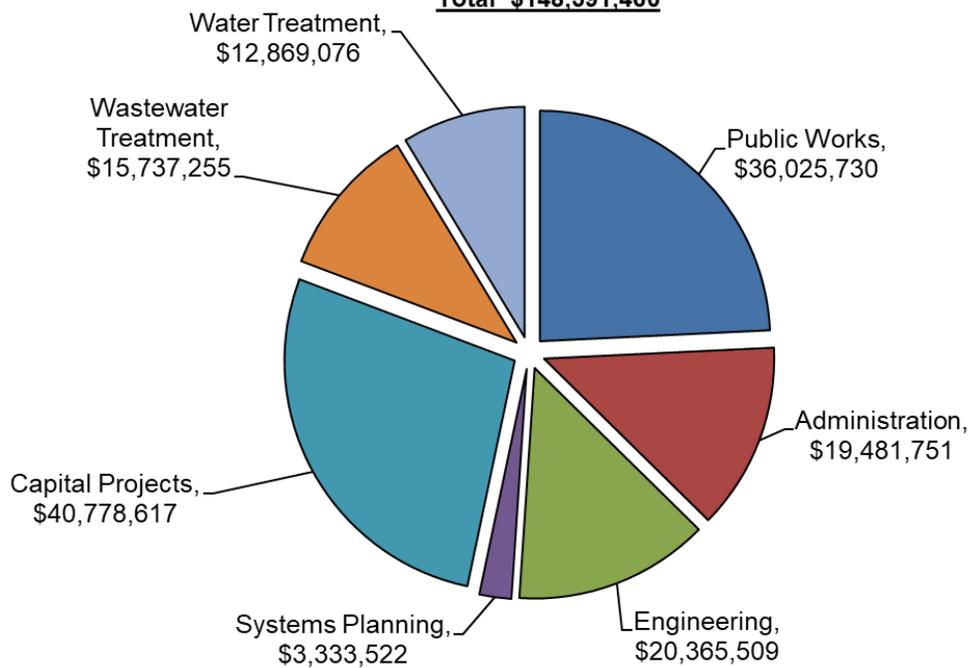
FY 2020 Financial & Administrative Services Expenditures

Total \$22,041,080



FY 2020 Public Services Expenditures

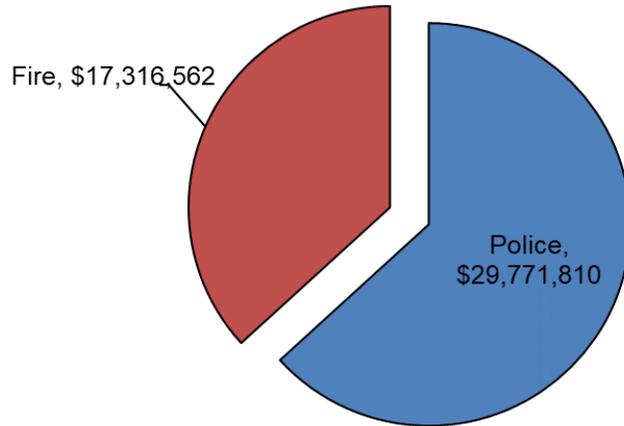
Total \$148,591,460



Budget Summaries

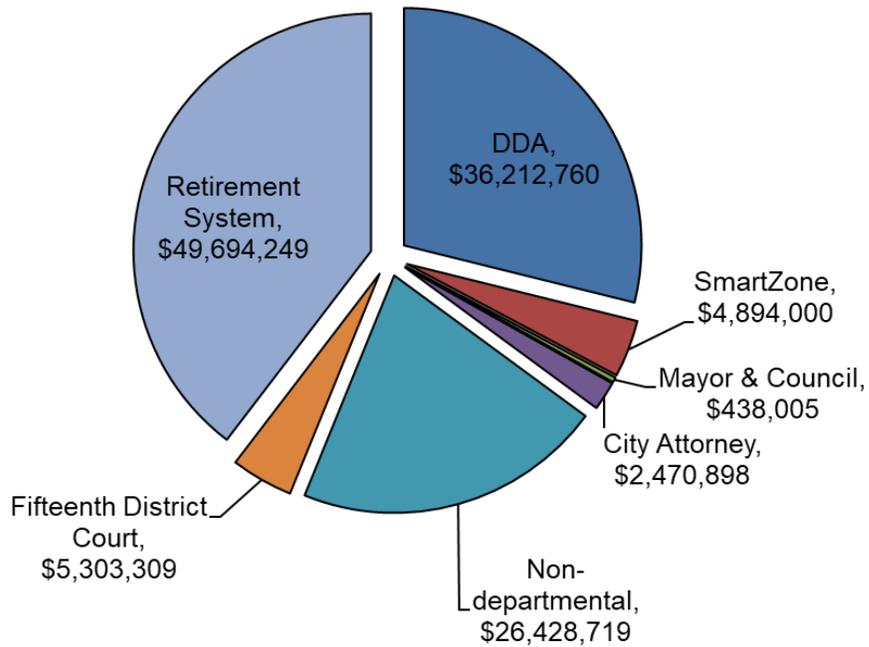
FY 2020 Safety Services Expenditures

Total \$47,088,372



FY 2020 Other Services Expenditures

Total \$125,441,940



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

<u>Fund Balance June 30, 2018</u>	<u>FY 2019 Forecasted Revenues</u>	<u>FY 2019 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2019</u>	<u>Fund</u>	<u>FY 2020 Approved Revenues</u>	<u>FY 2020 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2020</u>
18,569,998	109,157,679	105,549,238	22,178,439	<u>General Fund (major fund)</u>	111,728,766	111,728,766	713,386	21,465,053
				<u>Special Revenue Funds</u>				
750,198	9,000	730,004	29,194	Affordable Housing	675,543	660,000	-	44,737
567,250	575,833	281,336	861,747	Alternative Transportation	948,179	948,179	299,810	561,937
70,884	8,650	6,834	72,700	Bandemer Property	9,056	6,131	-	75,625
103,752	2,250	-	106,002	Cemetery Perpetual Care	5,106	-	-	111,108
4,183,516	2,054,086	2,139,236	4,098,366	Community Television Network	2,199,958	2,127,793	-	4,170,531
5,922,852	4,657,149	3,861,810	6,718,191	Construction Code Fund	4,844,328	4,844,328	473,923	6,244,268
-	2,200,000	695,000	1,505,000	County Mental Health Millage	2,200,000	2,200,000	-	1,505,000
8,918	225,000	225,000	8,918	Court Facilities	225,000	225,000	-	8,918
41,119	9,730	17,894	32,955	Drug Enforcement	25,839	24,225	23,725	10,844
375,485	69,840	72,832	372,493	Energy Projects	312,071	312,071	145,829	226,664
101,915	41,676	40,476	103,115	Federal Equitable Sharing Forfeitures	77,396	75,003	65,003	40,505
-	197,123	197,123	-	Indigent Defense Fund	197,123	197,123	-	-
6,265,959	3,596,045	4,941,084	4,920,920	Local Streets	5,595,839	5,595,839	2,000,000	2,920,920
13,019,904	12,106,249	13,240,688	11,885,465	Major Streets	13,045,242	13,045,242	1,649,478	10,235,987
2,445,584	427,536	399,373	2,473,747	Metro Expansion	439,382	436,495	-	2,476,634
16,794	21,268	22,410	15,652	Michigan Justice Training	21,268	21,000	-	15,920
10,761,926	2,872,694	2,093,565	11,541,055	Open Space and Parkland Preservation	2,870,994	1,427,219	-	12,984,830
766,217	61,234	5,000	822,451	Open Space Endowment	31,026	15,000	15,000	823,477
3,156,598	5,962,693	7,039,305	2,079,986	Parks Maintenance & Capital Improvement	6,677,743	6,592,771	38,806	2,126,152
759,474	391,600	801,934	349,140	Parks Memorials & Contributions	218,952	148,931	100,000	319,161
11,886	5,000	5,000	11,886	Special Assistance	16,204	16,000	11,000	1,090
5,454,033	22,444,956	24,217,713	3,681,276	Street Repair Millage (major fund)	15,811,185	14,286,356	300,000	4,906,105
				<u>Trust Funds</u>				
2,121,645	27,000	22,584	2,126,061	Elizabeth R. Dean	28,620	28,620	-	2,126,061
504,046,354	45,768,000	41,429,604	508,384,750	Employees' Retirement System	49,362,507	48,994,430	-	508,752,827
760,252	-	-	760,252	Police and Fire Relief	14,464	-	-	774,716
171,807,354	12,346,000	741,189	183,412,165	VEBA Trust	12,909,555	699,819	-	195,621,901

<u>Fund Balance June 30, 2018</u>	<u>FY 2019 Forecasted Revenues</u>	<u>FY 2019 Forecasted Expenditures</u>	<u>Forecasted Fund Balance June 30, 2019</u>	<u>Fund</u>	<u>FY 2020 Approved Revenues</u>	<u>FY 2020 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Fund Balance June 30, 2020</u>
472,109	48,064,270	48,444,946	91,433	<u>General Debt Service</u>				
-	-	-	-	General Debt Service	10,603,827	10,603,827	-	91,433
				Special Assessment General Debt	-	-	-	-
				<u>Component Units</u>				
5,386,780	6,756,432	9,966,428	2,176,784	Downtown Development Authority	8,836,572	8,836,572	1,735,778	441,006
5,590,277	21,340,806	23,945,099	2,985,984	DDA Parking System	23,387,772	23,387,772	317,610	2,668,374
861,119	322,868	775,723	408,264	DDA Housing	720,880	720,880	383,265	24,999
3,892,721	1,820,000	3,974,235	1,738,486	DDA Parking Maintenance	3,575,000	3,267,536	-	2,045,950
2,797,346	4,040,491	3,436,041	3,401,796	SmartZone LDFA	4,894,000	4,894,000	259,000	3,142,796
				<u>Capital Projects Funds</u>				
-	-	-	-	Capital Sinking Fund	700,000	700,000	-	-
2,044,400	856,782	1,048,315	1,852,867	General Capital Improvements	1,576,000	1,576,000	-	1,852,867

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

<u>Net Assets June 30, 2018</u>	<u>FY 2019 Forecasted Revenues</u>	<u>FY 2019 Forecasted Expenditures</u>	<u>Forecasted Net Assets June 30, 2019</u>	<u>Fund</u>	<u>FY 2020 Approved Revenues</u>	<u>FY 2020 Approved Expenditures</u>	<u>Approved Use of Fund Balance</u>	<u>Projected Net Assets June 30, 2020</u>
				<u>Intergovernmental Service Funds</u>				
2,468,198	1,085,363	1,119,852	2,433,709	Central Stores	1,237,789	1,225,154	-	2,446,344
21,285,765	9,094,349	8,917,136	21,462,978	Fleet Services	10,392,385	10,392,385	2,290,259	19,172,719
4,307,537	7,940,634	9,416,490	2,831,681	Information Technology	8,877,583	8,214,723	256,140	3,238,401
9,524,724	29,195,476	27,898,823	10,821,377	Risk Fund	37,368,988	36,600,918	4,888,789	6,700,658
194,275	442,814	412,575	224,514	Wheeler Center	607,214	564,224	-	267,504
2,318,984	4,959,578	4,768,553	2,510,009	Project Management	5,092,213	5,092,213	60,000	2,450,009
				<u>Enterprise Funds</u>				
2,809,005	942,810	897,873	2,853,942	Airport (major fund)	979,534	783,170	-	3,050,306
134,805,318	28,800,000	25,294,877	138,310,441	Sewage Disposal System (major fund)	30,985,531	25,840,864	-	143,455,108
22,192,420	16,947,072	17,154,735	21,984,757	Solid Waste (major fund)	18,103,464	18,103,464	539,468	21,445,289
16,142,665	11,208,046	8,449,448	18,901,263	Stormwater Sewer System (major fund)	12,703,444	9,931,351	-	21,673,356
106,854,631	28,715,727	23,384,409	112,185,949	Water Supply System (major fund)	30,625,949	24,287,195	-	118,524,703

ANALYSIS OF NET OPERATING FUNDS AVAILABLE*

Net Operating Funds Available June 30, 2018	FY 2019 Forecasted Revenues	FY 2019 Forecasted Expenditures	Forecasted Net Operating Funds Available June 30, 2019	Fund	FY 2020 Approved Revenues	FY 2020 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available June 30, 2020
Intergovernmental Service Funds								
2,128,023	1,085,363	1,119,852	2,093,534	Central Stores	1,237,789	1,225,154	-	2,106,169
10,649,008	9,094,349	8,917,136	10,826,221	Fleet Services	10,392,385	10,392,385	2,290,259	8,535,962
3,719,134	7,940,634	9,416,490	2,243,278	Information Technology	8,877,583	8,214,723	256,140	2,649,998
11,804,716	29,195,476	27,898,823	13,101,369	Risk Fund	37,368,988	36,600,918	4,888,789	8,980,650
194,275	442,814	412,575	224,514	Wheeler Center	607,214	564,224	-	267,504
2,284,216	4,959,578	4,768,553	2,475,241	Project Management	5,092,213	5,092,213	60,000	2,415,241
Enterprise Funds								
1,214,142	942,810	897,873	1,259,079	Airport (major fund)	979,534	783,170	-	1,455,443
44,134,582	28,800,000	25,294,877	47,639,705	Sewage Disposal System (major fund)	30,985,531	25,840,864	-	52,784,372
21,416,996	16,947,072	17,154,735	21,209,333	Solid Waste (major fund)	18,103,464	18,103,464	539,468	20,669,865
13,391,301	11,208,046	8,449,448	16,149,899	Stormwater Sewer System (major fund)	12,703,444	9,931,351	-	18,921,992
34,767,728	28,715,727	23,384,409	40,099,046	Water Supply System (major fund)	30,625,949	24,287,195	-	46,437,800

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

NOTES: The following major and nonmajor funds are projected to have a change in fund balance over ±10% during Fiscal Year 2020:

Fund	Variance	Reason for Variance
Affordable Housing	+53%	Planned use of fund balance for specific projects or items
Alternative Transportation	-35%	Planned use of fund balance for specific projects or items
County Mental Health Millage	+100%	Planned accumulation of fund balance for this fund
Drug Enforcement	-67%	Planned use of fund balance for specific projects or items
Energy Projects	-39%	Planned use of fund balance for specific projects or items
Federal Equitable Sharing Forfeitures	-61%	Planned use of fund balance for specific projects or items
Local Streets	-41%	Planned use of fund balance for specific projects or items
Major Streets	-14%	Planned use of fund balance for specific projects or items
Open Space and Parkland Preservation	+13%	Throughout the year, budget amendments are done for land purchases. This is not typically planned for in the adopted budget
Special Assistance	-91%	Planned use of fund balance for specific projects or items
Street Repair Millage (major fund)	+33%	Planned accumulation of fund balance to ensure fund balance meets policy minimums
Downtown Development Authority	-80%	Planned use of fund balance for specific projects or items
DDA Parking System	-11%	Planned use of fund balance for specific projects or items
DDA Housing	-94%	Planned use of fund balance for specific projects or items
DDA Parking Maintenance	+18%	Planned use of fund balance for specific projects or items
Fleet Services	-11%	Planned use of fund balance for specific projects or items
Information Technology	+14%	Planned use of fund balance for specific projects or items
Risk Fund	-38%	Planned use of fund balance for specific projects or items
Wheeler Center	+19%	Planned use of fund balance for specific projects or items

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Description of Revenue Categories

TAXES

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

LICENSES, PERMITS & REGISTRATIONS

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

INTERGOVERNMENTAL REVENUES

STATE-SHARED REVENUE

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

GRANTS

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

Description of Revenue Categories

CHARGES FOR SERVICES

The major sources of revenue in this category represent 39% of City revenues and are described in more detail below.

POLICE & FIRE

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

WORK PERFORMED

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

RECREATION CHARGES

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

CEMETERY

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

SOLID WASTE

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

ENTERPRISE SALES

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

Description of Revenue Categories

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

SPECIAL ASSESSMENTS

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

FINES & FORFEITS

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

INVESTMENT INCOME

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 10% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds multiplied by an average of expected investment rates based on the economic outlook.

MISCELLANEOUS

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

PRIOR YEAR SURPLUS

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

Description of Revenue Categories

OPERATING TRANSFERS

The majority of the transfers in this revenue category are payments for debt service. Operating transfers represent 3% of the City's revenues.

CONTRIBUTIONS

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

SALE OF BONDS

This represents revenues received from bond proceeds for capital projects and represents 5% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

INTRA-GOVERNMENTAL SALES

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

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

FY 2020 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	720,880										720,880
0002 ENERGY PROJECTS	312,071			312,071							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	8,836,572										8,836,572
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	4,894,000										4,894,000
0010 GENERAL	111,728,766		\$217,366	\$3,038,566	\$9,494,207	\$71,550,208	\$2,529,684	\$4,597,148	\$1,874,116	\$18,427,471	
0011 CENTRAL STORES	1,237,789						1,237,789				
0012 FLEET SERVICES	10,392,385			10,392,385							
0014 INFORMATION TECHNOLOGY	8,877,583					8,877,583					
0016 COMMUNITY TELEVISION NETWORK	2,199,958			2,199,958							
0021 MAJOR STREET	13,045,242						13,045,242				
0022 LOCAL STREET	5,595,839						5,595,839				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,870,994				2,870,994						
0025 BANDEMER PROPERTY	9,056				9,056						
0026 CONSTRUCTION CODE FUND	4,844,328				4,844,328						
0027 DRUG ENFORCEMENT	25,839							25,839			
0028 FEDERAL EQUITABLE SHARING	77,396							77,396			
0033 DDA PARKING MAINTENANCE	3,575,000										3,575,000
0034 PARKS MEMORIALS & CONTRIBUTIONS	218,952				218,952						
0035 GENERAL DEBT SERVICE	10,603,827									10,603,827	
0036 METRO EXPANSION	439,382						439,382				
0038 SPECIAL ASSISTANCE	16,204				16,204						
0041 OPEN SPACE ENDOWMENT	31,026				31,026						
0042 WATER SUPPLY SYSTEM	30,625,949						30,625,949				
0043 SEWAGE DISPOSAL SYSTEM	30,985,531						30,985,531				
0048 AIRPORT	979,534			979,534							
0049 PROJECT MANAGEMENT	5,092,213						5,092,213				
0052 VEBA TRUST	12,909,555										12,909,555
0053 POLICE AND FIRE RELIEF	14,464							14,464			
0054 CEMETERY PERPETUAL CARE	5,106			5,106							
0055 ELIZABETH R DEAN TRUST	28,620						28,620				
0056 ART IN PUBLIC PLACES	130,000						130,000				
0057 RISK FUND	37,368,988					37,368,988					
0058 WHEELER CENTER	607,214						607,214				
0059 EMPLOYEES RETIREMENT SYSTEM	49,362,507										49,362,507
0061 ALTERNATIVE TRANSPORTATION	948,179						948,179				
0062 STREET & SIDEWALK REPAIR MILLAGE	15,811,185						15,811,185				
0063 DDA PARKING SYSTEM	23,387,772										23,387,772
0064 MICHIGAN JUSTICE TRAINING	21,268							21,268			
0069 STORMWATER SEWER SYSTEM	12,703,444						12,703,444				

FY 2020 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0070 AFFORDABLE HOUSING	675,543				675,543						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,677,743				6,677,743						
0072 SOLID WASTE FUND	18,103,464						18,103,464				
0082 STORMWATER BOND PENDING	3,709,135						3,709,135				
0088 SEWER BOND	7,882,600						7,882,600				
0089 WATER BOND	12,375,140						12,375,140				
00CP GENERAL CAPITAL FUND	1,576,000					500,000	940,000	136,000			
0100 COUNTY MENTAL HEALTH MILLAGE	2,200,000			880,000	880,000		440,000				
0101 CAPITAL SINKING FUND	700,000			400,000				300,000			
0260 INDIGENT DEFENSE FUND	197,123								197,123		
	\$ 465,856,366	\$ -	\$ 217,366	\$ 18,207,620	\$ 25,718,053	\$ 118,296,779	\$ 163,230,610	\$ 5,172,115	\$ 2,296,239	\$ 29,031,298	\$ 103,686,286

FY 2021 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	349,257										349,257
0002 ENERGY PROJECTS	160,446			160,446							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	7,348,447										7,348,447
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	6,032,250										6,032,250
0010 GENERAL	111,378,798		\$223,366	\$3,044,108	\$9,231,926	\$73,511,002	\$2,597,149	\$4,597,148	\$1,874,116	\$16,299,983	
0011 CENTRAL STORES	1,229,675						1,229,675				
0012 FLEET SERVICES	8,788,735			8,788,735							
0014 INFORMATION TECHNOLOGY	8,711,801					8,711,801					
0016 COMMUNITY TELEVISION NETWORK	2,140,499			2,140,499							
0021 MAJOR STREET	11,779,293						11,779,293				
0022 LOCAL STREET	3,185,708						3,185,708				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	2,974,645				2,974,645						
0025 BANDEMER PROPERTY	9,215				9,215						
0026 CONSTRUCTION CODE FUND	4,499,514				4,499,514						
0027 DRUG ENFORCEMENT	2,296							2,296			
0028 FEDERAL EQUITABLE SHARING	12,663							12,663			
0033 DDA PARKING MAINTENANCE	4,661,976										4,661,976
0034 PARKS MEMORIALS & CONTRIBUTIONS	170,787				170,787						
0035 GENERAL DEBT SERVICE	10,642,502									10,642,502	
0036 METRO EXPANSION	440,984						440,984				
0038 SPECIAL ASSISTANCE	5,227				5,227						
0041 OPEN SPACE ENDOWMENT	32,836				32,836						
0042 WATER SUPPLY SYSTEM	31,404,242						31,404,242				
0043 SEWAGE DISPOSAL SYSTEM	33,004,347						33,004,347				
0048 AIRPORT	964,174			964,174							
0049 PROJECT MANAGEMENT	5,123,985						5,123,985				
0052 VEBA TRUST	12,847,580										12,847,580
0053 POLICE AND FIRE RELIEF	16,097							16,097			
0054 CEMETERY PERPETUAL CARE	5,343			5,343							
0055 ELIZABETH R DEAN TRUST	27,494						27,494				
0057 RISK FUND	34,112,456					34,112,456					
0058 WHEELER CENTER	596,707						596,707				
0059 EMPLOYEES RETIREMENT SYSTEM	52,057,534										52,057,534
0060 GENERAL DEBT /SPECIAL ASSESSMENTS											
0061 ALTERNATIVE TRANSPORTATION	670,595						670,595				
0062 STREET & SIDEWALK REPAIR MILLAGE	12,861,477						12,861,477				
0063 DDA PARKING SYSTEM	25,421,762										25,421,762
0064 MICHIGAN JUSTICE TRAINING	21,298							21,298			
0069 STORMWATER SEWER SYSTEM	13,921,559						13,921,559				

FY 2021 All Funds Revenue Analysis by Service Area

	Total Revenues	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0070 AFFORDABLE HOUSING	677,298				677,298						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,667,982				6,667,982						
0072 SOLID WASTE FUND	17,986,244						17,986,244				
0082 STORMWATER BOND PENDING	4,046,000						4,046,000				
0088 SEWER BOND	12,150,000						12,150,000				
0089 WATER BOND	11,410,000						11,410,000				
00CP GENERAL CAPITAL FUND	2,256,000					1,500,000	620,000	136,000			
0100 COUNTY MENTAL HEALTH MILLAGE	3,438,400			730,000	1,046,000		1,359,600	269,800		33,000	
0101 CAPITAL SINKING FUND	700,000			400,000				300,000			
0260 INDIGENT DEFENSE FUND	197,123								197,123		
	\$ 467,368,251	\$ -	\$223,366	\$16,233,305	\$25,315,430	\$117,835,259	\$164,415,059	\$5,355,302	\$2,296,239	\$26,975,485	\$108,718,806

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021	
General	GENERAL							
	CHARGES FOR SERVICES	9,520,436	10,373,977	10,263,350	10,031,648	10,391,987	10,497,284	
	CONTRIBUTIONS	36,583	32,155	1,000	1,575	-	-	
	FINES & FORFEITS	4,528,221	4,052,662	4,723,419	4,570,869	4,849,695	4,858,380	
	INTERGOVERNMENTAL REVENUES	12,245,672	12,247,645	12,093,651	12,833,163	13,097,872	13,194,880	
	INTRAGOVERNMENTAL SALES	14,064,203	14,455,337	14,656,543	14,145,886	15,384,825	15,943,085	
	INVESTMENT INCOME	(2,630)	240,282	680,942	722,615	820,649	933,355	
	LICENSES, PERMITS & REGISTRATIONS	1,575,624	1,931,814	1,682,196	1,779,618	1,811,007	1,811,007	
	MISCELLANEOUS REVENUE	959,604	1,002,613	852,633	878,359	1,013,237	884,288	
	OPERATING TRANSFERS IN	1,214,886	2,050,140	941,778	937,823	3,226,334	1,012,781	
	SALE OF BONDS	-	-	-	5,350,000	-	-	
	PRIOR YEAR SURPLUS	-	-	4,123,102	-	713,386	22,839	
	SPECIAL ASSESSMENTS	1,413	-	-	-	-	-	
	TAXES	54,617,165	56,134,197	57,852,604	57,906,123	60,419,774	62,220,899	
	Total		\$ 98,761,179	\$ 102,520,822	\$ 107,871,218	\$ 109,157,679	\$ 111,728,766	\$ 111,378,798
Debt Service	GENERAL DEBT SERVICE							
	CHARGES FOR SERVICES	4,286,224	4,305,049	4,313,166	4,418,291	6,158,758	6,203,705	
	CONTRIBUTIONS	-	-	-	-	-	-	
	INVESTMENT INCOME	(1,437)	1,741	1,200	3,600	1,200	1,200	
	MISCELLANEOUS REVENUE	1,343	50	-	-	-	-	
	OPERATING TRANSFERS IN	4,514,362	4,445,753	4,466,849	4,433,969	4,443,869	4,437,597	
	PRIOR YEAR SURPLUS	-	-	143,550	-	-	-	
	SALE OF BONDS	24,509,365	-	42,000,000	39,206,297	-	-	
	TAXES	2,129	2,091	-	2,113	-	-	
	Total		\$ 33,311,986	\$ 8,754,685	\$ 50,924,765	\$ 48,064,270	\$ 10,603,827	\$ 10,642,502
	GENERAL DEBT/SPECIAL ASSESSMENT							
CHARGES FOR SERVICES	1,660	999	-	-	-	-		
INVESTMENT INCOME	(363)	7,009	-	-	-	-		
PRIOR YEAR SURPLUS	-	-	-	-	-	-		
SPECIAL ASSESSMENTS	3,089	-	-	-	-	-		
TAXES	-	-	-	-	-	-		
Total		\$ 4,386	\$ 8,008	\$ -	\$ -	\$ -	\$ -	
Enterprise	WATER SUPPLY SYSTEM							
	CHARGES FOR SERVICES	25,923,113	26,642,016	26,828,190	26,226,364	27,208,282	28,322,692	
	CONTRIBUTIONS	64,400	69,707	-	-	-	-	
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-	
	INVESTMENT INCOME	102	151,931	281,131	533,900	651,610	725,179	
	LICENSES, PERMITS & REGISTRATIONS	73,805	163,356	75,000	145,000	120,000	120,000	
	MISCELLANEOUS REVENUE	128,817	127,241	532,200	366,096	351,200	251,200	
	OPERATING TRANSFERS IN	1,402,908	1,440,900	1,444,367	1,444,367	2,294,857	1,985,171	
	PRIOR YEAR SURPLUS	-	-	1,221,262	-	-	-	
	TAXES	5,813	3,670	-	-	-	-	
	Total		\$ 27,598,959	\$ 28,598,821	\$ 30,382,150	\$ 28,715,727	\$ 30,625,949	\$ 31,404,242
		WATER PENDING BOND SERIES						
	INVESTMENT INCOME	331	8	-	-	-	-	
	SALE OF BONDS	-	-	6,074,000	-	12,375,140	11,410,000	
	Total		\$ 331	\$ 8	\$ 6,074,000	\$ -	\$ 12,375,140	\$ 11,410,000

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	SEWAGE DISPOSAL SYSTEM						
	CHARGES FOR SERVICES	27,343,594	28,161,394	28,066,814	28,159,127	29,845,418	32,136,284
	CONTRIBUTIONS	-	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-
	INVESTMENT INCOME	(376,059)	196,977	179,255	638,323	779,056	867,013
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	-	-
	MISCELLANEOUS REVENUE	63,033	159,843	4,050	2,550	1,050	1,050
	OPERATING TRANSFERS IN	-	285,359	(64,458)	-	360,007	-
	PRIOR YEAR SURPLUS	-	-	152,885	-	-	-
	TAXES	-	-	-	-	-	-
	Total	\$ 27,030,569	\$ 28,803,573	\$ 28,338,546	\$ 28,800,000	\$ 30,985,531	\$ 33,004,347
	SEWER BOND PENDING SERIES						
	INVESTMENT INCOME	19	0	-	-	-	-
	SALE OF BONDS	-	-	9,668,000	-	7,882,600	12,150,000
	Total	\$ 19	\$ 0	\$ 9,668,000	\$ -	\$ 7,882,600	\$ 12,150,000
	AIRPORT						
	CHARGES FOR SERVICES	922,552	935,644	913,740	921,140	935,340	934,740
	INTERGOVERNMENTAL REVENUES	72,400	4,535	-	-	-	-
	INVESTMENT INCOME	(966)	4,647	9,415	21,670	26,448	29,434
	MISCELLANEOUS REVENUE	675	143	2,000	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	17,746	-
	Total	\$ 994,661	\$ 944,968	\$ 925,155	\$ 942,810	\$ 979,534	\$ 964,174
	STORMWATER SEWER SYSTEM						
	CHARGES FOR SERVICES	7,351,408	9,420,773	10,396,796	10,996,560	12,289,928	13,586,224
	INTERGOVERNMENTAL REVENUES	240,240	49,849	1,500	4,000	4,500	4,500
	INVESTMENT INCOME	3,528	44,230	104,078	204,919	250,098	278,335
	LICENSES, PERMITS & REGISTRATIONS	-	-	-	-	50,000	50,000
	MISCELLANEOUS REVENUE	58,602	45,792	2,567	2,567	2,500	2,500
	OPERATING TRANSFERS IN	134,491	-	-	-	106,418	-
	PRIOR YEAR SURPLUS	-	-	183,048	-	-	-
	SALE OF BONDS	-	-	-	-	-	-
	TAXES	-	-	-	-	-	-
	Total	\$ 7,788,269	\$ 9,560,644	\$ 10,687,989	\$ 11,208,046	\$ 12,703,444	\$ 13,921,559
	STORMWATER BOND						
	INVESTMENT INCOME	1,470	9	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	SALE OF BONDS	-	-	3,263,600	-	3,709,135	4,046,000
	Total	\$ 1,470	\$ 9	\$ 3,263,600	\$ -	\$ 3,709,135	\$ 4,046,000
	SOLID WASTE						
	CHARGES FOR SERVICES	4,121,851	3,947,569	4,051,248	3,367,773	3,245,824	3,256,269
	INVESTMENT INCOME	(507)	96,477	268,049	446,500	544,940	606,466
	MISCELLANEOUS REVENUE	52,218	(4,208)	25,000	25,000	25,000	25,000
	OPERATING TRANSFERS IN	-	-	-	-	162,738	-
	PRIOR YEAR SURPLUS	-	-	1,967,858	-	539,468	172,628
	TAXES	12,307,175	12,635,609	12,899,600	13,107,799	13,585,494	13,925,881
	Total	\$ 16,480,737	\$ 16,675,447	\$ 19,211,755	\$ 16,947,072	\$ 18,103,464	\$ 17,986,244

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	CENTRAL STORES						
	CHARGES FOR SERVICES	2,372	251	-	-	-	-
	INTRAGOVERNMENTAL SALES	1,229,214	1,117,167	1,069,904	1,062,404	1,181,420	1,181,014
	INVESTMENT INCOME	287	7,731	18,735	18,735	43,724	48,661
	MISCELLANEOUS REVENUE	77	5,810	4,224	4,224	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	12,645	-
		-	-	119,970	-	-	-
	Total	\$ 1,231,950	\$ 1,130,959	\$ 1,212,833	\$ 1,085,363	\$ 1,237,789	\$ 1,229,675
	FLEET SERVICES						
	CONTRIBUTIONS	955,882	1,051,583	-	103,890	-	-
	INTRAGOVERNMENTAL SALES	7,662,957	8,239,114	8,788,376	8,799,748	7,812,124	7,032,566
	INVESTMENT INCOME	(1,187)	37,428	95,726	177,950	217,183	241,703
	MISCELLANEOUS REVENUE	542,960	178,886	-	12,761	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	72,819	-
		-	-	1,260,339	-	2,290,259	1,514,466
	Total	\$ 9,160,612	\$ 9,507,011	\$ 10,144,441	\$ 9,094,349	\$ 10,392,385	\$ 8,788,735
	INFORMATION TECHNOLOGY						
	CHARGES FOR SERVICES	6,806,336	7,466,080	7,753,577	7,849,706	8,372,242	8,249,776
	CONTRIBUTIONS	-	-	-	26,820	-	-
	INVESTMENT INCOME	241	14,164	50,070	63,860	80,335	89,405
	MISCELLANEOUS REVENUE	42,905	298,405	-	248	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	205,314	-	-	168,866	-
		-	-	457,977	-	256,140	372,620
	Total	\$ 6,849,482	\$ 7,983,963	\$ 8,261,624	\$ 7,940,634	\$ 8,877,583	\$ 8,711,801
	PROJECT MANAGEMENT						
	CHARGES FOR SERVICES	3,289,680	3,300,485	4,780,390	4,920,622	4,914,763	5,073,612
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	820	7,737	28,453	37,087	45,263	50,373
	MISCELLANEOUS REVENUE	8,245	2,678	-	1,869	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	72,187	-
		-	-	-	-	60,000	-
	Total	\$ 3,298,745	\$ 3,310,900	\$ 4,808,843	\$ 4,959,578	\$ 5,092,213	\$ 5,123,985
	RISK FUND						
	CHARGES FOR SERVICES	27,523,006	28,117,011	29,634,985	26,723,364	30,600,261	31,550,912
	CONTRIBUTIONS	1,370,193	2,049,779	-	1,435,995	1,200,000	1,200,000
	INVESTMENT INCOME	6,649	52,301	148,295	205,269	279,938	311,544
	MISCELLANEOUS REVENUE	404,643	620,320	400,000	400,030	400,000	400,000
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	430,818	430,818	-	-
		-	-	800,000	-	4,888,789	650,000
	Total	\$ 29,304,491	\$ 30,839,411	\$ 31,414,098	\$ 29,195,476	\$ 37,368,988	\$ 34,112,456
	WHEELER CENTER						
	CHARGES FOR SERVICES	466,743	425,210	441,466	438,156	600,705	591,765
	INVESTMENT INCOME	(387)	772	4,658	4,658	4,441	4,942
	MISCELLANEOUS REVENUE	-	31	-	-	-	-
	OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	-	-	-	-	2,068	-
		-	-	-	-	-	-
	Total	\$ 466,356	\$ 426,013	\$ 446,124	\$ 442,814	\$ 607,214	\$ 596,707

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021	
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND							
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-	
	CONTRIBUTIONS	-	50	-	-	-	-	
	INVESTMENT INCOME	(11,674)	3,612	25,477	27,000	27,140	27,494	
	MISCELLANEOUS REVENUE	-	-	-	-	-	-	
	OPERATING TRANSFERS IN	-	-	-	-	1,480	-	
	PRIOR YEAR SURPLUS	-	-	34,653	-	-	-	
	Total	\$ (11,674)	\$ 3,662	\$ 60,130	\$ 27,000	\$ 28,620	\$ 27,494	
Pension Trust	VEBA TRUST							
	CHARGES FOR SERVICES	-	-	-	-	-	-	
	CONTRIBUTIONS	152,880	126,221	190,000	190,000	190,000	190,000	
	INVESTMENT INCOME	17,333,125	11,338,539	11,244,901	12,156,000	12,456,811	12,657,580	
	MISCELLANEOUS REVENUE	9,289	114	-	-	-	-	
	OPERATING TRANSFERS IN	3,460,057	3,325,111	670,683	-	262,744	-	
		Total	\$ 20,955,351	\$ 14,789,985	\$ 12,105,584	\$ 12,346,000	\$ 12,909,555	\$ 12,847,580
		EMPLOYEES' RETIREMENT SYSTEM						
	CHARGES FOR SERVICES	16,240,926	16,620,198	16,799,000	16,799,000	17,864,364	18,927,318	
	CONTRIBUTIONS	357,231	287,398	385,000	335,000	312,841	339,455	
INVESTMENT INCOME	54,945,396	34,158,954	37,174,806	28,634,000	31,158,655	32,790,761		
MISCELLANEOUS REVENUE	113,203	50,000	-	-	-	-		
OPERATING TRANSFERS IN	-	-	-	-	26,647	-		
	Total	\$ 71,656,756	\$ 51,116,550	\$ 54,358,806	\$ 45,768,000	\$ 49,362,507	\$ 52,057,534	
Special Revenue	ENERGY PROJECTS							
	CHARGES FOR SERVICES	-	-	-	-	-	-	
	INVESTMENT INCOME	17,799	16,441	2,412	4,000	5,460	6,077	
	MISCELLANEOUS REVENUE	7,283	19,041	-	4,040	7,040	18,000	
	OPERATING TRANSFERS IN	5,916	5,916	5,913	5,913	100,000	-	
	PRIOR YEAR SURPLUS	-	-	163,703	-	145,829	84,772	
	SPECIAL ASSESSMENTS	57,995	42,223	66,238	55,887	53,742	51,597	
	TAXES	620	-	-	-	-	-	
		Total	\$ 89,613	\$ 83,621	\$ 238,266	\$ 69,840	\$ 312,071	\$ 160,446
		LOCAL LAW ENFORC BLOCK GRANT						
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-	
	INVESTMENT INCOME	2	-	-	-	-	-	
		Total	\$ 2	\$ -	\$ -	\$ -	\$ -	\$ -
	COMMUNITY TELEVISION NETWORK							
INVESTMENT INCOME	1,427	13,598	37,171	61,009	76,825	85,499		
LICENSES, PERMITS & REGISTRATIONS	2,232,412	2,083,886	2,278,500	1,992,777	2,055,000	2,055,000		
MISCELLANEOUS REVENUE	405	868	450	300	-	-		
OPERATING TRANSFERS IN	-	-	-	-	68,133	-		
PRIOR YEAR SURPLUS	-	-	-	-	-	-		
	Total	\$ 2,234,244	\$ 2,098,353	\$ 2,316,121	\$ 2,054,086	\$ 2,199,958	\$ 2,140,499	
	HOMELAND SECURITY GRANT FUND							
INTERGOVERNMENTAL REVENUES	51,159	42,156	41,222	41,222	-	-		
INVESTMENT INCOME	65	84	-	-	-	-		
	Total	\$ 51,224	\$ 42,240	\$ 41,222	\$ 41,222	\$ -	\$ -	

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	MAJOR STREET						
	CHARGES FOR SERVICES	774,126	797,500	775,700	767,953	756,600	773,310
	CONTRIBUTIONS	-	-	-	1,765	-	-
	INTERGOVERNMENTAL REVENUES	7,466,767	8,794,174	9,057,456	10,245,340	9,826,420	10,309,335
	INTRAGOVERNMENTAL SALES	297,201	306,526	50,000	325,000	325,000	325,000
	INVESTMENT INCOME	(1,792)	51,514	123,703	238,724	291,356	324,251
	LICENSES, PERMITS & REGISTRATIONS	-	25,090	-	-	-	-
	MISCELLANEOUS REVENUE	28,080	74,665	215,000	47,403	15,150	15,150
	OPERATING TRANSFERS IN	40,320	1,094,845	81,172	480,064	181,238	32,247
	PRIOR YEAR SURPLUS	-	-	3,459,693	-	1,649,478	-
	TAXES	-	-	-	-	-	-
	Total	\$ 8,604,702	\$ 11,144,315	\$ 13,762,724	\$ 12,106,249	\$ 13,045,242	\$ 11,779,293
	LOCAL STREET						
	CHARGES FOR SERVICES	185,529	188,262	193,024	192,422	197,230	202,160
	INTERGOVERNMENTAL REVENUES	2,036,920	3,257,270	2,474,388	3,311,760	3,242,815	2,852,042
	INVESTMENT INCOME	(269)	19,278	44,121	91,863	112,116	124,744
	MISCELLANEOUS REVENUE	2,128	1,637	1,000	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	43,678	6,762
	PRIOR YEAR SURPLUS	-	-	2,292,226	-	2,000,000	-
	Total	\$ 2,224,307	\$ 3,466,447	\$ 5,004,759	\$ 3,596,045	\$ 5,595,839	\$ 3,185,708
	COURT FACILITIES						
	FINES & FORFEITS	99,015	78,089	90,000	90,000	90,000	90,000
	INVESTMENT INCOME	183	429	-	-	-	-
	OPERATING TRANSFERS IN	119,996	145,000	135,000	135,000	135,000	135,000
	Total	\$ 219,194	\$ 223,518	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
	OPEN SPACE & PARKLAND PRESERVATION						
	CONTRIBUTIONS	6,000	5,000	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	381,220	511,070	141,120	-	-
	INVESTMENT INCOME	811	41,622	112,602	193,436	236,084	262,738
	MISCELLANEOUS REVENUE	3,557	1,624	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	1,991	-
	PRIOR YEAR SURPLUS	-	-	1,560,938	-	-	-
	TAXES	2,383,653	2,446,842	2,494,382	2,538,138	2,632,919	2,711,907
	Total	\$ 2,394,021	\$ 2,876,308	\$ 4,678,992	\$ 2,872,694	\$ 2,870,994	\$ 2,974,645
	BANDEMER PROPERTY						
	CHARGES FOR SERVICES	360	945	-	-	-	-
	INVESTMENT INCOME	(62)	246	600	1,000	1,406	1,565
	MISCELLANEOUS REVENUE	6,900	7,400	6,900	7,650	7,650	7,650
	PRIOR YEAR SURPLUS	-	-	4,334	-	-	-
	Total	\$ 6,838	\$ 7,646	\$ 11,834	\$ 8,650	\$ 9,056	\$ 9,215
	CONSTRUCTION CODE FUND						
	INVESTMENT INCOME	349	20,674	39,362	112,248	121,565	135,290
	LICENSES, PERMITS & REGISTRATIONS	3,902,759	4,786,160	3,288,400	4,544,601	4,146,850	4,093,850
	MISCELLANEOUS REVENUE	520	1,524	300	300	1,200	1,200
	OPERATING TRANSFERS IN	-	-	-	-	100,790	-
	PRIOR YEAR SURPLUS	-	-	608,094	-	473,923	269,174
	TAXES	-	-	-	-	-	-
	Total	\$ 3,903,628	\$ 4,808,358	\$ 3,936,156	\$ 4,657,149	\$ 4,844,328	\$ 4,499,514

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	DRUG ENFORCEMENT						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	FINES & FORFEITS	31,302	40,827	21,914	7,440	500	500
	INVESTMENT INCOME	(134)	307	1,154	900	1,614	1,796
	MISCELLANEOUS REVENUE	-	-	-	1,390	-	-
	PRIOR YEAR SURPLUS	-	-	17,394	-	23,725	-
	Total	<u>\$ 31,168</u>	<u>\$ 41,134</u>	<u>\$ 40,462</u>	<u>\$ 9,730</u>	<u>\$ 25,839</u>	<u>\$ 2,296</u>
	FEDERAL EQUITABLE SHARING FORFEITURE						
	FINES & FORFEITS	45,842	112,368	88,663	40,476	10,000	10,000
	INVESTMENT INCOME	(89)	411	1,021	1,200	2,393	2,663
	PRIOR YEAR SURPLUS	-	-	36,912	-	65,003	-
	Total	<u>\$ 45,753</u>	<u>\$ 112,779</u>	<u>\$ 126,596</u>	<u>\$ 41,676</u>	<u>\$ 77,396</u>	<u>\$ 12,663</u>
	PARKS MEMORIALS & CONTRIBUTIONS						
	CHARGES FOR SERVICES	-	16,776	49,975	75,000	75,000	75,000
	CONTRIBUTIONS	23,495	48,062	302,600	302,600	27,500	27,500
	INVESTMENT INCOME	(1,048)	2,834	9,973	14,000	16,431	18,287
	OPERATING TRANSFERS IN	-	-	-	-	21	-
	PRIOR YEAR SURPLUS	-	-	16,776	-	100,000	50,000
	Total	<u>\$ 22,447</u>	<u>\$ 67,672</u>	<u>\$ 379,324</u>	<u>\$ 391,600</u>	<u>\$ 218,952</u>	<u>\$ 170,787</u>
	METRO EXPANSION						
	INTERGOVERNMENTAL REVENUES	393,785	397,506	390,000	390,000	390,000	390,000
	INVESTMENT INCOME	597	7,960	16,910	37,536	45,812	50,984
	OPERATING TRANSFERS IN	-	-	-	-	3,570	-
	Total	<u>\$ 394,382</u>	<u>\$ 405,466</u>	<u>\$ 406,910</u>	<u>\$ 427,536</u>	<u>\$ 439,382</u>	<u>\$ 440,984</u>
	SPECIAL ASSISTANCE						
	CONTRIBUTIONS	5,566	5,888	5,000	5,000	5,000	5,000
	INVESTMENT INCOME	(6)	36	62	-	204	227
	Total	<u>\$ 5,560</u>	<u>\$ 5,923</u>	<u>\$ 5,062</u>	<u>\$ 5,000</u>	<u>\$ 16,204</u>	<u>\$ 5,227</u>
	OPEN SPACE ENDOWMENT						
	INVESTMENT INCOME	(788)	2,819	7,350	13,500	16,026	17,836
	OPERATING TRANSFERS IN	-	47,734	-	47,734	-	-
	PRIOR YEAR SURPLUS	-	-	12,650	-	15,000	15,000
	Total	<u>\$ (788)</u>	<u>\$ 50,553</u>	<u>\$ 20,000</u>	<u>\$ 61,234</u>	<u>\$ 31,026</u>	<u>\$ 32,836</u>
	POLICE & FIRE RELIEF						
	INVESTMENT INCOME	(868)	2,986	7,059	-	14,464	16,097
	Total	<u>\$ (868)</u>	<u>\$ 2,986</u>	<u>\$ 7,059</u>	<u>\$ -</u>	<u>\$ 14,464</u>	<u>\$ 16,097</u>
	CEMETARY PERPETUAL CARE						
	CHARGES FOR SERVICES	2,500	2,300	3,000	750	3,000	3,000
	INVESTMENT INCOME	1,014	1,266	980	1,500	2,106	2,343
	Total	<u>\$ 3,514</u>	<u>\$ 3,566</u>	<u>\$ 3,980</u>	<u>\$ 2,250</u>	<u>\$ 5,106</u>	<u>\$ 5,343</u>
	ART IN PUBLIC PLACES						
	CONTRIBUTIONS	-	-	15,000	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	-	-	-	-
	INVESTMENT INCOME	(189)	590	-	2,736	-	-
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	130,000	-
	Total	<u>\$ (189)</u>	<u>\$ 590</u>	<u>\$ 15,000</u>	<u>\$ 2,736</u>	<u>\$ 130,000</u>	<u>\$ -</u>

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	ALTERNATIVE TRANSPORTATION						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	CONTRIBUTIONS	3,828	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	-	-	614,255	-	-	-
	INVESTMENT INCOME	739	3,116	3,058	10,417	12,714	14,150
	MISCELLANEOUS REVENUE	-	-	-	75	-	-
	OPERATING TRANSFERS IN	457,176	505,152	1,179,596	565,341	635,655	656,445
	PRIOR YEAR SURPLUS	-	-	123,937	-	299,810	-
	SPECIAL ASSESSMENTS	17,012	5,375	-	-	-	-
	TAXES	-	-	-	-	-	-
	Total	\$ 478,755	\$ 513,643	\$ 1,920,846	\$ 575,833	\$ 948,179	\$ 670,595
	STREET, BRIDGE & SIDEWALK MILLAGE						
	CHARGES FOR SERVICES	-	512,791	2,575,504	1,225,295	-	-
	CONTRIBUTIONS	2,716,942	3,566,804	6,037,931	5,679,776	2,642,000	428,000
	INTERGOVERNMENTAL REVENUES	27,360	35,435	-	26,423	-	-
	INTRAGOVERNMENTAL SALES	-	-	-	-	-	-
	INVESTMENT INCOME	1,173	44,371	188,040	193,557	236,231	262,902
	MISCELLANEOUS REVENUE	14,484	6,337	-	30,708	-	-
	OPERATING TRANSFERS IN	3,805,969	1,600,187	4,294,823	3,702,409	802,424	-
	PRIOR YEAR SURPLUS	-	-	-	-	300,000	-
	SPECIAL ASSESSMENTS	13,864	15,150	243,822	62,196	-	-
	TAXES	10,628,035	11,152,754	11,203,670	11,524,592	11,830,530	12,170,575
	Total	\$ 17,207,827	\$ 16,933,828	\$ 24,543,790	\$ 22,444,956	\$ 15,811,185	\$ 12,861,477
	MICHIGAN JUSTICE TRAINING						
	INTERGOVERNMENTAL REVENUES	22,145	21,048	21,000	21,000	21,000	21,000
	INVESTMENT INCOME	99	162	73	268	268	298
	Total	\$ 22,244	\$ 21,211	\$ 21,073	\$ 21,268	\$ 21,268	\$ 21,298
	AFFORDABLE HOUSING						
	CONTRIBUTIONS	-	-	-	-	-	-
	INVESTMENT INCOME	1,591	2,758	5,000	9,000	15,543	17,298
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	OPERATING TRANSFERS IN	99,996	-	-	-	660,000	660,000
	PRIOR YEAR SURPLUS	-	-	730,004	-	-	-
	Total	\$ 101,587	\$ 2,758	\$ 735,004	\$ 9,000	\$ 675,543	\$ 677,298
	PARK MAINT & CAPITAL IMPROVEMENT						
	CHARGES FOR SERVICES	-	223	-	-	-	-
	CONTRIBUTIONS	550,000	-	-	-	-	-
	INTERGOVERNMENTAL REVENUES	116,728	183,272	-	-	-	-
	INVESTMENT INCOME	216	20,853	54,070	105,000	119,695	133,209
	MISCELLANEOUS REVENUE	45,904	6,778	1,100	4,328	1,100	1,100
	OPERATING TRANSFERS IN	92,791	-	66,751	-	223,315	50,000
	PRIOR YEAR SURPLUS	-	-	732,723	-	38,806	-
	TAXES	5,487,383	5,633,620	5,804,831	5,853,365	6,294,827	6,483,673
	Total	\$ 6,293,022	\$ 5,844,746	\$ 6,659,475	\$ 5,962,693	\$ 6,677,743	\$ 6,667,982
	MAJOR GRANTS PROGRAMS						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	CONTRIBUTIONS	1,522	-	7,000	7,000	-	-
	INTERGOVERNMENTAL REVENUES	1,440,172	892,561	3,797,137	367,490	-	-
	INVESTMENT INCOME	4,613	8,508	-	5,000	-	-
	MISCELLANEOUS REVENUE	46,560	42,383	72,000	40,000	-	-
	OPERATING TRANSFERS IN	414,428	143,704	992,279	110,000	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	Total	\$ 1,907,295	\$ 1,087,157	\$ 4,868,416	\$ 529,490	\$ -	\$ -

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	COUNTY MENTAL HEALTH MILLAGE						
	INVESTMENT INCOME	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	-	-	-	1,238,400
	TAXES	-	-	2,200,000	2,200,000	2,200,000	2,200,000
	Total	\$ -	\$ -	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 3,438,400
	INDIGENT DEFENSE FUND						
	INTERGOVERNMENTAL REVENUES	-	-	197,123	197,123	197,123	197,123
	Total	\$ -	\$ -	\$ 197,123	\$ 197,123	\$ 197,123	\$ 197,123
Capital Projects	GENERAL CAPITAL FUND						
	CHARGES FOR SERVICES	-	240,107	51,025	-	500,000	1,500,000
	CONTRIBUTIONS	-	117,046	-	-	-	-
	INVESTMENT INCOME	(5,839)	13,597	-	35,000	-	-
	MISCELLANEOUS REVENUE	10,748	(370)	-	-	-	-
	OPERATING TRANSFERS IN	2,939,435	1,159,637	971,260	821,782	1,076,000	756,000
	PRIOR YEAR SURPLUS	-	-	44,637	-	-	-
	TAXES	1,984	22	-	-	-	-
	Total	\$ 2,946,328	\$ 1,530,038	\$ 1,066,922	\$ 856,782	\$ 1,576,000	\$ 2,256,000
	CAPITAL SINKING FUND						
	CHARGES FOR SERVICES	-	-	-	-	-	-
	CONTRIBUTIONS	-	-	-	-	-	-
	INVESTMENT INCOME	-	-	-	-	-	-
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	OPERATING TRANSFERS IN	-	-	-	-	700,000	700,000
	PRIOR YEAR SURPLUS	-	-	-	-	-	-
	TAXES	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 700,000
Component Units	SMART ZONE LDFA						
	INVESTMENT INCOME	80	12,431	31,117	65,934	60,000	60,000
	MISCELLANEOUS REVENUE	162,455	127,970	75,000	75,000	75,000	75,000
	PRIOR YEAR SURPLUS	-	-	337,983	-	259,000	1,217,250
	TAXES	3,169,097	3,566,551	3,870,000	3,899,557	4,500,000	4,680,000
	Total	\$ 3,331,632	\$ 3,706,952	\$ 4,314,100	\$ 4,040,491	\$ 4,894,000	\$ 6,032,250
	DDA/HOUSING FUND						
	CHARGES FOR SERVICES	-	-	321,368	321,368	332,615	344,257
	INVESTMENT INCOME	-	-	1,500	1,500	5,000	5,000
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	452,856	-	383,265	-
	Total	\$ -	\$ -	\$ 775,724	\$ 322,868	\$ 720,880	\$ 349,257
	DOWNTOWN DEVELOPMENT AUTHORITY						
	INVESTMENT INCOME	-	-	20,000	20,000	25,000	25,000
	MISCELLANEOUS REVENUE	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	3,209,996	-	1,735,778	-
	TAXES	-	-	6,736,432	6,736,432	7,075,794	7,323,447
	Total	\$ -	\$ -	\$ 9,966,428	\$ 6,756,432	\$ 8,836,572	\$ 7,348,447
	DDA PARKING MAINTENANCE						
	CHARGES FOR SERVICES	-	-	1,800,000	1,800,000	3,550,000	4,550,000
	INVESTMENT INCOME	-	-	20,000	20,000	25,000	25,000
	OPERATING TRANSFERS IN	-	-	-	-	-	-
	PRIOR YEAR SURPLUS	-	-	2,154,235	-	-	86,976
	Total	\$ -	\$ -	\$ 3,974,235	\$ 1,820,000	\$ 3,575,000	\$ 4,661,976
	DDA PARKING SYSTEM						
	CHARGES FOR SERVICES	-	-	21,170,806	21,170,806	22,876,162	23,237,678
	INVESTMENT INCOME	-	-	10,000	10,000	24,000	20,000
	MISCELLANEOUS REVENUE	-	-	160,000	160,000	170,000	175,000
	PRIOR YEAR SURPLUS	-	-	2,604,294	-	317,610	1,989,084
	Total	\$ -	\$ -	\$ 23,945,100	\$ 21,340,806	\$ 23,387,772	\$ 25,421,762

Revenue Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	CITY TOTALS						
	CHARGES FOR SERVICES	134,762,415	141,475,559	171,183,124	166,405,345	180,718,479	190,015,986
	CONTRIBUTIONS	6,244,521	7,359,693	6,943,531	8,089,421	4,377,341	2,189,955
	FINES & FORFEITS	4,704,381	4,283,946	4,923,996	4,708,785	4,950,195	4,958,880
	INTERGOVERNMENTAL REVENUES	24,113,347	26,306,671	29,198,802	27,578,641	26,779,730	26,968,880
	INTRAGOVERNMENTAL SALES	23,253,576	24,118,144	24,564,823	24,333,038	24,703,369	24,481,665
	INVESTMENT INCOME	71,916,434	46,653,439	51,052,529	45,145,414	48,854,804	51,276,699
	LICENSES, PERMITS & REGISTRATIONS	7,784,600	8,990,307	7,324,096	8,461,996	8,182,857	8,129,857
	MISCELLANEOUS REVENUE	2,714,640	2,777,576	2,354,424	2,064,898	2,070,127	1,857,138
	PRIOR YEAR SURPLUS	-	-	29,028,029	-	16,696,269	7,683,209
	OPERATING TRANSFERS IN	18,702,732	16,454,751	15,616,831	13,115,220	15,963,240	10,432,003
	SALE OF BONDS	24,509,365	-	61,005,600	44,556,297	23,966,875	27,606,000
	SPECIAL ASSESSMENTS	93,372	62,749	310,060	118,083	53,742	51,597
	TAXES	88,603,053	91,575,356	103,061,519	103,768,119	108,539,338	111,716,382
	Total*	<u>\$ 407,402,435</u>	<u>\$ 370,058,190</u>	<u>\$ 506,567,364</u>	<u>\$ 448,345,257</u>	<u>\$ 465,856,366</u>	<u>\$467,368,251</u>

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

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Definition of Expenditure Categories

PERSONNEL SERVICES

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

PAYROLL FRINGES

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

OTHER SERVICES

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

MATERIALS AND SUPPLIES

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

OTHER CHARGES

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

PASS-THROUGHS

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

CAPITAL OUTLAY

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

GRANT/LOAN RECIPIENTS

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

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FY 2020 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	720,880										720,880
0002 ENERGY PROJECTS	312,071			312,071							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	8,836,572										8,836,572
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	4,894,000										4,894,000
0010 GENERAL	111,728,766	438,005	2,470,898	9,418,133	17,529,821	8,147,264	6,486,423	46,532,144	4,881,186	15,824,892	
0011 CENTRAL STORES	1,225,154						1,225,154				
0012 FLEET SERVICES	10,392,385			10,392,385							
0014 INFORMATION TECHNOLOGY	8,214,723					8,214,723					
0016 COMMUNITY TELEVISION NETWORK	2,127,793			2,127,793							
0021 MAJOR STREET	13,045,242					8,685	13,036,557				
0022 LOCAL STREET	5,595,839						5,595,839				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,427,219				1,427,219						
0025 BANDEMER PROPERTY	6,131				6,131						
0026 CONSTRUCTION CODE FUND	4,844,328				4,844,328						
0027 DRUG ENFORCEMENT	24,225							24,225			
0028 FEDERAL EQUITABLE SHARING	75,003							75,003			
0033 DDA PARKING MAINTENANCE	3,267,536										3,267,536
0034 PARKS MEMORIALS & CONTRIBUTIONS	148,931				148,931						
0035 GENERAL DEBT SERVICE	10,603,827									10,603,827	
0036 METRO EXPANSION	436,495						436,495				
0038 SPECIAL ASSISTANCE	16,000				16,000						
0041 OPEN SPACE ENDOWMENT	15,000				15,000						
0042 WATER SUPPLY SYSTEM	24,287,195			66,603		1,159,625	23,060,967				
0043 SEWAGE DISPOSAL SYSTEM	25,840,864			49,379		740,599	25,050,886				
0048 AIRPORT	783,170			783,170							
0049 PROJECT MANAGEMENT	5,092,213					48,148	5,044,065				
0052 VEBA TRUST	699,819										699,819
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	28,620						28,620				
0056 ART IN PUBLIC PLACES	130,000						130,000				
0057 RISK FUND	36,600,918			33,942,436		2,658,482					
0058 WHEELER CENTER	564,224						564,224				
0059 EMPLOYEES RETIREMENT SYSTEM	48,994,430										48,994,430
0061 ALTERNATIVE TRANSPORTATION	948,179				21,455		926,724				
0062 STREET & SIDEWALK REPAIR MILLAGE	14,286,356						14,286,356				
0063 DDA PARKING SYSTEM	23,387,772										23,387,772
0064 MICHIGAN JUSTICE TRAINING	21,000							21,000			
0069 STORMWATER SEWER SYSTEM	9,931,351			53,181		245,386	9,632,784				

FY 2020 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
0070 AFFORDABLE HOUSING	660,000				660,000						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,592,771				6,592,771						
0072 SOLID WASTE FUND	18,103,464			45,805		318,168	17,739,491				
0082 STORMWATER BOND PENDING	3,709,135						3,709,135				
0088 SEWER BOND	7,882,600						7,882,600				
0089 WATER BOND	12,375,140						12,375,140				
00CP GENERAL CAPITAL FUND	1,576,000					500,000	940,000	136,000			
0100 COUNTY MENTAL HEALTH MILLAGE	2,200,000			880,000	880,000		440,000				
0101 CAPITAL SINKING FUND	700,000			400,000				300,000			
0260 INDIGENT DEFENSE FUND	197,123								197,123		
	\$433,775,464	\$438,005	\$2,470,898	\$58,470,956	\$32,141,656	\$22,041,080	\$148,591,460	\$47,088,372	\$5,303,309	\$26,428,719	\$90,801,009

FY 2021 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	344,257										344,257
0002 ENERGY PROJECTS	160,446			160,446							
0003 DOWNTOWN DEVELOPMENT AUTHORITY	6,588,345										6,588,345
0009 SMART ZONE LOCAL DEVELOPMENT FINANCING AUTHORITY	6,032,250										6,032,250
0010 GENERAL	111,378,798	422,133	2,421,908	9,849,955	16,566,268	8,244,349	4,960,848	47,373,280	4,935,964	16,604,093	
0011 CENTRAL STORES	1,229,675						1,229,675				
0012 FLEET SERVICES	8,788,735			8,788,735							
0014 INFORMATION TECHNOLOGY	8,260,038					8,260,038					
0016 COMMUNITY TELEVISION NETWORK	2,139,036			2,139,036							
0021 MAJOR STREET	11,779,293					8,960	11,770,333				
0022 LOCAL STREET	3,185,708						3,185,708				
0023 COURT FACILITIES	225,000								225,000		
0024 OPEN SPACE & PARKLAND PRESERVATION	1,427,689				1,427,689						
0025 BANDEMER PROPERTY	6,290				6,290						
0026 CONSTRUCTION CODE FUND	4,499,514				4,499,514						
0027 DRUG ENFORCEMENT	500							500			
0028 FEDERAL EQUITABLE SHARING	10,000							10,000			
0033 DDA PARKING MAINTENANCE	4,661,976										4,661,976
0034 PARKS MEMORIALS & CONTRIBUTIONS	100,787				100,787						
0035 GENERAL DEBT SERVICE	10,642,502									10,642,502	
0036 METRO EXPANSION	438,097						438,097				
0038 SPECIAL ASSISTANCE	5,000				5,000						
0041 OPEN SPACE ENDOWMENT	15,000				15,000						
0042 WATER SUPPLY SYSTEM	24,541,943			67,269		1,191,118	23,283,556				
0043 SEWAGE DISPOSAL SYSTEM	25,870,447			49,878		761,706	25,058,863				
0048 AIRPORT	811,159			811,159							
0049 PROJECT MANAGEMENT	5,123,985					49,828	5,074,157				
0052 VEBA TRUST	734,819										734,819
0053 POLICE AND FIRE RELIEF											
0054 CEMETERY PERPETUAL CARE											
0055 ELIZABETH R DEAN TRUST	27,494						27,494				
0057 RISK FUND	33,383,606			30,633,736		2,749,870					
0058 WHEELER CENTER	442,786						442,786				
0059 EMPLOYEES RETIREMENT SYSTEM	51,119,589										51,119,589
0060 GENERAL DEBT/SPECIAL ASSESSMENTS											
0061 ALTERNATIVE TRANSPORTATION	575,935				22,141		553,794				
0062 STREET & SIDEWALK REPAIR MILLAGE	12,047,206						12,047,206				
0063 DDA PARKING SYSTEM	25,421,762										25,421,762
0064 MICHIGAN JUSTICE TRAINING	21,000							21,000			
0069 STORMWATER SEWER SYSTEM	10,669,323			53,802		252,176	10,363,345				

FY 2021 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
0070 AFFORDABLE HOUSING	660,000				660,000						
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	6,667,982				6,667,982						
0072 SOLID WASTE FUND	17,986,244			46,300		326,272	17,613,672				
0082 STORMWATER BOND PENDING	4,046,000						4,046,000				
0088 SEWER BOND	12,150,000						12,150,000				
0089 WATER BOND	11,410,000						11,410,000				
00CP GENERAL CAPITAL FUND	2,256,000					1,500,000	620,000	136,000			
0100 COUNTY MENTAL HEALTH MILLAGE	3,438,400			730,000	1,046,000		1,359,600	269,800		33,000	
0101 CAPITAL SINKING FUND	700,000			400,000				300,000			
0260 INDIGENT DEFENSE FUND	197,123								197,123		
	\$432,221,739	\$422,133	\$2,421,908	\$53,730,316	\$31,016,671	\$23,344,317	\$145,635,134	\$48,110,580	\$5,358,087	\$27,279,595	\$94,902,998

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021	
General	GENERAL							
	PERSONNEL SERVICES	39,535,063	40,536,289	42,028,869	41,309,730	42,741,498	44,286,440	
	PAYROLL FRINGES	22,948,349	23,330,072	23,788,294	23,584,039	24,417,973	25,685,388	
	EMPLOYEE ALLOWANCES	491,982	503,408	493,468	505,212	505,619	505,619	
	OTHER SERVICES	9,995,791	10,853,189	12,075,317	12,005,025	11,533,336	10,082,689	
	MATERIALS & SUPPLIES	1,435,526	1,333,661	1,362,050	1,457,838	1,490,144	1,473,543	
	OTHER CHARGES	10,217,249	10,842,879	11,822,990	11,683,251	14,656,453	13,513,789	
	PASS THROUGHS	14,601,318	13,239,850	13,653,682	13,603,682	15,013,414	14,460,001	
	CAPITAL OUTLAY	151,670	4,398,106	1,258,719	21,624	-	-	
	VEHICLE OPERATING COSTS	34,493	45,543	61,500	52,508	44,000	45,000	
	GRANT/LOAN RECIPIENTS	1,337,529	1,319,529	1,326,329	1,326,329	1,326,329	1,326,329	
	Total		\$ 100,748,970	\$ 106,402,525	\$ 107,871,218	\$ 105,549,238	\$ 111,728,766	\$ 111,378,798
	Debt Service	GENERAL DEBT SERVICE						
		OTHER SERVICES	84,935	-	265,011	200	200	200
		OTHER CHARGES	33,205,983	8,747,566	50,659,754	48,444,746	10,603,627	10,642,302
Total		\$ 33,290,919	\$ 8,747,566	\$ 50,924,765	\$ 48,444,946	\$ 10,603,827	\$ 10,642,502	
	GENERAL DEBT/SPECIAL ASSESSMENT							
	OTHER CHARGES	15,855	300	-	-	-	-	
	PASS THROUGHS	26,325	613,233	-	-	-	-	
Total		\$ 42,180	\$ 613,533	\$ -	\$ -	\$ -	\$ -	
Enterprise	WATER SUPPLY SYSTEM							
	PERSONNEL SERVICES	4,203,263	4,318,753	4,325,947	6,410,491	6,886,309	6,801,016	
	PAYROLL FRINGES	2,429,255	2,567,127	2,658,746	2,627,125	2,614,551	2,739,040	
	EMPLOYEE ALLOWANCES	17,131	21,127	12,416	22,818	12,320	12,070	
	OTHER SERVICES	3,183,226	3,566,682	3,423,908	3,597,768	3,757,903	3,605,622	
	MATERIALS & SUPPLIES	2,162,157	2,140,171	3,372,150	2,684,015	2,640,662	2,768,903	
	OTHER CHARGES	6,948,106	7,261,142	7,087,779	7,099,624	7,490,327	7,578,311	
	PASS THROUGHS	1,222,272	1,134,712	867,878	787,978	738,123	754,981	
	CAPITAL OUTLAY	(6,127)	201,169	125,000	152,590	145,000	280,000	
	VEHICLE OPERATING COSTS	2,572	9,765	7,000	2,000	2,000	2,000	
	Total		\$ 20,161,856	\$ 21,220,647	\$ 21,880,824	\$ 23,384,409	\$ 24,287,195	\$ 24,541,943
		WATER BOND PENDING SERIES						
		PERSONNEL SERVICES	-	-	-	-	-	-
		PAYROLL FRINGES	-	-	-	-	-	-
		OTHER SERVICES	-	-	-	-	-	-
MATERIALS & SUPPLIES		-	-	-	-	-	-	
OTHER CHARGES		-	-	6,565,186	-	12,375,140	11,410,000	
PASS THROUGHS		-	-	-	-	-	-	
CAPITAL OUTLAY		-	-	-	-	-	-	
Total			\$ -	\$ -	\$ 6,565,186	\$ -	\$ 12,375,140	\$ 11,410,000
		SEWAGE DISPOSAL SYSTEM						
	PERSONNEL SERVICES	3,616,082	3,516,281	3,839,138	5,205,016	5,593,875	5,526,138	
	PAYROLL FRINGES	2,230,938	2,249,207	2,271,303	2,236,607	2,236,253	2,345,451	
	EMPLOYEE ALLOWANCES	11,262	11,357	6,067	9,366	6,140	5,890	
	OTHER SERVICES	3,355,200	4,195,559	6,632,432	4,469,107	4,677,402	4,730,420	
	MATERIALS & SUPPLIES	890,045	827,458	922,376	959,254	879,680	913,086	
	OTHER CHARGES	8,269,533	9,166,356	11,795,884	11,346,880	11,305,935	11,353,180	
	PASS THROUGHS	702,600	668,868	682,556	682,556	940,079	968,282	
	CAPITAL OUTLAY	38,835	(189,620)	451,531	362,091	176,500	-	
	VEHICLE OPERATING COSTS	29,352	22,378	21,000	24,000	25,000	28,000	
Total		\$ 19,143,847	\$ 20,467,844	\$ 26,622,287	\$ 25,294,877	\$ 25,840,864	\$ 25,870,447	
	SEWER BOND PENDING SERIES							
	PERSONNEL SERVICES	-	-	-	-	-	-	
	PAYROLL FRINGES	-	-	-	-	-	-	
	OTHER SERVICES	-	-	-	-	-	-	
	OTHER CHARGES	-	-	13,072,110	-	7,882,600	12,150,000	
Total		\$ -	\$ -	\$ 13,072,110	\$ -	\$ 7,882,600	\$ 12,150,000	

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	AIRPORT						
	PERSONNEL SERVICES	232,102	238,390	251,235	236,000	254,370	262,153
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	284,930	242,734	195,620	346,371	225,256	238,739
	MATERIALS & SUPPLIES	48,621	44,186	36,000	36,000	31,000	38,000
	OTHER CHARGES	215,870	222,421	207,911	207,911	240,375	238,838
	PASS THROUGHGS	8,124	6,888	7,091	7,091	8,669	8,929
	CAPITAL OUTLAY	-	-	190,000	40,000	-	-
	VEHICLE OPERATING COSTS	9,820	8,437	29,500	24,500	23,500	24,500
	Total	\$ 799,467	\$ 763,056	\$ 917,357	\$ 897,873	\$ 783,170	\$ 811,159
	STORMWATER SEWER SYSTEM						
	PERSONNEL SERVICES	1,449,369	1,481,584	1,698,127	1,642,646	2,431,086	2,396,127
	PAYROLL FRINGES	852,075	843,697	1,137,859	1,122,343	1,128,757	1,181,997
	EMPLOYEE ALLOWANCES	6,994	7,246	6,424	9,450	6,236	6,111
	OTHER SERVICES	1,924,878	2,247,104	4,307,464	3,464,012	4,016,745	4,705,523
	MATERIALS & SUPPLIES	128,921	122,701	102,900	118,370	144,734	159,265
	OTHER CHARGES	1,559,376	1,626,221	2,591,465	1,760,276	1,845,427	1,853,734
	PASS THROUGHGS	2,949,665	1,199,127	4,139,548	329,851	358,366	366,566
	CAPITAL OUTLAY	(179,392)	(368,731)	59,701	-	-	-
	VEHICLE OPERATING COSTS	5,750	1,007	-	2,500	-	-
	Total	\$ 8,697,637	\$ 7,159,956	\$ 14,043,488	\$ 8,449,448	\$ 9,931,351	\$ 10,669,323
	STORMWATER BOND						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	OTHER CHARGES	-	-	5,830,809	-	3,709,135	4,046,000
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ 5,830,809	\$ -	\$ 3,709,135	\$ 4,046,000
	SOLID WASTE						
	PERSONNEL SERVICES	1,846,513	1,652,080	1,766,457	1,781,823	1,974,598	1,945,729
	PAYROLL FRINGES	1,165,797	1,093,664	1,170,765	1,217,819	1,152,225	1,206,037
	EMPLOYEE ALLOWANCES	4,644	3,684	2,357	6,018	1,353	1,236
	OTHER SERVICES	11,946,910	11,107,322	13,740,322	11,660,538	12,069,755	11,697,919
	MATERIALS & SUPPLIES	214,663	164,873	127,850	113,285	168,550	168,250
	OTHER CHARGES	1,289,066	1,723,511	4,715,226	1,957,146	2,142,410	2,358,602
	PASS THROUGHGS	1,286,023	414,858	418,106	418,106	440,961	447,551
	CAPITAL OUTLAY	(89,630)	(2,101)	159,998	-	-	-
	VEHICLE OPERATING COSTS	7,176	-	-	-	153,612	160,920
	Total	\$ 17,671,161	\$ 16,157,890	\$ 22,101,081	\$ 17,154,735	\$ 18,103,464	\$ 17,986,244
Internal Service	CENTRAL STORES						
	PERSONNEL SERVICES	233,660	274,677	154,866	154,866	157,318	161,714
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	28,959	38,384	38,385	37,074	37,765	33,790
	MATERIALS & SUPPLIES	715,897	756,458	851,952	791,257	866,555	868,218
	OTHER CHARGES	125,811	86,278	98,499	92,999	116,668	118,881
	PASS THROUGHGS	48,168	44,928	43,656	43,656	46,848	47,072
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 1,152,495	\$ 1,200,725	\$ 1,187,358	\$ 1,119,852	\$ 1,225,154	\$ 1,229,675
	FLEET SERVICES						
	PERSONNEL SERVICES	1,369,921	1,408,972	1,426,245	1,246,320	1,506,916	1,628,183
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	211,924	172,365	307,924	334,158	245,043	233,137
	MATERIALS & SUPPLIES	143,370	98,249	32,921	52,228	100,078	83,305
	OTHER CHARGES	2,954,508	3,140,677	2,926,751	2,929,301	2,966,196	2,942,938
	PASS THROUGHGS	677,039	678,850	680,316	680,316	691,440	693,202
	CAPITAL OUTLAY	76,602	0	2,399,199	1,942,468	3,091,968	1,394,510
	VEHICLE OPERATING COSTS	1,468,300	1,686,620	2,143,751	1,732,345	1,790,744	1,813,460
	Total	\$ 6,901,664	\$ 7,185,733	\$ 9,917,107	\$ 8,917,136	\$ 10,392,385	\$ 8,788,735

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	INFORMATION TECHNOLOGY						
	PERSONNEL SERVICES	3,506,731	3,582,517	3,650,644	3,613,142	3,835,873	3,894,708
	PAYROLL FRINGES	9,118	33,604	21,110	17,423	16,081	16,912
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	2,340,540	2,134,310	2,973,332	3,030,243	2,421,629	2,210,153
	MATERIALS & SUPPLIES	630,480	373,671	1,127,326	1,094,334	321,540	511,520
	OTHER CHARGES	1,266,366	1,264,838	1,198,251	1,395,387	1,374,682	1,387,582
	PASS THROUGHGS	627,677	-	-	-	-	-
	CAPITAL OUTLAY	(0)	-	304,013	265,961	244,918	239,163
	Total	\$ 8,380,911	\$ 7,388,940	\$ 9,274,676	\$ 9,416,490	\$ 8,214,723	\$ 8,260,038
	PROJECT MANAGEMENT						
	PERSONNEL SERVICES	2,089,421	2,112,832	2,859,184	2,827,738	2,962,013	2,962,390
	PAYROLL FRINGES	-	-	749,079	749,079	716,642	753,555
	EMPLOYEE ALLOWANCES	-	-	10,140	10,140	9,172	9,172
	OTHER SERVICES	255,423	324,230	295,983	338,004	472,698	470,651
	MATERIALS & SUPPLIES	37,562	33,655	29,600	26,875	33,850	33,850
	OTHER CHARGES	631,366	727,206	784,248	776,398	787,415	786,833
	PASS THROUGHGS	42,192	39,408	40,319	40,319	55,999	57,679
	CAPITAL OUTLAY	-	-	-	-	54,424	49,855
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 3,055,963	\$ 3,237,332	\$ 4,768,553	\$ 4,768,553	\$ 5,092,213	\$ 5,123,985
	RISK FUND						
	PERSONNEL SERVICES	615,489	635,385	680,492	696,434	770,623	798,132
	PAYROLL FRINGES	221,371	228,370	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	754,436	853,590	1,123,065	949,167	1,100,386	1,098,205
	MATERIALS & SUPPLIES	16,382	34,581	51,500	51,501	51,000	51,000
	OTHER CHARGES	24,982,314	24,094,909	27,912,182	25,531,038	30,328,599	31,419,082
	PASS THROUGHGS	3,460,057	3,325,111	670,683	670,683	4,350,310	17,187
	Total	\$ 30,050,049	\$ 29,171,946	\$ 30,437,922	\$ 27,898,823	\$ 36,600,918	\$ 33,383,606
	WHEELER CENTER						
	PERSONNEL SERVICES	42,741	41,781	42,793	45,500	56,628	56,778
	PAYROLL FRINGES	-	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	302,435	260,587	319,778	289,506	434,667	298,851
	MATERIALS & SUPPLIES	42,437	26,313	39,988	33,550	22,050	35,550
	OTHER CHARGES	49,628	43,281	43,565	44,019	50,879	51,607
	PASS THROUGHGS	306,000	-	-	-	-	-
	CAPITAL OUTLAY	-	14,902	-	-	-	-
	Total	\$ 743,240	\$ 386,864	\$ 446,124	\$ 412,575	\$ 564,224	\$ 442,786
Fiduciary Trust	ELIZABETH R. DEAN TRUST FUND						
	PERSONNEL SERVICES	11,689	5,512	-	8,615	-	-
	PAYROLL FRINGES	4,071	1,799	-	3,342	-	-
	OTHER SERVICES	14,397	2,908	60,000	1,288	27,346	26,220
	MATERIALS & SUPPLIES	13,692	3,361	-	8,109	-	-
	OTHER CHARGES	1,233	1,220	130	1,230	1,274	1,274
	Total	\$ 45,082	\$ 14,800	\$ 60,130	\$ 22,584	\$ 28,620	\$ 27,494
Pension Trust	VEBA TRUST						
	PERSONNEL SERVICES	26,783	30,214	-	-	-	-
	PAYROLL FRINGES	-	8,971	-	-	-	-
	OTHER SERVICES	350,324	262,468	769,075	737,020	695,400	730,400
	MATERIALS & SUPPLIES	383	648	250	850	1,100	1,100
	OTHER CHARGES	22,417	19,437	119	3,319	3,319	3,319
	Total	\$ 399,907	\$ 321,738	\$ 769,444	\$ 741,189	\$ 699,819	\$ 734,819
	EMPLOYEES' RETIREMENT SYSTEM						
	PERSONNEL SERVICES	320,347	300,111	278,802	278,802	293,061	293,061
	PAYROLL FRINGES	168,892	167,503	156,353	156,353	159,097	166,552
	OTHER SERVICES	961,850	737,787	2,467,545	2,318,400	2,242,100	2,351,100
	MATERIALS & SUPPLIES	3,531	3,083	4,000	4,000	3,700	3,200
	OTHER CHARGES	35,548,795	36,839,728	38,674,499	38,672,049	46,296,472	48,305,676
	Total	\$ 37,003,415	\$ 38,048,213	\$ 41,581,199	\$ 41,429,604	\$ 48,994,430	\$ 51,119,589

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
Special Revenue	ENERGY PROJECTS						
	PERSONNEL SERVICES	7,304	-	5,440	-	20,190	20,190
	PAYROLL FRINGES	593	-	-	-	7,982	8,245
	EMPLOYEE ALLOWANCES	-	-	-	-	152	152
	OTHER SERVICES	2,066	134	62,000	6	125,000	25,000
	MATERIALS & SUPPLIES	-	-	100,000	2,000	3,000	3,000
	OTHER CHARGES	14,268	4,452	4,588	4,588	91,809	41,243
	PASS THROUGHGS	70,358	69,060	66,238	66,238	63,938	62,616
	CAPITAL OUTLAY	-	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	-	-	-	-	-	-
	Total	\$ 94,589	\$ 73,646	\$ 238,266	\$ 72,832	\$ 312,071	\$ 160,446
	LOCAL LAW ENFORC BLOCK GRANT						
	PERSONNEL SERVICES	-	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	PASS THROUGHGS	245	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 245	\$ -	\$ -	\$ -	\$ -	\$ -
	COMMUNITY TELEVISION NETWORK						
	PERSONNEL SERVICES	678,225	742,767	740,207	734,329	581,547	588,702
	PAYROLL FRINGES	479,113	540,984	551,549	536,158	420,093	438,936
	EMPLOYEE ALLOWANCES	358	780	780	780	-	-
	OTHER SERVICES	267,496	306,543	360,123	334,847	325,877	331,925
	MATERIALS & SUPPLIES	46,132	84,223	94,000	71,373	74,000	44,000
	OTHER CHARGES	286,634	326,924	332,167	311,749	298,276	301,473
	PASS THROUGHGS	-	-	-	-	328,000	334,000
	CAPITAL OUTLAY	-	48,994	200,000	150,000	100,000	100,000
	Total	\$ 1,757,958	\$ 2,051,216	\$ 2,278,826	\$ 2,139,236	\$ 2,127,793	\$ 2,139,036
	HOMELAND SECURITY GRANT FUND						
	PERSONNEL SERVICES	47,816	42,089	41,222	41,222	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	563	-	-	-	-	-
	MATERIALS & SUPPLIES	2,780	67	-	-	-	-
	Total	\$ 51,159	\$ 42,156	\$ 41,222	\$ 41,222	\$ -	\$ -
	MAJOR STREET						
	PERSONNEL SERVICES	1,704,265	2,089,687	2,048,992	2,143,437	2,285,269	2,258,824
	PAYROLL FRINGES	1,126,850	1,240,705	1,232,981	1,286,055	1,292,124	1,353,257
	EMPLOYEE ALLOWANCES	7,516	9,766	4,999	10,269	5,886	5,847
	OTHER SERVICES	1,197,313	5,955,994	5,782,483	5,664,187	5,327,828	4,035,964
	MATERIALS & SUPPLIES	810,817	928,170	872,154	1,023,935	1,102,125	1,108,625
	OTHER CHARGES	1,085,640	1,182,996	2,369,502	2,054,125	1,611,227	1,734,019
	PASS THROUGHGS	1,111,030	1,144,407	1,820,985	1,167,180	1,255,783	1,282,757
	CAPITAL OUTLAY	104,882	395,612	102,316	(109,000)	165,000	-
	VEHICLE OPERATING COSTS	(0)	-	-	500	-	-
	Total	\$ 7,148,312	\$ 12,947,337	\$ 14,234,412	\$ 13,240,688	\$ 13,045,242	\$ 11,779,293
	LOCAL STREET						
	PERSONNEL SERVICES	441,605	475,639	539,125	545,612	479,922	490,062
	PAYROLL FRINGES	310,394	333,297	337,950	316,200	307,420	322,835
	EMPLOYEE ALLOWANCES	-	-	103	-	394	394
	OTHER SERVICES	585,515	637,800	3,500,044	3,425,886	4,268,830	1,825,400
	MATERIALS & SUPPLIES	144,929	198,795	258,391	203,600	201,700	202,300
	OTHER CHARGES	58,692	56,712	55,276	52,876	85,189	87,318
	PASS THROUGHGS	204,253	489,970	221,644	221,644	252,384	257,399
	CAPITAL OUTLAY	132,733	349,726	92,226	175,266	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 1,878,120	\$ 2,541,938	\$ 5,004,759	\$ 4,941,084	\$ 5,595,839	\$ 3,185,708
	COURT FACILITIES						
	PASS THROUGHGS	225,000	225,000	225,000	225,000	225,000	225,000
	Total	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	OPEN SPACE & PARKLAND PRESERVATION						
	PERSONNEL SERVICES	26,627	27,273	25,615	25,660	27,521	27,831
	PAYROLL FRINGES	16,078	15,177	14,793	15,910	16,103	16,913
	EMPLOYEE ALLOWANCES	72	78	117	117	117	117
	OTHER SERVICES	144,442	125,467	128,000	131,671	208,500	208,500
	MATERIALS & SUPPLIES	91	41	750	50	750	750
	OTHER CHARGES	419,086	401,117	621,943	343,943	5,865	5,865
	PASS THROUGHES	1,163,263	1,211,347	1,259,131	1,211,397	1,168,363	1,167,713
	CAPITAL OUTLAY	284,824	1,154,209	1,357,600	364,817	-	-
	Total	\$ 2,054,482	\$ 2,934,709	\$ 3,407,949	\$ 2,093,565	\$ 1,427,219	\$ 1,427,689
	BANDEMER PROPERTY						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	38	-	-	-	-	-
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	OTHER CHARGES	732	1,776	1,834	1,834	1,287	1,326
	CAPITAL OUTLAY	-	-	10,000	5,000	4,844	4,964
	Total	\$ 770	\$ 1,776	\$ 11,834	\$ 6,834	\$ 6,131	\$ 6,290
	CONSTRUCTION CODE FUND						
	PERSONNEL SERVICES	1,175,414	1,571,823	1,632,011	1,661,011	1,980,798	2,023,780
	PAYROLL FRINGES	752,533	860,032	899,714	902,676	1,035,616	1,100,076
	EMPLOYEE ALLOWANCES	9,002	13,575	11,319	11,973	13,752	13,752
	OTHER SERVICES	534,131	363,945	728,143	588,592	706,753	583,654
	MATERIALS & SUPPLIES	26,675	43,679	11,200	26,109	46,200	38,400
	OTHER CHARGES	576,991	656,856	640,670	671,349	724,087	739,652
	PASS THROUGHES	-	-	-	-	-	-
	CAPITAL OUTLAY	39,152	-	-	-	336,922	-
	VEHICLE OPERATING COSTS	-	-	100	100	200	200
	Total	\$ 3,113,898	\$ 3,509,910	\$ 3,923,157	\$ 3,861,810	\$ 4,844,328	\$ 4,499,514
	DRUG ENFORCEMENT						
	OTHER SERVICES	375	15,315	-	-	-	-
	MATERIALS & SUPPLIES	32,865	55,264	39,308	17,894	24,225	500
	OTHER CHARGES	50,833	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 84,073	\$ 70,579	\$ 39,308	\$ 17,894	\$ 24,225	\$ 500
	FEDERAL EQUITABLE SHARING FORFEITURE						
	OTHER SERVICES	-	12,674	15,875	15,875	-	-
	MATERIALS & SUPPLIES	39,317	52,951	109,700	24,601	75,003	10,000
	OTHER CHARGES	-	4,838	-	-	-	-
	CAPITAL OUTLAY	-	10,239	-	-	-	-
	Total	\$ 39,317	\$ 80,701	\$ 125,575	\$ 40,476	\$ 75,003	\$ 10,000
	PARKS MEMORIALS & CONTRIBUTIONS						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	25	-	-	-	-	-
	EMPLOYEE ALLOWANCES	-	-	-	-	-	-
	OTHER SERVICES	7,339	9,048	454,087	443,114	15,000	15,787
	MATERIALS & SUPPLIES	5,853	4,194	19,500	19,500	18,931	20,000
	OTHER CHARGES	85	85	12,000	-	-	-
	PASS THROUGHES	104,231	10,650	81,751	15,000	115,000	65,000
	CAPITAL OUTLAY	56,517	98,090	324,320	324,320	-	-
	Total	\$ 174,051	\$ 122,067	\$ 891,658	\$ 801,934	\$ 148,931	\$ 100,787
	METRO EXPANSION						
	PERSONNEL SERVICES	46,789	60,521	49,735	57,691	47,592	48,036
	PAYROLL FRINGES	13,827	33,556	20,308	30,165	14,867	15,626
	EMPLOYEE ALLOWANCES	-	-	16	16	-	-
	OTHER SERVICES	88,715	49,439	267,890	268,840	297,850	297,664
	MATERIALS & SUPPLIES	6,257	53,062	55,500	29,200	55,500	55,500
	OTHER CHARGES	8,196	13,092	13,461	13,461	20,686	21,271
	Total	\$ 163,785	\$ 209,670	\$ 406,910	\$ 399,373	\$ 436,495	\$ 438,097

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	SPECIAL ASSISTANCE						
	OTHER SERVICES	-	5,000	5,000	5,000	16,000	5,000
	Total	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 16,000	\$ 5,000
	OPEN SPACE ENDOWMENT						
	OTHER SERVICES	5,742	4,591	20,000	5,000	15,000	15,000
	Total	\$ 5,742	\$ 4,591	\$ 20,000	\$ 5,000	\$ 15,000	\$ 15,000
	CEMETARY PERPETUAL CARE						
	OTHER SERVICES	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	ART IN PUBLIC PLACES						
	PERSONNEL SERVICES	66	-	-	-	-	-
	PAYROLL FRINGES	14	-	-	-	-	-
	OTHER SERVICES	4,458	181	32,865	-	-	-
	MATERIALS & SUPPLIES	6,200	-	1,075	8,320	-	-
	OTHER CHARGES	-	-	19,294	-	-	-
	PASS THROUGHGS	-	-	-	-	130,000	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ 10,738	\$ 181	\$ 53,234	\$ 8,320	\$ 130,000	\$ -
	ALTERNATIVE TRANSPORTATION						
	PERSONNEL SERVICES	85,109	118,676	129,222	138,635	161,904	163,190
	PAYROLL FRINGES	46,218	65,115	67,074	70,587	79,437	82,884
	EMPLOYEE ALLOWANCES	-	49	593	775	343	343
	OTHER SERVICES	88,425	206,872	64,547	51,275	252,174	252,174
	MATERIALS & SUPPLIES	23,430	1,666	10,100	6,900	41,714	42,655
	OTHER CHARGES	9,793	36,001	1,219,771	13,164	412,607	34,689
	PASS THROUGHGS	78,689	(52,125)	614,255	-	-	-
	CAPITAL OUTLAY	36,948	-	-	-	-	-
	Total	\$ 368,612	\$ 376,254	\$ 2,105,562	\$ 281,336	\$ 948,179	\$ 575,935
	STREET, BRIDGE & SIDEWALK MILLAGE						
	PERSONNEL SERVICES	1,060,883	950,120	87,743	393,490	7,196	7,196
	PAYROLL FRINGES	211,748	208,041	5,480	70,561	3,670	3,844
	EMPLOYEE ALLOWANCES	-	-	78	78	62	62
	OTHER SERVICES	2,925,171	2,449,118	1,474,550	558,455	-	-
	MATERIALS & SUPPLIES	243,346	110,284	279	-	-	-
	OTHER CHARGES	1,820,187	1,695,767	15,550,600	13,007,573	14,148,779	11,905,655
	PASS THROUGHGS	644,128	1,255,978	2,779,137	70,370	126,649	130,449
	CAPITAL OUTLAY	15,347,326	13,030,485	11,780,994	10,117,186	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 22,252,789	\$ 19,699,794	\$ 31,678,861	\$ 24,217,713	\$ 14,286,356	\$ 12,047,206
	MICHIGAN JUSTICE TRAINING						
	OTHER SERVICES	20,000	21,000	21,000	22,410	21,000	21,000
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	Total	\$ 20,000	\$ 21,000	\$ 21,000	\$ 22,410	\$ 21,000	\$ 21,000
	AFFORDABLE HOUSING						
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	100,000	-
	OTHER CHARGES	-	-	550,000	550,000	-	-
	PASS THROUGHGS	-	-	-	-	-	-
	GRANT/LOAN RECIPIENTS	50,000	-	180,004	180,004	560,000	660,000
	Total	\$ 50,000	\$ -	\$ 730,004	\$ 730,004	\$ 660,000	\$ 660,000

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	PARKS MAINT & CAPITAL IMPROVEMENTS						
	PERSONNEL SERVICES	1,517,532	1,649,160	1,585,788	1,526,048	1,706,650	1,732,268
	PAYROLL FRINGES	879,255	915,707	688,983	737,321	784,665	826,839
	EMPLOYEE ALLOWANCES	7,706	8,977	9,643	8,496	7,913	7,913
	OTHER SERVICES	1,236,531	1,249,253	2,782,849	1,923,558	1,865,227	1,873,027
	MATERIALS & SUPPLIES	443,177	355,889	370,075	380,745	339,400	339,400
	OTHER CHARGES	378,165	559,261	395,362	1,756,376	1,888,916	1,888,535
	PASS THROUGH	196,189	37,037	-	-	-	-
	CAPITAL OUTLAY	1,678,163	1,252,035	2,362,602	706,761	-	-
	VEHICLE OPERATING COSTS	-	-	-	-	-	-
	Total	\$ 6,336,717	\$ 6,027,317	\$ 8,195,302	\$ 7,039,305	\$ 6,592,771	\$ 6,667,982
	MAJOR GRANT PROGRAMS						
	PERSONNEL SERVICES	228,812	163,725	211,422	127,751	-	-
	PAYROLL FRINGES	20,484	13,189	7,650	10,765	-	-
	EMPLOYEE ALLOWANCES	(65)	-	-	-	-	-
	OTHER SERVICES	1,310,469	1,046,024	4,180,274	587,177	-	-
	MATERIALS & SUPPLIES	5,080	1,051	35,665	18,255	-	-
	OTHER CHARGES	-	-	2,006,256	-	-	-
	PASS THROUGH	-	-	-	-	-	-
	CAPITAL OUTLAY	-	86,165	240,172	189,762	-	-
	GRANT/LOAN RECIPIENTS	46,560	42,383	52,875	-	-	-
	Total	\$ 1,611,341	\$ 1,352,537	\$ 6,734,314	\$ 933,710	\$ -	\$ -
	COUNTY MENTAL HEALTH MILLAGE						
	PERSONNEL SERVICES	-	-	-	37,022	24,816	74,880
	PAYROLL FRINGES	-	-	-	9,458	-	57,066
	OTHER SERVICES	-	-	190,000	83,421	486,200	588,854
	MATERIALS & SUPPLIES	-	-	-	94,109	137,696	209,000
	OTHER CHARGES	-	-	-	-	511,288	1,652,600
	PASS THROUGH	-	-	305,000	305,000	865,000	631,000
	CAPITAL OUTLAY	-	-	200,000	165,990	175,000	225,000
	Total	\$ -	\$ -	\$ 695,000	\$ 695,000	\$ 2,200,000	\$ 3,438,400
	INDIGENT DEFENSE FUND						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	-	-	187,065	187,065	187,065	187,065
	MATERIALS & SUPPLIES	-	-	10,058	10,058	10,058	10,058
	PASS THROUGH	-	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ 197,123	\$ 197,123	\$ 197,123	\$ 197,123
Capital Projects	GENERAL CAPITAL FUND						
	PERSONNEL SERVICES	136,012	32,562	-	10,400	-	-
	PAYROLL FRINGES	33,613	(82)	-	1,700	-	-
	OTHER SERVICES	2,221,795	1,597,245	1,161,647	522,326	-	-
	MATERIALS & SUPPLIES	14,318	133,687	60,768	62,768	-	-
	OTHER CHARGES	9,943	17,089	394,051	10,545	1,576,000	2,256,000
	PASS THROUGH	27,729	721,732	-	-	-	-
	CAPITAL OUTLAY	24,367	1,630,863	1,212,715	440,576	-	-
	Total	\$ 2,467,779	\$ 4,133,096	\$ 2,829,181	\$ 1,048,315	\$ 1,576,000	\$ 2,256,000
	CAPITAL SINKING FUND						
	PERSONNEL SERVICES	-	-	-	-	-	-
	PAYROLL FRINGES	-	-	-	-	-	-
	OTHER SERVICES	-	-	-	-	400,000	400,000
	MATERIALS & SUPPLIES	-	-	-	-	-	-
	OTHER CHARGES	-	-	-	-	300,000	300,000
	PASS THROUGH	-	-	-	-	-	-
	CAPITAL OUTLAY	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ 700,000	\$ 700,000
Component Units	SMART ZONE LDFA						
	OTHER SERVICES	2,563,428	3,060,573	4,267,614	3,389,555	4,819,791	5,956,189
	OTHER CHARGES	41,700	45,312	46,486	46,486	74,209	76,061
	Total	\$ 2,605,128	\$ 3,105,885	\$ 4,314,100	\$ 3,436,041	\$ 4,894,000	\$ 6,032,250

Expenditure Category by Fund

Fund Type	Fund/Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
	DDA/HOUSING FUND						
	OTHER SERVICES	-	-	-	-	-	-
	OTHER CHARGES	-	-	775,723	775,723	720,880	344,257
	PASS THROUGHS	-	-	-	-	-	-
	Total	\$ -	\$ -	\$ 775,723	\$ 775,723	\$ 720,880	\$ 344,257
	DOWNTOWN DEVELOPMENT AUTHORITY						
	PERSONNEL SERVICES	(19,997)	11,693	344,436	344,436	498,141	432,424
	PAYROLL FRINGES	(3,001)	1,001	152,919	152,919	157,696	164,283
	EMPLOYEE ALLOWANCES	(130)	-	780	780	1,170	1,170
	OTHER SERVICES	-	-	1,077,023	1,077,023	1,758,181	1,431,222
	MATERIALS & SUPPLIES	-	-	22,245	22,245	22,250	22,468
	OTHER CHARGES	-	-	924,293	924,293	665,507	667,442
	PASS THROUGHS	-	-	3,095,732	3,095,732	4,456,156	3,140,795
	CAPITAL OUTLAY	-	-	4,349,000	4,349,000	1,277,471	728,541
	Total	\$ (23,128)	\$ 12,694	\$ 9,966,428	\$ 9,966,428	\$ 8,836,572	\$ 6,588,345
	DDA PARKING MAINTENANCE						
	OTHER SERVICES	-	-	733,160	733,160	776,736	879,783
	CAPITAL OUTLAY	-	-	3,241,075	3,241,075	2,490,800	3,782,193
	Total	\$ -	\$ -	\$ 3,974,235	\$ 3,974,235	\$ 3,267,536	\$ 4,661,976
	DDA PARKING SYSTEM						
	PERSONNEL SERVICES	-	-	365,824	365,824	516,024	450,770
	PAYROLL FRINGES	-	-	152,914	152,914	157,693	164,273
	EMPLOYEE ALLOWANCES	-	-	780	780	1,170	1,170
	OTHER SERVICES	-	-	8,151,141	8,151,141	8,505,445	8,755,860
	MATERIALS & SUPPLIES	-	-	22,750	22,750	22,250	22,468
	OTHER CHARGES	-	-	6,049,896	6,049,896	6,774,932	6,994,851
	PASS THROUGHS	-	-	9,038,581	9,038,581	7,240,258	8,857,370
	CAPITAL OUTLAY	-	-	163,213	163,213	170,000	175,000
	Total	\$ -	\$ -	\$ 23,945,099	\$ 23,945,099	\$ 23,387,772	\$ 25,421,762
	CITY TOTALS						
	PERSONNEL SERVICES	66,235,639	68,071,113	70,809,581	73,609,691	77,801,738	79,330,722
	PAYROLL FRINGES	33,917,611	34,750,736	36,085,824	36,007,519	36,718,945	38,650,009
	EMPLOYEE ALLOWANCES	556,470	580,047	560,080	597,068	571,799	571,018
	OTHER SERVICES	49,200,169	54,115,436	84,642,541	71,747,465	74,436,088	70,202,687
	MATERIALS & SUPPLIES	8,334,933	7,986,094	10,154,381	9,475,878	8,929,445	9,237,914
	OTHER CHARGES	132,064,420	110,810,248	217,970,531	178,533,555	184,088,477	189,214,205
	PASS THROUGHS	29,782,574	26,478,886	40,711,289	32,680,380	38,870,740	33,975,549
	CAPITAL OUTLAY	17,696,871	22,110,141	30,584,394	23,068,700	8,432,847	6,979,226
	VEHICLE OPERATING COSTS	1,557,462	1,773,750	2,262,851	1,838,453	2,039,056	2,074,080
	GRANT/LOAN RECIPIENTS	1,434,089	1,361,912	1,559,208	1,506,333	1,886,329	1,986,329
	Total*	\$ 340,780,237	\$ 328,038,363	\$ 495,340,680	\$ 429,065,042	\$ 433,775,464	\$ 432,221,739

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

**General Fund
Expenditures by Agency - Category**

Agency - Category	Values			Forecasted	Adopted FY2020	Projected
	Actual FY2017	Actual FY2018	Budget FY2019	FY2019		FY2021
Mayor & Council	374,321	353,870	361,549	364,624	438,005	422,133
010 Mayor	374,321	353,870	361,549	364,624	438,005	422,133
Personnel Services	38,955	40,174	40,804	41,581	55,269	55,269
Personnel Services-Other	202,786	207,411	210,126	210,125	231,177	231,177
Payroll Fringes	48,816	54,077	53,020	56,521	50,955	52,965
Other Services	7,010	8,400	8,265	9,478	20,765	16,265
Materials & Supplies	1,920	2,004	875	925	12,375	875
Other Charges	74,835	41,804	48,459	45,994	67,464	65,582
City Attorney	2,187,130	2,718,098	2,650,354	2,753,781	2,470,898	2,421,908
014 Attorney	2,187,130	2,718,098	2,650,354	2,753,781	2,470,898	2,421,908
Personnel Services	1,180,838	1,473,063	1,430,994	1,439,220	1,283,810	1,284,110
Personnel Services-Other	44,710	108,287	29,798	117,913	24,000	-
Payroll Fringes	654,870	765,641	718,903	703,722	650,654	676,699
Employee Allowances	3,960	4,450	4,920	5,183	3,900	3,900
Other Services	19,191	67,900	178,800	192,006	177,925	129,925
Materials & Supplies	37,542	32,772	30,800	30,626	28,300	28,301
Other Charges	246,019	265,986	256,139	265,111	302,309	298,973
Capital Outlay	-	-	-	-	-	-
City Administrator Service Area	8,312,383	7,848,914	8,691,568	8,618,262	9,418,133	9,849,955
011 City Administrator	761,009	763,863	908,440	933,130	1,124,400	1,035,945
Personnel Services	370,714	302,191	480,582	467,260	458,243	458,243
Personnel Services-Other	-	-	20,000	-	25,000	-
Payroll Fringes	153,836	135,549	178,546	188,337	178,005	182,352
Employee Allowances	1,853	1,560	1,560	2,210	2,340	2,340
Other Services	87,522	149,304	74,200	115,138	107,200	77,200
Materials & Supplies	2,513	28,149	2,150	2,950	2,150	2,150
Other Charges	144,571	147,110	151,402	157,235	351,462	313,660
012 Human Resources	1,919,875	2,019,034	2,028,545	2,162,418	2,170,619	2,201,842
Personnel Services	995,564	1,036,561	1,063,160	1,129,330	1,150,643	1,154,895
Personnel Services-Other	70,982	69,597	66,999	119,937	35,500	35,500
Payroll Fringes	573,025	597,953	618,895	632,749	664,189	694,536
Employee Allowances	3,575	3,900	3,900	5,613	5,460	5,460
Other Services	63,629	100,401	55,487	48,160	60,607	56,792
Materials & Supplies	6,413	5,080	5,600	8,616	6,360	6,360
Other Charges	206,686	205,542	214,504	218,013	247,860	248,299

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
013 Safety	297,419	296,838	350,805	356,375	342,533	347,516
Personnel Services	189,004	178,856	228,024	224,000	212,186	212,186
Personnel Services-Other	614	5,112	-	6,000	15,000	15,000
Payroll Fringes	105,746	110,721	120,441	124,035	113,007	117,990
Employee Allowances	2,055	2,150	2,340	2,340	2,340	2,340
Other Services	-	-	-	-	-	-
015 City Clerk	1,322,226	1,202,901	1,301,887	1,322,759	1,295,559	1,520,565
Personnel Services	341,571	410,241	466,738	456,852	463,268	467,719
Personnel Services-Other	282,205	145,778	214,206	221,737	127,712	314,414
Payroll Fringes	267,127	300,452	305,415	310,425	308,503	323,089
Employee Allowances	3,780	3,565	2,340	4,615	2,340	2,340
Other Services	88,766	78,005	106,259	96,281	108,077	101,533
Materials & Supplies	45,437	70,482	27,231	47,407	32,531	57,807
Other Charges	168,339	188,643	179,698	185,442	253,128	253,663
Pass Throughs	125,000	-	-	-	-	-
Capital Outlay	-	5,735	-	-	-	-
016 Police Commission	-	-	-	-	150,000	150,000
Personnel Services	-	-	-	-	55,000	55,000
Payroll Fringes	-	-	-	-	32,227	33,580
Employee Allowances	-	-	-	-	-	-
Other Services	-	-	-	-	52,771	51,505
Materials & Supplies	-	-	-	-	1,050	1,050
Other Charges	-	-	-	-	8,952	8,865
029 Sustainability & Innovation	227,905	-	535,707	562,096	408,924	564,299
Personnel Services	29,308	-	175,703	199,474	220,584	220,584
Personnel Services-Other	64,597	-	1,836	1,836	-	22,663
Payroll Fringes	21,519	-	87,729	75,224	93,882	97,292
Employee Allowances	460	-	351	1,190	717	717
Other Services	4,818	-	225,195	232,736	11,535	121,439
Materials & Supplies	56	-	25,000	25,653	2,500	3,100
Other Charges	22,146	-	19,893	25,983	79,706	98,504
Pass Throughs	85,000	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
091 Fleet & Facility Services	3,783,950	3,566,278	3,566,184	3,281,484	3,481,700	3,578,132
Personnel Services	1,231,771	1,220,038	1,333,981	1,161,028	1,369,705	1,399,325
Personnel Services-Other	50,543	126,274	94,226	70,189	65,105	66,758
Payroll Fringes	930,936	923,158	928,927	889,079	947,353	997,332
Employee Allowances	11,834	12,926	10,702	12,220	10,342	10,342
Other Services	761,548	790,104	826,776	777,196	889,605	903,172
Materials & Supplies	62,712	60,411	56,300	56,500	56,300	56,300
Other Charges	92,580	117,187	119,555	119,555	122,659	123,653
Pass Throughs	642,024	300,292	195,717	195,717	20,631	21,250
Capital Outlay	-	15,888	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-
094 Communications Office	-	-	-	-	444,398	451,656
Personnel Services	-	-	-	-	251,957	252,257
Payroll Fringes	-	-	-	-	175,961	183,174
Employee Allowances	-	-	-	-	780	780
Other Charges	-	-	-	-	15,700	15,445
Community Services Area	13,261,222	13,758,762	17,217,772	17,006,286	17,529,821	16,566,268
002 Community Development	4,408,768	4,439,666	5,008,320	4,869,835	4,987,754	4,903,016
Personnel Services	1,187,746	1,253,491	1,482,766	1,449,017	1,443,607	1,493,130
Personnel Services-Other	128,318	153,980	179,481	194,301	185,209	191,111
Payroll Fringes	900,969	903,648	997,647	996,246	1,007,675	1,066,651
Employee Allowances	10,831	13,609	10,899	13,179	12,879	12,879
Other Services	165,277	165,247	240,000	165,251	465,000	135,000
Materials & Supplies	9,000	-	-	-	-	-
Other Charges	569,102	630,162	771,198	725,512	547,055	543,916
Pass Throughs	99,996	-	-	-	-	134,000
Grant/Loan Recipients	1,337,529	1,319,529	1,326,329	1,326,329	1,326,329	1,326,329
033 Building & Rental Services	1,729,904	1,799,746	1,853,296	1,829,855	1,494,606	1,478,991
Personnel Services	693,624	658,187	640,340	587,602	509,028	531,602
Personnel Services-Other	38,341	31,196	34,337	39,594	7,500	7,500
Payroll Fringes	417,733	413,358	386,539	375,423	296,790	316,264
Employee Allowances	6,537	5,981	2,760	6,199	3,447	3,447
Other Services	248,530	299,834	412,988	417,198	221,677	170,923
Materials & Supplies	20,753	25,245	11,550	26,316	22,800	21,000
Other Charges	304,172	365,945	364,782	377,523	433,364	428,255
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	214	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
050 Planning	1,100,037	1,241,204	1,492,913	1,467,729	1,867,973	1,371,666
Personnel Services	517,331	602,979	657,694	679,532	638,034	650,437
Personnel Services-Other	23,073	8,815	8,500	8,238	25,000	25,000
Payroll Fringes	345,635	388,727	417,081	421,152	417,342	438,508
Employee Allowances	770	1,433	1,599	2,125	1,599	1,599
Other Services	37,549	49,133	128,798	71,108	572,696	47,896
Materials & Supplies	6,546	11,209	4,348	15,882	6,498	6,498
Other Charges	169,134	178,908	274,893	269,692	206,804	201,728
Pass Throughs	-	-	-	-	-	-
060 Parks & Recreation	6,022,512	6,278,146	8,863,243	8,838,867	9,179,488	8,812,595
Personnel Services	1,224,347	1,209,881	1,599,116	1,434,481	1,456,257	1,477,359
Personnel Services-Other	1,522,924	1,656,221	1,902,468	1,857,829	1,988,003	1,993,307
Payroll Fringes	921,961	927,707	1,046,171	1,117,709	925,254	970,108
Employee Allowances	12,010	11,782	14,214	13,489	11,502	11,502
Other Services	1,155,585	1,256,456	2,054,846	2,123,403	2,102,541	2,040,176
Materials & Supplies	481,242	471,586	513,327	548,107	530,194	531,688
Other Charges	641,728	698,970	1,365,253	1,378,721	1,830,723	1,452,513
Pass Throughs	-	-	290,996	290,996	291,014	290,942
Capital Outlay	28,437	-	15,602	21,624	-	-
Vehicle Operating Costs	34,279	45,543	61,250	52,508	44,000	45,000
Grant/Loan Recipients	-	-	-	-	-	-
Financial & Administrative Services	7,572,228	7,783,967	8,092,965	7,712,971	8,147,264	8,244,349
018 Finance	3,862,103	4,013,963	4,385,125	4,125,123	4,458,977	4,497,778
Personnel Services	1,763,790	1,827,048	2,024,272	1,810,456	2,051,708	2,076,343
Personnel Services-Other	96,038	105,560	7,500	14,255	8,245	8,293
Payroll Fringes	1,162,457	1,268,924	1,322,753	1,247,422	1,286,572	1,347,730
Employee Allowances	16,203	18,135	18,330	15,120	18,330	18,330
Other Services	203,970	168,715	245,400	273,097	247,886	199,566
Materials & Supplies	70,982	66,966	65,489	65,367	68,522	66,289
Other Charges	548,663	558,615	643,345	641,370	716,193	718,430
Pass Throughs	-	-	58,036	58,036	61,521	62,797
Capital Outlay	-	-	-	-	-	-
078 Customer Service	233,834	287,427	-	-	-	-
Personnel Services	119,305	114,698	-	-	-	-
Personnel Services-Other	-	6,454	-	-	-	-
Payroll Fringes	73,736	71,196	-	-	-	-
Other Services	-	373	-	-	-	-
Materials & Supplies	521	255	-	-	-	-
Other Charges	24,744	36,588	-	-	-	-
Pass Throughs	15,528	57,864	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
092 Information Technology	3,476,291	3,482,577	3,707,840	3,587,848	3,688,287	3,746,571
Personnel Services	2,103,864	2,086,231	2,306,524	2,207,762	2,272,089	2,273,589
Personnel Services-Other	110,682	74,272	76,599	81,758	76,599	76,599
Payroll Fringes	1,248,160	1,306,893	1,309,546	1,282,728	1,323,648	1,380,432
Employee Allowances	13,585	15,180	15,171	15,600	15,951	15,951
Other Services	-	-	-	-	-	-
Public Services	8,255,841	8,310,831	5,658,679	5,403,222	6,486,423	4,960,848
040 Engineering	2,754,238	2,180,155	4,342,393	4,233,008	4,221,651	4,305,010
Personnel Services	893,841	942,220	1,072,927	1,072,580	1,125,548	1,140,274
Personnel Services-Other	155,621	36,259	98,218	92,360	98,935	99,673
Payroll Fringes	985,357	1,068,868	699,104	698,740	719,227	753,830
Employee Allowances	24,098	28,608	6,884	6,659	7,344	7,344
Other Services	567	-	1,748,479	1,646,013	1,676,905	1,709,830
Materials & Supplies	-	-	105,750	105,625	105,750	105,750
Other Charges	-	-	2,500	2,500	50,692	50,692
Pass Throughs	694,755	104,200	608,531	608,531	437,250	437,617
Capital Outlay	-	-	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-
046 Systems Planning	65,912	226,568	-	-	40,000	40,000
Personnel Services	478	95,323	-	-	-	-
Personnel Services-Other	-	45,846	-	-	-	-
Payroll Fringes	147	35,959	-	-	-	-
Employee Allowances	-	845	-	-	-	-
Other Services	-	25,694	-	-	-	-
Materials & Supplies	-	66	-	-	-	-
Other Charges	-	22,836	-	-	-	-
Pass Throughs	65,287	-	-	-	40,000	40,000
061 Public Works	4,616,362	4,910,186	47,366	45,500	30,238	31,592
Personnel Services	433,394	471,342	29,523	20,127	19,998	20,725
Personnel Services-Other	150,046	203,039	-	7,868	-	-
Payroll Fringes	411,315	413,981	17,593	17,505	9,990	10,617
Employee Allowances	3,107	3,519	250	-	250	250
Other Services	2,368,405	2,250,436	-	-	-	-
Materials & Supplies	169,744	107,824	-	-	-	-
Other Charges	660,099	624,578	-	-	-	-
Pass Throughs	420,250	768,435	-	-	-	-
Capital Outlay	-	67,033	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
070 Public Services Administration	290,003	145,778	594,733	594,733	1,186,564	143,452
Personnel Services	-	167	-	60,900	-	-
Personnel Services-Other	-	-	-	3,100	-	-
Payroll Fringes	-	41	-	23,478	-	-
Other Services	1,692	10,800	466,437	376,331	26,767	26,767
Materials & Supplies	42	3,106	-	2,628	-	-
Other Charges	136,668	131,664	128,296	128,296	459,797	116,685
Pass Throughs	151,600	-	-	-	700,000	-
074 Utilities-Water Treatment	529,327	848,145	674,187	529,981	1,007,970	440,794
Personnel Services	53,944	99,929	147,978	107,750	147,265	148,764
Personnel Services-Other	2,171	4,536	9,522	4,325	3,143	3,300
Payroll Fringes	41,942	70,738	83,086	68,694	83,802	87,775
Employee Allowances	-	585	198	-	978	978
Other Services	128,862	144,463	181,469	144,160	166,908	118,139
Materials & Supplies	10,976	13,750	17,432	14,650	11,050	11,250
Other Charges	21,432	14,144	8,242	14,142	394,824	20,588
Pass Throughs	270,000	500,000	226,260	176,260	200,000	50,000
Capital Outlay	-	-	-	-	-	-
Safety Services	43,481,631	43,264,068	45,937,573	45,789,836	46,532,144	47,373,280
031 Police	27,066,738	27,342,476	28,848,153	28,784,108	29,651,582	30,033,096
Personnel Services	11,257,602	11,663,520	11,944,849	11,664,783	12,079,017	12,242,573
Personnel Services-Other	2,018,434	2,129,007	1,784,109	1,984,005	1,598,252	1,625,921
Payroll Fringes	7,383,113	7,193,573	8,016,572	7,966,551	8,409,774	8,866,652
Employee Allowances	239,215	240,975	251,720	254,260	259,280	259,280
Other Services	2,557,493	2,333,201	2,828,926	2,874,239	2,675,664	2,396,721
Materials & Supplies	174,663	153,093	144,100	156,895	249,176	220,537
Other Charges	3,400,739	3,629,108	3,877,877	3,883,375	4,380,419	4,421,412
Pass Throughs	-	-	-	-	-	-
Capital Outlay	35,479	-	-	-	-	-
Vehicle Operating Costs	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Category**

Agency - Category	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
032 Fire	16,414,893	15,921,592	17,089,420	17,005,728	16,880,562	17,340,184
Personnel Services	6,992,239	6,836,395	7,330,950	7,262,974	7,139,727	7,238,325
Personnel Services-Other	1,137,405	1,002,247	764,098	816,189	654,606	674,379
Payroll Fringes	4,729,037	4,539,207	5,148,421	5,069,825	5,409,137	5,720,103
Employee Allowances	135,195	130,962	142,090	141,970	142,600	142,600
Other Services	1,236,920	1,204,241	1,317,127	1,363,155	893,973	894,481
Materials & Supplies	221,502	174,590	234,297	233,486	229,137	229,137
Other Charges	1,874,839	1,998,270	2,152,187	2,118,129	2,275,382	2,305,159
Pass Throughs	-	35,681	-	-	136,000	136,000
Capital Outlay	87,754	-	-	-	-	-
Vehicle Operating Costs	-	-	250	-	-	-
District Court	4,400,177	4,564,257	4,784,704	4,709,419	4,881,186	4,935,964
021 District Court	4,400,177	4,564,257	4,784,704	4,709,419	4,881,186	4,935,964
Personnel Services	1,785,224	1,854,655	1,954,877	1,900,858	2,020,284	2,020,284
Personnel Services-Other	31,116	39,208	78,387	80,604	35,000	35,000
Payroll Fringes	1,332,538	1,309,631	1,331,905	1,318,474	1,314,026	1,367,709
Employee Allowances	2,915	3,245	3,240	3,240	3,240	3,240
Other Services	521,852	560,968	623,253	604,797	599,163	599,688
Materials & Supplies	57,887	70,843	53,300	61,704	60,950	60,950
Other Charges	668,646	725,706	739,742	739,742	848,523	849,093
Pass Throughs	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-
Other	12,904,038	17,799,757	14,476,054	13,190,837	15,824,892	16,604,093
019 Non-Departmental	12,904,038	17,799,757	14,476,054	13,190,837	15,824,892	16,604,093
Personnel Services	-	-	-	-	-	-
Personnel Services-Other	-	-	36,657	-	1,114,285	1,987,852
Payroll Fringes	238,374	530,070	-	-	-	-
Other Services	336,603	1,189,516	352,612	475,278	455,671	285,671
Materials & Supplies	55,076	36,231	64,501	54,501	64,501	64,501
Other Charges	242,108	261,113	505,025	386,916	1,063,437	978,674
Pass Throughs	12,031,877	11,473,377	12,274,142	12,274,142	13,126,998	13,287,395
Capital Outlay	-	4,309,449	1,243,117	-	-	-
Grant/Loan Recipients	-	-	-	-	-	-
Grand Total	\$ 100,748,970	\$ 106,402,525	\$ 107,871,218	\$ 105,549,238	\$ 111,728,766	\$ 111,378,798

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
Mayor & Council	374,321	353,870	361,549	364,624	438,005	422,133
010 Mayor	374,321	353,870	361,549	364,624	438,005	422,133
1010 Mayor & Council	374,321	353,870	361,549	364,624	438,005	422,133
1100 Fringe Benefits	-	-	-	-	-	-
City Administrator Service Area	8,312,383	7,848,914	8,691,568	8,618,262	9,418,133	9,849,955
011 City Administrator	761,009	763,863	908,440	933,130	1,124,400	1,035,945
1000 Administration	761,009	763,863	908,440	933,130	1,124,400	1,035,945
1140 Communications	-	-	-	-	-	-
7014 Safety	-	-	-	-	-	-
012 Human Resources	1,919,875	2,019,034	2,028,545	2,162,418	2,170,619	2,201,842
1000 Administration	1,801,007	1,894,752	1,900,602	2,033,449	2,037,400	2,061,746
1217 Union Business	118,868	124,282	127,943	128,969	133,219	140,096
013 Safety	297,419	296,838	350,805	356,375	342,533	347,516
1000 Administration	297,419	296,838	350,805	356,375	342,533	347,516
015 City Clerk	1,322,226	1,202,901	1,301,887	1,322,759	1,295,559	1,520,565
1000 Administration	1,321,934	1,202,804	1,274,587	1,295,759	1,270,259	1,495,265
1130 Fairview Cemetery	-	-	25,300	25,000	25,300	25,300
1522 Elections-Special	-	77	-	-	-	-
3172 Animal Control	291	20	2,000	2,000	-	-
016 Police Commission	-	-	-	-	150,000	150,000
1000 Administration	-	-	-	-	150,000	150,000
029 Sustainability & Innovation	227,905	-	535,707	562,096	408,924	564,299
1000 Administration	227,799	-	76,512	148,312	189,647	201,719
7019 Public Engagement	105	-	14,253	11,030	79,996	81,280
7021 Partnerships	-	-	13,947	10,380	-	-
7023 Program Management	-	-	198,990	174,128	-	140,462
7024 Asset Management	-	-	232,005	218,246	139,281	140,838
091 Fleet & Facility Services	3,783,950	3,566,278	3,566,184	3,281,484	3,481,700	3,578,132
1000 Administration	740,489	1,057,414	1,025,438	1,121,859	804,914	832,067
1381 Municipal Center	1,334,368	1,177,663	1,167,850	1,135,120	1,296,240	1,315,181
1383 Community Dental Center	5,301	276	7,000	3,000	-	-
3231 Fire Station #1	578,265	171,144	185,256	184,982	167,458	171,355
4912 Materials & Supplies	1,368	1,210	1,827	1,012	1,832	1,894
4914 Repairs	921,251	948,708	931,424	634,903	960,923	998,965
4918 Garage Maintenance	8,683	9,354	8,561	7,680	8,914	9,281
7060 Outstations	174,889	182,229	194,380	175,506	196,525	203,257
9091 Vehicle Purchases	19,335	18,280	44,448	17,422	44,894	46,132
094 Communications Office	-	-	-	-	444,398	451,656
1140 Communications	-	-	-	-	444,398	451,656

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
City Attorney	2,187,130	2,718,098	2,650,354	2,753,781	2,470,898	2,421,908
014 Attorney	2,187,130	2,718,098	2,650,354	2,753,781	2,470,898	2,421,908
1000 Administration	2,187,130	2,718,098	2,650,354	2,753,781	2,470,898	2,421,908
1100 Fringe Benefits	-	-	-	-	-	-
Community Services Area	13,261,222	13,758,762	17,217,772	17,006,286	17,529,821	16,566,268
002 Community Development	4,408,768	4,439,666	5,008,320	4,869,835	4,987,754	4,903,016
1000 Administration	256,639	264,664	269,262	270,053	287,921	260,779
2034 Housing Commission Support	2,714,604	2,855,473	3,412,729	3,273,453	3,073,504	3,315,908
2220 Housing Acquisition	99,996	-	-	-	-	-
2310 Human Serv/Homeless Prevnt	1,337,529	1,319,529	1,326,329	1,326,329	1,326,329	1,326,329
3112 Community Mental Health	-	-	-	-	300,000	-
033 Building & Rental Services	1,729,904	1,799,746	1,853,296	1,829,855	1,494,606	1,478,991
1000 Administration	501,831	413,843	553,414	582,284	550,967	552,699
1100 Fringe Benefits	-	-	-	-	-	-
3311 Deer Management	220,070	293,881	244,504	241,000	150,000	100,000
3330 Building - Construction	-	-	-	-	-	-
3340 Housing Bureau	930,374	1,016,681	975,686	926,952	711,856	741,553
3370 Building - Appeals	77,628	75,341	79,692	79,619	81,783	84,739
050 Planning	1,100,037	1,241,204	1,492,913	1,467,729	1,867,973	1,371,666
3320 Historic Preservation	93,952	97,439	97,136	108,528	99,719	101,542
3360 Planning	1,006,085	1,134,765	1,195,777	1,226,638	1,768,254	1,270,124
3364 Neighborhood Partnership Program	-	9,000	100,000	100,000	-	-
3365 Annexations	-	-	100,000	32,563	-	-
3370 Building - Appeals	-	-	-	-	-	-
060 Parks & Recreation	6,022,512	6,278,146	8,863,243	8,838,867	9,179,488	8,812,595
1000 Administration	1,200,451	1,221,088	1,811,300	1,882,498	2,304,236	1,962,114
1100 Fringe Benefits	-	-	-	-	-	-
1646 Farmer's Market	170,041	166,812	172,741	168,350	175,399	177,398
4146 Football/Special Events	-	-	10,337	11,937	10,437	10,437
6001 Outdoor Ice Rinks	32,377	42,103	40,033	40,000	40,000	-
6100 Facility Rentals	377,027	358,688	403,167	351,257	358,375	362,235
6209 Parks - Mowing	-	(2,450)	683,373	741,280	736,994	735,134
6210 Operations	-	-	642,357	478,756	411,614	424,630
6211 Encampment Clean-up	-	-	-	-	-	-
6222 Snow & Ice Control	-	-	204,977	217,236	162,969	160,554
6231 Buhr Pool	301,571	301,431	271,126	312,564	298,105	303,647
6232 Buhr Rink	132,618	147,303	202,545	177,112	179,939	182,228
6234 Veteran's Pool	257,939	317,233	240,733	302,334	283,504	291,871
6235 Veteran's Ice Arena	444,099	433,105	481,740	439,744	450,675	454,949

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
6236 Fuller Pool	309,903	337,167	307,164	393,188	337,037	341,872
6237 Mack Pool	280,216	313,014	317,075	325,196	319,781	322,498
6238 Veteran's Meeting Room	-	-	-	-	-	-
6242 Argo Livery	542,854	512,982	534,991	514,004	544,046	516,306
6244 Gallup Livery	307,845	333,201	373,635	361,248	368,835	370,646
6315 Senior Center Operations	241,727	243,784	262,119	195,972	209,398	211,848
6328 ROW Maintenance	-	-	14,500	20,046	14,500	14,500
6335 Athletic Fields/Game Courts	-	-	20,995	21,025	21,775	22,177
6365 Playground Maintenance	-	-	45,832	106,397	39,216	40,712
6403 Community Outreach Services	147,491	172,593	147,033	150,152	167,388	172,156
6503 Huron Golf Course	442,843	468,419	465,999	435,964	490,137	493,602
6504 Leslie Golf Course	833,512	911,672	918,475	901,611	964,114	950,139
9500 Debt Service	-	-	290,996	290,996	291,014	290,942
Financial & Administrative Services Area	7,572,228	7,783,967	8,092,965	7,712,971	8,147,264	8,244,349
018 Finance	3,862,103	4,013,963	4,385,125	4,125,123	4,458,977	4,497,778
1000 Administration	1,210,510	1,170,914	1,150,142	1,104,382	1,254,190	1,232,115
1100 Fringe Benefits	-	-	-	-	-	-
1371 Purchasing	157,076	164,651	154,351	154,187	158,539	158,354
1820 Accounting	811,246	854,109	886,079	854,770	887,072	906,394
1830 Assessing	1,053,120	1,186,371	1,232,375	1,049,303	1,193,551	1,216,052
1850 Treasury/Violations Bureau	399,885	391,861	411,345	405,181	419,276	424,464
1860 Parking Referees	230,266	246,057	257,465	259,492	261,323	265,865
4550 Customer Service	-	-	33,465	33,584	31,762	32,951
7011 Call Center	-	-	259,903	264,224	253,264	261,583
078 Customer Service	233,834	287,427	-	-	-	-
4550 Customer Service	30,808	36,877	-	-	-	-
7011 Call Center	203,027	250,550	-	-	-	-
092 Information Technology	3,476,291	3,482,577	3,707,840	3,587,848	3,688,287	3,746,571
1000 Administration	308,860	232,333	195,394	196,859	197,718	200,596
1921 Infrastructure	880,038	924,190	1,009,481	967,098	979,871	995,366
1922 Enterprise Applications	610,454	629,994	749,533	774,023	757,194	768,929
1925 Technical Services	-	-	-	-	-	-
1926 Help Desk	485,183	496,169	521,920	502,699	523,820	532,023
1927 Application Development	1,191,756	1,199,890	1,231,512	1,147,169	1,229,684	1,249,657

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
Public Services	8,255,841	8,310,831	5,658,679	5,403,222	6,486,423	4,960,848
040 Engineering	2,754,238	2,180,155	4,342,393	4,233,008	4,221,651	4,305,010
1000 Administration	1,725,503	1,131,881	1,249,993	1,197,623	1,122,882	1,150,415
4100 DDA Street Lighting	-	-	83,729	83,729	95,048	96,791
4101 Street Lighting	-	-	2,310,958	2,258,492	2,266,541	2,301,229
4149 Major Traffic Signs	-	-	-	-	-	-
4505 Scio Church/Barton Sidewalks	-	-	-	-	-	-
4506 Newport Sidewalk Alternatives	-	-	-	-	-	-
4507 Barton Sidewalk	208	-	-	-	-	-
4508 Waldenwood Sidewalk	-	-	-	-	-	-
4509 Maple/Miller Sidewalk	50,000	-	-	-	-	-
4510 Engineer - Private-Of-Way	88,008	98,366	122,004	122,004	91,292	93,428
4550 Customer Service	42,250	39,952	15,938	36,787	48,510	50,706
4570 Record Maintenance	41,631	29,738	59,775	34,377	37,534	37,958
4580 Private Dev. Construction	305,239	372,905	392,739	392,739	434,885	445,156
4930 Systems Maintenance	-	-	69,127	69,127	69,970	72,232
4931 Installs and Repairs	-	-	23,043	23,043	23,323	24,077
7012 Training	27,030	32,010	15,087	15,087	31,666	33,018
9000 Capital Outlay	474,369	475,303	-	-	-	-
046 Systems Planning	65,912	226,568	-	-	40,000	40,000
1000 Administration	65,287	21,056	-	-	-	-
3360 Planning	-	14,504	-	-	-	-
7019 Public Engagement	-	18,253	-	-	40,000	40,000
7021 Partnerships	180	47,817	-	-	-	-
7022 Development Process	-	8,227	-	-	-	-
7023 Program Management	148	77,138	-	-	-	-
7024 Asset Management	296	39,573	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
061 Public Works	4,616,362	4,910,186	47,366	45,500	30,238	31,592
1000 Administration	872,042	798,450	12,356	32,500	10,739	10,966
1130 Fairview Cemetery	22,000	23,618	-	-	-	-
4100 DDA Street Lighting	89,716	77,692	-	-	-	-
4101 Street Lighting	1,959,869	2,153,776	-	-	-	-
4146 Football/Special Events	17,611	14,817	-	-	-	-
4149 Major Traffic Signs	6,671	20,534	-	-	-	-
4930 Systems Maintenance	93,325	103,668	-	-	-	-
4931 Installs and Repairs	17,436	21,954	-	-	-	-
6209 Parks - Mowing	640,117	708,040	-	-	-	-
6210 Operations	176,095	220,718	-	-	-	-
6211 Encampment Clean-up	5,396	4,021	-	-	-	-
6222 Snow & Ice Control	221,737	324,862	16,674	7,500	-	-
6225 Graffiti/Private Property	4,600	2,980	-	-	-	-
6301 Mowing - Non Parks	4,710	5,185	18,336	5,500	19,499	20,626
6309 General Care - Parks/Forestry	-	22	-	-	-	-
6317 Post Plant Care	-	-	-	-	-	-
6328 ROW Maintenance	16,092	11,226	-	-	-	-
6335 Athletic Fields/Game Courts	21,775	18,908	-	-	-	-
6340 Adopt-A-Park/Garden	7,039	-	-	-	-	-
6365 Playground Maintenance	149,527	108,915	-	-	-	-
9500 Debt Service	290,602	290,799	-	-	-	-
070 Public Services Administration	290,003	145,778	594,733	594,733	1,186,564	143,452
1000 Administration	153,335	14,114	26,767	26,767	1,072,167	26,767
1100 Fringe Benefits	136,668	131,664	128,296	128,296	114,397	116,685
7015 Study/Planning	-	-	262,937	404,352	-	-
7019 Public Engagement	-	-	176,733	35,318	-	-
074 Utilities-Water Treatment	529,327	848,145	674,187	529,981	1,007,970	440,794
1000 Administration	83,101	57,417	134,170	77,062	85,337	85,921
4160 Barton Dam	-	77,131	282,986	235,957	66,940	68,323
4162 Superior Dam	-	53,114	133,181	86,733	135,916	139,123
7020 Cell Tower Administration	19,151	112,007	113,850	118,229	133,877	135,377
7091 Maintenance - Hydropower	412,150	537,128	-	-	574,200	-
7099 Recreational Dams	14,924	11,349	10,000	12,000	11,700	12,050

General Fund Expenditures by Agency - Activity

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
Safety Services	43,481,631	43,264,068	45,937,573	45,789,836	46,532,144	47,373,280
031 Police	27,066,738	27,342,476	28,848,153	28,784,108	29,651,582	30,033,096
1000 Administration	2,808,926	3,097,649	3,373,920	3,396,491	3,724,480	3,790,505
1100 Fringe Benefits	-	-	-	-	-	-
1221 Recruiting & Hiring	24,986	10,749	11,350	13,389	9,550	9,550
3111 Professional Standards	2,992	2,563	3,500	2,000	1,500	1,500
3112 Community Mental Health	-	-	-	-	49,800	-
3114 AAATA	-	-	-	-	-	-
3115 DEA Officer	11,931	8,308	2,256	3,256	27,457	14,577
3121 Administrative Services	1,301,112	1,590,437	1,557,242	1,563,926	1,424,228	1,464,725
3122 Budget & Payroll	-	-	-	-	-	-
3123 Communications	970,457	897,470	892,005	892,005	891,225	891,372
3125 Management Info Syst	1,313,388	1,375,704	1,414,377	1,414,377	1,564,500	1,552,413
3126 Property	145,363	146,716	164,753	163,875	167,076	170,387
3127 Records	742,003	726,359	738,539	689,506	681,244	713,536
3135 Hostage Negotiations	1,376	3,222	2,200	3,400	2,200	2,200
3141 Crime Prevention	-	-	-	-	-	-
3143 Crime Strategy	-	-	-	-	-	-
3144 District Detectives	4,484,587	4,541,537	4,433,461	4,363,008	4,532,395	4,582,715
3146 Firearms	46,632	36,486	35,000	40,515	54,700	102,200
3147 L.A.W.N.E.T.	172,504	128,148	159,977	165,274	161,139	164,748
3149 Special Tactics	29,533	27,948	31,260	31,948	22,851	16,493
3150 Patrol	12,119,092	11,557,996	12,267,568	12,326,883	12,738,554	12,927,334
3152 Special Services	1,069,557	1,182,898	1,300,984	1,318,360	1,178,932	1,175,856
3156 Crossing Guards	146,709	208,222	208,672	189,700	208,672	208,672
3158 Mountain Bikes	50	150	3,000	1,600	1,750	1,750
3159 K-9	307,364	374,607	385,961	380,340	357,985	363,166
3160 Motorcycle Unit	4,636	49,932	43,013	47,541	24,190	11,998
3162 Community Standards	1,227,971	1,239,806	1,683,545	1,641,144	1,691,584	1,731,829
3172 Animal Control	135,570	135,570	135,570	135,570	135,570	135,570
3235 Emergency Management	-	-	-	-	-	-

**General Fund
Expenditures by Agency - Activity**

Agency - Activity	Actual FY2017	Actual FY2018	Budget FY2019	Forecasted FY2019	Adopted FY2020	Projected FY2021
032 Fire	16,414,893	15,921,592	17,089,420	17,005,728	16,880,562	17,340,184
1000 Administration	3,143,483	3,274,448	3,435,598	3,342,960	3,456,870	3,497,539
1100 Fringe Benefits	-	-	-	-	-	-
3220 Fire Prevention	1,198,158	1,136,356	1,185,211	1,112,583	1,029,426	1,052,252
3221 Fire Inspections	-	-	-	-	-	-
3224 Sirens	-	-	-	13,500	75,420	45,076
3230 Fire Operations	629,037	650,433	641,274	715,205	333,381	362,722
3231 Fire Station #1	4,058,977	3,797,319	4,411,368	4,478,394	4,306,578	4,504,158
3232 Fire Station #2	9,330	10,662	9,183	10,041	9,349	9,628
3233 Fire Station #3	1,583,848	1,524,644	1,715,777	1,735,509	2,043,470	2,109,760
3234 Fire Station #4	1,463,522	1,388,297	1,344,623	1,345,460	1,586,364	1,632,249
3235 Emergency Management	134,318	142,514	234,000	191,586	212,813	215,226
3236 Fire Station #6	1,792,543	1,717,881	1,841,776	1,856,112	1,803,001	1,846,008
3237 Fire Station #5	1,444,463	1,667,965	1,572,927	1,550,281	1,371,119	1,400,770
3240 Repairs & Maintenance	309,853	292,264	231,934	239,573	228,536	232,833
3250 Fire Training	647,361	318,809	465,749	414,524	424,235	431,963
District Court	4,400,177	4,564,257	4,784,704	4,709,419	4,881,186	4,935,964
021 District Court	4,400,177	4,564,257	4,784,704	4,709,419	4,881,186	4,935,964
1000 Administration	1,206,504	1,292,732	1,351,817	1,355,715	1,462,296	1,469,165
5120 Judicial & Direct Support	1,290,361	1,226,121	1,275,663	1,260,443	1,307,860	1,328,899
5140 Case Processing	1,161,793	1,196,935	1,288,638	1,265,152	1,181,008	1,194,017
5141 Court Appointed Attorney	-	-	-	-	-	-
5160 Probation/Post Judgment Sup	741,519	848,469	868,586	828,109	930,022	943,883
Other	12,904,038	17,799,757	14,476,054	13,190,837	15,824,892	16,604,093
019 Non-Departmental	12,904,038	17,799,757	14,476,054	13,190,837	15,824,892	16,604,093
0000 Revenue	-	-	-	-	-	-
1000 Administration	1,302,662	5,680,093	2,356,893	1,138,981	2,359,457	2,793,024
1810 Tax Refunds	18,643	36,287	100,000	32,695	100,000	100,000
1920 City Wide Memberships	120,131	120,195	137,135	137,135	137,135	137,135
1959 Pension/OPEB Contribution	238,374	530,070	70,376	70,376	593,744	605,604
2034 Housing Commission Support	-	3	-	-	-	-
2070 Hous/Human Services	-	-	-	-	-	-
9000 Capital Outlay	4,017	-	-	-	-	-
9500 Debt Service	951,112	908,626	936,492	936,492	910,912	907,012
9541 Bad Debts	-	102	-	-	-	-
9800 Pass Throughs	10,269,099	10,524,382	10,875,158	10,875,158	11,723,644	12,061,318
Grand Total	\$ 100,748,970	\$ 106,402,525	\$ 107,871,218	\$ 105,549,238	\$ 111,728,766	\$ 111,378,798

FTE Count by Service Area/Unit

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
MAYOR & CITY COUNCIL	0.75	0.75	0.75	1.00	1.00
Total Mayor & City Council	0.75	0.75	0.75	1.00	1.00
CITY ATTORNEY	12.50	12.50	12.50	12.50	12.50
Total City Attorney	12.50	12.50	12.50	12.50	12.50
CITY ADMINISTRATOR	2.50	3.00	3.00	3.00	3.00
HUMAN RESOURCES	12.63	13.63	13.63	14.63	14.63
CLERK SERVICES	6.00	7.00	7.00	7.00	7.00
COMMUNICATIONS OFFICE	10.50	11.00	11.00	11.91	11.91
SAFETY	3.00	3.00	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	0.00	0.00	4.00	5.00	5.00
FLEET & FACILITIES	21.00	21.00	21.00	21.00	21.00
POLICE COMMISSION				1.00	1.00
Total City Administrator Service Area	55.63	58.63	62.63	66.54	66.54
BUILDING & RENTAL SERVICES	30.32	30.72	30.72	33.69	33.69
PLANNING	8.25	8.25	9.25	9.10	9.10
COMMUNITY DEVELOPMENT	25.15	27.20	27.20	28.20	28.20
PARKS & RECREATION	23.83	22.38	37.04	37.08	37.08
Total Community Services Area	87.55	88.55	104.21	108.07	108.07
ACCOUNTING	6.75	6.75	6.75	7.00	7.00
ASSESSOR	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	3.50	4.50	4.50	4.50
INFORMATION TECHNOLOGY	24.45	25.95	25.95	25.95	25.95
PROCUREMENT	2.00	2.00	1.00	1.00	1.00
RISK MANAGEMENT	0.65	0.85	0.85	0.85	0.85
TREASURY	14.65	14.45	14.45	14.35	14.35
Total Financial Services Area	60.00	61.50	61.50	61.65	61.65
CAPITAL PROJECTS	17.54	18.40	18.01	16.80	16.75
PUBLIC WORKS	117.54	116.89	89.67	92.60	92.46
ENGINEERING	15.71	15.60	29.70	32.13	32.13
PUBLIC SERVICES ADMINISTRATION	7.35	7.35	7.35	7.45	7.45
SYSTEMS PLANNING	16.50	16.83	11.23	10.85	10.00
WASTEWATER TREATMENT	34.85	35.33	35.72	35.94	35.99
WATER TREATMENT	25.71	27.31	27.31	27.76	27.76
Total Public Services Area	235.20	237.71	218.99	223.53	222.54
FIRE	87.00	88.00	87.00	87.00	87.00
POLICE	149.00	148.00	150.00	154.00	154.00
Total Safety Services Area	236.00	236.00	237.00	241.00	241.00
FIFTEENTH DISTRICT COURT	34.00	35.00	35.00	35.00	35.00
Total Fifteenth District Court	34.00	35.00	35.00	35.00	35.00
RETIREMENT SYSTEM	3.75	4.00	4.00	4.00	4.00
Total Retirement System	3.75	4.00	4.00	4.00	4.00
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	6.00	6.00	6.00	6.00
Total Downtown Development Authority	4.00	6.00	6.00	6.00	6.00
Grand Total of City FTEs	729.38	740.64	742.58	759.29	758.30

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 the Mayor and City Council is to determine policy for the City.

MAYOR & COUNCIL

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	241,740	247,585	250,930	251,706	286,446	286,446
PAYROLL FRINGES	48,817	54,076	53,020	56,521	50,955	52,965
OTHER SERVICES	7,009	8,400	8,265	9,478	20,765	16,265
MATERIALS & SUPPLIES	1,919	2,005	875	925	12,375	875
OTHER CHARGES	74,835	41,804	48,459	45,994	67,464	65,582
Total	\$374,320	\$353,870	\$361,549	\$364,624	\$438,005	\$422,133

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	374,320	353,870	361,549	364,624	438,005	422,133
Total	\$374,320	\$353,870	\$361,549	\$364,624	\$438,005	\$422,133

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
MAYOR & COUNCIL	0.75	0.75	0.75	1.00	1.00
Total	0.75	0.75	0.75	1.00	1.00

MAYOR AND CITY COUNCIL

EXPENSES

Personnel Services - The increase is due to an increase in FTE from 0.75 to 1.00.

Other Services - The increase is due to an increase in Council allowances, funding for Boards & Commissions recognition event, and one-time funding in FY 2020 for a City-University Joint Dinner.

Materials & Supplies - The increase is due to one-time costs in FY 2020 for a copier and badge reader for the Council office.

Other Charges - The increase is due to higher IT costs for FY 2020.

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 \$264,605 in FY 2020.

MAYOR & COUNCIL

Allocated Positions

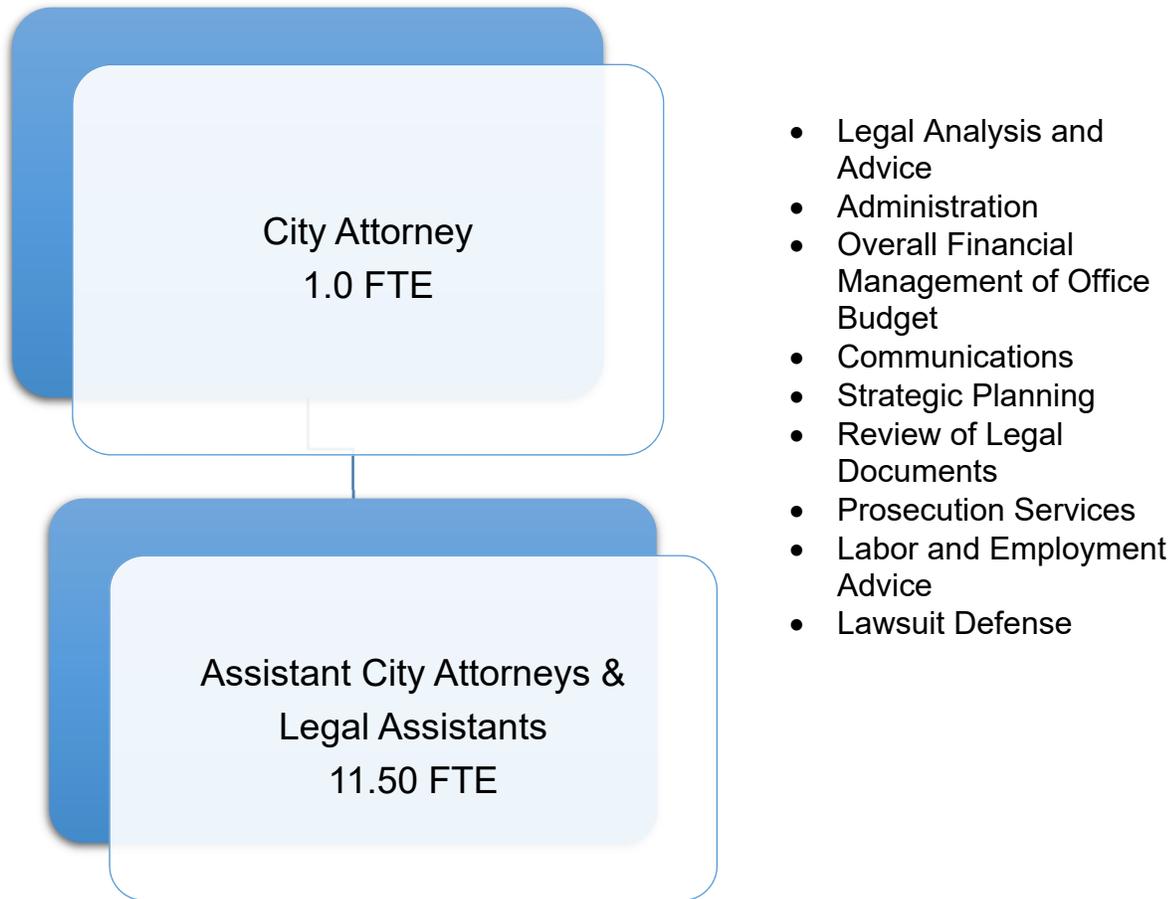
Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
EXECUTIVE ASSISTANT	000820	1.00	1.00
Total		1.00	1.00



CITY ATTORNEY

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

City Attorney's Area Organization Chart



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

CITY ATTORNEY

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
FINES & FORFEITS	17,580	17,580	17,580	17,580	17,366	17,366
MISCELLANEOUS REVENUE	-	-	-	12	-	-
OPERATING TRANSFERS IN	230,160	253,284	260,396	260,396	200,000	206,000
PRIOR YEAR SURPLUS	-	-	150,000	-	-	-
Total	\$247,740	\$270,864	\$427,976	\$277,988	\$217,366	\$223,366

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	247,740	270,864	427,976	277,988	217,366	223,366
Total	\$247,740	\$270,864	\$427,976	\$277,988	\$217,366	\$223,366

CITY ATTORNEY

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,225,549	1,581,350	1,460,792	1,557,133	1,307,810	1,284,110
PAYROLL FRINGES	654,870	765,640	718,903	703,722	650,654	676,699
OTHER SERVICES	19,192	67,900	178,800	192,006	177,925	129,925
MATERIALS & SUPPLIES	37,543	32,771	30,800	30,626	28,300	28,301
OTHER CHARGES	246,019	265,986	256,139	265,111	302,309	298,973
EMPLOYEE ALLOWANCES	3,960	4,450	4,920	5,183	3,900	3,900
Total	\$2,187,133	\$2,718,097	\$2,650,354	\$2,753,781	\$2,470,898	\$2,421,908

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	2,187,133	2,718,097	2,650,354	2,753,781	2,470,898	2,421,908
Total	\$2,187,133	\$2,718,097	\$2,650,354	\$2,753,781	\$2,470,898	\$2,421,908

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CITY ATTORNEY	12.50	12.50	12.50	12.50	12.50
Total	12.50	12.50	12.50	12.50	12.50

CITY ATTORNEY

REVENUES

Operating Transfers In - The decrease reflects a lower rate collected from the Water Fund to cover certain water-related legal matters due to employee turnover in the position providing the service.

Prior Year Surplus - The decrease reflects a one-time use of fund balance in FY 2019 for outside legal services.

EXPENSES

Personnel Services - In FY 2018 and FY 2019 the attorney's office received non-recurring funding for the workforce planning program which provided a temporary increase in personnel for succession planning. In addition, in FY 2019, there were planned retirement payout expenses.

Payroll Fringes - In FY 2018 and FY 2019 the attorney's office received non-recurring funding for the workforce planning program which provided a temporary increase in personnel for succession planning.

Other Services - The FY 2020 budget includes \$100,000 in recurring funding for outside legal counsel.

Other Charges - The increase is related to higher retiree health care and higher IT costs for FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Attorney would be charged \$339,557 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Attorney

Area Administrator: N/A

Service Unit: City Attorney

Service Unit Manager: Stephen Postema

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provides legal advice to all Council, City Administration and Service Area Administrators and related employees - City Charter 5.2(1).	●	●	●	●	●	●	Assisted in achieving City goals that are the subject of our advice.	✓	✓	✓	
Prosecutes ordinance violations and represent the City before Courts and Tribunals - City Charter 5.2(2).	●	●	●	●	●	●	Prosecuted or defended the City's interest in each case.	✓	✓	✓	
Prepares and reviews legality of all ordinances, contracts and all other legal instruments - City Charter 5.2(3).	●	●	●	●	●	●	Provided ordinances, contracts and legal documents that protect the City's interest and achieve City goals.	✓	✓	✓	

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

CITY ATTORNEY

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ASSISTANT CITY ATTORNEY	403210	1.00	1.00
CITY ATTORNEY	403280	1.00	1.00
LEGAL & DOCKET MGMT ASST	000240	1.00	1.00
LEGAL ASSISTANT PARALEGAL	000920	2.75	2.75
SENIOR ASST CITY ATTORNEY	403300	6.75	6.75
Total		12.50	12.50

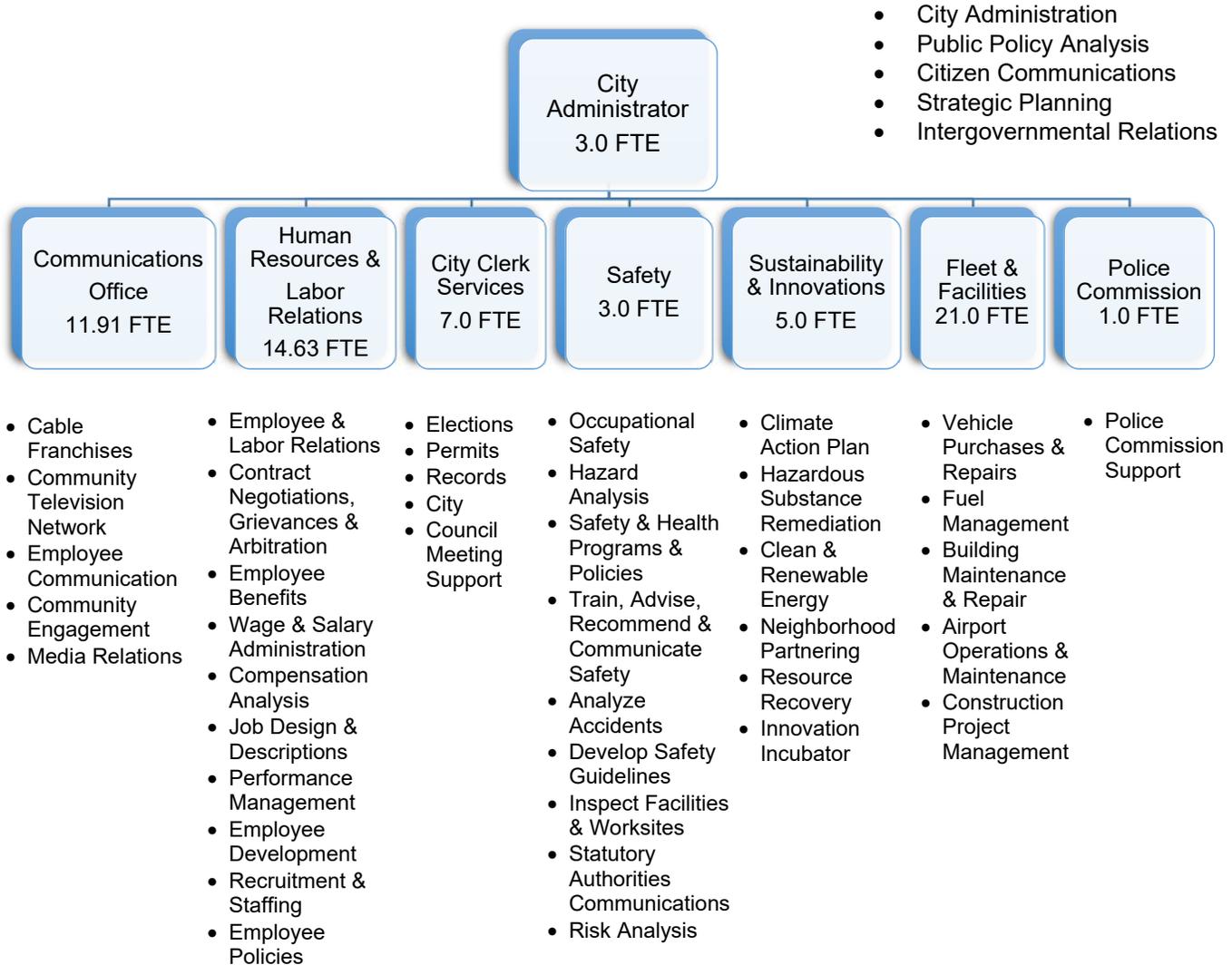
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CITY ADMINISTRATOR SERVICE AREA

City Administrator Service Area

Organization Chart



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

CITY ADMINISTRATOR SERVICE AREA

Revenues by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CLERK SERVICES	380,589	260,160	191,440	264,007	340,159	250,396
COMMUNICATIONS OFFICE	2,234,244	2,098,352	2,316,121	2,054,086	2,527,958	2,474,499
FLEET & FACILITIES	10,777,974	10,734,478	11,223,596	10,041,159	13,500,190	11,947,542
HUMAN RESOURCES	-	147,316	-	-	297,861	309,004
SAFETY	-	-	-	-	349,381	361,418
SUSTAINABILITY & INNOVATIONS OFFICE	179,282	92,129	1,407,266	961,840	1,192,071	890,446
Total	\$13,572,089	\$13,332,435	\$15,138,423	\$13,321,092	\$18,207,620	\$16,233,305

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ENERGY PROJECTS (0002)	89,612	83,621	238,266	69,840	312,071	160,446
GENERAL (0010)	231,330	261,394	441,460	266,507	3,038,566	3,044,108
FLEET SERVICES (0012)	9,160,615	9,507,010	10,144,441	9,094,349	10,392,385	8,788,735
COMMUNITY TELEVISION NETWORK (0016)	2,234,244	2,098,352	2,316,121	2,054,086	2,199,958	2,140,499
AIRPORT (0048)	994,661	944,968	925,155	942,810	979,534	964,174
CEMETERY PERPETUAL CARE (0054)	1,014	1,266	3,980	1,500	5,106	5,343
RISK FUND (0057)	-	147,316	-	-	-	-
GENERAL CAPITAL FUND (00CP)	856,000	280,000	150,000	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	4,613	8,508	39,000	12,000	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	880,000	880,000	880,000	730,000
CAPITAL SINKING FUND (0101)	-	-	-	-	400,000	400,000
Total	\$13,572,089	\$13,332,435	\$15,138,423	\$13,321,092	\$18,207,620	\$16,233,305

CITY ADMINISTRATOR SERVICE AREA

Expenses by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CITY ADMINISTRATOR	761,010	763,863	908,440	933,130	1,124,400	1,035,945
CLERK SERVICES	1,322,228	1,315,066	1,314,725	1,335,597	1,295,559	1,520,565
COMMUNICATIONS OFFICE	1,757,958	2,051,217	2,278,826	2,139,236	2,572,191	2,590,692
FLEET & FACILITIES	11,537,849	12,057,074	15,160,137	13,464,681	15,057,255	13,578,026
HUMAN RESOURCES	28,840,235	29,484,323	29,467,838	27,216,835	35,514,175	32,250,109
POLICE COMMISSION	-	-	-	-	150,000	150,000
SAFETY	657,348	833,758	940,592	942,589	941,413	932,985
SUSTAINABILITY & INNOVATIONS OFFICE	415,563	76,896	1,087,109	854,206	1,815,963	1,671,994
Total	\$45,292,191	\$46,582,197	\$51,157,667	\$46,886,274	\$58,470,956	\$53,730,316

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ENERGY PROJECTS (0002)	94,588	73,646	238,266	72,832	312,071	160,446
GENERAL (0010)	8,312,381	7,848,916	8,691,568	8,618,262	9,418,133	9,849,955
FLEET SERVICES (0012)	6,901,667	7,185,732	9,917,107	8,917,136	10,392,385	8,788,735
COMMUNITY TELEVISION NETWORK (0016)	1,757,958	2,051,217	2,278,826	2,139,236	2,127,793	2,139,036
WATER SUPPLY SYSTEM (0042)	-	-	66,772	44,044	66,603	67,269
SEWAGE DISPOSAL SYSTEM (0043)	-	-	36,106	14,923	49,379	49,878
AIRPORT (0048)	799,466	763,059	917,357	897,873	783,170	811,159
RISK FUND (0057)	27,280,294	28,002,208	28,029,080	25,640,631	33,942,436	30,633,736
STORMWATER SEWER SYSTEM FUND (0069)	-	-	45,995	31,670	53,181	53,802
SOLID WASTE (0072)	-	-	46,641	46,641	45,805	46,300
GENERAL CAPITAL FUND (00CP)	141,324	657,419	775,949	381,026	-	-
MAJOR GRANTS PROGRAMS (00MG)	4,513	-	39,000	7,000	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	75,000	75,000	880,000	730,000
CAPITAL SINKING FUND (0101)	-	-	-	-	400,000	400,000
Total	\$45,292,191	\$46,582,197	\$51,157,667	\$46,886,274	\$58,470,956	\$53,730,316

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CITY ADMINISTRATOR	2.50	3.00	3.00	3.00	3.00
HUMAN RESOURCES	12.63	13.63	13.63	14.63	14.63
CLERK SERVICES	6.00	7.00	7.00	7.00	7.00
COMMUNICATIONS	10.50	11.00	11.00	11.91	11.91
SAFETY	3.00	3.00	3.00	3.00	3.00
SUSTAINABILITY & INNOVATIONS OFFICE	-	-	4.00	5.00	5.00
FLEET & FACILITIES	21.00	21.00	21.00	21.00	21.00
POLICE COMMISSION	-	-	-	1.00	1.00
Total	55.63	58.63	62.63	66.54	66.54



CITY ADMINISTRATOR SERVICE AREA

CITY ADMINISTRATOR

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

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	370,715	302,191	500,582	467,260	483,243	458,243
PAYROLL FRINGES	153,836	135,549	178,546	188,337	178,005	182,352
OTHER SERVICES	87,522	149,303	74,200	115,138	107,200	77,200
MATERIALS & SUPPLIES	2,513	28,150	2,150	2,950	2,150	2,150
OTHER CHARGES	144,571	147,110	151,402	157,235	351,462	313,660
EMPLOYEE ALLOWANCES	1,853	1,560	1,560	2,210	2,340	2,340
Total	\$761,010	\$763,863	\$908,440	\$933,130	\$1,124,400	\$1,035,945

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	761,010	763,863	908,440	933,130	1,124,400	1,035,945
Total	\$761,010	\$763,863	\$908,440	\$933,130	\$1,124,400	\$1,035,945

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CITY ADMINISTRATOR	2.50	3.00	3.00	3.00	3.00
Total	2.50	3.00	3.00	3.00	3.00

CITY ADMINISTRATOR

EXPENSES

Other Services - The increase is due to a one-time budget of \$30,000 for the citizen survey in FY 2020.

Other Charges - The increase is due to the City Administrator's contingency budget moving from Non-Departmental to the City Administrator service unit.

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 \$107,086 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: City Administrator

Service Unit Manager: Howard Lazarus

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURES	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide organizational leadership in the delivery of services to the community.	●	●	●	●	●	●	Ensure compliance with all appropriate laws, regulations, and rule for all units of government; and ensure proper training, equipment, and facilities are provided.	√	√	√	√
Support Council operations and initiatives.	●	●	●	●	●	●	Prepare an annual report on City activities. Attend and participate in Council events.	√	√	√	√
Responsibly manage the financial resources of the City.			●		●	●	Report monthly on the status of the City's finances.	√	√	√	√
Engage with and inform the community with regard to the development, execution, and outcomes of the delivery of municipal services and the implementation of Council policies.	●	●	●	●	●		Report quarterly on the status of performance measures.	√	√	√	√
Support the development and oversee the execution of the City's legislative policy agenda.	●	●	●	●	●		Report quarterly on the status of policy agenda priorities.	√	√	√	√
Develop and implement an economic development plan for the City consistent with Council adopted policies.	●	●	●	●	●		Report quarterly on the status of economic development initiatives.	√	√	√	√

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

CITY ADMINISTRATOR SERVICE AREA
CITY ADMINISTRATOR

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ASST CITY ADMINISTRATOR	404510	1.00	1.00
CITY ADMINISTRATOR	403120	1.00	1.00
STRATEGIC PLAN PROJECT CO	404410	1.00	1.00
Total		3.00	3.00

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CITY ADMINISTRATOR SERVICE AREA

HUMAN RESOURCES

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

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
INTRAGOVERNMENTAL SALES	-	-	-	-	297,861	309,004
MISCELLANEOUS REVENUE	-	147,316	-	-	-	-
Total	-	\$147,316	-	-	\$297,861	\$309,004

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	-	-	297,861	309,004
RISK FUND (0057)	-	147,316	-	-	-	-
Total	-	\$147,316	-	-	\$297,861	\$309,004

**CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,300,225	1,328,479	1,346,957	1,490,771	1,484,004	1,499,399
PAYROLL FRINGES	794,394	826,324	618,895	632,749	664,189	694,536
OTHER SERVICES	308,783	359,819	308,487	302,837	320,367	317,487
MATERIALS & SUPPLIES	9,996	9,272	10,100	13,116	15,360	15,360
OTHER CHARGES	22,963,205	23,631,418	26,508,816	24,101,066	28,691,672	29,717,867
PASS THROUGHS	3,460,057	3,325,111	670,683	670,683	4,333,123	-
EMPLOYEE ALLOWANCES	3,575	3,900	3,900	5,613	5,460	5,460
Total	\$28,840,235	\$29,484,323	\$29,467,838	\$27,216,835	\$35,514,175	\$32,250,109

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,919,871	2,019,035	2,028,545	2,162,418	2,170,619	2,201,842
RISK FUND (0057)	26,920,364	27,465,288	27,439,293	25,054,417	33,343,556	30,048,267
Total	\$28,840,235	\$29,484,323	\$29,467,838	\$27,216,835	\$35,514,175	\$32,250,109

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
HUMAN RESOURCES	12.63	13.63	13.63	14.63	14.63
Total	12.63	13.63	13.63	14.63	14.63

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES SERVICE UNIT

REVENUES

Intragovernmental Sales - This reflects an accounting change that allocates reimbursement revenue to the service unit that was previously budgeted in Financial Services.

EXPENSES

Personnel Services - The increase is due to the conversion of a temporary position to a full-time permanent FTE in the General Fund as well as the reimbursement of this position from the Risk Fund.

Payroll Fringes - The increase is due to additional costs related to the new full-time FTE as well as increased retirement contributions by Human Resources employees.

Other Charges - The increase reflects a rise in employee health care costs.

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

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$220,026 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Human Resources

Service Unit Manager: John Fournier

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The compliant and cost effective administration of active and retiree benefits.	●		●		●	●	Year to year cost - at or below State average, reported by calendar year.	<u>End of FY 2017</u> \$8,024,060 / -5.9% to trend	<u>End of FY 2018</u> \$7,966,273 / -9.5% to trend	N/A	N/A
							Year to year cost - at or below State average, reported by calendar year.	<u>End of FY 2017</u> \$13,821,235 / -2.1% to trend	<u>End of FY 2018</u> \$14,226,744 / -6.3% to trend	N/A	N/A
							EAP Utilization, reported by calendar year.	N/A	16.40%	30.70%	35.00%
							Percentage of employees who participate in the wellness program, reported by calendar year.	N/A	46.00%	48.20%	50.00%
							Wellness satisfaction survey, reported annually.	N/A	N/A	N/A	3.5
The effective recruitment and retention of a high quality, diverse workforce.	●				●	●	Time that it takes to fill a non-Safety Services position from application date to start date.	63.08 days	69.39 days	93 days	55 days
							Time that it takes to fill a Safety Services position from application date to start date.	171.01 days	128.83 days	123 days	125 days
							Number of diverse applicants by gender.	N/A	N/A	Male - 52% Female - 48%	Male - 40% Female - 60%
							Number of diverse applicants by race.	39.00%	38.17%	37.56%	40.00%
							New hire satisfaction survey.	N/A	N/A	4.5	3.5
							Hiring manager satisfaction survey.	N/A	N/A	4.0	3.5
							Municipal Equality Index.	100.00	100.00	105.00	100.00
The efficient and timely negotiation and administration of the city's labor agreements.	●		●			●	Negotiations completed within the timeline of the current contract vs. the start date of the proposed contract.	0%	0%	0%	100%
The efficient and error-free administration of the city's compensation programs.	●		●		●	●	# of errors with data entry into HRIS system.	N/A	N/A	97%	95%
Support the training of a qualified workforce.	●				●	●	Training Effectiveness Survey.	N/A	N/A	4.3	3.5
							Number of progressions completed and updated.	64.58%	68.25%	73.00%	75.00%
							Number of progressions in development.	N/A	N/A	22.25%	25.00%
							Success rate for lead level progression interviews.	N/A	N/A	100%	100%

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

CITY ADMINISTRATOR SERVICE AREA
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
COMPENSATION & HR SUPV	401680	1.00	1.00
AFSCME PRESIDENT	110500	1.00	1.00
BENEFIT ANALYST	409993	1.00	1.00
EMP BENEFIT & WELLNESS SP	401730	1.00	1.00
EMP. BENEFITS SUPERVISOR	401550	1.00	1.00
HR & LABOR RELATIONS DIR	403890	1.00	1.00
HR SERVICES PARTNER	403110	4.00	4.00
HR TECHNOLOGY SPECIALIST	401110	0.63	0.63
HUMAN RESOURCES COORD	000250	1.00	1.00
RECRUITER	401750	2.00	2.00
RECRUITING SUPERVISOR	401570	1.00	1.00
Total		14.63	14.63



CITY ADMINISTRATOR SERVICE AREA

CLERK SERVICES

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

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	7,506	4,316	8,831	11,581	11,077	11,077
INTERGOVERNMENTAL REVENUES	129,371	100,167	132,435	113,386	113,863	113,863
INVESTMENT INCOME	1,014	1,266	980	1,500	2,106	2,343
LICENSES, PERMITS & REGISTRATIONS	38,604	94,995	45,194	133,540	119,113	119,113
MISCELLANEOUS REVENUE	54,094	59,416	4,000	4,000	94,000	4,000
OPERATING TRANSFERS IN	150,000	-	-	-	-	-
Total	\$380,589	\$260,160	\$191,440	\$264,007	\$340,159	\$250,396

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	229,575	258,894	187,460	262,507	335,053	245,053
CEMETERY PERPETUAL CARE (0054)	1,014	1,266	3,980	1,500	5,106	5,343
GENERAL CAPITAL FUND (00CP)	150,000	-	-	-	-	-
Total	\$380,589	\$260,160	\$191,440	\$264,007	\$340,159	\$250,396

**CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	623,778	556,020	680,944	678,589	590,980	782,133
PAYROLL FRINGES	267,128	300,453	305,415	310,425	308,503	323,089
OTHER SERVICES	88,767	78,006	106,259	96,281	108,077	101,533
MATERIALS & SUPPLIES	45,436	107,644	40,069	60,245	32,531	57,807
OTHER CHARGES	168,339	188,643	179,698	185,442	253,128	253,663
PASS THROUGHS	125,000	-	-	-	-	-
CAPITAL OUTLAY	-	80,735	-	-	-	-
EMPLOYEE ALLOWANCES	3,780	3,565	2,340	4,615	2,340	2,340
Total	\$1,322,228	\$1,315,066	\$1,314,725	\$1,335,597	\$1,295,559	\$1,520,565

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,322,228	1,202,905	1,301,887	1,322,759	1,295,559	1,520,565
GENERAL CAPITAL FUND (00CP)	-	112,161	12,838	12,838	-	-
Total	\$1,322,228	\$1,315,066	\$1,314,725	\$1,335,597	\$1,295,559	\$1,520,565

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CLERK SERVICES	6.00	7.00	7.00	7.00	7.00
Total	6.00	7.00	7.00	7.00	7.00

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

REVENUES

Intergovernmental Revenues - This decrease reflects lower Liquor Retail License revenue.

Licenses, Permits & Registrations - This increase is due to new Medical Marijuana Licensing Fees.

Miscellaneous Revenue - This increase reflects a reimbursement in FY 2020 for the Presidential Primary Election.

EXPENSES

Personnel Services - The decrease in FY 2020 reflects additional temporary staff that were needed for gubernatorial elections in FY 2019 and the increase in FY 2021 reflects additional temporary staff need for the presidential election.

Other Charges - This reflects increased retiree medical insurance costs and increased IT costs.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, City Clerk Services Unit would be charged \$244,458 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: City Clerk

Service Unit Manager: Jackie Beaudry

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide support to City Council by creating agendas, attending all Council meetings, posting meeting notices, preparing minutes, and participating in the City Council orientation and training program.	●			●	●	●	Maintain 100% compliance with Open Meetings Act (OMA).	100%	99.70%	100%	100%
							Provide accurate publications with <5% corrections required.	12%	0%	0%	0%
							Produce meeting minutes with <5% requiring correction on approval.	0%	0%	2.77%	0%
Provide elections administration, including recruiting and training new and existing inspectors, registering new voters, issuing absentee ballots, testing ballots and voting equipment, and managing election-day setup and functioning of equipment and supplies.	●			●	●	●	Hire >5 election inspectors per precinct.	4.6	4.5	5.2	5
							Ensure <5% absenteeism/cancellation of election inspectors.	1%	3.85%	2.14%	2.00%
							Manage polling places to achieve <30 minute voter waiting times.	< 5 min	<5 min	30 min	15 min
							Provide an average precinct return time of not later than 10:00 PM.	10:05 PM	10:08 PM	10:45 PM	9:30 PM
Provide records management activities including contract routing and filing; records retention; and management of the City's Freedom Of Information Act (FOIA) process including logging, tracking, and responding to all FOIA requests received for City Hall and Fire Department.	●					●	Respond to >80% of FOIA requests within 5 days.	89%	87.25%	86%	85%
							Provide FOIA responses in compliance with the governing rules >99% for all requests.	100%	99.77%	100%	100%
Support City Boards and Commissions (B&C) through management of the Citywide roster of members; tracking of vacancies; and training and support of other City departments with agenda, meeting notices, and minutes.	●	●	●	●	●	●	Achieve 100% compliance with OMA.	N/A	99.00%	99.90%	100%
							Maintain B&C vacancies at <10%.	N/A	11.80%	4.70%	10.00%
							Conduct annual Citizen's Academy.	N/A	Complete	Complete	Complete
							Encourage >10% of Citizen Academy graduates to participate in City volunteer opportunities.	N/A	N/A	10%	10%
Provide licensing and customer service activities including all front counter support; responding to inquiries received by all methods; tracking current and expiring licenses; and education and promotion of licensing opportunities and benefits.	●	●			●	●	Process 90% of license and permit applications within 10 days.	N/A	N/A	N/A	90%

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

CITY ADMINISTRATOR SERVICE AREA
CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
BOARD & COMMISSIONS COORD	000230	1.00	1.00
CITY CLERK	404240	1.00	1.00
DEPUTY CLERK ELECTIONS	404280	1.00	1.00
DEPUTY CLERK FOIA	404270	1.00	1.00
Total		7.00	7.00



CITY ADMINISTRATOR SERVICE AREA

COMMUNICATIONS

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

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
INVESTMENT INCOME	1,427	13,598	37,171	61,009	76,825	85,499
LICENSES, PERMITS & REGISTRATIONS	2,232,412	2,083,886	2,278,500	1,992,777	2,055,000	2,055,000
MISCELLANEOUS REVENUE	405	868	450	300	-	-
OPERATING TRANSFERS IN	-	-	-	-	396,133	334,000
Total	\$2,234,244	\$2,098,352	\$2,316,121	\$2,054,086	\$2,527,958	\$2,474,499

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	-	-	328,000	334,000
COMMUNITY TELEVISION NETWORK (0016)	2,234,244	2,098,352	2,316,121	2,054,086	2,199,958	2,140,499
Total	\$2,234,244	\$2,098,352	\$2,316,121	\$2,054,086	\$2,527,958	\$2,474,499

**CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	678,223	742,769	740,207	734,329	833,504	840,959
PAYROLL FRINGES	479,114	540,985	551,549	536,158	596,054	622,110
OTHER SERVICES	267,497	306,542	360,123	334,847	325,877	331,925
MATERIALS & SUPPLIES	46,132	84,223	94,000	71,373	74,000	44,000
OTHER CHARGES	286,634	326,924	332,167	311,749	313,976	316,918
PASS THROUGHS	-	-	-	-	328,000	334,000
CAPITAL OUTLAY	-	48,994	200,000	150,000	100,000	100,000
EMPLOYEE ALLOWANCES	358	780	780	780	780	780
Total	\$1,757,958	\$2,051,217	\$2,278,826	\$2,139,236	\$2,572,191	\$2,590,692

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	-	-	444,398	451,656
COMMUNITY TELEVISION NETWORK (0016)	1,757,958	2,051,217	2,278,826	2,139,236	2,127,793	2,139,036
Total	\$1,757,958	\$2,051,217	\$2,278,826	\$2,139,236	\$2,572,191	\$2,590,692

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
COMMUNICATIONS	10.50	11.00	11.00	11.91	11.91
Total	10.50	11.00	11.00	11.91	11.91

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS OFFICE UNIT

REVENUES

Licenses, Permits & Registrations - The decrease is based on revenue trends over the past several years in this revenue category.

Operating Transfers In - This reflects the reimbursement revenues from the CTN fund to the General Fund for employees who were budgeted in the CTN fund in the past but are now budgeted in the General Fund. In addition, there is a one-time refund in FY 2020 from the Risk Fund for excess benefit contributions over the past several years.

EXPENSES

Personnel Services - The increase reflects the reallocation of 0.91 FTE from Parks & Recreation and Building & Rental to the Communications Office.

Payroll Fringes - The increase reflects the reallocation of 0.91 FTE from Parks & Recreation and Building & Rental to the Communications Office.

Other Services - The decrease is due to a reduction in contracted services used by the Communications Office.

Materials and Supplies - The decrease is due to a reduction in materials and supplies purchased by the Communications Office.

Other Charges - This reflects a decrease in the Municipal Service Charge.

Pass Throughs - This reflects the reimbursement costs incurred by the CTN Fund to the General Fund for employees who were budgeted in the CTN fund in the past but are now budgeted in the General Fund.

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

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Communications

Service Unit Manager: Lisa Wondrash

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide internal employee communications.	●			●	●	●	Prepare and distribute electronic employee newsletter, <i>A2 News Notes</i> .	100%	100%	100%	100%
							Design and manage content for employee intranet, A2Central to provide timely, accurate, and relevant content.	√	√	100%	√
							Provide media support and training for the workforce.	√	√	100%	√
							Conduct annual Communications Office Survey.	100%	100%	100%	100%
Support external communications and external reputation management.	●	●		●	●	●	Manage content and design for A2gov.org.	√	√	√	√
							Prepare and produce media releases and conduct media interviews.	√	√	100%	√
							Support external communications and external reputation management.	√	√	√	√
							Prepare and distribute the monthly on-line newsletter.	100%	100%	100%	100%
							Coordinate and monitor communications channels, including traditional media, social media outlets, and Gov Delivery.	√	√	√	√
							Assist in the development and support the execution of project communications plans.	√	√	√	√
Support crisis communications.	●			●	●	●	>90% satisfied with public information as reported on National Citizen Survey.	N/A	N/A	86%	N/A*
							Staff the emergency operations center.	N/A	N/A	N/A	
							Ensure annual completion of the Emergency Action Plan (EAP).	100%	100%	100%	100%
Manage and provide community interest programming on Community Television Network.	●		●	●	●	●	Promote CodeRED service to residents quarterly.	√	√	100%	√
							Provide media training and equipment workshops.	√	√	100%	√
							Manage and provide cable and on-line programming for four PEG channels.	100%	100%	100%	100%
Support City-wide community engagement.	●	●	●	●	●	●	Provide close-captioning for designated meetings and events.	100%	100%	100%	100%
							Manage, promote, and train employees on the community engagement process.	√	√	100%	√
							Monitor and manage engagement tools and assess effectiveness.	√	√	√	√

* National Citizen's Survey is conducted every two years.

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

CITY ADMINISTRATOR SERVICE AREA
COMMUNICATIONS

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ASST MGR COMM ENG & EDU	402090	1.00	1.00
CITY COMMUNICATIONS MGR	402040	1.00	1.00
COMMUNICATIONS SPECIALIST	401590	0.91	0.91
COMMUNICATIONS UNIT MGR	403530	1.00	1.00
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	3.00	3.00
PROGRAMMER	110510	2.00	2.00
TRAINING & FACILITY COORD	110530	2.00	2.00
Total		11.91	11.91



CITY ADMINISTRATOR SERVICE AREA

SAFETY

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

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
INTRAGOVERNMENTAL SALES	-	-	-	-	349,381	361,418
Total	-	-	-	-	\$349,381	\$361,418

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	-	-	349,381	361,418
Total	-	-	-	-	\$349,381	\$361,418

**CITY ADMINISTRATOR SERVICE AREA
SAFETY**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	487,045	480,804	571,675	564,887	576,567	588,604
PAYROLL FRINGES	105,746	110,722	120,441	124,035	113,007	117,990
OTHER SERVICES	42,994	174,818	149,009	148,455	114,415	89,442
MATERIALS & SUPPLIES	12,796	30,388	47,000	47,001	42,000	42,000
OTHER CHARGES	6,712	34,876	50,127	55,871	75,897	75,422
PASS THROUGHS	-	-	-	-	17,187	17,187
EMPLOYEE ALLOWANCES	2,055	2,150	2,340	2,340	2,340	2,340
Total	\$657,348	\$833,758	\$940,592	\$942,589	\$941,413	\$932,985

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	297,418	296,838	350,805	356,375	342,533	347,516
RISK FUND (0057)	359,930	536,920	589,787	586,214	598,880	585,469
Total	\$657,348	\$833,758	\$940,592	\$942,589	\$941,413	\$932,985

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SAFETY	3.00	3.00	3.00	3.00	3.00
Total	3.00	3.00	3.00	3.00	3.00

CITY ADMINISTRATOR SERVICE AREA
SAFETY UNIT

REVENUE

Intragovernmental Services - This reflects an accounting change that allocates reimbursement revenue to the service unit that was previously budgeted in Financial Services.

EXPENSES

Other Services - The decrease reflects one-time funding in FY 2019 for City Hall security upgrades.

Other Charges - The increase reflects the addition of a contingency for safety-related items and higher IT charges.

Pass Throughs - The increase reflects a rent payment for Safety's share of the square footage of City Hall.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Safety

Service Unit Manager: Doug Forsyth

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Develop, implement, and maintain a comprehensive safety training program that includes all service areas and is relevant for all employees.	●				●	●	Review training plan requirements as needed to ensure regulatory compliance.	100%	100%	100%	100%
							Report quarterly on the number of training plan courses assigned and completed.	100%	100%	100%	100%
Develop and implement a Citywide workplace safety hazard analysis program.	●				●	●	Report quarterly on the status of audits, inspections, and hazard assessments and corrective actions taken.	0%	0%	50%	100%
Maintain an incident/accident tracking and reporting program that includes the requirements for managers and supervisors to complete incident reports and investigations.	●				●	●	Ensure all accidents/incidents are reported and investigated in accordance with program requirements.	0%	0%	95%	100%
							Reduce incident and accident rates by 5%.	0%	100%	0%	100%
Develop strategies and work plans to identify and prioritize hazards and risks that City employees encounter during required work activities.	●				●	●	Report quarterly on discovery of risks and prioritization and status of activities and projects required to mitigate these circumstances.	N/A	0%	50%	100%
Develop internal and external safety engagement programs that improve communications and support partnering efforts with outside agencies, including but not limited to University of Michigan, Ann Arbor Schools, and Michigan Occupational Safety and Health Administration (MIOSHA).	●				●	●	Complete annual internal safety culture surveys and report on the results.	100%	100%	100%	100%
							Report quarterly on partnering efforts with outside agencies.	100%	100%	100%	100%
							Ensure > 99% compliance with OSHA and MIOSHA reporting requirements.	>99%	>99%	>99%	>99%

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

CITY ADMINISTRATOR SERVICE AREA
SAFETY

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
SAFETY MANAGER	401290	1.00	1.00
SAFETY SPECIALIST	000290	1.00	1.00
SR SAFETY COMPLIANCE SPEC	404460	1.00	1.00
Total		3.00	3.00



CITY ADMINISTRATOR SERVICE AREA

SUSTAINABILITY & INNOVATIONS OFFICE

The City of Ann Arbor Office of Sustainability and Innovations helps the City, residents, businesses, nonprofits, and others within the City and broader region generate, evaluate, and implement environmentally responsible, climate-smart, and socially just opportunities that reduce our local environmental impact, preserve resources, and show sustainability in action.

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CONTRIBUTIONS	-	-	7,000	7,000	-	-
INVESTMENT INCOME	22,411	24,949	2,412	9,000	5,460	6,077
MISCELLANEOUS REVENUE	7,340	19,041	32,000	4,040	7,040	18,000
OPERATING TRANSFERS IN	90,916	5,916	5,913	5,913	100,000	-
PRIOR YEAR SURPLUS	-	-	413,703	-	145,829	599,172
SPECIAL ASSESSMENTS	57,995	42,223	66,238	55,887	53,742	51,597
TAXES	620	-	880,000	880,000	880,000	215,600
Total	\$179,282	\$92,129	\$1,407,266	\$961,840	\$1,192,071	\$890,446

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ENERGY PROJECTS (0002)	89,612	83,621	238,266	69,840	312,071	160,446
GENERAL (0010)	57	-	250,000	-	-	-
GENERAL CAPITAL FUND (00CP)	85,000	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	4,613	8,508	39,000	12,000	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	880,000	880,000	880,000	730,000
Total	\$179,282	\$92,129	\$1,407,266	\$961,840	\$1,192,071	\$890,446

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

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	101,208	-	337,375	289,100	415,971	413,818
PAYROLL FRINGES	22,110	-	159,638	134,647	165,762	171,716
OTHER SERVICES	99,957	3,384	372,817	257,673	267,735	176,439
MATERIALS & SUPPLIES	56	-	125,000	27,653	143,196	181,100
OTHER CHARGES	36,414	4,452	24,481	30,571	482,803	439,747
PASS THROUGHGS	155,358	69,060	66,238	66,238	163,938	62,616
CAPITAL OUTLAY	-	-	-	46,509	175,000	225,000
EMPLOYEE ALLOWANCES	460	-	1,560	1,815	1,558	1,558
Total	\$415,563	\$76,896	\$1,087,109	\$854,206	\$1,815,963	\$1,671,994

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ENERGY PROJECTS (0002)	94,588	73,646	238,266	72,832	312,071	160,446
GENERAL (0010)	227,902	-	535,707	562,096	408,924	564,299
WATER SUPPLY SYSTEM (0042)	-	-	66,772	44,044	66,603	67,269
SEWAGE DISPOSAL SYSTEM (0043)	-	-	36,106	14,923	49,379	49,878
STORMWATER SEWER SYSTEM FUND (0069)	-	-	45,995	31,670	53,181	53,802
SOLID WASTE (0072)	-	-	46,641	46,641	45,805	46,300
GENERAL CAPITAL FUND (00CP)	88,560	3,250	3,622	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	4,513	-	39,000	7,000	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	75,000	75,000	880,000	730,000
Total	\$415,563	\$76,896	\$1,087,109	\$854,206	\$1,815,963	\$1,671,994

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SUSTAINABILITY & INNOVATIONS OFFICE	-	-	4.00	5.00	5.00
Total	-	-	4.00	5.00	5.00

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

REVENUES

Contributions - This reflects one-time money received in FY 2019 for a grant program.

Operating Transfers In - This reflects a one-time transfer in FY 2020 to the Energy Projects Fund from the General Fund.

Prior Year Surplus - The decrease is due to the General Fund utilizing a planned use of fund balance to fund sustainability-related pilot programs in FY 2019.

Special Assessments - This reflects a decrease in PACE special assessments in the Energy Projects Fund.

EXPENSES

Personnel Services - This reflects the use of the workforce planning program for personnel in this area. A reduction of an FTE in the Systems Planning unit has been made to make the net increase neutral. This also reflects wage increases and an increase in temporary employee pay.

Other Services - The decrease in FY 2020 is due to the one-time use of professional and contracted services in FY 2019 for sustainability-related pilot programs. This is partially offset by the one-time use of contracted services in the Energy Projects Fund in FY 2020.

Other Charges - This is due to the moving of the Neighborhood Partnership funding to Sustainability and Innovations from Planning as well as transfers from the General Fund to the Ann Arbor Housing Commission for net zero affordable housing.

Pass Throughs - This reflects a one-time transfer in FY 2020 to the Energy Projects Fund.

Capital Outlay - This reflects an increase in equipment purchases for solar panels, electric vehicle charging stations, and batteries.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Sustainability & Innovations Office would be charged \$64,592 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: Howard Lazarus

Service Unit: Sustainability & Innovations

Service Unit Manager: Missy Stults

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Implement the City's Climate Action Plan and associated initiatives, including the Green Rental Energy Efficiency Standard, time of marketing ordinance, aging in place efficiency program, net zero energy efficiency program, and Electric Vehicle (EV) readiness/ Green Fleets efforts.	●	●	●	●	●		Manage programs to achieve 25% reduction in Greenhouse Gas (GHG) emissions by 2025.	In progress	In progress	In progress; greenhouse gas inventory being completed	In progress
							Transition municipal operations to 100% clean and renewable energy sources by 2035.	N/A	Metric created	In progress	In progress; net zero energy building's goal
							Increase the amount of renewable energy generated and consumed throughout the community.	Ongoing	Ongoing	Ongoing	Ongoing; Develop renewable strategy
Enhance the Ann Arbor community's resiliency and adaptation to climate change. Work throughout the organization to enhance the resiliency of City operations.	●	●	●	●	●		Create and maintain resiliency hubs throughout the community.	N/A	N/A	In progress	First resiliency hub designed
							Support and monitor the number of households possessing emergency preparedness kits.	N/A	N/A	In progress	100 kits prepared
							Achieve a leadership status in the Community Rating System.	City entered the CRS on 5/1/2017 at Class 7 (15% discount)	On 10/1/2018 we moved to Class 6 (20% discount)	Maintained a Class 6	Maintain Class 6 and continue making progress towards Class 5 (25% discount)
Work across the organization to ensure the Sustainability Framework is implemented and updated, and remains "front of mind" during decision making on policies and operations.	●	●	●	●	●	●	Prepare and release an Annual Sustainability Report.	N/A	N/A	Metric created	Report released
							Develop and report on Specific, Measurable, Accurate, Reliable, and Timely (SMART) metrics related to sustainability programs.	Ongoing	Ongoing	Ongoing	Ongoing
Foster stronger neighborhoods and increase engagement throughout the community.	●	●	●	●	●		Increase the number of Sustaining Ann Arbor Together (SA2T) grants awarded.	N/A	Program created; 1 grant awarded	100% of all funds awarded	Ongoing; all grants awarded
							Calculate the amount of leverage gained through the use City funds through grants and cost sharing efforts.	Ongoing	Ongoing	Ongoing	Ongoing
							Track the number and types of engagement events conducted.	Ongoing	Ongoing	Over 20 community events hosted	At least 20 community events hosted
Work with internal and external partners to stimulate innovative business processes, practices, and inventions throughout the community.	●	●	●	●	●	●	Track innovations across service areas, in neighborhoods, and by businesses.	N/A	N/A	New metric	Ongoing

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

CITY ADMINISTRATOR SERVICE AREA
SUSTAINABILITY & INNOVATIONS OFFICE

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
COMMUNITY SUSTAIN ANALYST	000330	2.00	2.00
ENERGY PROGRAMS MANAGER	401170	1.00	1.00
ENGAGEMENT SPECIALIST	409995	1.00	1.00
SUSTAIN AND INNOVAT MGR	401900	1.00	1.00
Total		5.00	5.00



CITY ADMINISTRATOR SERVICE AREA

FLEET & FACILITIES

The Fleet and Facilities Service Unit is responsible for the maintenance and repair of City owned buildings and their grounds, as well as project oversight for these facilities. The unit is also responsible for maintenance and repair to 695 vehicles and pieces of equipment, including vehicle and fuel procurement. The operation and maintenance of the Ann Arbor Airport is also handled by this Unit.

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	922,552	935,643	913,740	921,140	935,340	934,740
CONTRIBUTIONS	955,882	1,051,583	-	103,890	-	-
INTERGOVERNMENTAL REVENUES	72,400	4,535	-	-	-	-
INTRAGOVERNMENTAL SALES	7,662,959	8,239,114	8,788,376	8,799,748	9,538,470	8,825,274
INVESTMENT INCOME	(2,153)	42,075	105,141	199,620	243,631	271,137
MISCELLANEOUS REVENUE	545,334	181,528	6,000	16,761	1,925	1,925
OPERATING TRANSFERS IN	621,000	280,000	150,000	-	490,565	400,000
PRIOR YEAR SURPLUS	-	-	1,260,339	-	2,290,259	1,514,466
Total	\$10,777,974	\$10,734,478	\$11,223,596	\$10,041,159	\$13,500,190	\$11,947,542

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,698	2,500	4,000	4,000	1,728,271	1,794,633
FLEET SERVICES (0012)	9,160,615	9,507,010	10,144,441	9,094,349	10,392,385	8,788,735
AIRPORT (0048)	994,661	944,968	925,155	942,810	979,534	964,174
GENERAL CAPITAL FUND (00CP)	621,000	280,000	150,000	-	-	-
CAPITAL SINKING FUND (0101)	-	-	-	-	400,000	400,000
Total	\$10,777,974	\$10,734,478	\$11,223,596	\$10,041,159	\$13,500,190	\$11,947,542

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	2,884,338	2,993,668	3,105,687	2,713,537	3,196,096	3,356,419
PAYROLL FRINGES	930,937	923,159	928,927	889,079	947,353	997,332
OTHER SERVICES	1,286,800	1,248,151	1,480,320	1,484,816	1,759,904	1,775,048
MATERIALS & SUPPLIES	254,703	205,534	125,221	144,728	187,378	177,605
OTHER CHARGES	3,262,958	3,480,286	3,380,067	3,256,767	3,329,230	3,305,429
PASS THROUGHS	1,327,187	1,029,891	883,124	883,124	720,740	723,381
CAPITAL OUTLAY	100,970	468,400	3,072,838	2,323,565	3,091,968	1,394,510
VEHICLE OPERATING COSTS	1,478,121	1,695,057	2,173,251	1,756,845	1,814,244	1,837,960
EMPLOYEE ALLOWANCES	11,835	12,928	10,702	12,220	10,342	10,342
Total	\$11,537,849	\$12,057,074	\$15,160,137	\$13,464,681	\$15,057,255	\$13,578,026

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	3,783,952	3,566,275	3,566,184	3,281,484	3,481,700	3,578,132
FLEET SERVICES (0012)	6,901,667	7,185,732	9,917,107	8,917,136	10,392,385	8,788,735
AIRPORT (0048)	799,466	763,059	917,357	897,873	783,170	811,159
GENERAL CAPITAL FUND (00CP)	52,764	542,008	759,489	368,188	-	-
CAPITAL SINKING FUND (0101)	-	-	-	-	400,000	400,000
Total	\$11,537,849	\$12,057,074	\$15,160,137	\$13,464,681	\$15,057,255	\$13,578,026

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
FLEET & FACILITIES	21.00	21.00	21.00	21.00	21.00
Total	21.00	21.00	21.00	21.00	21.00

**CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES**

REVENUES

Intragovernmental Sales - This reflects an accounting change that allocates reimbursement revenue to the service unit that was previously budgeted in Financial Services.

Investment Income - The increase reflects a higher rate of return on investments.

Operating Transfers In - This reflects a one-time refund from the Risk Fund for excess benefit contributions over the past several years. It also reflects the addition of money into the Capital Sinking Fund for capital repairs.

Prior Year Surplus - The increase is due to the Fleet Fund utilizing a planned use of fund balance for replacement vehicle purchases for FY 2020.

EXPENSES

Personnel Services - The increase is due to contractually obligated wage increases as well as an increase in severance pay for planned retirements.

Other Services - The increase is due to an allocation change for City Hall security from the Police Department to Fleet & Facilities as well as the addition of contracted services in the Capital Sinking Fund.

Materials & Supplies - The increase is due to an increase in materials and supplies in the Fleet Services fund.

Other Charges - The decrease is due to reduced costs for one-time capital related projects.

Pass Throughs - The decrease is due to one-time costs in FY 2019 for Fire station bathroom renovations and an ADA accessibility study.

Vehicle Operating Costs - The decrease is due to an anticipated decrease in fuel prices for FY 2020 as well as a decrease in the vehicle repair costs.

**CITY ADMINISTRATOR SERVICES AREA
FLEET & FACILITIES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	740,489	1,057,414	1,025,438	1,121,859	804,914	832,067
1381 MUNICIPAL CENTER	1,334,368	1,177,663	1,167,850	1,135,120	1,296,240	1,315,181
1383 COMMUNITY DENTAL CENTER	5,301	276	7,000	3,000	-	-
3231 FIRE STATION #1	578,265	171,144	185,256	184,982	167,458	171,355
4912 MATERIALS & SUPPLIES	1,368	1,210	1,827	1,012	1,832	1,894
4914 REPAIRS	921,251	948,708	931,424	634,903	960,923	998,965
4918 GARAGE MAINTENANCE	8,683	9,354	8,561	7,680	8,914	9,281
7060 OUTSTATIONS	174,889	182,229	194,380	175,506	196,525	203,257
9091 VEHICLE PURCHASES	19,335	18,280	44,448	17,422	44,894	46,132
Total	\$3,783,949	\$3,566,278	\$3,566,184	\$3,281,484	\$3,481,700	\$3,578,132

Expenses by Activity (0012 FLEET SERVICES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	(3,553,259)	(2,674,233)	999,965	1,019,974	1,132,810	1,213,321
4912 MATERIALS & SUPPLIES	910,192	918,944	1,231,736	994,435	1,021,976	1,023,384
4914 REPAIRS	1,530,536	1,631,438	1,741,143	1,463,812	1,684,693	1,730,745
4916 OUTSIDE REPAIRS	201,416	217,936	293,756	227,762	245,225	249,125
4918 GARAGE MAINTENANCE	209,070	181,184	211,252	224,921	188,014	161,737
9091 VEHICLE PURCHASES	6,976,398	6,282,878	4,811,744	4,358,721	5,492,117	3,783,028
9500 DEBT SERVICE	627,311	627,586	627,511	627,511	627,550	627,395
Total	\$6,901,664	\$7,185,733	\$9,917,107	\$8,917,136	\$10,392,385	\$8,788,735

Expenses by Activity (0048 AIRPORT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	304,234	300,063	295,170	347,351	329,286	329,036
4822 GROUNDS	31,759	53,017	28,621	58,240	38,359	30,666
7060 OUTSTATIONS	463,475	409,976	593,566	492,282	415,525	451,457
Total	\$799,468	\$763,056	\$917,357	\$897,873	\$783,170	\$811,159

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	52,763	542,008	759,489	368,188	-	-
Total	\$52,763	\$542,008	\$759,489	\$368,188	-	-

Expenses by Activity (0101 CAPITAL SINKING FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	-	-	-	-	400,000	400,000
Total	-	-	-	-	\$400,000	\$400,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: City Administrator

Area Administrator: John Fournier

Service Unit: Fleet & Facilities

Service Unit Manager: Matt Kulhanek

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide fleet maintenance, repair, and replacement services.	●		●		●	●	Complete 95% of preventive maintenance and safety checks of vehicles/equipment (V/E) each quarter and work with operators to define problems and repair as needed.	97%	94%	91%	95%
							Operate and maintain the fuel system.	✓	✓	✓	✓
							Provide fleet rates, replacement schedules, capital schedules, and other financial support to end users.	✓	✓	✓	✓
							Assess V/E for possible replacement or elimination, replace 90% of eligible V/E within fiscal year.	98%	93%	96%	94%
							Prepare specifications for V/E and lead the procurement process.	✓	✓	✓	✓
							Lead implementation of the City's Green Fleet Program increasing the percentage of plug-in vehicles.	✓	✓	✓	✓
Provide safe and comprehensive aviation transportation services.	●		●	●	●		Maintain a stable financial condition so the airport is self-sufficient for all operating and capital needs.	✓	✓	✓	✓
							Maintain airport runways/taxiways to support required levels of operations in all weather conditions 95% of the time.	N/A	100%	85%	95%
							Ensure safe and accident-free aircraft operations with incidents less than .005%.	N/A	N/A	0%	0%
Maintain City facilities well in a high state of functionality.	●	●	●		●	●	Provide support by completing >80% of facilities requests <5 days.	88%	84%	86%	85%
							Manage the facilities replacement schedule, including the development and funding of a long term facilities asset management plan.	✓	✓	✓	✓
							Ensure City facilities are safe to occupy and are compliant with all relevant safety and accessibility requirements.	✓	✓	✓	✓

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

CITY ADMINISTRATOR SERVICE AREA
FLEET & FACILITIES

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 5	110054	0.05	0.05
FACILITIES MAINT TECH II	110214	1.00	1.00
FACILITIES MAINT TECH II	110224	3.00	3.00
FACILITIES MAINT TECH IV	110234	1.00	1.00
FACILITIES MAINT TECH V	110244	1.00	1.00
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FAC SUPV II	190014	1.95	1.95
FLEET & FACILITIES MGR	403200	1.00	1.00
INVENTORY CONTROL ACCOUNT	110700	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
VEHICLE & EQUIP TECH IV	110114	5.00	5.00
VEHICLE & EQUIP TECH IV	110115	1.00	1.00
VEHICLE & EQUIP TECH V	110125	2.00	2.00
VEHICLE EQUIPMENT INSTALL	110600	1.00	1.00
Total		21.00	21.00

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CITY ADMINISTRATOR SERVICE AREA

POLICE COMMISSION

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

CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	-	-	-	-	55,000	55,000
PAYROLL FRINGES	-	-	-	-	32,227	33,580
OTHER SERVICES	-	-	-	-	52,771	51,505
MATERIALS & SUPPLIES	-	-	-	-	1,050	1,050
OTHER CHARGES	-	-	-	-	8,952	8,865
Total	-	-	-	-	\$150,000	\$150,000

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	-	-	150,000	150,000
Total	-	-	-	-	\$150,000	\$150,000

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
POLICE COMMISSION	-	-	-	1.00	1.00
Total	-	-	-	1.00	1.00

**CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION**

EXPENSES

Personnel Services - The increase is due to the Police Commission being added as a new service unit for FY 2020.

Payroll Fringes - The increase is due to the Police Commission being added as a new service unit for FY 2020.

Other Services - The increase is due to the Police Commission being added as a new service unit for FY 2020.

Materials & Supplies - The increase is due to the Police Commission being added as a new service unit for FY 2020.

Other Charges - The increase is due to the Police Commission being added as a new service unit for FY 2020.

CITY ADMINISTRATOR SERVICE AREA
POLICE COMMISSION

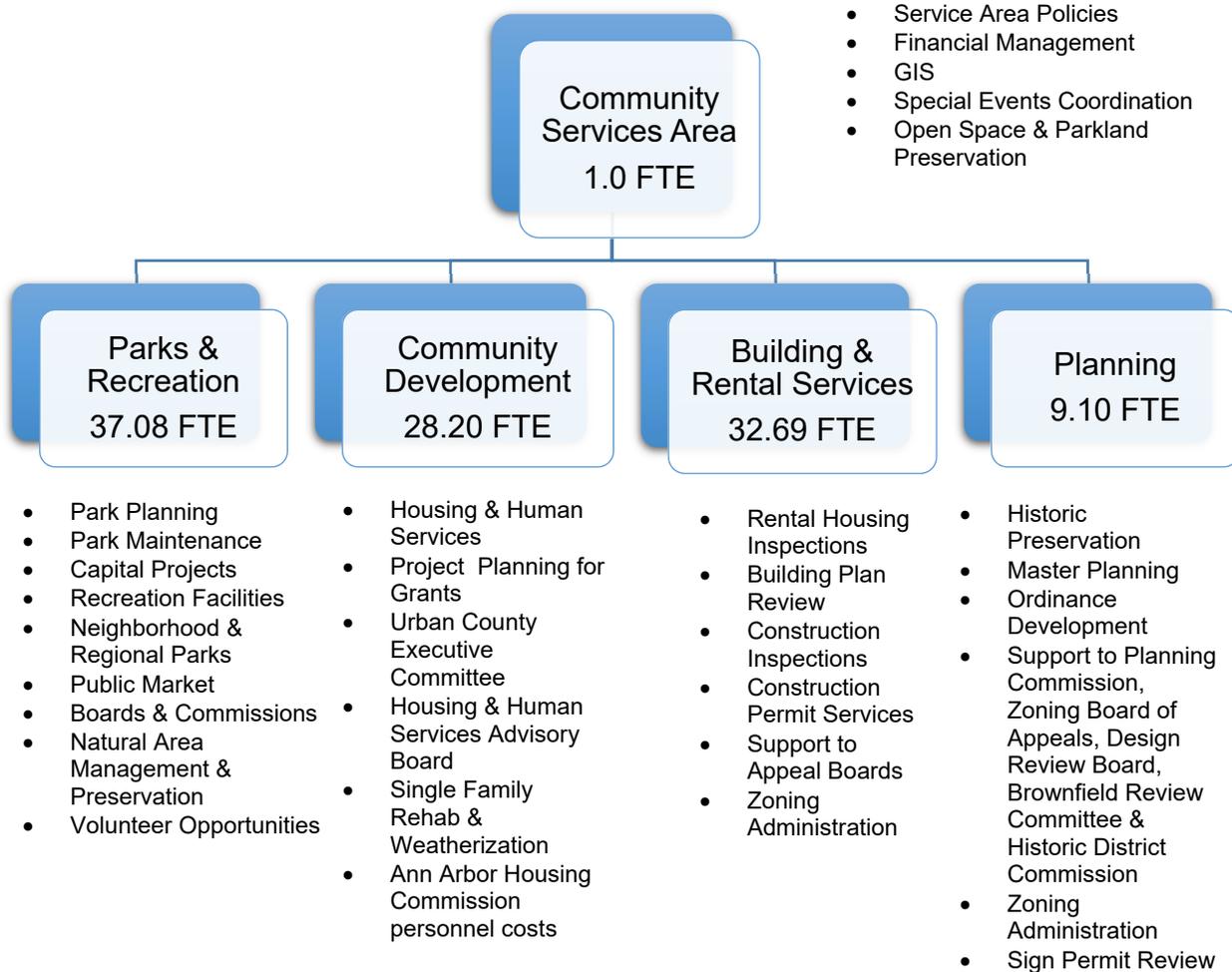
Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		1.00	1.00



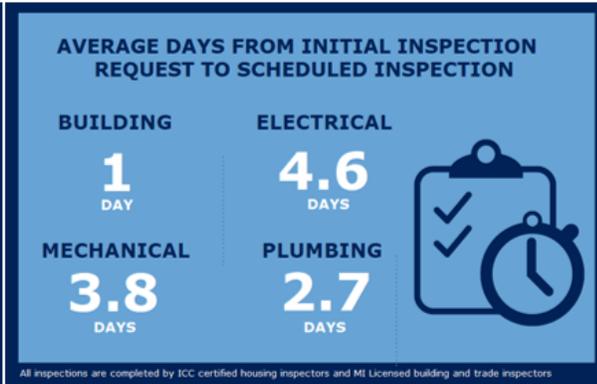
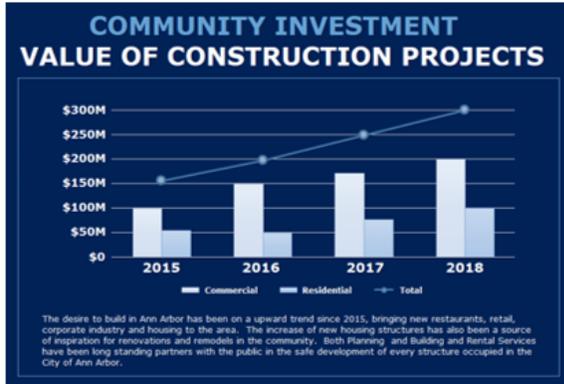
COMMUNITY SERVICES AREA

Community Services Area Organization Chart



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

Community Services Area Dashboard



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COMMUNITY SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
BUILDING & RENTAL SERVICES	5,263,481	6,194,120	5,447,235	5,959,407	6,063,028	5,718,214
COMMUNITY DEVELOPMENT	107,147	8,682	1,820,066	1,094,000	4,206,865	4,489,330
PARKS & RECREATION	10,256,826	10,371,785	16,791,137	14,162,988	14,968,150	14,627,876
PLANNING	217,849	483,190	409,826	341,156	480,010	480,010
Total	\$15,845,303	\$17,057,777	\$24,468,264	\$21,557,551	\$25,718,053	\$25,315,430

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	6,115,354	6,575,877	6,981,643	6,544,117	9,494,207	9,231,926
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,394,021	2,876,308	4,678,992	2,872,694	2,870,994	2,974,645
BANDEMER PROPERTY (0025)	7,198	8,591	11,834	8,650	9,056	9,215
CONSTRUCTION CODE FUND (0026)	3,903,628	4,808,359	3,936,156	4,657,149	4,844,328	4,499,514
PARKS MEMORIALS & CONTRIBUTIONS (0034)	22,447	67,672	379,324	391,600	218,952	170,787
SPECIAL ASSISTANCE (0038)	5,560	5,924	5,062	5,000	16,204	5,227
OPEN SPACE ENDOWMENT (0041)	(788)	50,553	20,000	61,234	31,026	32,836
ART IN PUBLIC PLACES (0056)	-	-	15,000	-	-	-
AFFORDABLE HOUSING (0070)	101,587	2,758	735,004	9,000	675,543	677,298
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,070,325	2,515,946	6,659,475	5,962,693	6,677,743	6,667,982
GENERAL CAPITAL FUND (00CP)	10,748	(370)	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	215,223	146,159	165,774	165,414	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	880,000	880,000	880,000	1,046,000
Total	\$15,844,303	\$17,057,777	\$24,468,264	\$21,557,551	\$25,718,053	\$25,315,430

COMMUNITY SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
BUILDING & RENTAL SERVICES	4,794,364	5,350,036	5,824,931	5,641,022	6,243,354	5,879,390
COMMUNITY DEVELOPMENT	4,458,769	4,444,667	5,943,324	5,804,839	6,543,754	6,614,016
PARKS & RECREATION	11,821,206	12,433,814	21,730,480	18,988,377	17,369,540	17,030,343
PLANNING	1,191,614	1,297,376	1,603,607	1,540,621	1,985,008	1,492,922
Total	\$22,265,953	\$23,525,893	\$35,102,342	\$31,974,859	\$32,141,656	\$31,016,671

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	13,261,230	13,758,775	17,217,772	17,006,286	17,529,821	16,566,268
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,054,482	2,934,709	3,407,949	2,093,565	1,427,219	1,427,689
BANDEMER PROPERTY (0025)	770	1,776	11,834	6,834	6,131	6,290
CONSTRUCTION CODE FUND (0026)	3,113,904	3,509,910	3,923,157	3,861,810	4,844,328	4,499,514
PARKS MEMORIALS & CONTRIBUTIONS (0034)	174,051	122,067	891,658	801,934	148,931	100,787
SPECIAL ASSISTANCE (0038)	-	5,000	5,000	5,000	16,000	5,000
OPEN SPACE ENDOWMENT (0041)	5,742	4,591	20,000	5,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	2,995	-	14,575	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	19,752	11,363	20,249	20,249	21,455	22,141
AFFORDABLE HOUSING (0070)	50,000	-	730,004	730,004	660,000	660,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,495,424	2,943,530	8,195,302	7,039,305	6,592,771	6,667,982
GENERAL CAPITAL FUND (00CP)	22,381	85,179	138,923	2,000	-	-
MAJOR GRANTS PROGRAMS (00MG)	65,223	148,888	325,919	202,872	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	200,000	200,000	880,000	1,046,000
Total	\$22,265,953	\$23,525,893	\$35,102,342	\$31,974,859	\$32,141,656	\$31,016,671

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
BUILDING & RENTAL SERVICES	30.32	30.72	30.72	33.69	33.69
PLANNING	8.25	8.25	9.25	9.10	9.10
COMMUNITY DEVELOPMENT	25.15	27.20	27.20	28.20	28.20
PARKS & RECREATION	23.83	22.38	37.04	37.08	37.08
Total	87.55	88.55	104.21	108.07	108.07



COMMUNITY SERVICES AREA

BUILDING & RENTAL SERVICES

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

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

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CONTRIBUTIONS	34,633	32,155	-	-	-	-
INVESTMENT INCOME	349	20,674	39,362	112,248	121,565	135,290
LICENSES, PERMITS & REGISTRATIONS	5,213,212	6,140,015	4,556,479	5,846,790	5,365,550	5,312,550
MISCELLANEOUS REVENUE	15,287	1,276	300	369	1,200	1,200
OPERATING TRANSFERS IN	-	-	-	-	100,790	-
PRIOR YEAR SURPLUS	-	-	851,094	-	473,923	269,174
Total	\$5,263,481	\$6,194,120	\$5,447,235	\$5,959,407	\$6,063,028	\$5,718,214

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,349,105	1,386,131	1,511,079	1,302,258	1,218,700	1,218,700
CONSTRUCTION CODE FUND (0026)	3,903,628	4,808,359	3,936,156	4,657,149	4,844,328	4,499,514
GENERAL CAPITAL FUND (00CP)	10,748	(370)	-	-	-	-
Total	\$5,263,481	\$6,194,120	\$5,447,235	\$5,959,407	\$6,063,028	\$5,718,214

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,865,063	2,240,422	2,253,214	2,264,233	2,440,048	2,504,117
PAYROLL FRINGES	1,140,775	1,249,447	1,249,438	1,249,635	1,294,310	1,376,196
OTHER SERVICES	805,045	648,960	1,280,054	1,007,790	928,380	754,527
MATERIALS & SUPPLIES	47,429	68,924	22,750	52,425	69,000	59,400
OTHER CHARGES	881,163	1,022,801	1,005,452	1,048,872	1,157,451	1,167,907
PASS THROUGHS	-	100,000	-	-	-	-
CAPITAL OUTLAY	39,152	-	-	-	336,922	-
VEHICLE OPERATING COSTS	214	-	100	100	200	200
EMPLOYEE ALLOWANCES	15,523	19,482	13,923	17,967	17,043	17,043
Total	\$4,794,364	\$5,350,036	\$5,824,931	\$5,641,022	\$6,243,354	\$5,879,390

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,729,903	1,799,752	1,853,296	1,829,855	1,494,606	1,478,991
CONSTRUCTION CODE FUND (0026)	3,042,080	3,465,105	3,832,712	3,809,167	4,748,748	4,400,399
GENERAL CAPITAL FUND (00CP)	22,381	85,179	138,923	2,000	-	-
Total	\$4,794,364	\$5,350,036	\$5,824,931	\$5,641,022	\$6,243,354	\$5,879,390

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
BUILDING & RENTAL SERVICES	30.32	30.72	30.72	33.69	33.69
Total	30.32	30.72	30.72	33.69	33.69

COMMUNITY SERVICES AREA
BUILDING AND RENTAL SERVICES

REVENUES

Investment Income - The increase reflects a higher rate of return on investments.

Licenses, Permits & Registrations - This reflects an increase for building, electrical, and mechanical permits as well as plan review fees in the Construction Fund based on present and anticipated level of activity.

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

Prior Year Surplus - The decrease reflects the use of the General Fund's fund balance in FY 2019 for deer management and special events as well as the use of the Construction Fund's fund balance in FY 2019 for digital scanning services and third-party inspection services.

EXPENSES

Personnel Services - The increase reflects the addition of 3.0 FTEs for a Building Inspector, a Project Manager, and a Building Inspector Supervisor in the Construction Fund.

Payroll Fringes - The increase reflects the addition of the 3.0 FTEs in the Construction Fund mentioned above.

Other Services - The decrease reflects the one-time use of professional and contracted services in FY 2019 for deer management and special events in the General Fund and for digital scanning services and third-party inspection services in the Construction Fund.

Materials and Supplies - This is due to an increase of the postage budget in the General Fund and an increase in non-capital equipment purchases in the Construction Fund.

Other Charges - The increase is related to higher retiree health care and higher IT costs for FY 2020 as well as an increase in the Municipal Service Charge for the Construction Fund.

Capital Outlay - This reflects the one-time purchase of 13 electric vehicles and charging stations by the Construction Fund in FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Building and Rental Services Unit would be charged \$666,833 in FY 2020.

**COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	501,831	413,843	553,414	582,284	550,967	552,699
3311 DEER MANAGEMENT	220,070	293,881	244,504	241,000	150,000	100,000
3340 HOUSING BUREAU	930,374	1,016,681	975,686	926,952	711,856	741,553
3370 BUILDING - APPEALS	77,628	75,341	79,692	79,619	81,783	84,739
Total	\$1,729,903	\$1,799,746	\$1,853,296	\$1,829,855	\$1,494,606	\$1,478,991

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	738,162	802,302	809,595	829,420	878,614	879,284
3330 BUILDING - CONSTRUCTION	2,274,682	2,635,504	2,995,885	2,966,060	3,869,134	3,520,115
3370 BUILDING - APPEALS	29,232	27,300	27,232	13,687	1,000	1,000
Total	\$3,042,076	\$3,465,106	\$3,832,712	\$3,809,167	\$4,748,748	\$4,400,399

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	22,381	85,179	138,923	2,000	-	-
Total	\$22,381	\$85,179	\$138,923	\$2,000	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Building and Rental Services

Service Unit Manager: Lisha Turner-Tolbert

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide rental housing inspections and certifications.	●	●		●	●		Percent of available inspection slots filled.	83%	97%	95%	98%
							Percent of properties scheduled for inspection prior to certificate expiration.	1%	12%	2%	20%
							Number of days from initial inspection to Compliance Certificate issuance.	270	120	110	90
Perform building and trade inspections.	●	●		●	●		Number of days wait for a completed inspection.	5	5	3	2
							Percent of permits expired prior to final inspection.	13%	10%	3%	5%
Complete building and trade plan reviews.	●	●		●	●		Percent of plans reviewed and permits issued within 10 business days of receiving application.	75%	95%	82%	96%
							Number of days from accepted application to approved plan completion.	15	15	12	10
Provide building and trade permit issuance.	●	●		●			Percent of permits issued or responded to within 48 hours from accepted application.	80%	97%	93%	100%
							Percent of projects placed on hold for more than 2 weeks.	2%	3%	1%	0%

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

COMMUNITY SERVICES AREA
BUILDING & RENTAL SERVICES

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 1	110014	4.00	4.00
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
BLDG & RENT SERV MGR	404500	1.00	1.00
BUILDING INSP SUPERVISOR	199999	1.00	1.00
BUILDING OFFICIAL	403230	1.00	1.00
COMM SERVICES AREA ADMIN	403630	0.70	0.70
COMMUNICATIONS SPECIALIST	401590	0.04	0.04
DEPUTY BUILDING OFFICIAL	404290	1.00	1.00
DEVELOPMENT SRVS INSP III	110534	5.00	5.00
DEVELOPMENT SRVS INSP IV	110544	6.00	6.00
DEVELOPMENT SRVS INSP V	110554	1.00	1.00
DEVELOPMENT SRVS INSP V	110555	8.00	8.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
OFFICE MANAGER	403180	0.80	0.80
PROGRAMS & PROJECT MGR	403270	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
Total		33.69	33.69



COMMUNITY SERVICES AREA

PLANNING

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

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

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

COMMUNITY SERVICES AREA
PLANNING

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	3,150	3,600	5,160	4,700	8,055	8,055
LICENSES, PERMITS & REGISTRATIONS	214,699	479,590	366,618	336,456	471,955	471,955
PRIOR YEAR SURPLUS	-	-	38,048	-	-	-
Total	\$217,849	\$483,190	\$409,826	\$341,156	\$480,010	\$480,010

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	217,849	483,190	409,826	341,156	480,010	480,010
Total	\$217,849	\$483,190	\$409,826	\$341,156	\$480,010	\$480,010

**COMMUNITY SERVICES AREA
PLANNING**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	594,404	637,335	731,328	723,404	732,834	746,970
PAYROLL FRINGES	383,196	419,258	462,485	458,205	464,371	488,025
OTHER SERVICES	37,550	49,133	128,798	71,108	572,746	47,946
MATERIALS & SUPPLIES	6,545	11,211	4,348	15,882	6,498	6,498
OTHER CHARGES	169,134	178,908	274,893	269,692	206,804	201,728
EMPLOYEE ALLOWANCES	785	1,531	1,755	2,330	1,755	1,755
Total	\$1,191,614	\$1,297,376	\$1,603,607	\$1,540,621	\$1,985,008	\$1,492,922

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,100,038	1,241,208	1,492,913	1,467,729	1,867,973	1,371,666
CONSTRUCTION CODE FUND (0026)	71,824	44,805	90,445	52,643	95,580	99,115
ALTERNATIVE TRANSPORTATION (0061)	19,752	11,363	20,249	20,249	21,455	22,141
Total	\$1,191,614	\$1,297,376	\$1,603,607	\$1,540,621	\$1,985,008	\$1,492,922

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
PLANNING	8.25	8.25	9.25	9.10	9.10
Total	8.25	8.25	9.25	9.10	9.10

COMMUNITY SERVICES AREA
PLANNING SERVICES

REVENUES

Licenses, Permits & Registrations - The increase reflects the amending of numerous planning application fees as well as an increase in Brownfield environmental review fees.

Prior Year Surplus - The decrease reflects the use of fund balance in FY 2019 for sign ordinance revisions.

EXPENSES

Other Services - This increase is for the one-time hiring of a consultant in FY 2020 to redesign the City's Master Plan.

Other Charges - This decrease is due to moving the Neighborhood Partnership funding from Planning to the Sustainability & Innovations office.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning Services Unit would be charged \$288,886 in FY 2020.

COMMUNITY SERVICES AREA
PLANNING

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3320 HISTORIC PRESERVATION	93,952	97,439	97,136	108,528	99,719	101,542
3360 PLANNING	1,006,085	1,134,765	1,195,777	1,226,638	1,768,254	1,270,124
3364 NEIGHBORHOOD PARTNERSHIP PROGRAM	-	9,000	100,000	100,000	-	-
3365 ANNEXATIONS	-	-	100,000	32,563	-	-
Total	\$1,100,037	\$1,241,204	\$1,492,913	\$1,467,729	\$1,867,973	\$1,371,666

Expenses by Activity (0026 CONSTRUCTION CODE FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3360 PLANNING	71,823	44,804	90,445	52,643	95,580	99,115
Total	\$71,823	\$44,804	\$90,445	\$52,643	\$95,580	\$99,115

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3360 PLANNING	19,751	11,362	20,249	20,249	21,455	22,141
Total	\$19,751	\$11,362	\$20,249	\$20,249	\$21,455	\$22,141

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Planning

Service Unit Manager: Brett Lenart

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Conducting review of building permits, site plans, and other submissions to ensure compliance with applicable City codes and policies.	●	●	●	●	●		Number of days between submitted application and Planning Commission determination.	133	87	380	90
							Number of days between submitted application and City Council approval.	404	273	112	200
							Number of days between submitted plans and completed plan review and response to applicant.	15 (85% Complete)	14 (92% Complete)	14 (84% Complete)	14 (90% Complete)
							>90% satisfied with land use, planning and zoning as reported on National Citizen Survey.	N/A	N/A	56%	N/A*
Reviewing Historic District Work Permits Administrative and through the Historic District Commission to ensure compliance of work with City codes.	●	●	●	●	●		Number of work permits reviewed by staff.	240	218	208	222
							Number of work permits reviewed by HDC.	51	41	31	41
							Percent of Administrative determinations completed within one week.	78%	78%	70%	80%
Conducting review and analysis, initiated by City Council, Planning Commission or staff, to update provisions of City Code to achieve community goals.		●	●	●			Development and Adoption of Parking Amendments.	N/A	N/A	Draft Complete; Engagement Initiated	Adoption
							Develop Transit-oriented zoning districts for select transit corridors.	N/A	Initiated	Draft Complete; Engagement Initiated	Adoption
							Development and Adoption of Sign Ordinance.	Initiated	Work in progress	Adoption	
Review and updates of the City Master Plan to articulate current, implementable policy goals for land use in the City.		●	●	●	●		Master Plan Amendments Completed.	PROS Plan	N/A	Select Consultant	Contract/ Initiate Work Plan

* National Citizen's Survey is conducted every two years.

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

COMMUNITY SERVICES AREA
PLANNING

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
CITY PLANNER 5	110454	4.85	4.85
PLANNING MANAGER	404110	1.00	1.00
SENIOR APPLICATION SPEC	401050	0.25	0.25
ZONING COORDINATOR IV	117480	1.00	1.00
Total		9.10	9.10

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COMMUNITY SERVICES AREA

COMMUNITY DEVELOPMENT

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

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

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

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CONTRIBUTIONS	5,566	5,888	5,000	5,000	5,000	5,000
INTRAGOVERNMENTAL SALES	-	-	-	-	2,635,118	2,760,805
INVESTMENT INCOME	1,585	2,794	5,062	9,000	15,747	17,525
OPERATING TRANSFERS IN	99,996	-	200,000	200,000	660,000	660,000
PRIOR YEAR SURPLUS	-	-	730,004	-	11,000	468,800
TAXES	-	-	880,000	880,000	880,000	577,200
Total	\$107,147	\$8,682	\$1,820,066	\$1,094,000	\$4,206,865	\$4,489,330

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	200,000	200,000	2,635,118	2,760,805
SPECIAL ASSISTANCE (0038)	5,560	5,924	5,062	5,000	16,204	5,227
AFFORDABLE HOUSING (0070)	101,587	2,758	735,004	9,000	675,543	677,298
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	880,000	880,000	880,000	1,046,000
Total	\$107,147	\$8,682	\$1,820,066	\$1,094,000	\$4,206,865	\$4,489,330

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GRANT/LOAN RECIPIENTS	1,387,529	1,319,529	1,506,333	1,506,333	1,886,329	1,986,329
PERSONNEL SERVICES	1,316,064	1,407,470	1,662,247	1,643,318	1,628,816	1,684,241
PAYROLL FRINGES	900,970	903,650	997,647	996,246	1,007,675	1,066,651
OTHER SERVICES	165,277	170,247	245,000	170,251	801,000	360,000
MATERIALS & SUPPLIES	9,000	-	-	-	-	-
OTHER CHARGES	569,102	630,162	1,321,198	1,275,512	547,055	843,916
PASS THROUGHS	99,996	-	200,000	200,000	660,000	660,000
EMPLOYEE ALLOWANCES	10,831	13,609	10,899	13,179	12,879	12,879
Total	\$4,458,769	\$4,444,667	\$5,943,324	\$5,804,839	\$6,543,754	\$6,614,016

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	4,408,769	4,439,667	5,008,320	4,869,835	4,987,754	4,903,016
SPECIAL ASSISTANCE (0038)	-	5,000	5,000	5,000	16,000	5,000
AFFORDABLE HOUSING (0070)	50,000	-	730,004	730,004	660,000	660,000
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	200,000	200,000	880,000	1,046,000
Total	\$4,458,769	\$4,444,667	\$5,943,324	\$5,804,839	\$6,543,754	\$6,614,016

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
COMMUNITY DEVELOPMENT	25.15	27.20	27.20	28.20	28.20
Total	25.15	27.20	27.20	28.20	28.20

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

REVENUES

Intragovernmental Sales - This reflects an accounting change that allocates reimbursement revenue to the service unit that was previously budgeted in Financial Services.

Operating Transfers In - This increase reflects transfers from the County Mental Health Millage Fund to the Affordable Housing Fund.

Prior Year Surplus - This decrease reflects the one-time use of fund balance in the Affordable Housing Fund for transfers to the Ann Arbor Housing Commission.

EXPENSES

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

Other Services - This reflects an increase in contracted services as well as one-time expenses for affordable housing studies.

Other Charges - The decrease reflects less funds to be transferred to the Ann Arbor Housing Commission for support in FY 2020 because of one-time transfers of \$450,000 for construction of two affordable housing properties and \$100,000 for an emergency repair in FY 2019.

Pass Throughs - This increase reflects transfers from the County Mental Health Millage Fund to the Affordable Housing Fund.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Community Development Services Unit would be charged \$211,758 in FY 2020.

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

Vendor	Actual FY 2017	Actual FY 2018	Approved Budget FY 2019	Approved Budget FY 2020
Avalon Housing, Inc.	\$ 243,867	\$ 243,867	\$ 193,247	\$ 193,247
Barrier Busters Action Group	20,000	20,000	20,000	20,000
Catholic Social Services of Washtenaw	146,713	146,713	-	-
Child Care Network	100,000	100,000	-	-
Community Action Network	70,000	70,000	119,965	119,965
Domestic Violence Project, Inc.	55,555	55,555	-	-
Family Learning Institute	20,000	20,000	-	-
Food Gatherers	100,000	100,000	245,386	260,386
HIV/AIDS Resource Center	-	-	-	-
Home of New Vision	-	-	80,070	80,070
Jewish Family Services of Washtenaw County	70,000	70,000	91,080	91,080
Legal Services of South Central Michigan	150,000	150,000	-	-
Michigan Ability Partners	26,394	26,394	-	-
Ozone House, Inc.	-	-	115,568	122,073
Peace Neighborhood Center	15,000	15,000	23,750	23,750
Salvation Army of Washtenaw County	65,000	65,000	105,000	105,000
Shelter Association of Washtenaw County*	140,000	122,000	202,284	202,284
UM Ann Arbor Meals on Wheels	-	-	11,674	11,674
UMHS-Housing Bureau for Seniors	10,000	10,000	-	-
The Women's Center of Southeastern Michigan	10,000	10,000	-	-
Washtenaw County Community Mental Health	50,000	50,000	90,000	90,000
Washtenaw Intermediate School District	45,000	45,000	-	-
Contingency for Living Wage	-	-	6,800	6,800
To be Allocated	-	-	21,505	-
TOTAL	\$ 1,337,529	\$ 1,319,529	\$ 1,326,329	\$ 1,326,329

*Includes an additional \$90,000 passed in the FY2017 budget and \$72,000 passed in the FY2018, FY2019 and FY2020 budget.

**COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	256,639	264,664	269,262	270,053	287,921	260,779
2034 HOUSING COMMISSION SUPPORT	2,714,604	2,855,473	3,412,729	3,273,453	3,073,504	3,315,908
2220 HOUSING ACQUISITION	99,996	-	-	-	-	-
2310 HUMAN SERV/HOMELESS PREVNT	1,337,529	1,319,529	1,326,329	1,326,329	1,326,329	1,326,329
3112 COMMUNITY MENTAL HEALTH	-	-	-	-	300,000	-
Total	\$4,408,768	\$4,439,666	\$5,008,320	\$4,869,835	\$4,987,754	\$4,903,016

Expenses by Activity (0038 SPECIAL ASSISTANCE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
2290 ASSISTANCE TO PROGRAMS	-	5,000	5,000	5,000	16,000	5,000
Total	-	\$5,000	\$5,000	\$5,000	\$16,000	\$5,000

Expenses by Activity (0070 AFFORDABLE HOUSING)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
2034 HOUSING COMMISSION SUPPORT	-	-	550,000	550,000	-	-
2220 HOUSING ACQUISITION	50,000	-	180,004	180,004	660,000	660,000
Total	\$50,000	-	\$730,004	\$730,004	\$660,000	\$660,000

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
2034 HOUSING COMMISSION SUPPORT	-	-	200,000	200,000	880,000	746,000
3112 COMMUNITY MENTAL HEALTH	-	-	-	-	-	300,000
Total	-	-	\$200,000	\$200,000	\$880,000	\$1,046,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Office of Community Development

Service Unit Manager: Jennifer Hall

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The AAHC administers 5 HUD-funded voucher programs, that provide rental subsidies to low-income households (Housing Choice Vouchers, Non-Elderly Disabled Vouchers, Veteran's Administration Supportive Housing, Continuum of Care Vouchers and Family Unification Program Vouchers).	●	●	●	●		●	The HUD Section Eight Management Assessment Program (SEMAP) score must be at least a Standard Performer and the goal is to be a high performer (based on 15 indicators).	83% SEMAP score, standard performer	100% SEMAP Score, High Performer	100% SEMAP Score, High Performer	100% SEMAP Score, High Performer
The Affordable Housing program is the entire housing portfolio that the AAHC owns and manages.	●	●	●	●	●	●	The goal is for properties to have an occupancy rate of 95% or higher (vacancies occur when tenants move-out and the goal is to fill the apartments again as soon as possible).	98%	97%	97%	97%
The AAHC is an affordable housing developer. After the AAHC is done redeveloping all of its public housing, it will be developing additional affordable housing properties either through acquisition and rehabilitation or through new construction.	●	●	●	●	●	●	The goal is to secure funding to redevelop existing public housing properties and secure funding to develop new properties after all public housing projects are redeveloped.	\$13.6M West Arbor 46 units	None	\$525,000 Broadway 8 units, \$19.5M Swift Lane 64 units	\$2M Broadway 12 units
The Family Self Sufficiency Program is a HUD-funded program to help families become economically self-sufficient, who live in AAHC apartments or receive a voucher from the AAHC.	●	●	●	●		●	This HUD grant requires at least 100 participants in the Family Self Sufficiency program and at least 30 participants must be escrowing funds to reach the goal of economic self-sufficiency.	157/77	120/93	115/97	120/90
The AAHC's administrative and financial staff manage operations through a HUD-designated cost center called the "Central Office." The Central Office is funded through management fees paid by other AAHC programs and properties.			●				The financial investors in the AAHC's properties require a minimum of 1.15 debt coverage service ratio and no audit findings for compliance purposes.	Exceeded 1.15 DCR, clean audit	Exceeded 1.15 DCR, clean audit	Exceed 1.15 DCR, clean audit	Exceed 1.15 DCR, clean audit

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

COMMUNITY SERVICES AREA
COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ACCOUNT CLERK	114430	1.00	1.00
ADMIN ASSISTANT LEVEL 5	110054	0.15	0.15
ADMIN ASSISTANT LVL 1	110014	2.00	2.00
COMM SERVICES AREA ADMIN	403630	0.05	0.05
DIRECTOR OF OPERATIONS-HC	404470	1.00	1.00
FACILITIES& PROP MGR	404160	1.00	1.00
FINANCE MANAGER-AAHC	403770	1.00	1.00
FINANCIAL ANALYST	403370	1.00	1.00
FMT-AAHC I	114500	4.00	4.00
FSS & SUPPORT SVC COORD	000390	2.00	2.00
OCCUPANCY SPEC I	114550	12.00	12.00
PUBLIC HOUSING RESIDENCY	196091	2.00	2.00
VOUCHER PROGRAM MGR	196082	1.00	1.00
Total		28.20	28.20



COMMUNITY SERVICES AREA

PARKS & RECREATION

Parks and Recreation Services is one of four service units in the Community Services Area. It handles the functions of the parks administration, park maintenance, park forestry, programming, operation of recreation facilities, volunteerism, and natural area management and preservation. Parks and Recreation administration is responsible for policy development, park planning and capital improvements, parks and park shelter reservations and the Parks and Recreation Boards and Commissions. Recreation facilities include two golf courses, four pools, two ice rinks, two community centers, two canoe liveries, a senior center, a customer service office and rental facility, a public market, a science and nature education center and a historic farm site. The park system is comprised of 160 parks, ranging from neighborhood parks to nature preserves. The Leslie Science & Nature Center is operated by a 501(c)(3) organization.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	4,306,988	4,467,997	4,621,360	4,538,185	4,605,261	4,606,461
CONTRIBUTIONS	579,495	53,062	317,600	302,600	27,500	27,500
INTERGOVERNMENTAL REVENUES	150,391	668,268	636,844	266,534	-	-
INVESTMENT INCOME	(871)	68,374	184,595	326,936	389,642	433,635
MISCELLANEOUS REVENUE	247,286	218,323	181,751	193,451	149,700	149,700
OPERATING TRANSFERS IN	324,227	143,380	166,751	143,779	325,327	150,000
PRIOR YEAR SURPLUS	-	-	2,383,023	-	542,974	65,000
TAXES	4,649,310	4,752,381	8,299,213	8,391,503	8,927,746	9,195,580
Total	\$10,256,826	\$10,371,785	\$16,791,137	\$14,162,988	\$14,968,150	\$14,627,876

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	4,548,400	4,706,556	4,860,738	4,700,703	5,160,379	4,772,411
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,394,021	2,876,308	4,678,992	2,872,694	2,870,994	2,974,645
BANDEMER PROPERTY (0025)	7,198	8,591	11,834	8,650	9,056	9,215
PARKS MEMORIALS & CONTRIBUTIONS (0034)	22,447	67,672	379,324	391,600	218,952	170,787
OPEN SPACE ENDOWMENT (0041)	(788)	50,553	20,000	61,234	31,026	32,836
ART IN PUBLIC PLACES (0056)	-	-	15,000	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,070,325	2,515,946	6,659,475	5,962,693	6,677,743	6,667,982
MAJOR GRANTS PROGRAMS (00MG)	215,223	146,159	165,774	165,414	-	-
Total	\$10,256,826	\$10,371,785	\$16,791,137	\$14,162,988	\$14,968,150	\$14,627,876

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GRANT/LOAN RECIPIENTS	46,560	42,383	52,875	-	-	-
PERSONNEL SERVICES	3,470,650	3,639,924	5,112,987	4,844,018	5,178,431	5,230,765
PAYROLL FRINGES	1,232,575	1,244,405	1,749,947	1,870,940	1,726,022	1,813,860
OTHER SERVICES	1,770,404	1,745,929	5,486,154	4,639,856	4,206,268	4,152,490
MATERIALS & SUPPLIES	587,058	599,824	904,727	948,402	889,275	891,838
OTHER CHARGES	1,168,356	1,378,814	2,396,392	3,480,874	3,726,791	3,348,239
PASS THROUGHS	1,457,403	1,259,034	1,631,878	1,517,393	1,574,377	1,523,655
CAPITAL OUTLAY	2,037,212	2,460,882	4,310,296	1,612,284	4,844	4,964
VEHICLE OPERATING COSTS	34,279	45,543	61,250	52,508	44,000	45,000
EMPLOYEE ALLOWANCES	16,709	16,971	23,974	22,102	19,532	19,532
Total	\$11,821,206	\$12,433,814	\$21,730,480	\$18,988,377	\$17,369,540	\$17,030,343

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	6,022,520	6,278,148	8,863,243	8,838,867	9,179,488	8,812,595
OPEN SPACE & PARK ACQ MILLAGE (0024)	2,054,482	2,934,709	3,407,949	2,093,565	1,427,219	1,427,689
BANDEMER PROPERTY (0025)	770	1,776	11,834	6,834	6,131	6,290
PARKS MEMORIALS & CONTRIBUTIONS (0034)	174,051	122,067	891,658	801,934	148,931	100,787
OPEN SPACE ENDOWMENT (0041)	5,742	4,591	20,000	5,000	15,000	15,000
ART IN PUBLIC PLACES (0056)	2,995	-	14,575	-	-	-
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,495,424	2,943,530	8,195,302	7,039,305	6,592,771	6,667,982
MAJOR GRANTS PROGRAMS (00MG)	65,223	148,888	325,919	202,872	-	-
Total	\$11,821,206	\$12,433,709	\$21,730,480	\$18,988,377	\$17,369,540	\$17,030,343

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
PARKS & RECREATION	23.83	22.38	37.04	37.08	37.08
Total	23.83	22.38	37.04	37.08	37.08

COMMUNITY SERVICES AREA
PARKS AND RECREATION SERVICES

REVENUES

Contributions - This decrease reflects the Parks Memorials & Contributions Fund receiving one-time developer contributions in FY 2019.

Intergovernmental Revenues - This reflects the receipt of Federal and State grants in FY 2019. Grants are budgeted upon grant award and/or Council approval.

Investment Income - The increase reflects a higher rate of return on investments.

Miscellaneous Revenue - This reflects the receipt of the Fair Food grant in FY 2019. Grants are budgeted upon grant award and/or Council approval.

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

Prior Year Surplus - This decrease reflects the use of Open Space and Park Acquisition Millage Fund fund balance for the purchase of development rights of a farmland property in FY 2019 as part of the City's Greenbelt Program as well as use of the Park Maintenance & Capital Improvement Millage Fund fund balance for various capital and maintenance projects.

Taxes - This increase reflects the Parks Maintenance & Capital Improvement Millage being reset to its original millage rate when its renewal was approved by voters in the November 2018 election.

EXPENSES

Grant/Loan Recipients - This reflects the decrease in grants for various park projects.

Other Services - This decrease is due to a reduction in contracted and professional services related to capital projects.

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

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

Vehicle Operating Costs - This decrease reflects an anticipated decline in fuel and repair 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 Parks and Recreation Services Unit would be charged \$2,801,443 in FY 2020.

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Revenues by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	-	-	35,960	35,960	32,223	32,223
1000 ADMINISTRATION	174,249	160,599	194,213	156,347	547,140	157,972
1646 FARMER'S MARKET	147,843	167,538	150,507	147,951	150,439	151,039
6100 FACILITY RENTALS	374,602	392,870	407,948	383,737	382,543	382,543
6231 BUHR POOL	207,282	218,630	189,479	215,691	220,509	220,509
6232 BUHR RINK	114,176	117,267	142,901	126,926	130,794	130,794
6234 VETERAN'S POOL	133,819	153,813	122,200	142,773	149,850	149,850
6235 VETERAN'S ICE ARENA	463,605	490,499	488,604	488,862	498,422	498,422
6236 FULLER POOL	333,194	368,588	350,801	359,116	373,790	373,790
6237 MACK POOL	161,325	153,345	185,707	174,863	152,993	152,993
6238 VETERAN'S MEETING ROOM	3,837	5,508	-	4,673	4,001	4,601
6242 ARGO LIVERY	726,971	757,453	806,000	742,214	763,620	763,620
6244 GALLUP LIVERY	513,324	532,773	509,938	522,983	548,595	548,595
6315 SENIOR CENTER OPERATIONS	81,528	84,779	94,170	90,839	80,981	80,981
6503 HURON GOLF COURSE	326,101	314,545	372,118	320,325	335,746	335,746
6504 LESLIE GOLF COURSE	786,540	788,344	810,192	787,443	788,733	788,733
Total	\$4,548,396	\$4,706,551	\$4,860,738	\$4,700,703	\$5,160,379	\$4,772,411

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

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	811	41,622	112,602	193,436	236,084	262,738
9024 PARK LAND ACQUISITION	2,393,210	2,834,686	4,566,390	2,679,258	2,634,910	2,711,907
Total	\$2,394,021	\$2,876,308	\$4,678,992	\$2,872,694	\$2,870,994	\$2,974,645

Revenues by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	(62)	246	600	1,000	1,406	1,565
1000 ADMINISTRATION	7,260	8,345	11,234	7,650	7,650	7,650
Total	\$7,198	\$8,591	\$11,834	\$8,650	\$9,056	\$9,215

Revenues by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	(1,048)	24,534	9,973	14,000	16,431	18,287
1000 ADMINISTRATION	23,495	43,138	30,000	105,000	202,521	152,500
6970 PARK PLAN - ACTIVE RECREATION	-	-	66,751	-	-	-
9000 CAPITAL OUTLAY	-	-	272,600	272,600	-	-
Total	\$22,447	\$67,672	\$379,324	\$391,600	\$218,952	\$170,787

Revenues by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	(788)	2,819	7,350	13,500	16,026	17,836
9024 PARK LAND ACQUISITION	-	47,734	12,650	47,734	15,000	15,000
Total	(\$788)	\$50,553	\$20,000	\$61,234	\$31,026	\$32,836

Revenues by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	-	-	15,000	-	-	-
Total	-	-	\$15,000	-	-	-

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

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	831,900	854,209	4,430,513	4,425,124	4,815,159	4,802,520
1000 ADMINISTRATION	42,525	3,209	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	-	-	352,300	-	-	-
9000 CAPITAL OUTLAY	2,195,899	1,658,527	1,876,662	1,537,569	1,862,584	1,865,462
Total	\$3,070,325	\$2,515,945	\$6,659,475	\$5,962,693	\$6,677,743	\$6,667,982

Revenues by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
0000 REVENUE	215,223	146,159	165,774	165,414	-	-
Total	\$215,223	\$146,159	\$165,774	\$165,414	-	-

**COMMUNITY SERVICES AREA
PARKS & RECREATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,200,451	1,221,088	1,811,300	1,882,498	2,304,236	1,962,114
1646 FARMER'S MARKET	170,041	166,812	172,741	168,350	175,399	177,398
4146 FOOTBALL/SPECIAL EVENTS	-	-	10,337	11,937	10,437	10,437
6001 OUTDOOR ICE RINKS	32,377	42,103	40,033	40,000	40,000	-
6100 FACILITY RENTALS	377,027	358,688	403,167	351,257	358,375	362,235
6209 PARKS - MOWING	-	(2,450)	683,373	741,280	736,994	735,134
6210 OPERATIONS	-	-	642,357	478,756	411,614	424,630
6222 SNOW & ICE CONTROL	-	-	204,977	217,236	162,969	160,554
6231 BUHR POOL	301,571	301,431	271,126	312,564	298,105	303,647
6232 BUHR RINK	132,618	147,303	202,545	177,112	179,939	182,228
6234 VETERAN'S POOL	257,939	317,233	240,733	302,334	283,504	291,871
6235 VETERAN'S ICE ARENA	444,099	433,105	481,740	439,744	450,675	454,949
6236 FULLER POOL	309,903	337,167	307,164	393,188	337,037	341,872
6237 MACK POOL	280,216	313,014	317,075	325,196	319,781	322,498
6242 ARGO LIVERY	542,854	512,982	534,991	514,004	544,046	516,306
6244 GALLUP LIVERY	307,845	333,201	373,635	361,248	368,835	370,646
6315 SENIOR CENTER OPERATIONS	241,727	243,784	262,119	195,972	209,398	211,848
6328 ROW MAINTENANCE	-	-	14,500	20,046	14,500	14,500
6335 ATHLETIC FIELDS/GAME COURTS	-	-	20,995	21,025	21,775	22,177
6365 PLAYGROUND MAINTENANCE	-	-	45,832	106,397	39,216	40,712
6403 COMMUNITY OUTREACH SERVICES	147,491	172,593	147,033	150,152	167,388	172,156
6503 HURON GOLF COURSE	442,843	468,419	465,999	435,964	490,137	493,602
6504 LESLIE GOLF COURSE	833,512	911,672	918,475	901,611	964,114	950,139
9500 DEBT SERVICE	-	-	290,996	290,996	291,014	290,942
Total	\$6,022,514	\$6,278,145	\$8,863,243	\$8,838,867	\$9,179,488	\$8,812,595

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

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1810 TAX REFUNDS	850	1,617	-	-	-	-
9024 PARK LAND ACQUISITION	887,758	1,768,494	2,244,286	929,902	258,856	259,976
9500 DEBT SERVICE	1,163,263	1,163,613	1,163,663	1,163,663	1,168,363	1,167,713
9541 BAD DEBTS	2,611	985	-	-	-	-
Total	\$2,054,482	\$2,934,709	\$3,407,949	\$2,093,565	\$1,427,219	\$1,427,689

Expenses by Activity (0025 BANDEMER PROPERTY)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	38	-	-	-	-	-
9018 PARK REHAB & DEVELOP MIL 95	732	1,776	11,834	6,834	6,131	6,290
Total	\$770	\$1,776	\$11,834	\$6,834	\$6,131	\$6,290

Expenses by Activity (0034 PARKS MEMORIALS & CONTRIBUTIONS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	20,258	16,516	39,973	29,000	148,931	100,787
6915 PARK PLAN - MEMORIALS	1,113	-	7,725	7,725	-	-
6920 PARK PLAN - NEIGHBORHOOD PARKS	16,790	22,365	50,337	50,337	-	-
6930 PARK PLAN - REC FAC RENOVATIONS	33,891	-	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	-	-	66,751	-	-	-
9000 CAPITAL OUTLAY	101,999	83,186	714,872	714,872	-	-
9024 PARK LAND ACQUISITION	-	-	12,000	-	-	-
Total	\$174,051	\$122,067	\$891,658	\$801,934	\$148,931	\$100,787

Expenses by Activity (0041 OPEN SPACE ENDOWMENT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9024 PARK LAND ACQUISITION	5,742	4,591	20,000	5,000	15,000	15,000
Total	\$5,742	\$4,591	\$20,000	\$5,000	\$15,000	\$15,000

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	2,995	-	14,575	-	-	-
Total	\$2,995	-	\$14,575	-	-	-

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

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	422,950	683,172	441,662	414,778	581,868	587,489
1646 FARMER'S MARKET	-	-	8,750	12,409	18,000	18,000
1810 TAX REFUNDS	1,956	1,280	-	-	-	-
6100 FACILITY RENTALS	-	-	68,180	105,730	120,000	120,000
6121 LESLIE SCIENCE CENTER	-	-	31,650	52,755	50,000	50,000
6123 KEMPF HOUSE	-	-	2,350	7,157	8,000	8,000
6210 OPERATIONS	287,570	254,324	827,114	681,684	828,054	802,693
6231 BUHR POOL	-	-	13,600	26,228	40,000	40,000
6232 BUHR RINK	-	-	25,900	30,182	27,500	27,500
6234 VETERAN'S POOL	-	-	39,400	46,045	40,000	40,000
6235 VETERAN'S ICE ARENA	-	-	80,638	94,665	118,000	118,000
6236 FULLER POOL	-	-	45,200	57,467	65,000	65,000
6237 MACK POOL	-	-	37,000	36,869	55,000	55,000
6242 ARGO LIVERY	-	-	5,250	9,177	35,000	35,000
6244 GALLUP LIVERY	-	-	39,000	44,732	55,000	55,000
6250 NORTHSIDE COMMUNITY CENTER	-	-	5,000	10,806	10,000	10,000
6255 SKATE PARK	-	-	4,350	4,476	12,500	12,500
6260 BRYANT COMMUNITY CENTER	-	-	7,000	119,345	20,000	20,000
6286 NAP VOLUNTEER OFFICE	-	-	-	11,487	7,500	7,500
6287 ECOLOGICAL RESTORATION	186,679	210,336	226,987	226,432	233,547	236,372
6288 ECOLOGICAL ASSESS & MONITORING	129,925	131,714	141,692	139,488	141,935	146,826
6289 OUTREACH VOLUNTEER COORDINATION	177,011	181,388	193,435	174,397	194,707	197,532
6291 SWIFT RUN DOG PARK	-	-	15,000	15,000	15,000	15,000
6309 GENERAL CARE - PARKS/FORESTRY	-	-	1,982,478	1,202,505	1,731,249	1,807,756
6315 SENIOR CENTER OPERATIONS	-	-	17,500	35,579	35,000	35,000
6320 TRIMMING	-	-	34,620	35,307	-	-
6335 ATHLETIC FIELDS/GAME COURTS	-	-	327,101	444,427	339,658	342,925
6340 ADOPT-A-PARK/GARDEN	89,478	61,177	64,346	66,941	82,646	83,797
6503 HURON GOLF COURSE	-	-	22,500	28,961	30,000	30,000
6504 LESLIE GOLF COURSE	-	-	20,500	24,447	35,000	35,000
6930 PARK PLAN - REC FAC RENOVATIONS	354,771	162,934	129,326	12,066	-	-
6931 BRYANT COMMUNITY CENTER DESIGN	135,000	-	-	-	-	-
6970 PARK PLAN - ACTIVE RECREATION	-	-	992,300	40,000	-	-
7099 RECREATIONAL DAMS	-	-	143,972	109,002	162,607	166,092
9000 CAPITAL OUTLAY	1,708,128	1,255,925	2,201,501	2,718,761	1,500,000	1,500,000
Total	\$3,493,468	\$2,942,250	\$8,195,302	\$7,039,305	\$6,592,771	\$6,667,982

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1646 FARMER'S MARKET	46,560	42,383	52,875	-	-	-
9000 CAPITAL OUTLAY	18,663	106,505	273,044	202,872	-	-
Total	\$65,223	\$148,888	\$325,919	\$202,872	-	-

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Community Services

Area Administrator: Derek Delacourt

Service Unit: Parks

Service Unit Manager: Colin Smith

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide high quality, affordable programming opportunities, such as day camps and swim lessons.	●	●	●	●			Percentage capacity of day camp spaces filled.	94%	99%	97%	95%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction program survey.	N/A	N/A	92%	90%
							Percentage capacity of group swim lessons spaces filled (Goal of 60%).	56%	61%	60%	60%
Protect and restore Ann Arbor's natural areas and foster an environmental ethic among the community.	●	●	●	●			Percentage capacity of the equivalent of 4.5 FTE's captured through volunteer hours.	114%	99%	98%	100%
							Number of plant and animal surveys performed annually.	N/A	N/A	13	10
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey.	N/A	N/A	100%	90%
							Percentage of 100 acres of prescribed burns annually.	157%	155%	107%	100%
							Percentage of 6.5 tons of invasive species removed annually.	185%	83%	125%	100%
Engage volunteers and make improvements and enhancements to the Park system.	●	●	●	●			Percentage of parks that have been adopted (Goal of 50%).	43%	45%	48%	55%
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction volunteer survey.	N/A	N/A	100%	90%
							Percentage capacity of the equivalent of 3 FTE's captured through volunteer hours.	124%	133%	130%	110%
Provide a diverse number of active and passive recreation opportunities across the Parks system.	●	●	●	●			Number of admissions to each recreation facility.	260,585	1,046,354	1,010,000	1,100,000
							Percentage satisfied (4 out of 5 rating average) per parks satisfaction membership survey.	N/A	91%	N/A	80%
Provide park planning & administrative support to effectively provide a Parks system reflective of community desires and values.	●	●	●	●			>90% satisfied with City parks as reported on National Citizen Survey.	N/A	N/A	92%	N/A*

* National Citizen's Survey is conducted every two years.

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

COMMUNITY SERVICES AREA
PARKS & RECREATION

Allocated Positions

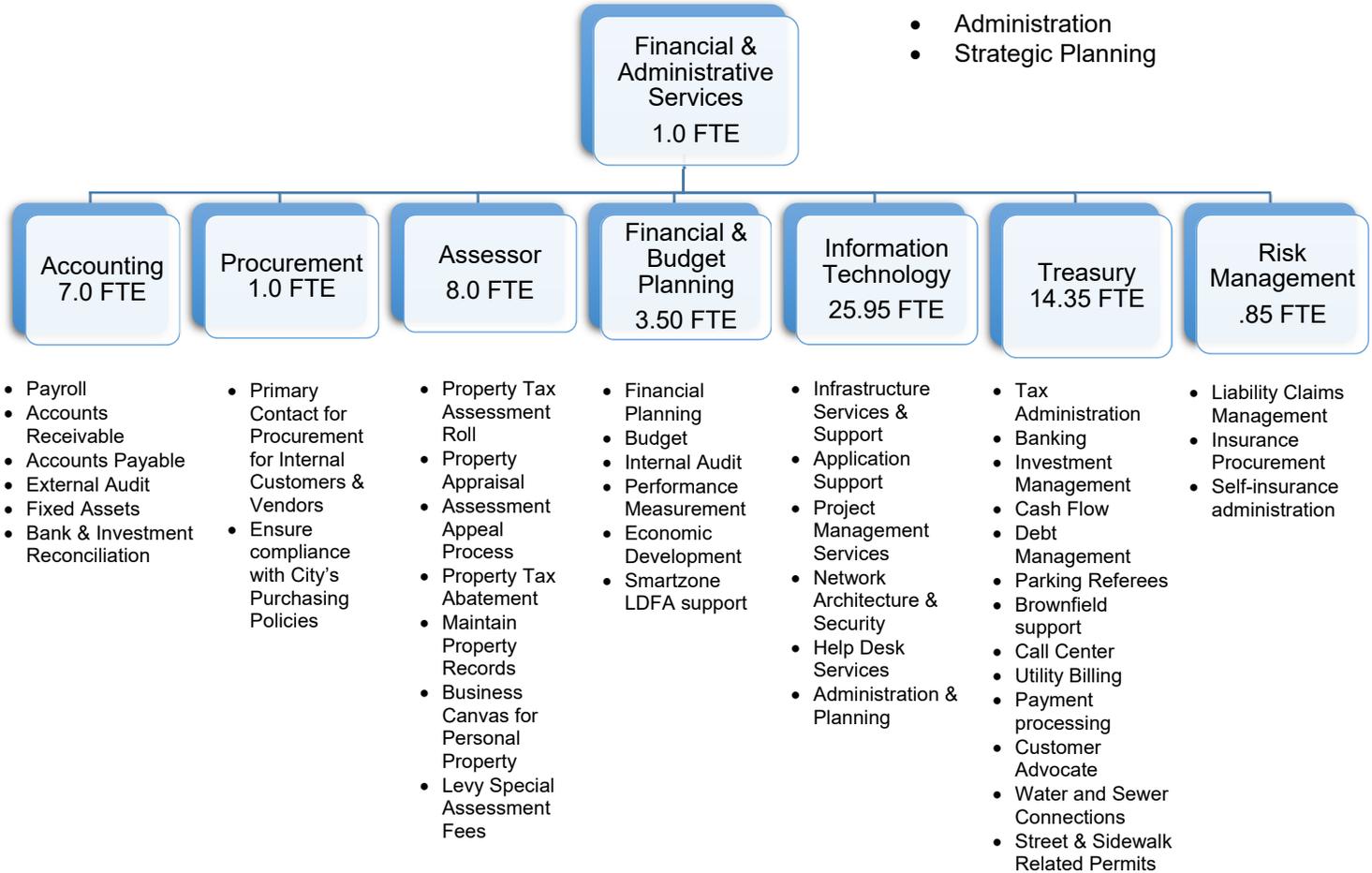
Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
REC SUPERVISOR 2	190211	5.00	5.00
ADMIN ASSISTANT LEVEL 5	110054	0.85	0.85
CIVIL ENGINEER V	401330	0.05	0.05
COMM SERVICES AREA ADMIN	403630	0.25	0.25
COMMUNICATIONS SPECIALIST	401590	0.05	0.05
CST PPSM 1	112900	2.00	2.00
CST PPSM II	112910	1.00	1.00
CST PPSM III	112920	2.00	2.00
CST PPSM IV	112930	2.75	2.75
CST PPSM V	112940	5.00	5.00
ELEC & CONTROL TECH III	116234	0.05	0.05
ELEC & CONTROL TECH IV	116244	0.05	0.05
FIELD OPERATIONS SUPV IV	192130	1.00	1.00
GOLF MAINTENANCE SUPERINT	404200	1.00	1.00
LANDSCAPE ARCHITECT IV	401380	2.00	2.00
MARKET MANAGER	401430	1.00	1.00
NAP SUPERVISOR III	193100	3.00	3.00
OFFICE MANAGER	403180	0.20	0.20
P&R DEPUTY MGR-NAP/VOL	401640	1.00	1.00
PARKS & REC DIRECTOR GOLF	404120	1.00	1.00
PARKS & REC SERVICES MGR	403480	1.00	1.00
PARKS & REC SRV DEP MGR	401270	1.00	1.00
PARKS & REC SRV DEP MGR	401800	1.00	1.00
PROCUREMENT COORDINATOR	117450	0.03	0.03
RECREATION FACILITY SUP I	190114	1.00	1.00
RECREATION SUP III	190221	3.00	3.00
SENIOR APPLICATION SPEC	401050	0.15	0.15
WATER UT MAIN SUPV IV	197470	0.02	0.02
WATER UTIL SUPV III	197500	0.02	0.02
WATER UTILITY SUPV III	197420	0.01	0.01
WATER UTILITY SUPV III	197421	0.01	0.01
WATER UTILITY SUPV IV	197510	0.01	0.01
WATER UTILITY TECH I	117400	0.05	0.05
WATER UTILITY TECH III	117420	0.30	0.30
WATER UTILITY TECH IV	117430	0.05	0.05
WATER UTILITY TECH IV	117431	0.05	0.05
WATER UTILITY TECH V	117441	0.10	0.10
WTP MANAGER	401310	0.03	0.03
Total		37.08	37.08



FINANCIAL & ADMINISTRATIVE SERVICES AREA

Financial & Administrative Services Area

Organization Chart



Financial & Administrative Services Area Dashboard

AUDIT RESULTS

0

Material Weaknesses

A material weakness is a significant deficiency, or combination of significant deficiencies, that results in more than a remote likelihood that a material misstatement of the financial statements will not be prevented or detected by the City of Ann Arbor's internal controls.

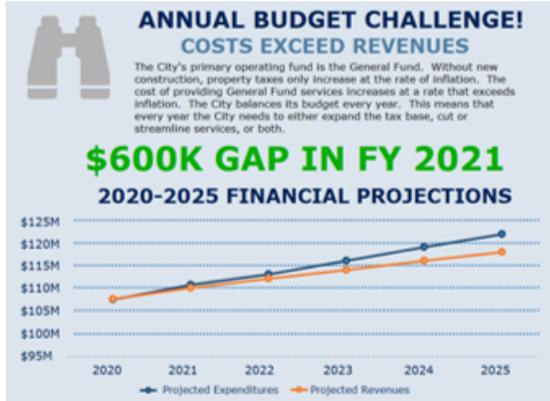
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Significant Deficiencies

A significant deficiency exists when the design or operation of a control does not allow management of employees, in the normal course of performing their assigned functions, to prevent or detect misstatements on a timely basis.

OUR BONDS WERE RATED HIGHLY BY STANDARD AND POOR'S

The city pays an independent third party (Standard & Poor's) to evaluate the credit quality of the city and publish their findings to potential investors. The rating firm considers many aspects of the city including its financial status, financial trends, management oversight, liquidity, etc. A higher credit rating results in a lower cost to the city for debt. The ratings from highest down are AAA, AA+, AA, AA-, A+, etc.



UNDESIGNATED FUND BALANCE

In an effort to stabilize the budget against future unexpected costs, the City attempts to maintain General Fund reserves as a percent of annual General Fund expenditures in the range of 15%-20%. This fund balance may be higher than the required target range to save for large, planned expenditures.

12.1% 2018 FUND BALANCE

How does this compare to the last 5 years?

Year	Fund Balance (%)
2013	18.4%
2014	16.8%
2015	21.2%
2016	18.2%
2017	18.7%

DESIRED RANGE: 15% - 20%

FUNDING OF RETIREMENT PLANS

The city contributes funds to retirement plans so that when an employee retires from providing services to the city, adequate funds are available to pay for their retirement benefit. A trust is utilized to invest all employer and employee contributions. When the value of the investments in the trust are less than the value of the cost of the benefits, the fund is less than 100% funded.

PENSION

The City has funded

85.9%

of current pension liability.

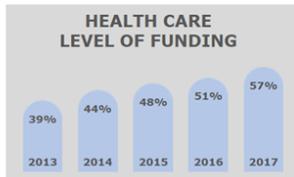
HEALTH CARE

The City has funded

65.7%

of its retiree health care liability.

How does this compare to the last 5 years?



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FINANCIAL & ADMINISTRATIVE SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ASSESSOR SERVICES	-	214	-	-	-	-
FINANCIAL & BUDGET PLANNING	26,085,107	26,701,767	27,299,004	27,445,664	18,378,420	18,730,198
INFORMATION TECHNOLOGY	7,477,159	8,242,103	8,261,624	7,940,634	13,138,895	14,106,615
RISK MANAGEMENT	29,304,492	30,692,094	31,414,098	29,195,476	37,368,988	34,112,456
TREASURY SERVICES	103,649,998	109,234,063	47,373,113	47,377,391	49,410,476	50,885,990
Total	\$166,516,756	\$174,870,241	\$114,347,839	\$111,959,165	\$118,296,779	\$117,835,259

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	70,897,838	72,786,452	74,672,117	74,823,055	71,550,208	73,511,002
INFORMATION TECHNOLOGY (0014)	6,849,482	7,983,963	8,261,624	7,940,634	8,877,583	8,711,801
WATER SUPPLY SYSTEM (0042)	25,835,259	26,564,035	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	25,853,149	27,434,849	-	-	-	-
RISK FUND (0057)	29,304,492	30,692,094	31,414,098	29,195,476	37,368,988	34,112,456
STORMWATER SEWER SYSTEM FUND (0069)	7,148,859	9,150,708	-	-	-	-
GENERAL CAPITAL FUND (00CP)	627,677	258,140	-	-	500,000	1,500,000
Total	\$166,516,756	\$174,870,241	\$114,347,839	\$111,959,165	\$118,296,779	\$117,835,259

FINANCIAL & ADMINISTRATIVE SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ACCOUNTING SERVICES	811,247	854,106	886,079	854,770	887,072	906,394
ASSESSOR SERVICES	1,053,117	1,186,370	1,232,375	1,049,303	1,193,551	1,216,052
FINANCIAL & BUDGET PLANNING	1,126,132	1,054,690	1,029,199	983,484	1,133,114	1,109,084
INFORMATION TECHNOLOGY	13,580,004	12,230,751	12,982,516	13,004,338	12,403,010	13,506,609
PROCUREMENT	157,076	164,651	154,351	154,187	158,539	158,354
RISK MANAGEMENT	2,854,133	1,285,965	2,529,785	2,379,090	2,779,558	2,872,901
TREASURY SERVICES	2,302,641	2,382,030	2,620,827	2,538,353	3,486,236	3,574,923
Total	\$21,884,350	\$19,158,563	\$21,435,132	\$20,963,525	\$22,041,080	\$23,344,317

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	7,572,229	7,783,963	8,092,965	7,712,971	8,147,264	8,244,349
INFORMATION TECHNOLOGY (0014)	8,380,911	7,388,941	9,274,676	9,416,490	8,214,723	8,260,038
MAJOR STREET (0021)	6,638	8,642	6,754	5,831	8,685	8,960
WATER SUPPLY SYSTEM (0042)	971,849	1,050,786	1,195,926	1,149,117	1,159,625	1,191,118
SEWAGE DISPOSAL SYSTEM (0043)	40,659	41,657	75,852	41,445	740,599	761,706
PROJECT MANAGEMENT (0049)	58,867	47,749	44,379	44,379	48,148	49,828
RISK FUND (0057)	2,769,755	1,169,739	2,408,842	2,258,192	2,658,482	2,749,870
STORMWATER SEWER SYSTEM FUND (0069)	40,659	41,627	41,852	41,325	245,386	252,176
SOLID WASTE (0072)	319,983	266,222	293,886	293,775	318,168	326,272
GENERAL CAPITAL FUND (00CP)	1,722,800	1,359,237	-	-	500,000	1,500,000
Total	\$21,884,350	\$19,158,563	\$21,435,132	\$20,963,525	\$22,041,080	\$23,344,317

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ACCOUNTING SERVICES	6.75	6.75	6.75	7.00	7.00
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	3.50	3.50	4.50	4.50	4.50
INFORMATION TECHNOLOGY	24.45	25.95	25.95	25.95	25.95
PROCUREMENT	2.00	2.00	1.00	1.00	1.00
RISK MANAGEMENT	0.65	0.85	0.85	0.85	0.85
TREASURY SERVICES	14.65	14.45	14.45	14.35	14.35
Total	60.00	61.50	61.50	61.65	61.65



FINANCIAL & ADMINISTRATIVE SERVICES AREA

ACCOUNTING SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	453,215	457,747	479,914	461,747	478,872	484,164
PAYROLL FRINGES	290,381	321,256	334,735	320,737	316,433	331,212
OTHER SERVICES	9,630	13,567	13,050	13,906	13,050	13,050
MATERIALS & SUPPLIES	4,821	10,284	6,734	6,734	6,734	6,734
OTHER CHARGES	52,870	50,892	51,286	51,286	71,623	70,874
EMPLOYEE ALLOWANCES	330	360	360	360	360	360
Total	\$811,247	\$854,106	\$886,079	\$854,770	\$887,072	\$906,394

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	811,247	854,106	886,079	854,770	887,072	906,394
Total	\$811,247	\$854,106	\$886,079	\$854,770	\$887,072	\$906,394

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ACCOUNTING SERVICES	6.75	6.75	6.75	7.00	7.00
Total	6.75	6.75	6.75	7.00	7.00

FINANCIAL & ADMINISTRATIVE SERVICES
ACCOUNTING SERVICES UNIT

EXPENSES

Other Charges - The increase is due to higher IT costs for FY 2020.

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 \$213,853 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Accounting

Service Unit Manager: Karen Lancaster

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Ensure compliance and timely filing of the annual audit and Comprehensive Annual Financial Report (CAFR).			●		●	●	Receive GFOA award for excellence.	Yes	Yes	Yes	Yes
							No internal control deficiencies.	None	None	None	None
							No compliance issues.	None	None	None	None
							100% completion of staff training in new audit areas each year as part of succession planning.	50%	75%	100%	100%
Process payroll and tax reporting accurately and timely.							Compliance filings are timely and accurate.	100%	100%	100%	100%
							No compliance issues.	None	None	None	None
	●		●		●	●	No errors in payroll processing	N/A	3 errors	0 errors	0 errors
							Staff is trained as part of succession planning and redundancy as measured by completion of AFSCME progression to Level 3.	Ongoing	Ongoing	Ongoing	Ongoing
Manage accounts payable and vendor maintenance accurately and timely.							No compliance issues with IRS.	None	None	None	None
							No errors in check/EFT processing as measured by voided checks.	N/A	2 errors	0 errors	0 errors
	●		●		●		Payments disbursed within 30 days of entry into the financial system.	Yes	Yes	Yes	Yes
							Staff is trained as part of succession planning and redundancy as measured by completion of AFSCME progression to Level 3.	Ongoing	Ongoing	Ongoing	Ongoing
Maintain and analyze the general ledger, ensuring compliance with policy.							<1% compliance issues with purchasing cards.	1.00%	1.11%	0.98%	<1%
							Reconciliations prepared within 30 days of month-end/quarter-end.	85%	89%	96%	100%
			●		●		100% Completion of staff training in identified areas as part of succession planning and redundancy.	Ongoing	95%	100%	100%
							Update existing procedures annually as needed.	Ongoing	Ongoing	Ongoing	Ongoing

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ACCOUNTING SERVICES

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ACCOUNTANT I	000830	1.00	1.00
ACCOUNTANT III	401670	1.00	1.00
ADMIN ASSISTANT LVL 2	110024	2.00	2.00
ADMIN ASSISTANT LVL 5	110054	2.00	2.00
FINANCE DIRECTOR	403460	1.00	1.00
Total		7.00	7.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

ASSESSOR SERVICES

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
MISCELLANEOUS REVENUE	-	214	-	-	-	-
Total	-	\$214	-	-	-	-

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	214	-	-	-	-
Total	-	\$214	-	-	-	-

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	566,597	631,231	578,352	437,122	594,313	607,351
PAYROLL FRINGES	369,405	386,999	376,146	339,523	361,827	380,676
OTHER SERVICES	16,018	17,720	122,700	123,350	68,561	60,241
MATERIALS & SUPPLIES	18,419	19,431	20,162	16,998	21,162	21,162
OTHER CHARGES	67,878	114,384	118,215	118,720	130,888	129,822
EMPLOYEE ALLOWANCES	14,800	16,605	16,800	13,590	16,800	16,800
Total	\$1,053,117	\$1,186,370	\$1,232,375	\$1,049,303	\$1,193,551	\$1,216,052

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,053,117	1,186,370	1,232,375	1,049,303	1,193,551	1,216,052
Total	\$1,053,117	\$1,186,370	\$1,232,375	\$1,049,303	\$1,193,551	\$1,216,052

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ASSESSOR SERVICES	8.00	8.00	8.00	8.00	8.00
Total	8.00	8.00	8.00	8.00	8.00

FINANCIAL & ADMINISTRATIVE SERVICES
ASSESSOR SERVICES UNIT

EXPENSES

Other Services - The decrease is due to a reduction in the budgeted amount for appraisal services.

Other Charges - The increase is due to higher IT costs for FY 2020.

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 \$308,615 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Assessing

Service Unit Manager: Michael Gonzales

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY 2017 Actual	FY 2018 Actual	FY 2019 Projected	FY 2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Appraise all real & personal property annually.			●		●		10% of properties reviewed annually. Equalization factor of 1.00 (see below for definition).	10%	10%	10%	10%
Preparation and defense of assessment appeals, Board of Review, Michigan Tax Tribunal, and State Tax Commission proceedings.			●				Board of Review Appeals Heard / Processed at MBOR, JBOR & DBOR; Board of Review Decisions Mailed Within Two Weeks of the End of Board of Review.	100%	100%	100%	100%
							Small Claims Tribunal appeals answered within 28 days of notification.	100%	100%	100%	100%
							Full Tribunal Appeals answered within 28 days of notification.	100%	100%	100%	100%
							All valuation disclosures are filed 21 days or greater from hearing date.	100%	100%	100%	100%
Analyze and review property sales, ownership data and legal descriptions.					●		Process All Sales Data, Change of Ownership, Principal Residence Exemptions, Legal Description Adjustments Within 45 days of Notification.	60 days	60 days	45 days	45 days
Handle customer inquiries and information requests.	●				●		Online data updated daily.	Yes	Yes	Yes	Yes
							Answer customer requests within 1 business day.	100%	100%	100%	100%
							Adhoc requests performed within 3 business days.	100%	100%	100%	100%

Equalization Factor Definition - Washtenaw County can apply a factor to the City's Assessments if the value change is not properly calculated. A factor of 1.00 affirms assessed values are calculated properly.

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
ASSESSOR SERVICES

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 3	110034	1.00	1.00
ASSESSOR SERVICES MANAGER	403220	1.00	1.00
DEPUTY ASSESSOR	403430	1.00	1.00
REAL PROPERTY APPRAISER I	119180	1.00	1.00
REAL PROPERTY APPRAISER I	119181	2.00	2.00
SENIOR APPRAISER	401260	2.00	2.00
Total		8.00	8.00



FINANCIAL & ADMINISTRATIVE SERVICES AREA

FINANCIAL & BUDGET PLANNING

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
FINES & FORFEITS	700	595	-	455	-	-
INTERGOVERNMENTAL REVENUES	11,945,017	11,995,676	11,808,944	12,558,180	12,831,737	12,928,745
INTRAGOVERNMENTAL SALES	14,070,183	14,455,336	14,656,543	14,145,886	4,706,666	4,848,730
INVESTMENT INCOME	(2,916)	239,916	680,627	722,000	820,327	933,033
MISCELLANEOUS REVENUE	71,775	9,896	17,890	18,940	19,690	19,690
PRIOR YEAR SURPLUS	-	-	135,000	-	-	-
TAXES	348	348	-	203	-	-
Total	\$26,085,107	\$26,701,767	\$27,299,004	\$27,445,664	\$18,378,420	\$18,730,198

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	26,085,107	26,701,767	27,299,004	27,445,664	18,378,420	18,730,198
Total	\$26,085,107	\$26,701,767	\$27,299,004	\$27,445,664	\$18,378,420	\$18,730,198

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	382,087	372,449	366,747	315,250	365,546	365,546
PAYROLL FRINGES	196,095	231,332	207,511	183,535	213,045	222,205
OTHER SERVICES	157,211	106,760	72,495	101,475	129,645	89,645
MATERIALS & SUPPLIES	8,193	2,030	1,090	1,868	1,090	1,090
OTHER CHARGES	381,831	341,339	380,576	380,576	423,008	429,818
EMPLOYEE ALLOWANCES	715	780	780	780	780	780
Total	\$1,126,132	\$1,054,690	\$1,029,199	\$983,484	\$1,133,114	\$1,109,084

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,126,132	1,054,690	1,029,199	983,484	1,133,114	1,109,084
Total	\$1,126,132	\$1,054,690	\$1,029,199	\$983,484	\$1,133,114	\$1,109,084

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
FINANCIAL & BUDGET PLANNING	3.50	3.50	4.50	4.50	4.50
Total	3.50	3.50	4.50	4.50	4.50

FINANCIAL & ADMINISTRATIVE SERVICES
FINANCIAL & BUDGET PLANNING SERVICES UNIT

REVENUES

Intergovernmental Revenues - The increase reflects additional projected State Shared revenue from the State of Michigan.

Intragovernmental Sales - The decrease reflects a change in the way the City budgets for personnel reimbursements from internal service funds. This revenue is now budgeted in the respective service units in which the revenue applies.

Investment Income - The increase reflects a higher rate of return on investments.

EXPENSES

Other Services - This reflects an increase for Priority Based Budgeting in FY 2020.

Other Charges - This reflects increased retiree medical insurance costs and increased IT costs.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Financial and Budget Planning Services Unit would be charged \$392,339 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Budget & Administration

Service Unit Manager:

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Lead the Development of the City-wide Budget (2 year plan).	●	●	●	●	●	●	Receive GFOA award.	Yes	Yes	Yes	Yes
							Fund balances meet policy requirements.	Yes	No	Yes	Yes
							Recurring revenues offset recurring costs.	Yes	Yes	Yes	Yes
Accurately Forecast the Year-end Financial Performance.			●		●		April forecast for year-end audit is within 1% of year-end actual results.	(.40%)	5.21%	Yes	Yes
							100% of service units participate.	100%	100%	100%	100%
Support the Operating Units with Expert Financial Analysis and Reporting.			●			●	Operating documents are prepared for quarterly financial reviews.	Yes	Yes	Yes	Yes
							Finance participation in labor negotiations.	Limited	Limited	Limited	Limited
							Review 5% of GFOA best practices annually.	N/A	N/A	100%	100%
Ensure Internal Policies and Procedures are Followed.	●	●	●	●			Perform three internal audits annually.	0	0	0	3

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
BUDGET ANALYST	000400	2.00	2.00
FIN ANALYST-BUDGET	403340	1.00	1.00
FINANCIAL & ADMIN AREA AD	403520	1.00	1.00
RISK SPEC/ASST TO CFO	000320	0.50	0.50
Total		4.50	4.50



FINANCIAL & ADMINISTRATIVE SERVICES AREA

INFORMATION TECHNOLOGY

The Information Technology (IT) Services Unit is responsible for supporting information, communications, and technology needs of City government including network and data center operations, desktop/network/mobile computing, application and integration support, content and document management, geographical information systems, telecommunications, physical and virtual security, audio/visual systems and enterprise printing. IT provides leadership in setting future direction for Information Technology so the City can achieve its strategic priorities. IT collaborates with service areas on business process improvements by delivering clear business value and providing enterprise-level project management expertise while ensuring successful initiatives across the organization.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	6,806,336	7,607,174	7,753,577	7,849,706	8,872,242	9,749,776
CONTRIBUTIONS	-	117,046	-	26,820	-	-
INTRAGOVERNMENTAL SALES	-	-	-	-	3,761,312	3,894,814
INVESTMENT INCOME	241	14,164	50,070	63,860	80,335	89,405
MISCELLANEOUS REVENUE	42,905	298,405	-	248	-	-
OPERATING TRANSFERS IN	627,677	205,314	-	-	168,866	-
PRIOR YEAR SURPLUS	-	-	457,977	-	256,140	372,620
Total	\$7,477,159	\$8,242,103	\$8,261,624	\$7,940,634	\$13,138,895	\$14,106,615

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	-	-	-	-	3,761,312	3,894,814
INFORMATION TECHNOLOGY (0014)	6,849,482	7,983,963	8,261,624	7,940,634	8,877,583	8,711,801
GENERAL CAPITAL FUND (00CP)	627,677	258,140	-	-	500,000	1,500,000
Total	\$7,477,159	\$8,242,103	\$8,261,624	\$7,940,634	\$13,138,895	\$14,106,615

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	5,794,544	5,687,500	6,033,767	5,902,662	6,184,561	6,244,896
PAYROLL FRINGES	1,275,551	1,327,654	1,330,656	1,300,151	1,339,729	1,397,344
OTHER SERVICES	3,971,802	3,356,594	2,973,332	3,030,243	2,421,629	2,210,153
MATERIALS & SUPPLIES	630,479	373,671	1,127,326	1,094,334	321,540	511,520
OTHER CHARGES	1,266,366	1,264,838	1,198,251	1,395,387	1,874,682	2,887,582
PASS THROUGHS	627,677	205,314	-	-	-	-
CAPITAL OUTLAY	-	-	304,013	265,961	244,918	239,163
EMPLOYEE ALLOWANCES	13,585	15,180	15,171	15,600	15,951	15,951
Total	\$13,580,004	\$12,230,751	\$12,982,516	\$13,004,338	\$12,403,010	\$13,506,609

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	3,476,293	3,482,573	3,707,840	3,587,848	3,688,287	3,746,571
INFORMATION TECHNOLOGY (0014)	8,380,911	7,388,941	9,274,676	9,416,490	8,214,723	8,260,038
GENERAL CAPITAL FUND (00CP)	1,722,800	1,359,237	-	-	500,000	1,500,000
Total	\$13,580,004	\$12,230,751	\$12,982,516	\$13,004,338	\$12,403,010	\$13,506,609

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
INFORMATION TECHNOLOGY	24.45	25.95	25.95	25.95	25.95
Total	24.45	25.95	25.95	25.95	25.95

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY SERVICES UNIT

REVENUES

Charges for Services - The increase in FY 2020 reflects an increase in IT charges to customers.

Intragovernmental Sales - This reflects an accounting change that allocates reimbursement revenue to the service unit that was previously budgeted in Financial Services.

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

Prior Year Surplus - This primarily reflects a use of the Information Technology Fund fund balance in FY 2019 for an interagency agreement with Washtenaw County for collaborative technology and services.

EXPENSES

Personnel Services - This reflects an increase in wages as well as an increase in pay contingency to account for wage increases that are anticipated to occur during FY 2020.

Other Services - The decrease relates to the expiration of interagency agreements with Washtenaw County in FY 2019 and FY 2020. These agreements were created as multi-year repayment schedules for the City's share of hardware purchased by Washtenaw County and used by both agencies. Once these repayments end, we will not incur any more costs related to this hardware until it needs to be replaced.

Materials & Supplies - The amount for FY 2019 represents non-capital equipment purchases for projects carried forward from FY 2018 including network, server, police in-car video equipment, and PC replacements. Any project amount leftover from FY 2019 will be rolled over to FY 2020.

Other Charges - The increase relates to increases in the Municipal Service Charge, the cost for retiree medical insurance, and the IT charge.

Capital Outlay - The amount for FY 2019 represents capital outlay for projects carried forward from FY 2018 including network, server, and multi-function copier replacements. Any project amount leftover from FY 2019 will be rolled over to FY 2020.

Information Technology Projects Summary

<u>PROJECTS REQUESTING APPROPRIATION</u>	<u>Prior FY Budget</u>	<u>FY 2020 Request</u>	<u>FY 2021 Request</u>
Replacements¹			
PC's, High-End PCs, Laptops, Toughbooks, Tablets	160,000	140,140	320,120
Server Replacements Plus Storage	50,000	-	-
Network Replacements & Facility Access System	75,000	75,000	75,000
Network Printers/Copiers	115,000	60,000	70,000
Wireless Replacement	-	-	105,000
Enterprise Wide			
Access Control	50,000	-	-
Enterprise Telecommunication	-	100,000	-
Enterprise Information Portal (EIP)	-	16,000	-
I-Net Fiber Network Capital Projects	-	244,918	239,163
Service Area/Unit Specific			
Police			
In-Car Video Equipment	51,587	-	-
	<u>\$ 501,587</u>	<u>\$ 636,058</u>	<u>\$ 809,283</u>

¹ Annual appropriation towards yearly replacement of aging equipment.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Information Technology

Service Unit Manager: Tom Shewchuk

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Application Delivery & Enterprise Applications Team provides software support and maintenance for city departments, develops and maintains integrations between applications, performs project management, business process engineering, and administers our business intelligence platform.	●	●	●	●	●	●	Systems Meets Business Needs >90% (Project Survey).	100%	100%	100%	90%
							Number of SOP's documented. Increase 1 per quarter.	5	10	4	4
							Adoption rate of Targeted Technologies. 1.25% increase over last quarter.	N/A	4%	1.25%	1.25%
							Reduction in Shadow Systems. Eliminate 6 per year.	15	9	10	6
							New self-service applications implemented. 5 or greater every other quarter.	5	2	4	4
							Customer Satisfaction >90% (Project Closure Survey).	100%	99.45%	98%	90%
							Total number of transactions for self-service applications. 5% increase over the last recorded baseline.	N/A	163,365	155,000	155,000
Help Desk Services Team provides hardware and software triage, troubleshooting, and repair for all city departments for all Help Desk requests.	●	●		●			Customer Satisfaction >90% (Annual Survey).	89.24%	93.75%	93.75%	90%
Infrastructure Services & Network Services designs, implements, maintains and supports all servers, backup/restore, data storage, security, IP Phones, network fiber, network switches, firewall, and Microsoft operations systems and productivity applications.		●		●	●	●	95% Network Up-Time of total available up-time. Excludes Scheduled Maintenance.	98.18%	98.95%	98%	95%
							96% Server Up - Time of total available up-time. Excludes Scheduled Maintenance Time.	99.96%	99.47%	99%	96%

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
APPLICATIONS SPECIALIST	401690	2.00	2.00
APPLICATIONS DELIVERY MGR	403540	1.00	1.00
FIELD OPER TECH III - COM	112724	0.50	0.50
HELP DESK SUPPORT SPEC	000900	3.00	3.00
ITSD DIRECTOR	403700	1.00	1.00
JR INFRASTRUCTURE SPEC	404550	1.00	1.00
SENIOR APPLICATION SPEC	401050	9.45	9.45
SENIOR INFRA LEAD	404440	1.00	1.00
SENIOR INFRASTRUCTURE SPE	401130	4.00	4.00
SERVICE DELIVERY MANAGER	403550	1.00	1.00
SR. NETWORK LEAD	404230	1.00	1.00
TECHNOLOGY & CHANGE MGR	403590	1.00	1.00
Total		25.95	25.95

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

PROCUREMENT

The Procurement Unit is responsible for ensuring the City's procurement policies and procedures are being followed. The Unit also provides surplus property disposition and general and administrative support in the preparation, reconciliation, and reporting of the City's procurement of goods and services.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	82,516	84,458	86,570	86,572	86,871	86,871
PAYROLL FRINGES	56,944	57,240	44,467	44,301	44,036	46,168
OTHER SERVICES	3,391	6,619	7,805	7,805	7,855	7,855
MATERIALS & SUPPLIES	6,952	9,083	7,914	7,914	10,147	7,914
OTHER CHARGES	7,273	7,251	7,595	7,595	9,630	9,546
Total	\$157,076	\$164,651	\$154,351	\$154,187	\$158,539	\$158,354

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	157,076	164,651	154,351	154,187	158,539	158,354
Total	\$157,076	\$164,651	\$154,351	\$154,187	\$158,539	\$158,354

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
PROCUREMENT	2.00	2.00	1.00	1.00	1.00
Total	2.00	2.00	1.00	1.00	1.00

FINANCIAL & ADMINISTRATIVE SERVICES
PROCUREMENT SERVICES UNIT

EXPENSES

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$36,620 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Procurement

Service Unit Manager: Colin Spencer

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Maintaining internal purchasing compliance through adherence to established policies and procedures.	●		●		●		100% of Required Forms collected.	100%	100%	100%	100%
							PO's processed or updated with the department within 24 hrs.	100%	100%	100%	100%
							<5% of the number of change orders that exceed original approved contract value and must return to Council.	6.20%	2.60%	4.48%	<5%
Managing the City's formal solicitation process.	●		●	●	●		No formal protests of solicitations.	1	1	0	0
							Average response rate of 3 or more vendors per solicitation per fiscal year.	3.45	3.61	3.36	>3
Serving as the initial point of contact for potential vendors and service providers.	●			●	●		100% on time (or better) FOIA responses.	100%	100%	100%	100%
							Participation and representation of City at industry events.	100%	100%	100%	100%
Administration of the City's "before purchase" Purchasing Card (P-Card) process.	●		●		●		Submission/entry of P-Card applications into Chase system within 24 hrs.	100%	100%	100%	100%

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
PURCHASING MANAGER	404210	1.00	1.00
Total		1.00	1.00

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

RISK MANAGEMENT

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	27,523,007	28,117,010	29,634,985	26,723,364	30,600,261	31,550,912
CONTRIBUTIONS	1,370,193	2,049,779	-	1,435,995	1,200,000	1,200,000
INVESTMENT INCOME	6,649	52,301	148,295	205,269	279,938	311,544
MISCELLANEOUS REVENUE	404,643	473,004	400,000	400,030	400,000	400,000
OPERATING TRANSFERS IN	-	-	430,818	430,818	-	-
PRIOR YEAR SURPLUS	-	-	800,000	-	4,888,789	650,000
Total	\$29,304,492	\$30,692,094	\$31,414,098	\$29,195,476	\$37,368,988	\$34,112,456

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
RISK FUND (0057)	29,304,492	30,692,094	31,414,098	29,195,476	37,368,988	34,112,456
Total	\$29,304,492	\$30,692,094	\$31,414,098	\$29,195,476	\$37,368,988	\$34,112,456

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	134,301	184,330	191,571	191,571	195,652	199,981
PAYROLL FRINGES	34,387	48,044	49,337	49,292	48,727	50,682
OTHER SERVICES	466,287	419,356	721,056	546,035	726,211	748,068
MATERIALS & SUPPLIES	4	-	-	-	-	-
OTHER CHARGES	2,219,082	634,157	1,567,743	1,592,114	1,808,890	1,874,092
EMPLOYEE ALLOWANCES	72	78	78	78	78	78
Total	\$2,854,133	\$1,285,965	\$2,529,785	\$2,379,090	\$2,779,558	\$2,872,901

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	84,378	116,226	120,943	120,898	121,076	123,031
RISK FUND (0057)	2,769,755	1,169,739	2,408,842	2,258,192	2,658,482	2,749,870
Total	\$2,854,133	\$1,285,965	\$2,529,785	\$2,379,090	\$2,779,558	\$2,872,901

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
RISK MANAGEMENT	0.65	0.85	0.85	0.85	0.85
Total	0.65	0.85	0.85	0.85	0.85

FINANCIAL & ADMINISTRATIVE SERVICES
RISK MANAGEMENT SERVICES UNIT

REVENUES

Charges for Services - The revenue increase is generated from higher charges to departments for active and retiree health care.

Contributions - The increase relates to contributions from retirees, the Housing Commission and reimbursements for prescription services that were not budgeted in FY 2019.

Investment Income - The increase reflects a higher rate of return on investments.

Operating Transfers In - The decrease relates to the budgeted amount needed for retiree healthcare. Per City Policy, the amount budgeted for retiree healthcare must increase by at least 2% above the prior year budgeted amount. For FY 2020, no extra amount is needed to meet this requirement in the General Fund.

Prior Year Surplus - The increase is due to excess fund balance that is budgeted to be refunded to the contributing operating funds.

EXPENSES

Other Charges - This relates to an increase in the Municipal Service Charge and an increase in liability insurance premiums.

FINANCIAL & ADMINISTRATIVE SERVICES AREA
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
TREASURY SERVICES MGR	403470	0.10	0.10
ASST TREASURY SRVS MGR	401090	0.25	0.25
RISK SPEC/ASST TO CFO	000320	0.50	0.50
Total		0.85	0.85

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FINANCIAL & ADMINISTRATIVE SERVICES AREA

TREASURY SERVICES

The Treasury Services Unit oversees the collection and distribution of City revenues, such as property taxes, parking ticket revenues and special assessments. This unit is also responsible for investment portfolio management, cash flow management, bond issuance, and adjudicating contested parking tickets. Additionally, this unit manages the City's Customer Service function. Customer Service processes payments, performs utility billing, answers all general calls to the City, issues various permits, and manages citizen service requests.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	59,028,085	63,340,820	107,592	107,592	112,558	115,935
FINES & FORFEITS	259,368	259,368	281,075	281,075	289,507	298,192
MISCELLANEOUS REVENUE	3,408	24,728	7,000	7,000	4,426	4,426
TAXES	44,359,137	45,609,147	46,977,446	46,981,724	49,003,985	50,467,437
Total	\$103,649,998	\$109,234,063	\$47,373,113	\$47,377,391	\$49,410,476	\$50,885,990

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	44,812,731	46,084,471	47,373,113	47,377,391	49,410,476	50,885,990
WATER SUPPLY SYSTEM (0042)	25,835,259	26,564,035	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	25,853,149	27,434,849	-	-	-	-
STORMWATER SEWER SYSTEM FUND (0069)	7,148,859	9,150,708	-	-	-	-
Total	\$103,649,998	\$109,234,063	\$47,373,113	\$47,377,391	\$49,410,476	\$50,885,990

**FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	912,033	928,121	964,289	965,199	975,185	994,376
PAYROLL FRINGES	618,340	642,575	664,176	665,244	613,059	644,538
OTHER SERVICES	60,474	83,019	140,025	73,439	102,936	103,424
MATERIALS & SUPPLIES	82,263	72,641	98,239	84,353	92,889	92,889
OTHER CHARGES	503,211	513,264	611,181	607,201	650,480	657,050
PASS THROUGHS	125,676	141,708	142,215	142,215	1,050,985	1,081,944
EMPLOYEE ALLOWANCES	644	702	702	702	702	702
Total	\$2,302,641	\$2,382,030	\$2,620,827	\$2,538,353	\$3,486,236	\$3,574,923

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	863,986	925,347	962,178	962,481	965,625	984,863
MAJOR STREET (0021)	6,638	8,642	6,754	5,831	8,685	8,960
WATER SUPPLY SYSTEM (0042)	971,849	1,050,786	1,195,926	1,149,117	1,159,625	1,191,118
SEWAGE DISPOSAL SYSTEM (0043)	40,659	41,657	75,852	41,445	740,599	761,706
PROJECT MANAGEMENT (0049)	58,867	47,749	44,379	44,379	48,148	49,828
STORMWATER SEWER SYSTEM FUND (0069)	40,659	41,627	41,852	41,325	245,386	252,176
SOLID WASTE (0072)	319,983	266,222	293,886	293,775	318,168	326,272
Total	\$2,302,641	\$2,382,030	\$2,620,827	\$2,538,353	\$3,486,236	\$3,574,923

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
TREASURY SERVICES	14.65	14.45	14.45	14.35	14.35
Total	14.65	14.45	14.45	14.35	14.35

FINANCIAL & ADMINISTRATIVE SERVICES
TREASURY SERVICES UNIT

REVENUES

Taxes - General Fund property taxes are projected to increase in FY 2020.

EXPENSES

Other Services - This reflects a decrease in software related purchases for FY 2020.

Other Charges - This reflects increased retiree medical insurance costs and increased IT costs.

Pass Throughs - This reflects an increase in transfers to the Water Fund for utility billing that were previously budgeted in Public Services.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Treasury Services Unit would be charged \$145,854 in FY 2020.

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Financial & Administrative Services

Area Administrator: Tom Crawford

Service Unit: Treasury, Risk Management, & Customer Service

Service Unit Manager: Matthew Horning

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Our employees interact with our customers and provide excellent customer service.	●		●	●	●		The number of telephone calls handled by agents.	55,354	51,973	51,000	50,000
							The number of transactions processed.	322,233	294,910	287,000	275,000
							The efficiency of the AMR system expressed as a percentage of successful reads. (97%)	96.3%	94.8%	94.4%	97.0%
							Percentage of work requests initiated through A2FixIt, rather than manually.	65.0%	75.2%	76.0%	77.0%
Collect payments for tax, parking citations, utilities, and invoices.	●	●	●	●	●		Less than 15% of all collections are manual over-the-counter transactions.	13.2%	13.1%	12.9%	12.7%
							Parking appeal time to resolution is under seven days.	0.00	0.00	0.00	0.00
							Cash collection locations are audited for internal control compliance at least once every two years (50% annually).	Yes	Yes	Yes	Yes
Manage cash to ensure sufficient liquidity and maximize investment returns.	●		●		●		Cash flow forecasting accuracy is within 1% as compared to actual results. The goal is to maintain sufficient liquidity to pay the bills while maximizing the amount of money that can be invested.	+0.50%	-0.48%	0%	0%
							Investment portfolio performance exceeds our benchmark, which is the 12-month trailing 2-year T-Note.	+0.16%	-0.47%	-.68%	0%
Manage risk to minimize cost, promote safety, and handle claims efficiently.	●		●		●		Workers Comp expenditures per \$100 of salary are less than \$1.37.	\$ 0.82	\$ 0.74	\$ 0.81	< \$1.37
							Claim volume is less than 1.2 claims per 10,000 of population.	1.32	1.07	1.24	< 1.2
							Claim expense is less than \$0.91 per capita.	\$ 0.05	\$ 0.05	\$ 0.04	< \$0.91
							Claims that proceed to litigation are less than 4.4% per quarter.	0.8%	3.8%	3.3%	< 4.4%
Issue and manage debt to provide funding for capital projects, minimize costs, comply with covenants and law, and maintain excellent credit.	●	●	●		●		Utilization of debt limit is under 20% and comparable to peer cities.	16%	14%	14%	< 20%
							Debt per capita is below \$3,000 and comparable to peer cities.	\$ 2,754	\$ 2,675	\$ 2,675	< \$3,000
							City general obligation bond rating is at or above AA+.	AA+	AA+	AA+	AA+

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA
TREASURY SERVICES

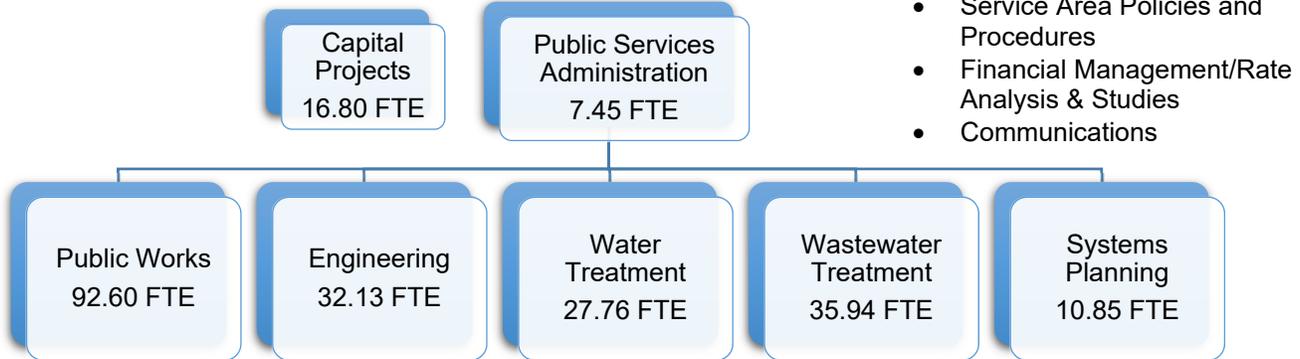
Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
TREASURY SERVICES MGR	403470	0.90	0.90
ADMIN ASSISTANT LVL 1	110014	2.00	2.00
ADMIN ASSISTANT LVL 3	110034	2.00	2.00
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	3.70	3.70
ASST TREASURY SRVS MGR	401090	0.75	0.75
ASST. TREASURER/CUSTO III	195100	1.00	1.00
FINANCIAL OP & CONTROL AN	401250	1.00	1.00
PARKING REFEREE	401200	2.00	2.00
Total		14.35	14.35



PUBLIC SERVICES AREA

Public Services Area Organization Chart



- Administration
- Strategic Planning
- Service Area Policies and Procedures
- Financial Management/Rate Analysis & Studies
- Communications

- Wastewater and Stormwater Collection System Maintenance
- Water Distribution and Meter Maintenance
- Street Maintenance
- Street Tree Maintenance
- Solid Waste, Recycling & Compost Collection and Program Management
- Urban Forestry & Natural Resources Planning

- Street, Bridge & Utility Improvement Projects
- Sidewalk Repair Program
- Private Development & Plan Review
- Construction Inspection
- Transportation Engineering
- Infrastructure Records & Drawings
- Street Lane Closure & Parking Lane Permits
- Right-of-Way Inspection
- Pavement Markings
- Traffic Signs & Signals Ops & Maintenance
- Street Light Maintenance

- Water Treatment Plant Engineering
- Water Distribution Monitoring
- Dam & Hydropower Operations & Management
- Environmental Laboratory Services (Water, Wastewater & Storm Sewer)
- Water Quality and Pressure Inquiries
- After hours Call Center
- Storage Tank and Pump Station Operation and Maintenance
- Tele-comm Infrastructure Management

- Wastewater Treatment Plant Engineering
- Lift Station Operations & Maintenance
- Industrial Pre-treatment Program
- Laboratory Services

- GIS Management
- CIP/ Asset Management
- Development Review
- Soil Erosion & Sedimentation Control
- Floodplain, Creekshed & Water Resources Programs, Planning & Policies
- Systems (Natural and Constructed) Standards, Studies, Programs, Planning, & Policies
- Utility Systems Modeling
- Community Engagement

The Public Services Area is comprised of six Service Area Units: Administration, Engineering, Systems Planning, Public Works, Water Treatment Services and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: Solid Waste and Recycling, Water, Wastewater & Stormwater Services, Engineering, Project Inspection, and Transportation Planning. *Note: Capital Projects is not a Service Unit. It represents the partial FTE allocations to support the design and management of capital projects.

PUBLIC SERVICES AREA

Revenues by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ADMINISTRATION	28,629,475	28,214,292	101,161,094	100,312,231	105,637,763	106,809,198
CAPITAL PROJECTS	1,031,270	89,548	21,157,732	2,075,622	26,826,543	30,201,428
ENGINEERING	3,347,315	3,407,226	7,583,884	5,011,385	11,063,652	7,504,276
PUBLIC WORKS	19,612,707	21,972,612	20,106,282	19,075,009	19,051,364	18,673,001
SYSTEMS PLANNING	624,134	753,008	460,433	203,785	169,650	169,650
WASTEWATER TREATMENT	(592)	116,452	1,050	1,050	1,050	1,050
WATER TREATMENT	535,013	634,105	1,607,885	340,569	480,588	1,056,456
Total	\$53,779,322	\$55,187,243	\$152,078,360	\$127,019,651	\$163,230,610	\$164,415,059

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
MAINTENANCE FACILITY (0004)	448	6,186	-	28,410	-	-
GENERAL (0010)	591,658	558,586	853,269	326,554	2,529,684	2,597,149
CENTRAL STORES (0011)	1,231,950	1,130,958	1,212,833	1,085,363	1,237,789	1,229,675
MAJOR STREET (0021)	8,595,565	10,063,339	13,029,839	11,621,393	13,045,242	11,779,293
LOCAL STREET (0022)	2,224,308	3,466,447	5,004,759	3,596,045	5,595,839	3,185,708
METRO EXPANSION (0036)	394,382	405,466	406,910	427,536	439,382	440,984
WATER SUPPLY SYSTEM (0042)	1,763,700	2,034,786	30,382,150	28,715,727	30,625,949	31,404,242
SEWAGE DISPOSAL SYSTEM (0043)	1,177,419	1,057,411	28,403,004	28,800,000	30,985,531	33,004,347
PROJECT MANAGEMENT (0049)	3,298,744	3,310,900	4,808,843	4,959,578	5,092,213	5,123,985
CEMETERY PERPETUAL CARE (0054)	2,500	2,300	-	750	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	(11,674)	3,662	60,130	27,000	28,620	27,494
ART IN PUBLIC PLACES (0056)	(189)	590	-	2,736	130,000	-
WHEELER CENTER (0058)	466,356	426,013	446,124	442,814	607,214	596,707
ALTERNATIVE TRANSPORTATION (0061)	474,926	513,642	692,336	575,833	948,179	670,595
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	11,176,066	11,174,235	16,697,833	17,024,272	15,811,185	12,861,477
STORMWATER SEWER SYSTEM FUND (0069)	479,782	409,934	10,682,313	11,208,046	12,703,444	13,921,559
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,223,687	3,328,800	-	-	-	-
SOLID WASTE (0072)	16,480,737	16,675,448	19,211,755	16,947,072	18,103,464	17,986,244
SEWER REVENUE BONDS-2008 (0074)	(5,961)	17,301	-	-	-	-
SEWER REVENUE BONDS (0075)	6,340	(9,327)	-	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	(4,640)	15,454	-	-	-	-
SEWER BOND SERIES XX 2004 SRF (0077)	5,438	-	-	-	-	-
STORM SEWER REVENUE BONDS (0081)	3,045	(1,047)	-	-	-	-
STORM SEWER REVENUE BONDS (0082)	1,470	9	3,263,600	-	3,709,135	4,046,000
2012 SRF WWTP RENOVATIONS (0087)	348,198	(34,460)	-	-	-	-
SEWER BOND PENDING SERIES (0088)	19	-	9,668,000	-	7,882,600	12,150,000
WATER PENDING BOND SERIES (0089)	331	8	6,074,000	-	12,375,140	11,410,000
WATER REVENUE BONDS (0093)	6,316	(6,510)	-	-	-	-
WATER BOND FUTURE 2019 SERIES (0095)	-	(572)	-	-	-	-
WATER PENDING BOND SERIES (0096)	19	(9,133)	-	-	-	-
WATER BOND 2009-10 DWRF (0098)	971	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	1,020,844	557,269	740,662	680,522	940,000	620,000
MAJOR GRANTS PROGRAMS (00MG)	826,567	89,548	-	110,000	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	440,000	440,000	440,000	1,359,600
Total	\$53,779,322	\$55,187,243	\$152,078,360	\$127,019,651	\$163,230,610	\$164,415,059

PUBLIC SERVICES AREA

Expenses by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
ADMINISTRATION	13,632,941	14,580,574	15,338,135	18,248,031	19,481,751	17,411,360
CAPITAL PROJECTS	1,529,219	1,487,207	40,523,279	15,437,600	40,778,617	42,512,093
ENGINEERING	6,335,649	6,580,962	16,586,025	16,209,167	20,365,509	17,068,760
PUBLIC WORKS	39,631,068	41,242,841	38,518,170	36,180,293	36,025,730	36,285,909
SYSTEMS PLANNING	3,179,533	3,556,934	3,408,013	2,926,536	3,333,522	3,223,926
WASTEWATER TREATMENT	11,135,205	11,686,677	15,302,281	15,111,180	15,737,255	15,825,473
WATER TREATMENT	10,657,096	12,425,818	12,202,112	12,168,952	12,869,076	13,307,613
Total	\$86,100,711	\$91,561,013	\$141,878,015	\$116,281,759	\$148,591,460	\$145,635,134

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	8,255,838	8,310,830	5,658,679	5,403,222	6,486,423	4,960,848
CENTRAL STORES (0011)	1,152,495	1,200,725	1,187,358	1,119,852	1,225,154	1,229,675
MAJOR STREET (0021)	7,053,878	8,394,529	12,854,628	12,607,505	13,036,557	11,770,333
LOCAL STREET (0022)	1,878,125	2,265,943	5,004,759	4,941,084	5,595,839	3,185,708
METRO EXPANSION (0036)	163,784	209,671	406,910	399,373	436,495	438,097
WATER SUPPLY SYSTEM (0042)	19,169,418	20,169,856	20,538,226	22,191,248	23,060,967	23,283,556
SEWAGE DISPOSAL SYSTEM (0043)	18,423,405	19,897,895	23,954,193	25,238,509	25,050,886	25,058,863
PROJECT MANAGEMENT (0049)	2,997,099	3,189,584	4,724,174	4,724,174	5,044,065	5,074,157
ELIZABETH R. DEAN TRUST FUND (0055)	45,084	14,800	60,130	22,584	28,620	27,494
ART IN PUBLIC PLACES (0056)	-	-	-	-	130,000	-
WHEELER CENTER (0058)	743,242	386,865	446,124	412,575	564,224	442,786
ALTERNATIVE TRANSPORTATION (0061)	152,851	233,932	261,087	261,087	926,724	553,794
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	454,556	484,112	9,680,587	12,704,338	14,286,356	12,047,206
STORMWATER SEWER SYSTEM FUND (0069)	5,680,854	6,248,510	9,615,879	8,376,453	9,632,784	10,363,345
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,843,249	3,085,066	-	-	-	-
SOLID WASTE (0072)	16,305,504	15,854,943	18,871,228	16,814,319	17,739,491	17,613,672
STORM SEWER REVENUE BONDS (0082)	-	-	5,830,809	-	3,709,135	4,046,000
SEWER BOND PENDING SERIES (0088)	-	-	13,072,110	-	7,882,600	12,150,000
WATER PENDING BOND SERIES (0089)	-	-	6,565,186	-	12,375,140	11,410,000
GENERAL CAPITAL FUND (00CP)	106,420	1,244,621	1,012,006	212,409	940,000	620,000
MAJOR GRANTS PROGRAMS (00MG)	674,909	369,131	1,713,942	433,027	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	420,000	420,000	440,000	1,359,600
Total	\$86,100,711	\$91,561,013	\$141,878,015	\$116,281,759	\$148,591,460	\$145,635,134

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ADMINISTRATION	7.35	7.35	7.35	7.45	7.45
CAPITAL PROJECTS	17.54	18.40	18.01	16.80	16.75
ENGINEERING	15.71	15.60	29.70	32.13	32.13
PUBLIC WORKS	117.54	116.89	89.67	92.60	92.46
SYSTEMS PLANNING	16.50	16.83	11.23	10.85	10.00
WASTEWATER TREATMENT	34.85	35.33	35.72	35.94	35.99
WATER TREATMENT	25.71	27.31	27.31	27.76	27.76
Total	235.20	237.70	218.99	223.53	222.54



PUBLIC SERVICES AREA

ADMINISTRATION

Administration provides leadership, financial management, strategic planning, utility rate and fee development, programming, oversight, performance measurement administration, and communications support. Administration also provides support for the design and management of capital projects.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	3,396,444	2,280,819	67,030,547	66,368,233	70,185,406	74,908,618
CONTRIBUTIONS	533,939	5,338	5,306,123	5,306,123	2,642,000	428,000
INTERGOVERNMENTAL REVENUES	233,296	49,849	-	-	-	-
INVESTMENT INCOME	(15,803)	624,189	1,260,191	2,522,365	3,017,361	3,358,000
LICENSES, PERMITS & REGISTRATIONS	2,380	-	-	-	50,000	50,000
MISCELLANEOUS REVENUE	95,333	17,306	1,200	1,200	1,200	1,200
OPERATING TRANSFERS IN	1,443,228	1,501,973	1,481,919	1,481,919	3,895,772	1,966,924
PRIOR YEAR SURPLUS	-	-	1,977,844	-	430,000	-
SPECIAL ASSESSMENTS	(1,565)	(56,637)	-	-	-	-
TAXES	22,942,223	23,791,455	24,103,270	24,632,391	25,416,024	26,096,456
Total	\$28,629,475	\$28,214,292	\$101,161,094	\$100,312,231	\$105,637,763	\$106,809,198

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
MAINTENANCE FACILITY (0004)	448	6,186	-	28,410	-	-
GENERAL (0010)	6,200	-	74,399	74,399	86,648	86,648
CENTRAL STORES (0011)	287	7,731	18,735	18,735	43,724	48,661
MAJOR STREET (0021)	669,046	733,301	828,255	928,373	1,140,994	1,041,608
LOCAL STREET (0022)	185,260	207,540	237,145	284,285	353,024	333,666
METRO EXPANSION (0036)	597	7,960	16,910	37,536	45,812	50,984
WATER SUPPLY SYSTEM (0042)	1,418,168	1,594,886	28,727,594	28,162,831	30,048,361	30,924,986
SEWAGE DISPOSAL SYSTEM (0043)	1,108,941	856,977	28,278,569	28,791,390	30,981,481	33,000,297
PROJECT MANAGEMENT (0049)	820	7,737	28,453	37,087	45,263	50,373
ART IN PUBLIC PLACES (0056)	(189)	590	-	2,736	130,000	-
WHEELER CENTER (0058)	(387)	772	4,658	4,658	4,441	4,942
ALTERNATIVE TRANSPORTATION (0061)	738	3,115	3,058	10,417	12,714	14,150
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	11,176,066	11,174,235	16,697,833	17,024,272	15,811,185	12,861,477
STORMWATER SEWER SYSTEM FUND (0069)	274,734	94,079	10,402,198	11,056,953	12,640,944	13,859,059
SOLID WASTE (0072)	13,431,055	13,533,841	15,843,287	13,815,149	14,293,172	14,532,347
SEWER REVENUE BONDS-2008 (0074)	(5,961)	17,301	-	-	-	-
SEWER REVENUE BONDS (0075)	6,340	(9,327)	-	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	(4,640)	15,454	-	-	-	-
SEWER BOND SERIES XX 2004 SRF (0077)	5,438	-	-	-	-	-
STORM SEWER REVENUE BONDS (0081)	3,045	(1,047)	-	-	-	-
STORM SEWER REVENUE BONDS (0082)	1,470	9	-	-	-	-
2012 SRF WWTP RENOVATIONS (0087)	348,198	(34,460)	-	-	-	-
SEWER BOND PENDING SERIES (0088)	19	-	-	-	-	-
WATER PENDING BOND SERIES (0089)	331	8	-	-	-	-
WATER REVENUE BONDS (0093)	6,316	(6,510)	-	-	-	-
WATER BOND FUTURE 2019 SERIES (0095)	-	(572)	-	-	-	-
WATER PENDING BOND SERIES (0096)	19	(9,133)	-	-	-	-
WATER BOND 2009-10 DWRF (0098)	971	-	-	-	-	-
GENERAL CAPITAL FUND (00CP)	(3,855)	13,619	-	35,000	-	-
Total	\$28,629,475	\$28,214,292	\$101,161,094	\$100,312,231	\$105,637,763	\$106,809,198

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,379,497	1,311,868	603,138	4,467,138	5,055,528	5,075,207
PAYROLL FRINGES	303,595	335,676	356,962	373,170	376,021	392,817
OTHER SERVICES	1,034,210	722,477	1,318,213	1,111,967	663,303	539,406
MATERIALS & SUPPLIES	5,196	21,585	21,550	12,128	3,500	3,500
OTHER CHARGES	7,554,740	8,628,001	9,617,043	8,862,789	9,764,067	8,550,098
PASS THROUGHS	3,907,938	3,721,369	3,419,387	3,419,387	3,617,490	2,848,490
CAPITAL OUTLAY	(553,250)	(162,290)	-	-	-	-
EMPLOYEE ALLOWANCES	1,015	1,888	1,842	1,452	1,842	1,842
Total	\$13,632,941	\$14,580,574	\$15,338,135	\$18,248,031	\$19,481,751	\$17,411,360

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	290,002	145,777	594,733	594,733	1,186,564	143,452
MAJOR STREET (0021)	1,833,284	1,889,046	1,999,010	1,999,010	2,261,427	2,308,746
LOCAL STREET (0022)	178,524	186,204	189,985	189,985	253,033	260,197
WATER SUPPLY SYSTEM (0042)	3,784,533	3,771,342	3,288,706	5,418,427	5,485,979	5,450,679
SEWAGE DISPOSAL SYSTEM (0043)	4,389,813	5,120,453	5,258,317	6,857,317	5,945,982	5,679,031
PROJECT MANAGEMENT (0049)	-	(21,414)	-	-	-	-
ART IN PUBLIC PLACES (0056)	-	-	-	-	130,000	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	52,628	68,645	-	-	700,000	-
STORMWATER SEWER SYSTEM FUND (0069)	1,320,381	1,394,236	1,786,608	1,051,185	1,319,319	1,345,853
SOLID WASTE (0072)	1,783,776	2,026,285	2,220,776	2,137,374	2,199,447	2,223,402
Total	\$13,632,941	\$14,580,574	\$15,338,135	\$18,248,031	\$19,481,751	\$17,411,360

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ADMINISTRATION	7.35	7.35	7.35	7.45	7.45
Total	7.35	7.35	7.35	7.45	7.45

**PUBLIC SERVICES AREA
ADMINISTRATION**

REVENUES

Charges for Services - FY 2020 reflects increased utility rate revenue.

Contributions - FY 2020 reflects an anticipated decrease in construction reimbursements for projects involving partners.

Investment Income - The increase reflects a higher rate of return on investments.

Licenses, Permits & Registrations - This reflects an increase for grading permits.

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

Prior Year Surplus - The decrease is due to capital projects that occurred in FY 2019 in the Solid Waste Funds.

Taxes - FY 2020 reflects an increase in taxable value.

EXPENSES

Personnel Services - FY 2020 reflects an increase for the budgeting of changes in liabilities associated with retiree healthcare and pension.

Other Services - FY 2020 reflects a decrease in professional services related to one-time Transportation Plan updates efforts.

Other Charges - This reflects an increase in in the Municipal Service Charge and retiree medical costs.

Pass Throughs - The FY 2020 increase is related to a one-time increase in FY 2020 for street repairs.

**PUBLIC SERVICES AREA
ADMINISTRATION**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	153,335	14,114	26,767	26,767	1,072,167	26,767
1100 FRINGE BENEFITS	136,668	131,664	128,296	128,296	114,397	116,685
7015 STUDY/PLANNING	-	-	262,937	404,352	-	-
7019 PUBLIC ENGAGEMENT	-	-	176,733	35,318	-	-
Total	\$290,003	\$145,778	\$594,733	\$594,733	\$1,186,564	\$143,452

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	521,469	578,246	653,830	653,830	750,879	779,543
1100 FRINGE BENEFITS	631,212	629,724	668,432	668,432	833,676	852,430
9500 DEBT SERVICE	680,602	681,075	676,748	676,748	676,872	676,773
Total	\$1,833,283	\$1,889,045	\$1,999,010	\$1,999,010	\$2,261,427	\$2,308,746

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	119,832	134,724	137,109	137,109	167,844	172,879
1100 FRINGE BENEFITS	58,692	51,480	52,876	52,876	85,189	87,318
Total	\$178,524	\$186,204	\$189,985	\$189,985	\$253,033	\$260,197

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	2,012,976	1,798,107	1,215,318	3,369,689	3,354,278	3,465,899
1001 SERVICE AREA OVERHEAD/ADMIN	650,415	973,766	1,020,703	1,021,303	1,171,259	1,094,189
1100 FRINGE BENEFITS	29,292	30,384	32,074	32,074	34,319	35,005
7013 CUST RELATIONS/PUBLIC ED	66,334	22,469	25,000	-	-	-
9500 DEBT SERVICE	1,025,514	946,620	995,611	995,361	926,123	855,586
Total	\$3,784,531	\$3,771,346	\$3,288,706	\$5,418,427	\$5,485,979	\$5,450,679

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,810,395	2,014,464	2,065,634	3,664,634	3,042,954	2,953,590
9500 DEBT SERVICE	2,579,422	3,105,990	3,192,683	3,192,683	2,903,028	2,725,441
Total	\$4,389,817	\$5,120,454	\$5,258,317	\$6,857,317	\$5,945,982	\$5,679,031

Expenses by Activity (0049 PROJECT MANAGEMENT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	(21,414)	-	-	-	-
Total	-	(\$21,414)	-	-	-	-

Expenses by Activity (0056 ART IN PUBLIC PLACES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	-	-	-	130,000	-
Total	-	-	-	-	\$130,000	-

Expenses by Activity (0062 STREET, BRIDGE & SIDEWALK MILLAGE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	48,848	66,172	-	-	700,000	-
1810 TAX REFUNDS	3,780	2,473	-	-	-	-
Total	\$52,628	\$68,645	-	-	\$700,000	-

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,320,380	1,394,234	1,786,608	1,051,185	1,319,319	1,345,853
Total	\$1,320,380	\$1,394,234	\$1,786,608	\$1,051,185	\$1,319,319	\$1,345,853

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,411,962	1,716,130	1,900,310	1,837,408	1,892,467	1,916,476
4710 PROMOTION/INFO/EDUC	152,643	90,837	101,000	80,500	87,500	87,500
9500 DEBT SERVICE	219,169	219,318	219,466	219,466	219,480	219,426
Total	\$1,783,774	\$2,026,285	\$2,220,776	\$2,137,374	\$2,199,447	\$2,223,402

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Administration

Service Unit Manager: N/A

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide organizational leadership to the Public Services Area in the delivery of services to the community.						●	100% completion of Service Area Assigned Safety Training.	N/A	N/A	100%	100%
Responsibly manage the Public Service Area Funding Sources.	●		●				Reliability of Utility Revenue Projections- 90% of Budget.	106%	101%	98%	90%
							Maintain Sufficient Water Utility Debt Coverage Ratio - 1.25.	2.6	3.1	2.7	3.4
							Maintain Sufficient Sewer Utility Debt Coverage Ratio - 1.25.	2.1	1.7	1.3	1.6
Support public engagement efforts in Public Services Area projects/initiatives.	●			●			% of outward facing projects/initiatives utilizing the Community Engagement Toolkit.	N/A	N/A	90%	90%
Provide Communications support.	●						Increase the number of residents we are reaching.	N/A	N/A	TBD	TBD

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

PUBLIC SERVICES AREA
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.40	1.40
ADMIN ASSISTANT LVL 5	110054	0.15	0.15
BUDGET & FINANCE SUPERVIS	404530	0.90	0.90
CHIEF OF STAFF	404520	1.00	1.00
COMMUNICATIONS SPECIALIST	401590	1.00	1.00
FINANCIAL ANALYST	401580	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PUBLIC SERVICES AREA ADMI	403410	1.00	1.00
Total		7.45	7.45



PUBLIC SERVICES AREA

CAPITAL PROJECTS

Capital Projects includes capital maintenance and improvements for roads, non-motorized transportation and pedestrian improvements, solid waste, water supply, storm water and sewer infrastructure.

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	-	-	2,057,495	1,965,622	1,919,668	1,975,428
INTERGOVERNMENTAL REVENUES	674,967	20,348	-	-	-	-
OPERATING TRANSFERS IN	356,303	69,200	50,000	110,000	940,000	620,000
PRIOR YEAR SURPLUS	-	-	44,637	-	-	-
SALE OF BONDS	-	-	19,005,600	-	23,966,875	27,606,000
Total	\$1,031,270	\$89,548	\$21,157,732	\$2,075,622	\$26,826,543	\$30,201,428

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PROJECT MANAGEMENT (0049)	-	-	2,057,495	1,965,622	1,919,668	1,975,428
STORM SEWER REVENUE BONDS (0082)	-	-	3,263,600	-	3,709,135	4,046,000
SEWER BOND PENDING SERIES (0088)	-	-	9,668,000	-	7,882,600	12,150,000
WATER PENDING BOND SERIES (0089)	-	-	6,074,000	-	12,375,140	11,410,000
GENERAL CAPITAL FUND (00CP)	204,703	-	94,637	-	940,000	620,000
MAJOR GRANTS PROGRAMS (00MG)	826,567	89,548	-	110,000	-	-
Total	\$1,031,270	\$89,548	\$21,157,732	\$2,075,622	\$26,826,543	\$30,201,428

**PUBLIC SERVICES AREA
CAPITAL PROJECTS**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	437,979	467,058	1,287,592	1,228,903	1,255,784	1,269,978
PAYROLL FRINGES	465,272	479,267	792,793	755,979	748,263	784,209
OTHER SERVICES	625,968	337,511	1,507,726	403,627	-	-
OTHER CHARGES	-	-	36,924,354	13,038,951	38,764,875	40,448,250
PASS THROUGHGS	-	203,371	-	-	-	-
EMPLOYEE ALLOWANCES	-	-	10,814	10,140	9,695	9,656
Total	\$1,529,219	\$1,487,207	\$40,523,279	\$15,437,600	\$40,778,617	\$42,512,093

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	397,869	440,303	-	-	-	-
MAJOR STREET (0021)	-	-	705,783	770,950	295,000	395,000
WATER SUPPLY SYSTEM (0042)	15,850	12,923	81,662	-	83,407	84,728
SEWAGE DISPOSAL SYSTEM (0043)	42,722	19,958	43,915	-	10,667	3,687
PROJECT MANAGEMENT (0049)	397,869	441,521	1,965,622	1,965,622	1,919,668	1,975,428
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	378,000	-
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	-	-	9,244,250	12,268,001	13,085,000	11,531,000
SOLID WASTE (0072)	-	-	1,250,000	-	100,000	296,250
STORM SEWER REVENUE BONDS (0082)	-	-	5,830,809	-	3,709,135	4,046,000
SEWER BOND PENDING SERIES (0088)	-	-	13,072,110	-	7,882,600	12,150,000
WATER PENDING BOND SERIES (0089)	-	-	6,565,186	-	12,375,140	11,410,000
GENERAL CAPITAL FUND (00CP)	-	203,371	50,000	-	940,000	620,000
MAJOR GRANTS PROGRAMS (00MG)	674,909	369,131	1,713,942	433,027	-	-
Total	\$1,529,219	\$1,487,207	\$40,523,279	\$15,437,600	\$40,778,617	\$42,512,093

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
CAPITAL PROJECTS	17.54	18.40	18.01	16.80	16.75
Total	17.54	18.40	18.01	16.80	16.75

PUBLIC SERVICES AREA
CAPITAL PROJECTS

The Major Street Fund is requesting capital project funding in the amount of \$295,000 for FY 2020. Funds will be supplied by the fund balance of the Major Street Fund.

The Alternative Transportation Fund is requesting capital project funding in the amount of \$378,000 for FY 2020. Funding will be provided by the fund balance of the Alternative Transportation Fund.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$13,085,000 for FY 2020. Funding will be supplied by the Street Repair & Sidewalk Millage.

The Solid Waste Fund is requesting capital project funding in the amount of \$100,000 for FY 2020. Funding will be provided from the Solid Waste fund balance.

The Stormwater Disposal System is requesting capital project funding in the amount of \$3,709,135 for FY 2020. Funds will be provided by Stormwater rates and fund balance.

The Sewage Disposal System is requesting capital project funding in the amount of \$7,882,600 for FY 2020. Funds will be supplied by Sewage Disposal System bonds and fund balance.

The Water Supply System is requesting capital project funding in the amount of \$12,375,140 for FY 2020. Funds will be supplied by Water Revenue bonds and fund balance.

The General Capital Fund is requesting capital project funding in the amount of \$940,000 for FY 2020. Funding will be provided from the General Fund and other one-time funding.

PUBLIC SERVICES AREA
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
CIVIL ENGINEER 2	403640	0.70	0.70
ASST WWTP MANAGER	401010	0.01	0.01
CIVIL ENGINEER IV	403840	4.79	4.79
CIVIL ENGINEER V	401330	1.40	1.35
CIVIL ENGINEERING SPEC 3	112014	2.92	2.92
CIVIL ENGINEERING SPEC 5	112034	4.09	4.09
FIELD OPER TECH III - COM	112724	0.86	0.86
FIELD OPER TECH IV - COMM	112734	0.65	0.65
LAND SURVEYOR	404050	0.78	0.78
PROJECT MGMT ANALYST	000970	0.59	0.59
WWTP MANAGER	401300	0.01	0.01
Total		16.80	16.75

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PUBLIC SERVICES AREA

ENGINEERING

Engineering is responsible for the engineering design and construction management of many of the City's capital improvement projects, transportation engineering and planning, maintenance of the City's traffic signs and signals, review and inspection of private development projects, administration of construction contracts and engineering service contracts, and updating and maintaining the City's infrastructure records. Engineering also actively pursues State and Federal grants, and partners with other City departments as well as external agencies and the public to complete major improvements to the City's infrastructure.

**PUBLIC SERVICES AREA
ENGINEERING**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	3,323,372	3,341,083	2,831,595	3,070,200	3,140,020	3,243,109
CONTRIBUTIONS	-	-	-	600	-	-
INTERGOVERNMENTAL REVENUES	-	-	-	22,122	-	-
INTRAGOVERNMENTAL SALES	-	-	630,454	812,954	2,685,687	2,751,152
LICENSES, PERMITS & REGISTRATIONS	-	25,090	-	-	-	-
MISCELLANEOUS REVENUE	22,530	35,536	284,299	100,168	68,170	68,170
OPERATING TRANSFERS IN	-	5,517	565,341	565,341	720,487	656,445
PRIOR YEAR SURPLUS	-	-	2,832,195	-	4,009,288	255,200
SPECIAL ASSESSMENTS	1,413	-	-	-	-	-
TAXES	-	-	440,000	440,000	440,000	530,200
Total	\$3,347,315	\$3,407,226	\$7,583,884	\$5,011,385	\$11,063,652	\$7,504,276

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	5,331	5,517	116,541	64,075	1,987,662	2,053,533
CENTRAL STORES (0011)	-	-	609,678	602,178	605,565	592,514
MAJOR STREET (0021)	44,060	97,361	3,004,492	382,922	1,967,678	318,200
LOCAL STREET (0022)	-	1,185	1,000	-	2,000,000	-
PROJECT MANAGEMENT (0049)	3,297,924	3,303,163	2,722,895	2,956,869	3,127,282	3,098,184
ALTERNATIVE TRANSPORTATION (0061)	-	-	689,278	565,341	935,465	656,445
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	440,000	440,000	440,000	785,400
Total	\$3,347,315	\$3,407,226	\$7,583,884	\$5,011,385	\$11,063,652	\$7,504,276

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	2,971,323	2,969,991	4,252,820	4,281,302	4,635,592	4,609,840
PAYROLL FRINGES	728,810	797,938	1,429,718	1,487,991	1,515,629	1,588,514
OTHER SERVICES	787,857	1,063,701	7,365,089	6,838,477	10,364,352	6,653,401
MATERIALS & SUPPLIES	41,465	36,561	976,907	1,239,226	1,245,630	1,252,293
OTHER CHARGES	989,091	1,097,903	1,493,942	1,482,419	1,783,005	2,142,400
PASS THROUGHS	791,475	201,184	857,090	857,090	755,360	760,940
CAPITAL OUTLAY	-	383,001	200,000	10,481	54,424	49,855
EMPLOYEE ALLOWANCES	25,628	30,683	10,459	12,181	11,517	11,517
Total	\$6,335,649	\$6,580,962	\$16,586,025	\$16,209,167	\$20,365,509	\$17,068,760

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	2,356,364	1,739,851	4,342,393	4,233,008	4,221,651	4,305,010
CENTRAL STORES (0011)	-	61	575,438	589,227	636,654	641,175
MAJOR STREET (0021)	841,861	1,179,818	7,339,016	7,120,109	7,220,711	5,938,696
LOCAL STREET (0022)	113,897	430,212	435,240	422,885	3,728,523	1,287,478
METRO EXPANSION (0036)	-	-	50,000	-	-	-
PROJECT MANAGEMENT (0049)	2,599,230	2,769,477	2,758,552	2,758,552	3,124,397	3,098,729
ALTERNATIVE TRANSPORTATION (0061)	22,369	46,076	229,049	229,049	492,217	496,066
STREET, BRIDGE & SIDEWALK MILLAGE (0062)	401,928	415,467	436,337	436,337	501,356	516,206
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	420,000	420,000	440,000	785,400
Total	\$6,335,649	\$6,580,962	\$16,586,025	\$16,209,167	\$20,365,509	\$17,068,760

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
ENGINEERING	15.71	15.60	29.70	32.13	32.13
Total	15.71	15.60	29.70	32.13	32.13

PUBLIC SERVICES AREA
ENGINEERING SERVICES UNIT

REVENUES

Charges for Services - This reflects an increase due to the reallocation of residential parking permit revenue.

Intragovernmental Sales - This reflects an accounting change that allocates reimbursement revenue to the service unit that was previously budgeted in Financial Services.

Miscellaneous Revenue - FY 2020 reflects a decrease of accident recovery and miscellaneous billing services.

Operating Transfers In - The FY 2020 increase is attributable to the one-time allocation for Active Transportation programs.

Prior Year Surplus - This reflects a planned increase of fund balance for capital project efforts.

EXPENSES

Personnel Services - The FY 2020 increase reflects increased staff levels.

Payroll Fringes - FY 2020 is reflective of planned increased staffing levels.

Other Services - The increase is reflective of one-time increases in FY20 for road improvements.

Materials & Supplies - Increased traffic control materials are anticipated in FY 2020 related to pedestrian/bicycle safety and improved traffic flow.

Other Charges - The increase in FY 2020 is due to an increase in the Municipal Service Charge and liability insurance.

Pass Throughs - FY 2020 decrease is reflective of a decrease in one-time General Funded capital projects.

Capital Outlay - The decrease is due to fewer planned capital purchases in FY 2020.

**PUBLIC SERVICES AREA
ENGINEERING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,725,503	1,131,881	1,249,993	1,197,623	1,122,882	1,150,415
4100 DDA STREET LIGHTING	-	-	83,729	83,729	95,048	96,791
4101 STREET LIGHTING	-	-	2,310,958	2,258,492	2,266,541	2,301,229
4507 BARTON SIDEWALK	208	-	-	-	-	-
4509 MAPLE/MILLER SIDEWALK	50,000	-	-	-	-	-
4510 ENGINEER - PRIVATE-OF-WAY	88,008	98,366	122,004	122,004	91,292	93,428
4550 CUSTOMER SERVICE	42,250	39,952	15,938	36,787	48,510	50,706
4570 RECORD MAINTENANCE	41,631	29,738	59,775	34,377	37,534	37,958
4580 PRIVATE DEV. CONSTRUCTION	305,239	372,905	392,739	392,739	434,885	445,156
4930 SYSTEMS MAINTENANCE	-	-	69,127	69,127	69,970	72,232
4931 INSTALLS AND REPAIRS	-	-	23,043	23,043	23,323	24,077
7012 TRAINING	27,030	32,010	15,087	15,087	31,666	33,018
9000 CAPITAL OUTLAY	76,500	35,000	-	-	-	-
Total	\$2,356,369	\$1,739,852	\$4,342,393	\$4,233,008	\$4,221,651	\$4,305,010

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	-	210,731	205,531	230,966	234,783
4912 MATERIALS & SUPPLIES	-	-	225,000	245,000	260,000	260,000
4930 SYSTEMS MAINTENANCE	-	61	104,621	104,110	109,010	107,337
4931 INSTALLS AND REPAIRS	-	-	35,086	34,586	36,678	39,055
Total	-	\$61	\$575,438	\$589,227	\$636,654	\$641,175

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	(217)	757,393	742,744	867,464	833,038
3360 PLANNING	-	-	69,923	47,091	72,012	73,131
4122 RRFB	-	-	76,984	68,142	68,097	68,583
INSTALLATION/MAINTENANCE	-	-	76,984	68,142	68,097	68,583
4123 SIGNAL INSTALLATION/REBUILD	-	(4,092)	202,676	203,947	219,875	195,653
4124 TRAFFIC SIGNAL MAINTENANCE	-	(769)	477,397	467,752	475,779	480,046
4125 SIGNAL PREVENT MAINT	-	-	47,909	55,900	49,760	51,239
4126 SIGNAL EMERGENCY REPAIR	-	-	194,377	192,600	184,854	188,633
4127 SIGNAL SYSTEM CONTROL	-	(1,724)	251,896	418,545	473,838	483,776
4128 SIGNAL SHOP WORK	-	-	25,673	27,330	26,625	27,484
4135 SIGN SHOP WORK	-	-	6,916	6,889	6,551	6,758
4136 SIGN, WORK FOR OTHERS	-	-	39,706	25,841	35,728	36,678
4142 MAJOR SIGN MANUFACTURE	-	-	23,597	35,761	24,841	25,682
4146 FOOTBALL/SPECIAL EVENTS	-	-	70,052	106,186	91,841	92,048
4147 MAJOR ST PAVEMENT MARKING	179,886	282,114	334,389	352,392	369,044	369,434
4149 MAJOR TRAFFIC SIGNS	-	-	122,831	129,395	133,711	133,251
4150 SCHOOL ZONE SAFETY-TRAFFIC ENGIN	11,151	19,423	55,389	18,734	53,460	54,202
4151 PEDESTRIAN SAFETY-TRAFFIC ENGINE	18,353	15,121	55,386	27,841	53,459	54,200
4152 SCHOOL ZONE SFTY PVMT MARK MAJOR	-	629	11,500	11,635	26,500	26,500
4154 SCHOOL ZONE SFTY SIGN INST MAJOR	-	-	11,474	5,547	11,715	11,930
4156 PEDS SAFETY SIGN INSTALL - MAJOR	-	-	6,618	39,626	175,664	26,737
4159 PEDS SFTY PVMT MARK-MAJOR	-	-	70,500	70,500	50,000	50,000

4183 TRUNKLINE CONSTRUCTION	-	-	921	910	873	900
4184 TRUNKLINE SIGNAL INSTALL	-	-	3,421	3,299	2,374	2,400
4185 TRUNKLINE PREV MAINT	-	-	14,185	24,064	13,452	13,865
4186 TRUCKLINE EMERG REPAIR	-	-	30,334	27,889	23,102	23,514
4187 TRUNKLINE SYSTEM CONTROL	-	-	7,089	6,885	5,493	5,605
4227 PAVEMENT EVALUATION	25,648	47,155	21,301	26,487	21,451	21,520
4229 TRAFFIC COUNTS	24,031	15,546	33,872	21,961	50,020	52,181
4239 BR 23 TRAFFIC SIGNS	-	-	1,357	1,341	1,401	1,438
4248 MAJOR SURFACE TREATMENT	171,694	337,454	2,988,483	2,904,191	2,476,263	2,016,008
4255 SIDEWALK RAMPS	50,368	50,701	50,000	57,000	50,000	51,500
4257 ENG SERVICES/INSPECTIONS	65,461	51,568	74,105	65,249	72,208	74,055
4259 MISC. ROW MAINTENANCE	505	11,868	393,271	406,638	56,469	56,489
4520 TRAFFIC OPERATIONS	294,762	355,038	805,425	517,013	973,931	327,286
4949 BR 94 TRAFFIC SIGNS	-	-	2,666	2,784	2,856	2,932
Total	\$841,859	\$1,179,815	\$7,339,016	\$7,120,109	\$7,220,711	\$5,938,696

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
4112 LOCAL SIGN MANUFACTURE	-	-	35,312	32,130	35,627	36,761
4117 LOCAL ST PAVEMENT MARKING	36,910	51,239	110,373	109,940	51,677	52,025
4119 LOCAL TRAFFIC SIGNS	-	-	86,454	75,079	91,655	93,245
4137 TRAFFIC CALMING	24,720	40,233	37,517	38,294	123,161	123,567
4153 PEDESTRIAN SFTY PVMT MARK LOCAL	-	-	4,200	4,200	3,500	3,500
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	-	-	2,500	3,386	3,851	3,713
4157 PEDS SAFETY SIGN INSTALL - LOCAL	-	-	2,500	676	1,695	1,732
4158 SCHOOL ZONE SFTY PVT MARK- LOCAL	-	-	17,540	17,540	15,000	15,000
4217 LOCAL PAVEMENT EVALUATION	10,163	15,300	460	906	1,351	1,420
4218 LOCAL SURFACE TREATMENT	-	-	-	-	3,264,382	817,946
4219 LOCAL TRAFFIC COUNTS	20,018	9,953	37,606	37,560	30,405	30,680
4255 SIDEWALK RAMPS	21,775	35,495	45,000	50,000	55,000	56,650
4259 MISC. ROW MAINTENANCE	313	277,988	55,778	53,174	51,219	51,239
Total	\$113,899	\$430,208	\$435,240	\$422,885	\$3,728,523	\$1,287,478

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
4573 UNDERGROUND UTILITY LOCATION	-	-	50,000	-	-	-
Total	-	-	\$50,000	-	-	-

Expenses by Activity (0049 PROJECT MANAGEMENT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,851,758	1,848,794	1,936,719	1,830,865	2,111,061	2,072,955
4510 ENGINEER - PRIVATE-OF-WAY	98,070	110,608	122,000	138,549	91,292	93,428
4550 CUSTOMER SERVICE	42,459	39,952	15,939	40,000	22,163	22,168
4570 RECORD MAINTENANCE	41,848	29,837	59,775	27,000	37,534	37,958
4580 PRIVATE DEV. CONSTRUCTION	537,298	699,877	609,032	706,601	830,681	839,202
7012 TRAINING	27,794	40,408	15,087	15,537	31,666	33,018
Total	\$2,599,227	\$2,769,476	\$2,758,552	\$2,758,552	\$3,124,397	\$3,098,729

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	125	32,534	35,988	108,122	110,322
3360 PLANNING	-	-	151,515	120,836	69,533	70,259
4147 MAJOR ST PAVEMENT MARKING	22,370	45,951	45,000	43,000	245,000	245,000
4242 NON-MOTORIZED ROW MAINTENANCE	-	-	-	-	10,000	10,000
7021 PARTNERSHIPS	-	-	-	12,669	27,346	27,764
7023 PROGRAM MANAGEMENT	-	-	-	16,556	17,896	18,177
7024 ASSET MANAGEMENT	-	-	-	-	14,320	14,544
Total	\$22,370	\$46,076	\$229,049	\$229,049	\$492,217	\$496,066

Expenses by Activity (0062 STREET, BRIDGE & SIDEWALK MILLAGE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	-	13,343	13,343	10,928	11,102
9042 STREET RESURF CONTINGENCY	401,928	415,467	422,994	422,994	490,428	505,104
Total	\$401,928	\$415,467	\$436,337	\$436,337	\$501,356	\$516,206

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
4101 STREET LIGHTING	-	-	220,000	220,000	240,000	440,000
9000 CAPITAL OUTLAY	-	-	200,000	200,000	200,000	345,400
Total	-	-	\$420,000	\$420,000	\$440,000	\$785,400

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Engineering

Service Unit Manager: Nick Hutchinson

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The Engineering Unit maintains and replaces City infrastructure.	●	●	●	●			Complete 90% of CIP Programmed Project on-time.	79%	82%	68%	90%
							Ensure final road patching by private contractors is completed within 30 days.	N/A	N/A	N/A	90%
							Improve PASER* rating of road system to 7 or greater for 80% of streets in 10 years. (F9 2017 incremental goal of 45% of local streets and 55% of major streets at 7 or above).	N/A	29%/49%	29%/49%	61%/64%
The Transportation Group within Engineering provides transportation engineering and planning services.	●	●	●	●			Complete 100% of traffic reviews for private development on time.	N/A	N/A	75%	100%
							Process 100% TCO and RPP requests within one month of receipt (including installation).	N/A	N/A	N/A	100%
							Respond to 100% of A2FixIt Requests within two weeks of receipt.	N/A	N/A	N/A	90%
							Complete Traffic Calming Petitions within one year of receipt (up to 3 per year).	N/A	N/A	33%	100%
Engineering provides services for private development projects.	●	●	●				Complete review of 85% of construction plans within 4 weeks.	76%	70%	72%	85%
							Complete over 80% of ROW permits within 3 weeks.	73%	87%	87%	80%
The Signs & Signals group within Engineering installs and maintains traffic signs, signals and streetlights.	●	●	●	●	●		100% of city streetlight outages repaired within 72 hours of receipt of Miss Dig clearance.	90%	80%	100%	100%
							Migrate Signs, Signals and Streetlights workflow management systems from current paper-based system to CityWorks.	N/A	0%	50%	90%

*PASER is the system used by most municipalities in Michigan to evaluate pavement condition. It operates on a 1 to 10 scale; with 1 being the worst and 10 being the best.

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

PUBLIC SERVICES AREA
ENGINEERING

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
CIVIL ENGINEER 2	403640	0.30	0.30
PROGRAM ADMINISTRATOR	403199	1.00	1.00
ADMIN ASSISTANT LVL 4	110044	0.40	0.40
ADMIN ASSISTANT LVL 5	110054	0.85	0.85
BUDGET & FINANCE SUPERVIS	404530	0.10	0.10
CITY ENGINEER	403160	1.00	1.00
CIVIL ENGINEER III	403620	1.85	1.85
CIVIL ENGINEER IV	403840	4.98	4.98
CIVIL ENGINEER V	401330	0.25	0.25
CIVIL ENGINEERING SPEC 3	112014	2.08	2.08
CIVIL ENGINEERING SPEC 5	112034	2.91	2.91
FIELD OPER TECH III - COM	112724	6.65	6.65
FIELD OPER TECH IV - COMM	112734	1.35	1.35
FIELD OPER TECH V - COMM	112744	3.00	3.00
LAND SURVEYOR	404050	0.22	0.22
PRIVATE DEVELOPMENT COORD	403880	0.60	0.60
PROJECT MGMT ANALYST	000970	0.41	0.41
SIGNS/SIGNAL SUPV IV	192160	1.00	1.00
SUPERVISOR - CESS	192050	1.00	1.00
SYSTEMS PLAN ANALYST II	401870	0.10	0.10
SYSTEMS PLANNING ENG IV	403830	0.08	0.08
TRANSPORTATION MANAGER	404560	1.00	1.00
TRANSPORTATION PROGRAM MG	404030	1.00	1.00
Total		32.13	32.13

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PUBLIC SERVICES AREA

PUBLIC WORKS

Public Works is responsible for routine maintenance of the majority of the City's above and below ground infrastructure including: streets, the drinking water distribution system, water meters, sanitary and stormwater collection systems and street trees. Public Works is also responsible for management of the City's urban forest and all solid waste programs and services.

PUBLIC SERVICES AREA
PUBLIC WORKS

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	3,903,340	4,198,876	3,697,239	3,739,435	3,907,529	3,909,034
CONTRIBUTIONS	-	50	-	-	-	-
INTERGOVERNMENTAL REVENUES	9,896,357	12,423,820	11,848,334	13,888,455	13,463,735	13,555,877
INTRAGOVERNMENTAL SALES	1,526,416	1,423,692	489,450	574,450	728,874	730,468
INVESTMENT INCOME	(11,674)	3,612	25,477	27,000	27,140	27,494
MISCELLANEOUS REVENUE	256,546	249,844	564,067	200,147	377,500	277,500
OPERATING TRANSFERS IN	819,996	344,637	595,000	645,522	7,118	-
PRIOR YEAR SURPLUS	-	-	2,886,715	-	539,468	172,628
TAXES	3,221,726	3,328,081	-	-	-	-
Total	\$19,612,707	\$21,972,612	\$20,106,282	\$19,075,009	\$19,051,364	\$18,673,001

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	133,914	146,661	59,500	57,080	30,374	31,968
CENTRAL STORES (0011)	1,231,663	1,123,227	584,420	464,450	588,500	588,500
MAJOR STREET (0021)	7,882,459	9,232,677	9,197,092	10,309,948	9,936,420	10,419,335
LOCAL STREET (0022)	2,039,048	3,257,722	4,766,614	3,311,760	3,242,815	2,852,042
METRO EXPANSION (0036)	393,785	397,506	390,000	390,000	393,570	390,000
WATER SUPPLY SYSTEM (0042)	181,814	142,847	569,000	185,827	390,000	290,000
SEWAGE DISPOSAL SYSTEM (0043)	65,295	72,330	1,500	5,500	3,000	3,000
CEMETERY PERPETUAL CARE (0054)	2,500	2,300	-	750	-	-
ELIZABETH R. DEAN TRUST FUND (0055)	(11,674)	3,662	60,130	27,000	28,620	27,494
WHEELER CENTER (0058)	466,743	425,241	441,466	438,156	602,773	591,765
STORMWATER SEWER SYSTEM FUND (0069)	133,795	254,382	22,067	107,093	25,000	25,000
PARK MAINT & CAPITAL IMP MILLAGE (0071)	3,223,687	3,328,800	-	-	-	-
SOLID WASTE (0072)	3,049,682	3,141,607	3,368,468	3,131,923	3,810,292	3,453,897
GENERAL CAPITAL FUND (00CP)	819,996	443,650	646,025	645,522	-	-
Total	\$19,612,707	\$21,972,612	\$20,106,282	\$19,075,009	\$19,051,364	\$18,673,001

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	7,697,175	7,765,175	6,068,701	6,151,525	6,615,684	6,683,239
PAYROLL FRINGES	5,058,204	5,046,073	4,071,225	4,084,329	4,086,151	4,294,719
OTHER SERVICES	18,376,629	18,490,773	22,104,283	20,239,771	19,388,615	19,648,144
MATERIALS & SUPPLIES	3,325,724	3,198,511	2,577,159	1,976,284	2,304,194	2,318,863
OTHER CHARGES	3,851,059	3,797,070	2,934,894	2,893,114	3,012,779	3,053,966
PASS THROUGHS	895,119	927,841	114,535	114,535	84,540	84,520
CAPITAL OUTLAY	353,689	1,951,537	607,155	659,426	341,500	-
VEHICLE OPERATING COSTS	44,850	33,150	28,000	29,000	180,612	190,920
EMPLOYEE ALLOWANCES	28,619	32,711	12,218	32,309	11,655	11,538
Total	\$39,631,068	\$41,242,841	\$38,518,170	\$36,180,293	\$36,025,730	\$36,285,909

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	4,616,364	4,910,187	47,366	45,500	30,238	31,592
CENTRAL STORES (0011)	1,152,495	1,200,664	611,920	530,625	588,500	588,500
MAJOR STREET (0021)	4,243,926	5,159,613	2,693,598	2,600,215	3,119,059	2,994,685
LOCAL STREET (0022)	1,581,647	1,635,943	4,358,034	4,308,207	1,595,392	1,618,787
METRO EXPANSION (0036)	163,784	209,671	356,910	399,373	436,495	438,097
WATER SUPPLY SYSTEM (0042)	4,538,626	4,219,424	4,931,764	4,409,566	4,983,811	4,863,766
SEWAGE DISPOSAL SYSTEM (0043)	2,073,993	2,242,142	2,675,394	2,601,508	2,894,573	3,144,016
ELIZABETH R. DEAN TRUST FUND (0055)	45,084	14,800	60,130	22,584	28,620	27,494
WHEELER CENTER (0058)	743,242	386,865	446,124	412,575	564,224	442,786
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	21,364	22,305
STORMWATER SEWER SYSTEM FUND (0069)	3,484,546	3,758,053	6,032,204	6,018,588	6,375,413	7,072,193
PARK MAINT & CAPITAL IMP MILLAGE (0071)	2,843,249	3,085,066	-	-	-	-
SOLID WASTE (0072)	14,037,692	13,479,163	15,342,720	14,619,143	15,388,041	15,041,688
GENERAL CAPITAL FUND (00CP)	106,420	941,250	962,006	212,409	-	-
Total	\$39,631,068	\$41,242,841	\$38,518,170	\$36,180,293	\$36,025,730	\$36,285,909

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
PUBLIC WORKS	117.54	116.89	89.67	92.60	92.46
Total	117.54	116.89	89.67	92.60	92.46

PUBLIC SERVICES AREA
PUBLIC WORKS

REVENUES

Charges for Services - The FY 2020 increase is related to increasing solid waste commercial franchise revenue.

Intergovernmental Revenue - FY 2020 includes an increase in road funding from the State of Michigan for the Major and Local Streets Funds.

Intragovernmental Sales - The increase is reflective of increased central stores commodity revenue.

Miscellaneous Revenue - The FY 2020 decrease is reflective of reduced meter sales.

Operating Transfers In - The FY 2020 decrease is attributable to the re-allocation of revenue to the capital projects section of the budget.

Prior Year Surplus - The decrease relates to a decrease in the use of fund balance for previously planned capital maintenance projects.

EXPENSES

Personnel Services - The FY 2020 increase is reflective of increased staffing levels and one-time employee retirement payout costs.

Other Services - The FY 2020 decrease is attributable to decreased contracted services associated with previously planned capital maintenance.

Materials and Supplies - The decrease is a result of the re-allocation of road maintenance materials to Engineering for increased road capital maintenance activities.

Pass Throughs - The decrease relates to a reduction in transfers from the Solid Waste Fund to the Police Department cover the cost of enforcement activity.

Capital Outlay - Reduced capital needs are anticipated in FY 2020.

Vehicle Operating Costs - The FY 2020 increase is reflective of increased vehicle repair costs associated with aged recycle trucks.

**PUBLIC SERVICES AREA
PUBLIC WORKS**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	872,042	798,450	12,356	32,500	10,739	10,966
1130 FAIRVIEW CEMETERY	22,000	23,618	-	-	-	-
4100 DDA STREET LIGHTING	89,716	77,692	-	-	-	-
4101 STREET LIGHTING	1,959,869	2,153,776	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	17,611	14,817	-	-	-	-
4149 MAJOR TRAFFIC SIGNS	6,671	20,534	-	-	-	-
4930 SYSTEMS MAINTENANCE	93,325	103,668	-	-	-	-
4931 INSTALLS AND REPAIRS	17,436	21,954	-	-	-	-
6209 PARKS - MOWING	640,117	708,040	-	-	-	-
6210 OPERATIONS	176,095	220,718	-	-	-	-
6211 ENCAMPMENT CLEAN-UP	5,396	4,021	-	-	-	-
6222 SNOW & ICE CONTROL	221,737	324,862	16,674	7,500	-	-
6225 GRAFFITI/PRIVATE PROPERTY	4,600	2,980	-	-	-	-
6301 MOWING - NON PARKS	4,710	5,185	18,336	5,500	19,499	20,626
6309 GENERAL CARE	-	-	-	-	-	-
PARKS/FORESTRY	-	22	-	-	-	-
6328 ROW MAINTENANCE	16,092	11,226	-	-	-	-
6335 ATHLETIC FIELDS/GAME COURTS	21,775	18,908	-	-	-	-
6340 ADOPT-A-PARK/GARDEN	7,039	-	-	-	-	-
6365 PLAYGROUND MAINTENANCE	149,527	108,915	-	-	-	-
9500 DEBT SERVICE	290,602	290,799	-	-	-	-
Total	\$4,616,360	\$4,910,185	\$47,366	\$45,500	\$30,238	\$31,592

Expenses by Activity (0011 CENTRAL STORES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	298,521	286,356	-	-	-	-
4912 MATERIALS & SUPPLIES	697,337	746,532	611,920	530,625	588,500	588,500
4930 SYSTEMS MAINTENANCE	130,545	138,395	-	-	-	-
4931 INSTALLS AND REPAIRS	26,092	29,381	-	-	-	-
Total	\$1,152,495	\$1,200,664	\$611,920	\$530,625	\$588,500	\$588,500

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,773,334	1,799,875	843,572	922,291	861,908	873,276
4122 RRFB	-	-	-	-	-	-
INSTALLATION/MAINTENANCE	(703)	14,834	-	-	-	-
4123 SIGNAL INSTALLATION/REBUILD	14,090	69,298	-	-	-	-
4124 TRAFFIC SIGNAL MAINTENANCE	318,929	315,765	-	-	-	-
4125 SIGNAL PREVENT MAINT	75,031	57,048	-	-	-	-
4126 SIGNAL EMERGENCY REPAIR	167,961	154,948	-	-	-	-
4127 SIGNAL SYSTEM CONTROL	215,344	536,715	-	-	-	-
4128 SIGNAL SHOP WORK	22,481	32,932	-	-	-	-
4129 GRID EXPANSION/MAINTENANCE	11	-	-	-	-	-
4135 SIGN SHOP WORK	6,091	4,150	-	-	-	-
4136 SIGN, WORK FOR OTHERS	72,004	93,699	-	-	48,558	50,444
4142 MAJOR SIGN MANUFACTURE	31,574	31,839	-	-	-	-
4146 FOOTBALL/SPECIAL EVENTS	104,503	82,183	60,195	97,302	65,672	65,672
4149 MAJOR TRAFFIC SIGNS	102,087	104,952	-	-	-	-
4154 SCHOOL ZONE SFTY SIGN INST	-	-	-	-	-	-
MAJOR	5,755	48,946	-	-	-	-
4156 PEDS SAFETY SIGN INSTALL -	-	-	-	-	-	-
MAJOR	-	25,724	-	-	-	-

4183 TRUNKLINE CONSTRUCTION	659	141	-	-	-	-
4184 TRUNKLINE SIGNAL INSTALL	19,369	2,487	-	-	-	-
4185 TRUNKLINE PREV MAINT	19,485	20,158	-	-	-	-
4186 TRUCKLINE EMERG REPAIR	31,526	19,354	-	-	-	-
4187 TRUNKLINE SYSTEM CONTROL	5,843	2,736	-	-	-	-
4222 POTHOLE REPAIR	317,474	353,455	271,768	315,697	453,474	439,609
4231 BR 23 SWEEPING	952	905	1,093	1,232	741	767
4232 BR 23 POTHOLE REPAIR	2,172	4,480	6,517	4,695	4,947	5,090
4235 BR 23 WINTER MAINTENANCE	7,960	12,164	10,468	9,478	9,206	9,327
4239 BR 23 TRAFFIC SIGNS	1,806	686	-	-	-	-
4240 MAJOR BASE REPAIR/OVERLAY	176,007	148,994	379,103	199,427	232,579	237,772
4245 MAJOR SALTING/PLOWING	372,248	850,838	729,382	586,495	1,024,852	891,151
4248 MAJOR SURFACE TREATMENT	-	15	-	-	-	-
4251 STREET SWEEPING	277,732	280,319	213,487	295,689	252,307	254,608
4252 BRIDGE MAINTENANCE & REPAIR	11,705	3,721	69,952	44,639	59,517	61,381
4253 SHOULDER MAINTENANCE	10,971	7,166	18,652	13,485	15,701	15,701
4254 MISC CONCRETE REPAIRS	2,141	213	20,200	20,000	20,200	20,200
4256 SHOP WORK	1,167	369	-	4,975	1	1
4258 WORK FOR OTHERS	2,123	13,518	2,693	2,520	1	1
4940 BR 94 BASE REPAIR	9,341	1,348	4,893	14,218	5,001	5,001
4941 BR 94 SWEEPING	6,786	336	1,193	2,287	741	767
4942 BR 94 POTHOLE REPAIR	8,767	4,824	6,477	5,677	4,947	5,090
4943 BR 94 SHOULDER MAINTENANCE	8,023	-	25,000	15,000	25,000	25,000
4945 BR 94 WINTER MAINTENANCE	39,199	56,277	28,953	45,108	33,706	33,827
4949 BR 94 TRAFFIC SIGNS	1,972	2,194	-	-	-	-
Total	\$4,243,920	\$5,159,606	\$2,693,598	\$2,600,215	\$3,119,059	\$2,994,685

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	70	415	2,850	450	201	201
4112 LOCAL SIGN MANUFACTURE	37,088	36,800	-	-	-	-
4119 LOCAL TRAFFIC SIGNS	79,566	74,011	-	-	-	-
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	-	1,510	-	-	-	-
4157 PEDS SAFETY SIGN INSTALL - LOCAL	-	570	-	-	-	-
4209 LOCAL GRADING	185,397	114,768	206,445	340,459	113,850	116,092
4210 LOCAL BASE REPAIR/OVERLAY	408,669	331,019	460,397	375,000	361,027	366,036
4211 LOCAL STREET SWEEPING	225,003	272,557	538,132	412,020	501,642	507,535
4212 LOCAL POTHOLE REPAIR	134,635	147,890	142,010	194,830	239,087	234,875
4215 LOCAL SALTING/PLOWING	207,582	539,749	242,813	344,629	275,843	290,326
4218 LOCAL SURFACE TREATMENT	216,129	20,072	2,660,151	2,535,266	-	-
4253 SHOULDER MAINTENANCE	1,014	4,078	1,500	1,718	1	1
4254 MISC CONCRETE REPAIRS	2,068	8,025	19,201	19,300	19,201	19,201
9500 DEBT SERVICE	84,421	84,478	84,535	84,535	84,540	84,520
Total	\$1,581,642	\$1,635,942	\$4,358,034	\$4,308,207	\$1,595,392	\$1,618,787

Expenses by Activity (0036 METRO EXPANSION)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
4261 RIGHT-OF-WAY/MAINTENANCE & REP	8,196	66,712	105,617	114,950	113,903	114,609
4263 RIGHT OF WAY MAINT - ENGINEERING	13	-	-	-	-	-
6222 SNOW & ICE CONTROL	84,555	82,352	102,789	116,168	107,771	108,250
6328 ROW MAINTENANCE	25,913	34,402	101,981	115,466	178,497	178,433
6330 ROW VEGETATION/BRUSH CLEARANCE	45,108	26,204	46,523	52,789	36,324	36,805
Total	\$163,785	\$209,670	\$356,910	\$399,373	\$436,495	\$438,097

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	381,075	405,066	378,503	393,831	367,647	370,377
1100 FRINGE BENEFITS	185,484	182,304	192,444	192,444	217,354	221,701
1372 REVOLVING SUPPLY	128,165	18,901	-	20,000	-	-
4500 ENGINEERING - OTHERS	37,947	37,329	56,307	44,830	64,209	65,076
6210 OPERATIONS	278,338	343,723	540,264	453,204	493,458	504,359
7010 CUSTOMER SERVICE	349,889	438,681	869,879	496,400	595,861	567,538
7031 REVOLVING EQUIPMENT	(17,468)	50,071	157,633	36,447	155,092	137,803
7033 DCU MAINTENANCE	23,093	863	-	2,162	1,001	1,001
7034 INSPECTIONS	24,323	26,703	84,350	44,533	108,316	111,662
7061 SOUTH INDUSTRIAL SITE	23,530	21,319	18,795	19,313	22,500	22,500
7064 MISS DIG	92,294	106,558	178,904	123,358	70,748	72,273
7092 MAINTENANCE - MAINS	1,282,713	1,182,938	1,169,676	1,309,046	1,445,422	1,500,035
7093 MAINTENANCE - HYDRANTS	394,499	333,756	364,850	345,732	274,272	282,719
7094 MAINTENANCE - SERVICE	467,062	341,525	259,926	354,476	627,208	449,777
9000 CAPITAL OUTLAY	887,681	722,356	660,233	573,790	540,723	556,945
9072 CAPITAL OUTLAY - MAINS	-	678	-	-	-	-
9073 CAPITAL OUTLAY - HYDRANTS	-	6,490	-	-	-	-
9074 CAPITAL OUTLAY - CONTR DUG SER	-	161	-	-	-	-
Total	\$4,538,625	\$4,219,422	\$4,931,764	\$4,409,566	\$4,983,811	\$4,863,766

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	296,089	299,220	278,456	294,377	260,278	265,415
1100 FRINGE BENEFITS	126,912	141,792	171,061	171,061	177,316	180,861
1372 REVOLVING SUPPLY	20,100	45,531	-	30,000	-	-
4500 ENGINEERING - OTHERS	41,369	41,136	62,850	52,782	126,473	157,340
6210 OPERATIONS	326,612	263,673	511,990	362,632	335,145	342,300
7010 CUSTOMER SERVICE	37,410	94	-	-	-	-
7031 REVOLVING EQUIPMENT	(8,003)	(1,678)	159,294	38,804	116,779	69,141
7061 SOUTH INDUSTRIAL SITE	-	-	5,000	5,000	5,000	5,000
7064 MISS DIG	55,338	53,870	47,297	54,064	52,248	57,773
7072 RODDING	202,567	154,559	126,808	76,160	-	-
7074 TELEVISION COLLECTION SYSTEM	187,250	199,162	231,499	246,376	597,526	944,889
7076 SEWER MONITORING	5,906	-	-	-	-	-
7077 MAINTENANCE - MANHOLE	211,250	230,742	205,417	281,300	246,482	270,303
7083 JETTING	343,625	333,930	302,140	399,131	494,740	517,551
7092 MAINTENANCE - MAINS	115,017	191,480	151,775	168,014	244,579	270,090
9000 CAPITAL OUTLAY	111,502	288,629	421,807	421,807	238,007	63,353
9083 CAPTIAL OUTLAY - TAPS	1,052	-	-	-	-	-
Total	\$2,073,996	\$2,242,140	\$2,675,394	\$2,601,508	\$2,894,573	\$3,144,016

Expenses by Activity (0055 ELIZABETH R. DEAN TRUST FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,233	1,220	130	1,230	1,274	1,274
6309 GENERAL CARE - PARKS/FORESTRY	-	190	-	1,288	-	-
6317 POST PLANT CARE	6,631	1,734	12,000	5,610	12,000	12,000
6320 TRIMMING	1,050	1,320	12,000	874	3,346	2,220
6325 STUMP REMOVAL	859	3,364	1,800	364	-	-
6327 TREE PLANTING	34,910	4,779	24,000	13,218	12,000	12,000
6329 TREE REMOVALS	399	2,193	10,200	-	-	-
Total	\$45,082	\$14,800	\$60,130	\$22,584	\$28,620	\$27,494

Expenses by Activity (0058 WHEELER CENTER)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	731,396	375,335	405,474	396,575	536,596	415,008
6222 SNOW & ICE CONTROL	7,008	4,984	18,172	8,500	6,150	6,300
6301 MOWING - NON PARKS	4,837	6,545	22,478	7,500	21,478	21,478
Total	\$743,241	\$386,864	\$446,124	\$412,575	\$564,224	\$442,786

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
4242 NON-MOTORIZED ROW MAINTENANCE	-	-	-	-	21,364	22,305
Total	-	-	-	-	\$21,364	\$22,305

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,008,056	1,042,041	1,087,535	1,111,453	1,323,133	1,286,292
1100 FRINGE BENEFITS	19,524	20,256	21,383	21,383	34,319	35,005
4146 FOOTBALL/SPECIAL EVENTS	-	136	872	872	-	-
4251 STREET SWEEPING	151,421	136,004	226,192	139,493	235,737	238,803
4500 ENGINEERING - OTHERS	19,590	20,630	34,221	24,755	44,368	44,801
6210 OPERATIONS	321,610	400,807	536,549	563,118	623,376	639,365
6309 GENERAL CARE - PARKS/FORESTRY	19,921	39,790	90,727	78,502	94,979	99,208
6317 POST PLANT CARE	2,913	168	39,672	25,938	19,524	19,799
6320 TRIMMING	210,607	751,007	1,183,577	1,155,628	1,005,186	1,018,361
6324 STORM DAMAGE	108,395	56,100	88,386	102,494	27,950	28,951
6325 STUMP REMOVAL	35,808	60,947	141,831	129,558	89,222	88,873
6327 TREE PLANTING	71,424	71,237	138,478	134,594	145,287	138,263
6329 TREE REMOVALS	189,892	188,714	424,160	454,135	522,206	519,892
7031 REVOLVING EQUIPMENT	66,790	(346)	229,854	78,982	143,248	141,762
7061 SOUTH INDUSTRIAL SITE	475	514	435	435	550	600
7064 MISS DIG	27,665	26,787	25,648	27,676	27,875	28,639
7074 TELEVISION COLLECTION SYSTEM	9,737	9,555	6,076	18,073	12,540	662,942
7077 MAINTENANCE - MANHOLE	21,905	35,600	18,897	37,848	24,230	27,023
7081 DITCH MAINTENANCE	45,171	22,171	31,821	34,681	5,953	6,505
7082 CATCHBASIN MAINTENANCE	244,008	327,176	282,584	262,345	352,347	365,604
7083 JETTING	297,342	226,515	256,765	269,535	282,099	290,489
7084 ILLICIT DISCHARGE ELIMINATION	6,919	24,865	12,391	8,710	67,372	68,738
7085 CULVERT MAINTENANCE	10,345	5,826	17,907	11,681	57,420	77,661
7090 BEST MGMT PRACTICES/GREEN INFRA	28,009	7,989	292,952	425,212	109,317	110,976
7092 MAINTENANCE - MAINS	144,204	133,758	93,291	151,487	627,175	633,641
9000 CAPITAL OUTLAY	418,723	149,806	750,000	750,000	500,000	500,000
9072 CAPITAL OUTLAY - MAINS	4,091	-	-	-	-	-
Total	\$3,484,545	\$3,758,053	\$6,032,204	\$6,018,588	\$6,375,413	\$7,072,193

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

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	6,015	20,412	-	-	-	-
1646 FARMER'S MARKET	13,331	25,003	-	-	-	-
4500 ENGINEERING - OTHERS	2,611	2,916	-	-	-	-
6100 FACILITY RENTALS	120,304	129,147	-	-	-	-
6121 LESLIE SCIENCE CENTER	52,539	32,902	-	-	-	-
6123 KEMPF HOUSE	9,627	9,613	-	-	-	-
6209 PARKS - MOWING	(17,762)	6,615	-	-	-	-
6210 OPERATIONS	659,397	634,924	-	-	-	-
6231 BUHR POOL	29,411	52,448	-	-	-	-
6232 BUHR RINK	12,198	32,199	-	-	-	-
6234 VETERAN'S POOL	53,446	39,305	-	-	-	-
6235 VETERAN'S ICE ARENA	119,053	118,086	-	-	-	-
6236 FULLER POOL	49,910	65,587	-	-	-	-
6237 MACK POOL	27,063	31,869	-	-	-	-
6242 ARGO LIVERY	56,378	15,407	-	-	-	-
6244 GALLUP LIVERY	63,925	37,361	-	-	-	-
6250 NORTHSIDE COMMUNITY CENTER	10,712	15,724	-	-	-	-
6255 SKATE PARK	27,049	11,848	-	-	-	-
6260 BRYANT COMMUNITY CENTER	6,215	27,577	-	-	-	-
6286 NAP VOLUNTEER OFFICE	6,409	8,587	-	-	-	-
6291 SWIFT RUN DOG PARK	14,155	-	-	-	-	-
6309 GENERAL CARE - PARKS/FORESTRY	614,730	747,587	-	-	-	-
6315 SENIOR CENTER OPERATIONS	53,208	20,579	-	-	-	-
6317 POST PLANT CARE	16,136	24,791	-	-	-	-
6320 TRIMMING	68,777	55,133	-	-	-	-
6324 STORM DAMAGE	20,526	16,257	-	-	-	-
6325 STUMP REMOVAL	9,855	32,353	-	-	-	-
6327 TREE PLANTING	(9,450)	41,631	-	-	-	-
6329 TREE REMOVALS	88,529	203,066	-	-	-	-
6335 ATHLETIC FIELDS/GAME COURTS	468,078	443,553	-	-	-	-
6420 CULTURAL ARTS BUILDING	1,811	475	-	-	-	-
6503 HURON GOLF COURSE	31,322	3,595	-	-	-	-
6504 LESLIE GOLF COURSE	53,071	33,372	-	-	-	-
7099 RECREATIONAL DAMS	104,672	145,145	-	-	-	-
Total	\$2,843,251	\$3,085,067	-	-	-	-

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	(382,430)	332,703	1,327,532	1,225,596	965,805	911,682
1401 ART FAIR/SPECIAL EVENTS	23,207	28,308	19,540	21,080	23,000	23,000
1810 TAX REFUNDS	4,387	2,871	5,000	-	-	-
3162 COMMUNITY STANDARDS	30,000	30,000	30,000	30,000	166,516	146,276
4721 REAR-LOAD COMMERCIAL COLLECT	367,552	311,439	354,424	326,784	323,355	333,918
4722 SPECIAL COLLECTION	10,437	15,636	16,270	16,270	19,483	12,963
4724 RESIDENTIAL COLLECTION	2,034,451	1,964,552	2,654,682	2,083,049	2,271,958	2,260,123
4725 FRONT-LOAD COMMERCIAL COLLECT	3,144,480	2,857,040	3,074,158	3,042,732	3,252,899	3,185,576
4726 DDA REFUSE CANS COLLECTION	54,472	68,801	22,189	80,108	125,487	128,169
4727 CARTS RPR/D/DIST	23,461	28,086	32,363	32,774	16,231	16,666
4729 STUDENT MOVE IN/OUT	39,617	35,787	50,400	48,890	50,400	50,400
4730 DROP OFF STATION STAFFED	5,023	31,128	6,500	20,030	20,500	20,500
4732 SINGLE FAMILY RECYCLING	1,860,250	2,111,435	1,846,202	1,912,462	1,885,321	1,840,098
4733 MULTI FAMILY RECYCLING	660,024	687,042	713,416	706,667	699,977	720,977
4734 COMMERCIAL RECYCLING	614,591	666,061	671,329	637,557	686,392	599,194
4749 YARDWASTE COLLECTION	1,237,208	1,044,245	1,095,500	1,121,850	1,348,515	1,357,914
4764 RECYCLING PROCESSING	3,459,206	2,556,234	2,707,866	2,554,328	2,522,156	2,533,852
4919 MAINTENANCE - LANDFILL	463,618	332,924	379,065	374,668	386,394	391,544
6210 OPERATIONS	266,942	220,077	239,181	239,795	453,294	335,721
6362 PARK REFUSE	115,046	153,955	96,403	143,653	169,508	172,265
7060 OUTSTATIONS	6,138	838	700	850	850	850
Total	\$14,037,680	\$13,479,162	\$15,342,720	\$14,619,143	\$15,388,041	\$15,041,688

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	106,422	941,248	962,006	212,409	-	-
Total	\$106,422	\$941,248	\$962,006	\$212,409	-	-

Summary of Street Maintenance and Traffic Control

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	2,534,780	2,535,874	2,414,898	2,471,088	2,680,588	2,682,106
1100 FRINGE BENEFITS	689,904	681,204	721,308	721,308	918,865	939,748
1935 GIS	9,609	10,002	16,500	16,500	10,888	11,129
3360 PLANNING	246	24,622	69,923	47,091	72,012	73,131
4112 LOCAL SIGN MANUFACTURE	37,088	36,800	35,312	32,130	35,627	38,761
4117 LOCAL ST PAVEMENT MARKING	36,910	51,239	110,373	109,940	51,677	52,025
4119 LOCAL TRAFFIC SIGNS	79,566	74,011	86,454	75,079	91,655	93,245
4122 RRFB						
INSTALLATION/MAINTENANCE	(703)	14,834	76,984	68,142	68,097	68,583
4123 SIGNAL INSTALLATION/REBUILD	14,090	65,206	202,676	203,947	219,875	195,653
4124 TRAFFIC SIGNAL MAINTENANCE	318,929	314,996	477,397	467,752	475,779	480,046
4125 SIGNAL PREVENT MAINT	75,031	57,048	47,909	55,900	49,760	51,239
4126 SIGNAL EMERGENCY REPAIR	167,961	154,948	194,377	192,600	184,854	188,633
4127 SIGNAL SYSTEM CONTROL	215,344	534,991	251,896	418,545	473,838	483,776
4128 SIGNAL SHOP WORK	22,481	32,932	25,673	27,330	26,625	27,484
4129 GRID EXPANSION/MAINTENANCE	11	-	-	-	-	-
4135 SIGN SHOP WORK	6,091	4,150	6,916	6,889	6,551	6,758
4136 SIGN, WORK FOR OTHERS	72,004	93,699	39,706	25,841	84,286	87,122
4137 TRAFFIC CALMING	24,720	40,233	37,517	38,294	123,161	123,567
4142 MAJOR SIGN MANUFACTURE	31,574	31,839	23,597	35,761	24,841	25,682
4146 FOOTBALL/SPECIAL EVENTS	104,503	82,183	130,247	203,488	157,513	157,720
4147 MAJOR ST PAVEMENT MARKING	179,886	282,114	334,389	352,392	369,044	369,434
4149 MAJOR TRAFFIC SIGNS	102,087	104,952	122,831	129,395	133,711	133,251
4150 SCHOOL ZONE SAFETY-TRAFFIC ENGIN	11,151	19,423	55,389	18,734	53,460	54,202
4151 PEDESTRIAN SAFETY-TRAFFIC ENGINE	18,353	15,121	55,386	27,841	53,459	54,200
4152 SCHOOL ZONE SFTY PVMT MARK MAJOR	-	629	11,500	11,635	26,500	26,500
4153 PEDESTRIAN SFTY PVMT MARK LOCAL	-	-	4,200	4,200	3,500	3,500
4154 SCHOOL ZONE SFTY SIGN INST MAJOR	5,755	48,946	11,474	5,547	11,715	11,930
4155 SCHOOL ZONE SFTY SIGN INST LOCAL	-	1,510	2,500	3,386	3,851	3,713
4156 PEDS SAFETY SIGN INSTALL - MAJOR	-	25,724	6,618	39,626	175,664	26,737
4157 PEDS SAFETY SIGN INSTALL - LOCAL	-	570	2,500	676	1,695	1,732
4158 SCHOOL ZONE SFTY PVT MARK-LOCAL	-	-	17,540	17,540	15,000	15,000
4159 PEDS SFTY PVMT MARK-MAJOR	-	-	70,500	70,500	50,000	50,000
4183 TRUNKLINE CONSTRUCTION	659	141	921	910	873	900
4184 TRUNKLINE SIGNAL INSTALL	19,369	2,487	3,421	3,299	2,374	2,400
4185 TRUNKLINE PREV MAINT	19,485	20,158	14,185	24,064	13,452	13,865
4186 TRUCKLINE EMERG REPAIR	31,526	19,354	30,334	27,889	23,102	23,514
4187 TRUNKLINE SYSTEM CONTROL	5,843	2,736	7,089	6,885	5,493	5,605
4209 LOCAL GRADING	185,397	114,768	206,445	340,459	113,850	116,092
4210 LOCAL BASE REPAIR/OVERLAY	408,669	331,019	460,397	375,000	361,027	366,036
4211 LOCAL STREET SWEEPING	225,003	272,557	538,132	412,020	501,642	507,535
4212 LOCAL POTHOLE REPAIR	134,635	147,890	142,010	194,830	239,087	234,875
4215 LOCAL SALTING/PLOWING	207,582	539,749	242,813	344,629	275,843	290,326
4217 LOCAL PAVEMENT EVALUATION	10,163	15,300	460	906	1,351	1,420
4218 LOCAL SURFACE TREATMENT	216,129	20,072	2,660,151	2,535,266	3,264,382	817,946
4219 LOCAL TRAFFIC COUNTS	20,018	9,953	37,606	37,560	30,405	30,680
4222 POTHOLE REPAIR	317,474	353,455	271,768	315,697	453,474	439,609

4227 PAVEMENT EVALUATION	25,648	47,155	21,301	26,487	21,451	21,520
4229 TRAFFIC COUNTS	24,031	15,546	33,872	21,961	50,020	52,181
4231 BR 23 SWEEPING	952	905	1,093	1,232	741	767
4232 BR 23 POTHOLE REPAIR	2,172	4,480	6,517	4,695	4,947	5,090
4235 BR 23 WINTER MAINTENANCE	7,960	12,164	10,468	9,478	9,206	9,327
4239 BR 23 TRAFFIC SIGNS	1,806	686	1,357	1,341	1,401	1,438
4240 MAJOR BASE REPAIR/OVERLAY	176,007	148,994	379,103	199,427	232,579	237,772
4245 MAJOR SALTING/PLOWING	372,248	850,838	729,382	586,495	1,024,852	891,151
4248 MAJOR SURFACE TREATMENT	171,694	337,470	2,988,483	2,904,191	2,476,263	2,016,008
4251 STREET SWEEPING	277,732	280,319	213,487	295,689	252,307	254,608
4252 BRIDGE MAINTENANCE & REPAIR	11,705	3,721	69,952	44,639	59,517	61,381
4253 SHOULDER MAINTENANCE	11,985	11,244	20,152	15,203	15,702	15,702
4254 MISC CONCRETE REPAIRS	4,208	8,238	39,401	39,300	39,401	39,401
4255 SIDEWALK RAMPS	72,142	86,196	95,000	107,000	105,000	108,150
4256 SHOP WORK	1,167	369	-	4,975	1	1
4257 ENG SERVICES/INSPECTIONS	65,461	51,568	74,105	65,249	72,208	74,055
4258 WORK FOR OTHERS	2,123	13,518	2,693	2,520	1	1
4259 MISC. ROW MAINTENANCE	817	289,857	449,049	459,812	107,688	107,728
4261 RIGHT-OF-WAY/MAINTENANCE & REP	8,196	66,712	105,617	114,950	113,903	114,609
4263 RIGHT OF WAY MAINT - ENGINEERING	13	-	-	-	-	-
4520 TRAFFIC OPERATIONS	294,762	355,038	805,425	517,013	973,931	327,286
4542 ENGINEERING - ROADS	-	-	12,179	-	-	-
4573 UNDERGROUND UTILITY LOCATION	-	-	50,000	-	-	-
4940 BR 94 BASE REPAIR	9,341	1,348	4,893	14,218	5,001	5,001
4941 BR 94 SWEEPING	6,786	336	1,193	2,287	741	767
4942 BR 94 POTHOLE REPAIR	8,767	4,824	6,477	5,677	4,947	5,090
4943 BR 94 SHOULDER MAINTENANCE	8,023	-	25,000	15,000	25,000	25,000
4945 BR 94 WINTER MAINITENANCE	39,199	56,277	28,953	45,108	33,706	33,827
4949 BR 94 TRAFFIC SIGNS	1,972	2,194	2,666	2,784	2,856	2,932
6222 SNOW & ICE CONTROL	84,555	82,352	102,789	116,168	107,771	108,250
6320 TRIMMING	-	2,237	-	-	-	-
6328 ROW MAINTENANCE	25,913	34,402	101,981	115,466	178,497	178,433
6330 ROW VEGETATION/BRUSH CLEARANCE	45,108	26,204	46,523	52,789	36,324	36,805
7011 CALL CENTER	6,639	8,641	6,754	5,831	8,685	8,960
7015 STUDY/PLANNING	83,227	76,692	87,607	-	-	-
7016 DESIGN	-	29,812	114,865	45,000	-	-
7017 CONSTRUCTION	-	4,419,846	379,615	570,352	-	-
7018 FIELD OPS CHARGES	-	2,888	-	-	-	-
7019 PUBLIC ENGAGEMENT	8,369	43,974	23,566	26,640	63,103	64,357
7021 PARTNERSHIPS	189	20,919	7,960	6,564	-	-
7022 DEVELOPMENT PROCESS	-	4,261	11,460	11,268	3,125	3,176
7023 PROGRAM MANAGEMENT	61	8,708	-	-	-	-
7024 ASSET MANAGEMENT	316	44,323	59,091	61,592	49,843	50,621
9000 CAPITAL OUTLAY	4,577	288,699	1,484,547	782,950	295,000	395,000
9500 DEBT SERVICE	765,023	765,553	761,283	761,283	761,412	761,293
Total	\$9,190,217	\$15,698,947	\$19,646,081	\$18,581,145	\$19,077,576	\$15,403,098

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Public Works

Service Unit Manager: Molly Maciejewski

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Maintain streets to maximize asset life and ensure safe vehicular travel.	●		●	●	●		Sweep protected bike lanes twice per month, bike lanes on major roads once per month.	N/A	N/A	N/A	100%
							Complete 2 fall street sweeping cycles.	Yes	Yes	No	Yes
							90% of citizen reported potholes patched within 72 hours.	76%	68%	77%	90%
Maintain systems to maximize asset life, protect water quality and minimize disruption in service.	●		●	●	●		No more than 4.5 City caused backups per 100 miles of pipe annually.	25	17	17 (4.64/100)	16.5
							85% of hydrants repaired within 2 weeks.	N/A	N/A	N/A	85%
							Clean 20% (49 Miles) of the City's 24" and smaller stormwater pipe and all swirl concentrators.	10%	12%	21%	20%
							>90% satisfied with storm drainage as reported on National Citizen Survey.	N/A	N/A	80%	N/A*
							Complete acoustic inspections at 50% of crosslots.	N/A	N/A	16%	50%
Collect trash, recycling and compost in a safe, efficient and timely manner.	●		●	●	●	●	90% of alleys serviced on scheduled collection day.	N/A	N/A	N/A	90%
							0 vehicular accidents per month.	N/A	1.75	1.25	0
							99% of residential trash and compost routes completed on scheduled collection day.	N/A	N/A	N/A	99%
							>90% satisfied with garbage collection services as reported on National Citizen Survey.	N/A	N/A	90%	N/A*
							>90% satisfied with recycling services as reported on National Citizen Survey.	N/A	N/A	86%	N/A*
							Tons material landfilled.	N/A	55,196	52,781	<FY19
Maintain and improve the health of the urban forest.	●		●	●	●		Prune 10% of the City's street trees.	3%	10%	10%	10%
							100% of the planned 1000 ROW plantings completed.	100%	100%	100%	100%
							Reduce the backlog of street tree stumps greater than 6" by 50%.	N/A	N/A	30%	50%

* National Citizen's Survey is conducted every two years.

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

PUBLIC SERVICES AREA
PUBLIC WORKS

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
PROGRAM ADMINISTRATOR	403199	1.00	1.00
SOLID WASTE & REC COORD	403170	1.00	1.00
ADMIN ASSISTANT LVL 2	110024	0.50	0.50
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
APPLICATION SPECIALIST	401760	1.00	1.00
BUDGET ANALYST	000400	0.60	0.60
CIVIL ENGINEER IV	403840	1.05	1.05
COMM STANDARD OFFICER I	118504	1.00	1.00
CST PPSM IV	112930	0.25	0.25
FIELD OP ASST MANAGER	401140	2.00	2.00
FIELD OPER TECH I - INFRA	112804	13.00	13.00
FIELD OPER TECH II - INFR	112814	7.00	7.00
FIELD OPER TECH III -INFR	112824	9.00	9.00
FIELD OPER TECH III-FOR/P	112874	1.00	1.00
FIELD OPER TECH IV - INFR	112834	20.00	20.00
FIELD OPER TECH IV-FOR/PA	112884	5.00	5.00
FIELD OPER TECH V - INFRA	112844	12.00	12.00
FIELD OPER TECH V-FOR/PA	112894	1.00	1.00
FIELD OPERATIONS MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV I	192100	1.00	1.00
FIELD OPERATIONS SUPV IV	192130	1.00	1.00
FINANCIAL ANALYST-BUDGET	401720	1.00	1.00
FLEET & FAC SUPV II	190014	0.05	0.05
INVENTORY CONTROL ACCOUNT MANAGEMENT ASSISTANT	110700 000200	1.00 1.00	1.00 1.00
PUBLIC WORKS SUPV II	192111	1.00	1.00
PUBLIC WORKS SUPV III	192120	2.00	2.00
PUBLIC WORKS SUPV V	192141	1.00	1.00
PW SUPV I	192101	1.00	1.00
SW COMPLIANCE SPECIALIST	000500	1.00	1.00
SYSTEMS PLANNING MANAGER	401320	0.15	0.00
TREE TRIMMER I	112851	1.00	1.00
URBAN FORESTRY & NAT RES	401620	1.00	1.00
Total		92.60	92.46

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PUBLIC SERVICES AREA

SYSTEMS PLANNING

Systems Planning staff bring together diverse backgrounds and experience in: urban and regional planning, community engagement, geographic information systems (GIS), regulatory compliance, municipal engineering, sanitary sewer, drinking water, stormwater and water resources, floodplain and watershed management, soil erosion and sedimentation control, and natural features management. These extensive skills and expertise are utilized in several programs, processes and projects, including: utility system modeling, spatial data management, support for the implementation of GIS-based work management systems throughout the service area, community engagement efforts to support units throughout the organization, program and policy development to optimize service levels, environmental benefit, public investment, capital planning and budgeting, asset management programming and implementation support for multiple areas across the organization, and maintaining infrastructure standards and specifications for facilities and activities within the Public Services Area.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	73,586	76,045	80,500	57,060	49,500	49,500
LICENSES, PERMITS & REGISTRATIONS	71,425	163,356	75,000	145,000	120,000	120,000
MISCELLANEOUS REVENUE	4,935	3,080	3,000	1,725	150	150
OPERATING TRANSFERS IN	457,176	505,152	-	-	-	-
PRIOR YEAR SURPLUS	-	-	301,933	-	-	-
SPECIAL ASSESSMENTS	17,012	5,375	-	-	-	-
Total	\$624,134	\$753,008	\$460,433	\$203,785	\$169,650	\$169,650

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
MAJOR STREET (0021)	-	-	-	150	150	150
WATER SUPPLY SYSTEM (0042)	74,918	169,356	80,500	157,500	132,000	132,000
SEWAGE DISPOSAL SYSTEM (0043)	3,775	11,652	121,885	2,060	-	-
ALTERNATIVE TRANSPORTATION (0061)	474,188	510,527	-	75	-	-
STORMWATER SEWER SYSTEM FUND (0069)	71,253	61,473	258,048	44,000	37,500	37,500
Total	\$624,134	\$753,008	\$460,433	\$203,785	\$169,650	\$169,650

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,196,127	1,339,926	1,073,658	926,587	1,050,613	882,852
PAYROLL FRINGES	718,625	787,872	540,427	547,066	485,686	477,327
OTHER SERVICES	875,567	986,422	1,404,410	1,071,093	1,373,247	1,445,570
MATERIALS & SUPPLIES	54,200	15,326	16,550	13,350	19,250	18,750
OTHER CHARGES	259,442	393,983	364,742	358,810	271,754	267,119
PASS THROUGHS	65,287	22,073	-	-	125,000	125,000
EMPLOYEE ALLOWANCES	10,285	11,332	8,226	9,630	7,972	7,308
Total	\$3,179,533	\$3,556,934	\$3,408,013	\$2,926,536	\$3,333,522	\$3,223,926

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	65,910	226,568	-	-	40,000	40,000
MAJOR STREET (0021)	134,807	166,052	117,221	117,221	140,360	133,206
LOCAL STREET (0022)	4,057	13,584	21,500	20,007	18,891	19,246
WATER SUPPLY SYSTEM (0042)	709,789	696,824	732,672	732,543	674,375	620,945
SEWAGE DISPOSAL SYSTEM (0043)	781,672	828,665	674,286	668,504	462,409	406,656
ALTERNATIVE TRANSPORTATION (0061)	130,482	187,856	32,038	32,038	35,143	35,423
STORMWATER SEWER SYSTEM FUND (0069)	868,780	1,087,890	1,772,564	1,298,421	1,910,341	1,916,118
SOLID WASTE (0072)	484,036	349,495	57,732	57,802	52,003	52,332
Total	\$3,179,533	\$3,556,934	\$3,408,013	\$2,926,536	\$3,333,522	\$3,223,926

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
SYSTEMS PLANNING	16.50	16.83	11.23	10.85	10.00
Total	16.50	16.83	11.23	10.85	10.00

PUBLIC SERVICES AREA
SYSTEMS PLANNING

REVENUES

Charges for Services - This reflects a decrease in non-residential grading permit inspections.

Licenses, Permits & Registrations - This reflects an increase in site plan reviews.

Prior Year Surplus - The budget reflects a decrease associated with a reduction in planned projects that require a use of fund balance.

EXPENSES

Personnel Services - The FY 2020 decrease is reflective of the re-allocation of staff efforts to other service units.

Payroll Fringes - The decrease is reflective of the re-allocation of staff efforts.

Other Charges - This reflects a decrease in IT costs in the Water and Sewer Funds.

Pass Throughs - The FY 2020 increase is attributable to the cost re-allocation of the Community Services Stormwater education and outreach support from Administration.

**PUBLIC SERVICES AREA
SYSTEMS PLANNING**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	65,287	21,056	-	-	-	-
3360 PLANNING	-	14,504	-	-	-	-
7019 PUBLIC ENGAGEMENT	-	18,253	-	-	40,000	40,000
7021 PARTNERSHIPS	180	47,817	-	-	-	-
7022 DEVELOPMENT PROCESS	-	8,227	-	-	-	-
7023 PROGRAM MANAGEMENT	148	77,138	-	-	-	-
7024 ASSET MANAGEMENT	296	39,573	-	-	-	-
Total	\$65,911	\$226,568	-	-	\$40,000	\$40,000

Expenses by Activity (0021 MAJOR STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	120,074	22,830	20,144	14,664	32,292	23,169
1935 GIS	5,553	4,931	10,000	10,000	4,291	4,373
3360 PLANNING	246	24,622	-	-	-	-
7019 PUBLIC ENGAGEMENT	8,369	43,974	23,566	26,640	63,103	64,357
7021 PARTNERSHIPS	189	20,919	7,960	6,564	-	-
7022 DEVELOPMENT PROCESS	-	4,261	11,460	11,268	3,125	3,176
7023 PROGRAM MANAGEMENT	61	8,708	-	-	-	-
7024 ASSET MANAGEMENT	316	35,809	44,091	48,085	37,549	38,131
Total	\$134,808	\$166,054	\$117,221	\$117,221	\$140,360	\$133,206

Expenses by Activity (0022 LOCAL STREET)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1935 GIS	4,056	5,071	6,500	6,500	6,597	6,756
7024 ASSET MANAGEMENT	-	8,514	15,000	13,507	12,294	12,490
Total	\$4,056	\$13,585	\$21,500	\$20,007	\$18,891	\$19,246

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	705,236	249,778	299,697	260,721	194,722	133,101
3360 PLANNING	209	19,074	25,019	27,150	15,473	15,729
7019 PUBLIC ENGAGEMENT	504	25,561	12,608	20,350	33,642	33,694
7021 PARTNERSHIPS	558	53,354	59,607	45,502	38,671	39,153
7022 DEVELOPMENT PROCESS	893	132,913	151,943	151,544	128,565	131,823
7023 PROGRAM MANAGEMENT	101	5,012	7,406	7,372	4,823	4,926
7024 ASSET MANAGEMENT	2,291	211,131	176,392	219,904	258,479	262,519
Total	\$709,792	\$696,823	\$732,672	\$732,543	\$674,375	\$620,945

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	778,594	168,711	295,215	185,456	120,424	58,139
3360 PLANNING	209	14,509	25,015	23,826	7,852	7,981
7019 PUBLIC ENGAGEMENT	276	24,848	28,529	29,078	23,855	24,230
7021 PARTNERSHIPS	365	53,831	39,245	37,839	34,952	37,354
7022 DEVELOPMENT PROCESS	-	10,726	23,451	11,412	17,180	17,459
7023 PROGRAM MANAGEMENT	101	6,762	7,406	7,372	6,350	6,478
7024 ASSET MANAGEMENT	2,130	549,281	255,425	373,521	251,796	255,015
Total	\$781,675	\$828,668	\$674,286	\$668,504	\$462,409	\$406,656

Expenses by Activity (0061 ALTERNATIVE TRANSPORTATION)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	123,834	57,929	-	-	-	-
3360 PLANNING	246	32,080	-	-	-	-
7019 PUBLIC ENGAGEMENT	5,959	26,340	25,921	24,684	24,888	25,084
7021 PARTNERSHIPS	184	37,339	-	-	-	-
7023 PROGRAM MANAGEMENT	123	16,183	-	-	-	-
7024 ASSET MANAGEMENT	138	17,980	6,117	7,354	10,255	10,339
Total	\$130,484	\$187,851	\$32,038	\$32,038	\$35,143	\$35,423

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	862,681	245,017	373,565	117,282	150,976	104,592
3360 PLANNING	698	43,780	48,426	34,844	28,871	29,352
7019 PUBLIC ENGAGEMENT	1,681	170,453	218,058	213,770	297,888	298,939
7021 PARTNERSHIPS	501	75,149	588,526	317,093	682,850	669,822
7022 DEVELOPMENT PROCESS	595	73,520	56,332	72,103	91,668	95,321
7023 PROGRAM MANAGEMENT	638	77,054	45,200	101,360	116,812	99,227
7024 ASSET MANAGEMENT	1,989	402,915	322,457	321,969	196,276	273,865
7090 BEST MGMT PRACTICES/GREEN INFRAS	-	-	120,000	120,000	345,000	345,000
Total	\$868,783	\$1,087,888	\$1,772,564	\$1,298,421	\$1,910,341	\$1,916,118

Expenses by Activity (0072 SOLID WASTE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	482,770	194,073	9,803	9,803	10,102	9,815
3360 PLANNING	-	24,369	-	-	-	-
7019 PUBLIC ENGAGEMENT	543	37,249	41,931	42,001	32,008	32,472
7021 PARTNERSHIPS	300	19,187	-	-	-	-
7023 PROGRAM MANAGEMENT	-	51,056	-	-	-	-
7024 ASSET MANAGEMENT	424	23,560	5,998	5,998	9,893	10,045
Total	\$484,037	\$349,494	\$57,732	\$57,802	\$52,003	\$52,332

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Systems Planning

Service Unit Manager: Marti Praschan

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide program management.	●			●			N/A	Allen - 5	Allen - 5	Allen - 6	
							N/A	Malletts - 27	Malletts - 27	Malletts - 27	
							N/A	Swift Run - 18	Swift Run - 18	Swift Run - 20	
							N/A	Huron - 48	Huron - 48	Huron - 48	
							N/A	Traver - 34	Traver - 34	Traver - 35	
							N/A	Millers - 21	Millers - 21	Millers - 21	
							N/A	Fleming - 73	Fleming - 73	Fleming - 73	
Support public engagement of City projects and initiatives.	●			●	●		N/A	403 Mil. Gal	403 Mil. Gal	404 Mil. Gal	
							N/A	N/A	v	v	
Manage City's Asset Management Plans/Efforts.	●	●			●		Maintain or improve the overall condition assessment score for the Sanitary Sewer Collection System. (low of 5 - high of 1)	N/A	N/A	2.15	2.15
							Maintain or improve the overall condition assessment score for the Stormwater System. (low of 5 - high of 1)	N/A	N/A	1.79	1.79
							Establish an improving trend in overall average risk score for the Sanitary Sewer Collection System. (low of 100 - high of 1)	N/A	N/A	10.1	10
							Establish an improving trend in overall average risk score for the Stormwater System. (low of 100 - high of 1)	N/A	N/A	14.2	14
							Implement 75% of Sanitary Collection System, Water Distribution System, and Stormwater Conveyance System Capital Reinvestment Recommendations in the CIP.	N/A	N/A	75%	75%
Support private development efforts within the City.	●	●		●			Complete review of 80% of site plans within 2 weeks.	92%	85%	80%	80%
							Complete 90% of residential grading permit reviews within one week.	N/A	N/A	90%	90%

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

PUBLIC SERVICES AREA
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	0.20	0.20
ADMIN ASSISTANT LVL 5	110054	0.25	0.25
CIVIL ENGINEER III	403620	0.15	0.15
CIVIL ENGINEER IV	403840	0.18	0.18
GIS ANALYST	401710	1.00	1.00
GIS SPECIALIST	000960	1.00	1.00
LAND DEVELOPMENT COORDIN	114420	1.00	1.00
PRIVATE DEVELOPMENT COORD	403880	0.40	0.40
STORMWATER/FLOODPLAIN CO	401630	1.00	1.00
SYSTEMS PLAN ANALYST II	401870	1.90	1.90
SYSTEMS PLANNING ENG IV	403830	1.92	1.92
SYSTEMS PLANNING MANAGER	401320	0.85	0.00
WATER QUALITY MANAGER	403820	1.00	1.00
Total		10.85	10.00



PUBLIC SERVICES AREA

WASTEWATER TREATMENT

Wastewater Treatment Services is responsible for the effective pumping, treatment and environmentally acceptable discharge of the wastewater generated by the Ann Arbor community. Wastewater Treatment Services operates and maintains the City's Wastewater Treatment Plant and eight sewage lift stations located around the City. In addition, Wastewater Treatment Services manages the Industrial Pretreatment Program to assure that wastewater discharged to the sanitary sewer system will not be harmful to the public, employees, environment or equipment.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
MISCELLANEOUS REVENUE	(592)	116,452	1,050	1,050	1,050	1,050
Total	(\$592)	\$116,452	\$1,050	\$1,050	\$1,050	\$1,050

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
SEWAGE DISPOSAL SYSTEM (0043)	(592)	116,452	1,050	1,050	1,050	1,050
Total	(\$592)	\$116,452	\$1,050	\$1,050	\$1,050	\$1,050

**PUBLIC SERVICES AREA
WASTEWATER TREATMENT**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	2,279,952	2,302,139	2,614,296	2,605,888	2,846,538	2,754,146
PAYROLL FRINGES	1,462,488	1,557,669	1,567,001	1,566,709	1,524,216	1,610,262
OTHER SERVICES	2,184,873	2,387,823	3,519,823	3,335,216	3,402,748	3,288,298
MATERIALS & SUPPLIES	731,942	721,826	853,224	864,254	827,580	836,400
OTHER CHARGES	4,414,132	4,680,279	6,745,443	6,736,619	7,077,940	7,276,427
PASS THROUGH	-	-	-	-	55,588	57,256
CAPITAL OUTLAY	56,291	30,491	-	-	-	-
EMPLOYEE ALLOWANCES	5,527	6,450	2,494	2,494	2,645	2,684
Total	\$11,135,205	\$11,686,677	\$15,302,281	\$15,111,180	\$15,737,255	\$15,825,473

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
SEWAGE DISPOSAL SYSTEM (0043)	11,135,205	11,686,677	15,302,281	15,111,180	15,737,255	15,825,473
Total	\$11,135,205	\$11,686,677	\$15,302,281	\$15,111,180	\$15,737,255	\$15,825,473

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
WASTEWATER TREATMENT	34.85	35.33	35.72	35.94	35.99
Total	34.85	35.33	35.72	35.94	35.99

PUBLIC SERVICES AREA
WASTEWATER TREATMENT SERVICES UNIT

EXPENSES

Personnel Services - The FY 2020 increased costs are reflective of anticipated severance costs for retiring staff.

Payroll Fringes - The decrease is reflective of reduced employee medical and VEBA costs.

Other Services - The FY 2020 decrease is attributable to a decrease of professional services utilized for study needs.

Other Charges - The increase is due to increased depreciation costs associated with the plant renovation as well as increased costs for retiree medical and IT.

Pass Throughs - The increase reflects costs for lab services provided by the Water Treatment Services Unit.

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Expenses by Activity (0043 SEWAGE DISPOSAL SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	890,389	947,218	1,286,503	1,213,600	1,294,579	1,162,643
1100 FRINGE BENEFITS	413,389	469,794	498,084	498,084	586,985	598,424
7031 REVOLVING EQUIPMENT	37,692	56,531	55,914	57,808	36,539	36,832
7043 PLANT	8,254,201	8,559,689	11,312,984	11,234,392	11,681,538	11,676,949
7051 STATION	34,947	59,212	48,900	103,700	44,000	45,000
7053 LAB	351,371	336,520	370,061	365,261	425,710	440,228
7055 SOLIDS	1,106,395	1,237,582	1,690,100	1,600,500	1,580,500	1,827,800
7057 INDUSTRIAL PRETREAT	8,887	9,310	26,150	26,150	26,150	26,150
7060 OUTSTATIONS	37,935	10,826	13,585	11,685	61,254	11,447
Total	\$11,135,206	\$11,686,682	\$15,302,281	\$15,111,180	\$15,737,255	\$15,825,473

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Wastewater Treatment Services

Service Unit Manager: Earl Kenzie

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
The WWTSU operates and maintains the WWTP to ensure continuous treatment of sanitary and industrial wastewater that meets or exceeds regulatory standards before discharge to the Huron River.	●						99% compliance with daily NPDES permit limits.	99% (4/365)	99%	99%	100%
							No bypass of untreated wastewater to the Huron River or backups from lift stations to private property or the environment due to equipment failures.	0 SSO	1 SSO	1 SSO	0 SSO
							Complete >75% of monthly preventive and corrective maintenance work orders on time.	80%	93%	>90%	>90%
							>90% satisfied with sewer services as reported on National Citizen Survey.	N/A	N/A	89%	N/A*
The WWTSU manages the reuse and disposal of biosolids in an environmentally sustainable manner.	●						Land apply all biosolids from May through November, weather permitting.	100%	100%	100%	100%
The WWTSU continues to raise public awareness of wastewater treatment.				●			> 100 attendees of annual open house.	N/A	221	221	>100
							> 250 people attending tours annually.	20	93	146	>250
The WWTSU ensures that all staff have sufficient technical and safety training and skills to meet performance expectations of their positions and teams.						●	100% of staff have up to date safety training.	100%	100%	100%	100%
							WWTP staff annually create a career development plan (training/continuing education, leadership topics).	Ongoing	100%	100%	100%
The WWTSU assesses infrastructure needs, develops a sustainable capital improvement plan, executes and implements capital projects identified in two-year budget cycle.	●	●					Create asset management plan & use as the basis for capital improvement plan.	N/A	N/A	N/A	Create plan
							Maintain project schedule and budget for capital projects (lift station replacements, headworks improvements, clearwall replacement.)	N/A	N/A	Schedule - 100% Budget - 100%	Schedule - 100% Budget - 100%

* National Citizen's Survey is conducted every two years.

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

PUBLIC SERVICES AREA
WASTEWATER TREATMENT

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 2	110024	1.00	1.00
ADMIN ASSISTANT LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	0.99	0.99
CIVIL ENGINEER V	401330	0.95	1.00
ELEC & CONTROL TECH III	116234	2.00	2.00
ELEC & CONTROL TECH IV	116244	1.00	1.00
ENVIRON LAB ANALYST III	110334	1.89	1.89
ENVIRON LAB ANALYST IV	110344	0.62	0.62
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
WATER UTIL MAIN SUPER III	197460	1.00	1.00
WATER UTIL SUPV III	197500	3.00	3.00
WATER UTILITY SUPV II	197411	1.00	1.00
WATER UTILITY SUPV III	197421	1.00	1.00
WATER UTILITY TECH I	117400	6.00	6.00
WATER UTILITY TECH I	117401	1.00	1.00
WATER UTILITY TECH II	117410	1.00	1.00
WATER UTILITY TECH III	117420	3.00	3.00
WATER UTILITY TECH IV	117430	1.00	1.00
WATER UTILITY TECH IV	117431	1.00	1.00
WATER UTILITY TECH V	117441	4.00	4.00
WWTP MANAGER	401300	0.99	0.99
Total		35.94	35.99

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PUBLIC SERVICES AREA

WATER TREATMENT

Water Treatment Services is primarily responsible for the treatment and supply of safe drinking water to the citizens of Ann Arbor and portions of Ann Arbor and Scio Townships. Water Treatment Services also works collaboratively with local partners and state agencies to advocate for the protection of the City's source water supplies. Water Treatment Services operates and maintains the City's source water facilities, water treatment plant, six finished water storage facilities and four remote pumping stations. Water Treatment Services is also responsible for the operation and maintenance of four dams and two hydroelectric power generation facilities, and provides laboratory services for internal and external drinking water, wastewater and storm water customers. The Water Treatment Service Unit serves as the afterhours Customer Service Call Center.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	420,424	416,633	410,000	125,000	425,000	425,000
CONTRIBUTIONS	64,400	69,707	-	-	-	-
LICENSES, PERMITS & REGISTRATIONS	10,380	2,000	-	6,000	-	-
MISCELLANEOUS REVENUE	12,080	45,765	-	209,569	-	-
OPERATING TRANSFERS IN PRIOR YEAR SURPLUS	27,729	100,000	-	-	55,588	57,256
TAXES	-	-	1,197,885	-	-	-
	-	-	-	-	-	574,200
Total	\$535,013	\$634,105	\$1,607,885	\$340,569	\$480,588	\$1,056,456

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	446,213	406,408	602,829	131,000	425,000	425,000
WATER SUPPLY SYSTEM (0042)	88,800	127,697	1,005,056	209,569	55,588	57,256
GENERAL CAPITAL FUND (00CP)	-	100,000	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	574,200
Total	\$535,013	\$634,105	\$1,607,885	\$340,569	\$480,588	\$1,056,456

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,880,602	2,182,290	2,157,902	2,130,806	2,302,852	2,265,582
PAYROLL FRINGES	1,115,386	1,238,211	1,258,178	1,250,192	1,239,613	1,305,597
OTHER SERVICES	1,962,227	2,523,552	2,229,919	2,450,975	2,380,117	2,420,466
MATERIALS & SUPPLIES	1,470,617	1,593,565	2,287,854	2,105,550	1,810,266	1,979,896
OTHER CHARGES	3,781,704	4,185,533	3,914,126	3,918,801	4,787,155	5,001,999
PASS THROUGHS	270,000	600,000	226,260	176,260	200,000	50,000
CAPITAL OUTLAY	170,152	95,482	125,000	130,000	145,000	280,000
EMPLOYEE ALLOWANCES	6,408	7,185	2,873	6,368	4,073	4,073
Total	\$10,657,096	\$12,425,818	\$12,202,112	\$12,168,952	\$12,869,076	\$13,307,613

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	529,329	848,144	674,187	529,981	1,007,970	440,794
WATER SUPPLY SYSTEM (0042)	10,120,620	11,469,343	11,503,422	11,630,712	11,833,395	12,263,438
STORMWATER SEWER SYSTEM FUND (0069)	7,147	8,331	24,503	8,259	27,711	29,181
GENERAL CAPITAL FUND (00CP)	-	100,000	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	574,200
Total	\$10,657,096	\$12,425,818	\$12,202,112	\$12,168,952	\$12,869,076	\$13,307,613

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
WATER TREATMENT	25.71	27.31	27.31	27.76	27.76
Total	25.71	27.31	27.31	27.76	27.76

PUBLIC SERVICES
WATER TREATMENT SERVICES

REVENUES

Charges for Services - This reflects the volatile nature of the hydroelectric revenue, which is dependent on water flow.

Operating Transfers In - The FY 2020 increase is reflective of the payment of lab services provided to the Wastewater Treatment Services Unit.

Prior Year Surplus - The budget reflects a decrease associated with a reduction in planned projects that require a use of fund balance.

EXPENSES

Personnel Services - The increase is reflective of increased staffing levels.

Other Services - The FY 2020 increase is attributable to the increase of professional and contracted services.

Materials & Supplies - FY 2020 decrease is reflective of the decrease in chemical costs related to one-time increased carbon change-outs.

Other Charges - This reflects increased depreciation costs as well as increased IT costs.

Pass Throughs - The decrease is reflective of the decrease of general fund capital projects.

**PUBLIC SERVICES AREA
WATER TREATMENT**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	83,101	57,417	134,170	77,062	85,337	85,921
4160 BARTON DAM	-	77,131	282,986	235,957	66,940	68,323
4162 SUPERIOR DAM	-	53,114	133,181	86,733	135,916	139,123
7020 CELL TOWER ADMINISTRATION	19,151	112,007	113,850	118,229	133,877	135,377
7091 MAINTENANCE - HYDROPOWER	412,150	537,128	-	-	574,200	-
7099 RECREATIONAL DAMS	14,924	11,349	10,000	12,000	11,700	12,050
Total	\$529,326	\$848,146	\$674,187	\$529,981	\$1,007,970	\$440,794

Expenses by Activity (0042 WATER SUPPLY SYSTEM)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,246,565	1,456,332	1,306,847	1,344,173	1,653,888	1,608,214
4160 BARTON DAM	-	70,522	55,031	87,083	58,362	58,968
4161 STEERE FARM WELL-FIELD	-	35,478	85,167	103,665	57,287	57,851
4163 SURFACE WATER SUPPLY	-	472,490	375,094	581,822	405,968	417,315
4164 DRINKING WATER QUALITY/PFAS	-	-	25,000	-	35,000	-
7013 CUST RELATIONS/PUBLIC ED	8,854	11,905	8,500	8,500	8,500	8,500
7031 REVOLVING EQUIPMENT	34,947	52,267	65,106	50,420	71,740	57,084
7043 PLANT	7,464,144	8,035,854	8,417,470	8,240,637	8,504,817	8,891,724
7044 PROCESS LAB	43,589	51,788	56,990	57,500	50,500	50,500
7045 WRF TAILORED COLLABORATION	-	280,888	109,056	143,825	65,000	65,000
7053 LAB	235,862	277,857	277,909	265,499	258,855	265,558
7055 SOLIDS	355,421	363,542	409,111	389,537	435,891	424,522
7060 OUTSTATIONS	731,234	360,424	312,141	358,051	227,587	358,202
Total	\$10,120,616	\$11,469,347	\$11,503,422	\$11,630,712	\$11,833,395	\$12,263,438

Expenses by Activity (0069 STORMWATER SEWER SYSTEM FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
7053 LAB	7,146	8,330	24,503	8,259	27,711	29,181
Total	\$7,146	\$8,330	\$24,503	\$8,259	\$27,711	\$29,181

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	-	100,000	-	-	-	-
Total	-	\$100,000	-	-	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
4160 BARTON DAM	-	-	-	-	-	574,200
Total	-	-	-	-	-	\$574,200

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Public Services

Area Administrator: Craig Hupy

Service Unit: Water Treatment Services

Service Unit Manager: Brian Steglitz

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide continuous supply of safe drinking water to citizens of Ann Arbor and neighboring townships.	●	●		●		●	Reduce water quality complaints < 38/qtr.	86/qtr	44/qtr	48/qtr	<38/qtr
							Total coliform detection - 0/qtr.	0.5/qtr	2/qtr	0.25/qtr	0/qtr
							E.Coli detection - 0/qtr.	0/qtr	0/qtr	0/qtr	0/qtr
							Maintain individual filter water quality (turbidity) < 0.1 NTU 95% of the time.	98.0%	96.5%	96.0%	>95%
							Maintain quarterly avg PFOS+PFOA < 10 ppt.	9.2/qtr	3.3/qtr	5.05/qtr	<10/qtr
							>90% satisfied with drinking water as reported on National Citizen Survey.	N/A	N/A	85%	N/A*
Raise public awareness of drinking water.				●	●		> 400 people attending tours/qtr.	517/qtr	488/qtr	396/qtr	>400/qtr
Provide laboratory services for existing and future customers.	●	●		●	●		Minimize repeat analyses - < 35 data reporting errors/qtr.	27/qtr	30/qtr	25/qtr	<35/qtr
Ensure WTSU staff have sufficient training and skills to meet performance expectations of their positions and teams.	●					●	> 6 hrs of technical training/employee/qtr.	5.8/qtr	4.1/qtr	5.6/qtr	>6/qtr
Maintenance of WTSU equipment and facilities.	●		●		●	●	Maintain the ratio of preventive maintenance hours to corrective maintenance hours above 1.1.	1.05	1.08	1.4	>1.1
Assess infrastructure needs, develop a sustainable capital improvement plan, execute and implement capital projects identified in the two-year budget cycle.	●		●				Maintain Ratio of Total Capital Expenditures/Budgeted Capital Expenditures between 0.85 and 1.0.	N/A	0.61	0.75	0.85 - 1.0

* National Citizen's Survey is conducted every two years.

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

PUBLIC SERVICES AREA
WATER TREATMENT

Allocated Positions

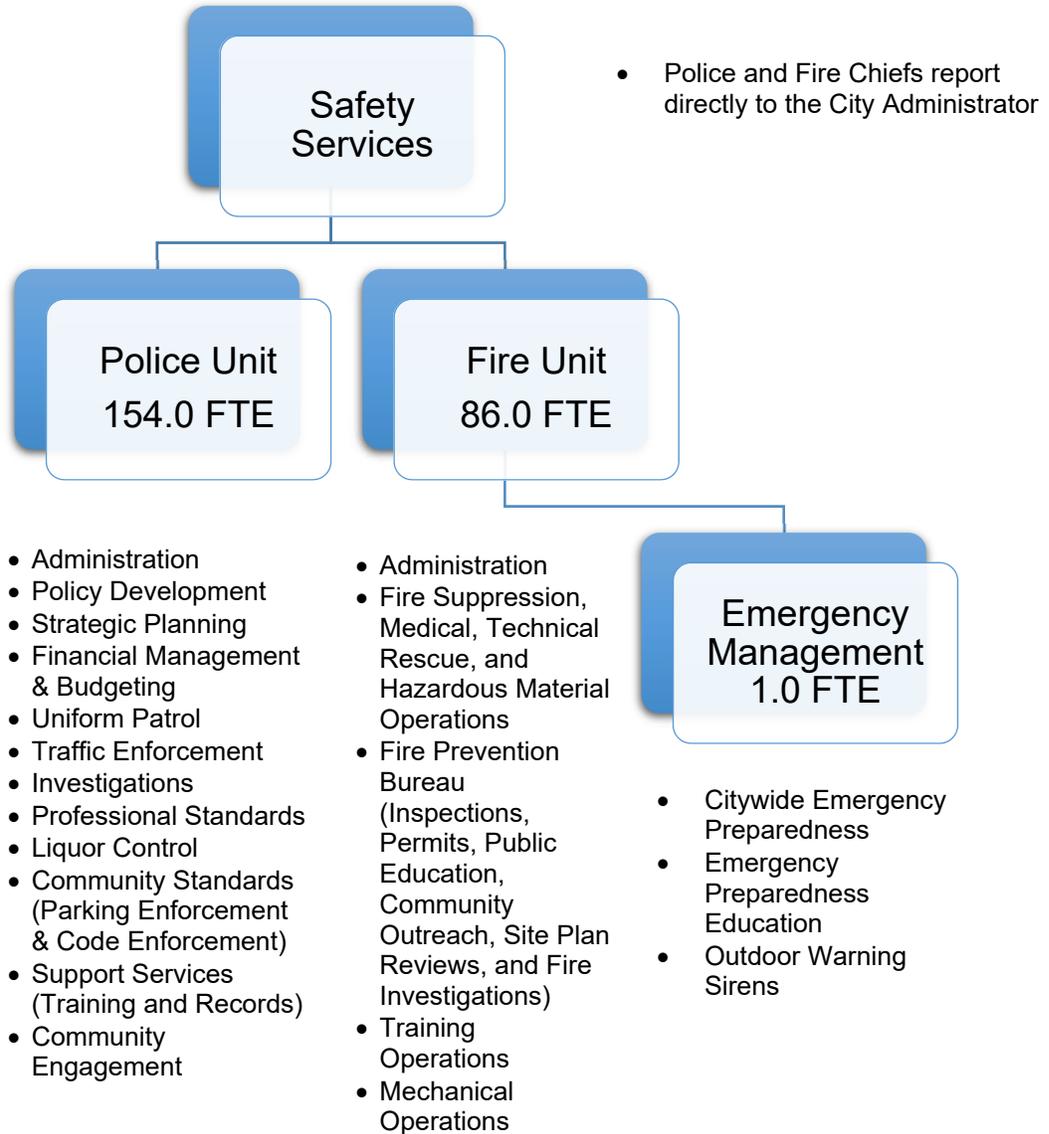
Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	0.80	0.80
BUDGET ANALYST	000400	0.40	0.40
CELLULAR INFRASTR MANAGER	404430	1.00	1.00
CIVIL ENGINEER V	401330	0.35	0.35
DRINKING WATER QUALITY MG	401000	1.00	1.00
ELEC & CONTROL TECH III	116234	0.95	0.95
ELEC & CONTROL TECH IV	116244	0.95	0.95
ENVIRON LAB ANALYST III	110334	1.11	1.11
ENVIRON LAB ANALYST IV	110344	0.38	0.38
ENVIRONMENTAL LAB SUPV	196930	0.50	0.50
PROCESS CONTROL SYS SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	0.97	0.97
SENIOR UTILITIES ENGINEER	404000	1.00	1.00
WATER UT MAIN SUPV IV	197470	0.98	0.98
WATER UTIL SUPV III	197500	1.98	1.98
WATER UTILITY SUPV III	197420	0.99	0.99
WATER UTILITY SUPV III	197421	0.99	0.99
WATER UTILITY SUPV IV	197510	0.99	0.99
WATER UTILITY TECH I	117400	0.95	0.95
WATER UTILITY TECH III	117420	5.70	5.70
WATER UTILITY TECH IV	117430	0.95	0.95
WATER UTILITY TECH IV	117431	0.95	0.95
WATER UTILITY TECH V	117441	1.90	1.90
WTP MANAGER	401310	0.97	0.97
Total		27.76	27.76

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SAFETY SERVICES AREA

Safety Services Area Organization Chart



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

Safety Services Area

Fire Services Unit Dashboard



Safety Services Area

Police Services Unit Dashboard

55,943

CALLS FOR SERVICE
IN 2018

Average Response Time
to Emergency and
Non-Emergency Calls

6 MINUTES

59 SECONDS

HOW DOES ANN ARBOR COMPARE TO SIMILAR CITIES?



CITY	POPULATION	# CRIMES	CRIMES/1,000 RESIDENTS
Ann Arbor	121,477	6,281	51.7
Grand Rapids	198,829	16,705	84.0
Lansing	116,986	10,633	90.9
Sterling Heights	132,631	5,265	39.7
Warren	135,022	10,167	75.3

Source: Michigan Incident Crime Reporting (MICR) 2017 Quality Assurance Report

2018 PART 1 CRIMES BY TYPE

	Q1	Q2	Q3	Q4	TOTAL
Aggravated Assault	31	42	46	14	133
Burglary					
Residential	33	47	56	20	156
All Other	18	11	6	7	42
Total	51	58	62	27	198
Homicide					
Negligent	0	1	0	0	1
Non-Negligent	0	2	0	0	2
Total	0	3	0	0	3
Larceny					
All Other	179	220	277	60	736
From Auto	99	54	158	71	382
Retail Fraud	87	69	102	35	293
Total	365	343	537	166	1,411
Motor Vehicle Theft/Fraud	7	16	20	11	54
Robbery	3	14	17	9	43
Sex Offenses/Criminal Sexual Conduct	10	6	15	3	34
TOTAL	467	482	697	230	1,876

Part 1 crimes are defined by the Uniform Crime Reporting (UCR) program as serious crimes

HOW DO ANN ARBOR CITIZENS THINK WE'RE DOING? (BASED ON CITIZEN SURVEY)

93%
have an overall
feeling of safety

98%
feel safe in their
neighborhood

84%
have a favorable
opinion of the
A2 Police

85%
have a favorable opinion of the
City's Crime Prevention efforts



SAFETY SERVICES

Revenues by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
FIRE SERVICES	672,411	826,636	790,114	764,882	1,115,680	1,115,680
POLICE SERVICES	3,830,672	3,578,470	4,051,305	3,943,774	4,056,435	4,239,622
Total	\$4,503,083	\$4,405,106	\$4,841,419	\$4,708,656	\$5,172,115	\$5,355,302

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
LOCAL LAW ENFORC BLOCK GRANT (0007)	2	-	-	-	-	-
GENERAL (0010)	4,297,230	4,041,814	4,587,077	4,574,330	4,597,148	4,597,148
HOMELAND SECURITY GRANT FUND (0017)	51,224	42,240	41,222	41,222	-	-
DRUG ENFORCEMENT (0027)	31,168	41,134	40,462	9,730	25,839	2,296
FEDERAL EQUITABLE SHARING FORFEI (0028)	45,753	112,779	126,596	41,676	77,396	12,663
POLICE & FIRE RELIEF (0053)	(868)	2,986	7,059	-	14,464	16,097
MICHIGAN JUSTICE TRAINING (0064)	22,244	21,210	21,073	21,268	21,268	21,298
GENERAL CAPITAL FUND (00CP)	48,672	-	-	-	136,000	136,000
MAJOR GRANTS PROGRAMS (00MG)	7,658	142,943	17,930	20,430	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	269,800
CAPITAL SINKING FUND (0101)	-	-	-	-	300,000	300,000
Total	\$4,503,083	\$4,405,106	\$4,841,419	\$4,708,656	\$5,172,115	\$5,355,302

SAFETY SERVICES

Expenses by Service Unit

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
FIRE SERVICES	16,415,230	16,143,298	17,130,642	17,046,950	17,316,562	17,776,184
POLICE SERVICES	27,267,126	27,540,040	29,051,966	28,882,818	29,771,810	30,334,396
Total	\$43,682,356	\$43,683,338	\$46,182,608	\$45,929,768	\$47,088,372	\$48,110,580

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
LOCAL LAW ENFORC BLOCK GRANT (0007)	245	-	-	-	-	-
GENERAL (0010)	43,481,640	43,264,057	45,937,573	45,789,836	46,532,144	47,373,280
HOMELAND SECURITY GRANT FUND (0017)	51,159	42,156	41,222	41,222	-	-
DRUG ENFORCEMENT (0027)	84,074	70,579	39,308	17,894	24,225	500
FEDERAL EQUITABLE SHARING FORFEI (0028)	39,317	80,702	125,575	40,476	75,003	10,000
MICHIGAN JUSTICE TRAINING (0064)	20,000	21,001	21,000	22,410	21,000	21,000
GENERAL CAPITAL FUND (00CP)	-	61,900	-	-	136,000	136,000
MAJOR GRANTS PROGRAMS (00MG)	5,921	142,943	17,930	17,930	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	269,800
CAPITAL SINKING FUND (0101)	-	-	-	-	300,000	300,000
Total	\$43,682,356	\$43,683,338	\$46,182,608	\$45,929,768	\$47,088,372	\$48,110,580

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
FIRE SERVICES	87.00	88.00	87.00	87.00	87.00
POLICE SERVICES	149.00	148.00	150.00	154.00	154.00
Total	236.00	236.00	237.00	241.00	241.00



FIRE SERVICES

The Fire Services Unit protects the lives and property of Ann Arbor residents and visitors through planning, training, and response to all hazardous incidents including fires, medical emergencies, technical rescues, hazardous materials, automatic alarms, utility failures, citizen assists, and large events. This unit also includes fire prevention services dedicated to reducing and eliminating harm via fire safety inspections, overseeing fire-related permits, educating the public, reviewing construction site plans, and investigating fires. The Emergency Management Services Unit is responsible for the planning, training, exercising, and coordination of citywide emergency preparedness. The unit also manages mass notification for emerging or ongoing threats to public welfare, management of tornado warning sirens, coordination of emergency response and recovery, liaisons with local, regional, state, and federal partner agencies, and administers state and federal grants.

**SAFETY SERVICES
FIRE SERVICES**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	619,166	609,164	658,028	686,607	665,741	665,741
CONTRIBUTIONS	1,522	-	-	-	-	-
INTERGOVERNMENTAL REVENUES	545	149,133	41,222	50,547	-	-
INTRAGOVERNMENTAL SALES	(5,040)	-	-	-	-	-
LICENSES, PERMITS & REGISTRATIONS	1,490	1,376	2,305	1,433	1,239	1,239
MISCELLANEOUS REVENUE	12,356	31,282	12,700	26,295	12,700	12,700
OPERATING TRANSFERS IN	42,372	35,681	-	-	436,000	436,000
PRIOR YEAR SURPLUS	-	-	75,859	-	-	-
Total	\$672,411	\$826,636	\$790,114	\$764,882	\$1,115,680	\$1,115,680

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	627,972	641,822	748,892	723,660	679,680	679,680
HOMELAND SECURITY GRANT FUND (0017)	-	42,089	41,222	41,222	-	-
GENERAL CAPITAL FUND (00CP)	42,372	-	-	-	136,000	136,000
MAJOR GRANTS PROGRAMS (00MG)	2,067	142,725	-	-	-	-
CAPITAL SINKING FUND (0101)	-	-	-	-	300,000	300,000
Total	\$672,411	\$826,636	\$790,114	\$764,882	\$1,115,680	\$1,115,680

**SAFETY SERVICES
FIRE SERVICES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	8,129,650	7,880,730	8,136,270	8,120,385	7,794,333	7,912,704
PAYROLL FRINGES	4,729,037	4,539,205	5,148,421	5,069,825	5,409,137	5,720,103
OTHER SERVICES	1,236,923	1,346,958	1,317,127	1,363,155	893,973	894,481
MATERIALS & SUPPLIES	221,832	211,492	234,297	233,486	229,137	229,137
OTHER CHARGES	1,874,839	1,998,270	2,152,187	2,118,129	2,711,382	2,741,159
PASS THROUGHS	-	35,681	-	-	136,000	136,000
CAPITAL OUTLAY	87,754	-	-	-	-	-
VEHICLE OPERATING COSTS	-	-	250	-	-	-
EMPLOYEE ALLOWANCES	135,195	130,962	142,090	141,970	142,600	142,600
Total	\$16,415,230	\$16,143,298	\$17,130,642	\$17,046,950	\$17,316,562	\$17,776,184

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	16,414,900	15,921,584	17,089,420	17,005,728	16,880,562	17,340,184
HOMELAND SECURITY GRANT FUND (0017)	-	42,089	41,222	41,222	-	-
GENERAL CAPITAL FUND (00CP)	-	36,900	-	-	136,000	136,000
MAJOR GRANTS PROGRAMS (00MG)	330	142,725	-	-	-	-
CAPITAL SINKING FUND (0101)	-	-	-	-	300,000	300,000
Total	\$16,415,230	\$16,143,298	\$17,130,642	\$17,046,950	\$17,316,562	\$17,776,184

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
FIRE SERVICES	87.00	88.00	87.00	87.00	87.00
Total	87.00	88.00	87.00	87.00	87.00

SAFETY SERVICES AREA
FIRE SERVICES UNIT

REVENUES

Intergovernmental Revenues - This reflects one-time grant money received in FY 2019 for a Homeland Security Grant for wage reimbursement for the Emergency Manager position.

Operating Transfers In - This reflects one-time revenue for capital projects in FY 2020 and FY 2021.

Prior Year Surplus - The reduction in FY 2020 reflects one-time monies to fund special project requests in FY 2019.

EXPENSES

Personnel Services - The decrease relates to a 1.0 FTE reduction for a Fire Inspector and employee retirements that was partially offset by a 1.0 FTE increase for a Fire Cadet. It also reflects retirement payouts in FY 2019.

Payroll Fringes - The increase in payroll fringes relates to increased retirement contribution costs for the Fire Department.

Other Services - The decrease relates to a reduction in the number of vehicles in the Fire Department as well as an overall decrease in Fleet costs charged to the Fire Department.

Other Charges - The increase is related to higher retiree health care and liability insurance premiums for FY 2020 as well as an increase in funds for fire station repairs.

Pass Throughs - The increase relates to one-time transfers in FY 2020 and FY 2021 for capital projects.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fire Services Unit would be charged \$877,192 in FY 2020.

**SAFETY SERVICES AREA
FIRE SERVICES**

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	3,143,483	3,274,448	3,435,598	3,342,960	3,456,870	3,497,539
3220 FIRE PREVENTION	1,198,158	1,136,356	1,185,211	1,112,583	1,029,426	1,052,252
3224 SIRENS	-	-	-	13,500	75,420	45,076
3230 FIRE OPERATIONS	629,037	650,433	641,274	715,205	333,381	362,722
3231 FIRE STATION #1	4,058,977	3,797,319	4,411,368	4,478,394	4,306,578	4,504,158
3232 FIRE STATION #2	9,330	10,662	9,183	10,041	9,349	9,628
3233 FIRE STATION #3	1,583,848	1,524,644	1,715,777	1,735,509	2,043,470	2,109,760
3234 FIRE STATION #4	1,463,522	1,388,297	1,344,623	1,345,460	1,586,364	1,632,249
3235 EMERGENCY MANAGEMENT	134,318	142,514	234,000	191,586	212,813	215,226
3236 FIRE STATION #6	1,792,543	1,717,881	1,841,776	1,856,112	1,803,001	1,846,008
3237 FIRE STATION #5	1,444,463	1,667,965	1,572,927	1,550,281	1,371,119	1,400,770
3240 REPAIRS & MAINTENANCE	309,853	292,264	231,934	239,573	228,536	232,833
3250 FIRE TRAINING	647,361	318,809	465,749	414,524	424,235	431,963
Total	\$16,414,893	\$15,921,592	\$17,089,420	\$17,005,728	\$16,880,562	\$17,340,184

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3035 PUBLIC SAFETY GRANTS	-	42,089	41,222	41,222	-	-
Total	-	\$42,089	\$41,222	\$41,222	-	-

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	-	36,900	-	-	136,000	136,000
Total	-	\$36,900	-	-	\$136,000	\$136,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3035 PUBLIC SAFETY GRANTS	330	142,725	-	-	-	-
Total	\$330	\$142,725	-	-	-	-

Expenses by Activity (0101 CAPITAL SINKING FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	-	-	-	-	300,000	300,000
Total	-	-	-	-	\$300,000	\$300,000

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Fire

Service Unit Manager: Mike Kennedy

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Fire leadership provides oversight and management while ensuring that personnel are provided with proper tools and equipment to perform their job.	●	●	●	●	●	●	Fire station facility upgrades.	N/A	N/A	Plan complete	Station 1
							IAFF 693 CBA negotiations.	N/A	N/A	Complete	Complete
							Develop recruiting strategy.	N/A	N/A	N/A	Complete
							Develop promotional testing materials for 2020 process.	N/A	N/A	N/A	Complete
Fire operations protects life and property through a commitment to the health, safety, training, and operational readiness of assigned personnel.	●	●				●	Crew emergency response turnout time.	2:44	2:42	2:36	< 80 sec
							Citywide emergency response travel time.	6:03	6:06	5:48	< 6 min
							Deliver training for firefighting skills.	80% Fire	80% Fire	80% Fire	80% Fire
							Deliver training for medical skills.	33% EMS	33% EMS	33% EMS	33% EMS
Fire prevention preserves life and property through community safety education, fire inspections, fire plan review, and fire investigation.	●	●	●	●	●		>90% satisfied with fire services as reported on National Citizen Survey.	N/A	N/A	97%	N/A*
							Fire inspector efficiency and accountability.	N/A	N/A	33.4%	30% time
Emergency management provides for the planning, mitigation and coordination of response and recovery from natural and human made emergencies and disasters.	●			●	●		\$525,000 in cost recovery from fire inspections.	\$466,245	\$427,835	\$480,548	\$525,000
							Continue quarterly exercises to include one testing the Emergency Response Plan.	N/A	N/A	4 of 4	4 of 4
							Ensure operation of weather sirens.	22 of 22	22 of 22	22 of 22	22 of 22
							Create and train MICIMS scribe position.	N/A	N/A	N/A	Complete
						Work with DDA on portable barriers.	N/A	N/A	N/A	Complete	

* National Citizen's Survey is conducted every two years.

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

**SAFETY SERVICES
FIRE SERVICES**

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ASST FIRE CHIEF	170000	2.00	2.00
ASST TRAINING OFFICER	131813	1.00	1.00
BATTALION CHIEF	131740	2.00	2.00
BATTALION CHIEF - ASSOC	131741	1.00	1.00
BATTALION CHIEF/TRNG - BA	131852	1.00	1.00
DRIVER/OPERATOR	131623	1.00	1.00
DRIVER/OPERATOR	131660	11.00	11.00
DRIVER/OPERATOR - ASSOC	131661	5.00	5.00
DRIVER/OPERATOR - BACH	131662	1.00	1.00
EMERGENCY MGR	401470	1.00	1.00
FIRE - CAPTAIN - ASSOC	131771	1.00	1.00
FIRE - CAPTAIN - BACH	131772	2.00	2.00
FIRE CHIEF	403680	1.00	1.00
FIRE INSPECTOR	131720	1.00	1.00
FIRE INSPECTOR - ASSOC	131721	1.00	1.00
FIRE INSPECTOR - BACH	131722	2.00	2.00
FIRE LIEUTENANT	131710	8.00	8.00
FIRE LIEUTENANT - ASSOC	131711	4.00	4.00
FIRE LIEUTENANT - BACH	131712	3.00	3.00
FIRE MARSHAL - BACH	131752	1.00	1.00
FIRE RECRUIT	000100	1.00	1.00
FIREFIGHTER	131820	5.00	5.00
FIREFIGHTER - ASSOC	131821	1.00	1.00
FIREFIGHTER - BACH	131822	4.00	4.00
FIREFIGHTER-070112	131823	23.00	23.00
MANAGEMENT ASSISTANT	000200	2.00	2.00
MASTER MECHANIC	131730	1.00	1.00
Total		87.00	87.00

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POLICE SERVICES

The Police Services Unit provides the organization with a broad array of law enforcement services such as: uniformed patrol, traffic enforcement, traffic crash investigation, ordinance enforcement, parking enforcement, general criminal investigations, specialized investigations and records management. In addition to responding to calls for service and follow-up investigations, the Police Services Unit is committed to partnering with the community through various engagement methods to ensure superior service delivery.

**SAFETY SERVICES
POLICE SERVICES**

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	1,165,015	1,141,816	997,132	1,111,681	989,536	989,536
CONTRIBUTIONS	1,950	-	1,000	1,575	-	-
FINES & FORFEITS	2,507,092	2,331,769	2,830,844	2,707,099	2,907,387	2,907,387
INTERGOVERNMENTAL REVENUES	78,895	21,333	38,930	41,430	21,000	21,000
INTRAGOVERNMENTAL SALES	(939)	-	-	-	-	-
INVESTMENT INCOME	(925)	3,950	9,307	2,368	18,739	20,854
MISCELLANEOUS REVENUE	43,039	49,602	39,786	49,621	31,045	31,045
OPERATING TRANSFERS IN	36,545	30,000	30,000	30,000	-	-
PRIOR YEAR SURPLUS	-	-	104,306	-	88,728	-
TAXES	-	-	-	-	-	269,800
Total	\$3,830,672	\$3,578,470	\$4,051,305	\$3,943,774	\$4,056,435	\$4,239,622

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
LOCAL LAW ENFORC BLOCK GRANT (0007)	2	-	-	-	-	-
GENERAL (0010)	3,669,258	3,399,992	3,838,185	3,850,670	3,917,468	3,917,468
HOMELAND SECURITY GRANT FUND (0017)	51,224	151	-	-	-	-
DRUG ENFORCEMENT (0027)	31,168	41,134	40,462	9,730	25,839	2,296
FEDERAL EQUITABLE SHARING FORFEI (0028)	45,753	112,779	126,596	41,676	77,396	12,663
POLICE & FIRE RELIEF (0053)	(868)	2,986	7,059	-	14,464	16,097
MICHIGAN JUSTICE TRAINING (0064)	22,244	21,210	21,073	21,268	21,268	21,298
GENERAL CAPITAL FUND (00CP)	6,300	-	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	5,591	218	17,930	20,430	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	269,800
Total	\$3,830,672	\$3,578,470	\$4,051,305	\$3,943,774	\$4,056,435	\$4,239,622

**SAFETY SERVICES
POLICE SERVICES**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	13,329,449	13,792,744	13,728,958	13,648,788	13,677,269	13,943,374
PAYROLL FRINGES	7,383,112	7,193,569	8,016,572	7,966,551	8,409,774	8,923,718
OTHER SERVICES	2,578,429	2,382,190	2,865,801	2,912,524	2,696,664	2,521,575
MATERIALS & SUPPLIES	249,626	286,377	311,038	217,320	348,404	265,037
OTHER CHARGES	3,451,571	3,633,946	3,877,877	3,883,375	4,380,419	4,421,412
PASS THROUGHS	245	-	-	-	-	-
CAPITAL OUTLAY	35,479	10,239	-	-	-	-
EMPLOYEE ALLOWANCES	239,215	240,975	251,720	254,260	259,280	259,280
Total	\$27,267,126	\$27,540,040	\$29,051,966	\$28,882,818	\$29,771,810	\$30,334,396

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
LOCAL LAW ENFORC BLOCK GRANT (0007)	245	-	-	-	-	-
GENERAL (0010)	27,066,740	27,342,473	28,848,153	28,784,108	29,651,582	30,033,096
HOMELAND SECURITY GRANT FUND (0017)	51,159	67	-	-	-	-
DRUG ENFORCEMENT (0027)	84,074	70,579	39,308	17,894	24,225	500
FEDERAL EQUITABLE SHARING FORFEI (0028)	39,317	80,702	125,575	40,476	75,003	10,000
MICHIGAN JUSTICE TRAINING (0064)	20,000	21,001	21,000	22,410	21,000	21,000
GENERAL CAPITAL FUND (00CP)	-	25,000	-	-	-	-
MAJOR GRANTS PROGRAMS (00MG)	5,591	218	17,930	17,930	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	269,800
Total	\$27,267,126	\$27,540,040	\$29,051,966	\$28,882,818	\$29,771,810	\$30,334,396

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
POLICE SERVICES	149.00	148.00	150.00	154.00	154.00
Total	149.00	148.00	150.00	154.00	154.00

SAFETY SERVICES AREA
POLICE SERVICES UNIT

REVENUES

Fines & Forfeits - The increase relates to an increase in parking ticket revenue due to an increase in parking ticket rates.

Operating Transfers In - The decrease relates to a reduction in transfers from the Solid Waste Fund to cover the cost of enforcement activity.

EXPENSES

Personnel Services - In FY 2020, 2.0 additional FTEs have been added for Police Officers to the Police Department budget as well as 2.0 additional FTEs for Police Cadets, however, due to employee turnover expenses did not increase.

Payroll Fringes - This increase relates to increased retirement contributions for Police Department employees.

Other Services - This relates to decreased fleet costs, a reduction for costs related to city hall security that are now in Fleet & Facilities and a reduction for Police Commission costs that are now within the Police Commission service unit.

Materials & Supplies - The increase relates to one-time expenditures in FY 2020 for Tasers, body cameras, microphones for helmets, and a crash mapping system.

Other Charges - The increase is related to higher retiree health care and higher IT costs for FY 2020.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$3,522,067 (includes \$747,837 for parking enforcement-patrol division) in FY 2020.

**SAFETY SERVICES AREA
POLICE SERVICES**

Expenses by Activity (0007 LOCAL LAW ENFORC BLOCK GRANT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	245	-	-	-	-	-
Total	\$245	-	-	-	-	-

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	2,808,926	3,097,649	3,373,920	3,396,491	3,724,480	3,790,505
1221 RECRUITING & HIRING	24,986	10,749	11,350	13,389	9,550	9,550
3111 PROFESSIONAL STANDARDS	2,992	2,563	3,500	2,000	1,500	1,500
3112 COMMUNITY MENTAL HEALTH	-	-	-	-	49,800	-
3115 DEA OFFICER	11,931	8,308	2,256	3,256	27,457	14,577
3121 ADMINISTRATIVE SERVICES	1,301,112	1,590,437	1,557,242	1,563,926	1,424,228	1,464,725
3123 COMMUNICATIONS	970,457	897,470	892,005	892,005	891,225	891,372
3125 MANAGEMENT INFO SYST	1,313,388	1,375,704	1,414,377	1,414,377	1,564,500	1,552,413
3126 PROPERTY	145,363	146,716	164,753	163,875	167,076	170,387
3127 RECORDS	742,003	726,359	738,539	689,506	681,244	713,536
3135 HOSTAGE NEGOTIATIONS	1,376	3,222	2,200	3,400	2,200	2,200
3144 DISTRICT DETECTIVES	4,484,587	4,541,537	4,433,461	4,363,008	4,532,395	4,582,715
3146 FIREARMS	46,632	36,486	35,000	40,515	54,700	102,200
3147 L.A.W.N.E.T.	172,504	128,148	159,977	165,274	161,139	164,748
3149 SPECIAL TACTICS	29,533	27,948	31,260	31,948	22,851	16,493
3150 PATROL	12,119,092	11,557,996	12,267,568	12,326,883	12,738,554	12,927,334
3152 SPECIAL SERVICES	1,069,557	1,182,898	1,300,984	1,318,360	1,178,932	1,175,856
3156 CROSSING GUARDS	146,709	208,222	208,672	189,700	208,672	208,672
3158 MOUNTAIN BIKES	50	150	3,000	1,600	1,750	1,750
3159 K-9	307,364	374,607	385,961	380,340	357,985	363,166
3160 MOTORCYCLE UNIT	4,636	49,932	43,013	47,541	24,190	11,998
3162 COMMUNITY STANDARDS	1,227,971	1,239,806	1,683,545	1,641,144	1,691,584	1,731,829
3172 ANIMAL CONTROL	135,570	135,570	135,570	135,570	135,570	135,570
Total	\$27,066,739	\$27,342,477	\$28,848,153	\$28,784,108	\$29,651,582	\$30,033,096

Expenses by Activity (0017 HOMELAND SECURITY GRANT FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3035 PUBLIC SAFETY GRANTS	51,159	67	-	-	-	-
Total	\$51,159	\$67	-	-	-	-

Expenses by Activity (0027 DRUG ENFORCEMENT)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	695	-	-	-	-
3126 PROPERTY	9,956	-	-	-	-	-
3144 DISTRICT DETECTIVES	4,708	-	-	-	-	-
3146 FIREARMS	15,682	41,720	-	-	-	-
3150 PATROL	53,728	9,014	39,308	17,894	24,225	500
3152 SPECIAL SERVICES	-	14,150	-	-	-	-
3159 K-9	-	5,000	-	-	-	-
Total	\$84,074	\$70,579	\$39,308	\$17,894	\$24,225	\$500

Expenses by Activity (0028 FEDERAL EQUITABLE SHARING FORFEI)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	-	12,475	12,475	12,475	-	-
3121 ADMINISTRATIVE SERVICES	-	220	-	-	-	-
3144 DISTRICT DETECTIVES	-	2,556	8,408	6,425	-	-
3146 FIREARMS	-	874	-	-	-	-
3149 SPECIAL TACTICS	-	4,482	-	-	-	-
3150 PATROL	39,317	25,701	95,100	11,984	75,003	10,000
3158 MOUNTAIN BIKES	-	18,394	9,592	9,592	-	-
3159 K-9	-	8,000	-	-	-	-
3160 MOTORCYCLE UNIT	-	8,000	-	-	-	-
Total	\$39,317	\$80,702	\$125,575	\$40,476	\$75,003	\$10,000

Expenses by Activity (0064 MICHIGAN JUSTICE TRAINING)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	270	850	-	-	-	-
1221 RECRUITING & HIRING	753	-	-	-	-	-
3111 PROFESSIONAL STANDARDS	295	330	-	-	-	-
3121 ADMINISTRATIVE SERVICES	986	1,474	-	1,200	-	-
3135 HOSTAGE NEGOTIATIONS	473	250	-	-	-	-
3144 DISTRICT DETECTIVES	3,623	3,023	3,000	6,200	6,000	6,000
3146 FIREARMS	849	3,396	-	-	-	-
3150 PATROL	9,871	9,058	18,000	13,000	15,000	15,000
3152 SPECIAL SERVICES	2,080	1,820	-	1,210	-	-
3159 K-9	800	800	-	800	-	-
Total	\$20,000	\$21,001	\$21,000	\$22,410	\$21,000	\$21,000

Expenses by Activity (00CP GENERAL CAPITAL FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9000 CAPITAL OUTLAY	-	25,000	-	-	-	-
Total	-	\$25,000	-	-	-	-

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3035 PUBLIC SAFETY GRANTS	5,591	218	17,930	17,930	-	-
Total	\$5,591	\$218	\$17,930	\$17,930	-	-

Expenses by Activity (0100 COUNTY MENTAL HEALTH MILLAGE)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3112 COMMUNITY MENTAL HEALTH	-	-	-	-	-	49,800
3150 PATROL	-	-	-	-	-	220,000
Total	-	-	-	-	-	\$269,800

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: Safety Services

Area Administrator: N/A

Service Unit: Police

Service Unit Manager: I/C Jason Forsberg

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	FY2017 Actual	FY2018 Actual	FY2019 Projected	FY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Provide uniform police response to the community.	●	●			●		Response time is less than or equal to 5 minutes.	New Metric	In Progress	6 min 59 sec	Yes
							Provide information to the community on types of serious (Type 1) incidents.	N/A	N/A	Yes	Yes
Provide follow up detective and criminal investigation services to the community.	●	●			●		Felony cases with a solvability factor are assigned to a detective 100% of the time.	Yes	Yes	Yes	Yes
							Achieve solve/clearance rate equal to or better than the applicable standards.	Yes	Yes	Yes	Yes
Provide traffic safety services to the community.	●	●		●	●		>99% of crossing guard locations are staffed.	Not Met	Yes	Yes	Yes
							School zones related complaints are evaluated within three days of receipt.	Not Met	Not Met	In Progress	Yes
							>70% community satisfaction with traffic safety as measured by survey.	N/A	N/A	In Progress	Yes
							All traffic complaints are evaluated within one week of receipt.	Not Met	In Progress	In Progress	Yes
Enhance the department's engagement with the community.	●			●	●		100% attendance rate for any community event/meeting where PD is requested.	Yes	Yes	Yes	Yes
							>90% good or excellent ratings in surveys.	Not Met	Not Met	In Progress	Yes
							>90% satisfied with police services as reported on National Citizen Survey.	N/A	N/A	84%	N/A*
							100% of citizen complaints are investigated.	Yes	Yes	Yes	Yes
							Report on calls for service.	N/A	N/A	Yes	Yes
							Conduct Safety Town Annually.	Yes	Yes	Yes	Yes
							Conduct Citizen's Academy Annually with 25 person enrollment.	Yes	Yes	Yes	Yes
Provide parking and community standards enforcement for the community.	●	●			●		100% of complaints are assigned.	100%	Yes	Yes	Yes
							Provide parking enforcement staffing for routine and special events 100% of the time.	N/A	Yes	Yes	Yes

* National Citizen's Survey is conducted every two years.

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

**SAFETY SERVICES
POLICE SERVICES**

Allocated Positions

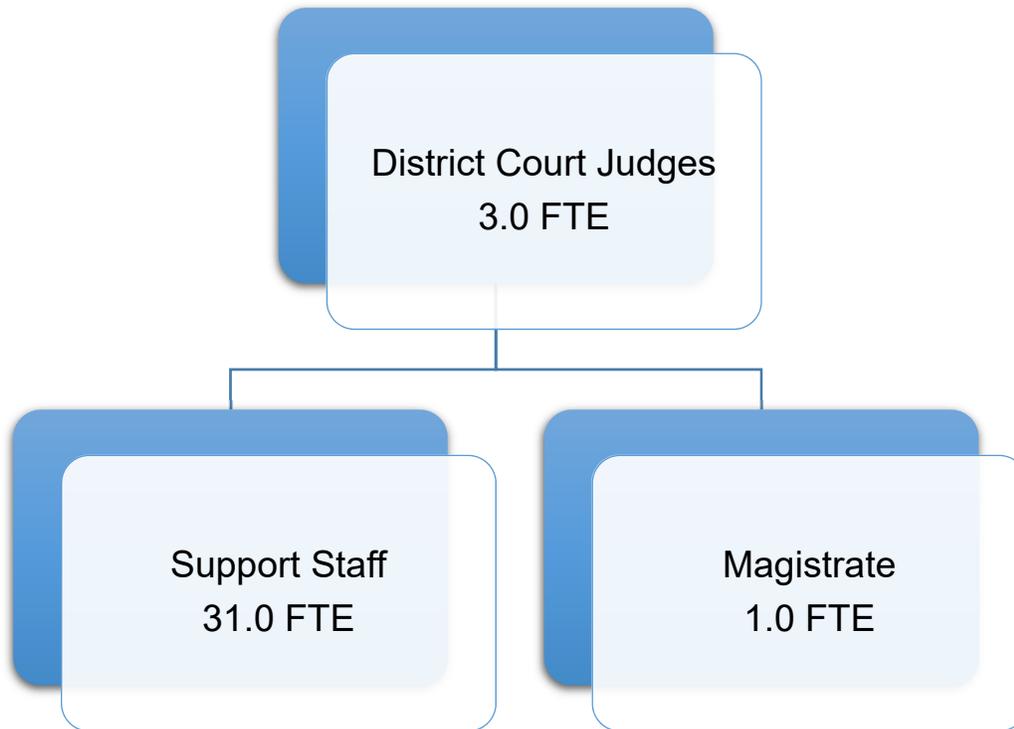
Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ADMIN ASSISTANT LVL 4	110044	1.00	1.00
COMM STANDARD OFFICER I	118504	1.00	1.00
COMM STANDARD OFFICER III	118524	1.00	1.00
COMM STANDARDS OFFICER II	118514	4.00	4.00
COMM STANDARDS OFFICER IV	118534	2.00	2.00
COMM STANDARDS OFFICER V	118544	2.00	2.00
COMM STANDARDS SUPV III	196724	1.00	1.00
DEPUTY CHIEF	168810	2.00	2.00
DETECTIVE	148762	1.00	1.00
DETECTIVE I - BACH	148711	1.00	1.00
DETECTIVE I-BACH	148711	1.00	1.00
DETECTIVE II - BACH	148801	1.00	1.00
DETECTIVE II-ASSOC	148802	2.00	2.00
DETECTIVE III - BACH	148771	12.00	12.00
DETECTIVE III ASSOC	148772	2.00	2.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
OFFICE MANAGER	403180	1.00	1.00
POLICE CHIEF	403710	1.00	1.00
POLICE LIEUTENANT DEGREED	158731	6.00	6.00
POLICE OFFICER	148700	1.00	1.00
POLICE OFFICER - ASSOC	148702	10.00	10.00
POLICE OFFICER - BACH	148701	37.00	37.00
POLICE OFFICER-BACH	148701	5.00	5.00
POLICE PROFESSIONAL ASST	180000	6.00	6.00
POLICE RECRUIT	000100	2.00	2.00
POLICE SERVICE SPECIALIST	128560	3.00	3.00
POLICE SERVICE SPECIALIST	128561	2.00	2.00
POLICE STAFF SGT DEGREED	158761	18.00	18.00
RECORDS AND DATA UNIT SUP	196800	1.00	1.00
SENIOR OFFICER I - ASSOC	148692	1.00	1.00
SENIOR OFFICER II	148900	2.00	2.00
SENIOR OFFICER II - ASSOC	148902	3.00	3.00
SENIOR OFFICER II - BACH	148901	20.00	20.00
Total		154.00	154.00



FIFTEENTH DISTRICT COURT

The 15th District Court is responsible for adjudicating criminal misdemeanor cases filed for violation of local ordinances, the University of Michigan Regents' Ordinance and state laws. Judges conduct arraignments, probable cause conferences and preliminary examinations in felony cases, hear general civil cases where the amount claimed as damages does not exceed \$25,000, preside over landlord/tenant cases, hear appeals from small claims cases, and conduct formal hearings in civil infraction cases. The Court's magistrate conducts informal hearings in traffic civil infraction cases, hears small claims cases and presides over other matters as provided by state law. The court operates five specialized problem-solving programs: a dedicated Domestic Violence docket, Mental Health Court, Sobriety Court, Street Outreach Court, and Veterans Treatment Court.

Fifteenth District Court Organization Chart



- Administration
- Financial Management
- Communications
- Strategic Planning

- Civil Cases < \$25,000
- Landlord/Tenant Proceedings
- Small Claims Cases ≤ \$6,000
- Criminal & Traffic Misdemeanors punishable by 1 year or less in jail
- Arrest Warrant & Search Warrant Issuance
- Ann Arbor City Ordinance Violations
- Traffic & State Civil Infractions
- University of Michigan Regents' Ordinance Violations
- Felony Arraignments, Probable Cause Conferences & Preliminary Examinations
- Specialized Problem-solving Programs

15TH DISTRICT COURT

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
FINES & FORFEITS	1,919,640	1,674,634	1,794,497	1,702,576	1,735,935	1,735,935
INTERGOVERNMENTAL REVENUES	621,086	516,129	1,173,690	571,041	349,395	349,395
INVESTMENT INCOME	469	794	315	615	322	322
MISCELLANEOUS REVENUE	52	72	956	956	75,587	75,587
OPERATING TRANSFERS IN	119,996	145,000	135,000	135,000	135,000	135,000
Total	\$2,661,243	\$2,336,629	\$3,104,458	\$2,410,188	\$2,296,239	\$2,296,239

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	1,991,168	1,748,784	1,858,040	1,766,419	1,874,116	1,874,116
COURT FACILITIES (0023)	219,194	223,518	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	450,881	364,327	824,295	221,646	-	-
INDIGENT DEFENSE FUND (0260)	-	-	197,123	197,123	197,123	197,123
Total	\$2,661,243	\$2,336,629	\$3,104,458	\$2,410,188	\$2,296,239	\$2,296,239

15TH DISTRICT COURT

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	1,986,952	2,019,646	2,212,686	2,086,713	2,055,284	2,055,284
PAYROLL FRINGES	1,340,783	1,313,814	1,339,555	1,322,339	1,314,026	1,367,709
OTHER SERVICES	796,734	799,991	1,470,803	955,302	786,228	786,753
MATERIALS & SUPPLIES	62,637	71,889	81,093	72,087	71,008	71,008
OTHER CHARGES	668,647	725,707	739,742	739,742	848,523	849,093
PASS THROUGHGS	225,000	225,000	225,000	225,000	225,000	225,000
EMPLOYEE ALLOWANCES	2,850	3,245	3,240	3,240	3,240	3,240
Total	\$5,083,603	\$5,159,292	\$6,072,119	\$5,404,423	\$5,303,309	\$5,358,087

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	4,400,176	4,564,265	4,784,704	4,709,419	4,881,186	4,935,964
COURT FACILITIES (0023)	225,000	225,000	225,000	225,000	225,000	225,000
MAJOR GRANTS PROGRAMS (00MG)	458,427	370,027	865,292	272,881	-	-
INDIGENT DEFENSE FUND (0260)	-	-	197,123	197,123	197,123	197,123
Total	\$5,083,603	\$5,159,292	\$6,072,119	\$5,404,423	\$5,303,309	\$5,358,087

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
15TH DISTRICT COURT	34.00	35.00	35.00	35.00	35.00
Total	34.00	35.00	35.00	35.00	35.00

FIFTEENTH JUDICIAL DISTRICT COURT

REVENUES

Intergovernmental Revenues - The FY 2019 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2020.

EXPENSES

Personnel Services - The FY 2019 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2020.

Other Services - The FY 2019 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2020.

Materials & Supplies - The FY 2019 amount is attributable to various grants. The unexpended grant funds will carry forward to FY 2020.

Other Charges - This reflects increased retiree medical insurance costs and increased IT costs.

Municipal Service Charge (MSC) - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Fifteenth District Court would be charged \$1,541,520 in FY 2020.

15TH DISTRICT COURT

Expenses by Activity (0010 GENERAL)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	1,206,504	1,292,732	1,351,817	1,355,715	1,462,296	1,469,165
5120 JUDICIAL & DIRECT SUPPORT	1,290,361	1,226,121	1,275,663	1,260,443	1,307,860	1,328,899
5140 CASE PROCESSING	1,161,793	1,196,935	1,288,638	1,265,152	1,181,008	1,194,017
5160 PROBATION/POST JUDGMNT SUP	741,519	848,469	868,586	828,109	930,022	943,883
Total	\$4,400,177	\$4,564,257	\$4,784,704	\$4,709,419	\$4,881,186	\$4,935,964

Expenses by Activity (0023 COURT FACILITIES)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
9500 DEBT SERVICE	225,000	225,000	225,000	225,000	225,000	225,000
Total	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000

Expenses by Activity (00MG MAJOR GRANTS PROGRAMS)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
1000 ADMINISTRATION	7,545	5,657	41,039	-	-	-
3035 PUBLIC SAFETY GRANTS	450,881	364,369	824,253	272,881	-	-
Total	\$458,426	\$370,026	\$865,292	\$272,881	-	-

Expenses by Activity (0260 INDIGENT DEFENSE FUND)

Activity	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
3035 PUBLIC SAFETY GRANTS	-	-	197,123	197,123	197,123	197,123
Total	-	-	\$197,123	\$197,123	\$197,123	\$197,123

STRATEGIC GOALS AND PERFORMANCE MEASURES

Service Area: N/A

Area Administrator: N/A

Service Unit: District Court

Service Unit Manager: Shryl Samborn

CORE SERVICE	STRATEGIC GOALS (●)						PERFORMANCE MEASURE	CY2017 Actual	CY2018 Actual	CY2019 Projected	CY2020 Goal
	Deliver Exceptional Service	Enable Economic Development	Ensure Financial Health	Integrate External Engagement	Leverage Information Technology	Strengthen Human Capital					
Administration is responsible for managing all non-judicial functions of the court, including: personnel; budget; finances; and, compliance with state law, State Court Administrative Office directives and state reporting.	●		●		●	●	>95% compliance with State Court Administrative Office reporting requirements.	100%	100%	100%	100%
Judicial officers are responsible for providing timely and impartial resolution of disputes to ensure the rule of law and protection of individual rights. Judicial officers and support staff are responsible for creating an official record of court proceedings and maintaining decorum in the courtrooms.	●		●	●	●	Clearance Rate of 100% (+/- 3%).	97%	93%	95%	100%	
						Case handled fairly ≥ 90% Court User Satisfaction.	88%	88%	88%	90%	
						Understands what happened in court case ≥ 90% Court User Satisfaction.	95%	90%	90%	90%	
						<2 complaints filed annually against court recorders with the State Board of Review.	0	0	0	0	
Case Processing is responsible for performing clerical functions essential to the proper functioning of the court, such as case file creation, maintenance and destruction; customer service; event scheduling; notification of parties of court events; and, accepting payments.	●		●	●	●	Abstract Timeliness of 99% (+/- 1%).	99%	99%	99%	99%	
						Court users treated with courtesy and respect by staff ≥ 90% Court User Satisfaction.	98%	94%	94%	98%	
						>95% of payments processed accurately.	97%	97%	97%	97%	
Probation investigates offenders' histories (personal and criminal) prior to sentencing in order to make sentencing recommendations to the court. Post-sentence, Probation monitors offenders' compliance with court orders, and links clients to ancillary services based upon individual needs.	●		●		●	>70% of clients who successfully complete probation.	77%	83%	83%	83%	
						Number of in-person meetings held with probationers (pre-sentence investigations & reviews).	N/A	N/A	N/A	4,800	

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

15TH DISTRICT COURT

Allocated Positions

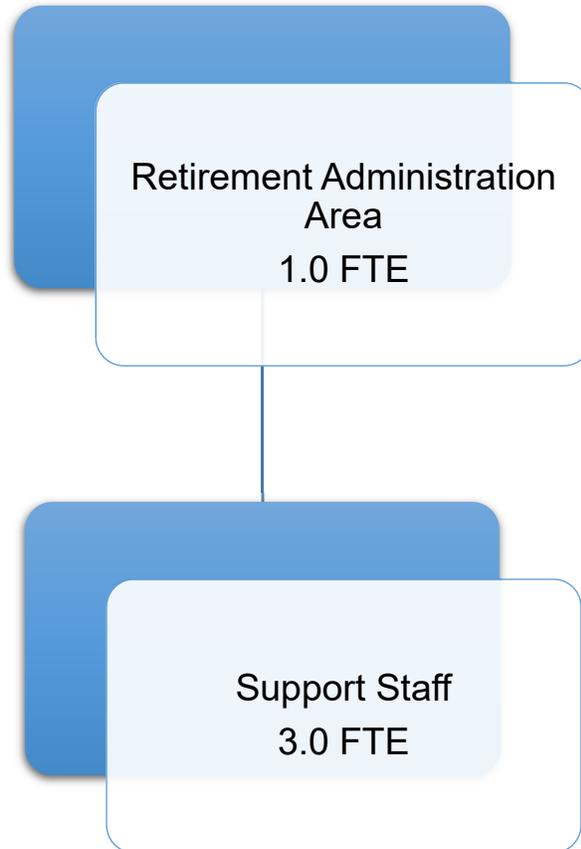
Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
COURT ADMINISTRATOR	404450	1.00	1.00
COURT BAILIFF	000850	3.00	3.00
COURT CLERK II	000930	8.00	8.00
COURT CLERK III	000940	1.00	1.00
COURT RECORDER	000860	4.00	4.00
DISTRICT COURT JUDGE	200030	3.00	3.00
FISCAL & ADMIN MANAGER	403610	1.00	1.00
JUDICIAL COORDINATOR	000880	3.00	3.00
LEAD COURT CLERK	000890	1.00	1.00
LEAD DIVISION DEPUTY CLER	000910	1.00	1.00
MAGISTRATE	401880	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PROBATION AGENT	000800	6.00	6.00
PROBATION SUPERVISOR	403150	1.00	1.00
Total		35.00	35.00



RETIREMENT SYSTEM

The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the permanent employees of the City of Ann Arbor. The general administration, management and responsibility for the proper operation of the Employees' Retirement System are vested in the Board of Trustees pursuant to the Charter of the City of Ann Arbor Michigan, Chapter 18 of Title 1 of the Ann Arbor City Code. The Retirement System shall be construed and enforced under the laws of the State of Michigan and any applicable federal law, rule or regulation, and all of the provisions of the City Ordinance shall be administered in accordance with such laws and regulations as well as any applicable collective bargaining agreements with the City.

Retirement System Organization Chart



- Administration
- Financial Management
- Oversight of Consulting Services

- Employee Service Requests
- Retirement Board Support
- Benefit Payments
- Investment Services Accounting
- Employee Communications

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	16,240,926	16,620,198	16,799,000	16,799,000	17,864,364	18,927,318
CONTRIBUTIONS	510,110	413,619	575,000	525,000	502,841	529,455
INVESTMENT INCOME	72,278,520	45,497,493	48,419,707	40,790,000	43,615,466	45,448,341
MISCELLANEOUS REVENUE	122,493	50,114	-	-	-	-
OPERATING TRANSFERS IN	3,460,057	3,325,111	670,683	-	289,391	-
Total	\$92,612,106	\$65,906,535	\$66,464,390	\$58,114,000	\$62,272,062	\$64,905,114

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
VEBA TRUST (0052)	20,955,350	14,789,987	12,105,584	12,346,000	12,909,555	12,847,580
PENSION TRUST FUND (0059)	71,656,756	51,116,548	54,358,806	45,768,000	49,362,507	52,057,534
Total	\$92,612,106	\$65,906,535	\$66,464,390	\$58,114,000	\$62,272,062	\$64,905,114

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	347,129	330,326	278,802	278,802	293,061	293,061
PAYROLL FRINGES	168,893	176,475	156,353	156,353	159,097	166,552
OTHER SERVICES	1,312,174	1,000,257	3,236,620	3,055,420	2,937,500	3,081,500
MATERIALS & SUPPLIES	3,914	3,732	4,250	4,850	4,800	4,300
OTHER CHARGES	35,571,212	36,859,165	38,674,618	38,675,368	46,299,791	48,308,995
Total	\$37,403,322	\$38,369,955	\$42,350,643	\$42,170,793	\$49,694,249	\$51,854,408

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
VEBA TRUST (0052)	399,908	321,738	769,444	741,189	699,819	734,819
PENSION TRUST FUND (0059)	37,003,414	38,048,217	41,581,199	41,429,604	48,994,430	51,119,589
Total	\$37,403,322	\$38,369,955	\$42,350,643	\$42,170,793	\$49,694,249	\$51,854,408

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
RETIREMENT SYSTEM	3.75	4.00	4.00	4.00	4.00
Total	3.75	4.00	4.00	4.00	4.00

RETIREMENT SYSTEM

REVENUES

Charges for Services - This reflects an increase in retirement contributions.

Investment Income - This reflects anticipated income for FY 2020 based on anticipated investment performance.

Operating Transfers In - This reflects the decrease in the transfer of excess contributions into the VEBA Trust Fund, which is derived from the actuarial defined contribution less amounts paid for health care for current retirees. This is due to the increase in the actual cost of retiree health care costs.

EXPENSES

Other Services - This reflects a decrease in fees with investment managers.

Other Charges - This reflects an increase in retirement payments.

RETIREMENT SYSTEM SERVICE AREA
RETIREMENT SYSTEM

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
ACCOUNTANT II-RET SYSTEM	401770	1.00	1.00
EXECUTIVE DIRECTOR-RET SY	403740	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PENSION ANALYST	403650	1.00	1.00
Total		4.00	4.00



DOWNTOWN DEVELOPMENT AUTHORITY

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a vital agent in the rejuvenation of an evolving and diverse downtown, and a significant catalyst encouraging new private investment. Some of the more important DDA projects include managing the public parking system, support for downtown transportation and affordable housing, and undertaking capital street and other right-of-way improvements aimed at making downtown safer and more comfortable for pedestrians and other users.

DOWNTOWN DEVELOPMENT AUTHORITY

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	21,409,960	21,868,070	21,170,806	21,170,806	22,876,162	23,237,678
INVESTMENT INCOME	24,872	93,549	51,500	51,500	79,000	75,000
MISCELLANEOUS REVENUE	156,825	413,488	160,000	160,000	170,000	175,000
OPERATING TRANSFERS IN	4,839,000	3,949,078	2,121,368	2,121,368	3,882,615	4,894,257
PRIOR YEAR SURPLUS	-	-	8,421,380	-	2,436,653	2,076,060
SALE OF BONDS	-	-	15,500,000	-	-	-
TAXES	6,290,258	6,460,184	6,736,432	6,736,432	7,075,794	7,323,447
Total	32,720,915	32,784,369	\$54,161,487	\$30,240,106	\$36,520,224	\$37,781,442

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
DDA HOUSING FUND (0001)	301,334	318,436	775,724	322,868	720,880	349,257
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	6,305,986	6,673,801	9,966,428	6,756,432	8,836,572	7,348,447
DDA PARKING MAINTENANCE (0033)	4,548,513	3,664,564	3,974,235	1,820,000	3,575,000	4,661,976
DDA PARKING FUND (0063)	21,565,082	22,127,568	23,945,100	21,340,806	23,387,772	25,421,762
2019-A CAPITAL IMPROVEMENT BONDS (0086)	-	-	15,500,000	-	-	-
Total	32,720,915	32,784,369	\$54,161,487	\$30,240,106	\$36,520,224	\$37,781,442

DOWNTOWN DEVELOPMENT AUTHORITY

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	423,082	493,616	710,260	710,260	1,014,165	883,194
PAYROLL FRINGES	218,276	288,714	305,833	305,833	315,389	328,556
OTHER SERVICES	7,994,842	9,132,326	10,068,228	9,961,324	11,040,362	11,066,865
MATERIALS & SUPPLIES	21,690	21,728	44,995	44,995	44,500	44,936
OTHER CHARGES	6,771,709	7,327,290	8,201,312	7,749,912	8,161,319	8,006,550
PASS THROUGHS	11,563,276	9,805,729	12,134,313	12,134,313	11,696,414	11,998,165
CAPITAL OUTLAY	3,701,247	5,488,078	22,694,984	7,753,288	3,938,271	4,685,734
EMPLOYEE ALLOWANCES	1,560	1,884	1,560	1,560	2,340	2,340
Total	30,695,682	32,559,365	\$54,161,485	\$38,661,485	\$36,212,760	\$37,016,340

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
DDA HOUSING FUND (0001) DOWNTOWN DEVELOPMENT AUTHORITY (0003)	787	1,689	775,723	775,723	720,880	344,257
DDA PARKING MAINTENANCE (0033)	4,959,387	6,457,651	9,966,428	9,966,428	8,836,572	6,588,345
DDA PARKING FUND (0063)	3,272,032	3,991,030	3,974,235	3,974,235	3,267,536	4,661,976
2019-A CAPITAL IMPROVEMENT BONDS (0086)	22,463,476	22,108,995	23,945,099	23,945,099	23,387,772	25,421,762
	-	-	15,500,000	-	-	-
Total	30,695,682	32,559,365	\$54,161,485	\$38,661,485	\$36,212,760	\$37,016,340

FTE Count

Category	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
DOWNTOWN DEVELOPMENT AUTHORITY	4.00	6.00	6.00	6.00	6.00
Total	4.00	6.00	6.00	6.00	6.00

DOWNTOWN DEVELOPMENT AUTHORITY

REVENUES

Charges for Services - The FY 2020 increase reflects a previously approved parking rate increase.

Operating Transfers In - The increase is due to increased transfers from the parking fund into the parking maintenance fund.

Prior Year Surplus - The DDA has a mission to complete capital projects. The decrease of this line reflects the DDA's schedule for completing the capital projects it has undertaken.

Taxes - The FY 2020 increase reflects the City ordinance annual allowable increase of captured taxable value at 3.5%.

EXPENSES

Personnel Services - The FY 2020 increase in permanent salaries is due to a succession overlap of one position retiring and possible overlap of another position also eligible for retirement. This also contains an anticipated retirement severance amount for both positions.

Other Services - This reflects an increase in the professional services due to upcoming street improvement projects and the maintenance and replacement of street lights in the district.

Pass Throughs - The FY 2020 decrease is due to a decrease in transfers to the bond fund.

Capital Outlay - The FY 2020 decrease is due to the 2019 capital improvement bond. Unspent funds will be carried forward into FY 2020.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2020 FTE's	FY 2021 FTE's
DDA CAPITAL & PRIVATE PRJ	404490	1.00	1.00
DDA COMMUNICATIONS MGR	404540	1.00	1.00
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
DDA PARKING SERVICES MGR	404480	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		6.00	6.00

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SMART ZONE

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises. The SmartZone activities are funded from a tax increment financing (TIF) mechanism with the State.

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
INVESTMENT INCOME	80	12,431	31,117	65,934	60,000	60,000
MISCELLANEOUS REVENUE	162,455	127,970	75,000	75,000	75,000	75,000
PRIOR YEAR SURPLUS	-	-	337,983	-	259,000	1,217,250
TAXES	3,169,097	3,566,551	3,870,000	3,899,557	4,500,000	4,680,000
Total	\$3,331,632	\$3,706,952	\$4,314,100	\$4,040,491	\$4,894,000	\$6,032,250

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
SMART ZONE LDFA (0009)	3,331,632	3,706,952	4,314,100	4,040,491	4,894,000	6,032,250
Total	\$3,331,632	\$3,706,952	\$4,314,100	\$4,040,491	\$4,894,000	\$6,032,250

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY
SMART ZONE

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
OTHER SERVICES	2,563,428	3,060,573	4,267,614	3,389,555	4,819,791	5,956,189
OTHER CHARGES	41,700	45,312	46,486	46,486	74,209	76,061
Total	\$2,605,128	\$3,105,885	\$4,314,100	\$3,436,041	\$4,894,000	\$6,032,250

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
SMART ZONE LDFA (0009)	2,605,128	3,105,885	4,314,100	3,436,041	4,894,000	6,032,250
Total	\$2,605,128	\$3,105,885	\$4,314,100	\$3,436,041	\$4,894,000	\$6,032,250

SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

REVENUES

Taxes - The increase is due to higher projected tax capture for the authority.

Prior Year Surplus - The decrease is due to a reduction in planned use of fund balance in FY 2020.

EXPENSES

Other Services - This reflects increased programming for various activities of the LDFA.

Other Charges - This reflects an increase in liability insurance premiums and the Municipal Service Charge.

Ann Arbor/Ypsilanti SmartZone LDFA

	Actual FY2018	Amended Budget FY2019	Forecast FY2019	Request FY2020	Projection FY2021
REVENUES					
Tax Revenue	\$ 3,566,551	\$ 3,870,000	\$ 3,899,557	\$ 4,500,000	\$ 4,680,000
Miscellaneous Revenue	127,971	75,000	75,000	75,000	75,000
Investment Income	12,431	31,117	65,934	60,000	60,000
Total Revenue	\$ 3,706,953	\$ 3,976,117	\$ 4,040,491	\$ 4,635,000	\$ 4,815,000
EXPENDITURES					
<u>Ann Arbor</u>					
Business Accelerator Support Services					
SPARK Business Accelerator Direct Staffing	\$ 722,795	\$ 760,000	\$ 760,000	\$ 799,000	\$ 914,000
Phase II - Due Diligence	4,000	-	-	-	-
Phase III - Intensive Service	716,170	800,000	650,000	800,000	800,000
Sub-Total	1,442,965	1,560,000	1,410,000	1,599,000	1,714,000
Entrepreneurial Development & Education Programs					
Education & Development Programs	-	-	-	-	-
Business Networking Events/Sponsorships	123,975	145,000	145,000	100,000	110,000
Bootcamp	47,500	50,000	50,000	50,000	50,000
Sub-Total	171,475	195,000	195,000	150,000	160,000
Mobility Support	63,862	125,000	125,000	131,000	137,600
Internship Support & Talent Training	387,710	480,000	480,000	600,000	600,000
Business Software Access for Clients	23,115	25,000	25,000	30,000	30,000
Community Events - Tech Trek	-	-	-	260,000	260,000
SPARK Central Incubator Operating Exp	263,823	250,000	275,000	281,200	287,525
Incubator Expansion	108,238	50,000	50,000	-	-
Sub-Total Ann Arbor	2,461,188	2,685,000	2,560,000	3,051,200	3,189,125
<u>Ypsilanti</u>					
SPARK East Operating Exp	126,070	125,000	125,000	205,000	213,200
SPARK Services (acceptable uses)	20,835	175,000	175,000	100,000	104,000
Other	65,500	87,000	87,000	145,000	150,800
Sub-Total Ypsilanti	212,405	387,000	387,000	450,000	468,000
<u>SPARK Indirect Services</u>					
SPARK Accounting	117,000	123,000	123,000	127,000	131,125
Marketing	214,435	300,000	300,000	250,000	250,000
Sub-Total	331,435	423,000	423,000	377,000	381,125
<u>City of Ann Arbor Indirect Services</u>					
Legal & Admin Support	63,557	69,100	64,541	94,000	94,000
Professional Services	37,300	-	1,500	21,800	-
<u>Strategic Initiatives</u>					
Tech Park Fiber Grant	-	-	-	500,000	1,500,000
Other Initiatives	-	750,000	-	400,000	400,000
Total Operating Expenditures	\$ 3,105,885	\$ 4,314,100	\$ 3,436,041	\$ 4,894,000	\$ 6,032,250
Net Increase (Use) of Fund Balance	\$ 601,068	\$ (337,983)	\$ 604,450	\$ (259,000)	\$ (1,217,250)
Notes:					
Beginning Fund Balance	\$ 2,196,278	\$ 2,797,346	\$ 2,797,346	\$ 3,401,796	\$ 3,142,796
Ending Fund Balance	\$ 2,797,346	\$ 2,459,363	\$ 3,401,796	\$ 3,142,796	\$ 1,925,546
Memo: Ypsi fund balance	\$ 144,250	\$ 144,250	\$ 147,206	\$ 147,206	\$ 147,206
Memo: Min. Required fund bal. excl. Ypsi.	\$ 856,655	\$ 887,000	\$ 889,956	\$ 950,000	\$ 968,000
Admin/OH provision					
20% Limit	\$ 713,310	\$ 774,000	\$ 779,911	\$ 900,000	\$ 936,000
Actual/Projected	\$ 418,101	\$ 460,357	\$ 455,798	\$ 448,544	\$ 485,257

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NON-DEPARTMENTAL AND DEBT SERVICE

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AAATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service of the City. State law does not allow the City to issue general obligation debt in excess of 10% of State Equalized Value (SEV); the debt limit as of June 30, 2018 was \$713 million. The debt subject to that limit as of June 30, 2018, was \$103 million or 1.4% of the total SEV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of SEV limit. The total City debt (general obligation and all others) as of June 30, 2018 was \$305 million (including premiums and discounts).

NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE

Revenues by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
CHARGES FOR SERVICES	6,997,390	7,775,624	7,702,989	7,808,114	9,668,144	9,813,811
INVESTMENT INCOME	(1,800)	8,750	1,200	3,600	1,200	1,200
MISCELLANEOUS REVENUE	592,919	616,537	562,975	563,308	579,744	540,795
OPERATING TRANSFERS IN	5,344,679	6,111,448	4,818,231	4,785,351	7,042,203	4,810,378
PRIOR YEAR SURPLUS	-	-	3,013,848	-	324,218	22,839
SALE OF BONDS	24,509,365	-	42,000,000	44,556,297	-	-
SPECIAL ASSESSMENTS	3,089	-	-	-	-	-
TAXES	10,260,593	10,527,393	10,875,158	10,926,309	11,415,789	11,786,462
Total	\$47,706,235	\$25,039,752	\$68,974,401	\$68,642,979	\$29,031,298	\$26,975,485

Revenues by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	14,388,871	16,277,058	18,049,636	20,578,709	18,427,471	16,299,983
GENERAL DEBT SERVICE (0035)	33,311,988	8,754,686	50,924,765	48,064,270	10,603,827	10,642,502
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	4,386	8,008	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	33,000
Total	\$47,705,245	\$25,039,752	\$68,974,401	\$68,642,979	\$29,031,298	\$26,975,485

**NON-DEPARTMENTAL SERVICE AREA
NON-DEPARTMENTAL AND DEBT SERVICE**

Expenses by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
PERSONNEL SERVICES	-	-	36,657	-	1,114,285	1,987,852
PAYROLL FRINGES	238,374	530,070	-	-	-	-
OTHER SERVICES	424,148	1,190,501	617,623	475,478	455,871	285,871
MATERIALS & SUPPLIES	55,076	36,231	64,501	54,501	64,501	64,501
OTHER CHARGES	33,470,533	9,014,349	51,164,779	48,831,662	11,667,064	11,653,976
PASS THROUGHS	12,058,202	12,086,611	12,274,142	12,274,142	13,126,998	13,287,395
CAPITAL OUTLAY	-	4,309,449	1,243,117	-	-	-
Total	\$46,246,333	\$27,167,211	\$65,400,819	\$61,635,783	\$26,428,719	\$27,279,595

Expenses by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Forecasted FY 2019	Request FY 2020	Projected FY 2021
GENERAL (0010)	12,904,037	17,799,757	14,476,054	13,190,837	15,824,892	16,604,093
GENERAL DEBT SERVICE (0035)	33,290,918	8,747,566	50,924,765	48,444,946	10,603,827	10,642,502
GEN DEBT SERV-SPEC ASSESSMENTS (0060)	42,181	613,533	-	-	-	-
COUNTY MENTAL HEALTH MILLAGE (0100)	-	-	-	-	-	33,000
Total	\$46,237,136	\$27,160,856	\$65,400,819	\$61,635,783	\$26,428,719	\$27,279,595

NON-DEPARTMENTAL

REVENUES

Charges for Services - This reflects an increase in parking revenue from the DDA.

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

Prior Year Surplus - This line item is used to balance budgeted expenditures over projected revenues. It is the City's policy to utilize fund balance in the General Fund for one-time, non-operational items only.

Sale of Bonds - This reflects one-time capital improvement bond refunding of the 2009 Capital Improvement BAB bond in FY 2019.

Taxes - General Fund property taxes are projected to increase by 4.5% in FY 2020 for the Ann Arbor Area Transportation Authority tax levy.

EXPENSES

Personnel Services - This reflects an increase in pay contingency for unsettled contracts that are forecasted to not be settled by fiscal year end and non-union wage increases.

Other Services - This reflects a decrease in centrally budgeted City-wide consulting studies.

Other Charges - This reflects one-time capital improvement bond refunding in FY 2019.

Pass Throughs - This reflects a one-time transfer for active transportation, funding for the Capital Sinking Fund and an increase in the transfer to the Ann Arbor Area Transportation Authority for taxes collected by the City.

Capital Outlay - This reflects a use of funds in FY 2019 to purchase the property at 350 S. Fifth Avenue.

Below is a summary of general long-term debt (with various issue dates) and annual debt service requirements as of June 30, 2018:

Governmental Activities Debt									
FY Ending	General Obligation Portion				PACE Bonds		Total Governmental Activities Debt		
	Capital Projects Bonds Principal	Interest	Special Revenue Bonds Principal	Interest	Principal	Interest	Principal	Interest	Total
2019	4,340,000	2,840,879	1,000,000	435,834	53,000	12,738	5,393,000	3,289,451	8,682,451
2020	4,485,000	2,723,502	1,025,000	415,625	53,000	10,438	5,563,000	3,149,565	8,712,565
2021	4,620,000	2,602,039	1,045,000	394,914	54,000	8,116	5,719,000	3,005,069	8,724,069
2022	4,760,000	2,474,148	1,070,000	373,208	53,000	5,794	5,883,000	2,853,150	8,736,150
2023	4,930,000	2,340,427	1,090,000	350,440	53,000	3,494	6,073,000	2,694,361	8,767,361
2024	5,095,000	2,199,536	840,000	323,188	54,000	1,172	5,989,000	2,523,896	8,512,896
2025	5,270,000	2,044,490	870,000	297,538			6,140,000	2,342,028	8,482,028
2026	5,460,000	1,879,783	895,000	271,063			6,355,000	2,150,846	8,505,846
2027	5,660,000	1,700,957	920,000	243,838			6,580,000	1,944,795	8,524,795
2028	5,870,000	1,513,620	950,000	215,788			6,820,000	1,729,408	8,549,408
2029	6,080,000	1,315,412	975,000	186,913			7,055,000	1,502,325	8,557,325
2030	4,685,000	1,109,902	1,010,000	157,138			5,695,000	1,267,040	6,962,040
2031	4,880,000	941,964	1,040,000	125,738			5,920,000	1,067,702	6,987,702
2032	5,085,000	759,644	1,075,000	92,019			6,160,000	851,663	7,011,663
2033	4,695,000	569,408	1,110,000	56,513			5,805,000	625,921	6,430,921
2034	4,900,000	389,138	1,140,000	19,238			6,040,000	408,376	6,448,376
2035	5,110,000	198,738					5,110,000	198,738	5,308,738
2036									
2037									
2038									
	\$85,925,000	\$27,603,587	\$16,055,000	\$3,958,995	\$320,000	\$41,752	\$102,300,000	\$31,604,334	\$133,904,334

Interest Ranges	1.750-6.500%	2.000 - 3.375%	4.340%	1.750-6.500%
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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, 2018:

Enterprise Funds											
FY Ending	Water & Sewer Revenue Bonds		Storm Debt		CWRFS & DWRFS & SWQIFS		Other Bonds		Total Enterprise Debt		Total
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2019	5,450,000	1,074,304	871,894	375,398	5,875,000	2,744,536	1,865,000	112,575	14,061,894	4,306,813	18,368,706
2020	5,310,000	968,571	881,894	358,722	6,000,000	2,609,946	1,190,000	70,525	13,381,894	4,007,764	17,389,658
2021	5,415,000	843,200	925,211	338,034	6,145,000	2,476,435	500,000	46,667	12,985,211	3,704,336	16,689,548
2022	5,530,000	713,791	942,763	316,318	6,275,000	2,339,856	520,000	36,550	13,267,763	3,406,515	16,674,277
2023	5,640,000	580,785	957,568	293,683	6,410,000	2,200,220	280,000	27,333	13,287,568	3,102,021	16,389,588
2024	5,760,000	444,502	986,015	269,735	6,547,622	2,057,553	285,000	21,700	13,578,637	2,793,490	16,372,127
2025	5,215,000	307,565	1,014,969	245,864	6,619,382	1,911,724	290,000	15,967	13,139,351	2,481,120	15,620,471
2026	3,405,000	239,582	1,044,333	220,583	6,714,903	1,763,584	300,000	10,100	11,464,236	2,233,849	13,698,085
2027	3,405,000	171,190	1,068,896	195,088	6,809,976	1,613,101	305,000	4,067	11,588,872	1,983,446	13,572,318
2028	1,620,000	117,732	1,089,657	168,769	6,900,000	1,460,140			9,609,657	1,746,641	11,356,298
2029	1,695,000	81,712	1,014,005	142,264	6,995,000	1,304,722			9,704,005	1,528,698	11,232,703
2030	1,715,000	43,124	1,038,810	116,769	7,068,271	1,126,367			9,822,081	1,286,260	11,108,341
2031	1,725,000		1,038,995	90,252	7,110,000	981,703			9,873,995	1,071,955	10,945,950
2032			854,160	65,124	6,975,364	697,371			7,829,524	762,495	8,592,019
2033			695,274	42,713	6,736,703	672,328			7,431,977	715,041	8,147,018
2034			634,310	24,970	6,822,720	522,894			7,457,030	547,864	8,004,894
2035			344,874	10,099	6,411,522	375,348			6,756,396	385,447	7,141,843
2036			182,973	2,576	6,380,000	235,863			6,562,973	238,439	6,801,412
2037			184,824	(2,608)	4,315,000	109,675			4,499,824	107,067	4,606,891
2038			6,205	(1,190)	4,405,000	14,683			4,411,205	13,493	4,424,699
	<u>\$51,885,000</u>	<u>\$5,586,058</u>	<u>\$15,777,632</u>	<u>\$3,273,161</u>	<u>\$127,516,463</u>	<u>\$27,218,049</u>	<u>\$5,535,000</u>	<u>\$345,484</u>	<u>\$200,714,095</u>	<u>\$36,422,753</u>	<u>\$237,136,848</u>
Interest Ranges		2.000 - 4.000%		1.625 - 3.5				2.000 - 3.00%		1.625 - 4.000%	

FY2020-2025 CIP SUMMARY

OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2020–2025). The CIP does not address all of the capital expenditures for the City, but provides for large, physical improvements that are permanent in nature, including the basic facilities, services, and installations needed for the functioning of the community. These include transportation systems, utilities, municipal facilities and other miscellaneous projects.

To qualify for inclusion into the CIP, a project must:

- Constitute permanent, physical or system improvements greater than or equal to (GTE) \$100,000; or
- A “program” of projects whose total is GTE \$100,000 (e.g. Playgrounds and Neighborhood Parks); or
- Significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or
- A study of at least \$50,000 that will lead to such projects;
- Add to the value or capacity of the infrastructure of the City.

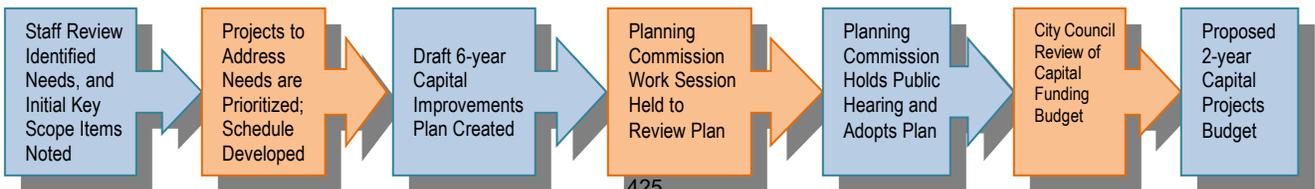
Projects that are considered operational or routine maintenance are excluded.

Preparation of the Capital Improvements Plan is done under the authority of the Michigan Planning Enabling Act (Act 33 of the Public Acts of 2008). It is the City Planning Commission’s goal that the CIP be used as a tool to implement the City Master Plan and assist in the City’s financial planning.

The Capital Improvements Plan proposes project funding relative to the anticipated availability of fiscal resources and the choice of specific improvements to be achieved throughout the six-year plan. The first two years of the Capital Improvements Plan serve as the basis for establishing the City’s Capital Projects Budget (CPB), programming the implementation of the planned projects for the upcoming two fiscal years. The CIP and CPB make up the City’s Capital Improvements Program.

THE CAPITAL IMPROVEMENTS PROGRAM PROCESS

The Capital Improvements Program process begins with a review of identified system needs and concludes with the proposed CPB as outlined below:



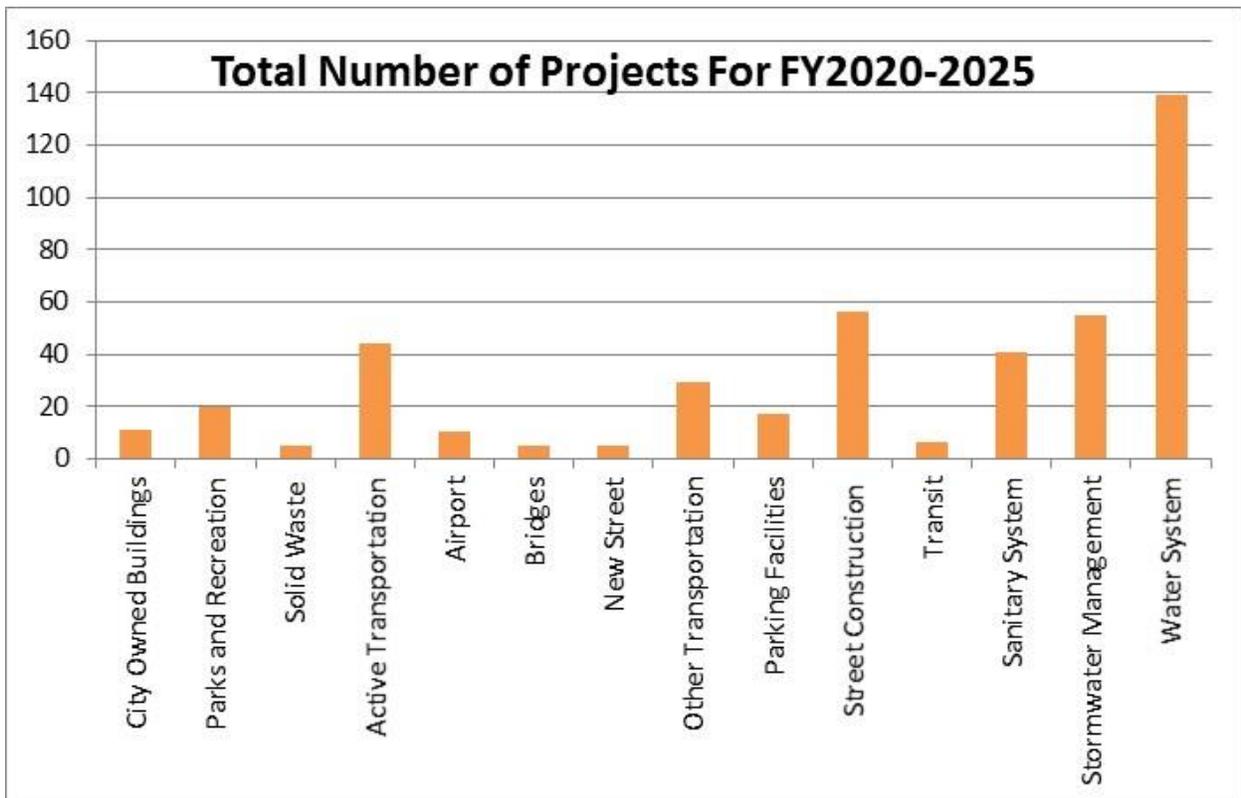
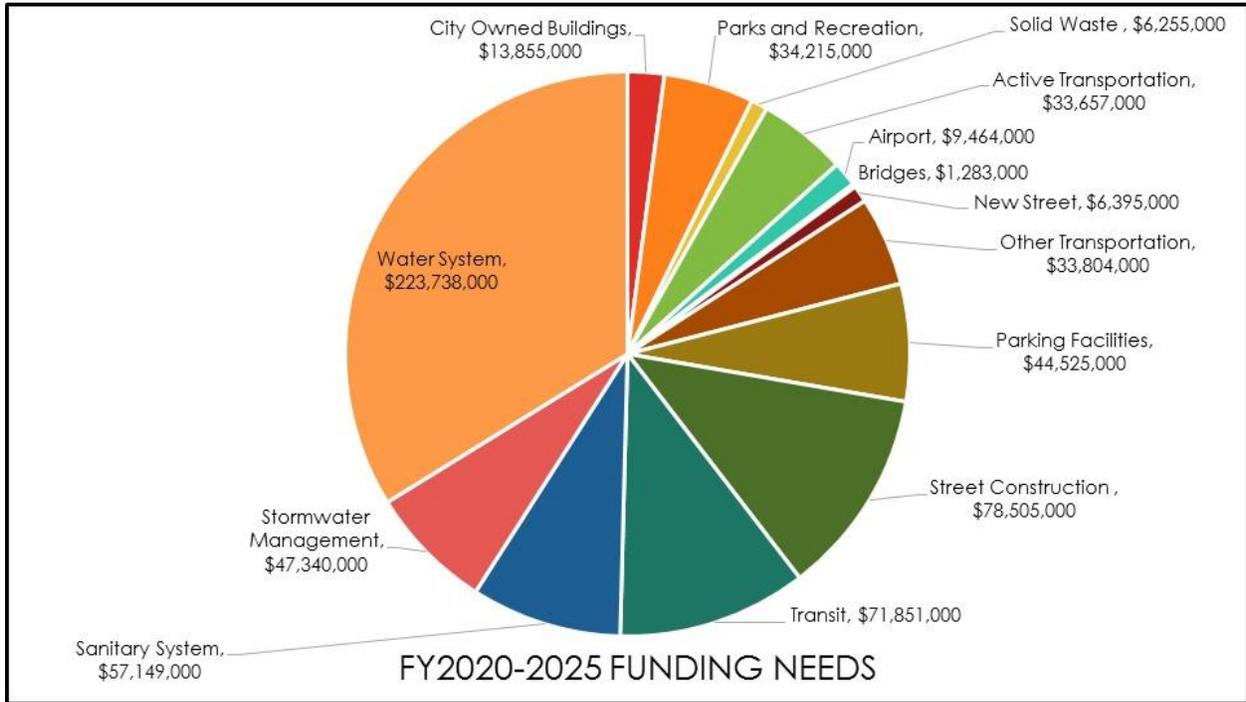
THE TOTALS

A total of 443 projects are included in this year’s CIP with a six-year funding need for fiscal years FY2020–FY2025 of \$662,036,000. This is a 34% decrease from the FY2018–2023 CIP document, which anticipated \$1,008,571,000 in funding need for fiscal years 2018-2023. This significant overall drop was driven heavily by the removal from the current planning window of the Connector project, a \$533,000,000 light rail project.

The total anticipated funding need for all projects is \$993,240,000. This total includes project funds spent prior to fiscal year 2020 and required funds needed after fiscal year 2025 for the projects contained in the plan. This is a 36% decrease over the previous plan, again heavily due to the removal of the Connector project from present planning efforts. The charts below indicate the total number of projects for each category, the total costs by asset category, the six-year funding need, and first-year and second-year funding needs (i.e. the two years of the next capital budget cycle)

FY2020-2025 CIP SUMMARY FUNDING

Category	Number of Projects	Total Funding All Years (Inc. Prior and 2025+)	FY 2020-2025 Total Funding Need	FY2020Total Funding Need	FY21 Total Funding Need
City Owned Buildings	11	\$31,288,000	\$13,855,000	\$3,300,000	\$760,000
Parks and Recreation	20	\$80,593,000	\$34,215,000	\$4,650,000	\$3,650,000
Solid Waste	5	\$6,784,000	\$6,255,000	\$980,000	\$393,000
Active Transportation	44	\$51,634,000	\$33,657,000	\$3,193,000	\$5,380,000
Airport	10	\$9,464,000	\$9,464,000	\$0	\$4,138,000
Bridges	5	\$5,920,000	\$1,283,000	\$270,000	\$633,000
New Street	5	\$6,395,000	\$6,395,000	\$250,000	\$0
Other Transportation	29	\$42,641,000	\$33,804,000	\$7,136,000	\$6,250,000
Parking Facilities	17	\$57,420,000	\$44,525,000	\$13,906,000	\$11,145,000
Street Construction	56	\$150,883,000	\$78,505,000	\$12,566,000	\$11,880,000
Transit	6	\$109,054,000	\$71,851,000	\$0	\$4,410,000
Sanitary System	41	\$83,576,000	\$57,149,000	\$9,259,000	\$11,025,000
Stormwater Management	55	\$76,959,000	\$47,340,000	\$10,642,000	\$4,686,000
Water System	139	\$280,627,000	\$223,738,000	\$18,613,000	\$13,283,000
Totals:	443	\$993,238,000	\$662,036,000	\$84,765,000	\$77,633,000



FUNDING ISSUES AND SOURCES

A. Funded versus Unfunded Projects for the Two-Year Capital Budget Period of FY2020-FY2021

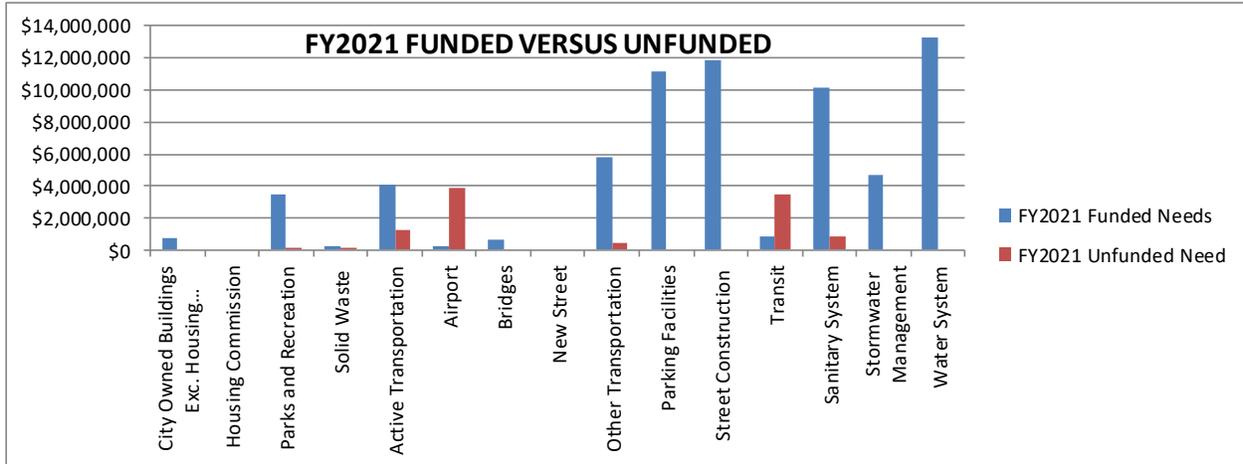
As is often the case with governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are projects contained in this CIP that do not have an established, secure source of funding at this time. Projects in the first two years of the CIP form the basis for the City’s Capital Budget and generally require secure funding. That funding may include specific limited General Fund requests (see Section C. below). Therefore, projects that do not have secure funding are generally programmed for the third year or later in the plan. However, some higher priority unfunded projects (generally anticipated to be funded via grants or outside funding) are included in years 1 or 2 of the plan in the event funding is obtained and the projects can then be implemented. For example, the Ann Arbor Station Final Design in FY2021 is unfunded and represents a significant portion of unfunded needs. With the possible exception of projects requiring general funds (see Section C below), FY2020 is fully funded.

For purposes of the “FY2020-FY2021 Funding” chart below, Housing Commission projects have been extracted out from the City Owned Buildings category totals and will be discussed in the Discretionary Outside Funding Section B following. General Funded projects are discussed in Section C.

FY2020-FY2021 FUNDING

Category	FY2020 Total Funding Needs	FY2020 Funded Needs	FY2020 Unfunded Needs	FY2021 Total Funding Needs	FY2021 Funded Needs	FY2021 Unfunded Need
City Owned Buildings Exc.						
Housing Commission	\$600,000	\$600,000	\$0	\$760,000	\$760,000	\$0
Housing Commission	\$2,700,000	\$2,700,000	\$0	\$0	\$0	\$0
Parks and Recreation	\$4,650,000	\$4,650,000	\$0	\$3,650,000	\$3,500,000	\$150,000
Solid Waste	\$980,000	\$980,000	\$0	\$393,000	\$297,000	\$96,000
Active Transportation	\$3,193,000	\$3,193,000	\$0	\$5,380,000	\$4,100,000	\$1,280,000
Airport	\$0	\$0	\$0	\$4,138,000	\$206,900	\$3,931,100
Bridges	\$270,000	\$270,000	\$0	\$633,000	\$633,000	\$0
New Street	\$250,000	\$250,000	\$0	\$0	\$0	\$0
Other Transportation	\$7,136,000	\$7,136,000	\$0	\$6,250,000	\$5,752,000	\$498,000
Parking Facilities	\$13,906,000	\$13,906,000	\$0	\$11,145,000	\$11,145,000	\$0
Street Construction	\$12,566,000	\$12,566,000	\$0	\$11,880,000	\$11,880,000	\$0
Transit	\$0	\$0	\$0	\$4,410,000	\$882,000	\$3,528,000
Sanitary System	\$9,259,000	\$9,259,000	\$0	\$11,025,000	\$10,145,000	\$880,000
Stormwater Management	\$10,642,000	\$10,642,000	\$0	\$4,686,000	\$4,686,000	\$0
Water System	\$18,613,000	\$18,613,000	\$0	\$13,283,000	\$13,283,000	\$0
TOTALS	\$84,765,000	\$84,765,000	\$0	\$77,633,000	\$67,269,900	\$10,363,100

Funded versus unfunded status is also depicted graphically in the following chart for FY2021.



B. Outside Funding

Of the \$662,036,000 needed to fund the total FY2020–2025 CIP program, monies for particular projects may come in part or in whole from fund sources outside the City. Such dollars are included in totals shown because they fund improvements to assets which belong to the City, will become so upon project completion, or are part of an intergovernmental or interagency project in which the City is a participant.

Discretionary outside funds are defined here as those which require specific application to obtain or which come from other non-City sources at the discretion of others. .Examples of discretionary outside funds include STP-U (Surface Transportation Program – Urban) and CMAQ (Congestion Mitigation and Air Quality Improvement) federal transportation funds, participation in costs by Washtenaw County excluding road millage referenced below, AATA, or other governmental or agency entities, developer contributions, donations and memorials, and various grant sources such as Airport Improvement Program Grants, FEMA, and MDNR.

Projects may also receive funding from non-City sources which the City receives by formula. These are outside funds but are not considered discretionary. At present, those include Act 51 transportation monies used for capital projects. They are noted as non-discretionary in the tables and charts below.

We note that DDA funded projects utilize City tax revenues and so are not considered outside funds. Similarly, monies generated by the Washtenaw County Road and Non-Motorized Path millage are generally treated as internal funds as they are paid directly by City taxpayers. Only the portion of that millage earmarked for non-motorized trails throughout the County are treated as discretionary as there is no guarantee the City will receive any portion of such funds.

Certain projects also utilize special financial funding mechanisms that allow capital improvement costs to be spread over time at favorable interest rates. Examples include SRF funding for

stormwater (State Revolving Funds), DWRP funding for water, (Drinking Water Revolving Funds), bond financing, and SAD (Special Assessment District) funding.

In some of those cases, there may be elements of loan forgiveness (e.g. for SRF funds) or full or partial repayment by citizens (for SAD). However, for purposes of the chart below, those funding mechanisms are *not* treated as outside discretionary funding even though some may ultimately reduce the City’s net outlay on a project. Because the Housing Commission receives funds from a variety of state and federal sources, such funds are treated as discretionary, but are extracted out from the remainder of the City Owned Buildings category for clarity.

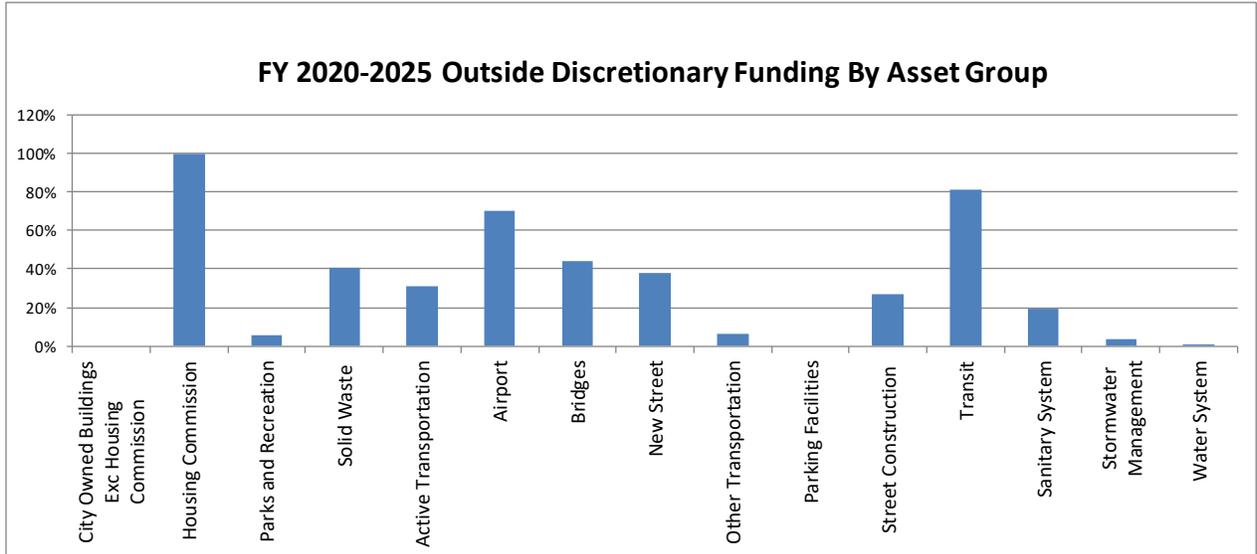
Per the chart below, Housing Commission, Airport, and Transit capital improvement projects most heavily utilize outside discretionary funding.

While 73% of monies utilized for street construction are internal, the magnitude of outside funds utilized (over \$20,000,000) is also significant.

For Active Transportation, the magnitude of outside funds (over \$10,500,000) from sources such as the Transportation Alternatives Program (TAP) and Safe Routes to School Program is also significant.

FY2020–2025 OUTSIDE FUNDS BY ASSET GROUP

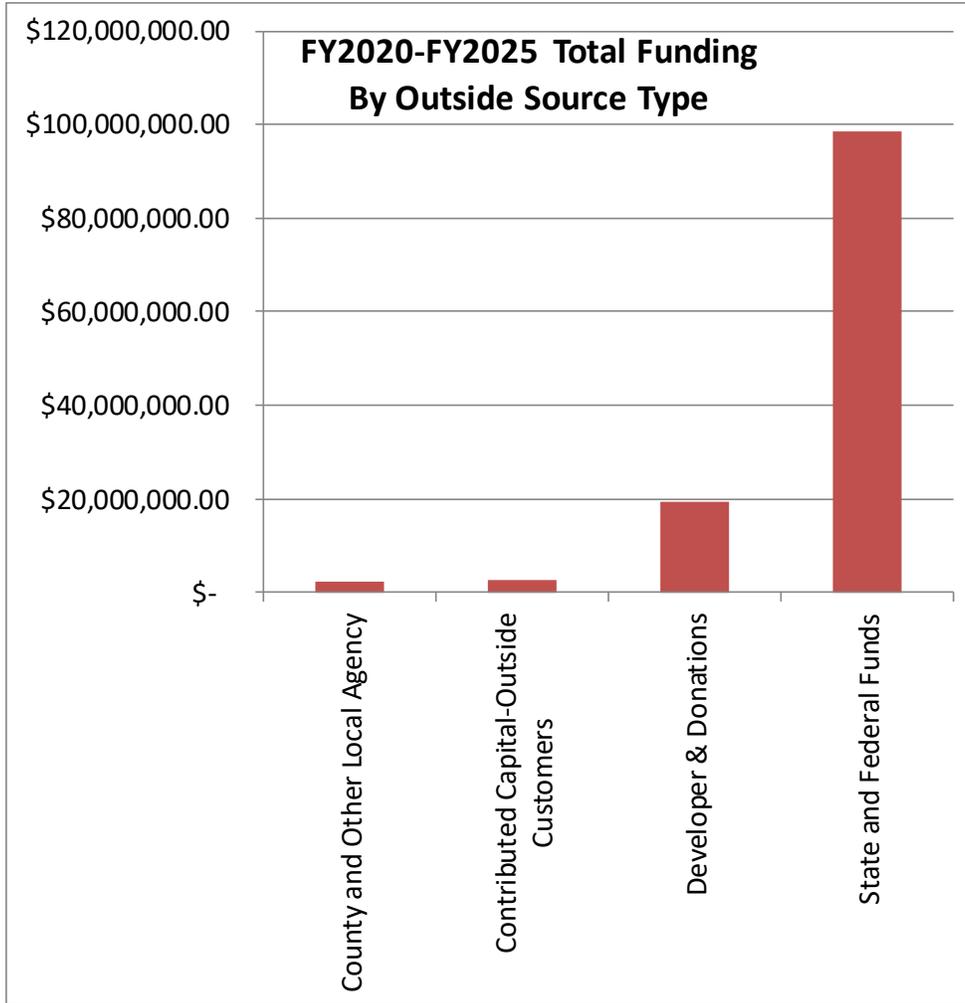
Category	FY 2020-2025 Total Funding Need	Outside Discretionary Funding	Outside Non-Discretionary	% Outside Discretionary Funding
City Owned Buildings Exc				
Housing Commission	\$ 11,155,000.00	\$ -	\$ -	0%
Housing Commission	\$ 2,700,000.00	\$ 2,700,000.00	\$ -	100%
Parks and Recreation	\$34,215,000	\$ 2,045,000.00	\$ -	6%
Solid Waste	\$6,255,000	\$ 2,537,000.00	\$ -	41%
Active Transportation	\$33,657,000	\$ 10,510,000.00	\$ -	31%
Airport	\$9,464,000	\$ 6,639,550.00	\$ -	70%
Bridges	\$1,283,000	\$ -	\$ 570,000.00	44%
New Street	\$6,395,000	\$ 2,433,334.00	\$ -	38%
Other Transportation	\$33,804,000	\$ 2,135,500.00	\$ -	6%
Parking Facilities	\$44,525,000	\$ -	\$ -	0%
Street Construction	\$78,505,000	\$ 9,829,500.00	\$ 11,084,760.93	27%
Transit	\$71,851,000	\$ 58,455,640.00	\$ -	81%
Sanitary System	\$57,149,000	\$ 11,065,000.00	\$ -	19%
Stormwater Management	\$47,340,000	\$ 1,705,350.00	\$ -	4%
Water System	\$223,738,000	\$ 1,070,000.00	\$ -	0%
Totals:	\$ 662,036,000.00	\$ 111,125,874.00	\$ 11,654,760.93	17%



Sources of outside discretionary funding are depicted by type in the table and chart below:

FY2020-FY2025 OUTSIDE DISCRETIONARY FUNDS BY SOURCE CATEGORY

Outside Discretionary Fund Category	FY2020-2025 Total Funding By Outside Category	FY2020 Total Funding By Outside Category	FY 2021 Total Funding By Outside Category
County and Other Local Agency	\$ 2,400,000.00	\$ 100,000.00	\$ 330,000.00
Contributed Capital-Outside Customers	\$ 2,537,000.00	\$ -	\$96,000
Developer & Donations	\$ 19,328,334.00	\$ 4,732,000.00	\$ 5,408,000.00
State and Federal Funds	\$ 98,515,300.93	\$ 8,701,169.00	\$ 11,328,301.98
	\$ 122,780,634.93	\$ 13,533,169.00	\$ 17,162,301.98



C. General Funded Projects

The FY2020-FY2025 CIP includes 19 projects that are anticipated to be funded in whole or in part by general funds. Projects proposed beyond 2025 are not included in this statistic. This represents about 4.3% of all projects and about 4.2% of all funding needed. However, per discussions of discretionary funding above, if grants or other outside funding are obtained for any significant project such as the Anna Arbor Train Station, then matching general funds might be needed. General fund matches for such projects are not included in the table below given the discretionary nature of the funding itself.

Predominant in number in the general funded project group are city owned building projects such as projects to rehabilitate or replace the City’s aging fire stations that are necessary for the safe and efficient function of such facilities.

The chart below summarizes the number and funding needs of such projects for each asset group. Totals are shown both for the total six-year cycle and individually for FY2020 and FY2021.

**GENERAL FUND NEEDS EXCLUSIVE OF MATCHES TO
DISCRETIONARY FUNDS**

Category	Total FY2020-2025 Number of Projects Requiring General Funds	FY2020-2025 Total General Funds Needed*	FY2020 Number of Projects Requiring General Funds	FY2020 General Funds Needed	FY2021 Number of Projects Requiring General Funds	FY2021 General Funds Needed
City Owned Buildings	4	\$ 10,680,000.00	2	\$ 600,000.00	2	\$ 685,000.00
Parks and Recreation	0	\$ -	0	\$ -	0	\$ -
Solid Waste	0	\$ -	0	\$ -	0	\$ -
Airport	0	\$ -	0	\$ -	0	\$ -
Active Transportation	1	\$ 80,000.00	1	\$ 40,000.00	1	\$ 40,000.00
Bridges	0	\$ -	0	\$ -	0	\$ -
New Street**	2	\$ 1,295,000.00	1	\$ 250,000.00	0	\$ -
Other Transportation***	5	\$ 11,898,000.00	2	\$ 460,000.00		\$ 460,000.00
Parking Facilities	0	\$ -	0	\$ -	0	\$ -
Street Construction	0	\$ -	0	\$ -	0	\$ -
Transit	0	\$ -	0	\$ -	0	\$ -
Sanitary System	0	\$ -	0	\$ -	0	\$ -
Stormwater Management	0	\$ -	0	\$ -	0	\$ -
Water System	4	\$ 3,710,000.00	1	\$ 125,000.00	3	\$ 120,000.00
TOTALS	16	\$ 27,663,000.00	7	\$ 1,475,000.00	6	\$ 1,305,000.00
* General fund matches for projects which may be required if outside funding is acquired are not included in this table as they are speculative at this point.						
** For gravel roads to be paved, general funds are required to front costs but will be repaid over time via special assessment						
*** This figures assumes that the Railroad Quiet Zone project moves forward						

PLAN CREATION: PROJECTS, PRIORITIZATION, AND PROGRAMMING

Development of the Capital Improvements Plan requires a complex process involving input by over 70 staff members, the City Planning Commission, citizens, the University of Michigan, DDA, and other City and local commissions and agencies.

Development of the CIP is handled through Asset Category Teams for each of the 14 asset groups as set forth in the data tables above. The initial task for each Team is to generate a list of identified capital needs (the “Projects” step).

The next, and most critical, process component is rating the relative merits of each project (the “Prioritization” step). This crucial step, while constrained by the amount of funding anticipated to be available for capital projects and timing of availability of funds when more than one asset category is involved in a project, nonetheless provides invaluable information in the CIP decision-making process. Shrinking funds and rising costs incurred in maintaining and rehabilitating deteriorating infrastructure make the process of selecting the most vital capital

projects even more crucial and difficult. The merits of each identified capital need must be judged against the policies and criteria of the CIP process and the goals of each component of the Master Plan, as well as against the other competing needs in that particular asset category.

For example, within the limited budget of the water asset group, is the rehabilitation of an aging component at the water treatment plant, or the replacement of a failing water distribution main, or the modification of a treatment process for greater efficiency of greater importance?

While asset groups utilize a set of common prioritization criteria, a limited number of asset-specific criteria are utilized as well (see chart below). While rating scales for each criterion are the same, each group may assign different relative weights to each.

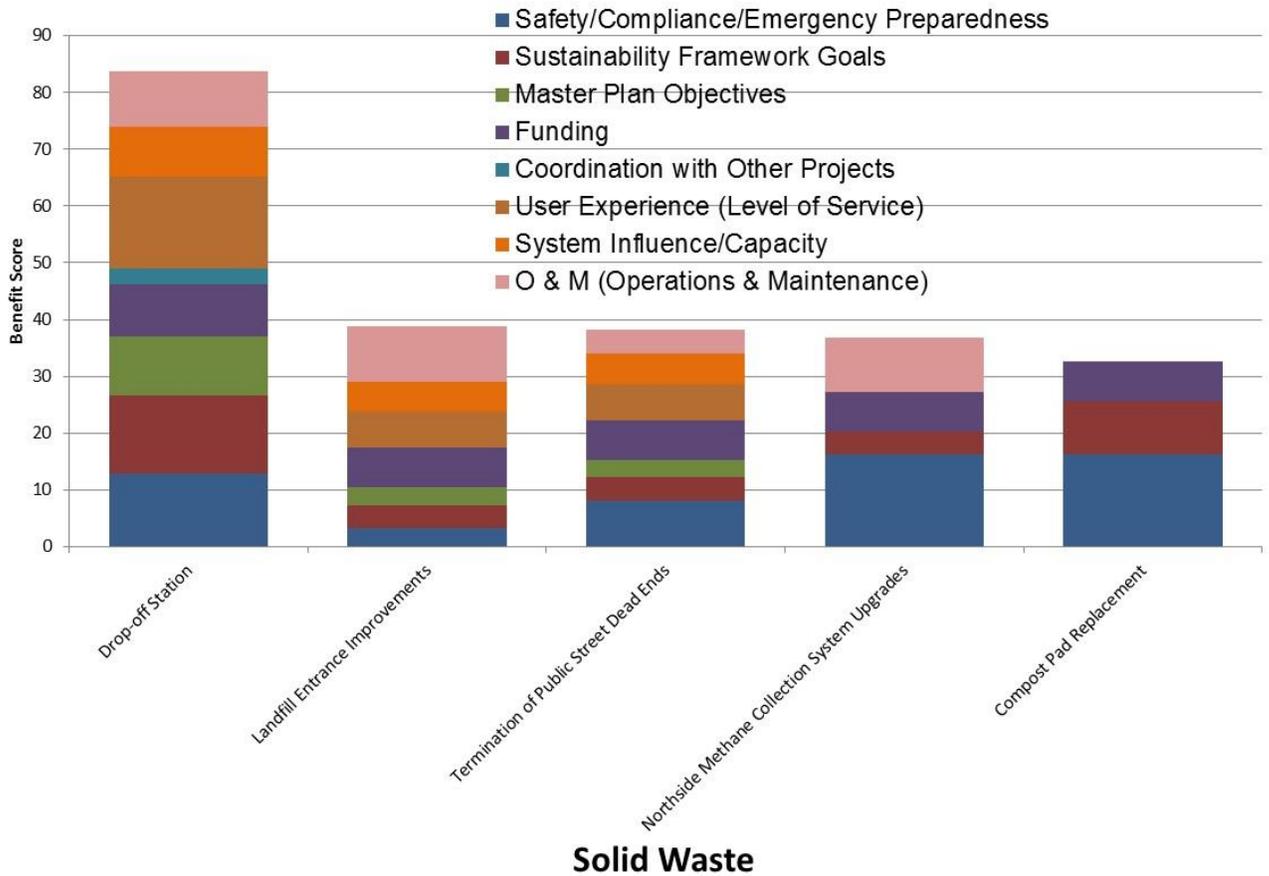
<i>Prioritization Criteria Items</i>
Criteria Common to Most Asset Categories:
Sustainability Framework Goals
Safety/Compliance/Emergency Preparedness
Funding
Coordination with Other Projects and Agencies
Master Plan Objectives
User Experience (Level Of Service)
System Influence/Capacity
O & M (Operation & Maintenance)
Criteria Specific to Selected Asset Categories Only:
Parks & Recreation Only: SCRA - Social, Cultural, Recreational, and Aesthetic
Bridges Only: Daily Users Carried
Bridges Only: Criticality (e.g. critical to systems operation or a specific site)
Bridges Only: Impacts Other Infrastructure items
Stormwater Management Only: Water Quality
Water System Only: Reliability

Each project is then rated using a scoring scale for each criteria. This scoring process takes place with teams of staff members providing broad cross-unit input and involving staff from unit managers to project managers to public works personnel. Staff from other entities such as the DDA, UM, and the Washtenaw County Water Resources Commissioner’s Office (WCWRC) are also involved where appropriate.

Upon completion of Prioritization of capital projects for each asset category, the prioritization model then produces information (both in graphic and in tabular form) showing the scores for each project. Results for the Solid Waste asset group are shown below as an example:

SAMPLE SOLID WASTE PRIORITIZATION MODEL GRAPHIC RESULTS

FIGURE 1
Benefit Score by Criteria Weight Composition



SAMPLE SOLID WASTE PRIORITIZATION MODEL TABULAR RESULTS

PRIORITIZATION MODEL RESULTS		
SOLID WASTE		
Prioritization Rank	Project Name	Prioritization Score
1	Drop-off Station	83.73
2	Landfill Entrance Improvements	38.82
3	Termination of Public Street Dead Ends (Solid Waste)	38.11
4	Northside Methane Collection System Upgrades	36.90
5	Compost Pad Replacement	32.59

These prioritization scores then become one of the principal tools in establishing the order in which projects are programmed (the “Programming” step). It is noted however, that fund availability and constraints, the need to coordinate with projects involving other asset groups, required interactions with other outside agencies, and other similar factors dictate that this scoring alone does not set the programmatic order in which projects are undertaken.

The final result of the “Three P” process was the FY2020-FY2025 plan presented in tabular form by asset group to the City Planning Commission with prioritizations scores, year programmed, and projected funding needs for each.

NEW PROJECTS

There are 107 new projects in the FY2020-FY2025 CIP. The total cost of all new projects is \$150,251,000 representing approximately 15.1% of all project costs. New projects are shaded on the CIP Plan tabular data sheets.

The five asset groups contributing the greatest number of proposed new projects are Water, Street Construction, Stormwater, Sanitary, and Other Transportation.

In the Water group, the number of new projects is being driven by several factors. These include the aging nature of the system, proactive planning to consolidate parallel mains, efforts to upsize mains to increase fire safety and foster economic development in the DDA district, extension of mains to unserved areas, and projects required for regulatory compliance at the City’s dams and treatment plant.

The significant number of new projects in the Street Construction category reflects continued efforts to address the “Fix Our Roads” goal established by City Council as well as to begin to address programming of long-term corridor projects on Nixon Road and State Street.

In the Stormwater asset group, the newly added projects are driven by a number of factors including continued implementation of the City’s Green Streets policy, addressing capital maintenance issues related to both conveyance and stormwater detention facilities, and continued efforts related to long-term management of the City’s urban forest.

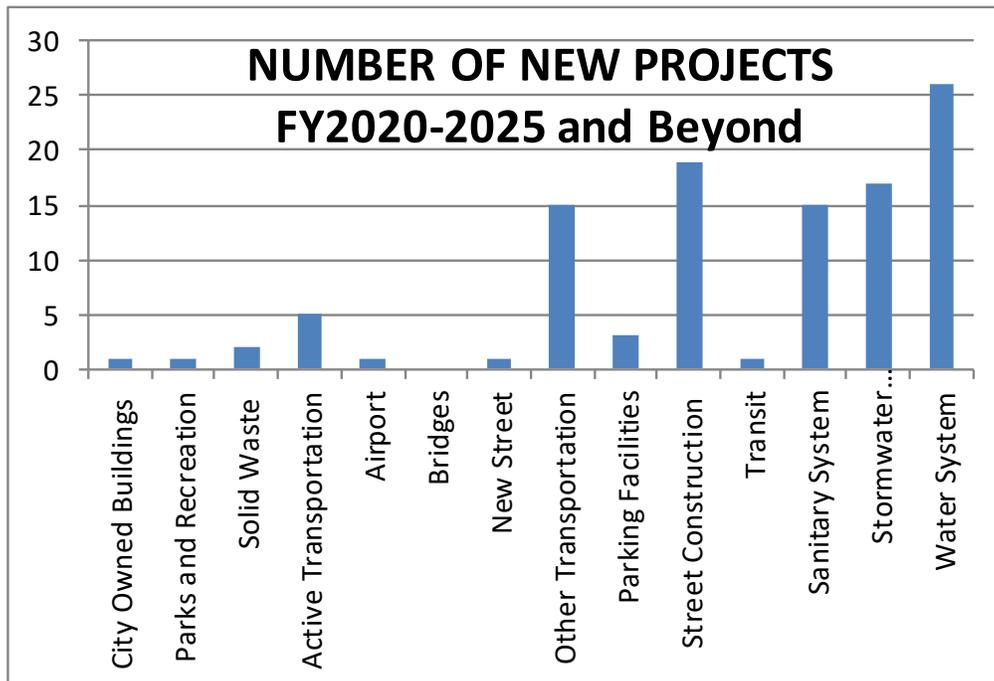
In the Sanitary asset group, several of the new projects focus on implementing solutions identified in the Sanitary Sewer Wet Weather Evaluation Project. Funding for of these projects is largely possible through utilization of Developer Offset Mitigation (DOM) fees. New projects also address needs at the treatment plant as well as initial programming for targeted collection system extensions into areas of the City not presently served.

In the Other Transportation group, primary focus of the new projects include upgrades to the City’s traffic signal system and proposed streetlight corridor projects for improved safety.

The chart and graph following depict number of new projects and total funding needed for such projects for each asset group.

NEW PROJECTS FY2020- FY2025

Category	# of New Projects	FY2020-2025 And Beyond Funding Needed
City Owned Buildings	1	\$ 400,000.00
Parks and Recreation	1	\$ 150,000.00
Solid Waste	2	\$ 250,000.00
Active Transportation	5	\$ 2,837,000.00
Airport	1	\$ 564,000.00
Bridges	0	\$ -
New Street	1	\$ 250,000.00
Other Transportation	15	\$ 17,044,400.00
Parking Facilities	3	\$ 3,513,000.00
Street Construction	19	\$ 49,212,000.00
Transit	1	\$ 100,000.00
Sanitary System	15	\$ 19,165,000.00
Stormwater Management	17	\$ 12,140,000.00
Water System	26	\$ 44,626,000.00
TOTALS	107	\$ 150,251,400.00



COMMUNITY INPUT AND INFORMATION SHARING

As the City's focus on community engagement efforts is increasingly embedded into the fabric of interaction with the community, many new capital improvement projects are being generated from such interactions. Such engagement occurs through direct interaction with citizens as well as through commissions and boards with strong citizen representation.

The City has engaged in several intensive infrastructure related planning and evaluative studies that have involved citizen advisory groups and/or community-wide engagement efforts. The results of such studies have generated capital improvement projects that were heavily driven by such citizen input.

As examples, the recently completed State Street Transportation Corridor Study (Ellsworth to Oakbrook) and Nixon Corridor Design projects, both of which involved significant public engagement, have enabled development of planning level cost estimates and project phasing for Complete Streets projects in these corridors.

Resident requests concerning specific locations have also generated a number of capital improvement projects. For example, citizen requests to fill the sidewalk gap on the south side of Jackson from Wagner to Park Lake contributed to inclusion of a project to meet that need.

Requests are also received from the University of Michigan (UM), local interest organizations such as the Washtenaw Biking and Walking Coalition, etc.

Examples of other projects that were added to the FY2020-FY2025 CIP based in whole or in part upon community input include the Bicycle Network Gaps and Low Stress Bicycle Network Signage projects, Hollywood (Maple to Allison) Paving, and the Accessible Pedestrian Signal project.

One final new opportunity for gathering community input, which can lead to inclusion of new capital improvement projects in the CIP, has come about due to the highly successful launch in 2014 of the City's new *A2 Fix It* system. This system permits community members to report on issues related to the City's capital assets as well as its operations. The primary purpose of the system focuses on addressing issues such as pothole repair or a missed trash pick-up which can be addressed in the short term. However, the system is also beginning to generate requests which would require longer-term capital improvement project creation to properly address and a website to permit such long-term input is in the beta stages of testing.

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2020

ProjectID	Project Name	Anticipated Spending Schedule			
		Request FY2020	Request FY2021	FY2022+	Total FY2020-FY2022+
<u>Municipal Facilities - City Owned Buildings</u>					
MF-CB-14-02	2000 South Industrial Site Evaluations	-	75,000	-	75,000
		-	75,000	-	75,000
<u>Municipal Facilities - Parks and Recreation</u>					
MF-PR-08-07	Tennis & Basketball Court Renovations	100,000	150,000	300,000	550,000
MF-PR-08-21	Recreational Facility Updates and Infrastructure Repairs	450,000	450,000	1,000,000	1,900,000
MF-PR-10-01	Playgrounds and Neighborhood Park Improvements	100,000	100,000	400,000	600,000
MF-PR-10-02	Parks Roads, Bridges, Dams, Sidewalks & Parking Lots	450,000	300,000	450,000	1,200,000
MF-PR-10-06	Trails & Pathways - Repairs & Reconstruction	300,000	400,000	800,000	1,500,000
MF-PR-10-09	Picnic Shelters	100,000	100,000	200,000	400,000
		1,500,000	1,500,000	3,150,000	6,150,000
<u>Municipal Facilities - Solid Waste</u>					
MF-SW-06-03	Drop-off Station	-	96,250	4,883,000	4,979,250
MF-SW-18-01	Northside Methane Collection System Upgrades	100,000	-	-	100,000
MF-SW-20-01	Compost Pad Replacement	-	200,000	-	200,000
		100,000	296,250	4,883,000	5,279,250
<u>Transportation - Alternative Transportation</u>					
TR-AT-02-13	Main St (AA-Saline to East Stadium) Shared Use Path	-	600,000	630,000	1,230,000
TR-AT-10-20	Major Mid-Block Crossing Improvements	150,000	150,000	300,000	600,000
TR-AT-13-01	Annual Sidewalk Repair and Curb Ramp Program	1,250,000	1,050,000	3,600,000	5,900,000
TR-AT-14-04	Washtenaw Ave (Pittsfield to Huron Pkwy) Shared Use Path	42,500	42,500	-	85,000
TR-AT-18-16	Dhu Varren (Omlesaad to west end Nixon Farms) Sidewalks	250,000	-	-	250,000
TR-AT-19-03	School Safety Improvements	100,000	100,000	400,000	600,000
TR-AT-19-04	Treeline Initial Implementation	40,000	40,000	-	80,000
TR-AT-19-05	Safe Routes to School: Northside STEAM	250,000	-	-	250,000
TR-AT-19-06	School Safety: Fuller Road Sidewalk Gap	140,000	-	-	140,000
N/A	2020 and 2021 Sidewalk Repair Program	568,500	337,500	-	906,000
		2,791,000	2,320,000	4,930,000	10,041,000
<u>Transportation - Other</u>					
TR-OT-20-06	Central Signal System Software Upgrades	150,000	-	-	150,000
TR-OT-20-09	Accessible Pedestrian Signals	50,000	50,000	-	100,000
TR-OT-20-12	Ellsworth at Research Park Traffic Signal and Pedestrian Improvements	-	250,000	-	250,000
		200,000	300,000	-	500,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2020

ProjectID	Project Name	Anticipated Spending Schedule			
		Request FY2020	Request FY2021	FY2022+	Total FY2020-FY2022+
Transportation - Bridges					
TR-BR-10-05	Biennial Bridge Inspection Program	95,000	95,000	380,000	570,000
TR-BR-16-01	Island Drive Bridge Rehab	45,000	468,000	-	513,000
TR-BR-18-02	Huron Parkway Bridge Repairs	130,000	70,000	-	200,000
		270,000	633,000	380,000	1,283,000
Transportation - Street Construction					
TR-SC-08-01	Fuller/Maiden/E Medical Intersection	100,000	100,000	400,000	600,000
TR-SC-13-07	Annual Local Resurfacing (ASRP)	2,670,000	3,200,000	21,050,000	26,920,000
TR-SC-14-06	State St. (Huron to S. University)	-	310,000	620,000	930,000
TR-SC-15-02	Annual Capital Street Maintenance Program	1,490,000	1,000,000	4,000,000	6,490,000
TR-SC-16-07	Hoover (Main to State) and Greene	445,000	-	-	445,000
TR-SC-16-09	Boardwalk (Eisenhower to north end)	275,000	490,000	-	765,000
TR-SC-16-10	Broadway (Plymouth to Plymouth)	-	750,000	810,000	1,560,000
TR-SC-16-15	Traverwood (Plymouth to Huron Pkwy) Resurfacing	540,000	-	-	540,000
TR-SC-16-20	Stone School Rd (Eisenhower to I-94) Resurfacing	375,000	-	-	375,000
TR-SC-18-03	Barton Drive (M-14 to Pontiac)	350,000	350,000	-	700,000
TR-SC-18-06	Scio Church Rd (7th to Maple)	100,000	400,000	1,354,000	1,854,000
TR-SC-18-09	North University (State to Fletcher)	-	125,000	255,000	380,000
TR-SC-18-10	S. Industrial (Stimpson to Eisenhower)	500,000	300,000	-	800,000
TR-SC-18-11	State St. (Stimpson to Oakbrook)	390,000	-	-	390,000
TR-SC-18-15	Platt Road (HPW to Packard)	400,000	-	1,300,000	1,700,000
TR-SC-18-16	South University (State to East U)	200,000	330,000	-	530,000
TR-SC-20-12	First and Ashley (Kingsley to Madison) and Kingsley (Main to First)	180,000	180,000	-	360,000
TR-SC-20-21	Plymouth (Nixon to US-23)	200,000	200,000	-	400,000
UT-WS-14-07	Liberty (1501 W Liberty to Seventh) Water Main Replacements - Street Share	-	250,000	-	250,000
UT-WS-16-09	Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement - Street Share	330,000	-	-	330,000
UT-WS-18-57	South University (State to E University) Water Main Abandonment - 50% Street Obligation	642,000	428,000	-	1,070,000
N/A	Miscellaneous Road Projects/Maintenance	250,000	300,000	1,200,000	1,750,000
N/A	Miscellaneous Utilities Projects - Street Share	422,000	-	-	422,000
		9,859,000	8,713,000	30,989,000	49,561,000

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2020

ProjectID	Project Name	Anticipated Spending Schedule			
		Request FY2020	Request FY2021	FY2022+	Total FY2020-FY2022+
Utilities - Sanitary Sewer					
UT-WS-14-17	Water Meter Replacement Program - 50% H2O Obligation	1,250,000	1,250,000	1,250,000	3,750,000
UT-SN-01-28	South Boulevard Lift Station Elimination & Gravity Sewer	810,000	-	-	810,000
UT-SN-03-29	Southside Interceptor Rehab	275,000	725,000	1,455,000	2,455,000
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	217,600	-	-	217,600
UT-SN-10-05	Sanitary Sewer System Public Works Capital Maintenance	400,000	400,000	1,600,000	2,400,000
UT-SN-14-05	Lift Station Repair/Replacement Program	500,000	950,000	500,000	1,950,000
UT-SN-14-06	Sanitary Sewer Lining Projects	1,150,000	1,500,000	3,000,000	5,650,000
UT-SN-16-08	Barton Dr (east of M-14 ramp) Sanitary Sewer Extension	180,000	270,000	-	450,000
UT-SN-16-13	High Level Trunkline Sanitary Sewer Rehabilitation	850,000	1,250,000	650,000	2,750,000
UT-SN-16-15	WWTP: Asset Management Plan	-	100,000	-	100,000
UT-SN-18-05	Medical Center Drive Sanitary Manhole Access	-	880,000	-	880,000
UT-SN-19-01	Huron/West Park Sanitary SSWWEP Improvements	-	2,325,000	2,325,000	4,650,000
UT-SN-20-05	WWTP: Tertiary Clear Well Wall Replacement	1,200,000	-	-	1,200,000
UT-SN-20-06	WWTP: Screening and Grit System Replacement	275,000	2,300,000	-	2,575,000
UT-SN-20-08	Swift Run Interceptor Lining	700,000	-	-	700,000
UT-SN-20-10	Sanitary Sewer Siphons Improvements	75,000	-	-	75,000
UT-SN-20-11	Sanitary Sewer Infiltration Mitigation	-	200,000	200,000	400,000
		7,882,600	12,150,000	10,980,000	20,532,600
Utilities - Storm Sewer					
UT-ST-16-02	Allen Creek Railroad Berm Opening-Alternative Transportation Share	378,000	-	-	378,000
UT-ST-10-13	Flood Mitigation Implementation Grant Matching	150,000	150,000	600,000	900,000
UT-ST-14-07	Storm Sewer Rehabilitation and Lining Projects	300,000	300,000	1,500,000	2,100,000
UT-ST-16-02	Allen Creek Railroad Berm Opening	465,135	-	-	465,135
UT-ST-16-05	Huron Hills Golf Course Stormwater Improvements	-	1,220,000	-	1,220,000
UT-ST-16-14	Street Tree Planting (FY2016-FY2025)	414,000	414,000	1,656,000	2,484,000
UT-ST-18-01	Edgewood/Snyder SWMM Area Stormwater	100,000	100,000	1,675,000	1,875,000
UT-ST-18-03	South University/E. University SWMM Area Stormwater Improvements	630,000	830,000	-	1,460,000
UT-ST-18-10	Placid Way Culvert and Headwall Replacement	250,000	-	-	250,000
UT-ST-18-15	Arboretum Culverts and Headwalls (School Girls Glen)	300,000	-	-	300,000
UT-ST-18-17	1250 N Main Area Storm Main Relocation	-	402,000	498,000	900,000
UT-ST-20-01	Maywood Storm Sewer	400,000	-	-	400,000
UT-ST-20-02	Hollywood (Maple to Allison) Stormwater Improvements	75,000	155,000	-	230,000
UT-ST-20-05	Detention Basin Restoration/Reconstruction	525,000	475,000	-	1,000,000
UT-ST-20-10	Huron Pkwy at Hubbard Area Millers Creek Outfall	100,000	-	-	100,000
		4,087,135	4,046,000	5,929,000	14,062,135

CITY OF ANN ARBOR
Budgeted Capital Improvement Projects
By Project Type
Requested Project Appropriations for FY2020

ProjectID	Project Name	Anticipated Spending Schedule			
		Request FY2020	Request FY2021	FY2022+	Total FY2020-FY2022+
Utilities - Water System					
UT-WS-04-07	Cedar Bend (Lower) Water Main Replacement	261,000	-	-	261,000
UT-WS-06-07	WTP: Geddes and South East District Control Valve	50,000	200,000	-	250,000
UT-WS-08-04	WTP: Structural Repairs Project Phase 2	1,600,000	400,000	-	2,000,000
UT-WS-08-27	Traver Rd PRV (Between Barton and Leslie Golf Course)	-	100,000	-	100,000
UT-WS-10-01	Dams: Barton Dam Coating and Structural Steel Repairs- 50% general fund	-	25,000	750,000	775,000
UT-WS-13-03	Dover Place, Riverview, and Huntington Place Water Main	314,640	-	-	314,640
UT-WS-14-07	Liberty (1501 W Liberty to Seventh) Water Main Replacement	-	879,000	961,000	1,840,000
UT-WS-14-17	Water Meter and MTU Replacement Program - 50% Sewer Obligation	1,250,000	1,250,000	1,250,000	3,750,000
UT-WS-16-09	Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement	1,827,500	-	-	1,827,500
UT-WS-16-17	WTP: Plant 1 Replacement Project	125,000	750,000	82,200,000	83,075,000
UT-WS-16-19	WTP: Programmable Logic Controllers Replacement & Dam Security Upgrades	1,700,000	300,000	-	2,000,000
UT-WS-16-20	WTP: HVAC Improvements	200,000	-	1,150,000	1,350,000
UT-WS-16-21	Bird Rd Water RPZ Valve Replacement & Redundant Valve	-	200,000	-	200,000
UT-WS-16-26	Barton Dam Embankment Rehabilitation (Water Fund)	125,000	-	1,600,000	1,725,000
UT-WS-16-31	Hoover (Main to State) Water Main Upsizing	600,000	-	-	600,000
UT-WS-16-32	Broadway (Baits to Jones) Water Main Replacement	-	1,050,000	1,050,000	2,100,000
UT-WS-18-01	Dunmore, Waverly, Weldon, Maywood Water Main Replacement	-	1,000,000	1,260,000	2,260,000
UT-WS-18-19	WTP: Barton Pump Station Raw Water Transmission Pipe Replacement	-	250,000	1,500,000	1,750,000
UT-WS-18-26	Page Ave (King George south to end) Water Main Replacement	30,000	370,000	-	400,000
UT-WS-18-30	Dams: Superior Dam Gate Painting	-	50,000	140,000	190,000
UT-WS-18-32	WTP: Metering of Pressure Districts	-	200,000	1,000,000	1,200,000
UT-WS-18-52	WTP: Ammonia Building Improvements	180,000	-	-	180,000
UT-WS-18-53	Barton (Northside to Pontiac Trail) Water Main Replacement	420,000	280,000	-	700,000
UT-WS-18-55	Scio Church (Winsted to Welch) and Waltham to Covington	-	150,000	-	150,000
UT-WS-18-57	South University (State to E University) Water Main Abandonment - 50% Water Obligation	642,000	428,000	-	1,070,000
UT-WS-20-01	Dams: Barton Air Shaft Reconstruction	-	45,000	350,000	395,000
UT-WS-20-03	WTP: Interim UV Disinfection Project	2,250,000	-	-	2,250,000
UT-WS-20-06	Ashley Water Main Consolidation	150,000	150,000	-	300,000
UT-WS-20-08	Broadway Water Main Consolidation (Maiden Lane to Jones)	150,000	-	-	150,000
UT-WS-20-14	Galvanized Water Services Replacements	500,000	1,000,000	12,500,000	14,000,000
UT-WS-20-16	State St (S Univ to Washington) Water Main Improvements	-	663,000	837,000	1,500,000
UT-WS-20-17	North University Water Main Improvement	-	350,000	450,000	800,000
UT-WS-20-18	WTP: LIMS Software	-	25,000	175,000	200,000
UT-WS-20-19	Barton to WTP Raw Water Main Condition Analysis	-	450,000	-	450,000
UT-WS-20-25	Geddes Road (Windy Crest to 500' West of Earhart) Water Main Replacement	-	820,000	1,480,000	2,300,000
		12,375,140	11,385,000	108,653,000	132,413,140
CIP Grand total		\$ 39,064,875	\$ 41,418,250	\$ 169,894,000	\$ 245,137,125

CITY OF ANN ARBOR
 Budgeted Capital Improvement Projects
 By Project Type
Requested Project Appropriations for FY2020

ProjectID	Project Name	Anticipated Spending Schedule			
		Request FY2020	Request FY2021	FY2022+	Total FY2020-FY2022+
<u>Non-CIP / Operations & Maintenance Capital</u>					
N/A	Streetlight Replacements	530,000	530,000	-	1,060,000
N/A	Active Transportation	170,000	-	-	170,000
N/A	Oakbrook Asphalt Path	300,000	-	-	300,000
N/A	Fire Station Renovations	136,000	136,000	-	272,000
N/A	Tech Park Fiber Project	500,000	1,500,000	-	2,000,000
N/A	Barton Dam Repairs	200,000	-	-	200,000
N/A	Capital Sinking Fund	700,000	700,000	-	1,400,000
		<u>2,536,000</u>	<u>2,866,000</u>	<u>-</u>	<u>5,402,000</u>
	Grand total	\$ 41,600,875	\$ 44,284,250	\$ 169,894,000	\$ 250,539,125

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Capital Improvement Program: Significant Non-recurring Projects

- There are 85 capital projects in the FY2020 capital budget totaling \$245,137,125. This is a 65% increase over the FY2019 capital budget total of \$158,497,097.
- There are 47 projects over \$1,000,000 (55.3% of the number of projects). The total for these projects is \$220,569,750 (90% of total projects). All projects in excess of \$1,000,000 are considered significant. The significant projects for which appropriations were requested in FY2020 are listed in this section by project category.
- Of the 47 projects over \$1 million, three projects are over \$10 million. The total for this project is \$123,995,000 (50.6% of the total dollar value of projects).
- Nine of the projects in excess of \$1,000,000 are recurring. The recurring projects are:
 - Recreational Facilities \$1.9 million;
 - Pathways \$1.5 million;
 - Parks Roads, Bridges & Parking Lots \$1.2 million;
 - Annual Sidewalk Repair & Curb Ramp Program \$5.9 million;
 - Annual Local Street Resurfacing Program \$26.9 million;
 - Annual Capital Street Maintenance Program \$6.5 million;
 - Sanitary Sewer Lining Projects \$5.6 million;
 - Storm Sewer Rehabilitation and Lining Projects \$2.1 million
 - Water Meter Replacement Program \$7.5 million

The three largest project categories make up 82.6% of all capital project dollars:

- Transportation – Street Construction \$49,561,000 (20.2% of projects)
- Utilities – Sanitary Sewer \$20,532,600 (8.4% of projects)
- Utilities – Water System \$132,413,140 (54% of projects)
- All other projects \$42,630,385 (17.4% of projects)

The effect of capital expenditures on future operating budgets - One of the 12 common criteria utilized in the Prioritization Model tool for ranking projects in the CIP is the effect on operations and maintenance (O&M). The project scores for this criteria are part of the total calculated prioritization score for the project. The O&M score for each project is included in this section. The 10 point scale for scoring the O&M criteria is as follows:

0 – Will cause increase in O&M costs.

2 – Has a neutral effect on O&M costs.

5 or 6 – Makes a modest contribution to O&M cost reduction.

8 – Makes a modest contribution to O&M cost reduction and creates opportunities to improve operational flexibility/use of technology, and/or extends asset life.

10 – Makes significant contribution to O&M cost reduction and creates opportunities to maximize operational flexibility/use of technology, extends asset life, and/or utilizes materials or techniques that provide lowest overall life-cycle costs.

Capital Improvement Program: Significant Non-recurring Projects

Municipal Facilities – Parks and Recreation

MF-PR-08-21 Recreational Facility Updates & Infrastructure Repairs – Perform upgrades to facility infrastructure. Projects are to be determined through needs assessment or as identified by staff on an annual basis. The project budget is \$450,000 in FY2020, and a total of \$1,900,000. This renovation should result in reduction in maintenance costs. The O&M criteria score is 10.

MF-PR-10-02 Parks Roads, Bridges, Dams, Sidewalks & Parking Lots - Reconstruct and/or improve parks roads and parking lots. Locations to be determined by annual needs analysis of the entire park system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$450,000 in FY2020, and a total of \$1,200,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 3.

MF-PR-10-06 Trails & Pathways – Repair and reconstruct pathways as needed. Tentative projects include replacing existing path at entrance to Riverside Park, and Gallup Park. Evaluate Furstenberg, Riverside, Argo, and other boardwalks. Staff to evaluate needs on an annual basis. New projects will be scheduled each year per condition assessment. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$300,000 in FY2020, and a total of \$1,500,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 2.

Transportation – Alternative Transportation

TR-AT-13-01 Sidewalk Replacement Program – Repair and/or replacement of deficient sidewalks. Includes repair of asphalt R/W sidewalks. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,250,000 in FY2020, and a total of \$5,900,000. These renovations will not result in significant changes in operating expenditures. The O&M criteria score is 0.

Transportation - Street Construction

TR-SC-13-07 Annual Local Street Resurfacing Program (ASRP) – Millage funds to resurface/replace existing pavement, curb & gutter and utility surface structure repairs, sidewalk ramp repair/installation. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$2,670,000 in FY2020, and a total of \$26,920,000. These renovations will not reduce annual operation and maintenance expenses. The O&M criteria score is 3.

TR-SC-15-02 Annual Capital Street Maintenance Program – Utilize techniques other than resurfacing and reconstruction to maintain city street systems; integrate in pavement asset management system. This is a recurring project, but significant enough in size to warrant inclusion on this list. The project budget is \$1,490,000 in FY2020, and

Capital Improvement Program: Significant Non-recurring Projects

a total of \$6,490,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

TR-SC-16-07 Hoover (Main to State) and Greene Resurfacing – Add minor mid-block crossing between Main and Division and investigate storm water improvements. Check against wet weather study for sanitary/storm issues and coordinate with University and WCWRC. The project budget is \$445,000 in FY2020, and a total of \$445,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

TR-SC-16-15 Traverwood (Plymouth to Huron Pkwy) Resurfacing – This project is for on street parking at the library. The project budget is \$540,000 in FY2020, and a total of \$540,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

TR-SC-18-10 South Industrial (Stimson to Eisenhower) Concrete Pavement Repair – This project consists of concrete joint repairs, joint sealing, concrete repairs, diamond grinding, evaluating width for bike lanes, and evaluating mid-block crossings. The project budget is \$500,000 in FY2020, and a total of \$800,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 3.

TR-SC-18-15 Platt (Huron Pkwy to Packard) Resurfacing – This project consists of resurfacing, evaluating pedestrian safety rail at drain crossing, coordinating with WCWRC, coordinating with water project south of Oakwood, and evaluating sanitary lining. The project budget is \$400,000 in FY2020, and a total of \$1,700,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

Utilities - Sanitary Sewer

UT-SN-01-28 South Boulevard Lift Station Elimination & Gravity Sewer – This project will provide gravity flow sewer and eliminate a pump station. The project budget is \$810,000 in FY2020, and a total of \$810,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-SN-10-05 Sanitary Sewer System Public Works Capital Maintenance – This project will repair or replace manhole structures to allow access for maintenance. The project budget is \$400,000 in FY2020, and a total of \$2,400,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-SN-14-05 Lift Station Repair/Replacement Program – Replacement or repair of aging lift stations throughout the City. The project budget is \$500,000 in FY2020, and a total \$1,950,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 8.

Capital Improvement Program: Significant Non-recurring Projects

UT-SN-14-06 Sanitary Sewer Lining Projects – Future sewer lining projects, locations to be identified as determined. The project budget is \$1,150,000 in FY2020, and a total of \$5,650,000. This is a recurring project, but significant enough in size to warrant inclusion on this list. This project will reduce operation and maintenance expenses. The O&M criteria score is 10.

UT-SN-16-13 High Level Trunkline Sanitary Sewer Rehabilitation – This project includes sanitary sewer repairs from Stadium/Packard to Miller/First. The project budget is \$850,000 in FY2020, and a total of \$2,750,000. These repairs will extend the useful life of this asset. The O&M criteria score is 10.

UT-SN-20-05 WWTP: Tertiary Clear Well Wall Replacement – This project will replace existing baffle walls and diffusers in two locations. The project budget is \$1,200,000 in FY2020, and a total of \$1,200,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-SN-20-08 Swift Run Interceptor Lining – This project will address the condition of the lining and H₂S corrosion on 18”/24” sewer. The project budget is \$700,000 in FY2020, and a total of \$700,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

Utilities - Storm Sewer

UT-ST-14-07 Storm Sewer Rehabilitation and Lining Projects – This project consists of lining storm pipes in various locations throughout the City as a way to address deteriorating stormwater pipes. The project budget is \$300,000 in FY2020, and a total of \$2,100,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 10.

UT-ST-16-02 Allen Creek Railroad Berm Opening – This project consists of two phases. Phase 1 includes preliminary engineering, easement acquisition, and grant applications. Phase 2 consists of construction plans installation. The project budget is \$465,135 in FY2020, and a total of \$465,135. This project will increase operations and maintenance costs as this will create new facilities that require maintenance. The O&M criteria score is 0.

UT-ST-18-03 South University/E University SWMM Area Stormwater Improvements – This project will address stormwater issues in the area. The project budget is \$630,000 in FY2020, and a total of \$1,460,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance. The O&M criteria score is 0.

Capital Improvement Program: Significant Non-recurring Projects

UT-ST-20-01 Maywood Storm Sewer – This project will replace and lower the storm main. The project budget is \$400,000 in FY2020, and a total of \$400,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-ST-20-05 Detention Basin Restoration/Reconstruction – This project consists of restoration or reconstruction of city owned detention basins. The project budget is \$525,000 in FY2020, and a total of \$1,000,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

Utilities - Water System

UT-WS-08-04 WTP: Structural Repairs Project Phase 2 – This project will repair deteriorating concrete and brick at the Water Treatment Plant. The project budget is \$1,600,000 in FY2020, and a total of \$2,000,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-14-17 Water Meter Replacement Program – This is for the replacement of water meters. This project is funded from the Water Fund and Sewer Fund. The project budget is \$2,500,000 in FY2020, and a total of \$7,500,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-16-09 Longshore, Indianola, Ottawa, Argo & Amherst Water Main Replacement – This project will replace aging water mains and address water quality and water pressure issues. The project budget is \$1,827,500 in FY2020, and a total of \$1,827,500. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-WS-16-19 WTP: Programmable Logic Controllers Replacement & Dam Security Upgrades – This project will replace existing programmable logic controllers and other equipment at the Water Treatment Plant. The project budget is \$1,700,000 in FY2020, and a total of \$2,000,000. These renovations will reduce annual operation and maintenance expenses. The O&M criteria score is 3.

UT-WS-16-31 Hoover (Main to State) Water Main Upsizing – This project consists of replacing and upsizing existing water mains in the area. The project budget is \$600,000 in FY2020, and a total of \$600,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

UT-WS-18-53 Barton (Northside to Pontiac Trail) Water Main Replacement – This project consists of replacing undersized domestic water main. The project budget is \$420,000 in FY2020, and a total of \$700,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

Capital Improvement Program: Significant Non-recurring Projects

UT-WS-18-57 South University (State to E. University) Water Main Abandonment – This project consists of abandonment of 6” water main, consolidating City 12” main and UM 12” main to a single new main with cost sharing, transferring leads from the 6” main to the new 12” main, and coordinating with resurfacing. This project is funded from the Water Fund and Sewer Fund. The project budget is \$1,284,000 in FY2020, and a total of \$2,140,000. These repairs will reduce annual operation and maintenance expenses. The O&M criteria score is 7.

UT-WS-20-03 WTP: Interim UV Disinfection Project – This project consists of designing and constructing an interim UV system at the Water Treatment Plant to facility cryptosporidium removal. The project budget is \$2,250,000 in FY2020, and a total of \$2,250,000. This project will increase operations and maintenance costs as this will create new facilities that require maintenance. The O&M criteria score is 0.

UT-WS-20-14 Galvanized Water Services Replacements – This project will compete and inventory or private galvanized water leads and start replacement of the leads in 2021. The project budget is \$500,000 in FY2020, and a total of \$14,000,000. These renovations should have little to no impact on maintenance costs. The O&M criteria score is 0.

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A

AAATA: Ann Arbor Area Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

B

Balanced Budget: a budget with revenues equal to expenditures, and neither a budget deficit nor a budget surplus.

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Deficit: occurs when a government spends more than it receives in revenue.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.

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C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$5,000 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

CVTRS: City, Village, and Township Revenue Sharing - a State of Michigan program that provides funding based on fulfillment of certain transparency criteria. It has replaced traditional statutory state-shared revenue.

D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Depreciation: systematic and rational allocation of the cost of a capital asset over its estimated useful life.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

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Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

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.

GFOA: Government Finance Officers Association - an association that

represents public finance officials with a mission to further excellence in public financial management.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Governmental Funds: funds generally used to account for tax-supported activities.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

Grant/Loan Recipients: individuals or organizations that receive grants or loans from grants/loans.

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.

M

Major Fund: Governmental fund or enterprise fund reported as a separate

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column in the basic fund financial statements.

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Information Technology Services, etc.

N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Area Transit Authority (AAATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

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Priority: a value that ranks goals and objectives in order of importance relative to one another.

Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than \$5,000.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales and Income Taxes to local governments.

S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

Structural Deficit: Permanent budget deficit that exists due to an underlying imbalance in government revenues and expenditures.

Structurally Balanced Budget: one that supports financial sustainability for multiple years into the future.

T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

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